Presentation of results for the year ended 31st March 2023

25th May 2023
Cautionary statement

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Today’s agenda

01 Introduction

02 Financial results

03 Strategic progress

04 Q&A
Continued progress on strategic execution

Results in line with expectations

Delivering on our commitments

Transforming JM to drive growth

Net zero transition driving growth
## We have clear milestones...

<table>
<thead>
<tr>
<th>Customers</th>
<th>End of 2022/23</th>
<th>End of 2023/24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Win at least 2 large scale strategic partnerships in Hydrogen Technologies</td>
<td></td>
<td>○</td>
</tr>
<tr>
<td>Win targeted Euro 7 business and deliver on £4bn+ trajectory for Clean Air</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Win &gt;10 additional large scale projects¹</td>
<td></td>
<td>○</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Investments</th>
<th>End of 2022/23</th>
<th>End of 2023/24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand PGM Services refining capacity in China</td>
<td>○</td>
<td></td>
</tr>
<tr>
<td>Complete construction of Hydrogen Technologies CCM plant in UK²</td>
<td>○</td>
<td></td>
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<tr>
<td>Targeted capacity expansion (fuel cells catalyst, formaldehyde catalyst)</td>
<td></td>
<td>○</td>
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<tr>
<td>Complete divestment of Value Businesses</td>
<td></td>
<td>○</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>People</th>
<th>End of 2022/23</th>
<th>End of 2023/24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase employee engagement score by 1ppt in 2022/23 and 3ppt by 2023/24³</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Sustainability</th>
<th>End of 2022/23</th>
<th>End of 2023/24</th>
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<tbody>
<tr>
<td>Achieve c.10% reduction in Scope 1+2 CO₂e emissions</td>
<td></td>
<td>○</td>
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<tr>
<td>Help customers reduce CO₂e emissions by &gt;1mt p.a. through use of our products</td>
<td></td>
<td>○</td>
</tr>
</tbody>
</table>

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1. Includes Catalyst Technologies and Hydrogen Technologies projects.
2. To expand total capacity from 2GW to 5GW.
3. JM’s survey methodology has been enhanced to enable more regular focus on this important topic.
...and we have made good progress this year

<table>
<thead>
<tr>
<th>Status</th>
<th>Hydrogen Technologies: two strategic partnerships – Plug Power and Hystar</th>
<th>Clean Air: winning targeted Euro 7 business and on track to deliver £4bn+ cash</th>
<th>Won 5 additional large scale projects in Catalyst Technologies to date</th>
<th>PGM Services refining capability in China is complete and ramping up</th>
<th>Hydrogen Technologies: new CCM plant in UK is on track¹</th>
<th>Targeted capacity expansions (fuel cells catalyst, formaldehyde catalyst) on track</th>
<th>Value Businesses divestments: Piezo Products² and Diagnostic Services</th>
<th>Employee engagement score did not improve in 2022/23 due to transformation programme³</th>
<th>Achieved 13% reduction in Scope 1+2 CO₂e emissions</th>
<th>Reduced customers’ CO₂e emissions by 850,000 p.a. through use of our products</th>
</tr>
</thead>
<tbody>
<tr>
<td>实现了</td>
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</tr>
</tbody>
</table>

1. To expand total capacity from 2GW to 5GW.
2. Piezo Products was part of the Medical Device Components business.
3. New baseline (Workday Peacon) engagement score of 6.9 in 2022/23. New target to increase engagement score from 6.9 to 7.2 in 2024/25.
Today’s agenda

01 Introduction

02 Financial results

03 Strategic progress

04 Q&A
Results in line with expectations

Delivered stronger second half

Sales up 6%

Underlying operating profit down 21%

Earnings per share 178.6p down 16%

Net debt of £1.0bn

Net debt to EBITDA 1.6 times

Ordinary dividend of 77.0p per share, stable yoy

Note: Sales, operating profit and earnings per share are underlying measures – before profit or loss on disposal of businesses, gain or loss on significant legal proceedings together with associated legal costs, amortisation of acquired intangibles, share of profits or losses from non-strategic equity investments, major impairment and restructuring charges and, where relevant, related tax effects. Comparator period is 2021/22.
# Financial Results

**Group sales up 6% – strong performance in growth businesses**

Sales for year ended 31st March

<table>
<thead>
<tr>
<th></th>
<th>2023 £m</th>
<th>2022¹ £m</th>
<th>% change, constant FX rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clean Air</td>
<td>2,644</td>
<td>2,457</td>
<td>+2</td>
</tr>
<tr>
<td>PGM Services</td>
<td>570</td>
<td>587</td>
<td>-8</td>
</tr>
<tr>
<td>Catalyst Technologies</td>
<td>560</td>
<td>454</td>
<td>+17</td>
</tr>
<tr>
<td>Hydrogen Technologies</td>
<td>55</td>
<td>25</td>
<td>+112</td>
</tr>
<tr>
<td>Value Businesses²</td>
<td>470</td>
<td>354</td>
<td>+28</td>
</tr>
<tr>
<td>Eliminations</td>
<td>(98)</td>
<td>(99)</td>
<td></td>
</tr>
<tr>
<td><strong>Sales (continuing operations)</strong></td>
<td><strong>4,201</strong></td>
<td><strong>3,778</strong></td>
<td><strong>+6</strong></td>
</tr>
</tbody>
</table>

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1. 2021/22 is restated to reflect the group’s new reporting structure.
2. Includes Battery Systems, Medical Device Components, Diagnostic Services, Battery Materials and Advanced Glass Technologies.
Profit reflects lower PGM prices and volumes

Inflation recovered by pricing and transformation savings

- 2021/22: £553m
- Metal price\(^1\): (£55m)
- Inflation: (£147m)
- Inflation recovery: £96m
- Transformation savings: £45m
- Other: (£65m)
- Translational FX: £38m
- 2022/23: £465m

Mainly auto related volumes in PGM Services and Clean Air

Note: PGM – platinum group metal.
1. The gross PGM price impact was c.£55m, which was partly offset by foreign exchange benefits. Foreign exchange benefit reflects the pricing of PGMs in US dollars.
## Underlying results

Underlying results for year ended 31<sup>st</sup> March<sup>1</sup>

<table>
<thead>
<tr>
<th></th>
<th>2023 £m</th>
<th>2022 £m</th>
<th>% change</th>
<th>% change, constant FX rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales excluding precious metals (sales)</td>
<td>4,201</td>
<td>3,778</td>
<td>+11</td>
<td>+6</td>
</tr>
<tr>
<td>Operating profit</td>
<td>465</td>
<td>553</td>
<td>-16</td>
<td>-21</td>
</tr>
<tr>
<td>Finance charges</td>
<td>(61)</td>
<td>(60)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Profit before tax</strong></td>
<td>404</td>
<td>493</td>
<td>-18</td>
<td>-23</td>
</tr>
<tr>
<td>Taxation</td>
<td>(78)</td>
<td>(86)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Profit after tax</strong></td>
<td>326</td>
<td>407</td>
<td>-20</td>
<td>-23</td>
</tr>
<tr>
<td><strong>Underlying earnings per share</strong></td>
<td>178.6p</td>
<td>213.2p</td>
<td>-16</td>
<td></td>
</tr>
<tr>
<td><strong>Ordinary dividend per share</strong></td>
<td>77.0p</td>
<td>77.0p</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

1. All figures are before profit or loss on disposal of businesses, gain or loss on significant legal proceedings, together with associated legal costs, amortisation of acquired intangibles, share of profits or losses from non-strategic equity investments, major impairment and restructuring charges and, where relevant, related tax effects.
Reported results

Year ended 31st March

<table>
<thead>
<tr>
<th></th>
<th>2023 £m</th>
<th>2022 £m</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Underlying operating profit</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit on disposal of businesses</td>
<td>12</td>
<td>106</td>
</tr>
<tr>
<td>Major impairment and restructuring charges(^1)</td>
<td>(41)</td>
<td>(440)</td>
</tr>
<tr>
<td>Amortisation of acquired intangibles</td>
<td>(5)</td>
<td>(6)</td>
</tr>
<tr>
<td>Gain and losses on significant legal proceedings(^2)</td>
<td>(25)</td>
<td>42</td>
</tr>
<tr>
<td><strong>Reported operating profit</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Reported basic earnings per share from continuing operations</strong></td>
<td>144.2p</td>
<td>60.9p</td>
</tr>
</tbody>
</table>

1. 2022/23 includes £31m in respect of restructuring charges relating to the group’s transformation and efficiency initiatives and a £10m net impairment charge. 2021/22 includes £314m in relation to Battery Materials. The process to dispose of the remaining assets in Battery Materials is ongoing. 2. 2022/23 reflects a £25m charge in respect of a settlement with a customer on mutually acceptable terms with no admission of fault relating to failures in certain engine systems for which the group supplied a particular coated substrate as a component for that customer’s emissions after-treatment systems. 2021/22 includes £44m awarded to JM in relation to damages and interest from a company found to have unlawfully copied one of JM’s technology designs.
## Free cash flow and net debt

### Free cash flow from continuing operations for year ended 31\textsuperscript{st} March (£m)

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Underlying operating profit from continuing operations</strong></td>
<td>465</td>
<td>553</td>
</tr>
<tr>
<td><strong>Depreciation and amortisation(^1)</strong></td>
<td>176</td>
<td>173</td>
</tr>
<tr>
<td>- Precious metal working capital (outflow) / inflow</td>
<td>(53)</td>
<td>23</td>
</tr>
<tr>
<td>- Non precious metal working capital (outflow)</td>
<td>(192)</td>
<td>(133)</td>
</tr>
<tr>
<td><strong>Net working capital (outflow)</strong></td>
<td>(245)</td>
<td>(110)</td>
</tr>
<tr>
<td><strong>Net interest paid</strong></td>
<td>(66)</td>
<td>(76)</td>
</tr>
<tr>
<td><strong>Tax paid</strong></td>
<td>(75)</td>
<td>(105)</td>
</tr>
<tr>
<td><strong>Capex spend</strong></td>
<td>(301)</td>
<td>(422)</td>
</tr>
<tr>
<td><strong>Net proceeds from disposal of businesses</strong></td>
<td>187</td>
<td>160</td>
</tr>
<tr>
<td><strong>Other(^2)</strong></td>
<td>(67)</td>
<td>48</td>
</tr>
<tr>
<td><strong>Free cash flow from continuing operations</strong></td>
<td><strong>74</strong></td>
<td><strong>221</strong></td>
</tr>
<tr>
<td><strong>Net debt at the end of the period</strong></td>
<td><strong>(1,023)</strong></td>
<td><strong>(856)</strong></td>
</tr>
<tr>
<td><strong>Net debt to underlying EBITDA(^3)</strong></td>
<td>1.6</td>
<td>1.2</td>
</tr>
</tbody>
</table>

Note: Short-term metal leases amounted to £138m as at 31\textsuperscript{st} March 2023 (31\textsuperscript{st} March 2022: £140m).

1. Excluding amortisation of acquired intangibles, including loss on sale of non-current assets.
2. Includes restructuring cash costs, lease payments, and movements in pensions and provisions.
3. Net debt including post tax pension deficits. Shown on a continuing basis.
## Underlying results for year ended 31st March

<table>
<thead>
<tr>
<th></th>
<th>2023 £m</th>
<th>2022 £m</th>
<th>% change, constant FX rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light duty diesel</td>
<td>1,075</td>
<td>1,005</td>
<td>+4</td>
</tr>
<tr>
<td>Light duty gasoline</td>
<td>599</td>
<td>574</td>
<td>-1</td>
</tr>
<tr>
<td>Heavy duty diesel</td>
<td>970</td>
<td>878</td>
<td>+3</td>
</tr>
<tr>
<td><strong>Total sales</strong></td>
<td>2,644</td>
<td>2,457</td>
<td>+2</td>
</tr>
<tr>
<td><strong>Operating profit</strong></td>
<td>230</td>
<td>302</td>
<td>-28</td>
</tr>
<tr>
<td><strong>Margin</strong></td>
<td>8.7%</td>
<td>12.3%</td>
<td></td>
</tr>
</tbody>
</table>

### Clean Air

Increased momentum and inflation recovery through the year

### Sales up 2%  
- Sales supported by higher pricing as we partially recovered higher input costs

### Operating profit down  
- Cost inflation, product mix, and lower volumes  
- Adverse transactional FX  
- Partly offset by efficiencies and pricing

### Cash generation  
- £600m in 2022/23$^1$  
- £1.4bn since 2021/22$^2$  
- On track to £4bn+ cash$^3$

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1. Delivered around £600m of cash in 2022/23 at actual precious metal prices, which equates to just over £400m at constant prices (March 2022).
2. Delivered around £1.4bn cumulatively since 2021/22 at actual metal prices.
3. Targeting at least £4bn of cash under our range of scenarios from 1st April 2021 to 31st March 2031.
PGM Services

Lower PGM prices and refinery volumes

<table>
<thead>
<tr>
<th>Underlying results for year ended 31st March</th>
<th>2023 £m</th>
<th>2022 £m</th>
<th>% change, constant FX rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total sales</td>
<td>570</td>
<td>587</td>
<td>-8</td>
</tr>
<tr>
<td>Operating profit</td>
<td>257</td>
<td>308</td>
<td>-21</td>
</tr>
<tr>
<td>Margin</td>
<td>45.1%</td>
<td>52.5%</td>
<td></td>
</tr>
</tbody>
</table>

Sales down 8% against strong prior period
- Lower average PGM prices
- Reduced refinery volumes due to lower autoscrap
- Partly offset by benefits from operational efficiency and higher pricing

Operating profit down 21%
- Lower average PGM prices (c.£55m impact¹)
- Reduced refinery volumes
- Cost inflation more than offset by efficiency benefits and higher pricing

1. The gross PGM price impact was c.£55m, which was partly offset by foreign exchange benefits. Foreign exchange benefit reflects the pricing of PGMs in US dollars.
## Catalyst Technologies

**Strong sales growth**

### 2. Financial results

<table>
<thead>
<tr>
<th>Underlying results for year ended 31st March</th>
<th>2023 £m</th>
<th>2022 £m</th>
<th>% change, constant FX rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total sales</td>
<td>560</td>
<td>454</td>
<td>+17</td>
</tr>
<tr>
<td>Operating profit</td>
<td>51</td>
<td>50</td>
<td>-2</td>
</tr>
<tr>
<td>Margin</td>
<td>9.1%</td>
<td>11.0%</td>
<td></td>
</tr>
</tbody>
</table>

**Sales increased 17%**
- Largely growth in licensing and refills, and improved pricing
- Won 5 licences within low carbon hydrogen and sustainable fuels (includes 1 in May 2023)

**Operating profit in line with prior year**
- Higher pricing, licensing
- Transformation benefits
- Impacted by loss of Russian business (c.£10m) and cost inflation
- 2H margin better than 1H
# Financial results

## Underlying results for year ended 31st March

<table>
<thead>
<tr>
<th></th>
<th>2023 £m</th>
<th>2022 £m</th>
<th>% change, constant FX rates</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total sales</strong></td>
<td>55</td>
<td>25</td>
<td>+112</td>
</tr>
<tr>
<td><strong>Operating loss</strong></td>
<td>(45)</td>
<td>(33)</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Margin</strong></td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>

### Sales more than doubled
- Higher manufacturing output reflecting a focus on operational performance
- Higher commercial volumes for new and existing customers in fuel cells
- Supply of samples, prototypes and components for electrolysers

### Operating loss of £45m
- Investing into product development and building capability as we scale the business
- Partly offset by higher volumes

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Hydrogen Technologies

High growth and investing to meet customer demand
Transforming JM and delivering efficiencies

Examples of structural savings in 2022/23:

**Procurement**
Price negotiations, raw materials substitution

*£20m saving*

**Removing management layers**
Removed 170 management roles

*£10m saving*

**IT**
Global service hub, software applications rationalisation

*£5m saving*

**HR**
Process improvement and automation

*£5m saving*

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**Our priorities**

1. Further consolidation of Clean Air manufacturing footprint

2. Additional procurement savings enabled by digital tools

3. Enhanced capability in capital project delivery

4. Rationalisation of real estate and facility management services

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c.£45m savings delivered in 2022/23

*On track for at least £150m by 2024/25*
Cost inflation

2022/23
costs and inflation by category¹

- **Raw materials**: Majority of raw materials are pass-through costs, +6%
- **Labour**: Includes one-off payments to support employees, +3%
- **Energy**: Small proportion of cost base, +84%

£2.6bn

1. Excluding substrate costs.
2. ‘Other’ includes depreciation, freight and maintenance costs, among others.
3. c.£150m cost inflation experienced in 2022/23, of which c.£95m was recovered in the period.
Investing with discipline in key growth areas

**2022/23 capex: £301m¹**

Key **growth** projects in Hydrogen Technologies and PGM Services on track

Now expecting capex of **c.£1.1bn to 2024/25**

- Principally acceleration of Hydrogen Technologies in US
- Modest inflation effects

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- **Hydrogen Technologies**
  - Larger upfront scale up investments; modular capacity additions to scale with demand

- **Catalyst Technologies**
  - Capital light business with low near-term investment needs but larger growth investments in the medium term

- **Clean Air**
  - Decreasing capex to c.£50m by 2024/25

- **PGM Services**
  - Substantial replacement capex in near-term to secure leading position; lighter maintenance in the medium term

- **Other**
  - IT and maintaining technology leadership

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¹ Net of non current asset sales and government grants.
Expect **at least mid single digit growth** in operating performance at constant PGM prices and constant currency. This is underpinned by transformation benefits of c.£55m

- **Clean Air** – expect strong growth in operating performance
- **PGM Services** – performance largely driven by PGM prices, with recycling volumes subdued
- **Catalyst Technologies** – strong growth in operating performance
- **Hydrogen Technologies** – strong sales growth, operating loss at similar level to 2022/23

**PGM prices:**
c.£50m\(^1\) adverse impact compared with the prior year if PGM prices remain at current levels\(^2\) for the rest of this year

**FX:**
c.£10m adverse impact to underlying operating profit at current FX rates (translational)\(^3\)

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1. c.£50m adverse impact represents a gross PGM price impact before any foreign exchange movement. A US$100 per troy ounce change in the average annual platinum, palladium and rhodium metal prices each have an impact of approximately £1m, £1.5m and £0.75m respectively on full year underlying operating profit. This assumes no foreign exchange movement.
2. Based on average precious metal prices in May 2023 (month to date).
3. Based on foreign exchange rates in May 2023 (month to date).
Today’s agenda

01  Introduction
02  Financial results
03  Strategic progress
04  Q&A
Catalysing the net zero transition

Our aspiration is to lead across our four businesses

Clean Air
Leading in autocatalyst markets

Catalyst Technologies
#1 in syngas-based chemicals and fuels technology

Hydrogen Technologies
Market leader in performance components for fuel cells and electrolysers

PGM Services
(Platinum Group Metals Services)
#1 recycler of PGMs

1. Iridium, palladium, platinum, rhodium and ruthenium.
Structural growth markets accelerating

Catalyst Technologies and Hydrogen Technologies addressable markets are scaling rapidly....

**US**
Inflation Reduction Act: c.US$370bn clean energy incentives

**Europe**
REPowerEU (EU Energy strategy) allocated €210bn

**China**
30GW green hydrogen to be used in China by 2030

**India**
50% of India’s energy requirements from renewable energy by 2030

**UK**
to produce 10GW clean hydrogen by 2030
Portfolio transitioning and growing over time

**Accelerating to high single digit growth\(^1\)** over the medium term, and strong long-term growth

**Beyond 2030, growth businesses expected to be bigger than the size of JM today...**

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**Illustrative chart**

Development of underlying operating profit

- Early sales from growth businesses
- Clean Air volume recovery and new legislation, supported by efficiencies
- Hydrogen Technologies and Catalyst Technologies driving growth

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1. At constant precious metal prices and FX rates (2021/22 average).
   Note: Illustration excludes Value Businesses and Corporate.
Catalyst Technologies: strong ability to win in a net zero world

**Science and technology expertise** developed over decades

**Proven technology** deployed in pioneering projects
- Award winning, highly efficient low carbon hydrogen process
- Market leader in syngas\(^1\) – essential for sustainable fuels and chemicals production
- First mover advantage

**Pipeline of 100+ projects** across low carbon hydrogen, sustainable fuels and low carbon solutions\(^2\)

**Significantly enhancing profitability** through efficiency initiatives

**High single digit growth over the medium term, with margins returning to mid-teens within the next two years (by end of 2024/25)**

1. Syngas is predominantly carbon monoxide (CO), carbon dioxide (CO\(_2\)) and hydrogen (H\(_2\)).
2. Low carbon solutions includes grey hydrogen, methanol and ammonia plants suitable for retrofits.
Creating a stronger platform for growth

**Pricing initiatives**
- Surcharges to recover cost inflation
- Driving value-based pricing in key segments
- Focus on strengthening pricing capabilities

**Manufacturing efficiency**
- Manufacturing excellence initiatives
- Increasing capacity in key sites

**Procurement**
- Reducing number of suppliers
- Reducing reliance on single source items
- Introducing alternative raw materials

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**Strong focus on improving operating margin**

- Returning to mid-teens

<table>
<thead>
<tr>
<th>2022/23 margin</th>
<th>Within two years¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>9%</td>
<td></td>
</tr>
</tbody>
</table>

Won five projects worth c.£120m sales¹

**Low carbon hydrogen (LCH™)**

1. Equinor and Linde for H2H Saltend – one of the UK’s largest low carbon hydrogen projects

2. A large scale low carbon hydrogen project in North America

**Sustainable fuels**

3. Strategic Biofuels project in North America – carbon negative renewable diesel

4. Waste-to-fuels plants in North America

5. Waste-to-fuels plants in Europe

**Pipeline of more than 100 sustainable solution projects⁴**

**Within the first 5 years**

- **Licensing**
  - Upfront payment for process technology and engineering
  - c.£10m
  - Average revenue per license²

- **First fill catalysts**
  - Catalyst fills for new build plants
  - c.£10-20m
  - Average revenue per first fill²

- **Refill catalysts**
  - Catalyst refills for existing plants (value and frequency varies by technology)
  - c.£10-20m
  - Average revenue per refill³

---

Note: revenues relate to low carbon hydrogen and sustainable fuel project wins from 1st April 2022 to date, assuming project completion.

1. Revenue over 5 years.
2. Average revenue for licensing, engineering and first fill catalysts over the first 5 years.
3. Average revenue for each refill catalyst beyond the first 5 years. Based on an assumed 3-4 year refill cycle.
Hydrogen Technologies:
strong ability to win in a net zero world

- **Established** hydrogen fuel cell business
- Expertise in **PGM chemistry and catalysis**
- **Existing manufacturing** with extensive process development
- Reliable supply of scarce, critical metals
- **Leading PGM recycler** with objective to provide closed loop offering

**Strong customer base – adding strategic partners**

Further strategic partnerships to come...
Partnerships underpin sales of **more than £200m** by the end of 2024/25
Anticipate this business to be **breakeven in 2025/26**
PGM Services is a key enabler for our growth businesses

JM is the **#1 recycler of PGMs** – c.2x capacity of nearest competitor

**Market demand** will be sustained over the long-term as demand for secondary metals grows

**Enabler of growth** – clear synergies with other JM businesses

PGMs are key to the **energy transition**, particularly hydrogen technologies

**Investing** in the resilience, efficiency and long-term sustainability of our assets

---

**A strong position that is hard to replicate**

---

1. Platinum and palladium (which account for >85% of total PGM supplies annually). 
Source: Refinitiv GFMS, S&P Market Intelligence, Analyst Reports.
Investing in the capacity, resilience, efficiency and long-term sustainability of our assets

**Project**

**Status**

**Rationale**

Supports growth of **Hydrogen Technologies**

**Milestones**

**Fuel cells catalyst capacity**

Completion expected end of 2023/24

**China refining capability**

☑ Completed

**End-to-end** recycling capability globally

Supports **growth** of secondary refining market

Enhances **efficiency and resilience** of assets
Clean Air: on track to deliver at least £4bn of cash by 2030/31

Benefiting from **tighter emissions legislation**

**Winning business globally**
- **Business wins** ahead of target underpin £4bn+ cash
  - Mercedes Benz’s LDD business in Europe
  - A large truck OEM’s Euro 7 HDD business
  - Global LDG and LDD business with leading auto OEM

**Focused on margin improvement**
- Continued focus on pricing
- Implementation of efficiency programme

---

1. Breakdown of cash delivered from 1st April 2021 to 31st March 2031 under our faster electrification scenario with the following assumptions: c.90 million LD vehicles produced globally in 2030/31, EU legislation is implemented in 2027, c.50% of global LD BEV penetration and no LD ICE diesel vehicles in Europe by 2030/31.

2. Cash target pre-tax and post-restructuring costs.

3. Delivered around £1.4bn cumulatively since 2021/22 at actual metal prices.
Clean Air: driving competitiveness through efficiency measures

- Optimisation of manufacturing footprint, closing or exiting 4 out of 16 sites
- Greater streamlining of SG&A, fixed overheads
- Driving significant improvement in procurement
Our people and culture change are key to the success of our strategy
Sustainability is at the heart of everything we do

We have refocused our sustainability targets around Planet and People

Key progress in the year

**Already achieved** targeted c.10% reduction in Scope 1+2 CO$_2$e emissions\(^1\)
13% in 2022/23

Helping customers reduce CO$_2$e emissions by >1mt p.a. through use of our products by end of 2023/24
850k tonnes p.a. in 2022/23

**Increased** ambition with new GHG reduction targets to 2030 – now fully aligned to 1.5 degree scenario\(^2\)
Targeting 42% reduction in Scope 1 and Scope 2, and 42% reduction in Scope 3 GHG emissions from purchased goods and services

40% female representation across all management levels by 2030
28% in 2022/23

Recognition by leading ESG rankings

- **FTSE4Good**: 97th top percentile
- **Dow Jones Sustainability Indices**: 93rd top percentile
- **CDP**: Rated B on climate
- **ecoscorex**: Platinum rated
- **MSCI**: AAA rated

---

1. Original target was to achieve a c.10% reduction in Scope 1+2 CO$_2$e emissions by the end of 2023/24 (from a 2019/20 baseline).
2. Previous target was a 33% reduction in Scope 1 and Scope 2 GHG emissions, and 20% reduction in Scope 3 emissions from purchased goods and services by 2030.
Net zero transition driving growth

01 Results in line with expectations

02 Delivering on our commitments

03 Transforming JM to drive growth

Focused on execution
Today’s agenda

01 Introduction

02 Financial results

03 Strategic progress

04 Q&A
### Underlying operating profit

**for full year ended 31\textsuperscript{st} March**

<table>
<thead>
<tr>
<th>Segment</th>
<th>2023 £m</th>
<th>2022\textsuperscript{1} £m</th>
<th>% change, constant FX rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clean Air</td>
<td>230</td>
<td>302</td>
<td>-28</td>
</tr>
<tr>
<td>PGM Services</td>
<td>257</td>
<td>308</td>
<td>-21</td>
</tr>
<tr>
<td>Catalyst Technologies</td>
<td>51</td>
<td>50</td>
<td>-2</td>
</tr>
<tr>
<td>Hydrogen Technologies</td>
<td>(45)</td>
<td>(33)</td>
<td>n/a</td>
</tr>
<tr>
<td>Value Businesses\textsuperscript{2}</td>
<td>40</td>
<td>12</td>
<td>n/a</td>
</tr>
<tr>
<td>Eliminations</td>
<td>(68)</td>
<td>(86)</td>
<td></td>
</tr>
<tr>
<td><strong>Underlying operating profit</strong>\textsuperscript{(continuing operations)}</td>
<td><strong>465</strong></td>
<td><strong>553</strong></td>
<td><strong>-21</strong></td>
</tr>
</tbody>
</table>

---

1. 2021/22 is restated to reflect the group’s new reporting structure.
2. Includes Battery Systems, Medical Device Components, Diagnostic Services, Battery Materials and Advanced Glass Technologies.
### Net debt to EBITDA 1.6 times

**Continuing operations**

<table>
<thead>
<tr>
<th>Description</th>
<th>£m</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net debt at the beginning of the year</strong></td>
<td>(856)</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>74</td>
</tr>
<tr>
<td>Dividends</td>
<td>(141)</td>
</tr>
<tr>
<td>Share buyback</td>
<td>(45)</td>
</tr>
<tr>
<td>Movement in net debt</td>
<td>(112)</td>
</tr>
<tr>
<td>Lease adjustments(^2)</td>
<td>1</td>
</tr>
<tr>
<td><strong>Net debt before FX and other movements</strong></td>
<td>(967)</td>
</tr>
<tr>
<td>FX and other non-cash movements(^3)</td>
<td>(56)</td>
</tr>
<tr>
<td><strong>Net debt at the end of the period</strong></td>
<td>(1,023)</td>
</tr>
</tbody>
</table>

1. Net debt including post tax pension deficits.
2. New leases, remeasurements and modifications less lease disposals and principal element of lease payments.
3. Includes (£53m) FX and (£3m) other non-cash movements.
### Average PGM prices

#### US$ per troy oz

<table>
<thead>
<tr>
<th></th>
<th>2021/22 average</th>
<th>2022/23 average</th>
<th>Current (22nd May 2023)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Platinum</strong></td>
<td>1,066</td>
<td>963</td>
<td>1,082</td>
</tr>
<tr>
<td><strong>Palladium</strong></td>
<td>2,398</td>
<td>1,942</td>
<td>1,525</td>
</tr>
<tr>
<td><strong>Rhodium</strong></td>
<td>18,704</td>
<td>13,673</td>
<td>7,000</td>
</tr>
</tbody>
</table>
Financial guidance summary

**Group underlying operating profit growth¹:**
- Accelerating to high single digit over the medium-term
- Strong long-term growth

At least £4bn of cash generation in Clean Air by 2030/31²

High single digit growth in Catalyst Technologies over the medium-term, with margins returning to mid-teens within the next two years³

More than £200m in sales from Hydrogen Technologies by the end of 2024/25
Business anticipated to be breakeven in 2025/26

c.£1.1bn cumulative capex over the three years to 2024/25

At least £150m annualised cost savings 2024/25

---

1. At constant precious metal prices and FX rates (2021/22 average).
2. Driving at least £4bn of cash under our range of scenarios from 1st April 2021 to 31st March 2031. Cash target pre-tax and post-restructuring costs.
3. Mid-teens underlying operating margin by the end of 2024/25.