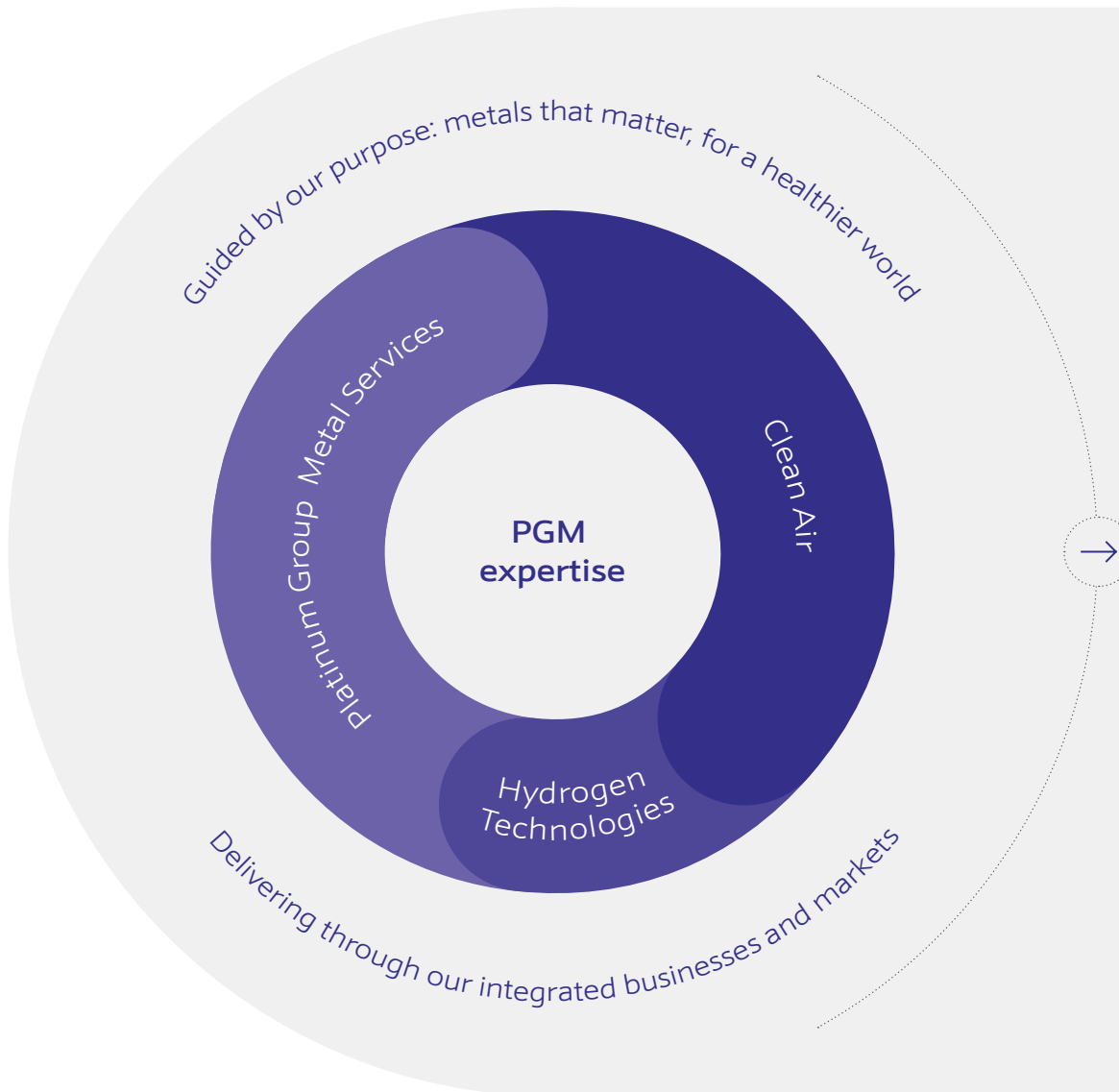


Our business model delivering value



Leveraging synergies and competitive advantages

Expertise in metal chemistry

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

Mutual customers and partners

As our customers transition towards decarbonised energy systems, we provide a fully integrated and comprehensive offering through collaboration across our business units.

Shared technology and capabilities

We have approximately 2,400 R&D and engineering colleagues across all our businesses – with over 4,000 patents granted and more applications pending.

Foundational PGM ecosystem

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

Security of supply

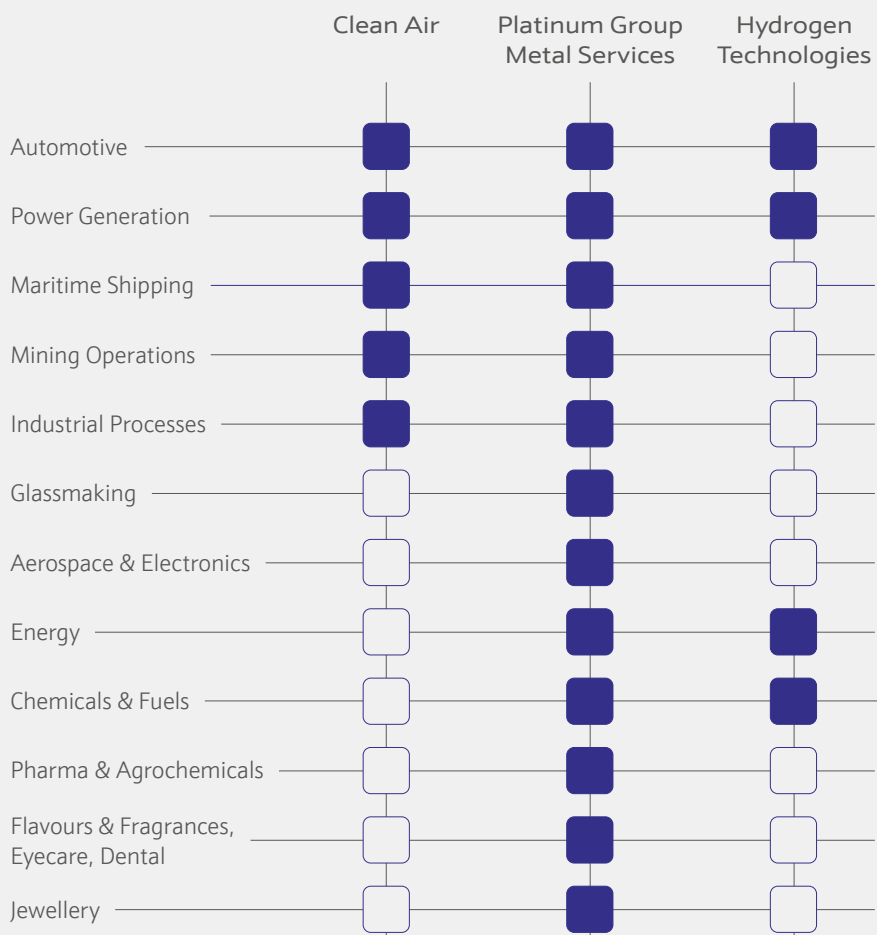
Our customers count on us for a reliable supply of PGMs and recycling services. This is because we are the world's largest metal hub for PGMs, underpinned by our status as the leading recycler of PGMs.

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 a range of end markets



Creating value for stakeholders



Our People

Our employee engagement score increased by 0.3 to **7.5/10¹** in March 2026 compared to 7.2/10 in March 2025.



Investors

Our performance-driven culture and resilient portfolio create sustainable value for our shareholders. **£129 million returned to shareholders via dividends.**



Customers and strategic partners

Our customers highlight the quality of our products, our collaborative approach and our technical expertise. **Our Net Promoter Score (NPS)¹ has increased to 47 from 41.**



Suppliers

We partner with our suppliers to embed the highest standards to deliver for our customers. **46% supplier spend (excl PGMs) have EcoVadis medal for good ESG performance.**



Communities

We work with a range of partners on charitable giving and employee volunteering schemes. **1,647 volunteering days in 2025/26.**



Society

Our catalytic converters have been helping to improve air quality since 1974, with benefits on health and avoided deaths². **c.135k additional tonnes of NOx were removed from tailpipes in 2025/26.**

→ Please see our Products and markets page on our website: matthey.com

1. Excludes CT business.

2. ICCT paper Comments and Technical Recommendations on Future Euro 7/VII Emission Standards, 2021.