



Liam Condon
Chief Executive Officer

"We are becoming much more commercially-minded, and continue to drive significant efficiencies as we 'right-size' the organisation."

Chief Executive Officer's statement

A year of progress at pace

At JM our strategy is clear: we are a sustainable technology company that plays to win with leading positions in key markets that depend on innovation. Our innovation allows our customers in the automotive, chemical and energy industries to decarbonise at pace and helps ensure cleaner air for all.

To achieve our purpose of catalysing the net zero transition at scale, JM itself needs to transform, become even more efficient and build a stronger foundation for growth. This year we have made significant progress towards achieving this.

Winning in our markets

Our performance for the year has been in line with expectations, with good growth in underlying operating profit when allowing for exchange rates and metal prices. Overall results continue to be impacted by lower platinum group metal (PGM) prices.

The slowdown in global battery electric vehicle (BEV) penetration means Clean Air will be 'stronger for longer' – driving more than £4.5 billion of cash by 2030/31 and significant further cash flow beyond that. Our cash generative ability has already delivered £2 billion in Clean Air since 2021/22, which has been used for investment in growth and shareholder returns.

In Catalyst Technologies, we are seeing significant end market demand across our new growth areas including sustainable aviation fuel and low carbon hydrogen. This year we have seen important 'first of a kind' project wins, including two large-scale low carbon (blue) hydrogen projects. We also have a portfolio of innovative technologies for creating sustainable fuels, and during 2023/24 we secured four sustainable fuels projects across our Fischer Tropsch (FT) CANST[™] technology and sustainable methanol.

In Hydrogen Technologies, it is very clear that green hydrogen will be essential in tackling climate change and helping the world to decarbonise. The global green hydrogen value chain is still at an early stage of development as the industry navigates the challenge around scale up, and is not yet growing at the pace we expected. We have a disciplined approach to investment and plan to grow our Hydrogen Technologies business in line with the pace of market development.

Chief Executive Officer's statement continued

Platinum Group Metal (PGM) Services is our foundational business and forms the backbone of everything we do. Circularity is an essential part of the energy transition and our PGM expertise strengthens our position in key markets through our ability to offer a full-service business model. We can deliver circular solutions for customers ensuring a reliable supply of lower carbon footprint PGMs.

Transforming for growth

The table on the right demonstrates the progress we have made against our strategic milestones. Across the group, the transformation is well underway to build a stronger and more efficient platform for growth.

We have simplified our portfolio into four core businesses and by the end of 2023/24 we agreed the divestment of all the other non-core businesses. The Battery Systems sale completed in April 2024, and Medical Device Components is due to complete later in the year. These divestments will deliver net proceeds of more than £500 million, significantly exceeding our target of more than £300 million.

We are becoming a much more commercially-minded organisation, with a highly disciplined approach to capital projects. We continue to drive significant efficiencies as we 'right-size' the organisation including management streamlining and efficiencies in both our enabling functions and businesses. These have delivered total cost savings to date of approximately £120 million, with targeted savings of £200 million by the end of 2024/25. We are making good progress in implementing our new outsourced business process organisation JM Global Solutions (JMGS) to simplify and increase efficiency, with new service hubs in Lithuania and India.

We have now developed new ambitious strategic milestones, outlined on page 15, focused on customers, capability and transformation.

We have seen several changes to our Group Leadership Team (GLT). Jane Toogood and Christian Gunther left JM in the autumn of 2023, and Nick Cooper at the end of March 2024. I am very grateful to Jane, Christian and Nick for their hard work and support to JM.

Maurits van Tol, our former CTO, has succeeded Jane as Chief Executive of Catalyst Technologies last autumn. Liz Rowsell has become our new CTO and Louise Melikian has become our new Chief Strategy and Corporate Development Officer. In addition Simon Price was appointed as General Counsel and Company Secretary and Peter Hill has taken over as Group Global Services and Transformation Director. The fact that all of the appointments were internal placements speaks for the significant step-up in the quality and diversity of succession planning at JM.

The company continues to experience a lot of external change and internal transformation, and the GLT and I are acutely aware of the importance of employee engagement in order for us to be successful in volatile times. It is testament both to our people's resilience and their capabilities that both our safety record and employee engagement scores have improved considerably this year. I am extremely grateful to all our employees for their hard work, commitment and unwavering dedication to implement our strategy and to look after our customers and each other at all times.

Liam Condon
Chief Executive Officer

Strategic milestones

Two years ago we published a set of milestones for the end of 2023/24 that would indicate whether we are delivering against our strategy.



See page 15 for our new commitments up to 2027.

Strategic milestones	Status
----------------------	--------

Customers

- Hydrogen Technologies: win at least two large scale strategic partnerships 
- Clean Air: win targeted Euro 7 business and deliver £4bn+ cash trajectory 
- Win >10 further large scale projects in Catalyst Technologies and Hydrogen Technologies 



Investments

- Expand PGM Services refining capability in China 
- Hydrogen Technologies: complete construction of new CCM plant in UK¹ 
- Targeted capacity expansion (fuel cells catalyst, formaldehyde catalyst) 
- Complete divestment of Value Businesses 


People

- Increase employee engagement score from 6.9 in 2022/23 to 7.2 in 2024/25 

Sustainability

- Achieve c. 10% reduction in Scope 1 and 2 emissions 
- Help reduce customers' CO₂e emissions by >1 mt p.a. through use of our products 

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

 Achieved  On track  In progress