

**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION**  
Washington, D.C. 20549

**FORM 8-K**

**CURRENT REPORT**  
Pursuant to Section 13 OR 15(d) of the Securities Exchange Act of 1934

Date of Report: May 25, 2022  
(Date of earliest event reported)

**ALBANY INTERNATIONAL CORP.**

(Exact name of registrant as specified in its charter)

<b>Delaware</b> (State or other jurisdiction of incorporation)	<b>1-10026</b> (Commission File Number)	<b>14-0462060</b> (I.R.S Employer Identification No.)
<b>216 Airport Drive Rochester, New Hampshire</b> (Address of principal executive offices)		<b>03867</b> (Zip Code)
Registrant's telephone number, including area code	603-330-5850	
None (Former name or former address, if changed since last report.)		

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Class A Common Stock, \$0.001 par value per share	AIN	The New York Stock Exchange (NYSE)
Class B Common Stock, \$0.001 par value per share	AIN	The New York Stock Exchange (NYSE)

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act 1933 (230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (240.12b-2 of this chapter).

- Emerging growth company
- If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act

**Item 7.01 - Regulation FD Disclosure**

On May 25, 2022, Albany International Corp. (the "Company") will be hosting an investor-analyst day at the Langham Hotel, in Boston, Massachusetts beginning at 9:00 am Eastern time. The Company is furnishing as Exhibit 99.1 to this Current Report on Form 8-K the presentation materials to be provided to and discussed with attendees at the investor-analyst day. Interested persons will be able to access the webcast of the investor-analyst day and the presentation to be discussed by the Company's executive management team at [www.albint.com](http://www.albint.com) live and in replay through August 28, 2022.

The information in this Current Report on Form 8-K (including the presentation materials attached as Exhibit 99.1 hereto, the webcast and the replay thereof) is being furnished pursuant to Item 7.01 of Form 8-K and shall not be deemed to be "filed" for the purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the "Exchange Act"), or otherwise subject to the liabilities of that section, nor shall it be deemed to be incorporated by reference in any filing under the Securities Act of 1933, as amended, or the Exchange Act. This current report on Form 8-K will not be deemed an admission as to the materiality of any information contained herein (including the presentation materials attached as Exhibit 99.1 hereto, the webcast and the replay thereof).

**Item 9.01 Financial Statements and Exhibits.**

(d) Exhibits. The following exhibit is being furnished herewith:

99.1 Informational slides provided by Albany International Corp., dated May 25, 2022, relating to investor-analyst day.

**Signature**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

**ALBANY INTERNATIONAL CORP.**

By: /s/ Stephen M. Nolan

Name: Stephen M. Nolan

Title: Chief Financial Officer and Treasurer  
(Principal Financial Officer)

Date: May 25, 2022

**EXHIBIT INDEX**

<b><u>Exhibit No.</u></b>	<b><u>Description</u></b>
99.1	<a href="#">Informational slides provided by Albany International Corp., dated May 25, 2022, relating to investor-analyst day.</a>
104	Inline XBRL cover page.



**ALBANY**  
*INTERNATIONAL*

Investor Day  
May 25, 2022

# TODAY'S AGENDA

**ALBANY**  
INTERNATIONAL

1 Strategy for Continued Growth  
Bill Higgins, CEO

2 Machine Clothing  
Daniel Haltermeyer, President

3 Albany Engineered Composites  
Greg Harwell, President

4 Financial Overview  
Stephen Nolan, CFO

5 Closing Remarks and Q&A  
Leadership Team

## SAFE HARBOR

This presentation contains certain items, such as earnings before interest, taxes, depreciation and amortization (EBITDA), Adjusted EBITDA, Adjusted EBITDA Margins, Free Cash Flow and net debt, as well certain income and expense items on a per share basis, that could be considered 'non-GAAP' financial measures under SEC rules. We think such items provide useful information to investors regarding the Company's operational performance.

This presentation also may contain statements, estimates, or projections that constitute "forward-looking statements" as defined under U.S. federal securities laws. Forward-looking statements are subject to certain risks and uncertainties that could cause actual results to differ materially from the Company's historical experience and our present expectations or projections as expressed or implied by the forward-looking statements in this presentation.

Although we believe that the expectations reflected in the forward-looking statements are reasonable, we cannot guarantee future events, results, actions, levels of activity, performance or achievements. A number of important factors could cause actual results to differ materially from those indicated by the forward-looking statements. Viewers are cautioned not to place undue reliance on these forward-looking statements. Forward-looking statements speak only as of the date they are made, and we undertake no obligation to update them publicly in light of new information or future events.

Certain additional disclosures regarding our use of 'non-GAAP' items (including reconciliations to GAAP measures) and forward-looking statements are set forth in our SEC filings, including our most recent annual and quarterly reports. Please refer item 7 in the Annual Report on Form 10K for the concise reconciliation of our non-GAAP measures. Our use of such items in this presentation is subject to those additional disclosures, which we urge you to read.



# Strategy for Continued Growth

**Bill Higgins**  
President & Chief Executive Officer

**ALBANY**  
INTERNATIONAL

## KEY TAKEAWAYS

- 1 Technology Experts Serving Vital Industries
- 2 Solid Execution sets the Foundation for Growth
- 3 Secular Trends Support Long-term Growth
- 4 Strategy For Layered Growth



# WHO IS ALBANY INTERNATIONAL?

Founded in  
**1895**

Market Cap  
**\$2.5Bn**

Global operations  
across  
**11**  
countries



**\$929M**  
2021 Revenue

**\$48M**  
Net Debt

**4000+**  
Employees globally

**10%**  
5 Yr CAGR  
of Adj. EBITDA

**\$251M**  
2021 Adj.  
EBITDA

**20**  
Years of consecutive  
dividend payouts



# TECHNOLOGY EXPERTS SERVING VITAL INDUSTRIES



## MACHINE CLOTHING

Engineered product solutions for the Pulp & Paper and other process industries

- Consumable, continuous replenishment
- Proprietary
- Tailored, customized products
- Harsh environments
- Mission-critical: essential to reliable machine operation
- Key element that defines product attributes & quality



## ENGINEERED COMPOSITES

Engineered product solutions for the Aerospace and Defense industries

- Proprietary solutions
- Broad range of product offerings and production processes
- Engineering capability
- Mission-critical solutions for harsh environments
- Lightweight
- Support all platform types: fixed-wing, rotorcraft unmanned aircraft, and missiles

# SOLUTIONS POWERING GLOBAL TRAVEL

Our composite solutions not only make aircraft lighter, improving fuel efficiency ...

... But make the engines themselves more efficient, by reducing rotating weight



**3D-woven composite blades**

- Lighter
- Stiffer
- More damage tolerant
- Certified for life of the engine



# GLOBAL OPERATIONAL SUCCESSES DELIVERING POWERFUL RESULTS



ALBANY  
INTERNATIONAL'S  
HIGHLY  
ATTRACTIVE  
INVESTMENT  
OPPORTUNITY

---

Leader in PMC with  
proprietary solutions  
delivering predictable  
and strong FCF  
stability

Long history  
of strong balance  
sheet, solid  
execution, and  
prudent capital  
management

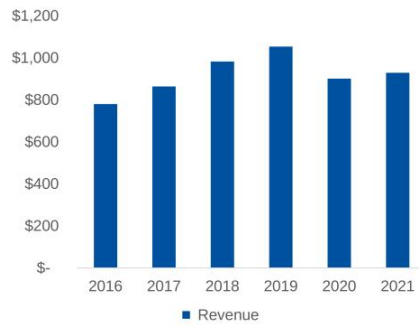
Differentiated  
composites  
business with  
ample opportunity  
to grow both near  
and long-term

**ALBANY**  
*INTERNATIONAL*

# DELIVERING SOLID FINANCIAL PERFORMANCE

## REVENUE

(millions)



## ADJ EBITDA AND MARGIN

(millions)



# WELL-POSITIONED TO TAKE ADVANTAGE OF GLOBAL PAPER DEMAND GROWTH

## E-Commerce



One component driving secular growth in paper packaging demand

## Growing Global Middle Class



Per-capita consumption growth in the developing world for all grades

## Non-Cyclical Tissue Business



Tissue demand is resilient in economic downturns

## Sustainability & Environmental Drivers



Renewable paper products are an environmentally responsible choice versus plastic

# AEROSPACE SEGMENT POISED TO OUTGROW GLOBAL RECOVERY

## Commercial Aviation Recovery



Increasing production rates for 737MAX, A320Neo



Expect 787 & GE9X production to increase as recovery in international travel emerges

## Defense Priorities



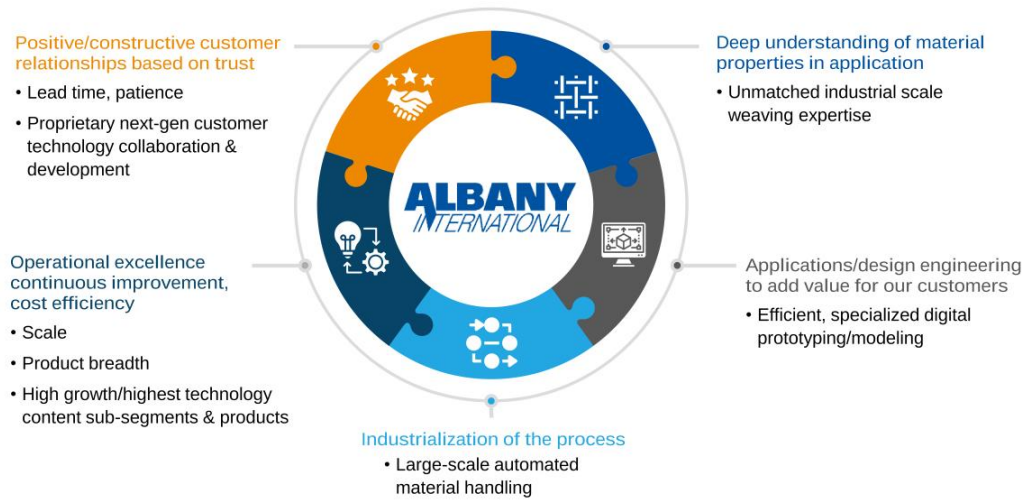
Albany's defense programs align with DoD priorities, have growing production rates

## Emerging Opportunities



Bizjet growth & emerging sustainable technologies

# STRATEGY FOR CONTINUED VALUE CREATION

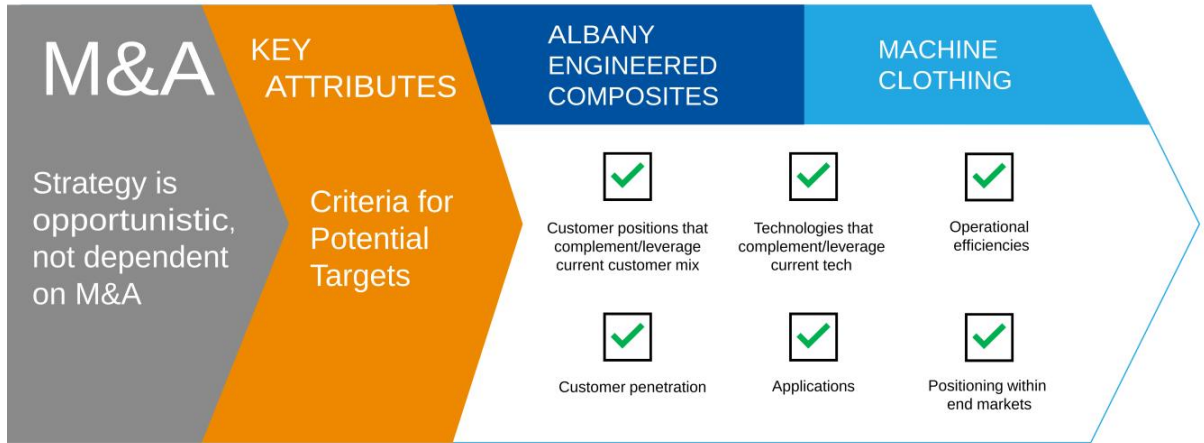




# WELL DEFINED CAPITAL PRIORITIES THAT DRIVE STRONG ORGANIC GROWTH

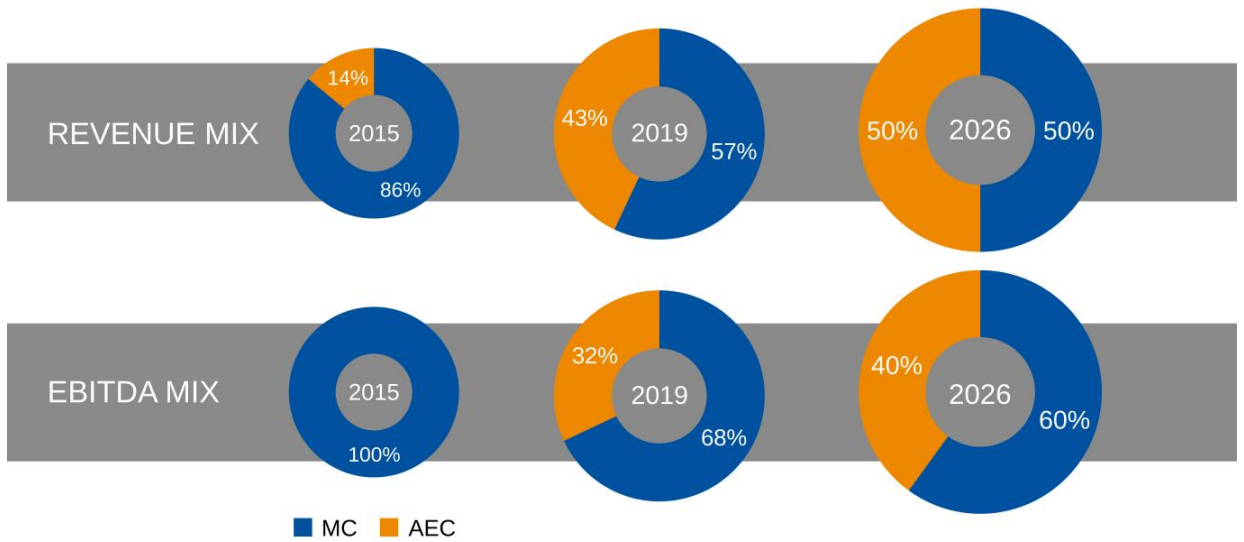


# DISCIPLINED ACQUISITION STRATEGY



# LONGER TERM EVOLUTION OF FINANCIAL PERFORMANCE

Contribution by Business Segment



## EXPERIENCED AND DISCIPLINED MANAGEMENT TEAM



Bill Higgins  
PRESIDENT &  
CHIEF EXECUTIVE OFFICER



Daniel Halftermeyer  
PRESIDENT  
MACHINE CLOTHING



Greg Harwell  
PRESIDENT ALBANY  
ENGINEERED COMPOSITES



Stephen Nolan  
CHIEF FINANCIAL  
OFFICER & TREASURER

# Strong Cash Generation in Machine Clothing

Daniel Halftermeyer  
President – Machine Clothing

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## KEY TAKEAWAYS

1 Complex Systems and Robust Technology Differentiators

2 Global Trends are Opening Up Future Opportunities

3 Predictable, Strong, Sustainable Growth and Cash Flow



# WHAT IS MACHINE CLOTHING TECHNOLOGY?

FORMING
PRESSING
PROCESS BELTS
DRYING



- Produce **consumable belts** that enable production of every paper product in your life
- **Essential** to paper machine operation
- Operate continuously in a **harsh environment**

CONSUMABLE PRODUCTS	# POSITIONS	AVERAGE LIFE		HARSH ENVIRONMENT
Forming	2	45-60 Days	~20 to ~45 belts PER MACHINE PER YEAR	High Speed
Pressing	4	40-60 Days		High Pressures
Drying	8	6-18 Months		High Heat
Process Belts	2	8-16 Months		High Humidity

## PROVIDING HIGHLY-TAILORED AND TECHNICALLY DEMANDING SOLUTIONS



Machine Clothing belts help produce a broad swath of paper products, including toilet paper, paper towels, cardboard, newspaper, tissue, printing and writing paper, and others



Our belts are a key component defining the quality of each product



Each belt is tailored to exacting tolerances for each machine and each product produced on that machine

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## Custom Engineered Belts for Process Industries



### PRODUCT ATTRIBUTES

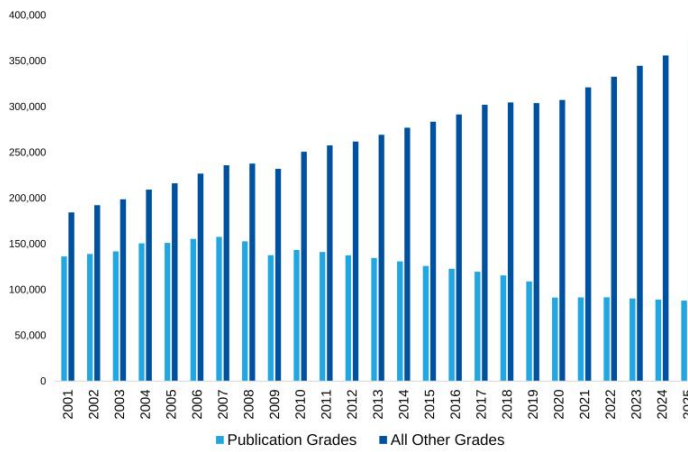
- Consumable
- High Value-Add
- Proprietary Product & Process Technology
- High Switching Costs



# GLOBAL PAPER PRODUCTION CONTINUES TO INCREASE

## Global Paper Production

Volume (Metric Tonnes x1000)



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Source: RISI

### SECULAR TRENDS ENHANCING DEMAND



E-Commerce



Sustainability and Environmental Drivers



Growing Global Middle Class



Non-Cyclical Tissue Business

# GLOBALLY POSITIONED TO SERVE TIER 1 CUSTOMERS

## 8,200+

Paper machines worldwide that are all unique and require customized solutions

Tier 1	Tier 2
2,500	5,700



Sources: Company Estimates, RISI



# STRATEGY FOR SUSTAINED GROWTH

A focus on Tier One Customers while serving targeted Tier Two Customers in the right grades to capture further business

## OPERATIONAL EXCELLENCE

- Eliminating non-value added activities
- Using cost effective techniques across all functions
- Maintaining our low-cost platform

## R&D INVESTMENT

- New technologies for key customers and growing grades

## TIER ONE ATTRIBUTES



Largest Machines



Most Sophisticated

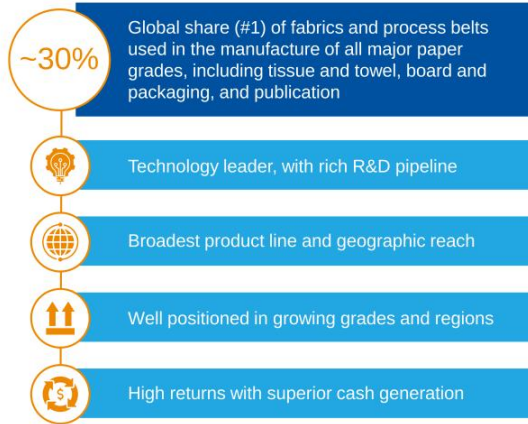


Most Cost Efficient



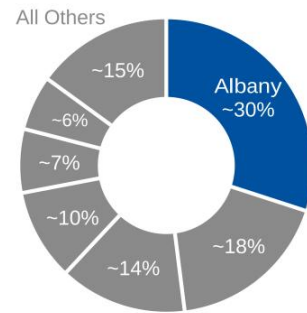
Most Technically Demanding

# CONSUMABLE PRODUCTS POWERED BY MACHINE CLOTHING TECHNOLOGY



## MARKET LEADER

GLOBAL PAPER MACHINE CLOTHING MARKET SHARE



# FOUNDATIONS OF SUCCESS

We continuously optimize Machine Clothing to maintain marketplace leadership

Constant optimization and LEAN principles to drive efficiency into the business

Our optimized, global footprint provides us access to key customers and markets

Build stronger customer relationships and partnerships

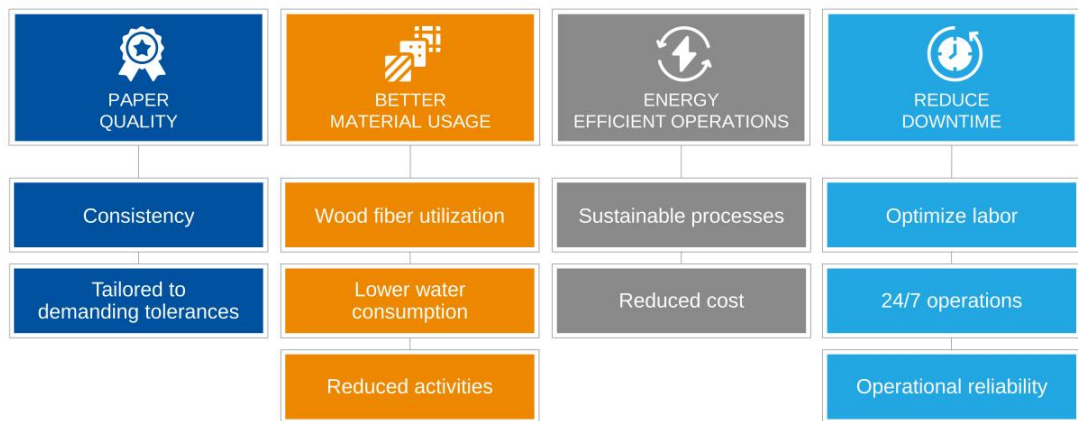
Leading products as a result of our R&D activities

Investment to modernize and automate our plants



Well-positioned to maintain and enhance our market-leading status

# VALUE TO CUSTOMERS = CONSISTENT QUALITY, GREATER EFFICIENCY, GREATER PROFITABILITY



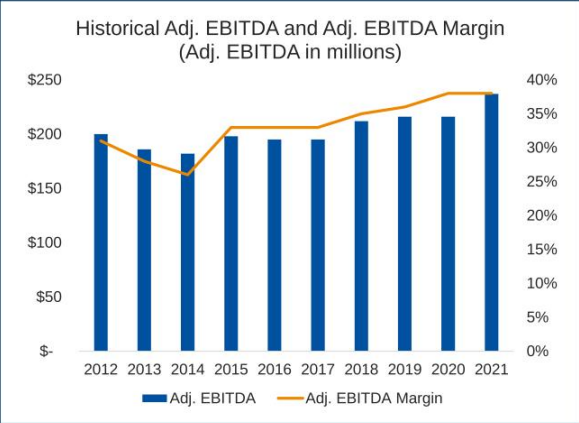
# RELIABLE, GROWING CASH FLOW GENERATION

Trendline growth in paper and paperboard production sets positive long-term GDP± demand trend

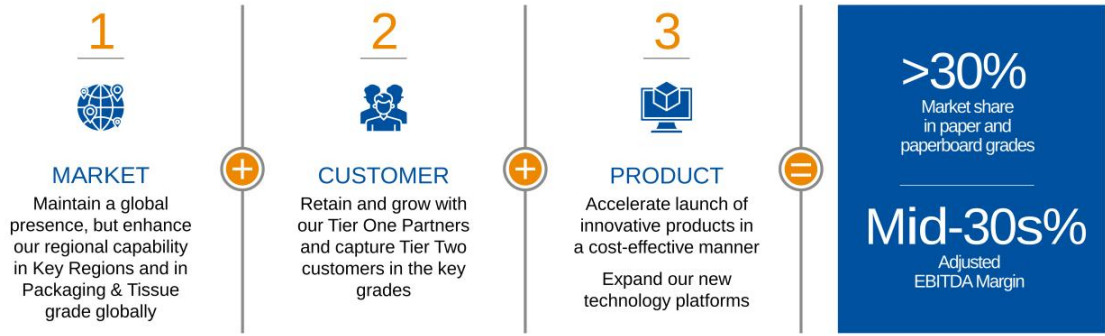
Continuing investments in R&D drive continued share gains in the growing tissue and packaging grades

## AS THE MARKET LEADER

Cash flow from the MC segment provides reliable capital to fund growth initiatives



# MAINTAINING OUR PROFITABLE, MARKET-LEADING POSITION







# Expanded Growth Opportunities for AEC

**Greg Harwell**  
President – Albany Engineered Composites

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## KEY TAKEAWAYS

- 1 An Established A&D Supplier
- 2 Winning New Customers and Major Platforms
- 3 Investing in R&D to Build Lasting Technology Platform
- 4 Strong Revenue Growth Expected



# BALANCED, ACCELERATED GROWTH

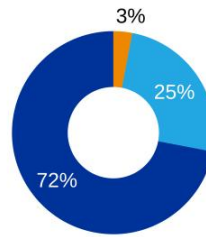
Specialized engineered composite solutions business with full range of capabilities

- Delivering on critical jet engine and airframe components, structure and assemblies
- >\$300M** Revenue Globally recognized Aero & Def player
- >20%** Adj. EBITDA margin
- A **balanced** mix



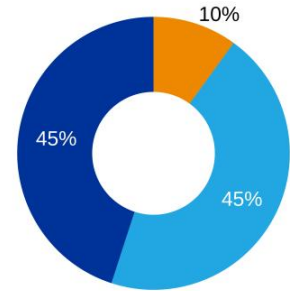
PRE-PANDEMIC

2019



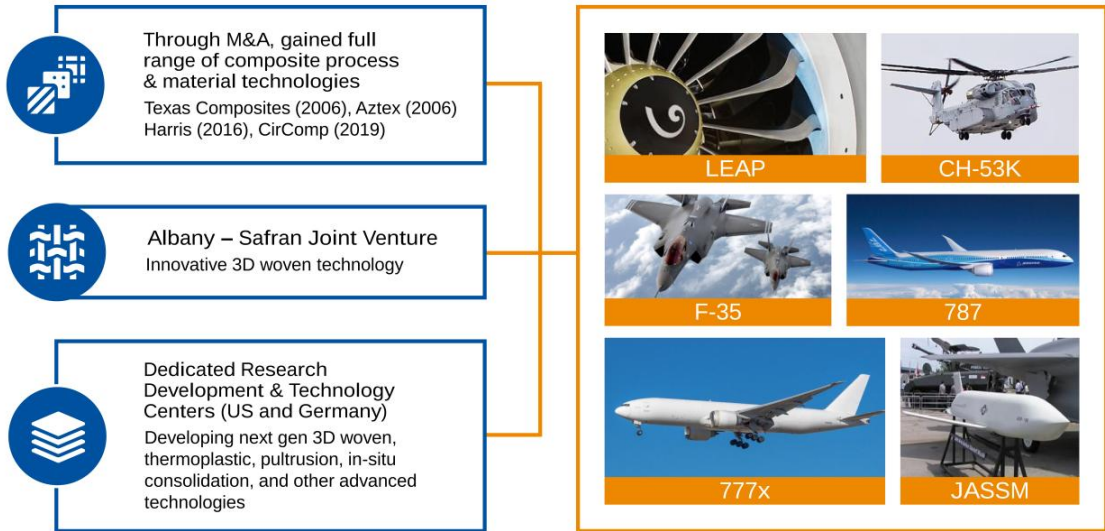
POST-PANDEMIC

2026 Target

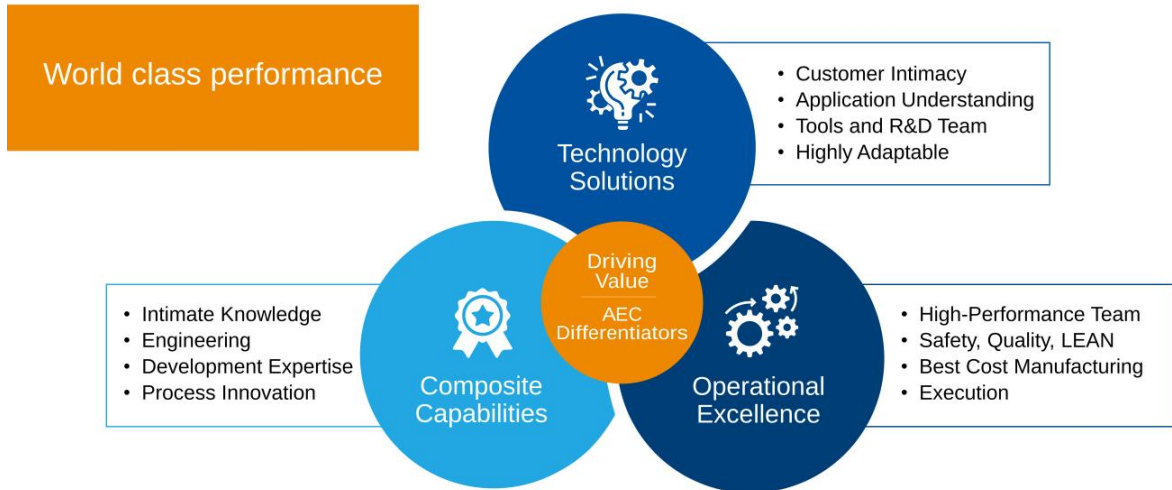


■ Comm Aero ■ Defense ■ Other

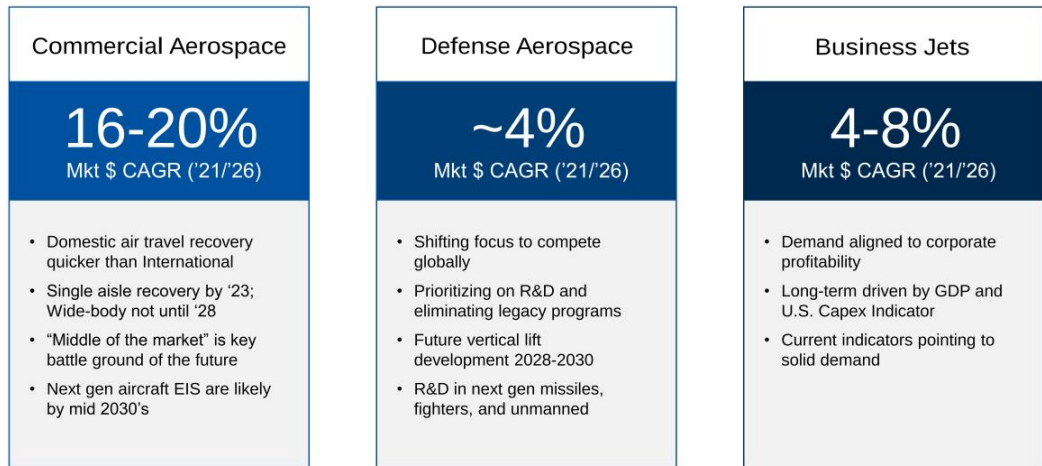
# SHARED TECHNOLOGY SOLUTIONS POWER AEC GROWTH



# VALUE PROPOSITION BASED ON KEY DIFFERENTIATORS



# RECOVERING MARKET DYNAMICS



# LAYERED GROWTH STRATEGY DRIVES 14+% TOP LINE CAGR

## BASE BUSINESS

Perform on Strong Portfolio of Defense Programs

Deliver on Ramping Commercial Narrow Body

Strong Potential in Commercial Wide Body

- ☑ ~8% 5yr revenue CAGR ('21/'26)
- ☑ LTA secured
- ☑ Market momentum alone returns near pre-pandemic revenue in next 5 years

## NEW BUSINESS

Operational Excellence Opening Doors with New Customers

Build New Technology Positions

- ☑ New business wins driving 6-8% above base growth over next 3-5 years
- ☑ Investing in the future

# STRONG DEFENSE

# PROGRAMS PORTFOLIO

## DEFENSE BUSINESS

(5yr Target, 45% of Segment Revenue)



- Top 3 programs comprise 80+% of defense revenue
- Defense revenues grow low-double digit rate thru '26
- Expanding statement of work



STEADY

FIXED WING

**F-35**  
(ALL VARIANTS)

'26 REVENUE TARGET  
~\$80M



RAMPING

ROTARY

**CH-53K**

'26 REVENUE TARGET  
~\$125M



MODERATE GROWTH

MISSILE

**JASSM**

'26 REVENUE TARGET  
~\$20M



# STRONG PORTFOLIO IN COMMERCIAL

## COMMERCIAL BUSINESS

(5yr Target, 45% of Segment Revenue)



- All LEAP engine variants; 3D Woven, conventional work
- Comm WB revenues grow >20% thru '26 (very low base)
- Full recovery to pre-pandemic level beyond '26

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### EARLY STAGES OF RECOVERY



LEAP

'26 REVENUE TARGET  
~\$200M



B787

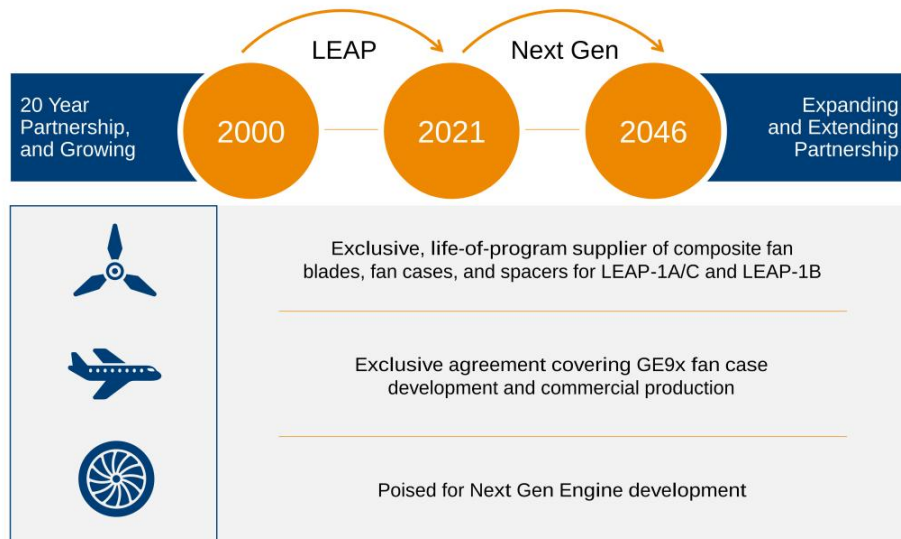
'26 REVENUE TARGET  
~\$40M



GE9x/GEnx

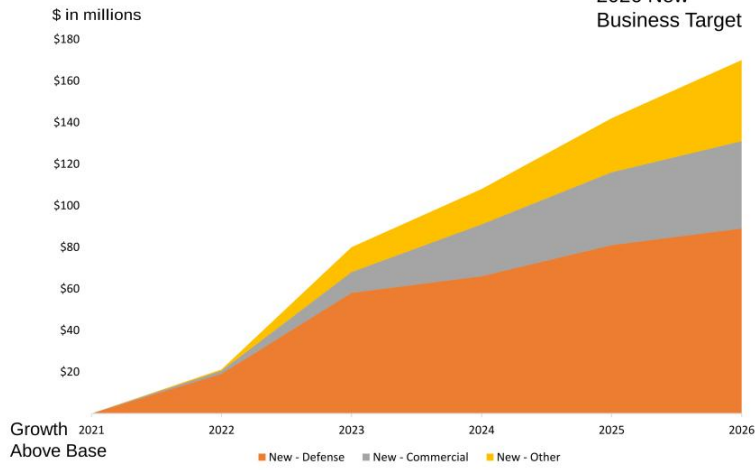
'26 REVENUE TARGET  
~\$15M

# SUCCESSFUL SAFRAN PARTNERSHIP TO CONTINUE



# SECURING NEW BUSINESS

## Significant 2021 Wins and Growing Pipeline of New Pursuits



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Expanding defense mix



Expanding advanced composite applications



Significant 2021 Wins

- Expand CH-53K statement of work; key platform partner
- Enter UCAV and UAV segments; new customers / programs

# INVESTING IN NEXT-GEN TECHNOLOGIES FOR FUTURE GROWTH

## Leaders in Driving Advanced Composite Innovation

### Moving 3D woven technology beyond LEAP

- Improving **competitiveness**
- Driving process and **automation**
- 50% weight savings and unique **differentiation**

### Investing in emerging technologies development

- **Collaborating** on next gen hypersonic development and investing in purpose-built facility and capabilities
- Early **customer engagement** on future aircraft and rotorcraft designs
- Exploring new applications driven by **sustainable technology solutions**

## Revenue Potential in next 5yrs

### Hypersonics



- Thermal protection systems development
- Technical collaboration with Tier 1
- Other OEM and USG engagements

## Revenue Potential beyond next 5yrs

### Engine Components



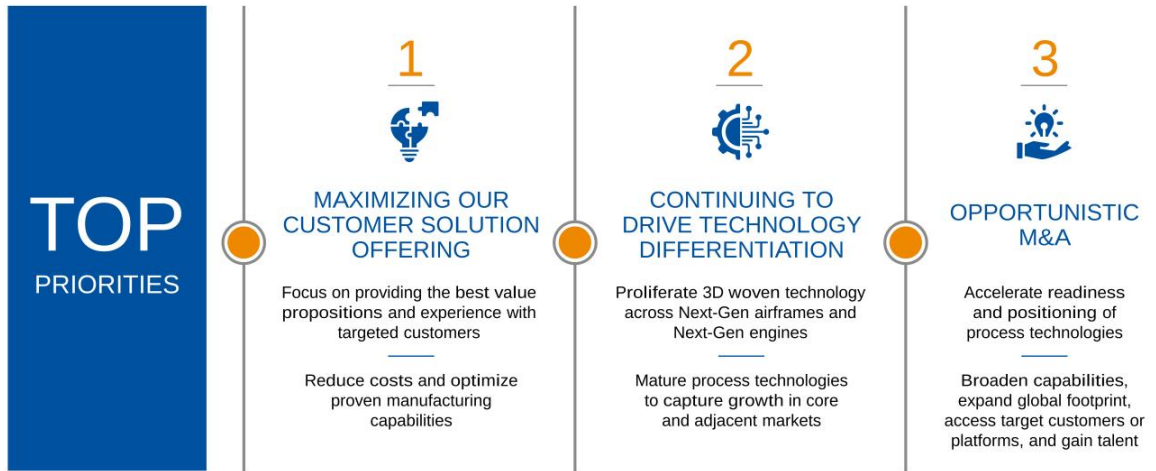
Safran partnership for next gen engine components



### Aerostructure

OEM and Tier 1 development activity for next gen narrow body airframes

# PRIORITIES BASED ON MAXIMIZING SHAREHOLDER VALUE



# ROBUST GROWTH POTENTIAL

STRONG LINE OF SIGHT  
TO **DOUBLING REVENUE**  
IN NEXT 5 YEARS

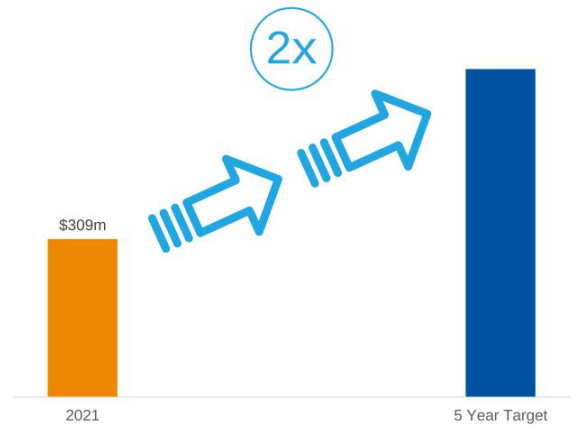
Commercial Aero  
MARKET RESURGENCE

Sustained support and growth of  
KEY DEFENSE PROGRAMS

Further program penetration with  
STRATEGIC CUSTOMERS

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## DOUBLING REVENUE IN 5 YEARS



# Operational Success Suggests Strong Financial Profile

**Stephen Nolan**  
Chief Financial Officer & Treasurer

**ALBANY**  
INTERNATIONAL



## KEY TAKEAWAYS

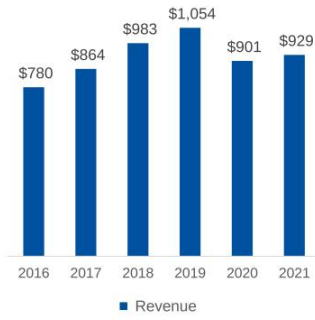
- 1 Strong Historical Performance
- 2 Prudent Capital Allocation Strategy
- 3 Disciplined M&A Strategy
- 4 Targets / Goals / Outlook





# 2021 FINANCIAL HIGHLIGHTS

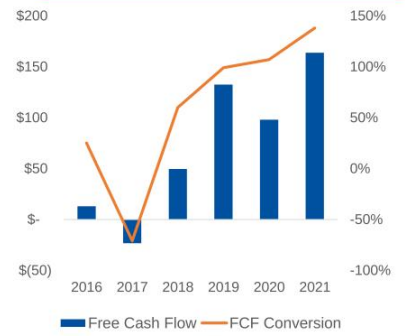
REVENUE (\$M)



ADJ. EBITDA & MARGINS

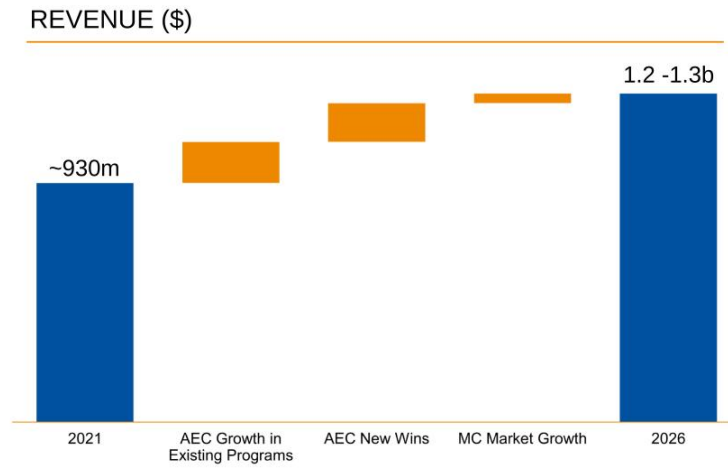


FCF (\$M) & CONVERSION\*



\*Conversion defined as: Free Cash Flow/Net Income

## STRONG REVENUE GROWTH



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## EBITDA Margin Impact

**MC**

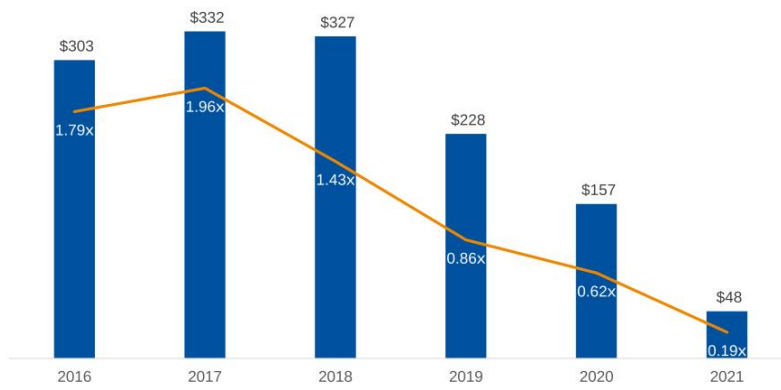
Stable, high  
30s target

**AEC**

Growing,  
low-mid 20s target

# HISTORICAL FOCUS ON NET DEBT AND LEVERAGE REDUCTION

NET DEBT\* (\$M) AND LEVERAGE



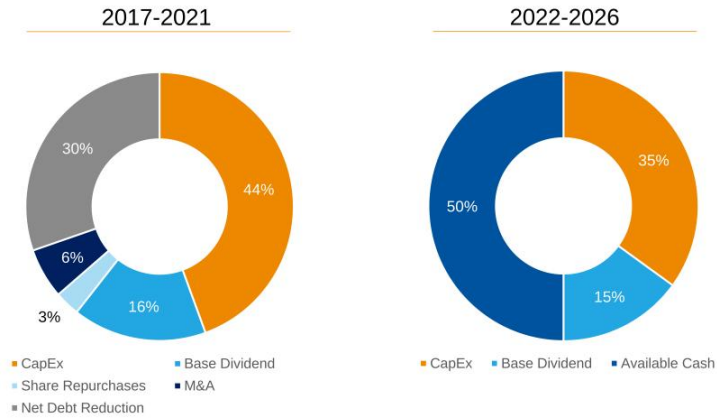
Net debt is defined as total principal debt outstanding less cash and cash equivalents  
Net leverage ratio is defined as net debt divided by Adj EBITDA for the twelve-trailing month period

# CAPITAL ALLOCATION FRAMEWORK



# CAPITAL ALLOCATION FRAMEWORK

Percentage of cash flow from operations



Available Cash uses include

Disciplined M&A

Cash to Shareholders

Share repurchase

Dividend growth

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## DISCIPLINED APPROACH TO M&A

Strategy is not dependent on acquisitions; we can successfully execute our organic growth strategy without executing any transactions

However, selective acquisitions can accelerate our organic growth strategies

Balance sheet discipline

Leverage targets

## FINANCIAL CHARACTERISTICS



IRR >> Cost of Capital



Maintain long-term net leverage target for company under 2.5x



Strategic willingness to go over 3.0x leverage target if there exists a clear path back down to 2.5x

# M&A PRIORITIES

Driven by technology and effective market positioning

## MC TARGET CHARACTERISTICS

Complementary market positions (strength in geographies or product areas with opportunities)

Continued operational scale to drive market-leading cost position

Technologies that could further enhance our product discrimination

## AEC TARGET CHARACTERISTICS

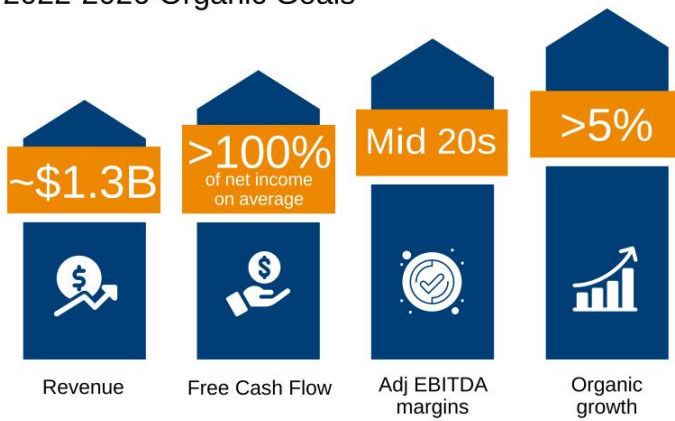
Discriminating technology (either unique processing capability or experience with unique materials)

Access to key customers with opportunities to insert existing capabilities

Strong management teams with good underlying businesses

# LONG TERM TARGETS

## 2022-2026 Organic Goals



### LONGER-TERM

New engine development expected to kick-in in late-2020s/early-2030s

Opportunities for expanded role for 3D weaving on next-generation commercial airliners towards back-end of this decade

Continued push for sustainability drives increased use of renewable/recyclable paper products and greater use of lightweight materials in aircraft structures – driving additional growth into the 2030s



ALBANY  
INTERNATIONAL'S  
HIGHLY  
ATTRACTIVE  
INVESTMENT  
OPPORTUNITY

Leader in PMC with  
proprietary solutions  
delivering predictable  
and strong FCF  
stability

Long history  
of strong balance  
sheet, solid  
execution, and  
prudent capital  
management

Differentiated  
composites  
business with  
ample opportunity  
to grow both near  
and long-term

**ALBANY**  
*INTERNATIONAL*



Investor Day

May 25, 2022

# Appendix

# TRANSFORMATION TO HIGH-PERFORMING COMPANY WITH FOCUSED PLANS FOR ACCELERATING GROWTH



