

LENZING'S REFINED STRATEGY

Capital market update
September 2025

Lenzing's refined strategy

- 1 Progress vs last year proves ability to deliver
- 2 Shifting market conditions
- 3 Refined strategy: Prioritization of Premiumization and Excellence
- 4 Premiumization - Increased customer focus and differentiation to drive further margin improvement
- 5 Excellence – Further improvements of cost position, top line and resilience
- 6 Unchanged – Core strengths innovation and sustainability carried forward
- 7 Financial guidance
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1 Progress as compared to last year proves ability to deliver

	2024 vs. 2023	H1 2025 vs. H1 2024
Revenue YoY	EUR 2,664 mn + 6%	EUR 1,341 mn + 2%
EBITDA YoY Margin	EUR 395 mn + 30% 15%	EUR 269 mn + 63% 20%
Net leverage YoY	3.9x -1.3x	2.9x -1.4x

✓ Improved revenue, EBITDA, net debt figures

✓ EUR 130 mn savings by 2024
✓ EUR 180 mn savings by 2025

Annualized and recurring p.a.

✓ Improved working capital ratio and positive free cash flow
✓ Disciplined CAPEX

✓ Successful refinancing
✓ Securing no short-term maturities

✓ Advancing initiatives to grow EBITDA

2 Shifting market conditions - **uneven** market growth, **tariff uncertainties** and low generic fiber prices

Steady market dynamics since H2 2022

- **Above average growth:** regenerated cellulosic fibers expected to grow + 5-6% p.a. vs. global fiber market +2-3% p.a.
- **Limited competition** in premium fibers
- **Modal** remains a **healthy niche market**



Shifts in market conditions since H2 2022

- **Challenging macro backdrop** with uneven market growth, tariff uncertainties, and geopolitical tensions
- **Subdued fiber prices** generally versus **high input costs**, particularly in Europe
- **Commoditized** generic Lyocell market in China and **weaker Eco-viscose demand**



3 Lenzing's refined strategy - Prioritization of Premiumization and Excellence

Refined to unlock value in a challenging environment



Premiumization

Increase differentiation & customer focus to **drive further margin improvement**



Excellence

Further improve and strengthen cost position, **profitability** and resilience



Innovation

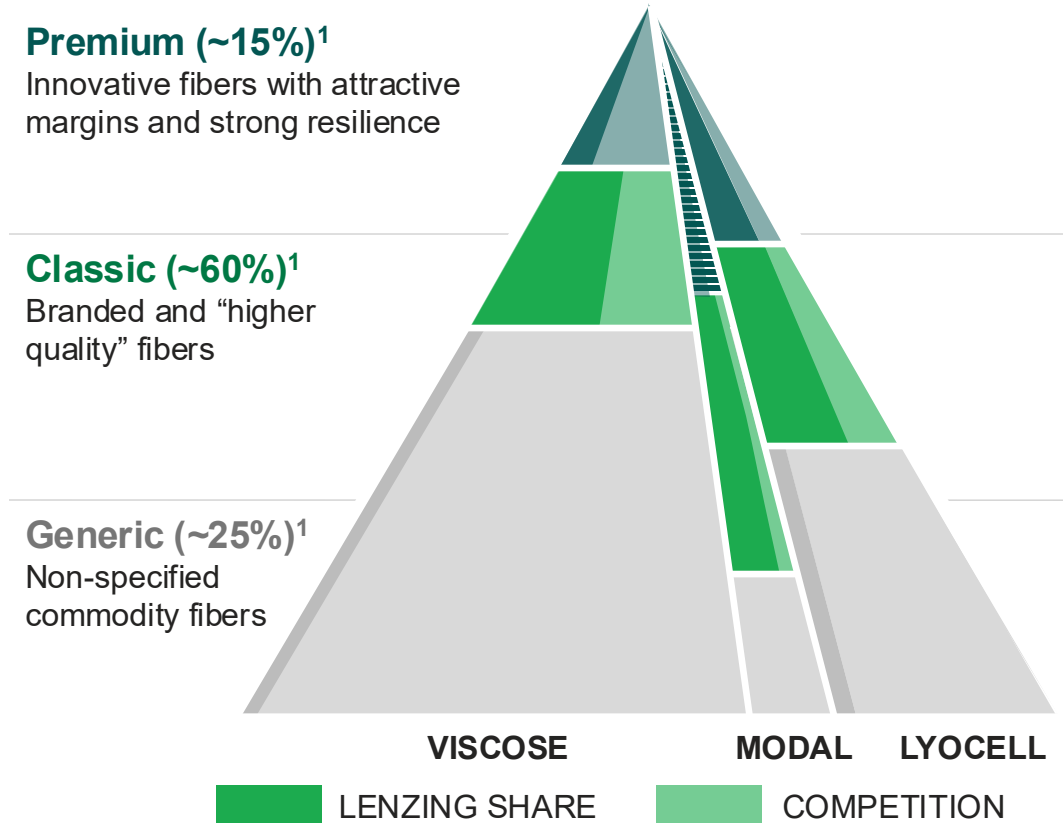
Become more **selective & faster** ("innovation engine") and leverage **new fiber technologies** ("game changers")



Sustainability

Sharpen and **monetize sustainability leadership position**

4 Premiumization - growth in most profitable segments and exit from “generic” market segments



1) Share of Lenzing fiber sales volumes in 2024

REFINED STRATEGY

Market leader and demand shaper



Modal Micro, FR, cross-linked



Tampon fibers, short-cut, tow

Sustainability and innovation leader



Lyocell & Modal Standard



LENZING™ ECOVERO™



Ecolabel, Lyocell Standard

Exit and leave to others

Convert product portfolio towards “Classic” segment

4 Refined target markets and fiber applications for textile and nonwoven

TEXTILE

NONWOVEN

Americas
GROW

EMEA
STRENGTHEN

Asia
STABILIZE

Regional sourcing advantage to South America

Denim Knit

Tailwind from sustainability and regulatory shifts

Denim Knit
Home Wovens

Expand on application development and functional innovation

Denim Knit
Home Wovens

High market barriers, unique local footprint, high growth potential

Wipes Filtration Healthcare
Absorbent hygiene products
Laundry care

Leverage local strength & sustainability legislation

Wipes
Absorbent hygiene products
Technical Applications

Optimize customer and application mix

Pads Facial masks
Body wipes
Technical Applications

Shifting portfolio mix towards higher-growth end markets with resilient demand across the economic cycle

5 Excellence - further improvements of cost position, top line and resilience

Reinforced

Commercial excellence

From serving demand to shaping demand

- Enhanced value selling practices & pricing
- Data-driven portfolio & margin management
- Clear commercial focus and proactive sales mindset
- Transparent sales and business development pipelines

Reinforced

Cost excellence

From cost inflation to stronger cost competitiveness

- 2025 headcount reduction: EUR 25 mn savings, effective 2026, plus EUR 20 mn internationalization savings, effective in 2028
- Institutionalized operational excellence focus
- Tight cost governance and high-return investments
- Organizational agility, leaner headquarter/group functions
- Enhanced fiber/pulp interface for end-to-end optimization

Reinforced

Energy optimization

From selective improvements to institutionalized excellence

- Target: 5% reduction in sourced energy consumption
- Clear accountability: one global lead driving energy optimization
- 2026 rollout: energy monitoring infrastructure and optimization roadmap per site
- CAPEX and subsidies to implement site roadmaps

New

Production footprint optimization

From full utilization of assets to economic value creation

- Strategic review of alternative options for defined plants, including potential monetization
- Refined accountabilities of asset management (group-wide and per plant)
- Strategic asset optimization per site to maximize (re-) investments returns and to minimize maintenance expenditures (OPEX and CAPEX)

6 **Unchanged core strengths**, however sharpened capital allocation

Innovation

Application- & customer-driven ...

Lyocell Filament

Example

Innovative alternative to other existing cellulosic filaments creating unique fiber & fabrics properties

LNT (Lenzing Nonwoven Technology)

Example

A sustainable roll-good made from Lyocell designed to replace plastics in nonwovens

Sustainability

Monetize sustainability leadership¹...



Recognized with **“A” score for climate** for fifth year in a row (2024)
Top 2 % of the companies with this rating



Defended **“A” rating** (2024), **year on year improvement of score** over past years



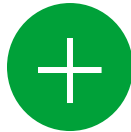
Platinum status confirmed (2025)
Among the **world's top 1%** of companies

¹ Focus on economic value added

7 Financial guidance

Outlook confirmed **2025**

- **Cost reduction** program with positive impact on earnings
- **2025 EBITDA** above previous year



Refined Strategy

Prioritization of ...

- **Premiumization**
- **Excellence**



Target **2027**

EUR ~ 550 mn*
EBITDA in 2027

* Long term target is based on current opportunities or risks in the textile and nonwoven markets and is subject to market conditions and geopolitical stability. Any negative change to the assumption could have a negative effect on the performance of the Lenzing Group

8 Investment highlights

Re:sharpen market & customer focus

From serving demand to shaping demand

- Margin upside through premiumization and innovation
- Transition to less cyclical markets
- Innovation and sustainability as core differentiators

Re:calibrate our asset base

From full utilization to economic value creation

- Asset footprint consolidation
- Selective strategic investments for innovation and premiumization

Re:focus organization

From selective improvements to institutionalized cost excellence

- Strengthen presence in Asian and North American markets
- Lean and agile overhead

Re:gain market valuation

- Growth through innovation and premiumization
- Operational excellence / focus on commercial excellence
- Asset base optimization
- Continued optimization in SG&A cost

THANK YOU