

# Annual General Meeting 2025

## Sto SE & Co. KGaA

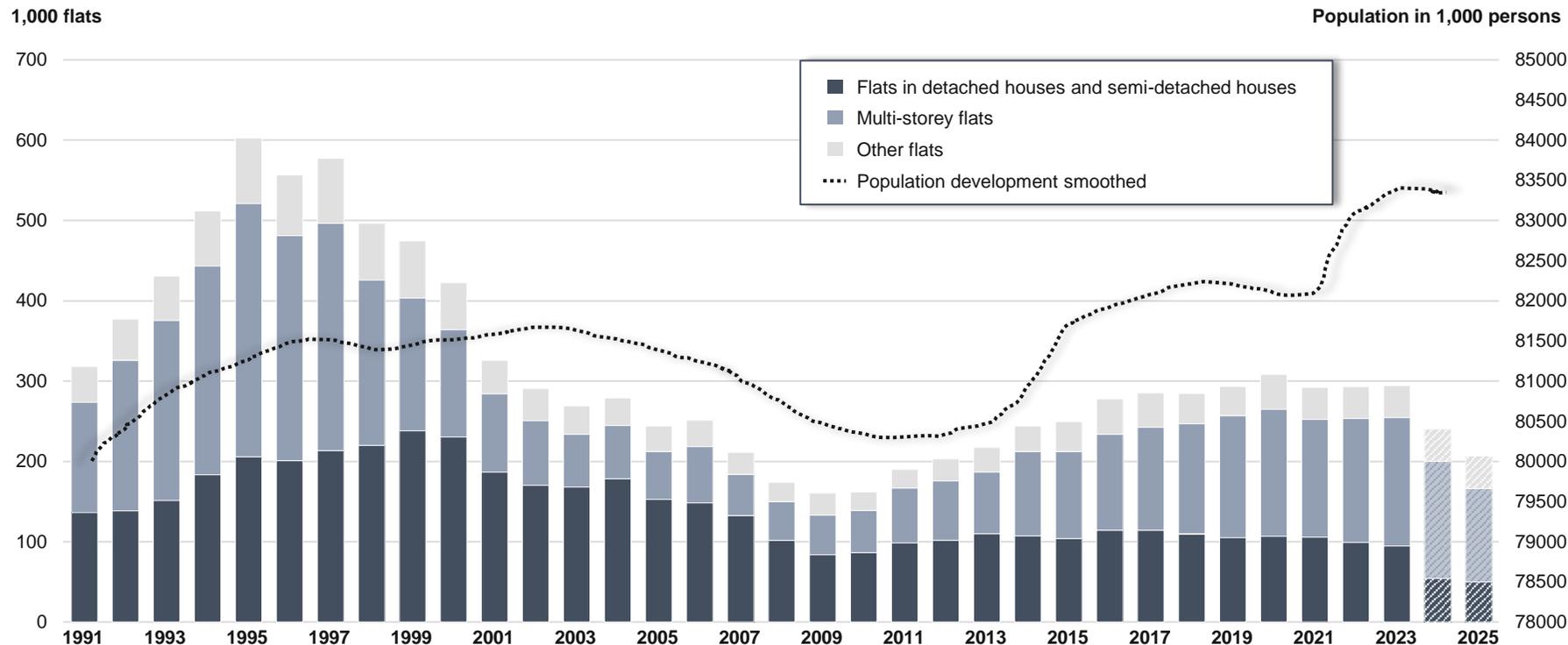
18 June 2025

Sto SE & Co. KGaA reception building  
Design: Wilford Schupp Architekten, Stuttgart, DE  
Orange Blu, Stuttgart, DE



# Housing completions in Germany

## Supply and demand continue to diverge strongly



Source: Own statement based on ARGE study – Wohnungsbau-Tag 2025

# Development of mortgage interest rates in the EU

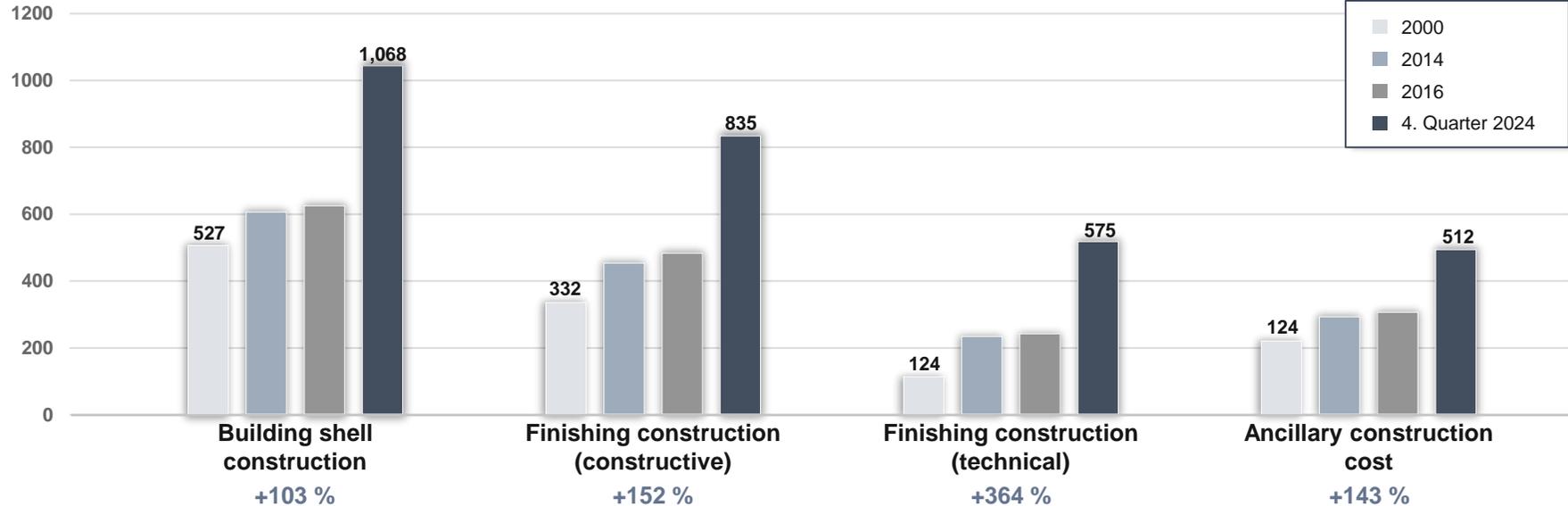


Source: ESCB

# Increase in construction costs

## Development in the service areas since 2000

[€/m<sup>2</sup> floor area]



Causes (by way of example) for the developments identified above the general increases in building society prices

Material costs and market processes

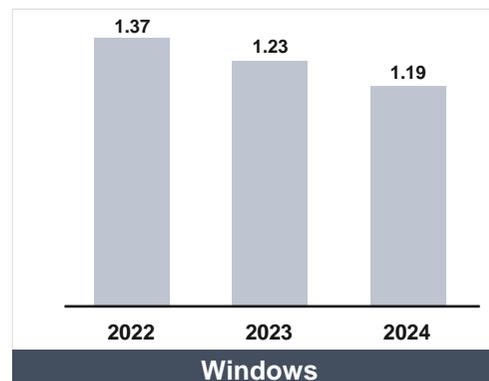
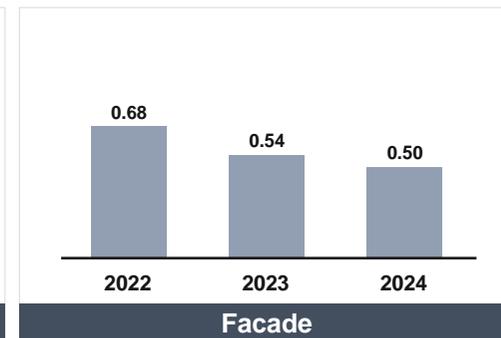
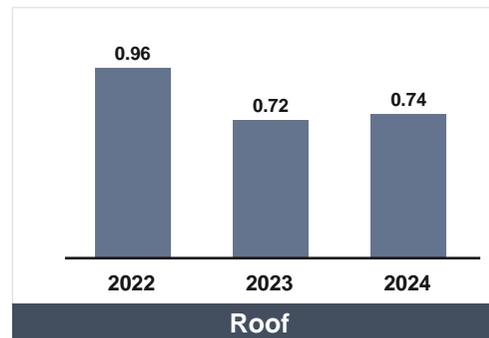
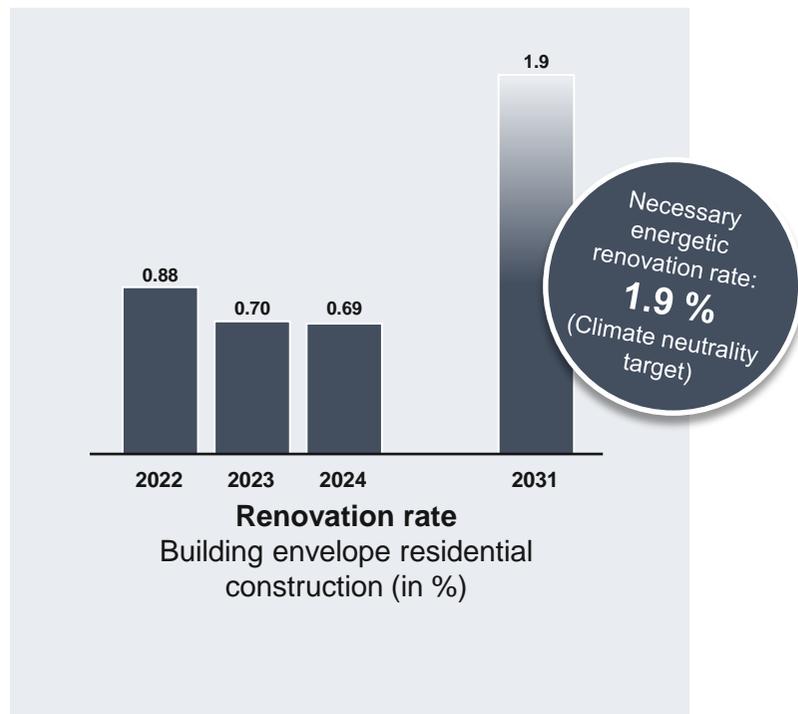
Energy Conservation Ordinance (EnEV) / Buildings Energy Act (GEG), accessibility quality requirements

Energy Conservation Ordinance (EnEV) / Buildings Energy Act (GEG) Renewable Energy Heat Act (EEWärmeG)

Expert opinion Taxes/fees

# Climate neutrality

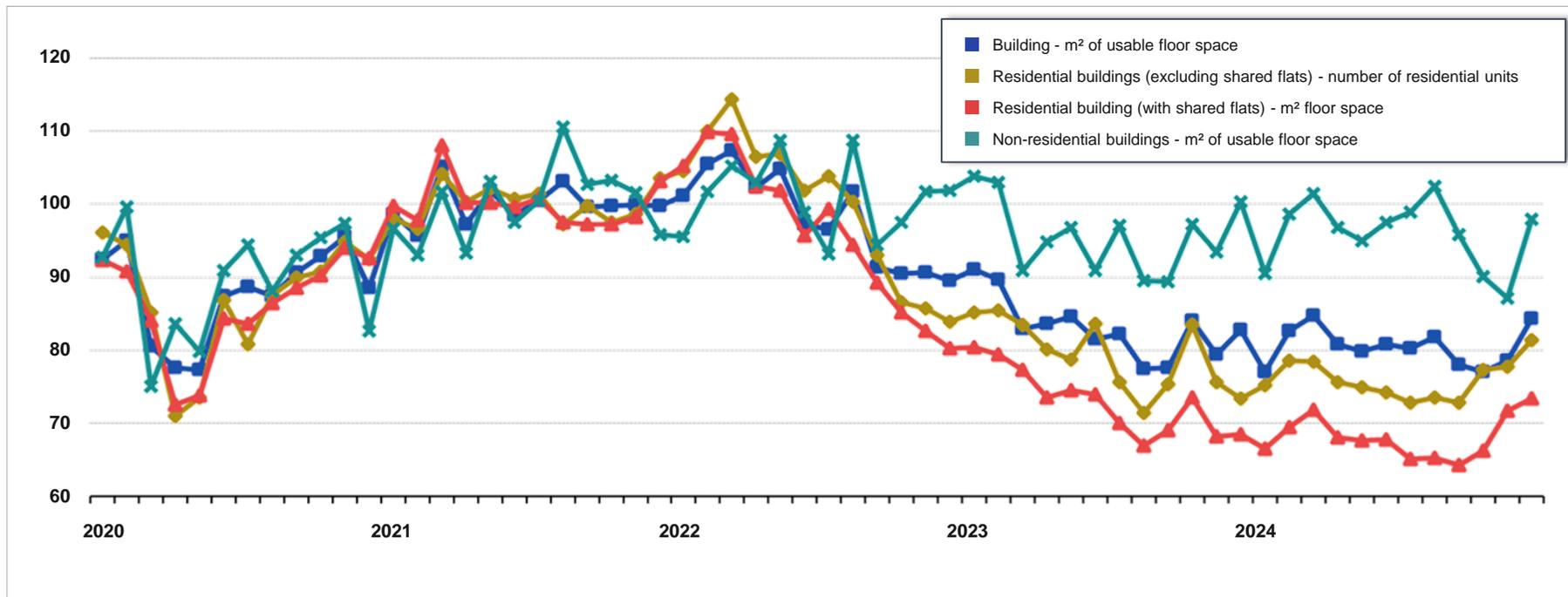
## Renovation rate far from target figure



Source: Own statement based on Bundesverband energieeffiziente Gebäudehülle (Federal Association for Energy-efficient Building Envelopes, BuVeG); Federal Statistical Office

# Building permits in the EU 2020 – 2024\*

Low point appears to have been reached - building permit figures in Europe have been rising again since the end of 2024



\* Usable floor space m² | number of buildings of residential construction; Source: Own representation based on Eurostat

# Sto Group 2024

## Forecasted turnover and earnings targets achieved



### About the title image

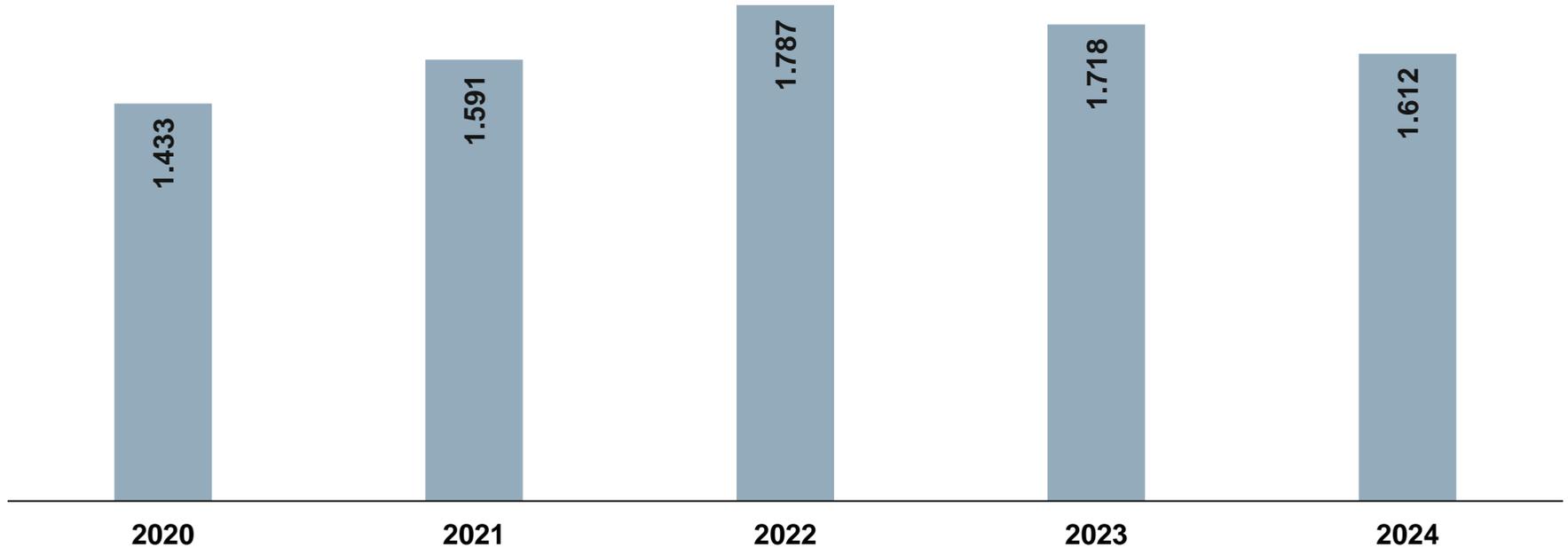
Steimle Architekten realised a striking residential and office ensemble with three point buildings linked by a shared ground floor in Ludwigsburg city centre. The design of the new KfW-55 buildings (energy efficiency class according to German investment and development bank) is based on the surrounding aged clinker brick buildings from the 'Gründerzeit' (time period between the mid 19th century and 1914). Rough, irregularly shaped hand-laid brick slips (StoBrick) were used on two different facade systems – the StoTherm Mineral external wall insulation system and the StoVentec C ventilated rainscreen cladding system. The sloping surface was achieved with a special construction and a rainscreen cladding facade from Sto. In the window openings with their reveal chamfers, the sloping motif is repeated a second time in the facade and gives the architecture a characteristic expression. The plinth storey was designed with the StoSignature Fine 20 surface technique. It combines the organic Stolit render finish with a sanded fine render (Stolit Milano[R-Markenzeichen]).

Photo: Brigida González, Stuttgart/Germany / Sto SE & Co. KGaA

# Sto Group turnover

Difficult market conditions burden the Sto Group's business development

in EUR  
million



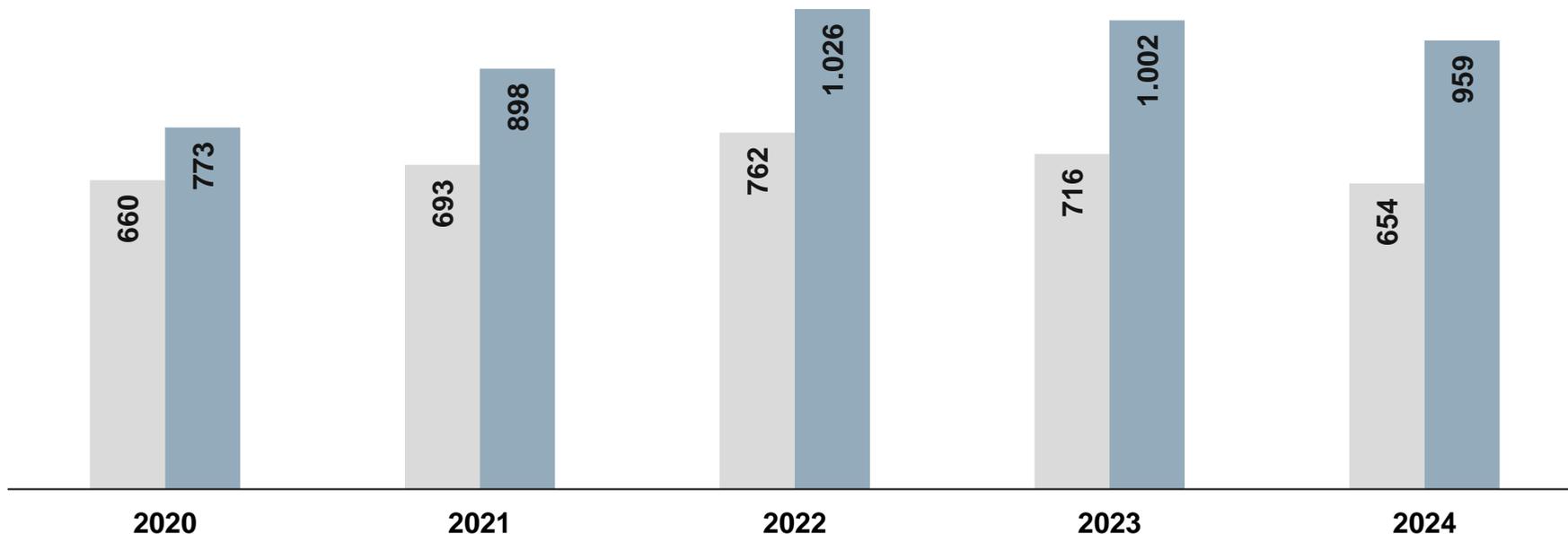
Information in accordance to IFRS.

# Sto Group turnover

Share of turnover generated outside of Germany increased from 58.3 % to 59.5 %

in EUR  
million

■ In Germany ■ Outside Germany

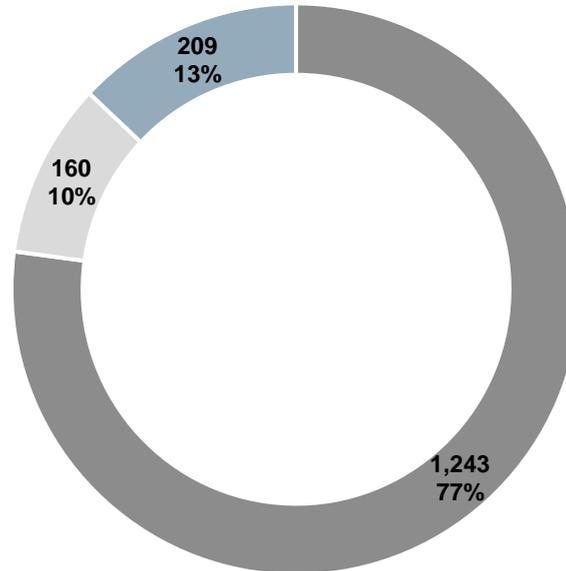


Information in accordance to IFRS.

# Sto Group segment turnover

Share of Sto Group consolidated turnover for 2024

■ Western Europe   ■ Northern/Eastern Europe   ■ America/Asia/Pacific



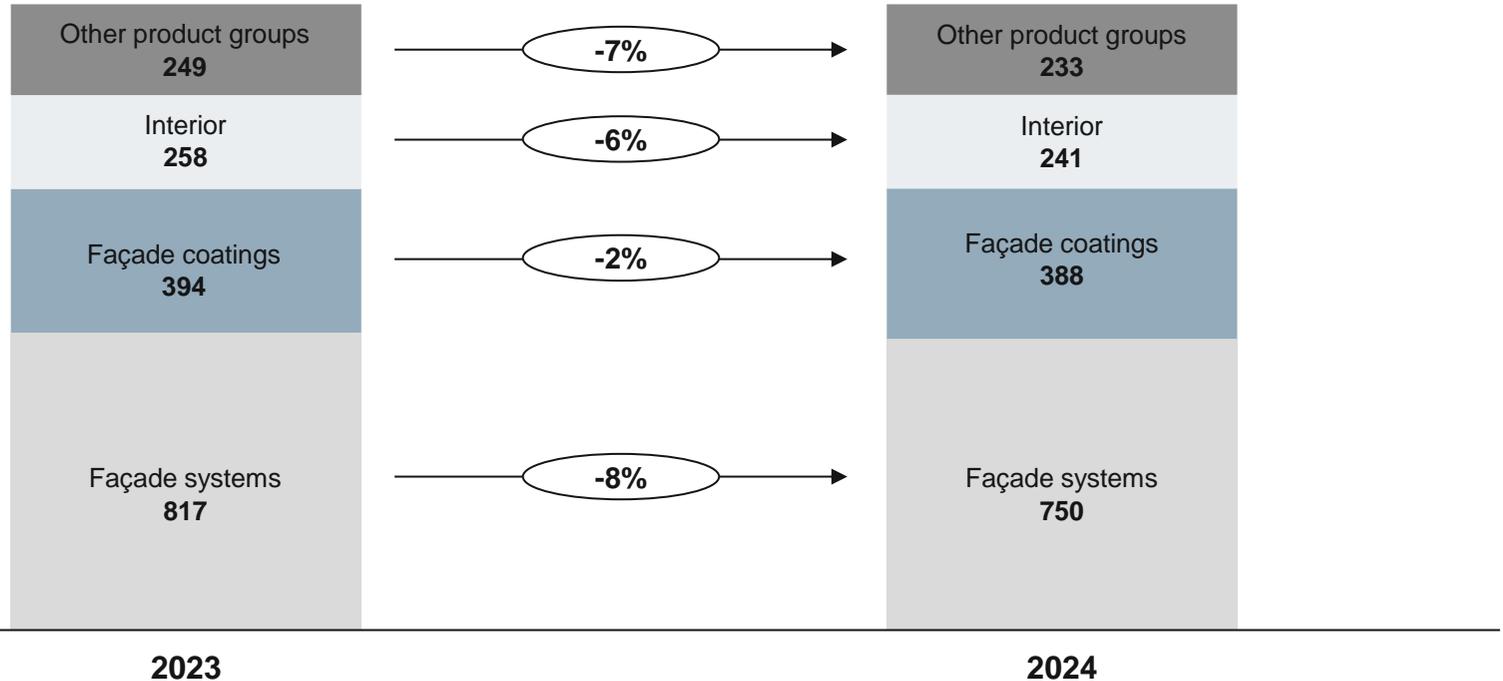
**Turnover 2024**  
**Sto Group:**  
**EUR 1,612 million**

Figures in EUR million and %.

# Sto Group turnover

Facade systems still product group with largest share of total Group volume

in EUR  
million

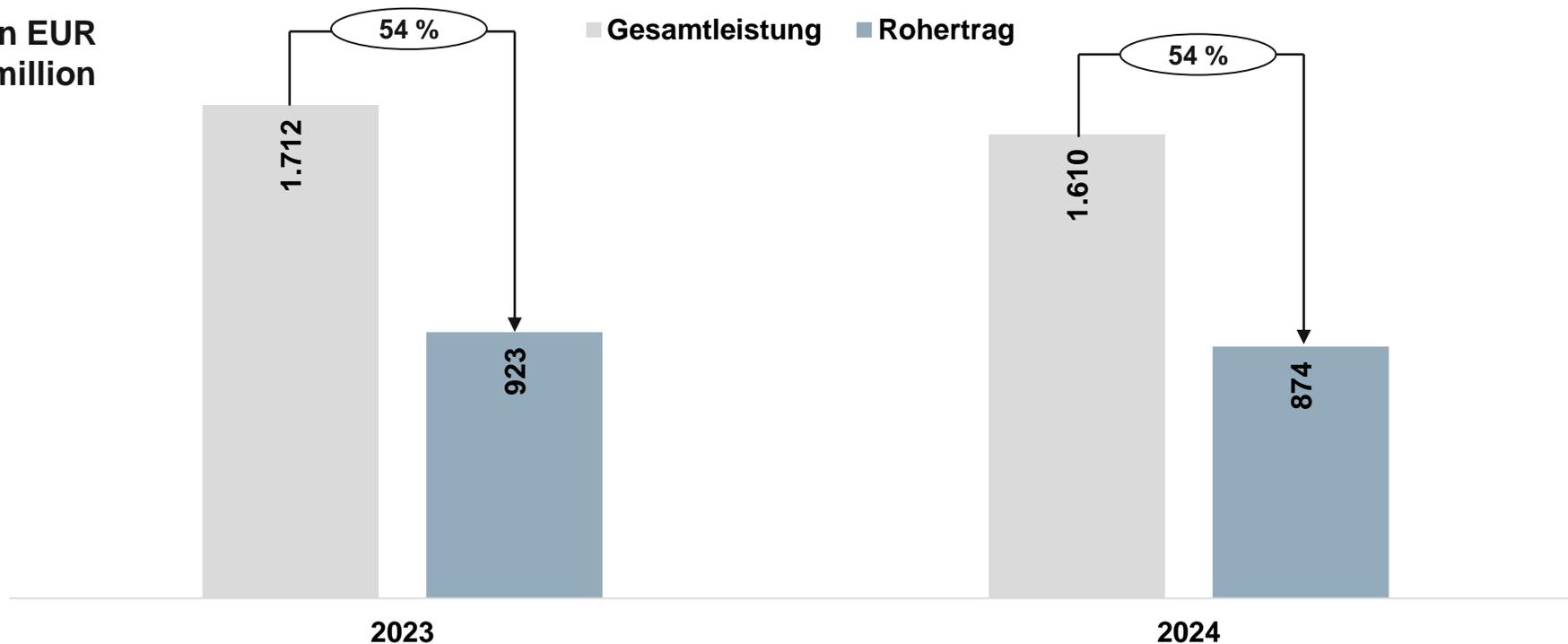


Information in accordance to IFRS.

# Gross profit Sto Group

Gross profit margin improved from 53.9 % to 54.3 % compared to previous year

in EUR  
million



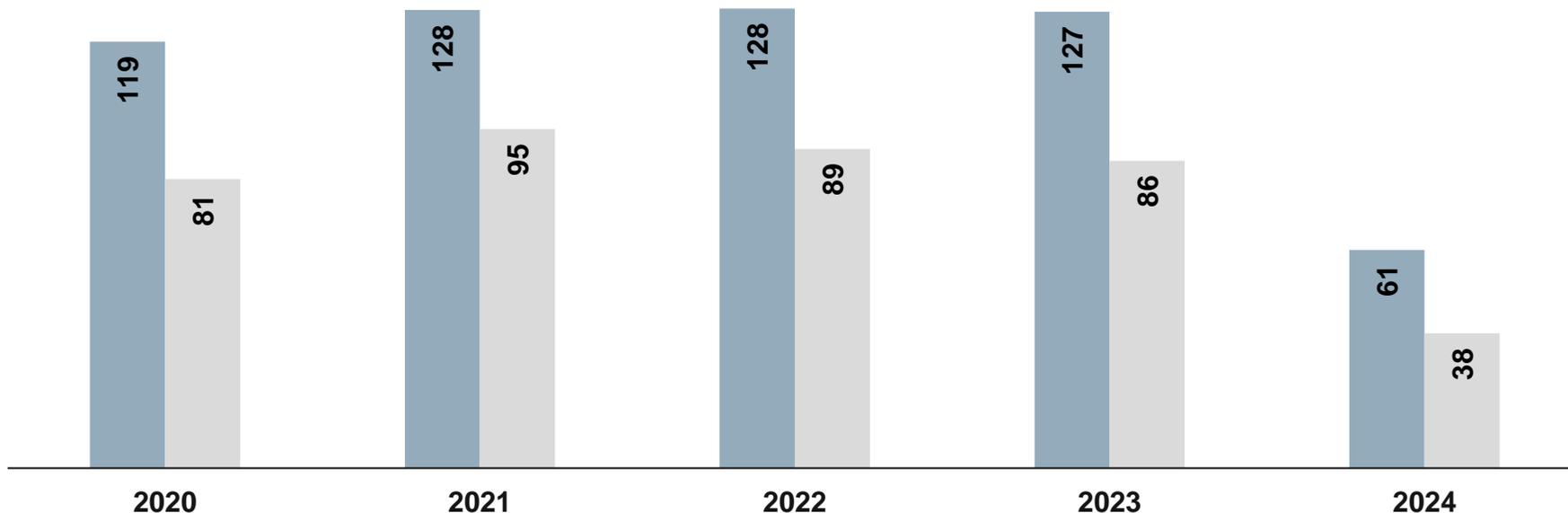
Information acc. to IFRS.

# EBT & EAT Sto Group

Revised turnover and earnings forecast achieved

in EUR  
million

■ EBT ■ EAT



Information in accordance to IFRS.

## Corrected turnover and earnings forecast achieved

P&L in € million	2024	2023	Difference	
Total revenues	1.610	1.711	-102	-6%
Other operating income	22	28	-6	-22%
Cost of material	-736	-788	52	7%
Personnel expenses	-435	-437	1	0%
Other operating expenses	-330	-321	-9	-3%
Impairment (net)	-3	-1	-2	-110%
<b>EBITDA</b>	<b>127</b>	<b>192</b>	<b>-65</b>	<b>-34%</b>
Depreciation/amortisation	-68	-66	-2	-4%
<b>EBIT</b>	<b>59</b>	<b>127</b>	<b>-68</b>	<b>-54%</b>
Financial result	2	1	1	106%
<b>EBT</b>	<b>61</b>	<b>127</b>	<b>-67</b>	<b>-52%</b>
Taxes on income and earnings	-23	-42	18	44%
<b>EAT</b>	<b>38</b>	<b>86</b>	<b>-48</b>	<b>-56%</b>

Information acc. to IFRS.

# Cash flow Sto Group

Cash flow from operating activities EUR 90.5 million

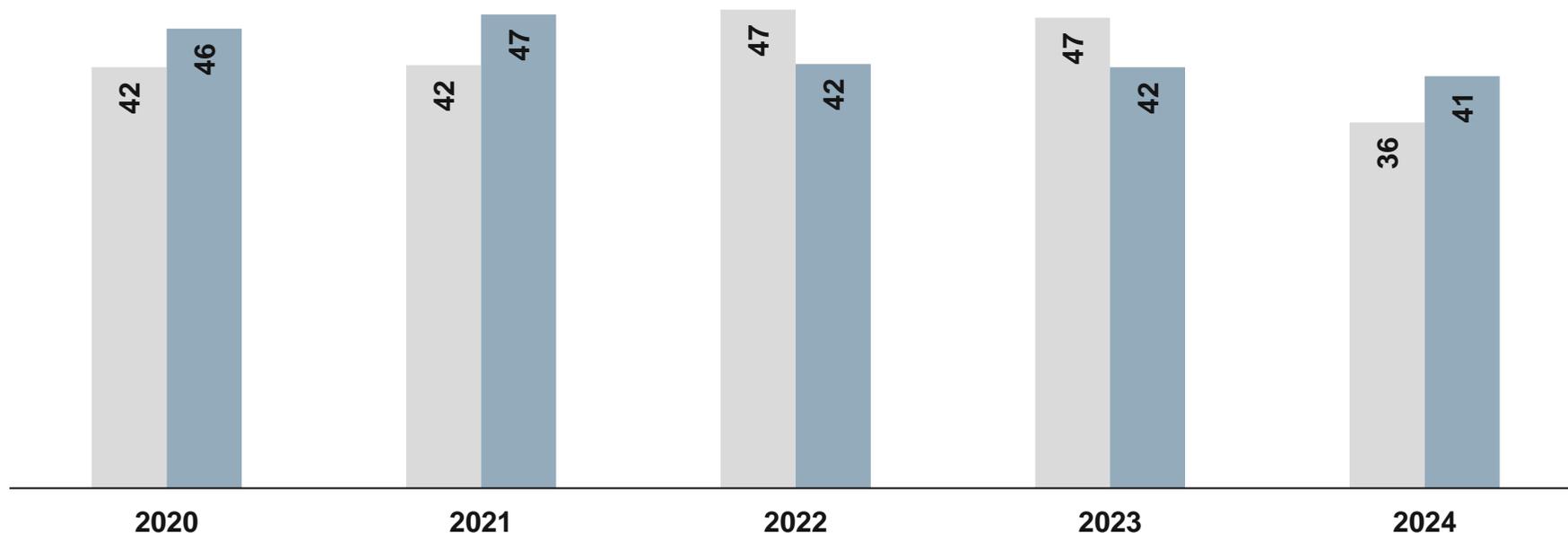
<b>Cashflow in € million</b>	<b>2024</b>	<b>2023</b>	<b>Difference</b>	
from operating activities	91	171	-80	-47%
from investment activities	-38	-104	66	63%
from financing activities	-64	-63	-1	-2%
changes in exchange rates	0	-2	2	127%
<b>Cash and cash equivalents at the beginning of the period</b>	<b>122</b>	<b>119</b>	<b>3</b>	<b>2%</b>
Changes	-11	3	-14	-497%
<b>Cash and cash equivalents at the end of the period</b>	<b>111</b>	<b>122</b>	<b>-11</b>	<b>-9%</b>

# Sto Group investments and depreciation/ amortisation

Investments in further growth

in EUR  
million

■ Investments ■ Depreciation/amortisation



Information in accordance to IFRS; however, without effects from IFRS 16, without investments and depreciation/amortisation of financial assets.

# Selected individual investments

## Sto Mexico - new plant in Monterrey



# Selected individual investments

Sto Australia - New dry production



High silos



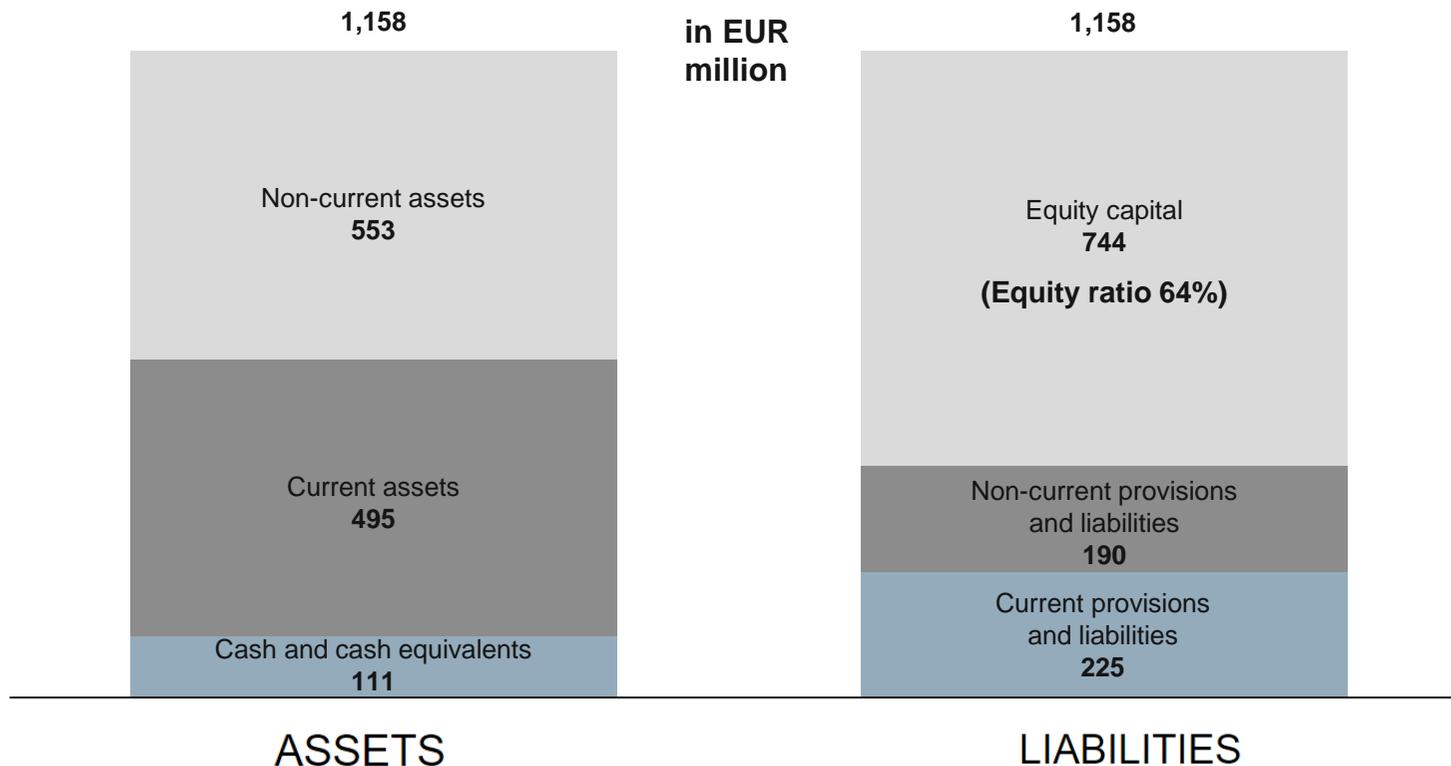
Production plant



Company building

# Sto Group balance sheet

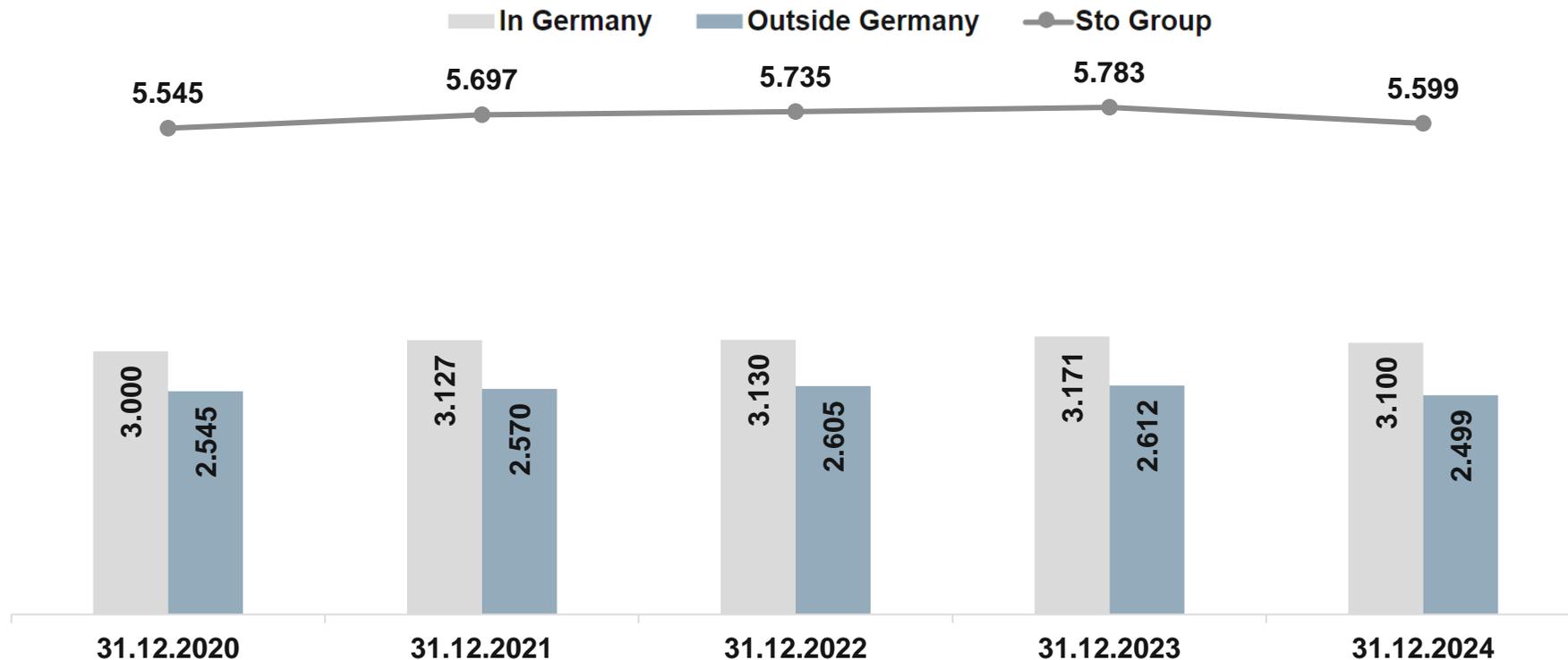
Very solid balance sheet structure as at 31/12/2024, strong equity base



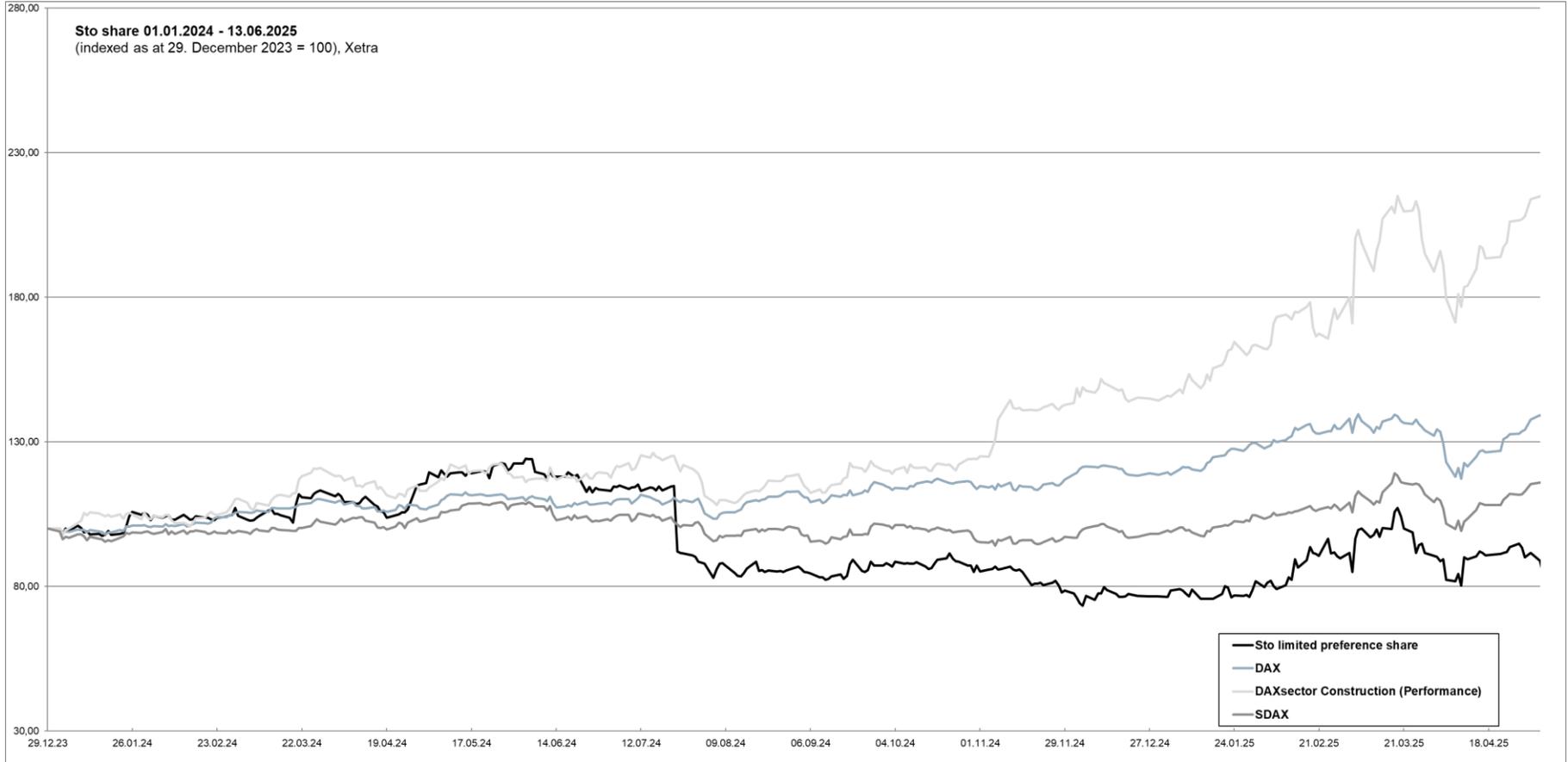
Information in accordance to IFRS.

# Sto Group employees

Group's workforce reduced in 2024



# Sto share | Share price trend



# Strategy implementation

## Example | Sto Culture



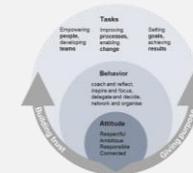
Impressions of global culture activities at Sto

### People Engagement



Germany	~ 1.800
France	~ 340
China	~ 190
International	~ 160
Sweden	~ 130
Poland	~ 120
Switzerland	~ 85
Spain	~ 80
Norway	~ 54
Belgium	~ 50
Netherlands	~ 45

### Leadership Development



### Modul „Empowering people, developing teams“:

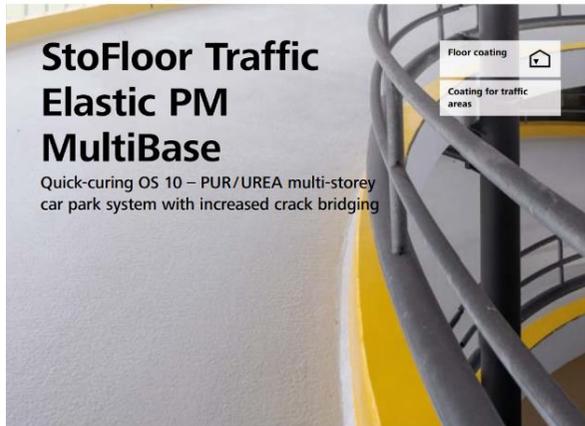
- 400 participants worldwide

### Continued with the “Enabling Change” module:

- Starts in 09/2025

# Strategy implementation

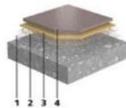
## Example | StoFloor Traffic Elastic PM MultiBase



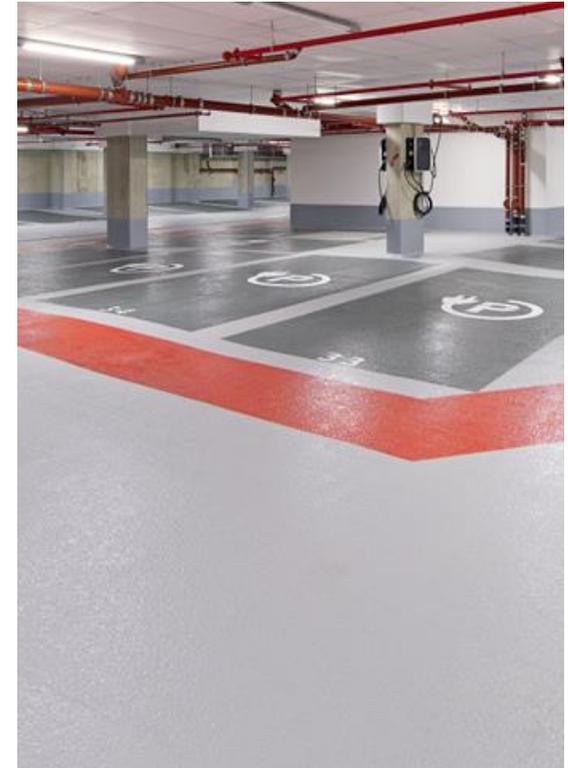
### StoFloor Traffic Elastic PM MultiBase

Quick-curing OS 10 – PUR/UREA multi-storey car park system with increased crack bridging

StoFloor Traffic Elastic PM MultiBase is characterised by short installation times, dynamic crack bridging, and very high wear resistance. It is used in multi-storey and underground car parks as well as in exterior parking areas that are exposed to weathering.



- 1 — Primer: StoPox GH 500 or StoPox GH 532
- 2 — Bonding layer: StoCretec OS 10-8 mm
- 3 — Waterproofing layer: StoPur PM MultiBase
- 4 — Wearing course: StoPur AC MultiCoat



# Strategy implementation

## Example | StoColor PuraClean

### Wow!

Beautiful.  
Stable.  
Clean.

The wipe-clean, matt interior paint.

### Benefits

- Matt
- Resistant to soiling
- Excellent flow properties and very easy to clean
- Good hiding power and high whiteness
- Free from isocyanate
- Resistant to surface disinfectants
- Free from solvents, plasticisers, and aerosol active substances



# Strategy implementation

Example | StoTherm AimS - completely cement-free

**StoTherm AimS®**  
The eco-boost for your building project.

For the love of building.  
**Building with conscience.**



Contact us now.

With **StoLevell Neo AimS®** you reduce your carbon footprint during bonding and reinforcement work!



**StoLevell Neo AimS®**



The result: a **50 % CO<sub>2</sub> saving** during bonding and reinforcement work –



and **no compromises** in terms of application properties.

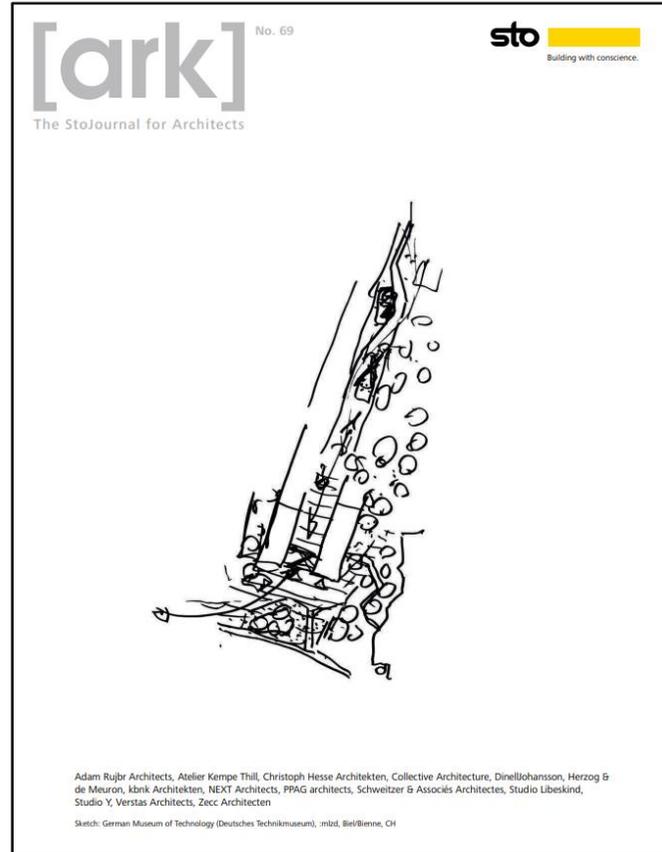
# Strategy implementation

Example | StoVentec Deco - Reconstruction palace of Archduke Joseph



# Strategy implementation

Example | [ark] Insight



# Strategy implementation

Example | Some examples of success regarding the sustainability strategy

## Climate protection

- Complete greenhouse gas balance for the Sto Group
- Green electricity share of 60 %
- Taxonomy-aligned turnover of 46.3 %

## Environmental protection

- Biocide-free facade coatings
- Promotion of fauna and flora through green facades, nesting boxes in external wall insulation systems and 'Blühpatenschaften' (sponsorships of flower meadows)

## Circular economy

- Optimising the recyclability of Sto products and packaging
- Recycling of external wall insulation systems in the cement plant
- Use of recycled materials



# Strategy implementation

## Example | Material and thermal recycling of ETICS (with EPS)



# Strategy implementation

Example | Some examples of success regarding the sustainability strategy

## Health and well-being

- Indoor products with voluntary emission measurement
- Offers in the areas of nutrition, sport and health protection

## Transparency and social responsibility

- Risk assessment of all relevant suppliers
- Over 400 eco-labelled products

## Employees

- International Clean-Up Day organised
- Ø 11.6 years period of employment and 4.1 % fluctuation rate



# Sustainability statement 2024

## Implementation in accordance with CSRD

### Non-financial statement in accordance with Sections 289b and 315b of the German Commercial Code (HGB) and the CSR Directive Implementation Act (CSR-RUG)

- Due to the lack of implementation of the **Corporate Sustainability Reporting Directive (EU) 2022/2464 (CSRD)** into national law, the non-financial statement was prepared **on a voluntary basis in accordance with the CSRD** in full compliance with the **European Sustainability Reporting Standards (ESRS)** and **integrated** into the **Group management report** in accordance with the CSRD (pages 55 – 175).
- The sustainability statement was subjected to a content-related **audit with limited assurance** by PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft.
- Comprehensive work with 120 pages and consideration of all mandatory information.
- Even though the CSRD Report is not as clear and readable as our separate Sustainability Reports of the last three years, we hope that it contains valuable information for our stakeholders and provides insight into our diverse sustainability activities.



# Building our future. Together.



Customer Centricity



Process efficiency



SAP S4/HANA

## Target operating model as a preliminary measure



Digital  
transformation

Strategy  
2030

## Further development of our strategy

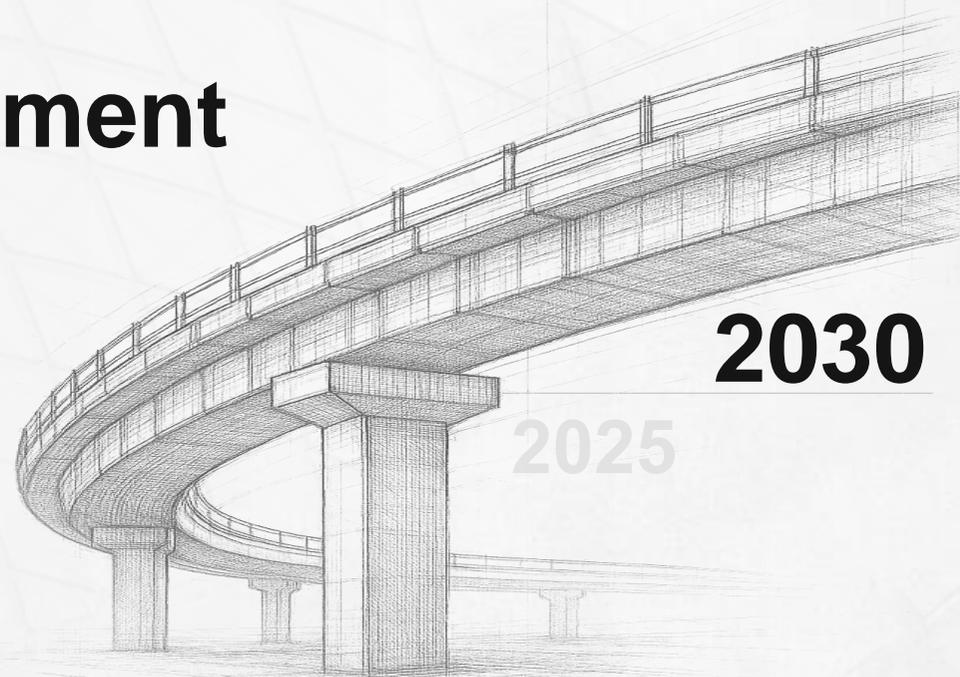
Consideration of trends and risks

Inclusion of impulses from the markets

Carrying out competitor analyses

Definition of focused strategic priorities

...



## Strategic targets at a glance

### Solution Leadership

Our solution leadership and our core competences make us the first choice for facades.



### Growth

We grow while creating value and outpacing the market in defined segments and product groups.



### Customer Centricity

We make it easier for our customers to do business with us.



### Productivity

We increase productivity through efficient processes, lean structures, and digitisation.



### Sustainability

Sustainability is a core competence.



### Employees

It is the people at Sto that make the difference.



# 10

Group strategic initiatives are the focus of our Strategy 2030

**Tangible differentiation**

**Industrial prefabrication**

**Core segments & product groups**

**Rising segments & product groups**

**Omni-channel**

**Demand-driven supply chain**

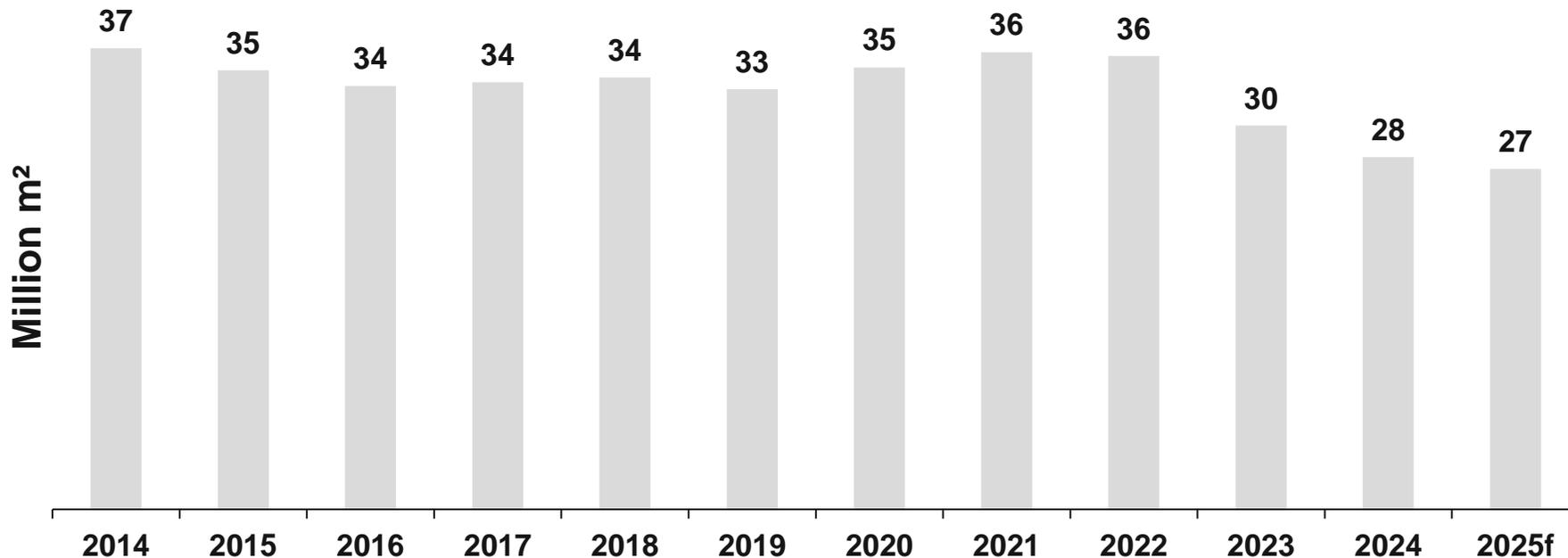
**Organisation & steering**

**Digital transformation**

**Sustainability strategy**

**Culture & personnel development**

# Development of EWIS market in Germany



Source: B+L Marktdaten GmbH: Quarterly Report Q4 2024 ETICS.

B+L Marktdaten GmbH retroactively updated by B+L.

# Sto Group financial figures Q1/2025

## Highlights



**325**

EUR million Turnover

-5% vs. PY



**6**

EUR million Investments\*

-11% vs. PY



**5,587**

Employees

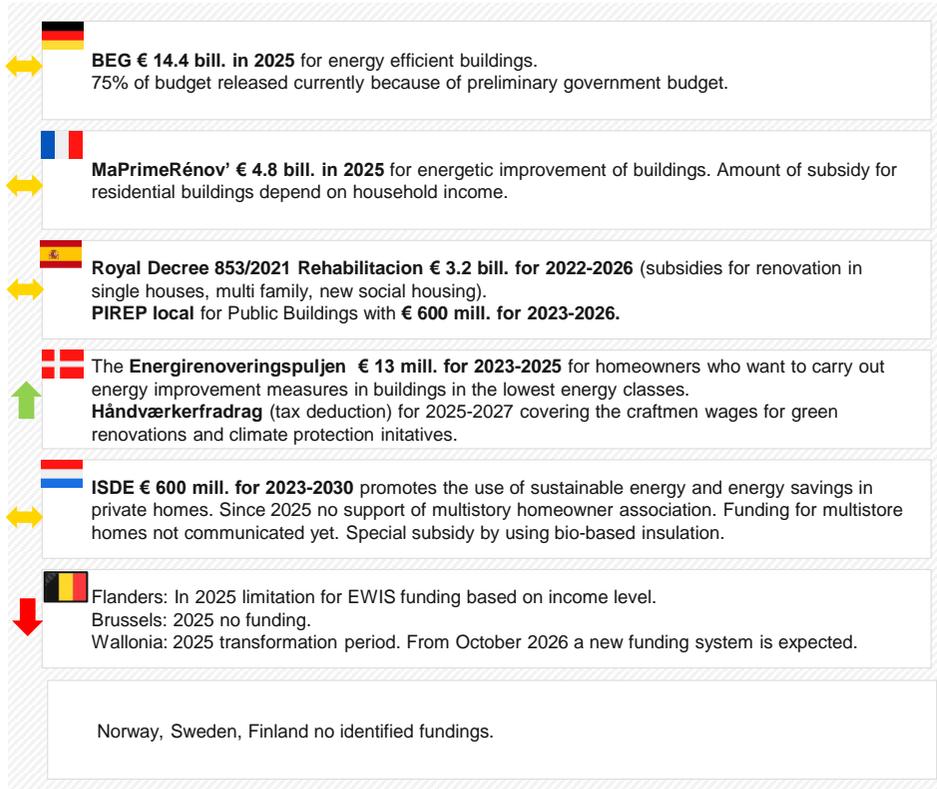
-4% vs. PY



Increase in seasonally  
typical Q1 deficit  
compared to same period  
of the previous year

# Landscape of subsidy schemes European Sto markets

## Fundings Region North-West and Germany



Source: Information based on internal desk research and internal interpretation. Listed budget are overall budgets in € and involves all types of building energetic improvements. As at 04/04/2025

# Landscape of subsidy schemes European Sto markets

## Fundings Region South-East

 	<b>Sanierungsoffensive for 2025</b> no detailed information for new fundings is available by the new government. <b>On federal basis</b> several funds are still available in 2025.
 	<b>Superbonus:</b> 2025: 65% decreasing tax reduction. Stricter framework conditions for obtaining funds. <b>No trading with tax credits possible.</b> <b>Sismabonus</b> (earthquake zones): 110% - consistent funding. <b>Onlus bonus</b> 110% for non-profit organizations of social utility. Consistent fund.
 	<b>Gebäudeprogramm</b> approx. <b>CHF 528 mill. p.a. for 2023-2026</b> of which approx. <b>CHF 140 mill. p.a.</b> for thermal insulation. Uncertainty if fundings will continue after 2026. <b>Impulsprogramm des Klimaschutz- und Innovationsgesetzes</b> <b>CHF 200 mill. p.a.</b> started 2025. Not clear if federal/cantonal fundings will be reduced by this amount.
 	<b>Clean Air funding</b> 2025 new regulation: more emphasis on thermal modernization. Poorest beneficiaries with higher support. Future financing of funding is uncertain. <b>FENIKs</b> grants and preferential loans for public buildings and residential sector. <b>Thermomodernisation</b> bonus 2025: <b>295 mill. €</b> support of investment increased from 26% to 31%.
 	<b>Nová zelená úsporám</b> New Green Savings <b>€ 2.2 bill. for 2023-2027</b> for energy savings. Focus on beneficiaries with low income and public buildings. <b>Nová zelená úsporám light</b> <b>€ 200 mill. for 2023-2026</b> for family houses energy savings. <b>Oprav dům po babičce</b> Renovate your grandmother's house <b>€ 1.6 bill. for 2023-2027.</b>
 	<b>“Obnov Dom”</b> Restore the house <b>€ 529 mill. for 2022-2026</b> subsidies for the renovation of family houses covering energy efficiency. <b>Obnov dom – 6<sup>th</sup> challenge for 2025-2026:</b> <b>€ 28.5 mill.</b> in addition to Obonov Dom.
 	<b>CSOK loan program for 2024-2027</b> for the residential sector covering renovation and new building. Subsidies depend on number of children. <b>Falusi CSOK 2024 for 2024-2027</b> for villages < 5,000 inhabitants. Funding for new building and renovation. Subsidies depend on number of children.



Source: Information based on internal desk research and internal interpretation. Listed budget are overall budgets in € and involves all types of building energetic improvements. As at 04/04/2025

## Key points for Sto

- Commitment to climate targets: **construction sector central** to achieving targets.
- **Construction of new buildings and refurbishment** as task areas that are to be underpinned by an investment, tax relief and bureaucracy reduction campaign, social residential construction and a 'residential construction turbo'.
- **Serial, modular and systemic construction** should provide impetus.
- Continuation of subsidisation: **refurbishment** and heating subsidisation are on an equal footing in the coalition agreement.
- **Tax deductibility** of the costs of **energy refurbishments of inherited properties**.
- Temporary **eligibility** of **EH55 standards** (standards for building efficiency) for capitalisation of the building surplus.
- **Special Infrastructure Fund** enables the use of funds by the federal states (EUR 100 billion) for national and state roads and, for example, school buildings and sports facilities; inflow from the Special Infrastructure Fund of EUR 8.34 billion per year into the KTF (climate and transformation fund).

# Outlook

## Outlook for 2025 as a whole

	<b>2025*</b>
Turnover	approx. EUR 1.57 billion
EBIT	EUR 51 - 71 million
EBT	EUR 50 - 70 million
Return on Sales (EBT)	3.1 - 4.5 %
ROCE	6.8 - 9.6 %

\* The forecast is based on average weather conditions and an economic development in line with expectations in Sto's key markets as well as a mainly stable euro exchange rate. Another key assumption is that geopolitical tensions such as the Russia- Ukraine conflict or the Middle East conflict will not cause any significant impairment of demand in the markets relevant to Sto and that there will be no restrictions in the conduct of business activities or the supply of raw materials, bought-in products and energy. Further significant amendments to general conditions, such as the introduction of tariffs by the US government, which could have a considerable impact on Sto's key trading partners and thus above all an indirect impact on the Sto Group, cannot be reliably calculated and have not been taken into account. The risks and opportunities for 2025 fiscal year are described in detail in the Management report of the Annual Report 2024.

# Awards

## German Sustainability Award 2025 - Two-time finalist

Sto was nominated twice for the 17th German Sustainability Award, which was presented in Düsseldorf at the end of November 2024, and was selected as a finalist in each case – both at company level and with StoTherm AimS in the Products 2025 category in the climate transformation field. Sto was presented with the two certificates by the Executive Board of the German Sustainability Award Foundation during the "Hour of the Finalists".





# 70 years of Sto



## Fritz Stotmeister Award



recognises strong team performances in the Sto Group that fulfil the implementation of the strategic attributes in a special way



Winning team 2022:  
Team Sto Klimaschutz



Winning team 2023:  
Team Sto Kiber

# Thank you for your interest!

## Sto SE & Co. KGaA

18 June 2025

Sto SE & Co. KGaA reception building  
Design: Wilford Schupp Architekten, Stuttgart, DE  
Orange Blu, Stuttgart, DE

