

klöckner & co

Your partner for a
sustainable tomorrow

COMMERZBANK & ODDO BHF GERMAN INVESTMENT SEMINAR 2023

January 10, 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
4. Outlook
5. Appendix



KLÖCKNER & CO SE AT A GLANCE



~7,200

Employees



7,441€ million

Sales FY 2021



4,881 thousand tons

Shipments FY 2021



>100,000

Customers



848€ million

EBITDA* FY 2021



45%

Digital Sales FY 2021



~200,000

Products



13

Countries

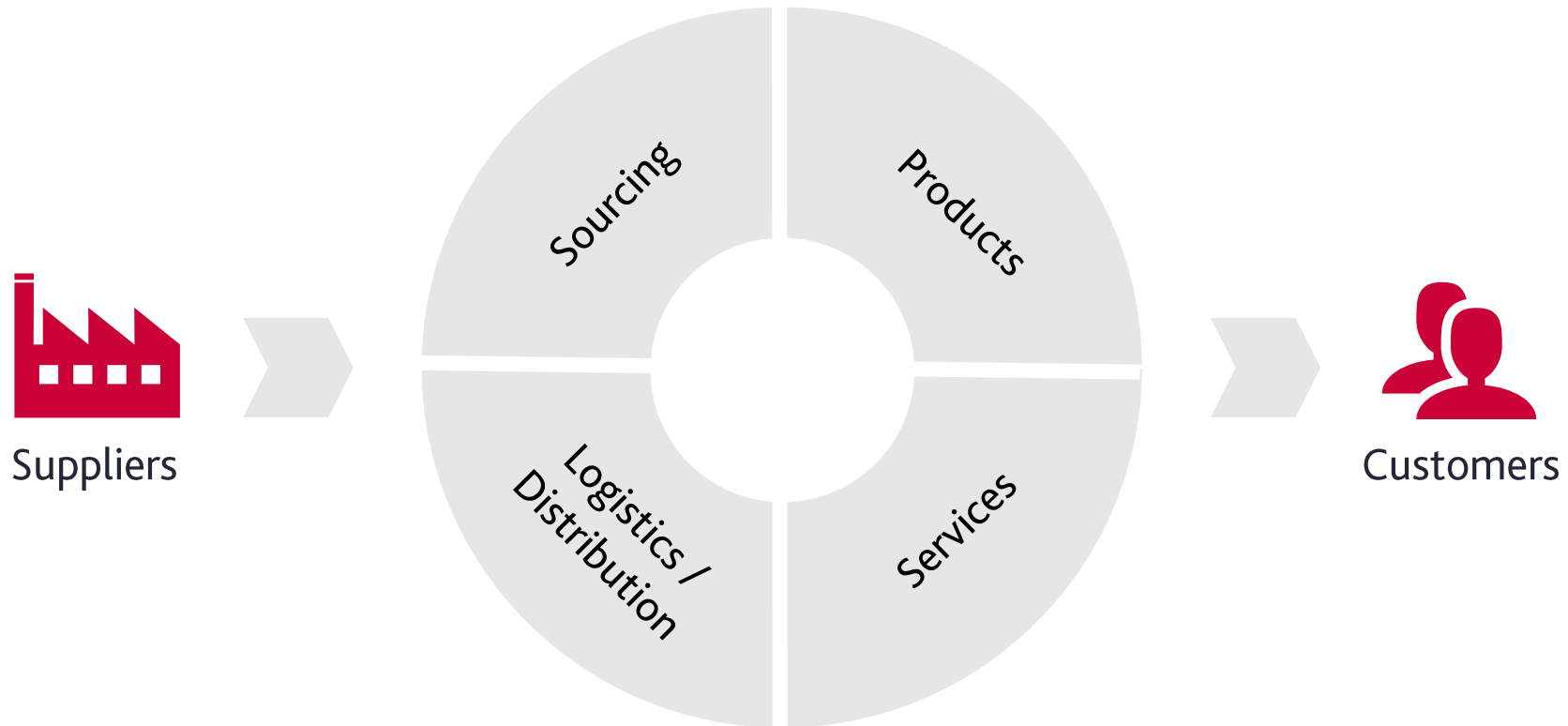


~140

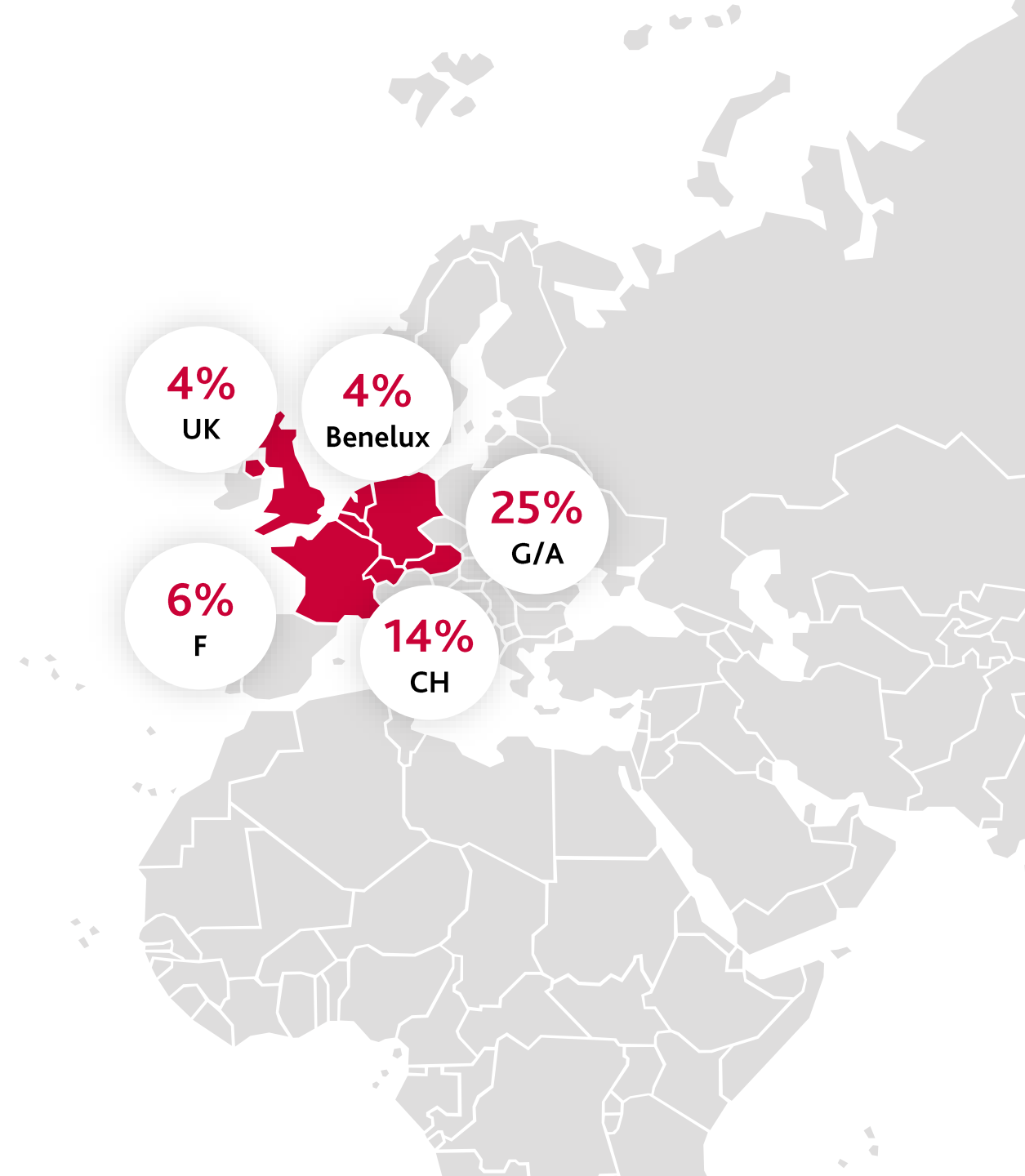
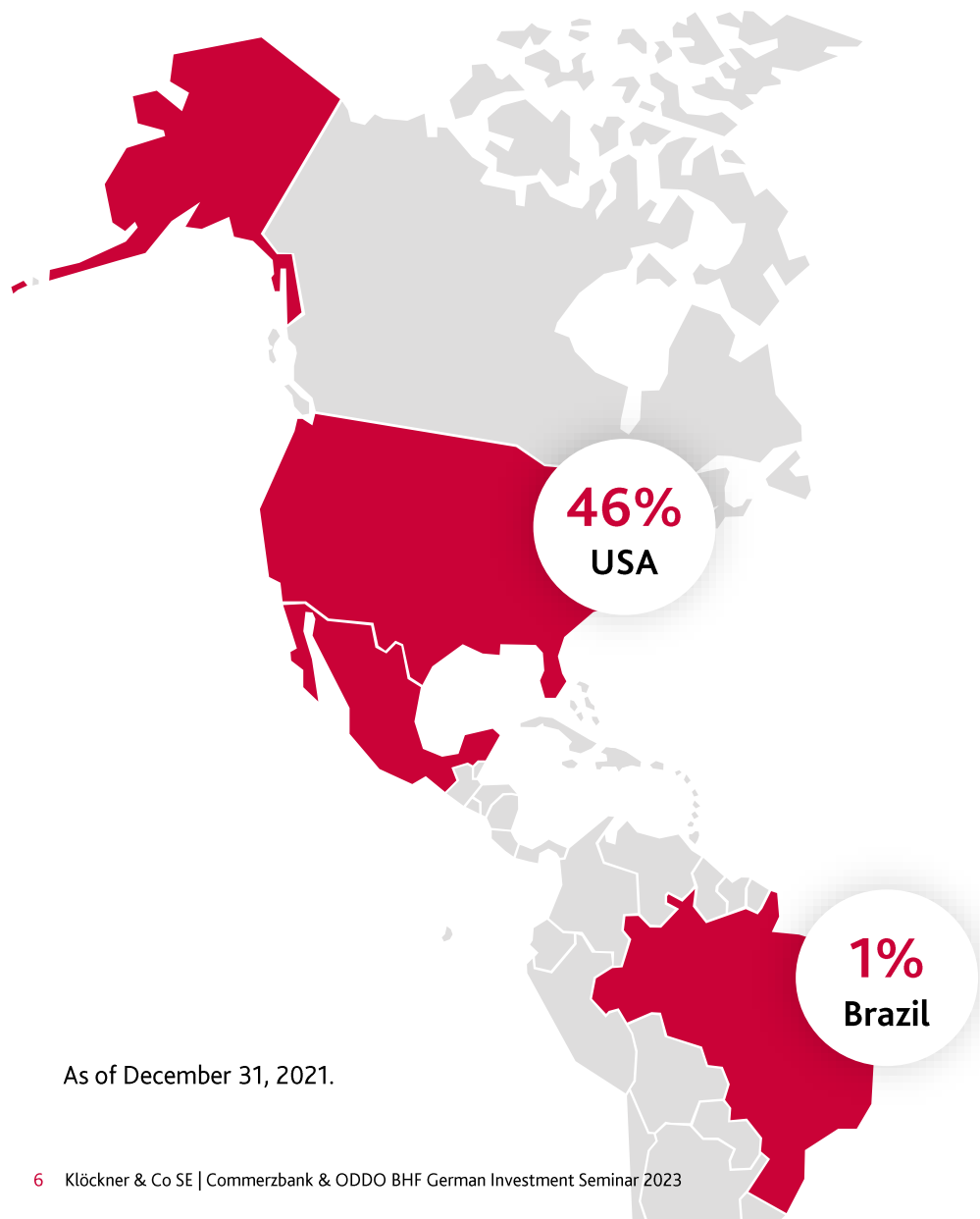
Locations

* Before material special effects.

KLÖCKNER & CO VALUE CHAIN – EVERYTHING FROM ONE SOURCE



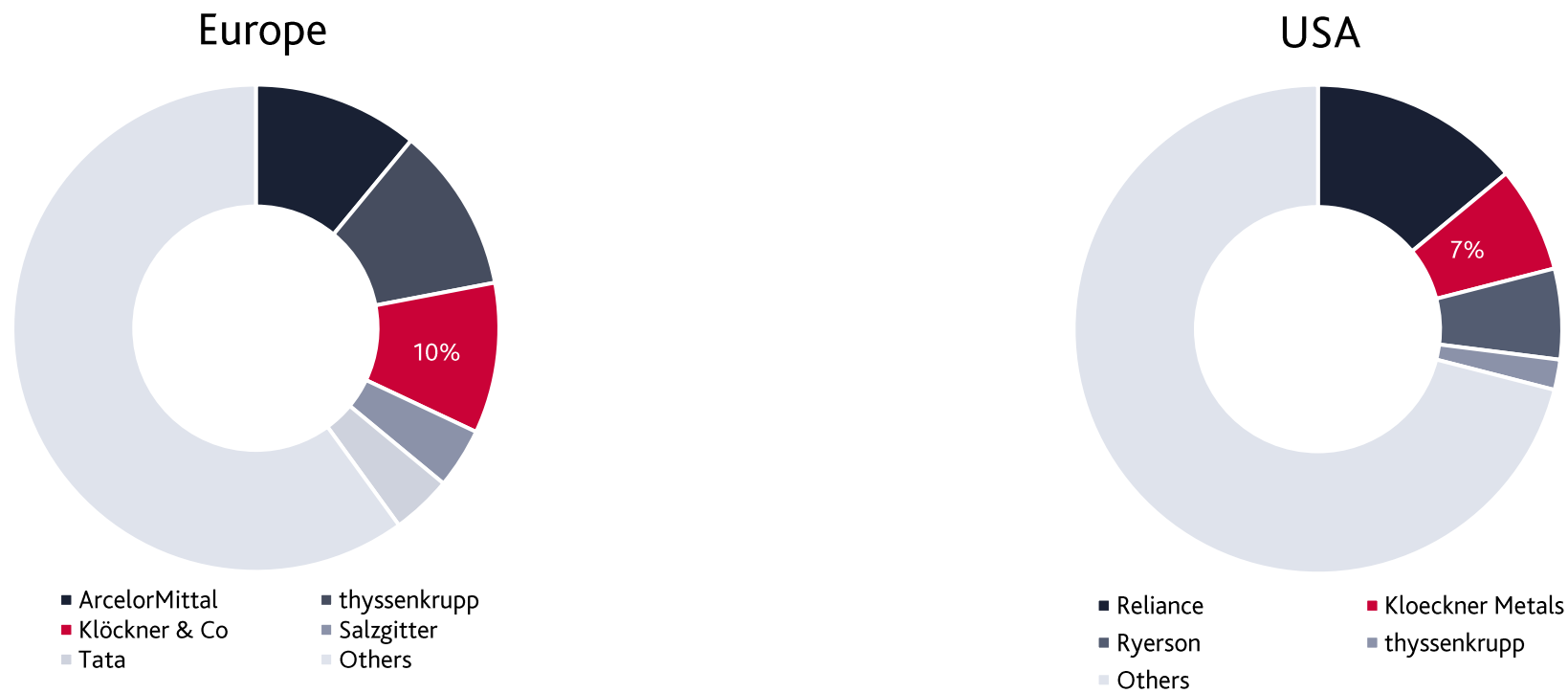
GLOBAL REACH – LOCAL PRESENCE



As of December 31, 2021.

LEADING PLAYER IN FRAGMENTED MARKETS

Market shares of Klöckner & Co 2021



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

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

CUSTOMER GROWTH

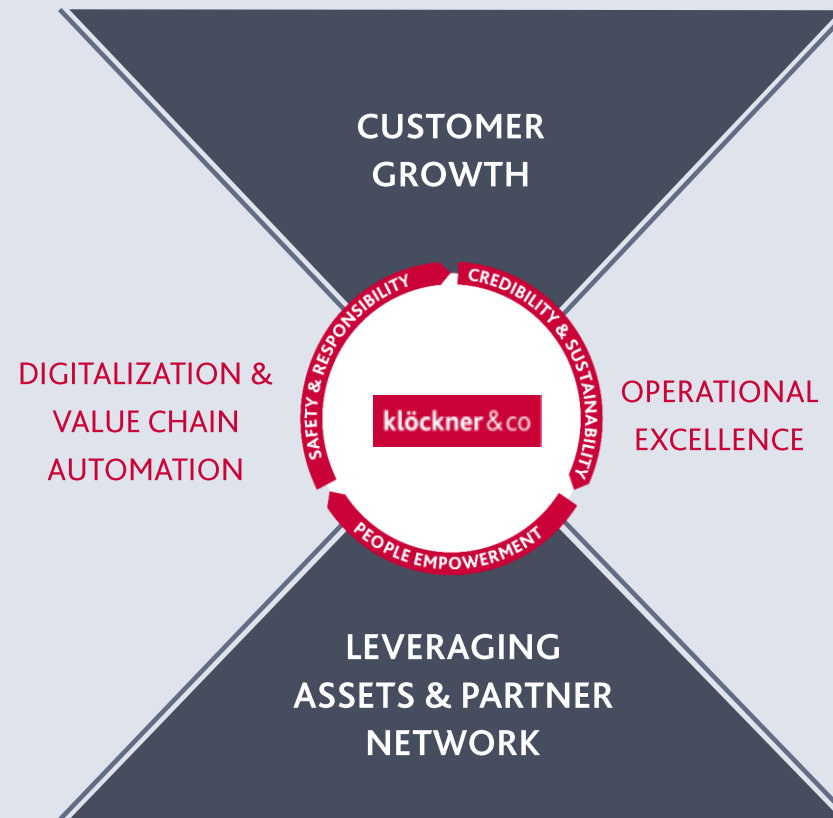
Growth through expanded customer base and increased share of wallet, due to customer focused extension of product and service offering and greater regional coverage

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

DIGITAL TRANSFORMATION AND PLATFORM BUSINESS

kloeckner.i

Digital transformation of Klöckner & Co

XOM
MATERIALS

Applications & platforms

Onlineshops
Marketplaces
Contract Platform
Part Manager
EDI / OCI



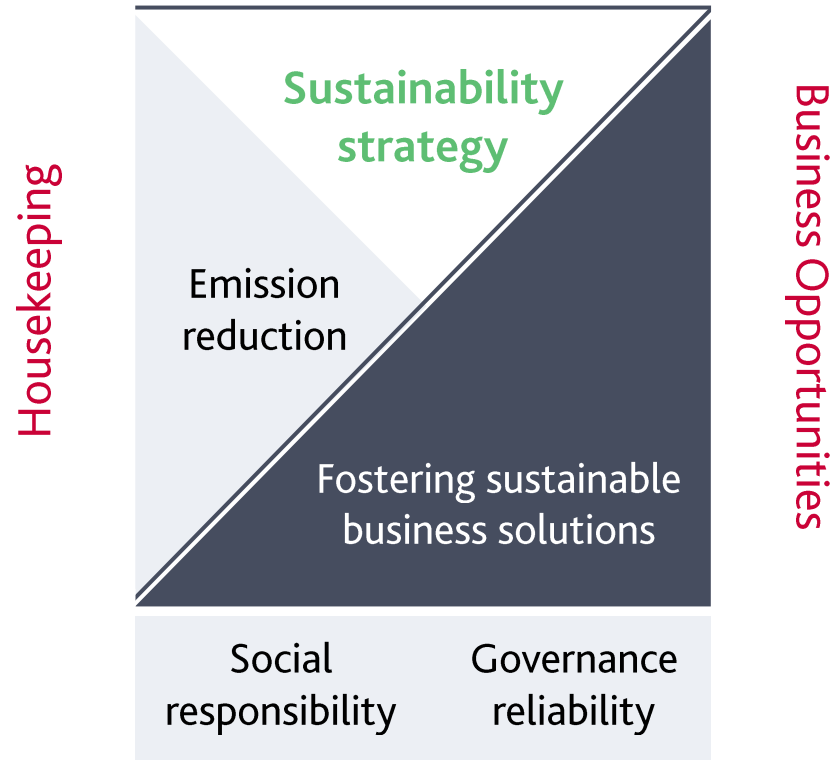
Kloeckner Assistant

Transformative AI
application for
complete automation
of order processing,
regardless of how an
RFQ or orders are
transmitted

eProcurement/ RFQ solution

Comprehensive AI
solution for the
digitalization of
procurement

STRATEGIC PERCEPTION OF SUSTAINABILITY TRANSFORMATION



Significant opportunities from offering sustainable business solutions

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

**By 2025, Klöckner & Co will be the leading digital one-stop-shop platform
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

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





ACQUISITION OF NATIONAL MATERIAL OF MEXICO

- Directly value-accretive acquisition establishes **number one flat rolled player in North America**
 - Provides growth platform while **capitalizing on accelerating onshoring trend**
 - Significantly increasing exposure to automotive and industrial end markets in North America
 - Complementary customer base brings **significant cross-selling opportunities**
 - **Access to electrical steel market** with valuable management expertise and value-added capabilities
 - Purchase price of USD340m on cash and debt free basis financed by existing liquidity and expansion of debt facilities in the US to USD650m
- Opportunistic M&A approach going forward and maintaining a **strong and solid balance sheet**



LAUNCH OF NEXIGEN® AND FIRST DELIVERY OF CO₂-REDUCED STEEL

- **Nexigen®** bundles all **sustainable business solutions** within the Klöckner-Group
 - Sustainable products together with green logistics, circularity solutions and Sustainability Advisory Services (SAS)
- Offering CO₂-reduced steel and metal products **already today**
 - Full transparency on carbon footprint, from raw material extraction to production to delivery (cradle-to-gate)
 - Supporting customers to compare using our categorization for CO₂-reduced products
- **First delivery** of CO₂-reduced quantities ('Pro' category) to Mercedes-Benz Group
 - Emissions of less than 500kg of CO₂ per ton of steel
 - Over 80% less than the average of around 2.5 tons of CO₂ per ton of steel via the blast furnace route



PROGRESS IN DIGITALIZATION AND AUTOMATION

- **Kloeckner Assistant** processed >€1bn of sales volume in 2022
- New **core feature** successfully implemented
 - Kloeckner Assistant now able to automatically extract relevant information from unstructured text emails in addition to PDF files
 - Replacing time-consuming processes and increasing efficiency
 - Roll-out already started in Germany; other country organizations will follow successively
- **Digital sales** share with 43% at high level
 - Slightly down by 3%p yoy after pandemic related boost
 - Mainly driven by relatively stronger processing business particularly in the US

LEADING THE SUSTAINABILITY TRANSFORMATION: INTRODUCTION OF A CUSTOMER-CENTRIC METRIC FOR CO₂-REDUCED CARBON STEEL

CARBON STEEL CATEGORIZATION



- ✓ **Methodology along international standards**
Calculation methodology follows internationally renowned GHG Protocol
- ✓ **Emissions from raw material to production**
Emissions include production (Scope 1), purchased power (Scope 2) and supply chain (Scope 3 Upstream)
- ✓ **No offsetting included in CO₂ load categorization (compensation data as add-on)**
Physical production emissions determine categorization
- ✓ **Separate category for "balanced" green steel**
Emission re-balancing between steel volumes from the same mill results in a calculated instead of a physical carbon footprint – separate class acknowledges efforts of players with physical reduction

Background on "Balanced" category
All steel passing through a production pathway has the same physical carbon footprint. Accounting-wise, this footprint is sometimes converted between steel quantities in tons of steel with higher and lower carbon footprints

COMPREHENSIVE APPROACH: CATEGORIZATION FOR STAINLESS STEEL & ALUMINUM

STAINLESS STEEL CATEGORIZATION



ALUMINUM CATEGORIZATION



Values in kg CO₂e/t finished steel product



Methodology along international standards

Calculation methodology follows internationally renowned GHG Protocol



Emissions from raw material to production

Emissions include production (Scope 1), purchased power (Scope 2) and supply chain (Scope 3 Upstream)



No offsetting included in CO₂ load categorization (compensation data as add-on)

Physical production emissions determine categorization



Separate category for “balanced” green steel

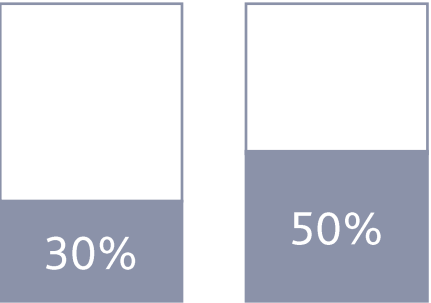
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Background on “Balanced” category

All steel passing through a production pathway has the same physical carbon footprint. Accounting-wise, this footprint is sometimes converted between steel quantities in tons of steel with higher and lower carbon footprints

DRIVING SUSTAINABLE BUSINESS OPPORTUNITIES AND SECURING CO₂-REDUCED VOLUMES ALREADY AVAILABLE IN 2022

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



Pioneering sustainable solutions
Establishing **sustainable value chains** for our customers by
supplying CO₂-reduced volumes...

- through **multiple partnerships**,
- across **categories**,
- across **product groups**,
- across **country organizations**

...already starting in **2022**

FROM SUSTAINABLE PRODUCTS TO SUSTAINABILITY ADVISORY SERVICES



SAS. Offering and further developing extensive Sustainability Advisory Services (SAS)

Expertise. Dedicated and specially qualified Green Steel Experts across Klöckner-Group

Multiplication. Green Steel Experts acting as multipliers in their local entity and in addition transfer in-depth knowledge to the local workforce

>700 experts. More than 700 trained sales persons are able to advise our customers on green products

Procurement. Equal expertise in Procurement departments

AGENDA

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



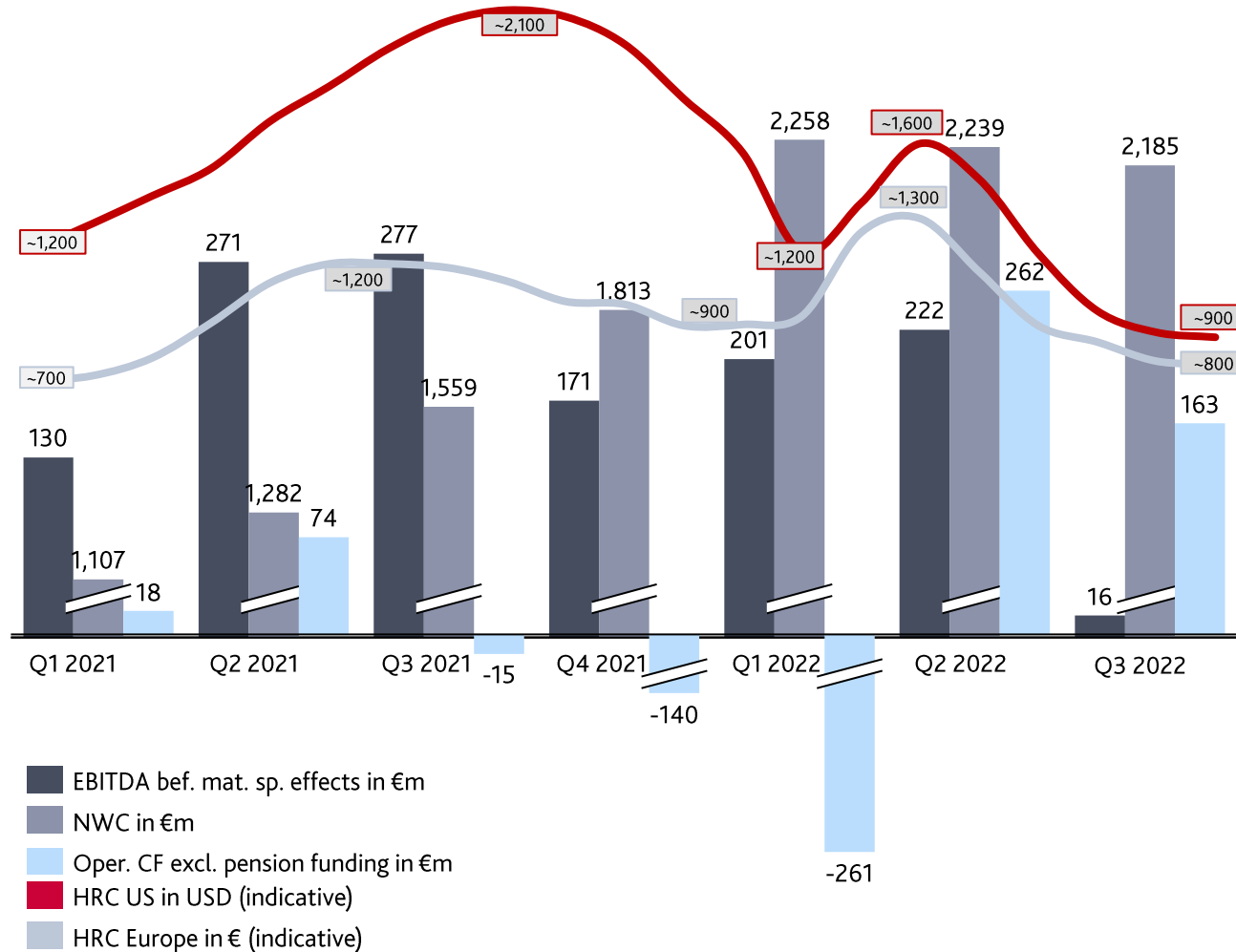
HIGHLIGHTS OF Q3 2022

	Q3 2022	Q3 2021	Delta	
Shipments (Tto)	1,148	1,190	-3.5%	Slight decline yoy due to negative macroeconomic environment and weaker volumes during summer months
Sales (€m)	2,367	2,038	+16.1%	Considerable increase due to higher average price level yoy
Gross profit (€m)	305	540	-43.5%	Down due to exceptionally high steel price declines
EBITDA (€m)*	16	277	-261	Down yoy due to inventory writedown as a result of the significant steel price correction and actively enforced inventory reduction to mitigate risk exposure
Oper. CF (€m)	163	-15	+178	Strong and significantly positive cash flow from operating activities; inventory level already substantially reduced
Net financial debt (€m)	806	348	+458	Net debt up yoy due to a higher average price level; delevered qoq as a result of smart NWC management initiatives
Digital sales share	43%	46%	-3%p	At high level, however, down yoy; Kloeckner Assistant with new core feature

*) Before material special effects.

CONSISTENT NET WORKING CAPITAL MANAGEMENT

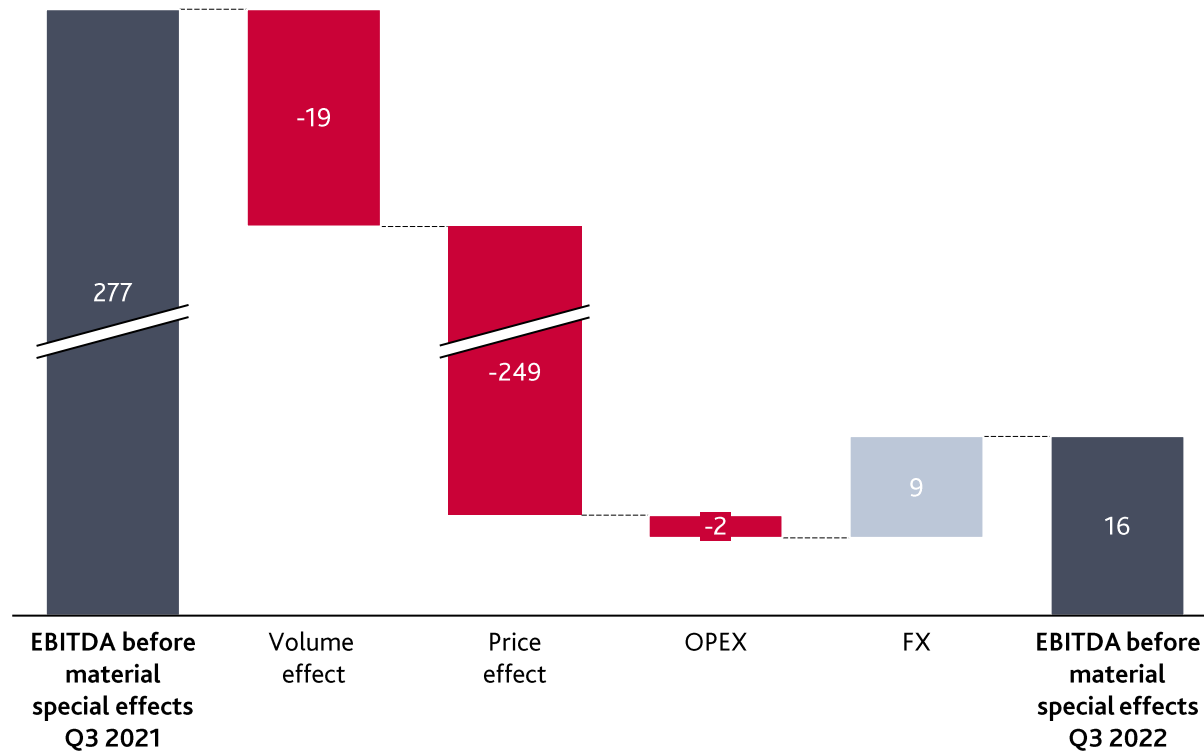
High quality net working capital management



- Committed to a strong **"through the cycle performance"**, fostering upside risks and mitigating downside risks
- Positive price dynamics of 2021 and early 2022 were translated into record operating results; smart NWC management in down-cycles with strong mitigation of negative windfall risks
- Smart NWC management** initiatives in challenging macro environment
 - Intentional and **active inventory drive down** to mitigate risk exposure through winter months
 - Normalized underlying margin** significantly improved and still intact
- High profitability** and **strong operating CF** expected in 2022

EBITDA DEVELOPMENT

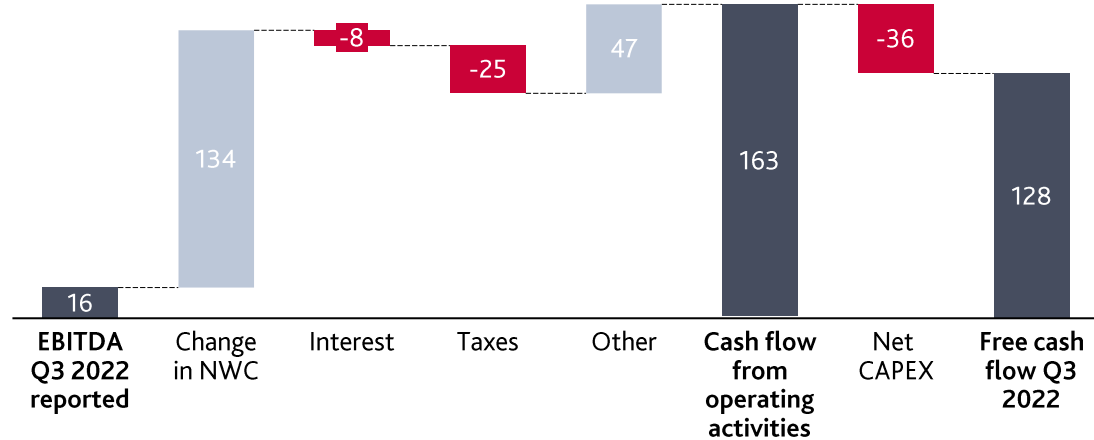
EBITDA (€m) in Q3 2022



- Positive operating result despite exceptionally negative macro environment, significant price correction and weak demand
- Considerably down yoy due to inventory writedown as a result of the significant steel price declines and actively enforced inventory reduction to mitigate risk exposure
- Negative volume effect mainly due to negative macro environment and weak demand
- Negative price effect due to significant price declines
- OPEX up especially driven by shipment expenses & operating supplies; positive FX-effects

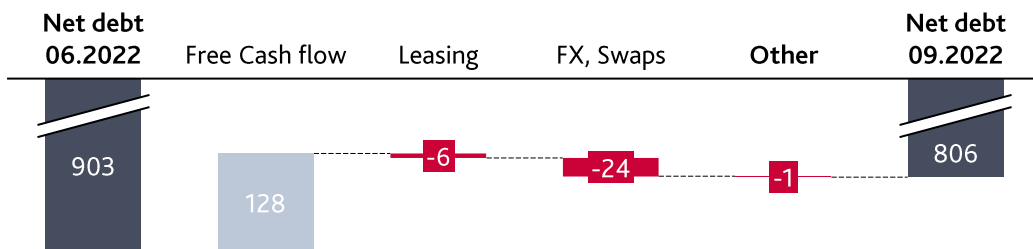
CASH FLOW AND NET DEBT DEVELOPMENT

Cash flow Q3 2022 (€m)



- EBITDA of €16m
- NWC decrease of €134m; strict NWC management initiatives
- Strong and significantly positive cash flow from operating activities of €163m
- Net CAPEX of €-36m
- Free cash flow of €128m

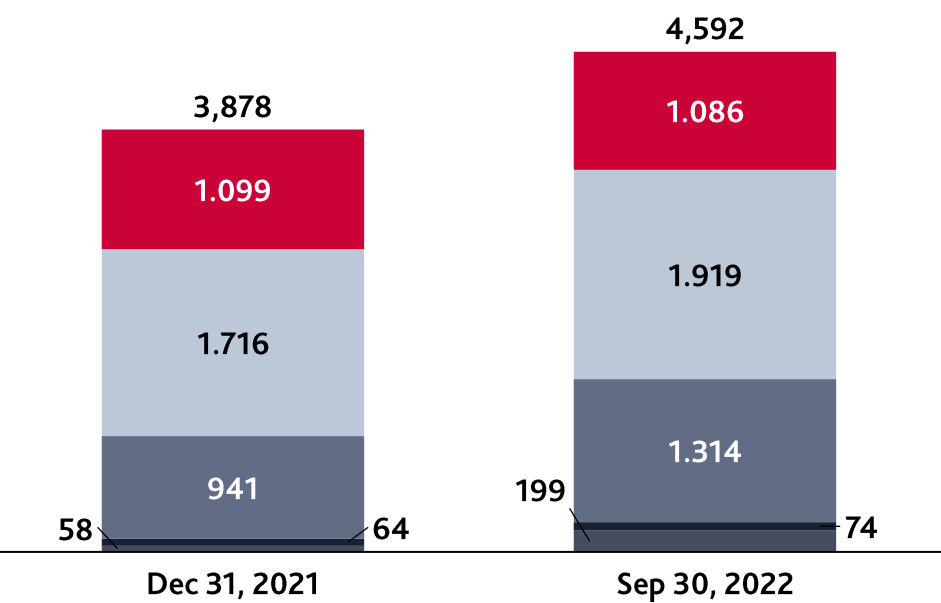
Net financial debt 09.2022 vs. 06.2022 (€m)



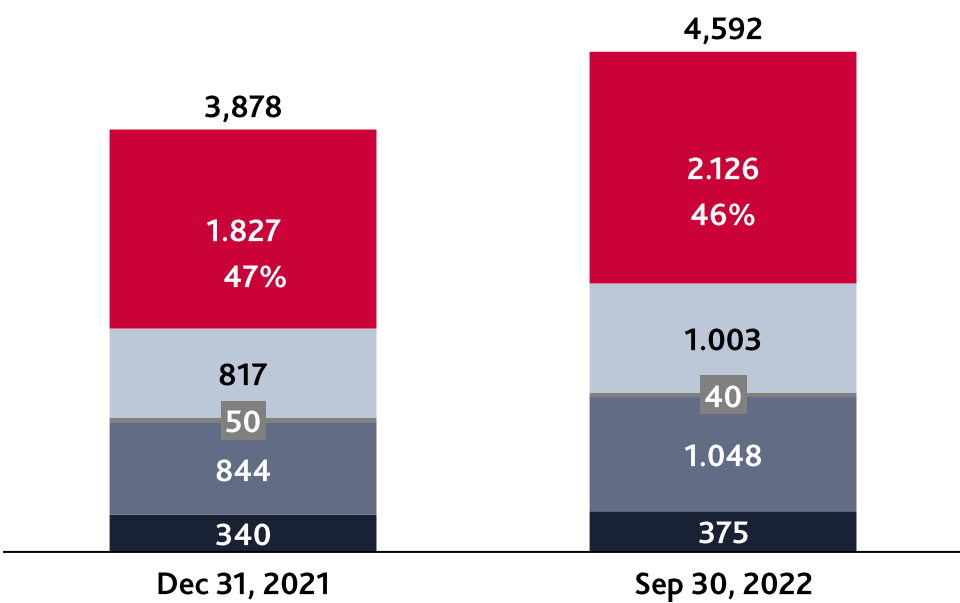
- Deleveraging of net financial debt (qoq) from €903m to €806m mainly due to strict NWC management

STRONG AND SOLID BALANCE SHEET

Solid equity ratio of 46%, gearing* of 38% and leverage of 1.3x



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



■ 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

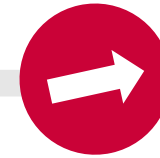
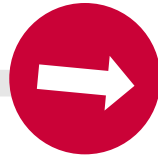


REGION SPECIFIC BUSINESS OUTLOOK 2022



Europe

+1-2%



Real steel
demand



Construction
industry



Manufacturing,
machinery & mechanical
engineering, etc.



Energy
industry



Automotive
industry

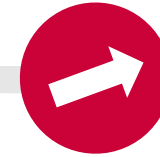
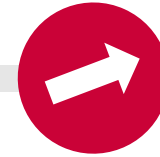
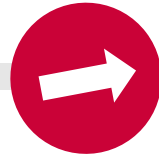


Shipbuilding



USA

+1-2%



OUTLOOK

FY
2022

- Sales significantly above and shipments slightly below prior-year level expected
- EBITDA before material special effects expected to be around €400m
- Exceptionally positive cash flow from operating activities expected

AGENDA

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



QUARTERLY AND FY RESULTS

(€m)	Q3 2022	Q2 2022	Q1 2022	Q4 2021	Q3 2021	Q2 2021	Q1 2021	Q4 2020	Q3 2020	Q2 2020	Q1 2020	FY 2021	FY 2020	FY 2019	FY 2018	FY 2017
Shipments (Tto)	1,148	1,226	1,257	1,108	1,190	1,295	1,287	1,195	1,242	1,070	1,365	4,881	4,873	5,648	6,107	6,135
Sales	2,367	2,580	2,438	2,030	2,038	1,847	1,525	1,232	1,279	1,171	1,448	7,441	5,130	6,315	6,790	6,292
Gross profit	305	508	482	440	540	525	388	274	262	226	285	1,893	1,047	1,158	1,328	1,316
% margin	12.9	19.7	19.8	21.7	26.5	28.4	25.4	22.2	20.5	19.3	19.7	25.4	20.4	18.3	19.6	20.9
EBITDA bef. material special effects	16	222	201	171	277	271	130	39	40	11	21	848	111	124	229	220
Material special effects	0	1	53	17	4	-1	11	15	-2	-72	0	-30	-59	15	-2	0
EBITDA rep.	16	223	254	188	280	270	141	54	38	-61	21	879	52	139	227	220
% margin	0.7	8.6	10.4	9.3	13.7	14.6	9.2	4.4	3.0	-5.2	1.5	11.8	1.0	2.2	3.3	3.5
EBITDA rep. (curr. eff.)	9	12	9	7	-2	-14	-8	-1	0	1	1	-16	1	5	-9	-3
EBIT	-18	191	223	154	249	240	111	24	4	-109	-13	754	-93	2	141	130
Income from Investments	1	4	0	5	1	4	0	0	0	0	0	11	0	0	0	0
Financial result	-8	-8	-7	-6	-6	2	-6	-7	-7	-7	-9	-17	-30	-41	-34	-33
EBT	-25	188	216	153	244	246	105	17	-3	-116	-22	748	-124	-39	107	97
Income taxes	3	-37	-44	-14	-55	-31	-19	5	-2	5	1	-119	9	-16	-38	5
Net income	-22	151	172	139	189	215	86	22	-5	-111	-21	629	-114	-55	69	102
Minority interests	0	2	4	3	3	3	1	1	0	0	0	10	2	1	0	1
Net income KCO	-22	149	168	136	185	212	85	21	-5	-111	-21	619	-116	-56	69	101
EPS basic (€)	-0.22	1.50	1.68	1.37	1.86	2.13	0.85	0.21	-0.05	-1.11	-0.21	6.21	-1.16	-0.56	0.68	1.01
EPS diluted (€)	-0.18	1.36	1.53	1.24	1.68	1.88	0.78	0.20	-0.05	-1.11	-0.21	5.58	-1.16	-0.56	0.66	0.96
NWC ^{*)}	2,185	2,239	2,258	1,813	1,559	1,282	1,107	967	1,062	1,135	1,228	1,813	967	1,119	1,277	1,132
Net debt	806	903	999	762	348	303	363	351	427	476	563	762	351	445	383	330

*) 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).

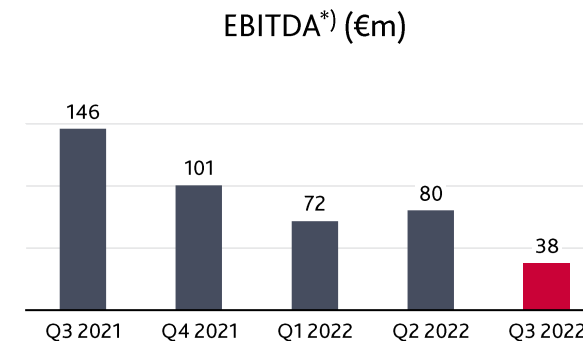
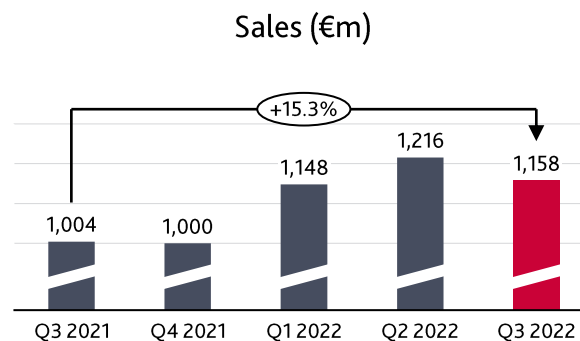
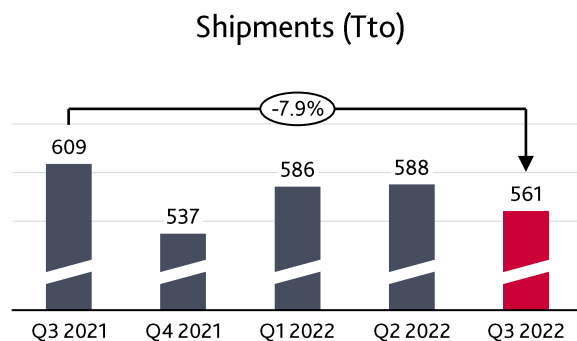
(€m)	KloECKner Metals US								
	Q3 2022	Q2 2022	Q1 2022	Q4 2021	Q3 2021	Q2 2021	Q1 2021	FY 2021	FY 2020
Shipments (Tto)	561	588	586	537	609	633	619	2,399	2,339
Sales	1,158	1,216	1,148	1,000	1,004	845	662	3,511	2,076
Gross profit	158	196	182	200	249	233	166	847	374
EBITDA bef. mat. special effects	38	81	72	101	146	134	75	456	50
Cashflow from operating activities	61	179	-65	-74	-20	5	25	-64	85

(€m)	KloECKner Metals EU								
	Q3 2022	Q2 2022	Q1 2022	Q4 2021	Q3 2021	Q2 2021	Q1 2021	FY 2021	FY 2020
Shipments (Tto)	426	454	482	396	396	451	486	1,728	1,803
Sales	800	913	895	678	675	646	585	2,584	1,952
Gross profit	61	185	196	146	187	181	138	652	353
EBITDA bef. mat. special effects	-32	90	101	53	97	91	52	293	28
Cashflow from operating activities	78	72	-148	-118	2	58	22	-36	32

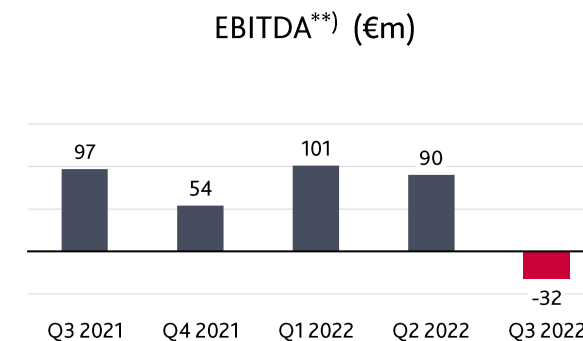
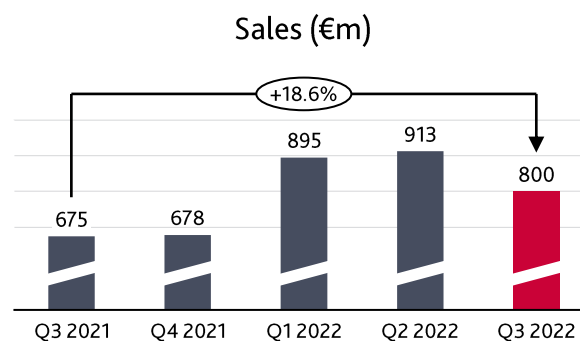
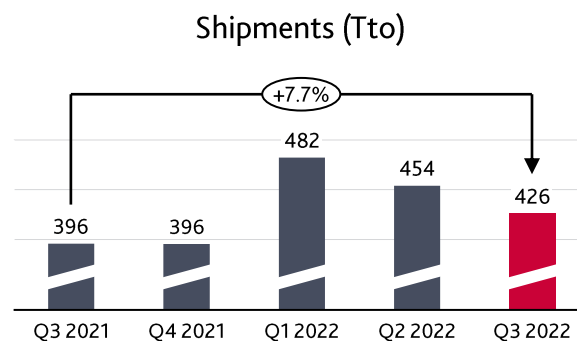
(€m)	KloECKner Metals Non-EU								
	Q3 2022	Q2 2022	Q1 2022	Q4 2021	Q3 2021	Q2 2021	Q1 2021	FY 2021	FY 2020
Shipments (Tto)	161	184	190	175	185	211	182	754	731
Sales	409	452	394	352	359	356	278	1,345	1,102
Gross profit	87	127	103	94	105	111	84	393	320
EBITDA bef. mat. special effects	9	48	29	18	34	40	15	107	60
Cashflow from operating activities	19	7	-33	-44	-8	21	-15	-46	68

SEGMENT PERFORMANCE

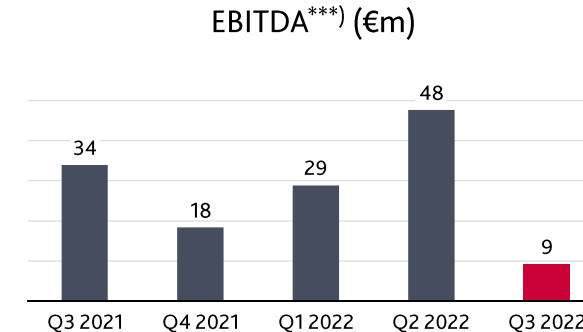
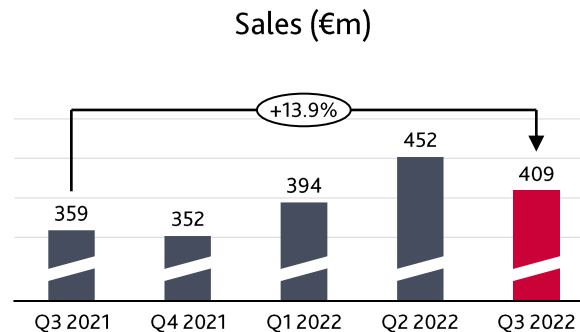
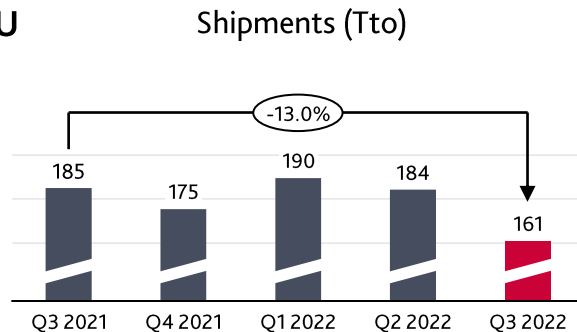
KM US



KM EU



KM Non-EU



^{*)} Adjusted for material special effects in Q1 2022. ^{**) Adjusted for material special effects in Q3, Q4 2021, Q1 2022 and Q2 2022. ^{***) Adjusted for material special effects in Q4 2021, Q1 2022 and Q2 2022.}}

MATURITY PROFILE

Facility (€m)	Committed Sep 30, 2022	Drawn amount	
		Sep 30, 2022	Dec 31, 2021
Syndicated Loan	250	25	36
ABS Europe	300	225	189
ABL USA ¹⁾	462	282	240
Convertible 2016 ²⁾	141	137	142
Bilateral Facilities ³⁾	198	163	57
Leases	174	174	156
Total Debt	1,525	1,006	820
Cash		199	58
Net Debt		806	762

1) Renewal of facility (\$450m) in July 2022, new maturity July 2027.

2) After repurchase of €7.1m (nominal) in July 2022.

3) Mainly Switzerland.

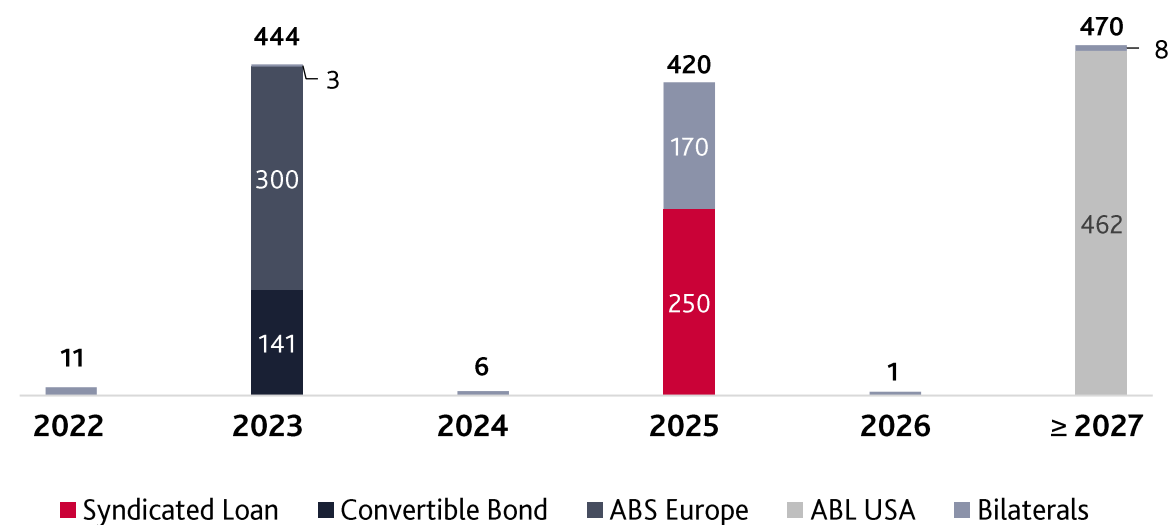
4) Equity attributable to shareholders of Klöckner & Co SE less goodwill from business combinations subsequent to May 23, 2019.

5) Net debt as reported/Adjusted equity.

6) Net debt as reported/LTM EBITDA before material special effects.

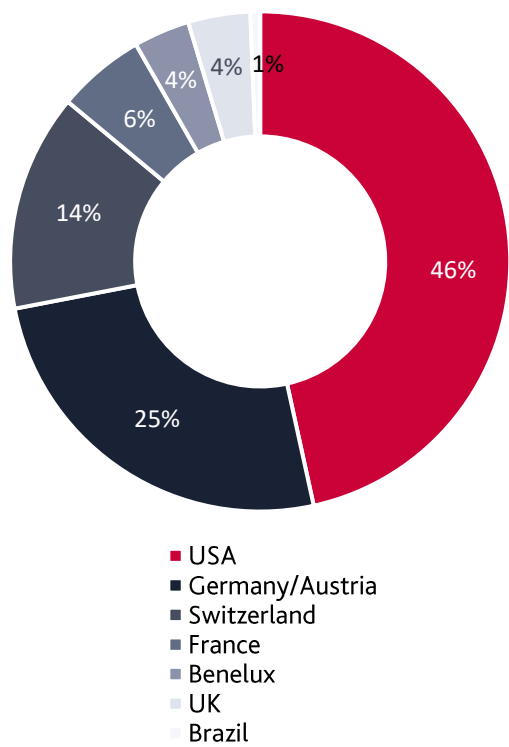
€m	Sep 30, 2022
Adjusted equity ⁴⁾	2,103
Net Debt	806
Gearing ⁵⁾	38%
Leverage ⁶⁾	1.3x

Maturity profile (excl. leasing) in €m, September 30, 2022

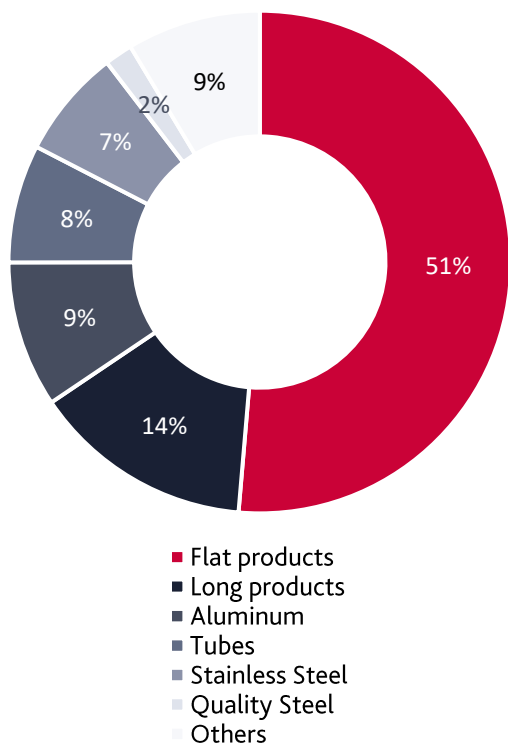


SALES BY MARKETS, PRODUCTS AND INDUSTRIES

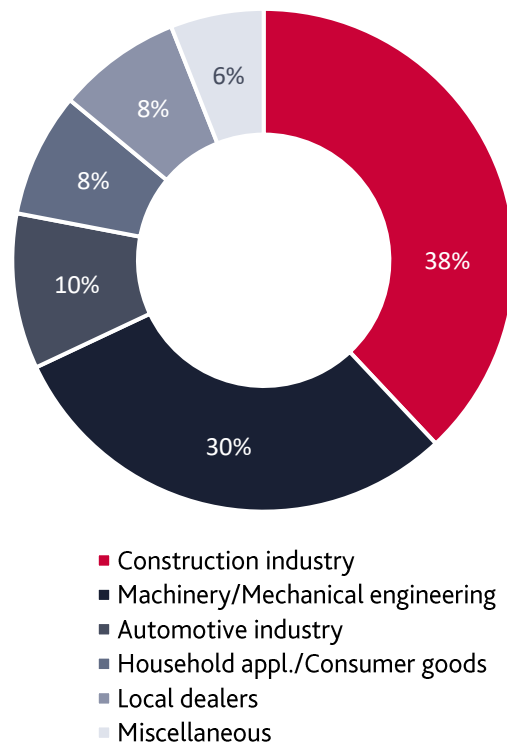
Sales by markets



Sales by products



Sales by industries

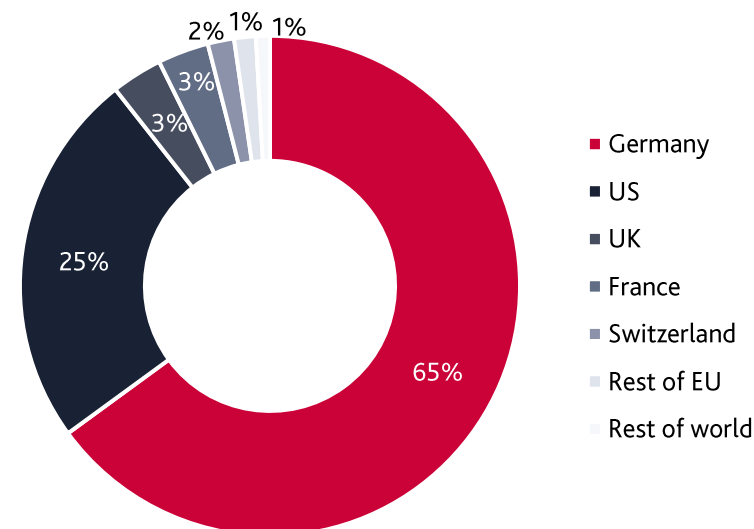


As of December 31, 2021.

CURRENT SHAREHOLDER STRUCTURE

Geographical breakdown of identified institutional investors

- Identified institutional investors account for 65%
- German investors incl. retail dominate
- Top 10 shareholdings represent around 56%
- Retail shareholders represent 25%



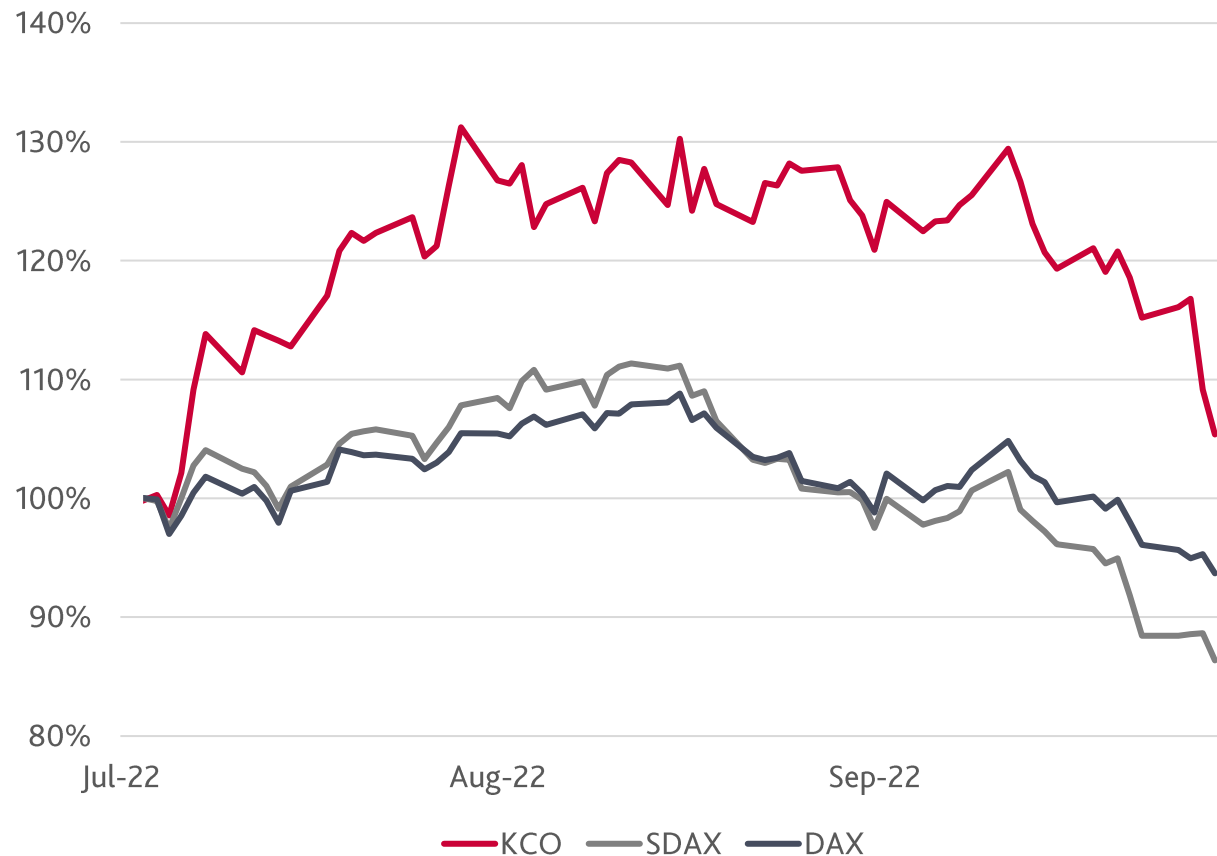
Voting Rights Announcements according to WpHG (Security Trading Act*)

As of June 2022.

Date of publication	Subject to compulsory notification	Portion of voting stock
09/02/2016	Swoctem GmbH / Friedhelm Loh	25.25%
04/07/2022	Rossmann Beteiligungs GmbH	5.02%
04/11/2022	The Goldman Sachs Group, Inc.	4.99%
26/10/2022	Union Investment Privatfonds GmbH	3.15%
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 January 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.

SHARE PRICE PERFORMANCE IN Q3 2022



- The market environment in Q3 was characterized by high inflation and the corresponding measures taken by central banks, as well as concerns about possible supply constraints in the already tight energy markets
- The share price of Klöckner & Co reached its lowest level of €7.20 on the first trading day of Q3 on July 1 and increased strongly thereafter
- It peaked at €9.54 on July 29 and remained broadly flat until mid September
- Afterwards, the share price decreased until the end of September and went out of trading at €7.88

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 (€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 losses in 2019 and 2020
- Record dividend of €1.00 per share for the financial year 2021

Dividend payment per share

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

WHAT'S SUSTAINABILITY



GOVERNANCE

Ethical Corporate Governance
Compliance
Anti-corruption
Independence of the Supervisory Board
Risk management



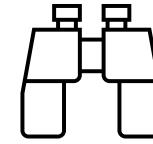
SOCIAL

Health and safety
Product responsibility
Labor & Human Rights
Fair working conditions in supply chains
Demographic change



ENVIRONMENT

Climate strategy
Environmental management
Biodiversity
Energy management
Resource scarcity



SUSTAINABILITY

means meeting our own needs without compromising the ability of future generations to meet their own needs. In addition to natural resources, we also need social and economic resources. Sustainability is not just environmentalism

OUR AMBITIOUS CLIMATE TARGETS



SCOPE 1 & 2: OWN DIRECT AND INDIRECT EMISSIONS

Reduction of **50%**
by 2030

Net zero by 2040

SCOPE 3 UNDER DIRECT INFLUENCE

Reduction of **50%**
by 2030

Net zero by 2040

SCOPE 3 SUPPLIERS AND CUSTOMERS

Reduction of **30%**
by 2030

Net zero by 2050



Carbon neutral from now on

In addition to the reduction measures, offsetting of Scope 1 & 2 emissions from 2022 onwards → atmosfair: "Gold Standard" Projects

Felix Schmitz

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Head of Strategic Sustainability

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Financial Calendar

March 9, 2023
Annual financial statements 2022

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