Our strategy will deliver sustained growth and value creation

Our strategy will deliver:
Mid to high single digit growth

Efficient Natural Resources

- Catalyst Technologies - manufactures specialty catalysts and additives, licenses process technology and delivers services to the chemical and oil & gas industry
- PGM Services - marketing, distribution, refining and recycling of platinum group metals (pgms), fabricates products using precious metals and related materials and manufactures pgm chemicals
- Advanced Glass Technologies - precious metal pastes and enamels primarily for the automotive industry

- Margins: 11.3%
- Return on invested capital: 18.4%
- Employees: 6,087

Clean Air

- 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
- Other - catalyst systems for stationary equipment

- Margins: 13.9%
- Return on invested capital: 17.2%
- Employees: 3,981

New Markets

- Health
- Efficient Natural Resources
- Clean Air

Underlying operating profit - £539m

sales performance to 2025 and sustained growth

 Truly global group with increasing emerging market exposure

Break out growth

Our strategy will deliver:
A commercial business by 2025

Health

- Innovator 40%
- Generics 60%

Viable Business

- Life Science Technologies 13%
- Alternative Powertrain 61%
- Other 8%

Clean Air

- Light Duty Vehicles (LDV) 66%
- HDD Europe 40%
- LDV Americas 14%
- Heavy Duty Diesel (HDD) 32%
- HDD Americas 17%
- Other 2%

Efficient Natural Resources

- Diagnostic Services 6%
- PGM Services 6%
- Light Duty Vehicles (LDV) 36%
- Advanced Glass Technologies 6%
- Catalyst Technologies 52%

New Markets

- North America 22%
- Rest of World 7%
- Rest of Asia 9%
- China 15%
- Europe 47%

Underlying EPS (pence)

- Underlying EPS (pence)
- CAGR = 2.0%
- CAGR = -3.9%

Sales (ex pm) - £4,170m

- New Markets 9%
- Health 5%
- Efficient Natural Resources 25%
- Clean Air 61%

Strong bottom line rewards shareholders

- Underlying EPS £539m
- Ordinary EPS £62.5m
- Underlying EPS £68.0m
- Rest of Asia 9%
- China 15%
- North America 22%

Our strategy will deliver:
Mid single digit growth in operating performance to 2025 and sustained growth over the next decade

- Sustained growth
- Market leading growth
- Break out growth

All numbers based on full year 2019/20. All charts show figures for sales unless otherwise noted.

Cautionary statement: This factsheet contains forward looking statements that are subject to risk factors associated with, amongst other things, the economic and business circumstances occurring from time to time in the countries and sectors in which Johnson Matthey operates. It is believed that the expectations reflected in these statements are reasonable but they may be affected by a wide range of variables which could cause actual results to differ materially from those currently anticipated.