

klöckner & co

Your partner for a
sustainable tomorrow

ANNUAL GENERAL MEETING KLÖCKNER & CO SE

May 23, 2024



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 our 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

FISCAL YEAR 2023

	FY 2023 ^{*)}	FY 2022 ^{*)}
Shipments (in Tto)	4,248	4,193
Sales (in €m)	6,957	8,337
EBITDA ^{**)} (in €m)	190	355
Net income (in €m)	0	213
Operating cash flow (in €m)	287	360

	FY 2023	FY 2022
Equity (in €m)	1,755	1,968
Equity ratio (in %)	45	51
Liquid funds (in €m) ^{*)}	155	179
Net financial debt (in €m) ^{*)}	775	584
Employees ^{*)}	6,375	5,713

^{*)} Continuing operations in accordance with IFRS 5.

^{**)} Before material special effects.

Solid performance despite challenging environment

FIRST QUARTER 2024

	Q1 2024 ^{*)}	Q1 2023 ^{*)}
Shipments (in Tto)	1,139	1,087
Sales (in €m)	1,737	1,840
EBITDA ^{**)} (in €m)	42	65
Net income (in €m)	-8	24
Operating cash flow (in €m)	-44	47

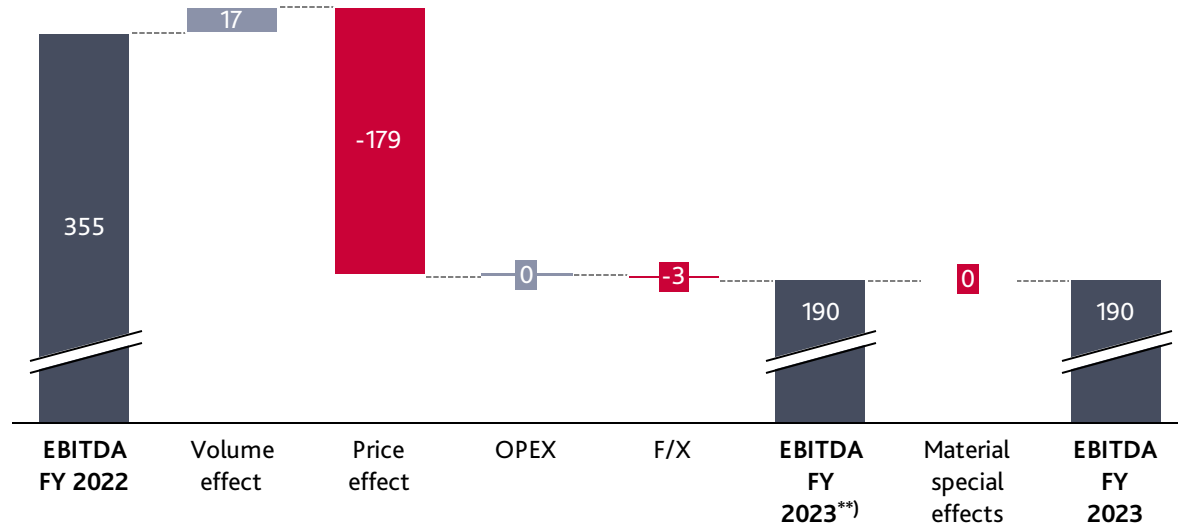
	Q1 2024	Q1 2023
Equity (in €m)	1,727	1,945
Equity ratio (in %)	47.6	51.6
Liquid funds (in €m) ^{*)}	84	106
Net financial debt (in €m) ^{*)}	790	539
Employees ^{*)}	6,346	5,668

^{*)} Continuing operations in accordance with IFRS 5.

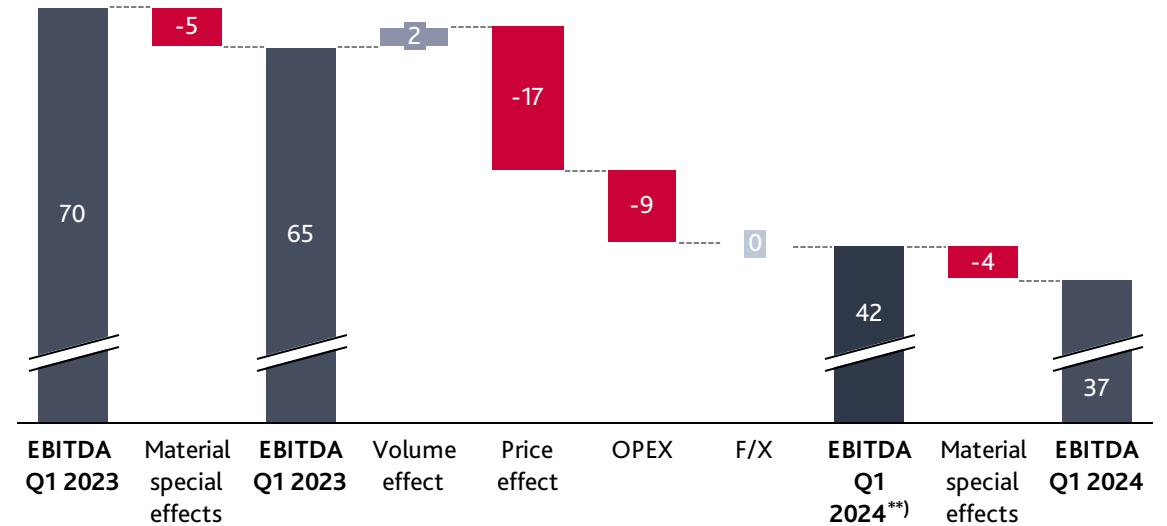
^{**)} Before material special effects.

EBITDA DEVELOPMENT FY 2023 AND Q1 2024

FY 2023^{*)} vs. FY 2022^{*)} (in €m)



Q1 2024^{*)} vs. Q1 2023^{*)} (in €m)

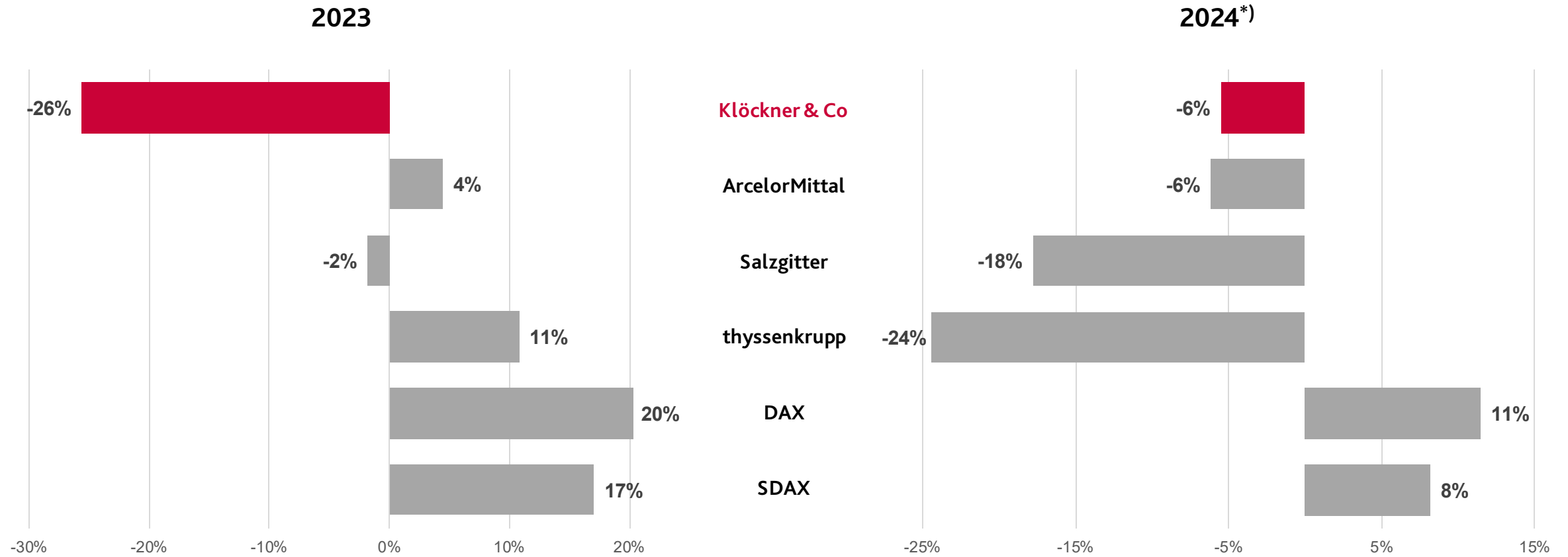


^{*)} Continuing operations in accordance with IFRS 5.

^{**)} Before material special effects.

Proposal of a dividend of €0.20 per share – third consecutive dividend

SHARE PRICE DEVELOPMENT



*) as of May 21, 2024

OUR ACHIEVEMENTS 2023

Proof points of our strong performance over the last year:

Closed and integrated value accretive National Material of Mexico acquisition

Closed divestment of parts of our European distribution businesses

Further increased exposure to HVAB through acquisition of Industrial Manufacturing Services and Sol Components

Increased prefabrication capacity at American Fabricators to accommodate further growth

Consolidated role as a pioneer of a sustainable steel industry

Accelerated transformation of commodity warehouses into HVAB powerhouses in Germany

FURTHER PORTFOLIO OPTIMIZATION LOWERS COMPLEXITY, INCREASES PROFITABILITY AND RESILIENCE

Our activities during the past year...

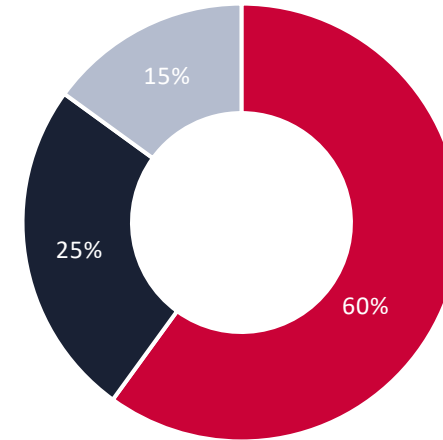
Sale of European distribution business:

- ~1,400 FTEs (20 % of group) with sales of ~€ 785m (10 % of group)
- Reduced exposure to low margin distribution business

Acquisitions in North American:

- Sales of ~USD 800m (10 % of group)
- Strengthening focus on HVAB while increasing profitability

...lead to a higher focus on core markets



■ North America ■ Germany/Austria ■ Switzerland

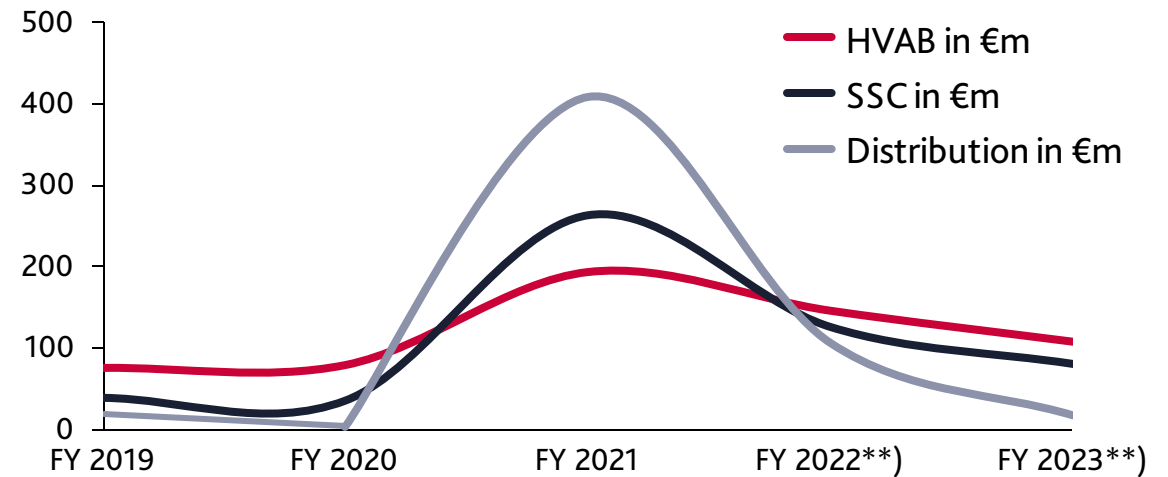
Added ~€100m EBITDA per year on group level

HVAB: LEVER TOWARDS LESS VOLATILE EARNINGS WHILE INCREASING PROFITABILITY

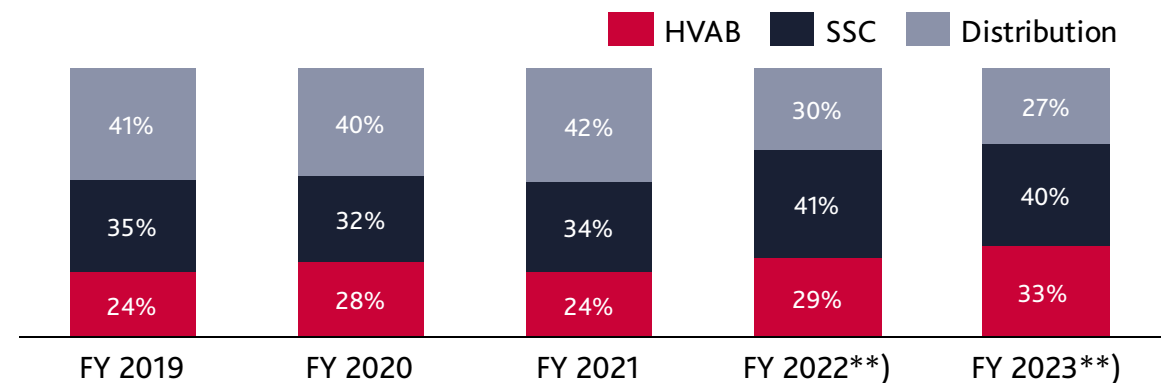
Divestment of distribution business in France, the UK, the Netherlands and Belgium significantly strengthens focus on HVAB

- **Transaction considerably reduces dependence on low margin, cyclical commodity distribution business**
 - Without significantly positive price effects distribution business with marginal contribution to group EBITDA
 - Service Center business and especially HVAB less dependent on steel price developments
 - **HVAB with continuous EBITDA contribution in each year and also in Q1 2024**
- Continuing shift to profitable and more stable HVAB going forward
 - Strategic initiatives will be increasingly visible in HVAB exposure

EBITDA before MSE^{*)} development by business



Sales^{*)} split by business



^{*)} Operational Group excluding Holding, consolidations and NMM acquisition (closed on August 1, 2023 and included as of January 1, 2024).

^{**)} Continuing operations.

PIONEER OF A SUSTAINABLE STEEL INDUSTRY



Reduced scope-1 &-2 **emissions** by **~52%** in 2023 (vs. 2019) and already achieved **mid-term target**



Established further **partnerships** focusing on the **sustainable future** of the steel industry including first **deliveries and shipments**



Released **Nexigen Data Service** to **visualize detailed PCF information** enabling customers to **visualize** and **break down** product emissions

OUTLOOK

Q2
2024

- Considerable increase of Shipments and Sales expected (qoq)
- EBITDA before material special effects expected to come in between €30-70m
- Positive cash flow from operating activities in first half of the year anticipated

FY
2024

- Shipments and Sales expected to increase considerably yoy
- EBITDA before material special effects expected to increase considerably yoy
- Expecting significantly positive operating cash flow, but below previous year's level

SIGNIFICANTLY IMPROVED OPERATIONAL POSITIONING

- Demonstrated solid operating performance in 2023
- Improved our substance and positioning further with various strategic initiatives
- Strengthened focus on less volatile and profitable HVAB
- Consolidated our role as a pioneer of the sustainable steel industry further



klöckner & co

Your partner for a
sustainable tomorrow

ANNUAL GENERAL MEETING KLÖCKNER & CO SE

May 23, 2024

