GOVERNANCE ROADSHOW
Wienerberger AG | January 2020
Disclaimer

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Agenda

- Group Strategy
- Sustainability
- Corporate Governance
- Remuneration Scheme envisaged
Cultural change

In the early 2000s Wienerberger was characterized by ...

- Aggressive Financial Policy
- High Share of Commodity Products
- Capacity Expansion
- Extensive M&A
- Limited Market Focus
Since then we have fundamentally reshaped our group from a producer of high performing products... and focus on building the service components of our business. We are developing into a provider of sustainable system solutions...

Data management systems

One-stop-shop | Plug & Play | Prefabrication

Building envelope | Infrastructure
Group Strategy

Clear Group strategy focused on value creation

Organic growth

Operational Excellence

Growth projects & Portfolio optimization

Strong track record of consistently improving performance confirms success of our growth strategy
Group Strategy

We focus on customer proximity and value creation

- Extending our share of the value chain
- Digital customer engagement
- Focus on innovation
- Ecological performance
- Operational excellence
- Broad portfolio of unique products
Group Strategy

Executive Summary

Further successful execution of value creating growth strategy

Strong track record of growing profitability through the transformation of our business model

We are leading the digital transformation of our industry

Digital Business Models | Digital Customer Engagement | Process Improvement

2019 EBITDA guidance and Fast Forward improvement goals confirmed
Agenda

- Group Strategy
- Sustainability
- Corporate Governance
- Remuneration Scheme envisaged
Sustainability has always been an integral part of our strategy.

- LASTING COMMITMENT: PRODUCT LIFETIME > 100 YEARS
- BUILDING FOR PEOPLE FOR GENERATIONS
- COMMITMENT TO SUSTAINABILITY ROADMAP 2020 SINCE 2014
- ECOLOGICAL AND SOCIAL RESPONSIBILITY
- CONTINUOUS EFFORTS TO INCREASE RESOURCE EFFICIENCY
Enhancing our sustainable business model is an integral part of our culture.

Our Sustainability Roadmap 2020 is a self-imposed commitment to continuously improve our ecological, social, societal and economic performance.

 Specifies quantitative targets for all areas identified as material by our stakeholders.

Strategic considerations take into account the interests of our organization as well as those of our stakeholders.

Commitment to firm targets
### Group strategy

**Continuously delivering on our Roadmap targets**

<table>
<thead>
<tr>
<th>AREA</th>
<th>TARGET</th>
<th>ACHIEVEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMPLOYEES</td>
<td>Zero accidents</td>
<td>- 6%&lt;sup&gt;1)&lt;/sup&gt;</td>
</tr>
<tr>
<td>PRODUCTS</td>
<td>Achieve more than 25% of Group revenues from innovative products</td>
<td>Achieved in 2018</td>
</tr>
<tr>
<td>PRODUCTION</td>
<td>Reduce energy consumption and CO&lt;sub&gt;2&lt;/sub&gt; emissions in WBS ceramic production by 20% until 2020</td>
<td>For clay blocks</td>
</tr>
<tr>
<td>RECYCLABILITY</td>
<td>Increase the share of recycled material per ton of plastic pipes produced</td>
<td>Initial target achieved 2 years in advance</td>
</tr>
<tr>
<td>SOCIAL RESPONSIBILITY</td>
<td>Zero incidents of corruption</td>
<td>Achieved in 2018</td>
</tr>
</tbody>
</table>

<sup>1)</sup> Accident frequency rate 2018 vs. 2017 measured in number of occupational accidents/number of hours worked x 1,000,000
ESG Highlights

Effective management of environmental, social and governance matters

› New **Sustainability & Innovation Committee** of the Supervisory Board

› Top Management involvement with **Sustainability and Innovation Manager**

› Clear commitment to **Sustainability Roadmap 2020** and **strategy beyond** in preparation according to Materiality Analysis

› Transparent reporting in accordance with **Global Reporting Initiative** (GRI)

› Continuous **Health & Safety improvement** initiatives for employees

› Higher Managing Board diversity through in-house appointment of new CPO

› **New Remuneration Policy** proposal in line with **shareholder interests** and Shareholder Rights Directive II (SRD II)

› Acceded **UN Global Compact** in 2003

› **Housing projects** realized in cooperation with **Habitat for Humanity**

› Well established **collaboration** between **Supervisory Board and Managing Board**
Sustainability

Clear commitment to sustainability focus areas beyond 2020

Preserve biodiversity

Wienerberger commits to and actively preserves biodiversity and will undertake all actions to contribute positively in order to increase biodiversity in the regions where Wienerberger is active.

Encourage circular economy

Wienerberger commits to resource efficiency as well as to the implementation of circular economy and will take all necessary steps to ensure that all products produced by Wienerberger are fully recyclable.

Decarbonization of our product portfolio

Wienerberger will make sure that all of its products during their lifecycle will positively contribute to decarbonization and decrease the Group’s carbon footprint.

We are fully committed to support European Green Deal and we will set ourselves measurable targets following the update of our Materiality Analysis.
Clear commitment to our targets for our sustainability roadmap 2020

Strong sustainability commitments beyond 2020 in preparation according to Materiality Analysis

High involvement of top management and Supervisory Board due to establishment of new Sustainability & Innovation Committee and responsible Manager
Agenda

Group Strategy

Sustainability

Corporate Governance

Remuneration Scheme envisaged
Corporate governance
Commitment to International Governance Standards

As a **100% free float company** our commitment to **highest governance standards** comes natural to us

- ✓ No preferred shares
- ✓ No restrictions to common shares
- ✓ One share – one vote principle
- ✓ Independent, diverse and international Supervisory Board
- ✓ Experienced management team with strong track-record
- ✓ Open and transparent communication with all stakeholders
- ✓ New employee participation scheme being rolled out

### Shareholder Structure¹)

<table>
<thead>
<tr>
<th>Shareholder Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional shareholders</td>
<td>61.1%</td>
</tr>
<tr>
<td>FMR</td>
<td>8.1%</td>
</tr>
<tr>
<td>Marathon Asset Management</td>
<td>4.7%</td>
</tr>
<tr>
<td>TIAA</td>
<td>4.4%</td>
</tr>
<tr>
<td>Treasury Shares &amp; Management</td>
<td>2.7%</td>
</tr>
<tr>
<td>Employee Participation</td>
<td>0.3%</td>
</tr>
<tr>
<td>Retail</td>
<td>14.2%</td>
</tr>
<tr>
<td>Miscellaneous &amp; Unidentified</td>
<td>4.6%</td>
</tr>
<tr>
<td>Miscellaneous &amp; Unidentified</td>
<td>4.6%</td>
</tr>
</tbody>
</table>

¹) Source: Public filings
Corporate Governance

Two new Managing Board nominations in 2019

As of June 1st 2019

Solveig Menard-Galli
Appointed as Chief Performance Officer

As of March 1st 2020

Carlo Crosetto
To succeed Willy Van Riet as Chief Financial Officer

Active and forward looking succession management by the Supervisory Board
Changes in the Managing Board were preceded within the framework of a professional and structured succession planning process.
Supervisory Board

Structure increases commitment to Int. Governance Standards and development of strategy
### Supervisory Board

#### Board skills matrix

<table>
<thead>
<tr>
<th>Peter Johnson (C)</th>
<th>Peter Steiner (1st VC)</th>
<th>Caroline Grégoire Sainte Marie (2nd VC)</th>
<th>Regina Prehofer</th>
<th>David Davies</th>
<th>Christian Jourquin</th>
<th>Myriam Meyer</th>
<th>Oswald Schmid</th>
</tr>
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<tbody>
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</tr>
</tbody>
</table>

Peter Johnson was elected as Chairman of the Supervisory Board as of October 2019 based on his experience of chairing international companies.

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1) Not independent according to Austrian Governance Codex - Member of the Supervisory Board for 15 years as of May 2020
Supervisory Board

Priorities of Supervisory Board and Committees

Overview

Audit & Risk Committee
- Reviews the adequacy and effectiveness of the Group's accounting, internal controls, internal audit and risk management
- Monitors the auditing process in preparatory capacity for the Board
- David Davies chairs the Committee

Nomination Committee
- Reviews the required structure of the Supervisory Board according to national and international legal requirements
- Evaluates qualified candidates for Supervisory and Managing Board
- Reviews key talent
- Is responsible for the development of succession and contingency plans
- Peter Johnson chairs the Committee

Remuneration Committee
- Deals with all matters relating to the remuneration of Managing Board and Supervisory Board members
- Monitors remuneration practices and the related incentive structures
- Proposes Remuneration Policy to Supervisory Board
- Implements agreed Remuneration Policy
- Peter Steiner chairs the Committee

Sustainability & Innovation Committee
- Supports management in the review and development of the Group's sustainability and innovation strategy
- Discusses new regulations and global trends for the management of these matters
- Leads Supervisory discussion on these matters
- Caroline Grégoire Sainte Marie chairs the Committee

Supervisory Board committees
Supervisory Board
Experienced, diverse, independent

Supervisory Board overview including employee representatives

<table>
<thead>
<tr>
<th>Board Members</th>
<th>Gender Diversity</th>
<th>Independence(^1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 Shareholder Representatives</td>
<td>Elected by the Annual General Meeting for a fixed term</td>
<td>27% Independent (\square) 73% Not independent (\square)</td>
</tr>
<tr>
<td>3 Employee Representatives</td>
<td>Delegated by the Works Council for an unlimited period of time</td>
<td>36% Female (\square) (36)% Male (\square)</td>
</tr>
</tbody>
</table>

**Age:** avg. 60

<table>
<thead>
<tr>
<th>Place of Birth</th>
<th>Tenure of Board Members(^2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 65 82%</td>
<td>&gt;10 years 3</td>
</tr>
<tr>
<td>&lt; 65 18%</td>
<td>6-10 years 1</td>
</tr>
<tr>
<td>Austria 55%</td>
<td>1-5 years 7</td>
</tr>
<tr>
<td>Other 45%</td>
<td></td>
</tr>
</tbody>
</table>

\(^1\) 7/8 of all shareholder representatives are independent as of May 2020 // 2) According to Austrian law, employee representatives are delegated by the Works Council, and their membership is not subject to a time limit. The three employee representatives have been members of the Supervisory Board for 0.5, 13 and 17 years, respectively
### Supervisory Board

**Increased Board workload and full commitment**

<table>
<thead>
<tr>
<th>Attendance 2019</th>
<th>Supervisory Board</th>
<th>Committees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peter Johnson</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Peter Steiner</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Caroline Grégoire Sainte Marie</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regina Prehofer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>David Davies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Christian Jourquin</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Myriam Meyer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wilhelm Rasinger(^1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oswald Schmid(^2)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gerhard Seban (Employee representative)</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Claudia Schiroky (Employee representative)(^3)</td>
<td>7/8</td>
<td>100%</td>
</tr>
<tr>
<td>Gernot Weber (Employee representative)(^1)</td>
<td>100%</td>
<td>n/a(^4)</td>
</tr>
<tr>
<td>Wolfgang Wallner (Employee representative)(^2), (^3)</td>
<td>5/6</td>
<td></td>
</tr>
</tbody>
</table>

### Executive and Non-executive positions in other companies

- **2**
- **5**
- **1**

### 24 board meetings in 2019

- **8** Supervisory Board
- **2** Personnel and Nomination Committee\(^5\)
- **5** Audit & Risk Committee
- **5** Nomination Committee
- **4** Remuneration Committee

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1) Member of the Supervisory Board until May 6, 2019 // 2) Member of the Supervisory Board since May 6, 2019 // 3) 1/9 meetings was held in the framework of a Supervisory Board trip // 4) Schiroky, Weber and Wallner are not members of any committees // 5) Personnel- and Nomination Committee was active in this constellation until the Annual General Meeting in May 2019. The committee has split its duties in Nomination Committee and Remuneration Committee.
The Supervisory Board aims to deliver best standards of governance by international as well as Austrian standards.

It holds management to account for developing and implementing a stretching but achievable strategy.

The experience of this diverse Board is used through the work of the Board and its Committees.

Wienerberger is led by a reinvigorated top team with a wealth of experience.

Both management and the Supervisory Board are committed to delivering value-creating growth.
Agenda

Group Strategy

Sustainability

Corporate Governance

Remuneration Scheme envisaged
Remuneration Scheme envisaged – Supervisory Board
The current remuneration system for the Supervisory Board was approved by the 142nd Annual General Meeting in 2011 and has remained unchanged since then.

Besides the index adaptation\(^1\) in 2014 and 2018 no further adjustments have been made to the remuneration of the Supervisory Board.

Over the last years, the demands on Supervisory Board work have increased in terms of work intensity such as:

- The ongoing strategic transformation of the Group from a mere producer to a system provider for the entire building envelope and smart infrastructure solutions
- Succession management for both Supervisory Board and Managing Board
- Increasing focus on ESG matters

\(^1\) Index adaptation according to the Austrian consumer price index published by Statistic Austria
Supervisory Board
Proposed changes of Supervisory Board remuneration

- In 2019 Wienerberger engaged Mercer to support the Supervisory Board with the creation of a new remuneration policy

- A peer comparison revealed that the current remuneration system falls short of international market standards. Therefore, the following two measures were taken:
  
1. Withdrawal of meeting fees

2. Redistribution of meeting fees to basic fee and committee remuneration

<table>
<thead>
<tr>
<th>Components</th>
<th>2018</th>
<th>Average values in the peer group</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman</td>
<td>EUR</td>
<td>EUR</td>
<td>EUR</td>
</tr>
<tr>
<td>Basic fee</td>
<td>33,140</td>
<td>237,469</td>
<td>170,000</td>
</tr>
<tr>
<td>Committee remuneration</td>
<td>16,570</td>
<td>24,370</td>
<td>30,000</td>
</tr>
<tr>
<td>Meeting fees</td>
<td>66,280</td>
<td>Only 2/12 pay fees</td>
<td>No meeting fees</td>
</tr>
<tr>
<td>Total</td>
<td>115,990</td>
<td>261,839</td>
<td>200,000</td>
</tr>
<tr>
<td>Vice Chairman of the SB and Committee Chairman</td>
<td>EUR</td>
<td>EUR</td>
<td>EUR</td>
</tr>
<tr>
<td>Basic fee</td>
<td>24,855</td>
<td>109,065</td>
<td>105,000</td>
</tr>
<tr>
<td>Committee remuneration</td>
<td>16,570</td>
<td>42,741</td>
<td>30,000(2)</td>
</tr>
<tr>
<td>Meeting fees</td>
<td>66,280</td>
<td>Only 2/12 pay fees</td>
<td>No meeting fees</td>
</tr>
<tr>
<td>Total</td>
<td>107,705</td>
<td>151,806</td>
<td>135,000</td>
</tr>
<tr>
<td>Members of the SB</td>
<td>EUR</td>
<td>EUR</td>
<td>EUR</td>
</tr>
<tr>
<td>Basic fee</td>
<td>16,570</td>
<td>73,631</td>
<td>80,000</td>
</tr>
<tr>
<td>Committee remuneration</td>
<td>7,598(3)</td>
<td>22,005</td>
<td>20,000</td>
</tr>
<tr>
<td>Meeting fees</td>
<td>57,074(3)</td>
<td>Only 2/12 pay fees</td>
<td>No meeting fees</td>
</tr>
<tr>
<td>Total</td>
<td>81,242</td>
<td>95,636</td>
<td>100,000</td>
</tr>
</tbody>
</table>

1) 12 selected companies of similar size to Wienerberger in the construction industry and present in the Wienerberger’s markets – Uponor Oyj, CRH plc, Compagnie de Saint-Gobain S.A., Boral Limited, LafargeHolcim Ltd, Kingspan Group plc, ROCKWOOL International A/S, HeidelbergCement plc, Ibstock plc, Forterra Inc., Sto Corp., Sika plc. // 2) David Davies receives 40 TEUR for his function as Chairman of the Audit and Risk Committee // 3) Average values according to the annual report 2018
Supervisory Board

New remuneration policy based on shareholder input and international best practice

The withdrawal of meeting fees is a shift from a meeting-based to a more balanced remuneration structure.

Strong track record of high participation rate shows great commitment of the Supervisory Board members.

Total Supervisory Board remuneration increases due to higher demands and expectations with regards to the Board Members qualifications.

Policy is considering the core principles:

- Independence
- Top international expertise
- Full commitment
- Uniform payment

Changes shall remain stable over the upcoming years.

New policy will be submitted to a non-binding shareholder vote at the Company’s 151st Annual General Meeting in May 2020 according to the requirements of the Austrian Stock Exchange Act (Aktiengesetz – AktG).
Remuneration Scheme envisaged – Managing Board
Managing Board
Principles for Managing Board Remuneration

New proposal for Managing Board remuneration to set up appropriate incentives and consider requirements of relevant stakeholders

Managing Board remuneration consist of **three pillars** and it is based on **sustainable value creation for all stakeholders**:

- **The fixed remuneration** component reflects the **scope of responsibility** of the Managing Board members.
- **Short and long-terms incentive plans** to **motivate** the Managing Board and are capped.
- **Long-term incentive plan** designed to align compensation and shareholder value creation and is in line with Wienerberger’s sustainability strategy.
Fixed remuneration is divided into fourteen installments and paid at the end of each month.

<table>
<thead>
<tr>
<th>Managing Board member</th>
<th>Base salary FY 2019</th>
<th>Base Salary FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heimo Scheuch (CEO)</td>
<td>EUR 879,705</td>
<td>2019 salaries adjusted based on AT consumer price index</td>
</tr>
<tr>
<td>Solveig Menard-Galli (CPO)</td>
<td>EUR 425,000</td>
<td></td>
</tr>
<tr>
<td>Carlo Crosetto (CFO)</td>
<td>n/a</td>
<td>EUR 510,000</td>
</tr>
</tbody>
</table>

Amounts are consistent with the respective Board members responsibilities.
**Managing Board**

**Short-term incentive focuses on operational performance and Fast Forward program**

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan type</td>
<td>Annual Bonus</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance period</td>
<td>1 year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance measure</td>
<td>EBITDA LFL (50%)</td>
<td></td>
<td>Allocation(^1) based on:</td>
</tr>
<tr>
<td></td>
<td>Profit after Tax (50%)</td>
<td></td>
<td>&gt; EBITDA</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>&gt; Free Cash Flow</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>&gt; Fast Forward program</td>
</tr>
<tr>
<td>Cap</td>
<td>100% of base salary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target achievement</td>
<td>Clearly defined values for 0%, 100% and 150% target achievement</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Linear pay-out</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vesting</td>
<td>Cliff vesting (paid in one installment)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Settlement</td>
<td>Cash</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

New policy will be submitted to a non-binding shareholder vote at the Company’s 151\(^{st}\) Annual General Meeting in May 2020 according to the requirements of the Austrian Stock Exchange Act (*Aktiengesetz – AktG*)

\(^1\) CEO: EBITDA / Free Cash Flow 50% / 50% II CFO: EBITDA / Free Cash Flow / Fast Forward 30% / 30% / 40% II CPO: EBITDA / Free Cash Flow / Fast Forward 10% / 10% / 80%
### Managing Board

**Long-term incentive focuses on long-term profitability and shareholder value creation**

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Current long-term incentive 2019</th>
<th>Changes</th>
<th>Proposed long-term incentive 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Plan type</strong></td>
<td>Performance Share Units</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Performance period</strong></td>
<td>3 years</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Performance measure</strong></td>
<td>Cash Flow Return on Investment (CFROI)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Cap</strong></td>
<td>CEO cap 150%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>CFO cap 150%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>CPO cap 50%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Target achievement</strong></td>
<td>Clearly defined values for 0%, 100% and 150% target achievement</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>CFROI in FY 2 and FY 3 has to exceed CFROI in FY 1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Vesting</strong></td>
<td>Ratable vesting (1/3) over three years</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Settlement</strong></td>
<td>Cash</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

New policy will be submitted to a non-binding shareholder vote at the Company's 151st Annual General Meeting in May 2020 according to the requirements of the Austrian Stock Exchange Act (Aktiengesetz – AktG)

1) Incoming member of the Managing Board has a transitional contract. CPO was internally recruited in the course of 2019.
Managing Board
Termination and Awards

Post-mandate vesting (LTI-plan)
Awards at the time of a beneficiary’s termination (for good leavers1):

› All awards remain conditional upon the achievement of the initial performance conditions
› Final award is prorated for time

Severance Compensation
Regulated according to the Austrian law, capped with one fixed annual salary

Change of Control Clauses
Total entitlements depending on remaining term period:

› >3 years → 3 total annual remuneration payments
› 2-3 years → 2 total annual remuneration payments
› <2 years → 1 total annual remuneration payment

Claw-Back Clause
Applicable where the underlying information for remuneration calculation is found to be inaccurate or erroneous
Or where mandatory internal corporate rules or applicable law are subsequently proven to have been breached

Pro-rating for time example:
“How does it work?”

With the current LTI structure, a maximum of 3 plans can run at the same time. As a result, this is how the pro-rating for time would be calculated for a termination on June 30 of year 3 in our example

<table>
<thead>
<tr>
<th>Performance period</th>
<th>Pro rata</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSU FY1: Year 1</td>
<td>2.5/3 : 83.3%</td>
</tr>
<tr>
<td>PSU FY2: Year 2</td>
<td>1.5/3 : 50.0%</td>
</tr>
<tr>
<td>PSU FY3: Year 3</td>
<td>0.5/3 : 16.6%</td>
</tr>
<tr>
<td>Termination: June 30 of year 3</td>
<td>-</td>
</tr>
</tbody>
</table>

1) The decision to classify a leaver as good leaver will be disclosed under the ex post vote at the time the mandate is terminated
Remuneration Policy

Executive Summary

Managing Board

- New Managing Board remuneration increases the **weight of long-term component**

- **Short-term incentives** for Managing Board focus on **operational performance** improvement and shall be measured with three KPIs (*EBITDA, Free cashflow and Fast Forward program*)

- This structure offers **long-term alignment** between the Managing Board and shareholders

- The **envisaged remuneration model** provides a high degree of transparency by linking targets to:
  - clearly defined indicators of earnings
  - value creation
  - sustainable development

Supervisory Board

- **Simplified** Supervisory Board remuneration due to **withdrawal of meeting fees**

- Envisaged remuneration policy is **in line with international standards**

- Competitive compensation ensures **commitment of highly qualified and internationally experienced** Supervisory Board members
geared for growth
Sustainability

Sustainable development and value creation in line with UN-Sustainable Development Goals

Most relevant SDGs\(^1\) for the brick segment across all life cycle stages\(^2\)

1. **Affordable and Clean Energy**
   - Clay building solutions contribute towards enhancing energy efficiency of buildings
   - We continuously strive for increasing the energy efficiency in production

2. **Decent Work and Economic Growth**
   - New product developments reduce the consumption of raw materials
   - Secondary raw materials are used in our production processes to increase resource efficiency

3. **Reduced Inequalities**
   - Principles of HR policy ensure equal rights and opportunities for all employees
   - Developments regarding diversity and equal opportunities are recorded since 2009

4. **Responsible Consumption and Production**
   - Innovative system solutions facilitate compliance with new energy standards
   - Internal guideline for use of recycled materials and avoidance of hazardous substances has been applied since 2017

5. **Climate Action**
   - Innovative products strengthen resilience to climate-related hazards and natural disasters in all countries where Wienerberger is active

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\(^1\) Sustainable Development Goals = SDGs \(^2\) Detailed list of SDGs per life cycle stage can be found in the Sustainability Report 2018 on page 54 ff
Sustainability

Sustainable development and value creation in line with UN-Sustainable Development Goals

Most relevant SDGs for the plastic pipe segment across all life cycle stages¹)

1) Detailed list of SDGs per life cycle stage can be found in the Sustainability Report 2018 on page 58 ff

- Clean Water and Sanitation
  - Pipes are used for the construction of drinking-water supply and wastewater disposal systems in developing countries
  - Positive effect on hygienic conditions and health of the population

- Decent Work and Economic Growth
  - Clear target to increase share of innovative products
  - Strong commitment to increase recycled material in the production process

- Industry, Innovation and Infrastructure
  - Raineo Smart Meter as one example for monitoring water throughput in pipes and be able to predict floods

- Responsible Consumption and Production
  - Contribution towards reducing waste through use of secondary raw materials in production
  - Clear target to increase share of recycled material in production process