

### A GLOBAL LEADER IN METAL FLOW ENGINEERING

## **Investor Pack**

March – April 2015



### A GLOBAL LEADER IN METAL FLOW ENGINEERING

### Results for the year ended 31 December 2014

3 March 2015 François Wanecq Chief Executive

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# Highlights

- Revenue of £1,444m, down 4.4%; up 3.5% on an underlying basis<sup>(1)</sup> (2013: £1,511m)
- Trading profit<sup>(2)</sup> of £142.8m, up 2.0% on a reported basis, up 11.6% on an underlying basis<sup>(1)</sup> (2013: £140.0m)
- Return on sales<sup>(2)</sup> improved by 62 basis points to 9.9%; a 71 basis point improvement on an underlying basis<sup>(1)</sup>
- Year-end net debt<sup>(2)</sup> increased to £268.3m: positive operating cashflow<sup>(2)</sup> of £103.4m, cash conversion rate of 72%
- Headline<sup>(3)</sup> earnings per share of 33.4 pence; up 4.7%; up 15.8% on an underlying basis<sup>(1)</sup> (2013: 31.9 pence)
- Final dividend of 11.125 pence per share recommended, a full year increase of 7.5%

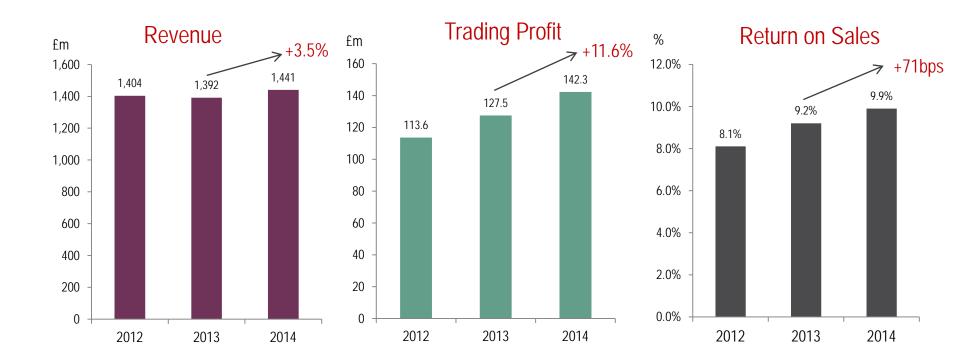
<sup>&</sup>lt;sup>(3)</sup> Headline results refer to continuing operations and exclude separately reported items



<sup>&</sup>lt;sup>(1)</sup> Underlying basis is at constant currency and excludes separately reported items and the impact of acquisitions and disposals

<sup>&</sup>lt;sup>(2)</sup> For definitions of non-GAAP measures, refer to note 18 of the financial statements

# 2014 Underlying<sup>(1)</sup> Trading Performance



- 71 bps improvement delivered
- Positive margin trend due to continued benefits from operating and strategic initiatives

<sup>(1)</sup> Underlying basis is at constant currency and excludes separately reported items and the impact of acquisitions and disposals

2013 Excludes disposed VGT, Canada and Andreco-Hurll

2014 Excludes ECIL Met Tec and Process Metrix results (Revenue £3.6m, trading profit £0.5m)



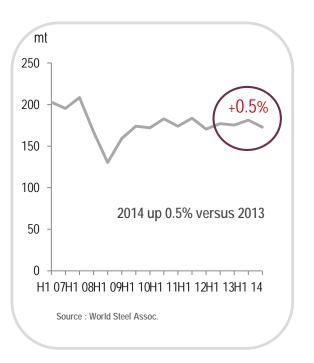
## Revenue growth returns



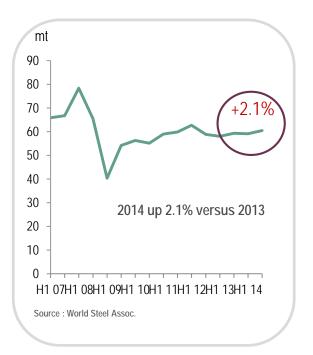
Underlying revenue grows in 2014 in both divisions ahead of underlying market growth Steel revenue +4.4%Foundry revenue +1.8% Refocusing the activities on the products where Vesuvius offers a unique value proposition has increased the efficiency of our sales and marketing forces. Development of our quality improvement program has helped to restore our pricing ability and to regain market share.



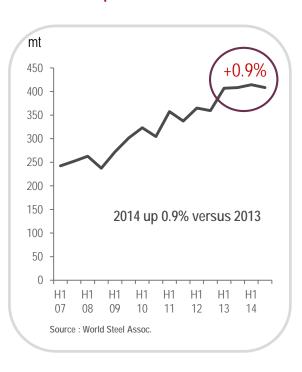
#### **Steel production – EMEA**



#### **Steel production – NAFTA**



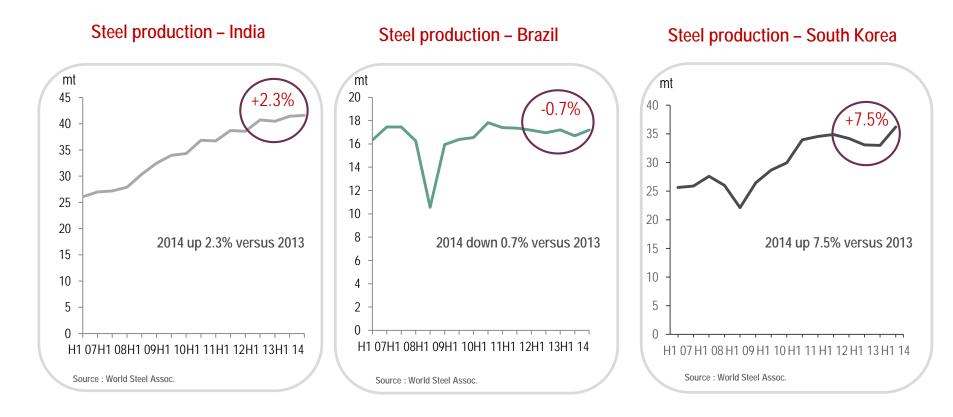
#### Steel production – China



• Steel production up year-on-year in major steel markets



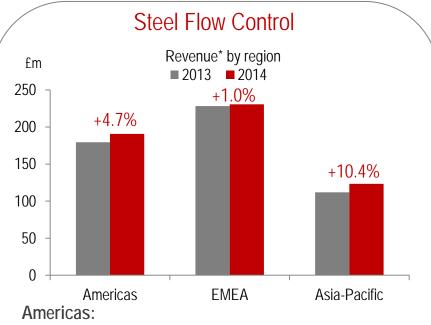
## Emerging steel markets



• Recent moderation in growth in some developing markets



# Trading review: Steel division revenue



- Strong automotive demand
- Installation of new systems and technology with a number of key customers

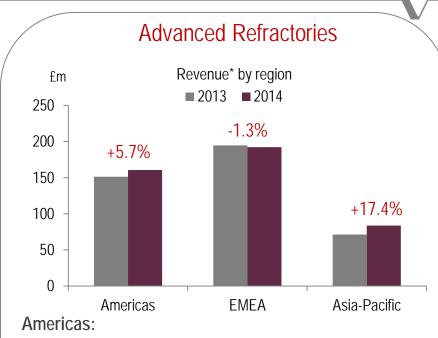
#### EMEA:

- Strong growth in the Middle East
- Strong sales of fluxes through Metallurgica

### Asia-Pacific:

- Strong volume growth at our main customer in South Korea
- Good progression in Thailand and Vietnam\_

\*On an underlying basis: at constant currency and excluding the impact of acquisitions and disposals



### • Introduction of new premium product ranges

• Better focus on higher margin segments

#### EMEA:

• Lower revenues in Russia and Ukraine partially offset other regions' stronger performances

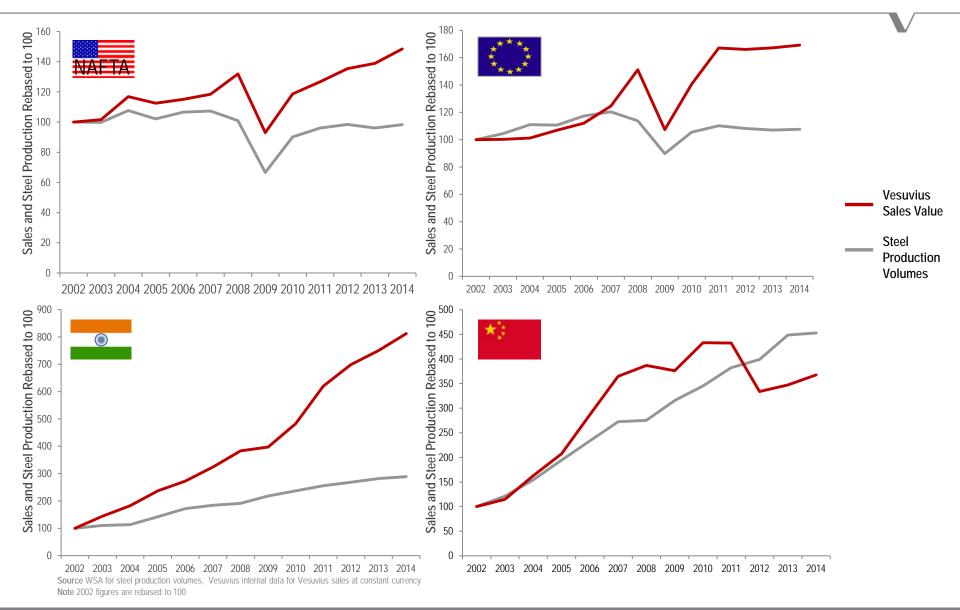
### Asia-Pacific:

- Increased penetration of products and solutions to customers
- Recovery in South East Asia

#### VESUVIUS plc



## Steel: Outperforming the underlying markets





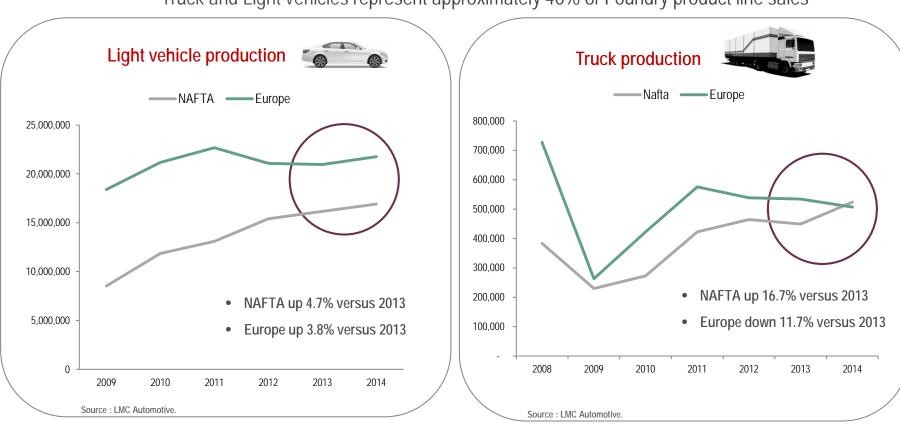
# Trading review: Steel division margins

£m	2014	2013	Y-o-Y change	Underlying change		Underlyin	g margin imp	provement
Revenue					12.0%			0.00/
Steel Flow Control	544.8	555.7	-2.0%	+4.3%	10.0% - 8.0% -	8.0%	8.7%	9.8%
Advanced Refractories	436.6	461.8	-5.5%	+4.5%	6.0% -			
Total Revenue	981.4	1,017.5	-3.5%	+4.4%	4.0% -			
Total Trading Profit	96.4	88.7	+8.7%	+17.1%	2.0% -			
Trading Margin %	9.8%	8.7%	+109bps	+106bps	0.0% –	2012	2013	2014

- Underlying trading profit up 17.1% reflecting:
  - Success of self-help actions
  - Improving margins through cost control
  - Increasing penetration of value added products and solutions
- Underlying margin improvement of 106 basis points



# Foundry markets

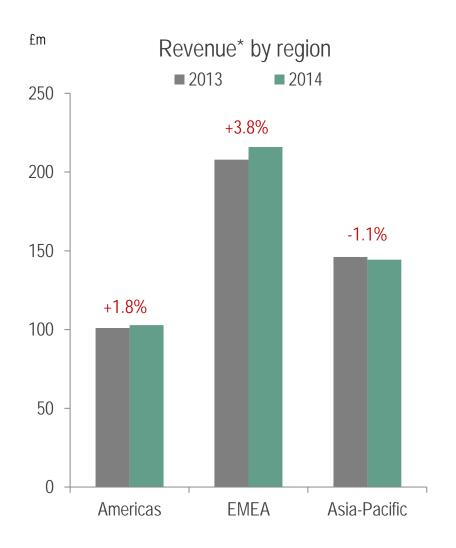


Truck and Light vehicles represent approximately 40% of Foundry product line sales

- Automotive production grew substantially in both areas
- Truck strong in NAFTA but down in Europe
- Other end-markets include mining, railways, construction and agriculture
- Mining sector (~7% of Foundry revenues) experienced continued significant difficulties in 2014



# Trading review: Foundry revenue



#### Americas:

- Growth in NAFTA light vehicle and truck production offset by:
  - Reduced foundry activity in Brazil
  - Reduced mining activity

#### EMEA:

 Increase driven by light vehicle production despite decrease in truck production

#### Asia-Pacific:

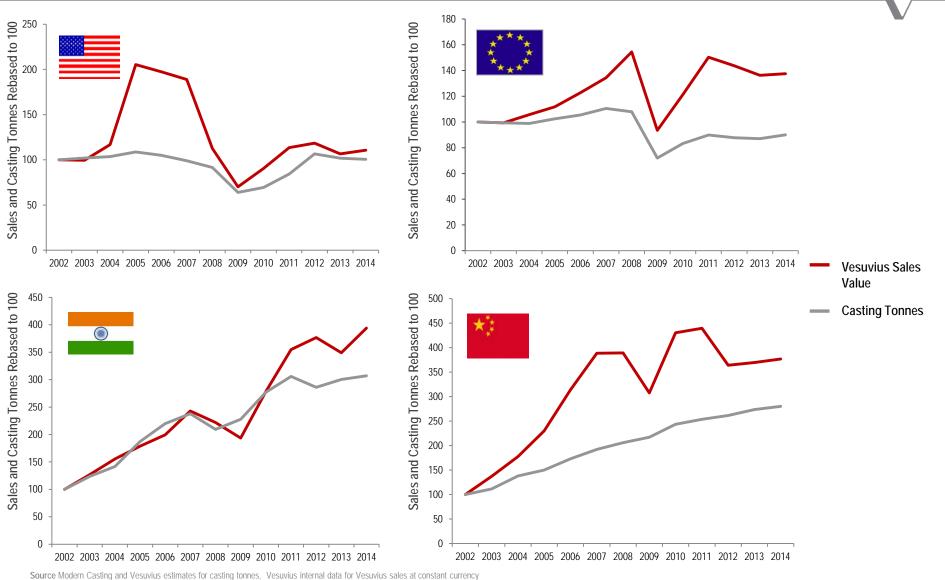
- Growth in Chinese light vehicle output offset by:
  - Reduction in automotive production in Thailand
  - Ban on iron-ore exports in Indonesia
  - Decrease in mining castings produced in Australia

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\*On an underlying basis: at constant currency and excluding the impact of acquisitions and disposals



## Foundry: Outperforming the underlying markets



Note 2002 figures are rebased to 100



# Trading review: Foundry division margins

Y-0-Y Underlying 12.0% 2014 2013 10.0% change 10.0% change 10.0% Revenue 463.0 493.0 -6.1% +1.8% 8.0% 6.0% **Trading Profit** 46.4 51.3 -9.5% +1.8% 4.0% 2.0% Trading Margin % 10.0% 10.4% -35bps +1bps 0.0% 2013 2014

Underlying margin flat

- Underlying trading profit up 1.8%
- Despite self-help actions, profitability remained flat due to:
  - Activity reduction in emerging markets with traditionally higher margins
  - Continued down cycle in mining
  - Political unrest in Ukraine



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# Foundry – going forward

- Foundry industry supported by industrial and infrastructure spend in China over the past decade
- Foseco grew strongly in this period
- Performance dropped off in 2012
  - No real recovery in 2013/14
- New management appointed to restore Foseco's innovation leadership and reposition the business for growth. Now actively working on:
  - Simplified organisation
  - Cost reduction
  - Capture the potential in China
- Potential for the business is strong but needs to be realised





### A GLOBAL LEADER IN METAL FLOW ENGINEERING

## **Financial Review**

Chris O'Shea Chief Financial Officer

### Income statement

	2014	2013	Year on Year Change	
	£m	£m	As reported	Underlying <sup>(1)</sup>
Revenue	1,444	1,511	-4.4%	+3.5%
Trading Profit	142.8	140.0	+2.0%	+11.6%
Trading margin %	9.9%	9.3%	+62bps	+71bps
Net finance costs	(16.4)	(17.3)		
Share of JV	1.4	2.5		
Profit before Tax	127.8	125.2		
Effective tax rate %	26.0%	26.5%		
Тах	(32.9)	(32.5)		
Non-controlling Interest	(4.6)	(5.0)		
Headline Earnings	90.3	87.7	+3.0%	+14.0%
Headline Earnings per share (p)	33.4	31.9	+4.7%	+15.8%

<sup>(1)</sup> Underlying basis is at constant currency and excludes separately reported items and the impact of acquisitions and disposals

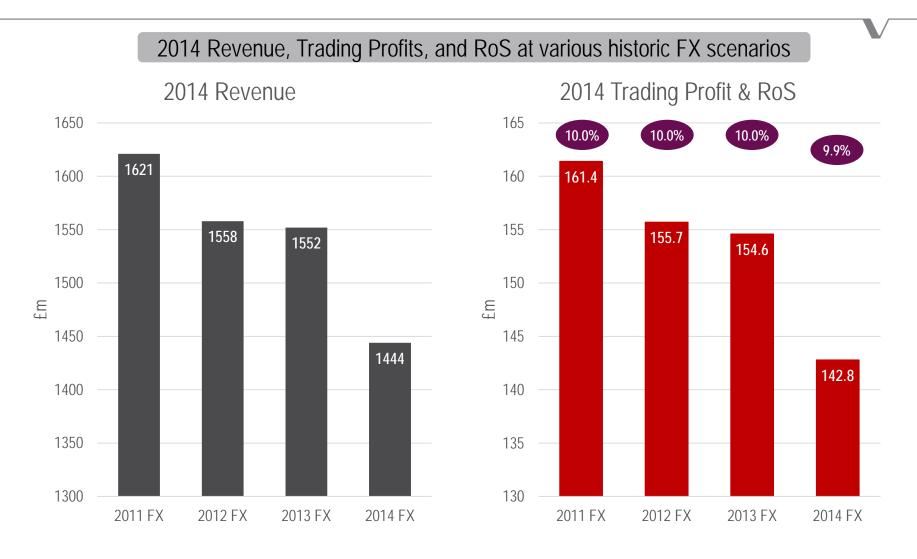


# The FX position remains mixed...

	2014 Average Rates	2013 Average Rates	2014 Average Rates v 2013 Average Rates	2014 Period End Rates	2014 Period End Rates v 2014 Average Rates
USD	1.65	1.56	(5.4%)	1.56	5.4%
EUR	1.24	1.18	(5.3%)	1.29	(4.0%)
BRL	3.87	3.37	(14.6%)	4.14	(7.0%)
INR	100.49	91.58	(9.7%)	98.16	2.3%
JPY	174.09	152.52	(14.1%)	186.38	(7.1%)
RMB	10.16	9.61	(5.6%)	9.66	4.9%
ZAR	17.83	15.03	(18.6%)	18.01	(1.0%)



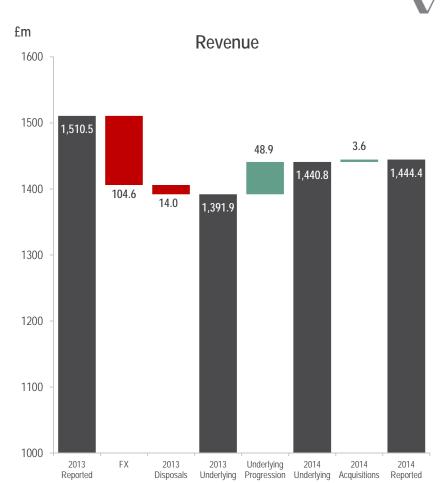
## ...but the cumulative effect of FX has been significant





# Underlying revenue grew 3.5%...

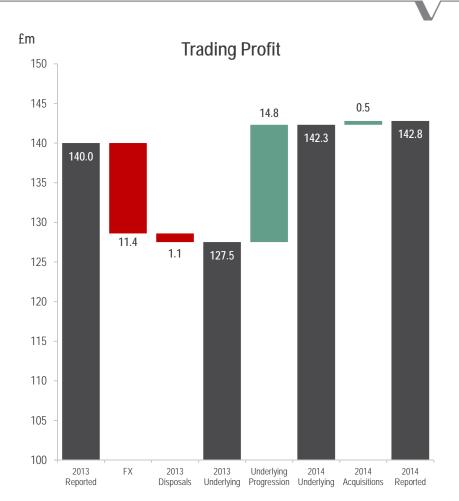
- Revenue down £66 million on a reported basis
- Revenue grew £49 million on an underlying basis
- Further growth of £4 million from acquisitions
  - Full year 2014 revenue of £19 million from acquisitions
- Underlying revenue growth in all regions
  - EMEA 1.2% £7.7m
  - Americas 4.4% £18.9m
  - Asia 6.8% £22.3m





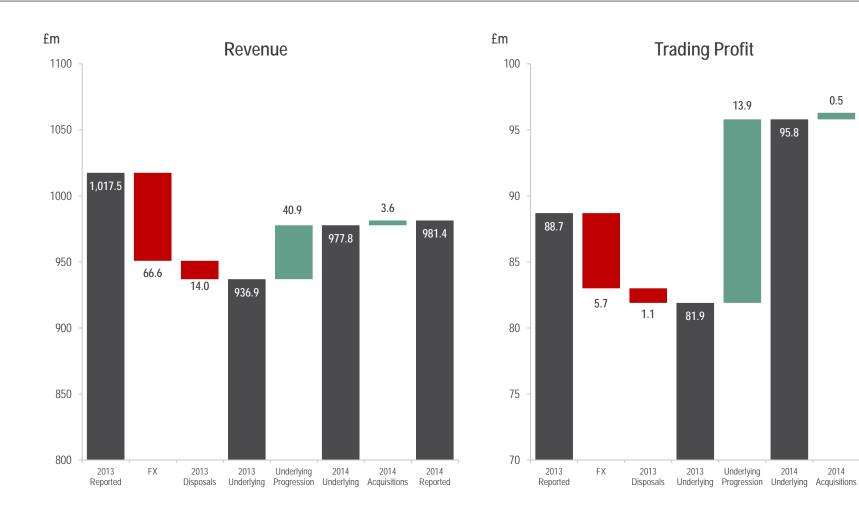
# ...whilst underlying trading profit grew 11.6%

- Trading profit up £2.8 million on a reported basis
- Trading profit grew £14.8 million on an underlying basis
- Further growth of £0.5 million from acquisitions
  - Full year 2014 trading profits of £3.1 million in acquired businesses





# Underlying Steel division profitability improved by 106 bps



AR

2014

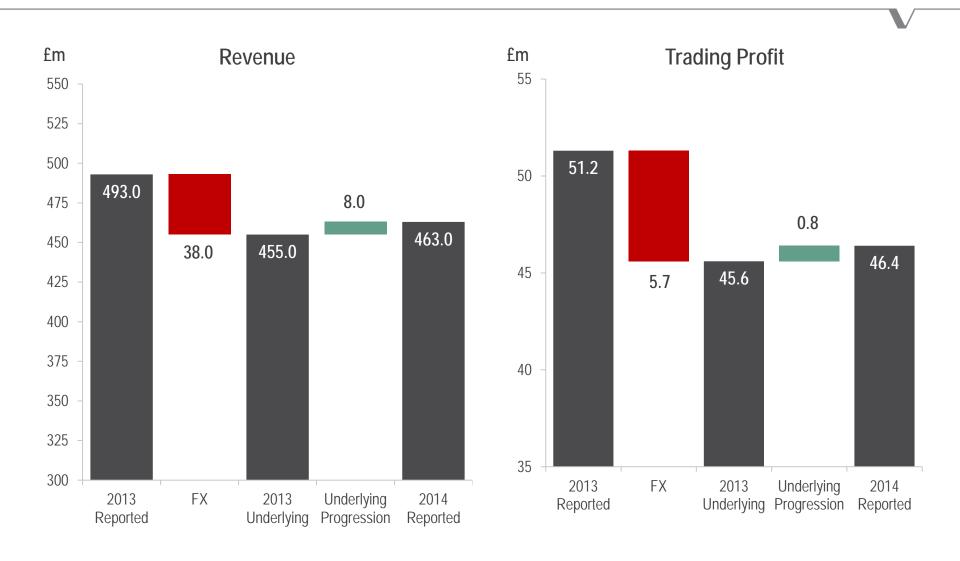
2014

Reported

0.5

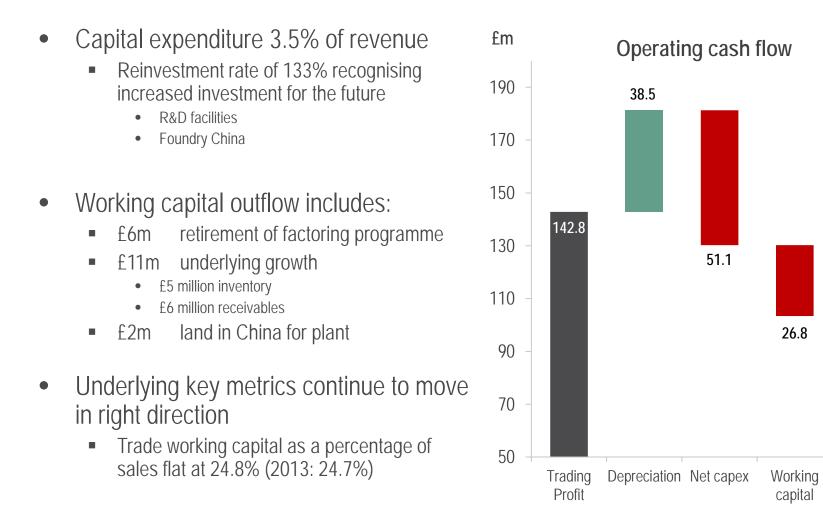
96.3

# Underlying Foundry division profitability was maintained at 10%





## Cash conversion of 72% driven by working capital...



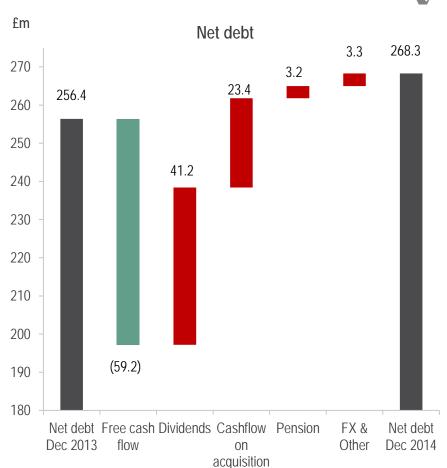


103.4

Actual

## Net debt increased by £11.9m to £268.3 million...

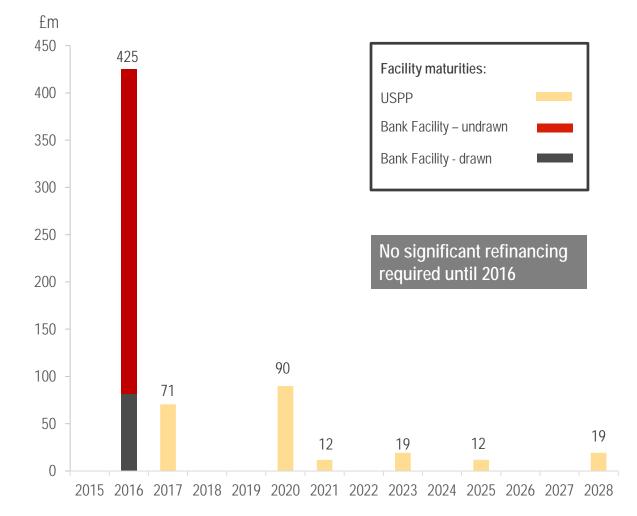
- Acquisition of ECIL Met Tec and Process
  Metrix
  - Cash outflow of £23.4m in 2014
- Lower free cashflow due to reduced cash conversion
- £41.2m dividend paid in 2014
- Reduced additional payments in pension scheme reflecting UK scheme surplus





# ...whilst the Group has significant headroom in its debt facilities

- £647 million of committed facilities
  - Further £77 million of uncommitted facilities
- Weighted average maturity of committed facilities
  - 3.0 years
- Undrawn facilities at 31
  December 2014
  - Committed £344m
  - Uncommitted £58m





## Defined benefit employee benefit schemes

- UK, USA and Germany comprise over 90% of Group's gross pension liabilities
- Increase in net deficit due to reduction in discount rates
  - UK 3.50% (down 0.90%)
  - USA 3.70% (down 0.80%)
  - Germany 2.20% (down 1.55%)
- Also due to increased mortality rate assumptions in the US
  - Men
    86.6 (up 1.5 years)
  - Women 88.8 (up 1.5 years)

£ million	31 Dec 2014	31 Dec 2013
Net Pension Deficits		
Germany	39.9	32.6
USA	35.6	23.3
Rest of World	<u>20.0</u>	<u>12.6</u>
	95.5	68.5
Net Pension Surpluses		
UK	<u>(49.8)</u>	<u>(28.7)</u>
Net Pension Deficit	45.7	39.8
Net Deficit on Other Post Retirement Benefit Schemes	<u>5.4</u>	<u>8.1</u>
Net deficit on Employee Benefit Schemes	<u>51.1</u>	<u>47.9</u>



## Dividend

- Proposed final dividend of 11.125 pence per share
  - Increase of 8.5% on 2013 final dividend of 10.25 pence
- Full year dividend of 16.125 pence per share
  - Increase of 7.5% on 2013 full year dividend of 15.00 pence
- £43.6 million total cash returned to shareholders for 2014
  - 2014 Interim Dividend £13.5m
  - 2014 Final Dividend £30.1m



## Financial strategy remains consistent







### A GLOBAL LEADER IN METAL FLOW ENGINEERING

## Strategy and Outlook

François Wanecq Chief Executive

## Delivering on the strategy

New R&D facilities opened in Enschede; New location selected in Pittsburgh Maintain technology leadership Introduction of a Stage Gate process Success of robotics handling operations Increase penetration of value creating solutions Numerous installations of the patented new generation tube changer 3085 New Foundry Plant in full production in China – Capture growth in developing markets Second phase being completed Viso mix plant commissioned in Brazil Lean manufacturing programme; Inventory days Improve cost leadership reduced by 3.8% yoy Successful integration of ECIL Met Tec and Process Metrix into Vesuvius; Build technical services offering Success of Accuoptix in various countries

# Maintain technology leadership

### Progress in 2014:

- Launched rigorous Stage-Gate<sup>®</sup> process for managing New Product Innovation
- Restructured R&D to enhance collaboration across our business
- Completed construction of new global R&D centre for Foundry in Enschede, Netherlands



### New Foundry Research and Development facility, Enschede





### R&D Spend (constant currency)

#### VESUVIUS plc

## Increase penetration of value creating solutions

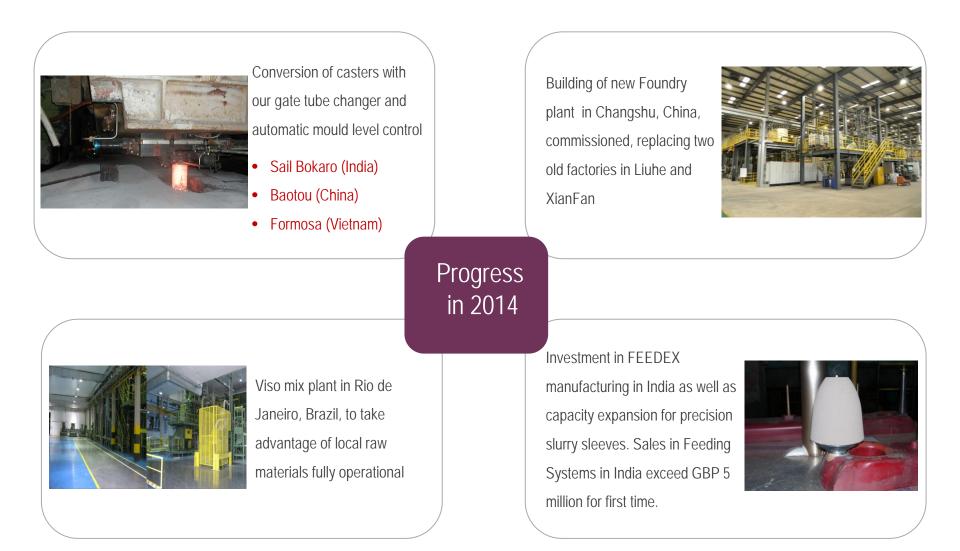




## Increase penetration of value creating solutions continued



# Capture growth in developing markets

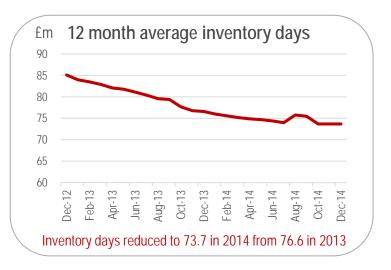


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### Improve Cost Leadership

- Launch of our group Quality Breakthrough program has allowed us to reduce by 32% number of repeat customer complaints over 3 years
- Extension of Lean Manufacturing throughout the Group
- Inventory reduction from 76.6 to 73.7 days (12 month average) after coming from 85 days in 2012
- Continued transfer of headcount towards low cost countries





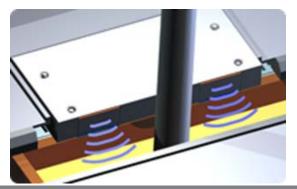


## **Build Technical Services offering**

- Successful launch of Accuoptix in Germany with several new customers secured for the coming months
- Acquisition of ECIL Met Tec in Brazil producing data capture devices for temperature, oxygen and hydrogen content data capture
- Acquisition of Process Metrix selling laser detection of refractory wear in steel vessels
- Development of new services with the XMAT mould instrumentation system) XLEV (Eddy current mould level sensor), XSVC (sub meniscus velocity sensor)







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### Capital markets day

- A capital markets day will be held on 18 19 June 2015
- Located close to Düsseldorf, Germany
- Opportunity to visit GIFA METEC
- Agenda focused on mid-term:
  - Vesuvius plc 30 months on
  - Market perspectives
  - Technology evolutions
  - China: market opportunities, existing presence, investment priorities
  - Technical Services: strategic rationale, current offering, long-term vision



### Outlook for 2015

- Trading environment to remain broadly similar to 2014
- Margins to improve further with self help actions and focus on value adding products
- Increase investment in research and development
  - To restore the flow of new products in Foundry
  - To support our initiative towards technical services
- Grow our presence in China further and restore Foundry China profitability
- Retain strong balance sheet to keep financial flexibility
- Progress our overall strategy of providing superior technical products and services for steel and foundry industries





### A GLOBAL LEADER IN METAL FLOW ENGINEERING

Q&A

### VESUVIUS plc



### A GLOBAL LEADER IN METAL FLOW ENGINEERING

Appendix

VESUVIUS plc

# 5 year history at constant currency<sup>(1)</sup>

	2010	2011	2012	2013	2014
Revenue	1,342.2	1,501.5	1435.2	1,405.9	1,444.4
Steel	886.6	968.0	950.8	950.9	981.4
Foundry	455.6	533.5	484.4	455.0	463.0
Trading Profit	147.9	156.8	115.9	128.6	142.8
Steel	90.1	93.0	76.0	83.0	96.4
Foundry	57.8	63.8	39.9	45.6	46.4
Margins	11.0%	10.4%	8.1%	9.1%	9.9%
Steel	10.2%	9.6%	8.0%	8.7%	9.8%
Foundry	12.7%	12.0%	8.2%	10.0%	10.0%

(1)All numbers shown at December 2014 full year average exchange rates



# Currency – Ready Reckoner

Currencies	Approximate Change in profits		
US Dollar	£0.4 million		
Euro	£0.3 million		
Chinese Renminbi	£0.2 million		
Japanese Yen Indian Rupee Brazilian Real	£0.1 million		

- Rule of thumb for impact of a 1% movement in currency against sterling
  - Amounts shown are movements for each currency
  - Works both for strengthening and weakening of currencies



## Market leading positions across many of our products

### Molten metal in steel industry



A world leader in flow control systems (slide gates) A world leader in isostatically pressed refractories A world leader in flow control pre-cast solutions A world leader in mould & tundish fluxes

#### Steel Flow Control Competitors



### Molten metal in foundries



A world leader in filters A world leader in feeding systems A world leader in coatings

#### Foundry Technologies Competitors





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Hamilton

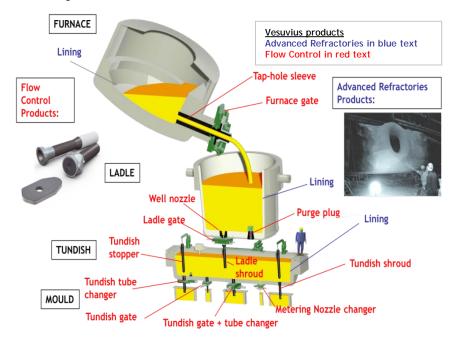
ASKCHEMICALS



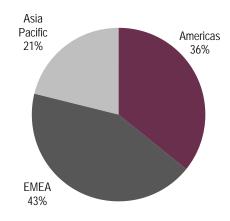
### Main products and markets – Steel business segment

#### Steel business segment overview

 World leader in the supply of consumable Steel Flow Control products used in the enclosed continuous casting process and a leading supplier of Advanced Refractories used as high temperature linings



#### Steel business segment revenue by operating location



Source Vesuvius breakdown of 2014 Reported Revenues

VESUVIUS plr

Well balanced presence in all major areas

- Vesuvius is the only truly global player in Flow Control
- Asia Pacific major volume growth potential
- Europe and NAFTA as laboratories for innovation

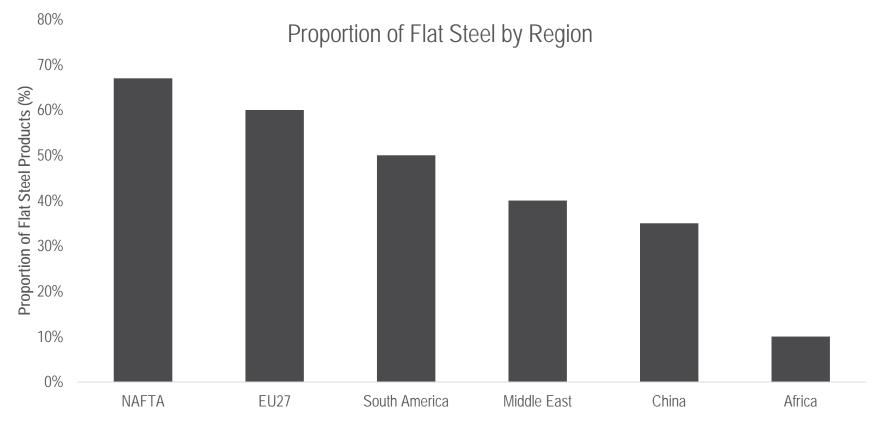
A global leader for steel flow control consumable ceramics



### Growth opportunities – Steel

Vesuvius serves mainly the flat products market which will grow at a higher pace than global steel as developing markets evolve towards consumption driven economies

Typical consumption of Flow Control products in flat steel is £1.5 /T of steel vs £0.5/T of steel in long



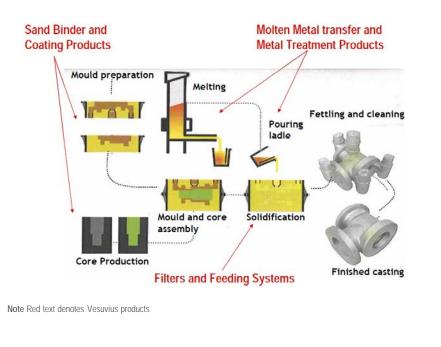
Source Based on data from WSA & SBB, with Vesuvius assumptions used for China

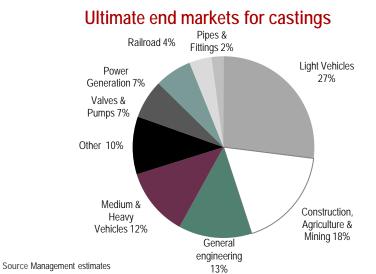


## Main products and markets – Foundry business segment

#### Foundry casting process

 World leader in the supply of consumable products and technical services used in the production of metal castings which themselves have a wide variety of uses in engineered products





#### Foundry business segment revenue by operating location

VESUVIUS plr





### Growth opportunities – Foundry

#### Foundry output

Major segments requiring Vesuvius solutions have the highest growth: Ductile iron, Steel and Aluminium



Significant upside potential through continuing market penetration as emerging markets move towards higher quality foundry castings ... and as we improve penetration of our solutions in NAFTA and Japan

> Northern Europe South America

Japan

NORAM CEME India China

DUCTILE

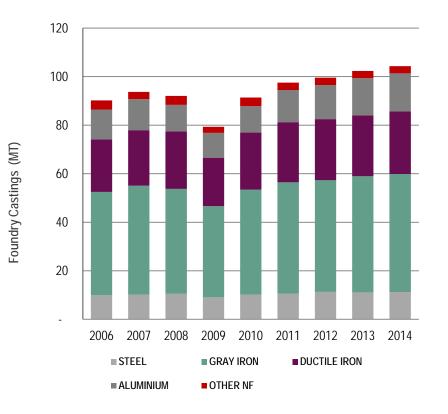
Northern Europe

South America

NORAM CEME India China

STEEL

Japan



Source Modern Casting, Vesuvius estimate for 2014



ALUMINIUM

Japan NORAM CEME India China

40.0

35.0

30.0

25.0

20.0

15.0

10.0

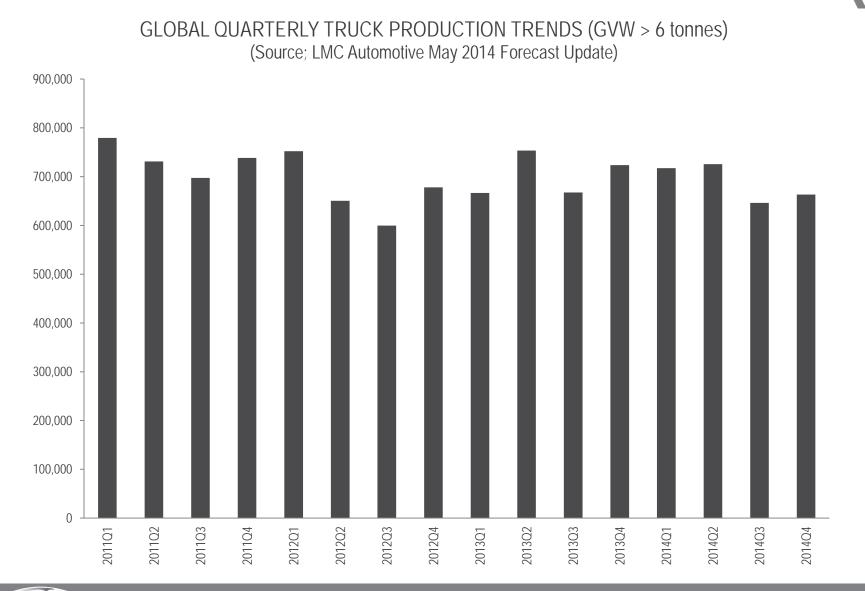
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Northern Europe South America

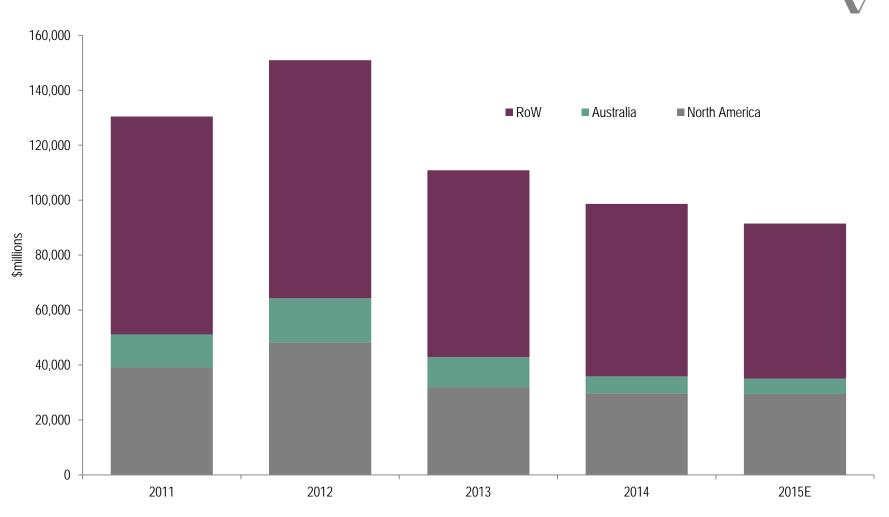
Foundry Sales (£/tonne)

### World truck market evolution





# Mining capital expenditure has fallen significantly since 2012



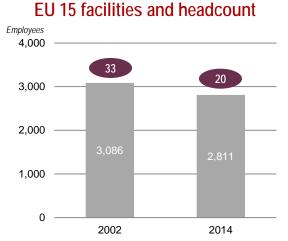
Source: Bloomberg, JPMC Research



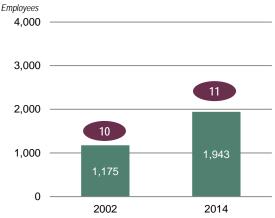
## A continued shift of operations to align with customers



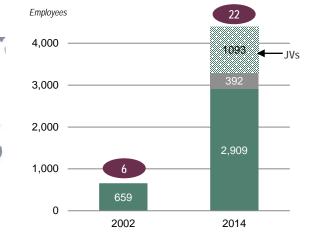
South America facilities and headcount







#### Asia Pacific facilities and headcount



Note 2002 numbers do not include Foseco (acquired by Cookson in 2008) which had 27 sites and 3400 employees at acquisition

1,186

2014

Employees

4,000

3.000

2,000

1,000

0

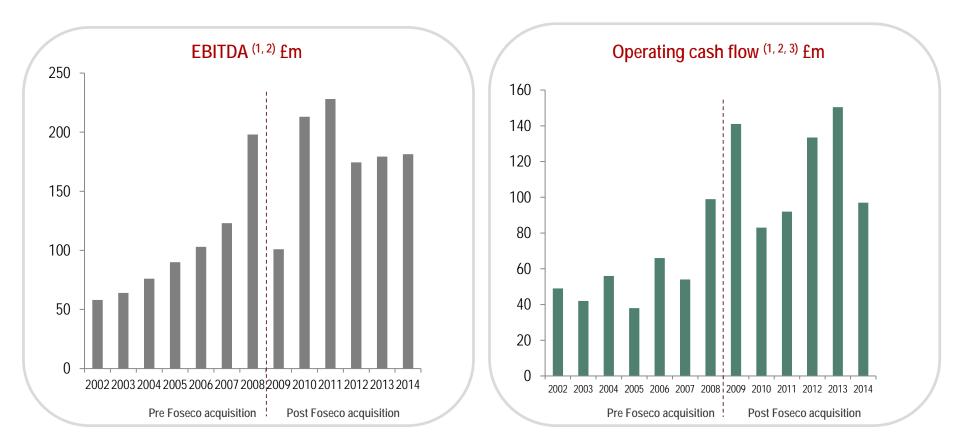


476

2002

Facilities Developed markets Developing markets

## Confirmed resilient profit and strong cash flow generation



(1) Company data as reported, excluding Precious Metals Processing

- (2) 2012 results have been restated as a result of IAS 19 (Revised) Employee Benefits
- (3) Cash flow from operations before interest and tax and after capital expenditure

