

ANNUAL PRESS CONFERENCE

A warm welcome!



SALZGITTERAG

People, Steel and Technology



**A NEW
THINKING
FOR A NEW
INDUSTRY**

#wemakeithappen

HIGHLIGHT TOPICS



**NEW SALES RECORD
WITH € 12,553 MILLION**



**SECOND-BEST OPERATING RESULT
IN THE HISTORY OF THE COMPANY**



**EXCEPTIONAL YEAR WITH € 1.2 BILLION
PRE-TAX PROFIT**



**GROUP STRATEGY
"SALZGITTER AG 2030" IN IMPLEMENTATION**



PROGRESS IN ALL AREAS OF STRATEGY:
SALCOS® program, partnering, energy procurement,
portfolio adjustments, expansion of recycling activities



**CLEARLY RECOGNIZABLE DEMAND
FOR SALCOS® STEEL**



**OCCUPATIONAL SAFETY
SIGNIFICANTLY IMPROVED**



**SOLID RESULTS FOR
FISCAL YEAR 2023 EXPECTED**



SALZGITTER AG

People, Steel and Technology



AGENDA

- 01 Strategy
- 02 Economic development of the business units
- 03 Financials
- 04 Outlook

01 VISION AND MISSION ARE DEFINED

Strategy "Salzgitter AG 2030"

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.

01 OUR TARGET IMAGE






Strategy "Salzgitter AG 2030"




- ✓ We aspire to be Europe's strongest steel and technology group
- ✓ We are putting circularity at the center of our activities
- ✓ We are a frontrunner in low CO₂ steel production
- ✓ We are growing in business areas geared to sustainability
- ✓ We are ensuring the future and securing sustainable jobs in our Group
- ✓ We - all of us as people - are the key success factor of the transformation
- ✓ We are transforming the industry together with our partners
- ✓ We are tackling change courageously and resolutely
- ✓ We stand for: People – Steel – Technology

01 STRATEGY SCORECARD – MAKING TARGETS MEASURABLE

Strategy „Salzgitter AG 2030“

Strategic direction	KPI	Unit	Target 2025	Target 2030	Progress
 CIRCULAR ECONOMY	Expansion scrap recycling	%	> 25	> 50	Scrap Strategy
		mt p. a.	2,5	3	
	CO ₂ reduction (Scope 1 & 2)	% CO ₂	> -30*	> -50	SALCOS® FID Stage 1
	Complete focus on low CO ₂ steel production	-	SALCOS® Stage 1	SALCOS® Stage 1-3 (2033)	
	Savings of 1 % German emissions	mt p. a.	2.5	8 (2033)	
 PROFITABILITY	Electricity sourced exclusively from renewable sources	%	> 50	100	PPA acquisition
	ROCE	%	12	14	Performance 2026 / Strategic directions
	EBITDA Margin	%	8-10	> 10	
 GROWTH & CUSTOMER-ORIENTED SOLUTIONS	Increase of additional profit improvement potential	€ million p. a.	>150 (2026)	-	
	Growth in profitable business areas with a focus on circularity (gross sales)	€ billion	-	> 11	
 CAPITAL MARKET	Dividend yield	%	> 2	> 2	
	ESG-Rating	-	Top third industry	Top quartile industry	
 EMPLOYEES	Accidents (LTIF)	% vs. 2021	-35	-50	ESG management
	Proportion of women in new non-tariff/ management positions	%	25	30	

* Alignment of plant operation at -30 % CO₂ (comprises mainly SALCOS® Stage 1)

A hiker with a large backpack is walking on a mountain trail. The sun is setting behind a rocky peak, creating a warm, golden glow over the landscape. The hiker is seen from behind, wearing a plaid shirt and brown pants. The trail is rocky and covered with dry grass. In the background, there are rolling hills and a valley.

**OUR GROUP STRATEGY
"SALZGITTER AG 2030"
IS NO LONGER A
POWERPOINT
PRESENTATION -
WE ARE IN THE MIDDLE
OF IMPLEMENTATION!**

01 STRATEGY „SALZGITTER AG 2030“

Set in motion

01

QUARTER 1 / 2022

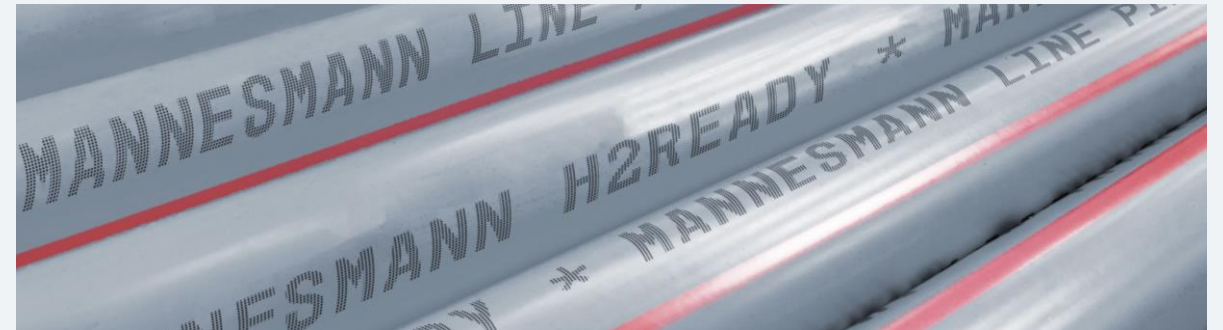
- Strategic partnership with Ørsted
- Supply of SALCOS® steel to all BMW Group plants in Europe as of 2026
- New strategy "Salzgitter AG 2030" presented
- Supply of SALCOS® steel to Volkswagen AG from the end of 2025



02

QUARTER 2 / 2022

- Commission to supply pipes to connect Wilhelmshaven LNG terminal
- Partnership agreement with Mendritzki Group
- Partnership agreement with Grupo Arania



01 STRATEGY „SALZGITTER AG 2030“

Set in motion

Q3

QUARTER 3 / 2022

- Partnering agreement with Resonac and Waelzholz Group
- Own resources of € 723 million released
- Partnership agreement with GRI Renewable Industries
- Pipes supplied for WAL Wilhelmshaven LNG pipeline
- First order for SALCOS® plant technology
- KHS and Ferrum introduce joint SmartCan filler/seamer block
- State government of Lower Saxony and BRD sign administrative agreements to provide subsidies



Q4

QUARTER 4 / 2022

- EU Commission declares state support for green steel production permissible
- Completion of the GrInHy2.0 project
- M2-Waggon® at Euroblech
- Partnership agreement with Ford and Miele
- Cooperation with Mubea
- Offshore wind energy from ENBW
- Digitization with SAP
- Power purchase agreement with Engie
- EMW secures steel
- Partnership with STAHL0



01 STRATEGY „SALZGITTER AG 2030“

Set in motion

01

QUARTER 1 / 2023

- Intensification of cooperation with BSH Hausgeräte
- Expansion of regional scrap recycling with acquisition of Must-Metalle-Container GmbH
- Pipes supplied for Brunsbüttel LNG terminal



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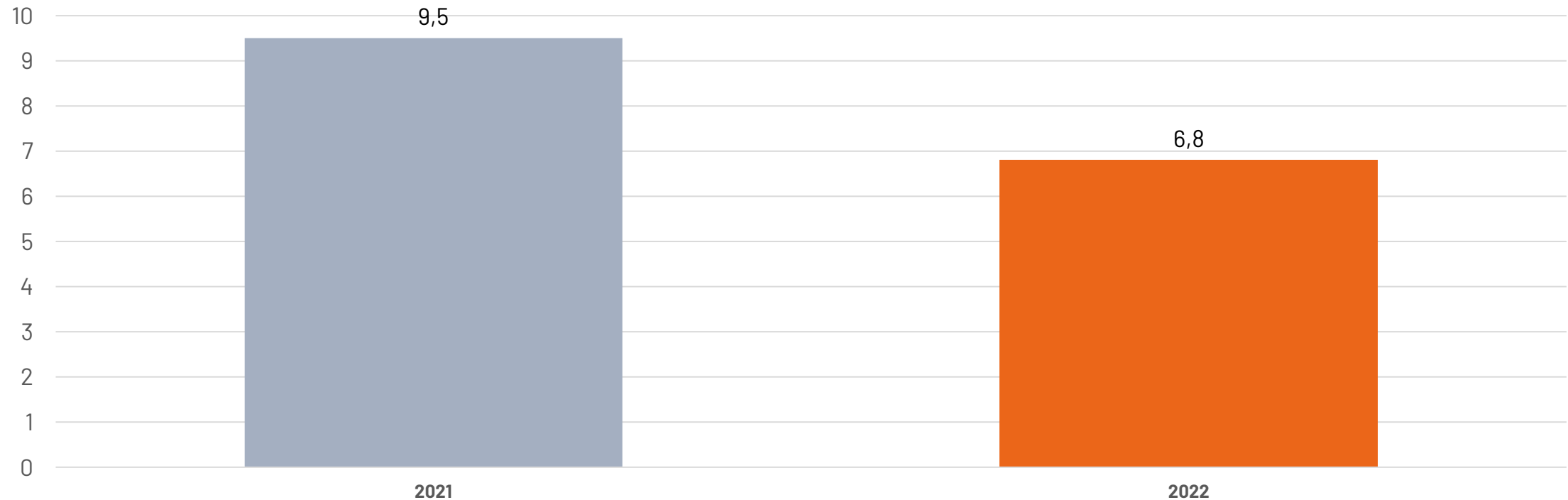


FOCUS TOPICS

01 OCCUPATIONAL SAFETY

Significant improvement vs. 2021

LOST TIME INJURY FREQUENCY (Work-related accidents per 1 million work hours from the first day off work)¹



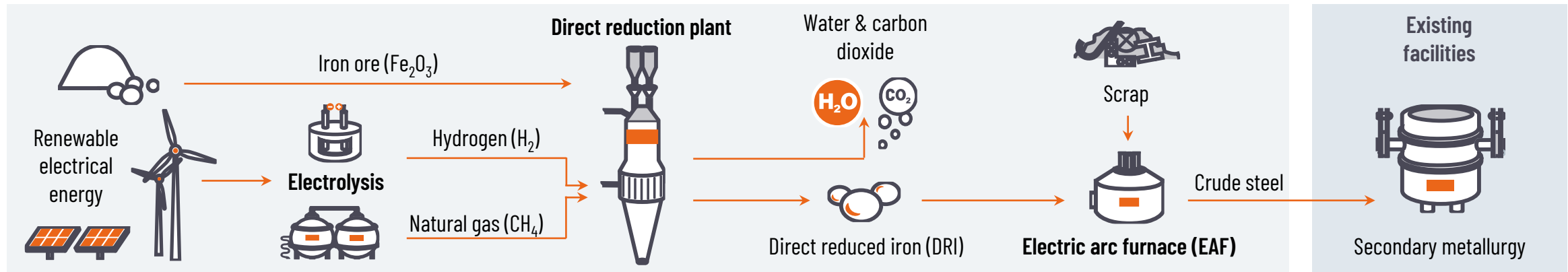
¹ Data for Salzgitter Group, core workforce and training contracts, 2021 recording domestic only; as from 2022, recording domestic and international



We are on the right track – and aspire further improvement

01 SALCOS®

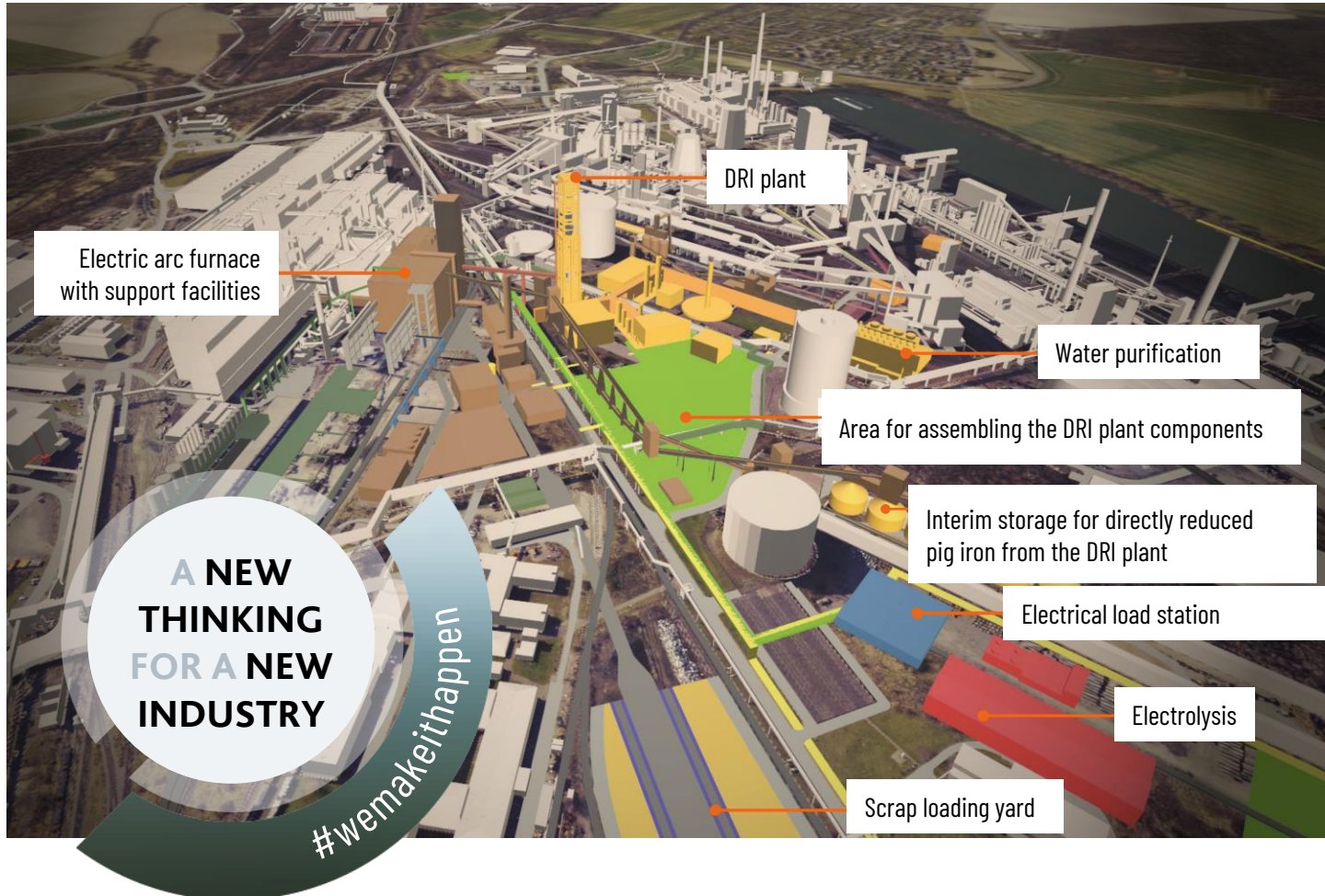
Accelerated implementation of the strategy



- / **Release of the total budget** for the first stage of SALCOS® by the Supervisory Board (March 23, 2023)
- / **Total investment volume** for the first stage of SALCOS® of € 2.2-2.4 billion
- / **Successful establishment of market premiums:** Model for securing volumes in all customer segments
- / **Carbon leakage protection assured** by the end of 2030 (thanks to EU agreement on CBAM / ETS)
Confirmation of the necessity for the accelerated decarbonization by 2030/33
- / **Strategy:** 30% of the current production volume to be produced via the SALCOS® route (as from 2026)

01 SALCOS®

Transformation has begun



Integration of new facilities into the existing steel works



Work on the construction site started



Electric arc furnace ordered, contract for the DRI plant will be awarded shortly

01 DECARBONIZATION OF VALUE CHAINS

Implementation only works together



01 PAVING THE WAY FOR THE ENERGY TRANSITION

Strategy „Salzgitter AG 2030“ being implemented

- / Transformation of the energy supply in the focus of political efforts in Europe
 - / Prerequisite: Partners from industry, policy makers, infrastructure and logistics work hand in hand
 - / LNG showcase projects: Connecting pipelines for Wilhelmshaven and Brunsbüttel realized in less than 12 months
- / Our line pipes are H2READY today – deliveries in numerous European countries
- / Construction of a new hydrogen laboratory for testing under H₂ atmosphere in Duisburg
 - / Pioneer in building hydrogen competence in the steel sector



■ Countries to which SZAG delivered line pipes in 2022

Excellence in the field of energy

01 PORTFOLIO MANAGEMENT

First successful steps

Sale of Salzgitter Bauelemente GmbH to FALK Bouwsystems (The Netherlands) per January 1, 2023

/ Takeover allows for markedly better strategic growth options

Acquisition of Must GmbH per February 15, 2023

/ Must is specialized in the trading of scrap and metals

/ With the acquisition of must we represent the scrap recycling value chain in its entirety

Negotiations of EUROPIPE GmbH regarding a sale of Berg EUROPIPE Holding Corp. USA to Borusan Mannesmann Pipe US Inc.

/ Non-binding letter of intent



Active portfolio management in the spirit of the best ownership principle

01 HDG LINE 3

Strengthening of the premium segment

- / Capital expenditure ~€ 200 million
- / Annual capacity: 500,000 tons
- / Focus on high and highest strength steel grades
- / Strengthening of the premium segment for automotive and household appliances sectors
- / Very good customer response
- / Operational readiness achieved in October 2022



Qualitative growth in the Steel Production business unit



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02 KEY DATA ON FINANCIAL YEAR 2022

Economic development of the business units

		FY 2022	FY 2021	Δ	
Crude steel production	kt	6,109	6,749	-640	↘
External sales ¹	€ m	12,553	9,767	2,786	↗
EBITDA	€ m	1,618	1,262	357	↗
Earnings before tax	€ m	1,245	706	540	↗
Earnings after tax	€ m	1,085	586	499	↗
Earnings per share (undiluted)	€	20.0	10.7	9.3	↗
ROCE	%	20.1	16.2	3.9	↗
Core workforce ²		22,622	22,356	266	→

¹ only from entities within the Group of Consolidated Companies of Salzgitter Group

² per reporting date

2022 was one of the most successful years in the history of the Salzgitter AG



02 STEEL PRODUCTION – MARKED INCREASE OF EARNINGS

Economic development of the business units

KEY DATA

		FY 2022	FY 2021	Δ
External sales	€ m	4,263	3,127	1,136
Order bookings	kt	4,762	5,100	-338
Order backlog ¹	kt	1,091	1,232	-141
EBITDA	€ m	946	657	289
EBT	€ m	791	495	296
Core workforce ¹		7,369	7,158	211

¹ per reporting date

Earnings improvement by 60% versus the already very pleasing previous year's result

REVIEW AND CURRENT SITUATION

- / Sharp rise of steel prices following the start of the war; from mid-Q2 2022 onwards marked decrease due to declining demand
- / Partial compensation of the cost increases thanks to active hedging
- / Record result of Salzgitter Flachstahl GmbH

Current situation

- / Winter recession weaker than expected
- / Price recovery of strip steel products
- / Demand for sections still at a low level

02 STEEL PROCESSING – SUCCESSFUL PLATE BUSINESS

Economic development of the business units

KEY DATA

		FY 2022	FY 2021	Δ
External sales	€ m	2,106	1,510	596
Order bookings	€ m	2,751	2,108	643
Order backlog ¹	€ m	1,023	851	173
EBITDA	€ m	173	-30	203
EBT	€ m	86	-309	395
Core workforce ¹		5,341	5,341	0

¹ per reporting date

Cautiously optimistic outlook for 2023

REVIEW AND CURRENT SITUATION

- / Plate: demand and plate prices at record levels at the beginning of 2022; price decreases afterwards as a result of high inventory levels
- / Steel tubes: increased number of awarded projects in the large-diameter pipes market; precision tubes segment negatively impacted by lower car registrations

Current situation

- / Plate: brisk demand in Q1 2023; outlook significantly more positive than at the end of 2022
- / Steel tubes: Positive prospects for large-diameter pipes market; markets for precision and stainless tubes remain challenging

02 TRADING – VERY PLEASING RESULT

Economic development of the business units

KEY DATA

		FY 2022	FY 2021	Δ
External sales	€ m	4,581	3,603	978
Shipments	kt	3,606	3,639	-34
EBITDA	€ m	268	363	-95
EBT	€ m	243	353	-109
Core workforce ¹		1,975	1,934	41

¹ per reporting date

Very gratifying result due to higher price level as well as margin and volume development in international trading

REVIEW AND CURRENT SITUATION

- / Historically strong H1 was followed by demand cooling off at the end of Q2 2022
- / Volumes and prices decreased until year-end

Current situation

- / Stockholding business with subdued start into the year due to demand and prices; purchase prices remain at a high level; normalization of margins expected over the course of 2023
- / Positive yearly outlook for international trading

02 TECHNOLOGY – BRAVED CHALLENGING MARKET ENVIRONMENT

Economic development of the business units

KEY DATA

		FY 2022	FY 2021	Δ
External sales	€ m	1,430	1,360	69
Order bookings	€ m	1,738	1,548	189
Order backlog ¹	€ m	1,207	864	343
EBITDA	€ m	77	84	-7
EBT	€ m	48	59	-11
Core workforce ¹		5,329	5,298	31

¹ per reporting date

Operating result increased; previous year positively impacted by one-off effect (+ € 18.8 million)

REVIEW AND CURRENT SITUATION

- / Record order intake of the business unit despite contrary trend of the industry
- / Resolute implementation of the efficiency and growth program "KHS Future"
- / Satisfying development of sales and earnings

Current situation

- / Orders on hand at the end of 2022 on record level
- / Exceptionally high utilization at the start of 2023
- / DESMA companies anticipate recovery of their markets
- / Record result for 2023 targeted



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03 INCOME STATEMENT

Financials

Income Statement (€ million)	FY 2022	FY 2021	Δ
Sales	12,553.3	9,767.4	2,785.8
Increase/decrease in finished goods and work in process/other own work capitalized	249.9	522.9	-273.0
	12,803.2	10,290.4	2,512.8
Other operating income	984.8	548.5	436.3
Cost of materials	8,639.4	6,746.1	1,893.4
Personnel expenses	1,883.4	1,769.7	113.6
Amortization and depreciation of intangible assets and property, plant and equipment	306.4	508.4	-202.0
Other operating expenses	1,821.5	1,222.4	599.1
Result from impairment losses and reversal of impairment losses of financial assets	-12.9	1.8	-14.8
Income from shareholdings	2.6	0.0	2.6
Result from investments accounted for using the equity method	184.6	159.5	25.1
Finance income	12.7	15.3	-2.6
Finance expenses	78.7	63.0	15.7
Earnings before taxes (EBT)	1,245.4	705.7	539.6
Income tax	160.0	119.6	40.4
Consolidated result	1,085.4	586.1	499.3

03 CONSOLIDATED BALANCE SHEET

Financials

Assets (€ million)	12/31/2022	12/31/2021	Δ
Non-current assets	4,510.0	4,250.1	259.9
Intangible assets, property, plant and equipment	2,416.5	2,267.8	148.7
Investment property	78.1	79.5	-1.5
Financial assets	38.3	51.4	-13.1
Investments accounted for using the equity method	1,565.3	1,327.8	237.6
Trade receivables	3.5	8.3	-4.7
Other receivables and other assets	15.7	21.6	-5.9
Income tax assets	0.0	1.9	-1.9
Deferred income tax assets	392.6	491.8	-99.3
Current assets	6,593.3	6,004.7	588.6
Inventories	3,474.3	3,123.3	350.9
Trade receivables	1,543.8	1,452.8	91.0
Contract assets	318.3	323.0	-4.7
Other receivables and other assets	217.9	296.7	-78.8
Income tax assets	23.6	17.0	6.6
Securities	0.0	49.7	-49.7
Cash and cash equivalents	988.4	741.8	246.6
Assets held for sale	27.1	0.5	26.6
Balance sheet total	11,103.3	10,254.9	848.4

03 CONSOLIDATED BALANCE SHEET

Financials

Equity and liabilities (€ million)	12/31/2022	12/31/2021	Δ
Equity	4,850.4	3,357.0	1,493.4
Subscribed capital	161.6	161.6	0.0
Capital reserve	257.0	257.0	0.0
Retained earnings	4,731.2	3,252.3	1,478.9
Unappropriated retained earnings	60.1	45.1	15.0
Treasury shares	-369.7	-369.7	0.0
Minority interest	10.2	10.7	-0.5
Non-current liabilities	2,704.3	3,247.0	-542.7
Provisions for pensions and similar obligations	1,618.8	2,178.6	-559.9
Deferred tax liabilities	195.2	147.1	48.0
Income tax liabilities	33.5	25.7	7.8
Other provisions	272.3	267.5	4.8
Financial liabilities	579.3	621.5	-42.3
Other liabilities	5.2	6.6	-1.4
Current liabilities	3,548.7	3,650.7	-102.1
Other provisions	246.2	263.1	-17.0
Financial liabilities	1,119.1	893.2	225.8
Trade payables	1,331.8	1,728.9	-397.0
Liability contracts	412.3	353.8	58.5
Income tax liabilities	51.2	36.1	15.1
Other liabilities	380.9	375.6	5.2
Liabilities associated with assets held for sale	7.2	-	7.2
Balance sheet total	11,103.3	10,254.9	848.4

03 CASH FLOW STATEMENT

Financials

(€ million)

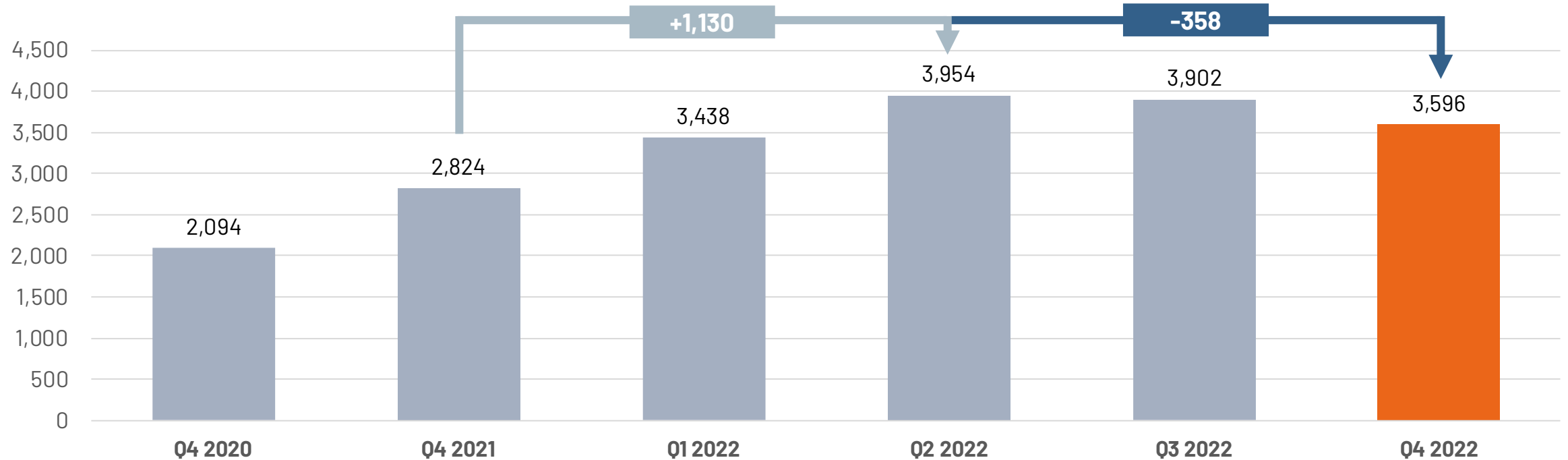
	FY 2022	FY 2021	Δ
Cash and cash equivalents at the start of the period	741.8	621.4	120.4
Cash flow from operating activities	596.5	329.4	267.1
Cash flow from investment activities	-367.7	-366.6	-1.0
Cash flow from financial activities	11.3	146.3	-135.0
Changes in cash	246.6	120.4	126.1
Cash and cash equivalents at the end of the period	988.4	741.8	246.7

Significant increase of cash and cash equivalents despite higher working capital

03 WORKING CAPITAL – REDUCTION CONTINUES IN Q4 2022

Financials

WORKING CAPITAL (€ million)

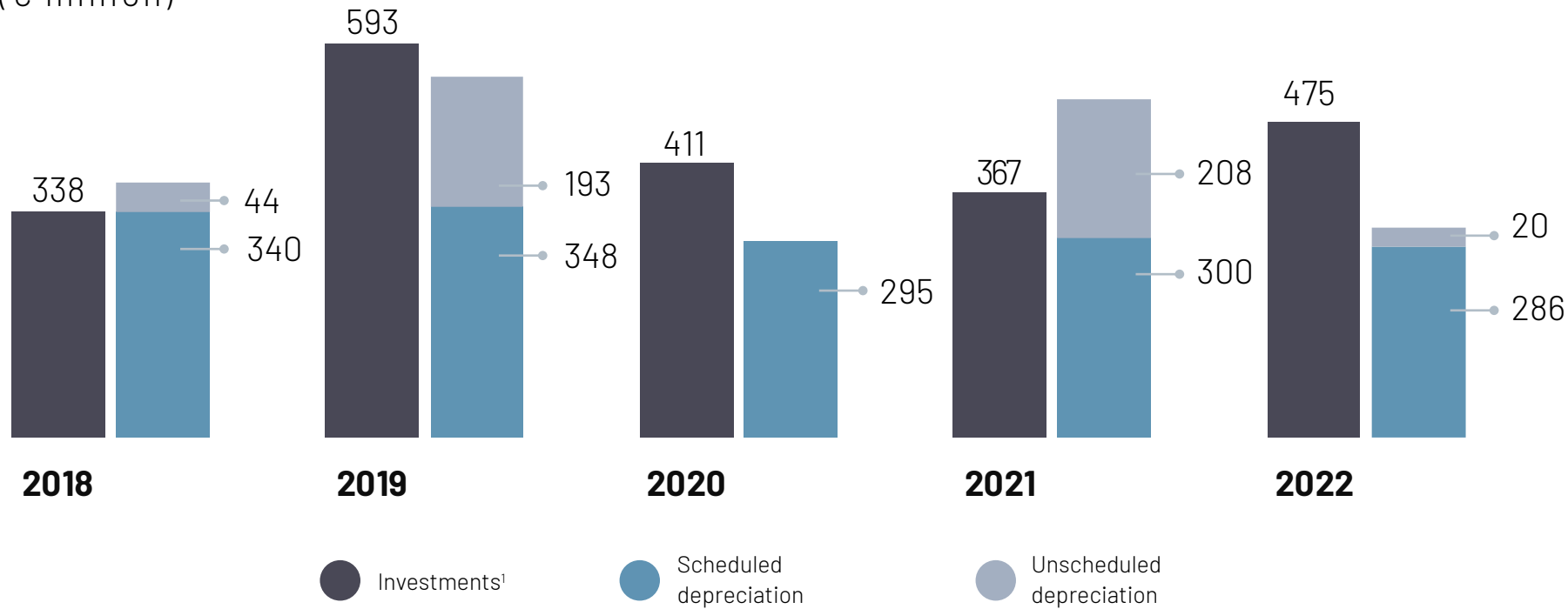


Working Capital peaks in Q2 2022 – reduction by € 358 million in the second half of 2022

03 INVESTMENTS AND DEPRECIATION

Financials

(€ million)



¹ Property, plant and equipment and intangible assets, excluding financial assets

Focus on supplementary investments; € 96 million in capex outflow for SALCOS® in 2022

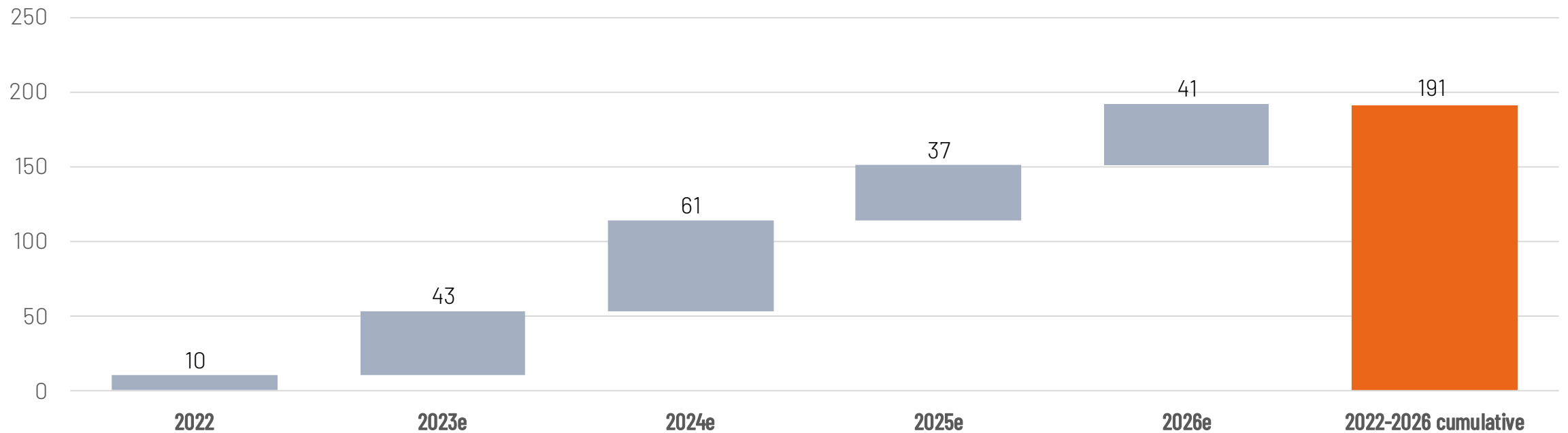


03 EARNINGS IMPROVEMENT THROUGH SAVINGS PROGRAM

Financials

PERFORMANCE 2026
Use potentials. Optimize processes.

FULL-YEAR EFFECT (€ million)

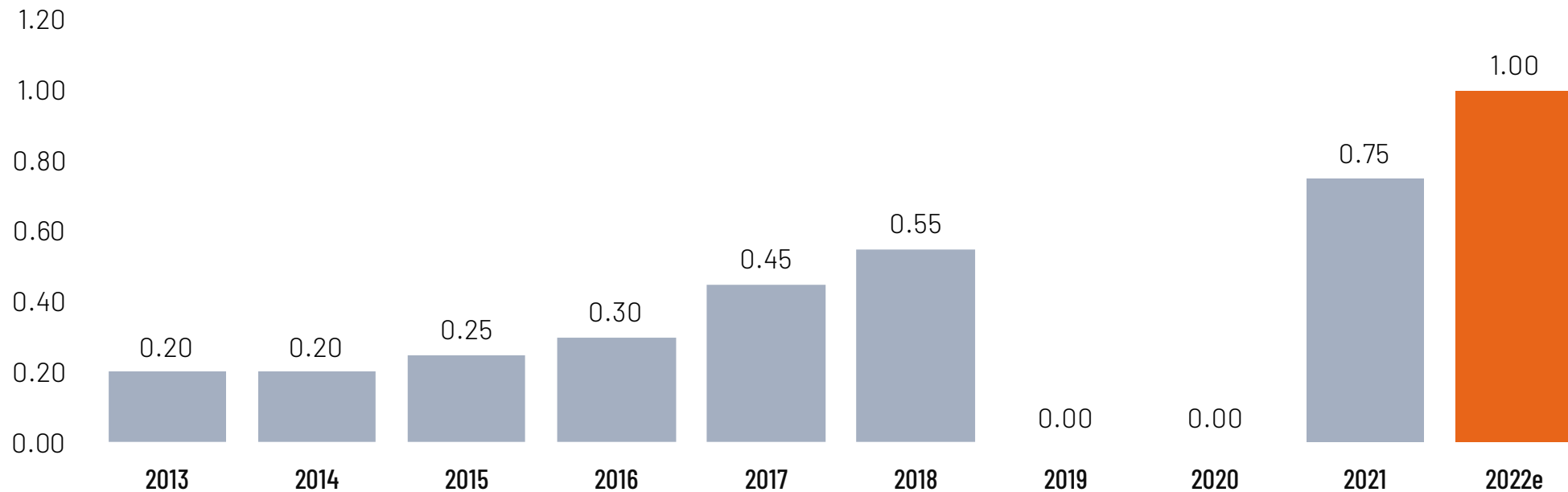


More than € 190 million in effects from measures identified

03 HIGHEST PROPOSED DIVIDEND SINCE 2008

Financials

Dividend (€/share)



Shareholders participate in the company's success



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04 THE FISCAL YEAR 2022 – AT A GLANCE

Summary

- ✓ New strategy "**Salzgitter AG 2030**" launched and records first successes
- ✓ SALCOS®: **Accelerated implementation until 2033 adopted** – own funds for the first stage released
- ✓ **New hot-dip galvanizing line** supports qualitative growth
- ✓ Second-best operating result in the history of the company – **EBITDA € 1.6 billion and EBT € 1.2 billion**
- ✓ Earnings **per share of € 20.00**
- ✓ Dividend proposal of **€ 1 per share** – corresponds to dividend yield of 3.5 %¹
- ✓ **Solid financial year 2023** expected

¹ Based on the year-end closing price of 2022

04 GLOBAL CRISES – CHANCES AND RISKS

Guidance

USA with new industrial policy
with Section 232 and 301

Inflation Reduction Act

Europa responds with **Green Deal Industrial Plan** to new
US industrial policy

The war in Ukraine continues to
generate **high energy costs** and is
weighing on the procurement markets

China's Opening to "Zero-Covid" with
chances and risks. Tensions with the
West intensify due to support from Russia.
Decoupling tendencies and dependencies
dominate the debate.

Taiwan as a possible theater of war



CHANCES
↑

- / Inflation falls due to falling energy prices
- / Energy price brakes take effect
- / Mild winter and full gas storage
- / Good steel demand due to the automotive sector, RE expansion and low inventories
- / EU Green Deal Industrial Plan „boosters“
- / Investments in EU industrial production

RISKS
↓



- / Inflation rises again due to new shocks
- / Rising interest rates weigh on economy
- / Construction activity continues to decline
- / High energy costs weigh (too) heavily on competitiveness and exports
- / EU response to IRA fizzles out due to lack of concrete instruments

04 POLITICAL PRIORITIES OF THE STEEL INDUSTRY FOR 2023

Guidance



TRANSFORMATION

Climate protection contracts /
transformation funding



Green lead markets and
climate clubs



Promotion of a sustainable
circular economy



ENERGY / CLIMATE POLICY

Availability of low
CO₂ electricity



Ramp-up of the
hydrogen economy



Industrial electricity price and
electricity market design



FOREIGN TRADE AND INDUSTRIAL POLICY

Consistent trade protection
and safeguards



Sectoral trade agreement
between EU and USA



Resilience of industrial
value creation



What are Europe's responses to the U.S. Inflation Reduction Act (IRA)?

04 EU GREEN DEAL INDUSTRIAL PLAN

Guidance

NET-ZERO INDUSTRY ACT

Set capacity targets by 2030 for "net-zero key technologies" such as solar, wind, heat pumps, electrolysis, batteries, and CCS. Simplify and accelerate approval and licensing procedures.

REVISION OF THE ELECTRICITY MARKET DESIGN

Long-term contracts (PPAs) are to be encouraged for industry; dynamic contracts for difference are intended to accelerate the expansion of renewable energies. No fundamental reform: merit order principle remains in place.



CRITICAL RAW MATERIALS ACT

Access to critical raw materials for green key technologies should be ensured:

Securing diversified sources of raw materials, expanding international partnerships and promoting our own extraction, processing and recycling of raw materials.

HYDROGEN BANK

Start-up financing for the ramp-up of H₂- production in the EU and imports from third countries. EU Commission proposal expected in May.

Ramp-up of "net-zero key technologies" as a prerequisite for the transformation of basic industries. Steel as an important starting point of the "net-zero industries": This importance must be emphasized and implemented politically.

04 MANAGEMENT GUIDANCE

Guidance

Against the backdrop of generally healthy demand at the start of the year, and assuming no further escalation in political and economic circumstances, we anticipate the following for the Salzgitter Group in the financial year 2023

/ sales in the region of € 13 billion,

/ EBITDA of between € 750 million and € 850 million,

/ a pre-tax profit of between € 300 million and € 400 million, and

/ a return on capital employed (ROCE) notably below the previous year's level.

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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March 27, 2023



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