INNOVATIVE TECHNOLOGIES FOR THE PLANET

A GLOBAL PARTNER FOR KEY INDUSTRIES THAT SHAPE THE WORLD

MARCH 2021

ENGINEERED SUCCESS
ANDRITZ is a globally leading supplier of plants, equipment, systems and services for the pulp and paper industry, the metalworking and steel industries, hydropower stations, pumps, and solid/liquid separation in the municipal and industrial sectors as well as for animal feed and biomass pelleting.

**Global presence**
Headquarters in Graz, Austria; over 280 production sites and service/sales companies worldwide

**KEY FINANCIAL FIGURES:**

<table>
<thead>
<tr>
<th>UNIT</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>MEUR</td>
<td>6,108.0</td>
</tr>
<tr>
<td>Order backlog (as of end of period)</td>
<td>MEUR</td>
<td>6,774.0</td>
</tr>
<tr>
<td>Revenue</td>
<td>MEUR</td>
<td>6,699.6</td>
</tr>
<tr>
<td>Net income (including non-controlling interests)</td>
<td>MEUR</td>
<td>203.7</td>
</tr>
<tr>
<td>Employees (as of end of period; without apprentices)</td>
<td>-</td>
<td>27,232</td>
</tr>
</tbody>
</table>
A WORLD MARKET LEADER WITH FOUR BUSINESS AREAS

PULP & PAPER

PRODUCT OFFERING
Equipment for production of all types of pulp, paper, tissue and board; boilers for power generation; flue gas cleaning systems; recycling and shredding solutions; plants for the production of nonwovens and panelboard

% order intake*
48

* Share of total Group order intake 2020

METALS

PRODUCT OFFERING
Presses/press lines for metal forming (Schuler); systems for production of stainless steel, carbon steel, and non-ferrous metal strip; industrial furnace plants

% order intake*
19

HYDRO

PRODUCT OFFERING
Electromechanical equipment for hydropower plants (turbines, generators); pumps; turbo generators

% order intake*
22

SEPARATION

PRODUCT OFFERING
Equipment for solid/liquid separation for municipalities and various industries; equipment for production of animal feed and biomass pellets

% order intake*
11
LONG-TERM GROWTH BASED ON ACQUISITIONS AND ORGANIC EXPANSION

Compound Annual Growth Rate (CAGR) of Group revenue 2010-2020:
+6.5% p.a. (thereof approximately half from organic growth)
## STRENGTHENING OF MARKET POSITION BY ACQUISITIONS

Acquisitions by business area since 2000

<table>
<thead>
<tr>
<th>PULP &amp; PAPER</th>
<th>METALS</th>
<th>HYDRO</th>
<th>SEPARATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003 Fiedler 2012</td>
<td>AES 2012</td>
<td>Soutec 2010</td>
<td>Ritz 2006</td>
</tr>
<tr>
<td>2004 EMS (JV) 2013</td>
<td>MeWa 2013</td>
<td>Schuler 2011</td>
<td>Hemicycle Controls 2009</td>
</tr>
<tr>
<td>2006 Plião 2018</td>
<td>Diatec (70%) 2017</td>
<td>Powerlase (80%) 2016</td>
<td>ANBO 2016</td>
</tr>
<tr>
<td>2007 Bachofen + Meier 2018</td>
<td>Xerium 2018</td>
<td>Farina Presse 2018</td>
<td></td>
</tr>
<tr>
<td>2007 Sindus 2019</td>
<td>Kempulp 2018</td>
<td>ASKO 2018</td>
<td></td>
</tr>
<tr>
<td>2008 Kufferath 2020</td>
<td>Enviroburners 2019</td>
<td></td>
<td></td>
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<tr>
<td>2009 Rolletek 2020</td>
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</tbody>
</table>
GROUP STRATEGY AND LONG-TERM GOALS

LONG-TERM PROFITABLE GROWTH

- Focus on markets with high growth rates
- Expansion of product portfolio through organic growth (R&D) and acquisitions
- Achieve annual revenue growth averaging 5-8% depending on market growth and acquisitions

SAFETY, TECHNOLOGICAL AND COST LEADERSHIP

- Become preferred supplier by virtue of safety, technology, quality, and references
- Development of innovative and sustainable technologies through intensive R&D
- Focus on digitalization to support our customers in reaching their goals with regard to safety, productivity, operating costs, energy efficiency, and environmental protection
- Offer best ROI for our customers

GOAL: GLOBAL MARKET LEADER

EXTEND MARKET POSITION

- Serving markets with long-term and sustained growth potential
- Extending existing position in Europe and North America
- Making use of the growth and revenue opportunities in the emerging markets of South America and Asia

GLOBAL AND LOCAL PRESENCE

- Continue expanding worldwide presence
- Offer best possible service close to our customers
- Further relocate manufacturing capacities to emerging markets
Performance since IPO (June 2001): +1,325% (ATX: +125%)

Market capitalization (as of December 31, 2020): 3.9 billion EUR

SHAREHOLDER STRUCTURE
AS OF 31.12.2020 IN %

- Free float 68.51%
- Custos Vermögensverwaltungs GmbH 25.00% + 1 Share
- Certus 5.72%
- Cerberus 0.77%

CEO
Wolfgang Leitner
With the technology brand Metris, ANDRITZ offers a broad portfolio of intelligent, digital solutions and products.

Metris technologies are fully tailored to individual customer needs and optimize industrial procedures and processes.

The results for the customers:

- Improving safety
- Enhancing plant efficiency and profitability
- Optimizing the use of resources
- Constant and highest product quality
- Avoiding production downtime
- Maximum user-friendliness, e.g. easy control via smartphone/tablet PC/smartglasses
SAFETY AT ANDRITZ

Take good care of yourself!

• At ANDRITZ, we strive for **ZERO** accidents. Over the past few years, we have reduced the accident frequency rate (AFR*) by approximately 30% every year.

• For 2021, our target is to reduce the AFR by a further 30% compared to 2020.

• We are constantly improving and monitoring our safety performance. Precisely defined measures form the basis of a safety compliance culture within ANDRITZ.

• In the medium-term, our goal is to have all employees working under ISO 45001 certification, and to get them comprehensive safety training.

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*The accident frequency rate (AFR) is the number of accidents causing one or more days of absence per one million working hours.
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

PASSION
We love what we do. Times and technologies change, but our passion is always there.

PARTNERSHIP
With our special form of traditional pragmatism, we are always approachable, genuine, and at eye level with all stakeholders.

PERSPECTIVES
ANDRITZ is constantly creating new perspectives for the company, ourselves, and our customers.

VERSATILITY
We are willing and able to take on new and often spontaneous challenges and to deal with them flexibly and creatively.
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