



ANDRITZ GROUP

INNOVATIVE TECHNOLOGIES FOR THE PLANET

A GLOBAL PARTNER FOR KEY INDUSTRIES THAT SHAPE THE WORLD

FEBRUARY, 2024

ANDRITZ

ENGINEERED SUCCESS

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 life-cycle services



Empowering our customers to drive the green transition

KEY FINANCIAL FIGURES 2023



ORDER INTAKE
8.6 billion EUR

(2022: 9.3 billion EUR / -8%)

GROUP REVENUE
8.7 billion EUR

(2022: 7.5 billion EUR / +15%)

ORDER BACKLOG
9.9 billion EUR

(2022: 10.0 billion EUR / -1%)

EBITA
742 MEUR

(2022: 649 MEUR / +14%)

EBITA MARGIN
8.6%

(2022: 8.6%)

NET INCOME
(incl. non-controlling interests)
504 MEUR

(2022: 403 MEUR / +25%)

WORLD MARKET LEADER WITH FOUR BUSINESS AREAS



PULP & PAPER



46%*

Pulp: #1
Paper: #3

METALS



21%*

Forming: #1
Processing: #1-2

HYDROPOWER



18%*

#1-2

ENVIRONMENT & ENERGY



15%*

#1-3

* Share of total Group revenue 2023

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 ANDRITZ’S SUCCESS



Around **30,000**
employees within the ANDRITZ GROUP

- Approx. 65% white-collar and 35% blue-collar
- >33% are working in engineering, technology or project management




A JOURNEY OF 170 YEARS FROM A FOUNDRY TO GLOBAL TECHNOLOGY LEADERSHIP



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

1852	1900	1938-1949	1950	1987	1999	2001	2003
Established by Josef Körösi	Gutmann Group	Expropriation	Creditanstalt-Bankenverein	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 2002

PULP & PAPER		METALS		HYDROPOWER		ENVIRONMENT & ENERGY			
2002	ABB Drying	2012	AES	2002	SELAS SAS Furnace Div.	2006	VA TECH HYDRO	2002	3SYS
2003	IDEAS Simulation	2013	MeWa	2004	Kaiser	2007	Tigép	2003	Fiedler
2003	Acutest Oy	2016	SHW CastingTech	2005	Lynson	2008	GE Hydro business	2004	Bird Machine
2004	EMS (JV)	2017	Paperchine	2008	Maerz	2010	GEHI (JV)	2004	NETZSCH Filtration
2005	Cybermetrics	2018	Novimpianti	2012	Bricmont	2010	Precision Machine	2004	Fluid Bed Systems
2005	Universal Dynamics Group	2018	Diatec	2012	Soutec	2010	Hammerfest Strøm	2005	Lenser Filtration
2006	Küstern	2018	Xerium	2013	Schuler	2011	Hemicycle Controls	2006	CONTEC Decanter
2006	Carbona	2019	Kempulp	2013	FBB Engineering	2018	HMI	2009	Delkor Capital Equipment
2006	Pilão	2020	Enviroburners	2014	Herr-Voss Stamco			2010	KMPT
2007	Bachofen + Meier	2021	Laroche	2016	Yadon			2010	Ritz
2007	Sindus	2022	Bonetti Group	2016	AWEBA			2011	AE&E Austria (Clean Air Technologies)
2008	Kufferath	2022	ĐURO ĐAKOVIĆ TEP	2018	Farina Presse			2012	Gouda
2009	Rollteck	2023	Dan-Web	2018	ASKO			2013	Shende Machinery
2010	Rieter Perfojet	2023	SciTech Service	2022	Sovema Group			2015	Euroslot
2010	DMT/Biax	2023	Imagine That Inc.					2016	ANBO
2011	AE&E Austria (Boiler)	2024	NAF (closing pending)					2021	GE Steam Power
2011	Iggesund Tools							2022	J. Parpala
2011	Tristar Industries							2023	Dedert
2011	Asselin-Thibeau								

OUR STRATEGY: LONG-TERM PROFITABLE GROWTH



DECARBONIZATION



DIGITALIZATION



CUSTOMER SERVICE



LONG-TERM
PROFITABLE
GROWTH



- Grow revenue
- Grow profitability
- Grow service share

REDEFINING THE FUTURE: UNLEASHING OUR INNOVATION ENGINE



139 MEUR

for R&D in 2023



370

new patent
applications in 2023



6,510

patent protection rights



DECARBONIZATION: WE ENABLE THE GREEN TRANSITION

- Developing economically feasible key technologies for the green transition
- Providing full life cycle 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



Maximize
plant process
performance



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



Maximize
productivity,
efficiency and
availability
for all assets



Proactively
manage digital
security risks

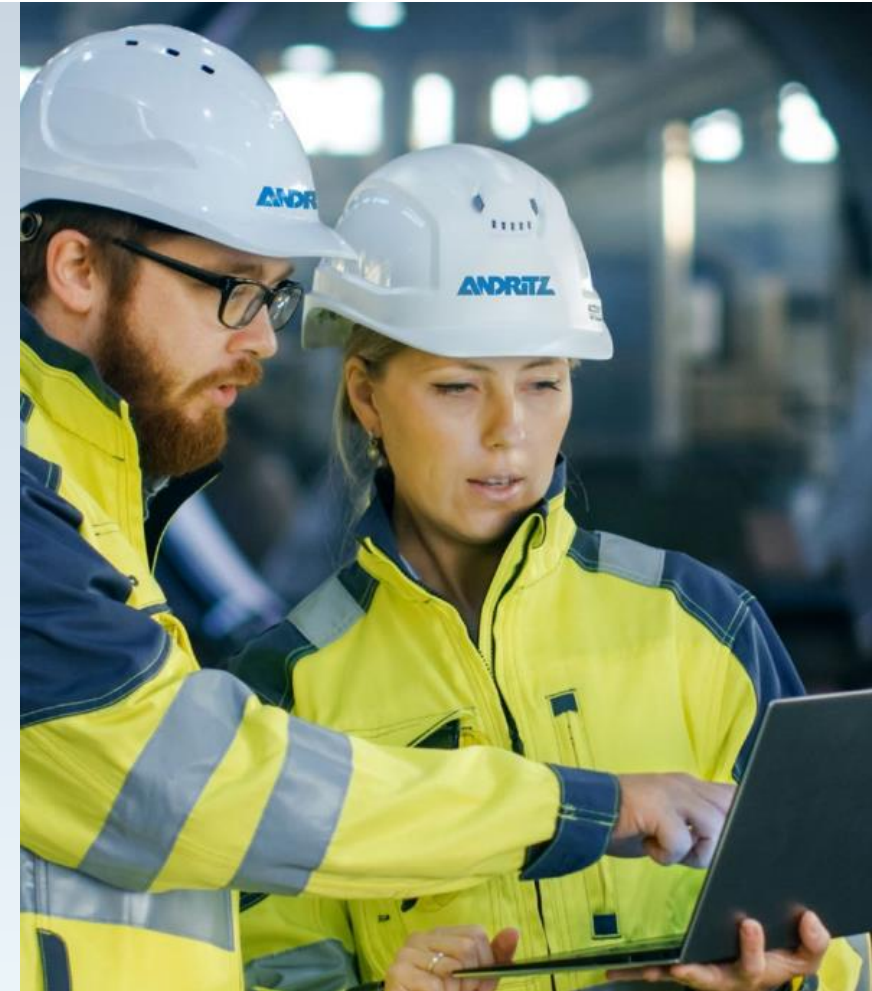
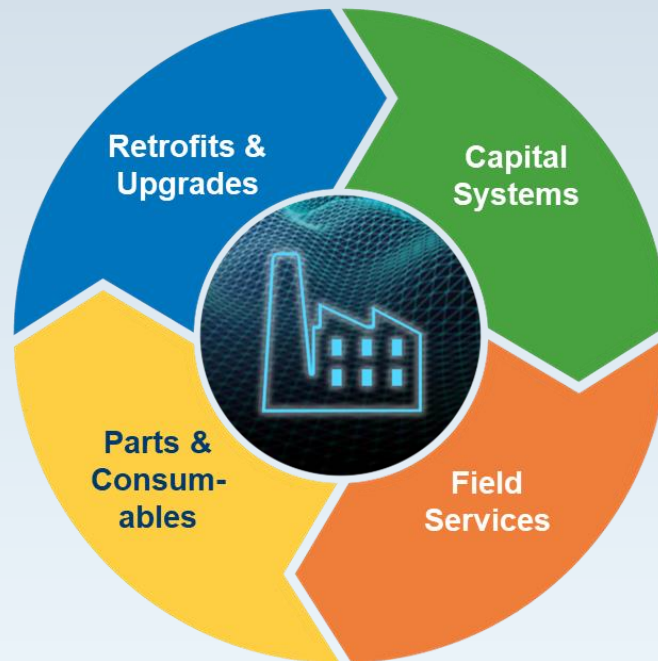


Boost customer
expertise and
reduce risk to
people, plant and
investment

CUSTOMER SERVICE: SUCCESS THROUGH OUR LIFE CYCLE SOLUTIONS



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



"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 CO₂ 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



WELL ON TRACK TO REACH OUR ESG GOALS STATUS AT THE END OF 2023



ENVIRONMENT

	45%	Share of revenue from sustainable solutions and products 2025 target: 50%
	18%	Reduction in water consumption 2025 target: 10%*
	36%	Reduction in greenhouse gas emissions (Scope1+2) 2025 target: 50%*
	19%	Reduction in waste volume 2025 target: 10%*

SOCIAL

	7%	Reduction in the annual accident frequency rate (>1 day of absence) y/y y/y target: 30%
	17%	Share of women in the workforce 2025 target: 20%
	5%	Yearly fluctuation rate as a result of voluntary resignations 2025 target: <4.5%

GOVERNANCE

	90%	Procurement volume covered by assessed suppliers 2025 target: 85%
	0	No infringements , achieved by implementing the highest corporate compliance standards y/y target: 0%
	0	No event-driven profit warnings , achieved by detecting company risks at an early stage y/y target: 0%

OUR GOAL IS ZERO OCCUPATIONAL INJURIES AND ILLNESSES



TARGET 2024

Reduce the LTAFR* **BY FURTHER 30% to 1.9**

We are **constantly improving** and **monitoring** our safety performance.

- LTAFR **reduced** from 10.2 in 2016 to **2.7** in **2023**
- Have all employees working under ISO 45001 certification
- Guarantee a safe, healthy and comfortable working environment for all



* The lost time accident frequency rate (LTAFR) is the number of accidents, causing more than one day absence, per one million working hours

OUR MISSION, VISION AND VALUES



We love what we do and we do everything to make sure that our customers succeed.



ENGINEERED SUCCESS

OUR MISSION

We drive the success of our customers through **innovative and quality engineering and services**, and we form strong and sustainable relationships – with a positive impact for key industries and for the planet. The world keeps changing, our passion stays the same.

OUR VISION

In our chosen markets, we are **global leaders with a passion for innovative engineering solutions**. As technology and quality leader, we create sustainable value for our customers and shareholders, thus ensuring the continuation of our long-term profitable growth.

OUR VALUES

We at ANDRITZ all share the same core values that define how we act and what we stand for.



Passion



Partnership



Perspectives



Versatility



THANK YOU!

ANDRITZ

ENGINEERED SUCCESS