

# FY 2020 RESULTS

**Analysts' and Investors' Conference**

**March 10, 2021**

Gisbert Rühl | CEO

Guido Kerkhoff | Deputy CEO

Dr. Oliver Falk | CFO

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. For other terms not defined in this annual report, please refer to the glossary on our website at <https://www.kloeckner.com/en/glossary.html>.

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

# HIGHLIGHTS OF FY 2020

	FY 2020	FY 2019	Delta	
Shipments (Tto)	4,873	5,648	-13.7%	Impact of COVID-19 pandemic; improving market environment from H2 onwards
Sales (€m)	5,130	6,315	-18.8%	Volume driven; lower price level yoy
Gross profit (€m)	1,047	1,158	-9.5%	Declined due to lower volumes; substantial margin expansion
EBITDA (€m)	111	124	-10.3%	COVID-19 impact strongly mitigated through Surtsey implementation, strict NWC management and improving market environment; EBITDA rep. of €52m
Oper. CF (€m)	161	204	-21.2%	Again, strongly positive also due to strict NWC management
Net financial debt (€m)	351	445	-21.1%	Net debt significantly down yoy; lowest level in ten years (like-for-like)
Digital sales in Q4	45%	32%	+13%pts	FY targets exceeded with largest yoy-increase so far; driven by Kloeckner Assistant and accelerated by COVID-19 pandemic

# PROJECT SURTSEY FAR ADVANCED



## Status update

- Execution of project Surtsey fully on track, finalization in 2021
- More than 80% of project targets already achieved only nine months after initiation and six months after concept decision
  - Reduction of 1,050 FTEs as of January 2021
  - 16 sites already closed
  - Remaining workforce reduction of 150 FTEs and three site closures by year-end
- Surtsey including digitalization effects
  - Q4 2020 effects of ~€15m
  - Q1 2021 effects of ~€25m expected
  - FY 2021 effects of >€100m expected
- Significantly improved OPEX base going forward
- Substantial positive material special effects from asset disposals in FY 2021

# DIGITAL TRANSFORMATION OF KLÖCKNER & CO



kloeckner.i

- Digital sales share at 45% in Q4 (Q4 2019: 32%)
- Kloeckner Assistant well on the way to beat ambitious target of processing a volume of €1bn in 2021
  - Pilot live at KMCH for handling material processing orders and further customized order details
  - MATCH! is developing industry-unique product catalog built of already >200k matches and continuing to grow
  - Next steps: Full-automation of processing of plain text email-orders and -RFQs in order to achieve market-leading instant quoting



XOM  
MATERIALS

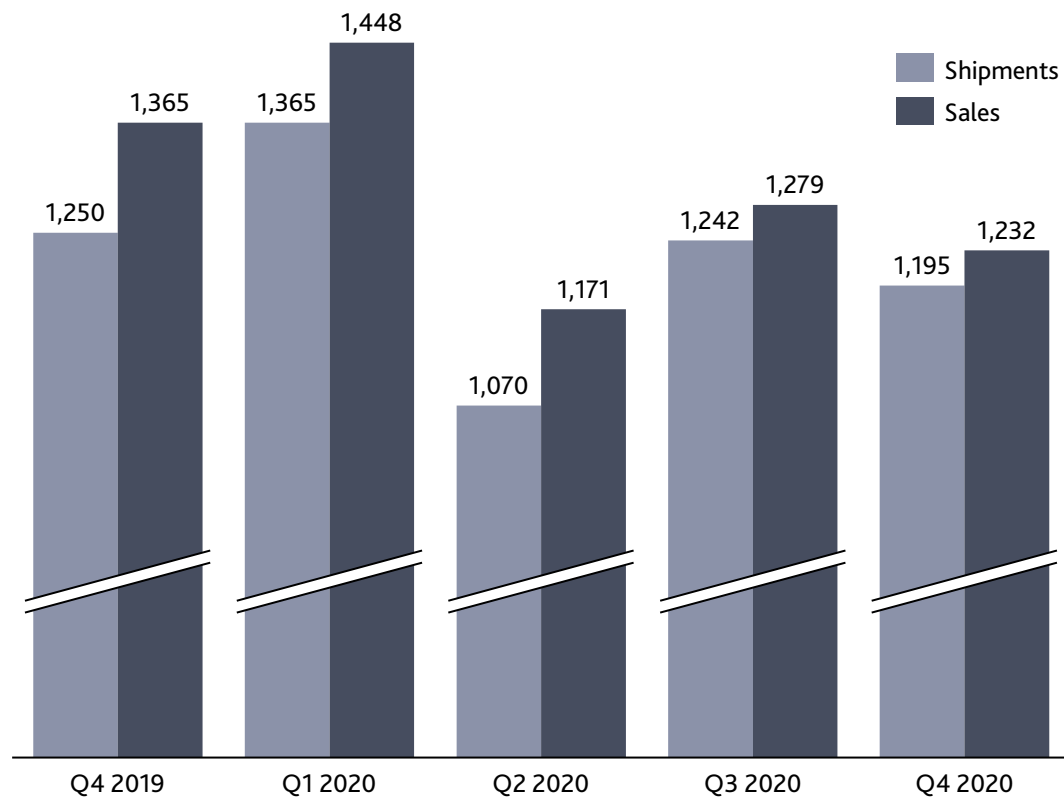
- XOM Materials continues to scale: GMV in 2020 increased by more than 13x to €140m, now at >€100m YTD
- Well on track to become the central hub of the digital ecosystem for the materials industry
  - eProcurement solution now available in the USA and Brazil
  - Expanding sales activities for XOM SaaS solutions to South America, first interests from Asia and Africa
  - Pilot project started to link mills' production systems to achieve full connectivity, eliminate intransparency and further reduce manual effort

# AGENDA

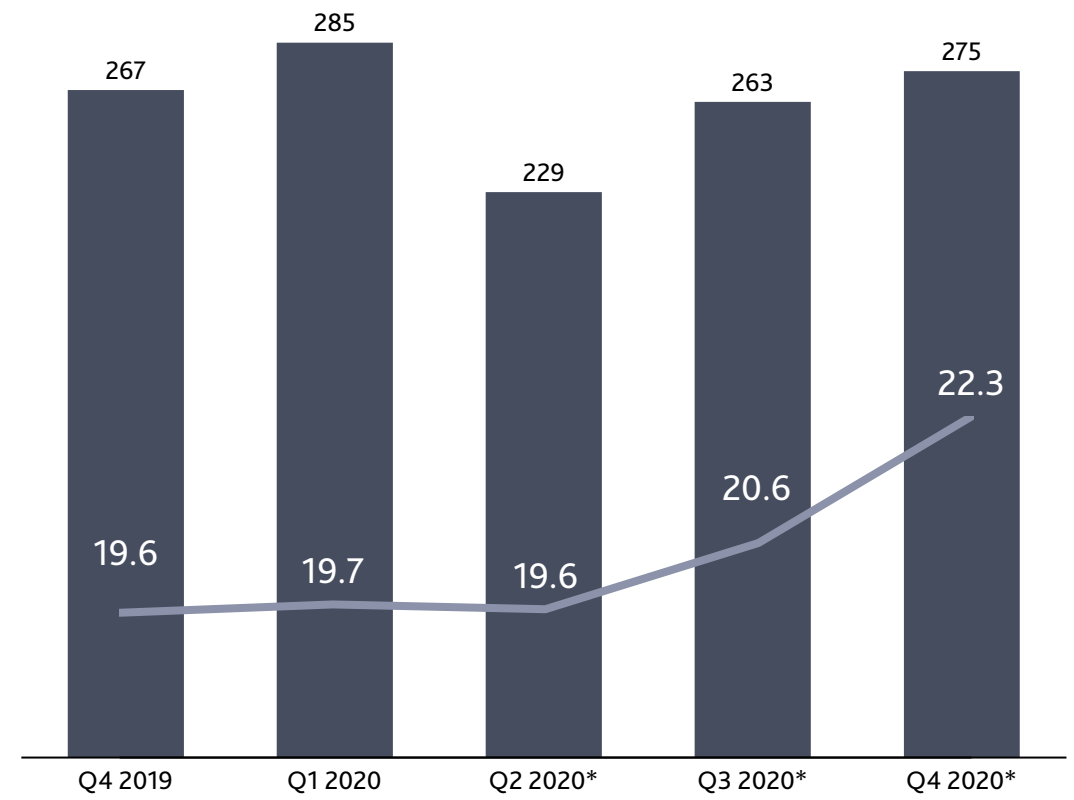
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# SHIPMENTS, SALES AND GROSS PROFIT

## Shipments (Tto) & Sales (€m)



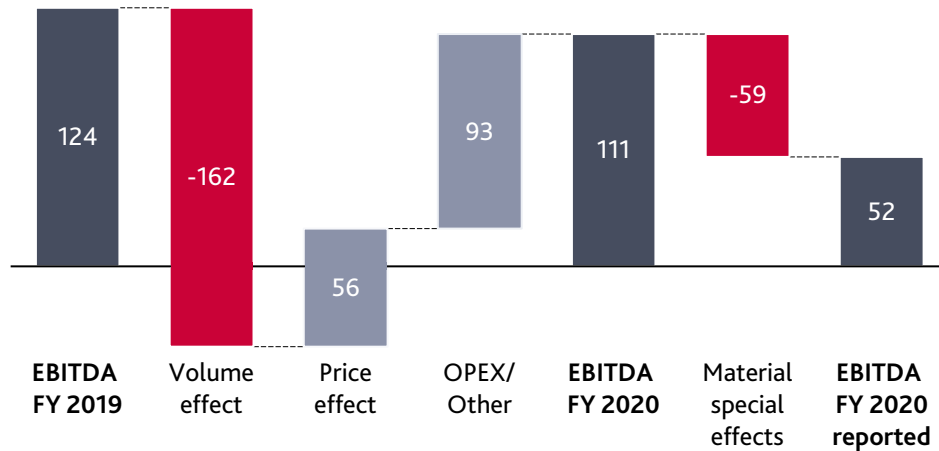
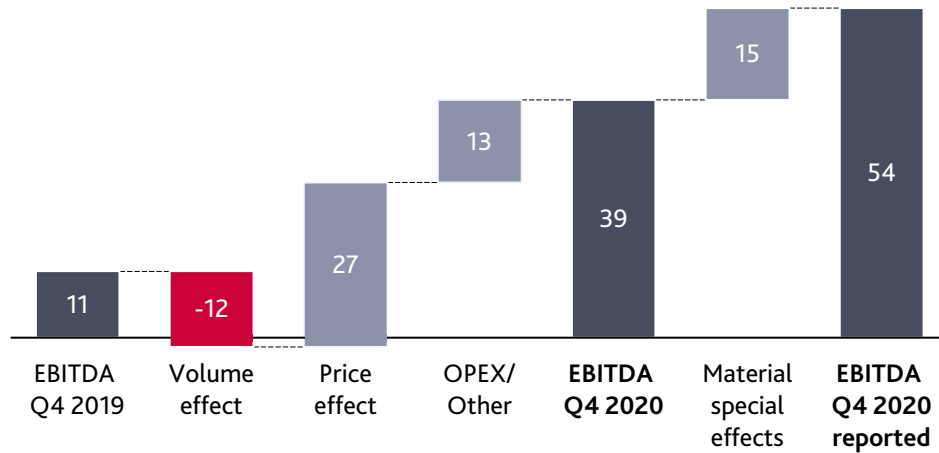
## Gross profit (€m) & Gross margin (%)



\*) Before material special effects.



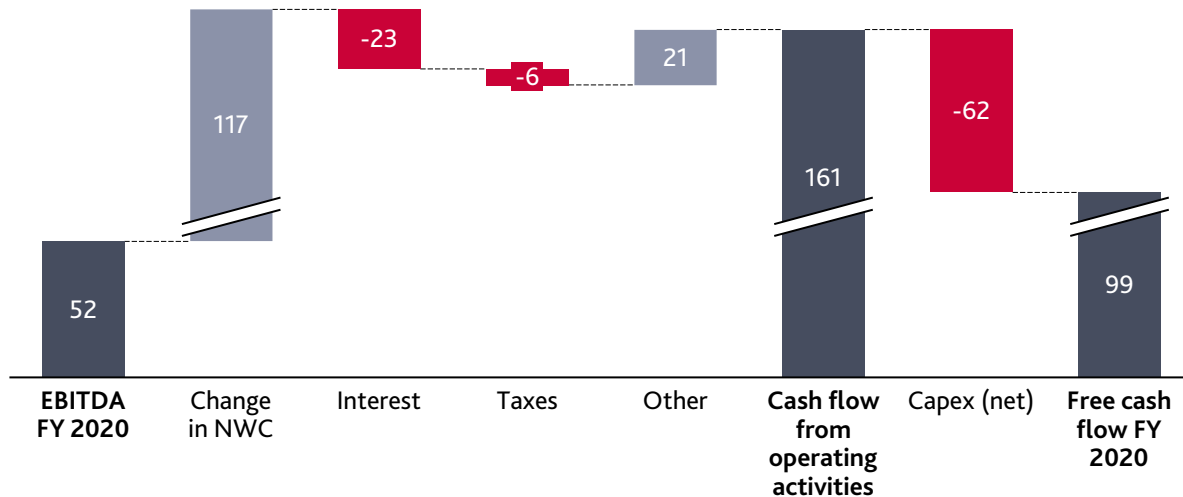
# EBITDA (€M) IN Q4 AND FY 2020



- Substantially negative volume effects in FY 2020 mainly due to impacts of COVID-19 pandemic, lowered in Q4
- Positive price effect due to improved pricing environment in Europe and the USA towards year-end
- Significantly improved OPEX mainly driven by Surtsey (reduced personnel expenses) and lower shipping costs
- Material special effects resulting from Surtsey for severances and site closure expenses lower than expected at €59m in FY 2020 (€15m for true-up of provisions in Q4)

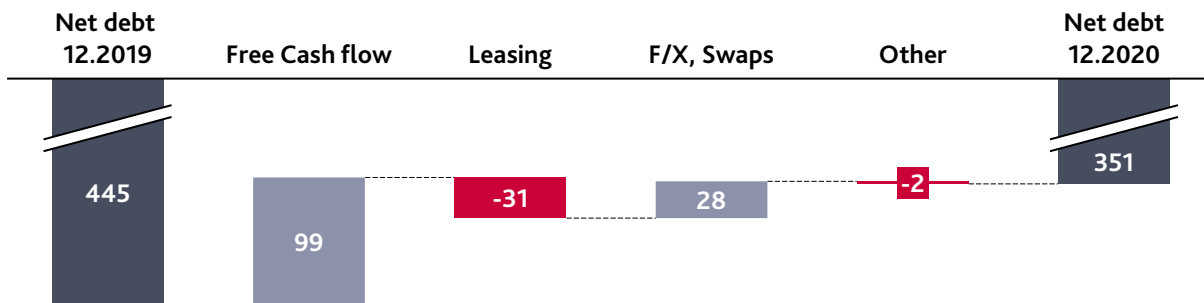
# CASH FLOW AND NET DEBT DEVELOPMENT

## Cash flow FY 2020 (€m)



- Net working capital release of €117m mainly due to lower year-end trade receivables
- Other (€21m) includes changes in other operating assets and liabilities including provisions
- Strong cash flow from operating activities of €161m
- Net capex of €62m including €15m in connection with the initiated sale of site in Frechen, Germany
- Strong free cash flow of €99m

## Net financial debt 12.2019 vs. 12.2020 (€m)



- Net financial debt with €351m on a historic low level driven by NWC release

# MATURITY PROFILE – WELL-BALANCED & DIVERSIFIED FUNDING PORTFOLIO

Facility (€m)	Committed Dec 31, 2020	Drawn amount	
		Dec 31, 2020	Dec 31, 2019
Syndicated Loan	300	-	-
ABS Europe <sup>1)</sup>	220	112	115
ABL USA <sup>2)</sup>	269	53	124
Convertible 2016 <sup>3)</sup>	148	146	142
Bilateral Facilities <sup>4)</sup>	167	33	42
Leases	180	180	205
<b>Total Debt</b>	<b>1,284</b>	<b>524</b>	<b>628</b>
Cash		173	183
<b>Net Debt</b>		<b>351</b>	<b>445</b>

1) ABS agreement signed in October and closed in November 2020.

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

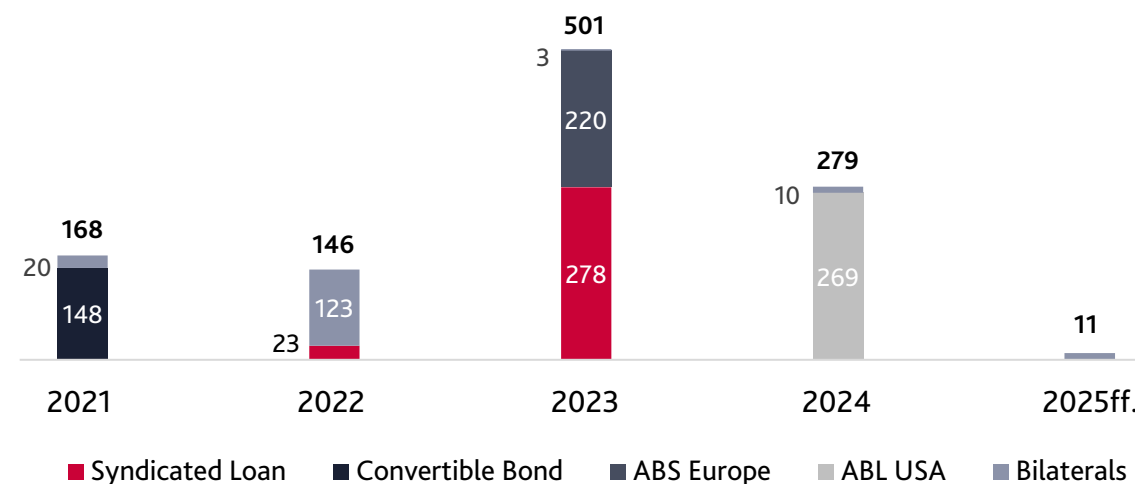
3) Principal €148m, equity component €18m at issuance (September 8, 2016).

4) Mainly Switzerland.

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

€m	Dec 31, 2020
Adjusted equity	1,036
Net Debt	351
Gearing <sup>5)</sup>	34%

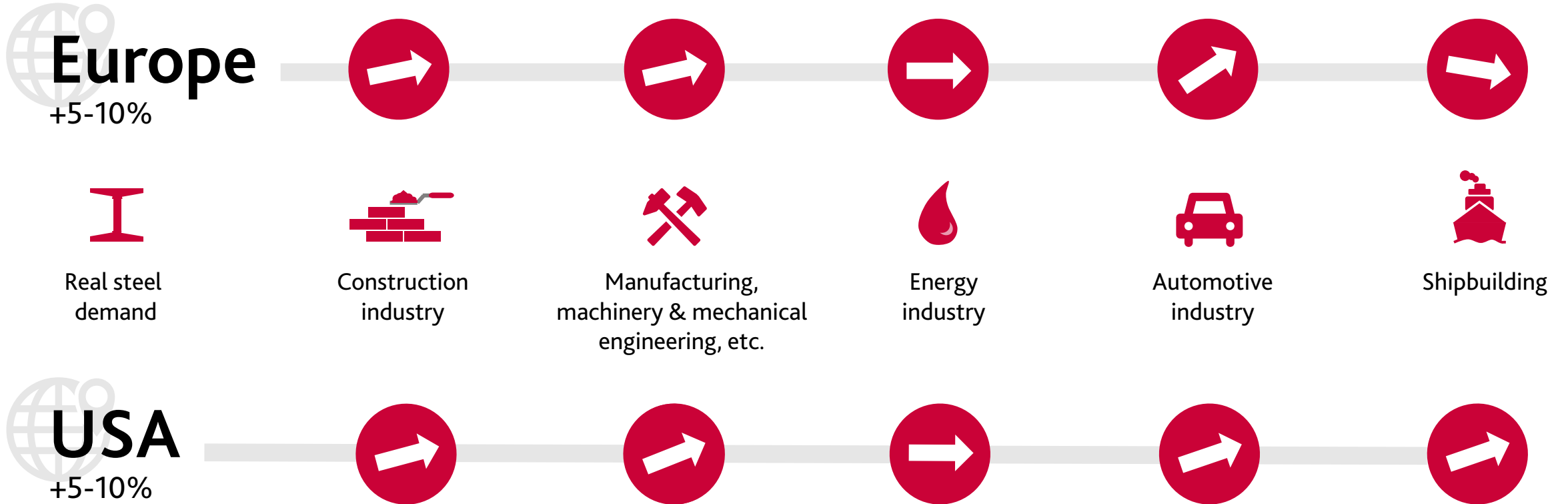
## Maturity profile (excl. leasing) in €m



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# REGION SPECIFIC BUSINESS OUTLOOK 2021



# OUTLOOK

**Q1**  
2021

- Continuing recovery in steel demand and significantly increasing price levels in Europe and the USA
- EBITDA expectation of €110-130m before material special effects

**FY**  
2021

- Shipments and sales significantly above prior-year level expected
- EBITDA before material special effects expected to increase very considerably yoy
- Positive material special effects from Surtsey disposals

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# QUARTERLY AND FY RESULTS

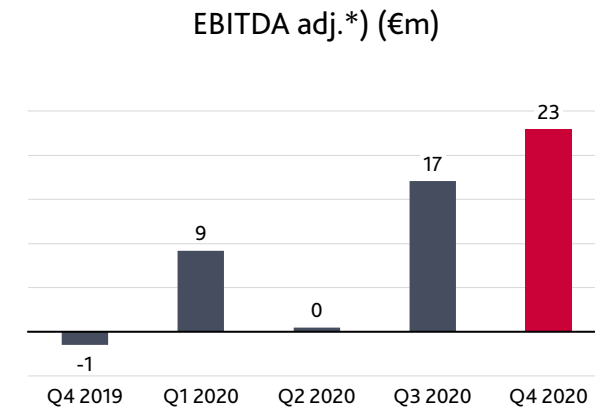
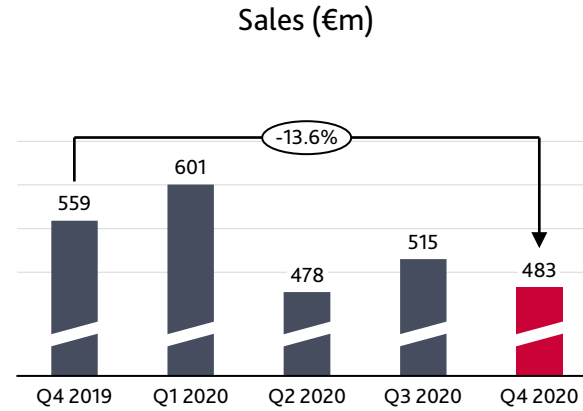
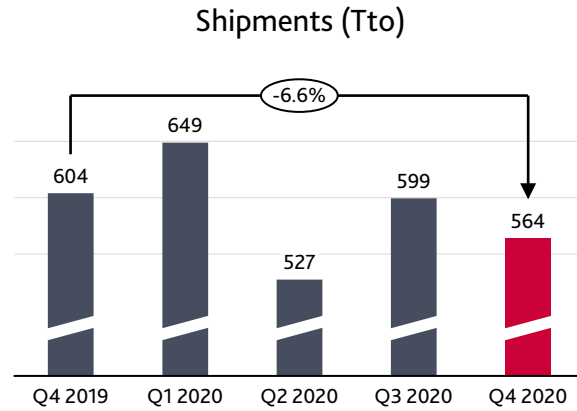
(€m)	Q4 2020	Q3 2020	Q2 2020	Q1 2020	Q4 2019	Q3 2019	Q2 2019	Q1 2019	Q4 2018	Q3 2018	Q2 2018	Q1 2018	Q4 2017	Q3 2017	Q2 2017	Q1 2017	FY 2020	FY 2019	FY 2018	FY 2017	FY 2016
Shipments (Tto)	1,195	1,242	1,070	1,365	1,250	1,420	1,479	1,499	1,398	1,519	1,605	1,584	1,443	1,539	1,572	1,582	4,873	5,648	6,107	6,135	6,149
Sales	1,232	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	5,130	6,315	6,790	6,292	5,730
Sales (currency effect)	-42	-27	21	30	24	38	50	61	28	2	-89	-114	-70	-45	13	19	-18	173	-172	-83	-50
Gross profit	274	262	226	285	267	284	304	303	301	332	364	331	300	310	339	367	1,047	1,158	1,328	1,316	1,315
% margin	22.2	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	20.4	18.3	19.6	20.9	22.9
OPEX	-220	-224	-287	-263	-265	-263	-222	-269	-270	-273	-282	-276	-267	-263	-275	-290	-995	-1,019	-1,101	-1,096	-1,119
EBITDA bef. material special effects	39	40	11	21	11	26	51	34	30	59	84	56	33	47	63	77	111	124	229	220	196
Material special effects	-15	2	72	0	-8	-7	31	0	0	0	-2	0	0	0	0	0	-59	15	-2	0	0
EBITDA rep.	54	38	-61	21	3	21	82	34	30	59	82	56	33	47	63	77	52	139	227	220	196
% margin	4.4	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	1.0	2.2	3.3	3.5	3.4
EBITDA rep. (curr. eff.)	-1	0	2	1	1	1	2	1	3	1	-8	-5	-3	-2	1	1	1	5	-9	-3	-1
EBIT	24	4	-109	-13	-35	-13	49	2	8	38	60	35	9	25	41	54	-93	2	141	130	85
Financial result	-7	-7	-7	-9	-9	-11	-11	-10	-10	-8	-10	-7	-9	-8	-8	-8	-30	-41	-34	-33	-33
EBT	17	-3	-116	-22	-44	-24	37	-9	-2	30	51	28	1	17	33	46	-124	-39	107	97	52
Income taxes	5	-2	5	1	-7	1	-9	-1	-5	-8	-18	-7	29	-4	-9	-10	9	-16	-38	5	-14
Net income	22	-5	-111	-21	-51	-23	28	-10	-7	22	33	21	30	13	24	36	-114	-55	69	102	38
Minority interests	1	0	0	0	1	0	0	0	0	0	0	0	0	1	1	0	2	1	0	1	1
Net income KCO	21	-5	-111	-21	-51	-23	28	-10	-7	22	33	21	30	12	23	36	-116	-56	69	101	37
EPS basic (€)	0.21	-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	-1.16	-0.56	0.68	1.01	0.37
EPS diluted (€)	0.20	-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	-1.16	-0.56	0.66	0.96	0.37
NWC <sup>*)</sup>	967	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	967	1,119	1,277	1,132	1,120
Net debt	351	427	476	563	445	634	684	820	383	569	552	472	330	435	486	475	351	445	383	330	444

\*) Since 2018 including supplier bonus receivables and contract assets.

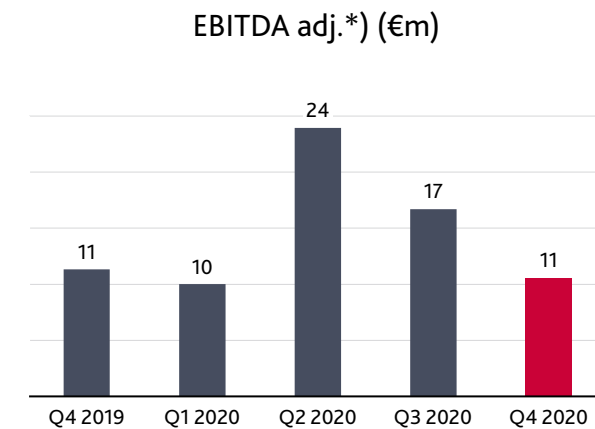
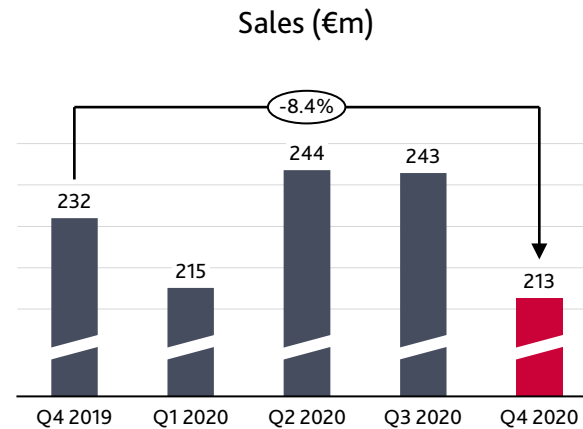
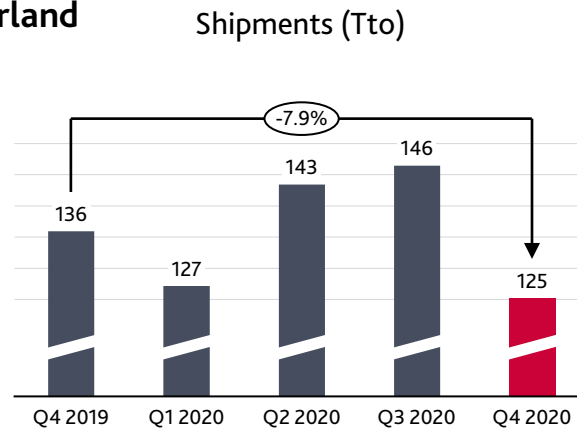


# SEGMENT PERFORMANCE

## KM US



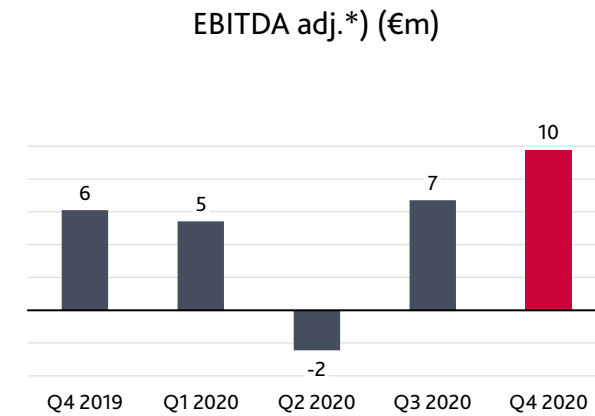
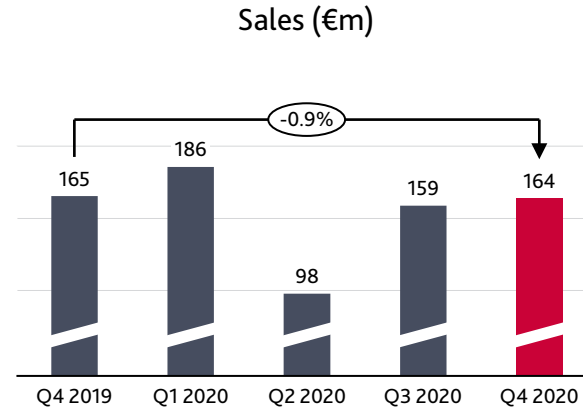
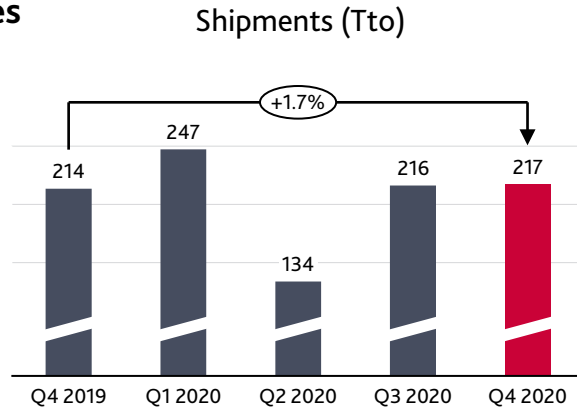
## KM Switzerland



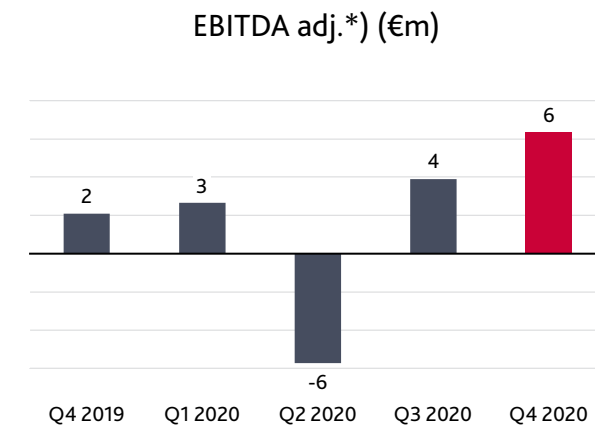
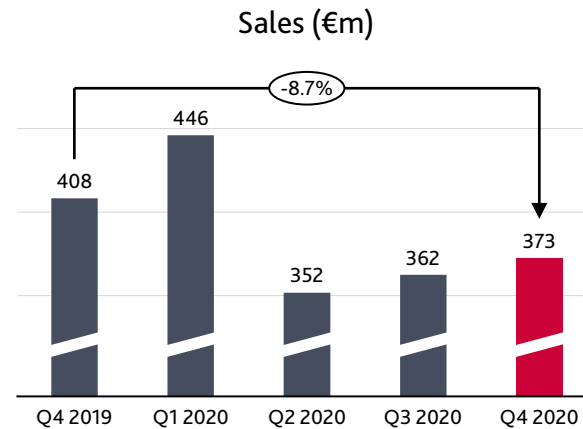
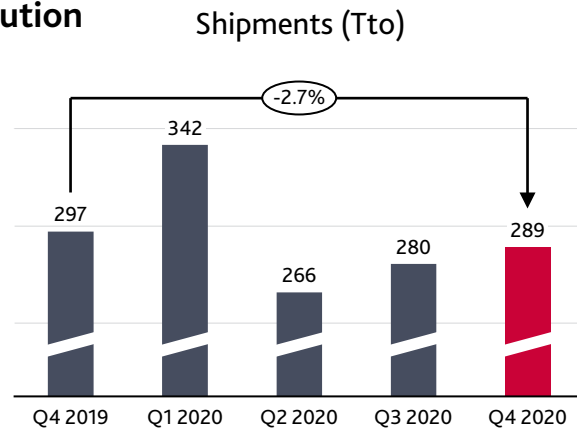
\*) Adjusted in Q4 2019 by the gain on sale of the site in Switzerland and in Q2, Q3 and Q4 2020 by restructuring in the USA. Minor adjustments in segment reporting: New structure of the segment "Holding and other group companies" (previously including other activities such as the Brazilian distribution 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



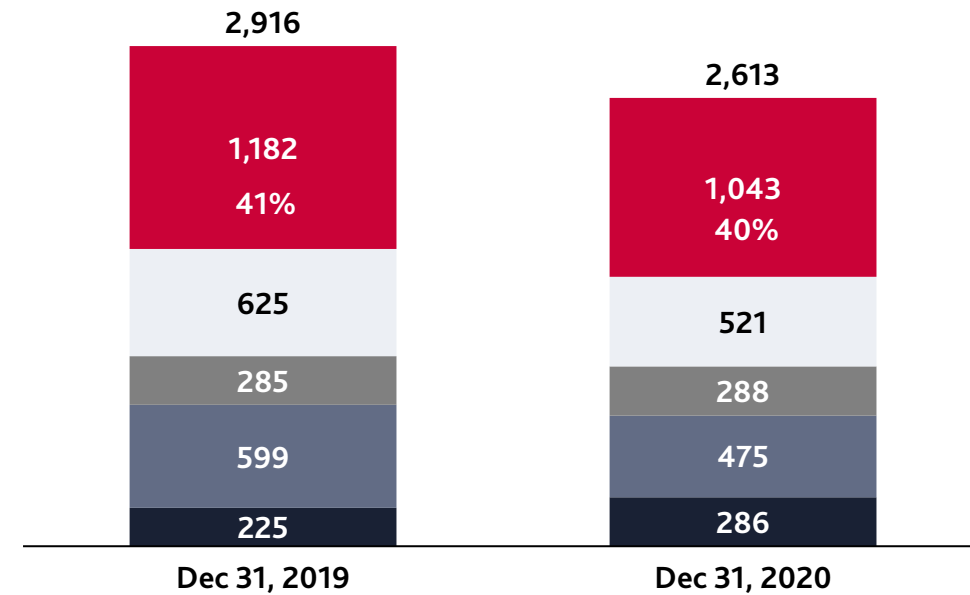
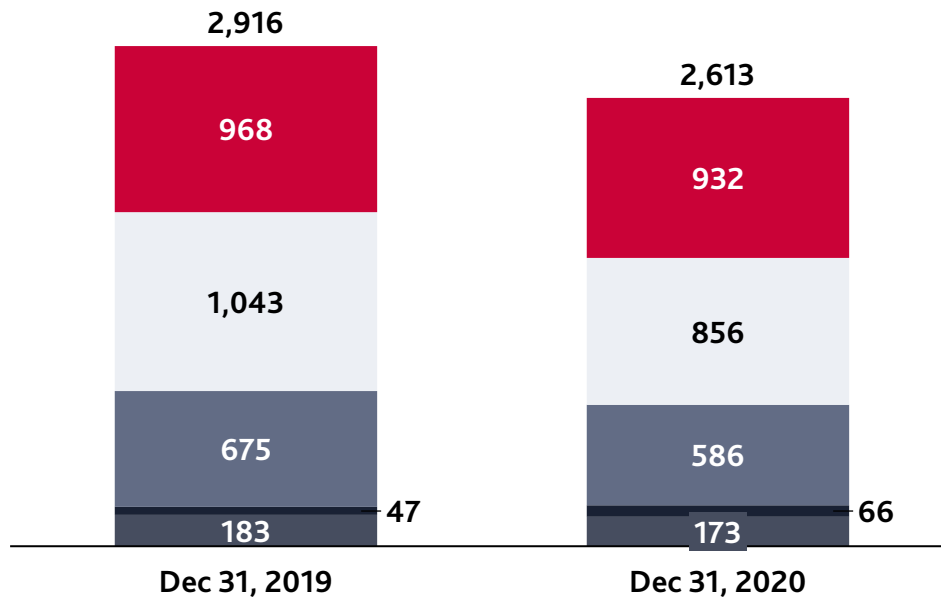
\*) Adjusted for restructuring expenses in Q3, Q4 2019 as well as in Q2, Q3 and Q4 2020 and for a gain on the sale of a site in London in Q2 2019. Minor adjustments in segment reporting: New structure of the segment "Holding and other group companies" (previously including other activities such as the 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 "Kloekner Metals US" and the metering business to the segment "Kloekner Metals Distribution Europe".

# STRONG BALANCE SHEET

- Solid equity ratio of 40%
- Net debt of €351m
- Gearing<sup>\*)</sup> at 34%
- NWC at €967m (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.

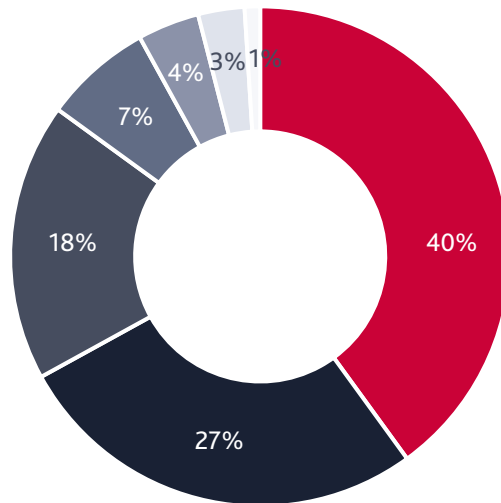


■ Non-current assets   
 ■ Trade receivables<sup>\*\*\*</sup>)   
 ■ Liquidity  
■ Inventories   
 ■ Other current assets

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

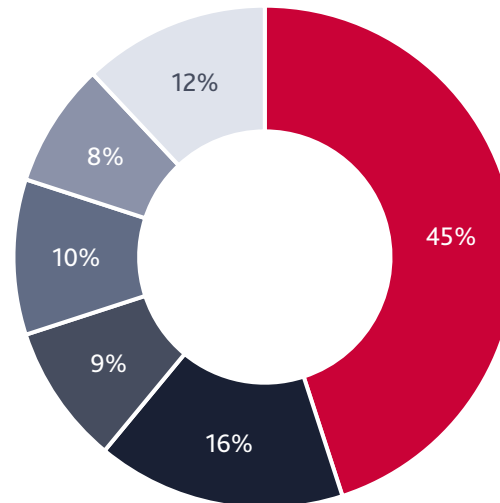
# SALES BY MARKETS, PRODUCTS AND INDUSTRIES

## Sales by markets



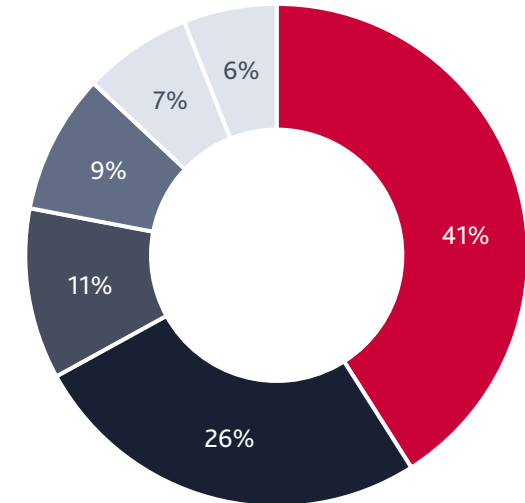
- USA
- Germany/Austria
- Switzerland
- France
- Benelux
- UK
- Brazil

## 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, 2020.

# 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 strong 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
- Due to negative net income no dividend in 2020<sup>\*)</sup>

## Dividend payment per share

2006	2007	2008 2009	2010	2011 2013	2014	2015	2016	2017	2018	2019	2020
€0.80	€0.80	-	€0.30	-	€0.20	-	€0.20	€0.30	€0.30	-	- <sup>*)</sup>

<sup>\*)</sup> Proposal to the Annual General Meeting on May 12, 2021.

# SUSTAINABILITY



## Employees

**A qualified and motivated workforce is central to our success.**

Our working environment is characterized by long term 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 innovative, digital ways of working and thinking within 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 plans to align its business to the UN Global Compact “Business Ambition for 1.5°C”.

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**FINANCIAL CALENDAR**

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