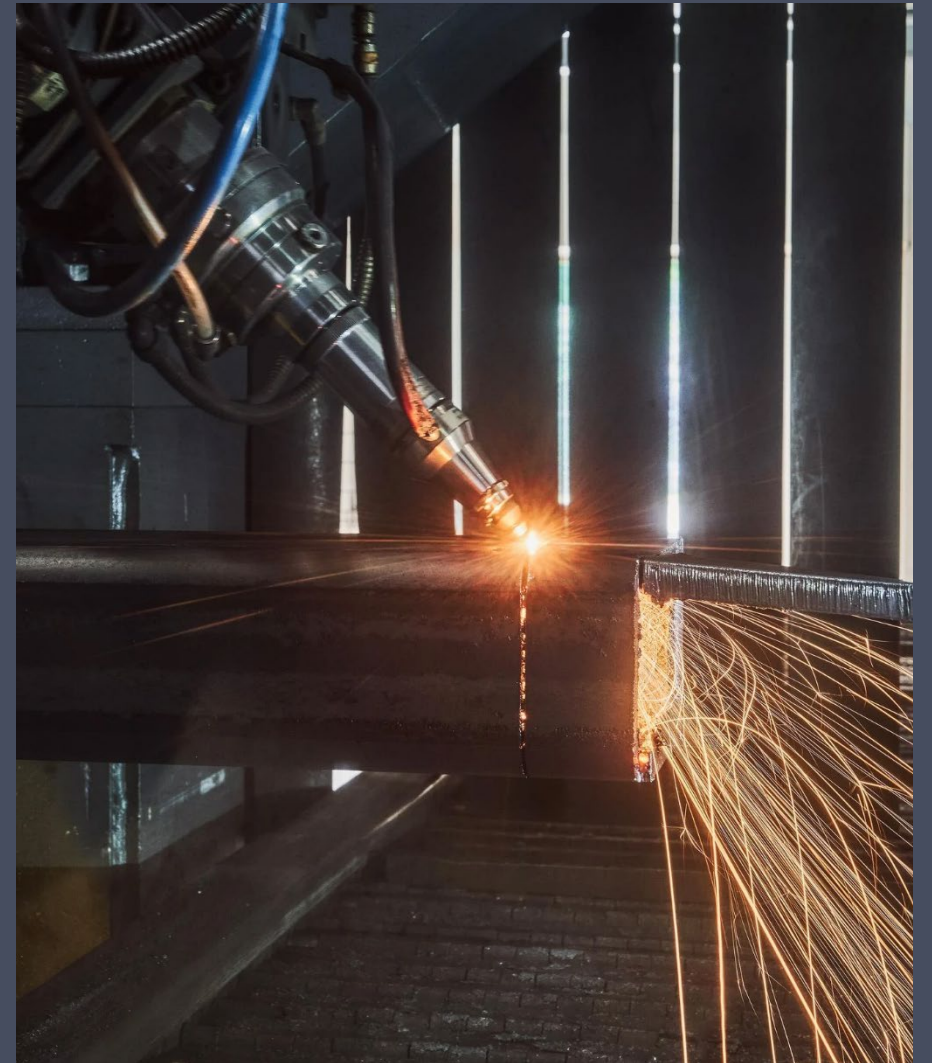


Q2 2025 Results

Press Conference Call

Guido Kerkhoff | CEO

August 6, 2025



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.

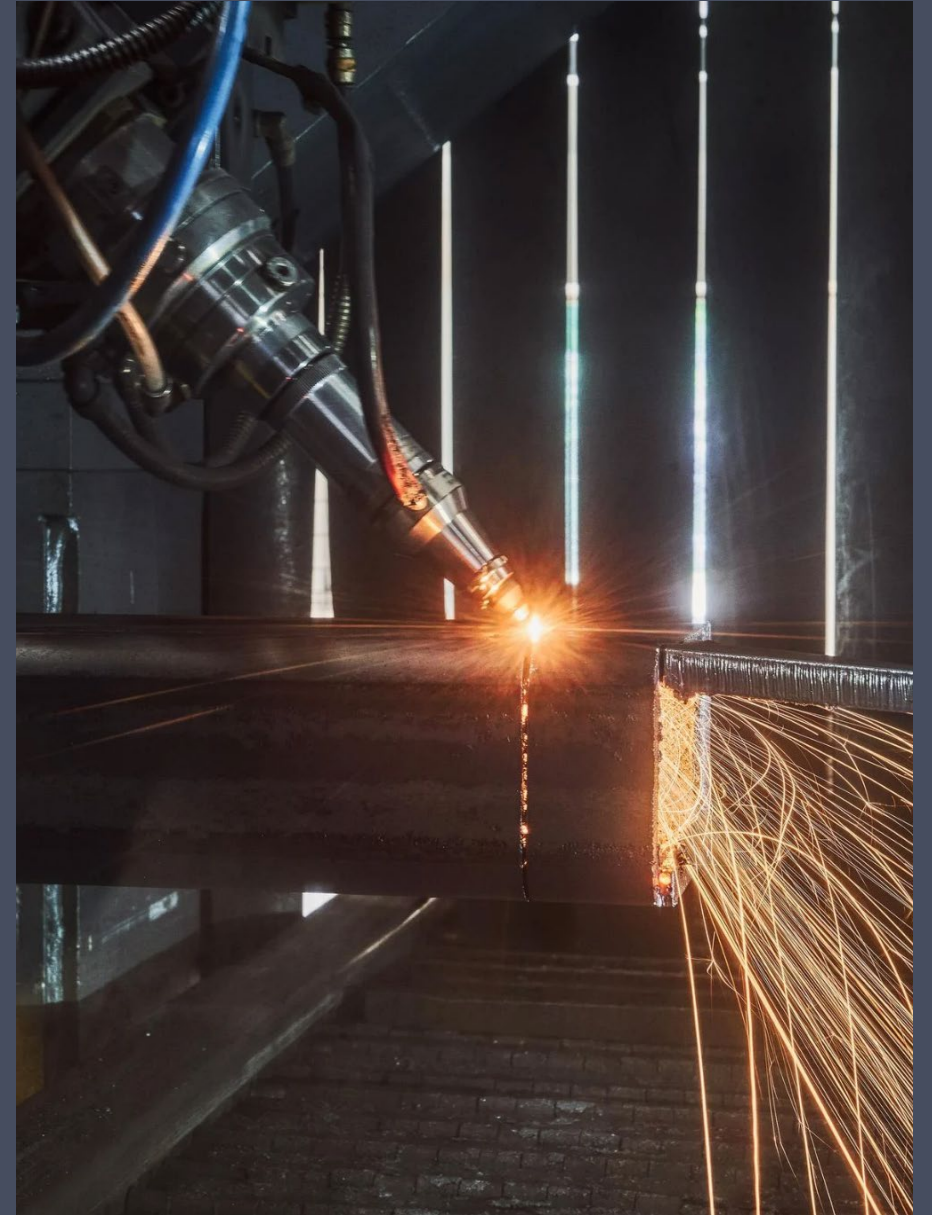
The English translation of the annual report and the interim statement are also available, in case of deviations the German versions shall prevail.

Evaluating statements are unified and are presented as follows:

- +/- 0-1% constant
- +/- >1-5% slight
- +/- >5% considerable

Agenda

1. Highlights and update on strategy
2. Financials
3. Outlook



Highlights of Q2 2025

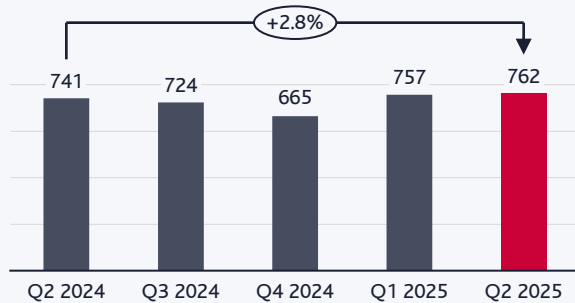
	Q2 2025	Q2 2024	Delta	
Shipments (Tto)	1,164	1,164	-0.0%	Constant level yoy; record shipments at Kloeckner Metals Americas while Kloeckner Metals Europe recorded a slight decline
Sales (€m)	1,643	1,765	-6.9%	Considerable decrease yoy despite constant shipments as a result of lower average price level
Gross profit (€m)	320	294	+8.8%	Considerable increase yoy; gross profit margin also increased yoy
EBITDA ^{*)} (€m)	65	42	+23	Considerable increase yoy and qoq according to guidance
Oper. CF (€m)	75	61	+14	Positive OCF due to consistent NWC management
Net financial debt (€m)	870	779	+91	Increase yoy; however, significantly deleveraged qoq

*) Before material special effects.

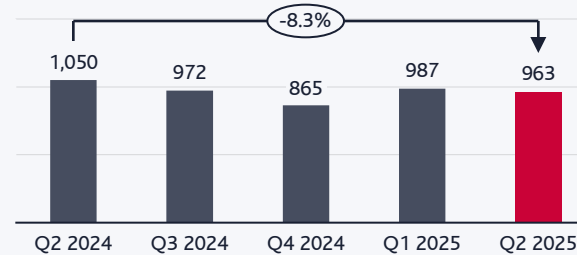
Segment performance: Shipments in segment KM Americas on record level

KM Americas

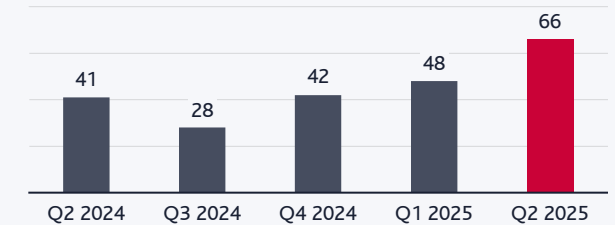
Shipments (Tto)



Sales (€m)

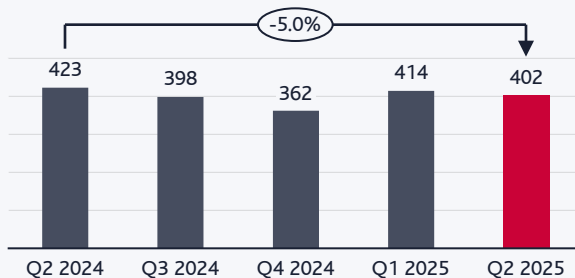


EBITDA*) (€m)



KM Europe

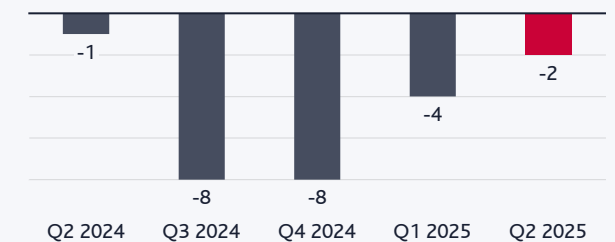
Shipments (Tto)



Sales (€m)



EBITDA*) (€m)



*) Adjusted for material special effects in Q3 2024, Q4 2024, Q1 2025 and Q2 2025 in KM Europe and Q3 2024, Q4 2024, Q1 2025 and Q2 2025 in KM Americas.

Pressing ahead with Group strategy

Becoming the leading service center and metal processing company

North America

Expanded electrical steel capacity

- Invested to expand electrical steel capacity to meet significant demand overhang for transformer cores & electrical steel slit coil in North America
- Built a new state-of-the-art fabrication and service center, expanding CRGO processing, slitting and transformer core fabrication capacity
- Enabling us to serve customers in electrical grid infrastructure, renewable energy and data centers end markets
- Benefiting from expected substantial growth opportunities
- Fully operational in Q3 2025

DACH-region

Integrated Ambo Stahl as planned

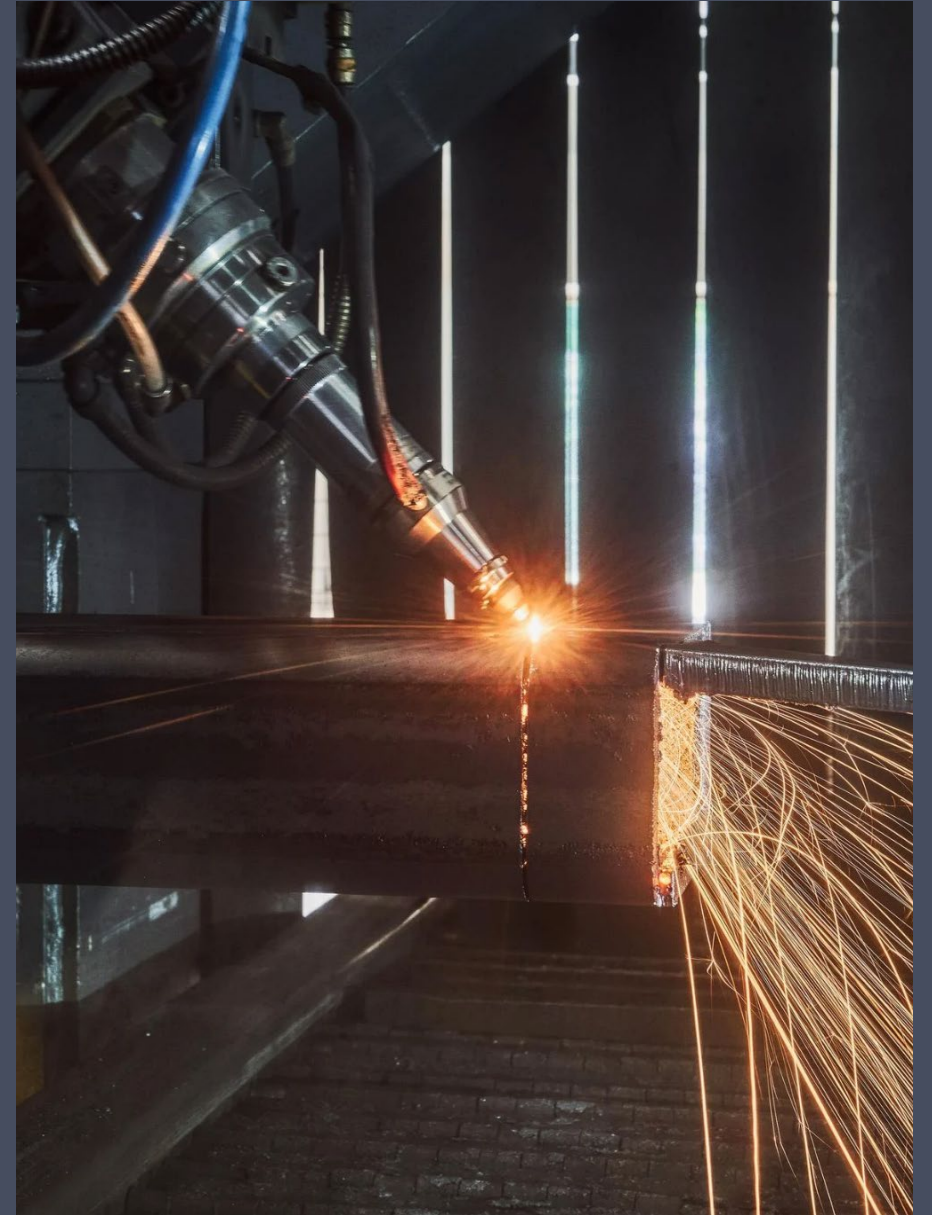
- Conducted first investment in order to expand capabilities and capacities to leverage acquisition
- Enabling us to benefit from increased defense spending

Extended our building installation value chain via Simfloc acquisition

- Acquired Simfloc AG in Switzerland, a specialist in pre-wall installation to extend our building installation value chain
- Established market position as Switzerland's leading one-stop shop for prefabrication, now offering comprehensive solutions from planning and modelling to production and installation

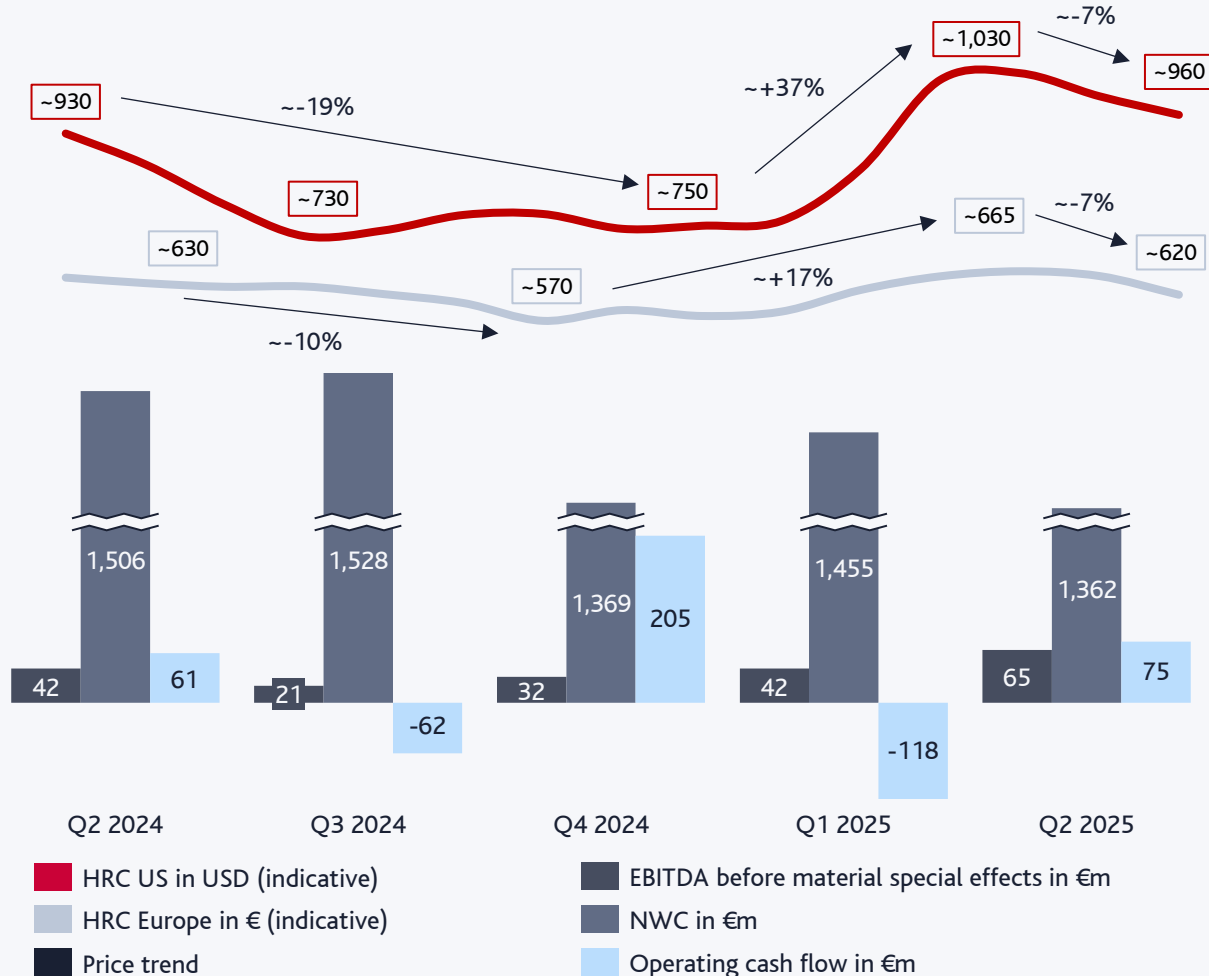
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Our net working capital management

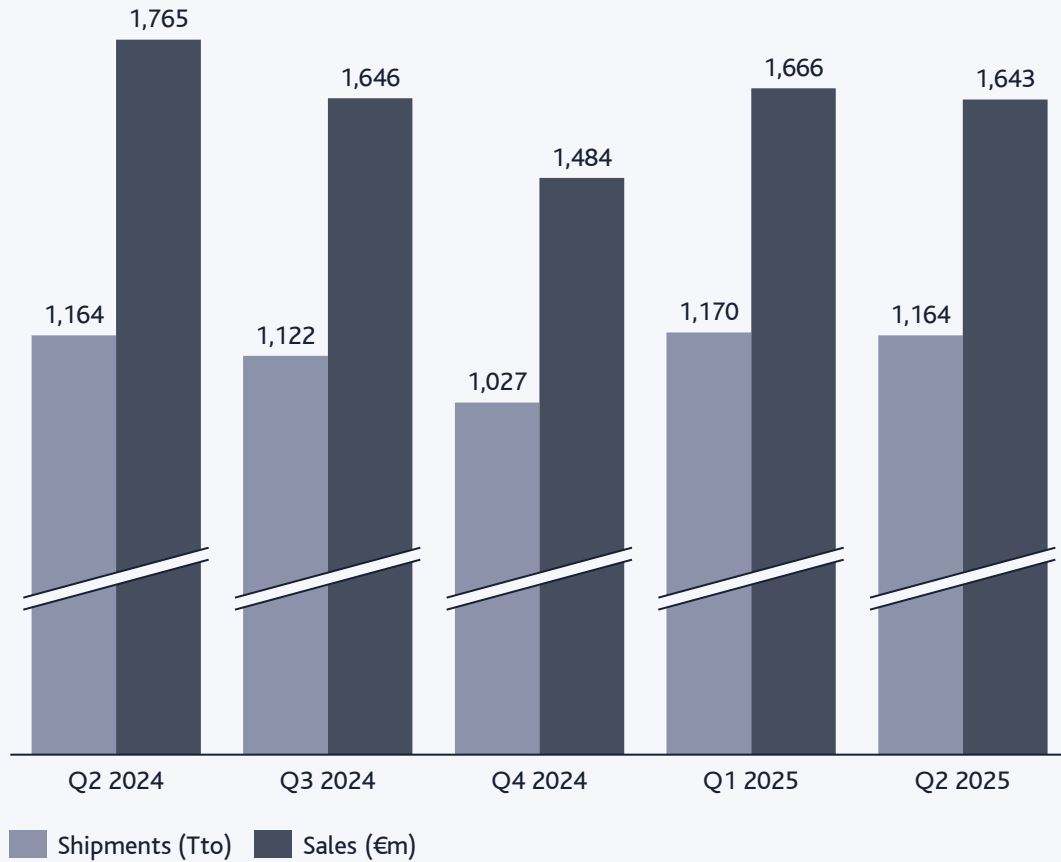
Generated strong EBITDA in the second quarter



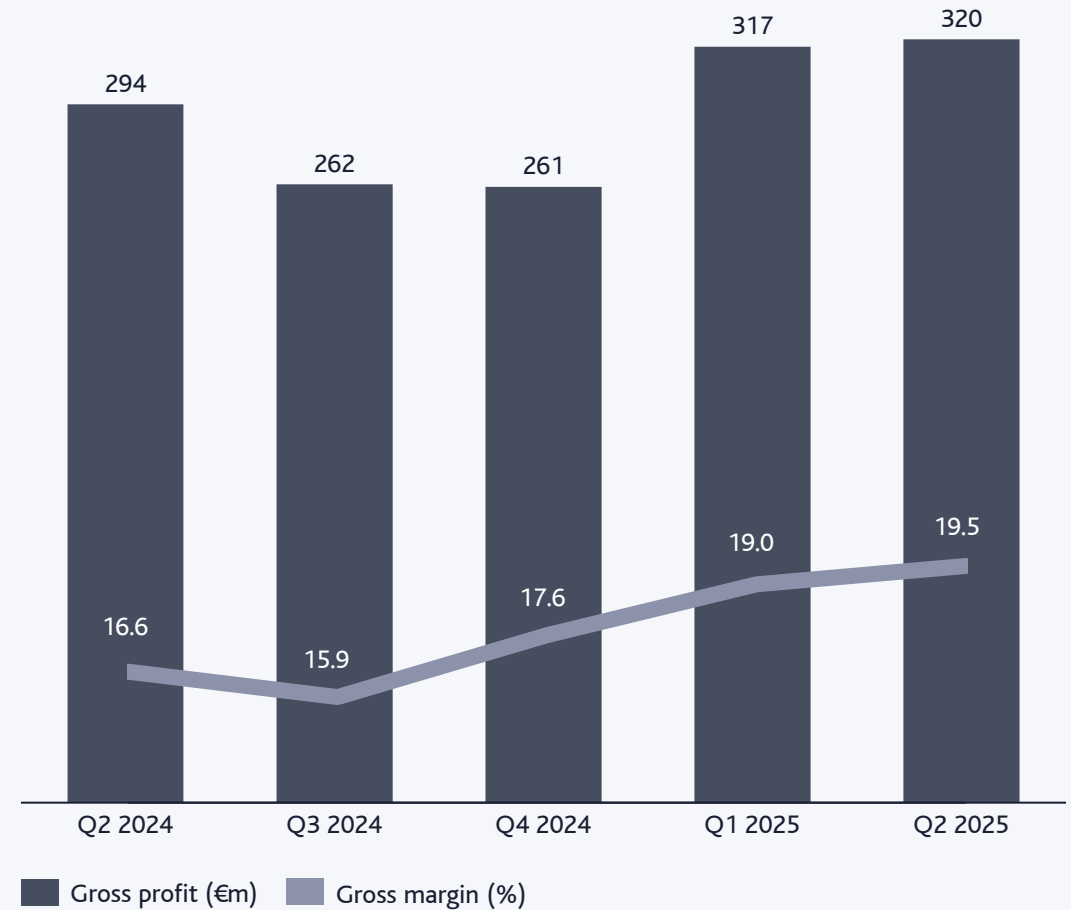
- Achieved EBITDA before material special effects of €65m in Q2 2025; a considerable increase yoy and qoq
- In H1 2025 EBITDA before material special effects came in at €107m; also, a considerable increase yoy
- Strategy execution fully on track; further improving our underlying profitability
- Despite continued challenging market environment, a positive cash flow from operating activities of €75m was achieved in Q2 2025
- Continuing to leverage digitalization and automation initiatives
 - Digital quotes increased by 5.4% in H1 2025

Shipments, sales and gross profit development

Shipments & sales

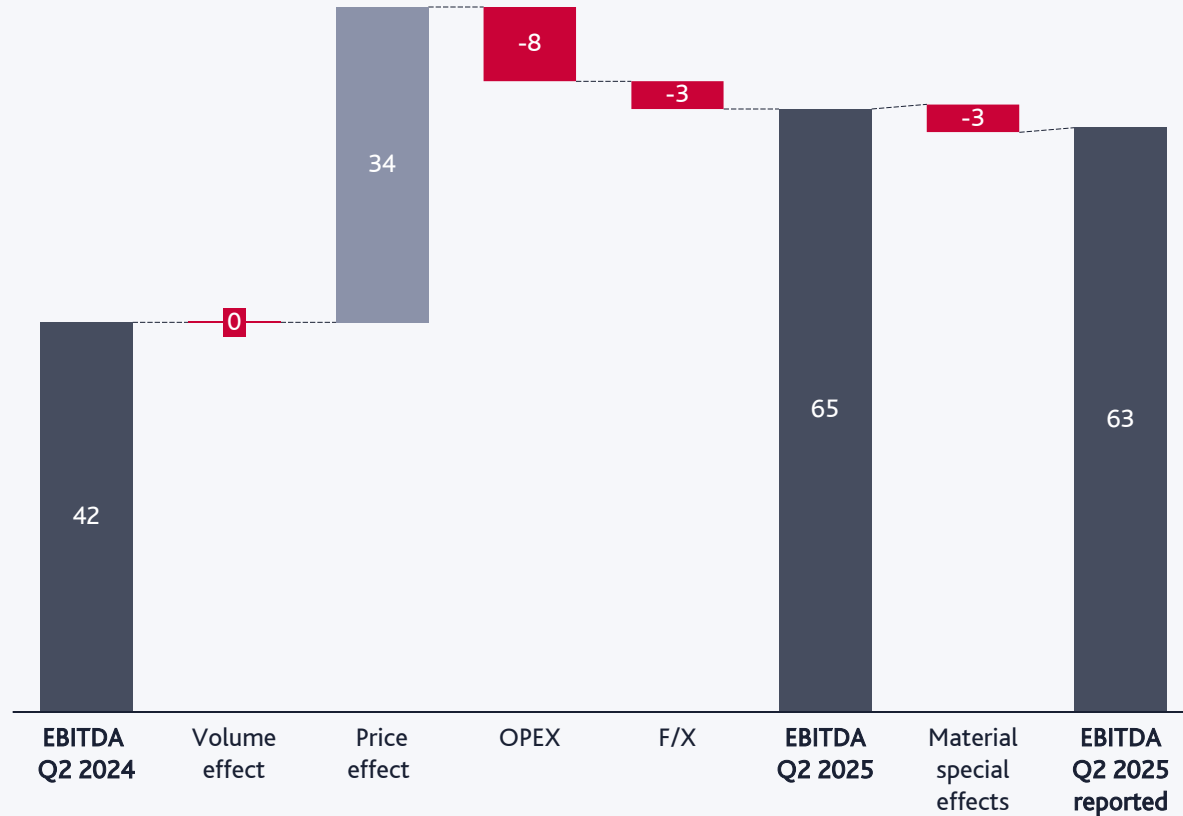


Gross profit & gross profit margin



EBITDA development

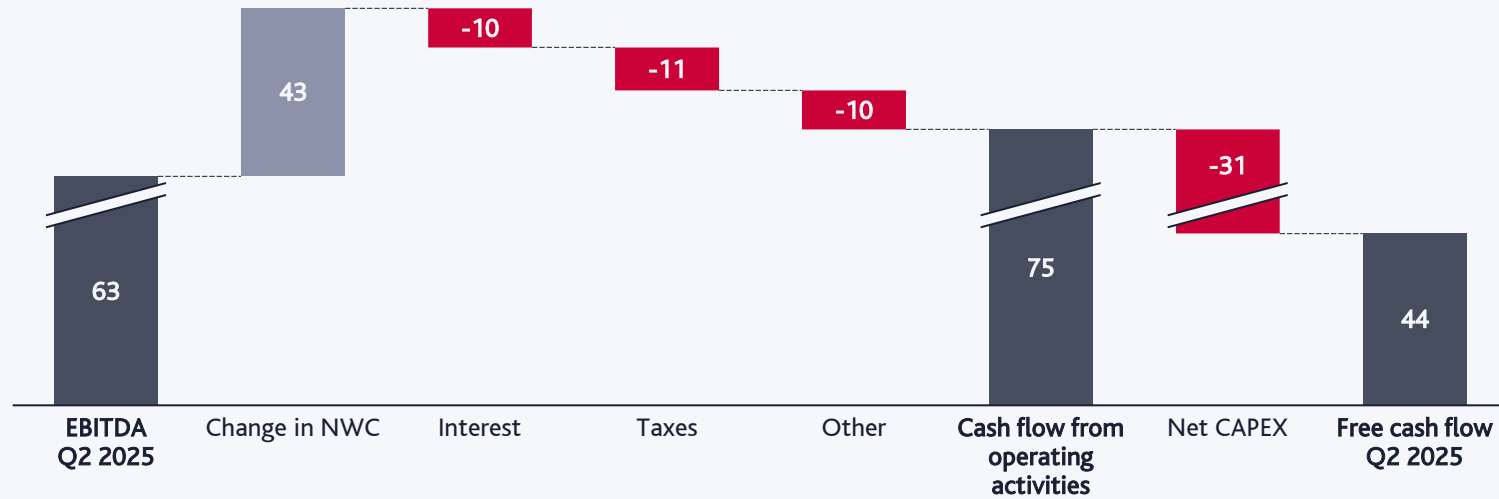
EBITDA (€m) in Q2 2025



- EBITDA before material special effects in Q2 2025 of €65m
- No volume effect in Q2 as a result of stable volumes yoy
- Positive price effect of €34m yoy
- OPEX higher €8m yoy
- Negative F/X effects of €3m yoy
- Material special effects mainly resulted from restructuring expenses

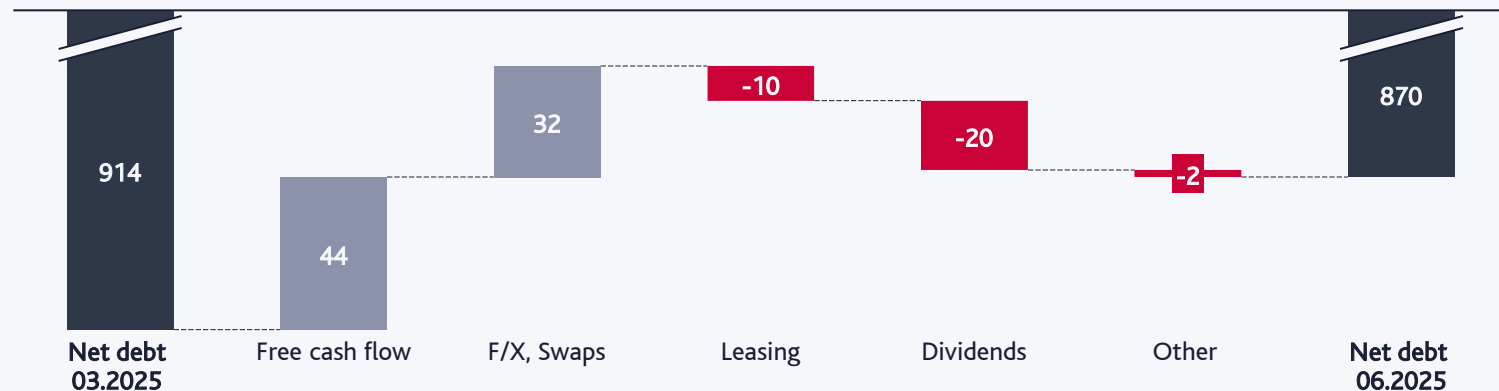
Cash flow and net debt development

Cash flow Q2 2025 (€m)



- EBITDA reported of €63m
- Net working capital release by €43m
- Cash flow from operating activities of €75m
- Net Capex of €31m
- Free cash flow accordingly €44m

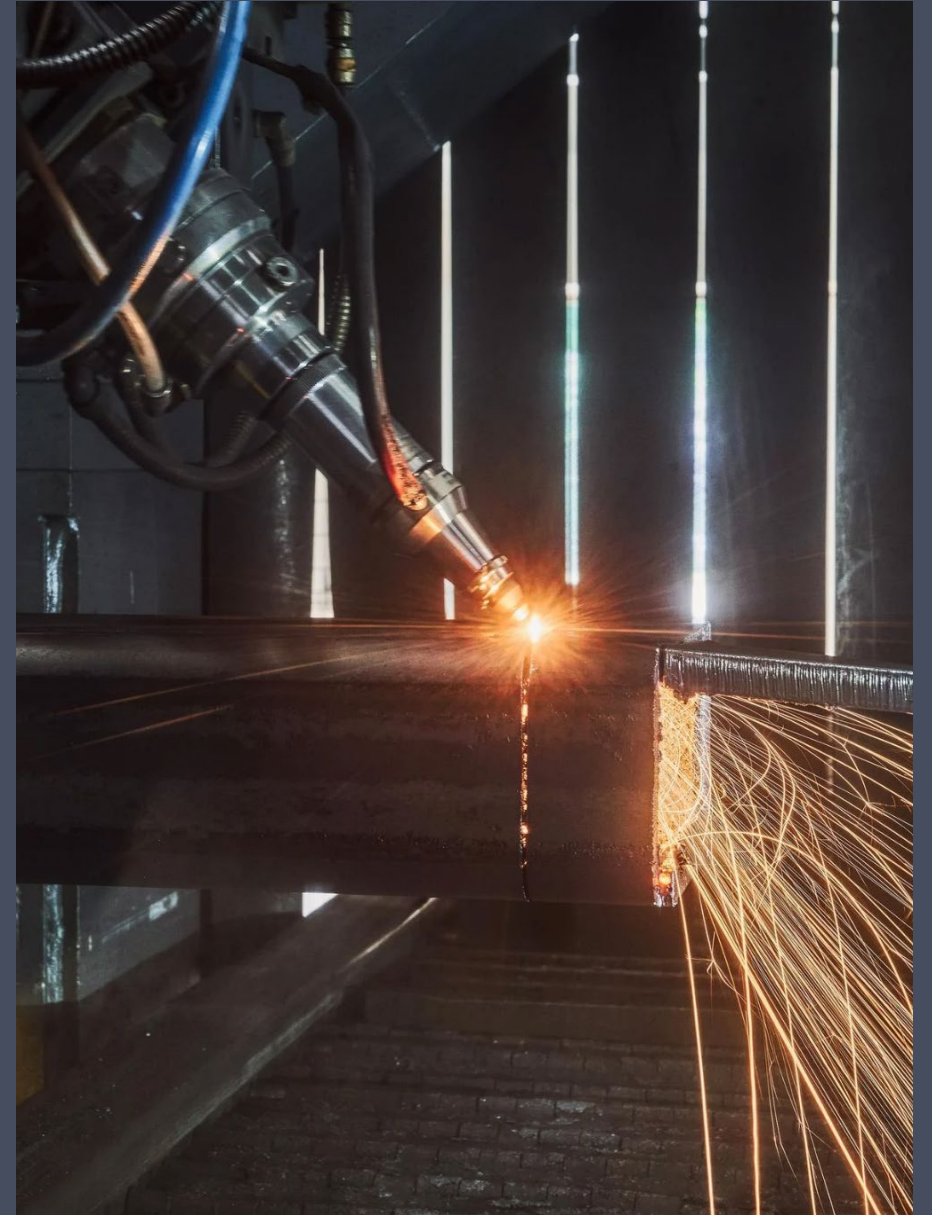
Net financial debt 03.2025 vs 06.2025 (€m)



- Net financial debt decreased from €914m to €870m
- Positive F/X translation effects of €32m
- Leasing increased by €10m
- Payment of dividends of €20m

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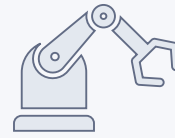
Region specific business outlook 2025



Real steel demand



Construction Industry



Manufacturing, Machinery & Mech. Eng



Transportation



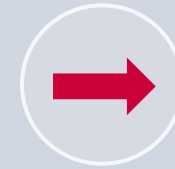
Household & Commercial Appliances



Energy Industry

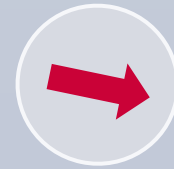
North America

-1% to +1%



Europe

-1% to 0%



Outlook



- Considerable increase in shipments and sales expected (yoy)
- EBITDA before material special effects expected to come in between €40-80m



- Shipments and sales expected to increase slightly yoy
- EBITDA before material special effects expected to come in between €170-240m
- Expecting significantly positive operating cash flow, on previous year's level

Q&A session

with Guido Kerkhoff (CEO)



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Financial calendar

November 5, 2025

Q3 quarterly statement 2025

March 11, 2026

Annual Financial Statements 2025

May 6, 2026

Q1 quarterly statement 2026

August 5, 2026

Half-yearly financial report 2026

November 4, 2026

Q3 quarterly statement 2026