

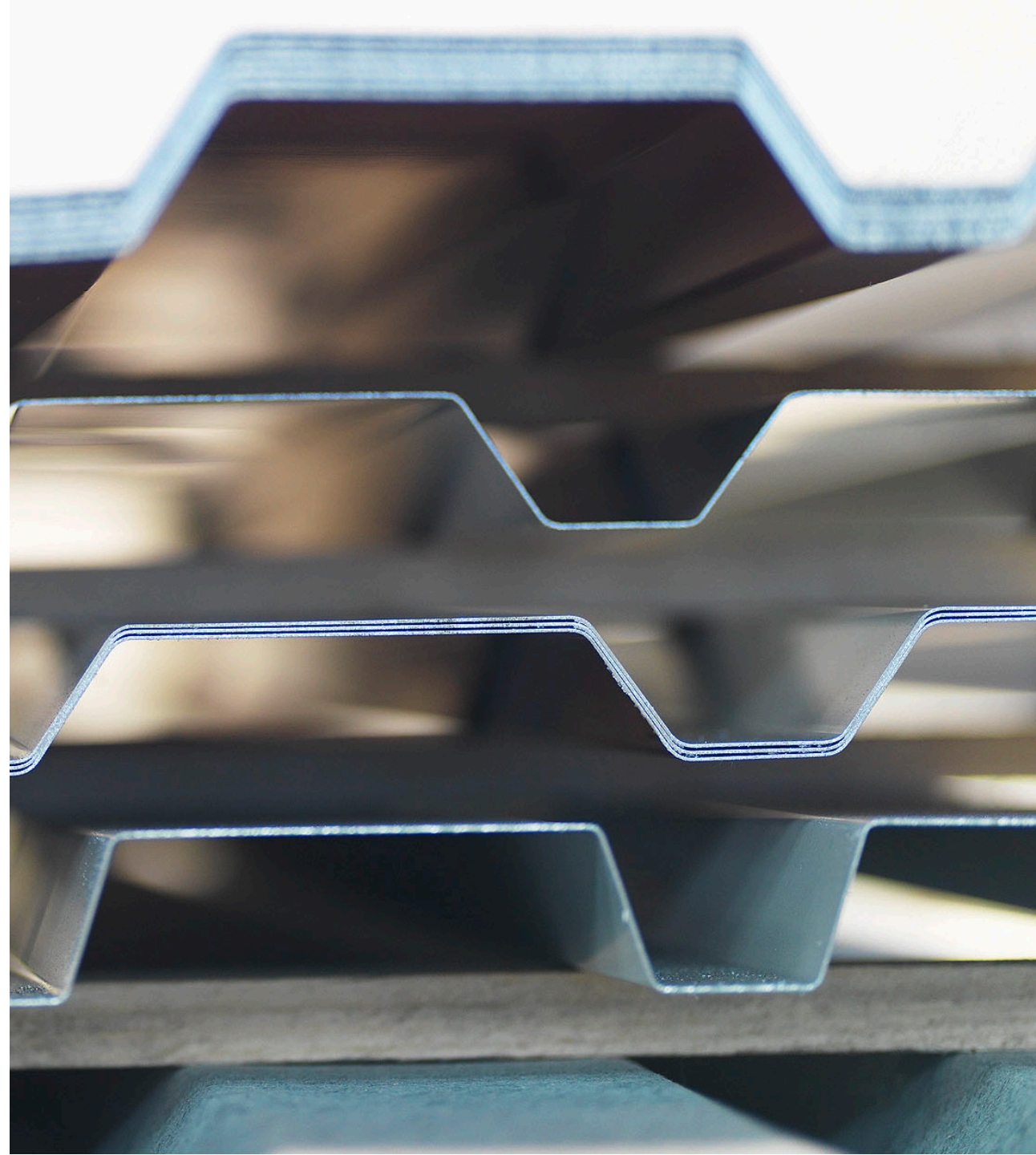
klöckner & co

Your partner for a
sustainable tomorrow

COMMERZBANK & ODDO BHF GERMAN INVESTMENT SEMINAR 2025

January 14, 2025

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 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.

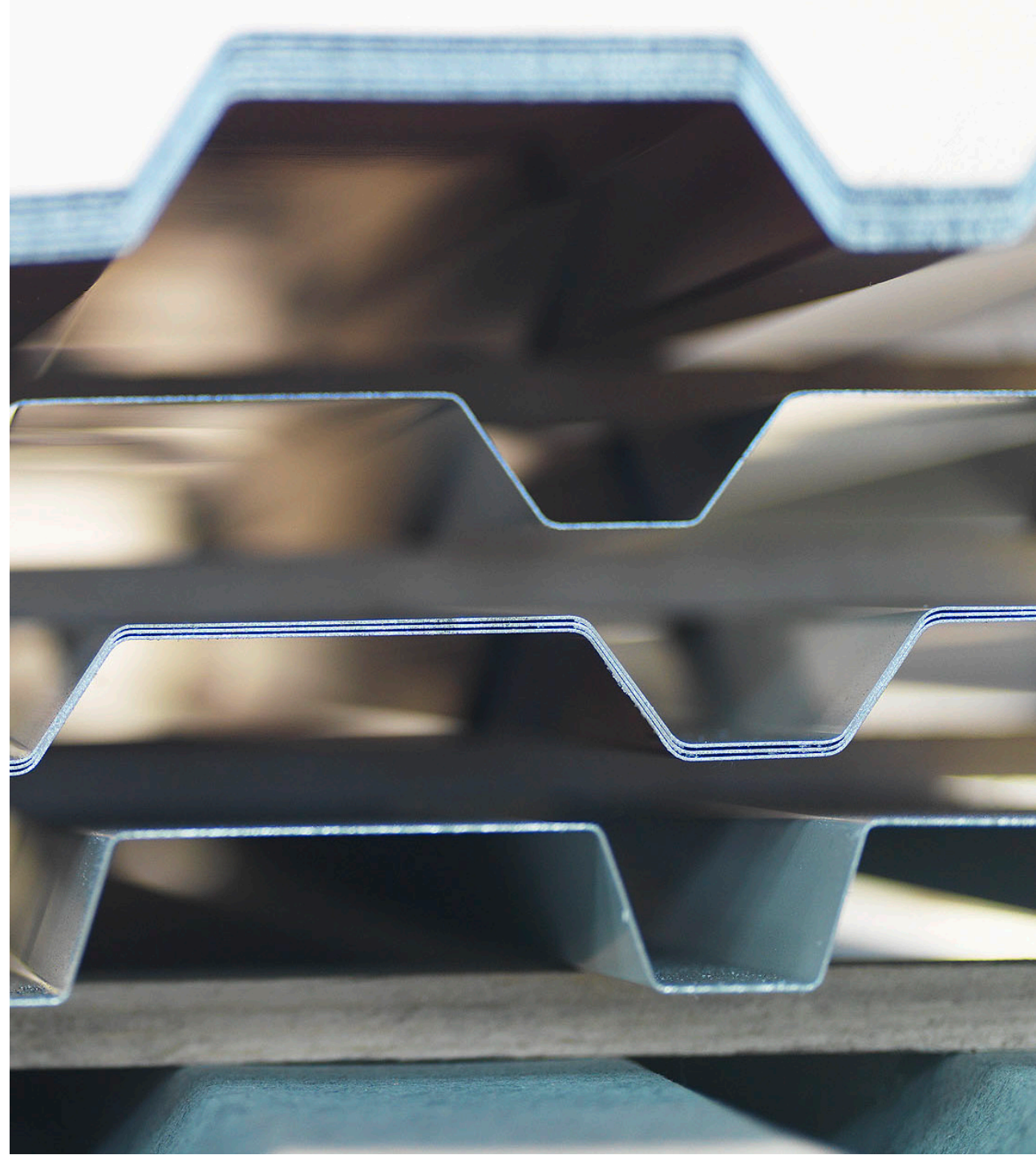
The English translation of the annual report and the interim statement are also available, in case of deviations the German versions shall prevail.

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
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KLÖCKNER & CO^{*)} 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^{**)} FY 2023



~190,000
Products

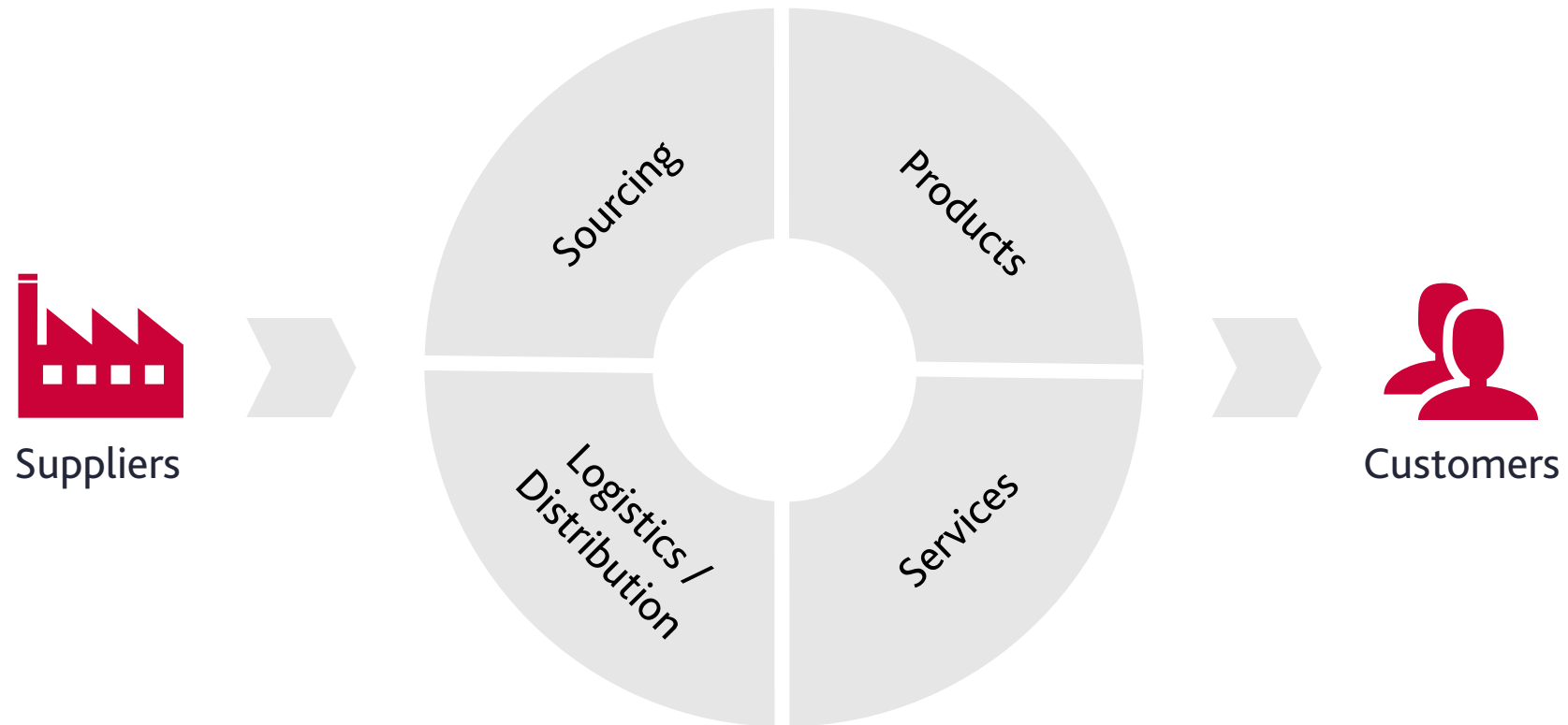


~120
Locations

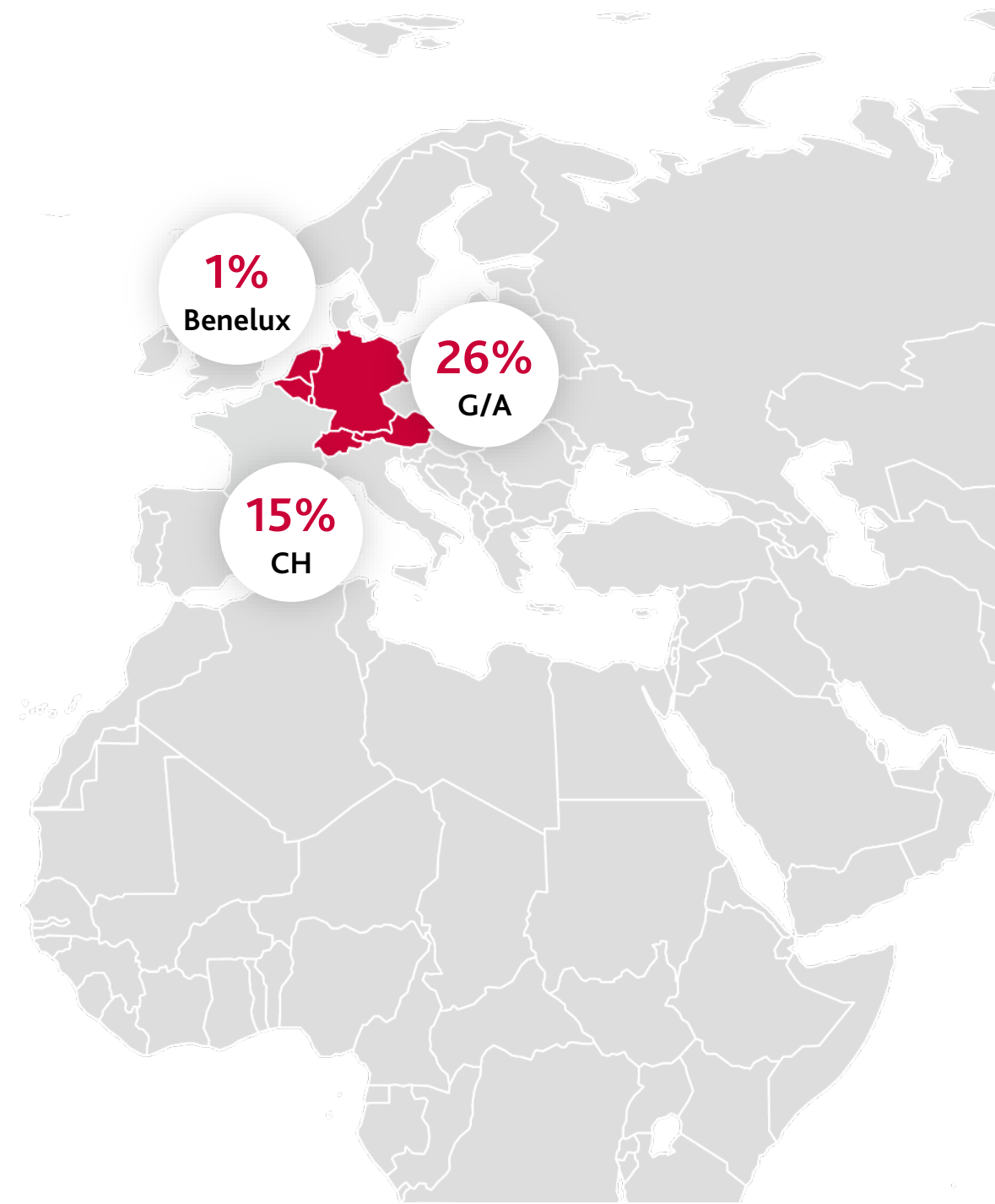
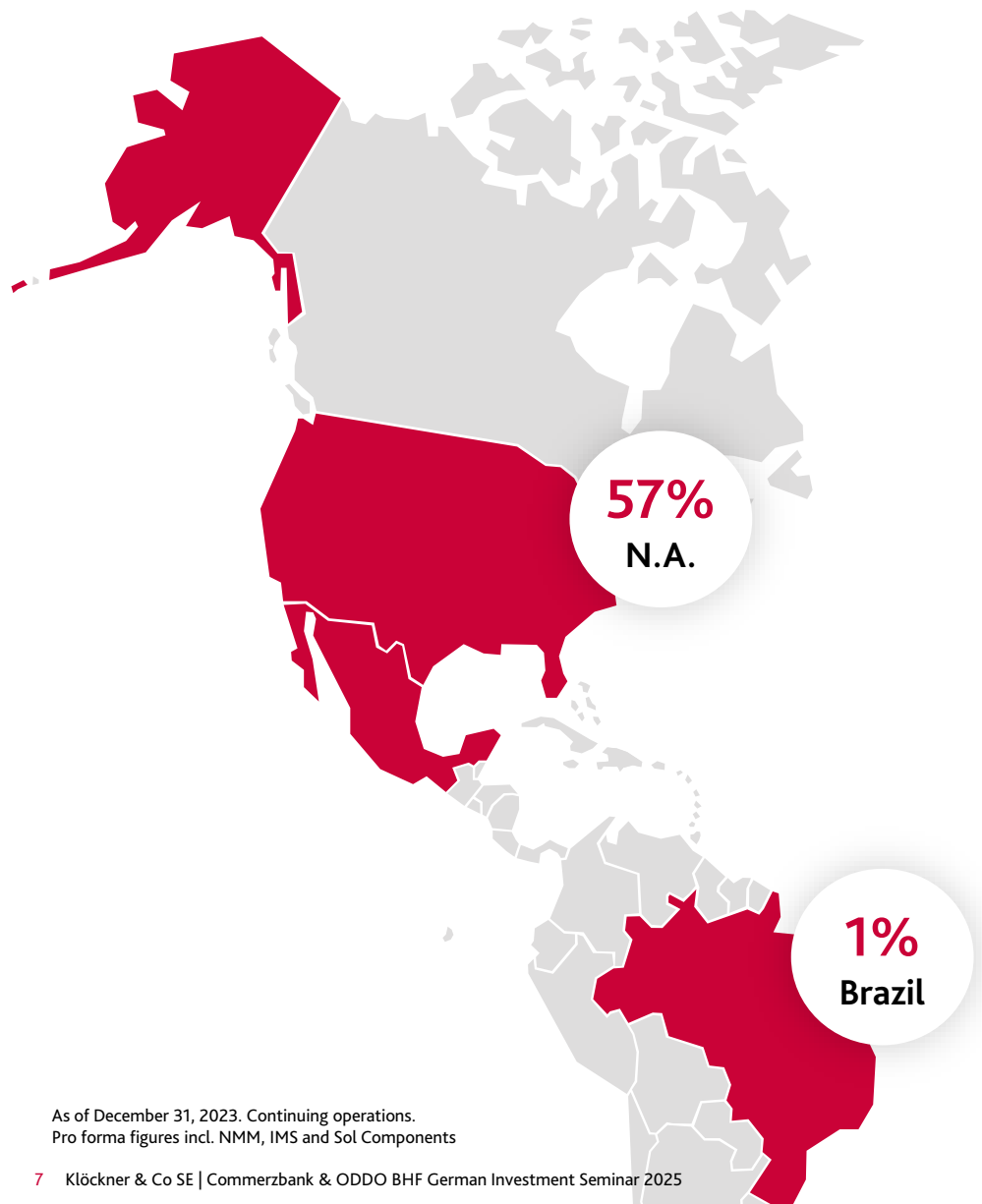
^{*)} Continuing operations in accordance with IFRS 5.

^{**)} Before material special effects.

KLÖCKNER & CO VALUE CHAIN – EVERYTHING FROM ONE SOURCE



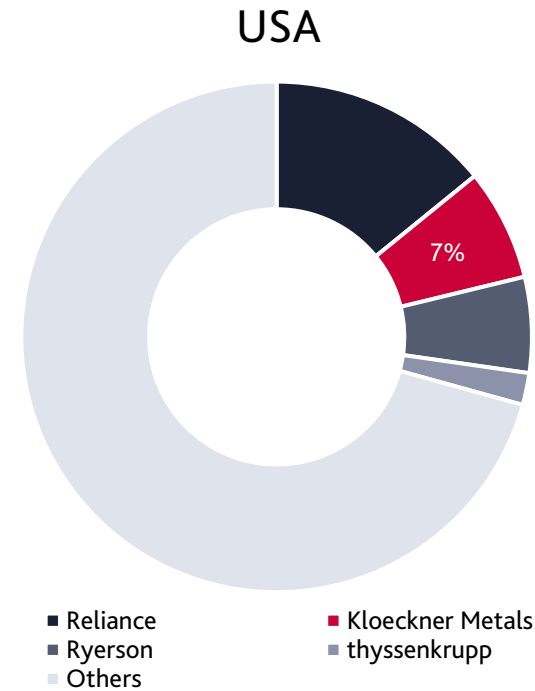
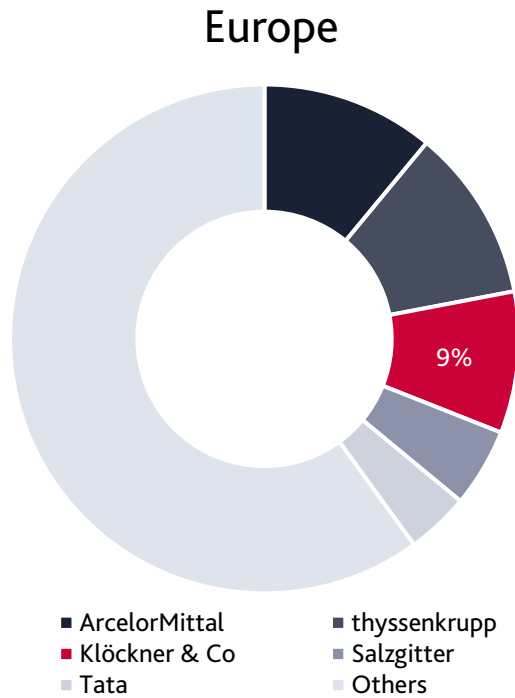
GLOBAL REACH – LOCAL PRESENCE



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

LEADING PLAYER IN FRAGMENTED MARKETS

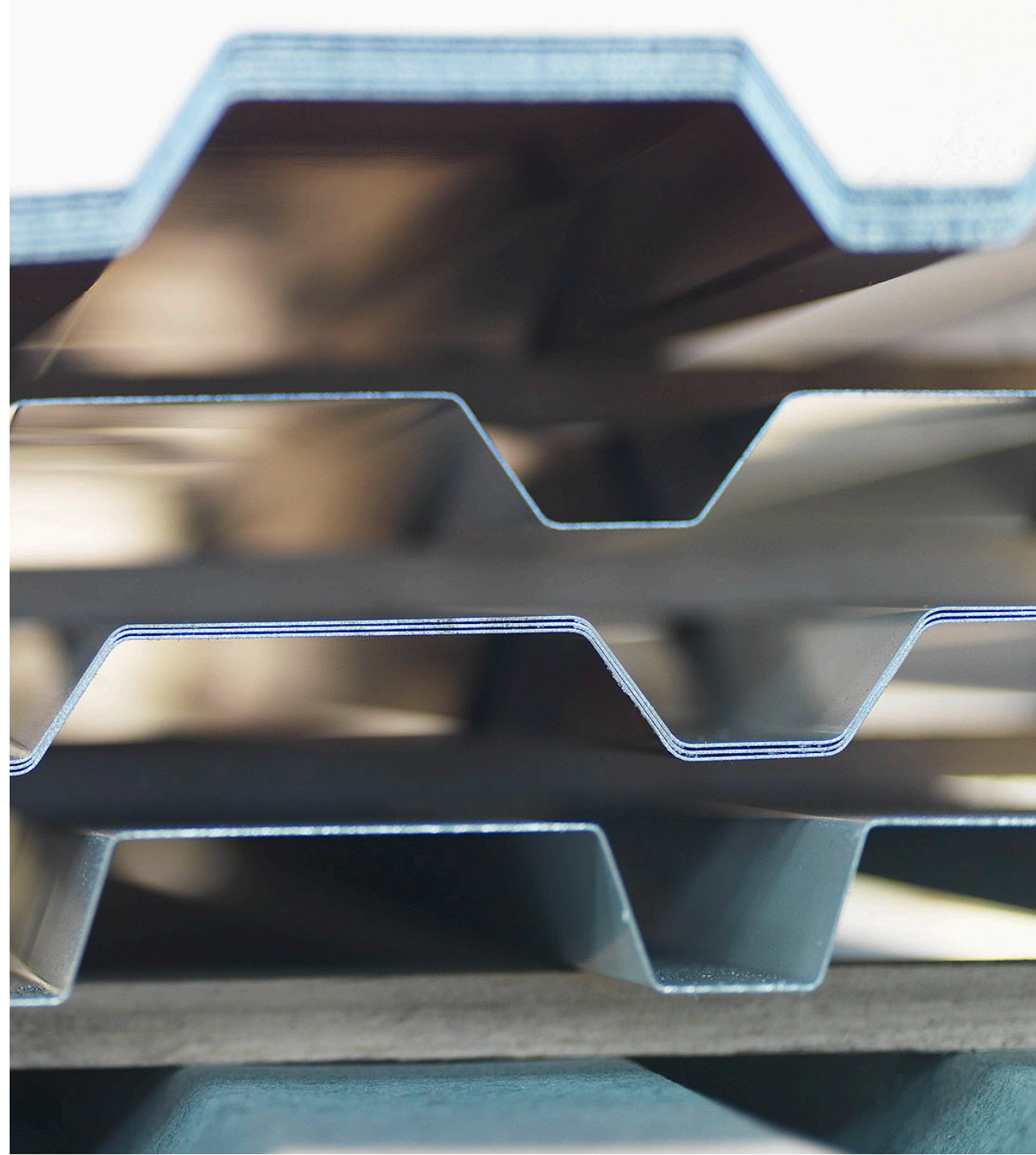
Market shares of Klöckner & Co 2023



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 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

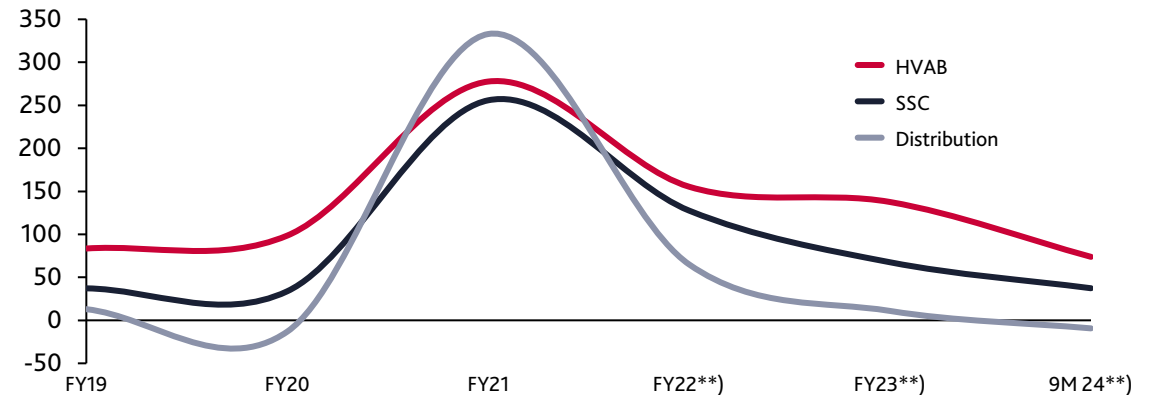
Third consecutive dividend paid

HVAB: LEVER TOWARDS LESS VOLATILE EARNINGS WHILE INCREASING PROFITABILITY

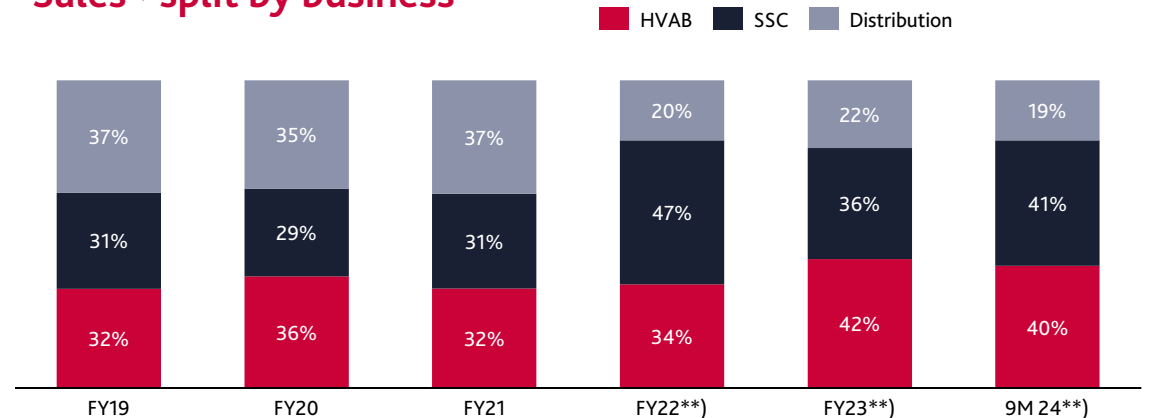
Continuing to strengthen focus on HVAB

- 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 during large parts of 2024
- Service Center business and especially HVAB less dependent on steel price developments due to contractual relationships with customers
- **HVAB contributes significantly to the Group results each year**
 - **Makes up more than half of EBITDA before material special effects in 9M 2024**
- Continuing shift to profitable and more stable HVAB
 - Strategic initiatives will be increasingly visible in HVAB exposure

EBITDA before MSE*) development by business



Sales*) split by business

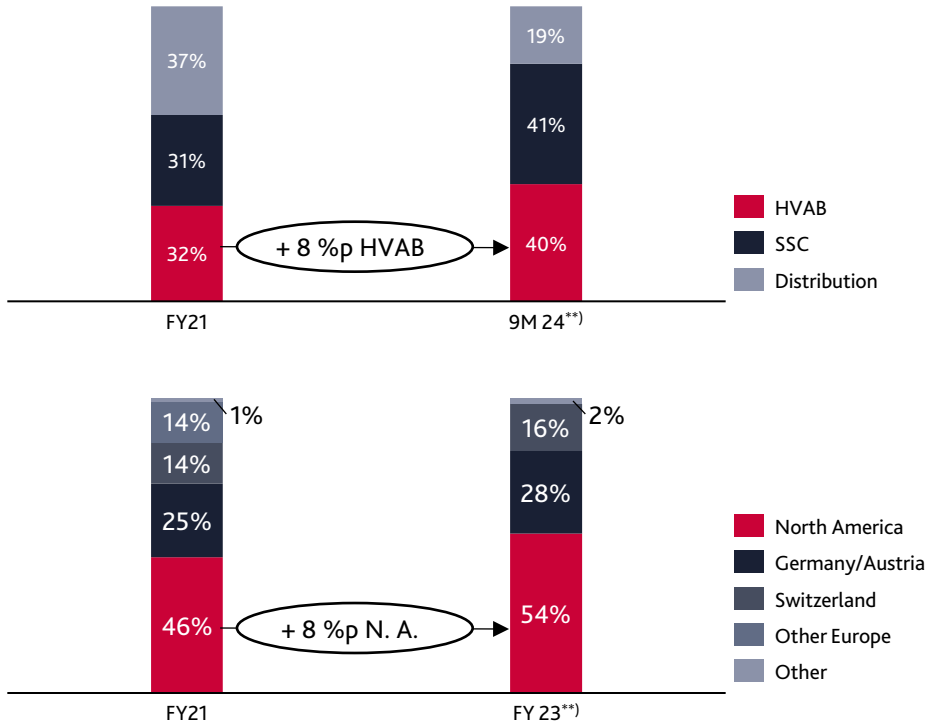


*) Operational Group excluding Holding, consolidations and NMM acquisition (closed on August 1, 2023 and included as of January 1, 2024).

***) Continuing operations.

PORTFOLIO OPTIMIZATION STRENGTHENED FOCUS ON HVAB AND NORTH AMERICA

Sales*) split by business and markets



*) Operational group excluding holding **) Continuing operations

Acquired businesses



- Characterized by long-term contractual relationships and strong customization
- Strong profitability with attractive growth potential
- Adding complementary products and services to group
- Less dependency on steel price developments

Divested European distribution business

- Low-margin, spot heavy steel distribution business
- Dependent on volatile commodity markets

Continuing to increase profitability while reducing volatility of earnings

EXPANDING OUR HIGHER-VALUE ADDED SERVICE PORTFOLIO FURTHER

North America

Proof point of transforming commodity warehouses into HVAB centers in Dallas and Charlotte

- After significantly expanding laser capacity, the next step included investment into automated welding
 - Ability to perform complex services along the value chain of our customers
 - Adding capabilities in welding and finished parts manufacturing to our unique product portfolio
 - Further capacity expansion planned, particularly in Charlotte, to accommodate growth at IMS
- Expanding capabilities to become the best vertically integrated supplier for OEMs in North America

DACH region

Transformation towards HVAB well on track

Invested in fully automatic sawing and drilling line in Landsberg, Germany

- Investment as further proof point of HVAB transformation
- Target industries: Construction and Automotive in eastern and southern Germany
- Significantly expanding our processing capabilities

Further strengthening of our position in the growth defense sector

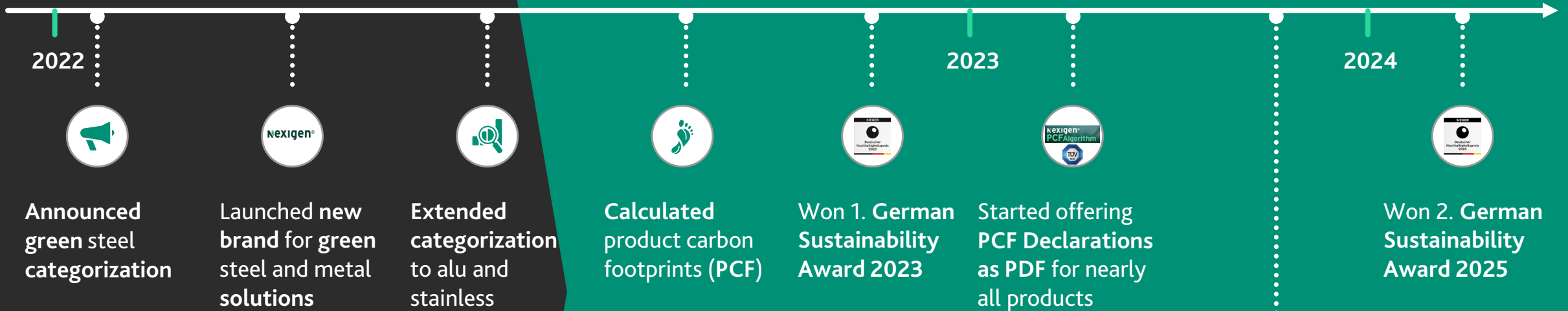
Continuing to drive our HVAB expansion forward

STRATEGIC PERCEPTION OF SUSTAINABILITY TRANSFORMATION

Significant opportunities from offering sustainable business solutions

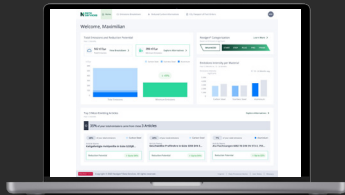


Our Nexigen® timeline



N Data services

Released June 2023



Taking CO₂-emission tracking and product decarbonization to the next level



Visualize detailed PCF information of product purchases



Show customer's order history of past purchases including certified PCFs



Break down emissions into production, processing & transport steps (CO₂ passport)



Recommend CO₂-reduced product alternatives based on past orders



Store all PCF information in one place, transparent, digital and downloadable

Nexigen® PCF Algorithm at a glance



Transparency

... on the Individualized Product Carbon Footprints (PCF) of all purchased goods



Comprehensive

... complete emissions from cradle until the product reaches customers' entry gates



Certified and reliable

... externally certified calculation methodology by TÜV SÜD



Individualized and tailored

... to the specific purchased product



Fulfilling legal requirements

... of emissions accounting in the supply chain

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

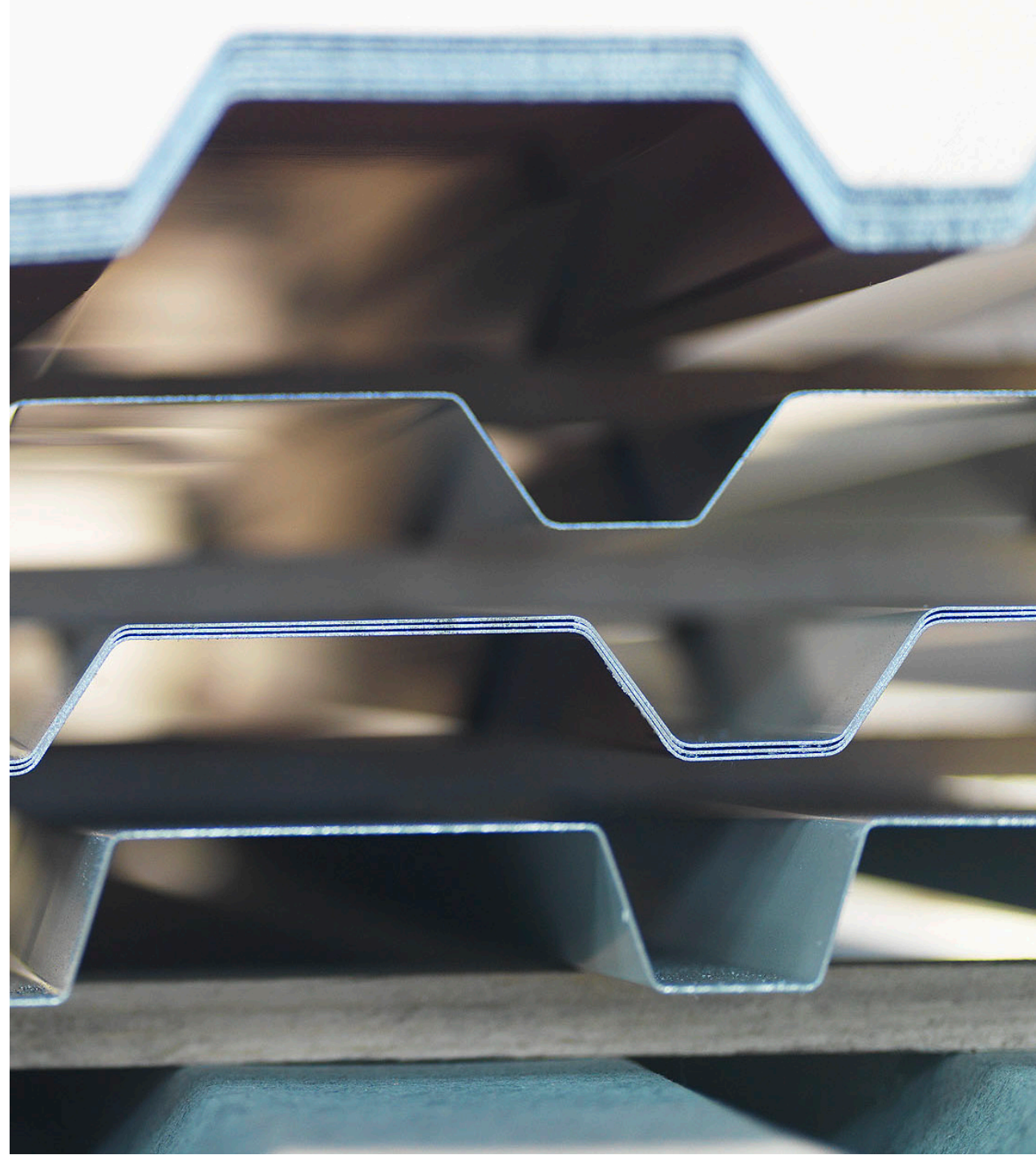
Net zero by 2050



An important lever for Klöckner & Co's direct emissions is the **use of renewable energy**. Many of our sites have already switched to renewable electricity. This means that **96% of our global electricity consumption already came from renewable sources in 2023**.

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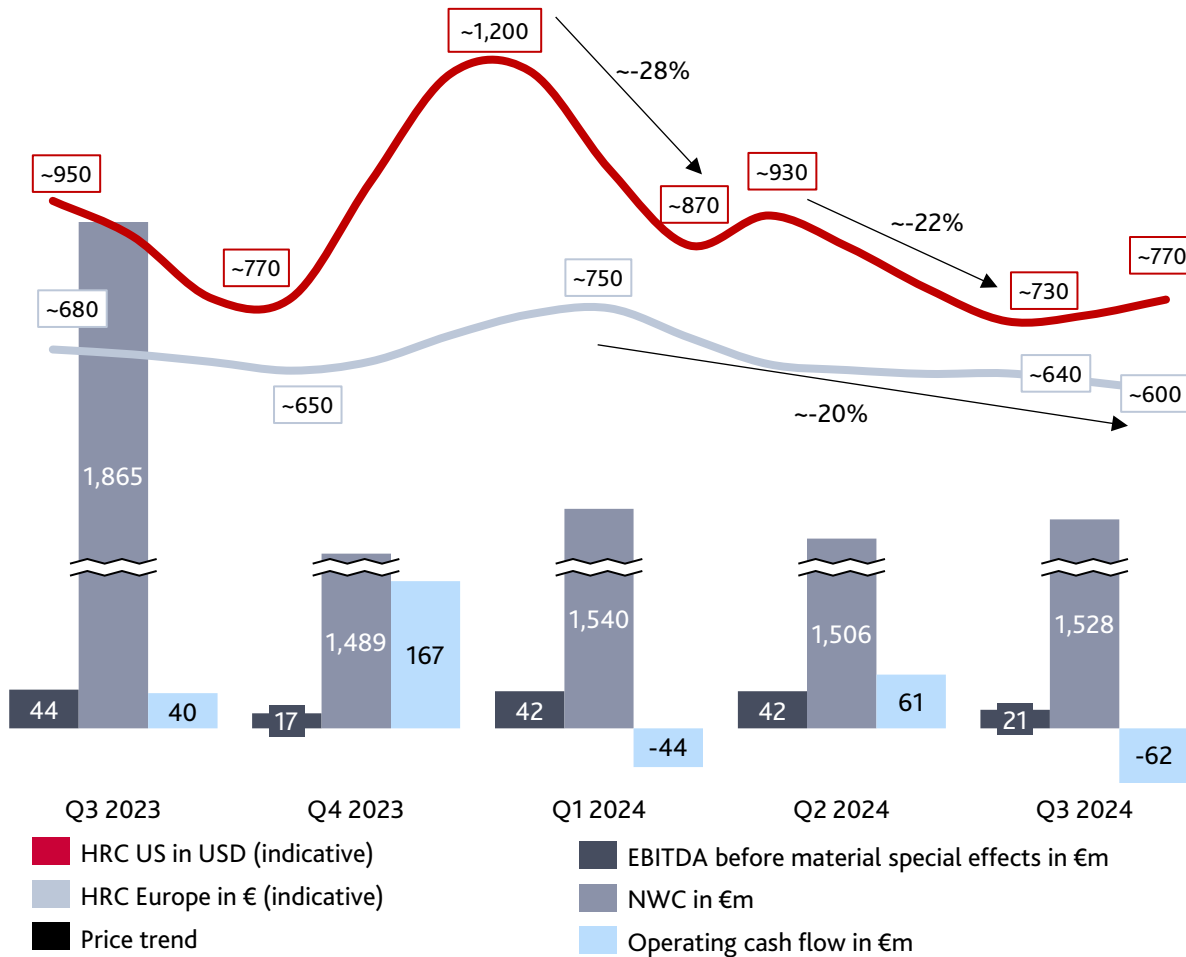
HIGHLIGHTS OF Q3 2024

	Q3 2024	Q3 2023	Delta	
Shipments (Tto)	1,122	1,091	+2.8%	Slightly up yoy on Group level driven by continued strong development of Kloeckner Metals Americas
Sales (€m)	1,646	1,756	-6.3%	Decrease yoy as a result of significantly lower average price level
Gross profit (€m)	262	282	-7.1%	Down yoy due to negative price effects
EBITDA ^{*)} (€m)	21	44	-23	EBITDA within guidance range despite challenging market environment
Oper. CF (€m)	-62	40	-102	Negative in Q3 2024 after positive OCF in Q2 2024 and H1 2024
Net financial debt (€m)	872	923	-51	Decrease yoy after closing of NMM acquisition in Q3 2023

^{*)} Before material special effects.

SOLID OPERATING PERFORMANCE

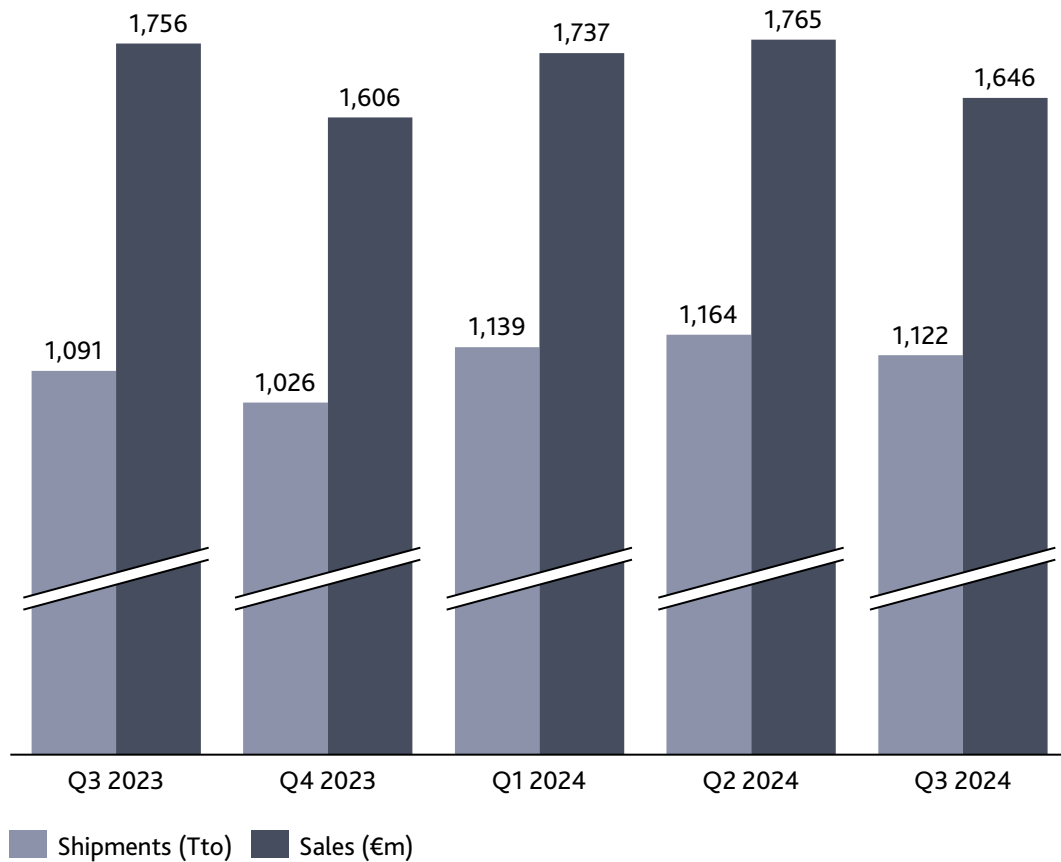
Our net working capital management



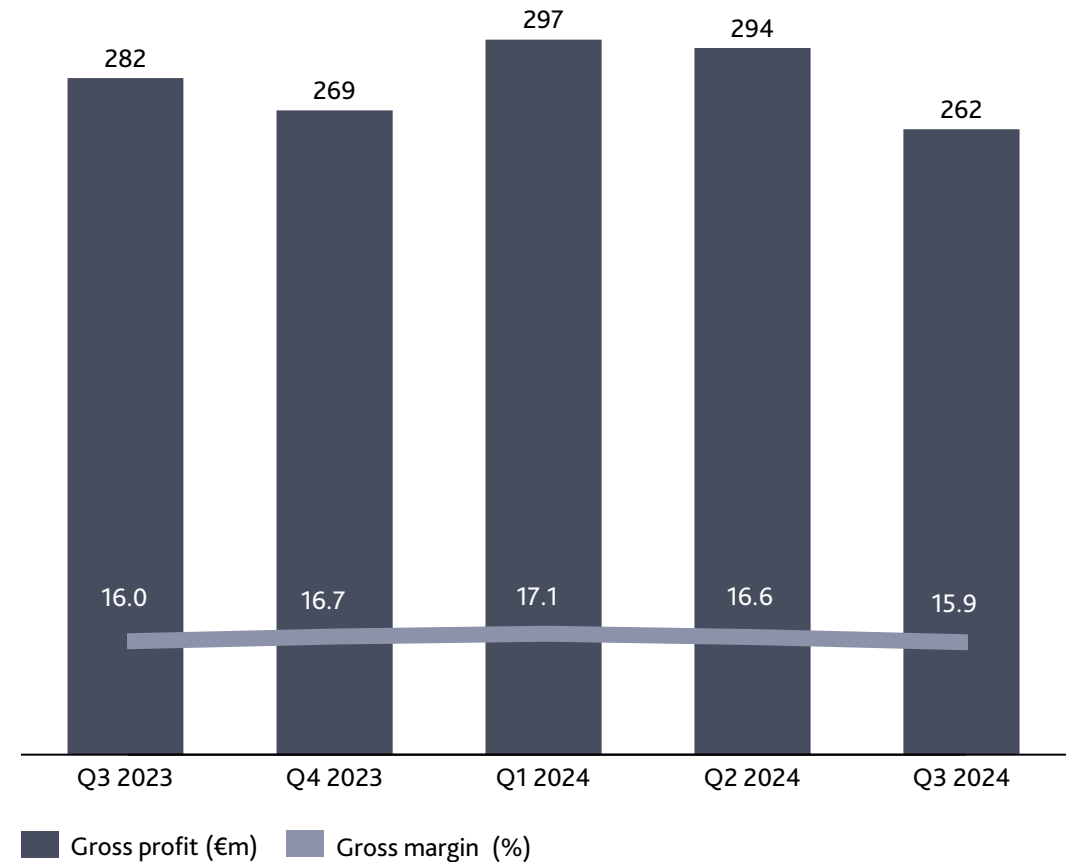
- Ongoing difficult market environment with significant steel price correction over large parts of the year leading to windfall losses
 - However, achieved EBITDA before material special effects of €21m within guidance range in Q3 2024 and €104m in 9M 2024
- **Commitment to increase exposure to HVAB further to reduce earnings volatility and generate more stable cash flows**
- Continuing to leverage digitalization and automation initiatives
 - Digital quotes increased by more than 27% yoy in 9M 2024

SHIPMENTS, SALES AND GROSS PROFIT

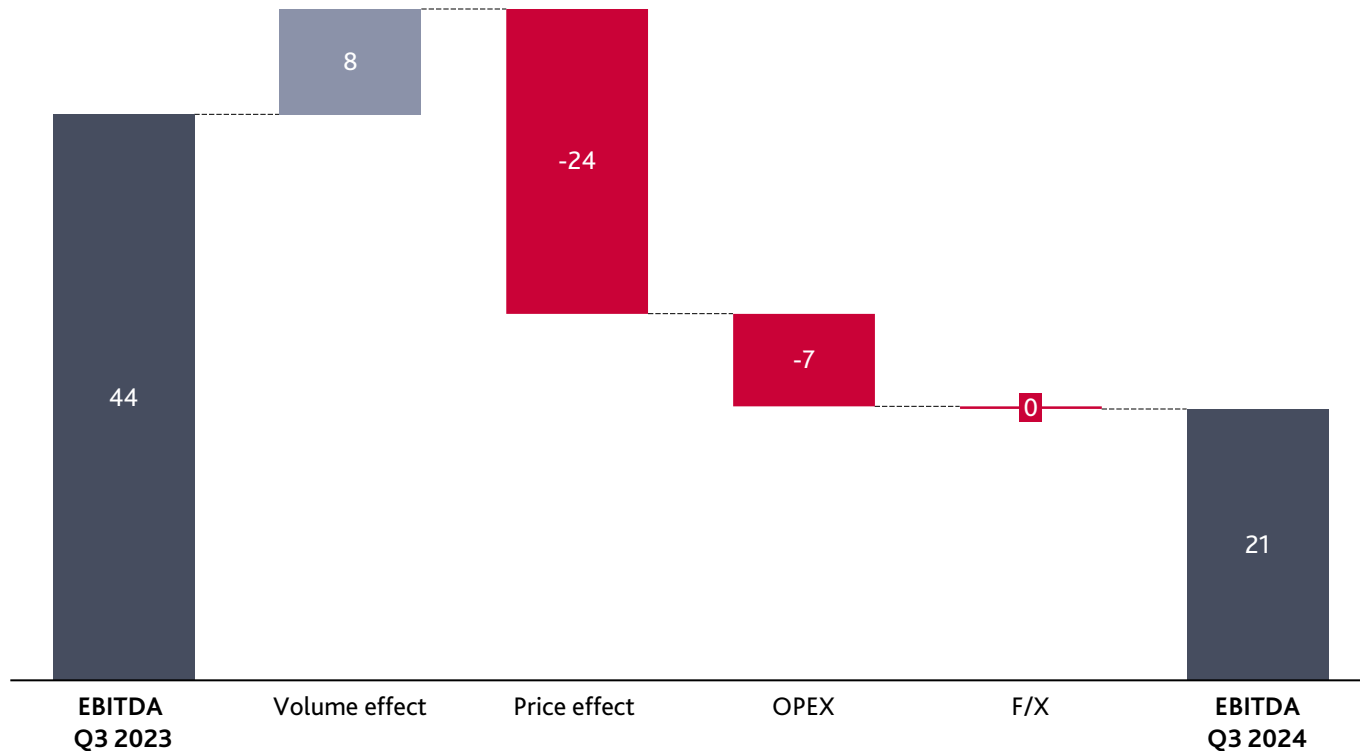
Shipments & Sales



Gross profit & Gross profit margin



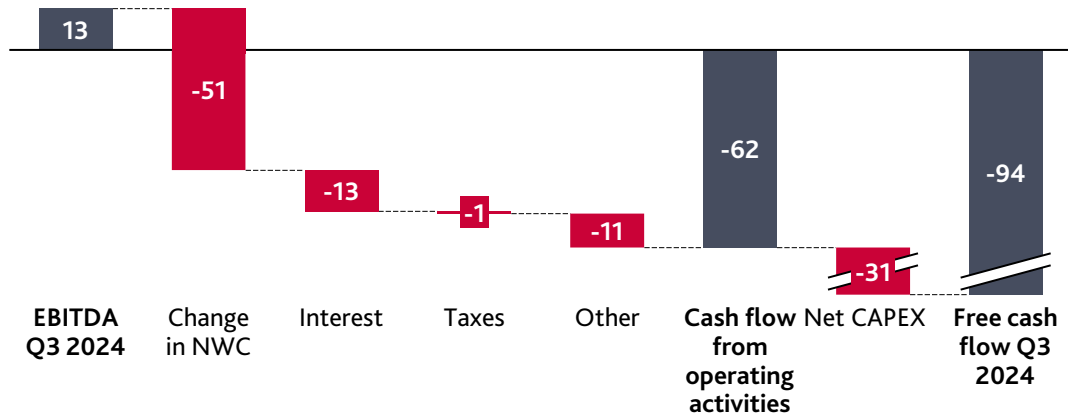
EBITDA IN Q3 2024



- Generated EBITDA before material special effects of €21m in Q3 2024 despite ongoing challenging market environment
- Positive volume effect of €8m and negative price effect of €24m
- OPEX in Q3 2024 up only €7m yoy despite inflationary environment; consistent cost management going forward
- Minor F/X effects

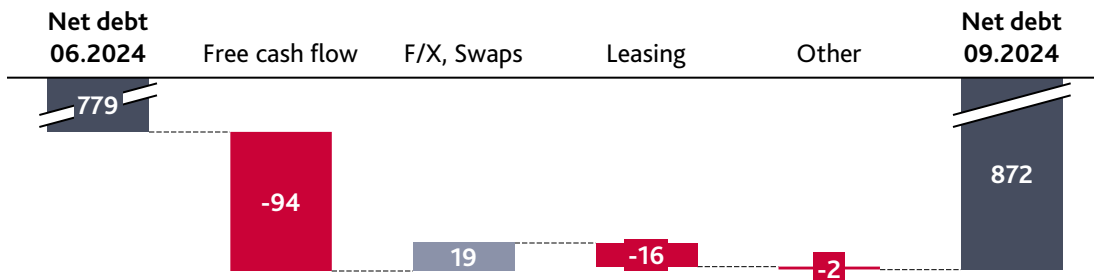
CASH FLOW AND NET DEBT DEVELOPMENT

Cash flow Q3 2024 (€m)



- Reported EBITDA of €13m
- Net working capital increase of €51m
- Other of €11m relate to receivables and other assets and liabilities
- Negative cash flow from operating activities of €62m
- Net CAPEX of €31m
- Accordingly negative free cash flow of €94m

Net financial debt 06.2024 vs 09.2024 (€m)

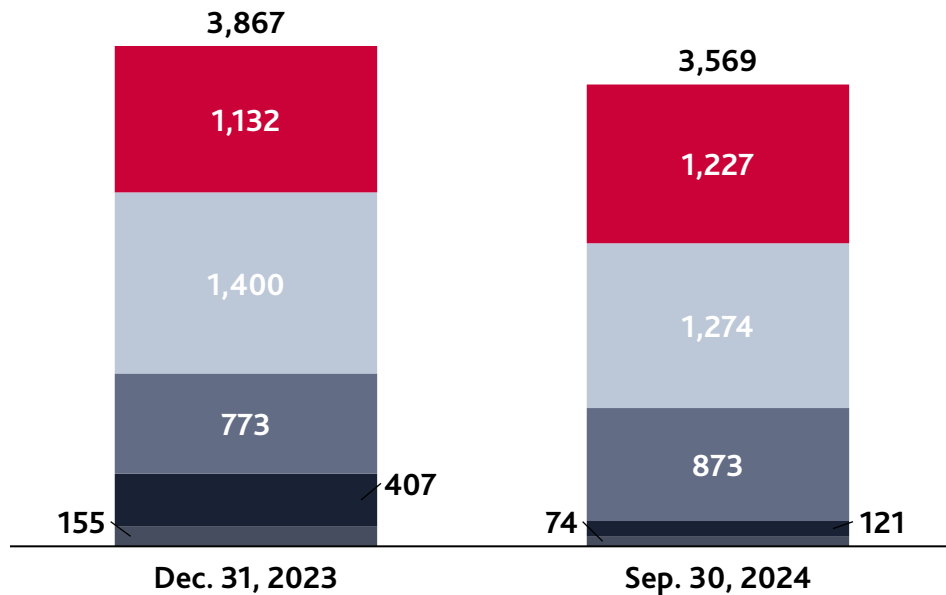


- Net financial debt increased from €779m to €872m
- Positive F/X translation effects of €19m

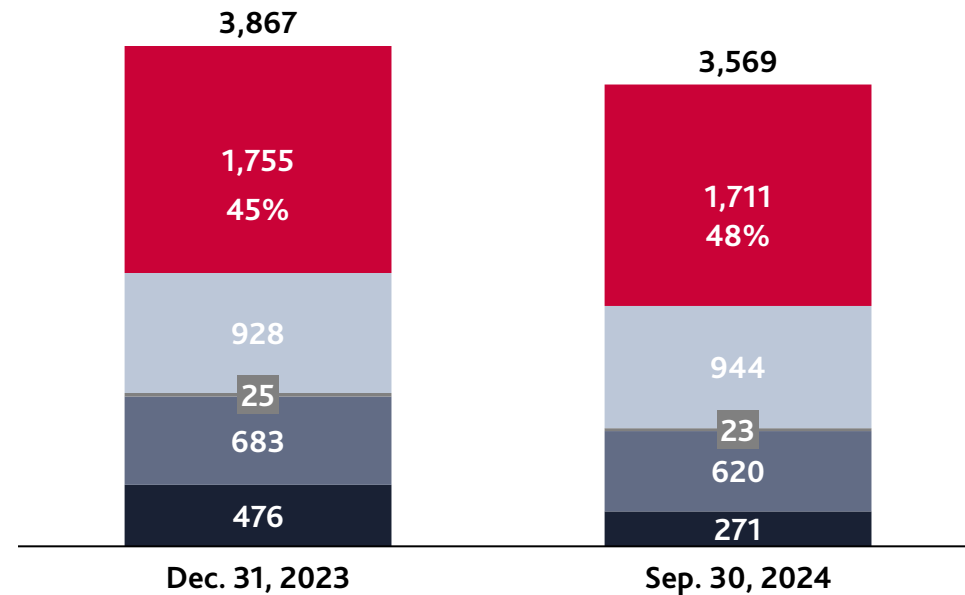
BALANCE SHEET DEVELOPMENT

Equity ratio of 48%, gearing^{*)} of 53% and leverage of 7.2x

Assets



Equity & Liabilities



■ Non-current assets
 ■ Trade receivables^{**)}
 ■ Liquidity
■ Inventories
 ■ Other current assets

■ Equity
 ■ Pensions
 ■ Other liabilities
■ Financial liabilities
 ■ Trade payables^{***)}

^{*)} 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.

MATURITY PROFILE

Facility (€m)	Committed Sep 30, 2024	Drawn amount	
		Sep 30, 2024	Dec 31, 2023
Syndicated Loan	400	160	155
ABS Europe ¹⁾	300	60	98
ABL USA	581	415	407
ABL Mexico	103	0	-
Bilaterals Switzerland	170	101	59
Other Bilaterals	71	71	78
Leases	139	139	133
Total Debt	1,764	946	930
Cash		74	155
Net Debt		872	775

1) 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.

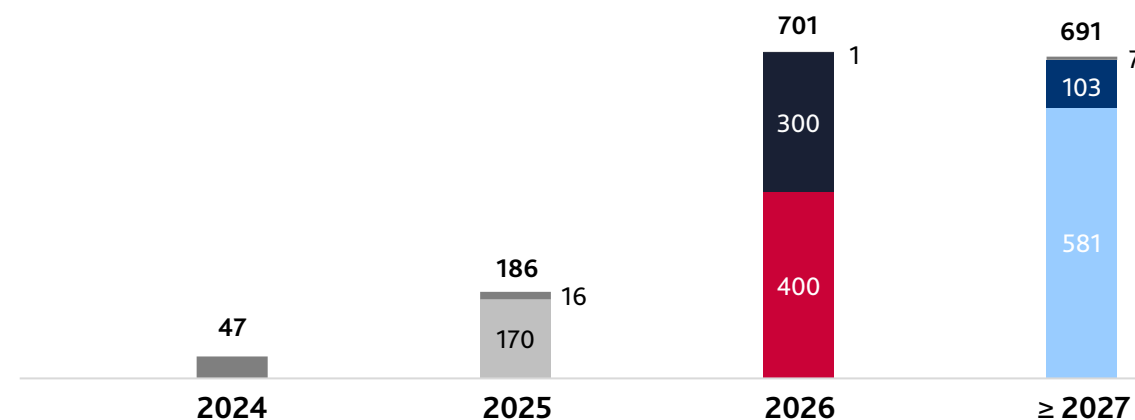
2) Equity attributable to shareholders of Klöckner & Co SE less goodwill from business combinations subsequent to May 23, 2019.

3) Net debt as reported/Adjusted equity.

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

€m	Sep 30, 2024
Adjusted equity ²⁾	1,648
Net Debt	872
Gearing ³⁾	53%
Leverage ⁴⁾	7.2x

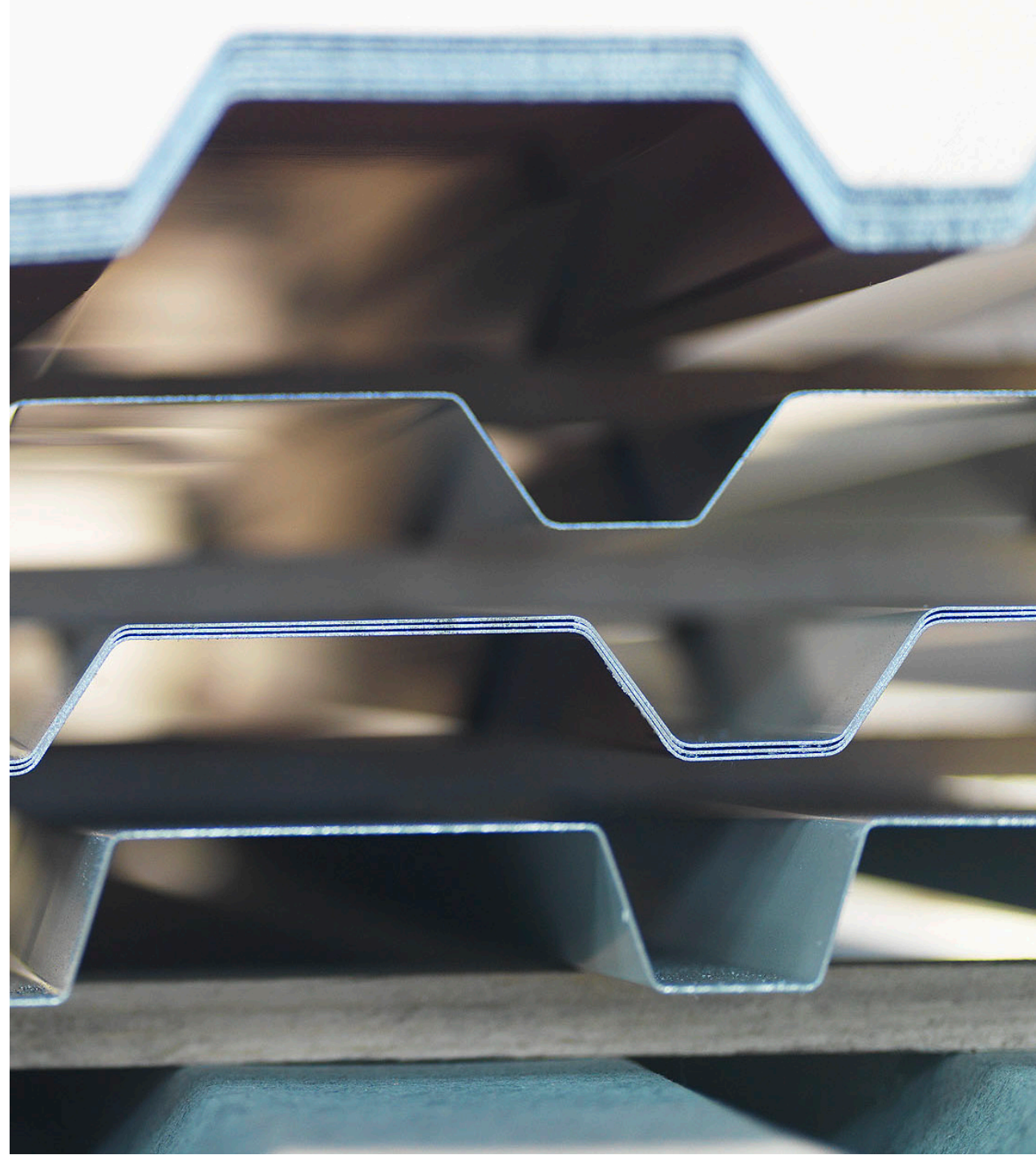
Maturity profile (excl. Leases) in €m, Sep 30, 2024



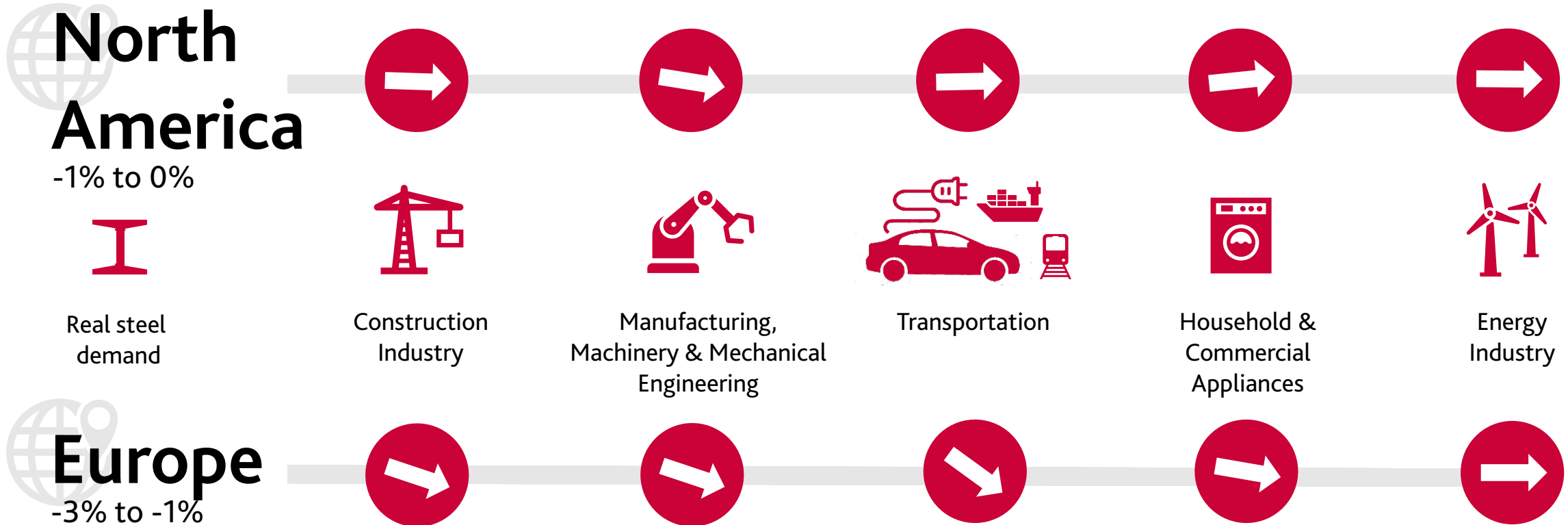
■ Syndicated Loan ■ ABS Europe ■ ABL USA ■ ABL Mexico ■ Bilaterals CH ■ Other Bilaterals

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REGION SPECIFIC BUSINESS OUTLOOK 2024



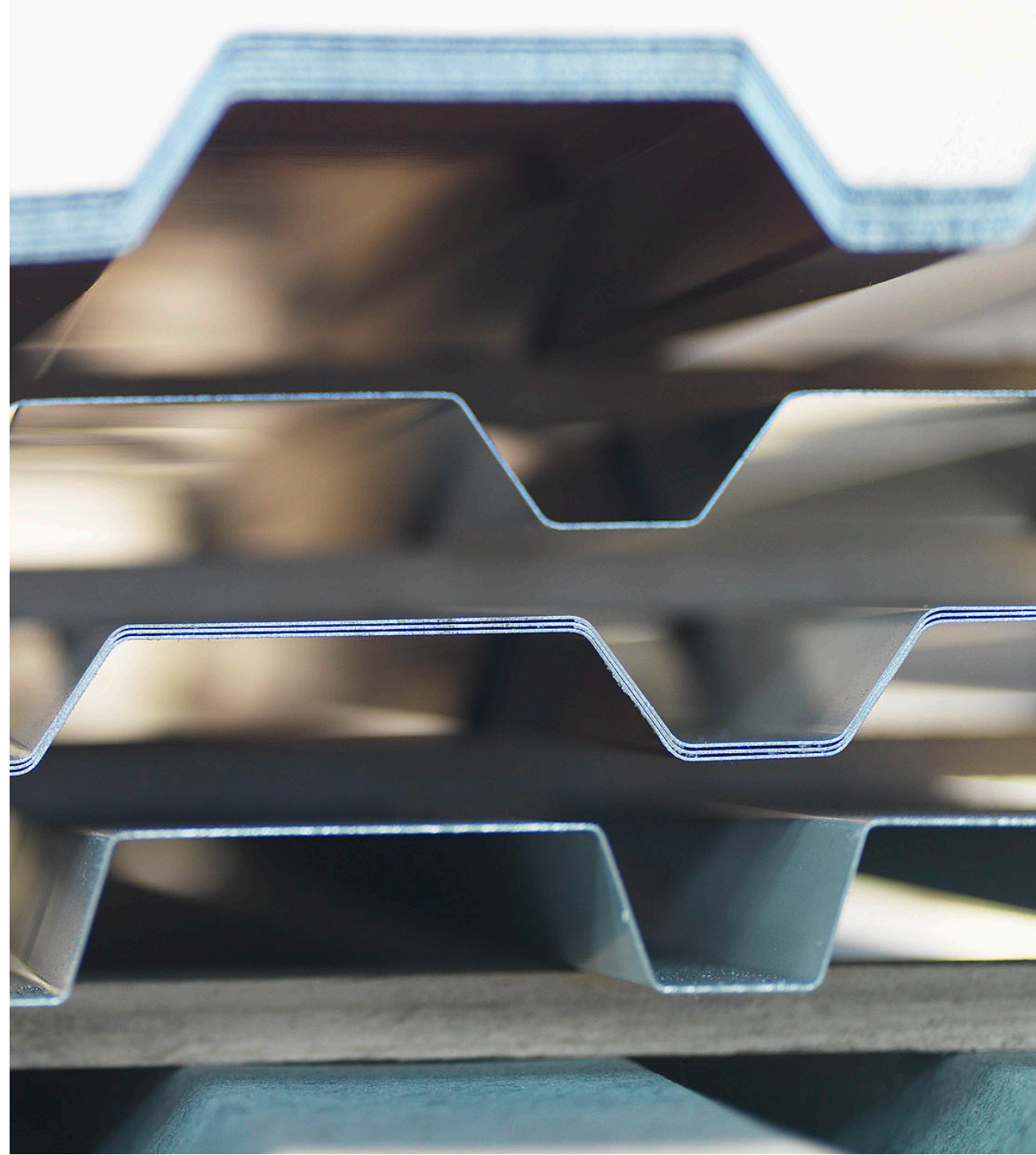
OUTLOOK

FY
2024

- 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)	Q3 2024*)	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)	1,122	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	1,646	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	262	294	297	269	282	296	311	232	269	305	508	482	1,157	1,328	1,563	1,893	1,047	1,158
% margin	15.9	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	21	42	42	17	44	65	65	-19	-22	16	222	201	190	355	417	848	111	124
Material special effects	-8	0	-5	-5	0	0	5	3	11	0	1	53	0	52	64	-30	-59	15
EBITDA rep.	13	42	37	12	44	65	70	-16	-12	16	223	254	190	407	481	879	52	139
% margin	0.8	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.)	0	3	0	-2	4	0	-4	1	0	9	12	9	-3	30	31	-16	1	5
EBIT	-17	11	5	-29	15	38	43	-45	-49	-18	191	223	66	299	348	754	-93	2
Income from Investments	0	-2	1	0	-1	0	-2	0	0	1	4	0	-4	6	6	11	0	0
Financial result	-16	-15	-17	-18	-12	-8	-8	-11	-11	-8	-8	-7	-46	-34	-34	-17	-30	-41
EBT	-33	-5	-11	-47	1	29	34	-55	-60	-25	188	216	16	270	319	748	-124	-39
Income taxes	4	-13	3	12	-4	-14	-10	13	18	3	-37	-44	-16	-57	-60	-119	9	-16
Net Income	-29	-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	0	2	4	1	6	6	10	2	1
Net Income KCO	-29	-18	-8	-35	-3	15	23	-42	-42	-22	149	168	-1	207	253	619	-116	-56
EPS basic (€)	-0.29	-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 (€)	-0.29	-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	1,528	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	872	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 OVERVIEW

Kloeckner Metals Americas

The **Kloeckner Metals Americas** segment comprises all our business in the USA, Mexico, and Brazil. In 2023, it employed roughly 3,000 people and contributed 54% of the Group's total revenue.

Kloeckner Metals Europe

The **Kloeckner Metals Europe** segment includes all our operations in the DACH-region (Austria, Germany, and Switzerland). In 2023, it had a workforce of approximately 3,200 employees and generated 44% of the Group's total revenue.

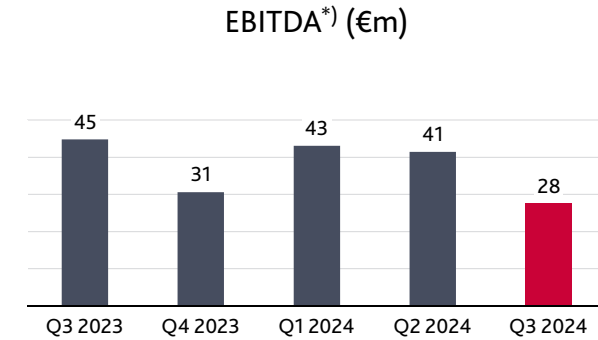
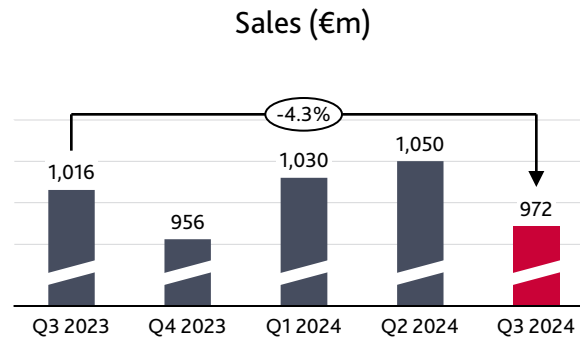
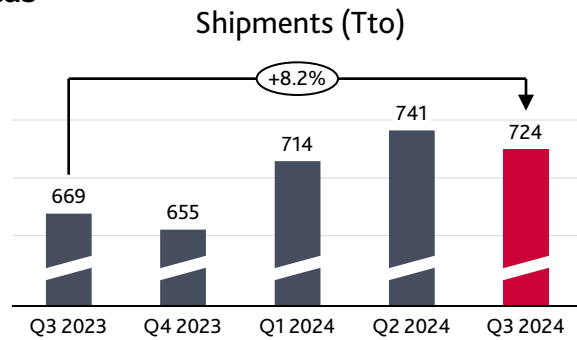
(€m)	Kloeckner Metals Americas								
	Q3	Q2	Q1	Q4	Q3	Q2	Q1	FY	FY
	2024	2024	2024	2023	2023	2023	2023	2023	2022
Shipments (Tto)	724	741	714	655	669	598	599	2,522	2,239
Sales	972	1,050	1,030	956	1,016	930	929	3,831	4,427
Gross profit	156	174	178	160	164	177	164	665	662
EBITDA bef. mat. special effects	28	41	43	31	45	65	46	186	194
Cashflow from operating activities	-40	22	-43	168	-13	50	47	251	316

(€m)	Kloeckner Metals Europe *)								
	Q3	Q2	Q1	Q4	Q3	Q2	Q1	FY	FY
	2024	2024	2024	2023	2023	2023	2023	2023	2022
Shipments (Tto)	398	423	425	370	421	446	488	1,726	1,955
Sales	674	714	707	650	741	824	911	3,126	3,910
Gross profit	105	119	119	108	118	119	147	492	665
EBITDA bef. mat. special effects	-8	-1	-1	-8	1	4	11	21	175
Cashflow from operating activities	-30	36	-152	-24	62	-29	-31	34	61

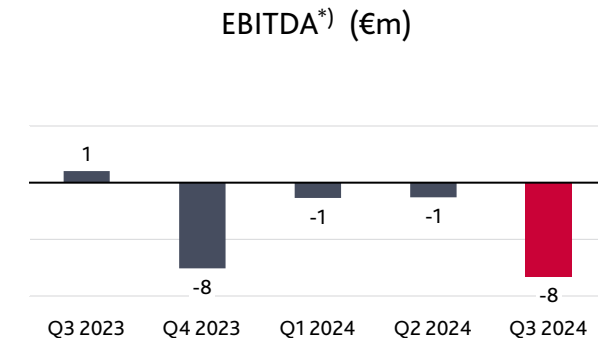
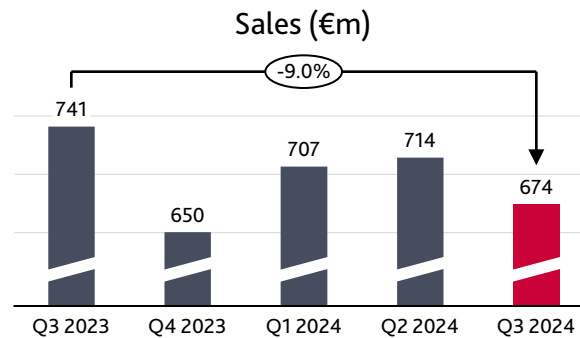
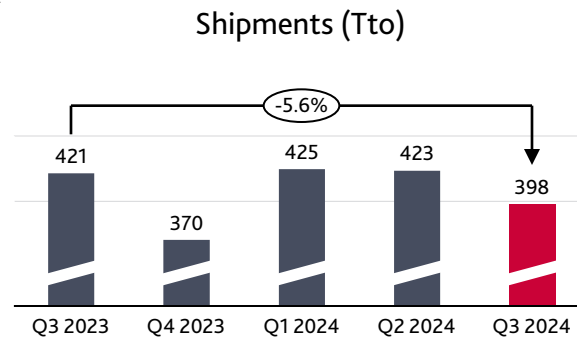
*) Continuing operations in accordance with IFRS 5.

SEGMENT PERFORMANCE

KM Americas



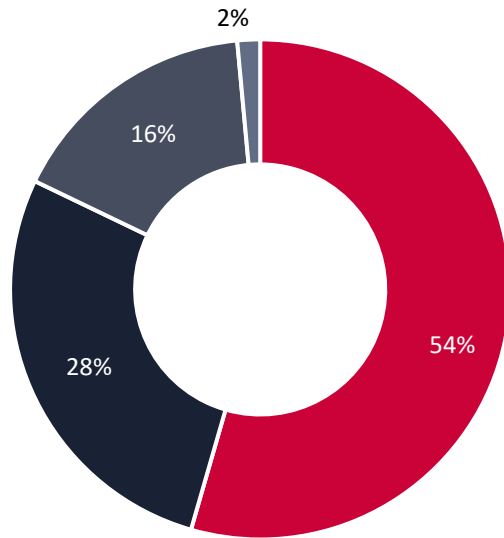
KM Europe



*) Adjusted for material special effects in Q4 2023, Q1 2024 and Q3 2024 in KM Europe and Q3 2024 in KM Americas.

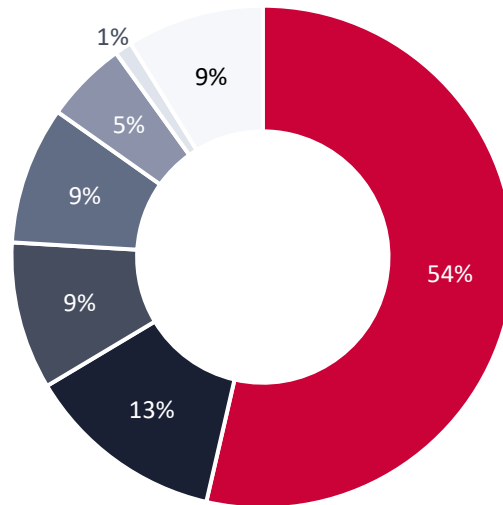
SALES BY MARKETS, PRODUCTS AND INDUSTRIES

Sales by markets



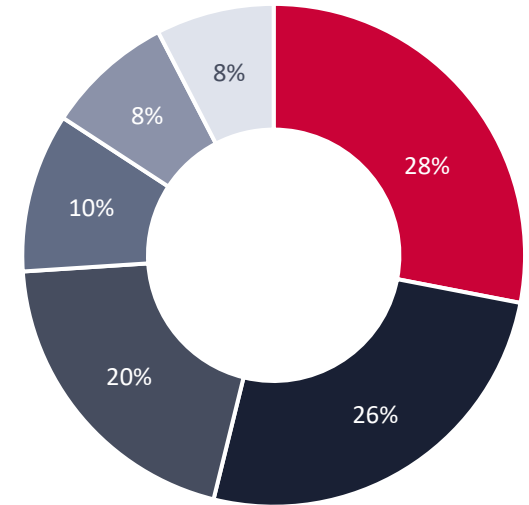
- North America
- Germany/Austria
- Switzerland
- Other

Sales by products



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

Sales by industries



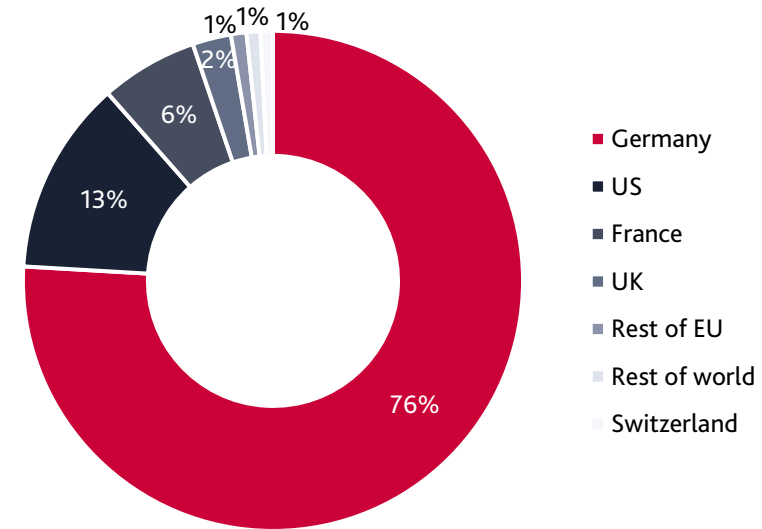
- Construction
- Manufacturing, Machinery, Mechanical Engineering
- Transportation
- Appliances and Consumer Goods
- Metal Distribution & Other
- Metal Transforming

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%
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 14, 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 Q3 2024



- The share price of Klöckner & Co showed a negative trend through the third quarter of 2024
- It reached its peak on June 4 with €5.64
- Subsequently, the share price fluctuated and declined
- It went out of trading at €5.16 on September 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
- 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

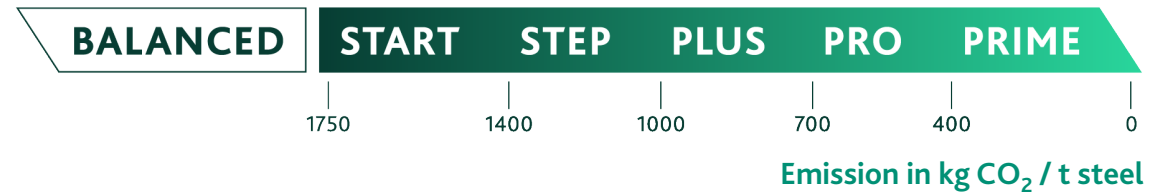
Dividend payment per share

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

NEXIGEN® STEEL CATEGORIZATION

Six categorizations for transparent carbon emissions

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



LEADING THE SUSTAINABILITY TRANSFORMATION

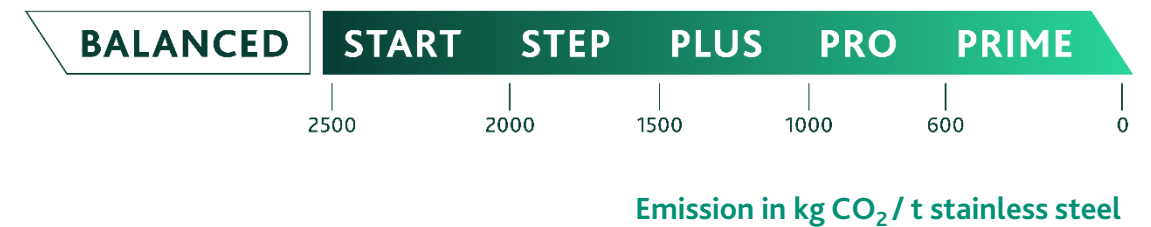
- ✓ Methodology along international standards
- ✓ No offsetting included in CO₂ load categorization (compensation data as add-on)
- ✓ Emissions from raw material to production
- ✓ Separate category for “balanced” green steel



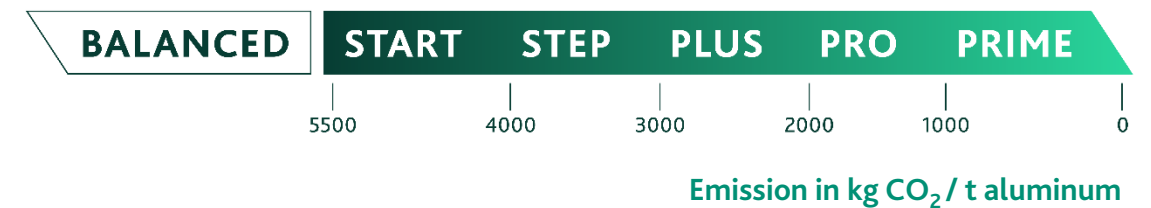
A COMPREHENSIVE APPROACH

Nexigen® categorizations for stainless steel & aluminum

Stainless Steel




Aluminum



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 www.kloeckner.com



FINANCIAL CALENDAR

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