Sales (excluding pm) – £3,922m

- Efficient Natural Resources 25%
- Clean Air 59%
- Other Markets 10%

Underlying operating profit – £504m

- Efficient Natural Resources 47%
- Clean Air 47%
- Other Markets 1%

Global group with increasing emerging market exposure

- Rest of Asia 12%
- Rest of World 7%
- Europe 41%
- China 13%
- North America 27%
- Rest of World 7%

Shareholder returns

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Efficient Natural Resources

- Light Duty Diesel (LDD) 42%
- Light Duty Gasoline (LDG) 27%
- Heavy Duty Diesel (HDD) 31%
- Light Duty Vehicles (LDV) 69%

- PGM Services 53%
- Catalyst Technologies 47%

- Catalyst Technologies – provides process technology and catalysts to enable the decarbonisation of chemical and fuel production
- PGM Services – recycles and refines platinum group metals (pgms) to create a circular economy for pgms and other scarce metals that are crucial components of sustainable technologies

- Margin: 28.4%
- Return on invested capital: 24.9%
- Employees: 3,613

Health

- Innovators 38%
- Generics 62%

- Develops and manufactures active pharmaceutical ingredients (APIs) for a variety of treatments
- Providing solutions to the complex problems of both generic and innovator companies

- Margin: 13.1%
- Return on invested capital: 6.4%
- Employees: 958

Other Markets

- New Markets – includes Battery Materials and Hydrogen Technologies (fuel cell and green hydrogen production technologies)
- Value Businesses – includes Battery Systems, Medical Device Components, Diagnostic Services and Advanced Glass Technologies

- Margin: 0.7%
- Return on invested capital: 0.9%
- Employees: 2,573

Clean Air

- Light Duty Vehicles (LDV) 69%
- Heavy Duty Diesel (HDD) 31%
- Light Duty Gasoline (LDG) 27%

- A global leader providing catalysts to reduce harmful emissions from vehicles
- Light Duty Vehicles – catalysts for cars and other light duty vehicles powered by all fuel types
- Heavy Duty Diesel – catalyst systems for diesel powered trucks and buses and non road machinery

- Margin: 11.2%
- Return on invested capital: 15.6%
- Employees: 6,289

All numbers based on full year 2020/21. Restated following change to reporting segments and removal of inter-segment Copper Zeolites sales. All charts show figures for sales unless otherwise noted.