



DRIVING INNOVATION, SHAPING A SUSTAINABLE FUTURE.

FOR GROWTH THAT MATTERS

MARCH 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 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%)

EBITA
713 MEUR

(2023: 742 MEUR / -4%)

EBITA MARGIN
8.6%

(2023: 8.6%)

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

(2023: 504 MEUR / -2%)

WORLD MARKET LEADER WITH FOUR BUSINESS AREAS



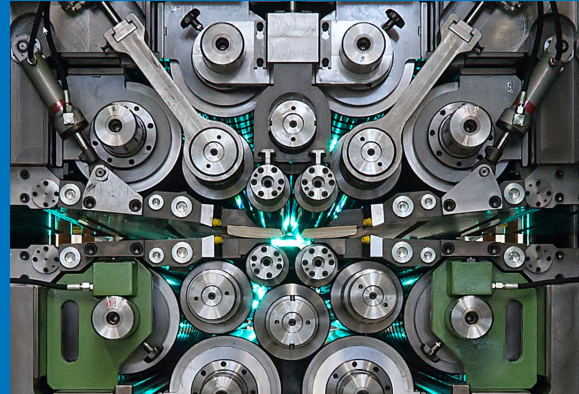
PULP & PAPER



42%*

Pulp: #1
Paper: #3

METALS



22%*

Forming: #1
Processing: #1-2

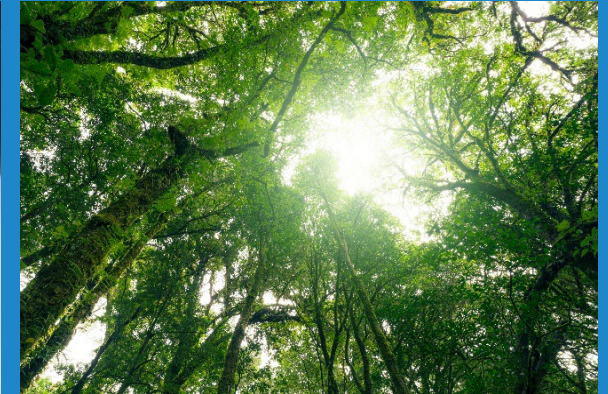
HYDROPOWER



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



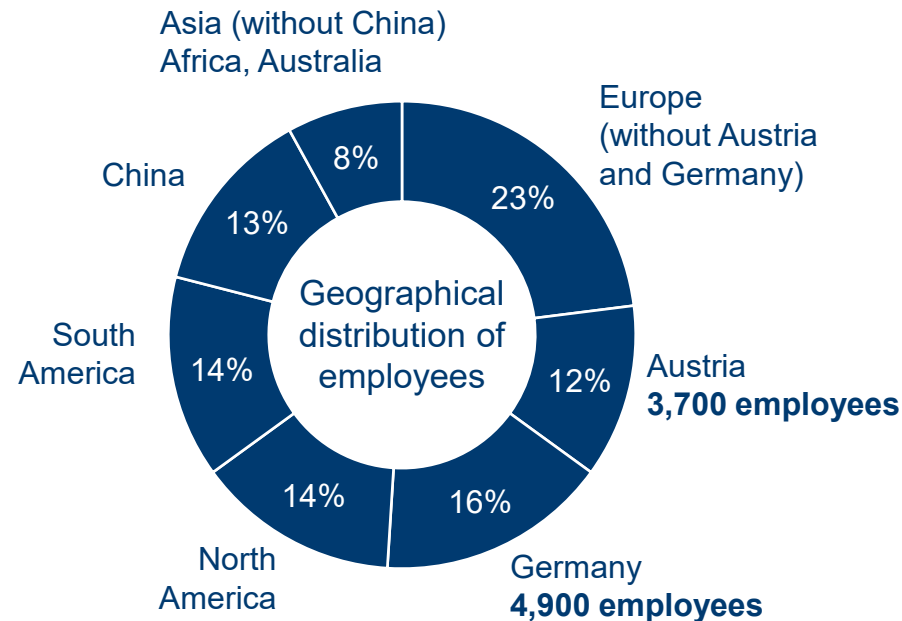
OVER **80**
COUNTRIES

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



Around **30,000**
employees

- 64% white-collar and 36% blue-collar
- >32% 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>Expansion into 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>Foundation of ANDRITZ China</p> 	<p>▼</p> <p>2000</p> <p>Pulp technology (Ahlström Machinery)</p> 	<p>▼</p> <p>2001</p> <p>Foundation of ANDRITZ Brazil</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-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 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.	2024	Wuhan Arrows Creation			2016	ANBO
2011	AE&E Austria (Boiler)	2024	NAF					2021	GE Steam Power
2011	Iggesund Tools	2024	Procemex					2022	J. Parpala
2011	Tristar Industries	2024	PulpEye					2023	Dedert
2011	Asselin-Thibeau	2024	ATN Engineering					2025	LDX Solutions



OUR STRATEGY: LONG-TERM PROFITABLE GROWTH



DECARBONIZATION



DIGITALIZATION



CUSTOMER SERVICE



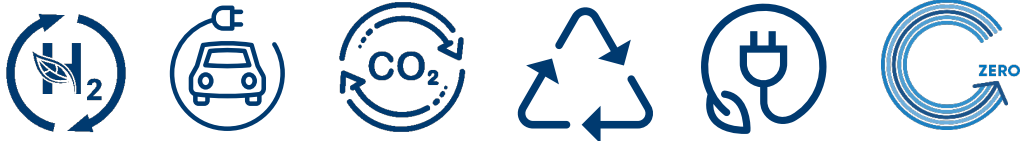
LONG-TERM PROFITABLE GROWTH

- 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 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



ON TRACK TO MEET 2025 ESG TARGETS – MANY ALREADY ACHIEVED



(Status at the end of 2024)

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

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

GOVERNANCE	
	<p>90.6% procurement volume covered by assessed suppliers</p> <p>2025 target: 85% ✓</p>
	<p>0 no infringements, achieved by implementing the highest corporate compliance standards</p> <p>y/y target: 0% ✓</p>
	<p>0 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





**ANDRITZ.
FOR GROWTH
THAT MATTERS.**

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