



# Presentation of Results for the half year ended 30<sup>th</sup> September 2012

21<sup>st</sup> November 2012



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# Introduction

Neil Carson  
Chief Executive



Johnson Matthey

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## Key Messages

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**EPS maintained in difficult market environment**

**Good performance from Environmental Technologies and  
Fine Chemicals**

**Results impacted by lower precious metal prices**

**Similar performance expected in second half**

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# Financial Review

Robert MacLeod  
Group Finance Director



Johnson Matthey

RIG 10

## Underlying Results

Half year to 30 <sup>th</sup> September	1H 2012 £m	1H 2011 £m	% change	Change const. curr.
Revenue	4,892	5,900	-17%	-17%
Sales excluding precious metals	1,310	1,293	+1%	+2%
Operating profit	202.8	214.7	-6%	-5%
Interest	(11.6)	(11.7)		
Profit before tax	191.2	203.0	-6%	
Tax	(40.2)	(48.7)		
Profit after tax	151.0	154.3	-2%	
Earnings per share	72.9p	72.8p	-	
Dividend per share	15.5p	15.0p	+3%	

Note: All figures are before amortisation of acquired intangibles, major impairment and restructuring charges, profit or loss on disposal of businesses and, where relevant, related tax effects

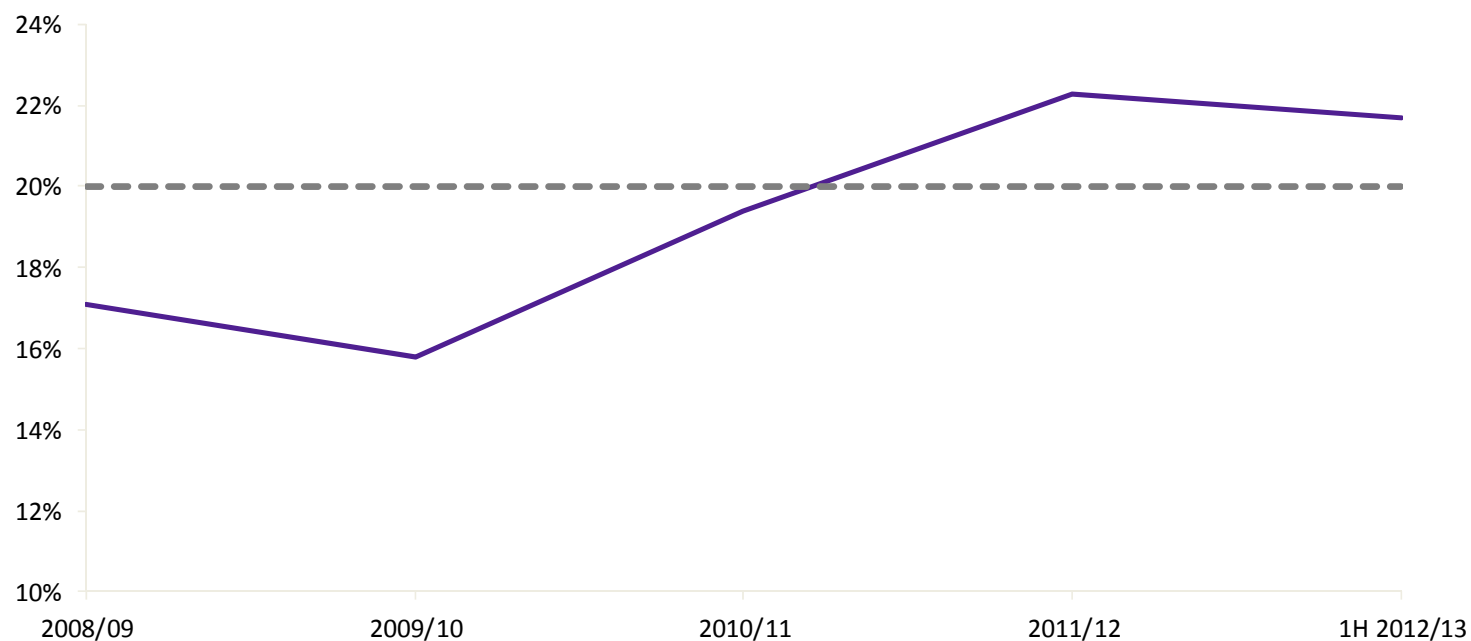
## Cash Flow from Operations

Half year to 30 <sup>th</sup> September	1H 2012 £m	1H 2011 £m
Underlying operating profit	202.8	214.7
Depreciation and amortisation	69.8	73.6
Tax paid	(41.5)	(42.5)
Working capital / other	(87.8)	(73.7)
<b>Cash flow from operations</b>	<b>143.3</b>	<b>172.1</b>

- At 30<sup>th</sup> September 2012, working capital days (excl. pms) were 65 (30<sup>th</sup> September 2011 69)
- During 1H 2012/13, working capital increased by:
  - Excl. pms           £22.8m
  - Pms                   £35.2m

- Net debt at 30<sup>th</sup> September 2012 – £695.1m, up £240.9m since year end
  - Special dividend of £212m paid
  - Net debt (incl. post tax pension deficits) / EBITDA of 1.4

## Return on Invested Capital (ROIC)

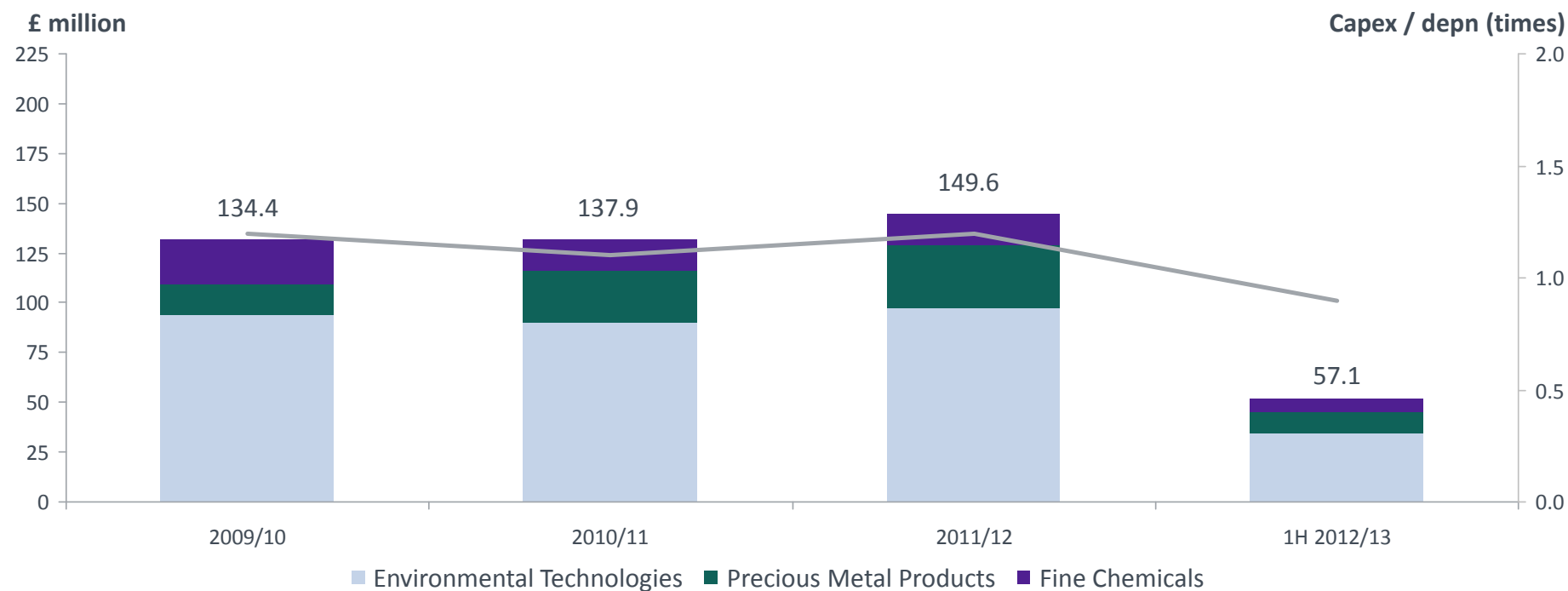


- Substantial drop in precious metal prices impacted group's ROIC

- Increased ROIC in Environmental Technologies and Fine Chemicals



# Capital Expenditure



- Key projects in first half:
  - Extension of Macedonia facility
  - Expansion of UK diesel filter capacity

- Expect 2012/13 capex of circa £200m

## Pensions



### UK actuarial valuation as at 1<sup>st</sup> April 2012 completed

- Deficit estimated at £217m (2009 £173m)
- UK scheme closed to new entrants from 1<sup>st</sup> October 2012
- New cash balance scheme introduced



### UK cash contributions

- £50m one-off contribution in second half into SPV for benefit of pension scheme
- Ongoing deficit contributions of £23.1m p.a. until 2019/20
- Employee contributions from 1<sup>st</sup> April 2013



### IFRS

- Deficit at 30<sup>th</sup> September 2012 of £83m
- UK reduction balanced by higher US deficit
- Results impacted by higher non-cash pension charge (£19m vs £14m in 1H 2011/12)
- 2013/14 results will be impacted by accounting standard change. Estimated to be £6m p.a.



## Operating Review

Neil Carson  
Chief Executive



Johnson Matthey



# Environmental Technologies Division

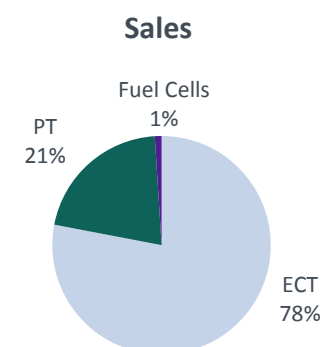


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## Environmental Technologies Division

£m	Half year to 30 <sup>th</sup> September			
	1H 2012	1H 2011	% change	% at constant rates
Sales (excluding precious metals)	918	888	+3	+4
Underlying operating profit	106.6	90.9	+17	+20
Return on sales	11.6%	10.2%		
Return on invested capital (ROIC)	15.5%	12.6%		

- Continued growth in ECT
  - Light duty sales ahead in US and Asia
  - HDD catalyst demand strong
- Some growth in Process Technologies
- Net expense of Fuel Cells increased slightly
- Acquisition of Axeon



## Estimated Light Duty Vehicle Sales and Production

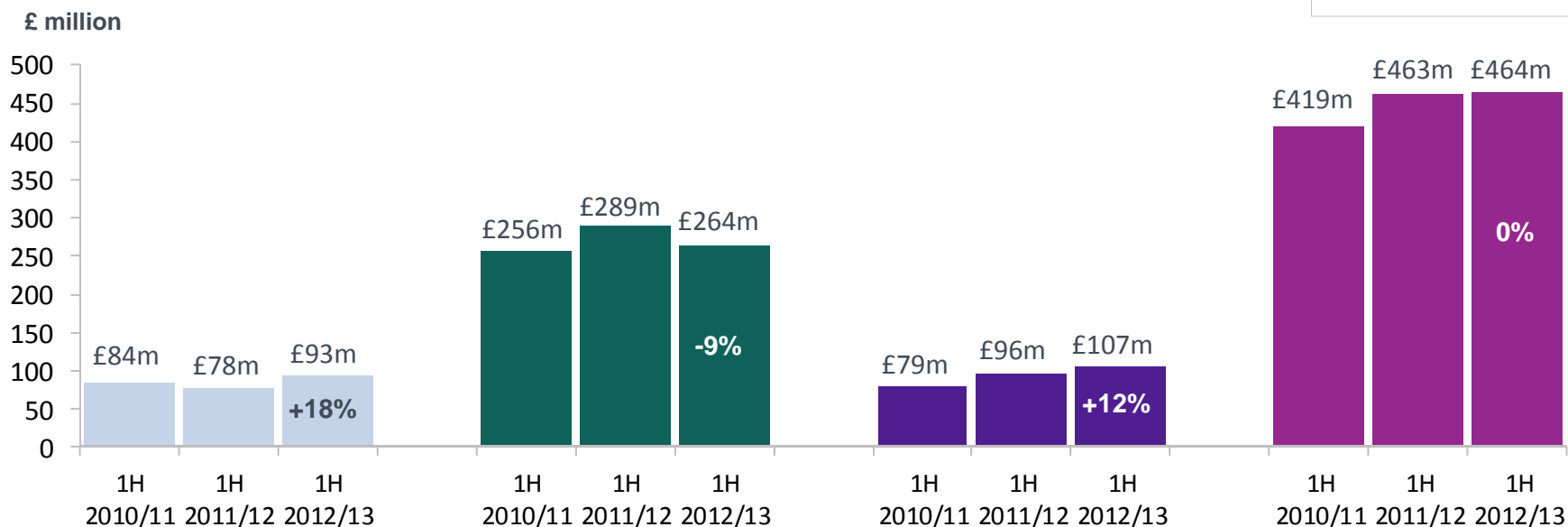
		1H	1H		1H	2H	
		2012/13	2011/12	change	2012/13	2011/12	change
		millions	millions	%	millions	millions	%
North America	Sales	8.7	7.8	+11.5	8.7	7.8	+11.5
	Production	7.4	6.3	+17.5	7.4	7.3	+1.4
Europe	Sales	9.2	9.7	-5.2	9.2	9.4	-2.1
	Production	8.9	9.9	-10.1	8.9	10.0	-11.0
Asia	Sales	16.4	14.4	+13.9	16.4	16.6	-1.2
	Production	19.7	17.6	+11.9	19.7	20.1	-2.0
Global	Sales	39.8	37.2	+7.0	39.8	39.7	+0.3
	Production	39.3	37.2	+5.6	39.3	40.5	-3.0

Source: IHS Automotive

# Emission Control Technologies

## Johnson Matthey's Light Duty Catalyst Sales

Total sales 1H 2012/13  
up £1m at **£464m**



### North America

- JM sales grew in line with market

### Europe

- JM sales down but outperformed market
- Diesel share of vehicle market down 1%

### Asia

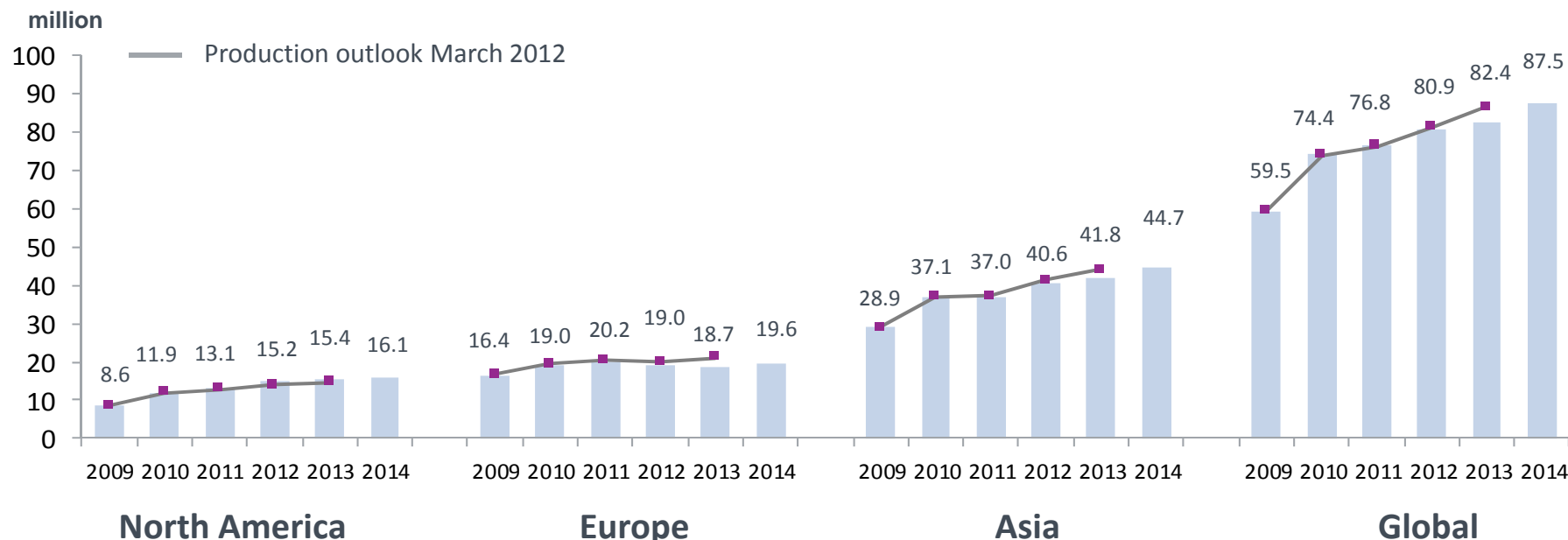
- Our sales well ahead, especially in China and South East Asia

### Global

- Operating profit benefited from removal of last year's headwind from higher rare earth prices

# Emission Control Technologies

## Light Duty Vehicle Production Outlook – 2009-2014 (calendar years)



- Latest forecasts for 2H 2012 and beyond slightly lower for Europe and Asia
- Forecasts for North America remain stable
- Euro 6 for new model diesel cars from September 2014 and for all production from September 2015

Source: IHS Automotive (October 2012)



## Estimated HDD Truck Sales and Production

		1H	1H		1H	2H	
		2012/13	2011/12	change	2012/13	2011/12	change
		thousands	thousands	%	thousands	thousands	%
North America	Sales	221.4	192.3	+15.1	221.4	212.5	+4.2
	Production	236.3	215.6	+9.6	236.3	241.1	-2.0
EU	Sales	137.2	150.2	-8.7	137.2	147.4	-6.9
	Production	184.5	205.9	-10.4	184.5	217.1	-15.0



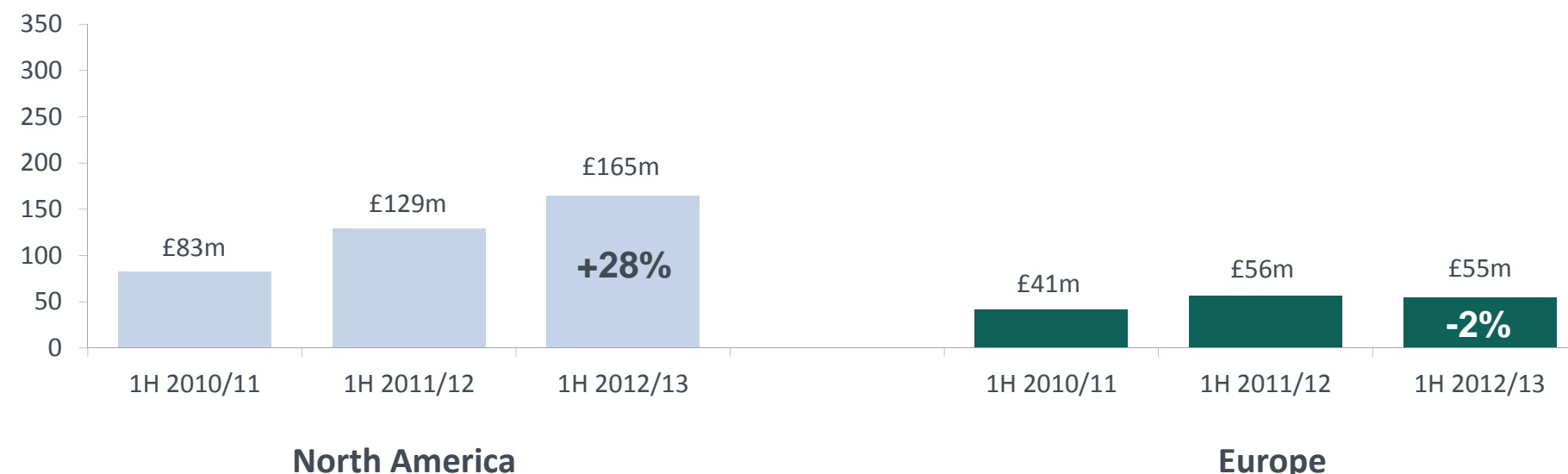
# Emission Control Technologies

## Johnson Matthey's Heavy Duty Diesel Catalyst Sales

Total sales 1H 2012/13

**£234m** up 19%

£ million

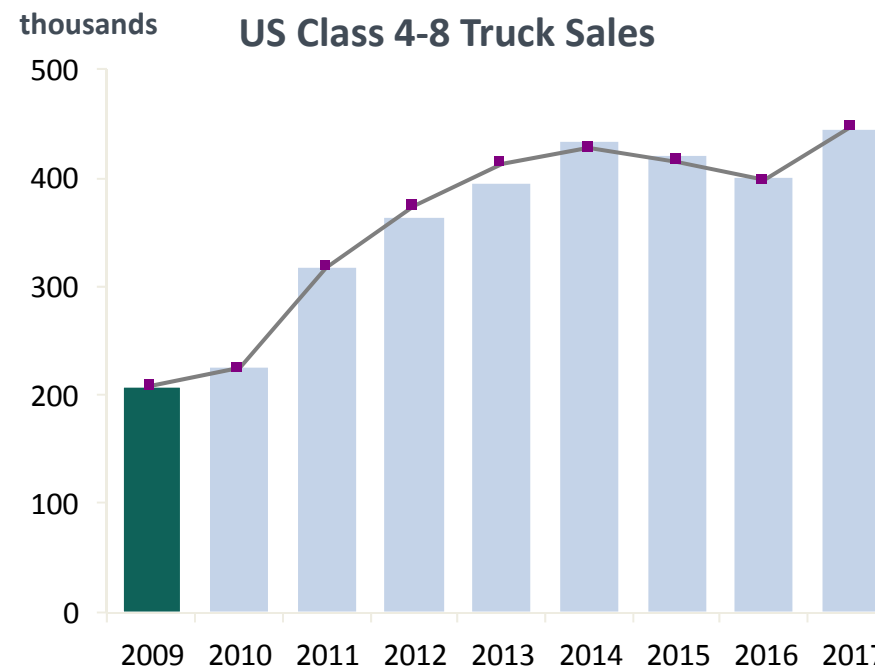
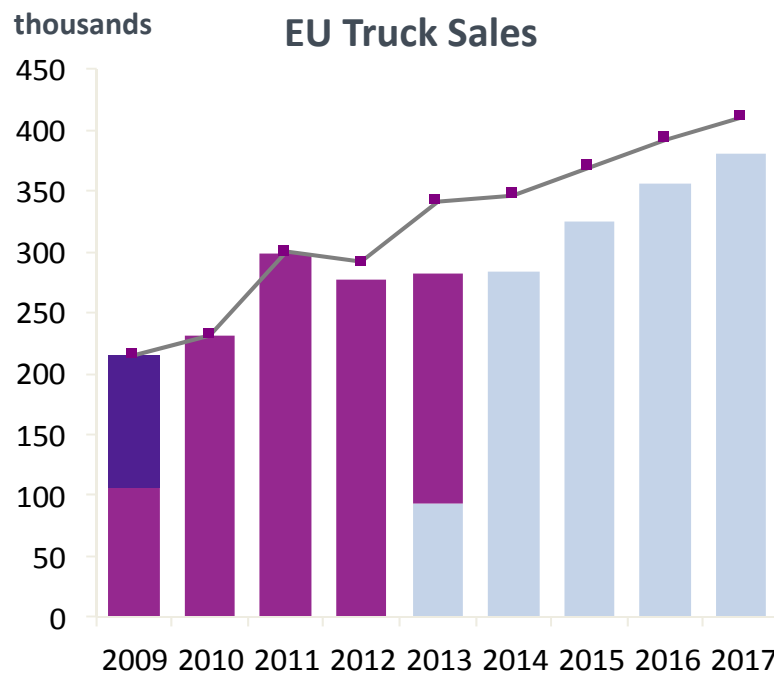


- Strong sales in first half, up 28%, well ahead of truck production
- Good demand from non-road applications – accounted for 10% of regional sales

- Sales down 2% despite 10% fall in truck production and negative exchange effect of euro
- Results benefited from sales to Brazil and to non-road market

# Emission Control Technologies

## Heavy Duty Diesel Vehicle Sales Outlook (calendar years)



■ Euro IV 
 ■ US07 
 ■ Euro V 
 ■ Euro VI / US 2010 regulations 
 — Sales outlook at March 2012

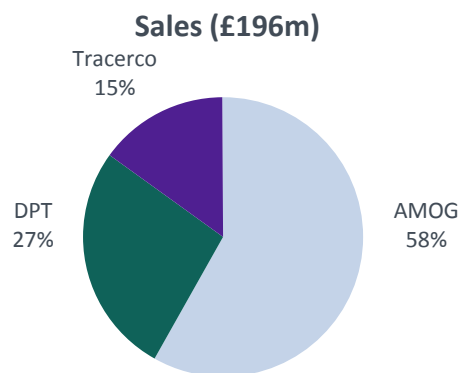
- Significant downward revision to latest forecasts for 2012 and beyond in Europe
- Euro VI for new models from January 2013 and for all production from January 2014
- Forecasts for North America slightly down for 2012 and 2013 but maintained for subsequent years

Source: LMC Automotive (October 2012)

# Process Technologies

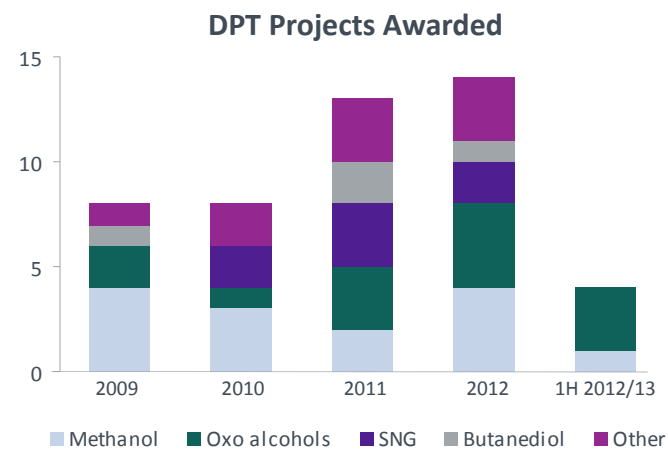
## Catalyst Businesses (AMOG)

- Sales down 5% at £114m
- Good demand for ammonia catalysts, purification products and additives
- Slower sales of hydrogen and methanol catalysts



## Davy Process Technology

- Predicted slowdown in new plant licences
- Four new projects won in first half
- Sales flat at £52m
- Successful start up of major SNG plant in China with another to follow later this year



# Process Technologies

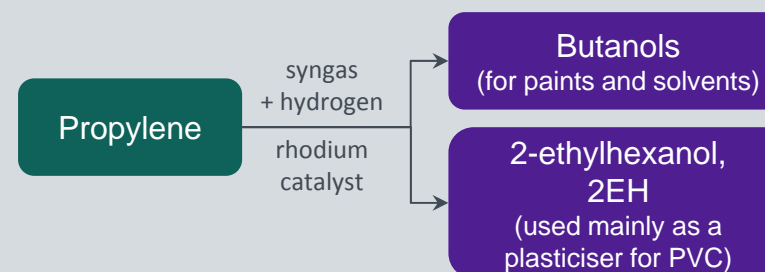
## Oxo Alcohols Technology Licensing

### Market leading technology from 40+ year DPT / Dow collaboration

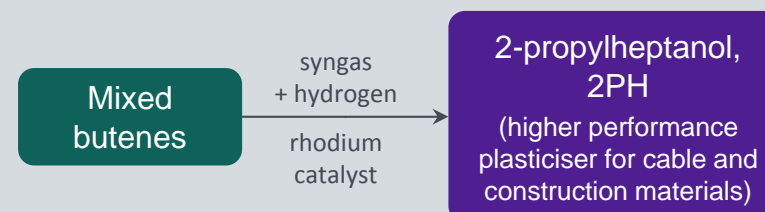
- 50<sup>th</sup> licence signed in first half
- 12 licences in last five years, three in 1H 2012/13
- Chinese market growth (>10% p.a. over last decade) boosted by feedstock availability:
  - Propylene from new oil refinery capacity
  - Butene from coal to chemicals projects
- Demand for oxo alcohols driven by construction materials and consumer goods
- Trend towards larger plants in China

### Two routes to oxo alcohols

#### Traditional route from propylene



#### New DPT / Dow route from mixed butenes



# Process Technologies

## Oxo Alcohols Technology Licensing



### Why DPT / Dow?

- Technology constantly improved
  - Higher selectivity and yield, lower capital investment and operating cost etc.
- Strong customer relationships and good technology
  - Customers come back to us for their new projects
- Unique technology position with recently introduced 2PH route

### Outlook for Oxo Alcohols

- Global demand growing at circa 3% p.a., faster in China
- New projects from 1H to make sales contribution from 2H onwards, typically over 2 to 3 years
- Several other projects in China at advanced stages of negotiation
- Continued growth in projects in China expected over next 2 to 3 years

# Environmental Technologies

## Looking Ahead



### Emission Control Technologies

- Light duty catalysts
  - Outlook in Europe has weakened
  - Prospects for further growth in Asia remain
- HDD catalysts
  - Limited visibility in key US market
- Expansion of production capacity in Macedonia and UK to meet tighter European legislation

### Process Technologies

- Sales of hydrogen catalysts expected to remain weak
- Expect this to be offset by growth in other catalysts and DPT
- Expanding manufacturing capacity
  - Catalysts in India and UK
  - Additives in US



# Precious Metal Products Division



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# Precious Metal Products Division

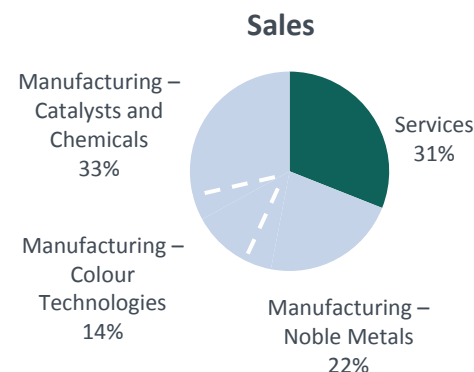
£m	Half year to 30 <sup>th</sup> September		% change	% at constant rates
	1H 2012	1H 2011		
Sales (excluding precious metals)	282	298	-5	-4
Underlying operating profit	71.8	107.1	-33	-32
Return on sales	25.5%	35.9%		
Return on invested capital (ROIC)	42.2%	59.2%		

## Services

- Lower average precious metal prices and reduced volumes resulted in significant decrease in OP

## Manufacturing

- Sales slightly down – weakness in Noble Metals and Colour Technologies partly offset by growth in Catalysts and Chemicals



# Precious Metal Products Division

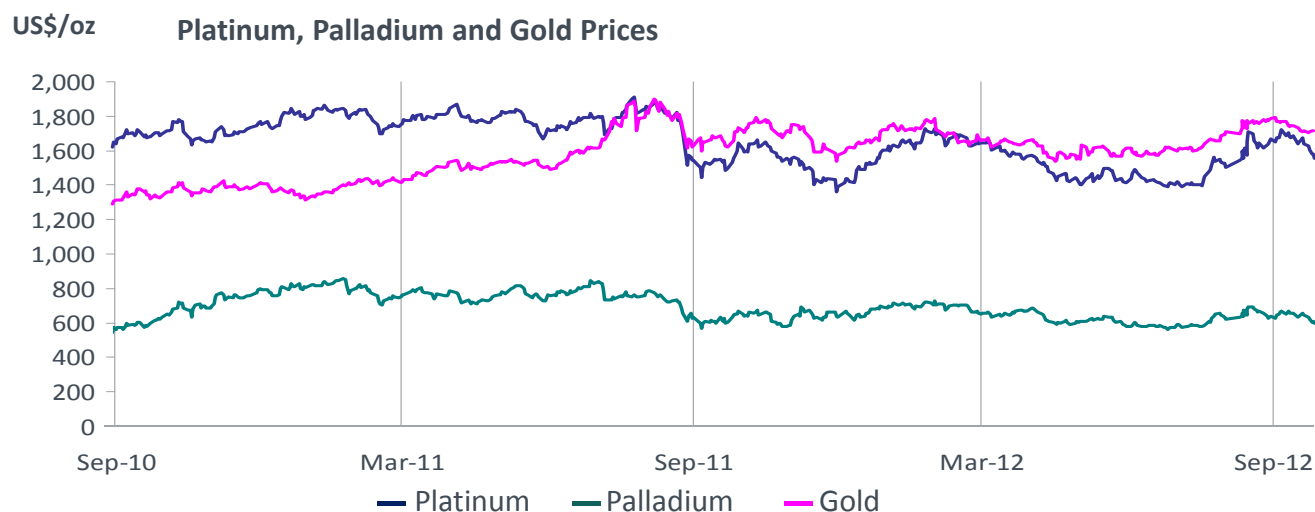
## Services Businesses

### Platinum Marketing and Distribution Business

- Average prices impact demand
  - Pt \$1,500/oz down 16%
  - Pd \$622/oz down 18%
  - Au \$1,630/oz up 1%
- Lower volumes

### Refining Businesses

- Poor performance in first half
- Lower intakes resulting from weak average precious metal prices
- Operational issues at Salt Lake City refinery

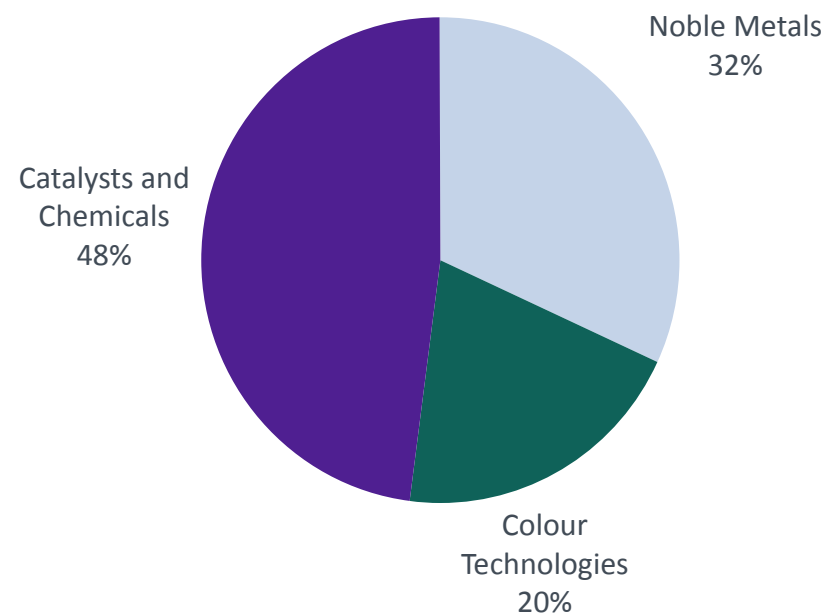


# Precious Metal Products Division

## Manufacturing Businesses

- Sales down 2% to £195m
- Noble Metals (down 4% to £62m)
  - Demand for industrial products impacted by slowdown in Europe
  - Medical device components business grew slightly
- Colour Technologies (down 8% to £40m)
  - Automotive obscuration enamels affected by slowdown in Southern European car manufacturing
  - Increased sales of silver pastes
- Catalysts and Chemicals (up 3% to £93m)
  - Good sales growth in catalysts, particularly to chemical manufacturing sector
  - Pgm chemicals also up with demand from autocatalyst producers

Sales (£195m)



# Precious Metal Products Division

## Looking Ahead



### Services

- Short term outlook for precious metal prices remains uncertain
- Short term volumes from South Africa difficult to assess
- Despite improvement in prices from lows in the summer, yet to see a substantial improvement in refining volumes

### Manufacturing

- Trading in line with last year



## Fine Chemicals Division



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## Fine Chemicals Division

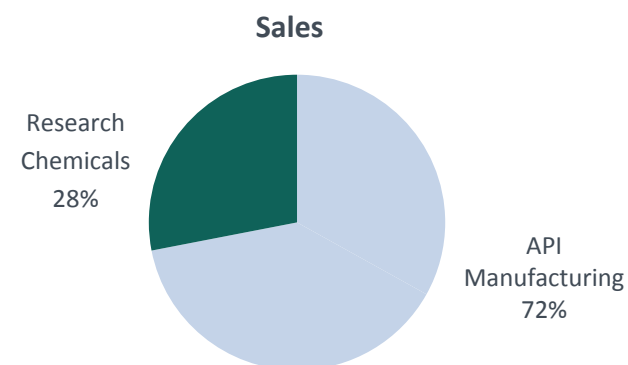
£m	Half year to 30 <sup>th</sup> September		% change	% at constant rates
	1H 2012	1H 2011		
Sales (excluding precious metals)	138	142	-2	-3
Underlying operating profit	37.2	32.5	+14	+14
Return on sales	26.9%	23.0%		
Return on invested capital (ROIC)	17.4%	14.6%		

### API Manufacturing

- Sales down but mix change benefited OP

### Research Chemicals

- Sales in line with first half of last year



# Fine Chemicals

## Business Performance and Looking Ahead



### API Manufacturing

#### Business Performance

- Sales down 3% to £99m
- OP boosted by replacement of lower margin legacy business by speciality products
- Macfarlan Smith impacted by changes in competitive landscape in UK

### Fine Chemicals – Looking Ahead

- Business relatively stable – expect return to sales growth in second half
- Further rationalisation of API manufacturing required



### Research Chemicals

#### Business Performance

- Sales broadly flat at £39m
- OP ahead with improved product mix

# New Business Development

## Acquisition of Axeon



### About Axeon

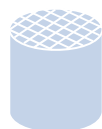
- Specialist in design, development and manufacture of integrated battery modules
- Serves automotive and other high performance applications (e.g. e-bikes, power tools)
- Sales of £47m in year to 31<sup>st</sup> December 2011
  - Small operating loss due to investment in development costs for automotive applications

### First Step for New Business Development

- Growing trend towards electrification of automotive drivetrains
- Axeon's applications engineering skills complement JM's materials science and R&D expertise
- Base for further expansion in battery materials and technology for automotive applications



## Outlook (1)



### Environmental Technologies:

- Outlook for light duty catalysts in Europe has weakened but growth prospects in Asia remain
- Limited visibility in US HDD market
- For Process Technologies, continued weakness in hydrogen catalysts will be offset by growth elsewhere



### Precious Metal Products:

- Slight increase in precious metal prices although yet to see substantial improvement in volumes in Services businesses
- Manufacturing businesses expected to trade in line with last year

## Outlook (2)



### Fine Chemicals:

- Business remains relatively stable
- Expect sales growth to return in second half



### Group:

- Whilst precious metal prices have improved from their lows during the summer, outlook in some other markets has weakened
- Expect performance in second half to be similar to that of the first half

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## Key Messages

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**EPS maintained in difficult market environment**

**Good performance from Environmental Technologies and  
Fine Chemicals**

**Results impacted by lower precious metal prices**

**Similar performance expected in second half**

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## Questions and Answers

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Chief Executive

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Group Finance Director

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**Geoff Otterman**

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**John Walker**

Division Director, Emission  
Control Technologies

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**Neil Whitley**

Division Director, Catalysts,  
Chemicals and Refining

## Key Messages

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**Results impacted by lower precious metal prices**

**Similar performance expected in second half**

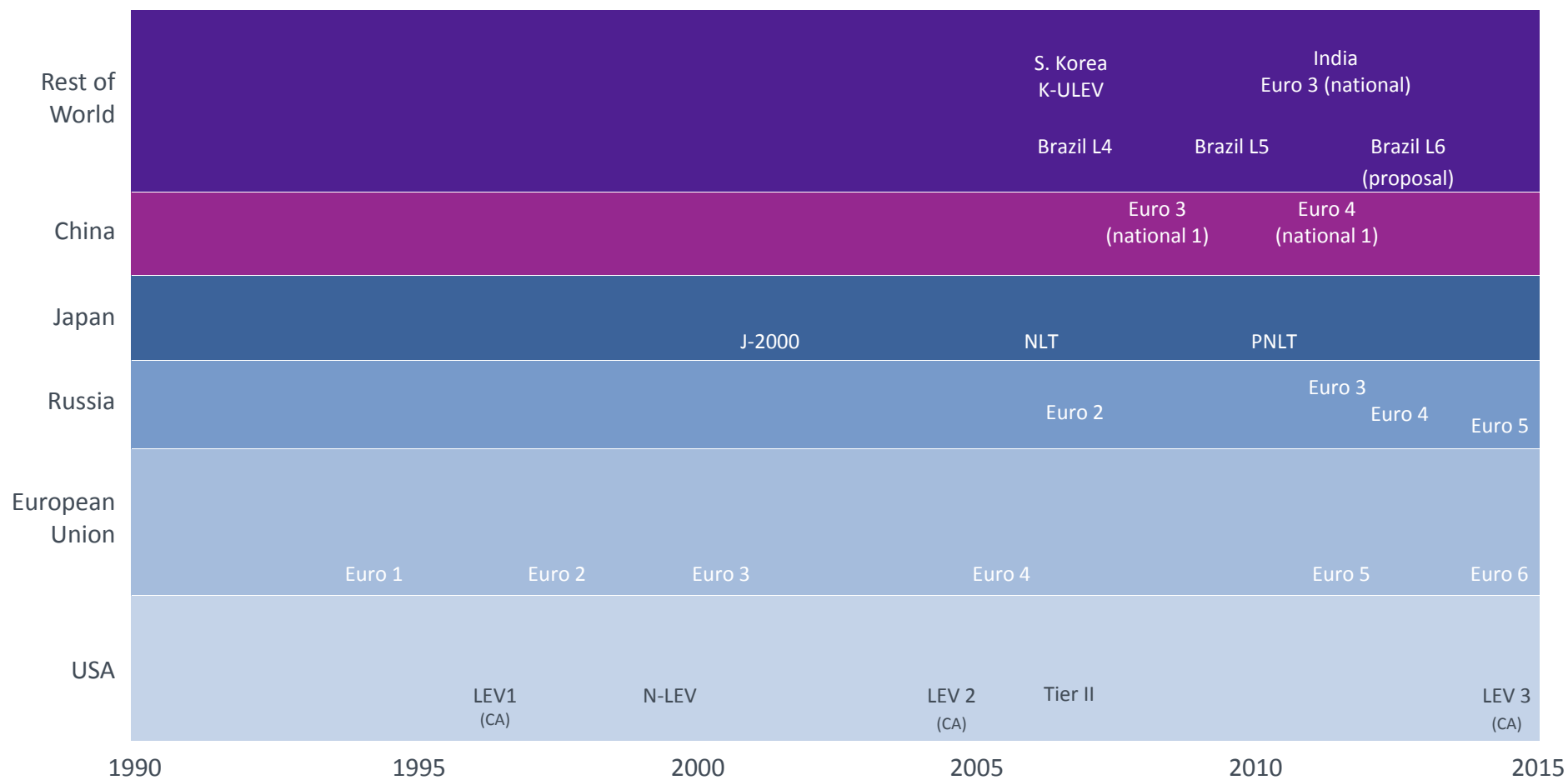


**JM** 

# Johnson Matthey

# Emission Control Technologies

## Light Duty Vehicle Legislation



# Emission Control Technologies

## Heavy Duty Diesel Legislation

