



NYSE - June 18, 2025

# Analyst Day

Máximo Vedoya, CEO



# Forward-Looking Statements and Non-IFRS Alternative Performance Measures



This presentation contains certain forward-looking statements and information relating to Ternium S.A. and its subsidiaries (collectively, “Ternium”) that are based on the current beliefs of its management as well as assumptions made by and information currently available to Ternium. Such statements reflect the current views of Ternium with respect to future events and are subject to certain risks, uncertainties and assumptions. Many factors could cause the actual results, performance or achievements of Ternium to be materially different from any future results, performance or achievements that may be expressed or implied by such forward-looking statements, including, among others, changes in general economic, political conditions in the countries in which Ternium does business or other countries which have an impact on Ternium’s business activities and investments, changes in interest rates, changes in inflation rates, changes in exchange rates, the degree of growth and the number of consumers in the markets in which Ternium operates and sells its products, changes in steel demand and prices, changes in raw material and energy prices or difficulties in acquiring raw materials or energy supply cut-offs, changes in business strategy and various other factors.

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This presentation includes certain non-IFRS alternative performance measures such as Adjusted Net Result, Adjusted Equity Holders’ Net Result, Adjusted Earnings per ADS, Adjusted EBITDA, Cash Operating Income, Net Cash and Free Cash Flow. The reconciliation of these figures to the most directly comparable IFRS measures is included in Ternium’s applicable quarterly results Press Release in Exhibit I. These non-IFRS measures should not be considered in isolation of, or as a substitute for, measures of performance prepared in accordance with IFRS. These non-IFRS measures do not have a standardized meaning under IFRS and, therefore, may not correspond to similar non-IFRS financial measures reported by other companies.

# Agenda

TERNIUM PROFILE & BUSINESS CONTEXT →

MEXICO →

BRAZIL →

ARGENTINA →

ENHANCING OPERATIONAL EFFICIENCY →

CONCLUSION →



# Ternium Profile

Broad presence in Latin America's main steel markets



**\$17.6 B**

2024 Net sales



**15.6 M**

2024 Steel shipments



**34,000**

Employees



Finished Steel  
Production Capacity

**22.3 M**



Iron Ore  
Production Capacity

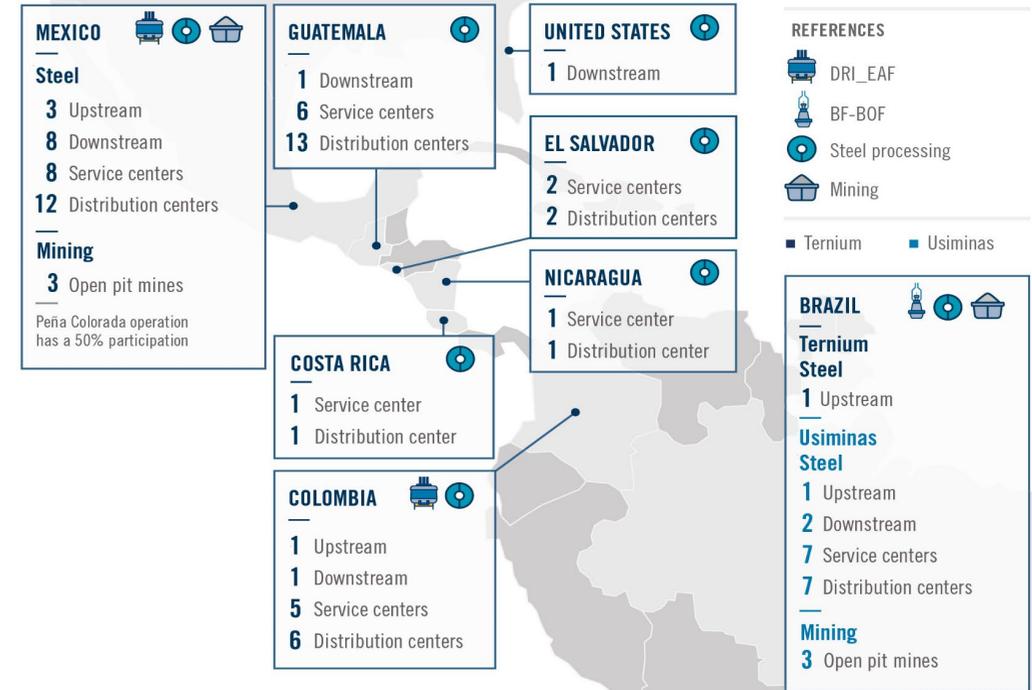
**13 M**



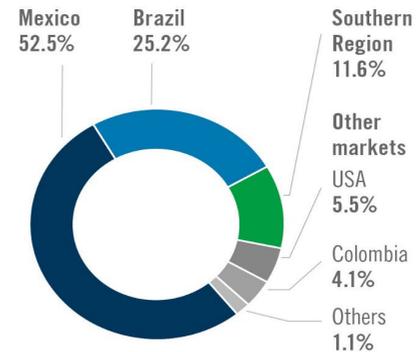
Integrated Facilities

**7**

Note: In million metric tons. Including Usiminas.



## STEEL SHIPMENTS 2024



# Business Context

Uncertainty as the main market force

CHINA'S UNFAIR  
TRADE PRACTICES  
HARMING GLOBAL  
MANUFACTURING



U.S. RESPONSE:  
TRADE ACTION



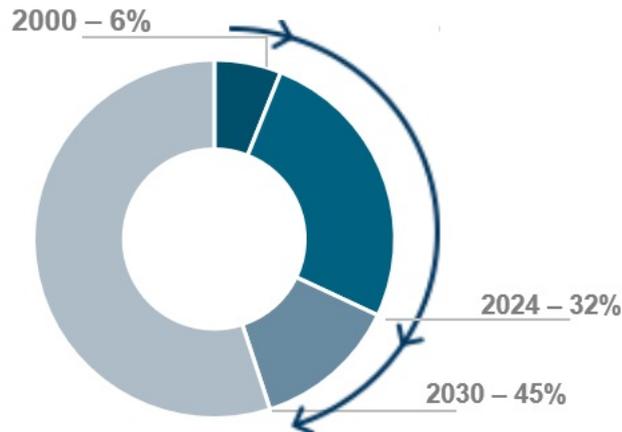
RISING  
UNCERTAINTY  
IN THE GLOBAL  
ECONOMY



SHIFT FROM  
GLOBALIZATION TO  
REGIONALIZATION



China share of global manufacturing



IMF economic growth projection revision

[%]	2023	2024	2025p Jan-25	2025p Apr-25	Apr-25 vs. Jan-25 [pp]
World	3.5	3.3	3.3	2.8	-0.5
China	5.4	5.0	4.6	4.0	-0.6
USA	2.9	2.8	2.7	1.8	-0.9
Europe	0.4	0.9	1.0	0.8	-0.2
Mexico	3.3	1.5	0.8	-0.3	-1.1
Brazil	3.2	3.4	2.2	2.0	-0.2
Argentina	-1.6	-1.7	5.0	5.5	+0.5
Colombia	0.7	1.7	2.5	2.4	-0.1

# Mexico

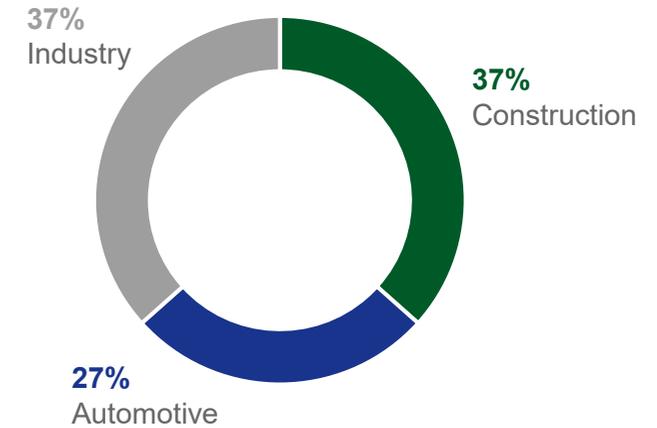


# Mexican Steel Market

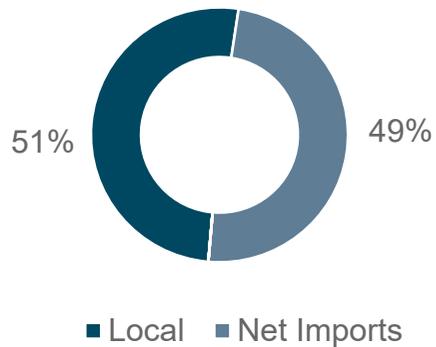
Attractive market with a significant demand for high-end steel products

- Continuous growth of steel demand during the last decades.
- Strong development of manufacturing industry.
- Ternium is well positioned to substitute steel imports.
- Leader in Mexico's flat steel market.
- Substantial expansion of product range in the last ten years.
- Expansion projects to further strengthen competitive position.

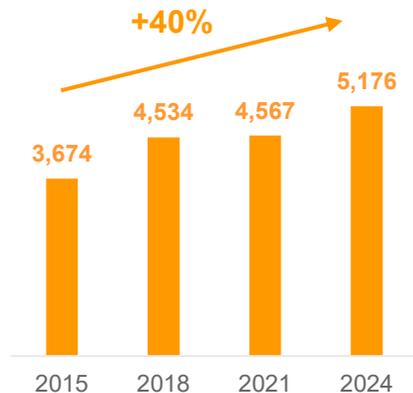
### Steel shipments by sector (2024)



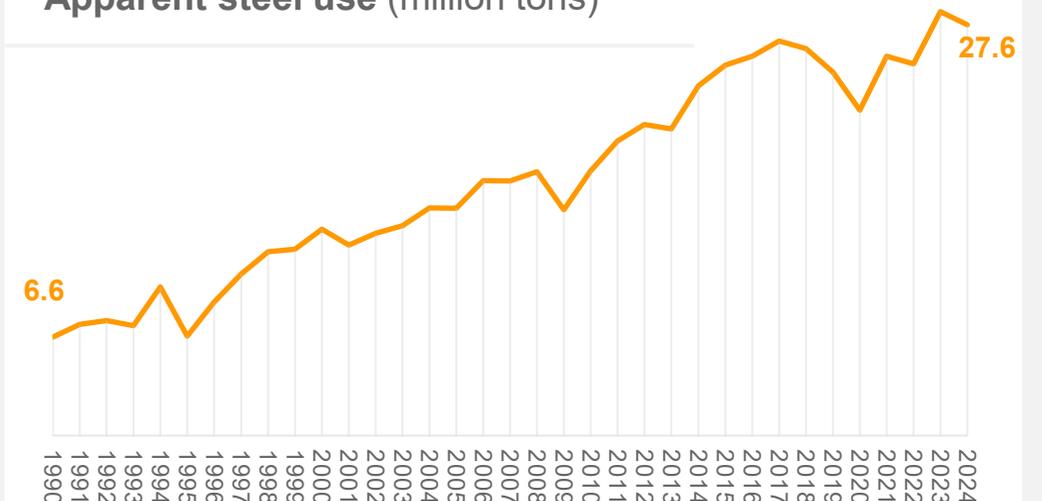
### Apparent flat steel use (2024)



### TX industrial shipments (Kton/year)



### Apparent steel use (million tons)



# Mexican Steel Market

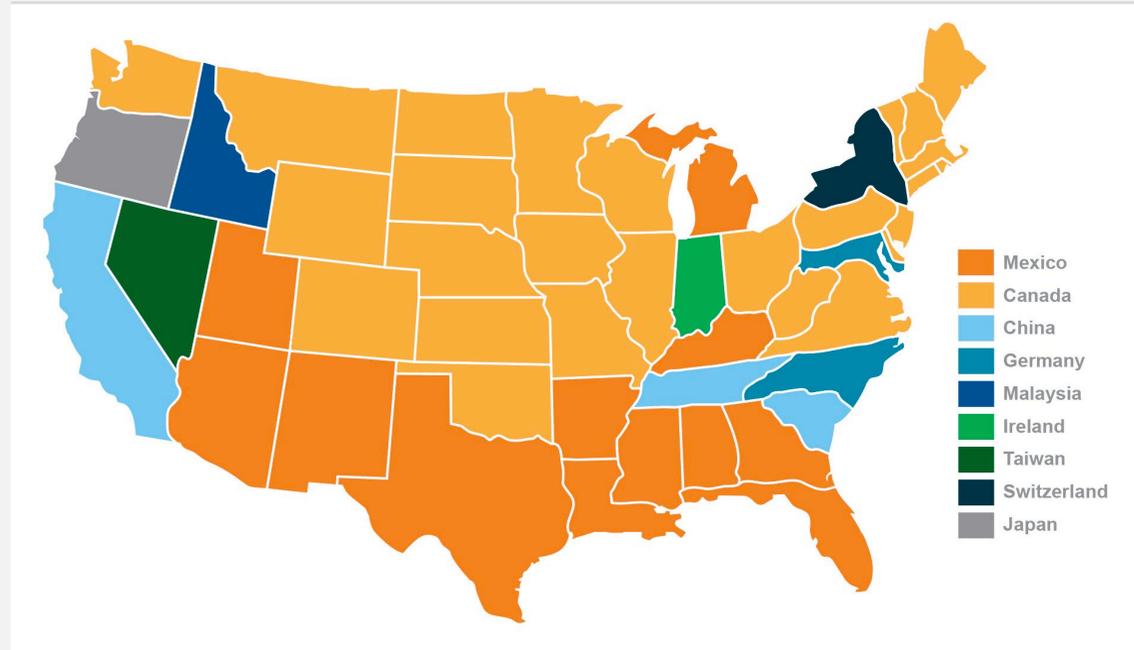
USMCA likely to benefit from shifting trade patterns

- A strong USMCA is vital to compete in a regionalized world.
- Trade among USMCA members represented \$1.7 trillion in 2024.
- US exports to Mexico and Canada account for 33% of total US exports.
- The USMCA revision is an opportunity to ensure resilient supply chains, fair competition and job protection.

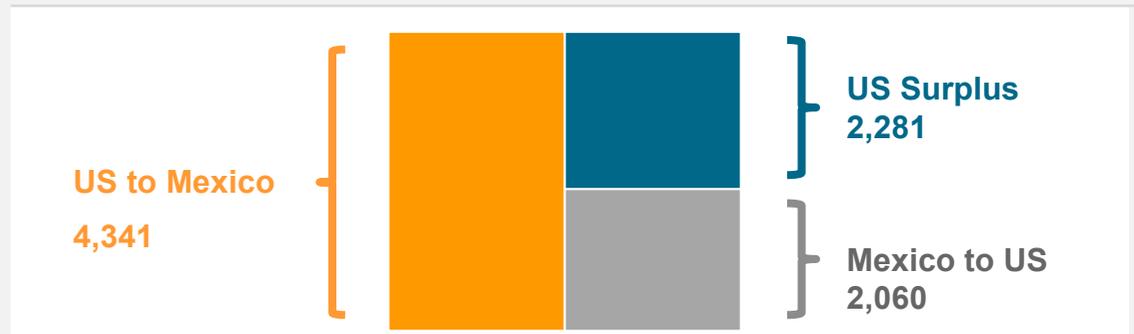
## STEEL TRADE

- USMCA's \$39 billion steel trade deficit with Asia is a potential reshoring and boost of intra-regional trade.
- USMCA's rules of origin need to strengthen to enhance defense against unfair trade.

Main commercial partner by state (Jan – Apr 2025)



2024 Steel trade (in thousand tons)



# Mexican Steel Market

## New slab mill set to enhance competitive position in USMCA

- First EAF-based slab mill that will produce exposed automotive steel.
- Less than half CO<sub>2</sub> emission intensity than previously possible.
- Proprietary low-nitrogen steel production process developed by Ternium.
- Melted and poured in the USMCA to strengthen competitive position.
- Reduction of operating costs.
  - More efficient programming of production facilities.
  - Simplified internal logistics.

CO<sub>2</sub> Emissions/Ton of crude steel



### 2027 – New steel slab mill

**54% lower CO<sub>2</sub> emissions vs. BF-BOF average**

#### Low-Emission Steelmaking

- Steel slabs through the DRI/EAF route
- Higher scrap use (from ~13% to 35%)

### 2028 – Renewable energy

**15% additional decrease in CO<sub>2</sub> emissions**

#### Green Energy Input

- 50% renewable energy for DRI-EAF
- ~300,000 tCO<sub>2</sub>/year Scope 2 reduction

### 2030 – CCU and CCS solutions

**11% additional decrease in CO<sub>2</sub> emissions**

#### Carbon Capture

- CCU/CCS adoption pending market & regulatory conditions

\*Note: Emission intensity includes scope 1, 2 & 3 Cat 1. GHG Protocol methodology

# Mexican Steel Market



Enhanced capabilities to offer differentiated products and services

- **Broadened product portfolio**

New qualities and a new dimensional range for automotive, industrial and construction applications.

- **Accelerated introduction of new products**

Through Ternium Lab's rapid certification process.

- **Enhanced customer service**

Supported by reduced lead times and a strengthened supply chain.

- **Productivity and efficiency gains**

Resulting from streamlined production routes and simplified internal logistics.

## HIGH-END PRODUCTS ADDITIONS TO TERNIUM'S PORTFOLIO

### PHASE I - 2012

High-end automotive galvanized & galvanized products

### PHASE II - 2021

Hot-rolled advanced high-strength steel  
Hot-rolled ultra high-strength steel  
Oil & gas sour-service grades

### PHASE III - 2026

Low-CO<sub>2</sub> automotive steel  
Exposed pickled & oiled steel  
Cut-to-length stress-relieved high-strength steel  
Galvanized medium-gauge high-strength steel  
Galvanized-based coatings

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# Brazil



# Brazilian Steel Market

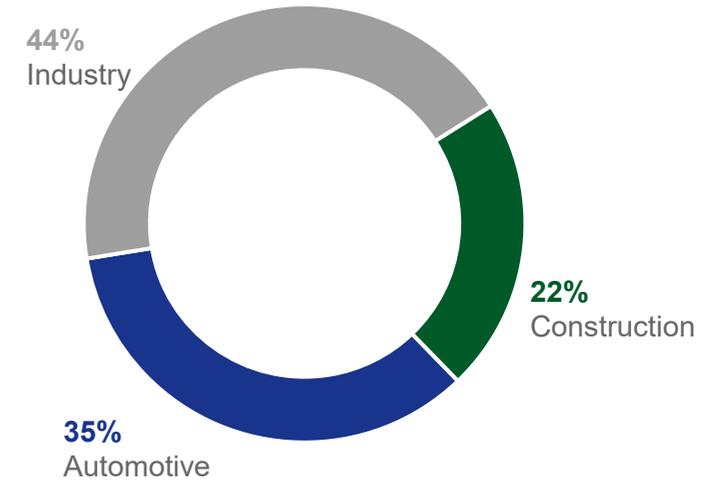
Sophisticated market with significant industrial sector

- Steel consumption recovering in the last few years (+9% in 2024).
- Vehicle production growing strongly (+10% in 2024).
- Chinese steel imports continue to be a concern.
- Flat steel imports were 26% of demand YTD, well above the 5-year average of 17%.
- China imports accounted for 76% of flat steel imports YTD.
- Import quota system renewed for 12 months, but additional measures are needed.

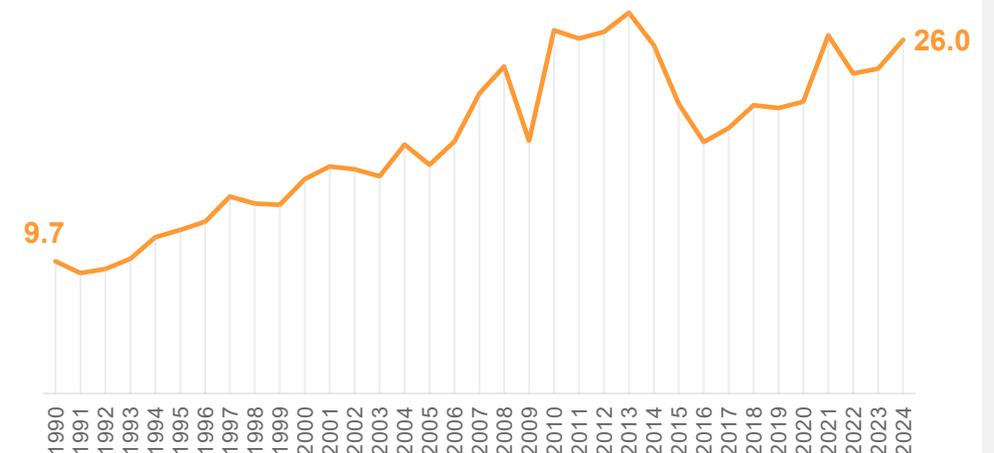
## ANTI-DUMPING MEASURES ON STEEL IMPORTS UNDER REVIEW:

- Hot-rolled products: Investigation of imports from China (initiated in Jun'25).
- Cold-rolled products: Positive determination on imports from China (without preliminary duties).
- Coated products: Investigation of imports from China (initiated in Sep'24).
- Plate products: Sunset review on imports from China, South Korea and Ukraine.

Steel shipments by sector (2024)



Apparent steel use (million tons)



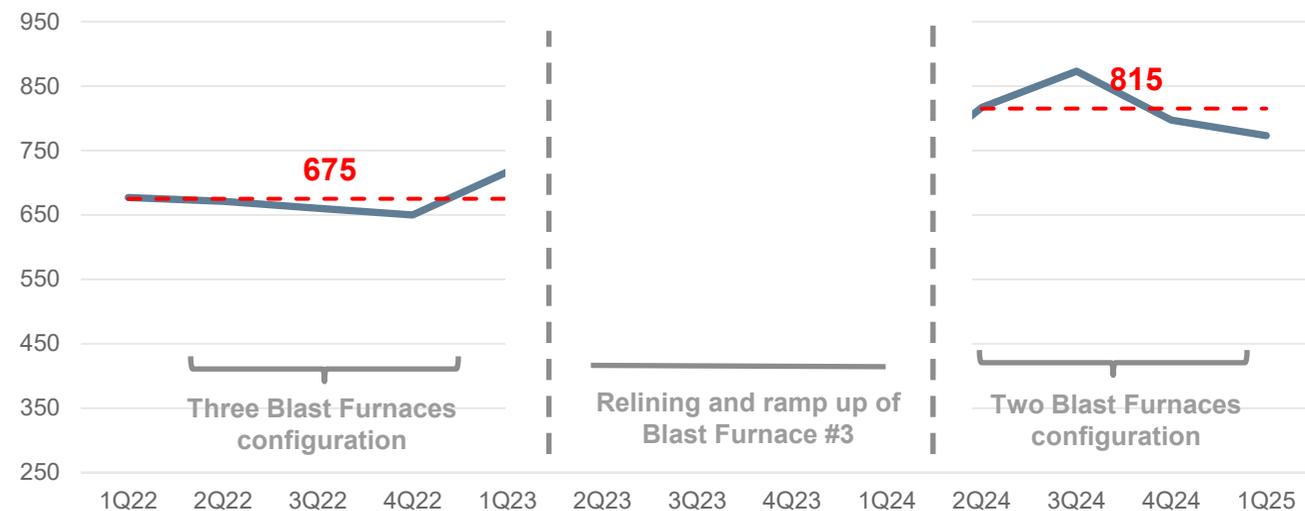
# Brazilian Steel Market - Usiminas

Enhancing operational efficiency

## KEY DEVELOPMENTS

- New VPs organizational structure
- Increase in production volumes
- Fuel rate reduction
- Coke rate reduction
- Decrease of natural gas consumption
- Improved metallic mix
- Increase in labor productivity
- Renegotiated gas supply contracts

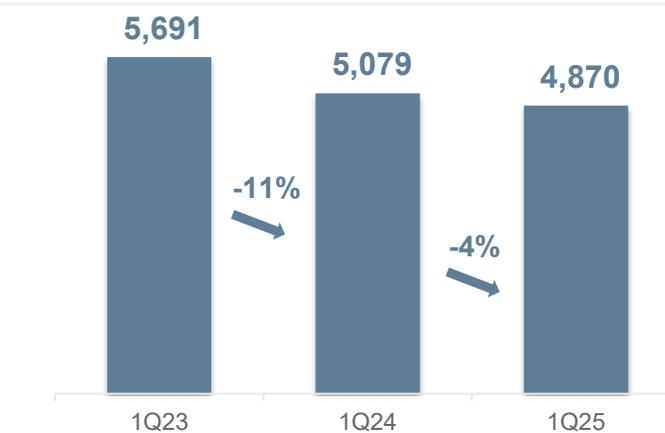
Crude steel production (thousand tons)



Labor Productivity (kg/man-hour)



Cash COGS – Steel Segment (BRL / ton)



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# Argentina



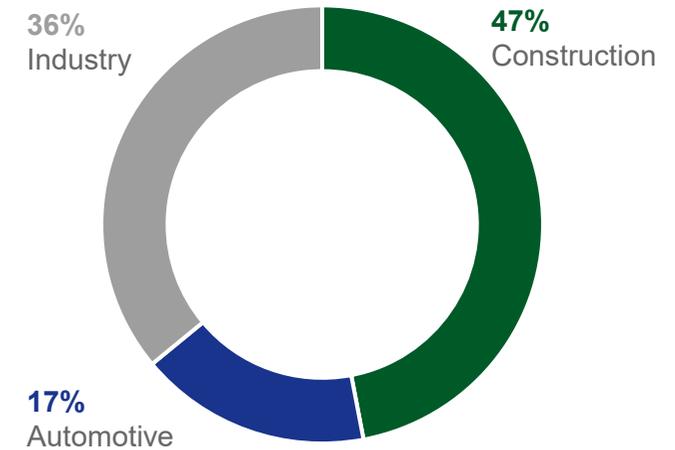
# Argentine Steel Market

Broad based recovery of steel demand

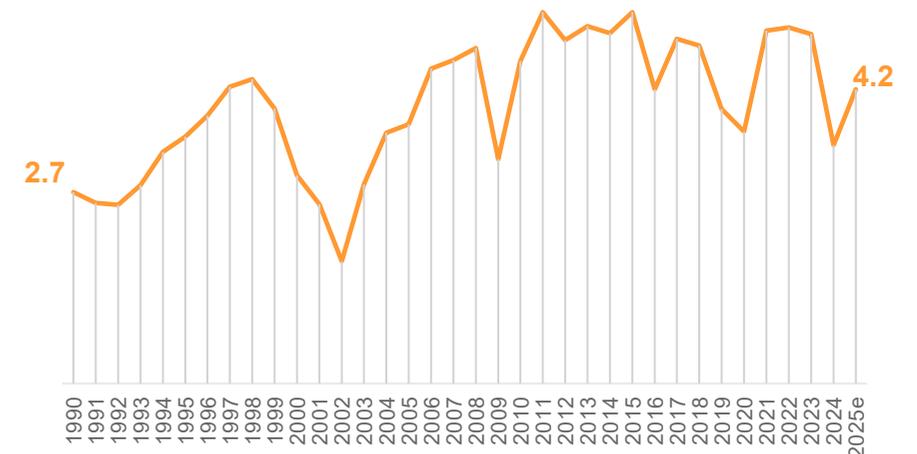
- Macroeconomic reforms driving recovery of economic growth.
- Sectorial data point to improved activity in several steel consuming industries.
- Vehicle manufacturing expected to increase 8% in 2025.
- Energy and mining activity achieving new record highs.
- Additional reforms expected to further enhance investor confidence and stimulate investment.



Steel shipments by sector (2024)



Apparent steel use (million tons)



# Enhancing Operational Efficiency



# Enhancing Operational Efficiency

New initiatives to decrease production costs



## Steel shop

- Reduced fuel rate and purchased coke
- Increased DRI in the metallic mix
- Improved energy efficiency



## Maintenance

- Optimization of maintenance cycles
- Efficient management of materials and spare parts



## Labor

- Increase of labor productivity

## Logistics

- Reduced demurrage
- Higher load rates
- Improved in-plant transportation efficiency



## Energy

- New windfarm in Argentina
- Energy efficiency initiatives

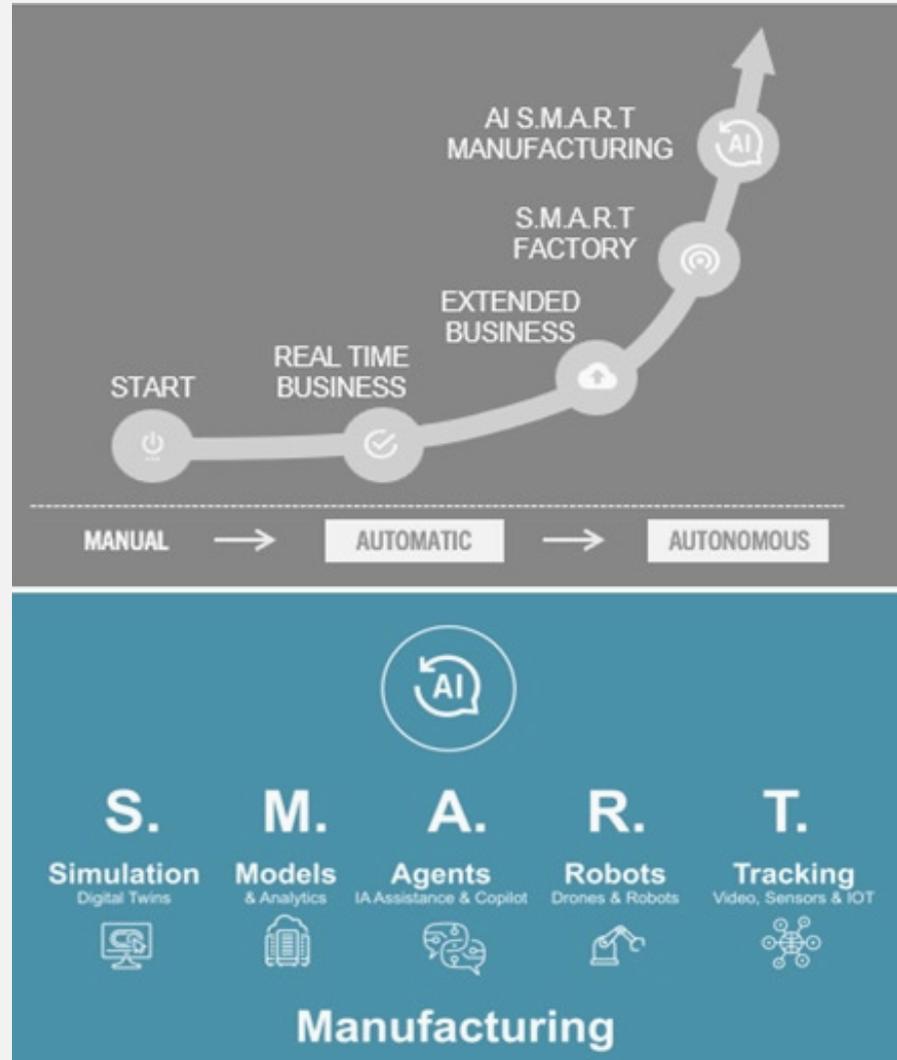


OPERATIONAL  
EFFICIENCY  
INITIATIVES

> \$300 million  
annual savings  
expected

# Enhancing Operational Efficiency

Intensive use of IT solutions



## NEXT30 PROJECT (Jan 23 – Jun 25)

- \$80 million savings currently validated.
- Roadmap, technology and payback assessed by McKinsey.
- **Main Initiatives:**
  - Control Towers (Maintenance, Supply Chain Planning, Logistics).
  - Industrial Data Lake, Predictive Maintenance, Video Analytics.
  - Cloud Strategy & Industrial Internet of Things (IIoT).
  - Industrial Cybersecurity.
  - SAP HANA Migration.

## NEXT30 PLUS PROJECT (Jul 25 – Dec 27)

- Additional \$90 million payback expected.
- **Main Initiatives:**
  - Digital assistants (Agentic AI & Copilot), Digital Twins & Simulation, Machine Learning-assisted apps, Citizen Data Scientists (empowered users).
  - Hyperconnectivity (5G), Cloud optimization.
  - Industrial Core (Intelligent Asset Management, Quality, Scrap 4.0).
  - Logistics Map optimization and new Control Towers (Railway, Ports).
  - SAP RISE migration, new Cost System & Budgeting.

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# Conclusion



# Conclusion

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A leading steel company in the Americas with a consistent growth track record.

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Well positioned in the USMCA region to capitalize on the regionalization of supply chains.

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Continued efficiency improvements remain a priority for Usiminas.

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Favorable prospects in Argentina, supported by healthy macroeconomic fundamentals.

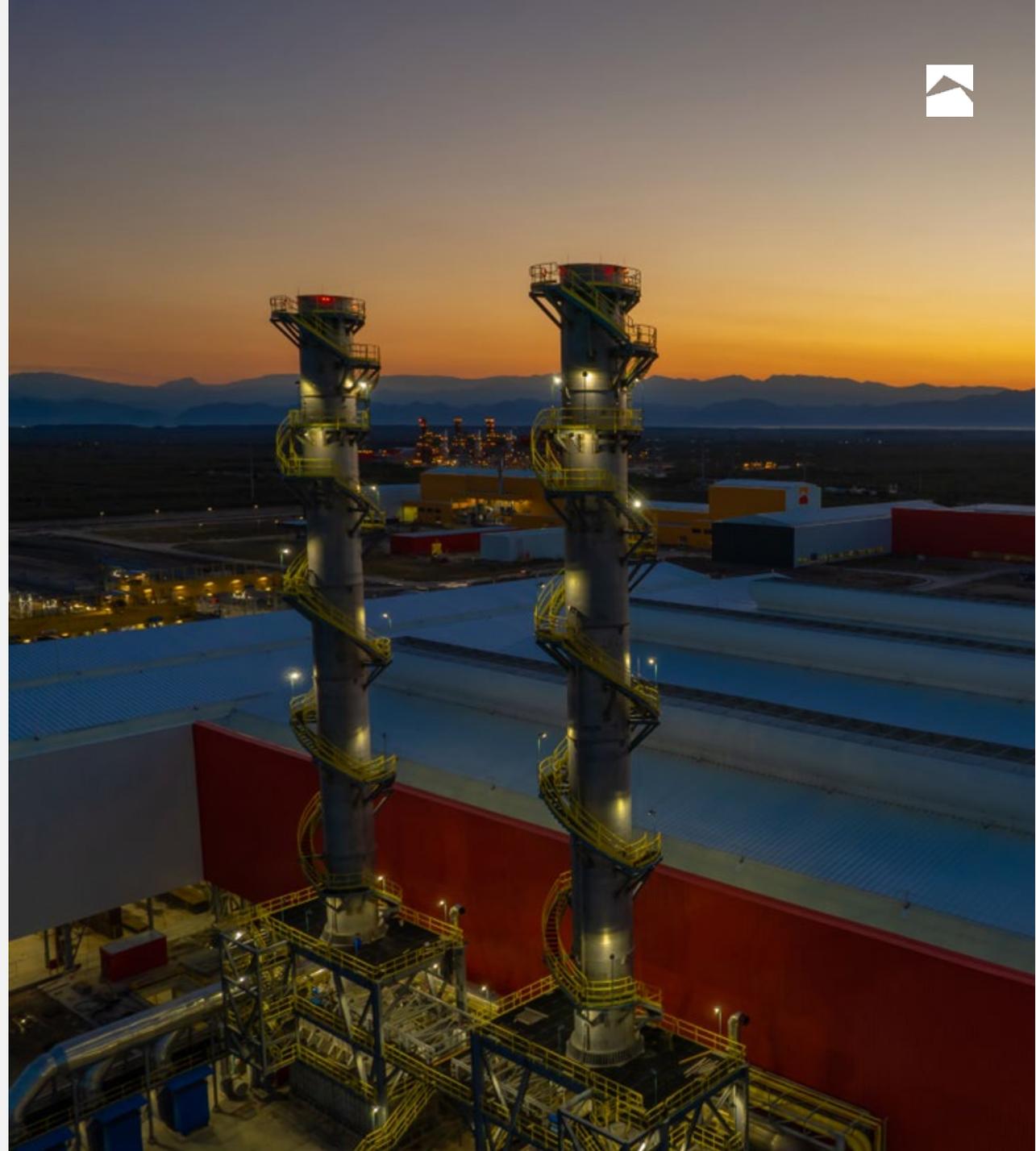
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New initiatives driving productivity and efficiency.

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Commitment to delivering sustainable long-term shareholder value.

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