

Annex A

to the Remuneration Policy 2020 – 2024
for the Managing Board of Wienerberger AG

Remuneration Details

III.1. Fixed Remuneration

Managing Member	Board	Base Salary FY 2020	Base Salary FY 2021 et seq.
Heimo Scheuch (CEO)		EUR 898,066.94	
Solveig (CPO)	Menard-Galli	EUR 433,500	Salaries adjusted based on AT consumer price index
Carlo Crosetto (CFO)		EUR 510,000	

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**III.2.a.) Target Parameters / Key Performance Indicators for the Period
2020 - 2024**

Further insight on performance indicators:

Target parameter	Description	Purpose & Link to Strategy	Shareholder Alignment
EBITDA LFL	This indicator measures the operating performance of the Company. It is adjusted for effects from consolidation, FX, sale of non-strategic and non-operating assets as well as structural adjustments.	EBITDA LFL and Free Cash Flow measure the Company's operating results. Both KPIs are a result of the execution of Wienerberger's value enhancing strategy which is based on three pillars – Organic Growth, Operational Excellence and Growth Projects / Portfolio Optimization.	In line with requirements of the Austrian Code of Corporate Governance as well as of proxy advisors and investors. It allows for international comparability as tax, depreciation and financial structure are neglected. It is a central parameter communicated to the capital markets in the Company's annual guidance
Free Cash Flow	This indicator measures the Company's cash generation - considering working capital management - which is then available for Capital allocation. It is calculated based on the gross cash flow from operating activities less the change in working capital, less maintenance capital expenditure and outflow from the redemption of lease liabilities.		In line with requirements of the Austrian Code of Corporate Governance as well as of proxy advisors and investors. The KPI builds the basis for the Company's dividend policy and is therefore of high interest for shareholders.
Goal related to efficiency enhancement measures (e.g. Fast Forward) ¹⁾	Wienerberger drives many different performance enhancement initiatives. The biggest one being the Fast Forward program which provides the framework for measures aimed at enhancing efficiency and improving profitability along six defined work-streams throughout the Wienerberger Group.	Fast Forward or any other short-term objective is linked to a continuous improvement of Wienerberger's internal processes as well as positioning in our markets. This parameter is linked to one of the pillars of our corporate strategy - Operational Excellence.	In line with requirements of the Austrian Code of Corporate Governance as well as of proxy advisors and investors. It is a concrete short-term objective that can address priority needs of the Company. It is a communicated goal to the capital markets. - It is a strong value driver and therefore in line with shareholder interests.

1) The target "efficiency enhancement measures" does not only include Fast Forward, but also additional efficiency enhancement measures as well as the optimization of IT

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**III.2.b.) Target Parameters / Key Performance Indicators for the Period
2021 - 2024**

Further insight on performance indicators:

Target parameter	Description	Purpose & Link to Strategy	Shareholder Alignment
Relative TSR	This indicator measures the earning of a share to the shareholder by taking into account the share-price movements plus dividends paid during any given period as well as share-buyback programs in comparison to Total Shareholder Return (TSR) of a respective peer group for a period of 5 years.	TSR creates an incentive to increase the Company's long-term earnings performance. It reflects the Managing Board incentives to maximize shareholder value.	In line with requirements of the Austrian Code of Corporate Governance as well as of proxy advisors and investors. It takes into account the development of the market. It is a well-measurable financial target parameter based on the Company's share price development. It directly addresses and involves shareholders with an emphasis on long term shareholder value creation.
ROCE after tax	The return on capital employed after tax serves as the key indicator for the value-oriented management of the Company. It measures the after-tax return on capital currently employed by the Company. It is calculated by relating the net operating profit after tax (NOPAT) to the average interest bearing total capital employed by the Group.	ROCE is Wienerberger's key KPI for value management. It reflects the value creation by single Business Units and by the Group as a whole. It is also a main driver for future M&A decisions. Wienerberger has a clear target to surpass a 10% ROCE	In line with requirements of the Austrian Code of Corporate Governance as well as of proxy advisors and investors. It is a central indicator to assess long-term profitability and capital efficiency which is a major focus point of our investors.
ESG	ESG KPI(s) will be in line with Wienerberger's corporate sustainability strategy and clearly measurable. Management is updating the Company's Sustainability Roadmap and Sustainability Strategy in 2020. All metrics and associated targets will be defined and disclosed accordingly.	Tbd.	Tbd.

Disclaimer

This is a working translation from the German language provided for purposes of convenience only. In case of any inconsistency, the German version shall prevail.