

Closing remarks

Bart Sap – Chief Executive Officer

Umicore
Capital Markets Day
27th March 2025

CORE

Disclaimer

This presentation is provided solely for general information purposes about Umicore and its activities.

This presentation is incomplete without reference to its oral introduction and the related press release. This presentation should be evaluated only in conjunction with them.

This presentation contains forward-looking information that involves risks and uncertainties, including statements about Umicore's plans, objectives, expectations and intentions.

Should one or more of these risks, uncertainties or contingencies materialize, or should any underlying assumptions prove incorrect, actual results could vary materially from those anticipated, expected, estimated or projected.

Readers are cautioned that forward-looking statements inherently include known and unknown risks and are subject to significant business, economic and competitive uncertainties and contingencies, many of which are beyond the control of Umicore. As a result, neither Umicore nor any other person assumes any responsibility for the accuracy of these forward-looking statements. Umicore does not commit to review any of its forward-looking statements on new information or developments unless applicable by law.

The global economic landscape continues to be disrupted by persistent geopolitical tensions leading to limited visibility on end market demand. Umicore is navigating this volatile environment by maintaining its focus on resilience, adaptability, and efficiency across the Group. Projections are based on the current market conditions and geopolitical landscape as of the date of publication. The provided outlook does not include any assumptions on the potential impact of the introduction of tariffs.

Closing remarks

- Our circular business model is more relevant than ever
- Solid plan based on four key imperatives:
 - Capital, Performance, People & Culture, Partnerships
- Mandate to maximize cash generation in foundation businesses and value recovery in Battery Cathode Materials
- Maximizing cash and value recovery
 - ROCE >15% in 2028
 - Cumulative Free Cash Flow in the range of €1.0 to €1.2 billion

CORE

Umicore
Capital Markets Day
27th March 2025