



Umicore Capital Markets Day 2025

March 27, 2025

Closing Remarks

Bart Sap

CEO

So, first of all, I would like to thank you all for being here, also to the viewers online. So we highly appreciate and we enjoyed the exchange from the conversation. It was very enjoyable for us. And we were also very happy to share on the hard work that we have done over the last 10 months. And we are convinced that we have shown this strong trajectory going forward that we are going to take these decisive actions and are going to implement this new culture of performance and capital discipline.

Now, closing remarks. Our circular business model is more relevant than ever throughout the company. We have a solid plan based on four key imperatives: capital, performance, people and culture, partnerships. Two mandates – one group mandate and two components, cash and value recovery. That's where our focus sits. That's where you will have your attention for the next four years. Our return on capital will be north of 15% in 2028, and our cumulative free cash flows will be in the range of €1 billion to €1.2 billion.

So we truly remain at the core of society. We really are going to work on what we're the strongest at. So we leave this room and we leave with our own conviction and confidence that we're now on a solid path towards 2028. We take our own destiny in hand and now we start the real hard work. That's the implementation. But I'm quite sure we will continue to discuss on that also in the next year.

So thank you, everybody, also online. Have a wonderful remainder of your day. And of course, for the people in the room, there will be further possibility to further exchange. So thank you and, well, look forward to seeing you again.