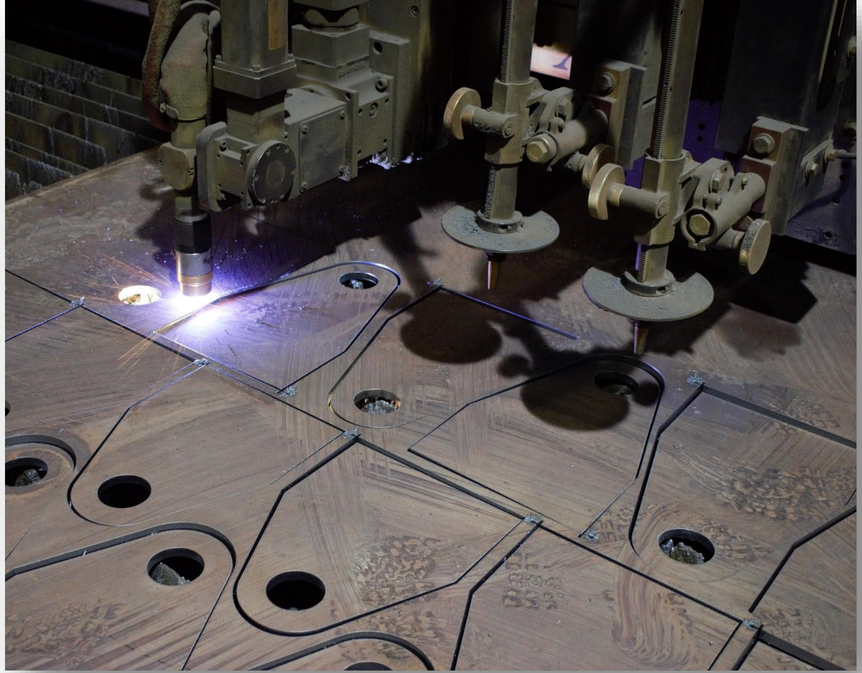

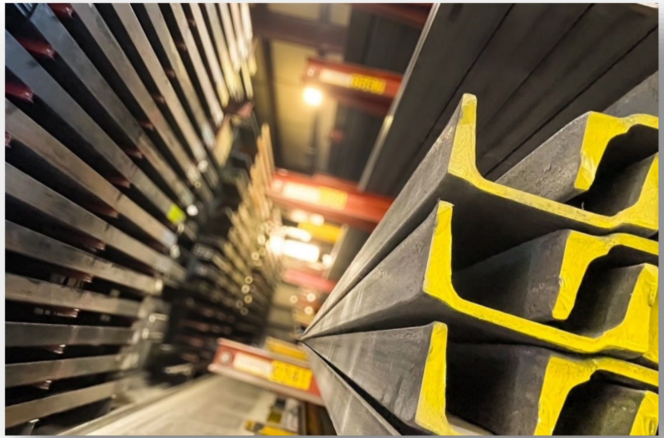

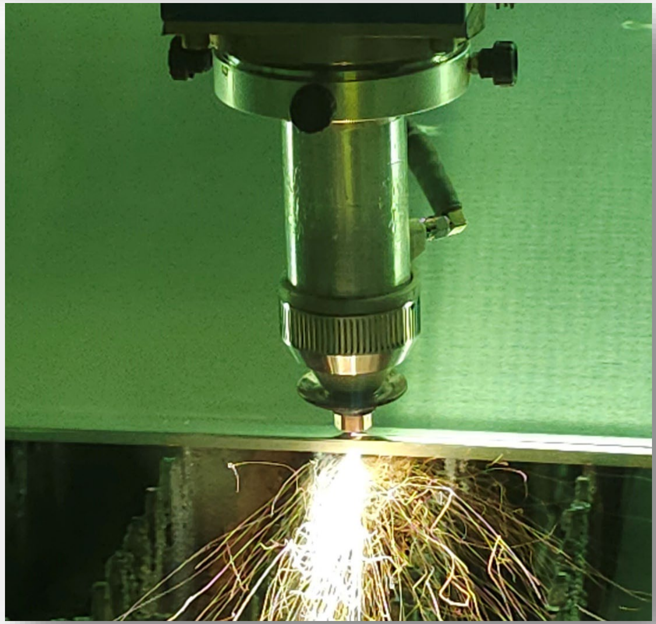

Russel Metals

COMPANY UPDATE - NOVEMBER 2025

CAUTIONARY STATEMENT ON FORWARD-LOOKING INFORMATION

Certain statements contained in this presentation constitute forward-looking statements or information within the meaning of applicable securities laws, including statements as to our future capital expenditures, our outlook, the availability of future financing, our ability to pay dividends and the anticipated benefits from acquisitions, the timing to close the acquisition and there can be no assurance that the proposed acquisition will occur, or that it will occur on the exact terms contemplated in this presentation. Forward-looking statements relate to future events or our future performance. All statements, other than statements of historical fact, are forward-looking statements. Forward-looking statements are often, but not always, identified by the use of words such as "seek", "anticipate", "plan", "continue", "estimate", "expect", "may", "will", "project", "predict", "potential", "targeting", "intend", "could", "might", "should", "believe" and similar expressions. Forward-looking statements are necessarily based on estimates and assumptions that, while considered reasonable by us, inherently involve known and unknown risks, uncertainties and other factors that may cause actual results or events to differ materially from those anticipated in such forward-looking statements, including the factors described below.

While we believe that the expectations reflected in our forward-looking statements are reasonable, no assurance can be given that these expectations will prove to be correct, and our forward-looking statements included in this presentation should not be unduly relied upon. These statements speak only as of the date of this presentation and, except as required by law, we do not assume any obligation to update our forward-looking statements. Our actual results could differ materially from those anticipated in our forward-looking statements including as a result of the risk factors described above and under the heading "Risk" in our MD&A and under the heading "Risk Management and Risks Affecting Our Business" in our most recent Annual Information Form and as otherwise disclosed in our filings with securities regulatory authorities which are available on SEDAR+ at www.sedarplus.ca.

Risk Factors - We are subject to a number of risks and uncertainties which could have a material adverse effect on our future profitability and financial position, including the risks and uncertainties listed below, which are important factors in our business and the metals distribution industry. Such risks and uncertainties include, but are not limited to: volatility in metal prices; cyclicality of the metals industry; future acquisitions; product claims; significant competition; sources of supply and supply chain disruptions; manufacturers selling directly; material substitution; failure of our key computer-based systems; cybersecurity; credit and liquidity risk; currency exchange risk; restrictive debt covenants; the unexpected loss of key individuals; decentralized operating structure; labour interruptions; laws and governmental regulations; litigious environment; environmental liabilities; climate change; carbon emissions; health and safety laws and regulations; and common share risk.

NON-GAAP MEASURES

In this Information Package we use certain financial measures that do not comply with International Financial Reporting Standards (IFRS or GAAP) or have standardized meanings, and thus, may not be comparable to similar measures presented by other issuers, for example EBIT and EBITDA and Other Information in the Financial Summary are Non-GAAP measures or ratios. Reference should be made to our MD&A for further discussion of Non-GAAP measures and ratios. Management believes that these Non-GAAP measures may be useful in assessing our operating performance and as an indicator of our ability to service or incur indebtedness, make capital expenditures and finance working capital requirements. EBIT and EBITDA should not be considered in isolation or as an alternative to cash from operating activities or other combined income or cash flow data prepared in accordance with IFRS. EBIT and EBITDA and a number of the ratios provided under Other Information are used by debt and equity analysts to compare our performance against other public companies.

DEFINITIONS:
Cash from Working Capital - represents cash generated from changes in non-cash working capital.
EBIT or Operating Profits - represents net earnings before interest and income taxes.
EBITDA - represents net earnings before interest, income taxes, depreciation and amortization. Adjusted EBITDA excludes non-cash asset impairments or non-recurring items.
Free Cash Flow - represents cash from operating activities before changes in non-cash working capital less capital expenditures.
Gross Margin - represents revenues less cost of sales.
Gross Margin Percentage - represents gross margin over revenues.
Inventory Turns - represent annualized cost of sales divided by ending inventory.
Liquidity - represents cash on hand less bank indebtedness plus excess availability under our bank credit facility.
Selling Price per Ton - represents revenues divided by tons shipped.
Tons Shipped - represents revenue volumes in our standardized metal service center unit of measure, which is imperial tons.
Return on Invested Capital - represents EBIT divided by average invested capital (net debt plus shareholders' equity).
Net Debt – represents total short term and long-term debt less cash and cash equivalents.

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Russel Metals

I. OVERVIEW

Q3 2025 IN REVIEW

CONTINUING IMPROVEMENT IN TREND RESULTS

Revenues up 10% in first nine months of 2025 vs. first nine months of 2024

Gross margins up 100 bps in first nine months of 2025 vs. first nine months of 2024

Year-over-year increase in EBITDA

DISCRETIONARY CAPEX INVESTMENTS

Q3 capex of $15 mm

New investment opportunities being explored related to the W. Canada/former Samuel branches and the Kloeckner operations

CAPITAL DEPLOYED

>$1.7 bl. at 9/30/25 vs. $1.6 bl. at 12/31/24 and $1.3 billion at 12/31/23

Kloeckner acquisition would move invested capital to ~$1.9 Bl.

GENERATED STRONG ROIC

16% annualized for YTD to Sept. 30/25

GREW U.S., SPECIALTY & VALUE-ADD % of TOTAL REVENUES

U.S. = 44% in YTD 2025 vs. 30% in 2019 – will be >50% upon Kloeckner acquisition closing

Non-Ferrous = 11% in YTD 2025 vs. 9% in 2024

RETURNED CAPITAL TO SHAREHOLDERS

Share buybacks: $14 mm in Q3/$63 mm YTD to Sept. 30/25

Dividends: $24 mm in Q3/$72 mm YTD to Sept. 30/25

RETAINED BALANCE SHEET FLEXIBILITY FOR FUTURE OPPORTUNITIES

Liquidity of $600 mm or $435 mm pro forma for the Kloeckner acquisition

BUSINESS HIGHLIGHTS

Compelling Market Position with Strong Supplier Relationships and Market Insight

- One of the largest metals distribution and processing companies in North America
- Well-established relationships with North American steel producers and one of the largest independent steel importers in North America
- Global supplier reach provides timely access to market information and outlook to proactively manage inventory

Diversified Products and Customer Base

- Operates in three segments, each with a distinct customer base and business cycle
- Customers across a wide variety of industries including machinery and equipment manufacturing, non-residential construction, shipbuilding and natural resources

Flexible Business Model Through Cycles to Minimize Risk

- Variable cost/compensation model and prudent inventory management drives counter cyclical cash flows in market downturns
- Russel Metals' metals service centers have consistently turned inventory at higher rates than the industry average

Repositioned Portfolio to Enhance Return on Capital/Reduce Cash Flow Volatility

- Monetized the OCTG/Line Pipe segment of the energy portfolio
    - Repatriated underperforming capital; Reduced volatility; Enhanced average returns and margins
- Reinvested in value-added processing and commenced a facilities modernization initiative
- Completed six acquisitions since 2019 (Samuel transaction in August/24 and Tampa Bay in December/24); Kloeckner transaction is pending

Implemented a Flexible and Balanced Approach to Returning Capital to Shareholders

- Over the past two years, Russel paid $193 million of dividends and bought back $212 million of shares

Strong Liquidity and Financial Position

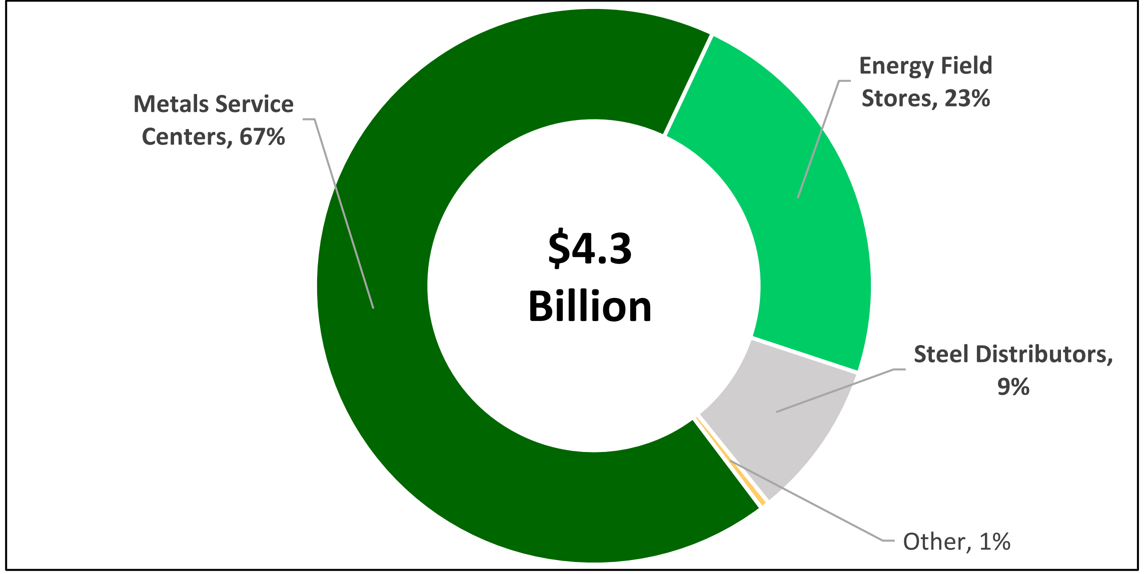
- As of Sept. 30/25:
    - Net Debt/Invested Capital 5%; Liquidity $600 million
- Rated as investment grade by both S&P and DBRS

RUSSEL METALS AT-A-GLANCE

Overview

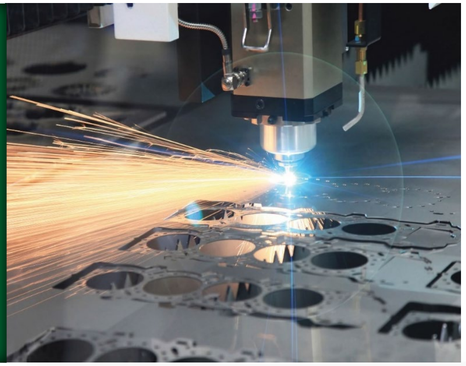
- Distribution of various industrial products across North America
- Three segments: Metal Service Centers, Energy Field Stores and Steel Distributors
- Founded in early 1900's
- Headquartered in Mississauga, Ontario, Canada
- Ticker: RUS.TO – 55.7 mm shares outstanding at 9/30/25

Revenue by Segment – 2024



Key Segments

Metals Service Centers



- Coast-to-coast in Canada
- Strong US presence in mid-west and south
- Extensive product line (carbon, stainless steel, aluminum, etc.) with a growing focus on value-added processing

Energy Field Stores

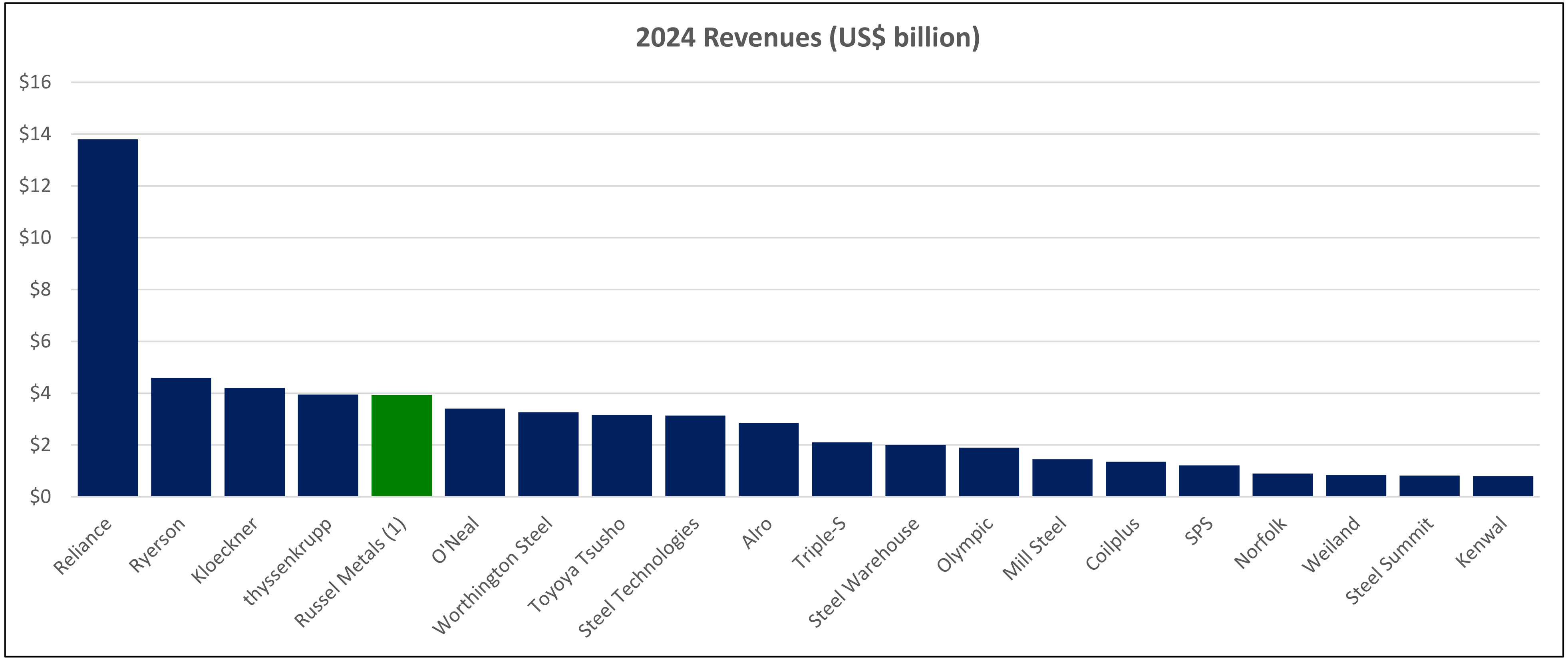
- Distribute highly engineered energy products (eg. valves, fittings, etc.)

Steel Distributors

- Sell steel in larger volumes to steel service centers & large equipment manufacturers

MARKET POSITION

- Russel is one of the largest service center companies in North America
  - Leading market position in Canada
  - Strong market position in the US South and US Mid-West

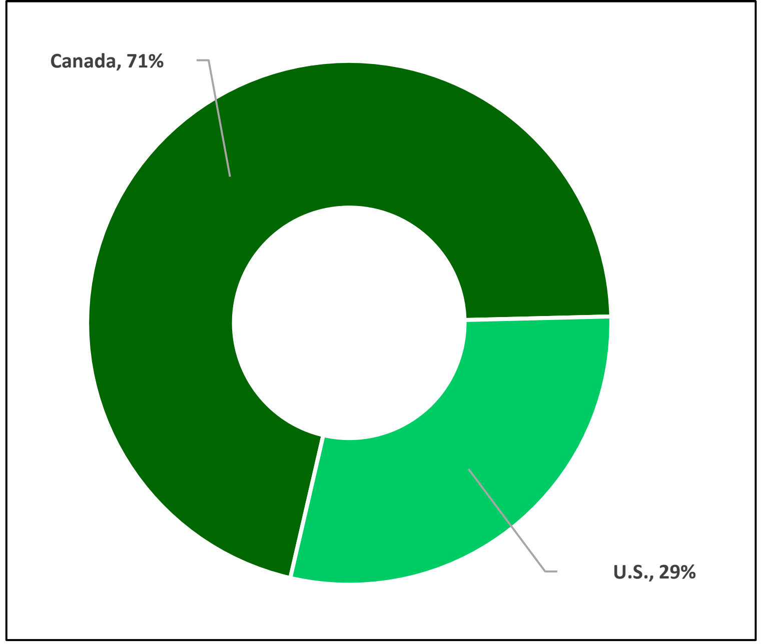


(1) Russel results are pro forma for the acquisitions of the Samuel assets, Tampa Bay Steel and the Kloeckner assets.
Source: Metal Center News, September 2025

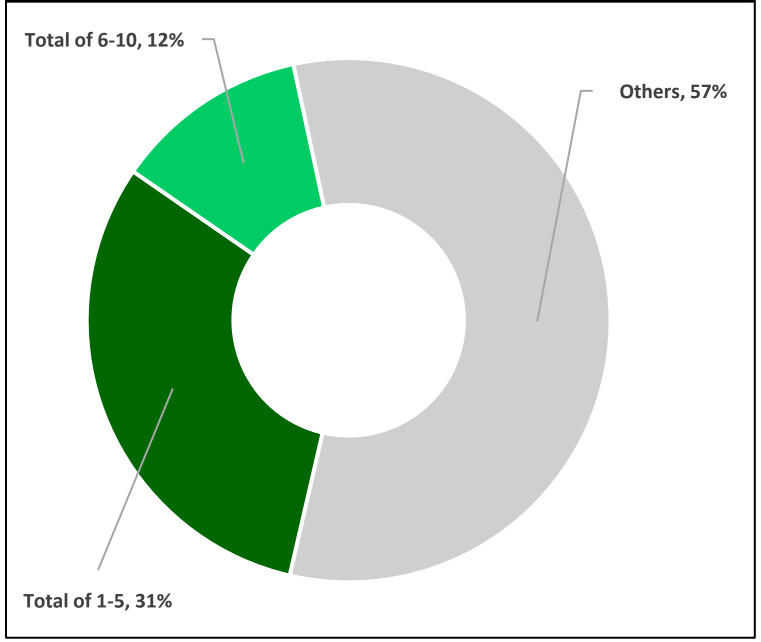
Russel Metals

DIVERSIFIED BUSINESS

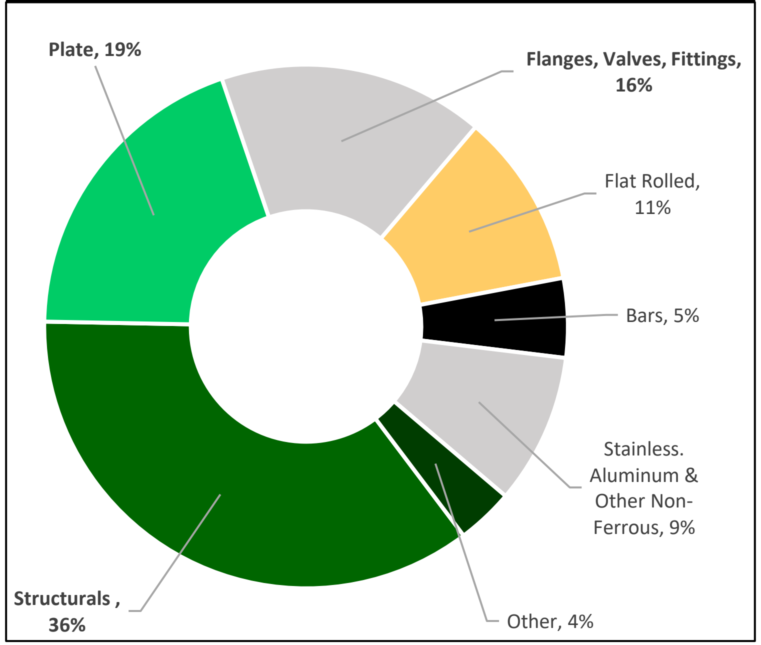
Locations – 140 Branches



Suppliers



Product Mix

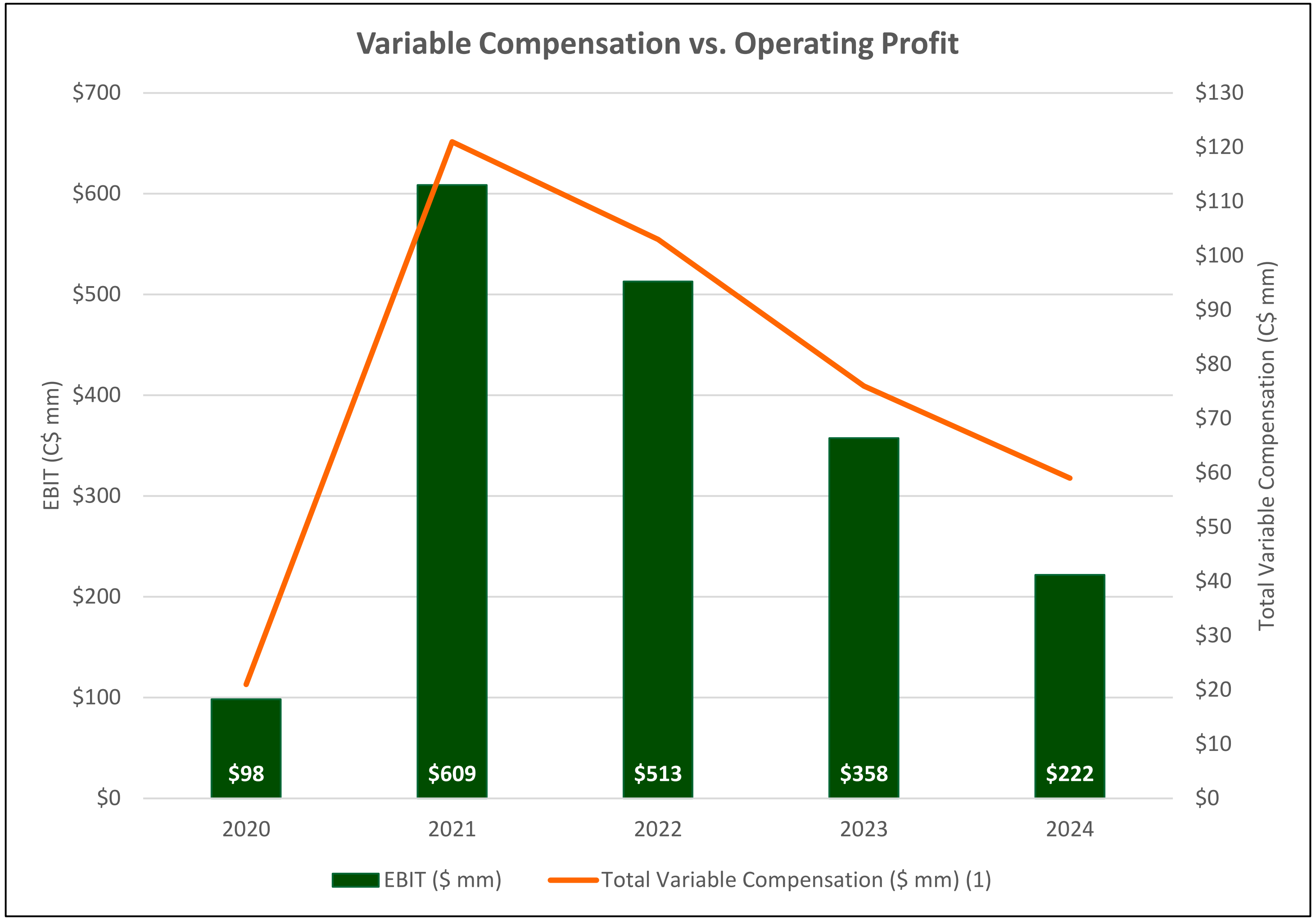


**Transactional Business Model:
Small Avg. Order Size/Large Number of Transactions/Low Customer Concentration**

- ~45,000 customers; Top 10 customers <10% of revenues
- Average >3,300 MSC transactions/day
- Average MSC segment invoice <$3,500

Note: All figures are based on 2024 results.

INCENTIVE COMPENSATION TIED TO RETURN ON CAPITAL



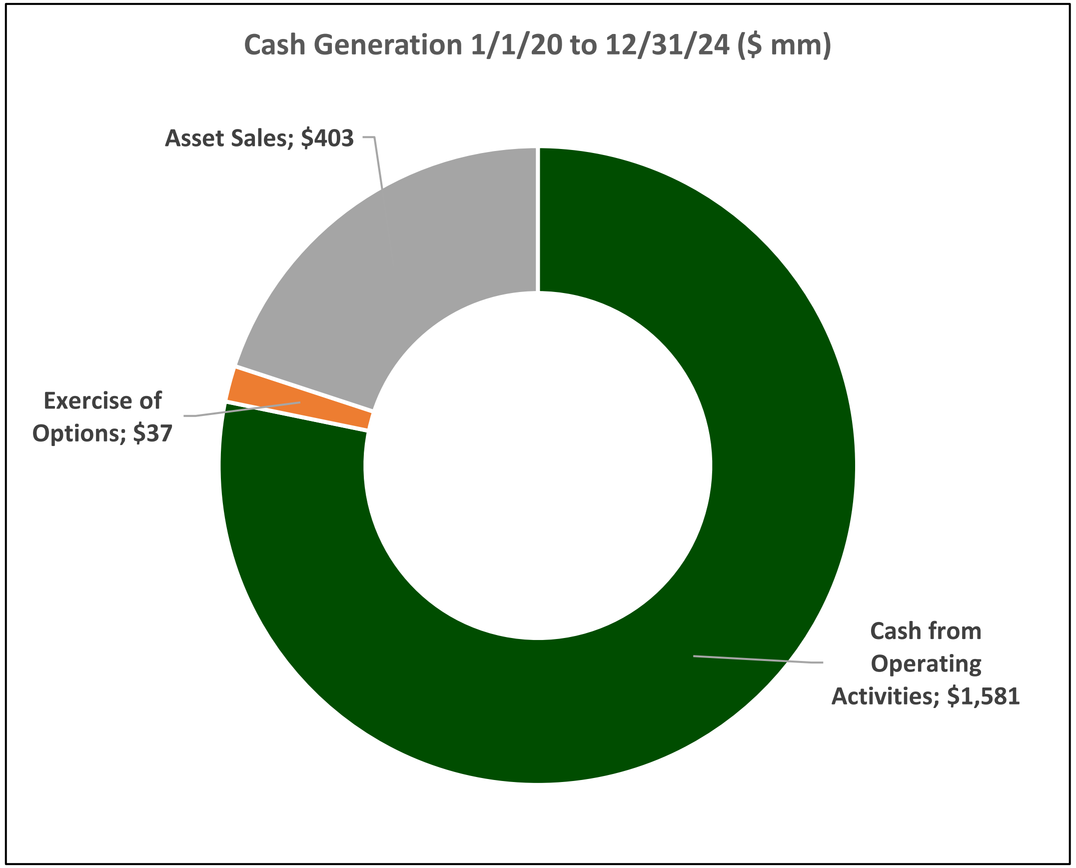
(1) Figures exclude mark-to-market adjustments for stock-based compensation.

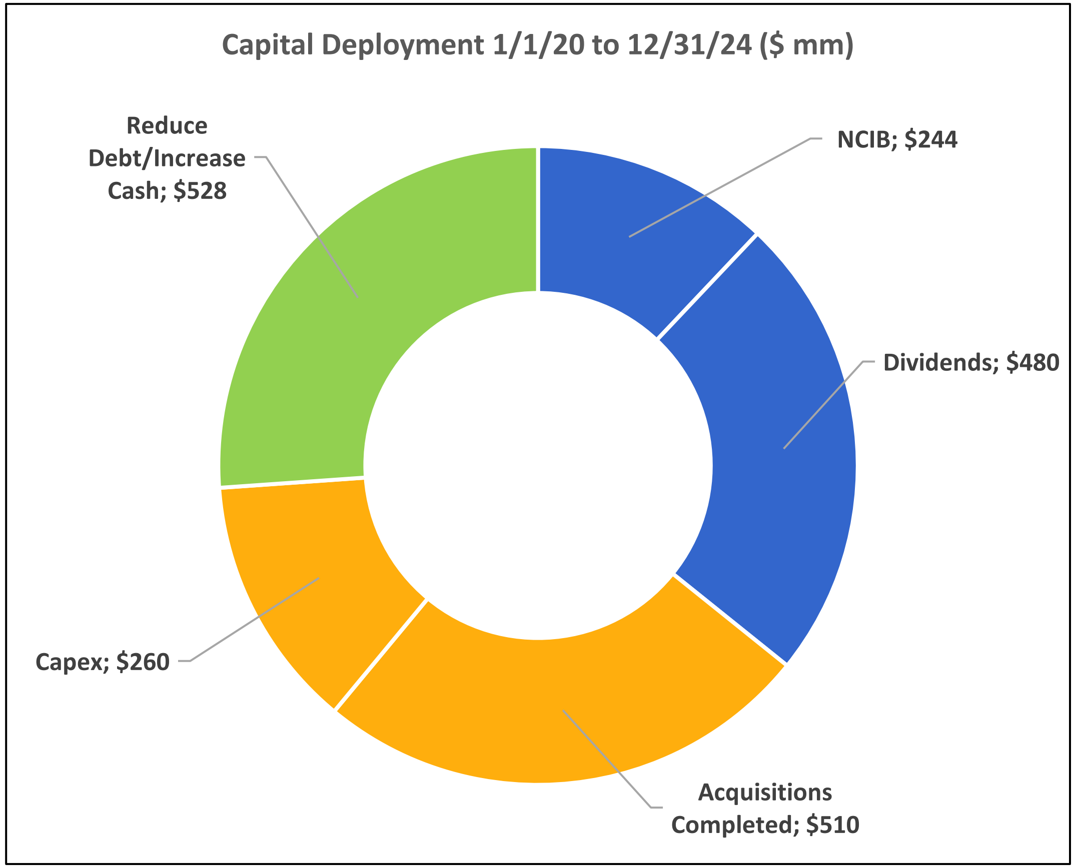
- A large number of our employees participate in a profit-sharing program, with bonus pools tied to their local returns on net assets.
- This approach is a significant element of the pay-for-performance and decentralized culture at Russel.
- The variable incentive compensation moves up and down with operating results.

Russel Metals

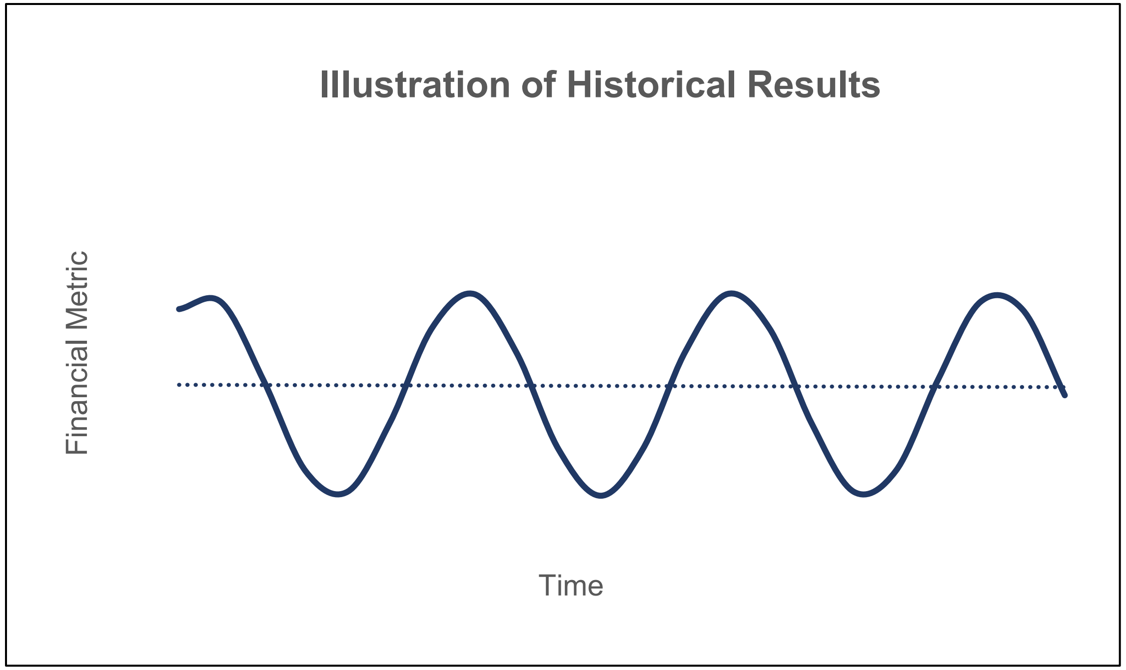
CAPITAL REALLOCATION EVOLUTION

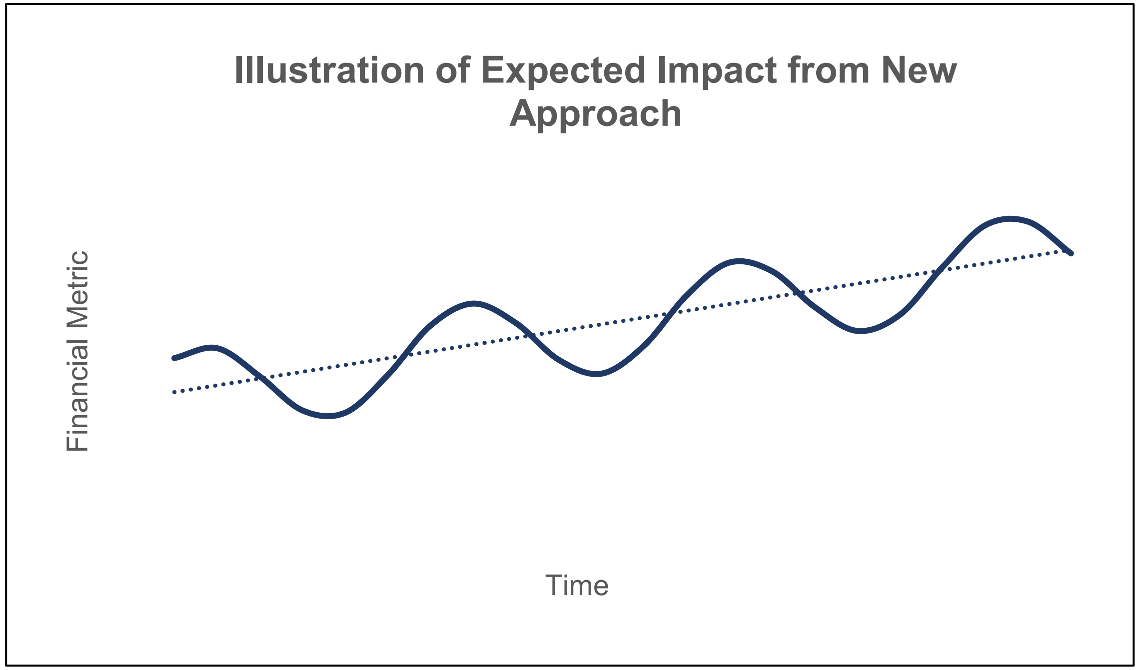
- In the five-year period of 2020-2024, we generated >$2 billion of cash and substantially changed our business and capital structure profile.





BUSINESS TRANSFORMATION





Actions

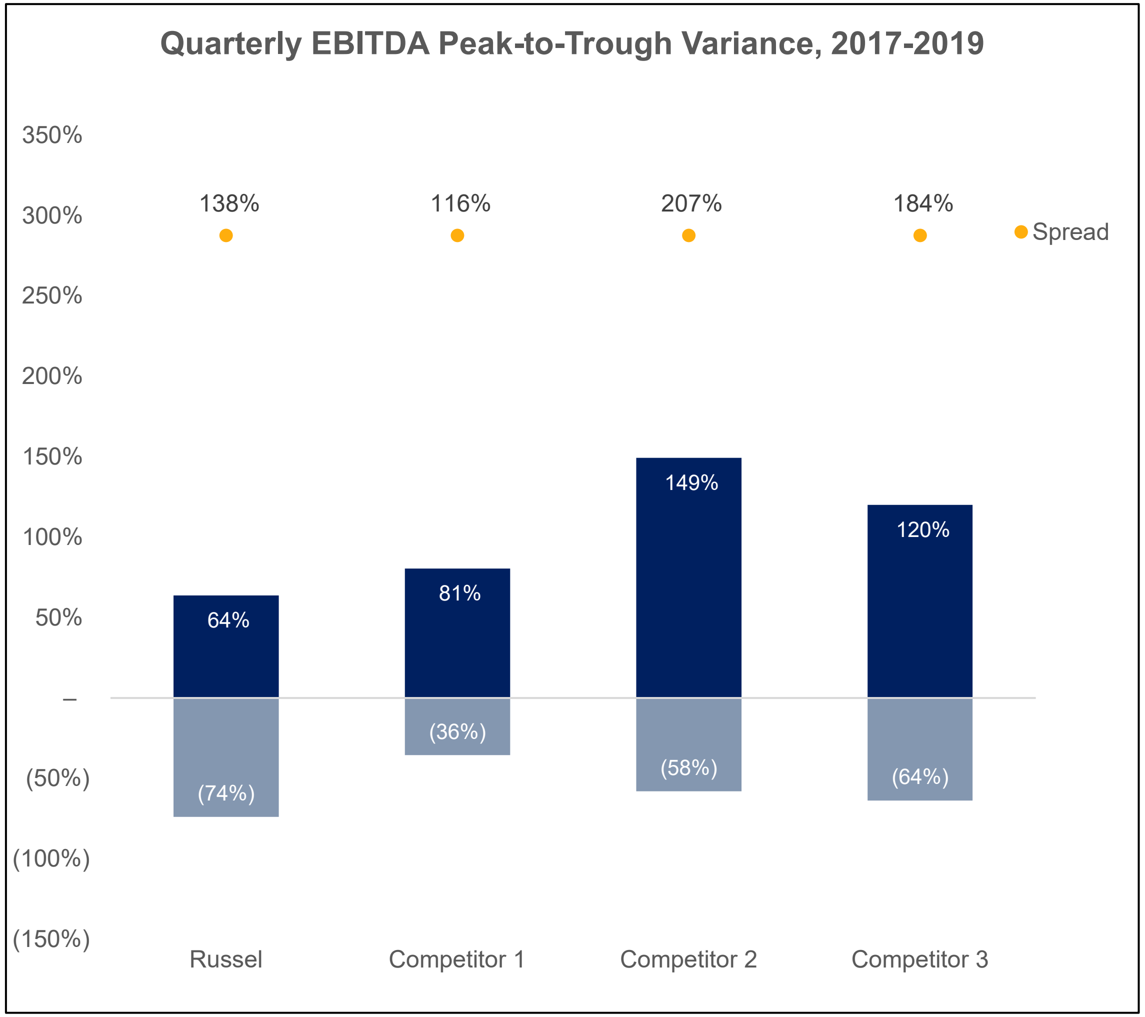
- Divested underperforming business units and repatriated $400 mm of underperforming capital
- Improvement in working capital management (better turns and eliminated risk of OCTG/line pipe).
- Reinvested in value-added equipment, facility modernizations, and acquisitions (Sanborn, Boyd, Samuel, Tampa Bay)
- Strengthened the balance sheet

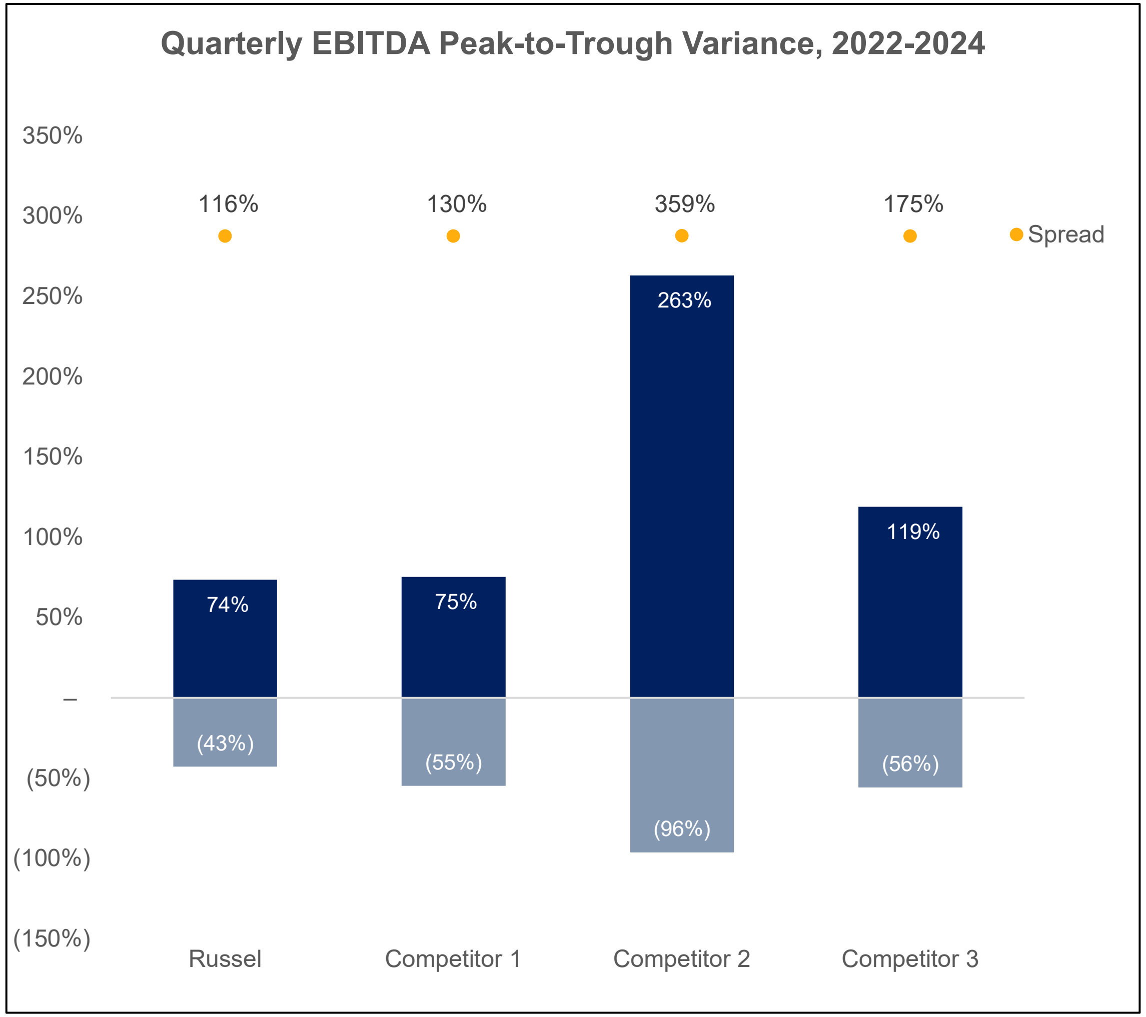
Impacts

- Raise the cycle floor and ceiling
- Reduce volatility
- Grow the business
- Reduce cost of capital

IMPACT OF PORTFOLIO CHANGES

- The portfolio changes over the past few years significantly reduced our EBITDA variance between the peak and trough on both an absolute basis and relative to our peers.

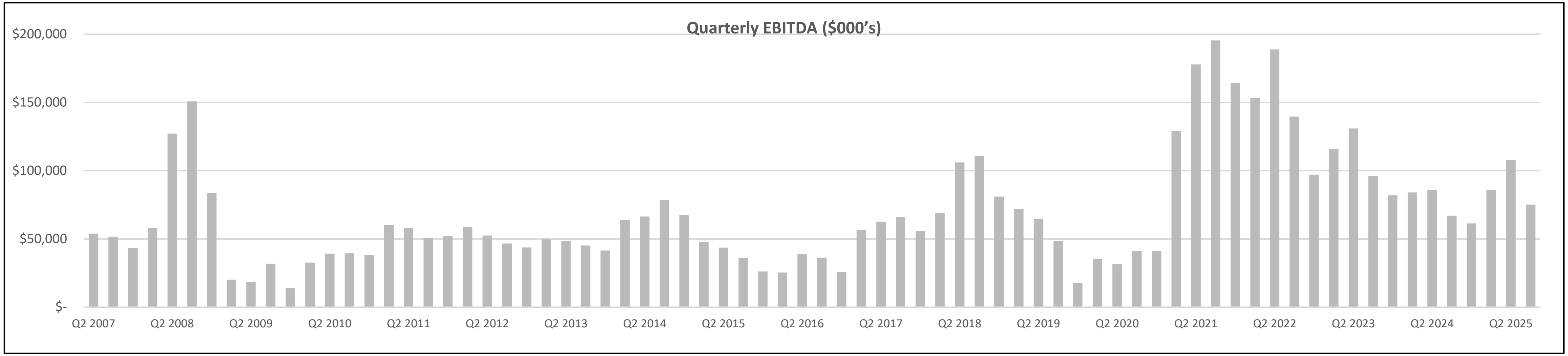


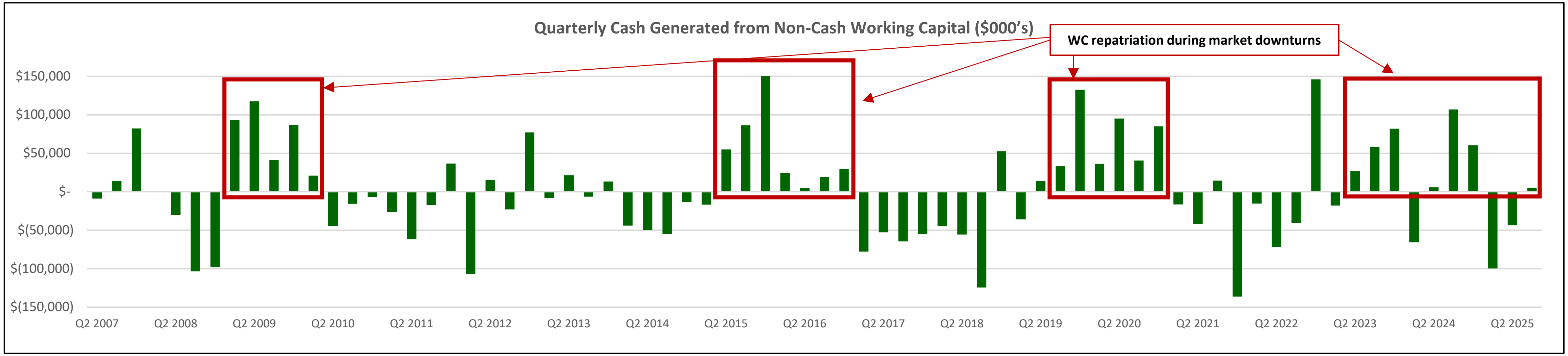


Note: Results reflect the inclusion of non-recurring items (typically charges) and exclude LIFO income/expense (ie. FIFO based inventory methodology for those US companies that report both LIFO and FIFO). To calculate the peaks/trough/variances, the highest/lowest EBITDA within the lookback periods were compared to the average 3-year quarterly EBITDA of the lookback periods.

WORKING CAPITAL MANAGEMENT/COUNTER CYCLICALITY OF FCF

- Working capital management is a long-term strategy due to the volatile nature of the markets in which we operate.





ESG FOCUS

Summary From Sustainability Report Updated April, 2025

Environmental

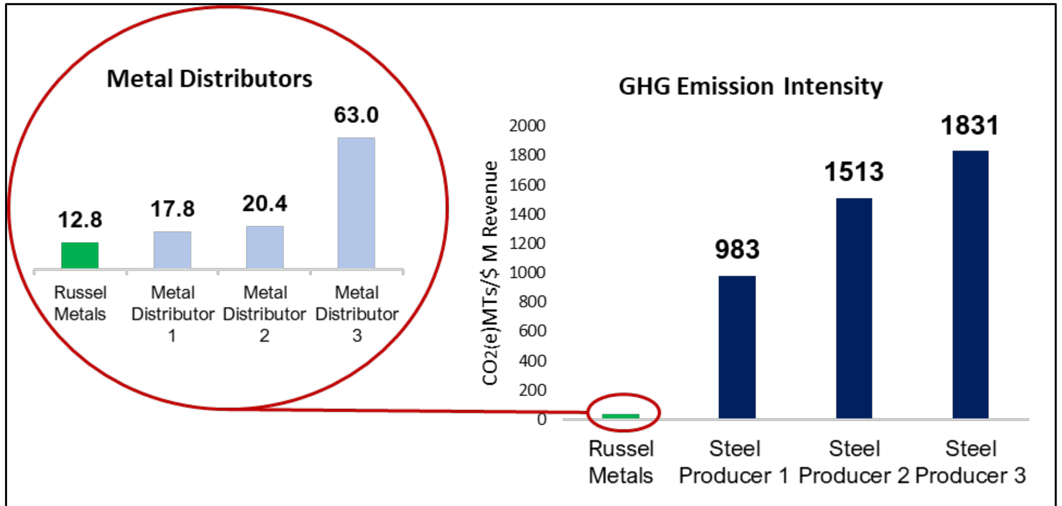
- Divested OCTG/Line Pipe business
- Low carbon emissions from operations
    - Over the past five years, our revenues grew by 63% vs. a 2% increase in GHG emissions.

Social

- Structured H&S Program “Mission Zero”
    - Dash cam roll out
    - Trailer fall prevention
    - Material handling/hand injury prevention
- Corporate charitable program, including matching of employee donations
- Scholarship fund for children of employees
- Ethical, Privacy and Social Policies

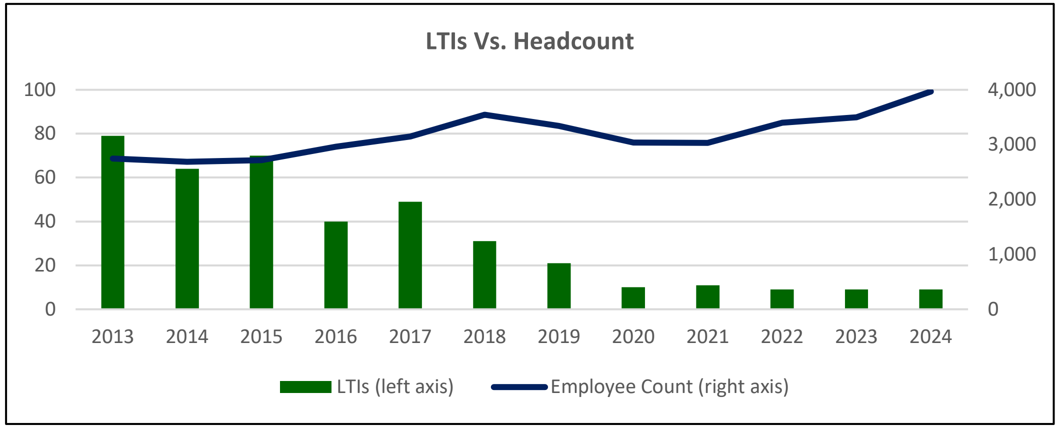
Governance

- Female Representation: 33% Board; 29% Corporate Executive
- Independent Board and Audit Committee
- Code of Business Conduct
- Independent Whistleblower program

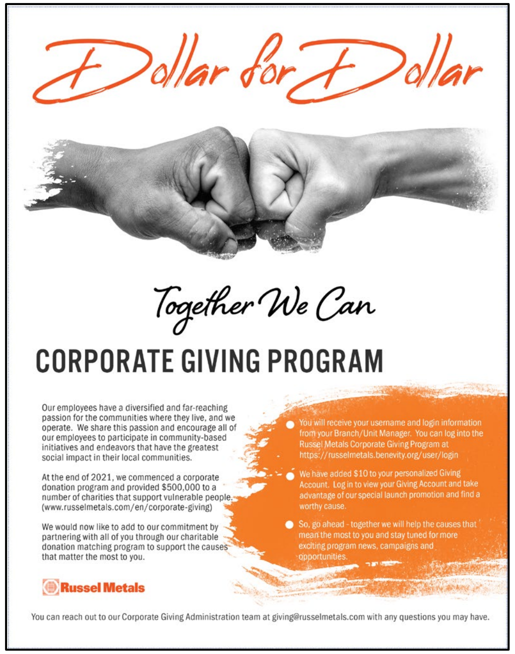


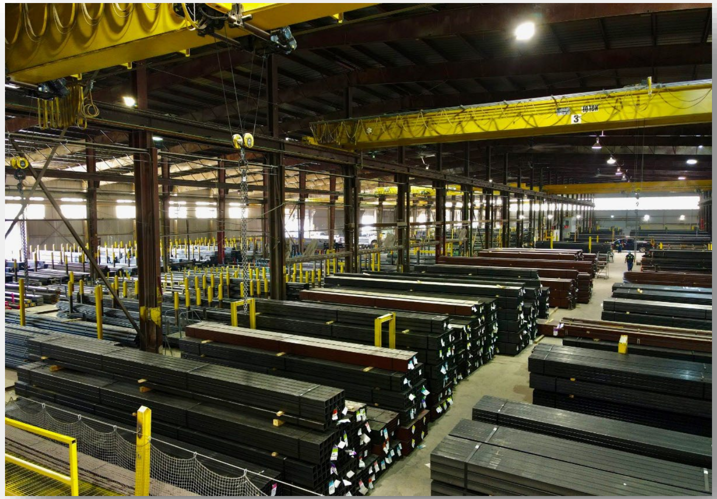
Russel Metals is 2024 data and revenue is in CAD; peers and steel producers are 2023 data and revenue is in USD.

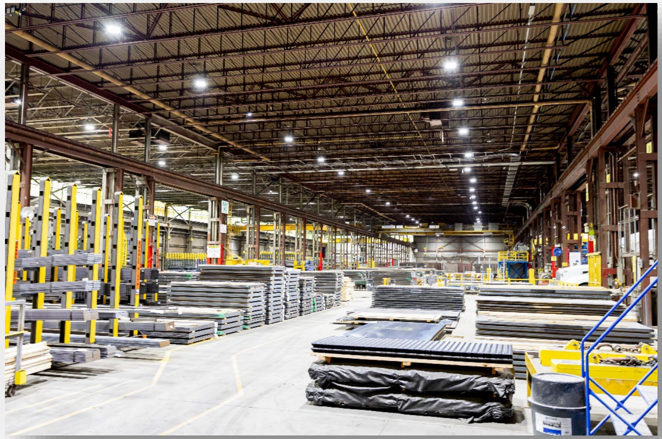
Health and Safety Metrics (LTI’s):



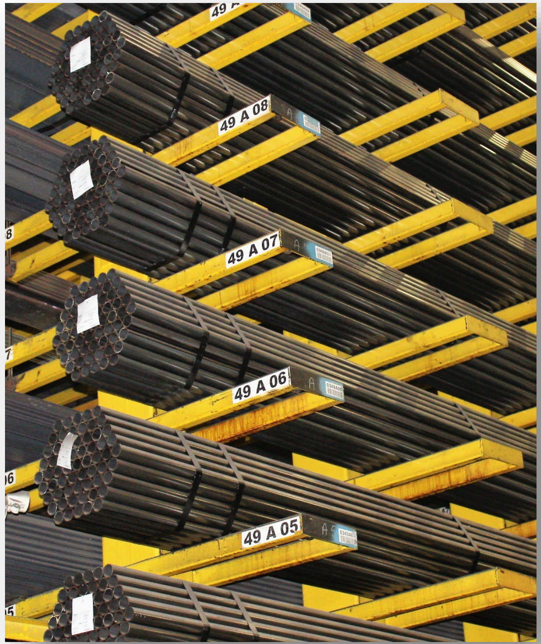
See Russel Metals Annual Information Form for definitions and additional information







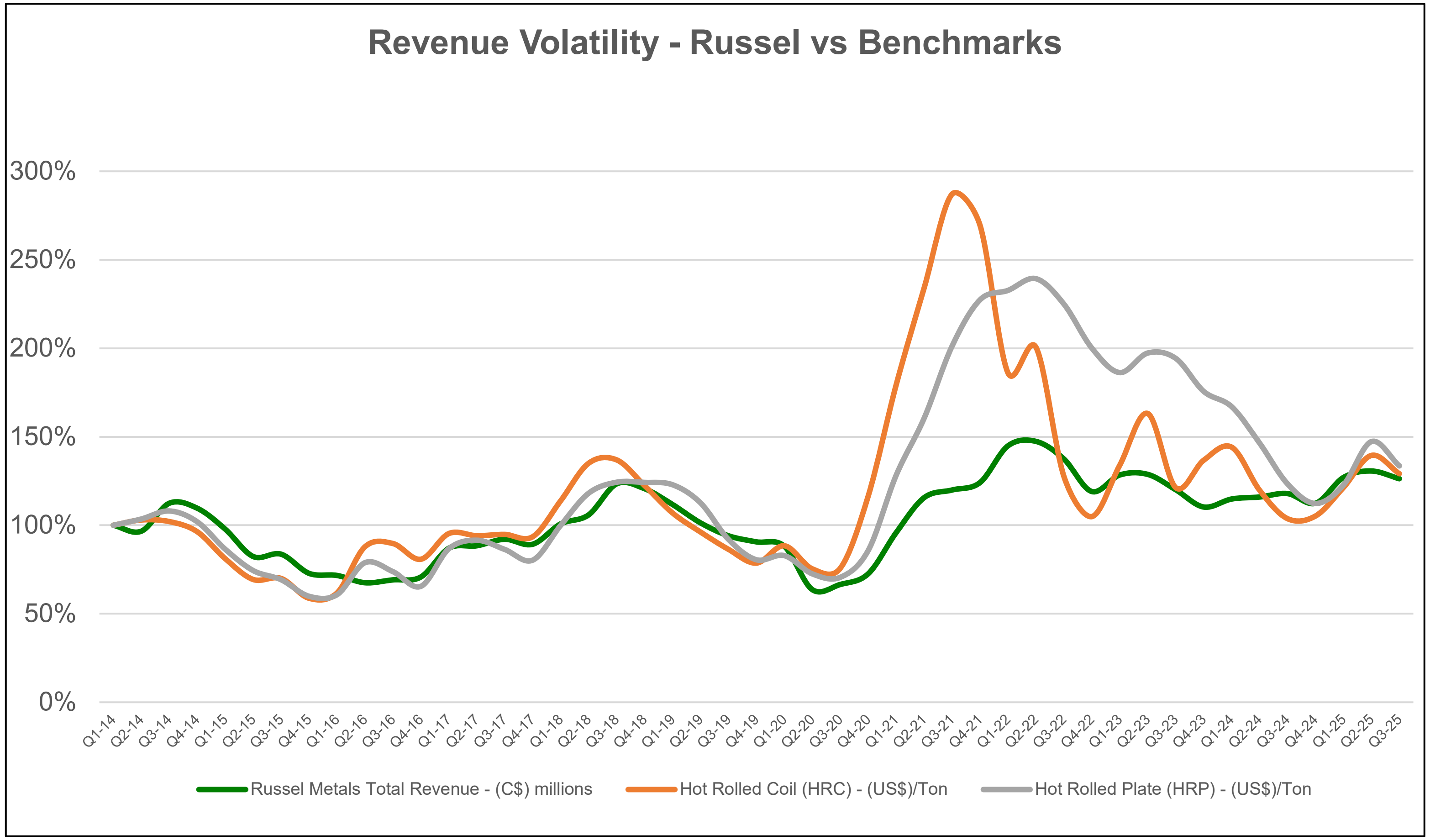
II. MARKET TRENDS



REVENUE VOLATILITY VS. INDEXES

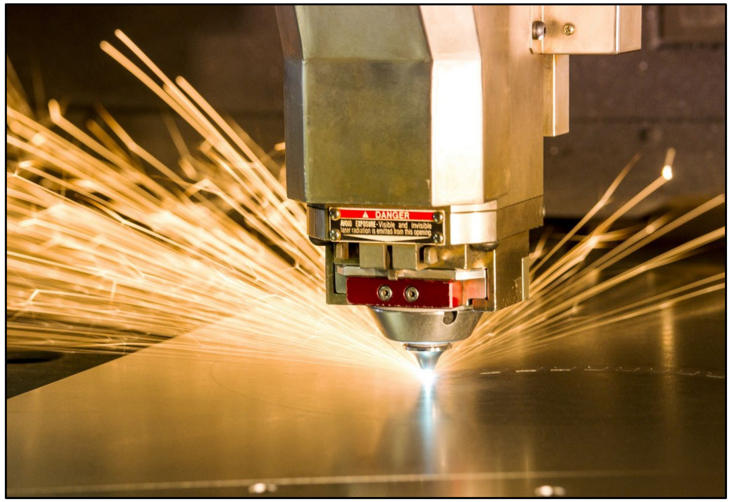
- Russel Metals' revenue is less volatile than underlying steel prices.

Relative Volatility



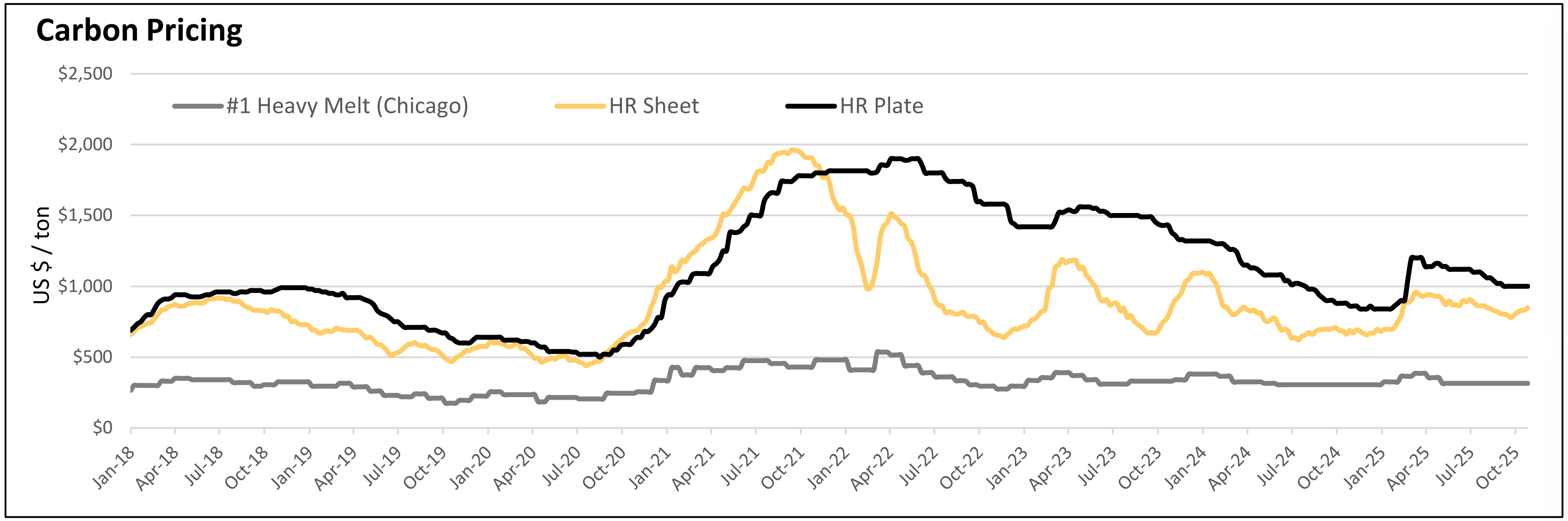
Absolute Volatility

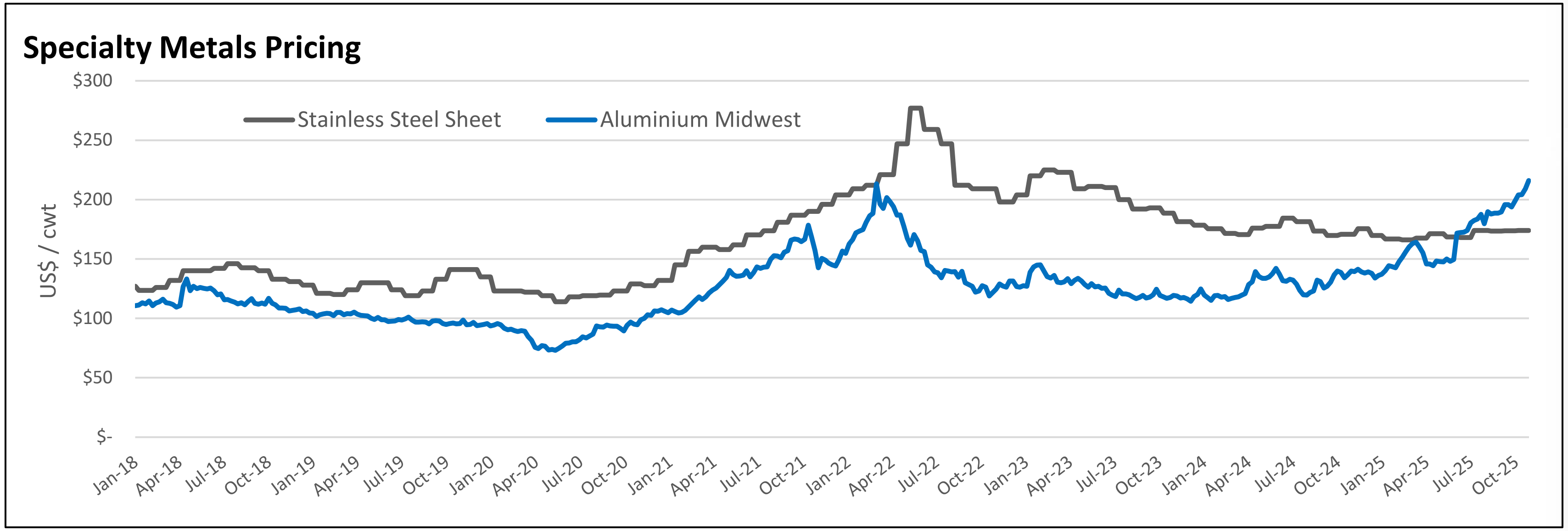
Coefficient of Variation (%)	
Russel Metals Total Revenue - (C$) millions	22%
Hot Rolled Coil (HRC) - (US$)/Ton	41%
Hot Rolled Plate (HRP) - (US$)/Ton	41%

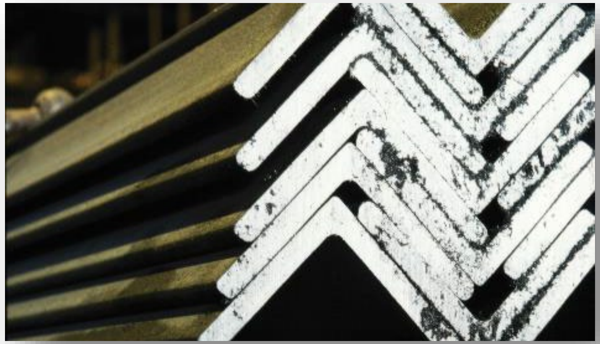


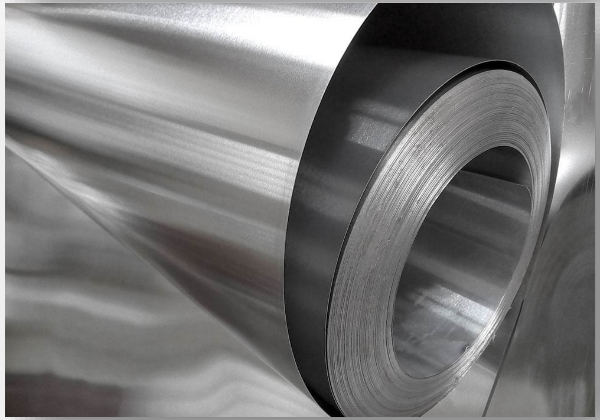
Russel Metals

BUSINESS CONDITIONS: METAL PRICING TRENDS







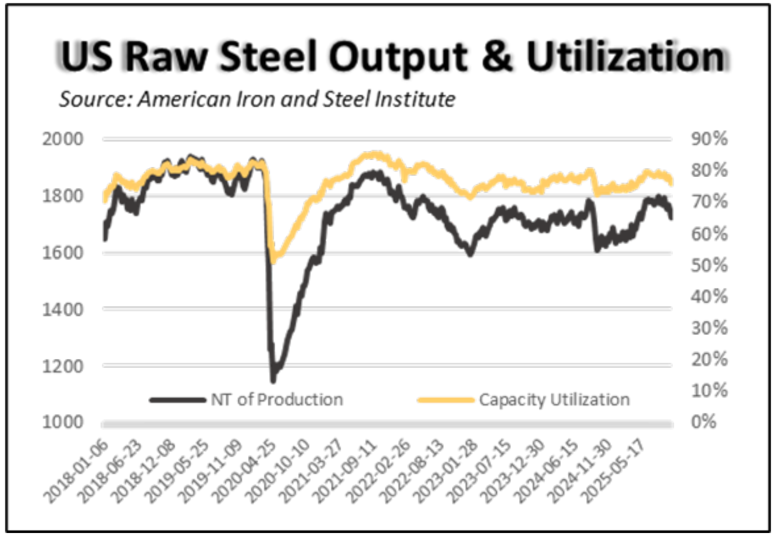


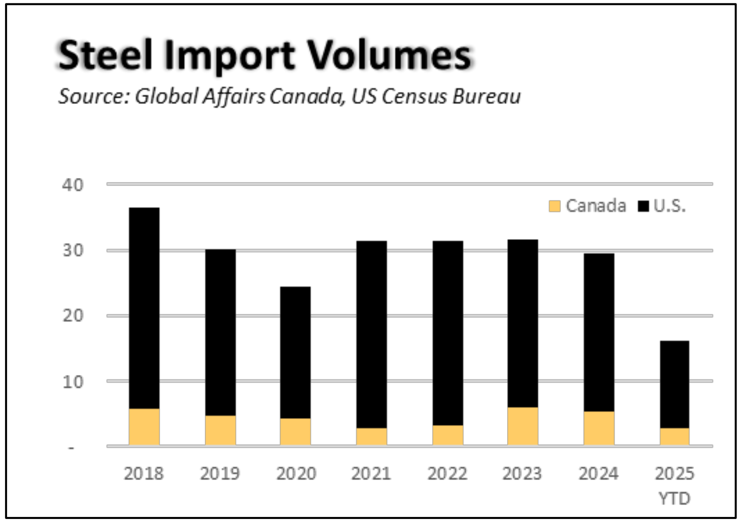
Source: Fastmarkets as of October 2025

BUSINESS CONDITIONS: SUPPLY CHAIN DYNAMICS

Steel Mills/Imports:

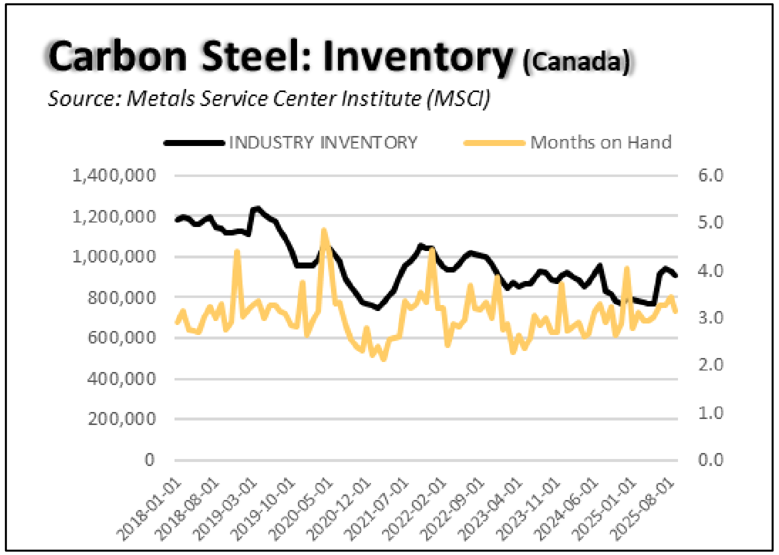
- Capacity utilization has moved up over the past few months.
- Several mills are taking maintenance shutdowns in Q4.
- Imports on a YTD basis are down in both Canada and the US.

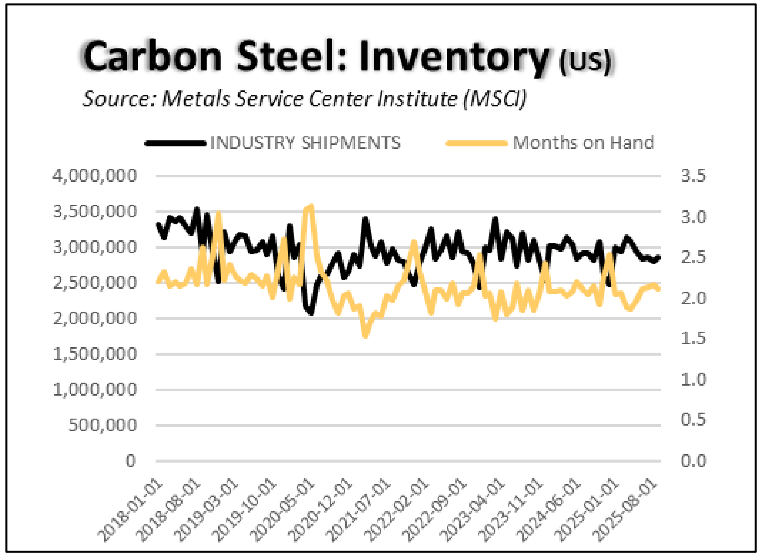




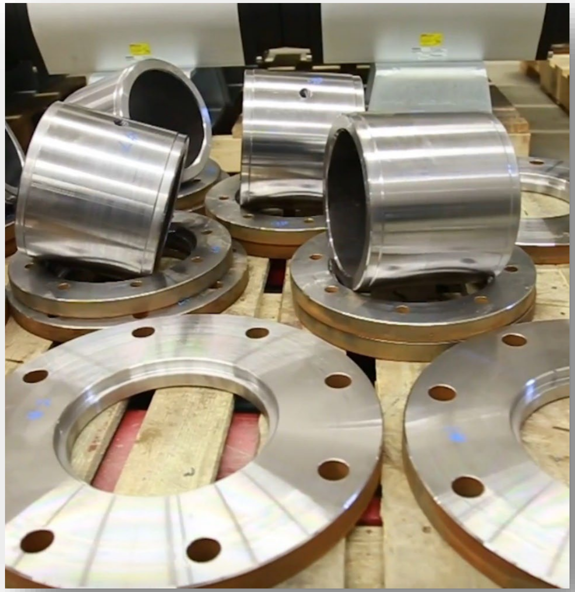
Service Centers:

- Supply chain inventories in both Canada and the US are below the historical averages.

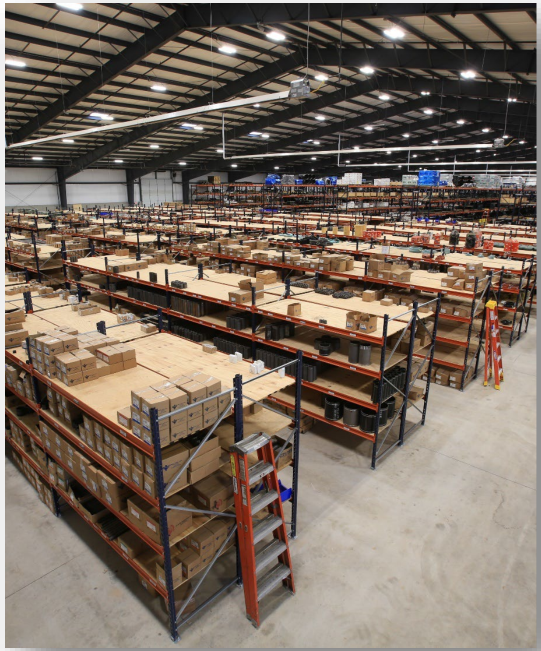




Russel Metals



III. CAPITAL ALLOCATION PRIORITIES



CAPITAL ALLOCATION PRIORITIES

Increase capital deployment with a target of >15% return over a cycle

Current Multi-Year Capex Pipeline of Potential Projects ~$175 mm

Facility Modernizations
- Five projects were mostly completed in 2024
- Other potential projects under evaluation for 2025/26

Value-Added Equipment
- Many equipment projects underway or in the planning stage in Canada and the US

Acquisitions
- Samuel acquisition closed August 12, 2024
- Tampa Bay acquisition closed December 4, 2024
- Klockner acquisition to close in late ‘25/early ‘26

Flexible approach to returning capital to shareholders

Avg. Annual NCIB Activity Past 2 Years = $106 mm

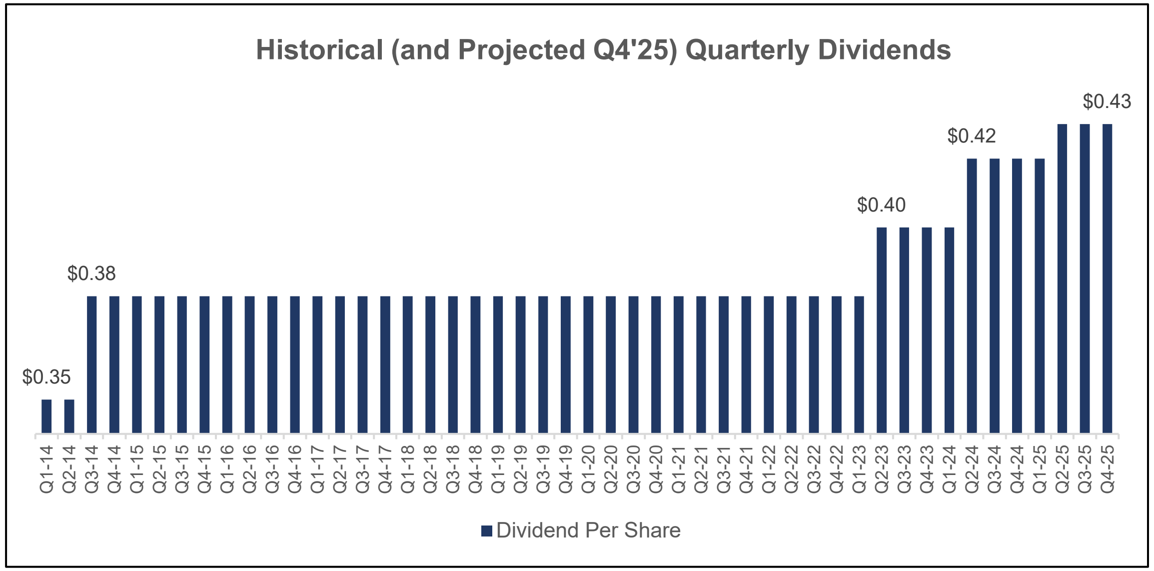
Share Buy Backs
- Q3: 330k acquired for $14 mm
- Since NCIB established in Aug/22: 8 mm acquired for $302 mm (avg. $37.77/share) 13% of shares O/S

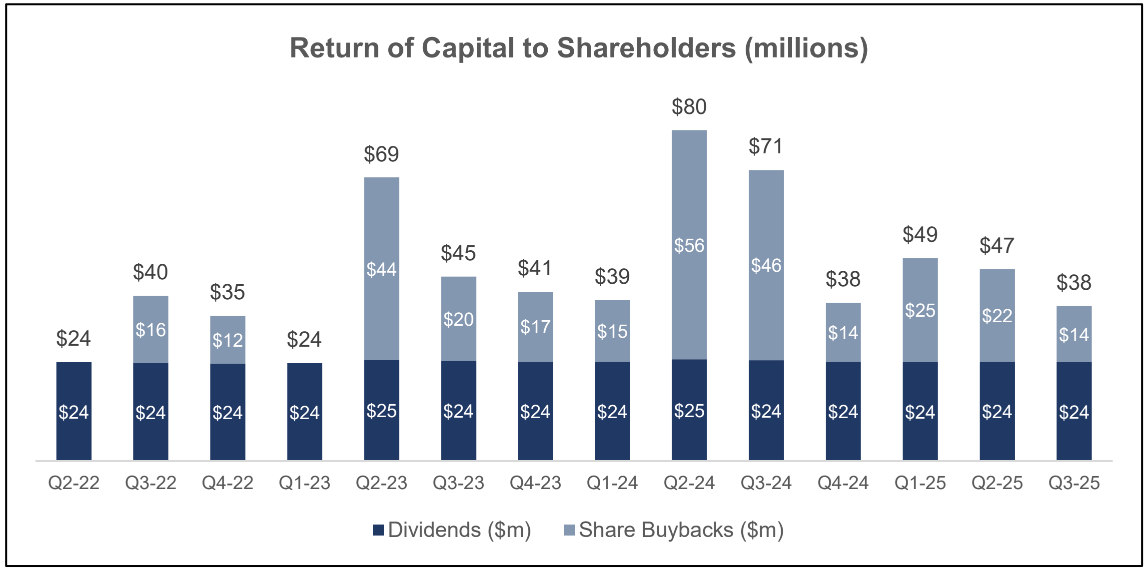
Dividends
- Increased quarterly dividend to:
  - $0.40/share in June ‘23
  - $0.42/share in June ’24
  - $0.43/share in June’25

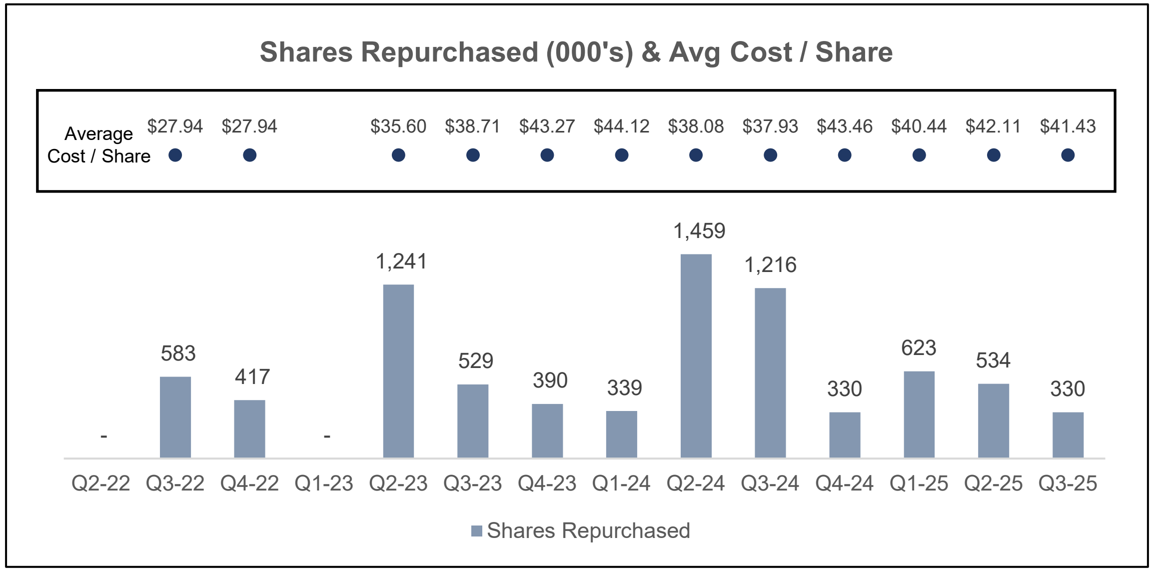
Pro Forma Run Rate = $96 mm/yr

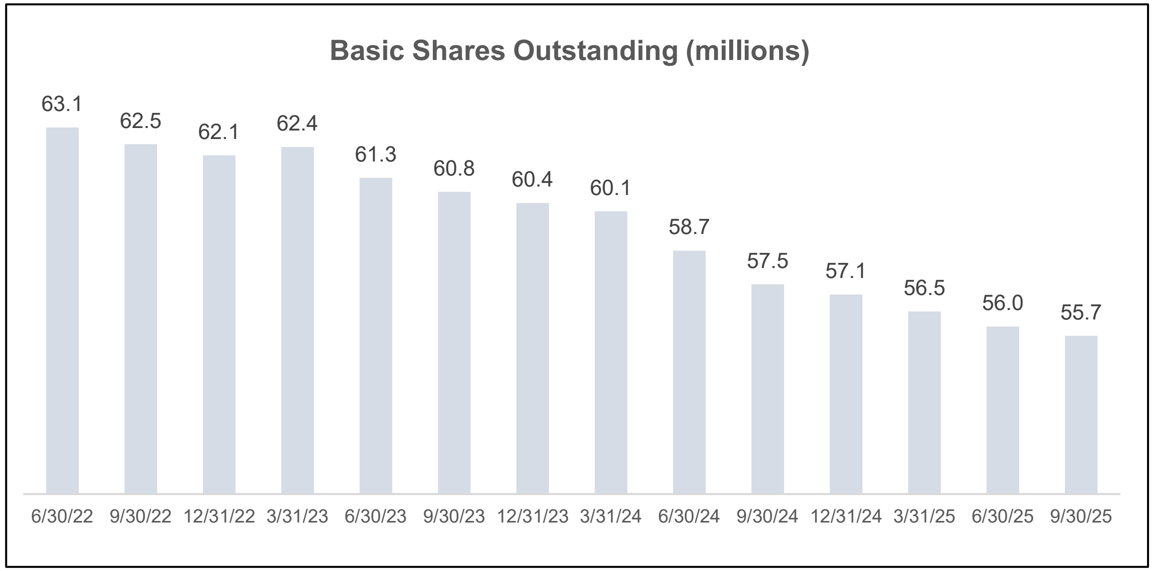
Russel Metals

DIVIDEND AND SHARE BUY BACK SUMMARY





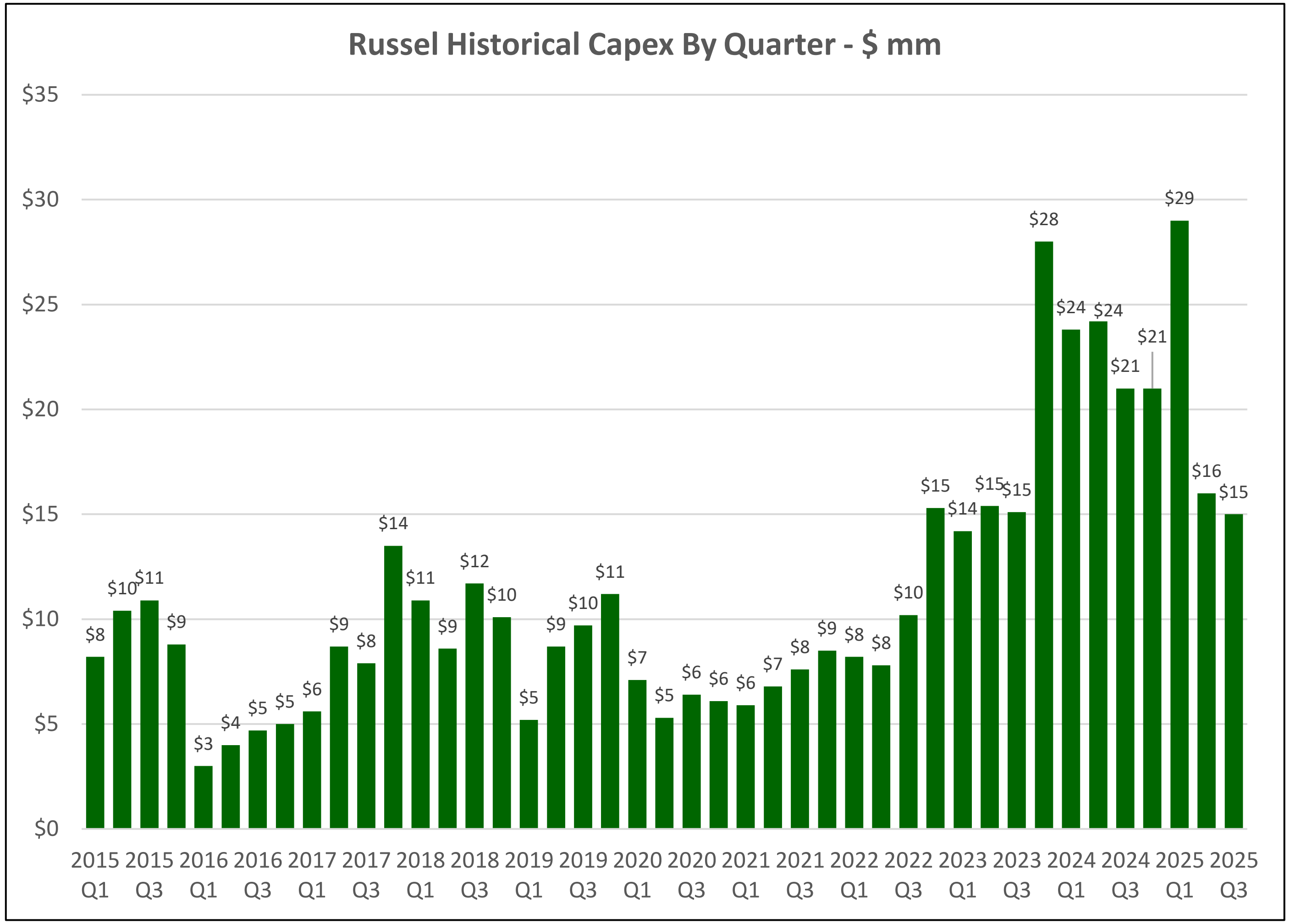




Note: Figures exclude the federal tax on share buy backs that came into effect on Jan. 1/24.

CAPEX PROGRAM

- The opportunities for value-added projects and facility modernizations are ongoing.

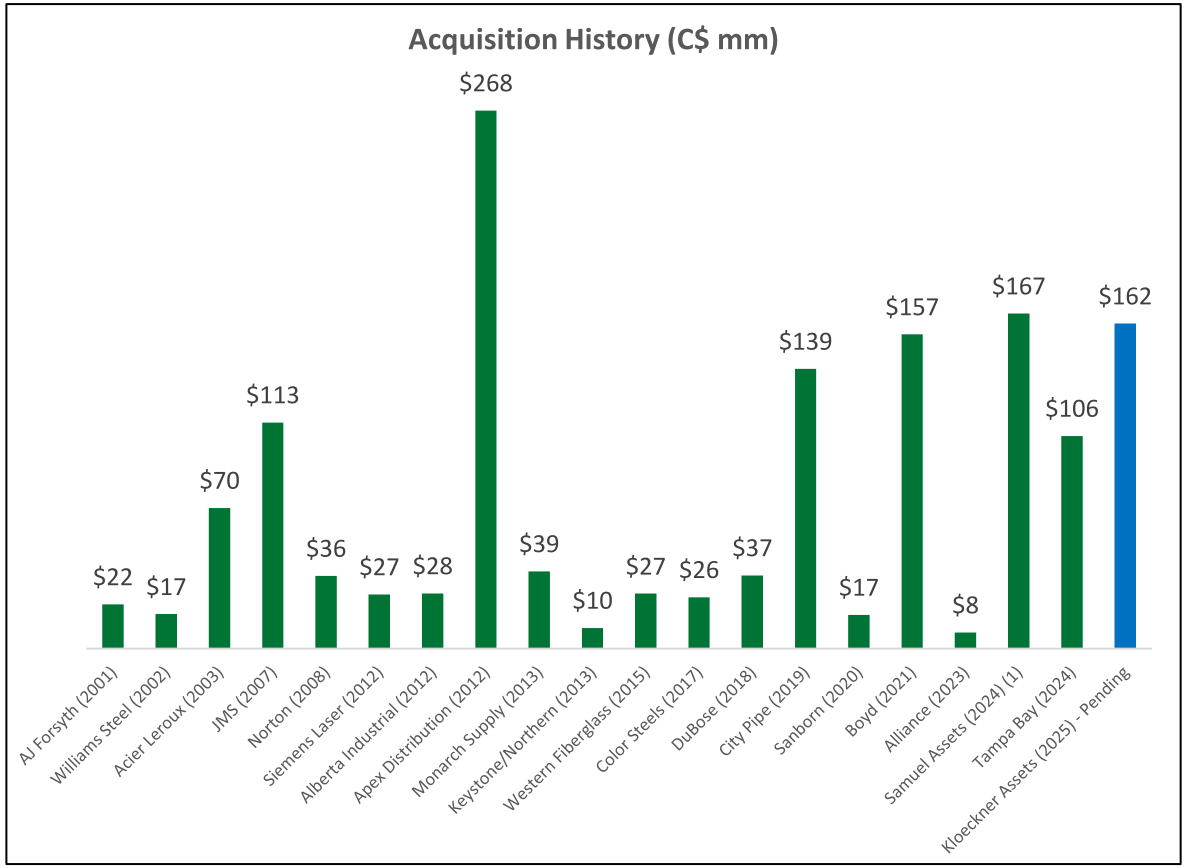


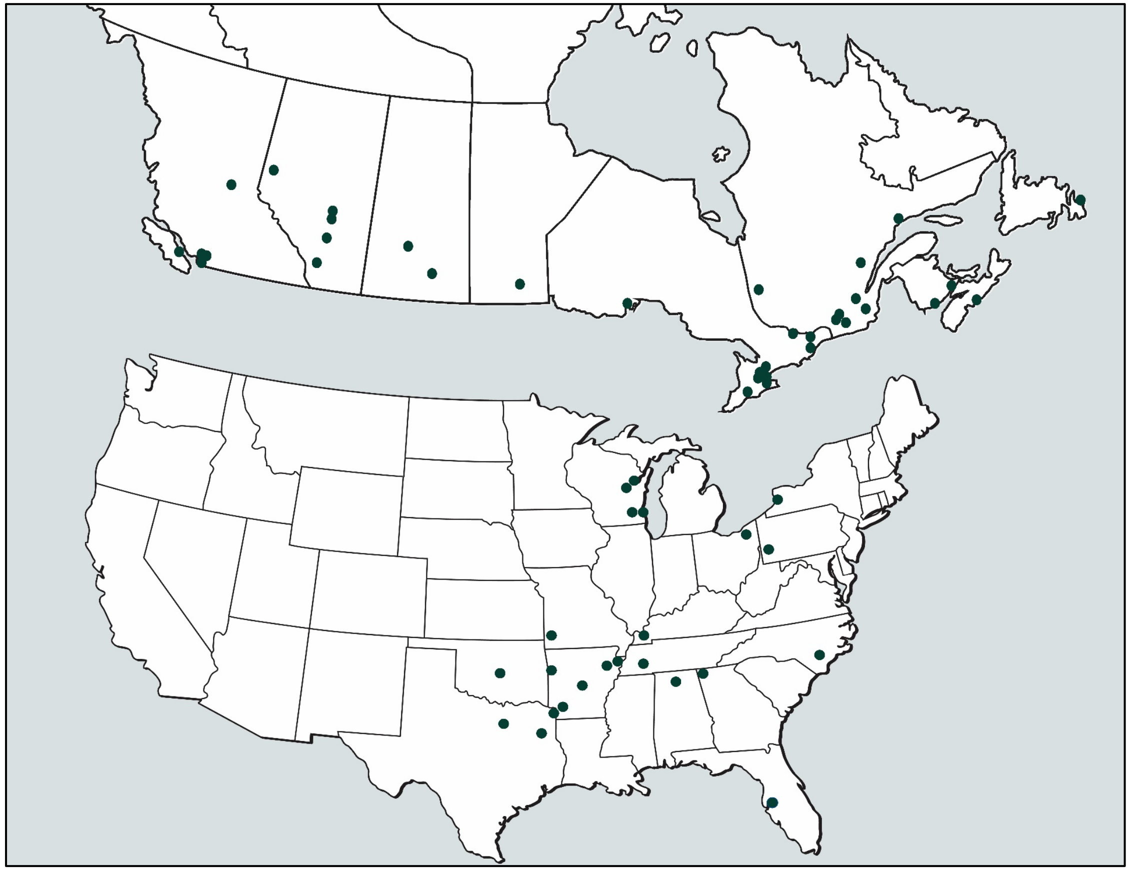
New 30k Lasers

Russel Metals

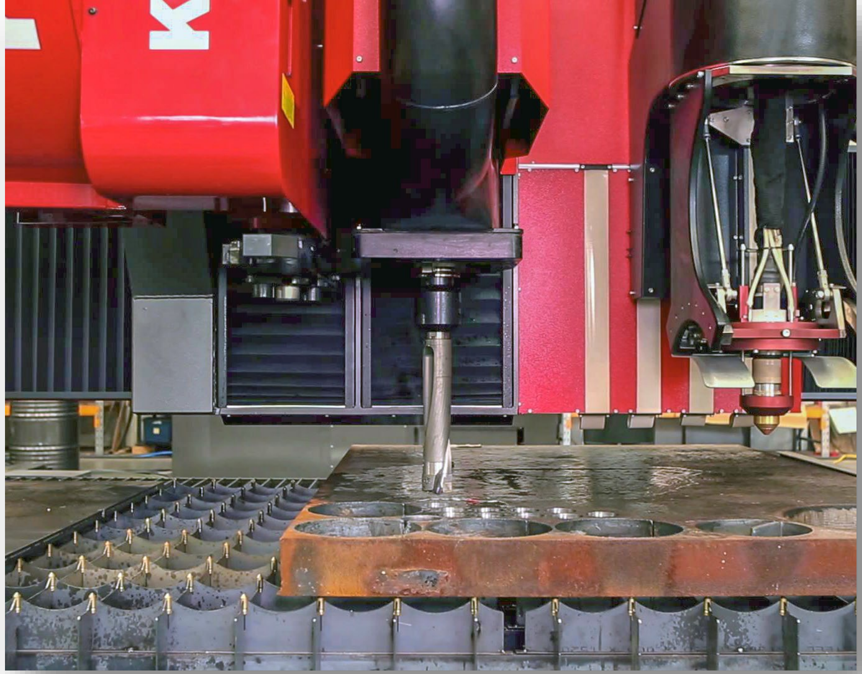
ACQUISITIONS

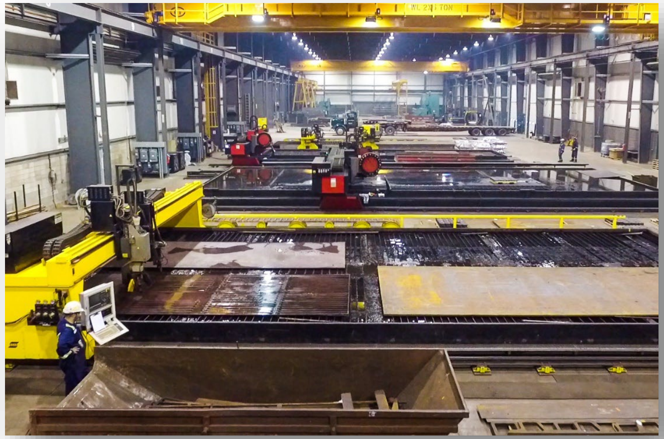
- We have completed several acquisitions over the past few years and continue to focus on tuck-in opportunities for our existing business units or standalone/complementary businesses.



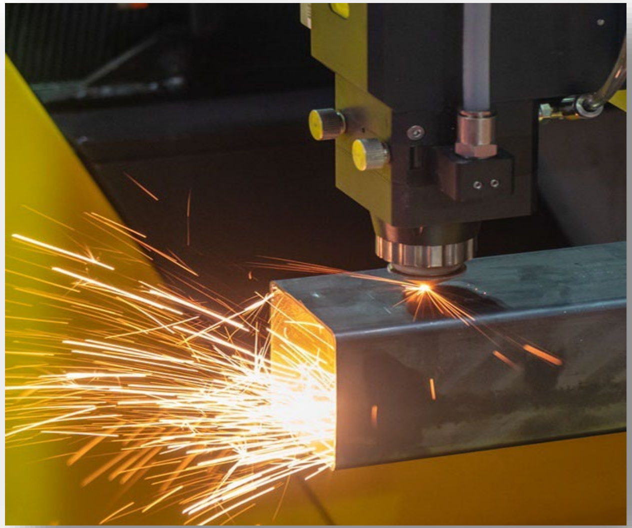


(1) Based on invested capital at Sept. 30/24 (all AP was excluded from the closing amount on Aug. 12/24, but was rebuilt to Sept. 30/24).

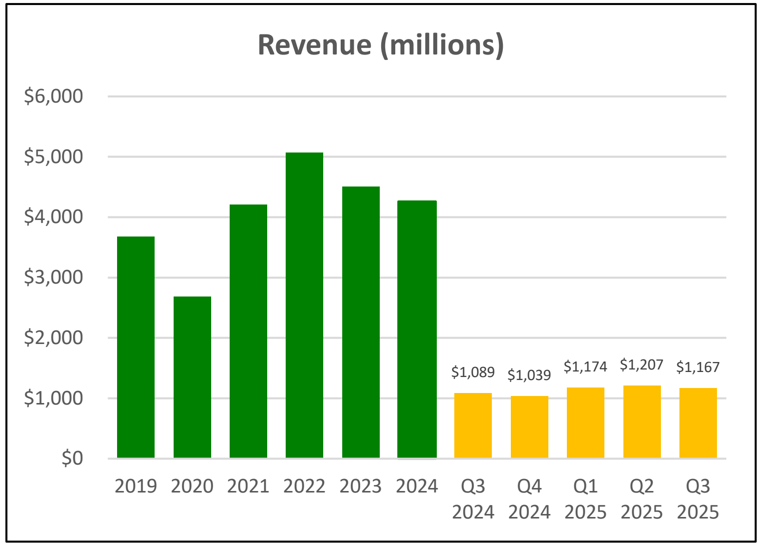


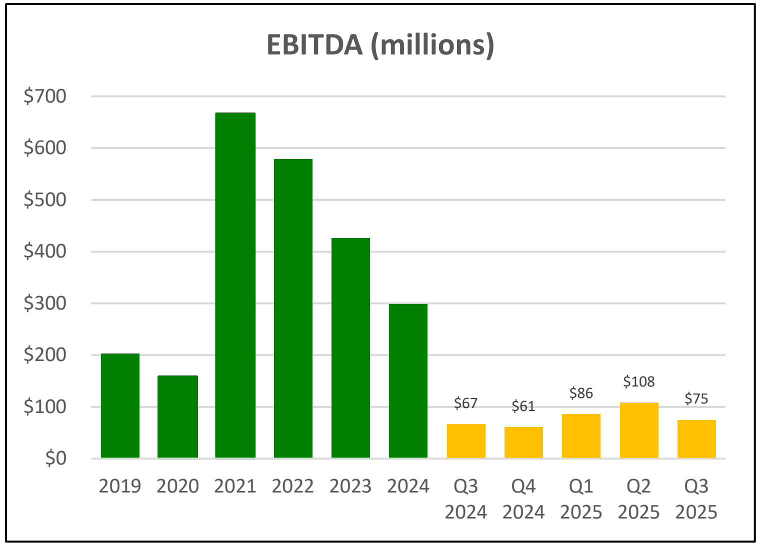


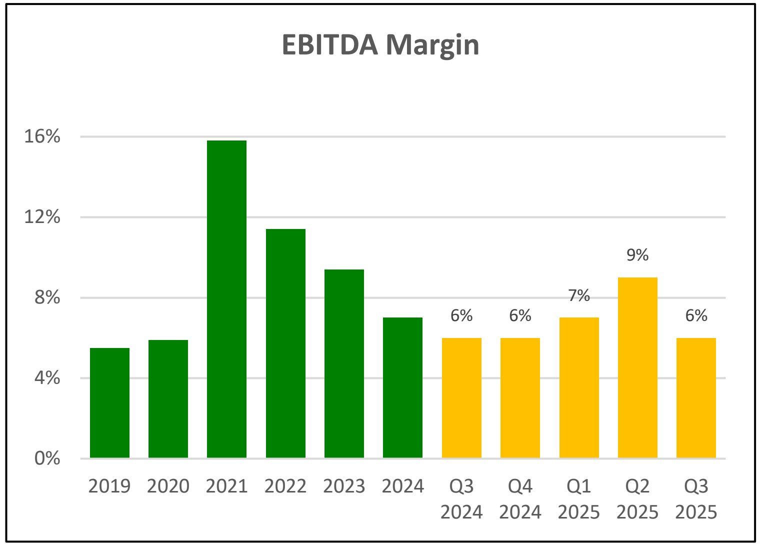
IV. FINANCIAL OVERVIEW

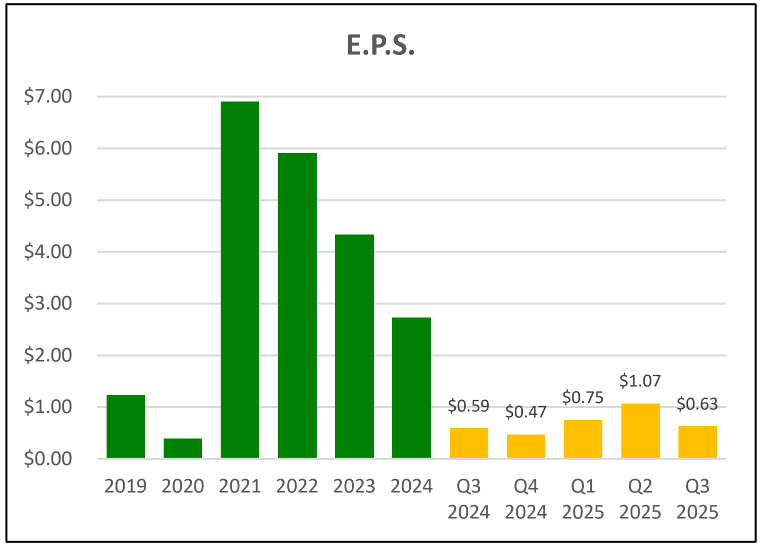


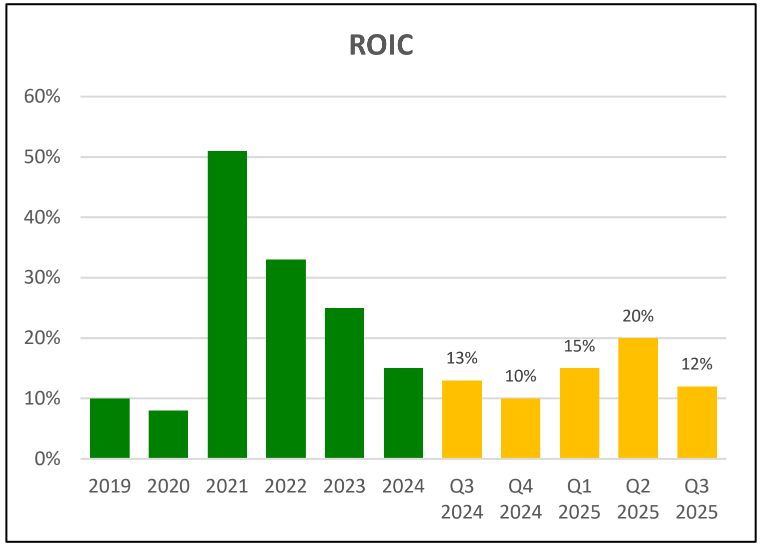
TREND RESULTS: ANNUAL AND QUARTERLY

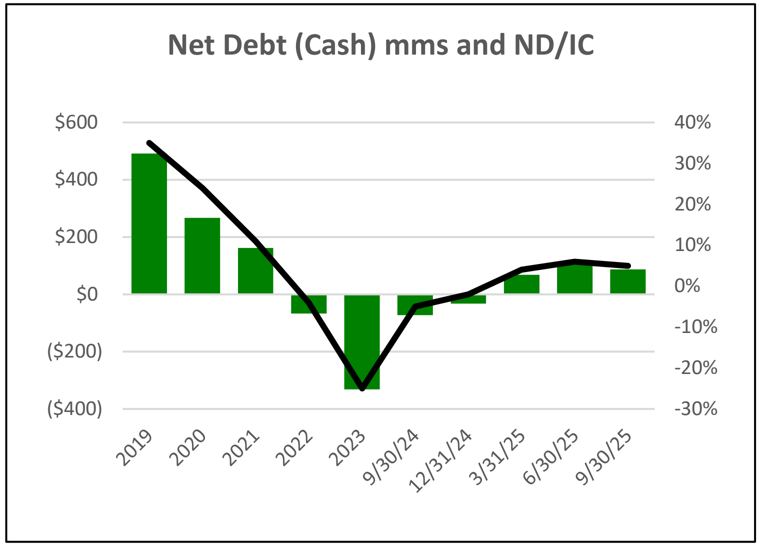












Russel Metals

The quarterly figures are the results for each respective quarter annualized

SUMMARY: FINANCIAL RESULTS

$ mm, unless otherwise stated	Q3 2024	Q2 2025	Q3 2025
Income Statement:			
Revenues	$1,089	$1,207	$1,167
Gross Margin ($ mm/%)	$215 / 20%	$281 / 23%	$246 / 21%
EBITDA ($ mm/%)	$67 / 6%	$108 / 9%	$75 / 6%
EBIT ($ mm/%)	$48 / 4%	$85 / 7%	$52 / 4%
Interest Expense	$2	$6	$5
Net Income	$35	$60	$35
EPS	$0.59	$1.07	$0.63
Cash Flow:			
Change in non-cash working capital	$107	$(43)	$5
Acquisitions	$(223)	$--	$--
Share buy backs	$(47)	$(23)	$(14)
Dividends	$(25)	$(24)	$(24)
Capex	$(21)	$(16)	$(15)
Balance Sheet:			
Net Debt (Cash)	$(73)	$104	$87
Shareholders' Equity	$1,604	$1,607	$1,625
Available Liquidity	$762	$566	$600

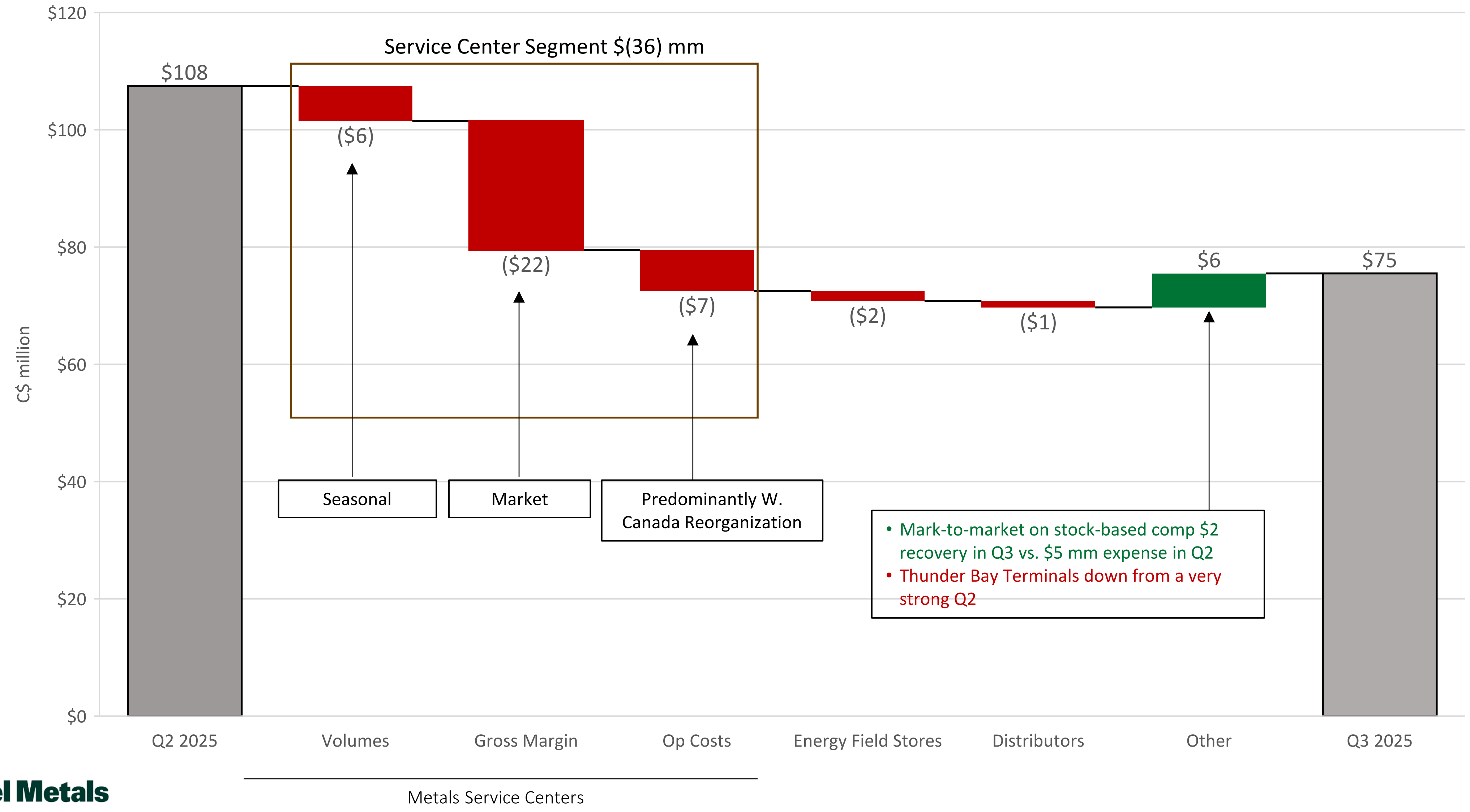
Q3 2025 Observations:

- Revenues were down 3% vs. Q2 but up 7% vs. Q3'24.
- Consolidated gross margin and EBITDA margin down vs. Q2. Steel prices drifted and seasonal volume impacts.
- Q3 results impacted by:
  - $4 mm one-time charge for the Delta closure. Large gains to be recognized when property sales close in 2026
  - $2 mm for a tariff applied by Canada for in-transit offshore product where the customer price was already set. Legal appeal is in process.
  - Mark-to-market recovery for stock-based comp of $2 mm vs. $5 mm expense in Q2.

- Cash generation from WC, primarily due to a $46 mm reduction in inventories
- Q3 NCIB = 330k shares for $14 mm (pre-tax); Since Aug/22 = 8.0 mm shares for $302 mm ($37.77/share)
- Paid a quarterly dividend of $0.43/share in Q3 and declared a dividend of $0.43/share payable in December
- Annual capex expected to average $90-100 mm over several years, with a substantial portion related to discretionary projects

- Weakening of the C$ - Fx rate of $1.3643 at 6/30/25 vs. $1.3921 at 9/30/25.
- Book value of $29.20/share (+$1.27/share from 9/30/24)

EBITDA VARIANCE ANALYSIS: Q2 2025 VS. Q3 2025



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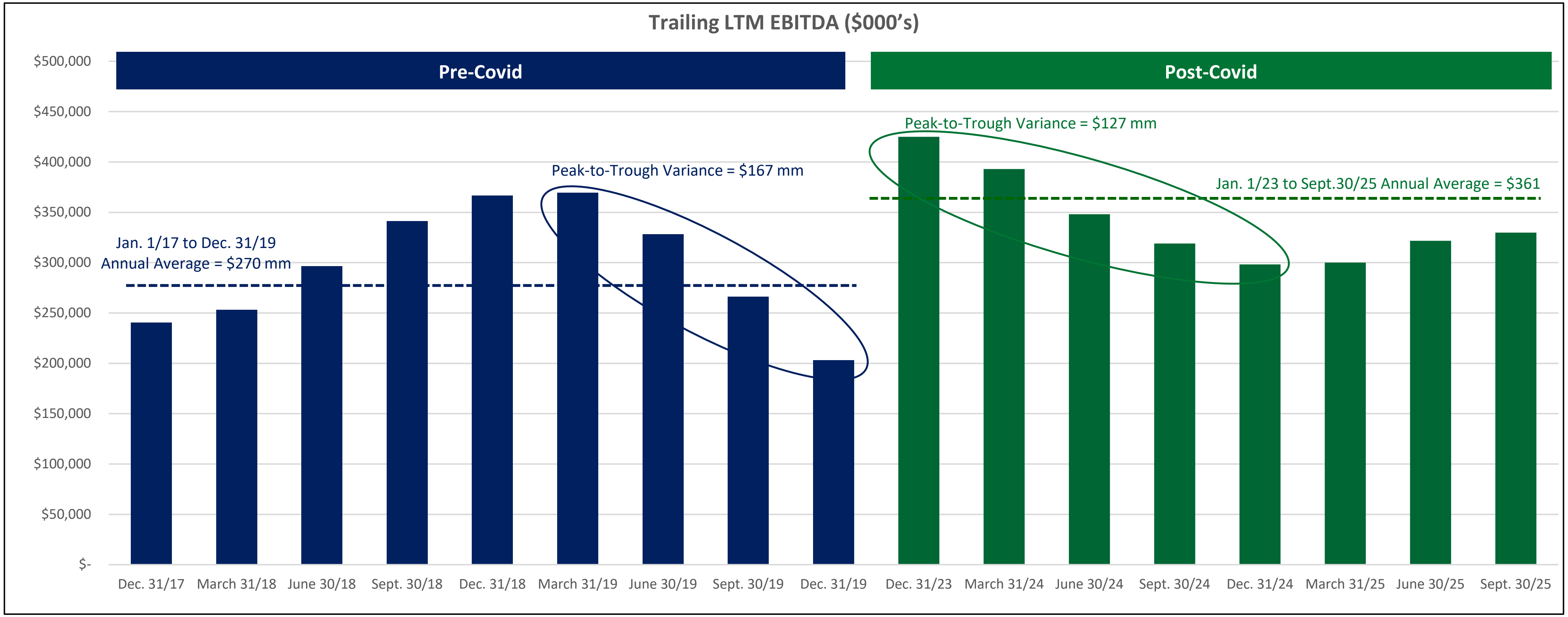
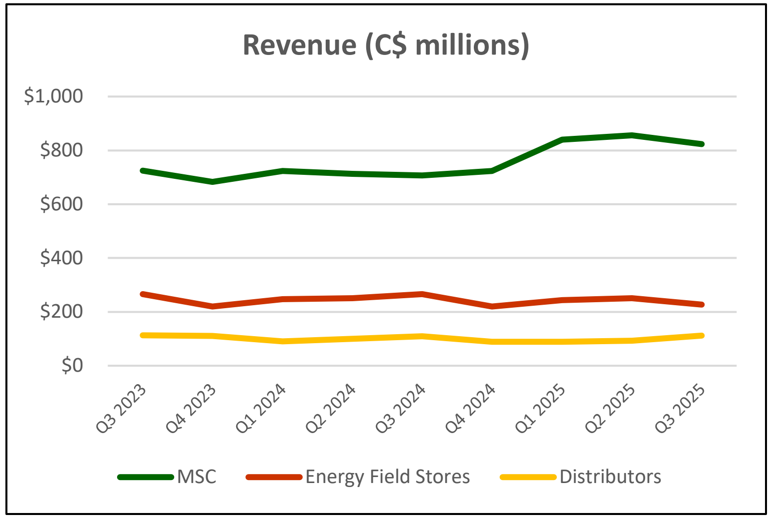
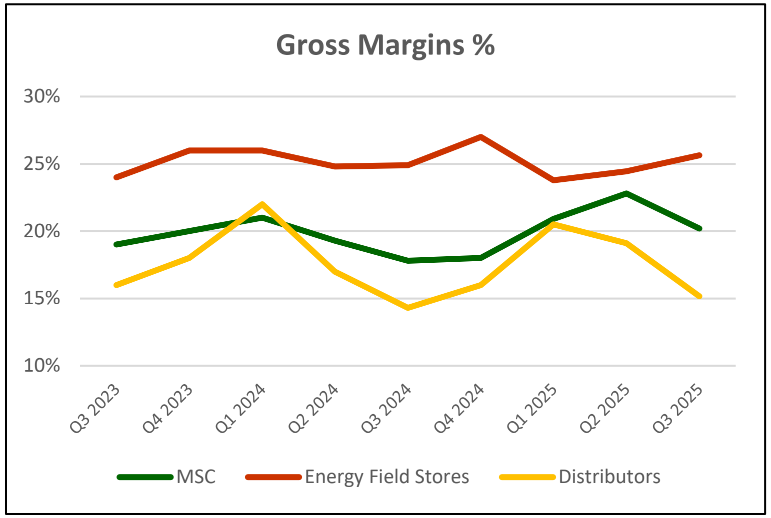
EBITDA THROUGH THE CYCLE

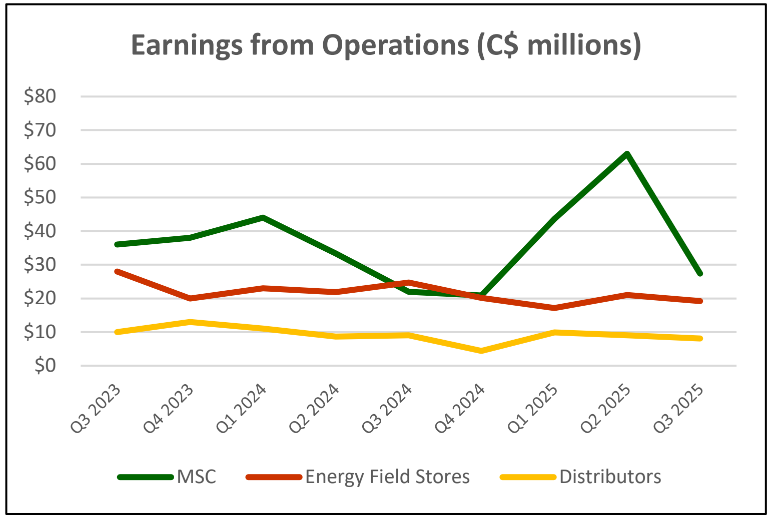
- Our quarterly results are impacted by short term swings from seasonality, steel price changes (including the lag effects of steel price changes on price realizations vs. CGS) and general economic conditions. An analysis of trailing 12-month periods below provides a view of medium-term trends. Such trends have improved over the past few quarters.
- A comparison of the pre vs. post covid periods illustrate the lowering of our volatility and raising of the cycle floor/ceiling.



SEGMENT BREAKDOWN: OPERATING RESULTS







MSC:

- Q3 was impacted by flat price realizations while CGS went up due to the lag effect of the Q1/Q2 steel price increases (ie. increased margins in Q2 and compressed margins in Q3)

Energy Field Stores:

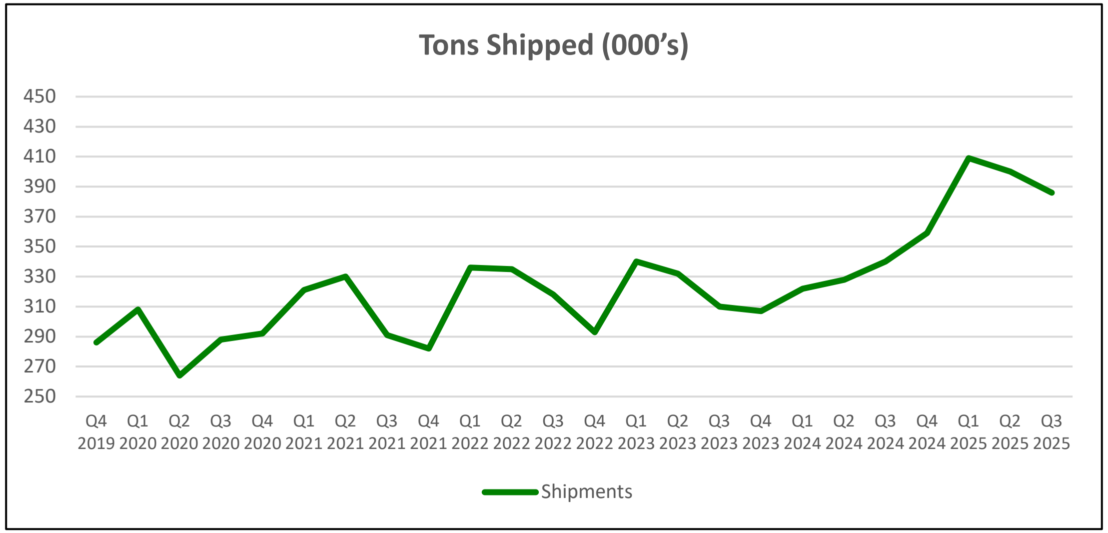
- Revenues down but margins up vs. Q2.
- EBIT down slightly vs. Q2

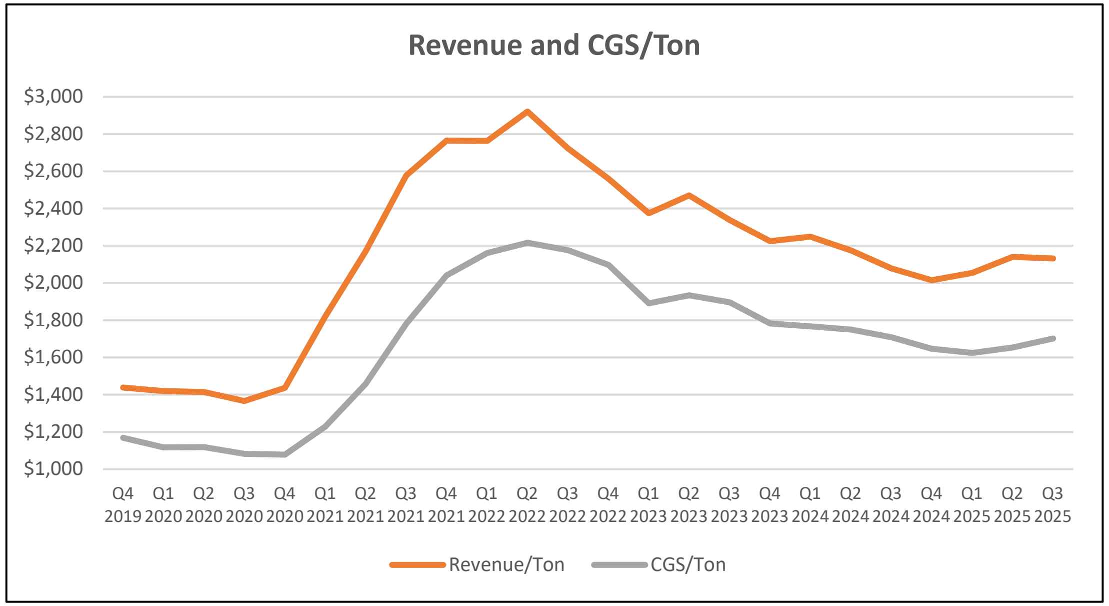
Distributors:

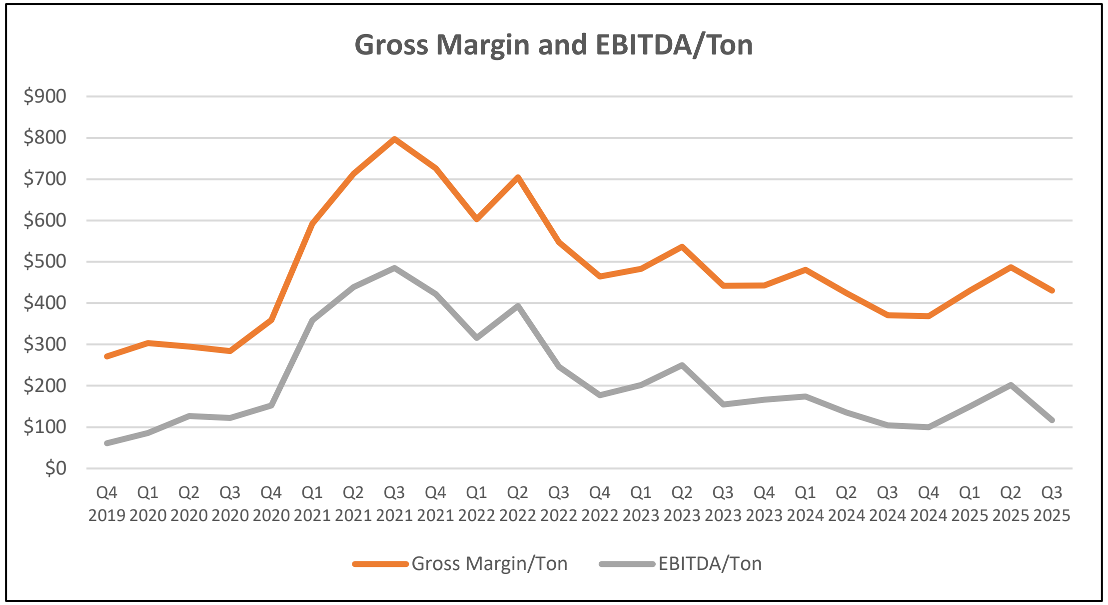
- Revenues up but margins were down (impacted by $2 mm tariff charge on in-transit inventory).
- Comparable EBIT in Q3 with Q2

SERVICE CENTER RESULTS

- Q3 2025 tons were solid, with some small impacts (down 3% vs. Q2) due to normal seasonal dynamics. Same store shipments were up 1% vs. Q3 2024
- Price realizations per ton were flat while CGS per ton was up $49 --decrease in gross margin per ton to $430 and EBITDA per ton to $117.



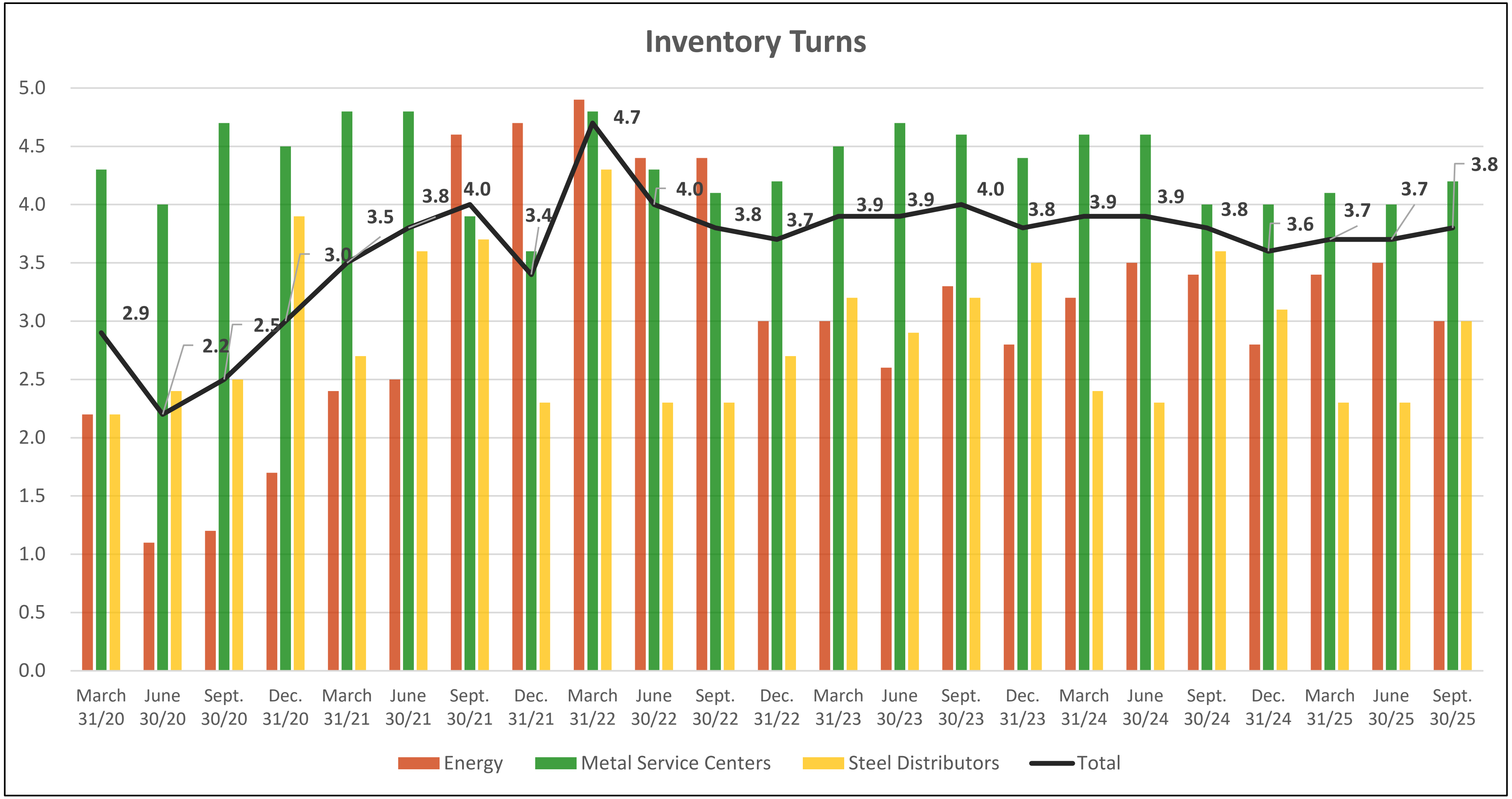




Russel Metals

INVENTORY TURNS

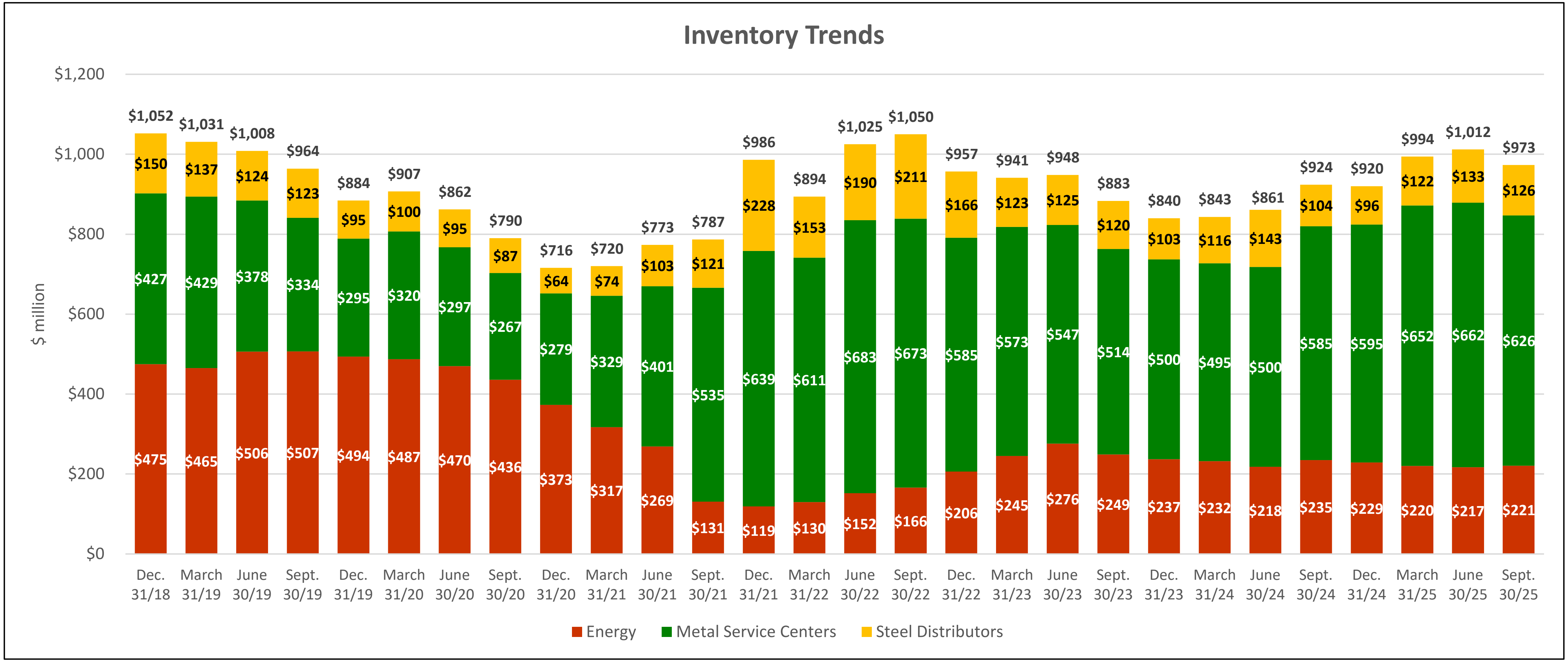
- Total inventory turns in Q3 were up vs. Q2.



Russel Metals

WORKING CAPITAL MANAGEMENT: INVENTORY

- Total inventory was down vs. Q2 reflecting lower tonnage and lower prices/ton.



Russel Metals

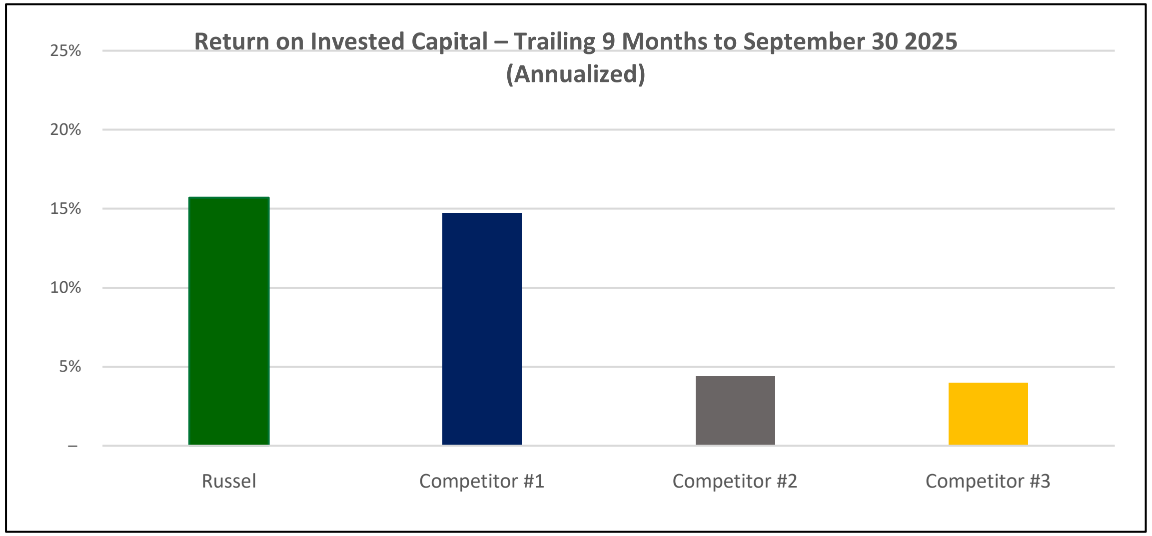
LIQUIDITY AND CAPITAL STRUCTURE SUMMARY

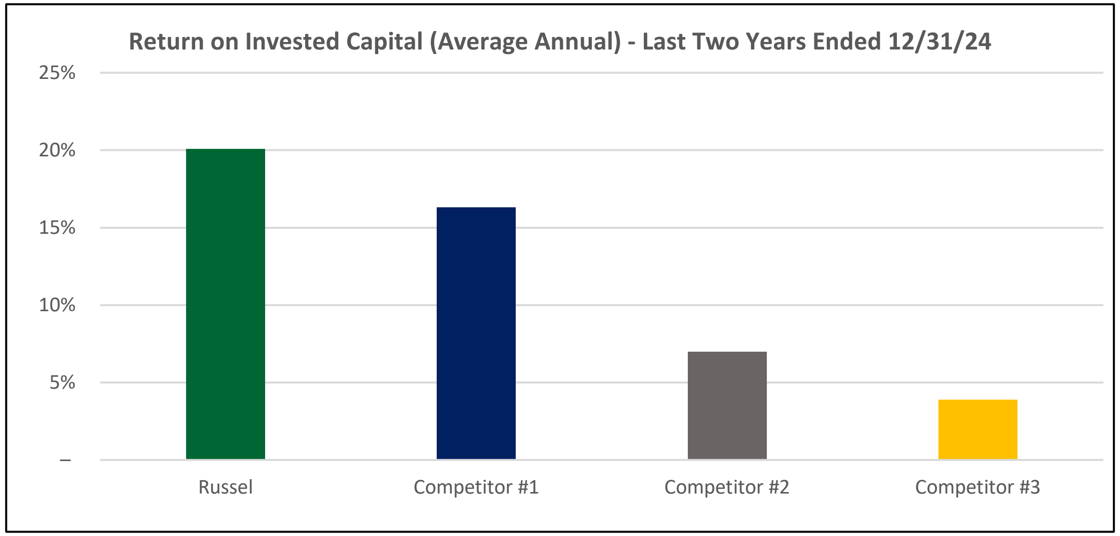
- Significant balance sheet flexibility – recently upgraded to investment grade (BBB-) by S&P.
- All debt is unsecured with no financial covenants on long term debt.
- Grew book value per share.

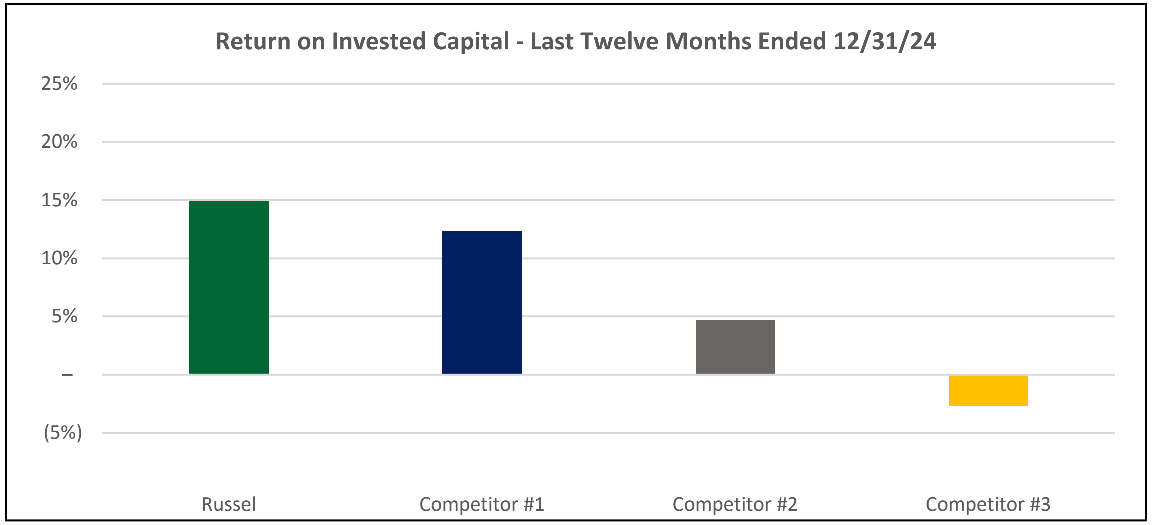
	9/30/24 (C$ mm)	6/30/25 (C$ mm)	9/30/25 (C$ mm)	9/30/25 Pro Forma Kloeckner (C$ mm)
Cash	$222	$194	$212	$47
Bank Lines ($450 mm) - Maturity April 2029	--	--	--	--
4.423% Notes - Due 2030	--	$298	$298	$298
5.75% Notes - Due 2025	$149	--	--	--
Total Debt	$149	$298	$298	$298
Net Debt/(Cash)	$(73)	$104	$87	$252
Shareholders’ Equity	$1,604	$1,607	$1,625	$1,625
Book Value/Share	$27.93	$28.69	$29.20	$29.20
Net Debt/ Invested Capital	<0%	6%	5%	13%
Liquidity	$762	$566	$600	$435

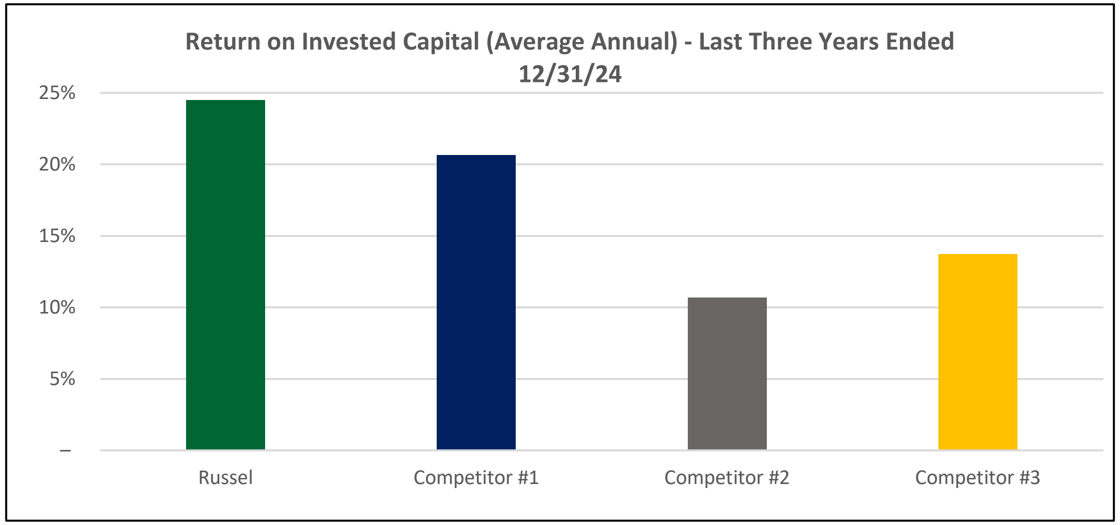
Russel Metals

INDUSTRY LEADING RETURN ON CAPITAL



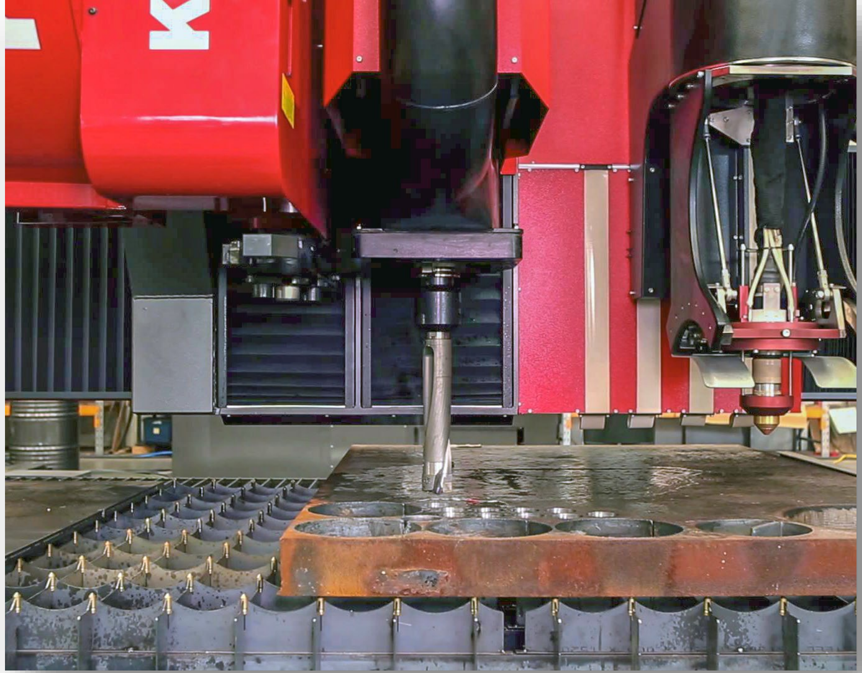


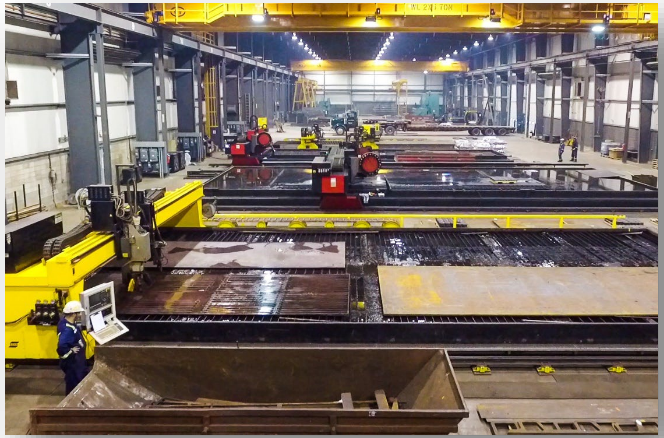




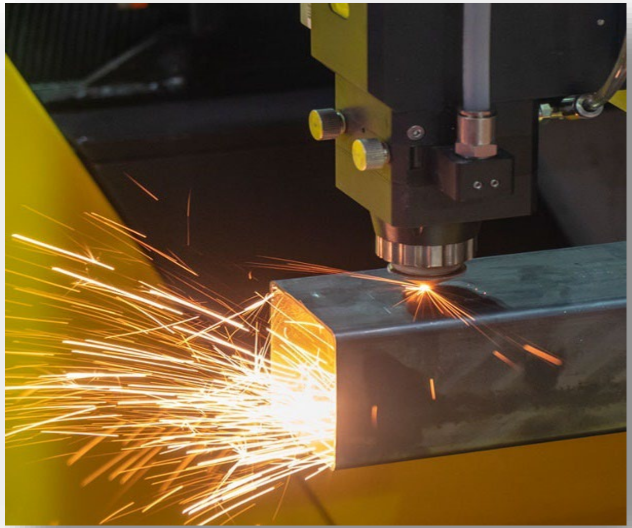
Russel Metals

Note: Results for competitors are based on operating profit before LIFO adjustments and after restructuring costs.



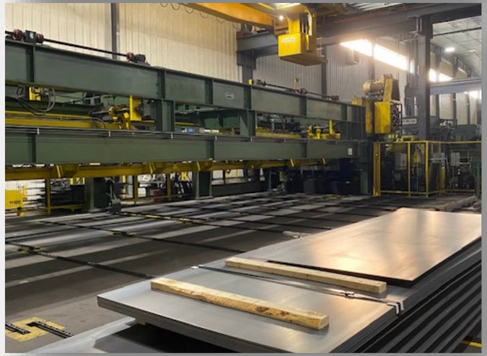


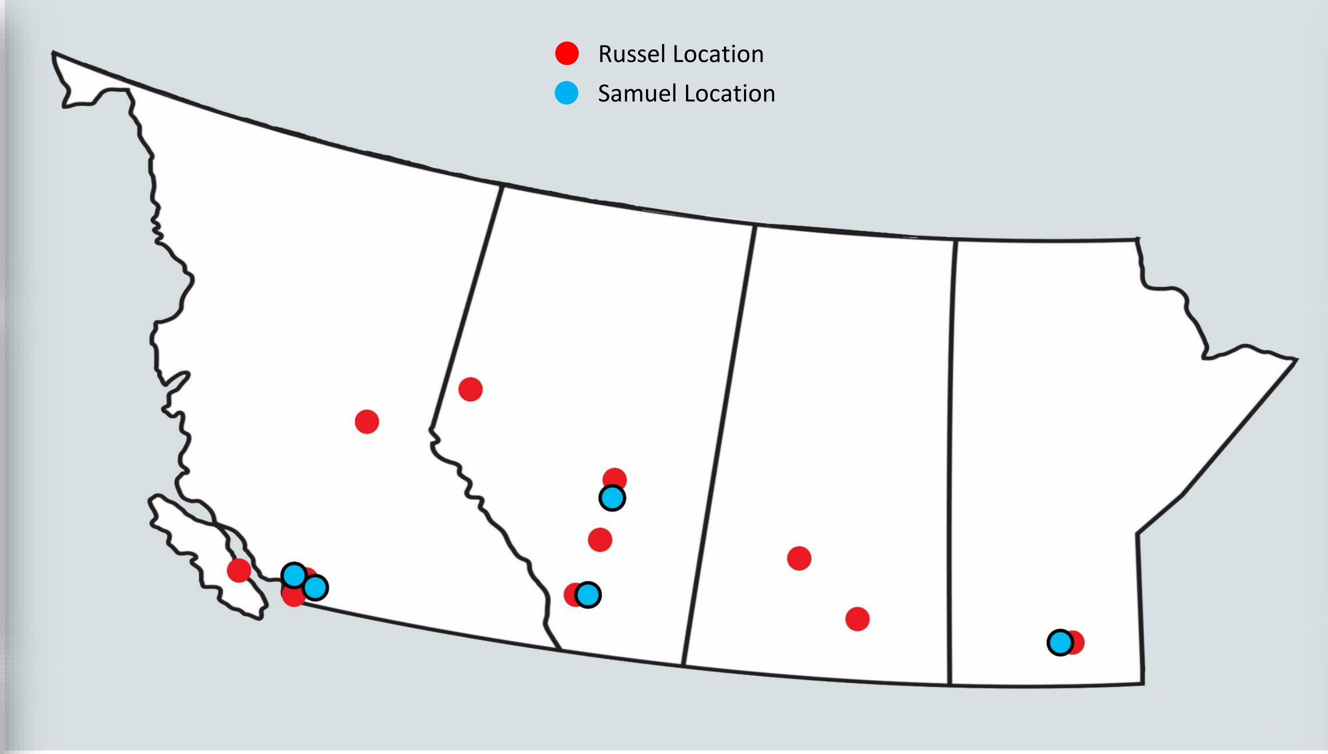
V. RECENT ACQUISITIONS



SAMUEL ACQUISITION: FIT IN W. CANADA

- The combined footprint in Western Canada created opportunities to reconfigure the equipment/locations, enhance operating efficiencies and reduce the combined capital.

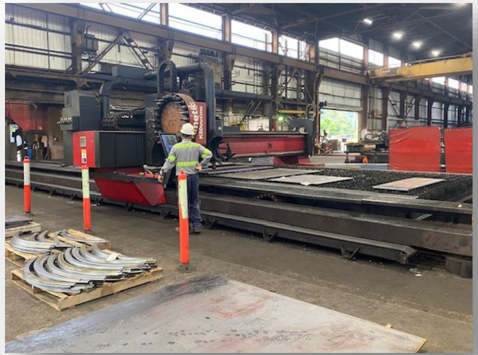


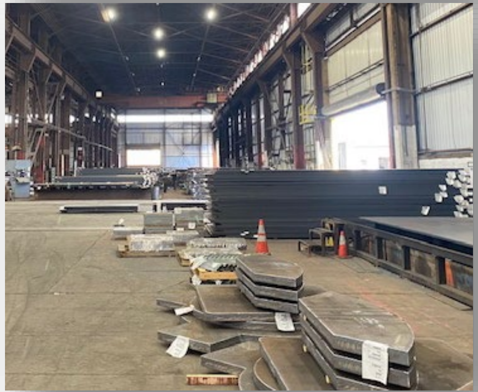


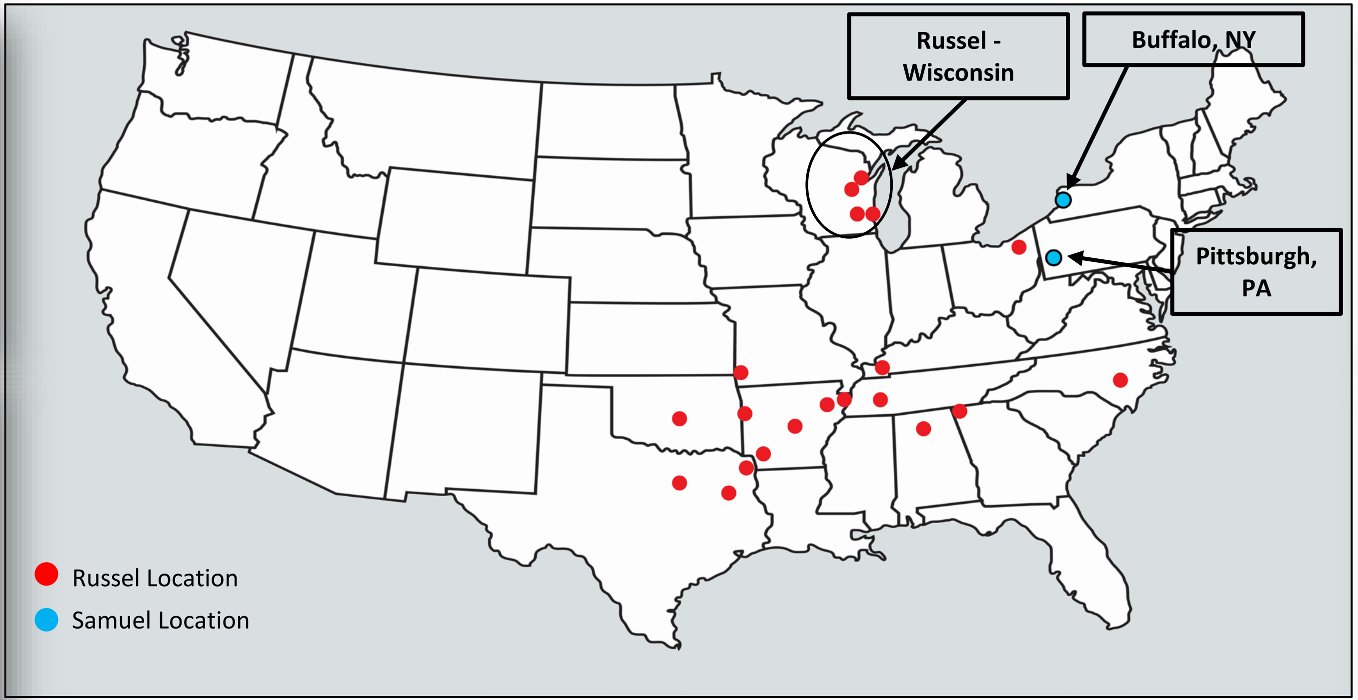
# of Locations	BC	Alberta	Sask.	Manitoba	Total
Russel	5	9	4	3	21
Samuels	2	2	0	1	5

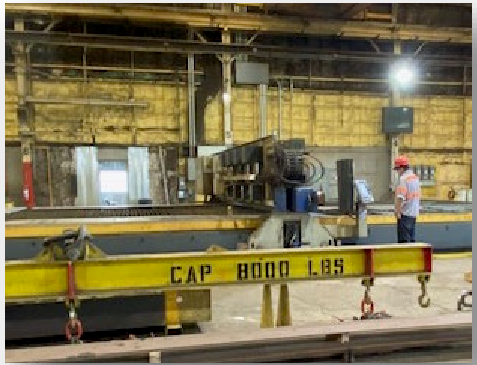
SAMUEL ACQUISITION: EXTENSION INTO US NORTHEAST

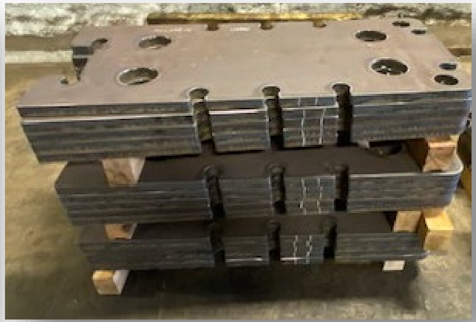
- Samuel’s US NE operations extended Russel’s geography and increased economies of scale in plate processing.





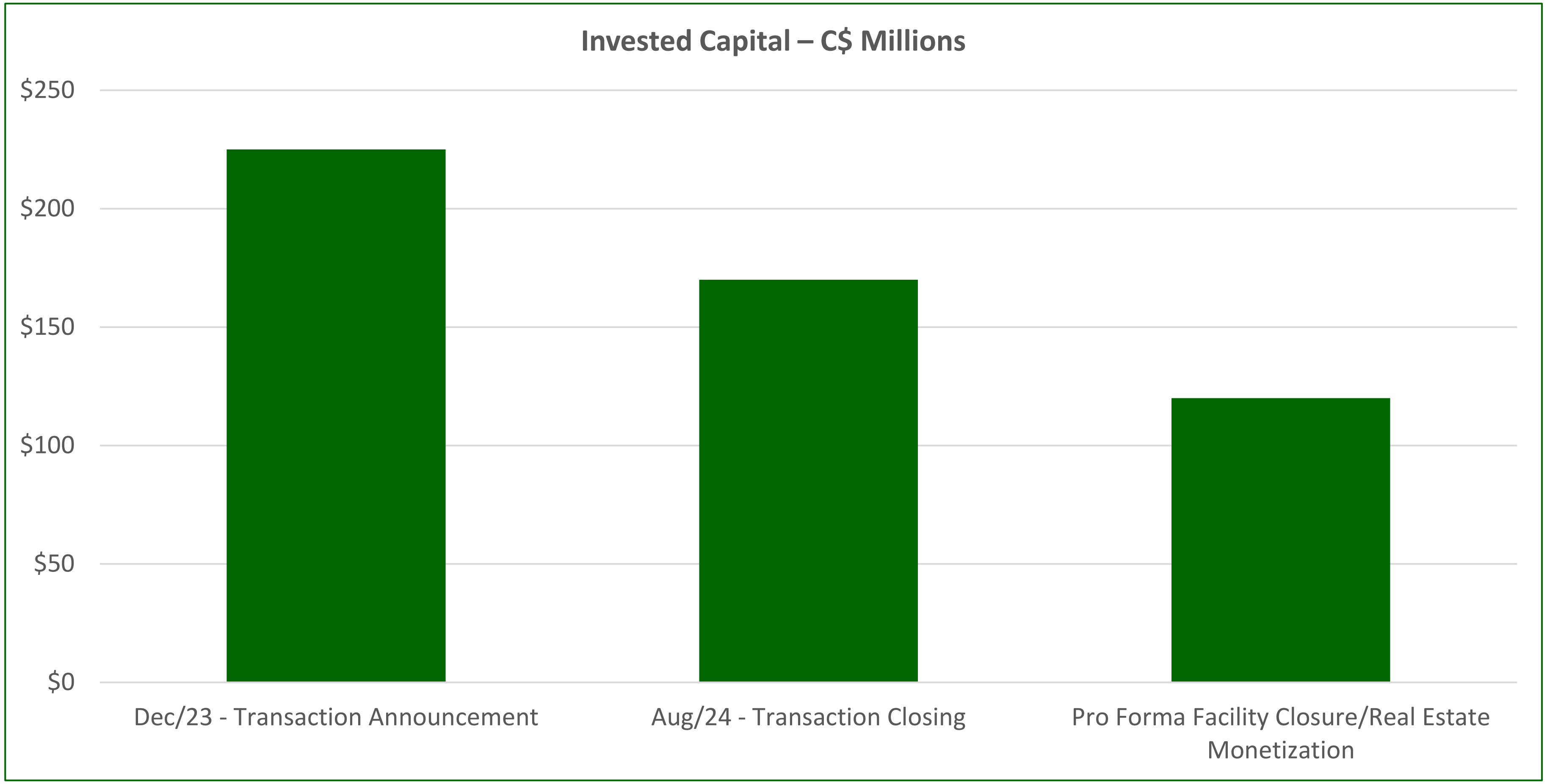






SAMUEL ACQUISITION: INVESTED CAPITAL UPDATE

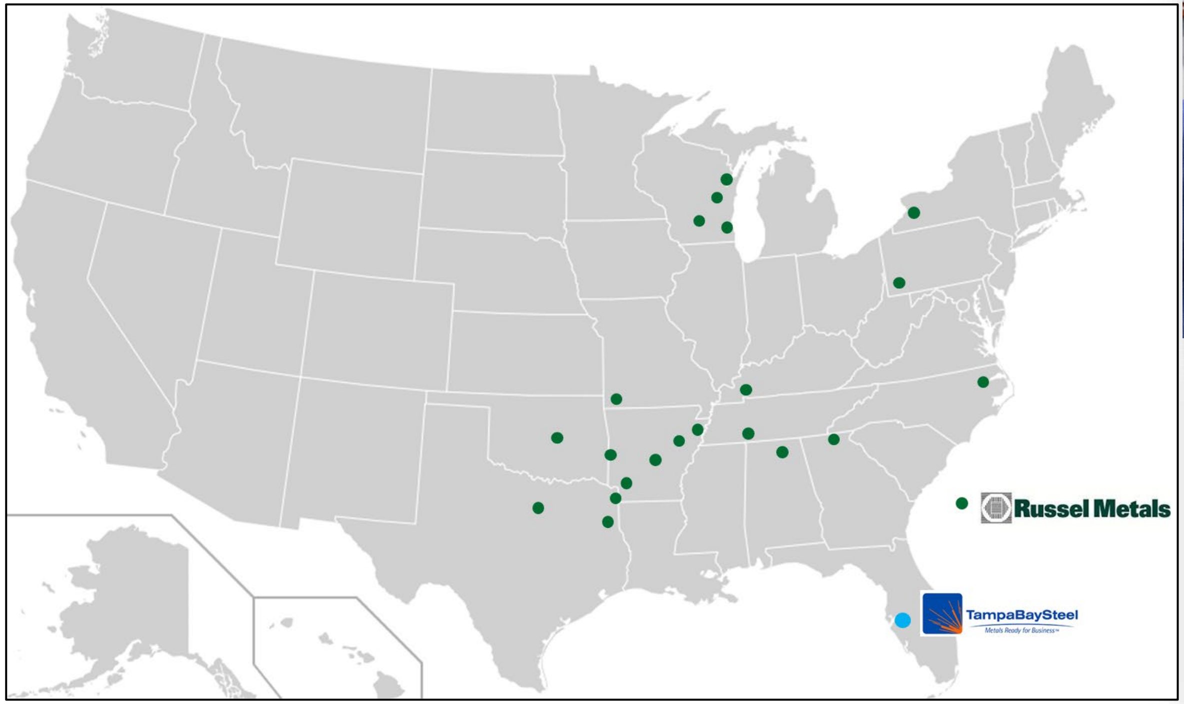
- At the time of the Samuel acquisition announcement, the purchase price approximated the book value. Since that time, we reduced the invested capital by ~$100 mm[(1)] and substantially reduced the implied purchase price multiple.



(1) Pro forma for the Delta facility closure and real estate monetization that was announced in September, 2025 and is expected to close in Q2’26.

TAMPA BAY STEEL ACQUISITION: SUMMARY

- Final purchase price of US$75 mm.
    - Average sales and adjusted EBITDA of US$115 mm and US$13 mm, respectively, over the past five years
- Invested US$20 mm in capex over past three years – significant value-added processing with capacity to grow.
- Product mix includes a substantial amount of non-ferrous.
- Experienced management team with an aligned culture.
- Provides a platform for further growth in the Florida market



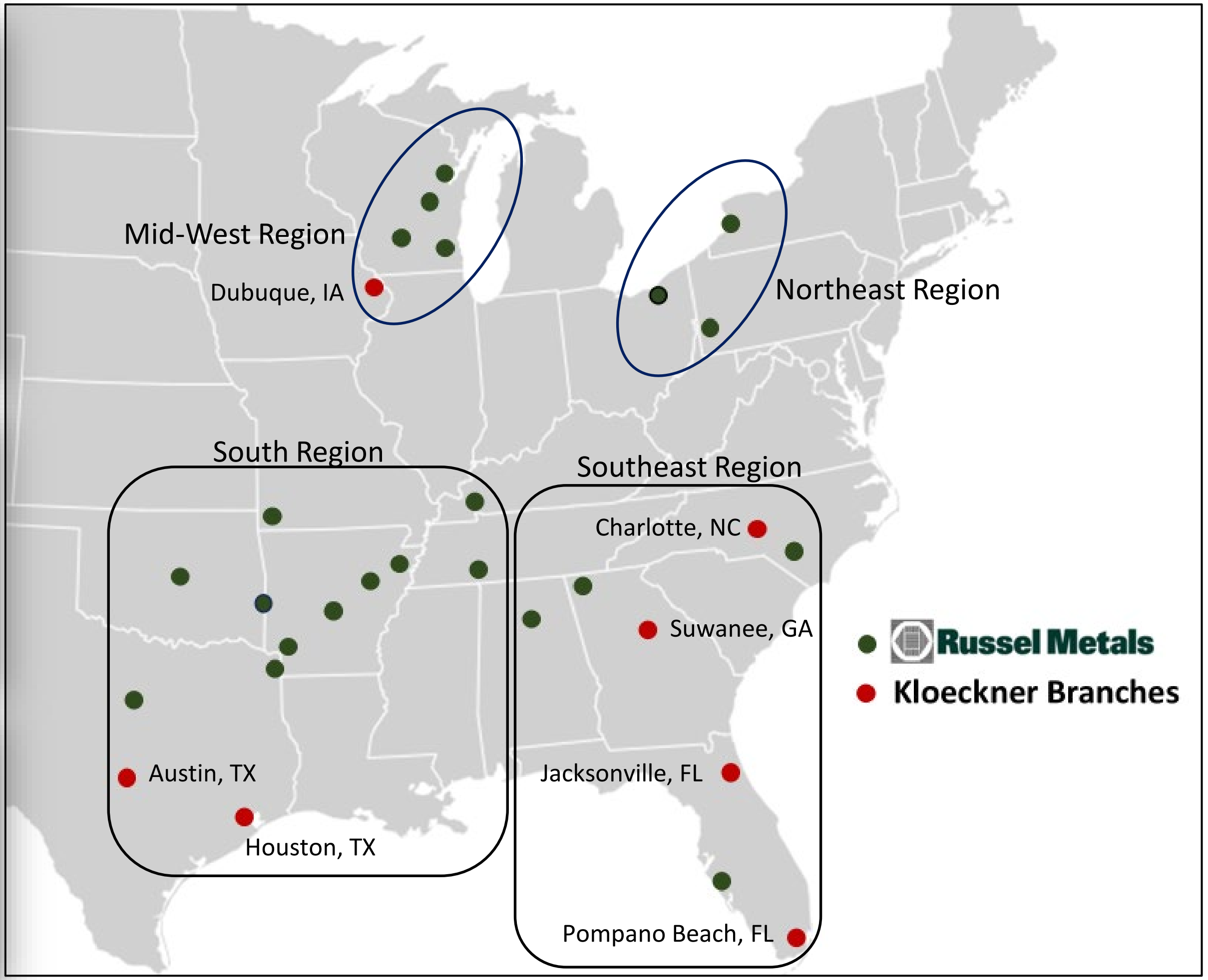
KLOECKNER ASSET ACQUISITION: SUMMARY

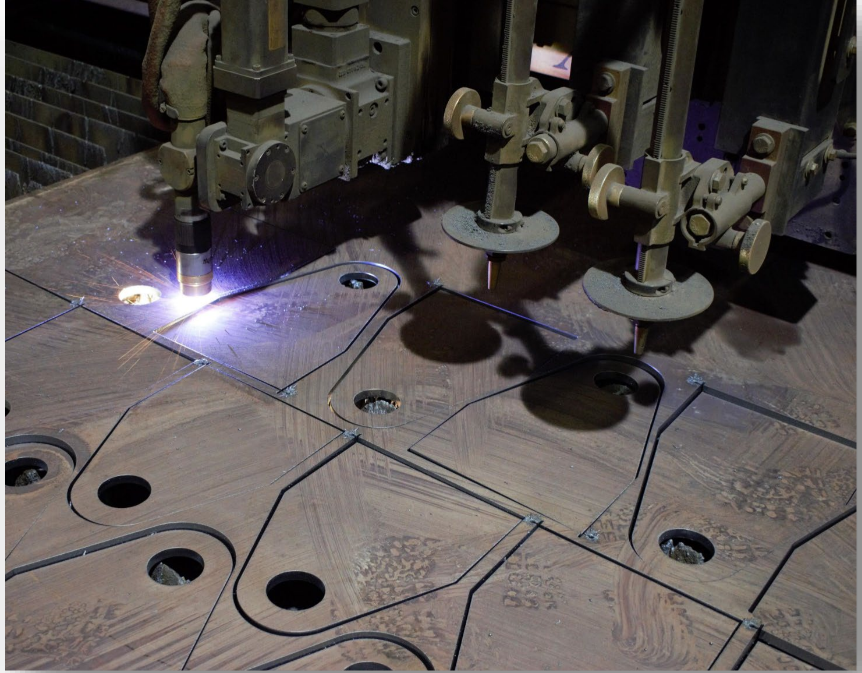
- The Kloeckner Assets to be Acquired:
  - Seven locations in the US (2 in Florida; 2 in Texas; 1 in Georgia; 1 in North Carolina; and 1 in Iowa)
  - Assets include the net working capital, buildings, real estate and equipment for those locations – all properties will be owned by Russel
- Purchase Price:
  - US$51.5 million, plus the net book value of the working capital at closing (which totalled US$67.1 million at June 30/25) = US$118.6 million, subject to closing adjustments
  - Value underpinned by hard assets
- Historical financials for the Kloeckner operations (average annual results for the period from January 1, 2023 to June 30, 2025):
  - Revenue ~US$500 million
  - Adjusted EBITDA(1) ~US$20 million
- Transaction Rationale:
  - Complementary locations relative to Russel's US service center operations
  - Opportunities to reinvest in the acquired locations and integrate with Russel's other locations in each region
  - Increases the relative proportion of Russel's US revenue base to >50% on a pro forma basis
- Subject to customary closing conditions (no regulatory approval is required)
  - Closing expected in late 2025 or early 2026
  - Financing from existing availability

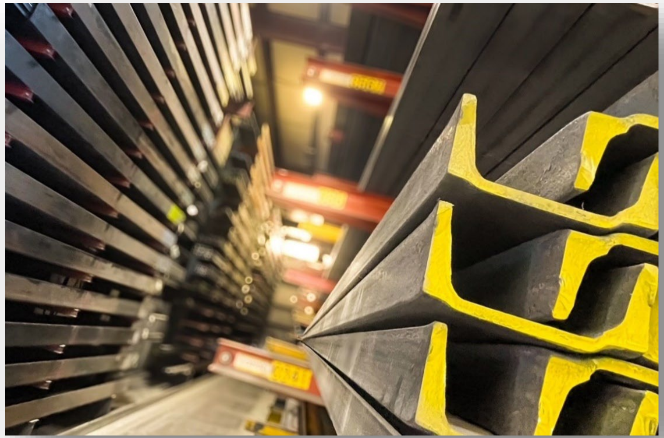
(1) Represents earnings before the seller's corporate allocations/charges (that would not be recurring under Russel), interest, income taxes, depreciation and amortization.

KLOECKNER ASSET ACQUISITION: EXPANSION OF US FOOTPRINT

- Our geographic coverage will be enhanced across key industrial hubs in the US.
- The combined footprint should create opportunities to reinvest in the Kloeckner branches and improve operating performance.







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