



**Short-term variable (STI) and long-term variable (LTI)
remuneration for the Managing Board of Wienerberger**

Target parameters

Target parameter	Description	Purpose and Link to Strategy	Shareholder Alignment
EBITDA LFL	This indicator measures the operating performance of the Group. 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 and are a direct result of the execution of our value enhancing strategy: <ul style="list-style-type: none">• Organic growth through innovation• Process improvements through Operational Excellence• External growth through M&A and 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	Free cash flow is an indicator used to measure the company's ability to generate liquidity.		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.
Efficiency enhancing measures (e.g. Fast Forward Program)	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.	Fast Forward or other short-term objectives are linked to a continuous improvement of internal processes as well as the positioning in our markets. This parameter is linked to one of the key drivers 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.

Weighting and Pay-out Curve - 2021

STI Performance Criteria / Target	Weighting		Minimum target performance	Full target achievement (=100%)	Maximum target performance
EBITDA LFL	33,3 %	<i>in mn EUR</i>	580.0	610.0	630.0
Free cash flow	33,3 %	<i>in mn EUR</i>	260.0	285.0	300.0
Efficiency enhancing measures	33,3 %	<i>in mn EUR</i>	10.0	40.0	45.0

- Achievement rate on a spectrum from 0% to 100% in accordance on target range listed above
- Pay-out is capped at 100% of annual fixed remuneration for all members of the Managing Board ¹⁾. Underperformance of one target can be compensated by outperformance of other target, but not above STI pay-out cap.

¹⁾ The Wienerberger Managing Board comprises the following positions: CEO, CFO, COO WBS (Wienerberger Building Solutions), COO WPS (Wienerberger Piping Solutions)

Target parameters

Target parameter	Description	Purpose and Link to Strategy	Shareholder Alignment
Relative total shareholder return (TSR)	<p>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.</p>	<p>The relative shareholder return creates an incentive to increase the long-term earnings power of the company and is directly aligned with shareholder interests by centering on the long-term creation of shareholder value.</p>	<p>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.</p>
Return on capital employed after tax (ROCE)	<p>ROCE is the key indicator of our value-oriented business management. 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.</p>	<p>It reflects the value creation by the individual business units and by the Group as a whole. ROCE meets the requirements of the Austrian Code of Corporate Governance and is used by investors to assess long-term profitability and capital efficiency.</p>	<p>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.</p>
Environmental, social and governance (ESG) target: Reduction of CO₂ emissions	<p>All of Wienerberger's commercial activities are fully in line with ESG targets. These are:</p> <ul style="list-style-type: none"> • Environmental (climate protection) – 15% less CO₂ emissions compared to 2020 • Social (diversity) – more than 15% women in senior management and more than 30% female employees • Social (training and further training) – 10% more training hours per employee 	<p>The clear specification of ESG KPIs in Wienerberger's Strategy 2023 provide the basis for a sustainable increase in enterprise value in line with ambitious ESG principles. All entrepreneurial activities aimed at creating value have to be fully in line with these targets.</p>	<p>In line with requirements of the Austrian Code of Corporate Governance as well as of proxy advisors and investors. Better aligning sustainability and financial disclosure is a core part of the response to investor and stakeholder requests for sustainability performance data.</p>

Weighting and Pay-out Curve - 2021

LTI Performance Criteria / Target	Weighting		Minimum target performance	Full target achievement (=100%)	Maximum target performance
Relative total shareholder return (TSR)	33,3 %	<i>in percentile</i>	25 th	50 th	75 th
Return on capital employed after tax (ROCE)	33,3 %	<i>in %</i>	10.2	10.6	11.1
Environmental, social and governance (ESG) target: Reduction of CO ₂ emissions	33,3 %	<i>in %</i>	5.0	6.7	7.2

- **Achievement rate:**
 - CEO: on a spectrum from 0% to 175% in accordance on target range listed above
 - Other participants (CFO, COOs): on a spectrum from 0% to 150% in accordance on target range listed above
- **Pay-out capped at**
 - 175% for CEO of annual fixed remuneration
 - 150% for other participants (CFO, COOs) of annual fixed remuneration

Underperformance of one target can be compensated by outperformance of other target, but not above LTI pay-out cap.