

ACERINOX 2021 GENERAL SHAREHOLDERS' MEETING (16 June 2022)

Shareholders, Honorary Chairman, friends, good morning once again and thank you very much for joining us this morning.

As you are well aware, for statutory reasons, this will be the last time that I have the great satisfaction of addressing you all as the Chairman of Acerinox at the General Shareholders' Meeting of our company.

Fortunately, the absence of restrictions allows me to do so in a face-to-face meeting, after having to organise our Meetings telematically for the last two years.

At this General Shareholders' Meeting, we are obliged to focus our discussions on the 2021 financial year, a year of record results for our company, but the events that we are experiencing in these first six months of 2022 deserve a reflection first, in order to situate the complicated environment that we have been living recently.

I am referring to Russia's unspeakable aggression against Ukraine, with the invasion of its territory and the start of a new war in Europe in mid-February. We began 2022 with optimism for overcoming the pandemic and with strong expectations of growth in the world economy; however, this aggression has upset the entire geopolitical and geostrategic world scenario, has truncated the positive evolution of economies and, what is worse, is causing irreparable damage from a humanitarian point of view.

From the very beginning, at Acerinox we have condemned the aggression, we have shown solidarity with the victims and we have taken all the necessary measures in our business to align ourselves with the sanctions imposed by the western world on the aggressor country, as well as taking care of the innocent victims of this conflict.

The reality is that we are once again immersed in a situation of uncertainty and volatility that affects everyone, but most particularly Europe. All the international institutions that make forecasts on the evolution of the world's economies are predicting a significant slowdown in growth, with a greater impact on our European continent and a somewhat lesser impact on the American economy, which is less affected by the effects of the war.

If we add to this the slowdown in the Chinese economy due to its zero Covid policy and the measures being taken by the central banks to eliminate the aid deployed in recent years and the rise in interest rates to curb the runaway inflation affecting us, we have a perfect storm whose consequences are difficult to predict.

This is the complex environment in which we will have to find our way in 2022, in which once again, as has happened in recent years, we will have to know how to manage uncertainty and face the challenges that this situation will bring us.

2021: The best results in history

Allow me to focus next on what 2021 has meant for Acerinox, which will certainly be dealt with in more detail in the CEO's speech.

2021 has been the year that has given us the best results in our history at all levels: financial, production and productivity, the latter a consequence of the technological transformation that we are carrying out, the improvement in management and our capacity to respond to the challenges that we have faced during the year.

The magnificent results that we present to you have been obtained in a very complicated environment, still affected by Covid-19, by disruptions in the supply chain, by inflationary pressures resulting from the very high energy and transport prices and by the global logistics crisis.

Even though the global context was very difficult, the positive effects produced by the mass vaccination programmes generated greater confidence in the economy, with a clear improvement of the activity in the main markets in which we operate, boosting the demand for goods and services that had been tremendously affected during 2020.

As a consequence of this new economic climate and the need for the global industry to restore to normal levels the very low inventories along the entire supply chain, there was significant growth in demand and consumption of stainless steel.

In fact, the world economy experienced positive evolution of its main indicators during the last year, with a GDP growth of 6.1% compared to the 3.1% decrease in 2020.

We were also aided by the very positive performance of the economies of Acerinox's most significant markets.

In the United States the economy grew by 5.7% compared to the 3.4% drop in 2020, recovering to pre-pandemic economic activity during 2021, and thus demonstrating the dynamism of this economy, which is key for us.

The Eurozone recognised a 5.3% increase compared to the 6.3% drop in 2020, although there was uneven performance by country in terms of the recovery to pre-pandemic levels.

Spain, with growth of 5.1% in 2021 compared to a 10.8% drop in 2020, stands out negatively as higher growth was anticipated and this reduction means that it is not expected to recover to pre-pandemic levels until 2023.

South Africa grew by 4.9% compared to a 6.4% drop in 2020, and the Asean zone grew by 3.4% compared to a 3.4% drop in 2020, with Malaysia badly affected by the shutdown of all non-essential services during the summer.

In this economic context, the stainless steel sector performed very positively in 2021, continuing the recovery that began in the second half of 2020.

Apparent consumption of flat products in Europe increased by 18%, reaching pre-Covid levels, and saw a strong price recovery, gradually returning to the base prices and alloy surcharges system.

In the United States, where 50% of the Group's sales are generated and where we are the absolute leader in the stainless steel market with a 35% share, apparent consumption increased by 20% as a result of the strong recovery of its economy. All markets in the NAFTA zone recovered to pre-Covid levels.

Acerinox's business was also positively affected by the correction of the oversupply from China as a consequence of the elimination of export subsidies and the greater control of CO2 emissions required by the Government, which caused minimal growth in production, thus directing its focus on the needs of the domestic market, with the consequence of reducing exports and generating a positive increase in prices in the region.

In Malaysia, once the summer shutdown ended, the market recovered in line with the rest of South-East Asia.

The South African market recovered by more than 20%, increasing sales to pre-Covid-19 levels in all sectors.

I would like to highlight especially the high performance alloys sector. As you as shareholders are well aware, in 2020 we acquired the market segment leader, VDM Metals, with seven plants, five in Germany and two in the United States, whose integration is exceeding our best expectations and is on schedule and on target.

In this High Performance Alloys segment, of which Acerinox is already an active player, all user markets recovered in 2021, with the sole exception of the aerospace industry, marine applications and the process industry.

Market recovery is estimated to increase by 5.0% to 312,000 tonnes, with a gradual price evolution.

In this environment of positive recovery in 2021, but which was complicated by multiple variables with negative effects, as I have indicated, Acerinox obtained the best results in its history.

Revenue totalled EUR 6,706 million, 44% higher than in 2020, and the EBITDA generated reached EUR 989 million, 2.6 times higher than in 2020 and marking a historical record, which was also the case for the Group's net profit, which totalled EUR 572 million.

In terms of production, significant figures were also achieved. Acerinox's thirteen factories produced a total of 2,619,000 tonnes of stainless steel, 78,000 tonnes of which were high performance alloys.

The results obtained are very commendable since they were achieved during a period of extreme cost increases. In 2021, operating expenses increased by 42%, due mainly to the increase in production, the high price of energy -fundamentally in Spain- and transportation-related costs.

Part of the increase in these costs was offset by the good performance of our Excellence Plans and the current Excellence 360 Plan.

Our financial figures continued to improve in 2021.

The Group obtained an operating cash flow of EUR 388 million, earmarking EUR 90 million for investments and enabling a free cash flow generation of EUR 297 million, which was earmarked for cash dividends totalling EUR 135 million, to start the share buyback programme for EUR 9 million and to reduce debt by EUR 194 million to EUR 578 million at 31 December 2021, with an outstanding debt/EBITDA ratio of 0.58 times.

As usual, the Company's financial management was outstanding during 2021, improving debt conditions, reducing the long-term cost by renegotiating the fixed rate or margin and extending maturities. We were also one of the first companies to enter into sustainable loans, totalling EUR 465 million at the end of the year, linking the margin or fixed rate to the evolution of sustainable indicators.

At 2021 year-end, we had immediate liquidity totalling EUR 2,004 million, giving us great peace of mind in these turbulent times.

Finally, in this chapter on results, I would like to point out that all our subsidiaries recognised good results. In terms of their contribution to the Group's profits, as always, NAS stood out in the United States; however we must also highlight the positive results of Columbus in South Africa, Acerinox Europa and Bahru, despite the fact that the latter was the most affected by the lockdowns declared by the Malaysian Government during 2021.

In the high performance alloys division, VDM significantly improved on the results it recognised in 2020, increasing its EBITDA by 22% to total EUR 61 million and making decisive progress in the integration process and in the capture of synergies.

When we acquired this company, it was clear to us that part of the future of the industry lay in High Performance Alloys. New uses, solutions and applications with greater value added for an essential, sustainable, versatile and efficient material. Today we can assert that the integration of VDM Metals into the Acerinox Group is being completed with resounding success and that with its incorporation we have modified the risk profile of our company.

In essence, 2021 has been a magnificent year for Acerinox, on the one hand, supported by the good evolution of the market in terms of volumes and prices,

and on the other hand, assisted by the excellent management carried out by Acerinox in terms of cost control, improvement of margins and efficiencies.

In this scenario, being a global company with presence in the five continents is a fundamental competitive advantage and of which we know how to take advantage.

Shareholders and evolution of the shares

In 2021, the shareholder Nippon Steel Stainless Steel Corporation, which had stepped down from the Board of Directors in August 2020 and had recorded its ownership interest in the Company as an asset available for sale, proceeded to sell its ownership interest in two tranches.

The first, on 17 June 2021 when it sold 7.9% of Acerinox's capital through an accelerated bookbuild offering and the second on 1 October 2021 when it sold the remaining 7.9%, completing its exit from Acerinox's capital and thus bringing to an end a historical shareholding since the foundation of our Company in 1970.

Despite the negative impact of the aforementioned sales, Acerinox shares performed positively, with a 26% improvement compared to the 7.9% revaluation of the IBEX 35, outperforming the Spanish selective index for the third year in a row.

The evolution of analysts' recommendations was positive throughout the year, with buy recommendations rising from 85% to 95% at year-end, and with only 5% of analysts recommending hold and none recommending to sell. Acerinox shares reached an average target price of EUR 16 per share.

Sustainability

In 2021 the Group continued to focus its efforts on fostering its sustainability strategy "Acerinox Positive Impact 360°", which details the objectives, metrics and actions to comply with the 2030 Agenda of the United Nations and the objectives of the Paris Pact.

This "Acerinox Positive Impact 360°" strategy is based on the following pillars:

- Ethical, responsible and transparent governance.
- Respect for the environment, eco-efficiency and the fight against climate change.
- Our sustainable product and the circular economy paradigm that we are.
- Our commitment to our customers and suppliers, with an efficient, reliable and secure supply chain.

- Our commitment to Innovation and the Digital Transformation of our Industry.
- And our team committed to our culture, diversity and safety.

Dear shareholders, as you well know, Acerinox has internalised in its culture the broad concept of efficient sustainability, i.e. economic, social and environmental sustainability, and has established specific objectives to be achieved in the medium- and long-term.

In this regard, I would like to highlight just some significant data included in the Group's 2021 Annual Integrated Report.

Firstly, those related to the environment. In 2021, specific CO₂ emissions were reduced by 10.22% compared to those emitted in 2015, bringing us closer to the 20% reduction target for 2030. Water consumption decreased by 23.2% compared to 2015, reaching the 2030 target.

And the second refers to the social sphere. One of the Group's priority goals has always been to reduce the number of workplace accidents. In 2021 alone, we reduced the number of absences caused by occupational accidents by more than 31%, something of which we are particularly proud. And I would like to emphasise that this is the result of a personal commitment, of the entire management team and of the involvement and awareness of each and every one of our employees.

Results like these incite us to be increasingly ambitious in our sustainability commitments.

Corporate Governance

The Company's Corporate Governance was strengthened during 2021, through the functioning of the Board, its Committees and the dedication of its members.

2021 also stood out for the great activity of our governing bodies, whose Committees and Board met in 43 sessions.

Other achievements include: the revision of the Regulations of the Board of Directors, the approval of three General Governance Policies, the creation of a Protocol for the Approval of Related-Party Transactions, and the approval of the Succession Plans for the Group's Senior Management and other key positions.

Furthermore, the governing bodies carried out their annual appraisal, adjusting the Board's competency matrix, and the goal to increase the number of women on the Board of Directors to 40% was set.

I would like to highlight the activity of the Executive Committee, for its dedication to analysing the Company's Strategy for the future, as reflected in the in-depth review of the 2021-2025 Strategic Plan update.

Also worthy of note is the activity of the Sustainability Committee, which was recently created and held six meetings in which it monitored the degree of

compliance with our ESG objectives and proposed to the Board the approval of eight Sustainability Policies, which were approved thereby and integrated into the General Governance and Sustainability Policy.

Events occurring after the end of the financial year

At the beginning of my speech I mentioned the challenges that the world, and therefore our economies, our industry and Acerinox in particular, have faced between January and March 2022. I would now like to summarise briefly the company's performance in these three months, which, despite a complicated situation, confirm the trend of an excellent year.

All the aforementioned has occurred at a time when the decrease in the forecasts for the world economy, as a consequence of the war that began in February, have not been long in coming.

The most renowned institutions lowered the optimistic growth forecasts made at the beginning of the year, which predicted a strong year of recovery, with special emphasis on the European Union, where GDP growth is now estimated at 2.6% in 2022 and 1.6% in 2023, compared to the previous estimates of 4.0% and 2.7%, respectively, and with a significant increase in inflation forecasts.

Furthermore, we must bear in mind that, apart from these consequences in the short and medium term, there is no doubt that the world, and above all Europe, will have to consider many relevant aspects for the future. Our energy model, the model of environmental sustainability that will allow us to reconcile the competitiveness of our economies with the objectives of decarbonisation, our defence model and so many other areas that have become evident as a result of the breakdown of the "status quo" that until now seemed immutable.

In spite of all these complex circumstances, Acerinox obtained the best quarterly result in its history, generating an EBITDA of EUR 422 million, 2.6 times higher than that recognised in the first quarter of 2021 and an EBITDA margin of 18%, and recognised profit after tax and non-controlling interests of EUR 266 million, 3.4 times higher than that recognised in the first quarter of 2021.

It should be noted that the 4% share buyback programme initiated in December was completed in this quarter, with a total of EUR 125 million having been allocated thereto, EUR 115 million in the quarter, resulting in net financial debt totalling EUR 628 million.

We had a magnificent quarter, helped by the strength of demand and the Company's good management, which, according to our forecasts, anticipates a better second quarter.

I would now like to refer to a recent development, which has received some media attention. It concerns the very preliminary discussions held with Aperam at the highest level to explore the possibility of a combination of our businesses to

create a much stronger European company that could face the difficult challenges of the present and the future, but above all the strong competition from Asia.

The first thing I would like to tell you is that this type of analysis is normal and is part of our obligation to constantly seek actions that can generate value for our shareholders and that would only progress if that value were guaranteed.

In this case there have been conversations, as I said, very preliminary and always using public information from both companies. I believe I can affirm that they have been carried out in good faith by both parties and that a priori complementarity and industrial logic could be seen in the combination of the two.

With regard to the structure of the operation, of the many possible options that are considered in these cases, merger, creation of an ad hoc vehicle or acquisition of one over the other, also on a preliminary basis, the other party expressed its interest, only in the case of the acquisition of Acerinox by Aperam, and to this end, gave us a non-binding price reference, so that if we considered it reasonable, we could proceed to a more in-depth analysis in order to have a binding offer and design a consensual process for this potential operation.

The non-binding reference price was not acceptable to us as it was below what we considered to be the intrinsic value of the company and we decided not to proceed with the in-depth analysis process.

There were some leaks that forced us to act quickly and to discard this transaction under these conditions.

We believe it is our obligation to seek alternatives to generate value for our shareholders, in this or other ways, as was the case with the acquisition of VDM, and I am sure you approve of us continuing to seek them, in the interests of our shareholders.

Items we are submitting to the General Shareholders' Meeting

With regard to the items to be submitted for approval at this shareholders' meeting, I would like to highlight the following:

- The resolution of the payment of the dividend, whereby we submit for your approval, for another year, the payment of EUR 0.50 per share, totalling approximately EUR 130 million.
- Approval of the reduction of the share capital by EUR 2,705,426.00 through the redemption of 10,821,848 treasury shares. The share buy back completed recently.
- The reappointment and ratification of Mr Bernardo Velázquez Herreros as Executive Director and Mr Santos Martínez-Conde Gutiérrez-Barquín as

Proprietary Director. And the ratification and appointment of Mr Carlos Ortega Arias-Paz as Proprietary Director.

I would like to take this opportunity to thank Mr Pablo Gómez for his work as Proprietary Director of our company since he joined the Board in April 2019 until May 2022.

Farewell

As I anticipated at the beginning of this letter, this General Shareholders' Meeting marks the end of my second term of office as Independent Director and Chairman of the Board of Directors, which cannot be extended due to the age limit established in the Company's Articles of Association.

These last eight years in which I have had the honour of being at the head of Acerinox as Chairman, have been intense, complex, but truly exciting.

Firstly, because in this period three very serious crises in recent economic history have occurred. In April 2014, when I joined the Company, the global financial crisis caused by the "subprime" mortgages in the United States was still raging. When in 2017 we seemed to be focusing on years of economic boom, at the end of 2019 came the Covid-19 pandemic and its terrible health and social consequences, which led to an unprecedented economic crisis, and this year, 2022, in full recovery, a war with unpredictable consequences began in Europe.

Secondly, because Acerinox has had to carry out tremendously active management to adapt to the circumstances of each moment, manage the various difficulties it faced in each crisis, reinventing itself when necessary, and has done so by advancing and progressing at all times. As a result, I can affirm that Acerinox has emerged stronger.

In the last eight years the Company has changed greatly, evolving in a very positive way.

We have a more modern and agile company, which has been able to successfully introduce new products in markets that seemed mature. The high performance alloys division has been created with the incorporation of VDM, we have more efficient production processes by implementing the Digital Transformation of our Industry, new management, planning and control systems have been incorporated, new talent has been brought in and Human Resources management has been boosted, and so many other actions have prepared the Company to move forward and successfully face the challenges of the future.

Since the spring of 2014, when I assumed the position of Chairman, we have experienced a major socio-economic paradigm shift: the globalisation initiated five decades ago has turned out to not be as perfect as once thought and requires linking it with a shift towards regionalisation and a focus on the local community. This phenomenon has become more evident with the Covid-19 pandemic, which

has been a real litmus test and has highlighted the vulnerability and risks of long supply chains, a phenomenon aggravated by the war in Ukraine.

All this points to the emergence of a new global economic scenario, where a regional approach can provide companies with better performance and financial protection and more effectively realise the premises of maximum protection of workers, communities and the environment.

In this sense, the geographical distribution of Acerinox's thirteen production centres in four continents allows the Company to reduce specific risks associated with geopolitics and to continue operating with the maximum guarantees to continue meeting the needs of shareholders, employees and the rest of our stakeholders.

All this and many other aspects, mean that Acerinox has strengthened its position and continues to be considered today as one of the undisputed world leaders in the stainless steel market.

Today Acerinox is a clear example of a thriving Spanish industry, which is at the forefront and has developed an international position envied by its peers, and which has been able to promote an innovative profile, while maintaining unchanged the attributes of reliability and commitment that have defined the company from the very beginning. In short, I firmly believe that today our company is a company that is perfectly prepared for the future.

Dear shareholders, at this moment of my farewell, I would like to take this opportunity to thank you for your confidence in the company and in me personally. Rest assured that I have always worked to make Acerinox a benchmark Group, responsible with society and capable of providing value for you and for all the stakeholders of our company.

I have always believed that the most important asset of a company is its people, its human team, and this is certainly the case in Acerinox, the more than 8,200 people that make up the Group, with its excellent management team at the head, are the best guarantee of the future of our company.

In my fifty-year professional career, I have had the privilege of being part of exciting business projects, which have actively contributed to a change in economic and productive direction in Latin America, Europe and mainly in Spain. The Acerinox project has been at the height of the best I have ever been involved in.

The Company's management team, the true backbone of the Company, is at the top of the numerous management teams with which I have worked, for its working spirit, its involvement in the company, its capacity for action and its vision. I have had the privilege of working with this team, sharing experiences and making decisions, and I am grateful to have learned from all of them. I trust that I have been up to the task and that I have also imparted knowledge.

As the Company has made public, the Appointments, Remuneration and Corporate Governance Committee will propose to the Board of Directors

following this General Shareholders' Meeting, the appointment of Proprietary Director Mr Carlos Ortega Arias-Paz as my successor as Chairman, to whom I ask you to give a warm welcome and the support that I have received from all shareholders and from all levels of the Company. I wish Mr Ortega Arias-Paz the greatest success in his new role.

As I bid you farewell, I have nothing more to say but a big thank you to you all. Thank you to the more than 8,200 employees and their families across the world who shape the day to day of Acerinox, to the Management Team, led by the Chief Executive Officer. Thank you to the Board of Directors and all the Directors who have served on it during these eight years, with whom I have worked side by side for the social interest of our Company and that of all its shareholders, and above all to you, the shareholders, for your trust and permanent support.

Together, we have all contributed to making today the Acerinox of tomorrow.

Thank you all.

Rafael Miranda

Chairman of the Board of Directors of Acerinox