



SSAB Europe

Strategy and Nordic Transformation

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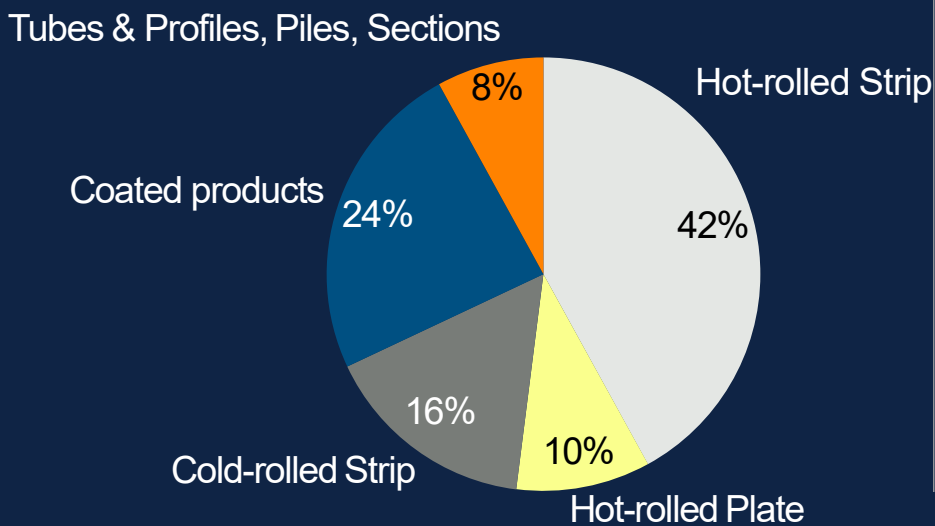
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SSAB Europe Introduction and Strategy

SSAB Europe in brief

50.1 BILLION
SEK
annual net sales in 2022

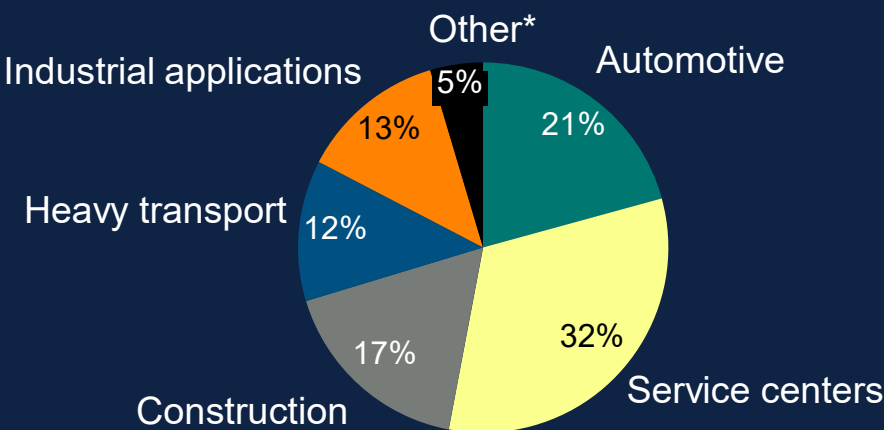
Steel offering



6,700
Professionals

Annual steel
production capacity:
4.9 MILLION
TONNES

Core Segments



*Construction machinery & Energy

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Strong contribution to overall Group strategy

Market leadership

- Strengthening the position on SSAB's Nordic home market

Product mix improvement

- Growth in Premium and Automotive AHSS
- Reducing volume of standard products outside Nordics

Developing channels to market

- Synergies with Tibnor and Ruukki Construction

Green transition

- Transforming the Nordic strip system from blast furnaces to efficient, EAF-based mini-mills
- Developing fossil-free offering



Nordic home market strategy

1. Trusted partner
2. Broadest offering
3. Unbeatable logistics
4. Most effective sales model
5. Synergies with Tibnor and Ruukki Construction



Fossil-free steel strengthens long-term relationship with customers

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* Competitors' market shares are SSAB estimates based e.g. on customs statistics 2017-2021. Includes flat products

Premium strategy – key success factors

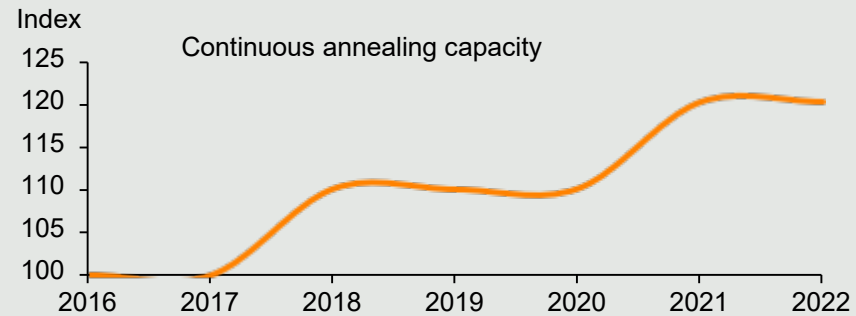
Strategic sales plan targeting growth segments

Product development – often with advanced customers

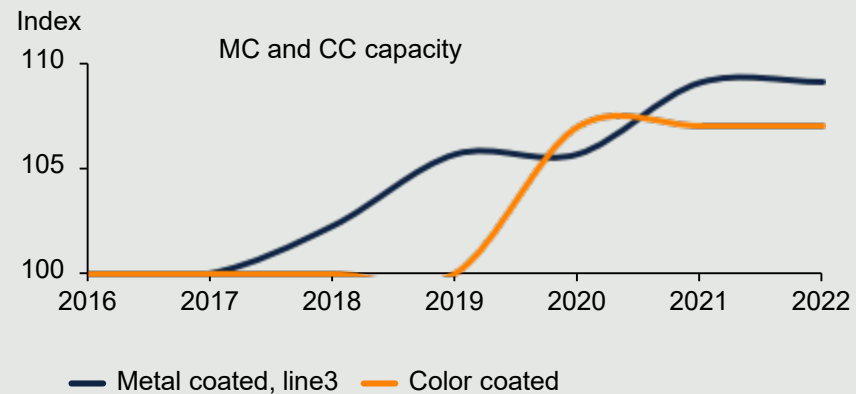
Growth based on investments and better efficiency

Reducing presence in some standard segments outside Nordics

Example of investment

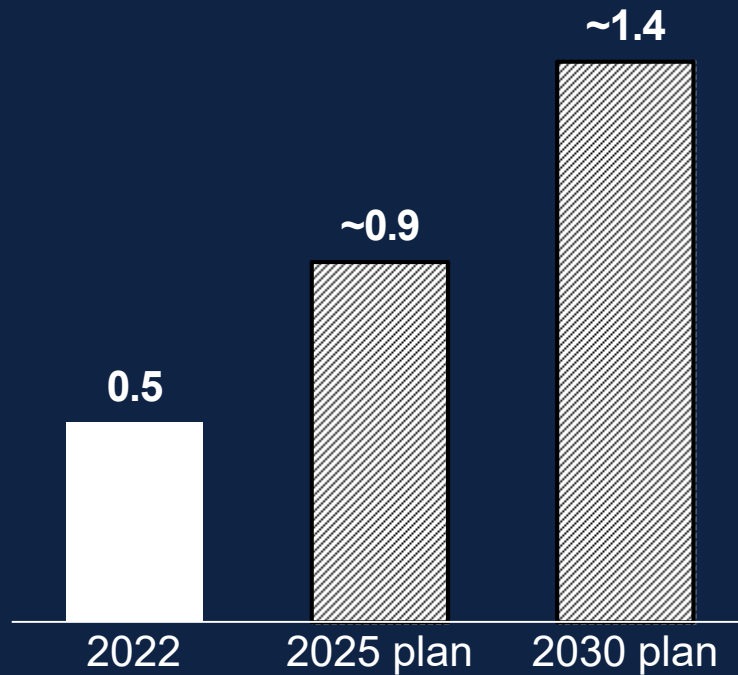


Example of efficiency improvement

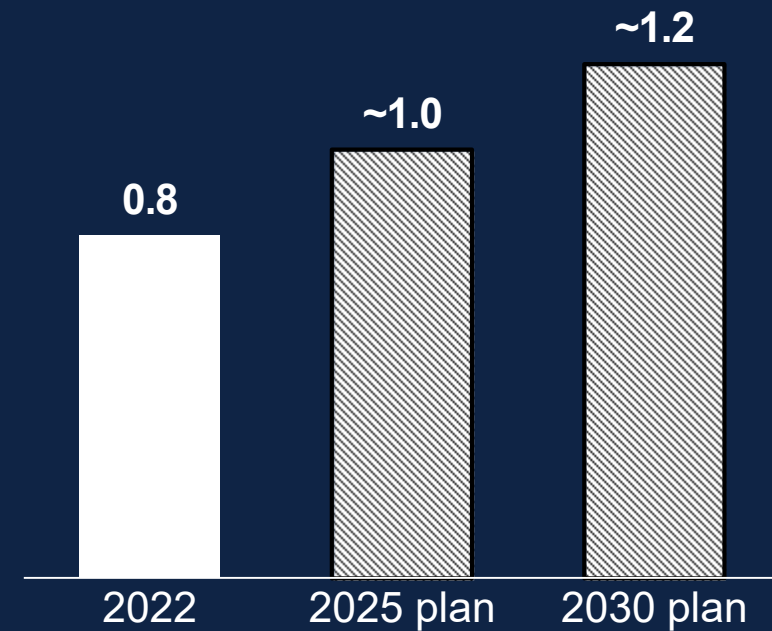


New growth targets

Automotive AHSS



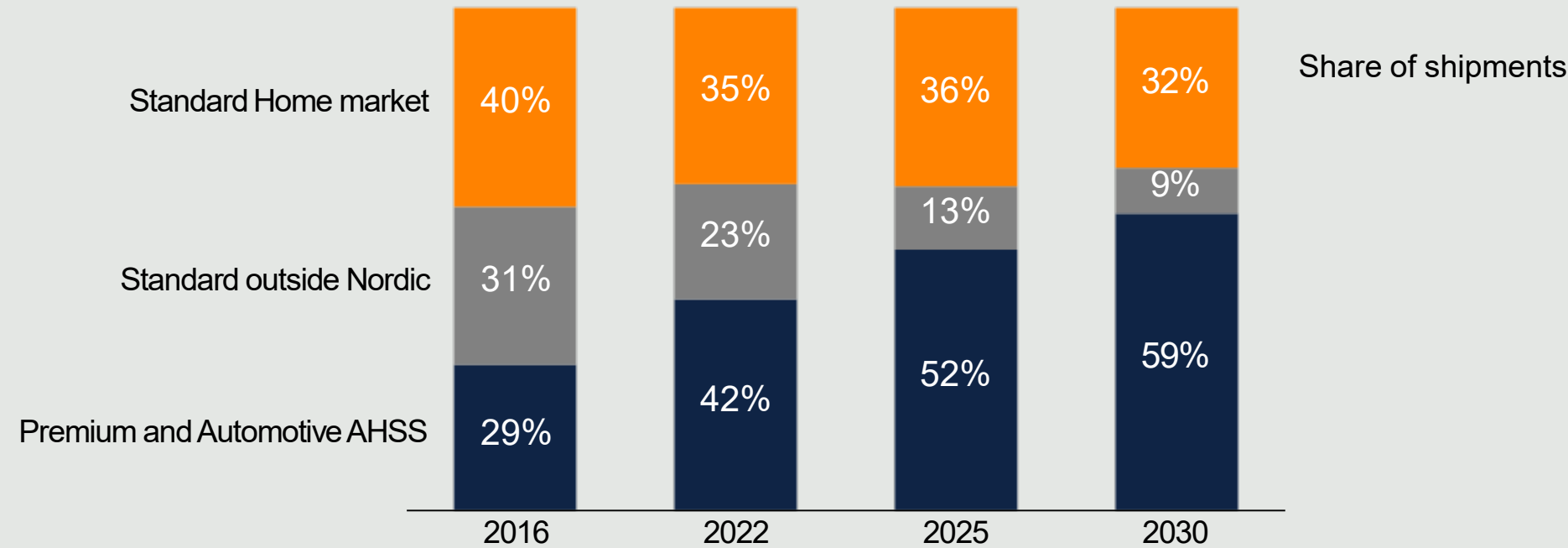
Premium products



Million tonnes

Nordic market leader with improving product mix

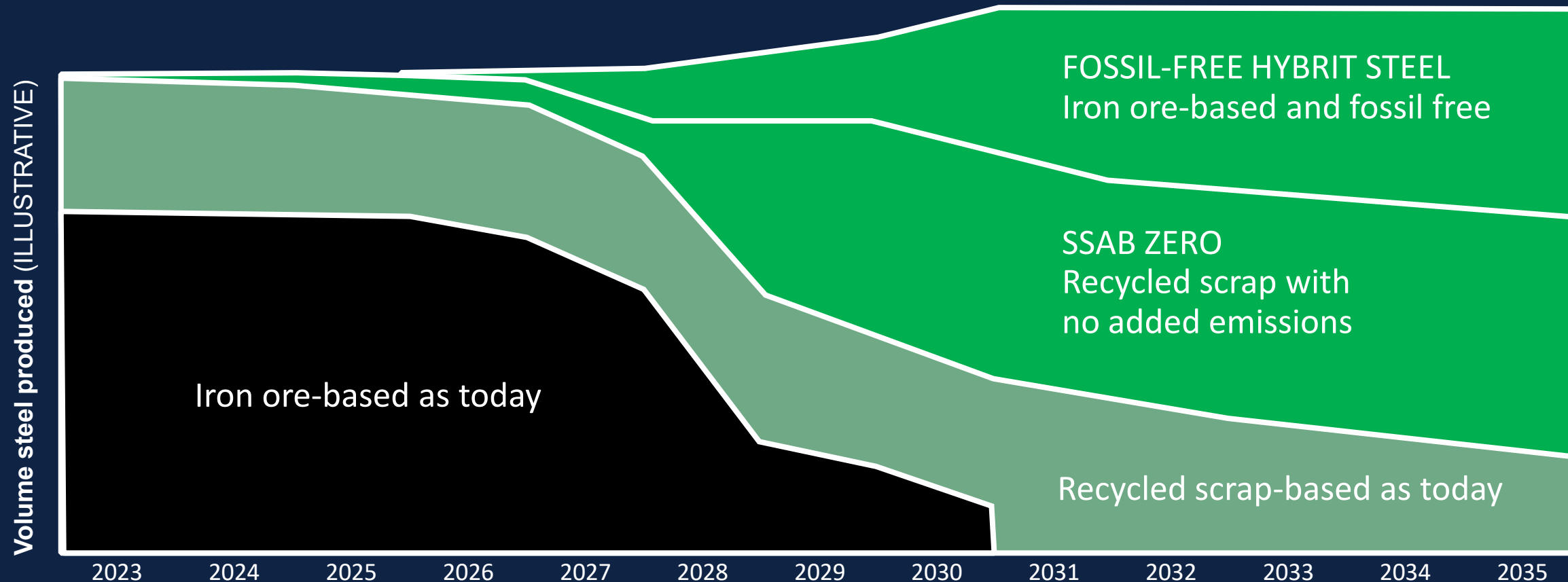
- Strengthen the Nordic home market leadership
- Allocate more of the production capacity to premium and AHSS
- Reduce shipments of standard products outside of Nordics





Nordic Transformation

Transform SSAB to a fully sustainable steel portfolio





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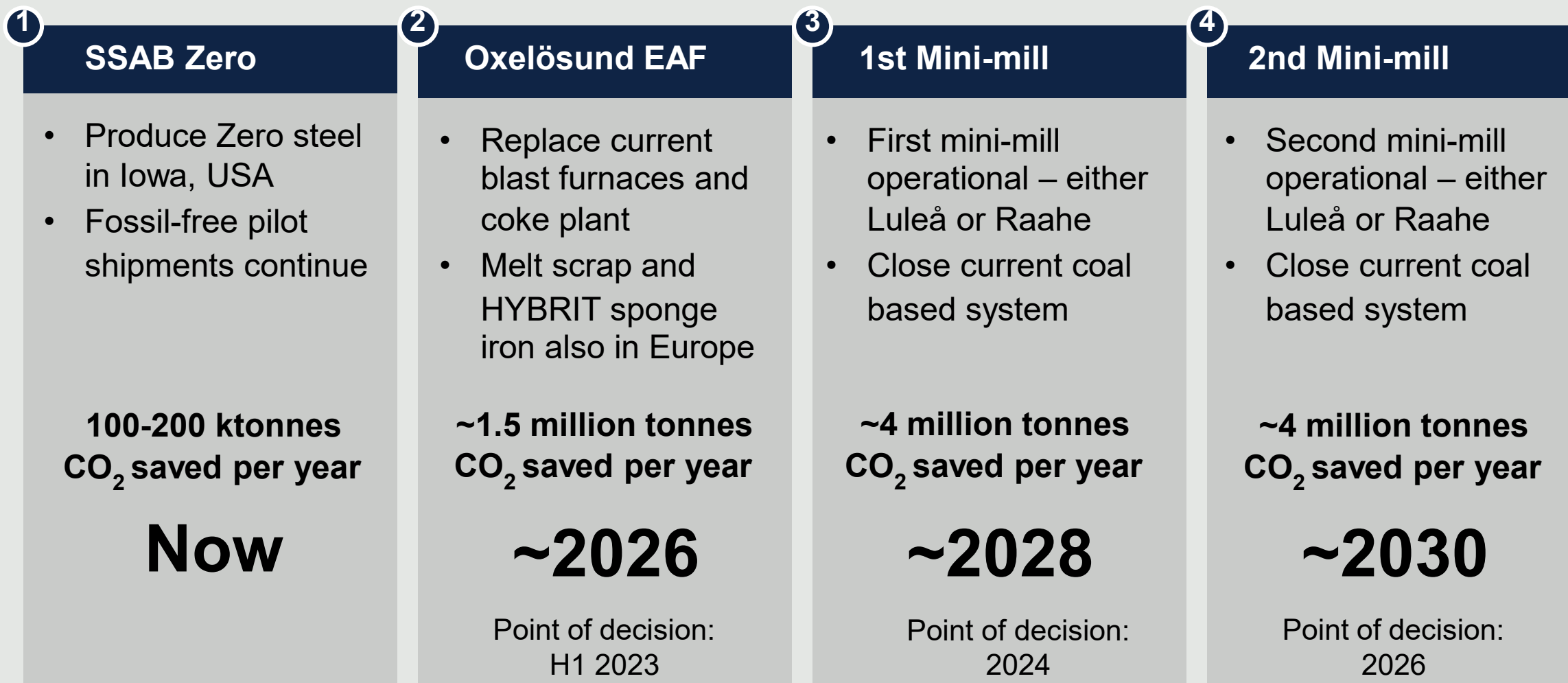
kg CO₂e emissions per kg steel

SSAB will produce steel based on both **virgin iron ore**
and **recycled steel**

SSAB's sustainable offer provides customers with the world's lowest emission steel
now and in the future

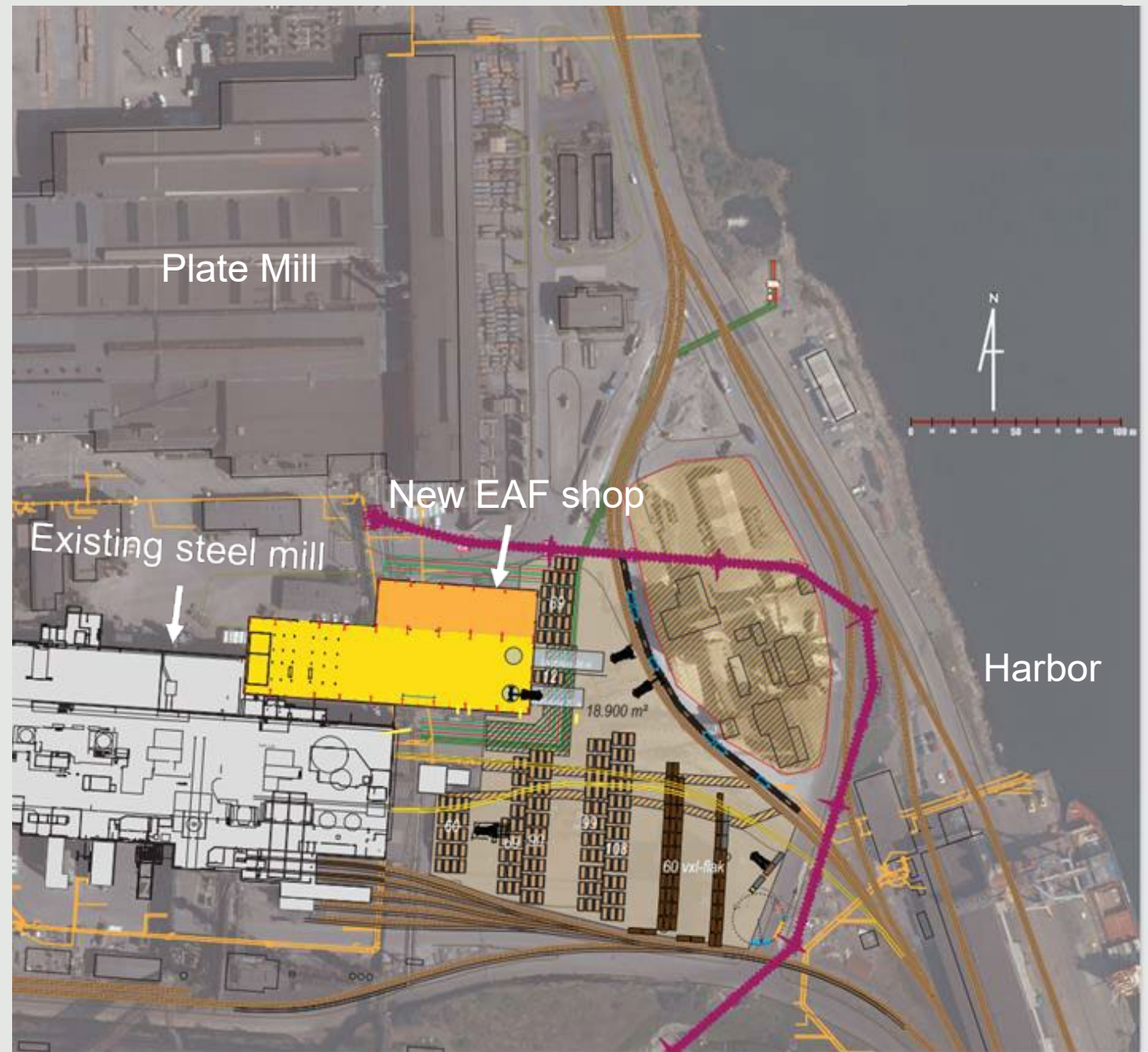
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Step-wise transformation plan until 2030



Oxelösund conversion

- Policy decision in Jan 2022
- Closing down coking plant and 2 blast furnaces
- Construction of Electric Arc Furnace
- New infrastructure for biofuels
- Expansion of scrap handling and efficient material logistics
- Rolling mill and Q&T lines remains
- Large site, ability to run new and old production system in parallel during transition period



Future footprint - efficient mini-mills and EAFs

Luleå mini-mill



Raahe mini-mill



Raahe mini-mill

- Policy decision in Jan 2022
- Close blast furnace, coking plant and strip mill
- Integrated process – steelmaking and direct rolling in one process line
- Option to add hydrogen DRI (Hybrit)



Luleå mini-mill

- Policy decision in Jan 2022
- Closing coking plant, blast furnace and steel plant
- Integrated process – meltshop, hot strip mill and cold mill complex in one facility
- Production of high-strength and premium steel for the European market
 - 3rd generation of AHSS products
 - New dimensions of AHSS and Q&T products up to 2 meters wide
 - Improved tolerances and new coatings
- Strip products for further processing in SSAB's downstream assets



Several benefits from transformation to mini-mills

Modelling indicate ~12% lower total cost per tonne after 2030 given current commodity forecasts, including CO₂

-12%

Reduce the fixed cost per ton with ~50%, enabling a much more flexible cost base moving with the business cycle

-50%

Total capacity similar as today – with lower cost, higher flexibility and new capabilities enabling volume growth to ~8 million tonnes

~8 Mt

New capabilities supporting SSAB's product mix agenda towards 2/3 premium and special steels shipments

~2/3

SSA*B*