

## At a glance June 2004



Klöckner & Co Aktiengesellschaft  
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### **The satisfaction of our business partners is our goal**

The Klöckner & Co Group is one of the leading companies worldwide in multi metal distribution. In the stockholding trade we are represented on all major markets in Europe and North America: we combine local presence with international standards.

As a reliable partner, we work actively on the value-added process of our customers. Committed staff members develop modern solutions to problems, create new markets and help our business partners make optimal use of resources. The advantage of a corporation with international operations: the know-how of the Group makes the difference. We are present with warehouse locations and sales offices at the local level, but can also work up solutions that go far beyond the capabilities of a local supplier through the Group network.

We employ modern IT systems to optimize processes and provide for the best customer service. Perfected warehouse logistics, a large selection of products and individual preprocessing make one-stop shopping possible for our customers. We supply what they need in the desired form, quality and batch size: quickly, conveniently and optimally. The satisfaction of our business partners and fulfilling our performance promise have top priority for us: in the service of the customer.

### **Multi metal distribution with branded quality**

The basis of our corporate philosophy is the idea of "branded distribution", of multi metal trade with branded quality: our business partners recognize us not only by the quality of our products, but also by the quality of our services.

At the same time we offer more than just multi metal distribution. We not only supply our customers – we support them in their activities. The customer is able to assign business processes to Klöckner & Co. In this way our clientele has the advantage that they can employ their resources, such as personnel, space, time and capital, in a more profitable manner. We as a multi metal specialist ensure availability, product and processing quality as well as on-schedule delivery and consistent cost management. We thus help customers to concentrate on their core business, plan just-in-time and work so as to increase earnings.

### **We take the path from "multi metal distribution" to the "multi metal solution".**

You can obtain more detailed information on Klöckner & Co from the Communication Division, telephone +49 203307-2289, fax +49 203307-5103, on the Internet: [www.kloeckner.de](http://www.kloeckner.de) or by e-mail: [info@kloeckner.de](mailto:info@kloeckner.de)

<b>Income Statement</b>		<b>2003</b>	2002	2001	2000	1999
External Group sales	EUR million	<b>3,811</b>	3,993	4,242	5,349	4,473
Earnings before interest, taxes, depreciation and amortization (EBITDA)	EUR million	<b>140</b>	156	150	220	150
Earnings before interest and taxes (EBIT)	EUR million	<b>85</b>	96	85	158	97
Result from ordinary activities	EUR million	<b>56</b>	56	45	110	66
Net income before taxes	EUR million	<b>52</b>	21	-140	96	66
Net income for the year	EUR million	<b>27</b>	17	-156	65	30
<b>Balance Sheet</b>						
		<b>2003</b>	2002	2001	2000	1999
Equity and minority interests	EUR million	<b>463</b>	467	467	637	569
Equity ratio	%	<b>24.5</b>	22.7	20.7	28.0	25.0
Fixed assets	EUR million	<b>551</b>	618	665	684	655
Net indebtedness	EUR million	<b>491</b>	601	716	775	753
Capital expenditure	EUR million	<b>30</b>	41	70	116	83
Depreciation	EUR million	<b>56</b>	64	65	62	56
Balance-sheet total	EUR million	<b>1,890</b>	2,054	2,251	2,277	2,272
Number of employees (year end)		<b>10,023</b>	10,589	10,988	11,229	10,705
<b>Key Figures</b>						
		<b>2003</b>	2002	2001	2000	1999
Cash flow from operating and investing activities	EUR million	<b>93</b>	60	51	-30	-3
Return on sales (ROS)	%	<b>1.4</b>	1.4	1.0	2.0	1.5
Return on capital employed (ROCE)	%	<b>7.4</b>	7.4	6.9	11.0	6.7

**List of products and services**
**Products**

- sheet
- plate
- bar steel/structural steel
- sectional steel
- other long products
- high grade/bright-finished/  
special high-grade steel
- stainless steel
- steel tubes
- aluminum
- roofs and walls
- non-ferrous metals
- plastics
- hardware, technology,  
building requisites
- sun protection systems
- connection technology

**Processing sector**

- flame cutting
- plasma cutting
- cutting to length and  
sawing (miter cutting)
- cutting and splitting
- other machining processes
- preservation
- surface treatment

**Services**

- technical advisory services
- product advisory services
- taking customer products  
into stock
- just-in-time delivery



Headquarters	Multi Metal Distribution	Service
Accounting / Finance	<b>Austria</b> Klöckner Stahl und Metall Ges.m.b.H Metall- und Service-Center GmbH	Klöckner Information Services GmbH
Controlling		Klöckner Dienstleistungs-AG & Co KG
Human Resources / Corporate Communications	<b>Belgium</b> Buy Metal N.V.	
Legal Affairs	<b>Canada</b> Namasco Ltd.	
Auditing	<b>Czech Republic</b> Klöckner Stahlhandel CZ, s.r.o.	
Taxes	<b>France</b> Klöckner Distribution Industrielle SA	
	<b>Germany</b> Klöckner Stahl- und Metallhandel GmbH	
	<b>Great Britain</b> ASD plc. Klöckner Metal Services Ltd. Armstrong Steel Ltd.	
	<b>Netherlands</b> ODS B.V. Aluminium Verkoop Zuid B.V. Smits Rolluiken en Zonwering B.V.	
	<b>Spain</b> Comercial de Laminados S.A.	
	<b>Switzerland</b> Debrunner Koenig Holding AG	
	<b>USA</b> Namasco Corporation	



#### Headquarters

Klößner & Co AG  
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Board of Management:  
 – Dr. Thomas Ludwig (CEO)  
 – Derrick G. Noe (CFO)

Departments:  
 Accounting/Finance  
 – Hans-Jürgen Weißer  
 Auditing  
 – Dr. Günter Kaesberg  
 Controlling  
 – Jörg Müller  
 Human Resources /  
 Corporate Communications  
 – Peter Ringsleben  
 Legal Affairs  
 – Helmut Geisen  
 Taxes  
 – Rolf Kunze

#### Service

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 Services GmbH  
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 – Christian Hatte

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 – Dr. Oliver Falk

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 – Philippe Dietziker

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