

# FY 2018 Results

Analysts' and Investors' Conference

March 12, 2019

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# Disclaimer

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This presentation contains forward-looking statements which reflect the current views of the management of Klöckner & Co SE with respect to future events. They generally are designated by the words “expect”, “assume”, “presume”, “intend”, “estimate”, “strive for”, “aim for”, “plan”, “will”, “endeavor”, “outlook” and comparable expressions and generally contain information that relates to expectations or goals for economic conditions, sales proceeds or other yardsticks for the success of the enterprise. Forward-looking statements are based on currently valid plans, estimates and expectations and are therefore only valid on the day on which they are made. You therefore should consider them with caution. Such statements are subject to numerous risks and factors of uncertainty (e. g. those described in publications) most of which are difficult to assess and which generally are outside of the control of Klöckner & Co SE. The relevant factors include the effects of reasonable strategic and operational initiatives, including the acquisition or disposal of companies or other assets. If these or other risks and factors of uncertainty occur or if the assumptions on which the statements are based turn out to be incorrect, the actual results of Klöckner & Co SE can deviate significantly from those that are expressed or implied in these statements. Klöckner & Co SE cannot give any guarantee that the expectations or goals will be attained. Klöckner & Co SE – notwithstanding existing legal obligations – rejects any responsibility for updating the forward-looking statements through taking into consideration new information or future events or other things.

In addition to the key figures prepared in accordance with IFRS and German-GAAP respectively, Klöckner & Co SE is presenting non-GAAP key figures such as EBITDA, EBIT, Net Working Capital and net financial liabilities that are not a component of the accounting regulations. These key figures are to be viewed as supplementary to, but not as a substitute for data prepared in accordance with IFRS. Non-GAAP key figures are not subject to IFRS or any other generally applicable accounting regulations. In assessing the net assets, financial position and results of operations of Klöckner & Co SE, these supplementary figures should not be used in isolation or as an alternative to the key figures presented in the consolidated financial statements and calculated in accordance with the relevant accounting principles. Other companies may base these concepts upon other definitions. Please refer to the definitions in the annual report.

Rounding differences may occur with respect to percentages and figures.

The English translation of the Annual Report and the Interim Statement are also available, in case of deviations the German versions shall prevail.

Evaluating statements are unified and are presented as follows:

+/- 0-1%	constant
+/- >1-5%	slight
+/- >5%	considerable

# Agenda

1. **Highlights and update on strategy**
2. Financials
3. Outlook
4. Appendix

# 01 Highlights FY 2018

**FY**  
2018

**Sales**  
€6,790m

**EBITDA**  
€227m

**Digital sales**  
25%

- ▶ Shipments with 6.1mt on last year's level
- ▶ Sales increased by 7.9% yoy to €6.8bn due to higher price level
- ▶ Gross profit up from €1,316m in 2017 to €1,328m in 2018
- ▶ Gross profit margin decreased to 19.6% after 20.9% in 2018
- ▶ EBITDA of €227m as forecasted slightly above last year's level of €220m
- ▶ Sales share via digital channels increased from 17% in Q4 2017 to 25% in Q4 2018
- ▶ FY guidance: EBITDA Ifl significantly below last year's level and incl. IFRS 16 slightly above 2018

# 01 Progress on implementing “Klöckner & Co 2022”

## Digitalization and platforms

**Digital sales share** increased from 17% in Q4 2017 to **25% in Q4 2018**

Online shops transformed to **“Marketplace”** for vendors of complementary products, **digital consulting** established – partnering with **Axel Springer**

**XOM** orders worth **around €7m** executed by now, **internationalization** progresses

## Higher value-added business

**HVAB** sales share improved to **49% in 2018**

**Focus 2019:** Alu business in Germany and laser technology expansion in the US

## Efficiency improvement

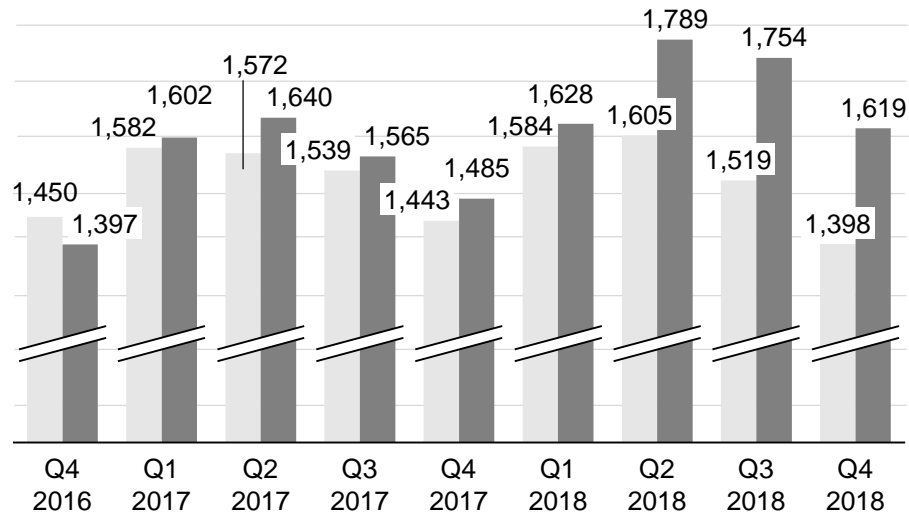
**Total EBITDA contribution:** “One Europe” €30m per year from end of 2019 onwards, “One US” \$15m per year from end of 2020 onwards

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## 02 Shipments/sales and gross profit

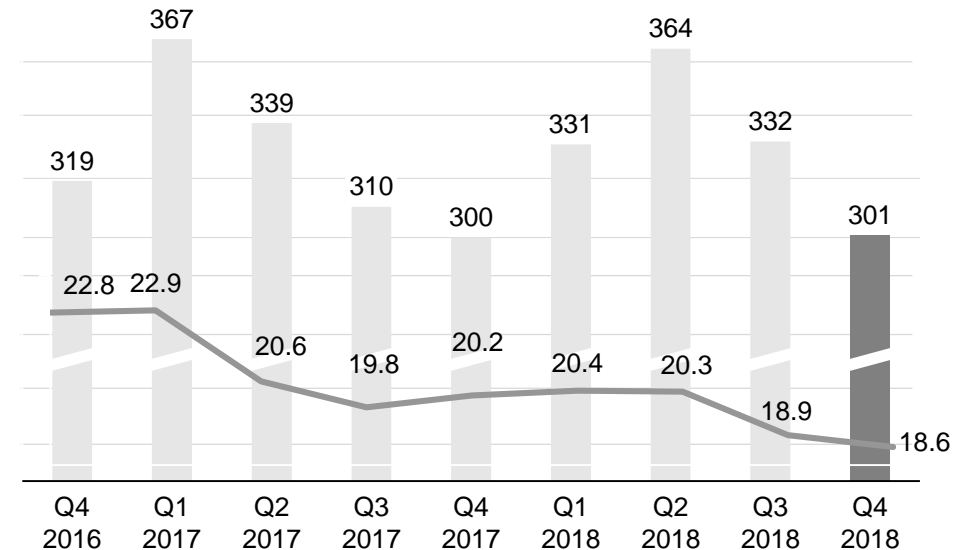
### Shipments (Tto)/sales (€m)



■ Shipments ■ Sales

- **Shipments** down due to lower volumes in Europe despite healthy demand in the US
- **Sales** increased yoy due to on average higher sales prices

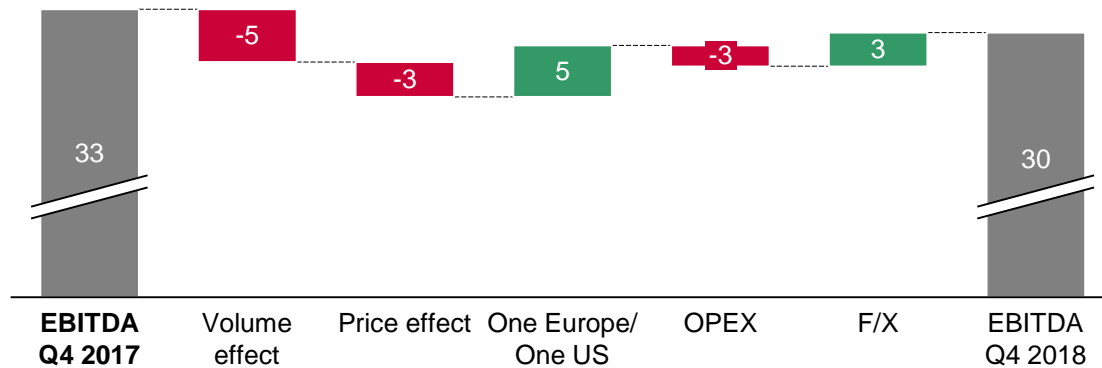
### Gross profit (€m)/gross margin (%)



- **Gross profit** Q4 stable yoy
- **Margin** with 18.6% down qoq and yoy due to higher average inventory cost

## 02 EBITDA in FY 2018

### Q4 yoy (€m)



### FY yoy (€m)



### Comments Q4

- Negative **volume** and **price effect** of in total €8m mainly due to weaker automotive business
- EBITDA contribution of **One Europe** and **One US** of €5m
- **OPEX** increased mainly driven by shipping cost and supplies
- **EBITDA margin** 1.9%

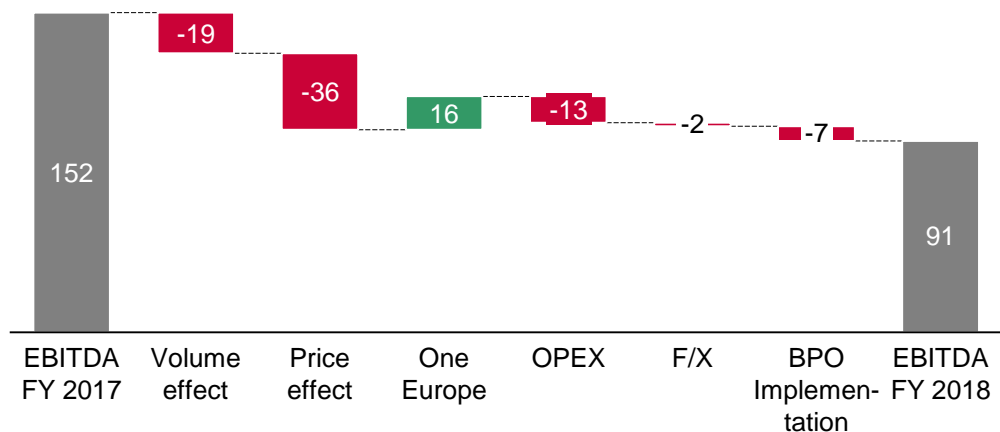
### Comments FY

- Strong positive **price effect** due to high prices in the US (Section 232)
- EBITDA contribution of **One Europe** and **One US** of €23m
- **OPEX** increased mainly driven by higher personnel expenses and shipping cost in the USA
- **EBITDA margin** 3.3%



## 02 Segment performance FY 2018

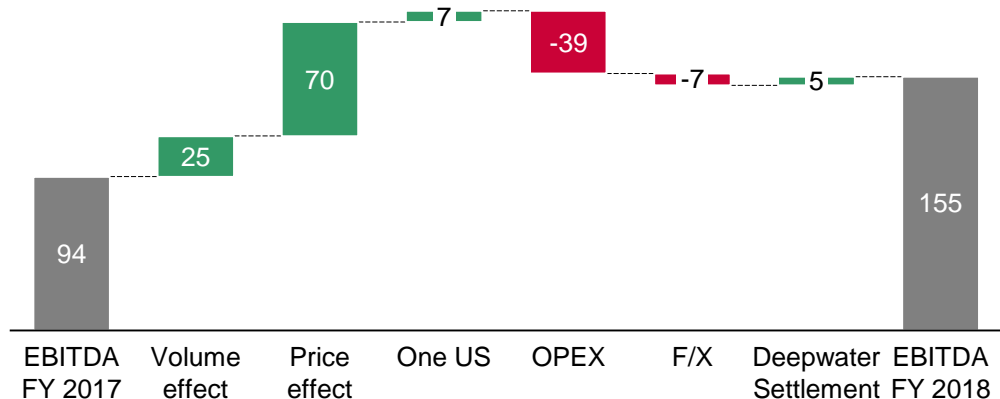
### Europe (€m)



### Europe

- **Volume effect** -€19m and **price effect** -€36m – both mainly due to weaker automotive business
- **BPO expense** mainly related to severance provisions
- **EBITDA margin** 2.2%

### Americas (€m)

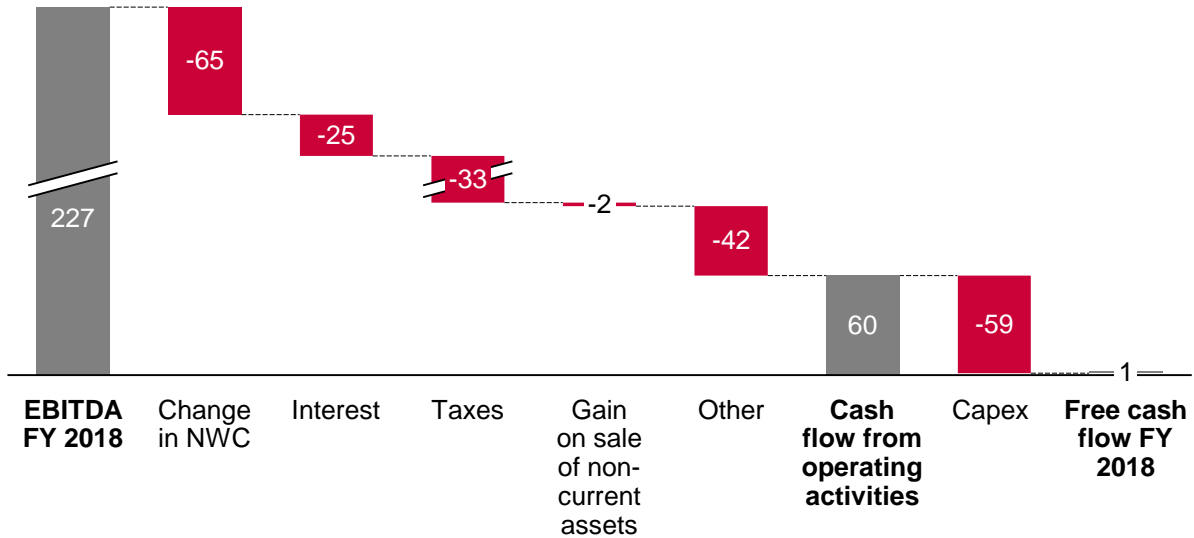


### Americas

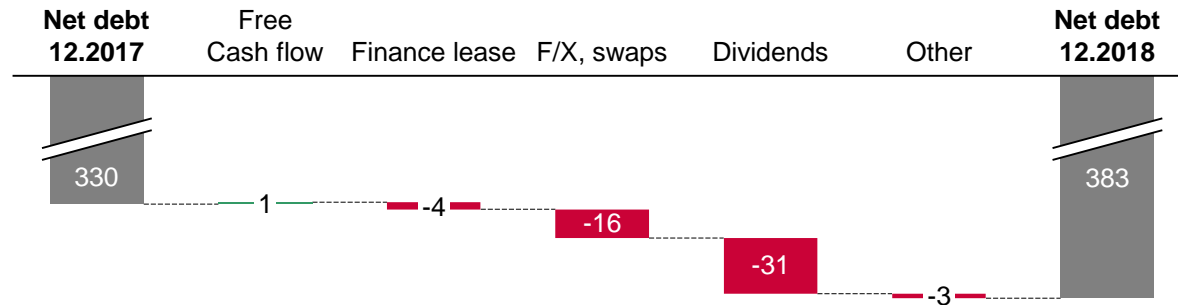
- **Volume effect** of €25m and **price effect** of €70m
- **OPEX** at -€39m mainly due to personnel and shipping-related costs
- **Settlement gain** from 2010 Deepwater Horizon Settlement
- **EBITDA margin** 5.7%

## 02 Cash flow and net debt development

### Cash flow FY 2018 (€m)



### Net financial debt 12/2017 vs. 12/2018 (€m)



### Comments

- **Net working capital** increase of €65m
- **“Other”** mainly relates provisions (pensions, social plans/redundancy programs, etc.)
- **Cash flow from operating activities** +€60m
- **Free cash flow** positive with €1m

- **Net financial debt** increased due to dividends of €31m and also due to F/X translation effects and settlement of F/X swaps of in total €16m
- **Finance lease** relates to a finance lease for equipment (high bay rack) in France

## 02 Maturity profile – well-balanced & diversified funding portfolio

Facility	Committed (€m)	Drawn amount (€m, IFRS*)	
		FY 2018	FY 2017
Syndicated Loan	300	0	0
ABS Europe	300	110	79
ABS/ABL USA	480	172	157
Convertible 2016 <sup>1)</sup>	148	138	135
Bilateral Facilities <sup>2)</sup>	171	78	91
Finance Leases	26	26	22
<b>Total Debt</b>	<b>1,425</b>	<b>524</b>	<b>484</b>
Cash		141	154
<b>Net Debt</b>		<b>383</b>	<b>330</b>

\*) Including interest accrued, excluding deferred transaction costs.

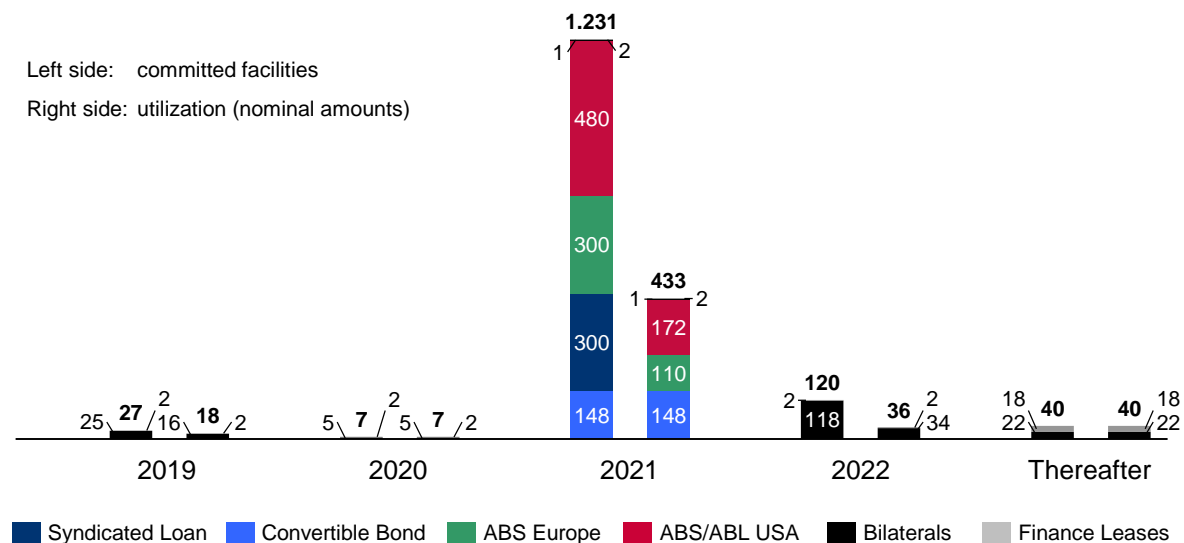
1) Principal €148m, equity component €18m at issuance (September 8, 2016).

2) Mainly Switzerland.

3) Net debt/Equity attributable to shareholders of Klöckner & Co SE less goodwill from business combinations subsequent to May 23, 2013.

€m	FY 2018
Adjusted equity	1,255
Net debt	383
Leverage	1.7x
Gearing <sup>3)</sup>	31%

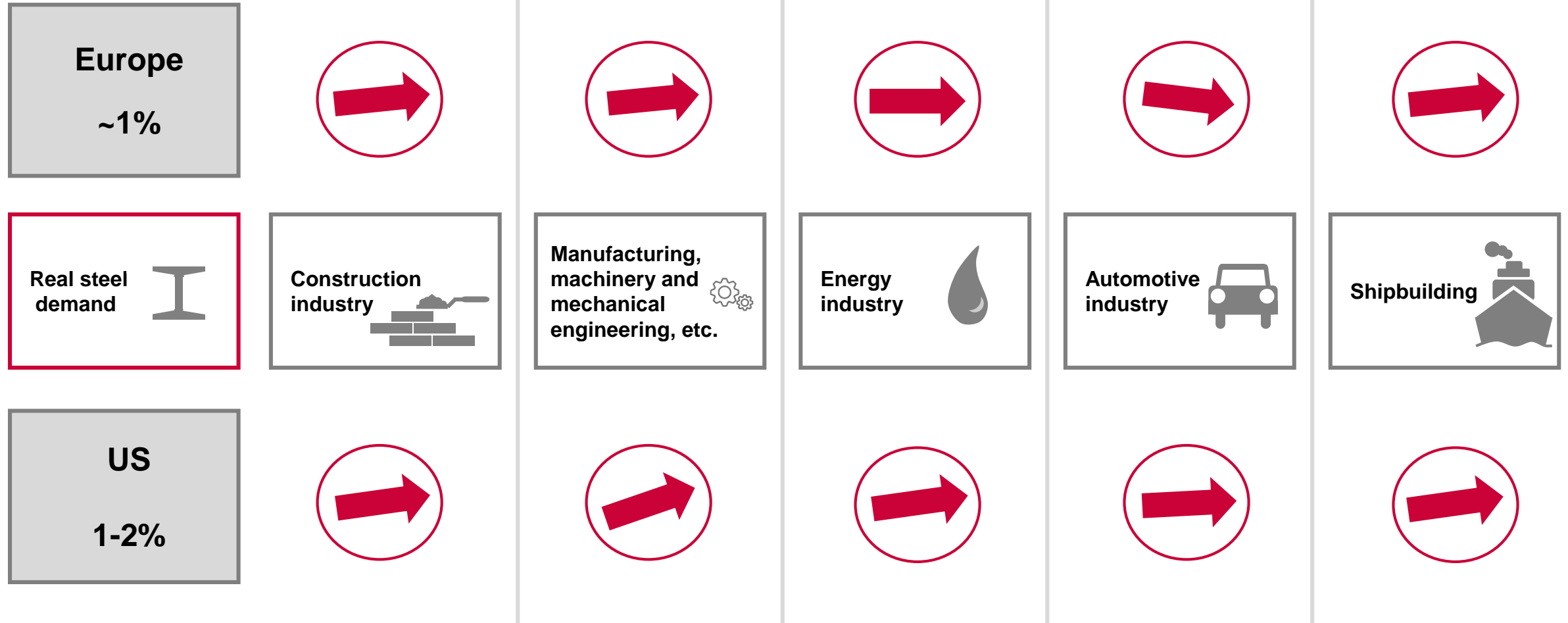
### Maturity profile of committed facilities & drawn amounts (€m)



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## 03 Region specific business outlook 2019



## 03 Outlook

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**Q1**  
2019

- ▶ Seasonally higher **sales** anticipated
- ▶ Reported **EBITDA** to be between €20-30m (incl. IFRS 16)

**FY\***  
2019

- ▶ Considerably higher **sales** anticipated due to higher average price level
- ▶ **EBITDA** Ifl significantly below last year's level and incl. IFRS 16 slightly above 2018

\*for expected IFRS 16 effects see appendix.

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## 04 Quarterly and FY results

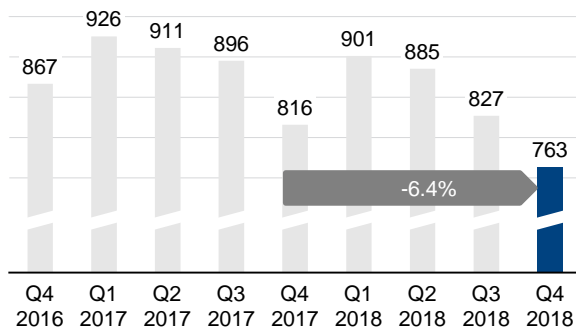
(€m)	Q4 2018	Q3 2018	Q2 2018	Q1 2018	Q4 2017	Q3 2017	Q2 2017	Q1 2017	Q4 2016	Q3 2016	Q2 2016	Q1 2016	FY 2018	FY 2017	FY 2016	FY 2015	FY 2014
Shipments (Ttons)	1,398	1,519	1,605	1,584	1,443	1,539	1,572	1,582	1,450	1,500	1,643	1,556	6,107	6,135	6,149	6,476	6,598
Sales	1,619	1,754	1,789	1,628	1,485	1,565	1,640	1,602	1,397	1,430	1,517	1,386	6,790	6,292	5,730	6,444	6,504
Sales (currency effect)	28	2	-89	-114	-70	-45	13	19	-3	-18	-31	2	-172	-83	-50	556	28
Gross profit	301	332	364	331	300	310	339	367	319	329	362	304	1,328	1,316	1,315	1,237	1,261
% margin	18.6	18.9	20.3	20.4	20.2	19.8	20.6	22.9	22.8	23.0	23.8	22.0	19.6	20.9	22.9	19.2	19.4
EBITDA rep.	30	59	82	56	33	47	63	77	37	71	72	16	227	220	196	24	191
% margin	1.9	3.4	4.6	3.4	2.2	3.0	3.9	4.8	2.6	5.0	4.8	1.2	3.3	3.5	3.4	0.4	2.9
EBITDA rep. (curr. eff.)	3	1	-8	-5	-3	-2	1	1	0	-1	-1	0	-9	-3	-1	10	1
EBIT	8	38	60	35	9	25	41	54	-4	48	49	-8	141	130	85	-350	98
Financial result	-10	-8	-10	-7	-9	-8	-8	-8	-10	-8	-7	-8	-35	-33	-33	-49	-59
EBT	-2	30	51	28	1	17	33	46	-14	40	42	-16	107	97	52	-399	39
Income taxes	-5	-8	-18	-7	29	-4	-9	-10	2	-9	-9	2	-38	5	-14	50	-17
Net income	-7	22	33	21	30	13	24	36	-12	31	33	-14	69	102	38	-349	22
Minority interests	0	0	0	0	0	1	1	0	0	0	1	0	0	1	1	-2	0
Net income KCO	-7	22	33	21	30	12	23	36	-12	31	32	-14	69	101	37	-347	22
EPS basic (€)	-0.07	0.22	0.33	0.21	0.30	0.12	0.23	0.36	-0.13	0.31	0.32	-0.14	0.68	1.01	0.37	-3.48	0.22
EPS diluted (€)	-0.07	0.21	0.31	0.20	0.28	0.12	0.22	0.34	-0.13	0.31	0.32	-0.14	0.66	0.96	0.37	-3.48	0.22
Net debt	383	569	552	472	330	435	486	475	444	438	435	383	383	330	444	385	472
NWC	1,229	1,467	1,428	1,318	1,132	1,282	1,306	1,296	1,120	1,197	1,168	1,134	1,229	1,132	1,120	1,128	1,321



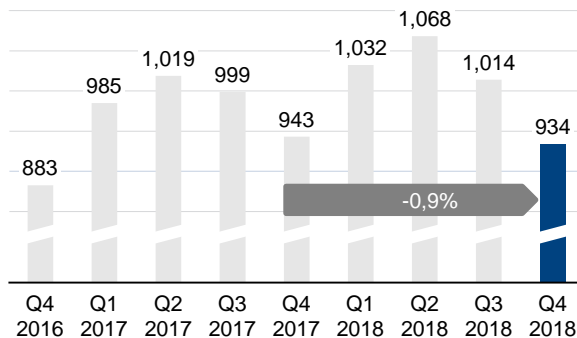
# 04 Segment performance

Europe

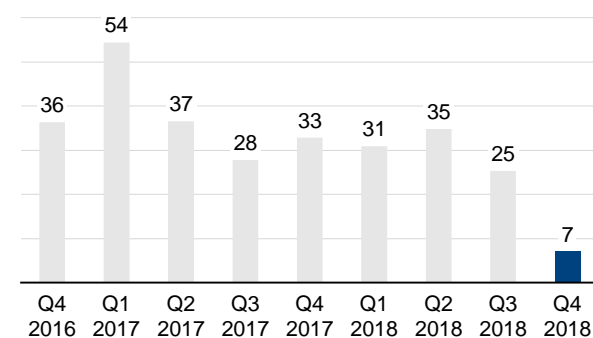
Shipments (Tto)



Sales (€m)

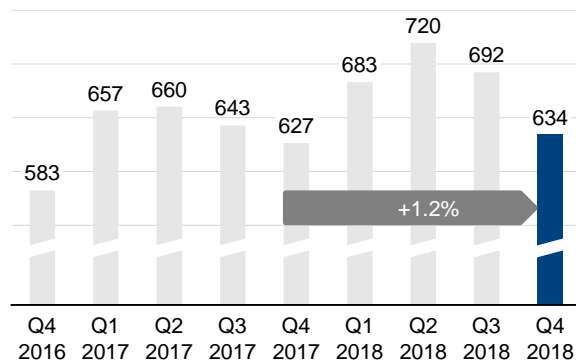


EBITDA adj\*) (€m)

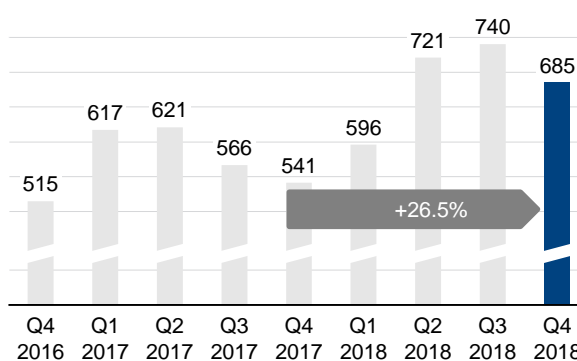


Americas

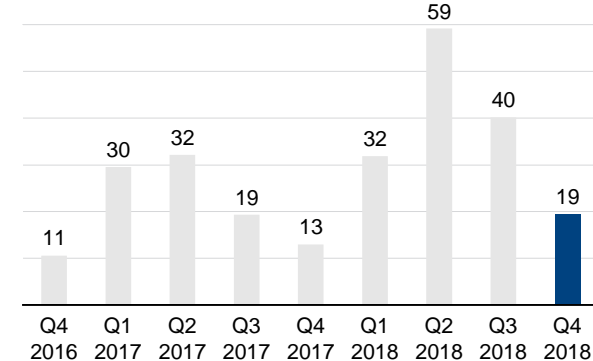
Shipments (Tto)



Sales (€m)



EBITDA adj\*\*) (€m)










\*) adjusted for BPO expenses in Q2 2018.

\*\*) adjusted for Deepwater Horizon Oil Spillage Claim Settlement gain in Q2 2018.

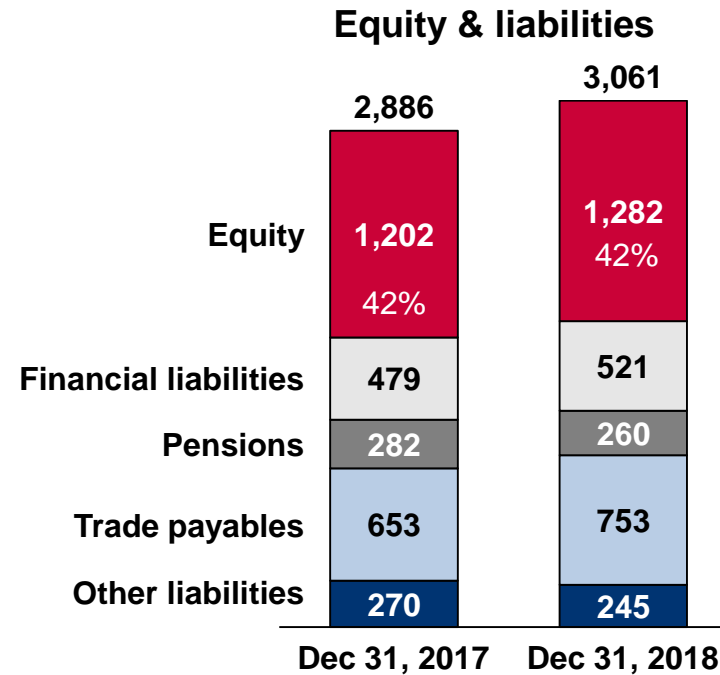
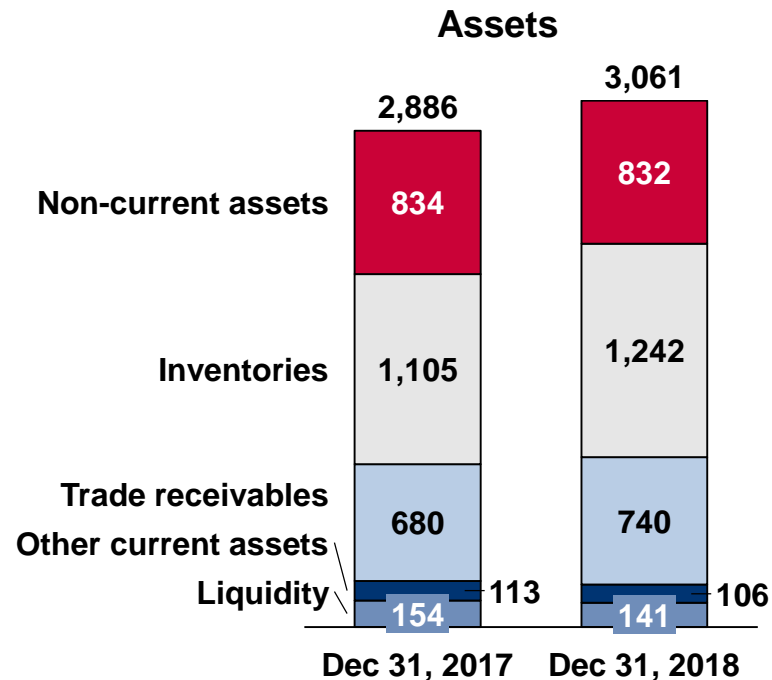
## 04 IFRS 16 impact

### IFRS 16 effect in 2019 (estimates)

Key Figure	€m	Tendency	Comment
Sales	-		No impact
OPEX	~45 – 50		Recognition of lease expenses as depreciation and interest costs; exception: short-term leases and low-value assets, remaining material costs
EBITDA	~45 – 50		Lower leasing expenses
D&A	~40 – 45		Capitalized operating-lease-assets as new depreciation
EBIT	~5		Depreciation and interest instead of operating lease expense
Financing costs	~-6 – -8		Interest cost included in finance cost
Operating and free cash flow	~ 40		Principal payments on IFRS 16 lease liabilities included in cash flow from financing activities

Main impact consists of considerable **EBITDA and free cash flow increase**

## 04 Strong balance sheet



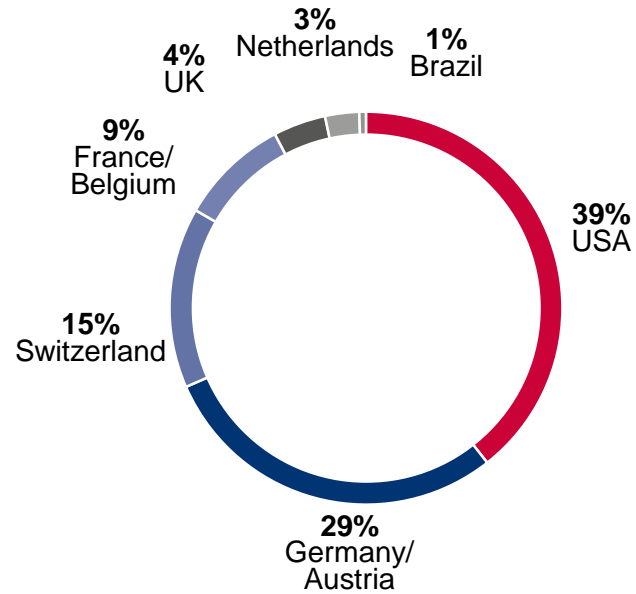
### Comments

- Equity ratio further healthy at 42%
- Net debt of €383m
- Leverage 1.7x
- Gearing\*) at 31%
- NWC stable at €1,129m (2017: €1,132m)

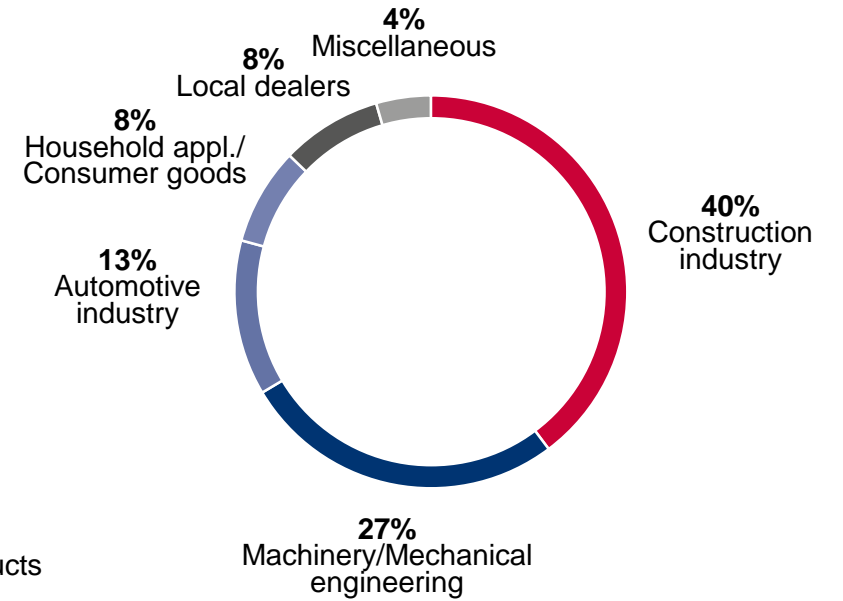
\*) Gearing = Net debt/Equity attributable to shareholders of Klöckner & Co SE less goodwill from business combinations subsequent to May 23, 2013.

# 04 Sales by markets, products and industries

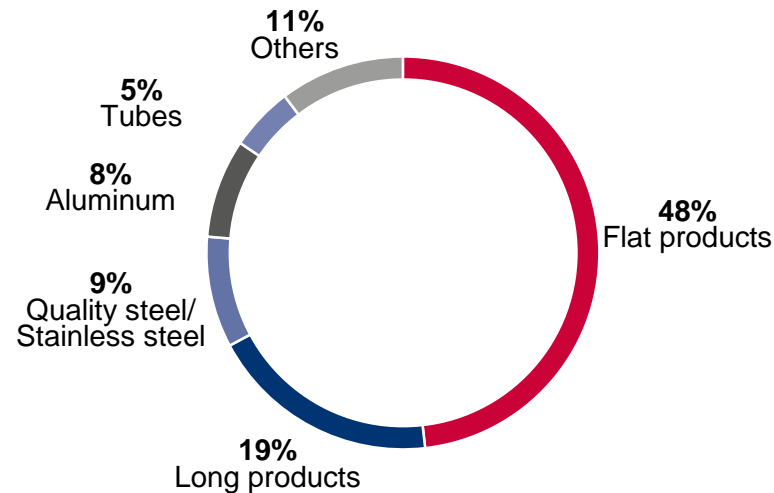
Sales by markets



Sales by industry



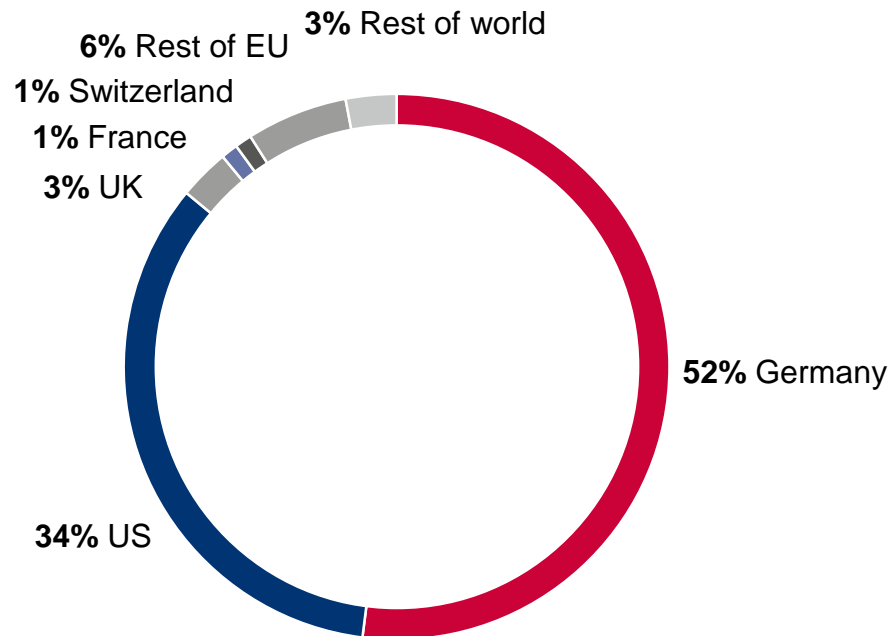
Sales by products



As of December 31, 2018.

## 04 Current shareholder structure

### Geographical breakdown of identified institutional investors



As of February 2019.

### Comments

- Identified institutional investors account for 72%
- German investors incl. retail dominate
- Top 10 shareholdings represent around 55%
- Retail shareholders represent 23%

## 04 Share price performance in FY 2018

Share performance Klöckner & Co SE in FY 2018



- In the first half of 2018, the Klöckner & Co share price moved mainly sideways, reaching its annual high of €11.62 on April 23
- The share repeatedly suffered price setbacks thereafter
- In October, the share price fell sharply and reached its low for the year of €5.98 on December 27 in a negative capital market environment due to the deteriorating economic outlook and more pessimistic steel price expectations
- The share traded at a price of €6.06 on the last trading day of 2018 (December 28)

## 04 Dividend policy

### DIVIDEND POLICY

In general, Klöckner & Co SE follows a **dividend policy** of distributing **30% of net income** before special items.

Given the **volatility** of our business model, a sustainable **dividend payment** can not be guaranteed. If there is a **possibility of dividend distribution**, we will do it for the **benefit of our investors**.

- Compliance with the dividend policy of €0.80 per share for the years 2006 and 2007
- Suspension of the dividend policy for the financial year 2008 in view of the beginning of the **Euro crisis** and no dividend payment
- **Due to earnings** no dividend payment in 2009
- **Inclusion** of our general dividend policy in financial year 2010 with a dividend of €0.30 per share
- **Due to earnings** no dividend payment in 2011, 2012 and 2013 as well as in 2015
- **Full distribution** of net profit for the financial year 2014 (€0.20 per share)
- Dividend payment of €0.20 per share in 2016 and **€0.30 per share for the 2017 fiscal year**
- **Dividend per share for the 2018 fiscal year: €0.30\*)**

### DIVIDEND PAYMENT PER SHARE

2006	2007	2008 - 2009	2010	2011 - 2013	2014	2015	2016	2017	2018
€0.80	€0.80	-	€0.30	-	€0.20	-	€0.20	€0.30	€0.30*)

\*) Proposal to the Annual General Meeting on May 15, 2019.

## 04 Sustainability strategy



▶ A **qualified** and **motivated** workforce of **employees** who feel at ease in the workplace pave the way for us to generate **added value**.



▶ An **integral part** of our corporate culture is **compliance** on the part of our employees and business partners, constituting the **basis of corporate responsibility**.



▶ One of the **greatest challenges** of our times is **climate change**, and we consider it our duty to counter related risks with a suitable **contribution** to **protecting the environment**.



▶ In many cases today's tasks have increased in **complexity**. The measures developed by us therefore aim at anchoring **modern, digital ways of working and thinking** in the company and thus to advance the **internal cultural change**.



▶ The **high level of customer satisfaction** - which we aim to continue improving - is a key **competitive advantage** for us. Therefore we always conceptualize **products and services, sales channels and innovations** from the customer perspective.



## Contact details

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## Financial calendar

April 30, 2019

Q1 quarterly statement 2019

May 15, 2019

Annual General Meeting 2019

July 31, 2019

Half-yearly financial report 2019

October 30, 2019

Q3 quarterly statement 2019