

There are significant trends shaping our modern world

Resources are becoming scarce and harder to access, and the pace of change is adding to the demand for new advanced materials

OUR PURPOSE

Our purpose is to use advanced materials to make the world more sustainable, and to improve the quality of life. Our purpose guides our actions: it underpins our work to reduce our environmental impact, informs how we treat our people, and ensures we fulfil our responsibility for good corporate governance.



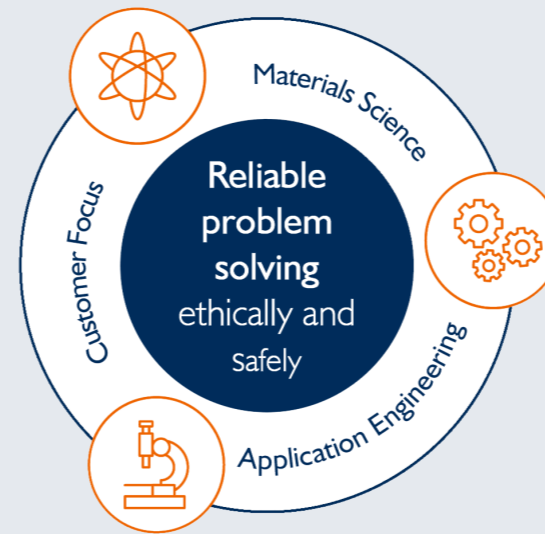
OUR GLOBAL REACH

We have a diverse global team, working across many industries and in a number of markets, we deliver the materials science and technologies the world needs now.



WHAT WE DO

We engineer components which are highly resistant to chemical and physical wear, corrosion, and extreme temperatures, sitting at the heart of many industrial processes. Our products help customers, especially those operating energy-intensive processes, to reduce energy consumption, emissions and operating costs.



WHAT DIFFERENTIATES US

Our strategy builds on our strengths and focuses the Group on scalable businesses in attractive markets, and on the development of our three core capabilities in customer focus, application engineering and materials science. To continue the development of our core capabilities we have three execution priorities:



Big positive difference - making sure we govern our business the right way, looking after the environment, looking after our people and operating to high ethical standards.



Delight the customer - we are working to shape our product and service offerings further based on customer needs, with the overall objective of making our business more customer-centric.



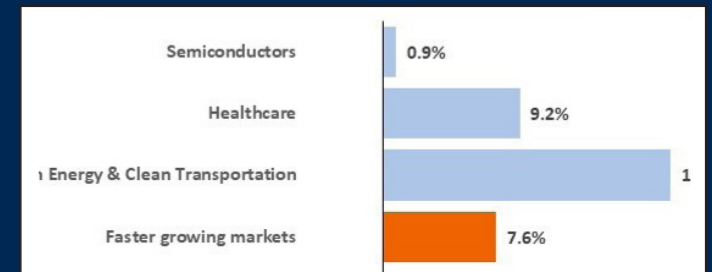
Innovate to grow - many of our customers have an increasing need to reduce their energy consumption and CO₂e emissions, these customers need our help.

MARKET CONTEXT

We have a strategy based on building deep expertise in materials, markets and customer needs, and that translates into leading, differentiated positions across our markets.

GROWTH MARKETS

We are specifically targeting faster growing markets: semiconductors, healthcare, and clean energy & clean transportation.



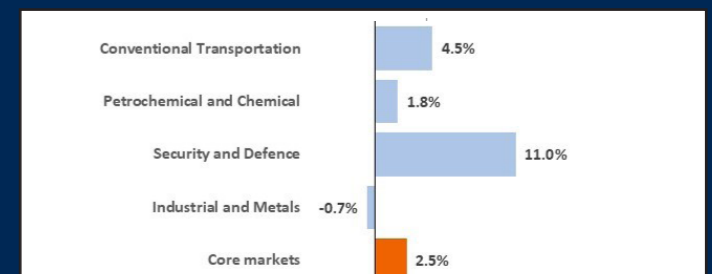
2024 Results

- Slowdown in SiC power electronics
- Growth in feedthroughs for implantable medical devices
- Ceramic products for solar panel manufacture and carbon products for electric rail

Our core markets provide the group with a strong base and a diversified portfolio.

CORE MARKETS

Our core market portfolio is diversified and differentiated. Our core markets make up 80% of Group revenues.



2024 Results

- Aerospace driving the growth in this segment
- Growth in aftermarket sales
- Broad-based growth in Defence demand
- Weak industrial demand, particularly in Europe and North America

Within these markets, we aim to maintain our leadership positions and grow at above market rates by investing in new materials and products.

GROUP HIGHLIGHTS

We continue to execute on our growth strategy; increasing our exposure to faster growing market segments and targeting investment in our core markets to opportunities that display higher growth potential.

Organic constant-currency revenue growth* was 3.7%, with

7.6%

growth from our faster growing markets.

CO₂e

emissions reduced by

3%

in 2024 compared to 2023.

We have delivered robust organic constant currency revenue growth against a backdrop of increasingly challenging end-markets, with good progress made in our business simplification and efficiency initiatives, continuing our track record of self-help.

FINANCIAL HIGHLIGHTS



1. Throughout this document, non-GAAP measures are clearly identified by an asterisk (*). Definitions of these non-GAAP measures and reconciliations to the equivalent statutory measure can be found in the 'Glossary' and 'Alternative performance measures' section on pages 201 to 205 of the 2024 Annual Report.

ADJUSTED PERFORMANCE	STATUTORY PERFORMANCE	HEALTH, SAFETY & ENVIRONMENTAL PERFORMANCE
Revenue £1,100.7m	Operating profit £103.6m	Lost-time accident frequency 0.13 (per 100,000 hours worked)
2023: £1,114.7m 2022: £1,112.1m	2023: £91.9m 2022: £140.8m	2023: 0.19 2022: 0.28
Group adjusted operating profit ¹ £128.4m	Profit before tax £84.6m	Absolute CO ₂ e tonnes 152,871
2023: £120.3m 2022: £151.0m	2023: £77.8m 2022: £131.6m	2023: 157,574 2022: 211,104
Adjusted EPS ¹ 25.5p	Continuing & discounted EPS 17.7p	
2023: 25.0p 2022: 33.8p	2023: 16.6p 2022: 31.0p	
Total dividend per share 12.2p		
2023: 12.0p 2022: 12.0p		

We want to accelerate our organic growth by increasing our exposure to faster growing market segments where we see the potential to achieve higher returns.

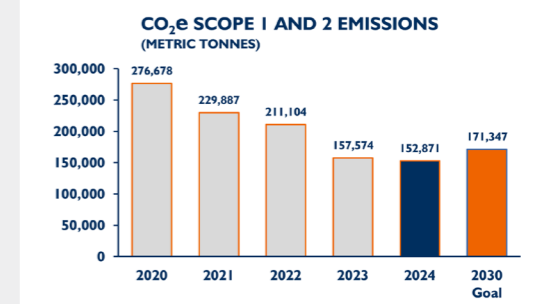
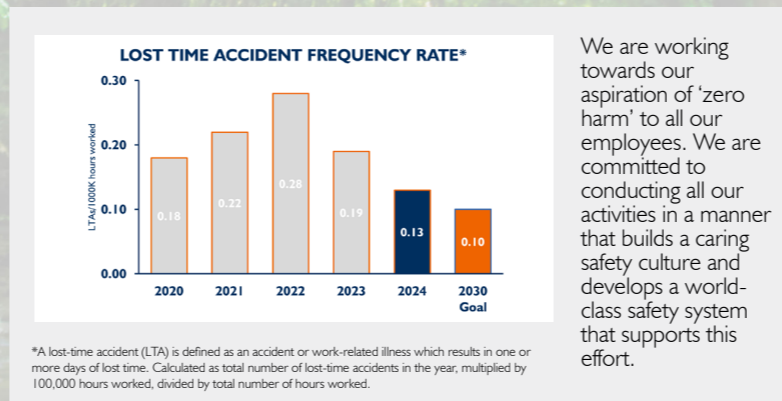
ESG COMMITMENTS

We have stretching environmental goals that we are working hard to achieve. We are improving social factors to keep our people safe and we are looking to provide meaningful work that contributes to an improved society and enables the communities where we operate to thrive. We have robust governance processes across our business and operate to high ethical standards.

Our five ESG improvement objectives and targets show what we are focused on improving as a Group.

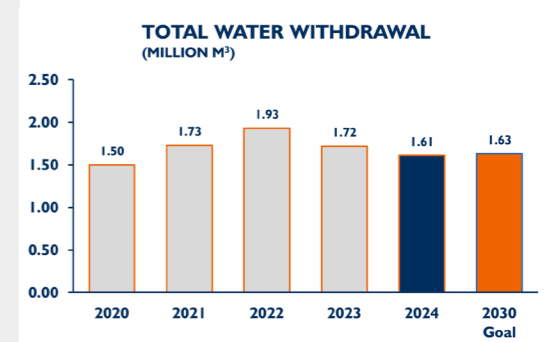
OUR ASPIRATION	OUR 2030 GOALS
A CO ₂ net zero business by 2050 ¹	50% reduction in Scope 1 and Scope 2 CO ₂ emissions
Use water sustainably across our business	30% reduction in water use in high and extreme stress areas ²
Improve efficiency of our processes at all manufacturing sites to reduce waste	30% reduction in total water usage ²
Zero harm to our employees	0.10 lost time accident rate
Our employee demographics will be inclusive and reflective of the communities in which we operate	40% of our leadership population will be female
A work environment where all employees are valued and can do their best work	Top quartile engagement score

1. Excludes indirect emissions generated by our supply chain, distribution network and employee travel.
2. Reduction targets shown are compared to a 2015 baseline.

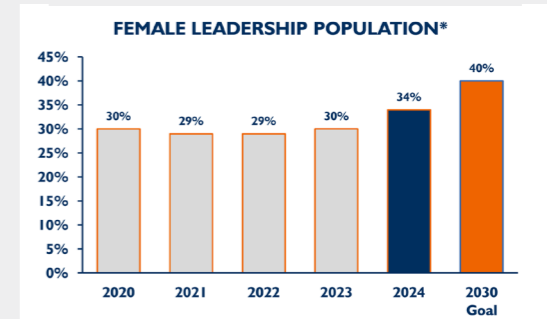


Note: All figures reported show absolute CO₂e on an annualised basis

We are taking action to reduce greenhouse gas (GHG) emissions and combat climate change. In March 2021, we announced a commitment to reduce absolute GHG emissions (scope 1 and 2) by 50% (against 2015 levels) by 2030.



By 2030, we will reduce our total withdrawal of water by 30% (against our 2015 baseline), and we are implementing water sustainability projects globally to achieve this goal.



* Includes Executive w/o CEO/CFO plus 2nd to 4th tier.

A greater gender diversity is good for Morgan Advanced Materials and good for employees. We are continuing to take action to achieve a more balanced proportion of women in senior positions.

“We continue to execute on our growth strategy; increasing our exposure to faster growing market segments and targeting investment in our core markets to opportunities that display higher growth potential”

Pete Raby, CEO

TO FIND OUT HOW
our people work with our communities, please visit our website at:
www.morganadvancedmaterials.com/community

TO FIND OUT MORE
about our products and services, please visit:
www.morganadvancedmaterials.com/whatwedo