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.

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
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## Details of Q2 2020

<table>
<thead>
<tr>
<th></th>
<th>Q2 2020</th>
<th>Q2 2019</th>
<th>Delta</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Shipments (Tto)</strong></td>
<td>1,070</td>
<td>1,479</td>
<td>-27.6%</td>
</tr>
<tr>
<td><strong>Sales (€m)</strong></td>
<td>1,171</td>
<td>1,682</td>
<td>-30.4%</td>
</tr>
<tr>
<td><strong>Gross profit (€m)</strong></td>
<td>226</td>
<td>304</td>
<td>-25.4%</td>
</tr>
<tr>
<td><strong>EBITDA (€m)</strong></td>
<td>11</td>
<td>51</td>
<td>-78.9%</td>
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<td><strong>Oper. CF (€m)</strong></td>
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<td>140</td>
<td>-42</td>
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<tr>
<td><strong>Net financial debt (€m)</strong></td>
<td>476</td>
<td>684</td>
<td>-30.4%</td>
</tr>
<tr>
<td><strong>Digital sales in Q2</strong></td>
<td>38%</td>
<td>29%</td>
<td>+9%pts</td>
</tr>
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</table>

Impact of COVID-19 and related lockdown measures

Volume driven paired with lower price level

Volume driven gross profit decline, less pronounced due to higher margins yoy

COVID-19 impact mitigated by (1) digital capabilities, (2) lower OPEX and (3) performance in construction; EBITDA reported of -€61m

Substantially positive due to strict NWC management

Net debt significantly down yoy due to NWC release

Positively impacted by crisis: increase with accelerating speed
## 01 Project “Surtsey” – Utilizing COVID-19 crisis

| Scope | • Driving efficiency through digitalization and restructuring  
  • Kloeckner Assistant, XOM eProcurement and other AI-driven tools to automate core processes |
| --- | --- |
| Measures | • Reducing overall workforce by >1,200 employees (50% due to advanced digitalization)  
  • Closure of 19 sites as part of network optimization initiatives |
| Costs & timing | • Special material effects of around €80m, thereof ~80% personnel related  
  • Immediate execution started, main project to be finished by Q1 2021 |

EBITDA contribution of >€100m and digital sales share increase to >50% already by end of 2021
01 Automation of core processes progressing

COVID-19 crisis as accelerator
- Digital sales share improved with increasing speed to **38%** (Q2 2019: 29%)

**Kloeckner Assistant** automating sales process and turning every customer into a digital customer
- **First version running** in nearly all country organizations
- Application already processed a **sales volume of >€80m from >1,300 customers**
- Extension with **RFQ-functionality started and MATCH!-functionality as basis for intelligent product identification is to be rolled out in H2**

Scaling of **XOM Materials** through **eProcurement** (buy-side) and **eShop** (sell-side) progressing
- >70 suppliers signed and >50 suppliers live, >27,000 products on offer and ~1,200 customers registered

**XOM eProcurement** solution to automate procurement process further advanced
- Klöckner & Co already using the application for a large part of the European procurement
- Marketing of the application to **customers** starting at the end of the year
01 Accelerating transformation to platform company

Digital tools across the value chain

**Procurement**
- Direct Spend: XOM eProcurement
- Direct Spend: EDI to Suppliers
- Direct Spend: Inventory Planning Tool (KMUS)
- Indirect Spend: Coupa Digital P2P

**Inbound logistics**
- Inbound Mgmt.: CargoClix
- Inbound Mgmt.: POWER (Scan)

**Sales**
- Kloeckner Assistant
- Web Shop/ Contract Platform
  - Dynamic Pricing
  - EDI to customers
- CRM Tools (KMUS): Klicc & Salesforce

**Warehouse/ Processing**
- Warehouse Mgmt.: POWER (Scan)
- MES System: Actyx, Gemba, Hydra
- Production Planning: SAP, tieto (KMSE)

**Outbound logistics**
- Transport Planning: Parcon/ easyTrack, Städler (KMSE)
- Electronic Proof of Delivery (PDA)

Lower variable costs enable exponential growth also through acquisitions
Agenda

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02 Shipments, Sales and Gross profit

Shipments (Tto) & Sales (€m)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Shipments</th>
<th>Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2 2019</td>
<td>1,479</td>
<td>1,682</td>
</tr>
<tr>
<td>Q3 2019</td>
<td>1,420</td>
<td>1,565</td>
</tr>
<tr>
<td>Q4 2019</td>
<td>1,250</td>
<td>1,365</td>
</tr>
<tr>
<td>Q1 2020</td>
<td>1,365</td>
<td>1,448</td>
</tr>
<tr>
<td>Q2 2020</td>
<td>1,070</td>
<td>1,171</td>
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</table>

Gross profit (€m) & Gross margin (%)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Gross Profit</th>
<th>Gross Margin (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2 2019</td>
<td>304</td>
<td>18.1</td>
</tr>
<tr>
<td>Q3 2019</td>
<td>284</td>
<td>18.1</td>
</tr>
<tr>
<td>Q4 2019</td>
<td>267</td>
<td>19.6</td>
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<tr>
<td>Q1 2020</td>
<td>285</td>
<td>19.7</td>
</tr>
<tr>
<td>Q2 2020*</td>
<td>229</td>
<td>19.6</td>
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</table>

*) Before material special effects.
02 EBITDA (€m) in Q2 2020

- Substantial negative volume effect mainly due to COVID-19 pandemic and continued weakness of automotive, machinery and energy sectors, especially in Germany and the USA
- Minor positive price effect due to margin over volume strategy at Kloeckner Metals Distribution Europe
- OPEX decreased mainly driven by lower personnel expenses and shipping cost due to lower output and lay-off effects
- Material special effects resulting from project “Surtsey” for severances and site closure expenses
02 Cash flow and net debt development

Cash flow Q2 2020 (€m)

- EBITDA Q2 2020 reported: 82
- Change in NWC: 9
- Interest: -5
- Taxes: 71
- Restructuring provisions: 9
- Other: 98
- Cash flow from operating activities: -13
- Net Capex: 85
- Free cash flow Q2 2020:

- Net working capital release of €82m
- Other (€9m) includes changes in other operating assets and liabilities
- Cash flow from operating activities of €98m
- Free cash flow of €85m

Net financial debt 03.2020 vs. 06.2020 (€m)

- Net debt 03.2020: 563
- Free cash flow: 85
- IFRS 16: -5
- F/X, Swaps and other: 7
- Net debt 06.2020: 476

- Net financial debt decreased from €563m to €476m driven by considerable NWC release
## Maturity profile – well-balanced & diversified funding portfolio

<table>
<thead>
<tr>
<th>Facility</th>
<th>Committed (€m)</th>
<th>Drawn amount (€m, IFRS*)</th>
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<tbody>
<tr>
<td></td>
<td>Q2 2020</td>
<td>FY 2019</td>
</tr>
<tr>
<td>Syndicated Loan</td>
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<tr>
<td>ABS Europe</td>
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<td>ABS/ABL USA</td>
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<td>94</td>
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<tr>
<td>Convertible 2016 1)</td>
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<td>144</td>
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<tr>
<td>Bilateral Facilities 2)</td>
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<td>42</td>
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<td>Leases</td>
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<td>189</td>
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<td>Total Debt</td>
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<tr>
<td>Cash</td>
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<td>105</td>
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<tr>
<td>Net Debt</td>
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<td>476</td>
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</table>

*) 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, 2019.

### Maturity profile of financial instruments (excl. leasing) in €m

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Adjusted equity</td>
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<td>Net debt</td>
<td>476</td>
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<td>Gearing 3)</td>
<td>45.7%</td>
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</table>

![Graph showing maturity profile](image-url)
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03 Region specific business outlook 2020

Europe

Real steel demand

US

Construction industry

Manufacturing, machinery and mechanical engineering, etc.

Energy industry

Automotive industry

Shipbuilding

2020 Q2 Results | Analysts' and Investors' Conference | Klöckner & Co SE
03 Outlook

Q3 2020

- Considerable increase in *shipments* and *sales* qoq
- **EBITDA** before material special effects of €15-25m expected

FY 2020

- Considerable decrease in *shipments* and *sales* yoy
- **EBITDA** before material special effects of €50-70m expected
- Positive *cash flow from operating activities*
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## Quarterly and FY results

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<tbody>
<tr>
<td>Shipments (Tto)</td>
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<td>1,365</td>
<td>1,250</td>
<td>1,420</td>
<td>1,479</td>
<td>1,499</td>
<td>1,398</td>
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<td>Sales</td>
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<td>1,448</td>
<td>1,365</td>
<td>1,565</td>
<td>1,682</td>
<td>1,703</td>
<td>1,619</td>
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<td>1,485</td>
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<td>13</td>
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<td>Gross profit</td>
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<td>285</td>
<td>268</td>
<td>284</td>
<td>304</td>
<td>303</td>
<td>301</td>
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<td>300</td>
<td>310</td>
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<td>19.3</td>
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<td>19.6</td>
<td>18.1</td>
<td>18.1</td>
<td>17.8</td>
<td>18.6</td>
<td>18.9</td>
<td>20.3</td>
<td>20.4</td>
<td>20.2</td>
<td>19.8</td>
<td>20.6</td>
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<td>18.3</td>
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<td>EBITDA bef. material special effects</td>
<td>11</td>
<td>21</td>
<td>11</td>
<td>26</td>
<td>51</td>
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<td>33</td>
<td>47</td>
<td>63</td>
<td>77</td>
<td>139</td>
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<td>% margin</td>
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<td>3.0</td>
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<td>1</td>
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<td>2</td>
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<td>Net income KCO</td>
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<td>30</td>
<td>12</td>
<td>23</td>
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<td>EPS basic (€)</td>
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<td>EPS diluted (€)</td>
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<td>0.27</td>
<td>-0.10</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>-0.56</td>
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<td>563</td>
<td>445</td>
<td>634</td>
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<td>820</td>
<td>383</td>
<td>569</td>
<td>552</td>
<td>472</td>
<td>330</td>
<td>435</td>
<td>486</td>
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<td>445</td>
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<td>NWC(*)</td>
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<td>1,119</td>
<td>1,356</td>
<td>1,407</td>
<td>1,525</td>
<td>1,277</td>
<td>1,495</td>
<td>1,446</td>
<td>1,344</td>
<td>1,132</td>
<td>1,282</td>
<td>1,306</td>
<td>1,296</td>
<td>1,119</td>
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*) Since 2018 including supplier bonus receivables and contract assets.
04 Segment performance

**KM US**

<table>
<thead>
<tr>
<th>Shipments (Tto)</th>
<th>Sales (€m)</th>
<th>EBITDA adj.*) (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2 2019</td>
<td>698</td>
<td>21</td>
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<tr>
<td>Q3 2019</td>
<td>670</td>
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<td>Q4 2019</td>
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<td>Q2 2020</td>
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-24.5% Q1 2020 - 6.1% Q2 2020

**KM Switzerland**

<table>
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<tr>
<th>Shipments (Tto)</th>
<th>Sales (€m)</th>
<th>EBITDA adj.*) (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2 2019</td>
<td>156</td>
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</tr>
<tr>
<td>Q3 2019</td>
<td>148</td>
<td>17</td>
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<td>Q4 2019</td>
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<tr>
<td>Q1 2020</td>
<td>127</td>
<td>10</td>
</tr>
<tr>
<td>Q2 2020</td>
<td>143</td>
<td>24</td>
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</tbody>
</table>

-8.1% Q1 2020 - 6.1% Q2 2020

*) Adjusted in Q4 2019 by the gain on sale of the site in Switzerland and in Q2 2020 by restructuring in the USA.
Minor adjustments in segment reporting: New structure of the segment “Holding and other group companies” (previously including other activities such as the Brazilian distribution business, XOM Materials, kloeckner.i, kloeckner.v and the Dutch metering business). As of January 1, 2020, the Brazilian distribution business is assigned to the segment “Kloeckner Metals US” and the metering business to the segment “Kloeckner Metals Distribution Europe”.

Q2 2020 Results | Analysts’ and Investors’ Conference | Klöckner & Co SE
04 Segment performance

**Shipments (Tto)**

- **KM Services**
  - Q2 2019: 241
  - Q3 2019: 228
  - Q4 2019: 214
  - Q1 2020: 247
  - Q2 2020: 134

- **KM Distribution**
  - Q2 2019: 384
  - Q3 2019: 374
  - Q4 2019: 297
  - Q1 2020: 342
  - Q2 2020: 266

**Sales (€m)**

- **KM Services**
  - Q2 2019: 195
  - Q3 2019: 178
  - Q4 2019: 165
  - Q1 2020: 186
  - Q2 2020: 98

- **KM Distribution**
  - Q2 2019: 512
  - Q3 2019: 471
  - Q4 2019: 408
  - Q1 2020: 446
  - Q2 2020: 352

**EBITDA adj.*) (€m)**

- **KM Services**
  - Q2 2019: 6
  - Q3 2019: 4
  - Q4 2019: 6
  - Q1 2020: 5
  - Q2 2020: 2

- **KM Distribution**
  - Q2 2019: 12
  - Q3 2019: 2
  - Q4 2019: 2
  - Q1 2020: 3
  - Q2 2020: 6

*) Adjusted for restructuring expenses in Q2, Q3, Q4 2019 as well as in Q2 2020 and for a gain on the sale of a site in London in Q2 2019.

Minor adjustments in segment reporting: New structure of the segment "Holding and other group companies" (previously including other activities such as the Brazilian distribution business, XOM Materials, kloeckner.i, kloeckner.v and the Dutch metering business). As of January 1, 2020, the Brazilian distribution business is assigned to the segment "Kloeckner Metals US" and the metering business to the segment "Kloeckner Metals Distribution Europe".
### 04 Strong balance sheet

- **Equity ratio** further healthy at 39%
- **Net debt** of €476m
- **Gearing**\(^*\) at 46%
- **NWC** at €1,135m (FY 2019: €1,119m)

\(^*\) Gearing = Net debt/Equity attributable to shareholders of Klöckner & Co SE less goodwill from business combinations subsequent to May 23, 2019.

\(^\text{**}}\) Incl. contract assets and supplier bonuses.
04 Sales by markets, products and industries

Sales by markets:
- USA: 41%
- Switzerland: 15%
- Germany/Austria: 28%
- UK: 8%
- France/Belgium: 8%
- Netherlands/Brazil: 4%
- Others: 1%

Sales by industries:
- Construction industry: 39%
- Machinery/Mechanical engineering: 25%
- Automotive industry: 13%
- Miscellaneous: 7%
- Households appl./Consumer goods: 9%
- Local dealers: 7%
- Others: 11%
- Flat products: 48%
- Long products: 18%
- Aluminum: 9%
- Quality steel/Stainless steel: 9%
- Tubes: 5%

As of December 31, 2019.
04 Current shareholder structure

Geographical breakdown of identified institutional investors

- Identified institutional investors account for 59%
- German investors incl. retail dominate
- Top 10 shareholdings represent around 49%
- Retail shareholders represent 29%

As of July 2020.
04 Share price performance in Q2 2020

- In the second quarter the capital markets were shaped by high volatility due to the COVID-19 pandemic
- The Klöckner & Co share followed a sharp recovery path during this period, marking its lowest level of €3.17 on April 3 and reaching its high of €4.87 on June 29
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 would 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 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 and 2018 fiscal year**
- **No dividend payment due to earnings** in 2019

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Sustainability strategy

As one of the very first companies in Germany, Klöckner & Co steps up to global frontrunners of climate change engagement and aligns its business to the UN Global Compact “Business Ambition for 1.5°C”. We intend to act even more responsibly and take appropriate measures helping to limit the global temperature rise to 1.5°C by reducing our greenhouse gas emissions.

A qualified and motivated workforce is vital to our success

Our working environment is characterized by long-term security, supportiveness, professionalism and mutual respect

Compliance constitutes the basis of corporate responsibility

Integral part of our corporate culture is compliance on the part of our employees and business partners

We contribute to protecting the environment

We consider it our duty to counter climate change and its related risks

We are advancing the internal cultural change

Our measures aim at anchoring modern, digital ways of working and thinking in the company

We prioritize high levels of customer satisfaction and enhancement of our customer focus

We always conceptualize products and services, sales channels and innovations from the customer perspective
# Contact details

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Internet: www.kloeckner.com

# Financial calendar

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>November 3, 2020</td>
<td>Q3 quarterly statement 2020</td>
</tr>
<tr>
<td>March 10, 2021</td>
<td>Annual Financial Statement 2020</td>
</tr>
<tr>
<td>April 29, 2021</td>
<td>Q1 quarterly statement 2021</td>
</tr>
<tr>
<td>May 12, 2021</td>
<td>Annual General Meeting 2021</td>
</tr>
<tr>
<td>August 13, 2021</td>
<td>Half-yearly financial report 2021</td>
</tr>
<tr>
<td>November 3, 2021</td>
<td>Q3 quarterly statement 2021</td>
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