

**BILL HICKEY**  
**CHAIRMAN**



**Forming Our Future**  
**Leadership Conference**

**March 8, 2024**



Our vision is to create value for our customers, employees, suppliers, and shareholders through the highest quality steel products and strong partnerships.



**OUR WORK**

Steel is everywhere. It shelters us. It moves us. It defends us. It feeds us. We are a **STEEL SERVICE CENTER.**

**OUR EMPLOYEES**

We are a family business – the Lapham-Hickey family. We will create a platform for our employees that allows them to thrive.

**OUR CUSTOMERS**

We exist because of our customers. We strive to ensure we are meeting and exceeding their expectations.

**OUR SUPPLIERS**

We are only as good as our suppliers. We will seek to make our suppliers better and be a valuable partner.

THE **R I T E** WAY

**RESPECT**

Always treating others as you would like to be treated.

**INTEGRITY**

A commitment to doing the correct thing day in and day out.

**TEAMWORK**

Working together, we can accomplish great things.

**EXCELLENCE**

Continually striving to make ourselves, our company and our communities better.

## COIL & SHEET

Hot Rolled (P & O)  
Cold Rolled  
Cold Rolled Strip  
Galvanized/Galvalume  
Painted  
Tin Plate  
Flat wire  
Electrical Steel  
Sheet Steel  
Strip Steel

- Full Hard
- Half Hard
- Quarter Hard
- CSB, DSB, EDDS

## SPRING STEEL

The LARGEST selection of Spring Steel in the Country!  
.002-.125 thick  
up to 24" wide  
Grades 1050, 1075, 1095

- Blue Tempered
- Scaleless Tempered
- Cold or Hot Rolled High Carbon

## BAR PRODUCT

(HOT ROLLED AND COLD ROLLED)

C 1018 Flats, Hexes & Square  
C1045 Round, Squares & Hexes  
C1117 / 11L17 Rounds & Flats  
C1141 / C1144 Rounds  
C12L14 Squares, Rounds & Hexes  
C1215 Rounds, Squares & Hexes  
Stressproof Rounds  
Fatigue Proof Rounds

## PLATE

- A-36
- Grade 50
- Grade 80
- T-1
- Armor

## G & P / TG & P

C1018, C1045, C1141, C1215  
Stressproof  
Fatigueproof

## STEEL TUBE & RECTANGLE

WDOM  
Electric Welded  
CD Buttweld  
Bundyweld  
Hydraulic  
Structural Square & Rectangle

## ALLOYS

4130, 4140, 4340, 8620, 41L40, 86L20  
ETD 150



- Slitting
- Cut-to-Length / Blanking
- Stretch Leveling
- Shearing
- Machining
- Edge Conditioning
- Oscillating
- Hardening & Tempering



- Laser Cutting
- Laser and Punch Manufacturing
- Manual & Robotic Welding
- Forming
- Plasma/Oxy Burning



- Sawing
- Machining
- Stress Relieving
- Blanchard Grinding
- Shot Blasting
- Painting



# 12 LOCATIONS TO SERVE YOU BETTER

## Chicago, IL

**(HEADQUARTERS)**  
**5500 West 73rd Street**  
**Chicago, IL. 60638**

## Columbus, OH

753 Marion Road  
Columbus, OH. 43207

## Oshkosh, WI

2050 S Oakwood Road  
Oshkosh, WI. 54904

## Hammond, WI

1055 Touchstone Dr  
Hammond, WI 54015

## Little Canada, MN

3250 Spruce Street  
Little Canada, MN. 55117

## Fountain Inn, SC

731 International Blvd.  
Fountain Inn, SC. 29644

## Madison/St. Louis

11 Caine Drive  
Madison, IL. 62060

## Pawcatuck, CT

28 Hickey Drive  
Pawcatuck, CT. 06379

## Dayton, OH

3911 Dayton Park Dr.  
Dayton, OH. 45414

## Paulding, OH

815 W. Gasser Rd.  
Paulding, OH. 45879

## Rome, GA

1 Southern Industrial  
Blvd Rome, GA. 30165

## Nashville, TN

1720 JP Hennessy Dr  
LaVergne, TN 37086



# 2023 GLOBAL STEEL PRODUCTION

Country	2023 Production (mmt)	Global Shares
China	1,019	54%
India	140	7.4%
Japan	87	4.6%
U.S.A.	81	4.2%
Russia	76	4.0%
South Korea	67	3.5%
Germany	35	1.9%
<b>Global Total</b>	<b>1,888 mmt</b>	

	2020	2010	2000
Global Production	1,877.5	1,413.6	850.1
China	1,064.8	626.7	128.5
India	100.3	68.3	26.9
Japan	83.2	109.6	106.4
U.S.	72.7	80.6	101.8

# Steel Producers' Data for Year-End 2023



Company	Shipments	Revenue	Earnings
Nucor	25.20 M.T.	\$34.7 Bill	\$4.52 Bill
Cliffs	13.12 M.T.	\$22 Bill	\$545 Mill
U.S. Steel (Domestic)	12.90 M.T.	\$18.05 Bill	\$895 Mill
S.D.I.	10.24 M.T.	\$18.8 Bill	\$2.5 Bill
<b>Total</b>	<b>61.46 M.T.</b>		

**Steel Imports 2023**

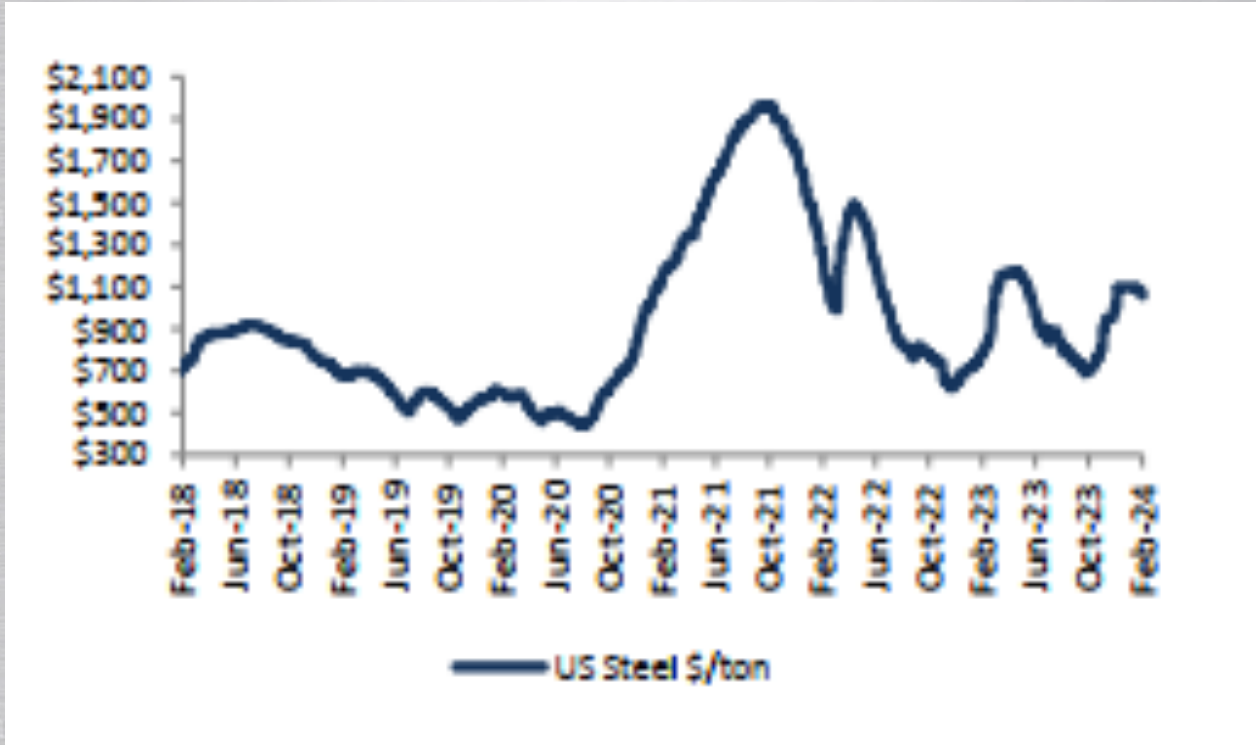
**27 M.T.**



# New Iron/Steelmaking Capacity Since 2022

Year	Company	Location	Capacity (mmt)
2022	SDI	Sinton, TX	3.0
2022	Nucor	Ghent, KY	1.4
2022	North Star BlueScope	Delta, OH	.9
2022	Nucor	Brandenburg, KY	1.2
2023	ArcelorMittal/Nippon	Calvert, AL	1.7
2023	Commercial Metals	Mesa, AZ	.5
2024	Nucor	Weirton, WV	3.0
2024	U.S. Steel	Osceola, AR	3.0
2027	Nucor	Pacific NW	.650
		Total	15.35

# STEEL PRICING CHART



- Large price volatility.
- Input cost issue, scrap and electricity.
- Demand variations.
- Politics, domestic and international.



CLIMATE  
LEADERSHIP

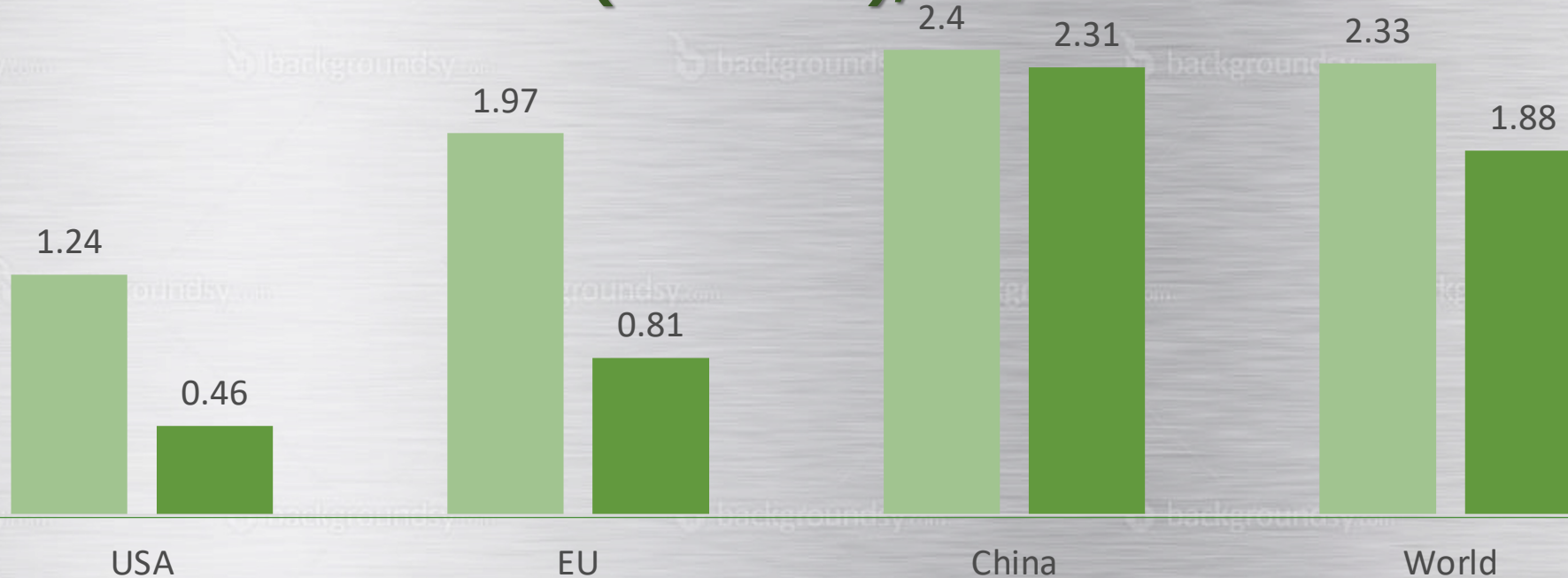
American manufacturers produce goods with

# U.S. Carbon Advantage in Steel

	USA	Brazil	Canada	China	EU & UK	India	Japan, South Korea & Taiwan	Mexico	World
Flats	1.0	1.7	1.4	1.8	1.7	2.4	1.7	1.5	1.7
Longs	1.0	2.6	1.0	4.9	1.0	7.2	4.3	2.5	4.3

	U.S. Carbon Advantage (foreign competitors less carbon-efficient)
	U.S. Carbon Efficiency or Equivalent

## SCOPE 1+2 EMISSIONS INTENSITY (AVERAGE), 2021







*We Deliver Precision*

# PMA - Forming Our Future

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3/7/2024

To our customers and Ulbrich team members, thank you for taking us this far.

# Here's to the Next 100!

1924 . ULBRICH . COM

- Chris



# Product Offerings



## STRIP & FOIL



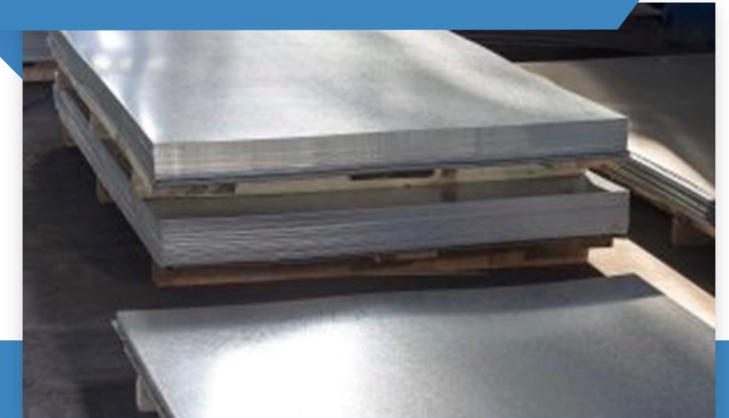
Ulbrich Specialty Strip Mill – CT  
Ulbrich of New England – CT  
Ulbrich of Illinois – IL  
Ulbrich of California – CA  
Ulbrinox – Mexico

## WIRE



Ulbrich Shaped Wire – CT  
Ulbrich Specialty Wire Products – SC  
Ulbrich of Austria – Austria

## LONG/FLAT PRODUCTS



Diversified Ulbrich – Québec  
Diversified Ulbrich – Ontario



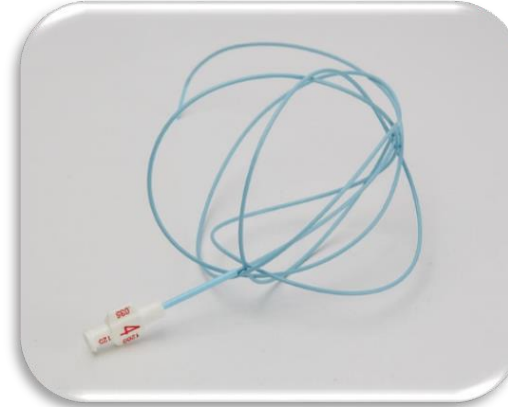
# Where can you will find Ulbrich's materials?



- » Aerospace
- » Appliances
- » Automotive
- » Chemical Processing
- » Construction
- » Consumer Products
- » Electronics/Telecom
- » Industrial
- » Medical
- » Oil & Gas
- » Power Generation
- » Renewable Energies



Stator Vane and Backing Strip for Aircraft and Land Based Turbines



Catheter Wire



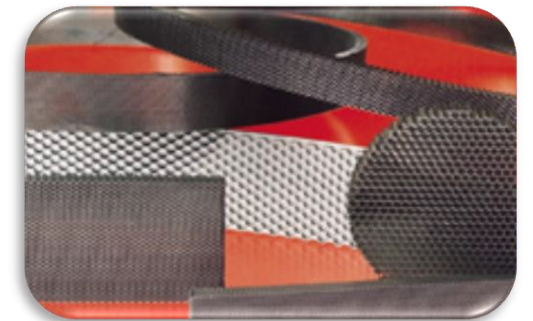
Automotive Components



Electronics Connectors



Constant Force Springs



Titanium Honeycomb Section

## Improving Lives With More Than Metal



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## Commodities Since 03/01/23

	03/01/2023	02/15/2024	Per Change Charge
Nickel	\$12.58	\$ 7.32	-41%
Chrome	\$1.49	\$1.44	No change
Moly	\$36.11	\$19.96	-44%
Cobalt	\$19.23	\$14.12	-26%
Oil	\$83.79/Bbl	\$76.84/Bbl	-8%
Natural Gas	\$3.11	\$2.71	-12%

Average Stainless Surcharge Down -35% plus %



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## Stainless Steel - Lead Times

Lead Times	3/1/2023	2/15/2024
Domestic	8-10 weeks	6-8 weeks
Europe	8-10 weeks	6-8 weeks ex-mill
Asia	8 weeks ex-mill	6 weeks ex-mill

- In 2023 still issues with domestic supply but by 2024 US mills were as low as 50% capacity.
- Materials are available from Asia in 2024 but with host of issues... Trade, 232, tariffs, container and insurance cost skyrocketing
- Sales and metallurgist support is limited with Asian Sources



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# Special Metals

Special Metals Lead Times	3/1/2023	2/15/2024
Nickel Alloys	60 weeks	75-90 weeks
Titanium	25-30 Weeks	30-50 weeks

- VIM melt in short supply
- Perfect Storm of limited sources
- Russian war, Middle East, China cannot meet all specs.
- Europe is limited
- 2 strikes SMC/ATI
- Defense and Aircraft pressure for next 3 years plus
- But as of 01/01/24 we are seeing lead time improvement from most of these grades
- Many places are catching up is the main reason
- Hoping this continues into 2024 and 2025



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## Challenges for 2024 and Beyond

- ❑ Melt sources consolidation continuing
  - ❑ Impacting price and availability
  - ❑ A Smaller Western World
  
- ❑ Offshore steel policy will be part of the next administrations
  - ❑ Biden = Climate policy focusing on Carbon Tax (Asia greatly impacted)
    - ❑ Indonesian Pig Nickel vs Western World AOD Melt. What's the carbon footprint?
  - ❑ Trump = Trade imbalance targeting with China
    - ❑ Half of Nickel mines are now unprofitable
  
- ❑ Where are commodities going? Our markets are impacted by Chinese cost structures and trade policy.
  - ❑ Example: China owns 80% of global Silicon supply.
  - ❑ Impact of EV on nickel and lithium demand still unknown.
    - ❑ Where is Big Auto going?

**THANK YOU**



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CONNECT WITH US



[www.ulbrich.com](http://www.ulbrich.com)

# COMPANY OVERVIEW:

An aerial photograph of the Eagle Metals facility. The main building is a long, two-story structure with a white upper section and a blue lower section. It has several windows and a central entrance. To the left, there's a parking lot with a white truck and other vehicles. The facility is surrounded by green trees and a gravel area in the foreground. The background shows a forested hillside under a clear sky.

Eagle Metals is a reroll mill specializing in light gauge, tight tolerance material for customers' exacting specifications



MATERIALS = 88 ALLOYS  
COPPER-BASED, STAINLESS, NICKEL,  
CARBON STEEL





German  
S. Korean  
USA  
Private Equity

## US Copper Based Strip Supply Base

<u>Casting Mills:</u>	<u>Reroll Mills:</u>	<u>Service Center</u>
Wieland (IL)	Wieland (IL)	A.J. Oster (10)
Aurubis (NY)	Wieland (CT)	Thyssen (4)
PMX (IA)	Wieland (PA)	ABC (3 P.E.)
	Eagle Metals	Christy (IL)
		Eagle (TX)
		Mead (MN)
		US Brass (IL)
<b>Bar Mills:</b>	Hussey (P.E.)	Revere

NO US BRONZE MILLS (all 500 / 700 from Germany)  
NO US OFHC COPPER PRODUCERS

### Copper Strip Demand

2000 – 1.60 Billion LBS

2001 – 630 Million LBS

2022 – 730 Millions LBS } *never recovered...*

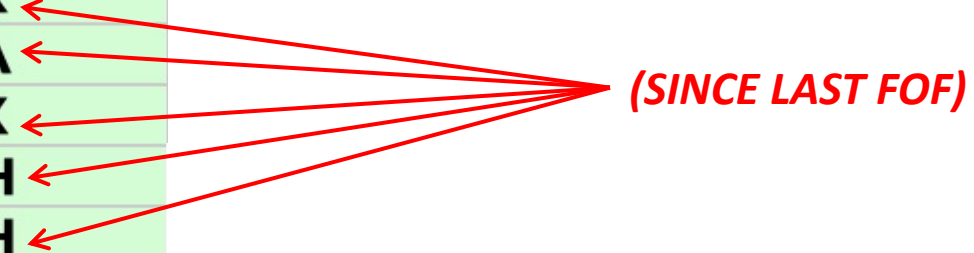
33% Brass Mill Strip Supplied by Imports

Ammunition = 28% of Copper Strip Demand

<b>Wieland Acquisitions:</b>	
<b>Alumet</b> (Nov. 2017)	<b>NJ</b>
<b>Diversified Metals</b> (Nov. 2018)	<b>MA</b>
<b>Global Brass &amp; Copper</b> (July 2019)	<b>IL</b>
<b>Somers Thinstrip</b> (July 2019)	<b>CT</b>
<b>A.J. Oster</b> (July 2019)	<b>multiple</b>
<b>Chase Brass</b> (Nov. 2019)	<b>OH</b>
<b>Scott Brass</b> (Mar. 2020)	<b>RI</b>
<b>Marjan</b> (Aug. 2020)	<b>CT</b>
<b>Nasco</b> (Aug. 2020)	<b>CT</b>
<b>E.J. Brookes Co.</b> (Aug. 2020)	<b>CA</b>
<b>Wrisco</b> (Jan. 2021)	<b>multiple</b>
<b>Kentucky Recycling Center</b> (May 2021)	<b>KY</b>
<b>The Miller Co.</b> (July 2021)	<b>CT</b>
<b>Busby Metals</b> (Jan. 2022)	<b>NY</b>
<b>Total Metal Recycling</b> (May 2022)	<b>IL</b>
<b>Juarez Service Center</b> (June 2022)	<b>MEX</b>
<b>Heyco Metals</b> (Jan. 2023)	<b>PA</b>
<b>National Bronze</b> (Jan. 2023)	<b>MI</b>
<b>Lone Star Casting &amp; Machine</b> (June 2023)	<b>TX</b>
<b>Small Tubes</b> (Aug. 2023)	<b>PA</b>
<b>Farmers Copper</b> (Sept. 2023)	<b>TX</b>
<b>Concast Metal Products</b> (Jan. 2024)	<b>OH</b>
<b>Randall Bearings</b> (Jan. 2024)	<b>OH</b>

<b>Aluminum</b>
<b>Rod Bar/Tube Mach.</b>
<b>Copper Alloy Strip</b>
<b>Recycling</b>

23  
Companies  
since 2017



# Copper Shortage Threatens Green Transition

In 2021 demand was 25.3 million tons.

“You can expect that the value of copper is going to increase.”

Electrification is expected to...

- increase annual copper demand to 36.6 million metric tons by 2031
- supply forecast = 30.1 million tons
- **creating a 6.5 million ton shortfall**

2020 – “Green” copper was 4% consumption

2030 – “Green” copper usage expected to rise to 17%

“Net-Zero Emissions” would require an **additional 54%** by 2030...

“The world is going to have a **massive** copper deficit within the next decade,”

**“We’re looking for copper as much as we are gold,”**

“...demand for copper will roughly **DOUBLE** by 2050”

“Electric vehicles use roughly **4x** as much copper as (ICE) cars.”

“Wind & solar energy production requires **more** copper per megawatt than electricity from fossil fuels.”

## The Hottest Property in Gold Mining Is Copper

# US Refined Copper Shortage

At a recent copper industry event, a **Freeport-McMoran** executive was asked about supply meeting future demand. His response...

***“I’m not worried about it.”***

# US Fabrication Shortage

- A US-built ICE automobile includes ~50 lbs of copper
  - A Tesla uses approx. **180 lbs** of copper
  - The **Ford F-150 Lightning** requires **100 lbs** of *additive* copper (battery, motor, etc.)
  - 10,000 Lightnings = 1,000,000 lbs of finished copper
  - An electric bus / delivery vehicle will include ~**200 lbs** of *additive* copper
- |                          |                            |
|--------------------------|----------------------------|
| • Power Plant Generators | • Transformers             |
| • Data Centers           | • Breaker Boxes            |
| • Battery Storage        | • Fuses, Relays & Switches |



# US Firms Addressing Fabricated Copper Shortage

*driven by electric mandates*

## Wieland:

- Investing \$500 million in East Alton, IL strip facility
- New Hot Mill
- Anticipate 48” wide finished cast capability

## Revere:

- New Coreless Casting furnace in Rome, NY (30 million lbs strip capacity)
- New Conform Bar Casting facility in Mebane, NC (30 million lbs bar capacity)

## 2022 Refined Copper Consumption (tons)

China	14,837,000
European Union	3,255,000
USA	1,720,000
Japan	892,000
India	684,000
South Korea	658,000
Turkey	507,000
Russia	420,000
Taiwan	371,000
Thailand	350,000
Mexico	302,000
Brazil	250,000
<u>Rest of World</u>	<u>1,600,394</u>
<b>Total</b>	<b>25,846,394</b>



# World - LME Copper Stocks vs. Copper Price



● LME - Copper Opening Stock (L) — NYMEX - Copper Futures Price (R)

Average  
Closing  
Price / LB

**3/7/24 - \$3.87**  
2023 - \$3.87  
2022 - \$4.00  
2021 - \$4.25  
2020 - \$2.80  
2015 - \$2.50  
2010 - \$3.47  
2005 - \$1.63  
2000 - \$0.84  
1990 - \$1.16  
1980 - \$0.98  
1970 - \$0.62  
1960 - \$0.30

**Price outlook: \$3.54-\$4.22**  
*(according to a consensus of 30 market analysts)*