Our business model: synergies in metals chemistry

We deliver through our four businesses...

By leveraging synergies and competitive advantages...

Expertise in metal chemistry

Everything we do across our four businesses is underpinned by our leadership in complex metal chemistry, catalysis and process engineering.

Mutual customers and partners

As our customers transition to net zero, we provide a fully integrated and comprehensive offering through collaboration across our business units.

Shared technology and capabilities

We have more than 2,400 colleagues in R&D and engineers across all our businesses – with around 4,000 patents granted and around 2,000 applications pending.

Foundational PGM ecosystem

We have deep insights into PGM markets through our Precious Metal Management team and our refining operations. Around 80% of the PGMs we use are sourced internally from our refineries. This shared resource creates a resilient supply, lower exposure to price risk and efficient working capital.

Security of supply

Our customers count on us for a reliable supply of PGMs and recycling services – we supply over 40% of the PGMs sent to our Clean Air customers. This is because we are a metal hub for PGMs, underpinned by our status as the leading recycler of PGMs.

A comprehensive sustainability offering

Every part of our business is committed to helping our customers adapt processes and products to reach the sustainability goals our society and planet are depending on.

Our business model continued

Addressing three markets...

Energy

Designing technologies for a range of sustainable energy sources, including hydrogen, sustainable aviation fuel, methanol and ammonia.

Chemicals

Process and catalyst technologies that enable the production of chemicals, helping customers lower their carbon and environmental footprint.

Automotive

Emission control systems that reduce NO_x and other particulates that harm people and the environment.

To catalyse the net zero transition...

JM helps store and transport renewable energy by enabling the production of renewable (green) hydrogen. Our solutions also help produce low-carbon methanol and ammonia, which can transport hydrogen efficiently and will play a role in decarbonising the shipping industry. We also provide processes and catalysts to produce sustainable aviation fuels, helping the industry reach its net zero target.

We develop catalysts that increase the efficiency of chemical reactions, thus lowering energy requirements and carbon emissions. We also provide solutions to accelerate the chemical industry's transition to a more sustainable future: by lowering the emissions of existing industrial assets, and by providing solutions for the manufacture of sustainable chemicals and fuels, and the clean hydrogen feedstock for these products.

As the transition to decarbonised transportation will be gradual, we ensure non-CO_2 emissions from internal combustion engines, including zero carbon hydrogen engines, are minimised through our leading autocatalyst solutions. We also have solutions that enable zero emission mobility through our fuel cells technology.

And create value for our stakeholders

Customers and strategic partners

Our customer satisfaction score has increased to 43 from 37. Our customers highlight the quality of our products, our collaborative approach and our technical expertise.

43
Net Promoter Score (NPS)

Society

Our catalytic converters have been helping to improve air quality since 1974.138,613 additional tonnes of NO_x were removed from tailpipes in 2023/24.

1,150
Premature deaths prevented in 2023/24

Investors

Our performance-driven culture and 'Play to Win' strategy create sustainable value for investors looking to support the net zero transition.

77.0p
Dividend maintained at the same level

Employees

Our employee engagement score improved from 6.9 in March 2023 to

7.2
in January 2024

Communities

We work with a range of partners on charitable giving and employee volunteering schemes.

2,246
volunteering days in 2023/24

Suppliers

We partner with our suppliers to embed the highest standards to deliver for our customers.

39%
supplier spend (excl PGMs) has EcoVadis medal for good ESG performance