

klöckner & co

Your partner for a
sustainable tomorrow

BAADER INVESTMENT CONFERENCE

September 20, 2022

Guido Kerkhoff | CEO



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.

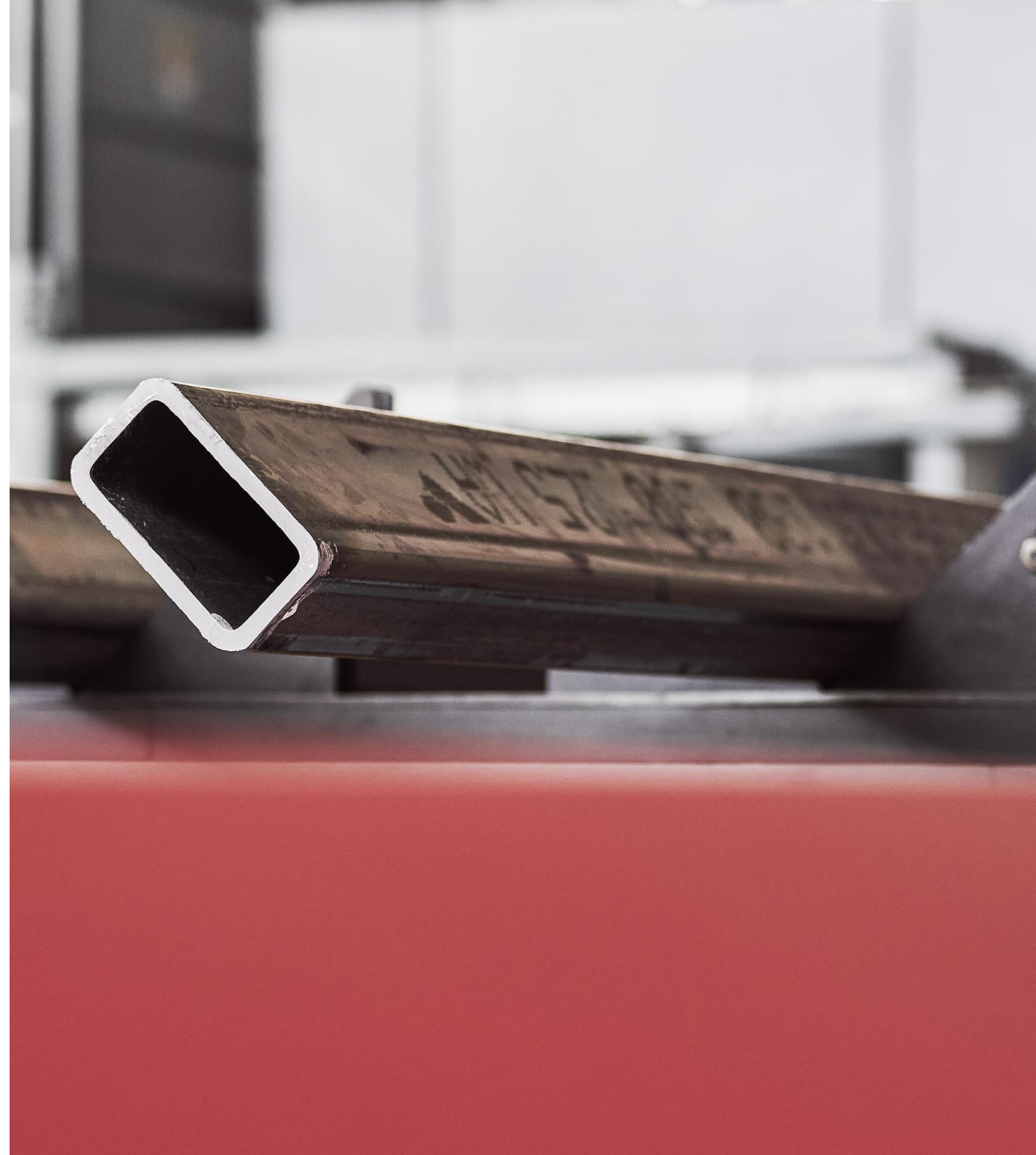
The English translation of the annual report and the interim statement are also available, in case of deviations the German versions shall prevail.

Evaluating statements are unified and are presented as follows:

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

AGENDA

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KLÖCKNER & CO SE AT A GLANCE



~7,200
Employees



7,441€ million
Sales FY 2021




4,881 thousand tons
Shipments FY 2021



>100,000
Customers



848€ million
EBITDA* FY 2021



45%
Digital Sales



~200,000
Products



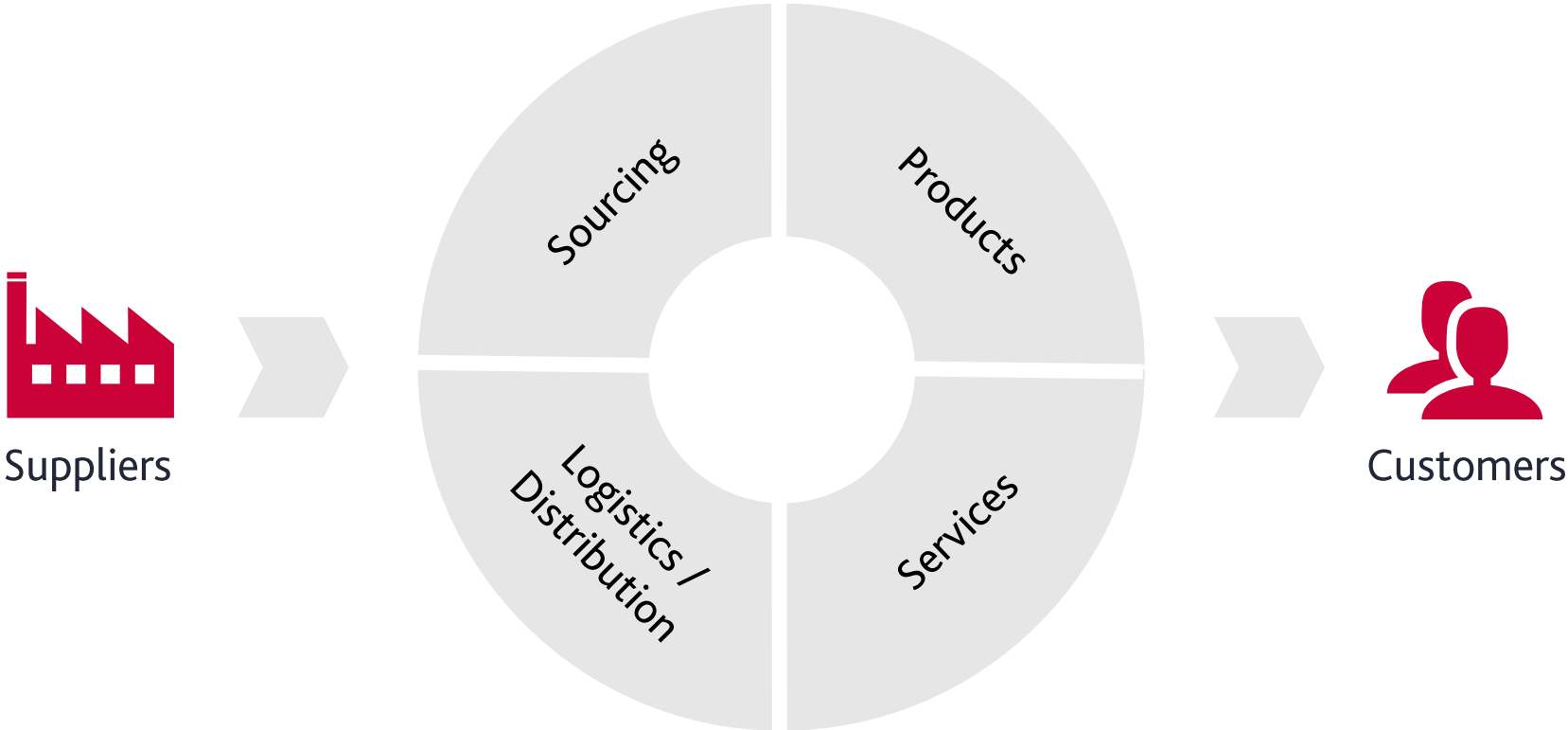
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Countries



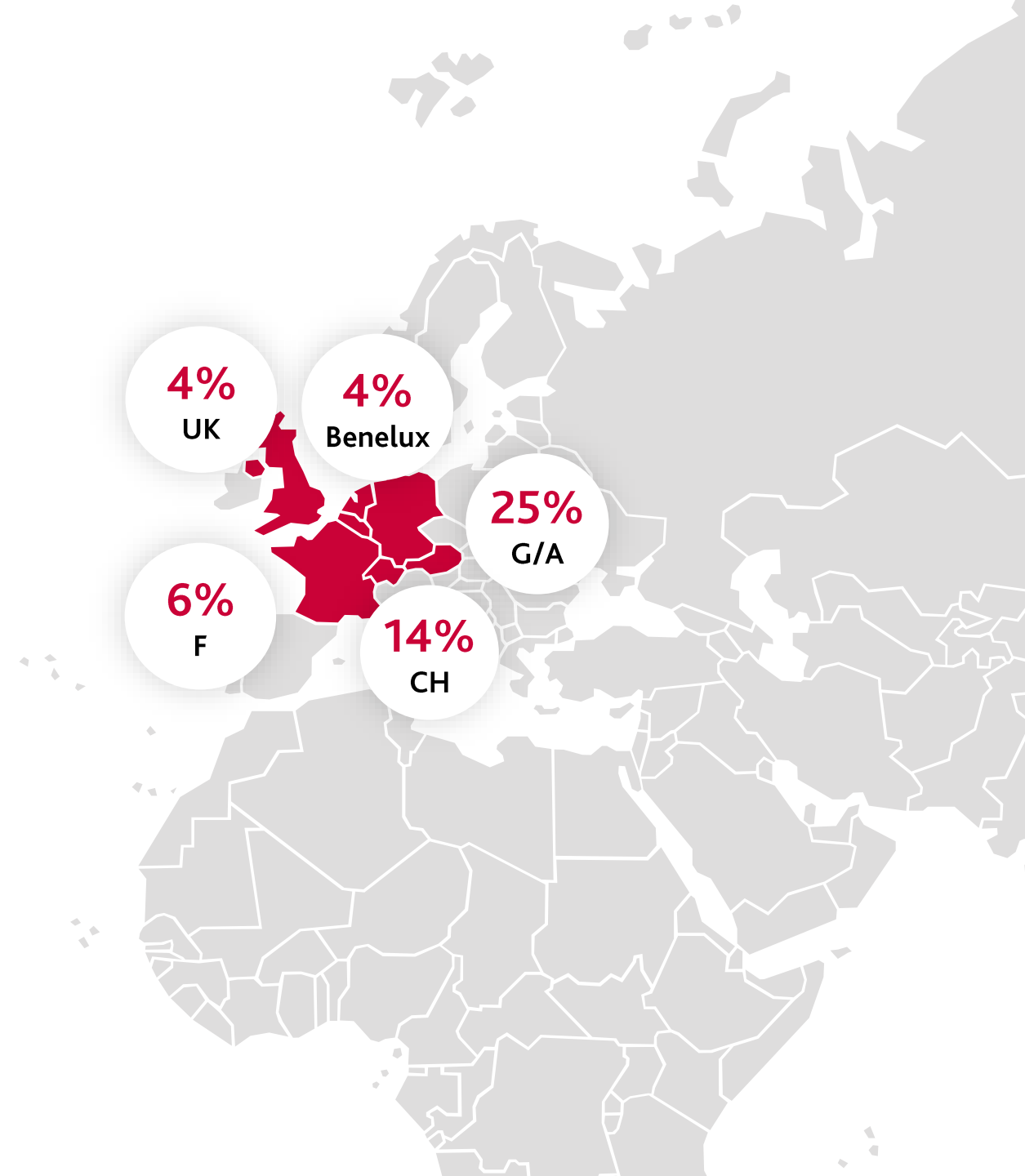
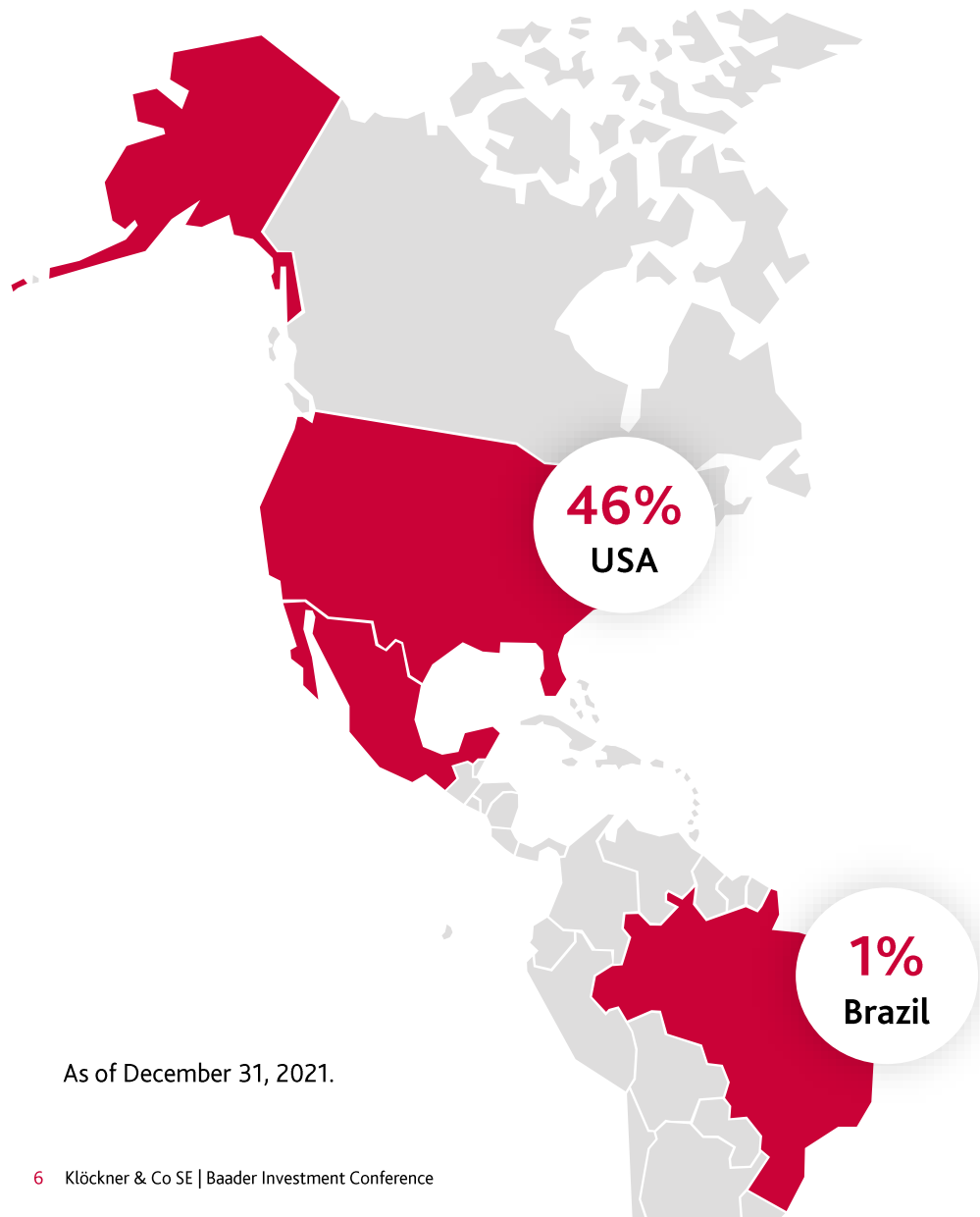
~140
Locations

* Before material special effects.

KLÖCKNER & CO VALUE CHAIN – EVERYTHING FROM ONE SOURCE



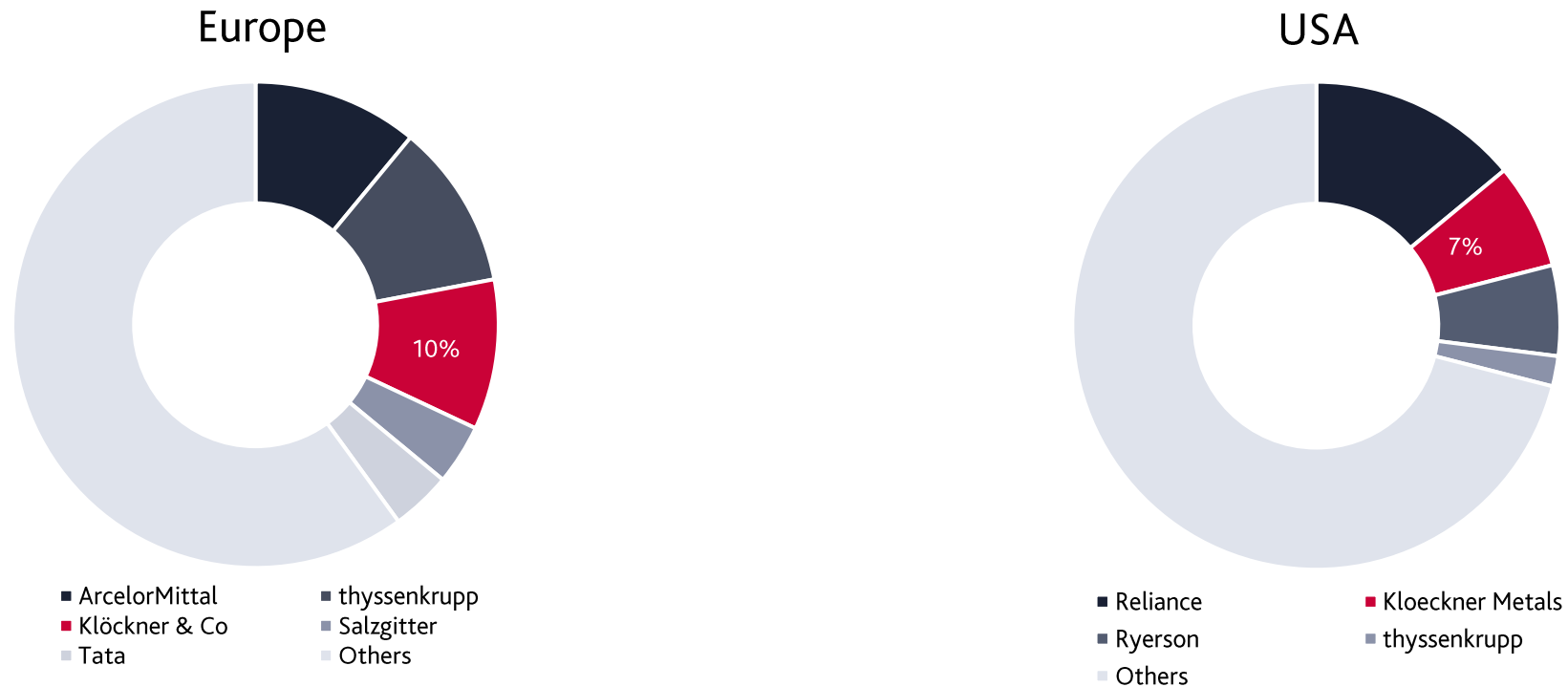
GLOBAL REACH – LOCAL PRESENCE



As of December 31, 2021.

LEADING PLAYER IN FRAGMENTED MARKETS

Market shares of Klöckner & Co 2021



Source: Eurometal, MSCI, local steel associations, estimates.

BECOMING THE LEADING DIGITAL ONE-STOP-SHOP PLATFORM FOR STEEL, OTHER MATERIALS, EQUIPMENT AND PROCESSING SERVICES IN EUROPE AND THE AMERICAS

CUSTOMER GROWTH

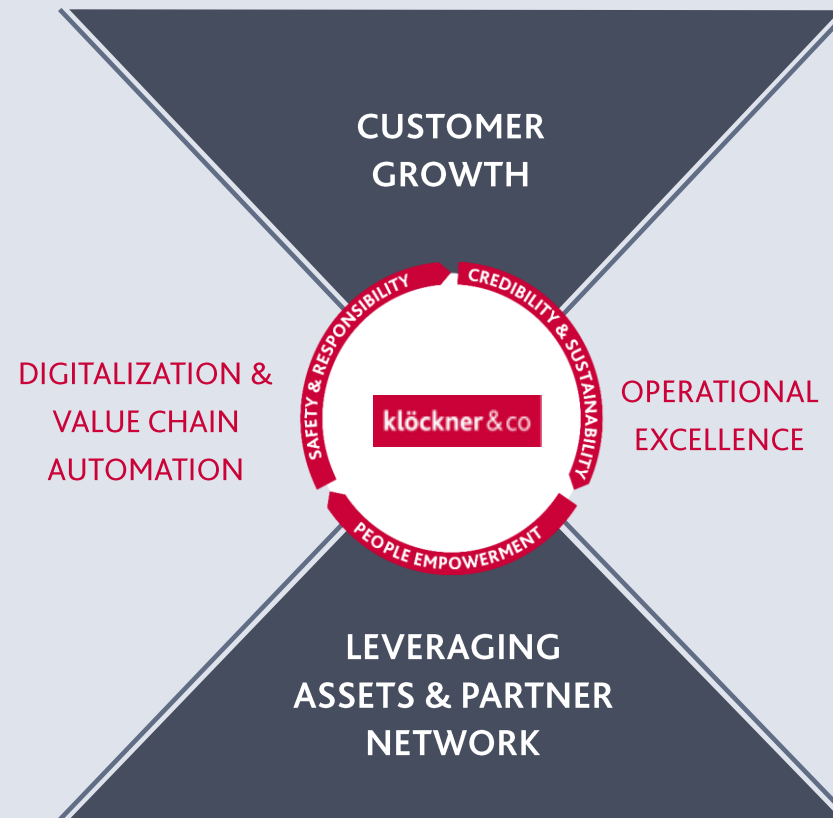
Growth through expanded customer base and increased share of wallet, due to customer focused extension of product and service offering and greater regional coverage

DIGITALIZATION & VALUE CHAIN AUTOMATION

Seamless end-to-end process integration with a very high degree of digitalization and automation to increase process speed and degree of efficiency across the entire value chain (target: "zero touch")

PARTNER NETWORK EXPANSION

Enabling wider product and service portfolio and greater regional coverage with only light asset deployment through smart partner collaboration and integration



CORPORATE VALUES

Realizing customer centric platform model by leveraging people empowerment and diversity, safety & responsibility, credibility & sustainability as guiding principles for all of our actions

OPERATIONAL EXCELLENCE

Increase of profitability through eliminating inefficiencies via leaner services and processes, cost containment measures, automation, procedure simplification and data-based decisions in sales and procurement

LEVERAGING ASSETS

Maximizing own asset utilization and portfolio improvement transactions to extend market share and to facilitate growth through opportunistic M&A

DIGITAL TRANSFORMATION AND PLATFORM BUSINESS

kloeckner.i

Digital transformation of Klöckner & Co

XOM
MATERIALS

Applications & platforms

Onlineshops
Marketplaces
Contract Platform
Part Manager
EDI / OCI



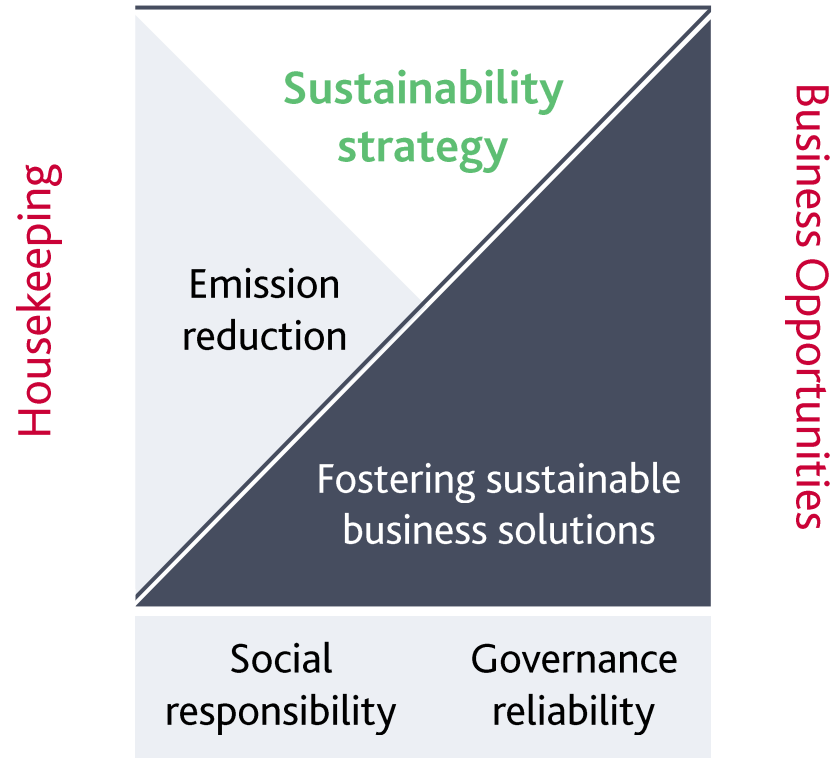
Kloeckner Assistant

Transformative AI
application for
complete automation
of order processing,
regardless of how an
RFQ or orders are
transmitted

eProcurement/ RFQ solution

Comprehensive AI
solution for the
digitalization of
procurement

STRATEGIC PERCEPTION OF SUSTAINABILITY TRANSFORMATION




Significant opportunities from offering sustainable business solutions

OUR AMBITION: MERGING & EXTENDING THE DIGITAL AND THE PHYSICAL BUSINESS


By 2025, Klöckner & Co will be the leading digital one-stop-shop platform for steel, other materials, equipment and processing services in Europe and the Americas




Leading role in the digitalization of the industry with highly automated value chain




Superior customer satisfaction by operational & sales excellence



Customer growth and increased share of wallet



Mature and wide-reaching network including high-quality partners



Substantially increased profitability level



Agile and innovative corporate culture

SUSTAINABLE GROWTH WITH HIGH PERFORMANCE THROUGH THE ENTIRE CYCLE

Our 2025 Goals

Sales growth above market

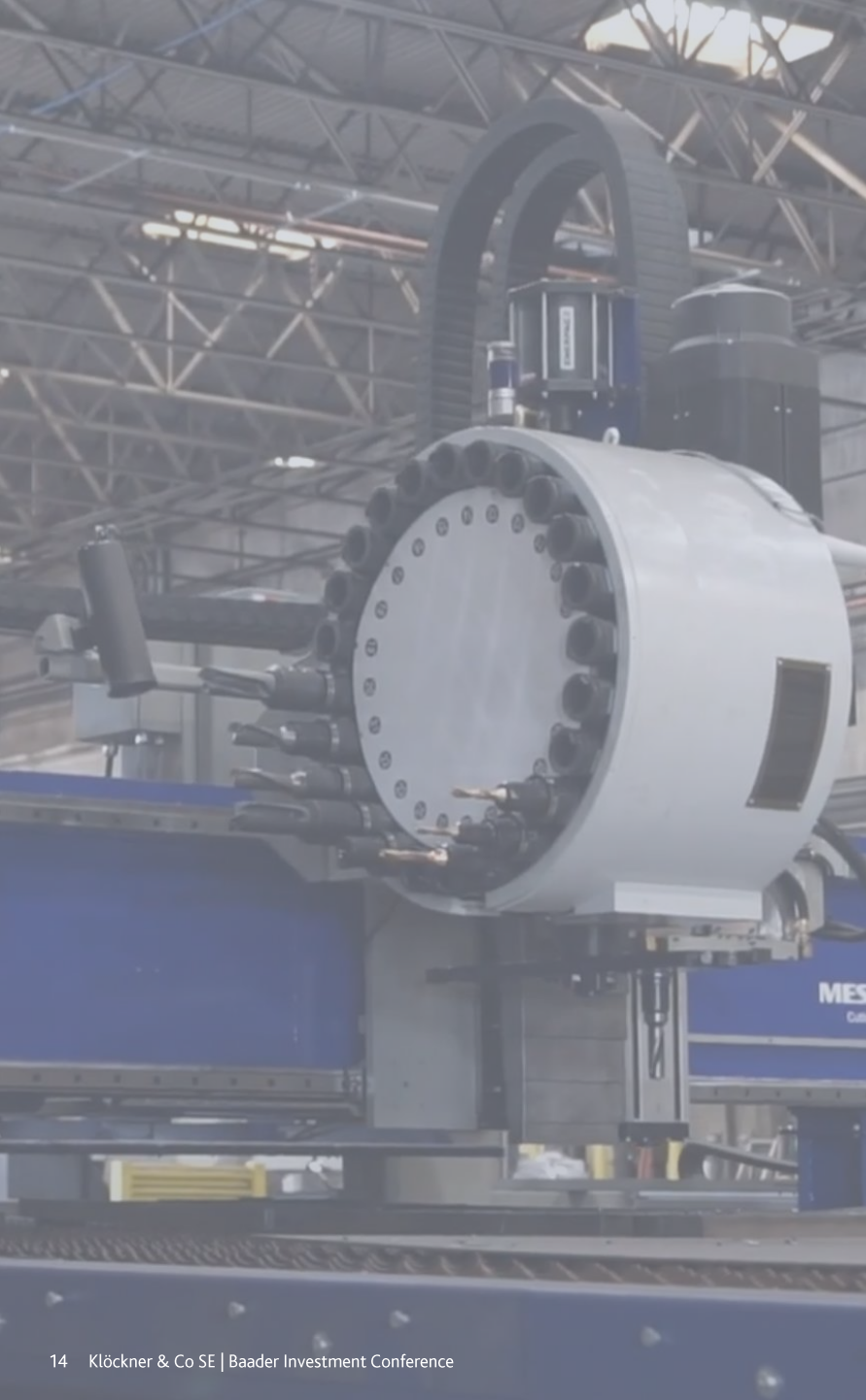
ROCE above cost of capital

More than doubling normalised EBITDA level
(as of before pre-COVID)

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NEW ON-CAMPUS FACILITY IN THE US

Leveraging our partner network

- Strengthening **partnership** with Nucor with on-campus facility at new mill in Brandenburg, KY*
- Investments are focused on developing **sustainable, innovative and complex supply chain solutions** for the end markets of
 - renewable energy infrastructure,
 - off-highway equipment,
 - and industrial machinery & equipment
- Expansion of our **industry-leading** plate processing capabilities
- Higher value-added services to include multiple plate burning centers, beveling, drilling, forming, machining, parts blasting, and fabrication
- Strong growth platform by further leveraging our core strengths and optimal timing (launch in Q3 2023) to support the **US infrastructure investments**

*Investment subject to environmental approval.



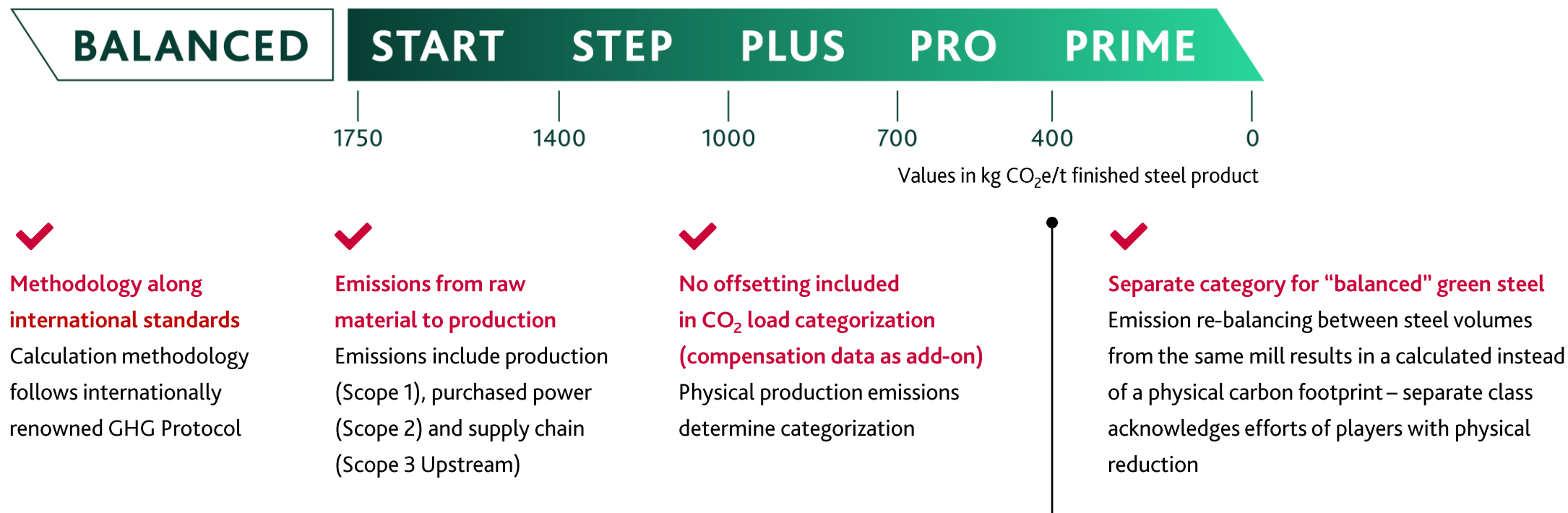
LAUNCHING BECKER STAINLESS STEEL

Leveraging our Assets

- Extended strategic positioning of **Becker Stahl-Service**, the most modern service center in Europe, as multi metals supplier
 - Entering highly attractive **stainless steel** business and significantly expanding product and service portfolio; now providing **high quality services and solutions** around carbon steel, aluminum and stainless steel
 - **Unique offering** among European service centers and logistics optimization for our customers ("everything from one truck")
- Strategic step is implemented through acquisition of **Hernandez Stainless GmbH** and **RSC Rostfrei Coil GmbH** (consolidation expected in Q3 2022)
 - Companies, both headquartered in Baden-Württemberg, generated combined sales of around €160 million in 2021 with about 70 employees
 - **Immediate synergies**
 - Bundling of procurement to leverage higher volumes, utilizing Klöckner's existing transport networks and increasing utilization by directing Group demand
 - Consolidate commercial structure and relocation of one site to KCD Mannheim along with investments in processing and automation upgrades

LEADING THE SUSTAINABILITY TRANSFORMATION: INTRODUCTION OF A CUSTOMER-CENTRIC METRIC FOR CO₂-REDUCED CARBON STEEL

CARBON STEEL CATEGORIZATION

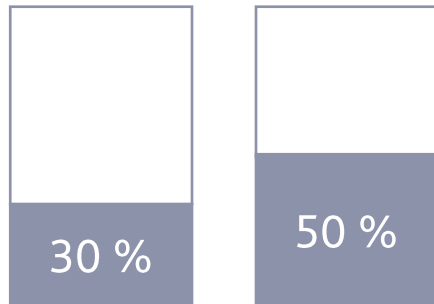


Background on "Balanced" category

All steel passing through a production pathway has the same physical carbon footprint. Accounting-wise, this footprint is sometimes converted between steel quantities in tons of steel with higher and lower carbon footprints

DRIVING SUSTAINABLE BUSINESS OPPORTUNITIES AND SECURING GREEN VOLUMES ALREADY AVAILABLE IN 2022

OUR AMBITION **2025-2030**



>30% and >50% of volume
in the most sustainable
“Prime & Pro” categories
by **2025 and 2030**, respectively

We aim at reaching savings of more than **4 million tons of CO₂** annually



Pioneering sustainable solutions
Establishing **sustainable value chains** for our customers by
supplying CO₂-reduced volumes...

- through **multiple partnerships**,
- across **categories**,
- across **product groups**,
- across **country organizations**

...already starting in **2022**

FROM SUSTAINABLE PRODUCTS TO SUSTAINABILITY ADVISORY SERVICES



SAS. Offering and further developing extensive Sustainability Advisory Services (SAS)

Expertise. Dedicated and specially qualified Green Steel Experts across Klöckner Group

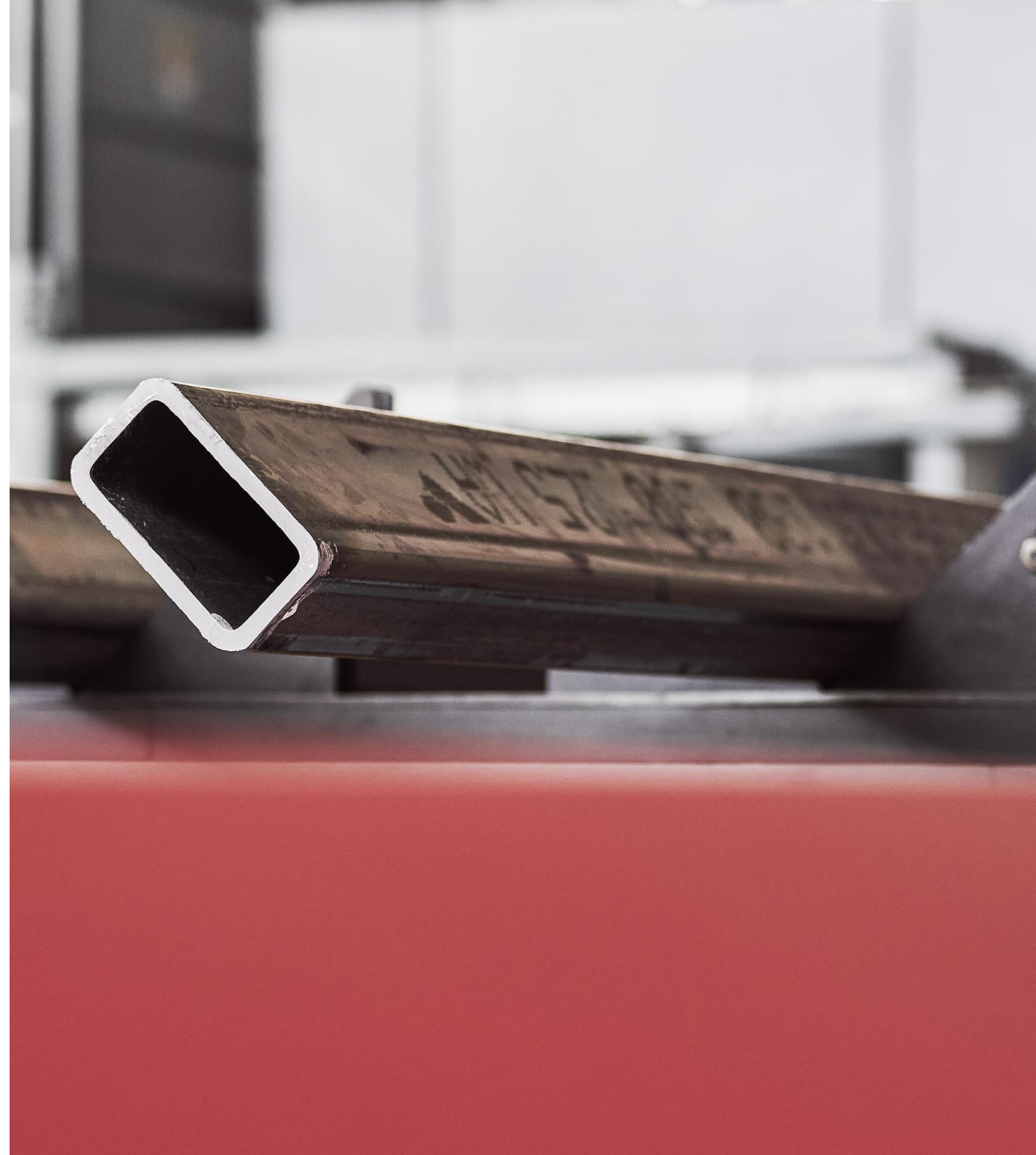
Multiplication. Green Steel Experts acting as multipliers in their local entity and in addition transfer in-depth knowledge to the local workforce

>700 experts. More than 700 trained sales persons are able to advise our customers on green products

Procurement. Equal expertise in Procurement departments

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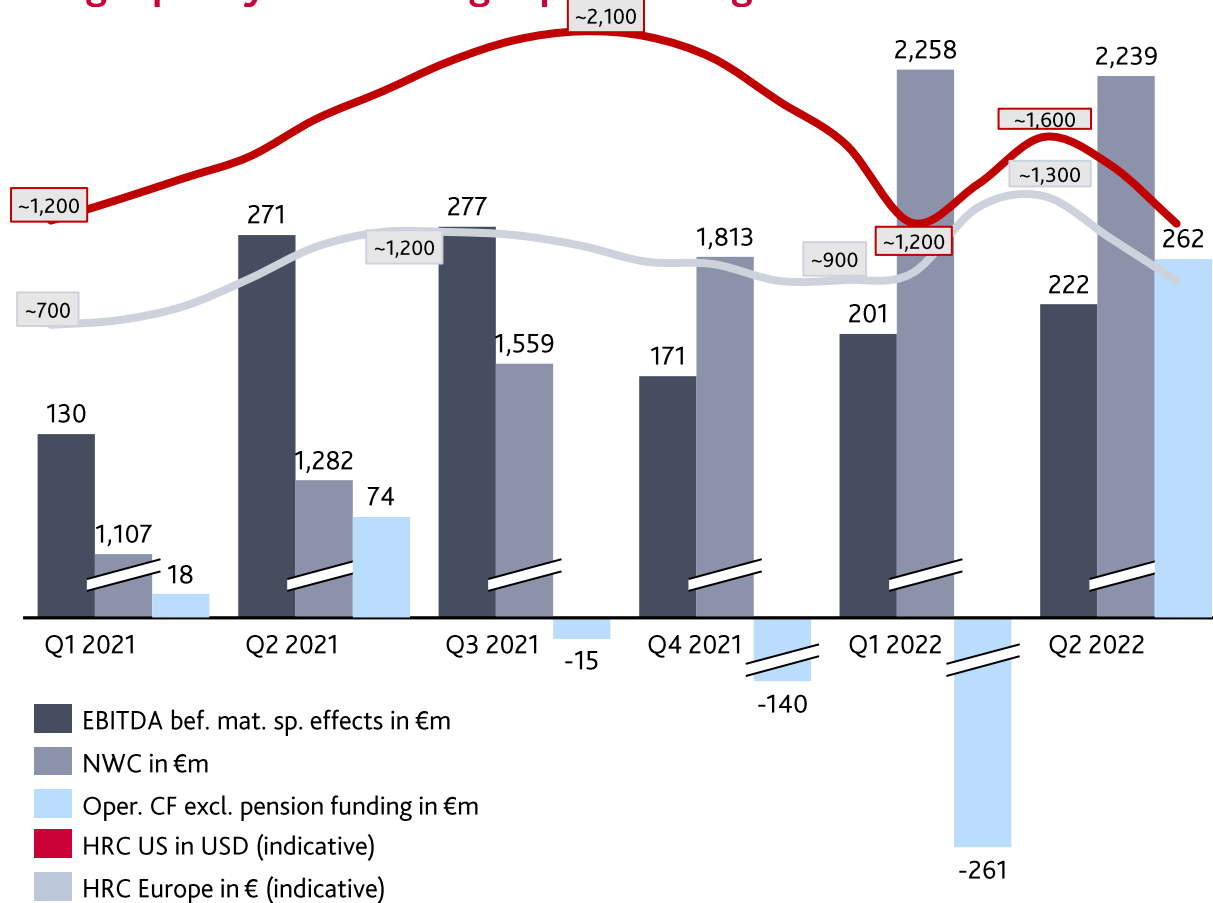
HIGHLIGHTS OF Q2 2022

	Q2 2022	Q2 2021	Delta	
Shipments (Tto)	1,226	1,295	-5.3%	Down yoy due to macro environment and margin-over-volume strategy at the beginning of the quarter; slightly down qoq (-2.5%)
Sales (€m)	2,580	1,847	+39.7%	Considerable increase due to higher price level
Gross profit (€m)	508	525	-3.2%	Slightly down due to less pronounced price dynamics yoy
EBITDA (€m)*	222	271	-49	Price driven strong operating result; supported by a strict NWC management
Oper. CF (€m)	262	74	+188	Strong and significantly positive cash flow from operating activities
Net financial debt (€m)	903	303	+600	Net debt significantly higher yoy due to price driven NWC build-up; however, already delevered qoq
Digital sales share	45%	45%	-	Flat yoy after pandemic related boost; strong Kloeckner Assistant development continues

*) Before material special effects.

STRONG THROUGH THE CYCLE PERFORMANCE

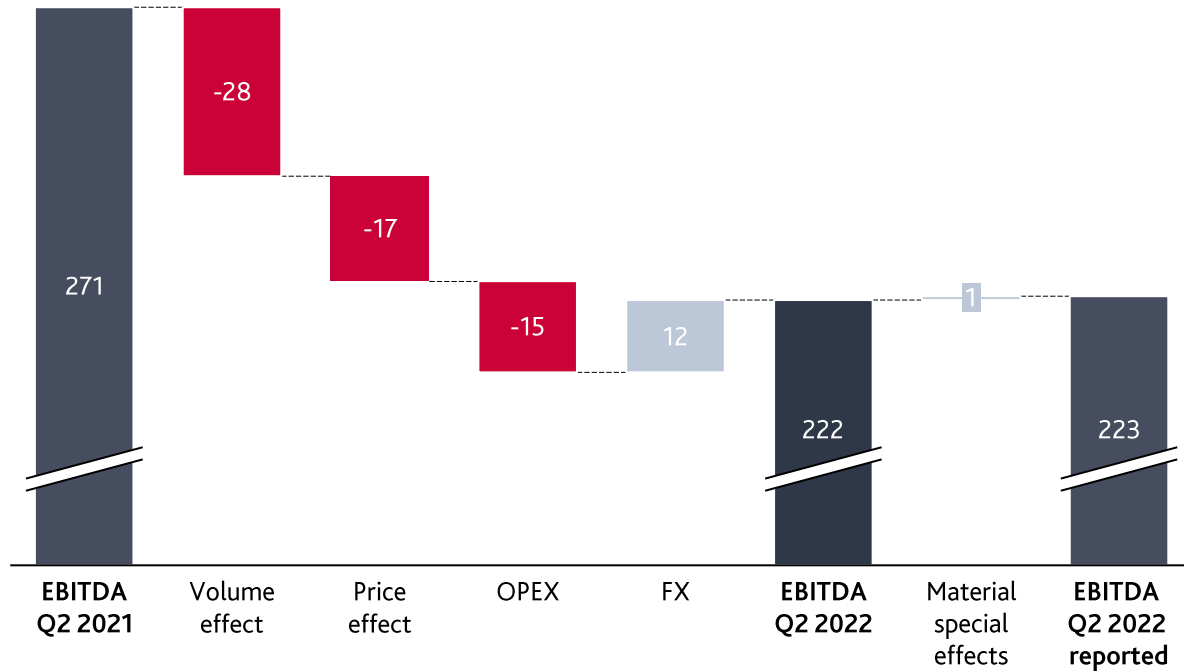
High quality net working capital management



- Orientation to a strong “through the cycle performance”
 - Countercyclical management initiatives
 - Fostering upside risks and mitigating downside risks
- Positive price dynamics of 2021 and early 2022 were translated into record operating results
- Smart NWC management in down-cycles (H1 2020, H2 2021 and Q2 2022) with strong mitigation of negative windfall risks
- Consistent NWC management also going forward
 - More than 60% of stocks already sold
 - Strong and significantly positive operating cash flow expected for the remainder of the year

EBITDA DEVELOPMENT

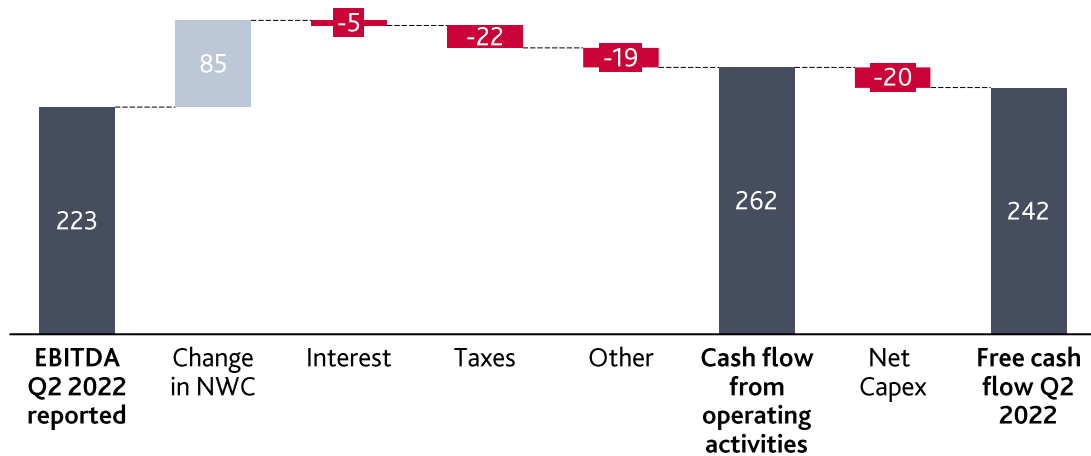
EBITDA (€m) in Q2 2022



- Strong operating result in Q2; down yoy due to unprecedented price dynamics in Q2 2021
- Negative volume effect mainly due to macro environment in combination with consistent margin-over-volume strategy
- Negative price effect due to less pronounced price dynamics
- OPEX up especially driven by shipment expenses & operating supplies
- Positive FX effects of €12m

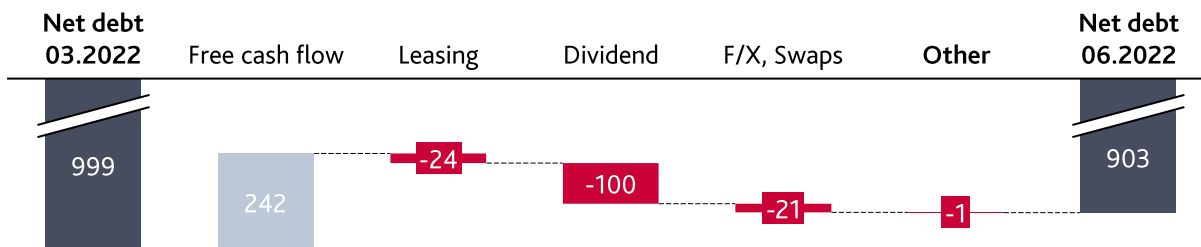
CASH FLOW AND NET DEBT DEVELOPMENT

Cash flow Q2 2022 (€m)



- EBITDA of €223m
- NWC decrease of €85m; smart and strict NWC management
- Other of €19m mainly due to other taxes offset by pensions
- Cash flow from operating activities of €262m
- Net CAPEX of €20m
- Very strong free cash flow of €242m

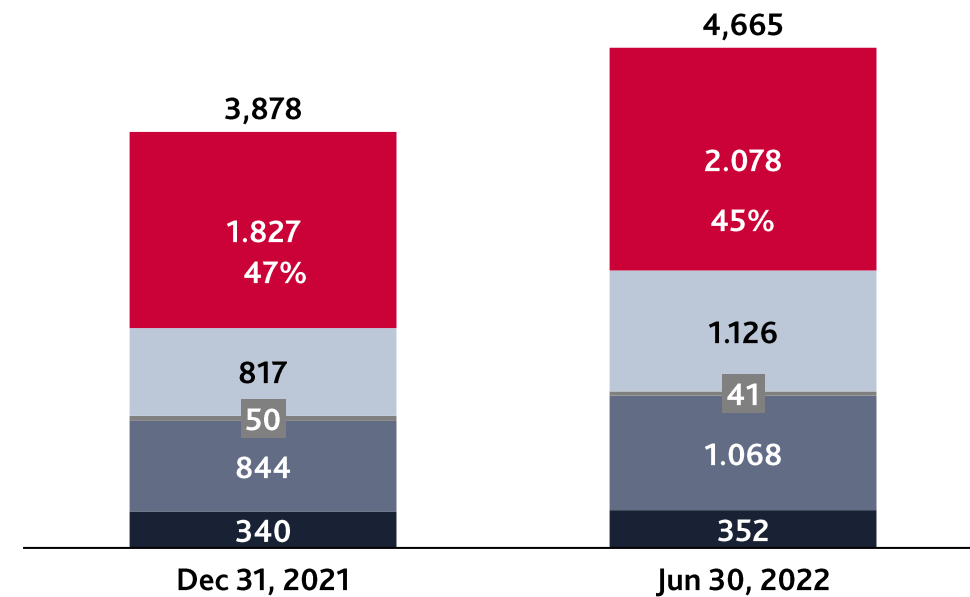
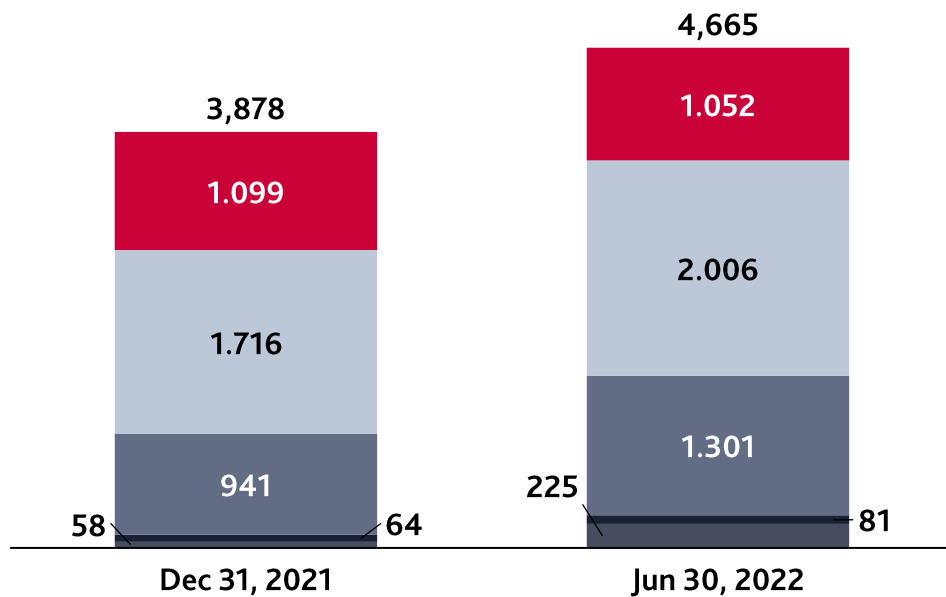
Net financial debt 06.2022 vs. 03.2022 (€m)



- Net financial debt delevered mainly due to strict NWC management from €999m to €903m

STRONG AND SOLID BALANCE SHEET

Solid equity ratio of 45%, gearing* of 44% and leverage of 1.0x



■ Non-current assets
 ■ Trade receivables**)

■ Inventories
 ■ Liquidity
 ■ Other current assets

■ Equity
 ■ Pensions
 ■ Other liabilities

■ Financial liabilities
 ■ Trade payables***)

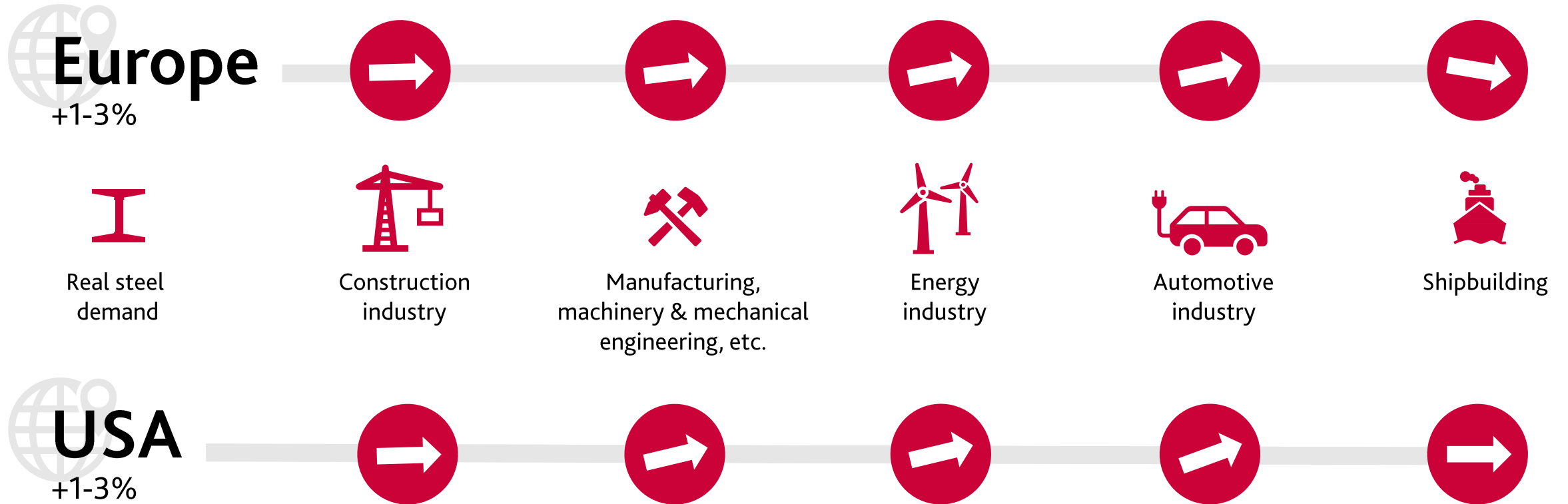
*) Gearing = Net debt/Equity attributable to shareholders of Klöckner & Co SE less goodwill from business combinations subsequent to May 23, 2019.
 **) Incl. contract assets and supplier bonuses.
 ***) Incl. contract liabilities and advance payments received.

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REGION SPECIFIC BUSINESS OUTLOOK 2022



OUTLOOK

Q3
2022

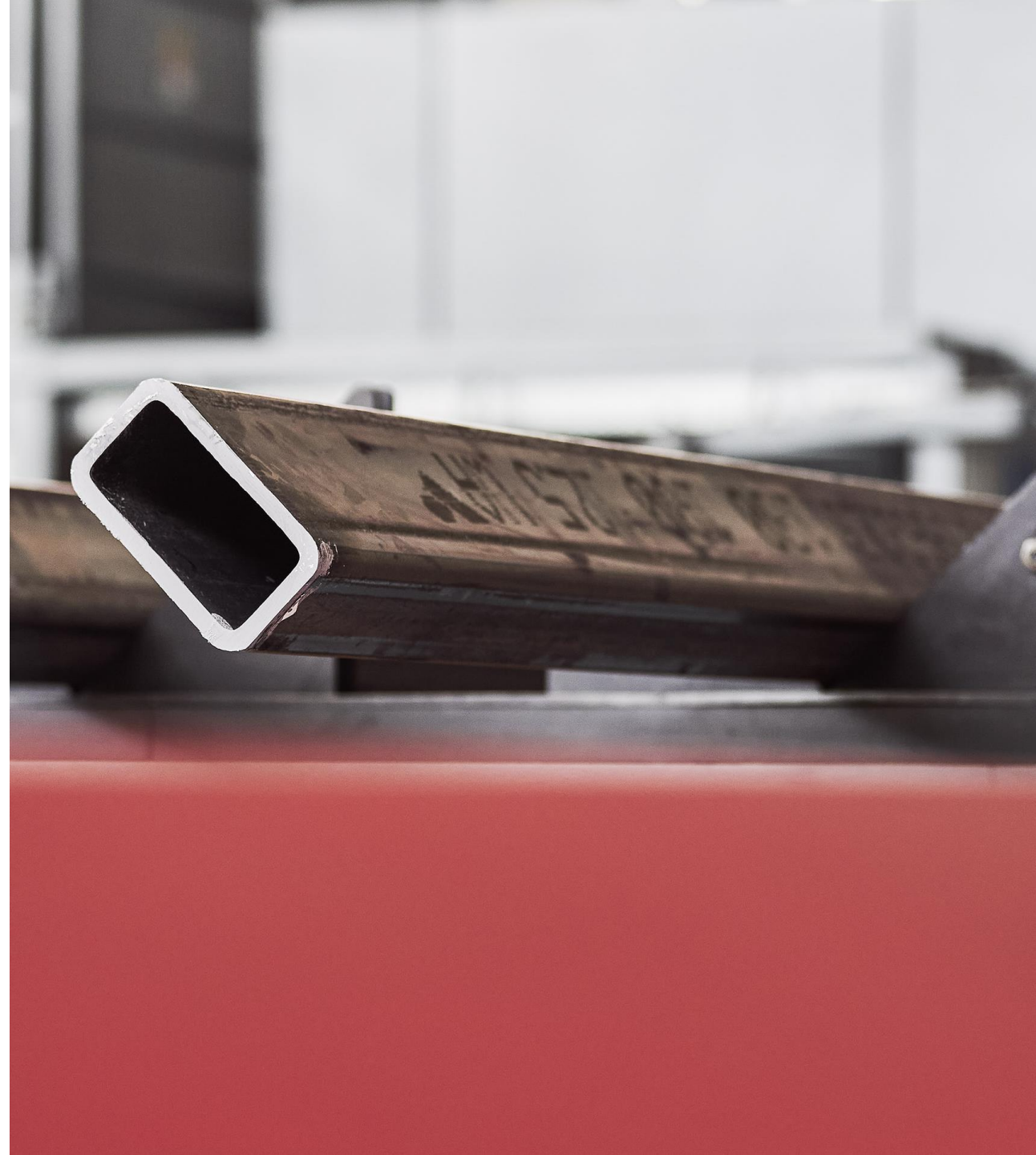
- Shipments expected to slightly increase (qoq); price-driven sales decline expected (qoq);
- EBITDA before material special effects down qoq due to macro environment and negative price dynamics; expectation of €50-100m
- Strong and significantly positive cash flow from operating activities anticipated

FY
2022

- Sales considerably above prior-year level and stable shipments expected
- Strong EBITDA before material special effects of more than €500m expected
- Strong and significantly positive cash flow from operating activities anticipated

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QUARTERLY AND FY RESULTS

(€m)	Q2 2022	Q1 2022	Q4 2021	Q3 2021	Q2 2021	Q1 2021	Q4 2020	Q3 2020	Q2 2020	Q1 2020	Q4 2019	Q3 2019	Q2 2019	Q1 2019	FY 2021	FY 2020	FY 2019	FY 2018	FY 2017
Shipments (Tto)	1,226	1,257	1,108	1,190	1,295	1,287	1,195	1,242	1,070	1,365	1,250	1,420	1,479	1,499	4,881	4,873	5,648	6,107	6,135
Sales	2,580	2,438	2,030	2,038	1,847	1,525	1,232	1,279	1,171	1,448	1,365	1,565	1,682	1,703	7,441	5,130	6,315	6,790	6,292
Sales (currency effect)	166	100	45	-15	-88	-70	-42	-27	21	30	24	38	50	61	-128	-18	173	-172	-83
Gross profit	508	482	440	540	525	388	274	262	226	285	267	284	304	303	1,893	1,047	1,158	1,328	1,316
% margin	19.7	19.8	21.7	26.5	28.4	25.4	22.2	20.5	19.3	19.7	19.6	18.1	18.1	17.8	25.4	20.4	18.3	19.6	20.9
OPEX	-285	-228	-252	-260	-255	-247	-220	-224	-287	-263	-265	-263	-222	-269	-1,014	-995	-1,019	-1,101	-1,096
EBITDA bef. material special effects	222	201	171	277	271	130	39	40	11	21	11	28	51	34	848	111	124	229	220
Material special effects	1	53	17	4	-1	11	15	-2	-72	0	-8	-7	31	0	-30	-59	15	-2	0
EBITDA rep.	223	254	188	280	270	141	54	38	-61	21	3	21	82	34	879	52	139	227	220
% margin	8.6	10.4	9.3	13.7	14.6	9.2	4.4	3.0	-5.2	1.5	0.2	1.3	4.9	2.0	11.8	1.0	2.2	3.3	3.5
EBITDA rep. (curr. eff.)	12	9	7	-2	-14	-8	-1	0	2	1	1	1	2	1	-16	1	5	-9	-3
EBIT	191	223	154	249	240	111	24	4	-109	-13	-35	-13	49	2	754	-93	2	141	130
Income from Investments	4	0	5	1	4	0	0	0	0	0	0	0	0	0	11	0	0	0	0
Financial result	-8	-7	-6	-6	2	-6	-7	-7	-7	-9	-9	-11	-11	-10	-17	-30	-41	-34	-33
EBT	188	216	153	244	246	105	17	-3	-116	-22	-44	-24	37	-9	748	-124	-39	107	97
Income taxes	-37	-44	-14	-55	-31	-19	5	-2	5	1	-7	1	-9	-1	-119	9	-16	-38	5
Net income	151	172	139	189	215	86	22	-5	-111	-21	-51	-23	28	-10	629	-114	-55	69	102
Minority interests	2	4	3	3	3	1	1	0	0	0	1	0	0	0	10	2	1	0	1
Net income KCO	149	168	136	185	212	85	21	-5	-111	-21	-51	-23	28	-10	619	-116	-56	69	101
EPS basic (€)	1.50	1.68	1.37	1.86	2.13	0.85	0.21	-0.05	-1.11	-0.21	-0.51	-0.23	0.28	-0.10	6.21	-1.16	-0.56	0.68	1.01
EPS diluted (€)	1.36	1.53	1.24	1.68	1.88	0.78	0.20	-0.05	-1.11	-0.21	-0.51	-0.23	0.27	-0.10	5.58	-1.16	-0.56	0.66	0.96
NWC ^{*)}	2,239	2,258	1,813	1,559	1,282	1,107	967	1,062	1,135	1,228	1,119	1,356	1,407	1,525	1,813	967	1,119	1,277	1,132
Net debt	903	999	762	348	303	363	351	427	476	563	445	634	684	820	762	351	445	383	330

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

SEGMENT OVERVIEW

KloECKner Metals US

The **KloECKner Metals US** segment comprises all our business in the USA, Mexico and Brazil. It covers all services from metal and steel distribution to processing and innovative and high-tech value-added business offered in these regions. KloECKner Metals US is the largest segment in the Group and is headed by John Ganem, Member of the Management Board (CEO Americas).

KloECKner Metals EU

The **KloECKner Metals EU** segment includes the distribution and steel service center business of our operations in the European Union (Austria, Belgium, France, Germany incl. Becker Stahl-Service, the Netherlands). Its core business is related to general steel and metal distribution, while also offering innovative and high-tech value-added business at our service center for flat steel and aluminum at Becker Stahl-Service in Bönen. KloECKner Metals EU is our second largest segment and is managed by Bernhard Weiß, Member of the Management Board (CEO Europe).

KloECKner Metals Non-EU

The **KloECKner Metals Non-EU** segment includes all distribution activities in the United Kingdom and in addition our specialty business of providing distribution solutions and services ranging from reinforcement to multi metal and technical products in Switzerland. The country organizations within KloECKner Metals Non-EU report directly to Guido Kerkhoff, Chairman of the Management Board (CEO of KlöCKner & Co SE).

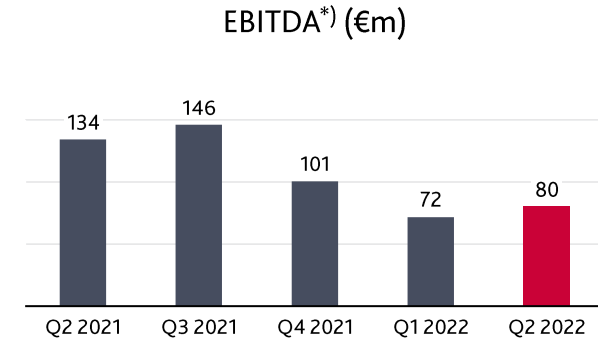
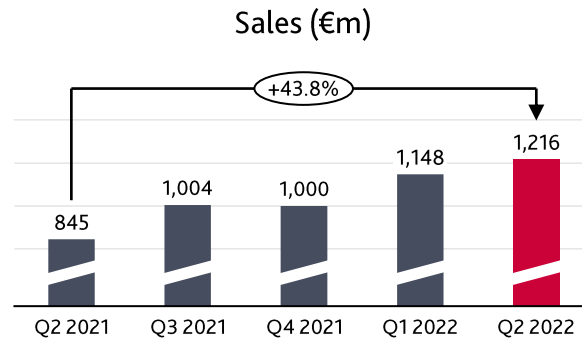
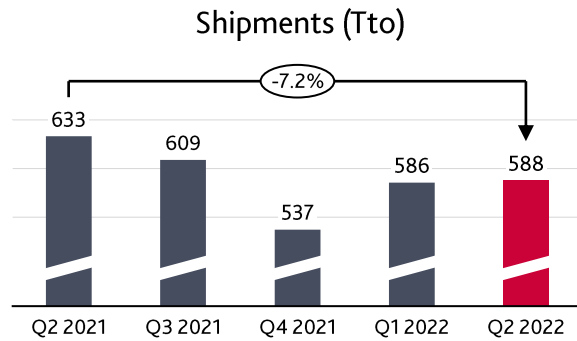
KloECKner Metals US								
(€m)	Q2 2022	Q1 2022	Q4 2021	Q3 2021	Q2 2021	Q1 2021	FY 2021	FY 2020
Shipments (Tto)	588	586	537	609	633	619	2,399	2,339
Sales	1,216	1,148	1,000	1,004	845	662	3,511	2,076
Gross profit	196	182	200	249	233	166	847	374
EBITDA bef. mat. special effects	81	72	101	146	134	75	456	50
Cashflow from operating activities	179	-65	-74	-20	5	25	-64	85

KloECKner Metals EU								
(€m)	Q2 2022	Q1 2022	Q4 2021	Q3 2021	Q2 2021	Q1 2021	FY 2021	FY 2020
Shipments (Tto)	454	482	396	396	451	486	1,728	1,803
Sales	913	895	678	675	646	585	2,584	1,952
Gross profit	185	196	146	187	181	138	652	353
EBITDA bef. mat. special effects	90	101	53	97	91	52	293	28
Cashflow from operating activities	72	-148	-118	2	58	22	-36	32

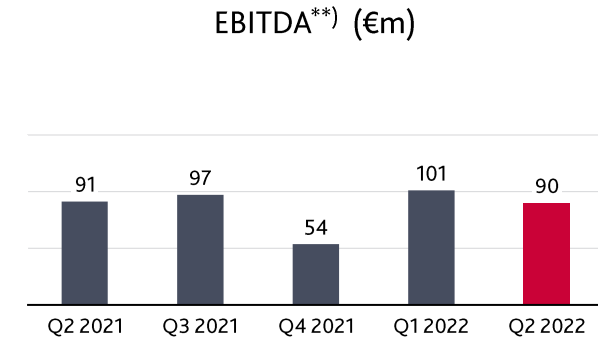
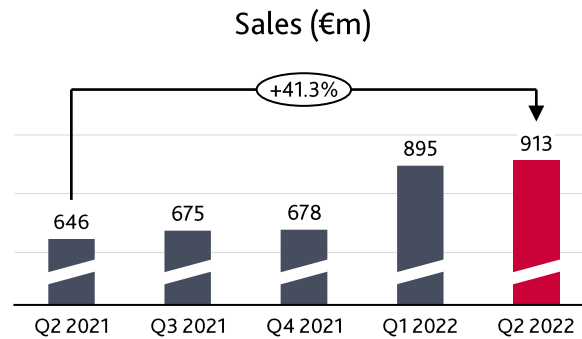
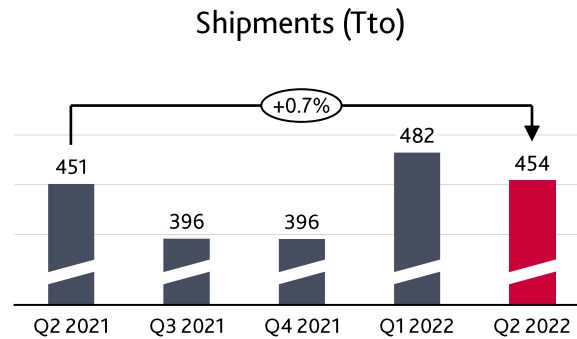
KloECKner Metals Non-EU								
(€m)	Q2 2022	Q1 2022	Q4 2021	Q3 2021	Q2 2021	Q1 2021	FY 2021	FY 2020
Shipments (Tto)	184	190	175	185	211	182	754	731
Sales	452	394	352	359	356	278	1,345	1,102
Gross profit	127	103	94	105	111	84	393	320
EBITDA bef. mat. special effects	48	29	18	34	40	15	107	60
Cashflow from operating activities	7	-33	-44	-8	21	-15	-46	68

SEGMENT PERFORMANCE

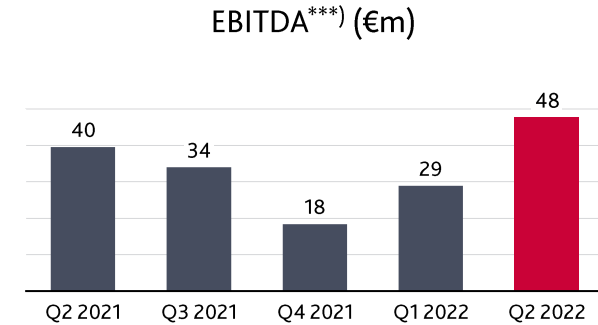
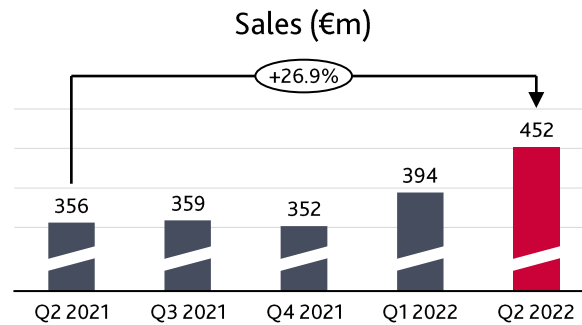
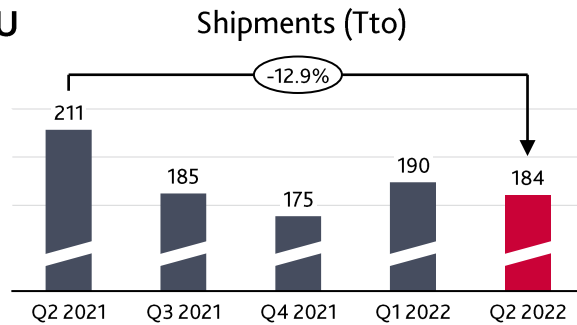
KM US



KM EU



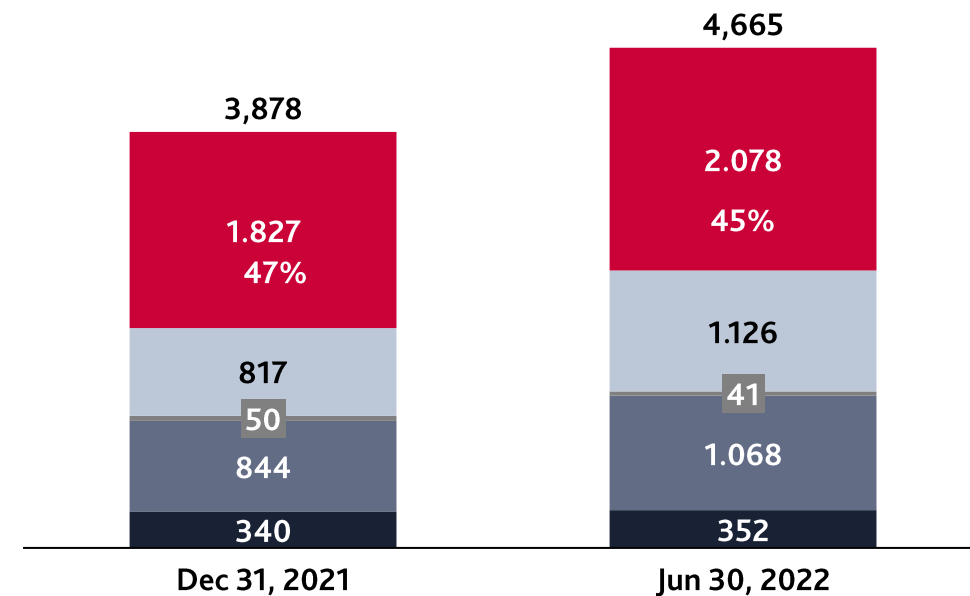
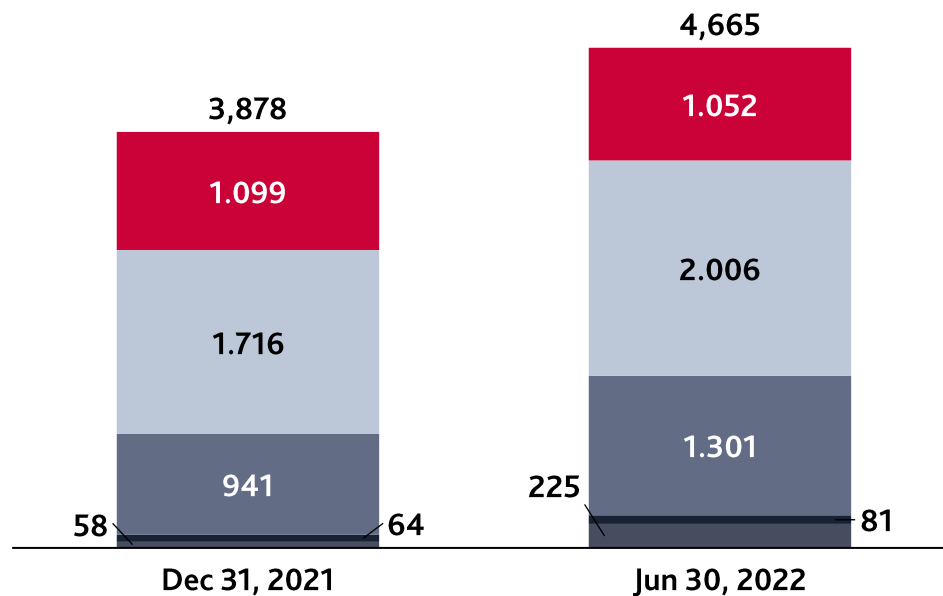
KM Non-EU



*) Adjusted for material special effects in Q2 2021 and Q1 2022. **) Adjusted for material special effects in Q2, Q3, Q4 2021, Q1 2022 and Q2 2022. ***) Adjusted for material special effects in Q2 and Q4 2021, Q1 2022 and Q2 2022.

STRONG AND SOLID BALANCE SHEET

Solid equity ratio of 45%, gearing* of 44% and leverage of 1.0x



■ Non-current assets
 ■ Trade receivables**)

■ Inventories
 ■ Liquidity
 ■ Other current assets

■ Equity
 ■ Pensions
 ■ Other liabilities

■ Financial liabilities
 ■ Trade payables***)

*) 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.
 ***) Incl. contract liabilities and advance payments received.

MATURITY PROFILE

Facility (€m)	Committed Jun 30, 2022	Drawn amount	
		Jun 30, 2022	Dec 31, 2021
Syndicated Loan	250	100	36
ABS Europe ¹⁾	300	268	189
ABL USA ²⁾	433	288	240
Convertible 2016	148	144	142
Bilateral Facilities ³⁾	192	157	57
Leases	171	171	156
Total Debt	1,494	1,128	820
Cash		225	58
Net Debt		903	762

1) Increase of facility from €220m to €300m in April 2022.

2) Renewal of facility (\$450m) in July 2022, new maturity July 2027.

3) Mainly Switzerland.

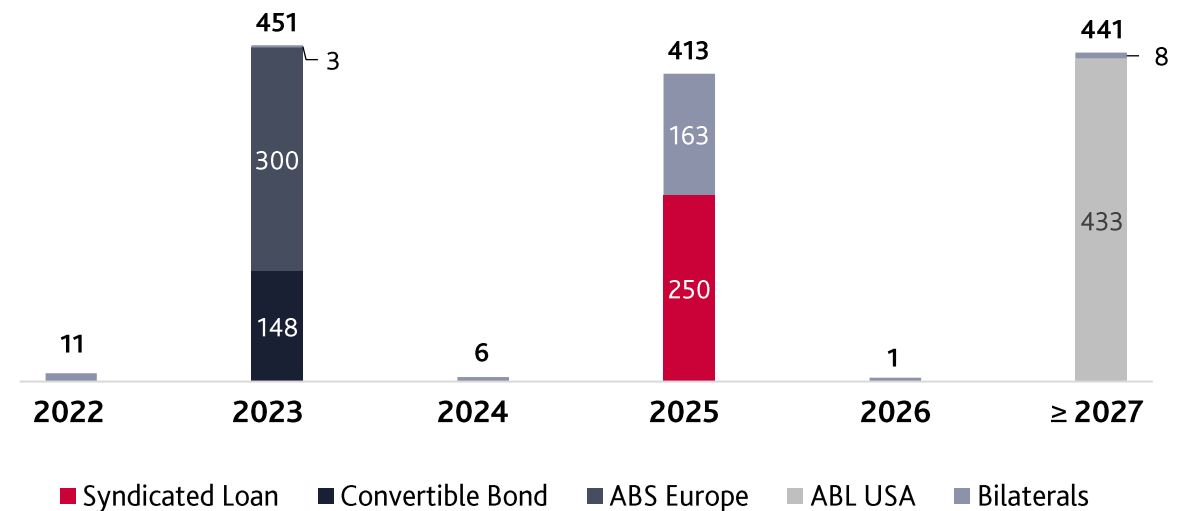
4) Equity attributable to shareholders of Klöckner & Co SE less goodwill from business combinations subsequent to May 23, 2019.

5) Net debt as reported/Adjusted equity.

6) Net debt as reported/LTM EBITDA before material special effects.

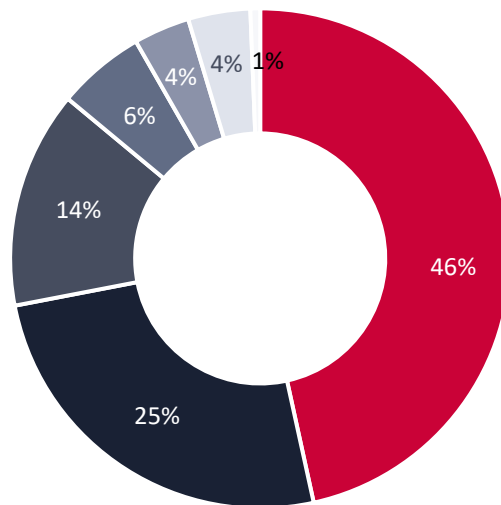
€m	June 30, 2022
Adjusted equity ⁴⁾	2,055
Net Debt	903
Gearing ⁵⁾	44%
Leverage ⁶⁾	1.0x

Maturity profile (excl. leasing) in €m, June 30, 2022



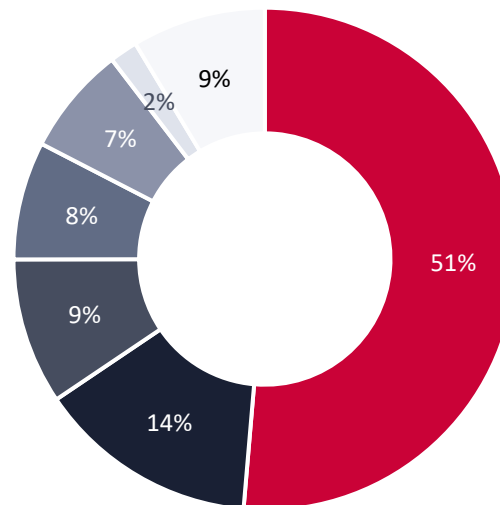
SALES BY MARKETS, PRODUCTS AND INDUSTRIES

Sales by markets



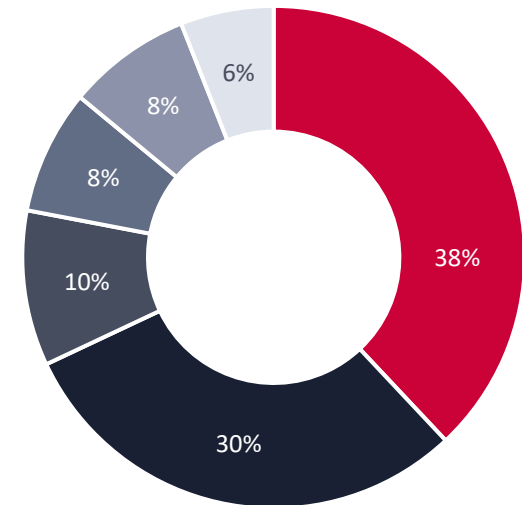
- USA
- Germany/Austria
- Switzerland
- France
- Benelux
- UK
- Brazil

Sales by products



- Flat products
- Long products
- Aluminum
- Tubes
- Stainless Steel
- Quality Steel
- Others

Sales by industries



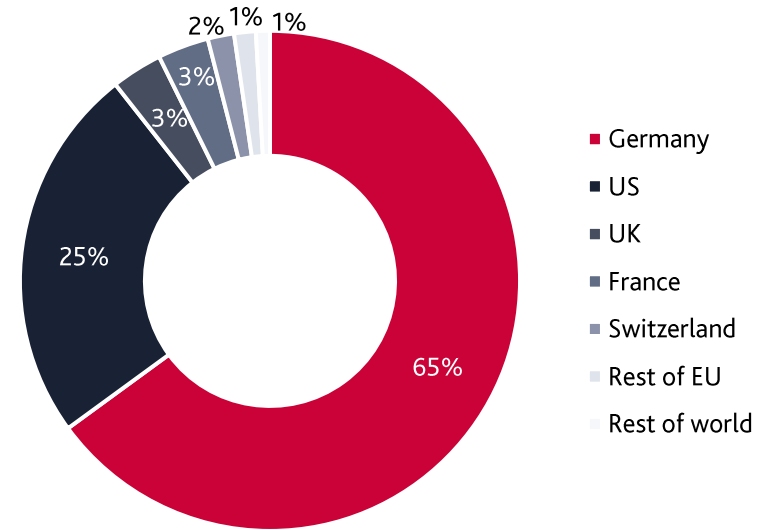
- Construction industry
- Machinery/Mechanical engineering
- Automotive industry
- Household appl./Consumer goods
- Local dealers
- Miscellaneous

As of December 31, 2021.

CURRENT SHAREHOLDER STRUCTURE

Geographical breakdown of identified institutional investors

- Identified institutional investors account for 65%
- German investors incl. retail dominate
- Top 10 shareholdings represent around 56%
- Retail shareholders represent 25%



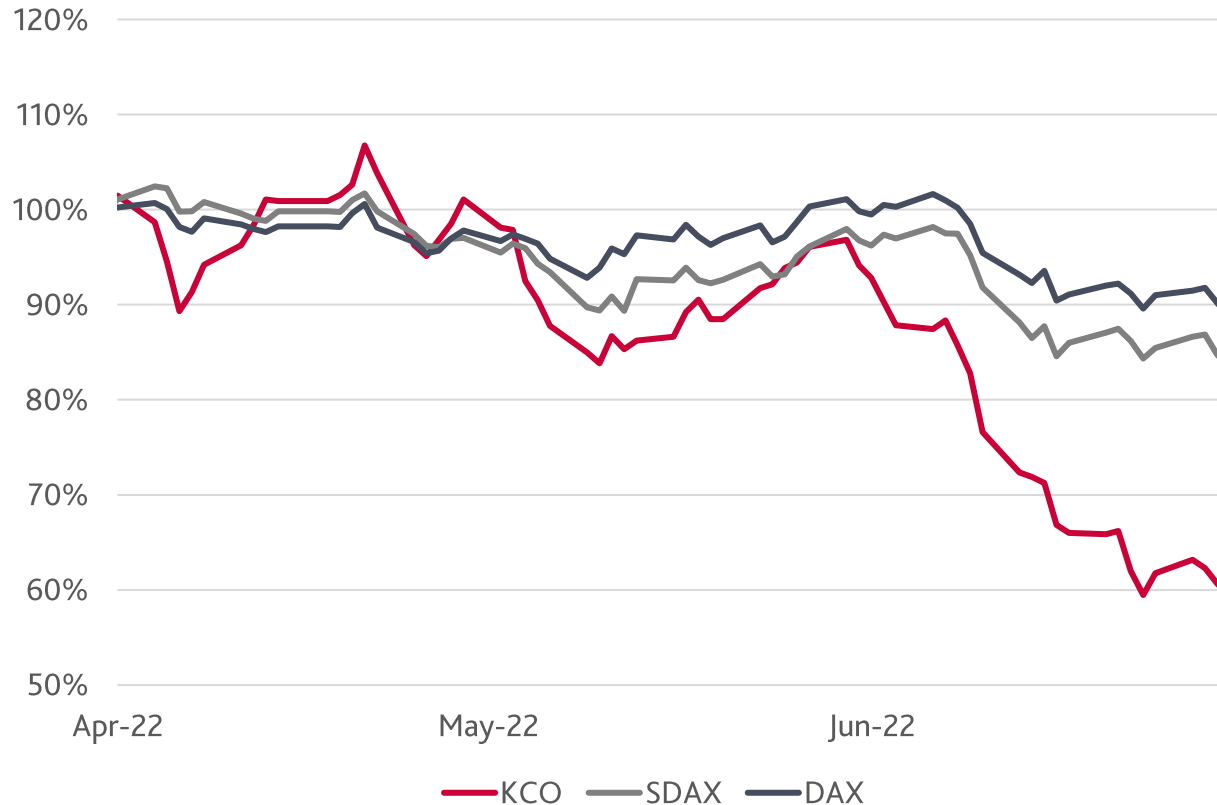
Voting Rights Announcements according to WpHG (Security Trading Act*)

As of June 2022.

Date of publication	Subject to compulsory notification	Portion of voting stock
09/02/2016	Swoctem GmbH / Friedhelm Loh	25.25%
04/07/2022	Rossmann Beteiligungs GmbH	5.02%
05/07/2022	The Goldman Sachs Group, Inc.	4.96%
30/05/2022	Union Investment Privatfonds GmbH	3.15%
26/08/2022	Dimensional Holdings Inc.	3.15%
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 September 20, 2022 (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.

SHARE PRICE PERFORMANCE IN Q2 2022



- Due to the ongoing war in Ukraine and the monetary policy change of central banks, the capital market environment remained volatile throughout Q2 2022
- The share price of Klöckner & Co reached its highest level of €13.09 on April 24 and decreased thereafter until mid of May
- Afterwards, the share price increased again until it decreased sharply in June
- It went out of trading at €7.27 on June 30, reaching its lowest level in Q2 2022

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 and 2020
- Record dividend of €1.00 per share for the financial year 2021

Dividend payment per share

2006	2007	2008 2009	2010	2011 2013	2014	2015	2016	2017	2018	2019 2020	2021
€0.80	€0.80	-	€0.30	-	€0.20	-	€0.20	€0.30	€0.30	-	€1.00

WHAT'S SUSTAINABILITY



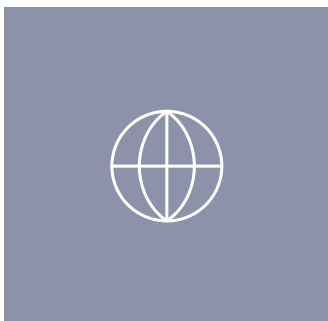
GOVERNANCE

- Ethical Corporate Governance
- Compliance
- Anti-corruption
- Independence of the Supervisory Board
- Risk management



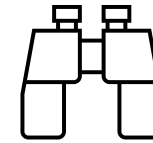
SOCIAL

- Health and safety
- Product responsibility
- Labor & Human Rights
- Fair working conditions in supply chains
- Demographic change



ENVIRONMENT

- Climate strategy
- Environmental management
- Biodiversity
- Energy management
- Resource scarcity



SUSTAINABILITY

means meeting our own needs without compromising the ability of future generations to meet their own needs. In addition to natural resources, we also need social and economic resources. Sustainability is not just environmentalism

OUR AMBITIOUS CLIMATE TARGETS



SCOPE 1 & 2: OWN DIRECT AND INDIRECT EMISSIONS

Reduction of **50 %**
by 2030

Net zero by 2040

SCOPE 3 UNDER DIRECT INFLUENCE

Reduction of **50 %**
by 2030

Net zero by 2040

SCOPE 3 SUPPLIERS AND CUSTOMERS

Reduction of **30 %**
by 2030

Net zero by 2050




Carbon neutral from now on

In addition to the reduction measures, offsetting of Scope 1 & 2 emissions from 2022 onwards → atmosfair: "Gold Standard" Projects

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Head of Strategic Sustainability

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FINANCIAL CALENDAR

November 3, 2022

Q3 quarterly statement 2022

March 9, 2023

Annual financial statements 2022