



DRIVING INNOVATION, SHAPING A SUSTAINABLE FUTURE.

FOR GROWTH THAT MATTERS

MARCH 2026

ANDRITZ

WHAT WE DO



Pioneer in delivering large-scale industrial technology solutions

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



Elevating customer operations with advanced technologies



Ensuring long-term asset performance through lifecycle services



Enabling customers to decarbonize and transform their operations at scale

KEY FINANCIAL FIGURES 2025



Strong order intake and stable profitability

ORDER INTAKE

8.9 billion EUR

(2024: 8.3 billion EUR / +8%)

REVENUE

7.9 billion EUR

(2024: 8.3 billion EUR / -5%)

ORDER BACKLOG

10.5 billion EUR

(2024: 9.7 billion EUR / +7%)

Comparable EBITA |

Comparable EBITA MARGIN

698 MEUR | 8.9%

(2024: 743 MEUR / -6% | 8.9%)

EBITA | EBITA MARGIN

648 MEUR | 8.2%

(2024: 713 MEUR / -9% | 8.6%)

NET INCOME

incl. non-controlling interests

457 MEUR

(2024: 497 MEUR / -8%)

WORLD MARKET LEADER WITH FOUR BUSINESS AREAS



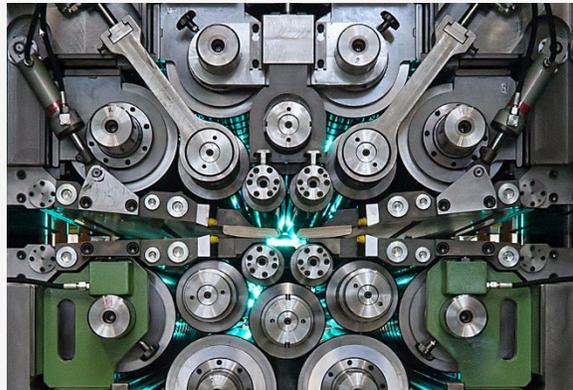
PULP & PAPER



38%*

Pulp: #1
Paper: #3

METALS



21%*

Forming: #1
Processing: #1-2

HYDROPOWER



22%*

#1-2

ENVIRONMENT & ENERGY



19%*

#1-3

* Share of total group revenue 2025

Global market position, estimated by ANDRITZ

CLOSE TO OUR CUSTOMERS



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



+30,000

employees

64% white-collar and
36% blue-collar

Over 32% of employees
work in engineering,
technology, or project
management.



174 YEARS



Journey from a foundry to global technology leadership

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

OWNERSHIP

1852	1900	1938-1949	1950	1987	1999	2001	2003	2026
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	 Wolfgang Leitner, former CEO of ANDRITZ	Custos private foundation increased its stake to 30%
								25 years listed on the Vienna Stock Exchange

WE EXPAND OUR PORTFOLIO IN ALL BUSINESS AREAS



Acquisitions by business area since 2005

PULP & PAPER

2005	Cybermetrics	2018	Novimpianti
2005	Universal Dynamics Group	2018	Diatec
2006	Küstern	2018	Xerium
2006	Carbona	2019	Kempulp
2006	Pilão	2020	Enviroburners
2007	Bachofen + Meier	2021	Laroche
2007	Sindus	2022	Bonetti Group
2008	Kufferath	2022	ĐURO ĐAKOVIĆ TEP
2009	Rollteck	2023	Dan-Web
2010	Rieter Perfojet	2023	SciTech Service
2010	DMT/Biax	2023	Imagine That Inc.
2011	AE&E Austria (Boiler)	2024	NAF
2011	Iggesund Tools	2024	Procemex
2011	Tristar Industries	2024	PulpEye
2011	Asselin-Thibeau	2024	ATN Engineering
2012	AES	2025	A.Celli Paper
2013	MeWa	2025	Diamond Power
2016	SHW CastingTech	2025	Allen-Shermann-Hoff
2017	Paperchine	2025	Parts of Wehrle

METALS

2005	Lynson
2008	Maerz
2012	Bricmont
2012	Soutec
2013	Schuler
2013	FBB Engineering
2014	Herr-Voss Stamco
2016	Yadon
2016	AWEBA
2018	Farina Presse
2018	ASKO
2022	Sovema Group
2024	Wuhan Arrows Creation
2024	INTEA
2025	Salico Group
2025	Sanzheng

HYDROPOWER

2006	VA TECH HYDRO
2007	Tigép
2008	GE Hydro business
2010	GEHI (JV)
2010	Precision Machine
2010	Hammerfest Strøm
2011	Hemicycle Controls
2018	HMI

ENVIRONMENT & ENERGY

2005	Lenser Filtration
2006	CONTEC Decanter
2009	Delkor Capital Equipment
2010	KMPT
2010	Ritz
2011	AE&E Austria (Clean Air Technologies)
2012	Gouda
2013	Shende Machinery
2015	Euroslot
2016	ANBO
2021	GE Steam Power
2022	J. Parpala
2023	Dedert
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
- Offering 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 LIFE CYCLE SOLUTIONS



Around **10,000**
service employees

In more than **180**
locations worldwide



INDUSTRIAL-SCALE GREEN HYDROGEN FOR GREEN STEEL MAKING

First step in
SALCOS®
transformation
program

200,000 t
CO₂ reduction per year

ANDRITZ delivers a green hydrogen plant to Salzgitter Flachstahl GmbH, Germany.



100 MW
alkaline
electrolyzer
capacity
Start-up: 2027
Project status:
in execution

9,000 t/y
green hydrogen



**SALZGITTER
FLACHSTAHL**
Ein Unternehmen der Salzgitter Gruppe

INDUSTRIAL CARBON CAPTURE PLANTS FOR HARD-TO-ABATE INDUSTRIES

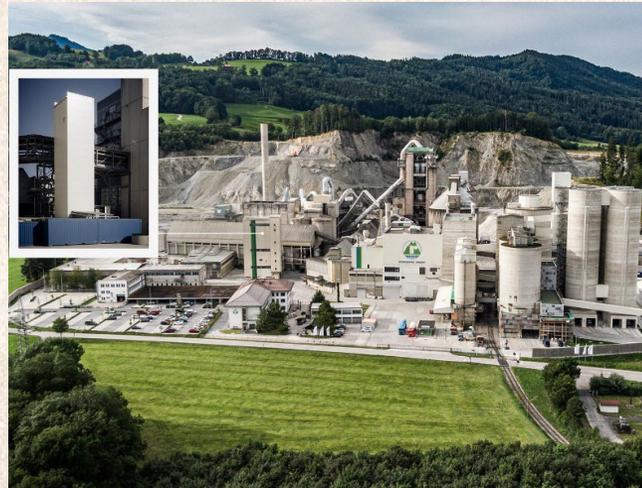


**In operation
since 2022**

2 t/day

**food grade CO₂
for industrial reuse**

Rohrdorfer, Germany



**Germany's
first
industrial
carbon
capture plant
in the cement
industry**

**Fully automated,
continuous operation**

1.5-GIGAWATT BATTERY CELL FORMATION LINE



Production start: 2026

Industrial-scale, fully automated battery cell formation line

Leading battery producer in southern Germany



Booster batteries for a renowned German car manufacturer

Designed for fast and energy-efficient charge-discharge cycles

INDUSTRIAL-SCALE TEXTILE RECYCLING – AUTOMATED SORTING



**Foundation
for fiber-to-
fiber
recycling**

**Automated sorting of
post-consumer textiles**
Capacity: 5,000 t/y
Start-up: 2023

Nouvelles Fibres Textiles,
France



**AI-based
material and
color
identification**

**Contaminant removal
enabling high-purity
recycling streams**

NUMBER ONE RENEWABLE ENERGY SOURCE TO POWER THE GREEN TRANSITION

In full
operation
since 2023

8,600+ GWh

Enough annual energy for
about eight million households

Laúca, Angola:
Largest hydroelectric
power plant in Angola



Backbone of
modern grid
regulation in
Angola

Total capacity: 2,070 MW
6x 338 MW main, 1x 42 MW eco

REDEFINING THE FUTURE: UNLEASHING OUR INNOVATION ENGINE



~ 3%

of revenue invested
in R&D in 2025



451

new patent
applications in 2025



6,270

patent
protection rights

FOCUS AREAS

Decarbonization:

Supporting customers in reducing emissions and advancing sustainability goals

Digitalization:

Using advanced technologies to increase productivity, reduce costs, and improve process performance

Energy and material efficiency:

Improving resource efficiency across industrial processes and value chains



OUR PERFORMANCE IS EXTERNALLY RECOGNIZED



We achieved Gold in EcoVadis and Prime in ISS ESG. Our climate targets are validated by the SBTi.

GOLD
TOP 5%



RATING
PRIME



RATING
ESG SCORE 53



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

RATING
MEDIUM RISK
(9/2025: SCORE 20.5)



RATING
BBB



RATING B



ANDRITZ commits to reduce absolute Scope 1 and Scope 2 GHG emissions by 42% by 2030 from a 2023 base year. ANDRITZ also commits to reduce absolute Scope 3 GHG emissions by 25% by 2030 from a 2023 base year.

THE MAJORITY OF OUR 2025 TARGETS WERE MET – SEVERAL OF THEM EVEN AHEAD OF SCHEDULE



(Status at the end of 2025)

ENVIRONMENT	
	<p>47% share of revenue from sustainable solutions and products**</p> <p>2025 target: >50%</p>
	<p>59% reduction in greenhouse gas emissions (Scope 1+2)</p> <p>2025 target: 50%* ✓</p>
	<p>16% reduction in water consumption</p> <p>2025 target: 10%* ✓ Revised 2025 target: 18%***</p>
	<p>37% reduction in waste volume</p> <p>2025 target: 10%* ✓ Revised 2025 target: 40%***</p>

SOCIAL	
	<p>45% reduction in the annual injury frequency rate (>1 day of absence) y/y</p> <p>y/y target: 30% ✓</p>
	<p>17.4% share of women in the workforce</p> <p>2025 target: 20%</p>
	<p>4.0% annual fluctuation rate due to voluntary resignations</p> <p>2025 target: <4.5% ✓</p>

GOVERNANCE	
	<p>90.4% 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 NEW SUSTAINABILITY PROGRAM 2026-2030



Shaping a more sustainable future with our ESG commitment and new KPIs



 ENVIRONMENT

Enabling the green transition

We provide INNOVATIVE, RESOURCE-EFFICIENT solutions for our customers and reduce the environmental footprint of our own operations.

 SOCIAL

Supporting people to grow

We create a SAFE AND FAIR work environment that promotes equal opportunities and personal development.

 GOVERNANCE

Governing with integrity

We uphold HIGH ETHICAL STANDARDS and responsible business practices across our operations and value chain.



TRACKING OUR ESG COMMITMENT THROUGH THE 2030 KPIs



Base year 2023

ENVIRONMENT	●	E-impact revenue	GHG emissions, absolute (SBTi)	GHG emissions, relative	Water use in water-stressed areas*	Waste to landfill	
		> 50%	Own operations -42% Value chain -25%	Own operations 18 → 10 t/MEUR	-25%	-25%	
		<hr/>					
		<p>* Water-stressed areas as defined in WRI Aqueduct</p> <p>** Total external purchasing volume from suppliers with an annual spend exceeding 250,000 EUR in the past two years, and from new suppliers with spend exceeding 25,000 EUR in the current year</p>					
SOCIAL	●	LTIFR	Women in people leadership positions	Voluntary employee turnover	Employee engagement index		
		< 1	> 15%	< 4%	> 75		
<hr/>							
GOVERNANCE	●	Supplier prequalification**	Supplier social audits	Sustainability-rated suppliers***	Certified sustainability management index****		
		> 90%	> 100 in total	20,000 suppliers rated by third party	100 of the set 2030 target	<p>*** External ESG rating integrated into Supply Chain IT tools</p> <p>**** Index covers key sustainability-related ISO standards for environment, energy, OHS, quality, and compliance management</p>	

OUR GOAL IS ZERO OCCUPATIONAL INJURIES AND ILLNESSES

We continuously strengthen workplace safety across all operations:

- A safe, healthy, and supportive working environment is provided for everyone involved in our projects.
- All employees operate under ISO 45001-certified safety management systems.
- LTIFR* improved from 9.18 (2016) to 1.19 (2025) through systematic safety improvements.



Committed to
NO HARM

*LTIFR = Number of injuries causing more than one day of absence per one million working hours



Creating Growth that Matters





**ANDRITZ.
FOR GROWTH
THAT MATTERS.**

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