

# Berenberg & Goldman Sachs Seventh German Corporate Conference

Munich – September 24, 2018

Marcus A. Ketter | CFO



# Disclaimer

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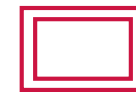
Rounding differences may occur with respect to percentages and figures.

The English translation of the Annual Report and the Interim Statement are also available, in case of deviations the German versions shall prevail.

# Agenda

1. **Overview**
2. Update on strategy
3. Highlights and financials
4. Outlook
5. Appendix

## 01 Klöckner & Co SE at a glance



**200,000** PRODUCTS



**50**  
SUPPLIERS



**120,000**  
CUSTOMERS



**6.1** million tons  
SHIPMENTS  
FY 2017

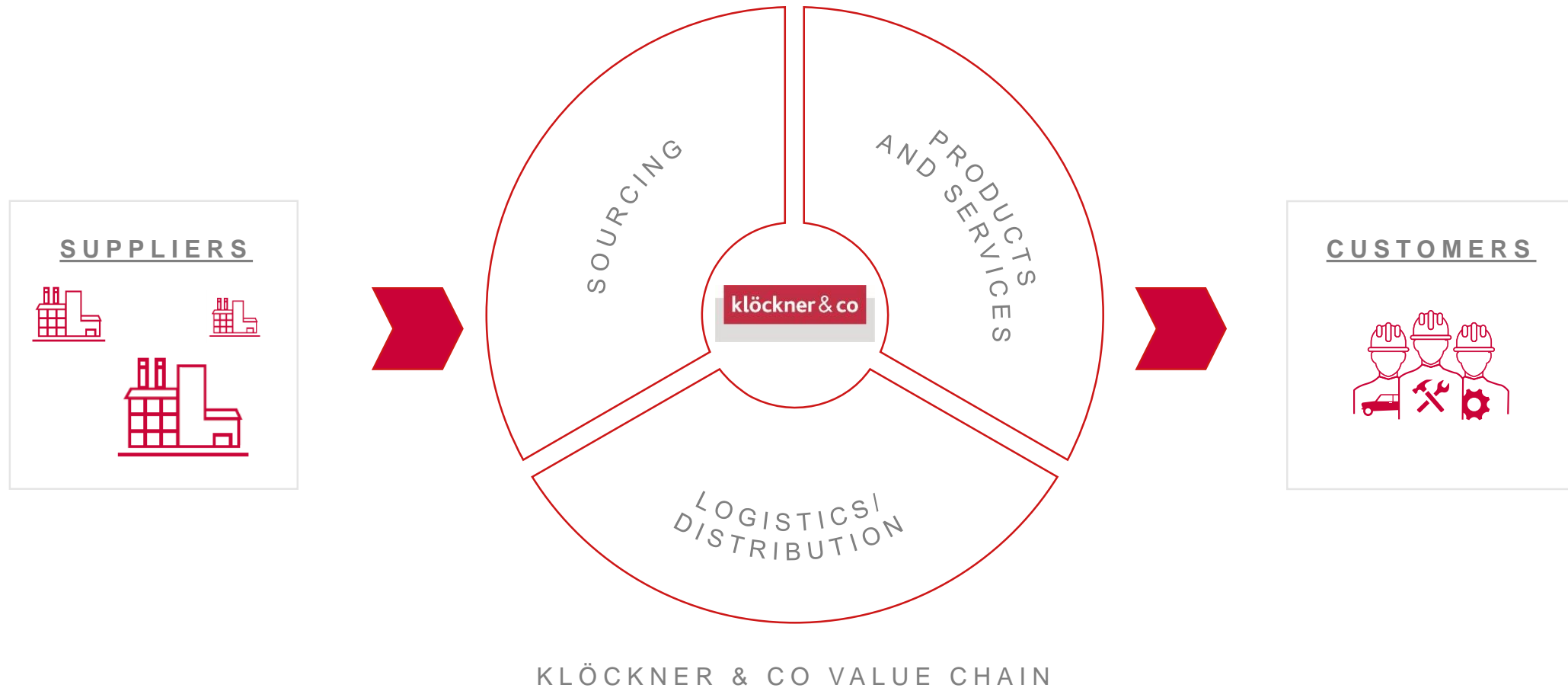


**6.3** € billion  
SALES  
FY 2017

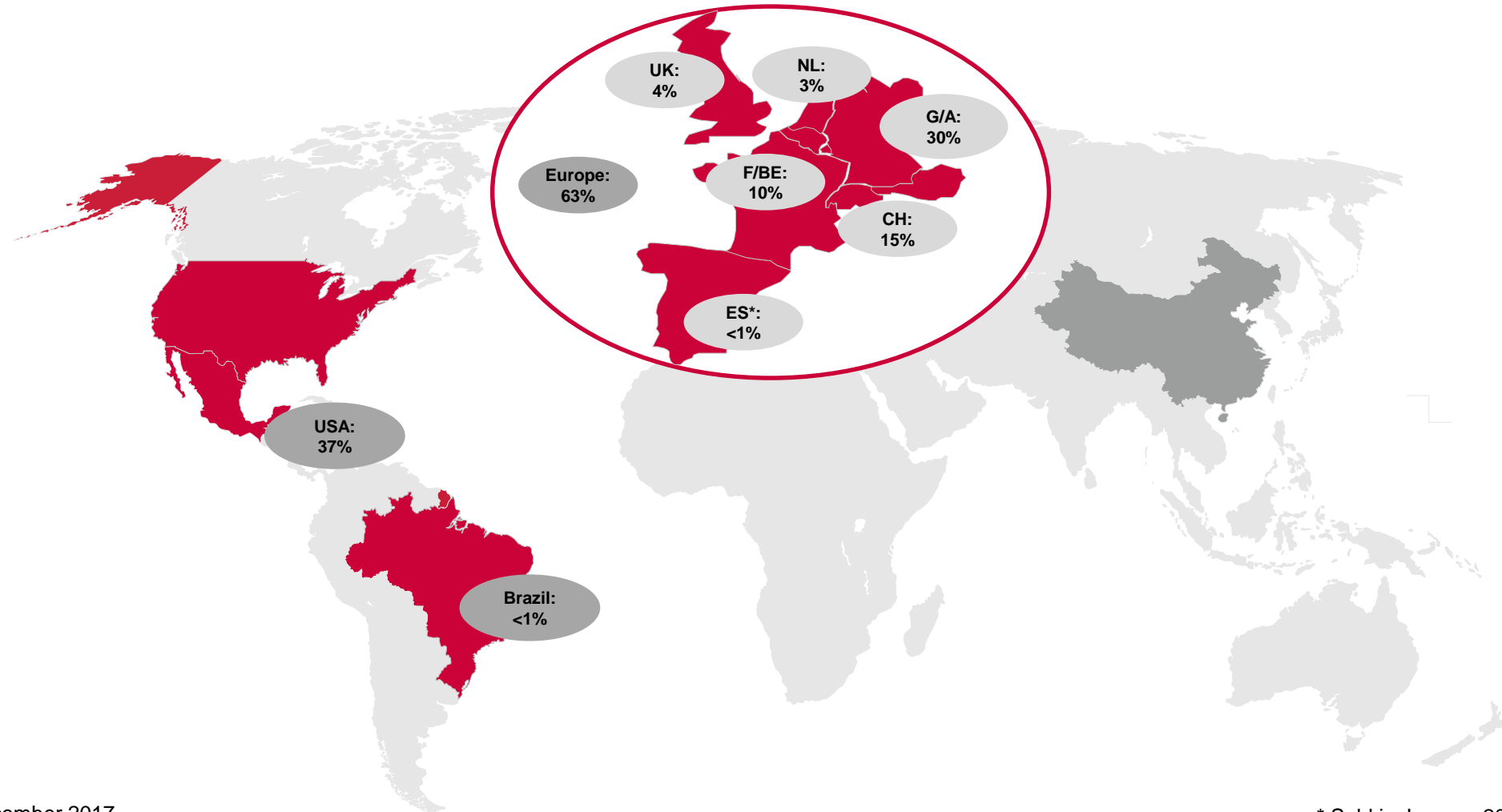


**220** € million  
EBITDA  
FY 2017

# 01 Everything from one source



# 01 Global reach – local presence

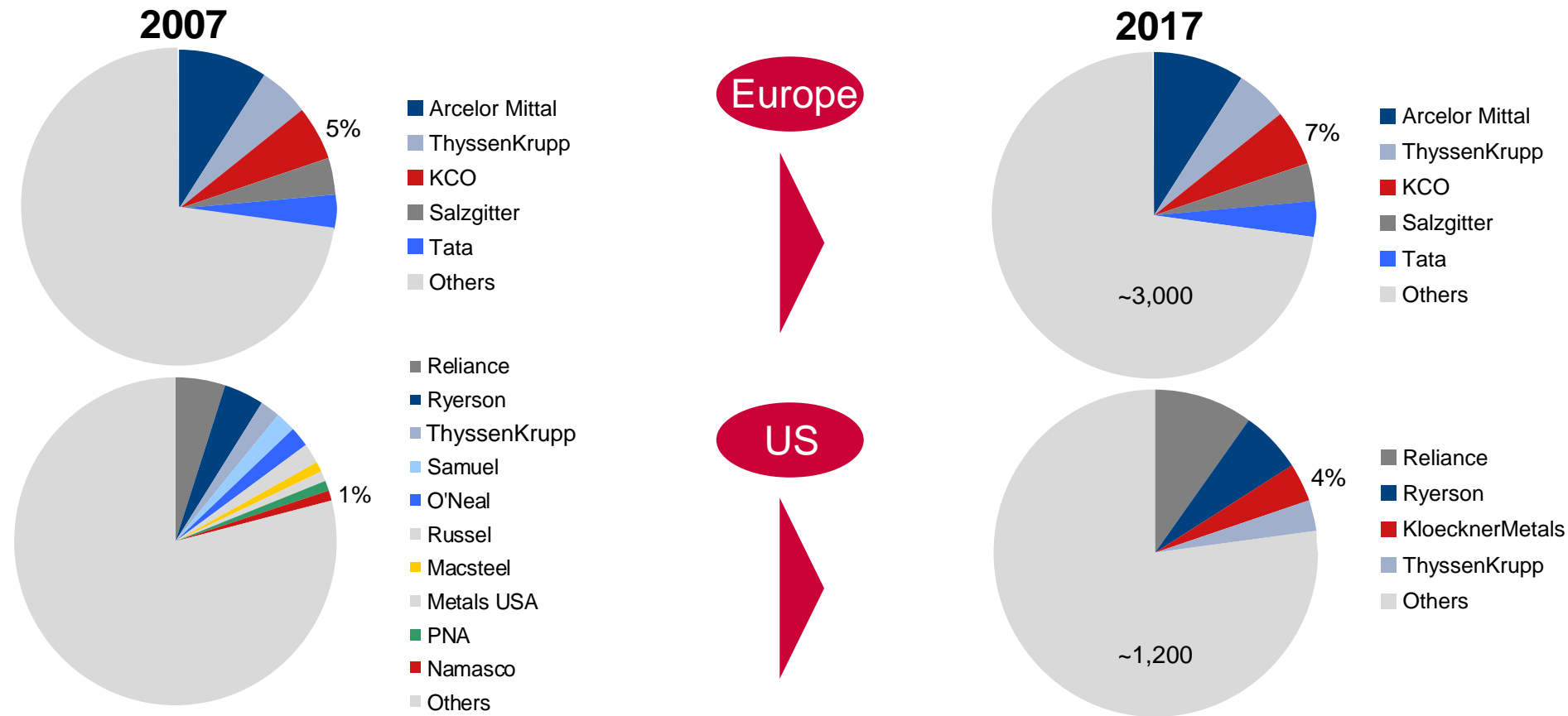


Sales; as of December 2017.

\* Sold in January 2017

# 01 Market shares of Klöckner & Co

Position in the **US significantly improved** whereas market share in **Europe remained stable** despite heavy restructuring measures



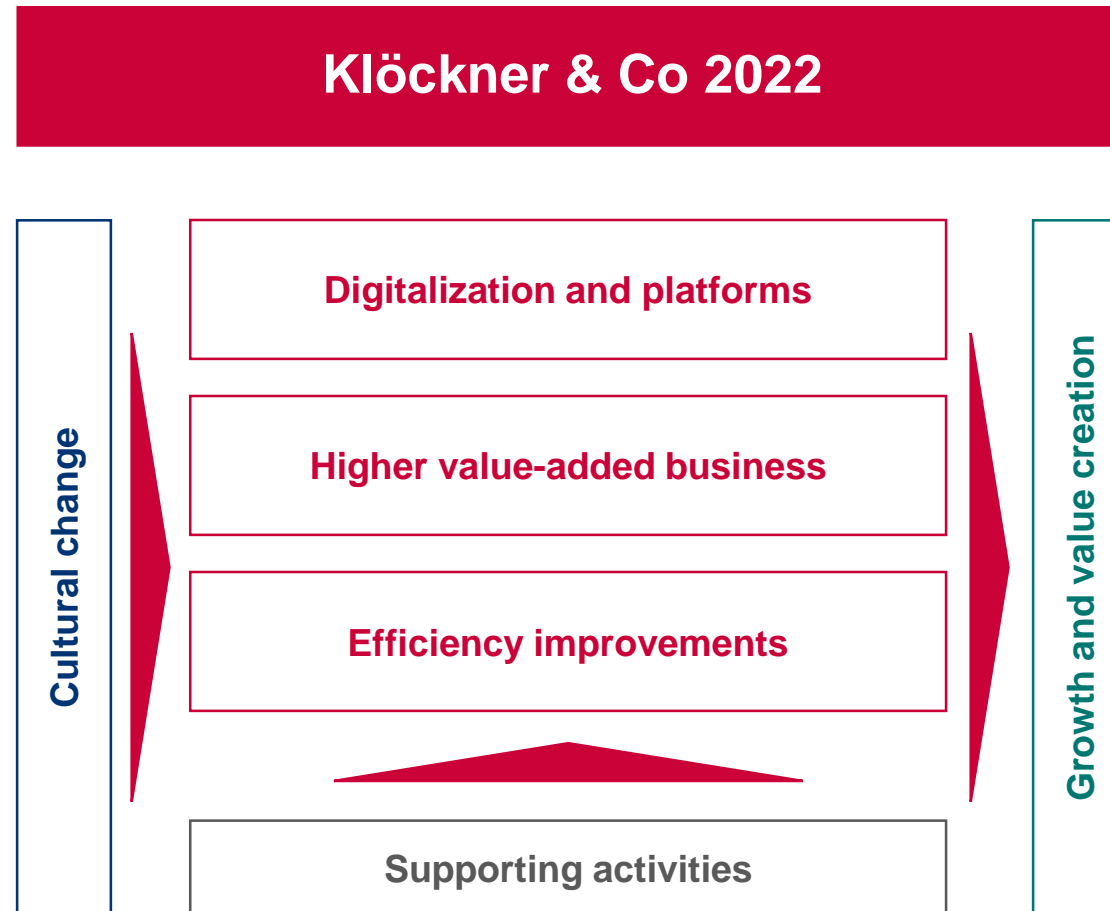
Source: Eurometal, Purchasing Magazine, Service Center News.

# Agenda

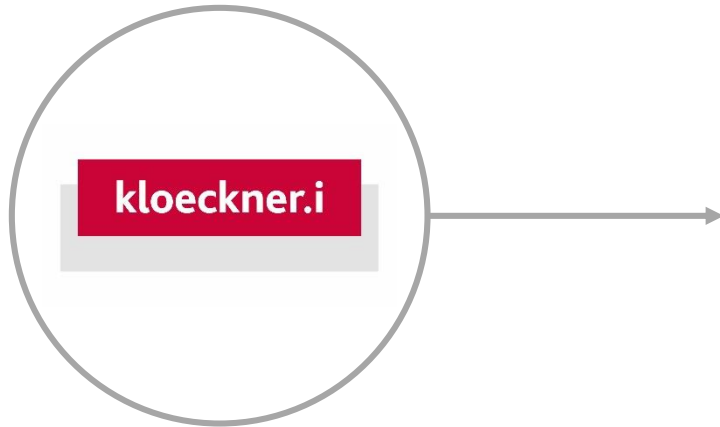
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## 02 Strategy “Klöckner & Co 2022”



## 02 Improvement of digital sales share and development of XOM

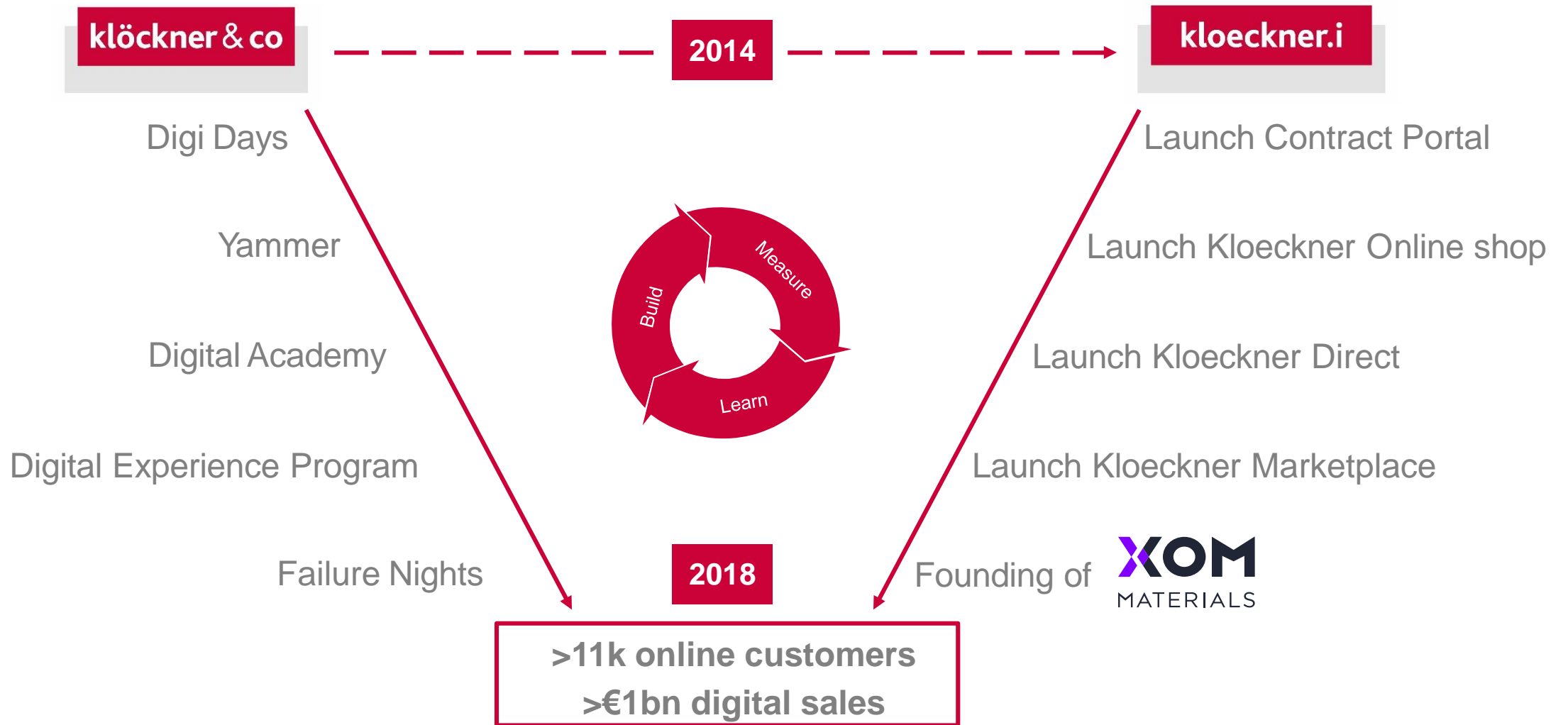


- **Digital sales share improved to 21%** at the end of Q2
- After Switzerland, Germany, France, UK, Austria and the Netherlands, Klöckner **Online shop** with marketplace functionality **now also live in Belgium**
- Now over **80 employees** working for kloeckner.i



- **New opportunities – new name:** XOM Metals becomes **XOM Materials**
- **International engineering plastics processor** and additional **metal distributor** as **new participants**
- Total of **five vendors** under contract
- **GMV** over €1m by the end of June
- Now **25 employees** at two locations: Berlin and Duisburg (startport)

## 02 Digital transformation



## 02 Employees as key factor of the change

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Fostering a more **open, risk-taking, fast and agile behavior** which are core **success drivers**

**Strategic action fields**



Leadership- & Corporate Culture

Performance Management

Talent- & Succession Management

Employer Branding & Recruiting

Health & Safety Management

## 02 Further progress of our “Klöckner & Co 2022” strategy

### Higher value-added business

#### Shipyard business

- **Expansion** of highly demanding **shipyard business**
- Excellent business experience with **supply chain model** for Meyer Werft serves as **blueprint** for successful expansion

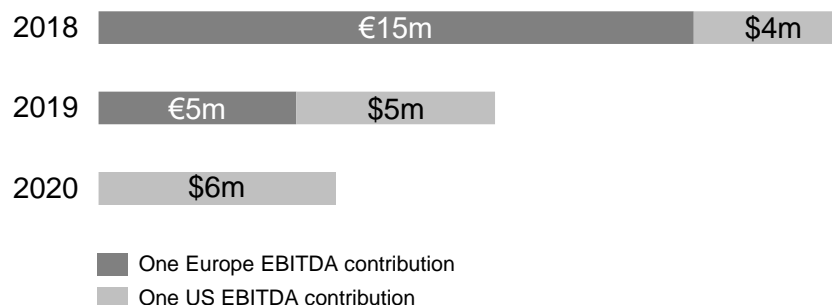
#### Alu business of Becker Stahl-Service

- Ramp up of **cut-to-length line** and **slitter** on track, **high-speed-cutter** being installed (alu-investment concluded)
- Promising **order book**, major **OEM qualification** passed. Proves to be the **right step** for future positioning

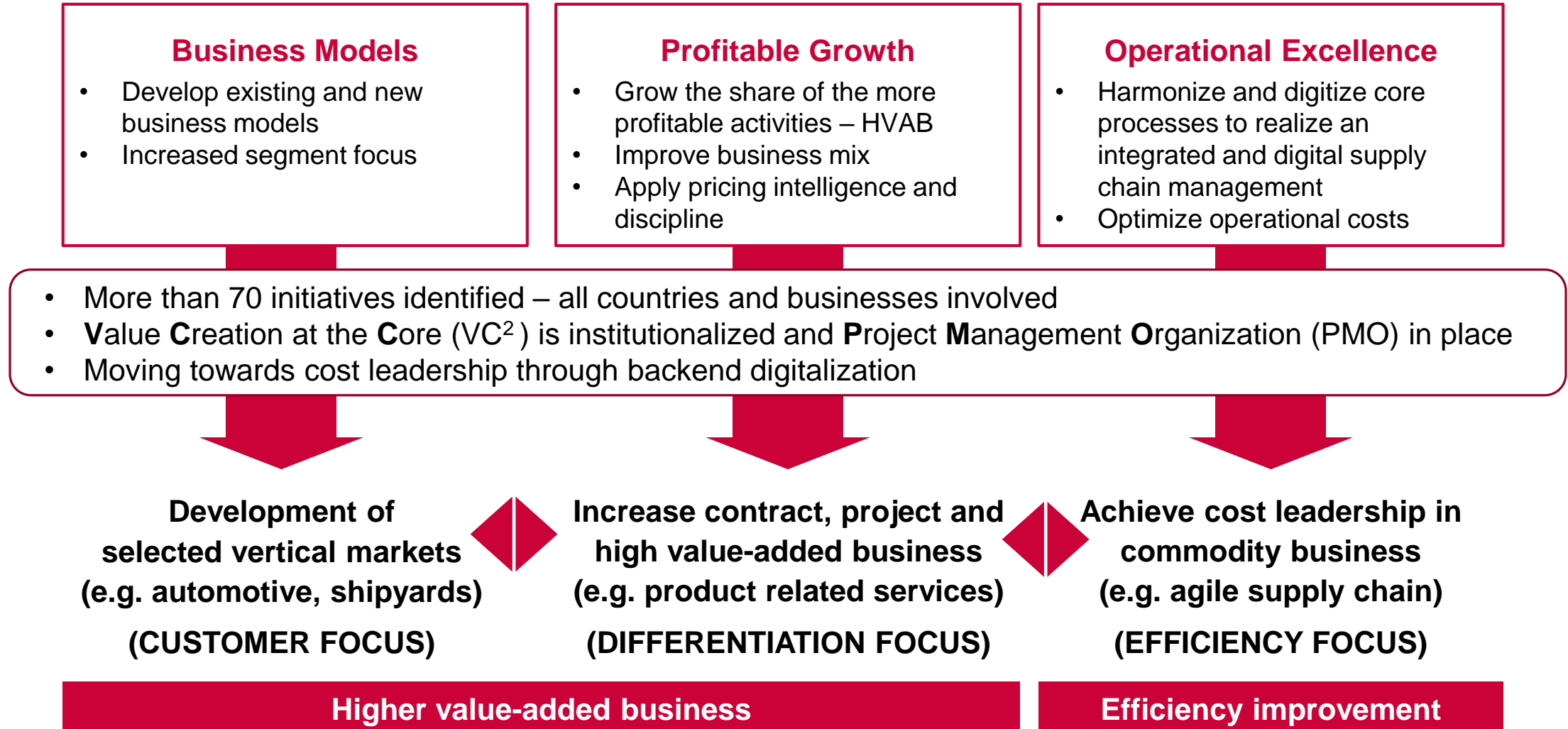
### Efficiency improvement

#### One Europe & One US

- Both programs are on track and delivering **essential efficiency gains**
- **One Europe** EBITDA contribution of **€6m ytd**
- **One US** EBITDA contribution of **\$4m ytd**



## 02 VC<sup>2</sup> drives transformation towards “Klöckner & Co 2022”



## 02 Finance and accounting optimization by Business Process Outsourcing

### Scope

- **Centralization** of finance management and creation of **synergies**
- Shared service center **measures initiated, finalized** at the **end of the year**
- One-time **costs** and future running cost will be collected in a **new cost center** (implemented in KCO Holding)
- **D, UK, CH, F, NL, A and Be**

### Impact

- Realization of cost savings through **labor arbitrage and productivity improvement** of transactional work
- The BPO will also lead to decrease staff in our support functions
- **Net savings** will be between **€4m- €5m** per year from 2019 on
- **Restructuring costs** in 2018 of **-€8m (thereof ~€7m in Q2)**

**By using BPO, Klöckner aims to generate synergies and expedite implementation of its digitalization strategy**

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## 03 Highlights Q2 2018

**Q2**  
2018

**Sales**  
€1,789m

**Digital sales**  
**21%**

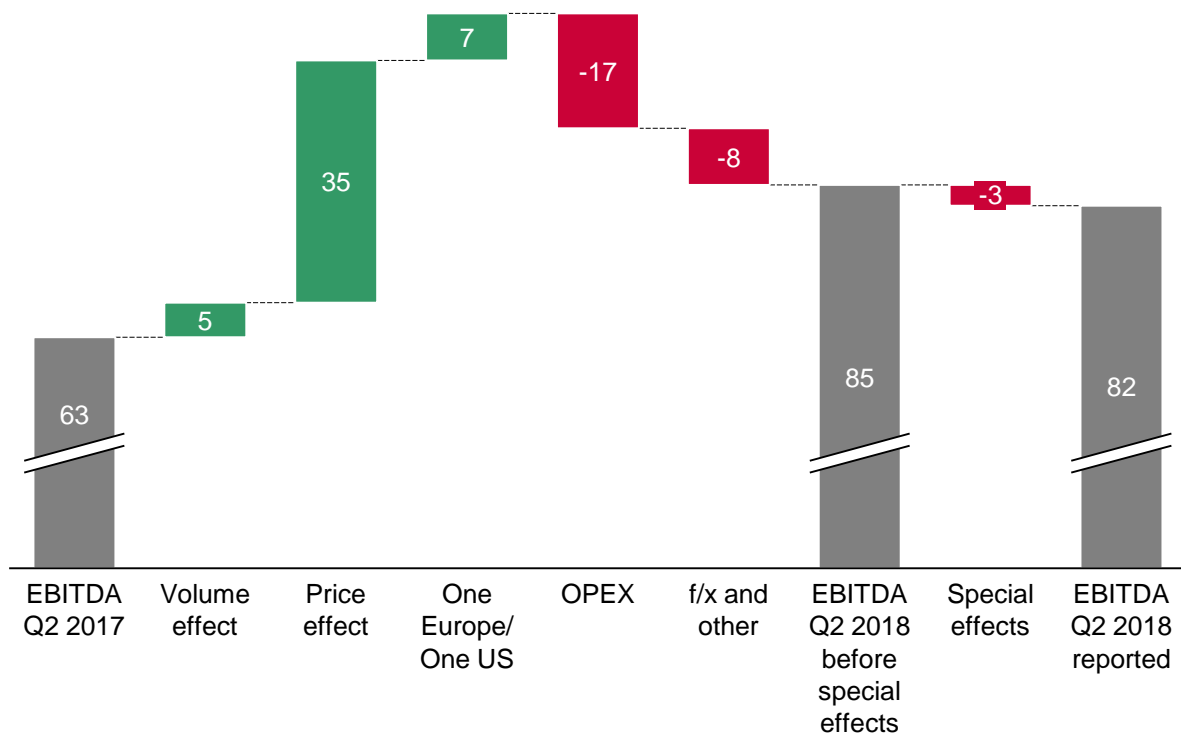
**EBITDA**  
€85m

- ▶ Shipments with 1.6mt slightly above last year's level (+2.1%)
- ▶ Sales increased substantially by 9.1% yoy to €1.8bn mainly due to higher price level
- ▶ Gross profit up from €339m in Q2 2017 to €364m in Q2 2018 mainly due to price effect and despite negative f/x effect
- ▶ Gross profit margin decreased slightly to 20.3% after 20.6% in Q2 2017
- ▶ Operating result\*) (EBITDA) for Q2 of €85m strongly above the forecasted guidance range of €65m to €75m
- ▶ Sales share via digital channels continuously increased from 19% at the end of Q1 2018 to 21% at the end of Q2 2018
- ▶ FY guidance raised: EBITDA at least slightly above last year

\*) adjusted for special effects from Business Process Outsourcing (BPO) (€7.3m) and Deep Water Horizon Settlement (€4.6m).

## 03 EBITDA in Q2 2018

### EBITDA impact: Q2 yoy (€m)



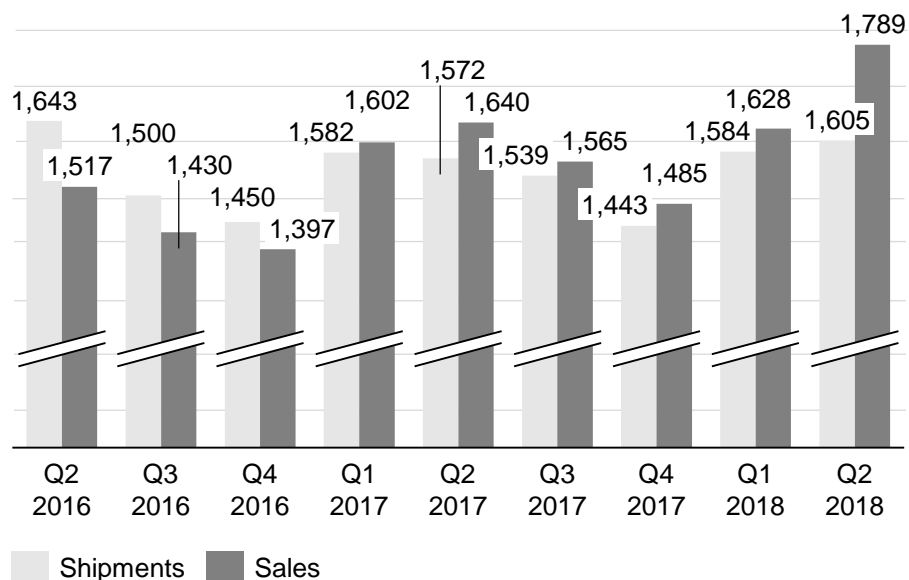
### Comments

- Positive **volume and price effect** mainly due to good demand and price hikes (Section 232) in the US
- **OPEX** up mainly due to higher business volume in the US (shipping and personnel)
- EBITDA contribution of **One Europe** and **One US** of **€7m**
- **Other effects** mainly relate to f/x
- **EBITDA margin\*** 4.7%
- **Special effects** relate to BPO implementation and Deep Water Horizon Settlement

\*) before BPO expense €7.3m and Deep Water Horizon Settlement gain €4.6m.

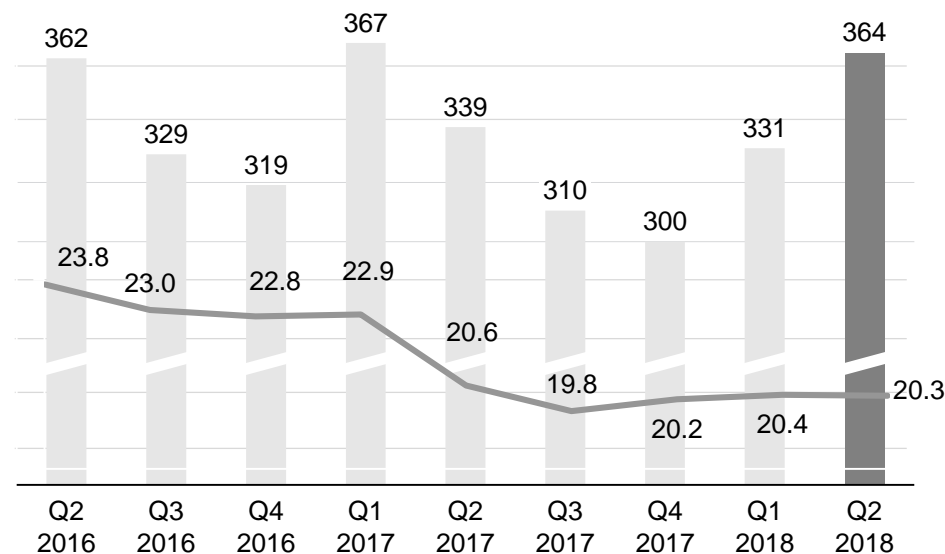
## 03 Shipments/sales and gross profit

Shipments (Tto)/Sales (€m)



- **Shipments** up due to increased demand in the US and impact from Section 232
- **Sales** increased yoy due to higher average sales prices despite weaker US\$/€ exchange rate

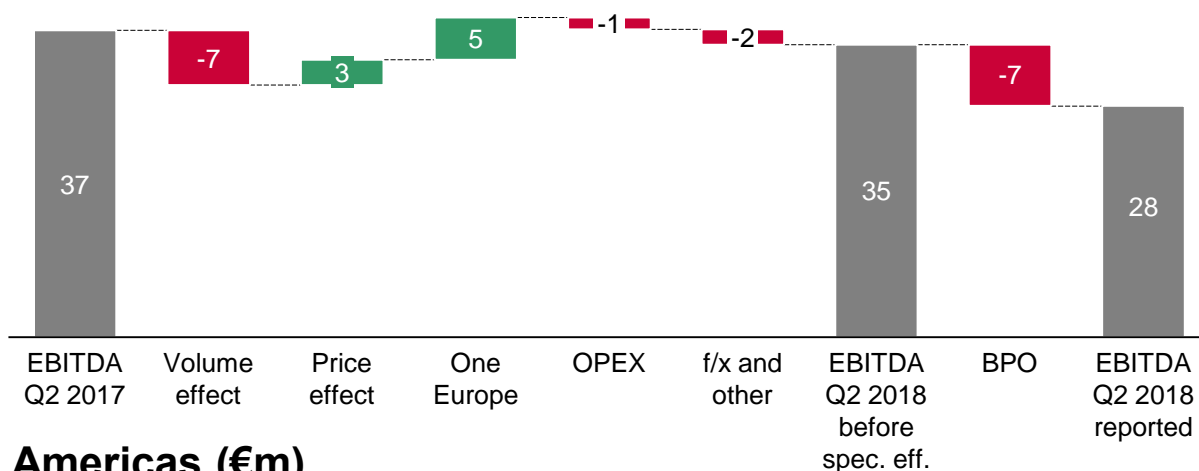
Gross profit (€m)/Gross margin (%)



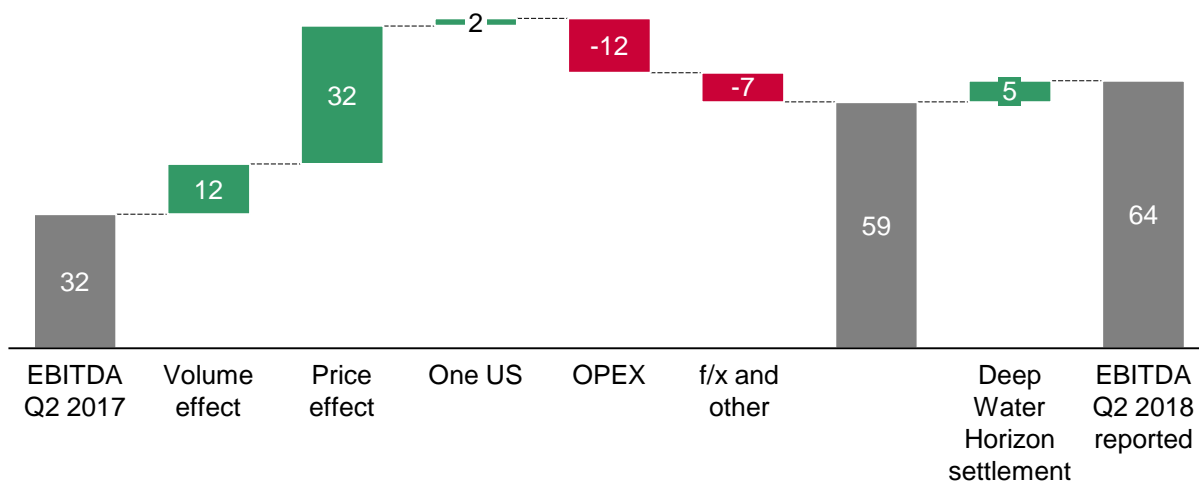
- **Gross profit** up by €25m yoy mainly due to higher average prices despite negative f/x effect
- **Margin** with 20.3% stable qoq and slightly down yoy

## 03 Segment performance Q2 2018

### Europe (€m)



### Americas (€m)



### Europe

- **Volume effect** -€7m and **price effect** €3m
- **OPEX** yoy almost stable, **f/x and other** relate with -€1m to f/x
- **EBITDA margin\*** 3.3%
- **BPO expense** mainly related to severance provisions

\*) before BPO expense.

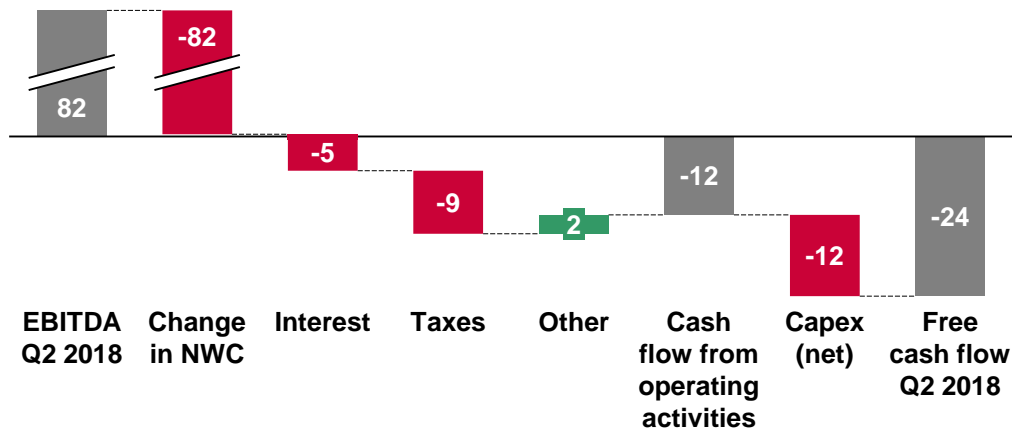
### Americas

- **Volume effect** of €12m and **price effect** of €32m
- **OPEX** at -€12m mainly due to personnel and shipping related costs
- **F/X** effect of -€6m
- **EBITDA margin\*\*** 8.2%
- **Settlement gain** from 2010 Deep Water Horizon Settlement

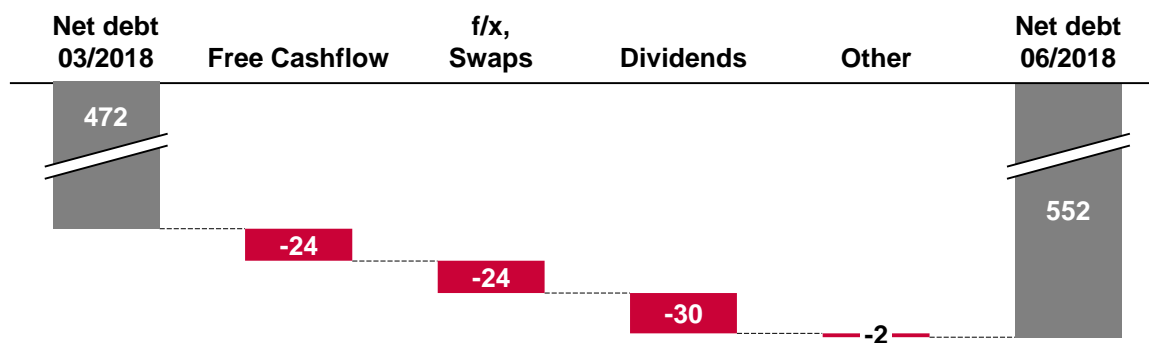
\*\*) before Deep Water Horizon Settlement gain.

## 03 Cash flow and net debt development

### Cash flow reconciliation Q2 2018 (€m)



### Net financial debt 06/2018 vs. 03/2018 (€m)

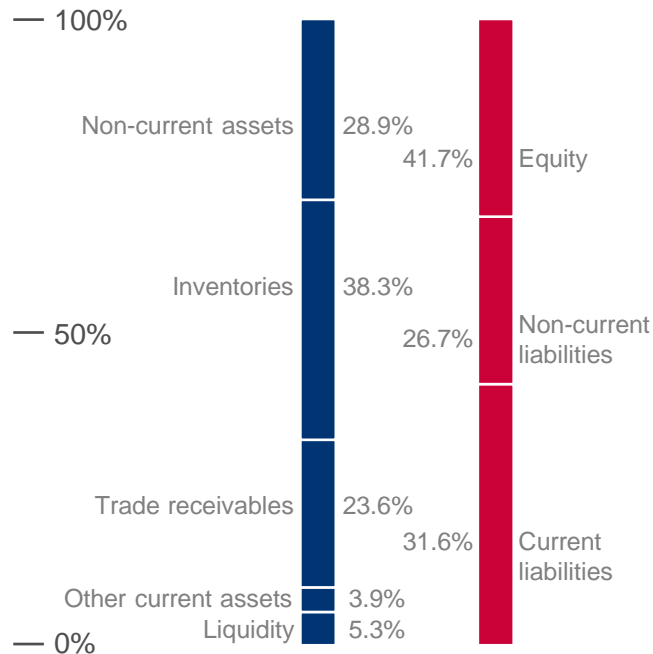


### Comments

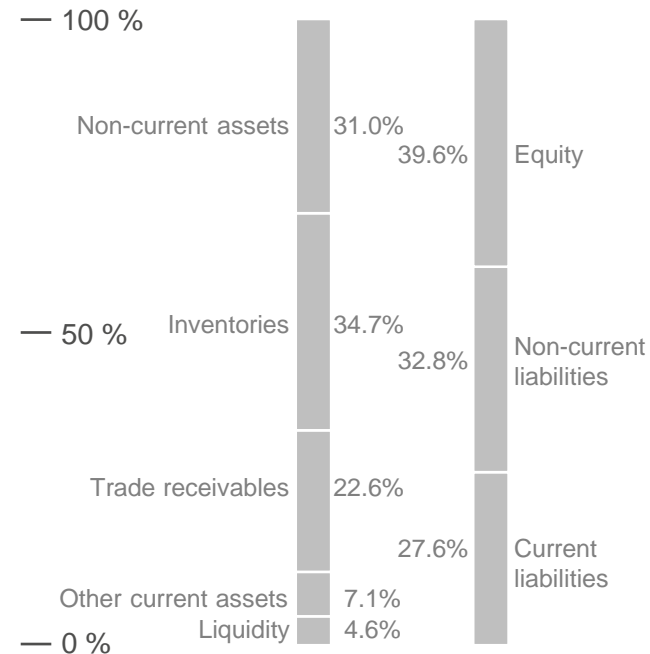
- **EBITDA** of €82m
- **Net working capital** seasonally and price-related increased by €82m
- **Other** (+€2m) includes changes in other liabilities, other provisions and provisions for pensions
- **Cash flow from operating activities** -€12m
- **Net capex** -€12m (Gross capex: -€12m)
- **Free cash flow** accordingly -€24m
- **Net financial debt** increased driven by NWC build-up from €472m to €552m
- **f/x translation** effects (-€12m) and cash-outs from settlement of **f/x swaps** (-€12m) used to hedge intercompany financing in USD and GBP

## 03 Strong balance sheet

BALANCE SHEET TOTAL  
31.12.2017: 2,886 in € million



BALANCE SHEET TOTAL  
31.12.2016: 2,897 in € million



### Comments

- Equity ratio further healthy at 42%
- Net debt of €330m
- Leverage 1.5x
- Gearing\* at 28%
- NWC almost flat at €1,132m vs €1,120m

\* Gearing = Net debt/Equity attributable to shareholders of Klöckner & Co SE less goodwill from business combinations subsequent to May 23, 2013.

## 03 Maturity profile – well-balanced & diversified funding portfolio

Facility	Committed (€m)	Drawn amount (€m, IFRS*)	
		Q2 2018	FY 2017
Syndicated Loan	300	0	0
ABS Europe	300	135	79
ABS/ABL USA	472	188	157
Convertible 2016 <sup>1)</sup>	148	136	135
Bilateral Facilities <sup>2)</sup>	189	160	113
<b>Total Debt</b>	<b>1,409</b>	<b>619</b>	<b>484</b>
Cash		67	154
<b>Net Debt</b>		<b>552</b>	<b>330</b>

\*) Including interest accrued, excluding deferred transaction costs.

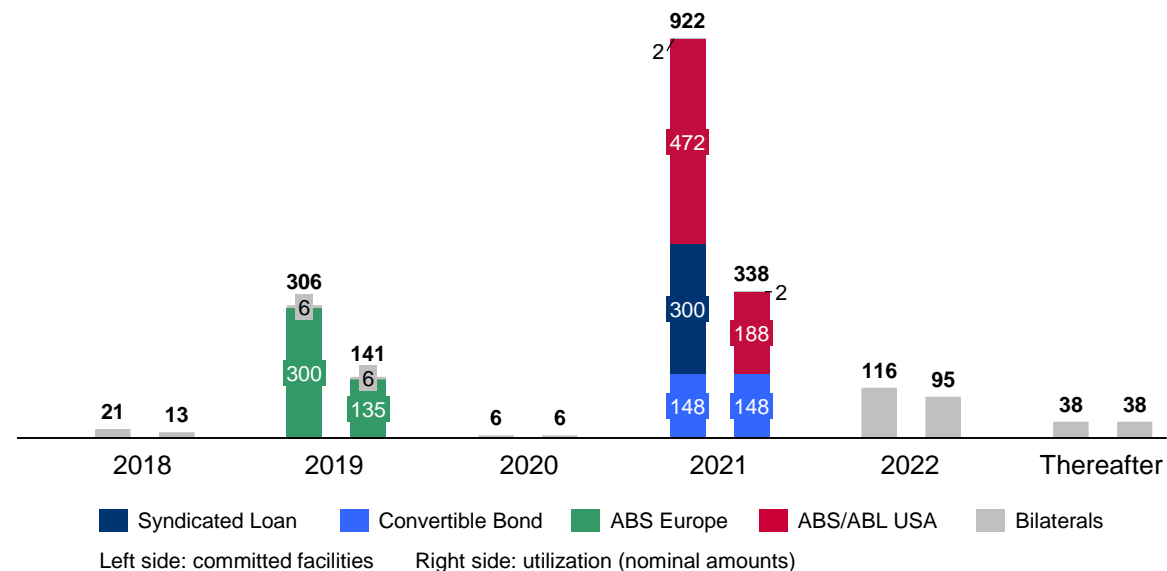
1) Principal €148m, equity component €18m at issuance (September 8, 2016).

2) Including finance lease; committed and drawn bilaterals mainly Switzerland.

3) Net debt/Equity attributable to shareholders of Klöckner & Co SE less goodwill from business combinations subsequent to May 23, 2013.

€m	Q2 2018
Adjusted equity	1,240
Net debt	552
Leverage	2.5x
Gearing <sup>3)</sup>	44%

### Maturity profile of committed facilities & drawn amounts (€m)

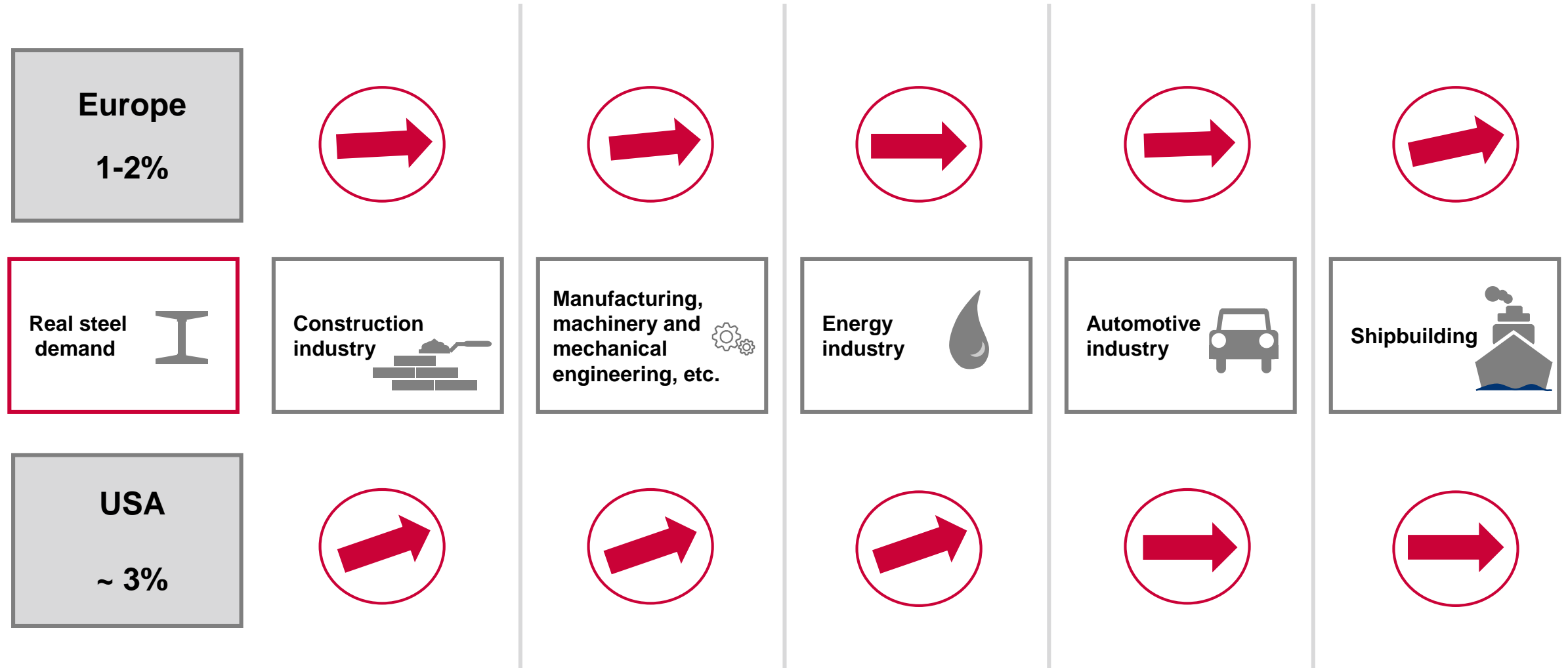


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## 04 Segment specific business outlook 2018



## 04 Outlook

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**Q3**  
2018

- ▶ Sales expected to be stable qoq
- ▶ Operating income (EBITDA) – due to less price effects – lower, expected to be between €55m and €65m

**FY**  
2018

- ▶ Higher sales anticipated due to higher average price level
- ▶ EBITDA at least slightly above last year's level (€220m)

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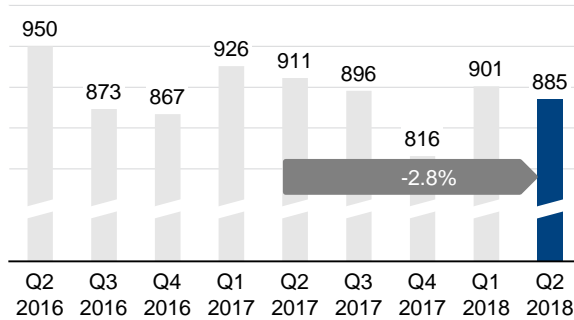
## 05 Quarterly and FY results

(€m)	Q2 2018	Q1 2018	Q4 2017	Q3 2017	Q2 2017	Q1 2017	Q4 2016	Q3 2016	Q2 2016	Q1 2016	Q4 2015	Q3 2015	Q2 2015	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013
<b>Shipments (Ttons)</b>	<b>1.605</b>	<b>1.584</b>	<b>1.443</b>	<b>1.539</b>	<b>1.572</b>	<b>1.582</b>	<b>1.450</b>	<b>1.500</b>	<b>1.643</b>	<b>1.556</b>	<b>1.535</b>	<b>1.636</b>	<b>1.645</b>	<b>6.135</b>	<b>6.149</b>	<b>6.476</b>	<b>6.598</b>	<b>6.445</b>
<b>Sales</b>	<b>1.789</b>	<b>1.628</b>	<b>1.485</b>	<b>1.565</b>	<b>1.640</b>	<b>1.602</b>	<b>1.397</b>	<b>1.430</b>	<b>1.517</b>	<b>1.386</b>	<b>1.456</b>	<b>1.597</b>	<b>1.693</b>	<b>6.292</b>	<b>5.730</b>	<b>6.444</b>	<b>6.504</b>	<b>6.378</b>
Sales (currency effect)	-89	-114	-70	-45	13	19	-3	-18	-31	2	91	133	174	-83	-50	556	28	-121
<b>Gross profit</b>	<b>364</b>	<b>331</b>	<b>300</b>	<b>310</b>	<b>339</b>	<b>367</b>	<b>319</b>	<b>329</b>	<b>362</b>	<b>304</b>	<b>297</b>	<b>311</b>	<b>320</b>	<b>1.316</b>	<b>1.315</b>	<b>1.237</b>	<b>1.261</b>	<b>1.188</b>
% margin	20,3	20,4	20,2	19,8	20,6	22,9	22,8	23,0	23,8	22,0	20,4	19,4	18,9	20,9	22,9	19,2	19,4	18,6
<b>EBITDA rep.</b>	<b>82</b>	<b>56</b>	<b>33</b>	<b>47</b>	<b>63</b>	<b>77</b>	<b>37</b>	<b>71</b>	<b>72</b>	<b>16</b>	<b>2</b>	<b>28</b>	<b>-17</b>	<b>220</b>	<b>196</b>	<b>24</b>	<b>191</b>	<b>124</b>
% margin	4,6	3,4	2,2	3,0	3,9	4,8	2,6	5,0	4,8	1,2	0,2	1,8	-1,0	3,5	3,4	0,4	2,9	2,0
EBITDA rep. (curr. eff.)	-8	-5	-3	-2	1	1	0	-1	-1	0	2	4	2	-3	-1	10	1	-3
<b>EBIT</b>	<b>60</b>	<b>35</b>	<b>9</b>	<b>25</b>	<b>41</b>	<b>54</b>	<b>-4</b>	<b>48</b>	<b>49</b>	<b>-8</b>	<b>-297</b>	<b>5</b>	<b>-44</b>	<b>130</b>	<b>85</b>	<b>-350</b>	<b>98</b>	<b>-6</b>
Financial result	-10	-7	-9	-8	-8	-8	-10	-8	-7	-8	-12	-12	-13	-33	-33	-49	-59	-73
<b>EBT</b>	<b>51</b>	<b>28</b>	<b>1</b>	<b>17</b>	<b>33</b>	<b>46</b>	<b>-14</b>	<b>40</b>	<b>42</b>	<b>-16</b>	<b>-309</b>	<b>-7</b>	<b>-56</b>	<b>97</b>	<b>52</b>	<b>-399</b>	<b>39</b>	<b>-79</b>
Income taxes	-18	-7	29	-4	-9	-10	2	-9	-9	2	45	-2	1	5	-14	50	-17	-12
<b>Net income</b>	<b>33</b>	<b>21</b>	<b>30</b>	<b>13</b>	<b>24</b>	<b>36</b>	<b>-12</b>	<b>31</b>	<b>33</b>	<b>-14</b>	<b>-263</b>	<b>-9</b>	<b>-55</b>	<b>102</b>	<b>38</b>	<b>-349</b>	<b>22</b>	<b>-90</b>
Minority interests	0	0	0	1	1	0	0	0	1	0	-1	0	-1	1	1	-2	0	-6
<b>Net income KCO</b>	<b>33</b>	<b>21</b>	<b>30</b>	<b>12</b>	<b>23</b>	<b>36</b>	<b>-12</b>	<b>31</b>	<b>32</b>	<b>-14</b>	<b>-263</b>	<b>-9</b>	<b>-54</b>	<b>101</b>	<b>37</b>	<b>-347</b>	<b>22</b>	<b>-85</b>
<b>EPS basic (€)</b>	<b>0,33</b>	<b>0,21</b>	<b>0,30</b>	<b>0,12</b>	<b>0,23</b>	<b>0,36</b>	<b>-0,13</b>	<b>0,31</b>	<b>0,32</b>	<b>-0,14</b>	<b>-2,63</b>	<b>-0,09</b>	<b>-0,54</b>	<b>1,01</b>	<b>0,37</b>	<b>-3,48</b>	<b>0,22</b>	<b>-0,85</b>
<b>EPS diluted (in €)</b>	<b>0,31</b>	<b>0,20</b>	<b>0,28</b>	<b>0,12</b>	<b>0,22</b>	<b>0,34</b>	<b>-0,13</b>	<b>0,31</b>	<b>0,32</b>	<b>-0,14</b>	<b>-2,63</b>	<b>-0,09</b>	<b>-0,54</b>	<b>0,96</b>	<b>0,37</b>	<b>-3,48</b>	<b>0,22</b>	<b>-0,85</b>
<b>Net debt</b>	<b>552</b>	<b>472</b>	<b>330</b>	<b>435</b>	<b>486</b>	<b>475</b>	<b>444</b>	<b>438</b>	<b>435</b>	<b>383</b>	<b>385</b>	<b>517</b>	<b>571</b>	<b>330</b>	<b>444</b>	<b>385</b>	<b>472</b>	<b>325</b>
<b>NWC</b>	<b>1.428</b>	<b>1.318</b>	<b>1.132</b>	<b>1.282</b>	<b>1.306</b>	<b>1.296</b>	<b>1.120</b>	<b>1.197</b>	<b>1.168</b>	<b>1.134</b>	<b>1.128</b>	<b>1.369</b>	<b>1.452</b>	<b>1.132</b>	<b>1.120</b>	<b>1.128</b>	<b>1.321</b>	<b>1.216</b>

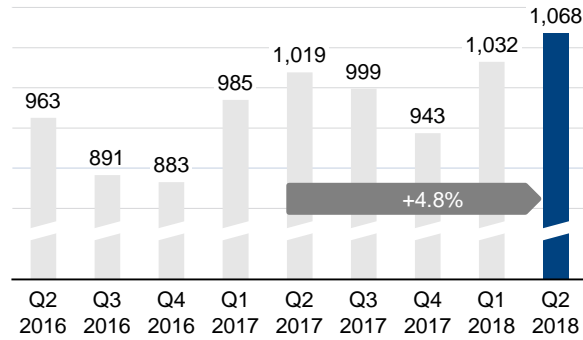
## 05 Segment performance

Europe

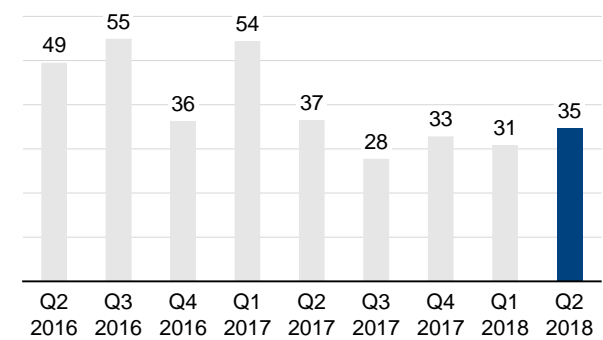
Shipments (Tto)



Sales (€m)

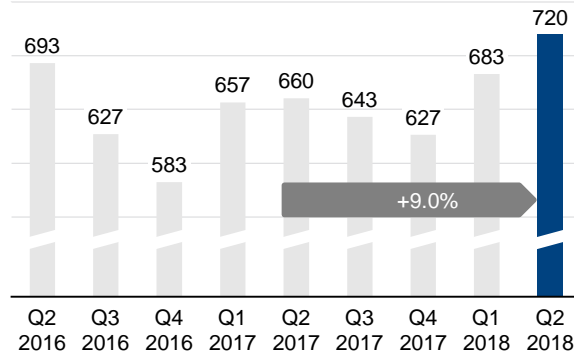


EBITDA adj\* (€m)

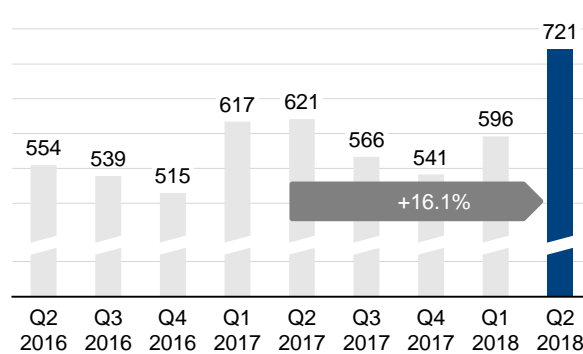


Americas

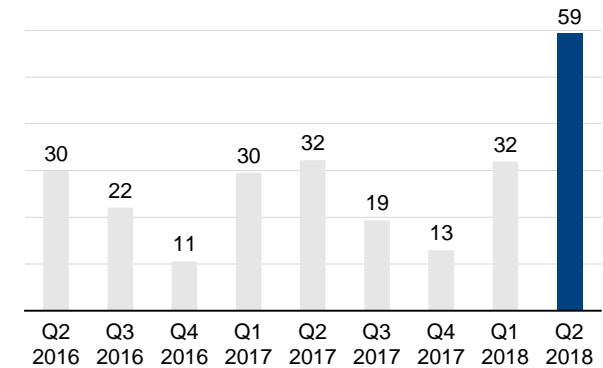
Shipments (Tto)



Sales (€m)



EBITDA adj\*\* (€m)

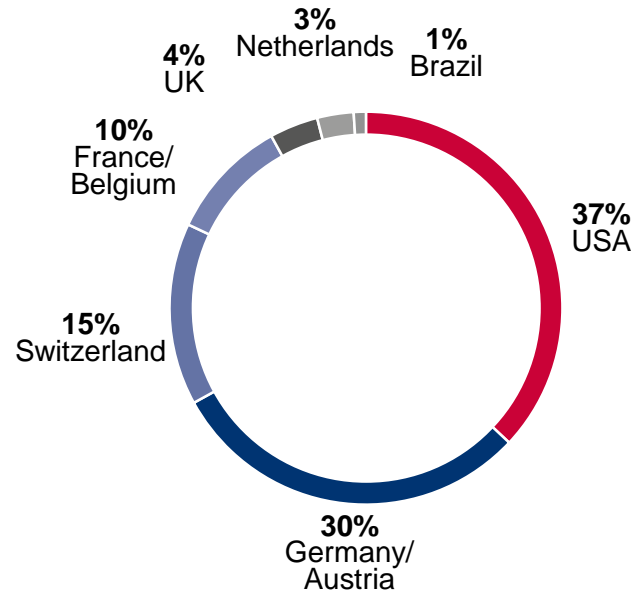


\*) adjusted for BPO expenses in Q2 2018.

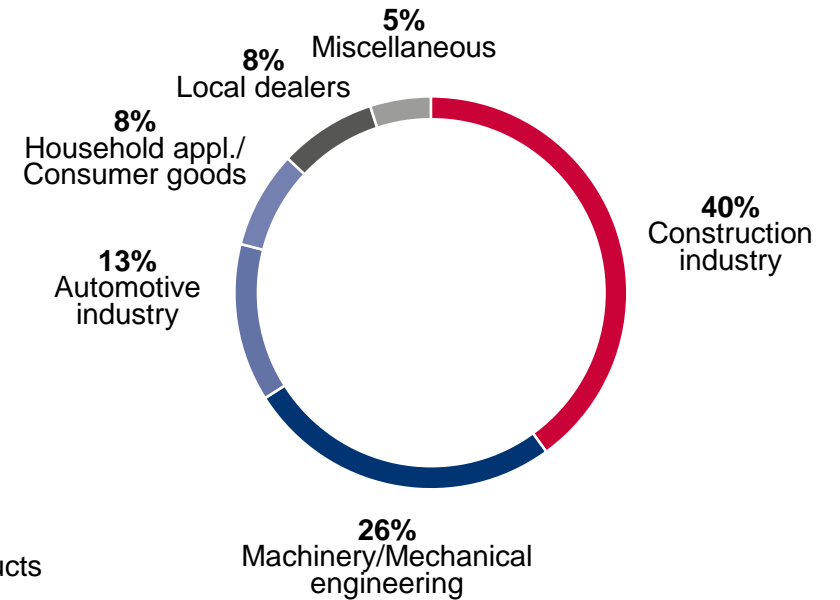
\*\*) adjusted for Deep Water Horizon Oil Spillage Claim Settlement gain in Q2 2018.

## 05 Sales by markets, products and industries

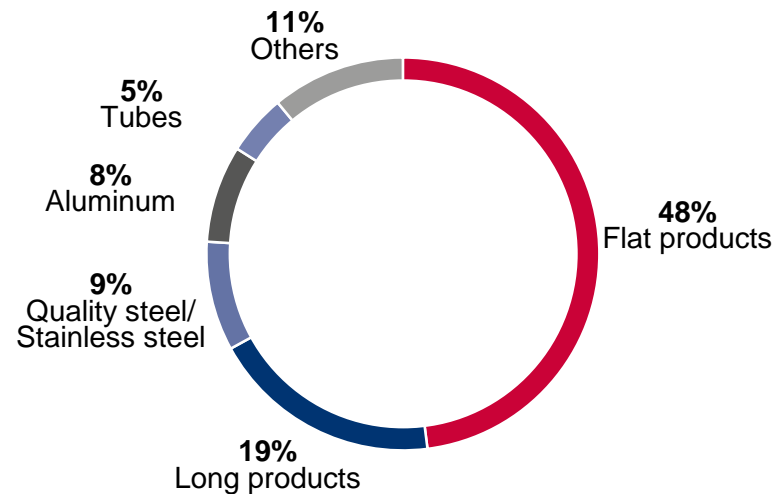
Sales by markets



Sales by industry



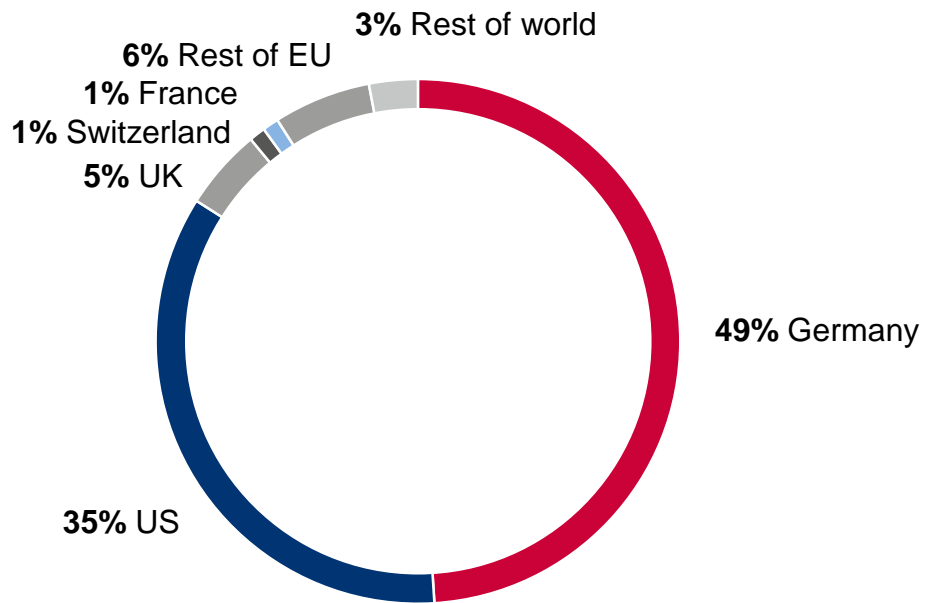
Sales by product



As of December 31, 2017.

## 05 Current shareholder structure

### Geographical breakdown of identified institutional investors



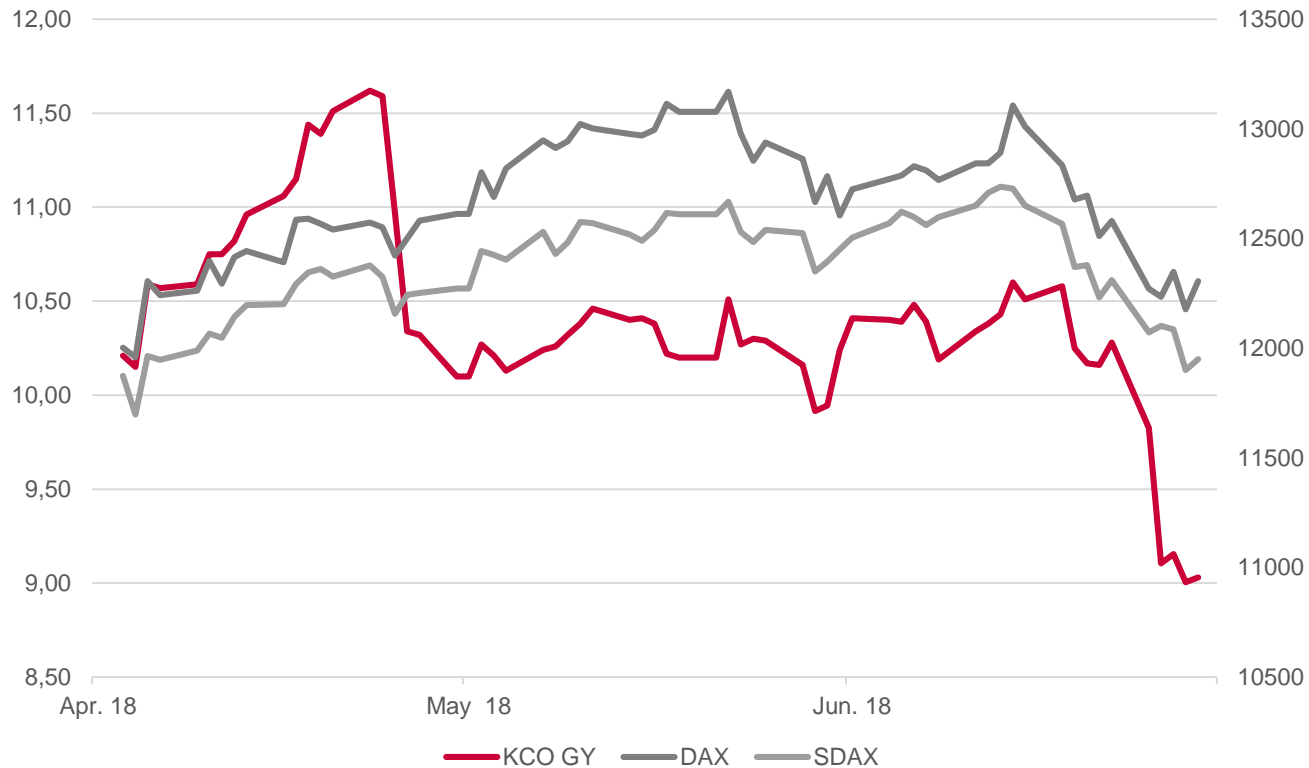
### Comments

- Identified institutional investors account for 73%
- German investors incl. retail dominate
- Top 10 shareholdings represent around 51%
- Retail shareholders represent 19%

As of July 2018.

## 05 Share price performance in Q2 2018

### Share performance Klöckner & Co SE



- At the beginning of Q2 2018, the price of the Klöckner share rose strongly, reaching the level of €11.62 on April 23, 2018
- In the aftermath the share price fell to €10.30 on April 26, 2018
- In the following, the share was on a sideways track until it fell sharply to €9.01 on June 28, 2018 which was the lowest point of the quarter
- The share went out of trading with €9.03 on June 29, 2018



## 05 Dividend policy

### 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** can not be guaranteed. If there is a **possibility of dividend distribution**, we will do 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 in 2011, 2012 and 2013 as well as 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 financial year**

### DIVIDEND PAYMENT PER SHARE

2006

€0.80

2007

€0.80

2008-2009

-

2010

€0.30

2011-2013

-

2014

€0.20

2015

-

2016

€0.20

2017

€0.30

## 05 Current shareholder structure

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

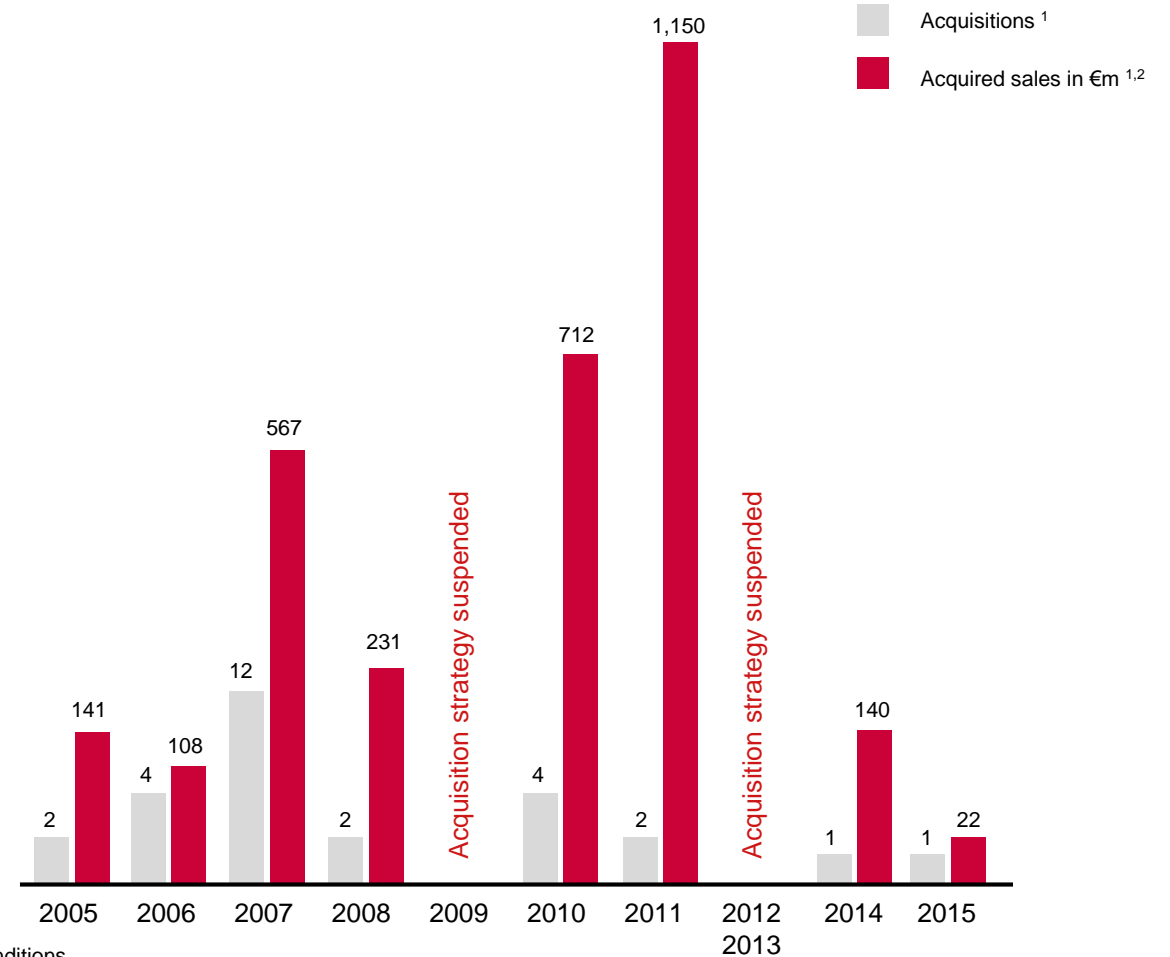
Date of publication	Subject to compulsory notification	Portion of voting stock
09/02/2016	Swoctem GmbH / Friedhelm Loh	25.25%
04/03/2015	Franklin Mutual Series Funds	3.07%
18/03/2014	Franklin Mutual Advisors	5.35%
02/02/2012	Dimensional Holdings Inc. / Dimensional Fund Advisors LP	3.06%

\*) The table lists all shareholders, whose Klöckner & Co SE voting shares **exceed** one of the notification thresholds under section 21 clause 1 WpHG, based on notification as of Sep. 10, 2018.






## 05 Strong Growth: 26 acquisitions since the IPO

Country	Acquired <sup>1)</sup>	Company	Sales (FY) <sup>2)</sup>
<b>2015</b>		<b>1 acquisition</b>	<b>€22m</b>
USA	Oct. 2015	American Fabricators	€22m
<b>2014</b>		<b>1 acquisition</b>	<b>€140m</b>
CH	2 <sup>nd</sup> quarter 2014 <sup>3)</sup>	Riedo	€140m
<b>2011</b>		<b>2 acquisitions</b>	<b>€1,150m</b>
Brazil	May 2011	Frefer	€150m
USA	April 2011	Macsteel	€1bn
<b>2010</b>		<b>4 acquisitions</b>	<b>€712m</b>
USA	Dec 2010	Lake Steel	€50m
USA	Sep 2010	Angeles Welding	€30m
GER	Mar 2010	Becker Stahl-Service	€600m
CH	Jan 2010	Bläsi	€32m
<b>2008</b>		<b>2 acquisitions</b>	<b>€231m</b>
US	Mar 2008	Temtco	€226m
UK	Jan 2008	Multitubes	€5m
<b>2007</b>		<b>12 acquisitions</b>	<b>€567m</b>
<b>2006</b>		<b>4 acquisitions</b>	<b>€108m</b>

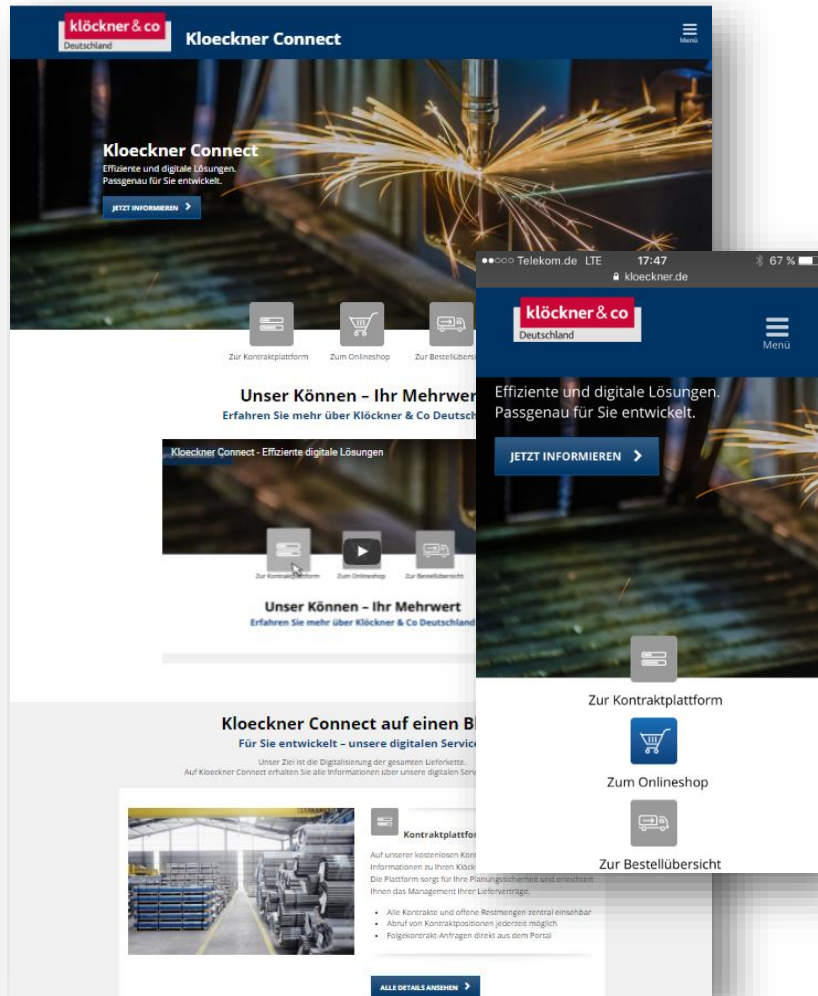
<sup>1)</sup> Date of announcement <sup>2)</sup> Sales in the year prior to acquisitions <sup>3)</sup> The transaction is still subject to normal closing conditions but has already been approved, with a different transaction structure, by the Swiss Competition Commission.



## 05 Overview of the main digital portals and tools

	<b>Kloeckner Connect</b> Kloeckner Connect is a portal combining all services we provide. Find all the digital solutions at first glance.	<b>Benefits for the customer:</b> <ul style="list-style-type: none"><li>✓ Portal which connects all relevant information on our digital products and services</li><li>✓ It informs about online tools, interfaces and intl. networks</li></ul>
	<b>Contract Portal/ Part Manager</b> It supplies information on all current and historical contracts and allows materials to be called-off.	<b>Benefits for the customer:</b> <ul style="list-style-type: none"><li>✓ All Klöckner contracts at a glance</li><li>✓ View individual material stock</li><li>✓ Look into future and historical material call-offs</li></ul>
	<b>Onlineshop/ Marketplace</b> Onlineshop makes ordering steel more comfortable than ever – no matter where or when.	<b>Benefits for the customer:</b> <ul style="list-style-type: none"><li>✓ Abandon time and place bound ordering</li><li>✓ Instant quotes; easy order, reorder, bulk order</li><li>✓ Lower transaction costs/ lower stock</li></ul>
	<b>Kloeckner Direct</b> US customers are granted transparency in terms of stock availability at specific branches. Currently updated to a comprehensive onlineshop.	<b>Benefits for the customer:</b> <ul style="list-style-type: none"><li>✓ Direct view into the branches stock and availability</li><li>✓ Quote generation easy and convenient – online, saves time</li><li>✓ Create and send a request for a quote</li></ul>
	<b>Order Transparency Tool</b> This tool grants access to all information concerning the current and historical orders.	<b>Benefits for the customer:</b> <ul style="list-style-type: none"><li>✓ Complete overview of all open and closed orders</li><li>✓ Check the status of future deliveries</li><li>✓ Intuitive and user friendly interface</li></ul>

# 05 Service portal Kloeckner Connect as central access point for customers to Onlineshop, Contract Portal and various digital tools



## Key facts

- Responsive design for mobile and smartphone access
- Starting point for the digital journey of KCO's customers
- Important source for KCO's SEO\*-ranking
  - SEO is a specific discipline focused on the optimizations needed on content that is relevant to users and ultimately attracts the right customers to the business
  - Rankings in SEO refers to a website's position in the search engine results page influenced by various ranking factors
  - Important role for overall digital marketing

\* Search engine optimization

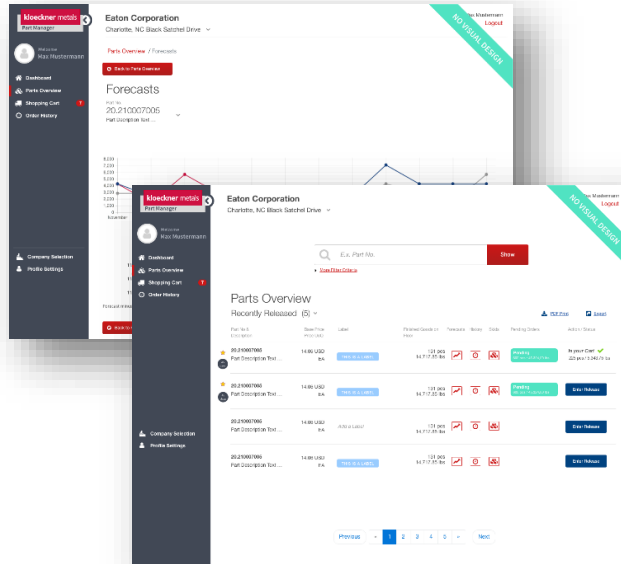
# 05 European Contract Portal for customers with time, volume and product contracts



## Key facts

- Clearly structured overview of prices, volumes and maturity dates
- Order-Release 24/7 by mouse click via PC or tablet
- Option to contact KCO sales agent for new contract negotiations
- Fully integrated into service portal Kloeckner Connect
- OCI interface to ERP systems of customers
- Integrated into third party platform Axoom (Trumpf)

# 05 The Part Manager has become an important sales channel for flat rolled products in the US



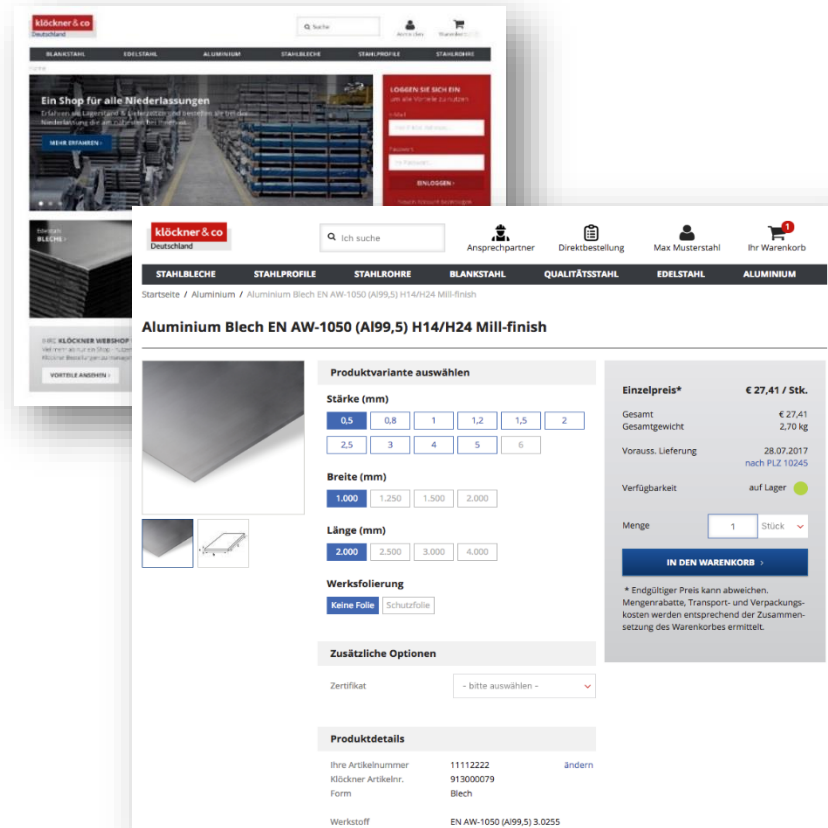
## Key facts

- Clearly structured overview of prices, volumes and maturity
- Real-time availability of parts and pending orders
- Placement of orders directly from the shop floor via tablet
- Forecasted and historical consumption
- Online release of consigned goods
- Currently redesign for better customer experience

## Whirlpool® customer quote:

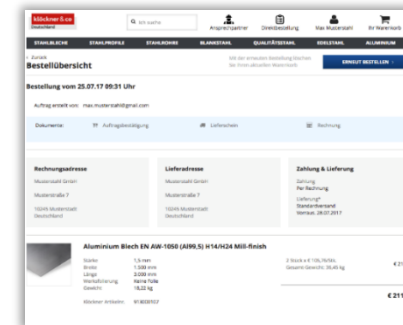
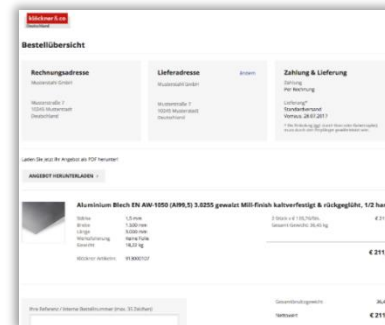
*"Parts Manager has been a great tool for us here at the Whirlpool Tulsa plant. It has allowed my team to place daily steel orders more accurately and efficiently, which has opened up more time for us to move our business forward and make improvements that are critical to our success."*

## 05 Onlineshop further advanced



### Key facts

- Live in Germany, Austria, the Netherlands, United Kingdom
- Further rollouts in France this year and in Belgium in 2018
- Offers full price and delivery time transparency
- Integration into ERP systems of customers via OCI interface
- Open for 3rd party sellers / distributors with complementary products shortly
- Possibility of payment via credit card shortly
- Third party interface via webservice API
- Fully integrated into service portal Kloeckner Connect



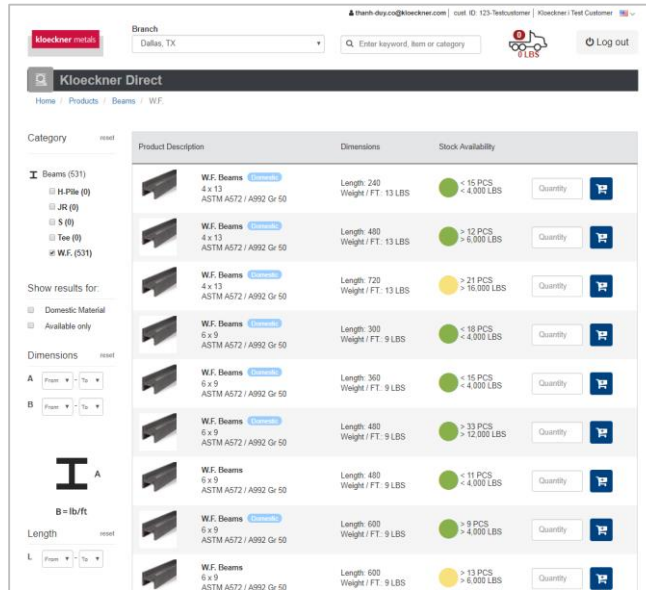


## 05 Offering the full range of steel and metals through online shop marketplace feature without inventory build-up

### KCO Germany

		Flat Steel	Profiles	Tubes	Bright Steel	Quality Steel	Stainless	Aluminum	Copper & Bronze
Current focus	▶	●	●	◐	◐	●	◐	◑	○
Supplier A	▶			X					
Supplier B	▶				X				
Supplier C	▶								X
Supplier D	▶						X	X	X
2018	▶	●	●	●	●	●	●	●	●

## 05 Kloeckner Direct will be expanded to a comprehensive online shop for the US



### Key facts

- Online product catalog of KCO in the US
- Focus on spot market
- Better overview of stock availabilities within a region
- Automating quote and order process
- Rolling out to >130 customers in the first stage in May 2017
- Continuous development to a comprehensive Onlineshop fully inhouse in 2018
- Total investment until June 2017 €0,7m

## 05 Overview of further digital solutions



### OCI/ EDI

This interface allows a direct connection between an ERP and the Klöckner online shop.

### Benefits for the customer:

- ✓ Klöckner plugin for the SAGE 100 ERP System
- ✓ Enables ERP to ERP communication
- ✓ Lowers transaction costs significantly



### Application programming interface (API)

Klöckner API is a REST interface which allows to easily connect with third party systems.

### Benefits for the customer:

- ✓ Klöckner products can be delivered in third party systems
- ✓ Quotes and orders possible via REST API
- ✓ Developer community to build business models around the API



### Sage 100

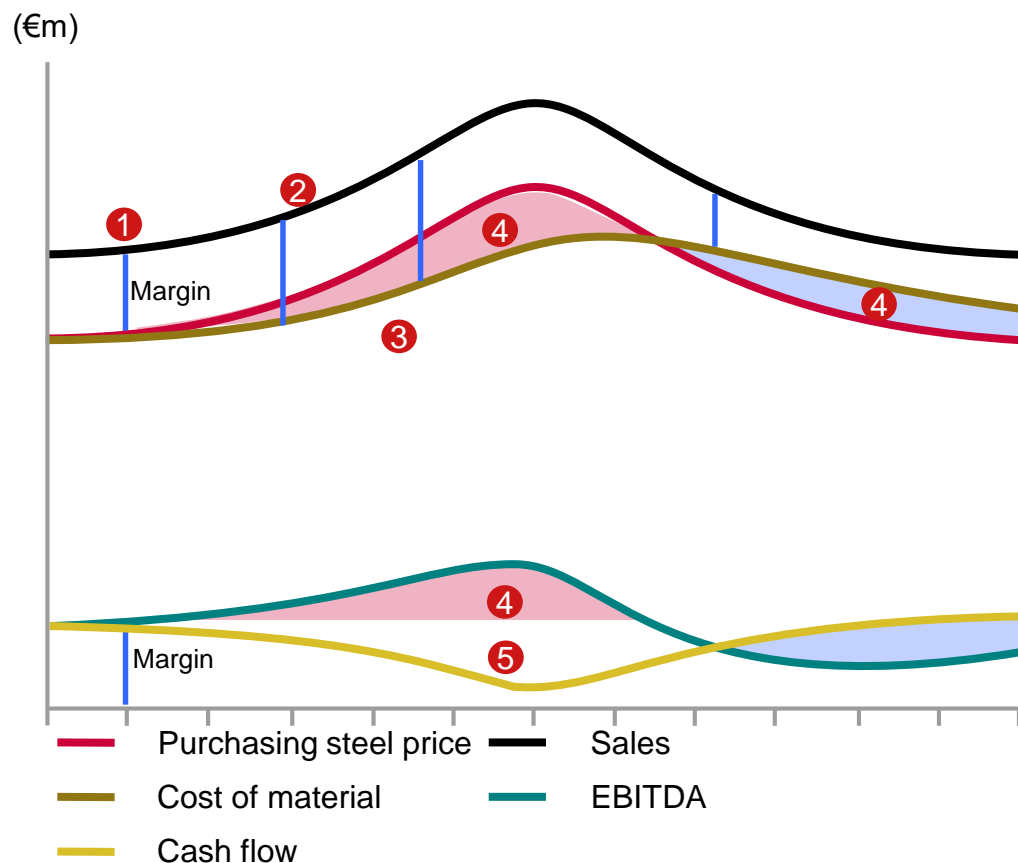
This solution allows a direct connection to Klöckner ordering system and coordinates business processes.

### Benefits for the customer:

- ✓ More transparency and an automatic exchange of information
- ✓ Efficient processes which increase your competitive edge
- ✓ Transparent insights into current purchasing conditions

## 05 Steel cycle and EBITDA/cash flow relationship

### Theoretical relationship\*

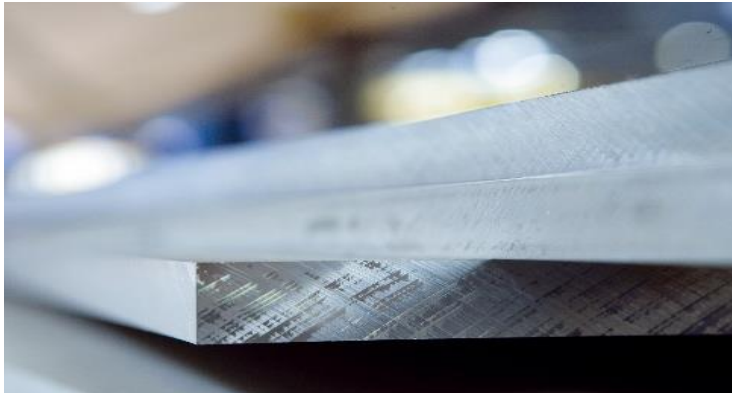


\*Assuming stable inventory volumes

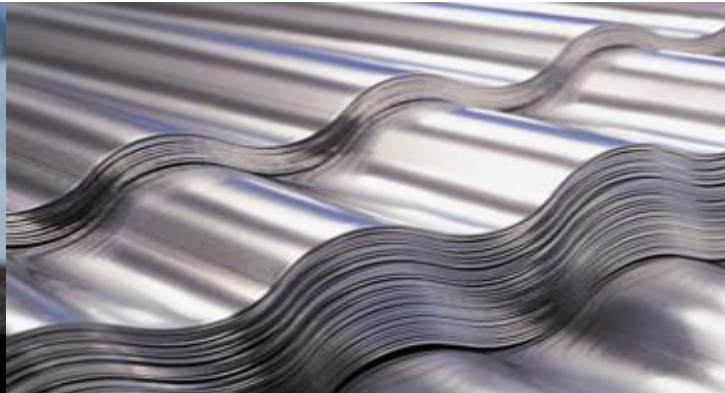
### Comments

- ❶ Klöckner **(generally) buys** products at spot prices **and sells** products at spot prices plus margin
- ❷ **Sales** increase as a function of the steel price inflation environment; **But:** Customers negotiate in times of **increasing prices** (→ **negotiation sales delay** leads to **lagging** the **real steel price development**), customers do not accept negotiations in times of **decreasing prices** and demand passing prices immediately (**no lag**)
- ❸ **Cost of material** are based on an **average cost method** for inventory and therefore **lag** the **steel price** increase. Moreover, procurement prices were negotiated roughly three months before sale takes place
- ❹ This time lag creates accounting **windfall profits (windfall losses in a decreasing steel price environment)** inflating (deflating) EBITDA
- ❺ Assuming stable inventory volume **cash flow** is impacted by higher **NWC needs**

## 05 Products



**Flat Products**



**Stainless / Aluminum / Quality**



**Hollow Sections**



**Long Products**



**Tubes**



**Coils**



## 05 Services



**Cut to length, forming**



**Surface treatment**



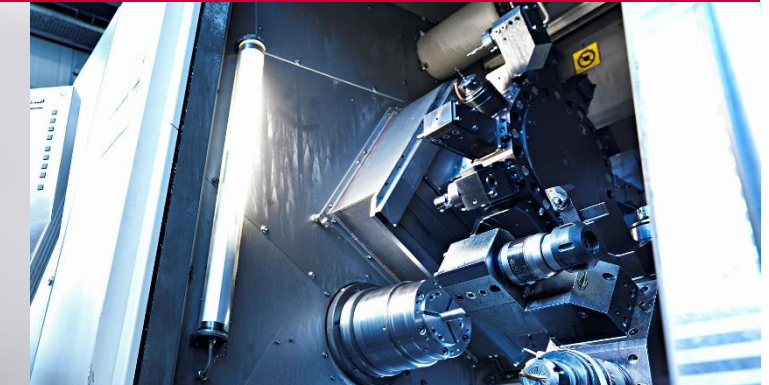
**Laser and flame cutting**



**Rolling/ cutting/ slitting of coils**



**3d laser and 3d printing**



**Mechanical machining**

## Contact details

Christina Kolbeck

Head of Investor Relations & Sustainability

Phone: +49 203 307 2122

Fax: +49 203 307 5025

Email: [christina.kolbeck@kloeckner.com](mailto:christina.kolbeck@kloeckner.com)

Internet: [www.kloeckner.com](http://www.kloeckner.com)



## Financial calendar

October 24, 2018	Q3 interim statement 2018
March 12, 2019	Annual financial statements 2018
April 30, 2019	Q1 interim statement 2019
May 15, 2019	Annual General Meeting 2019
July 31, 2019	Q2 interim report 2019
October 30, 2019	Q3 interim statement 2019