

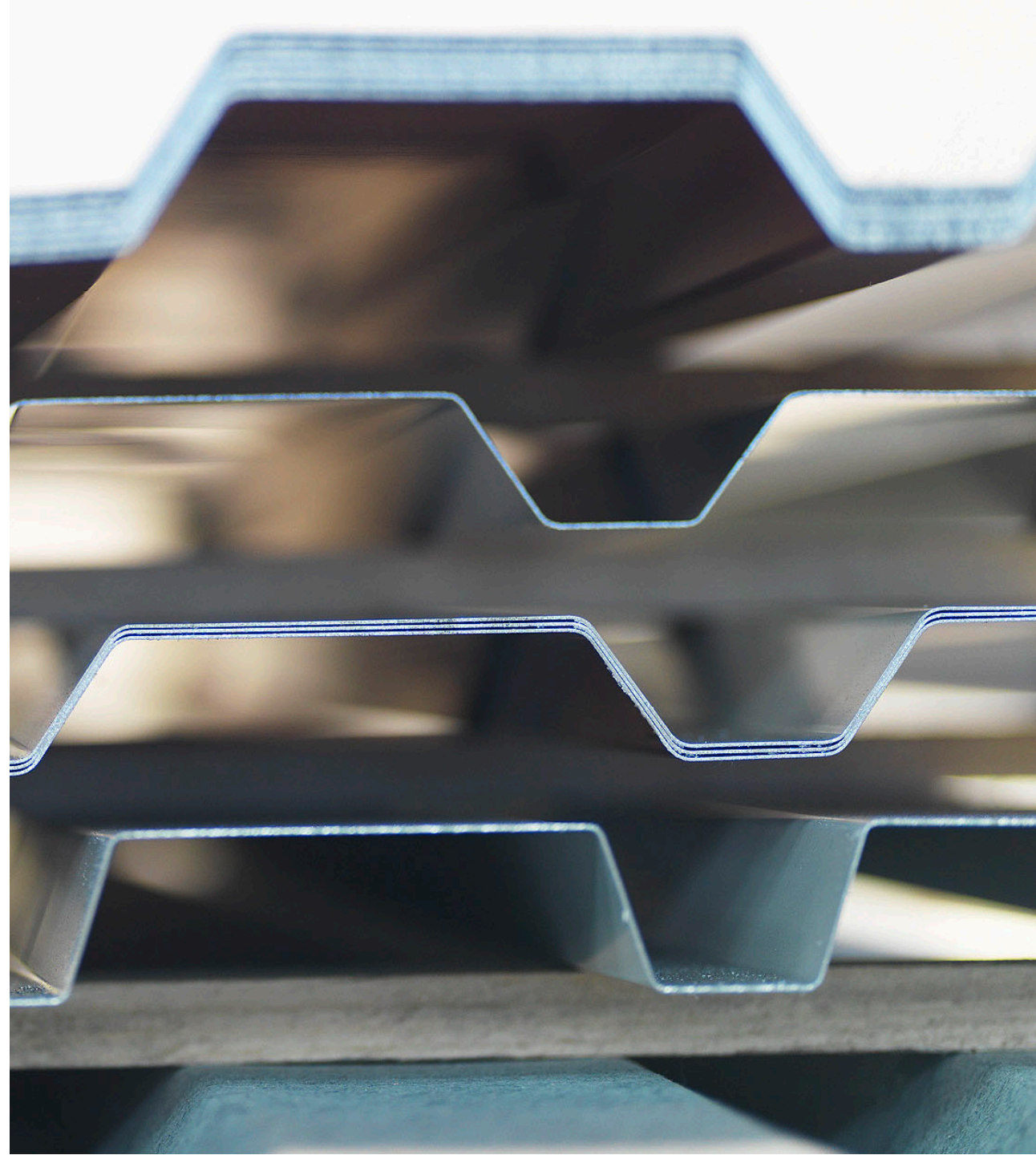
**klöckner & co**

Your partner for a  
sustainable tomorrow

# COMMERZBANK ODDO BHF CORPORATE CONFERENCE 2024

September 3, 2024

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.

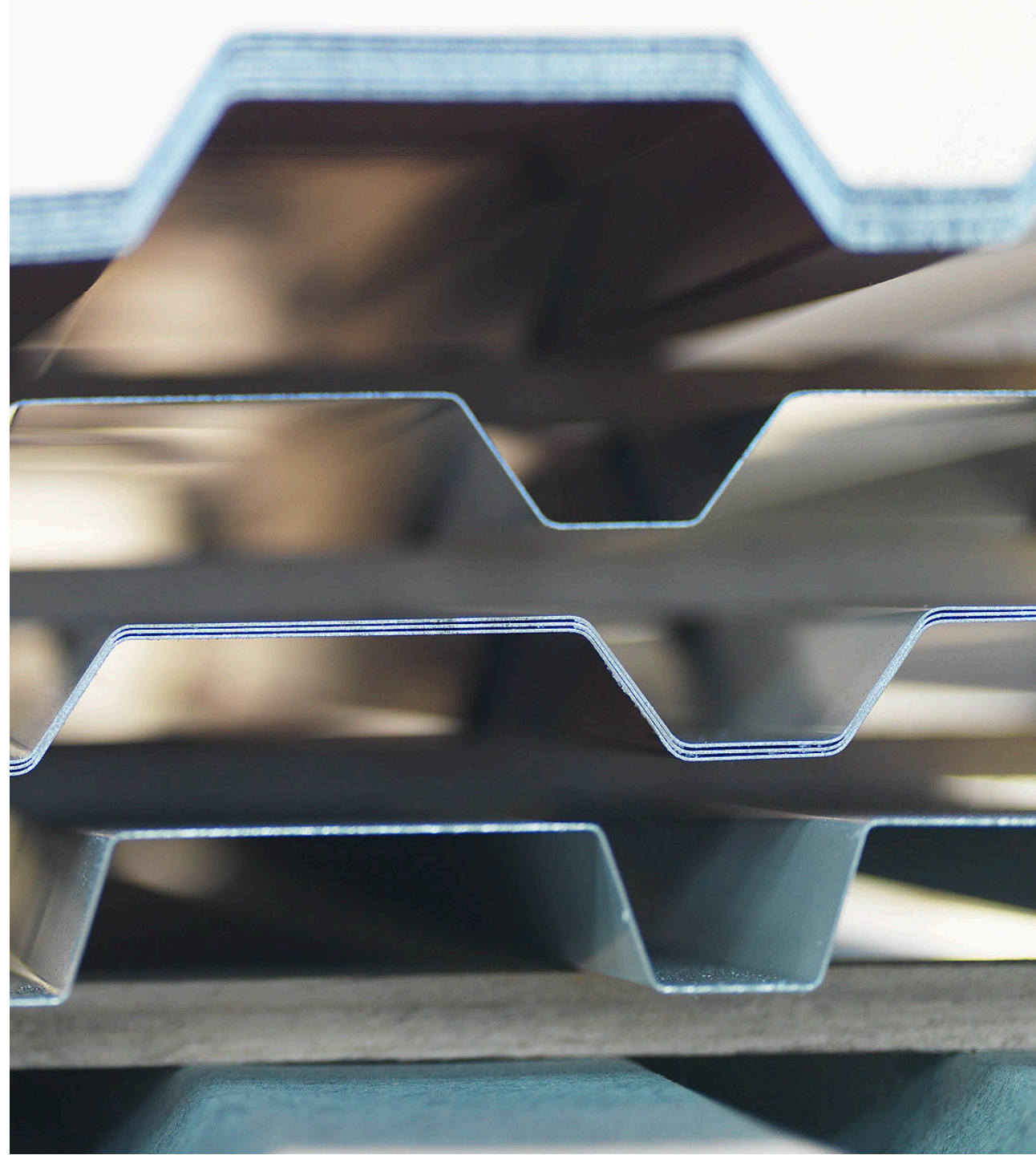
The English translation of the annual report and the interim statement are also available, in case of deviations the German versions shall prevail.

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
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# KLÖCKNER & CO<sup>\*)</sup> AT A GLANCE



**~6,400**  
Employees



**6,957€** million  
Sales FY 2023



**4,248** thousand tons  
Shipments FY 2023



**>60,000**  
Customers



**190€** million  
EBITDA<sup>\*\*)</sup> FY 2023



**~190,000**  
Products

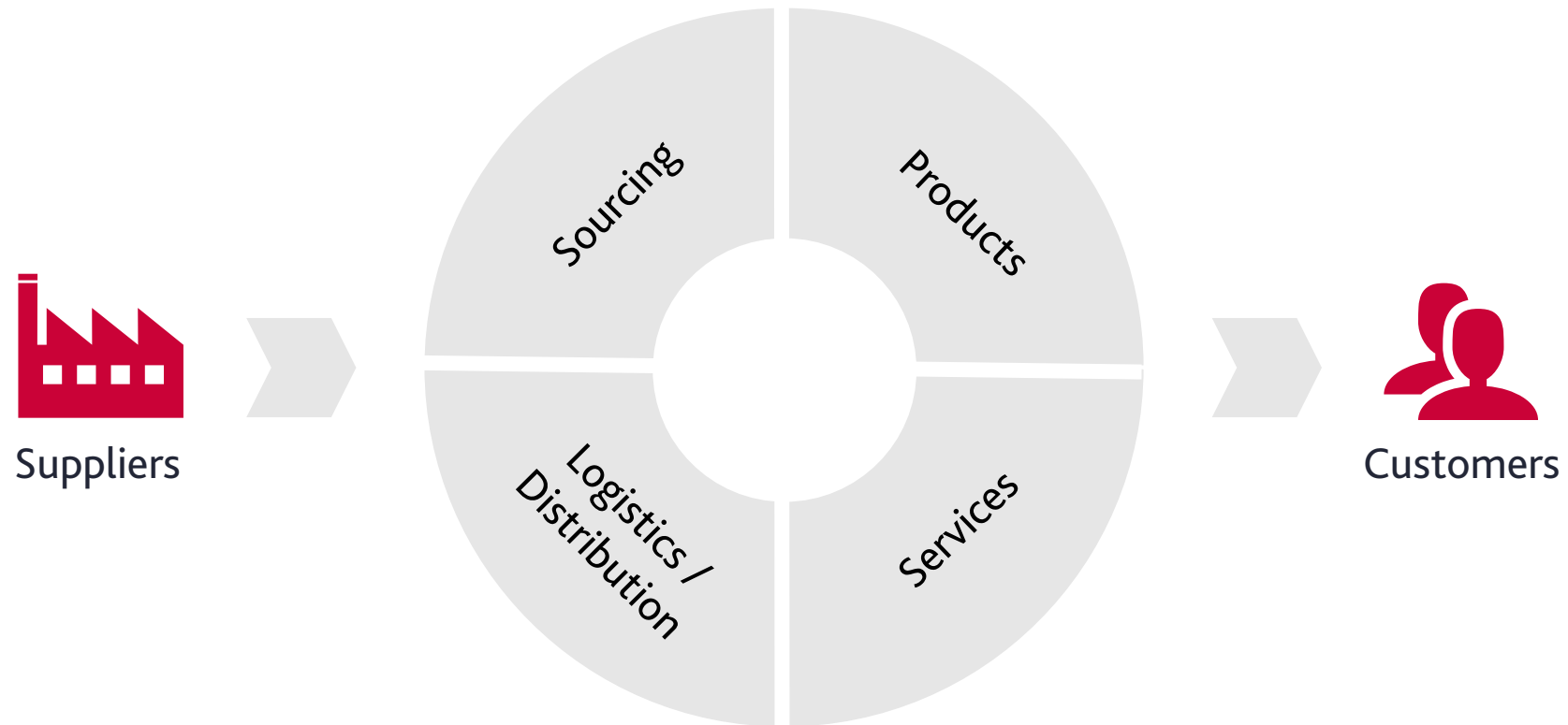


**~120**  
Locations

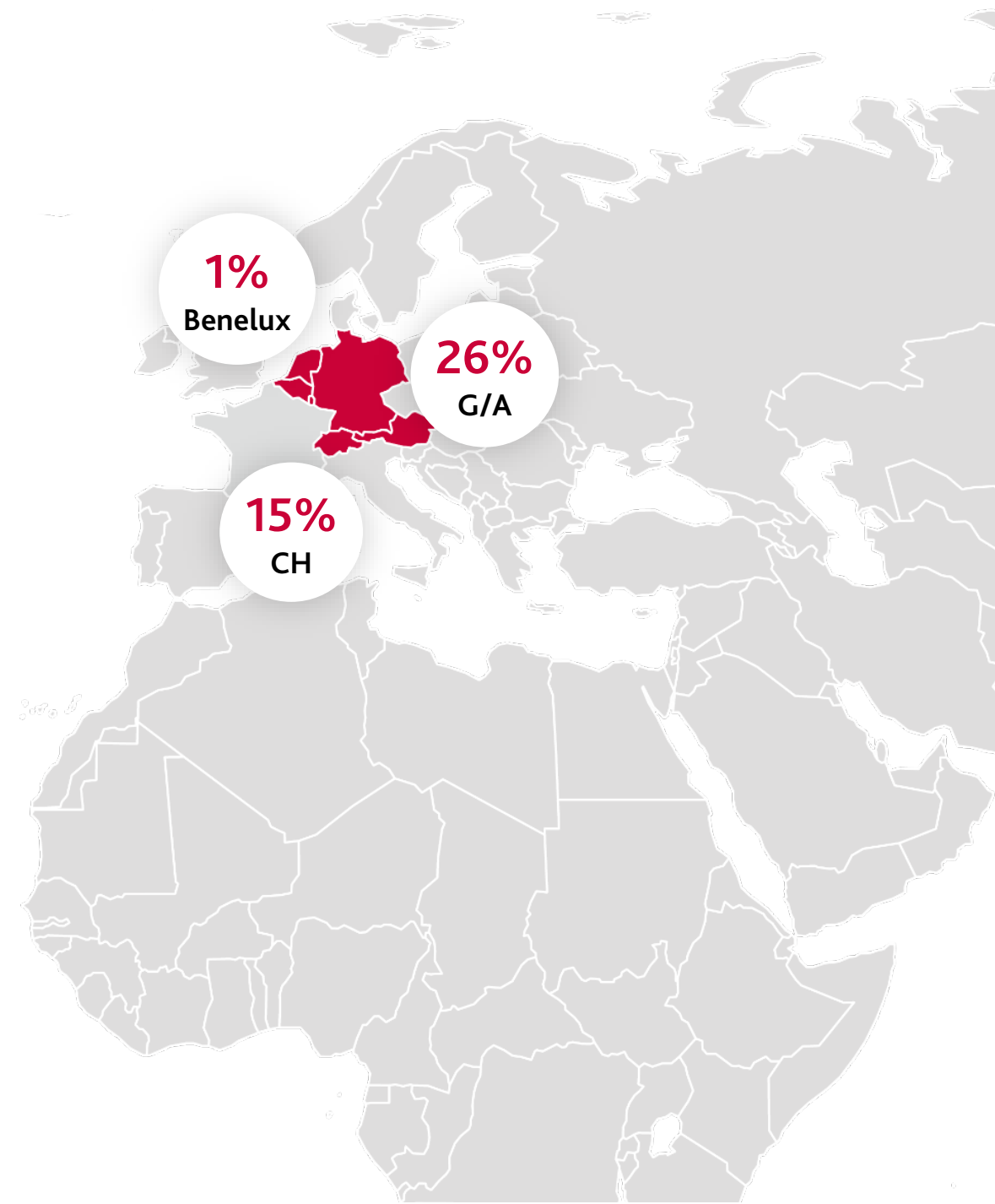
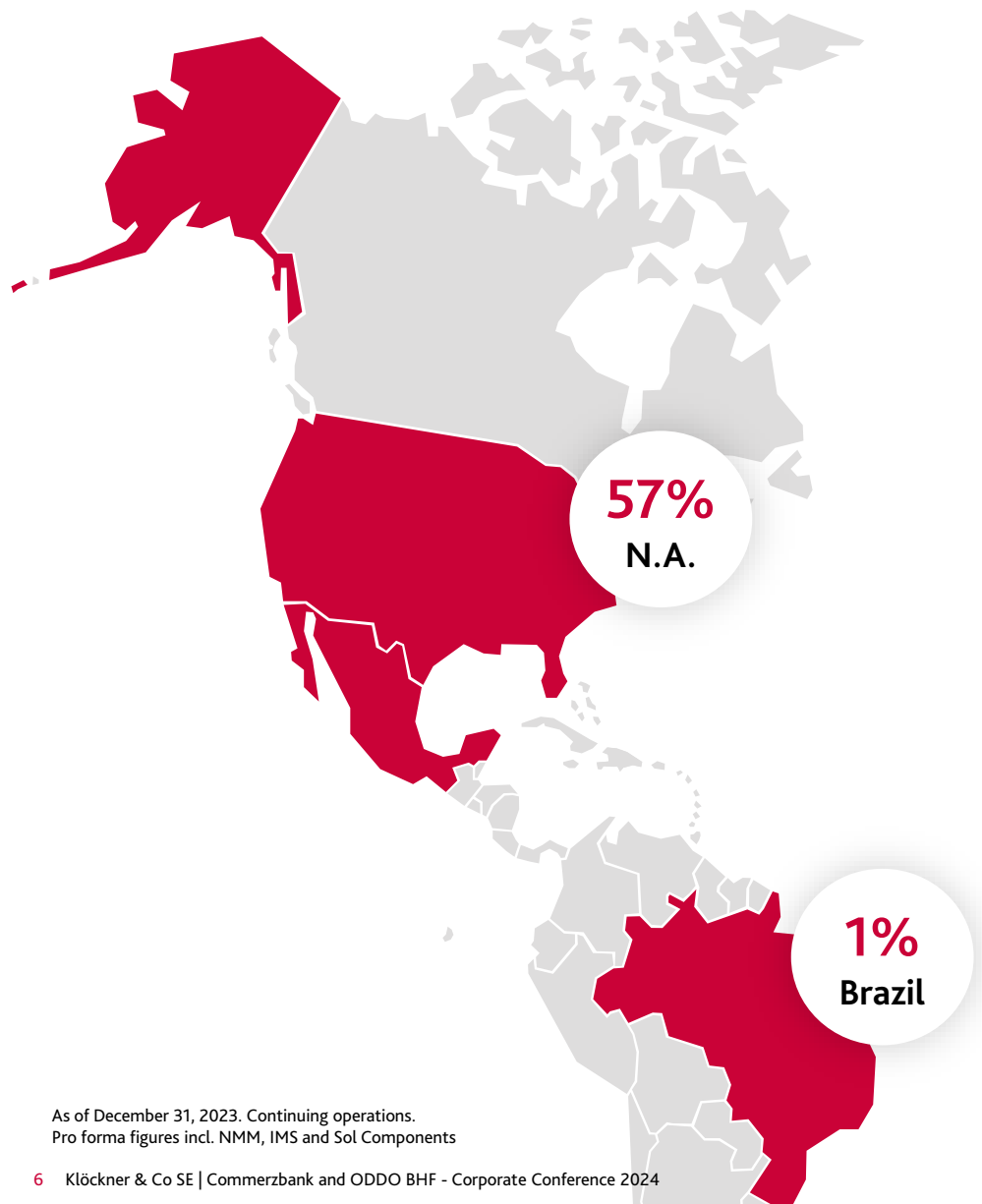
<sup>\*)</sup> Continuing operations in accordance with IFRS 5.

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

# KLÖCKNER & CO VALUE CHAIN – EVERYTHING FROM ONE SOURCE



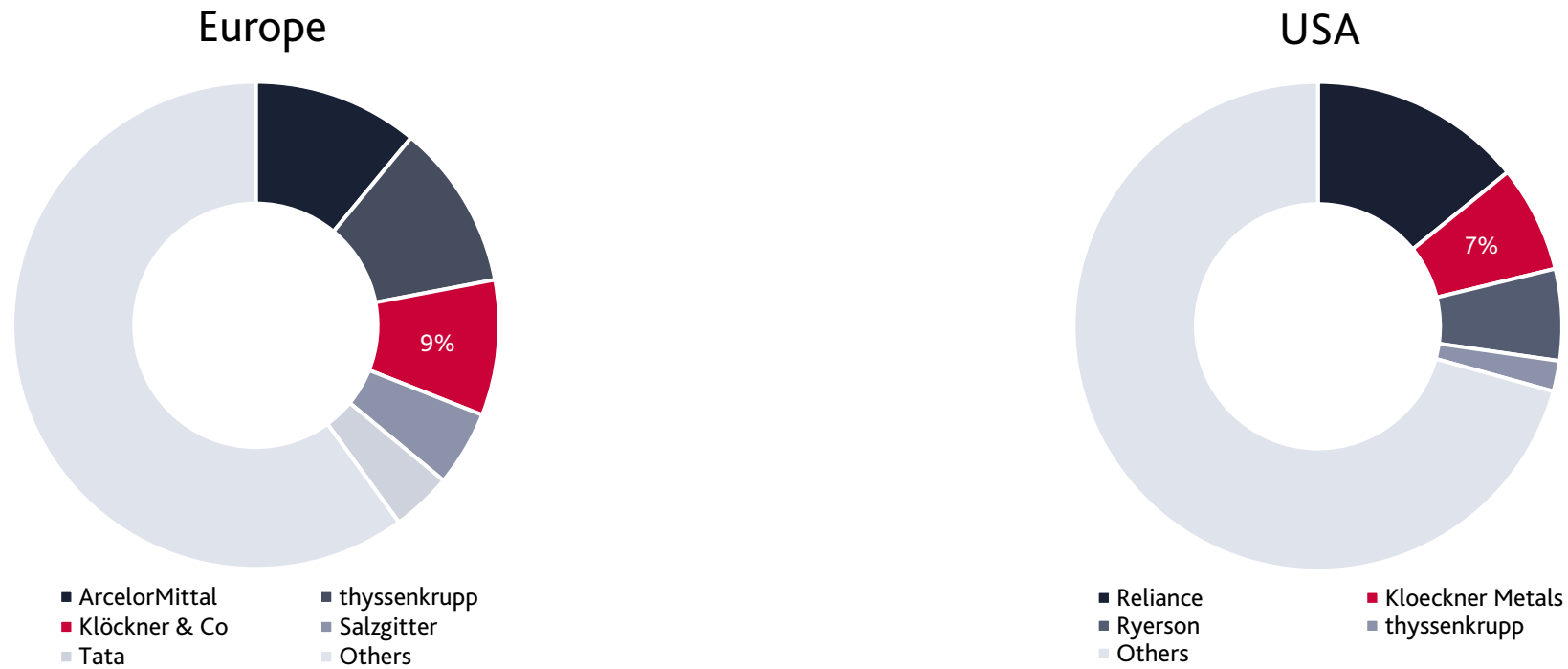
# GLOBAL REACH – LOCAL PRESENCE



As of December 31, 2023. Continuing operations.  
Pro forma figures incl. NMM, IMS and Sol Components

# LEADING PLAYER IN FRAGMENTED MARKETS

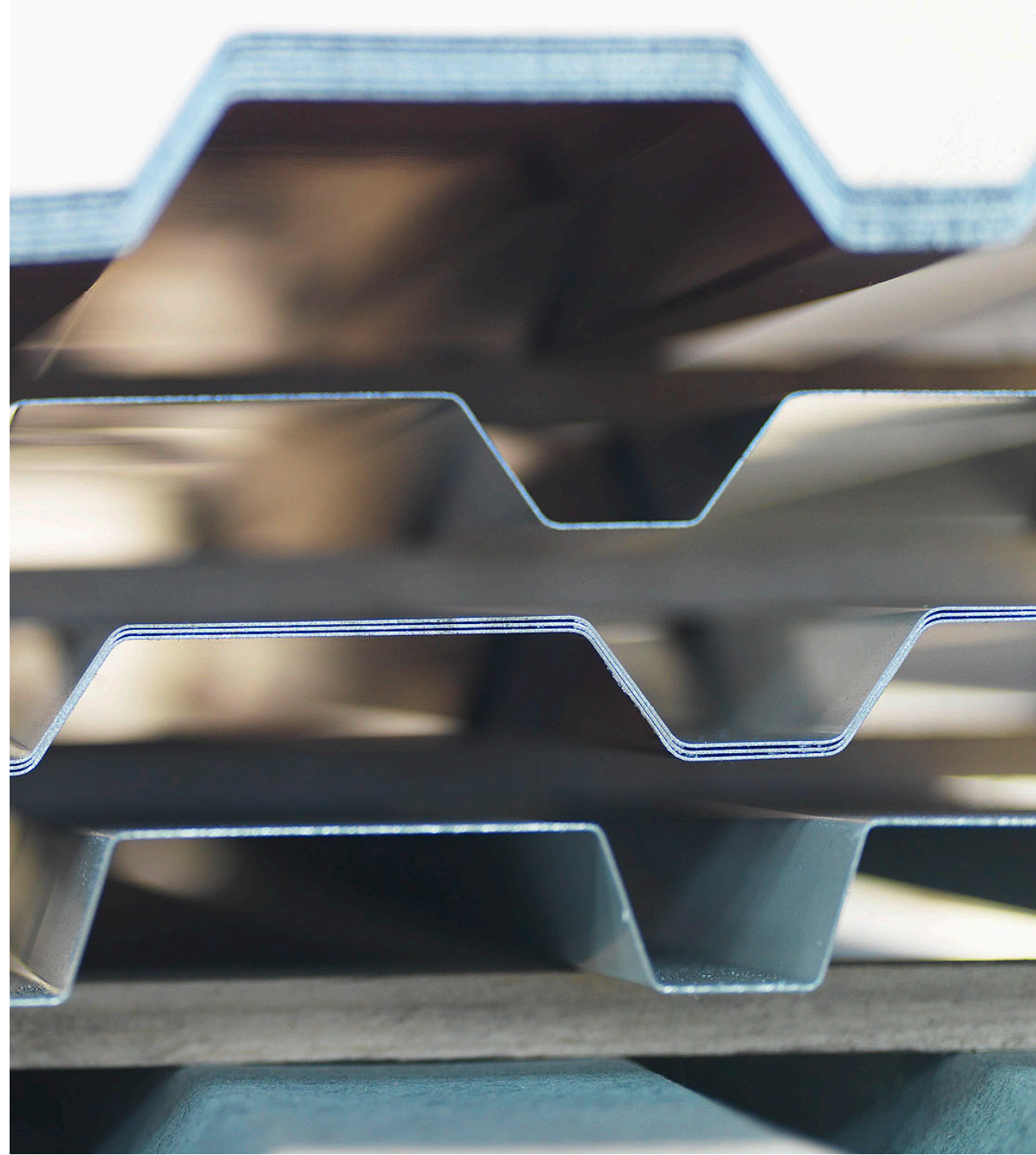
Market shares of Klöckner & Co 2023



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

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

## CUSTOMER GROWTH

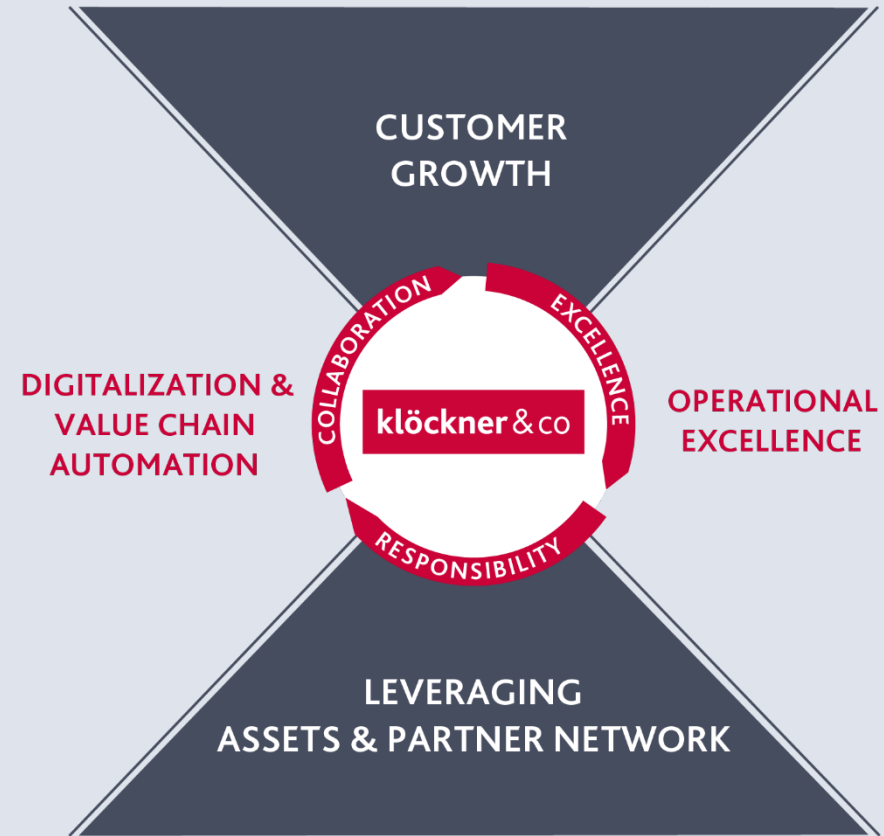
Growth through expanded customer base and increased share of wallet, due to customer focused extension of product and service offering and greater regional coverage

## 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)

# STRENGTHENING FOCUS ON HIGHER VALUE-ADDED BUSINESS AND CORE MARKETS

## Lowering complexity, increasing resilience and profitability:

**Sold parts of the low margin distribution business in Europe (~10% of Sales but ~20% of FTEs)**

**Closed and integrated value accretive growth platform NMM**

**Acquired highly profitable Industrial Manufacturing Services and increased exposure to HVAB**

**Improved our role as a pioneer of a sustainable transformation of the steel industry**

**European Efficiency program successfully completed**

**Third consecutive dividend paid**

# FURTHER PORTFOLIO OPTIMIZATION LOWERS COMPLEXITY, INCREASES PROFITABILITY AND RESILIENCE

Our activities during the past year...

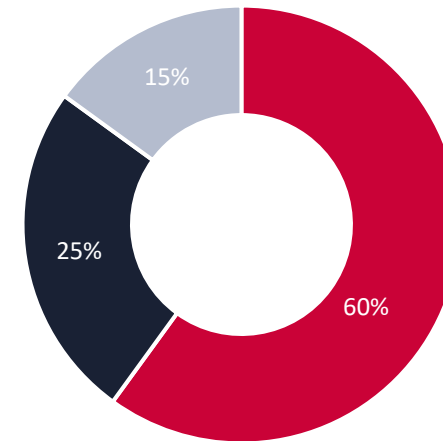
Sale of European distribution business:

- ~1,400 FTEs (20 % of group) with sales of ~€ 785m (10 % of group)
- Reduced exposure to low margin distribution business

Acquisitions in North American:

- Sales of ~USD 800m (10 % of group)
- Strengthening focus on HVAB while increasing profitability

...lead to a higher focus on core markets



■ North America ■ Germany/Austria ■ Switzerland

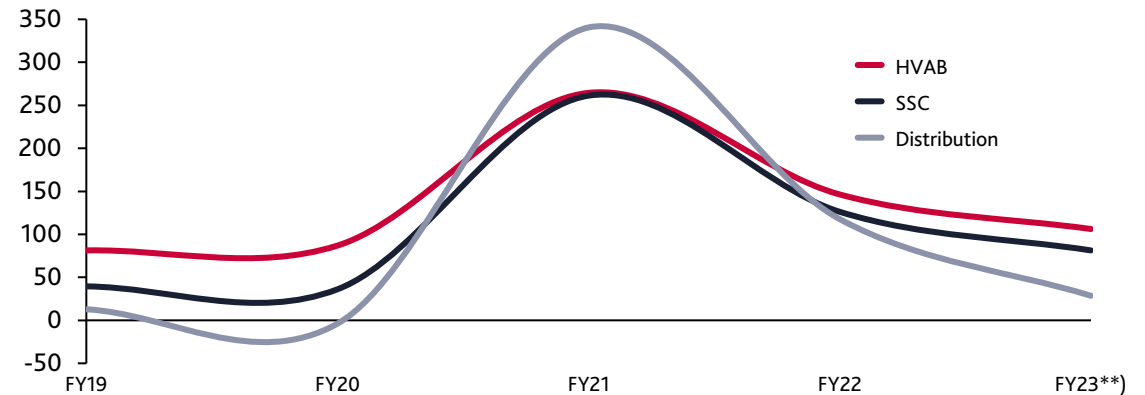
**Added ~€100m EBITDA per year on group level**

# HVAB: LEVER TOWARDS LESS VOLATILE EARNINGS WHILE INCREASING PROFITABILITY

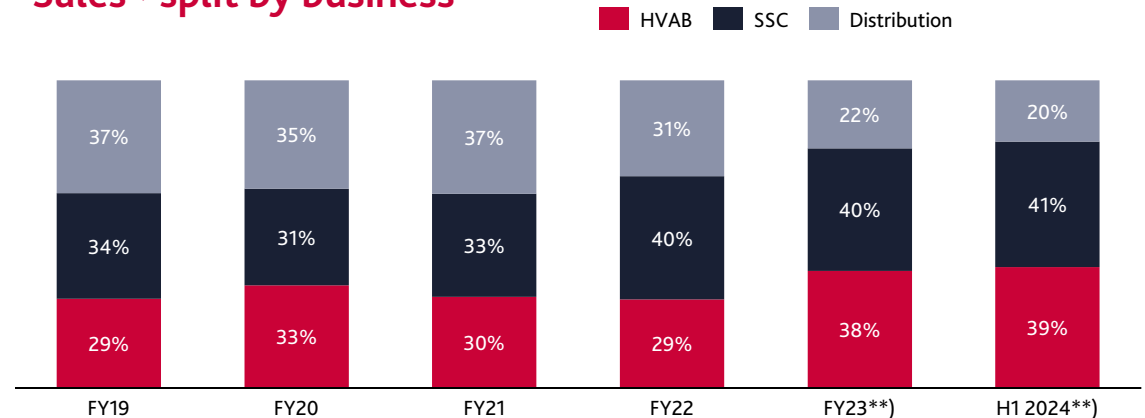
## Continuing to strengthen focus on HVAB

- Divestment of parts of European distribution business **considerably reduces dependence on low margin, cyclical commodity distribution business**
  - Sale significantly mitigated exposure to steel price correction in H1 2024
  - Service Center business and especially HVAB less dependent on steel price developments due to contractual relationships with customers
- **HVAB makes up around half EBITDA before material special effects in H1 2024**
- Continuing shift to profitable and more stable HVAB
  - Strategic initiatives will be increasingly visible in HVAB exposure

## EBITDA before MSE<sup>\*)</sup> development by business



## Sales<sup>\*)</sup> split by business



\*) Operational Group excluding Holding, consolidations and NMM acquisition (closed on August 1, 2023 and included as of January 1, 2024).

\*\*\*) Continuing operations.

# FURTHER PROGRESS IN IMPLEMENTING GROUP STRATEGY

## North America

- Acquired Amerinox Processing, a **full-range stainless steel and aluminum toll processor and an industry leader with polishing capabilities**
- Other services include buffing, and cut-to-length services for both sheet and plate
- **Adding industry leading processing capabilities with best-in-class profitability and valuable management expertise** to existing service portfolio
- Continuing opportunistic, highly selective, performance- and growth-oriented M&A approach going forward

## DACH region

- Installed an **advanced laser system** in Velten, Germany, as another proof point of increasing exposure to HVAB
  - **Target industry: machinery and mechanical engineering**
  - One of the most advanced laser systems in Germany
  - Investment extends our service portfolio with enhanced production capabilities
  - State-of-the-art laser system further expands HVAB exposure and enables profitable growth reducing our volatility
- **Continuing to actively position ourselves to benefit from the growing demand in defense sector**

**Strengthening focus on higher value-added business**

# STRATEGIC PERCEPTION OF SUSTAINABILITY TRANSFORMATION

**Significant opportunities from offering sustainable business solutions**

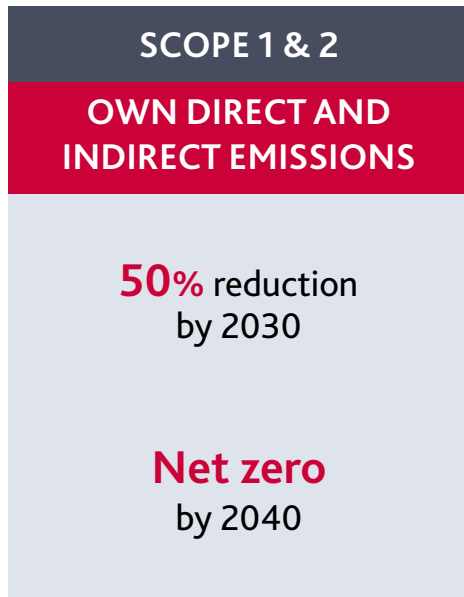
Housekeeping



Business Opportunities

# LEADING THE SUSTAINABILITY TRANSFORMATION OF THE STEEL INDUSTRY

## kloeckner takes action 2040



Midterm target  
already achieved in 2023  
(~52% reduction)

### Capitalizing on sustainable business opportunities

- Intending to expand cooperation in metal products and related services in the future
- Already delivered first quantities of sustainable stainless steel to GEA
- Corresponds to "Pro" in category for CO<sub>2</sub>-reduced stainless steel
  - CO<sub>2</sub> footprint of less than 700 kg CO<sub>2</sub> per ton; ~90% lower compared to conventional stainless steel
- Also delivering PCF; thus, providing cradle to customer entry gate emissions



# We've come a long way

## Building sustainable business models for our customers

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



~52% reduction in 2023  
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

Nexigen®



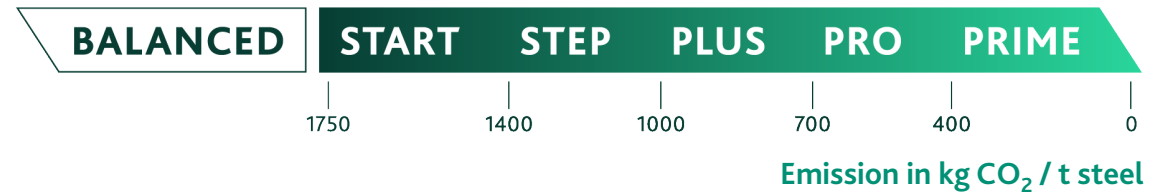
First tons of CO<sub>2</sub>-reduced  
stainless steel from Outokumpu

Pioneering role in the  
sustainability transformation of  
the steel industry

# 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.



## 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

# Accelerating further

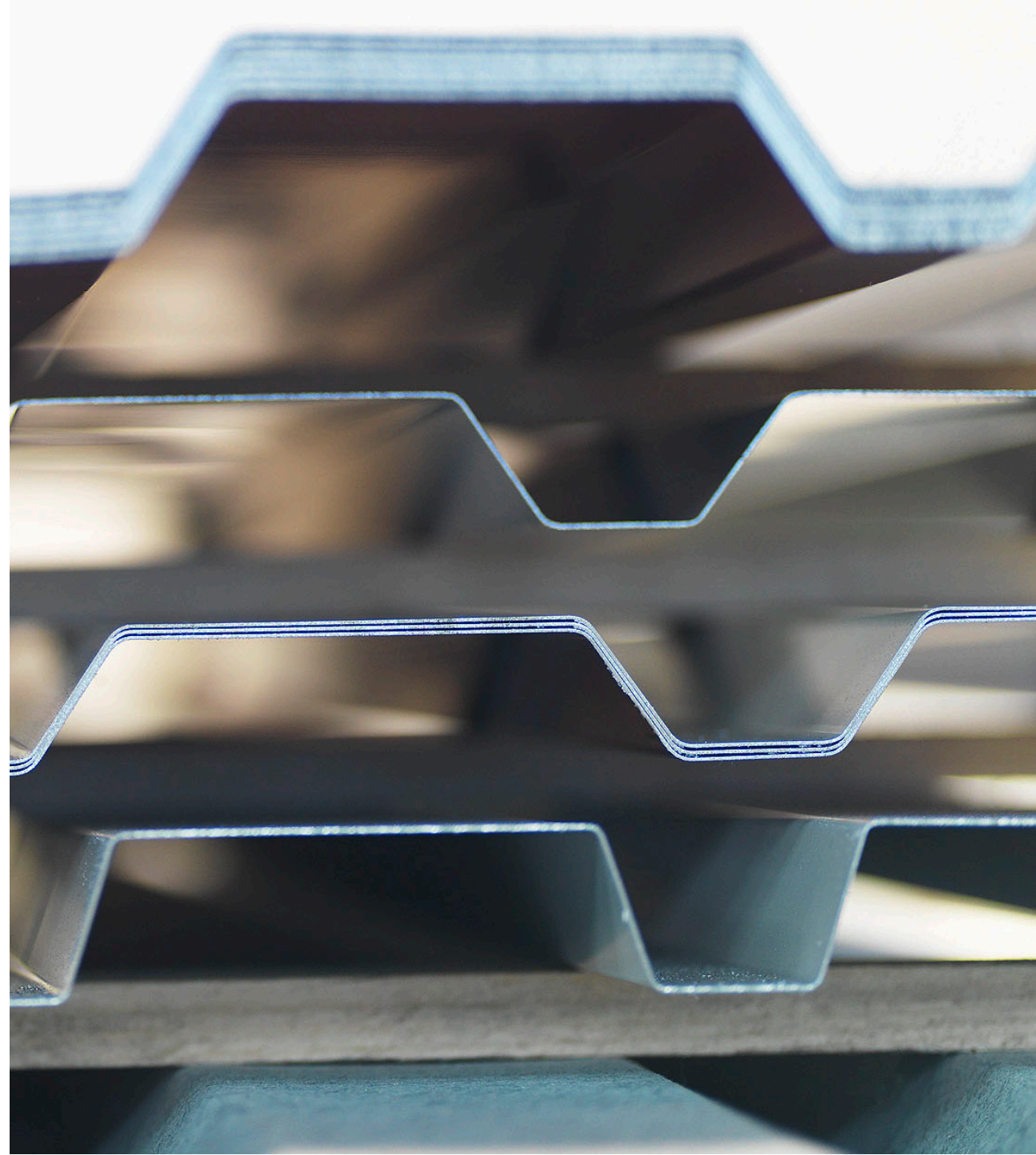
An image of an iceberg floating in the ocean. The tip of the iceberg is visible above the water, while the much larger, jagged base is submerged below the surface. The image is overlaid on a dark teal background that transitions into a lighter teal on the left side.

## Launch of innovative Nexigen® PCF Algorithm

- ✓ **Individualized Product Carbon Footprints (PCF)**  
Offering our customers individualized PCFs for nearly all 190,000 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

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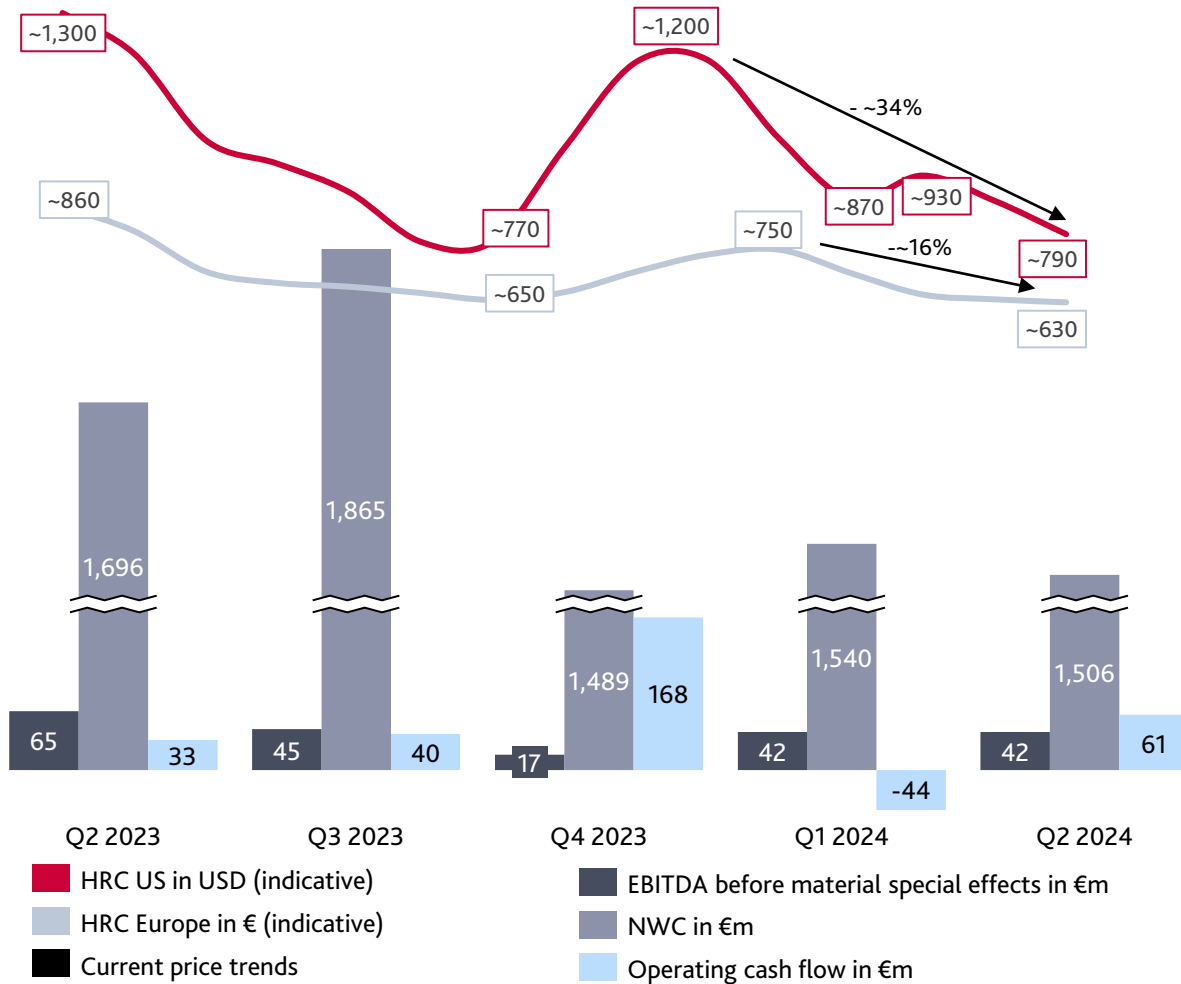
# HIGHLIGHTS OF Q2 2024

	Q2 2024	Q2 2023	Delta	
Shipments (Tto)	1,164	1,044	+11.5%	Considerably up yoy on Group level driven by strong development of Kloeckner Metals Americas
Sales (€m)	1,765	1,754	+0.6%	Sales constant as a result of lower average price level yoy despite increasing Shipments
Gross profit (€m)	294	296	-0.7%	Constant despite steel price correction during Q2 2024
EBITDA <sup>*)</sup> (€m)	42	65	-23	EBITDA within guidance range despite challenging market environment
Oper. CF (€m)	61	33	+28	Generated strong OCF due to consistent NWC management
Net financial debt (€m)	779	596	+183	Increase yoy mainly driven by NMM acquisition in Q3 2023; however, deleveraged qoq

\*) Before material special effects.

# SOLID OPERATING PERFORMANCE

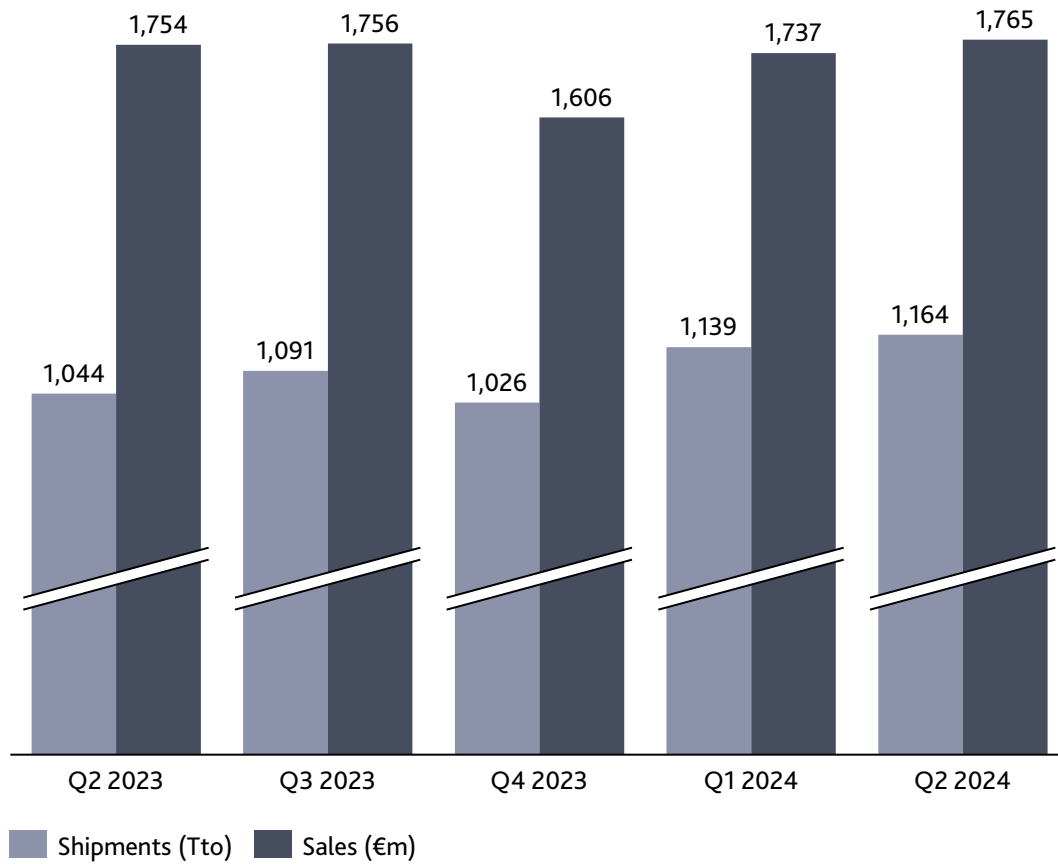
## Our net working capital management



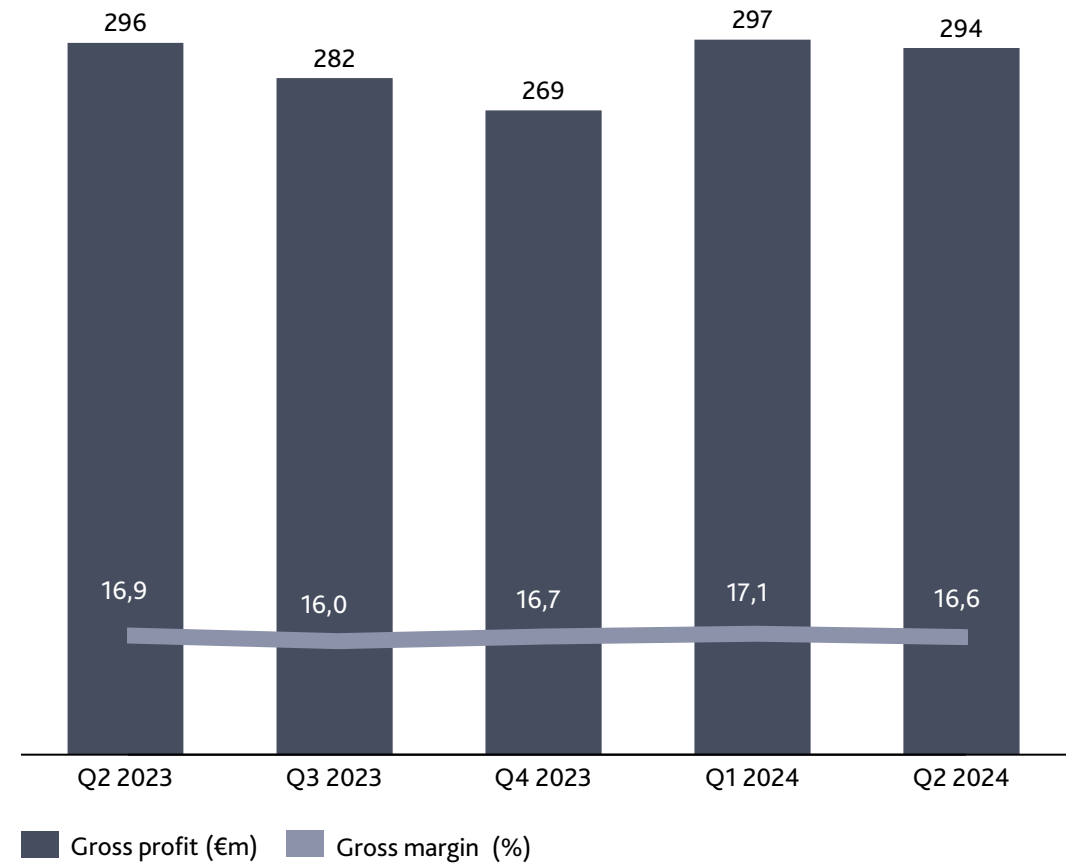
- Challenging overall market environment during the second quarter with significant steel price correction in US
  - However, achieved EBITDA before material special effects of €42m within guidance range and strong operating cash flow of €61m in Q2 2024
  - Generated positive operating cash flow in H1, according to guidance
- **Commitment to increase exposure to HVAB further to reduce earnings volatility and generate more stable cash flows**
- Continuing to leverage digitalization and automation initiatives
  - Digital quotes increased by more than 39% yoy in H1 2024

# SHIPMENTS, SALES AND GROSS PROFIT

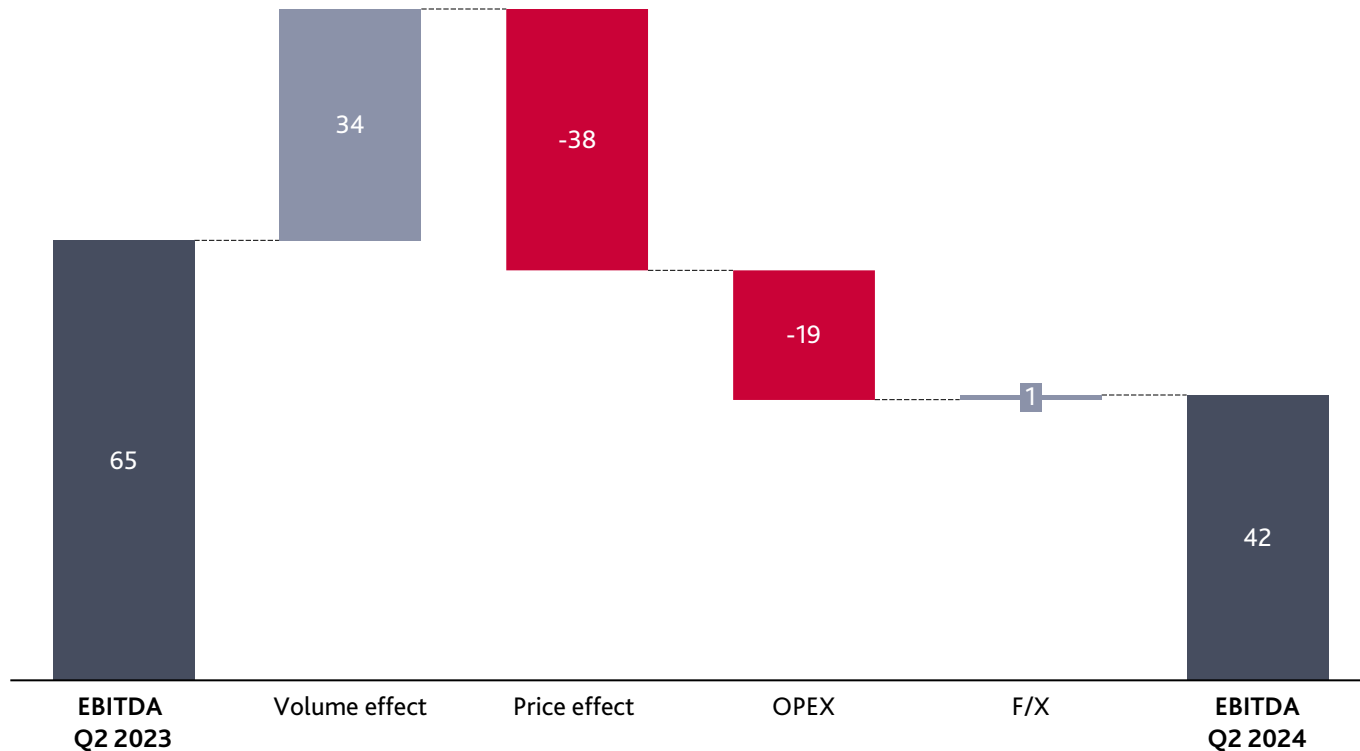
## Shipments & Sales



## Gross profit & Gross profit margin



# EBITDA IN Q2 2024

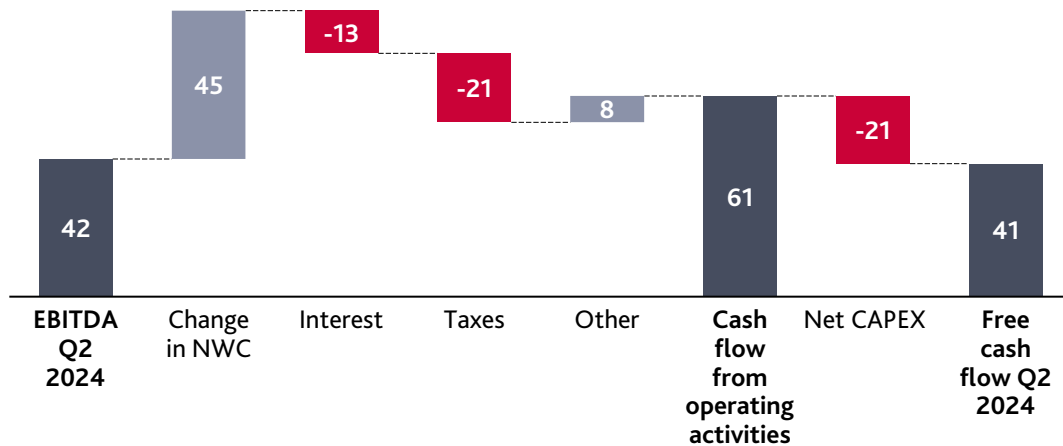


- Generated EBITDA of €42m in Q2 2024 despite ongoing challenging market environment
- Positive volume effect of €34m and negative price effect of €38m
- OPEX in Q2 2024 €19m higher yoy
- Minor F/X effects



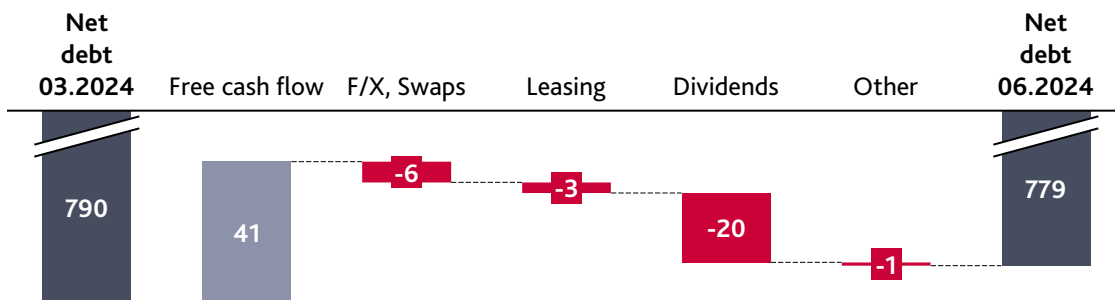
# CASH FLOW AND NET DEBT DEVELOPMENT

## Cash flow Q2 2024 (€m)



- EBITDA of €42m
- Net working capital release of €45m
- Other of €8m relate to decrease in VAT receivables and other assets
- Positive cash flow from operating activities of €61m
- Net CAPEX of €21m
- Accordingly free cash flow of €41m

## Net financial debt 03.2024 vs 06.2024 (€m)

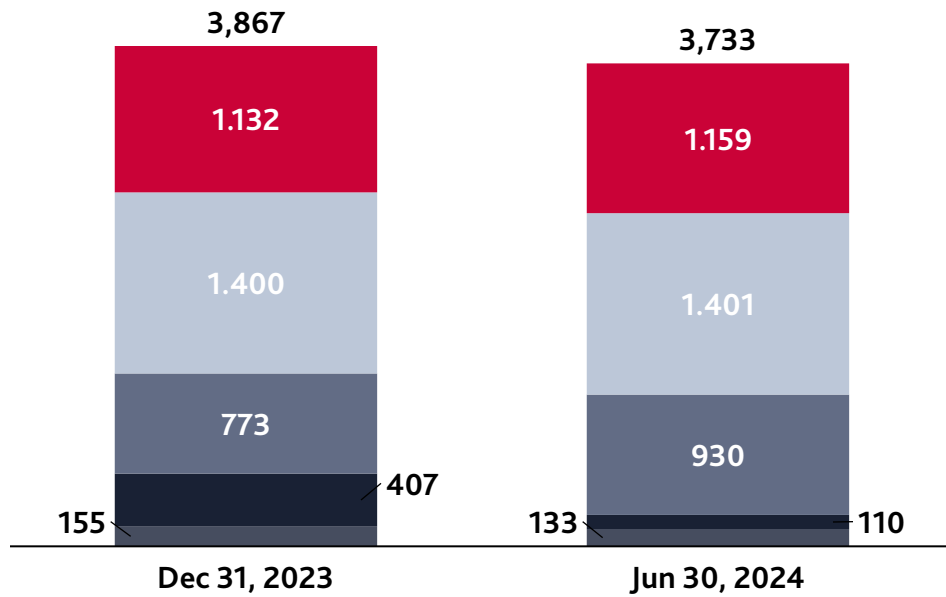


- Net financial debt decreased from €790m to €779m
- Minor F/X translation effects

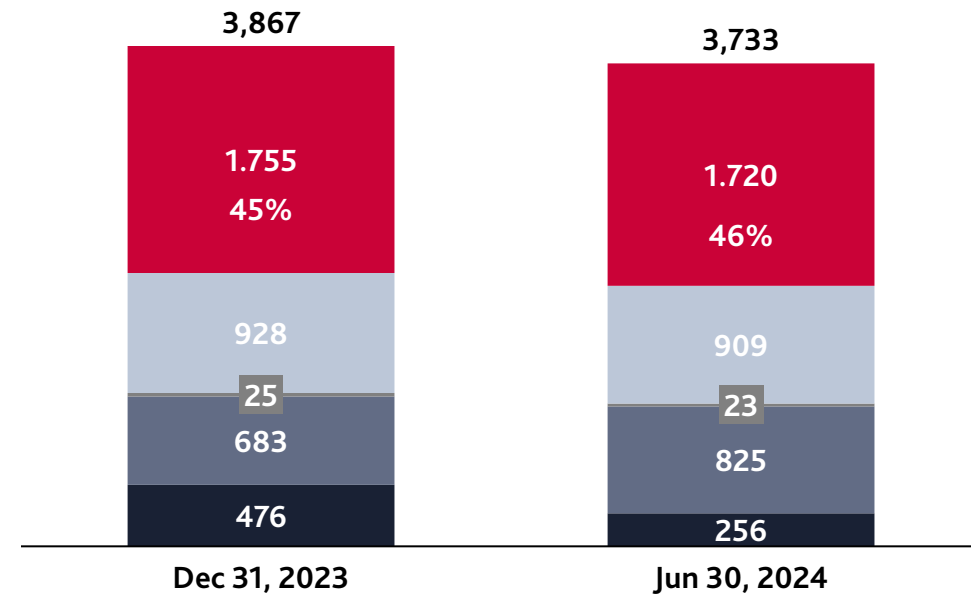
# STRONG AND SOLID BALANCE SHEET

Solid equity ratio of 46%, gearing<sup>\*)</sup> of 47% and leverage of 5.4x

## Assets



## Equity & Liabilities



■ Non-current assets   
 ■ Trade receivables<sup>\*\*)</sup>   
 ■ Liquidity  
■ Inventories   
 ■ Other current assets

■ Equity   
 ■ Pensions   
 ■ Other liabilities  
■ Financial liabilities   
 ■ Trade payables<sup>\*\*\*)</sup>

<sup>\*)</sup> Gearing = Net financial debt / (Consolidated equity ./ non-controlling interests ./ goodwill resulting from acquisitions subsequent to May 23, 2019).

<sup>\*\*)</sup> Incl. contract assets and supplier bonuses.

<sup>\*\*\*)</sup> Incl. contract liabilities and advance payments received.

# MATURITY PROFILE

Facility (€m)	Committed Jun 30, 2024	Drawn amount	
		Jun 30, 2024	Dec 31, 2023
Syndicated Loan <sup>1)</sup>	400	95	155
ABS Europe <sup>2)</sup>	300	64	98
ABL USA	607	467	407
Bilateral Facilities <sup>3)</sup>	238	151	137
Leases	135	135	133
<b>Total Debt</b>	<b>1,680</b>	<b>912</b>	<b>930</b>
Cash		133	155
<b>Net Debt</b>		<b>779</b>	<b>775</b>

1) Facility increase in February 2024 from €250m to €400m, all other terms unchanged.

2) In February 2024 the participating entities from the UK, FR and NL have exited the program; we will review the program in 2024 and will probably reduce its size significantly.

3) Mainly Switzerland.

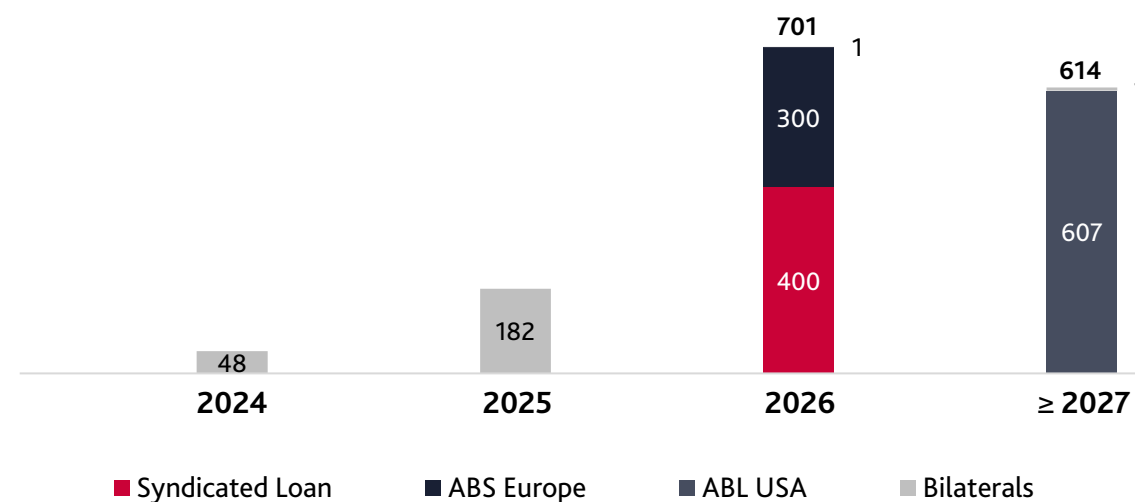
4) Equity attributable to shareholders of Klöckner & Co SE less goodwill from business combinations subsequent to May 23, 2019.

5) Net debt as reported/Adjusted equity.

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

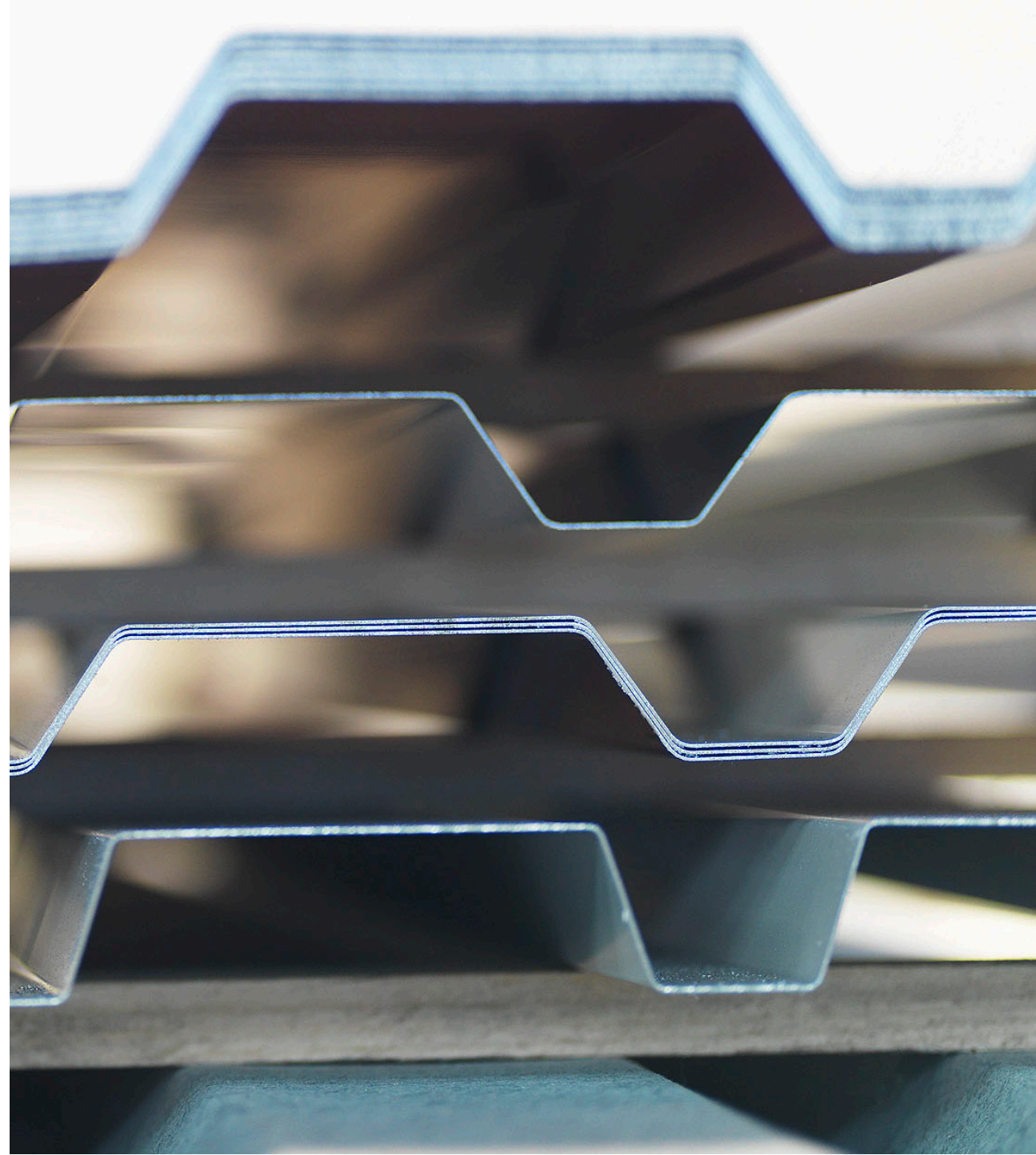
€m	Jun 30, 2024
Adjusted equity <sup>4)</sup>	1,662
Net Debt	779
Gearing <sup>5)</sup>	47%
Leverage <sup>6)</sup>	5.4x

## Maturity profile (excl. Leases) in €m, Jun 30, 2024

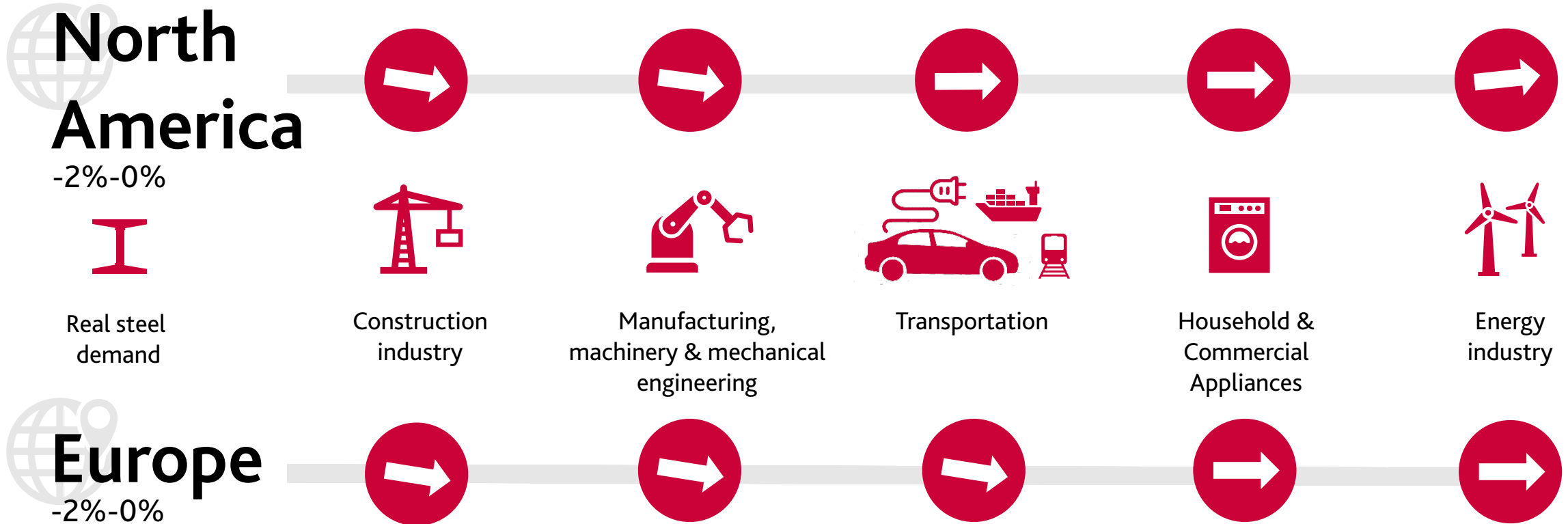


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# REGION SPECIFIC BUSINESS OUTLOOK 2024



# OUTLOOK

**Q3**  
2024

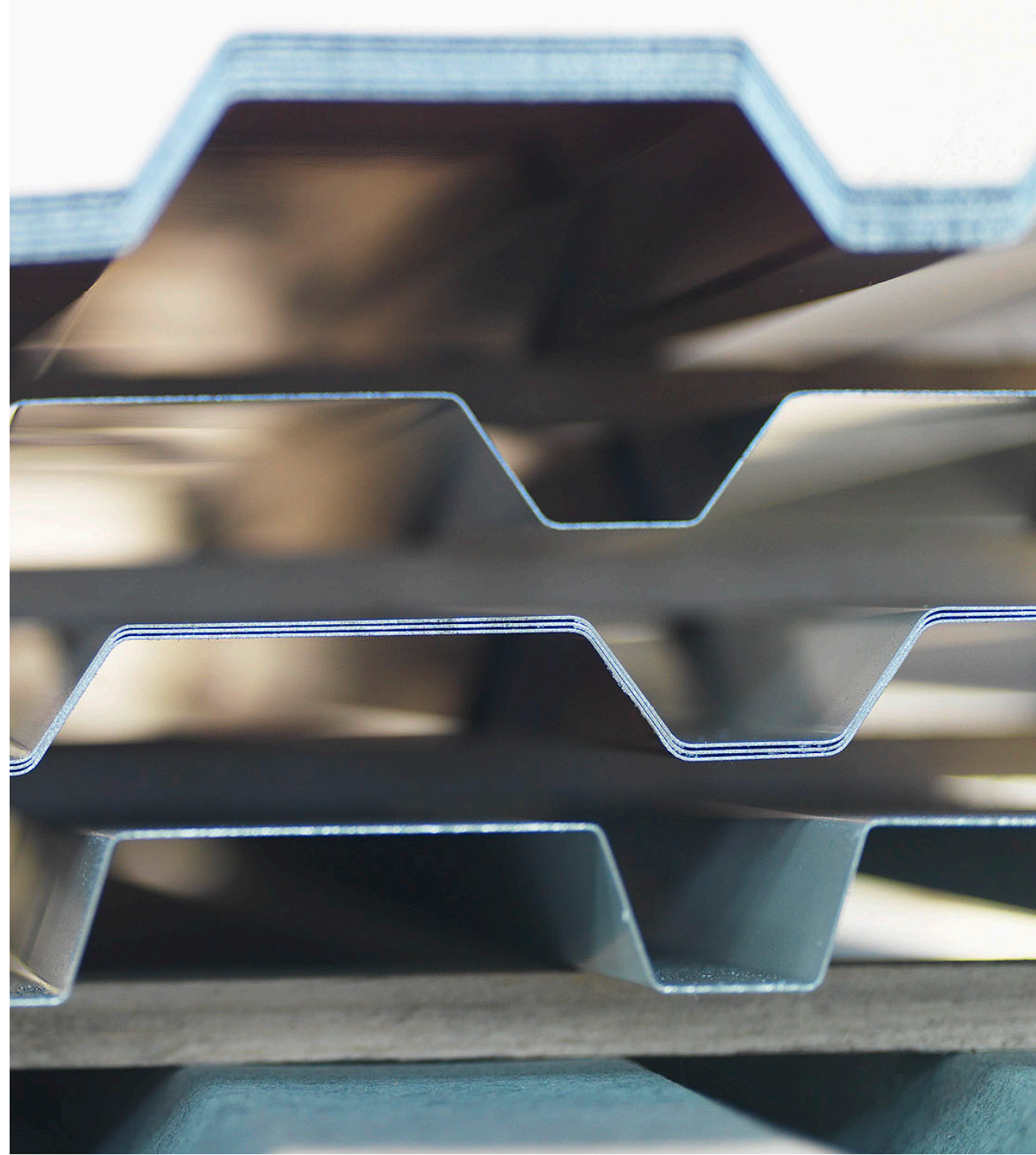
- EBITDA expectation of €20-60m before material special effects

**FY**  
2024

- Shipments expected to increase slightly yoy; Sales expected to be below prior-year due to lower price level
- EBITDA expectation of €120-180m before material special effects
- Expecting significantly positive operating cash flow, but below previous year's level

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# QUARTERLY AND FY RESULTS

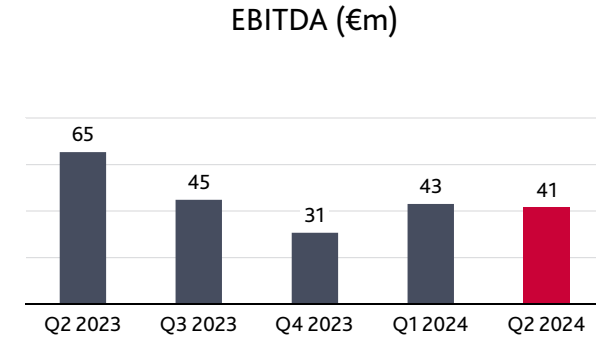
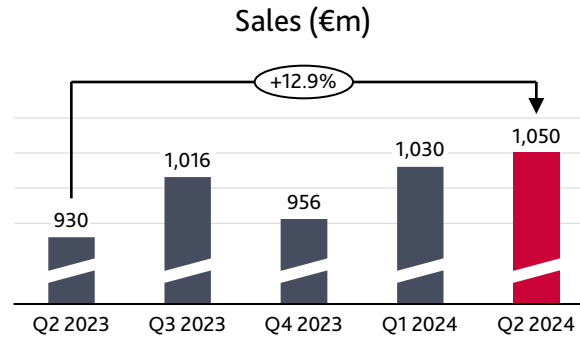
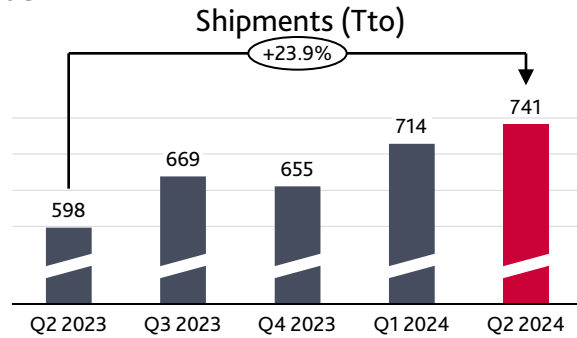
(€m)	Q2 2024*)	Q1 2024*)	Q4 2023*)	Q3 2023*)	Q2 2023*)	Q1 2023*)	Q4 2022*)	Q4 2022	Q3 2022	Q2 2022	Q1 2022	FY 2023*)	FY 2022*)	FY 2022	FY 2021	FY 2020	FY 2019
Shipments (Tto)	1,164	1,139	1,026	1,091	1,044	1,087	941	1,047	1,148	1,226	1,257	4,248	4,193	4,679	4,881	4,873	5,648
Sales	1,765	1,737	1,606	1,756	1,754	1,840	1,775	1,993	2,367	2,580	2,438	6,957	8,337	9,379	7,441	5,130	6,315
Gross profit	294	297	269	282	296	311	232	269	305	508	482	1,157	1,328	1,563	1,893	1,047	1,158
% margin	16.6	17.1	16.7	16.0	16.9	16.9	13.1	13.5	12.9	19.7	19.8	16.6	15.9	16.7	25.4	20.4	18.3
EBITDA bef. material special effects	42	42	17	45	65	65	-19	-22	16	222	201	190	355	417	848	111	124
Material special effects	0	-5	-5	0	0	5	3	11	0	1	53	0	52	64	-30	-59	15
EBITDA rep.	42	37	12	45	65	70	-16	-12	16	223	254	190	407	481	879	52	139
% margin	2.4	2.2	0.7	2.5	3.6	3.8	-0.9	-0.6	0.7	8.6	10.4	2.7	4.9	5.1	11.8	1.0	2.2
EBITDA rep. (curr. eff.)	-2	-2	-2	4	0	-4	1	0	9	12	9	-3		31	-16	1	5
EBIT	11	5	-29	15	38	43	-45	-49	-18	191	223	66	299	348	754	-93	2
Income from Investments	-2	1	0	-1	0	-2	0	0	1	4	0	-4	6	6	11	0	0
Financial result	-15	-17	-18	-12	-8	-8	-11	-11	-8	-8	-7	-46	-34	-34	-17	-30	-41
EBT	-5	-11	-47	1	29	34	-55	-60	-25	188	216	16	270	319	748	-124	-39
Income taxes	-13	3	12	-4	-14	-10	13	18	3	-37	-44	-16	-57	-60	-119	9	-16
Net income	-18	-8	-35	-3	15	24	-42	-42	-22	151	172	0	213	259	629	-114	-55
Minority interests	0	0	0	0	0	0	0	0	0	2	4	1	6	6	10	2	1
Net income KCO	-18	-8	-35	-3	15	23	-42	-42	-22	149	168	-1	207	253	619	-116	-56
EPS basic (€)	-0.18	-0.08	-0.36	-0.04	0.15	0.23	-0.42	-0.42	-0.22	1.50	1.68	-0.01	2.08	2.54	6.21	-1.16	-0.56
EPS diluted (€)	-0.18	-0.08	-0.36	-0.04	0.15	0.22	-0.42	-0.42	-0.22	1.36	1.53	-0.01	1.90	2.32	5.58	-1.16	-0.56
NWC	1,506	1,540	1,489	1,865	1,696	1,735	1,789	1,789	2,185	2,239	2,258	1,489	1,789	1,789	1,813	967	1,119
Net debt	779	790	775	923	596	539	584	584	806	903	999	775	584	584	762	351	445

\*) Continuing operations in accordance with IFRS 5.

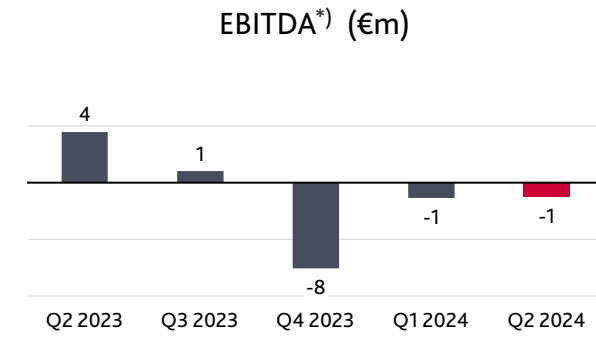
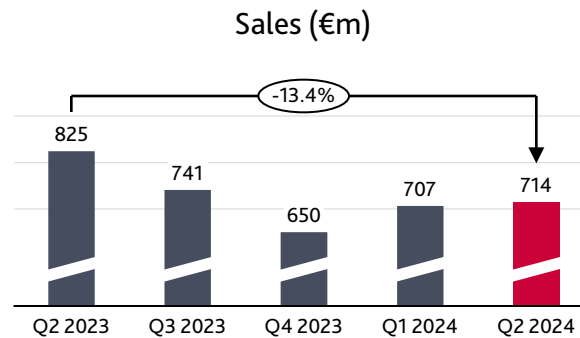
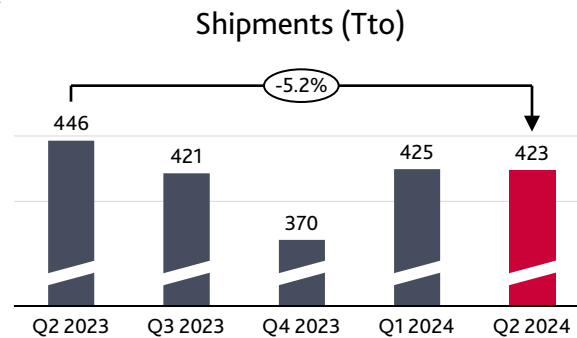


# SEGMENT PERFORMANCE

## KM Americas



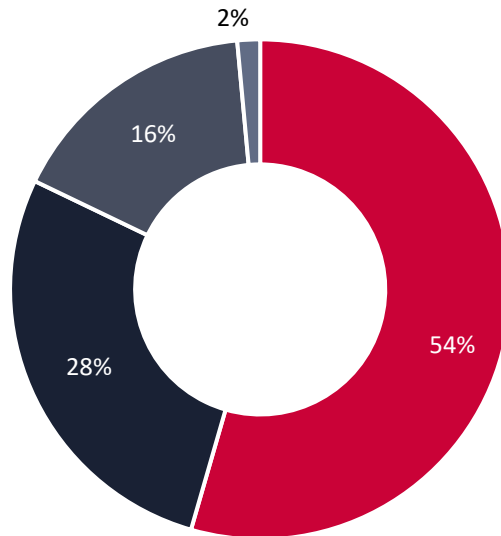
## KM Europe



\*) Adjusted for material special effects in Q4 2023 and Q1 2024.

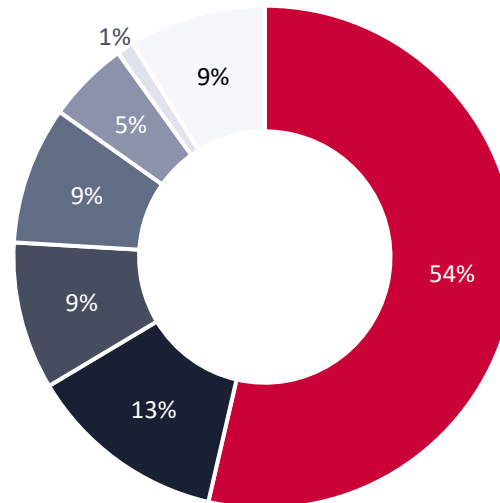
# SALES BY MARKETS, PRODUCTS AND INDUSTRIES

## Sales by markets



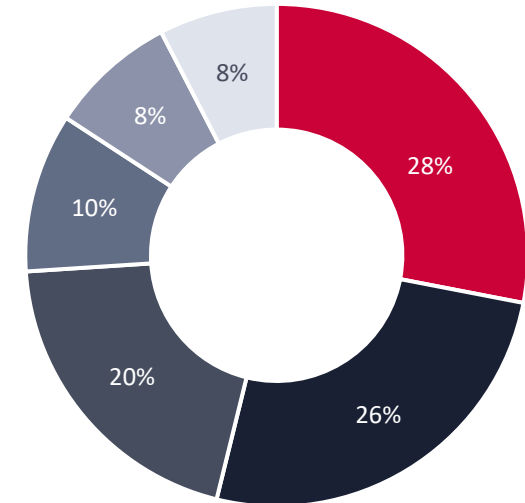
- North America
- Germany/Austria
- Switzerland
- Other

## Sales by products



- Flat products
- Long products
- Aluminum
- Stainless Steel
- Tubes
- Quality Steel
- Others

## Sales by industries



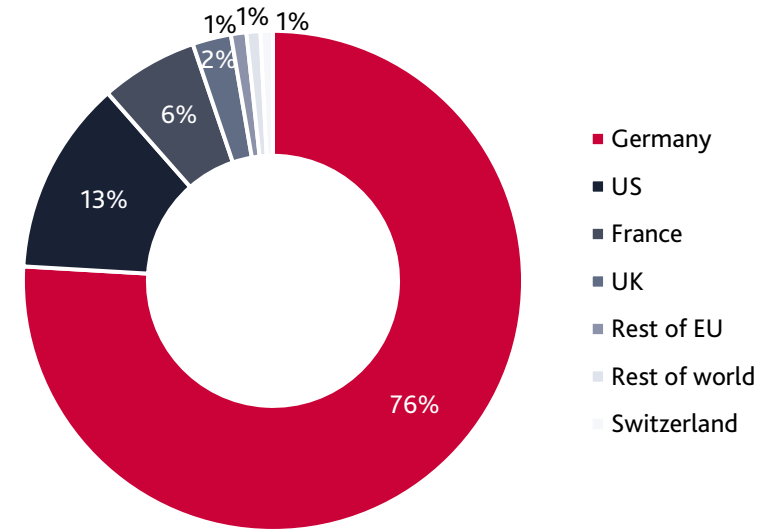
- Construction
- Manufacturing, Machinery, Mechanical Engineering
- Transportation
- Appliances and Consumer Goods
- Metal Distribution & Other
- Metal Transforming

As of December 31, 2023. Continuing operations.

# CURRENT SHAREHOLDER STRUCTURE

## Geographical breakdown of identified institutional investors

- Around 99% of investors identified in June 2024
- Identified institutional investors account for 61%
- German investors incl. retail dominate
- Retail shareholders represent 25%



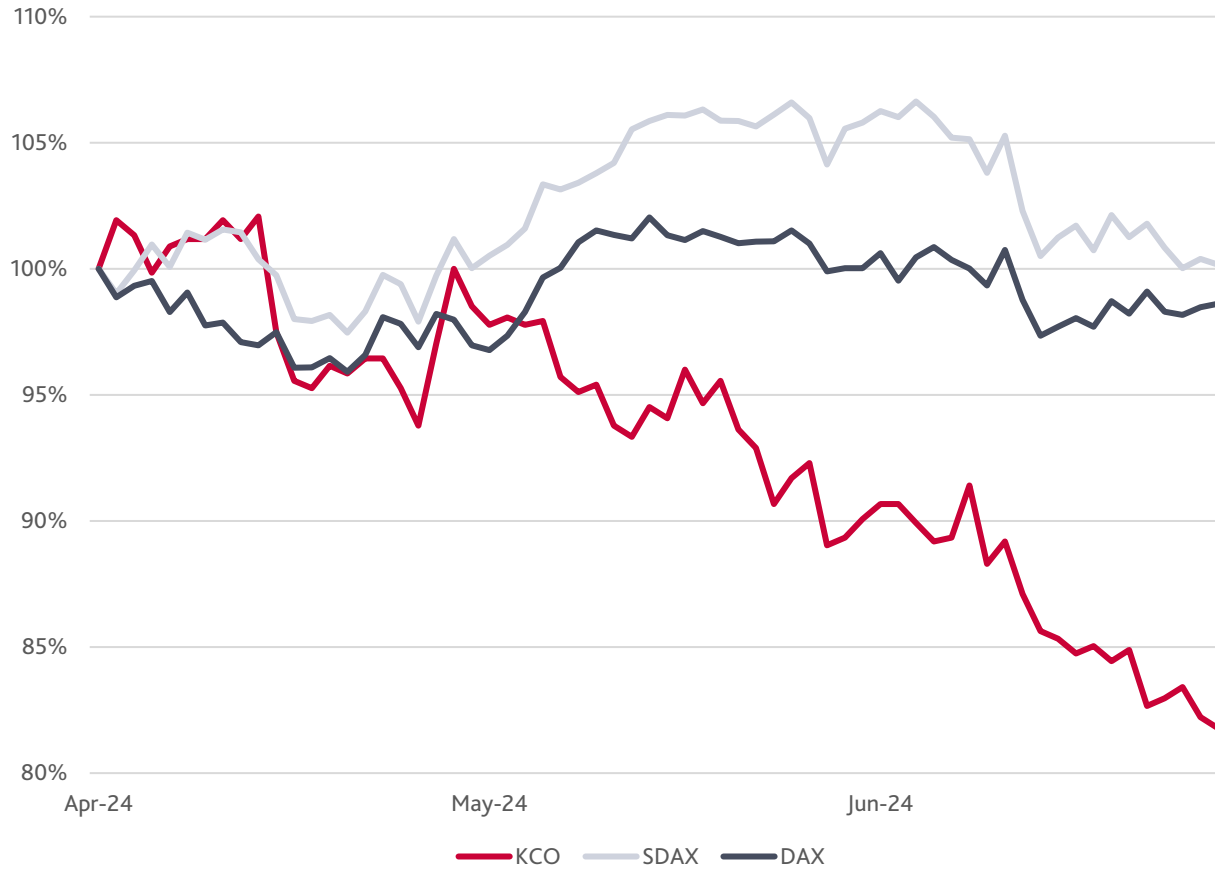
As of June 2024

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

Date of publication	Subject to compulsory notification	Portion of voting stock
05/02/2024	Swoctem GmbH / Friedhelm Loh	41.53%
10/07/2024	Rossmann Beteiligungs GmbH	5.17%
04/11/2022	The Goldman Sachs Group, Inc.	4.99%
04/12/2023	Amiral Gestion	3.11%
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 September 3, 2024 (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 Q2 2024



- The share price of Klöckner & Co showed a negative trend through the second quarter of 2024
- It reached its peak on April 12 with €6.89
- Subsequently, it gradually declined and went out of trading at €5.52 on June 28

# 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
- Third consecutive dividend payment of €0.20 per share for the financial year 2023

## Dividend payment per share

2006	2007	2008 2009	2010	2011 2013	2014	2015	2016	2017	2018	2019 2020	2021	2022	2023
€0.80	€0.80	-	€0.30	-	€0.20	-	€0.20	€0.30	€0.30	-	€1.00	€0.40	€0.20

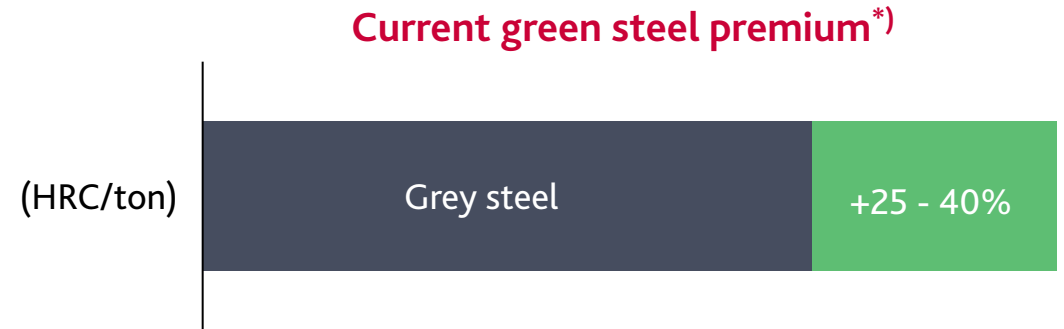
# CREATING VALUE THROUGH GREEN STEEL OFFERING

## 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



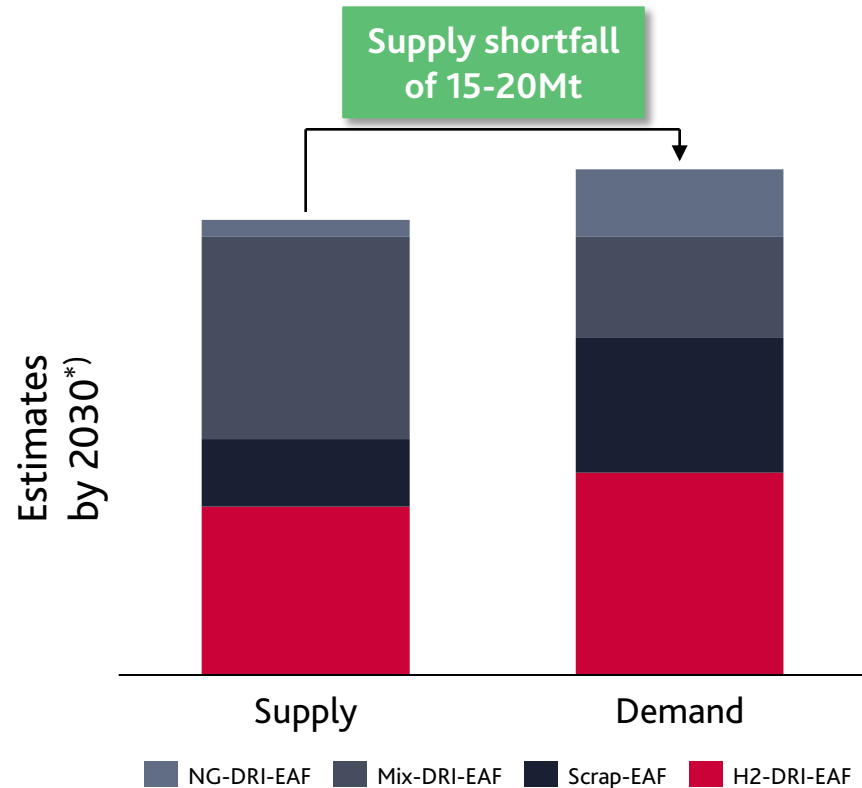
<sup>\*)</sup> Source: BCG, Klöckner estimates, only flat steel

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

# 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 NOT UNDER DIRECT INFLUENCE

Reduction of **30%**  
by 2030

Net zero by 2050



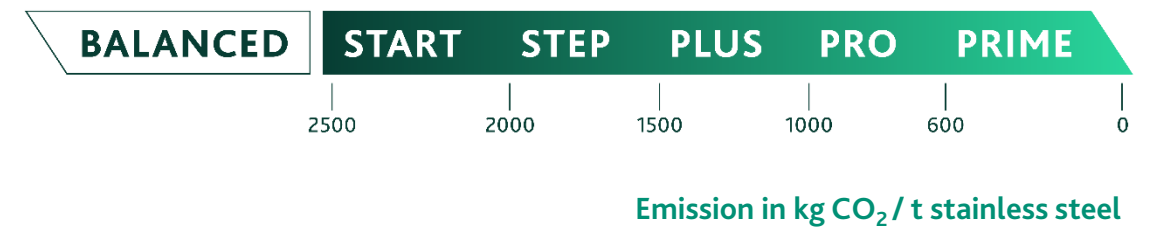




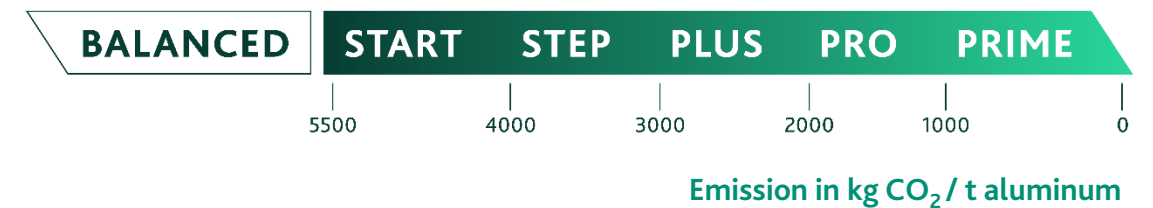
# A COMPREHENSIVE APPROACH

## Nexigen® categorizations for stainless steel & aluminum

### Stainless Steel




### Aluminum



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## FINANCIAL CALENDAR

November 6, 2024

**Q3 quarterly statement 2024**

March 12, 2025

**Annual Financial Statement 2024**

May 7, 2025

**Q1 quarterly statement 2025**

May 28, 2025

**Annual General Meeting 2025**

August 6, 2025

**Half-yearly Financial Report 2025**