



ANDRITZ CAPITAL MARKETS DAY

CLOSING REMARKS

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ANDRITZ

ENGINEERED SUCCESS

CMD 21 TARGETS ACHIEVED



GROUP TARGETS 2021-2023

STATUS L4Q

Group business volume well above 7 billion EUR, including M&A towards 8 billion EUR

Order intake: 8.3 billion EUR
Revenue: 8.5 billion EUR



EBITA margin at solid 8%

8.6%



Net income to increase to >5%

5.7%



Continue M&A strategy within existing business areas

11 acquisitions from 2021 to 2023, new technologies for further growth



Reach ESG targets

Well on track



OUR STRATEGY: LONG-TERM PROFITABLE GROWTH



DECARBONIZATION



DIGITALIZATION



CUSTOMER SERVICE



**LONG-TERM
PROFITABLE
GROWTH**



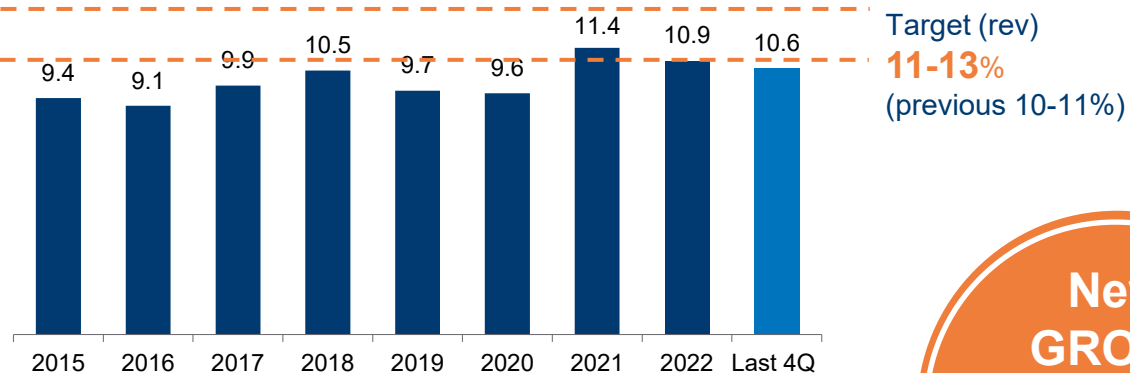
- Grow revenue
- Grow profitability
- Grow service share

RAISED EBITA TARGETS FOR ALL BUSINESS AREAS EXCEPT METALS – NEW GROUP TARGET: >9%

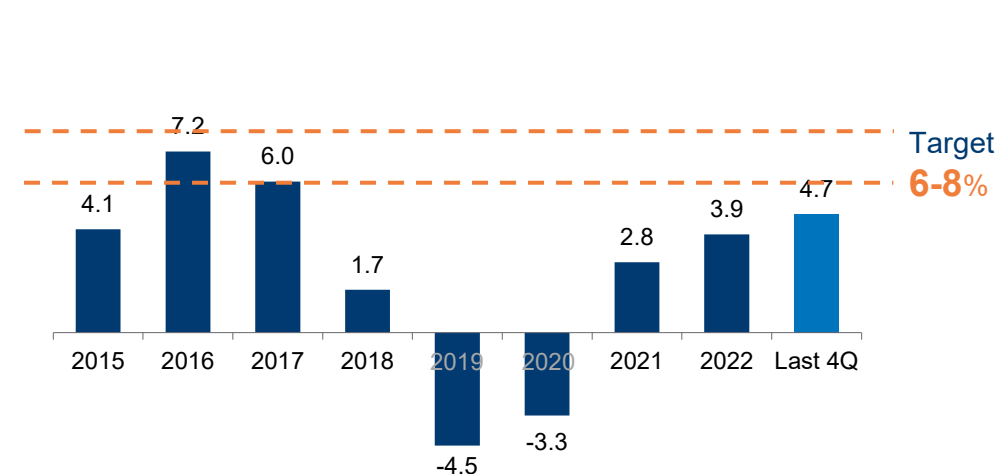


EBITA-margin in %

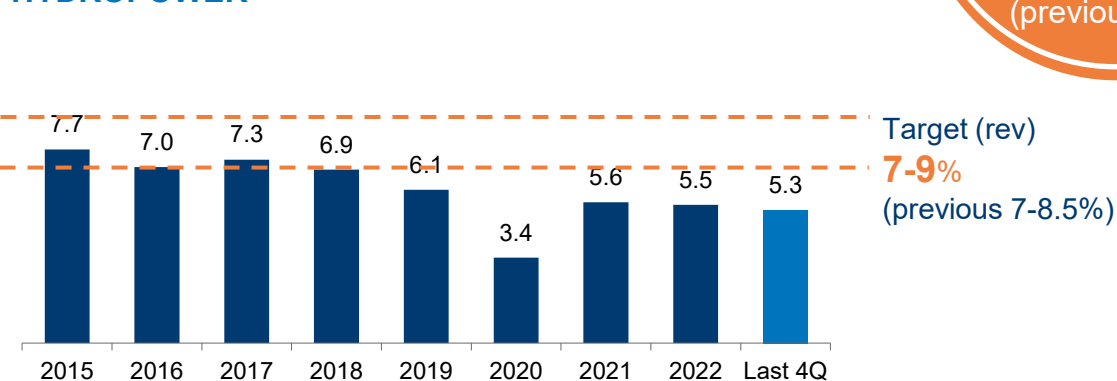
PULP & PAPER



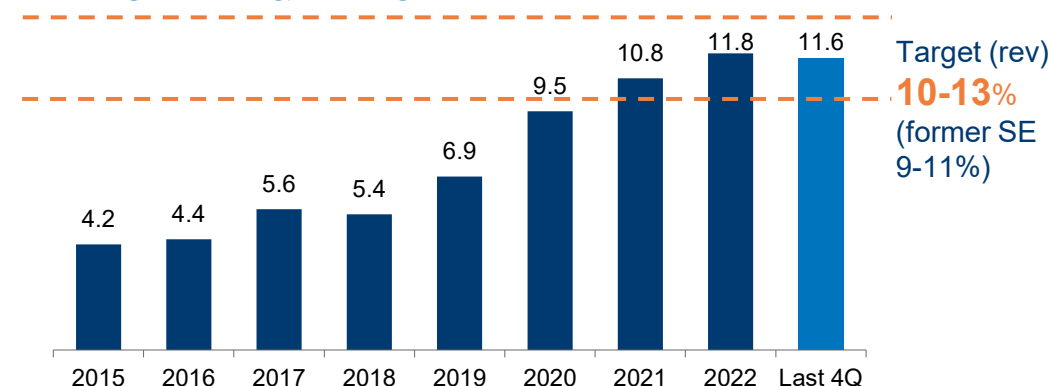
METALS



HYDROPOWER



ENVIRONMENT & ENERGY



New GROUP Target: >9%
(previous >8%)

WHY TO INVEST IN ANDRITZ



1. Leading positions in attractive markets
2. Track record of value creative acquisitions
3. Stability: strong balance sheet, contribution of services and strong cash generation
4. Execution: track record and ability to manage volatility
5. Excellent perspectives: decarbonization accelerating growth



GROUP TARGETS 2024-2026



- **Continue Growth** to >10bn revenues
- **EBITA margin** to increase to >9%
- **Net income** to increase to >6%
- Continue successful **M&A strategy** with focus on **service and digitalization**
- Overachieve **ESG targets**





QUESTIONS?

ANDRITZ

ENGINEERED SUCCESS

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