

**klöckner & co**

Your partner for a  
sustainable tomorrow

## JEFFERIES PAN-EUROPEAN MID-CAP CONFERENCE

March 29, 2023

Guido Kerkhoff | CEO



# 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 this 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
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# KLÖCKNER & CO SE AT A GLANCE



**~7,300**

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

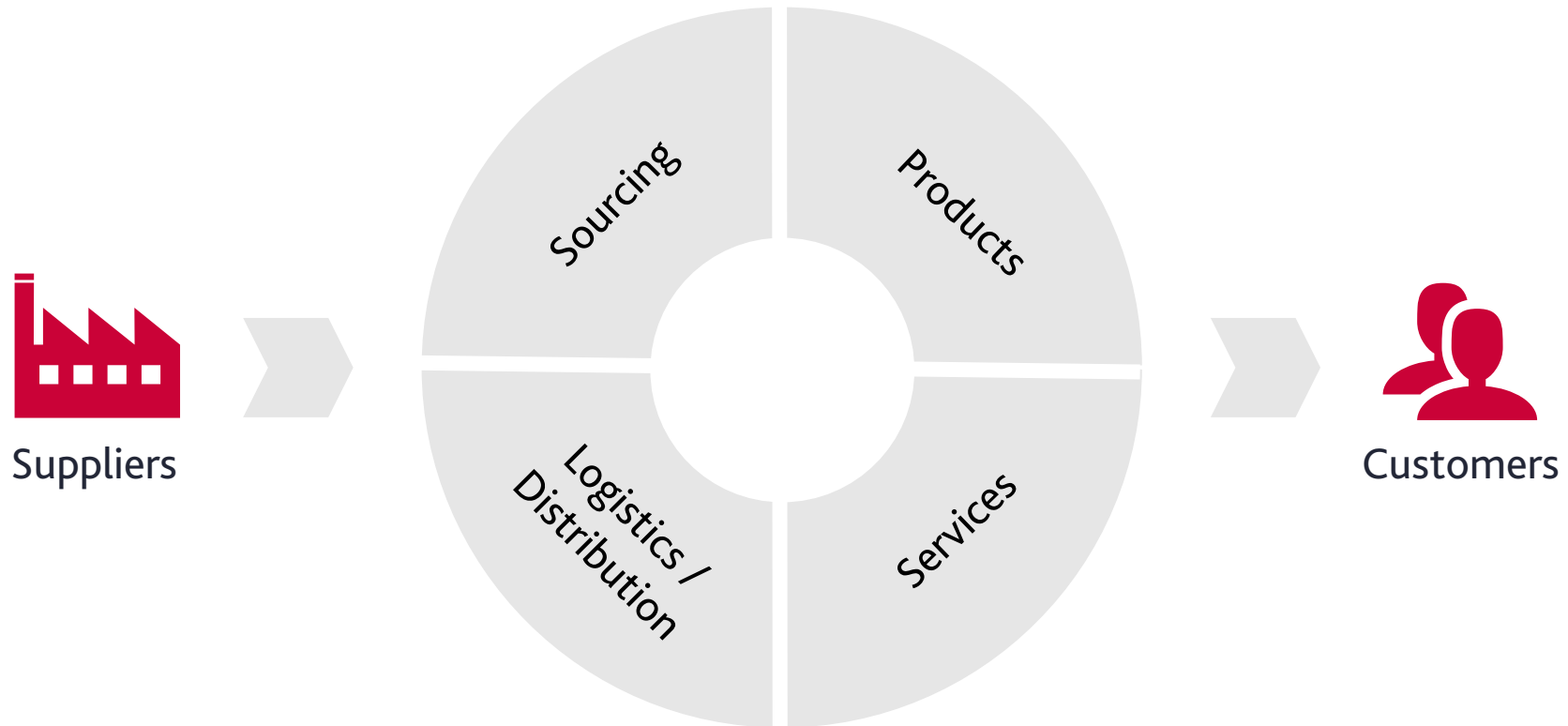


**~150**

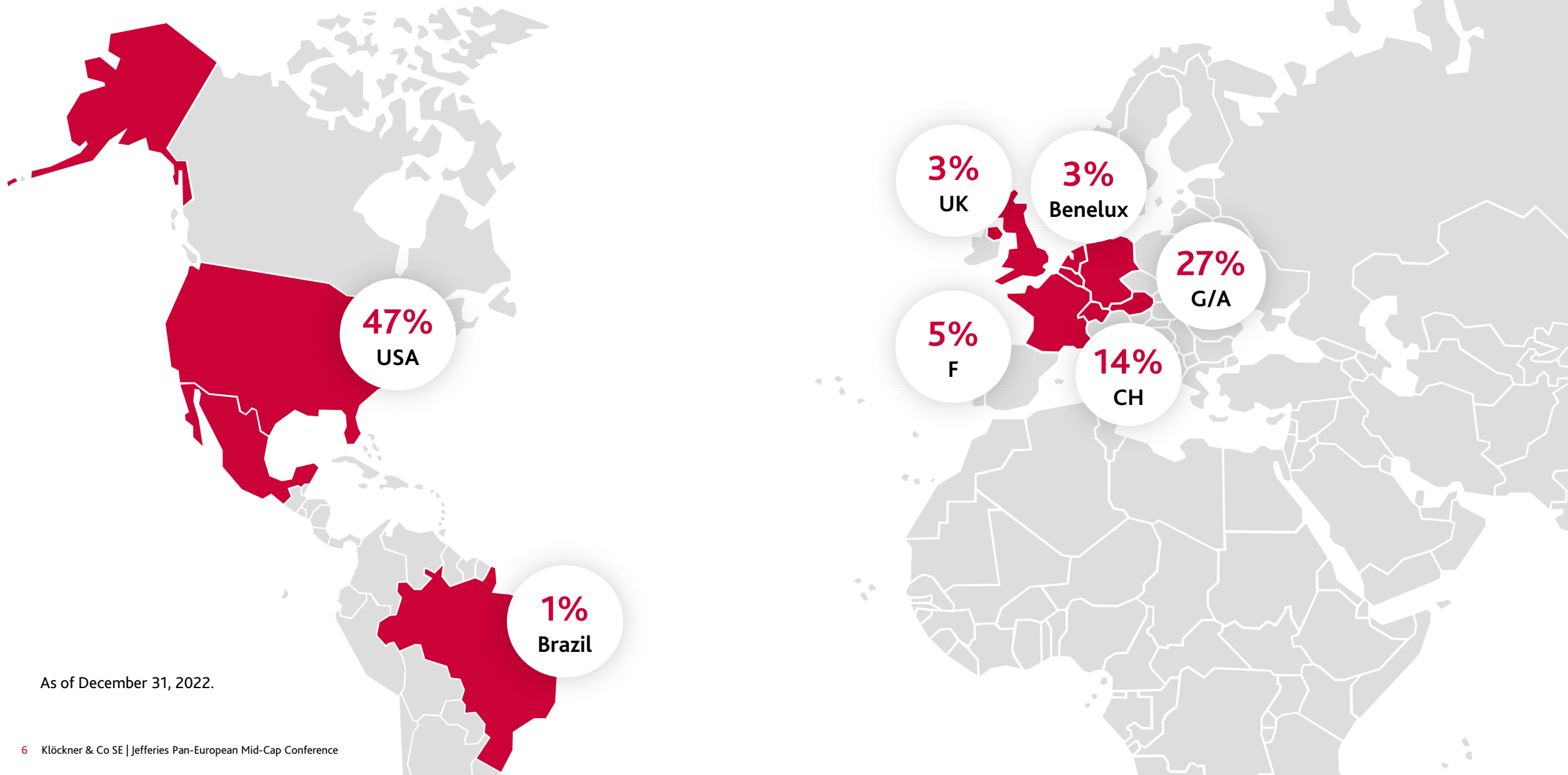
Locations

\* Before material special effects.

# KLÖCKNER & CO VALUE CHAIN – EVERYTHING FROM ONE SOURCE



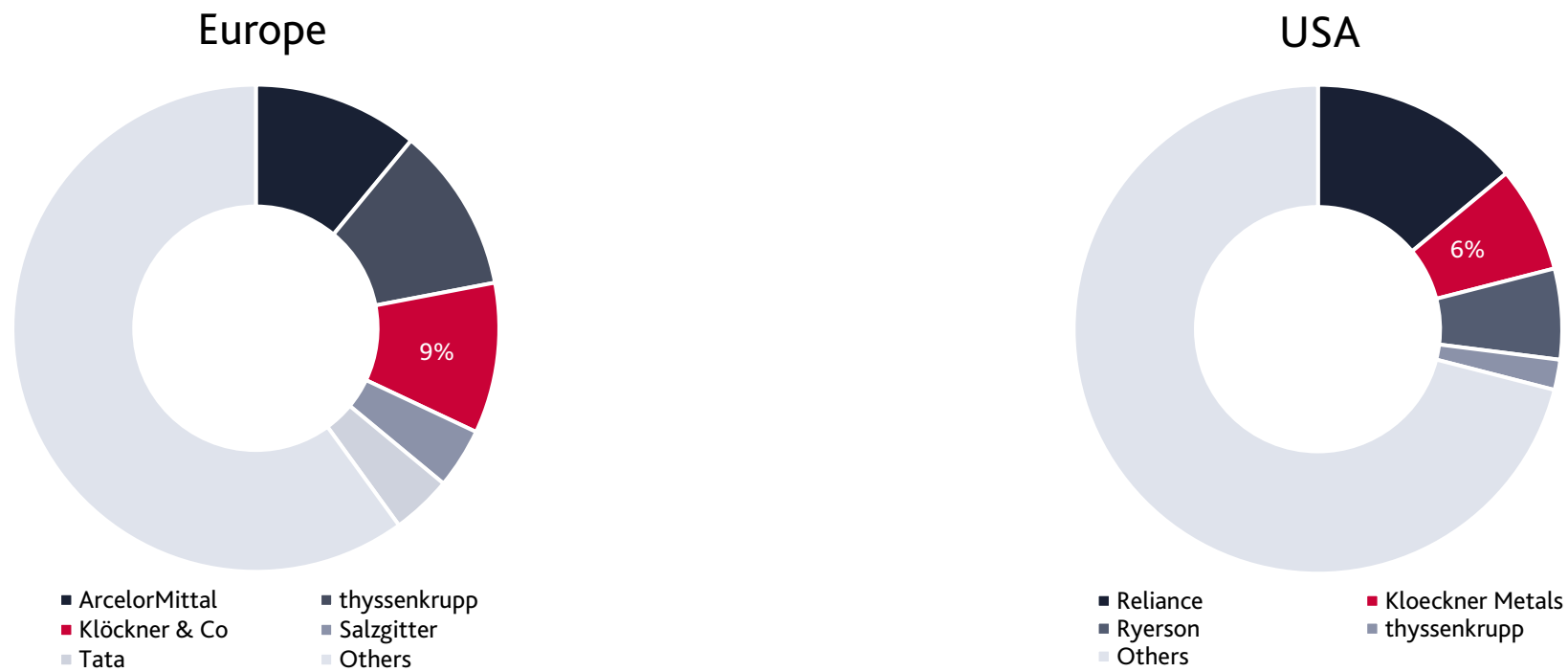
# GLOBAL REACH – LOCAL PRESENCE



As of December 31, 2022.

# LEADING PLAYER IN FRAGMENTED MARKETS

Market shares of Klöckner & Co 2022



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

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

## CUSTOMER GROWTH

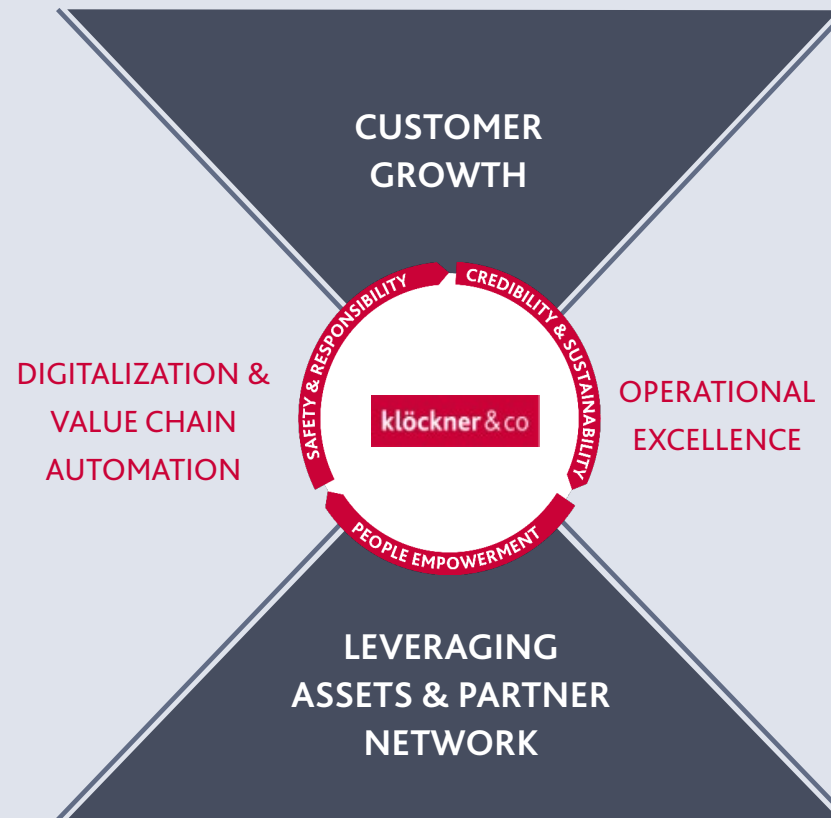
Growth through expanded customer base and increased share of wallet, due to customer focused extension of product and service offering and greater regional coverage

## 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

# STRATEGIC PERCEPTION OF SUSTAINABILITY TRANSFORMATION

**Significant  
opportunities from  
offering sustainable  
business solutions**

Housekeeping

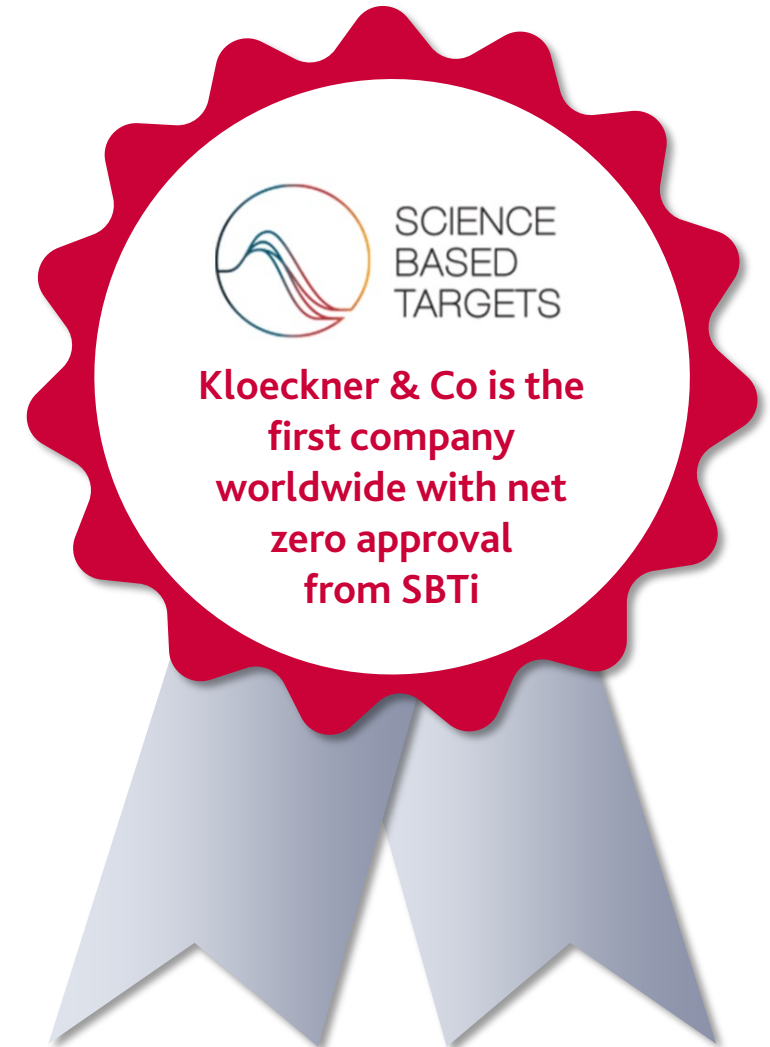


Business Opportunities

# 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
<b>50%</b> reduction by 2030	<b>50%</b> reduction by 2030	<b>30%</b> reduction by 2030
<b>Net zero</b> by 2040	<b>Net zero</b> by 2040	<b>Net zero</b> by 2050





# NEXIGEN® STEEL CATEGORIZATION

## Six categorizations for transparent carbon emissions

We have developed a categorization for CO<sub>2</sub>-reduced steel so that customers can directly see the carbon footprint of their purchased product.

**BALANCED**

**START**

**STEP**

**PLUS**

**PRO**

**PRIME**




### LEADING THE SUSTAINABILITY TRANSFORMATION


- ✓ Methodology along international standards
- ✓ Emissions from raw material to production
- ✓ No offsetting included in CO<sub>2</sub> load categorization (compensation data as add-on)
- ✓ Separate category for "balanced" green steel

# OUR AMBITION: MERGING & EXTENDING THE DIGITAL AND THE PHYSICAL BUSINESS

**By 2025, Klöckner & Co will be the leading one-stop-shop  
for steel, other materials, equipment and processing services  
in Europe and the Americas**




Leading role in the digitalization of the industry with highly automated value chain




Superior customer satisfaction by operational & sales excellence



Customer growth and increased share of wallet



Mature and wide-reaching network including high-quality partners



Substantially increased profitability level



Agile and innovative corporate culture

# 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)

# AGENDA

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# 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 CO<sub>2</sub>-  
reduced steel categorization



First deliveries of CO<sub>2</sub>-reduced  
steel quantities to Siemens and  
Mercedes-Benz

German Sustainability  
Award Winner

Launch of Nexigen® and  
introduction of categorizations  
for CO<sub>2</sub>-reduced stainless steel  
and aluminum



First tons of CO<sub>2</sub>-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 potential.

## 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 CO<sub>2</sub>-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



# 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<sup>\*)</sup>
- 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

<sup>\*)</sup> 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 CO<sub>2</sub>-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**

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# HIGHLIGHTS OF FY 2022

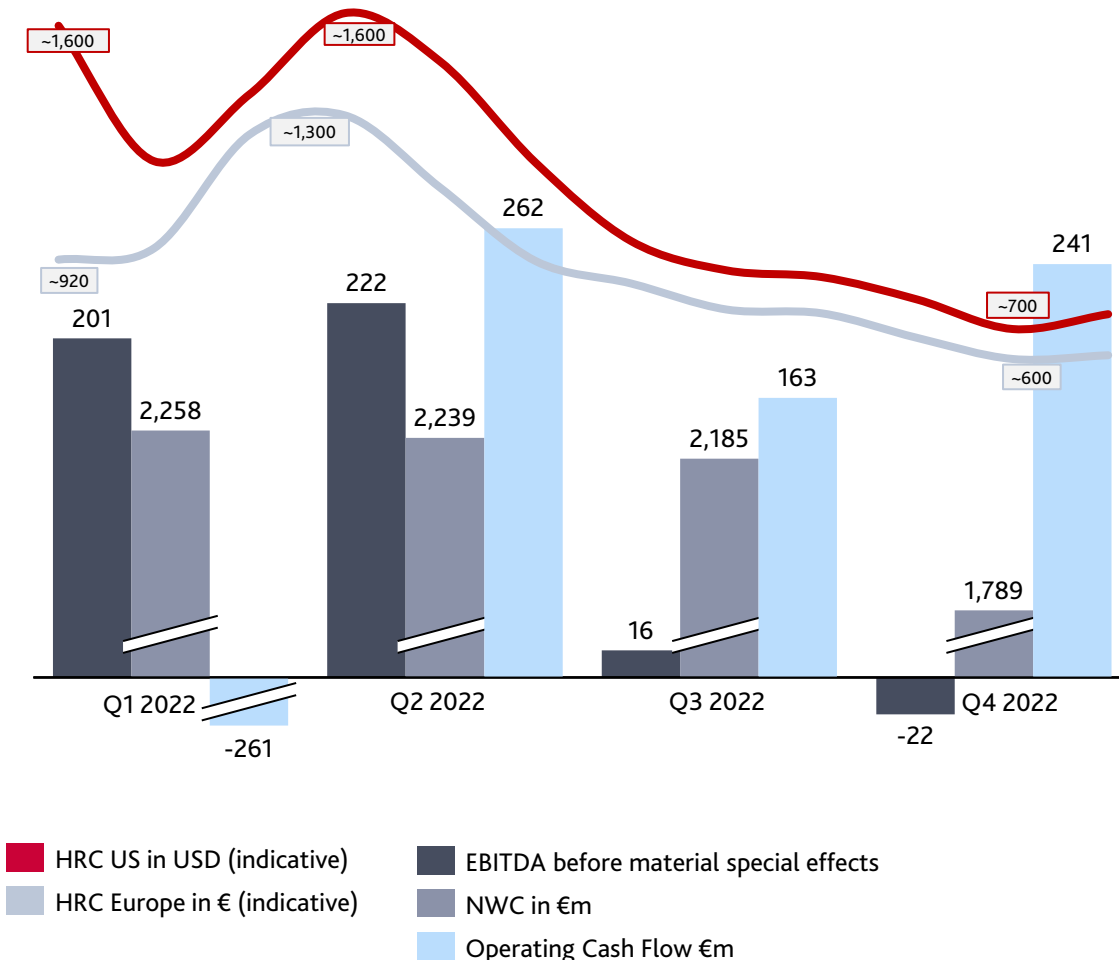
	FY 2022	FY 2021	Delta	
Shipments (Tto)	4,679	4,881	-4.1%	Slight decline due to disciplined margin-over-volume strategy in the beginning of 2022 and negative macroeconomic environment in H2 2022
Sales (€m)	9,379	7,441	+26.0%	Considerable increase yoy as a result of higher average price level
Gross profit (€m)	1,563	1,893	-17.4%	Decrease due to less favorable price dynamics compared to FY 2021
EBITDA <sup>*)</sup> (€m)	417	848	-432	Strong operating result due to smart NWC management and consistent margin-over-volume strategy at the beginning of 2022 despite challenging environment; EBITDA rep. of €481m
Operating Cash Flow (€m)	405	-306	+711	Exceptionally positive OCF largely due to disciplined NWC management
Net financial debt (€m)	584	762	-179	Significantly deleveraged yoy
Digital sales share in Q4	44%	46%	-2%p	Up by 1%p qoq, stable on high level; Kloeckner Assistant processed >€1.3bn in sales volume in FY 2022
Dividend per share <sup>**) (€)</sup>	0.40	1.00		Strong dividend proposed for FY 2022, after record dividend last year

<sup>\*)</sup> Before material special effects

<sup>\*\*) Proposal to the Annual General Meeting on May 17, 2023</sup>

# HIGHER HIGHS AND HIGHER LOWS – STRONG PERFORMANCE THROUGH THE TROUGH

## High quality net working capital management



- Committed to a strong **"through the cycle performance"**
  - FY 2022 marks further proof point of smart NWC management and Kloeckner's **"Higher Highs and Higher Lows"**-performance
  - Strong operating **performance** translated into **strong operating cash flows**
- Smart NWC management during price correction over the course of the year
  - **Active drive-down** of inventory after price peak
  - **Mitigation** of large parts of negative windfall risks
  - Generation of **exceptionally positive cash flow**
  - Proactively enforced inventory reduction enables early **resetting of stock-price**
  - Now **perfectly positioned** in an environment of **improving demand** and **rising prices**

# SUBSTANCE AND PROFITABILITY BASIS SIGNIFICANTLY STRENGTHENED

## Proof points of our strong performance over the last two years:

Generated exceptional EBITDA rep. of in total **~€1.4bn**

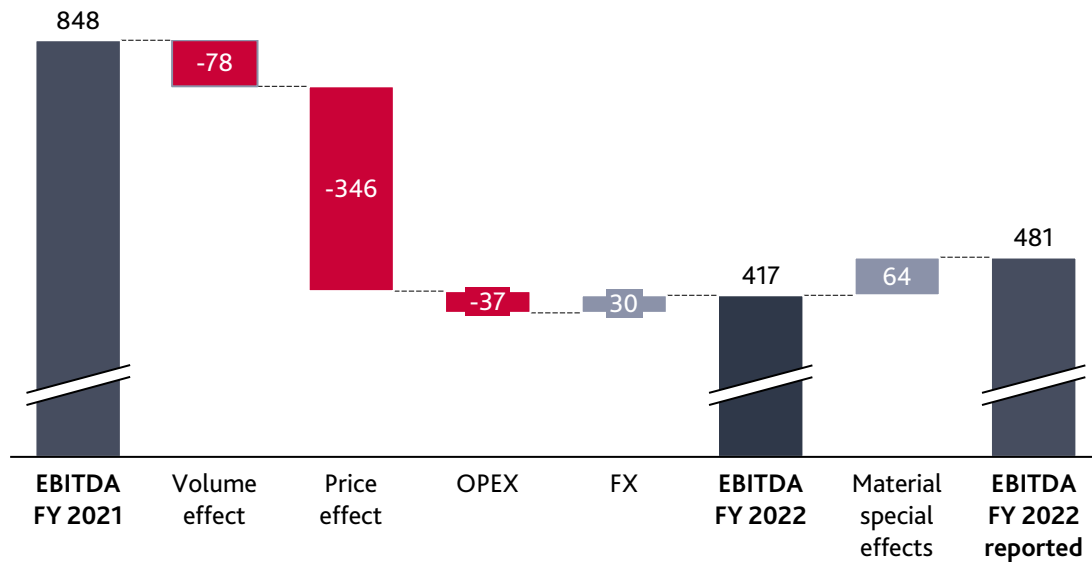
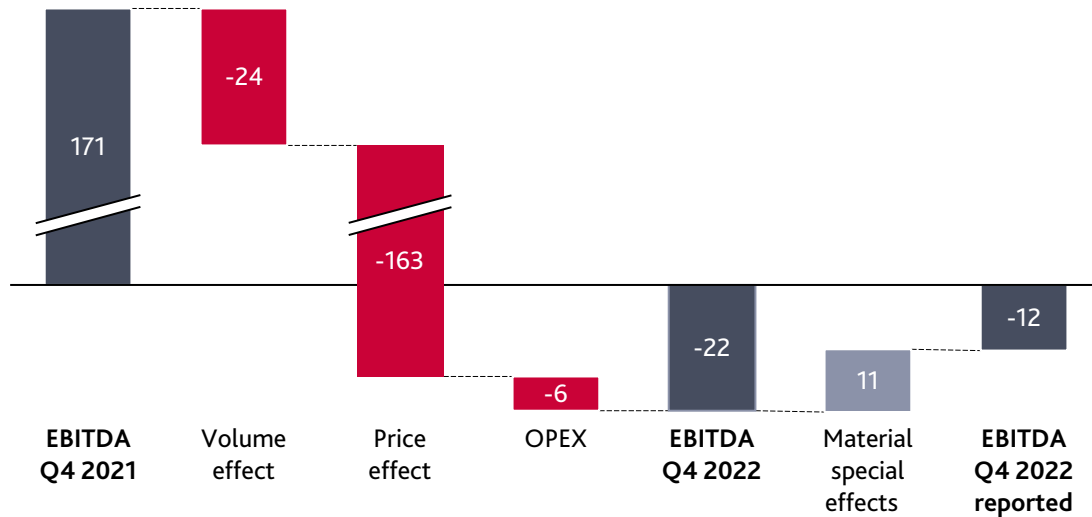
Increased equity by nearly **90%**

Reduced pension provisions from **€288m to €38m**

Generated OCF of **€342m** before pension funding

Dividend payments amounting to **€1.40** per share<sup>\*)</sup>

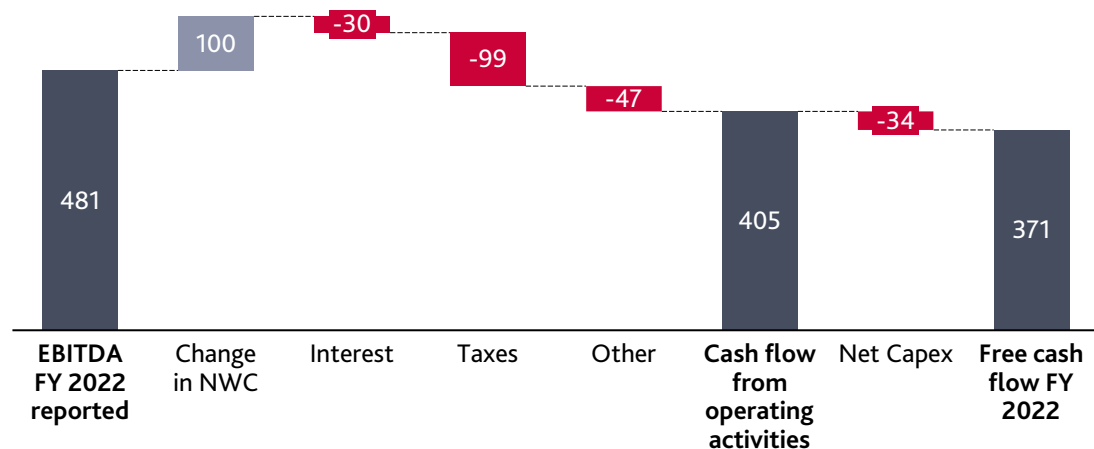
## EBITDA (€M) IN Q4 AND FY 2022



- Strong operating result in FY 2022 due to smart NWC management and consistent margin-over-volume strategy at the beginning of the year despite overall challenging environment in 2022
- Negative volume effect mainly due to negative macro environment
- Negative price effect due to less favorable price dynamics
- OPEX up especially driven by shipment expenses & operating supplies; positive FX-effects
- Material special effects of €64m mainly from sale of sites in Switzerland and France

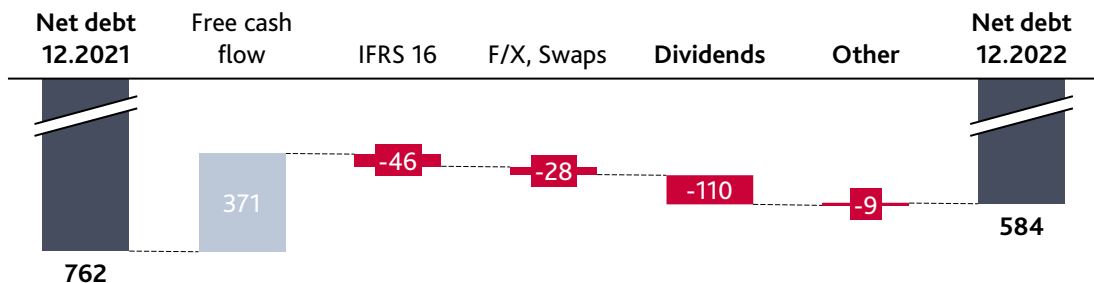
# CASH FLOW AND NET DEBT DEVELOPMENT

## Cash flow FY 2022 (€m)



- EBITDA of €481m
- NWC decrease of €100m; strict NWC management initiatives
- Strong and significantly positive cash flow from operating activities of €405m
- Net CAPEX of €-34m
- Free cash flow of €371m

## Net financial debt 12.2021 vs. 12.2022 (€m)

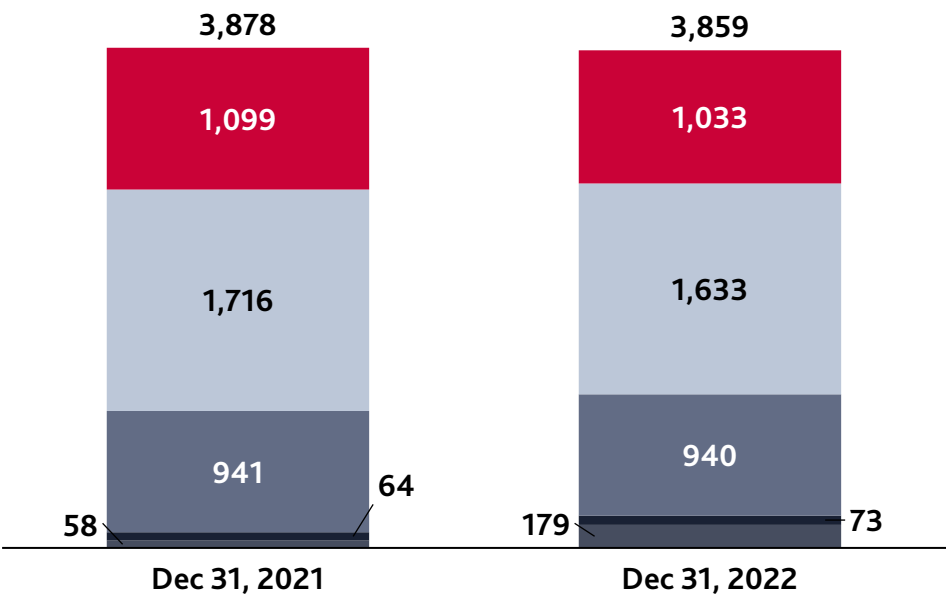


- Deleveraging of net financial debt from €762m to €584m mainly due to strict NWC management

# STRONG AND SOLID BALANCE SHEET

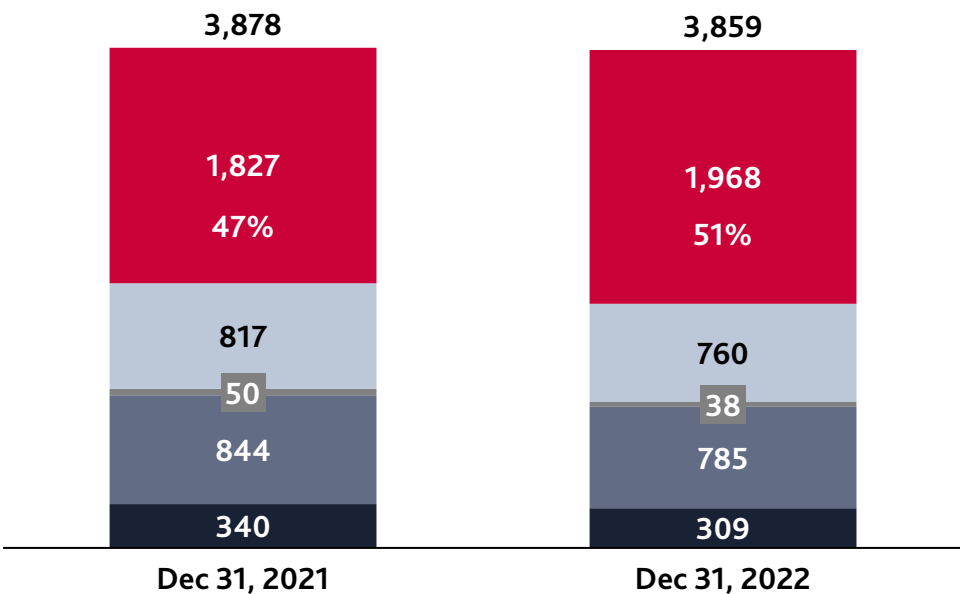
Solid equity ratio of 51%, gearing\* of 30% and leverage of 1.4x

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.

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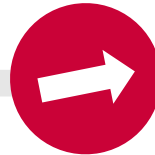


# REGION SPECIFIC BUSINESS OUTLOOK 2023



## Europe

+1-2%



Real steel demand



Construction industry



Manufacturing, machinery & mechanical engineering, etc.



Energy industry



Automotive industry

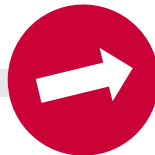


Shipbuilding



## North America

+1-2%



# OUTLOOK

**Q1**  
2023

- Considerable increase of shipments and sales expected (qoq)
- EBITDA before material special effects expected to increase very considerably qoq; expectation of €40-90m before material special effects
- Low double-digit (€m) negative material special effects expected, mainly from growth-oriented hub-structure initiative in France, largely offset by medium-term gains from asset disposals

**FY**  
2023

- Shipments expected to increase considerably yoy; sales expected to come in below prior-year level due to lower expected overall price level
- EBITDA before material special effects anticipated at strong level and significantly positive operating cash flow expected, but both below previous year's level

**Fully on track to achieve our ambitious 2025 targets**

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# QUARTERLY AND FY RESULTS

(€m)	Q4 2022	Q3 2022	Q2 2022	Q1 2022	Q4 2021	Q3 2021	Q2 2021	Q1 2021	Q4 2020	Q3 2020	Q2 2020	Q1 2020	FY 2022	FY 2021	FY 2020	FY 2019	FY 2018
Shipments (Tto)	1,047	1,148	1,226	1,257	1,108	1,190	1,295	1,287	1,195	1,242	1,070	1,365	4,679	4,881	4,873	5,648	6,107
Sales	1,993	2,367	2,580	2,438	2,030	2,038	1,847	1,525	1,232	1,279	1,171	1,448	9,379	7,441	5,130	6,315	6,790
Gross profit	269	305	508	482	440	540	525	388	274	262	226	285	1,563	1,893	1,047	1,158	1,328
% margin	13.5	12.9	19.7	19.8	21.7	26.5	28.4	25.4	22.2	20.5	19.3	19.7	16.7	25.4	20.4	18.3	19.6
EBITDA bef. material special effects	-22	16	222	201	171	277	271	130	39	40	11	21	417	848	111	124	229
Material special effects	11	0	1	53	17	4	-1	11	15	-2	-72	0	-64	-30	-59	15	-2
EBITDA rep.	-12	16	223	254	188	280	270	141	54	38	-61	21	481	879	52	139	227
% margin	-0.6	0.7	8.6	10.4	9.3	13.7	14.6	9.2	4.4	3.0	-5.2	1.5	5.1	11.8	1.0	2.2	3.3
EBITDA rep. (curr. eff.)	0	9	12	9	7	-2	-14	-8	-1	0	2	1	31	-16	1	5	-9
EBIT	-49	-18	191	223	154	249	240	111	24	4	-109	-13	348	754	-93	2	141
Income from Investments	0	1	4	0	5	1	4	0	0	0	0	0	6	11	0	0	0
Financial result	-11	-8	-8	-7	-6	-6	2	-6	-7	-7	-7	-9	-34	-17	-30	-41	-34
EBT	-60	-25	188	216	153	244	246	105	17	-3	-116	-22	319	748	-124	-39	107
Income taxes	18	3	-37	-44	-14	-55	-31	-19	5	-2	5	1	-60	-119	9	-16	-38
Net income	-42	-22	151	172	139	189	215	86	22	-5	-111	-21	259	629	-114	-55	69
Minority interests	0	0	2	4	3	3	3	1	1	0	0	0	6	10	2	1	0
Net income KCO	-42	-22	149	168	136	185	212	85	21	-5	-111	-21	253	619	-116	-56	69
EPS basic (€)	-0.42	-0.22	1.50	1.68	1.37	1.86	2.13	0.85	0.21	-0.05	-1.11	-0.21	2.54	6.21	-1.16	-0.56	0.68
EPS diluted (€)	-0.39	-0.18	1.36	1.53	1.24	1.68	1.88	0.78	0.20	-0.05	-1.11	-0.21	2.32	5.58	-1.16	-0.56	0.66
NWC <sup>*)</sup>	1,789	2,185	2,239	2,258	1,813	1,559	1,282	1,107	967	1,062	1,135	1,228	1,789	1,813	967	1,119	1,277
Net debt	584	806	903	999	762	348	303	363	351	427	476	563	584	762	351	445	383

\*) Since 2018 including supplier bonus receivables and contract assets.

# 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 is managed by Bernhard Weiß, Member of the Management Board (CEO Europe).

## 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).

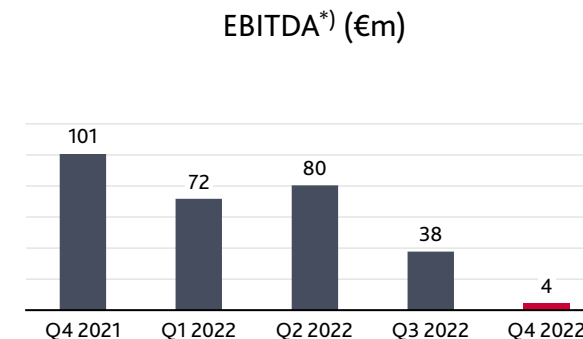
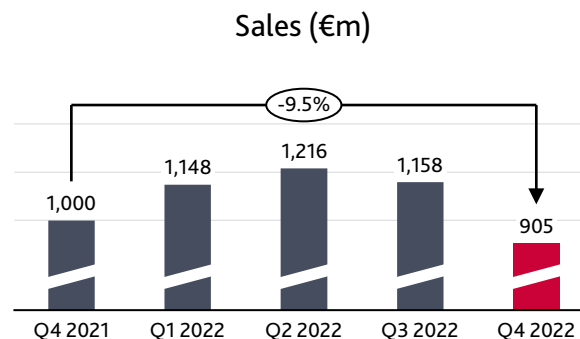
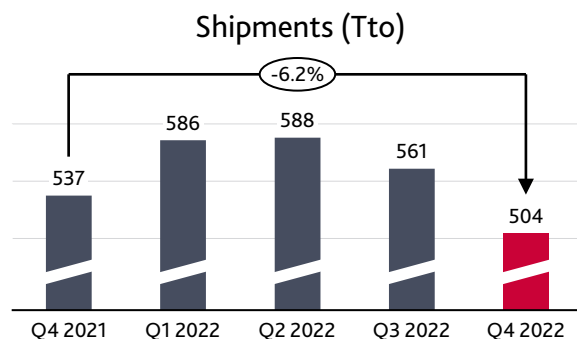
(€m)	KloECKner Metals US									
	Q4 2022	Q3 2022	Q2 2022	Q1 2022	FY 2022	Q4 2021	Q3 2021	Q2 2021	Q1 2021	FY 2021
Shipments (Tto)	504	561	588	586	2,239	537	609	633	619	2,399
Sales	905	1,158	1,216	1,148	4,427	1,000	1,004	845	662	3,511
Gross profit	126	158	196	182	662	200	249	233	166	847
EBITDA bef. mat. special effects	4	38	81	72	194	101	146	134	75	456
Cashflow from operating activities	141	61	179	-65	316	-74	-20	5	25	-64

(€m)	KloECKner Metals EU									
	Q4 2022	Q3 2022	Q2 2022	Q1 2022	FY 2022	Q4 2021	Q3 2021	Q2 2021	Q1 2021	FY 2021
Shipments (Tto)	390	426	454	482	1,752	396	396	451	486	1,728
Sales	724	800	913	895	3,332	678	675	646	585	2,584
Gross profit	66	61	185	196	508	146	187	181	138	652
EBITDA bef. mat. special effects	-24	-32	90	101	136	53	97	91	52	293
Cashflow from operating activities	31	78	72	-148	33	-118	2	58	22	-36

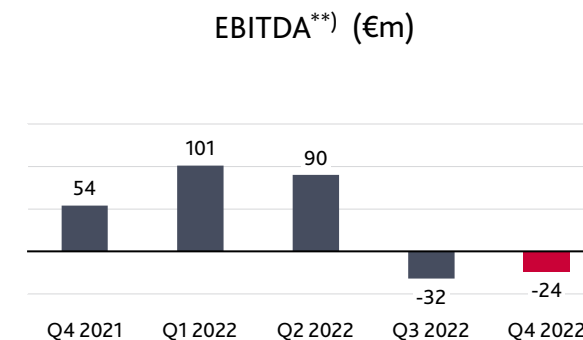
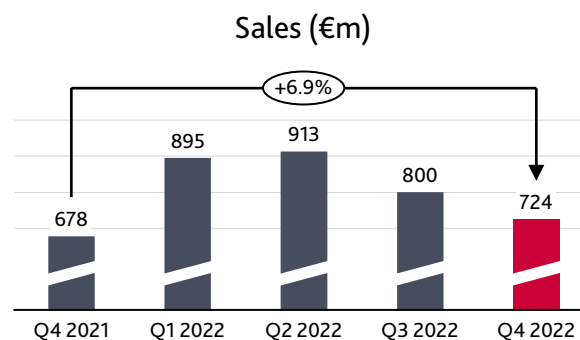
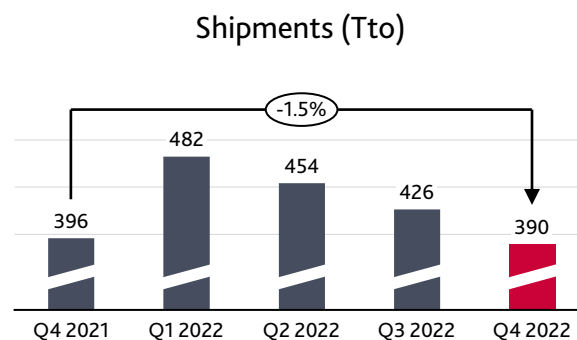
(€m)	KloECKner Metals Non-EU									
	Q4 2022	Q3 2022	Q2 2022	Q1 2022	FY 2022	Q4 2021	Q3 2021	Q2 2021	Q1 2021	FY 2021
Shipments (Tto)	154	161	184	190	688	175	185	211	182	754
Sales	364	409	452	394	1,619	352	359	356	278	1,345
Gross profit	76	87	127	103	393	94	105	111	84	393
EBITDA bef. mat. special effects	-3	9	48	29	83	18	34	40	15	107
Cashflow from operating activities	66	19	7	-33	58	-44	-8	21	-15	-46

# SEGMENT PERFORMANCE

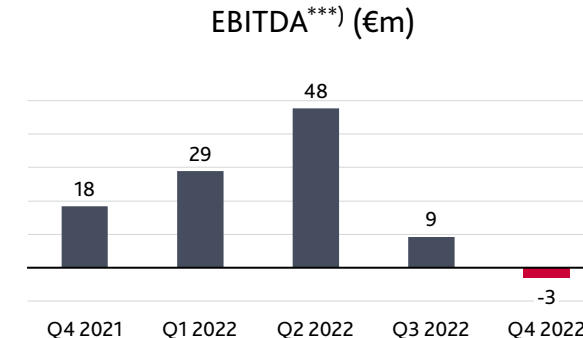
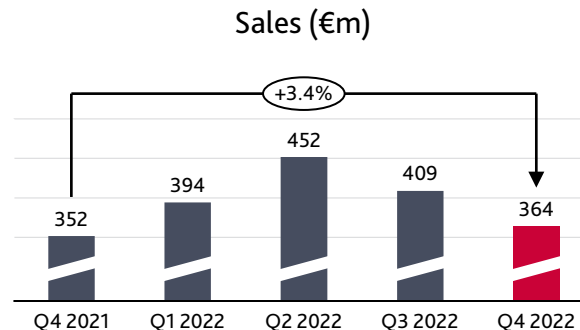
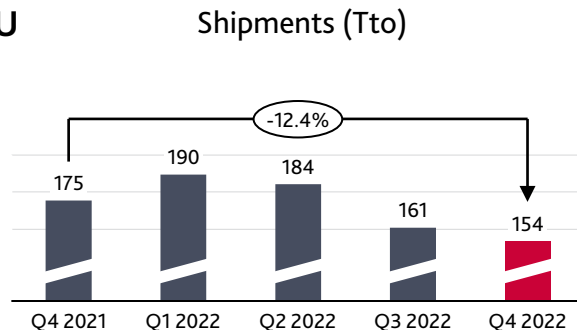
## KM US



## KM EU



## KM Non-EU



\*) Adjusted for material special effects in Q1 2022. \*\*) Adjusted for material special effects in Q4 2021, Q1 2022, Q2 2022 and Q4 2022. \*\*\*) Adjusted for material special effects in Q4 2021, Q1 2022 and Q2 2022.

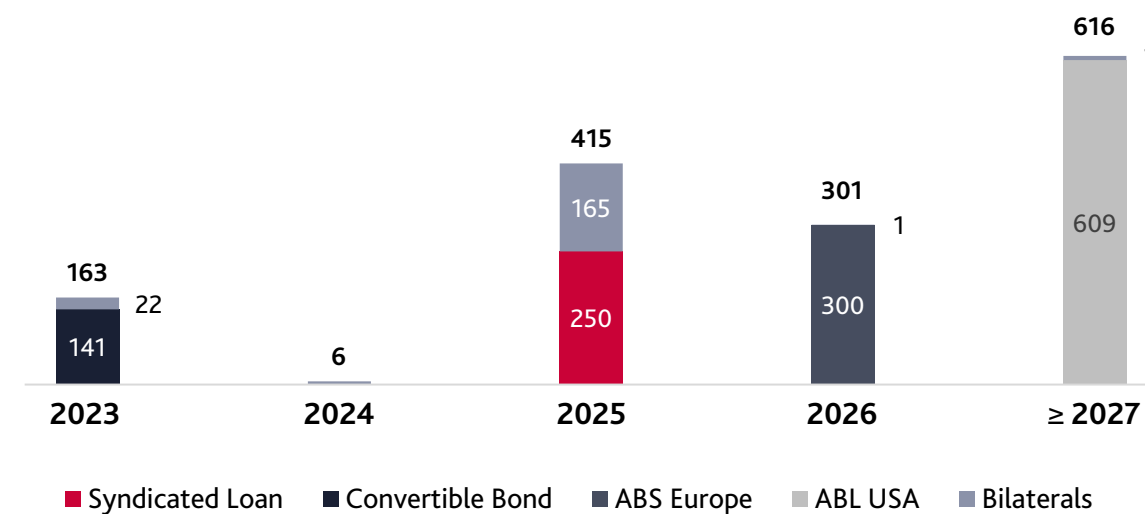
# MATURITY PROFILE

Facility (€m)	Committed Dec 31, 2022	Drawn amount	
		Dec 31, 2022	Dec 31, 2021
Syndicated Loan	250	25	36
ABS Europe <sup>1)</sup>	300	159	189
ABL USA <sup>2)</sup>	609	155	240
Convertible 2016 <sup>3)</sup>	141	139	142
Bilateral Facilities <sup>4)</sup>	201	120	57
Leases	165	165	156
<b>Total Debt</b>	<b>1,666</b>	<b>763</b>	<b>820</b>
Cash		179	58
<b>Net Debt</b>		<b>584</b>	<b>762</b>

- 1) Facility renewal in December 2022, effective date January 2023, maturity January 2026.  
2) Facility increase from \$450m to \$650m in December 2022, maturity July 2027 (unchanged).  
3) After repurchase of €7.1m (nominal) in July 2022.  
4) Mainly Switzerland.  
5) Equity attributable to shareholders of Klöckner & Co SE less goodwill from business combinations subsequent to May 23, 2019.  
6) Net debt as reported/Adjusted equity.  
7) Net debt as reported/LTM EBITDA before material special effects.

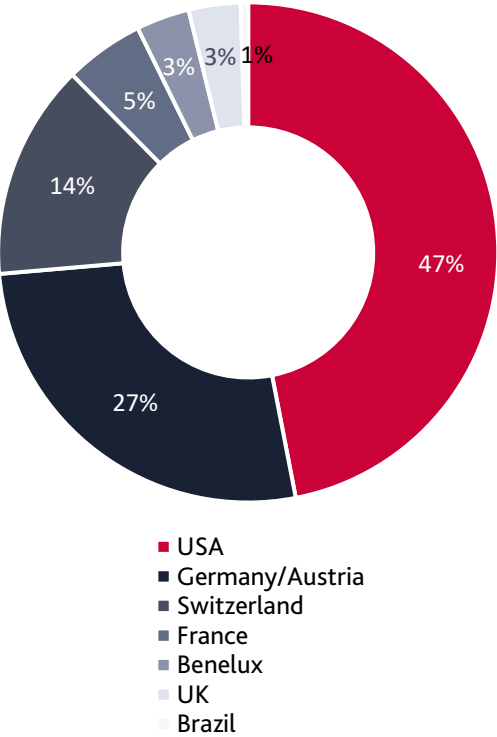
€m	Dec 31, 2022
Adjusted equity <sup>5)</sup>	1,955
Net Debt	584
Gearing <sup>6)</sup>	30%
Leverage <sup>7)</sup>	1.4x

## Maturity profile (excl. leasing) in €m, December 31, 2022

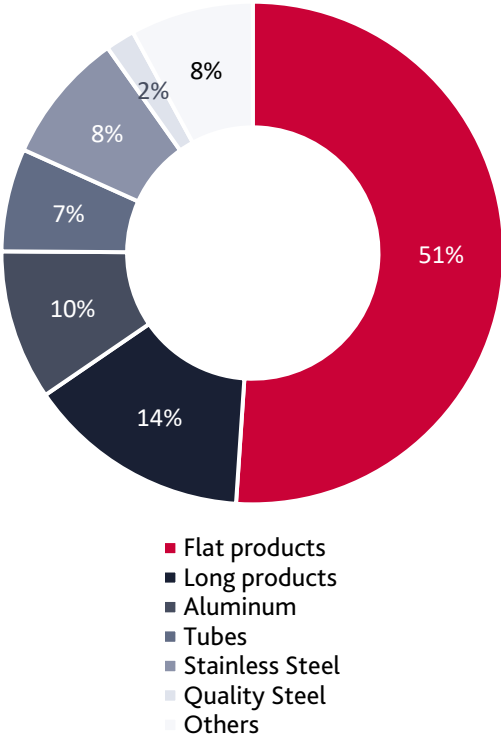


# SALES BY MARKETS, PRODUCTS AND INDUSTRIES

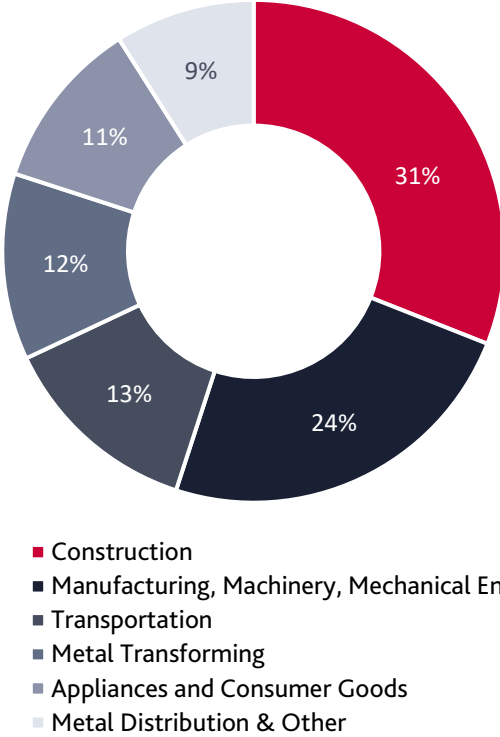
Sales by markets



Sales by products



Sales by industries

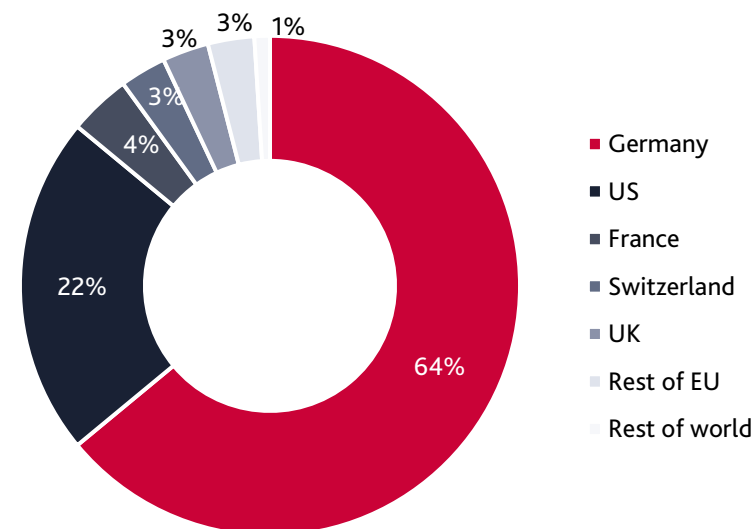


As of December 31, 2022.

# 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
15/03/2023	Swoctem GmbH / Friedhelm Loh	30.00%
04/07/2022	Rossmann Beteiligungs GmbH	5.02%
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 March 29, 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.

# SHARE PRICE PERFORMANCE IN FY 2022



- The capital market environment remained volatile throughout 2022
- The share price of Klöckner & Co reached its highest level of €13.30 on March 25
- Thereafter, the share price decreased reaching its lowest level of €6.93 on October 12
- Thereafter it recovered sharply and went out of trading at €9.24 on December 30

# 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
- Proposal to the Annual General Meeting on May 17, 2023 to pay dividend of €0.40 per share

## 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*)

\*) Proposal to the Annual General Meeting on May 17, 2023



BALANCED

START

STEP

PLUS

PRO

PRIME

1750

1400

1000

700

400

0

Emission in kg CO<sub>2</sub> / t Steel

## LEADING THE SUSTAINABILITY TRANSFORMATION

- ✓ Methodology along international standards
- ✓ No offsetting included in CO<sub>2</sub> 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 CO<sub>2</sub>-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

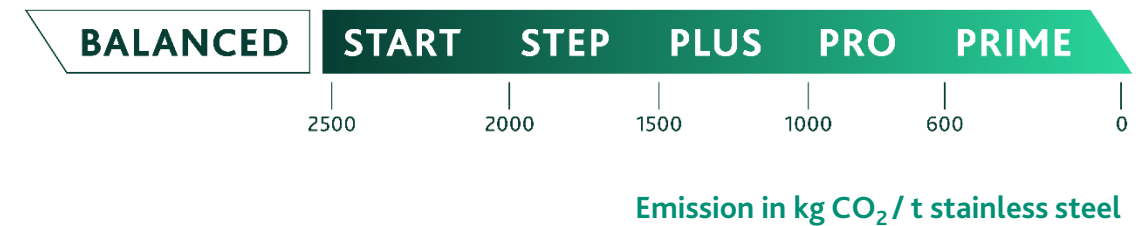
We aim at reaching savings of more than **4 million tons of CO<sub>2</sub>** annually



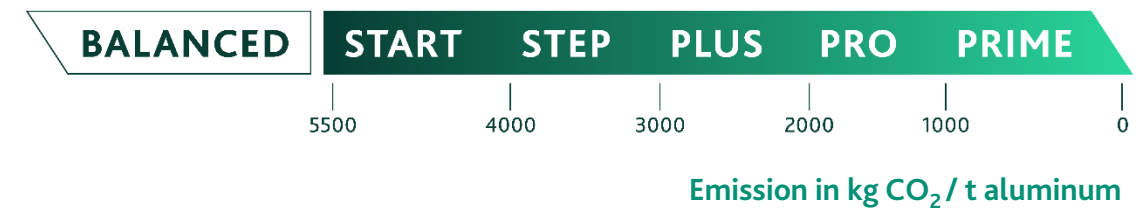
## A COMPREHENSIVE APPROACH

### Nexigen® categorizations for stainless steel & aluminum

#### Stainless Steel



#### Aluminum





Your partner for a  
sustainable tomorrow

## Felix Schmitz

Head of Investor Relations |  
Head of Strategic Sustainability

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

## FINANCIAL CALENDAR

May 3, 2023  
Q1 quarterly statement 2023

May 17, 2023  
Annual General Meeting 2023

August 2, 2023  
Half-yearly financial report 2023

October 31, 2023  
Q3 quarterly statement 2023