Lenzing
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CAPITAL MARKET STORY

NOVEMBER 2026

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Definition and further details on the calculation of financial key indicators can be derived from the Interim Report 1-9/2026, Half-Year Report and the Annual Report. These reports are also available online on the website of the Lenzing Group www.lenzing.com in the section “Investors”.

Why Lenzing – Market Leader in Sustainable Fiber With Clear Strategy



Leader in a structurally growing market

Wood-based fiber market ~5.5% CAGR to 2040E, the fastest growing fiber

A decisive, credible strategic reset

Transitions towards a balanced revenue mix and profitable growth

Self-driven initiatives already working

Execution gaining traction: Q3 adjusted EBITDA +35% year-on-year at a 17% margin; Fiber adjusted EBITDA EUR 116 mn in 9M 2026

Stronger balance sheet and capital structure

Balance sheet strengthened: successful capital increase, pro forma leverage of 2.6x and a clear path to <2.5x

A Leading Supplier of Wood-Based Alternative to Synthetic Fibers and Cotton

~45%
fiber for **textile**

~26%
fiber for **nonwovens**

~20%
pulp

~10%
other[1]

2025
Revenue split by segment

€2.6bn
2025
Revenue

20-25%
Medium-term EBITDA
margin ambition

413mn
2025 EBITDA

~8,100
employees across the globe[2] and

9 production
facilities[3] across

8 countries[2]

One of the **leading producers of lyocell and modal,** and **top-5 in viscose**, by capacity and volume in 2025

197
R&D specialists
and
960 patents[2]

A leading and accredited sustainable fiber player

MSCI ESG RATINGS
CDP
ecovadis

and other leading sustainability analytics providers

Joint development with **global brands**

Timberland
LEVI'S
COSTCO WHOLESALE
H&M
Neutrogena

Outstanding ingredient branding

Tencel
Veocel
LENZING EcoVero

Note: 1) Other sales include central headquarters functions, cross divisional activities and the business activities of BZL (Bildungszentrum Lenzing GmbH); 2) As of June 30, 2026; 3) 6 production sites expected for 2028 following the planned site closures.

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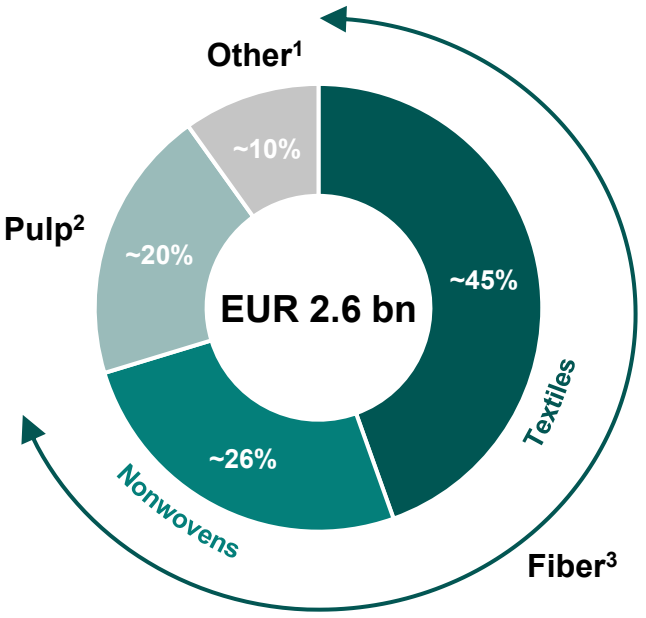
01
LEADING THE SHIFT TO SUSTAINABLE FIBERS AND PULP

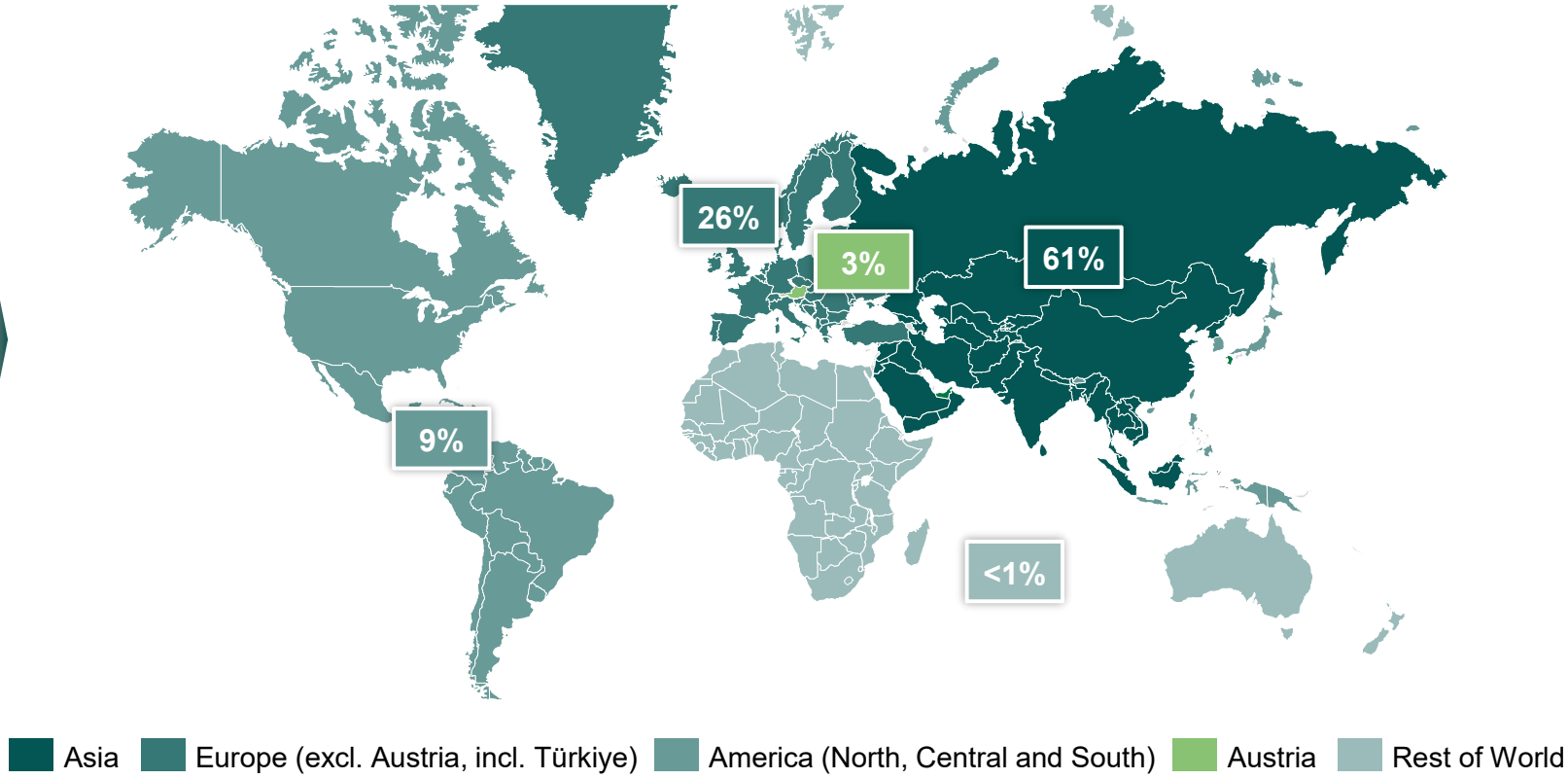
A Global Integrated Leader Across the Entire Fiber Value Chain

Revenue composition based on ACT'25 (in EUR mn)



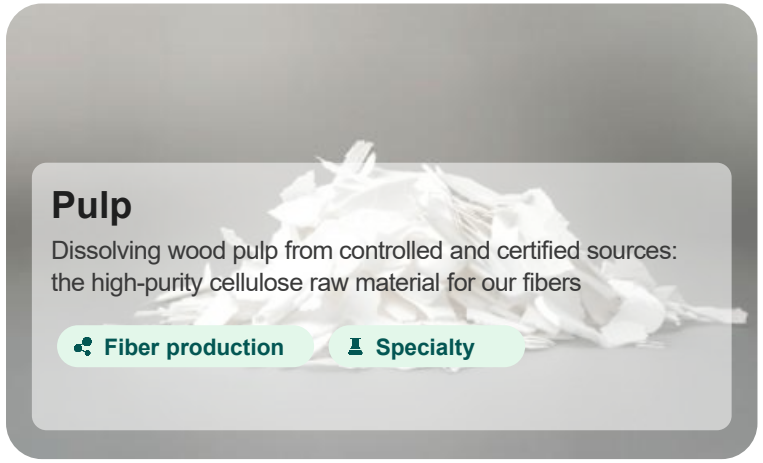
Global footprint

Regional split ACT'25



Note: 1) Other sales include central headquarters functions, cross divisional activities and the business activities of BZL (Bildungszentrum Lenzing GmbH); 2) 3rd party pulp sales, inter-company Pulp sales amount to EUR 602.7 mn in 2025, incl. Biorefinery products, energy and other (~7% of total revenue); 3) Incl. Co-Products (~2% of total revenue).

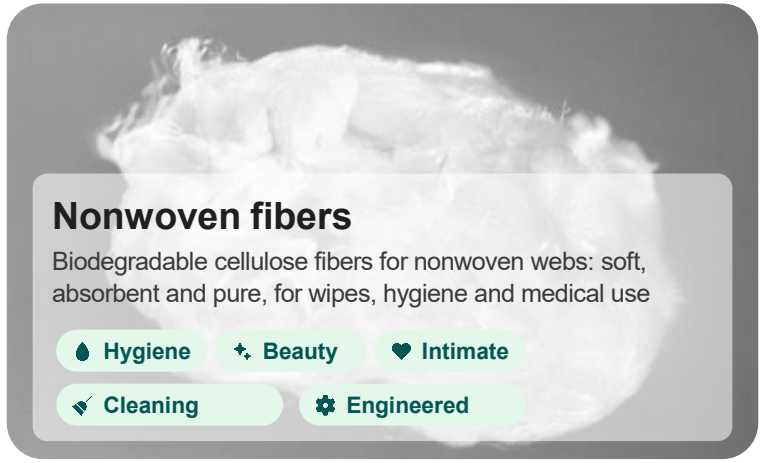
What We Produce – Dissolving Pulp and Wood-Based Fibers



Pulp

Dissolving wood pulp from controlled and certified sources: the high-purity cellulose raw material for our fibers

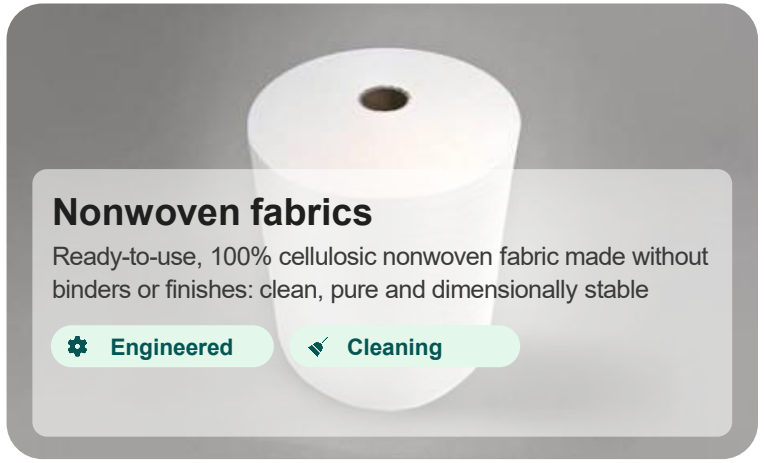
Fiber production · Specialty



Nonwoven fibers

Biodegradable cellulose fibers for nonwoven webs: soft, absorbent and pure, for wipes, hygiene and medical use

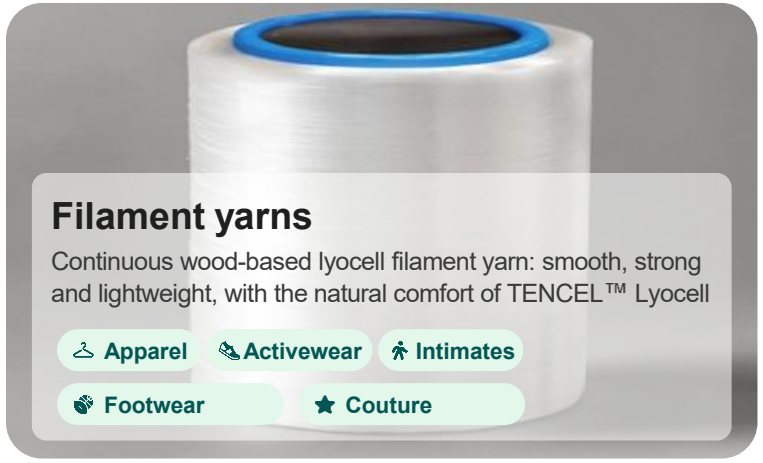
Hygiene · Beauty · Intimate · Cleaning · Engineered



Nonwoven fabrics

Ready-to-use, 100% cellulosic nonwoven fabric made without binders or finishes: clean, pure and dimensionally stable

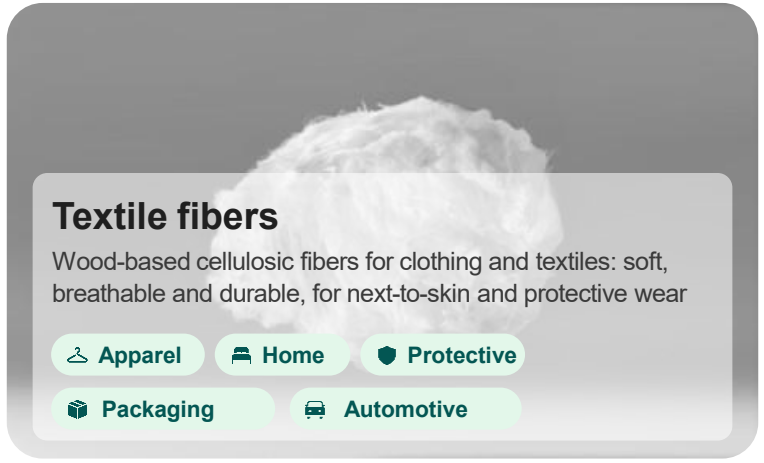
Engineered · Cleaning



Filament yarns

Continuous wood-based lyocell filament yarn: smooth, strong and lightweight, with the natural comfort of TENCEL™ Lyocell

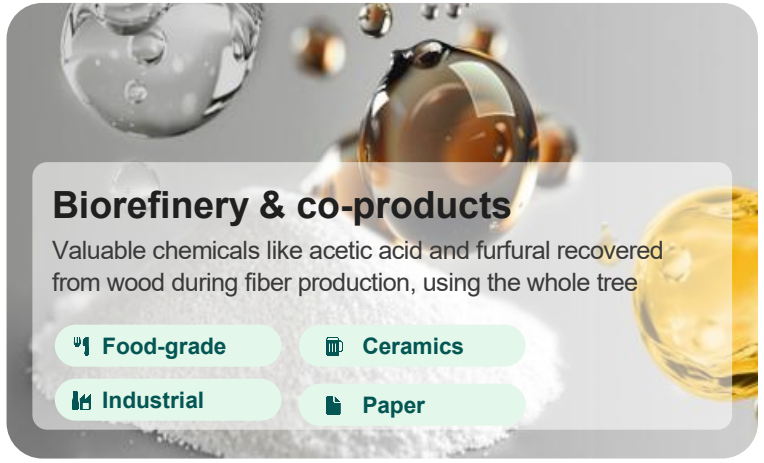
Apparel · Activewear · Intimates · Footwear · Couture



Textile fibers

Wood-based cellulosic fibers for clothing and textiles: soft, breathable and durable, for next-to-skin and protective wear

Apparel · Home · Protective · Packaging · Automotive



Biorefinery & co-products

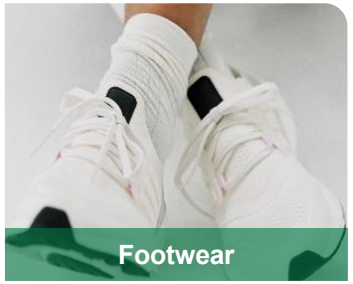
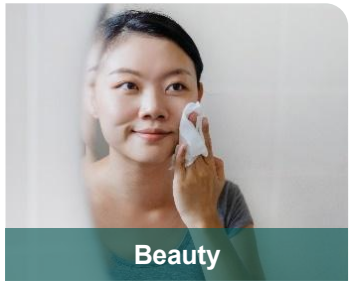
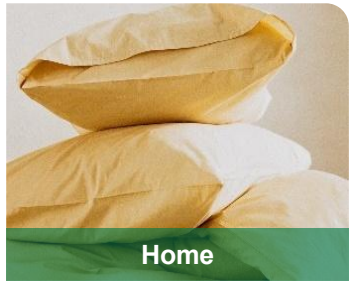
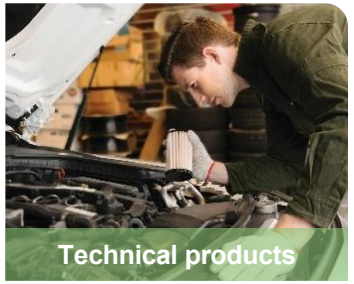
Valuable chemicals like acetic acid and furfural recovered from wood during fiber production, using the whole tree

Food-grade · Ceramics · Industrial · Paper

Product portfolio supported by backward integration of one renewable and sustainable raw material

Legend: Applications

Our Products are Irreplaceable in Everyday Life

	Nonwovens applications	Textiles applications	Other applications
Applications	 Surface care/ wipes	 Apparel[1]	 Biorefinery & Co-Products
	 Intimate care		 Protective clothing
	 Body care	 Footwear	 Packaging
	 Beauty	 Home	 Technical products
Brands	Veocel™ Purely for you	EcoVero™ Tencel™	LENZING™

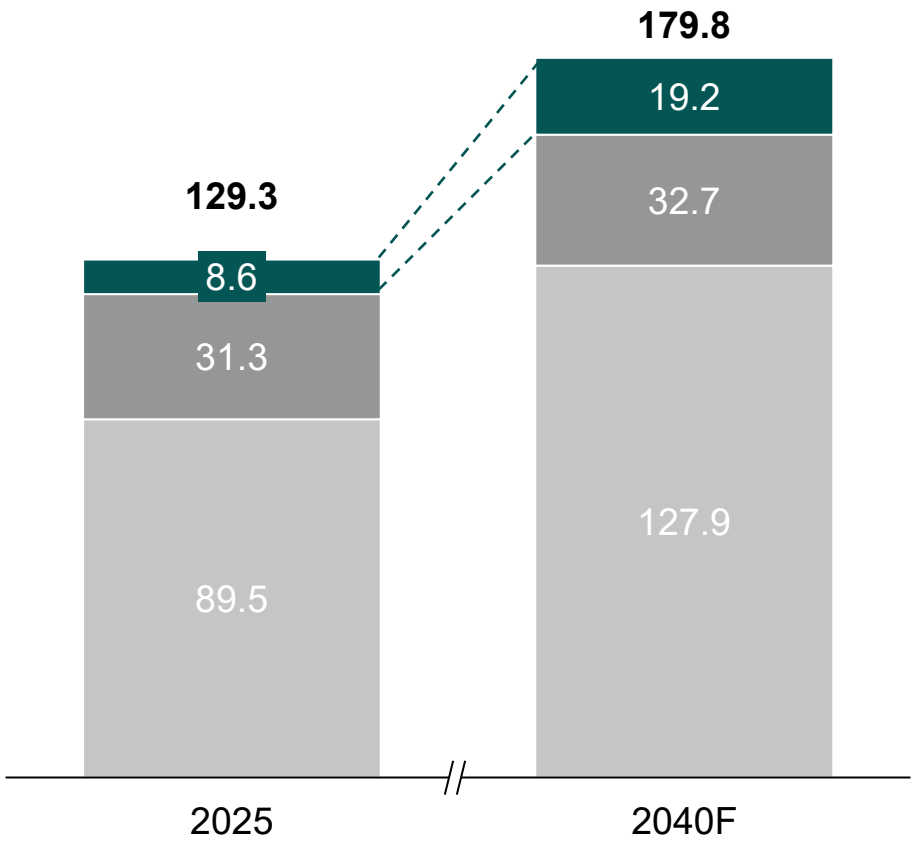
Strong brand portfolio supports individuals throughout the day across multiple application areas

Note: 1) Ready-to-wear, activewear, denim, leisure & underwear, haute couture.

Wood-Based Fibers Expected to Remain the Largest Growing Market

Global fiber demand by fiber type

In mt



	CAGR 2025-40F	Key market drivers
Total	+2.2%	
WBF[1]	+5.5%	**Demand driven by "Cellulose Gap“** supported by new capacities
Natural	+0.3%	**Cotton** and **other natural fibers remain supply-constrained**
Synthetic	+2.4%	The **supply gap can be closed most quickly and cost-efficiently through polyester**; sustainability concerns are being addressed through recycling, though a **fundamental shift away from polyester is not anticipated**

Note: 1) Wood-based fibers include Viscose, Modal, Lyocell as well as Filament and Acetate Tow.
Source: The Fiber Year 2026, Lenzing analysis

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02

TRANSFORMATIVE RESET FOR HIGHER-MARGIN, LESS CYCLICAL GROWTH

The Market Shifted Structurally, Not Cyclically



Market assumptions have shifted

- Persistent macro and geopolitical disruptions
- Slower textile market recovery / pricing normalization



Competitive dynamics have hardened

- Scale, cost and quality of Asian players catching up
- Overcapacity capping utilization and prices



Premium value capture has narrowed

- End-consumers less willing to pay for sustainability-led differentiation
- Erosion of Lyocell specialties' differentiation

Grow NW, Reset TX – Build on Four Distinct Levers

Key objectives

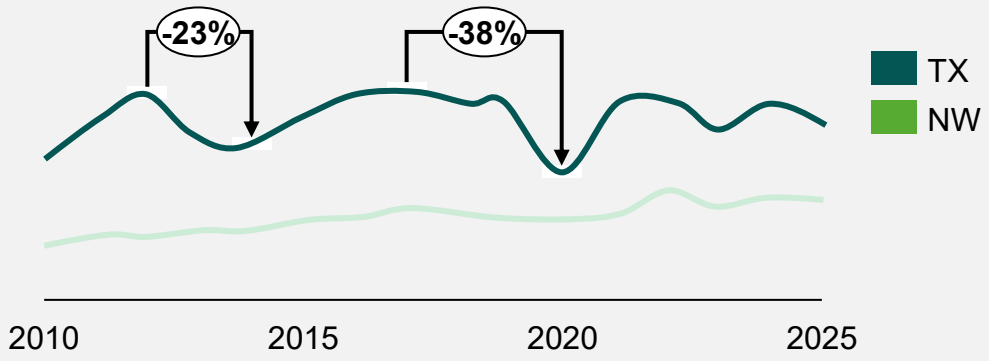
- **Sustainable profitability level**
- **Increased competitiveness to excel in a challenging market environment**
- **Strengthened resilience to navigate uncertain geopolitical environment**
- **Reduced earnings volatility** and **cyclicality**

Key strategic measures

1. **Transition product portfolio**
2. **Reduce cost base**
3. **Reduce capital employed**
4. **Invest in key innovations as further growth drivers beyond mid-term**

Transition of Product Portfolios Towards Less Cyclical Nonwoven and Pulp Markets

TX / NW revenue reported, 2010–2025

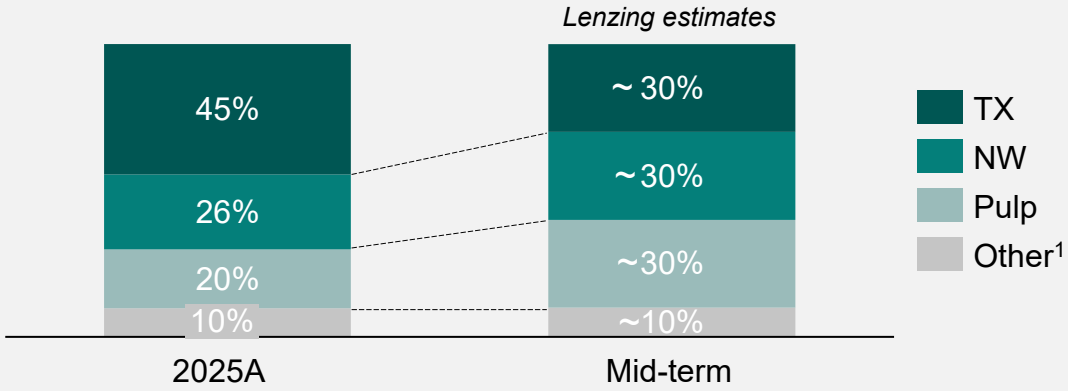


TX revenue with dependency on economic cycle

- **Textile revenue follows a 5–7-year cycle** tied to global growth and consumption
- Peak-to-trough **swings of up to 40% per cycle**
- **Nonwoven revenue largely resilient to global disruptions,** growing near-continuously from 2010–2025

Transition business mix to less cyclical markets

Business unit revenue outlook, % of overall sales, 2025–mid-term



- ✓ **Textile revenue targeted to be reduced** via site closures and exit from generic volumes
- ✓ Continuous Nonwoven growth plan to support aim for **revenue stabilization**
- ✓ **External pulp sales targeted to grow** as capacity is freed by site exits, further reducing cyclicality

Note: 1) Other sales include central headquarters functions, cross divisional activities and the business activities of BZL – Bildungszentrum Lenzing GmbH.

Grow NW, Reset TX – Improving Profitability by Repositioning the Portfolio

1. **PRODUCT PORTFOLIO TRANSITION**
2. COST BASE REDUCTION
3. CAPITAL EMPLOYED REDUCTION
4. INNOVATION

Grow Nonwovens

- Ongoing global shift from fossil-based to cellulosic fiber
- Long-term contracts with leading FMCG[1] companies with higher value-added opportunities
- Strong customer brands require reliable & sustainable fiber solutions, supporting Lenzing positioning

MEDIUM-TERM STRATEGY

- Expand & drive cellulosic adoption in Hygiene
- Grow Tampons
- Upgrade Mobile (USA) to speciality NW
- Harvest commoditized wipes

Volume	→
ASP	↗
Revenue	↗

Targeting a significantly increased margin and EBITDA contribution

Reset Textiles

- Persistent overcapacity depresses utilization and pricing
- Asian producers closing the gap on scale, cost and quality
- Value in textile applications driven by innovation, performance and sustainability

MEDIUM-TERM STRATEGY

- Exit loss-making Generics
- Harvest Lyocell and Viscose
- Grow and develop niches Modal & Flame retardant
- Capacity expansion for Modal

Volume	↘
ASP	↗
Revenue	↘

Aiming to maximize margin on lower volume

» **Ambition for sustainable EBITDA margin expansion by strategic shift towards higher-value nonwovens and disciplined exit from low-margin commodity textiles**

Note: 1) Fast-moving consumer goods.

Capitalizing Pulp – Monetizing a Structurally Short Market

External dissolving wood pulp (DWP)

External DWP sales (kt) and price (€/kg)



Core assets

- LD Celulose (Brazil) and Paskov (Czech) drive external-pulp profit
- ~55% DWP backward integration via the >600kt Brazil plant

Volumes

- Additional pulp capacity from plant closures to be redirected to external sales
- Sustainable pick-up in external DWP sales expected from 2027

Market

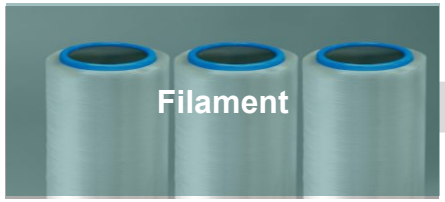
- Structurally tight DWP; no major new capacity expected before ~2031/32
- DWP prices remain firm in 2026

DWP expected to continue to contribute significantly to group profitability

Note: 1) 3rd party sales only.

Advancing Innovation Towards Commercialization – Four Current Examples

1. Product Portfolio transition
2. Cost base reduction
3. Capital employed reduction
4. **Innovation**

Innovation pipeline	Why it matters		Proof points	Next catalyst
 Lenzing Nonwoven Technology (LNT)	IP-protected, cellulosic process and alternative solutions to fossil-based product	Revenue growth Forward integration	✓ Essity – Validated ✓ Branofilter – Commercialized	Flagship 1 FID
 TreeToTextile AB	The next-generation cellulose fiber	Revenue growth Interesting for cotton market	✓ Demo plant operated ✓ Successful small-scale trials	Flagship 1 FID and financing/offtake agreements
 Filament	Biodegradable filament platform	Forward integration	✓ Production sold out since 2024 – confirming strong product performance	Equity partner secured and investment in industrial-scale commercial line
 FR[1] 2.0 / filtration	Next-generation LENZING™ FR fiber platform with improved heat resistance, strength and durability	Margin uplift Customer retention	✓ Already supplying demanding protective wear	FR 2.0 development finalization

Driving innovation to safeguard and enhance competitive positioning

Note: 1) Flame retardant

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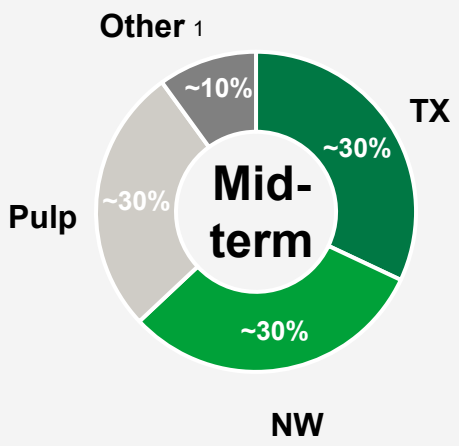
03

TANGIBLE RESULTS ALREADY UNDERPIN NEW STRATEGY

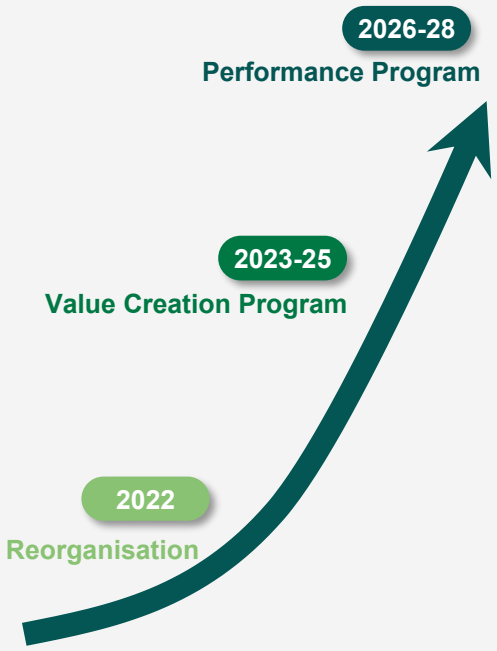
What We Promised on July 27: Creating a More Focused, Profitable and Resilient Leader in Supplying Fiber and Pulp

1 Transition product portfolio

Expected sales mix



2 Reduce cost base



3 Reduce capital employed

9 global sites (2026)



6 global sites (2028)

4 Invest in key innovations as further growth drivers beyond mid-term

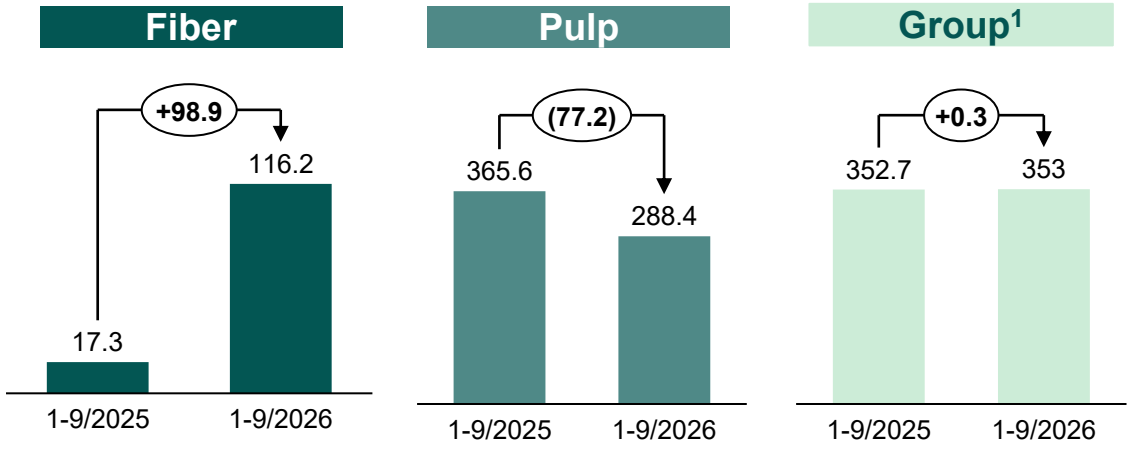
Innovation Pipeline

- Lenzing Nonwovens Technology (LNT)
- TreeToTextile AB
- Filament
- Filtration fibers
- Other

Note: 1) Other sales include central headquarters functions, cross divisional activities and the business activities of BZL – Bildungszentrum Lenzing GmbH.

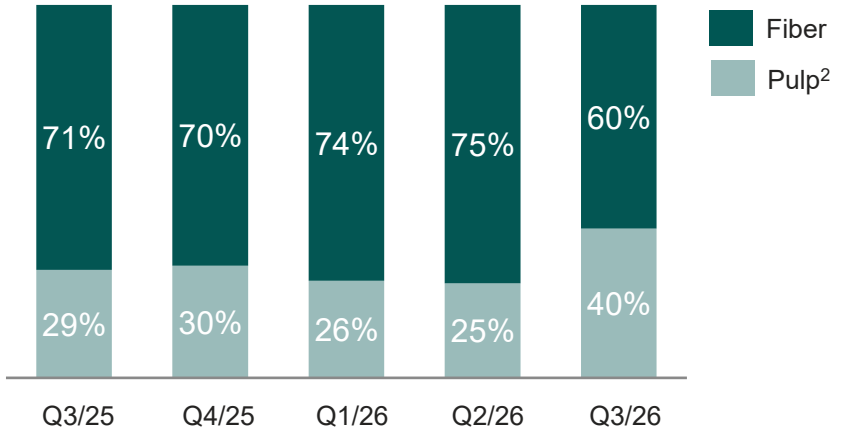
Progress on the `Grow NW, Reset TX´ Strategy

Division Adj. EBITDA in EUR mn



- **Major progress** towards target product mix, further step-up in 2027 with site consolidation
- **DWP prices firmer,** and wood cost increased substantially
- **Stable** despite cost increases

Division Revenues



EUR 120 mn Performance Program

- Personnel cost reductions of EUR 27 mn (260 FTEs) contractually agreed as of September 30, 2026
- Energy and other OPEX optimization: Well on track to reach the EUR 35 mn target by end of 2027

1) Incl. consolidation 2) Pulp and others incl. consolidation.

Progress on the `Grow NW, Reset TX´ Strategy

Status Asset Footprint

Divestment of PT South Pacific Viscose (IDN) in line with the strategic exit from generic Viscose	• Exclusive negotiations with strategic bidder; potential decision to sell before year-end 2026
Winddown of Heiligenkreuz (AUT) by the end of Q1 2027	• Production phase-out progressing according to plan; social plan in place • In parallel assessment of divestment; decision targeted before year-end 2026 subject to value-accretive binding offer
Wind-down Grimsby (UK) by the end of 2027	• Product transfer to and related investments in Mobile, USA, progressing on time and in budget

- Non-cash impairments of EUR 82 mn for exit in Indonesia and restructuring provision of EUR 12.3 already accounted for in 2025
- Exit of Heiligenkreuz and Grimsby lead to non-cash impairment loss for the sites of EUR 136.1 mn[1] and restructuring provision for head-count reduction of EUR 36.6 mn in Q3 2026

Note: 1) Represents book value of assets excl. land

Underlying Operational Performance Improved in Q3 2026

	Q3 2026 vs. Q3 2025	1-9/2026 vs. 1-9/2025	Commentary
Revenue YoY	**EUR 659 mn** 4%	**EUR 1,926 mn** (2%)	**Revenue stable despite** pruning of unprofitable business
Adj. EBITDA[1] YoY **Margin**	**EUR 114 mn** 35% **17%**	**EUR 353 mn** 0% **18%**	**Margin improved,** reflecting continued cost excellence apart from restructuring costs
Unlevered FCF YoY	**EUR 12 mn** (88%)	**EUR 111 mn** (42%)	**Lower free cash flow yoy** mainly due to WC optimization in Q3 2025; solid underlying cash generation
Leverage Ratio[2]	**3.3x** Pro forma leverage incl. capital increase: 2.6x		**Leverage improved** vs. H1 2026 due to mix of earnings and NFD

1) Adjusted for effects of restructuring measures of EUR 37 mn in Q3 2026 and EUR 12 in Q3 2025; 2) Net Financial Debt/Adj. EBITDA LTM - excl. lease liabilities of EUR 169 mn.

Outlook

2026

Pricing further constructive, with price trends in Q3 2026 having further increased in Fiber and Pulp vs. the previous quarter

Continued headwind as elevated energy and raw-material prices are expected to persist – however, the Fiber division is able to largely pass these costs on

Strategy execution charges realized in Q3 with non-cash impairments and restructuring provisions, with positive effects visible in 2027

We expect the FY 2026 Adjusted EBITDA to be above the prior year level, and between EUR 430 mn and EUR 460 mn[2]

Mid-term targets

Revenues	Return to revenue growth
EBITDA margin	20-25% (uplift EUR ~150 mn)
Leverage ratio	<2.5x[1]

Mid-term ambitions reflect positive impact from "Grow Nonwovens, Reset Textiles"

Note: 1) Based on net financial debt excl. lease liabilities 2) The actual business performance may diverge from current expectations depending on geopolitical and economic factors as well as the cyclical nature of the industry. Any assessment of economic development is therefore subject to forecasting risks

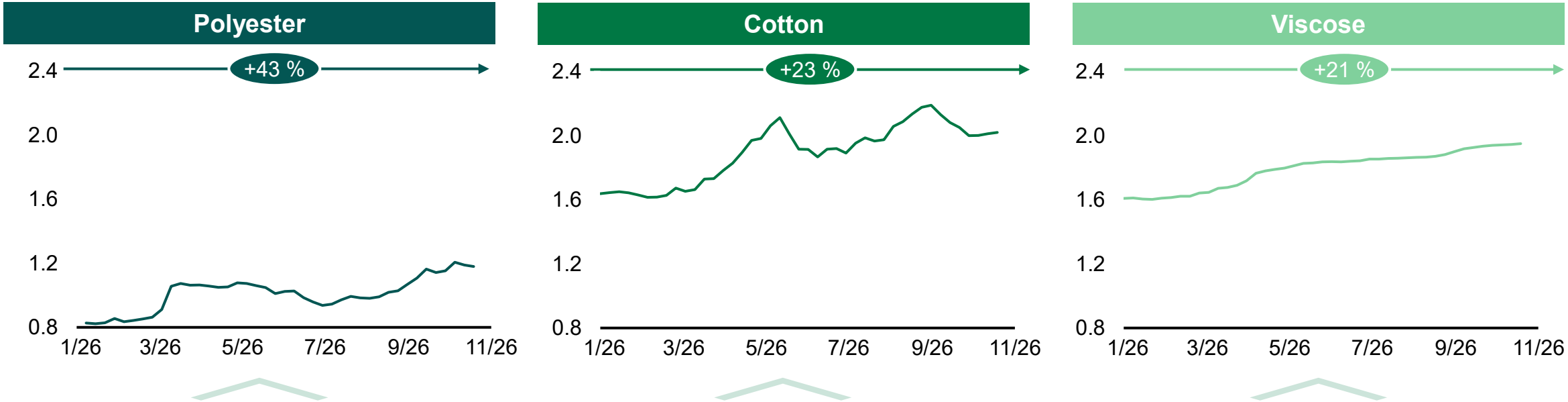
APPENDIX



Persistently High Competing Fiber Prices Support Wood-Based Fibers

Textile fiber prices in China[1]

USD/kg, excl. VAT | YTD[2] development, weekly average



- Geopolitical crises curtailed crude oil supply, led to higher prices and increased volatility of **PSF intermediates**
- PSF producers curbed production reacting to **reducing demand**

- **Prices steeply increased** on the back of rising fuel, fertilizer **costs** and weather-related supply concerns
- Disappointing progress in US/CN trade negotiations and **restrained demand** led to price adjustments

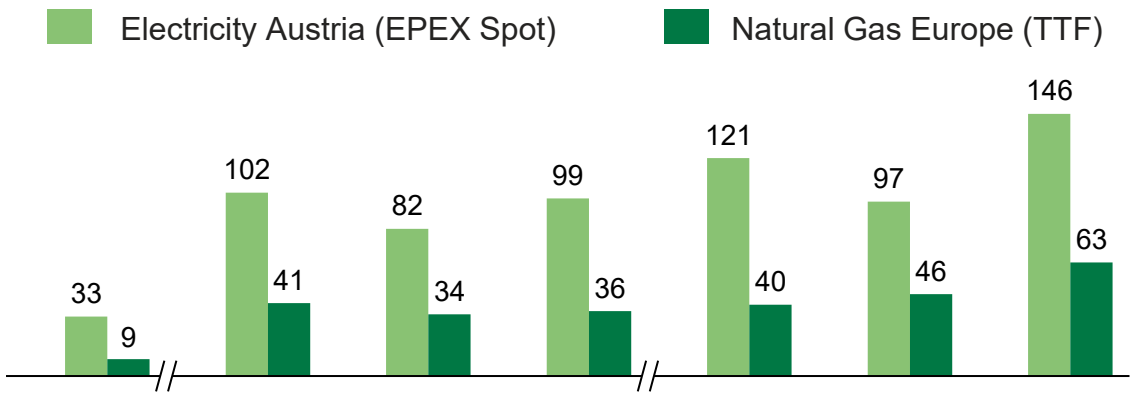
- Prices were also **driven by firm DWP and sulfur costs**
- Demand could partially **benefit from elevated and volatile cotton and PSF prices**

1) Cotton = Cotton FE; Viscose = Chinese generic viscose medium-grade; Polyester = Chinese generic polyester staple fiber
2) YTD = January 1 - October 22, 2026
SOURCE: CCFG; Cotton Outlook

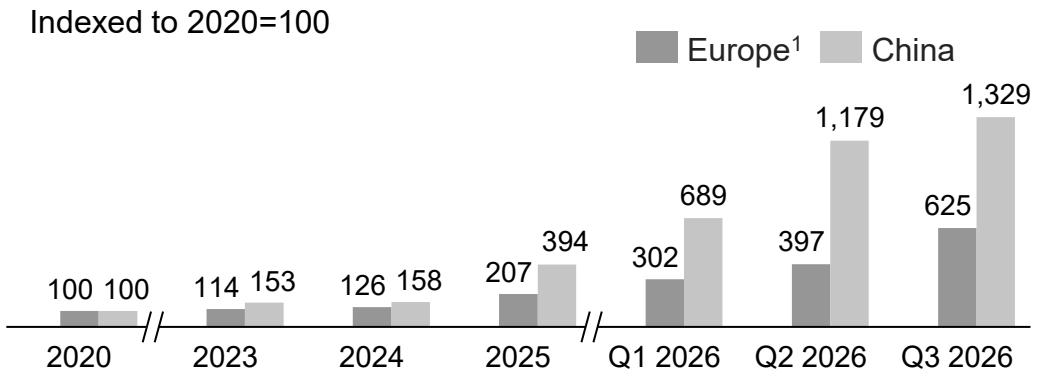
The Middle East Conflict Elevated Price Levels of Input Materials and Energy, but Impact Contained

Selected energy and chemicals price levels

Energy prices (EUR/MWh)



Sulfur prices (USD/ton)



Highest increase seen in Sulfur; but makes up for <20% of Lenzing´s Chemicals cost

Impact of input cost inflation successfully mitigated through proactive energy, sourcing and pricing measures:

- High share of energy requirements hedged, limiting exposure to price volatility
- New Power-to-Heat asset delivering tangible energy-cost benefits
- Global sourcing strategy mitigating chemical cost inflation, including CS_2, caustic soda and sulfur
- Remaining input cost increases fully passed through via pricing

1) Northwest Europe;
SOURCE: Chemical Market Analytics; CCFG; Argus; ICE

New Performance Program accompanying the Portfolio Shift and Footprint Consolidation – with Excellent Track Record



2022

Reorganisation

EUR >70 mn cost savings vs. 2022 realized by end of 2023

✓ **Delivered**

2023-25

Value Creation Program

EUR >200 mn total savings vs. 2023 realized by end of 2025

✓ **Delivered**

2026-28

Performance Program

New EUR >120 mn performance program targeting a leaner overhead structure launched:

- Up to ~600 FTE reduction, EUR ~45 mn personnel savings (EUR 27 mn implemented[1])
- EUR ~40 mn additional SG&A optimization through rightsizing
- EUR ~35 mn operational savings from improving site competitiveness

✓ **On-track. EUR 27 mn delivered in 9 months**

Note: 1) EUR 25 mn in personnel savings announced in 2025 and realized in 2026.

Group P&L

EUR mn	Q3 2026	Q3 2025	Delta Q3 2026 – Q3 2025	Delta % Q3 2026 – Q3 2025
Revenues	**658.8**	**630.9**	**28.0**	**4.4%**
Cost of Sales	(707.5)	(634.6)	(72.9)	(11.5%)
% of Revenue	*(107.4%)*	*(100.6%)*	*(6.8%pt)*	
Gross Profit	**(48.6)**	**(3.7)**	**(44.9)**	**> (100.0%)**
% of Revenue	*(7.4%)*	*(0.6%)*	*(6.8%pt)*	
Selling Expenses	(70.3)	(69.8)	(0.5)	(0.7%)
Administrative Expenses	(32.3)	(30.1)	(2.2)	(7.1%)
R&D Expenses	(9.2)	(7.3)	(1.9)	(25.7%)
Other Operating Income	22.0	23.8	(1.8)	(7.7%)
Other Operating Expenses	(0.4)	(1.3)	0.9	66.1%
EBIT	**(138.8)**	**(88.4)**	**(50.4)**	**(57.0%)**
% of Revenue	*(21.1%)*	*(14.0%)*	*(7.1%pt)*	
Depreciation & Amortization	216.1	160.3	55.8	34.8%
EBITDA	**77.2**	**71.8**	**5.4**	**7.5%**
% of Revenue	*11.7%*	*11.4%*	*0.3%pt*	
Restructuring costs	36.6	12.3	24.3	> +100%
Adjusted EBITDA	**113.8**	**84.1**	**29.7**	**35.3%**
% of Revenue	*17.3*	*13.3*	*3.9%pt*	
Financial Result	(30.6)	(32.4)	1.8	5.6%
Income Taxes	3.5	0.6	2.9	> 100.0%
Net Income / Loss	**(165.9)**	**(120.2)**	**(45.7)**	**38.0%**
Attributable to:				
Shareholders of Lenzing AG	(179.3)	(134.5)	(44.8)	(33.3%)
Share planned for hybrid capital owners	11.3	12.6	(1.4)	(11.1%)
Non-controlling interests	2.1	1.6	0.4	26.8%

Top-Line Breakdown

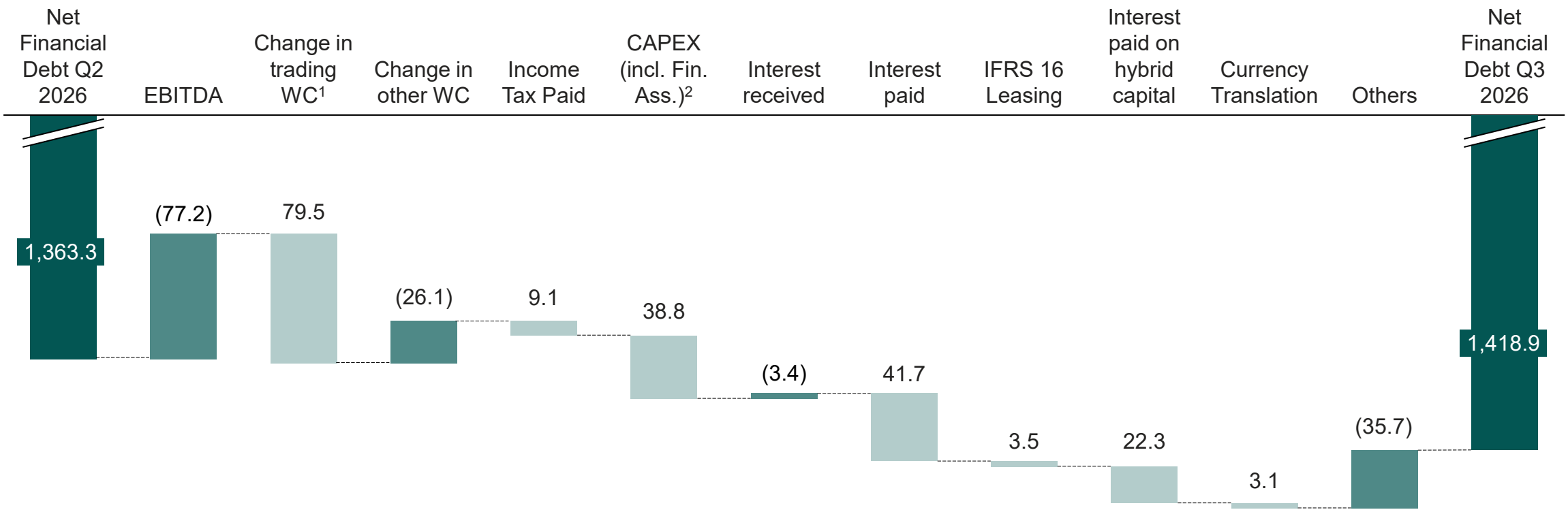
EUR mn	Q3 2026	Q3 2025	Delta YoY	Delta YoY
Fiber	**489.1**	**448.3**	**40.8**	**9.1%**
Wood-based cellulosic fibers	477.6	434.7	42.9	9.9%
Co-Products of fiber products [1]	13.2	13.8	(0.6)	(4.0%)
Other	(1.8)	(0.1)	(1.7)	> +100%
Pulp	**168.9**	**182.0**	**(13.1)**	**(7.2%)**
Pulp	121.8	138.4	(16.5)	(12.0%)
Biorefinery products and energy	33.8	26.9	7.0	25.9%
Mechanical and plant engineering, engineering services, wood and other	13.3	16.7	(3.5)	(20.8%)
Others (incl. Consolidation)	**0.9**	**0.6**	**0.3**	**49.1%**
Total Revenue	**658.8**	**630.9**	**28.0**	**4.4%**

1) LENZING™ Sodium Sulphate, LENZING™ Sulphuric Acid, LENZING™ Hemilye, Powder SCP50.

Quarterly cash flow development

EUR mn	Q3/2026	Q2/2026	Change Q3/Q2 (%)	Q3/2025	Change Q3/Q3 (%)	01-09/ 2026	01-09/ 2025	Change y-o-y (%)
Operating cash flow	**45.8**	**65.9**	**(30.5)**	**134.5**	**(66.0)**	**206.2**	**284.6**	**(27.6)**
Acquisition of intangible assets, property, plant and equipment, and biological assets	(34.7)	(33.9)	2.5	(31.9)	8.7	(97.0)	(93.2)	4.1
Proceeds from the sale of intangible assets, property, plant and equipment, and biological assets	0.0	0.1	(86.4)	0.0	(28.5)	0.4	0.3	30.2
Investments grants	1.2	0.0	-	0.1	-	1.2	0.3	-
Unlevered free cash flow	**12.3**	**32.2**	**(61.6)**	**102.7**	**(88.0)**	**110.8**	**192.1**	**(42.3)**
Distributions received from investments accounted for using the equity method	0.0	0.0	-	0.1	(100.0)	0.0	0.1	(100.0)
Interest received	3.4	4.0	(15.2)	3.7	(8.3)	11.0	8.8	24.5
Interest paid	(41.7)	(29.1)	43.3	(42.4)	(1.7)	(111.3)	(101.4)	9.7
Interest expense from finance leases	4.9	4.8	0.5	3.8	28.9	14.1	11.4	23.8
Free cash flow	**(21.1)**	**11.9**	**-**	**67.8**	**-**	**24.7**	**110.9**	**(77.8)**

Q3 2026: Net debt bridge



Note: 1) Change in trading working capital EUR (82.8) mn (according to cash flow statement)
Adjustment change in liquid bills of exchange EUR 3.3 mn
Change in trading working capital adj EUR (79.5) mn (according to net debt)
2) Including CAPEX of EUR 34.7 mn and financial assets of EUR 4.1 mn.

Successful EUR ~300 mn Capital Increase and EUR ~300 mn Refinancing Package

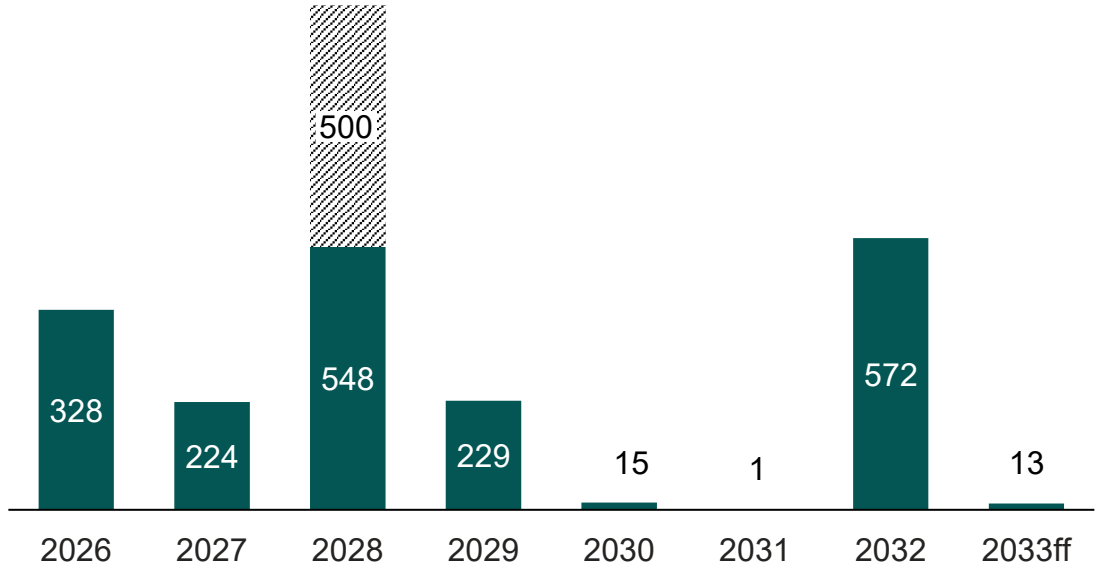
Overview	• **EUR ~300 mn rights issue** with subscription rights • 34,756,362 new shares (and approx. 90% of issued share capital)
Take-Up	• **Very successful take-up with a subscription rate of more than 99%** of the rights offering • Full participation of syndicate formed by B&C Group and Suzano (approx. 52.25%)[1] and full participation Oberbank AG (approx. 3.87%)[1]; additional investment of 0.8% by Suzano Holding S.A.
Key Parameters and Timeline	• **23 Oct: First day of trading of new shares and settlement** • Subscription price: EUR 8.65 per share • Subscription ratio: 10:9 (old shares: new shares) • Discount to TERP[2]: 42.5% • Six-month lock-up for the syndicate formed by B&C Group and Suzano[3] and for Oberbank AG, subject to customary exceptions • 22 Oct: Registration in commercial register
Debt Coupling [4]	• EUR ~300 mn new debt incl. upsizing of existing Syndicated Loan and new "Vorratsinvest"[5] loan; **thereof already EUR 150 mn signed and extended**

1) Shareholding pre-transaction; 2) Based on closing price of EUR 20.80 per share on 30 September 2026
3) Excluding B&C shares subscribed through the exercise of rights acquired from Suzano 4) Debt and Equity side are mutually dependent 5) Promotional Austrian export-financing loan to fund inventory

Strengthened Liquidity and Debt Maturity Profile Through Upsized and Extended Credit Facilities

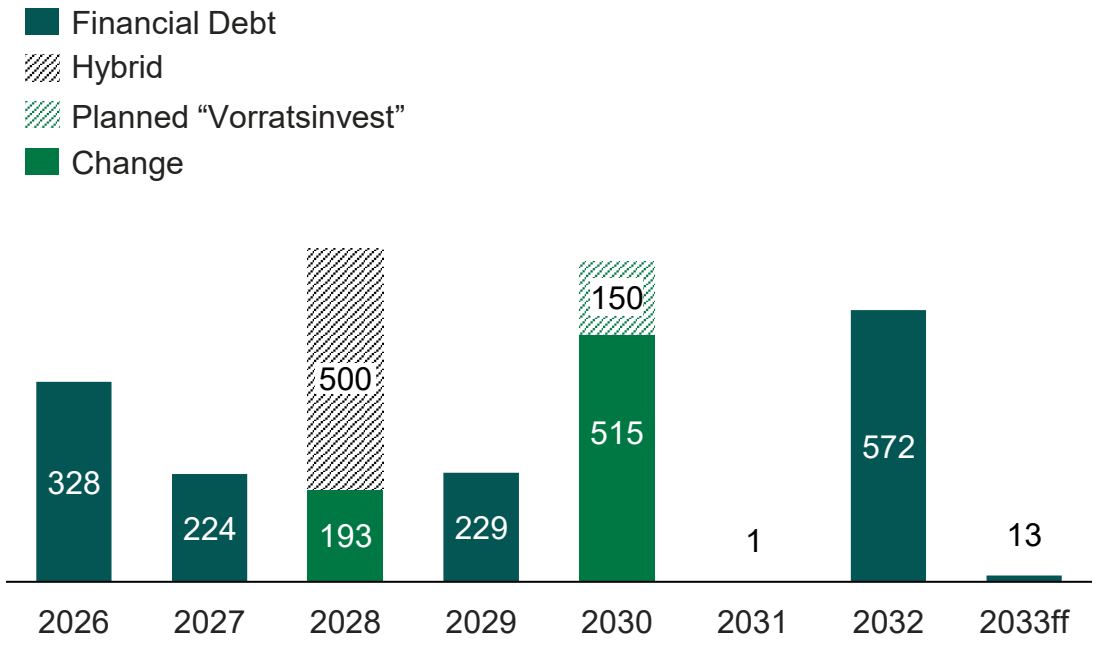
September 30, 2026

in EUR mn



September 30, 2026 (Pro-Forma, Post Refinancing)

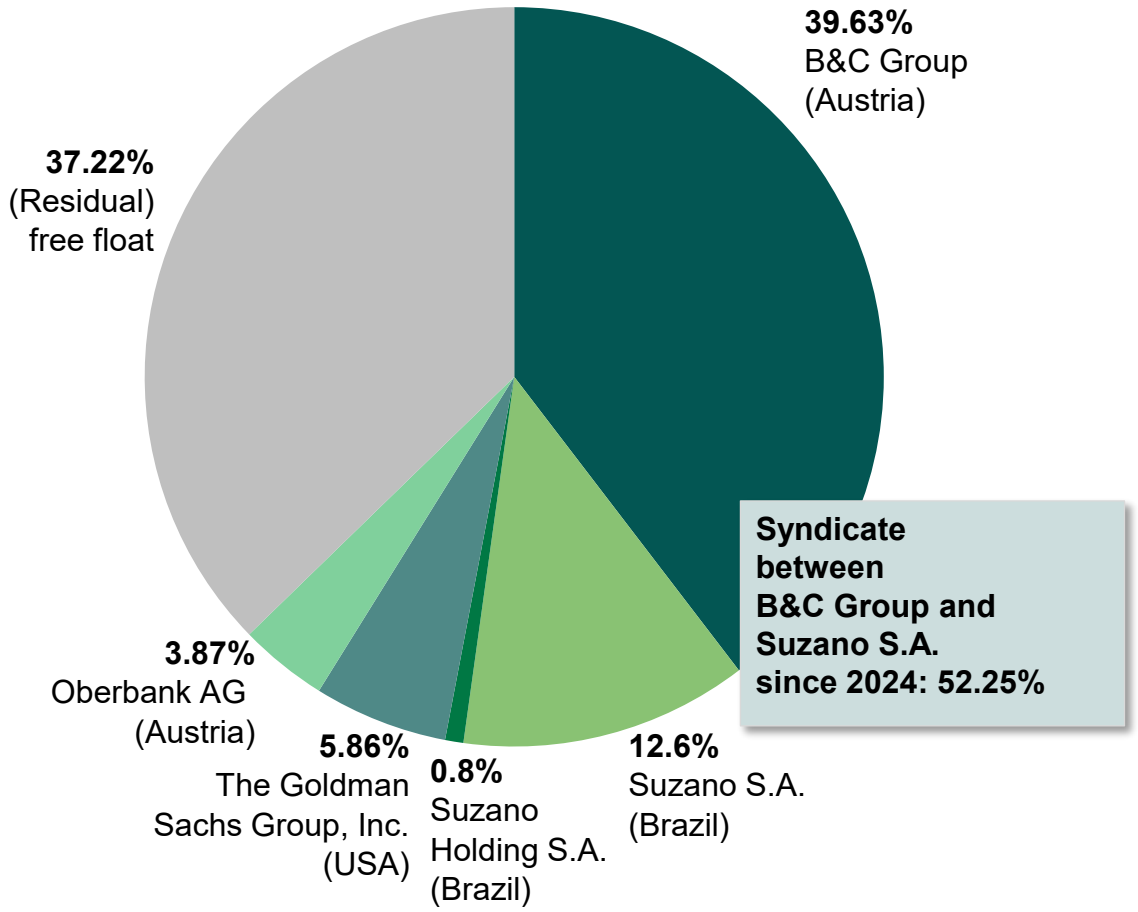
in EUR mn



Already upsized and extended: EUR 500 mn Syndicated Loan (+ EUR 145 mn) and EUR 200 mn Revolving Credit Facility[1] (+ EUR 5 mn), both until October 2030; Planned: Additional Vorratsinvest[2] of EUR 150 mn

1) Not relevant for Maturity Profile; 2) Promotional Austrian export-financing loan to fund inventory

Shareholder Structure after Capital Increase[1]

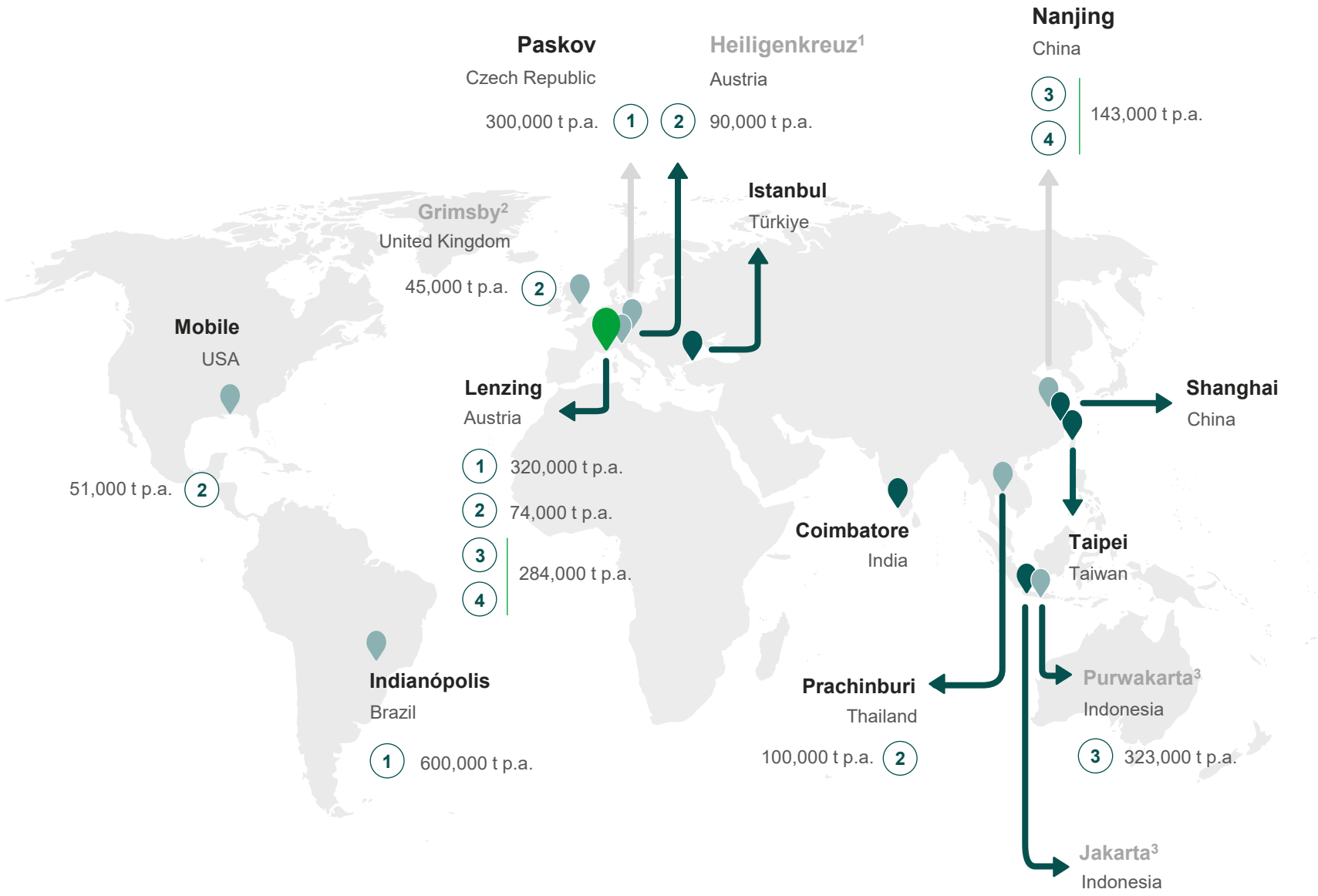


Strong support of Strategy by core shareholders and long-term investors:

- Syndicate of shareholders (B&C Group and Suzano S.A.) participated in the capital increase for the **full aggregate share of 52.25%**
- The transaction results in a **minor change to the ownership split** within the syndicate (B&C ~39.6% and Suzano S.A. ~12.6%)
- Suzano's **option to acquire an additional 15% stake** from B&C until 2028 remains unchanged
- **Additional investment** by Suzano Holding S.A. of 0.8%
- Oberbank AG **fully participated** with their share of ~3.87%
- **Six months customary lock-up** agreed by the Syndicate shareholders (excluding B&C shares subscribed through the exercise of rights acquired from Suzano) and Oberbank AG

1) As of October 28, 2026 2) Thereof 4.27% NN Group N.V.

Global Footprint And Capacity By Site



- Global Headquarters
- Sales and marketing office
- Production site
  - 1 Dissolving wood pulp
  - 2 Lyocell fiber
  - 3 Viscose fiber
  - 4 Modal fiber

Note: Numbers = Nominal capacities as of December 31, 2025; 1) Last day of operations planned for Q1 2027; 2) Last day of operations planned for H2 2027; 3) Ongoing divestment process.

A Best-in-Class Cellulose Fiber Player with Strong Progress on ESG performance

Sustainability at the core of the business model

1 Business Model based on Renewable Resources and Circularity

- Renewable wood from sustainably managed forests and plantations[1]
- Biorefinery concept generating by-products and energy from renewable resources
- Lyocell (wood-based fiber) closed-loop process with 99.8% solvent recovery

2 Transparency & Traceability

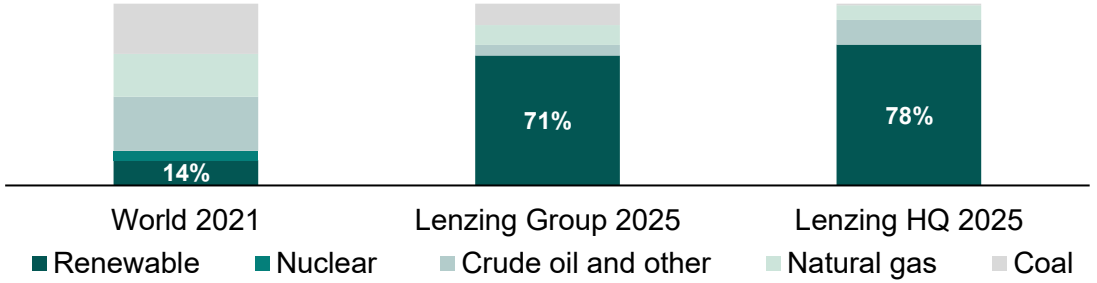
- Full fiber traceability through fiber identification technology
- E-Branding Service for fabric certification and licensing options
- Providing product carbon footprints and fiber LCA, also available in third-party databases

3 Sustainability targets & Verified climate ambitions

- Consistent progress of currently 14 sustainability targets
- Climate change targets verified by SBTi
- Status 2025: 21% reduction of absolute GHG emissions (scope 1, 2 & 3) since 2021 while growing output volume capacity by 40%

Overview of ESG performance and sustainability credentials

Energy sources mix (100%)



Selected sustainability credentials

MSCI ESG RATINGS	Recognized **with "AA"** (2026)
CDP	Recognized with **"Triple A" score** (2025), one of only 23 among nearly 22,000 companies
ecovadis	**Platinum status confirmed** (2026) **Top 1%** of companies assessed
canopy Hot Button Report	**Ranked #1** globally and awarded a **Dark Green Shirt rating** in 2025, recognizing industry-leading performance

A leading sustainable fiber producer with a low CO_2 footprint and a differentiated portfolio of fiber solutions

Note: 1) FSC® (FSC-C041246), PEFC (PEFC/06-33-92).
Source: CDP, SBTi, EcoVadis, Canopy, MSCI.

Credible Leadership Backed By Committed Anchor Shareholders

Experienced Managing Board with significant relevant transformation and industry expertise



Georg Kasperkovitz

CEO

Joined Lenzing in 2025

+30 years of industry experience

Selected experience

mondi · EDF · McKinsey & Company

PE portfolio companies

ONTARIO TEACHERS' PENSION PLAN · CD&R



Mathias Breuer

CFO

Joined Lenzing in 2023

+18 years of industry experience

Selected experience

SEMPERIT · adapa



Christian Skilich

CPO/CTO

Joined Lenzing in 2020

+25 years of industry experience

Selected experience

mondi

» **Complementary and accountable leadership backed by core shareholders – long-term management incentives aligned to shareholder objectives, ensuring commitment to delivery of medium-term targets**

Lenzing

Innovative by nature

THANK YOU