



We Go for Zero

Sustainability Champion

Who we are

Over 20 years of sustainability leadership

We deliver sustainable solutions to address global megatrends.

Our products and services accelerate global **mobility transformation**, cater for the **growing need for advanced materials** and enable **even greater circularity for critical metals**.

We are the leading ***circular* materials technology company** fulfilling its mission to create sustainable value through ***materials for a better life***



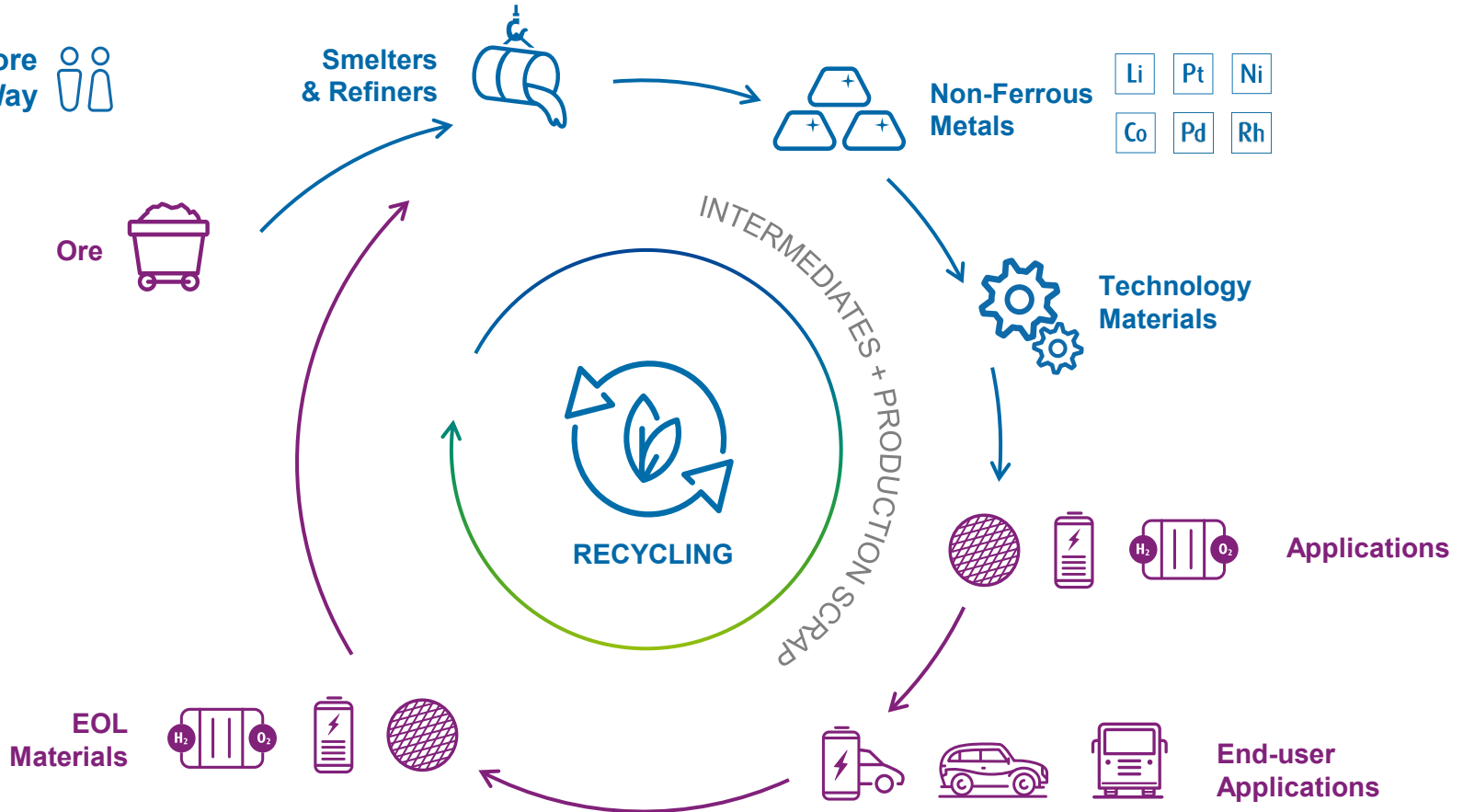


Closing the loop

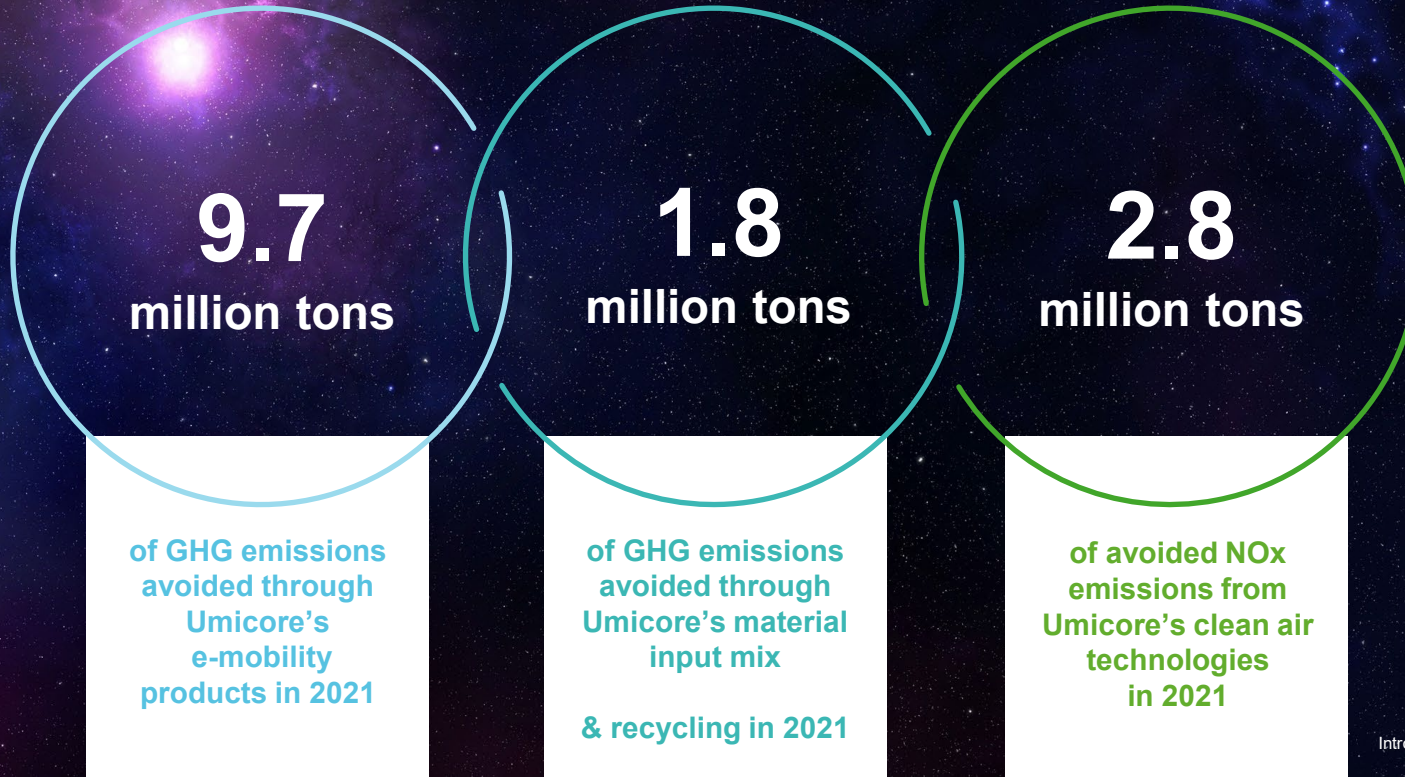
With a unique integration in the value chain



The Umicore Way

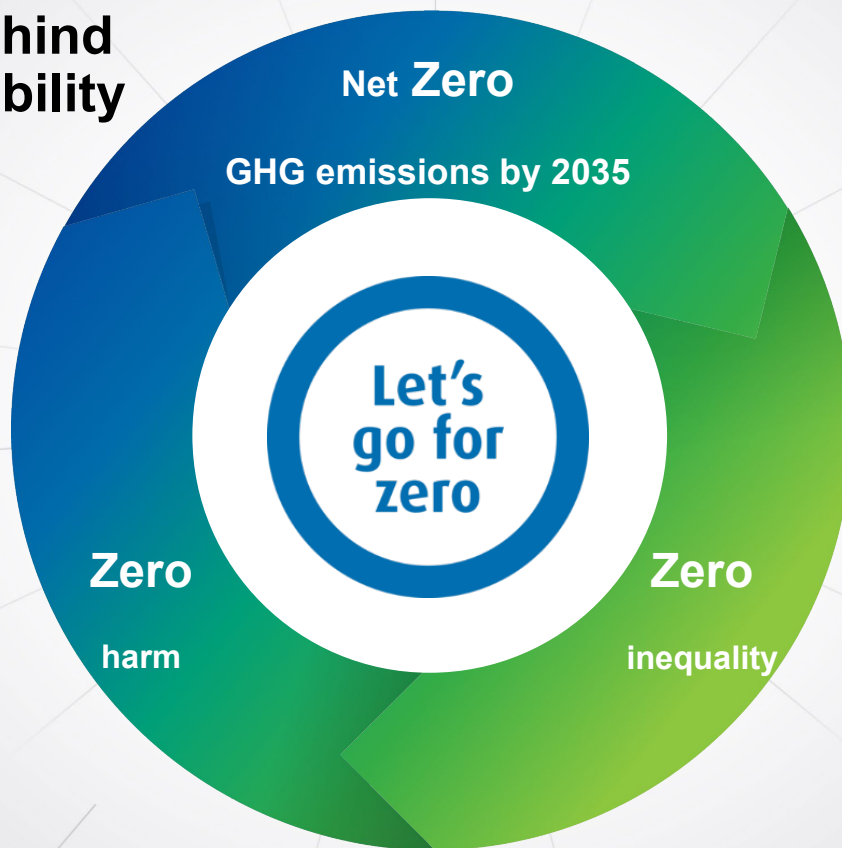


Umicore combines technological know-how, performance as sustainability champion, unique position and business model to deliver



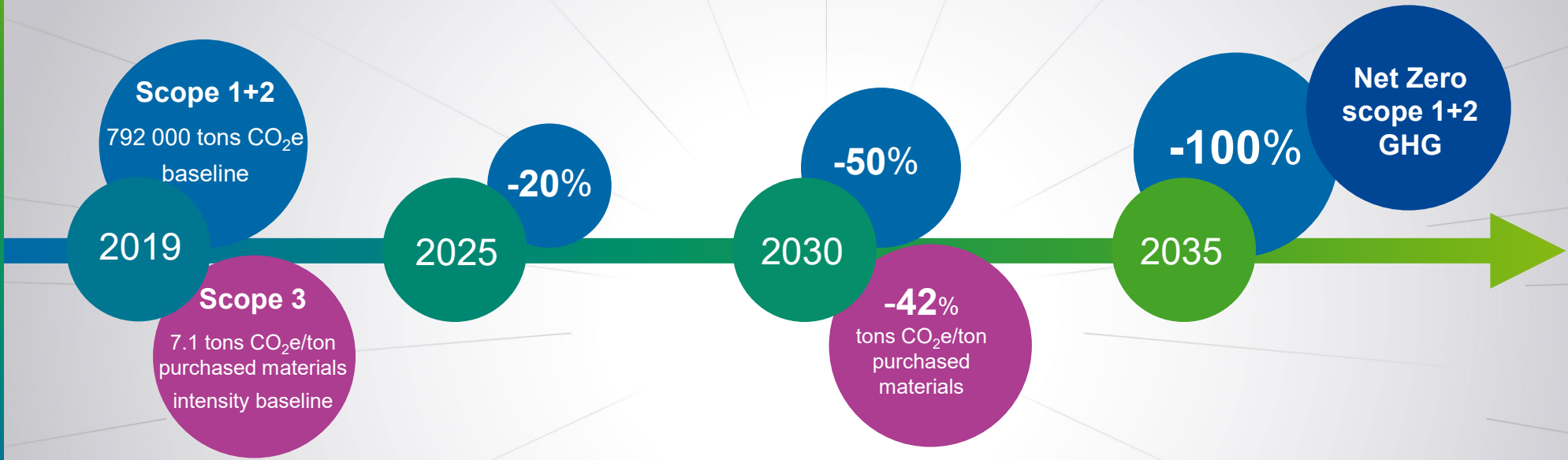
Let's Go for Zero

the ambitions behind
being a Sustainability
Champion



Net Zero GHG. Zero regrets.
Endless possibilities.

Net Zero GHG emissions by 2035



Net Zero GHG. Zero regrets.
Endless possibilities.



Zero harm



- **Minimizing impact on the environment**
- **-25%** diffuse emissions by 2025 with continuous improvement of other types of metal emissions
- **New water stewardship program**

Wellbeing @ work

Zero work related injuries

Zero excess exposure

Mental, physical, occupational and social **wellbeing** at work **for all**

Sustainable sourcing champion

Driving positive impact in the value chain



Zero inequality

WHERE
WE ARE
TODAY

11,050

Group employees

WE
GO FOR

25%

Women in management

Gender parity in management as soon as possible, with **35%** women in management by 2030

21.6%

Non-Europeans in senior management

Increased cultural diversity

in management teams by 2025

75

Nationalities

Measuring and disclosing **Pay Equality**



Net zero

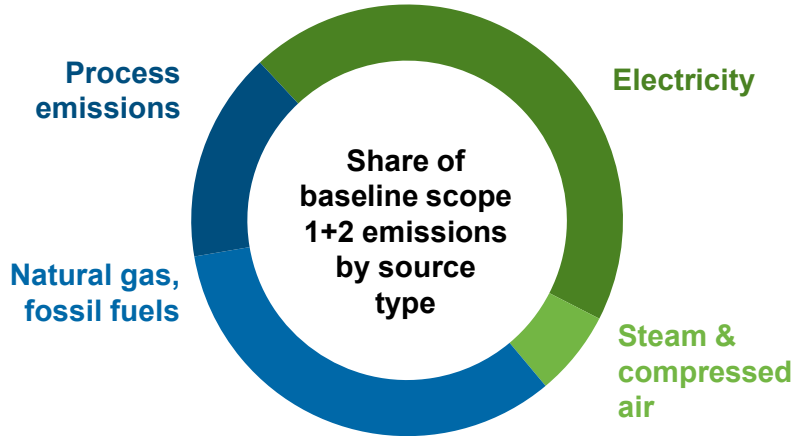
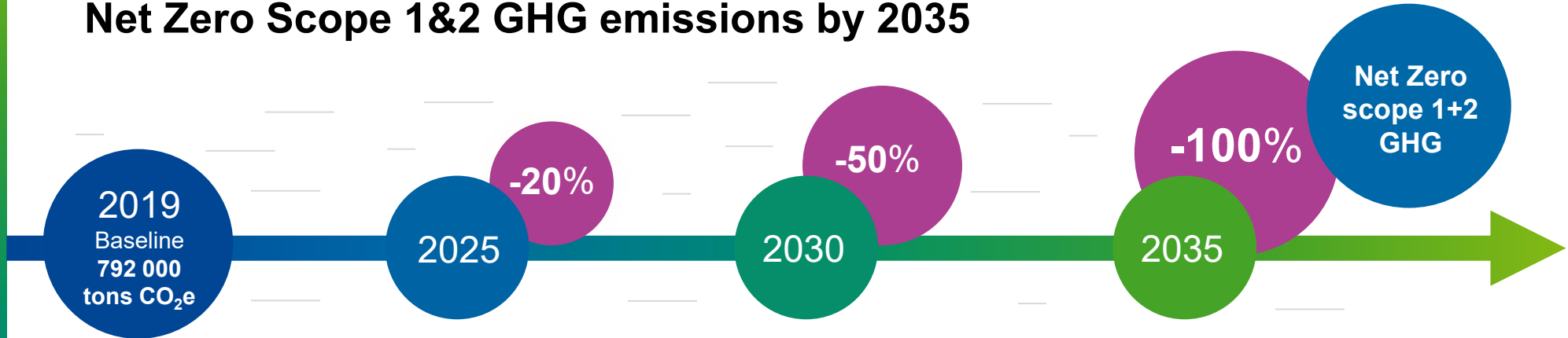
GHG

by 2035



Minimizing Umicore's impact on climate

Net Zero Scope 1&2 GHG emissions by 2035



Leveraging operational excellence & innovation



To reach our decarbonization goals



**Global goal,
Local action plans**



Energy efficiency



Bio-based fuels



GHG capture & utilization



Heat efficiency



Renewable electricity on site



Carbon capture & storage



Data & performance management through Digitalization & Industry 4.0



Process innovation



Green Power Purchase Agreements



Strategic partnerships



Carbon neutral growth



Defining an internal carbon price



1 AVOID
emissions



2 REPLACE
emissions







3 CAPTURE
remaining emissions

Defining the pathway to net zero



AVOID emissions

-  Energy efficiency
-  Heat efficiency
-  Process innovation
-  Carbon neutral growth

1



Heat
and power
cogeneration
in Olen

Defining the pathway to net zero



REPLACE emission sources



Bio-based
Fuels

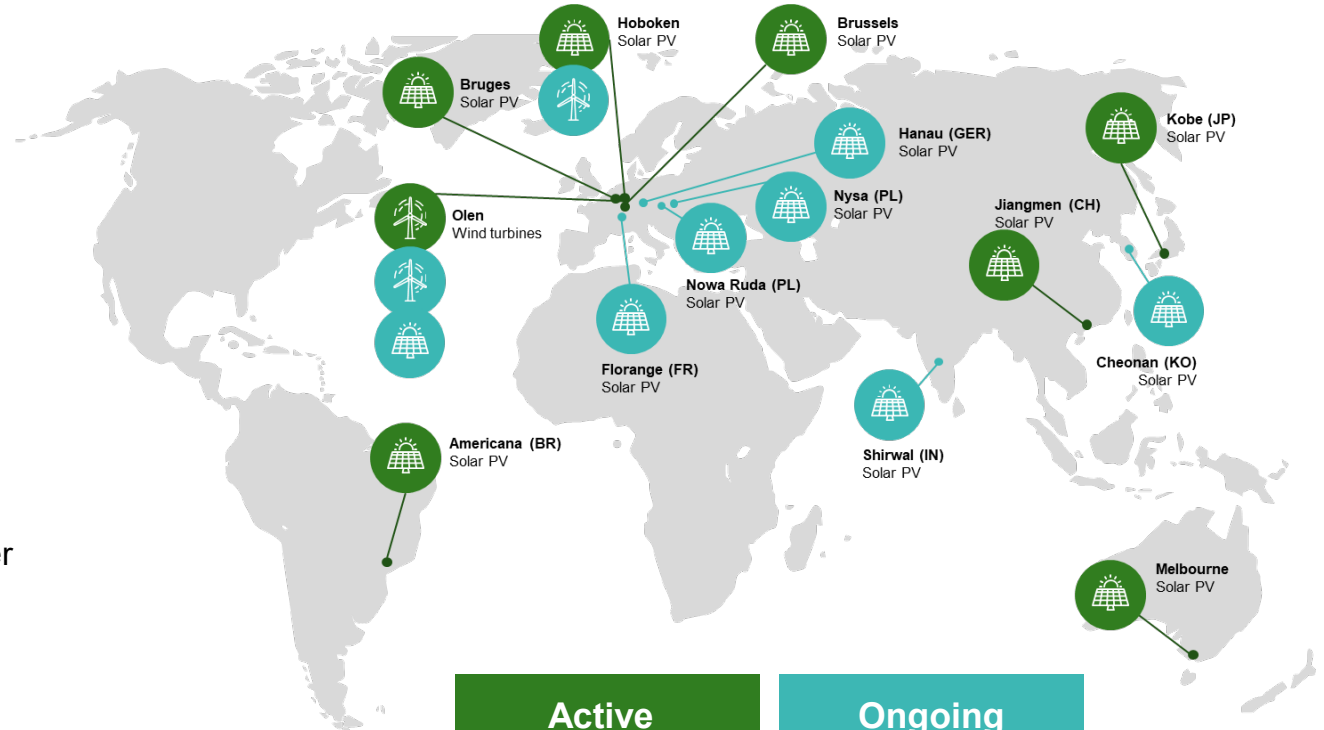


Renewable
electricity
on site



Green Power
Purchase
Agreements

2



Active
Installations

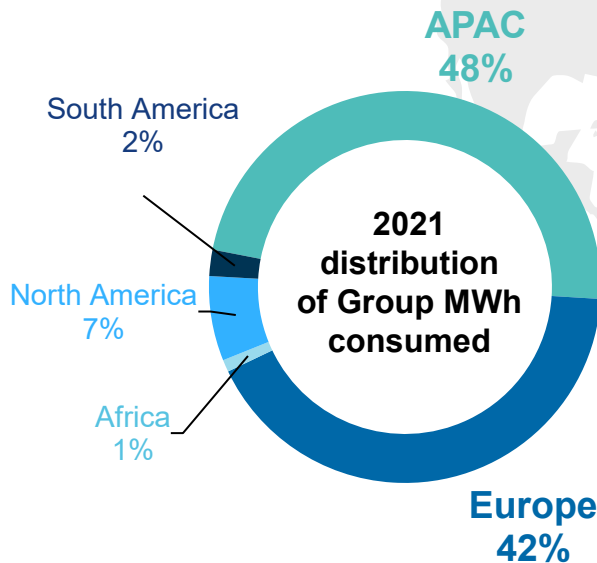
Ongoing
Projects

Reaching our first milestone

Global goal, regional approach

Regional priorities reflect most material sites & projected activity growth

100% Renewable electricity sourced in Europe by 2025



Europe

16%

total renewable electricity in 2021

Hoboken & Olen, Belgium
Kokkola, Finland
priority sites

100%

renewables in **Nysa, Poland**
as of start of production

Expected **30%**
total renewable electricity
by end of 2022

Asia / Pacific

14%

total renewable
electricity in 2021

Jiangmen & Suzhou, China
Cheonan, Korea
priority sites

Low visibility of PPA market
Illiquid markets for RECs

Aim for **40%**
renewable electricity by 2025

Defining the pathway to net zero



CAPTURE

remaining emissions



GHG capture & utilization



Carbon capture & storage



Strategic partnerships

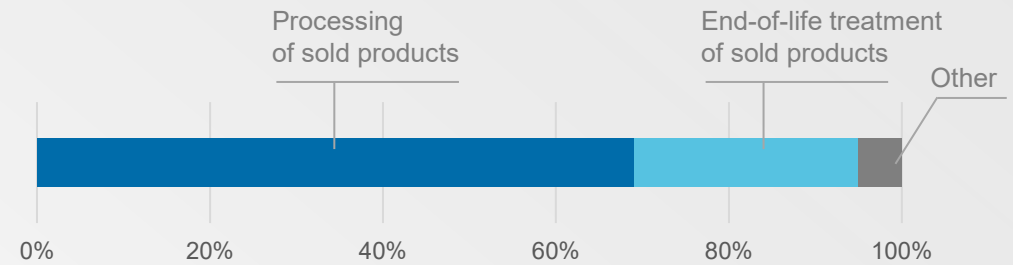
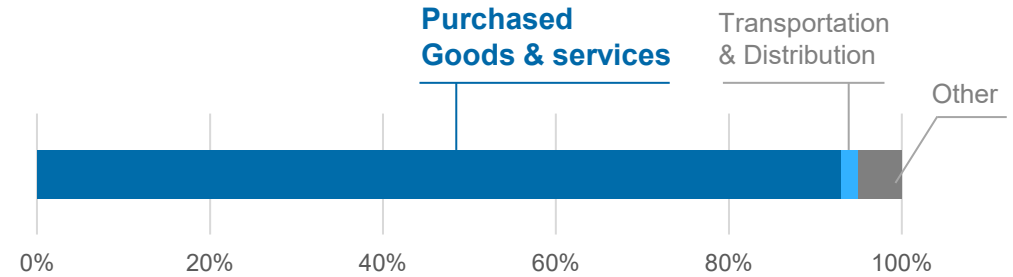
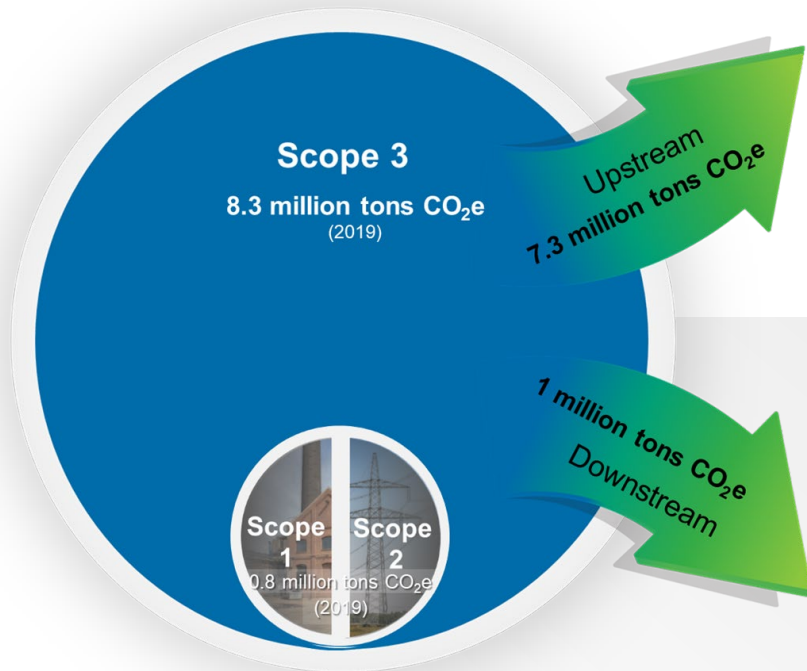
3



Landmark industrial scale nitric acid plant

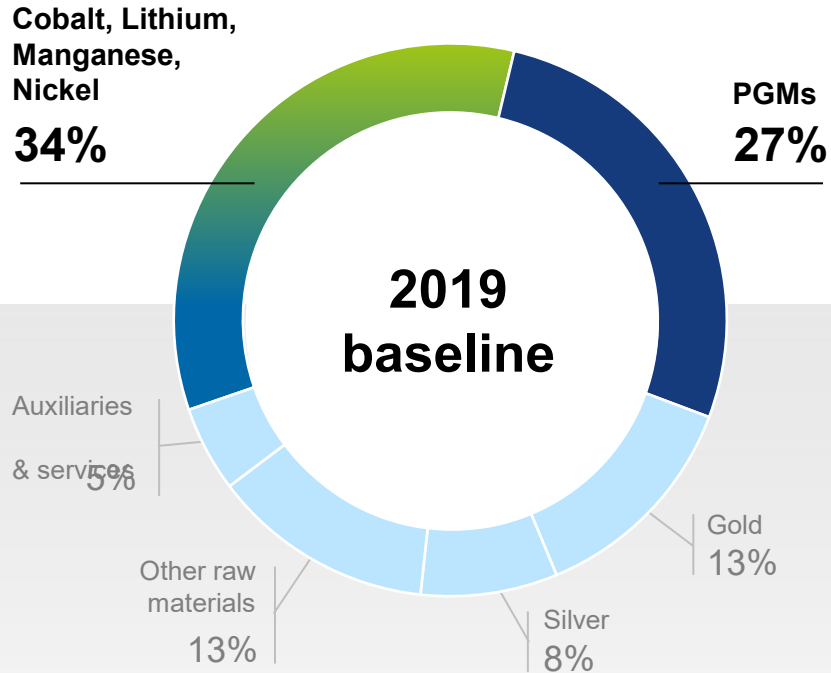
Managing carbon in the value chain

Umicore Scope 3 footprint 10x larger than scopes 1+2

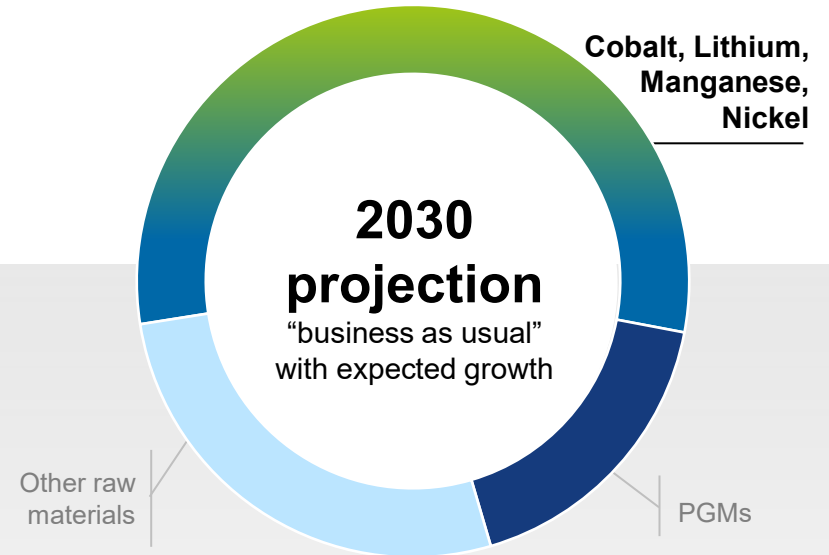


Excluding: use of sold products, downstream leased assets, franchises and investments

Prioritizing supply streams to deliver low-carbon battery & catalyst materials



**GHG emissions share
by purchased good type**

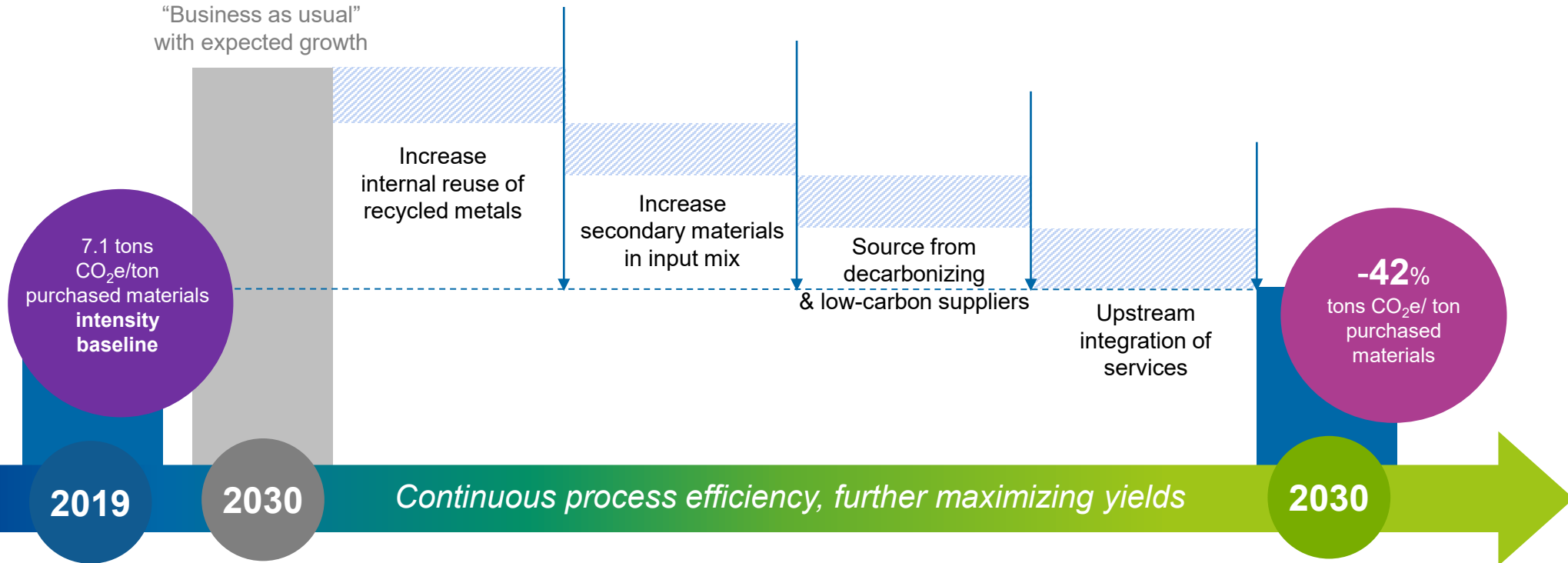


**GHG emissions share
by purchased good type**



Leveraging our raw materials approach to drive decarbonization in the value chain

“Business as usual”
with expected growth

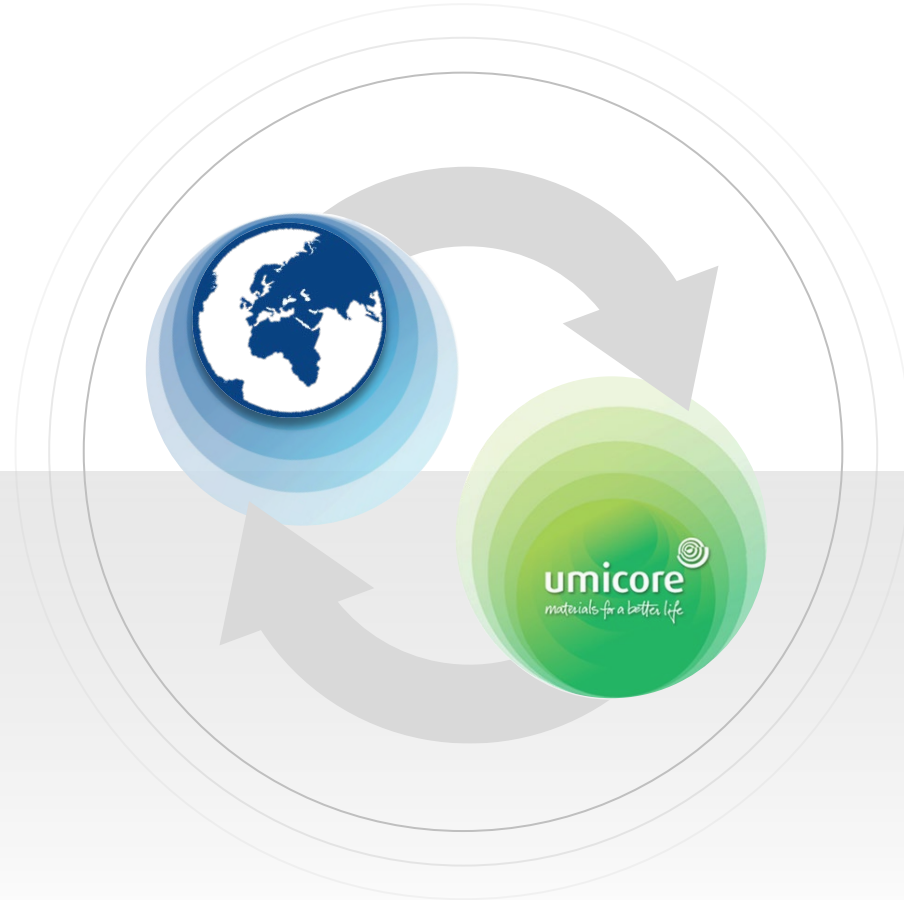


Decarbonization is a key element in Umicore's Climate Action Plan



Managing climate's impact on Umicore

Climate-related physical risks
Climate-related transition risks



Managing Umicore's impact on climate

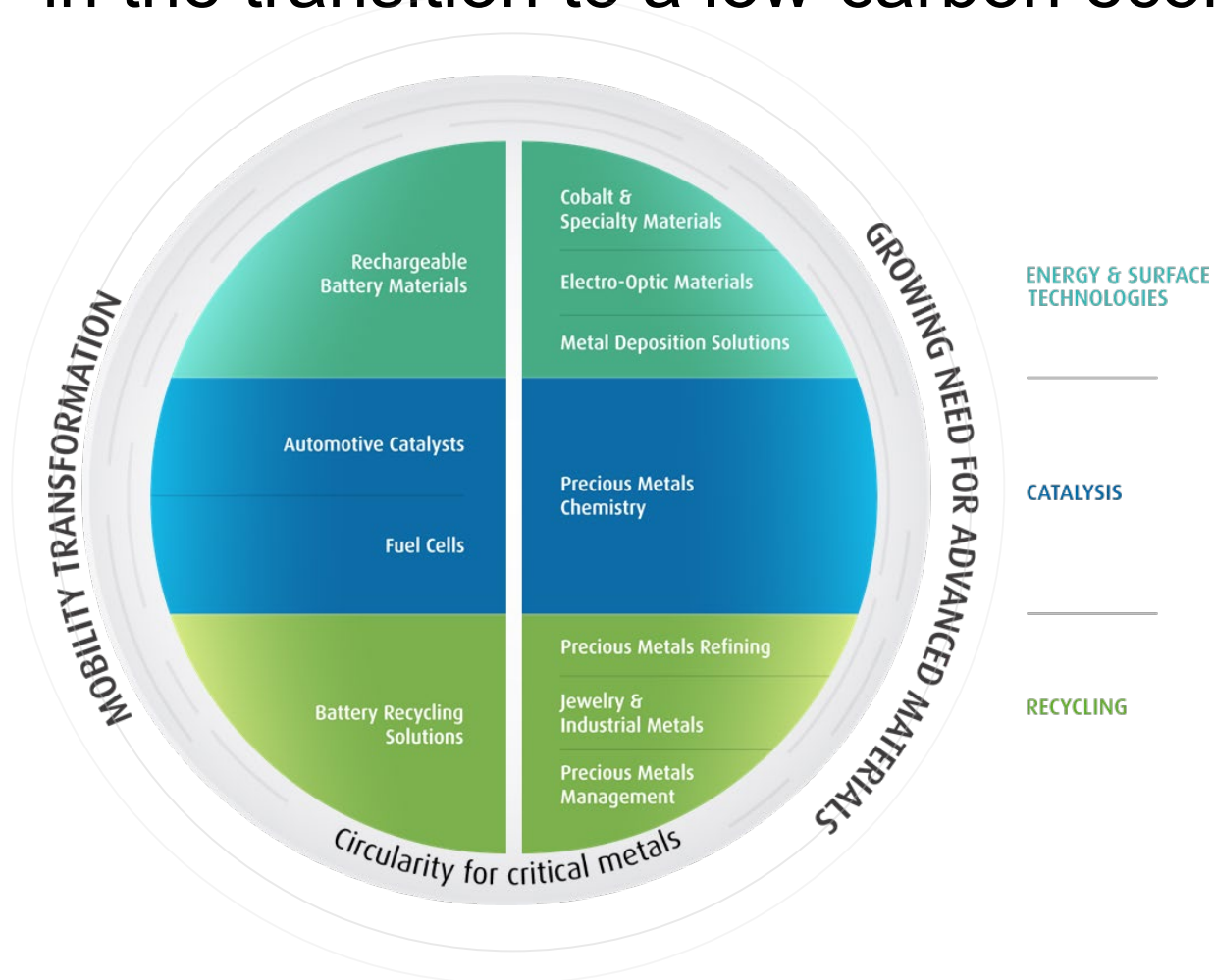
Scope 1, 2 and 3 GHG emissions

Managing climate's impact on Umicore



**Building resilience
through Umicore's
water stewardship program**
Focusing on sites operating
in areas facing water stress

Uniquely positioned to maximize opportunities in the transition to a low-carbon economy



Driving the transition
to a low carbon society
through our products & services

Driving decarbonization
of our value chain
through how we do business

Delivering the most
sustainable solutions

Zero

harm



Managing our impact with care

Continue our commitment to significantly reduce our emissions



**-25% diffuse
emissions
by 2025
(vs 2020)**

**Continuous
improvement
on metal
emissions**

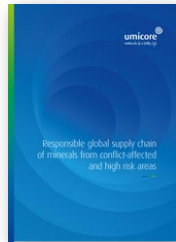
Caring for safety and wellbeing at work



Championing sustainable sourcing

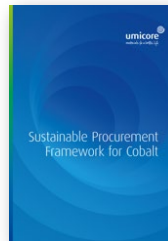
To drive positive impact in the value chain

We are committed to create sustainable value with our global network of suppliers based on strong ethical business standards, trust and shared commitments.



The Umicore Responsible Global Supply Chain of Minerals from Conflict Affected and High-Risk Areas

Umicore sustainable Procurement Framework for Cobalt
First company ever to receive third party validation



Zero

Inequality



Diversity of thought to keep us ahead

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Gender parity in management as soon as possible with **35%** women in management by 2030

Increased cultural diversity in management teams by 2025

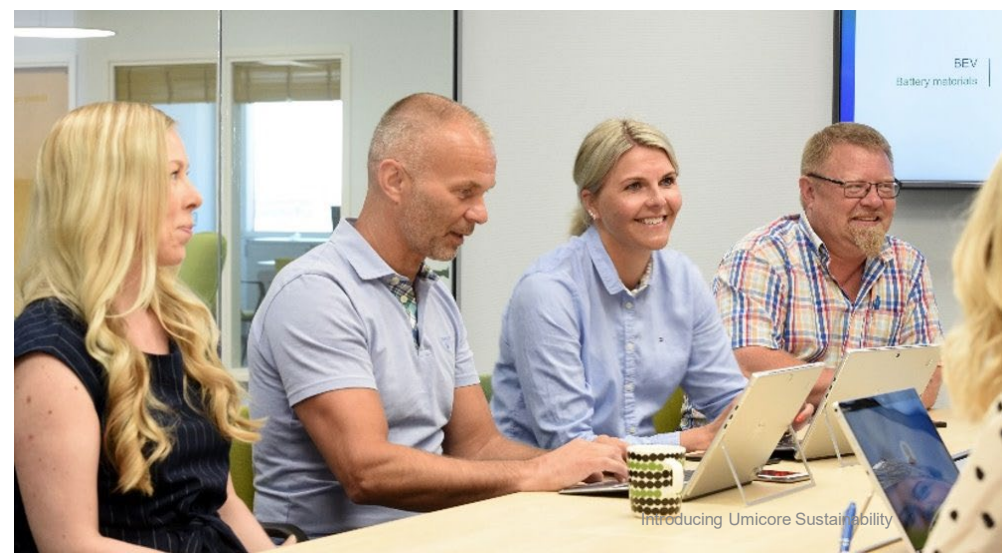
Measuring and disclosing **Pay Equality**

Diversity of thought to keep us ahead



Initiatives launched to increase diversity & inclusion

- 1 | **Awareness campaigns, unconscious bias and inclusion trainings**
- 2 | **Talent management & recruitment** based on merit, talent and resourcefulness
Fast track talent to support diversity ambitions
Recruitment to be more diverse including a commitment to have 35% of women in new management recruits
- 3 | **Diversity & Inclusion reviews** part of regular management processes



A close-up photograph of two hands shaking in a firm grip, symbolizing agreement or partnership. The hands are positioned in the center of the frame, with one hand from the left and one from the right. The background is a soft, out-of-focus brown. A semi-transparent circular overlay is centered on the hands. Two blue rectangular boxes with white text are overlaid on the left side of the image.

Driving

Positive impact

Maximizing positive impact

Sustainability at Umicore is not only about minimizing the impact of our industrial operations, but first and foremost about creating a positive impact on society by harnessing all our capabilities and bringing solutions to address key societal challenges, today and tomorrow.



Cleaner air at the core of our business

Delivering to the strictest emissions standards



Preventing 2.8 million tons of NOx emissions

from being emitted into the air every year through
Umicore catalyst technologies



Using average lifetime of 200 000 km including NOx, HC, CO, excluding PM

Delivering high-performance solutions For zero emissions transport



**Umicore PEM catalysts already
prevented 147,000 tons of GHG emissions
from being emitted into the air in 2021**



PEM: Proton-exchange membrane
Using average personal vehicle lifetime of 200 000 km

Decarbonizing the battery value chain

Accelerating our journey towards net zero
& transforming our rechargeable battery materials business

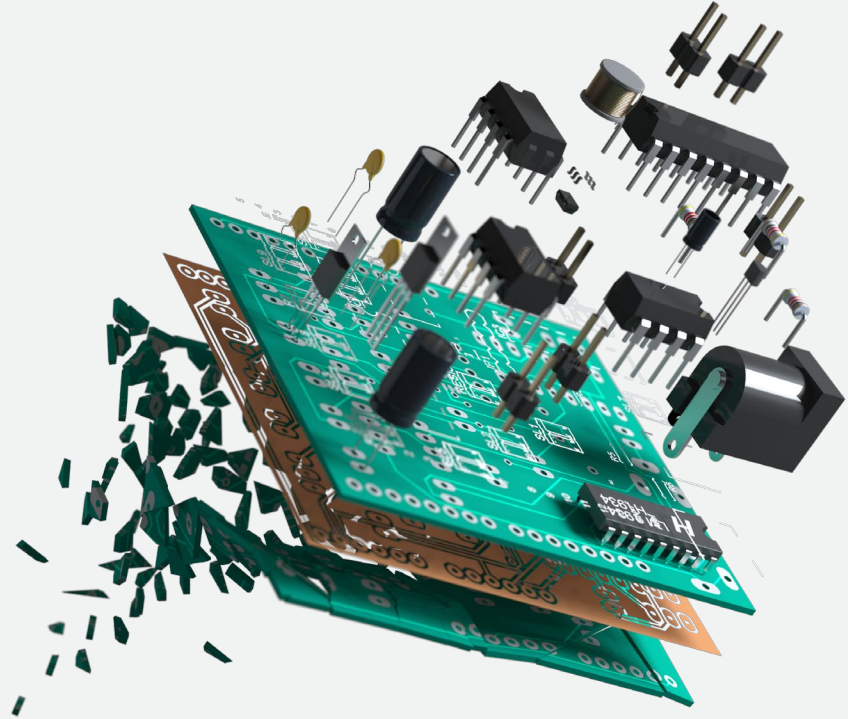


**Over 9.5 million tons of GHG emissions from
being emitted in 2021**



Maximizing closed-loop benefits

1.8 million tons of GHG emissions avoided in 2021 through material input mix & recycling



Giving back to society

Our commitment



Umicore supports projects and organizations with:

A clear **educational component**

An **international** scope

A link to **sustainable development**
(social, environmental and/or technological)

Partnering for impact

unicef for every child

Long-term partnership with UNICEF

UPSHIFT Program:

Engage girls and youngsters with disabilities and ethnic minority communities to identify community challenges and create entrepreneurial solutions

Projects in Asia, Africa and Latin America

Empowering girls through STEM in Indonesia:

Enabling adolescent girls to access relevant skills for employability and empowerment through bootcamps

Supporting girls to identify challenges in their communities and develop innovative solutions



umicore[®]

materials for a better life