Presentation of results for the half year ended 30th September 2023

22nd November 2023
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. By their nature, forward-looking statements involve uncertainty because they depend on future circumstances, and relate to events, not all of which are within Johnson Matthey's control or can be predicted by Johnson Matthey. 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 and you should therefore not place reliance on any forward-looking statements made. No part of this presentation constitutes, or shall be taken to constitute, an invitation or inducement to invest in Johnson Matthey or any other entity, and must not be relied upon in any way in connection with any investment decision. Johnson Matthey undertakes no obligation to update forward-looking statements contained in this document or any other forward-looking statement it may make.
01 Introduction

02 Financial results

03 Strategic progress

04 Q&A
Headwinds from PGM market prices – good underlying progress in the first half

Good underlying performance
(operating profit +10%¹)

Transforming JM at pace to drive growth

Delivering strategic milestones

Catalysing the net zero transition to drive value creation

Note: PGM – platinum group metal.
1. Underlying basis at constant FX and adjusting for c.£55m impact from precious metal prices.
Transformation progressing at pace

**Commercial**
- Stronger pricing
- Margin improvement (CA and CT)
- Winning new business

**Capital projects**
- Disciplined approach
- Improving operational efficiency
- Reduction in capex guidance

**Costs**
- Global business process outsourcing underway
- Procurement benefits
- Streamlining footprint and organisation

Delivering in excess of £150 million annualised cost savings by 2024/25

Note: CA – Clean Air. CT – Catalyst Technologies.
## 03. Strategic update

### On track to deliver strategic milestones by end of 2023/24

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Customers</strong></td>
<td>Hydrogen Technologies: two strategic partnerships – Plug Power and Hystar</td>
<td>Achieved</td>
</tr>
<tr>
<td></td>
<td>Clean Air: winning targeted Euro 7 business and deliver £4bn+ cash</td>
<td>In progress</td>
</tr>
</tbody>
</table>
|              | Won 9 additional large scale projects in Catalyst Technologies to date (targeting >10)

2. To expand total capacity from 2GW to 5GW.

<table>
<thead>
<tr>
<th>Investments</th>
<th>PGM Services refining capability in China is complete and ramping up</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Hydrogen Technologies: construction of new CCM plant in UK²</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td>Targeted capacity expansions (fuel cells catalyst, formaldehyde catalyst)</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td>Complete divestment of Value Businesses</td>
<td>In progress</td>
</tr>
</tbody>
</table>

| People       | Increase employee engagement score from 6.9 in 2022/23 to 7.2 in 2024/25    | In progress |

| Sustainability| Achieve c.10% reduction in Scope 1+2 CO\textsubscript{2}e emissions       | In progress |
|              | Help reduce customers’ CO\textsubscript{2}e emissions by >1mt p.a. through use of our products | In progress |
Agenda

01 Introduction

02 Financial results

03 Strategic progress

04 Q&A
Results impacted by lower precious metal prices

Expect second half to be sequentially stronger

Sales **-1%**

Operating profit **-15%**

Operating profit **+10%** adjusting for precious metal prices¹

Earnings per share **59.1p, -33%**

Net debt of **£1.0bn (1.7 times²)**

Interim dividend of **22.0p** per share, stable yoy

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Note: Unless otherwise stated, sales and operating profit commentary refers to performance at constant exchange rates. 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 1H 2022/23.

1. Underlying operating profit adjusting for c.£55m impact from precious metal prices. 2. Net debt (including post tax pension deficits) to underlying EBITDA.
Good momentum in growth businesses

<table>
<thead>
<tr>
<th>Sales for half year ended 30th September</th>
<th>2023 £m</th>
<th>2022 £m</th>
<th>% change, constant FX rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clean Air</td>
<td>1,286</td>
<td>1,278</td>
<td>+4</td>
</tr>
<tr>
<td>PGM Services</td>
<td>230</td>
<td>282</td>
<td>-16</td>
</tr>
<tr>
<td>Catalyst Technologies</td>
<td>282</td>
<td>275</td>
<td>+5</td>
</tr>
<tr>
<td>Hydrogen Technologies</td>
<td>37</td>
<td>23</td>
<td>+61</td>
</tr>
<tr>
<td>Value Businesses¹</td>
<td>190</td>
<td>235</td>
<td>-21</td>
</tr>
<tr>
<td>Eliminations</td>
<td>(58)</td>
<td>(48)</td>
<td></td>
</tr>
<tr>
<td><strong>Sales (continuing operations)</strong></td>
<td><strong>1,967</strong></td>
<td><strong>2,045</strong></td>
<td><strong>-1</strong></td>
</tr>
</tbody>
</table>

1. Includes Battery Systems, Medical Device Components, Diagnostic Services, Advanced Glass Technologies and Battery Materials.
Operating profit benefiting from pricing and transformation benefits

1. At constant FX and adjusting for c.£55m impact from precious metal prices.
Benefits from our transformation programme

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Cost savings to date (£m)</th>
<th>2024/25 annualised cost savings (£m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management spans and layers</td>
<td>35</td>
<td>60</td>
</tr>
<tr>
<td>Procurement</td>
<td>25</td>
<td>40</td>
</tr>
<tr>
<td>Real estate</td>
<td>5</td>
<td>20</td>
</tr>
<tr>
<td>IT</td>
<td>5</td>
<td>15</td>
</tr>
<tr>
<td>Global Business Services</td>
<td>-</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>70</strong></td>
<td><strong>150</strong></td>
</tr>
</tbody>
</table>

Delivering in excess of £150 million annualised cost savings by 2024/25
Operating performance

<table>
<thead>
<tr>
<th>Underlying results for half year ended 30th September¹</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>1,967</td>
<td>2,045</td>
<td>-4</td>
<td>-1</td>
</tr>
<tr>
<td>Operating profit</td>
<td>180</td>
<td>222</td>
<td>-19</td>
<td>-15</td>
</tr>
<tr>
<td>Finance charges</td>
<td>(41)</td>
<td>(21)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit before tax</td>
<td>139</td>
<td>201</td>
<td>-31</td>
<td>-28</td>
</tr>
<tr>
<td>Taxation</td>
<td>(31)</td>
<td>(40)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit after tax</td>
<td>108</td>
<td>161</td>
<td>-33</td>
<td>-30</td>
</tr>
<tr>
<td>Underlying earnings per share</td>
<td>59.1p</td>
<td>88.2p</td>
<td>-33</td>
<td></td>
</tr>
<tr>
<td>Interim dividend per share</td>
<td>22.0p</td>
<td>22.0p</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

<table>
<thead>
<tr>
<th>Half year ended 30th September</th>
<th>2023 £m</th>
<th>2022 £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Underlying operating profit</td>
<td>180</td>
<td>222</td>
</tr>
<tr>
<td>Major impairment and restructuring charges¹</td>
<td>(42)</td>
<td>(9)</td>
</tr>
<tr>
<td>Amortisation of acquired intangibles</td>
<td>(2)</td>
<td>(2)</td>
</tr>
<tr>
<td>Profit / (loss) on disposal of businesses</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Reported operating profit</strong></td>
<td>136</td>
<td>211</td>
</tr>
<tr>
<td><strong>Reported basic earnings per share from continuing operations</strong></td>
<td><strong>34.7p</strong></td>
<td><strong>82.0p</strong></td>
</tr>
</tbody>
</table>

¹ 1H 2023/24 includes £30m in respect of restructuring charges relating to the group's transformation and efficiency initiatives and a £12m net impairment charge. 1H 2022/23 includes £5m in respect of transformation initiatives and a further £4m in relation to exit costs for Battery Materials.
01. Introduction

02. Financial results

03. Strategic update

Net debt

1.6 times net debt to EBITDA¹

1. Net debt including post tax pension deficits. Shown on a continuing basis.
2. Non-underlying operating costs includes major impairment and restructuring charges as well as amortisation of acquired intangibles.
3. Other includes pension contributions in excess of income statement charge, movements in provisions, changes in fair value of financial instruments, and other non-cash adjustments such as lease movements and share based payments.

1.7 times net debt to EBITDA¹
Strong growth in operating profit

Sales up 4%
- Supported by increased pricing and slightly higher volumes in LDD and HDD

Operating profit up 22%
- Higher volumes, higher pricing and efficiencies
- Partly offset by weaker mix

### Underlying results for half year ended 30th September

<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>532</td>
<td>515</td>
<td>+7</td>
</tr>
<tr>
<td>Light duty gasoline</td>
<td>280</td>
<td>299</td>
<td>-1</td>
</tr>
<tr>
<td>Heavy duty diesel</td>
<td>474</td>
<td>464</td>
<td>+5</td>
</tr>
<tr>
<td><strong>Total sales</strong></td>
<td><strong>1,286</strong></td>
<td><strong>1,278</strong></td>
<td><strong>+4</strong></td>
</tr>
<tr>
<td><strong>Operating profit</strong></td>
<td><strong>124</strong></td>
<td><strong>108</strong></td>
<td><strong>+22</strong></td>
</tr>
<tr>
<td><strong>Operating profit margin</strong></td>
<td><strong>9.6%</strong></td>
<td><strong>8.5%</strong></td>
<td></td>
</tr>
<tr>
<td><strong>EBITDA margin</strong></td>
<td><strong>12.5%</strong></td>
<td><strong>11.3%</strong></td>
<td></td>
</tr>
</tbody>
</table>
02. Financial results

PGM Services

Lower PGM prices and refinery volumes

Sales declined 16%
- Lower average PGM prices
- Reduced refinery volumes due to lower auto scrap

Operating profit down 37%
- Lower average PGM prices (c.£55m impact)
- Cost saving actions offset reduced refinery volumes

Underlying results for half year ended 30th September

<table>
<thead>
<tr>
<th></th>
<th>2023 £m</th>
<th>2022 £m</th>
<th>% change, constant FX rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total sales</td>
<td>230</td>
<td>282</td>
<td>-16</td>
</tr>
<tr>
<td>Operating profit</td>
<td>78</td>
<td>125</td>
<td>-37</td>
</tr>
<tr>
<td>Operating profit margin</td>
<td>33.9%</td>
<td>44.3%</td>
<td></td>
</tr>
<tr>
<td>EBITDA margin</td>
<td>40.0%</td>
<td>48.9%</td>
<td></td>
</tr>
</tbody>
</table>

Note: PGM – platinum group metal.
## 02. Financial results

### Catalyst Technologies

**Strong profit growth and margin progression**

<table>
<thead>
<tr>
<th>Sales increased 5%</th>
<th>2023 £m</th>
<th>2022 £m</th>
<th>% change, constant FX rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Growth in Catalysts and Licensing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Higher average prices partly offset by lower catalyst refill volumes</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating profit grew materially</th>
<th>2023 £m</th>
<th>2022 £m</th>
<th>% change, constant FX rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Actions taken to improve performance as part of value creation programme</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Higher pricing and efficiencies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Margin up 480 basis points</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Underlying results for half year ended 30th September</th>
<th>2023 £m</th>
<th>2022 £m</th>
<th>% change, constant FX rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catalysts</td>
<td>254</td>
<td>249</td>
<td>+5</td>
</tr>
<tr>
<td>Licensing</td>
<td>28</td>
<td>26</td>
<td>+6</td>
</tr>
<tr>
<td><strong>Total sales</strong></td>
<td><strong>282</strong></td>
<td><strong>275</strong></td>
<td><strong>+5</strong></td>
</tr>
<tr>
<td><strong>Operating profit</strong></td>
<td><strong>35</strong></td>
<td><strong>21</strong></td>
<td><strong>+84</strong></td>
</tr>
<tr>
<td><strong>Operating profit margin</strong></td>
<td>12.4%</td>
<td>7.6%</td>
<td></td>
</tr>
<tr>
<td><strong>EBITDA margin</strong></td>
<td>16.7%</td>
<td>12.4%</td>
<td></td>
</tr>
</tbody>
</table>
# Hydrogen Technologies

**Significant sales growth and investing for scale up**

## Sales up materially
- Higher volumes for strategic customers in fuel cells and growth in electrolyzers
- Enabled by improvements to operational performance

## Operating loss of £26m
- Investing in building capability and product development as we scale the business
- Partly offset by higher contribution

## Underlying results for half year ended 30th September

<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>37</td>
<td>23</td>
<td>+61</td>
</tr>
<tr>
<td><strong>Operating loss</strong></td>
<td>(26)</td>
<td>(24)</td>
<td>n/a</td>
</tr>
</tbody>
</table>
Outlook for year ending 31\textsuperscript{st} March 2024

**Group**

Now expect at least high single digit growth in operating performance at constant precious metal prices and constant currency. Underpinned by transformation benefits of c.£55m

- **Clean Air** – expect strong growth in operating performance and a sequentially stronger second half. Double digit operating margin for the full year, with further progress beyond
- **PGM Services** – performance largely driven by PGM prices, with recycling volumes expected to remain subdued
- **Catalyst Technologies** – very strong growth in operating performance, significant uplift in margins
- **Hydrogen Technologies** – strong sales growth, operating loss at similar level to 2022/23

**PGM prices:**
c.£80m\textsuperscript{1} adverse impact compared with the prior year if PGM prices remain at current levels\textsuperscript{2} for the rest of this year

**FX:**
c.£15m adverse impact to underlying operating profit at current FX rates (translational)\textsuperscript{3}

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\textsuperscript{1} 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 in PGM Services. This assumes no foreign exchange movement.
\textsuperscript{2} Based on average precious metal prices in November 2023 (month to date).
\textsuperscript{3} Based on foreign exchange rates in November 2023 (month to date).
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.
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

- Clean Air efficiencies and Catalyst Technologies driving near and mid-term growth
- Hydrogen Technologies contributing in the long-term
- PGM Services enabling all businesses

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1. At constant precious metal prices and FX rates (2021/22 average).

Note: Illustration excludes Value Businesses and Corporate.
Clean Air: driving efficiency and delivering cash

Strategic goals
- Deliver £4bn+ cash
- Drive efficiency
- Win business

First half progress
- On track to deliver £4bn+ cash
- Delivering margin improvement
- Closed 3 of 4 announced sites
- Winning targeted business
- Euro 7 progressing

Key priorities
- Continuing to drive cash generation
- Double digit margin in 2023/24, with further progress beyond
- Further streamline footprint/R&D
- Maximise wins profitably
- Continued price negotiations

On track to deliver at least £4bn of cash by 2030/31¹

¹ Targeting at least £4bn of cash under our range of scenarios from 1st April 2021 to 31st March 2031.
Clean Air: focused on delivering margin improvement

Margin improvement initiatives

Pricing – strengthening commercial muscle
• Cost recovery across wide range of areas
• Better profitability data to drive pricing discussions

Cost – streamlining overheads
• Rationalising and standardising products
• Procurement, manufacturing, supply chain savings
• Continue to streamline footprint and R&D

Expect to achieve double digit operating margin for 2023/24, with further progress beyond

Operating margin

- 8.5% 1H 2022/23
- 9.6% 1H 2023/24

Expect to achieve double digit operating margin for 2023/24, with further progress beyond
# PGM Services

**key enabler for our growth businesses**

## Strategic goals

<table>
<thead>
<tr>
<th>Asset renewal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand China refining capability</td>
</tr>
<tr>
<td>Drive business growth</td>
</tr>
</tbody>
</table>

## First half progress

- Increasing resilience, efficiency and long-term sustainability of refinery assets
- Completed commissioning of China refining capability
- New technology for recycling of hydrogen technologies materials
- Customer wins

## Key priorities

- Progress refineries investment
- Support HT growth
- Deliver value from enhanced capability in China
- Adapt business model
- Growth from value-add products

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A strong position that is hard to replicate

Critical to development of new technologies needed to tackle climate change

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Note: HT - Hydrogen Technologies.
Catalyst Technologies: breakout growth and margin improvement

### Strategic goals

**Improve performance**

**Build capability**

**Drive growth – win projects**

### First half progress

- 84% profit growth
- Margin up 480 basis points
- Engineering capacity up 1/3 y-o-y
- Formaldehyde capacity expansion progressing
- 4 sustainable solutions projects since May 2023 – 9 to date¹

### Key priorities

- Drive further material margin improvement and profit growth
- Only add capacity to support business wins
- Win at least 1 additional large-scale project this year
- Sign more strategic partnerships

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1. Project wins from 1st April 2022 to date, assuming project completion.
Catalyst Technologies: winning early projects and a large pipeline

Won 9 projects to date worth c.£185m sales

1. Equinor and Linde – H2H Saltend
2. A large scale low carbon hydrogen project in North America
3. Kellas Midstream H2NorthEast
4. bp H2Teesside project

Sustainable fuels

5. Strategic Biofuels project in North America
6. Waste-to-fuels plant in North America
7. Waste-to-fuels plant in Europe
8. EDL HyKero plant in Germany
9. ABEL Energy green methanol plant in Australia

Pipeline of more than 100 sustainable solution projects

1. Revenue over 5 years relating to low carbon hydrogen and sustainable fuel project wins from 1st April 2022 to date, assuming project completion.
2. Sustainable solutions pipeline includes low carbon hydrogen, sustainable fuels and low carbon solutions projects.
Catalyst Technologies: delivering strong margin improvement

Driving margin improvement

Operating margin targets
- Mid teens by end of 2024/25
- High teens by end of 2027/28
- Continued accretion beyond

Pricing initiatives
- Improved commercial rigour to recover cost inflation
- Driving value based pricing in key segments

Procurement
- Reducing number of suppliers by one third
- Reducing reliance on single source items

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

Operating margin

<table>
<thead>
<tr>
<th></th>
<th>1H 2022/23</th>
<th>1H 2023/24</th>
<th>By end of 2024/25</th>
<th>By end of 2027/28</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.6%</td>
<td></td>
<td>12.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High teens</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mid teens</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Hydrogen Technologies: continued growth momentum

**Strategic goals**

- **Strategic partnerships**
- **Build manufacturing capacity**
- **Disciplined scale up**

**First half progress**

- Delivered 61% sales growth
- 3GW UK plant on track
- Greater productivity in UK allows optimisation of US capacity
- Discussing and agreeing incentives / subsidies

**Key priorities**

- Sign further partnerships
- Diversify customer base
- Deliver 3GW UK plant
- Phase capex, lower capital intensity
- Government incentives
- Customer commitments
- Co-investment
- Deliver 3GW UK plant
- Phase capex, lower capital intensity

More than £200m in sales by the end of 2024/25

Business anticipated to be breakeven in 2025/26

Significant growth in sales and profitability thereafter
Sustainability is at the heart of everything we do

**Strengthening our commitment to protect the Planet**

- On track to meet our **GHG emission reduction targets**
- Helping customers **reduce GHG emissions** through use of our products
- **Embedding circularity** across our offerings

**Protecting and developing our People**

- **Strong safety track record** over the first six months – c.20% improvement on TRIIR\(^1\)
- **Committed to diversity and inclusion** through local initiatives

**Recognition by leading ESG rankings**

- FTSE4Good 94\(^{th}\) top percentile
- Dow Jones Sustainability Indices 96\(^{th}\) top percentile
- CDP Rated B on climate
- ecolabel Platinum rated
- MSCI AAA rated
Good underlying performance
(operating profit +10%¹)

Transforming JM to drive growth

Delivering strategic milestones

Good progress in delivering on our commitments

1. Underlying basis at constant FX and adjusting for c. £55m impact from precious metal prices.
Q&A
## Group operating profit

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<tr>
<th>Underlying operating profit for half year ended 30th September</th>
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<td>108</td>
<td>+22</td>
</tr>
<tr>
<td>PGM Services</td>
<td>78</td>
<td>125</td>
<td>-37</td>
</tr>
<tr>
<td>Catalyst Technologies</td>
<td>35</td>
<td>21</td>
<td>+84</td>
</tr>
<tr>
<td>Hydrogen Technologies</td>
<td>(26)</td>
<td>(24)</td>
<td>n/a</td>
</tr>
<tr>
<td>Value Businesses¹</td>
<td>14</td>
<td>21</td>
<td>-33</td>
</tr>
<tr>
<td>Corporate</td>
<td>(45)</td>
<td>(29)</td>
<td></td>
</tr>
<tr>
<td><strong>Underlying operating profit (continuing operations)</strong></td>
<td><strong>180</strong></td>
<td><strong>222</strong></td>
<td><strong>-15</strong></td>
</tr>
</tbody>
</table>

1. Includes Battery Systems, Medical Device Components, Diagnostic Services and Battery Materials.
Free cash flow and net debt

### Appendix

#### Free cash flow from continuing operations for half year ended 30th September (£m)

<table>
<thead>
<tr>
<th>Description</th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Underlying operating profit from continuing operations</td>
<td>180</td>
<td>222</td>
</tr>
<tr>
<td>Depreciation and amortisation¹</td>
<td>93</td>
<td>87</td>
</tr>
<tr>
<td>- Precious metal working capital inflow</td>
<td>234</td>
<td>98</td>
</tr>
<tr>
<td>- Non precious metal working capital (outflow)</td>
<td>(169)</td>
<td>(200)</td>
</tr>
<tr>
<td>Net working capital inflow / (outflow)</td>
<td>65</td>
<td>(102)</td>
</tr>
<tr>
<td>Net interest paid</td>
<td>(34)</td>
<td>(27)</td>
</tr>
<tr>
<td>Tax paid</td>
<td>(51)</td>
<td>(36)</td>
</tr>
<tr>
<td>Capex spend</td>
<td>(157)</td>
<td>(137)</td>
</tr>
<tr>
<td>Net proceeds from disposal of businesses</td>
<td>39</td>
<td>166</td>
</tr>
<tr>
<td>Other²</td>
<td>(57)</td>
<td>(40)</td>
</tr>
<tr>
<td><strong>Free cash flow from continuing operations</strong></td>
<td><strong>78</strong></td>
<td><strong>133</strong></td>
</tr>
<tr>
<td><strong>Net debt at the end of the period</strong></td>
<td><strong>(1,044)</strong></td>
<td><strong>(963)</strong></td>
</tr>
<tr>
<td><strong>Net debt to EBITDA³</strong></td>
<td><strong>1.7</strong></td>
<td><strong>1.5</strong></td>
</tr>
</tbody>
</table>

Note: Short-term metal leases amounted to £186m as at 30th September 2023 (30th September 2022: £129m).

1. Excluding amortisation of acquired intangibles, including loss on sale of non-current assets.
2. Includes restructuring cash costs, share based payments, lease payments, changes in fair value of financial instruments, and movements in pensions and provisions.
3. Net debt including post tax pension deficits.
Net debt to EBITDA 1.7 times¹

<table>
<thead>
<tr>
<th>Continuing operations</th>
<th>£m</th>
<th>£m</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net debt at the beginning of the year</strong></td>
<td></td>
<td>(1,023)</td>
</tr>
<tr>
<td>Free cash flow</td>
<td></td>
<td>78</td>
</tr>
<tr>
<td>Dividends</td>
<td></td>
<td>(101)</td>
</tr>
<tr>
<td>Movement in net debt</td>
<td></td>
<td>(23)</td>
</tr>
<tr>
<td>Lease adjustments²</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td><strong>Net debt before FX and other movements</strong></td>
<td></td>
<td>(1,040)</td>
</tr>
<tr>
<td>FX and other non-cash movements³</td>
<td></td>
<td>(4)</td>
</tr>
<tr>
<td><strong>Net debt at the end of the period</strong></td>
<td></td>
<td>(1,044)</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 £2m FX and (£6m) other non-cash movements.
### Average PGM prices

<table>
<thead>
<tr>
<th>Price (US$ per troy oz)</th>
<th>1H 2022/23 average</th>
<th>1H 2023/24 average</th>
<th>Current (17th November 2023)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Platinum</td>
<td>928</td>
<td>990</td>
<td>911</td>
</tr>
<tr>
<td>Palladium</td>
<td>2,100</td>
<td>1,363</td>
<td>1,056</td>
</tr>
<tr>
<td>Rhodium</td>
<td>15,264</td>
<td>5,493</td>
<td>4,500</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

Catalyst Technologies: High single digit sales growth in the short term, accelerating to mid teens sales growth over the medium to long term. Margin accretion driven by value creation programme and mix shift towards licensing³

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

c.£1bn cumulative capex over the three years to 2024/25

In excess of £150m annualised cost savings by 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; high teens by end of 2027/28; continued accretion over long-term.