MAGAZINE OF THE SCHMIDT + CLEMENS GROUP

# CREATING. INNOVATION. TOGETHER.



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**REMARK:** The editorial deadline for "update" was before the war in Ukraine.

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Relates in all cases to persons of all genders. For the sake of easier readability, the masculine form only is used in the further course of the report.

# Dear Readers,

2021 was now the second financial year of the coronavirus pandemic. It is still a major challenge for us to maintain contact with our worldwide partners. The vast majority of trade shows and conferences were cancelled or postponed into the year 2022. Travel restrictions also meant that we were unable to visit customers. But especially for us, as technological market leaders in our sector, it is important to identify trends at an early stage and develop individual solutions in consultation with our customers. We made use of video conferencing as well as virtual and hybrid trade show concepts so as to still be able to offer the best possible service.

In spite of the difficult operating conditions of the world economy, we nevertheless achieved a good result in 2021. The adoption in good time of measure to protect against coronavirus infection meant that we avoided any significant rates of staff absence. Only the flooding that occurred in July of last year resulted in damage to both the buildings and machinery. The building restoration work and other repairs are now largely completed. However, some replacement parts are still lacking even now and have only been scheduled for arrival around the middle of this year. We are, though, highly thankful that the flooding did not result in injury, or worse, to any of our personnel!

At around 304 million euros, sales of the group in 2021 were almost 20 percent up on the previous year's figure. The balance sheet total rose from around 177 million euros to almost 183 million euros. The equity ratio now stands at around 52 percent.

One key focus of our activities was on the development of our new corporate strategy, "Ambition 2025". As a family enterprise, we think in terms of generations. We have therefore once again clearly highlighted the objective of our group of companies: namely, to work together with our customers towards using the resources of planet Earth in a more sustainable way. With "INNOVATION NOW.", we have created and successfully launched our new ideas management portal at the parent site of our group of companies. In this, we call upon our employees to submit their ideas and so become actively involved in shaping the future of S+C.

We succeeded in obtaining a special contract for our Service Division from a customer in the Middle East, whereby, in January 2022, we assisted in the upgrading of a methanol plant with the involvement of over 450 co-workers.

The current financial year is once again presenting major challenges for the whole world economy. Dramatically rising purchase prices for raw materials and energy constitute a massive burden and are threatening to thrust the economy into crisis. Interrupted supply chains and shortfalls in the availability of freight capacities may result in production stoppages. Given these circumstances, our globally oriented procurement organization is facing major tasks. We have already had to cope with energy price rises of several million euros in the first few months of this year, and the year has only just started. We are not able to absorb rises on this scale by ourselves. What is needed is concerted action by all parties.

At this point, I wish to express my gratitude to our shareholders and the advisory board for the confidence they have placed in the management. My special thanks also go to our customers, who have stayed loyal to us even in these difficult times and continued to put their faith in quality and service. Passion, innovation and tradition — these three words sum up very well what Schmidt + Clemens stand for. With this passion for high-alloy steel, our co-workers contribute every day to helping us convince our business partners with our innovative solutions. The management wishes to thank the workforce for this passion, for their loyalty to the enterprise, and for their commitment!





# Dear Sir and Madam,



In 2021, Schmidt + Clemens was once again successful in maintaining its position as world market leader in the field of spun casting tube systems for the petrochemical industry and also in further strengthening its leading role in our other business segments.

The market conditions in which the family enterprise found itself having to operate in 2021 were more than challenging. The coronavirus pandemic, political crises, raw material shortages, supply bottlenecks and problems in worldwide logistics resulted in difficult, instable markets and business processes right across the board. Additionally, in July 2021, the parent plant in Kaiserau, found itself having to cope with the effects of flooding caused by torrential rainfall and having to deal with the task of making up for temporary loss of production. Nevertheless, even in these tough times, S+C succeeded, thanks to the indefatigable effort and extraordinary flexibility of both the management and the entire workforce, in achieving a good operating result, with our Spanish subsidiary making an especially strong contribution through its optimum product mix. The parent plant of our group of companies in Kaiserau, our subsidiary in the Czech Republic and our plant in Malaysia also closed the year with a positive result.

While the primary focus for the group management, in light of the operating conditions outlined above, was on taking care of the complex day-to-day running of the business, it nevertheless also worked with intensity on the corporate strategy, "Ambition 2025".

As the technological leader in the field of highalloy special steels, S+C is already contributing to sustainability, though without neglecting efforts to improve processes and efficiency. Sustainability, the sparing use of resources, and the achievement of substantial energy savings as a means of reducing  $\mathrm{CO}_2$  emissions volumes have become topics of leading importance. With its strong customer orientation and innovation mindedness, the group will build further on its position as a solution and service partner.

Given the current political situation, it is extremely difficult to make forecasts for 2022. However, the strong volume of orders on the books in 2021 give grounds to anticipate a positive result.

The advisory board wishes to thank the whole of the management of S+C for its farsightedness and hard work. In the past months, sacrifices have been demanded of all employees throughout the world, but these have enabled us, even in these extraordinary times, to continue to present the Schmidt + Clemens Group as a reliable partner for our customers. All members of the workforce have given S+C their loyal support, for which the advisory board wishes to thank them most sincerely.

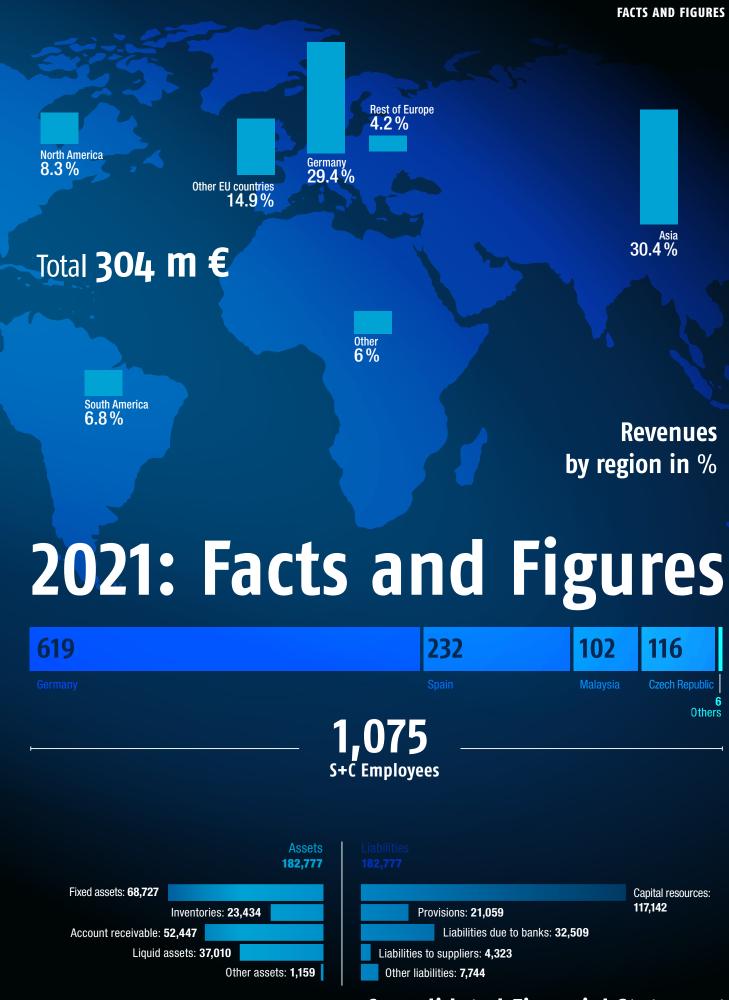
Our thanks likewise go to all business partners of S+C for their consistent trust and cooperation, and also to the shareholders for their valuable support.

Sincerely,

Lt Venes

**Lutz Werner**Chairman of the Advisory Board





Consolidated Financial Statement for the S+C Group in T€



We published our first sustainability report in 2021 and in doing so also gave a clear commitment to the 17 goals of sustainable development.

Last year's flooding event was yet further proof that we have to take sustained measures to combat climate change. In a collaboration between flood experts of our insurers, the neighboring enterprises in the valley of the Leppe and the responsible public authorities and bodies, flood protection concepts are now being developed for the Leppe Valley. It is intended that these should both be in harmony with nature, while at the same time protecting the industries in the Leppe Valley from harm.

Our parent site in Germany is located in the Leppe Valley. The "Leppe" is a rivulet that flows into a culvert upstream of our plant, and re-emerges further downstream. The water

quality is checked regularly by S+C and the responsible bodies. These checks provide no indication whatsoever of any impairment to the Leppe through the release of effluent by us. Further tests of the purified precipitations that is released into it have shown a level of constituent substances that is far below average. Protection of the Leppe from contamination has top priority for S+C; in this, we are acting in conformity with UN sustainability goals Nos. 6 and 14.

### Protection of the Leppe from contamination has top priority for S+C

The waste balance at the group parent site also showed a positive result, with a reduction in the volume of waste from 3,430 metric tons to 3.084 metric tons.

At the start of the current financial year, we arranged for thermographic imaging to be carried out at our parent plant in Lindlar. The purpose was to identify heat bridges on the buildings in order to plan and implement appropriate energy

NOW." project, a campaign aimed at gathering all the ideas of our workforce relating to the subject of energy saving. The fields of electricity, gas, water, effluent and pressurized air are each being dealt with in special theme weeks. With every saving, we are also contributing to protecting the climate.

While in past years we have succeeded in significantly reducing our volume of printed matter, such as brochures and magazines, there is still a certain quantity that has to be printed. In this case, we pay close attention to the use of PEFCcertified paper types and, in order to offset our CO<sub>2</sub> consumption, we cooperate with Climate-Partner, as we are doing with this business report.



**Dominic Otte** Managing Director Production and Engineering/COO

# We expect PRICE INCREASES 22

The year 2021 was marked by significant price rises in nearly all areas of relevance for S+C in relation to procurement. Especially alloys, energy costs, auxiliary casting materials and logistics costs rose disproportionately in price. While it was possible for the massive price hikes in some segments to be partially offset in the field of components, on the bottom line, the S+C Group also had to cope with substantial cost increases in 2021.

The dominant issue in the second half of 2021 was ensuring the availability of certain raw materials and auxiliary casting materials. Thanks to strict risk management in the procurement field, however, S+C has hitherto managed to achieve this with no significant disruption.

Also for 2022, we expect to see a further deterioration in the availability of alloys and auxiliary casting materials and in the field of logistics, with the associated rise in prices. In the area of procurement and logistics, S+C is making every effort to secure supply in order to safeguard our production and delivery punctuality. Numerous procurement projects, such as the identification of alternative raw materials and auxiliary casting materials where hitherto, for technological reasons, we have had a single source situation, have, together with the Production and Research and Development Divisions, already been initiated.

The costs also exploded in 2021 in the field of logistics, accompanied by shortages of freight space, whether in land transport, sea transport or airfreight. In the field of airfreight, this is certainly due to the reduction in air passenger transport as a result of Covid-19, since a not inconsiderable part of worldwide airfreight is carried on passenger aircraft. In the case of land transport, the shortage of freight space is in large part due to the lack of drivers. In Germany alone, there was a shortfall in the number of truck drivers in 2021 of around 70,000. And this situation will become still more acute, since each year there are some 20,000 more drivers leaving the market than new ones joining. This is not only a reason for the shortage in the availability of freight space, it is also fueling the rise in the freight carriers' costs. A further reason for the price rises is the development in the price of diesel fuel, which increased in 2021 by some 50 percent. In the case of sea freight, the shortage of freight space and the rise in the container prices has primarily to do with the capacity (container ships and containers) that has been taken out of the market. Also in this case, the situation cannot be resolved or eased at short notice. In order to nevertheless secure the availability of freight space and limit the price rises for S+C, we are assisted above all by "Heimdall", our own electronic logistics marketplace, which we have been operating successfully now for some years. It provides us with maximum transparency regarding the worldwide situation on the logistics markets and has hitherto ensured adequate availability of the freight space needed by us.

A further topic with a hugely negative impact on the cost structure of S+C is the contractual performance of the suppliers. It is not uncommon for us to be confronted with price demands for deliveries that have already been contracted for. This is especially the case where the manufacture of energy-intensive products is involved and suppliers have failed to anticipate the explosion in the electricity and gas prices, especially in the 4th quarter of 2021, and ensure an adequate supply for their needs.



However, S+C itself has also been hit extraordinarily hard-by this problem: in mid-December, our gas supplier unlawfully cancelled the contract with us, despite the fact that S+C had hedged its quantities and prices for the whole of the year 2022. This forced us to cover our needs on the spot market at a price that is currently eight times higher than that which we had firmly agreed for 2022.

We expect 2022 to be a highly challenging year for Purchasing and Logistics. Our globally active purchasing department faces major tasks to ensure the supply of raw materials and energy. The same applies to the area of logistics.



**Dirk Reimann**Head of Central
Purchasing and Logistics



The global business environment in which the petrochemical and steel industries had to operate in 2021 was dominated by the discussion on climate neutrality, the impact of Covid-19 and, in the second half of the year, the unprecedented restrictions in the worldwide supply chain.

After a quieter year of 2020, which saw investments being reassessed, contract tenders deferred and new projects put on hold, the rise in demand in 2021 in both petrochemicals and the steel industry resulted in an above-average new order intake for S+C. In the areas of steam crackers and direct iron ore reduction in particular, Sales Petrochemical succeeded in sharply increasing the S+C share in strategic projects with its new technologies and services. Thanks to high product quality, reliability and its continuing large technological lead, S+C succeeded in 2021 in clearly distancing itself from its competitors.

Consequently, especially in Western Europe and the Asia region, the year 2021 saw the emergence of a highly positive development. This good development in Western Europe — particularly in the field of steam crackers for use in petrochemicals — is continuing to be driven by

the "European Green Deal", a topic that has been placed right at the top of the EU's political agenda. In this regard, as in the previous year, S+C was able to score points with its innovative services and technologies geared at improving plant efficiency, reducing fuel input, extending the service life of components, and reducing emissions.

Altogether, the pace of investment in petrochemical capacities in North America slowed in 2021 compared to the previous years, but the energy and raw material costs in the region are still favorable, with the result that a large number of major projects are expected – especially in the field of steam crackers (production of ethylene) and steam reformers (production of methanol).

In 2021, we were able to increase the number of references using new, innovative S+C technologies (Centralloy® HT E material, SCOPE® inside profile and Centralloy® 60 HT D material) in North America. This was based on the many worldwide references involving S+C technologies, combined with the growing awareness of plant operators in relation to climate protection and the circular economy.

The worldwide prospects for the year 2022 are positive. Given the strong growth in demand for petrochemical products in the Asia region, it is anticipated that up to 2025 the ethylene capacities will continue to be expanded, in particular in India, parts of Southeast Asia, and China. The global prospects for the steam reformer business (production of fertilizers, methanol and hydrogen) are also very good. However, because of local factors (e.g. high gas prices), the level of capacity utilization of the plants could vary strongly.

In 2021, steel consumption reached, and even exceeded, the level of before the pandemic. The demand for steel, and hence also for steel produced by the method of direct iron ore reduction (DRI), exceeded all previous forecasts. In 2021, S+C was able to score in the replacement business in the field of direct reduction, in particular through the use of our globally unique material Centralloy® 60 HT D in combination with further components and services, such as our Catalyst Level Detection (CLD) or Temperature Growth Monitoring (TGM).



The forecasts for the direct reduction of iron ore continue to be excellent, as this process is both more environmentally friendly than the customary blast furnace method and also generates a higher-quality product.

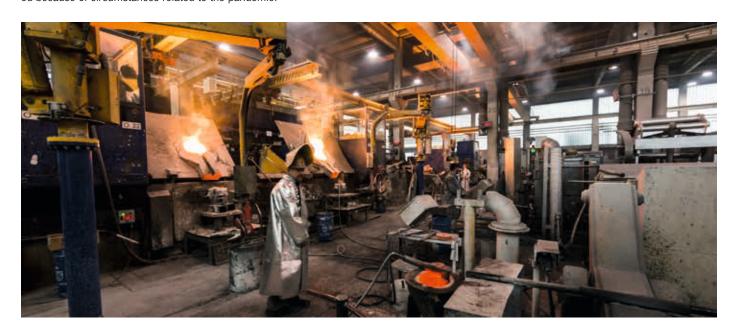
In 2021, once again, the demand for services for the petrochemical industry was initially weak, especially in the field of plant inspection, plant overhaul and the installation of components. Because of the worldwide pandemic situation, projects were deferred by customers and only safety-relevant repairs performed, as there was a constant risk that work might be started but then not be able to be completed because of circumstances related to the pandemic.

Plant shutdowns, and the resulting stoppage costs, could have had unreasonably severe consequences. The strict travel restrictions also hampered the S+C On-Site Services team in undertaking missions at short notice in the case of breakdowns and damage.

The relaxation in the pandemic situation in the third quarter of 2021 was accompanied by a marked increase in demand, especially from the Middle East and Southeast Asia. An initial large order has already been booked und is being carried out in the first quarter of 2022.



**Dr. Dietlinde Jakobi**Corporate Director Sales
Petrochemical, Research and
Development and Services



# Special Products division of the S+C Group

### **Business development 2021**

The year 2021 was marked by a significant revival of business, which is reflected in a 20 percent increase in incoming orders compared to the previous year. However, expectations regarding compensation for the decline in turnover suffered in the previous year were only partially met.

The figure targeted for sales revenue was not only not achieved, but ultimately fell even below the previous year's level. It should, however, be pointed out in this context that one of the division's key production facilities at the parent plant in Kaiserau was hit especially hard by the flood catastrophe in mid-July. Several equipment items needed for production were irreversibly damaged, and the replacements will not be available until spring 2022 at the earliest. This means that several orders that had already been won are not able to be produced, so delivery and realization of the sales revenue are deferred into next year.

The Separation Technology segment has been hotly contested for years, and the business margins are significantly below and are indeed frequently even negative. In June, it was determined that the business margins in this segment must be raised. As a consequence, S+C has lost some number of projects to competitors. It is therefore positive to report that despite price adjustments no customers have left us for this reason. This can be explained by the tense

situation in the international supply chains, so that security of supply has become a factor of greater importance for business. Here, S+C's high reliability in terms of quality and delivery date is shown to be an attribute highly valued by our customers.

It is very pleasing to report that in the course of the year, we succeeded in winning nine new customers. This is all the more remarkable as at many companies, there was still little receptiveness towards visitors. While this situation improved in the second half of the year, the rising coronavirus figures meant that only a short time window remained in which to meet with businesses directly. The same also applied to trade shows; although at the start of the year people were already reckoning with only a small number of events, even some of these were ultimately cancelled at short notice. Compared to the EU states as a whole, high coronavirus case rates were recorded throughout the Czech Republic in the whole of 2021. Thanks to strict and comprehensive prevention measures, however, the S+C Alfanametal facility was largely spared the impact of the virus. However, several infection hotspots did then occur in November 2021, meaning that some whole departments were unable to operate for several days. However, the situation quickly returned to normal and there was no general interruption to business operations, and most pleasingly, none of those who caught the Covid-19 virus suffered severe symptoms.

### Outlook for 2022

Many factors indicate that we can look forward to a further rise in new orders and sales revenue in the current financial year. We have, for example, been able to conclude framework and delivery agreements with all important customers for the year 2022. Additionally, since the start of 2021, we have been working on optimizing our marketing measures and sales organization. These measures will exploit their full potential in 2022, enabling faster, direct customer contact and the acquisition of new customers. However, the anticipated effects of the currently high interest rates, material and raw material bottlenecks, further price rises in the field of logistics. and not least the development of the coronavirus are all conspiring to create an extremely challenging market environment for 2022.

In 2022, our S+C Alfanametal subsidiary is celebrating its 25th anniversary. We will celebrate this in September with a symposium in the Czech Republic and an open day for our employees.



**Christopher Mierbach**Sales Director Special Products







In the field of Research and Development, the focus in 2021 was on strategic orientation and the associated identification of topics for the future.

Both at group-wide strategy meetings and in internal departmental trendscouting workshops, a large number of future technologies were researched and evaluated by teams. Out of this process, the first long-term development projects have already been generated.

The implementation of a spun casting simulation software is now almost completed. Missing material data were obtained, while complex trials in the Casting Technical Center supplied measurement values for comparison with data from the simulation. The simulation results show good reproducibility. In early 2022, the software will be made available to the production facilities to provide support in the handling of complex production orders. The software will also be used in future in Research and Development in the field of material development in order to reduce testing costs and also reduce the time-to-market.

As the subject of sustainability and the associated life cycle analysis is increasingly moving into the spotlight, an Research and Development project has been initiated in this area. The aim of this project is to study the cradle-to-gate process. In close consultation with the production facilities, a large quantity of data, such as energy consumption and raw and auxiliary materials used, was gathered. To evaluate this, investment was made in a new software for the

performance of life cycle assessments, which simplifies evaluation significantly. In future, these studies will also be performed for other components in order to identify optimization potential.

A further step towards greater sustainability is monitoring the condition of steam cracker tubes in operation and replacing them in a targeted manner. To this end, the S+C Condition Monitoring Tool, or CMT, has been developed. This innovative tool enables plant operators to perform destruction-free inspection of their steam cracker coils at regular intervals. The detailed evaluation for each tube string gives plant operators enhanced security and reduces the risk of unscheduled shutdown. The first service deployments using this new tool were undertaken successfully in 2021. The feedback of the customers involved was consistently positive.

The focus of the further development activity in the coming years lies on achieving improvements in steam cracker materials in terms of process-tool interaction, new creep-proof alloys for steam reformer applications, and work on new technologies.

Even if the ongoing coronavirus pandemic has hitherto prevented the Customer Support Team from resuming its travel activities in full scope, contact with the customers via video confer-



**Dr. Dietlinde Jakobi**Corporate Director Sales
Petrochemical, Research and
Development and Services



ences has been intensified. Members of the Research and Development Services workforce have also taken part in a number of digital trade shows and conferences. This has enabled them to keep an eye on current market trends and incorporate them into the development activities. But this technology has also made it possible to present advances in material development and S+C service offerings to the customers. A much acclaimed example of this was the paper entitled "Enhancing the Overall Efficiency of Steam Cracking Furnaces" held by Dr. Dietlinde

Jakobi and Steffen Heyland at the Ethylene Producers Conference. This conference contribution presented, among other things, the advantages of S+C's Centralloy® HT E and SCOPE® technologies.

In an article entitled "The Key to Reliability" in "World Fertilizer Magazine" (October 2021 issue), Pedro Imizcoz and Dr. Pablo Cardin provide an overview of new technologies, materials and services in the field of steam reformers.

### **TECHNOLOGY MANAGEMENT**



As the market leader in tube systems for the petrochemical industry, our aim is to extend our technological lead still further. This will enable us to support our worldwide customer base in using the Earth's resources more sustainably. At the same time, we are making our own contribution by further optimizing processes and technologies.

For us, Technology Management means not just developing and applying new technologies, but also systematically planning and checking their use. Our goal is to secure our market position for the long term and in doing so sustainably strengthen our family enterprise.

The Technology Management Department, headed by Andreas Hagen, concerns itself with the constant further development and optimization of processes within the group and raising them to a completely new level. In the last year alone, we were able to take the new feed system for the continuous casting process in the Carl-Schmidt-Shop into operation. Through modernization of this kind, we can significantly expand our capacity.

A further project in Technology Management relates to the inductive bending of centrifugally cast tubes. With a new generation of machines at the parent site in Germany, this technology is to be further developed and even better adapted to the metallurgical characteristics of our products. The processes that have been continuously developed in this way will later be rolled out across the S+C Group. The plant is currently under construction and will go into operation soon.

A further goal, especially in these difficult times, is to develop technologies further and optimize processes in such a way as to enable significant energy savings to be achieved.

The challenges for the Technology Management team are great and, through international exchange, we will in the coming years also move many improvements forward.



Andreas Hagen Head of Technology Management

Highly skilled and motivated employees are the basis for our worldwide success.

Elwira Otterbach, Head of HR S+C Group

For the motivation of the employees, satisfaction at the workplace is one of the crucial factors. To measure this, an employee survey was conducted at our site in the Czech Republic as part of a regionally strategic project, which then formed the basis for further projects aimed at strengthening motivation and enhancing the attractiveness of S+C as an employer.

## **HUMAN RESOURCES**

The work in Human Resources in the past financial year was dominated primarily by corporate strategy projects. Our task was, on the one hand, to implement the final measures deriving from Strategy 2020, and on the other, to incorporate the results into the "Ambition 2025" strategy. One of the main focuses was on the competence model known as S+CAMPI. This model allows us to provide our co-workers with structured feedback, based on competencies that have previously been uniformly defined for all operating sites.

This competence model is all the more important as technologies, production methods and also work processes will be subjected to fundamental change in the coming years.

This will require readiness on the part of all members of the workforce to be receptive towards such change and to work on further development of their own skills. For us, this means accompanying the employees in this process with appropriate personnel development concepts and making it possible for them to acquire these skills. The topic of knowledge transfer will play a major role in this context. It is important for staff members to pass on their knowledge to younger colleagues continuously, and not just before their retirement.

One highlight of our international HR work is the pilot project with our plant in Malaysia. In order to combat the shortage of skilled personnel not just now but also in future, we have, since last year, also been training young people from Malaysia in Germany. They undergo instruction and training in line with the official Chamber of Commerce [IHK] training curriculum within the S+C plant in Lindlar, and additionally attend vocational college. After successfully completing the final IHK-examination, the now qualified trainees return to our plant in Malaysia, where they put the knowledge and skills they have acquired to practical use. Germany's dual education and training system enjoys high recognition throughout the world and is seen as the example to follow.

In the last financial year, a sum of over 90,000 euros was invested in the further equipment of the S+C Academy. The advancing digitalization and automation in production will be accorded even greater prominence in our training curriculum. From 2022 onwards, our Academy will be equipped not only with all the standard machinery but will also include a state-of-the-art 3D printer and a robot for training purposes. A new e-learning-platform has been taken into operation for training purposes, and the trainees/apprentices have been provided with tablets. The fact that the investment in our own S+C Academy is well worthwhile is also shown by our repeated recognition as one of the best training providers in Germany. Last year, we received an accolade by the business magazine "Focus Money" as the best training provider in the industry.





### The new portal INNOVATION NOW.

At the group parent site in Germany, we have taken a new ideas management system into operation. Together with around ten so-called "IDEAlists", a group of young colleagues who have undergone special training in creativity techniques, our Innovation manager is accompanying the new portal "INNOVATION NOW.". So, for example, an initial campaign resulted in almost 100 ideas on the subject of digitalization which were submitted by members of the workforce, discussed and developed further.

To contain the coronavirus pandemic and minimize the risk of infection at our sites, numerous coordination and other measures were needed. In all cases, the primary focus was on protecting our employees, customers and business partners. In close cooperation with the respective work

safety officers, appropriate concepts were developed and implemented in conformity with the regulations of the various countries. Vaccination schemes, corresponding test concepts, the adjustment of shift models and strict compliance with distancing and hygiene measures resulted in us being able to maintain business operations largely without restriction.



**Elwira Otterbach** Head of HR S+C Group

holding a talent program in 2022. The aim

of this is to identify employees who have the potential and the willingness to take on

leadership positions.

A new trainee program is being developed for the international deployment of employees. The aim in this case is, in particular, to recruit candidates for our international locations in the field of production and management.

Schmidt + Clemens Academy



## The Schmidt + Clemens Group is your specialist for high-grade steel.

Benefit from our spun, static and investment castings. Use our engineering competence and our great experience in plant construction. As variable as your challenges are our materials: we produce components in Duplex, Super-Duplex, Lean-Duplex and Nickel-Based Alloys on a very high standard.