

Sustainability Report 2025

June 2026



ALBANY
INTERNATIONAL

St. Stephen, South Carolina, USA

This is Albany

Albany International Corp. (Albany International) is a global company built on proprietary industrial weaving technology and materials science, with a history of innovation spanning over 130 years.

We operate two complementary businesses - Machine Clothing and Engineered Composites - that apply advanced materials, process engineering, and deep customer collaboration to mission-critical industrial and aerospace applications worldwide.

- Machine Clothing (MC) is Albany International's foundational business and a global leader in paper machine clothing and engineered fabrics. Serving every major paper grade and a range of adjacent industrial markets, the segment's products are essential to customers' operational efficiency, product quality, and sustainability goals. The business is supported by decades of technical expertise, a global manufacturing and service footprint, and deep, long-standing customer relationships.
- Engineered Composites (EC) is Albany International's growth platform, extending our weaving expertise into advanced aerospace and defense applications. The segment is a leading supplier of proprietary 3D woven composite components for next-generation aircraft that include commercial, defense, and emerging platforms like engine, missile, space and ceramic matrix composites. Through continued investment in differentiated materials and processes, EC supports lighter, stronger, and more efficient solutions for customers operating in highly demanding environments and serves as a replacement for critical resource-constrained materials like titanium.

Through these two businesses, we support our customers by creating more sustainable processes and end products by reducing energy consumption, enhancing resource efficiency, and improving fuel efficiency. We leverage innovation leadership, operational excellence, and the expertise of our skilled and engaged global team to drive consistently positive results for our company and our stakeholders. Our sustainability reporting is designed to communicate progress against these goals and demonstrate our commitment to transparency and industry collaboration.

Albany International is headquartered in Portsmouth, New Hampshire, operates 25 facilities in 13 countries, and employs approximately 5,700 people worldwide.



Mission

To deliver effective and sustainable materials science solutions to our global customers through our innovative approach to technology, our operational excellence, and our talented people.

Contents

INTRODUCTION — 2
PRODUCT IMPACT — 13
HEALTH AND SAFETY — 21
OPERATIONAL SUSTAINABILITY — 23
PEOPLE AND CULTURE — 31
CORPORATE GOVERNANCE — 39
OUR CONTRIBUTION TO UN SDGS — 46
CSR VSME Index — 47
SASB INDEX — 51
TCFD INDEX — 56

About this Report

This 2025 Sustainability Report contains disclosure of environmental, social, and governance metrics relevant to Albany International's business, of interest to our stakeholders, as well as those aligned with various frameworks including the Sustainability Accounting Standards Board (SASB) standards for the Industrial Machinery & Goods industry. Given our significant aerospace composites business, we have elected to supplement this disclosure by reporting on certain relevant metrics from the SASB Aerospace & Defense industry standards. The reporting boundaries for the disclosure metrics include all parent and consolidated subordinate entities of Albany International. This report covers sustainability disclosures for Albany International for the period of January 1, 2025 through December 31, 2025, unless otherwise noted. Disclaimers are provided at the end of this report.

Global locations

[View our Locations](#) 





Sustainability timeline

We are proud of our accelerating progress and momentum around sustainability. We have set the foundation for a robust sustainability program as an integral part of our business, and we look forward to demonstrating continued innovation and achievement.

Pre-2021

- Site-level environmental and Continuous Improvement initiatives at sites (e.g., energy efficiency and waste reduction)

2021

- Began formal Greenhouse Gas Emissions Baseline calculations
- Environmental Policy & Standard updated

2022

- Established Greenhouse Gas Emissions Baseline
- Completed Materiality Assessment
- Published first organizational Impact Report
- Established Sustainability Steering Committee
- Completed solar PV feasibility studies, compressed air studies, and site energy audits across portfolio

2023

- Published first Sustainability Report & TCFD Report
- Onboarded Watershed, sustainability AI platform
- Started Lifecycle Assessment project for LEAP fan blades

- Submitted first global CDP response
- Solar PV installed at Neu Moresnet, Belgium facility, supplying approximately 10% of site electricity
- Solar PV installed at Burgos, Spain facility, supplying nearly 30% of site electricity

2024

- Developed and set science-based decarbonization targets
- Completed first inventory of Scope 3 Emissions
- Completed Lifecycle Assessment project for LEAP fan blades
- Solar PV installed at Merone, Italy facility, supplying ~30% of site electricity
- Additional solar PV installed at Suzhou, China facility, supplying nearly 30% of site electricity

2025

- Replacement of lights with LEDs throughout portfolio nearly complete
- EV charging stations installed at multiple facilities
- Signed on to 50 GWh VPPA covering our U.S. operations
- Established several circularity focused pilot projects
- Completed evaluation of global portfolio for on-site solar, identified several high potential facilities for further investigation
- Began Product Carbon Footprint project in partnership with Watershed

From our Leadership

Message from Gunnar Kleveland, President & CEO, Albany International

In a complex and dynamic environment, 2025 was a year of important transition for Albany International. We took decisive actions to further sharpen our strategic focus and strengthen our foundation for long-term value creation. Central to this foundation is our ability to support our customers with continued innovation, and to build a resilient enterprise capable of navigating the risks and opportunities of an ever-evolving economy, all of which is underpinned by our sustainability strategy.

By honing our strategic focus, we are even more clear on where we will concentrate our efforts. For our products, our customers have increasingly sophisticated challenges – from pioneering electric aircraft to striving for full product circularity to reaching net zero. We have leveraged our legacy of innovation in materials science to deliver the solutions that the moment demands, while also thoroughly evaluating pathways to meaningfully reduce our own operational footprint as a partner in our customers' value chains.

For our people, our core values of teamwork, trust, accountability, safety, and passion foster a culture of collaboration, respect, and innovation. We saw this come to life in new ways in 2025, such as with the launch of our company-wide Innovation Awards to recognize excellence in technical innovation, operational improvement, and customer service. The 86 submissions from teams across our global organization exemplify our culture of innovation, collaboration, and continuous improvement.

We have also evolved our environment, health and safety (EHS) program with the launch of our EHS Council. This Council represents not only our commitment to EHS, but also our commitment to our core values and sharing best practices across our business units – Albany Wins Together.

We are proud to again be featured as an official partner of World Engineering Day, showcasing how our strategy comes together in both our [Machine Clothing](#) and [Engineered Composites](#) businesses. Please take the opportunity to explore these short videos.

In 2026, we will continue to refine our strategy to support our customers and our own operations in areas where we can leverage our differentiated technology and talented people to solve some of today's toughest challenges.

**In partnership,
Gunnar**




Albany Wins Together.

UPDATES 2025

Productivity

Launched our internal Innovation Awards program to recognize employees for contributions in technical innovation, operational excellence, and customer service.

The program saw 86 submissions in its first year.



SEE INNOVATION IN MOTION

Proud to be selected as an official partner for World Engineering Day for Sustainable Development 2026 in recognition of our innovative and sustainable engineering solutions in advanced textiles and materials.

As part of World Engineering Day, we are proud to share two short films that take you behind the scenes of our work — from the fibers that shape modern paper production to the materials weaving the future of aerospace:

[Weaving the future](#)

[Fiber class](#)



HIGHLIGHTS

REVENUE

\$1.2B

RESEARCH & DEVELOPMENT

\$48M

NEW HIRES GLOBALLY

1253

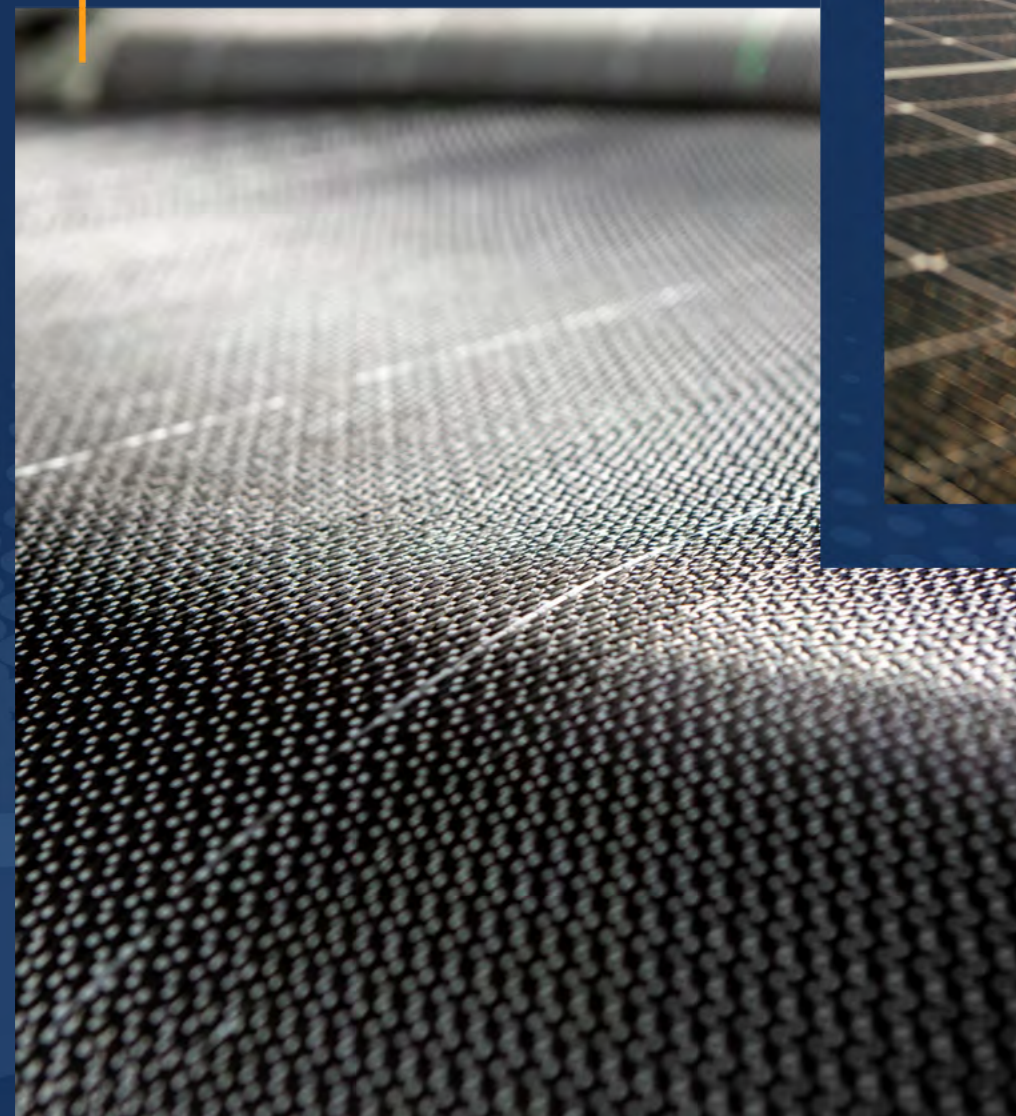
NEW INTERNS GLOBALLY

73

UPDATES 2025

Planet

Partnered with Watershed and California Polytechnic State University, San Luis Obispo to enhance our Product Carbon Footprint work, leveraging advanced AI.



Working towards decarbonization of our operations, completed evaluation of solar PV potential at our facilities globally.

Kicked off several projects pursuing circularity in our Machine Clothing business, including funding trials for enzymatic decomposition.



HIGHLIGHTS

All contracts signed for our U.S. virtual power purchase agreement (VPPA), setting the stage to deliver

50GWh

by 2027, approximately

25%

of our Scope 2 emissions

UPDATES 2025

People

Launched new Environment, Health and Safety (EHS) Council to foster collaboration and sharing best practices across our businesses.



PRIORITIZING SAFETY

Selected as one of America's Safest Companies for 2025 by EHS Today Magazine. We are honored to be recognized as one of America's Safest Companies. This distinction reflects our unwavering commitment to maintaining the highest standards of workplace safety, operational excellence, and employee well-being.

HIGHLIGHTS

Achieved global Total Recordable Incident Rate of

0.86

Fostered

107

engagements with our communities around the world

Continued our focus on human factors through the

SafeStart®

program

Strategy

OUR SUSTAINABILITY STRATEGY

Our business is centered around driving success for our customers. Our products are designed for performance and consistency, while enabling our customers to meet their organizational goals around product performance, process efficiency, and product sustainability.

Our paper machine clothing products enable our paper-making customers to reduce their own environmental footprint by reducing their energy consumption, and improving both resource and operating efficiency. For example, energy is one of the top three cost components in the paper making process; our machine clothing solutions use innovative technologies to reduce the amount of heat energy required for paper production.

In aerospace, weight savings that drive fuel efficiency are essential for the industry to achieve its goals for sustainable aviation. This fundamental design goal has driven the increased use of lightweight composite structures in an ever-broadening sphere of aerospace applications. We have applied learnings from our 130 years of experience manufacturing machine clothing to pioneer 3D weaving technologies to manufacture our composite materials. The process involves layering and interweaving fibers in a precise, computer-controlled process to create complex, high-strength parts that allow for the

production of lightweight and strong composite parts with high-performance properties, well-suited for use in aerospace, defense and industrial applications.

These structurally demanding applications have historically been served by heavier, metallic structures, and traditional laminated composites do not possess the required structural characteristics that 3D woven can offer. Further, critical materials such as titanium are not only resource intensive to extract and process, but they also present an industry supply chain constraint. As such, our proprietary 3D woven technology expands the role that lightweight composites can serve as the next generation of aircraft is designed and built.

SUPPORTING CUSTOMERS THROUGH INNOVATION AND PERFORMANCE

We continue to innovate and remain focused on developing and bringing to market proprietary products aimed at improving the energy and resource efficiency needed for our customers' products and their production processes.

This includes working with our partner, Watershed, on product carbon footprints, leveraging advanced AI to accelerate insights. To support our customers, we can design for circularity and product recycling at the end of life, and we can also design for lower product carbon footprints. Our customer objectives guide us in raw material and supplier selection as well as specialized partnerships for product recycling and reuse. Since many of our customers have waste reduction and circularity goals, providing cutting edge solutions for product end of life has been an increasing focus.

And since many of our customers have Scope 3 emissions reduction goals, we focus on our own operational efficiency and emissions reduction as an integral part of our customers' value chain. This is discussed further below.



Partnering with Watershed has allowed us to accelerate our product carbon footprint work, and we are proud to have been part of the initial Product Advisory Group during the development of the new Product Footprints capability. Calculating product carbon footprints in this way also allows us to experiment with product data in a digital lab, testing ideas and understanding what the product carbon footprint impact would be to inform product development and further support our customers.

**Anna Yates,
EHS & Sustainability**

DRIVING BUSINESS VALUE FOR ALBANY INTERNATIONAL

As a global manufacturer, energy is a significant expense for Albany International, and we therefore have a goal of reducing our energy consumption and our associated Scope 1 and 2 emissions by 50% by 2030. As stated above, this is critical to supporting our customers in their organizational sustainability goals, and it is also important for our own business strategy and operational resilience. We have been evaluating a number of global on-site solar initiatives where there is a strong business case for providing operational cost savings to our facilities, securing a portion of our energy supply, in addition to reducing our emissions. We have invested in a virtual power purchase agreement (VPPA) related to our U.S.

operations. We have been entering into renewable energy contracts where appropriate, demonstrating our commitment to supporting our customers' Scope 3 emissions reduction goals.

We are committed to reducing waste, both from our own operations and our customers', we have a goal of zero waste to landfill by 2030, which several sites have already reached. We continue to look for opportunities to reduce waste generated across our operations and our products, and where waste materials have market value, we look for opportunities to repurpose.

In addition to partnering with several third parties who recycle and reuse our scrap materials in other applications such as plastic furniture, textile yarn, and reinforced concrete, we have engaged in several pilot programs through universities and start-ups to test new technologies to increase circularity and recycling for our products at the end of life. We believe further developing this capability provides a significant benefit for our customers and partners.

Innovation has been integral to our story for over 130 years and continues to be fundamental to who we are at Albany International. We have a New Business Ventures group focused on broader applications of our proprietary technology, in consideration of broader macroeconomic trends and sustainability evolution.

ALIGNING WITH GLOBAL FRAMEWORKS FOR COMPLIANCE AND TRANSPARENCY

Compliance with global and local environmental regulation throughout our operations is a clear imperative both for our customers and for meeting our own organizational values and expectations. We have a robust global and local EHS and sustainability program to ensure we continue to evolve our operations in line with regulatory and customer requirements, managing risk and opportunity. This continuous evolution drives new insights for our business, and increasing reporting transparency provides the opportunity for greater comparability and collaboration across companies and industries.

A key element of our sustainability program is to identify material topics, through assessment of double materiality, to identify areas for improvement, discover new opportunities, and drive value creation. This process also facilitates compliance and helps to articulate our unique stories of innovation and our value proposition.

DOUBLE MATERIALITY ASSESSMENT

The Process

Albany International conducted a Double Materiality Assessment (DMA) to identify the sustainability topics that are most significant to our business and its stakeholders, covering Albany International's global operations and subsidiaries.

The DMA was performed in alignment with the European Union Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS), with methodological guidance provided by an independent third-party advisor.

Double materiality considers sustainability matters from two perspectives, as defined by the CSRD:

- Impact materiality – Albany International's actual or potential impacts on people, society, and the environment across its own operations and value chain.
- Financial materiality – sustainability-related risks and opportunities that could reasonably be expected to affect Albany International's financial position, performance, cash flows, or access to capital over the short, medium, or long-term.

A sustainability matter is considered material if it is material from either an impact or a financial perspective, or both.

Assessment Scope and Governance

The DMA covered Albany International's global operations and value chain, including both MC and EC business segments. The assessment considered upstream suppliers, Albany International's own operations, and downstream customers and end-users, focusing on areas where material impacts, risks, or opportunities could arise.

Oversight of the DMA was provided through a defined governance structure that included:

- Executive-level sponsors responsible for review and validation.
- A cross-functional CSRD core team representing sustainability, finance, accounting, internal audit, and risk management.
- Subject matter experts (SMEs) across business operations, and commercial functions.

Methodology

Albany International mapped its business operations and value chains for both the MC and EC businesses to understand where sustainability impacts, risks, and opportunities could arise. This included identifying key activities, resources, and business relationships across upstream and downstream stages.

To develop a comprehensive inventory of potential impacts, risks, and opportunities (IROs) linked to Albany International's value chain, sustainability matters were identified using a combination of:

- ESRS topical standards and sub-topics.
- Prior Albany International materiality assessments.
- Peer benchmarking and industry standards.

- Internal documentation and public disclosures.
- Interviews and workshops with internal stakeholders and SMEs.

Identified IROs were assessed separately for impact materiality, considering scale, scope, irremediability, and likelihood of impacts on people and the environment, and for financial materiality, considering the magnitude and likelihood of potential financial effects. A scoring threshold was applied to identify material IROs, and sustainability matters associated with IROs meeting or exceeding this threshold were determined to be material for disclosure. The final list of material topics was reviewed and approved through Albany International's governance process.

Stakeholder Engagement

Stakeholder input was an integral part of the DMA process. A diverse group of internal stakeholders representing different business functions participated in the assessment, and external stakeholder perspectives were incorporated through internal proxies with relevant expertise and experience. Stakeholder engagement informed the identification of relevant sustainability matters, validation of impacts, risks, and opportunities, and refinement of materiality scoring.

Outcomes and Ongoing Review

The DMA resulted in a prioritized set of material sustainability topics that inform Albany International's strategic focus areas, risk management, and sustainability reporting. These topics provide the foundation for disclosures throughout this report and support alignment with evolving regulatory and stakeholder expectations.

To support continuous improvement and ensure Albany International's sustainability reporting remains relevant and balanced, the DMA will be reviewed and updated on a regular basis.

Material Sustainability Topics

Relevant ESRS topics have been consolidated into broader themes to improve clarity, and focus on areas of greatest impact, risk, and opportunity.

ENVIRONMENTAL	SOCIAL	GOVERNANCE
Climate Change & Energy Climate mitigation, adaptation, and energy use	Workforce Health, Safety & Well-Being Employee and contractor health and safety across operations and value chain	Business Ethics & Integrity Anti-corruption, bribery, and ethical conduct
Pollution & Hazardous Substances Air, water, soil emissions, and management of substances of concern	Employee Working Conditions & Labor Practices Wages, working conditions, labor rights, and social dialogue	Corporate Governance & Accountability Corporate culture, whistleblower protection, and oversight
Water Stewardship Water withdrawal, consumption, discharge, and reuse	Talent Development & Inclusion Skills development, training, and inclusive workforce practices	Responsible Business Practices Supplier relationships and responsible sourcing practices
Biodiversity & Ecosystems Land use, ecosystem impacts, and biodiversity drivers	Human Rights Child labor, forced labor, and fundamental rights across operations and supply chain	
Resource Use & Circular Economy Efficient use of materials and resources, including waste reduction, recycling, and circularity initiatives across operations and the value chain.	Supply Chain Responsibility Labor and environmental practices in the value chain	
	Community Impacts & Engagement Impacts on local communities and stakeholder relationships	
	Customer & Product Responsibility Product safety, quality, and responsible use	

Product Impact

At Albany International we believe that performance and sustainability need not be mutually exclusive. Our unique technology can reduce energy use, and improve resource efficiency while enhancing product performance.

“At their core, composites make aircraft lighter and thus more efficient and sustainable. In R&D, we are focusing on the next generation of aircraft where sustainability becomes an even more critical factor in new designs and where the traditional approaches to manufacturing are not optimal. Our differentiated technologies and manufacturing solutions are key to maximizing the efficiency and sustainability of the next generation of commercial and defense aircraft.

Additionally, as we continue to be a composite solutions leader within the Aerospace and Defense industry, we are also looking beyond these core markets to determine adjacencies where our differentiated technologies and manufacturing solutions can deliver market-leading advancements.”

Brent Stevenson, Vice President of Emerging Markets and Technology



Reduce energy consumption

- Our EC design capabilities and differentiated composite technologies enable the future of electric flight through Advanced Air Mobility (AAM).
- Our paper machine clothing products allow paper making machines to operate with the same speed and performance while consuming less energy.
- EC's proprietary 3D woven composite technology helps make the CFM International LEAP turbofan engine significantly lighter and more durable resulting in 15% better fuel efficiency.



Circularity

- Our MC business has invested in several pilot projects for circularity of industrial textiles, including funding trials for enzymatic decomposition and recycling.
- We invest in significant R&D efforts targeting thermoplastic structures, which are more easily recycled.
- Use of recycled paper furnish can limit paper machine clothing life due to contamination and clogging of the clothing; our anti-contaminant formulations prevent build-up, extend usable belt life, and result in higher machine efficiencies, fewer required cleanings, and therefore lower water consumption and often less use of cleaning agents for recycled paper applications.



Resource efficiency & performance

- Our MC products help maintain the necessary physical properties for packaging transport and use with lighter weight, which also uses less energy in transport throughout the supply chain.
- Near net shape production in EC means less waste generated in the composites manufacturing process, compared to traditional methods.
- Certain MC products are made with bio-based plastics which offer improved product performance as well as a petroleum alternative, typically with a lower carbon footprint.



Systems change

- Engineering the future of flight: Our team of experts collaborate directly with leading AAM OEMs to design and manufacture innovative components that redefine urban mobility.
- EC's advanced 3D woven rib was developed for the Airbus Wing of Tomorrow Program, which is focused on reducing aviation emissions and demonstrating the importance of large-scale industry collaboration to achieve that goal for the next generation of commercial aircraft. This project is just one example of numerous development programs we are supporting to advance the next generation of commercial flight.
- Our EC business develops solutions that champion sustainable energy. Through innovative composite technologies and advanced manufacturing processes, we create energy-efficient components, reducing the environmental footprint and supporting the renewable energy sector.

At Albany International, we understand that our desire for sustainability must coexist with our passion for delivering the highest value products to our customer base. Our primary focus in the grand majority of our R&D projects is to deliver products that reduce the material and energy requirements, while improving overall efficiencies for our customer's operations. In essence, our focus is on adding to the sustainability of their larger operations.

In our journey to create the products of the future, compromising on value, to trade off performance for sustainability, is not something we feel is acceptable to our customers. With this in mind, we have embarked on a two-pronged approach. Short term, we are working on mechanical recycling of both plant and customer fabric waste, to turn these materials back into either usable raw materials for fabric production or injection molded materials, for lower performance applications, depending on the purity of the source. Longer term, we have joined with Cyclezyme, in Sweden, as well as others, to explore the enzymatic decomposition of complex product formulations.

Our overall goal is to maintain high performance properties in our products while increasing overall sustainability and circularity at the same time. We believe this is the best path forward to support industry/planet wide sustainability.

Expect to hear more about this exciting work in the near future!

**Mark J. Levine, Senior Vice President -
Research & Development**

SPOTLIGHT ON: ADVANCED AIR MOBILITY

EC is at the forefront of the Advanced Air Mobility (AAM) revolution, playing a pivotal role in shaping the future of urban transportation. AAM is a cutting-edge transportation ecosystem that includes electric vertical takeoff and landing (eVTOL) aircraft, urban air mobility (UAM) platforms, and more. In this dynamic landscape, EC's expertise in advanced composite solutions is enabling AAM to reach new heights. Our expertise in lightweight yet robust advanced materials are a natural fit for the demands of AAM, enabling these aircraft to achieve optimal performance, efficiency, and sustainability.

EC's involvement in AAM goes beyond materials; it is about engineering the future of flight. Our expert team collaborates directly with leading AAM OEMs to design and manufacture products that redefine urban mobility. From airframes to propulsion systems, EC's contributions are integral to the success of today's AAM platforms. As the world seeks more sustainable transportation solutions, AAM's electric and hybrid-electric aircraft promise to reduce congestion, emissions, and travel times. EC's commitment to innovation aligns perfectly with the eco-friendly goals of AAM, making these futuristic modes of transportation a reality.

We are proud to partner with BETA Technologies, a pioneer in AAM, supporting its electric aircraft development and certification, and industrializing to support its growth ramp in the AAM market. Our market-leading work with BETA on aircraft blades has demonstrated the differentiated advantages of our proprietary technologies, which have opened up the opportunity for these technologies to be used more broadly across other AAM companies looking for composite solutions to their challenges.

Our work in the AAM market provides a tangible example of how our ability to innovate in collaboration with our partners can make the impossible, possible.

PRODUCT CARBON FOOTPRINT

In 2025 we expanded our partnership with Watershed to include Product Footprints, participating in the alpha testing stage of this new product launch. Given our focus on innovation and meeting customer needs for product carbon footprints, this opportunity aligned perfectly with our strategic focus areas.

We also brought in graduate students from California Polytechnic State University, San Luis Obispo to help our team to test the alpha program and develop a new methodology for creating product carbon footprints, using Watershed's advanced sustainability AI.

We are excited to start sharing this work with our customers and continuing to leverage the latest technology advancements in our sustainability program. To see more about this project, please watch our Machine Clothing World Engineering Day video.



[View the video](#) 



INNOVATION

We are continuously advancing our technology through both evolutionary and revolutionary product engineering, saving time and resources and fostering new product concepts to benefit our customers. In 2025, we invested \$48 million in research and development.

We maintain a New Business Ventures team dedicated to developing innovative products and business opportunities that address high growth opportunities which are adjacent to our current business portfolio utilizing our existing developed technologies, materials science and extensive expertise across our MC and EC segments. The team's strategy is to unlock further potential in focus areas, such as 3D weaving, resin transfer molding, large scale flat weaving, and the application of technically diverse composite materials and coatings, to create and certify groundbreaking products.

We are currently exploring the use of our 3D weaving expertise in combination with our resin and coatings capabilities to enhance the effectiveness of products that can be used in various defense and space applications. In coordination with raw material providers and equipment OEMs, we are developing an enhanced value proposition for the market that further reduces weight and improves overall performance of identified products in applications across various industries.

We are also innovating within our MC segment, with our materials science focus on constantly improving our work within the polymer business. Our innovation allows us to produce new, hybrid polymer systems that not only increase our performance in the field, but accomplish this in a sustainable manner. Our expertise in materials extends into many of our core technologies, such as weaving, coatings, and extrusions, for example. This allows us to create new systems, improving resilience and temperature resistance.

Our goal is to leverage our existing subject matter experts across our Research, Development and Technology teams to drive future profitable growth of new products addressing an expanded range of applications and end-markets. We believe the investments we are making today will provide the foundation for new innovative product opportunities.

Our MC segment products are custom-designed for each user, depending on the type, size, and speed of the machine, and the products being produced. Products are specifically designed for each section and position on a machine, the grade of product being produced, and the quality of the stock used. Technical expertise, judgment, and experience are critical in designing the appropriate clothing for each machine, position, and application. As a result, many employees in sales and technical functions have engineering degrees, paper mill experience, or other manufacturing experience in the markets in which we operate. Our market leadership position reflects our commitment to technology innovation, and this innovation has resulted in new products and enhancements across all of our product lines.

EC develops innovative solutions and manufactures advanced composite components and structures for complex aerospace applications, using a range of core lay-up technologies, including its proprietary 3D-woven reinforced composites technology, traditional 2D laminated composite structures, automated fiber placement for both thermoplastics and thermoset composites as well as rigid installation for through-thickness reinforcements, filament wound components, and braided structures. EC is also a market leader in Resin Transfer Molding (RTM) and other out-of-autoclave curing solutions.

In addition to continuous significant investment in core research and development activities in pursuit of new proprietary products and manufacturing processes, experienced research and development employees in each business segment also work collaboratively with customers, OEMs and suppliers on targeted development efforts to introduce new products and applications in their respective markets.



Halmstad, Sweden

In 2025, we introduced company-wide Innovation Awards to recognize excellence in technical innovation, operational improvement, and customer service. With 86 submissions from teams across the global organization, the program highlighted the depth of creativity and problem solving that exists throughout Albany International. We are proud of all participants and award recipients who exemplify our culture of innovation improvement.

Our values of teamwork, trust, accountability, safety, and passion guide how we work together every day. By investing in our people and fostering a culture rooted in respect, safety, and innovation, we continue to strengthen Albany International's foundation for long-term growth and success.

Share your enthusiasm.

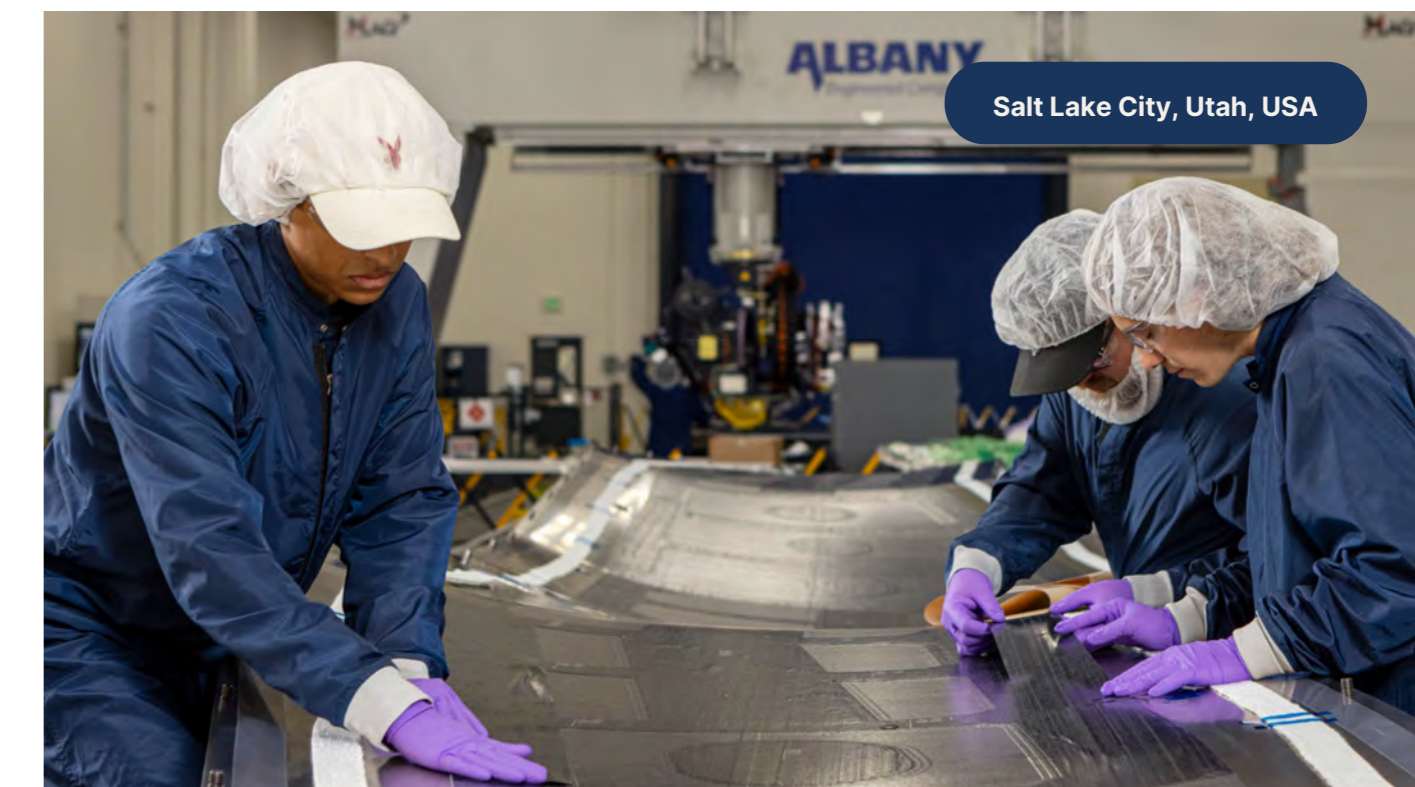
IMPORTANCE OF PARTNERSHIPS

EC continues their collaboration with Safran Aircraft Engines to work together on the next generation of aircraft engines and thus contribute to the 2050 net-zero CO₂ emissions commitment of the aviation industry.

This collaboration leverages the 15% efficiency gained through the LEAP engine concept and design, and applies this to open rotor and advanced ducted solutions, building from the demonstrated success to drive savings and enable efficiency and sustainability for the future of flight. Our technology will continue to be an enabling factor for next generation aircraft.

As described above and further below, we have several pilot projects underway, both in Europe and the U.S. These projects are focused on both enzymatic recycling, which has the potential to enable true circularity in our machine clothing products, and chemical recycling, which enables used machine clothing products to be used in furniture grade or similar applications.

These pilot projects are critical to supporting our customers on their sustainability journey, but providing a solution for products and the end of life which not only has a logistical and cost benefit, but directly supports their Scope 3 reduction efforts.



Enzymes: the future of plastic circularity

Enzymes are nature's natural catalysts. They can cut complex plastic chains into monomers (hydrolysis) and can be engineered and optimized to even more efficiently break down plastics.

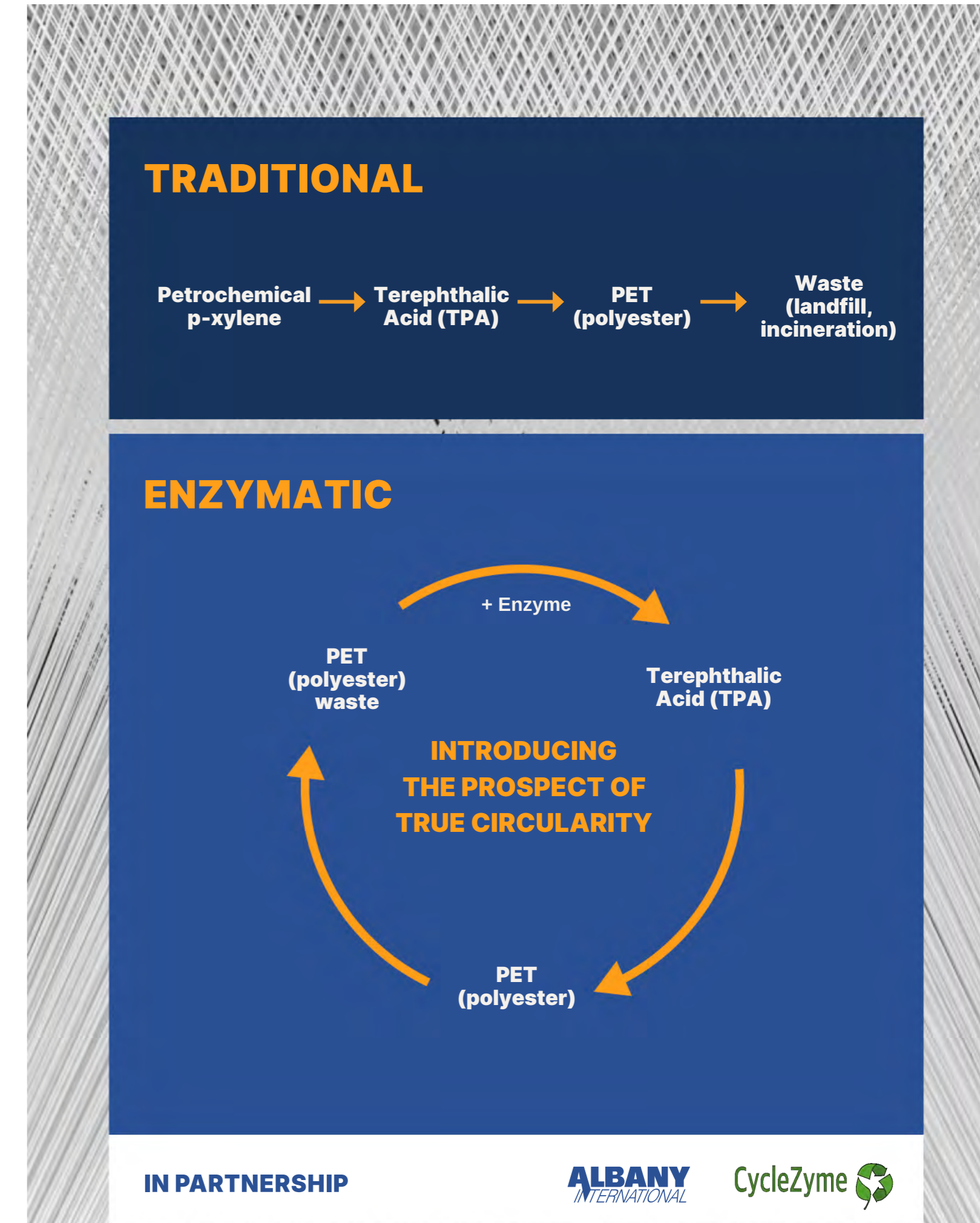
Albany International and Cyclezyme AB (Cyclezyme) have partnered on a project to develop and optimize enzyme-based recycling of industrial textiles, primarily made of polyester and polyamide. Increasing the circular potential of materials is a global priority to reduce the need for virgin raw materials, and the associated environmental impact, and to improve resource efficiency. With specialized recycling technology, industrial textiles present a significant opportunity to be reused as feedstock for new textiles – introducing the prospect of true circularity.

Cyclezyme has demonstrated that enzymatic recycling yields high value monomers which are suitable for repolymerization into new PET/polyester plastics – creating the potential for a truly circular plastic economy that reduces reliance on fossil feedstock and which has a significantly lower carbon footprint up to 60% reduction in CO₂ (emissions). Not only is this process effective, but it can be optimized and scaled to process paper machine clothing waste. Even contaminated or colored plastic samples can be successfully processed without additional pretreatment.

The goal of the current project is to strengthen a recycling process in which polyester and polyamide are broken down into pure monomers that can be reused in new production and provide an alternative to virgin plastic monomers, as well as to develop a clear business model for further scaling the enzyme technology.

“While much work has been accomplished to recycle materials for commodity plastic applications, the more difficult task of recycling plastics for high performance applications, where the risks of impurities or property degradation can be severe, has yet to be realized. We see tremendous opportunity to support our customers here, and Cyclezyme’s unique enzymatic recycling process has the potential to introduce true circularity in industrial textiles, where used textiles are able to be fully broken down and reformulated into new industrial textiles without performance reduction. This represents a significant step forward in recycling and circularity, and builds on progress made in the fashion industry creating new apparel with components recycled through the enzymatic process”.

**Mark J. Levine, Senior Vice President –
Research & Development**



INTELLECTUAL PROPERTY

We have developed, and continue to develop, proprietary intellectual property that supports the industries we serve. Our portfolio includes patents and trademarks registered worldwide, as well as copyrights, trade secrets, research and development outputs, and engineering and manufacturing know-how. We also license intellectual property to and from third parties.

In addition, we also have a formal patent recognition program called Albany Technology Heroes, to recognize the inventor's work on a company scale and support with patent applications. Albany International's unique technology sets us apart from our competitors. Throughout the year, our inventors who have filed patents are recognized for their valuable contributions with a stipend when the patent application is filed in the US, and a plaque and further stipend when the patent is granted.

PRODUCT QUALITY AND CONTINUOUS IMPROVEMENT

In addition to our ongoing pursuit of product innovation, we have a rigorous and effective commitment to product quality assurance and are committed to providing innovative, quality products and services that are delivered on time to meet our customers' needs.



The MC business is committed to ensuring customer satisfaction and market leadership by:

- Meeting and exceeding international industry quality standards and certification requirements.
- Meeting and exceeding our customers' unique product and service expectations.
- Executing the MC Quality Policy and continuously improving the MC Quality Management System.

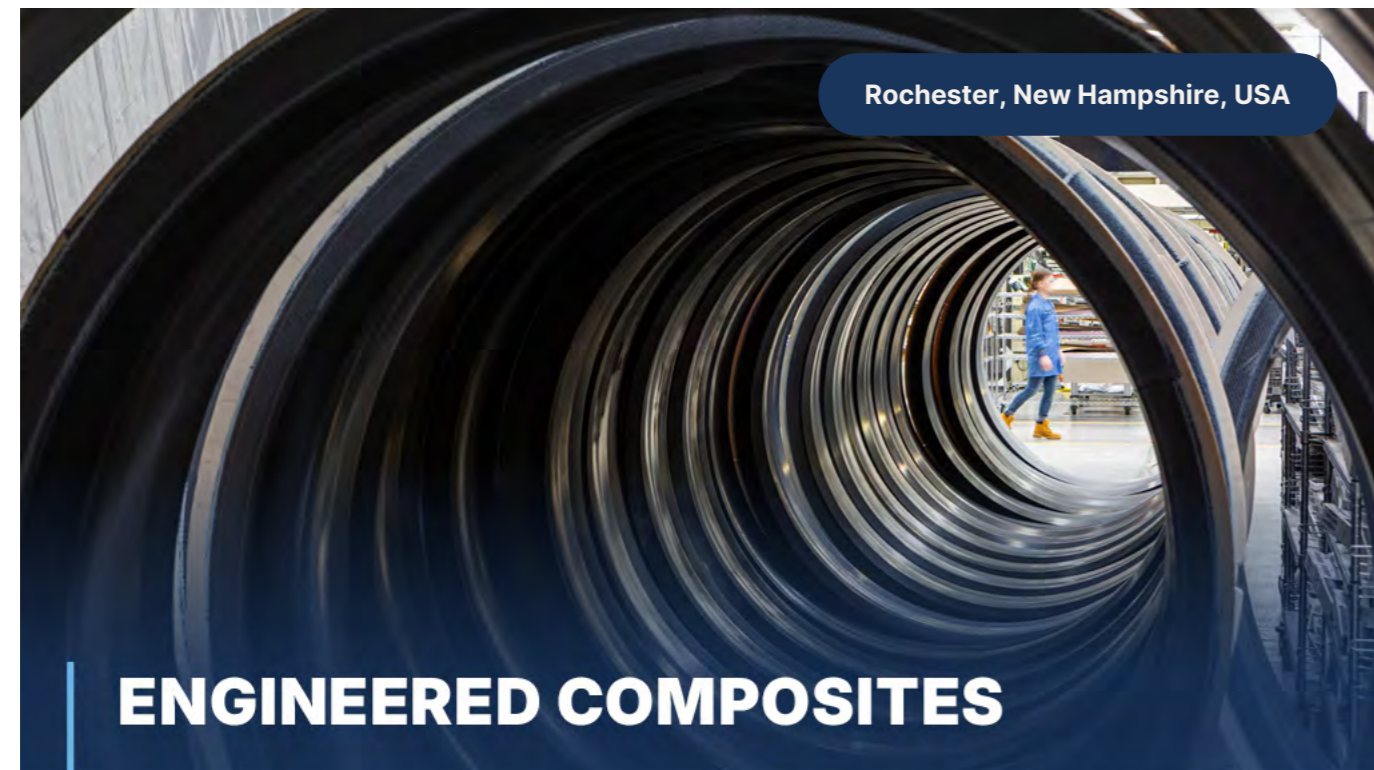
International industry quality standards provide assurance to our customers and additional stakeholders that each element of the quality system meets or exceeds expectations and is continuously improving.

All MC manufacturing facilities maintain ISO 9001:2015 Quality Management System certification by undergoing regular and periodic internal and external audits to confirm requirements, identify opportunities, and verify continuous improvement of the quality system. Our MC business continuously improves the effectiveness of the quality management system through the use of policies, objectives, audit results, analysis of data, corrective and preventive actions, continuous improvement routines, and management reviews.

All MC employees and contractors engaged in any aspect of the production process attend ongoing training, tailored to their position and role, to improve the overall effectiveness of the MC Quality Management System. Best practices are shared and implementation tracked to accelerate improvement activity across the global organization, while continuous improvement routines sustain the results.

Our MC business completed:

- 165 4-Step Continuous Improvement Program certifications.



To effectively serve our customers and remain competitive, our EC business must:

- Maintain certification to rigorous aerospace industry quality and special process standards.
- Consistently meet or exceed the unique quality and process control requirements of each customer.
- Execute our EC Quality Policy to drive continual improvement of our quality management system and operational processes.

- Deliver safe, reliable and conforming aerospace components that support critical commercial and defense applications.

Fundamental to aerospace and defense manufacturing is the requirement to achieve and sustain independent certification to internationally recognized quality standards. As a producer of highly engineered composite components and assemblies for commercial and military platforms, all EC facilities undergo periodic independent audits to maintain certification to AS/EN 9100D Quality Management System – Requirements for Aviation, Space and Defense Organizations.

Due to the specialized nature of composite manufacturing, EC’s special processes are subject to additional accreditation to ensure compliance with customer and industry requirements. Many facilities maintain Nadcap accreditation¹ for applicable processes, supported by rigorous third-party audits of procedures, personnel qualifications, and process controls.

EC’s quality systems are foundational to product safety, airworthiness, and mission assurance. We are committed to ensuring the integrity, traceability, and performance of our products throughout the manufacturing lifecycle, recognizing their critical role in aerospace applications. Our quality performance is driven by a highly trained workforce supported by ongoing training and continuous improvement initiatives. EC promotes a quality-driven culture in which employees are empowered to identify, escalate, resolve issues, and adhere to customer, regulatory, and internal standards.

Integral to our quality management system is the measurement and monitoring of performance through key indicators designed to ensure delivery of high-quality products, on time and right the first time, including:

- Tool and equipment calibration, supported by comprehensive internal audit and verification programs.
- Production monitoring (statistical process control, first pass yield, scrap, and rework).
- Non-destructive inspection and testing.

- Root-cause analysis and corrective action implementation.
- Customer feedback and performance metrics used to assess quality performance and drive improvements.

EC maintains a structured enterprise quality governance framework to ensure consistent application of quality standards across all locations. Executive and quality leadership teams conduct regular management reviews to evaluate system performance, monitor key risks, and drive strategic improvement initiatives across the business.

Our continuous improvement strategy is embedded in our culture and focuses on enhancing system effectiveness across multiple dimensions of our operations by:

- Advancing product and process quality.
- Strengthening employee engagement, development, and accountability.
- Improving productivity through Lean and Six Sigma methodologies and automation.
- Optimizing the efficient use of company resources.

EC’s quality management systems encompass the full product realization lifecycle, from order entry through final delivery, ensuring robust oversight and control at each stage.

These systems are tailored to our operational requirements and are audited annually by an independent third-party registrar (Amtivo), accredited by the ANSI National Accreditation Board (ANAB). All EC locations maintain certification to AS/EN 9100D Quality Management System.

¹ The Nadcap Special Processes accreditation program is administered by the Performance Review Institute (PRI) that conducts periodic, rigorous, standard-specific audits. These audits conduct extensive reviews of criteria-specific practices, personnel qualifications, approved equipment, and verification of defined procedures.

These audits verify that:

- Organizational processes, procedures, and documentation meet stringent aerospace industry requirements, supported by robust systems for process control, document management, internal audits, and corrective actions.
- Risk mitigation and continuous improvement processes are implemented to ensure product quality, compliance, and on-time delivery.
- Supplier and sub-tier supplier quality and performance requirements are effectively managed and monitored.

In 2025, our EC business achieved:

- 287 continuous improvement events.
- \$11.7 million in process productivity improvements.



PRODUCT SAFETY

Albany International manufactures products for a variety of industrial applications, subjecting our products to various regulatory frameworks. To deliver our continued commitment to developing compliance protocols as an industry leader, we have partnered with a third party specialist to support materials compliance and product safety.

We are committed to maintaining compliance with frameworks and regulations including, but not limited to, EU REACH, EU synthetic polymer microparticles ('microplastics'), global PFAS and global food safety

regulations. Our program includes a dedicated working group of R&D, supply chain, and sustainability professionals working closely with our third party partner. Supplier engagement is the cornerstone of our product safety program, which ensures the safety and compliance of our raw materials remain up to date with the evolution of regulatory frameworks and industry best practices.

Albany International supports global regulatory efforts, and we are committed to continuing to meet these requirements in our global operations. We welcome continuous collaboration with our customers and suppliers to discuss options for product safety and sustainability, including raw material selection and end-of-life recycling and circularity capability.



Salt Lake City, Utah, USA

**ENGINEERING TOMORROW'S
SOLUTIONS**

Health and Safety

At Albany International, we are all responsible for a safe environment. Our culture of safety starts with our Board of Directors, which reviews safety at the start of every quarterly meeting.

Safety is further reinforced by our CEO and Business Segment Presidents during every meeting and in quarterly CEO 'Town Hall' briefings for all employees. Further, the Board of Directors has tied a portion of each Executive Officer's compensation to the achievement of TRIR goals across the entire company.

In 2025, Albany International launched a new Environment, Health and Safety (EHS) Council as an evolution of our EHS program. The mission of the Council is to leverage the collective knowledge cross Machine Clothing and Engineered Composites to eliminate risk of injuries and to steward the business towards a sustainable environment.

Through 2025, we continued our MC global Safety Leadership Certification program for site safety leads, where site safety leads become certified by an internal approval board after demonstrating rigorous safety training and programming at their facilities. A safety-related Continuous Improvement project is also part of the certification program, which has led to a collection

Safety Performance Metrics	2025	2024	2023
Total Recordable Incident Rate	0.86	0.99	0.54

of impressive and impactful outcomes. The program will continue in 2026 until all sites have been certified.

We also continued our Human Factors Safety Program, leveraging SafeStart®, which aims to build strategies and interventions that reduce and mitigate human errors by developing an awareness of the individual factors that can impact human performance and lead to errors, near misses or incidents. This rollout will continue in 2026 until all sites are covered.

HEALTH AND SAFETY MANAGEMENT SYSTEM

At Albany International, we are committed to providing a safe, healthy, and environmentally responsible workplace for all employees, visitors, and the surrounding communities where we operate. Our core values prioritize workplace safety, environmental protection, and the well-being of everyone involved in our operations. We recognize that achieving excellence in EHS performance is a shared responsibility that requires dedication, collaboration, and ongoing effort at every level of the organization. EHS trainings begin in the onboarding process and continue throughout each employee's career at Albany International. All employees receive initial training and periodic refresher training on hazards that apply to their work, with a focus on high-risk activities. Training programs are typically created collaboratively with inputs from EHS professionals, engineers, supervisors, and employee content experts.

Our occupational health program is designed to detect job-related illnesses early, assess risks and verify the adequacy of protective measures. We use a variety of occupational health services at our global facilities with the presence of either an occupational health nurse on-site, employed or contracted, or a contractual arrangement with a local occupational health clinic. We regularly utilize outside consultants and contracted services for industrial hygiene evaluations and improvements specific to the location and the nature of its work. One of these consultants in the U.S. is Fit For Work, a nationwide leader in injury prevention and workplace safety. Fit For Work provides customizable injury prevention and safety solutions to prevent employee injuries through a combination of early intervention, ergonomics, employee testing, and safety compliance.

Our safety management system was developed based on regulations in the global locations in which we operate. Our system goes beyond compliance and incorporates industry expert advice, global best practices, and internal risk analysis which covers all employees and supervised contractors in all locations.

Health and safety is led by our EHS leaders in each business, with coordination from corporate EHS and sustainability, all of whom work closely with a dedicated team of EHS professionals across our global locations through the EHS Council.

RISK MANAGEMENT

Albany International has established processes to manage risk. We believe every employee has an accountability for safety, therefore all employees are trained to stop work whenever they are uncertain about their safety or the safety of others via a process called Stop-Call-Wait. We expect all employees to actively participate in our culture of safety with incident reporting, analysis, and improvement activity. We do not tolerate any reprisals for stopping work or reporting a hazard concern.

When an incident occurs, we use teams with diverse skillsets and perspectives to investigate the root cause and identify learnings and improvements, including safety professionals, process engineers, maintenance engineers, area managers, and employees experienced in performing the relevant tasks.

CUSTOMER FACILITIES AND CONTRACTORS

Our field engineers, who routinely work at customer facilities, receive similar training to our manufacturing employees and are required to follow all Albany International safety expectations. Additionally, field engineers receive training from, and are expected to follow all safety expectations of, the customers they support.

Count on each other.

Albany Safety Absolutes:

Always follow lockout/tagout procedures.



Always operate powered equipment with proper training, license or certification.



Always operate equipment with guards and safety devices in place.



Always stay away from possible impact areas from suspended loads and overhead work.



Always report all accidents and incidents immediately.



ONE OF AMERICA'S SAFEST COMPANIES

Albany Engineered Composites was extremely proud to be selected as one of America's Safest Companies for 2025 by EHS Today Magazine, a leading EHS publication.

To be considered for the award, companies must meet rigorous criteria, including:

- Leadership and management support for EHS efforts
- Strong employee involvement in the EHS process
- Innovative approaches to safety challenges
- Injury and illness rates below the industry average
- Comprehensive safety training programs
- A clear focus on incident prevention
- Effective communication about the value of safety
- Demonstrated benefits of the safety process

"This recognition is a direct result of the strong safety culture we have built together across our global organization. Although the award focuses on North America, it absolutely reflects the hard work and dedication of our teams globally as well. This award is a tremendous honor, and I could not be more proud."

Bryan Valdez, Senior Director, EHS



Operational Sustainability

At Albany International, our operational sustainability is critical for our customers' sustainability profiles, as well as our own. It also provides a lens to guide our long-term strategy and business resilience.

We aim to manage costs and future-proof our operations with a clean energy strategy built for business impact. Working with our partners, over the past year we have structured a VPPA, launched a centralized onsite solar evaluation roadmap, and embedded emissions reductions across product and procurement. The result: lower costs, cleaner operations, and a clear climate edge in a competitive industry.

ENERGY AND GREENHOUSE GAS (GHG) EMISSIONS

Albany International is committed to pursuing ambitious GHG reduction targets in alignment with science-based principles that support limiting global warming to 1.5°C or less above pre-industrial levels. To support this ambition, in 2023 we committed to target validation through the Science Based Targets Initiative (SBTi), whose goal is to accelerate companies across the world to support the global economy to halve emissions before 2030 and achieve net-zero before 2050.

Since our commitment date, we have made significant efforts to improve the accuracy of our GHG emissions measurement and identify achievable pathways towards deep reductions in our operational and supply chain emissions. That work continues each and every day. In the intervening time, SBTi has introduced a requirement for Scope 3 emissions targets as part of the validation process.

As we evaluate engineering feasibility for facility decarbonization initiatives and improve the accuracy of our Scope 3 emissions calculations (from spend-based to activity-based, for example), we have decided to pause our official target validation efforts through SBTi until such time that we have an accurately forecasted, funded, and achievable pathway towards target achievement. We place tremendous value on having credible targets backed by granular measurement, which we will continue to develop and refine over the coming months.

In 2024, we committed to the following goals which we continue to pursue:

- 50% reduction of Scope 1 & 2 emissions by 2030 (baseline 2023)
- Zero waste to landfill by 2030 (Americas and Europe)

Demonstrating our commitment to achieving our operational goals, in early 2025, we joined a U.S. Virtual Power Purchase Agreement (VPPA) cohort. VPPAs provide critical support for new renewable energy projects, and we are proud to partner on this project to accelerate the deployment of new renewable energy infrastructure.

Although 2025 was a challenging market for VPPA sourcing, we are pleased to share that negotiations for the cohort are now complete, with all projects expected to reach commercial operation by the end of 2026. The projects are all solar, based in Florida, Texas, and Illinois. The portfolio represents meaningful corporate support for clean power and grid resilience, and also contributes directly to reducing our reported Scope 2 emissions by approximately 25%. Participation in this project provides a strong head start to reach our goal while we continue to develop our climate transition plan and progress on-site initiatives such as energy efficiency, energy reduction, and on-site solar generation.

Regarding on-site solar generation, we currently have photovoltaic (PV) installations at four sites globally, which generate up to 30% of facility electricity needs at those four sites. In 2025 we partnered with Watershed to design a clean power strategy grounded in business value. We worked to centralize data from our global portfolio and assess the business case across sites, navigating the complexity of varying electricity prices, roof conditions, and regulatory environments. Several sites stood out as strong opportunities for both emissions reduction and long-term cost savings, and these are currently under further evaluation or contract negotiation. This process has also helped us to embed our clean power strategy across our business, notably in procurement, product innovation and long-term decision-making.

In 2025, we completed our second round of Scope 3 calculation, increasingly focused on activity based calculation as we continue to mature our program. As a materials science company, Scope 3 is a significant part of our carbon footprint, and we are pleased to be able to build on our understanding of value chain emissions. We also continued to focus on transparency with our 2025 response to CDP and [Climate Report](#).



SUSTAINABILITY AND AI

As an organization focused on innovation and efficiency, we are leveraging AI in multiple new ways, including for our carbon footprint work described above. The sustainability of AI has been a focus for our sustainability and IT teams, among others. We believe that AI has the potential to deliver real efficiency gains to support a sustainability strategy – from speeding up and enhancing data collection and reporting to enabling a full decarbonization strategy. This means sustainability teams can shift from busywork like data management to focusing time where there is the greatest impact, and not only working faster but making better decisions.

This matters because sustainability teams tend to be relatively small and are faced with a constantly changing and increasingly complex regulatory and stakeholder environment. AI can help break the cycle of ‘measure, report, repeat’ and allow teams to focus on deriving greater impact from that data and measurement, such as through supplier engagement, forecasting, energy optimization and strategic decarbonization planning.

At Albany International, our aim is that AI becomes capable of supporting strategic sustainability decisions – speeding up measurement to enable action, and scaling insights and identification of decarbonization levers to accelerate more elegant solutions, more impact, and more value.

Energy Dimension	2025	2024	2023
Total Energy Consumed (GJ)	1,231,981	1,271,311	1,021,422
Energy Intensity (GJ/ Net Sales \$000s)	1.04	1.03	0.89

Metric (mt CO₂e)	2025	2024	2023
Scope 1	26,840	28,943	22,371
Scope 2	54,096	51,581	53,607
Scope 3	641,046	642,072	827,218
Scope 1 - 3 Intensity (mt CO ₂ e/Net Sales \$000s)	0.61	0.59	0.79

Notes: In reporting its GHG emissions, Albany International complies with the guidelines set out in the GHG Protocol. Reported Scope 1, Scope 2 and Scope 3 data rely on third party data providers and include a degree of extrapolation to reach 100% coverage. Reported Scope 2 is market based emissions.

WASTE AND RECYCLING

Waste, both from our own operations as well as our customers', represents a huge opportunity for our value chain.

We continue to look for opportunities to reduce waste generated across our operations and our products. As a first step, we separate our waste streams across our operations including general waste, hazardous waste, electronic waste, and carbon fiber/raw material waste. Waste streams are collected via appropriate third parties, with the objective of optimizing reuse and minimizing waste to landfill. Several of our facilities in China and Europe have achieved zero waste to landfill through a combination of waste separation, recycling, and converting waste to energy sources.

Process waste from our manufacturing processes presents one of the most accessible opportunities for recycling. In our EC business, we work with a third party specialist carbon fiber recycling company to recycle 3D woven fibers, water jet cut off carbon fibers, and long tow carbon fibers. These materials are recycled and reused in applications such as thermoplastic (which can be recycled) and thermoset products, 3D printing, fiber reinforced concrete, textile yarn, and friction materials.

In our MC business, we work with a third party specialist that collects scrap polyamide (nylon) and converts it into plastic furniture. As recycling technology advances, there are increasing opportunities to use recycled raw materials, such as PET, in some of our manufacturing processes.

Since 2024, we have a closed-loop recycling program at one of our MC sites, where we are able to convert our internal scrap into reusable material. This reduces landfill and environmental footprint due to reuse. Further initiatives to improve circularity and recycling in our value chain are under investigation and discussed under [Product Impact](#).

Examples of some of our other continuous improvement projects with sustainability benefits include:

- Improving yield factor in weaving lengths to reduce raw material waste.
- Upgrading gear boxes and replacing air compressors to improve yield.
- Switching to packaging materials with higher recyclability.
- Recycling lumber to be turned into mulch for local municipalities, and returning fiber cores used for shipping by to the supplier for reuse and recycling.
- Redesign of heat-setting recipes to reduce gas consumption and improve the yield of dryer fabrics by reducing extra length and reducing waste by 10%.



Bury Site: Front-Line Innovation on the Path to Zero Waste to Landfill

At Albany International's Bury site in Greater Manchester, UK, progress toward zero waste to landfill has been driven by the people who know the process best: the shop-floor teams.

Manufacturing Shoe Press Belts and Transbelts for the Machine Clothing business, the site recognized that waste reduction would require rethinking how materials are used, not reducing production. Using the waste hierarchy as a guide, operators and engineers worked together to analyze waste streams and identify practical improvements.

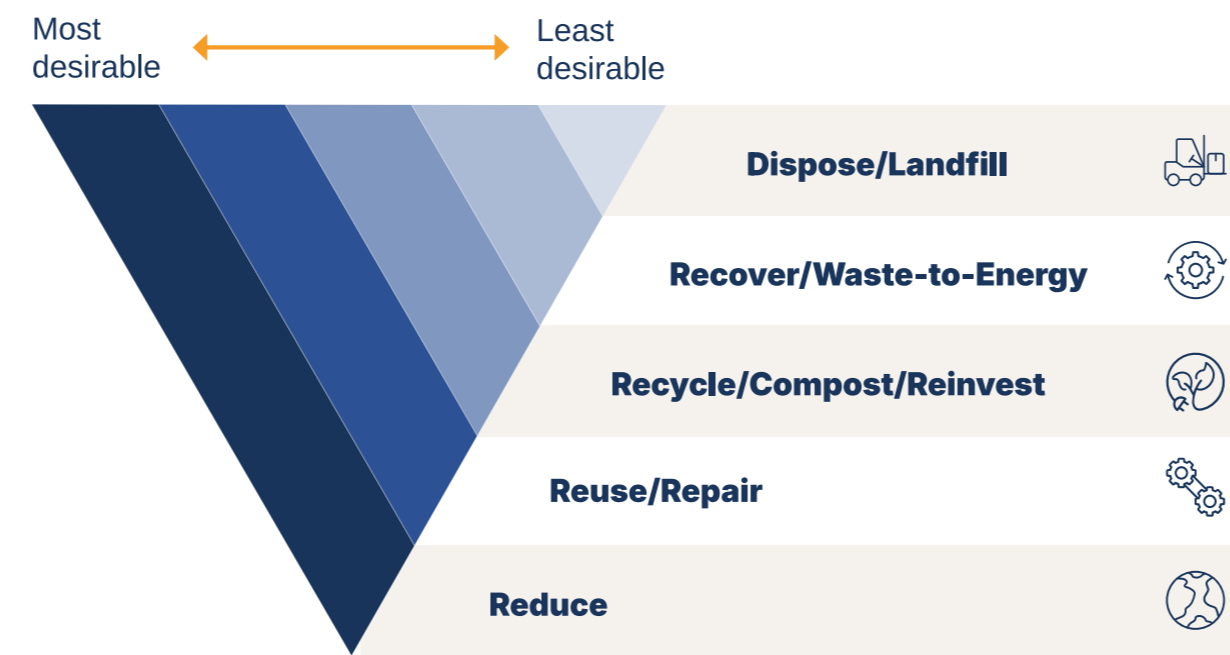
One key opportunity was urethane swarf generated during belt machining. By refining coating parameters and nozzle design, teams reduced excess material at the source, hence lowering waste without affecting product performance. Additional shop-floor ideas reduced single-use plastics by shifting from disposable buckets to reusable intermediate bulk containers, cutting both waste and handling inefficiencies.

Today, all metal, wood, paper, and food waste is recycled or composted, with remaining material diverted to waste-to-energy wherever possible. The site is also exploring options to reinvest urethane swarf for future use. Despite steady production levels, the Bury site reduced total waste from 355 tonnes to 264 tonnes, demonstrating how front-line ownership and creativity can deliver measurable sustainability outcomes.

"Working with the process every day, we could see exactly where changes would reduce waste without changing the product."

Paul Chadwick, Plant Manager, Bury

Our Waste Hierarchy Model



Rochester Site: Weaving a Scalable Model for Zero Waste to Landfill

At Albany International's Rochester, New Hampshire, USA site, achieving zero waste to landfill was approached as a repeatable system designed to scale across our global operations, not as a onetime milestone.

The journey began with a simple question: Do we truly understand our waste?

A cross-functional team spanning facilities, EHS, and site operations came together to map waste streams across production lines, support functions, and daily activities. This data-driven approach provided a clear view of where waste originated and, more importantly, where opportunities existed to prevent, reduce, and divert it at the source.

This shared visibility became the foundation for action. Rather than focusing on isolated improvements, the team prioritized building practical, standardized systems that would deliver consistent, repeatable outcomes.

These included clearly defined waste-stream bins to improve segregation, zero-sort recycling to simplify participation, and composting solutions to capture organic waste. Even complex waste streams were addressed deliberately, with hazardous materials managed in compliance with regulatory requirements and diverted to waste-to-energy solutions rather than landfill.

Beyond process improvements, the initiative highlights the importance of people working together across functions with a shared objective. Over time, this collaboration helped shift the site's mindset from managing waste at the end of the process to designing it out of the system from the beginning.

"When everyone understands the goal and the system supports the right behavior, waste management becomes a part of how we work not something extra we have to think about."

Sam Hoyer, EHS Manager, Rochester

The Rochester site demonstrates that achieving zero waste to landfill is not only feasible in a manufacturing environment, but scalable when supported by data, structured systems, and a culture of shared accountability.

Systems approach to responsible waste



Panyu Site: Weaving a Waste -to-Value Model Through Technology and Collaboration

At Albany International's Panyu site in Guangzhou, China, the journey toward zero waste to landfill has been driven by a structured approach that combines waste classification, advanced technology, and strategic collaboration with local partners and authorities.

Launched in October 2021, the initiative set out not only to eliminate landfill waste, but to rethink waste as a resource, transforming what was once discarded into environmental and economic value. The site implemented a refined waste classification system to ensure that every waste stream is clearly understood and managed with intention.

Industrial solid waste such as yarn and fabric is directed to specialized recyclers for reprocessing, while recyclable materials such as cardboard and plastics are sorted and sold, creating direct economic value. For materials that cannot be recycled, the Panyu site leverages Guangzhou's advanced waste-to-energy infrastructure, working closely with local authorities and certified partners. Residual waste is converted into energy at municipal thermal power facilities using high-efficiency treatment systems, ensuring complete diversion from landfill.

This integrated approach transforms waste management from a disposal challenge into an opportunity, delivering both environmental benefits and operational value through resource recovery, cost optimization, and circular use of materials.

“By combining precise classification with advanced technology and trusted partners, we have been able to turn waste into a resource, creating value while eliminating waste to landfill.”

Steven Zeng, Plant Manager, Panyu

The Panyu experience demonstrates that achieving zero waste to landfill is not driven by a single action, but by an integrated system of classification, technology, and collaboration. Through this approach, the site has achieved 100% diversion from landfill, with approximately 93% of waste recycled and 7% converted to energy, creating a scalable model that can be adapted across regions supported by strong local infrastructure.

Halmstad: Advancing Zero Waste Through Partnership and Circular Systems

At Albany International's Halmstad site in Sweden, achieving near-zero waste to landfill has been enabled by a combination of strong partnerships, advanced infrastructure, and disciplined waste management practices.

By combining internal processes with external expertise, the site has developed a structured and reliable system that ensures materials are consistently sorted, recovered, and directed to the most appropriate end use. Operating within a mature waste management environment where landfill use is limited, the site has focused on building processes that prioritize recycling, reuse, and recovery at every stage.

A long-standing partnership with a dedicated waste management provider has been instrumental in this effort. This collaboration supports effective waste sorting, stream optimization, and consistent handling of different material fractions across operations.

Beyond waste segregation, the Halmstad site has developed circular solutions that create value from waste streams. Sorted polyamide (PA) waste from production is supplied to specialized recycling partners, where it is transformed into granulates used in new products such as components for the automotive and furniture industries. This approach converts production waste into a valuable secondary raw material, delivering both environmental benefits and tangible economic returns.

Today, the Halmstad site has achieved virtually zero waste to landfill, with landfill accounting for just 0.03% of total waste in 2025.

“Strong partnerships and established systems make it possible to manage waste as a resource, ensuring it is reused, recycled, or recovered rather than discarded.”

Jan Söderström, Plant Manager, Halmstad

The Halmstad experience demonstrates how system-level alignment and collaboration can unlock sustainable outcomes, reinforcing the role of partnerships and circular thinking in advancing Albany International's broader waste reduction goals.

Suzhou: Zero Waste Through System Discipline and Full Traceability

At the Suzhou, China site, achieving zero waste to landfill has been enabled through a structured approach built on waste classification, certified partnerships, and full lifecycle traceability ensuring every waste stream is managed responsibly from generation to final treatment.

Waste generated onsite is clearly categorized into general, process, hazardous, and electronic streams, allowing each type to be directed to the most appropriate recovery or disposal pathway. General waste is fully diverted to waste-to-energy facilities, eliminating landfill use, while process

waste is recycled through approved partners operating under regulated monitoring systems.

More complex streams, including hazardous and electronic waste, are managed by certified suppliers with strict controls in place across their lifecycle. These processes ensure safe handling, compliant disposal, secure data destruction, and material recovery reinforcing a consistent and transparent approach to waste management.

“A structured system with clear accountability ensures that every waste stream is properly managed, from generation to final treatment.”

Ted, Xia, Manufacturing Manager, Suzhou

The Suzhou site has achieved 100% diversion of waste from landfill, demonstrating how classification, control, and traceability can deliver consistent and reliable progress toward zero waste.

WATER

We have assessed all of our sites for water risk, and several of our sites are located in areas of identified high water stress. While water requirements are relatively low for our manufacturing operations, we continue to monitor risks associated with water scarcity and track our water usage. We have also implemented water saving initiatives such as installing a rainwater harvesting system and a water recirculation system.

BIODIVERSITY

Biodiversity is increasingly recognized as a key environmental and climate consideration. At Albany International, our biodiversity impact is primarily through our GHG emissions and water usage, both of which we are tracking with increasing rigor.

Our Business Ethics Policy specifically addresses biodiversity, and any new projects will include an evaluation of critical habitats and potential impacts to biodiversity.

CERTIFICATIONS

- We used guidance from ISO 14001:2015 Environmental Management Systems to create our [Environmental Policy and Standard](#).
- While all of our facilities incorporate key elements of the ISO 14001 standard, five of our facilities are also ISO 14001:2015 certified.
- The Düren, Germany facility is also certified to ISO 50001.

SUSTAINABLE PROCUREMENT

Albany International recognizes the importance of maintaining value and quality throughout our supply chain. We conduct our business ethically, legally, environmentally, and socially responsibly, and we expect the same from our suppliers.

We require our suppliers to respect human rights, employ fair labor practices, and conduct business ethically, as outlined in our [Supplier and Business Partner Code of Conduct](#).

We have aligned our policies and procedures with the United Nations Global Compact and the Universal Declaration of Human Rights, among others. We have a standalone [Human Rights Policy](#) to further affirm our commitment to

human rights throughout our value chain, and we publish an annual [Modern Slavery Report](#) for transparency and regulatory compliance.

To ensure protection of human rights throughout our supply chain, we screen suppliers during our initial procurement process. We also proactively communicate our human rights and business ethics expectations to prospective and current suppliers. In addition to the expectations set out in our Supplier and Business Partner Code of Conduct, all suppliers are subject to our [Business Ethics Policy](#) and must meet all mandatory environmental standards under the laws, codes, and regulations applicable to the workplace, products manufactured, and the manufacturing methods used in the jurisdictions in which they operate. To ensure these standards are upheld by our suppliers, Albany International employees involved in the procurement process complete training to promote best practices in procurement operations.

We have a formalized risk assessment process for our supply chain, which includes scorecards, business reviews, and criticality assessments. All suppliers undergo periodic review to confirm they continue to meet the standards required as an approved supplier. We are committed to ethical business practices and will take corrective action if a vendor fails to meet the requirements of our Supplier and Business Partner Code of Conduct, including removing noncompliant suppliers from our supply chain, where appropriate.

We continue to evaluate climate-related risks and opportunities in our value chain, including the following initiatives:

- Engaging with suppliers to understand their carbon footprints.
- Partnering with an independent third-party to comprehensively map and understand supply chain and value chain risks and opportunities.
- Initiating external partnerships to work on product level carbon footprint and lifecycle assessments.

Also highly relevant to our business is the recognition and desire to reduce the use of harmful chemicals in our value chain, and increasing supply chain transparency. At Albany International we welcome these shifts and have been diligent about staying ahead of regulatory and customer requirements and phasing out certain compounds from our manufacturing processes and consumables. Please also see our [Product Safety](#) section above.



In 2024, we initiated a partnership with a specialist materials compliance platform and began a comprehensive supplier engagement campaign. Into 2026 and beyond, we will continue to engage with our suppliers regarding materials compliance as well as climate and other environmental impact.

We require all suppliers of metals used in the manufacture of our products to demonstrate that they understand ethical sourcing requirements and the laws and regulations surrounding conflict minerals, ensuring they are congruent with our [Conflict Minerals Policy](#).

To support our global operations, Albany International contracts with approximately 8,000 vendors to source raw and intermediate materials, supplies, and services. Certain suppliers that are strategically critical to the success of the business participate in regular, periodic reviews of performance to manage and mitigate supplier risks that may arise. On-facility supplier audits are conducted on an as-needed basis. Suppliers of raw and intermediate materials incorporated into EC products must be ISO 9001 Quality Management Systems or AS/EN 9100D certified.

Suppliers providing products and services to U.S. Government contracts follow similar qualification and review standards to assure compliance with Federal Acquisition Regulation and Defense Federal Acquisition Regulation Supplement requirements. Additional supplier quality requirements are detailed on the [Supplier Portal](#) of our website.



LOGISTICS AND SCOPE 3 EMISSIONS

Scope 3 emissions are defined by the GHG Protocol as indirect emissions from value chain activities. Our global logistics team has progressed a number of initiatives to date which drive efficiency in our value chain as well as reduction of emissions.

Highlights include:

- Use of centrally-located plants as distribution centers to improve shipment transport efficiency.
- Implementation of a 'milk run' format for shipments, significantly reducing the number of separate deliveries through consolidation of cargo.
- 'Hub and spoke' transportation network using a specialized carrier partner with an optimized fleet of crane trailers that allow for efficient loading and stacking of cargo while avoiding damage. The hub and spoke network also provides the opportunity to consolidate cargo and shipments.
- Optimization of container packing when shipping raw materials, reducing the number of required deliveries.
- Sourcing raw materials closer to the manufacturing site to reduce emissions associated with shipping.
- Partnerships with specialized logistics platforms to facilitate shipment consolidation as well as calculation of emissions.

People and Culture

ALBANY INTERNATIONAL VALUES

Albany International's performance and long-term success are grounded in the talent, dedication, and ingenuity of our global workforce. In 2025, we employed approximately 5,700 people globally, united by a shared commitment to operational excellence, innovation, and strong customer partnerships. Our People strategy is aligned with our business priorities and reflects our belief that engaged and empowered teams are essential to delivering sustainable long-term value.



David Buglowski - Düren, Germany

Count on each other (Trust & Respect)

- We empower each other
- We welcome input and value differences
- We treat each other fairly and equitably



Jaycie Diedrich - Kaukauna, WI, USA

Own your actions (Accountability)

- We do what we say and say what we do
- We act with integrity
- We pursue ever better solutions



Olga Asherman - Boerne, TX, USA

Albany wins together (Teamwork)

- We combine our individual strengths for collective success
- We share knowledge to grow it
- We embrace the advantage of our diversity



Landon Fox - Boerne, TX, USA

Care about each other (Safety)

- We are all responsible for a safe and sustainable environment
- We make safe choices
- We value well-being (mental, physical, and social)



Anne-Marie O'Reilly - Bury, England

Share your enthusiasm (Passion)

- We are excited to be part of Albany
- We put our hearts into every task
- We lift each other up



“Being named to the 2025 Forbes list of America’s Best Employers validates what I experience every day as part of this team. This recognition shows that our company is not just a great place to work because of our benefits and opportunities, but also because of the positive, supportive environment we create together. The workplace culture at Albany International is genuinely collaborative, with a strong focus on innovation and growth.”

Suzanne Purdum,
CHIEF HUMAN RESOURCES OFFICER

INTERNSHIP PROGRAM AND RECRUITMENT

Our Albany International Internship Program is a key component of our talent management and recruitment pipeline across the globe. Through this program we aim to further strengthen our talent bench, while developing a future generation of workers. This program provides opportunities for students to gain work experience, network with experts, and obtain industry knowledge that will help them further their career paths.

Our 2025 intern cohort comprised 73 interns globally, from 40 different schools and universities. This cohort led to eight intern hires, which is the highest on record and a source of pride.

The goal of our internship program is to fill entry level roles through our robust intern program and promote from within. This strengthens the recruiting pipeline, leads to fast hires, increased success of hires, and reduced cost of hires.

TALENT RETENTION AND PROGRESSION

Our talent strategy is focused on three pillars:



Leadership Development

Exhibit strong leadership to drive future success - it all starts with leadership. As leaders, we have a responsibility for our own talent development, for the people that work for us and for the organization.



Promote from Within

Having the right leadership in place improves our ability to execute the most important part of our talent strategy, which is to grow and develop our own talent - at all levels of the organization.



Pipeline Development

When we develop and promote from within, we create new opportunities to infuse new talent at the entry level - making the university hiring strategy the outcome of growing and developing our own talent.

We offer three Leadership Training Programs which are targeted at different segments of our employee population with programs for new and potential managers, more experienced leaders, and executives. In 2025, these programs resulted in significant promotion opportunities for the participants:

- Leading from the Front Program: **73% promoted**
- Advanced Leadership Program: **46% promoted**
- Albany Leadership Excellence Program: **33% promoted** (this program was retired in 2025 and replaced with the BetterUp Lead with Executive Coaching program)

Our leadership development programs are successfully retaining top talent and increasing readiness for future roles. For the past four years, each year more than half of our leadership roles have been filled internally, and in 2025 66% of our leadership positions were filled internally.

LEARNING AND DEVELOPMENT

We believe in continuous learning and development and offer various training opportunities, including on-the-job training, virtual courses, and external learning programs. All employees are required to regularly participate in safety, ethics, and compliance training. We are committed to elevating the employee experience through consistent learning and development to support our employees as they enhance their knowledge, realize their full potential and reach their career aspirations. In late 2025, we expanded our leadership offerings to include the BetterUp Lead with Executive Coaching

program, which complements our defined curricula by discipline and function. We provide a variety of continuous learning opportunities through on-the-job training, virtual training, instructor-led training, and external learning opportunities, including educational assistance, described further below.

RECOGNITION PROGRAM

In 2025, we designed Elevate Albany, a global recognition platform powered by Awardco with implementation in the U.S. in April 2026 and a global rollout in July 2026. This program allows for standardized recognition tied to our values, improving visibility so employees feel seen and appreciated more often, enabling flexible access to rewards and social recognition, and introducing fiscal guardrails and reporting to ensure fairness and effective governance while reducing administrative burden for local HR.

PERFORMANCE MANAGEMENT

In 2025 we introduced updates for the 2026 Performance Management Process. We simplified and modernized our performance management approach to align with leading practices and make Albany International's values more visible and actionable, creating a more intentional, clear, and current process that better connects what employees deliver with how they deliver it, and strengthens alignment between goals, values, ratings, and compensation. Updates include five focused objective categories, a streamlined three-level rating scale to give clearer insight into progress and guide expectations, and a three-level value rating for behaviors to drive more targeted, actionable feedback. These changes provide clearer direction when setting objectives, stronger alignment with strategic priorities, greater consistency across the company, simplified rating selection, and improved accuracy, fairness, and accountability.

SUCCESSION PLANNING

Late in 2025, we conducted talent reviews framed as talent stories to simplify succession planning and keep the focus on the people delivering our priorities, aligning the work to our talent strategy. Business priorities were

presented in the context of projects or initiatives along with the talent implications to showcase the talent responsible for business outcomes as well as how they achieved them. We assessed impact and potential, using a 'nine box' to provide clearer definitions and leader actions, and aligned talent to future roles in the succession pipeline to give a transparent view of bench strength and surface gaps so targeted development plans can be created. We closed each talent story with individual Talent Profiles that capture strengths and development needs to identify trends and inform action.

COMPENSATION AND BENEFITS

At Albany International, we are committed to the well-being of our employees and to fostering a workplace where everyone can contribute and grow with us. As such we provide comprehensive benefits for our people to thrive, stay healthy, and plan for the future:

- **Health and wellness:** We provide a wide range of health benefits for employees and their families including comprehensive medical, dental and vision plans; Health Savings Accounts (HSA) and Flexible Spending Accounts (FSA); wellness programs to support mental and physical health; and Family Building Coverage.
- **Financial security:** Our financial benefits include competitive retirement savings plans, including 401(k) with company match; minimum 2% Profit Share; and life and disability insurance for peace of mind.
- **Work-life integration:** We offer solutions to help manage both personal and professional responsibilities such as generous paid time off and holidays, parental leave policies, and mental health and lifestyle benefits.
- **Career development:** We invest in our employees' careers through ongoing training and development programs, tuition reimbursement for continued education (up to 100%), and leadership development opportunities.

EMPLOYEE RESOURCE GROUPS

We are proud to have several employee-led Employee Resource Groups (ERGs) at Albany International. Currently we have two active veterans and allies ERGs at our U.S. locations in Boerne, Texas and Salt Lake City, Utah.

We also have our Albany Women's Network ERG, with chapters throughout North America, and a Green Team which was started in our Rochester and Portsmouth, New Hampshire, U.S. offices.

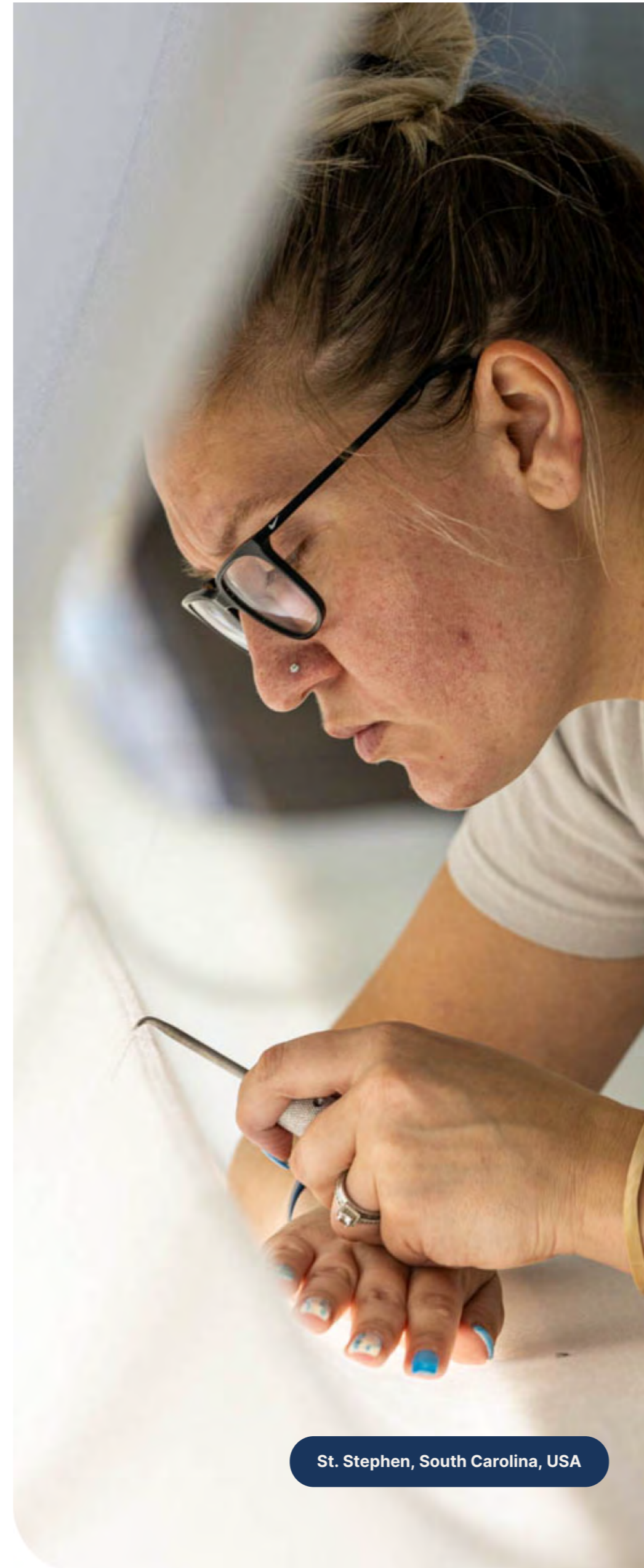
ERG initiatives are supported and promoted by our Board of Directors and our Senior Leadership Team. In 2026 we will refresh our ERGs and seek to establish additional ERGs based on areas of interest from our global employee base.

WORKFORCE DEMOGRAPHICS

At Albany International, our strategy is to focus on the advantages inherent in our diverse workforce and promote an inclusive company culture, fostering innovation and business success.

Through our recruiting and hiring strategy, we seek job candidates from a broad range of hiring sources to ensure a diverse candidate pool. We have a systematic and standardized hiring process to ensure fairness and unbiased hiring practices for all applicants.

We consistently review our policies and programs to ensure compliance with anti-discrimination and anti-harassment laws across jurisdictions in which we operate. We are committed to equal opportunity and non-discrimination.



St. Stephen, South Carolina, USA

OVERALL WORKFORCE

Total Workforce

5,650

Percent Women

28%

INTERNSHIP PROGRAM

Total number of Interns

73

Conversion Rate %

17%

NEW HIRES 2025

Global New Hires

1,253

U.S. New Hires %

59%

Community Outreach

Throughout 2025, employees across Albany International came together to support charitable causes and give back to the communities where they live and work.

Albany International continued to expand its community outreach efforts with a total of 107 activities throughout our operations, reflecting a strong commitment to social responsibility and community engagement. From organizing donation drives and volunteering time, to participating in charity runs and awareness campaigns, employees demonstrated their dedication to making a positive impact beyond the workplace. The Albany Community Outreach Council continues to guide these efforts, encouraging a decentralized approach that empowers sites to respond to local community needs. This model ensures that outreach initiatives are meaningful, locally relevant, and aligned with Albany International's values, creating the greatest impact at the community level.

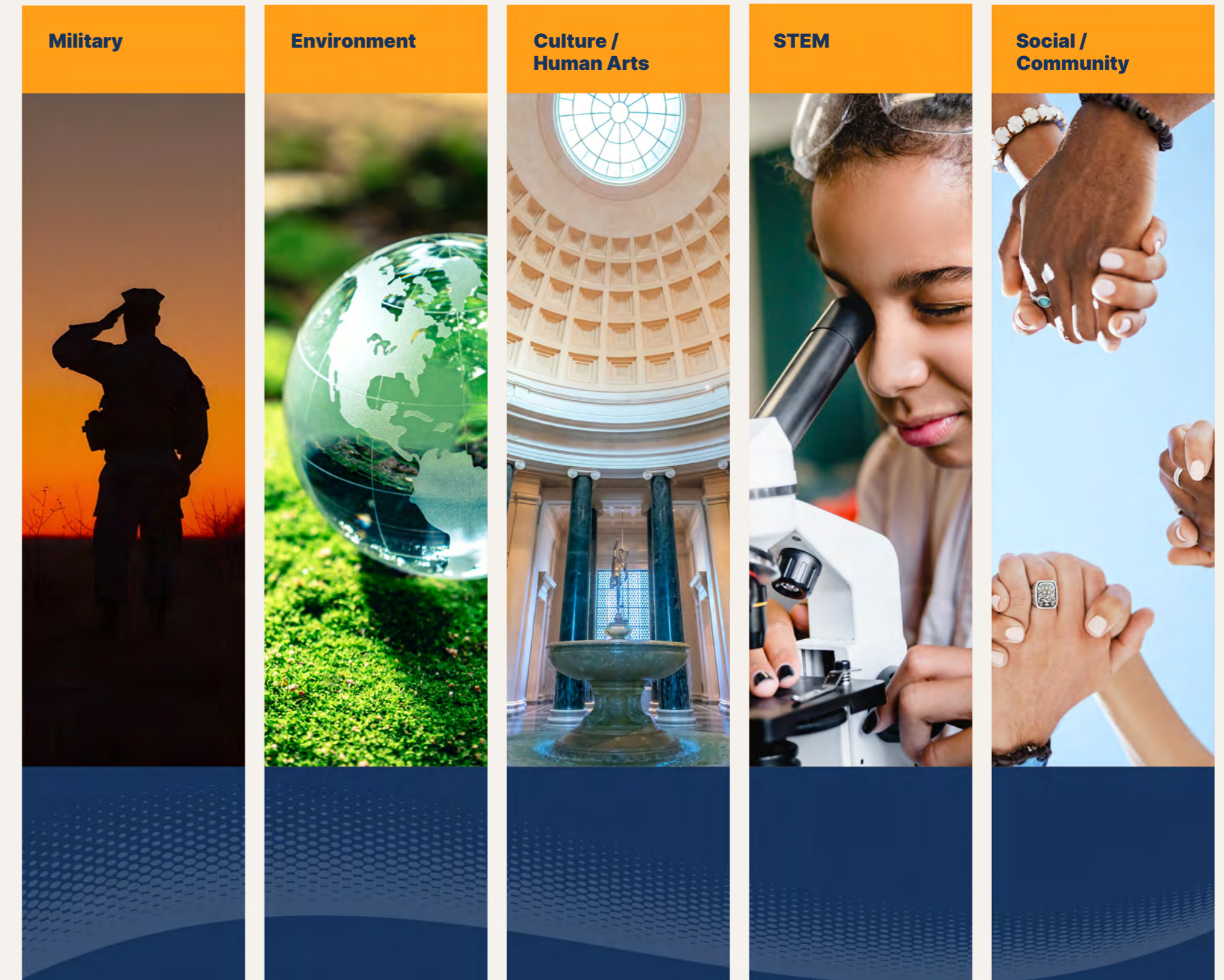
Military Pillar

Honoring Service Members, Veterans, and Their Families

Employees from our Portsmouth, New Hampshire, USA office volunteered in support of Easterseals New Hampshire's "Veterans Count" benefit at Pease International Tradeport. Held in conjunction with the annual air show, the event raises funds to provide critical case management and emergency financial assistance to service members, Veterans, and their families facing unforeseen challenges. Working in an active aircraft hangar, employee volunteers donated their time to help prepare the venue by setting up tables, organizing raffles and giveaways, and unloading supplies for the benefit, which featured an All-American county fair atmosphere. Their support helped ensure the successful execution of an event dedicated to strengthening the safety net for those who have served.



Albany International community efforts are centered around our Focus Giving Pillars:



Environmental Pillar

Promoting Climate Action and Environmental Stewardship

Employees from Albany International locations around the world supported environmental sustainability through climate-focused events, community action, and awareness initiatives.

Employees from the Kaiserslautern, Germany plant participated in the annual B2Run, an event designed to promote health while supporting climate action. B2Run contributes to a certified climate protection initiative, the Bujagali Hydropower Plant in Uganda, a run-of-river facility on the Victoria Nile River that strengthens access to reliable, lower-carbon electricity. The project improves energy stability for local households while engaging local communities to preserve cultural heritage through collaboration with representatives of the Buganda and Busoga kingdoms. In addition to hosting fully carbon-offset events, B2Run plants one tree for every registered team worldwide. The goal for the 2025 season: to plant 7,500 trees, further contributing to global climate protection efforts.

Employees from Homer, New York, USA spent an afternoon preparing the community garden for spring planting season, supporting local food resilience and green spaces.

To celebrate Tree Day and support the Yellow September awareness campaign, employees from Indaial distributed sunflower seeds to all employees. The sunflower, a symbol of light, hope, and renewal was

used to promote environmental awareness by highlighting the importance of trees and plant life while also to our ecosystem, while also emphasizing the connection between a healthy environment, mental and emotional well-being. Each seed planted represented a shared commitment to nurturing a more sustainable, healthy, and compassionate world.

For Earth Day 2025, teams across Albany International organized a range of activities to mark the occasion. In Rochester, New Hampshire, USA, employees received a reusable shopping bags containing seed pots with herb or wildflower seeds, along with reusable, cutlery set to encourage waste reduction. In addition, a group of employees participated in a road cleanup helping to reinforce Albany's commitment to sustainability and environmental responsibility. Employees at the Rochester campus also took part in a Bike to Work Day, commuting by bicycle or motorcycle as a way to reduce emissions and promote environmentally conscious transportation.

Culture and Human Arts Pillar

Honoring Tradition, Dignity, and Human Connection

Across Albany's global operations, employees engaged in activities that celebrate cultural traditions, support human dignity, and strengthen community bonds. At the Panyu site, a group of employee volunteers participated in spring cleaning activities in the historic gardens and landscapes located on the hillside behind the factory during the Tomb Sweeping Day holidays. Spring

cleaning is a longstanding local tradition that honors cultural heritage while also serving as an important safety measure to reduce wildfire risk. Through this effort, employees helped preserve historically significant landscapes while supporting community well-being.

In Salt Lake City, Utah, USA, employees volunteered with The Other Side Village, a master-planned neighborhood designed to support individuals transitioning out of chronic homelessness. Built on a former landfill, the innovative community features permanent tiny homes, shared green spaces, and access to healthcare, employment opportunities, and peer-led support programs. Albany International volunteers spent time helping prepare the site for future residents, working alongside local teams to support a mission centered on stability, dignity, and connection. This effort reflects the company's core value of Caring About Each Other and its commitment to making meaningful, human-centered contributions in the communities where employees live and work.

Employees in Halmstad, Sweden took part in a



traditional local women's race on May 12, with nearly 3,000 participants. The event raises funds to support girls and young women aged 10–25 who experience mental health challenges, with the goal of reducing vulnerability and strengthening social inclusion. Participation in this culturally significant event highlighted Albany employees' support for well-being, inclusion, and community solidarity.

At the Querétaro, Mexico facility, employees organized a donation drive to support the nursing home Santa María del Mexicano in Colón, Querétaro. Donations included essential personal care items and non-perishable food for the 25 elderly residents, aged 70 to 96, who rely on

support from the local church and volunteers. Employees personally delivered the items and spent time with residents, fostering connection, respect, and care for older members of the community.

STEM Pillar

Supporting Education, Skills Development, and Future Talent

Albany International continued to support science, technology, engineering, and manufacturing education by engaging students at multiple stages of their academic and career journeys.

At our Halmstad, Sweden site, Albany International sponsors the local business community's scholarship fund, which awards scholarships to outstanding graduating high school students specializing in electricity and energy, as well as industrial technology. Scholarship recipients are selected based on strong professional skills, consistent attendance, collaboration abilities, and

Näringslivets Stipendiefond - 2025



Våra stipendiater ska ha:

- visat goda yrkeskunskaper
- visat intresse inom yrkesområdet
- god närvaro
- god samarbetsförmåga
- lämnat idéer som är värdefulla inom yrkesområdet ur teknisk och/eller social vinkel

VI TACKAR SPONSORERNA:

Albany International AB, Bendt Bil AB, ELAB, Elia Express AB, Halmstad Bårarelag AB, Halmstads Delivery AB, Heléns Rör AB, Hotel Tylösand, Motor AB Halland, Motor

their capacity to contribute valuable and innovative ideas from a technical and/or social perspective. Through this support, Albany helps recognize academic excellence while encouraging talent development in critical technical fields.

At the Perth, Ontario, Canada facility, students from two local high schools visited the site to learn more about Albany's operations and explore potential career pathways. The visit included an overview of roles ranging from production operators and skilled trades to engineering and professional opportunities. Students participated actively, asking thoughtful questions during presentations led by electricians and engineers, gaining firsthand insight into career possibilities within manufacturing and technical fields.

The Indaial, Brazil site welcomed a Textile Engineering class from the Universidade Federal de Santa Catarina (UFSC) for an institutional visit focused on learning about production processes and the technical fabrics industry. Through presentations and a guided tour of the manufacturing facilities, students had the opportunity to observe Albany's products and operations, deepening their understanding of how textile engineering concepts are applied in an industrial setting.

At the St. Stephen, South Carolina, USA plant, employee volunteers participated in a local middle school career fair, where they connected with students to share their career journeys and discuss opportunities within manufacturing and engineering. Many of the students already had personal connections to Albany through family members who work at the site, making the engagement especially meaningful. By listening, sharing experiences, and encouraging curiosity,

employees helped inspire the next generation and reinforced Albany's long-term commitment to education and community development.

Social/Community Pillar

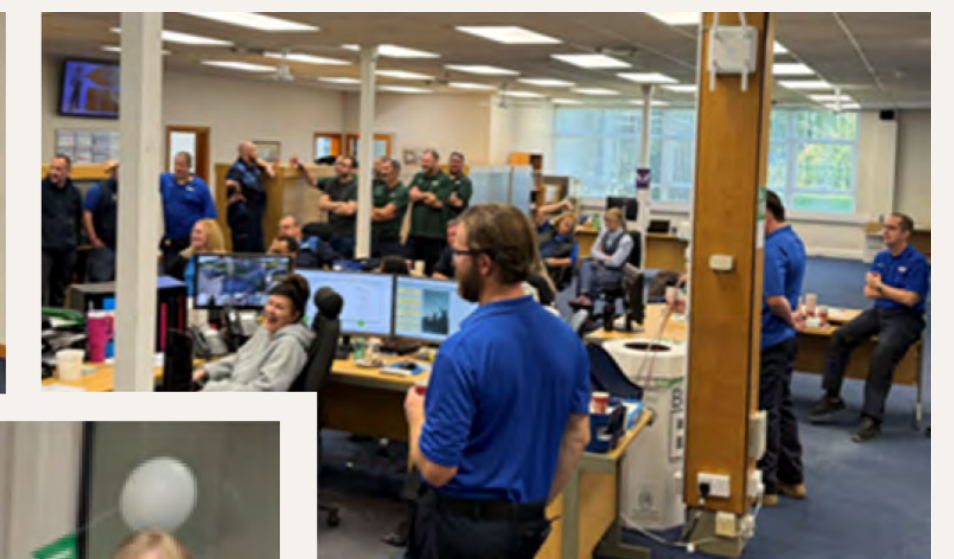
Supporting Health, Inclusion, and Community Resilience

Albany International employees around the world demonstrated strong social responsibility through health awareness initiatives, charitable giving, disaster relief efforts, and inclusive community programs.

To mark World Breast Cancer Day on October 19, employees from Burgos, Spain partnered with the Spanish Association Against Cancer to raise awareness and show support in the fight against breast cancer. As part of the initiative, employees received commemorative keyrings and pens symbolizing Albany's commitment to prevention, early detection, and continued research.



Cancer-related community support efforts extended across multiple sites. At Indaial, Brazil, employees organized a donation campaign that collected 192 liters of milk for the Association for Support to People with Cancer. In Bury, UK employees contributed donations to Macmillan Cancer Support, one of the largest UK charities providing healthcare, information, and financial support to people affected by cancer.



At the Kaukauna, Wisconsin, USA site, Albany sponsored 44 participants in the 43rd Annual Sole Burner 5K Walk/Run, helping raise \$204,000 for the American Cancer Society. Promoting inclusion and access to education, employees at the Indaial site organized a solidarity campaign to collect interactive toys and school supplies for deaf children. Donations including educational toys, books, paper, and creative materials were delivered to ABADA – Blumenauense Association of Friends of the Hearing Impaired, helping create a more inclusive and engaging learning environment.



Employees at our Querétaro, Mexico plant came together to support colleagues whose families in Veracruz were impacted by devastating storms and flooding along Mexico’s Gulf Coast. The disaster resulted in significant loss of life and displaced many

families. Employees organized a donation drive collecting clothing, shoes, food, bottled water, and hygiene products, demonstrating solidarity, compassion, and unity during a time of crisis.

Animal welfare was not left out of employee engagement. At our St. Stephen, South Carolina, USA site, employees launched a campaign and friendly inter-departmental competition to support a local animal shelter, donating \$400 worth of essential supplies. In Cuautitlán, employees organized a campaign that collected 184 kilograms of dog and cat food for a shelter caring for abandoned animals and facilitating adoptions.

Community giving efforts also included direct support for families in need. At our Panyu, China site, employees organized a “Donate Your Clothes” activity, collecting gently used baby clothing to donate to Guangzhou Rainbow Bridge, an independent local association. This initiative provided a meaningful opportunity for employees to connect with the community while living Albany’s core value of Caring About Each Other.

Employees participated in multiple charity races. In Cuautitlán, Mexico, employees participated in the Red Cross event “All of Mexico Saving Lives,” which promoted family participation, physical activity, and fundraising. Fifteen Albany employees took part across the 3 km, 5 km, and 10 km distances. Employees also participated in a separate race supporting heart disease awareness in Mexico City, contributing \$860 USD to the cause.



American Cancer Society **SOLE BURNER**
Fighting cancer one mile at a time



Across several locations, Albany International employees partnered with the Red Cross and other community blood centers to host onsite blood drives, helping save lives through voluntary blood donation.



In addition, employees across multiple sites donated food items to support community missions and local food pantries, helping address food insecurity in the communities where Albany operates.



Care about each other.

Corporate Governance

Good governance practices build trust, and we maintain that trust by following rigorous processes and policies, ensuring effective communications internally and externally to all of our stakeholders, and developing training so that all employees understand what is expected of them.

We are committed to maintaining best practices in corporate governance, conducting our business with integrity and according to the highest ethical standards, in accordance with the laws and regulations to which our activities are subject.

We believe good corporate governance creates long-term value for our stockholders and strengthens our relationships with other stakeholders. We remain committed to best practice in corporate governance and as such our corporate governance practices are dynamic and reflect the Board's continual review of emerging best practices and their impact and effectiveness.

INDEPENDENT OVERSIGHT

- 7 of 8 Directors are independent
- Non-executive Chairman
- All independent committees
- All members of the Audit Committee are financially literate and financial experts
- Private executive session for all independent Directors during each regularly scheduled Board meeting

ACCOUNTABILITY

- Annual Election of all Directors
- Annual Board and Committee self-evaluations
- Annual advisory vote on executive compensation
- Stock ownership and retention guidelines
- Prohibition on hedging, pledging and other transactions
- Corporate Governance Guidelines with overboarding policy

94% attendance at Board meetings, 98% attendance at Committee meetings in 2025

SUSTAINABILITY OVERSIGHT AT ALBANY INTERNATIONAL

Sustainability Council

Implementation of Albany International’s sustainability strategy is led by the Sustainability Council, which reports to the Governance Committee of the Board of Directors at least twice per year. The mission of the Sustainability Council is to guide development of Albany International’s strategy as it relates to sustainability, providing technical input and advice to the Senior Leadership Team.

The Sustainability Council meets at least quarterly and has the following responsibilities:

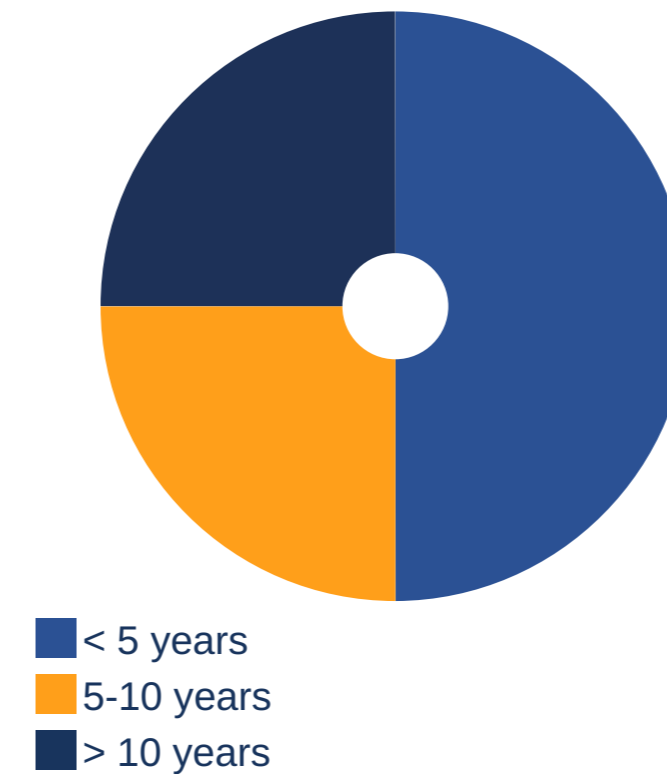
- Collecting and managing sustainability and climate-related data for company operations and products.
- Setting climate-related corporate targets.
- Advising on setting and/or managing major capital and/or operational expenditures related to low-carbon products or services (including R&D).
- Assessing climate-related risks and opportunities.

The Sustainability Council is comprised of cross functional leaders from across the company, including finance, legal, human resources, technology, EHS and sustainability, procurement, and business unit representatives. The Sustainability Council monitors climate-related issues through the Enterprise Risk Management (ERM) system. Our ERM strategy is overseen by the Enterprise Risk Committee, which is made up of representatives from our finance, legal, accounting, EHS and sustainability, internal audit and global information systems functions, our business leaders and members of the Senior Leadership Team.

Director diversity and tenure

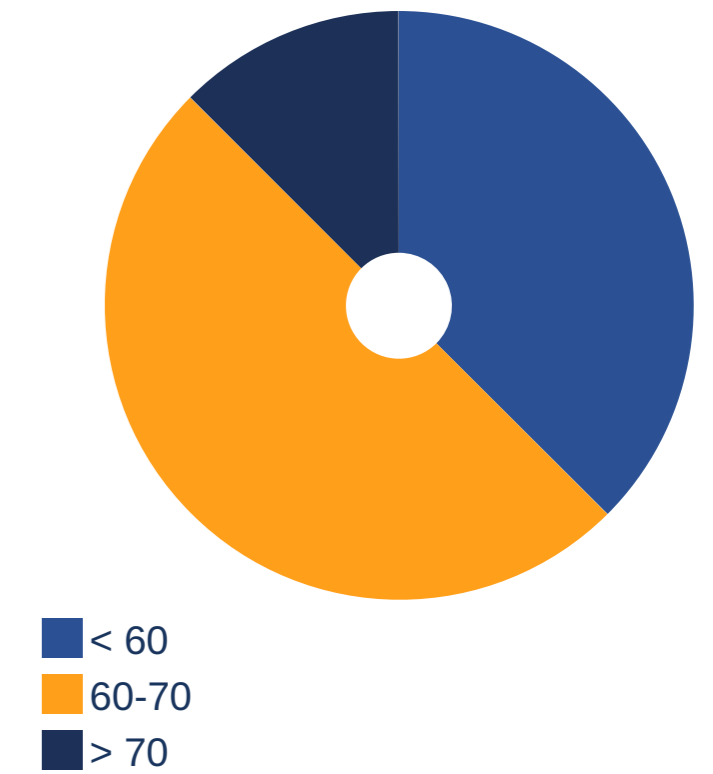
Tenure

5.0 Years average tenure



Age

62.3 Average age



EHS Council

The EHS Council was launched as an evolution of our EHS program. The mission of the Council is to leverage the collective knowledge across Machine Clothing and Engineered Composites to eliminate risk of injuries and to steward the business towards a sustainable environment.

Each facility has an EHS lead who works closely with the business EHS leaders and the corporate EHS and sustainability team. The business EHS leaders have overall responsibility for environmental regulatory compliance, and we are committed to going beyond regulatory requirements, implementing responsible and intentional strategies to continually minimize our environmental impact.

The Council is responsible for aligning and collaborating across all aspects of environment, health, and safety. At Albany International, we are all responsible for a safe and sustainable environment, making safe choices, and we value well-being (mental, physical, and social).

The EHS Council leverages various standards and frameworks such as ISO and OSHA defined principles and best practices, as well as policies and procedures to manage and reduce risks, aligning where applicable across MC and EC factories and businesses.

The EHS Council reports to the MC and EC business presidents and Albany International Senior Leadership Team. The Council meets quarterly to review action plans, emerging issues, and safety and environmental topics across the business segments for the previous quarter. Sub-committees meet on an as needed basis to ensure execution of defined initiatives and action plans.

The Executive Steering Committee also meets once per quarter following each Council meeting.



Executive Committee Ownership

The CEO and Senior Leadership Team have overall responsibility for Albany International's business strategy, which includes sustainability and climate risks and opportunities. The Senior Leadership Team has ownership and accountability for how sustainability and climate-related risks and opportunities guide, and are integrated with business strategy. The Senior Leadership Team also ensures that initiatives, commitment and investments are aligned and integrated into the overall company strategy and practices.

Board Leadership

Albany International's Board of Directors plays a role in the oversight of sustainability, including how sustainability and climate-related risks and opportunities inform overall business strategy and enterprise risk management.

The Governance Committee specifically has oversight of sustainability, including climate-related risks and opportunities. The Committee receives biannual updates from the Sustainability Council. The Committee's responsibilities include:

- Review and discuss with management Albany International's sustainability and climate strategy, initiatives, and policies.
- Review and monitor the operational, regulatory, and reputational risks and impacts of sustainability and climate on the company and provide oversight with respect to Albany International's management of such risks and impacts.
- Review and discuss reports from management regarding Albany International's progress toward its key sustainability and climate objectives.

The Audit Committee has oversight over legal, regulatory and compliance, including disclosure consideration of sustainability-related risks, once signed off by the Disclosure Committee.

Business Ethics

At Albany International, we embrace uncompromising honesty. We are unwavering in our commitment to follow the laws, regulations, standards, and ethical practices everywhere we do business.

Ethics and compliance play an integral part in our decision making and business operations, which is why we are a signatory of the United Nations Global Compact. In 2025, our CEO reaffirmed our commitment to the ten principles of the United Nations Global Compact with our annual Communication on Progress, which covers all Albany International subsidiaries.

To communicate expectations and emulate the high standard to which we hold ourselves, we have adopted a broad and robust [Business Ethics Policy](#) with oversight from the Audit Committee of our Board of Directors. This policy contains our Ethics Absolutes—statements designed to articulate the major rules contained in the Business Ethics Policy clearly and succinctly.

Our Business Ethics Policy applies to all employees and our Board of Directors and company subsidiaries, as well as all third-party representatives such as sales agents, distributors, independent contractors, and subcontractors. The Policy, along with our core values, forms the foundation of ethical performance and guides how we conduct our business by addressing issues such as lavish gift giving and potential conflicts of interest. It also expressly prohibits wrongful conduct, such as abusive conduct, sexual harassment, bribery, and corruption. To ensure the creation and maintenance

of an ethical culture across our global operations, the Business Ethics Policy is published in 11 languages. All employees and Directors complete annual training and are tested on the contents of the Policy. Further, each year we conduct a fraud risk assessment to identify residual risk where more training and controls may be warranted.

ETHICSPPOINT HELPLINE

Our Business Ethics Policy, as well as other corporate policies, encourages, and at times requires, the reporting of any suspected wrongdoing. To facilitate such reporting, we have established and communicated several options for the filing of reports. In addition to the option of directing communications to senior leadership or the Board of Directors, we have implemented an online reporting platform, EthicsPoint Helpline, maintained by an independent third party and available 24/7, whereby reports may be made anonymously by phone or online. All reports are investigated by either the Office of Ethics and Compliance within the Legal Department, or a third party at the direction of the Audit Committee of the Board of Directors, and corrective and/or disciplinary action is taken as appropriate.

Our Ethics Absolutes

- Don't steal from the Company.
- Don't distort or hide information.
- Don't take advantage of your position at Albany to get personal favors or advantages.
- Don't give away our confidential or inside information.
- Don't bribe and don't take bribes.
- Don't break the law.
- Don't exchange competitive information with the competition.
- Don't mix business with politics.
- Keep our information systems secure.
- Don't look the other way.



Own your actions.

Data Security and Data Privacy

Our business relationships are built on our stakeholders' trust in our data security and privacy policies. We view cybersecurity risk management as a cornerstone of our ERM strategy, and we are committed to protecting our digital assets and sustaining stakeholder confidence.

Our data security strategy is built around four core pillars:

- Cybersecurity governance and accountability
- Industry best practices
- Technological standards and framework
- Awareness and training

Our policies are embedded at the core levels of our corporate structure to ensure accountability and efficient, fast processes. Together, these pillars enable us to continuously improve our practices of collecting, storing, processing, and distributing data safely, consistent with the regulations of the countries in which we do business. Our organization prioritizes data security and privacy principles throughout our operations. In line with this prioritization, we have established management, response, and reporting practices at all levels of leadership for security and privacy matters.

CYBERSECURITY GOVERNANCE AND ACCOUNTABILITY

Cybersecurity risks we face include data breaches, operational disruptions, reputational harm, and regulatory fines. Our Enterprise Risk Management (ERM) strategy is described above, and Albany International identifies, assesses and manages these risks within the broader context of our ERM strategy, ensuring a comprehensive approach to organizational risk. We incorporate cybersecurity risk assessments into our overall enterprise risk assessment process. This integration ensures that cyber risks are evaluated and managed alongside other operational, financial, and strategic risks, offering a holistic view of our risk landscape.

Our Chief Information Officer and Senior Director of Information Security, along with members of their respective teams, are responsible for identifying and managing cybersecurity risk. The Senior Leadership Team, the Board of Directors and the Board's Audit Committee receive regular updates and engage in regular strategic discussions relating to cybersecurity risk as part of their overall oversight of risk management.

CYBERSECURITY STANDARDS AND FRAMEWORKS

Our cybersecurity framework leverages internationally recognized standards, including the CIS 20 and NIST SP 800-171 frameworks, and is required to comply with the Department of War Cybersecurity Maturity Model Certification (CMMC). We have policies and procedures in place designed to maintain compliance with relevant cybersecurity and data privacy laws and regulations in the jurisdictions in which we operate, such as the European Union General Data Protection Regulation (GDPR) and the California Consumer Privacy Act.

APPLYING CYBERSECURITY BEST PRACTICES

Our cybersecurity strategy includes policies, procedures, and technology that proactively safeguard our operations against cybersecurity threats. Internal teams and external experts regularly conduct risk assessments and audits to identify cybersecurity threats, ensure regulatory compliance, and adhere to control process best practices. Continuous monitoring of our networks and systems for threats and vulnerabilities is a key component of our strategy, supported by the analysis of threat intelligence from external sources. This multi-layered approach enables early detection and facilitates prompt response to potential cybersecurity threats.

We regularly review and update our cybersecurity strategies, policies and procedures, taking into consideration the latest advancements in cybersecurity practices and changes to the threat landscape.

CYBER INCIDENT RESPONSE

We have a cybersecurity incident response and crisis management plan in place, which incorporates regular training and simulation exercises, including with senior management, to ensure readiness and efficacy in responding to cybersecurity incidents. Our incident response and crisis management plan coordinates the activities we will take to prepare for, detect, respond to and recover from cybersecurity incidents, which include processes to triage, assess severity for, escalate, contain, investigate, communicate, and remediate the incident, as well as to comply with potentially applicable legal obligations and mitigate reputational damage.

If the Computer Incident Response Team identifies a reportable or impactful security incident, a rapid summary of the situation is escalated to senior leadership including the Chief Information Officer and General Counsel, and other members of our Incident Escalation Team who make determinations about impact and required communications to internal stakeholders, as well as external parties such as customers, vendors, and law enforcement.

CYBERSECURITY AWARENESS AND TRAINING

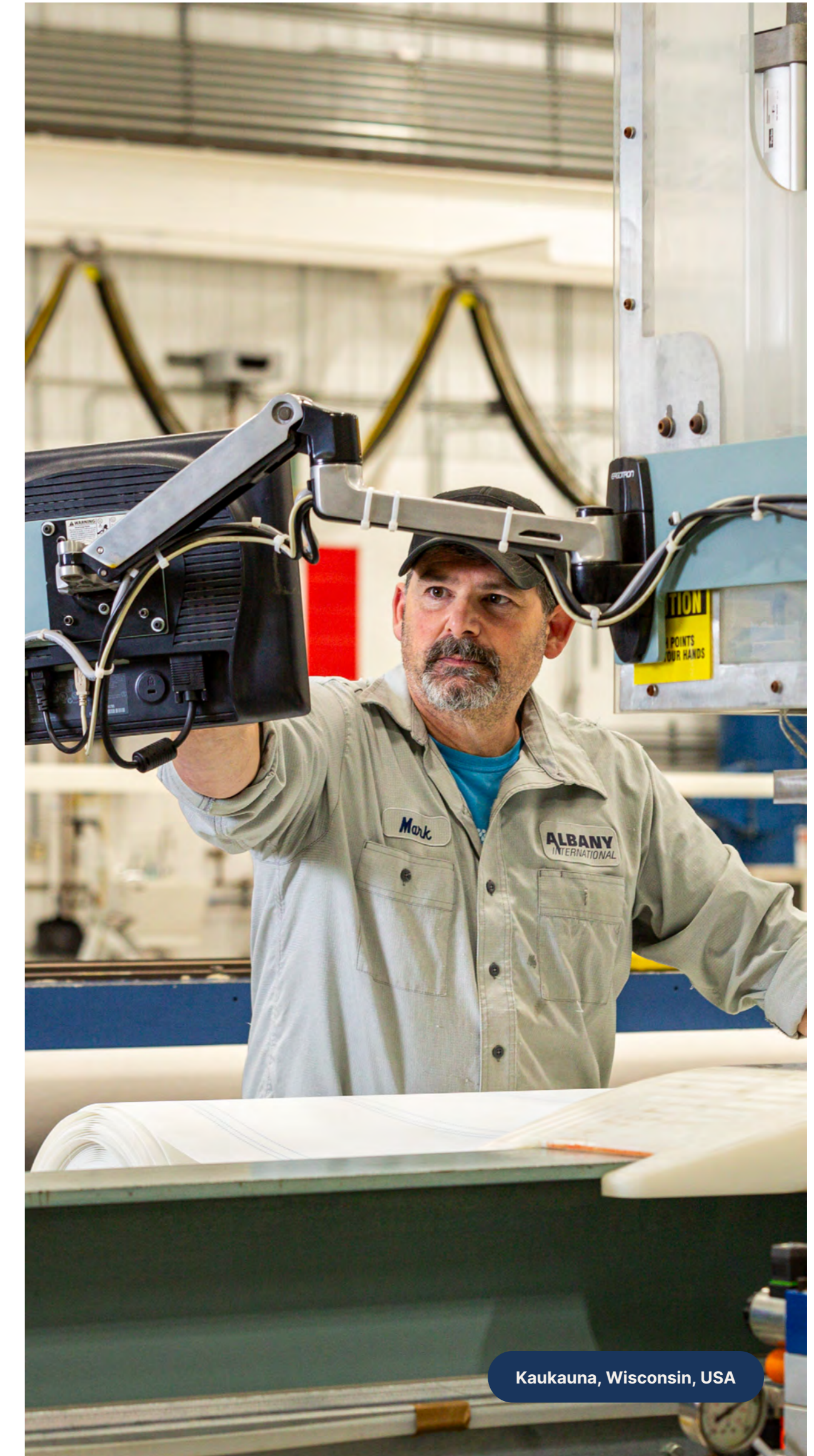
Supporting enterprise cybersecurity efforts is a comprehensive suite of cybersecurity, data protection, and privacy training conducted annually for all employees and consultants. The objective of the Enterprise Cybersecurity Security Awareness and Education Program is to increase the overall security knowledge of the end user, reduce high-risk activities through education, highlight security policies, develop up-to-date training, and provide notification of current threats.

Our training is continuously adapted to the evolving risks and regulations of our global markets. It includes internal “phishing” testing and training to reduce unwanted clicking on suspicious links by employees and requires mandatory security training for all new hires. We publish as-needed cybersecurity newsletters for employees to highlight any emerging or urgent security threats. We also carry insurance that provides protection against the potential losses arising from cybersecurity incidents.

We engage qualified third-party cybersecurity experts for in-depth cyber risk assessments, penetration tests, and compliance audits, which provide impartial perspective and insight into our cybersecurity posture. We engage consultants for the development and refinement of our cybersecurity strategy and maturity, drawing upon industry best practices and regulatory knowledge. These collaborations also include the refinement of our incident response and crisis management plan and employee training, emphasizing the transfer of knowledge for sustainable in-house capabilities.

Our cybersecurity risk management processes extend to the oversight and identification of threats associated with our use of third-party service providers. We set clear objectives for third-party service providers, and we assess cybersecurity practices and any history of security incidents before engaging any potential service providers. Our contracts explicitly include requirements relating to cybersecurity, including adherence to certain standards, to ensure compliance with our security protocols. Once engaged, we regularly monitor the cybersecurity posture of major providers through log reports and intelligent threat protection analysis.

Our business strategy, operations and financial condition have not been materially affected by risks from cybersecurity threats, including as a result of previous cybersecurity incidents, but we cannot provide assurance that they will not be materially affected in the future by such risks and any future material incidents. Based on our review of past cybersecurity incidents, we believe that all such incidents were addressed promptly and effectively. In the last fiscal three years, we have not experienced any material information cybersecurity incidents and the expenses we have incurred from any cybersecurity incidents were immaterial.



Kaukauna, Wisconsin, USA

Our Contribution to UN SDGs

Albany International supports the United Nations Sustainable Development Goals (SDGs) by integrating sustainability into product innovation, manufacturing operations, and stakeholder engagement.

We focus on goals where our engineering expertise, global manufacturing footprint, and operational practices can deliver meaningful impact. We advance sustainable development through materials science and engineering solutions that help

our customers operate more efficiently while continuously improving the environmental, social, and governance performance of our own operations.

SDGs	Relevance	Albany International Contribution
 <p>SDG 9 – Industry, Innovation and Infrastructure</p>	<p>Albany International operates in advanced manufacturing and materials science, where innovation, reliability, and industrial efficiency are essential to long-term value creation.</p>	<p>Albany International develops high-performance engineered materials and manufacturing solutions that improve efficiency and durability in industrial applications. Proprietary technologies, including 3D-woven composites, demonstrate how engineering innovation supports more resilient and sustainable industrial systems.</p>
 <p>SDG 12 – Responsible Consumption and Production</p>	<p>Resource efficiency and waste reduction are critical across Albany International’s operations and customer value chains.</p>	<p>Albany International designs products that help customers reduce energy, water, and chemical use while maintaining performance and extended product life. Internally, the Company focuses on waste reduction, material efficiency, and continuous improvement through standardized environmental management practices across global operations.</p>
 <p>SDG 13 – Climate Action; Take urgent action to combat climate change and its impacts</p>	<p>Climate-related risks and emissions reduction are increasingly relevant to Albany International’s business and customers.</p>	<p>Albany International contributes to climate action primarily through product-enabled emissions reductions. Lightweight composite structures developed by EC improve fuel efficiency in aerospace applications, reducing lifecycle greenhouse gas emissions. Albany International also pursues energy efficiency and emissions management initiatives within its own operations.</p>
 <p>SDG 8 – Decent Work and Economic Growth</p>	<p>A safe, skilled, and engaged workforce is foundational to Albany International’s operational performance and sustainable growth.</p>	<p>Albany International promotes decent work through a strong focus on occupational health and safety, workforce development, and ethical labor practices. The Company supports stable employment and skills development across its global manufacturing footprint, contributing to local economic resilience.</p>
 <p>SDG 17 – Partnerships for the Goals</p>	<p>Collaboration with industry peers, partners, and global organizations is essential to advancing sustainability outcomes.</p>	<p>Albany International works closely customers and other stakeholders and industry partners to develop solutions that improve efficiency and reduce environmental impacts. The Company’s recognition as an official partner for World Engineering Day for Sustainable Development 2026, a UNESCO-recognized initiative, highlights our commitment to advancing sustainable development through engineering and innovation.</p>

CSRD VSME Index

Albany International considered the Corporate Sustainability Reporting Directive (CSRD) Voluntary Sustainability Reporting Standard for non-listed micro-, small- and medium-sized undertakings (VSME – Basic module) in the preparation of this

report. The index below provides a reference to disclosures aligned with the VSME Basic requirements and identifies where relevant information can be found within this report.

Disclosure	Disclosure Description	Report Reference
B1 – Basis for preparation	This Sustainability Report has been prepared for the reporting period January 1 to December 31, 2025, on a consolidated basis, covering all of Albany International’s businesses and controlled entities. Disclosures include material environmental, social, and governance information and are informed by relevant industry standards, internal methodologies, and available operational and financial data. Where necessary, estimates and assumptions have been applied to support completeness of reporting. No material restatements of previously reported information have been made.	About this Report

<p>B2 — Sustainability practices, policies, and future transition initiatives</p>	<p>Albany International integrates sustainability into its business strategy through product innovation and operational improvement initiatives. The Company has established sustainability governance and policies that provide guidance for how it conducts its business, including its Business Ethics Policy, Environmental Policy, and related standards. The Company continues to develop products that support customer energy efficiency, resource optimization, and emissions reduction, alongside operational initiatives to improve energy performance, reduce waste, and enhance circularity across its value chain.</p> <p>Albany International has established time-bound targets, including a 50% reduction in Scope 1 and 2 greenhouse gas emissions by 2030 and zero waste to landfill by 2030 for operations in the Americas and Europe.</p>	<p>Our Sustainability Strategy; Operational Sustainability; Corporate Governance</p>
<p>B3 — Energy & GHG Emissions</p>	<p>Albany International monitors energy use across its operations, including both grid-supplied energy and renewable energy sources, and reports its greenhouse gas (GHG) emissions in accordance with the GHG Protocol. Emissions are measured across Scope 1, Scope 2, and Scope 3 categories. In 2025, the Company completed its second round of Scope 3 calculations, with an increasing focus on activity-based methodologies as its emissions measurement approach continues to mature.</p>	<p>Operational Sustainability Energy and Greenhouse Gas (GHG) Emissions</p>
<p>B4 — Pollution (Air, Water, Soil)</p>	<p>Albany International manages pollution risks through environmental management practices and compliance with applicable regulations. The Company continues to monitor and mitigate impacts related to air emissions, water pollution, and waste generation across its operations.</p>	<p>Operational Sustainability Waste and Recycling</p>
<p>B5 – Biodiversity & sensitive areas</p>	<p>Albany International assesses biodiversity-related risks across its operations, including evaluating potential impacts to sensitive or critical habitats for new projects. The Company’s primary biodiversity impacts are associated with GHG emissions and water use, which are monitored and managed through ongoing initiatives.</p>	<p>Operational Sustainability Biodiversity</p>

<p>B6 — Water</p>	<p>Albany International monitors water use across its operations and assesses risks, including exposure to areas of high water stress. While water requirements are relatively low, the Company implements water-saving initiatives, including rainwater harvesting and water recirculation systems.</p>	<p>Operational Sustainability Water</p>
<p>B7 – Resource use, circularity & waste</p>	<p>Albany International prioritizes efficient material use and manages waste across its operations by separating waste streams including general, hazardous, electronic, and production waste to ensure proper handling and disposal. The Company emphasizes recycling, reuse, and recovery through third-party partners. Circularity initiatives include carbon fiber recycling, nylon reuse, closed-loop scrap recovery, packaging optimization, and process efficiency improvements to reduce material waste. Several European sites have achieved zero waste to landfill.</p>	<p>Waste & Recycling</p>
<p>B8 — Workforce (Employment & Composition)</p>	<p>Employee headcount: 5,650 Total leaders: 846 Women leaders: 19.98%</p>	<p>People and Culture</p>
<p>B9 — Workforce – Health & Safety</p>	<p>TRIR: 0.86 At Albany International, we are committed to providing a safe, healthy, and environmentally responsible workplace for all employees, visitors, and the surrounding community where we operate. Our core values prioritize workplace safety, environmental protection, and the well-being of everyone involved in our operations.</p>	<p>Health & Safety</p>

<p>B10 — Workforce – Remuneration, Collective Bargaining & Training</p>	<p>Albany International provides competitive compensation and comprehensive benefits to support employee well-being and long-term development. Employees are covered by collective bargaining agreements where applicable under local labor practices. The Company supports continuous learning through on-the-job, virtual, and external training programs, with all employees participating in required periodic safety, business ethics, and compliance training.</p>	<p>Compensation and Benefits Learning and Development</p>
<p>B11 – Anti-corruption & anti-bribery</p>	<p>Albany International maintains policies and training programs to prevent corruption and bribery, including required Business Ethics and compliance training for employees. In 2025, the Company had no confirmed incidents of corruption, no convictions, and did not incur any fines related to anti-corruption or anti-bribery matters.</p>	<p>Corporate Governance</p>

SASB Index

ACTIVITY METRICS

METRIC	2025	2024	2023
Number of units produced by product category <small>RT-IG -000.A RT-AE-000.A</small>	The nature of the company's products does not lend itself to reporting units of production in a meaningful aggregation. As an alternative, and in an effort to be responsive to the spirit of the disclosure, the company uses Net Sales (in US\$) and categorizes those sales according to the company's reported businesses.		
Albany International Corp Net Sales in thousands (\$)	1,182,813	1,230,615	1,147,909
Machine Clothing Net Sales in thousands (\$)	708,066	749,907	670,768
Engineered Composites Net Sales in thousands (\$)	474,747	480,708	477,141
NUMBER OF EMPLOYEES	5,650	5,417	5,595
MC business EC business Corporate <small>RT-IG 000.B RT-AE-000.B</small>	3,161 2,369 120	3,377 1,919 121	3,625 1,850 120

ACCOUNTING METRICS

Industrial Machinery & Goods

TOPIC	METRIC	2025	2024	2023
ENERGY MANAGEMENT	(1) Total Energy Consumed (GJ)	1,231,981	1,271,311	1,021,422
	(2) Percentage grid electricity	51.00%	47.49%	53.58%
	(3) Percentage renewable	4.60%	4.33%	6.60%
	RT-IG-130a.1			
EMPLOYEE HEALTH & SAFETY	(1) Total Recordable Incident Rate (TRIR)	0.86	0.99	0.54
	(2) Fatality rate	0	0	0
	RT-IG-320a.1			
FUEL ECONOMY & EMISSIONS IN USE-PHASE	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	As a company that manufactures engineered components, these metrics are not applicable to our products.		
	RT-IG-410a.1			
	Sales-weighted fuel efficiency for non-road equipment			
	RT-IG-410a.2			
Sales-weighted fuel efficiency for stationary generators				
RT-IG-410a.3				
Sales-weighted emissions of: (1) nitrogen oxides (NOx) and (2) particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines, and (d) other non-road diesel engines				
RT-IG-410a.4				

TOPIC	METRIC	2025	2024	2023
MATERIALS SOURCING	Description of the management of risks associated with the use of critical materials RT-IG-440a.1 RT-AE-440a.1	Please see our Material Sourcing Statement .		
REMANUFACTURING DESIGN & SERVICES	Revenue from remanufactured products and remanufacturing services RT-IG-440b.1	We do not remanufacture products or services.		

ACCOUNTING METRICS

Aerospace & Defense

TOPIC	METRIC	2025	2024	2023
DATA SECURITY	(1) Number of data breaches (2) Percentage involving confidential information RT-AE-230a.1	(1) 0 (2) 0%	(1) 0 (2) 0%	(1) 0 (2) 0%
	Description of approach to identifying and addressing data security risks in (1) company operations (2) products RT-AE-230a.2	To protect our company and customer data, we employ industry best practices and adhere to the CIS 20 and NIST SP 800-171 cybersecurity frameworks. We do not produce or sell products containing any data collection or processing capability. For more information, please see Data Security and Data Privacy section .		

TOPIC	METRIC	2025	2024	2023
PRODUCT SAFETY	Number of recalls issued, total units recalled <small>RT-AE-250a.1</small>	This metric is not relevant for our MC business. Within EC, we do not have the authority to issue a product recall. We have not been notified, nor are we aware of, a recall for parts or components manufactured by Albany International.		
	Number of counterfeit parts detected, total units affected <small>RT-AE-250a.2</small>	Not Applicable. We do not purchase or produce any electronic components for the products we manufacture or assemble. All Albany International products are custom-produced or tailored for specific customer applications and are sold directly to our customers. As such, we do not believe counterfeit parts pose a material risk to our operations.		
	Number of Airworthiness Directives received, total units affected <small>RT-AE-250a.3</small>	Not Applicable. As a supplier, our EC business does not receive Airworthiness Directives. We are not aware of any Airworthiness Directive that has implicated Albany International manufactured parts or components.		
	Total amount of monetary losses as a result of legal proceedings associated with product safety <small>RT-AE-250a.4</small>	0	0	0
FUEL ECONOMY & EMISSIONS IN USE -PHASE	Revenue from alternative energy-related products <small>RT-AE-410a.1</small>	As a company that manufactures engineered components, this metric is not applicable to our products.		
	Description of approach and discussion of strategy to address fuel economy and greenhouse gas (GHG) emissions of products <small>RT-AE-410a.2</small>	Please see Our Product Sustainability section .		

TOPIC	METRIC	2025	2024	2023
MATERIALS SOURCING	Description of the management of risks associated with the use of critical materials <small>RT-AE-440a.1</small>	Please see our Conflict Minerals Policy .		
BUSINESS ETHICS	Total amount of monetary losses as a result of legal proceedings associated with incidents of corruption, bribery, and/or illicit international trade <small>RT-AE-510a.1</small>	0	0	0
BUSINESS ETHICS	Discussion of processes to manage business ethics risks throughout the value chain <small>RT-AE-510a.3</small>	For more information, please see the Business Ethics section		

Notes: In reporting its GHG emissions, Albany International complies with the guidelines set out in the GHG Protocol. Reported Scope 1, Scope 2 and Scope 3 data rely on third party data providers and include a degree of extrapolation to reach 100% coverage. Primary drivers of changes in reported emissions are the acquisition of Heimbach in 2023 and updating emissions factors used in Scope 3 calculations.

TCFD Index

Albany International considered the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in preparing this report. The following index outlines the Company’s disclosures aligned with the TCFD framework and indicates where relevant information is addressed throughout the report.

DISCLOSURE FOCUS AREA	RESPONSE	REFERENCE TO ALBANY'S METRIC OR QUALITATIVE DISCLOSURE(S) AND DISCLOSURE LOCATION(S)
GOVERNANCE		Corporate Governance
(a) Describe the board’s oversight of climate-related risks and opportunities.	Albany International's Board of Directors, through its Governance Committee, oversees climate-related risks and opportunities, including their integration into business strategy and enterprise risk management, and receives regular updates from management.	
(b) Describe management’s role in assessing and managing climate-related risks and opportunities.	Management is responsible for assessing and managing climate-related risks and opportunities through the Senior Leadership Team and cross-functional Sustainability Council. The Sustainability Council supports target setting, monitors performance, and evaluates climate-related risks and opportunities, which are integrated into the Company’s enterprise risk management processes.	

<p>STRATEGY</p>	<p>Albany International considers climate-related risks and opportunities across short- (one year, aligned with our annual operating plan), medium- (five years, aligned with our five-year strategic planning process), and long-term (more than five years, aligned with long-term strategy and R&D planning, including product and program lifecycles) horizons, consistent with how the Company evaluates all risks and opportunities.</p>	<p>Our Sustainability Strategy</p>
<p>(a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long-term.</p>	<p>Current and Emerging Regulation and Legal: We are subject to numerous, and sometimes conflicting, legal regimes on matters as diverse as anti corruption, import/export controls, content requirements, trade restrictions, tariffs, taxation, sanctions, immigration, internal and disclosure control obligations, securities regulation, sustainability and climate initiatives, human capital requirements, anti-competition, anti-money-laundering, data privacy and protection, government compliance, wage-and-hour standards, employment and labor relations and human rights. The global nature of our operations further increases the difficulty of compliance.</p> <p>Changes in environmental and climate change laws or regulations could lead to additional operational restrictions and compliance requirements upon us or our products, require new or additional investment in product and packaging designs, result in carbon offset investments or otherwise could negatively impact our business and/or competitive position. Increasing industry performance standards, increasing sustainability disclosure requirements in the U.S. and globally, and requirements on manufacturing and product air pollutant emissions, especially GHG emissions, may result in increased costs or reputational risks and could limit our ability to manufacture and/or market certain of our products at acceptable costs, or at all. Increasing global chemical restrictions and bans, increasing regulation related to product end-of-life and packaging materials, and water and waste requirements may drive increased costs to us and our suppliers and impact our production continuity and data facilities.</p> <p>We will face significant challenges in being able to implement separate but overlapping standard-setting initiatives, which may contain inconsistencies. We are devoting substantial resources to sustainability reporting to ensure compliance; however, the reporting landscape is highly dynamic and uncertainty remains. For example Changes to several international regulatory frameworks including the European Union's Corporate Sustainability Reporting Directive ("CSRD") and Corporate Sustainability Due Diligence Directive ("CSDDD") have increased thresholds and moved out compliance timeframes by several years. We continue to closely monitor developments in sustainability and climate change-related laws, regulations and policies for their potential effect on our business, however, we are currently not able to accurately predict the materiality of any potential costs associated with such developments. In addition, climate change-related litigation and investigations have increased in recent years and any claims or investigations against us could be costly to defend, and our business could be adversely affected by the outcome.</p>	

Market: Market risks include shifts in customer demand, increasing sustainability expectations, and cost pressures associated with raw materials, energy, and supply chain inputs. Albany International is a significant user of raw materials that are based on petroleum or petroleum derivatives. Increases in the prices of petroleum or petroleum derivatives, particularly in regions that are experiencing higher levels of inflation, could increase our costs, and we may not be able to fully offset the effects through price increases, productivity improvements, or cost-reduction programs.

Reputation: We believe our brand names and reputation are important corporate assets that help distinguish our products and services from those of our competitors and also contribute to our efforts to recruit and retain talented employees. However, our reputation is susceptible to material damage by events such as disputes with customers, suppliers, or competitors, cybersecurity incidents or service outages, internal control deficiencies, delivery failures, regulatory compliance violations, government investigations or legal proceedings.

Our brand and reputation are also associated with our sustainability strategy, including our public commitments related to climate, the environment and other matters. Increasing stakeholder environmental, social and governance expectations, evolving sustainability and social regulation, contractual requirements, and policy requirements may pose risk to our brand and reputation. Our failure to meet stakeholder expectations could harm our reputation and adversely affect our relationships with customers and suppliers or our talent recruitment and retention efforts, which may impact our ability to achieve our long-term business objectives. In addition, positions we take or do not take on environmental or social issues may be unpopular with some of our employees, suppliers, customers or potential customers, which may in the future impact our ability to attract or retain employees, suppliers or customers. We also may choose not to conduct business with potential customers or suppliers or discontinue or not expand business with existing customers or suppliers due to these positions.

Acute and Chronic Physical: EC's production of LEAP engine components is currently located in three facilities. A natural disaster at any of these locations could have a significant adverse effect on EC's ability to timely satisfy orders for LEAP components. Production of almost all of EC's other legacy and growth programs is located primarily in facilities in Salt Lake City, Utah, Boerne, Texas, or Querétaro, Mexico.

Significant consolidation of manufacturing operations in our MC segment over the past decade has reduced the number of facilities available to produce our products, and increased utilization significantly at remaining facilities. Not all product lines are produced at, or are capable of being produced at, all facilities.

Based on our assessment of our manufacturing facilities for natural disaster risk, our three facilities in China and an office site in Switzerland are located in areas of high risk for flooding. Our facilities in Belgium, the U.S., and Mexico are at medium-high risk for flooding. Physical impacts of climate change such as increased frequency of severe and extreme weather events could materially impact our facilities and production continuity. We are unable to predict these events with certainty; however, we perform ongoing assessments of physical risk, including climate risk, to our business. Weather events such as more extreme and volatile temperatures, increased storm intensity and flooding, and more volatile precipitation leading to changes in lake and river levels may significantly impact our business.

A significant interruption in the operation of any one or more of our plants, whether as the result of a natural disaster or other causes, could significantly impair our ability to timely meet our supply obligations to customers being supplied from an affected facility. While the occurrence of a natural disaster or other business interruption event in an area where we have a facility may not result in any direct damage to the facility itself, it may cause disruptions in local transportation and public utilities on which such locations are reliant, and may also hinder the ability of affected employees to report for work. Although we carry property and business interruption insurance to help mitigate the risk of property loss or business interruption that could result from the occurrence of such events, such coverage may not be adequate to compensate us for all loss or damage that we may incur.

<p>(b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.</p>	<p>Albany International considers the financial and strategic implications of climate-related risks and opportunities across short-term (one year), medium-term (five years), and long-term (beyond five years) horizons, consistent with its enterprise risk management and strategic planning processes.</p> <p>These considerations influence the Company's core business model, particularly through the design and development of products and services that enable customers to reduce resource consumption, improve energy efficiency, and lower emissions. These capabilities create growth opportunities and are embedded in the Company's research and development strategy across its business segments.</p> <p>Climate-related risks and opportunities are further integrated into Albany International's financial planning through capital allocation, operational expenditure, and long-term investment decisions.</p>	
<p>(c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</p>	<p>Climate-related scenario analysis has been used informally to inform Albany International's strategy as a key driver of risk and opportunity for the business. Through our partnership with our enterprise sustainability platform, more structured climate-related scenario analysis is currently being incorporated into Albany International's strategic planning and sustainability strategy.</p>	
<p>RISK MANAGEMENT</p>		<p>Risk Management</p>
<p>(a) Describe the organization's processes for identifying and assessing climate-related risks.</p>	<p>Albany International identifies and assesses climate-related risks and opportunities through its Enterprise Risk Management (ERM) system, which considers risks across direct operations, upstream and downstream value chains, and short-, medium-, and long-term time horizons.</p> <p>The assessment process evaluates risks based on likelihood of occurrence and severity of impact, incorporating factors such as current and emerging regulatory and legal requirements, market dynamics, reputational considerations, and acute and chronic physical risks.</p>	
<p>(b) Describe the organization's processes for managing climate-related risks.</p>	<p>Albany International manages climate-related risks through its ERM framework, supported by cross-functional oversight from the Enterprise Risk Committee and integration into business operations and strategic planning.</p> <p>Management processes include ongoing monitoring of climate-related risks through regular reviews by Senior Leadership and the Board of Directors, as well as implementation of mitigation strategies such as operational efficiency initiatives, supply chain optimization, and compliance with evolving regulatory requirements.</p>	

<p>(c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.</p>	<p>Processes for identifying, assessing, and managing climate-related risks are integrated into Albany International's overall risk management through its ERM system, which is embedded within governance, strategic planning, and operational decision-making.</p> <p>Climate-related risks are reviewed regularly as part of enterprise risk evaluations conducted by Senior Leadership and the Board, ensuring alignment with the Company's annual operating plans and long-term strategic objectives.</p>	
<p>METRICS AND TARGETS</p>		<p>Energy and Greenhouse Gas (GHG) Emissions</p>
<p>(a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.</p>	<p>Albany International utilizes greenhouse gas (GHG) emissions metrics specifically Scope 1, Scope 2, and relevant Scope 3 category emissions as the primary indicators to assess and manage climate-related risks and opportunities, and to guide our efforts to reduce and adapt to such risks. These metrics are considered material to our operations and financial outlook. At this time, Albany International does not disclose additional metrics such as an internal carbon price or remuneration policies, as these are not currently used within our climate risk management framework.</p>	
<p>(b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.</p>	<p>Scope 1 Emissions: 26,840</p> <p>Scope 2 Emissions: 54,096</p> <p>Scope 3 Emissions: 641,046</p> <p>Scope 1 - 3 Intensity (mt CO₂e/Net Sales \$000s): 0.61039</p> <p>Total Energy Consumed (GJ): 1,231,981</p> <p>Energy Intensity (GJ/\$Net Sales \$000s): 1.0415</p>	
<p>(c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</p>	<p>In 2024, we committed to the following near-term science-based goals aligned with the Paris Agreement's ambition of limiting global temperature rise to 1.5°C:</p> <ul style="list-style-type: none"> • 50% reduction of Scope 1 & 2 emissions by 2030 (baseline 2023) • Zero waste to landfill by 2030 (Americas and Europe) 	

Disclaimers

This Sustainability Report and the documents incorporated or deemed to be incorporated by reference therein contain statements concerning our future results and performance and other matters that are “forward-looking” within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. These forward-looking statements are intended to provide management's current expectations or plans for our future operating and financial performance, based on assumptions currently believed to be valid. Forward-looking statements may be identified by the use of terminology such as “believe,” “expect,” “anticipate,” “intend,” “seek,” “target,” “approximately,” “estimate,” “plan,” “project,” “may,” “will,” “would,” “should,” “could,” or the negative of such words or other comparable terminology in connection with a discussion of future operating or financial performance. The discussion of financial outlook, trends, strategy, plans, assumptions, or intentions may also include forward-looking statements. Readers should not place undue reliance on forward-looking statements, such as financial performance forecasts, which speak only as of the date they are first made. Because forward-looking statements are subject to risks and uncertainties, actual results may differ materially from those expressed or implied by the forward-looking statements.

The inclusion or absence of information in Albany International's Sustainability Statements should not be construed to represent any belief regarding the materiality or financial impact of that information.

Sustainability Statements may be based on expectations and assumptions that are necessarily uncertain and may be prone to error or subject to misinterpretation given the long timelines involved and the lack of an established single approach to identifying, measuring and reporting on many sustainability matters. Calculations, statistics, and certain facts included in Sustainability Statements may be based on third-party information, current estimates, assumptions and projections and therefore subject to change. Albany International's Sustainability Statements have not been externally assured or verified by independent third parties.

Albany International's Sustainability Statements may contain links to other internet sites or references to third parties. Such links or references are not incorporated by reference into the applicable Sustainability Statement and Albany International cannot provide any assurance as to their accuracy.

These Sustainability Statements represent current Albany International policy and intent and are not intended to create legal rights or obligations.

ALBANY
INTERNATIONAL