

JM

**Johnson Matthey Plc
Corporate Governance
Framework**

**Version 13.0
Approved on 27th May 2026**



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1. Corporate Governance Statement

Corporate governance is the framework within which we manage our business. It provides a structure for decisions to be made in order to direct, oversee and control operations.

2. Introduction: Corporate Governance Framework

This document explains how Johnson Matthey Plc (the Company or JM) is organised to enable the effective discharge of its corporate governance responsibilities, including those set out in the 2024 UK Corporate Governance Code (the Code).

Johnson Matthey Plc is registered in England and Wales and is listed on the London Stock Exchange.

The principal decision-making body is the Board. It has responsibility for setting the strategic direction of the Johnson Matthey Group (the Group) and for ensuring that risk is managed effectively. The Board is accountable to shareholders for the Group's financial and operational performance. It is supported by three committees: the Nomination Committee, Audit Committee and Remuneration Committee, and has delegated responsibility for specific matters to the Disclosure Committee.

Responsibility for implementing operational decisions and the day-to-day management of the business is delegated to the Chief Executive Officer who is supported by the Group Leadership Team.

Details of the decisions which can only be taken by the Board and the role and duties of the committees are set out in this framework.



3. The Role of our Board and Committees

The Board

Our board's role is to provide leadership of the Company and direction for management. It is collectively responsible and accountable to our shareholders for the long-term sustainable success of the Group, for generating value for shareholders, contributing to wider society and for ensuring the Group is appropriately managed and operates responsibly, with effective controls, as it pursues its objectives.

The Board reviews the performance of leadership and the operating and financial performance of the Group as a whole. In particular, the Board is responsible for establishing the Company's purpose and values, setting strategy, determining risk appetite, ensuring appropriate risk management and internal controls are in place, ensuring good governance to support effective decision making. The Board also assesses and monitors the Group's culture, ensuring alignment to the Company's purpose, values and strategy. The Board also ensures that plans are in place for orderly succession for appointments to the Board and to senior management, to maintain an appropriate balance of skills and experience within the Company and on the Board. The Board ensures that workforce policies and practices are consistent with the Company's values and support its long-term sustainable success.

In order to carry out its work, the Board, which usually meets formally at least five times a year, agrees an annual agenda plan to ensure all necessary matters are covered and to allow sufficient time for debate and challenge. In particular, the Board makes sufficient time to discuss strategy so that the non-executive directors have a good opportunity to challenge and help develop strategy proposals. The Board also takes time to review and challenge past decisions where necessary.

At board meetings, the Board receives and considers papers and presentations from management on relevant topics, including one or more business or strategy presentations from the Business Chief Executives and senior managers. Effective review and decision making are supported by providing the Board with high quality, accurate, clear and timely information, including input from experts and independent advisers where necessary. The Board seeks to work in the best interest of Johnson Matthey Plc and its stakeholders.

For further details on the principal outcomes of Board decisions, please refer to the Company's Annual Report and Accounts, available in the Investor's section at matthey.com.

Board committees

Our board has three main committees: the Nomination Committee, Audit Committee and Remuneration Committee to which it delegates certain tasks. No one other than the Board committee members are entitled to be present at committee meetings. Others may attend, but only by invitation.

Each committee has the authority to seek any information that it requires from any officer or employee of the Company or its subsidiaries. Each committee is also authorised by the Board to take independent advice (including legal or other professional advice), at the Company's expense, as it considers necessary. Each committee may request information from, or commission investigations by, external advisers. The committees formally report to the Board on their proceedings after each meeting.

In addition to the above committees, the Board has also delegated specific responsibilities to the Disclosure Committee.

Executive committees

Responsibility for implementing operational decisions and for the day-to-day management of the business is delegated by the Board to the Chief Executive Officer, who is supported by the Group Leadership Team.

Please also refer to page 36 for an organigram of the Board and committee structure.



4. The Role of our Board Members

Chair

The Chair is responsible for ensuring an effective board. A culture of mutual respect, openness, debate and constructive challenge is vital to this. The Chair encourages open communication and constructive working relations between the executive and non-executive directors. They also seek to ensure that the executive directors are responsive to constructive challenge on their proposals by the non-executive directors.

The Chair has an important role in fostering constructive relations with our shareholders, communicating the views of shareholders to the Board so that all directors develop an understanding of their views. In addition, they also ensure the Board listens to the views of the workforce, customers and other stakeholders, especially in the context of principal decisions.

With the assistance of the General Counsel and Company Secretary, the Chair sets the Board's agenda, ensuring adequate time is available to discuss all agenda items. To facilitate constructive board discussion, the Chair ensures there is a timely flow of high quality, accurate, clear information.

There is a clear division between the Chair's responsibilities for running the Board and the Chief Executive Officer's role for the running of the business. This division of responsibilities is established in a written statement which can be found on page 11.

Chief Executive Officer

Our Chief Executive Officer has day to day management responsibility for running the Group's operations, for implementing the Group's strategy, as approved by the Board, for applying Group policies and for promoting the Company's culture and standards, including those on governance. They have broad authority from the Board to run the Company and are accountable for, and report to the Board on, how it is performing. Our Chief Executive Officer also has a key role in the process for the setting and review of strategy. In addition, they ensure that the views of the executive directors' and wider workforce are shared with the Board in a balanced way.

Senior Independent Director

The Senior Independent Director's role is to provide a sounding board for the Chair, to act, if necessary, as a focal point and intermediary for the other non-executive directors and to ensure that any key issues not addressed by the Chair or the executive management are taken up. The Senior Independent Director and the Chair maintain a regular dialogue regarding current issues. The Board recognises that, should any significant issues arise which threaten the stability of JM or its board, the Senior Independent Director may be required to work with the Chair or others or to intervene to resolve them.

The Senior Independent Director is available to shareholders should they have concerns which have not been resolved from contact through the normal channels of the Chair, Chief Executive Officer or other executive directors, or if the normal channels may be inappropriate. The Senior Independent Director is available to attend meetings with major shareholders to listen to their views in order to help develop a balanced understanding of their issues and concerns.

The Senior Independent Director is responsible for leading the annual appraisal of the Chair's performance and plays an important role by ensuring there is an orderly process for succession to the role of Chair of the Board.

Non-Executive Directors

The role of our non-executive directors is to scrutinise management's performance in meeting agreed goals and objectives and to monitor how that performance is reported. They must also be satisfied with the integrity of the Group's financial information on the effectiveness of financial controls and risk management systems.

As members of the Board, the non-executive directors bring independent judgment and a range of experience to the Board and therefore have a key role in constructively challenging the executive directors and management. This is vital to the independence and objectivity of the Board's deliberations and decision making and is particularly important in helping develop proposals on strategy. The Chief Executive Officer, executive directors and management welcome, and are responsive to, constructive challenge by the non-executive directors on their



proposals. The non-executive directors' role is to support the decisions that have been taken and to support the leadership team in their delivery. Our non-executive directors also play an important part in supporting the Chair and the executive directors in embracing and representing the Company's culture, values and standards within the Board and throughout JM.

Our non-executive directors are responsible for determining appropriate levels of remuneration for the executive directors and have a prime role in appointing and, where necessary, removing executive directors, and in succession planning.

Executive Directors

Our executive directors are responsible for the whole of the Group's operations and activities, risks and controls. They also promote the Company's culture and standards across the Group.

General Counsel and Company Secretary

The General Counsel and Company Secretary reports to our Chair on board governance matters and together they keep the efficacy of the Company's and the Board's governance processes under review. They are responsible for advising and keeping the Board up to date on all legislative, regulatory and governance matters and developments. The General Counsel and Company Secretary's responsibilities also include ensuring good information flows within the Board and its committees and between senior management and non-executive directors. Facilitating board inductions and assisting with professional development as required. Their advice, services and support are available to each director.



5. Matters Reserved for the Board of Johnson Matthey Plc

1. Strategy and management

- 1.1 Setting the Group's purpose, values and behaviours.
- 1.2 Approval of the Group's long-term objectives and strategy.
- 1.3 Approval of the Group's sustainability strategy, including net zero commitments, science-based greenhouse gas targets and sustainable business goals (the Sustainability Targets) (and material changes to existing targets), including agreeing and monitoring the metrics used to track progress of the Sustainability Targets and other climate related risks and opportunities.
- 1.4 Approval of the annual Group operating and capital expenditure budgets and any material changes to them (including any changes to the capital allocation plan).
- 1.5 Approval of the Group's investment and capital allocation strategy and business plans with a view to driving shareholder value, whilst balancing the needs of other key stakeholder groups.
- 1.6 Review of performance and execution of significant investment programs in the light of the Group's strategic aims, objectives, business plans and budgets and ensuring that any necessary corrective action is taken to enhance future performance.
- 1.7 Extension of the Group's activities into significantly new business or geographic areas.
- 1.8 Any decision to cease to operate all or any material part of the Group's business.

2. Structure and capital

- 2.1 Changes relating to the Group's capital structure including reduction of capital, share issues (except under employee share plans), share buy-backs (including the use of treasury shares) and major debt financing.
- 2.2 Major changes to the Group's management and control structure.
- 2.3 Any changes to the Company's listing or its status as a public limited company.

3. Financial reporting and controls

- 3.1 Approval of the interim results announcement, preliminary results announcement and the annual report and accounts, including reporting against the Financial Stability Board's Task Force on Climate-related Financial Disclosure requirements, following recommendation from the relevant board committees.
- 3.2 Approval of the dividend policy.
- 3.3 Declaration of the interim dividend and recommendation of the final dividend for shareholder approval.
- 3.4 Approval of any significant changes in accounting policies or practices following recommendation by the Audit Committee.
- 3.5 Approval of treasury policies following recommendation by the Audit Committee.
- 3.6 Approval of the Group's tax strategy.
- 3.7 Ensuring maintenance of a sound risk management and internal control framework following recommendation by the Audit Committee, where appropriate, including:
 - approval of the Group's principal risks (including sustainability risk areas and those related to climate change) and risk appetite;
 - reviewing the effectiveness of the Group's risk and control processes; and
 - approval of procedures for the prevention and detection of fraud, corruption, money laundering and bribery.
- 3.8 Overseeing the ethical conduct of the Group, including:

3.8.1 reviewing significant concerns, and investigations relating thereto, raised pursuant to the Speak Up process, including the outcome and proposed remediation action(s), key insights and general patterns and trends of significance;

3.8.2 reviewing procedures for handling and resolving Speak Up matters to ensure:

(i) concerns are treated confidentially and anonymously (if requested);

(ii) that they allow proportionate and independent investigation; and

(iii) appropriate, effective follow-up action reflecting the cultural and ethical values of the Group and aligning with the purpose and strategy of the Group; and

3.8.3 reviewing ethics policies and the code of ethics.

3.9 Approval of external financial arrangements or agreements with a value of £250m or above.

3.10 Approval of intragroup transactions including trading transactions, non-trading transactions and payments to related parties with a value of £500m or above.

3.11 Major changes to the Company's funding of the Group's pension schemes, the rules of the Group's pension scheme or, when this is subject to the approval of the Group, changes in the fund management arrangements.

4. Capital expenditure and significant transactions

4.1 Approval of major capital projects above £10 million¹, giving consideration to, among other things: strategic alignment, returns, execution strategies, risks and mitigations to deliver shareholder value.

4.2 Approval of acquisitions or disposals of businesses (shares or assets), or joint ventures, all with a £10 million enterprise value or above¹.

4.3 Approval of significant strategic partnerships or outsourcings that are outside of the ordinary course of business, with a value of £10 million or above.

4.4 Approval of major rationalisation programmes or strategic change programmes with a cost of £10 million or above.

5. Communication

5.1 Approval of resolutions and corresponding documentation to be put forward to shareholders at a general meeting.

5.2 Approval of all circulars, prospectuses and listing particulars (other than routine documents).

6. Culture

6.1 Assessing and monitoring culture to ensure that behaviours, policies and practices (including those related to the workforce) are aligned with the Group's purpose, values and strategy.

6.2 Assessing and monitoring progress against the Group's diversity targets and driving the Group to be truly inclusive with a diverse workforce at all levels.

6.3 Review and approval of the Group's policy on diversity and inclusion.

7. Board membership and other appointments

7.1 On the recommendation of the Nomination Committee:

7.1.1 Changes to the structure, size and composition of the Board and its committees.

¹ provided that matters below that threshold are brought to the board irrespective of amount if felt by the Group Leadership Team to have a material or unusual aspect or be part of a programme of investment amounting to that level in aggregate.



- 7.1.2 Approval of the Board's Diversity Policy.
- 7.1.3 Approval of the appointment or removal of directors.
- 7.1.4 Selection of the Chair of the Board, Chief Executive Officer and Senior Independent Director.
- 7.1.5 Appointment or removal of the General Counsel and Company Secretary.
- 7.1.6 Approval of the continuation in office of directors as appropriate and the recommendation to shareholders of their election or re-election.
- 7.1.7 The suspension or termination of service of an executive director as an employee of the Company, subject to the law and their service contract.

7.2 Approval of directors' external appointments.

7.3 Recommendation to shareholders of appointment, reappointment or removal of the external auditor, following recommendation by the Audit Committee.

8. Remuneration

8.1 Determining the remuneration of executive directors following recommendation by the Remuneration Committee.

8.2 Determining the fees of the non-executive directors, subject to the articles of association and shareholder approval as appropriate.

8.3 The introduction of new employee share incentive plans or major changes to existing plans, to be put to shareholders for approval.

9. Corporate Governance

9.1 Reviewing the Group's overall corporate governance arrangements.

9.2 The division of responsibilities between the Chair and the Chief Executive Officer, which is set out in writing.

9.3 Approval of the terms of reference of each board committee and any material changes to them.

9.4 Oversight of activities of the Board committees through reports from each committee chair on their activities.

9.5 Undertaking a formal and rigorous review annually of the performance of the Board, its committees and individual directors.

9.6 Determining the independence of non-executive directors in light of their character, judgement and relationships.

9.7 Considering the balance of interests between shareholders and investors, employees, suppliers, customers, strategic partners, society and the community.

9.8 Receiving reports on the views of the Company's shareholders.

9.9 Authorising conflicts of interest where permitted by the Company's Articles of Association.

9.10 Approval of the level of Directors' & Officers' liability insurance.

9.11 Appointment of the Company's Registrar.

9.12 Approval of the Delegated Authorities Framework, including the Chief Executive Officer's authority limits (which must be in writing).



10. Contracts and litigation

- 10.1 Approval of contracts for the purchase of goods and services (excluding metal) with a value of £500m or more in aggregate over the life of the contract.
- 10.2 Approval of contracts for the sale of goods and services and customer credit limits (excluding metal) with a value of £1 billion or more in aggregate over the life of the contract.
- 10.3 Approval of the purchase or lease of property or land with a value of £10m or more.
- 10.4 Approval of material contracts with unlimited liability, as determined by the General Counsel and Company Secretary.
- 10.5 Approval of any contract which is strategically material by reason of term, size or duration or that is outside the ordinary course of business.
- 10.6 Approval of the initiation of proceedings, defence or settlement of litigation with a potential value of over £25m or otherwise material to the interests of the Group.

11. Other

- 11.1 Promotion of sustainable and responsible business practices, including the provision of quality products and approval of the Company's Supplier Code of Conduct and Modern Slavery Statement, following recommendation by the Group Leadership Team.
- 11.2 Review and approval of the sustainability section of the annual report and accounts or any additional sustainability report.
- 11.3 The making of political donations or political expenditure.
- 11.4 Oversight of matters which would have a significant impact on the Group's reputation.
- 11.5 Any matter exceeding the authority delegated to the Chief Executive Officer via the Delegated Authorities Framework.
- 11.6 This schedule of matters reserved for the Board.

Reviewed and approved by the Board on 27th May 2026.



6. Statement of Division of Responsibilities between the Chair and the Chief Executive Officer of Johnson Matthey Plc

CHAIR	CHIEF EXECUTIVE OFFICER
1. Role	
The Chair's role is to lead the Board and to create the conditions for overall board and individual director effectiveness.	The Chief Executive Officer's role is to run the Group's business while being accountable and reporting to the Board.
2. Reporting lines	
2.1 The Chair reports to the Board.	2.1 The Chief Executive Officer reports to the Chair and to the Board directly.
2.2 Other than the Chief Executive Officer and the General Counsel and Company Secretary, no executive reports to the Chair, other than through the Board.	2.2 The Chief Executive Officer is responsible for all leadership team matters affecting the Group. All members of the Group Leadership Team report directly to the Chief Executive Officer.
3. Key responsibilities	
3.1 The Chair's principal responsibility is the effective running of the Board. The Chair is not responsible for executive matters regarding the Group's business.	3.1 The Chief Executive Officer's principal responsibility is running the Group's business.
3.2 The Chair is responsible for promoting a culture of openness and debate, ensuring that the Board as a whole plays a full and constructive part in the development and determination of the Group's strategy and major policies.	3.2 The Chief Executive Officer is responsible for proposing and developing the Group's strategy and overall commercial objectives, in close consultation with the Chair and the Board.
3.3 The Chair is the guardian of the Board's decision-making processes.	3.3 The Chief Executive Officer is responsible, with the leadership team, for implementing the decisions of the Board and its committees and reporting to the Board on progress.
4. Other responsibilities	
4.1 Running the Board and setting its agenda.	4.1 Providing input to the Board's agenda on their own behalf and on behalf of other members of the leadership team.

CHAIR	CHIEF EXECUTIVE OFFICER
<p>4.2 Ensuring that board agendas take full account of the important issues facing the Group, providing adequate time for discussion of the concerns of all board members. There should be an emphasis on strategic, rather than routine, issues.</p>	<p>4.2 Ensuring maintenance of a dialogue with the Chair on the important and strategic issues facing the Group and proposing board agendas to the Chair which reflect these.</p>
<p>4.3 Ensuring that the Board receives accurate, timely and clear information on:</p> <ul style="list-style-type: none"> • the Group’s performance; and • the issues, challenges and opportunities facing the Group and matters reserved for their decision. 	<p>4.3 Ensuring that the executive team gives appropriate priority to providing reports to the Board which contain accurate, timely and clear information.</p>
<p>4.4 Ensuring, with the advice of the General Counsel and Company Secretary where appropriate, compliance with the Board’s approved procedures, including the schedule of Matters Reserved for the Board and each Committee’s Terms of Reference.</p>	<p>4.4 Ensuring, in consultation with the Chair and the General Counsel and Company Secretary as appropriate, that the executive team comply with the Board’s approved procedures, including the schedule of Matters Reserved for the Board for its decision and each Committee’s Terms of Reference.</p>
<p>4.5 Arranging informal meetings of the directors, including meetings of the non-executive directors at which the executive directors are not present, as required to ensure that sufficient time and consideration is given to complex, contentious or sensitive issues.</p>	<p>4.5 Ensuring that the Chair is alerted to forthcoming complex, contentious or sensitive issues affecting the Group of which the Chair might not otherwise be aware.</p>
<p>4.6 Proposing to the Board, in consultation with the Chief Executive Officer, General Counsel and Company Secretary and Committee Chairs as appropriate:</p> <ul style="list-style-type: none"> • a schedule of Matters Reserved for the Board; and • Terms of Reference for each board Committee and other board policies and procedures. 	<p>4.6 Providing input to the Chair and General Counsel and Company Secretary on appropriate changes to the schedule of Matters Reserved for the Board and Committee Terms of Reference.</p>

CHAIR	CHIEF EXECUTIVE OFFICER
<p>4.7 Chairing the Nomination Committee, and, in that role, initiating change and succession planning in board appointments to retain and build an effective and complementary board, and to facilitate the appointment of effective and suitable members of board committees.</p>	<p>4.7 Providing information and advice on succession planning, to the Chair, the Nomination Committee, and other members of the Board, particularly in respect of executive directors.</p>
<p>4.8 Proposing, in conjunction with the Nomination Committee, the membership of board committees and their Chairs.</p>	<p>4.8 Supporting the Nomination Committee in discharging its responsibilities</p>
<p>4.9 Seek regular engagement with major shareholders, ensuring that there is an effective system for communication by the Group with its shareholders and for ensuring that the Board has a clear understanding of the views of shareholders.</p>	<p>4.9 Ensuring effective communication with shareholders and ensuring that their views are communicated to the Board.</p>
<p>4.10 Taking the lead in providing a properly constructed induction programme for new directors, facilitated by the General Counsel and Company Secretary.</p>	<p>4.10 Commenting on induction programmes for new directors and ensuring that appropriate management time is made available for the process.</p>
<p>4.11 Taking the lead in identifying and seeking to meet the development needs both of individual directors and of the Board as a whole, assisted by the General Counsel and Company Secretary.</p>	<p>4.11 Ensuring that the development needs of the executive directors and other members of the Group Leadership Team are identified and met.</p>
<p>4.12 Ensuring that the performance of the Board as a whole, its committees, and individual directors is formally and rigorously reviewed at least once a year and that the review of the Board is externally facilitated at least every three years.</p>	<p>4.12 Ensuring that performance reviews are carried out at least once a year for each of the executive directors. Providing input to the wider board review process.</p>
<p>4.13 Promoting the highest standards of integrity, probity and corporate governance throughout the Group and particularly at board level.</p>	<p>4.13 Promoting and conducting the affairs of the Group with the highest standards of integrity, probity and corporate governance.</p>
<p>Any amendments to this statement shall be a Matter Reserved for the Board.</p>	

Reviewed and approved by the Board on 21st May 2024.



7. Audit Committee of Johnson Matthey Plc Terms of Reference

1. Membership

- 1.1 The Audit Committee (the Committee) of Johnson Matthey Plc (the Company) shall be appointed by the Board, on the recommendation of the Nomination Committee in consultation with the Committee Chair.
- 1.2 The Committee shall comprise at least three members, all of whom shall be independent non-executive directors. The Committee shall have competence relevant to the sectors in which the Company operates. The Committee shall also have at least one member with recent and relevant financial experience and with competence in accounting or auditing, ideally with a professional qualification from one of the professional accountancy bodies. The Chair of the Board shall not be a member of the Committee.
- 1.3 Only members of the Committee have the right to attend Committee meetings. However, other individuals such as the Chair of the Board, Non-Executive Directors, the Chief Executive Officer, the Chief Financial Officer, the Director of Assurance and Risk, the external auditor and representatives from finance and other functions may be invited to attend for all or part of any meeting as and when appropriate.
- 1.4 The Committee Chair shall be appointed by the Board. In the absence of the Committee Chair and/or an appointed deputy, the remaining members of the Committee present shall elect one of themselves to chair the meeting.

2. Secretary

- 2.1 The General Counsel and Company Secretary or his or her nominee shall act as secretary of the Committee (the Secretary).

3. Quorum

- 3.1 The quorum necessary for the transaction of business shall be two members. Formal decisions are made by a simple majority. In the case of equality of votes, the Committee Chair shall have a second or casting vote.

4. Frequency of Meetings

- 4.1 The Committee shall meet at least four times a year at appropriate times in the reporting and audit cycle and otherwise as required.
- 4.2 Outside of the formal meeting programme, the Committee Chair shall maintain a dialogue with key individuals involved in the Company's governance, including the Chair of the Board, the Chief Executive Officer, the Chief Financial Officer, the external audit lead partner and the Director of Assurance and Risk.

5. Notice of Meetings

- 5.1 Meetings of the Committee shall be called by the Secretary at the request of any of its members or at the request of the external audit lead partner or Director of Assurance and Risk, if they consider it necessary.
- 5.2 Unless otherwise agreed, notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each member of the Committee, and any other person required to attend, no later than five working days before the date of the meeting. Supporting papers shall be sent to Committee members and to other attendees, as appropriate, at the same time.

6. Minutes of Meetings

- 6.1 The Secretary shall minute the proceedings and resolutions of all Committee meetings, including the names of those present and in attendance.
- 6.2 Draft minutes of Committee meetings shall be circulated to all members of the Committee. Minutes shall also be circulated to all other members of the Board unless in the opinion of the Committee Chair or Secretary it would be inappropriate to do so.

7. Engagement with shareholders

- 7.1 The Committee Chair shall attend the Company's Annual General Meeting to answer shareholder questions on the Committee's activities. In addition, the Committee Chair should seek engagement with shareholders on significant matters related to the Committee's areas of responsibilities.

8. Responsibilities

8.1 *Financial Reporting*

The Committee shall:

- 8.1.1 monitor the integrity of the reported financial information, including the financial statements of the Company and Group, included in its annual and half-yearly reports, and any other formal announcement relating to its financial performance, reviewing and reporting to the Board on significant financial reporting issues and judgments which they contain, having regard to matters communicated to it by the external auditor; and

- 8.1.2 review and challenge where necessary:

- (i) the assumptions used in going concern and ongoing viability assessments;
- (ii) the consistency of, and any changes to, significant accounting policies both on a year-on-year basis and across the Company and Group;
- (iii) the methods used to account for significant or unusual transactions where different approaches are possible;
- (iv) whether the Company and Group have followed appropriate accounting policies and that any estimates and judgments that are made are appropriate, taking into account the views of the external auditor;
- (v) the level of assurance that is obtained over the front half of the annual report and accounts, the assumptions associated with climate change and the impact on the Company's and Group's financial reports;
- (vi) the clarity and completeness of disclosure in the Company's and Group's financial reports and the context in which statements are made; and
- (vii) all related material information presented with the financial statements, such as the strategic report and the corporate governance statement (insofar as it relates to the audit and risk management).

- 8.1.3 Where the Committee is not satisfied with any aspect of the proposed financial reporting by the Company, it shall report its views to the Board.

8.2 *Narrative Reporting*

The Committee shall review and assess:

- 8.2.1 the process by which management gives assurance that the annual report and accounts, taken as a whole, is fair, balanced and understandable and provides the information necessary for shareholders to assess the Company's performance, business model and strategy. The Committee shall confirm to the Board as to whether such process is satisfactory and provide advice if requested.

- 8.2.3 the effectiveness, independence and objectivity of assurance obtained over climate related information and disclosures.

8.3 *Risk Management and Internal Control Framework*

The Committee shall:

- 8.3.1 keep under review the adequacy and effectiveness of the Company's internal financial controls and risk management and internal control framework including in respect of risks associated with metal holdings and credit;
- 8.3.2 review and approve the statements to be included in the annual report and accounts concerning internal controls and risk management;
- 8.3.3 oversee the identification and testing of all material controls as at the balance sheet date, including strategy for evidencing the Board's declaration as to the effectiveness of material controls;
- 8.3.4 monitor the remediation of material controls which the Committee and/or Board deem have not operated effectively;
- 8.3.5 ensure transparent disclosure of information relating to the effectiveness of material controls, taking into account auditor responsibilities relating to material inconsistencies under International Standard on Auditing 720;
- 8.3.6 ensure that a robust assessment of the Group's emerging and principal risks has been undertaken, that procedures are in place to identify and manage emerging risks and provide advice to the Board on the management and mitigation of those risks; and
- 8.3.7 oversee the adequacy and effectiveness of the Company's controls and approval procedures for material related party transactions in accordance with the FCA Disclosure Guidance and Transparency Rules, including ensuring appropriate Board approval and market disclosure where required.

8.4 *Internal Audit*

The Committee shall:

- 8.4.1 monitor and review the effectiveness of the Company's Group Assurance and Risk function;
- 8.4.2 approve the appointment and removal of the Director of Assurance and Risk;
- 8.4.3 annually review and approve the charter of the Group Assurance and Risk function, ensuring it is appropriate for the current needs of the Company and Group, and ensure the function has the necessary resources and access to information to enable it to fulfil its mandate, and is equipped to perform in accordance with appropriate professional standards for internal auditors. The Committee shall also ensure the function has adequate standing and is free from management or other restrictions;
- 8.4.4 ensure the Director of Assurance and Risk has direct access to the Board Chair and to the Committee Chair, and is accountable to the Committee;
- 8.4.5 review and approve the annual internal audit plan;
- 8.4.6 review reports addressed to the Committee from the Director of Assurance and Risk;
- 8.4.7 review and monitor management's responsiveness to the findings and recommendations of the Director of Assurance and Risk;
- 8.4.8 meet the Director of Assurance and Risk at least once a year, without management present, to discuss their remit and any issues arising from the internal audits carried out; and
- 8.4.9 consider whether an independent, third-party review of processes is appropriate.

8.5 External Audit

The Committee shall:

- 8.5.1 follow and report on compliance with the FRC's Minimum Standard for Audit Committees (the Minimum Standard) in the annual report on a "comply or explain" basis;
- 8.5.2 taking into account the relevant legal and regulatory framework, consider and make recommendations to the Board, to be put to shareholders for approval at the Company's annual general meeting, in relation to the appointment, re-appointment and removal of the Company's external auditor;
- 8.5.3 taking into account the UK Corporate Governance Code 2024 (the Code), the Minimum Standard and the relevant legal and regulatory framework, review the Company's non-audit relationships with audit firms to ensure that the Company has a sufficient number of potential auditors that are independent, or capable of becoming so, to allow for adequate competition and choice during each tender process; consider the appropriate frequency for putting, and ensure that at least once every ten years the audit services contract is put, out to tender to enable the Committee to compare the quality and effectiveness of the services provided by the incumbent auditor with those of other audit firms; if the period between tenders will be greater than five years, disclose in the annual report the financial year in which the Company next plans to go out to tender and why going out to tender in this year is in the best interests of shareholders; and lead and conduct such tender process and develop and oversee the planning and selection process, ensuring that all tendering firms are given fair and objective consideration and ensure that all tendering firms have such access as is necessary to information and individuals during the tendering process;
- 8.5.4 if some eligible audit firms are unwilling to tender for an audit, communicate with those firms to understand why they are unwilling to tender and whether there is anything that could be done to change that;
- 8.5.5 if an auditor resigns, investigate the issues leading to this and decide whether any action is required;
- 8.5.6 oversee the relationship with the external auditor, taking into account the Standard, including (but not limited to):
 - (i) approving their terms of engagement, including any engagement letter issued at the start of each audit;
 - (ii) negotiating and approving their fee for audit services, ensuring that such fee is appropriate to enable an effective and high-quality audit to be conducted;
 - (iii) reviewing and approving the annual external audit plan, including agreeing the audit scope, approach, and levels of materiality as well as reviewing the seniority, expertise and experience of the audit team;
 - (iv) reviewing the findings of the audit with the external auditor. This shall include but not be limited to the following:
 - a discussion of any major issues which arose during the audit;
 - any key accounting and audit judgments;
 - levels of errors identified during the audit; and
 - any control weaknesses identified.
 - (v) review any audit representation letter(s) as requested by the external auditor before they are signed on behalf of the Board;

- (vi) assessing annually the expertise and resources of the auditor and the effectiveness of the audit process, and obtaining evidence from those impacted by the audit/auditor, to satisfy itself that the audit is of a sufficiently high standard. This will include a report from the external auditor on their own internal quality procedures and taking into account findings and conclusions by the Financial Reporting Council;
- (vii) assessing annually their independence and objectivity, taking into account relevant UK professional and regulatory requirements and the relationship with the external auditor as a whole, including the appropriateness of the provision of any non-audit services;
- (viii) developing, implementing and keeping under review a policy on the supply of non-audit services by the external auditor to avoid any threat to auditor objectivity and independence, taking into account any ethical guidance on this matter; and keeping this policy and any fees paid to the external auditor in respect of the supply of non-audit services under review;
- (ix) monitoring the external auditor's compliance with relevant ethical and professional guidance on the rotation of audit partner;
- (x) monitoring compliance with the Company's policy on the employment of former employees of the Company's auditor;
- (xi) seeking to ensure co-ordination with the activities of the Group Assurance and Risk function; and
- (xii) meeting regularly with the external auditor, including at least once a year, without management being present, to discuss the auditor's remit and any issues arising from the audit.

8.6 *Sustainability*

The Committee shall:

- 8.6.1 review and assess the Group's sustainability goals and targets to ensure they are measurable and assurable;
- 8.6.2 monitor regulatory developments and oversee the Company's assurance approach over climate-related and other sustainability disclosures, including the independence and objectivity of any assurance providers; and
- 8.6.3 monitor the integrity, accuracy and consistency of the Group's non-financial sustainability disclosures, specifically those related to the Sustainability Targets and other climate-related risks and opportunities in accordance with the Financial Stability Board's Task Force on Climate-related Financial Disclosure requirements.

8.7 *Compliance, Fraud and Whistleblowing*

The Committee shall:

- 8.7.1 oversee the Company's fraud risk assessment process;
- 8.7.2 review the design and operational effectiveness of the Company's fraud detection and prevention procedures (including top-level commitment, risk assessment, proportionate risk-based controls, due diligence, communication (including training), and monitoring and review), and related Speak Up and investigatory processes;
- 8.7.3 review the Company's systems and controls for ethical behaviour, anti-money laundering and the prevention of bribery; and
- 8.7.4 report periodically, and at least twice a year, to the Board on the effectiveness of the fraud prevention framework, including any fraud incidents and related remediation

9. Reporting Responsibilities

- 9.1 The Committee Chair shall formally report to the Board on the proceedings after each meeting on all matters discussed, including how it has discharged its responsibilities. This report shall include amongst other things:
- 9.1.1 an explanation of the application of the entity's accounting policies;
 - 9.1.2 the significant issues that it considered in relation to the financial statements and how these issues were addressed;
 - 9.1.3 the outcome of the external audit, how it contributed to the integrity of financial reporting and the Committee's role in that process;
 - 9.1.4 its assessment of the independence and effectiveness of the external audit process and the approach taken to the recommendation of the appointment or reappointment of the external auditor;
 - 9.1.5 an explanation of how external auditor independence and objectivity are safeguarded if the external auditor provides non-audit services;
 - 9.1.6 where a regulatory inspection of the quality of the Company's audit has taken place, information about the findings of that review, together with any remedial action the auditor is taking in light of these findings;
 - 9.1.7 the activities the Committee has undertaken to meet the requirements of the Standard and, where the requirements have not been met, an explanation for why; and
 - 9.1.8 any other issues on which the Board has requested the Committee's opinion.
- 9.2 The Committee shall make whatever recommendations to the Board as it deems appropriate on any area within its remit where action or improvement is needed.
- 9.3 The Committee shall produce a report to be included in the Company's annual report and accounts about its activities in accordance with the Code, the Standard and applicable law.

10. Other Matters

The Committee shall:

- 10.1 have access to sufficient resources in order to carry out its responsibilities, including access to the Company Secretarial team for advice and assistance as required;
- 10.2 be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members;
- 10.3 give due consideration to applicable laws and regulations, the Code and the requirements of the UK Listing Authority's Disclosure Guidance and Transparency Rules and any other applicable rules as appropriate;
- 10.4 work and liaise as necessary with all other board committees; and
- 10.5 arrange an annual review of its own performance and of its constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.

11. Authority

The Committee is authorised to:

- 11.1 seek any information it requires from any officer or employee of the Company or Group in order to perform its duties;



- 11.2 obtain, at the Company's expense, outside legal or other professional advice on any matter within its terms of reference;
- 11.3 publish in the Company's annual report and accounts details of any issues that cannot be resolved between the Committee and the Board; and
- 11.4 delegate any of its powers to a sub-committee comprising at least any two Committee members one of who must be the Committee Chair.

Reviewed by the Committee on 27th May 2026 and approved by the Board on 27th May 2026.



8. Remuneration Committee of Johnson Matthey Plc Terms of Reference

1. Membership

- 1.1 The Remuneration Committee (the Committee) of Johnson Matthey Plc (the Company) shall be appointed by the Board, on the recommendation of the Nomination Committee, in consultation with the Committee Chair, and shall comprise at least three members, all of whom shall be independent non-executive directors. The Chair of the Board may also serve on the Committee as an additional member if he or she was considered independent on appointment as Chair.
- 1.2 Only members of the Committee have the right to attend Committee meetings. However, other individuals such as the Non-Executive Directors, the Chief Executive Officer, the Chief HR Officer, the Group Reward & Benefits Director and external advisers may be invited to attend for all or part of any meeting as and when appropriate.
- 1.3 The Committee Chair shall be appointed by the Board and shall be an independent non-executive director who has served on a remuneration committee for at least twelve months prior to their appointment as Committee Chair. In the absence of the Committee Chair and/or an appointed deputy, the remaining members of the Committee present shall elect one of themselves to chair the meeting, provided that member is an independent non-executive director. The Chair of the Board shall not be the Committee Chair.

2. Secretary

- 2.1 The General Counsel and Company Secretary or their nominee shall act as secretary of the Committee (the Secretary).

3. Quorum

- 3.1 The quorum necessary for the transaction of business shall be two members. Formal decisions are made by a simple majority. In the case of equality of votes, the Committee Chair shall have a second or casting vote.

4. Frequency of Meetings

- 4.1 The Committee shall meet at least twice a year and otherwise as required.

5. Notice of Meetings

- 5.1 Meetings of the Committee shall be called by the Secretary at the request of the Committee Chair or the Chair of the Board.
- 5.2 Unless otherwise agreed, notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each member of the Committee, and any other person required to attend, no later than five working days before the date of the meeting. Supporting papers shall be sent to Committee members and to other attendees, as appropriate, at the same time.

6. Minutes of Meetings

- 6.1 The Secretary shall minute the proceedings and resolutions of all Committee meetings, including names of those present and in attendance.
- 6.2 Draft minutes of Committee meetings shall be circulated to all members of the Committee. Minutes shall also be circulated to all other members of the Board, unless in the opinion of the Committee Chair or Secretary it would be inappropriate to do so.

7. Engagement with shareholders

- 7.1 The Committee Chair shall attend the Company's Annual General Meeting to answer any shareholder questions on the Committee's activities. In addition, the Committee Chair will seek engagement with shareholders on significant matters related to the Committee's areas of responsibilities, including, should the circumstance arise, where there is a significant vote against a remuneration resolution at a shareholder meeting.

8. Responsibilities

- 8.1 Determine the policy for directors' remuneration and setting remuneration for the Company's Chair and executive directors and senior management, including the General Counsel and Company Secretary, in accordance with the Principles and Provisions of the UK Corporate Governance Code 2024 (the Code).
- 8.2 Establish remuneration schemes that promote long-term shareholding by executive directors that support alignment with long-term shareholder interests, with share awards subject to a total vesting and holding period of at least five years, and a formal policy for post-employment shareholding requirements encompassing both unvested and vested shares.
- 8.3 Design remuneration policies and practices to support strategy, including alignment with the Group's sustainability strategy, and promote long-term sustainable success, with executive remuneration aligned to Company purpose and values, clearly linked to the successful delivery of the Company's long-term strategy, and that enable the use of discretion to override formulaic outcomes and to recover and/or withhold sums or share awards under appropriate specified circumstances.
- 8.4 No director or senior manager shall be involved in any decisions as to their own remuneration outcome. The Board itself or, where required by the Company's Articles of Association, the shareholders should determine the remuneration of the non-executive directors within the limits set in the Company's Articles of Association.
- 8.5 In determining remuneration policy, take into account all other factors which it deems necessary including relevant legal and regulatory requirements, the provisions and recommendations of the Code and associated guidance. The objective of such policy shall be to attract, retain and motivate executive management of the quality required to run the company successfully without paying more than is necessary, having regard to views of shareholders and other stakeholders.
- 8.6 Review the ongoing appropriateness and relevance of the Remuneration Policy.
- 8.7 Within the terms of the agreed policy and in consultation with the chair and/or Chief Executive Officer, as appropriate, determine the total individual remuneration package of each executive director, the company chair and leadership team including bonuses, incentive payments and share options or other share awards. The choice of financial, non-financial and strategic measures is important, as is the exercise of independent judgement and discretion when determining remuneration awards, taking account of company and individual performance, and wider circumstances.
- 8.8 Review the pension arrangements for executive directors and the Group Leadership Team members and consider:
 - 8.8.1 the alignment of pension contribution rates, or payments in lieu with those available to the workforce; and
 - 8.8.2 the pension consequences and associated costs to the Company of basic salary increases and any other changes in pensionable remuneration or contribution rates, particularly for directors close to retirement, when compared with workforce arrangements.
- 8.9 Determine and agree the general terms and conditions of service contracts for all board members, Group Leadership Team and the General Counsel and Company Secretary.
- 8.10 Determine the policy for the inclusion of malus and clawback provisions in directors' contracts and/or other agreements or documents which cover director remuneration.
- 8.11 Obtain reliable, up-to-date information about remuneration in other companies of comparable scale and complexity. To help it fulfil its obligations, the Committee shall have full authority to appoint remuneration consultants and to commission or purchase any reports, surveys or information which it deems necessary, at the expense of the Company but within any budgetary restraints imposed by the Board. The Committee should avoid designing pay structures based solely on benchmarking to the market or on the advice of remuneration consultants.
- 8.12 Recommend the design of all share incentive plans and long-term incentive plans, including significant changes to existing plans (except in the circumstances permitted by the Listing Rules) for approval by the Board and, where required, shareholders. For any such plans, determine each year whether awards will be made, and if so, the overall amount of such awards, the levels of awards to executive directors,



Group Leadership Team (GLT) members and the General Counsel and Company Secretary and the performance targets to be used.

- 8.13 Ensure that the contractual terms on the termination of directors, GLT members and the General Counsel and Company Secretary, and any payments made on termination are fair and that failure is not rewarded and that the duty to mitigate loss is fully recognised.
- 8.14 Review workforce remuneration and significant related policies, including the alignment of incentives and rewards with culture.
- 8.15 Ensure that the views of the workforce are given consideration.
- 8.16 Ensure, where relevant, that any payments made are permitted under the latest shareholder approved Directors' Remuneration Policy and, if not, that either a revised Directors' Remuneration Policy or the proposed payment is submitted for shareholder approval.
- 8.17 Work and liaise as necessary with all other board committees.

9. Reporting Responsibilities

- 9.1 The Committee Chair shall formally report to the Board on its proceedings after each meeting on all matters discussed including how it has discharged its responsibilities.
- 9.2 The Committee shall make whatever recommendations to the Board it deems appropriate on any matter within its responsibilities where action or improvement is needed.
- 9.3 The Committee shall provide a description of its work in the annual report and accounts in line with the requirements of the Code, **including**:
 - 9.3.1 the number of meetings of the Committee and individual attendance by the members; and
 - 9.3.2 the matters listed in Provision 38 and Provision 41 of the Code.
- 9.4 The Committee shall ensure that provisions regarding disclosure of information as set out in the Companies (Directors' Remuneration Policy and Directors' Remuneration Report) Regulations 2019 and the Code are fulfilled, and that a report on the directors' remuneration policy and practices is included in the Company's annual report and put to shareholders for approval at the AGM as necessary.
- 9.5 If the Committee has appointed remuneration consultants, the consultant should be identified in the annual report and accounts alongside a statement about any other connection it has with the Company or individual directors.

10. Other Matters

The Committee shall:

- 10.1 have access to sufficient resources in order to carry out its responsibilities, including access to the Company Secretarial team for advice and assistance as required;
- 10.2 be provided with appropriate and timely training, both in the form of an induction programme for new members and on an on-going basis for all members;
- 10.3 give due consideration to applicable laws, regulations and any published guidelines or recommendations regarding the remuneration of listed companies and formation and operation of share schemes including, but not limited to, the Code, the requirements of the UK Listing Authority's Disclosure Guidance and Transparency Rules as well as guidelines published by the Investor Association and Pensions & Lifetime Savings Association and any other applicable rules, as appropriate; and
- 10.4 arrange an annual review of its own performance and of its constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.



11. Authority

The Committee is authorised to:

- 11.1 seek any information it requires from any officer or employee of the Company or Group in order to perform its duties;
- 11.2 obtain, at the Company's expense, outside legal or other professional advice on any matters within its terms of reference, including the advice of independent remuneration consultants; and
- 11.3 delegate any of its powers to a sub-committee comprising at least any two Committee members, one of who must be the Committee Chair.

Reviewed by the Committee on 27th May 2026 and approved by the Board on 27th May 2026.



9. Nomination Committee of Johnson Matthey Plc Terms of Reference

Membership

- 1.1 The Nomination Committee (the Committee) of Johnson Matthey Plc (the Company) shall be appointed by the Board and shall comprise at least three members, all of whom shall be independent non-executive directors.
- 1.2 Only members of the Committee have the right to attend Committee meetings. However, other individuals such as the Chief Executive Officer, the Chief HR Officer and external advisers may be invited to attend for all or any part of any meeting as and when appropriate.
- 1.3 The Committee Chair shall be appointed by the Board and shall either be the Chair of the Board or an independent non-executive director. The Chair of the Board shall not chair the Committee when it is dealing with the matter of their succession. In the absence of the Committee Chair and/or an appointed deputy, the remaining members of the Committee present shall elect one of themselves to chair the meeting.

2. Secretary

- 2.1 The General Counsel and Company Secretary or his or her nominee shall act as the secretary of the Committee (the Secretary).

3. Quorum

- 3.1 The quorum necessary for the transaction of business shall be two members. Formal decisions are made by a simple majority. In the case of equality of votes, the Committee Chair shall have a second or casting vote.

4. Frequency of Meetings

- 4.1 The Committee shall meet at least twice a year and otherwise as required.

5. Notice of Meetings

- 5.1 Meetings of the Committee shall be called by the Secretary at the request of the Committee Chair or any of its members.
- 5.2 Unless otherwise agreed, notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each member of the Committee, and other person required to attend, no later than five working days before the date of the meeting. Supporting papers shall be sent to Committee members and to other attendees, as appropriate, at the same time.

6. Minutes of Meetings

- 6.1 The Secretary shall minute the proceedings and resolutions of all Committee meetings, including the names of those present and in attendance.
- 6.2 Draft minutes of Committee meetings shall be circulated to all members of the Committee. Minutes shall also be circulated to all other members of the Board unless in the opinion of the Committee Chair or the Secretary it would be inappropriate to do so.

7. Engagement with shareholders

- 7.1 The Committee Chair shall attend the Company's Annual General Meeting to answer any shareholder questions on the Committee's activities.

8. Responsibilities

- 8.1 Regularly review the structure, size and composition of the Board (including the balance of skills, knowledge, experience and diversity, and balance of executive and non-executive directors) and make recommendations to the Board with regard to any changes that are deemed necessary.



- 8.2 Review the leadership needs of the Group, both executive and non-executive, with a view to ensuring the continued ability of the Group to compete effectively in the marketplace in both the short and long-term.
- 8.3 Undertake the following in relation to board and Group Leadership Team (the GLT) succession planning:
- 8.3.1 satisfy itself with regard to the adequacy and efficacy of succession planning processes and procedures for directors (both executive and non-executive) and members of the GLT;
 - 8.3.2 consider and approve the succession plans for directors (both executive and non-executive) and in particular the key roles of Chair of the Board and Chief Executive Officer, ensuring that the Chair does not remain in post beyond nine years from the date of first appointment, unless for a limited time and to facilitate effective succession planning;
 - 8.3.3 consider the succession plans for members of the GLT; and
 - 8.3.4 satisfy itself with regard to the adequacy and efficacy of the Group's processes for identifying and developing the future senior management pipeline,
- in each case considering the challenges and opportunities facing the Group, its long-term strategic goals and the skills and expertise needed on the Board and the GLT in the future.
- 8.4 Be responsible for board recruitment and conduct a continuous and proactive process of planning and assessment, taking into account the Company's strategic priorities and the main trends and factors affecting the long-term success and future viability of the Company, identifying and recommending to the Board for approval, candidates to fill board vacancies (both executive and non-executive) as and when they arise.
- 8.5 Before making any recommendation for appointment to the Board, evaluate the balance of skills, knowledge, experience and diversity on the Board, and, in the light of this evaluation, prepare a description of the role and capabilities required for the appointment and the time commitment expected.
- 8.6 In identifying suitable candidates for appointment to the Board the Committee shall:
- 8.6.1 agree the process to be undertaken to identify, sift and interview suitable candidates, building a proper assessment of values and expected behaviours into the recruitment process;
 - 8.6.2 as appropriate, use open advertising or the services of external advisers to facilitate the search;
 - 8.6.3 consider candidates from a range of backgrounds; and
 - 8.6.4 consider candidates on merit and against objective criteria that promote diversity, inclusion and equal opportunity.
- 8.7 Require any proposed appointee to the Board to disclose any other business interests that may result in a conflict of interest (with any such interests being authorised by the board prior to appointment) and any future business interests that could result in a conflict of interest not be undertaken without prior authorisation of the board.
- 8.8 For the appointment of the Chair of the Board and a non-executive director, the Committee shall consider the time commitment expected, the proposed appointee's other significant commitments and business interests and his or her time availability to devote to the position.
- 8.9 Ensure that on appointment to the Board, the Chair and non-executive directors receive a formal letter of appointment setting out clearly what is expected of them in terms of time commitment, committee service and involvement outside board meetings (including the possibility of additional commitment when the Company is undergoing a period of particularly increased activity, such as an acquisition or takeover, or as a result of some major difficulty with one or more of its operations).
- 8.10 With the Chair, General Counsel and Company Secretary, ensure that all newly appointed directors receive a full, formal and tailored induction on joining the board.
- 8.11 Assist the Chair with the implementation of an annual board performance review process to assess the overall and individual performance and effectiveness of the Board and its Committees, including consideration of the balance of skills, experience, independence and knowledge of the Company, its



diversity, how effectively the board works together to achieve objectives, whether each director continues to contribute effectively and other factors relevant to the board's effectiveness. Review the outcomes and actions arising from the Board performance review process that relate to the composition of the Board and succession planning.

- 8.12 Ensure that a performance review of the Board is externally facilitated at least every three years.
- 8.13 Review annually the time required from non-executive directors. The performance review shall include assessment of whether the non-executive directors are spending enough time to fulfil their duties.
- 8.14 Periodically assess the knowledge, skills and experience of individual members of the Board and the Board collectively.
- 8.15 Review and recommend the Board's Diversity Policy to the Board for approval and monitor the impact and outcome of diversity, inclusion and equal opportunity initiatives.
- 8.16 Identify and recommend to the Board for approval suitable candidates for the role of Senior Independent Director.
- 8.17 Identify and recommend to the Board for approval membership of the Audit and Remuneration Committees, and any other board committees as appropriate, in consultation with the chair of those committees.
- 8.18 Consider and recommend to the Board for approval:
 - 8.18.1 the re-appointment of any non-executive director at the conclusion of their specified term of office; and
 - 8.18.2 the re-election by shareholders of any director under the annual re-election provisions of the UK Corporate Governance Code 2024 (the Code) or the retirement by rotation provisions in the Company's articles of association,in each case having given due regard to their performance and ability to continue to contribute to the Board in light of the knowledge, skills and experience required and the need for progressive refreshing of the Board (particularly in relation to directors being re-elected for a term beyond six years).
- 8.19 Consider and make recommendations to the Board on any matter relating to the continuation in office of any director at any time including the suspension or termination of service of an executive director as an employee of the Company subject to the provisions of the law and their service contract.
- 8.20 Consider the appointment of any director to executive or other office outside of the Group and ensure the number of external directorships remains in accordance with the Code.
- 8.21 Review the training and development needs of the Board as a whole.

9. Reporting Responsibilities

- 9.1 The Committee Chair shall formally report to the Board on its proceedings after each meeting on all matters discussed including how it has discharged its responsibilities.
- 9.2 The Committee shall make whatever recommendations to the Board it deems appropriate on any matter within its duties and responsibilities where action or improvement is needed.
- 9.3 The Committee shall produce a report to be included in the Company's annual report and accounts about its activities in the relevant period in accordance with the Code and applicable law, including:
 - 9.3.1 the process used in relation to appointments, its approach to succession planning and how both support developing a diverse pipeline;
 - 9.3.2 how the Board performance review has been conducted, the nature and extent of an external evaluator's contact with the Board and individual directors, the outcomes and actions taken, and its influence on Board composition;

- 9.3.3 the policy and any initiatives on diversity and inclusion, their objectives and link to Company strategy, how they have been implemented and progress on achieving the objectives;
- 9.3.4 the gender balance of those in senior management and their direct reports; and
- 9.3.5 if an external search consultancy has been engaged the name of that consultancy together with a statement about any other connection it has with the Company or individual directors.

10. Other Matters

The Committee shall:

- 10.1 have access to sufficient resources in order to carry out its responsibilities, including access to the Company Secretarial team for assistance as required;
- 10.2 be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members;
- 10.3 give due consideration to applicable laws and regulations, the Code and the requirements of the UK Listing Authority's Disclosure Guidance and Transparency Rules and any other applicable rules, as appropriate;
- 10.4 work and liaise as necessary with all other board committees; and
- 10.5 arrange for an annual review of its own performance and of its constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.

11. Authority

The Committee is authorised to:

- 11.1 seek any information it requires from any officer or employee of the Company or Group in order to perform its duties;
- 11.2 obtain, at the Company's expense, outside legal or other professional advice on any matters within its terms of reference;
- 11.3 delegate any of its powers to a sub-committee comprising at least any two Committee members, one of who must be the Committee Chair; and
- 11.4 publish in the annual report, details of any issues that cannot be resolved between the Committee and the board.

Reviewed by the Committee on 27th May 2026 and approved by the Board on 27th May 2026.

10. Disclosure Committee of Johnson Matthey Plc Terms of Reference

1. Membership

- 1.1 The Disclosure Committee (the Committee) of Johnson Matthey Plc (the Company) has been established by the Board and comprises the following members:

General Counsel and Company Secretary (Chair)
Chief Executive Officer
Chief Financial Officer
Investor Relations Director
Chief Sustainability Officer, including Communications and Government Affairs

- 1.2 In the absence of the Chair, the remaining members present shall elect one of themselves to chair the meeting.
- 1.3 Only members of the Committee have the right to attend Committee meetings. However, other individuals, including external advisers, may be invited to attend for all or any part of any meeting as and when appropriate.

2. Secretary

- 2.1 A member of the Company Secretarial team will act as Secretary to the Committee (the Secretary).

3. Quorum

- 3.1 The quorum necessary for the transaction of business shall be two members.

4. Frequency of Meetings

- 4.1 The Committee shall meet as and when deemed necessary, with no fewer than three meetings a year.

5. Notice of Meetings

- 5.1 There shall be no notice requirement for the convening of Committee meetings. A quorum of members of the Committee may reach a decision in any reasonable manner without notice to the other members and without convening a meeting of the Committee.

6. Minutes of Meetings

- 6.1 The Secretary shall record the proceedings and resolutions of all Committee meetings, including the names of those present and in attendance.
- 6.2 Draft records of Committee meetings shall be circulated to all members of the Committee. Records shall also be circulated to all other members of the Board unless in the opinion of the Committee Chair or Secretary it would be inappropriate to do so.

7. Responsibilities

The Committee has been established to:

- assist and inform the decisions of the Board concerning the identification of inside information (as defined by the UK Market Abuse Regulation);
- to make recommendations or determinations as to how and when the Company should disclose that information, in accordance with all applicable legal and regulatory requirements; and
- ensure that adequate procedures, systems and controls are maintained to help the Company fulfil its obligations regarding the timely and accurate identification and disclosure of all information to meet the legal and regulatory obligations and requirements arising under the Financial Conduct Authority's ("FCA") Disclosure Guidance and Transparency Rules and the UK Market Abuse Regulation.

The responsibilities of the Committee are as follows:

- 7.1 ensure full compliance with the requirement to make timely and accurate disclosure of all material information that is required to be so disclosed to meet the legal and regulatory obligations and requirements arising from the FCA Listing Rules, Disclosure Guidance and Transparency Rules and UK Market Abuse Regulation;
- 7.2 draw up and maintain procedures, systems and controls for the identification, treatment and disclosure of inside information, and for complying with other disclosure obligations falling on the Company under the FCA Listing Rules, Disclosure Guidance and Transparency Rules and UK Market Abuse Regulation (the Disclosure Procedures);
- 7.3 consider the requirement for announcements in the case of rumours relating to the Company;
- 7.4 consider whether the conditions for delaying disclosure of inside information are satisfied and, where appropriate, implement and monitor the delay procedure;
- 7.5 identify and consider disclosure issues in connection with the preparation of periodic reports and participate in the review of such disclosures;
- 7.6 identify inside information for the purposes of maintaining the insider lists;
- 7.7 implement the Disclosure Procedures including, where appropriate, arranging for the dissemination of guidelines and training;
- 7.8 keep the adequacy of the Disclosure Procedures under review;
- 7.9 monitor compliance with the Disclosure Procedures;
- 7.10 determine whether information that is submitted to it requires disclosure and determine any other issue relating to the application of the Disclosure Procedures that is required to be submitted to it for determination; and
- 7.11 ensure that all material news releases, regulatory announcements, shareholder circulars, prospectuses and other documents issued by the Company under any legal or regulatory requirement are scrutinised in order to ensure that they comply with applicable requirements and are true, accurate and complete.

8. Reporting Responsibilities

- 8.1 The Committee Chair shall formally report to the Board on its proceedings at the next board meeting.
- 8.2 The Committee shall make whatever recommendations to the Board it deems appropriate on any matter within its duties and responsibilities where action or improvement is needed.

9. Authority

- 9.1 In fulfilling its duties, the Committee is authorised by the Board to:
 - 9.1.1 seek any information it requires from any employee in order to perform its duties;
 - 9.1.2 delegate the implementation of its decisions to any relevant officers or employees of the Company or its advisers, as it considers necessary;
 - 9.1.3 obtain external professional advice at the expense of the Company and to secure the attendance of third parties with relevant experience and expertise at Committee meetings if it considers this necessary; and
 - 9.1.4 consult with corporate brokers and legal advisers when appropriate to assess whether information may constitute inside information and, if so, the nature and scope of any disclosure obligation.

Reviewed and approved by the Board on 21st May 2024.

11. Group Leadership Team of Johnson Matthey Plc Terms of Reference

1. Membership

- 1.1 The Group Leadership Team (GLT) is established under the authority of the Chief Executive Officer of Johnson Matthey Plc (the Company). The GLT is responsible for assisting the Chief Executive Officer in the performance of his/her duties in respect of the Johnson Matthey Group (the Group) within the limits of his/her authority.

The GLT comprises the following members:

Chief Executive Officer
 Chief Financial Officer
 Each Chief Executive
 Chief Technology Officer
 Chief HR Officer
 President, China
 Group Global Services and Transformation Director
 Chief Sustainability Officer, including Communications and Government Affairs
 Chief Strategy and Corporate Development Officer
 General Counsel and Company Secretary

- 1.2 Only members of the GLT have the right to attend meetings. However, other individuals may be invited to attend all or part of any meeting as and when appropriate.
- 1.3 The Chief Executive Officer will chair meetings. In the absence of the Chief Executive Officer, the chair will be delegated to the Chief Financial Officer.

2. Secretary

- 2.1 A member of the Company Secretarial team will act as Secretary to the Committee (the Secretary).

3. Quorum

- 3.1 The quorum necessary for the transaction of business shall be three members, one of whom must either be the Chief Executive Officer or the Chief Financial Officer.

4. Frequency of Meetings

- 4.1 The GLT shall meet at least six times a year and otherwise as required.

5. Notice of Meetings

- 5.1 Meetings of the GLT shall be called by the Secretary at the request of any of its members. Unless otherwise agreed, notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each GLT member and any other person required to attend at least three working days before the date of the meeting. Supporting papers shall be sent to Committee members and to other attendees as appropriate, at the same time.

6. Minutes of Meetings

- 6.1 The Secretary shall record all decisions and actions arising from the meeting.

7. Responsibilities

- 7.1 *Objectives and strategy*
- 7.1.1 Recommend objectives and strategy for the Group in the development of its business to the Board, having regard to the interests of its shareholders, customers and strategic partners, employees, suppliers and other stakeholders;
- 7.1.2 Develop and make proposals to the Board on, and assist the Board in overseeing, the execution of the Group's sustainability strategy, including net zero commitments, science-based greenhouse gas targets and sustainable business goals (Sustainability Targets). Review, challenge and

develop proposals on the Group's sustainability strategy, including the strategic direction of the proposals and Sustainability Targets and recommend them to the Board for approval;

- 7.1.3 Consider the metrics to be used to track progress of the Sustainability Targets and other climate related risks and opportunities, recommend said metrics to the Board for approval and report to the Board from time to time on progress against those metrics;
- 7.1.4 Keep up to date with societal value topics, including stakeholders' expectations on such matters;
- 7.1.5 Regularly review and assess risks to the Group related to sustainability, including the transitional and physical risks of climate change, and recommend to the Board how these risks could be mitigated; and
- 7.1.6 The successful execution of Group, Business and Functional strategy.

7.2 *Performance and operations*

- 7.2.1 Present the Group's budget and three-year plan to the Board and following their approval, the achievement of budgets and plans;
- 7.2.2 Develop and review Business budgets to ensure that they fall within the agreed Group targets;
- 7.2.3 Monitor performance against targets, objectives and key performance indicators;
- 7.2.4 Optimise the allocation and adequacy of the Group's resources; and
- 7.2.5 Ensure the active liaison, coordination and cooperation between Businesses.

7.3 *Capital Expenditure*

- 7.3.2 Approval of major capital expenditure projects with a value above £5m, including project budget and final project specification, and recommend those with a £20m value or above to the Board for review.
- 7.3.2 Approval of acquisitions or disposals of a business (shares² or assets), joint ventures, or significant strategic partnerships, and/or outsourcings that are outside of the ordinary course of business, all with a £1m enterprise value or above and recommend those with a £10m enterprise value or above to the Board.
- 7.3.3 Review and recommend major rationalisation and/or strategic change programmes to the Board for review.
- 7.3.4 Approve any other capital expenditure request in accordance with the delegation of authority framework.

7.4 *Culture, Ethics and Compliance*

- 7.4.1 Give leadership on the culture and the values of the Company;
- 7.4.2 Understand the engagement and enablement of the Company's employees through review of all-employee surveys (e.g. yourSay);
- 7.4.3 Give leadership on ethics and compliance and monitor compliance performance;
- 7.4.4 Lead on diversity, inclusion and belonging for the Group, including how this is communicated across the Group, monitor performance against the Group's Global Diversity Equity Inclusion and Belonging Policy; and
- 7.4.5 Review the Group's Modern Slavery Statement and recommend it to the Board for approval.

² Excluding intra-group share transfers

7.5 *Human Resources*

- 7.5.1 Deal with key staff-related matters;
- 7.5.2 Ensure the provision of adequate management development and succession planning; and
- 7.5.3 Develop and implement remuneration structures within the Group below the level of responsibilities of the Remuneration Committee.
- 7.5.4 Consider and approve payments to pension schemes; changes to defined benefit plans defined contribution plans and other employee benefits, including medical and post-retirement benefits; employee share ownership trust transactions and Johnson Matthey share retention trust loans; and the purchase of rewards and benefits insurance with a value above £10m.

7.6 *Business and Corporate Development*

- 7.6.1 Identify and execute new business opportunities outside the current core activities, including geographic diversification.

7.7 *Risk*

- 7.7.1 Ensure that the Group has an appropriate risk and internal controls framework that enables the Group to control, co-ordinate and monitor risk, and ensures alignment to the matters considered fundamental to the Group.
- 7.7.2 Ensure the escalation of risk and internal controls matters as and when appropriate.

7.8 *Legal*

- 7.8.1 Approval of contracts for the purchase of goods and services (excluding metal) with a value above £75m.
- 7.8.2 Approval of contracts for the sale of goods and services (excluding metal) with a value of £500m or more in aggregate over the life of the contract.
- 7.8.3 Consider and approve contracts with liability limits of £50m or above or as determined by the General Counsel and Company Secretary.
- 7.8.4 Consider and approve any other contract which is material strategically by reason of term, size or duration or is outside the ordinary course of business, following recommendation by the General Counsel and Company Secretary.
- 7.8.5 Approve the initiation of proceedings, defence or settlement of litigation with a potential value of £10m or more or otherwise material to the interests of the Group, with General Counsel and Company Secretary approval
- 7.8.7 Consider and approve the purchase or lease of property or land with a value of £5m or more
- 7.8.8 Consider and approve intragroup transactions (trading transactions, non-trading transactions and payments to related parties) with a value of £200m or more.
- 7.8.9 Note any new litigation, significant prosecutions and regulatory inquiries against the Company or its subsidiaries.
- 7.8.10 Monitor compliance with relevant legislation and regulations.

8. Reporting

- 8.1 The GLT shall report to the Board on the Group's progress against the Group's Sustainability Targets at least annually.

8.2 The GLT shall produce a strategic report to be included in the annual report and accounts, review the narrative and positioning of the sustainability report in the annual report and accounts and ensure the data contained in the front half disclosures of the annual report and accounts is true, accurate and complete.

9. Authority

9.1 The GLT is authorised to establish any sub-committee comprising at least any one GLT member. The GLT should retain oversight of the proceedings of any sub-committee.

Reviewed by the GLT and approved by the Chief Executive Officer on 27th May 2026.

12. Consequences of Breach

Failure to comply with this framework will be treated seriously and may result in disciplinary action up to and including dismissal.

13. Document Owner

This policy is owned by the Company Secretarial team.

14 Document Control

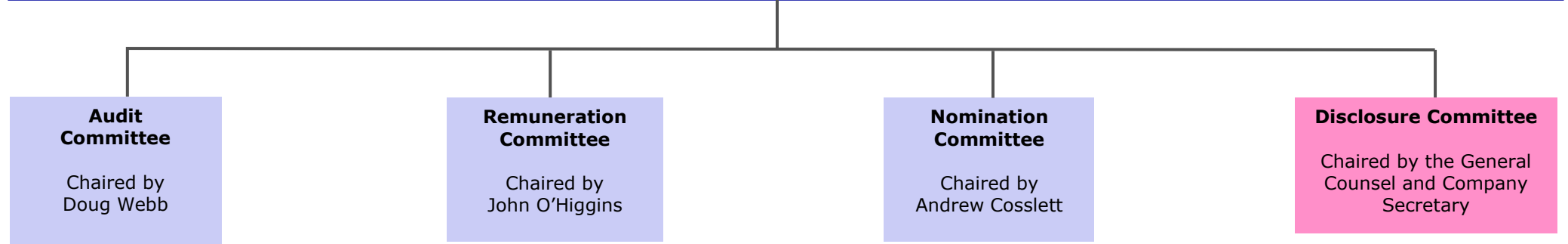
Document Control	1.0
Version Number	13.0
Reference	Governance
Approval Body	Johnson Matthey Plc Board of Directors
Issue Date	31 January 2018
Expiry Date (if relevant)	N/A
Policy Author	Simon Price
Classification	Internal

15. Revision History

Version Number	Date of Approval	Summary of Change
1.0	31st January 2018	Approved by the Board on 31st January 2018
2.0	3rd April 2019	Approved by the Board on 3rd April 2019
3.0	31st March 2020	Approved by the Board on 31st March 2020
4.0	8th April 2021	Approved by the Board on 8 th April 2021
5.0	26 th May 2021	Addition of Societal Value Committee approved by the Board on 26 th May 2021.
6.0	15 th July 2021	Disbandment of EHS Leadership Committee approved by the GLT on 15 th July 2021.
7.0	6 th October 2021	Amendment to Matters Reserved for the Board and GLT Terms of Reference (approved by the Chief Executive Officer on 14 th September 2021).
8.0	23 rd May 2022	Minor amendments to the overall framework and defined responsibilities in relation to sustainability matters.
9.0	23 rd May 2023	Removal of the Legal Risk Committee, Finance and Administration Committee and Metal Steering Committee. Minor amendments to the overall framework.
10.0	20 th May 2024	Updates in light of the FRC's Audit Committees and External Audit: Minimum Standard and changes to the composition of the Committees. Minor amendments and tidy-ups to the overall Framework.
11.0	24 th January 2025	Addition of Investment Committee approved by the Board on 24 th January 2025
12.0	27 th May 2026	Disbandment of Societal Value Committee and Investment Committee approved by the Board on 27 th May 2026 and consequential amendments to the overall Framework. Updates in light of changes to the Corporate Governance Code 2024 and best practice. Minor amendments and tidy-ups to the overall Framework.

16. Appendix
Johnson Matthey Plc Board and Committee Structure

Johnson Matthey Plc Board of Directors
 Chaired by Patrick Thomas



Group Leadership Team
 Established under the authority of the Chief Executive Officer
 Chaired by Liam Condon

Non-Executive Committee

Executive Committee