

THIS ANNOUNCMENT CONTAINS INSIDE INFORMATION

Full Year Results for the twelve months ended 31 December 2024

Vesuvius plc, a global leader in molten metal flow engineering and technology, announces its audited results for the twelve months ended 31 December 2024.

et	2024	2023	Underlying	Year-on-year
Financial summary	(£m)	(£m)	change ⁽¹⁾	change
Headline				
Revenue	1,820.1	1,929.8	(1.8%)	(5.7%)
Trading Profit (2) (EBITA)	188.0	200.4	(0.2%)	(6.2%)
Return on Sales (2)	10.3%	10.4%	+10bps	-10bps
Headline basic EPS (2) (pence)	43.3	46.7	+2.1%	(7.2%)
Free cash flow (2)	60.8	128.2	NA	(52.6%)
Net Debt / EBITDA ⁽²⁾	1.3x	0.9x	NA	+0.4x
Statutory				
Operating Profit	153.7	190.1	(13.8%)	(19.1%)
Profit Before Tax	138.6	179.4	(16.3%)	(22.7%)
Statutory basic EPS (pence)	33.5	44.0	(16.0%)	(23.8%)
Cash inflow from operations	216.7	272.0	NA	(20.3%)
Dividend (pence per share)	23.5	23.0	NA	+2.2%

⁽¹⁾ Underlying basis is at constant currency and excludes separately reported items, and the impact of acquisitions and disposals.

Highlights

- Robust Group performance with market share gains in Flow Control and Foundry, delivered in challenging market conditions
- Together with resilient pricing and cost reductions, this partially offset weak end markets experienced in the Foundry Division
- Group revenue, trading profit and return on sales stable year-on-year on an underlying basis
- Good performance by our Steel Division despite weaker markets than originally anticipated
 - · Positive net pricing across the year
 - Flow Control continues to gain market share
 - RoS improved by 110bps (underlying) to 11.4% driven by cost savings and net positive pricing
- Challenging year for the Foundry Division as markets outside of India weakened, offsetting strategic progress
 - Good market share gains overall
 - Accelerated delivery of cost-savings
 - Return on sales reduced by 230bps (underlying) to 7.4%, with low activity in EU+UK, North America and North Asia
- Acceleration of our group-wide cost reduction programme with £13m delivered in-year and exit run-rate of c. f18m
- New product sales increased further to 19.1%, with 33 new products launched in 2024 and a strong pipeline of new products for the coming years
- Strategic expansion programme in Asia and Flow Control largely completed
- Acquired PiroMET, a refractory and robotics business in Turkey, in February 2025, enhancing our position in the strategically important and growing EEMEA market

 $^{^{(2)}}$ For definitions of non-GAAP measures, refer to Note 16 in the Condensed Group Financial Statements.

- Trade working capital intensity reducing by 50bps to 22.9%
- Share buyback programmes successfully implemented in 2024, with 5% of shares in issue bought back during the year. Second programme launched in November 2024, continuing in 2025
- Strong-balance sheet with net debt / EBITDA of 1.3x (31 December 2024)
- Proposed final dividend of 16.4p, bringing the full year dividend to 23.5p, up 2.2%
- Strong safety performance with a record Lost time injury frequency rate of 0.52
- Reduction of 27% in CO₂e intensity vs. 2019 baseline, exceeding our intermediary target of -20% by 2025

Comment from Patrick André, CEO:

"This has been a challenging year for Vesuvius with Foundry markets in Europe, North Asia and the Americas weakening significantly and global Steel production outside China negatively affected by the sharp increase of Chinese steel exports. Despite this, thanks to significant cost cutting, resilient pricing and market share gains, we have delivered a robust performance, maintaining our results at the level of 2023 on an underlying basis, demonstrating again the strength of our technologically differentiated business model.

For the year ahead, while we remain confident in our own performance, we are cautious on market conditions due to the uncertain economic environment arising from the negative impact of trade tariffs which continue to evolve, geopolitical volatility and the continuing structural weakness of Steel and Foundry markets in Europe. We currently anticipate that our trading profit in 2025 will be at a broadly similar level to 2024 on a constant currency basis and including the contribution from the PiroMET acquisition. We expect that cashflow for 2025 will be significantly ahead of 2024, benefiting from our working capital focus and a more normalised level of capex.

Given the near-term uncertain tariff and geopolitical environment and the decline experienced in Foundry end markets over the last 18 months, we are now targeting to achieve our mid-term Return on Sales target of at least 12.5% by 2028 and to deliver our cumulative £400m free cash flow target by 2027. This will be partially dependent on a return to normal conditions in our end-markets and will be supported by an extension of our cost reduction programme which we are increasing from £30m to £45m by 2028."

Presentation of Full Year 2024 Results

Vesuvius management will make a presentation to analysts and investors on 6 March 2025 at 09:00 UK time at the London Stock Exchange, 10 Paternoster Square, London EC4M 7LS. For those unable to attend, the event will be livestreamed and can be accessed by clicking here. Participants can also join via an audio conference call. Please click here to register. Once registered, you will be provided with the information needed to join the conference, including dial-in numbers and passcodes. Be sure to save this information in your calendar.

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The person responsible for arranging the release of this announcement on behalf of Vesuvius is Mark Collis, Chief Financial Officer.

About Vesuvius plc

Vesuvius is a global leader in molten metal flow engineering and technology principally serving process industries operating in challenging high-temperature conditions.

We develop innovative and customised solutions, often used in extremely demanding industrial environments, which enable our customers to make their manufacturing processes safer, more efficient and more sustainable. These include flow control solutions, advanced refractories and other consumable products and increasingly, related technical services including data capture.

We have a worldwide presence. We serve our customers through a network of cost-efficient manufacturing plants located close to their own facilities, and embed our industry experts within their operations, who are all supported by our global technology centres.

Our core competitive strengths are our market and technology leadership, strong customer relationships, well established presence in developing markets and our global reach, all of which facilitate the expansion of our addressable markets.

Our ultimate goal is to create value for our customers, and to deliver sustainable, profitable growth for our shareholders giving a superior return on their investment whilst providing each of our employees with a safe workplace where they are recognised, developed and properly rewarded.

We think beyond today to create solutions that will shape the future.

Forward looking statements

This announcement contains certain forward looking statements which may include reference to one or more of the following: the Group's financial condition, results of operations, cash flows, dividends, financing plans, business strategies, operating efficiencies or synergies, budgets, capital and other expenditures, competitive positions, growth opportunities for existing products, plans and objectives of management and other matters. Forward-looking statements can be identified by the use of terms such as 'intend', 'aim', 'project', 'anticipate', 'estimate', 'plan', 'believe', 'expect', 'forecasts', 'may', 'targets', 'could', 'should', 'will', 'continue' or similar words.

Such forward looking statements, including, without limitation, those relating to the future business prospects, revenue, working capital, liquidity, capital needs, interest costs and income, in each case relating to Vesuvius, wherever they occur in this announcement, are necessarily based on assumptions reflecting the views of Vesuvius. Although Vesuvius makes such statements based on assumptions that it believes to be reasonable, by their nature, these forward looking statements are subject to a number of known and unknown risks, uncertainties and other factors beyond Vesuvius' control that could cause actual results, performance or achievements to differ materially from those expressed or implied by the forward looking statements. Such forward looking statements should, therefore, be considered in light of various important factors that could cause actual results to differ materially from estimates or projections contained in the forward looking statements. These include without limitation: economic and business cycles; the terms and conditions of Vesuvius' financing arrangements; foreign currency rate fluctuations; competition in Vesuvius' principal markets; acquisitions or disposals of businesses or assets; and trends in Vesuvius' principal industries.

The foregoing list of important factors is not exhaustive. When considering forward looking statements, careful consideration should be given to the foregoing factors and other uncertainties and events, as well as factors described in documents the Company files with the UK regulator from time to time including its annual reports and accounts. In light of these risks, uncertainties and assumptions, the forward looking events discussed in this announcement might not occur and such forward looking statements are not guarantees or predictions of Vesuvius' future performance. You should not place undue reliance on such forward looking statements which speak only as of the date on which they are made. Past performance is no guide to future performance and persons needing advice should consult an independent financial adviser.

Neither Vesuvius nor any of its affiliates, associates, employees, directors, officers or advisers assumes any responsibility for the accuracy or completeness or undertakes any obligation, to update or revise any of these forward-looking statements to reflect any new information or any changes in events, conditions or circumstances on which any such forward-looking statement is based save in respect of any requirement under applicable law or regulation.

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Vesuvius plc

Full Year Results for the twelve months ended 31 December 2024

In 2024, we have shown resilience despite difficult market conditions, thanks to a strong focus on cost reduction and to the continuing benefits of our technology strategy.

£m	2024 Reported	2023 Reported	currency	2023 Underlying	Reported Change	Underlying Change
Revenue	1,820.1	1,929.8	(76.0)	1,853.7	(5.7%)	(1.8%)
Trading Profit	188.0	200.4	(11.9)	188.4	(6.2%)	(0.2%)
Return on Sales	10.3%	10.4%		10.2%	-10bps	+10bps

Resilient Group trading performance

In 2024, revenue was £1,820.1m, an underlying decrease of 1.8% compared to 2023, and a 5.7% decline on a reported basis, reflecting FX headwinds. The small underlying decrease in revenue was principally due to lower volumes (£30.1m), reflecting a weak market that we partially offset by market share gains, and pricing declines of £3.5m reflecting the lower cost of raw materials. Revenue in our Steel Division was stable on an underlying basis reflecting some market share gains in a market which grew only very moderately, while in Foundry, revenue reduced by 6.3% on an underlying basis, principally reflecting lower market activity, which we partially offset by market share gains.

Trading profit was £188.0m, stable on an underlying basis and a decrease of 6.2% on a reported basis versus the prior year reflecting FX headwinds. The benefits of our £30m cost-saving programme delivered a £13m in-year benefit, well ahead of our previous expectations resulting from the accelerated delivery on specific projects, and a further benefit of £6m from short-term actions. These were mostly offset by the negative profit impact of volume reductions. Net pricing was essentially neutral for the Group with a modest consolidated impact of minus £2m on trading profit. The Group achieved a return on sales of 10.3% in 2024, 10 basis points ahead of 2023 on an underlying basis. This resilient performance was achieved through the swift implementation of cost reduction actions and market share gains, particularly in Flow Control and in Foundry, supported by the differentiation of our products.

Difficult market background in both Steel and Foundry

Global steel production remained subdued in the world excluding China, Russia, Iran and Ukraine with growth limited to 0.8% for the full year (Source: World Steel Association), due to sharply increasing steel exports from China. Steel production in India continued to exhibit strong growth (+6.3% year-on-year), as did South-East Asia (+5.3%) and EEMEA (EMEA excluding EU+UK, Iran, Russia and Ukraine) (+4.1%). Conversely, Steel production declined in the Americas (-2.9%) and in North Asia (-3.6%). Europe (EU+UK) only modestly recovered from the very low point of 2023, with growth of +1.2%.

Despite steel production in China contracting by 1.7%, the level of net exports continued to rise during the year, reaching 104 million tonnes, an increase of c. 20 million tonnes versus 2023, due to an even sharper decline in domestic steel consumption. These increasing exports put steel production outside of China under strong pressure and depressed steel prices worldwide.

Foundry markets, with the exception of India, remained very weak throughout 2024, in particular in Europe, North Asia and in the Americas, as declining industrial activity impacted the end markets of our customers. All industrial end markets outside of China were affected, including the light vehicle industry which had performed well in 2023. The foundry market decline was particularly severe in EU+UK and in North Asia important regions for our Foundry Division, and we now do not expect them to return to their pre-pandemic levels in the near future.

Good performance in our Steel Division

Despite adverse market conditions, the Steel Division performed well in 2024. On an underlying basis, the Steel Division revenue remained broadly stable (-0.1%) while profit grew by 9.9%, resulting in return on sales increasing by 110bps. Revenue growth was driven by market share gains offsetting slightly negative market volumes evolution overall due to our overweight market position in North America, where Steel production declined in 2024.

Overall, we gained market share across the Steel Division, with gains across the Flow Control business and in Advanced Refractories in the growing regions of Asia and EEMEA, which more than offset some limited Advanced Refractories market share losses in EU+UK and the Americas.

Headline pricing decreased slightly, reflecting a decline in raw materials costs. Pricing net of cost inflation (raw materials and labour), however, remained positive.

Steel Division profits were also supported by the strong cost reduction actions undertaken as part of the group-wide £30m cost-saving programme.

Performance of the Foundry Division negatively impacted by the short-term market conditions, despite good underlying progress

Severe market decline, in particular in EU+UK and North Asia which represents c. 40% of the Foundry Division turnover, reduced overall Foundry Division revenue by c. 10%. The division was, however able to mitigate this general market downturn with market share gains of c. 5%.

Headline pricing also decreased during the year, reflecting a decline of raw materials prices. Pricing net of cost inflation (labour and raw materials) was slightly negative as labour inflation was not fully compensated by price increases.

The division reacted strongly to this challenging environment, successfully implementing cost-reduction actions and accelerating production and resources transfers from EU+UK to lower cost and faster growing areas.

We expect this this strong action plan will pave the way for an improvement of the Foundry Division results going forward despite the continuing difficult market conditions in Europe and North Asia.

Capacity-expansion investment programme in Flow Control and in Asia nearing completion

The investment programme to expand capacity and support the growth of Flow Control worldwide and Advanced Refractories and Foundry in Asia, initiated in 2021, is now largely complete and will underpin the progression of our results and profitability in the years to come. The expanded production capacity for VISO, Slide Gate and Mould Flux in Flow Control is now largely operational and will support the business unit's expansion in India, South-East Asia, EEMEA and North America.

In Advanced Refractories, the expansion of our Basic monolithic and AlSi monolithic capacity at our new flagship plant in Vizag is nearing completion and will support profitable growth of the business unit in India going forward.

In Foundry, our non-ferrous flux production line in China is now fully operational and will enable the business unit to accelerate its penetration of the fast-growing aluminium foundry market.

This three-year capex programme of capacity expansion will be mostly completed by the end of H1 2025. Following this, capex is expected to revert towards normalised levels.

Good cash generation and strong balance sheet

The business delivered adjusted operating cashflow of £130.3m in 2024, which represented a 69% cash conversion rate for the year. Free cashflow was £60.8m, after cash capex of £100.8m (2023: £92.6m). We maintained a strict focus on working capital management and were able to reduce our trade working capital intensity further, which was 22.9% at the year end, versus 23.4% last year.

Our balance sheet remained strong with a debt leverage ratio of 1.3x (31 December 2023: 0.9x), at the lower end of our 1.0 - 2.0x range. This reflects the free cashflow described above, £63.4m of payments relating to the share buybacks executed during the year and dividends of £61.1m.

In February 2025 we concluded the refinancing of our RCF facility, extended to £475m, with a syndicate of 10 banks for a term of 4.5 years.

Continued progress in the productivity of R&D and new product development

We increased our investment in research and development in 2024 (on a constant currency basis), spending £36.9m, equating to 2.0% of revenue. This was fully expensed in our income statement. Our two focus areas remain: (1) innovation in materials science, with an objective to continuously improve the performance of our consumables, and (2) the development of mechatronics solutions to enable our customers to substitute the operators who manipulate our consumable refractories with robots and, by doing so, improve their safety, reliability, cost and quality performance.

Our New Product Sales ratio, defined as the percentage of our sales realised from products which didn't exist five years ago, reached 19.1% for the Group in 2024 (and was over 20% in our Flow Control business). This is up from 17.6% in 2023 and well on track towards our group target of over 20% by 2026. We launched 33 new products in 2024 and have an extensive pipeline of products under development which will be progressively introduced in the market over the coming years and will support our ambition to grow our revenue and profitability.

Our robotics business is also accelerating, with orders for robotic systems for Flow Control growing from 5 projects in 2023 up to 9 in 2024. We also saw a considerable increase in robots shipped, up to 6 in the year versus one in 2023, reflecting the significant positive momentum in orders over the last two years.

Cost optimisation programme delivering above expectations

Our cost optimisation programme, launched in late 2023, initially aimed to deliver £30m of annually recurring cash savings by 2026. This program covers all of our worldwide activities and focuses on operational improvement, lean initiatives, automation and digitalisation as well as optimisation of our manufacturing footprint.

In 2024, we delivered cost savings under this programme of £13m with an annualised exit run-rate of £18m. Of the savings delivered in-year, slightly under half were in the Foundry Division, reflecting swift action taken to address costs

in a challenging environment. The cost savings achieved to date have been weighted towards headcount reductions. We expect to deliver incremental in-year cost savings of £12m - £14m in 2025.

The one-off costs to deliver these savings are shown as separately reported items, and in FY24 were £14.6m charged to the income statement with a cashflow impact of £7.9m. We anticipate one-off costs in 2025 in the region £7-10m and retain our guidance that the total programme will cost c. £40m, including associated capex costs.

Given this good progress in 2024, we are now raising our cash cost savings objective from £30m of recurring annual savings by 2026 to £45m of recurring annual savings by 2028, with an incremental cost of delivery of c. £20m.

Acquisition in Turkey

Following the agreement reached in November 2024, on 28 February 2025 we completed the acquisition of a 61.65% shareholding in PiroMET, a Turkish refractory company, for €26.2m. The acquisition will strengthen our Advanced Refractory business in the fast-growing region of EEMEA and will also allow us to leverage PiroMET's expertise in robotics and gunning worldwide.

Best ever safety performance

In 2024 we achieved a further improvement in safety, with a Lost Time Injury Frequency Rate (the number of injuries necessitating a lost work-shift, per million hours worked) of 0.52, our best result ever, having achieved 0.60 in 2023. This positions Vesuvius among the best-in-class companies worldwide and is the result of many years of efforts to integrate safety as the number one priority in the company culture. We remain committed to our goal of zero accidents, and we will strive towards this objective.

Significant progress on our journey to net zero

We continued to implement our action plan to progressively decarbonise our activities. As a result, we have reduced our carbon intensity (CO₂e tonnes per million tonnes product sold) by 27% as compared with our 2019 reference year, on a pro forma basis (-40% on a reported basis), significantly ahead of our 2025 objective of a 20% reduction. This has been achieved through decarbonising our electricity, improving energy efficiency, and moving from higher to lower carbon-emitting energy sources. As part of this initiative, our plant in Rio de Janeiro, Brazil, became our first carbon-free major manufacturing site operating exclusively on renewable electricity and biomethane.

Dividend and share buy-backs

Vesuvius has a progressive dividend policy. As a minimum we will maintain our dividend per share year-on-year and increase it, through the cycle, in line with earnings per share growth. In addition, where cash is not required for additional investment in the business and while maintaining a strong and prudent balance sheet, we will return cash to shareholders via other means, such as share buy-backs.

The Board has recommended a final dividend of 16.4 pence per share, which together with the interim dividend paid of 7.1 pence per share, brings the total dividend for the year to 23.5 pence per share, which is a 2.2% year on year increase on the total dividend for 2023 of 23.0 pence per share. This represents a dividend cover of 1.8x compared to headline EPS for 2024.

Over 2024 we completed our first £50m share buyback (initiated in December 2023) and started a second £50m tranche in November 2024, resulting in a total cash outflow on share repurchases of £62.4m in FY24 (£63.4m inclusive

of costs), with £34.5m remaining under the announced programme. In total 13.8m shares were repurchased during the year, reducing our shares in issue by c. 5%.

Current trading and outlook

This has been a challenging year for Vesuvius with Foundry markets in Europe, North Asia and the Americas weakening significantly and global Steel production outside China negatively affected by the sharp increase in Chinese steel exports during the year. Despite this, thanks to significant cost cutting, resilient pricing and market share gains, we have delivered a robust performance, maintaining our results at the level of 2023 on an underlying basis, demonstrating again the strength of our technologically differentiated business model.

For the year ahead, while we remain confident in our own performance, we are cautious on market conditions due to the uncertain economic environment arising from the negative impact of trade tariffs which continue to evolve, geopolitical volatility and the continuing structural weakness of Steel and Foundry markets in Europe. We currently anticipate that our trading profit in 2025 will be at a broadly similar level to 2024 on a constant currency basis and including the contribution from the PiroMET acquisition. We expect that cashflow for 2025 will be significantly ahead of 2024, benefiting from our working capital focus and a more normalised level of capex.

Medium-term strategic position

In November 2023 we presented our strategy and medium-term targets to investors at a Capital Markets Event. We highlighted favourable medium-term trends in our end-markets, and, through our market leading investment in research and development, demonstrated our ability to gain both market share while pricing for the value we generate for our customers. We also set out a cost reduction programme to achieve at least £30m of annually recurring costs savings in 2026.

Over the past year, we have implemented our programme and delivered on the cost reduction actions, as set out above. We have also seen the benefit of our technology-led business model, with our differentiation driving market share gains in Flow Control and Foundry. The market backdrop, however, has been challenging, particularly in our Foundry Division where the decline in market activity has been significant, such that the benefit of cost savings in FY24 has largely been offset by this market decline. Despite the short-term uncertainties in our end markets, we remain confident in the mid to long term growth potential of these markets and in particular growth in the steel market outside of China. The strength of our technology-based business model should also enable us to continue outperforming our underlying markets in Flow Control and Foundry.

Given the near-term uncertain tariff and geopolitical environment and the decline experienced in Foundry end markets over the last 18 months, we are now targeting to achieve our mid-term Return on Sales target of at least 12.5% by 2028 and to deliver our cumulative £400m free cash flow target by 2027. This will be partially dependent on a return to normal conditions in our end-markets and will be supported by an extension of our cost reduction programme which we are increasing from £30m to £45m by 2028.

Operational Review

Vesuvius comprises two Divisions, Steel and Foundry. The Steel Division operates as three business lines, Flow Control, Advanced Refractories and Sensors & Probes. Changes described are versus 2023 on an underlying basis, excluding the impact of FX, unless otherwise noted. There were no acquisitions or disposals in 2024 and hence no adjustments were required.

Steel Division

Steel Division	2024 (£m)	2023 (£m)	Underlying change	Change
Flow Control Revenue	769.0	793.0	1.3%	(3.0%)
Advanced Refractories Revenue	535.6	567.9	(2.6%)	(5.7%)
Steel Sensors & Probes Revenue	39.2	39.1	7.0%	0.4%
Total Steel Revenue	1,343.8	1,400.0	(0.1%)	(4.0%)
Total Steel Trading Profit	153.0	147.6	9.9%	3.7%
Total Steel Return on Sales	11.4%	10.5%	+110bps	+90bps

Our Steel Division reported revenues of £1,343.8m in 2024, flat on an underlying basis (-0.1%) and a decrease of 4.0% on a reported basis, reflecting currency headwinds. The flat performance reflects an increase in revenue of 1.3% in Flow Control offset by a 2.6% reduction in Advanced Refractories. Revenue from Sensors and Probes grew 7% due to market share gains. The impact of the underlying steel market performance was negative given our mix of business, as a result of our strong position in the North America market where Steel production declined during the year, which we partially offset by market share gains.

Steel Division trading profit grew by 9.9% on an underlying basis to £153.0m. The profit impact from volume declines was greater than usual reflecting some plant underutilisation in recently expanded sites. The impact of these negative volumes was offset by a combination of modestly positive net pricing and accelerated cost savings, both as part of our group-wide cost-saving programme, and additional one-off benefits. The rise in trading profit on broadly flat revenue has resulted in the divisional return on sales reaching 11.4%, an increase of 110bps.

Flow Control

Flow Control Revenue	2024 (£m)	2023 (£m)	Underlying change	Change
Americas	297.8	317.8	(1.1%)	(6.3%)
Europe, Middle East & Africa (EMEA)	241.3	252.7	(1.2%)	(4.5%)
Asia-Pacific	230.0	222.4	7.8%	3.4%
Total Flow Control Revenue	769.0	793.0	1.3%	(3.0%)

In 2024, revenue in the Group's Flow Control business increased by 1.3% on an underlying basis to £769.0m (a decline of 3.0% on a reported basis after FX headwinds). This performance was driven by positive pricing and overall market share gains, partially offset by market-driven volume declines.

In the Americas, overall underlying revenue declined 1.1%, made up of a small out-performance of the market in North America (volumes reducing 3% against a market decline of 4%) but with modestly positive pricing and a slight decline in South America with sales volumes declining moderately while steel production volumes were broadly flat, in part due to a significant destocking effect at our Argentinian customers. Pricing in South America reduced slightly.

In EMEA, revenue declined 1.2% compared to 2023. In EEMEA (excluding Iran, Russia and Ukraine) where steel production grew c. 4%, we gained market share with volume growth significantly ahead of the market. This was offset by moderate volume declines in the EU+UK, slightly behind a flat market, due to a voluntary reduction of our sales to some customers at risk of insolvency. Pricing over the region was broadly flat.

In Asia Pacific, revenue grew 7.8%, driven by double-digit sales volume growth in India, well ahead of market volume growth and high-single-digit growth in China despite the steel market contracting in this region.

Advanced Refractories

Advanced Refractories Revenue	2024 (£m)	2023 (£m)	Underlying change	Change
Americas	188.2	212.1	(7.6%)	(11.2%)
Europe, Middle East & Africa (EMEA)	167.6	191.5	(10.9%)	(12.5%)
Asia-Pacific	179.7	164.3	13.9%	9.4%
Total Advanced Refractories Revenue	535.6	567.9	(2.6%)	(5.7%)

Advanced Refractories reported revenue of £535.6m in 2024, a decrease of 2.6%. This was broadly evenly split between pricing declines (partly reflecting input cost decreases) and some volume decline. Sales volume decline was higher than the underlying steel market in both the Americas and the EU+UK region of EMEA, due to market share losses at customers where we had historically given priority to pricing. Market share in these areas has now stabilised. In Asia Pacific, revenue grew 13.9% driven by very significant double-digit volume increases in India and China, materially ahead of the market, reflecting both demand for our high-quality products and the benefit of new capacity coming on stream in these regions.

Sensors & Probes

Steel Sensors & Probes Revenue	2024 (£m)	2023 (£m)	Underlying change	Change
Americas	28.3	28.2	8.4%	0.2%
Europe, Middle East & Africa (EMEA)	10.5	10.2	5.8%	3.2%
Asia-Pacific	0.4	0.6	(32.2%)	(34.8%)
Total Steel Sensors & Probes Revenue	39.2	39.1	7.0%	0.4%

Revenue in Sensors & Probes was £39.2m in 2024, up 7% year-on-year on an underlying basis. Growth has been driven mainly by robust market demand in South America during the first half of the year, increased sales of new high-value products, and by winning new customers in EEMEA.

Foundry Division

Foundry Revenue	2024 (£m)	2023 (£m)	Underlying change	Change
Americas	119.3	136.4	(7.8%)	(12.6%)
Europe, Middle East & Africa (EMEA)	183.6	215.1	(12.7%)	(14.6%)
Asia-Pacific	173.4	178.3	2.7%	(2.7%)
Total Foundry Revenue	476.3	529.8	(6.3%)	(10.1%)
Total Foundry Trading Profit	35.0	52.8	(28.9%)	(33.6%)
Total Foundry Return on Sales	7.4%	10.0%	-230bps	-260bps

Our Foundry Division experienced a difficult trading environment, with reported revenues of £476.3m in 2024, an underlying decrease of 6.3%, reflecting contracting revenues in EMEA (-12.7%) and the Americas (-7.8%), which we partially offset by growth in Asia-Pacific (+2.7%) including India (+12%) and China (+6%). The underlying fall in revenue was largely due to c. 10% market volume declines - partially offset by c. 5% revenue growth from market share gains - and modestly negative sales price. The market contraction described was driven by double-digit declines in our markets in EU+UK and North Asia and a high-single-digit market decline in North America. Against this backdrop, India continued its strong and sustained growth trend. Market share gains were largest in EMEA, India and China, with the latter being supported by our new capacity in the region. Foundry markets have now stabilised at the level of H2 2024.

Trading profit and return on sales contracted 28.9% and 230bps respective, both on an underlying basis, reflecting the negative impact of significant volume declines, particularly in our traditionally most profitable regions. This was partially offset by accelerated cost savings as part of the group-wide plan to deliver £30m savings by 2026.

Financial Review

Basis of Preparation

All references in this financial review are to headline performance unless stated otherwise. See Note 16.1 to the Group Financial Statements for the definition of headline performance.

We also report key metrics on an underlying basis, where we adjust to ensure appropriate comparability between periods, irrespective of currency fluctuations and any business acquisitions and disposals.

This is done by:

- Restating the previous period's results at the same foreign exchange (FX) rates used in the current period
- Removing the results of disposed businesses in both the current and prior years
- Removing the results of acquired businesses in both the current and prior years

Therefore, for 2024, we have:

- Retranslated 2023 results at the FX rates used in calculating the 2024 results
- No adjustments have been required for acquisitions or disposals

2024 performance overview

Income statement

£m	2024		2023	% change		
Revenue	Reported	Reported	Currency	Underlying	Underlying	Reported
Steel	1,343.8	1,400.0	(54.7)	1,345.2	(0.1%)	(4.0%)
Foundry	476.3	529.8	(21.3)	508.5	(6.3%)	(10.1%)
Total Group	1,820.1	1,929.8	(76.0)	1,853.7	(1.8%)	(5.7%)
Trading profit						
Steel	153.0	147.6	(8.4)	139.2	9.9%	3.7%
Foundry	35.0	52.8	(3.5)	49.3	(28.9%)	(33.6%)
Total Group	188.0	200.4	(11.9)	188.4	(0.2%)	(6.2%)
Return on sales						
Steel	11.4%	10.5%		10.3%	+110bps	+90bps
Foundry	7.4%	10.0%		9.7%	-230bps	-260bps
Total Group	10.3%	10.4%		10.2%	+10bps	-10bps

2024 was a stable year in terms of underlying trading profit and return on sales overall, despite depressed underlying markets in Foundry in particular, and we have continued to generate good free cashflow. This has enabled the Board to recommend an attractive final dividend to our shareholders and commence a second share buy-back, while maintaining investment in strategic areas.

Revenue for the year decreased by 5.7%, of which 3.9% related to FX headwinds and 1.8% underlying performance. Underlying revenue performance was driven by a decline in volume of 1.6% and a reduction in pricing of 0.2%. On a reported basis, the Steel and Foundry Division revenue decreased by 4.0% and 10.1%, respectively, in the year.

We achieved a trading profit of £188.0m, down 6.2% on a reported basis of which 0.2% was underlying performance and 6.0% related to FX headwinds. Within the underlying profit changes, there was a £15.1m decline due to the drop-

through from volume declines, and a £2.0m decline from net pricing. In addition, there was a further contribution from our ongoing cost-saving programme of £13m plus a £6.0m benefit relating to lower management incentives based on FY24 financial performance, and a net -£2.4m relating to other one-off items. Return on sales of 10.3% was up 10bps on an underlying basis.

The net impact of average 2024 exchange rates compared to 2023 averages has been a headwind of £11.9m at a trading profit level, in particular, due to the depreciation of the Brazilian Real, the US Dollar and the Indian Rupee versus Sterling. Translated at FX rates on 27 February 2025, 2024 revenue would have been c. £1799.9m and trading profit would be c. £185.2m, giving currency headwinds of £20m and £2.8m, respectively.

Investment in R&D is central to our strategy of delivering market-leading product technology and services to customers. In 2024 we spent £36.9m on R&D activities (2023: £37.4m), which represents 2.0% of our revenue (2023: 2.0%, on a constant currency basis) and a small increase in expenditure on a constant currency basis.

Net Interest cost for FY24 increased to £16.2m (2023: £11.6m), principally related to a reduction in finance income from £16.6m to £10.9m due to a reduction in deposits held in Argentina that were accruing a high interest rate. This reduction in deposits arose following the successful repatriation of surplus cash which would have otherwise devalued relative to Sterling.

Profit from joint ventures and associates was broadly flat year on year at £1.1m (2023: £0.9m).

Separately reported items of £34.3m were recognised in FY24 compared to £10.3m in FY23. £10.0m relates to amortisation of acquired intangible assets, which is consistently excluded from our adjusted profit measure (FY23: £10.3m). In addition, one-off costs of £14.6m were incurred relating to our cost saving programme, and in addition a provision for site remediation works was increased by £9.7m, reflecting a reassessment of the duration of the related liability. Due to the one-off nature of both these charges, they are shown as separately reported.

Headline profit before tax ("PBT") was £172.9m, down 8.9% versus last year (£189.7m) on a reported basis. Including separately reported items, PBT of £138.6m was 22.7% lower than last year.

A key measure of tax performance is the Headline Effective Tax Rate ("ETR"), which is calculated on the income tax associated with headline performance, divided by the headline profit before tax and before the Group's share of post-tax profit of joint ventures. The Group's headline ETR, based on the income tax costs associated with headline performance of £47.2m (2023: £51.9m), was 27.5% (2023: 27.5%).

The Group's total income tax costs for the period include a credit within separately reported items of £8.9m (2023: £3.1m) which primarily relates to deferred tax on intangible assets and restructuring costs.

A tax charge reflected in the Group Statement of Comprehensive Income in the year amounted to £0.8m (2023: £2.0m charge) which primarily relates to tax on net actuarial gains and losses on pensions.

We expect the Group's effective tax rate in 2025 on headline profit before tax and before the share of post-tax profits from joint ventures to be in line with that in 2024, dependent on profit mix and any one-off items.

Non-controlling interests principally comprise the minority holdings in Indian subsidiaries for the Steel and Foundry businesses. This increased to £13.1m in 2024 (2023: £12.1m) reflecting the ongoing strong growth in profit in those subsidiaries.

Headline EPS from continuing operations at 43.3p was 7.2% lower on an underlying basis than 2023 (46.7p), reflecting both the lower earnings and the higher level of non-controlling interests, partially offset by a reduction in average shares in issue from 269.1m to 260.0m (basic), reflecting both the two share buyback programmes undertaken in 2024, and the purchase of shares into the ESOP. Statutory EPS of 33.5p is 23.8% lower than the prior year (2023: 44.0p) reflecting the factors just described and higher separately reported costs.

Dividend

The Board has recommended a final dividend of 16.4 pence per share to be paid, subject to shareholder approval, on 6 June 2025 to shareholders on the register at 25 April 2025. When added to the 2024 interim dividend of 7.1 pence per share paid on 13 September 2024, this represents a full-year dividend of 23.5 pence per share. The last date for receipt of elections from shareholders for the Vesuvius Dividend Reinvestment Plan will be 15 May 2025.

Cost saving programme

At the start of 2024 we initiated an efficiency programme to realise recurring savings of £30m per annum by 2026, of which £13m has been delivered in 2024, significantly ahead of schedule as we accelerated our savings in response to the difficult trading environment. We expect to deliver further cost savings of £12 – 14m in 2025. The programme costs are expected to be c. £40m, including capex and operating expense, of which c. £14.6m of operating expense has been incurred in 2024 with a further £7-10m expected in 2025. As set out above, these restructuring costs are excluded from underlying performance, allowing for a clear measure of our operating performance.

Cash-flow and balance sheet

Our cash management performance was solid, achieving an 69% cash conversion (2023: 93%), reflecting broadly flat trade working capital and continued investment in strategic capacity expansion.

We measure working capital both in terms of actual cash flow movements, and as a percentage of sales revenue. Trade working capital as a percentage of sales in 2024 improved to 22.9% (2023: 23.4%), measured on a 12-month moving average basis. The improvement was principally due to a reduction in debtor days on a 12-month average basis by 1.3 days, an increase in creditor days by 1.9 days and flat inventory days.

Free cash flow from continuing operations was £60.8m in 2024 (2023: £128.2m).

Capital expenditure

Capital expenditure in 2024 was £100.8m in cash outflow (2023: £92.6m) and £116.1m including capitalised leases (2023: £125.3m) of which £92.2m was in the Steel Division (2023: £93.2m) and £23.9m in the Foundry Division (2023: £32.1m). Capital expenditure on revenue-generating customer installation assets, almost entirely in Steel, was £11.0m (2023: £8.4m) and we spent c. £39m in 2024 on growth capex, also principally in Steel. Total cash capex in 2025 is expected to be c. £80 –85m, reflecting a modest level of growth capex which is being concluded in H1 2025. Capital expenditure will then revert to more normalized levels.

Net debt

Net debt on 31 December 2024 was £329.2m, a £91.7m increase compared to £237.5m on 31 December 2023, due to free cash flow of £60.8m offset principally by dividends of £61.1m, share buybacks of £63.4m and purchases of shares for our ESOP trust of £17.1m.

At the end of 2024, the net debt to EBITDA ratio was 1.3x (2023: 0.9x) and EBITDA to interest was 18.4x (2023: 31.5x). These ratios are monitored regularly to ensure that the Group has sufficient financing available to run the business and fund future growth.

The Group's debt facilities have two financial covenants: the ratios of net debt to EBITDA (maximum 3.25x limit) and EBITDA to interest (minimum 4x limit). Certain adjustments are made to the net debt calculations for bank covenant purposes, the most significant of which is to exclude the impact of IFRS 16.

The Group had committed borrowing facilities of £669.6m as of 31st December 2024 (2023: £685.8m), of which £202.5m was undrawn (2023: £333.4m).

Return on invested capital (ROIC)

Our ROIC for 2024 was 8.4% (2023: 8.9%). Excluding goodwill on our balance sheet from the acquisition of Foseco in 2008, ROIC for 2024 would be 14.3%. ROIC is our key measure of return from the Group's invested capital, calculated as trading profit less amortisation of acquired intangibles plus share of post-tax profit of joint ventures and associates for the previous 12 months after tax, divided by the average (being the average of the opening and closing balance sheet) invested capital (defined as: total assets excluding cash plus non-interest-bearing liabilities), at the average foreign exchange rate for the year).

Pensions

The Group has a limited number of historical defined benefit plans located mainly in the UK, USA, Germany and Belgium. The main plans in the UK and USA are closed to further benefits accrual. All of the liabilities in the UK were insured following a buy-in agreement with Pension Insurance Corporation plc ("PIC") in 2021. This buy-in agreement secured an insurance asset from PIC that matches the remaining pension liabilities of the UK Plan, with the result that the Company no longer bears any investment, longevity, interest rate or inflation risks in respect of the UK Plan.

The Group's net pension liability at 31 December 2024 was £37.4m (2023: £46.3m liability).

Technical guidance for 2025

Depreciation in 2025 is expected to be in the range £65m - £70m and the net finance charge is expected to be c. £18 - 20m.

Financial Risk Factors

The Group's approach to risk management, including the mitigations in place for our principal risks, is detailed below. We consider the main financial risk faced by the Group to be a material business interruption incident leading to reduced revenue and profit. We also manage broad financial risks such as cost inflation, bank financing and capital market activity and to a lesser extent foreign exchange and interest rate movements (see Note 25 to the Group Financial Statements). We mitigate liquidity risk by financing using both the bank and private placement debt markets and we mitigate refinancing risk by seeking to avoid a concentration of debt maturities in any one calendar year.

Principal Risks and Uncertainties

The Board exercises oversight of the Group's Principal Risks and reviews the way in which the Group manages those risks. The Board takes overall responsibility for establishing and maintaining a system of risk management and internal control and for reviewing its effectiveness.

The Board reviewed the Principal Risks and Uncertainties facing the Group during 2024 and considers that they remain unchanged compared with those published in the Annual Report for the year ended 31 December 2023. The Principal Risks which could have a material impact on the Group's performance are as follows:

- End market risk
- Protectionism and globalization
- Product quality failure
- Complex and changing regulatory environment
- Failure to secure innovation
- Business interruption
- People, culture and performance
- Health and safety
- Environmental, Social and Governance criteria

Risk update

Whilst there are no changes to the Principal Risks and Uncertainties facing the Group, the level geopolitical risk remains elevated, our end markets have been challenging, and global trade dynamics are in flux. In addition, workforce demographics are changing and the potential threat from cyber security attacks continues to evolve. Each of these risks has the potential to impact the Principal Risks facing the Group; specifically End market risk; Protectionism and globalisation; Complex and changing regulatory environment; People, culture and performance; and the risk of Business interruption.

Further information on these Principal Risks and the way in which the Group manages them are detailed in the 2024 Annual Report.

Group Income Statement

For the year ended 31 December 2024

		2024			2023			
		(1) Separately	_	(¹⁾ Separately		
		⁽¹⁾ Headline	reported		⁽¹⁾ Headline	reported		
		performance	items	Total	performance	items	Total	
	Notes	£m	£m	£m	£m	£m	£m	
Revenue	2	1,820.1	-	1,820.1	1,929.8	-	1,929.8	
Manufacturing costs		(1,316.4)	-	(1,316.4)	(1,391.9)	-	(1,391.9)	
Administration, selling and distribution								
costs		(315.7)	-	(315.7)	(337.5)	-	(337.5)	
Trading profit ⁽²⁾	2	188.0	-	188.0	200.4	-	200.4	
Cost reduction programme expenses	3	-	(14.6)	(14.6)	-	-	-	
Provision for future water treatment at								
disused mine	3	-	(9.7)	(9.7)	-	-	-	
Amortisation of acquired intangible assets	2		(10.0)	(10.0)		(10.3)	(10.3)	
Operating profit/(loss)		188.0	(34.3)	153.7	200.4	(10.3)	190.1	
Finance expense		(27.1)	-	(27.1)	(28.2)	-	(28.2)	
Finance income		10.9	-	10.9	16.6	-	16.6	
Net finance costs	4	(16.2)	-	(16.2)	(11.6)	-	(11.6)	
Share of post-tax income of joint ventures		1.1	-	1.1	0.9	-	0.9	
and associates								
Profit/(loss) before tax		172.9	(34.3)	138.6	189.7	(10.3)	179.4	
Income tax (charge)/credits	5	(47.2)	8.9	(38.3)	(51.9)	3.1	(48.8)	
Profit/(loss) after tax		125.7	(25.4)	100.3	137.8	(7.2)	130.6	
Profit/(loss) attributable to:								
Owners of the parent		112.6	(25.4)	87.2	125.7	(7.2)	118.5	
Non-controlling interests		13.1	-	13.1	12.1	_	12.1	
Profit/(loss)		125.7	(25.4)	100.3	137.8	(7.2)	130.6	
Earnings per share ⁽³⁾ — pence	6							
Continuing and total operations — basic		43.3(1)		33.5	46.7 (1)		44.0	
— diluted		42.7 ⁽¹⁾		33.1	46.2 (1)		43.6	

⁽¹⁾ Headline performance and separately reported items are non-GAAP measures. Headline performance is defined in Note 16.1 and separately reported items are defined in Note 1.5.

The above results were derived from continuing operations. Manufacturing costs are costs of goods sold. The pre-tax separately reported items would form part of Administration, selling & distribution costs if classified within headline performance, which including these amounts would total £350.0m (2023: £347.8m

⁽²⁾ Trading profit is a non-GAAP measure and is defined in Note 16.4.

⁽³⁾ Earnings per share are attributable to the ordinary equity holders of the parent.

Group Statement of Comprehensive Income For the year ended 31 December 2024

	2024	2023
	£m	£m
Profit after tax	100.3	130.6
Remeasurement of defined benefit assets/liabilities	3.6	8.4
Income tax relating to items not reclassified	(0.8)	(2.0)
Items that will not subsequently be reclassified to income statement	2.8	6.4
Exchange differences on translation of the net assets of foreign operations	(49.1)	(84.3)
Exchange differences on translation of net investment hedges	7.1	7.9
Net change in costs of hedging	(0.1)	0.4
Change in the fair value of the hedging instrument	1.5	(4.2)
Amounts reclassified from Net finance costs	(1.2)	3.5
Items that may subsequently be reclassified to income statement	(41.8)	(76.7)
Other comprehensive loss net of income tax	(39.0)	(70.3)
Total comprehensive income	61.3	60.3
Total comprehensive income attributable to:		
Owners of the parent	49.5	51.7
Non-controlling interests	11.8	8.6
Total comprehensive income	61.3	60.3

The above results were derived from continuing operations.

Group Statement of Cash Flows

For the year ended 31 December 2024

		2024	2023
	Notes	£m	£m
Cash flows from operating activities			
Cash generated from operations	9	216.7	272.0
Interest paid		(20.9)	(16.8)
Interest received		9.0	14.1
Income taxes paid		(46.1)	(52.8)
Net cash inflow from operating activities		158.7	216.5
Cash flows from investing activities			
Purchases of property, plant & equipment		(88.1)	(84.6)
Purchases of intangible assets		(12.7)	(8.0)
Proceeds from the sale of property, plant and equipment		4.3	5.4
Proceeds from the sale of associates		0.4	-
Dividends received from joint ventures		0.7	1.0
Net cash outflow from investing activities		(95.4)	(86.2)
Net cash inflow before financing activities		63.3	130.3
Cash flows from financing activities			
Proceeds from borrowings		134.8	-
Repayment of borrowings		(13.0)	(37.1)
Payment of lease liabilities		(18.2)	(24.2)
Purchase of ESOP shares		(17.1)	(1.1)
Share buyback		(63.4)	(3.1)
Dividends paid to owners of the Parent	7	(61.1)	(60.7)
Dividends paid to non-controlling shareholders		(2.5)	(2.1)
Net cash outflow from financing activities		(40.5)	(128.3)
Net increase in cash and cash equivalents	8	22.8	2.0
Cash and cash equivalents at 1 January		160.8	179.8
Effect of exchange rate fluctuations on cash and cash equivalents	8	(5.0)	(21.0)
Cash and cash equivalents at 31 December		178.6	160.8
Free cash flow			
Net cash inflow from operating activities		158.7	216.5
Purchases of property, plant & equipment		(88.1)	(84.6)
Purchases of intangible assets		(12.7)	(8.0)
Proceeds from the sale of property, plant and equipment		4.3	5.4
Proceeds from the sale of associates		0.4	-
Dividends received from joint ventures		0.7	1.0
Dividends paid to non-controlling shareholders		(2.5)	(2.1)
Free cash flow ¹	16	60.8	128.2

⁽¹⁾ For definitions of alternative performance measures, refer to Note 16

Group Balance Sheet As at 31 December 2024

Assets Assets 482.6 460.8 6m £m Property, plant and equipment Intangible assets 690.9 706.0 101.0 11.3 11.0 11.3 11.3 11.0 11.3 11.1 11.3 11.1 11.3 11.1 669.9 11.4.6 0.0 11.1 669.9 11.4.6 0.0 11.1 0.0 11.3 0.2 0.3 11.1 0.6 1.1 0.0 0.3 1.1 0.0 0.3 1.0 3.4 1.0 0.3 0.0 3.4 1.0 0.3 0.0 0.3 0.0 0.3 0.0 0.3 0.0 0.3 0.0 0.3 0.0 0.3 0.0 0.3 0.0 0.3 0.0 0.3 0.0 0.0 0.3 0.0 0.3 0.0	AS at 31 December 2024			2023
Assets Property, plant and equipment Intangible assets 482.6 (690.9) 706.0 706.0 706.0 706.0 1nterests in joint ventures and associates 11.0 11.3 11.3 11.0 11.3 11.3 11.0 11.3 11.6 6.6 69.9 114.6 11.3 11.4 6.0 11.3 11.4 6.0 1			2024	restated ¹
Property, plant and equipment 482.6 460.8 Intargible assets 690.9 706.0 Interests in joint ventures and associates 11.0 11.3 Deferred tax assets 109.9 114.6 Other receivables 26.7 26.8 Investments 15 0.2 0.3 Derivative financial instruments 1.1 0.6 Employee benefits - net surpluses 10 34.1 34.6 Total non-current assets 1,356.5 1,355.0 Cash and short-term deposits 8 186.4 164.2 Trade and other receivables 438.9 460.5 Income tax receivable 12.9 11.5 Income tax receivable 12.9 11.5 Derivative financial instruments 15 3.6 - Total assets 937.2 297.2 27.7 Total sests 25.4 26.4 27.7 Retained earnings 26.4 27.7 2,691.2 1,164.6 2,691.2 1,164.6 1,165.4 1,254.3		Notes	£m	£m
Intangible assets 690.9 706.0 Interests in joint ventures and associates 11.0 11.3 Deferred tax assets 109.9 114.6 Other receivables 26.7 26.8 Investments 15 0.2 0.3 Derivative financial instruments 1.1 0.6 6 Employee benefits - net surpluses 10 34.1 34.6 Total non-current assets 1,356.5 1,355.0 Cash and short-term deposits 8 186.4 164.2 Trade and other receivables 438.9 460.5 Income tax receivable 12.9 11.5 Income tax receivable 12.9 11.5 Derivative financial instruments 15 3.6 - Total contract assets 937.2 927.2 227.2 Total assets 255.4 291.0 291.0 Incomet ax receivable 12.9 11.5 297.2 297.2 297.2 297.2 297.2 297.2 297.2 297.2 297.2 296.2 </td <td>Assets</td> <td></td> <td>_</td> <td></td>	Assets		_	
Interests in joint ventures and associates 11.0 11.3 11.5 11.6 11.5 11.6 11.5 11.6	Property, plant and equipment		482.6	460.8
Deferred tax assets 109.9 114.6 Other receivables 26.7 26.8 Investments 15 0.2 0.3 Derivative financial instruments 1.1 0.6 Employee benefits - net surpluses 10 34.1 34.6 Total non-current assets 1,356.5 1,356.5 1,355.0 Cash and short-term deposits 8 186.4 164.2 Trade and other receivables 438.9 460.5 1nventories 295.4 291.0 1ncome tax receivable 12.9 11.5 16.0 1.1 1.5 2.0 1.1 1.5 1.6 1.1 1.5 1.6 1.1 1.5 1.6 1.1 1.1 1.0 1.0 1.1 1.0 1.0 1.0 1.1 1.0 1.0 1.0 1.1 1.0 </td <td>Intangible assets</td> <td></td> <td>690.9</td> <td>706.0</td>	Intangible assets		690.9	706.0
Other receivables Investments 26.7 Do.2 O.3 O.3 O.3 O.3 O.5	Interests in joint ventures and associates		11.0	11.3
Investments	Deferred tax assets		109.9	114.6
Derivative financial instruments 1.1 3.6 Employee benefits - net surpluses 10 34.1 34.6 Total non-current assets 1,356.5 1,355.0 Cash and short-term deposits 8 186.4 164.2 Trade and other receivables 295.4 291.0 Income tax receivable 12.9 11.5 Derivative financial instruments 15 3.6 - Total current assets 937.2 297.2 Total current assets 937.2 293.2 Total assets 937.2 2,282.2 Equity 2 2,64.7 2,691.2 Total assets 2 2,64.7 2,691.2 Sued share capital 2 2,64.7 2,691.2 Retained earnings 2,645.7 2,691.2 Other reserves 1,158.4 1,254.3 Non-controlling interests 75.2 65.9 Total equity 1,168.4 1,254.3 Non-controlling interests 75.2 65.9 Total equity	Other receivables		26.7	26.8
Employee benefits - net surpluses 10 34.1 34.6 Total non-current assets 1,356.5 1,355.0 Cash and short-term deposits 8 186.4 164.2 Trade and other receivables Inventories 438.9 460.5 460.5 Income tax receivable 12.9 11.5 3.6 - Derivative financial instruments 15 3.6 - - Total current assets 937.2 927.2 - Total assets 937.2 2,282.2 - Equity 2 2,645.7 2,691.2 - Total earnings 2,645.7 2,691.2 -<	Investments	15	0.2	0.3
Total non-current assets 1,356.5 1,355.0 Cash and short-term deposits 8 186.4 164.2 Trade and other receivables 438.9 460.5 Inventories 295.4 291.0 Income tax receivable 12.9 11.5 Derivative financial instruments 15 3.6 - Total current assets 937.2 927.2 Total assets 937.2 2,282.2 Equity 2 2,293.7 2,282.2 Equity 2 2,645.7 2,691.2 1 (1,503.7) 1,168.4 1,254.3 Non-controlling interests 75.2 65.9 Total equity 1,168.4 1,254.3 Non-controlling interests 75.2 65.9 Total equity 8 439.8 378.0 Other payables 6.9 9.1 Interest-bearing borrowings¹ 8 439.8 378.0 Other payables 6.9 9.1 Provisions 14 54.8 47.6	Derivative financial instruments		1.1	0.6
Cash and short-term deposits 8 186.4 164.2 Trade and other receivables 438.9 460.5 Inventories 295.4 291.0 Income tax receivable 12.9 11.5 Derivative financial instruments 15 3.6 - Total current assets 937.2 927.2 27.7 Total assets 2,293.7 2,282.2 Equity 2,293.7 2,282.2 Equity 2,645.7 2,691.2 Issued share capital 2,645.7 2,691.2 Sequity attributable to the owners of the parent 1,168.4 1,254.3 Non-controlling interests 75.2 65.9 Total equity 1,243.6 1,320.2 Liabilities 8 439.8 378.0 Interest-bearing borrowings¹ 8 439.8 378.0 Other payables 6.9 9.1 Provisions 14 54.8 47.6 Deferred tax liabilities 16.3 23.5 Employee benefits - net liabilities	Employee benefits - net surpluses	10	34.1	34.6
Trade and other receivables 438.9 460.5 Inventories 295.4 291.0 Income tax receivable 12.9 11.5 Derivative financial instruments 15 3.6 - Total current assets 937.2 927.2 Total assets 2,293.7 2,282.2 Equity Issued share capital 26.4 27.7 Retained earnings 2,645.7 2,691.2 Other reserves (1,503.7) (1,464.6) Equity attributable to the owners of the parent 1,168.4 1,254.3 Non-controlling interests 75.2 65.9 Total equity 1,243.6 1,320.2 Liabilities 6.9 9.1 Interest-bearing borrowings¹ 8 439.8 378.0 Other payables 6.9 9.1 Provisions 14 54.8 47.6 Deferred tax liabilities 16.3 23.5 Employee benefits - net liabilities 8 80.4 24.2 Trade	Total non-current assets		1,356.5	1,355.0
Trade and other receivables 438.9 460.5 Inventories 295.4 291.0 Income tax receivable 12.9 11.5 Derivative financial instruments 15 3.6 - Total current assets 937.2 927.2 Total assets 937.2 2,283.2 Equity Issued share capital 26.4 27.7 Retained earnings 2,645.7 2,691.2 Other reserves (1,503.7) (1,464.6) Equity attributable to the owners of the parent 1,168.4 1,254.3 Non-controlling interests 75.2 65.9 Total equity 1,243.6 1,320.2 Liabilities 6.9 9.1 Interest-bearing borrowings¹ 8 439.8 378.0 Other payables 6.9 9.1 Provisions 14 54.8 47.6 Deferred tax liabilities 16.3 23.5 Employee benefits - net liabilities 589.3 539.1 Interest-bearing borrowi	Cash and short-term deposits	8	186.4	164.2
Derivative financial instruments			438.9	460.5
Derivative financial instruments 15 3.6 - Total current assets 937.2 927.2 Total assets 2,293.7 2,282.2 Equity Equity Issued share capital 26.4 27.7 Retained earnings 2,645.7 2,691.2 Other reserves (1,503.7) (1,464.6) Equity attributable to the owners of the parent 1,168.4 1,254.3 Non-controlling interests 75.2 65.9 Total equity 1,243.6 1,320.2 Liabilities 8 439.8 378.0 Other payables 6.9 9.1 Provisions 14 54.8 47.6 Deferred tax liabilities 16.3 23.5 Employee benefits - net liabilities 10 71.5 80.9 Total non-current liabilities 8 80.4 24.2 Trade and other payables 8 80.4 24.2 Trade and other payables 8 80.4 24.2 Income tax payable	Inventories		295.4	291.0
Total current assets 937.2 927.2 Total assets 2,293.7 2,282.2 Equity Equity Issued share capital 26.4 27.7 Retained earnings 2,645.7 2,691.2 Other reserves (1,503.7) (1,464.6) Equity attributable to the owners of the parent 1,168.4 1,254.3 Non-controlling interests 75.2 65.9 Total equity 75.2 65.9 Total equity 8 439.8 378.0 Other payables 6.9 9.1 Provisions 14 54.8 47.6 Deferred tax liabilities 16.3 23.5 Employee benefits - net liabilities 16.3 23.5 Total non-current liabilities 589.3 539.1 Interest-bearing borrowings¹ 8 80.4 24.2 Trade and other payables 8 80.4 24.2 Trade and other payables 8 80.4 24.2 Total current liabilities 14 10.3	Income tax receivable		12.9	11.5
Equity 26.4 27.7 Retained earnings 26.4 27.7 Other reserves (1,503.7) (1,464.6) Equity attributable to the owners of the parent 1,168.4 1,254.3 Non-controlling interests 75.2 65.9 Total equity 1,243.6 1,320.2 Liabilities 8 439.8 378.0 Other payables 6.9 9.1 Provisions 14 54.8 47.6 Deferred tax liabilities 16.3 23.5 Employee benefits - net liabilities 10 71.5 80.9 Total non-current liabilities 589.3 539.1 Interest-bearing borrowings¹ 8 80.4 24.2 Trade and other payables 8 80.4 24.2 Trade and other payables 6.6 9.8 Income tax payable 6.6 9.8 Provisions 14 10.3 11.0 Derivative financial instruments 15 0.1 0.1 Total current liabilities	Derivative financial instruments	15	3.6	-
Equity Issued share capital 26.4 27.7 Retained earnings 2,645.7 2,691.2 Other reserves (1,503.7) (1,464.6) Equity attributable to the owners of the parent 1,168.4 1,254.3 Non-controlling interests 75.2 65.9 Total equity 1,243.6 1,320.2 Liabilities 8 439.8 378.0 Interest-bearing borrowings¹ 8 439.8 378.0 Other payables 6.9 9.1 Provisions 14 54.8 47.6 Deferred tax liabilities 16.3 23.5 Employee benefits - net liabilities 10 71.5 80.9 Total non-current liabilities 589.3 539.1 Interest-bearing borrowings¹ 8 80.4 24.2 Trade and other payables 363.4 377.8 Income tax payable 6.6 9.8 Provisions 14 10.3 11.0 Derivative financial instruments 15 0.1 <td>Total current assets</td> <td></td> <td>937.2</td> <td>927.2</td>	Total current assets		937.2	927.2
Saued share capital 26.4 27.7 Retained earnings 2,645.7 2,691.2 (1,503.7) (1,464.6) Equity attributable to the owners of the parent 1,168.4 1,254.3 Non-controlling interests 75.2 65.9 Total equity 1,243.6 1,320.2	Total assets		2,293.7	2,282.2
Saued share capital 26.4 27.7 Retained earnings 2,645.7 2,691.2 (1,503.7) (1,464.6) Equity attributable to the owners of the parent 1,168.4 1,254.3 Non-controlling interests 75.2 65.9 Total equity 1,243.6 1,320.2	Fauity			
Retained earnings 2,645.7 (1,503.7) 2,691.2 (1,464.6) Other reserves (1,503.7) (1,464.6) Equity attributable to the owners of the parent 1,168.4 1,254.3 Non-controlling interests 75.2 65.9 Total equity 1,243.6 1,320.2 Liabilities Very control or co			26.4	27.7
Other reserves (1,503.7) (1,464.6) Equity attributable to the owners of the parent 1,168.4 1,254.3 Non-controlling interests 75.2 65.9 Total equity 1,243.6 1,320.2 Liabilities Interest-bearing borrowings¹ 8 439.8 378.0 Other payables 6.9 9.1 Provisions 14 54.8 47.6 Deferred tax liabilities 16.3 23.5 Employee benefits - net liabilities 10 71.5 80.9 Total non-current liabilities 589.3 539.1 Interest-bearing borrowings¹ 8 80.4 24.2 Trade and other payables 8 80.4 24.2 Income tax payable 6.6 9.8 Provisions 14 10.3 11.0 Derivative financial instruments 15 0.1 0.1 Total current liabilities 460.8 422.9 Total liabilities 1,050.1 962.0	•			
Equity attributable to the owners of the parent 1,168.4 1,254.3 Non-controlling interests 75.2 65.9 Total equity 1,243.6 1,320.2 Liabilities Use an expectable of the parameter of th	_		-	
Non-controlling interests 75.2 65.9 Total equity 1,243.6 1,320.2 Liabilities 8 439.8 378.0 Other payables 6.9 9.1 Provisions 14 54.8 47.6 Deferred tax liabilities 16.3 23.5 Employee benefits - net liabilities 10 71.5 80.9 Total non-current liabilities 589.3 539.1 Interest-bearing borrowings¹ 8 80.4 24.2 Trade and other payables 363.4 377.8 Income tax payable 6.6 9.8 Provisions 14 10.3 11.0 Derivative financial instruments 15 0.1 0.1 Total current liabilities 460.8 422.9 Total liabilities 1,050.1 962.0				
Liabilities Interest-bearing borrowings¹ 8 439.8 378.0 Other payables 6.9 9.1 Provisions 14 54.8 47.6 Deferred tax liabilities 16.3 23.5 Employee benefits - net liabilities 10 71.5 80.9 Total non-current liabilities 589.3 539.1 Interest-bearing borrowings¹ 8 80.4 24.2 Trade and other payables 363.4 377.8 Income tax payable 6.6 9.8 Provisions 14 10.3 11.0 Derivative financial instruments 15 0.1 0.1 Total current liabilities 460.8 422.9 Total liabilities 1,050.1 962.0				
Liabilities Interest-bearing borrowings¹ 8 439.8 378.0 Other payables 6.9 9.1 Provisions 14 54.8 47.6 Deferred tax liabilities 16.3 23.5 Employee benefits - net liabilities 10 71.5 80.9 Total non-current liabilities 589.3 539.1 Interest-bearing borrowings¹ 8 80.4 24.2 Trade and other payables 363.4 377.8 Income tax payable 6.6 9.8 Provisions 14 10.3 11.0 Derivative financial instruments 15 0.1 0.1 Total current liabilities 460.8 422.9 Total liabilities 1,050.1 962.0	_			
Interest-bearing borrowings¹ 8 439.8 378.0 Other payables 6.9 9.1 Provisions 14 54.8 47.6 Deferred tax liabilities 16.3 23.5 Employee benefits - net liabilities 10 71.5 80.9 Total non-current liabilities 589.3 539.1 Interest-bearing borrowings¹ 8 80.4 24.2 Trade and other payables 363.4 377.8 Income tax payable 6.6 9.8 Provisions 14 10.3 11.0 Derivative financial instruments 15 0.1 0.1 Total current liabilities 460.8 422.9 Total liabilities 1,050.1 962.0	Total equity		1,243.0	1,320.2
Other payables 6.9 9.1 Provisions 14 54.8 47.6 Deferred tax liabilities 16.3 23.5 Employee benefits - net liabilities 10 71.5 80.9 Total non-current liabilities 589.3 539.1 Interest-bearing borrowings¹ 8 80.4 24.2 Trade and other payables 363.4 377.8 Income tax payable 6.6 9.8 Provisions 14 10.3 11.0 Derivative financial instruments 15 0.1 0.1 Total current liabilities 460.8 422.9 Total liabilities 1,050.1 962.0	Liabilities			
Provisions 14 54.8 47.6 Deferred tax liabilities 16.3 23.5 Employee benefits - net liabilities 10 71.5 80.9 Total non-current liabilities 589.3 539.1 Interest-bearing borrowings¹ 8 80.4 24.2 Trade and other payables 363.4 377.8 Income tax payable 6.6 9.8 Provisions 14 10.3 11.0 Derivative financial instruments 15 0.1 0.1 Total current liabilities 460.8 422.9 Total liabilities 1,050.1 962.0	Interest-bearing borrowings ¹	8	439.8	378.0
Deferred tax liabilities 16.3 23.5 Employee benefits - net liabilities 10 71.5 80.9 Total non-current liabilities 589.3 539.1 Interest-bearing borrowings¹ 8 80.4 24.2 Trade and other payables 363.4 377.8 Income tax payable 6.6 9.8 Provisions 14 10.3 11.0 Derivative financial instruments 15 0.1 0.1 Total current liabilities 460.8 422.9 Total liabilities 1,050.1 962.0	Other payables		6.9	9.1
Employee benefits - net liabilities 10 71.5 80.9 Total non-current liabilities 589.3 539.1 Interest-bearing borrowings¹ 8 80.4 24.2 Trade and other payables 363.4 377.8 Income tax payable 6.6 9.8 Provisions 14 10.3 11.0 Derivative financial instruments 15 0.1 0.1 Total current liabilities 460.8 422.9 Total liabilities 1,050.1 962.0	Provisions	14	54.8	47.6
Total non-current liabilities 589.3 539.1 Interest-bearing borrowings¹ 8 80.4 24.2 Trade and other payables 363.4 377.8 Income tax payable 6.6 9.8 Provisions 14 10.3 11.0 Derivative financial instruments 15 0.1 0.1 Total current liabilities 460.8 422.9 Total liabilities 1,050.1 962.0			16.3	23.5
Interest-bearing borrowings¹ 8 80.4 24.2 Trade and other payables 363.4 377.8 Income tax payable 6.6 9.8 Provisions 14 10.3 11.0 Derivative financial instruments 15 0.1 0.1 Total current liabilities 460.8 422.9 Total liabilities 1,050.1 962.0	· ·	10	71.5	80.9
Trade and other payables 363.4 377.8 Income tax payable 6.6 9.8 Provisions 14 10.3 11.0 Derivative financial instruments 15 0.1 0.1 Total current liabilities 460.8 422.9 Total liabilities 1,050.1 962.0	Total non-current liabilities		589.3	539.1
Income tax payable 6.6 9.8 Provisions 14 10.3 11.0 Derivative financial instruments 15 0.1 0.1 Total current liabilities 460.8 422.9 Total liabilities 1,050.1 962.0		8	80.4	24.2
Provisions 14 10.3 11.0 Derivative financial instruments 15 0.1 0.1 Total current liabilities 460.8 422.9 Total liabilities 1,050.1 962.0	Trade and other payables		363.4	377.8
Derivative financial instruments150.10.1Total current liabilities460.8422.9Total liabilities1,050.1962.0	Income tax payable		6.6	9.8
Total current liabilities 460.8 422.9 Total liabilities 1,050.1 962.0		14	10.3	11.0
Total liabilities 1,050.1 962.0	Derivative financial instruments	15	0.1	0.1
	Total current liabilities		460.8	422.9
Total equity and liabilities 2,293.7 2,282.2	Total liabilities		1,050.1	962.0
	Total equity and liabilities		2,293.7	2,282.2

 $⁽¹⁾ Following the amendments to IAS1, amounts due under the committed syndicated bank facility have been reclassified as non-current, refer to Note 15 \,.$

Group Statement of Changes in Equity

For the year ended 31 December 2024	Issued share	Other	Retained	Owners	Non- controlling	Total
	capital	reserves	earnings	parent	interests	
	£m	£m	£m	£m	£m	£m
As at 1 January 2023	27.8	(1,391.4)	2,623.8	1,260.2	59.4	
7.15 de 134.14d. y 1015		(2,0021.1)				
Profit		-	118.5	118.5	12.1	130.6
Remeasurement of defined benefit liabilities/assets	-	-	8.4	8.4	-	8.4
Income tax relating to items not reclassified	-	-	(2.0)	(2.0)	-	(2.0)
Exchange differences on translation of the net assets of						
foreign operations	-	(80.8)	-	(80.8)	(3.5)	(84.3)
Exchange differences on translation of net investment						
hedges	-	7.9	-	7.9	-	7.9
Net change in costs of hedging	-	0.4	-	0.4	-	0.4
Change in the fair value of the hedging instrument	-	(4.2)	-	(4.2)	-	(4.2)
Amounts reclassified from Net finance costs	-	3.5	-	3.5	-	3.5
Other comprehensive income/(loss), net of income tax	-	(73.2)	6.4	(66.8)	(3.5)	(70.3)
Total comprehensive income/(loss)		(73.2)	124.9	51.7	8.6	60.3
Recognition of share-based payments	-	-	7.3	7.3	-	7.3
Purchase of ESOP shares	-	-	(1.1)	(1.1)	-	(1.1)
Share buyback	(0.1)	-	(3.0)	(3.1)	-	(3.1)
Dividends paid (Note 7)	-	-	(60.7)	(60.7)	(2.1)	(62.8)
Total transactions with owners	(0.1)	-	(57.5)	(57.6)	(2.1)	(59.7)
As at 31 December 2023	27.7	(1,464.6)	2,691.2	1,254.3	65.9	1,320.2
Profit	-	-	87.2	87.2	13.1	100.3
Remeasurement of defined benefit liabilities/assets	-	-	3.6	3.6	-	3.6
Income tax relating to items not reclassified	-	-	(0.8)	(0.8)	-	(0.8)
Exchange differences on translation of the net assets of						
foreign operations	-	(47.8)	-	(47.8)	(1.3)	(49.1)
Exchange differences on translation of net investment						
hedges	-	7.1	-	7.1	-	7.1
Net change in costs of hedging	-	(0.1)	-	(0.1)	-	(0.1)
Change in the fair value of the hedging instrument	-	1.5	-	1.5	-	1.5
Amounts reclassified from Net finance costs	-	(1.2)	-	(1.2)	-	(1.2)
Other comprehensive income/(loss), net of income tax		(40.5)	2.8	(37.7)	(1.3)	(39.0)
Total comprehensive income/(loss)	-	(40.5)	90.0	49.5	11.8	61.3
Recognition of share-based payments	-	-	6.2	6.2	-	6.2
Purchase of ESOP shares	-	-	(17.1)	(17.1)	-	(17.1)
Share buyback	(1.3)	1.4	(63.5)	(63.4)	-	(63.4)
Dividends paid (Note 7)	-	-	(61.1)	(61.1)	(2.5)	(63.6)
Total transactions with owners	(1.3)	1.4	(135.5)	(135.4)	(2.5)	(137.9)
As at 31 December 2024	26.4	(1,503.7)	2,645.7	1,168.4	75.2	1,243.6

1 Basis of preparation

1.1 Basis of preparation

The financial information in this preliminary announcement has been extracted from the audited Group Financial Statements for the year ended 31 December 2024 and does not constitute statutory accounts within the meaning of section 434 of the Companies Act 2006. The Group Financial Statements and this preliminary announcement were approved by the Board of Directors on March 2025.

The auditors have reported on the Group Financial Statements for the years ended 31 December 2023 and 31 December 2022 under section 495 of the Companies Act 2006. The auditors' reports are unqualified and do not contain a statement under section 498(2) or (3) of the Companies Act 2006. The Group's statutory financial statements for the year ended 31 December 2023 have been filed with the Registrar of Companies and those for the year ended 31 December 2024 will be filed following the Company's Annual General Meeting.

The Group financial statements have been prepared in accordance with UK-adopted international accounting standards (IFRS) and with the requirements of the Companies Act 2006 as applicable to companies reporting under those standards. The financial statements have been prepared under the historical cost convention, with the exception of fair value measurement applied to defined benefit pension plans, investments, share based payments and derivative financial instruments.

The same accounting policies, presentation and computation methods are followed in this preliminary announcement as in the preparation of the Group Financial Statements. The accounting policies have been applied consistently by the Group.

1.2 Basis of consolidation

The Group Financial Statements incorporate the financial statements of the Company and entities controlled by the Company (its 'subsidiaries'). Control exists when the Company has the power to direct the relevant activities of an entity that significantly affect the entity's return so as to have rights to the variable return from its activities. In assessing whether control exists, potential voting rights that are currently exercisable are taken into account. The results of subsidiaries acquired or disposed of during the year are included in the Group Income Statement from the effective date of acquisition or up to the effective date of disposal, as appropriate.

The principal accounting policies applied in the preparation of these Group Financial Statements are set out in the Notes. These policies have been consistently applied to all of the years presented, unless otherwise stated. Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with those detailed herein to ensure that the Group Financial Statements are prepared on a consistent basis. All intra-Group transactions, balances, income and expenses are eliminated on consolidation.

Non-controlling interests in the net assets of consolidated subsidiaries are identified separately from the Group's interest therein. Non-controlling interests consist of the amount of those interests at the date of the original business combination together with the non-controlling interests' share of profit or loss and each component of other comprehensive income, and dividends since the date of the combination. Total comprehensive income is attributed to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

1.3 Going concern

The Group's available liquidity stood at £389m at year-end 2024, down from £488m at year-end 2023. The Directors have prepared cash flow forecasts for the Group for the period to 30 June 2026. These forecasts reflect an assessment of current and future end-market conditions, which are expected to be challenging in 2025 (as set out in the "outlook" statement in the Chief Executive's Strategic Review in this document), and their impact on the Group's future trading performance.

The Directors have also considered a severe but plausible downside scenario, based on an assumed volume decline and loss of profitability over the period. This downside scenario assumes:

- a decline in business activity level in 2025 and 2026 by 3% compared to 2024 performance,
- a decline in profitability (Return on Sales) of 2.1% compared to 2024 performance,
- working capital as a percentage of sales deteriorating by 1.0% compared to 2024.

On a full-year basis relative to 2024, this implies a c.23% decline in Trading Profit.

The Group has two covenants; net debt / EBITDA (under 3.25x) and an interest cover requirement of at least 4.0x. In this downside scenario, the forecasts show that the Group's maximum net debt / EBITDA (pre-IFRS 16 in-line with the covenant calculation) does not exceed 1.9x, compared to a leverage covenant of 3.25x, and the minimum interest cover reached is 17x compared to a covenant minimum of 4.0x.

The forecasts show that the Group will be able to operate within its current committed debt facilities and show continued compliance with the Group's financial covenants. On the basis of the exercise described above and the Group's available committed debt facilities, the Directors consider that the Group and the Company have adequate resources to continue in operational existence for a period of at least 12 months from the date of signing of these financial statements and that there is no material uncertainty in respect of going concern. On 21 February 2025 the Group obtained a new committed syndicated bank facility of £475m reaching maturity in August 2029, replacing the previous one in place (see note 15) with the same covenants. This is considered to be a non-adjusting event after balance sheet date. Accordingly, they continue to adopt a going concern basis in preparing the financial statements of the Group and the Company.

1.4 Presentational currency

The financial statements are presented in millions of pounds sterling, which is the presentational currency of the Group and the Company and rounded to one decimal place. Foreign operations are included in accordance with the policies set out in Note 15.

1.5 Disclosure of "separately reported items"

Columnar presentation

The Group has adopted a columnar presentation for its Group Income Statement, to separately identify headline performance results, as the Directors consider that this gives a useful view of the core results of the ongoing business. As part of this presentation format, the Group has adopted a policy of disclosing separately on the face of its Group Income Statement, within the column entitled 'Separately reported items', the effect of any components of financial performance for which the Directors consider separate disclosure would assist users both in a useful understanding of the financial performance achieved for a given year and in making projections of future results.

1.6 Disclosure of "separately reported items" (continued)

Separately reported items

Both materiality and the nature of the components of income and expense are considered in deciding upon such presentation. Such items may include, inter alia, the financial effect of exceptional items which occur infrequently, such as major restructuring activity, cost reduction programme expenses, and items reported separately for consistency, such as amortisation charges relating to acquired intangible assets, profits or losses arising on the disposal of continuing or discontinued operations and the taxation impact of the aforementioned items reported separately.

The amortisation charge in respect of intangible assets recognised on business combinations is excluded from the trading results of the Group since they are non-cash charges and are not considered reflective of the core trading performance of the Group. As headline results include the benefits of major acquisitions but exclude this amortisation charge, they should not be regarded as a complete picture of the Group's financial performance, which is presented in its total results.

In its adoption of this policy, the Company applies an even-handed approach to both gains and losses and aims to be both consistent and clear in its accounting and disclosure of such items. The exclusion of other separately reported items may result in headline earnings being materially higher or lower than total earnings.

2 Segment information

Operating segments for continuing operations

The Group's operating segments are determined taking into consideration how the Group's components are reported to the Group's Chief Executive Officer, who make the key operating decisions and are responsible for allocating resources and assessing performance of the component. Taking into account the Group's management and internal reporting structure, the operating segments are Steel Flow Control, Steel Advanced Refractories, Steel Sensors & Probes and Foundry division. The principal activities of each of these segments are described in the Operational Review.

Steel Flow Control, Steel Advanced Refractories and Steel Sensors & Probes operating segments are aggregated into the Steel reportable segment. In determining that aggregation is appropriate, judgement is applied which takes into account the economic characteristics of these operating segments which include a similar nature of products, customers, production processes and margins.

Revenue from contracts with customers

Revenue comprises the fair value of the consideration received or receivable for goods supplied and services rendered to customers after deducting rebates, discounts and value-added taxes, and after eliminating sales within the Group. Revenue from contracts with customers is recognised when control of the goods or services are transferred to the customer, upon the completion of specified performance obligations, at an amount that reflects the considerations to which the Group expects to be entitled to in exchange for these consumable products and associated services.

2 Segment information (continued)

Segmental analysis

			2024			
	Flow	Advanced	Sensors			
	Control	Refractories	& Probes	Steel	Foundry	Total
				£m	£m	£m
Segment revenue	769.0	535.6	39.2	1,343.8	476.3	1,820.1
at a point in time				1,339.9	476.3	1,816.2
Over time				3.9	-	3.9
Segment adjusted EBITDA *				197.2	53.0	250.2
Segment depreciation and amortisation				(44.2)	(18.0)	(62.2)
Segment trading profit				153.0	35.0	188.0
Return on sales margin				11.4%	7.4%	10.3%
Cost reduction programme expenses				(5.8)	(8.8)	(14.6)
Provision for future water treatment at						
disused mine						(9.7)
Amortisation of acquired intangible assets						(10.0)
Operating profit						153.7
Net finance costs						(16.2)
Share of post-tax profit of joint ventures						1.1
Profit before tax						138.6
Capital expenditure additions				92.2	23.9	116.1
Inventory				241.7	53.7	295.4
Trade debtors				259.7	82.0	341.7
Trade payables				(180.1)	(61.6)	(241.7)

			2023			
	Flow	Advanced	Sensors			
	Control	Refractories	& Probes	Steel	Foundry	Total
				£m	£m	£m
Segment revenue	793.0	567.9	39.1	1,400.0	529.8	1,929.8
at a point in time				1,396.6	529.8	1,926.4
Over time				3.4	-	3.4
Segment adjusted EBITDA *				187.9	70.3	258.2
Segment depreciation and amortisation				(40.3)	(17.5)	(57.8)
Segment trading profit				147.6	52.8	200.4
Return on sales margin				10.5%	10.0%	10.4%
Amortisation of acquired intangible assets						(10.3)
Operating profit						190.1
Net finance costs						(11.6)
Share of post-tax profit of joint ventures						0.9
Profit before tax						179.4
Capital expenditure additions				93.2	32.1	125.3
Inventory				239.5	51.5	291.0
Trade debtors				267.6	89.3	356.9
Trade payables				(177.7)	(58.7)	(236.4)

^{*} Adjusted EBITDA is defined in note 16.13

3 Separately reported items

Cost reduction programme expenses

In November 2023 the Group initiated an efficiency programme with the aim of realising recurring cash cost savings of £30m per annum by 2026. The programme covers all of the Group's activities worldwide and focuses on operational improvement, lean initiatives, automation and digitalisation as well as further optimisation of the manufacturing footprint.

Cost reduction programme expenses are excluded from underlying performance, allowing for a clear measure of the Group's operating performance. They are shown as a separately reported item outside of Trading Profit and shown on the face of the Income statement below Trading Profit.

During 2024, cost reduction programme expenses reported as separately reported items were £14.6m (2023: £nil). The charges reflect redundancy costs £10.8m (2023: £nil), plant closure costs £2.2m (2023: £nil), and non-cash asset impairments £1.6m (2023: £nil). The net tax credit attributable to these cost reduction programme expenses was £2.6m (2023: £nil).

Provision for future water treatment at disused mine

In 1999 the Group acquired Premier Refractories which owned a disused clay mine in the United States. In 2018, wastewater containing pollutants was discovered and in 2022 a water treatment facility was installed. Reflecting the future expected operating costs of 10 years, a provision was established for £6.0m during the year-ended 2020. In 2024, the forecast annual operating cost is £0.8m and the remaining period for which water treatment will be required was reassessed to be 20 years, resulting in an increase in the provision and a charge to the income statement for £9.7m (2023: nil). The charge has been reported as a separately reported item. The net tax credit attributable to these cost in respect of disused mine was £2.3m (2023: £nil).

4 Net finance costs

	2024	2023
	£m	£m
Interest payable on borrowings		
Loans, overdrafts and factoring arrangements	19.3	20.1
Interest on lease liabilities	3.0	2.4
Amortisation of capitalised borrowing costs	1.0	1.0
Total interest payable on borrowings	23.3	23.5
Interest on net retirement benefits obligations	1.6	2.3
Adjustments to discounts on provisions and other liabilities	2.2	2.4
Adjustments to discounts on receivables	(1.2)	(1.3)
Financial income	(9.7)	(15.3)
Total net finance costs	16.2	11.6

Within the table above, total finance costs are £27.1m (2023: £28.2m) and total finance income is £10.9m (2023: £16.6m).

5 Income tax

The Group's headline effective tax rate, based on the income tax costs associated with headline performance of £47.2m (2023: £51.9m), was 27.5% (2023: 27.5%).

The Group's total income tax costs include a credit on separately reported items of £8.9m (2023: £3.1m), which primarily relates to the amortisation of acquired intangible assets, cost reduction programme expenses and provision for future water treatment at a disused mine.

The net tax charge reflected in the Group Statement of Comprehensive Income in the year amounted to £0.8m (2023: £2.0m), which primarily relates to tax on net actuarial gains and losses on pensions.

6 Earnings per share ("EPS")

6.1 Earnings for EPS

Basic and diluted EPS from continuing operations are based upon the profit attributable to owners of the parent, as reported in the Group Income Statement. The table below reconciles these different profit measures.

	2024	2023
	£m	£m
Profit attributable to owners of the parent	87.2	118.5
Adjustments for separately reported items:		
Cost reduction programme expenses	14.6	-
Provision for future water treatment at disused mine	9.7	-
Amortisation of acquired intangible assets	10.0	10.3
Income tax (credit)/charge	(8.9)	(3.1)
Headline profit attributable to owners of the parent	112.6	125.7

6.2 Weighted average number of shares

	2024	2023
	millions	millions
For calculating basic and headline EPS	260.0	269.1
Adjustment for potentially dilutive ordinary shares	3.7	3.0
For calculating diluted and diluted headline EPS	263.7	272.1

For the purposes of calculating diluted and diluted headline EPS, the weighted average number of ordinary shares is adjusted to include the weighted average number of ordinary shares that would be issued on the conversion of all potentially dilutive ordinary shares expected to vest, relating to the Company's share-based payment plans. Potential ordinary shares are only treated as dilutive when their conversion to ordinary shares would decrease EPS or increase loss per share.

6.3 Per share amounts

	2024	2023
	pence	pence
Earnings per share - reported basic	33.5	44.0
- reported diluted	33.1	43.6
- headline basic ⁽¹⁾	43.3	46.7
- headline diluted ⁽¹⁾	42.7	46.2

⁽¹⁾ For definition of headline earnings per share, refer to Note 16.

7 Dividends

	2024	2023
	£m	£m
Amounts recognised as dividends and paid to equity holders during the period		
Final dividend for the year ended 31 December 2022 of 15.75p per ordinary share	-	42.4
Interim dividend for the year ended 31 December 2023 of 6.80p per ordinary share	-	18.3
Final dividend for the year ended 31 December 2023 of 16.20p per ordinary share	42.7	-
Interim dividend for the year ended 31 December 2024 of 7.10p per ordinary share	18.4	-
	61.1	60.7

In addition to the above dividends, since year end the directors have recommended the payment of a final dividend of 16.40 pence (2023: 16.20 pence) per ordinary share (TDIM: VSVS and ISIN: GB00B82YXW83).

This is subject to approval by shareholders at the Company's Annual General Meeting on 16 May 2025. If approved by shareholders, the aggregate amount of the proposed dividend expected to be paid on 6 June 2025 out of retained earnings at 31 December 2024, but not recognised as a liability at year end, to holders of ordinary shares on the register on 25 April 2025 is £40.0m (31 May 2024: £42.7m).

The ordinary shares will be quoted ex-dividend on 24 April 2025. Any shareholder wishing to participate in the Vesuvius Dividend Reinvestment Plan needs to have submitted their election to do so by 15 May 2025.

8 Reconciliation of movement in net debt

	Balance as at 1 Jan 2024 £m	Foreign exchange adjustments £m	Fair value gains/ (losses)	Non-cash movements ⁽¹⁾ £m	Cash flow ⁽²⁾ £m	Balance as at 31 Dec 2024 £m
Cash and cash equivalents						
Cash at bank and in hand	164.2	(5.1)	-	-	27.3	186.4
Bank overdrafts	(3.4)	0.1	-	-	(4.5)	(7.8)
	160.8	(5.0)	-	-	22.8	178.6
Borrowings, excluding bank overdrafts	(400.6)	9.2	-	(18.2)	(103.6)	(513.2)
Capitalised arrangement fees	1.8	-	-	(1.0)	-	0.8
Derivative financial instruments	0.5	-	4.1	-	-	4.6
Net debt	(237.5)	4.2	4.1	(19.2)	(80.8)	(329.2)

^{(1) £15.2}m (2023: £31.2m) of new leases were entered into during the year.

⁽²⁾ Borrowings, excluding bank overdrafts include proceeds from borrowings, repayment of borrowings and payment of lease liabilities.

8 Reconciliation of movement in net debt (continued)

	Balance as at 1 Jan 2023 £m	Foreign exchange adjustments £m	Fair value gains/ (losses)	Non-cash movements £m	Cash flow ⁽²⁾ £m	Balance as at 31 Dec 2023 £m
Cash and cash equivalents						
Cash at bank and in hand	184.2	(21.1)	-	-	1.1	164.2
Bank overdrafts	(4.4)	0.1	-	-	0.9	(3.4)
	179.8	(21.0)	-	-	2.0	160.8
Borrowings, excluding bank overdrafts	(440.2)	11.9	-	(33.6)	61.3	(400.6)
Capitalised arrangement fees	2.7	-	-	(0.9)	-	1.8
Derivative financial instruments	2.7	-	(2.2)	-	-	0.5
Net debt	(255.0)	(9.1)	(2.2)	(34.5)	63.3	(237.5)

Net debt is a measure of the Group's net indebtedness to banks and other external financial institutions and comprises the total of cash and short-term deposits, current and non-current interest-bearing borrowings, derivative financial instruments and lease liabilities.

The Group routinely rolls over the principal of borrowings drawn under the committed syndicated bank facility. The procedure may be repeated, depending on liquidity requirements of the Group, until maturity date of the credit facility.

9 Cash generated from operations

	2024	2023
	£m	£m
Operating profit	153.7	190.1
Adjustments for:		
Cost reduction programme expenses	14.6	-
Provision for future water treatment at disused mine	9.7	-
Amortisation of acquired intangible assets	10.0	10.3
Trading Profit	188.0	200.4
Gain on disposal of non-current assets	(2.2)	(2.5)
Depreciation and amortisation	62.2	57.8
Defined benefit retirement plans net charge	5.0	5.2
Net (increase)/decrease in inventories	(14.3)	9.9
Net decrease in trade receivables	1.9	2.6
Net increase in trade payables	11.8	8.3
Net increase in other working capital	(16.6)	(0.5)
Outflow related to restructuring charges	(1.0)	(0.8)
Defined benefit retirement plans cash outflows	(9.4)	(7.4)
Cost reduction programme cash outflows	(7.9)	-
Water treatment at disused mine cash outflows	(0.8)	(1.0)
Cash generated from operations	216.7	272.0

10 Employee benefits

The net employee benefits liability as at 31 December 2023 was £37.4m (2023: £46.3m) derived from an actuarial valuation of the Group's defined benefit pension and other post-retirement obligations as at that date.

All the liabilities in the UK were insured following a buy-in agreement with Pension Insurance Corporation plc ("PIC") in 2021. This buy-in agreement secured an insurance asset from PIC that matches the remaining pension liabilities of the UK Plan, with the result that the Company no longer bears any investment, longevity, interest rate or inflation risks in respect of the UK Plan.

As disclosed in note 27 of the 2024 Annual Report and Financial Statements, the above amounts may materially change in the next 12 months if there is a change in assumptions.

	2024	2023
	£m	£m
Employee benefits — net surpluses		
UK defined benefit pension plans	31.8	32.5
ROW defined benefit pension plans	2.3	2.1
Net surpluses	34.1	34.6
Employee benefits — net liabilities		
UK defined benefit pension plans	(1.0)	(1.1)
US defined benefit pension plans	(12.1)	(18.2)
Germany defined benefit pension plans	(38.1)	(41.3)
ROW defined benefit pension plans	(11.0)	(10.4)
Other post-retirement long-term benefit plans	(9.3)	(9.9)
Net liabilities	(71.5)	(80.9)
Total net liabilities	(37.4)	(46.3)

The expense recognised in the Group Income Statement in respect of the Group's defined benefit retirement plans and other post-retirement benefit plans is shown below.

		2024	2023
		£m	£m
In arriving at trading profit	 within other manufacturing costs 	1.1	1.3
(as defined in Note 16.4)	 — within administration, selling and distribution costs 	3.9	3.9
In arriving at profit before tax	 — within net finance costs 	1.6	2.3
Total net charge		6.6	7.5

11 Contingent liabilities

Vesuvius has extensive international operations and is subject to various legal and regulatory regimes, including those covering taxation and environmental matters.

Certain of Vesuvius' subsidiaries are subject to legacy matter lawsuits, predominantly in the US, relating to a small number of products containing asbestos manufactured prior to the acquisition of those subsidiaries by Vesuvius. These suits usually also name many other product manufacturers. To date, Vesuvius is not aware of there being any liability verdicts against any of these subsidiaries. Each year a number of these lawsuits are withdrawn, dismissed or settled. The amount paid, including costs, in relation to this litigation has not had a material adverse effect on Vesuvius' financial position or results of operations.

As the settlement of many of the obligations for which reserve is made is subject to legal or other regulatory process, the timing and amount of the associated outflows is subject to some uncertainty (see Note 32 of the 2024 Annual Report and Financial Statements for further information). The amount paid, including costs in relation to this litigation, has not had a material effect on Vesuvius' financial position or results of operations in the current year.

12 Related parties

The nature of related party transactions in 2024 are in line with those transactions disclosed in Note 33 of the 2024 Annual Report and Financial Statements. All transactions with related parties are conducted on an arm's length basis and in accordance with normal business terms. Transactions with joint ventures and associates are consistent with those disclosed in Note 32 of the 2023 Annual Report and Financial Statements. Transactions between related parties that are Group subsidiaries are eliminated on consolidation.

	2024	2023
Transactions with joint ventures and associates	£m	£m
Sales to joint ventures	4.2	4.3
Purchases from joint ventures	27.1	30.1
Dividends received	0.7	1.0
Trade payables owed to joint ventures	8.1	10.3
Trade receivables due from joint ventures	1.0	1.0

13 Acquisitions and divestments

The Group did not acquire any material interests in any companies during the year ended 31 December 2024. There was no contingent consideration paid during the year ended 31 December 2024.

On 15 November 2024 the Group signed an agreement to acquire a 61.65% stake in PiroMET AS, a Turkish business for €26.2m. Following the agreement reached in November 2024, on 28 February 2025 we completed the acquisition of a 61.65% shareholding in PiroMET, a Turkish refractory company, for €26.2m. The acquisition will strengthen our Advanced Refractory business in the fast-growing region of EEMEA and will also allow us to leverage PiroMET's expertise in robotics and gunning worldwide.

14 Provisions

	Disposal, closure and	Othor	Tatal
	environmental costs	Other	Total
	£m	£m	£m
As at 1 January 2023	57.7	9.0	66.7
Exchange adjustments	(2.6)	(0.2)	(2.8)
Charge to Group Income Statement – trading profit	1.5	7.0	8.5
Charge to Group Income Statement – separately reported items	-	-	-
Adjustment to discount	2.3	-	2.3
Cash spend	(7.0)	(9.1)	(16.1)
As at 31 December 2023	51.9	6.7	58.6
	Disposal, closure and		
	environmental costs	Other	Total
	£m	£m	£m
As at 1 January 2024	51.9	6.7	58.6
Exchange adjustments	1.2	(0.2)	1.0
(Release)/charge to Group Income Statement – trading profit	(0.6)	7.5	6.9
Charge to Group Income Statement – separately reported items	9.7	2.6	12.3
Adjustment to discount	2.2	-	2.2
Cash spend	(5.4)	(10.5)	(15.9)
As at 31 December 2024	59.0	6.1	65.1

In assessing the probable costs and realisation certainty of provisions, or related assets, reasonable assumptions are made. Changes to the assumptions used could significantly alter the Directors' assessment of the value, timing or certainty of the costs or related amounts.

15 Financial instruments

The Group's financial assets and liabilities are measured as appropriate either at amortised cost or at fair value through other comprehensive income or at fair value through profit and loss.

IFRS 13 Fair Value Measurement requires classification of financial instruments within a hierarchy that prioritises the inputs to fair value measurement. The three levels of the fair value hierarchy are:

Level 1 – Unadjusted quoted prices in active markets for identical assets or liabilities;

Level 2 – Inputs other than quoted prices that are observable for the asset or liability, either directly or indirectly;

Level 3 – Inputs that are not based on observable market data.

The following table summarises Vesuvius' financial instruments measured at fair value, and shows the level within the fair value hierarchy in which the financial instruments have been classified:

	2024		2023		
	Assets	Assets	Liabilities	Assets	Liabilities
	£m	£m	£m	£m	
Investments (Level 2)	0.2	-	0.3	-	
Derivatives not designated for hedge accounting purposes (level 2)	0.1	(0.1)	-	(0.1)	
Derivatives designated for hedge accounting purposes (level 2)	4.6	-	0.6	-	

All of the derivative financial instruments not designated for hedge accounting purposes reported in the table above will mature within a year of the balance sheet date. There were no transfers between fair value hierarchies during the period. The method for determining the hierarchy and for valuing the financial instruments is consistent with that disclosed in Note 25 of the 2024 Annual Report and Financial Statements. Fair value disclosures have not been made in respect of other financial assets and liabilities on the basis that the carrying amount is deemed to be a reasonable approximation of fair value.

The Group's Treasury department, acting in accordance with policies approved by the Board, is principally responsible for managing the financial risks faced by the Group. The Group's activities expose it to a variety of financial risks, the most significant of which are market risk and liquidity risk. The condensed financial statements do not include all financial risk management information and disclosures required in the annual financial statements; they should be read in conjunction with the Group's 2024 Annual Report and Financial Statements, in which further details of these financial risks were disclosed in Note 25. There have been no changes in the risk management policies since year-end.

In 2020, the Group executed a US\$86m cross-currency interest rate swap (CCIRS). The effect of this is to convert the \$86m Private Placement Notes issued in 2020 into €76.6m. US dollar cash flows under the CCIRS exactly mirror those of the Private Placement Notes and the maturity date of the CCIRS matches the repayment date of the Notes. The CCIRS would by default be revalued through the Income Statement; however, as it is in a designated hedging relationship, it is revalued through other comprehensive income. The US dollar exposure is designated as a cash flow hedge of the Private Placement Notes and the euro exposure is designated as a net investment hedge of the Group's foreign operations. The CCIRS is presented as a non-current asset or liability as it is expected to be settled more than 12 months after the end of the reporting period.

With the exception of the CCIRS, the fair value of derivatives outstanding at the year-end has been booked through the Income Statement. All of the fair values shown in the table above are classified under IFRS 13 as Level 2 measurements which have been calculated using quoted prices from active markets, where similar contracts are traded and the quotes reflect actual transactions in similar instruments. All the derivative assets and liabilities not designated for hedge accounting purposes reported above will mature in 2025.

Derivative financial instruments are subject to International Swaps and Derivatives Association (ISDA) agreements. Derivatives designated for hedge accounting purposes are presented net £4.6m (2023: £0.6m), of which £4.6m are gross assets and nil are gross liabilities (2023: gross assets £0.8m and gross liabilities £0.2m).

15 Financial instruments (continued)

As at 31 December 2024, €298.0m and \$146.0m (2023: €246.0m and \$30.0m) of borrowings were designated as hedges of net investments in €298.0m and \$146.0m (2023: €246.0m and \$30.0m) worth of foreign operations. In addition, the €76.6m (2023: €76.6m) CCIRS liability has been designated as a net investment hedge of a further €76.6m (2023: €76.6m) worth of foreign operations.

As the value of the borrowings and the CCIRS liability exactly matches the designated hedged portion of the net investments, the relevant hedge ratio is 1:1. The net investment hedges are therefore highly effective. It is noted that hedge ineffectiveness would arise in the event there were insufficient euro-denominated foreign operations to be matched against the €76.6m CCIRS liability.

The total retranslation impact of the borrowings and CCIRS designated as net investment hedges was a gain of £7.1m (2023: a gain of £7.9m).

The \$86.0m CCIRS asset has been designated as a cash flow hedge of the \$86.0m USPP Notes issued in 2020. As all principal and interest cash flows under the CCIRS exactly mirror those under the USPP Notes, the cash flow hedge is highly effective. It is noted that hedge ineffectiveness would arise in the event of a change in the contractual terms of either the USPP Notes or the CCIRS.

Hedge effectiveness is determined at inception of the hedge relationship and through periodic effectiveness assessments, to ensure that an economic relationship exists between the hedged item and hedging instrument.

As at 31 December 2024, the Group had \$116.0m, €198.0m and £28.0m (£284.6m in total) of US Private Placement (USPP) Notes outstanding (2023: \$116.0m, €198.0m and £28.0m (£290.8m in total)), which carry a fixed rate of interest, representing 60% (2023: 82%) of the Group's total borrowings outstanding at that date. Maturities of the corresponding USPP Notes were disclosed in Note 25 to the 2024 Annual Report and Financial Statements.

The currency and interest rate profile of the Group's borrowings is detailed in the tables below.

	Fixed rate	Floating rate	Total
	£m	£m	£m
Sterling	28.0	11.7	39.7
US dollar	92.7	92.8	185.5
Euro	163.9	82.8	246.7
Other	-	2.9	2.9
Capitalised arrangement fees	(0.4)	(0.4)	(0.8)
As at 31 December 2024	284.2	189.8	474.0
Sterling	28.0	21.5	49.5
US dollar	91.1	0.1	91.2
Euro	171.7	43.4	215.1
Other	-	-	-
Capitalised arrangement fees	(0.7)	(1.1)	(1.8)
As at 31 December 2023	290.1	63.9	354.0

Following adoption of amendments to IAS 1, the Group has reclassified amounts due under its committed syndicated bank facility as non-current as it had the right to roll over the obligations for at least 12 months after the reporting date and was compliant with all relevant covenant requirements at the reporting date. Comparatives for the year ended 31 December 2023 in these financial statements have been restated on the same basis. The amount reclassified as non-current liabilities in the comparative period was £51.6m.

15 Financial instruments (continued)

As at 31 December 2024, the Group had committed borrowing facilities of £669.6m (2023: £685.8m), of which £202.5m (2023: £333.4m) were undrawn. 100% of these undrawn facilities was due to expire in 2026. On 21 February 2025 the Group signed a new committed syndicated bank facility for an amount of £475.0m and with maturity date of August 2029. The previous committed syndicated bank facility signed in 2021 for an amount of £385.0m was cancelled with effect from the same date. The Group's borrowing requirements are therefore met by the USPP and a committed syndicated bank facility of £475.0m (2023: £385.0m). This is considered to be a non-adjusting event after balance sheet date.

The maturity analysis of the Group's non-derivative financial liabilities is shown in the tables below.

As at 31 December 2024	Within one year	Between 1- 2 years	Between 2- 5 years	Over 5 years	Total contractual cash flows	Carrying amount
	£m	£m	£m	£m	£m	
Trade payables	241.7	-	-	-	241.7	241.7
Loans & overdrafts	76.0	188.7	178.8	57.3	500.8	474.8
Lease liabilities ⁽¹⁾	15.0	11.9	15.7	18.2	60.8	46.2
Capitalised arrangement fees	-	-	-	-	-	(0.8)
Derivative liability	0.1	-	-	-	0.1	0.1
Total financial liabilities	332.8	200.6	194.5	75.5	803.4	762.0
As at 31 December 2023	Within one	Between	Between	Over 5	Total	Carrying
	year	1-2 years	2-5 years	years	contractual	amount
					cash flows	
	£m	£m	£m	£m	£m	
Trade payables	236.4	-	-	-	236.4	236.4
Loans & overdrafts	22.3	68.0	196.9	103.9	391.1	355.8
Lease liabilities ⁽¹⁾	13.5	12.2	17.0	19.4	62.1	48.2
Capitalised arrangement fees	-	-	-	-	-	(1.8)
Derivative liability	0.1	-	-	-	0.1	0.1
Total financial liabilities	272.3	80.2	213.9	123.3	689.7	638.7

(1)The lease liabilities at 31 December 2024 were £46.2 (2023: £48.2m). The cash payments for leases during the year were £18.2 (2023: £24.2m) and the interest on lease liabilities was £3.0m (2023: £2.4m). The net book value of the Group's property, plant and equipment assets held as right-of-use assets under lease contracts at 31 December 2024 was £54.7m (2023: £57.6m) and the depreciation on these assets during the year was £15.6m (2023: £14.2m).

Presented within interest-bearing borrowings of £520.2m (2023: £402.2m) are loans and overdrafts of £474.8m (2023: £355.8m), finance lease liabilities of £46.2m (2023: £48.2m) and capitalised arrangement fees of £(0.8)m (2023: £(1.8)m).

16 Alternative performance measures

The Company uses a number of alternative performance measures (APMs) in addition to those reported in accordance with IFRS. The Directors believe that these APMs, listed below, are important when assessing the underlying financial and operating performance of the Group and its divisions, providing management with key insights and metrics in support of the ongoing management of the Group's performance and cash flow. A number of these align with KPIs and other key metrics used in the business and therefore are considered useful to also disclose to the users of the financial statements. The following APMs do not have a standard definition prescribed by IFRS and therefore may not be directly comparable with similar measures presented by other companies.

16.1 Headline performance

Headline performance, reported separately on the face of the Group Income Statement, is from continuing operations and before items reported separately on the face of the Group Income Statement.

16.2 Underlying revenue, underlying trading profit and underlying return on sales

Underlying revenue, underlying trading profit and underlying return on sales are the headline equivalents of these measures after adjustments to exclude the effects of changes in exchange rates, business acquisitions and disposals. Reconciliations of underlying revenue and underlying trading profit can be found in the Financial Summary. Underlying revenue growth is one of the Group's KPIs and provides an important measure of organic growth of Group businesses between reporting periods by eliminating the impact of exchange rates, acquisitions and disposals.

16.3 Return on sales ('ROS')

ROS is calculated as trading profit divided by revenue. It is one of the Group's key performance indicators and is used to assess the trading performance of Group businesses. A reconciliation of ROS is included in Note 2.

16.4 Trading profit/adjusted EBITA

Trading profit/adjusted EBITA is defined as operating profit before separately reported items. It is one of the Group's key performance indicators and is used to assess the trading performance of Group businesses.

16.5 Headline profit before tax

Headline profit before tax, reported separately on the face of the Group Income Statement, is calculated as the net total of trading profit, plus the Group's share of post-tax profit of joint ventures and total net finance costs associated with headline performance. It is used to assess the financial performance of the Group as a whole.

16.6 Headline effective tax rate ('ETR')

The Group's headline ETR is calculated on the income tax costs associated with headline performance, divided by headline profit before tax and before the Group's share of post-tax profit of joint ventures and associates.

16.7 Headline earnings

Headline earnings is profit after tax before separately reported items attributable to owners of the parent.

16.8 Headline earnings per share

Headline earnings per share is calculated by dividing headline profit before tax less associated income tax costs, attributable to owners of the parent by the weighted average number of ordinary shares in issue during the year. It is one of the Group's key performance indicators and is used to assess the underlying earnings performance of the Group as a whole. It is also used as one of the targets against which the annual bonuses of certain employees are measured. Headline earnings per share is disclosed in Note 6.

16 Alternative performance measures (continued)

16.9 Adjusted operating cash flow

Adjusted operating cash flow is cash generated from operations before restructuring and vacant site remediation costs but after deducting capital expenditure net of asset disposals. It is used in calculating the Group's cash conversion.

	2024	2023
	£m	£m
Cash generated from operations	216.7	272.0
Add: Outflows relating to restructuring charges	1.0	0.8
Add: Outflows relating to cost reduction programme expenses	7.9	-
Add: Outflows relating to water treatment at disused mine	0.8	1.0
Less: Purchases of property, plant & equipment	(88.1)	(84.6)
Less: Purchases of intangible assets	(12.7)	(8.0)
Add: Proceeds from the sale of property, plant and equipment	4.3	5.4
Add: Proceeds from the sale of associates	0.4	-
Adjusted operating cash flow	130.3	186.6
Trading Profit	188.0	200.4
Cash Conversion	69%	93%

16.10 Cash conversion

Cash conversion is calculated as adjusted operating cash flow divided by trading profit. It is useful for measuring the rate at which cash is generated from trading profit. It is also used as one of the targets against which the annual bonuses of certain employees are measured. The calculation of cash conversion is detailed in Note 16.9 above

16.11 Free cash flow

Free cash flow is defined as net cash flow from operating activities after net outlays for the purchase and sale of property, plant and equipment, dividends from joint ventures and dividends paid to non-controlling shareholders. It is one of the Group's KPIs and is used to assess the underlying cash generation of the Group and is one of the measures used in monitoring the Group's capital. A reconciliation of free cash flow is included underneath the Group Statement of Cash Flows.

16.12 Average trade working capital to sales ratio

The average trade working capital to sales ratio is calculated as the percentage of average trade working capital balances to the total revenue for the previous 12 months, at constant currency. Average trade working capital (comprising inventories, trade receivables and trade payables) is calculated as the average of the 13 previous month-end balances. It is one of the Group's key performance indicators and is useful for measuring the level of working capital used in the business and is one of the measures used in monitoring the Group's capital. It is also used as one of the targets against which the annual bonuses of certain employees are measured.

	2024	2023
	£m	£m
Average trade working capital	416.5	451.8
Total revenue	1,820.1	1,929.8
Average trade working capital to sales ratio	22.9%	23.4%

16 Alternative performance measures (continued)

16.13 Adjusted earnings before interest, tax, depreciation and amortisation (adjusted EBITDA)

Adjusted EBITDA is calculated as the total of trading profit before depreciation and amortisation of non-acquired intangibles charges. It is used in the calculation of the Group's interest cover and net debt to adjusted EBITDA ratios. A reconciliation of adjusted EBITDA is included in Note 2.

16.14 Net interest payable on borrowings

Net interest payable on borrowings is calculated as total interest payable on borrowings less finance income, excluding interest on net retirement benefit obligations, adjustments to discounts and any item separately reported. It is used in the calculation of the Group's interest cover ratio.

	2024	2023
	£m	£m
Total interest payable on borrowings (note 4)	23.3	23.5
Finance income (note 4)	(9.7)	(15.3)
Net interest payable on borrowings	13.6	8.2

16.15 Interest cover

Interest cover is the ratio of adjusted EBITDA to net interest payable on borrowings for the last 12 months. It is one of the Group's key performance indicators and is used to assess the financial position of the Group and its ability to fund future growth. This measure is also a component of the Group's covenant calculations.

	2024	2023
	£m	£m
Adjusted EBITDA (note 2)	250.2	258.2
Net interest payable on borrowings	13.6	8.2
Interest cover	18.4x	31.5x

16.16 Net debt

Net debt comprises the net total of current and non-current interest-bearing borrowings (including IFRS16 lease liabilities), cash and short-term deposits and derivative financial instruments. Net debt is a measure of the Group's net indebtedness to banks and other external financial institutions. A reconciliation of the movement in net debt is included in Note 8.

16.17 Net debt to adjusted EBITDA

Net debt to adjusted EBITDA is the ratio of net debt at the year-end to adjusted EBITDA for the last 12 months. It is one of the Group's key performance indicators and is used to assess the financial position of the Group and its ability to fund future growth and is one of the measures used in monitoring the Group's capital.

	2024	2023
	£m	£m
Net debt (note 8)	329.2	237.5
Adjusted EBITDA (note 2)	250.2	258.2
Net debt to adjusted EBITDA	1.3x	0.9x

16 Alternative performance measures (continued)

16.18 Return on invested capital (ROIC)

The Group has adopted ROIC as its key measure of return from the Group's invested capital. It is one of the Group's key performance indicators and is used to assess the financial performance of the Group as a whole. ROIC is calculated as trading profit less amortisation of acquired intangibles plus share of post-tax profit of joint ventures and associates for the previous 12 months after tax, divided by the average (being the average of the opening and closing balance sheet) invested capital (defined as: total assets excluding cash plus non-interest-bearing liabilities), at the average foreign exchange rate for the year.

	2024 £m	2023 £m
Average invested capital	1,556.2	1,558.5
Trading profit (note 16.4)	188.0	200.4
Amortisation of acquired intangible assets	(10.0)	(10.3)
Share of post-tax profit from joint ventures and associates	1.1	0.9
Tax on trading profit and amortisation of acquired intangible assets	(48.9)	(52.3)
	130.2	138.7
ROIC	8.4%	8.9%

16.19 Constant currency

Figures presented at constant currency represent 2023 amounts retranslated at average 2024 exchange rates.

16.20 Liquidity

Liquidity is the Group's cash and short-term deposits plus undrawn committed debt facilities less cash used as collateral on loans and any gross up of cash in notional cash pools.

	2024	2023
	£m	£m
Cash	186.4	164.2
Undrawn committed debt facilities	202.5	333.4
Cash used as collateral on loans	-	(10.0)
Gross up of cash in notional pools	0.1	-
Liquidity	389.0	487.6

17 Exchange rates

The Group reports its results in pounds sterling. A substantial portion of the Group's revenue and profits are denominated in currencies other than pounds sterling. It is the Group's policy to translate the income statements and cash flow statements of its overseas operations into pounds sterling using average exchange rates for the year reported (except when the use of average rates does not approximate the exchange rate at the date of the transaction, in which case the transaction rate is used) and to translate balance sheets using year-end rates. The principal exchange rates used were as follows:

	Income and expense Average rates		Assets and liabilities Year-end rates			
	2024	2023	Change	2024	2023	Change
US Dollar	1.28	1.24	3.2%	1.25	1.27	(1.6%)
Euro	1.18	1.15	2.6%	1.21	1.15	5.2%
Chinese Renminbi	9.21	8.82	4.4%	9.18	9.07	1.2%
Japanese Yen	193.57	174.87	10.7%	196.65	179.56	9.5%
Brazilian Real	6.89	6.21	11.0%	7.74	6.18	25.2%
Indian Rupee	106.92	102.68	4.1%	107.04	105.89	1.1%
South African Rand	23.41	22.95	2.0%	23.58	23.27	1.3%