

COMMERZBANK GERMAN INVESTMENT SEMINAR

January 12, 2021

Guido Kerkhoff | Deputy CEO

John Ganem | Member of the Management Board

DISCLAIMER

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. Overview – Leader in Digital Transformation**
2. Highlights 2020
3. Financials
4. Outlook
5. Appendix


KLÖCKNER & CO SE AT A GLANCE



7,700
Employees



6.3€ billion
Sales FY 2019



5.6 million tons
Shipments FY 2019



>100,000
Customers



124€ million
EBITDA* FY 2019



60
Suppliers



200,000
Products



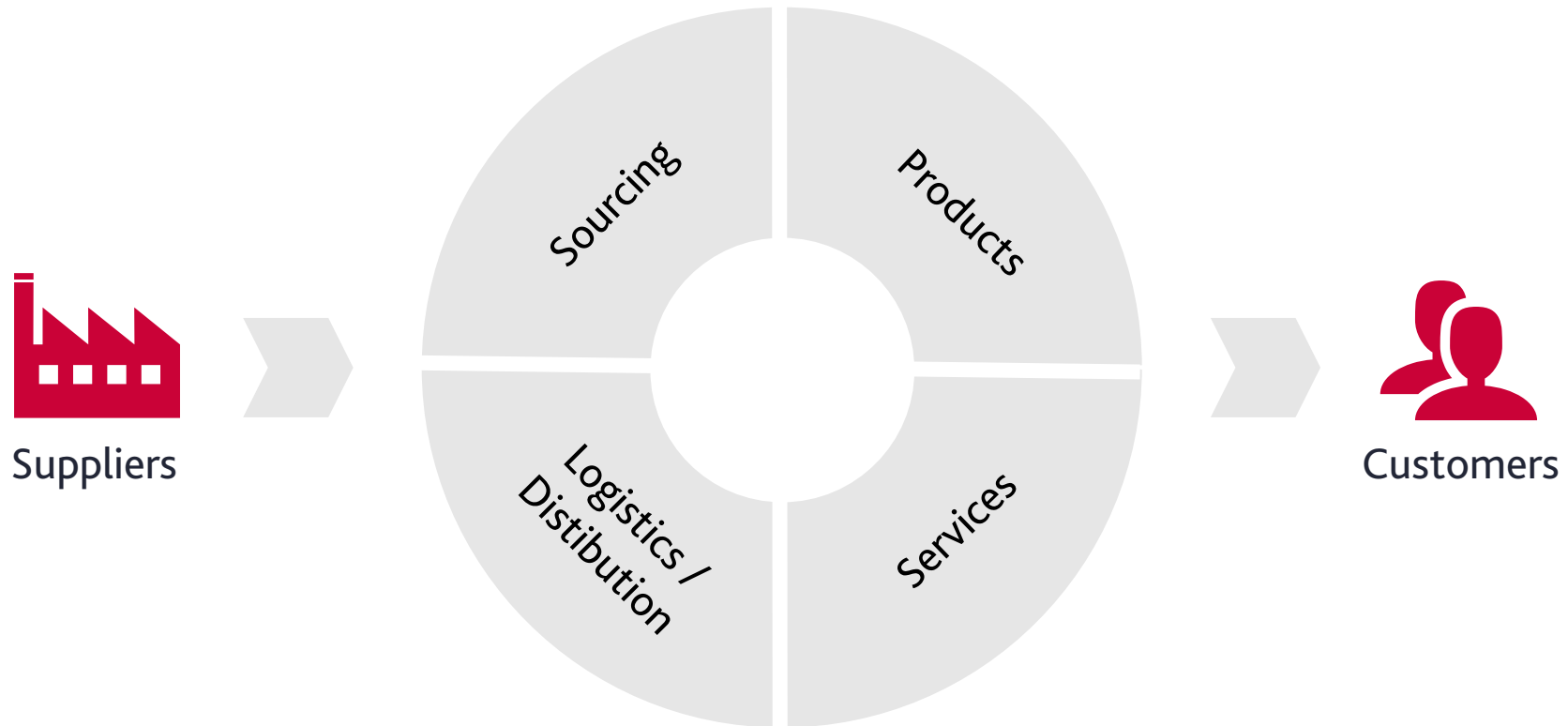
13
Countries



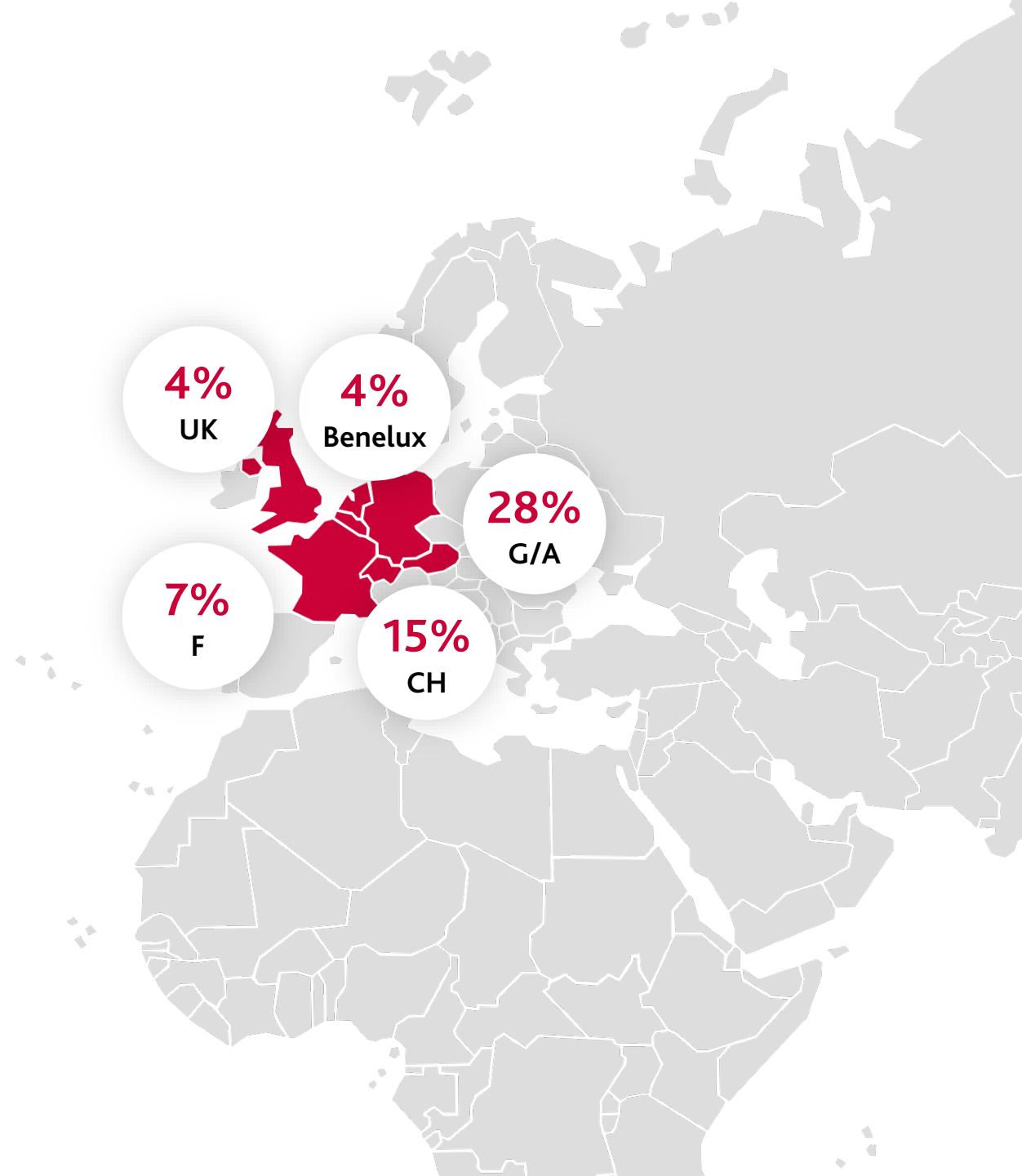
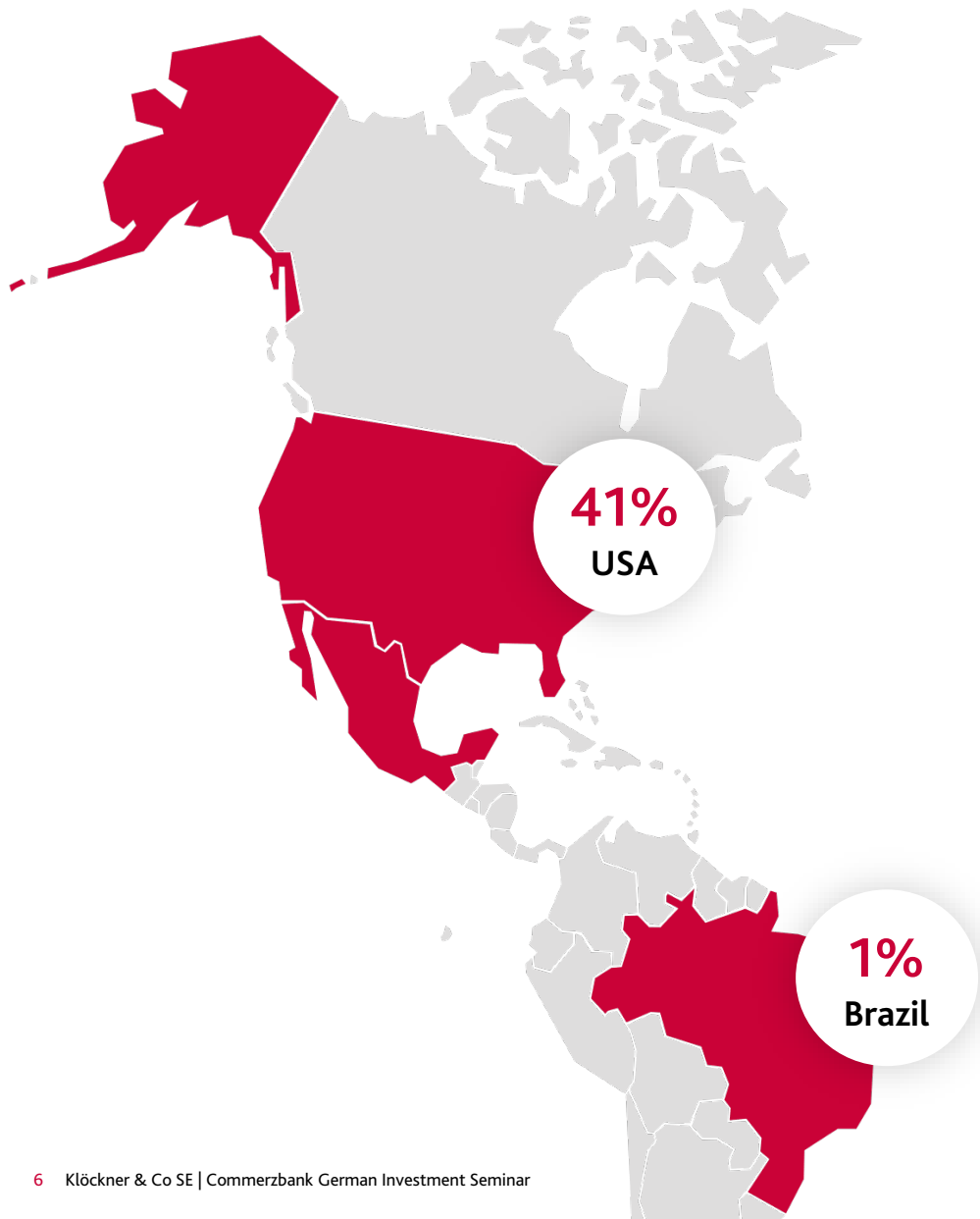
150
Locations

* Before material special effects.

KLÖCKNER & CO VALUE CHAIN – EVERYTHING FROM ONE SOURCE

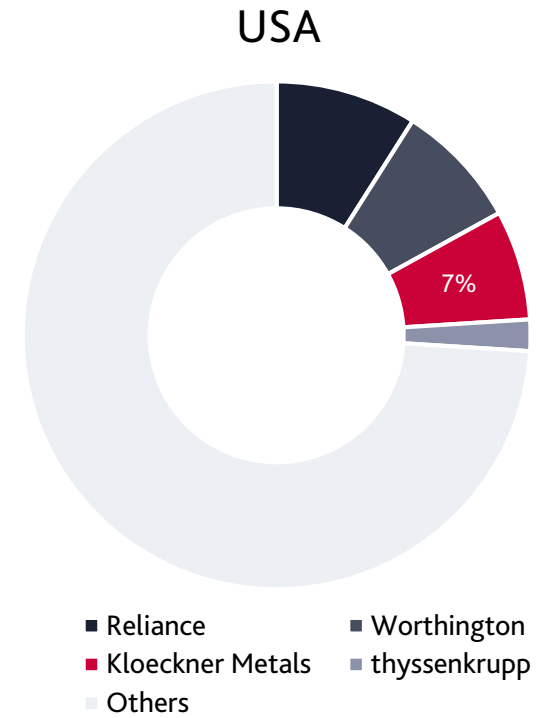
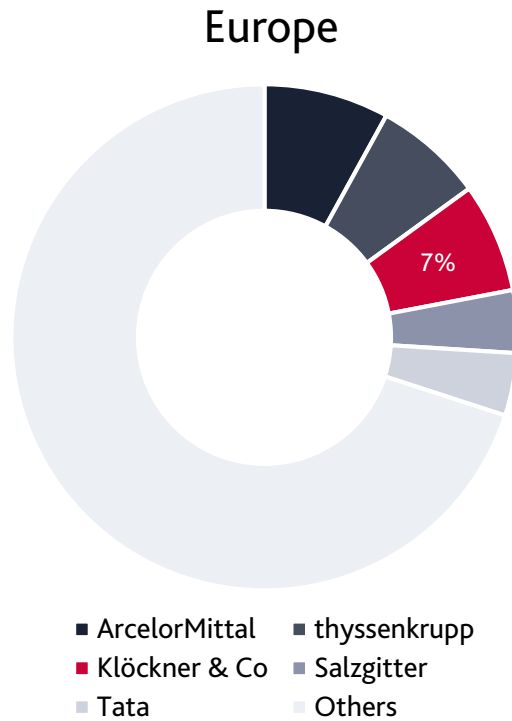


GLOBAL REACH – LOCAL PRESENCE



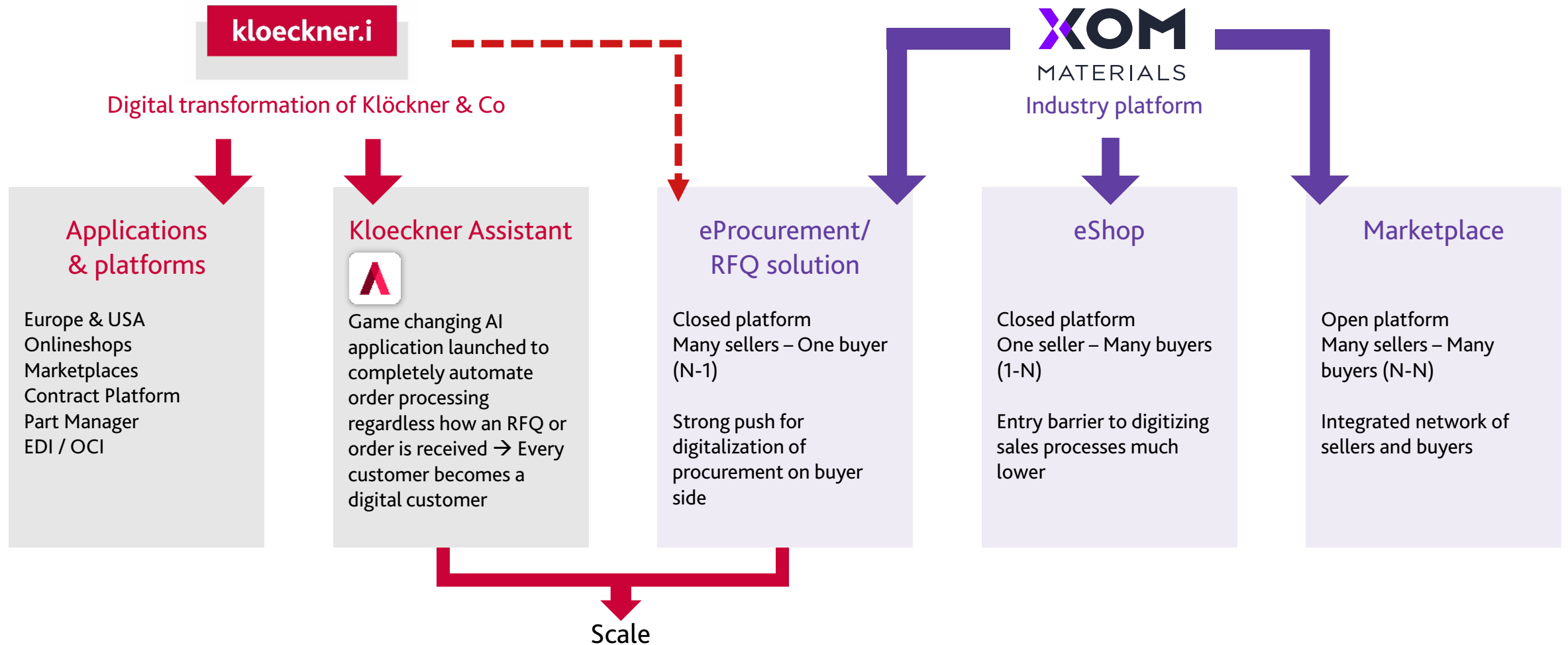
LEADING PLAYER IN FRAGMENTED MARKETS

Market shares of Klöckner & Co 2019



Source: Eurometal, Purchasing Magazine, Service Center News, MSCI.

DIGITAL TRANSFORMATION AND PLATFORM BUSINESS



FURTHER DIGITAL TOOLS ACROSS THE VALUE CHAIN SUPPORTING EFFICIENCY IMPROVEMENT



AGENDA

1. Overview – Leader in Digital Transformation

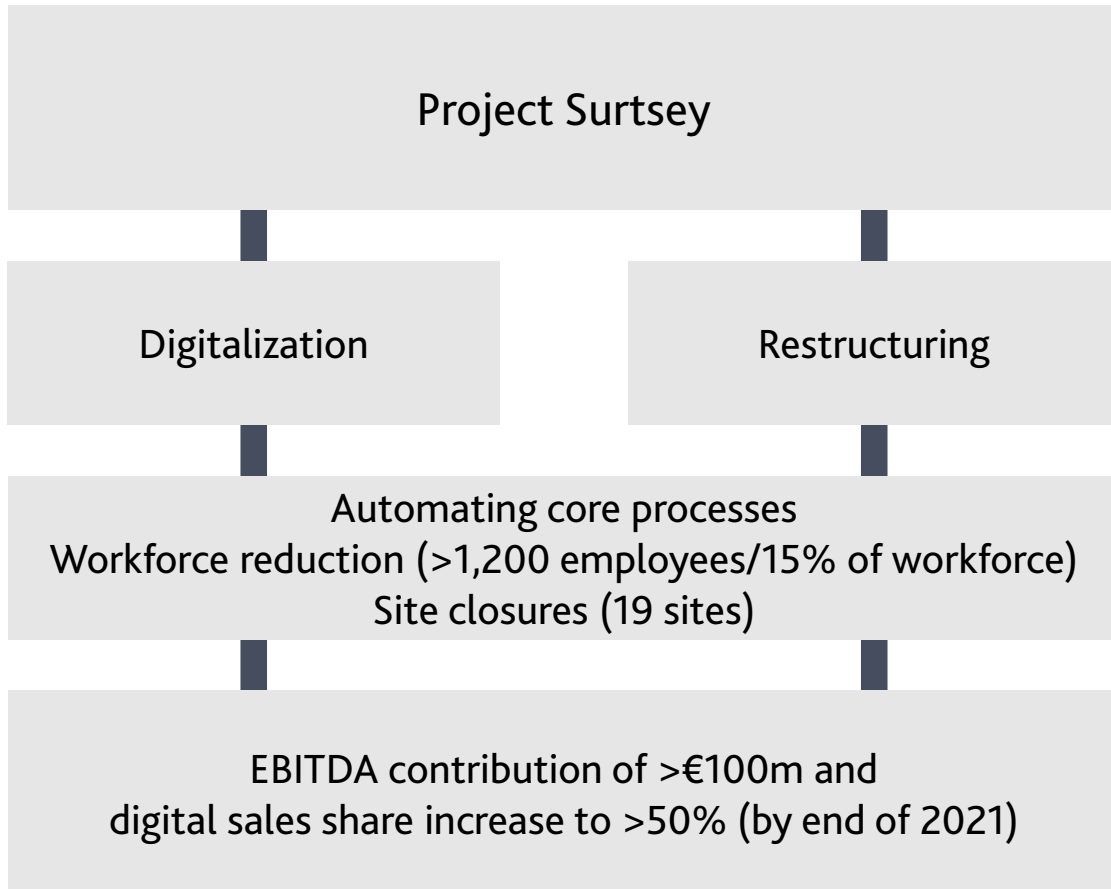
2. Highlights 2020

3. Financials

4. Outlook

5. Appendix

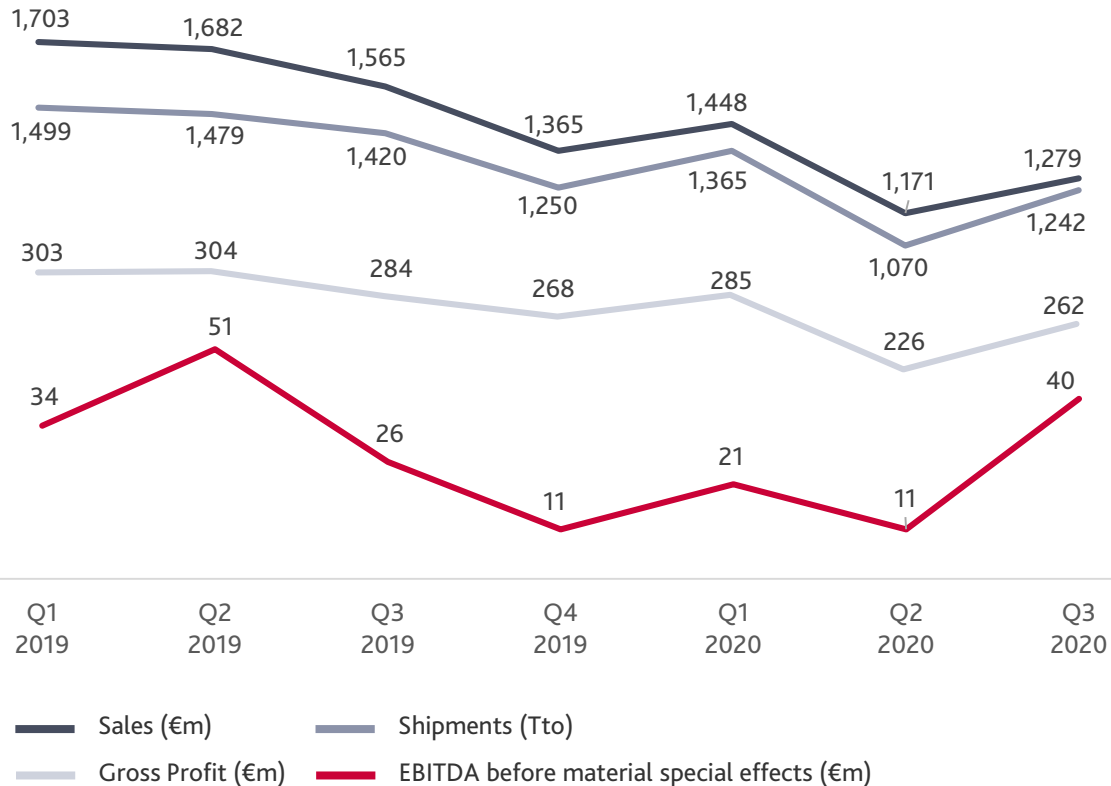
PROJECT SURTSEY – EXECUTION ON TRACK



Status update

- Workforce reduction of 350 FTEs (effect of ~€8m) by the end of Q3 mainly in the USA and Germany
- More than 80% of the workforce reductions implemented by the end of the year, agreements complete
- Substantially improved OPEX base going forward

IMPACT OF COVID-19 PANDEMIC ON BUSINESS SIGNIFICANTLY MITIGATED BY PROJECT SURTSEY



- Severe decline in demand of around 30% in April and May due to COVID-19 pandemic, improving strongly thereafter
- Immediate initiation of transformation project Surtsey to utilize crisis and accelerate transformation
- Negative impact on result mitigated, generation of strong operating cash flow through strict NWC-management
- Debt profile improved despite crisis situation, no need for state aid
- EBITDA considerably up in Q3 qoq and yoy due to consistent execution of Surtsey and related rapid and sustainable OPEX drive down (implied Q4 EBITDA guidance of €33-43m)

DIGITAL TRANSFORMATION OF KLÖCKNER & CO



kloeckner.i



XOM
MATERIALS

Accelerated increase in digital sales share continues

- Digital sales share up to 42% in Q3 (Q3 2019: 30%) and target for the FY 2020 already exceeded

Automatization of sales process through Kloeckner Assistant

- Ambitious roll-out plan on track, running in all countries
- Volume of >€320m from >4,300 customers processed
- Application ready for orders and RFQs
- MATCH!-functionality now automatically linking individual product descriptions to Klöckner & Co catalog
- Next steps: Functionality for processing

Scaling of XOM Materials

- 57 suppliers live (74 signed), >32,000 products on offer, >1,800 users registered and Gross Merchandise Value (9M 2020) amounting to €64m YTD

XOM eProcurement automates the procurement process

- Marketing of MVP-solution started with already more than 120 sellers active (mills and distributors)
- Customers can now also use application to place tenders and orders for project-business
- Next steps: Digitalization of the interface to suppliers and customers at product level

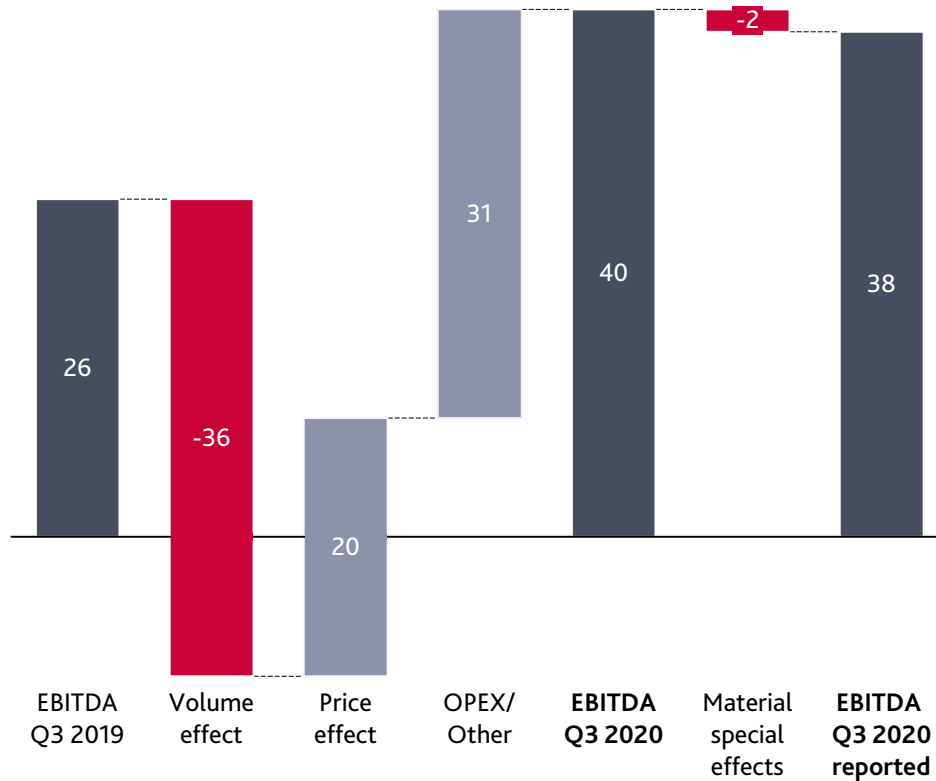
AGENDA

1. Overview – Leader in Digital Transformation
2. Highlights 2020
- 3. Financials**
4. Outlook
5. Appendix

HIGHLIGHTS OF Q3 2020

| | Q3 2020 | Q3 2019 | Delta | |
|-------------------------|---------|---------|---------|--|
| Shipments (Tto) | 1,242 | 1,420 | -12.5% | Impact of COVID-19 pandemic, market environment improved qoq |
| Sales (€m) | 1,279 | 1,565 | -18.3% | Volume driven paired with lower price level yoy |
| Gross profit (€m) | 262 | 284 | -7.4% | Gross profit declined due to lower volumes; higher margins yoy |
| EBITDA (€m) | 40 | 26 | +54.8% | Demand and price environment improved qoq; consistent execution of project Surtsey; EBITDA reported of €38m |
| Oper. CF (€m) | 68 | 82 | -14 | Substantially positive due to strict NWC management |
| Net financial debt (€m) | 427 | 634 | -32.6% | Net debt significantly down yoy due to NWC release |
| Digital sales in Q3 | 42% | 30% | +12%pts | FY targets already exceeded due to rollout of game-changing tools, additionally accelerated by COVID-19 pandemic |

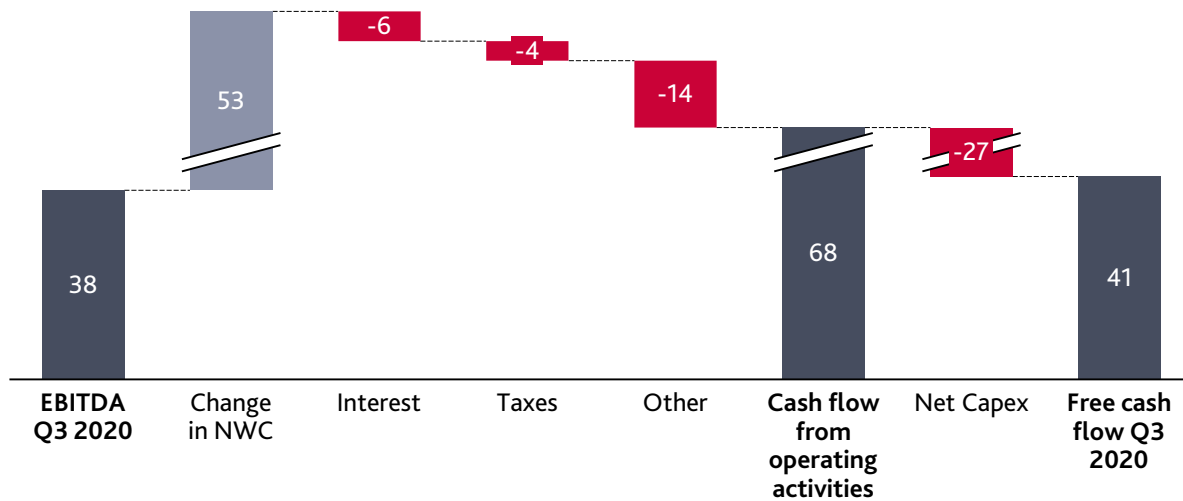
EBITDA (€M) IN Q3 2020



- Substantially negative volume effect mainly due to impacts of COVID-19 pandemic
- Positive price effect due to improved pricing environment in Europe and the USA
- OPEX significantly improved mainly driven by lower personnel expenses and shipping costs due to lay-off effects and lower output
- Material special effects resulting from project Surtsey for severances and site closure expenses

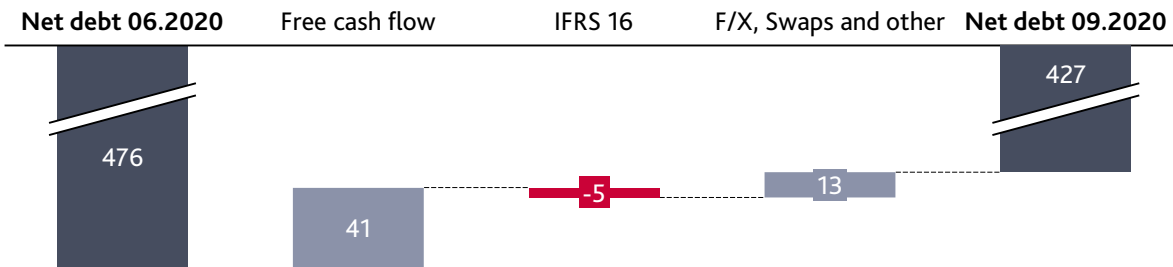
CASH FLOW AND NET DEBT DEVELOPMENT

Cash flow Q3 2020 (€m)



- Net working capital release of €53m
- Other (€14m) includes changes in other operating assets and liabilities
- Cash flow from operating activities of €68m
- Net capex of €27m including €15m in connection with the relocation of our site in the Greater London region
- Free cash flow of €41m

Net financial debt 06.2020 vs. 09.2020 (€m)



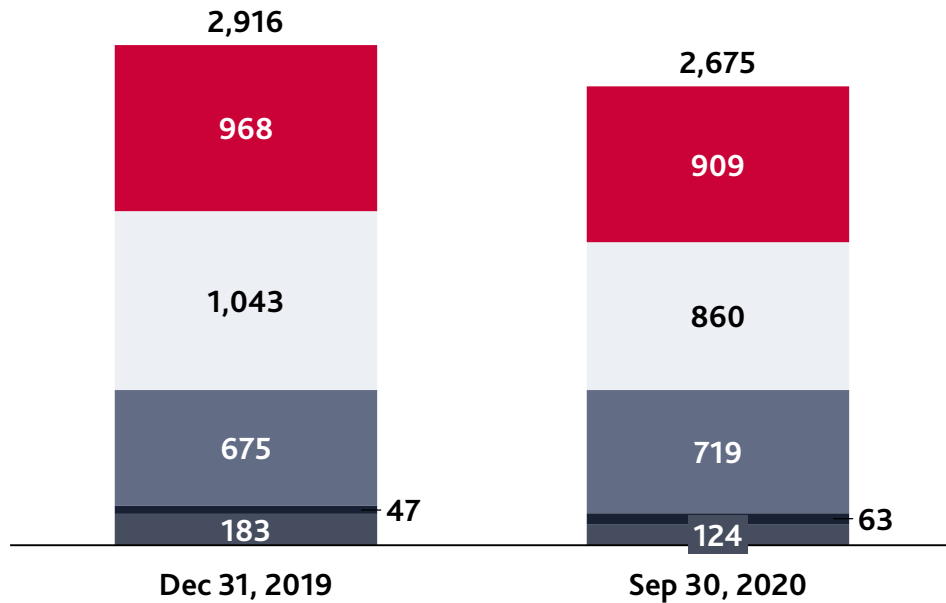
- Net financial debt with €427m on a remarkably low level driven by considerable NWC release

SOLID BALANCE SHEET...

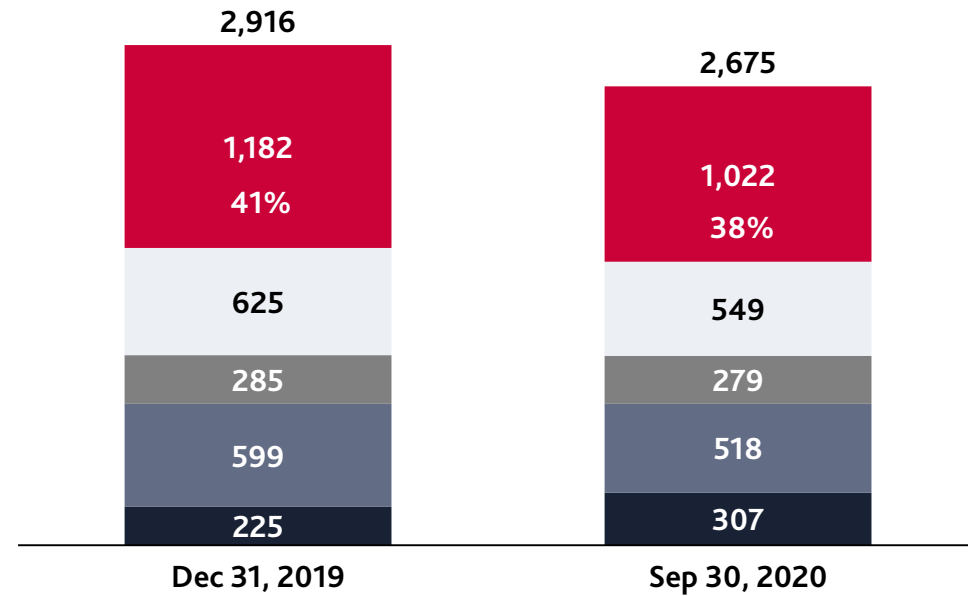
- Solid equity ratio of 38%
- Net debt of €427m
- Gearing* at 42%
- NWC at €1,062m (FY 2019: €1,119m)

* Gearing = Net debt/Equity attributable to shareholders of Klöckner & Co SE less goodwill from business combinations subsequent to May 23, 2019.

** Incl. contract assets and supplier bonuses



■ Non-current assets
 ■ Trade receivables**
 ■ Liquidity
■ Inventories
 ■ Other current assets



■ Equity
 ■ Pensions
 ■ Other liabilities
■ Financial liabilities
 ■ Trade payables

...AND WELL-BALANCED DEBT STRUCTURE

| Facility (€m) | Committed Q3 2020 Adj. | Drawn amount | |
|------------------------------------|---------------------------|--------------|------------|
| | | Q3 2020 | FY 2019 |
| Syndicated Loan | 300 | 0 | 0 |
| ABS Europe | 220 | 129 | 115 |
| ABL USA ¹⁾ | 282 | 64 | 124 |
| Convertible 2016 ²⁾ | 148 | 144 | 142 |
| Bilateral Facilities ³⁾ | 167 | 34 | 42 |
| Leases | 180 | 180 | 205 |
| Total Debt | 1,297 | 551 | 628 |
| Cash | | 124 | 183 |
| Net Debt | | 427 | 445 |

1) US ABS / ABL combined into one facility (\$330m), signed and closed in November 2020.

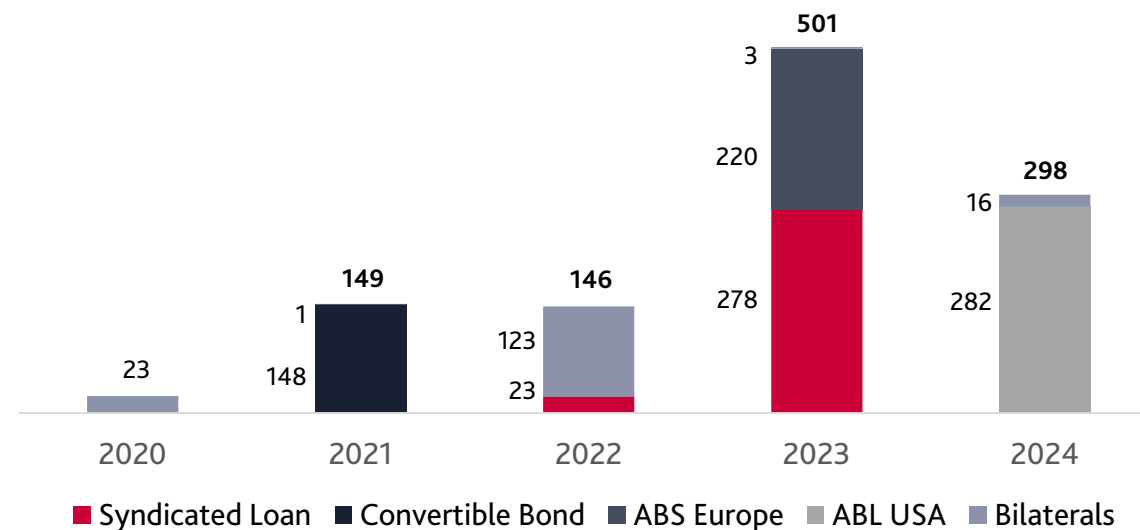
2) Principal €148m, equity component €18m at issuance (September 8, 2016).

3) Mainly Switzerland.

4) Net debt/Equity attributable to shareholders of Klöckner & Co SE less goodwill from business combinations subsequent to May 23, 2019.

| €m | Q3 2020 |
|-----------------------|---------|
| Adjusted equity | 1,014 |
| Net Debt | 427 |
| Gearing ⁴⁾ | 42.1% |

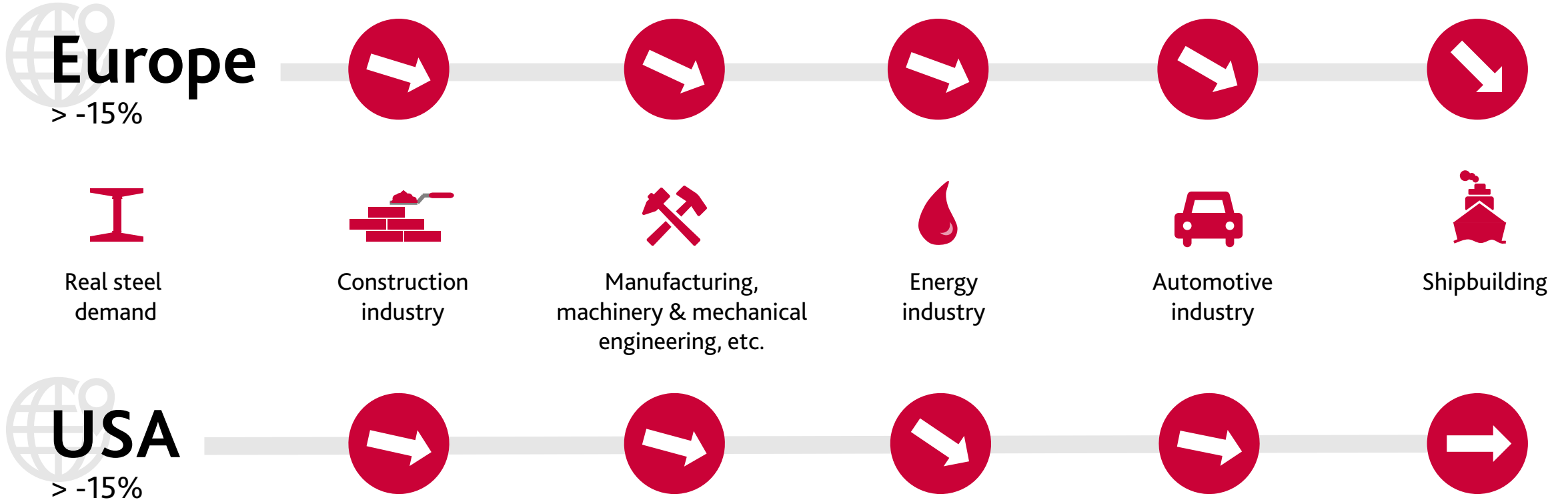
Maturity profile (excl. leasing) in €m as of Q3 2020 Adj.



AGENDA

1. Overview – Leader in Digital Transformation
2. Highlights 2020
3. Financials
- 4. Outlook**
5. Appendix

REGION SPECIFIC BUSINESS OUTLOOK 2020



OUTLOOK

FY
2020

- EBITDA before material special effects of €105-115m expected
- Significantly positive cash flow from operating activities

Q1
2021

- EBITDA before material special effects to increase considerably yoy

AGENDA

1. Overview – Leader in Digital Transformation
2. Highlights 2020
3. Financials
4. Outlook
- 5. Appendix**

QUARTERLY AND FY RESULTS

| (€m) | Q3 | Q2 | Q1 | Q4 | Q3 | Q2 | Q1 | Q4 | Q3 | Q2 | Q1 | Q4 | Q3 | Q2 | Q1 | FY | FY | FY | FY | FY |
|--------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|--------|--------|--------|
| | 2020 | 2020 | 2020 | 2019 | 2019 | 2019 | 2019 | 2018 | 2018 | 2018 | 2018 | 2017 | 2017 | 2017 | 2017 | 2019 | 2018 | 2017 | 2016 | 2015 |
| Shipments (Tto) | 1,242 | 1,070 | 1,365 | 1,250 | 1,420 | 1,479 | 1,499 | 1,398 | 1,519 | 1,605 | 1,584 | 1,443 | 1,539 | 1,572 | 1,582 | 5,648 | 6,107 | 6,135 | 6,149 | 6,476 |
| Sales | 1,279 | 1,171 | 1,448 | 1,365 | 1,565 | 1,682 | 1,703 | 1,619 | 1,754 | 1,789 | 1,628 | 1,485 | 1,565 | 1,640 | 1,602 | 6,315 | 6,790 | 6,292 | 5,730 | 6,444 |
| Sales (currency effect) | -27 | 21 | 30 | 24 | 38 | 50 | 61 | 28 | 2 | -89 | -114 | -70 | -45 | 13 | 19 | 173 | -172 | -83 | -50 | 556 |
| Gross profit | 262 | 226 | 285 | 268 | 284 | 304 | 303 | 301 | 332 | 364 | 331 | 300 | 310 | 339 | 367 | 1,158 | 1,328 | 1,316 | 1,315 | 1,237 |
| % margin | 20.5 | 19.3 | 19.7 | 19.6 | 18.1 | 18.1 | 17.8 | 18.6 | 18.9 | 20.3 | 20.4 | 20.2 | 19.8 | 20.6 | 22.9 | 18.3 | 19.6 | 20.9 | 22.9 | 19.2 |
| OPEX | -224 | -287 | -263 | -265 | -263 | -222 | -269 | -270 | -273 | -282 | -276 | -267 | -263 | -275 | -290 | -1,019 | -1,101 | -1,096 | -1,119 | -1,213 |
| EBITDA bef. material special effects | 40 | 11 | 21 | 11 | 26 | 51 | 34 | 30 | 59 | 84 | 56 | 33 | 47 | 63 | 77 | 124 | 229 | 220 | 196 | 86 |
| Material special effects | 2 | 72 | 0 | -8 | -7 | 31 | 0 | 0 | 0 | -2 | 0 | 0 | 0 | 0 | 0 | 15 | -2 | 0 | 0 | -42 |
| EBITDA rep. | 38 | -61 | 21 | 3 | 21 | 82 | 34 | 30 | 59 | 82 | 56 | 33 | 47 | 63 | 77 | 139 | 227 | 220 | 196 | 24 |
| % margin | 3.0 | -5.2 | 1.5 | 0.2 | 1.3 | 4.9 | 2.0 | 1.9 | 3.4 | 4.6 | 3.4 | 2.2 | 3.0 | 3.9 | 4.8 | 2.2 | 3.3 | 3.5 | 3.4 | 0.4 |
| EBITDA rep. (curr. eff.) | 0 | 2 | 1 | 1 | 1 | 2 | 1 | 3 | 1 | -8 | -5 | -3 | -2 | 1 | 1 | 5 | -9 | -3 | -1 | 10 |
| EBIT | 4 | -109 | -13 | -35 | -13 | 49 | 2 | 8 | 38 | 60 | 35 | 9 | 25 | 41 | 54 | 2 | 141 | 130 | 85 | -350 |
| Financial result | -7 | -7 | -9 | -9 | -11 | -11 | -10 | -10 | -8 | -10 | -7 | -9 | -8 | -8 | -8 | -41 | -34 | -33 | -33 | -49 |
| EBT | -3 | -116 | -22 | -44 | -24 | 37 | -9 | -2 | 30 | 51 | 28 | 1 | 17 | 33 | 46 | -39 | 107 | 97 | 52 | -399 |
| Income taxes | -2 | 5 | 1 | -7 | 1 | -9 | -1 | -5 | -8 | -18 | -7 | 29 | -4 | -9 | -10 | -16 | -38 | 5 | -14 | 50 |
| Net income | -5 | -111 | -21 | -51 | -23 | 28 | -10 | -7 | 22 | 33 | 21 | 30 | 13 | 24 | 36 | -55 | 69 | 102 | 38 | -349 |
| Minority interests | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 1 | 0 | 1 | 1 | -2 |
| Net income KCO | -5 | -111 | -21 | -51 | -23 | 28 | -10 | -7 | 22 | 33 | 21 | 30 | 12 | 23 | 36 | -56 | 69 | 101 | 37 | -347 |
| EPS basic (€) | -0.05 | -1.11 | -0.21 | -0.51 | -0.23 | 0.28 | -0.10 | -0.07 | 0.22 | 0.33 | 0.21 | 0.30 | 0.12 | 0.23 | 0.36 | -0.56 | 0.68 | 1.01 | 0.37 | -3.48 |
| EPS diluted (€) | -0.05 | -1.11 | -0.21 | -0.51 | -0.23 | 0.27 | -0.10 | -0.07 | 0.21 | 0.31 | 0.20 | 0.28 | 0.12 | 0.22 | 0.34 | -0.56 | 0.66 | 0.96 | 0.37 | -3.48 |
| NWC*) | 1,062 | 1,135 | 1,228 | 1,119 | 1,356 | 1,407 | 1,525 | 1,277 | 1,495 | 1,446 | 1,344 | 1,132 | 1,282 | 1,306 | 1,296 | 1,119 | 1,277 | 1,132 | 1,120 | 1,128 |
| Net debt | 427 | 476 | 563 | 445 | 634 | 684 | 820 | 383 | 569 | 552 | 472 | 330 | 435 | 486 | 475 | 445 | 383 | 330 | 444 | 385 |

* Since 2018 including supplier bonus receivables and contract assets.

SEGMENT OVERVIEW

Kloeckner Metals US

The **Kloeckner Metals US** segment consists of the entire business in the USA and Brazil. It covers all services from metal and steel distribution, processing to innovative and high-technology value-added business offered in this region. The segment accounted for ~41% of sales in 2019 and is therefore a main pillar of Klöckner & Co's strategic approach.

| Kloeckner Metals US | | | | | |
|------------------------------------|------------|------------|------------|------------|------------|
| (€m) | Q3 2020 | Q2 2020 | Q1 2020 | FY 2019 | FY 2018 |
| Shipments (Tto) | 599 | 527 | 649 | 2,660 | 2,730 |
| Sales | 515 | 478 | 601 | 2,659 | 2,706 |
| Gross profit | 92 | 77 | 104 | 415 | 529 |
| EBITDA bef. mat. special effects | 17 | 0 | 9 | 46 | 150 |
| Cashflow from operating activities | 46 | 44 | -14 | 70 | 52 |

Kloeckner Metals Switzerland

The **Kloeckner Metals Switzerland** segment comprises of the specialty business located in Switzerland. Its core business of offering distribution solutions and services ranges from reinforcements to multi metal and technical products. It mainly serves in the construction, industry and commerce sectors.

| Kloeckner Metals Switzerland | | | | | |
|------------------------------------|------------|------------|------------|------------|------------|
| (€m) | Q3 2020 | Q2 2020 | Q1 2020 | FY 2019 | FY 2018 |
| Shipments (Tto) | 146 | 143 | 127 | 574 | 613 |
| Sales | 243 | 244 | 215 | 971 | 1,008 |
| Gross profit | 70 | 70 | 64 | 270 | 267 |
| EBITDA bef. mat. special effects | 17 | 24 | 10 | 55 | 47 |
| Cashflow from operating activities | 17 | 27 | -24 | 68 | 36 |

SEGMENT OVERVIEW

Kloeckner Metals Services Europe

The second European based segment is **Kloeckner Metals Services Europe**. The segment consists of service center activities in Europe, especially for flat steel and aluminum. Moreover, processing as well as innovative and high-technology value-added business that is related to those service center activities are incorporated.

| Kloeckner Metals Services Europe | | | | | |
|------------------------------------|------------|------------|------------|------------|------------|
| (€m) | Q3 2020 | Q2 2020 | Q1 2020 | FY 2019 | FY 2018 |
| Shipments (Tto) | 216 | 134 | 247 | 948 | 1,018 |
| Sales | 159 | 98 | 186 | 749 | 806 |
| Gross profit | 23 | 10 | 25 | 100 | 121 |
| EBITDA bef. mat. special effects | 7 | -2 | 5 | 26 | 42 |
| Cashflow from operating activities | -2 | 13 | 13 | 54 | 52 |

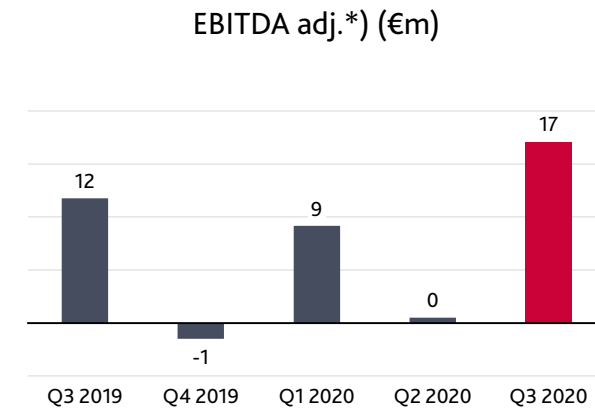
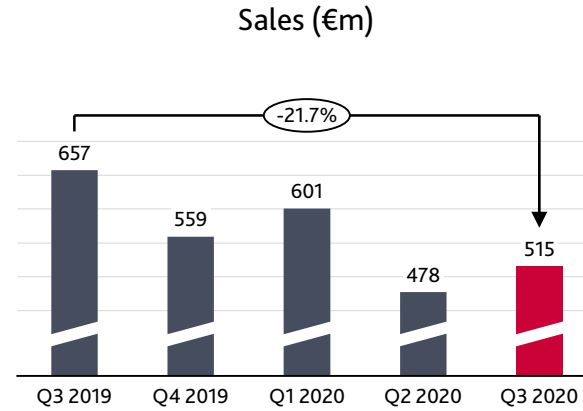
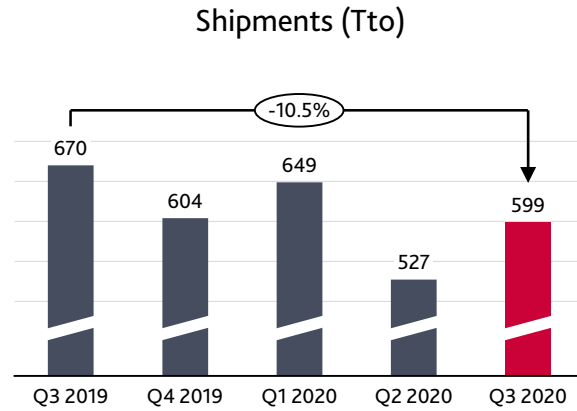
Kloeckner Metals Distribution Europe

The third segment that is geographically based in Europe is **Kloeckner Metals Distribution Europe**. While also offering processing and higher value-added services and products, its core business is related to the general steel and metal distribution in the covered European countries besides Switzerland. Kloeckner Metals Distribution Europe is the second largest segment of the Group.

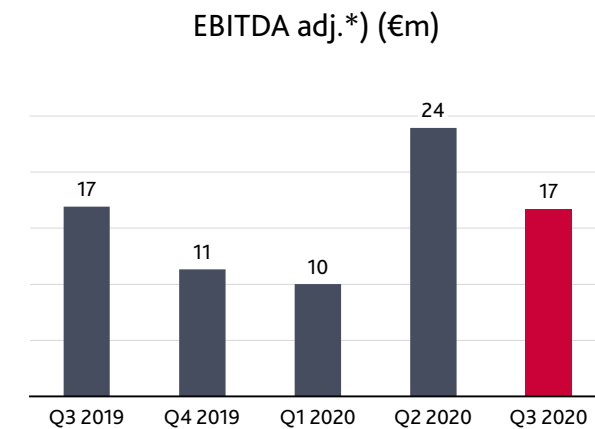
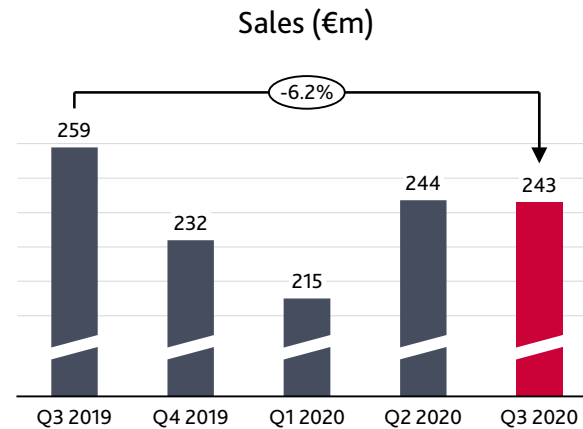
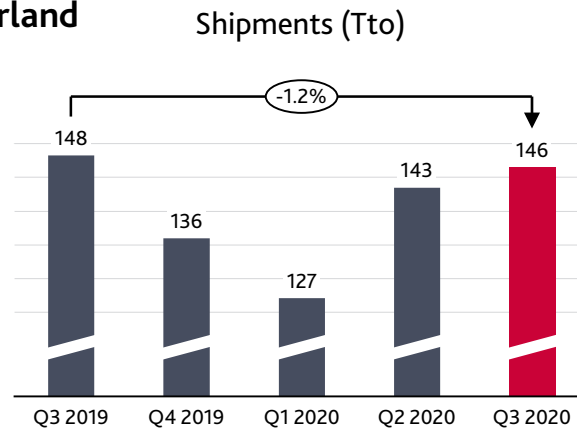
| Kloeckner Metals Distribution Europe | | | | | |
|--------------------------------------|------------|------------|------------|------------|------------|
| (€m) | Q3 2020 | Q2 2020 | Q1 2020 | FY 2019 | FY 2018 |
| Shipments (Tto) | 280 | 266 | 342 | 1,466 | 1,746 |
| Sales | 362 | 352 | 446 | 1,936 | 2,210 |
| Gross profit | 78 | 69 | 92 | 372 | 395 |
| EBITDA bef. mat. special effects | 4 | -6 | 3 | 21 | 11 |
| Cashflow from operating activities | 9 | 21 | -59 | 30 | -35 |

SEGMENT PERFORMANCE

KM US



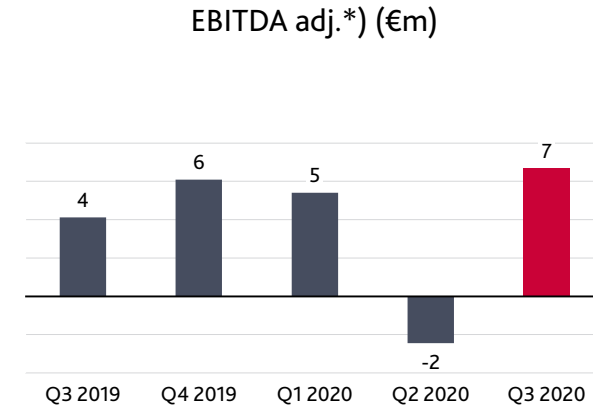
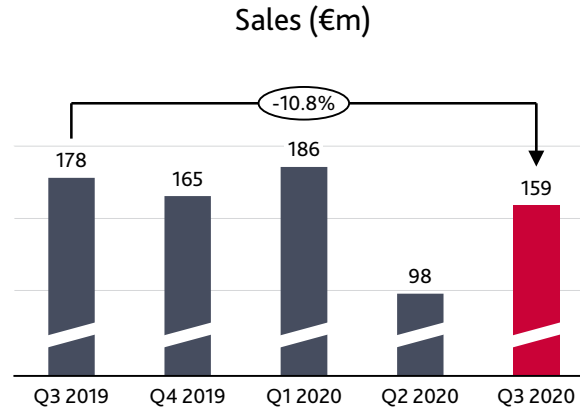
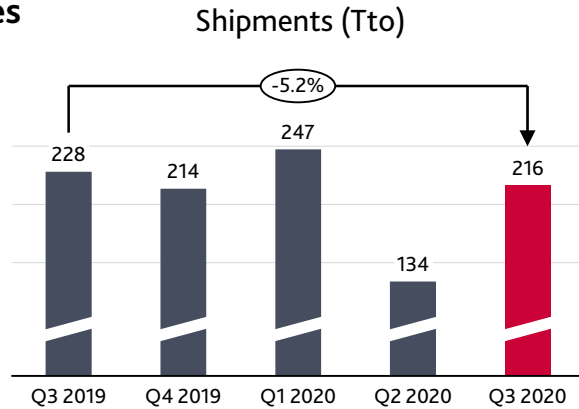
KM Switzerland



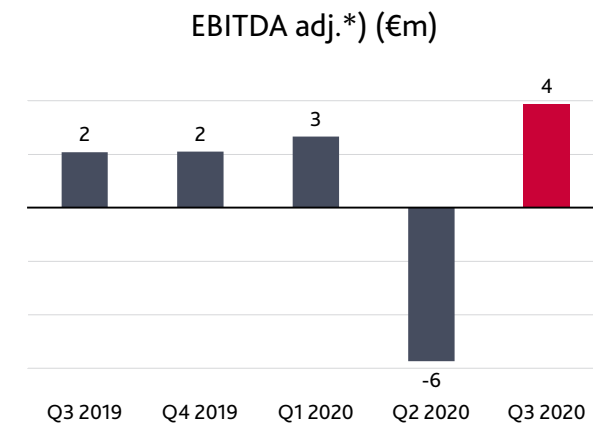
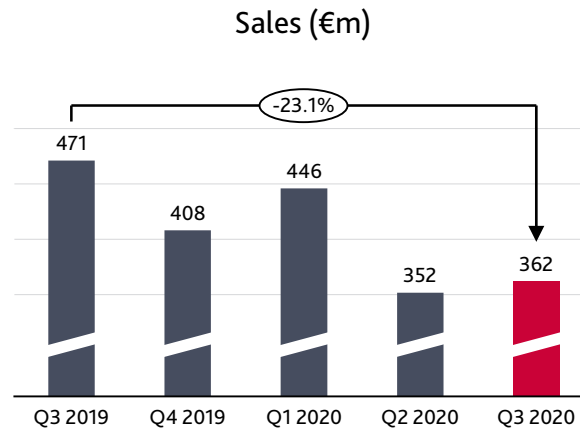
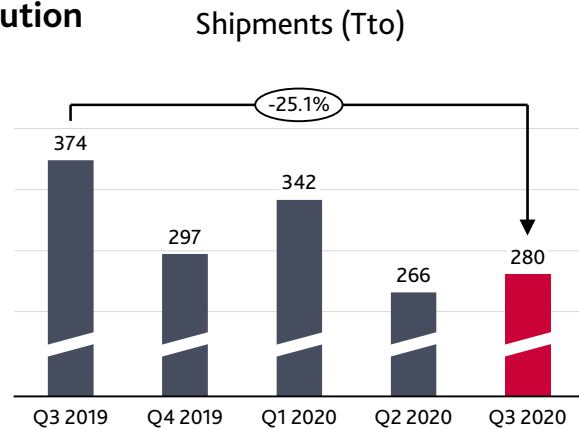
*) Adjusted in Q4 2019 by the gain on sale of the site in Switzerland and in Q2 2020 by restructuring in the USA. Minor adjustments in segment reporting: New structure of the segment "Holding and other group companies" (previously including other activities such as the Brazilian distribution business, XOM Materials, kloeckner.i, kloeckner.v and the Dutch metering business). As of January 1, 2020, the Brazilian distribution business is assigned to the segment "Kloeckner Metals US" and the metering business to the segment "Kloeckner Metals Distribution Europe".

SEGMENT PERFORMANCE

KM Services



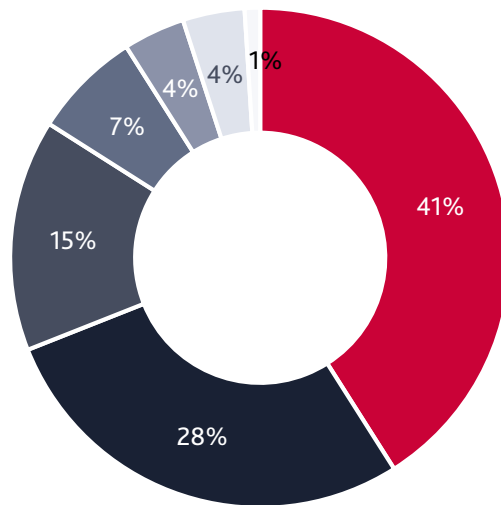
KM Distribution



*) Adjusted for restructuring expenses in Q3, Q4 2019 as well as in Q2 and Q3 2020 and for a gain on the sale of a site in London in Q2 2019. Minor adjustments in segment reporting: New structure of the segment "Holding and other group companies" (previously including other activities such as the Brazilian distribution business, XOM Materials, kloeckner.i, kloeckner.v and the Dutch metering business). As of January 1, 2020, the Brazilian distribution business is assigned to the segment "Kloeckner Metals US" and the metering business to the segment "Kloeckner Metals Distribution Europe".

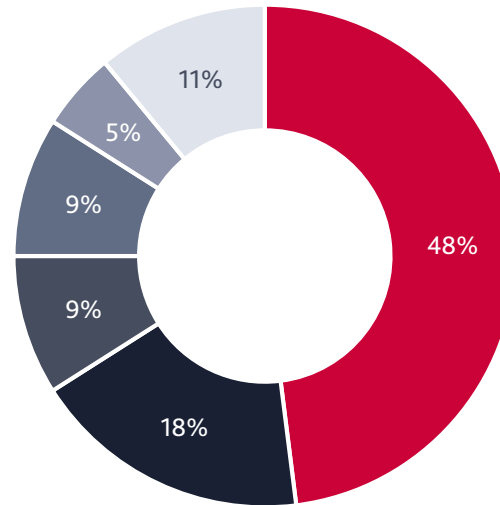
SALES BY MARKETS, PRODUCTS AND INDUSTRIES

Sales by markets



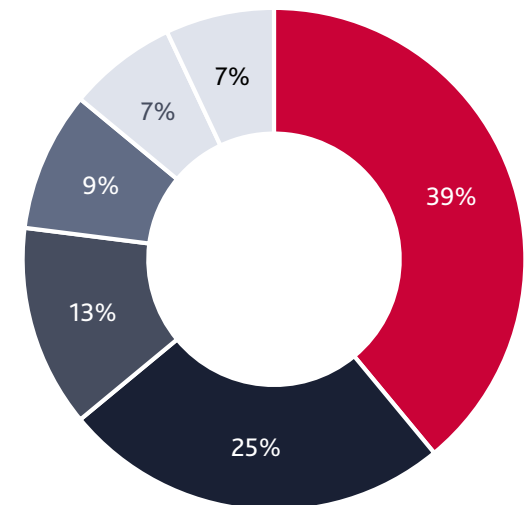
- USA
- Germany/Austria
- Switzerland
- France
- UK
- Benelux

Sales by products



- Flat products
- Long products
- Quality steel/Stainless steel
- Aluminum
- Tubes
- Others

Sales by industries



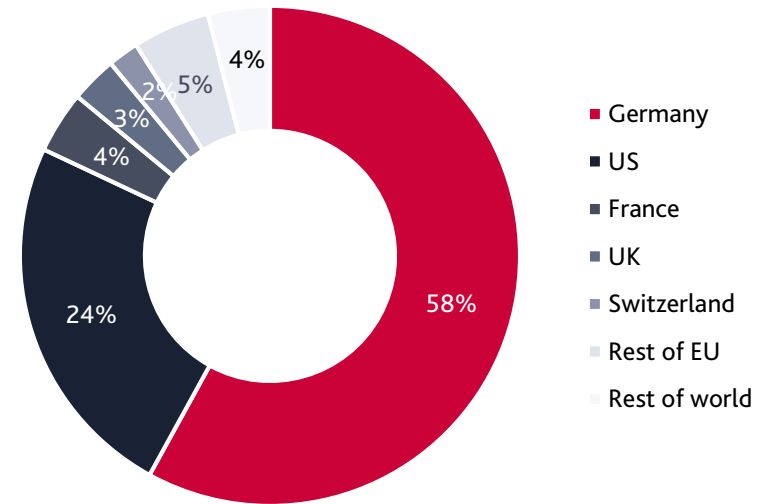
- Construction industry
- Machinery/Mechanical engineering
- Automotive industry
- Household appl./Consumer goods
- Local dealers
- Miscellaneous

As of December 31, 2019.

CURRENT SHAREHOLDER STRUCTURE

Geographical breakdown of identified institutional investors

- Identified institutional investors account for 59%
- German investors incl. retail dominate
- Top 10 shareholdings represent around 49%
- Retail shareholders represent 29%



As of July 2020.

Voting Rights Announcements according to WpHG (Security Trading Act*)

| Date of publication | Subject to compulsory notification | Portion of voting stock |
|---------------------|------------------------------------|-------------------------|
| 09/02/2016 | Swoctem GmbH / Friedhelm Loh | 25.25% |
| 17/05/2019 | Franklin Mutual Advisors, LLC **) | 5.00% |
| 31/12/2020 | DWS Investment GmbH | 3.14% |
| 22/05/2019 | Claas Edmund Daun | 3.05% |

*) The table lists all shareholders holding 3 % or more voting rights in Klöckner & Co SE due to the most recent voting rights notifications as of January 4, 2021 (Section 33 German Securities Trading Act (WpHG) respectively section 21 WpHG former version). Apart from the voting rights held by the shareholder itself, also voting rights attributed to him pursuant to section 34 WpHG (respectively section 22 WpHG former version) are included in the calculation of the share of voting rights. The table only contains the respective parent company being subject to the notification obligation, even if it made a notification also on behalf of any of its subsidiaries. Financial instruments according to Section 38 WpHG are not included in the table.

**) Including attributed voting rights held by Franklin Mutual Series Funds.

SHARE PRICE PERFORMANCE IN FY 2020

Share performance Klöckner & Co in FY 2020



- With the escalation of the COVID-19 pandemic in the first quarter of 2020 the share price of Klöckner & Co dropped sharply and reached its lowest level of €2.74 on March 18
- The share followed a sharp recovery path afterwards, however, the capital markets environment remained highly volatile
- After two short correction periods the share increased strongly from November onwards, reaching its high for the year 2020 of €8.60 on December 17
- The share closed at €8.01 on December 30 (up by 27.5% yoy)

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 cannot be guaranteed. If there is a possibility of dividend distribution, we will pay 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 neither in 2011, 2012 and 2013 nor 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 and 2018 fiscal year
- No dividend payment due to losses in 2019

Dividend payment per share

| 2006 | 2007 | 2008 - 2009 | 2010 | 2011 - 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|-------|-------|-------------------|-------|-------------------|-------|------|-------|-------|-------|------|
| €0.80 | €0.80 | - | €0.30 | - | €0.20 | - | €0.20 | €0.30 | €0.30 | - |

SUSTAINABILITY



Employees

A qualified and motivated workforce is vital to our success.

Our working environment is characterized by longterm security, supportiveness, professionalism and mutual respect.



Responsible Conduct

Compliance constitutes the basis of corporate responsibility.

Integral part of our corporate culture is compliance on the part of our employees and business partners.



Environment

We contribute to protecting the environment.

We consider it our duty to counter climate change and its related risks.



Digitalization

We are advancing the internal cultural change.

Our measures aim at anchoring modern, digital ways of working and thinking in the company.



Customers

We prioritize high levels of customer satisfaction and enhancement of our customer focus.

We always conceptualize products and services, sales channels and innovations from the customer perspective.




Business Ambition for 1.5°C

As one of the very first companies in Germany, Klöckner & Co stepped up to the global frontrunners of climate change engagement and aligns its business to the UN Global Compact "Business Ambition for 1.5°C".

Felix Schmitz

Head of Investor Relations,
Internal Communications & Sustainability

 +49 203 307-2295

 felix.schmitz@kloeckner.com

 www.kloeckner.com

FINANCIAL CALENDAR

March 10, 2021
Annual Financial Statement 2020

April 29, 2021
Q1 quarterly statement 2021

May 12, 2021
Annual General Meeting 2021

August 13, 2021
Half-yearly financial report 2021

November 3, 2021
Q3 quarterly statement 2021