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Annual General Meeting 2026

Klöckner & Co SE

May 20, 2026

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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



Fiscal year 2025

Achieved considerable increase in EBITDA^{*)} – Proposing a fifth consecutive dividend

	FY 2025	FY 2024
Shipments (Tto)	4,528	4,453
Sales (€m)	6,380	6,632
EBITDA ^{*)} (€m)	171	136
Net income (€m)	-53	-146
Oper. CF (€m)	110	160

	FY 2025	FY 2024
Equity (€m)	1,582	1,721
Equity ratio (%)	48.2	48.6
Liquid funds (€m)	60	121
Net financial debt (€m)	709	780
Employees	6,500	6,507

^{*)} Before material special effects.

First quarter 2026

Promising start into 2026 - adjusted for divestment of eight US distribution sites, shipments increased by 2.1%

	Q1 2026	Q1 2025
Shipments (Tto)	1,096	1,170
Sales (€m)	1,568	1,666
EBITDA ^{*)} (€m)	46	42
Net income (€m)	-4	-28
Oper. CF (€m)	-270	-118

	Q1 2026	Q1 2025
Equity (€m)	1,648	1,592
Equity ratio (%)	44.5	45.6
Liquid funds (€m)	53	90
Net financial debt (€m)	1,092	914
Employees	6,143	6,451

^{*)} Before material special effects.

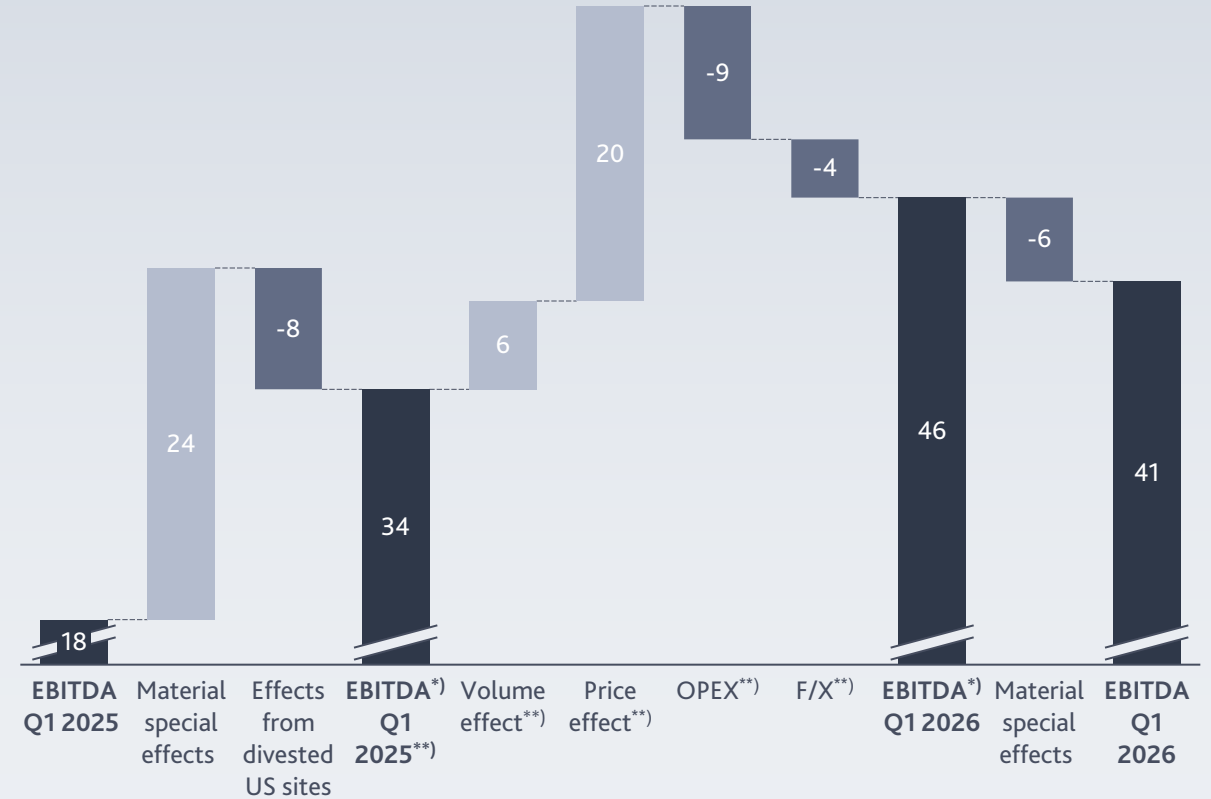
EBITDA development in FY 2025 and Q1 2026

Considerable increase of EBITDA before material special effects in FY 2025 and Q1 2026

FY 2025 vs. FY 2024 (€m)



Q1 2026 vs. Q1 2025 (€m)



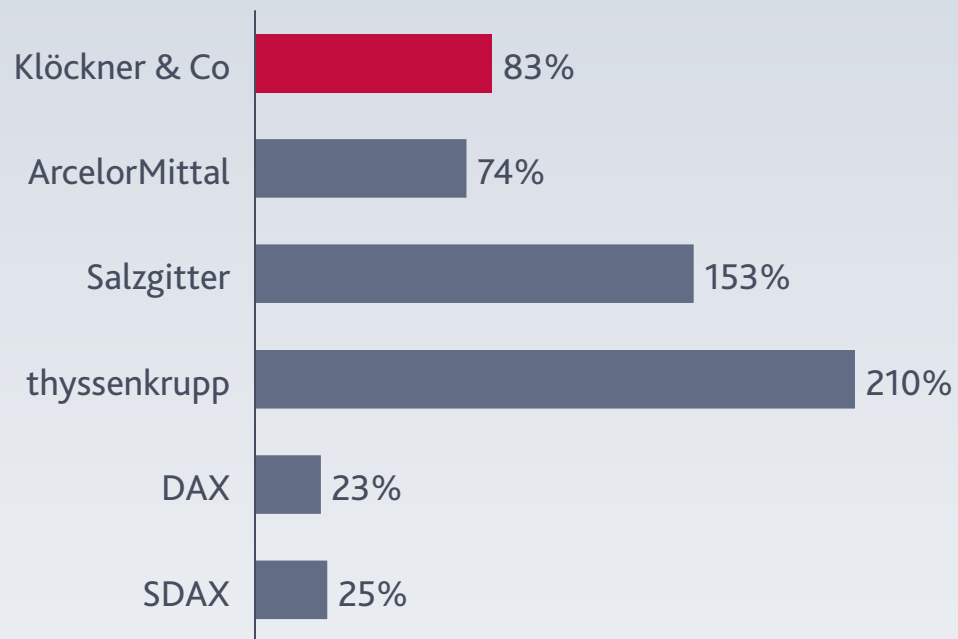
*) Before material special effects.

***) Like for like: Baseline Q1 2025 adjusted for divestment of eight US distribution sites, yoy.

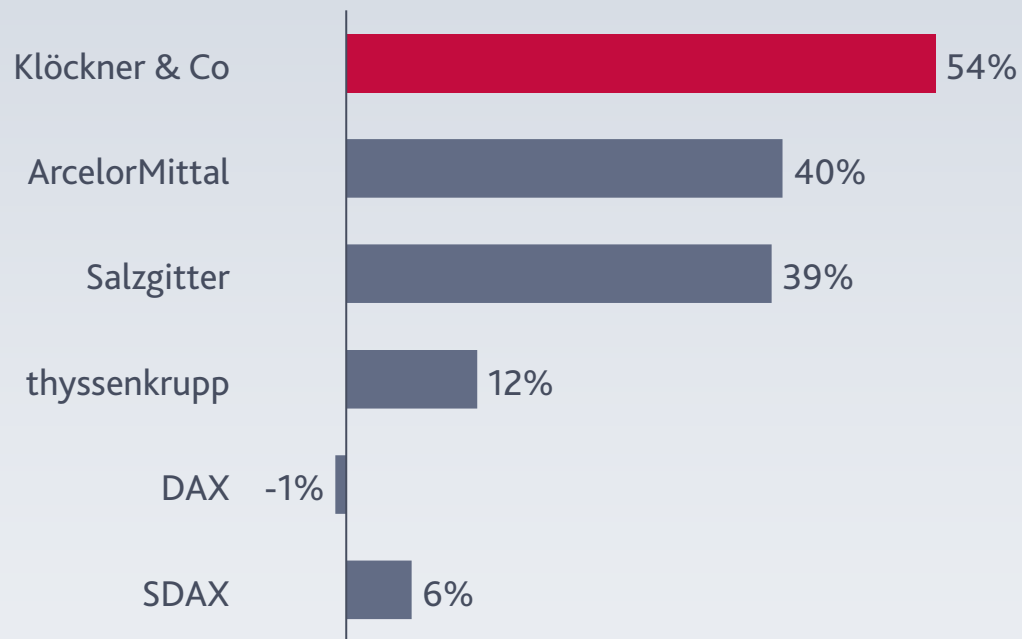
Share price development

Performance mainly driven by public takeover offer by Worthington Steel

Fiscal year 2025

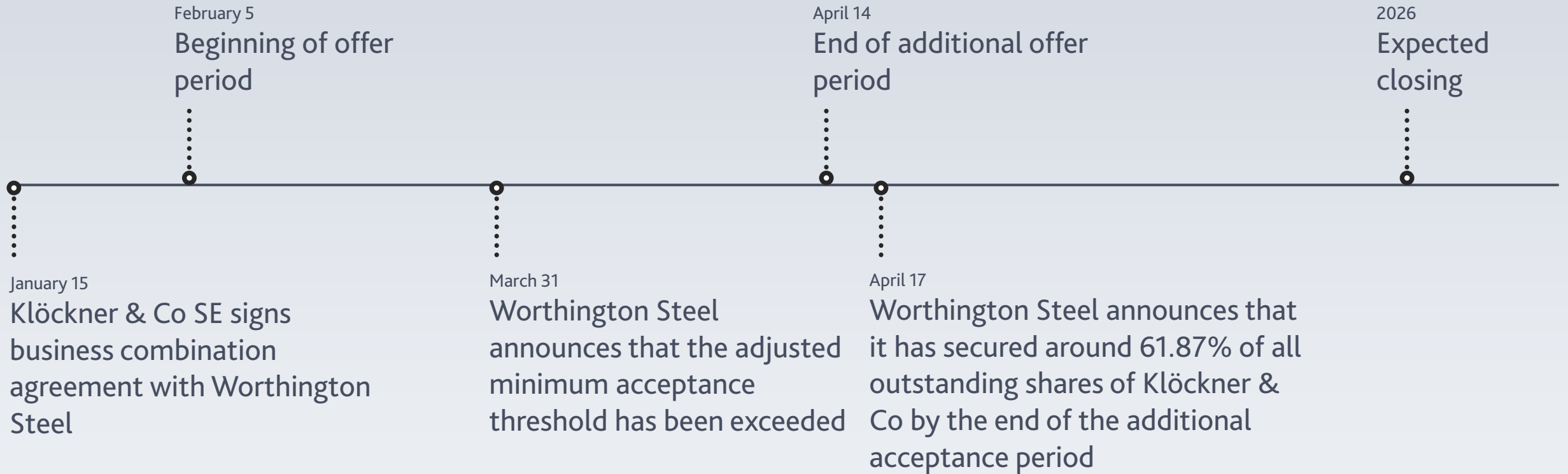


Fiscal year 2026^{*)}



^{*)} As of May 13, 2026.

Public takeover offer by Worthington Steel

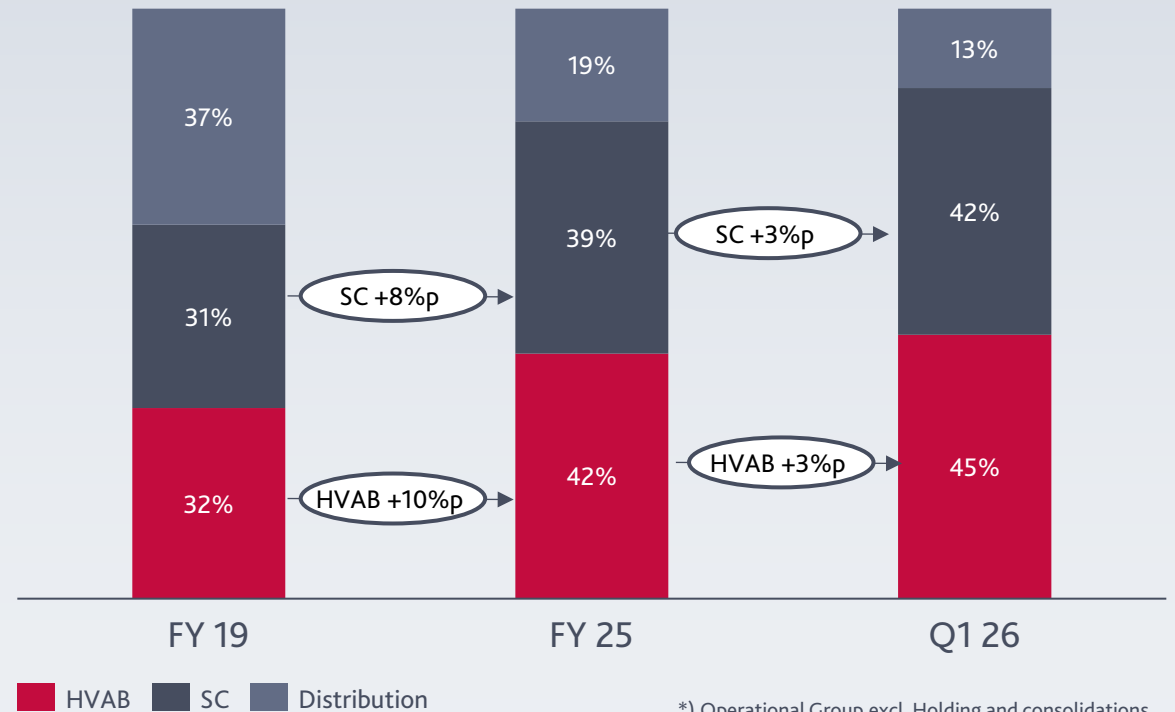


Our strategic progress

Reducing underlying volatility while increasing profitability

- Continued to focus on higher value-added products and services
- Reached significant milestones in the recent past:
 - Strengthened the portfolio through targeted acquisitions and divestments, including Ambo Stahl, Haley Tool & Stamping, Simfloc AG, and Locher Bewehrungen, alongside the divestment of distribution businesses in the US and Brazil to sharpen strategic focus
 - Broke ground for a new aluminum flat rolled processing facility in Columbus, Mississippi, and launched a new heavy fabrication operation at former Bauer Built Manufacturing site in Paton, Iowa
 - Increased electrical steel capacity, and installed a new coil fed Schuler laser blanking line in Querétaro, Mexico

Sales split^{*)} by business

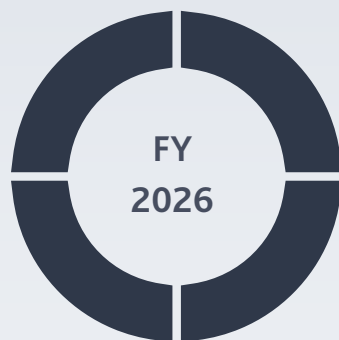


^{*)} Operational Group excl. Holding and consolidations.

Outlook



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



- Shipments expected to decrease slightly yoy, while sales are expected to increase slightly yoy
- EBITDA before material special effects expected to increase considerably yoy
- Expecting positive operating cash flow, however below previous year's level

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