

Think beyond.
Shape the future.

Vesuvius is a global leader in molten metal flow engineering and technology, providing high-technology products and solutions to industrial customers who operate in challenging high-temperature conditions.

We prioritise investment in innovation to maintain our technological differentiation. Our customers are predominantly in the steel and foundry industries which we serve from our two Divisions.

Our technology-led products allow our customers to tackle some of the most complex problems in their production processes.

Strategic report

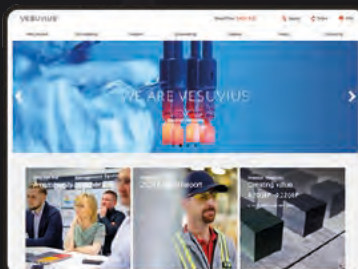
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For more information visit www.vesuvius.com

Highlights

Revenue

£1,809m



Trading profit¹

£151m



Return on sales¹

8.4%



Operating profit

£115m



Statutory EPS

21.1p



Free cash flow^{1,4}

£36m



Return on invested capital¹

10.5%



Net debt to adjusted EBITDA¹

2.0x



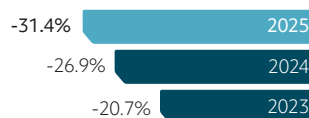
Lost Time Injury Frequency Rate per million hours¹

0.7

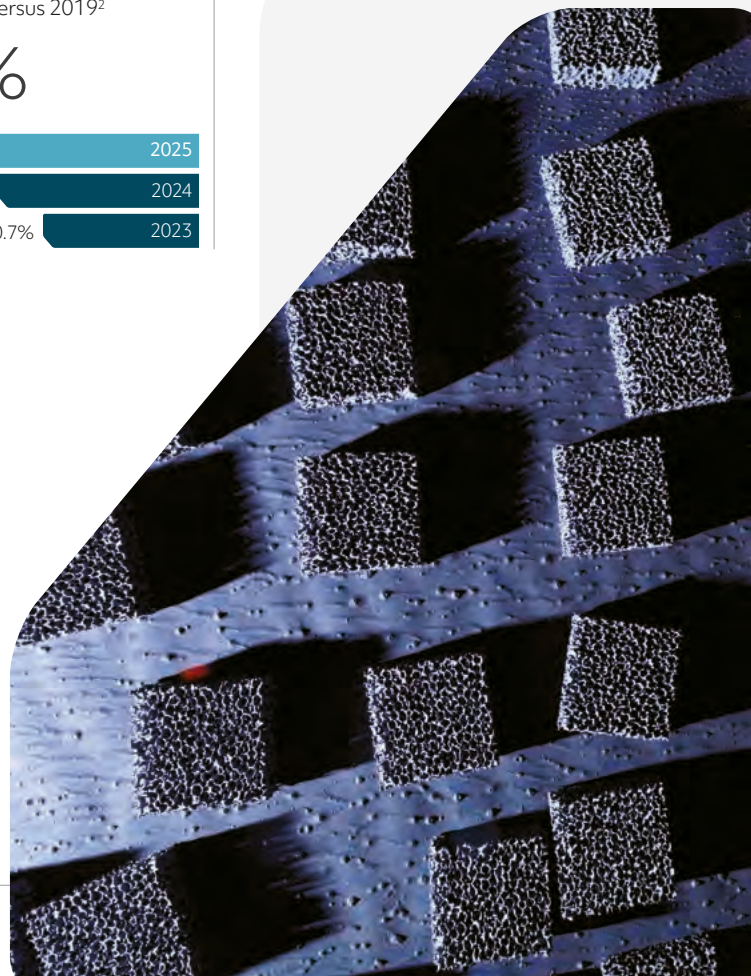


Reduction in Scope 1 and 2 CO₂e emission intensity per metric tonne of product packed for shipment versus 2019²

-31.4%



- For definitions of alternative performance measures, refer to Note 35 to the Group Financial Statements.
- Pro forma performance calculated as if dolime production had been operating normally in 2023 and 2024. The actual reduction in Scope 1 and 2 CO₂e emission intensity in 2023 was 45.9% and in 2024 was 40.4%. See page 53 for further information.
- Figures above have been rounded to the nearest million.
- 2024 reported Free Cash Flow has decreased by £3.0m as a result of the reclassification of interest on lease liabilities to be consistent with its presentation in 2025. Refer to the Group Statement of Cash Flows on page 142.



At a glance

Steel

Revenue

£1,342.6m

Trading profit

£120.0m



Flow Control

We supply the global steel industry with consumable ceramic products, systems, robotics and digital services for the continuous casting process.

Key products

- VISO (isostatic tubes, stoppers and nozzles) c. 45%
- SLIDE-GATE (refractories and systems) c. 35%
- OTHER (including fluxes, purging plugs and robots) c. 20%

Revenue

£750.9m



Advanced Refractories

We supply specialist refractory products designed to enable steel-making equipment to hold the molten metal.

Key products

- UNSHAPED (AlSi and basic monolithics) c. 55%
- SHAPED AND OTHER (including bricks and precast) c. 45%

Revenue

£555.6m



Sensors & Probes

We supply a range of products that enhance the control and monitoring of our customers' production processes.

Revenue

£36.1m

What we do for our Steel customers

We supply refractory products, flow control systems and process measurement solutions to our Steel Division customers

We combine these with robotics and mechatronic installations to increase their efficiency, lower their costs and improve their safety and product consistency

Our solutions address the key challenges of our customers in the steel industry, such as maintaining steel quality and reducing energy usage during the casting process

Our products and their applications preserve the purity of the steel as it moves through the production process, from initial refining to the cast steel slab, bar or ingot

We improve...



Safety
Improved safety at customer plants



Quality
Better steel, better castings

Foundry

Revenue
£466.9m

Trading profit
£31.1m



Product demand is driven by higher sophistication, demanding higher-quality metal and more complex castings.

Operating under the Foseco brand, we are a world leader in the supply of consumable products, technical advice and application support to the global foundry industry, helping our customers to improve their casting quality and foundry efficiency.

Key products

- FEEDING AND FILTRATION c. 40%
- BINDERS AND COATINGS c. 30%
- OTHER (including crucibles and melt-shop products) c. 30%



Customers

The Foundry division's primary customers are ferrous and non-ferrous foundries serving various end-markets from large bespoke castings to high volume automotive pieces. Most of Foseco's customers serve the general industrial market.

General industrials¹

78%

Light vehicle market

22%

What we do for our Foundry customers

We provide customisable products and process technology to foundries that improve the quality of their castings

We combine this with technical advice, application engineering and computer modelling to improve process outcomes

Our solutions address our foundry customers' key challenges of casting quality and production efficiency

Our products and solutions clean the molten metal, improve the solidification of that metal, and reduce wastage in the final casting



Efficiency
Cheaper steel,
cheaper castings



Sustainability
Less energy usage
and CO₂ emissions

...for our Steel and Foundry customers

1. General industrials includes: mining, agricultural, general engineering, heavy trucks and other industrial applications.

At a glance continued

Our global presence

Our worldwide footprint, with a focus on the world's growing markets, enables us to capitalise on shifting dynamics in the global steel and foundry markets.

◆ Production sites ◆ Acquisitions ◆ R&D centres of excellence



Our capacity expansion for developing markets

Yingkou and Changshu, China

Advanced Refractories:

Basic monolithics

Foundry:

Non-ferrous fluxes

Vizag, India

Advanced Refractories:

Precast, AlSi and basic monolithics

Flow Control:

Mould flux

Skawina, Poland

Flow Control:

VISO and slide-gate

Monterrey, Mexico

Flow Control:

VISO

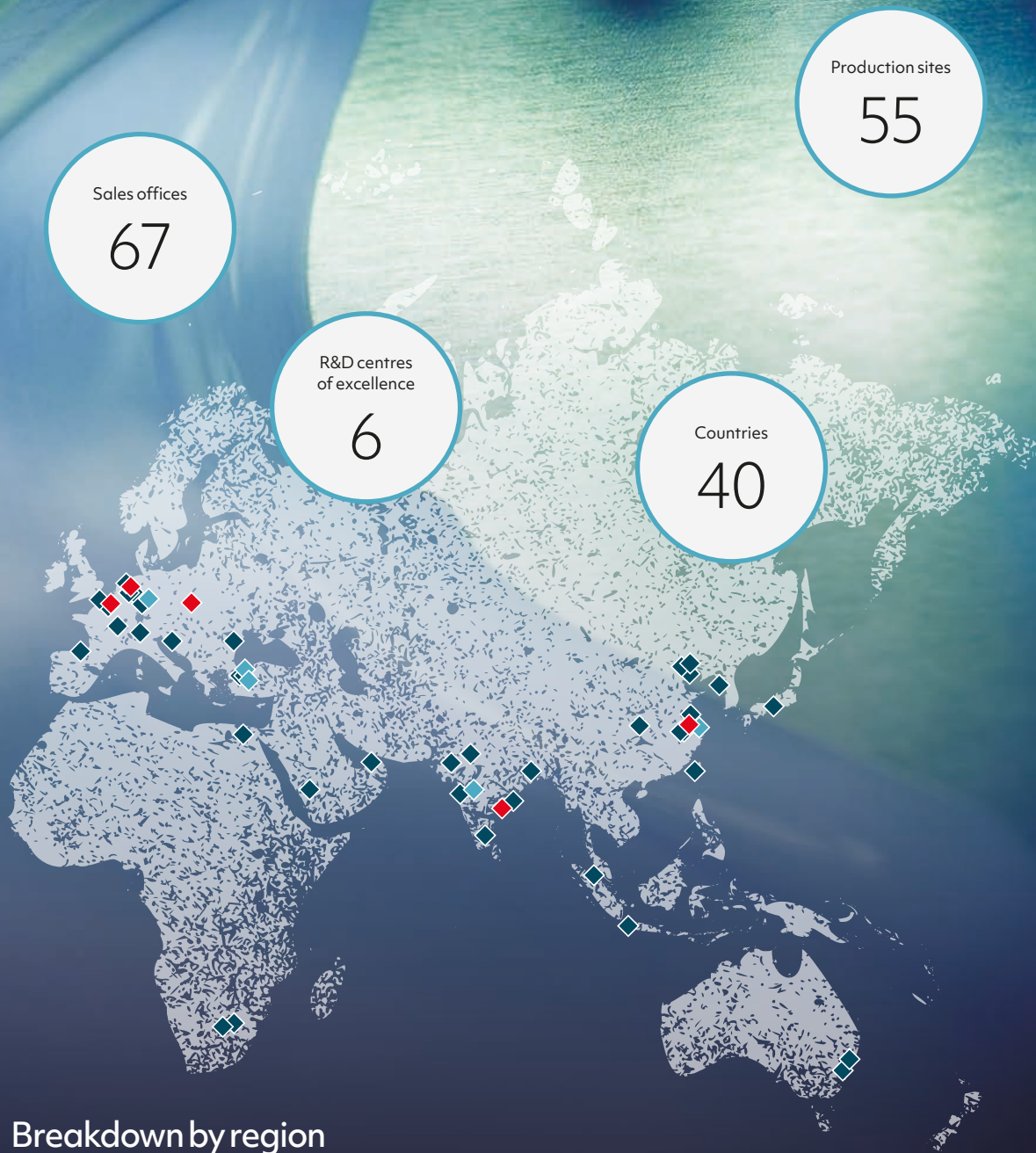
Kolkata and Pune, India

Flow Control:

VISO

Foundry:

Filters



Breakdown by region

Americas
3,048 employees

- 18% Foundry
- 82% Steel

£606.8m

Revenue



EMEA
3,986 employees

- 30% Foundry
- 70% Steel

£607.7m

Revenue



Asia-Pacific
7,892 employees

- 30% Foundry
- 70% Steel

£595.0m

Revenue



Chairman's statement



Carl-Peter Forster



Advancing our strategy through a challenging year."

Dear Shareholder,

2025 was a challenging year for the Group as we faced difficult conditions in our end-markets, particularly in Europe, with the improvement in markets that we had hoped for in the second half of the year not materialising as anticipated.

Vesuvius serves end-customers that are more susceptible to macroeconomic trends, and 2025 saw a significant decline in global industrial activity. Against this backdrop, however, the Group demonstrated extraordinary resilience. We responded with discipline, maintaining strategic focus, progressing self-help initiatives and continuing to invest for long-term growth.

Strategy

Demand conditions for our products were weakest in Europe, where subdued industrial activity affected both Steel and Foundry markets. Whilst Chinese industrial output remained below historical levels, India markets continued to perform strongly, North America proved resilient, and Brazil was broadly stable. In this context, the Group performed well, particularly in Steel, where we gained market share during the year, reflecting our continued investment in technology, strong customer relationships and consistent operational execution.

A significant strategic milestone during the year was the acquisition of the Molten Metal Systems business (MMS). This acquisition increases the Group's exposure to the faster-growing non-ferrous market segment and further strengthens our presence in India, a core growth market for Vesuvius. India remains central to our strategy, where we are making steady progress. Our expanded manufacturing footprint, including the commissioning of our new facility in Vizag, positions the Group well to support customer growth and provides substantial opportunity for future expansion.

Alongside targeted investment, the Group made good progress against its self-help initiatives in 2025. Our cost reduction programme has continued to advance well, with the exit run-rate at the end of the year ahead of initial expectations. During the year, increased focus was also placed on quality, with targeted initiatives gaining traction and reinforcing operational discipline. We also focused on rigorous cash management with our recent major capital investment programme concluding in 2025.

Innovation remains fundamental to the Group's strategy. Our continuing investment in research and development supports the introduction of new products and solutions, helping our customers to improve their efficiency, productivity and safety. Advanced solutions, including robotic-based applications, continue to attract strong customer interest and reinforce Vesuvius' role as a trusted technology partner. The Group's ability to continue to gain market share, despite the more challenging economic environment, is testament to the Group's technological differentiation and excellent customer focus.

People and safety

The Group's performance continues to be underpinned by the commitment and professionalism of our employees. I am particularly pleased that changes in a number of key leadership roles have been filled from within the organisation, demonstrating the strength of our internal talent and succession planning.

Providing our employees with a safe place to work remains the number one priority at Vesuvius, and we are proud of the steps we have taken over the years to ensure that safety is at the core of everything we do. Tragically, however, 2025 saw the loss of one of our colleagues following a fatal road traffic accident returning from a business trip, reminding us of the breadth of focus we need to maintain in keeping our people safe. This continued emphasis on protecting our people and maintaining high standards across the Group is fundamental to how we operate, but losses such as these serve as a clear reminder that there is always more to do. As ever, therefore, safety remains a core focus for the Group.

Once again, we conducted a Group-wide engagement survey in 2025. Although the difficult economic circumstances of the last year have put pressure on our employees, particularly those in leadership roles, which we see reflected in the responses received, employee engagement continues to be strong with safety and knowledge of our CORE Values rated particularly positively. As in all years, management actions are planned in response to the results of the survey.



Sustainability

The cycle of many of our Sustainability targets came to an end in 2025, and we are pleased to report excellent progress, particularly with regards to our environmental KPIs. We saw a reduction in our CO₂e emission intensity and similar marked progress in reducing our discharges of wastewater and creation of solid waste between 2019 and 2025. Our superb results, which are set out in our Sustainability report on pages 36 and 37, reflect the diligent focus of our operational teams on reducing our environmental impact. Whilst the focus on our own operational performance is important, we recognise that the technologies we sell to our customers play an even greater role in mitigating this impact by improving their efficiency and helping to significantly reduce their energy usage and emissions.

Board activity and governance

During the year, the Directors visited a number of the Group's operations, including sites across Europe, Brazil and Canada. The full Board visit to India was particularly valuable in deepening understanding of the Group's business, operations and recent investment in this strategically important market.

This visit included touring the new manufacturing facility in Vizag, which provides significant capacity and flexibility to support future growth. As part of its visit, the Board also met a key customer to gain feedback on the Group's position as a strategic partner to the steel industry, highlighting the scale of opportunity in fast-growing markets such as India.

Dividend and Share buyback

The Board has recommended a final dividend of 16.5 pence per share (FY24: 16.4p), which together with the interim dividend paid of 7.1 pence per share, brings the total dividend for the year to 23.6 pence per share, a 0.4% increase compared to the total dividend for 2024 (23.5p). This represents a dividend cover of 1.5x compared to underlying EPS for 2025.

Over 2025 we completed our second £50m share buyback (initiated in November 2024), resulting in a total cash outflow relating to share repurchases of £34.8m in FY25. In total 8.6m shares were repurchased during the year, reducing our shares in issue by c. 3%.

Annual General Meeting

The Annual General Meeting will be held on 28 May 2026. The Notice of Meeting and explanatory notes containing details of the resolutions to be put to the meeting accompany this Annual Report and are available on our website: www.vesuvius.com.

Looking ahead

As we enter a new year, the Board continues to monitor global markets closely.

With a continuation in our disciplined approach to costs, continued investment in differentiated technology, our investment for growth markets and our strong customer relationships, the Group is well positioned to benefit when markets recover.

On behalf of the Board, I would like to thank our employees, customers and shareholders for their continued support, and I look forward to reporting on further successes in the coming year.

Carl-Peter Forster

Chairman

11 March 2026

Chief Executive's strategic review



Patrick André



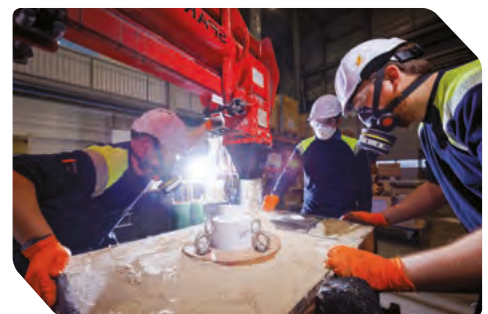
In 2025, we have shown resilience despite difficult market conditions, thanks to a strong focus on cost reduction and to the continuing benefits of our technology strategy."

Resilient revenue

In 2025, revenue was £1,809.5m, an increase of 0.7%, like-for-like, compared to 2024, and a 0.6% decline on a reported basis, reflecting FX headwinds partially offset by the contribution from acquisitions. The small underlying increase in revenue was principally due to modest growth in both sales volume, +£4.2m, and pricing of +£7.7m. Revenue in our Steel Division grew slightly (+1.4%) on a like-for-like basis reflecting both volume growth and pricing, while in Foundry, revenue reduced by 1.5% on an underlying basis, principally reflecting lower market activity, which was only partially offset by market share gains, and broadly flat pricing.

Trading profit was £151.1m, a reduction of 17.0% on a like-for-like basis and a decrease of 19.6% on a reported basis. Our £55m multi-year cost-saving programme delivered a £17.8m in-year benefit, ahead of our initial expectations, while net pricing was -£11.5m, reflecting a net negative in H1 and a small net positive in H2. Volume and mix had a negative impact on profit, reflecting a combination of shifts in volume regionally and product rotation among customers, largely in EMEA. The Group achieved a return on sales of 8.4% in 2025, down 170 basis points versus FY24 on a like-for-like basis. This reflects the decline in our trading profit, on broadly flat revenues.

The overall decline in trading profit is principally attributable to a drop in profitability in EMEA across both divisions, which accounts for approximately 80% of the reduction in Group profit year-on-year, driven by the challenging market conditions in this region.



Difficult market background in both Steel and Foundry

Global steel production remained subdued in the world with a 1.9% decline overall, including China which declined 4.4%. Excluding China, steel production increased 0.9% for the full year (Source: World Steel Association), despite a further significant increase in steel exports from China. Most of this growth was however concentrated in India (+9% year-on-year, excluding induction furnaces) and South East Asia (+4.7%). USMCA was mostly stable (+0.8%), with growth in the US mostly compensated for by a significant decline in Mexico and Canada. Steel production declined in EMEA (-1.3%) and in South America (-1.3%).

Chinese net steel exports continued to rise during the year, reaching 113 million tonnes in 2025, an increase of c. 9 million tonnes versus 2024, constraining steel production outside China. However, over 60 countries worldwide are now introducing some form of protective measures against unfair trade in steel. This, alongside domestic policy actions announced by the Chinese Government to reduce production and ensure regular payment of export taxes, is ultimately expected to support a reduction in Chinese exports and therefore support an increase in steel production outside of China. This should, in particular, benefit the EU and the Americas in particular.

Foundry markets, with the exception of India and China, remained very weak throughout 2025, in particular in Europe, which continued to be impacted by the decline in auto manufacturing. North Asia was also weak, with auto exports to China in decline due to domestic competition, and exports to the US impacted by increased tariffs. The market in South America, in particular Brazil, was also negatively impacted by Chinese castings imports and US tariffs.

Steel Division

The Steel Division delivered modest revenue growth (+1.4%, like-for-like) in 2025, mostly driven by Advanced Refractories (+3.9% revenue growth like-for-like), with stable revenue from Flow Control. On a reported basis, revenue was flat, reflecting the impact of FX headwinds, the contribution from the PiroMET acquisition and like-for-like revenue growth, supported by modest increases in both sales volume and pricing.

In the Steel Division, both Flow Control and Advanced Refractories gained market share overall, with gains in Asia and EMEA more than offsetting a slight erosion in the rest of the Americas.

Trading profit for the Steel Division fell by 18.3% on a like-for-like basis, resulting in a drop in return on sales of 210bps. The profit impact came substantially from the EMEA region due to a combination of adverse product mix and pricing. However, while pricing net of cost inflation remained negative for the full year, the Steel Division was able to re-establish positive net pricing in H2 reflecting, in particular, the technology leadership position of Flow Control. The Division was also negatively impacted by some temporary manufacturing inefficiencies in North America related to the ramp-up of production to satisfy the growing demand in the US. Steel Division profits were also supported by the strong cost reduction actions undertaken as part of the Group-wide cost-saving programme.



Foundry Division

Foundry revenue reduced by 1.5% on a like-for-like basis, as volumes fell, reflecting the declining market in most regions outside of India and China, and only partially compensated by market share gains. On a reported basis, revenue declined by 2.0% despite the contribution of the acquired MMS business. Trading profit for the Foundry Division fell 11.2% on a like-for-like basis, reflecting negative net pricing (largely in H1) and product margin mix, partially offset by an acceleration in cost savings. Return on sales declined 70bps. The challenges in profitability arose in EMEA and South America, while other major regions grew profitably. In 2025, the EU+UK represented 32% of Foundry revenue, down from 37% five years ago.



Chief Executive's strategic review continued

Priorities

Return on sales and Free cash flow



We continue to target a RoS of 12.5%, although delivery, along with our free cash flow target, has been held back by the extended weakness in our end-markets.

However, with the prospect of more favourable market conditions as from 2027 and the support of our ongoing self-help measures, we still remain confident that our business model has the potential to achieve this RoS target and to generate significant free cashflow.

Cost optimisation



- Expanded target to deliver £55m of annual cash cost savings by 2028
- Cost savings delivered in 2024 and 2025 of £30.8m
- Focus on worldwide operational improvement, lean initiatives, automation and digitalisation, and optimisation of our manufacturing footprint

Capital allocation

Organic investment

- R&D expenditure of ~2% of revenue annually
- c. £100m growth capex programme concluded in 2025

Inorganic investment

- Acquisitions on a highly selective basis
- Two acquisitions completed in 2025

Returns to shareholders

- Progressive dividend policy
- Maintenance of a prudent balance sheet
- Additional returns: £34.8m returned via share buyback programmes in 2025

Sustainability



- Helping our customers reduce their CO₂ emissions
- Become a zero-accident company
- Reach net zero CO₂ emissions (Scope 1 and 2)
- Improve gender diversity at every level of the Company

Good cash generation and strong balance sheet

The business delivered adjusted operating cash flow of £113.3m in 2025, which represented a 75% cash conversion rate for the year. Free cash flow was £36.0m, after cash capex (net of proceeds) of £81.0m (2024: £96.5m). We maintained a strict focus on working capital management and reduced our working capital by £38m at year-end versus the position at 30 June 2025, despite the addition of working capital from the Molten Metal Systems (MMS) business acquisition. Working capital intensity was stable since the second half of the year, at 23.4% of revenue, which is a slight increase compared to intensity of 22.9% at 31 December 2024.

Our balance sheet had a net debt/EBITDA ratio of 2.0x at the year-end, (31 December 2024: 1.3x; 30 June 2025: 1.8x) on a pro forma basis, adjusting for the EBITDA contribution from acquisitions made through the year, at the top end of our 1.0-2.0x range (2.1x without adjustment for acquisitions). This reflects £36m of free cash flow, £34.8m of payments relating to the share buyback, the acquisitions of PiroMET and the MMS business (total cash outflow of £38.9m) and dividends of £57.9m. Our year-end leverage based on our covenant calculation, which among other things adjusts for acquisitions made during the year, is 2.0x. We expect leverage to fall in 2026 as our cash flow benefits from lower capex, which is expected to be in the range of £70m-75m in 2026, and higher trading profit.

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

We continue to invest in research and development despite the difficult market conditions, spending £35.3m in 2025 (1.9% of revenue). This cost was fully expensed in our income statement. Our focus areas are: (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 and quality performance.

Our New Product Sales ratio, defined as the percentage of our sales realised from products which did not exist five years ago, reached 20.5% for the Group in 2025. This was up from 19.1% in 2024 and exceeded our Group target of over 20% by 2026.

We launched 24 new products in 2025 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 expanding, with an increase in Flow Control robots shipped, increasing to nine in the year versus six in 2024, reflecting a significant positive momentum in orders over the last two years. Flow Control robotic systems shipped in 2025 include two robots for a major customer in Mexico for a new mill currently under construction, expanding on the success of similar systems installed at the same customer in Brazil. Our Advanced Refractories robotics solutions are seeing similar positive progress, with contracts for four robots agreed in 2025, and a strong pipeline of opportunities in the year ahead, in combination with the acquired business PiroMET.

Cost optimisation programme delivering above expectations

Our cost optimisation programme, launched in late 2023, initially aimed to deliver £30m of recurring cash savings by 2026, and has been progressively upgraded and expanded, now with a target to deliver £55m of savings by 2028. The savings reported under this programme are structural in nature meaning that we do not expect them to reverse when market conditions improve.

The programme covers all our worldwide activities and focuses on operational improvement, lean initiatives, automation and digitalisation, as well as optimisation of our manufacturing footprint.

In 2025, we delivered cost savings under this programme of £17.8m, bringing the total delivered in two years to £30.8m, ahead of the initial target both in quantum and timing. 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. We expect to deliver incremental in-year savings of c. £10m in 2026.

The one-off costs to deliver these savings are shown as separately reported items, and in FY25 were £18.9m (FY24: £14.6m).

Strategic acquisitions

On 28 February 2025 we completed the acquisition of a 61.65% shareholding in PiroMET, a Turkish refractory company. The acquisition strengthens our Advanced Refractory business in the fast-growing region of EEMEA and will also allow us to leverage PiroMET's expertise in robotics, where we have a strong order-book for the coming years.

On 12 November 2025, we completed the acquisition of the MMS, which brings industry-leading technology in crucibles to our Foundry business, accelerating our exposure to the faster-growing non-ferrous market (expected to reach c. 27% of revenue in 2026, from 21%), together with increased exposure to the fast-growing Indian market.

Ongoing commitment to high safety performance

In 2025, we achieved a Lost Time Injury Frequency Rate (the number of work-related injuries necessitating a lost work-shift, per million hours worked) of 0.7, slightly higher than in 2024 due to a higher frequency rate at our newly acquired PiroMET business in Turkey, which we expect to improve as integration progresses. This still positions Vesuvius well ahead of the industry average and is the result of continuous efforts to integrate safety as the number one priority in the Company culture.

However, tragically, we suffered one work-related fatality in our workforce during the year, as the result of a public road traffic accident in which one of our colleagues, driving back from a site visit, passed away. 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 progressively to implement our action plan to decarbonise our activities. By the end of 2025, we had reduced our carbon intensity (CO₂e tonnes per million tonnes product sold) by 31.4% as compared with our 2019 reference year on a pro-forma basis (-47.4% on a reported basis), significantly ahead of the 2025 objective of a 20% reduction. This was achieved through carbon-free electricity sourcing, improving energy efficiency, and moving from higher to lower carbon-emitting energy sources.

Outlook

The impact of the recent events in the Middle East remains difficult to assess, but at this stage we still anticipate that 2026 will mark a transition to recovery in the Steel and Foundry markets, with, in particular, the impact of trade protection measures in steel starting to have a meaningful impact on our Steel markets as from the latter part of the year.

In 2026, our performance will benefit from the continued execution of our cost reduction programme, from the full-year contribution of our recent acquisitions and some modest volume growth.

On this basis, we expect our cash flow to grow in 2026, both from improved trading profit and from investment capex returning to a normalised level, both of which will also reduce leverage.

Whilst we are mindful of the current geopolitical uncertainty, absent an extended disruption, we continue to expect to deliver profit growth in 2026 in line with expectations, on a constant currency basis.

We continue to target a RoS of 12.5%, although delivery, along with our free cash flow target, has been, until now, held back by the extended weakness in our end-markets. However, with the prospect of more favourable market conditions from 2027 and the support of our ongoing self-help measures, we remain confident that our business model has the potential to achieve this RoS target and to generate significant free cash flow.

Patrick André
Chief Executive
11 March 2026

Our business model

Our purpose

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

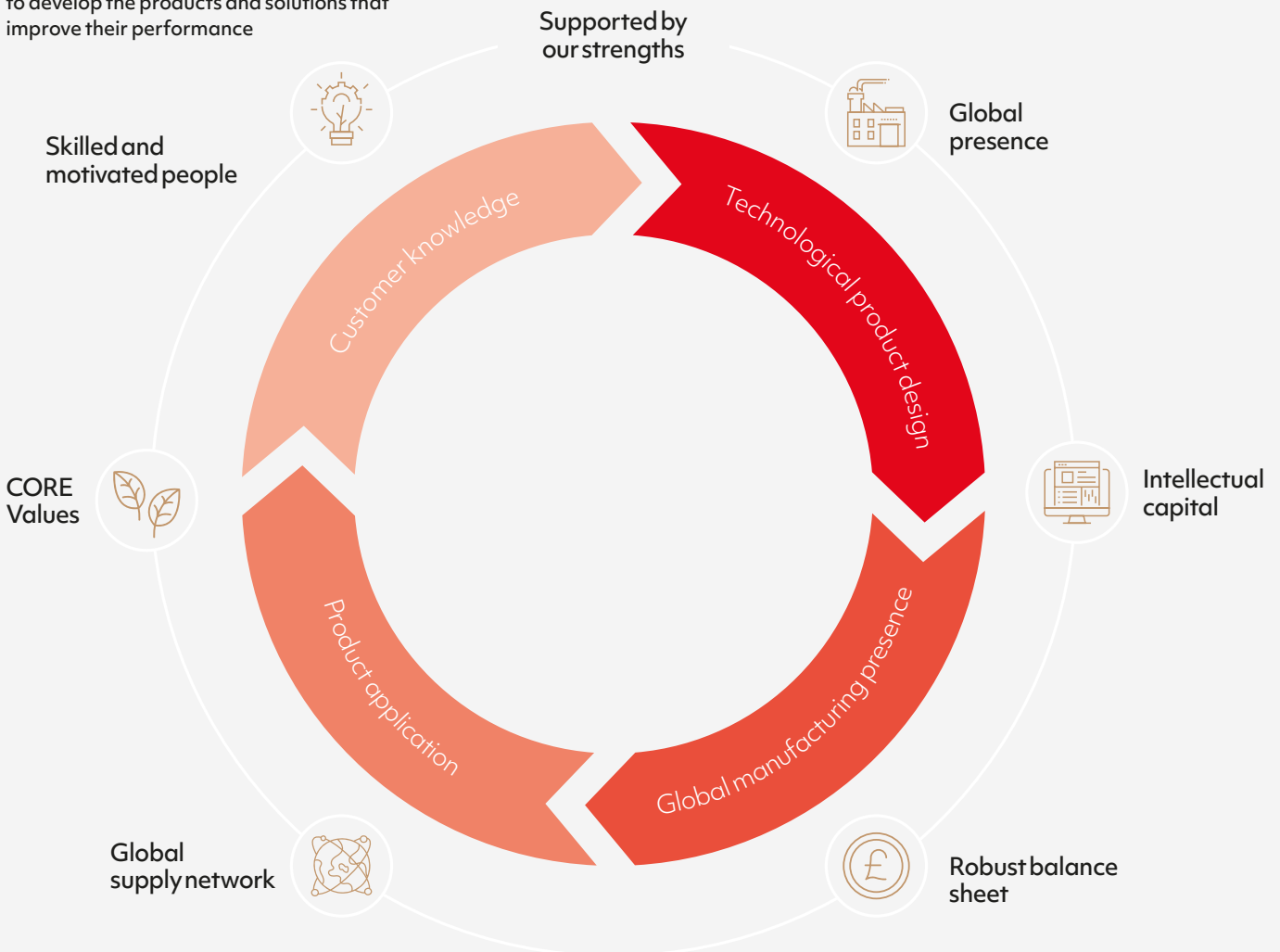
We think beyond today to create the innovative solutions that will shape the future, delivering products and services that help our customers make their industrial processes safer, more efficient and more sustainable.

In turn, we provide our employees with a safe workplace where they are recognised, developed and properly rewarded, and aim to deliver sustainable, profitable growth to provide our shareholders with a superior return on their investment.

How we create value

Collaboration with our Steel and Foundry customers

We work in partnership with our customers to develop the products and solutions that improve their performance



Our business approach

We are...

Entrepreneurial, decentralised, a non-matrix organisation.

We operate...

A profitable, flexible, cash-generative model focused on sustainable growth.

Our strengths

Values-led ways of working

We champion our values of Courage, Ownership, Respect and Energy, and our ethical approach to business conduct. We have more than 11,000 employees and more than 3,000 directly supervised contractors in our skilled and motivated workforce

Strategically located manufacturing assets

Our global footprint of 55 production and sales sites on six continents places us in close proximity to our customers and is aligned with growth markets

Intellectual capital

We have six R&D centres of excellence and dedicated R&D staff worldwide, generating innovative products and services

Financial capital

We have a strong balance sheet and use the cash generated by our business to invest in innovation and technology, site expansion and automation, and acquisitions to generate further growth

Global supply network

We work closely with a wide range of suppliers to establish reliable and well-developed sustainable supply chains to secure high-quality raw materials

Making a difference

Technological product design

Our customer-facing marketing and technology teams understand our customers' challenges through regular dialogue. Our network of talented scientists and technicians create differentiated products and solutions to address those challenges. This allows us to maintain our technology leadership

Global manufacturing

Our manufacturing sites expertly make our products, which are often bespoke for each customer. We operate a regional manufacturing model, with products usually made on the same continent as the customer

Product application

We provide on-site support for all our customers through the Marketing & Technology team. In addition, we have c. 3,000 employees operating within customer sites to apply our products, which is a common contract type in some regions

Customer knowledge

Our customer intimacy and deep knowledge of their processes and requirements give our engineers an unparalleled ability to deliver on customer needs

The value we create

Our shareholders

Our cash-generative and low capital intensity business provides returns to our shareholders and underpins sustainable growth

£92.7m

returned through our share buyback programmes and dividend payments in 2025

Our people

We encourage and reward high performance to create an environment where all can realise their individual potential

£386m

paid to employees in wages and salaries in 2025

Our customers

Our cutting-edge products and solutions deliver enhanced value for our customers

20.5%

new product sales ratio in 2025

Our environment

We are taking active steps to improve our environmental efficiency

31.4%

pro forma reduction in Scope 1 and Scope 2 CO₂e emission intensity per metric tonne of product packed for shipment (vs 2019)¹

Value for customers

Safety

Better working environments through reducing the number of interactions between manual operators and the steel-making process, and high reliability of safety-critical parts



Quality

Optimised products driving higher-quality, higher value steel, and better castings



Efficiency

More efficient production through improved yields, and cheaper casting and steel through reduction of input costs and improved operational efficiency



Sustainability

Less energy usage and reduced wastage resulting in lower CO₂ emissions in our customers' processes



1. Pro forma performance calculated as if dolime production had been operating normally in 2025. The actual reduction in Scope 1 and 2 CO₂e emission intensity in 2025 was 47.4%. See page 53 for further information.

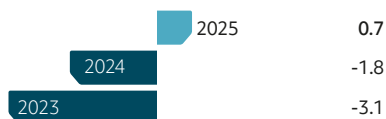
Financial KPIs

Like-for-like revenue growth



2025 delivery
+0.7%
 2025 vs 2024

Track record %



Definition*

Revenue growth on a constant currency basis, excluding the impact of acquisitions and disposals.

Rationale

Like-for-like revenue is a key indicator of organic growth. We seek to drive organic revenue growth through market share gains with an aim of outperforming our underlying markets by at least 2% in Flow Control and Foundry.

Progress in 2025

Like-for-like revenue was 0.7% higher than 2024 on a like-for-like basis. Our Steel business delivered like-for-like revenue growth of 1.4% through a combination of market share growth, market growth, and pricing. Foundry saw a 1.5% decline in like-for-like revenue, reflecting market declines in excess of market share gains.

Link to principal risks



Return on Sales (ROS)



2025 delivery
8.4%

Track record %



Definition*

Adjusted earnings before interest, tax, amortisation and separately reported items, divided by revenue.

Rationale

Return on sales is a measure of the quality of the business, reflecting our technologically differentiated and value-adding products. We have an ambition to achieve an ROS of 12.5% in the medium term through a combination of cost savings and profit growth, as sales volumes grow.

Progress in 2025

Return on sales reduced by 170 basis points versus FY24 on a like-for-like basis. This reflects the impact on profits of a product mix shift and some negative net pricing, particularly in H1 2025, partially offset by substantial cost savings.

Link to principal risks



Adjusted EPS



2025 delivery
34.2p

Track record p



Definition*

Profit after tax, before separately reported items, attributable to shareholders, divided by the average number of shares in issue over the year.

Rationale

Headline EPS is the underlying earnings available to shareholders. EPS reflects both the earnings achieved in the year and the number of shares in issue.

Progress in 2025

Adjusted EPS reduced by 17.7% like-for-like, reflecting the fall in trading profit, partially offset by a reduction in share count due to the share buyback completed in the year.

Links to remuneration

- **Annual Incentive Plan**
 Read more about this on pages 105 and 112.

Link to principal risks



Principal risks

- ① End-market
- ② Product quality failure
- ③ Complex and changing regulatory environment
- ④ Failure to secure innovation
- ⑤ Business interruption
- ⑥ People, culture and performance
- ⑦ Health and safety

* See Note 35 to the Group Financial Statements on Alternative Performance Measures for detailed definitions.

Return on Invested Capital (ROIC)



2025 delivery
10.5%

Track record %

2025	10.5
2024	14.4
2023	15.8

Definition*

Adjusted earnings before interest, tax and separately reported items, less amortisation of acquired intangibles (excluding Foseco), 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 and non-interest-bearing liabilities), at the average foreign exchange rate for the year.

Rationale

Reflects the returns achieved by the business on its capital, where returns consistently above our weighted average cost of capital demonstrate value creation for our stakeholders.

Progress in 2025

ROIC of 10.5% represents a decrease of 380 basis points compared to 2024, principally reflecting the decline in profit year-on-year plus the additional capital base due to the two acquisitions undertaken in the year.

Links to remuneration

- **Annual Incentive Plan and Vesuvius Share Plan**
Read more about this on pages 109, 112 and 113.

Link to principal risks



Free Cash Flow (FCF)



2025 delivery
£36.0m

Track record £m

2025	36.0
2024 ¹	57.8
2023	125.8

Definition*

Cash flow from operating activities and after net capex, dividends received from JVs and dividends paid to non-controlling shareholders.

Rationale

Free cash flow represents cash flow available to the Group to either invest in the business (such as by acquisitions), to reduce our capital base (such as through buybacks) or to distribute back to shareholders. We expect to grow free cash flow as profitability improves and investment capex returns to normal levels.

Progress in 2025

Free cash flow fell to £36.0m in 2025 compared to £57.8m in 2024, principally reflecting reduced EBITDA, partially offset by the planned reduction in capex as investment returns to normalised levels. Capex is expected to reduce further in 2026 as our programme of investment has been completed.

Links to remuneration

- **Annual Incentive Plan and Vesuvius Share Plan**
Read more about this on pages 109, 112 and 113.

Link to principal risks



Trade working capital intensity



2025 delivery
23.4%

Track record %

2025	23.4
2024	22.9
2023	23.4

Definition*

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.

Rationale

Working capital intensity shows the control of working capital, which is a key variable component in achieving our ROIC target. We aim to achieve working capital intensity of 21%.

Progress in 2025

Having achieved a reduction in 2024 to 22.9%, working capital intensity has increased slightly in 2025 to 23.4%, a slight reduction compared to trade working capital at 30 June 2025 of 23.5%. This reflects an increase in debtor days, partially offset by a reduction in inventory days.

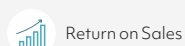
Links to remuneration

- **Annual Incentive Plan**
Read more about this on pages 105 and 112.

Link to principal risks



Strategic Value alignment



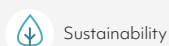
Return on Sales



Free Cash Flow



Cost Savings



Sustainability

- Details of the Group's non-financial KPIs can be found on pages 36 and 37.

1. 2024 reported Free Cash Flow has decreased by £3.0m as a result of the reclassification of interest on lease liabilities to be consistent with its presentation in 2025. Refer to the Group Statement of Cash Flows on page 142.

Why invest in Vesuvius?

We serve our customers through technological differentiation

An innovation-led business

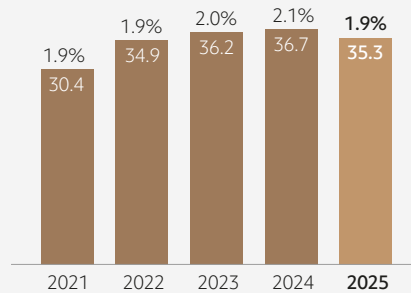
We employ expert material science and fluid dynamics specialists to create truly innovative and differentiated products. These products are highly specialised to perform their function in the extreme environments of steel manufacture and foundry casting.

We have built up a global network of expert scientists and technicians, based across our six R&D centres of excellence. These centres both develop new products and provide specialist support for our customers. In order to develop and maintain our technological advantage, we spend c. 2% of revenue on R&D annually.

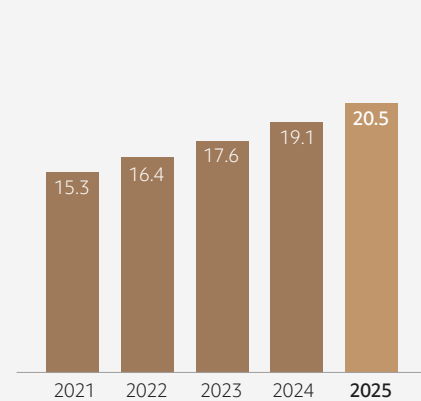
We operate a detailed process of evaluation through the product development cycle with a number of rigorous stage-gates that each product must pass to progress. The benefit of this investment in innovation is seen in the growing proportion of sales from new products (being products launched in the past five years). We have a target of 20%, which we have met a year ahead of schedule, in 2025, achieving an NPS ratio of 20.5% for the Group as a whole, and greater than 20% in our Flow Control Business Unit.

Consistent investment in R&D

- R&D as a % of revenue
- R&D investment £m (constant currency)



Steadily growing new product sales¹



1. New product sales defined as sales from products launched in the past five years.

Ongoing innovation pipeline of value-adding products



Flow Control

New robotic solution for bore cleaning in the ladle make up area

- Safety: no exposure to liquid steel
- Quality: consistent and accurate operations
- Enhanced traceability through data logging of process parameters



Advanced Refractories

Global launch of Vesuvius Advanced Robotic Gunning (VARG¹) system for BOFs and EAFs

- Improved H&S through fewer manual interactions
- Optimised refractory application to extend the lifetime of the vessel and boost the productivity
- Reduced labour costs



Foundry

FLUSSUM[®] 582G – a granular flux for Aluminium Casthouses

- Enhanced mechanical properties of the cast aluminium
- Reduced casting defects
- Improved extrusion and other processing
- Lower flux consumption
- Reduced waste generation

* Trademark of the Vesuvius Group of companies, unregistered or registered in certain countries, used under licence.

Customer partnership

Our products are often developed bespoke for each customer, reflecting how each steel mill and foundry is different. In addition, the effective functioning of our products is in many cases determined by their skilled application or installation, which we provide through our on-site technical expertise.

We seek to develop and maintain a close partnership with our customers, fulfilling the needs of their operations by:

- Giving expert engineering and technical input to advise on the optimum product to maximise value
- Providing after-sales service to support optimum usage
- Catering for their individual needs

Our Steel Division caters for the geometries of the ladle and tundish of each different steel mill and evaluates products 'in use' to ensure that refractory use in the steel-making process is optimised.

In Advanced Refractories, we operate contracts where we provide the technicians to manage the refractory application process.

We achieve this through our dedicated team of sales and marketing experts, who work closely with our R&D teams. Our global presence means that our customers are served by experts from within their region.

Operational excellence

We seek operational excellence throughout our organisation.

- We have a manufacturing base optimised for mature and growing markets
- We use standardised metrics/ deployment of the Vesuvius Operating System
- We share best practice across sites

- We maximise the use of automation to drive consistent product quality
- We are improving health and safety throughout our organisation
- We are improving energy efficiency and CO₂ emissions (relative to output) throughout our organisation

Mechatronic solutions that support our refractory products

Vesuvius develops systems and robots that deliver significant value to customers by removing people from working in dangerous areas of a steel plant and improving the speed and consistency of changeover of refractory parts, therefore increasing the yield of high-quality steel whilst reducing health and safety risks.

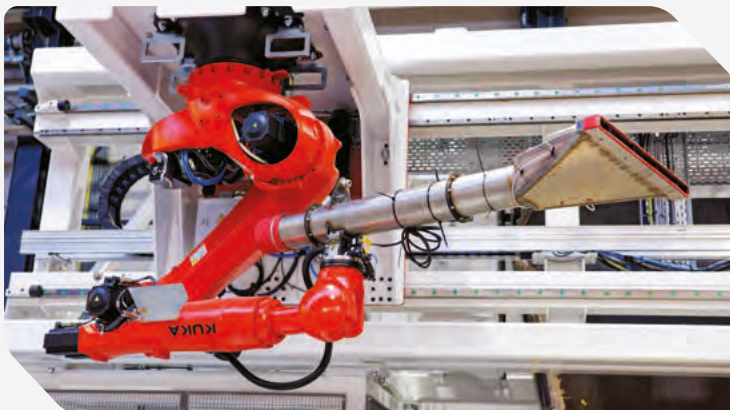
Our robots are designed to work with our systems and refractory products, and provide a long-term partnership with our customers.

We also produce mechatronic solutions to work with Advanced Refractory products such as our VARG⁺ system for applying monolithics.

Increasing penetration of Flow Control robots provides customers with a broader offering of complex systems. Nine Flow Control robots were shipped in 2025.

Systems include:

- RCT-LP: Ladle Platform – temperature and steel sampling in tundish; hydrogen measurement in tundish; tundish powder application; oxygen lancing of casting channel; ladle shroud handling
- RCT-BKS: Back Side Platform – cylinder connection and disconnection; handling ladle services (air, Argon, elect)
- Robotised shroud exchange operation for tube changer mechanism



Why invest in Vesuvius? continued

We operate in markets expected to grow over the medium term

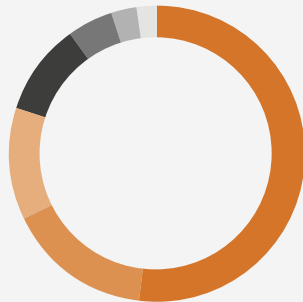
Steel Division

Markets served

By end-market %

Steel is the world's most important engineering and construction material. The steel manufactured today is principally used for construction, infrastructure, automotive manufacture and domestic goods.

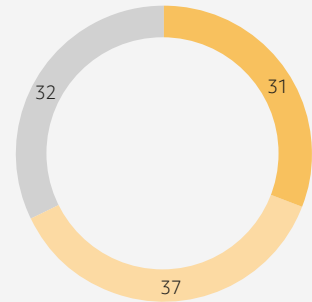
- Buildings and infrastructure
- Mechanical equipment
- Automotive
- Metal products
- Other transport
- Electrical equipment
- Domestic appliances



By region %

We have global exposure with under half our revenue generated from the mature markets of North America and Europe. We have a strong and growing position in India and other emerging markets. China represents 10% of our revenue due to our focus on steel manufactured using high-tech processes, but we are well placed to respond to the growth in high-tech steel in China in the coming years.

- Asia-Pacific
- Americas
- EMEA



Product portfolio

Advanced Refractories

Advanced Refractories provides consumable products (monolithics, bricks, precast) to the steel and industrial processes industries (e.g. aluminium, foundry and cement). We combine our global on-site presence at customer locations with our mechatronics solutions to deliver improved safety and efficiency within our customers' operations, whilst providing an ongoing revenue stream from our consumable products.

Flow Control

Flow Control provides end-to-end continuous casting solutions, from the ladle to the mould, harnessing strong R&D capabilities to supply technologically differentiated, bespoke products and systems to our customer base. We can combine our consumables with our industry-leading slide-gate systems and robotics to deliver highly reliable, safe and fully traceable operations.



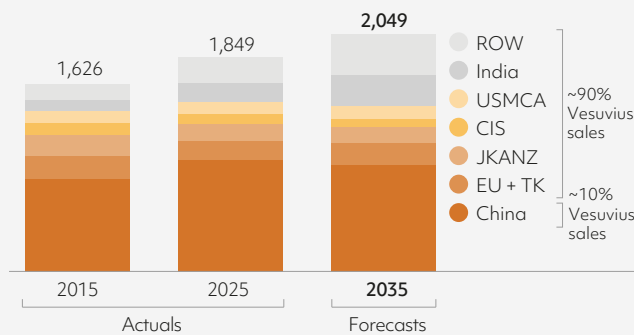
Market indicators and trends

Global steel production volumes

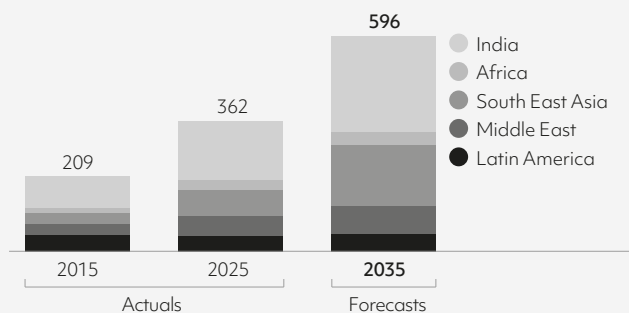
The volume of steel produced directly impacts the quantity of Vesuvius products consumed. We anticipate further growth in steel production volumes outside of China (~2% CAGR) with an estimated increase of more than 200 million tonnes in emerging markets between 2025 and 2035, linked to the development in emerging economies (including India and South East Asia). The implementation of steel import/export tariffs and protectionist measures should also result in an increase of local production in mature markets, particularly North America and EU27+UK.

Vesuvius' existing exposure to mature markets, and our continued investments in India, Poland and USMCA, result in our Steel Division being well positioned to capture this growth.

Expected evolution of global steel production¹
million tonnes



Expected growth in steel production in emerging markets¹
million tonnes

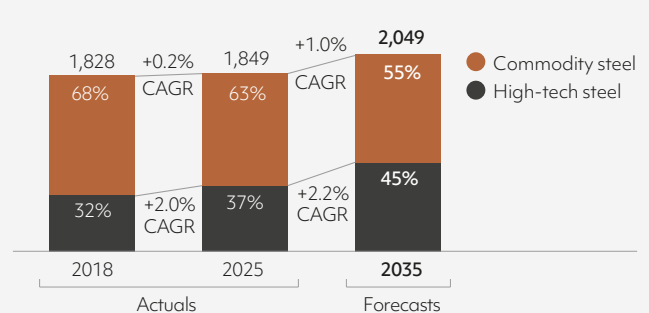


Steel production by type

The type of steel produced, e.g. high-tech steel used in the automotive industry vs. commodity steel used in the construction industry, impacts the production method used by manufacturers. High-tech steel requires more sophisticated production methodologies e.g. thin slab casting, which in turn requires more elaborate and larger volumes of our Flow Control products.

We anticipate that high-tech steel volumes, which currently represent c. 37% of steel production, will increase at ~2.2% CAGR driven by the maturation of developing economies as they transition from construction and infrastructure to consumer demand. We also anticipate that commodity steel volumes, which represent c. 63% of current production volumes, will be driven by fast-growing economies and infrastructure investments. The high-tech steel segment represents ~57% of Flow Control sales, hence the business unit is well positioned to capture this growth.

High-technology steel production evolution²
million tonnes



1. Sources: World Steel Association (Actuals) and McKinsey MineSpans (Forecasts).

2. Sources: World Steel Association (Actuals), McKinsey MineSpans (Forecasts) and Laplace Conseil (Split of high-tech vs. commodity steel).

Why invest in Vesuvius? continued

We operate in markets expected to grow over the medium term

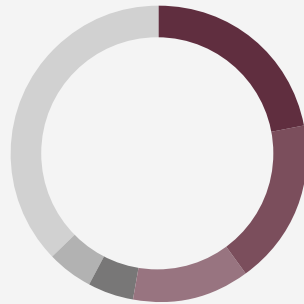
Foundry Division

Markets served

By end-market %

Products manufactured by the foundry casting market, made up of iron casting, steel casting and non-ferrous casting, are used across all engineering sectors.

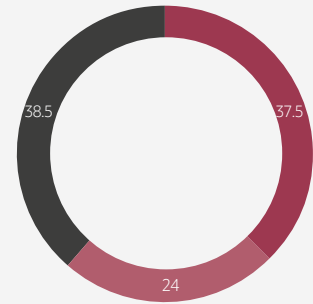
- Light vehicles
- Mining and construction
- Medium-heavy vehicles
- Railway and marine
- Power generation
- General engineering/Other



By region %

Ferrous sales in Europe and North Asia represent the core of the Foundry Division's business. We are witnessing the transition of ferrous casting activity from the EU and UK, and from Japan, towards emerging markets. We expect this strong growth to continue and we are focused on expanding our business in these developing markets.







- Asia-Pacific
- Americas
- EMEA



Product portfolio

The Foundry Division (trading as Foseco) couples the design and manufacture of customised products and process technology with technical support to improve the quality of metal castings produced in the foundry industry. Our product portfolio consists of six core product lines, where we offer solutions to serve both ferrous and non-ferrous foundries.

Typical product line alloy application: ● Ferrous ● Non-ferrous

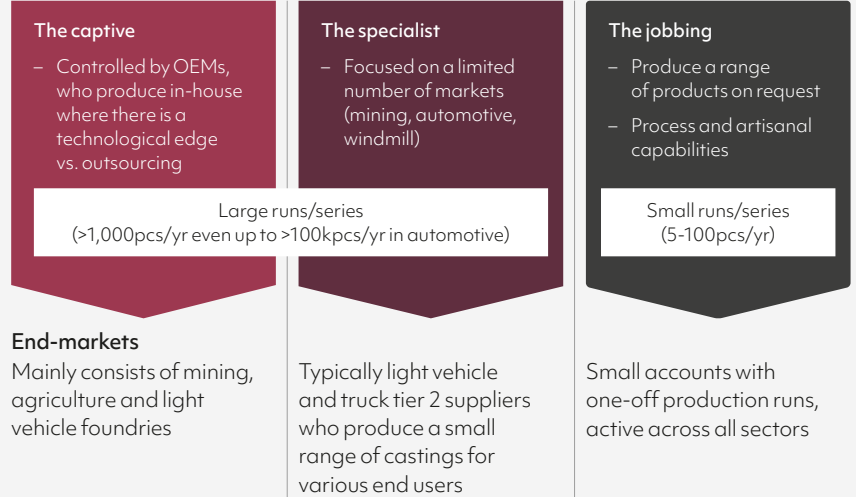
<p>Feeding systems</p> <p>●</p> 	<p>Coatings</p> <p>●</p> 	<p>Metal treatment</p> <p>● ●</p> 
<p>Filters</p> <p>●</p> 	<p>Refractories</p> <p>●</p> 	<p>Crucibles</p> <p>●</p> 

Market indicators and trends

Foundry's customers

The foundry market is highly fragmented with three main customer segments. Specialists represent the largest segment of Foundry's customer base. The Foundry Division has thousands of customers with no one customer representing more than 3% of Foundry's revenue.

Foseco customer segmentation



We see positive dynamics in the Foundry market

Global casting volumes¹

The volume of castings produced directly impacts the quantity of Foseco's products consumed. We anticipate growth in global casting volumes (+2% CAGR), mainly linked to development in India, South East Asia and China, where production of light vehicles, trucks and buses in particular is increasing.

Foundry's recent expansion in China, coupled with our acquisition of the Molten Metal Systems business (MMS), provides our Foundry division with a stronger presence to develop in the non-ferrous market, which is growing faster than the overall market.

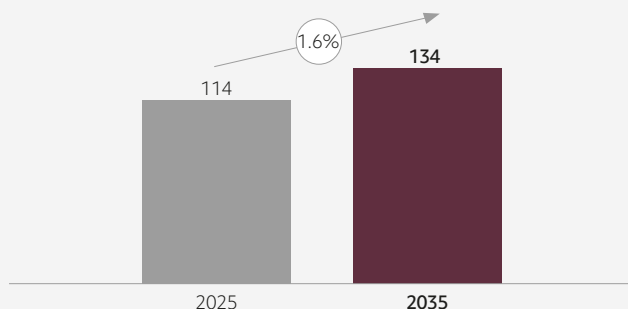
Global casting production by type¹

The type of metal being cast, e.g. ferrous vs. non-ferrous, impacts the production method and the type and volume of consumables required.

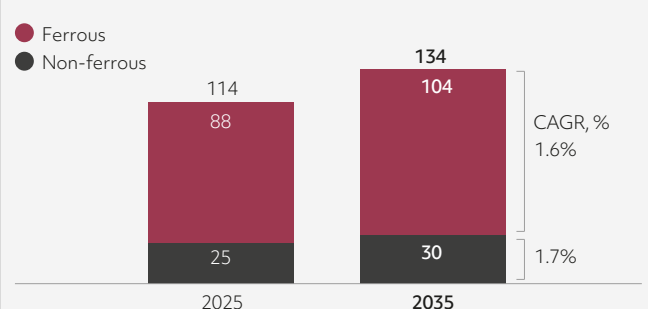
We anticipate non-ferrous casting volumes will grow faster (~2.5% CAGR) than ferrous volumes (~1.6% CAGR), as a result of automotive electrification, where vehicle volumes are shifting from ICE (Internal Combustion Engine) to BEV (Battery Electric Vehicles), which in turn increases the demand for non-ferrous metals (e.g. aluminium) for production.

Whilst the Foundry division has historically been stronger in ferrous casting technology, we continue to develop our non-ferrous portfolio. Our Foundry Division's existing product portfolio and market position in ferrous castings position us well to capture the market growth in this area. Our focus on R&D and recent product launches in non-ferrous (which account for >50% of our new product development projects and new product launches), and the acquisition of MMS, support our strategy to capture the faster growth in the non-ferrous market.

Expected evolution of global casting volume (2025-2035) million tonnes



Expected evolution of global casting volume (2025-2035) million tonnes



1. All CAGRs quoted are 2025-2035, source: Modern castings, Country foundry associations, World Steel Association, foundry-planet, Global Foundry Magazine, Vesuvius and McKinsey data.

Why invest in Vesuvius? continued

Our people

Our People Strategy aims to enable sustainable business growth, cost efficiency, cash generation and a performance-driven culture. In a lean, decentralised and highly entrepreneurial organisation that we promote, having the right skills and a winning mindset is critical for people to succeed and for business to thrive.

Vesuvius is a geographically and culturally diverse group, employing more than 14,000 people of more than 70 nationalities in 40 countries.

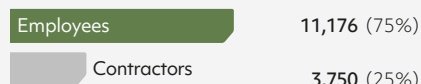
The underlying foundation is our strong culture of delivering results in our diverse, entrepreneurial, decentralised organisation, where everyone is empowered to take action, working with like-minded people in a non-matrix environment.

A flexible workforce

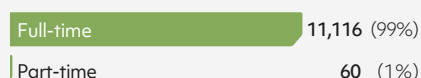
Our activity levels fluctuate based on customer demand. A variety of measures have been implemented to ensure our manufacturing workforce is equally flexible. These include the employment of agency workers, and the management of peaks and troughs through overtime and flexitime agreements.

A significant proportion of our headcount is employed in customer locations. The length of this employment with Vesuvius is dependent on the continuation or renewal of our customer contracts. Thus, if business is transferred by a customer from one supplier to another, this flexible employment approach rather than direct employment provides workers with employment continuity, as it permits them to continue working for the customer whilst their services are transferred.

Employees vs directly supervised contractors



Full-time vs part-time employees



Salaried vs hourly employees



Permanent vs temporary employees



Talent attraction and development

Staying competitive in today's rapidly evolving world requires a keen focus on the attraction and development of appropriate talent. We focus on achieving a balance between attracting high-quality external talent and developing a strong internal pipeline, and then provide continuous development to facilitate their success.

During recruitment for key talent we prepare clear, well-defined success profiles for each role, and utilise rounds of assessments, interviews, psychometric assessments and reference checks to secure top-tier talent.

Internally, we have developed a robust system for tracking and evaluating performance effectiveness across all levels. This includes two comprehensive, Group-wide system-based performance processes: one focused on an overall performance review, where managers assess employees on key factors such as alignment with Vesuvius CORE Values, achievement of results and role-specific competencies; the second on reviewing year-end personal objectives, which are linked to individual goal achievement and career progression.

In addition, we hold mid-year performance reviews to ensure alignment, address any gaps and refine development plans for the remainder of the year. These processes are vital in identifying skills gaps, talent risks and opportunities for growth, enabling us to take corrective action where needed.

Training and development

Our leaders take responsibility for managing and developing their teams. Our Learning Management System provides a global hub for Vesuvius' online training courses. Mandatory training courses are automatically assigned to new joiners and completion statistics are easily reportable. Targeted training courses can also be allocated to employees in specific roles, e.g. modern slavery training for people in Purchasing.

Our internal technical training is aimed at the continuous development of Vesuvius employees whether they operate in technical roles or not. Courses range from entry to expert levels and are continuously updated to keep pace with developing technology and delivery methods, thereby guaranteeing that Vesuvius experts are at the forefront of technical innovation. They are a great way for our hugely experienced technical experts to pass on their knowledge to the next generation and ensure the sustainability of our know-how, and to give non-technical staff a clear understanding of our products and technology.

Global mentoring programme

In 2025, Vesuvius continued its global mentoring programme for its top talent focusing on leadership and talent development. There are currently 19 mentees taking part in the 12-month programme, of which four are women. Mentees learn from the experience and perspectives of a senior leader, including members of the Group Executive Committee, with an individual personal development plan created to enhance their careers and leadership capabilities. The programme ensures internal knowledge transfer and builds a broader, deeper and readily available talent pool.



Global reward

Reward and recognition are integral components of our employee value proposition, enabling us to attract, engage and retain key talent and highly qualified employees. Our systems and processes are designed to create a market-competitive and rewarding environment for all our employees and to reinforce the vision, strategy and expectations set by the Board.

Our management Annual Incentive Plans are measured against both Vesuvius' financial targets and personal performance, an incentive structure consistent with that of our Executive Directors. The Vesuvius Share Plan for Executive Directors and Group Executive Committee members encourages robust decision-making based on long-term goals rather than short-term gains. We also have a cadre of over 200 managers who participate in the Group's share-based Medium Term Incentive Plan. Both of these programmes work to align the interests of participants with those of shareholders.

Global mobility

We believe that our global operations should be managed and staffed by local personnel. However, we also provide selected groups of employees with a range of international assignments. These assignments are usually for a limited period, most often three years.

International assignees do not come from one or two countries alone. We have a truly international mix of nationalities in our mobile population. Individuals move not only within a region, but also between regions. Our mobility programme shows that our assignee population is as diverse as our Group.

Employee engagement

Vesuvius recognises that companies with highly engaged employees deliver better business outcomes. They have lower absenteeism, lower employee turnover, fewer safety incidents, better product quality, and higher productivity, sales and profitability. At Vesuvius, we regard engagement as critical to our ongoing success and we work hard to listen to our people and act when issues impacting engagement are identified.

We seek to understand and support all employees, by using anonymous methods of providing feedback such as our annual employee engagement survey, I-Engage, and Speak Up reporting helpline. We measure the effectiveness of these tools by analysing response rates, tracking the percentage of employees participating each year and identifying trends in engagement across different departments and regions.

Employee engagement is a collective responsibility, especially for our management teams. As a principal tool to help nurture this engagement, we have partnered with Culture Amp to undertake our annual I-Engage survey, which captures employees' perceptions and attitudes towards Vesuvius and their work. The survey results are compiled into team-specific reports, which managers discuss transparently with their teams. Together, they identify areas for improvement and develop practical action plans to deliver positive change to the work environment.

In 2025, we maintained a very high participation level with 92% of employees responding to the survey. The overall level of engagement increased by 3% to 74%, with safety and knowledge of our CORE Values rated particularly positively. However, our results were not universally positive and survey follow-up was noted as an area where we could continue to improve.

Respondents to our 2025 I-Engage survey



Internal communications

We continue to develop our internal communications programme to ensure an effective and strong mix of channels to reach our diverse workforce. The Chief Executive regularly communicates with the whole Group through email and video, delivering important business information and strategic messages. In 2025, 11 interactive virtual sessions were held with the Senior Leadership Group which, along with our Global 'Spark' senior management meeting, were used to share business innovation and strategic updates, and foster better collaboration.

Company news and announcements are regularly shared via the Group intranet, supported by screen savers and video for major internal campaigns. For on-site communication, we utilise posters and 'town hall' meetings.

Wherever possible, we prioritise face-to-face communication at all levels of the organisation, creating space for our people to have meaningful Q&As and direct interaction with our business leaders.

Employee consultation and industrial relations

Vesuvius supports freedom of association and the right to collective bargaining. Around the globe, Vesuvius engages with local works councils and trade unions ensuring open communication on business matters as required. These regulated processes foster constructive dialogue between employee representatives and management, benefitting both our workforce and business operations. In addition to local employee representation, the Group operates a European Works Council (EWC) with elected representatives from the UK and each of the EU countries in which Vesuvius has employees.

In 2025, 73% of our permanent employees were covered by Collective Agreements addressing key working conditions through local works councils, trade unions or other representative bodies.

Why invest in Vesuvius? continued

Diversity and inclusion

As an organisation, Vesuvius has a global, multicultural operational and customer base, which we wish to reflect inside our organisation with a multicultural, diverse community of excellent professionals from all backgrounds. This starts by focusing on broad diversity of gender and nationality, with an aim to ensure that all employees and job applicants are given equal opportunity and that our organisation is representative of all sections of society where we operate. Vesuvius operates in 40 countries around the world, employing people of more than 70 nationalities, making us a truly diverse business.

We regard this diversity as a critical aspect of our success and future growth, as it allows us to access the widest range of skills and experience. Each employee is respected and valued, and as a result they are all able to give their best. All employees are given help, training and encouragement to develop their full potential and utilise their unique talents.

Overall responsibility for implementing the Group's Diversity and Equality Policy rests with the Executive Directors. The Nomination Committee monitors progress with meeting its objectives. At the end of 2025, the Senior Leadership Group (comprising c. 150 senior managers) consisted of 26 nationalities located in 22 countries. 15% of our overall workforce were women, which was stable versus 2024.

Women now represent 21% of our Senior Leadership Group, a level that we consider is still too low, but which represents a significant improvement as compared with the level of 15% in 2019.

The Board has noted the recommendation of the Parker Review that each FTSE 350 company should set a percentage target for senior management positions that will be occupied by ethnic minority executives in December 2027. The Company currently analyses management on the basis of nationality, which indicates

a great deal of diversity in the senior management group, but not ethnicity. The Board has conducted a survey of ethnicity for senior management positions, but has determined that no ethnicity target should be set at this time.

Copies of the Board Diversity Policy and Group Policy on Diversity and Equality are available to view on the Vesuvius website: www.vesuvius.com. Further information on the Group's approach to promoting diversity can be found on pages 94 and 95.

Diversity – 31 December 2025

	Female	Male	Gender not available ¹	Total	Female	Male
Board	4	5	–	9	44%	56%
Group Executive Committee members	1	6	–	7	14%	86%
Leadership roles reporting to members of the GEC	11	42	–	53	21%	79%
Directors of subsidiaries included in consolidation ²	15	76	–	91	16%	84%
Senior Managers³	27	124		151	18%	82%
All other employees	1,631	9,389	5	11,025	15%	85%
Vesuvius employees	1,658	9,513	5	11,176	15%	85%
Directly supervised contractors	80	2,367	1,303	3,750		
Vesuvius employees and directly supervised contractors	1,738	11,880	1,308	14,926		

1. The Group had 3,750 directly supervised contractors who were contracted through third parties and for whom the Group does not hold detailed employment records.
2. Of the 91 employees who are directors of Group subsidiaries but not members of the Group Executive Committee or direct reports of the Group Executive Committee, 16% are women. This disclosure is made to comply with regulatory requirements. It includes directors of dormant companies. Some individuals hold multiple directorships.
3. Senior Managers as defined for the purposes of Section 414C(8)(c) include directors of the Company's subsidiaries.



Diversity and Equality Policy

- We are dedicated to encouraging a supportive and inclusive culture amongst our global workforce
 - We aim to ensure that all employees and job applicants are given equal opportunity and that our organisation is representative of all sections of society where we operate. Each employee will be respected and valued and able to give their best as a result
 - We are committed to providing equality and fairness to all in our employment and not providing less favourable reward, facilities or treatment on the grounds of age, disability, gender, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, or sex, gender reassignment or sexual orientation
 - We are opposed to all forms of unlawful and unfair discrimination
- See the full policy on www.vesuvius.com for further details.

Health, safety and well-being at work

Safety is our top priority and our overriding commitment to health and safety is embedded throughout the organisation.

Our approach is to identify, eliminate, reduce or control all workplace risks, and an ongoing system of training, assessment and improvement is in place to focus on achieving this. We remain fundamentally committed to protecting the health and safety of employees, contractors, visitors, customers and any other persons affected by our activities.

We want to become a zero-accident company and are striving to become a best-in-class organisation for safety performance and leadership.

Health and safety governance

The Board has overall responsibility for health and safety-related matters and delegates authority for the management of the health and safety performance of the business to the Chief Executive. The Business Unit Presidents are, in turn, responsible for the deployment of the Health and Safety Policy.

The Board receives regular information on every Lost Time Injury and key safety performance indicators. In addition, the Board carries out a biannual review of health and safety performance and each of the annual presentations of Business Unit strategy include a detailed report on health and safety issues.

Groupsafetyaudits

The Group operates a central safety auditing team of three auditors, each with more than ten years' experience, who report to the VP Sustainability. The team's main purpose is to verify the deployment and ongoing application of the Group's standards and policies in our locations, including our manufacturing sites, R&D facilities and the customer locations in which a significant number of our employees operate daily. Each audit also includes an assessment of the site's HSE leadership. During 2025, the team conducted 65 audits (2024: 63).

Following each audit, action plans are created by the site management teams to address any issues identified and work on completing these is assessed on a regular basis. The observations made during audits are used to improve the Group's training programmes and to enhance the Group's health and safety standards.

Sites are also encouraged to carry out self-assessments, based on the Group safety audit compliance checklist, to monitor their progress.

Safety audits and improvement opportunities

In 2025, 83% (2024: 82%) of our working population performed routine safety audits every month. This generated an average of ten (2024: ten) implemented safety improvement opportunities per person, resulting in an improvement in worker safety.

The audit programme involves employees at all levels – from the Group Executive Committee and safety specialists, through to local site management, employees and directly supervised contractors.

Lost time and recordable injuries

Vesuvius operates a robust and comprehensive process for the timely reporting of medical incidents. We use more stringent definitions for Lost Time Injuries (LTIs) and 'severe accidents' than the definitions used by many regulatory bodies. All sites are required to report on all Recordable Injuries (aligned with the OSHA definition), to maintain the focus on safety. All LTIs and Recordables require a full investigation.

We believe that the long-term significant improvements in Lost Time Injury and Recordable Injury Frequency rates reflect a broader trend of underlying improvement for the Group and result from a strong management commitment to change.

2025 safety performance

Our Lost Time Injury Frequency Rate (LTIFR) of 0.70 per million hours worked in 2025 was higher than 2024 (0.52), which was our record year. This indicates that there is always more work to do, and that we must maintain our rigorous focus on safety at all times.

In 2025, we were deeply saddened by the death of one of our colleagues in a road traffic accident whilst returning from a business trip. Four employees suffered injuries requiring hospital stays during the year. We are actively taking steps to learn from this tragic accident and Lost Time Injuries, and to improve our systems and procedures to minimise the likelihood of repetition.

Health and Safety Policy

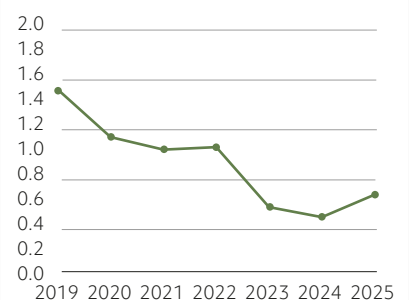
We commit to:

- Abide by simple and non-negotiable standards
- Report transparently and thoroughly investigate any incident to learn, share and avoid repeats
- Undertake risk assessments to identify hazards, prioritise any deficiencies and correct them in an appropriate way, as well as to develop appropriate safe work procedures

- Ensure every business facility follows the agreed health and safety plans, committing to: reduce the frequency and severity of injuries; improve workstation ergonomics; prevent exposure to hazardous substances; and minimise the risk of occupational diseases
- Increase awareness about health and safety issues and provide training for all new employees and contractors
- Ensure every business facility has an appointed Health and Safety Manager

See the full policy on www.vesuvius.com for further details.

Lost Time Injuries



Lost Time Injuries per million hours worked

—●— LTIFR 12 months rolling

Operating review

Steel Division

Despite adverse market conditions, the Steel Division performed well in 2025

Steel Division revenue

£1,342.6m

Steel Division trading profit

£120.0m

Our Steel Division reported revenues of £1,342.6m in 2025, an increase of 1.4% on a like-for-like basis but flat on a reported basis (-0.1%), reflecting currency headwinds. The slight like-for-like revenue growth was driven by market share gains and modest pricing increases.

Trading profit in the Steel Division fell by 18.3% on a like-for-like basis to £120.0m, as a result of inflationary costs not being entirely covered by price rises during the first half, especially in EMEA and China.

The Division reverted to positive net pricing during the second half of the year, although not sufficiently to compensate

for the negative impact of the first half. We also saw some customers, especially in EMEA, temporarily switching to lower value, lower margin products. EMEA accounted for 72% of the year-on-year fall in profit. Our cost-saving programme has delivered in line with expectations, partially offsetting some of these negative impacts. The drop in trading profit on broadly flat revenue has resulted in the Division's return on sales reducing to 8.9%, a fall of 210bps.

Steel Division	2025 (£m)	2024 (£m)	Like-for-like change	Change
Flow Control Revenue	750.9	769.0	0.1%	(2.4)%
Advanced Refractories Revenue	555.6	535.6	3.9%	3.7%
Sensors & Probes Revenue	36.1	39.2	4.5%	(8.0)%
Total Steel Revenue	1,342.6	1,343.8	1.4%	(0.1)%
Total Steel Trading Profit	120.0	153.0	(18.3)%	(21.5)%
Total Steel Return on Sales	8.9%	11.4%	-210bps	-250bps





Pascal Genest
President,
Flow Control

Flow Control

Revenue
£m

£750.9m

2025	750.9
2024	769
2023	793



In 2025, revenue in the Group's Flow Control business was flat on a like-for-like basis at £750.9m (a decline of 2.4% on a reported basis reflecting FX headwinds). This performance was driven by positive pricing and broadly flat sales volumes.

In the Americas, like-for-like revenue grew 0.4%, with positive pricing partially offset by slightly negative volume growth.

In EMEA, our revenue declined 3.3% on a like-for-like basis compared to 2024 with positive pricing and volume growth in EEMEA not compensating a significant volume decline in EU+UK.

In Asia-Pacific, revenue grew 3.3% on a like-for-like basis, driven by ongoing good growth in India, double digit volume growth in South East Asia and high single-digit volume growth in China, despite the steel market contracting in this country.

Flow Control Revenue	2025 (£m)	2024 (£m)	Like-for-like change	Change
Americas	287.2	297.8	0.4%	(3.6)%
Europe, Middle East and Africa (EMEA)	234.0	241.3	(3.3)%	(3.0)%
Asia-Pacific	229.7	230.0	3.3%	(0.1)%
Total Flow Control Revenue	750.9	769.0	0.1%	(2.4)%



Operating review continued

Steel Division continued

Nitin Jain
President,
Advanced Refractories



Advanced Refractories

Revenue
£m

£555.6m



Advanced Refractories reported revenue of £555.6m in 2025, an increase of 3.9% on a like-for-like basis. This principally reflected an increase in sales volume (both market growth and market share gains across the business) and a small contribution from price increases.

In Asia-Pacific, revenue grew 10.1% like-for-like, driven by double-digit volume growth in India, outperforming a strong market, and good growth in China, despite a declining market. In the Americas, positive volume growth in the US and South America was offset by significant declines in Canada and Mexico. In EMEA, our sales progressed moderately, driven by market share gains in EU+UK.

Advanced Refractories Revenue	2025 (£m)	2024 (£m)	Like-for-like change	Change
Americas	182.5	188.2	0.6%	(3.0)%
Europe, Middle East and Africa (EMEA)	183.8	167.6	1.1%	9.6%
Asia-Pacific	189.3	179.7	10.1%	5.3%
Total Advanced Refractories Revenue	555.6	535.6	3.9%	3.7%

Luigi Magliocchi
President,
Sensors & Probes



Sensors & Probes

Revenue
£m

£36.1m



Revenue in Sensors & Probes was £36.1m in 2025, down 4.5% year-on-year on a like-for-like basis, driven by declining demand in Europe, Canada, Mexico, and South America, only partially compensated by growth in the US.

Steel Sensors & Probes Revenue	2025 (£m)	2024 (£m)	Like-for-like change	Change
Americas	26.0	28.3	(2.5)%	(8.1)%
Europe, Middle East and Africa (EMEA)	9.7	10.5	(9.2)%	(7.6)%
Asia-Pacific	0.4	0.4	0%	0%
Total Steel Sensors & Probes Revenue	36.1	39.2	(4.5)%	(7.9)%

Foundry Division

Manuel Delfino
President,
Foundry



Foundry Division

Revenue
£m

£466.9m



Our Foundry Division continued to experience a difficult trading environment in 2025, with reported revenue of £466.9m in 2025, a like-for-like decrease of 1.5%, reflecting contracting revenue in the Americas (-3.4%) and EMEA (-4.5%), which were only partially offset by strong growth in Asia-Pacific (+3.2%), supported by India which delivered double-digit growth despite disruption related to US tariffs and China which grew mid-single digit, like-for-like. The fall in revenue in EMEA and the Americas was due to market volume declines and slightly negative sales prices evolution, only partially offset by market share gains.

The Division benefited from the acquisition of the Molten Metal Systems business, completed in November 2025. This acquisition is delivering as expected.

Trading profit and return on sales contracted 11.2% and 70bps respectively, on a like-for-like basis, principally reflecting the decline in overall volumes and the negative net pricing performance during the first half of the year. Net pricing, while remaining slightly negative, improved significantly in H2. This, together with ambitious new cost-saving projects and the delivery of synergies from the MMS business, should provide a solid foundation for trading profit growth in 2026.



Foundry Revenue	2025 (£m)	2024 (£m)	Like-for-like change	Change
Americas	111.1	119.3	(3.4)%	(6.9)%
Europe, Middle East and Africa (EMEA)	180.2	183.6	(4.5)%	(1.9)%
Asia-Pacific	175.6	173.4	3.2%	1.3%
Total Foundry Revenue	466.9	476.3	(1.5)%	(2.0)%
Total Foundry Trading Profit	31.1	35.0	(11.2)%	(11.1)%
Total Foundry Return on Sales	6.7%	7.4%	-70bps	-70bps

Financial review



Mark Collis



The Board has recommended a final dividend of 16.5 pence per share, which together with the interim dividend already paid brings the total dividend for the year to 23.6 pence per share, a 0.4% increase compared to the total dividend for 2024."

2025 performance overview

Income statement

2025 was a challenging year, with broadly flat revenue and a decline in like-for-like trading profit and return on sales, due to adverse pricing and product mix. Cash flow reduced along with profit, while cash conversion was good at 75%. This has enabled the Board to recommend a final dividend slightly increased compared to the amount per share in 2024 alongside the buyback of shares earlier in 2025 and the delivery of two strategic acquisitions.

Revenue for the year decreased by 0.6% on a reported basis and grew by 0.7% on a like-for-like basis, reflecting an FX headwind of 2.5% and a small contribution from acquisitions in the year. Like-for-like revenue performance was driven by modest volume growth of 0.2%, a small increase in headline pricing of 0.4%. On a reported basis, the Steel and Foundry Division revenue decreased by 0.1% and 2.0%, respectively, in the year. Acquisitions added a further 1.3% to top-line growth.

We achieved a trading profit of £151.1m, down 19.6% on a reported basis of which 17.0% was like-for-like performance and 5.1% was related to FX headwinds, partially offset by a contribution from acquisitions. Within the like-for-like profit changes, there was a £30.4m decline due to the drop-through from volume and product mix, and an £11.5m decline from net pricing. The full-year impact of net pricing was driven by a -£11.7m impact in H1 and neutral net pricing in H2. In addition, there was a further contribution from our ongoing cost-saving programme of £17.8m and a net -£2.0m relating to one-off impacts that will reverse in 2026, being the impact of lower incentive payments, offset by £6.0m in one-off inefficiencies. There was also a -£4.3m impact to trading profit relating to other items. Return on sales of 8.4% was down 170bps on a like-for-like basis.

£m	2025 Reported	Acquisition	2025 Like-for-like	2024 Reported	Currency	2024 Like-for-like	% Change FY25 vs. FY24	
							Like-for-like	Reported
Steel	1,342.6	(14.9)	1,327.7	1,343.8	(35.0)	1,308.8	1.4%	(0.1%)
Foundry	466.9	(7.6)	459.3	476.3	(10.0)	466.3	(1.5%)	(2.0%)
Group Revenue	1,809.5	(22.5)	1,787.0	1,820.1	(45.0)	1,775.1	0.7%	(0.6%)
Steel	120.0	(1.2)	118.8	153.0	(7.5)	145.5	(18.3%)	(21.5%)
Foundry	31.1	(1.9)	29.2	35.0	(2.1)	32.9	(11.2%)	(11.1%)
Group Trading Profit	151.1	(3.1)	148.0	188.0	(9.6)	178.4	(17.0%)	(19.6%)
Steel	8.9%		9.0%	11.4%		11.1%	(210bps)	(250bps)
Foundry	6.7%		6.4%	7.4%		7.1%	(70bps)	(70bps)
Return on Sales	8.4%		8.3%	10.3%		10.0%	(170bps)	(190bps)

Investment in R&D is central to our strategy of delivering market-leading product technology and services to customers. In 2025, we spent £35.3m on R&D activities (2024: £36.6m, on a constant currency basis), which represents 1.9% of our revenue (2024: 2.1%) and a small decrease in expenditure on a constant currency basis.

Net Interest cost for FY25 increased to £18.4m (2024: £16.2m), due to a combination of a rise in interest due to a higher debt balance, and a reduction in finance income due to a reduction in deposits held in Argentina, partially offset by lower interest rates charged on our RCF.

Profit from joint ventures and associates was broadly flat year-on-year at £1.0m (2024: £1.1m).

Separately reported items of £36.5m were recognised in FY25 compared to £34.3m in FY24. £10.6m relates to amortisation of acquired intangible assets (FY24: £10.0m), which is consistently excluded from our adjusted profit measure. In addition, one-off costs of £18.9m were incurred relating to our cost-saving programme (FY24: £14.6m), and £7.0m in relation to integration and acquisition costs. Due to the one-off nature of both these charges, they are shown as separately reported.

Adjusted profit before tax was £133.7m, down 22.7% versus last year (£172.9m) on a reported basis. Including separately reported items, PBT of £97.2m was 29.9% lower than last year (£138.6m).

The Group's Adjusted Effective Tax Rate (ETR), based on the income tax costs associated with adjusted performance of £36.5m (2024: £47.2m), was 27.5% (2024: 27.5%).

The Group's total income tax costs for the period include a credit within separately reported items of £4.1m (2024: £8.9m).

We expect the Group's ETR in 2026 to be in line with that in 2025, dependent on profit mix and any one-off items.

Non-controlling interests principally comprise the minority holdings in Indian subsidiaries. Profit attributable to non-controlling interests decreased slightly to £12.6m in 2025 (2024: £13.1m) reflecting some decline in the profit after tax in those subsidiaries plus a currency headwind.

Adjusted EPS at 34.2p was 17.7% lower on a like-for-like basis than 2024 (43.3p), reflecting lower earnings, partially offset by a reduction in average shares in issue from 260.0m to 247.1m (basic), reflecting the conclusion of the second share buyback programme. Reported EPS of 21.1p is 37.0% lower than the prior year (2024: 33.5p) reflecting the factors described above.

Dividend and share buyback

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 whilst maintaining a strong and prudent balance sheet, we will return cash to shareholders via other means, such as share buybacks.

The Board has recommended a final dividend of 16.5 pence per share (2024: 16.4 pence), which together with the interim dividend paid of 7.1 pence per share, brings the total dividend for the year to 23.6 pence per share, a 0.4% increase compared to the total dividend for 2024 (23.5 pence). This represents a dividend cover of 1.5x compared to adjusted EPS for 2025.

Over 2025, we completed our second £50m share buyback (initiated in November 2024), resulting in a total cash outflow relating to share repurchases of £34.8m in FY25. In total, 8.6m shares were repurchased during the year, reducing our shares in issue by c. 3%.

Financial review continued

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 £30.8m has been delivered by the end of 2025 (£13.0m in 2024 and £17.8m in 2025), significantly ahead of schedule as we accelerated our savings in response to the difficult trading environment. Our target is now to deliver in aggregate £55m savings by 2028. We expect to deliver further cost savings of c. £10m in 2026. These restructuring costs are excluded from trading profit, allowing for a clear measure of our operating performance.

Cash-flow and balance sheet

Our cash management performance was solid, achieving a 75% cash conversion (2024: 69%), reflecting broadly flat trade working capital with a -£1.9m outflow, a reduction of £10.6m in other working capital and the conclusion of our investment in strategic capacity expansion, resulting in a reduction in net cash capex from £96.5m in 2024 to £81.0m in 2025.

We measure working capital both in terms of actual cash flow movements, and as a percentage of sales revenue. Trade working capital intensity in 2025 increased slightly to 23.4% (2024: 22.9%), measured on a 12-month moving average basis. The change was principally due to an increase in debtor days on a 12-month average basis by 1.6 days, partially offset by a slight increase in creditor days by 0.4 days and a reduction in inventory days by 1.3. These changes were largely driven by Flow Control, where working capital intensity improved modestly due to a material reduction in inventory offset by an increase in debtors, while trade working capital slightly increased at both Foundry and Advanced Refractories, due to a small movement in inventory.

Free cash flow was £36.0m in 2025 (2024: £57.8m).

Capital expenditure

Net cash capital expenditure in 2025 was £81.0m (2024: £96.5m) and £99.6m including capitalised leases (2024: £116.1m) of which £75.8m was in the Steel Division (2024: £92.2m) and £23.8m in the Foundry Division (2024: £23.9m). Net cash capex in 2026 is expected to be c. £70m-75m, reflecting lower growth capex, having concluded our investment programme earlier in 2025.

Net debt

Net debt on 31 December 2025 was £452.4m, a £123.2m increase compared to £329.2m on 31 December 2024, due to free cash flow of £36.0m offset principally by dividends of £57.9m, share buybacks of £34.8m and acquisitions in the year of £38.9m.

At the end of 2025, the pro-forma net debt to EBITDA ratio was 2.0x (2024: 1.3x) and EBITDA to interest was 14.1x (2024: 18.4x). 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, and to adjust for acquisitions or disposals part-way through the financial year. On a covenant calculation basis, the net debt to EBITDA ratio at 31 December 2025 was 2.0x.

The Group had committed borrowing facilities of £751.6m as of 31 December 2025 (2024: £669.6m), of which £195.5m was undrawn (2024: £202.5m).

Return on invested capital (ROIC)

Our ROIC (excluding goodwill on our balance sheet from the acquisition of Foseco in 2008) for 2025 was 10.5% (2024: 14.4%). ROIC is our key measure of return from the Group's invested capital, and excludes the impact of goodwill and intangibles that arose on the acquisition of Foseco in 2008, as we believe that this removes the distortive effects of that acquisition and provides a clearer measure of management performance.

Pensions

The Group has a limited number of historical defined benefit plans located mainly in the UK, US, Germany and Belgium. The main plans in the UK and US 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 2025 was £31.6m (2024: £37.4m liability).














Mark Collis
Chief Financial Officer
11 March 2026



Non-Financial and Sustainability Information Statement


This section of the Annual Report constitutes the Group's Non-Financial and Sustainability Information Statement and addresses the requirements of S414CA and S414CB of the Companies Act 2006. Information disclosed in other sections of the Strategic Report is incorporated into this statement by reference:

The Statement provides information on the Group's activities and policies in respect of:

Reporting requirement	Relevant policies	Where to read more	
Environmental matters	– Environmental Policy	– <i>Tackling climate change</i>	p39-56 
The Company's employees	– CORE Values – Code of Conduct – Speak Up Policy – Diversity and Equality Policy – Health and Safety Policy	– <i>Why invest in Vesuvius?</i> – <i>A responsible company</i> – <i>Corporate Governance Statement</i>	p24-27  p57-60  p78-124 
Social and community matters	– Code of Conduct	– <i>A responsible company</i>	p57 
Respect for human rights	– Human Rights and Labour Policy – Statement on the Prevention of Modern Slavery – Sustainable Procurement Policy	– <i>A responsible company</i>	p58-60 
Anti-bribery and corruption matters	– Anti-Bribery and Corruption Policy – Code of Conduct	– <i>A responsible company</i>	p57-59 
Business model		– <i>Our business model</i> – <i>Why invest in Vesuvius?</i>	p14 and 15  p18-27 
Stakeholders		– <i>Our stakeholders and S172 Statement</i>	p68-72 
Risk management		– <i>Risk, viability and going concern</i> – <i>Principal risks and uncertainties</i>	p61-65  p66 and 67 
Non-financial key performance indicators		– <i>Progress on our sustainability targets</i>	p36 and 37 

This statement also details, where relevant, the due diligence processes implemented by the Company in pursuance of these policies.

The acquisitions of PiroMET and the Molten Metal Systems business (MMS) were completed in February 2025 and November 2025, respectively. Only their site details and safety performance following their acquisition dates are included in this statement.

 Further non-financial and sustainability information can be found in our Sustainability Report online at: www.vesuvius.com

Sustainability

Progress on our sustainability targets

The Group's non-financial KPIs cover the Group's main sustainability objectives. We have set stretching targets for the Group's sustainability KPIs to reach within set time frames. These are set out in the table below.

Safety



Progress

Target	<1
2025	0.7
2024	0.52

Measure

Lost Time Injury Frequency Rate per million hours worked.

Progress in 2025

0.7

Our LTIFR in 2025 was slightly higher than 2024 which was our record year. Much progress is still needed to continue our journey towards zero accidents.

Link to remuneration

➤ **Vesuvius Share Plan**
Read more about this on p105, 112 and 113.

Energy intensity



Progress %

-10%	Target
-13.8%	2025
-10.1%	2024

Measure

By 2025, reduce energy intensity per metric tonne of product packed for shipment (vs 2019).

Progress in 2025^{1,2,3,4}

-13.8%

The Group's performance continued to improve in 2025. We continue to invest in equipment upgrades and focus on further continuous improvement through refurbishments and process parameter optimisation.

CO₂e emission intensity



Progress %

-20%	Target
-31.4%	2025
-26.9%	2024

Measure

By 2025, reduce Scope 1 and Scope 2 CO₂e emission intensity per metric tonne of product packed for shipment (vs 2019).

Progress in 2025^{1,2,3,4}

-31.4%

The pro forma reduction in CO₂e emissions in 2025 was mostly driven by the conversion of our manufacturing sites to carbon-free electricity contracts and operational efficiency improvements.

Link to remuneration

➤ **Annual Incentive Plan and Vesuvius Share Plan** Read more about this on p105, 112, 113 and 116.

Wastewater



Progress %

-25%	Target
-28.6%	2025
-28.0%	2024

Measure

By 2025, reduce wastewater per metric tonne of product packed for shipment (vs 2019).

Progress in 2025^{1,2,3,4,5}

-28.6%

Progress in 2024 and 2025 was significant, as a capital expenditure project delivering major benefits for the site with the highest level of wastewater was completed in early 2024.

Solid waste



Progress %

-25%	Target
-30.0%	2025
-21.7%	2024

Measure

By 2025, reduce solid waste (hazardous and sent to landfill) per metric tonne of product packed for shipment (vs 2019).

Progress in 2025^{1,2,3,4}

30.0%

Many sites made good progress in reducing solid waste in 2025, through a combination of reduced waste generation and implementation of recycling solutions.

Recycled material



Progress %

Target	7%
2025	5.3%
2024	6.0%

Measure

By 2025, increase the proportion of recycled materials from external sources used in production.

Progress in 2025^{1,2,3,4}

5.3%

In 2025, we continued to seek opportunities to replace virgin materials with recycled materials, but we remain constrained by availability, cost and the variability of properties in recycled material that might affect the performance of our products.

Strategic Value alignment



Return on Sales



Free Cash Flow



Cost Savings



Sustainability

Gender diversity



Progress %

Target	25%
2025	21%
2024	21%

Measure

By 2025, increase female representation in the Senior Leadership Group (approx. 150 top managers).

Progress in 2025

21%

We remain far from our ambition to reach 25% by the end of 2025. We see this as a challenging target given the relatively low attractiveness of our industry to female entrants.

Link to remuneration

➤ **Annual Incentive Plan and Vesuvius Share Plan** Read more about this on p105, 112, 113 and 116.

Compliance training



Progress %

Target	90%
2025	100%
2024	100%

Measure

Increase the percentage of targeted staff who complete anti-bribery and corruption training annually.

Progress in 2025

100%

All targeted employees successfully completed the training in 2025.

Supply chain



Progress %

Target	60%
2025	57%
2024	58%

Measure

By the end of 2025, conduct sustainability assessments of our raw materials suppliers (as a percentage of Group raw material spend).

Progress in 2025

57%

Though the number of assessed suppliers has grown, the spend with these has been lower in 2025 than 2024.

1. The numbers are collated from 100% of entities within the Group's Operational Control Boundary, excluding PiroMET and Molten Metal Systems, which were acquired in 2025.
 2. Re-baselined using pre-acquisition data for the businesses acquired from Universal Refractories, Inc. (Vesuvius Penn Corporation), and BMC (Yingkou YingWei Magnesium Co., Ltd).
 3. Pro forma: performance as if the dolime process had been operating normally in 2025 (based on average production levels for 2019-2022). See page 53 for further information.
 4. Actual Group performance for 2025, with actual dolime production: Energy intensity -18.4%, CO₂e emission intensity -47.4%, wastewater -24.7%, solid waste -26.2%, recycled material 5.7%.
 5. 2025 wastewater data excludes 13 sites that began reporting in 2025 or implemented major reporting changes during that year to ensure comparability with previous years.
 6. Further information on sources of data, scope of entities covered, calculation methodologies and progress can be found in the 2025 Sustainability Report which is available at: www.vesuvius.com.
- Details of the Group's **financial KPIs** can be found on pages 16 and 17.



Our sustainability strategy and objectives

Vesuvius' sustainability strategy brings together our environmental, social and governance initiatives into one coordinated programme.

We create innovative solutions that help our customers improve their safety and quality performance, reduce their environmental footprint, become more efficient in their processes and reduce costs. We also work in close partnership with the most advanced steel-makers to develop refractory products for the green steel-making and casting processes of the future.

Our Sustainability initiative sets out the Group's formal objectives and targets for supporting our customers, our employees and our communities, and for protecting our planet for future generations. It is embedded in the Group's overall strategy and informs how we deliver on our strategic priorities.

In 2020, the Board launched the Group's formal sustainability strategy and identified significant non-financial KPIs for the business, covering the Group's main sustainability objectives. The majority of these targeted achievement by 2025.

Between 2019 and 2025 the Group has seen an impressive 31.4% reduction in CO₂e emission intensity, versus a target of 20% reduction, and a 13.8% reduction in energy intensity, versus a target of 10% reduction. Each of our environmental performance indicators have been calculated on a pro forma basis for 2025, assuming that the dolime process, which continued to operate at reduced capacity following damage to the dolime rotary kiln in 2023, had been operating normally. This is to avoid artificially improving the reported figures given that dolime production is our major emitter of CO₂. See page 53 for further details.

In addition to the encouraging reductions in CO₂ emissions we also exceeded our targets for reductions in wastewater and solid waste during the performance period, with a 28.6% reduction in wastewater on a pro forma basis since 2019, versus a target of a 25% reduction, and a 30% reduction in solid waste versus a targeted 25% reduction.

There was slightly less positive news in regard to the use of recycled material however, with this representing 5.3% of our total raw material tonnage in 2025 versus a target of 7%. We continue to seek opportunities to replace virgin materials with recycled materials, but remain constrained by the difficulty of sourcing products of an appropriate quality and cost.

The number of women in our Senior Leadership Group showed substantial improvement from 15% in 2019 to 21% in 2025, but also fell short of our target of 25%, reflecting the difficulty of attracting and retaining women in our senior management roles.

The Board will shortly be approving new targets for the forthcoming period, to ensure Vesuvius continues its positive sustainability journey.



Tackling climate change

We are committed to reducing our environmental footprint by reaching net zero greenhouse gas emissions (Scope 1 and Scope 2) by 2050 at the latest and helping our customers reduce their emissions through improvements in the efficiency of their operations.

Vesuvius supports the Paris Agreement’s central aim, to strengthen the global response to the threat of climate change by keeping a global temperature rise this century well below 2°C above pre-industrial levels, and pursuing efforts to limit the temperature increase even further to 1.5°C, via the implementation of our Roadmap to Net Zero.

As the world transitions to a low-carbon global economy, Vesuvius supports the call for policymakers to:

- Build a level global playing field, including carbon border adjustment mechanisms, and robust and predictable carbon pricing for companies. This will strengthen incentives to invest in sustainable technologies and to change behaviours
- Develop the necessary energy production and distribution infrastructure to provide access to abundant and affordable clean energy

Reducing our impact

Vesuvius actively participates in measures to tackle climate change by working to reduce the CO₂e emissions of all of our operations and the quantity of raw materials used, alongside helping our customers to reduce their own CO₂ footprint through the use of our products and services. Vesuvius also embraces society’s expectations for greater transparency around environmental reporting.

Supporting our customers

According to estimates from the World Steel Association (WSA), the steel industry generates between 7% and 9% of global direct emissions from the use of fossil fuels, and it estimates that on average 1.92 metric tonnes of CO₂ are emitted for every tonne of steel produced.

The iron and steel industries are taking action to address the decarbonisation challenge, and we are supporting them, working in partnership with them to develop more sustainable solutions.

With around 10kg of refractory material required per tonne of steel produced, the careful selection and use of energy-saving refractories can beneficially impact the net emission of CO₂ in the steel manufacturing process. In the foundry process, the amount of metal melted versus the amount sold as finished castings is the critical factor impacting a foundry’s environmental efficiency. Vesuvius continuously works with its customers to increase this metal yield.

The actions being taken by governments and societies around the world to mitigate climate change, and the changes in temperature and weather patterns resulting from it, present both opportunities and risks to Vesuvius. In its broadest context, we believe that the need for climate change initiatives will create ever greater opportunities for the Group to support our customers – to improve their efficiency and reduce their environmental impact.

Vesuvius’ Environmental Policy

We commit to:

- Minimise direct and indirect CO₂ and other greenhouse gas emissions, by reducing the energy intensity of our business and using cleaner energy sources
- Minimise the consumption of water and other resources
- Reduce waste at source and during production
- Increase the usage of recycled materials and promote the development of the circular economy
- Minimise any pollution or releases of substances which could adversely affect humans or the environment
- Avoid negative impacts on biodiversity

➤ See the full policy on www.vesuvius.com for further details.



External reporting and recognition

We are signatories to the UN Global Compact and report annually on our sustainability activities, commitments and progress.



We are very proud of our progress to date, as exemplified by the external recognition of the following rating agencies:



1. <https://recognition.ecovadis.com/EYXniTacJ0uMSXcb5RwP2g>

Tackling climate change continued

Task Force on Climate-related Financial Disclosures (TCFD) Report

The disclosures included in this Annual Report are consistent with the Task Force on Climate-related Financial Disclosures (TCFD) Recommendations and Recommended Disclosures, and have been prepared taking into account the Guidance for all sectors. The disclosure is also in accordance with FCA Listing Rule requirements.

This section provides the relevant disclosures or otherwise provides cross-references in the table below for where the disclosures are located elsewhere in the Annual Report.

In preparing this TCFD disclosure we considered recent developments in global affairs and macro trends, such as:

- Uncertainties regarding the projected growth of the electric vehicle market (and consequently the peak and decline of the hybrid vehicle market)
- The energy crisis and price gaps that exist between regions, and at the same time, the rapid reduction of the cost per installed kWh of renewable energy and associated massive investments plans
- The development and implementation of policies in all regions aimed at accelerating the transition to renewable sources of energy and the decarbonisation of industry

We concluded that the underlying assumptions and drivers of our scenario analysis, and the risks and opportunities that we have identified, do not require any significant modification this year.

We are aware of a growing acceptance that the 1.5°C global warming ambition will not be met, which supports the assumption in our scenario plans that the most optimistic scenario is a 2°C increase in global warming.

Topic	Disclosure summary	Vesuvius disclosure
Governance Disclose the organisation's governance around climate-related risks and opportunities.	Describe the Board's oversight of climate-related risks and opportunities.	<ul style="list-style-type: none"> – <i>Tackling climate change</i> p41 and 42 🔗 – <i>Risk, viability and going concern</i> p61-63 🔗 – <i>Directors' Remuneration Report</i> p97-124 🔗
	Describe management's role in assessing and managing climate-related risks and opportunities.	<ul style="list-style-type: none"> – <i>Tackling climate change</i> p41 and 42 🔗 – <i>Risk, viability and going concern</i> p61-63 🔗
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.	Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.	<ul style="list-style-type: none"> – <i>Tackling climate change</i> p44-46 🔗
	Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.	<ul style="list-style-type: none"> – <i>Tackling climate change</i> p39-56 🔗 – <i>At a glance</i> p4 and 5 🔗 – <i>Our business model</i> p14 and 15 🔗
	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	<ul style="list-style-type: none"> – <i>Tackling climate change</i> p47-49 🔗
Risk management Disclose how the organisation identifies, assesses and manages climate-related risks.	Describe the organisation's processes for identifying and assessing climate-related risks.	<ul style="list-style-type: none"> – <i>Tackling climate change</i> p41-46 🔗 – <i>Risk, viability and going concern</i> p61-63 🔗
	Describe the organisation's processes for managing climate-related risks.	<ul style="list-style-type: none"> – <i>Tackling climate change</i> p39-56 🔗 – <i>Risk, viability and going concern</i> p61-67 🔗
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management.	<ul style="list-style-type: none"> – <i>Tackling climate change</i> p39-56 🔗 – <i>Risk, viability and going concern</i> p61-67 🔗
Metrics and targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	<ul style="list-style-type: none"> – <i>Tackling climate change</i> p36, 37 and 44 🔗
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions, and the related risks.	<ul style="list-style-type: none"> – <i>Tackling climate change</i> p53-56 🔗
	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	<ul style="list-style-type: none"> – <i>Tackling climate change</i> p36, 37 and 44 🔗

Governance structure

Board oversight

Vesuvius has a governance structure in place to ensure that all climate-related risks and opportunities are appropriately managed. The Board holds overall accountability for this, with the Chief Executive ultimately responsible for planning the Group's objectives to manage climate-related risks and opportunities, and delivering on this strategy.

Our sustainability governance



Tackling climate change continued

Climate-related risks

Each year the Group undertakes an assessment of the principal and emerging risks which could have a material impact on the Group. As part of this process, climate-related risks are reviewed by the GEC, and subsequently by the Board, to ensure that the risk register reflects any material changes in the operating environment and business strategy, and to ensure that the management of climate-related risks is integrated into our overall principal risk management framework. The Board takes these climate-related risks and opportunities into account when quantifying the organisation's risk appetite and formulating the Group's principal risks and uncertainties. A number of sustainability risks are recorded in the Group's analysis of principal risks (see the Risk, viability and going concern section on pages 61-67).

Alongside this process for reviewing the Group's material risks, the Board has undertaken a more detailed assessment of the Group's specific climate-related risks and opportunities, including the Group's physical and transition risks, and the anticipated impact of these risks and opportunities on the Group over the short, medium and long term. It also considers, each year, the formulation of the three different climate-related scenarios constructed to assess the potential financial implications of climate change and assesses the impact of these climate-related risks and opportunities on the Group's strategy.

Physical risks and business continuity

Thanks to significant restructuring carried out in the past decade, Vesuvius now operates in a resilient and optimised global footprint. None of our manufacturing sites contribute directly or indirectly to more than 10% of our revenue and a significant amount of redundancy for most product lines remains, providing backup in case of local disruption and ensuring continuity of supply for our customers.

Vesuvius operates in 55 manufacturing sites and six R&D centres of excellence located in 23 countries. From time to time our operations can be subject to physical damage driven by weather events, such as severe storms and flooding, water shortages or wildfires, whose frequency and intensity may be exacerbated by climate change. Such events may also impact the manufacturing capabilities of our customers and suppliers, and impact our supply chain logistics.

Sites are routinely audited by our insurers and our external risk specialist. Their reports are combined with water stress analyses (based on the Aqueduct water risk atlas) and our history of events to create a physical and weather event risks map, indicating our manufacturing and R&D sites' susceptibility to physical risks arising from climate change.

In 2025, we continued to update our risk map based on professional risk engineering surveys. Thirty sites were identified as being high-risk for at least one type of weather event (flooding, hailstorm, lightning, storms, tornadoes and wildfires), and five are located in areas of very high water stress (and 16 in areas of high water stress). None of our sites were markedly affected by any major weather event in 2025 (no disruption to customers and no insurance claims made).

We anticipate that the likelihood and severity of adverse weather events will continue to increase, and we therefore manage our business to prepare for them and mitigate their impact when they do occur.

Local and product line business continuity plans are maintained by our manufacturing sites and are regularly reviewed. Vesuvius sites maintain and exercise emergency plans to deal with such events as part of their normal risk management and business continuity processes. Exercises and drills are organised covering IT disaster recovery, fire, explosion, weather and geophysical events, and our processes are improved based on the lessons learned.



Sites with the highest exposure to earthquake, water stress or weather events

Country	Site	Water stress (high and very high)	Flood-water bodies	Flood-precipitation	Hailstorm	Lightning	Wind-tropical storms	Wind-extra tropical storms	Tornado	Wildfire	Earthquake
Australia	Port Kembla					●				●	
Belgium	Ostend							●			
Brazil	Piedade				●	●					
	Resende		●	●		●					
	Rio de Janeiro	●				●					
	São Paulo	●			●	●					
China	Anshan	●									
	Bayuquan	●									
	Changshu		●								
	Suzhou (VISO)	●									
	Suzhou (Crucibles)	●									
	Weiting	●									
	Wuhan				●						
	Yingkou	●		●							
India	Kolkata	●	●	●			●				
	Mehsana	●									
	Puducherry	●									
	Pune	●									
	Sambhaji Nagar	●									
	Vizag	●					●				
Indonesia	Jakarta Timur	●	●			●	●				●
Italy	Muggio					●					
Japan	Toyokawa						●	●			●
Malaysia	Pelubhan Klang		●	●		●	●				
Mexico	Apodaca					●					
	Monterrey	●	●			●					
	Ramos Arizpe	●	●								
Poland	Skawina		●								
South Africa	Johannesburg		●		●	●					
	Olifantsfontein	●				●					
Taiwan	Ping Tung					●	●				●
Turkey	Istanbul	●									●
	Kutahya	●									
UAE	Ras Al Khaimah	●									
US	Champaign					●			●		
	Charleston								●		
	Chicago Heights					●			●		
	Conneaut		●			●			●		
	Coraopolis		●			●					
	Graham					●					
	Wampum		●			●					
	Wurtland					●					

Highest exposure to weather events and earthquakes based on risk evaluations conducted as part of our insurance programme; water stress based on Aqeduct water risk atlas.

Tackling climate change continued

Climate-related risks and opportunities analysis

The fight against climate change continues to require higher-technology steel and larger, more complex castings. Wind and solar energy production capacity are both considerably more steel-intensive than fossil fuel power stations, and these are both set to grow considerably. Allied to this, the steel-making process is itself decarbonising thanks to efforts to improve the performance of existing assets, and the shift from blast furnaces to Direct Reduced Iron and Electric Arc Furnaces.

Our products are useful for low-carbon applications as well as the more traditional ones. No alternative to iron and steel, with the ability to offer the same range of properties and applications at comparable scales and costs, is envisaged in the foreseeable future. The technology transition required to decarbonise the iron and steel industry will not render our products obsolete. More than 70% of our revenue in steel is generated at the ladle and caster stages of the steel-making process, which will be unaffected by the changes. Other steps of the iron and steel-making process will continue to require refractory materials.

Transition risks

We believe that the main climate change transition risks facing the Group relate to:

The potential for carbon taxing or emissions rights trading schemes to be introduced or increased, in Europe and the US, but not uniformly in other regions, without effective border adjustment mechanisms to accompany them.

An increase in the cost of carbon emissions would affect our manufacturing costs. We are addressing this through our energy efficiency improvement initiatives and conversion to non-fossil fuels wherever possible. Long-lasting energy and CO₂ emissions price differences between Europe and other regions would further exacerbate this risk, affecting our customers' manufacturing footprint and our own.

The rapid transition from iron to aluminium for light vehicle castings.

A very rapid transition from iron to aluminium for light vehicle castings would affect our revenue in the iron castings market.

We expect this to be compensated for by increased sales for aluminium castings, growing sales of products for thin-section automotive component iron castings and turbo-charger castings for hybrid vehicles.

Climate change related metrics

We routinely monitor a large number of metrics, both internal and external, to assess the ongoing validity of our assumptions and identified risks and opportunities, and to monitor the progress of actions. Some of the main metrics are listed in the table below:

External metrics

– Projected compound annual growth rate (CAGR) of the high-technology steel segment	+2.7% between 2022 and 2032 (vs 0.5% for commodity steel)
– Projected CAGR of the wind turbine market	12.9% (between 2025 and 2031)
– Projected CAGR of the electric vehicle market	16.4% (between 2024 and 2031)
– Projected CAGR of the hybrid vehicle market	4.5% (between 2024 and 2031)
– Projected CAGR of the internal combustion engine vehicle market	-6.2% (between 2024 and 2031)
– Projected CAGR of the EAF market	4.7% (between 2024 and 2030)

Internal metrics

– Steel sales into the EAF market	27% in 2025
– Percentage of Flow Control sales from high-technology steel	57% in 2025
– Percentage of Foundry sales into non-ferrous markets	21% in 2025
– Percentage of sales realised with products which did not exist five years ago	20.5% in 2025
– Energy intensity (kWh per kg product packed for shipment)	13.8% reduction (pro forma ¹) in 2025 vs 2019 baseline
– R&D spend	+5% p.a. from 2020 to 2025
– Number of sites at high risk of water stress or at least one type of weather event	42 in 2025
– Number of sites with negative or poor risk ratings from the insurance loss prevention risk evaluation	5 in 2025 ²

1. Pro forma: performance as if the dolime process had been operating normally in 2025 (based on average production levels for 2019-2022). See page 53 for more information.

2. Excludes PiroMET and Molten Metal Systems sites which have yet to be formally assessed.

Climate-related risks and opportunities analysis

The choice of short-, medium-, and long-term horizons for the analysis of key climate-related impacts, risks and opportunities is driven by projected customer footprint evolutions and investment cycles, the speed of deployment of emerging technologies, the duration of product development cycles, policy and regulatory evolutions, and capital equipment lifetime (often two decades or more).

Short term (2027)

The short term is defined as one to two years. It is aligned with our strategic plans. Within this time frame, regulatory and policy changes will have very limited impact on the Group's climate-related risks and opportunities. This is also the typical time frame required for major capital expenditure decision-making and implementation.

Impact categories (trading profit)

Very high (>£25m)		Moderate (£5-10m)	
Major (£15-25m)		Minor (£1-5m)	
High (£10-15m)		Insignificant (£0-1m)	

Medium term (2035)

This is the most likely horizon for policies and regulatory frameworks (such as the EU Emissions Trading System and Carbon Border Adjustment Mechanism) currently being defined in many regions to reach their full effect. The effects of technological innovation currently in the later development stages will become effective and their deployment will begin during this period.

We anticipate that the major adjustments to customers' footprints and technology investments will be in full swing by then.

Long term (2050)

This deadline has been retained by the UN and many policy-making bodies to set decarbonisation goals. We are committed to reaching net zero (Scope 1 and 2) by 2050 at the latest.

The opportunities we have identified are integrated into the Group's business strategy and are being pursued by the relevant Business Units.

Opportunities

Opportunity	Description	Impact	Potential annual impact on trading profit in the short, medium and long term		
			Short term 2027	Medium term 2035	Long term 2050
Products and services					
Ability to diversify business activities	Commercialise refractory solutions for low-CO ₂ emitting processes in the production of aluminium to replace carbon-based products	Increased revenue and trading profit	Insignificant	Minor	Minor to high
	Commercialise refractory solutions for hydrogen-based Direct Reduced Iron production and steel to replace traditional refractory products		Insignificant	Insignificant to minor	Insignificant to high
Markets					
Access to new markets	Accelerated growth of the wind power market leading to increased sales to foundries serving this market	Increased revenue and trading profit	Minor	Minor	Minor to high
	Accelerated growth of the aluminium castings market for light electric vehicles and light-weighting leading to increased sales to foundries serving this market		Minor	Minor	Minor to high
	Accelerated growth of ferrous castings for hybrid vehicles (turbo-chargers) and thin-section castings for internal combustion engines leading to increased sales to foundries serving this market		Insignificant to minor	Insignificant to minor	Insignificant
	Accelerated growth of the high-technology steel segment		Insignificant to minor	Minor to high	Moderate to very high

Tackling climate change continued

Impact categories (trading profit)

We have assessed our risks and sorted them according to the following classification, which used the same thresholds as for the assessment of principal risks:

Very high (>£25m)



Moderate (£5-10m)



Major (£15-25m)



Minor (£1-5m)



High (£10-15m)



Insignificant (£0-1m)



Risks

Risks	Description	Impact	Mitigating actions being undertaken	Potential annual impact on trading profit in the short, medium and long term		
				Short term 2027	Medium term 2035	Long term 2050
Physical risks						
Increased frequency and severity of extreme weather events (heatwaves, rain and river flooding, cyclones, snow etc.)	Physical damage to Vesuvius locations and people Business disruption due to natural disasters	Increased cost due to physical damage Reduced revenue from business interruption	Mitigating actions for severe weather events and the associated risks are included in the business continuity plans of plants, and insurance is purchased	Minor	Minor	Minor
Transition risks – Policy and legal						
Carbon taxing/emissions rights trading/border adjustment mechanisms introduced or extended	Increase in manufacturing costs	Increased operating costs (main risk in Europe)	Capex to improve energy efficiency and conversion to non-fossil fuels to eliminate CO ₂ emissions. Relocation of manufacturing to reflect movements in customer base	Insignificant	Insignificant to minor	Insignificant to moderate
Transition risks – Market						
Rapid growth of aluminium casting processes for light vehicle castings at the expense of traditional ferrous and other non-ferrous processes (due to conversion to electric vehicles)	Shift from castings using a high level of consumables to low consumable processes creates risk of revenue loss for the Foundry Division	Reduced revenue from shrinking market as some traditional castings will disappear or be converted to alternative processes	In ferrous, push to develop sales of Feedex and coatings for thin-section automotive components, and products for turbo-charger casting. Invest in R&D, marketing and sales force. In non-ferrous, develop products for HPDC and LPDC processes and increase penetration in markets with lower usage of refractories	Minor	Moderate to high	Moderate to high
Transition from internal combustion engines to electric vehicles will lead to the decline of sand and gravity castings	Reduced volume of aluminium powertrain components	Reduced revenue from shrinking market of consumables for sand and gravity castings	Adapt product portfolio, focusing on HPDC and LPDC	Insignificant to minor	Minor to moderate	Minor to moderate
Transition from Blast Furnaces – Basic Oxygen Furnaces converted to Direct Reduced Iron production or Electric Arc Furnaces (EAF) for iron and steel-making	Share of EAF in total steel production increases	Reduced size of market where Vesuvius is strongest, leading to weaker positions in the steel market	Adjust R&D and product development priorities. Redeploy sales force, focusing on EAF market	Insignificant	Minor	Minor to moderate

Climate change scenario analysis

Vesuvius has undertaken scenario analysis to seek to quantify the likely impact of climate change on the business and to test the resilience of the Group's strategy to the changes that lie ahead.

We considered three scenarios, modelling the potential financial impact of 2°C, 3°C and 4°C temperature increases on our business.

Best cases scenario

In formulating our scenarios, we took as our 'best case' a 2°C scenario. This was based on the premise that despite the tremendous acceleration of public awareness, regulation, technology development and capital allocation in recent years, we doubt that there is sufficient time for the 1.5°C target to be achieved. We therefore identified our most optimistic scenario as 2°C.

Our assumption is that any further acceleration which would allow the planet to get back onto a 1.5°C course would reinforce the main characteristics and accelerate the timeline of our 2°C scenario, without fundamentally changing its features.

From assumptions to strategy

The scenarios take as their starting point the regulatory and macroeconomic assumptions underpinned by the International Energy Agency's WEO 2020 Stated Policies Scenario and Sustainable Development Scenario.

Supplementing this we have identified, for each scenario, the areas of our business in which changes may occur, such as:

- The evolution of end-markets
- Our customer footprint
- The pace and breadth of technology transition in iron and steel-making
- The pace of conversion from fossil fuels to clean electricity and hydrogen
- The evolution of the aluminium market

We then evaluated the potential magnitude of the risks and opportunities in each scenario, and analysed the implications for Vesuvius. We considered our strategic response in terms of:

- Our manufacturing and commercial footprint
- Our portfolio of products and services
- The conversion of our manufacturing processes to clean energy
- The prospects for our aluminium casting business

With this approach, the impacts on all key areas of the business were covered (sales, R&D, manufacturing and procurement).

The scenario analysis is reviewed each year and the outcomes of it are taken into account in formulating plans for achieving the Group's strategy.

Three long-term scenarios

4°C warming scenario 'Good intentions hampered by fear of economic war'

Incomplete policy and fiscal packages distort competition, slowing down technology development and leading to geographic shifts in steel supply

3°C warming scenario 'Closed doors'

Regional/national self-interest drives economic policy, competition wins over cooperation, regulatory frameworks and technologies evolve differently

2°C warming scenario 'Global accord'

High cooperation and commitment to limit emissions facilitates technology development and the transition to a low-carbon world



Tackling climate change continued

	4°C warming scenario – ‘Good intentions hampered by fear of economic war’	3°C warming scenario – ‘Closed doors’	2°C warming scenario – ‘Global accord’
1 Regulatory and macroeconomic environment	The EU and US implement carbon pricing mechanisms (taxation or cap on trade), but no Carbon Border Adjustment Mechanisms or Tariffs (or insufficient to prevent the transfer of manufacturing away from these regions)	The EU and US implement carbon pricing mechanisms (taxation or cap on trade), and Carbon Border Adjustment Mechanisms or Tariffs to protect their industries from delocalisation	All major economies implement carbon pricing mechanisms. The cost of CO ₂ increases in all regions at a comparable pace
2 Conversion of power generation from fossil fuels to clean electricity and hydrogen	<ul style="list-style-type: none"> – Fast growth in Europe of non-CO₂ emitting electricity sources (nuclear and renewable) – The cost of fossil fuels increases significantly in Europe – Energy prices differ greatly between Europe and the rest of the world over a long period of time – Coal reduces progressively, but does not disappear. Natural gas continues to grow outside Europe – Hydrogen does not become available on a wide scale and economically competitive until well after 2040 	<ul style="list-style-type: none"> – Fast growth of non-CO₂ emitting energy sources (nuclear and renewable) in Europe – The cost of fossil fuels increases significantly in Europe. Coal reduces progressively, but does not disappear, natural gas continues to grow outside Europe – Energy prices in Europe and the rest of the world realign progressively – Hydrogen becomes available on a wide scale in the US and Europe, and economically competitive between 2030 and 2040 	<ul style="list-style-type: none"> – Fast growth of non-CO₂ emitting energy sources (nuclear and renewable) in all regions – The cost of fossil fuels increases significantly (taxation). Coal as a source of energy disappears, natural gas starts to reduce – Energy prices in Europe and the rest of the world realign progressively – Hydrogen becomes available on a wide scale and economically competitive between 2030 and 2040 – Fast electrification of the automotive industry – Fast growth of hydrogen-fuelled heavy vehicles
3 Technology transition – iron and steel-making	<ul style="list-style-type: none"> – The transition in blast furnaces to clean processes (e.g. Direct Reduction Iron (DRI), hydrogen, Carbon Capture and Storage (CCS), Carbon Capture, Utilisation and Storage (CCUS)) does not happen on a large scale – US steel producers convert blast furnaces to DRI and EAF to benefit from the low cost and high availability of natural gas 	<ul style="list-style-type: none"> – European iron-making transitions to clean processes (e.g. hydrogen, DRI, CCS, CCUS). The speed of the transition is dictated by the availability of green hydrogen in large quantities – Some US blast furnaces are converted to hydrogen, others to DRI and EAF – Chinese steel plants convert to clean iron and steel-making processes, albeit at a slower pace – Little or no transition outside China, the EU and the US 	<ul style="list-style-type: none"> – Fast transition of iron-making to clean processes in all regions; blast furnaces are revamped ahead of their normal schedule – European and Chinese integrated steel-making grows primarily in hydrogen-based iron production, implementing CCS and CCUS technologies as well – DRI and EAF grow in the US (benefiting from the availability of low-cost shale gas), and Europe – Customers also invest to increase the performance of furnaces, including downstream of casting
4 High-technology steel market	High-technology steel market grows at 0.9% per year	High-technology steel market grows at 1.2% per year (light-weighting and material efficiency efforts by downstream industries accelerate shift from lower to higher performance grades)	High-technology steel market grows at 1.6% per year (light-weighting and material efficiency efforts by downstream industries accelerate shift from lower to higher performance grades)
5 Aluminium market	Aluminium market grows at 3% per year, especially High Pressure Die Casting (HPDC) and Low Pressure Die Casting (LPDC) processes	Aluminium market grows at 5% per year (driven by the demand for transportation, construction and packaging) until 2030. Growth of HPDC/LPDC at a higher pace in the US and EU markets. Moderate development of secondary aluminium casting	Aluminium market grows at 7% per year (driven by the demand for transportation, construction and packaging) until 2035. Growth of HPDC/LPDC at a higher pace in the US and EU markets. Rapid development of secondary aluminium casting
Potential financial impact in 2035 (profit before tax)	–£5m to £0m	£0m to £5m	£5m to £10m

Key factors impacting Vesuvius' three climate change scenarios

1. Regulatory and macroeconomic drivers differentiate our scenarios

Firstly, effective border adjustment mechanisms to accompany carbon taxation, or cap and trade systems in regions with ambitious emissions reduction objectives, will greatly support the implementation of technologies required to decarbonise steel-making (including the development of hydrogen as the reducing agent). Conversely, the absence or ineffective implementation of border adjustments would lead to significant delocalisation of the steel industry and a displacement of CO₂ emissions to other countries rather than a significant reduction on a worldwide scale.

Since the energy crisis which started in late 2021, the European steel industry has faced additional costs and loss of competitiveness. If the energy cost gap with other regions continues, this could result in the permanent closure of steel plants and delocalisation of production to other regions. This shift in our customer footprint would lead to the need to adapt our own manufacturing footprint. Other tariffs and trade defence mechanisms may additionally affect the steel industry footprint, and consequently the total CO₂ emissions and their geographic distribution.

Secondly, public policy and investment financing will significantly affect the relative cost and availability of non-CO₂ emitting energy sources versus fossil fuels and their associated infrastructures. These will greatly influence the pace of deployment of selected technologies and industries (electric vehicles, carbon-free hydrogen and decarbonised steel-making). Infrastructure, construction and other downstream markets will also be incentivised to reduce steel consumption, accelerating the shift towards high-technology steel. Investment incentives and rising energy costs, as experienced since the end of 2021, will positively affect the growth rate of investment in renewable energies and penetration of electric vehicles in the automotive markets.

Finally, the level of international cooperation to encourage and support less developed economies to engage in the technology transition will also affect our customer manufacturing footprint.

Regulatory and macroeconomic drivers may affect our climate change scenarios in the short, medium and long term.

2. The future of steel

All three scenarios assume that the strong connection between world GDP and world steel output will continue, supported by urbanisation and rising living standards, as there is no significant substitute for steel. Demographic evolution will affect economies around the world and our downstream industries. The fight against climate change is expected to have a far-reaching impact on many different industries translating into the accelerated growth of the high-technology steel segment in which Vesuvius has a key presence. For example, solar and wind power plants, where investment is growing fast, are far more steel-intensive per kWh of installed capacity than their fossil fuel equivalents. Likewise, hydrogen transportation, another area of rapid growth, also requires considerable amounts of special grades of steel for new pipelines and ships. With evolutions occurring over many years, this driver will have a stronger impact over the medium and long term than the short term.

3. Technology transition

Our scenarios consider the pace and extent of the technology transition in iron and steel-making. The BF-BOF route for steel-making is significantly more CO₂ intensive than the EAF route. However, EAFs cannot always be used to produce all higher-quality steel grades and they rely on the availability of scrap steel (itself a function of the level of economic development). Going forward, quality levels produced by EAFs will continue to improve.

Various technologies to decarbonise the BF-BOF route are being developed, including solutions which seek to capture the carbon as it is emitted and either store it or use the carbon in other processes. Alternatively, the BF-BOF route may be replaced by a combination of DRI and EAFs.

Hydrogen-based DRI associated with EAFs has the potential to be nearly carbon-free if carbon-free electricity and hydrogen are available. We anticipate that there will be a gradual reduction in steel production via the BF-BOF route and growth in the EAF route. The extent and pace of this change will depend on technologies coming to maturity, the availability of infrastructure (carbon-free electricity and hydrogen), and regulatory frameworks.

These technologies will require many years to mature and be deployed on a large scale. This driver is therefore expected not to have any impact over the short term, and to reach its maximum impact in the long term.

Conclusion on strategic resilience

Sustainability has always been at the heart of Vesuvius' business and the Group's analysis concludes that the opportunities for the Group manifested by the global pressure to mitigate climate change outweigh the risks. Our technology helps our customers improve their process efficiency and their environmental footprint.

We estimate the financial impact of the opportunities and risks on the Group will be most adverse under a 4°C scenario and most positive under a 2°C scenario. Under all three scenarios, we expect to benefit from the continuing growth in the production of steel in line with GDP, along with the accelerating shift towards higher performance iron and steel castings, as we support customers to maximise the efficiency and quality of their production. With our technological expertise, strong customer relationships and broad manufacturing footprint, we expect to play a key role in supporting our customers' efforts to decarbonise their operations.

We also believe there is a low downside for Vesuvius in all three scenarios as more than 70% of our business in steel is in the steel casting part of the operation which, as a stand-alone process, is low CO₂ emitting (1% to 3% of a steel plant's CO₂ emissions), and which we do not expect to be affected by technology shifts that the decarbonisation of iron and steel-making will require.

Whilst the electrification of light vehicles and ongoing light-weighting efforts are expected to translate into a shrinking of the market for certain iron castings, it is anticipated that this will be more than compensated for by the growth in other markets such as wind turbines and aluminium castings.

We do not anticipate that climate change will lead to any significant changes in our access to capital or require the impairment of assets on a material scale.

Tackling climate change continued

Roadmap to Net Zero

We have set intermediate targets in our journey to reach net zero CO₂e emissions by 2050 (Scope 1 and Scope 2), in line with the Paris Agreement and the UK's commitment in the Climate Change Act 2008 (2050 Target Amendment) Order 2019. These emissions encompass the seven GHGs listed by the Intergovernmental Panel on Climate Change in the Kyoto Protocol (CO₂, CH₄, N₂O, HFCs, PFCs, SF₆ and NF₃).

Our preferred metrics to monitor progress with our journey to net zero are energy and CO₂e emission intensity (energy consumption and CO₂e emissions per metric tonne of product packed for shipment). These reflect the progress made in our operations better than absolute metrics. Managing this energy intensity not only has environmental benefits, it is also part of our long-term strategy to enhance our cost competitiveness.

Our targets to reach Net Zero

Our targets cover 100% of Vesuvius' operations. They are aligned with the Science Based Targets initiative (SBTi) requirements for a well below 2°C global warming scenario and are consistent with the Paris Agreement. 2019 was selected as the baseline for all energy and GHG emissions data and targets, absolute and relative, as this was the last year of normal trading prior to the COVID-19 pandemic. As we have reached the end of the 2020-2025 cycle, our next milestone will be in 2030. Our targets going forward are:

- A reduction in total Scope 1 and Scope 2 CO₂e emission intensity of 45% by 2030 (vs 2019 baseline), excluding the dolime product line
- 100% carbon-free electricity by 2030
- A reduction in total Scope 1 and Scope 2 CO₂e emission intensity of 50% by 2035 (vs 2019 baseline)
- Zero Scope 1 and Scope 2 CO₂e emissions by 2050

We aim to achieve our decarbonisation goals without the use of any carbon offsets (or only to address residual emissions).

The Group energy CO₂e emissions reduction targets have been cascaded to all Business Units, which have built action plans accordingly. Portions of the Group Executive Committee's Long-Term Incentive Plan and senior management annual variable compensation are linked to the achievement of CO₂e emissions reduction targets.

Our plan

Our Roadmap to Net Zero is based on five key areas of focus:

- 1 Modernising and upgrading installed equipment to reduce our energy consumption
- 2 Investing to renew equipment to the best available technologies and converting to less CO₂e intensive energy sources
- 3 When possible, replacing high CO₂e emission electricity (generated from coal or natural gas) with greener electricity or other sources of energy
- 4 Reducing our energy wastage, recovering heat to feed processes and heat water
- 5 Generating clean energy

Assumptions and sensitivities

Some significant assumptions underpin our net zero plan, including:

- The availability of the necessary technologies, at an affordable level and at a scale appropriate for our industry, especially for the firing of refractory ceramics and carbon capture (including carbon capture technologies for the dolime production process)
- The development of additional production capacity and distribution infrastructure for renewable energy and hydrogen, and their cost competitiveness
- Adequate policy support to foster innovation and ensure the cost of CO₂ emissions will increase the attractiveness of carbon-free processes
- No significant change to our business model and product portfolio

The achievement of our CO₂e emissions targets will also be sensitive to:

- The growth of revenue, organically, and from acquisitions, and divestitures
- Product mix evolution (especially driven by dolime volume, which is the most CO₂ intensive product line)
- Macroeconomic conditions and the capex cycle impacting plant loading (and thereby the energy efficiency of continuous processes)

In the short and medium term, we will focus on reducing the Scope 1 and Scope 2 emissions of product lines other than dolime. We have made investments in recent years to optimise the energy efficiency and reduce the CO₂ intensity of this process. Further significant improvements will require investing in technologies such as carbon capture, which we anticipate will not be available at an affordable level and at an appropriate scale, in the short and medium term.



Our plan to reach net zero

Our plan to reach net zero covers 100% of our operations. We aim to achieve our decarbonisation goals without the use of any carbon offsets (or only to address residual emissions).

Short term (2027)

A wide variety of projects have been initiated, and more are being considered, to help us deliver our energy efficiency and CO₂e emissions reduction targets, including:

- Optimisation of process parameters
- Retrofitting of ovens and kilns
- Replacement of older and less efficient units
- Replacement of light sources with LED lights
- Replacement of diesel-powered forklift trucks with electric forklift trucks
- Installation of heat recovery systems in ovens and kilns
- Continued conversion of electricity supplies to carbon-free sources

We endeavour to use the best available technologies to reduce CO₂ emissions in all our major capital expenditure projects.

Medium term (2035)

We anticipate that further emissions reduction will be possible through further energy efficiency measures (continuation of the short-term actions).

Technological developments currently in preparation with our partners will allow us to reduce GHG emissions even further. Projects have been launched across a range of activities including:

- Electrification of high-temperature manufacturing processes that currently rely on natural gas or LPG. The first investments to replace natural gas-powered ovens with electric ovens were completed at the end of 2024
- The use of a combination of natural gas and renewable energy such as carbon-free hydrogen to fire refractory materials. We have already started R&D trials with a blend of hydrogen and natural gas
- The use of bio-fuels instead of natural gas. The first investments to replace natural gas with biomethane were completed in 2024

Whilst the list of assets that will require upgrade or replacement is defined, a precise time plan cannot be elaborated beyond the next few years:

- Electric and hydrogen-powered high-temperature processes are still in the development phase and not ready for industrial-scale deployment. The manufacture of each product family in our portfolio requires a specific set of parameters such as type of process (batch vs continuous), temperature and atmosphere. It is still too early to decide which technological solutions will be possible and most appropriate for each process
- All high-temperature processes will require an adequate and affordable supply of carbon-free energy to be economically viable. Availability and price trajectories may vary greatly from region to region

These low-carbon production processes should be progressively introduced during the 2025-2035 period, as they meet the technical and economic conditions allied with the availability of required energy. Precise capital expenditure project lists have been defined for the 2026 horizon and are in preparation for the next few years. We estimate the incremental capital commitment required by our decarbonisation roadmap will be approximately £7m per year until 2035.

We do not expect the useful economic lives of our existing assets to be materially affected by our plans until 2035. We will continue using the internal price of carbon to assess the relative benefits and prioritise projects.

We also anticipate that changes in our product portfolio towards less energy-intensive products (such as resin-bonded and unshaped refractories) will continue, though the impact cannot be quantified.

Long term (2050)

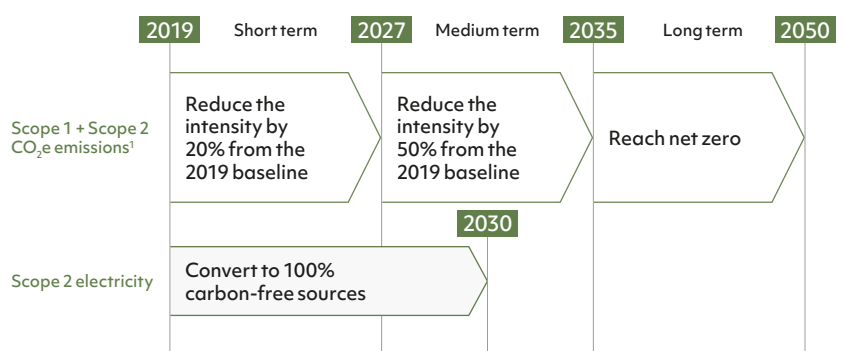
Beyond 2035, the short-term and medium-term programmes will continue to deliver opportunities.

We are regularly monitoring the emergence and readiness of new technologies, through our network of suppliers of capital goods, universities and trade associations. In the longer term (2050), various technologies are promising candidates for the near zero emissions curing and firing of refractory products (electricity, carbon-free hydrogen, synthetic gas, biomass).

We currently anticipate that carbon capture solutions will be available for our industrial application during the 2035-2050 period, though most will probably not be available sooner. We are progressively adapting our product and process R&D programmes to explore such opportunities.

Capital expenditure requirements and the useful economic lives of our existing assets will depend on the evolution of technologies currently in development.

Our journey to net zero



1. Re-baselined using pre-acquisition data for the business acquired from Universal Refractories, and BMC from 2019 onwards.

Tackling climate change continued

Our progress – key Group initiatives for energy conservation and for increasing energy efficiency

We have continued converting our manufacturing sites to carbon-free electricity and undertaken a number of major projects to significantly reduce the Scope 1 CO₂e emissions of the Group by addressing some of its most CO₂e intensive installations.

Progress in 2025

1 Carbon-free energy sources

The Group supports the transition towards renewable energy sources and cleaner carbon-free technology when possible. Our energy strategy includes an ongoing effort to convert to carbon-free electricity contracts whenever practical and economically viable, investment in solar panels, and the conversion of processes to electricity as soon as the technology is cost-effective.

In 2025, seven sites converted to carbon-free electricity contracts, so at the end of 2025, we had 46 sites with carbon-free electricity contracts, representing 78% of our manufacturing sites and R&D centres of excellence.

87% of the electricity consumed in our sites in 2025 was generated from renewable sources (81% in 2024), and 89% using processes that did not emit CO₂e (renewable and nuclear) (84% in 2024).

No new solar panel capital expenditure projects were approved in 2025. Ten of our sites are now equipped with photovoltaic solar panels and five sites are investigating solar panel projects.

2 Capital commitments and internal CO₂ pricing

We include an environmental impact analysis in the evaluation of our capital expenditure projects as these are the key decisions that drive long-term future sustainability performance, and CO₂ emissions in particular.

Our Environmental Policy, which is the responsibility of the Chief Executive and the Group Executive Committee, covers all our operations and states that all our investment decisions will include an analysis of their environmental impact.

An internal price for CO₂ emissions (Scope 1 and Scope 2) is included in the calculation of payback for all investments reaching the threshold for approval by the Business Unit Presidents or Chief Executive.

Vesuvius views this shadow pricing mechanism as a key tool to ensure that the environmental impact of long-term investment decisions is understood. It seeks to ensure that the best available technology is adopted, even in locations where no external cost for carbon is in place or foreseen. The internal price of CO₂ was introduced in 2020.

It is reviewed annually by the Sustainability Council and is applicable across all Business Units in all regions. The price is adjusted, taking into consideration both the previous year's price and the evolution of the EU Emissions Trading System (EU-ETS) carbon pricing. In 2020, it was initially set at €30 per tonne of CO₂. It was raised to €90 per tonne in 2021, and subsequently maintained at this level. The Sustainability Council has decided to maintain the internal price of CO₂ emissions at €90 per tonne of CO₂ for 2026.

3 Improving our energy efficiency

All Vesuvius plants have targets to reduce energy intensity. We have implemented a structured approach across the Company. We collect and analyse data from our sites, identify gaps and opportunities and eventually target our engineering projects. We select the processes and sites that are the most energy-intensive or have the greatest impact, and coordinate the projects centrally. We also share best practice across locations. For example, in one of the most energy-consuming sites, we improved our process by installing additional nozzles in the spray towers, building on the experience from another Vesuvius site. Many additional initiatives are managed locally.

In 2025, we started deploying utilities management systems in some of our plants, allowing us to better monitor energy usage and fine tune process parameters. In 2025, we also continued the deployment of meters on energy-intensive equipment.

We are encouraging sites to carry out energy audits and pursue ISO 50001 certification. Nine sites carried out energy audits in 2025, taking the Group's total number of audits to 24. Four sites have already obtained ISO 50001 certification. This combination of initiatives allows us to identify and analyse opportunities and target investments on projects with the largest impact. More than 2,620 employees have received training on energy conservation and greenhouse gas emissions reduction.

In 2025, as a result of thermal processes optimisation and the installation of retrofit solutions, we have reduced energy consumption by more than 3 GWh per year and CO₂e emissions by 9.2 KT versus 2024. New capital expenditure worth c. £8.2m, dedicated to 94 projects with energy efficiency and CO₂ emissions reduction as one of their prime objectives, was approved in 2025.



Our energy consumption and Scope 1 and Scope 2 CO₂e emissions

Whilst Vesuvius' products differ significantly in the energy intensity of their manufacture, most of our manufacturing processes are not energy intensive nor do they produce significant quantities of waste and emissions. Dolime production (based in South Africa), which uses coal to calcine dolomite, is our major emitter of CO₂. Dolime and the next five of our 39 main manufacturing processes account for 61% of our energy consumption and 67% of our location-based CO₂e emissions.

In January 2023, an incident incapacitated one of our dolime rotary kilns, which resulted in it being out of service for over a year. The dolime installation resumed production in 2024 albeit at a lower level than prior to the 2023 incident. As a consequence, the tonnage of dolime produced by the Group has been considerably lower in recent years than in prior years and the Group's product mix has been very different. The Group's absolute energy consumption, CO₂e emissions, energy intensity and CO₂e emission intensity reduction have been affected by the lower output of dolime, which has higher energy and carbon intensity than most of our production processes.

The Group's progress in reducing our CO₂e emission intensity was adversely affected in 2025 by the increase in dolime production versus 2024. Coupled with this, low volumes of other product lines resulted in lower fill rates for continuous processes and lower energy efficiency, thereby also contributing to a higher CO₂e emission intensity.

Between 2019 and 2025, the Group achieved an overall reduction in energy intensity (normalised to per metric tonne of product packed for shipment) of 18.4%. The pro forma energy intensity reduction assuming the Group had produced dolime at the normal rate was 13.8% vs a target of 10% by 2025. During the same period, our overall CO₂e emission intensity metric (CO₂e emissions per metric tonne of product packed for shipment, Scope 1 and Scope 2, market-based) reduced by 47.4% vs a target of 20% by 2025. Excluding dolime, the CO₂e emission intensity reduction between 2019 and 2025 was 45.9%. If the production of dolime had remained on average the same as the 2019-2022 period, prior to the dolime incident, our pro forma CO₂e emission intensity reduction would have been 31.4%.

Scope 1 covers emissions from fuels used in our factories and offices, fugitive emissions and non-fuel process emissions.

Scope 2 relates to the indirect emissions resulting from the generation of electricity, heat, steam and hot water we purchase to supply our offices and factories.

Scope 3 covers all other direct CO₂ and CO₂e emissions that occur in the Company's value chain.

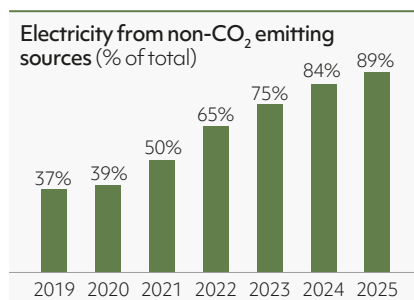
The conversion by many of our sites to carbon-free electricity contracts has helped our CO₂e emissions reduce at a faster pace than our energy efficiency improvements. Vesuvius' total energy costs in 2025 were £45.1m, c. 2.5% of revenue (£45.6m in 2024, c. 2.5% of revenue).

None of our installations meets the criteria to be included in the EU-ETS. South Africa is the only country where we exceed the threshold to be submitted to a carbon tax or an emissions trading scheme. The carbon tax cost in 2025 was c. £ 0.1m (£0.1m in 2024), based on emissions in the prior year.

In 2025, Vesuvius did not engage in any greenhouse gas removal activities within its own operations or upstream or downstream value chain, nor did we finance any removal projects outside our value chain through the purchase of carbon credits.

Our projected future progress

Factoring in the significant assumptions that underpin our net zero plan (see page 50), we believe that we are on track to achieve the projected 100% reduction of our Scope 2 emissions by 2030 and the projected 50% reduction of our combined Scope 1 and Scope 2 emissions intensity by 2035. Having already converted most of our manufacturing sites to carbon-free electricity, the reduction of our CO₂e emissions intensity will be driven by progress in addressing Scope 1 emissions. Consequently, the pace of progress will slow down.



2025 Scope 1 and Scope 2 CO₂e emissions per region (market-based) %

Metric tonnes CO ₂ e	2025	
	Metric tonnes	%
Africa	97,360	44
Europe and Middle East	39,800	18
US, Mexico, Canada	31,091	14
China	26,116	12
India	12,488	6
South America	6,514	3
East Asia and Oceania	6,331	3



Notes:

- Includes the business of Universal Refractories, Inc. (Vesuvius Penn Corporation) which was acquired in 2021 and BMC (Yingkou YingWei Magnesium Co., Ltd), which was acquired late 2022.
- The numbers are collated from 100% of entities within the Group's Operational Control Boundary, excluding PiroMET and the Molten Metal Systems business, which were acquired in 2025.
- Further information on sources of data, scope of entities covered, calculation methodologies and progress can be found in the 2025 Sustainability Report which is available at: www.vesuvius.com.

Tackling climate change continued

Scope 1, Scope 2 and Scope 3 CO₂e emissions (market-based)^{1,2}

In 2025, Vesuvius' total Scope 1, Scope 2 and Scope 3 CO₂e emissions were 2,121,355 metric tonnes.

Metric tonnes CO ₂ e	2025		2024	
	Metric tonnes	%	Metric tonnes	%
Scope 1 Process CO ₂ e emissions	50,005	25.0%	57,926	26.9%
Scope 1 Energy CO ₂ e emissions	148,387	74.2%	157,090	72.9%
Scope 1 Fugitive emissions	1,527	0.8%	575	0.3%
Total Scope 1 CO₂e emissions	199,919	9.4%	215,591	10.6%
Scope 2 CO₂e emissions (market-based)	19,781	0.9%	24,695	1.2%
Scope 3 CO₂e emissions	1,901,655	89.6%	1,791,994	88.2%
Total	2,121,355	100%	2,032,280	100%

1. The numbers are collated from 100% of entities within the Group's Operational Control Boundary, excluding PiroMET and the Molten Metal Systems business, which were acquired in 2025.

Vesuvius plc long-term energy consumption and energy intensity (aggregate of Scope 1 and Scope 2)^{1,2,3}

	2025 vs 2019	2025	2024	2019 ⁵
Total energy consumption (million kWh)		941	963	1,211
Energy consumption per metric tonne of product packed for shipment (kWh/MT)	-18.4%	1,021	1,076	1,252

Notes:

- The numbers are collated from 100% of entities within the Group's Operational Control Boundary, except for PiroMET and the Molten Metal Systems business, which were acquired in 2025.
- 2019 was selected as the baseline for all energy and GHG emissions data and targets, absolute and relative, as this was the last year of normal trading prior to the COVID-19 pandemic. Progress is measured against the 2019 performance. 2019 numbers were re-baselined using pre-acquisition data for the business acquired from Universal Refractories, Inc. (Vesuvius Penn Corporation) and BMC (Yingkou YingWei Magnesium Co., Ltd).
- Further information on sources of data, scope of entities covered, calculation methodologies and progress can be found in the 2025 Sustainability Report which is available at: www.vesuvius.com.



Vesuvius plc statement of verification

Scope 1, Scope 2 and Scope 3 carbon footprint reporting and supporting evidence contained herein for the period 1 January 2019 to 31 December 2025 covering GHG emissions as CO₂e in metric tonnes, CO₂e intensity in metric tonnes of CO₂e per metric tonne of product packed for shipment, energy consumption in kWh and energy intensity in kWh of energy per metric tonne of product packed for shipment, location-based and market-based, were verified by Carbon Footprint Ltd in accordance with the ISO 14064 Part 3 (2019): Greenhouse Gases: Specification with guidance for the verification and validation of greenhouse gas statements.

A copy of the limited assurance statement can be found on our website: www.vesuvius.com.

The absolute values of the energy consumed and the location-based CO₂e emissions decreased in 2025, as well as energy intensity and emission intensity per metric tonne of product packed for shipment. In 2025, the Group's normalised energy consumption decreased by 5.1%, to 1,021 kWh per metric tonne (2024: 1,076).

Location-based emissions decreased by 5.5% to 0.319 metric tonnes of CO₂e per metric tonne of product packed for shipment (2024: 0.338) and market-based emissions decreased by 11.2% to 0.238 metric tonnes of CO₂e per metric tonne of product packed for shipment (2024: 0.269).

The reduction in CO₂e emissions in 2025 was mainly driven by three factors:

- Continuation of the conversion of our manufacturing sites to carbon-free electricity contracts
- Operational efficiency improvements resulting in the 5% decrease in natural gas usage
- Lower production levels of our most CO₂ intensive production line (dolime) resulting in a 14% decrease in coal consumption (the fuel and raw material used only in dolime production), to 13,585 metric tonnes (2024: 15,767).

Greenhouse gas (GHG) reporting

We have reported to the extent reasonably practicable on all the emission sources required under Part 7 of the Accounting Regulations which fall within our Group Financial Statements. Statutory reporting is location-based according to the GHG Protocol.

All sites report their energy consumption and GHG emissions on a quarterly basis. Performance and variation are analysed, and improvement plans built accordingly.

The Group also meets all its obligations in relation to the Producer Responsibility Obligations (Packaging and Packaging Waste) Regulations 2024 and the Energy Savings Opportunity Scheme by which the UK implemented the EU Energy Efficiency Directive.

Global GHG emissions and energy consumption

Location-based statutory reporting (Operational Control Boundary)^{1,2,3,4,5}

Emissions and energy sources	UK and Offshore CO ₂ e '000 metric tonnes 2025	Global CO ₂ e '000 metric tonnes 2025	Proportion relating to the UK and Offshore Area	UK and Offshore CO ₂ e '000 metric tonnes 2024	Global CO ₂ e '000 metric tonnes 2024	Proportion relating to the UK and Offshore Area	UK and Offshore energy used '000 kWh 2025	Global energy used '000 kWh 2025	Proportion relating to the UK and Offshore Area	UK and Offshore energy used '000 kWh 2024	Global energy used '000 kWh 2024	Proportion relating to the UK and Offshore Area
Combustion of fuel and operation of facilities including fugitive emissions (Scope 1)	0.081	200	0.04%	2.289	216	1.1%	440	736,332	0.06%	11,943	764,552	1.6%
Electricity, heat, steam and cooling purchased for own use (Scope 2)	0.054	94	0.06%	0.282	86	0.3%	351	204,719	0.17%	1,848	198,497	0.9%
Total GHG emissions and energy	0.134	294	0.05%	2.571	302	0.9%	791	941,051	0.08%	13,791	963,048	1.4%
Change	-94.8%	-2.7%					-94.3%	-2.3%				

Vesuvius' chosen intensity measurement (location-based statutory reporting) ^{1,2}	Metric tonnes CO ₂ e per metric tonne of product packed for shipment				kWh of energy per metric tonne of product packed for shipment			
	UK and Offshore 2025	Global 2025	UK and Offshore 2024	Global 2024	UK and Offshore 2025	Global 2025	UK and Offshore 2024	Global 2024
Emissions and energy reported above normalised to metric tonnes CO ₂ e per metric tonne of product packed for shipment	0	0.319	3.068	0.338	0	1,021	16,457	1,076
Change	-100%	-5.5%			-100%	-5.1%		

	Metric tonnes of CO ₂ e per £m revenue			
Total GHG emissions as metric tonnes CO ₂ e per £m revenue (location-based)	2.0	162.4	23.2	165.9
Change	-91.4%	-2.1%		

1. Location-based Statutory Reporting of Global GHG emissions (metric tonnes of CO₂e) and energy consumption ('000 kWh). The numbers are collated from entities within the Group's Operational Control Boundary except for PiroMET and the Molten Metal Systems business, which were acquired in 2025.
2. In reporting GHG emissions, we have used the GHG Protocol Corporate Accounting and Reporting Standard (revised edition) methodology to identify our location-based GHG inventory of Scope 1 (direct) and Scope 2 (indirect) CO₂e. We report in metric tonnes of CO₂ equivalent (CO₂e). We have used emission factors from the UK Government (Defra) and the IEA GHG Conversion Factors for Company Reporting 2025 in the calculation of our GHG emissions.
3. Our energy-related GHG emissions, reported as carbon dioxide equivalents (CO₂e), include direct emissions of the three main GHGs (carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O)).
4. Process-related emissions of the following in CO₂ equivalent and in metric tonnes are not significant: Direct methane CH₄ emissions and Direct nitrous oxide N₂O emissions.
5. Emissions of the following in CO₂ equivalent and in metric tonnes are not significant: Direct sulphur hexafluoride (SF₆) emissions; Direct HFC emissions; and Direct PFC emissions.

Tackling climate change continued

Scope 3 emissions

Vesuvius' Scope 3 CO₂e emissions, mainly upstream, contribute to a greater part of our total CO₂e emissions than our Scope 1 and Scope 2 emissions. Our products are used by customers whose processes emit significant amounts of CO₂. They serve to contain and protect liquid metal and manage its flow, but do not participate in the heating operations or chemical reactions that lead to CO₂ emissions. Emissions associated with the processing or use of our products are hence very limited. More specifically:

- Some products require drying or pre-heating prior to use by our customers. Emissions generated during these operations are included in the 'Processing of sold products' category
- Refractory materials do not require energy during their use; having undergone high-temperature processes during their manufacturing, they are inert and do not release any greenhouse gases during their use

- Some non-refractory products contain chemicals, which will be partially burnt during usage by our customers. Emissions due to the combustion of chemicals are included in the 'Use of sold products' category

Since 2021, we have undertaken a focused evaluation of emissions associated with raw materials, using publicly available average CO₂ emissions factors. We have also collected information on energy source, CO₂ emissions data and reduction plans from our raw materials suppliers as part of our Request for Quotation process.

We have begun to collect CO₂ emissions data relating to transportation from our forwarders in all regions. In 2025, the CO₂ emissions data that we received from our forwarders covered 23% of our transportation spend (upstream and downstream), and we were able to evaluate CO₂ emissions covering a further 21% of our transportation spend using operational data and Defra conversion

factors. The remainder of our CO₂ emissions from upstream and downstream transportation (56%) was estimated based on spend and Defra conversion factors.

Various initiatives have been launched to reduce our Scope 3 CO₂ emissions, including returnable packaging, the electrification of company fleet vehicles and arrangements for collective commuting.

Our process for evaluating Scope 3 CO₂ emissions continues to evolve, as assessment techniques become more sophisticated.

Scope 3 emissions^{1,2,3,4,5}

Metric tonnes CO ₂ e	2025		2024	
	Metric tonnes	%	Metric tonnes	%
Purchased goods and services	1,580,597	83%	1,482,459	83%
Capital goods	50,336	3%	46,048	3%
Fuel- and energy-related activities (not included in Scope 1 or 2)	38,952	2%	39,473	2%
Upstream transportation and distribution	28,445	1%	28,516	2%
Waste generated in operations	13,345	1%	14,391	1%
Business travel	9,333	<1%	9,887	1%
Employee commuting	43,469	2%	34,470	2%
Upstream leased assets	0	0%	0	0%
Downstream transportation and distribution	57,751	3%	57,897	3%
Processing of sold products	18,350	1%	19,250	1%
Use of sold products	37,094	2%	36,326	2%
End-of-life treatment of sold products	23,983	1%	23,276	1%
Downstream leased assets	0	0%	0	0%
Franchises	0	0%	0	0%
Investments	0	0%	0	0%
Total Scope 3 CO₂e emissions	1,901,655	100%	1,791,994	100%

1. The numbers are collated from 100% of entities within the Group's Operational Control Boundary, excluding PiroMET and the Molten Metal Systems business, which were acquired in 2025.
2. Conversion factors for GHG emissions and energy used the 2025 UK Government GHG Conversion Factors for Company Reporting. Conversion factors for GHG emissions for electricity globally used the 2025 IEA Emission Factors.
3. Calculation of Scope 3 GHG emissions used the Carbon Footprint Limited Sustrax system for the years 2019-2025. The Sustrax tool relies on the UK Government Defra methodology, categories and emission conversion factors. Wherever possible we used activity data which relies on information that is specific to the organisation, and therefore is much more accurate than the spend-based method.
4. Scope 3 2025 Upstream subtotal 1,764,477 metric tonnes (93%). Downstream subtotal 137,178 metric tonnes (7%).
5. Scope 3 categories 'Purchased goods and services' and 'Use of sold products' for 2024 were amended to reflect data cube changes and related data improvements. Total figures were updated accordingly. Further information on sources of data, scope of entities covered, calculation methodologies and progress can be found in the 2025 Sustainability Report which is available at: www.vesuvius.com.

A responsible company

We seek to establish strong relationships with key stakeholders and support the communities in which we operate

Vesuvius is committed to making a positive contribution to society. As part of this, we focus on operating an ethical business with appropriate policies in place to ensure compliance with the regulations and laws in all our markets.

Our CORE Values

The Group's CORE Values convey the mindset and attitudes we expect each employee to show every day. They are at the heart of the culture of the Group, promoting our image to external stakeholders, and underpinning the commercial promise we provide to our customers.

The Values are reinforced through our performance management systems and are celebrated each year through our Living the Values Awards which select regional and global winners for each Value.

Code of Conduct

Our Code of Conduct sets out the standards of conduct expected, without exception, of everyone who works for Vesuvius in any of our worldwide operations.

The Code of Conduct emphasises our commitment to ethics and compliance with the law, and covers every aspect of our approach to business, from the way that we engage with customers, employees, the markets and other stakeholders, to the safety of our employees and workplaces.

Everyone within Vesuvius is individually accountable for upholding its requirements. We recognise that lasting business success is measured not only in our financial performance, but in the way we deal with our customers, business associates, suppliers, employees, investors and local communities.

Vesuvius' CORE Values

Courage

- I systematically say, decide and do what is right for Vesuvius including when it is difficult, unpopular, or not consensual
- I express my opinions openly during discussions, but I also defend Group decisions once they've been taken, even if they do not correspond to my initial position
- I proactively take leadership responsibility on difficult projects and topics that are important to the Group's performance, motivated by the perspective of success rather than paralysed by the risk of personal failure

Respect

- I demonstrate respect for other people's ideas and opinions even if I disagree with them
- I welcome open debate. I listen to others, and foster esteem and fairness with customers, suppliers, co-workers, shareholders and the communities where we operate
- I communicate my objectives clearly and take time to explain all decisions. I behave with the highest level of integrity. I promote diversity at all levels of the Company

Ownership

- I am personally accountable for the consequences of my actions and for the performance of the Group in my area of responsibility or oversight, without blaming external circumstances or the actions of others
- I demonstrate an entrepreneurial spirit, looking for and seizing business opportunities and I immediately address problems that come up as soon as I become aware of them
- I manage the Group's money and resources as though they were my own

Energy

- I work hard and professionally in pursuit of excellence
- I constantly raise the bar and challenge the status quo. For me, the sky is the limit
- I lead by example, inspiring and motivating my team to go the extra mile. I promote a positive and energising work environment
- I continuously deliver outstanding customer experience and innovative solutions
- I never underestimate competitors and permanently strive to reinforce the Group's leadership position

The Code of Conduct is displayed prominently at all our sites and is published in our 29 major functional languages. It is available to view at www.vesuvius.com.

We communicate openly and transparently within the organisation, through 'town hall' meetings, Board and senior management visits, management feedback, performance evaluation, measuring employee engagement and responding to the feedback we receive. Critically, there is ongoing and consistent communication of our CORE Values and the principles of our Code of Conduct.

We engage staff across the Group in both general and targeted training, to ensure a consistent understanding of our policies and procedures.

The Code of Conduct covers eight key areas:

Code of Conduct

1. Health, safety and the environment
2. Trading, customers, products and services
3. Anti-bribery and corruption
4. Employees and human rights
5. Disclosure and investors
6. Government, society and local communities
7. Conflict of interests
8. Competitors

A responsible company continued

Compliance training

Compliance training gives our employees a clearer understanding of the scope of risks that exist as we conduct our business and gives context to how the Group expects each employee to respond to those risks.

The Board has set a target of at least 90% of targeted staff completing the annual anti-bribery and corruption training. In 2025, 100% of the targeted staff completed this training.

Mandatory online training courses – 2025 participation	% of targeted audience completing course
Anti-bribery and corruption (annual)	100%
Gifts, hospitality and entertainment (onboarding)	100%
Modern slavery	93%
Anti-tax evasion	99%
Data protection	100%
Cyber security awareness – 7 basic modules	90%

Governance and policies

Vesuvius’ compliance policies underpin the principles set out in our Code of Conduct. They are the practical representation of our status as a good corporate citizen, and they assist employees to understand and comply with our ethical standards and the legal requirements of the jurisdictions in which we conduct our business. They also give practical guidance on how this can be achieved.

Human rights

The Group’s Human Rights and Labour Policy reflects the principles contained within the UN Universal Declaration of Human Rights, the International Labour Organization’s Fundamental Conventions on Labour Standards and the UN Global Compact, to which the Group is a signatory. The Policy sets out the principles for our actions and behaviour in conducting our business and provides guidance to those working for us on how we approach human rights issues. These principles have been integrated into the work of our procurement teams as we assess our suppliers and their business practices. The Policy was reviewed and updated in 2022.

Human Rights and Labour Policy

Our policy expressly prohibits forced, compulsory or child labour in any form and applies to both ourselves and those who wish to work with us.

Our other commitments include:

- **Health and safety:** to work towards our goal of zero injuries in the workplace
- **Freedom of association and right to collective bargaining:** to respect our workers’ democratic rights to participate or not participate in trade unions, or other collective bargaining organisations, without fear of intimidation, pressure or reprisal
- **Unlawful discrimination, harassment and abusive behaviours:** to ensure that each employee and potential employee is treated with fairness and dignity and that discriminatory practices, or unwelcome verbal or physical conduct are not tolerated
- **Remuneration:** to ensure that wages and benefits paid to employees shall meet legal or industry minimum standards
- **Discipline policies:** to ensure proportionality of sanctions, with a range of potential disciplinary actions and procedural fairness

See the full policy on www.vesuvius.com for further details.

Prevention of slavery

During 2025, we published our tenth modern slavery transparency statement outlining the Group’s approach to the prevention of slavery and human trafficking in our business and supply chain. A copy of our latest statement is available to view on our website: www.vesuvius.com.

We have identified the following four industries that pose a higher risk of modern slavery for Vesuvius:

1. Mining and extractive industries (raw materials)
2. Textiles (personal protective equipment (PPE) and work clothing)
3. Transport and packaging
4. Maintenance, cleaning, agricultural work, and food preparation (contracted workers)

As our spend with mining and extractive industry suppliers is far greater than the other three industries, and the number and diversity of suppliers is also the greatest, we have been focusing our efforts on these industries.

We have deepened our investigation of higher-risk raw materials, based on the studies carried out by Drive Sustainability and the Responsible Minerals Initiative on the responsible sourcing of materials in the automotive and electronics industries, with which our portfolio of raw materials shares many commonalities.

In 2025, we provided webinar training on modern slavery to our key purchasing staff and continued to use an online e-learning module to upgrade the training given to all supplier-facing staff. It provides key guidance on the ‘red flags’ associated with modern slavery to assist them in identifying these during supplier visits and accreditation.

➤ See the Group’s Statement on the Prevention of Slavery and Human Trafficking

➤ www.vesuvius.com/en/sustainability/our-policies/statement-on-modern-slavery.html

Business ethics/anti-bribery and corruption and working with third parties

Vesuvius’ Code of Conduct affirms our commitment to competing vigorously, but honestly, and not seeking competitive advantage through unlawful means. We conduct ourselves ethically in all public affairs activities, in alignment with local laws and regulations. We do not engage in unfair competition, exchange commercially sensitive information with competitors, or acquire information regarding a competitor by inappropriate means. When received for business purposes, we safeguard third-party confidential information and use it only for the purpose for which it was provided.

We recognise that certain third-party relationships can represent significant risks, particularly in the areas of bribery, corruption, sanctions and trade compliance. Our compliance due diligence framework ensures that these risks are identified, assessed, and mitigated both prior to engagement and throughout the lifecycle of the relationship. Our framework includes third party due diligence, counterparty screening and regular risk assessments, as well as ongoing relationship monitoring and reporting.

Our procedure on working with third parties clearly outlines our zero tolerance approach to bribery and provides practical guidance for our employees in identifying concerns and how to report them. Employees are actively encouraged to consult and seek advice on ethical issues. They have open access to the Group Head of Compliance and the legal function who provide support on a regular basis.

Over the years, we have continued to strengthen our training portfolio. Our approach is designed to foster a preventive mindset – helping employees understand the scope of potential risks and how to respond in alignment with the Group's standards.

Key compliance training initiatives in 2025 included:

1. An annual mandatory e-learning module on anti-bribery and corruption (including an anti-fraud module), available in 18 functional languages for targeted staff, directly linked to the Vesuvius Anti-Bribery and Corruption Policy. This training is reviewed annually to ensure its content remains relevant and up to date.
2. Webinars and face-to-face training delivered to risk-exposed functions, using real-life scenarios and lessons learned from compliance matters management, investigations and risk assessments at multiple sites, covering anti-bribery and corruption, the Speak Up Policy, export controls and sanctions and key compliance processes, such as compliance due diligence.
3. New senior manager induction training, offering dedicated sessions led by the Compliance team to introduce relevant policies and procedures, and further explain leadership's role in effective risk management.

During 2025, the Group also continued its risk-based due diligence programme, including anti-corruption reviews of our third-party representatives, agents and other intermediaries. Enhanced due diligence reviews of sales agents, customs clearance agents, and other parties acting on our behalf, were repeated to ensure ongoing compliance with our standards.

In 2025, we completed due diligence on more than 1,761 counterparties from 81 countries. As a result of this process, we either declined or terminated relationships with 84 counterparties who did not meet

our standards. Once a counterparty passes compliance due diligence, it is placed on 24/7 ongoing monitoring, ensuring that should the circumstances change, the re-evaluation will be triggered.

Responsible sourcing

Vesuvius recognises the crucial role that its suppliers play in creating value in the products and services that Vesuvius ultimately provides to its customers. In addition to the consistent and timely supply of materials, products and services which are of the highest quality, we expect our suppliers to operate in a manner that is appropriate, in terms of their ethical, legal, environmental and social responsibilities.

Principles

Overall, our objective is to encourage suppliers to implement a meaningful sustainability programme, embrace the UN Global Compact principles, and evaluate and reduce our upstream CO₂ emissions. The satisfaction of our customers' requirements, the safety and reliability of Vesuvius' products, and the efficiency of Vesuvius' internal processes are dependent on the reliability of its network of suppliers. Vesuvius is committed to ensuring that we utilise high-quality raw materials, secured through reliable and well-developed raw material suppliers. The principles of sustainable procurement are prescribed within the Vesuvius Sustainable Procurement Policy and supported by supplementary processes.

Sustainable Procurement Policy

We operate a Sustainable Procurement Policy which outlines key criteria for suppliers. The Policy uses the Group Procurement's Request for Quotation (RFQ) process to engage a significant number of Vesuvius suppliers and is provided in conjunction with the Vesuvius Terms and Conditions of Purchase.

For suppliers to participate in the RFQ, they are obliged to accept and agree to the terms of the Sustainable Procurement Policy, as it forms an addendum to Vesuvius' standard contract clauses, or share their own policy demonstrating alignment to the same business values. Once these policies are shared, it is the responsibility of the supplier to verify and monitor compliance against them – both for their operations and those of any sub-contractors.

Since its inception in 2021, 369 active vendors, representing 69% of the raw material spend, have acknowledged our Sustainable Procurement Policy.

Sustainable Procurement Policy

The Policy covers all suppliers of goods and/or services either used in our manufacturing processes and/or sold directly by us to customers, including Tolling and Resale suppliers. It applies to suppliers, their agents and their sub-contractors.

The major elements of the Sustainability Procurement Policy are:

- Employees and human rights
- Conflict minerals
- Ethical and compliant business practices
- Environment
- Quality
- Business continuity

➤ See the full policy on www.vesuvius.com for further details.

Supplier sustainability assessments

As part of our sustainability agenda, Vesuvius has implemented a Supplier Sustainability Assessment programme, covering all suppliers of goods either used in our manufacturing processes and/or sold directly by us to customers, including Resale suppliers.

Vesuvius has partnered with an independent third-party service provider – EcoVadis – to rate our raw materials suppliers using a detailed set of criteria. These cover four themes and 21 criteria based on international standards: Labour and Human Rights; Ethics; Environment; and Sustainable Procurement.

During 2024 and 2025, 158 employees from our procurement teams received specific training on supplier on-site sustainability and quality assessments.

The Group had a target to assess at least 60% of our raw material spend by 2025. Participating suppliers were selected based on a number of criteria including:

- Category of raw material
- Availability of alternative sources
- Share of supplier revenue with Vesuvius
- Grades in previous assessments
- Whether the supplier was new
- Supply chain incidents

A responsible company continued

Since its launch, 283 suppliers have joined the programme, representing 57% of the total raw material spend. Fewer than 7% of the suppliers assessed between 2021 and 2025 did not reach Vesuvius' minimum EcoVadis score. We are requiring these suppliers to implement improvement actions within a three-year time frame. Progress will be monitored through routine evaluations and an annual reassessment. Across the crucial topics, the average total score of Vesuvius' suppliers in 2025 was 60.5, compared to an industry standard of 49.

Supplier CSR and quality audits

Vesuvius conducts an annual Supplier Audit programme focusing on Corporate Social Responsibility (CSR) practices, product quality and security of supply. The programme is led by the Group's Purchasing and Quality teams. The goal of the audits is to verify that our suppliers abide by fundamental principles regarding the environment and social practices, and reduce the number of quality issues that may affect our raw materials.

As part of this, we carry out on-site inspections, share expectations with our suppliers, identify risks and adapt our internal controls accordingly. We encourage our suppliers to improve their own processes and help them prioritise actions to achieve this. We include a number of 'red flag' items in our on-site verification questionnaire, especially addressing human rights issues, such as child or forced labour, for which immediate escalation and investigation is required in case any breach is detected. The scope of the audit also covers working conditions.

In 2025, 96 audits were conducted (100% on-site) (2024: 123). No cases of human rights breaches were detected as part of the supplier audit checks. 4% of audited suppliers received grades below threshold (2024: 14.6%). Whenever suppliers fail to meet the required standards, either action is taken to support them to improve or our relationship with them is terminated.

Community engagement

We make a positive contribution to the communities in which we operate by supporting a wide variety of fundraising and community-based programmes.

In 2025, our teams around the world focused on practical actions that strengthened local communities and responded to real social needs. From education and health to employee well-being and regional initiatives, each project helped create meaningful, lasting value where it was needed most.

Expanding access to clean water and safe sanitation for students

In Paderu, India, Vesuvius India installed bio-toilets near classrooms and a reverse osmosis water plant, improving conditions for more than 1,500 girls. In Durgapur, India, the team worked with the Steel Authority of India Ltd to set up four bio-toilets and a new drinking-water system, giving over 1,100 students reliable hygiene facilities and clean water. Together, these projects strengthened health, safety, and school attendance for children in underprivileged communities.

Creating better learning conditions for children

In Mexico, employees supported the NGO Imperio de Amor, which cares for children who cannot attend school by providing meals and informal education. In two rural schools near Pune, India, Foseco India built new classrooms and a library for around 500 students, giving them a safer, more comfortable place to learn.

Strengthening well-being through movement, health awareness and community connection

In Poland, teams joined the Poland Business Run, raising funds for people with disabilities whilst promoting active lifestyles. In Mexico, families gathered for the Vesuvius Family Run, choosing 1 km, 3 km or 5 km routes. In China, employees took part in a 13 km night hike and run around Jinji Lake.

Supplier Sustainability Assessment criteria

Environment

Energy consumption and GHGs
Water
Biodiversity
Local and accidental pollution
Materials, chemicals and waste
Product use
Product end-of-life
Customer health and safety
Environmental services and advocacy

Labour and human rights

Employee health and safety
Working conditions
Social dialogue
Career management and training
Child labour, forced labour and human trafficking
Diversity, discrimination and harassment
External stakeholder human rights

Ethics

Corruption
Anti-competitive practices
Responsible information management

Sustainable procurement

Supplier environmental practices
Supplier social practices

21 criteria based on international standards



Risk, viability and going concern

How we manage risk

The Group undertakes a continuous process to review and understand existing and emerging risks which might impact the Group's long-term performance.

Risk governance

The Board exercises oversight of the Group's principal risks and reviews the way in which the Group manages those risks. As part of this process the Board: (i) understands which individuals within the business are responsible for managing each principal risk; and (ii) reviews and, where appropriate, updates, the Group's appetite for each principal risk and assesses the adequacy of the steps taken to mitigate them.

The Board takes overall responsibility for establishing and maintaining a system of risk management and internal control and for reviewing its effectiveness.

The Group undertakes a continuous process to identify and review risk and this assessment undergoes a formal review at half-year and at year-end. The risks identified by the business are compiled centrally to deliver a coordinated picture of the Group's key risks. These risks are then reviewed by the Group Executive Committee.

An integral part of the Group's risk management process is for each Non-executive Director to contribute their view on the principal risks facing the Group, the risk appetite the Group should have for each of these risks and what emerging risks the Group might face in the future. These contributions are overlaid on the Group's initial assessment of risks to build a comprehensive analysis of existing and emerging risks. In this way, the Directors' views on each of the principal risks, and on emerging risks in general, are independently gathered and integrated into management discussions and any actions required. The Non-executive Directors also undertake regular site visits – either individually or in small groups. They believe this direct engagement with employees is an effective way to hear about issues and concerns that exist in the business and also any potential risks that it faces. More details on the site visits undertaken in 2025 can be found on page 79.

The Group's risk process covers both financial and non-financial risks, and considers the risks associated with the impact of the Group's activities on employees, customers, suppliers, the environment, local communities and wider society.

Risk in 2025

We detail below changes during 2025 to the scale or nature of risks facing the Group. As noted in previous years, certain issues arose during the year that are reflected in the Group's principal risks. In each case, the business impact was limited by the mitigations already in place and by the Group's risk management processes. We also detail the emerging risks facing the Group to which we remain vigilant.

Risk: End-market risks

2025 saw continuing volatility in our markets, with lower than anticipated economic activity in certain key markets such as Europe. Whilst this volatility is lasting longer than we had anticipated, our end-markets of Steel and Foundry continue to be forecast to grow in the medium and longer term.

During the year, the dynamic and unpredictable system of tariffs and trade protections introduced and subsequently amended by the administration in the United States, other jurisdictions and regional regulators – including the ongoing negotiation of Free Trade Agreements – drove uncertainty in our end-markets. There continues to be a significant degree of uncertainty as to the nature and longevity of the existing US tariffs (and any further trade restrictions that may replace them). However, we also believe the new EU steel tariffs scheduled for introduction in July 2026 will be beneficial to our business in that region in the medium term.

The Group remains well placed to manage short-term impacts with its flexible manufacturing footprint, and geographically diversified revenue streams.

Risk: Business interruption

Cyber security continues to present a significant risk in relation to business interruption and is an issue that grows both in its scope and sophistication. During 2025, we continued to invest in our systems and processes, as well as further investment in training and awareness of cyber issues across the Group. As with all businesses, we monitor trends and developments in system security threats that could have an effect on our ability to conduct our business.

Risk: Product Quality failure

The financial impact on the Group from any product quality issues, and the significant risks associated with a failure of our products in use, is well understood, and we have increased our communication of this across the Group as an area of particular focus and importance.

During the year, we introduced new initiatives with the objective of minimising this cost of non-quality. Enhanced internal reporting requirements have also been developed to increase visibility of any product quality issues and to ensure that root causes are identified and that any required remediations are implemented on a timely basis with lessons shared across the Group to prevent a recurrence.

Risk: People, culture and performance

The environment to attract and retain high-calibre people across all levels of our business continues to be increasingly competitive in many of our labour markets. This is particularly relevant for manufacturing roles, which are adversely affected by changing demographics and shifting trends in the workforce. We also continue to see a reduction in the promotion of materials science teaching within our developed markets, which may further reduce the availability of suitably qualified candidates going forward.

Risk, viability and going concern continued

Emerging risks

The emerging risk trends facing the Group did not materially change in 2025. Our markets continue to develop, and future growth will not always come from markets that have served us well in the past. We continue to focus on this trend, investing in markets with high future growth and ensuring that our manufacturing footprint remains sufficiently dynamic and responsive to take advantage of all opportunities.

We continue to address the transition to the increased use of non-ferrous metals, particularly in the automotive industry. Whilst the trends in ferrous casting are positive, trends in non-ferrous metal production and casting are also favourable, and we are focused – in R&D and, during 2025 also in our acquisition strategy – on developing products that will enable us to benefit from this growth.

The operational focus for businesses to deliver in the areas of Environmental and Social impact and Governance (ESG) continues. As set out below, whilst we no longer identify ESG as a principal risk, we have long been focused on driving efficiency in our customers' processes, with our products driving environmental/climate benefits in terms of reducing energy use and supporting production efficiency at our customers. The reporting obligations in this area remain in flux, with some rationalisation of requirements seen in 2026. However, more broadly we consider that overall the reporting in this area will increase in cost and complexity in the coming years.

Further information on the Group's ESG commitments can be found in the Non-Financial and Sustainability Information Statement on pages 35 to 60.

The extent and the pace at which artificial intelligence is becoming more widely used has also been an area of focus during 2025 and will continue to be so going forward. We continue to develop our understanding of where AI can improve our business and allow us to offer new products and solutions to our customers and increase our business efficiency. We are also mindful of ensuring that any risks posed to our business by the development and implementation of these tools, both inside and outside our business, are understood, controlled and mitigated wherever possible.

All of these issues could represent disruptors to our business. We remain focused on each of them through our risk identification and management processes as well as on the management of any other new risks that emerge during 2026.

Principal risks

During 2025, in anticipation of the updates made to the UK Corporate Governance Code on ongoing effectiveness of risk management and internal control systems coming into force, senior management reviewed the principal risks facing the Group, disaggregated these into sub-risks, and commenced a review of how these are controlled, managed and mitigated. This process is ongoing but as a result of the review, two changes have been made to the Group's Principal risks.

Firstly, as the previously identified principal risk of Protectionism and globalisation will manifest within the ongoing principal risk of End-market risks, we have removed it as a separate principal risk and incorporated the relevant elements into the End-market risk. Secondly, as the material elements of the formerly identified principal risk of Environmental, Social and Governance were focused on ensuring that the Group's products remain relevant to customers in meeting their own ESG requirements, we believe that this risk will manifest within the existing principal risk of Failure to secure innovation. As a consequence, we have ceased to identify Environmental, Social and Governance as a separate principal risk.

The updated set of principal risks and uncertainties are set out on pages 66 and 67 and are those the Board considers to be most relevant in terms of their potential impact on the Group achieving its strategic objectives. Each principal risk could materially affect the Group, its businesses, future operations and financial condition, and could cause actual results to differ materially from expected or historical results. These Principal risks are not the only ones that the Group faces or will face. Some risks are not yet known and some currently not deemed to be material could become so.

Cyber security

The processes and controls to manage the constantly evolving cyber security threat are a significant area of focus for the Group. Members of the GEC, Group IT and senior management meet regularly to manage operational cyber risks.

The Board oversees the Group's control systems for managing cyber risk and together with the Audit Committee receives regular updates on the Group's activities in this respect.

Cyber risks are integrated within the Group's risk management processes and form part of its Business Continuity Plan (BCP). The Group also maintains a Disaster Recovery Plan to address any network, data centre or IT infrastructure issue. The Group's Incident Handling and Response Policy ensures we maintain appropriate visibility of all network infrastructure.

The Group takes a holistic approach to addressing cyber challenges, focusing on improving our IT infrastructure, including our operational technology environments, as well as our IT procedures, data governance and employee behaviours. We run regular training programmes on cyber security and conduct regular cyber security risk assessments, including scenario analysis to mitigate the business impact of any downtime, and increase awareness of social engineering fraud and system access through poor security behaviour. We also perform in-house and externally conducted vulnerability/penetrative testing, comparing the results with industry benchmarks to improve our processes and undertake an ongoing external assessment of our cyber security resilience and maturity.

Climate change

The Group's risk management processes consider the potential impact of climate-related risks. The Group does not regard climate change itself to represent a material stand-alone risk to the Group's operations.

Whilst a significant proportion of the Group's revenue is generated from steel manufacture and automotive castings, industries that are under transition as a result of the focus on improving environmental performance, we believe these changes will, overall, be positive for the Group. The Group's business strategy is based on helping our customers improve their manufacturing efficiency and the quality of their products, thereby reducing

their climate impact. We also envisage benefits for the Group from the acceleration of the energy transition, as this will create continued demand for the high-quality steel produced when using Vesuvius' products and solutions.

We recognise that climate change could present uncertainty for the Group in terms of increased regulation and the evolution of the geographical distribution of our customer base. Further information about the Group's consideration of climate-related risks and opportunities can be found in the Tackling climate change section of the Non-Financial and Sustainability Information Statement on pages 39 to 56.

Risk mitigation

Each principal risk is owned by specific members of senior management who actively manage the risk as well as contributing to the analysis of its likelihood and impact, and continually monitoring the process for mitigation. This analysis is reported to the Board. Risks are analysed in the context of our business structure which protects against certain of our principal risks with diverse currencies, a widespread customer base and local production matching the diversity of our markets. Additionally, we mitigate risk through employee training and our contractual terms. Our processes are not designed to eliminate risk, but to identify our principal risks and to mitigate them to a reasonable level in the context of delivering the Group's strategy.

Business continuity and insurance

In partnership with risk management advisers and our insurers, we seek to identify the most effective means of reducing or eliminating insurable risks, through risk management and the placing of insurance cover.

Our insurer property loss control programme is based upon insurer loss modelling and focuses on insured losses. The insurer's loss control engineers undertake a series of on-site inspections focused on machinery breakdown, fire, natural catastrophe and other property damage and business interruption risks. These surveys yield a series of loss-reduction recommendations. The execution of these recommendations is agreed with site management and followed through to completion.

In parallel, Vesuvius' own loss management programme focuses on strategic sites and sites that are not routinely covered by the insurer programme. Assisted by an independent consultant, we undertake property loss control and business continuity surveys using Vesuvius' bespoke risk and exposure-based protocol. These reports yield further risk reduction recommendations, and improvement actions are agreed and completed by site management.

To support the Group's loss control activities, risk management workshops are conducted covering loss prevention, emergency planning, crisis management and business recovery. Business continuity planning is also conducted to ensure there is sufficient resilience in the Group's manufacturing network to address individual supply interruptions.

Internal control

The Group's internal control system is designed to manage, rather than eliminate, the risks facing the Group and safeguard its assets. No system of internal control can provide absolute assurance against material misstatement or loss. The Group's system is designed to provide the Directors with reasonable assurance that problems are identified on a timely basis and are dealt with appropriately.

During 2025, considerable work was undertaken in preparation for Provision 29 of the UK Corporate Governance Code, which will apply in 2026. This included defining what is a material control, identifying an initial set of material financial, operational, reporting and compliance controls, progressing the assurance strategy, and ongoing activities to strengthen the internal control framework. Further work to fully document controls, strengthen evidence of operation, finalise the assurance strategy and test operating effectiveness is planned during 2026.

The Audit Committee assists the Board in reviewing the effectiveness of the Group's system of internal control, including financial, operational and compliance controls, and risk management systems. The key features of the Group's system of internal control are set out in the table on the next page.

Reviewing the effectiveness of risk management and internal control

The internal control system covers the Group as a whole and is monitored and supported by the Group's Internal Audit function, which conducts reviews of Vesuvius' businesses and reports objectively both on the adequacy and effectiveness of the system of internal control and on those businesses' compliance with Group policies and procedures. The Audit Committee receives reports from the Group Head of Internal Audit and reports to the Board on the results of its review.

The Group also conducts a self-certification exercise by which senior financial, operational and functional management certify the compliance, throughout the year, of the areas under their responsibility with the Group's policies and procedures and highlight any material issues that have occurred during the year.

As part of the Board's process for reviewing the effectiveness of the system of internal control, it delegates certain matters to the Audit Committee. Following the Audit Committee's review of internal financial controls and of the processes covering other controls, the Board annually evaluates the results of the internal control and risk management procedures conducted by senior management. Since the date of this evaluation, there have been no significant changes in internal controls or other matters identified which could significantly affect them.

In accordance with the provisions of the UK Corporate Governance Code, the Directors confirm that they have carried out a robust assessment of the principal and emerging risks facing the Company, including those that threaten its business model, future performance, solvency or liquidity. They have also reviewed the effectiveness of the Group's system of internal control and confirm that any control weaknesses identified during the year and to the date of this report are being remediated.

Further detail regarding the Audit Committee's review of the effectiveness of the Group's risk management and internal control systems is contained in the Audit Committee report on pages 87 to 91.

Risk, viability and going concern continued

Key features of risk management and internal control

Strategy and financial reporting

Comprehensive strategic planning and forecasting process

Annual budget approved by the Board

Monthly operating financial information reported against budget

Key trends and variances analysed and action taken as appropriate

Vesuvius GAAP

Accounting policies and procedures formulated and disseminated to all Group operations

Covers the application of accounting standards, the maintenance of accounting records and key financial control procedures

Operational controls

Operating companies and corporate offices maintain internal controls and procedures appropriate to their structure and business environment

Compliance with Group policies on items such as authorisation of capital expenditure, treasury transactions, the management of intellectual property and legal/regulatory issues

Use of common accounting policies and procedures, and financial reporting software used in financial reporting and consolidation

Significant financing and investment decisions reserved to the Board

Monitoring by the Board of policy and control mechanisms for managing treasury risk

Clearly delegated financial authority thresholds for capital expenditure, purchasing, customer contracts and hiring

Health and safety audits

Board review of product quality metrics

Risk assessment and management

Continuous process for identifying, evaluating and managing any significant risks

Risk management process designed to identify the key risks facing each business

Reports made to the Board on how those risks are managed

Top-down risk identification undertaken at Group Executive Committee and Board meetings

Board review of insurance placement and other measures used in managing risks across the Group

The Board is notified of major issues and makes an annual assessment of whether risks have changed

Ongoing assurance processes by the legal function and Internal Audit including the annual self-certification process

Externally supported Speak Up whistleblowing helpline

Internal Audit

Reviews Vesuvius' businesses and reports on the adequacy and effectiveness of their systems of internal control and compliance with Group policies and procedures

Agrees action plans for the resolution of any improvement actions identified by their audits, and monitors, with local management and the Business Unit Presidents, progress through until completion

Reports to the Audit Committee on the results of each audit and provides regular updates on high-priority action items

The Audit Committee discusses the key risks identified by Internal Audit

The Group Head of Internal Audit conducts private meetings with the Audit Committee without management being present

Viability Statement

In accordance with the UK Corporate Governance Code, the Directors have assessed the viability of the Group over a three-year period to 31 December 2028, taking into account the Group's current position and the potential impact of the principal risks and uncertainties. The Directors have determined that three years is an appropriate period over which to provide the Viability Statement because this is the Company's planning cycle and it is sufficiently funded by financing facilities with average maturity terms of approximately four years. The projected cash flows for the next three years have been based on the latest Board-approved budget and strategic plan.

In making this statement, the Directors have carried out a robust assessment of the principal risks that may threaten the business model, future performance, solvency and liquidity of the Group. This is embodied in the annual review of a three-year business plan which includes a review of sensitivity to 'business as usual' risks, such as profit growth and working capital variances, severe but plausible events and the impact these could have on the Group's debt covenants and available liquidity. The results take account of the availability and likely effectiveness of the mitigating actions that could be taken to avoid or reduce the impact or occurrence of the underlying risks. Whilst the review has considered all the principal risks identified by the Group, the following were selected for enhanced stress testing: an unexpected global supply chain disruption leading to increased lead times and business interruption due to the unplanned closure of a key production facility. The Group's prudent balance sheet management, flexible cost base able to react quickly to end-market conditions, access to long-term capital at reasonable cost and geographically diversified international businesses leave it well placed to manage these principal risks.

In performing the stress testing, certain assumptions were made, including that supply chain disruption would lead to a need for increased inventory levels over multiple years; and the loss of a production facility would, after the recovery of production capacity, result in certain sustained customer losses. Any loan facility requiring re-financing was considered to be renewed ahead of its maturity date. Under the enhanced stress testing, a potential breach of a covenant would only occur in the event of an unforeseen reduction in revenue of greater than 17%, without consideration of any remedial factors such as capital expenditure reduction. Accordingly, the Directors confirm that they have a reasonable expectation that the Group will be able to continue in operation and meet its liabilities as they fall due over the three-year period to 31 December 2028. Furthermore, the Board believes that the Group continues to be well positioned for success in the longer term because of our exposure to long-term growing end-markets; our market-leading position that is supported by ongoing investment in innovation and R&D; our strong degree of customer intimacy with around a third of our employees working at customer facilities; and the focus we have on building quality teams with clear organisational responsibility.

Going concern statement

The Group's available liquidity stood at £386.1m at 31 December 2025, down from £389.0m at 31 December 2024. The Directors have prepared cash flow forecasts for the Group for the period to 30 June 2027. These forecasts reflect an assessment of current and future end-market conditions, and their impact on the Group's future trading performance.

The Directors have also considered a severe but plausible downside scenario, based on a combination of lower business activity and lower profitability over the going concern period. This downside scenario assumes:

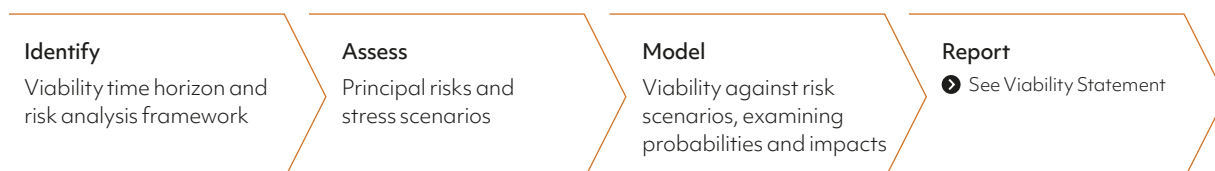
- a decline in business activity level in 2026 and 2027 by 5% compared to 2025 performance
- a decline in profitability (Return on Sales) of 1.5% compared to 2025 performance
- working capital intensity increases by 1.5% vs 2025.

On a full-year basis relative to 2025, this implies a c.22% 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 2.6x, compared to a leverage covenant of 3.25x, and the minimum interest cover reached is 12x compared to a covenant minimum of 4x.

The forecasts, including the severe but plausible downside scenario, show that the Group will be able to operate within its current committed debt facilities and continue to comply with its debt 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 the period at least to 30 June 2027. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

Viability process



Principal risks and uncertainties

Risk	Potential impact	Mitigation
<p>End-market risks</p> <p>Vesuvius suffers an unplanned drop in demand, revenue and/or margin because of market volatility including from the impact of protectionism and globalisation.</p> 	<p>Unplanned drop in demand and/or revenue due to reduced production by our customers</p> <p>Margin reduction, including through increased costs</p> <p>Customer failure leading to increased bad debts</p> <p>Loss of market share to competition</p> <p>Cost pressures at customers leading to use of cheaper solutions</p> <p>Restricted access to markets, increased barriers to entry</p>	<p>Geographic diversification of revenues</p> <p>Product innovation and service offerings securing long-term revenue streams and maintaining performance differential</p> <p>Increase in service and product lines by the development of measurement and mechatronic capabilities</p> <p>R&D includes assessment of emerging technologies</p> <p>Manufacturing capacity rationalisation and flexible cost base</p> <p>Diversified customer base: no customer is greater than 10% of revenue</p> <p>Robust credit and working capital control to mitigate the risk of default by counterparties</p> <p>Geographically diversified manufacturing footprint</p>
<p>Product quality failure</p> <p>Vesuvius staff/contractors are injured at work or customers, staff or third parties suffer physical injury or financial loss because of failures in Vesuvius products.</p> 	<p>Injury to staff and contractors</p> <p>Product or application failures lead to adverse financial impact or loss of reputation as technology leader</p> <p>Incident at customer plant causes manufacturing downtime or damage to infrastructure</p> <p>Customer claims from product quality issues</p>	<p>Quality management programmes including stringent quality control standards, monitoring and reporting</p> <p>Experienced technical staff knowledgeable in the application of our products and technology</p> <p>Targeted global insurance programme</p> <p>Experienced internal legal function overseeing third-party contracting</p>
<p>Complex and changing regulatory environment</p> <p>Vesuvius experiences a contracting customer base or increased transaction and administrative costs due to compliance with changing regulatory requirements.</p> 	<p>Revenue reduction from reduced end-market access</p> <p>Disruption of supply chain and route to market</p> <p>Increased internal control processes</p> <p>Increased frequency of regulatory investigations</p> <p>Reputational damage</p> <p>Trade restrictions</p>	<p>Compliance programmes and training across the Group</p> <p>Independent Internal Audit function</p> <p>Experienced internal legal function including dedicated compliance specialists</p> <p>Global procurement category management of strategic raw materials</p>
<p>Failure to secure innovation</p> <p>Vesuvius fails to achieve continuous improvement in its products, systems and services including a failure to meet customer demands arising from their evolving ESG-related requirements.</p> 	<p>Product substitution by customers</p> <p>Increased competitive pressure through lack of differentiation of Vesuvius' offering</p> <p>Commoditisation of product portfolio through lack of development</p> <p>Lack of response to changing customer needs</p> <p>Loss of intellectual property protection</p>	<p>Enduring and significant investment in R&D, with market-leading research, and focus on assisting customers to reduce carbon emissions</p> <p>A shared strategy for innovation throughout the Group, deployed via our R&D centres</p> <p>Stage-gate process from innovation to commercialisation to foster innovation and increase alignment with strategy</p> <p>Programme of manufacturing and process excellence</p> <p>Quality programme, focused on quality and consistency</p> <p>Stringent intellectual property registration and defence</p>

Strategic Value alignment



Return on Sales



Free Cash Flow



Cost Savings



Sustainability

➤ See more about [Our business model](#) on pages 14 and 15

Risk

Business interruption

Vesuvius loses production capacity or experiences supply chain disruption due to physical site damage (accident, fire, natural disaster, terrorism), or other events such as industrial action, cyber attack or global health crises.



People, culture and performance

Vesuvius is unable to attract and retain the right calibre of staff, fails to instil an appropriate culture or fails to embed the right systems to drive personal performance in pursuit of the Group's long-term growth.



Health and safety

Vesuvius staff or contractors are injured at work or suffer mental health issues because of failures in Vesuvius' operations, equipment, policies or processes.



Potential impact

Loss/closure of a major plant temporarily or permanently impairing our ability to serve our customers

Damage to or restriction in our ability to use assets

Denial of access to critical systems or control processes

Disruption of manufacturing processes

Inability to source critical raw materials

Loss of data, leading to confidentiality, regulatory and reputational issues

Organisational culture of high performance is not achieved

Staff turnover in growing economies and regions

Stagnation of ideas and development opportunities

Loss of expertise and critical business knowledge

Reduced management pipeline for succession to senior positions

Injury to staff and contractors

Health and safety breaches

Lack of staff availability and operational downtime

Inability to attract and retain the necessary workforce

Reputational damage

Mitigation

Diversified manufacturing footprint

Disaster recovery planning

Business continuity planning with strategic maintenance of excess capacity

Physical and IT access controls, security systems and training

Cyber risks integrated into wider risk management structure

Well-established global insurance programme

Group-wide safety management programmes

Dual sourcing strategy and development of substitutes

Internal focus on talent development and training, with tailored career-stage programmes and clear performance management strategies

Contacts with universities to identify and develop talent

Career path planning and global opportunities for high-potential staff

Internal programmes for the structured transfer of technical and other knowledge

Clearly defined Values underpin business culture

Group focus on enhancing gender diversity

Active safety programmes, with ongoing wide-ranging monitoring and safety training

Independent safety audit team

Quality management programmes including stringent manufacturing process control standards, monitoring and reporting



Section 172(1) Statement

Our stakeholders

Effective engagement with stakeholders is critical to the success of the Group.

Vesuvius recognises that effective engagement with stakeholders is vital to the Group's success. Understanding the needs and priorities of key stakeholders, and building strong and positive relationships with them, lies at the heart of Vesuvius' business.

The likely consequences of any decision in the long term

Section 172 of the Companies Act 2006 codifies this engagement, requiring the Board to promote the success of the Company over the long term for the benefit of members as a whole, whilst having regard to other key stakeholders' interests.

In performing its duties, the Board focuses on the sustainable success of the Group and the existence of a culture that supports this success. The Board recognises that, in seeking to maintain long-term profitability, the Group is reliant on the support of all of its stakeholders, including the Group's workforce, its customers, suppliers and the communities in which its businesses operate. The key interests and factors affecting these groups are woven into the papers and presentations the Board receives from management on an ongoing basis.

When taking key decisions the Board balances the competing interests of different stakeholders with an overriding focus on ensuring the long-term success of the Group. The Board reviews relevant proposals from the management team, considering how they fit with the business strategy and budget, and supports the financial development of the Group. The Board is apprised of success and risk factors for key initiatives, any alternatives (if appropriate), the rationale for the proposed choice and any relevant stakeholder impacts. Papers relevant to the matter are tabled at the Board by the Chief Executive.

The Board confirms that it has acted in accordance with the Section 172 requirements throughout the year.

Examples of how the Board considered stakeholders' interests in some of the key decisions it took during 2025 are given below.

Acquisition of the Molten Metal Systems business (MMS)

During the year the Board approved the acquisition of the MMS business from Morgan Advanced Materials Plc. MMS has a significant presence in India and supplies high-tech crucibles globally, with c. 50% of revenue derived from aluminium producers and the majority of the remainder from copper alloy and precious metals processing. The acquisition increases Vesuvius' manufacturing footprint and sales exposure in India, and broadens Vesuvius' customer offering to the non-ferrous market segment more globally. In approving the transaction, the Board considered the impact on the staff in the Group's existing businesses, and the greater opportunities that the acquisition could bring for them, as well as the benefits to the Group of a broader product and service offering and larger operating footprint, the benefits to our customers from a wider product portfolio and the potential to strengthen relationships with suppliers with new and wider sourcing opportunities.

Cost-saving programme

During the year, the Board received extensive reports on Vesuvius' continuing cost-saving programme, which was undertaken to drive operational efficiency and reduce cost across the Group. The Board considered the benefits to the Group of long-term cost reductions against the short-term cash cost of restructuring, as well as the impact on our employees where the initiatives involved the transfer of manufacturing production and the introduction of automation.

Section 172 requirement	Find out more	Page	Section 172 requirement	Find out more	Page
Consequences of any decision in the long term	At a glance	4 to 7	Impact of operations on the community and the environment	Our sustainability strategy and objectives	38
	Our purpose	79		Progress on our sustainability targets	36 and 37
	Our business model	14 and 15		Tackling climate change	39 to 56
Interests of employees	Why invest in Vesuvius?	18 to 27	A responsible company	57 to 60	
	Our purpose	79	Our stakeholders	72	
	Our stakeholders	69	Maintaining high standards of business conduct	A responsible company	57 to 60
	Our people	24 to 27	Our stakeholders	69 to 72	
Fostering business relationships with suppliers, customers and others	Remuneration Policy	103	Corporate Governance Statement	78 to 81	
	Our purpose	79	Directors' Report	128 and 129	
	Our business model	14 and 15	Acting fairly between members	Our purpose	79
Why invest in Vesuvius?	Why invest in Vesuvius?	18 to 27	Our stakeholders	69 to 72	
	A responsible company	57 to 60	Corporate Governance Statement	78 to 81	
	Our stakeholders	69 to 72			

Given the diversity of the Group, engagement with most stakeholders takes place locally or is managed by specialist Group functions. The Board maintains oversight of this engagement through its briefings on the dynamics of key relationships and stakeholder groups, and also engages directly as appropriate.

The Group's key stakeholder groups, reflecting those who have the biggest impact on the business, and our modes of engagement are outlined in the tables below.

Our people

Why we engage

With our decentralised management model, the dedication and professionalism of our people, their capacity to own their roles and their drive for results are the most significant contributors to Vesuvius' success.

We engage with our people, encouraging and rewarding high performance to create an environment where all can realise their individual potential.

Issues that matter to them

- Health and safety
- Development and retention
- Career opportunities
- Remuneration and recognition
- Diversity and inclusion
- Management support
- International mobility
- Sustainability performance

How the business engages

Fundamental focus on health and safety and the care of all employees, with regular safety briefings, safety training, the thorough investigation of all safety incidents, daily focus on safety improvements and awards recognising excellent performance

Continuing dialogue between employees and their managers, including the conduct of regular performance reviews

We operate a competitive remuneration and benefits strategy, emphasising talent development with tailored career-stage programmes

Living the Values and other award schemes celebrate individual achievements in the demonstration of our Values and processes

We operate global communication mechanisms including an intranet and global email communications, alongside forums such as local 'town hall' meetings

The Group recognises trade unions and operates local works councils, alongside its European Works Council

Wide-ranging internal training is offered on key job-related issues, with programmes such as the Vesuvius University – HeaTt

How the Board engaged in 2025

At every Board meeting the Board received a report from the Chief Executive on the Group's performance against health and safety KPIs and reviewed, in detail, the circumstances of any Lost Time Injuries that had been reported

The Board reviewed the Group's People Strategy with the CHRO, to ensure the Group's talent, culture and HR capabilities were aligned with the Group's strategic priorities, discussing the HR challenges that face the Group. The Board also reviewed the specific HR objectives for each Business Unit

The Remuneration Committee was informed of global salary budgets and oversaw the Group's share compensation programmes

The Nomination Committee reviewed succession processes for the Group's Executive Directors, changes in senior management, rates of annual attrition and regretted losses in the middle and senior management groups, and monitored the Group's progress on diversity objectives

Carla Bailo served as the designated Non-executive Director responsible for workforce engagement, and the Board's engagement activities included a programme of nine site visits to meet Vesuvius employees 'on the ground' and to hear firsthand about their experiences

The Board reviewed the results of the I-Engage survey and the follow-up actions proposed

The Board reviewed the nature and volume of reports received by the confidential Speak Up helpline

Outcomes

- Safe, motivated workforce
- New People Strategy with specific Action Plans agreed
- 19% employee turnover in 2025
- 92% response rate to I-Engage survey
- Greater understanding of views of the workforce

Section 172(1) Statement continued

Our stakeholders continued

Customers

Why we engage

Engaging with, and listening to, our customers helps us to understand their needs and identify opportunities and challenges. Customer intimacy lies at the heart of our business model and collaborating with them enables us to deliver value using our expertise to improve the safety and efficiency of their manufacturing processes, enhancing their end-product quality and reducing their costs.

Issues that matter to them

- Health and safety
- Product quality and performance
- Value generation
- Innovation and provision of solutions
- Production efficiency
- Environmental performance

How the business engages

Our business model focuses on collaboration with customers to provide customised solutions. We employ highly skilled technical experts who understand our customers' needs, and can identify opportunities and solutions for them

We work with customers to improve the safety, energy efficiency, yield and reliability of their processes, and the quality of their products

We engage with customers on safety leadership and support their training requirements

We maintain senior-level dialogue with all key customers, and establish customer relationships on a global basis as required, complemented by a broad local servicing capability

We provide technical customer training and participate in industry forums and events

How the Board engaged in 2025

The Chief Executive maintained a regular dialogue with a range of the Group's key customers, holding face-to-face meetings with 11 of them

The Board visited a key customer in India, as part of its off-site Board meeting

At each meeting the Board received briefings on the Group's end-markets, and the dynamics of the Group's relationships with its customers. The Board also discussed broader global and macro trends affecting its customers and the actions being taken by the Group to benefit from and mitigate the impact of these

At every Board meeting, the Board reviewed information on the Group's performance against key manufacturing quality targets and was provided with updates on actions undertaken to rectify any significant quality issues or customer complaints

In September, the Board reviewed the progress of Flow Control's North Star initiative to exceed customers' quality ambitions and discussed the roadmap for further improvements

The Board received updates on the steps being taken by the Group to respond to customers' development needs, and the research and development, marketing and new product launch strategies being actioned to respond to these

Outcomes

- Clear understanding of customers' challenges and requirements
- Collaborative customer relationships
- More detailed understanding of quality issues and outcomes
- Investment in enhancement of existing products and development of new innovative products to support customers' needs
- Customer considerations are a key input into strategic planning
- Engagement on sustainability matters



Suppliers and contractors

Why we engage

Maintaining a flexible workforce through the use of contractors and cost-effective access to high-quality raw materials is vital to our success. Our suppliers and contractors are critical to our business.

Issues that matter to them

- Operational performance
- Responsible procurement
- Trust and ethics
- Payment practices

How the business engages

We employ a significant number of directly supervised contractors to work at our customer locations

We conduct regular visits to key suppliers

Senior-level relationships are built with all large suppliers

All suppliers/brokers for major raw materials have regular interaction with the Global Purchasing Team

Dedicated category directors build long-term relationships and product expertise for key raw materials

Our purchasing and supplier-facing staff receive training on modern slavery to assist them in identifying any issues

Vesuvius operates a Sustainable Procurement Policy which sets out the standards that suppliers must adopt in order to supply the Group

We conduct a rigorous and consistent supplier accreditation procedure to ensure compliance with these standards

How the Board engaged in 2025

The Board received regular briefings on supply and purchasing dynamics, and pricing issues for raw materials

The Board received reports on the Group's sustainability progress including supplier accreditator programmes

The Board monitored the Group's compliance activities and approved the Group's annual Modern Slavery Statement

Outcomes

- The services of more than 3,750 directly supervised contractors were utilised in 2025
- 283 suppliers have been rated under our Supplier Sustainability Assessment programme
- 369 active vendors have acknowledged our Sustainable Procurement Policy
- We have a good understanding of the capability and capacity of key suppliers
- Suppliers have a clear understanding of Vesuvius' expectations as an ethical business
- Broader supply chain
- Engagement on sustainability matters

Investors

Why we engage

The support of our equity and debt investors, and continued access to funding, is vital to the performance of our business. We work to ensure that our investors and lenders have a clear understanding of our strategy, performance and objectives, recognising that supportive investors are more likely to provide the Company with funds for expansion. We engage with lenders to ensure that we have clear knowledge and awareness of market sensitivities and trends, and comply with our contractual obligations.

Issues that matter to them

- Shareholder value
- Financial and operational performance
- Strategy and business development
- Dividend and gearing policy
- Sustainability strategy and performance
- Governance
- Transparency and ethical behaviour

How the business engages

Our Head of Investor Relations, Chief Financial Officer and Chief Executive hold regular meetings with key and prospective investors

The Group Treasurer and CFO hold regular meetings with key personnel from banks and other lenders who provide the Group's debt funding

The Group Treasury function maintains an ongoing dialogue with key relationship banks and other local banks in the countries in which Vesuvius operates

The Group's Annual Report provides an overview of the Group's activities. Regular announcements and press releases are published to provide updates on the Group's performance and progress

There is ongoing dialogue with the Company's analysts to address enquiries and promote the business

How the Board engaged in 2025

The Chief Executive and Chief Financial Officer held meetings with key and prospective investors

The Board discussed with its advisers, shareholders' perspectives on the Group's strategy and received presentations on market dynamics and value drivers

The Board received copies of key analysts' notes issued on the Company

The Chairman met with shareholders and discussed the Group's strategy

Ahead of the 2025 AGM, the Chairman contacted the Group's largest shareholders and governance agencies, to invite them to discuss any matters they wished to raise

The Directors attended the AGM to meet with shareholders

Outcomes

- Development of the Group's strategy
- Achieving a long-term shareholder base
- £34.5m returned through our share buyback programme in 2025
- £57.9m paid in dividends in 2025

Section 172(1) Statement continued

Our stakeholders continued

Communities

Why we engage

We work to maintain positive relationships with the communities in which we operate. Our social responsibility activities complement our Values and we encourage our employees to engage with communities and groups local to our operations.

Issues that matter to them

- Career opportunities
- Operational performance
- Transparency and ethical behaviour
- Environmental performance

How the business engages

We provide work experience and internships to local university students and school children

We maintain contact with universities to identify local talent and our businesses attend careers fairs and provide student work placements and internships

Many of our sites sponsor local charitable activities and participate in local volunteering initiatives

We maintain clear oversight and control of the environmental impact of our production sites

We have a clear strategy for carbon reduction in our manufacturing processes

How the Board engaged in 2025

The Board received detailed updates on the Group's sustainability activities

The Board was updated on the CSR activities of our listed Indian subsidiaries during its Board visit to India

Outcomes

- Development of future talent
- Positive contribution by Vesuvius' plants and operations to local communities and charities
- Improved environmental sustainability of the Group's operations

Environmental agencies and organisations

Why we engage

Good environmental management is aligned with our focus on cost optimisation, operational excellence and long-term business sustainability. We engage with appropriate organisations to ensure that we are complying with regulatory requirements, and to publicise our performance.

Issues that matter to them

- Governance and transparency
- Operational performance
- Reporting on performance metrics
- Environmental performance

How the business engages

Vesuvius is a signatory to the UN Global Compact

We publish a full Sustainability Report online which can be accessed via Vesuvius' website

We regularly engage with government agencies who visit our sites and carry out inspections

We respond to environmental research as part of our customers' and suppliers' due diligence processes

We engage with rating agencies and respond to environmental and social responsibility research and questionnaires

How the Board engaged in 2025

The Board monitored progress on the Group's sustainability KPIs and reviewed longer-term plans on sustainability initiatives, including the journey to net zero

The Board received detailed presentations from the VP Sustainability on the Group's progress against its sustainability targets and updates on its ESG ratings

The Board and Audit Committee monitored the Group's progress with its TCFD compliance

Outcomes

- Positive ratings by a range of ESG organisations
- Sustainable business operations
- Supportive relationships with local government agencies

The Strategic Report set out on pages 3 to 72 contains a fair review of our businesses, strategy and business model, and the associated principal risks and uncertainties. We also deliver a review of our 2025 performance and set out an overview of our markets and our stakeholders.

Details of our principles, and our people and community engagement, together with our focus on safety, are also contained in the Strategic Report.

Approved by the Board on 11 March 2026 and signed on its behalf by

Patrick André
Chief Executive