ACERINOX

Chairman's Report

Carlos Ortega Arias-Paz

General Shareholders' Meeting | **Fiscal year 2024**

Madrid, May 6, 2025

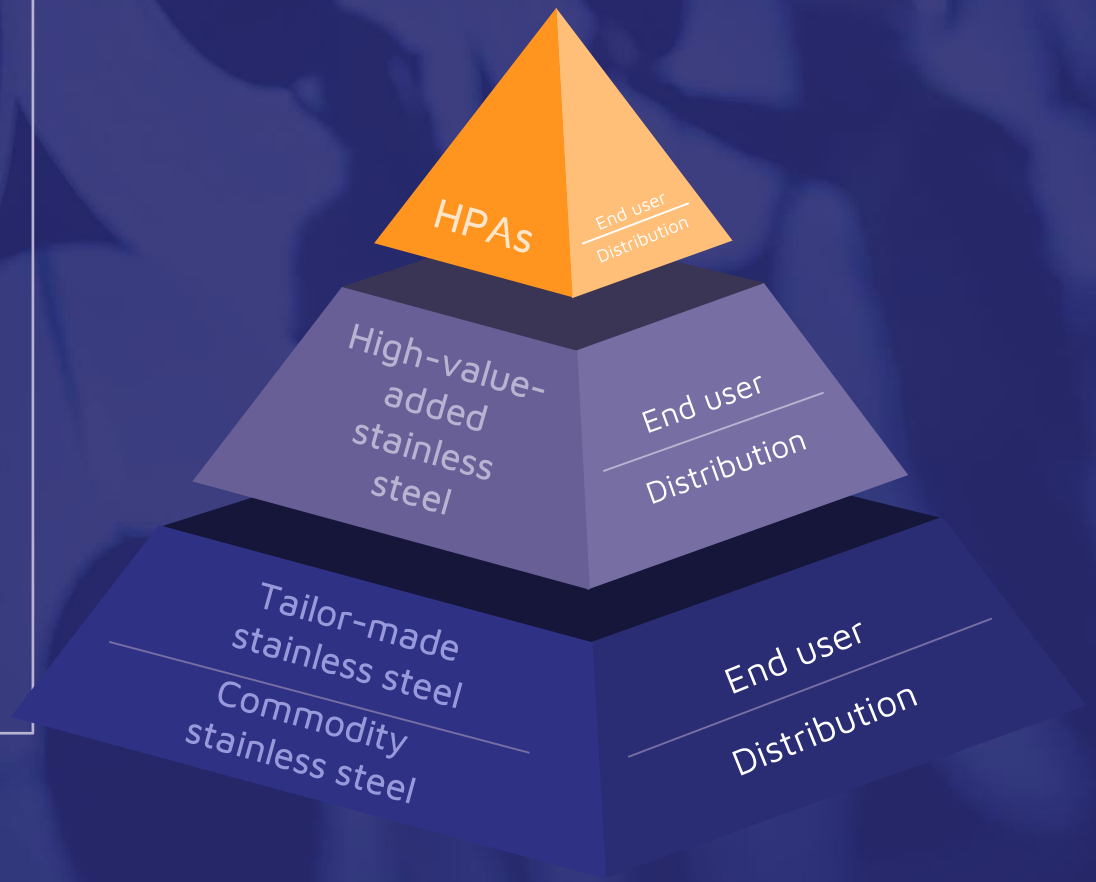
Our **Objective**

Leaders in the supply of stainless steel and high-performance alloys

Promoting the circular economy

Operational excellence with a focus on sustainability

HIGH VALUE-ADDED SOLUTIONS



2024: a transformational year

Our **milestones**

Strengthening of our presence in high-potential areas, especially in the United States

ACERINOX EUROPA

New organizational and production model at our Acerinox Europa plant

BAHRU STAINLESS

Sale of Bahru Stainless in Malaysia

Ability to adapt

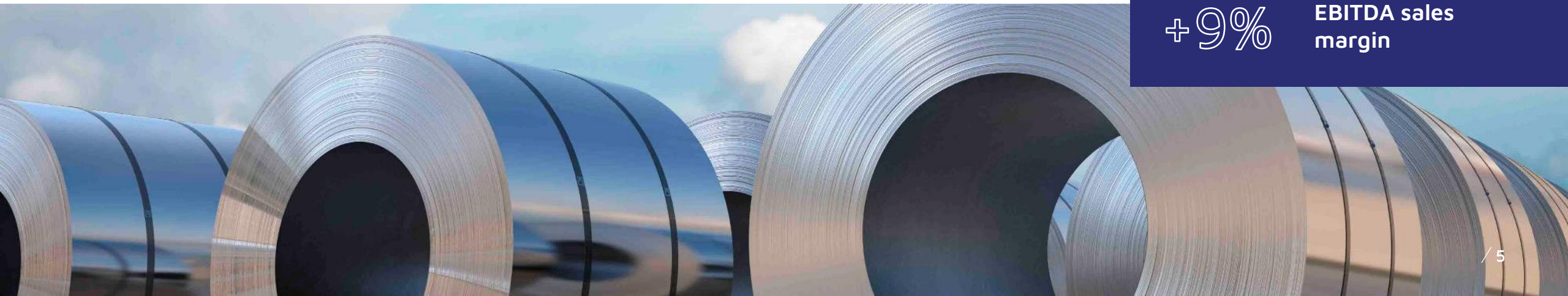
Acerinox's results

€5.4
billion
REVENUE

€225
million
NET PROFIT

€500
million
EBITDA

+9% **EBITDA sales margin**



Difficult circumstances

Geopolitical situation

Conflict between Ukraine and Russia, and the escalation of the conflict in Gaza

Policies focused on the protection of local industries

Changes in tariff policies

Increase of volatility

Sectorial situation

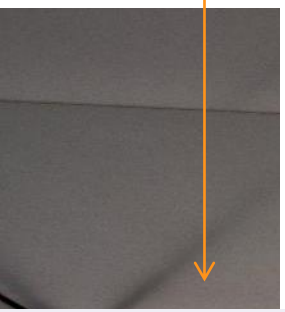
Prolonged inventory adjustment since 2022

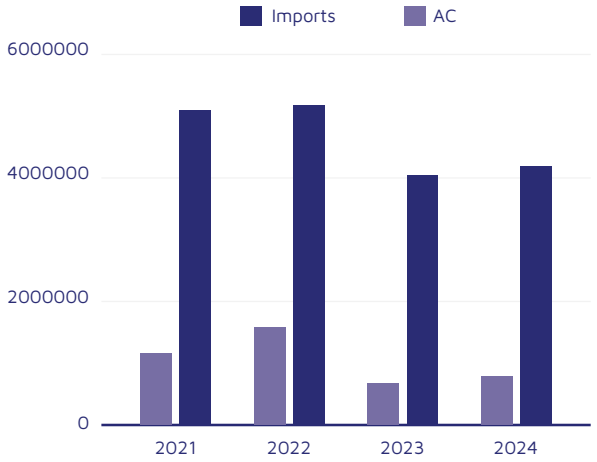
Low activity in the stainless steel market

Surplus production in China

Excess capacity in international markets

Situation **in Europe**

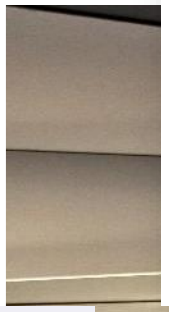




+3%

Apparent demand for flat products **increased only 3% in 2024,** after a drop of **21% in 2023.**

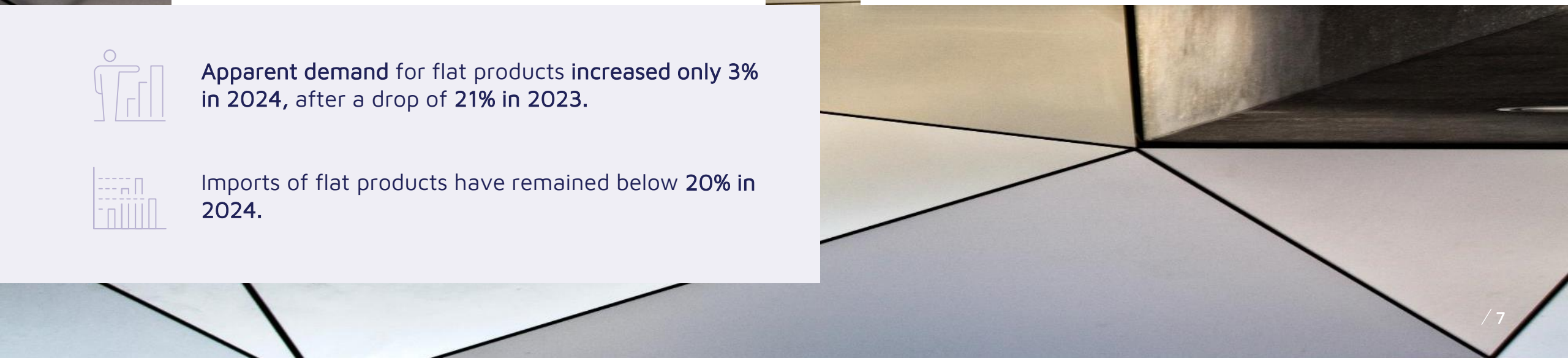
Imports of flat products have remained below **20% in 2024.**



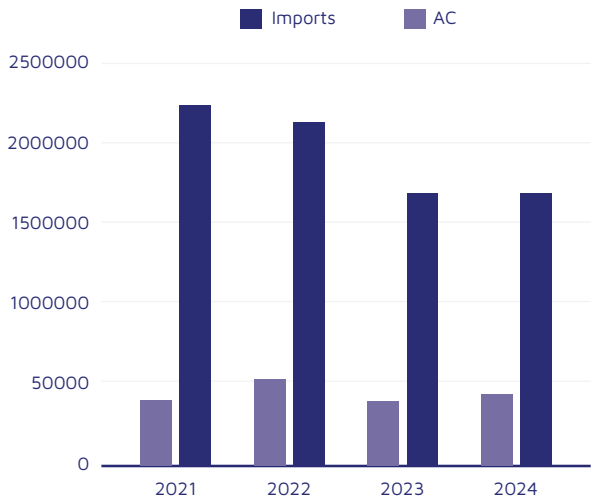
Acerinox Europa: a 5-month strike

Signing of collective bargaining agreement

- New production model
- Enhanced flexibility and internal mobility
- Improve productivity
- Respond more quickly to market needs



Situation **in the United States**



-1%

Apparent demand for flat products **dropped by 1% in 2024**, after a **reduction of 20% in 2023.**

Imports of flat products amounted to **28% of the total market in 2024.**

Acquisition of Haynes International:

More than 100 years of experience

Haynes acquisition:

- **Strengthening our position in the High-Performance Alloys sector** aligned with Acerinox's strategy.
- Strengthen presence in the **U.S. and Aerospace sector**: high-growth markets.
- Offer the **widest range of solutions** in the industry.
- Combine the world's strongest **R&D capabilities**, with extensive experience in the HPA industry.
- Significant **synergy** potential of approximately **$75 million**.
- Haynes **ESG** objectives **aligned with Acerinox's** objectives.

Columbus: product diversification

Product diversification

- Ferritic stainless steel
- Carbon steel
- Development of electrical steel
- Development of High-Performance Alloys in collaboration with VDM

Focus on the African market:

- Objective: 70% local vs. 30% exports

Development of new materials

- Support for growth in the South African transport, infrastructure, and energy industries.

Sale of Bahru

"This decision forms parts of our policy of concentrating on markets with higher profitability"

Our strategy: Sustainability: EcoACX®

Acerinox is leading this change within the industry

Launch of EcoACX® in 2024:
steel with 50% lower carbon footprint

100% renewable energy and **>90% recycled material**

Meets the growing demand for sustainable solutions and **reinforces relationships with strategic customers**

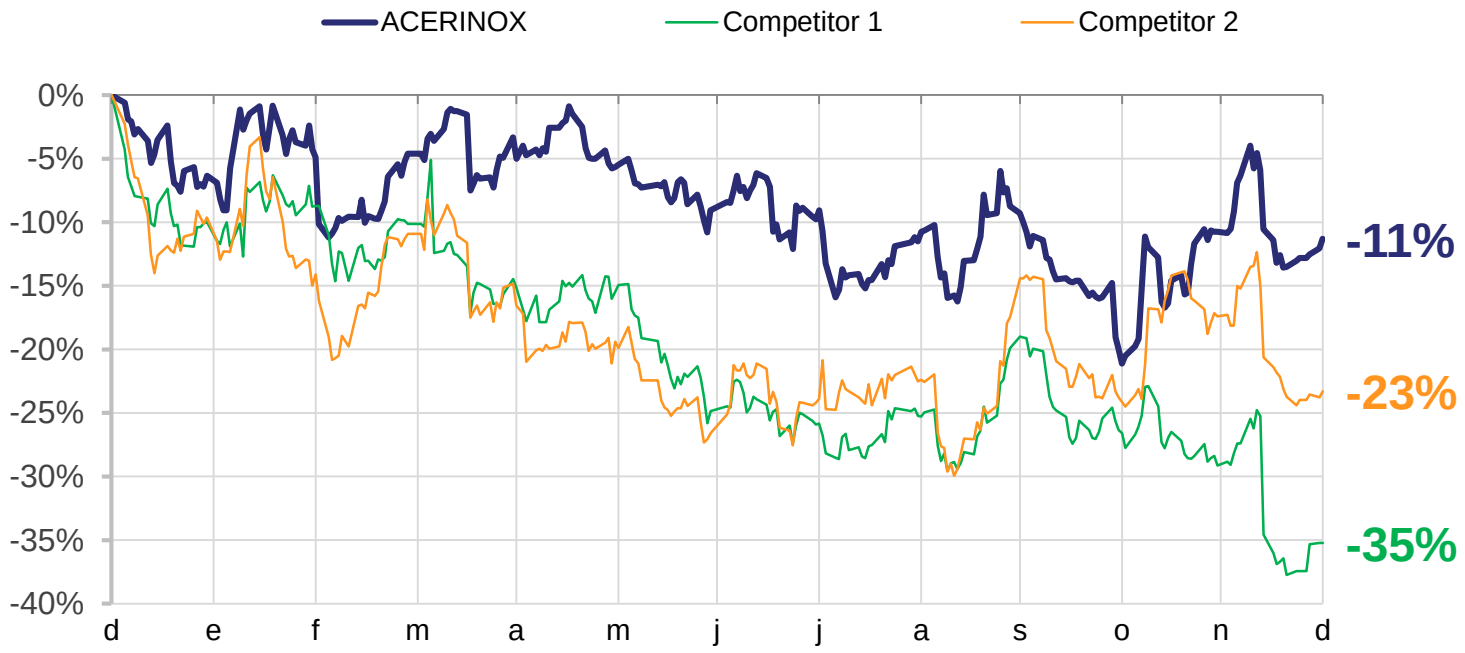
Performance of the stock markets

High volatility and **uncertainty**

	2024
Euro STOXX 50	7.4%
STOXX Europe 600	6.0%
IBEX 35	14.7%
Germany DAX	18.8%
Portugal PSI	-0.3%
France CAC 40	-2.15%
NASDAQ-100 Index	24.0%

Performance of the stock markets

Daily percentage data, year 2024 until December 31



Larger share price decreases of our main European competitors

Acerinox's share price in 2025

Notable volatility:

Start of the year with the share price increasing by 25%

Acerinox's solid positioning to face the U.S.'s tariffs

Instability generated by "reciprocal" tariffs

Widespread reduction in companies' share prices, including Acerinox

Analyst recommendations:

Buy recommendations increased from 81% to 88%

Growing optimism regarding the future of our stock

Shareholder remuneration

2024

€155 million
shareholder remuneration

€0.62
Amount paid per share by way of **dividend**

2025 Proposed dividend

€0.62
Amount to be paid per share by way of **dividend**

Two payments
Interim dividend in January and a final dividend in July

Corporate Governance 2024

New Remuneration Policy

- Elimination of attendance allowances
- Modification of the proportions of the CEO's remuneration

Update of corporate policies

- Compliance Policy
- Personal Data Protection Policy
- Tax Policy

These updates reinforce
our commitment toward transparency and responsibility in all aspects of our operations"

Corporate Governance 2024

Update of the Regulations of the Board of Directors

Reduction of directors' term of office from 4 to 2 years

Adjustment of the powers of the commissions in harmony with the Technical Guidelines of the CNMV

Modification of the name of the Executive Committee ⟶ **Strategy Committee**

Forty meetings of the Board and its Committees

Acerinox, prepared to face challenges

Firm growth and diversification strategy

Strengthening in the U.S.

Solid platform for coming years

To all of you, **thank you!**

9,293

Employees

1,276

New colleagues from Haynes

13,781

Customers

7,702

Suppliers

47,500

Shareholders

We continue to move forward with
a clear objective:

Create value in the long-term and build a solid and sustainable future for everyone

Thank you!