



SALZGITTER GROUP  
**PRESENTATION OF THE GROUP**

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**SALZGITTERAG**  
People, Steel and Technology

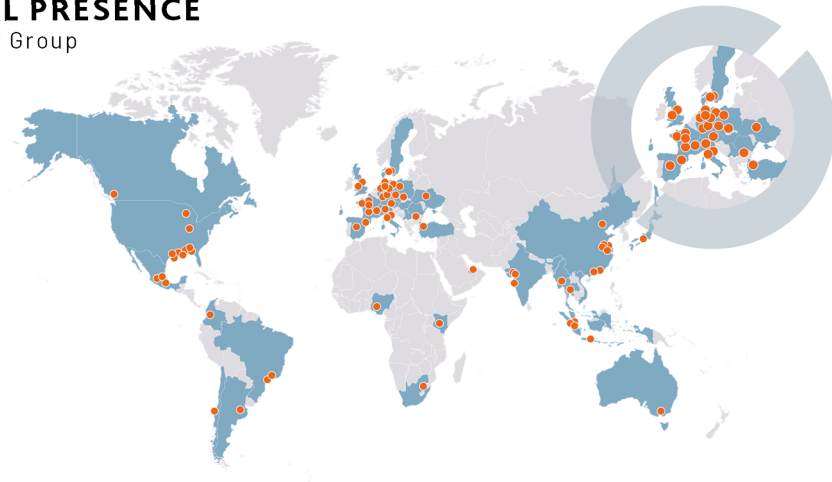


# AGENDA

- 01 Salzgitter Group
- 02 Market Situation
- 03 Business Units
- 04 Strategy
- 05 Guidance

# 01 GLOBAL PRESENCE

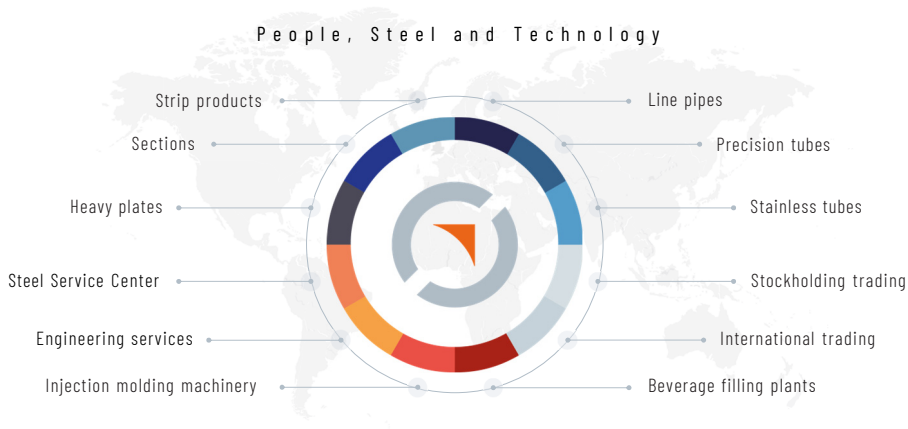
Salzgitter Group



Steel Production located in Germany, Steel Processing with plants Europe; Trading and Technology have global presence

# 01 DIVERSIFIED PRODUCT PORTFOLIO

Salzgitter Group



# 01 GROUP STRUCTURE AND KEY DATA FY 2023

## Salzgitter Group

### Salzgitter Group

**External Sales cons.:** € 10.8 billion / **EBT:** € 238,4 million / **Employees:** 23,318

#### Steel Production

/ **External Sales:** € 3.5 billion  
/ **Employees:** 7,430  
/ **EBT:** € 75.8 million



#### Steel Processing

/ **External Sales:** € 2.1 billion  
/ **Employees:** 5,317  
/ **EBT:** € 144.7 million



#### Trading

/ **External Sales:** € 3.3 billion  
/ **Employees:** 1,990  
/ **EBT:** € -13.6 million



#### Technology

/ **External Sales:** € 1.6 billion  
/ **Employees:** 5,720  
/ **EBT:** € 81.1 million



All data about employees as per 12/31

# 01 GROUP STRUCTURE

## Salzgitter Group

### Salzgitter Group

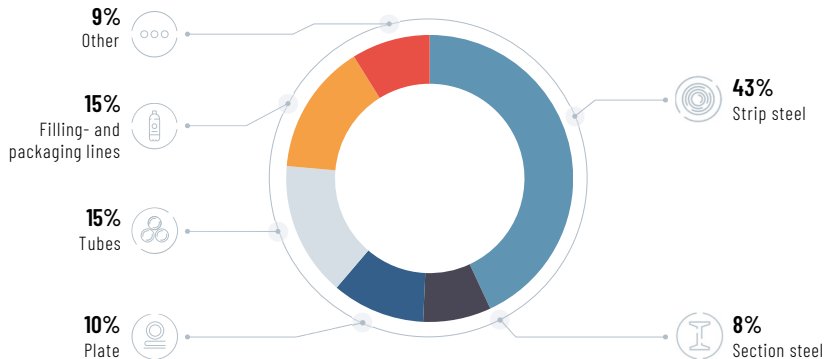
#### Salzgitter Mannesmann / Salzgitter Klöckner-Werke

Steel Production Business Unit	Steel Processing Business Unit	Trading Business Unit	Technology Business Unit	Industrial Participations / Consolidation	
Salzgitter Flachstahl	Mannesmann Precision Tubes	Salzgitter Mannesmann Handel Gruppe	KHS	Verkehrsbetriebe Peine-Salzgitter	
Peiner Träger	Mannesmann Line Pipe	Universal Eisen und Stahl	Klöckner Desma Elastomertechnik	Salzgitter Digital Solutions	
DEUMU Deutsche Erz- und Metall-Union	Mannesmann Grossrohr		DESMAS Schuhmaschinen	TELCAT MULTICOM	
Salzgitter Mannesmann Stahlservice	Ilseburger Grobblech			Salzgitter Automotive Engineering	
Salzgitter Europlatten	Salzgitter Mannesmann Grobblech			Salzgitter Hydroforming	
	Hüttenwerke Krupp Mannesmann	30%		Salzgitter Business Service	
	EUROPIPE	50%		Salzgitter Mannesmann Forschung	
				Glückauf Immobilien	
	Mannesmann Stainless Tubes			Aurubis	29,99%
				Hansaport	51%

As of February 2024, simplified display

# 01 EXTERNAL SALES 2023 BY PRODUCT GROUP

Salzgitter Group

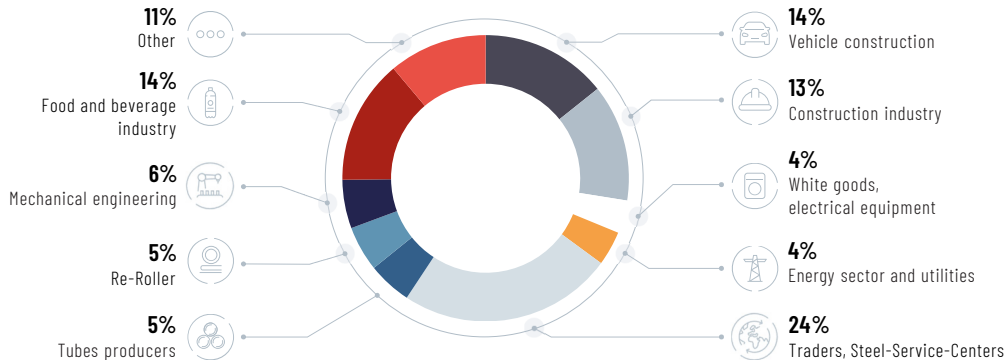


Only from entities within the group of consolidated companies of Salzgitter Group, excluding EUROPIPE Group

Broad product portfolio

# 01 EXTERNAL SALES 2023 BY CUSTOMER INDUSTRIES

Salzgitter Group



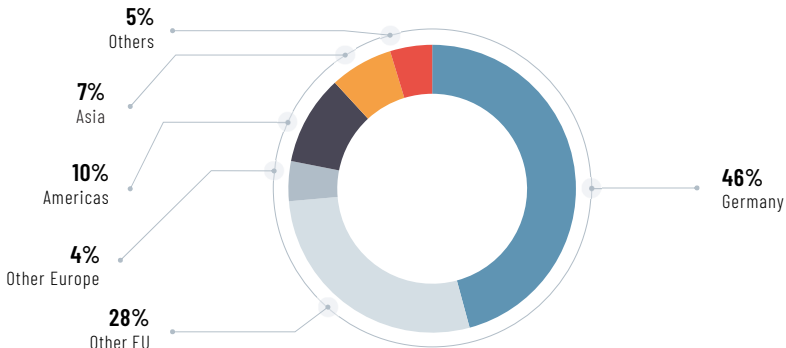
Only from entities within the group of consolidated companies of Salzgitter Group, excluding EUROPIPE Group

Broad customer base



# 01 EXTERNAL SALES 2023 BY REGIONS

Salzgitter Group



Sales by consignee (only from entities within the group of consolidated companies of Salzgitter Group, excluding EUROPIPE Group)

Share of ex-Germany sales by consignee 54%

# 01 KEY DATA PER 2023/12/31

Salzgitter Group

		FY 2023	FY 2022	Δ
Crude steel production	kt	<b>5,709.2</b>	6,109.1	-399,9
External sales <sup>1</sup>	€ million	<b>10,790.5</b>	12,553.3	-1,762.8
EBITDA	€ million	<b>677.0</b>	1,618.2	-941.2
Earnings before tax	€ million	<b>238.4</b>	1,245.4	-1007.0
Earnings after tax	€ million	<b>204.1</b>	1,085.4	-881.3
Earnings per share (undiluted)	€	<b>3.70</b>	20.00	-16.3
ROCE	%	<b>5.6</b>	20.1	-14.5
Core workforce <sup>2</sup>		<b>23,138</b>	22,622	516

<sup>1</sup> only from entities within the Group of Consolidated Companies of Salzgitter Group

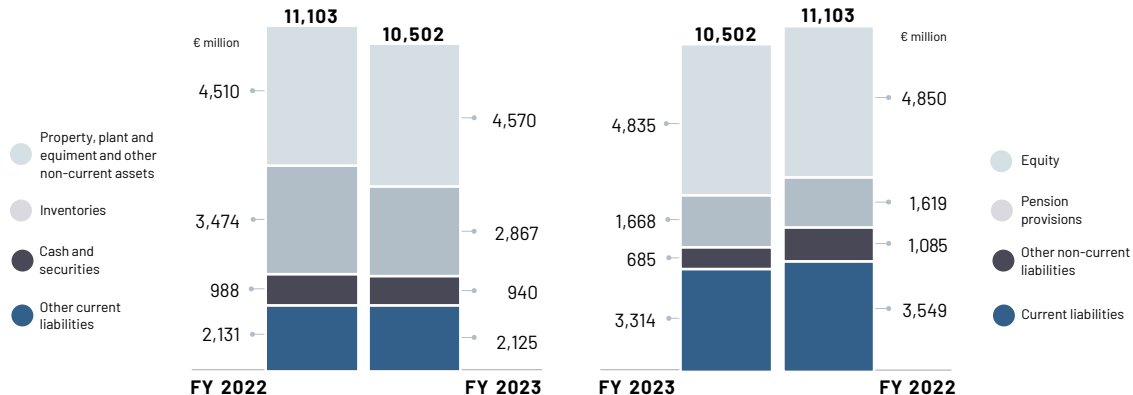
<sup>2</sup> per reporting date



Following record-year 2022: Satisfactory result in 2023 despite increasingly adverse market environment

# 01 BALANCE SHEET

## Salzgitter Group

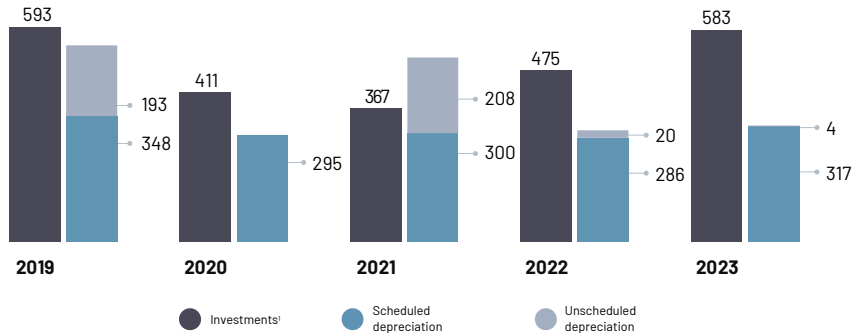


Continuing sound financial basis

# 01 INVESTMENTS AND DEPRECIATION

Salzgitter Group

(€ million)

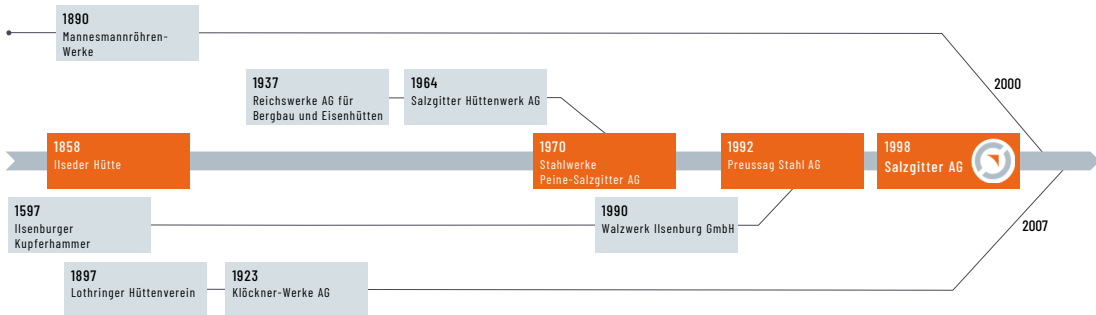


<sup>1</sup> Property, plant and equipment and intangible assets, excluding financial assets

Focus on supplementary investments; € 105 million in net capex outflow for SALCOS®

# 01 YOUNG YET WITH GREAT TRADITION

Salzgitter Group





# AGENDA

01 Salzgitter Group

02 Market Situation

03 Business Units

04 Strategy

05 Guidance

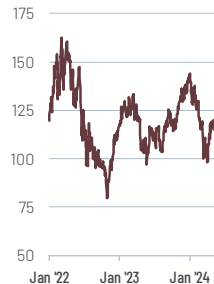
# 02 RAW MATERIAL AND ENERGY PRICES

## Market Situation

### RAW MATERIAL PRICES (US\$/t)

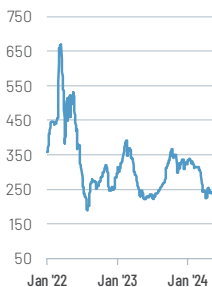
#### IRON ORE

(62% Fe CFR China, US\$/dmt)



#### COKING COAL

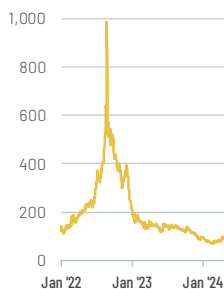
(FOB Australia, US\$/t)



### ENERGY PRICES (€/MWh)

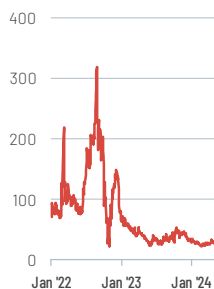
#### ELECTRICITY

(Futures market front year EEX, €/MWh)



#### NATURAL GAS

(Area THE, EEX Day-Ahead €/MWh Hs)

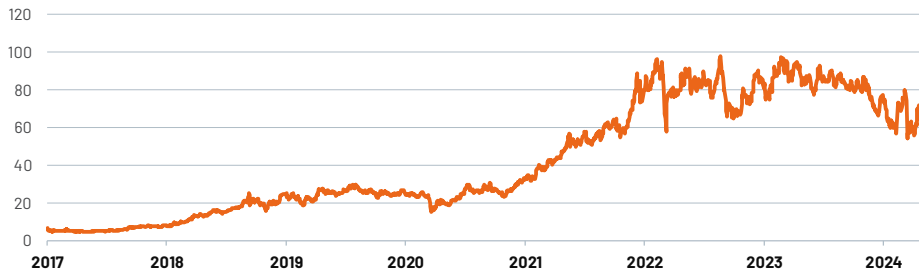


Raw material prices volatile, energy prices recently returned to pre-war levels

# 02 PRICE DEVELOPMENT CO<sub>2</sub> EMISSION ALLOWANCES

Market Situation

## PRICE OF CO<sub>2</sub> EMISSION ALLOWANCES (€/t)



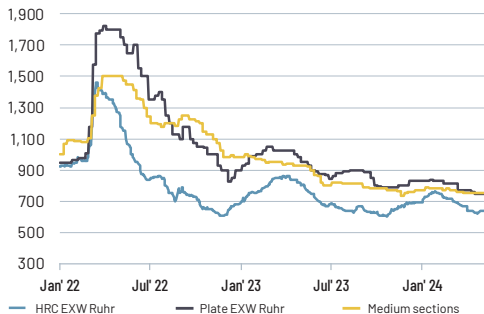
Price of CO<sub>2</sub> emission allowances on the increase since 2018; slump in early 2022 due to war in Ukraine, since then volatile



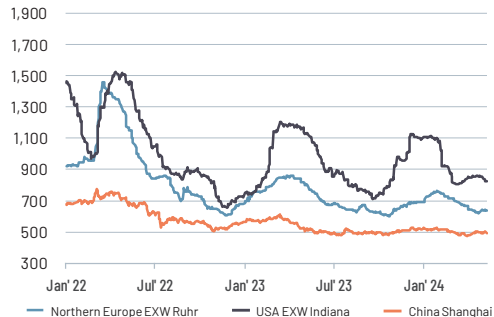
# 02 STEEL PRICES

## Market Situation

### SPOT PRICES NORTHERN EUROPE (€/t)



### HOT-ROLLED COIL PRICES INTERNATIONAL (€/t)



European steel prices under pressure; U.S. prices recently stabilized



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# 03 OVERVIEW

## Steel Production Business Unit



### Capabilities

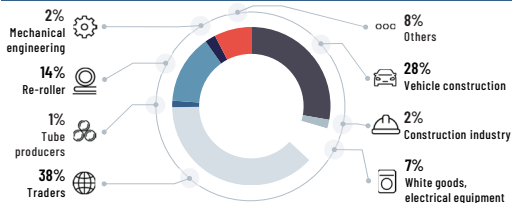
- / Integrated steel works with three blast furnaces
- / Top-modern mini mill with two electric arc furnaces
- / Approx. 5.7 mt/year crude steel capacity
- / Modern production plants
- / High processing competence (SSC)

### Core competences and products

- / High-quality steel grades for sophisticated applications
- / Custom made solutions, e.g., hot-rolled and cold-rolled coil, galvanized and coated sheet, laser-welded tailored blanks and sections
- / Customer focus through local presence

<sup>1</sup> only from entities within the group of consolidated companies of Salzgitter Group

### EXTERNAL SALES BY CUSTOMER INDUSTRY 2023<sup>1</sup>



### KEY DATA FY 2023

Consolidated Sales	€m	<b>3,528</b>
Earnings before taxes	€m	<b>75.8</b>
Core workforce (12/31)		<b>7,430</b>

Broad range of high-quality steel products

# 03 STRIP PRODUCTS

## Steel Production Business Unit

### SALZGITTER FLACHSTAHL GMBH

- / Hot-rolled coil, cold-rolled coil, electrogalvanized, hot dip galvanized and organic coated sheet
- / Integrated steel works with 3 blast furnaces
- / Around 4.7 mt yearly crude steel capacity
- / Top modern production plants
- / High-tech downstream facilities
- / 5% market share in the EU27

		2022	2023
Shipments	kt	<b>4,034</b>	<b>3,972</b>
Sales	€m	<b>4,463</b>	<b>3,842</b>
Employees	12/31	<b>5,655</b>	<b>5,767</b>

### SUPPLIER OF PREMIUM OEMs



# 03 SECTIONS

## Steel Production Business Unit

### PEINER TRÄGER GMBH

- / Medium and heavy steel beams, Peine sections
- / Progressive and flexible mini mill
- / Two top-modern electric arc furnaces
- / Adjusted crude steel capacity 1.0 mt/year
- / 13% market share in the EU27
- / Two of the most efficient section mills worldwide with comprehensive range of products



		2022	2023
Shipments	kt	781	776
Sales	€m	869	651
Employees	12/31	782	797

# 03 PROCESSING

## Steel Production Business Unit

### SALZGITTER EUROPLATINEN GMBH

/ Custom-made solutions: Laser-welded tailored blanks for lighter car bodies

		2022	2023
Sales	€m	<b>47</b>	<b>45</b>
Employees	12/31	<b>90</b>	<b>83</b>



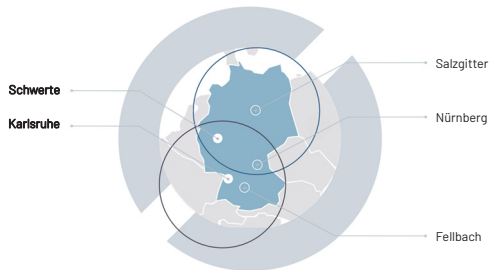
# 03 STEEL SERVICE CENTER

Steel Production Business Unit

## SALZGITTER MANNESMANN STAHLSERVICE GMBH

- / Two locations
- / Modern plants and processes
- / 600,000 t/year processing capacity

## EXCELLENT POSITION IN THE HEART OF EUROPE



		2022	2023
Shipments	kt	474	484
Sales	€m	567	483
Employees	12/31	315	315

# 03 METALS TRADING

## Steel Production Business Unit

### DEUTSCHE ERZ- UND METALL-UNION-GRUPPE

/ Specialist trader for ferrous scrap, non-ferrous scrap, new metals and ferro alloys, as well as rolled steel products

		2022	2023
Sales	€m	954	734
Employees	12/31	454	462







# AGENDA

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# 03 OVERVIEW

## Steel Processing Business Unit



### Capabilities

- / Own crude steel supply via 30% participation in Hüttenwerke Krupp Mannesmann GmbH
- / Two rolling mills for plate with 1.1 mt annual capacity
- / Plate width up to 4,800 mm
- / Plant for the production of semis for the seamless tubes business

### Core competences and products

- / Plate: High-strength, wear resistant and specialized steel grades including offshore and tube grades
- / Mannesmann: Longitudinal and spiral welded large-diameter pipes, medium line pipes, seamless and welded precision tubes, seamless stainless tubes

<sup>1</sup> only from entities within the group of consolidated companies of Salzgitter Group, excluding EUROPIPE Group

### EXTERNAL SALES BY CUSTOMER INDUSTRY 2023<sup>1</sup>



### KEY DATA FY 2023

Consolidated Sales	€m	2,127
Earnings before taxes	€m	145
Core workforce (12/31)		5,317

Broad range of high-quality plate products; global player in the high-quality segment of the global tubes market

# 03 LINE PIPES

## Steel Processing Business Unit



**MANNESMANN**  
**LINE PIPE**  
A Member of the Salzgitter Group



**MANNESMANN**  
**GROSSROHR**  
A Member of the Salzgitter Group

### MANNESMANN LINE PIPE GMBH

/ HFI-welded medium line pipes incl. plastic- and cement coatings

		2022	2023
Sales	€m	314	327
Employees	12/31	317	325



### MANNESMANN GROSSROHR GMBH

/ Spiral-welded large-diameter pipes made of hot-rolled coil

		2022	2023
Sales	€m	119	120
Employees	12/31	121	122



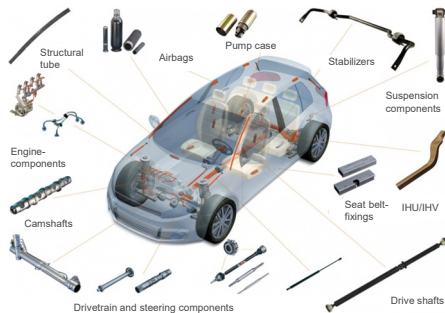
# 03 PRECISION TUBES

## Steel Processing Business Unit

### MANNESMANN PRECISION TUBES GROUP

- / Seamless and welded cold drawn precision tubes for the automotive and engineering industries as well as the energy sector
- / State of the art push bench plant for the production of hollows
- / Market leader in the EU28 (17% market share)
- / 9 locations in D, F, NL and Mexico

		2022	2023
Shipments	kt	231	207
Sales	€m	564	519
Employees	12/31	2,032	1,973



# 03 HEAVY PLATE

## Steel Processing Business Unit

### ILSENBURGER GROBBLECH GMBH

- / Broad diversified heavy plate steel grades
- / Construction plate, fine grained construction plate, alloyed and unalloyed boiler plate, offshore and tube grades
- / High-strength and wear resistant grades
- / ~ 7% market share in the EU27
- / State of the art facilities, one of the most modern water quenching plants

		2022	2023
Shipments	kt	670	622
Sales	€m	876	761
Employees	12/31	637	659



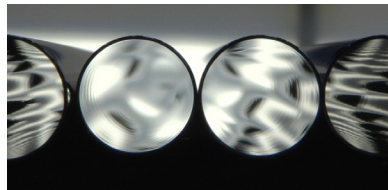
# 03 HEAVY PLATE

## Steel Processing Business Unit

### SALZGITTER MANNESMANN GROBBLECH GMBH

- / Heavy plate mill specialized in plate for longitudinally welded line pipe and similar applications, especially for EUROPIPE GmbH
- / Pipe bending plant for seamless and welded steel tubes in carbon, alloyed, and high-alloy steels
- / Test center with a wide range of mechanical and technological tests

		2022	2023
Shipments	kt	391	373
Sales	€m	491	464
Employees	12/31	423	422



# 03 LINE PIPES

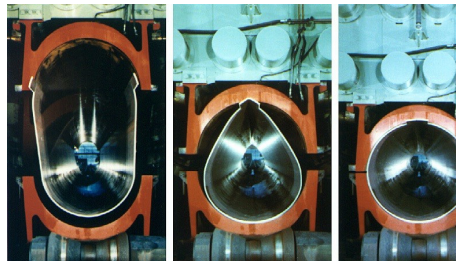
## Steel Processing Business Unit



### EUROPIPE-GROUP

- / Shareholder: SZAG 50%, Dillinger Hüttenwerke 50%
- / Longitudinal welded large-diameter pipes for transcontinental and underwater pipelines
- / In-house coating activities
- / Reported at equity

		2022	2023
Shipments	kt	176	203
Sales	€m	290	425
Employees	12/31	768	510



# 03 SIGNIFICANT SHAREHOLDINGS

## Steel Processing Business Unit



### HÜTTENWERKE KRUPP MANNESMANN GMBH

- / Shareholder: ThyssenKrupp 50%, SZAG 30% + Vallourec 20% (Pool)
- / Steel works with two blast furnaces
- / Production of slabs and round steel bars
- / Up to 1,000 different steel grades
- / Yearly crude steel production of > 4 million tons

		2022	2023
Sales	€m	3,781	3,267
Employees	12/31	2,806	2,854





# 03 SEAMLESS STAINLESS TUBES

Steel Processing Business Unit

## MANNESMANN STAINLESS TUBES GROUP

- / Seamless hot- and cold-finished stainless tubes for the chemical and engineering industries, as well as for the energy sector
- / ~ 5 % market share in the world
- / 5 locations in D, F, I, USA
- / Sold to Cogne Acciai Speciali in February 2024, the transaction is subject to regulatory approvals by the authorities

		2022	2023
Shipments	kt	28	19
Sales	€m	371	341
Employees	12/31	969	960



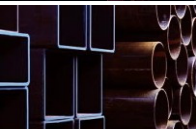


# AGENDA

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# 03 OVERVIEW

## Trading Business Unit



### Capabilities

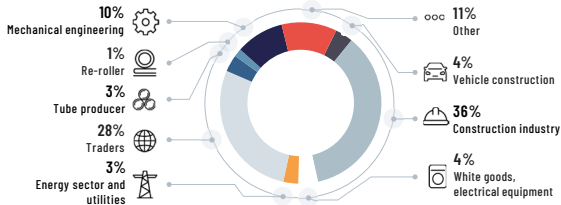
- / Own distribution network for steel products with warehousing sites in Europe
- / Processing group specialized in heavy plate products
- / International trading

### Core competences and products

- / Global presence in all relevant regions with own representation
- / Distribution channel for Salzgitter Group products
- / Procurement channel for Salzgitter Group works
- / Value added services for customers

<sup>1</sup> only from entities within the group of consolidated companies of Salzgitter Group

### EXTERNAL SALES BY CUSTOMER INDUSTRY 2023<sup>1</sup>



### KEY DATA FY 2023

Consolidated Sales	€m	<b>3,313</b>
Earnings before taxes	€m	<b>-14</b>
Core workforce (12/31)		<b>1,990</b>

High customer and market orientation through a global sales organization

# 03 SALZGITTER MANNESMANN HANDEL GROUP

Trading Business Unit



## Salzgitter Mannesmann Handel

/ Shipments 2023: 3.2 mt

/ Sales 2023: € 3.4billion

Trading	Stockholding		Agencies
<b>International</b> 9 Companies 2 Rep. offices	Salzgitter Mannesmann Stahlhandel GmbH, Düsseldorf (SMSD)	<b>Europe</b> 7 Companies	<b>Europe</b> 4 Agencies
Salzgitter Mannesmann International GmbH, Düsseldorf (SMID)	15 Branches with warehouses and further processing (incl. 4 flame cutting plants)		
Salzgitter Mannesmann International (USA) Inc., Houston (SMIH)	Stahl-Center Baunatal GmbH, Baunatal (SCB)		
Salzgitter Mannesmann International (Canada) Inc., Vancouver (SMIV)			

# 03 UNIVERSAL EISEN UND STAHL GROUP

Trading Business Unit



## Universal

/ Shipments 2023: 0.2 mt

/ Sales 2023: € 0.3 billion

### North America

UNIVERSAL STEEL AMERICA, Inc., Houston, USA  
2 Branches

### Europe

Universal Eisen und Stahl GmbH, Neuss (UES)  
4 Branches

Universal Aciers Sarl, Couzon au Mont d'Or, France

UNIVERSAL STEEL HOLLAND B.V., SK Papendrecht, Netherlands

UNIVERSAL-Stal Sp. z o.o., Gliwice, Poland

UNIVERSAL OCEL spol. s.r.o., Prague, Czech Republic



# AGENDA

- 01 Salzgitter Group
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- 05 Guidance

# 03 OVERVIEW

## Technology Business Unit



### Capabilities

- / 16 production plants worldwide
- / > 90% of sales outside of Germany

### Core competences and products

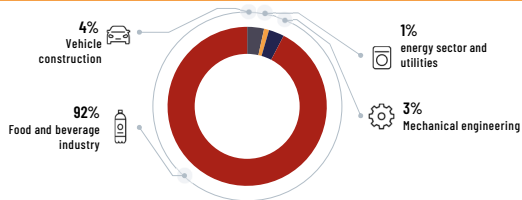
- / KHS: Among the top 3 global suppliers for filling and packaging machines; technology and innovation leadership
- / DESMA Elastomertechnik: Global leader for rubber and silicon injection molding machines
- / DESMA Schuhmaschinen: World market leader for the production of machines for the production of shoes and shoe soles
- / Turn-key lines, single machines and service



<sup>1</sup> only from entities within the group of consolidated companies of Salzgitter Group

Top 3 producer for filling and packaging industry, world market leader for rubber and silicon injection molding as well as direct soling machines

### EXTERNAL SALES BY CUSTOMER INDUSTRY 2023<sup>1</sup>



### KEY DATA FY 2023

Consolidated Sales	€m	<b>1,647</b>
Earnings before taxes	€m	<b>81</b>
Core workforce (12/31)		<b>5,720</b>

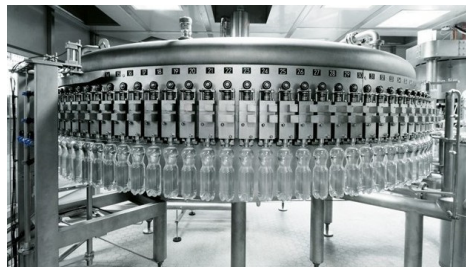
# 03 FILLING AND PACKAGING

## Technology Business Unit



### KHS GROUP

- / A global leader and solution provider of first choice in the packaging industry
- / Among the top 3 producers
- / Focus on beverage applications
- / Supplier of single machines and turnkey solutions (one-stop-shop supplier)
- / Leadership in technology and innovation
- / 10 production sites: 5 in Germany, and one each in the U.S., Mexico, Brazil, China and India



		2022	2023
Sales	€m	1,292	1.517
Employees	12/31	4,640	5.033



# 03 SPECIAL MACHINERY

Technology Business Unit

**DESMA** **DESMA**

## KLÖCKNER DESMA ELASTOMERTECHNIK GROUP

/ World market leader for rubber and silicone injection molding machinery

		2022	2023
Sales	€m	94	81
Employees	12/31	491	484



## DESMA SCHUHMASCHINEN GMBH

/ World's largest producer of machines for the fabrication of shoes and shoe soles

		2022	2023
Sales	€m	46	50
Employees	12/31	198	203





# AGENDA

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- 03 Industrial Participations
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# 03 OVERVIEW

## Industrial Participations



**Activities that are not directly allocated to a business unit**

### Core competences and participations

Services:

- / Research and development for the Group and external customers
- / Information technology
- / Engineering services
- / Real estate- and facility development as well as management
- / Freight traffic
- / Intra-group shared service center

Shareholdings:

- / Aurubis
- / Hansaport



### KEY DATA FY 2023

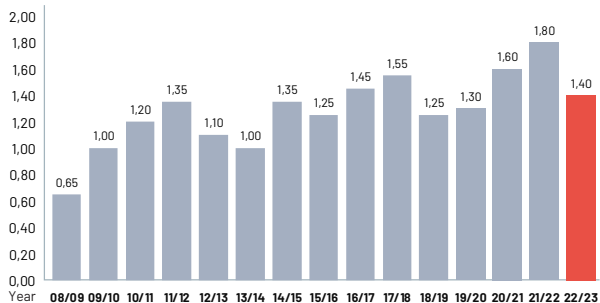
Consolidated sales	€m	<b>178</b>
Earnings before taxes	€m	<b>-50</b>
Core workforce (12/31)		<b>2,505</b>

Gratifying contribution from the Aurubis investment

# 03 AURUBIS-PARTICIPATION

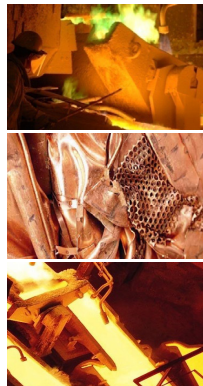
## Industrial Participations

### AURUBIS DIVIDEND (€/share)



/ SZAG shareholding: 29.99%  
(per May 23, 2019)

/ Net dividend received since 2009:  
€ 179.5 million (per FY 22/23)



Since 2008 successful shareholding in the leading European copper producer

# 03 ENGINEERING

## Industrial Participations

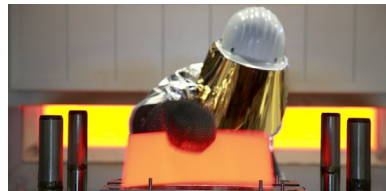
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### SALZGITTER MANNESMANN FORSCHUNG GMBH

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Research and development for the Group and external customers with a focus on:

- / Processes for the manufacture, processing and application of metallic materials and products made of them
- / Development of new materials
- / Development of application areas
- / Material and component characterization including testing techniques
- / Application and engineering technology from component design through forming and assembly to corrosion protection
- / Automation and testing techniques, as well as the construction of non-destructive testing facilities



# 03 RAW MATERIALS AND LOGISTICS

## Industrial Participations



### GLÜCKAUF IMMOBILIEN, RSE

/ Companies specialized in real estate- and facility development as well as management



### HANSAPORT<sup>1</sup>

/ Germany's largest seaport terminal for handling dry bulk goods (coal and ores), annual capacity of approximately 15 million tons



### VERKEHRSBETRIEBE PEINE-SALZGITTER

/ Commercial transportation provider with an annual freight volume of approximately 42 million tons



<sup>1</sup> SZAG share: 51%

# 03 DATA PROCESSING & COMMUNICATIONS

## Industrial Participations

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### SALZGITTER DIGITAL SOLUTIONS

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/ Integration of business processes into one uniform IT-solution that reflects the entire workflow, electronic data processing center capacities and the internet-based eService platform as a unified hub for order processing are offered for group companies and external clients



### TELCHAT MULTICOM

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/ Germany-wide operating ICT system house with a focus on telecommunication, information technology and technical infrastructure security





# AGENDA

- 01 Salzgitter Group
- 02 Market Situation
- 03 Business Units
- 04 Strategy
- 05 Guidance



# 04 STRATEGIC DIRECTIONS

## Strategy



### **CIRCULAR ECONOMY**

- / Expansion of business in closed-loop flows of materials (Circular Economy) and securing of control points
- / Complete transformation to SALCOS® by 2033 at the latest
- / Alignment of the product portfolio towards growing circular / sustainable market segments

### **PROFITABILITY**

- / Differentiation and margin expansion through process technology and innovation
- / Significant improvement of productivity and cost-effectiveness, e.g. via digitalization and automation
- / Active management of product portfolio and margins, supported through the digitalization of distribution

### **GROWTH & CUSTOMER-ORIENTED SOLUTIONS**

- / Development of customer-oriented solutions in growth segments of the market while maintaining the balance of internal complexity
- / Establishment of new digital business areas and services



Goal: Together on the path to the strongest steel and technology group

# 04 VISION AND MISSION

Strategy

## PIONEERING FOR CIRCULAR SOLUTIONS

We are the market leader for circular economy solutions in global industrial value chains with our innovative products and processes.

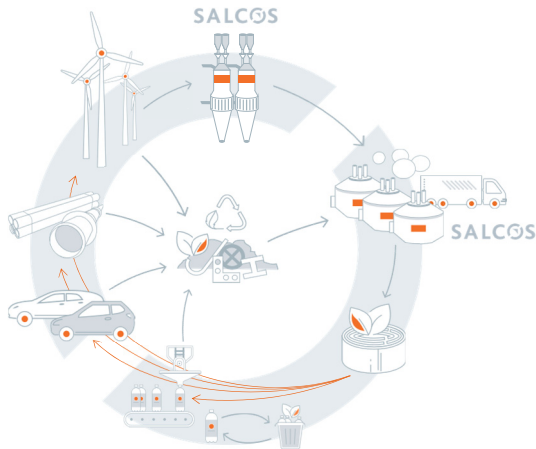


## PARTNERING FOR TRANSFORMATION

Together we will resolutely chart new courses, transform industry, and create sustainable value for the future.

# 04 AMBITION: TO BECOME MARKET LEADER IN CIRCULAR ECONOMY

## Strategy








### KEY POINTS

- / Circularity for us means keeping resources in use for as long as possible, thereby minimizing the feeding of additional resources
- / We want to set the standards of circular economy in our industry together with our partners
- / Generally, it is about taking a holistic view of processes and product developments and combining them intelligently
- / When we design a new product, we take a good look upfront at the full lifecycle of the product in terms of its sustainability

# 04 STRATEGY SCORECARD – MAKING TARGETS MEASURABLE

## Strategy

Strategic direction	KPI	Unit	Target 2025	Target 2030	Progress
 <b>CIRCULAR ECONOMY</b>	Expansion of scrap recycling	%	> 25	> 50	Scrap Strategy
		mt p. a.	2.5	3	
	CO <sub>2</sub> reduction (Scope 1 & 2)	% CO <sub>2</sub>	> -30*	> -50	SALCOS® FID Stage 1
	Complete focus on low CO <sub>2</sub> steel production	-	SALCOS® Stage 1	SALCOS® Stage 1-3 (2033)	
	Savings of 1 % of German emissions	mt p. a.	2.5	8 (2033)	
Electricity sourced exclusively from renewable sources	%	> 50	100	PPA acquisition	
 <b>PROFITABILITY</b>	ROCE	%	12	14	Performance 2026 / Strategic directions
	EBITDA Margin	%	8-10	> 10	
	Increase of additional profit improvement potential	€ million p. a.	>150 (2026)	-	
 <b>GROWTH &amp; CUSTOMER-ORIENTED SOLUTIONS</b>	Growth in profitable business areas with a focus on circularity (gross sales)	€ billion	-	> 11	
	Dividend yield	%	> 2	> 2	
 <b>CAPITAL MARKET</b>	ESG-Rating	-	Top third industry	Top quartile industry	
	 <b>EMPLOYEES</b>	Accidents (LTIF)	% vs. 2021	-35	-50
Proportion of women in new non-tariff/management positions		%	25	30	

\* Alignment of plant operation at -30 % CO<sub>2</sub> (comprises mainly SALCOS® Stage 1)

# 04 SALZGITTER AG'S DECARBONIZATION APPROACH

## Strategy



### SCIENCE-BASED

Our goals are based on globally recognized scientific findings to meet the 1.5-degree target of the Paris Climate climate agreement.

### HOLISTIC

We consider both our direct impacts and those in the upstream and downstream value chain at home and abroad.

### IMPACT-ORIENTED

We focus on cost-efficient measures to avoid CO<sub>2</sub> emissions in the long term in all business areas.

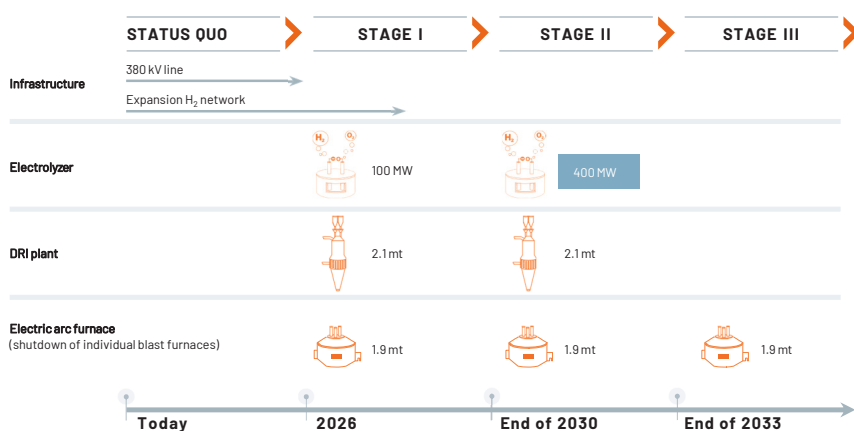
### TRANSPARENT

We regularly communicate our progress and invite our stakeholders to participate.

Target year for the short-term SBTi targets is 2028

# 04 SALCOS®: COMPLETE REALIZATION PLANNED BY 2033

## Strategy



## KEY POINTS

- / SALCOS®: investment eligibility achieved, own funds approved
- / Green steel as core of our business model at the Salzgitter location
- / From 2026 onward, 30% of production volume via SALCOS® route
- / Implementation of the second stage by 2030
- / We plan to implement the final transformation by 2033
- / This is the course we will chart to reduce CO<sub>2</sub> emissions by more than 95%
- / Funding requirements for Stage 1 around € 2.2-2.4 billion

■ "Make or Buy" decision pending

# 04 SALCOS®: CONTROLLING CHOKE POINTS AT AN EARLY STAGE

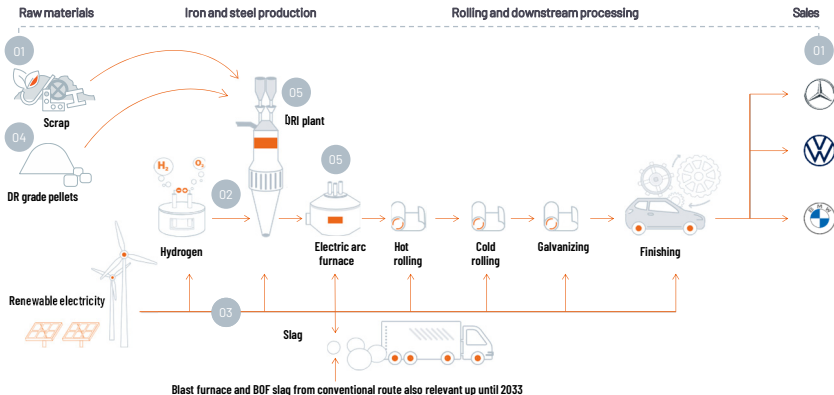
## Strategy

### CHOKE POINTS

(Critical choke points in the value chain of sustainable steel production)

1. Access to sources for high-quality scrap
2. Green hydrogen
3. Renewable electricity
4. DR grade pellets/DRI
5. EAF/DRI plants

### SIMPLIFIED SALCOS® VALUE CHAIN



# 04 CIRCULAR ECONOMY: SALCOS® – UPDATE IMPLEMENTATION

## Strategy

### / Stage 1 funding secured

- / Government funding for the SALCOS® program for low-CO<sub>2</sub> steel production (€ 700 million federal, € 300 million state)
- / Total investment volume of € 2.2-2.4 billion approved

### / Investment decision made

### / All major plants awarded

- / Electric arc furnace
  - / Annual capacity: 1.9 million tons of crude steel
  - / Technology partner: Primetals Technologies
- / Direct reduction plant
  - / Annual capacity: 2.1 million tons of DRI
  - / Technology partners: Tenova and Danieli
- / Electrolysis plant
  - / Electrical connected load: 100 MW
  - / Technology partners: Andritz and HydrogenPro



Financing secured, investment decision made, key plants awarded



# 04 PARTNER ON THE PATH TO DECARBONIZATION

## Strategy implementation



# 04 OPPORTUNITY: EXPANSION OF WIND POWER

## Strategy

### TARGETS OF THE EU

- / Climate neutrality by 2050
- / Offshore wind concept
  - / Construction of 450 GW in additional offshore wind energy capacity (currently 25 GW capacity)
  - / Linking of wind parks across national borders envisioned

### IMPLEMENTATION

- / Up to 21,250 wind power turbines with an output of 20 MW each
  - / Construction of 750 wind power turbines per year in a best-case scenario
- / Estimated investment requirements of € 790 billion
  - / thereof potentially up to € 80 billion from the "Power Up" program of the Green Deal

### IMPLICATIONS FOR THE STEEL INDUSTRY

- / Up to 2,500 t of steel per offshore wind power turbine necessary
- / This **corresponds to approx. 1.5 million t p.a. plate demand** for 750 wind power turbine per year
- / An associated high demand for low-CO<sub>2</sub> plate is anticipated



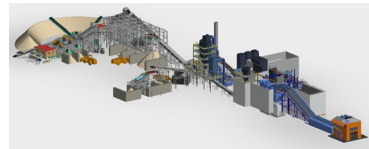
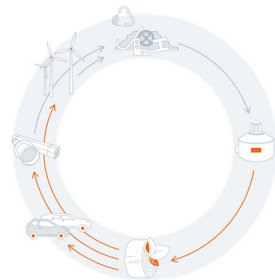
Significant potential for plate from Ilsenburg and Mülheim!

# 04 CIRCULAR ECONOMY: CONSTRUCTION OF A NEW SHREDDER

## Strategy

**Investment in the new shredder building is an essential building block for the recycling of steel-based end-of-life applications**

- / Modern and future-proof shredder and sorting technologies enable the processing of post-consumer scrap into high-quality scrap grades
- / The scrap grade 4 SALCOS® fulfills the required and defined properties in the SALCOS® production process for low-CO<sub>2</sub> steel production
- / Commissioning of the new shredder plant is coordinated with the start of SALCOS® project stage 1



The construction of the new shredder is essential to ensure the Group's scrap supply in terms of both quantity and quality

# 04 PROFITABILITY: PORTFOLIO MANAGEMENT

## Strategy

- / **2022/12/06** Sale of Salzgitter Bauelemente GmbH to FALK Bouwssystemen
- / **2023/02/15** Acquisition of Harzer Schrott und Recycling GmbH
- / **2023/04/13** EUROPIPE GmbH sells Berg EUROPIPE Holding Corp. USA to Borusan Mannesmann Pipe US Inc.
- / **2023/06/23** Sale of the shares in Borusan Mannesmann Boru Yatırım Holding A.Ş. to the long-standing majority joint venture partner Borusan Holding A.Ş.
- / **2024/02/19** Sale of the Mannesmann Stainless Tubes Group to Cogne Acciai Speciali



Active portfolio management in line with the best-owner principle



# AGENDA

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# 05 MANAGEMENT GUIDANCE

## Guidance

**As far as the remainder of the year is concerned, there are also indications that the German economy will not be able to keep pace with the upswing in other industrial nations. Against this backdrop, we anticipate the following for the Salzgitter Group in the financial year 2024:**

/ sales of around 10.5 billion,

/ EBITDA of between € 550 million and € 625 million,

/ a pre-tax profit of between € 100 million and € 175 million, and

/ a return on capital employed (ROCE) that is slightly lower year on year.

### Legal Note and other remarks

As in recent years, please note that opportunities and risks from currently unforeseeable trends in selling prices, input material prices and capacity level developments, as well as exchange rate fluctuations, may considerably affect business performance in the course of the financial year. The resulting impact on performance may be within a considerable range, either to the positive or to the negative.

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For computational reasons, rounding-off differences of +/- one unit (€, % etc.) may occur in the tables. This document is also available in German language. In the event of any discrepancy, the German version shall prevail.



# BACKUP



01 Financials

02 Pensions

03 Investor Relations

# 01 KEY DATA PER 2024/03/31

## Financials

		<b>Q1 2024</b>	Q1 2023	Δ
Crude steel production	kt	<b>1,679</b>	1,585	94
External sales <sup>1</sup>	€ million	<b>2,678</b>	2,983	-305
EBITDA	€ million	<b>126</b>	290	-164
Earnings before tax	€ million	<b>17</b>	184	-166
Earnings after tax	€ million	<b>15</b>	140	-125
Earnings per share (undiluted)	€	<b>0.2</b>	2.6	-2.3
ROCE	%	<b>2.6</b>	12.6	-10.0
Core workforce <sup>2</sup>		<b>23,396</b>	22,705	691

<sup>1</sup> only from entities within the Group of Consolidated Companies of Salzgitter Group

<sup>2</sup> per reporting date

Mixed first quarter of 2024



# 01 INCOME STATEMENT

## Financials

Income Statement (€ million)	01 2024	01 2023	Δ
<b>Sales</b>	<b>2,677.9</b>	2,982.5	-304.7
Increase/decrease in finished goods and work in process/other own work capitalized	<b>25.2</b>	-40.2	65.4
	<b>2,703.1</b>	2,942.3	-239.2
Other operating income	<b>130.1</b>	186.1	-56.0
Cost of materials	<b>1,864.1</b>	1,959.5	-95.4
Personnel expenses	<b>501.0</b>	465.2	35.8
Amortization and depreciation of intangible assets and property, plant and equipment	<b>81.2</b>	75.8	5.3
Other operating expenses	<b>365.7</b>	446.9	-81.2
Result from impairment losses and reversal of impairment losses of financial assets	<b>-0.2</b>	-2.9	2.7
Result from investments accounted for using the equity method	<b>24.1</b>	36.0	-11.9
Finance income	<b>8.7</b>	8.0	0.7
Finance expenses	<b>36.6</b>	38.5	-1.9
<b>Earnings before taxes (EBT)</b>	<b>17.2</b>	183.7	-166.5
Income tax	<b>2.2</b>	43.2	-41.0
<b>Consolidated result</b>	<b>15.0</b>	140.5	-125.5

# 01 CONSOLIDATED BALANCE SHEET

## Financials

Assets (€ million)	31.03.2024	31.12.2023	Δ
<b>Non-current assets</b>	<b>4,594.2</b>	4,570.4	23.8
Intangible assets, property, plant and equipment	<b>2,621.0</b>	2,595.9	25.1
Investment property	<b>76.3</b>	76.6	-0.3
Financial assets	<b>28.8</b>	29.0	-0.2
Investments accounted for using the equity method	<b>1,509.9</b>	1,505.5	4.4
Trade receivables	<b>2.4</b>	2.6	-0.2
Other receivables and other assets	<b>23.1</b>	28.9	-5.8
Income tax assets	<b>5.7</b>	6.6	-0.9
Deferred income tax assets	<b>327.1</b>	325.3	1.8
<b>Current assets</b>	<b>6,013.1</b>	5,931.7	81.5
Inventories	<b>2,854.8</b>	2,867.2	-12.4
Trade receivables	<b>1,479.7</b>	1,221.5	258.2
Contract assets	<b>409.4</b>	372.0	37.3
Other receivables and other assets	<b>210.2</b>	231.4	-21.2
Income tax assets	<b>40.9</b>	34.6	6.3
Securities	<b>2.8</b>	0.0	2.78
Cash and cash equivalents	<b>737.7</b>	939.7	-202.0
Assets available for sale	<b>277.6</b>	265.2	12.4
<b>Balance sheet total</b>	<b>10,607.4</b>	10,502.0	105.3

# 01 CONSOLIDATED BALANCE SHEET

## Financials

<b>Equity and liabilities (€ million)</b>	<b>31.03.2024</b>	31.12.2023	Δ
<b>Equity</b>	<b>4,835.3</b>	4,834.5	0.9
Subscribed capital	161.6	161.6	0.0
Capital reserve	257.0	257.0	0.0
Retained earnings	4,689.0	4,660.4	28.6
Other reserves	60.7	90.5	-29.8
Unappropriated retained earnings	27.1	27.1	0.0
Treasury shares	-369.7	-369.7	0.0
Minority Interest	9.7	7.6	2.1
<b>Non-current liabilities</b>	<b>2,333.7</b>	2,353.3	-19.6
Provisions for pensions and similar obligations	1,640.3	1,667.8	-27.5
Deferred tax liabilities	99.2	98.4	0.8
Income tax liabilities	19.1	19.1	0.0
Other provisions	203.2	203.7	-0.5
Financial liabilities	367.3	360.2	7.1
Other liabilities	4.7	4.1	0.6
<b>Current liabilities</b>	<b>3,438.3</b>	3,314.3	124.0
Other provisions	225.0	239.3	-14.3
Financial liabilities	995.3	940.6	54.7
Trade payables	1,283.9	1,247.6	36.3
Liability contracts	430.9	447.2	-16.3
Income tax liabilities	24.8	26.0	-1.2
Other liabilities	356.1	289.9	66.2
Liabilities associated with assets held for sale	122.4	123.7	-1.3
<b>Balance sheet total</b>	<b>10,607.4</b>	10,502.0	105.3

# 01 CASH FLOW STATEMENT

Financials

(€ million)	Q1 2024	Q1 2023	Δ
Cash and cash equivalents at the start of the period	939.7	988.4	-48.7
Cash flow from operating activities	-142.6	167.0	-309.5
Cash flow from investment activities	-83.0	-100.2	17.2
Cash flow from financial activities	21.5	-25.2	46.7
Changes in cash	-202.0	37.6	-239.6
Cash and cash equivalents at the end of the period	737.7	1,026.0	-288.3

Cash and cash equivalents decreases noticeably due to negative overall cash flow

# 01 STEEL PRODUCTION BUSINESS UNIT

## Financials

		<b>Q1 2024</b>	Q1 2023	$\Delta$
External sales	€ million	<b>932</b>	1,039	-107
Order bookings	kt	<b>1,319</b>	1,356	-37
Order backlog <sup>1</sup>	kt	<b>1,127</b>	1,072	55
EBITDA	€ million	<b>43</b>	136	-92
EBT	€ million	<b>-18</b>	80	-98
Core workforce <sup>1</sup>		<b>7,518</b>	7,339	179

<sup>1</sup> per reporting date

Lower revenue led to declining sales and earnings figures

# 01 STEEL PROCESSING BUSINESS UNIT

## Financials

		<b>Q1 2024</b>	Q1 2023	$\Delta$
External sales	€ million	<b>436</b>	562	-126
Order bookings	€ million	<b>462</b>	703	-240
Order backlog <sup>1</sup>	€ million	<b>767</b>	1,020	-253
EBITDA	€ million	<b>-1</b>	100	-101
EBT	€ million	<b>-18</b>	82	-100
Core workforce <sup>1</sup>		<b>5,378</b>	5,358	20

<sup>1</sup> per reporting date

Decline in earnings due to higher input material costs and lower revenue level

# 01 TRADING BUSINESS UNIT

## Financials

		<b>Q1 2024</b>	Q1 2023	$\Delta$
External sales	€ million	<b>836</b>	918	-82
Shipments	kt	<b>901</b>	788	113
EBITDA	€ million	<b>12</b>	3	9
EBT	€ million	<b>4</b>	-5	9
Core workforce <sup>1</sup>		<b>1,992</b>	2,006	-14

<sup>1</sup> Adjustment of the previous year's figure due to the new Group structure

<sup>2</sup> per reporting date

Decline in sales due to lower revenue, slightly positive result in Q1 2024 thanks to price stability

# 01 TECHNOLOGY BUSINESS UNIT

## Financials

		Q1 2024	Q1 2023	Δ
External sales	€ million	425	420	5
Order bookings	€ million	367	584	-217
Order backlog <sup>1</sup>	€ million	1,350	1,368	-18
EBITDA	€ million	38	27	11
EBT	€ million	30	20	10
Core workforce <sup>1</sup>		5,778	5,380	398

<sup>1</sup> per reporting date

Order backlog remains at a high level; stable sales, earnings especially due to KHS-Group above previous year



# 01 INDUSTRIAL PARTICIPATIONS / CONSOLIDATION

## Financials

		<b>Q1 2024</b>	Q1 2023	Δ
External sales	€ million	<b>48</b>	43	5
EBITDA	€ million	<b>34</b>	24	10
EBT	€ million	<b>20</b>	8	12
Core workforce <sup>1</sup>		<b>2,730</b>	2,622	108

<sup>1</sup> per reporting date

Aurubis participation supplies €24 million earning contribution



# BACKUP

01 Financials

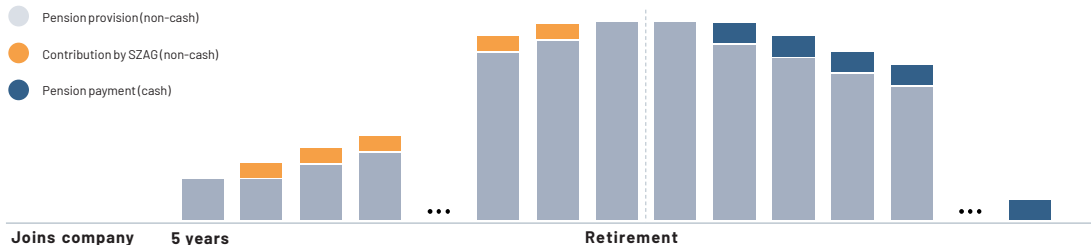
02 Pensions

03 Investor Relations

# 02 MECHANICS OF INTERNAL PENSION COMMITMENT FUNDING

## Pensions

### INTERNAL FUNDING OVER LIFETIME OF EMPLOYEE



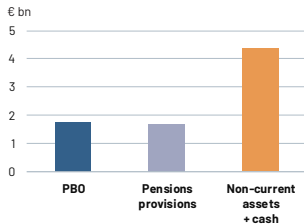
- / Provision is determined by development of individual salary, time in employment at SZAG, actuarial life expectancy and inflation
- / Contribution as personnel expense and interest element (both non-cash)
- / Monthly payout from operating cash flow

# 02 FUNDING OF PENSION COMMITMENTS

## Pensions

(2023/12/31)

- / Projected Benefit Obligation (PBO): € 1,765 m<sup>1</sup>
- / According to IAS 19:
  - / Discount rate of 3.60%<sup>2</sup>
  - / in line with market average
- / Trend in salaries: 2.75% p.a.
- / Trend in pensions: 2.25% p.a.
- / Staff turnover: 1% p.a.
- / Valuation based on the actuarial principles



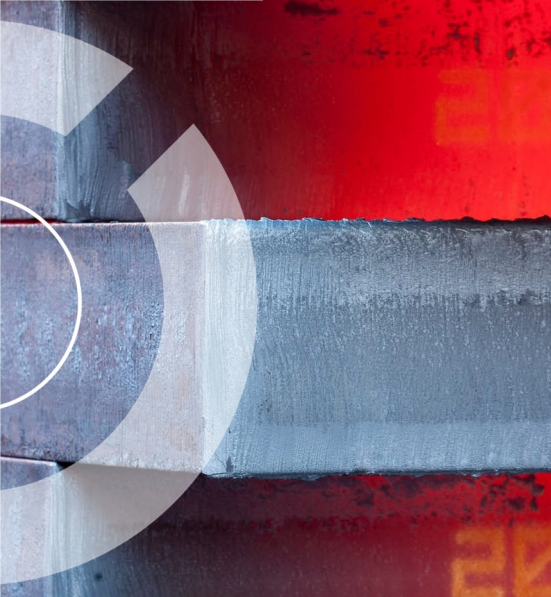
(2023/12/31)

- / Balance sheet: pension provisions € 1,668 m
- / Assets held by external funds: € 97 m
- / Non-current assets: € 4,570 m
- / Net position due to banks: € -214 m

<sup>1</sup> thereof € 96.7 million covered by assets held by external funds

<sup>2</sup> per March 31, 2024, previously 3.50% per December 31, 2023

Pension obligations completely covered by internal funds!



# BACKUP

01 Financials

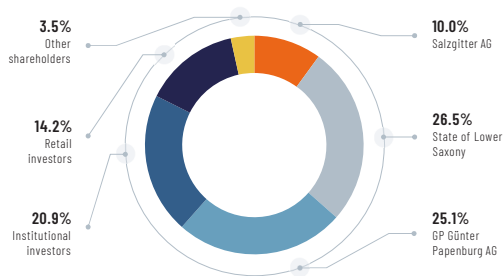
02 Pensions

03 Investor Relations

# 03 SHAREHOLDER STRUCTURE AND SHARE TURNOVER

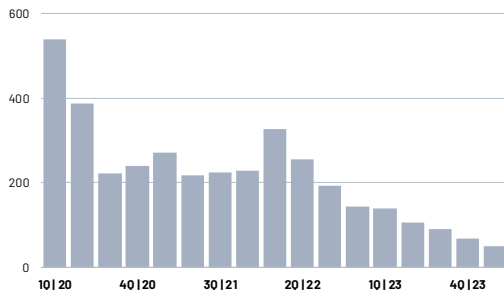
## Investor Relations

### SHAREHOLDER STRUCTURE



Treasury shares: as of July 8, 2010;  
other information is based on the external shareholder identification as of December 2023

### DAILY TURNOVER IN THOUSAND SHARES



# 00 DISCLAIMER

Salzgitter AG

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