Key performance indicators

Financial performance

Revenue

£12,843m

2023/24	£12,843m
2022/23	£14,933m
2021/22	£16,025m

Revenue down, driven by lower precious metal prices.

Sales[1] (excluding precious metals)

£3,904m

2023/24	£3,904m
2022/23	£4,201m
2021/22	£3,778m

Sales down 4% at constant currency driven by lower precious metal prices and reduced volumes in Value Businesses. Growth at constant currency and metal prices in Clean Air, Catalyst Technologies and Hydrogen Technologies, supported by broadly stable PGM Services.

Operating profit

£249m

2023/24	£249m
2022/23	£406m
2021/22	£255m

Operating profit declined 39%, impacted by a number of one off items including £148 million of major impairment and restructuring charges.

Underlying operating profit[1] R

£410m

2023/24	£410m
2022/23	£465m
2021/22	£553m

Good underlying performance despite the challenging market backdrop, with 11% growth excluding the impact of metal price (£85 million) and foreign exchange (£21 million).

Clean Air cash flow

£625m

2023/24	£625m
2022/23	£638m
2021/22	£772m

Strong cash flow generation, with £2 billion operating cash flow, pre-tax and post restructuring costs, generated over the last three years.

Earnings per share

58.6p

2023/24	58.6p
2022/23	144.2p
2021/22	60.9p

Reported earnings per share declined, driven by lower operating profit and higher interest charges.

Underlying earnings per share[1] R

141.3p

2023/24	141.3p
2022/23	178.6p
2021/22	213.2p

Underlying earnings per share declined by 21% as although underlying performance at constant metal prices and FX was good, the lower metal prices impacted profit.

Ordinary dividend per share R

77.0p

2023/24	77.0p
2022/23	77.0p
2021/22	77.0p

Dividend per share maintained at the same level as prior year despite lower operating profit.

1. Non-GAAP measures are defined and reconciled in note 34 of the financial statements, refer to pages 197-199.

R KPI linked to remuneration policy

Key performance indicators are from continuing operations.

Sustainability performance

Sales contributing to our four priority UN Sustainable Development Goals (SDGs)

89%

2023/24	89%
2022/23	82%
2021/22	84%

Through the year we made a detailed analysis of our alignment to our four priority UN SDGs. This has led to an increase in aligned revenue.

R&D spend contributing to our four priority SDGs

92%

2023/24	92%
2022/23	90%
2021/22	88%

We saw an increase in R&D spend against our priority UN SDGs as we continue to focus on UN SDGs aligned innovation, both in-house and through partnerships.

Total Scope 1 and 2 Greenhouse gas (GHG) emissions (market-based)[1] Ⓡ

282,403 tCO_2e

2023/24	282,403
2022/23	344,910
2021/22	395,251

Our total Scope 1 and 2 GHG emissions has reduced this year, primarily due to reductions in Scope 2 through significant increase in renewable energy purchases.

Total Scope 3 (Category 1) purchased goods and services GHG emissions[1]

2,531,576 tCO_2e

2023/24	2,531,576
2022/23	2,450,529
2021/22	2,978,197

Scope 3 purchased goods and services GHG emissions has increased compared to the previous year. This year's increase reflects changes in business demands.

GHG emissions avoided from using JM technologies (compared to conventional offerings)[1] Ⓡ

1,110,057 tCO_2e

2023/24	1,110,057
2022/23	841,721
2021/22	475,995

This financial year we achieved a significant milestone: over 1 million tonnes of GHG emissions were avoided in customer products aided by JM technologies or services. See page 37 for more details.

Recycled PGM content in JM's manufactured products

69%

2023/24	69%
2022/23	69%
2021/22	70%

As existing secondary routes decline e.g. automotive market, and new technologies have yet to establish these routes, we may see declines in recyclable material rates until routes for the new products, e.g. hydrogen fuel cells, are developed. See page 42 for more details.

Total recordable injury and illness rate (employees and contractors)

0.36

2023/24	0.36
2022/23	0.47
2021/22	0.59

A reduction in our total recordable injury and illness rate (TRIIR) for employees and contractors at the end of 2023/24. This is a demonstration of the effectiveness of employee engagement through the Take 5 programme and our Global Safety Day, supported by local campaigns to focus on site-specific safety issues. See page 45 for more details.

Female representation across all management levels Ⓡ

30%

2023/24	30%
2022/23	28%
2021/22	27%

Our female representation at all management levels is 30%, an improvement on last year, and another step towards our target of 40% by 2030. See page 47 for more details.

Ⓡ KPI linked to remuneration policy

For more information on our ESG ratings please see our website

→ For more information on our sustainability targets please see page 35

1. Prior year rebaselined to remove divested businesses, please see page 210 for more information.