

SUPPLEMENTARY SLIDES

Klöckner & Co intends to sell four European country organizations to strengthen focus on higher value-added business and streamline portfolio

December 22, 2023



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 the 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

CONSISTENT EXECUTION OF STRATEGIC INITIATIVES

Proof points of our strong performance over the last quarters:

Closed and integrated value accretive National Material of Mexico acquisition

Further increased exposure to HVAB through acquisition of Industrial Manufacturing Services

Acquisition of Sol Components as further step in development of sustainable business models

Increased prefabrication capacity at American Fabricators to accommodate further growth

Accelerated transformation of commodity warehouses into HVAB powerhouses in Germany with significant investments in laser capabilities

CONTINUING TO REDUCE UNDERLYING VOLATILITY AND STEEL PRICE DEPENDENCE



- Focus regions in Europe (DACH)
- Country organizations proposed to be sold

Intended sale of distribution business in France, the UK, the Netherlands and Belgium to strengthen focus on HVAB

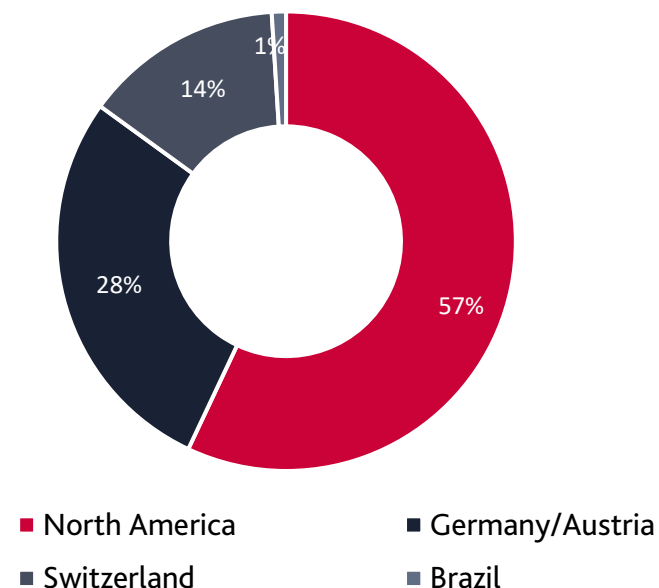
- Proposed transaction would significantly reduce dependence on volatile commodity markets
 - Country organizations exposed to low margin, cyclical commodity distribution business and high dependence on steel prices
 - Businesses proposed to be sold account for ~10% of Group Sales but for ~19% of FTEs
 - EBITDA before material special effects of €-19m and EBT of €-69m in 9M 2023
 - Closing of proposed transaction expected in H1 2024
- Focusing on strong presence in North America and DACH region going forward
 - Accelerating shift to profitable and more stable HVAB

LOWERING COMPLEXITY, INCREASING RESILIENCE AND PROFITABILITY

	9M 2023 excl. businesses proposes to be sold**)	Group 9M 2023 as reported	Delta
Shipments (Tto)	3,222	3,562	-340
Sales (€m)	5,350	5,972	-621
EBITDA*) (€m)	191	172	+19
EBITDA-margin*)	3.6%	2.9%	+0.7%p
EBT (€m)	87	18	+69
NWC (€m)	1,683	1,865	-182
Oper. CF (€m)	144	131	+13
FTE (incl. Temps)	6,465	7,985	-1,520

Leading in North America and the DACH region

Sales by markets***)



Reducing earnings volatility while improving underlying profitability

*) Before material special effects.

**) Simplified approach: before potential consolidation effects.


***) Pro forma figures as of December 31, 2022; incl. KMM and excl. France, the UK, the Netherlands and Belgium.



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FINANCIAL CALENDAR

- March 13, 2024
Annual Financial Statement 2023
- May 7, 2024
Q1 quarterly statement 2024
- May 23, 2024
Annual General Meeting 2024
- August 1, 2024
Half-yearly financial report 2024