

Sales (excluding pm) – £3,922m

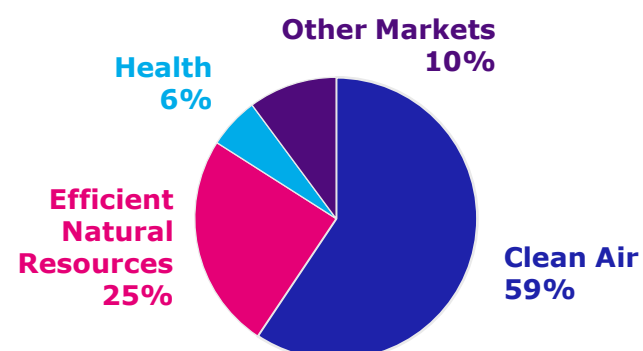


Chart excludes eliminations

Underlying operating profit – £504m

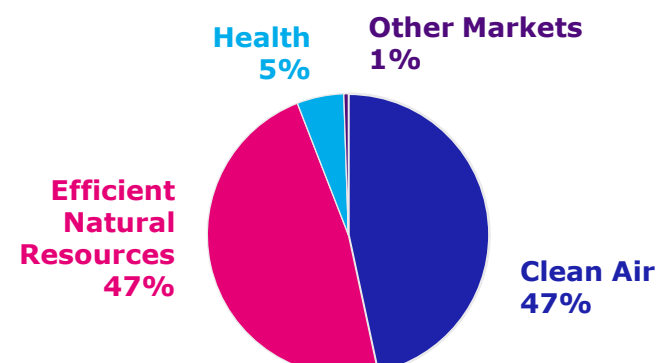
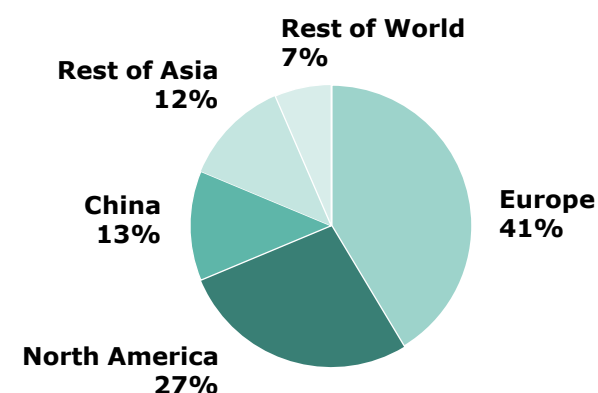
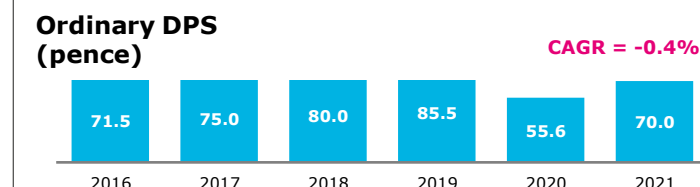
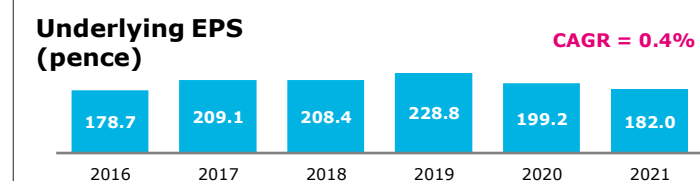


Chart excludes corporate costs

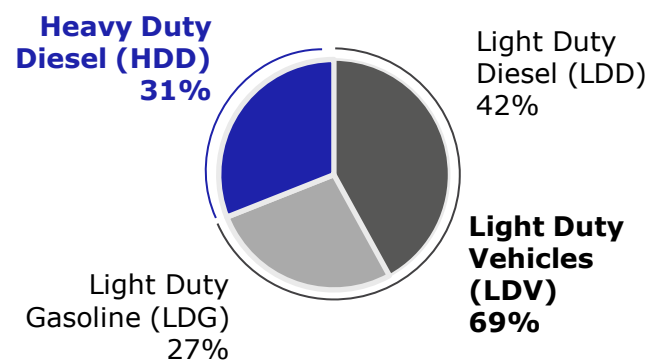
Global group with increasing emerging market exposure



Shareholder returns



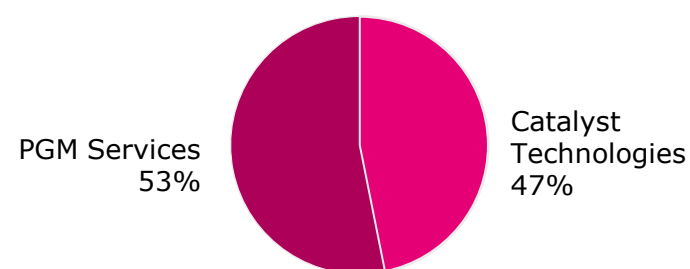
Clean Air



- 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

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

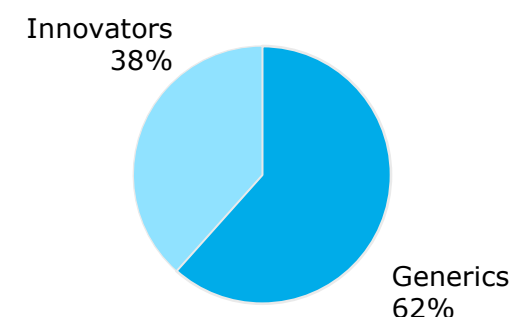
Efficient Natural Resources



- **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**

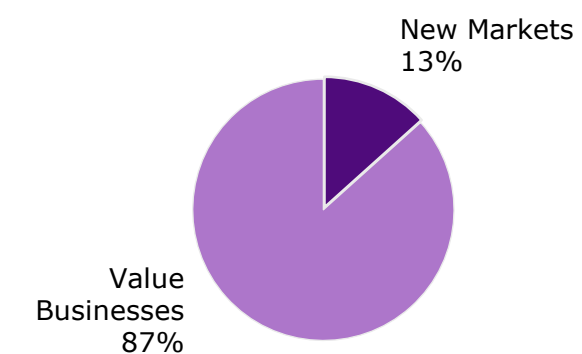
Health



- 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**