Leading the digital transformation of metal distribution

Summer 2018
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Rounding differences may occur with respect to percentages and figures.

The English translation of the Annual Report is also available, in case of deviations the German version shall prevail.
Agenda

1. Overview
2. Digitalization of KCO
3. Platform strategy
4. Focus of kloeckner.v
5. Further initiatives to support the digital transformation of Klöckner & Co
01 The fundamentals of steel distribution remain challenging

- Generally **not bound to any supplier** because of the generic nature especially of commodity steel (low switching costs)
- Often **under price pressure** especially where steel is making up a major part of their costs

- Steel distribution **markets remain fragmented**. Even larger acquisition activity in the US has primarily resulted in fewer owners; capacity has been – with the exception of Kloeckner Metals – consolidated to a lesser degree
- **Competition** especially for commodity steels **mainly on price**, availability and reliability are enablers
- **Mill-backed distributors** in Europe have a market share strategy in order to **utilize assets** instead of focusing on profitability

- **Global steel demand** is expected to **grow only slowly** going forward
- **Overcapacity** in the steel industry spread across the world, but most pronounced in China is likely to stay for the foreseeable future
Current linear steel supply chain is highly inefficient and intransparent

No effective information and data exchange on available inventory, lead times etc.

SUPPLIERS

STOCKHOLDING

Klöckner & Co

Other Distributors

CUSTOMERS

Long delivery times, incorrect deliveries and high inventory levels
The future steel supply will be dominantly facilitated by vertical platforms...
01 … and complemented by more general horizontal platforms

- Cross-industry
  - Standard products
- Industry Platform
  - Standard formats
  - Industry common products & services
  - Complementary products
- Industry specific
- Overlaps
- Marketplaces
  - Standard formats
  - Industry common products & services
  - Complementary products
  - Company specific services
01 Each sales channel fulfills different customer requirements

- Access to the **full range of steel and metal products** and more general steel specific services
- Full **transparency** and price comparison

=> Preferably for **price sensitive commodity buyers**

- Access only to **KCO-specific** assortments, services and complementary products of marketplace sellers

=> Preferably for customers where KCO fulfills most of the **product and service requirements**

- Access **only to standard** steel and metal products without additional services

=> Preferably for less frequent and **low volume buyers (long tail)**
KCO itself will be enabled to sell through all kind of digital sales channels

- **Proprietary KCO specific vertical platforms**
  - KCO HVA & supply chain business
    - Commodity and stockholding
    - XOM - Fulfillment
    - Higher value add business
  - Industry specific vertical platforms
    - Proprietary online portals and internal digitalization
      - Onlineshop
      - Contract Portal
      - Part Manager
      - EDI (ERP-ERP)
  - Horizontal cross-industry platforms
    - Amazon Business
    - Other
01 All principle business models will be covered too
01 The transformation itself will be driven in two separate workstreams

**Digitalization of KCO**

- **2014 - 2016**
  - Ideation and Creation
    - Onlineshop
    - Contract Portal
    - Order
    - Transparency Tool
    - Part Manager

- **2017**
  - Technical Scaling
    - Service Portal Kloeckner Direct
    - Digital rollouts
    - Marketplace for complementary products

- **2018**
  - Technical/Financial Scaling
    - Open API
    - ERP integration (OCI, Sage, MyOpenFactory)
    - Increasing offering of HVAS

- **2019 -**
  - Financial Scaling
    - Increased focus on HVAS in online portals
    - Internal Digitalization
    - E-Commerce

**XOM Independent Industry Platform**

- **MVP Launch**
  - Multiple vendors per product
  - Product search
  - Universal product catalogue
  - Price suggestions

- **Technical / Financial Scaling**
  - Fulfillment
  - ERP integration
  - Customer support
  - Supplier integr.
  - Purchasing
  - Finance service
  - Specialty metals
  - Advertising
  - Supply platform
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Digitalization of KCO follows a structural work stream ...

Digitalization of KCO

2014 - 2016

Ideation and Creation
- Onlineshop
- Contract Portal
- Order
- Transparency Tool
- Part Manager

2017

Technical Scaling
- Service Portal Kloeckner Direct
- Digital rollouts
- Marketplace for complementary products

2018

Technical/Financial Scaling
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2019 -

Financial Scaling
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XOM
Independent Industry Platform

MVP Launch
- Multiple vendors per product
- Product search
- Universal product catalogue
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Technical / Financial Scaling
- Fulfillment
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... and is driven by our digital hub kloeckner.i

KCO started their digitalization already four years ago with KCI as digital hub in Berlin and invested until mid of 2018 about €40m in KCI

More than 80 digital experts in innovation & product, software development, digital marketing & sales and business intelligence & analytics

Application of innovative start-up methods such as design thinking, lean startup and rapid prototyping enables accelerated implementation

Far enough from Klöckner to act independently, yet close enough to leverage expertise as well as access to customers and suppliers
kloeckner.i as separate business unit to maximize speed but integrated approach to leverage existing assets and capabilities
02 Lean, agil and customer centric innovation process
kloeckner.i not only works but is also organized like a startup

Innovate

- Design Thinking
- User Testing
- Co-operation with branches

Build & operate

- Operate products and tools
- Lean and agile Software Development
- Usability and optimization
- Quality Assurance
- Coordination with Group IT

Scale digital business

- Online Marketing & Sales
- Customer Satisfaction
- Roll-Out support for digital solutions
- Tracking and Monitoring
- Customer Service

Support decisions

- Data Science Lab
- Provide data based decision support
- Manage and operate online analytics
- Campaign Monitoring and measurement of results

Digital innovation & disruption

Digital products & software development

Digital Sales, marketing & support

Business Intelligence & Analytics

Partners:

- Aera
- Arago
- diva-e
- Google Cloud Platform
- KREATIZE
- OpenZ
- Sage
- SAP Hybris
- TLGG
- Trumpf/AXOOM
- Google AdWords Jump Start Program

- DFKI (German Research Center for Artificial Intelligence)
- Fraunhofer Institut
02 We started small with focus on the build-measure-learn cycle

2014
- Started with 2 employees in Betahaus in Berlin
- First Onlineshop MVP launched
- Founding of kloeckner.i (KCI)
- First office rented for KCI

2015 - 2016
- Launch of Onlineshop in Germany
- Launch of Contract Portal/ Part Manager in EU and US
- Launch of Service Portal Kloeckner Connect
- Launch of additional customer-centric tools like the Order Transparency Tool

2017
- Launch of Onlineshops in AT, FR, NL, UK
- Launch of Direct in the US
- Launch Klöckner Marketplace for complementary products as MVP

2018
- Expansion of KCI to more than 80 people of different functions
- Launch XOM as MVP
- Launch of Onlineshop in BE
02 Overview of the main digital portals and tools

Kloeckner Connect
Kloeckner Connect is a portal combining all services we provide. Find all the digital solutions at first glance.

Benefits for the customer:
✓ Portal which connects all relevant information on our digital products and services
✓ It informs about online tools, interfaces and intl. networks

Contract Portal / Part Manager
It supplies information on all current and historical contracts and allows materials to be called-off.

Benefits for the customer:
✓ All Klöckner contracts at a glance
✓ View individual material stock
✓ Look into future and historical material call-offs

Onlineshop / Marketplace
Onlineshop makes ordering steel more comfortable than ever – no matter where or when.

Benefits for the customer:
✓ Abandon time and place bound ordering
✓ Instant quotes; easy order, reorder, bulk order
✓ Lower transaction costs/ lower stock
02 Overview of the main digital portals and tools

**Direct**
US customers are granted transparency in terms of stock availability at specific branches. Currently updated to a comprehensive onlineshop.

**Benefits for the customer:**
✓ Direct view into the branches stock and availability
✓ Quote generation easy and convenient – online, saves time
✓ Create and send a request for a quote

**Order Transparency Tool**
This tool grants access to all information concerning the current and historical orders.

**Benefits for the customer:**
✓ Complete overview of all open and closed orders
✓ Check the status of future deliveries
✓ Intuitive and user friendly interface

**Consignment Manager**
Supplies customer with information about Kloeckner material in his location and the possibility to report usage.

**Benefits for the customer:**
✓ All Kloeckner materials at a glance
✓ View individual material stock
✓ Report material usage and automated billing
Service portal Kloeckner Connect as central access point for customers to Onlineshop, Contract Portal and various digital tools

Key facts

- Responsive design for mobile and smartphone access
- Starting point for the digital journey of KCO’s customers
- Quick overview over KCO’s eProcurement solutions
- Important source for KCO’s SEO*-ranking
  - SEO is a specific discipline focused on the optimizations needed on content that is relevant to users and ultimately attracts the right customers to the business
  - Rankings in SEO refers to a website’s position in the search engine results page influenced by various ranking factors
  - Important role for overall digital marketing

* Search engine optimization
European Contract Portal for customers with time, volume and product contracts

Key facts
- Clearly structured overview of prices, volumes and maturity dates
- Order-Release 24/7 by mouse click via PC or tablet
- Option to contact KCO sales agent for new contract negotiations
- Fully integrated into service portal Kloeckner Connect
- OCI interface to ERP systems of customers
- Integrated into third party platform Axoom (Trumpf)
The Part Manager has become an important sales channel for flat rolled products in the US

**Key facts**

- Clearly structured Parts overview including stock availability and pending orders
- Forecast and predicted consumption based on order history
- Easy online orders from any device
- Successful migration of customers to a Part Manager 2.0
- New functionalities available (e.g. file upload and order history)
- Currently redesign for better customer experience

**Whirlpool® customer quote:**

"Parts Manager has been a great tool for us here at the Whirlpool Tulsa plant. It has allowed my team to place daily steel orders more accurately and efficiently, which has opened up more time for us to move our business forward and make improvements that are critical to our success."
Consignment Manager for customers to see inventory made specifically for them on Klockner’s floor and unused material on their own floor

Key facts

- Clearly structured overview of consignment stocks
- Customers can report consumed material and request replenishment of consigned stock to the requisite levels
- Quantity consumed invoiced at regular intervals
- Increased delivery flexibility
- Reduced processing time and warehousing costs
- Available in the US in Q3 2018
02 Onlineshop further advanced to Marketplace

Key facts
- Live in Germany, Austria, the Netherlands, United Kingdom, France and Belgium
- Offers full price and delivery time transparency
- Integration into ERP systems of customers via OCI interface
- Open for 3rd party sellers / distributors with complementary products
- Payment via credit card
- Third party interface via webservice API
- Marketplace successfully launched
- Broad range of processing & service (e.g. sawing, mill certificates)
- Integration of Order Transparency Tool Q3 2018
- Steadily growing assortment / product range
- Onlineshop as a procurement solution (e.g. multiple carts; rights & roles)
02 Direct will be expanded to a comprehensive Onlineshop for the US

Key facts
- Online product catalog of KCO in the US
- Focus on spot market
- Better overview of stock availabilities within a region
- Automating quote and order process
- Continuous development to a comprehensive Onlineshop fully inhouse in 2018
- Quote acceptance functionality within Direct to go live in Q3 2018
The Order Transparency Tool helps KCO’s customers to manage their orders and track deliveries from one single interface.

Key facts:
- Easy overview of orders for all customers
- Tracking of order status and deliveries
- Easy access to invoices and mill certificates
- Integration into Onlineshop Q3 2018
- Already close to 4,000 active users
02 Comprehensive rollout of digital portals and tools

Service Portal / Kloeckner Connect
- Deutschland
- Frankreich
- Großbritannien
- Italien
- USA
- Belgien
- Rollout in 2018

Contract Portal / Part Manager
- Deutschland
- Frankreich
- Großbritannien
- Italien
- USA
- Schweden
- Rollout in 2018

Onlineshop / Direct
- Deutschland
- Frankreich
- Großbritannien
- Italien
- USA
- Belgien
- Rollout in 2018

Order Transparency Tool
- Deutschland
- Frankreich
- Großbritannien
- Italien
- USA
- Belgien
- Rollout in 2018
02 Overview of further digital solutions

OCI / EDI
This interface allows a direct connection between an ERP and the Klöckner Onlineshop.

Benefits for the customer:
✓ Klöckner plugin for the SAGE 100 ERP System
✓ Enables ERP to ERP communication
✓ Lowers transaction costs significantly

Application programming interface (API)
Klöckner API is a REST interface which allows to easily connect with third party systems.

Benefits for the customer:
✓ Klöckner products can be delivered in third party systems
✓ Quotes and orders possible via REST API
✓ Developer community to build business models around the API

Sage 100
This solution allows a direct connection to Klöckner ordering system and coordinates business processes.

Benefits for the customer:
✓ More transparency and an automatic exchange of information
✓ Efficient processes which increase your competitive edge
✓ Transparent insights into current purchasing conditions
02 Overview of other measures to increase online sales

**Online Marketing**

- Elaborated online marketing campaign which initially focuses on anorganic **cost per click campaigns**
- Within the last 18 months we shifted towards a more **healthy marketing mix**
- High focus on communication with the customer via **social media**
- Established **global digital brand** enables us to have access to greater talent pool

**Business performance and analytics**

- Collection of company wide data and analysis through **advanced analytics and business insights**
- Leading position through extensive build up of **inhouse capabilities**
- Online-offline tracking to enable data driven real time decisions
- Working on e.g. **pricing insights** and international **pricing algorithms**
02 Digital channels already contribute 21% of KCO’s total sales

Comprehensive online services for all kind of customers

Diverse digital portfolio can serve all customer types from small to large enterprises

Sales Split

- Online: 21%
- Offline:

Digital strategy | Klöckner & Co SE | Summer 2018 |
02 Internal and external digitalization drives efficiency and sales

Increasing sales by …
- Acquisition of new customers
- Extension of sales range
- Elimination of business hour dependency
- Increasing focus on customer service
- Extension of portfolio through 3rd party products

Reducing operating expenses through …
- Less transaction and administration costs
- Lower stockholding and therefore improved NWC
- Higher logistics and warehousing efficiencies
- Less support costs
- Increased flexibility
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The multi-sided industry platform is a new central and finally completely separate work stream.

### Digitalization of KCO

#### 2014 - 2016
- **Ideation and Creation**
  - Onlineshop
  - Contract Portal
  - Order
  - Transparency Tool
  - Part Manager

#### 2017
- **Technical Scaling**
  - Service Portal
  - Kloeckner Direct
  - Digital rollouts
  - Marketplace for complementary products

#### 2018
- **Technical/Financial Scaling**
  - Open API
  - ERP integration (OCI, Sage, MyOpenFactory)
  - Increasing offering of HVAS

#### 2019 -
- **Financial Scaling**
  - Increased focus on HVAS in online portals
  - Internal Digitalization
  - E-Commerce

### XOM Independent Industry Platform

#### MVP Launch
- Multiple vendors per product
- Product search
- Universal product catalogue
- Price suggestions

#### Technical / Financial Scaling
- Fulfillment
- ERP integration
- Customer support
- Supplier integr.
- Purchasing
- Finance service
- Specialty metals
- Advertising
- Supply platform
03 Digital platforms will quickly spread throughout many B2B-industries …

P2P “Peer-to-Peer”

The first generation of large and often disruptive internet platforms covered mainly information industries and entirely digitalizable services like music and banking.

B2C “Business-to-Customer”

The next generation of now “Online-to-Offline” (O2O) platforms covered a wide range of consumer driven industries like urban transportation (Uber and Lyft), lodging (Airbnb), food delivery (Grubhub, Just Eat, Delivery Hero) and many others.


The same economic fundamentals which drive consumer O2O-platforms apply also for goods and services that companies exchange with each other.
… and become the dominating business model of the 21st century

Platforms ...

► **succeed** by introducing better and much broader offerings to customers through marketplaces

► **scale** through network effects caused by the ability to leverage and orchestrate global connected ecosystems

► **create** value by enabling communication and commerce that might not otherwise occur and by reducing waste and inefficiencies as well as a faster supply and demand matching

► **move** themselves between the producer and the customer and thereby take over the customer and a significant part of the value creation

► **extend** in a way traditional supply chains cannot once they have established a strong network around its original core transaction

► **link** existing customers stronger to the business due to their inherent superior advantages for the customer
Building up on existing technology enabled a quick launch of the XOM Industry Platform MVP.

Additional functionalities for XOM Industry Platform (MVP) include:

- Multiple vendors per product
- Product search functionality
- Universal product catalog
- Steel specific features
  - Cut to length
  - Sawing
03 Marketplace with storefront

**Marketplace**
Default channel
- Global marketing campaigns
- Default content with entire marketplace offering (“eBay” view)
- All products listed (promotion slots available)
- Customers can search for specific suppliers

**Storefront**
Additional paid sales channel
- Can receive own traffic
- Own marketing
- Supplier specific storefront on marketplace (shop-in-shop)
- Shows only specific supplier products and offerings
- Customers can search for only supplier offerings
XOM Industry Platform will be a multi-sided platform which facilitates transactions between all market participants.
Value will be created for all participants by significantly improving supply and demand matching.

**Customers**
- **Efficiency gains** in purchasing organization due to higher automation in data handling
- Better pricing conditions due to **higher transparency**
- **Faster delivery** times due to network-enforced demand matching
- Faster purchase realization cycles
- **Lower transaction costs** with positive impact on COGS
- **Access to larger global customer base** with positive impact on total revenues
- **Ability to outsource**/ reduce higher costs positions such as warehousing
- **Better demand forecasting** allows for less stockholding and therefore lower NWC
- **Better footprint expansion** - especially smaller and medium sized distributors will gain the ability to compete nationwide due to platform services such as fulfilment and finance

**Distributors**
- **Higher direct sales** opportunity due to better understanding of customer demand
- Better demand and production **planning accuracy**
- **Less dependency** on distributor network and relationships
- Better demand forecasting allows for better production control and consequently **less stockholding and therefore lower NWC**
Step by step launch targeting first small and medium sized distributors, then expansion to larger distributors and eventually the supply side.

- **Today**
  - Onlineshop

- **Launch: Q1/Q4 2018**
  - Customer and distribution side
  - Commoditized products

- **Launch: 2018 - 2019**
  - Value-added services

- **Launch: 2020**
  - Supply side
  - Commoditized products
The total addressable market in the US and Europe amounts to €250bn.

Both markets are highly fragmented with no dominant players which favors open industry wide platforms.

Source: WorldSteel, Applico Inc.
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04 Strengthening our industrial platform via startup investments

kloeckner.v invests in best-in-class startup teams with innovative, disruptive, and scalable business models that complement or extend our digital strategy as well as in venture capital funds to gain insights into new business models.

kloeckner.v portfolio companies benefit from access to Klöckner & Co’s industry knowledge and the kloeckner.i digital expertise.

We leverage Klöckner & Co’s cross-industry network to provide exceptional growth opportunities and eliminate key business risks in a conservative market environment.
04 kloeckner.v fund investments

Overview of our VC-investments

- VC-Fund, Berlin, Germany
  - Early stage investments in e.g.
    - Debitos
    - Flip4New
    - Pipedrive
    - Homeday
    - Lesara

- VC-Fund, Palo Alto, USA
  - Early stage investments in e.g.
    - Espresa
    - Robin Systems
    - Vera
    - Reflektion
    - Virtual Power Systems

- VC-Fund, Munich, Germany
  - Early stage investments in e.g.
    - Movinga
    - Service Partner One
    - Tradico
    - Fraugster
    - Crossengage

Our aims

- We don’t want to have an own VC-funds, but portfolio diversification
- Insights in US and DACH deals
- Ability to approach individual companies
- Discuss ideas with VCs & Startups
- Startups access to corporate point of view
Overview of our direct investments

Contorion

• Trading platform for tools, located in Berlin, Germany
• Combination of both, marketplace and e-commerce
• KCO invested a single-digit million amount (stake of 8%) in Contorion in Q2 2016
• Exit in Q2 2017 and doubled our invested fund within a year, receiving a cash-in of ~€8m (= 115%)
• Sold stake to Hoffmann SE

Bigrep

• Technology startup, located in Berlin, Germany
• Produces 3D printing technologies and additive manufacturing
• On track to become the leading provider of additive manufacturing systems within the next five years
04 3D printer specialist BigRep

- Founded in 2014 BigRep develops and manufactures large-scale, industrial 3D printers
- The company uses the extrusion of thermoplastic material as printing technique
- Key distribution markets are prototyping, design, education, architecture, furniture, etc.
- Headquartered in Berlin with offices in Singapore and New York, BigRep has over 80 employees
- Scalable & asset light business model as manufacturing is outsourced
- Investment allows first hand insight into the market, technology and design
- Alongside the financial investment, Klöckner plans to use BigRep’s industrial 3D printers in its extensive European and US site network going forward
- Klöckner & Co along with BASF, Köhler Paper Group and Körber AG major strategic investors
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Digital enabling of employees through online courses during working hours and initiatives like “Failure Sessions”

Hierarchy-free communication to enable horizontal and vertical communication

Many additional initiatives and events throughout the company to engage employees

05 A variety of initiatives support the cultural transformation of KCO further
The Digital Academy supports the cultural change towards a higher digital learning curve within the workforce

- More than 1,100 participants signed up on this Yammer group (Digital Academy is largest group)
- In collaboration with various providers (University Duisburg Essen, Berlin School of Digital Business, Haufe)
- Accessible to all employees
- Employees are encouraged to train themselves during regular working hours
- Enabling employees to become digital experts based on a wide curriculum, e.g. latest “E-Business license course” from University Duisburg-Essen
Yammer as major internal hierarchy-free communication channel

- Hierarchy-free internal **social network** to **share information** and ideas as well as **discuss** about various topics
- **Agile introduction** without extensive preparation
- **Viral distribution of tool via employees** inviting other employees
- **Very responsible interaction** of employees with only small set of rules
- **Elimination** of hierarchical communication **formats** like CEO email
- Former problem of **information filtration** by middle management **solved**
- Tool enables **CEO to communicate** with employees of all hierarchical levels **directly**
- Supports KCO cross-border interaction via **integrated translation tool**
- **Major tool to communicate digitalization strategy**
- **Very high group wide member engagement** since launch in October 2014
  - 393 discussion groups
  - 50,336 postings
  - 5,039 members
The Digital Experience Program enables information exchange between KCI and sales employees from different branches of KCO.

- Short-term **assignment program** of 1 - 2 months
- Employees of KCO to become familiar with the **digitalization process** and lean processes of KCI
- Increases **transparency** about the activities of KCI
- Increases **awareness** of platforms, portals and other tools offered by KCI to support KCO
- Transfer **metal knowledge** and **customer experience**
- Participants express very **positive feedback** and recommend the further development of the program
KCO is also supporting the integration of refugees as main sponsor of ReDI School of Digital Integration

- **Free of charge** programming training and networking opportunities for refugees
- Provision of laptops and workstations in co-working spaces across Berlin
- Volunteer teachers and mentors are all employed in renowned IT companies
- KCO as main sponsor and provider of free office space for ReDI
- First graduates of ReDI School hired for KCI
- Gained significant attention through prominent visitors