

Sustainability Report 2024

March 2025

ALBANY
INTERNATIONAL



This is Albany

Albany International Corp. (Albany International) is a leading materials science and technology company, with a history of innovation spanning 130 years. We develop and manufacture highly engineered components, using advanced materials processing and automation capabilities, within two core businesses.

- Machine Clothing (MC) is the world's leading producer of custom-designed fabrics and high-speed process belts critical in the manufacture of all grades of paper products. MC supplies consumable permeable and impermeable belts used in the manufacture of paper, paperboard, tissue and towel, and pulp, referred to in the industry as "machine clothing" or "paper machine clothing" (PMC). The MC segment also supplies Engineered Fabric (EF) products that provide solutions for nonwovens, fiber cement and several other industrial applications.
- Albany Engineered Composites (AEC) is a leader in innovative composite technology solutions and manufacturer of engineered components, structures and assemblies for demanding aerospace and defense applications. AEC provides highly engineered, advanced composite structures and assembly solutions to customers and platforms in the commercial and defense market, as well as for space-launch vehicles and the emerging advanced air mobility market.

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.



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.

We are committed to continuous innovation and science-based solutions to enable a transition to a more sustainable global economy. In our sustainability reporting we seek to demonstrate our progress against these goals as well as our commitment to transparency and industry collaboration.

Albany International is headquartered in Rochester, New Hampshire, operates 30 facilities in 13 countries, and employs approximately 5,400 people worldwide.

Contents

INTRODUCTION — 1
 PRODUCT SUSTAINABILITY — 13
 HEALTH AND SAFETY — 17
 OPERATIONAL SUSTAINABILITY — 19
 PEOPLE AND CULTURE — 24
 CORPORATE GOVERNANCE — 31
 SASB INDEX — 37

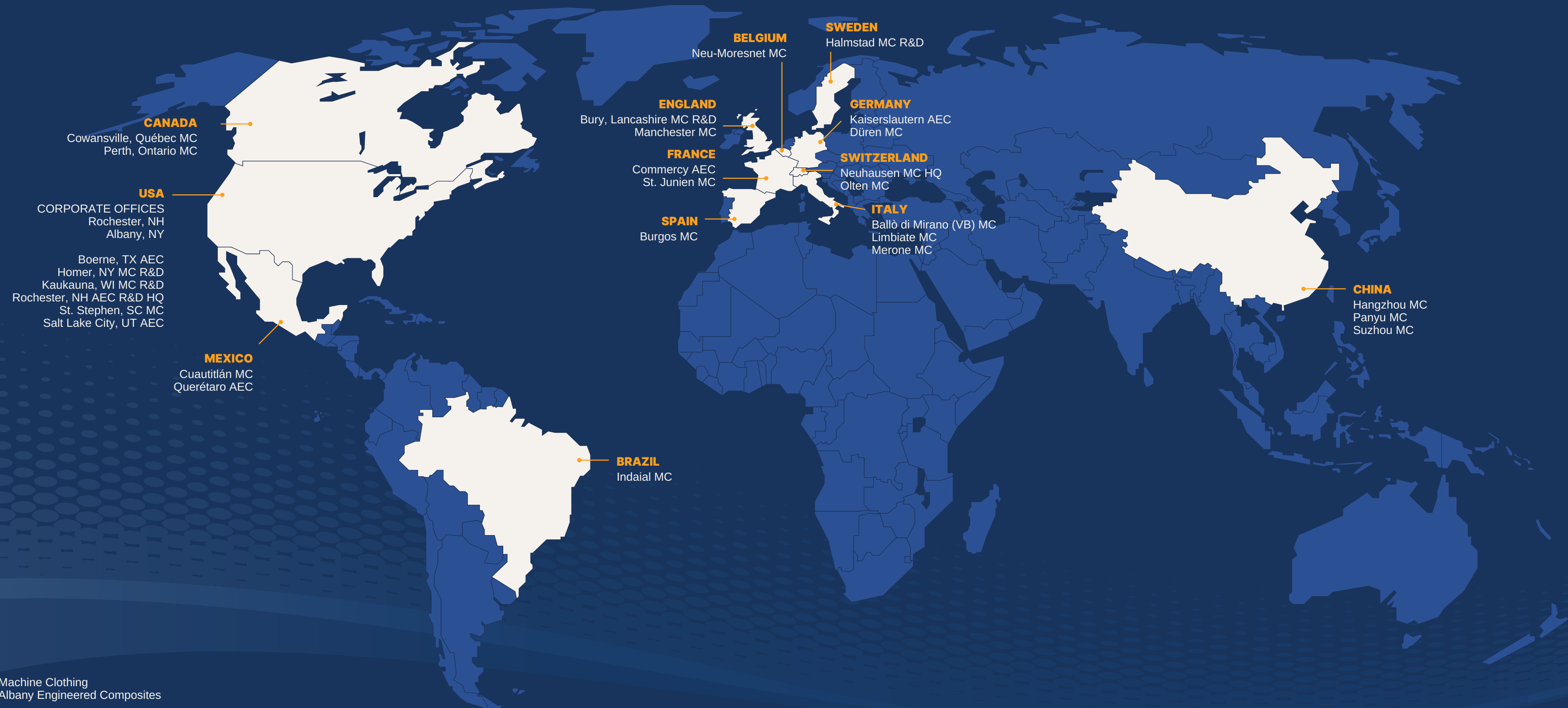


About this Report

This 2024 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 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, 2024 through December 31, 2024, unless otherwise noted. Please also see Disclaimers at the end of this report.

Global locations

[View our Locations](#) 



Historical timeline

1895

Albany Felt Company founded

Headquartered in Albany, NY

1974

Albany International trades

on NYSE under AIN

2006

Albany Engineered Composites (AEC) forms

through merger of Techniweave and Texas Composites, Inc.

2014

AEC opens LEAP plants

in Rochester, NH and Commercy, France in partnership with Safran

2017-2018

AEC opens two plants

in Querétaro, Mexico to support LEAP and other programs

2023

Albany International acquires Heimbach Group

enhancing scale and presence in Europe and Asia

We are committed to continuous innovation and science-based solutions to enable a transition to a more sustainable global economy.

1969

Albany International forms

through the merger of Albany Felt Co. and Appleton Wire Co.

1998

Albany International acquires Techniweave

in Rochester, NH; enters the carbon composite market

2011

Albany International relocates corporate HQ

to Rochester, NH

2016

Albany International acquires Harris Aerostructures

expands AEC capabilities with two plants in Salt Lake City, UT

2019

Albany International acquires CirComp

in Kaiserslautern, Germany

From our Leadership

Message from Gunnar Kleveland, President & CEO, Albany International

This is our third year publishing a sustainability report, and our efforts continue to create a sustainable business that is a great and safe place to work, while continuing to be strong, profitable, and successful. We were recognized by Forbes as one of America's Best Midsize Employers 2025 due to this effort across our businesses.

Going into 2025, we have committed to the following ambitious sustainability goals and will now work with the Science Based Targets initiative for approval:

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

Furthermore, we are proud to announce that we have signed a US virtual power purchasing agreement (VPPA), which will reduce our Scope 2 emissions by about 25%. This agreement gives us a strong head start on reaching our emissions reduction goal while we progress with additional on-site measures.



Reflecting on our initiatives, we were invited to participate in World Engineering Day for Sustainable Development, presented by the World Federation of Engineering Organizations (WFEO).

World Engineering Day is presented as a UNESCO international day of celebration of engineers and engineering, and we are proud to participate in [an official WFEO film for UNESCO](#).

At our corporate headquarters, we have launched several new sustainability initiatives, including a waste management overhaul, starting a compost program, and reducing single-use items. These initiatives are part of our broader strategy to enhance sustainability practices across our operations.

In our ongoing effort to bolster community engagement and philanthropic efforts, we have launched the Albany Community Outreach Council. This council will serve as a cornerstone for our community initiatives, ensuring that we not only give back but also create meaningful

and lasting impacts in the communities where we operate.

At Albany International, sustainability is not just a goal; it is a core value. From our ambitious emissions reduction targets to our community engagement initiatives, we are dedicated to creating a positive impact on the environment and society.

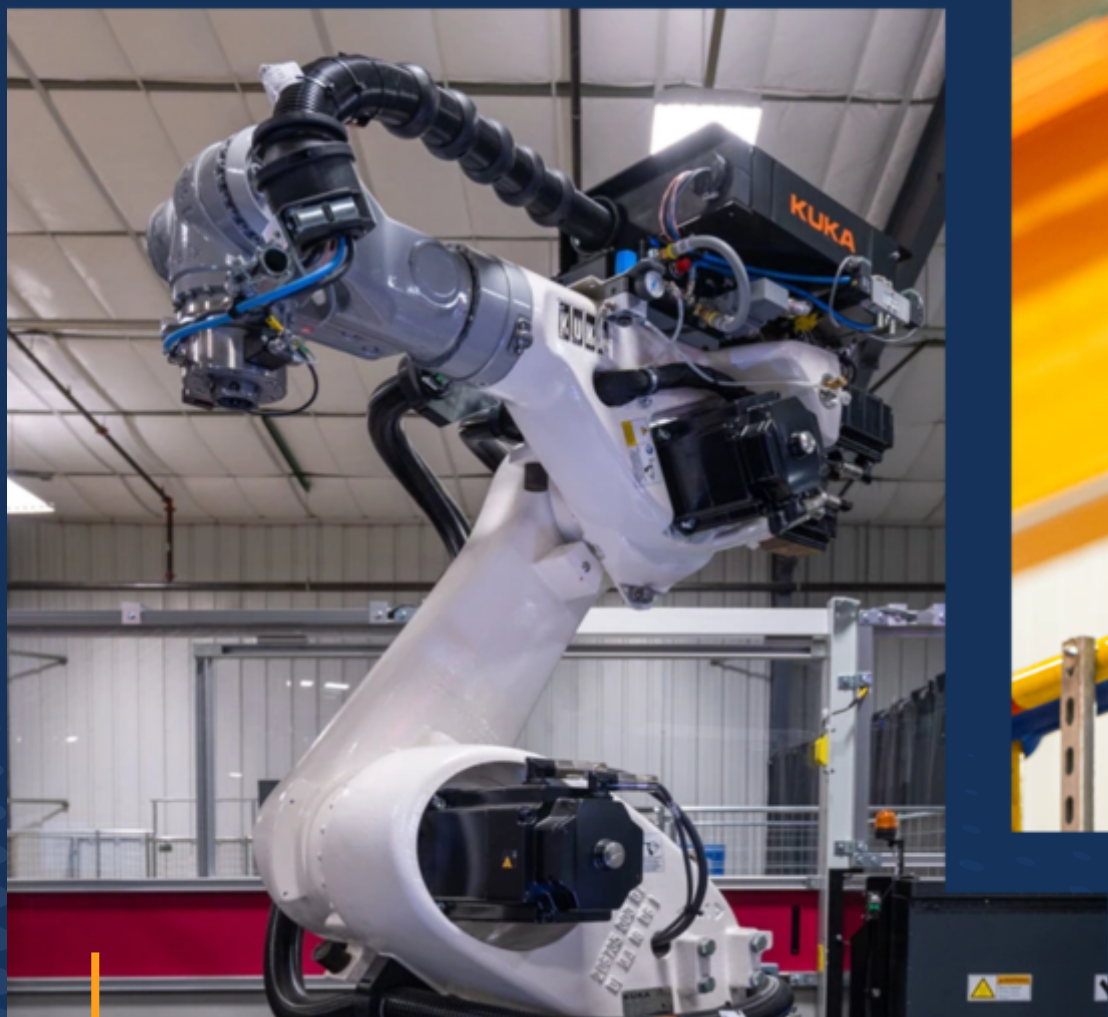


"As we continue on this journey, I am confident that our collective efforts will lead to a more sustainable and prosperous future."

A handwritten signature in white ink, appearing to read "Carl F. [unclear]", located at the bottom right of the dark blue speech bubble.

UPDATES 2024

Productivity



We were invited to participate in World Engineering Day (WED) for Sustainable Development presented by the World Federation of Engineering Organizations (WFEO). WED is presented as a UNESCO international day of celebration of engineers and engineering. It is an honor for Albany International to participate in [an official WFEO film](#) for UNESCO WED for Sustainability development in celebrating 10 years of the Sustainability Development Goals (SDGs) and the 80th anniversary of UNESCO. This opportunity serves to showcase and highlight the innovative and sustainable engineering achievements through our products and processes.

HIGHLIGHTS

REVENUE

\$1.2bn

Up 7% in 2024

\$46.1mn

Investment in research

888

New hires globally & 47 interns

Elevated role of Chief
Technology Officer
reporting to the CEO, and
created a New Business
Ventures Team



[Read the full story](#)

UPDATES 2024

Planet



Progressed R&D work on raw material sustainability, including initiating several new partnerships over the year.



Launched new sustainability initiatives at our corporate headquarters, with a focus on waste management. This includes improved waste separation, a composting program, and reducing single-use items. Sustainability initiatives will be further enhanced at our new corporate HQ in 2025.

SET GOALS

50%

Reduction of Scope 1 & 2 emissions by 2030
(baseline 2023)

Zero

Waste to landfill by 2030
(Americas and Europe)

MADE PROGRESS

Signed a US virtual power purchasing agreement (VPPA) that will reduce our Scope 2 emissions by about

25%

giving us a strong head start on reaching our emissions reduction goal while we progress additional on-site initiatives.

UPDATES 2024

People



Launched Albany Community Outreach Council to bolster our community engagement and philanthropic efforts.



Launched MC Safety Leadership Certification Program to further our focus on safety and continuous improvement.

HIGHLIGHTS

Achieved global Total Recordable Incident Rate (TRIR) of

0.99

and continued our SafeStart program across the business

ALBANY VALUES

We established new company values and behaviors to promote a healthy culture where people feel included. These values serve as guiding principles that influence our interactions, decision-making processes, and approach to work.

Albany wins together



Count on each other



Own your actions



Care about each other



Share your enthusiasm



Macro Trends - Driving Our Strategy

As we go to press this year, uncertainty in many areas looms large. By this time next year, what does seem certain is that the sustainability landscape will look very different.

But at Albany International, sustainability is about resilience, innovation and culture - core pillars of our business - and this we do not expect to change.

Furthermore, we have seen time and again that when it comes to innovation, the biggest challenges or risks are also often the most promising opportunities.

RESILIENCE

2024 was a year of unprecedented environmental events and more record temperatures. Physical climate risk and climate change adaptation are moving from niche buzzwords to part of the business lexicon. Using resilience as a lens has illuminated ideas for new product applications, opportunities to engage with our customers, and highlighted emerging risks for our operations.

INNOVATION

Our customers have ambitious sustainability goals. A key objective of ours is to support our customers on their sustainability journeys, which means we must focus on both the sustainability of our products and the sustainability of our operations. For us this provides exciting opportunities to explore new raw materials, collaborate on more sustainable operations and equipment, and discover new applications for our materials science technologies.

CULTURE

There is a growing appreciation that sustainability is not just about environmental sustainability, it is fundamentally about people. People are, and always have been, at the center of our strategy in terms of both products and operations.

Sustainability has always been about successfully navigating ongoing change, and so too must the concept of sustainability itself evolve. We are a company that began 130 years ago making industrial belts for the papermaking industry, and we now not only continue to excel at that, but we are also on the cutting edge of advanced materials technology in, for example, next generation electric aircraft. So this kind of evolution is right in our wheelhouse.



CAPITAL INPUTS

SOCIAL & INTELLECTUAL CAPITAL

- People: skills, knowledge, intellectual property
- Research & technology
- Collaboration with customers, partners, suppliers, industry associations & academia
- Engagement with our communities

NATURAL CAPITAL

- Raw materials: carbon fiber, resin, PET, etc.
- Energy
- Water

BUSINESS CAPITAL

- Infrastructure & technology
- Financial assets/access to capital
- Governance & accountability
 - Policies & procedures
 - Internal controls
 - Enterprise risk management

Creating Business Value



BUSINESS OUTPUTS & IMPACTS

PEOPLE

- Health & safety
- Employment & skills
- Innovation & opportunity
- Community engagement

PLANET

- Product quality & stewardship
- Carbon footprint
- Water & waste

PRODUCTIVITY

- Innovation & product development
- Shareholder value
- Business growth & resilience
- Continuous improvement

Product Sustainability

Our business is centered around driving success for our customers. Our products are designed for performance and consistency, while enabling our customers to improve their environmental footprint through more sustainable and efficient processes and end products.

MACHINE CLOTHING

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.

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. 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.

Highlights include:

- Our products are able to reduce energy consumption of paper making machines by allowing the machines to operate at the same speed and performance while consuming less energy.

- Our products support our customers in the shift to less resource intensive packaging and lighter weight paper grades while maintaining all of the necessary physical properties for packaging transport and use. This results in a more efficient utilization of wood fiber, and also less energy needed to transport products throughout the supply chain.
- The continued increase in the use of recycled paper furnish can limit paper machine clothing life as a result of contamination and clogging of the clothing. This is greatly mitigated by our use of anti-contaminant formulations which 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.
- Significant R&D efforts including those targeting thermoplastic structures, which can be recycled.

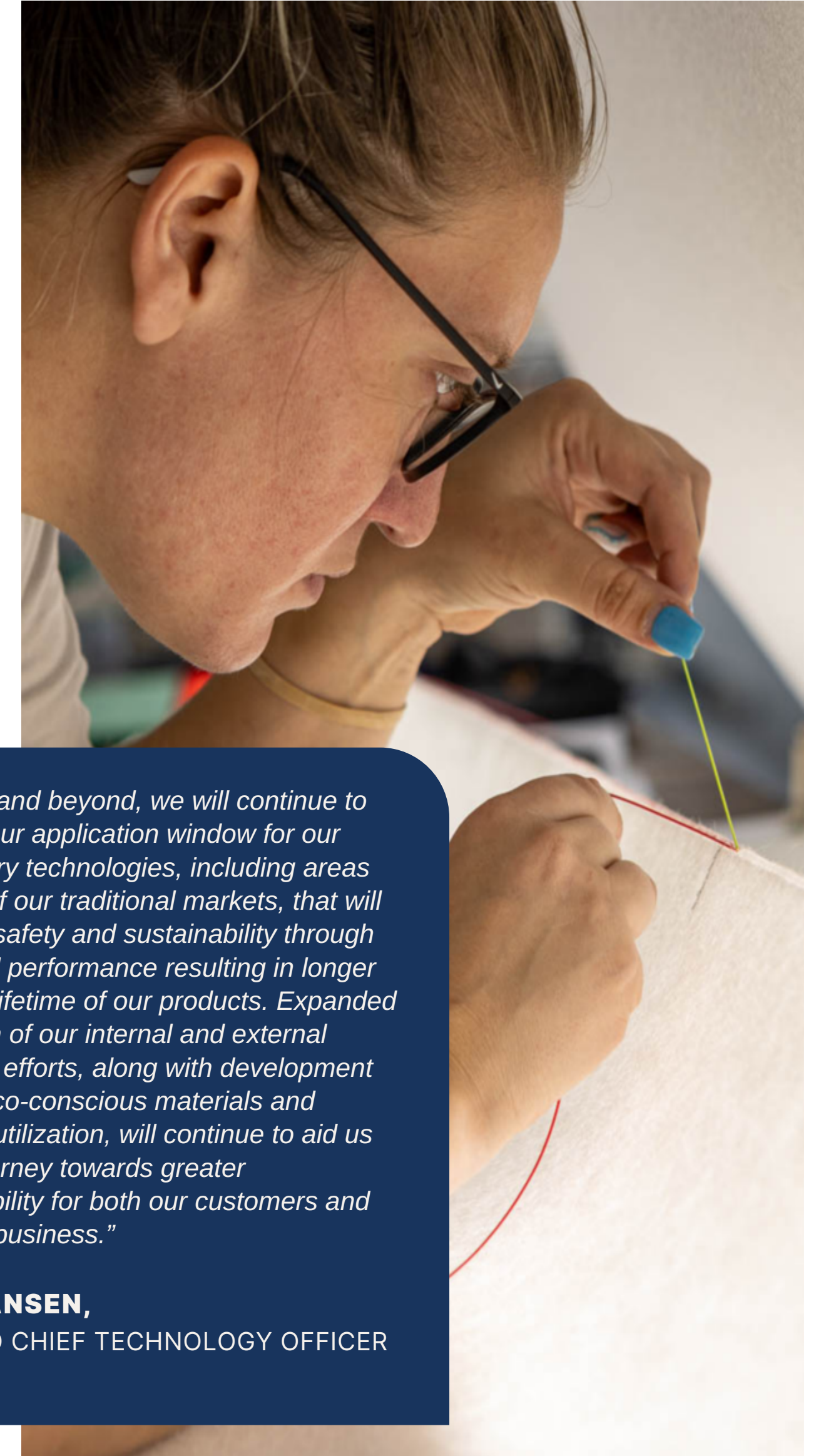
ALBANY ENGINEERED COMPOSITES

In aerospace, weight savings that drive fuel efficiency are essential for aircraft producers, if the industry is 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 material. The process involves layering and interweaving fibers in a precise, computer-controlled process to create complex, lightweight, high-strength parts with high-performance properties, and complex geometries.

"In 2025 and beyond, we will continue to expand our application window for our proprietary technologies, including areas outside of our traditional markets, that will improve safety and sustainability through improved performance resulting in longer useable lifetime of our products. Expanded utilization of our internal and external recycling efforts, along with development of new eco-conscious materials and material utilization, will continue to aid us in our journey towards greater sustainability for both our customers and our own business."

ROB HANSEN,
SVP AND CHIEF TECHNOLOGY OFFICER



The high strength, stiffness and resistance to impact and fatigue make these products 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.

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:

- AEC's advanced 3D woven rib is being used on 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.
- AEC'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.
- The use of composite parts in the Sikorsky CH-53K heavy-lift helicopter for the US Marine Corps improves fuel efficiency and extends the aircraft's range.
- Our AEC business develops solutions that champion sustainable energy. Through innovative composite technologies and advanced manufacturing processes, we contribute to the creation of energy-efficient components, reducing the environmental footprint and supporting the renewable energy sector.

AEC is also 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, AEC'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.

AEC's involvement in AAM goes beyond materials; it is about engineering the future of flight. Our team of experts collaborates with AAM innovators to design and manufacture components that redefine urban mobility. From airframes to propulsion systems, AEC's contributions are integral to the success of 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. AEC's commitment to innovation aligns perfectly with the eco-friendly goals of AAM, making these futuristic modes of transportation a reality.

PRODUCT CARBON FOOTPRINT

Building on a Lifecycle Assessment (LCA) on the CFM International LEAP engine fan blade conducted in 2023, in 2024 we have focused on calculating the carbon footprint of our products.

We look forward to sharing further updates in our next Taskforce on Climate-related Financial Disclosures (TCFD) report.

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 2024, we invested \$46.1 million in research, or 3.7% of company net revenues.

In 2024, we launched 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 AEC segments. We look 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.

For instance, 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 OEMs, we are developing an enhanced value proposition for the market that further lightweights and improves overall performance of identified products in applications across various industries.

We invest in research, new product development, and technical analysis with the objective of maintaining our technological leadership in each business segment. Our goal is also to leverage our existing subject matter experts across our Research, Development and Technology team to drive future profitable growth of new products addressing an expanded range of applications and end-markets. While much of our research activity supports existing products, we also engage in significant research and development activities for new technology platforms, products and product enhancements. The investments we are making today will be a pillar 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. This innovation has resulted in new products and enhancements across all of our product lines.

AEC develops innovative solutions and manufactures advanced composite parts and assemblies for complex aerospace applications, using a range of core 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, and braided structures.

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.

INTELLECTUAL PROPERTY

We have developed, and continue to develop, proprietary intellectual property germane to the industries we serve. Our intellectual property takes many forms, including patents, trademarks, trade names and domains, and trade secrets. Our trade secrets include, among other things, manufacturing know-how and unique processes and equipment. Because intellectual property in the form of patents is published, we often forgo patent protection and preserve the intellectual property as trade secrets. We aggressively protect our proprietary intellectual property, pursuing patent protection when appropriate. Our active portfolio currently contains over 2,000 patents, and approximately 100 new patents are typically granted each year.

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.



MACHINE CLOTHING

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:

- 162 4-Step Continuous Improvement Program certifications.

ALBANY ENGINEERED COMPOSITES

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

- Be certified to meet and exceed rigorous aerospace industry quality and process standards.
- Meet and exceed the unique quality and process control expectations of each of our customers.
- Execute our internal AEC Quality Policy designed to continually improve our quality management system and processes.

Fundamental to all participants engaged in aerospace and defense manufacturing is the requirement to meet and maintain continuous independent certification for certain international industry standards.

As a manufacturer of highly engineered composite components and assemblies for a wide variety of commercial and military aerospace platforms, all AEC facilities must undergo and pass periodic, detailed, independent audits of our quality systems to be certified as meeting the standards of AS/EN 9100D Quality Management System – Requirements for Aviation, Space and Defense Organizations.

Because of the nature of composite manufacturing processes, AEC special processes undergo additional independent accreditation to help ensure those processes conform to our customers’ and industry requirements. All AEC facilities maintain the Nadcap certifications¹ relevant to the special processes performed at that facility, which includes third-party audits of practices, procedures, and personnel qualifications, in addition to other requirements.

The cornerstone of our quality success is our highly trained production and production support employees. Each employee attends ongoing quality and continuous improvement training tailored to their position and their evolving roles and responsibilities.

Integral to our quality management system are our comprehensive efforts to measure and track performance over time through a set of key performance indicators to produce the highest quality products, the first time and on time, such as:

- Tool and equipment calibration.
- Production monitoring (statistical process control, first pass yield, scrap, rework).
- Non-destructive inspection and testing.
- Root-cause analysis to address quality improvement opportunities at their source.
- Customer feedback.
- Comprehensive internal verification and audit programs.

Our continuous improvement strategy is a key part of our culture and is aimed at proactively improving system effectiveness across a spectrum of our business activities by:

- Further advancing production quality.
- Further enhancing employee engagement, job satisfaction and development.
- Furthering productivity through Lean / Six-Sigma waste reduction techniques and automation.
- Furthering efficient use of the company’s financial resources.

AEC's quality management systems encompass our product realization processes in their entirety, from order entry to the delivery of products to our customers. These systems are tailored to our unique business needs and are audited annually by a third party agency (Amtivo Registrar) which is accredited by the ANSI National Accreditation Board (ANAB).

All AEC locations hold accreditation to AS/EN 9100D Quality Management System- Required for Aviation, Space and Defense Organizations, which incorporates the requirements of ISO 9001.

Audits ensure:

- Organizational processes, procedures and documentation meet the stringent requirements of the aerospace industry
- Effective risk mitigation and continuous improvement processes are in place to deliver high quality products on time.
- Compliance with processes, document control, internal audits, and corrective action procedures.
- Supplier and sub-tier supplier compliance with quality and performance requirements.

In 2024, our AEC business completed:

- 227 continuous improvement events.
- Facilitated \$6.7M in process productivity improvements.

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.

Health and Safety

The health and safety of our employees remains our highest priority, and drives the successful execution of our business. In 2024 our TRIR was 0.99. While our objective is always zero injuries at work, in a year where we completed the operational integration with the Heimbach team, we are proud of this achievement.

Our culture of safety is defined by our Board of Directors, which reviews safety at the start of every quarterly meeting, and is further reinforced by our CEO and Business Segment Presidents during every meeting. Safety results and areas of focus are discussed 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 2024 our MC business launched a global Safety Leadership Certification program for site safety leads. Over the course of the year, 11 safety leads became certified by an internal approval board after demonstrating rigorous safety training and programming at their facilities. A safety-related continuous improvement project was also part of the certification program, which led to a collection of impressive and impactful project outcomes. The program will continue in 2025 until all sites have been certified.

We also continued our Human Factors Safety Program 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.

	2024	2023	2022
Total Recordable Incident Rate	0.99	0.54	0.48
Proactive Safety Actions	13,805	17,304	18,098

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 community 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 environmental, health, and safety (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 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 US 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.

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.

Health and safety committees provide a structured process for employees to raise safety concerns, propose improvements, and provide input on proposed changes. Health and safety committees are comprised of workers, managers, and safety professionals and are operated in accordance with local regulations.

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.

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.**



Operational Sustainability

Albany International is committed to responsible stewardship of the environment, which includes full compliance with environmental regulation everywhere we operate.

And we are committed to going beyond regulatory requirements, implementing responsible and intentional strategies to continually minimize our environmental impact.

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.

ENERGY AND GREENHOUSE GAS (GHG) EMISSIONS

In 2023 we signed a commitment letter with the Science Based Targets Initiative (SBTi) that commits us to establishing near-term science-based targets aligned with the Paris Agreement’s ambition of limiting global temperature rise to 1.5°C.

The SBTi's goal is to accelerate companies across the world to support the global economy to halve emissions before 2030 and achieve net-zero before 2050.

In 2024 we committed to the following goals and are now working with SBTi for approval:

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

In service of our emissions reduction goal, we are pleased to announce that we are participating in a US Virtual Power Purchase Agreement (VPPA). 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.

The VPPA will reduce our Scope 2 emissions by approximately 25%, giving us 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.

We look forward to sharing further updates on the specifics of our VPPA project in due course.

In 2024 we also completed our first Scope 3 calculation for years 2022–2024. 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 2024 response to CDP and [TCFD Report](#).

Energy Dimension	2024	2023	2022
Total Energy Consumed (GJ)	1,322,514	1,021,422	811,306
Energy Intensity (GJ/\$Net Sales \$000s)	1.07	0.89	0.78

Metric (mt CO ₂ e)	2024	2023	2022
Scope 1	31,085	22,371	20,502
Scope 2	55,588	53,607	46,695
Scope 3	730,702	827,218	704,387
Scope 1 - 3 Intensity (mt CO ₂ e/Net Sales \$000s)	0.66	0.79	0.74

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. Albany International may revise reported GHG emissions where additional data becomes available.

WASTE AND RECYCLING

We are committed to reducing waste, both from our own operations as well as our customers', and 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. For example, at one of our facilities we have achieved zero waste to landfill since 2022, primarily through recycling and converting waste to energy sources.

In 2024, we started our "Kick the Can Initiative" at our corporate headquarters, borrowing best practice from our site operations and implementing separate waste streams to minimize the amount of landfill waste we produce by strengthening our recycling and composting efforts. This initiative involved replacing individual trash cans with centralized receptacles for trash, recycling, and compost placed in common areas, which are collected by specialized waste contractors. We also provided water bottles and mugs to cut down on use of single use items, and moved to compostable single use items where single use was still required. Going into 2025 and beyond we hope to extend this initiative to our other sites and locations as we continue to work towards achieving our goal of zero waste to landfill by 2030 (Americas and Europe).

In our AEC business, Albany works 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.

In 2024 we also introduced closed-loop recycling, where we are able to convert our internal scrap into reusable material at one of our MC sites. This reduces landfill and environmental footprint due to reuse. Further initiatives to improve recycling and reuse in our value chain are under investigation.

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

- Reducing loom widths to reduce raw material waste.
- Pilot study on shipping material (e.g., boxes, pipes) reuse.
- New routines in key process areas to reduce waste by up to 45%.
- Production waste disposal service with 100% waste to energy.



INNOVATION AND PARTNERSHIPS

We have partnered with the University of Strathclyde in Scotland through the Sustainable Composites program of the Lightweight Manufacturing Centre (LMC) for a project developing Stable Yarns from recycled materials. The LMC is at the forefront of research into processing both end of life composites and in-process composite waste conversion into economically and mechanically viable second life materials. One of the key capabilities that the LMC has acquired is yarn spinning, and this capability will be directly applied to AEC’s research.

Our MC business also works in partnership with third-parties on key environmental projects including chemical recycling of regenerated fibers, developing innovative fiber blends, yarn spinning techniques, and mechanical textile recycling.

WATER

We assess and monitor risks associated with water scarcity. We also track our water usage and have been implementing 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.

In 2023, we updated our Business Ethics Policy to specifically address biodiversity in recognition of its increasing importance. 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, four of our facilities are also ISO 14001:2015 certified.



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.

Accordingly, 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. In 2023, we issued a standalone [Human Rights Policy](#) to further affirm our commitment to human rights throughout our value chain.

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.

In 2024, we continued 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.

In 2024 we initiated a partnership with a specialist materials compliance platform and began a comprehensive supplier engagement campaign. Into 2025 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 AEC products must be ISO 9001 Quality Management Systems or AS/EN 9100D certified.

Suppliers providing products and services to US 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:

- Implemented 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

We are proud to employ approximately 5,400 people across North America, South America, Europe, and Asia. Our team’s talent and creativity are our biggest strengths, and we are deeply committed to fostering a workplace culture that values respect, engagement, and well-being.

We believe that by fostering a culture of collaboration, creativity and continuous improvement, we empower our people to drive change and make meaningful impact in industries that shape the world.

Our People strategy is designed to directly support our business goals; as such we focus on our employees’ physical, mental, and social health, offer career development opportunities, and provide competitive pay and benefits.

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.

Since the implementation of our internship program, we have been able to convert or return 80% of our interns.

TALENT RETENTION AND PROGRESSION

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 2024, these programs resulted in significant promotion opportunities for the participants:

■	Leading from the Front Program	73% promoted
■	Advanced Leadership Program	40% promoted
■	Albany Leadership Excellence Program	33% promoted

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 regularly participate in safety, ethics, and compliance training. We are committed to elevating the employee experience, which includes consistent learning and development to support our employees as they enhance their knowledge, realize their full potential and reach their career aspirations. We have defined curricula by disciplines and functions. We also 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.

Albany International Values

In 2024, we launched an updated set of values focused on actions our employees can take to set the foundation for our future growth and success. The Albany International Values are as follows:

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

Count on each other (Trust & Respect)

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

Own your actions (Accountability)

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

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)

Share your enthusiasm (Passion)

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

We live these values every day at Albany International.

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

One way we encourage employees across the organization to champion an inclusive environment is through the establishment of Employee Resource Groups (ERGs).

Our Empowering Women Leadership Network has been a success story since its inception in 2022. Participants build leadership identity, voice, presence and confidence to lead adaptively and strategically through a program consisting of training, networking, and exposure to senior colleagues. This network provides women leaders and allies the opportunity to build a community through connections, relationships, and partnerships.

Building on this success we have two active veterans and allies ERGs at our locations in Boerne, Texas and Salt Lake City, Utah.

ERG initiatives are supported and promoted by our Board of Directors and our Senior Leadership Team.

In 2025 and beyond, we plan to launch additional ERGs, based on additional areas of interest from our global employee base.



"We know from the research and our own experience that engaging different backgrounds and perspectives only makes us better. But it's not automatic, we must check our biases, be willing to be vulnerable, and be willing to include this diversity of skills, background, experience and thought into our decisions and resulting actions. By getting better at this we create a sense of belonging for everyone and create an environment where everyone can thrive."

Suzanne Purdum,
CHIEF HUMAN RESOURCES OFFICER

**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.



Workforce metrics

OVERALL WORKFORCE

WOMEN

27%

US MINORITY*

33%

ALBANY INTERNATIONAL LEADERS**

WOMEN

19%

US MINORITY*

16%

NEW HIRES 2024

WOMEN

31%

US MINORITY*

46%

* US Only, Albany International uses the EEO definition of minority.
** Leaders is defined as all Management positions and positions with direct reports.

WORKFORCE DEMOGRAPHICS	2024	2023	2022
Overall Workforce Women %	27	27	26
US Minority %	33	30	26
Women Leaders %	19	17	16
US Minority Leaders %	16	15	16

HIRING	2024	2023	2022
Global Hires	888	849	976
% Women Hired (Global)	31	31	29
US Hires	686	573	653
% US Minorities Hired (US)	46	38	37

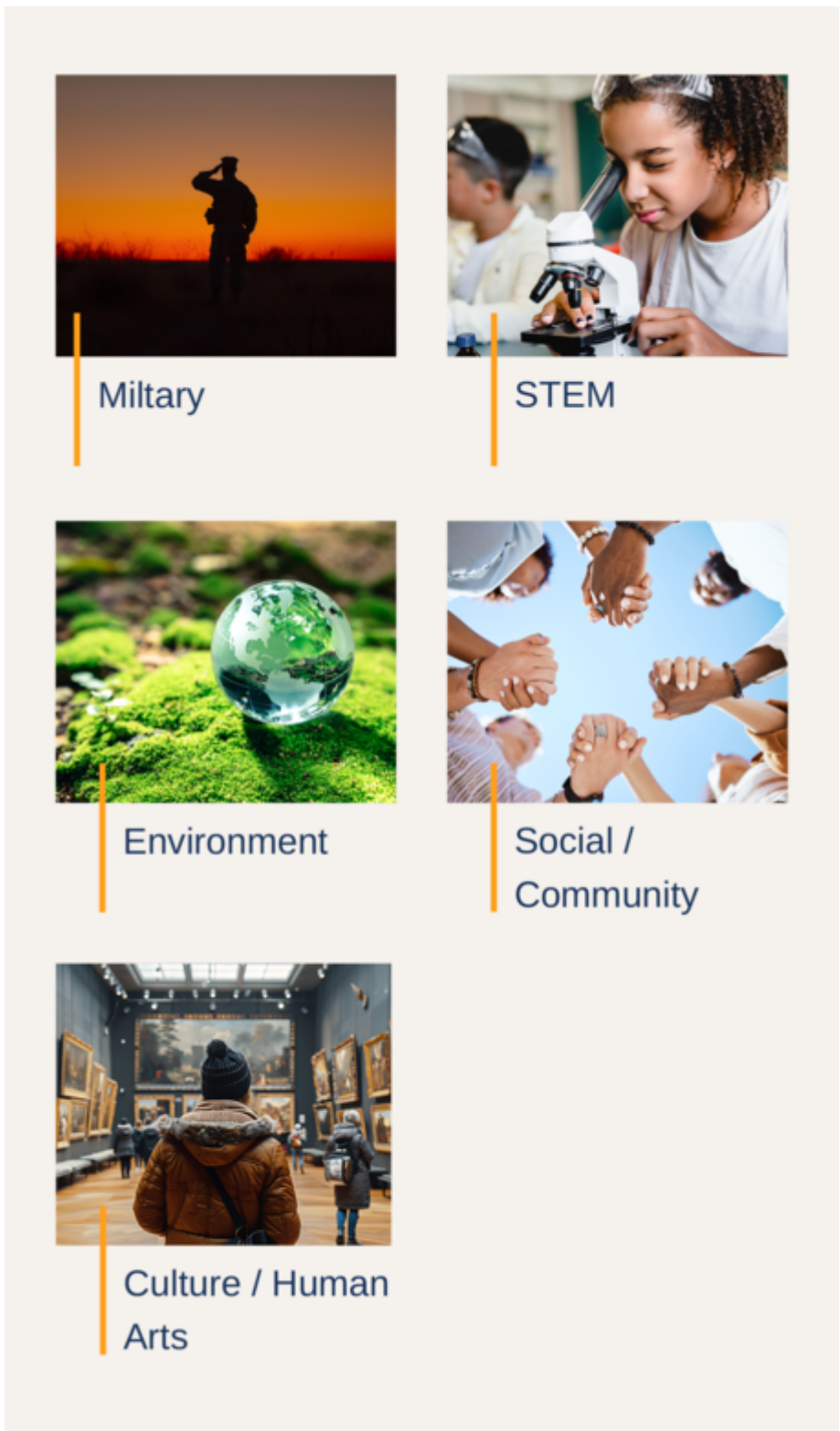


Community Outreach

While Albany International has a global footprint, we recognize that our local teams are in the best position to identify the most effective methods to strengthen their communities and, in turn, create an attractive and fulfilling environment in which they live and work.

In 2024 we launched our Albany Community Outreach Council to oversee Albany International's high level charitable giving and encourage decentralization of giving so that the greatest impact is where our employees live and work. This Council is responsible for funding charitable endeavors that are in addition to, not instead of, local charitable efforts. Having a Corporate level giving team allows us to fund donations using a consistent set of guidelines and a common process. Additionally, the Council works to boost volunteerism among Albany International employees.

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



EDUCATIONAL PROGRAMS

In June, our Querétaro facility received Industrial Engineering students in their last semester at the Technological Institute of Querétaro (Instituto Tecnológico de Querétaro). During the visit, the students had the opportunity to walk the shop floor, learn our process, share their enthusiasm, and ask questions on various topics including flight safety. Engineers and managers from all areas took time to explain to the students what their roles are about and how impactful the team effort is on our products.



Our Salt Lake City facility continued participating in the Utah Aerospace Pathway program. This program is organized to bring together private industry, education, and government to provide high school students with

experience towards establishing a career in aerospace. Students are given the opportunity to meet with participating companies to decide if they would like to do an eight week externship with any of the companies. This year, 26 of the 120 participating students chose to work at Albany International. These externs all in their junior or senior year in the Davis, Granite and Tooele school districts completed their eight week extension at Albany International shadowing employees to observe what we do and learn the principles of manufacturing. The program concluded with a job interview and a ceremony at the Utah State capital.



Colleagues from Homer, NY participated in "How it's Made": Manufacturing and Development Expo at Tompkins Cortland Community College. The engagement allowed 250 high school students from

13 schools to learn about manufacturing and trades, gain a deeper understanding of some of the incredible opportunities in the region and get hands on with STEM concepts.



COMMUNITY SERVICE

To celebrate Earth Day 2024, a group of volunteers from Rochester, NH and members of their families volunteered at the Strawberry Banke grounds in Portsmouth, NH to help with the spring cleaning of the historic gardens and landscapes in preparation for the museum opening day.

Strawbery Banke is an outdoor history museum located in the South End historic district of Portsmouth, NH. It is the oldest neighborhood in New Hampshire to be settled by Europeans, and the earliest neighborhood remaining in the present day city of Portsmouth. Visitors to the museum can explore a 19th century sea captain's home, a Victorian mansion, a World War II era grocery store, and other buildings that have stood for generations.

In Querétaro, Mexico, employees held a paper donation drive for Damas Azules, an association with the social objective of offering oncological treatment to adult cancer patients with low economic resources or in a situation of vulnerability. Damas Azules also helps with prevention, diagnosis and treatment of cancer through programs encouraging citizens to take responsibility for their health through self care. They collect paper to exchange for financial resources to support treatments. Employees in Querétaro and family members joined the cause by donating recycled papers that are no longer useful from their homes and offices in support of this mission.



Employees at our facility in Cuautitlán, Mexico, launched a social campaign with an objective to collect and donate toys to be used during therapy sessions in a specialized center for autism treatment to provide

psychological assistance for children between the ages of 3 and 16 with autism.



At our Boerne, TX facility, the ERG for veterans who have become become sponsors of the VFW Post 688 continued to support the VFW with the River Road Park Monthly Cleanup. In April, several Boerne employees attended the Great Texas Airshow featuring the US Air force Thunderbirds in San Antonio. With the year's theme being Service in Action, the event showcased the F-35A Lightning 11 and the US Air Force Academy Wings of Blue Parachute Team, in addition to the Thunderbirds. The Boerne Veteran's ERG is also involved with different military organizations including participating in a reception event to support our leaders of tomorrow in San Antonio, TX for Texas A&M cadets.

Employees at our Indaial, Brazil site conducted a social campaign to collect donations including food, personal hygiene items, water, and other items to alleviate the suffering of flood victims. Between April and May 2024, over 420 mm (16.5 inches) of rain fell in Brazil's southernmost state of Rio Grande do Sul, leading to more than 90% of the state being affected by flooding.

Albany International's site in Indaial, Brazil is located just a few hours north in the state of Santa Catarina. These generous contributions came from our employees at Indaial and Albany International, reflecting our collective commitment to making a positive impact in the lives of those affected.

In 2024, Albany International held an extensive and impactful Breast Cancer Awareness campaign throughout our global locations to educate, support, and provide valuable resources to contribute to the fight against breast cancer and support those affected by it.



At our Salt Lake City, UT facility, employees donated \$6,100, which, along with a \$6,000 match from Albany International, was sent to support the National Breast Cancer Foundation. In addition, the Salt Lake City facility was lit with pink lights for the month of October, which is Breast Cancer Awareness Month.



AEC employees formed a team and participated in Run Ranger Run, an annual event raising awareness and funds to support US Army Rangers and Veterans as they transition from military service back into civilian life. The team raised over \$5,600 through pledges and a donation from Albany International which will go towards providing job placement assistance, financial planning, counselling, and other vital resources for US Army Rangers and Veterans as they transition from the Army.



ECONOMIC SOCIAL ASSISTANCE

Our local facilities around the world participate in many and varied community outreach efforts to support people in need. Some examples from 2024 include:

Corporate employees in Albany, NY and Rochester, NH made February a "Month of Giving" by collecting food items to give to local charitable organizations. Both groups put together a collection of food items based on a daily calendar. In Albany, donations went to the food pantries for the Capital District, which is a coalition of 67 food pantries in Albany, Rensselaer, Saratoga, and Schenectady counties. The food bank located in Albany makes large quantities of low and no cost food available to food pantries and other organizations in 23 counties throughout New York State.

"At Albany International, wellness is very important to us as a company, we know that helping helping others can also benefit our own mental health and well-being, so we worked together for the month of February on our Month of Giving."

Sue Eldridge
PAYROLL MANAGER

In Rochester, the donations went to the Emmanuel Church Food Pantry, which is open to people from Rochester and the surrounding communities who need food items. The organization also runs community supper events.



Also, AEC employees in Rochester, NH gathered donations for the Pope Memorial Humane Society for the benefit of the homeless animals there.



In another event, the Boerne, TX chapter of the Albany Women's Network held a drive to raise donations for a local women's charity. The company was able to raise

\$1,000 in donations for the Kendall County Women's shelter in addition to supplies that were donated by employees in Boerne.

Employees from our AEC Querétaro facility donated paint, accessories, and volunteered their labor to paint and improve the facility at the Sebastian Lerdo de Tejada daycare center. The daycare located in the remote area of Nogales, Colon, serves 50 children daily, and often lacks sufficient resources.



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. In that regard, our corporate governance practices are dynamic and reflect the Board of Directors’ continuous review of emerging best practices and their impact and effectiveness.

INDEPENDENT OVERSIGHT	ACCOUNTABILITY
• 8 of 9 nominated 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	• 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
	95% attendance at Board meetings, 88% attendance at Committee meetings in 2024

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:

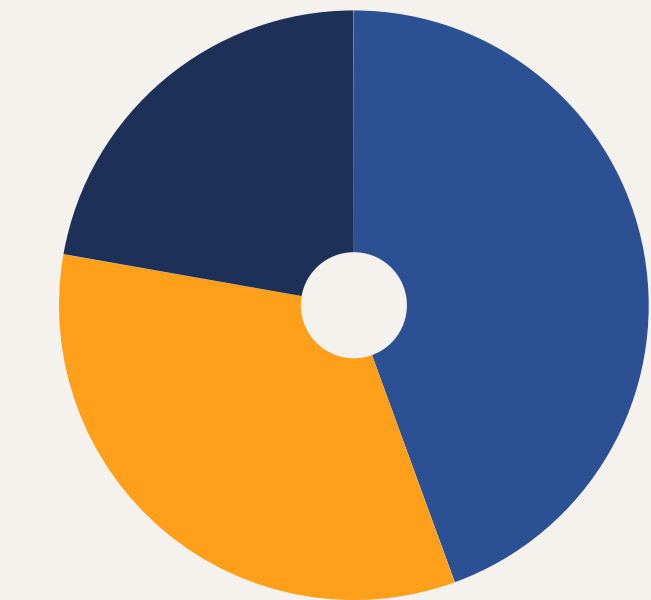
- Collecting and managing sustainability and climate-related data for company operations and products.
- Setting climate-related corporate targets.
- Advising on setting and/or managing major capital and/or operational expenditures related to low-carbon products or services (including R&D).
- Assessing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

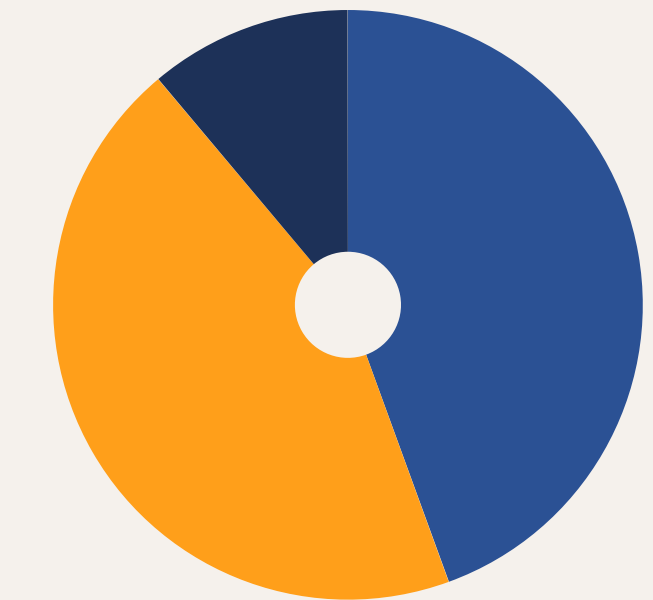
5.0 Years average tenure



- < 5 years
- 5-10 years
- > 10 years

Age

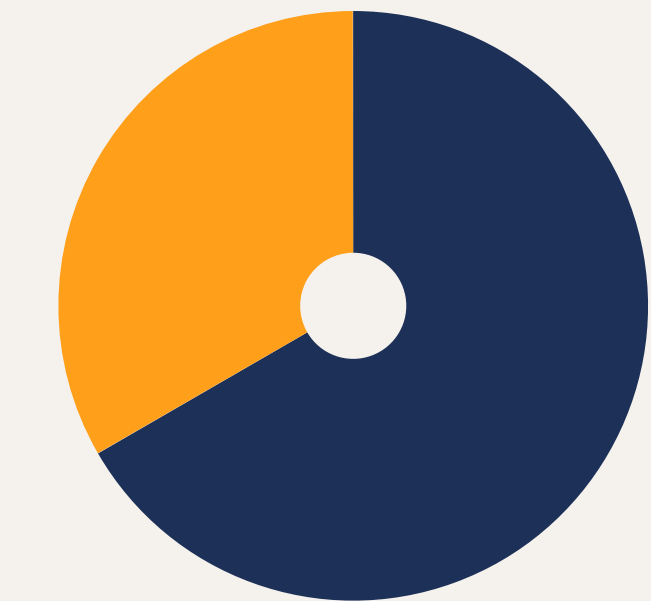
62.3 Average age



- < 60
- 60-70
- > 70

Gender

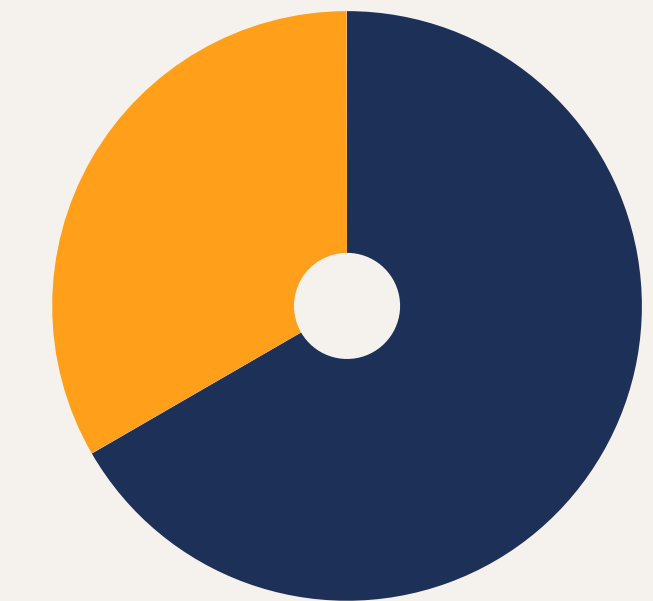
33.3% Female



- Female
- Male

Ethnic and National Diversity

33%



- US minority* and/or non-US origin

*Albany International uses the EEO definition of minority

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, and 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.



Please see our [2023 TCFD Report](#) for further discussion on climate-related risks and opportunities. For more information on corporate governance please see [Governance Documents and Charters](#).

Business Ethics

At Albany International, we embrace uncompromising honesty. We are unwavering in our commitment to following 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 2024, our CEO again reaffirmed our commitment to the ten principles of the United Nations Global Compact with our annual Communication on Progress.

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 parties complete annual training and are tested on the contents of the Policy. Further, each year we conduct both a fraud risk assessment and compliance 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.



Data Security and Data Privacy

Our business relationships are built on our stakeholders’ confidence in our data security and privacy policies. We take very seriously the task of protecting the personal and confidential information of our customers, employees, vendors, partners, and others, so that all of our stakeholders feel safe to do business with us.

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

Albany International views cybersecurity risk management as a cornerstone of our Enterprise Risk Management (ERM) strategy, described above, and we are committed to protecting our digital assets and sustaining investor confidence. Cybersecurity risks we face include data breaches, operational disruptions, reputational harm, and regulatory fines. These risks are identified, assessed and managed 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, 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 management 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 Defense Cybersecurity Maturity Model Certification. 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 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 provides impartial perspective and insight into our cybersecurity posture. Consultants are leveraged 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 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.



SASB Index

ACTIVITY METRICS

METRIC	2024	2023	2022
Number of units produced by product category RT-IG -000.A RT-AE-000.A	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 (\$)	1,230,615	1,147,909	1,034,887
Machine Clothing Net Sales (\$)	749,907	670,768	609,461
Albany Engineered Composites Net Sales (\$)	480,708	477,141	425,426
NUMBER OF EMPLOYEES	5,417	5,595	4,150
MC business AEC business Corporate RT-IG 000.B RT-AE-000.B	3,377 1,919 121	3,625 1,850 120	2,341 1,692 117

ACCOUNTING METRICS

Industrial Machinery & Goods

TOPIC	METRIC	2024	2023	2022
ENERGY MANAGEMENT	(1) Total Energy Consumed (GJ) (2) Percentage grid electricity (3) Percentage renewable RT-IG-130a.1	1,322,514 47.49% 4.33%	1,021,422 53.58% 6.60%	811,306 55.44% 8.87%
	(1) Total Recordable Incident Rate (TRIR) (2) Fatality rate RT-IG-320a.1	0.99 0.00	0.54 0.00	0.48 0.02
FUEL ECONOMY & EMISSIONS IN USE- PHASE	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles RT-IG-410a.1	As a company that manufactures engineered components, these metrics are not applicable to our products.		
	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	2024	2023	2022
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	2024	2023	2022
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	2024	2023	2022
PRODUCT SAFETY	Number of recalls issued, total units recalled RT-AE-250a.1	This metric is not relevant for our MC business. Within AEC, 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 RT-AE-250a.2	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 RT-AE-250a.3	Not Applicable. As a supplier, our AEC 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 RT-AE-250a.4	0	0	0
FUEL ECONOMY & EMISSIONS IN USE-PHASE	Revenue from alternative energy-related products RT-AE-410a.1	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 RT-AE-410a.2	Please see Our Product Sustainability section .		

TOPIC	METRIC	2024	2023	2022
MATERIALS SOURCING	Description of the management of risks associated with the use of critical materials RT-AE-440a.1	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 RT-AE-510a.1	0	0	0
	Discussion of processes to manage business ethics risks throughout the value chain RT-AE-510a.3	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.

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