



# DRIVING INNOVATION, SHAPING A SUSTAINABLE FUTURE.

FOR GROWTH THAT MATTERS

JULY 2025

**ANDRITZ**

# NO CHALLENGE IS TOO BIG – A PIONEER IN LARGE-SCALE TECH SOLUTIONS WORLDWIDE



## WHAT WE DO



Developing large-scale, state-of-the-art engineering and service solutions



Elevating customer operations with state-of-the-art technologies



Supporting our customers' operations with lifecycle services



Empowering our customers to drive the green transition

# KEY FINANCIAL FIGURES H1 2025



**ORDER INTAKE**  
**4.7 billion EUR**

(H1 2024: 3.8 billion EUR / +23%)

**REVENUE**  
**3.7 billion EUR**

(H1 2024: 4.0 billion EUR / -8%)

**ORDER BACKLOG**  
**10.4 billion EUR**

(H1 2024: 9.7 billion EUR / +7%)

Comparable **EBITA** |  
Comparable **EBITA MARGIN**  
**303 MEUR | 8.3%**

(H1 2024: 329 MEUR / -8% | 8.2%)

**EBITA | EBITA MARGIN**  
**289 MEUR | 7.9%**

(H1 2024: 333 MEUR / -13% | 8.4%)

**NET INCOME**  
incl. non-controlling interests

**192 MEUR**

(H1 2024: 224 MEUR / -14%)

# KEY FINANCIAL FIGURES 2024



**ORDER INTAKE**  
**8.3 billion EUR**

(2023: 8.6 billion EUR / -3%)

**REVENUE**  
**8.3 billion EUR**

(2023: 8.7 billion EUR / -4%)

**ORDER BACKLOG**  
**9.7 billion EUR**

(2023: 9.9 billion EUR / -1%)

Comparable **EBITA** |  
Comparable **EBITA MARGIN**  
**743 MEUR | 8.9%**

(2023: 757 MEUR / -2% | 8.7%)

**EBITA | EBITA MARGIN**  
**713 MEUR | 8.6%**

(2023: 742 MEUR / -4% | 8.6%)

**NET INCOME**  
incl. non-controlling interests

**497 MEUR**

(2023: 504 MEUR / -2%)

# WORLD MARKET LEADER WITH FOUR BUSINESS AREAS



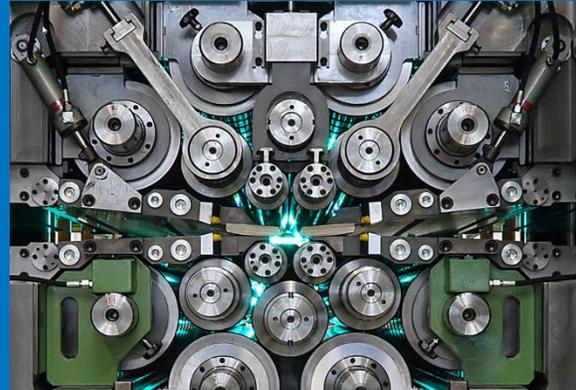
## PULP & PAPER



42%\*

Pulp: #1  
Paper: #3

## METALS



22%\*

Forming: #1  
Processing: #1-2

## HYDROPOWER



18%\*

#1-2

## ENVIRONMENT & ENERGY



18%\*

#1-3

\* share of total Group revenue 2024

# global market position, estimated by ANDRITZ



# CLOSE TO OUR CUSTOMERS, IN MORE THAN 80 COUNTRIES



**AROUND 30,000**  
EMPLOYEES WORLDWIDE



**OVER 280**  
LOCATIONS



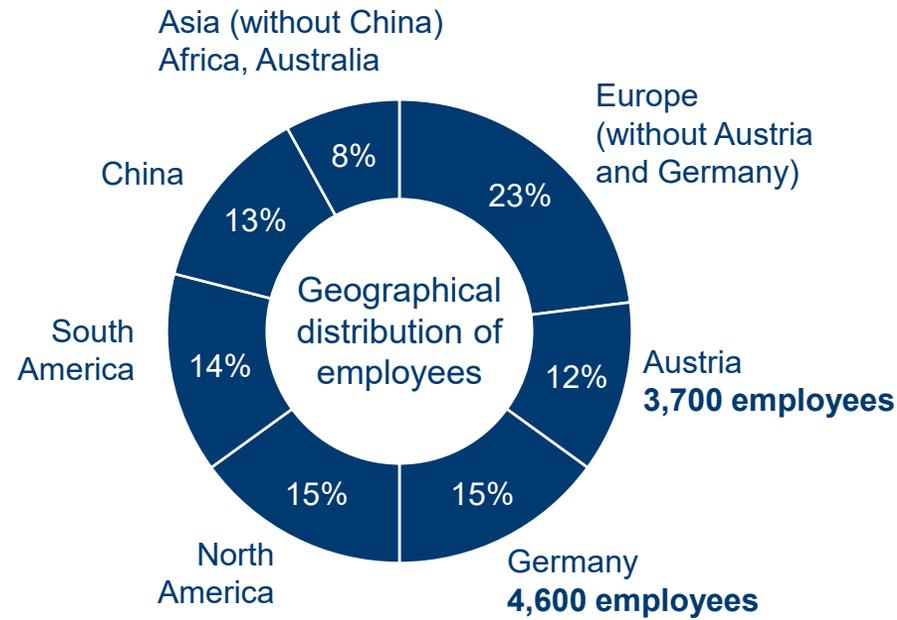
**OVER 80**  
COUNTRIES

# COMPETENCE, COMMITMENT, PASSION – THE WHOLE TEAM STANDS FOR OUR SUCCESS



Around **30,000**  
employees

- 63% white-collar and 37% blue-collar
- >32% are working in engineering, technology or project management



# A JOURNEY OF 173 YEARS FROM A FOUNDRY TO GLOBAL TECHNOLOGY LEADERSHIP



<p>▼</p> <p><b>1852</b></p> <p>Established by Josef Körösi as a foundry and machine works</p> 	<p>▼</p> <p><b>1922</b></p> <p>Foundation of ANDRITZ apprentice workshop</p> 	<p>▼</p> <p><b>1948</b></p> <p>Expansion into big turbines (Escher-Wyss)</p> 	<p>▼</p> <p><b>1951</b></p> <p>Start of manufacturing of complete paper machines</p> 	<p>▼</p> <p><b>1997</b></p> <p>Foundation of ANDRITZ China</p> 	<p>▼</p> <p><b>2000</b></p> <p>Pulp technology (Ahlström Machinery)</p> 	<p>▼</p> <p><b>2001</b></p> <p>Foundation of ANDRITZ Brazil</p> 	<p>▼</p> <p><b>2006</b></p> <p>Hydropower (VA TECH Hydro)</p> 	<p>▼</p> <p><b>2013</b></p> <p>Advanced metals technology (Schuler Group)</p> 	<p>▼</p> <p><b>2018</b></p> <p>Fabrics and Rolls (Xerium Technologies)</p> 	<p>▼</p> <p><b>2022</b></p> <p>Battery production (Sovema)</p> 
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## OWNERSHIP

<b>1852</b>	<b>1900</b>	<b>1938-1949</b>	<b>1950</b>	<b>1987</b>	<b>1999</b>	<b>2001</b>	<b>2003</b>
Established by Josef Körösi	Gutmann Group	Expropriation	Creditanstalt-Bankverein	AGIV AG	Financial investors and the Custos private foundation	IPO – Listing on the Vienna Stock Exchange	 <p>Custos private foundation increased its stake to 30%</p> <p>Wolfgang Leitner former CEO of ANDRITZ</p>

# WE EXPAND OUR PORTFOLIO IN ALL BUSINESS AREAS



## Acquisitions by business area since 2004

PULP & PAPER				METALS		HYDROPOWER		ENVIRONMENT & ENERGY	
2004	EMS (JV)	2017	Paperchine	2004	Kaiser	2006	VA TECH HYDRO	2004	Bird Machine
2005	Cybermetrics	2018	Novimpianti	2005	Lynson	2007	Tigép	2004	NETZSCH Filtration
2005	Universal Dynamics Group	2018	Diatec	2008	Maerz	2008	GE Hydro business	2004	Fluid Bed Systems
2006	Küstern	2018	Xerium	2012	Bricmont	2010	GEHI (JV)	2005	Lenser Filtration
2006	Carbona	2019	Kempulp	2012	Soutec	2010	Precision Machine	2006	CONTEC Decanter
2006	Pilão	2020	Enviroburners	2013	Schuler	2010	Hammerfest Strøm	2009	Delkor Capital Equipment
2007	Bachofen + Meier	2021	Laroche	2013	FBB Engineering	2011	Hemicycle Controls	2010	KMPT
2007	Sindus	2022	Bonetti Group	2014	Herr-Voss Stamco	2018	HMI	2010	Ritz
2008	Kufferath	2022	ĐURO ĐAKOVIĆ TEP	2016	Yadon			2011	AE&E Austria (Clean Air Technologies)
2009	Rollteck	2023	Dan-Web	2016	AWEBA			2012	Gouda
2010	Rieter Perfojet	2023	SciTech Service	2018	Farina Presse			2013	Shende Machinery
2010	DMT/Biax	2023	Imagine That Inc.	2018	ASKO			2015	Euroslot
2011	AE&E Austria (Boiler)	2024	NAF	2022	Sovema Group			2016	ANBO
2011	Iggesund Tools	2024	Procemex	2024	Wuhan Arrows Creation			2021	GE Steam Power
2011	Tristar Industries	2024	PulpEye	2024	INTEA			2022	J. Parpala
2011	Asselin-Thibeau	2024	ATN Engineering	2025	Salico Group			2023	Dedert
2012	AES	2025	A.Celli Paper					2025	LDX Solutions
2013	MeWa	2025	Diamond Power						
2016	SHW CastingTech								



# OUR STRATEGY: LONG-TERM PROFITABLE GROWTH



## LONG-TERM PROFITABLE GROWTH

- Grow revenue
- Grow profitability
- Grow service share



# DECARBONIZATION: WE ENABLE THE GREEN TRANSITION

- Developing economically viable key technologies for the green transition
- Providing full lifecycle services from project development to operation and maintenance
- We offer solutions for:
  - carbon capture
  - production of green hydrogen
  - production of renewable fuels
  - battery production for e-mobility
  - textile recycling



# DIGITALIZATION: SUPPORTING CUSTOMERS THROUGHOUT PLANT LIFE CYCLE



## PROCESS OPTIMIZATION



Maximize plant process performance

## PLANT MANAGEMENT



Maximize the value of data – from raw data to plant insights

## ASSET OPTIMIZATION



Maximize productivity, efficiency, and availability for all assets

## CYBER SECURITY



Proactively manage digital security risks

## TRAINING



Boost customer expertise and reduce risk to people, plant, and investment

# CUSTOMER SERVICE: SUCCESS THROUGH OUR LIFECYCLE SOLUTIONS



We service our customers at every step, ensuring them high product quality, output, and uptime through quick response time and cost-competitive, efficient lifecycle solutions.



# REDEFINING THE FUTURE: UNLEASHING OUR INNOVATION ENGINE



**140** MEUR  
for R&D in 2024



**400**  
new patent  
applications in 2024



**6,230**  
patent  
protection rights



# "WE CARE" – OUR ESG PROGRAM

Sustainability is an integrated part of our corporate policy – we are committed to the SBTi (Science Based Targets initiative) to further reduce our greenhouse gas emissions by 2030.

# E

**ENVIRONMENT**

Reduce our CO<sub>2</sub> footprint, save resources, and develop sustainable technologies

# S

**SOCIAL**

Ensure a safe and viable future for our employees

# G

**GOVERNANCE**

Pursue fair and ethical business practices



# ON TRACK TO MEET 2025 ESG TARGETS – MAJORITY ALREADY ACHIEVED



(Status at the end of 2024)

ENVIRONMENT	
	<p><b>44%</b> share of revenue from sustainable solutions and products**</p> <p>2025 target: &gt;50%</p>
	<p><b>51%</b> reduction in greenhouse gas emissions (Scope1+2)</p> <p>2025 target: 50%* ✓</p>
	<p><b>14%</b> reduction in water consumption</p> <p>2025 target: 10%* ✓ Revised 2025 target: 18%***</p>
	<p><b>36%</b> reduction in waste volume</p> <p>2025 target: 10%* ✓ Revised 2025 target: 40%***</p>

SOCIAL	
	<p><b>12%</b> reduction in the annual accident frequency rate (&gt;1 day of absence) y/y</p> <p>y/y target: 30%</p>
	<p><b>17.2%</b> share of women in the workforce</p> <p>2025 target: 20%</p>
	<p><b>4.1%</b> annual fluctuation rate due to voluntary resignations</p> <p>2025 target: &lt;4.5% ✓</p>

GOVERNANCE	
	<p><b>90.6%</b> procurement volume covered by assessed suppliers</p> <p>2025 target: 85% ✓</p>
	<p><b>0</b> no infringements, achieved by implementing the highest corporate compliance standards</p> <p>y/y target: 0% ✓</p>
	<p><b>0</b> no event-driven profit warnings, achieved by detecting company risks at an early stage</p> <p>y/y target: 0% ✓</p>

# OUR GOAL IS ZERO OCCUPATIONAL INJURIES AND ILLNESSES

## TARGET 2025

Reduction of the LTIFR\* to **1.83**

We are **continuously improving** workplace safety.

- Ensuring a safe, healthy, and supportive working environment for all
- All employees are covered under ISO 45001 certification
- LTIFR reduced from 9.18 (2016) to **2.15 (2024)**



Committed to  
**NO HARM**

\* The lost time injury frequency rate (LTIFR) is the number of accidents and cases of occupational illness causing more than one day absence per one million working hours.



# Creating Growth that Matters





# FLAT PRODUCT PROCESSING

ANDRITZ METALS

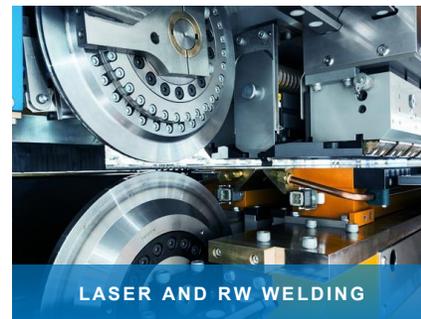
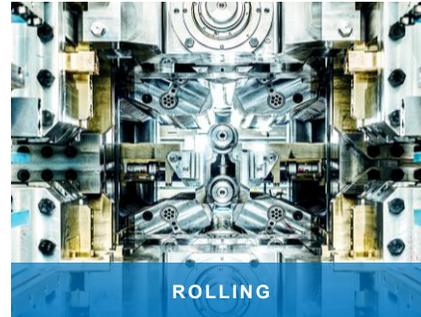
July 2025

**ANDRITZ**

# ANDRITZ METALS



Carbon and stainless steel, aluminum and copper



# FUNDAMENTALS OF OUR EXCELLENCE



ANDRITZ

Schuler AG  
Soutec AG  
Thermtec  
Selas France SA  
FBB GmbH  
Lynson  
United Utilities  
ASKO  
Sundwiger Eisenhütte Maschinenfabrik  
Herr-Voss Stamco  
MAERZ-Gautschi Industrieofenanlagen GmbH  
Davy-Swindell  
Otto Kaiser GmbH  
HiTEQ  
Ruthner AG  
Bricmont Inc.  
Nisterhammer

# ANDRITZ METALS CAPABILITIES



FINDING SOLUTIONS TO ANY CHALLENGE!

A reliable partner for the production and processing of stainless steel, carbon steel and non-ferrous metals with strong focus on

- Health, Safety and Environment
- Sustainability
- Research and development
- Project and site management
- Manufacturing and engineering
- Automation and digitalization
- Life-cycle full service



# ANDRITZ METALS HEALTH, SAFETY AND ENVIRONMENT



- All locations of ANDRITZ Metals are already part of matrix certification, for the integrated QHSE Management System acc. to ISO 9001, ISO 14001 and ISO 45001.



# ANDRITZ METALS

## HEALTH, SAFETY AND ENVIRONMENT



- When it comes to workplace safety, our goal is simple – **we do not want injuries or accidents at any time**
- **Safety begins with each individual employee.** We never take risks that could endanger ourselves or others during our jobs
- **We strive to eliminate accidents in all of our facilities** by ensuring a safe and healthy work environment and by looking for ways to continuously improve
- We comply with all safety laws and believe that **safety comes before anything else**



# ANDRITZ METALS “SAFETY FIRST” PROGRAM



ANDRITZ "Safety First" program implemented at site

- Strong cooperation between all contractors at site
- High management commitment
- Strict control of site works to increase installation quality, safety and health of on-site staff
- Permanent high management compliance workgroup
- Extremely good safety numbers during the projects



# SUSTAINABILITY - VISION

Sustainability is the main driver for innovation.

## Strategic Focus:

- CO<sub>2</sub> emission reduction
- NO<sub>x</sub> reduction
- Digitalization



Sustainability and customer focused service and technology leader for flat product processing

**smarter  
cleaner  
greener**

# ANDRITZ METALS RESEARCH AND DEVELOPMENT



Our innovation portfolio is based on the following focus areas:

- Environmentally sustainable production, circular economy: solutions for recycling waste acid and waste water, reducing CO<sub>2</sub> and NO<sub>x</sub> emission and contributing to a toxic free environment
- Lightweight material for the automotive industry: new process technologies to produce also future generations of AHSS, TWBs and aluminum grades
- Digitalization: We combine domain know-how with automation and digitalization expertise! The four main pillars are increase asset value, increase product quality, improve production performance and secure sustainable production.



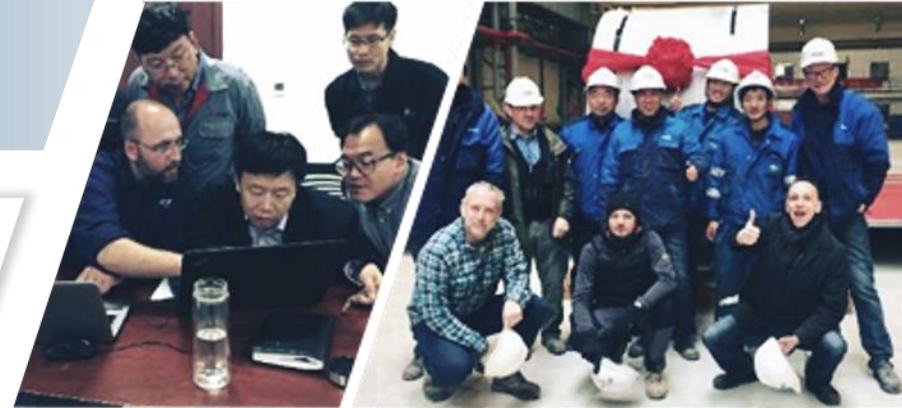
7 R&D centers in Europe and USA

# ANDRITZ METALS PROJECT AND SITE MANAGEMENT



## PROJECT MANAGEMENT

- Project set up with interdisciplinary international teams led by experienced project managers
- Coordination of design engineering and interfaces with customer and suppliers
- Effective communication with all involved parties and project stakeholders
- Professional document management
- Time scheduling and progress reporting for on-time delivery
- Efficient installation, commissioning and start-up



# ANDRITZ METALS PROJECT AND SITE MANAGEMENT



## SITE MANAGEMENT

- Wide range of site jobs ranging from very small field service orders to large scale full installation contracts
- Most capital contracts include:
  - Only supervision service
  - Installation in customer scope
- Couple of full installation / EPC contracts
- Typical large capital project:
  - Approx. 5000 SV man-days
  - Approx. MEUR 10-20 installation costs
- 100 specialized site supervisors globally



# ANDRITZ METALS MANUFACTURING AND ENGINEERING



## BENEFIT FROM OUR MANUFACTURING CAPABILITIES!

- Consistent technological development
- Consistent improvement of reliability
- Quality
- Service (upgrades, rebuilds, spare & wear parts)

## STRATEGY

- Production of key components
- High- and consistent quality due to ANDRITZ manufacturing standard
- Excellent in engineering, design and planning



# ANDRITZ METALS AUTOMATION



THE RIGHT CLICK FOR YOUR PLANT!

Functional, reliable and safety Electric and Automation systems from in-house automation know-how combined with expertise in process and mechanical design.

- Complete automation solutions from one source
- State of the art and consistent
- Short start-up times
- Smooth operations of ANDRITZ plants and technologies
- Supported by simulation models, digital twins, advanced process control technologies, and special sensors.
- Comprehensive lifetime services
- Global services network
- **Industry 4.0 READY**





# ANDRITZ METALS AUTOMATION

LEVEL 3 (ERP)



LEVEL 2  
(MES/AFC)



LEVEL 1  
(PLC/OCS)



LEVEL 0  
(Field)



# ENGINEERED SUCCESS FOR FLAT PRODUCT PROCESSING

ANDRITZ combines domain know-how with automation and digitalization expertise!

## Domain know-how

150+ years experience with more than 1040 processing lines, 342 rolling mills, 330 furnaces in the carbon steel, stainless steel, aluminum, welding and stamping industry.



## Automation

Integrated technology solutions for our domain products with more than 35 years of experience in using automation software independent of the automation hardware supplier, e.g. Siemens, ABB, Rockwell, Yokogawa, and many more.



## Digitalization

Metis UX platform with more than 50 apps for optimizing the quality and performance of our customers production with more than 50 reference



# INTELLIGENT FLAT PRODUCT PROCESSING

For a world-class, flat steel producer who delivers the product exactly as requested, on time and with consistent quality

## Increase asset value



- Risk-based maintenance
- Condition monitoring
- Anomaly detection
- Process change tracking
- Logbook
- Digital twin

**Increase asset availability  
by up to 25%**

> 50 references, thereof  
> 15 in Metals

## Increase product quality



- Intelligent CGL
- Coil quality mgmt.
- Data analytics
- Advanced furnace control
- Process model (picking, annealing)
- Intelligent rolling mill optimization
- Control performance assessment (CPA)

**Minimize yield losses  
by up to 5%**

> 60 references, thereof  
> 45 in Metals

## Improve production performance



- Manufacturing execution system (MES)
- Overall equipment efficiency (OEE)
- Cost/resource management
- Statistical process control (SPC)
- Plant floor management
- Alarm management
- Control performance assessment (CPA)
- Production information (PID)

**Increase production output by  
up to 15%**

> 40 references, thereof  
> 20 in Metals

## Secure sustainable production



- Utility and energy consumption
- Emission reduction (CO<sub>2</sub>, NO<sub>x</sub>)
- Intelligent acid management
- Cyber security

**CO<sub>2</sub> reduction by up to 25%**

> 30 references, thereof  
> 15 in Metals

# ANDRITZ METALS LIFE CYCLE FULL SERVICE

## SERVICE ABILITY

- Outstanding service product portfolio - from spare parts to mill-wide maintenance outsourcing agreements
- Close cooperation with the mill's and service center operation and maintenance personnel
- Contribute to improved reliability, availability, and production while reducing overall operating costs

## Service products and solutions

- Automation & control
- Engineered wear products
- Mill improvement
- Studies & field services
- Mill maintenance
- Remote Assistance
- Spare & replacement parts
- Upgrades & modernizations
- Rebuild & Retrofits
- Tooling



# ANDRITZ METALS WORLDWIDE



**1,400**  
EMPLOYEES

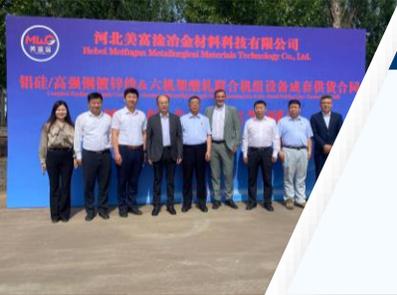
**150+**  
YEARS  
EXPERIENCE

**6**  
INNOVATION  
CENTERS

**400**  
EMPLOYEES  
IN SERVICE



# ANDRITZ METALS NEWS



2025/07/17

## CERI Technology Company awards annealing furnace contract to ANDRITZ

CERI Technology Company Limited has awarded a contract to international technology group ANDRITZ to supply an annealing furnace for a continuous galvanizing line for Hebei MFG Metallurgical Materials Technology Co., Ltd.. [Read more](#)



2025/07/10

## ArcelorMittal/China Oriental Group JV orders high-end silicon steel processing plant from ANDRITZ

The joint venture between ArcelorMittal and China Oriental Group has selected international technology group ANDRITZ to supply silicon steel processing lines and a rolling mill for a major project in Changzhou, Jiangsu Province, China. [Read more](#)



2025/07/08

## ANDRITZ receives final acceptance for cold rolling mill from Ansteel Group, China

International technology group ANDRITZ has received final acceptance for the single-stand S6-high reversing cold rolling mill supplied to Ansteel Group Xichang Steel & Vanadium Co., Ltd.. [Read more](#)

# ANDRITZ METALS NEWS



2025/06/26

## ANDRITZ to acquire Salico Group

International technology group ANDRITZ has signed an agreement to acquire Salico Group, headquartered in Italy and Spain, including its subsidiaries in the UK, USA, and India. [Read more](#)



2025/06/11

## ANDRITZ receives final acceptance for pickling line and acid regeneration plant at voestalpine, Austria

International technology group ANDRITZ has successfully completed the supply of a continuous pickling line, acid regeneration plant, acid purification plant, and silicon removal systems to voestalpine in Linz, Austria. [Read more](#)



2025/05/21

## ANDRITZ to upgrade continuous galvanizing line for Tangsteel, China

International technology group ANDRITZ has received an order from Tangsteel High Strength Automotive Strip Co., Ltd. to upgrade and modernize the existing No. 5 Continuous Galvanizing Line (TAN-CGL5) at its facility in Tangshan, Hebei Province, China. [Read more](#)



2025/03/20

## ANDRITZ selected by ArcelorMittal as supplier for new electrical steel facility in the USA

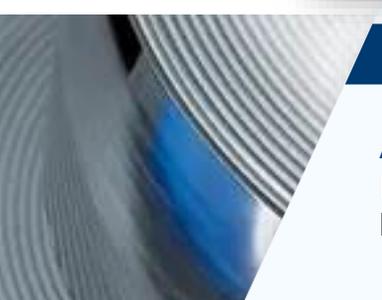
International technology group ANDRITZ has received an order from ArcelorMittal Calvert to supply an annealing and coating line and a cold rolling mill for its new wholly owned, state-of-the-art electrical steel production facility in Calvert, Alabama, USA. [Read more](#)



2025/02/11

## ANDRITZ to supply new cut-to-length line to Olympic Steel, USA

International technology group ANDRITZ has received an order from Olympic Steel, Inc. to supply an innovative cut-to-length line for its facility in Minneapolis, Minnesota, USA. [Read more](#)



2024/12/12

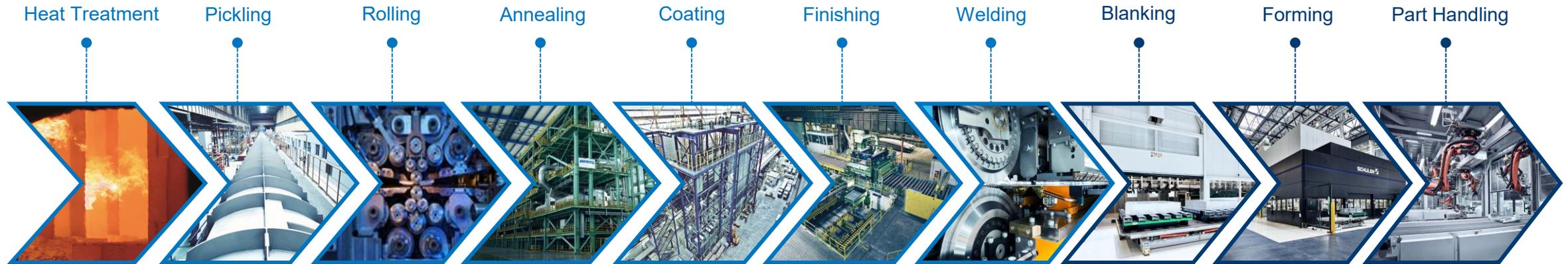
## ANDRITZ to modernize electrical and automation systems at voestalpine steel mill

International technology group ANDRITZ received an order from voestalpine to modernize the electrical and automation systems of a hot-dip galvanizing line at the steel mill in Linz, Austria. [Read more](#)



# ANDRITZ METALS – SCHULER

Entire process chain from hot rolled strip to finished parts



## ANDRITZ METALS core competences

Processing lines steel and aluminum strips, industrial furnace systems, and welding systems

## Schuler core competences

Press shop solutions



**ANDRITZ.  
FOR GROWTH  
THAT MATTERS.**

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