FY 2018 Results

Analysts’ and Investors’ Conference

March 12, 2019

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Marcus A. Ketter | CFO
Jens M. Wegmann | COO
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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.

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
01 Highlights FY 2018

- Shipments with 6.1mt on last year's level
- Sales increased by 7.9% yoy to €6.8bn due to higher price level
- Gross profit up from €1,316m in 2017 to €1,328m in 2018
- Gross profit margin decreased to 19.6% after 20.9% in 2018
- EBITDA of €227m as forecasted slightly above last year's level of €220m
- Sales share via digital channels increased from 17% in Q4 2017 to 25% in Q4 2018
- FY guidance: EBITDA lfl significantly below last year's level and incl. IFRS 16 slightly above 2018
01 Progress on implementing “Klöckner & Co 2022”

**Digitalization and platforms**

Digital sales share increased from 17% in Q4 2017 to 25% in Q4 2018

Online shops transformed to “Marketplace” for vendors of complementary products, digital consulting established – partnering with Axel Springer

XOM orders worth around €7m executed by now, internationalization progresses

**Higher value-added business**

HVAB sales share improved to 49% in 2018

Focus 2019: Alu business in Germany and laser technology expansion in the US

**Efficency improvement**

Total EBITDA contribution: “One Europe” €30m per year from end of 2019 onwards, “One US” $15m per year from end of 2020 onwards
Agenda

1. Highlights and update on strategy
2. Financials
3. Outlook
4. Appendix
02 Shipments/sales and gross profit

**Shipments (Tto)/sales (€m)**

<table>
<thead>
<tr>
<th></th>
<th>Q4 2016</th>
<th>Q1 2017</th>
<th>Q2 2017</th>
<th>Q3 2017</th>
<th>Q4 2017</th>
<th>Q1 2018</th>
<th>Q2 2018</th>
<th>Q3 2018</th>
<th>Q4 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shipments</td>
<td>1,450</td>
<td>1,582</td>
<td>1,572</td>
<td>1,640</td>
<td>1,565</td>
<td>1,628</td>
<td>1,605</td>
<td>1,519</td>
<td>1,619</td>
</tr>
<tr>
<td>Sales</td>
<td>1,397</td>
<td>1,602</td>
<td>1,539</td>
<td>1,443</td>
<td>1,485</td>
<td>1,584</td>
<td>1,539</td>
<td>1,443</td>
<td>1,565</td>
</tr>
</tbody>
</table>

• **Shipments** down due to lower volumes in Europe despite healthy demand in the US
• **Sales** increased yoy due to on average higher sales prices

**Gross profit (€m)/gross margin (%)**

<table>
<thead>
<tr>
<th></th>
<th>Q4 2016</th>
<th>Q1 2017</th>
<th>Q2 2017</th>
<th>Q3 2017</th>
<th>Q4 2017</th>
<th>Q1 2018</th>
<th>Q2 2018</th>
<th>Q3 2018</th>
<th>Q4 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profit</td>
<td>319</td>
<td>367</td>
<td>339</td>
<td>310</td>
<td>300</td>
<td>331</td>
<td>364</td>
<td>332</td>
<td>301</td>
</tr>
<tr>
<td>Margin</td>
<td>22.8</td>
<td>22.9</td>
<td>20.6</td>
<td>19.8</td>
<td>20.2</td>
<td>20.4</td>
<td>20.3</td>
<td>18.9</td>
<td>18.6</td>
</tr>
</tbody>
</table>

• **Gross profit** Q4 stable yoy
• **Margin** with 18.6% down qoq and yoy due to higher average inventory cost
02 EBITDA in FY 2018

Comments Q4
- Negative volume and price effect of in total €8m mainly due to weaker automotive business
- EBITDA contribution of One Europe and One US of €5m
- OPEX increased mainly driven by shipping cost and supplies
- EBITDA margin 1.9%

Comments FY
- Strong positive price effect due to high prices in the US (Section 232)
- EBITDA contribution of One Europe and One US of €23m
- OPEX increased mainly driven by higher personnel expenses and shipping cost in the USA
- EBITDA margin 3.3%
02 Segment performance FY 2018

Europe (€m)

- Volume effect -€19m and price effect -€36m – both mainly due to weaker automotive business
- BPO expense mainly related to severance provisions
- EBITDA margin 2.2%

Americas (€m)

- Volume effect of €25m and price effect of €70m
- OPEX at -€39m mainly due to personnel and shipping-related costs
- Settlement gain from 2010 Deepwater Horizon Settlement
- EBITDA margin 5.7%
02 Cash flow and net debt development

Cash flow FY 2018 (€m)

- Net working capital increase of €65m
- “Other” mainly relates provisions (pensions, social plans/redundancy programs, etc.)
- Cash flow from operating activities +€60m
- Free cash flow positive with €1m

Net financial debt 12/2017 vs. 12/2018 (€m)

- Net financial debt increased due to dividends of €31m and also due to F/X translation effects and settlement of F/X swaps of in total €16m
- Finance lease relates to a finance lease for equipment (high bay rack) in France
## 02 Maturity profile – well-balanced & diversified funding portfolio

### Facility
<table>
<thead>
<tr>
<th>Facility</th>
<th>Committed (€m)</th>
<th>Drawn amount (€m, IFRS*)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 2018</td>
<td>FY 2017</td>
</tr>
<tr>
<td>Syndicated Loan</td>
<td>300</td>
<td>0</td>
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<tr>
<td>ABS Europe</td>
<td>300</td>
<td>110</td>
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<tr>
<td>ABS/ABL USA</td>
<td>480</td>
<td>172</td>
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<tr>
<td>Convertible 2016</td>
<td>148</td>
<td>138</td>
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<tr>
<td>Bilateral Facilities</td>
<td>171</td>
<td>78</td>
</tr>
<tr>
<td>Finance Leases</td>
<td>26</td>
<td>26</td>
</tr>
<tr>
<td><strong>Total Debt</strong></td>
<td><strong>1,425</strong></td>
<td><strong>524</strong></td>
</tr>
<tr>
<td>Cash</td>
<td>141</td>
<td>154</td>
</tr>
<tr>
<td><strong>Net Debt</strong></td>
<td><strong>383</strong></td>
<td><strong>330</strong></td>
</tr>
</tbody>
</table>

### €m

<table>
<thead>
<tr>
<th>FY 2018</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Adjusted equity</td>
<td>1,255</td>
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<tr>
<td></td>
<td>Net debt</td>
<td>383</td>
</tr>
<tr>
<td></td>
<td>Leverage</td>
<td>1.7x</td>
</tr>
<tr>
<td></td>
<td>Gearing 3)</td>
<td>31%</td>
</tr>
</tbody>
</table>

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

- **Left side:** committed facilities
- **Right side:** utilization (nominal amounts)

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*) Including interest accrued, excluding deferred transaction costs.

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

2) Mainly Switzerland.

3) Net debt/Equity attributable to shareholders of Klöckner & Co SE less goodwill from business combinations subsequent to May 23, 2013.
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3. Outlook
4. Appendix
03 Region specific business outlook 2019

Europe
~1%

Real steel demand

Construction industry

Manufacturing, machinery and mechanical engineering, etc.

Energy industry

Automotive industry

Shipbuilding

US
1-2%

- Shipbuilding
- Energy industry
- Manufacturing, machinery and mechanical engineering, etc.
- Construction industry
- Real steel demand
- Europe
- US
03 Outlook

- Seasonally higher sales anticipated
- Reported EBITDA to be between €20-30m (incl. IFRS 16)
- Considerably higher sales anticipated due to higher average price level
- EBITDA lfl significantly below last year's level and incl. IFRS 16 slightly above 2018

*for expected IFRS 16 effects see appendix.*
Agenda

1. Highlights and update on strategy
2. Financials
3. Outlook
4. Appendix
## Quarterly and FY results

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Shipments (Tons)</td>
<td>1,398</td>
<td>1,519</td>
<td>1,605</td>
<td>1,584</td>
<td>1,443</td>
<td>1,539</td>
<td>1,572</td>
<td>1,582</td>
<td>1,450</td>
<td>1,500</td>
<td>1,643</td>
<td>1,556</td>
<td>6,107</td>
<td>6,135</td>
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<td>1,485</td>
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<td>1,572</td>
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<td>1,450</td>
<td>6,790</td>
<td>6,292</td>
<td>5,730</td>
<td>6,444</td>
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<td>Sales (currency effect)</td>
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<td>-89</td>
<td>-114</td>
<td>-45</td>
<td>13</td>
<td>-3</td>
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<td>-31</td>
<td>2</td>
<td>-172</td>
<td>-83</td>
<td>-50</td>
<td>556</td>
<td>28</td>
<td></td>
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<tr>
<td>Gross profit</td>
<td>301</td>
<td>332</td>
<td>364</td>
<td>331</td>
<td>300</td>
<td>310</td>
<td>339</td>
<td>367</td>
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<td>329</td>
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<td>304</td>
<td>1,328</td>
<td>1,316</td>
<td>1,315</td>
<td>1,237</td>
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<td>% margin</td>
<td>18.6</td>
<td>18.9</td>
<td>20.3</td>
<td>20.4</td>
<td>19.8</td>
<td>20.8</td>
<td>22.9</td>
<td>22.8</td>
<td>23.0</td>
<td>23.8</td>
<td>22.0</td>
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<td>22.9</td>
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<td>19.4</td>
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<tr>
<td>EBITDA rep.</td>
<td>30</td>
<td>59</td>
<td>82</td>
<td>56</td>
<td>33</td>
<td>47</td>
<td>63</td>
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<td>72</td>
<td>16</td>
<td>227</td>
<td>220</td>
<td>196</td>
<td>24</td>
<td>191</td>
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<tr>
<td>% margin</td>
<td>1.9</td>
<td>3.4</td>
<td>4.6</td>
<td>3.4</td>
<td>2.2</td>
<td>3.0</td>
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<td>1</td>
<td>-8</td>
<td>-5</td>
<td>-3</td>
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<td>0</td>
<td>-9</td>
<td>-3</td>
<td>-1</td>
<td>10</td>
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<tr>
<td>EBIT</td>
<td>8</td>
<td>38</td>
<td>60</td>
<td>35</td>
<td>9</td>
<td>25</td>
<td>41</td>
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<td>49</td>
<td>-8</td>
<td>141</td>
<td>130</td>
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<td>Financial result</td>
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<td>-7</td>
<td>-9</td>
<td>-8</td>
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<td>-35</td>
<td>-33</td>
<td>-33</td>
<td>-49</td>
<td>-59</td>
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<tr>
<td>EBT</td>
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<td>51</td>
<td>28</td>
<td>1</td>
<td>17</td>
<td>33</td>
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<td>40</td>
<td>42</td>
<td>-16</td>
<td>107</td>
<td>97</td>
<td>52</td>
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<td>Income taxes</td>
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<td>-9</td>
<td>-4</td>
<td>-9</td>
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<td>-38</td>
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<td>Net income</td>
<td>-7</td>
<td>22</td>
<td>33</td>
<td>21</td>
<td>30</td>
<td>13</td>
<td>24</td>
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<td>-14</td>
<td>69</td>
<td>102</td>
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<td>-349</td>
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<td>Minority interests</td>
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<td>0</td>
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<td>1</td>
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<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>-2</td>
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<tr>
<td>Net income KCO</td>
<td>-7</td>
<td>22</td>
<td>33</td>
<td>21</td>
<td>30</td>
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<td>23</td>
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<td>31</td>
<td>32</td>
<td>-14</td>
<td>69</td>
<td>101</td>
<td>37</td>
<td>-347</td>
</tr>
<tr>
<td>EPS basic (€)</td>
<td>-0.07</td>
<td>0.22</td>
<td>0.33</td>
<td>0.21</td>
<td>0.30</td>
<td>0.12</td>
<td>0.23</td>
<td>0.36</td>
<td>-0.13</td>
<td>0.31</td>
<td>0.32</td>
<td>-0.14</td>
<td>0.68</td>
<td>1.01</td>
<td>0.37</td>
<td>-3.48</td>
</tr>
<tr>
<td>EPS diluted (€)</td>
<td>-0.07</td>
<td>0.21</td>
<td>0.31</td>
<td>0.20</td>
<td>0.28</td>
<td>0.12</td>
<td>0.22</td>
<td>0.34</td>
<td>-0.13</td>
<td>0.31</td>
<td>0.32</td>
<td>-0.14</td>
<td>0.66</td>
<td>0.96</td>
<td>0.37</td>
<td>-3.48</td>
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<tr>
<td>Net debt</td>
<td>383</td>
<td>569</td>
<td>552</td>
<td>472</td>
<td>330</td>
<td>435</td>
<td>486</td>
<td>475</td>
<td>444</td>
<td>438</td>
<td>435</td>
<td>383</td>
<td>383</td>
<td>330</td>
<td>444</td>
<td>385</td>
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<tr>
<td>NWC</td>
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<td>1,318</td>
<td>1,132</td>
<td>1,282</td>
<td>1,306</td>
<td>1,296</td>
<td>1,120</td>
<td>1,197</td>
<td>1,168</td>
<td>1,134</td>
<td>1,229</td>
<td>1,132</td>
<td>1,120</td>
<td>1,128</td>
</tr>
</tbody>
</table>
## 04 Segment performance

<table>
<thead>
<tr>
<th>Region</th>
<th>Shipments (Tto)</th>
<th>Sales (€m)</th>
<th>EBITDA adj* (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>867 926 911 896 901 885 827 763</td>
<td>883 985 1,019 999 943 1,032 1,014 934</td>
<td>36 54 37 28 33 31 25 7</td>
</tr>
<tr>
<td>Americas</td>
<td>657 660 643 627 683 720 692 634</td>
<td>515 617 621 566 541 596 721 740 685</td>
<td>11 30 32 19 13 32 59 40 19</td>
</tr>
</tbody>
</table>

*) adjusted for BPO expenses in Q2 2018.  
**) adjusted for Deepwater Horizon Oil Spillage Claim Settlement gain in Q2 2018.
04 IFRS 16 impact

<table>
<thead>
<tr>
<th>Key Figure</th>
<th>€m</th>
<th>Tendency</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>-</td>
<td></td>
<td>No impact</td>
</tr>
<tr>
<td>OPEX</td>
<td>~45 – 50</td>
<td></td>
<td>Recognition of lease expenses as depreciation and interest costs; exception: short-term leases and low-value assets, remaining material costs</td>
</tr>
<tr>
<td>EBITDA</td>
<td>~45 – 50</td>
<td></td>
<td>Lower leasing expenses</td>
</tr>
<tr>
<td>D&amp;A</td>
<td>~40 – 45</td>
<td></td>
<td>Capitalized operating-lease-assets as new depreciation</td>
</tr>
<tr>
<td>EBIT</td>
<td>~5</td>
<td></td>
<td>Depreciation and interest instead of operating lease expense</td>
</tr>
<tr>
<td>Financing costs</td>
<td>~-6 – -8</td>
<td></td>
<td>Interest cost included in finance cost</td>
</tr>
<tr>
<td>Operating and free cash flow</td>
<td>~ 40</td>
<td></td>
<td>Principal payments on IFRS 16 lease liabilities included in cash flow from financing activities</td>
</tr>
</tbody>
</table>

Main impact consists of considerable **EBITDA and free cash flow increase**
04 Strong balance sheet

### Comments
- Equity ratio further healthy at 42%
- Net debt of €383m
- Leverage 1.7x
- Gearing*) at 31%
- NWC stable at €1,129m (2017: €1,132m)

*) Gearing = Net debt/Equity attributable to shareholders of Klöckner & Co SE less goodwill from business combinations subsequent to May 23, 2013.
04 Sales by markets, products and industries

**Sales by markets**

- USA: 39%
- Germany/Austria: 29%
- UK: 4%
- France/Belgium: 9%
- Switzerland: 15%
- Brazil: 1%
- Netherlands: 3%

**Sales by industry**

- Metalworking: 40%
- Construction industry: 8%
- Machinery/Mechanical engineering: 27%
- Household appl./Consumer goods: 8%
- Local dealers: 8%
- Miscellaneous: 4%

**Sales by products**

- Long products: 19%
- Flat products: 48%
- Others: 11%
- Quality steel/Stainless steel: 9%
- Aluminum: 8%
- Tubes: 5%

As of December 31, 2018.
04 Current shareholder structure

Geographical breakdown of identified institutional investors

- Germany: 52%
- US: 34%
- Rest of world: 3%
- Rest of EU: 6%
- Switzerland: 1%
- France: 1%
- UK: 3%

Comments

- Identified institutional investors account for 72%
- German investors incl. retail dominate
- Top 10 shareholdings represent around 55%
- Retail shareholders represent 23%

As of February 2019.
• In the first half of 2018, the Klöckner & Co share price moved mainly sideways, reaching its annual high of €11.62 on April 23

• The share repeatedly suffered price setbacks thereafter

• In October, the share price fell sharply and reached its low for the year of €5.98 on December 27 in a negative capital market environment due to the deteriorating economic outlook and more pessimistic steel price expectations

• The share traded at a price of €6.06 on the last trading day of 2018 (December 28)
04 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.

<table>
<thead>
<tr>
<th>DIVIDEND POLICY</th>
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<tbody>
<tr>
<td>• Compliance with the dividend policy of €0.80 per share for the years 2006 and 2007</td>
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<tr>
<td>• Suspension of the dividend policy for the financial year 2008 in view of the beginning of the Euro crisis and no dividend payment</td>
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<tr>
<td>• Due to earnings no dividend payment in 2009</td>
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<tr>
<td>• Inclusion of our general dividend policy in financial year 2010 with a dividend of €0.30 per share</td>
</tr>
<tr>
<td>• Due to earnings no dividend payment in 2011, 2012 and 2013 as well as in 2015</td>
</tr>
<tr>
<td>• Full distribution of net profit for the financial year 2014 (€0.20 per share)</td>
</tr>
<tr>
<td>• Dividend payment of €0.20 per share in 2016 and €0.30 per share for the 2017 fiscal year</td>
</tr>
<tr>
<td>• Dividend per share for the 2018 fiscal year: €0.30*)</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>DIVIDEND PAYMENT PER SHARE</th>
</tr>
</thead>
<tbody>
<tr>
<td>€0.80</td>
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</table>

*) Proposal to the Annual General Meeting on May 15, 2019.
04 Sustainability strategy

A qualified and motivated workforce of employees who feel at ease in the workplace pave the way for us to generate added value.

An integral part of our corporate culture is compliance on the part of our employees and business partners, constituting the basis of corporate responsibility.

One of the greatest challenges of our times is climate change, and we consider it our duty to counter related risks with a suitable contribution to protecting the environment.

In many cases today's tasks have increased in complexity. The measures developed by us therefore aim at anchoring modern, digital ways of working and thinking in the company and thus to advance the internal cultural change.

The high level of customer satisfaction - which we aim to continue improving - is a key competitive advantage for us. Therefore we always conceptualize products and services, sales channels and innovations from the customer perspective.
Contact details

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Financial calendar

April 30, 2019  Q1 quarterly statement 2019
May 15, 2019  Annual General Meeting 2019
July 31, 2019  Half-yearly financial report 2019
October 30, 2019  Q3 quarterly statement 2019