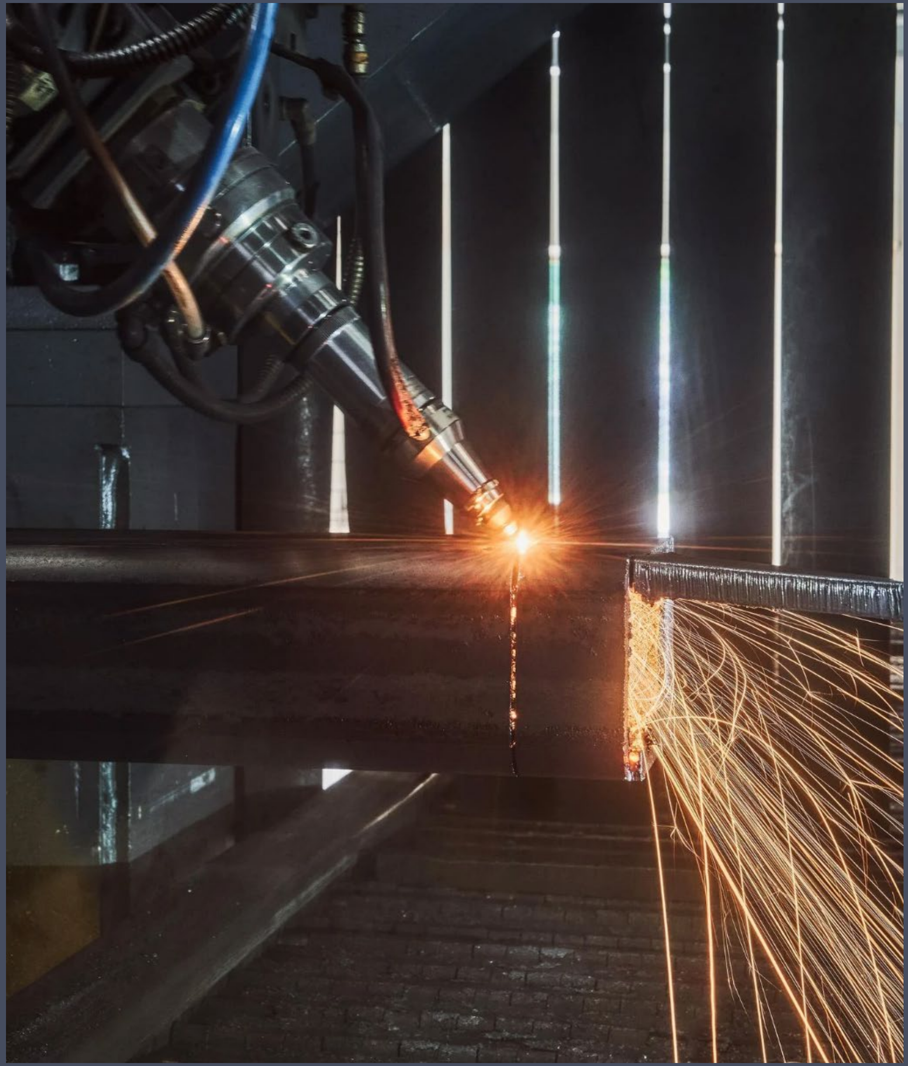
klöckner & co Your partner for a sustainable tomorrow

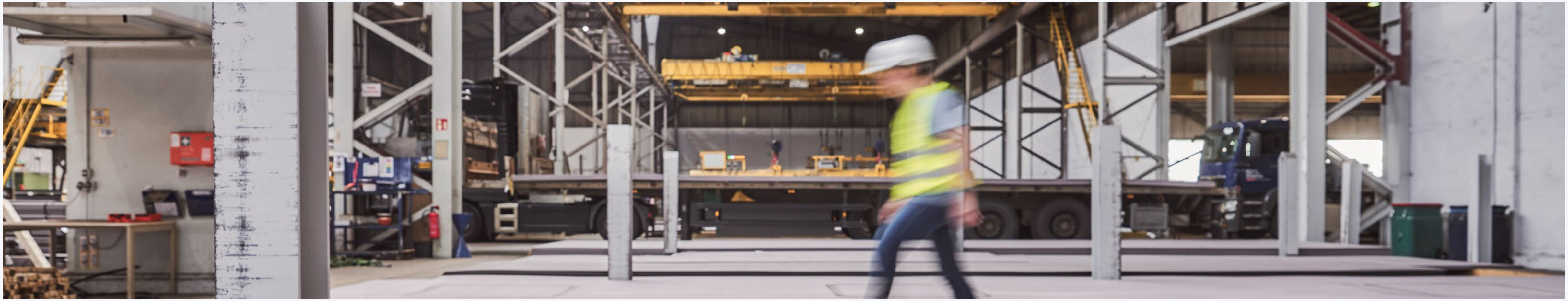
# Montega Hamburger Investorentage

Guido Kerkhoff | CEO

August 28, 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.

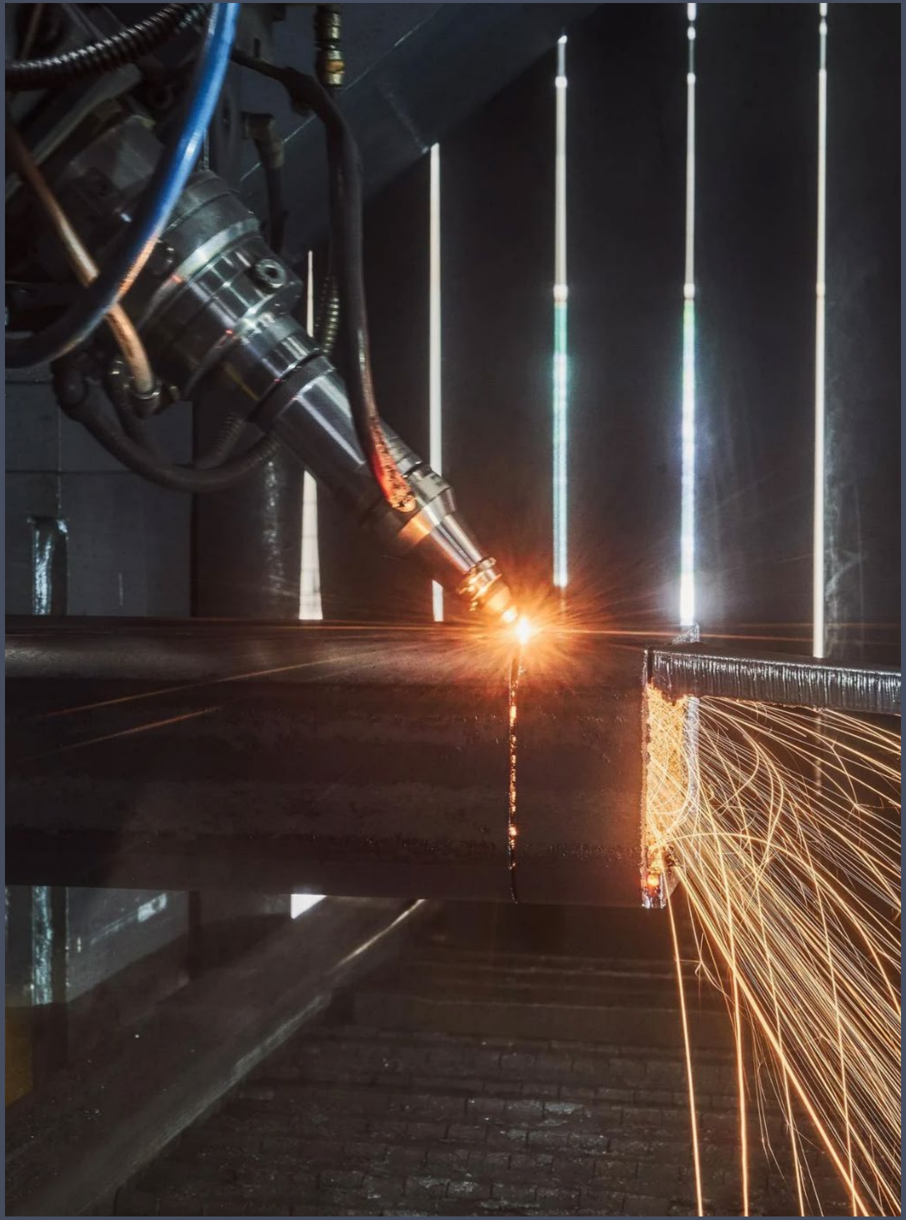
The English translation of the annual report and the interim statement are also available, in case of deviations the German versions shall prevail.

Evaluating statements are unified and are presented as follows:

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

# Agenda

1. Overview
2. Strategy update and highlights
3. Financials
4. Outlook
5. Appendix



# Klöckner & Co at a glance

Headquarters in Düsseldorf, with a network of **~120** locations

**SBTi approved**
net zero carbon targets

**~6,500**
employees worldwide*)

**~165,000**
products available to meet varied industry needs

Serving over **60,000** customers, primarily in North America and Europe

Achieved a revenue of **6,623€** million in FY 2024

**4,453**Tto delivered in 2024

**136€** million EBITDA in FY 2024**)

Expansion of **HVAB** leads to higher profitability and less volatility

*) As of FY 2024 **) Before material special effects

# Why invest in Klöckner & Co

## Becoming the leading service center and metal processing company

### Focus on more profitable and less volatile business

- Increasing profitability by focusing on higher-value added and service center business
- Reducing result volatility and dependence on steel prices

### Optimized regional footprint

- Focusing on attractive markets in North America and Europe
- Generating around 60% of sales in North America

### Global network with strong customer focus

- Serving more than 60,000 customers via ~120 sites
- Strengthening strategic partnerships to integrate products and services into our customers' value chains

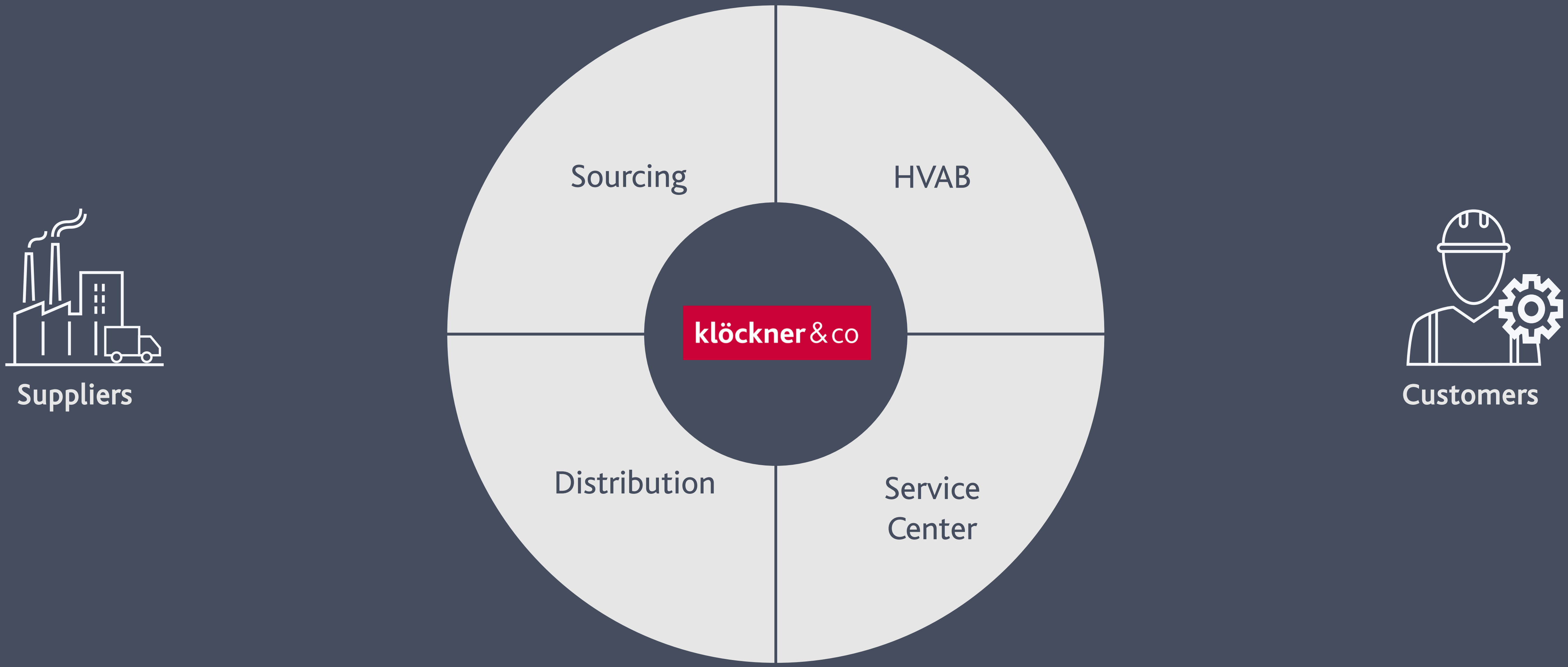
### Efficiency through digitization and automatization

- Driving operational excellence through digitalization and automation
- Leveraging AI tools to create value with minimal effort towards "zero-touch"

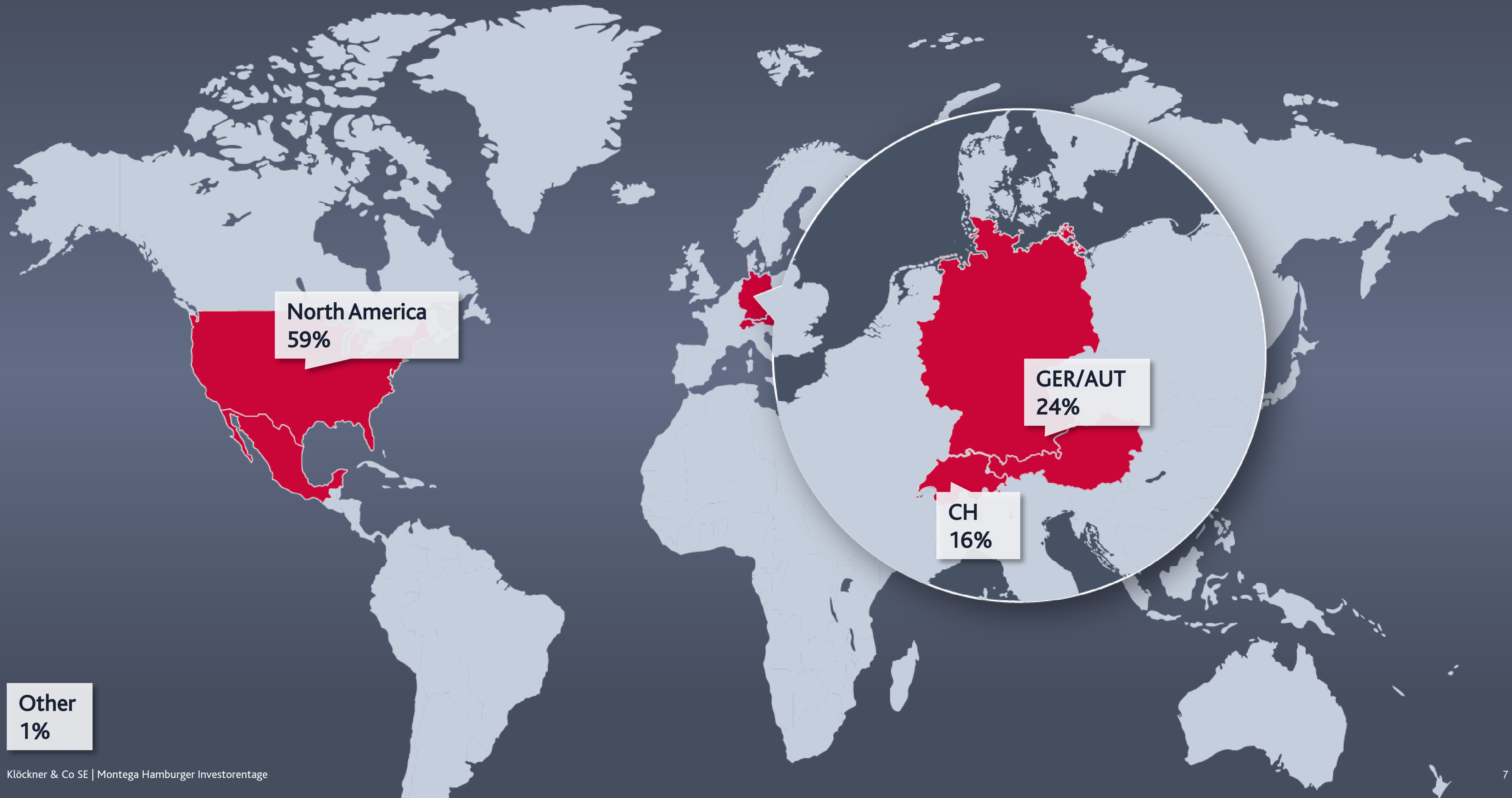
### Sustainability as part of strategy

- Embedding responsible business practices across operations
- Offering $CO_2$-reduced products and services under Nexigen®

# Klöckner & Co value chain: Everything from one source

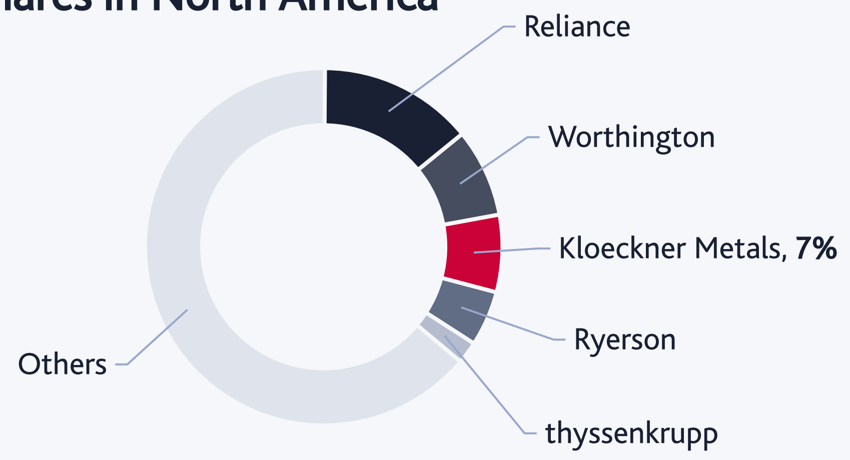


# Global reach – local presence

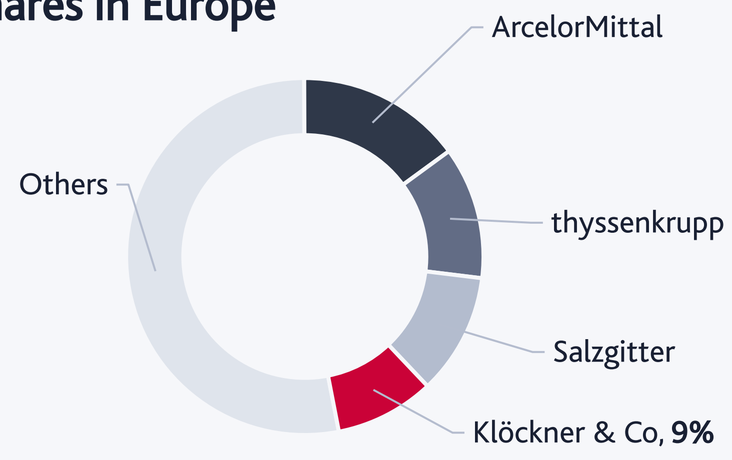


# Leading player in fragmented markets

## Market shares in North America



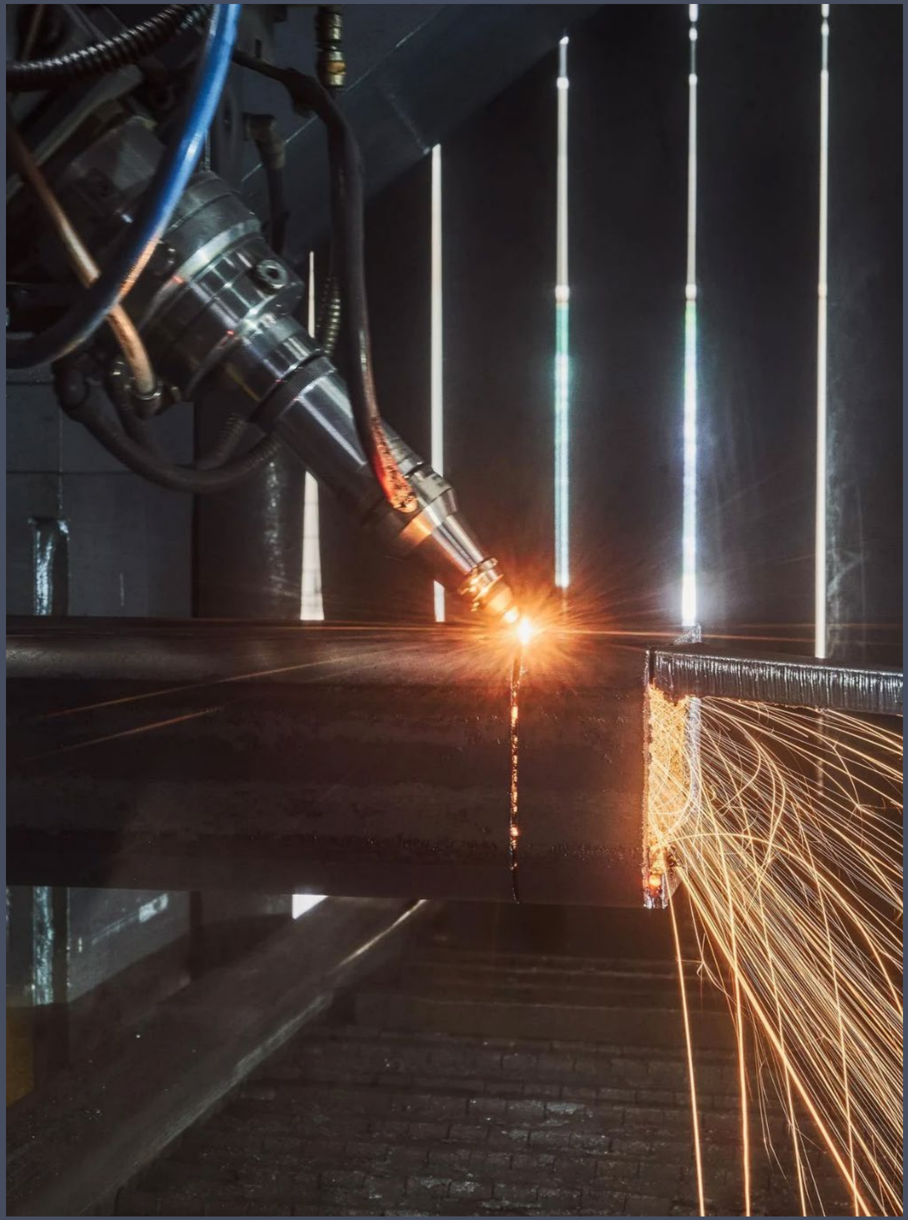

## Market shares in Europe




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

# Agenda

1. Overview
2. Strategy update and highlights
3. Financials
4. Outlook
5. Appendix



# Key priority: Expanding our higher value-added business and service center business

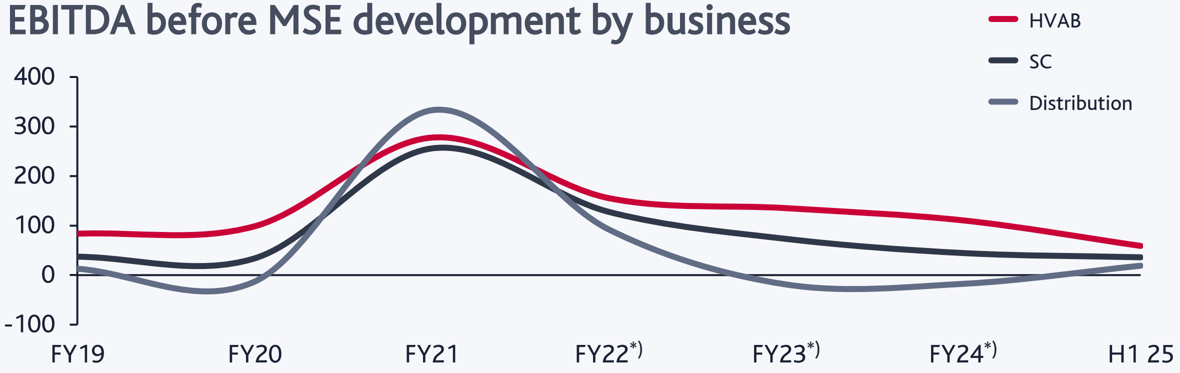
## Lever towards increasing profitability while reducing underlying volatility

### What is higher value-added business (HVAB) and service center business (SC)?

- HVAB: Metal products, which are extensively processed or fabricated before delivery to the customer, for instance with welding and 3D laser cutting systems
- SC: Multi-metal services, such as cutting-to-length and slitting

### Why do we want to expand these businesses?

**EBITDA before MSE development by business**




- Especially HVAB with higher profitability as a result of high degree of product customization
- Longer-term contracts and lower dependence on volatile commodity price developments
- Higher barriers to entry for potential competitors compared to the distribution business, due to the need for specialized equipment, technical expertise and certifications

### How do we achieve this?

Product & Service Portfolio Diversification

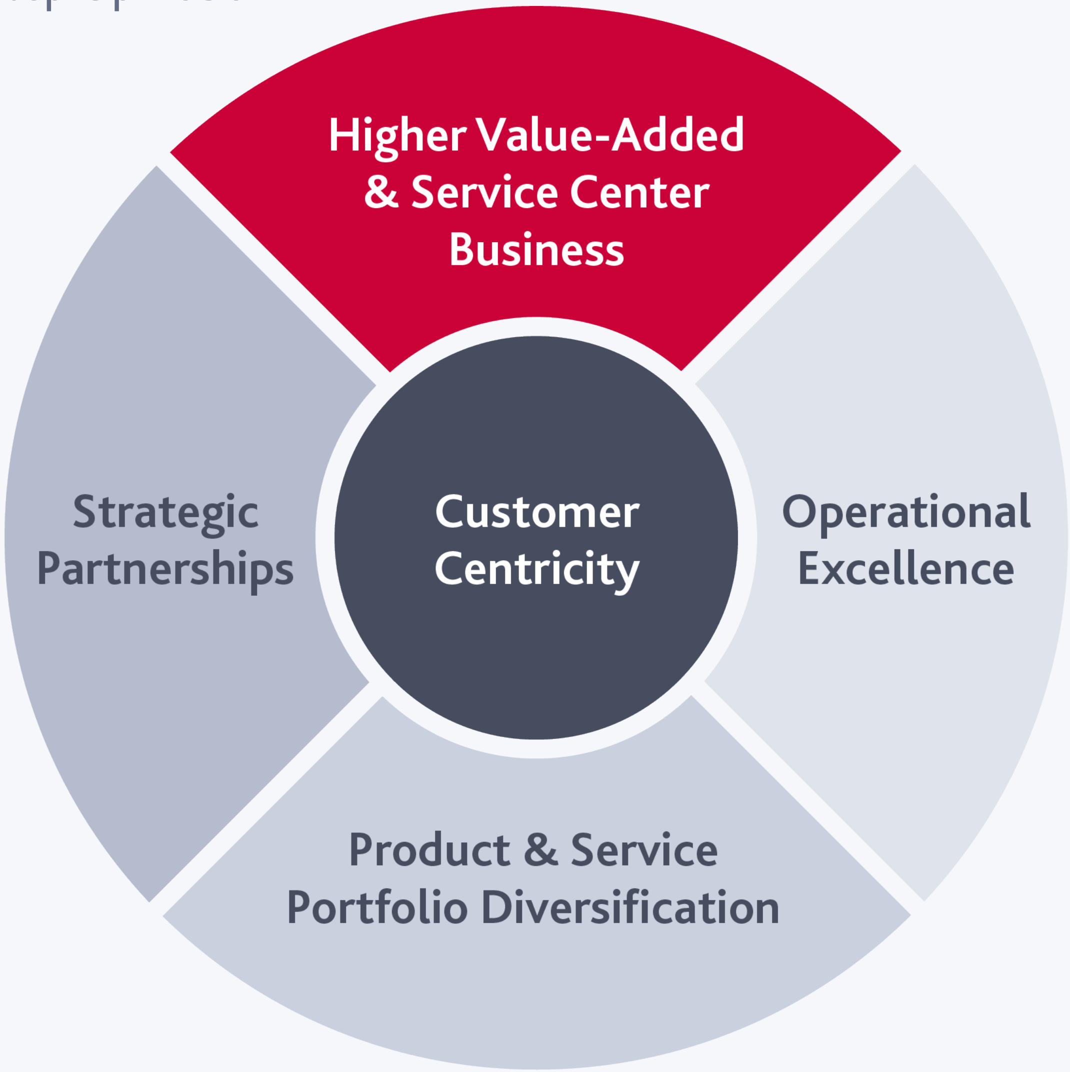
Strategic Partnerships

Operational Excellence

*) Continuing operations in accordance with IFRS 5.

# Klöckner & Co: Leveraging Strengths - Step Up 2030

Entering a new strategic chapter: Step Up 2030



# Klöckner & Co: Leveraging Strengths - Step Up 2030

## Entering a new strategic chapter: Step Up 2030

**Higher Value-Added & Service Center Business**

**Customer Centricity**

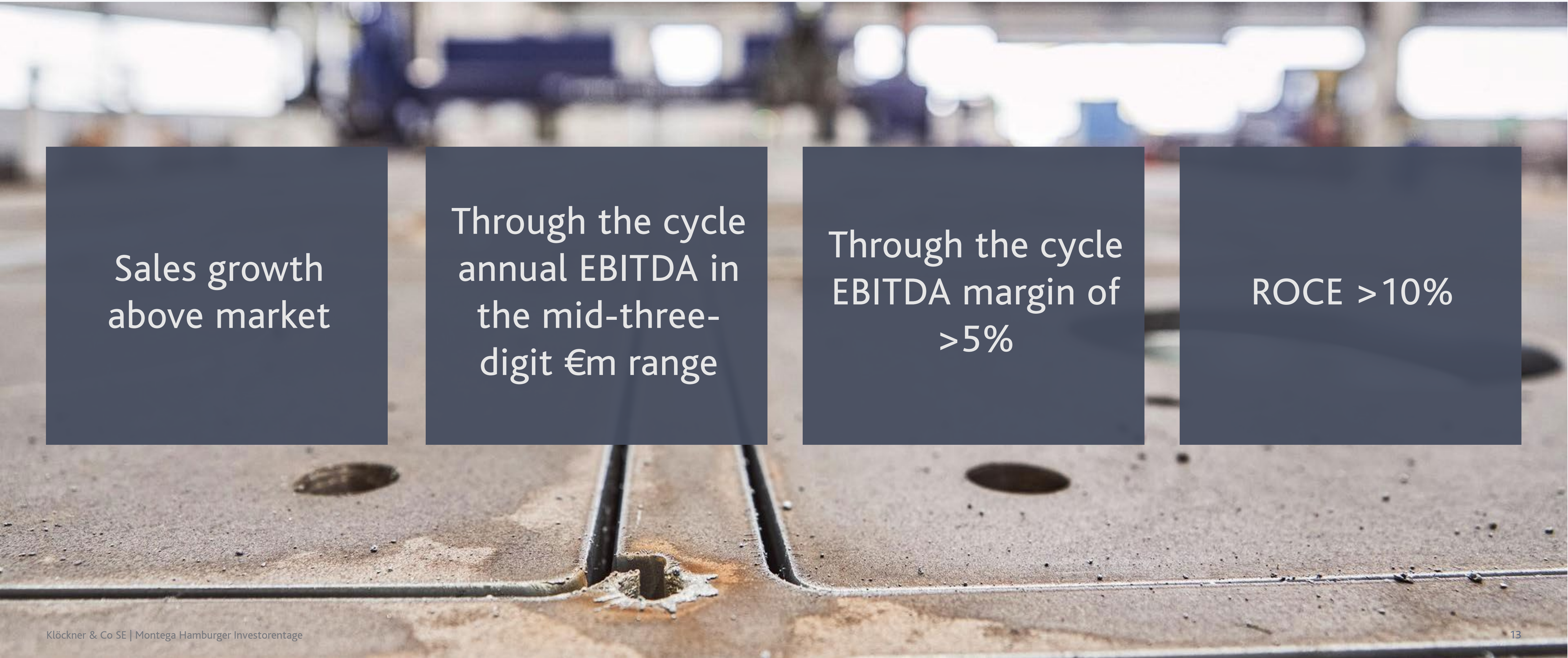
**Strategic Partnerships**
Strengthening relationships with strategic partners and suppliers through targeted measures and offerings to better integrate products and services into customers' value chains

**Operational Excellence**
Providing the most efficient solutions and best services to integrate seamlessly into value chains of customers through continued identification and elimination of inefficiencies in processes with the aim to further leverage expertise and knowledge in automation, enabling economies of scale to achieve value creation with minimal manual intervention towards "zero touch"

**Product & Service Portfolio Diversification**
Stronger emphasis on diversifying and improving product and service portfolio to build unrivaled portfolio of products and services, which creates value for customers to increase customers' share of wallet and establish long-term contractual relationships. Under Nexigen®, we will increasingly offer $CO_2$-reduced products and services to meet growing demand in the years ahead

# Our 2030 targets

Becoming the leading service center and metal processing company in North America and Europe, with one of the highest profitability levels in the industry



Sales growth above market

Through the cycle annual EBITDA in the mid-three-digit €m range

Through the cycle EBITDA margin of >5%

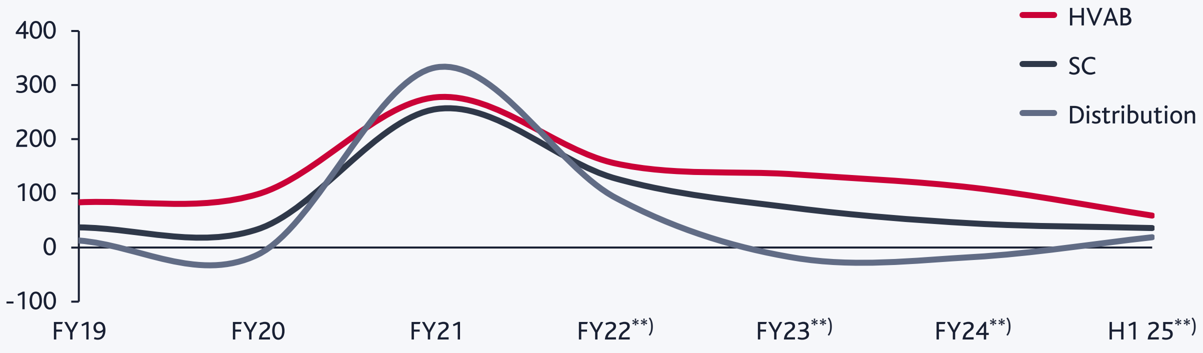
ROCE >10%

# Developing from a steel distribution company to a metal processor

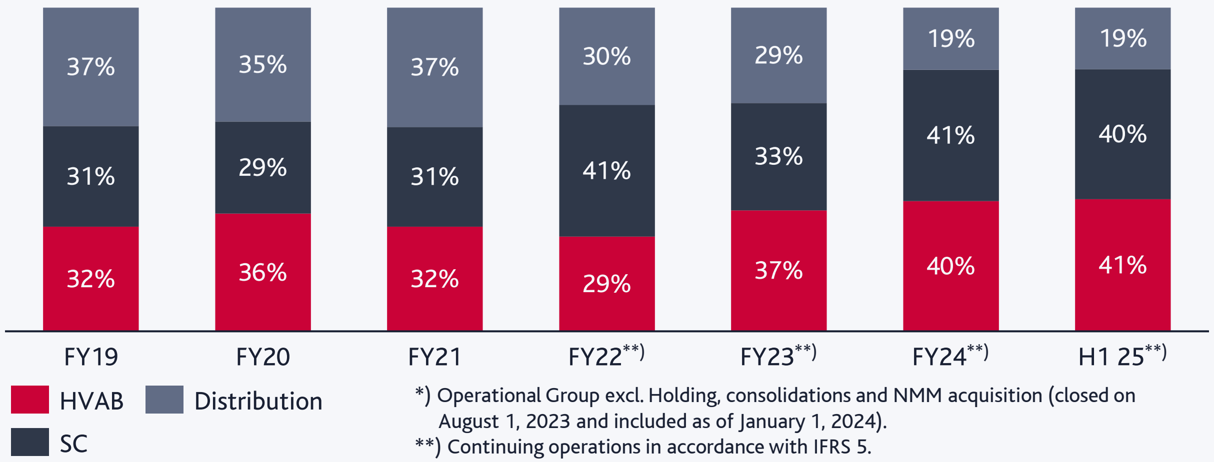
Adapting to the significantly altered business environments with sharpened strategic focus to ensure sustainable growth, mitigate risks and maintain competitiveness in dynamic market landscape

- Service center business and especially HVAB less dependent on steel price developments
- Achieved important milestones in order to increase profitability and resilience in recent past
  - Closed and integrated value accretive growth platform NMM
  - Acquired Industrial Manufacturing Services, Sol Components and Amerinox, increasing exposure to HVAB
  - Divested parts of European distribution business, reducing exposure to low-margin, cyclical commodity business significantly
  - Streamlined portfolio by divesting Brazilian distribution business
  - Acquired and integrated Ambo Stahl to benefit from increased defense spending in Germany while also investing in additional capacities to further leverage the acquisition
  - Expanded electrical steel capacities to meet significant demand overhang for transformer cores and electrical steel slit coil in North America

## EBITDA before MSE*) development by business




## Sales*) split by business




*) Operational Group excl. Holding, consolidations and NMM acquisition (closed on August 1, 2023 and included as of January 1, 2024).
**) Continuing operations in accordance with IFRS 5.


# Leveraging competitive advantage in North America

## Invested in aluminum flat-rolled processing facility on the campus of Aluminum Dynamics LLC

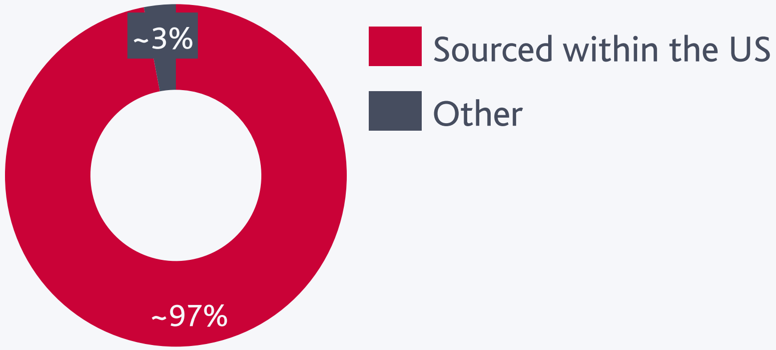
- Building 200,000-square foot facility, strategically located, with an annual capacity of up to 250,000 tons
- Supporting long-term collaboration with ADL's parent company, Steel Dynamics Inc. (SDI)
- Expanding and improving our higher value-added product and toll processing portfolio to capture profitable business, and reduce exposure to steel price volatility, fully aligned with corporate strategy
- Enabling us to accelerate growth in our automotive and industrial segments
- Supporting our sustainability goals by processing ADL's energy-efficient, $CO_2$-reduced aluminum products
- Ramp-up planned for Q4 2026, offering room for additional growth

# Local for local business in North America

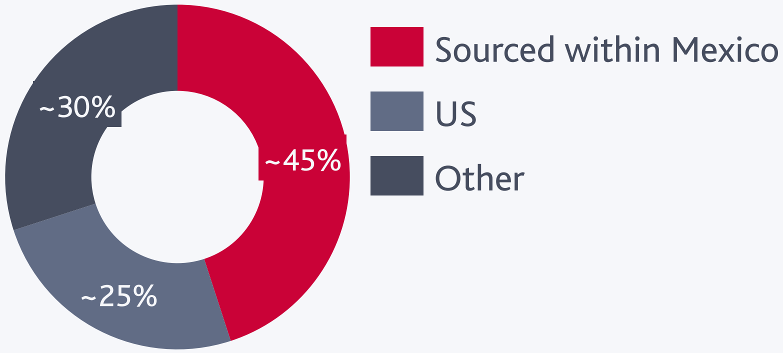
## Benefiting from the ongoing nearshoring trend

### Sourcing by region

US

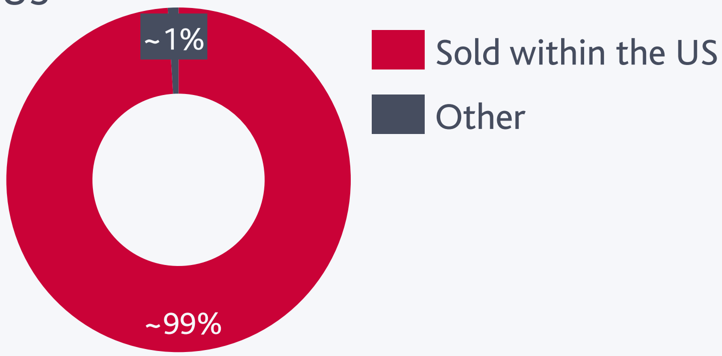



Mexico

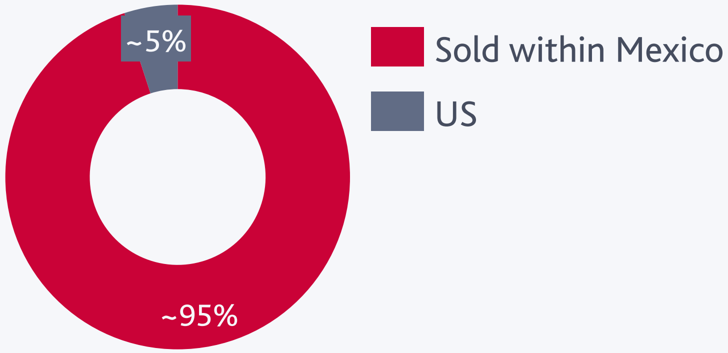



### Sales by region

US




Mexico



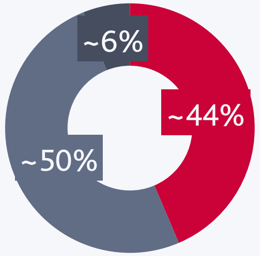
# Local for local business in Europe

## Limited direct impact of US tariffs as most sourcing and selling is done locally

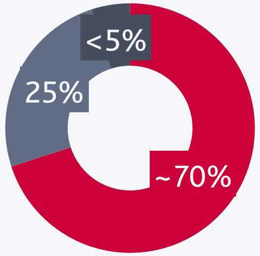
### Sourcing by region

#### Germany

**KMG**

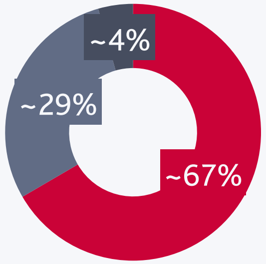



**Becker**




Sourced within Germany | EU | Non-EU

#### Switzerland

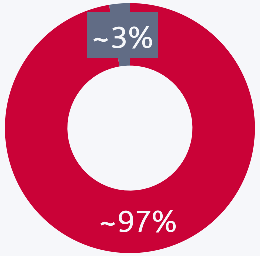



Sourced within Switzerland | EU | Non-EU

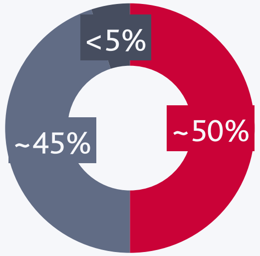
### Sales by region

#### Germany

**KMG**

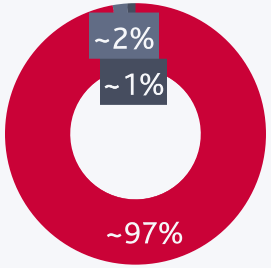



**Becker**




Sold within Germany | EU | Non-EU

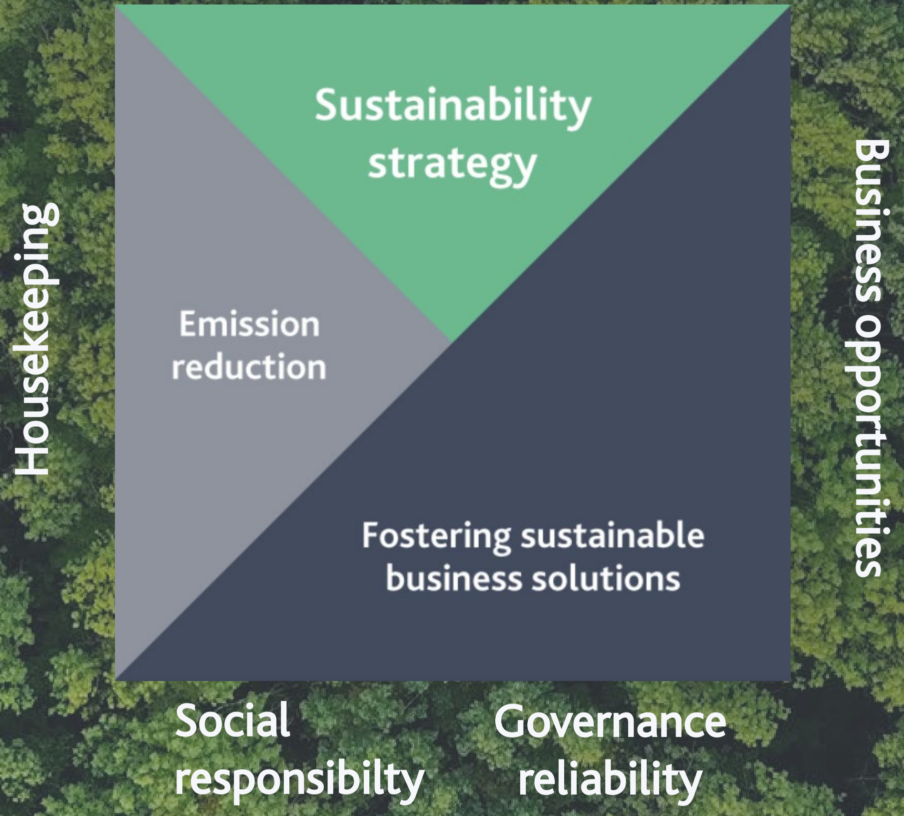
#### Switzerland




Sold within Switzerland | EU | Non-EU

# Strategic perception of sustainability transformation

Significant opportunities from offering sustainable business solutions



# What is Nexigen®?

## Our new brand for green steel & metals solutions

Under Nexigen®, Kloeckner offers transparent, $CO_2$-reduced solutions in the area of materials, operations and logistics that help our customers establish sustainable value chains.

With Nexigen®, we support our partners in accelerating their green transformation and making their progress in sustainability visible.

# Our Nexigen® timeline

2022 | 2023 | 2024 | 2025

**Announced green** steel **categorization**

Launched **new brand** for **green** steel and metal **solutions**

**Extended categorization** to alu and stainless

**Calculated** product carbon footprints (PCF)

Won 1. **German Sustainability Award 2023**

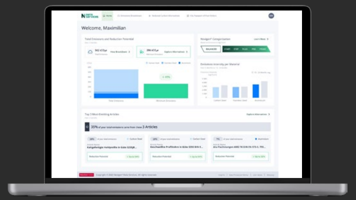
Started offering **PCF Declarations as** PDF for nearly all products

Won 2. **German Sustainability Award 2025**

Raised our **near-term reduction target** for Scope 1 and 2

**Data services**

*Released June 2023*



Taking $CO_2$-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 ($CO_2$ passport)

**Recommend $CO_2$-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

Our net zero carbon targets have been approved in the regular process as science-based targets by the Science Based Targets initiative (SBTi)

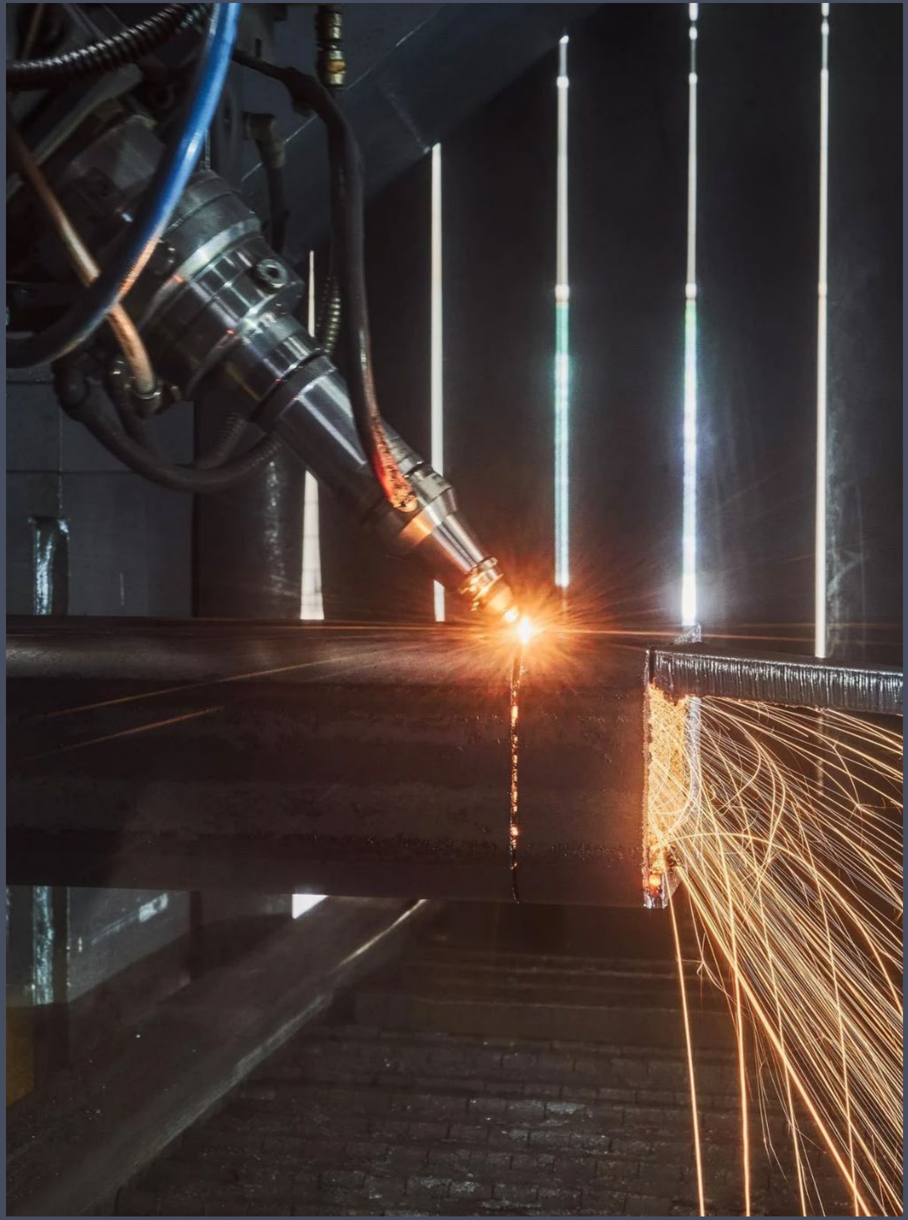
SCIENCE BASED TARGETS

**kloeckner takes action 2040**

| Scope 1 & 2 | Scope 3 | Scope 3 |
|---|---|---|
| Own direct and indirect emissions | Under direct influence | Not under direct influence |
| 62.5% reduction by 2030 | 50% reduction by 2030 | 30% reduction by 2030 |
| Net zero by 2040 | Net zero by 2040 | Net zero by 2050 |

# Agenda

1. Overview
2. Strategy update and highlights
3. Financials
4. Outlook
5. Appendix



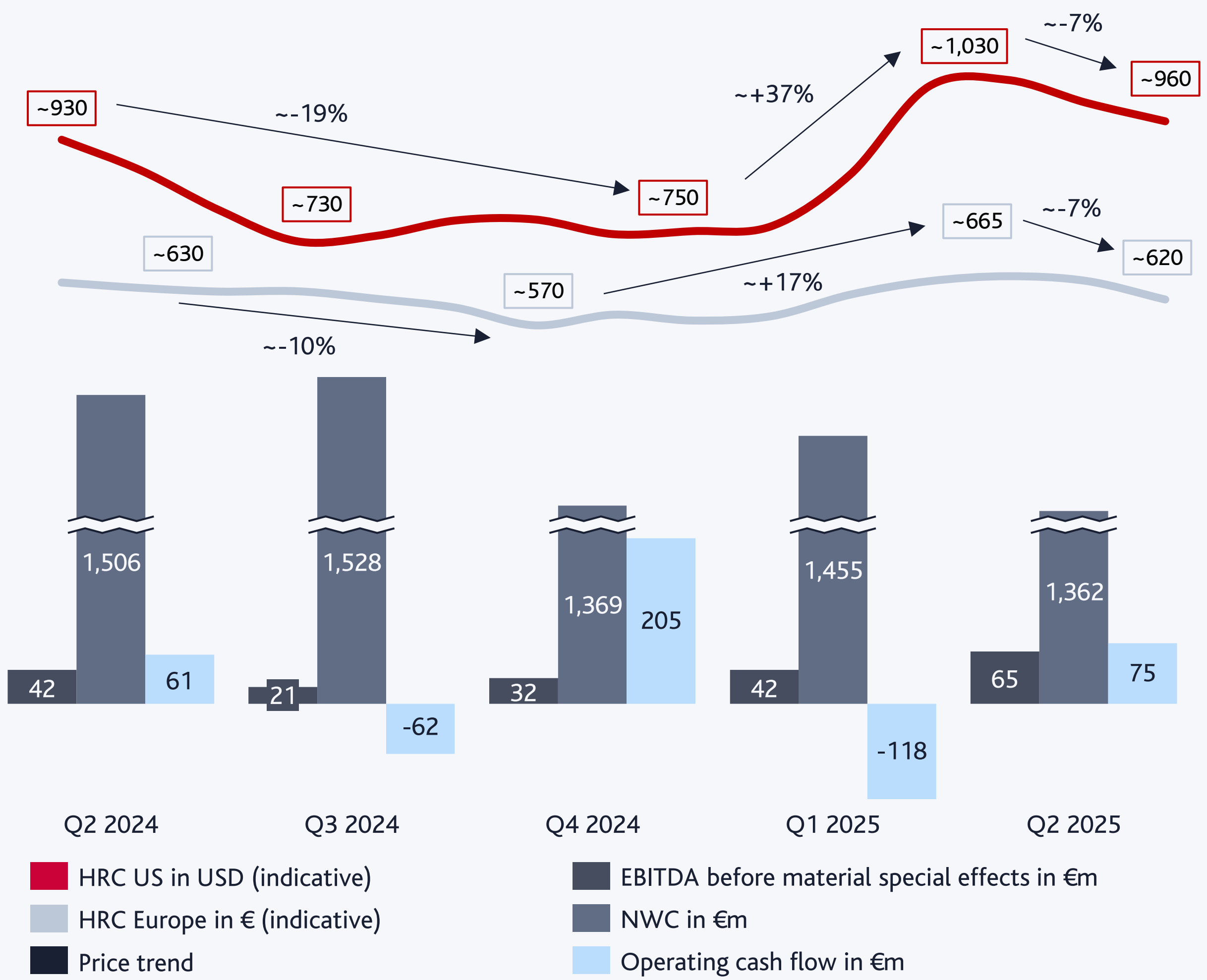
# Highlights of Q2 2025

| | 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.

# Our net working capital management

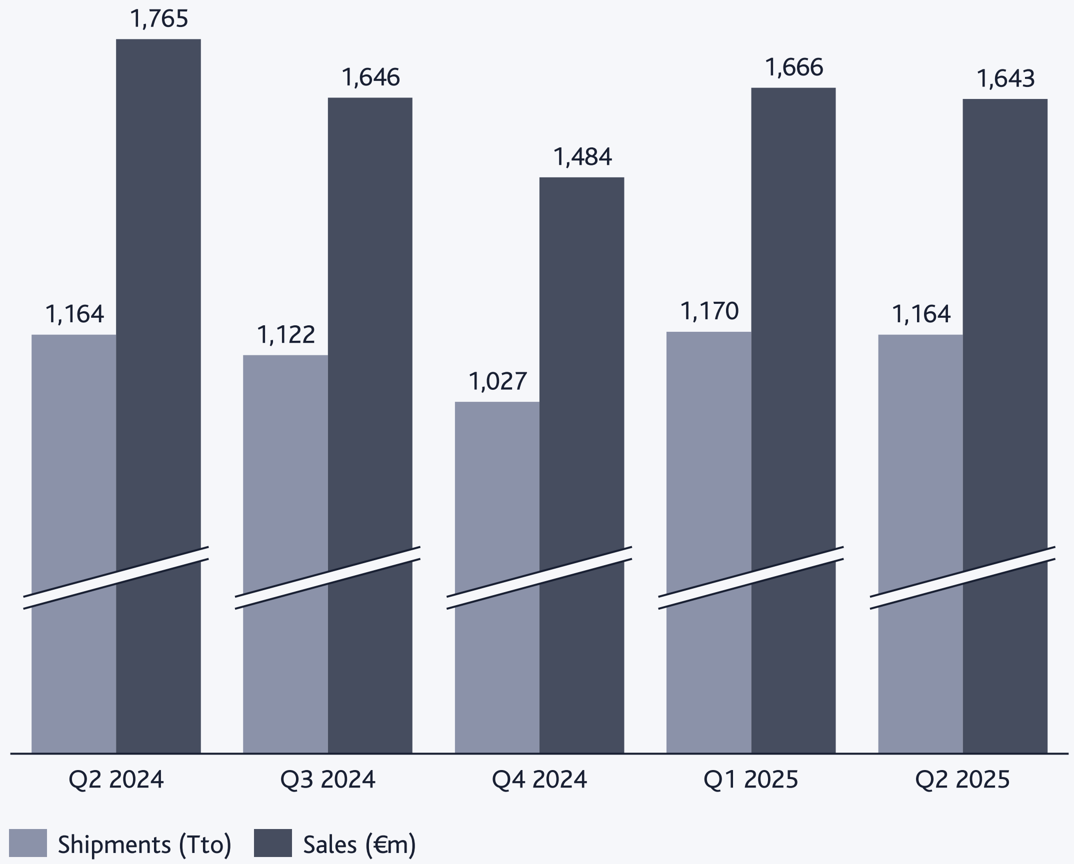
## Generated strong EBITDA in the second quarter



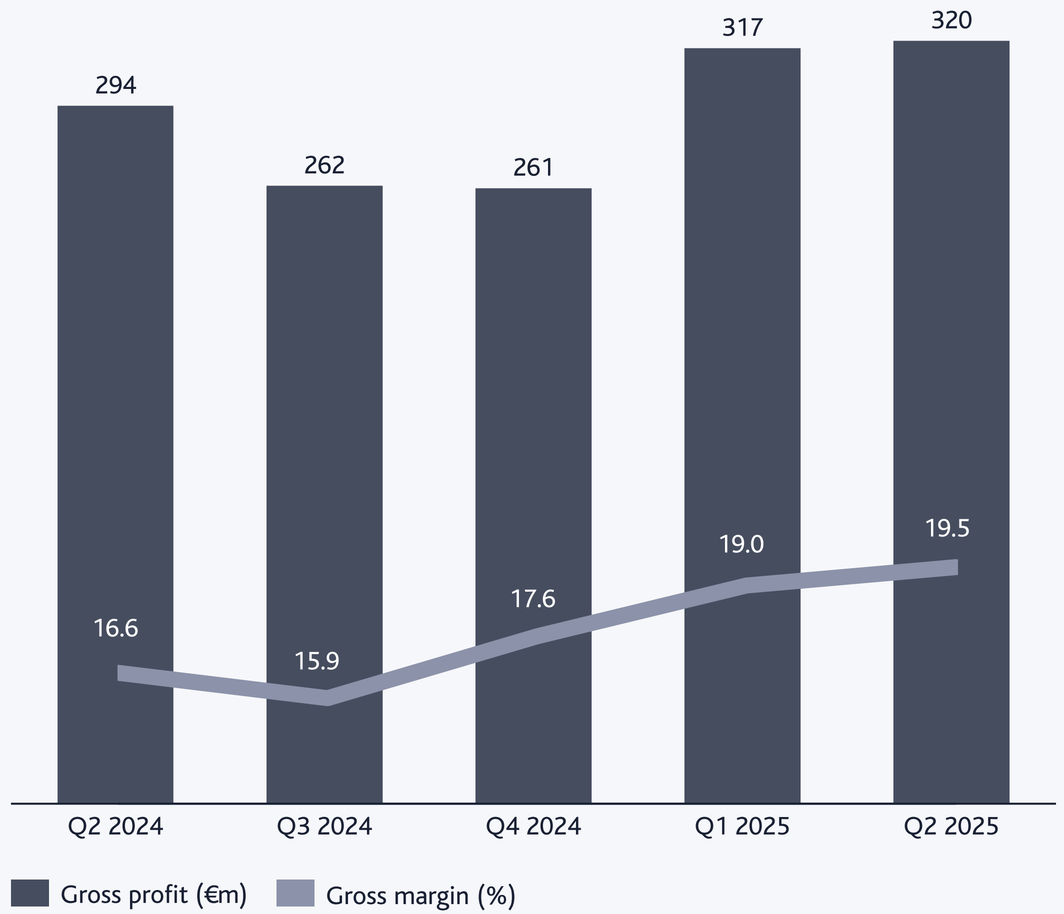

- Achieved EBITDA before material special effects of €65m in Q2 2025; a considerable increase yoy and qoq
- In H1 2025 EBITDA before material special effects came in at €107m; also, a considerable increase yoy
- Strategy execution fully on track; further improving our underlying profitability
- Despite 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

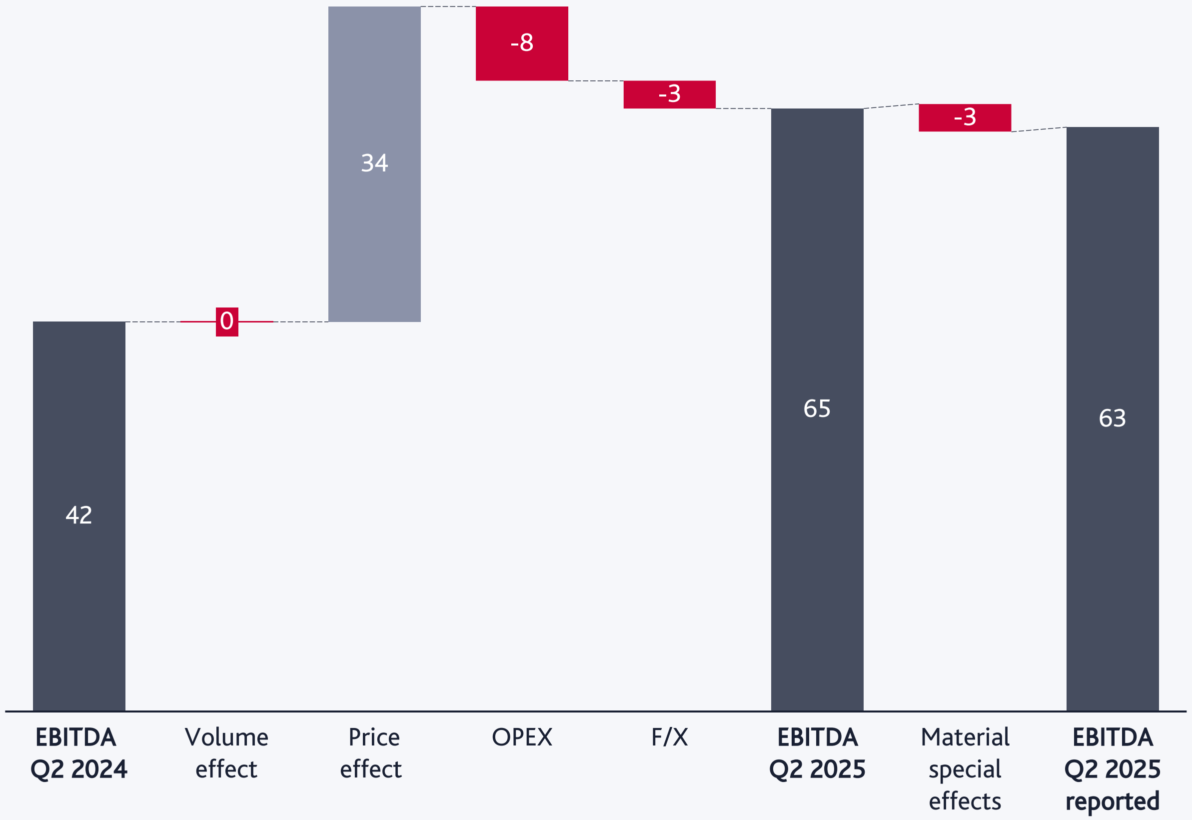



## Gross profit & gross profit margin



# EBITDA development

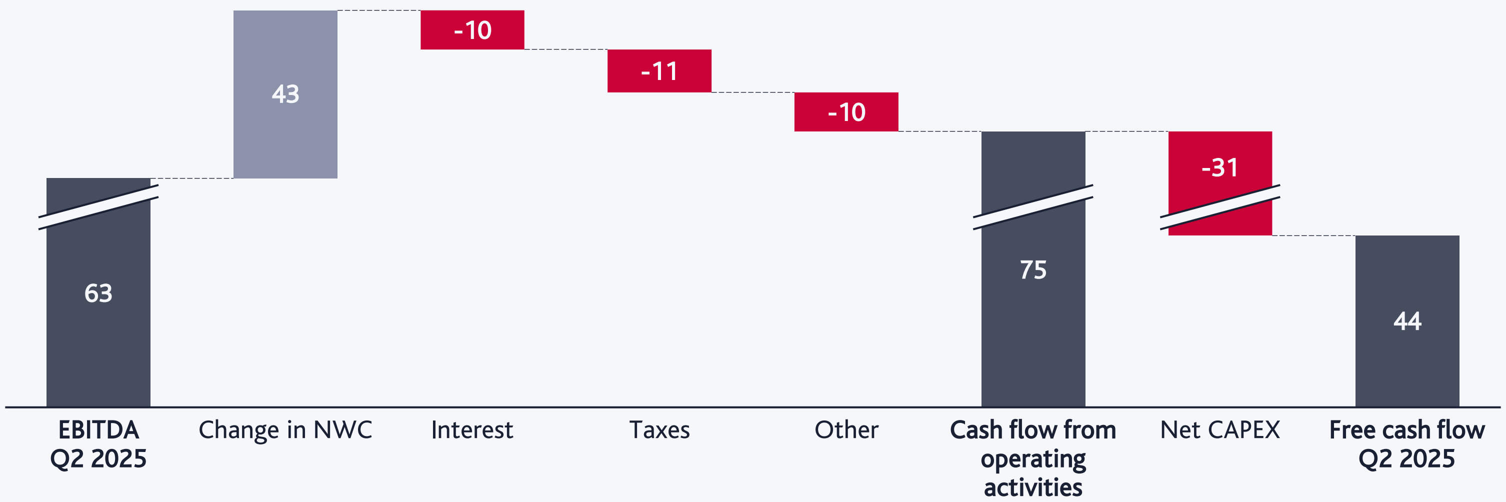
## EBITDA (€m) in Q2 2025




- 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

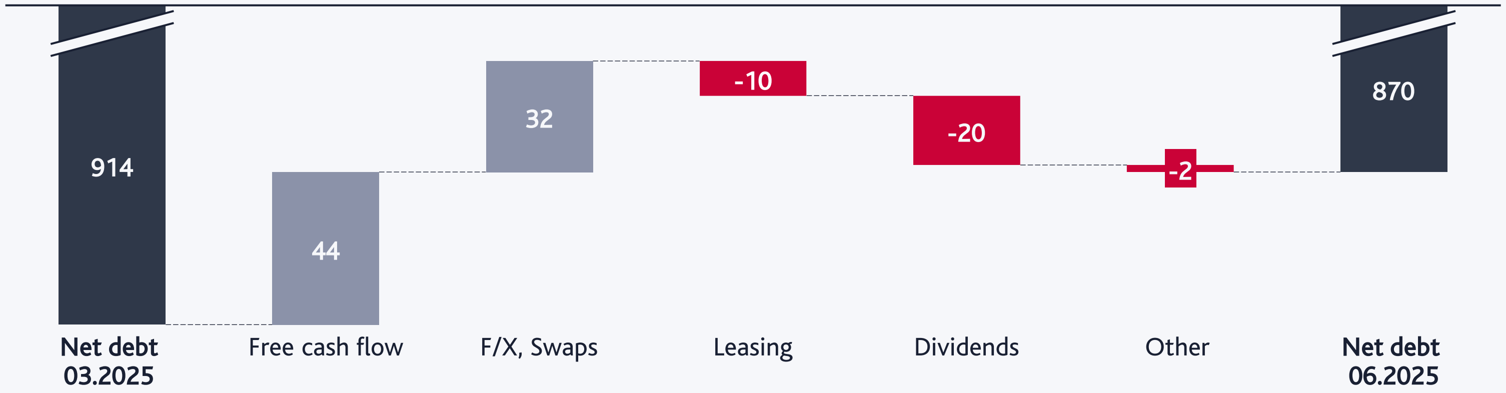
# Cash flow and net debt development

## 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)

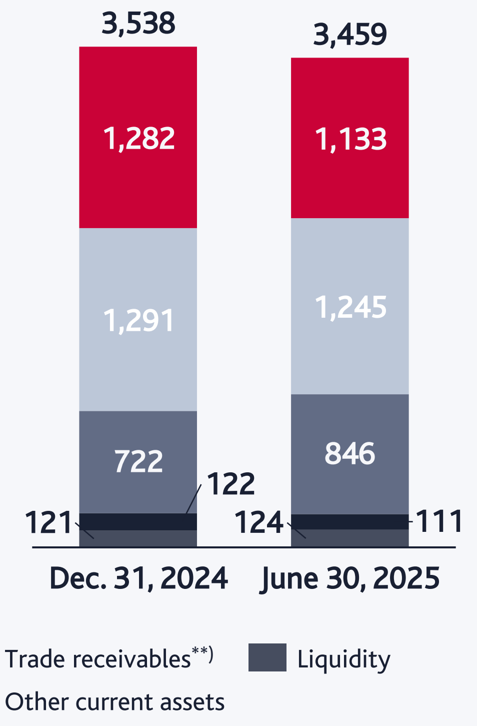



- Net financial debt decreased from €914m to €870m
- Positive F/X translation effects of €32m
- Leasing increased by €10m
- Payment of dividends of €20m

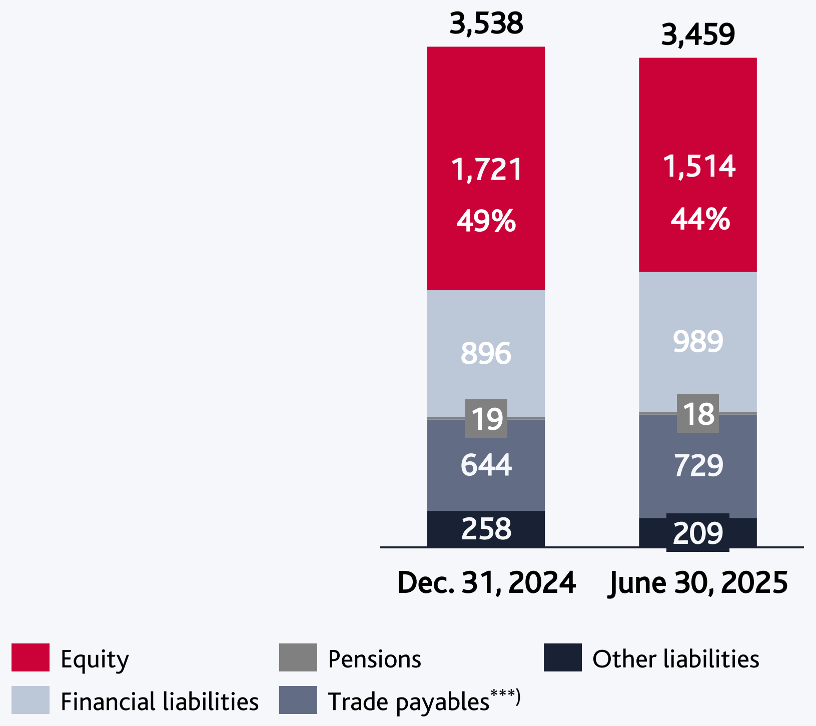
# Balance sheet development

## Equity ratio of 44%, gearing*) of 58% and leverage of 5.4x

### Assets (€m)




### Equity & Liabilities (€m)




*) Gearing = Net financial debt / (Consolidated equity ./. non-controlling interests ./. goodwill resulting from acquisitions subsequent to May 23, 2024).
**) Incl. contract assets and supplier bonus receivables.
***) Incl. contract liabilities and advance payments received.

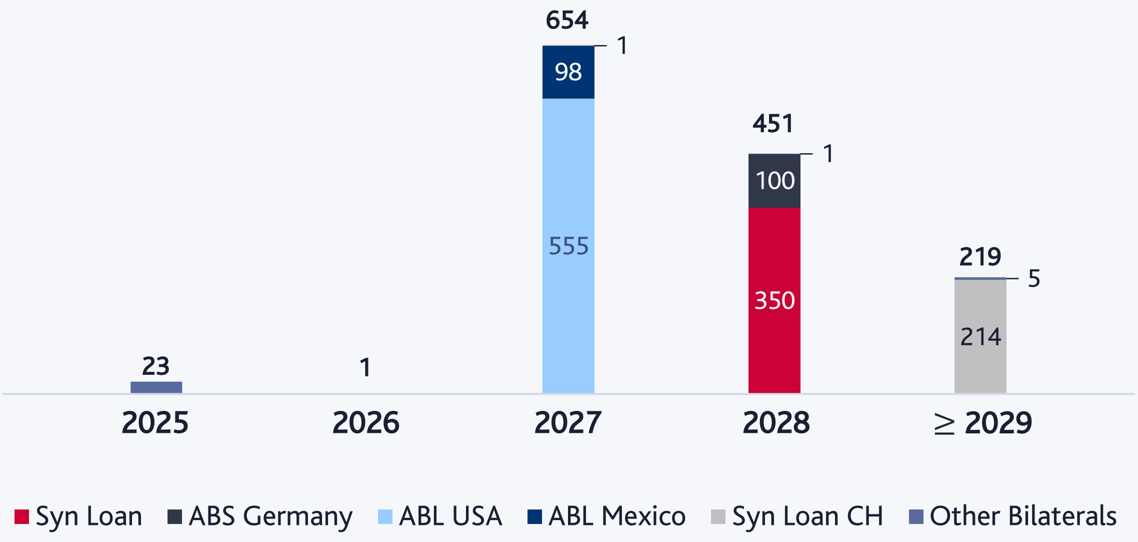
# Maturity profile

| Facility (€m) | Committed Jun 30, 2025 | Drawn amount | |
|---|---|---|---|
| | | Jun 30, 2025 | Dec 31, 2024 |
| Syndicated Loan | 350 | 164 | 173 |
| ABS Germany[1)] | 100 | 64 | 30 |
| ABL USA | 555 | 370 | 375 |
| ABL Mexico | 98 | 64 | 48 |
| Syndicated Loan CH[2)] | 214 | 155 | 85 |
| Other Bilaterals | 31 | 31 | 40 |
| Leases | 146 | 146 | 149 |
| **Total Debt** | **1,494** | **994** | **901** |
| Cash | | 124 | 121 |
| **Net Debt** | | **870** | **780** |

1) After renewal in July 2025 (incl. reduction of facility size from €300m to €100m).
2) New facility (CHF 200m) signed in January 2025 replacing local bilaterals (CHF 160m).
3) Equity attributable to shareholders of Klöckner & Co SE less goodwill from business combinations subsequent to May 23, 2024 (updated definition following renewal of syndicated loan facility).
4) Net debt as reported/Adjusted equity.
5) Net debt as reported/LTM EBITDA before material special effects.

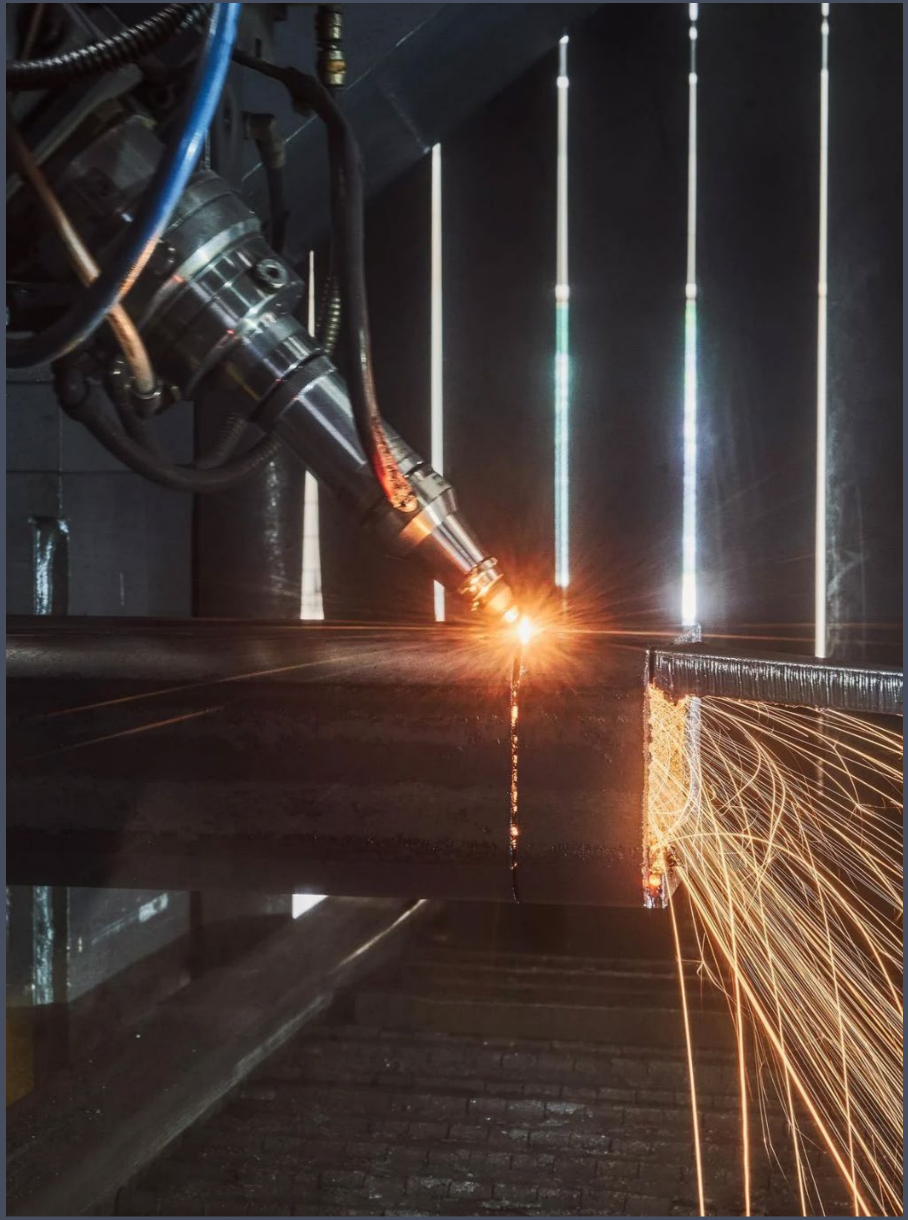
| €m | Jun 30, 2025 |
|---|---|
| Adjusted equity[3)] | 1,504 |
| Net Debt | 870 |
| Gearing[4)] | 58% |
| Leverage[5)] | 5.4x |

## Maturity profile (excl. Leases) in €m, Jun 30, 2025



# Agenda





# 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

## Q3 2025

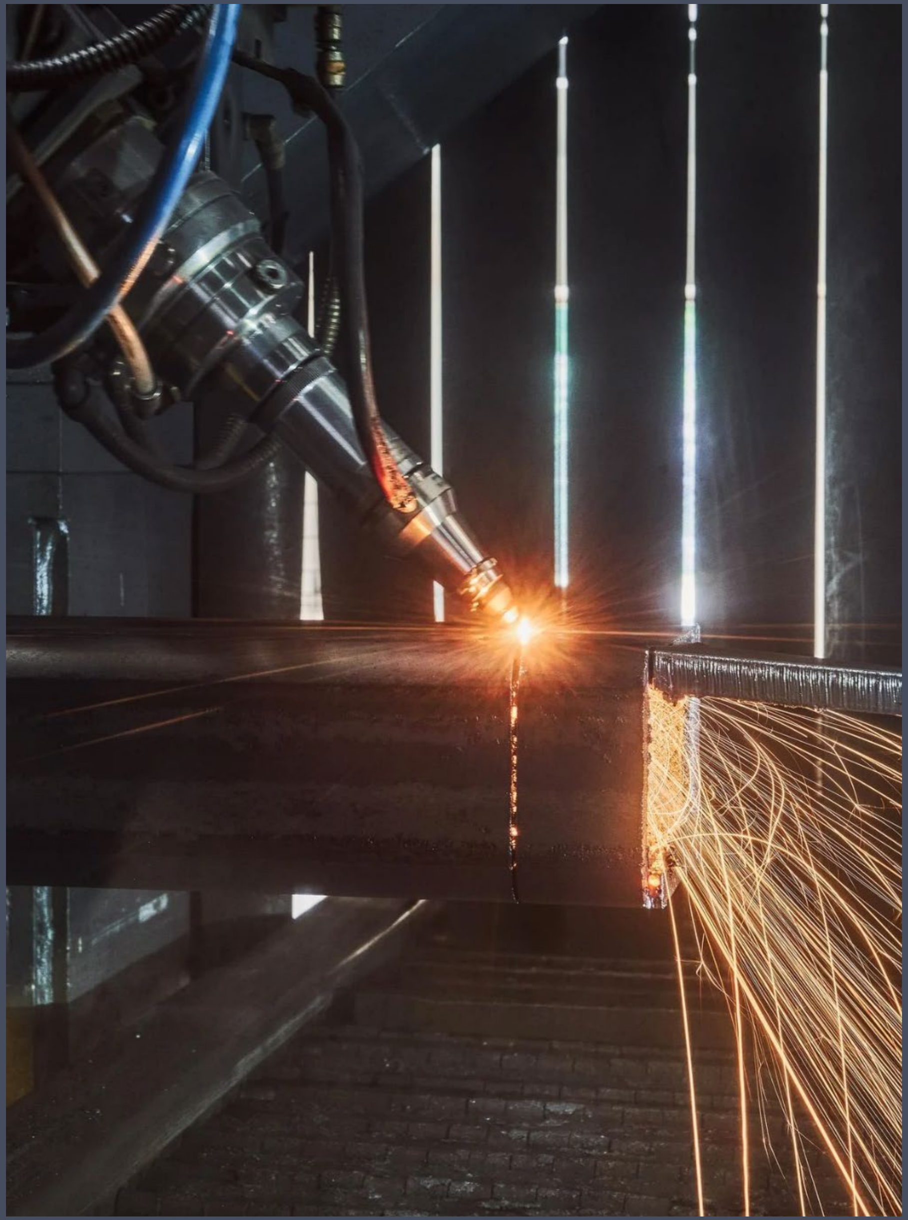
- Considerable increase in shipments and sales expected (yoy)
- EBITDA before material special effects expected to come in between €40-80m

## FY 2025

- 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

# Agenda

1. Overview
2. Strategy update and highlights
3. Financials
4. Outlook
5. Appendix



# Quarterly and FY results

| (€m) | Q2 2025 | Q1 2025 | Q4 2024*) | Q3 2024*) | Q2 2024*) | Q1 2024*) | Q4 2023*) | Q3 2023*) | Q2 2023*) | Q1 2023*) | FY 2024*) | FY 2023*) | FY 2022*) | FY 2022 | FY 2021 | FY 2020 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Shipments (Tto)** | **1,164** | **1,170** | **1,027** | **1,122** | **1,164** | **1,139** | **1,026** | **1,091** | **1,044** | **1,087** | **4,453** | **4,248** | **4,193** | **4,629** | **4,881** | **4,873** |
| **Sales** | **1,643** | **1,666** | **1,484** | **1,646** | **1,765** | **1,737** | **1,606** | **1,756** | **1,754** | **1,840** | **6,632** | **6,957** | **8,337** | **9,379** | **7,441** | **5,130** |
| **Gross profit** | **320** | **317** | **261** | **262** | **294** | **297** | **269** | **282** | **296** | **311** | **1,113** | **1,157** | **1,328** | **1,563** | **1,893** | **1,047** |
| *% margin* | *19.5* | *19.0* | *17.6* | *15.9* | *16.6* | *17.1* | *16.7* | *16.0* | *16.9* | *16.9* | *16.8* | *16.6* | *15.9* | *16.7* | *25.4* | *20.4* |
| **EBITDA bef. material special effects** | **65** | **42** | **32** | **21** | **42** | **42** | **17** | **44** | **65** | **65** | **136** | **190** | **355** | **417** | **848** | **111** |
| Material special effects | -3 | -23 | -16 | -8 | 0 | -5 | -5 | 0 | 0 | 5 | -27 | 0 | 52 | 64 | -30 | -59 |
| **EBITDA rep.** | **63** | **18** | **16** | **13** | **42** | **37** | **12** | **44** | **65** | **70** | **109** | **190** | **407** | **481** | **879** | **52** |
| *% margin* | *3.8* | *1.1* | *1.1* | *0.8* | *2.4* | *2.2* | *0.7* | *2.5* | *3.6* | *3.8* | *1.6* | *2.7* | *4.9* | *5.1* | *11.8* | *1.0* |
| EBITDA rep. (curr. eff.) | -3 | 0 | 0 | 0 | 3 | 0 | -2 | 4 | 0 | -4 | 3 | -3 | 30 | 31 | -16 | 1 |
| **EBIT** | **33** | **-12** | **-19** | **-17** | **11** | **5** | **-29** | **15** | **38** | **43** | **-20** | **66** | **299** | **348** | **754** | **-93** |
| Income from Investments | -2 | 1 | 0 | 0 | -2 | 1 | 0 | -1 | 0 | -2 | -2 | -4 | 6 | 6 | 11 | 0 |
| Financial result | -11 | -12 | -15 | -16 | -15 | -17 | -18 | -12 | -8 | -8 | -62 | -46 | -34 | -34 | -17 | -30 |
| **EBT** | **19** | **-23** | **-34** | **-33** | **-5** | **-11** | **-47** | **1** | **29** | **34** | **-83** | **16** | **270** | **319** | **748** | **-124** |
| Income taxes | -17 | -5 | -57 | 4 | -13 | 3 | 12 | -4 | -14 | -10 | -62 | -16 | -57 | -60 | -119 | 9 |
| **Net income** | **2** | **-28** | **-91** | **-29** | **-18** | **-8** | **-35** | **-3** | **15** | **24** | **-146** | **0** | **213** | **259** | **629** | **-114** |
| Minority interests | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 6 | 6 | 10 | 2 |
| **Net income KCO** | **2** | **-28** | **-91** | **-29** | **-18** | **-8** | **-35** | **-3** | **15** | **23** | **-147** | **-1** | **207** | **253** | **619** | **-116** |
| **EPS basic (€)** | **0.02** | **-0.28** | **-0.91** | **-0.29** | **-0.18** | **-0.08** | **-0.36** | **-0.04** | **0.15** | **0.23** | **-1.47** | **-0.01** | **2.08** | **2.54** | **6.21** | **-1.16** |
| **EPS diluted (€)** | **0.02** | **-0.28** | **-0.91** | **-0.29** | **-0.18** | **-0.08** | **-0.36** | **-0.04** | **0.15** | **0.22** | **-1.47** | **-0.01** | **1.90** | **2.32** | **5.58** | **-1.16** |
| **NWC** | **1,362** | **1,455** | **1,369** | **1,528** | **1,506** | **1,540** | **1,489** | **1,865** | **1,696** | **1,735** | **1,369** | **1,489** | **1,789** | **1,789** | **1,813** | **967** |
| **Net debt** | **870** | **914** | **780** | **872** | **779** | **790** | **775** | **923** | **596** | **539** | **780** | **775** | **584** | **584** | **762** | **351** |

*) Continuing operations in accordance with IFRS 5.

# Developing from a steel distribution company to a metal processor

## Sharpened regional and business focus

### Sales split


*) Continuing operations in accordance with IFRS 5.

### Our achievements

**Financial Stabilization**
Further de-risked the balance sheet: Pensions paid and equity ratio at a consistently strong level

**Portfolio optimization**
Sold parts of the low-margin distribution business in Europe, acquired value accretive companies in North America

**Perceived as service center and metal processing company**
Already ~80% of sales are generated in the service center (SC) and higher value-added business (HVAB)

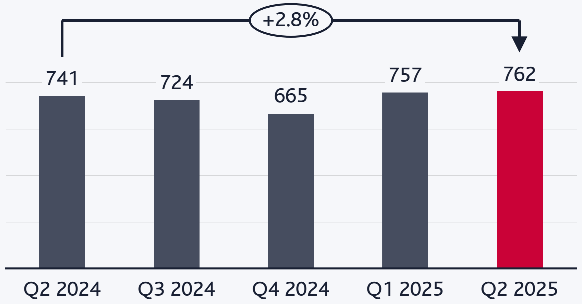
**Regional focus**
Focused on economically strong North America and DACH region, with ~60% of sales generated in North America

**Leader of the sustainable industry**
Offering $CO_2$-reduced materials, services and logistics solutions under Nexigen® brand

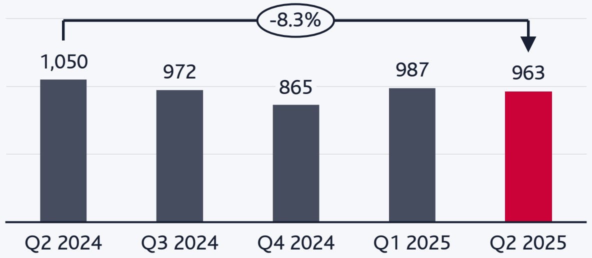
# Segment performance: Shipments in segment KM Americas on record level

## KM Americas

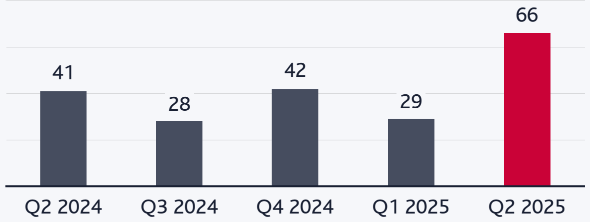
### Shipments (Tto)




### Sales (€m)

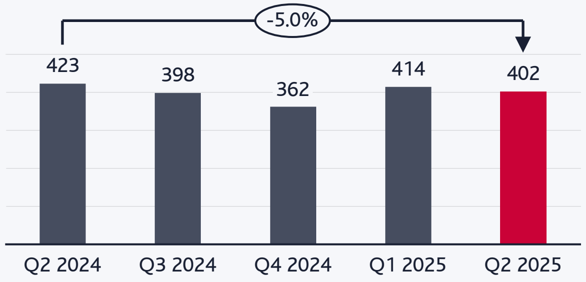



### EBITDA*) (€m)

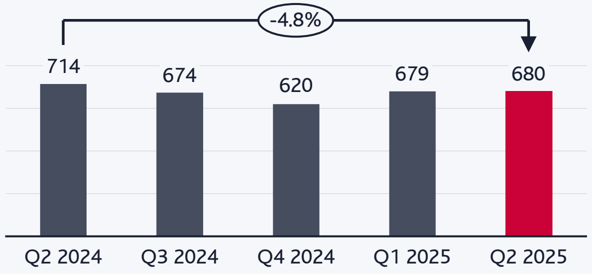



## KM Europe

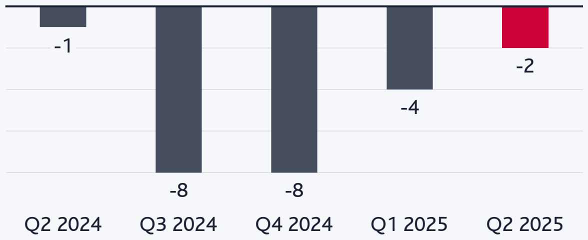
### Shipments (Tto)




### 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.


# Strengthening our focus on strong future industries

Enhancing manufacturing expertise and industry focus across Europe and North America

## Germany

- Agreed to acquire Ambo-Stahl in Cologne to enhance capabilities in specialized steel processing
- Strengthening our presence in the sectors of defense and infrastructure where growing demand is expected
- Acquisition and integration expected to be completed by mid-2025, delivering high-quality services to customers

## United States

- Expanded our manufacturing capabilities with the acquisition of Haley Tool & Stamping near Nashville, Tennessee
- Enhancing our presence in Tennessee, creating operational synergies with nearby facilities
- Improving our operational efficiency through access to advanced stamping presses and in-house tooling capabilities
- Supporting growth in automotive, aerospace and industrial manufacturing

# 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

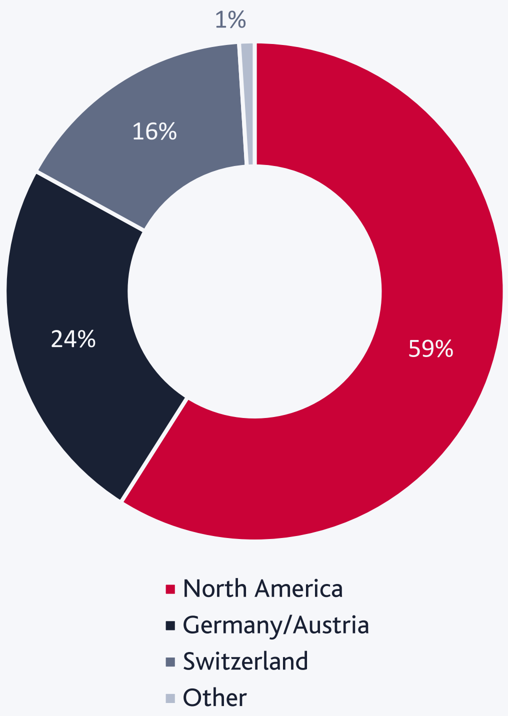
- Conducted first investment in order to expand capabilities and capacities to leverage acquisition
- Enabling us to benefit from increased defense spending

Extended our building installation value chain via Simfloc acquisition

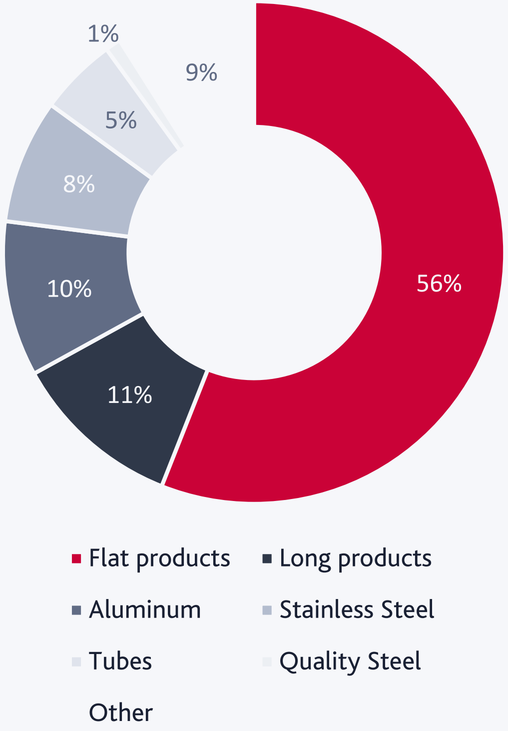
- Acquired Simfloc AG in Switzerland, a specialist in pre-wall installation to extend our building installation value chain
- Established market position as Switzerland’s leading one-stop shop for prefabrication, now offering comprehensive solutions from planning and modelling to production and installation

# Sales by markets, products and industries

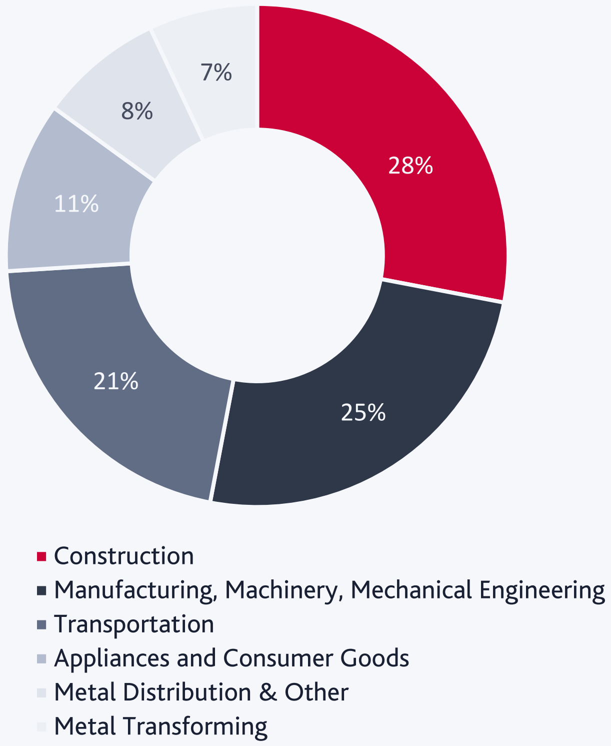
## Sales by markets




## Sales by products




## Sales by industries

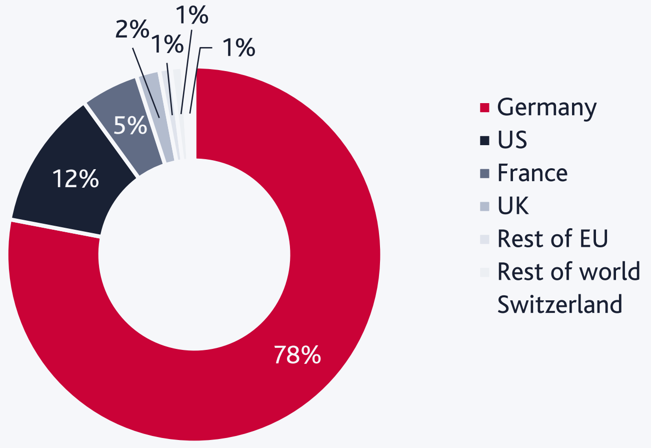



As of December 31, 2024. Continuing operations.

# Current shareholder structure

## Geographical breakdown of identified institutional investors

- Around 99% of investors identified in December 2024
- Identified institutional investors account for 60%
- German investors incl. retail dominate
- Retail shareholders represent 26%



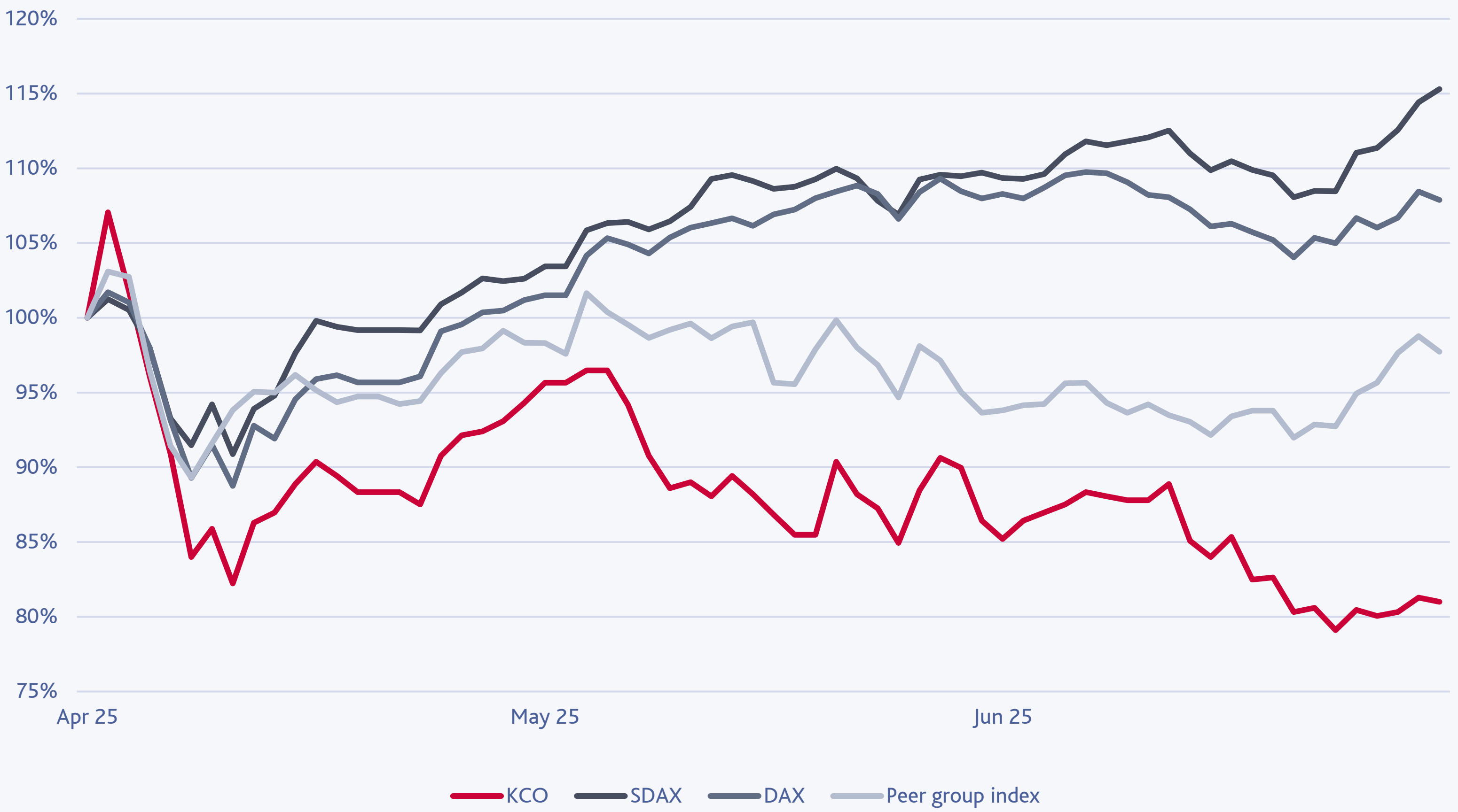

As of December 2024

## 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% |
| 13/03/2025 | Rossmann Beteiligungs GmbH | 5.95% |
| 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 August 28, 2025 (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 performance in Q2 2025




- The share price of Klöckner & Co demonstrated a negative trend through the second quarter of 2025
- It reached its peak level of €7.89 on April 1st, 2025
- After reaching its lowest level of €5.83 on June 23, 2025, it went out of trading at €5.97 on June 30, 2025

Companies peer group index: thyssenkrupp, Salzgitter, ArcelorMittal, Voestalpine, Swiss Steel, Reliance, Ryerson, Olympic Steel, Worthington Steel

# 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-related reasons, no dividend payment in 2011, 2012, 2013 and 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
- Dividend payment of €0.20 per share for the financial year 2023 and 2024

## Dividend payment per share

| 2006 | 2007 | 2008 - 2009 | 2010 | 2011 - 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 - 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| €0.80 | €0.80 | - | €0.30 | - | €0.20 | - | €0.20 | €0.30 | €0.30 | - | €1.00 | €0.40 | €0.20 | €0.20 |

# NEXIGEN® STEEL CATEGORIZATION

## Six categorizations for transparent carbon emissions

We have developed a categorization for $CO_2$-reduced steel so that customers can directly see the carbon footprint of their purchased product.

| BALANCED | START | STEP | PLUS | PRO | PRIME | |
|---|---|---|---|---|---|---|
| | 1750 | 1400 | 1000 | 700 | 400 | 0 |

Emission in kg $CO_2$ / t steel

## LEADING THE SUSTAINABILITY TRANSFORMATION

- ✓ Methodology along international standards
- ✓ No offsetting included in $CO_2$ load categorization (compensation data as add-on)
- ✓ Emissions from raw material to production
- ✓ Separate category for “balanced” green steel



Nexigen®


# A comprehensive approach

## Nexigen® categorizations for stainless steel & aluminum

### Stainless Steel

| BALANCED | START | STEP | PLUS | PRO | PRIME |
|---|---|---|---|---|---|
| | 2500 | 2000 | 1500 | 1000 | 600 – 0 |

Emission in kg $CO_2$ / t stainless steel

### Aluminum

| BALANCED | START | STEP | PLUS | PRO | PRIME |
|---|---|---|---|---|---|
| | 5500 | 4000 | 3000 | 2000 | 1000 – 0 |

Emission in kg $CO_2$ / t aluminum

Fabian Joseph
Head of Investor Relations

+49 211 88245-488
fabian.joseph@kloeckner.com
www.kloeckner.com

## Financial calendar

November 5, 2025
**Q3 quarterly statement 2025**

March 11, 2026
**Annual Financial Statements 2025**

May 6, 2026
**Q1 quarterly statement 2026**

May 20, 2026
**Annual General Meeting 2026**

August 5, 2026
**Half-yearly financial report 2026**