Umicore Investor Presentation

August 2026

Agenda

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1.
About Umicore

2.
CORE 2028 mid-term plan

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

3.
CORE 2028 financial strategy

Rigorous capital deployment and solid cash generation

4.
HY 2026 performance

5.
2026 Outlook

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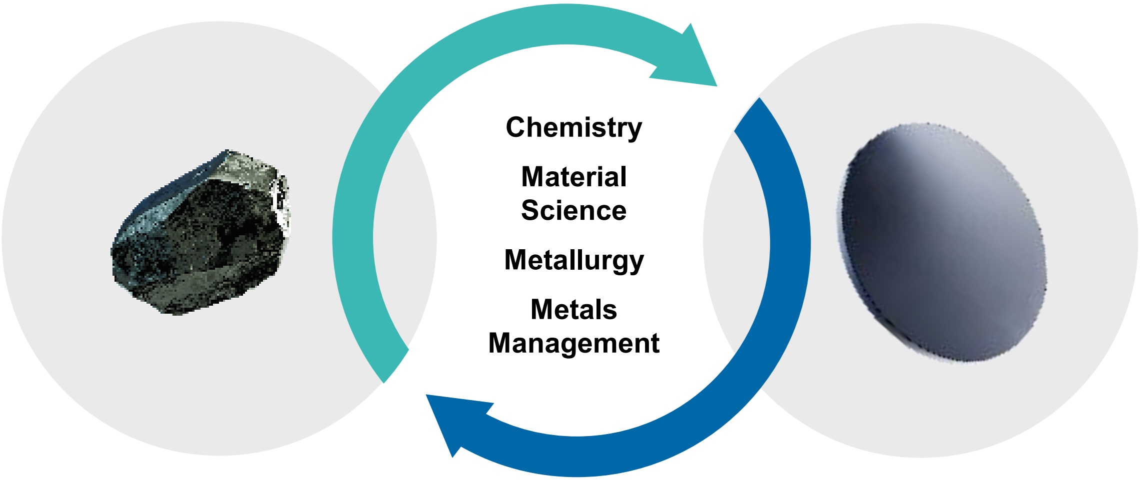
1 | About Umicore

Our business model is more relevant than ever

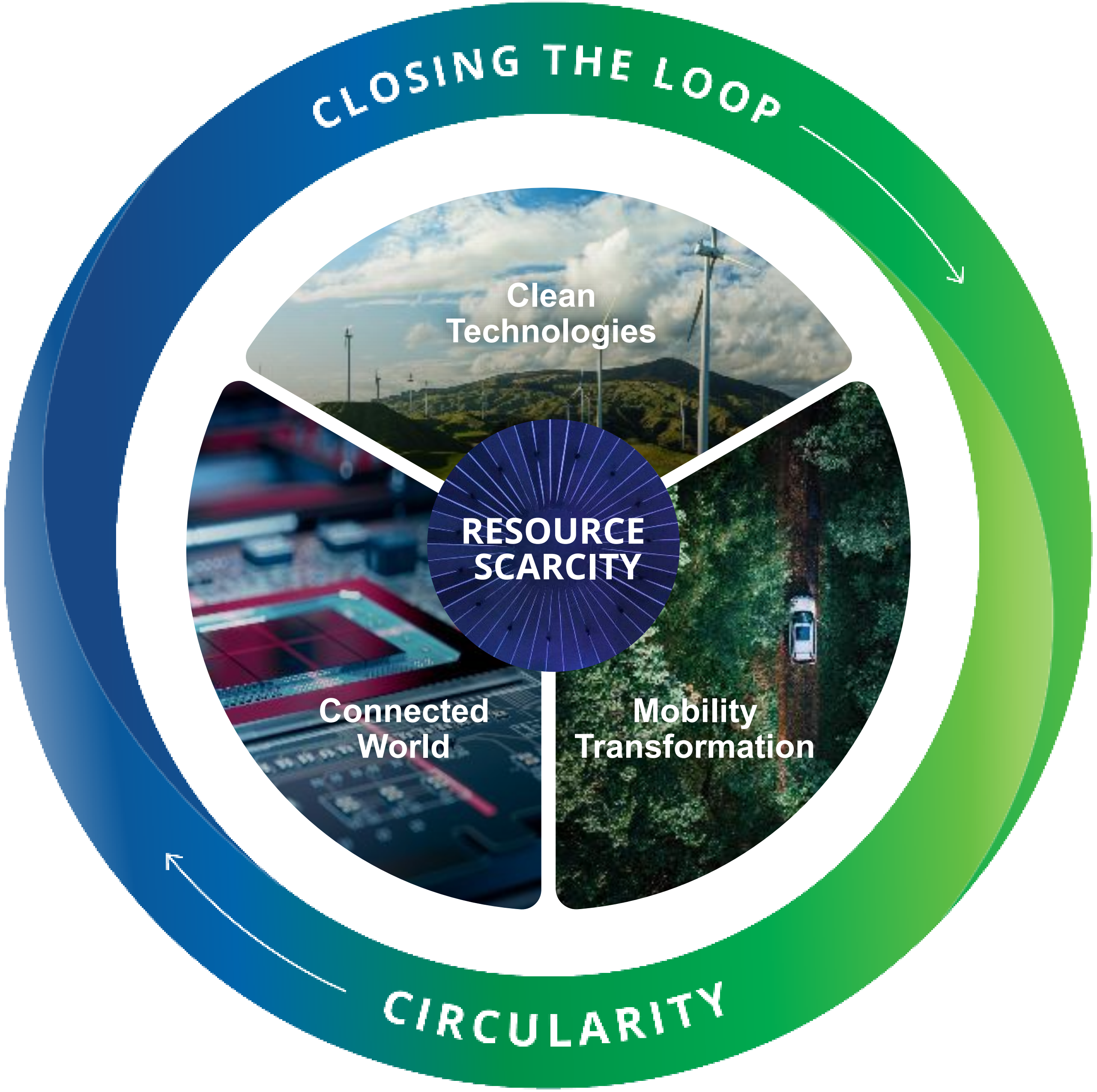


Working closely with our customers,
we innovate and tailor for their needs

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



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Through our unique business model we embrace and benefit from megatrends

Umicore at a glance

Global company with operations spanning **5 continents**

Megatrends supporting key activities: **Clean Technologies, Connected World, Mobility Transformation, Resource Scarcity**

- Revenues of € **3.6bn**, adj. EBITDA of **€ 847m** and adj. EBITDA margin of **24%**
- ROCE of **15.7%**, net debt / LTM adj. EBITDA ratio of **1.60x**
- CF from operations of **€ 849m**; free operating cash flow of **€ 524m**
- R&D of **€ 206m**, innovation at the core of Umicore's technology leadership

FOUNDATION BUSINESSES

Catalysis
(adj. EBITDA of €450m; margin 27%)

- Leader in emission control catalysts for passenger cars and heavy-duty applications
- Leading supplier of stationary catalysts , increasingly for data center applications, and fuel cell catalysts used in the hydrogen economy

Recycling
(adj. EBITDA € 371m; margin 39%)

- World's largest metal recycler of complex waste streams, recovering 17 metals; precious metals, PGMs, minor & specialty metals

Specialty Materials
(adj. EBITDA of € 108m; margin 19%)

- Active in high-tech niche markets such as (micro) electronics, semiconductors, space solar power, infrared lenses for cars and thermal imaging

Battery Material Solutions
(adj. EBITDA of € - 21m)

- Global supplier of NMC cathode materials for electric vehicles
- Battery recycling technology

Financial data as at end Dec. 2025

Umicore at a glance

Our strategic mandate

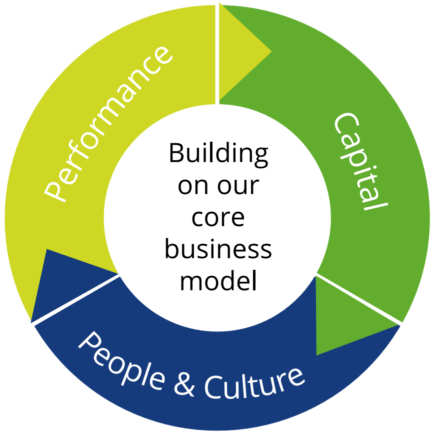
Maximize cash generation in the foundation businesses

Value recovery in Battery Cathode Materials

Our CORE 2028 Group financial ambitions

Strong profitability & returns		Solid cash generation	Robust balance sheet
> 23%	**> 15%**	**€ 1.0bn – 1.2bn**	**< 2.0**
Adj. EBITDA margin	ROCE	Cumulative FCF '25-'28	Net debt / adj. EBITDA LTM

The CORE 2028 strategy



Performance

- Operational efficiencies across activities, targeted to offset inflation
- > € 100m adj. EBITDA savings in 2024 and 2025
- Efficiencies of min € 50m to € 75m per annum over the plan

Capital

- More balanced capital allocation
- Rigorous capital deployment, leveraging existing footprint

Exploring **partnerships** in battery materials activities

People & Culture

- Drive change towards a performance culture

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.
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

2 | Core mid-term plan 2028

CORE 2028 | Our path forward

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Harnessing our strengths, focusing on 4 imperatives

Capital

More balanced capital allocation

Rigorous capital deployment

Performance

Further embed operational efficiencies across activities

People and Culture

Drive change towards a performance culture

Partnerships

Actively exploring partnerships in

battery materials activities

Building on our core business model

Leveraging **our business model and portfolio:**

further maximizing cash generation in our foundation businesses while recovering value 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

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

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

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

Automotive Catalysts

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

Fuel Cell & Stationary Catalysts

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

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

Precious Metals Chemistry

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

[1]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

* ICE: internal combustion engine (gasoline / diesel)

Maximizing business value in **Catalysis**

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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**

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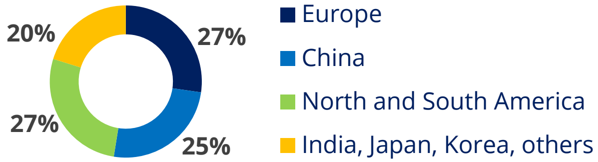
Unique customer proposition in Automotive Catalysts

Longstanding reliable partner to customers

Strong presence in long-lasting light-duty markets

Umicore 2025 light-duty catalyst volumes by region



Leading incumbent position in key LDG growth markets

Cooperating with all major OEMs, incl. Chinese domestic

Balanced footprint to support customer needs globally

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

Maximizing value for customers

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

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

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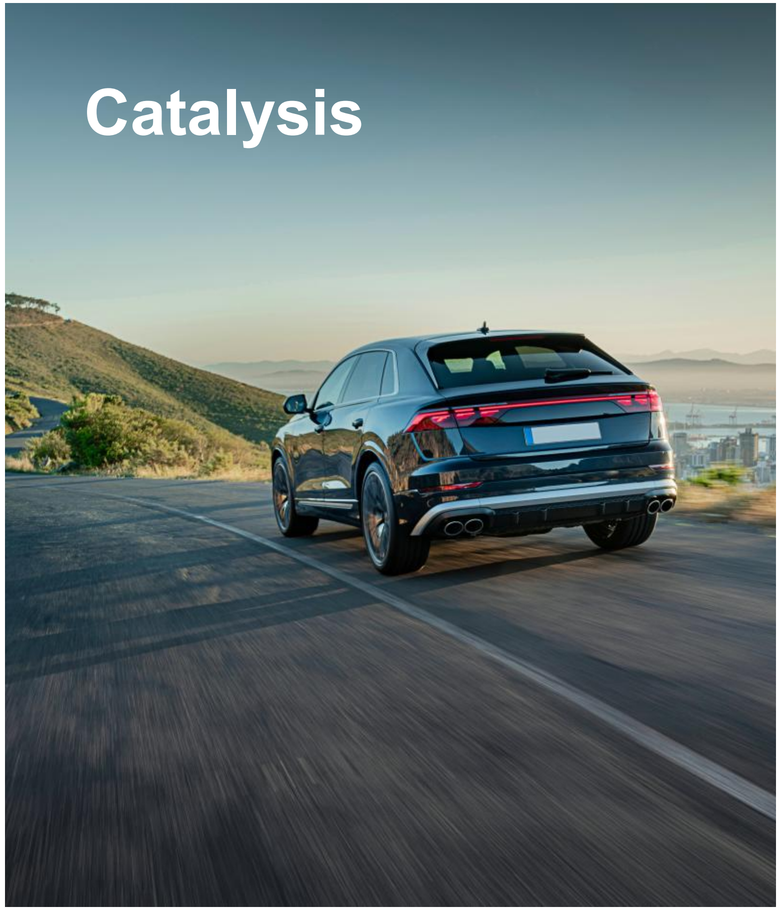
Maximizing cash and driving quality of earnings in Automotive Catalysts

Global catalyst market in mature market stage

Building on our core business model	Leveraging **unique customer proposition** as longstanding reliable partner	• **#1 position**[1] in attractive **light-duty gasoline** value pool • Projected **global market share increase** in total **light-duty catalyst** market of 3 to 4% by 2028[1]
Performance	**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 2025-28[2] • Close to **70% of NWC reduction** in 2022-2024, slight increase in NWC reflecting market share gains in LDG[2]
People & Culture	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

Core 2028 ambitions – Catalysis



Revenue[1] in 2028	Adj. EBITDA margin in 2028	ROCE in 2028
~ € 1.8bn	~ 25%	> 35%

Capex 2025-28: < € 300mn

FCF[2] 2025-28: > € 1.4bn

[1] 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
[2] Free 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

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

[1] Excluding Battery Recycling Solutions.

Precious Metals Refining

- 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

Jewelry & Industrial Metals

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

Precious Metals Management

- **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

[2] 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

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

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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
- ~€ 400m[1] 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

Revenue[1] in 2028	Adj. EBITDA margin in 2028	ROCE in 2028
~ € 800m	**~ 35%**	**> 40%**

Capex 2025 - 2028: ~ € 600m

FCF[2] 2025 - 2028: ~ € 400m

[1]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.

Capturing growth opportunities while improving performance in Specialty Materials

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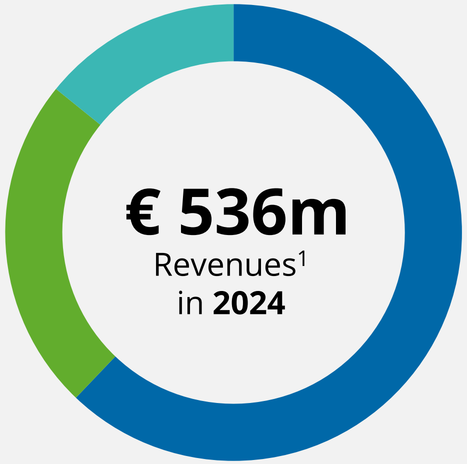

- Cobalt & Specialty Materials
- Metal Deposition Solutions
- Electro-Optic Materials

Electro-Optic Materials

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

Metal Deposition Solutions

- 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**

Cobalt & Specialty Materials

- **Global leader** in the refining, transforming and distributing of **cobalt** and **nickel**-based specialty chemicals.
- Multitude of applications in both **chemical** and **powder metallurgy**

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

[1]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

Capturing growth opportunities while improving performance in Specialty Materials

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Electro-Optic Materials

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

GROW

Metal Deposition Solutions

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

GROW

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

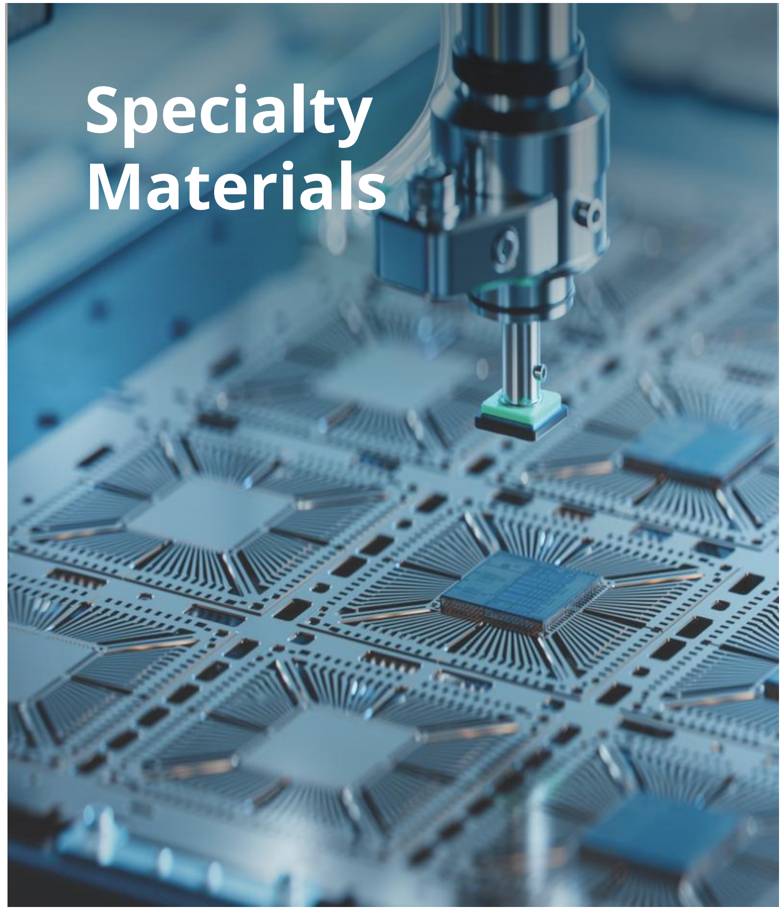
Cobalt & Specialty Materials

- 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



Revenue[1] in 2028	Adj. EBITDA margin in 2028	ROCE in 2028
~ € 600m	**> 20%**	**> 12.5%**

CAPEX 2025 - 2028: < € 200m

FCF[2] 2025 - 2028: ~ € 300m

[1]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
At average 2024 metal rates
[2]Free Cash Flow includes cash flow generated from operations (incl. changes in working capital) minus capital expenditures, capitalized development expenses and investments into JV

Battery Cathode Materials

Path towards value recovery

Solid position in Battery Cathode Materials

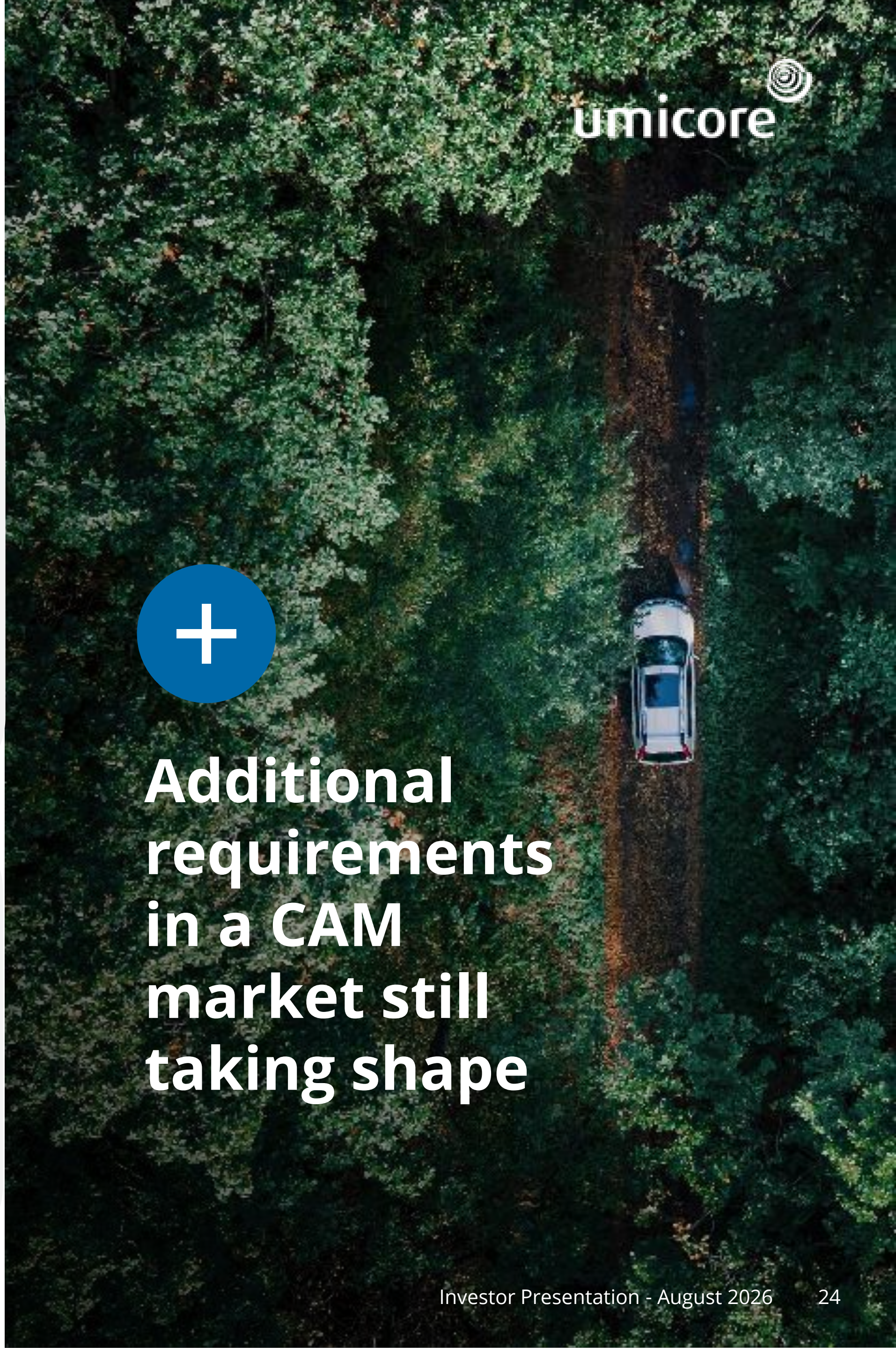
Building on our core business model

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



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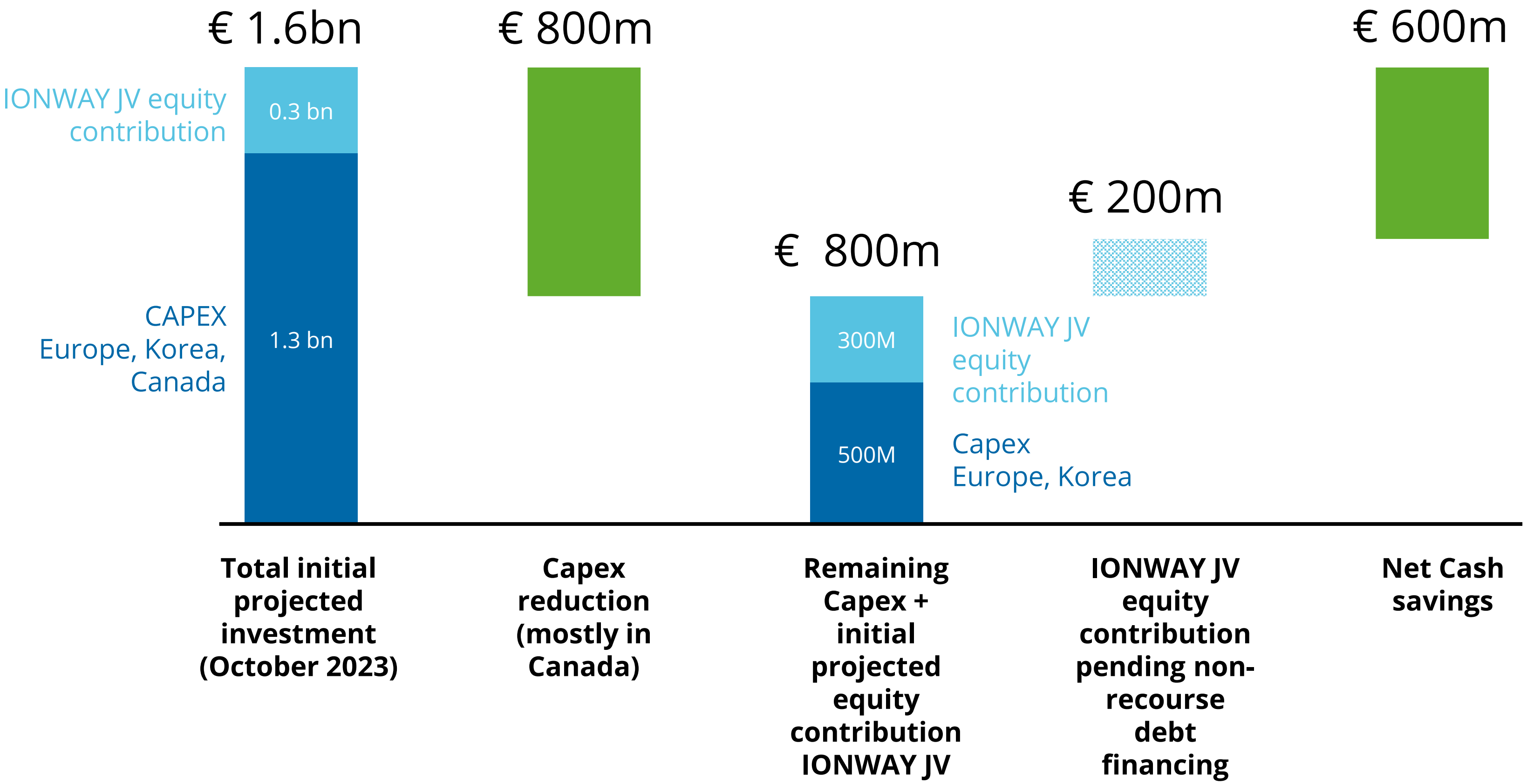
Additional requirements in a CAM market still taking shape

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.

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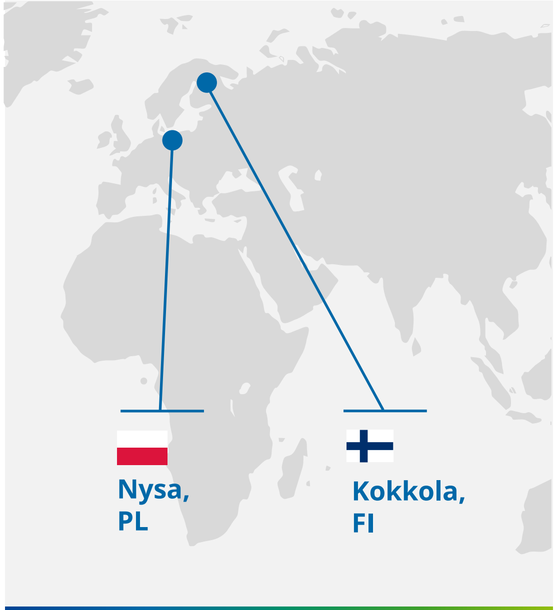
Remaining Capex investment in Europe



> 20% ROCE on remaining Capex investment

- IONWAY JV: Each partner to contribute € 500m equity in IONWAY JV to bring CAM capacity to 70 GWh
- Remaining capex investment of € 250m in Nysa to bring CAM capacity up to 45 GWh end 2028
- 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

Notes:
€ 500m of which € 400m included in the 2025 guidance provided at the time of the 2024 full-year results publication IONWAY is the JV between Volkswagen's PowerCo and Umicore

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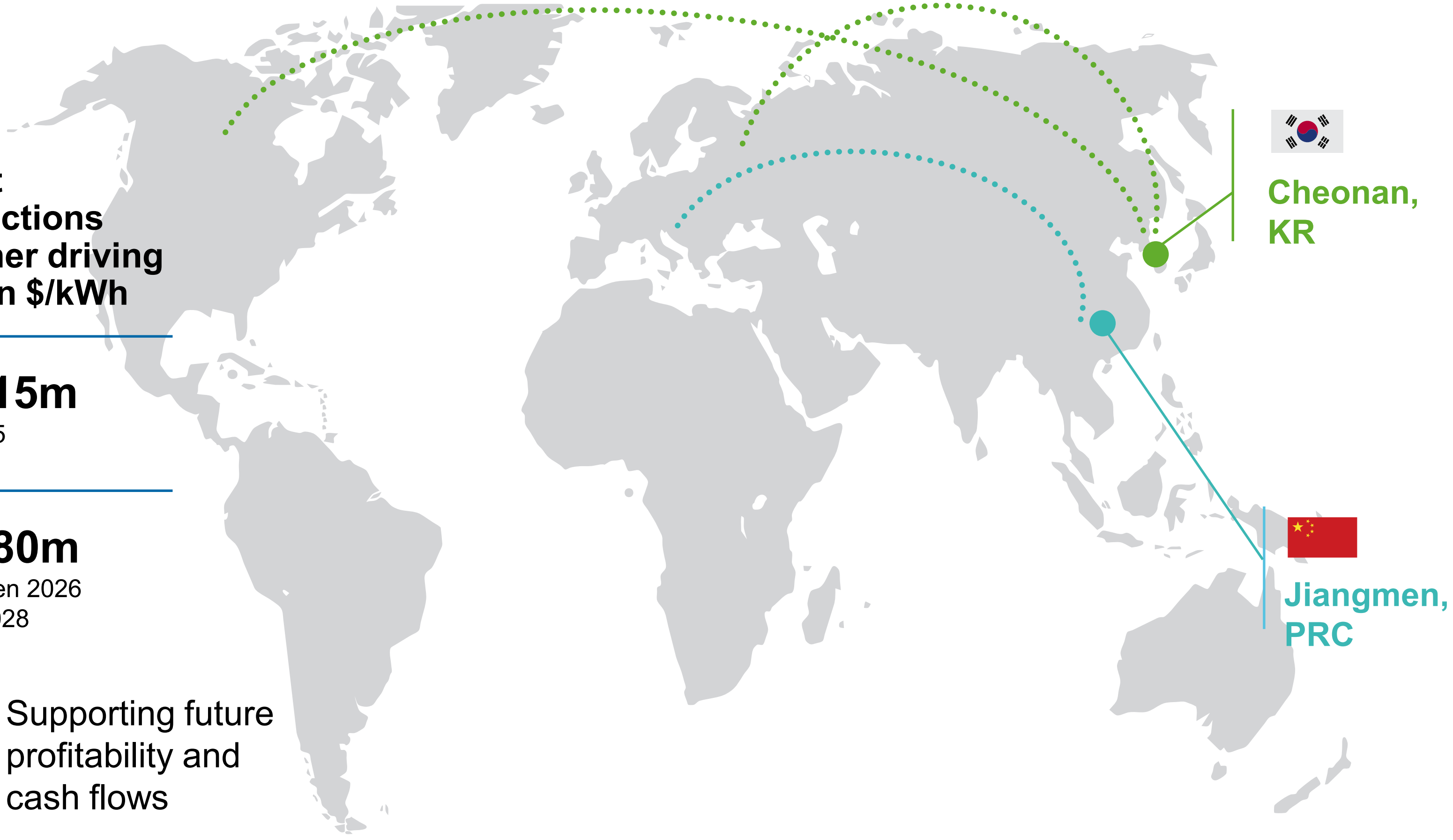
Remaining Capex investments in Asia

Cost reductions further driving down $/kWh

€ ~15m
in 2025

€ ~80m
between 2026 and 2028

Supporting future profitability and cash flows



- 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

- No investments in China
- Cash neutral at current capacity (30 GWh)
- utilization with cash revenues covering variable and fixed cash costs of the site
- 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

Building on our core business model

- **Leveraging strong customer contracts**
- **Customer and platform diversification**

Capital

Rigorous capital deployment

- Maximize plant utilization
- Leverage footprint flexibility
- Remaining investments to deliver on customer and product commitments

Performance

- End-to-end approach
- Product development and process integration
- Reducing overall cost base

Bring down $/kWh

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

Revenue[1] in 2028	Adj. EBITDA margin in 2028	ROCE in 2028
~ € 1,100m	**> 25%**	**~ 9%**

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

Investments 2025-28:

Capex to finalize footprint	Equity contribution to IONWAY JV
~ € 370m	**~ € 500m**

FCF[2] 2025-2028: ~ € (600)m ; FCF positive from '27 onwards

[1]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
[2]Free 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

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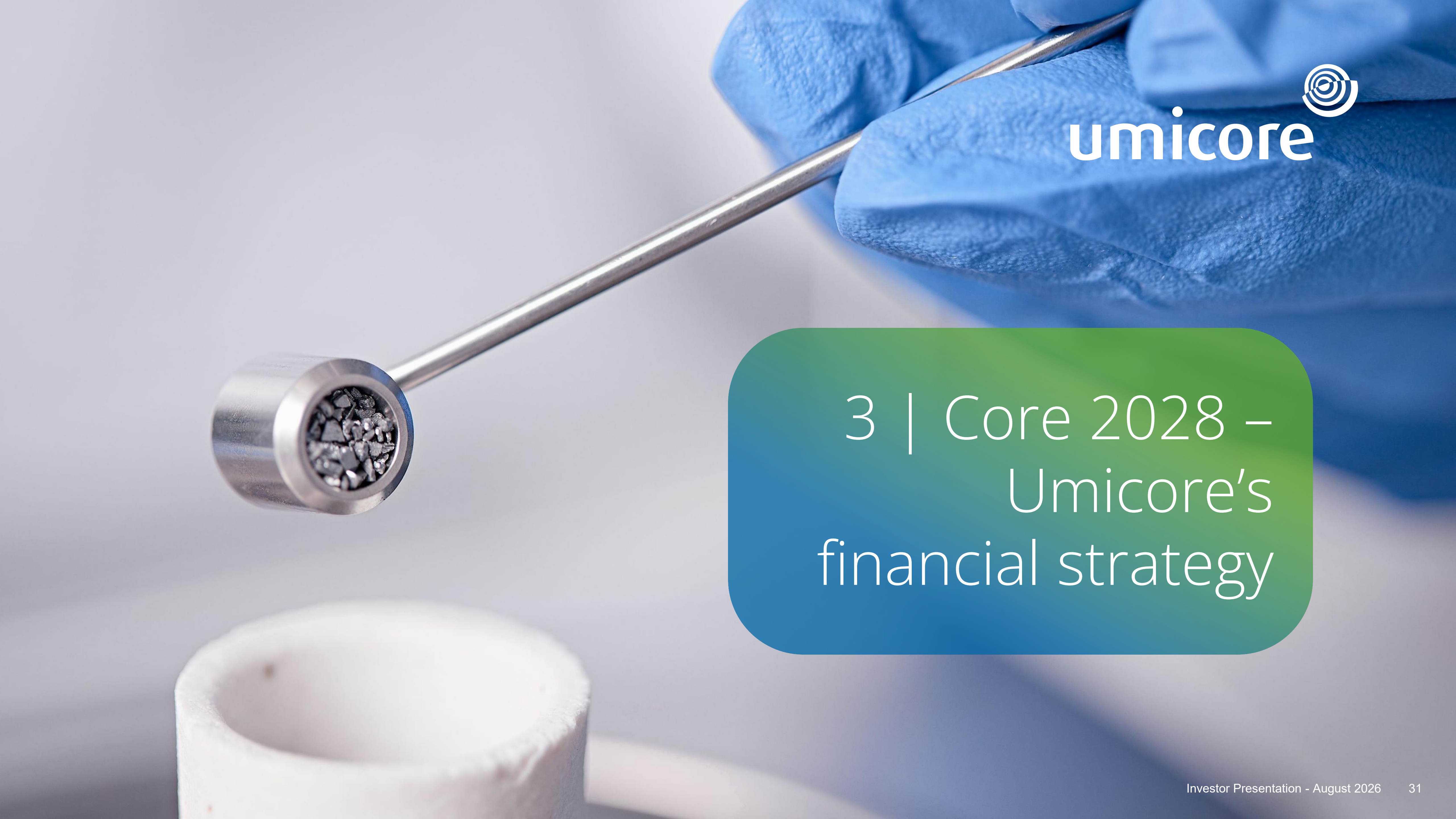
Actively exploring partnership options to accelerate value recovery

Industry sees value in consolidation



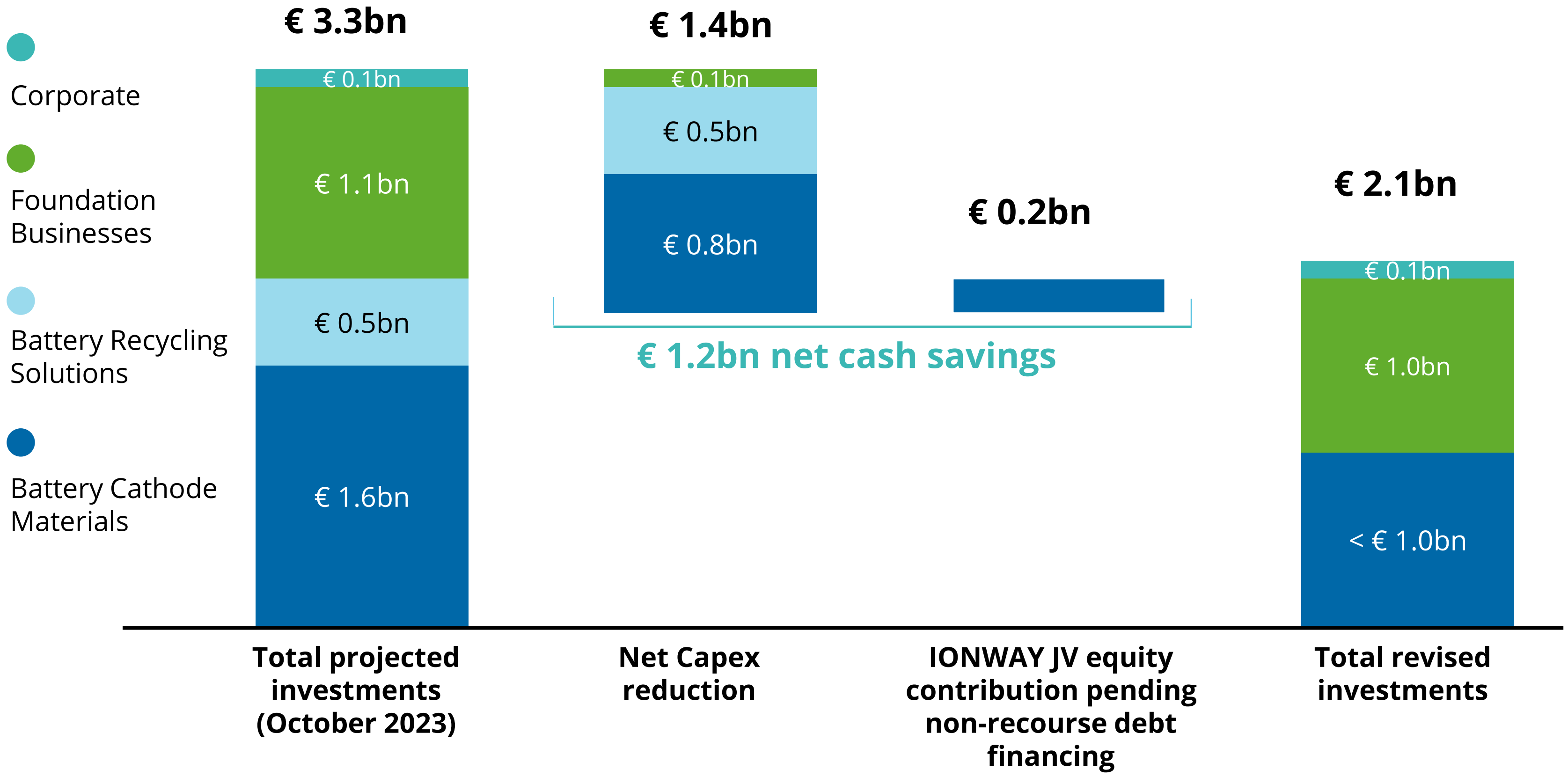
3 | Core 2028 – Umicore’s financial strategy

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

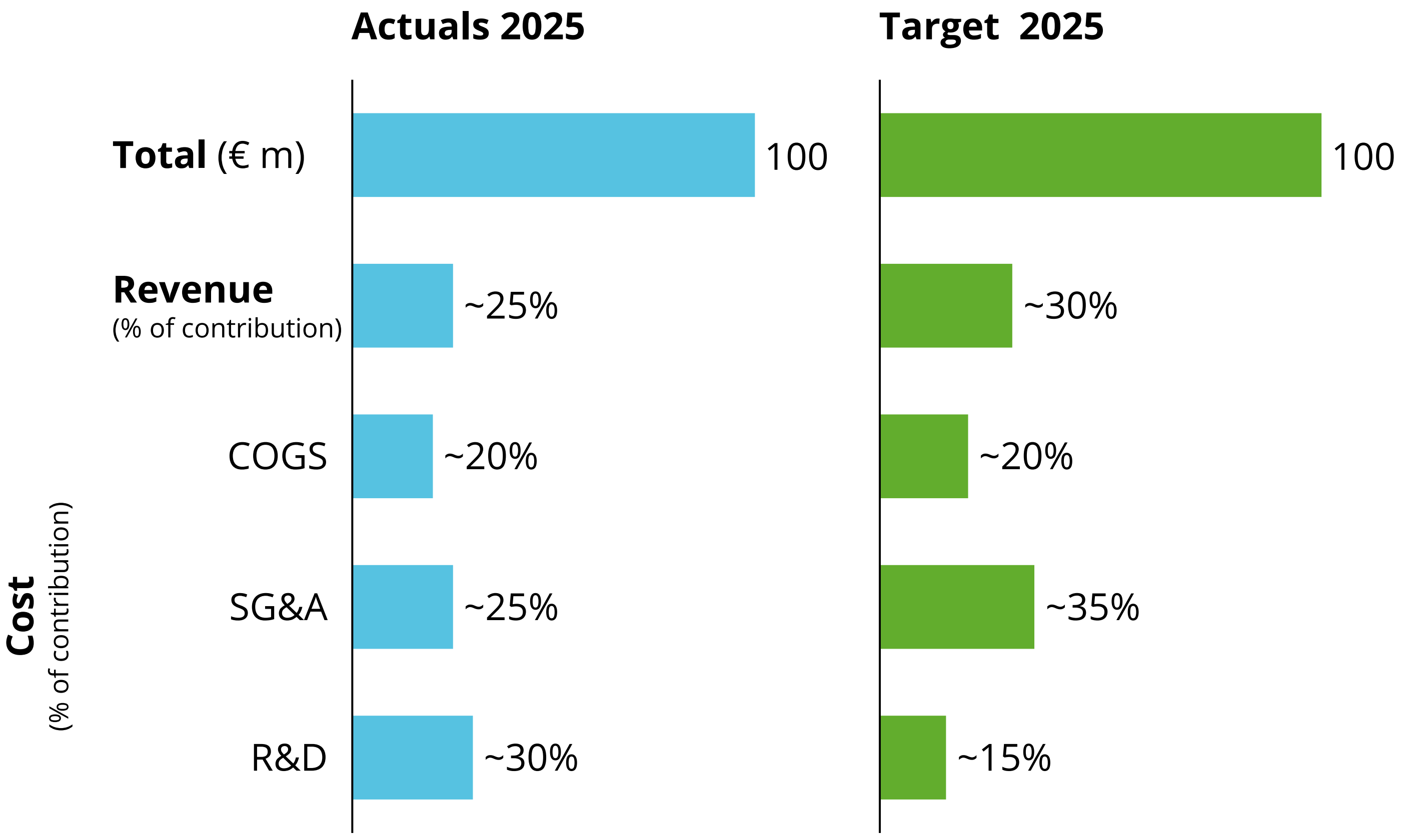
€ 2.1bn of revised investments remaining over the plan

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



AMBITION 2026-28

Offset inflation through gross efficiencies of min €50m to €75m per annum over the period

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

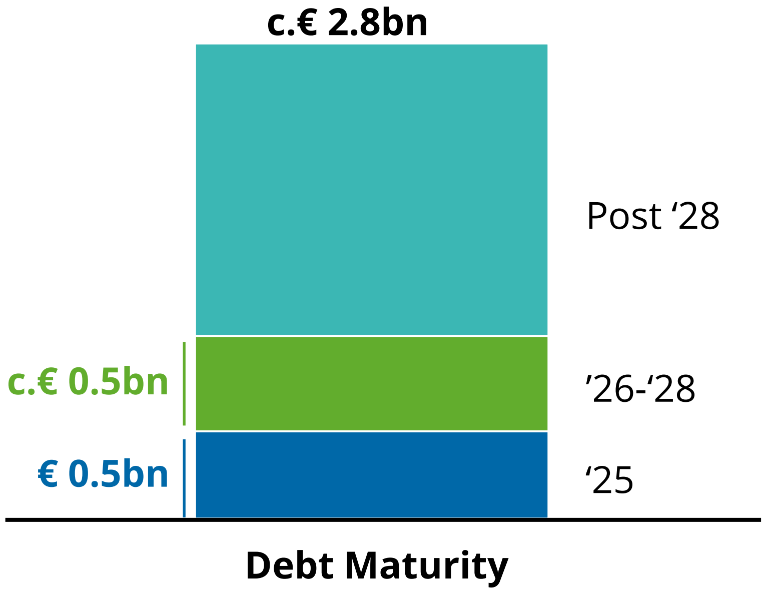
Exposure to wide range of minor and base metals typically balancing individual metal price fluctuations

Note: 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

Solid liquidity

With spread debt maturities and contained leverage

Long Term Debt profile (€ bn)

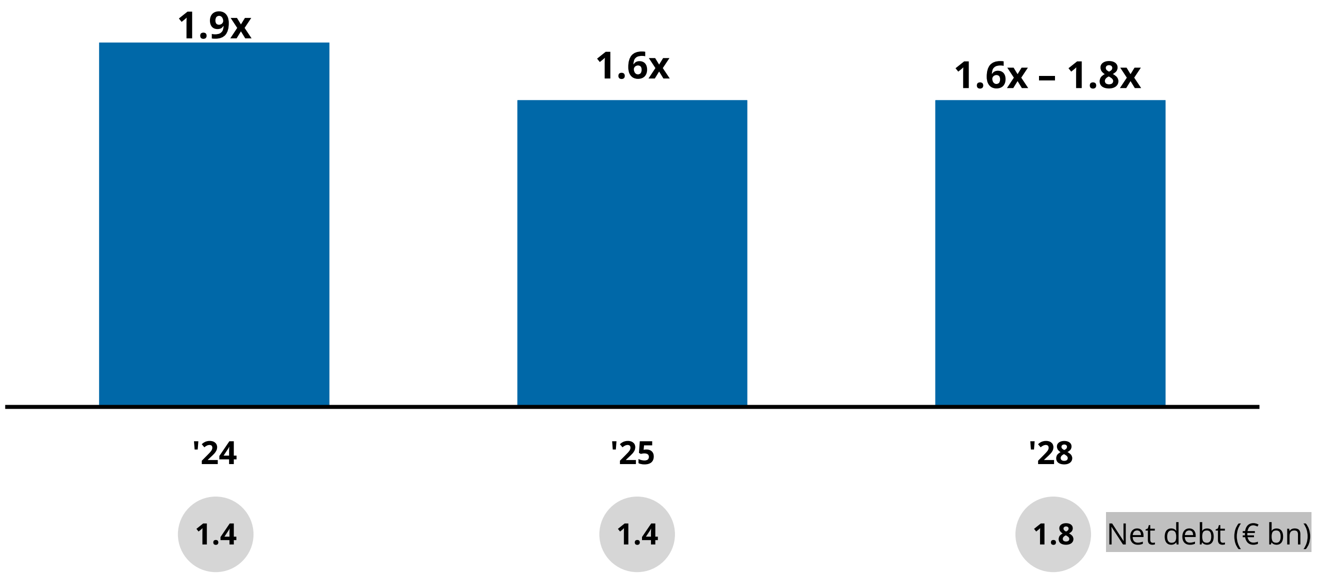


€ 2bn of **liquidity** at the end of 2024 with **>€ 1bn** of undrawn committed credit facilities

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 € 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

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Umicore Group

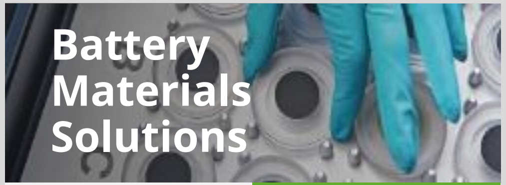
Adj. EBITDA	Adj. EBITDA margin	FCF '25-'28	ROCE
€ 1.0bn – 1.2bn	> 23%	€ 1.0bn – 1.2bn	> 15%

FOUNDATION BUSINESSES

Adj. EBITDA margin	~25%
FCF '25 – '28	> € 1,400m
ROCE	> 35%

Adj. EBITDA margin	~ 35%
FCF '25 – '28	~ € 400m
ROCE	> 40%

Adj. EBITDA margin	> 20%
FCF '25 – '28	~€ 300m
ROCE	> 12.5%



Adj. EBITDA margin	> 25%
FCF '25 – '28	~ € (600)m
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 2026 performance

H1 2026
Broad-based earnings uplift and solid execution

Highlights

- Strong underlying performance with greater activity and solid execution
- Tailwind from metal price environment, primarily in Q1 2026
- Sustained efficiency driving increased profit margins
- Upgrading FY 2026 Adj. EBITDA guidance

CORE 2028

Capital

Turning earnings into cash while maintaining rigorous capital discipline

Performance

Executing successfully across the portfolio, resulting in broad-based earnings growth, stronger margins and improved returns

People & Culture

Building a stronger, increasingly accountable and higher-performing organization

Partnerships

Industry sees value in collaboration and consolidation

H1 2026
Key figures

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Increased margins, stronger returns, improved cash generation and robust balance sheet

Revenues	€ 1.9 bn	+7% y/y
Adj. EBITDA	€ 577 mn	+33% y/y
Adj. EBITDA margin	30.2%	H1 2025: 24.3%
ROCE	23.0%	H1 2025: 16.4%
Free operating cash flow	€ 295 mn	H1 2025: € (54) mn
Leverage ratio	1.52x	31 December 2025: 1.60x

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

5 | 2026 Outlook

Upgrading guidance for FY 2026

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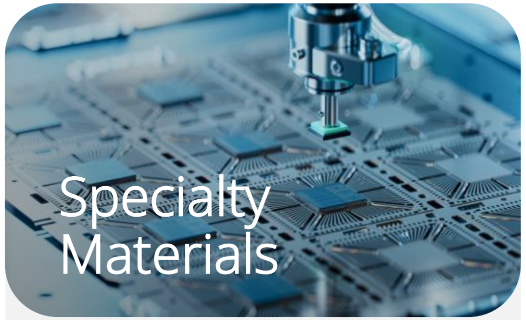
2026 adj. EBITDA expected slightly above € 1 billion

- Adj. EBITDA expected to be in line with record FY 2025
- Continue to benefit from strong position in light-duty gasoline catalyst applications
- Supported by track record of operational performance and continued efficiency focus

- Adj. EBITDA expected to be significantly above FY 2025
- Lower adj. EBITDA in H2 vs H1 2026, with JIM and PMM normalizing and offsetting higher performance H2 in PMR



- Adj. EBITDA expected to be materially above FY 2025
- Significant H1 2026 weighting
- Supportive margins for cobalt products, exceptional uplift to moderate in H2
- Continued healthy demand for germanium products
- Resilient activity across end markets

- Anticipated performance improvement y/y expected to be largely supported by take-or-pay compensation, linked to contractual volume
- Largely stable volume trajectory expected y/y
- Focused on execution, prioritizing cost-base reduction and tight capex control

Considering

- Strong H1 2026 results
- Current visibility levels across end markets

Assuming

- Broadly stable metal prices vs June 2026
- No major macro-economic deterioration[1]

Corporate costs to increase somewhat y/y, with targeted investments in digitalization and AI

Capex to remain in line with 2025, governed by rigorous capital allocation discipline

1) Due to, for instance, the conflict in the Middle East, from which any potential impact is not expected to be material in 2026. Umicore has very limited supply nor sales exposure to the Middle East region and has strong pre-conflict energy hedges in place. An overview of the outstanding energy hedges is found in the Financial Review of the press release.

Thank you!

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CORE 2028 Roadmap

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Annexes

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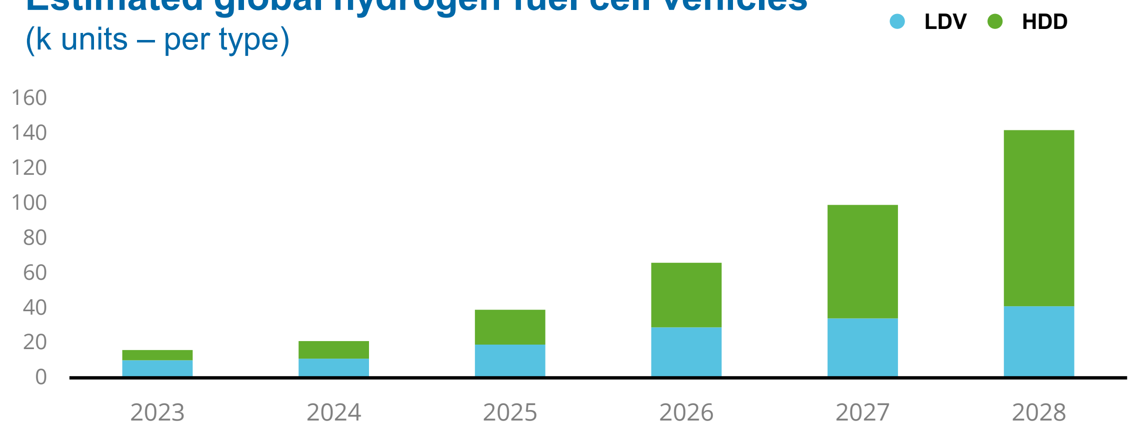
Capture emerging growth in Fuel Cell Catalysts

Estimated global hydrogen fuel cell vehicles[1]
(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 use[2]

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** in 2026

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

Progress in sustainability roadmap

Our approach to sustainability

Net Zero

Scope 1 + 2 GHG emissions:
- 20% by 2025
- 50% by 2030

Scope 3 GHG emissions:
- 42% carbon intensity of purchased materials (scope 3.1) 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

2025 Highlights in sustainability reporting

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2025 was a milestone year showing strong momentum on our sustainability roadmap and reporting

- ✓ Exceeded our first **decarbonization roadmap milestone** with 31% reduction in Scope 1 and 2 emissions vs the 2019 baseline
- ✓ Reached the sourcing of 60% global electricity from **renewable resources**
- ✓ Increased **access to sustainability reporting** with interactive AI-powered experience for readers added to our annual report

11,230
Total workforce

-31.4%
Scope 1+2 GHG market-based vs 2019 baseline

24.4 %
Women in total workforce

60%
Global electricity from renewables

53.6%
Reduction in staff TRIR compared to launch strategy in 2021

-32.4 %
Carbon intensity of purchased materials vs 2019 baseline

52.5%
Metal-containing secondary materials in the input mix

55.4%
Reduction of diffuse emissions vs 2020

SILVER | Top 15%
ecovadis
Sustainability Rating
JUL 2025

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

Co Ni Li

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

GOLD | Top 5%
ecovadis
Sustainability Rating
JUN 2024

- ✓ **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*

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Corporate Governance

Guiding us forward

Umicore's Executive Leadership Team

Karena Cancilleri

Executive Vice President Battery Cathode Materials

Ana Fonseca Nordang

Executive Vice President People and Organization, Communications, ESG and P&T

Lily Liu

Chief Financial Officer

Geert Olbrechts

Chief Technology Officer
Executive Vice President Recycling

Bart Sap

Chief Executive Officer

Veerle Slenders

Executive Vice President Specialty Materials & EHS

Jensen Verhelle

Executive Vice President Catalysis

Marten Zieris

Chief Digital & Transformation Officer

Supervisory Board

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Supervisory Board composition

For more information on the Supervisory Board members, please visit: Supervisory board | Umicore

Supervisory Board

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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
- Investment Committee

Shareholding structure

Shareholding Structure

You can consult the latest shareholding structure on our website via the following link:

Shareholder structure | Umicore


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