Management: Thank you, sir. So, thank you for joining us today. Before we begin, a brief compliance note. This interaction is, of course, covered by SEBI regulations and our code on prevention of insider trading. We will not be discussing any unpublished price sensitive information (UPSI), so please keep the questions within those boundaries. We request all to keep your questions brief and please do not repeat questions already asked. With that, it is my pleasure to hand back to our Chairman, Mr. Gupta.

Management: Okay. So just to introduce the team, I do not know if everybody knows Pascal. Pascal has been with us for five years now. He is one of our directors and looks after what we call the Flow Control business. He is the worldwide President of Flow Control and is based in the UK. Neeraj has joined us recently. You will hear a lot from him and about him in the years to come. Mohinder Rajput, of course, needs no introduction; he is the Managing Director of the company. All that is good is mine, and all that is not good is Mohinder's.

Patrick Andre is the CEO of the Vesuvius Group, the big boss of the company. Henry Knowles is our General Counsel; he has been a very good friend and very helpful with many things. He is on the Board of Vesuvius India. Mark Collins is the Group CFO and he is also on the Board of Vesuvius PLC. All your questions about finance can be directed to him, and he will answer. Karthik, who I heard yesterday is known as KK, is the Legal Director for Vesuvius India. So, please introduce yourself and start your questions.

Lakshmi Narayanan – Tunga Investments: Hi, this is Lakshmi Narayanan from Tunga Investments. I have two questions. First, what is the value proposition for us for non-integrated steel mills? When we met in November 2024, you talked about two areas: exploring the possibility of getting the right economics in terms of margins and products for the non-integrated steel mills or mini-mills, and second, focusing on other non-steel industries. There was also a mention of moving beyond just the blast furnace route to include the electric arc route. These were three new markets you mentioned in 2024, so how have we progressed there?

My second question is regarding new product launches and innovation. Over the last three years, what percentage of revenue comes from new SKUs brought into India? You mentioned this is a metric you track at the organizational level, so where do we stand on that now?

Management: I will answer your last question first. Regarding innovation, we derive a significant percentage of our revenue from new products. In fact, that is a very important KPI that is part of my personal target. We define new products as those launched in the last five years. These could be products that push performance boundaries or new products that provide the same performance but at a lower cost. In all our business areas, this is a vital KPI we drive. This is where the Vesuvius pedigree helps, because we are part of a parent organization that invests approximately £35 million to £36 million every year in R&D. We enjoy access to that technology and bring it to India.

Management: Can you give one or two examples?

Management: In iron making, for example, the refractory used to line the trough through which molten iron flows.

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Management: In the blast furnace.

Management: In the blast furnace, this year we are introducing three new recipes—three different products that lead to lower erosion. This allows the blast furnace to run longer before the trough needs to be taken down for repair.

Management: This is an example in monolithics.

Management: Yes, this is an example in monolithics. Similarly, there are examples in what the market calls black refractory, which is the isostatically pressed refractory. There is significant innovation there on both the cost and performance sides. We are also on the cutting edge of robotics technology. As you know, our refractories are used in hazardous areas due to the presence of molten steel. Vesuvius robots are considered the best in the world. We have already brought this innovation to India; for instance, at Tata Steel Kalinganagar, our robot is currently operational.

Regarding your question about non-steel business, we consider that a major growth area. For example, we recently created a dedicated sales team for aluminum because we see it as a significant opportunity. Customers in that sector want high-performance products, which aligns with Vesuvius' thinking. We are leveraging global technology from our parent company for the Indian market, though I would say we are still in the early to middle stages of that journey.

On the non-integrated steel plants, there are two types: mini-mills and induction furnace players. Mini-mills are already a major business for us. These players often have mini blast furnaces where our products are used.

Management: He was referring to arc furnaces.

Management: I will address the electric arc furnace versus blast furnace comparison in a moment. On the mini-mill side, most of our products are applicable. Many mini-mills focus on high-value-added steel or alloy steel, which makes them very quality-conscious. They want to avoid inclusions, and that is where Vesuvius comes in. We have a dedicated sales team for mini-mills. Regarding the induction furnace side, that is a white space we are entering. There are large induction furnace-based players, including three in West Bengal with capacities of 1 million tons or above. We are focusing on products for their furnace linings and the black refractories they need for casting.

Lakshmi Narayanan – Tunga Investments: What sort of refractory changes would happen between the two steel routes?

Management: Irrespective of the route—blast furnace or electric arc furnace—steel needs to be cast. In both cases, the caster remains the heart of the operation. We are very well positioned there, as you still need a tundish and flux to cast the steel. In blast furnaces, we supply refractory for the trough, and in electric arc furnaces, we have a wide portfolio of products. We are well positioned to take advantage of any shift toward electric arc furnaces. However, looking at the Indian steel industry, unlike Europe, most growth in the next 5 to 10 years is expected in ultra-mega blast furnaces. We are well-prepared for both.

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Parin Mehta – Kedara Public Market Fund: Hi, thank you for taking our questions. This is Parin Mehta from Kedara Public Market Fund. I have two sets of questions. Vesuvius is known for its technology, R&D, and focus on flow control, which are high-margin refractories. We hear that in the last 12 months, competition is catching up, particularly with RHI entering customers where Vesuvius has historically been present. Can you provide context on competitive intensity and whether there is a pricing challenge on the flow control side?

Second, we have made investments in new capacities for products like mold flux. When do we see these capacities ramping up and contributing significantly to revenue growth?

Management: To provide historical context, the conversion from traditional pit casting to continuous casting in India started in the late 1970s and progressed through the 1980s. In the early days, steel production was low and casters were small, including companies that have since closed like Bihar Alloys or Usha Martin. We had competition then, but it was all imported from companies like DYKO in Germany or certain Indian competitions.

Today, while we started manufacturing flow control refractories in India around 1994-1995, we supplied from imported sources much earlier. Significant Indian competition emerged in the late 2000s and intensified after 2020 following RHI's acquisition of Magnesita. Other players like Krosaki, working with the Tatas, and IFGL also became active. International players often partnered with Indian companies because they saw India as a high-potential market.

Today we have strong international competition, but we remain first movers. Flow control refractories require constant care, service, and 24/7 attention within the steel plants. This service element has not been successfully replicated by competitors. While others make products, Vesuvius still provides the solutions to a plant's problems. That is why, after 35 years, we still command a 55% market share while three others share the remainder.

Parin Mehta – Kedara Public Market Fund: How is the pricing?

Management: Pricing is largely determined by the market and consolidated customers. Major players like JSW or Tata Steel have centralized buying cells that negotiate for multiple plants, which gives them significant leverage. There is limited scope for arbitrary pricing, but our service element, consistent quality, and reliability allow us to command a premium. Even for standard products where premiums are harder to get, we choose to focus on the higher-quality segments where Vesuvius has made its mark.

Regarding mold flux, the technology was transferred to our Vizag plant from a global acquisition of a leader in that space. Previously, we supplied this from imported sources; now we manufacture it in Vizag. That plant is now fully booked and stabilized. We have the scope for expansion, but currently, it is performing very well. We group mold flux with flow control because it is used where liquid steel transforms into solid steel.

Management (Patrick Andre): To complement that, we are competing with these same companies worldwide. Our conviction is that we maintain a solid, if not increasing, technological edge. We do not see this gap closing because we continue to invest twice as much in R&D as our nearest competitors. While a competitor might occasionally produce a good specific product, we believe

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we are increasing our technological lead across our full range.

Sometimes competitors with free capacity may take desperate actions to gain market share through large rebates. We never play that game. In 30 years, we have seen this many times. Customers who are tempted by low prices usually realize within months that while the product was cheaper, their P&L deteriorated due to reduced reliability. Our products perform at a 99.9999% reliability rate. Value is created for the customer through fewer incidents and lower failure rates. This is why we continue to sell at a higher price than competitors while maintaining over 50% market share. We compete on technology, not price.

Amber Singhania – Nippon Mutual Fund: Hi, this is Amber Singhania from Nippon Mutual Fund. My first question is about services to make customers more sticky. We have offered Total Refractory Management (TRM) for some time now. Where are we in that journey and what percentage of revenue comes from TRM? Where do you see this in three years?

Secondly, we have a 50-55% market share in core steel products and are expanding into aluminum. Within the steel segment, are there further gaps in the product portfolio that we were not previously focusing on?

Lastly, on a shorter-term basis, we see cost pressures from geopolitical tensions and raw material prices. How are we mitigating these when there is limited scope to pass prices on to customers?

Management: Bulk of our revenue comes from bundled contracts where we provide both the service and the product. Vesuvius started this "Refractory as a Service" concept around 2002 or 2003, and the Indian market has largely moved in that direction.

Regarding product gaps in steel, we identified opportunities in furnace lining bricks a few years ago. We utilized our efficient brick plant in China to enter that segment and are now an established player in Basic Oxygen Furnace (BOF) and Electric Arc Furnace (EAF) linings. We have a very healthy order book there. We are also targeting super-large ladles of 300 tons and above. These require high-performance slide gate mechanisms and plates. We are bringing that know-how from the Vesuvius Group, and recent trials have been successful.

Regarding cost pressure, the raw material market has been volatile. Aluminas went through the roof recently. We have a dedicated team that identifies risks, such as exposure to single sources. We follow a systematic trial-based process to qualify alternate suppliers, which can take 3 to 9 months depending on complexity. Being part of the global Vesuvius family gives us significant buying power. Our global procurement team leverages the group's scale to secure raw materials at better prices than many local competitors.

Amber Singhania – Nippon Mutual Fund: Could you provide more color on the latest innovations, perhaps on the robotics side or others, and what kind of savings these bring to customers in terms of wear cost?

Management (Pascal): New product sales represent 20-25% of our global sales. One example is our slide gate plate technology used to regulate steel flow. We have developed a technology that places a layer of high-quality refractory only on the top of the plate, providing a longer life with a

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cheaper overall component. This creates a benefit for the customer through extended lifetime and a saving for us in terms of material value-add. We are also pressing these plates in molds with the bore already included, which improves our yield and reduces scrap.

In isostatic products, we focus on three segments. First, high-quality steel where avoiding inclusions is critical, such as automotive grades. This is where Vesuvius has always been strong. Second, construction steel or rebar, which is often considered a commodity but now involves very long sequences and compact mills. We are a leader in supplying the Midrex Danieli plants worldwide for this segment. Third is the traditional long product segment, which is more price-driven and where we are more selective based on capacity.

We have also developed new recipes for ladle shrouds called Duraflex and for submerged entry nozzles called Durasleeve. These use zirconia and specialized mixes to extend product life. We are seeing a trend in the US, through companies like Nucor, where EAF mills are producing high-quality automotive steel at very high throughputs. These demands are coming to India as well, and we are differentiating ourselves through these advanced technologies.

Management: Our fundamental pillars are quality and innovation. We continue to work toward being the leader in those areas.

Operator: Thank you. Our next question is from Sahil Sanghavi from Monarch Networth Capital. Please go ahead.

Sahil Sanghavi – Monarch Networth Capital: The Indian refractory industry has seen upwards of 1,700 crores to 1,800 crores of Capex in the last few years, including unlisted players. There is a lot of capacity being added by players like Calderys, Shinagawa, and others. For example, Magnesia Carbon bricks, which were previously imported, now have many local players. Do you believe there is overcapacity in the Indian refractory industry that might pull down prices and margins?

Second, what kind of asset turnover can we expect on our new Capex? Third, regarding pricing power, are we in negotiations for price hikes given the cost increases in the last 3 to 6 months?

Management (Patrick Andre): There is a lot of talk about overcapacity, but a market that has doubled in size and will likely double again in the next 10 years requires suppliers to invest in new capacity. This is good news; it means the market is growing. If we did not invest, India would have to import all its refractories.

Competition is not driven by excess capacity but by whether others can do what you are doing. We do not have a generalist, one-stop-shop strategy. There are sectors where you will not see us increase capacity because we stay away from the commoditized part of the market. Our profitability is tied to technological differentiation, which is far above what competitors offer. Profitability is found in technology, and pricing power exists when you can do something competitors cannot. For Vesuvius, other people's capacity investments are a non-event because we focus on where technology makes a difference.

Management: Regarding headroom, while we do not publish utilization percentages, we have plenty of room to grow. We invested ahead of time in 2021 and 2022 while others are doing it now.

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Regarding price increases, that work is currently in progress.

Management (Patrick Andre): Not only do we have current capacity, but our flagship plants in Kolkata and Vizag have room for brownfield expansion. We can add new capacity at marginal incremental Capex costs. In Vizag, we have about two-thirds of our land still available. In Kolkata, we also have the capability to expand our VISO capacity significantly for a low capital investment when needed. We are already discussing the engineering and are positioned well for the next 10 years.

Mohan Krishnaswamy – Individual Shareholder: Since significant steel Capex is coming online, could you clarify the opportunity size for specific Capex refractories when a plant starts? Second, Vesuvius India is now a very large part of the global market cap and EBITDA; does this drive incremental investment and the potential for an export base?

Management (Patrick Andre): To your second question, it has not escaped me that Vesuvius India is a large part of the market cap, but my analysis is that Vesuvius PLC is undervalued. We look at market fundamentals when deciding where to invest. We have a strong conviction in the growth of the Indian market. We have maintained a strong balance sheet in Vesuvius India so that we can invest without needing bank loans. We have been preparing for this "hockey stick" growth in India for over 10 years and are now ready to take advantage of it.

Mohan Krishnaswamy – Individual Shareholder: You have already invested about 700 crores out of the 1,000 crores guided. Do you want to revise your guidance for Capex?

Management (Patrick Andre): India is a never-ending story. Our estimates for what we will invest will likely only increase. Both Vesuvius India and Foseco India maintain very sound balance sheets so we can finance our own investments. We will likely far exceed the numbers previously mentioned for Capex.

Regarding exports, the group strategy for flow control is local-for-local because service and availability are key. We have large plants in China, India, Europe, and North America to serve those respective markets. On the advanced refractory side, the products are bulky and do not travel well economically; it is similar to the cement industry. We have 53 plants worldwide to stay near consumption centers. While exports might occur during temporary imbalances, it is not a major part of the growth story.

Mohan Krishnaswamy – Individual Shareholder: Regarding decarbonization, do trends like hydrogen infusion or coal gasification impact refractory content? Also, what is the maximum market share we can reach given our technology focus?

Management: In the global refractory market in India, we are likely around 13% to 15%, but in the segments where we play, we are over 50%. Where we choose to play, there is no limit to our ambition. We increase market share by being better than competitors.

In terms of decarbonization, there is currently more talk than action. Green hydrogen is only beneficial if produced with green electricity, and we do not see it happening on a massive scale in the foreseeable future. In mature markets like US and Europe, there is a substitution of blast

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furnaces with electric arc furnaces due to the availability of scrap. This is neutral for us because the refractories needed for those processes are similar to what we currently provide. In India, the electric arc furnace segment is actually growing the slowest because the generation of scrap is not yet there.

Sanjay – Mythought PMS: You expanded the Kolkata plant by 50% recently. What is the next timeline for Capex, and will you introduce non-isostatic products in Vizag?

Management: Our strategy is clear: Kolkata will be the isostatic-focused plant, and non-isostatic products will move to Vizag. The next expansion in Kolkata is already defined and approved; it is a matter of when we "push the button." It takes 12 to 18 months once we start, and we anticipate needing it within the next 2 to 5 years. This will be a significant capacity increase at a marginal cost.

Sanjay – Mythought PMS: Where do we stand on the 120,000-ton alumina silicate monolithic capacity?

Management: That line really started kicking in during mid-2025. We have enough headroom there for the next couple of years to extract the maximum performance from that line before needing more capacity.

Sanjay – Mythought PMS: What is the status of plastic refractories mentioned previously?

Management: We brought that to life a couple of months ago and are ramping up month-on-month. We have plans to sell in India and also to export. In Vizag, we are now completing a complex that includes basic monolithics, alumina silicate monolithics, flux, plastics, and a well-filler plant. We are also doubling our tap-hole clay capacity.

We do not give Capex easily; I challenge our teams to extract every ounce of juice from existing machines through our operating system before we invest. Vizag has 42 acres of land with less than one-third currently used. We have the space to expand as needed.

Deepti Rajpalpaty – Axis Mutual Fund: Should we expect margin expansion at the PAT or EBITDA level in the next two years?

Management: We do not give margin guidance. However, we recently set world records for casting hours with single pieces of refractory at Tata Kalinganagar and JSW's BPSL plant. Achieving such records gives us significant negotiating power. It is a win-win: the customer saves money through longer casting times, and we capture part of that value through our pricing.

Analyst – Deepti Rajpalpaty: Can we expect the 650 crore to 700 crore Capex run rate to continue?

Management: It could even exceed those levels as we follow market growth. We do not start with a Capex number; the number is an outcome of meeting market demand.

Analyst – Deepti Rajpalpaty: How large is the plastic refractory market in India?

Management: It is a niche market, likely between 10,000 and 20,000 tons. It is used in reheating furnaces in steel plants and in power plant boilers.

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Kirtan Mehta – Baroda BNP Mutual Fund: If the steel market grows at 8–10%, how much in excess of that can we deliver? Our CAGR has been 22% while the steel industry grew at 8–9%. Where are we gaining share?

Management: We are gaining share in white spaces, such as the brick business for melting and refining, where we went from 0% to double-digit share. Our strategy for mold flux has also shifted from importing to manufacturing locally, and we are growing leaps and bounds there.

Analyst – Kirtan Mehta: Growth was 12% last year. Was that a one-off?

Management (Patrick Andre): We do not outgrow the market at the same rate every year. Winning big contracts leads to jumps in market share, followed by periods of growing with the market. On average, over a cycle, we expect to outgrow the market by 1% to 3%.

Rajesh Majumdar – 361 Capital: Refractory costs have fallen to less than 2% of steelmaking costs as specific consumption drops. Will this trend continue or have we plateaued?

Management: Specific consumption has declind significantly over the decades but is now approaching a plateau. The order of magnitude for refractory costs—between 2% and 3% of production—is unlikely to change drastically. The driver now is value creation. Some of our new isostatic products can be sold at double the price of previous generations because they create so much value in the customer's P&L. If purchasing managers look at the total impact on the P&L rather than just the cost base, there is significant room for value creation.

Rajesh Majumdar – 361 Capital: Do you think recent capacity expansions in the industry have come ahead of user demand?

Management: In the segments where we play, no. We are also increasing prices as our costs go up. We do not wait for the future; we address pricing today.

Operator: This concludes our meeting. Thank you all for joining.

Management: Thank you very much for your time.

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