

# Annual General Meeting Klöckner & Co SE

May 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

# Fiscal Year 2024

Proposal of a dividend of €0.20 per share – fourth consecutive dividend

	FY 2024 <sup>*)</sup>	FY 2023 <sup>*)</sup>
Shipments (Tto)	<b>4,453</b>	4,248
Sales (€m)	<b>6,632</b>	6,957
EBITDA <sup>**) (€m)</sup>	<b>136</b>	190
Net income (€m)	<b>-146</b>	0
Oper. CF (€m)	<b>160</b>	287

<sup>\*)</sup> Continuing operations in accordance with IFRS 5.

<sup>\*\*) Before material special effects.</sup>

	FY 2024 <sup>*)</sup>	FY 2023 <sup>*)</sup>
Equity (€m)	<b>1,721</b>	1,755
Equity ratio (%)	<b>48.6</b>	45.4
Liquid funds (€m)	<b>121</b>	155
Net financial debt (€m)	<b>780</b>	775
Employees	<b>6,507</b>	6,375

# First quarter 2025

Promising start into 2025 with solid quarterly results

	Q1 2025 <sup>*)</sup>	Q1 2024 <sup>*)</sup>
Shipments (Tto)	<b>1,170</b>	1,139
Sales (€m)	<b>1,666</b>	1,737
EBITDA <sup>**) (€m)</sup>	<b>42</b>	42
Net income (€m)	<b>-28</b>	-8
Oper. CF (€m)	<b>-118</b>	-44

<sup>\*)</sup> Continuing operations in accordance with IFRS 5.

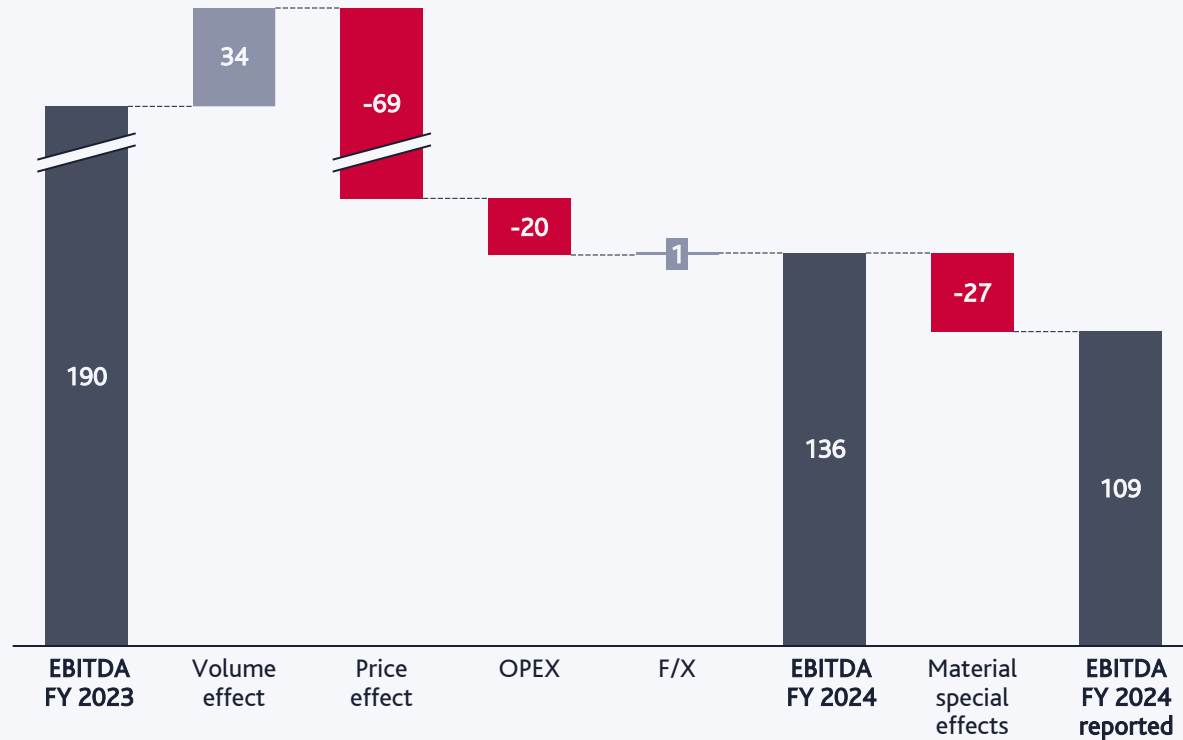
<sup>\*\*)</sup> Before material special effects.

	Q1 2025 <sup>*)</sup>	Q1 2024 <sup>*)</sup>
Equity (€m)	<b>1,592</b>	1,727
Equity ratio (%)	<b>45.6</b>	47.6
Liquid funds (€m)	<b>90</b>	84
Net financial debt (€m)	<b>914</b>	790
Employees	<b>6,451</b>	6,346

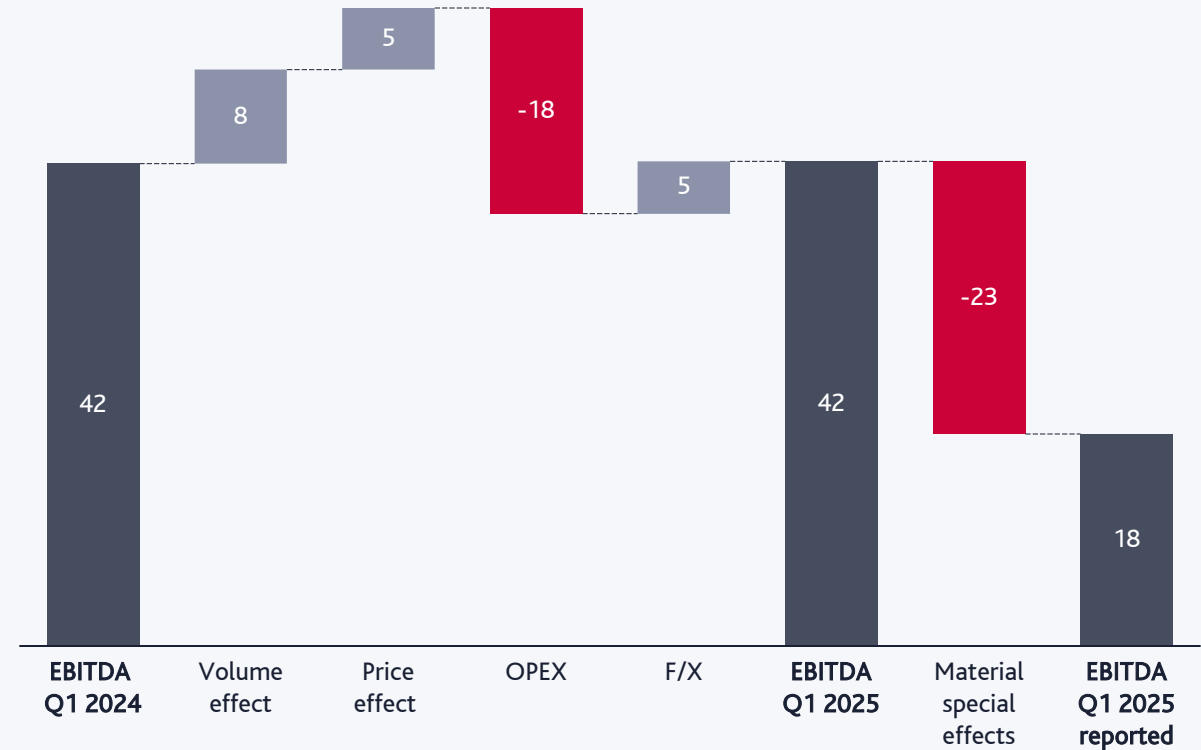
# EBITDA development in FY 2024 and Q1 2025

Solid first quarter EBITDA performance after challenging environment in 2024

FY 2024 vs. FY 2023 (in €m)



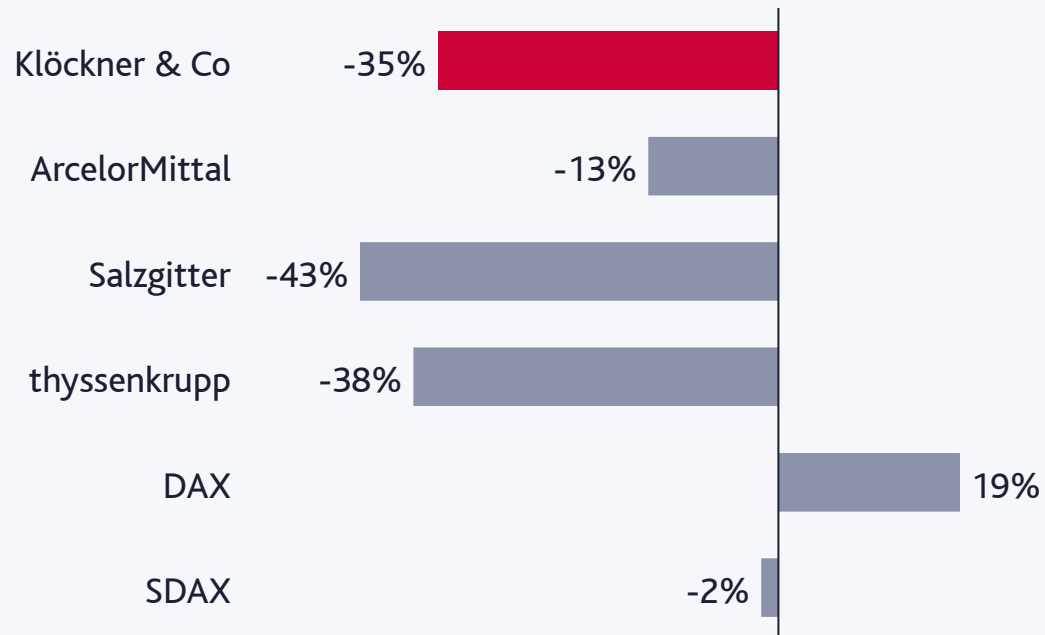
Q1 2025 vs. Q1 2024 (in €m)



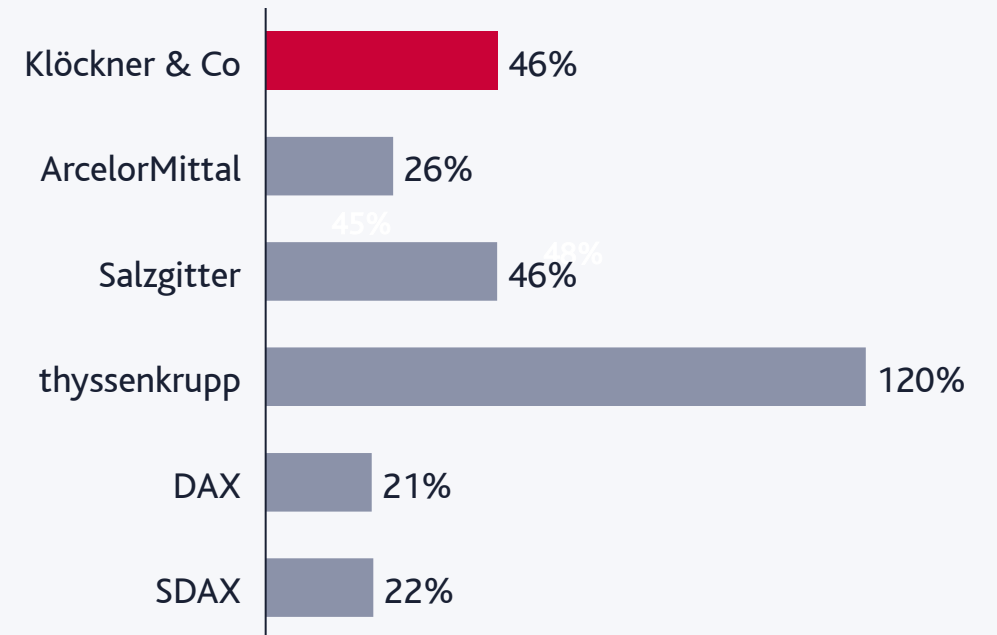
# Share price development

Strong performance in 2025 and positive momentum

Fiscal year 2024



Fiscal year 2025<sup>\*)</sup>

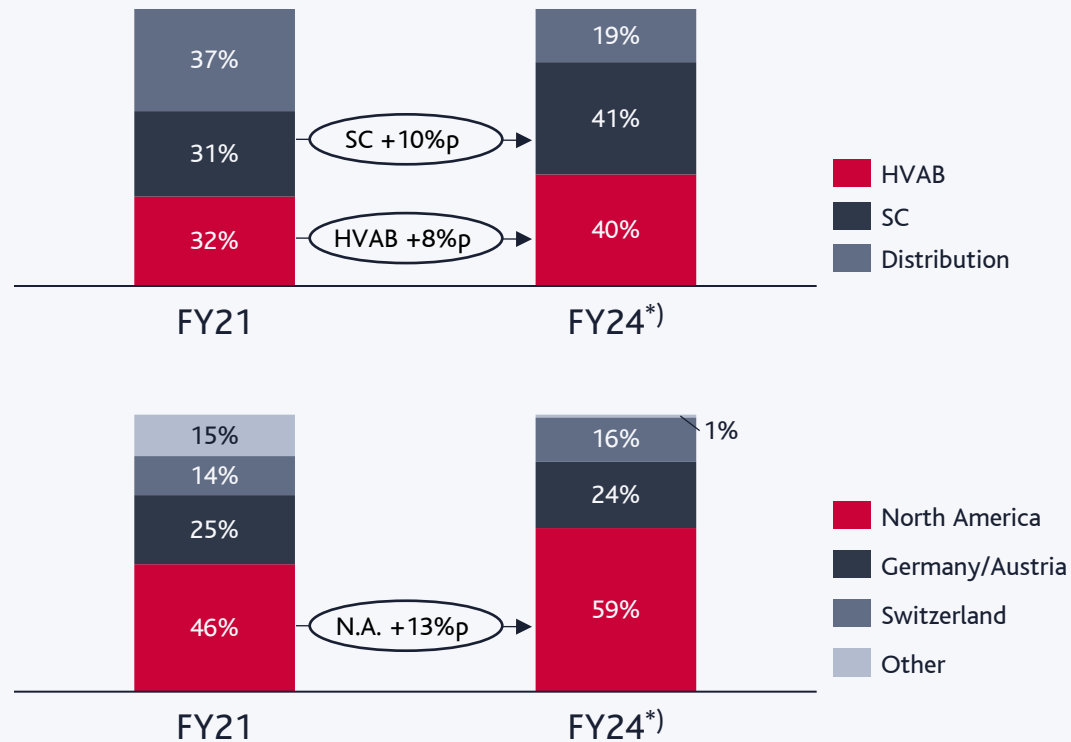


<sup>\*)</sup> As of 21<sup>st</sup> of May, 2025.

# 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

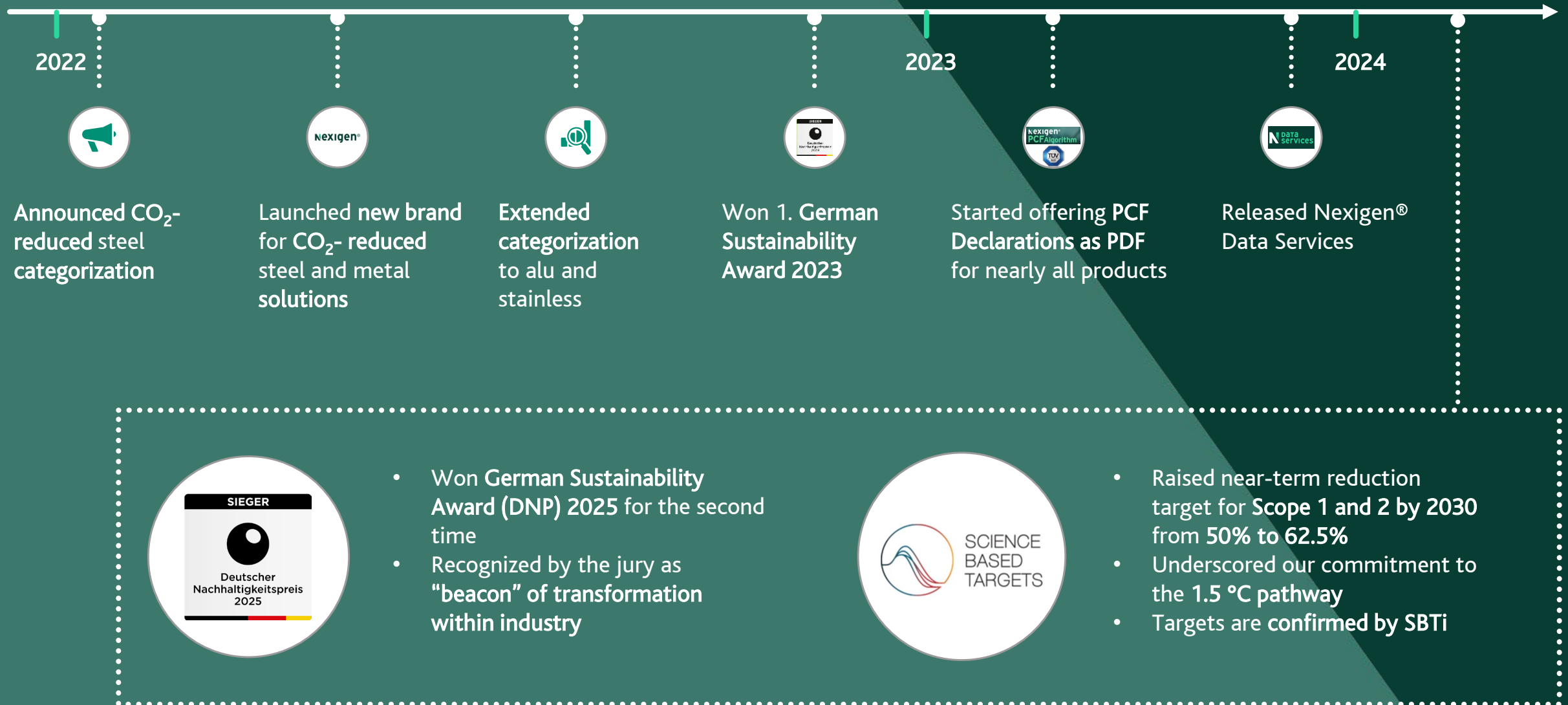


### Leader of the sustainable industry

Offering CO<sub>2</sub>-reduced materials, services and logistics solutions under Nexigen® brand



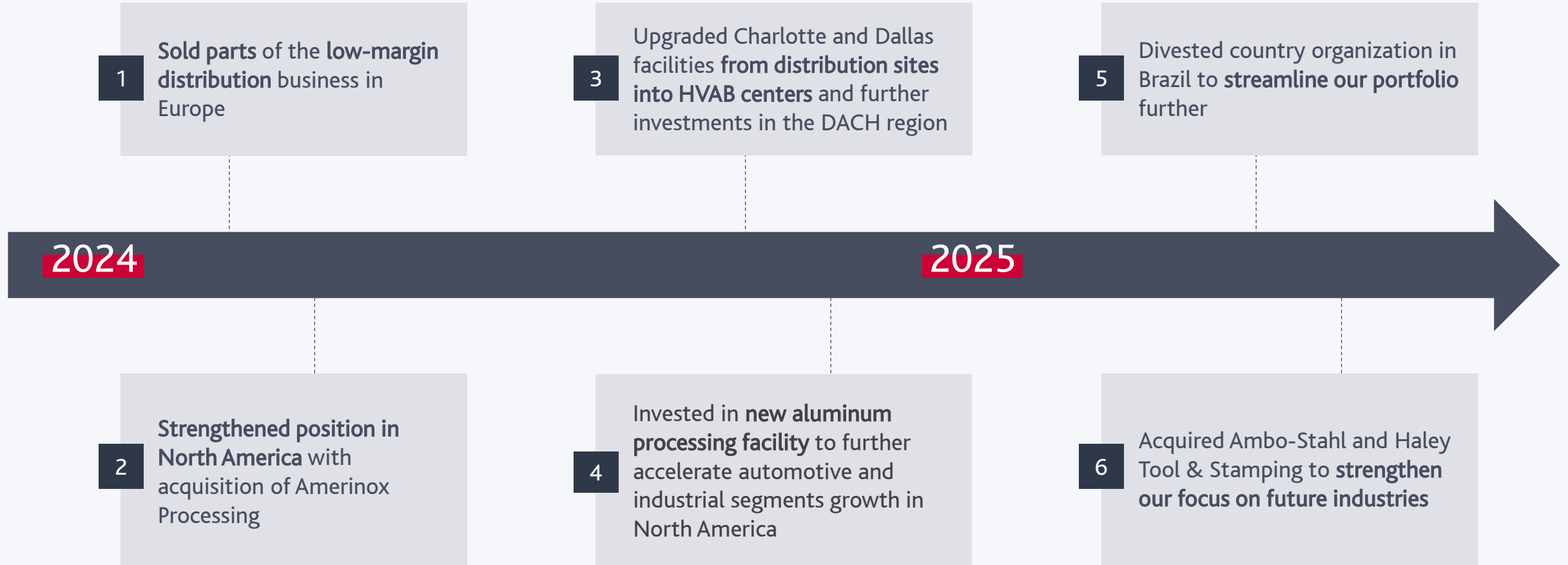
# Development of sustainable business models





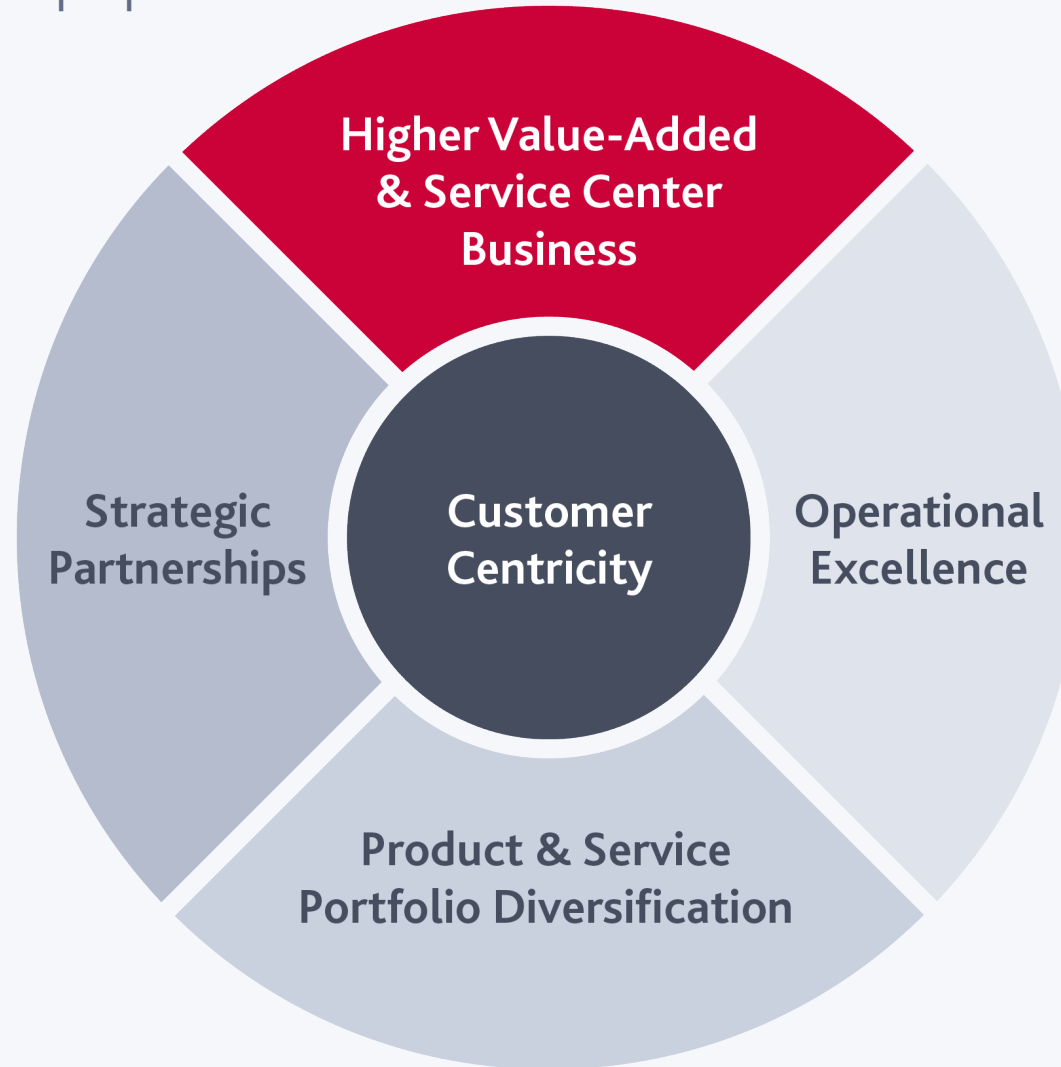
# Recent milestones in our transformation to a metal processor

Focusing on the higher value-added & service center business



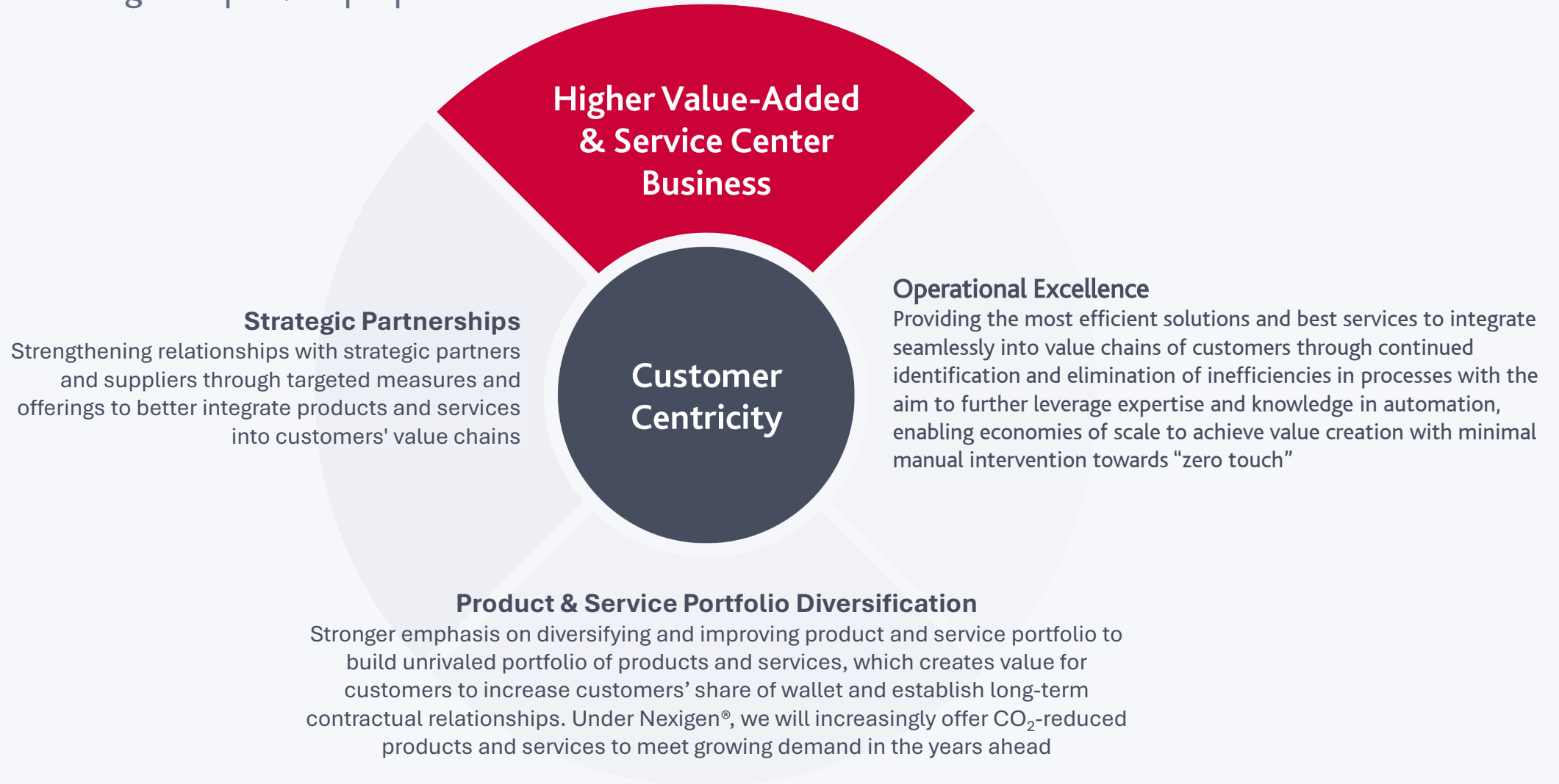
# Klöckner & Co: Leveraging Strengths – Step Up 2030

Entering a new strategic chapter: Step Up 2030



# Klöckner & Co: Leveraging Strengths – Step Up 2030

Entering a new strategic chapter: Step Up 2030



# Outlook



- Considerable increase in sales and constant development of shipments expected (qoq)
- EBITDA before material special effects expected to come in between €60-90m



- Shipments and sales expected to increase considerably yoy
- EBITDA before material special effects expected to increase considerably yoy
- Expecting positive operating cash flow, considerably above previous year's level

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