



Johnson Matthey
Inspiring science, enhancing life

Sector call - Efficient Natural Resources

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Cautionary statement

This presentation 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.

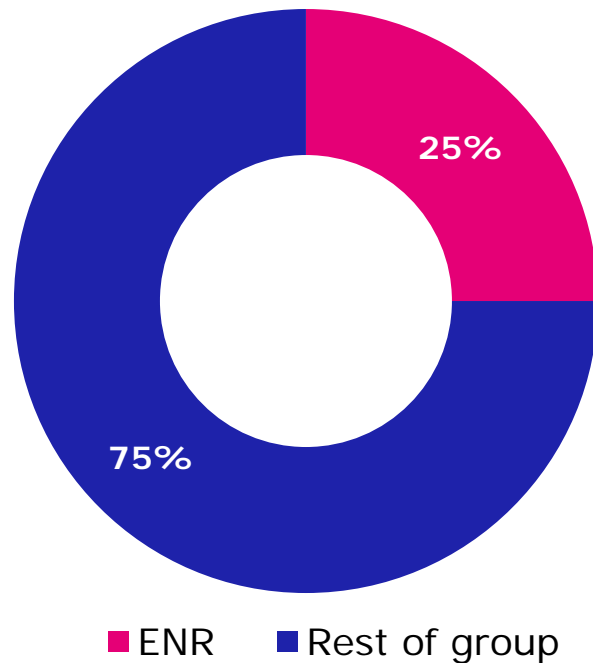
My background and the creation of the Efficient Natural Resources sector



- Joined JM in February 2016 as Divisional Director, Precious Metal Products
- Sector Chief Executive, Efficient Natural Resources from April 2017
- Efficient Natural Resources formed from Process Technologies and Precious Metal Products businesses combined

A key part of the JM group

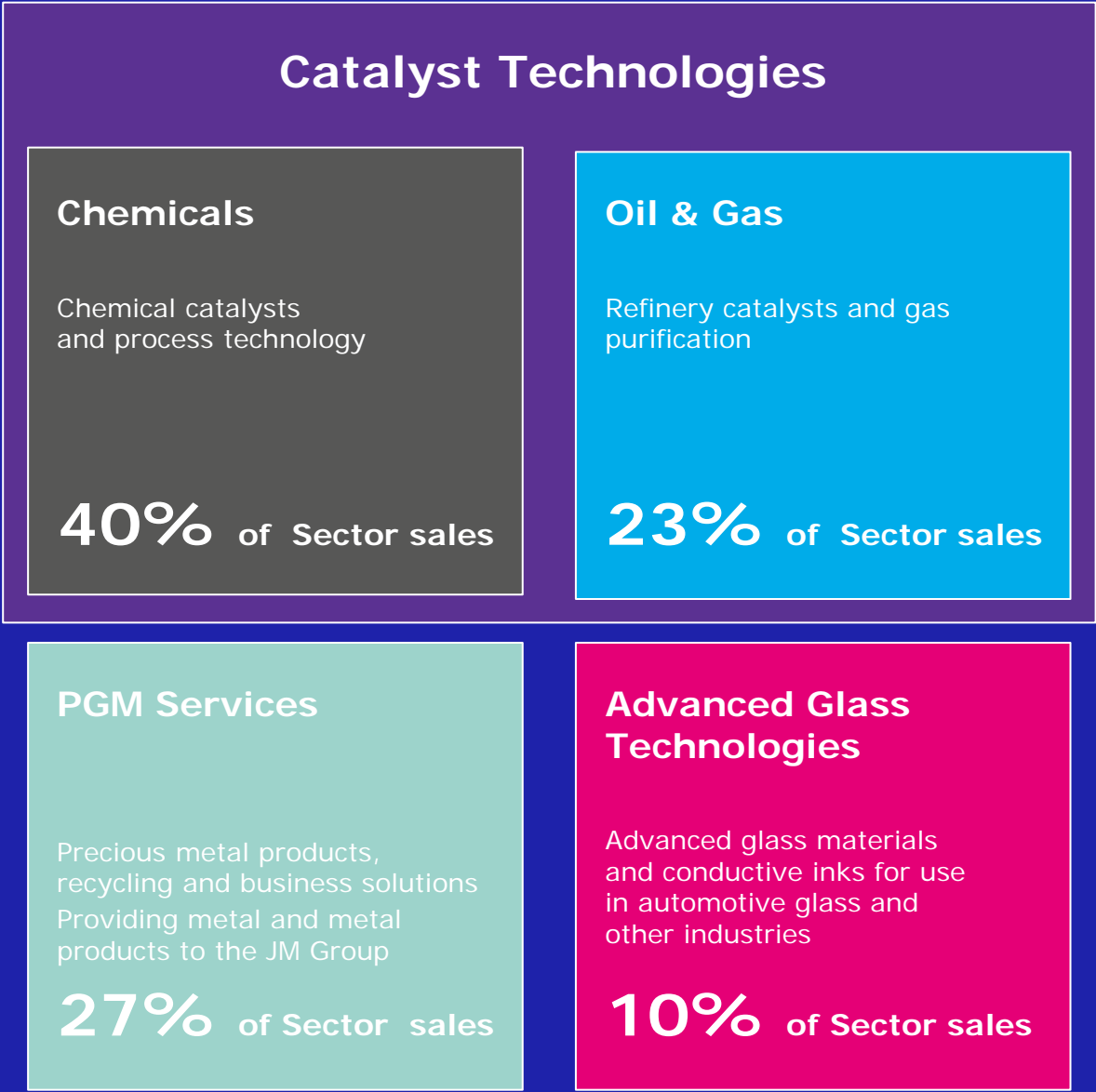
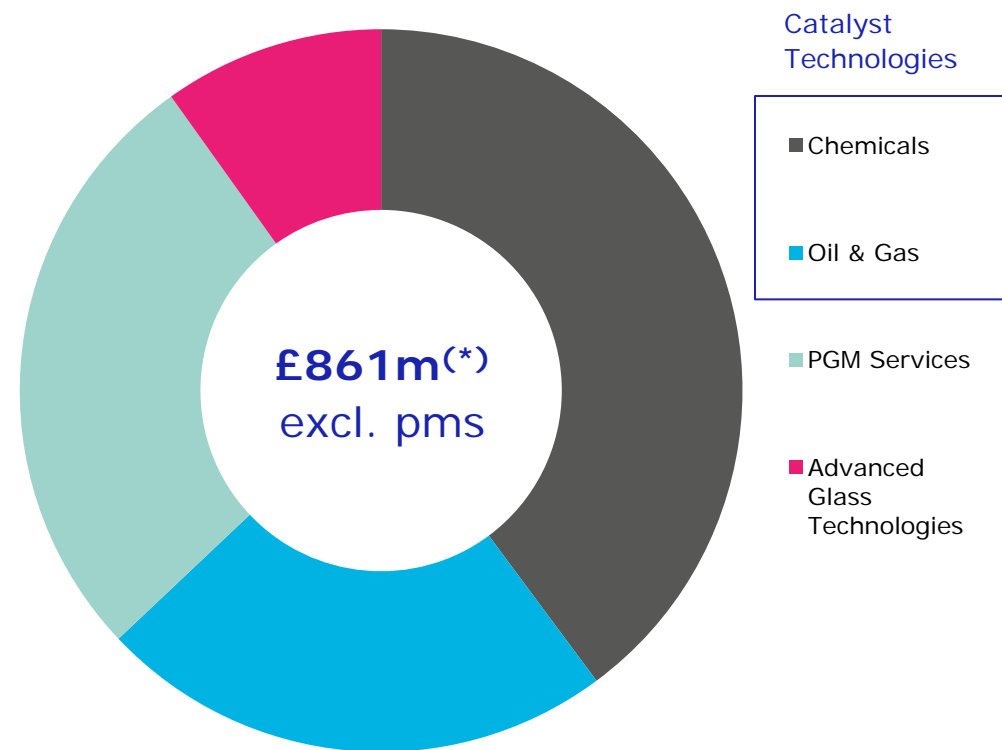
Sales, 2016/17



- We help our customers make more efficient use of scarce natural resources across a range of industries
- Using JM's core chemistry and technology expertise to solve complex and variable problems through close collaboration with customers
- Technical expertise and competences support growth across JM

Structure of the sector

Efficient Natural Resources
2016/17 sales by sub-business



(*) Excludes £58m Diagnostics Services sales

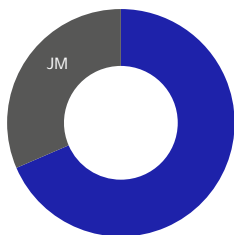
Our core strengths underpin #1 or #2 market positions in almost all our key segments

Catalyst Technologies

Chemicals - £343m

Chemical catalysts
\$5.4 billion⁽²⁾

(highly fragmented,
~ 40 segments)



- JM present in ~ 30% of overall market
- JM #1 or #2 in almost all key markets

Oil & Gas⁽¹⁾ – £199m

Refinery Catalysts
\$7.6 billion⁽²⁾

(mix of large and
small segments)



- JM present in ~ 37% of overall market
- JM has narrow position in \$2.7 billion⁽²⁾ FCC market
- JM #1 or #2 in all key markets

PGM Services - £234m

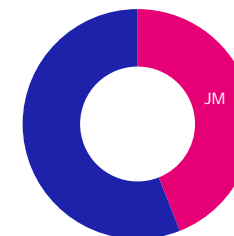
Largest single refiner of
pgms

JM #1 in all PGM
services markets

- JM #1 position in global refining
- Focus on serving internal customers

Advanced Glass Technologies - £85m

Advanced Glass
materials
£200m



- JM present in ~ 44% of overall market
- Automotive largest segment
- JM #1 or #2 in all markets

Our strategy to deliver consistent market outperformance

Maximise growth through differentiated investment by segment and region and focus on margin retention in lower growth markets

01

Focused investment in R&D to maintain & extend technology leadership

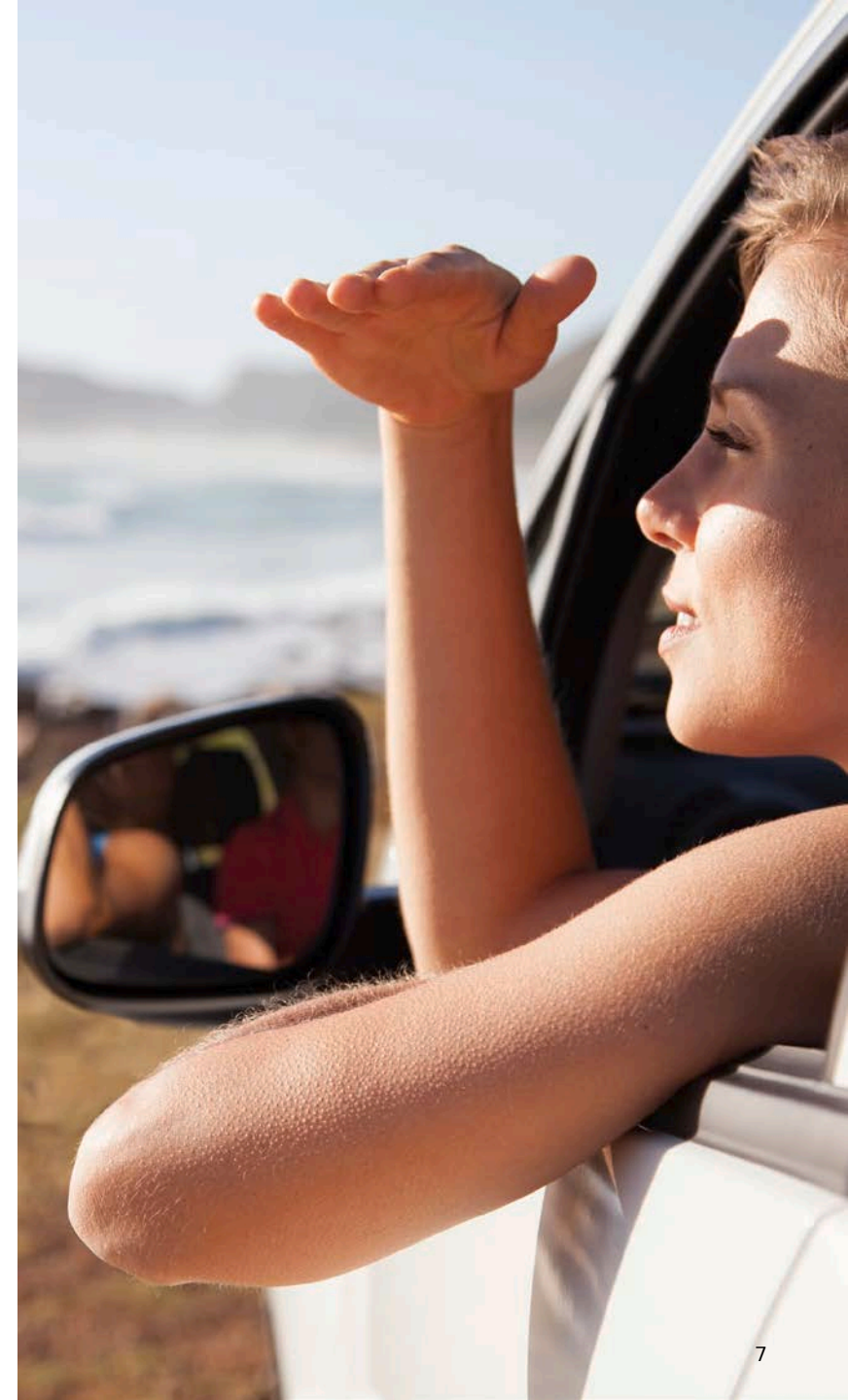
02

Deliver additional value through focus on efficiency

03

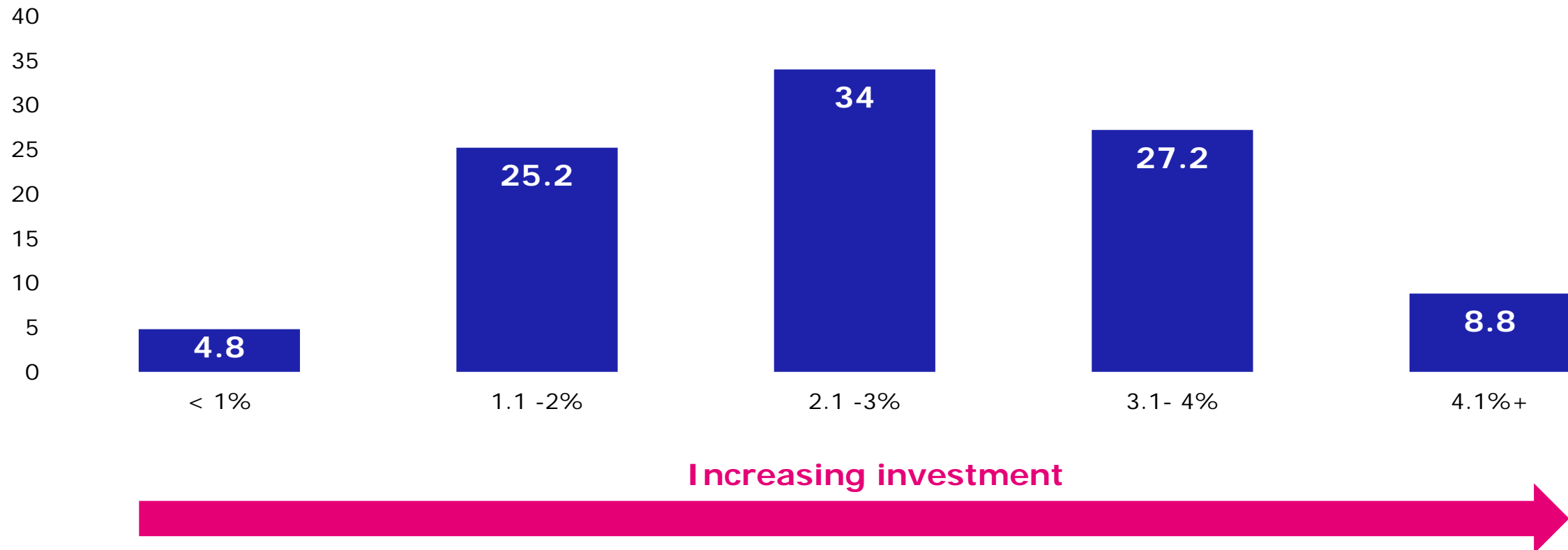
Explore long term growth opportunities by extending our capabilities into adjacent markets, geographies and technologies

04



1. Maximise growth through differentiated investment by segment and region

% of sales⁽¹⁾ in each growth area⁽²⁾



2. Focused investment in R&D to maintain and extend technology leadership

Unique set of materials science and scale up capabilities

Maintain R&D spend at consistent level

R&D closely aligned to value creating sector positions and growth areas

Working closely with leading edge partners and customers to deliver step change innovation

Add value to our customers' operations through new data driven insights

3. Deliver additional value by focus on efficiency

Enablers for Efficient Natural Resources



Operational improvements



Complexity reduction



Organisational efficiencies

Examples

PGM refinery
optimisation

Product
portfolio
optimisation

Spans &
layers



**Deliver
operational
improvement**

- Operating profit 1% ahead
of sales growth

4. Explore long term growth opportunities by extending our capabilities into adjacent markets, geographies and technologies



New natural resource landscape

Exploring new market spaces



Alternative feedstocks

Gas to chemicals
Biorenewables



Customer and circular economies

Recycling
New customer solutions

The future for Efficient Natural Resources means:

A wider scope building on JM core competences and leadership in chemistry and technology

Performance improvement by focused investment and efficiency

Sales growth at 1% above the market (excl. PGMS) and operating profit 1% above sales growth

Creating value for customers today and in the future by efficient transformation of critical natural resources





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www.matthey.com/investor