

Capital Markets Event 2023

Thursday 16th November

Think beyond. Shape the future.

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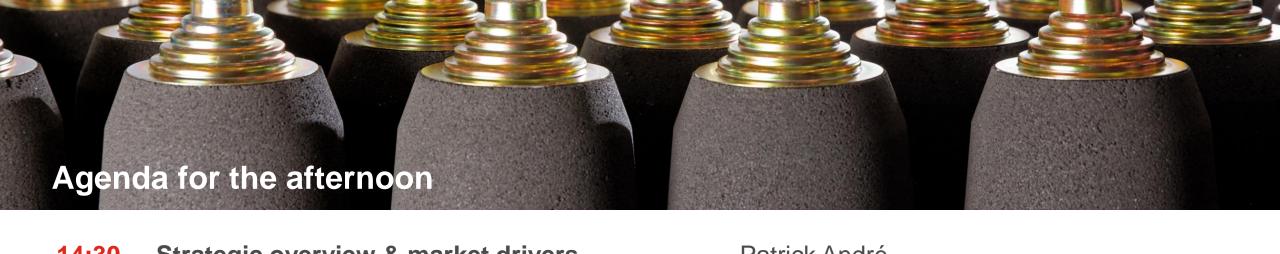
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14:30	Strategic overview & market drivers	Patrick Andre
15:00	Flow Control	Pascal Genest
15:15	Advanced Refractories	Richard Sykes
15:30	Break	
15:45	Foundry	Karena Cancilleri
16:00	Finance	Mark Collis
16:20	Conclusions	Patrick André
16:30	Q&A	
From c	. 17:00	Drinks & canapés



Strategic overview & market drivers

Vesuvius: A profitable organic growth strategy



Positive growth trends in the steel and foundry markets

- Inflection to positive growth in steel markets outside China
- Continued growth in foundry markets

Vesuvius outperforms
the underlying markets
thanks to its technologybased strategy

Profitability (RoS) target to exceed 12.5% in 2026 as a result of:

- Market share gains

 and net pricing
 performance due to
 product differentiation
- Further cost
 improvement target
 of £30m (c. 150bps)

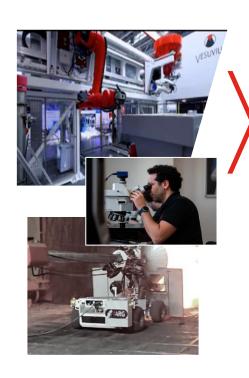
Strong and recurring free cash flow generation due to asset light business model (no mining integration), delivering enhanced return to shareholders

- At least **£400m free** cash flow (2024 – 2026)

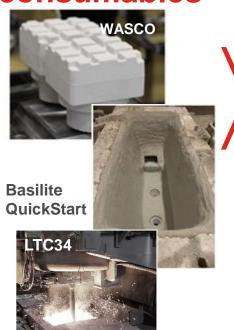


Vesuvius provides technologically differentiated solutions to our steel and foundry customers

World Leading R&D



>95% sales from hightechnology consumables



Value creation for steel and foundry customers



Safety

Improvements in customer plants



Quality

Better steel, better castings



Efficiency

Cheaper steel, cheaper castings



Sustainability

Less energy usage and CO₂ emissions in steel & foundry process



Our global presence positions us well to take advantage of favourable steel and foundry market dynamics

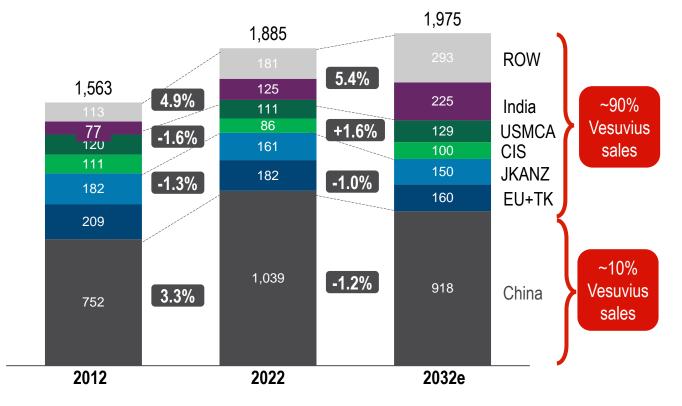




Positive inflection point in steel production outside of China

More than 200m tonnes of steel production growth outside of China in the next 10 years

Evolution of steel production (2012-2032e), *MT*



- Strong growth of steel production and consumption in India and RoW
- Moderate growth of steel production and consumption in US, Mexico and Canada, and CIS
- Moderate growth of steel consumption, but decline of production in the EU plus Turkey and in Japan, South Korea, Australia and New Zealand
- Decline of production and consumption in China, mostly in long steel products for construction
- High tech steel will continue to grow in China

XX = CAGR, %

Source: World Steel Association (Yearbook 2022 published in March 2023) and Laplace Conseil (analysis conducted in October 2023, including inputs from World Bank, IMF, IEA, OECD & other international associations, company data and announcements)

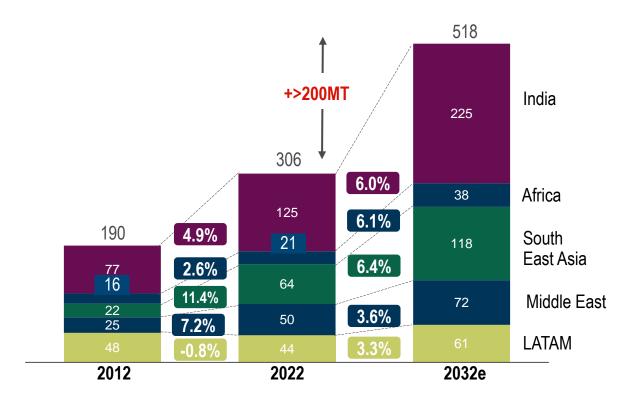




Where will steel growth be in the next ten years?

- India will account for around 50% of steel production growth outside China
- Other key growth areas will be South-East Asia, Middle East, North Africa and Latin America

Vesuvius production capacity expansions in India, Eastern Europe and Mexico over the past two years position the Group very well to serve the upcoming steel market growth



XX = CAGR, %

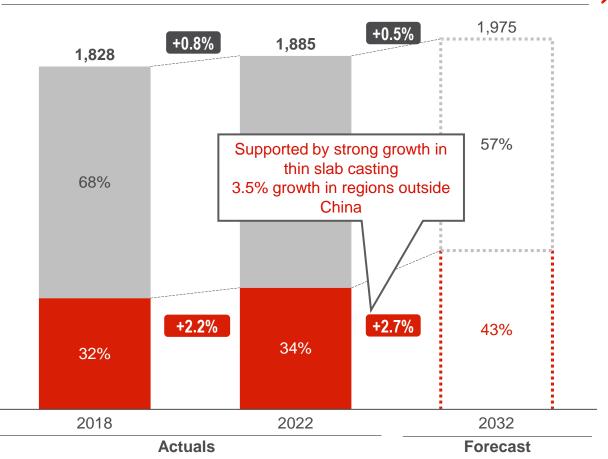
Source: World Steel Association (Yearbook 2022 published in March 2023) and Laplace Conseil (analysis conducted in October 2023, including inputs from World Bank, IMF, IEA, OECD & other international associations, company data and announcements)





Faster growth of high-tech steel, in particular thin slab casting, supporting Flow Control outperformance





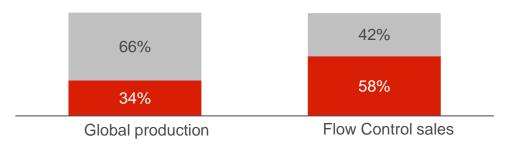
Source: World Steel Association (Yearbook 2022 published in March 2023) and Laplace Conseil (analysis conducted in October 2023, including inputs from World Bank, IMF, IEA, OECD Global Energy Monitor (Steel plant tracker March 2023) & other international associations, company data and announcements)

High technology steels

Produced through **technologically advanced** process routes and / or for **demanding applications**, with typical end markets in **automotive**, **engineering and energy**

Flow Control serves this market through a customised solution-focused offering, resulting in strong customer loyalty and higher profitability

Vesuvius Flow Control sales are strongly weighted to high tech steel compared to the market split



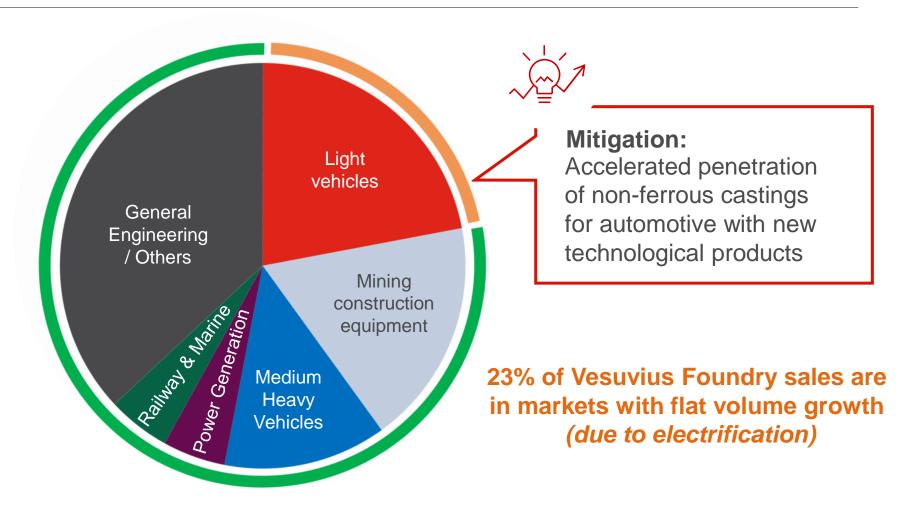
2022 global steel production split by volume, 2022 Flow control sales, Source: Laplace Conseil and Company analysis



Most foundry end-markets are growing in volume at around 2% per annum

Vesuvius foundry end-market sales, % 2022 sales & %CAGR(*)

77% of Vesuvius Foundry sales are in markets with positive volume growth ~2% CAGR



(*) CAGR (2022-2030), Source: IHS, Oxford Economics (October 2023), Bain (November 2023), except light Vehicles (CAGR 2019-2030), source McKinsey; Company analysis



The Vesuvius business model: geared for profitable growth

Leading R&D strategy

Differentiated products and solutions



Superior pricing &

Market share gains

Efficiency

Focus on cost competitiveness



Continuous improvement of manufacturing cost base

profitability target: >12.5% RoS in 2026

Decentralised, entrepreneurial, non-matrix organisation

CORE VALUES:





Ownership



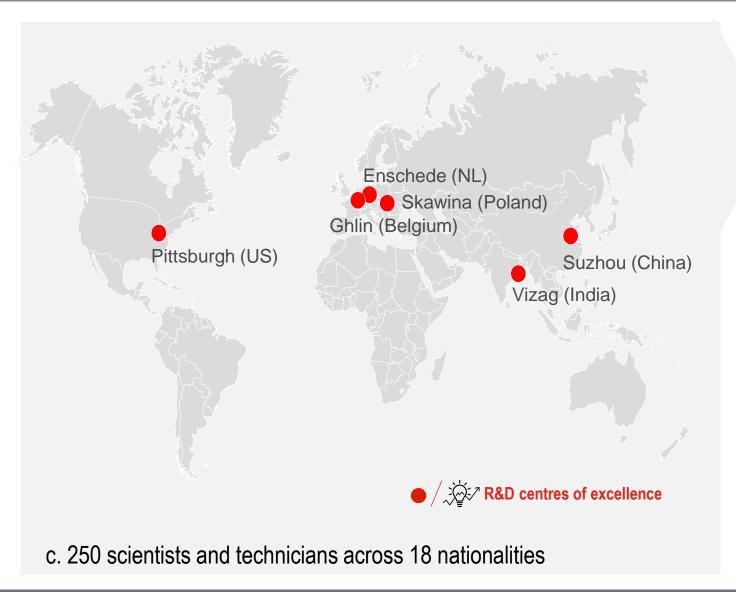
Respect



Energy

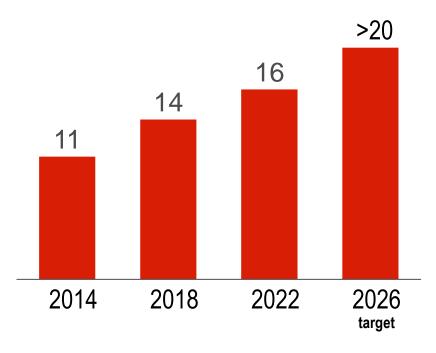


Leading R&D will power Vesuvius' growth in the coming 5 years



Full pipeline of new products for the coming 5 years... and more to come

New product sales ratio, %



Definition: new product sales (products launched in past 5 years) as a percentage of total sales. Source: company analysis





Technology leadership enables us to simultaneously optimise pricing and gain market share

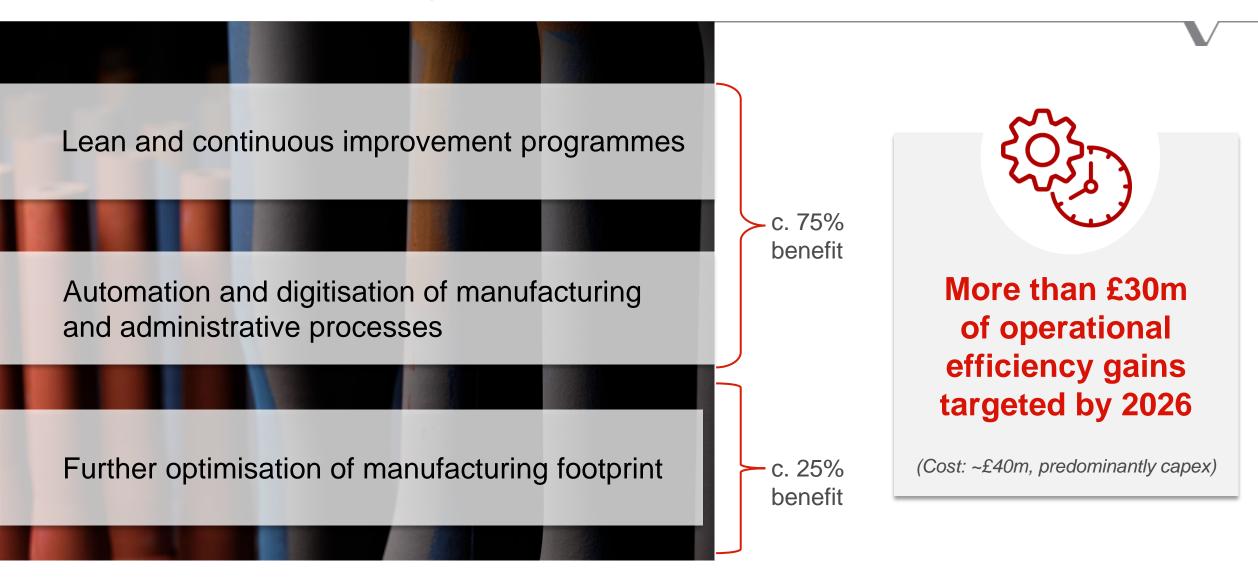


- Full pass-through of cost fluctuations
 - Lower exposure to fluctuations in the raw material markets and reducing earnings volatility
- Higher pricing thanks to superior value creation for customers and value sharing approach

- Mega trend towards more technically advanced steel and castings increases customers' demands for sophisticated and customised solutions
- Our technology solutions create more value for our customers



Relentless focus on cost optimisation



Targeting higher profitability and cashflow generation



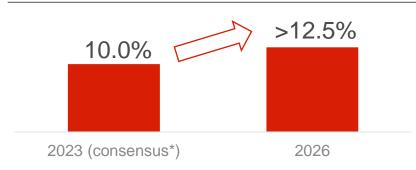
Market share gains drive revenue growth

~2% per annum outperformance of underlying markets in Flow Control and Foundry

Optimised **pricing performance**

Cost base optimisation

Target of improved profitability (return on sales)



Strong free cash flow(**) generation

Targeting at least £400m 2024 to 2026

Very selective M&A strategy

Improved shareholder cash returns

Dividends

Share buy back

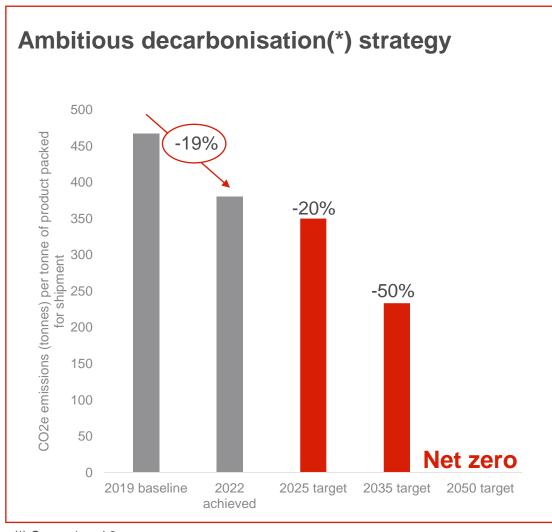


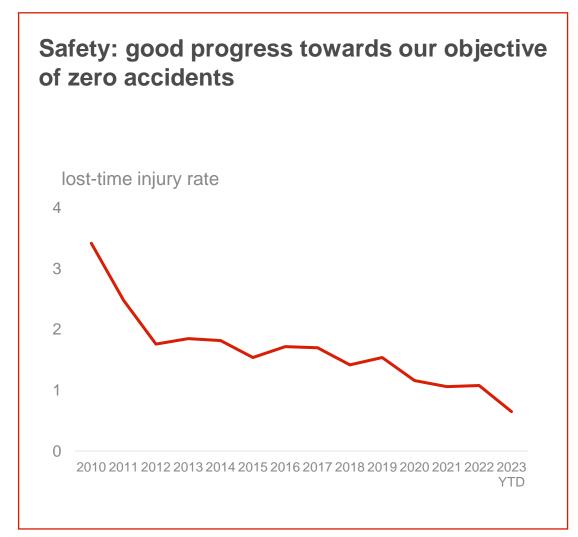


^(*) Company compiled consensus

^(**) Free cash flow: net cashflow from operating activities, after capex, dividends received from JVs and dividends paid to non-controlled entities

Our sustainability strategy is progressing ahead of plan





(*) Scope 1 and 2

Lost-time injury rate = number of lost time injuries per million hours worked



Vesuvius is in a strong position to deliver profit growth and cash returns



Positive growth trends in the steel and foundry markets



Vesuvius

outperforms the
underlying markets
thanks to its
technology-based
strategy



Profitability (RoS) targeted to exceed 12.5% in 2026



Strong and recurring free cash flow generation due to asset light business model (no mining integration), delivering enhanced return to shareholders





Flow Control Pascal Genest

The Flow Control business model is centred on end-to-end customer solutions through the supply of technologically differentiated products and systems

Our customer approach

We build customer understanding through continuous presence at their sites, providing solutions and capturing value

We bring fluid and material modelling expertise, combined with...



... customised systems and robots...



...resulting in an **ongoing** revenue stream from our customised consumables



The annual consumables revenue-stream is on average 5x the cost of the system

Our digital solutions monitor performance of the casting process, allowing real-time optimisation



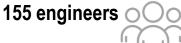


Vesuvius has a solution-based approach supported by world-leading R&D

Solution focused R&D pipeline

- 38 active global patented solutions
- 4 Global R&D sites
- 40% PhDs among our engineers
- 20 new products in 2024-26 that target >£100m revenue

















Leading mechatronic capabilities

- 135 engineers and experts
- ~40 Robots installed
- ~10,000 ladle and tundish systems installed
- Launch of a new robot for the off-line preparation of the ladle



#1 VISO manufacturer worldwide

New product families launched

- ✓ DuraFlex (ladle shroud) (2021 2024)
- ✓ DuraSleeve (tundish shroud) (2023 2024)



#1 Slidegate manufacturer worldwide

New product families launched

- Slidegate plates for LG3X series (launched) 2020 – 2024) - robot-ready technology
- Composite plates with optimised raw material



Source: Company analysis



We are driving growth through customer intimacy, particularly focused on high-tech steel and new production methods

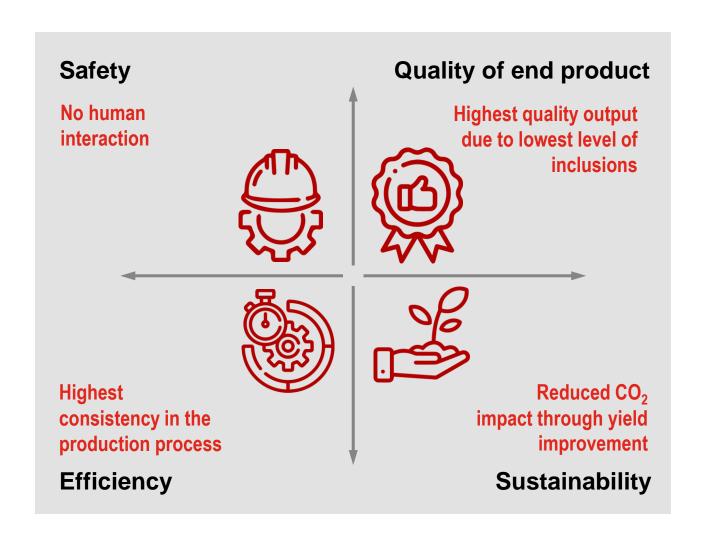
Global presence	Americas *****	EMEA ***	Asia Pacific
Steelmaker presence			
High-tech steel continuous casters(*)			
New ^(**) continuous casters	**	**	**
Installed robots			~
Installed patented slide gate systems			
Multi-local infrastructure			
Regional technical support			
R&D centre			~

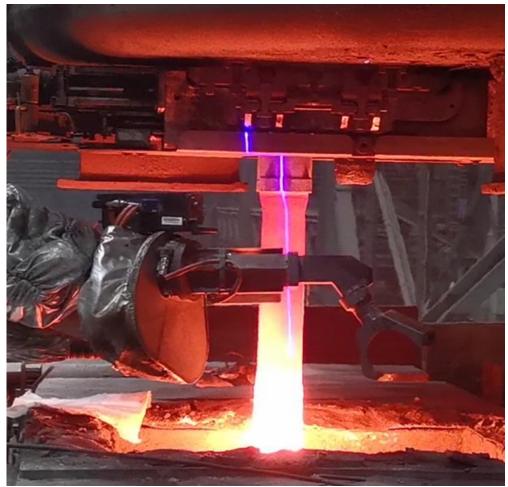
^{*}Caster: Production line transforming steel from liquid form to semi-finished **Casters < 3 years old

High visibility recurring revenue stream



Robotic solutions provide value creation for the customer and recurring revenue







Flow Control has a solution-based approach allowing us to share in value creation

Current product portfolio & profit analysis

Audit of customer's process and product portfolio to estimate the current cost of ownership

New product performance evaluation

Develop and then trial a new solution to maximise value for the customer

Value-based pricing calculation

Optimisation of pricing based on superior value creation

Example: DuraSleeve product (new VISO piece)



- ✓ 20% longer product life
- ✓ Value creation to the customer of >20%
- Agreed pricing on a value-sharing basis

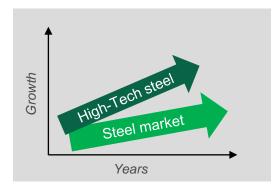




Strong market dynamics matched by capacity increases

Flow Control will continue to deliver on growth

External drivers of volume growth



- ✓ India, SEA
- **✓ NAFTA**
- ✓ Turkey, ME, Africa
- √ China high-tech

Optimized and recently invested footprint

Available capacity

>20% VISO

>20% Slidegate

>30% Fluxes



Continuous improvement programs are focused on excellence in service and cost

Continuous focus on operational efficiency gains

Network of plants

- Business continuity
- ✓ On-time delivery
- Consistent high-quality
- Optimised Total Cost of Ownership
- ✓ Latest technology

40 quality / lean / automation engineers

- ✓ Focused on continuous optimisation of our production processes
- ✓ automation and lean programmes

Digital tools

- ✓ Focused on Quality
- ✓ Al solutions from raw materials through to specific customer applications



Flow Control is well positioned to continue its profitable growth



Attract the best people



End-to-end solutions leveraging R&D and product leadership



Global player with customer intimacy



Positioned for growth



Economic value creation and capture





Advanced Refractories

Richard Sykes

We sell consumable products to steel plants and other industries through on-site presence and mechatronic solutions

We bring together **material science**, along with...



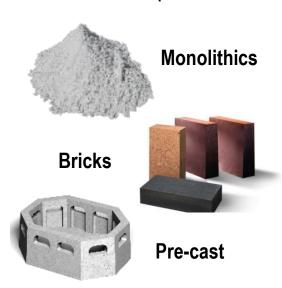
...on-site support...



...and industry leading mechatronic solutions...



...to deliver an **ongoing** revenue stream from our consumable products.



Adding value on four parameters



Safety



Quality



Efficiency



Sustainability



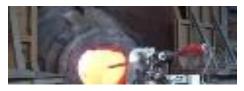
We will drive revenue growth by targeting selected sectors with our proven solutions

Strategic Area

Tundish Solutions



Robotic Gunning



NAFTA/ EMEA/SE Asia/ India

Relining



India, SE Asia/ NE Asia and

Industrial Processes



Key Geographies

Expand business & provide holistic portfolio offering

New innovative products

Worldwide

Roll-out leading mechatronics and laser capabilities

Leverage highly efficient production facility in China for global growth

Americas

Unlock untapped growth opportunities

Worldwide

Key Levers

Strategic

Approach

Provide total Tundish

package

- Robotic technology to accelerate growth and support consumable sales
- Combined technology: Gunning/ Bricks/ Laser
- Target c. 50% increase in robots installed by 2026
- Introducing digital scanning solutions with predictive technology

- New innovative products
- Expand geographically
- Increase penetration in higher margin sectors e.g. Blast Oxygen Furnace / Electric Arc Furnaces
- Continue to develop cement product portfolio
- Innovative products for the aluminium industry, for e.g. products for carbon-free production of aluminium through electrolysis

Selective product range based on our differentiation



R&D is focused on areas where we have greatest differentiation and market opportunity

R&D

Centres of excellence for each focus area

Academic background of engineers

40% 29% 31%
Bachelors Masters PhD

10 Nationalities



R&D spend



Strategic focus area

Tundish Solutions

Robotic Gunning

Relining

Industrial Processes

Recent Innovation

Objective

Surcast & Basilite
QuickStart

and reduce energy

consumption

Improve process flexibility

High-Speed Gunning for Basic Oxygen and Electric Arc Furnaces

and Electric

Deliver high gunning speeds to increase productivity, while increasing safety

Supermatrix bricks for Basic Oxygen and Electric Arc Furnaces

Increase the service life of our customers' vessels through improved performance bricks Products for carbon-reduced aluminium

Develop and supply refractories for a newly developed anode that eliminates carbon



Safety



Quality of end product



Efficiency



Sustainability



Optimisation of manufacturing footprint and investment in automation will further support profitability improvements



Optimise **Production**

Continue product technology transfers to improve efficiencies of production footprint across regions

Consolidation of certain manufacturing activities in Americas

Lean initiatives and waste reduction



Investment in automation and new equipment

Upgraded Monolithic production process

Automation at back end of production lines

Improvement in internal logistics using guided vehicles and automated warehouse management systems



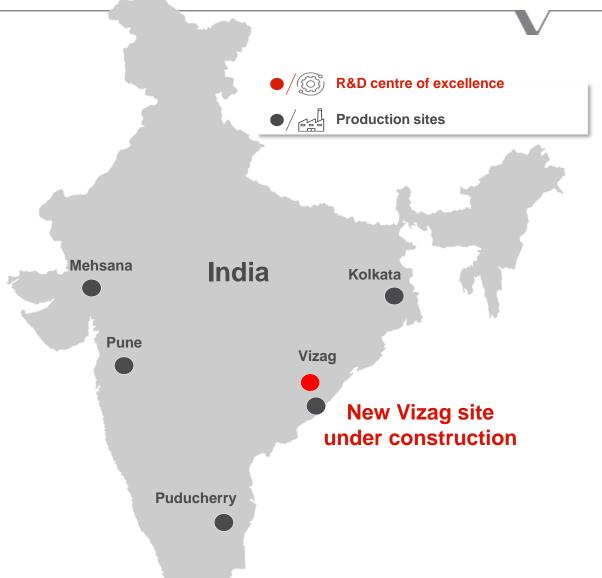
The ongoing optimisation of production and investment in automation and new equipment builds on well-established opportunities for efficiency gains



Recent investment in new sites will drive both growth and operational efficiency

Our new site manufacturing Basic and AlSi monolithics under construction in Vizag, India will lead the way in efficiency

- Investment in fast-growing market
- Creates capacity to fulfil demand for the coming years
- More efficient:
 - More competitive cost base
 - Closer to growing customers
- Will utilise latest state-of-the-art manufacturing technology
 - Digitisation installed from the outset





Continued profitable growth



Volume and margin growth to be achieved through focus on products with technological differentiation



Improve presence in under-represented countries and markets



R&D focused on target areas



Well-established opportunities for efficiency gains





Foundry Karena Cancilleri

World leader in the supply of consumable products, technical advice and application support to the ferrous and non-ferrous foundry industry

We design and manufacture customised products and process technology that improves the quality of metal castings...

... combined with technical advice, application engineering and computer modelling

We drive casting quality and production efficiency, yet our products account for <5% of a foundry's costs









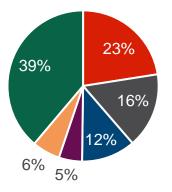
26 sites



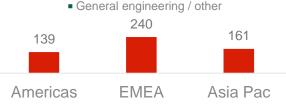


Over 70% of our revenue is from products where we are the market leader

Diversified end markets and geographies



- Light vehicles
- Medium and heavy vehicles
- Mining and construction
- Railway & marine
- Power generation
- General engineering / other



■ 2022 revenue £m

Source: company analysis





Strategic and agile approach to targeting growth regions and segments

Defend and grow our core ferrous casting business in developed markets

Technological differentiation through leading R&D capabilities

Highly competitive, low cost, highly automated manufacturing network

Prioritisation of growth outside light vehicle market

Increased penetration of steel casting

Grow in emerging markets

Investment in commercial and technical expertise

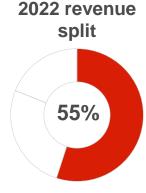
Capacity investments in both ferrous and non-ferrous

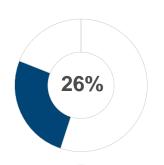
R&D delivering 'fit for purpose' market specific products

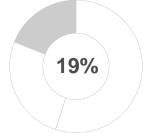
Grow in nonferrous Investment in commercial and technical expertise

Manufacturing footprint expansion in China and Mexico

R&D key to driving our growth



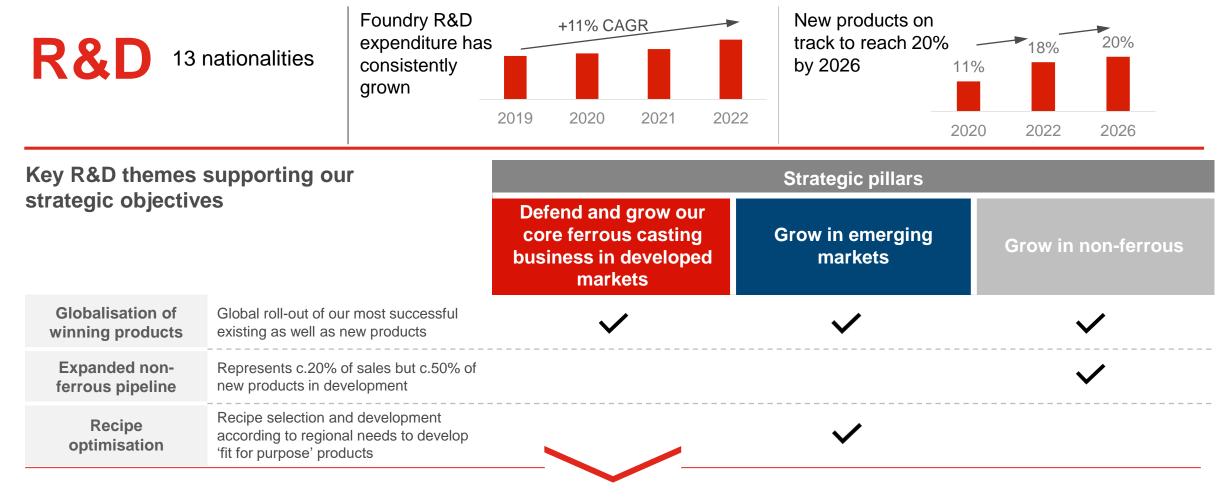




Three key strategic pillars driving attractive topline growth and market share gains



World class R&D is key to achieving market share gains and premium pricing, with our most important new products over the next 2-3 years already launched



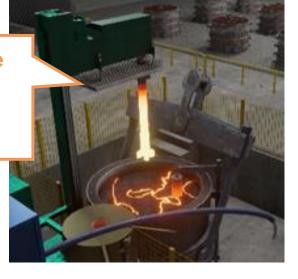
Development of new differentiated products to support market share gains and premium pricing

Our new products deliver significant value to customers through enhanced quality and reduced costs, which can be shared in pricing

1 ROTOCLENE

ROTOCLENE delivers a significant improvement in melt and cast quality

ROTOCLENE rotor is the delivery mechanism for gas bubbles into the molten metal

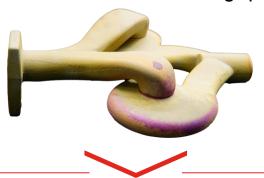


Once the equipment is installed, supply multiple consumables from both Foundry and Flow Control



SEMCO

SEMCO coatings combine several technology features to reduce energy cost and increase casting quality



Benefits include



> 50% Faster Drying Time 20-30% Energy Savings



>90% Reduction in Formaldehyde emission



Improved cast quality



Reduced CO₂



Relocation, expansion and optimisation of our manufacturing footprint



Relocation of production to lower cost locations

Transfer of non-ferrous metal treatment from US to Mexico

Transfer of shaped nonferrous materials production from EU to Turkey

Transfer of crucible components from EU to India



Investment in additional capacity

New coating line in Cleveland

Non-ferrous metal treatment plant in China

Inorganic binder production line in China



Investment in automation and new equipment

Improved feeding system production process

Automation at back end of production lines

Automated guided vehicles to replace forklifts





The Foundry business is positioned for profitable growth through leveraging our products, R&D capability and efficient manufacturing network



Clear strategic pillars to drive topline growth



World class R&D is key to achieving market share gains and premium pricing



Relocation, expansion and optimisation of manufacturing footprint delivers cost savings, productivity gains and ensures a low cost manufacturing footprint





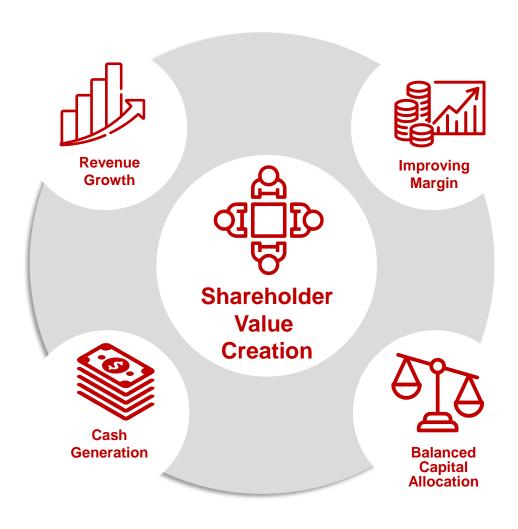
Our financial targets

Revenue

Targeting outperformance of 2% through market share gains in Flow Control and Foundry

Free Cash Flow

Targeting at least £400m available for dividends, M&A or share buybacks (2024-2026)



Return on Sales

Target of at least 12.5% in 2026

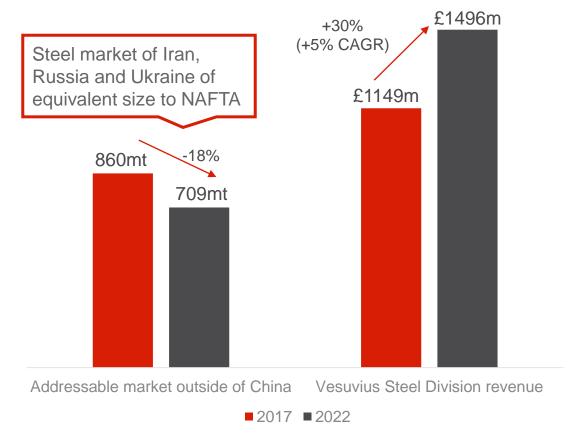
Improved cash returns to shareholders

Progressive dividend
Potential additional returns



The business has structurally improved over the past five years, obscured by market headwinds

From 2017-2022 our steel revenue has grown despite a falling addressable market...

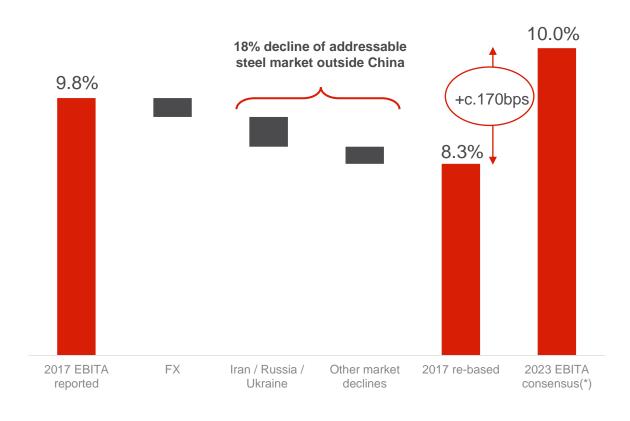


2017: Addressable market = World ex China

2022: Addressable market = World ex China, Iran, Russia and Ukraine

Source: WSA

... and we have structurally improved our margin



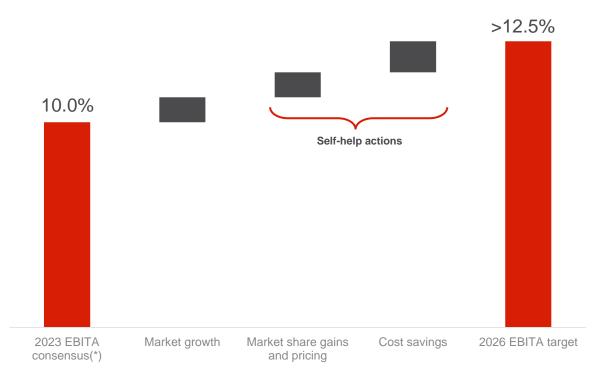
(*) Company compiled consensus



We have a target to achieve a return on sales margin of at least 12.5% in 2026

- We are targeting medium-term average revenue growth of at least c.4%, based on
 - · Assumed market growth of c. 2% p.a.
 - Outperformance of c. 2% pa. through market share gains in Flow Control and Foundry
 - Supported by our capacity investments
 - NB. excludes raw material movements which we pass on
- Target to achieve >12.5% return on sales in 2026 supported by
 - Underpinned by recent capacity investments enabling £30m EBITA (£40m EBITDA)
 - Operational efficiency savings of c. £30m
 - · Continued focus on "total-value" pricing

Our path to reach our target of 12.5% in 2026







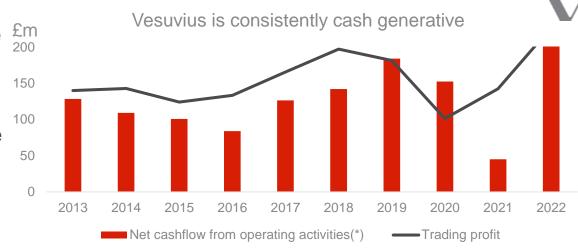
VESUVIUS

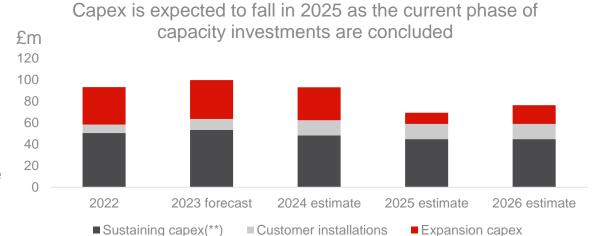


Our business model delivers consistently growing cashflows

- Our business model generates highly resilient positive cash flows:
 - Low capex intensity / asset light (no mining integration)
 - High level of recurring revenue created from a consumable model
 - Underpinned by working capital discipline
- We are targeting a reduction in working capital intensity from 24% to 21% by 2026
 - Continued management focus
 - Investment in new digital planning tools
 - Improved commercial terms
- Maintenance capex of c. 2% revenue
- Capacity enhancing capex investments with attractive rates of return
 - For organic investment, targeting ROIC^(***) (ex-goodwill) of greater than 20%

(***) Return on Invested Capital (ROIC) as defined in the 2022 Annual Report, adjusted for goodwill





(*) Cashflow from operations after working capital movements, interest and tax, before capex

(**) Sustaining capex includes maintenance, sustainability and IT capex



Disciplined organic investment prioritising growth and efficiency

Support to above-market growth in Flow Control

Expansion of VISO, Slide Gate and Flux capacities worldwide

Global expansion in India and South-East Asia

- Investing in state-of-the-art new capacity in the high growth Indian market
- Expanding capacity in existing Kolkata site and developing new site in Vizag
- VISO capacity
- Flux Plant
- Basic Mono, AISI Mono and pre-cast lines
- Foundry filters line
- Space for further investment

Cost optimisation

- Plant automation
- IT and digitisation for improved efficiency
- Energy efficiency
- Manufacturing footprint optimisation

2022-2024 growth programme (£70-80m capex)



incremental £30m EBITA(*); IRR >25%

+

Automation / Lean / cost and energy efficiency programme 2024 – 2026 (c. £40m cost)



^(*) As previously communicated as £40m incremental EBITDA



Cash will then be available for further investment or returns to shareholders

c. 50% dividends Target at least £400m free cash flow(*) to be generated from 2024 c. 50% for acquisitions **- 2026** and / or additional shareholder returns

^(*) Free cash flow: Cashflow from operations after working capital movements, interest, tax, capex, dividends received from JVs and dividends paid to non-controlled entities



Capital allocation priorities

Organic investment



- Consistent and targeted R&D expenditure of c. 2% of revenue per annum
- Capex expected to return to sustaining levels in 2025
- Sustaining capex of c. £65m per annum based on c. £40m maintenance plus £30m for IT, automation, sustainability and customer installations

Inorganic investment



- Highly selective acquisition filter
- Strategic factors:
 - Geographic complementarity
 - Technology complementarity
- Very stringent financial hurdles for investment

Shareholder returns



- Long-term dividend growth via a progressive dividend
- Maintain a prudent balance sheet (c. 1.0 2.0x net debt / EBITDA)
- Surplus capital available for additional shareholder returns

Conclusion



Topline growth medium term c. 2% market growth and c. 2% outperformance



Margin target of 12.5% achieved in 2026



Strong cash generation delivering at least £400m between 2024 and 2026



Capital allocation focused on value creation and shareholder returns





Conclusion

Patrick André

Vesuvius is in a strong position to deliver profit growth and cash returns



Positive growth trends in the steel and foundry markets



Vesuvius

outperforms the
underlying markets
thanks to its
technology-based
strategy

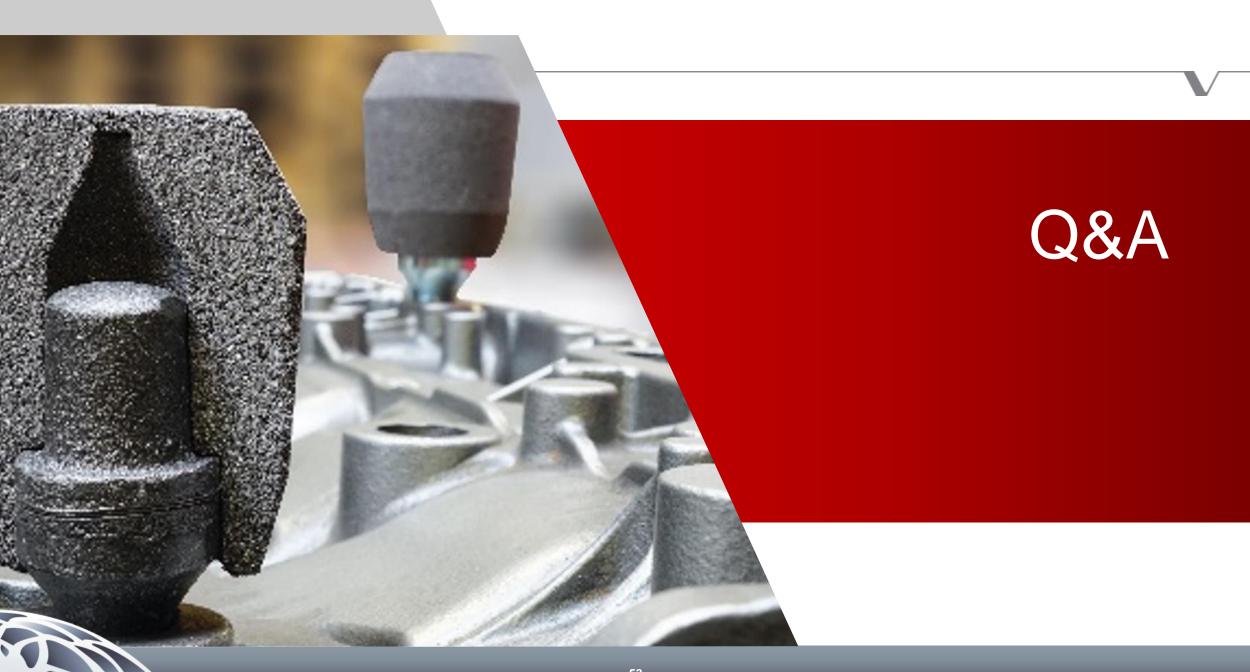


Profitability (RoS) targeted to exceed 12.5% in 2026



Strong and recurring free cash flow generation due to asset light business model (no mining integration), delivering enhanced return to shareholders







Presenter's Biographies

Our presenters



Patrick André
Chief Executive

Appointed to the Board on 1 September 2017. Patrick joined the Group as President of the Vesuvius Flow Control business unit in 2016, until his appointment as Chief Executive in September 2017. Before joining the Group, Patrick served as Executive Vice President Strategic Growth, CEO Europe and CEO for Asia, CIS and Africa for Lhoist company, the world leader in lime production. Prior to this, he was CEO of the Nickel division, then CEO of the Manganese division of ERAMET group, a global manufacturer of nickel and special alloys.



Mark Collis
Chief Financial Officer

Mark joined Vesuvius and was appointed to the Board in April 2023. Prior to this, Mark was Chief Financial Officer of the Operations business at John Wood Group PLC. He has over 20 years of senior financial experience in a number of international businesses including Amec Foster Wheeler plc, where he worked from 2013-2017, and Expro International Group where he worked between 2002-2012. Mark is a Chartered Accountant qualified with the ICAEW.



Karena Cancilleri President, Foundry

Appointed President, Foundry in October 2019. Karena started her career at Shell, where she spent ten years in the polymers business. She has since worked in senior management roles for several private equity-backed textile businesses, serving a broad range of end markets including personal care, automotive and floor coverings. Before joining Vesuvius she was President Engineered Products at Beaulieu International Group.



Pascal Genest President, Flow Control

Appointed President, Flow control in January 2021, Pascal joined the Group from GFG Alliance where he held the position of CEO Liberty Ostrava in the Czech Republic. Prior to this he was CEO of SULB in Bahrain. Pascal has more than 15 years' experience working in the steel industry, mainly with ArcelorMittal. He has also worked in consulting, in private equity and in the aluminum industry.



Richard Sykes
President, Advanced
Refractories

Richard joined Premier Refractories Limited in May 1991 as Finance Director. His career at Vesuvius started in 1998, when the Group acquired Premier Refractories. He has since held various senior managerial roles. Prior to his current position, he was the Group President Business Development and Special Projects, and prior to that, Regional Vice-President Flow Control EMEA and the Vice-

President Finance Flow Control

Business Unit.





VESUVIUS PLC

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Think beyond. Shape the future.