



DRIVING INNOVATION, SHAPING A SUSTAINABLE FUTURE.

FOR GROWTH THAT MATTERS

OCTOBER 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 Q1-Q3 2025



ORDER INTAKE
6.9 billion EUR

(Q1-Q3 2024: 5.7 billion EUR / +20%)

REVENUE
5.5 billion EUR

(Q1-Q3 2024: 6.0 billion EUR / -8%)

ORDER BACKLOG
10.8 billion EUR

(Q1-Q3 2024: 9.4 billion EUR / +15%)

Comparable **EBITA** |
Comparable **EBITA MARGIN**
471 MEUR | 8.5%

(Q1-Q3 2024: 510 MEUR / -8% | 8.5%)

EBITA | EBITA MARGIN
449 MEUR | 8.1%

(Q1-Q3 2024: 507 MEUR / -12% | 8.4%)

NET INCOME
incl. non-controlling interests
303 MEUR

(Q1-Q3 2024: 342 MEUR / -12%)

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

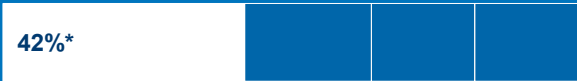
497 MEUR

(2023: 504 MEUR / -2%)

WORLD MARKET LEADER WITH FOUR BUSINESS AREAS

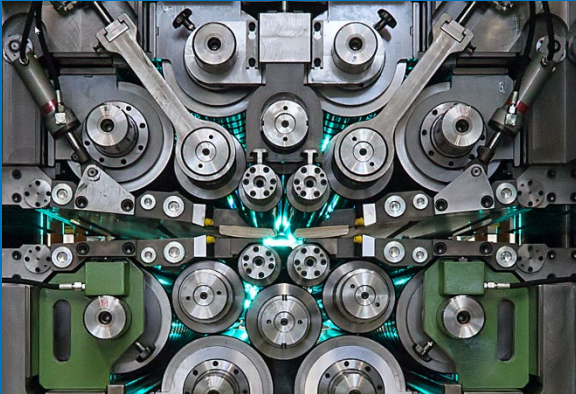


PULP & PAPER



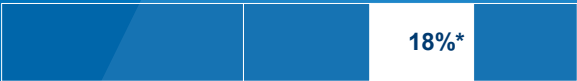
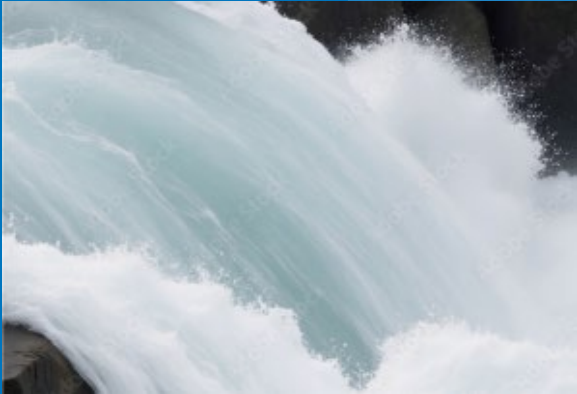
Pulp: **#1**
Paper: **#3**

METALS



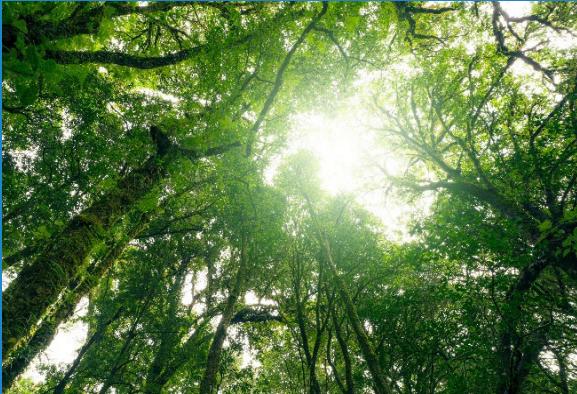
Forming: **#1**
Processing: **#1-2**

HYDROPOWER



#1-2

ENVIRONMENT & ENERGY



#1-3

* share of total Group revenue 2024
global market position, estimated by ANDRITZ

CLOSE TO OUR CUSTOMERS, IN MORE THAN 80 COUNTRIES



MORE THAN **30,000**
EMPLOYEES WORLDWIDE



OVER **280**
LOCATIONS



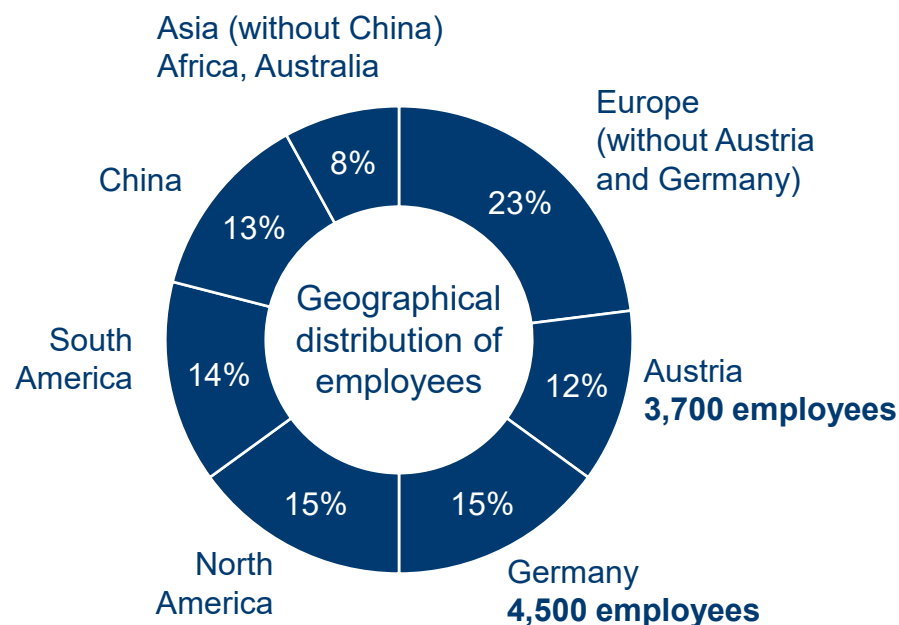
OVER **80**
COUNTRIES

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



More than **30,000**
employees

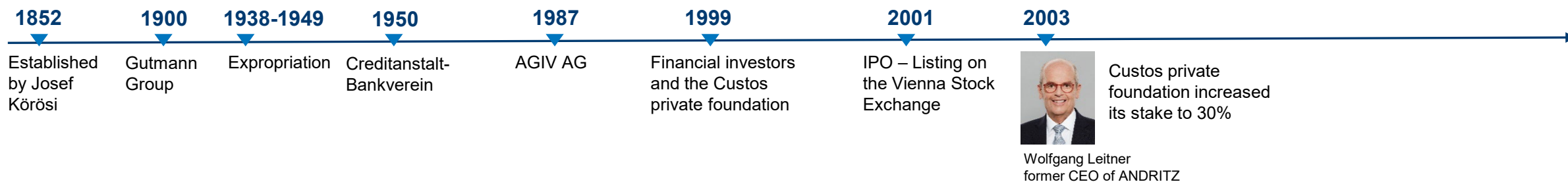
- 64% white-collar and 36% blue-collar
- >33% are working in engineering, technology or project management



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



OWNERSHIP



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	Kempul	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



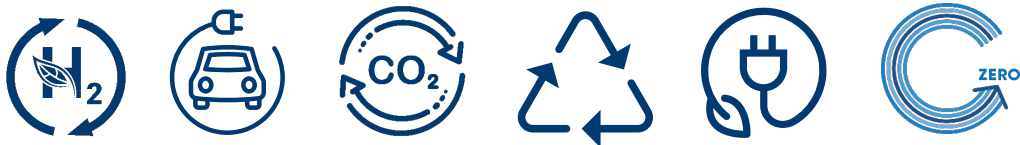
LONG-TERM PROFITABLE GROWTH

- 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 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 – MAJORITY ALREADY ACHIEVED

(Status at the end of 2024)



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

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

GOVERNANCE	
	90.6% 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 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.**

LEGAL DISCLAIMER



© ANDRITZ AG 2025

This presentation contains valuable, proprietary property belonging to ANDRITZ AG or its affiliates (“the ANDRITZ Group”), and no licenses or other intellectual property rights are granted herein, nor shall the contents of this presentation form part of any sales contracts which may be concluded between the ANDRITZ Group companies and purchasers of any equipment and/or systems referenced herein. Please be aware that the ANDRITZ Group actively and aggressively enforces its intellectual property rights to the fullest extent of applicable law. Any information contained herein (other than publicly available information) shall not be disclosed or reproduced, in whole or in part, electronically or in hard copy, to third parties. No information contained herein shall be used in any way either commercially or for any purpose other than internal viewing, reading, or evaluation of its contents by recipient and the ANDRITZ Group disclaims all liability arising from recipient’s use or reliance upon such information. Title in and to all intellectual property rights embodied in this presentation, and all information contained therein, is and shall remain with the ANDRITZ Group. None of the information contained herein shall be construed as legal, tax, or investment advice, and private counsel, accountants, or other professional advisers should be consulted and relied upon for any such advice.

All copyrightable text and graphics, the selection, arrangement, and presentation of all materials, and the overall design of this presentation are © ANDRITZ Group 2025. All rights reserved. No part of this information or materials may be reproduced, retransmitted, displayed, distributed, or modified without the prior written approval of Owner. All trademarks and other names, logos, and icons identifying Owner’s goods and services are proprietary marks belonging to the ANDRITZ Group. If recipient is in doubt whether permission is needed for any type of use of the contents of this presentation, please contact the ANDRITZ Group at welcome@andritz.com.