

Closing remarks



SPEAKER

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Net beneficiary of a changing world



Megatrends

Supporting our business model

Portfolio

Synergetic, coherent, competitive

Purpose

Sustainability at the core



Writing the next chapter of Umicore as the *circular* materials technology company

2030

GROWTH

>100%

Revenues

PROFIT

>20%

EBITDA margin

RETURN

15%

Grow like a start-up

Create value as an established company





materials for a better life