

klöckner & co

Your partner for a
sustainable tomorrow

BANKHAUS METZLER ROADSHOW

November 10, 2023

Dr. Oliver Falk | CFO



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

AGENDA

1. Overview
2. Strategy update and highlights
3. Financials
4. Outlook
5. Appendix



KLÖCKNER & CO SE AT A GLANCE



~7,800

Employees



9,379€ million

Sales FY 2022



4,679 thousand tons

Shipments FY 2022



>90,000

Customers



417€ million

EBITDA* FY 2022



44%

Digital Sales Q4 2022



~200,000

Products



13

Countries

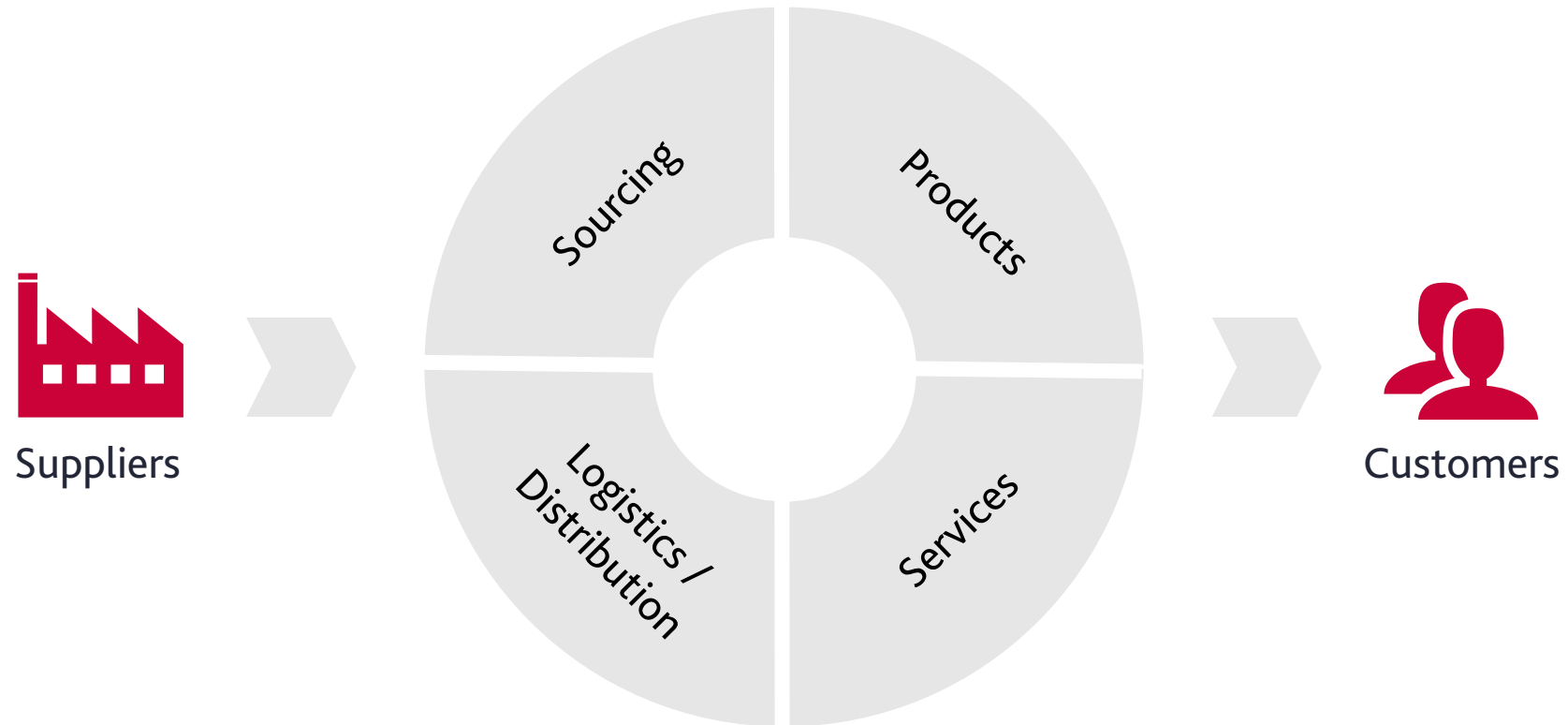


~160

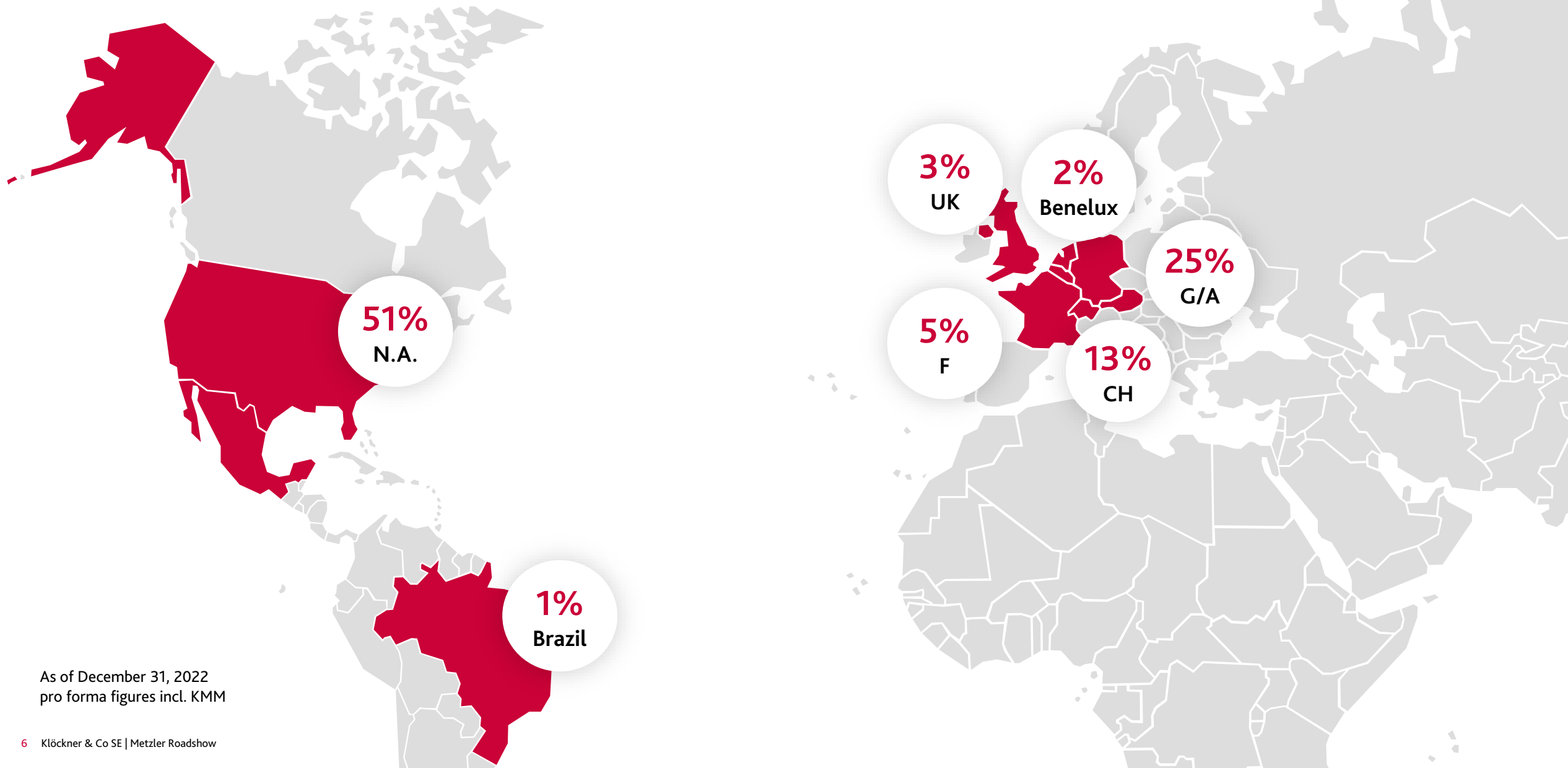
Locations

* Before material special effects.

KLÖCKNER & CO VALUE CHAIN – EVERYTHING FROM ONE SOURCE



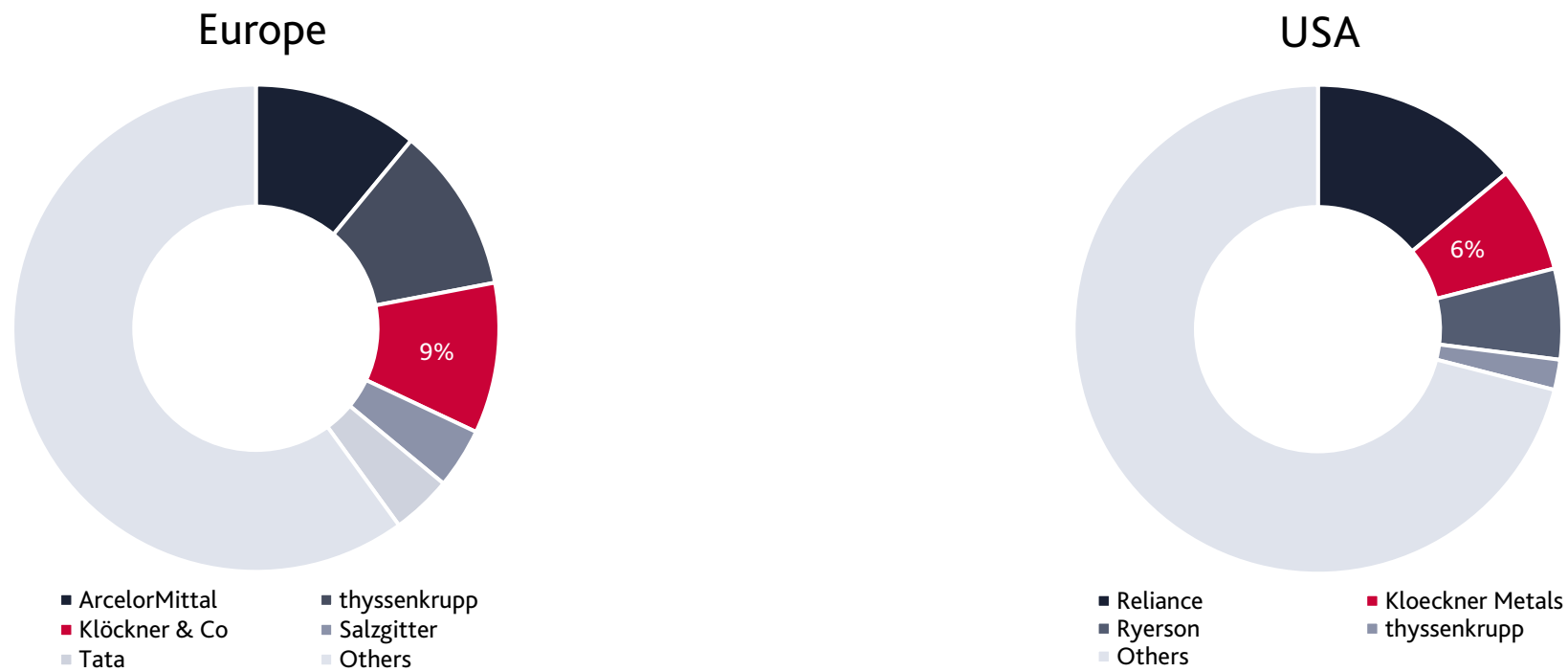
GLOBAL REACH – LOCAL PRESENCE



As of December 31, 2022
pro forma figures incl. KMM

LEADING PLAYER IN FRAGMENTED MARKETS

Market shares of Klöckner & Co 2022



Source: Eurometal, MSCI, local steel associations, estimates.

AGENDA

1. Overview
- 2. Strategy update and highlights**
3. Financials
4. Outlook
5. Appendix



BECOMING THE LEADING ONE-STOP-SHOP FOR STEEL, OTHER MATERIALS, EQUIPMENT AND PROCESSING SERVICES IN EUROPE AND THE AMERICAS

CUSTOMER GROWTH

Growth through expanded customer base and increased share of wallet, due to customer focused extension of product and service offering and greater regional coverage

DIGITALIZATION & VALUE CHAIN AUTOMATION

Seamless end-to-end process integration with a very high degree of digitalization and automation to increase process speed and degree of efficiency across the entire value chain (target: "zero touch")

PARTNER NETWORK EXPANSION

Enabling wider product and service portfolio and greater regional coverage with only light asset deployment through smart partner collaboration and integration



CORPORATE VALUES

Realizing customer centric platform model by leveraging people empowerment and diversity, safety & responsibility, credibility & sustainability as guiding principles for all of our actions

OPERATIONAL EXCELLENCE

Increase of profitability through eliminating inefficiencies via leaner services and processes, cost containment measures, automation, procedure simplification and data-based decisions in sales and procurement

LEVERAGING ASSETS

Maximizing own asset utilization and portfolio improvement transactions to extend market share and to facilitate growth through opportunistic M&A

SUSTAINABLE GROWTH WITH HIGH PERFORMANCE THROUGH THE ENTIRE CYCLE

Our 2025 Goals

Sales growth above market

ROCE above cost of capital

More than doubling normalised EBITDA level
(as of before pre-COVID)



NEW GROWTH PLATFORM IN NORTH AMERICA – ACQUISITION OF NATIONAL MATERIAL OF MEXICO

Transaction overview

- Purchase price of USD340m on cash and debt free basis
- EV-multiple of ~6.7 based on expected 2022 EBITDA; representing a highly attractive expansion of our activities
- NMM employs around 500 people and generated sales of ~USD610m in FY 2021^{*)}
- Transaction financed by existing liquidity; benefitting from our strong operating cash flow and improved company substance
- Closing of the transaction requires antitrust approvals and is expected before summer 2023
- Opportunistic, highly selective, performance- and growth-oriented M&A approach going forward

^{*)} Pro forma figures

CREATING VALUE THROUGH LEVERAGING STRATEGIC FIT



- Acquisition immediately **value-accretive** and provides **growth platform** while capitalizing on accelerating **onshoring trend**
- Significantly increasing exposure to key **automotive** and **industrial** end markets in North America
- Strong growth prospects in demand for electric vehicles and CO₂-reduced products fully integrative into our **strategic sustainability** agenda
- Accessing the **exclusive electrical steel market** with valuable management expertise and value-add capabilities
- Benefitting from **well-qualified and attractive labor market** in Mexico
- Complementary customer base brings **significant cross-selling opportunities**, especially in automotive

Establishing the number one flat rolled player in North America

FURTHER EXPANSION OF HVAB EXPOSURE IN NORTH AMERICA

Acquisition of Industrial Manufacturing Services (IMS), a manufacturer of metal fabricated components serving OEMs of the heavy machinery industry in North America

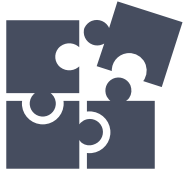
- **Highly profitable fabrication business** with annual sales of around USD30m
- **Adding strong expertise** in fabrication, welding, assembly as well as just-in-time warehousing to our existing service portfolio; leveraging expertise at KMC facilities throughout North America
 - Significantly **expanding fabrication portfolio** while further **reducing dependency** on steel price developments

Acquired Sol Components, a leading provider of end-to-end structural solar solutions in the commercial and utility solar markets

- Further **strengthening our portfolio of high-value-added products and services**
- **Offering highly integrated, efficient, and sustainable supply chain solutions** for the rapidly expanding solar market
- **Enabling us to play a key role** in North America's transition to renewable energy sources

Dedicated to becoming the best vertically integrated supplier for OEMs in North America

STRATEGY PROGRESS IN A DEMANDING MARKET ENVIRONMENT



Successful transactions to increase HVAB exposure

- **Integration of HVAB pure play NMM into KMM;** strongly leveraging combined competitive advantage, with additional 70,000 tons requested since closing
- **Sol Components acquisition** strengthens HVAB portfolio and expands sustainable supply chain solutions



Executing European Efficiency Program

- Reducing number of FTEs of European distribution business by around 10%; vast majority already in Q4 2023
- **Improving EBITDA** by around €25m annually from 2024 onwards
- Negative material special effects will largely be offset by program related asset disposals



Investment dedicated to HVAB in Switzerland

- **Invested in state-of-the-art aluminum slitting line**
- Significantly increasing processing capacity while establishing a leading Service Center in Switzerland

Swiss Rebar order intake at record level in Q3 2023

Further improving our underlying profitability base

STRATEGIC PERCEPTION OF SUSTAINABILITY TRANSFORMATION

**Significant
opportunities from
offering sustainable
business solutions**

Housekeeping

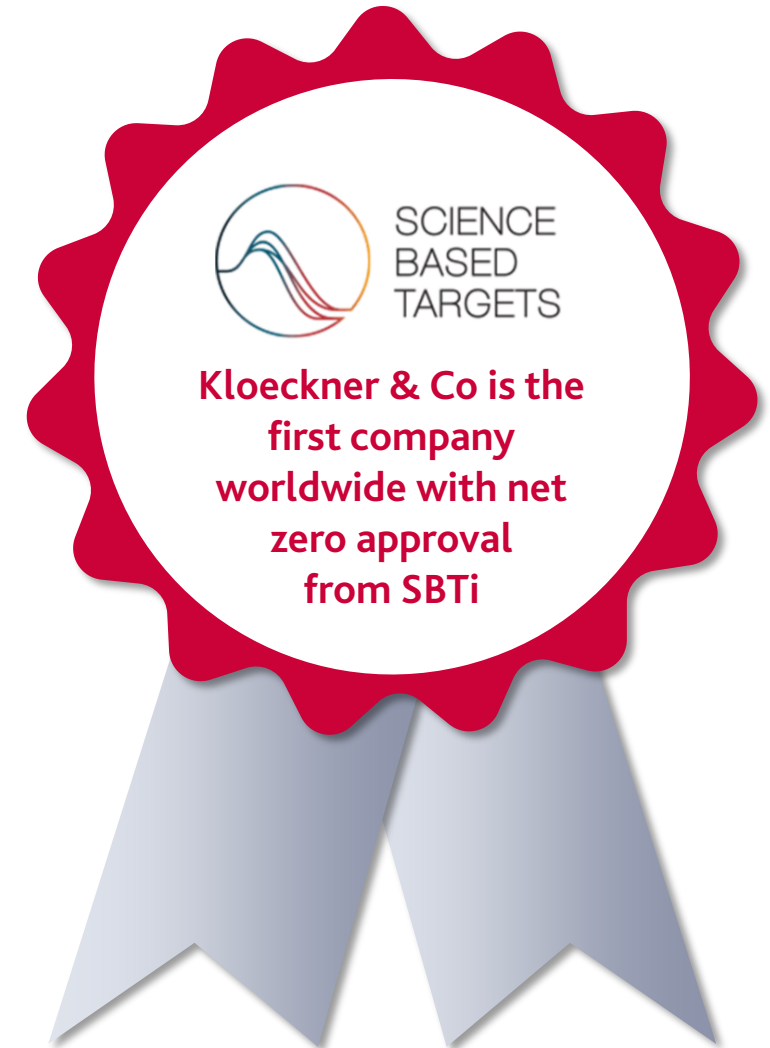


Business Opportunities

OUR AMBITIOUS CLIMATE TARGETS

kloeckner takes
action 2040 

SCOPE 1 & 2	SCOPE 3	SCOPE 3
OWN DIRECT AND INDIRECT EMISSIONS	UNDER DIRECT INFLUENCE	SUPPLIERS AND CUSTOMERS
50% reduction by 2030	50% reduction by 2030	30% reduction by 2030
Net zero by 2040	Net zero by 2040	Net zero by 2050



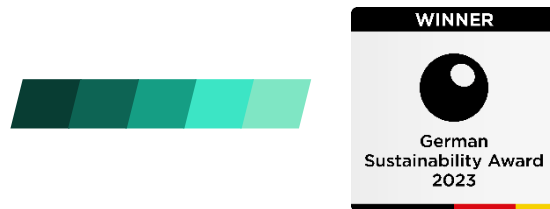
We've come a long way in 2022 – Building sustainable business models for our customers

World's first company with
net zero target approval of SBTi
to new standards



~43% reduction in 2022
scope 1 & 2 emissions compared
to SBTi base year 2019

Introduction of our CO₂-
reduced steel categorization



First deliveries of CO₂-reduced
steel quantities to Siemens and
Mercedes-Benz

German Sustainability
Award Winner

Launch of Nexigen® and
introduction of categorizations
for CO₂-reduced stainless steel
and aluminum



First tons of CO₂-reduced
stainless steel from Outokumpu

Pioneering role in the
sustainability transformation of
the steel industry

An iceberg floating in the ocean, with the tip above water and a much larger, jagged mass submerged below the surface. The image is used as a metaphor for hidden value or complexity.

Accelerating further in 2023

Launch of innovative Nexigen® PCF Algorithm

- ✓ **Individualized Product Carbon Footprints (PCF)**
Offering our customers individualized PCFs for nearly all 200,000 products; for gray and CO₂-reduced products
- ✓ **Complete emissions**
Managing high complexity; from cradle until the product reaches customers' entry gates
- ✓ **Externally certified**
TÜV SÜD validated methodology according to ISO 14067, ref. 14040 & 14044, and in line with GHG Protocol
- ✓ **Siemens and ZF as pilot customers**
Supporting industry leaders in building sustainable value chains

LEADING THE SUSTAINABILITY TRANSFORMATION

Launch of Nexigen® Data Services

- Offering smart and digital management of CO₂-emissions and Product Carbon Footprints (PCFs)
 - Built on and driven by the Nexigen® PCF Algorithm
- Solution offers extended PCF order history as well as transparent insights
- Recommendation of specific CO₂-reduced material alternatives pave the way for customers to create greener offers on their side
- Blockchain technology enables high degree of data integrity and resiliency

Extended partner network & product offering

- Two additional partnerships for CO₂-reduced steel; First access to high-grade CO₂-reduced quality steel
- Strengthening our role as a pioneer in the sustainable steel industry

AGENDA

1. Overview
2. Strategy update and highlights
- 3. Financials**
4. Outlook
5. Appendix



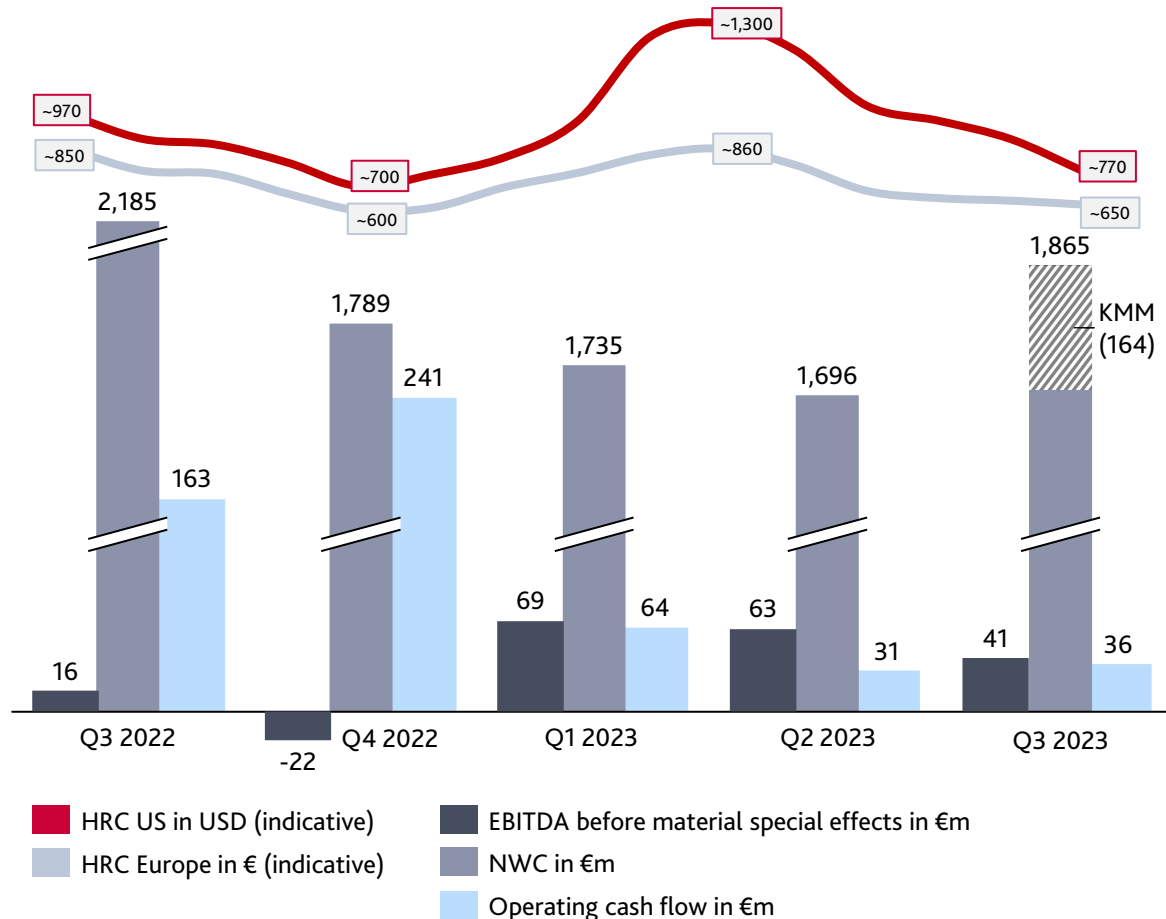
HIGHLIGHTS OF Q3 2023

	Q3 2023	Q3 2022	Delta	
Shipments (Tto)	1,191	1,148	+3.7%	Slightly above prior year quarter supported by NMM acquisition and despite challenging market environment, especially in Europe
Sales (€m)	1,929	2,367	-18.5%	Decrease due to considerably lower average price level yoy
Gross profit (€m)	314	305	+2.9%	Increase yoy due to consistent NWC management
EBITDA ^{*)} (€m)	41	16	+25	Achieved solid EBITDA above prior year level despite challenging macro environment in Europe and steel price correction
Oper. CF (€m)	36	163	-127	Again, positive OCF generation due to proactive NWC management
Net financial debt (€m)	923	806	+117	Increase yoy as a result of NMM acquisition; fully repaid convertible bond in September as scheduled

^{*)} Before material special effects.

SOLID OPERATING PERFORMANCE AND POSITIVE CASH GENERATION

Our net working capital management



- **Achieved solid operating result** in Q3 2023 and once again, a **positive operating cash flow** despite an ongoing challenging market environment
- **Mitigated large parts of negative price risks** during steel price correction
 - Promising signs of sustained stabilization at end of Q3 2023
 - Continuing to manage our inventories lean and disciplined
- **Executing European efficiency program** to strengthen resilience of business
- Digitalization and automation initiatives continue to complement efficiency measures
 - Digital quotes more than doubled yoy in 9M 2023
 - Average number of manual changes per digital order further decreased by 14% in 9M 2023

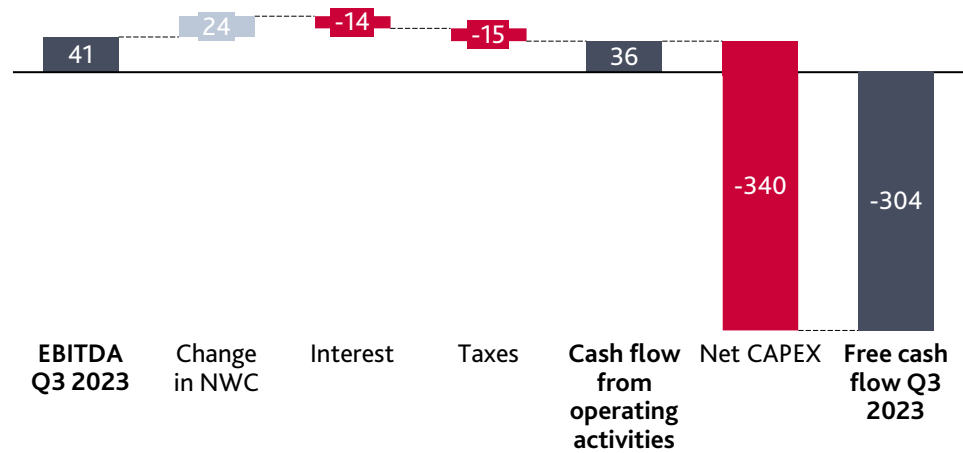
EBITDA (€M) IN Q3 2023



- Solid EBITDA-performance despite challenging market environment
- Negative volume effect of €-10m (excl. KMM) largely EU-Europe
- Positive price effects of €16m
- OPEX down, mainly driven by lower personal expenses & shipping costs and lower consulting expenses
- Negative F/X effects of €4m
- KMM contributed €7m to Group EBITDA

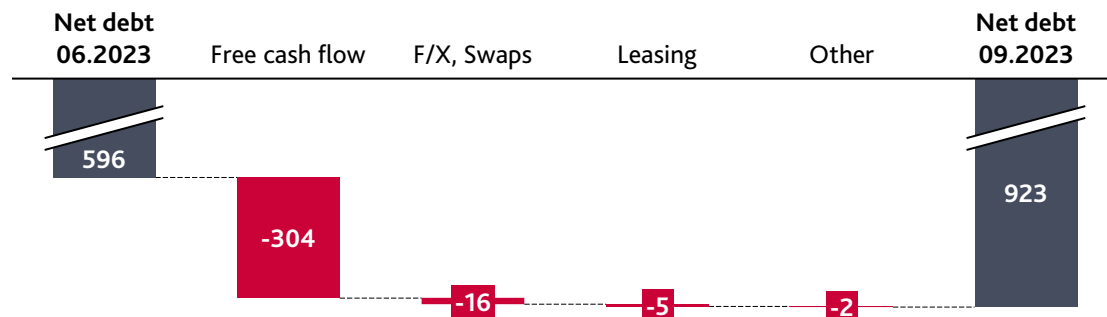
CASH FLOW AND NET DEBT DEVELOPMENT

Cash flow Q3 2023 (€m)



- EBITDA reported of €41m
- NWC decrease of €24m
- Strong cash flow from operating activities of €36m
- Net CAPEX €340m (thereof NMM €310m net)
- Free cash flow accordingly of €-304m

Net financial debt 06.2023 vs 09.2023 (€m)

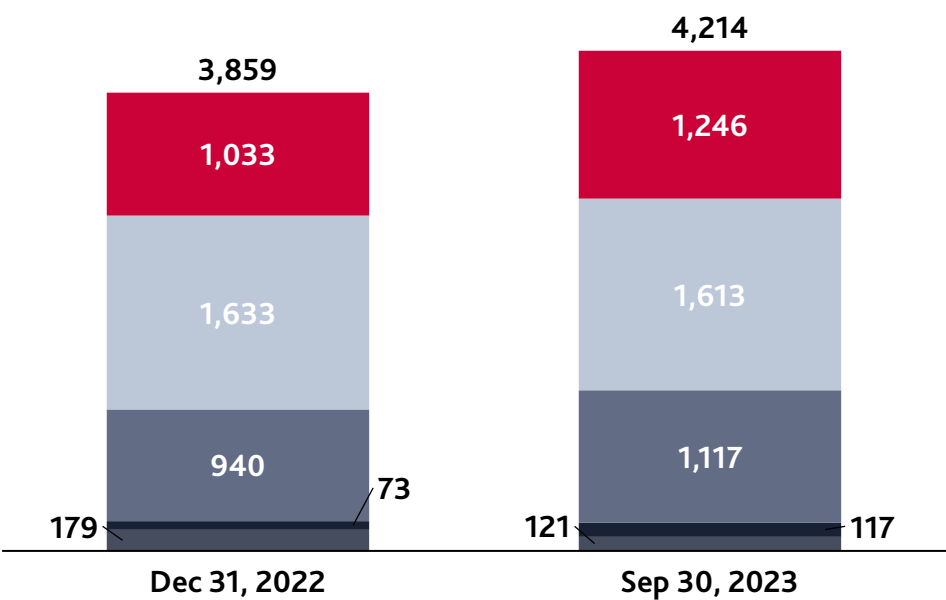


- Net financial debt increased from €596m to €923m mainly driven by NMM acquisition
- Negative F/X effects of €16m

STRONG AND SOLID BALANCE SHEET

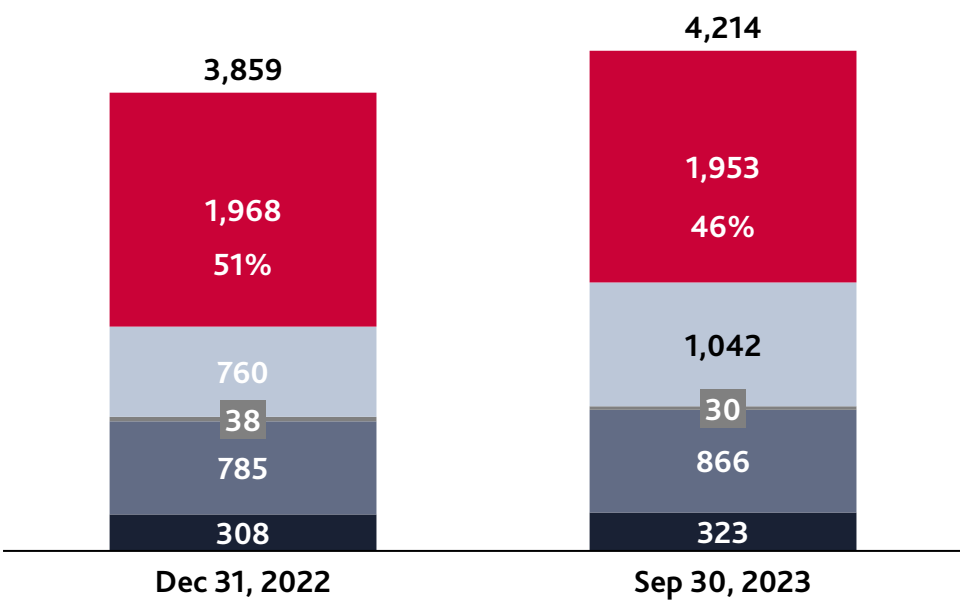
Solid equity ratio of 46%, gearing^{*)} of 49% and leverage of 6.1x

Assets



■ Non-current assets ■ Trade receivables** ■ Liquidity
■ Inventories ■ Other current assets

Equity & Liabilities



■ Equity ■ Financial liabilities ■ Pensions ■ Trade payables*** ■ Other liabilities

^{*)} Gearing = Net financial debt / (Consolidated equity ./. non-controlling interests ./. goodwill resulting from acquisitions subsequent to May 23, 2019).
^{**)} Incl. contract assets and supplier bonuses.
^{***)} Incl. contract liabilities and advance payments received.

AGENDA

1. Overview
2. Strategy update and highlights
3. Financials
- 4. Outlook**
5. Appendix



REGION SPECIFIC BUSINESS OUTLOOK 2023



North America

+0-2%



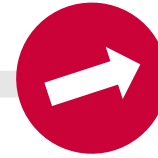
Real steel demand



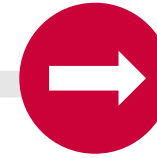
Construction industry



Manufacturing, machinery & mechanical engineering



Transportation



Household & Commercial Appliances



Energy industry



Europe

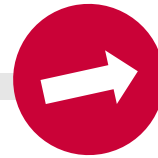
-2-0%



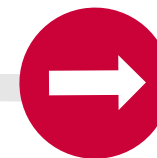
Construction industry



Manufacturing, machinery & mechanical engineering



Transportation



Household & Commercial Appliances



Energy industry

OUTLOOK

FY
2023

- Shipments expected to increase slightly yoy; sales expected to be below prior-year due to lower overall price level
- EBITDA expectation of €170-200m before material special effects
- Strong and significantly positive operating cash flow expected

AGENDA

1. Overview
2. Strategy update and highlights
3. Financials
4. Outlook
- 5. Appendix**



QUARTERLY AND FY RESULTS

(€m)	Q3 2023	Q2 2023	Q1 2023	Q4 2022	Q3 2022	Q2 2022	Q1 2022	Q4 2021	Q3 2021	Q2 2021	Q1 2021	FY 2022	FY 2021	FY 2020	FY 2019	FY 2018
Shipments (Tto)	1,191	1,158	1,213	1,047	1,148	1,226	1,257	1,108	1,190	1,295	1,287	4,679	4,881	4,873	5,648	6,107
Sales	1,929	1,967	2,076	1,993	2,367	2,580	2,438	2,030	2,038	1,847	1,525	9,379	7,441	5,130	6,315	6,790
Gross profit	314	335	357	269	305	508	482	440	540	525	388	1,563	1,893	1,047	1,158	1,328
% margin	16.3	17.0	17.2	13.5	12.9	19.7	19.8	21.7	26.5	28.4	25.4	16.7	25.4	20.4	18.3	19.6
EBITDA bef. material special effects	41	63	69	-22	16	222	201	171	277	271	130	417	848	111	124	229
Material special effects	0	-1	-21	11	0	1	53	17	4	-1	11	64	-30	-59	15	-2
EBITDA rep.	41	62	48	-12	16	223	254	188	280	270	141	481	879	52	139	227
% margin	2.1	3.2	2.3	-0.6	0.7	8.6	10.4	9.3	13.7	14.6	9.2	5.1	11.8	1.0	2.2	3.3
EBITDA rep. (curr. eff.)	-4	0	4	0	9	12	9	7	-2	-14	-8	31	-16	1	5	-9
EBIT	5	32	13	-49	-18	191	223	154	249	240	111	348	754	-93	2	141
Income from Investments	-1	0	-2	0	1	4	0	5	1	4	0	6	11	0	0	0
Financial result	-13	-8	-8	-11	-8	-8	-7	-6	-6	2	-6	-34	-17	-30	-41	-34
EBT	-9	24	3	-60	-25	188	216	153	244	246	105	319	748	-124	-39	107
Income taxes	-3	-12	-11	18	3	-37	-44	-14	-55	-31	-19	-60	-119	9	-16	-38
Net income	-12	12	-8	-42	-22	151	172	139	189	215	86	259	629	-114	-55	69
Minority interests	0	0	0	0	0	2	4	3	3	3	1	6	10	2	1	0
Net income KCO	-12	12	-8	-42	-22	149	168	136	185	212	85	253	619	-116	-56	69
EPS basic (€)	-0.12	0.12	-0.08	-0.42	-0.22	1.50	1.68	1.37	1.86	2.13	0.85	2.54	6.21	-1.16	-0.56	0.68
EPS diluted (€)	-0.12	0.12	-0.08	-0.39	-0.18	1.36	1.53	1.24	1.68	1.88	0.78	2.32	5.58	-1.16	-0.56	0.66
NWC	1,865	1,696	1,735	1,789	2,185	2,239	2,258	1,813	1,559	1,282	1,107	1,789	1,813	967	1,119	1,277
Net debt	923	596	539	584	806	903	999	762	348	303	363	584	762	351	445	383

SEGMENT OVERVIEW

KloECKner Metals US

The **KloECKner Metals US** segment comprises all our business in the USA, Mexico and Brazil. It covers all services from metal and steel distribution to processing and innovative and high-tech value-added business offered in these regions. KloECKner Metals US is the largest segment in the Group and is headed by John Ganem, Member of the Management Board (CEO Americas).

KloECKner Metals EU

The **KloECKner Metals EU** segment includes the distribution and steel service center business of our operations in the European Union (Austria, Belgium, France, Germany incl. Becker Stahl-Service, the Netherlands). Its core business is related to general steel and metal distribution, while also offering innovative and high-tech value-added business at our service center for flat steel and aluminum at Becker Stahl-Service in Bönen. KloECKner Metals EU is our second largest segment and all country organizations report directly to Guido Kerkhoff, Chairman of the Management Board (CEO of Klöckner & Co SE).

KloECKner Metals Non-EU

The **KloECKner Metals Non-EU** segment includes all distribution activities in the United Kingdom and in addition our specialty business of providing distribution solutions and services ranging from reinforcement to multi metal and technical products in Switzerland. The country organizations within KloECKner Metals Non-EU report directly to Guido Kerkhoff, Chairman of the Management Board (CEO of Klöckner & Co SE).

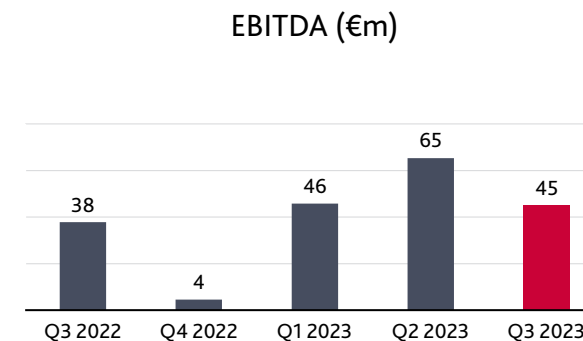
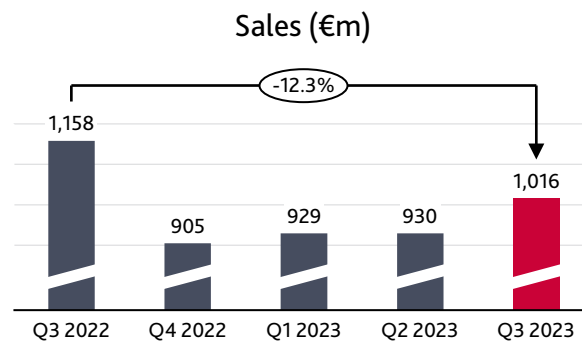
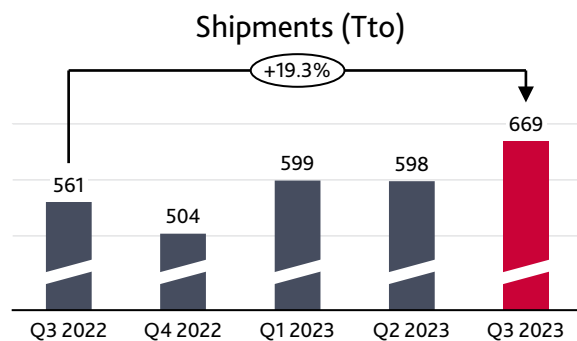
(€m)	KloECKner Metals US								
	Q3 2023	Q2 2023	Q1 2023	Q4 2022	Q3 2022	Q2 2022	Q1 2022	FY 2022	FY 2021
Shipments (Tto)	669	598	599	504	561	588	586	2,239	2,399
Sales	1,016	930	929	905	1,158	1,216	1,148	4,427	3,511
Gross profit	164	177	164	126	158	196	182	662	847
EBITDA bef. mat. special effects	45	65	46	4	38	81	72	194	456
Cashflow from operating activities	-13	50	47	141	61	179	-65	316	-64

(€m)	KloECKner Metals EU								
	Q3 2023	Q2 2023	Q1 2023	Q4 2022	Q3 2022	Q2 2022	Q1 2022	FY 2022	FY 2021
Shipments (Tto)	363	387	454	390	426	454	482	1,752	1,728
Sales	579	663	794	724	800	913	895	3,332	2,584
Gross profit	65	70	107	66	61	185	196	508	652
EBITDA bef. mat. special effects	-21	-16	10	-24	-32	90	101	136	293
Cashflow from operating activities	14	-37	12	31	78	72	-148	33	-36

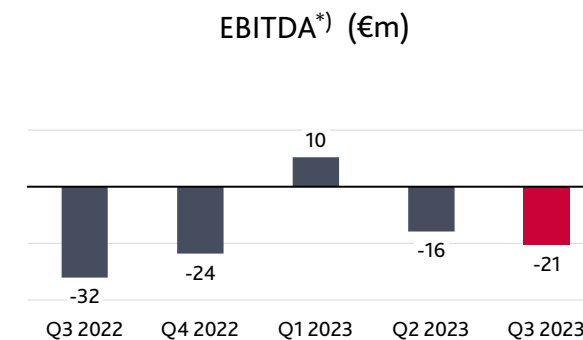
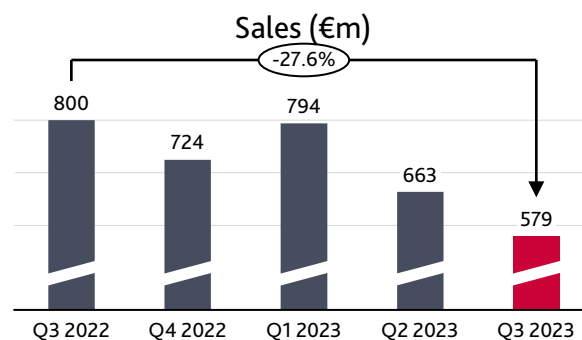
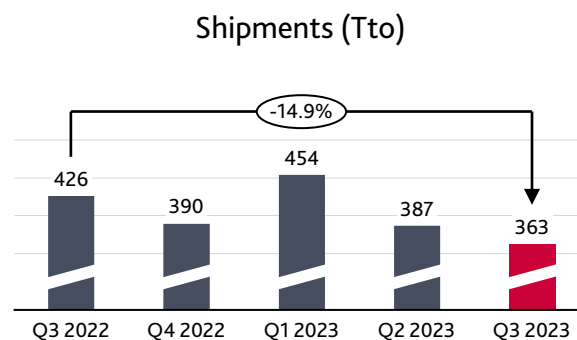
(€m)	KloECKner Metals Non-EU								
	Q3 2023	Q2 2023	Q1 2023	Q4 2022	Q3 2022	Q2 2022	Q1 2022	FY 2022	FY 2021
Shipments (Tto)	159	174	160	154	161	184	190	688	754
Sales	334	373	353	364	409	452	394	1,619	1,345
Gross profit	86	89	85	76	87	127	103	393	393
EBITDA bef. mat. special effects	15	14	12	-3	9	48	29	83	107
Cashflow from operating activities	34	19	-4	66	19	7	-33	58	-46

SEGMENT PERFORMANCE

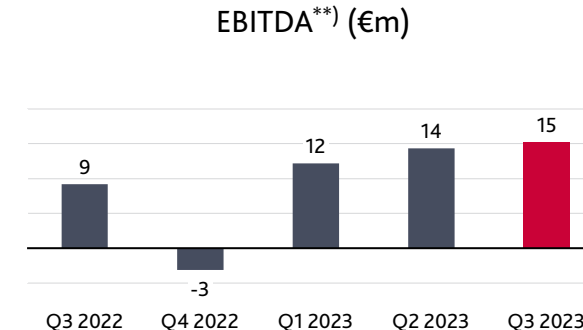
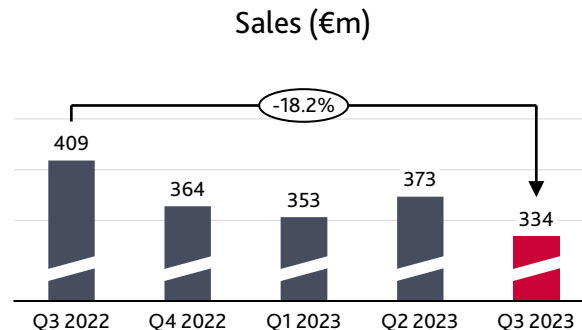
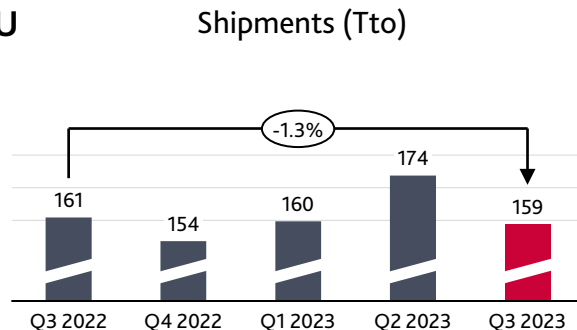
KM US



KM EU



KM Non-EU



*) Adjusted for material special effects in Q4 2022, Q1 2023, Q2 2023 and Q3 2023 ***) Adjusted for material special effects in Q4 2022.

MATURITY PROFILE

Facility (€m)	Committed Sep 30, 2023	Drawn amount	
		Sep 30, 2023	Dec 31, 2022
Syndicated Loan	250	169	25
ABS Europe	300	154	159
ABL USA	614	387	155
Convertible 2016	-	-	139
Bilateral Facilities ¹⁾	233	160	120
Leases	173	173	165
Total Debt	1,570	1,043	763
Cash		121	179
Net Debt		923	584

1) Mainly Switzerland.

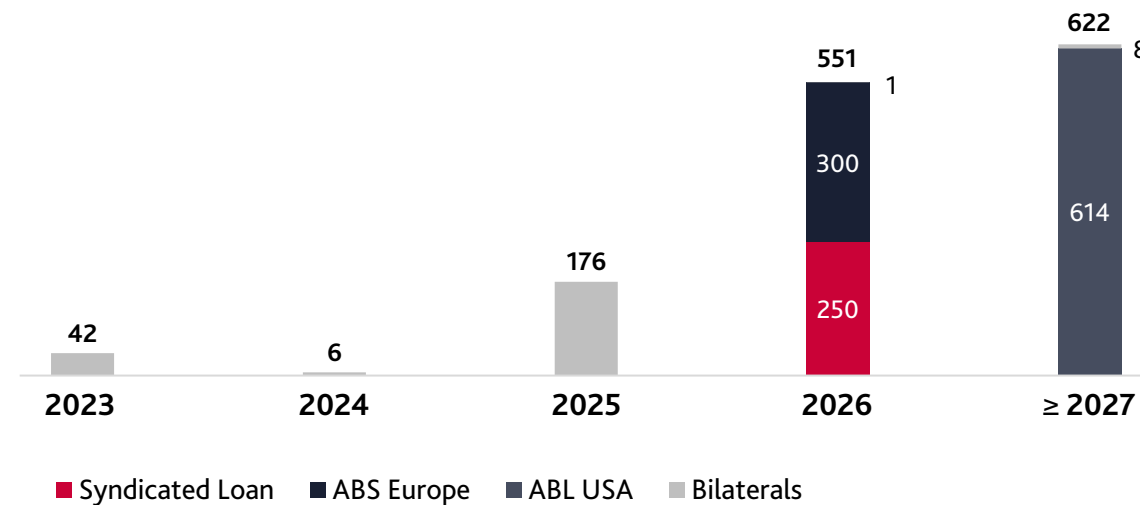
2) Equity attributable to shareholders of Klöckner & Co SE less goodwill from business combinations subsequent to May 23, 2019.

3) Net debt as reported/Adjusted equity.

4) Net debt as reported/LTM EBITDA before material special effects including EBITDA contribution of NMM since August 1, 2023.

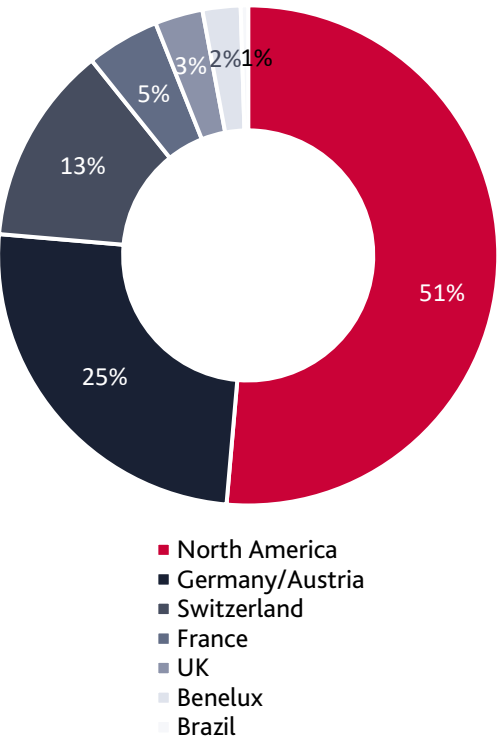
€m	Sep 30, 2023
Adjusted equity ²⁾	1,890
Net Debt	923
Gearing ³⁾	49%
Leverage ⁴⁾	6.1x

Maturity profile (excl. leasing) in €m, Sep 30, 2023

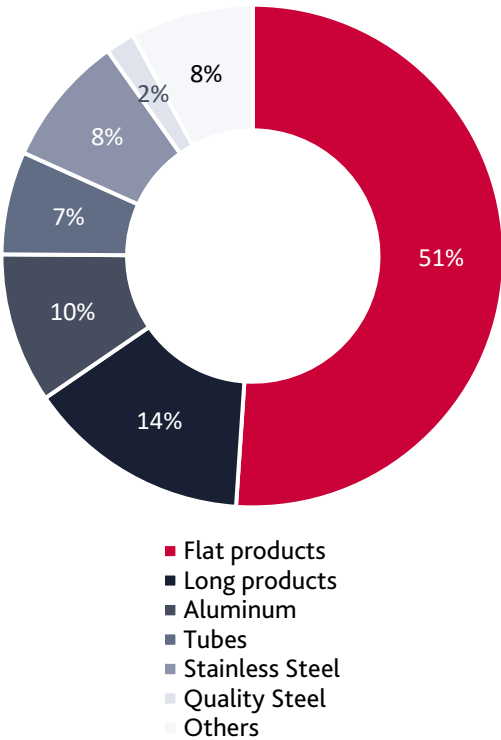


SALES BY MARKETS, PRODUCTS AND INDUSTRIES

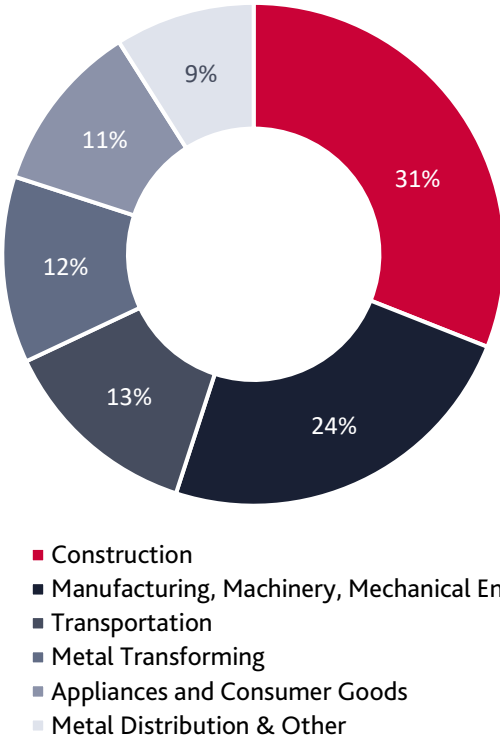
Sales by markets^{*)}



Sales by products



Sales by industries



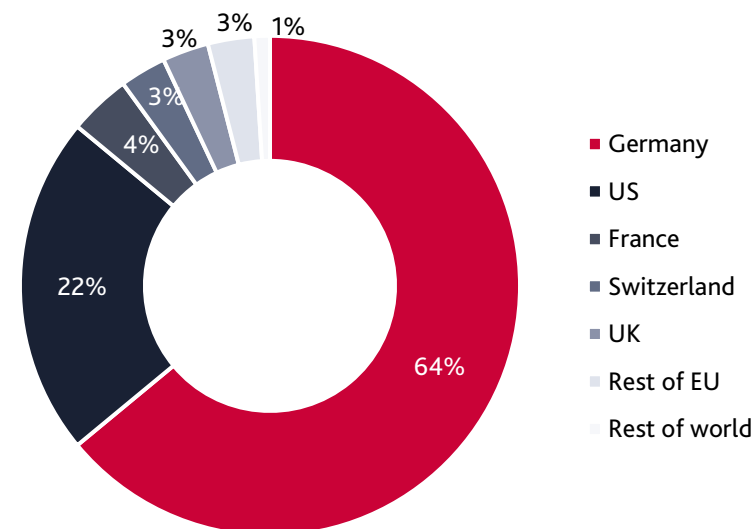
As of December 31, 2022.

^{*)} Pro forma figures.

CURRENT SHAREHOLDER STRUCTURE

Geographical breakdown of identified institutional investors

- Identified institutional investors account for 60%
- German investors incl. retail dominate
- Top 10 shareholdings represent around 52%
- Retail shareholders represent 26%



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

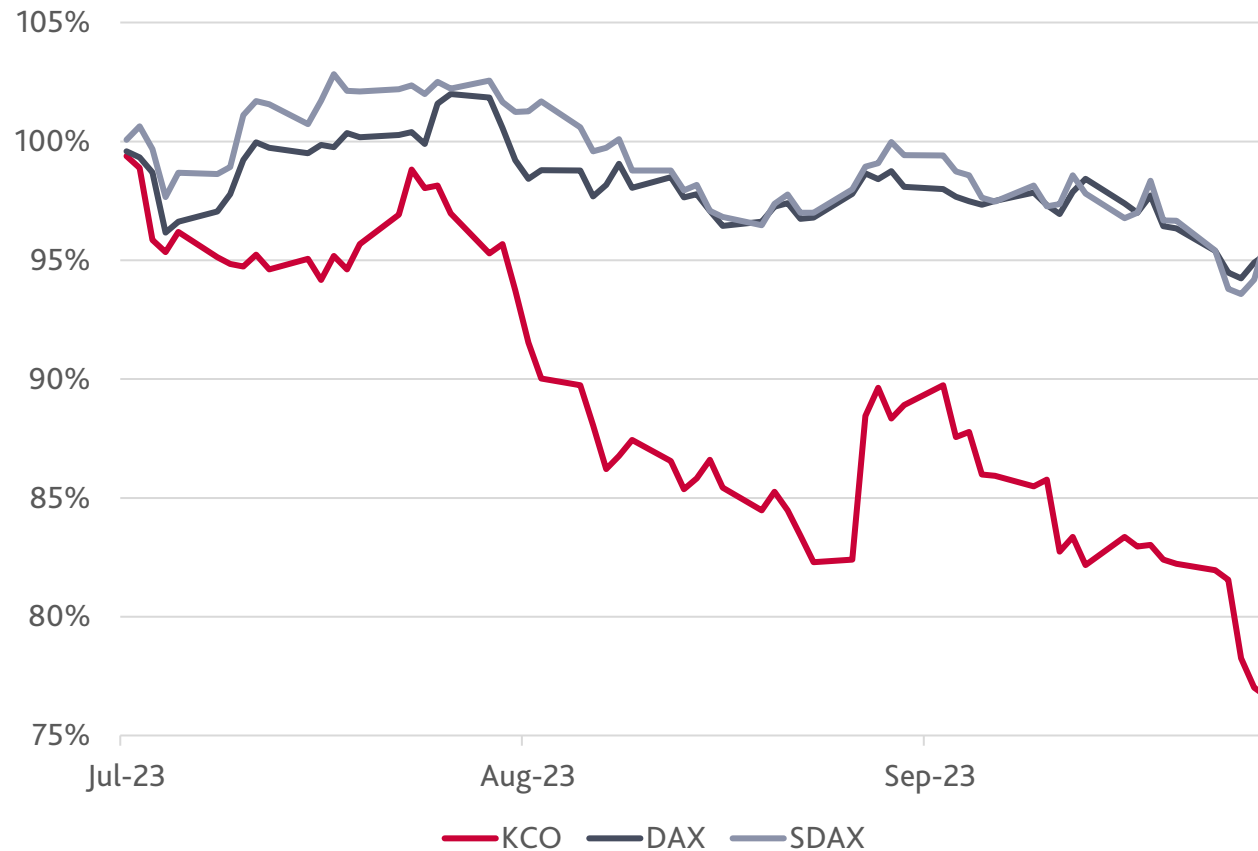
As of December 2022.

Date of publication	Subject to compulsory notification	Portion of voting stock
04/05/2023	Swoctem GmbH / Friedhelm Loh	29.97% **)
04/11/2022	The Goldman Sachs Group, Inc.	4.99%
22/05/2019	Claas Edmund Daun	3.05%
01/12/2022	Dimensional Holdings Inc.	3.01%

*) The table lists all shareholders holding 3 % or more voting rights in Klöckner & Co SE due to the most recent voting rights notifications as of November 10, 2023 (Section 33 German Securities Trading Act (WpHG) respectively section 21 WpHG former version). Apart from the voting rights held by the shareholder itself, also voting rights attributed to him pursuant to section 34 WpHG (respectively section 22 WpHG former version) are included in the calculation of the share of voting rights. The table only contains the respective parent company being subject to the notification obligation, even if it made a notification also on behalf of any of its subsidiaries. Financial instruments according to Section 38 WpHG are not included in the table.

**) As of November 10, 2023, the voluntary public takeover by SWOCTEM GmbH is still subject to closing conditions.

SHARE PRICE PERFORMANCE IN Q3 2023



- The share price of Klöckner & Co reached its highest level of €8.87 on July 3. Afterwards the share price decreased before rising again towards the end of July
- In the beginning of August, the share price decreased sharply and increased again towards the beginning of September
- Afterwards the share price decreased again, reaching its lowest level of €6.84 on the last trading day of Q3

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 cannot be guaranteed. If there is a possibility of dividend distribution, we will 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 neither in 2011, 2012 and 2013 nor in 2015
- Full distribution of net profit for the financial year 2014
- 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 losses in 2019 and 2020
- Record dividend of €1.00 for the financial year 2021
- Dividend payment of €0.40 per share for the financial year 2022

Dividend payment per share

2006	2007	2008 2009	2010	2011 2013	2014	2015	2016	2017	2018	2019 2020	2021	2022
€0.80	€0.80	-	€0.30	-	€0.20	-	€0.20	€0.30	€0.30	-	€1.00	€0.40

CREATING VALUE THROUGH GREEN STEEL OFFERING

Characteristics of the European green steel industry

- **Supply shortage** due to limited scrap and green H2 availability at competitive prices
- **Significant demand surplus** due to customers' need to reach emission reduction targets and sell green product
 - Negligible impact on customer prices expected

The role of PCFs (product carbon footprint)

- Enabling customers to procure green volumes by increasing emission transparency
 - Allowing suppliers of green steel to generate premium for green products

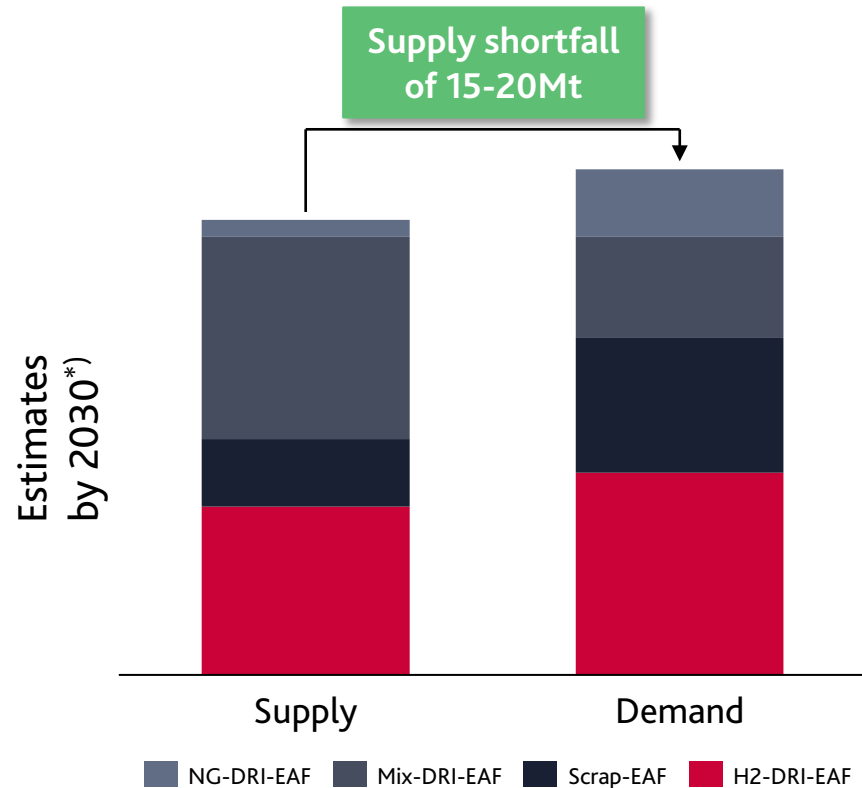


Green premium will be determined by

- cost base of producers
- willingness of consumers to pay to achieve emissions reductions
- dynamics of supply and demand

Green steel suppliers able to extract green premium for foreseeable future

DEVELOPMENT OF THE EUROPEAN GREEN STEEL MARKET



*) Source: BCG, Klöckner estimates, only flat steel

Before 2025

- BF-BOF remains major source; also balanced steel on the market
- Demand mainly from lighthouse projects

2025 to 2030

- Capacity of up to 30 Mt mainly from mix of green H2 and natural gas; balanced steel disappears from market
- Accelerating demand from customers to meet reduction targets and sell green products; significant demand overhang

Beyond 2030

- Steel production predominantly green from scrap-EAF or H2-DRI-EAF
- Majority of customer demand will be green steel



BALANCED

START

STEP

PLUS

PRO

PRIME

1750

1400

1000

700

400

0

Emission in kg CO₂ / t Steel

LEADING THE SUSTAINABILITY TRANSFORMATION

- ✓ Methodology along international standards
- ✓ No offsetting included in CO₂ load categorization (compensation data as add-on)
- ✓ Emissions from raw material to production
- ✓ Separate category for “balanced” green steel

NEXIGEN® STEEL CATEGORIZATION

Six categorizations for transparent carbon emissions

We have developed a categorization for CO₂-reduced steel so that customers can directly see the carbon footprint of their purchased product.

Our ambition **2025-2030**



>30% and >50% of volume in the most sustainable “**Prime & Pro**” categories **by 2025 and 2030**, respectively

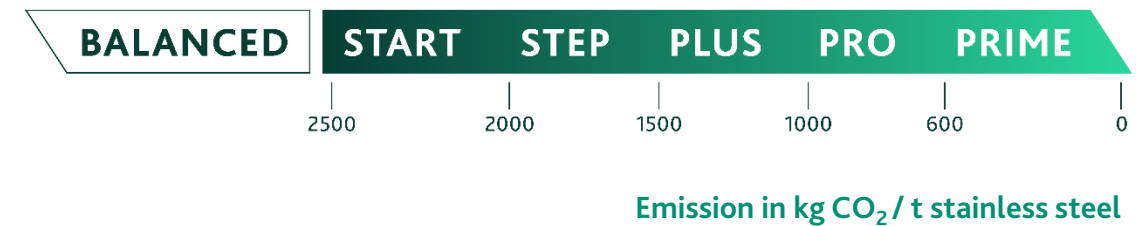
We aim at reaching savings of more than **4 million tons of CO₂** annually



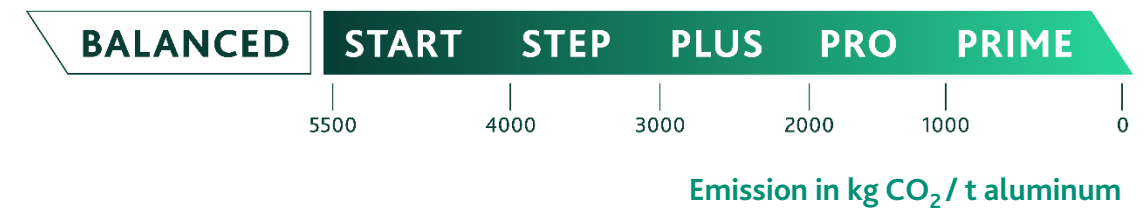
A COMPREHENSIVE APPROACH

Nexigen® categorizations for stainless steel & aluminum

Stainless Steel



Aluminum






Your partner for a
sustainable tomorrow

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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