



WOW

Wienerberger Capital Markets Day

November 2021

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Cautionary note regarding forward-looking statements

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Wienerberger Capital Markets Day 2021

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About Wienerberger

3 Key Group facts

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International player offering **smart and sustainable system solutions**

3 Business Units

Wienerberger Building Solutions



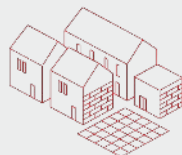
Wienerberger Piping Solutions



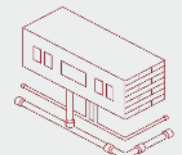
North America



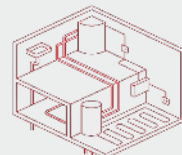
3 Business Areas



Building envelope



Water & Energy Management



In-House Applications

3 Key Facts*

216 plants**
and numerous partners

17,375 employees
*in 28 countries across Europe,
North America & India*

€ 2,896.5 mn
*revenues at record level
in 1-9 2021*

1 Clear Goal



**Improving people's
quality of life**
**by providing outstanding
solutions for new build,
renovation, and
infrastructure**

* Data as of 30.09.21

** as per 06.10.2021 incl. Struxura & Meridian (excl. 3 remedy plants)



SUSTAINABLE SOLUTIONS FOR GENERATIONS



© Edmund Sumner

ESG at Wienerberger

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Strong commitment to ESG

Sustainability has always been at Wienerberger's core

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We care and we commit.



Reporting on our environmental, social and governance commitment annually since 2009 in accordance with GRI



Long-term support of key international initiatives
UN Global Compact, Habitat for Humanity, UN SDGs



Strong focus of top management on ESG
Sustainability and Innovation Committee & remuneration tied to ESG targets

Our Sustainability ratings



More information in our Sustainability Report



Strong commitment to ESG

We report on a series of ESG topics: Defining measurable goals is key to tracking progress

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Fixed KPI definition

What do we measure?



Defined baseline

Where do we start from?



Clear target definition

What do we want to achieve?



Keeping track of and sharing developments

easily ensures uniform transparent communication with stakeholders



Reaching the goal we set ourselves



Phase 1:

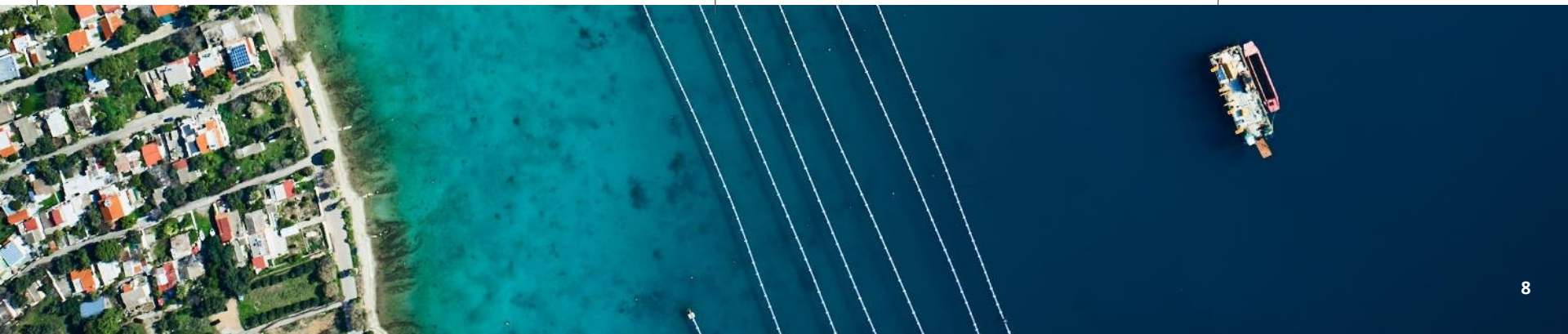
Defining the goal

Phase 2:

Working towards the goal

Phase 3:







Achieving the goal



Strong commitment to ESG

We have clearly defined KPIs for all areas of ESG

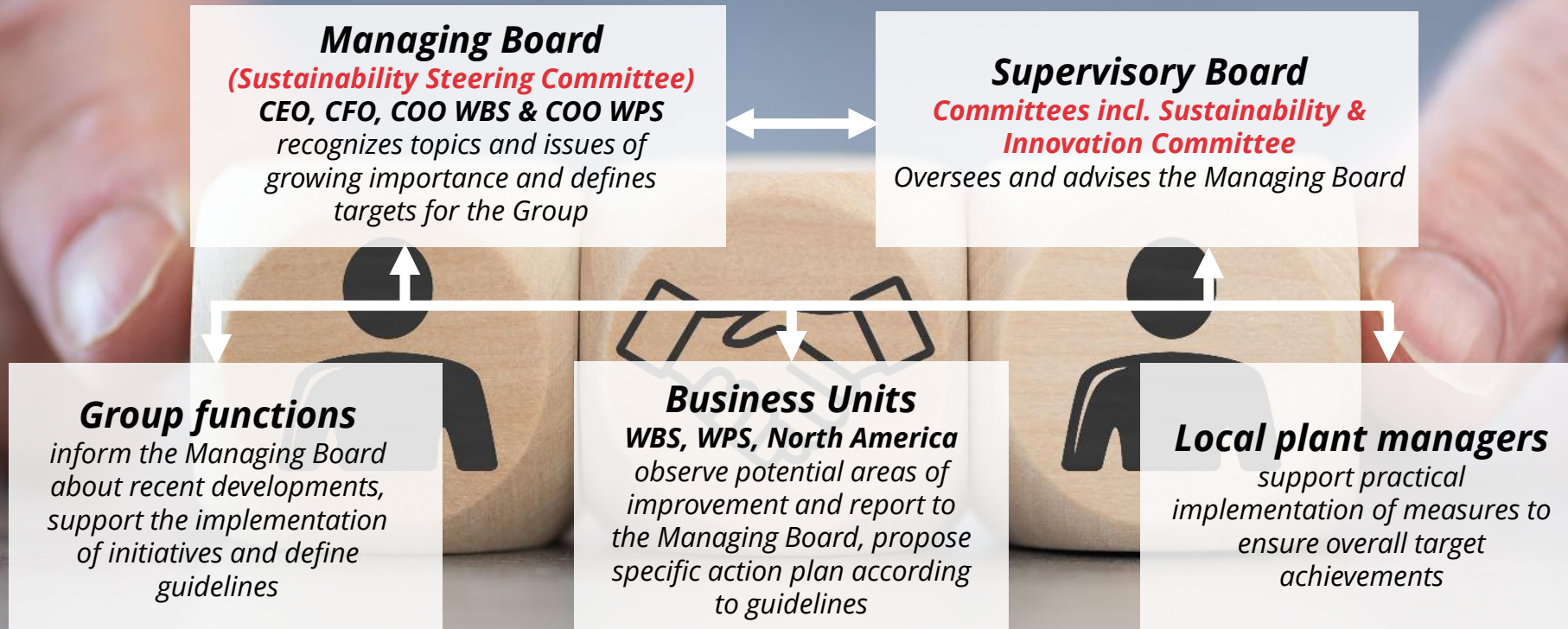
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Making ESG targets measurable					
Environment			Social		Governance
					
Decarbonization	Circular Economy	Biodiversity	Employees	Social	Governance
CO ₂ emissions Index of specific CO ₂ emissions Energy consumption Energy sources	Waste generation Percentage of recyclable or reusable products & materials Extracted raw material	Number of biodiversity projects Percentage of sites that run biodiversity projects	Percentage of women in white and blue collar positions Accident frequency rate & sick-leave days Employee Turnover Rate Training hours	Local partnerships and ongoing programs Number of people in need supported Houses built within social projects	Incidents of corruption Number of independent members on the Supervisory Board Number of women on the Supervisory Board

*Note: The chart above shows only an excerpt of all ESG KPIs of the Wienerberger Group. The entirety can be found in the [Sustainability Report](#).

Strong commitment to ESG

All levels of management, monitored by the SB, are involved in defining, tracking and implementing ESG targets vienerberger



Wienerberger also fully supports the UN 2030 Agenda for Sustainable Development

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Through our 2020 Materiality Analysis we gathered input from our **internal** and **external stakeholders** and **identified the crucial topics** for Wienerberger:

- ① *What is material for stakeholders?*
- ② *What is material for our business?*
- ③ *What are the most important environmental and social impacts and risks for Wienerberger?*

Based on these results, we

- › **identified** **Climate & Energy** as well as **Circular Economy** as the most important topics for Wienerberger along the value chain
- › **re-evaluated** the corresponding **SDGs**



UN Sustainable Development Goals

SDGs – More than just three letters for Wienerberger

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These 10 SDGs have been identified as especially relevant for Wienerberger¹⁾,...




























1) Via impact- and risk analysis, monitored by external experts

» ...however, the Wienerberger Sustainability Program 2023 **contributes to all UN Sustainable Development Goals** wherever possible

Focus areas with Material Impacts, Risks and Opportunities for Wienerberger

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Climate & Energy	Circular Economy	Biodiversity	Employees	Business Ethics Social Impact
<p><i>Energy efficiency in production</i></p> <p><i>Reduction of CO₂ emissions in production</i></p>	<p><i>Share of secondary raw material</i></p> <p><i>Long service life and lasting value of products</i></p> <p><i>Products and systems designed for re-use / recycling</i></p>	<p><i>Nature conservation at extraction sites</i></p> <p><i>Reduced air pollution from production</i></p> <p><i>Avoidance of hazardous substances in raw materials, aggregates and additives</i></p>	<p><i>Health & Safety of Wienerberger's employees</i></p> <p><i>Job stability and job creation</i></p>	<p><i>Compliance and anti-corruption</i></p> <p><i>Health & Safety in supply chain, construction & demolition</i></p>
   	    	     	    	    

» Despite Climate & Energy and Circular Economy being clearly identified as most important topics, **we still contribute to most SDGs on the basis of our Sustainability program 2023**

We care & we commit

Our ambitious 2023 ESG targets

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ENVIRONMENT



Climate Protection

-15% CO_{2e}¹⁾ emissions
vs. 2020



Circular Economy

100% of new products will
be designed in a way
that they are recycle-
able or reusable



Biodiversity

Biodiversity program
for all our sites in place

SOCIAL



Diversity

>15% Female employees in
senior management

>30% Female employees in
white collar positions



Training and Development

+10% More training hours
per employee



CSR Projects

200 Housing units built with
our products per year for
people in need in our
local markets

GOVERNANCE



**Committed to highest
national and
international
governance standards
and with focus on:**



- › Business strategy
- › Board diversity and composition
- › Executive compensation
- › Succession management

1) "Carbon dioxide equivalents" or "CO_{2e}" is a term used to describe the global warming potential (GWP) of various greenhouse gases in a single unit

Note: All goals are set vs. the reference year 2020 // CO_{2e} emissions refer to Scope 1 & 2, Scope 3 emissions are yet to be reported



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We care & commit to **people**

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We care & we commit to people

**People & stakeholder communication are at the center -
always and everywhere**

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We care & we commit to people

Health and Safety is always on top of our mind: Group-wide policy, awareness campaigns and trainings

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Health & Safety Challenge

Competition where **Health & Safety officers have filmed short & entertaining videos on occupational safety.**

Safety App

To **identify potential hazards** enabling employees to report dangers quickly.

Visible Leadership

Executives at all levels are **regularly visiting production sites.**

Prevention

Prevention measures offered such as **health screening & medical services.**



Going forward we have identified **Mental Health** as an area in which we can further improve.

We care & we commit to people

80% of all employees took part in our survey: A testimony to their commitment

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**Tell it
like it is!**

A group-wide **survey** was carried out in 2021 to **identify strengths and opportunities** in terms of **employee satisfaction**:



Comparability to 2017 & 2018 trends ensured



Manufacturing Norm as benchmark¹⁾



High Performing Norm as benchmark²⁾



Multiple (sub-)regional and **country norms**

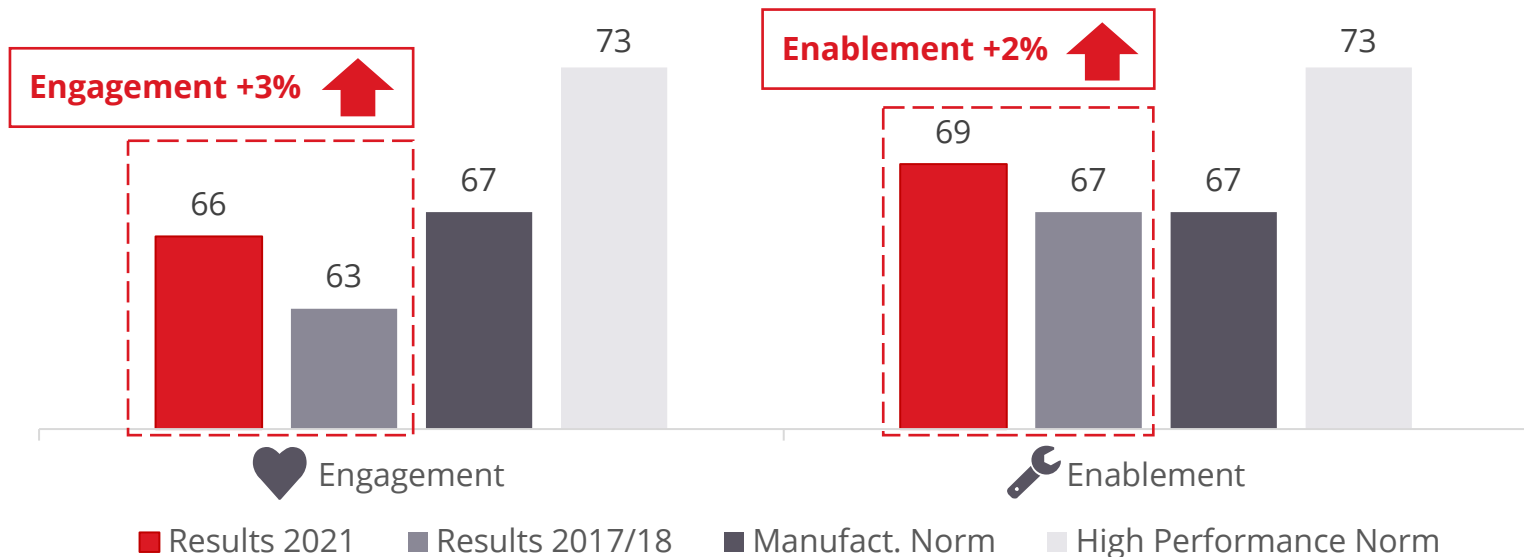
1) Data from 2.7 million employees in 225 organizations in the manufacturing industry globally

2) Average survey scores from 875,000 employees in 55 high performing organizations globally in a variety of industries

We care & we commit to people

We recorded a clear improvement against the Manufacturing norm and have an action plan to outperform it

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Communicating the results among the Group and formulating clear action plans to follow up on a monthly basis is key to our excellence

We care & we commit to people

Wienerberger's Code of Conduct published

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Binding guideline setting **clear and uniform rules** for employees, business partners and suppliers



Promotes common understanding of **expected behavior** and **compliance with high standards of ethics** committing to integrity in dealing with our stakeholders

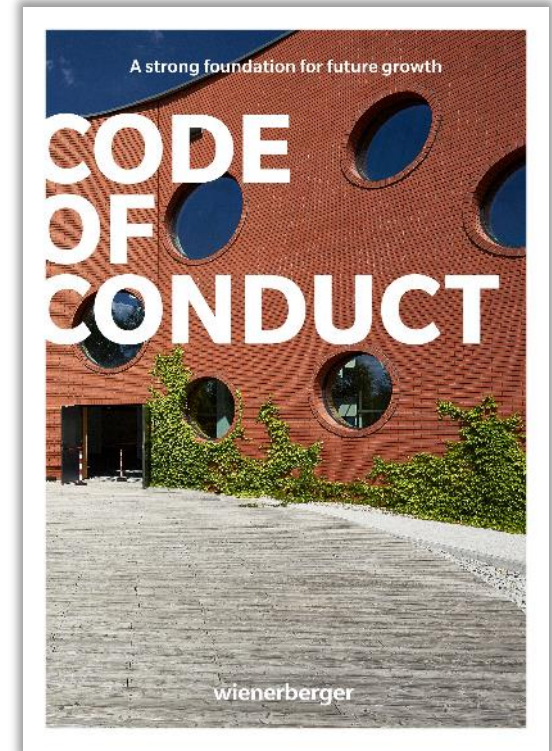


Based on Wienerberger's **corporate values**



Whistleblowing tool for employees rolled out

- › *to anonymously report potentially inappropriate behavior or voice concerns*
- › *via a neutral, external system*
- › *in their native languages in all countries Wienerberger operates in*



**More information in our
Code of Conduct guidelines**

We care & we commit to people

People – Our key to long-term success

**Respectful
corporate culture**
*with internal &
external stakeholders*

Ambitious goals
*to increase diversity,
training hours and
CSR activities*

**Group-wide Health
& Safety policy**
*to secure well-being of
all our employees*

Employee survey
*showed great
satisfaction &
highlighted areas for
improvement*

**New general
diversity policy**
*in 2022 to employ a
full diversity concept*

**New Code of
Conduct**
*with new
Whistleblowing tool*

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We care & commit to Governance

We care & we commit to Governance

Key Improvements in 2021

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Appointed Peter Steiner as **new independent Chair**



Added more **ESG expertise** with Kati ter Horst



Sharing a **common vision on sustainability**



Ongoing **strong engagement** with shareholders



We care & we commit to Governance

With her experience in ESG, Kati ter Horst strengthens the comprehensive and diverse range of skills on the Board

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Capital Representatives

Leadership

Peter Steiner (Chair)

- Nomination Committee (Chair)
- Remuneration Committee (Chair)



*Constant exchange
and alignment*



Myriam Meyer (Vice Chair)*

- Sustainability and Innovation Committee (Chair)
- Nomination Committee



David Davies

- Audit & Risk Committee (Chair)
- Nomination Committee



Kati ter Horst

- Sustainability & Innovation Committee



Peter Johnson

- Nomination Committee
- Remuneration Committee



Regina Prehofer

- Audit & Risk Committee
- Remuneration Committee



Oswald Schmid

- Audit & Risk Committee
- Sustainability & Innovation Committee

Employee Representatives**

Gerhard Seban

- Audit & Risk Committee
- Nomination Committee
- Remuneration Committee
- Sustainability & Innovation Committee

Claudia Schiroky

Wolfgang Wallner

* Myriam Meyer's responsibilities as Vice Chair reflect the role of a Lead Independent Director

** Membership of Employee Representatives on Supervisory Board and its Committees is mandatory in Austria

We care & we commit to Governance

Skills matrix for current Board members

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	Peter Steiner (C)	Myriam Meyer (VC)	Peter Johnson	Regina Prehofer	David Davies	Kati ter Horst	Oswald Schmid
Building materials & construction	✓		✓			✓	✓
CEO Experience	✓	✓	✓	✓		✓	✓
CFO Experience	✓			✓	✓		
M&A	✓	✓	✓	✓	✓		✓
Capital Markets/IR	✓		✓	✓	✓		✓
Senior HR	✓	✓				✓	
Sales & Marketing	✓		✓	✓		✓	✓
Manufacturing		✓	✓		✓	✓	✓
Innovation		✓				✓	✓
Supply Chain & Logistics		✓	✓			✓	✓
Digital	✓	✓	✓				✓
Austrian markets				✓	✓		✓
European markets	✓	✓	✓	✓	✓	✓	✓
North America markets	✓	✓	✓		✓		✓

We care & we commit to Governance

Core skills above sector peer benchmark

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Core skills	Peers*	Wienerberger
Executive Leadership	89%	100%
Audit, Accounting & Risk	32%	43%
Corporate Finance	86%	100%
International Experience	57%	86%
Industry Experience	57%	71%

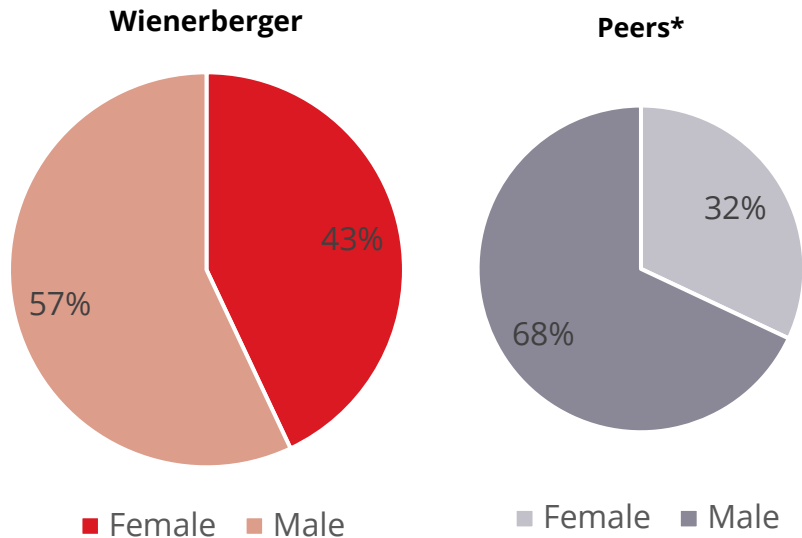
- › Our Board displays a healthy range of skills and **exceeds its sector peers in the presence of defined core skills.**
- › Due to their importance, the Supervisory Board is committed to **maintaining a high level of presence of these skills as part of its Board refreshment process.**

* Peers include Saint-Gobain, Kingspan, HeidelbergCement, Uponor, Ibstock, H+H, Rockwool, CRH, Holcim, Forterra, Sika

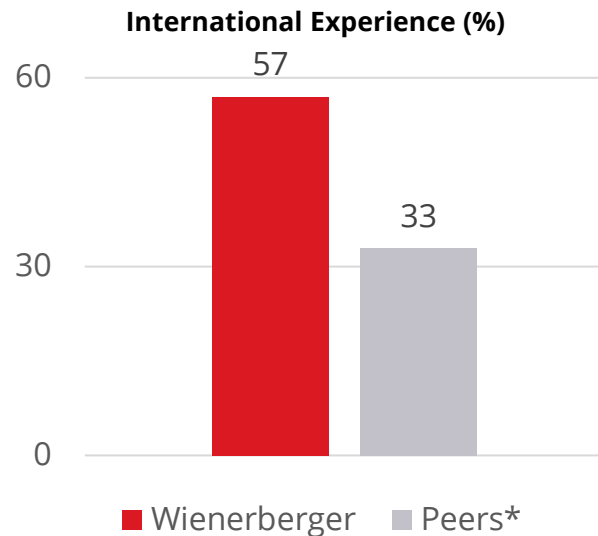
We care & we commit to Governance

We are ahead of peers in terms of gender and international diversity

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» With the appointment of Kati ter Horst, the level of **female representation on our Supervisory Board has now reached 43%****



» The **international director representation of 57%** is a good reflection of our **global operations**

*Peers include Saint-Gobain, Kingspan, HeidelbergCement, Uponor, Ibstock, H+H, Rockwool, CRH, Holcim, Forterra, Sika

**Of capital representatives

We care & we commit to Governance

Skills matrix as basis for future Board candidates

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- › **The Supervisory Board has put in place structured succession planning** aligned with Wienerberger's long-term strategic needs
- › **Potential candidates** shall contribute to the Supervisory Board's diversity and, given Wienerberger's increasingly global operations, have sufficient **international experience**
- › **New Supervisory Board members** should bring **expertise** in one or more of the following areas:
 - › **International management expertise**
 - › **Sector expertise**
 - › **Digitalisation**
 - › **Finance expertise**
 - › **Sustainability & ESG**



Wienerberger's Supervisory Board commits to highest international governance standards

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...Wienerberger's Supervisory Board commits to and complies with highest international Corporate Governance Standards and further develops **good succession management**



...Wienerberger has an international, experienced and independent Supervisory Board in place which supports the **Managing Board** by:

- › **implementation of strategic and performance topics including key digitalisation and sustainability topics**
- › **Supporting projects** intended to generate **organic growth via innovation** and **inorganic growth via M&A**



...the **Supervisory Board will continue to deliver best standards of governance** both by **international** and **Austrian** standards



Current performance

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Q3 2021 - Highlights

A successful year marked by growth

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Continuing our strong growth path



External Revenues
+14%

(1-9 2021 vs. 1-9 2020)

Meeting our ambitious ESG targets



CO₂ reductions
-6%

(latest estimate FY 2021 vs. 2020)

Successful closing of M&A transactions



Amount spent on M&A
~ € 500 mn

(11/2021)

**EBITDA LFL 2021 Guidance
raised to € 650 mn**

Financial Highlights

YTD record results and strong cash flow generation

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Revenues

€ 2.90 bn

(1-9 2020: € 2.55 bn | Δ: 14%)

EBITDA LFL¹⁾

€ 509.1 mn

(1-9 2020: € 428.2 mn | Δ: 19%)

EBITDA LFL Margin¹⁾

17.7%

(1-9 2020: 17.1% | Δ: +0.6 pts)

Free cash flow

€ 236.4 mn

(1-9 2020: € 138.2 mn | Δ: 71%)

¹⁾ Adjusted for effects from consolidation, sale of core and non-core assets, FX and structural adjustments

Excellent performance and margin development across all business units

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Building Solutions



in € mn	1-9 2021	1-9 2020	Chg. in %
External revenues	1,718.9	1,581.7	9
EBITDA LFL	359.0	312.3	15
EBITDA	358.7	315.4	14
EBITDA LFL Margin	20.9%	20.1%	0.8pt

- › **Continued high demand** in all markets for the building envelope in renovation as well as new build.
- › **Inflationary cost increases offset by price increases.**

Piping Solutions



in € mn	1-9 2021	1-9 2020	Chg. in %
External revenues	882.0	718.8	23
EBITDA LFL	97.3	83.1	17
EBITDA	104.1	83.8	24
EBITDA LFL Margin	11.4%	11.7%	-0.3pt

- › **Strong supply chain management** ensured availability of raw materials.
- › **Successful procurement initiatives** support minimizing significant raw material cost inflation which was generally offset by pricing initiatives.
- › **Successful pricing initiatives** in beginning of Q3 are further improving profitability.

North America



in € mn	1-9 2021	1-9 2020	Chg. in %
External revenues	291.9	242.8	20
EBITDA LFL	52.8	32.9	61
EBITDA	47.3	33.9	40
EBITDA LFL Margin	17.1%	13.5%	3.6pt

- › **Robust demand levels** in new residential housing and infrastructure.
- › **Substantial positive one time margin effects** driven by raw material cost inflation impact in piping segment.
- › Recently **completed acquisition of Meridian Brick** creates an **excellent basis for further growth.**

Focus Topic – Self Help

Self Help program already delivered € 31 mn in YTD 2021

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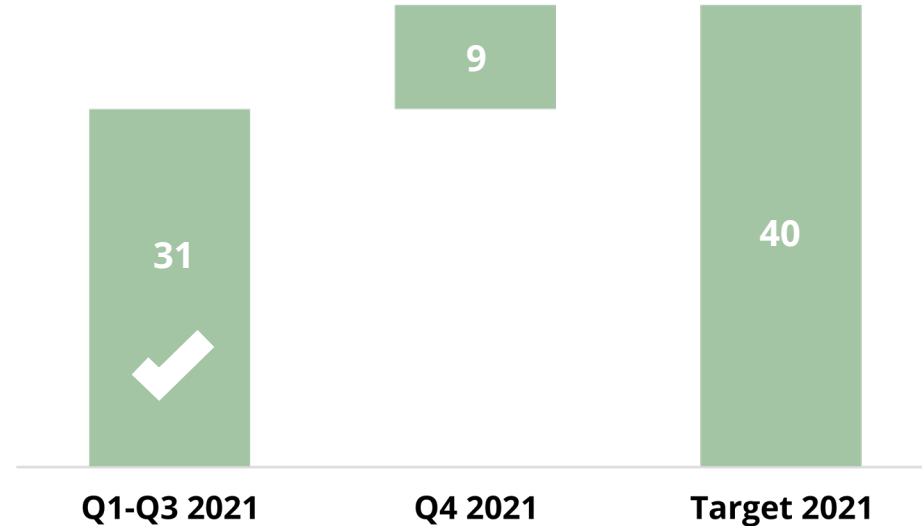


New Self Help program already **delivered**
€ 31 mn EBITDA contribution in YTD 2021



Target for **FY 2021**:
EBITDA contribution of € 40 mn

EBITDA contribution from Self Help
in € mn



Self Help program continues to be a
major driver for growth

Right measures set to safeguard margins

Cost inflation and availability of raw material are impacting our business.

But **we are well-positioned** and **we took the right measures!**

Active centralized procurement and margin management enabled us to minimize negative impacts

- › **Benefit from local flexibility** even in challenging logistical environments including e.g. driver shortages
- › **Optimized supply chain and inventory management**
- › Close alignment with suppliers on **contracted volumes** to be aligned with operations on **production volumes**
- › **Energy needs are hedged** currently below market prices

Focus topic – Energy buying forward policy

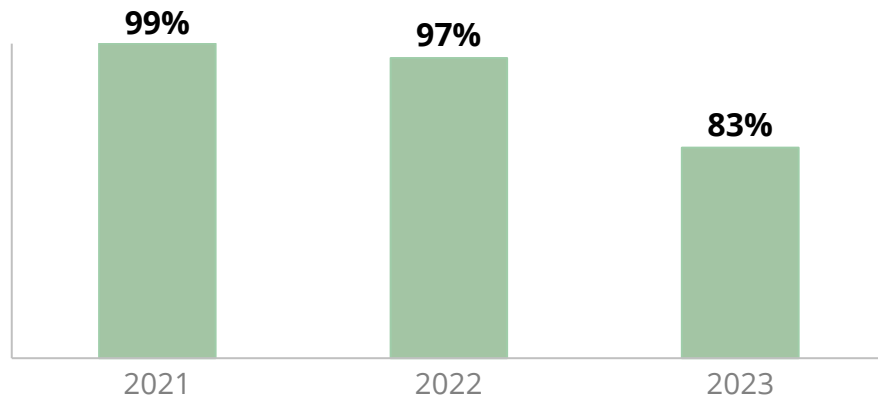
Wienerberger is well covered for the upcoming years already since the beginning of the year 2021...

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... thanks to many years of experience in buying forward strategy and ability to proactively respond to market developments

- › **Wienerberger policy** is to buy gas / electricity volumes projected for next year(s) forward to
 - i. ensure volumes,
 - ii. protect against price increases, and
 - iii. ensure price stability to customers.
- › **Current situation:** covered gas volume prices are significantly under current market prices.
- › **Contracts** ensure an **optimal response** to **future price developments.**

Gas volumes ensured as of September 30th 2021 for remaining year, 2022 and 2023



Note: The percentage of possible hedging in gas consumption is <100% due to the fact that in some countries where Wienerberger has production facilities, hedging is not possible because of government regulations.

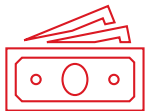
Financial Highlights YTD and Outlook 2021

Latest 2021 guidance supports our growth path

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Extraordinarily
**strong organic
growth**



Substantial
**inflationary cost
increases offset by
price increases**



**Strong M&A
activity** with
~ € 500 mn YTD
spent in 2021



**Special and ESG
CAPEX increased
from € 140 mn
to € 160 mn**



**Maintenance
CAPEX of
€ 120 mn**

**EBITDA LFL 2021
Guidance
raised to € 650 mn**



Outlook 2021 – Wienerberger Estimates

Continuous robust market development expected

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- Market growth (>2%)
- Stable development
- Market decline (<-2%)



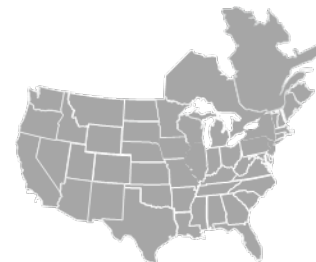
Western Europe



Central & Eastern Europe



Nordics



North America

New build



Renovation



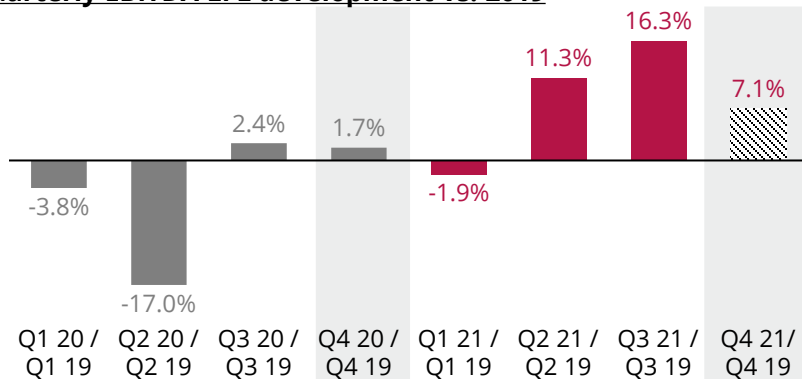
Infrastructure



Operational Q4 performance expected slightly above pre-crisis level

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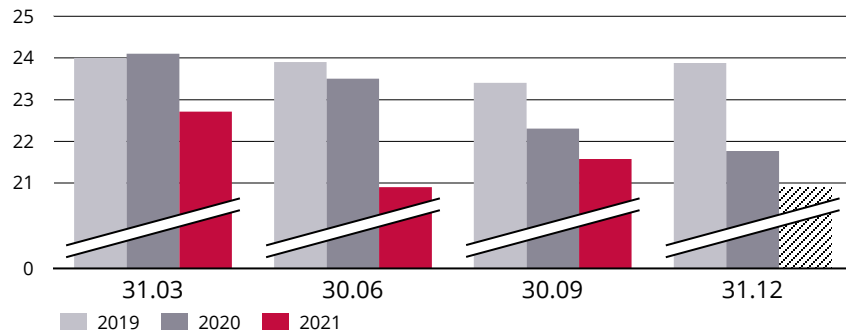
Quarterly EBITDA LFL development vs. 2019



- > Strong organic growth even compared to pre-crisis level **showing a catch up effect during Q2 and Q3 2021** also reflected in lower stock levels compared to prior years
- > **Operational Q4 performance expected slightly above pre-crisis level** including contribution from Self Help initiatives

Inventories as % of revenues¹⁾ at Group level

Quarterly developments



1) Based on last 12 months // Note: Rounding differences may arise from automatic processing of data

Wienerberger Group further raises FY guidance

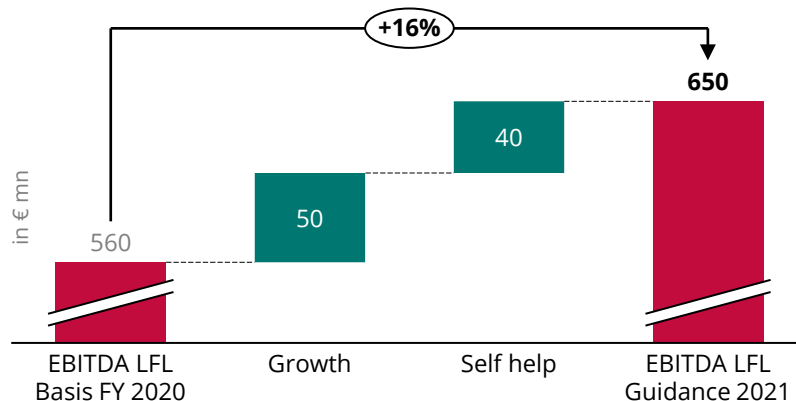
PERFORMANCE

- › Q3 performance **fully in-line** with expectations
- › **Guidance 2021** for EBITDA LFL **raised** to **€ 650 mn**
- › **M&A EBITDA contribution** of approx. **€ 15 mn** expected in 2021
- › **No effect** from **energy price** inflation due to active buying forward

CAPEX

- › Maintenance CAPEX: € ~120 mn
- › **Special & ESG CAPEX: € ~160 mn** (increase +€ 20 mn in guidance)

EBITDA LFL



Guidance 2021:
EBITDA LFL €650mn

+
M&A
EBITDA contribution¹⁾ of
~€ 15mn

1) Before structural adjustments

The success story will continue 2021 and we are confident to reach our ambitious goals

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Building on
>200 years
of experience



Ambitious growth target of **outperforming the general market level will be achieved** also in 2021



ROCE target of >10% to be **achieved again this year**



Significantly **improved financial leverage to 1.6x Net Debt/EBITDA¹⁾**, which will develop to 1.8x / 1.9x at year end despite **M&A cash outflows of ~ € 500 mn** in the current year



Current **Self Help program well on track to achieve € 40 mn EBITDA contribution in 2021**



Continue our **distribution policy of 20-40% of free cash flow** by means of a **progressive dividend** and **share buybacks**



© KME Studios

Megatrends & how we tackle them

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Megatrends

We base our development on underlying key megatrends

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Lack of skilled labor

The construction industry faces **skill shortages** and the need for **“on time in full” construction delivery**



System solutions

Robotization and prefabricated solutions

Creating more convenience via digitalization of processes

Training (Digital & Onsite)

Climate Change

Unpredictable weather conditions lead to water scarcity while increasing demand for energy conservation and an emission free lifestyle



Infrastructure solutions

Water management

Prevention of flooding

Irrigation

Transportation of
Renewables

Sustainable living solutions

Reduce energy consumption

Improve CO₂ footprint

Implement circular economy

Water management



Knowing our customers' needs is crucial to finding suitable solutions and offering targeted support

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Asset owners

- ✓ for individual SFH construction, mainly DIY or highly fragmented markets
- ✓ **support in development and design phase by offering easy-to-handle solutions and tools**
- ✓ **online collaboration platforms**



Installers

- ✓ for SFH, MFH and non-residential construction in DIY & project business
- ✓ **support by supplying on-time-in-full and/or offering easy-to-install solutions**

Architects & Engineers



















- ✓ for MFH, Non-residential buildings, large-scale SFH construction, mainly project business
- ✓ **support in design and planning phase and offering specific tools (BIM, PIM)**

General contractors

- ✓ for MFH, Non-residential buildings, large-scale SFH construction, mainly project business
- ✓ **support by offering solutions that are partly prefabricated, save time on-site and are easy to install**

Tackling our customers' needs lies at the heart of our solutions

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	 Asset owners	 Architects & Engineers	 General contractors	 Installers
Safety				
Certainty				
Accuracy & Quality				
Scalability				

Megatrends – Shortage of skilled labor (Prefabrication)

Rapid transformation towards automation, prefabrication and system solutions to compensate lack of skilled labor

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The challenge: Market growth limitations due to shortage of skilled labor.

Automation

Bricklaying robot



Onsite

Mobile Robot



Onsite

Prefabrication

Prefabrication



Offsite

Simplified installation



Offsite

Increased customer convenience through system solutions



We **adapt quickly** to these trends and **recognize opportunities**

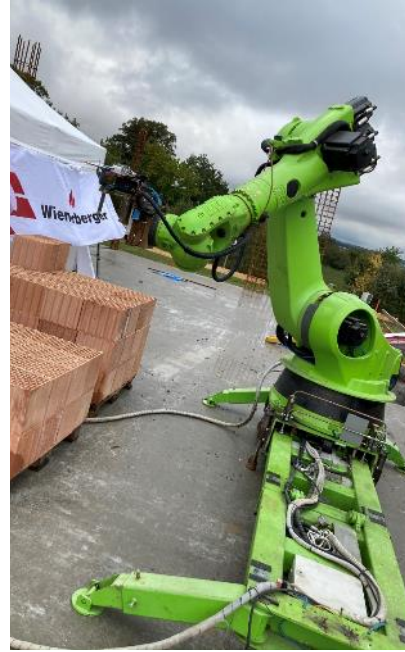
Deep dive: Shortage of skilled labor as an opportunity to grow and explore

wienerberger



Prefabrication

- › **Acquisition of Struxura – a Belgian producer of prefabricated wall panels**
- › **Quick and easy installation** is in line with WBS strategy
- › Scalable product range with **fully integrated BIM** (Building Information Modeling) to facilitate planning stage
- › Consolidation of our position as a **full-range provider in new build**
- › [Read more](#)



Robotics

- › Partnership with **KM Robotics in Czech Republic**, a constantly growing market with high share of clay block solutions on the market
- › **Lack of skilled labor identified as main bottleneck** of further market growth
- › **Brick laying robot prototype completed successful trials** and is expected to reach market maturity soon
- › **Up to 2.5x higher speed & accuracy** than in conventional construction

Deep dive: Facilitating installation on site and improving convenience - Introducing the ClickBrick system

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Our Solution

- › **Dry stacking** system for façade bricks, requiring **no mortar or glue**
- › **Quick & easy way** to change the look of a building **in renovation activities**
- › **100% circular** – with a return certificate



Benefits for the installer

- › **Quick and easy installation on site** without professional knowledge of masonry, adhesion or assembly required - thus **counteracting** the problem of **lack of skilled labor**
- › Bricks can easily be **re-used**
- › [Read more](#)

Megatrends – Shortage of skilled labor (Digitalisation)

Digital tools for our customers to increase **convenience**

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Distributors



Installers



Developers



Designers/Planners



Asset Owners



ONE DIGITAL BUILDING & INFRASTRUCTURE PLATFORM FOR FAST and SECURE ORDERING

OPEN BIM ECOSYSTEM FOR DESIGN to ensure QUALITY, ACCURACY and SAFETY

DIGITAL TRAININGS especially for Installer e.g. YouTube videos

Online platform to plan your own house



- › DIY share in SFH in CZ **up to 50%** is perfectly suited for **self-help services such as the e4 House**
- › Digitally connected with marketing to secure **a follow up of leads**

Introduced to the market in May 2021, already promising achievements: >77,000 clicks, ~1,500 leads

Deep dive

Getting familiar with our products: Free courses at our training centers increase knowledge of workers

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State-of-the art training centers across the Group

- › Offering **free extensive product training**
- › Led by **members of internal technical teams** with practical knowledge of installation practices
- › Available to **installers, service engineers, plumbers, merchants, architects and local authorities**
- › YouTube Channel: **Online academies** and installation guidelines
- › Equipped with the **best product knowledge** and installation techniques



Example: Training room at Pipelife Ireland, Cork

› In our training centers we turn **workers into a skilled labor force** and are directly counteracting the problem of shortage of skilled labor while **ensuring the satisfaction of our customers**

Megatrends – Climate Change

We fight against climate change together with our customers by providing the right solutions

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WHY ? To fight water scarcity, support usage of renewable energies and create an emission free living space



Water Management

Offering (smart) solutions that save, store and re-use one of our most valuable resources – water.



Energy Management

Offering innovative solutions for energy transportation and supporting the transition towards renewable energy.



Sustainable Living

Supporting homes with water and energy efficient solutions while lowering CO₂ footprint of buildings.

These developments will directly impact **infrastructure investments**, the development of **residential areas**, **building norms** and the increasing **consciousness of end-consumers** regarding the environmental footprint

Resource-saving water management systems are more important than ever

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Impact of climate change

more unpredictable weather conditions (e.g. heavy rainfalls and rising sea levels) lead to **water scarcity** and **flooding**



Impact of population growth

puts **water management systems under increased stress** due to higher loads the systems have to withstand



Impact of rapid urbanization

puts increased load on urban water management system which makes **diverting, storing & using rainwater sustainably more challenging**

Wienerberger is meeting those challenges by...

- 1 ...enhancing its portfolio for **large urban infrastructures**
- 2 ...offering **stormwater management systems** such as Raineo
- 3 ...upgrading our solutions to become “smart” (e.g. Inter Act)

Deep dive: Stormwater solutions in the Nordics

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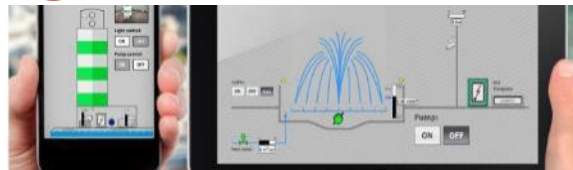
Enhanced portfolio



Wienerberger enhanced its portfolio to **meet rising demand of large urban infrastructures** (e.g. XL pipes with larger diameters, bigger retention tanks)



Digital solutions



Digitally enhanced solutions (e.g. Smart probe or Inter Act) to **remotely control and monitor** increasingly complex water management infrastructure



Stormwater management



Stormwater management systems such as Raineo **prevent flooding during excessive rain and store water** to be used during droughts



Becoming a provider of **comprehensive system solutions** for **energy and water management** in the European market while creating innovative solutions that do not only react/counteract but also **predict**

Megatrends – Climate Change (Water Management)

Deep dive: On time, precise and locally targeted flood prediction through our IoT sensor input

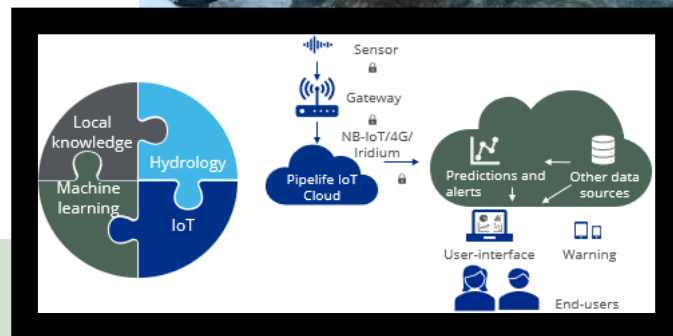
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The problem

- Historically, flood warnings have been unprecise, based on large regions and sent too late

Our solution

- We have developed a **precise tool for prediction of floods on local level** in Norway in cooperation with three other businesses
- Cost- and energy-efficient sensor data collection and data driven modelling through machine learning**
- Simulates hydrological processes and predicts events** in rivers, based on historical data, weather forecasts, local weather data as well as Pipelife's IoT sensor inputs



Megatrends - Climate change (Water management)

Deep dive: Through Raineo we will develop into a smart water management system provider to prevent flooding...

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...in times of excessive rain and store the water for long periods of drought



Weather station



Stormwater box
with manifold and filter /
segregation system*

Raineo Road gully
with manhole

Pipe system

Smart sensor

* = manifold and filter not shown


A low carbon economy will become part of our lives; Wienerberger is accelerating the energy transition

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Hydrogen transportation

Hydrogen is one of the most versatile energy carriers that can **store renewables** (e.g. wind and solar), thus we have developed the **first hydrogen transportation pipe** that withstands such high pressures.



District heating & cooling systems

To enable a **centralized production of thermal energy** from single developments to **citywide networks**. We offer one-stop-shop systems, that are easy to install and require minimal maintenance.



Energy transportation in rough terrain

In order to make renewable energy available to anyone everywhere, we ensure **undisrupted power transportation for offshore, remote and difficult to access areas**.



Geothermal heating systems

To support the increasing demand for renewable energy, we offer a **broad range of geothermal solutions for building facilities of all sizes**.

Deep dive: Undisrupted power transportation for offshore, remote and difficult to access areas

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Our offer



Special pipes for **water and waste-water management** in remote regions



Use case also large-scale industrial and infrastructure projects



Pre-insulated and frost resistant pipes can be installed **above ground** and above the frost line



This results in **enormous cost savings** in installation work



WPS - Pipeline-Pre-Insulated-Pipes-South-Pole (c) Norwegian Polar Institute



© Isotherm

Megatrends – Climate Change (Sustainable homes)

Our solutions are perfectly suited to improve sustainable living for generations

HOW ?

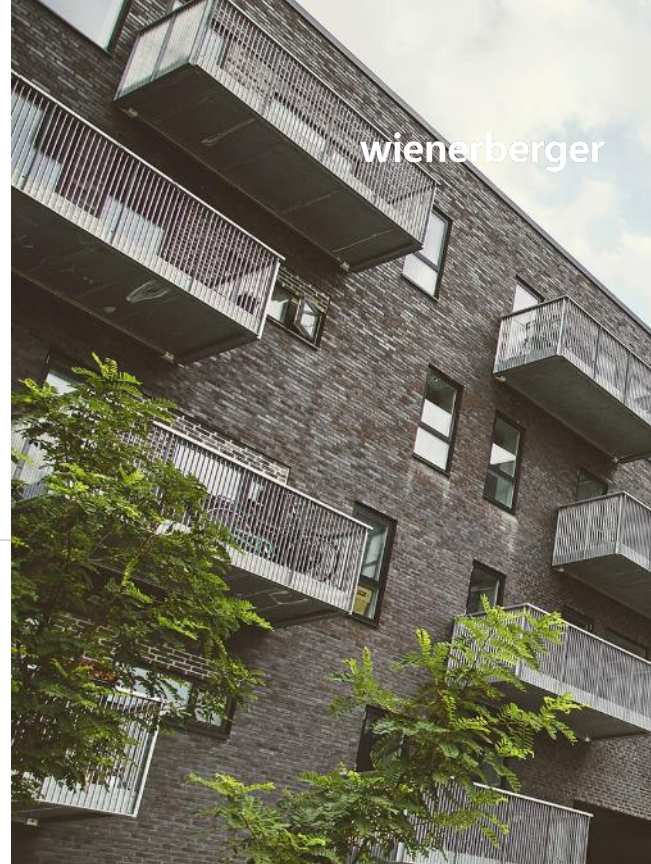
Providing the **right solutions** for **new build and renovation**

- › Best Practice – Sustainable building envelope
- › Energy generation
- › Water management

WHY ?

We **care & commit**

- › to make an **impact** and **improve sustainable living also for future generations**
- › to **tackle climate change** while supporting the goals of a CO₂ neutral environment



Wienerberger solutions provide the opportunity for **CO₂ neutral living.**



A transformed sense of responsibility among all stakeholders is driving sustainable living

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Occupants



Public opinion



Governments



Investors



Shift towards new mindset which is less focused on growth and more **focused on taking responsibility for creating a better future for everyone** – in social, ecological or economical terms



National governments recognize these trends and are taking action through **legislative measure and stimulus programs**

Upcoming EU stimulus programs creating a positive drive for further investments

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Initiatives for net zero building stock & EU Renovation Wave

Energy Efficiency Directive (EED)

At least 3% of public buildings are to be renovated each year and transform them into nearly zero energy buildings.

Energy Performance of Buildings Directive (EPBD)

*Measures to **accelerate the rate of buildings renovations** with focus on energy efficiency and reduced emissions.*

Social Climate Fund

*€ 72.2 bn from 2025-2032 to **support investments** into energy efficiency, renovations, clean heating & cooling as well as renewables.*

Covid-19 Stimulus Package

*€ 723.8 bn through Recovery and Resilience Facility with **strong focus on supporting private & social housing** with energy efficiency and renewables.*

European and American stimulus programs drive the renovation wave towards sustainable construction

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36% of total EU CO₂ emissions caused by buildings

75% of European building stock is energy inefficient

0.4% - 1.2% renovation rate, which is far below the recommended 3%



Reinforce long-term **national renovation programs**

Transform Europe's old housing stock into **nearly zero energy buildings**

Use smart technologies while considering human well-being & health

>> With our strong focus towards ESG and innovative solutions for sustainable and energy efficient construction and living, we expect to greatly benefit from this trend.

Having the right solutions in our portfolio to support net zero carbon buildings

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In-house energy generation



PV integrated rooftiles
systems and solar panels

Geothermal heat pump
systems

In-house water management



Collection and storage of rainwater to make it
available when required
(see **“From Rain to Drain”**)

**Our system solutions
support**

New build & Renovation

Net zero carbon buildings via sustainable building materials and improved water and energy management

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Net zero carbon buildings:

A highly **energy efficient building** that produces on-site or procures carbon-free renewable energy in an amount sufficient to offset the emissions associated with building operations.



(Rain)water management



Renewable Energy



Energy efficient envelopes with prefab solutions



Electrification with smart heating & cooling system



Low embodied carbon



We will be able to offer **complete net zero carbon buildings**, not only **through** our **sustainable materials** but also through our advances in **water and energy management**.

Deep dive: Energy efficient homes through PV powered solar panels

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Our solution

- › High quality **roof tile with integrated solar cells**
- › Launched in the Netherlands in 2021
- › **Easy and efficient to process** (plug & play processing)

The potential

- › **High demand** for roof tiles in renovation and new build
- › **Fueled by EU Renovation Wave** to make homes more energy-efficient
- › Supports the achievement of our ESG targets



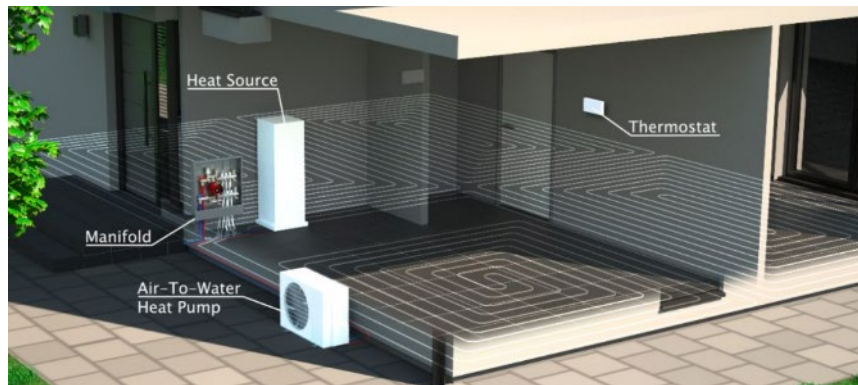
Strategic partnership: Our recently agreed sales agreement with the Dutch Exasun, will make us the **exclusive distributor of Exasun's** innovative building-integrated **photovoltaic (BIPV) systems** (X-tile and X-roof) **in Europe.**

Deep dive: Energy efficient homes through heat conversion, perfect for renovation and new homes

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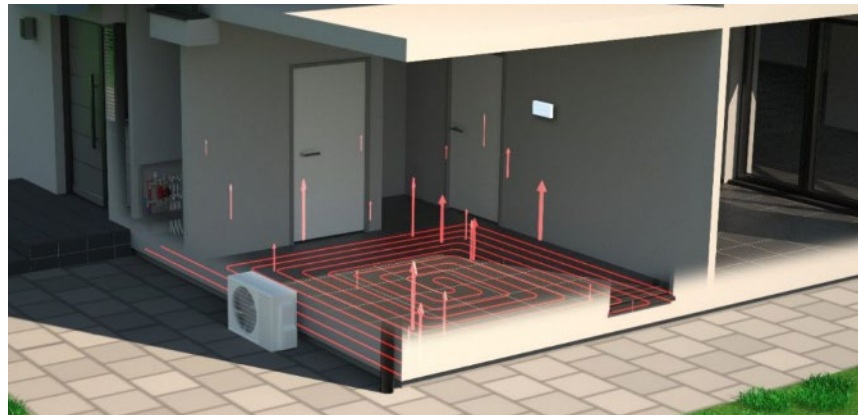
Our solution

- › Heat pumps **transform energy from the outside air into heat**
- › Compact and silent outdoor unit
- › **Most efficient way of heating the home and domestic hot water requirements** for Western European climate conditions



Benefits for homeowners

- › **Lower fuel bills**
- › **Reduced carbon emissions**
- › Self-contained heating and hot water solution
- › **Suitable for new build and renovation** projects - can even be used with an existing boiler
- › **Up to 5x more efficient** than a traditional gas boiler



Best Practice example – Sustainable building envelope to tackle extreme heat and cold

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Clay as **natural material** with **indoor-climate regulation properties (cooling)** that last for over 100 years

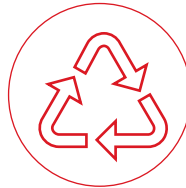
Perlite-filled monolithic solutions as climate-neutral option ([see more](#))

Durability



**Lifecycle of
>100 years**

Circularity



**Closed-loop
recycling & reuse**

Decarbonization



**Lowest CO₂ footprint
compared to other
materials**

Comparing wall systems with the same attributes

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1

Considering all layers of the wall

2

Compare walls with same attributes and performances

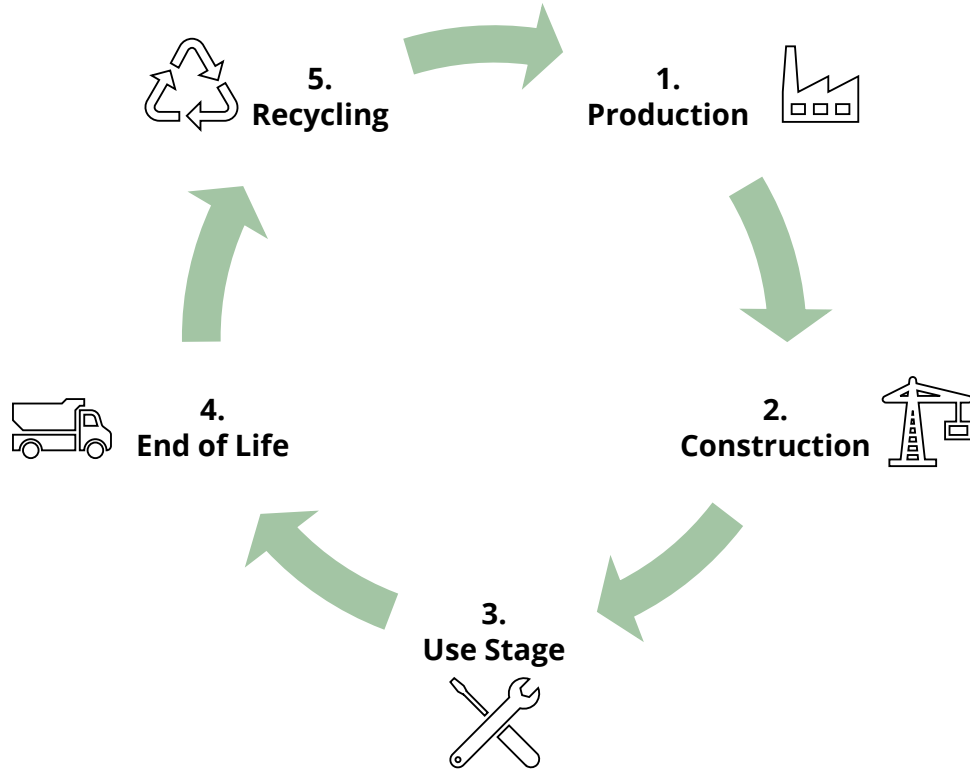
3

Equal life span of 100 years



Megatrends - Climate Change (Sustainable homes)

We take the full life cycle of a building into account
(Cradle-to-Cradle approach)



We compare systems based on life span having a low embodied carbon footprint

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Embodied Carbon footprint comparison for a single family house¹⁾ (in ton CO₂ per house)



Concrete

additional external insulation needed to have comparable performances



Calcium silicate



Aerated concrete

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**Monolithic
Clay block**



Timber

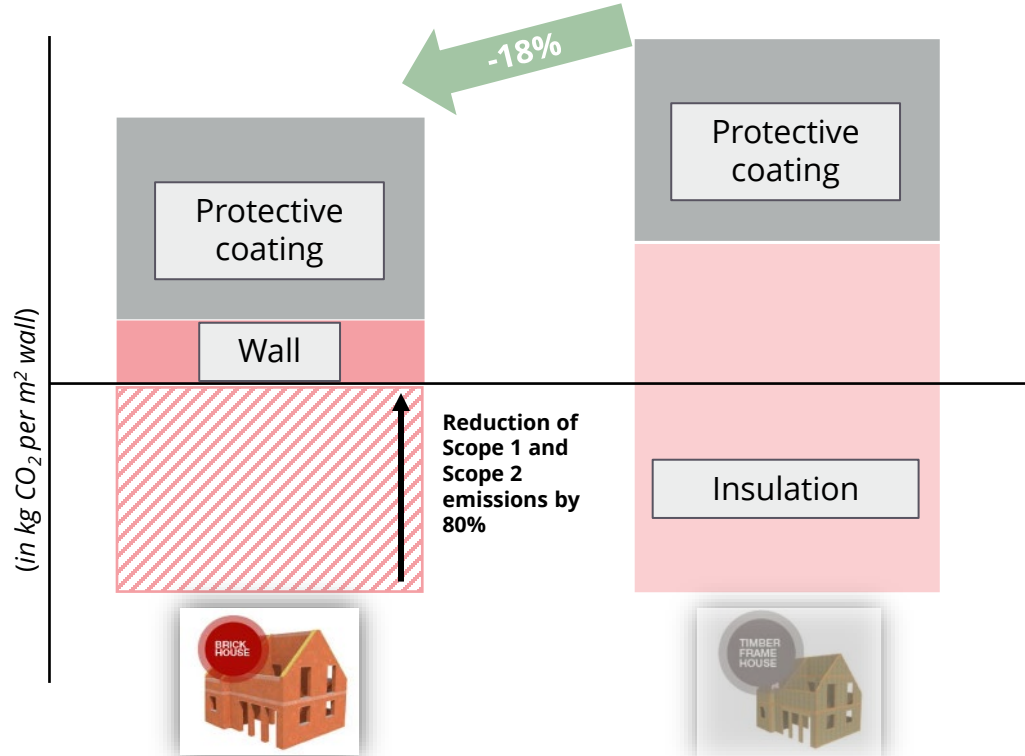
1) Comparison of the vertical structure with 200 m² external wall multiplied with the CO₂ Footprint of the Wall System; use of wall solutions with a total U-Value of 0.20 W/m²K and life cycle of 100 years; the environmental impact considered all layers and covers the entire life cycle of the wall solution. The EPD values are derived from publicly available and certified data.

Megatrends - Climate Change (Sustainable homes)

Outperformance of timber will be achieved by reducing overall carbon emissions by 80%

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Outperforming Timber with our monolithic wall solution



**Outperforming
timber by 18% will
make the
monolithic clay
wall the most
sustainable
solution**

High thermal mass and great durability makes clay the most environmentally friendly wall system

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Clay blocks offer



Solid wall construction with high thermal capacity

- > **natural cooling** in summer by the thermal mass qualities and high thermal capacities
- > a **shortened heating period** due to the solid construction of brick compared to timber
- > **performing as a heat conductor** thanks to perforated design – air can circulate



Greater durability and less maintenance

- > **clay blocks have a life span of over 100 years**
- > due to their solid consistency clay blocks are **more resistant to fire and extreme weather** and require **less maintenance** than the shorter-lived timber structures



Over the entire building life cycle, these favorable properties reduce the overall impact on our climate

Summary

We support our customers with the right solutions

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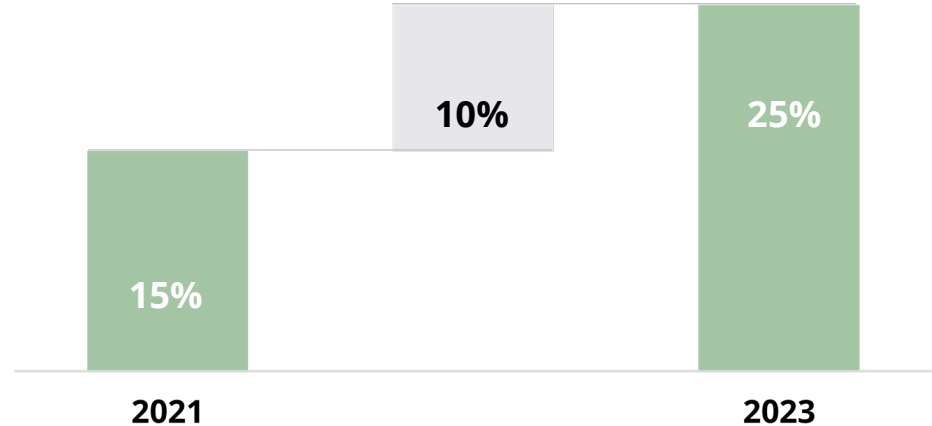
We have a significant number of answers to the trends and developments thanks to our **system solutions**.

Wienerberger is increasing its percentage in revenues of system solutions to

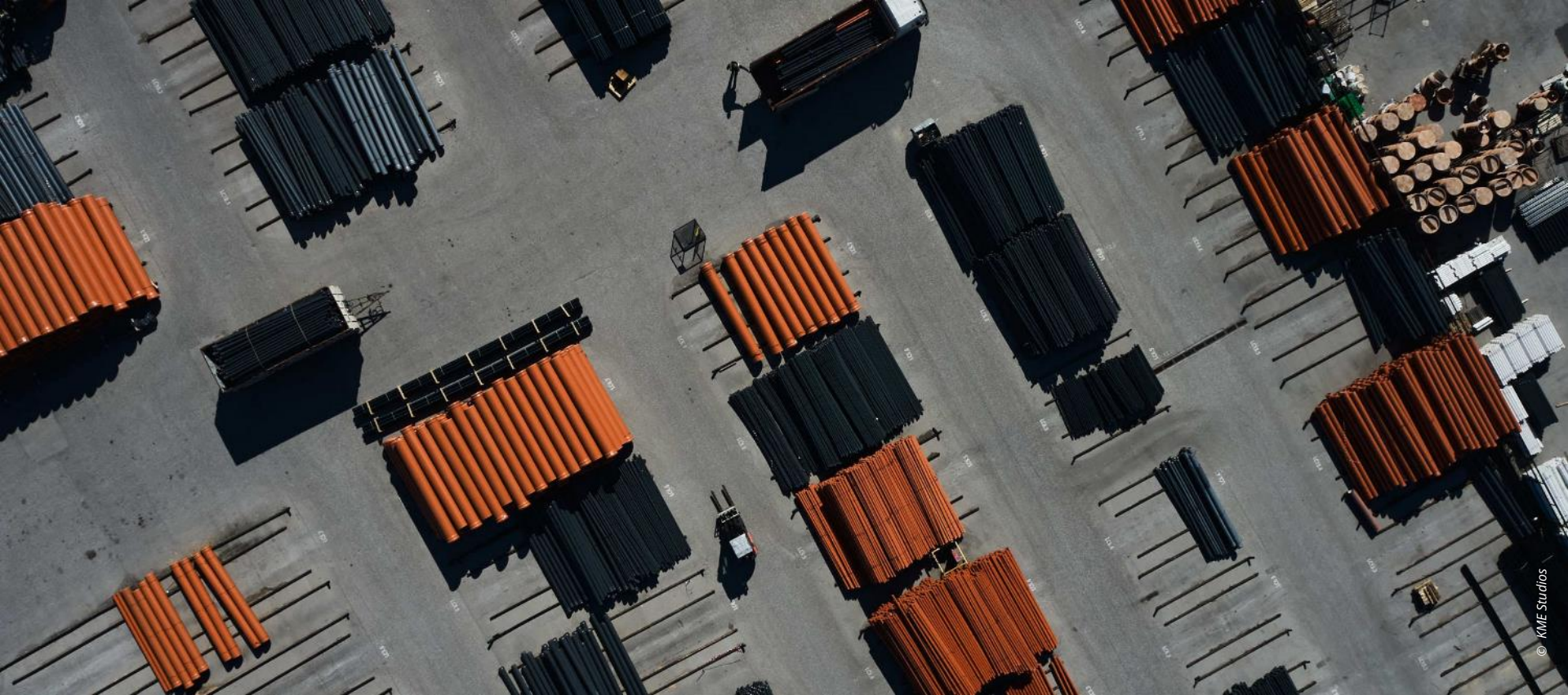


**tackle the megatrends
while improving margins**

Share of system solutions
in % of total revenues



The share of **system solutions** based revenues is expected to **increase to 25% until 2023, supporting margin enhancement.**



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Strong value generation

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Wienerberger today

Transformation to a system solution provider

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The old Wienerberger

Volume driven
and production
focused manufacturer
of commodity
products

Wienerberger today

Focus on providing **enhanced system solutions** to increase **convenience** for customers



Reshaping the group and
diversifying the business
model to become more
resilient

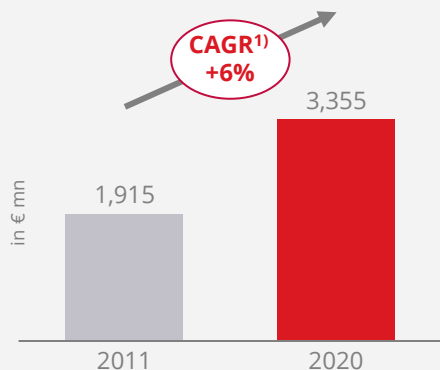


Supporting **customers' needs**
and **create additional convenience**

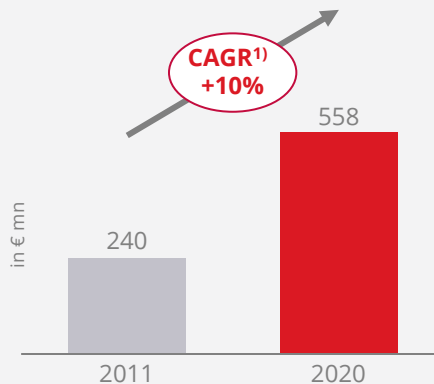
Strong financial performance over the last 10 years

All initiatives have been resulting in growth and
EBITDA Margin improvement of 400bps from **12.6%** (2011) to **16.6%** (2020)

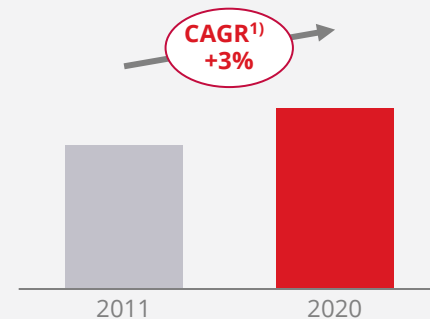
Revenue growth



EBITDA growth



GDP growth²⁾



1) Compound annual growth rate between 2011-2020

2) Weighted average GDP growth in Europe and North America

We have fundamentally reshaped the Group

1

Focus on Innovation & Digitalization



Outperforming the general market level in Europe as well as in North America

2

Operational Excellence



EBITDA contribution of € 110 mn (Fast Forward) 2018-2020 and € 135 mn (Self Help program) 2021-2023

3

Portfolio expansion & optimization



10 value creating acquisitions within the last 5 years, successfully completed repositioning & disposals

4

Improving profitability & value creation



ROCE of > 10 %

5

Strong financial discipline



Net debt/EBITDA: <2.5x

Growth through focus on innovative products

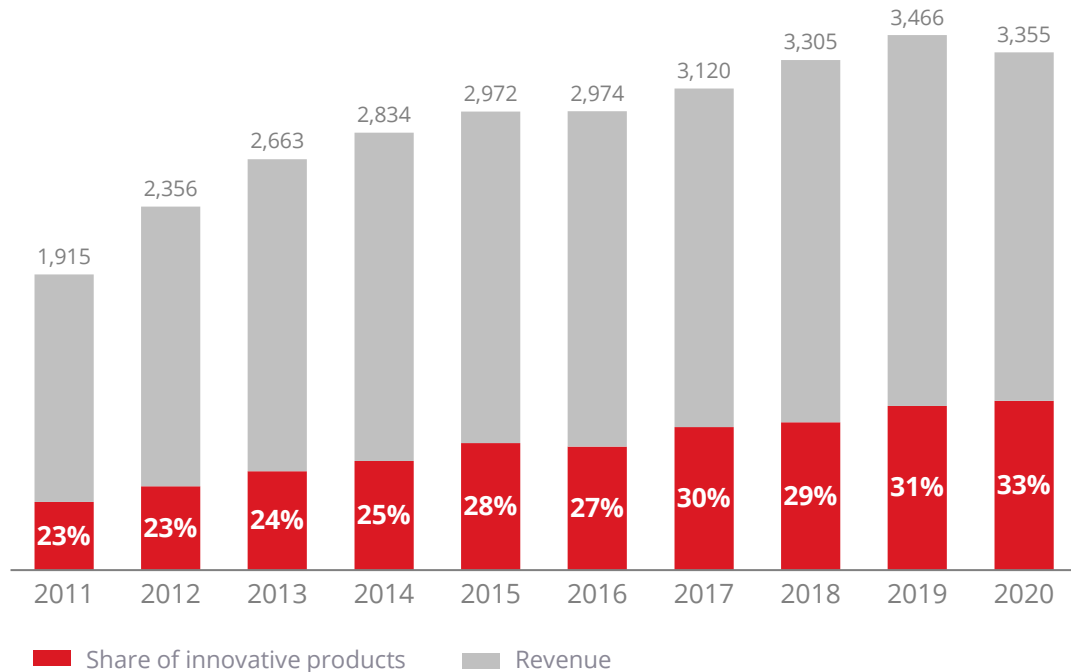
Wienerberger consistently expands the share of innovative products

1

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Revenue and share of innovative products

in € mn and %



In absolute terms the increase is 150% from € 440 mn to € 1,100 mn

Growth through focus on innovative products

Wienerberger consistently expands the revenue share of innovative products

1

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Innovative products



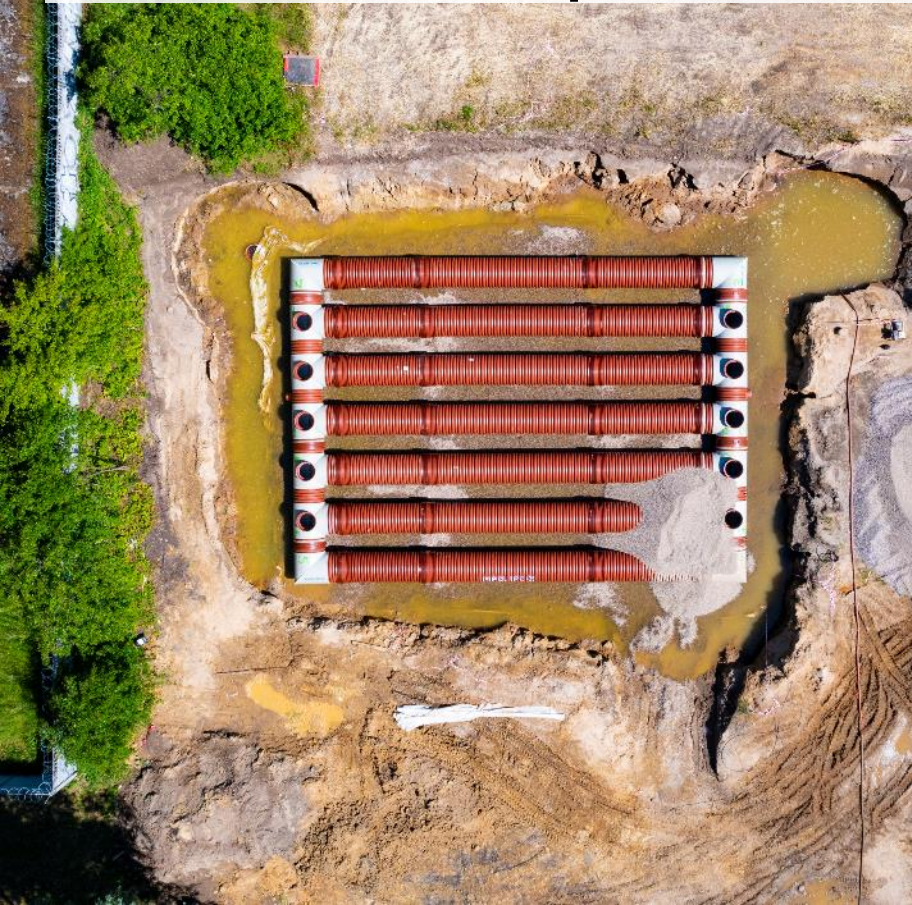
The share of innovative products amounts to **1/3 of total revenues**



Goal to remain above **1/3 of total revenues**



Innovation contributes to **steady EBITDA margin increase**



Fast Forward has been a key performance driver & will continue to further enhance in the current Self Help program

- › **The continuous improvement of internal processes** has always been part of our strategy, therefore the **Fast Forward Program 2018-2020 has been launched**
- › **EBITDA enhancement of € 110 mn achieved in 2018-2020**
- › Fast Forward program **successfully completed** and will contribute positively to performance beyond 2020



Manufacturing Excellence



Commercial Excellence



Procurement



Supply Chain Management
& General Administration



Turnaround Countries



Significant earnings enhancement of **€ 135 mn (2021-2023)**
will continue in current **Self Help program**

Strong M&A and portfolio optimization track record as driver for value generation

M&A

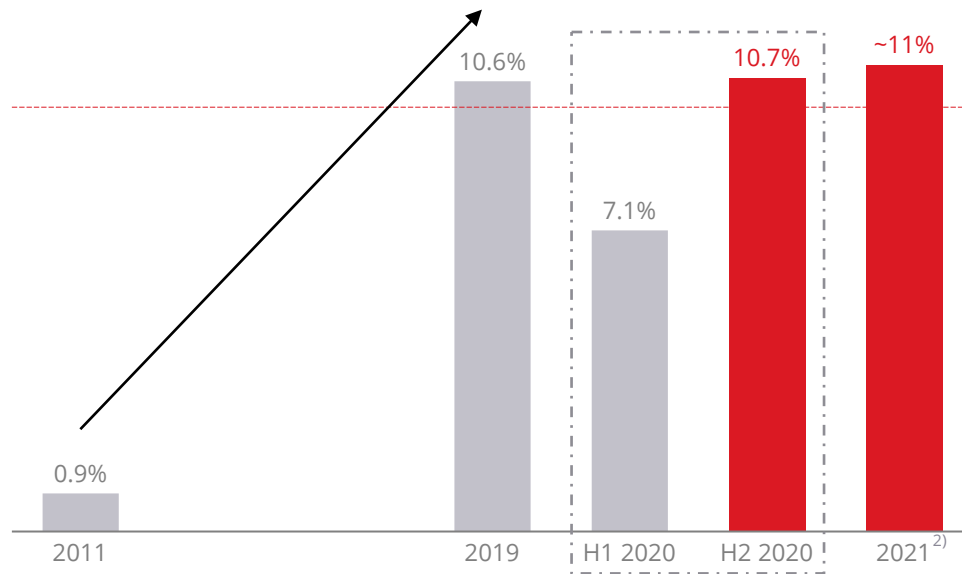
- › **Generating growth opportunities** thanks to value creating acquisitions
- › Focus on **optimization of footprint & diversification of portfolio**
- › On average **3 successful acquisitions per year***
- › **Average weighted EV/EBITDA multiple of ~5x post synergies after 3 years**

Portfolio optimization program successfully implemented

- › **Margin improvement** through **portfolio optimization** and successful **turnaround cases**

Significantly improved ROCE in previous 10 years reaching target of >10%

ROCE¹⁾ development, in %



**Improving profitability
& value creation**



**ROCE¹⁾ target: >10%
achieved**

Expected ROCE 2021: ~11%

Continuous focus on **performance enhancement** leading to
significantly improved value creation and **return for shareholders**

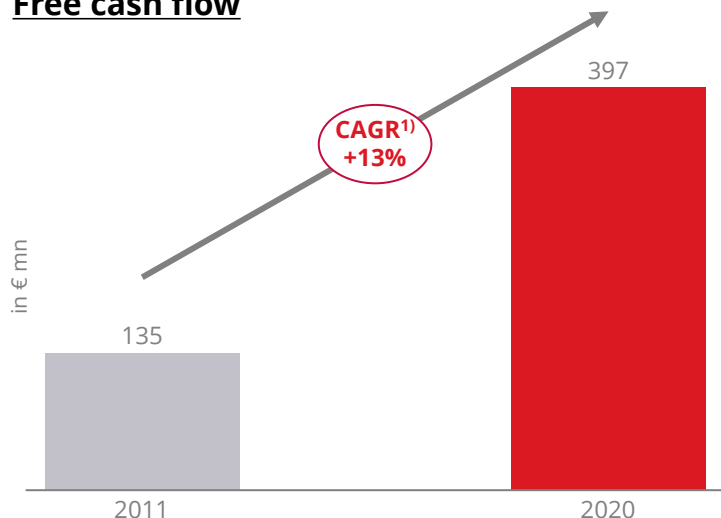
1) ROCE = NOPAT / average capital employed

2) Based on preliminary 2021 figures

Wienerberger today

Strong free cash flow growth

Free cash flow



Improving profitability & value creation



Sustainably improving profitability in our existing businesses



Highly disciplined management of capex



Unlocking value from portfolio optimizations

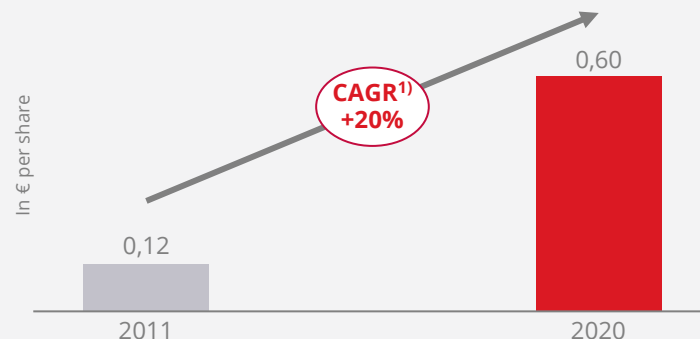
1) Compound annual growth rate between 2011-2020

Clear capital allocation guidelines including return of capital to shareholders

Total Shareholder Return



Dividends per share²⁾ growth



Reliable shareholder remuneration

Commitment to progressive dividend payments reflected in performance increase

20-40% of Free Cash Flow distributed to shareholders



1) Compound annual growth rate between 2011-2020

2) Dividend per share reported in the business year of the announcement.

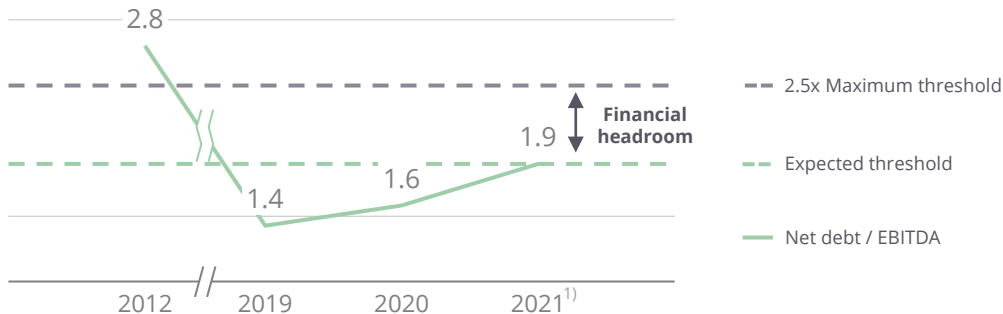
Sound balance sheet management forms the base for further growth

- › Disciplined use of financial headroom as a basis for further investments
- › High cash-conversion rate supporting sound balance sheet management
- › We remain committed to our target for financial discipline:

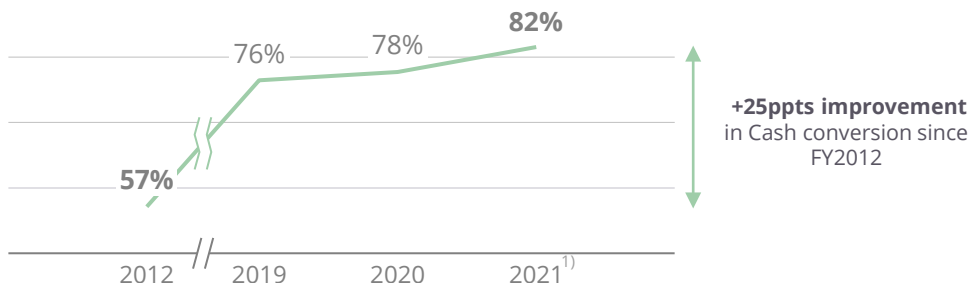
Net debt / EBITDA < 2.5x

at year-end

Net debt / EBITDA



Cash conversion rate ²⁾



¹⁾ Calculation based on EBITDA LTM as of Sep. 30, 2021 as well as proforma figures and company estimates. Rounding differences may arise from automatic processing of data.

²⁾ (EBITDA LFL – Maintenance Capex) / EBITDA LFL

Wienerberger today

Wienerberger's strong growth path

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**Strong organic
revenue growth**

+6%

(average 2011-2020)



**Strong free
cash flow
generation**

+13%

(average 2011-2020)



**Strong cash
conversion rate**

57% to 82%

(2011 vs. 2021)



© Heikki Avent

**Strong value creation through M&A and
portfolio optimization**

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Merger & Acquisition & Portfolio Optimization

M&A as strong strategic pillar for growth

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All M&A activities are in line with our strategy and strict ESG criteria



Investing in high growth areas

to tackle megatrends and support our customers' needs and increase convenience



Diversifying in our end markets

to become more resilient in

New build & Renovation & Infrastructure



Focusing on the right geographies

to increase our footprint

Europe & North America



By combining acquired businesses with our own solutions we create value

Divestments

ZZ Wancor Switzerland



- › Swiss business **did not meet our requirements** for **further growth potential & value creation**
- › **Sale of operations** for **very attractive multiple**
- › **Proceeds from sale** to be **invested** in **higher-margin growth areas**

Other assets



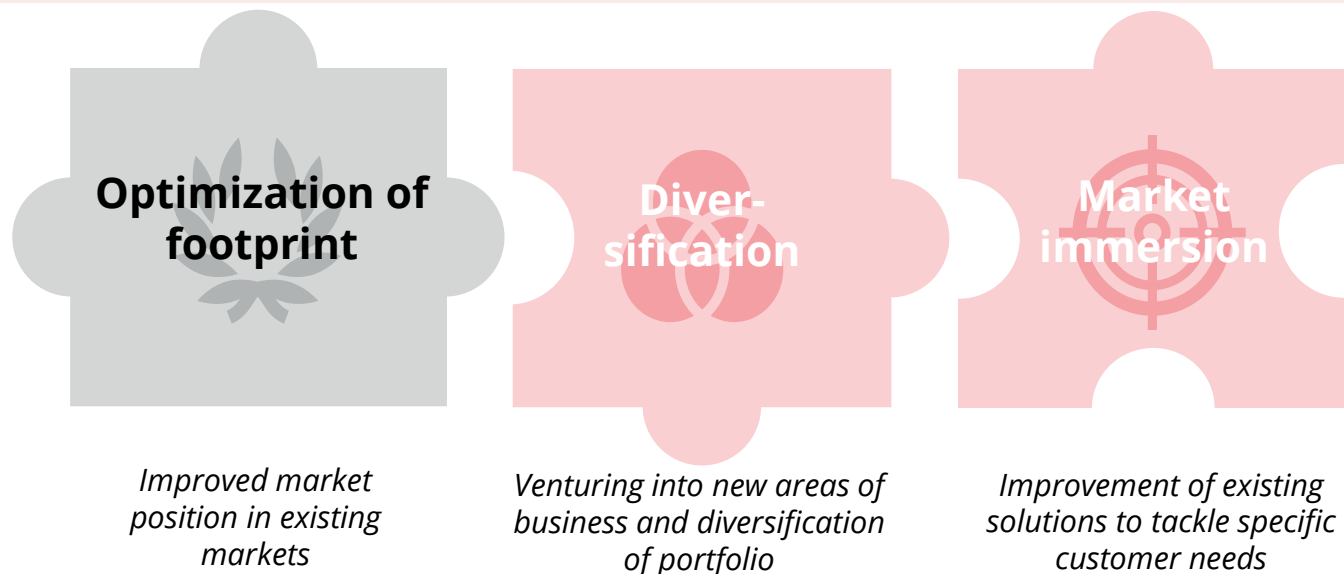
- › Sale of **non-operating assets** and **businesses**
- › **Divestment** of the **Russian** and **Greek piping assets**



Increasing
profitability through
portfolio
optimization

All acquisitions support our growth

Recent acquisitions result in **average weighted EV/EBITDA multiple of ~5x post synergies** after 3 years















By combining acquired businesses with our own solutions we generate scalability within the group

M&A Track record

Continuous expansion of our portfolio to diversify and optimize our footprint



	2017		2018			2019		2020	2021*			
												
Optimization of footprint	●	●	●	●		●				●		●
Diversification			●	●	●		●	●	●	●	●	●
Smart					●		●	●	●		●	
Design			●	●	●		●	●			●	
Innovation				●	●		●	●	●	●	●	●

Scalability
 Footprint optimization

*Best example for **value generation through combining acquired businesses** with our **own portfolio** while **generating opportunities for scalability** within the group*

* Status as of November 2021

Acquisition Meridian Brick

We create value through increasing our footprint – e.g. Acquisition Meridian Brick

Optimization of footprint

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Wienerberger successfully closed the **strategically compelling** and **financially highly attractive** acquisition of Meridian Brick



New leader for masonry solutions in key regions



Drives further consolidation in North American brick market and **enhance our product portfolio for our customers**



Generates **strong EBITDA enhancement, including significant synergies**



Continues our **strong focus on ESG, innovation and digitalization**



Perfectly in-line with our **external growth strategy**



Acquisition Meridian Brick

Combined business as excellent platform for growth



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Canada

Leading position with Arris-craft for the combined business in the Ontario Market

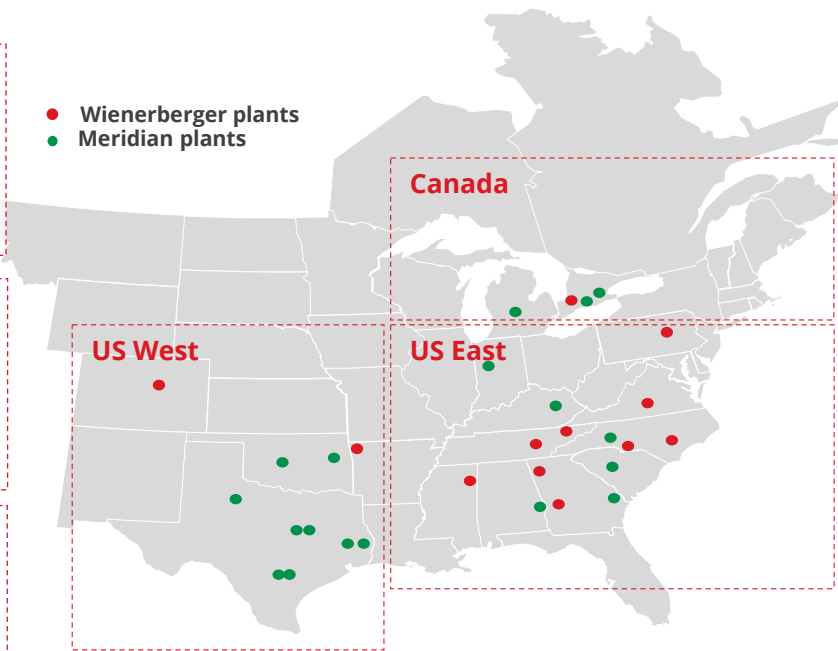
Region US West

Market entry in Texas and Oklahoma with **leading market position**

Region US East

Leading growth platform by streamlining the industrial and product portfolios & enhancing the commercial strengths

- Wienerberger plants
- Meridian plants



FUTURE EBITDA POTENTIAL

> \$ 120 mn

of combined business in year 3

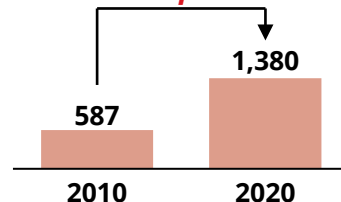


Outperforming the market

Housing starts

CAGR 10-20'

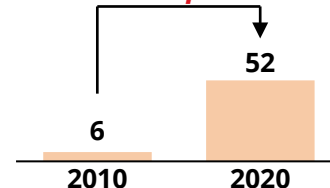
9% p.a.



NOAM EBITDA

CAGR 10-20'

24% p.a.



Value-creating acquisitions

Latest acquisitions address megatrends and customer needs

Inter Act Netherlands



- > **Web & cloud-based technologies**
- > Monitoring, predicting, remotely controlling & learning from data
- > Infrastructure networks turned into **smart water management solutions**



Increasing **convenience**
through digitalization

FloPlast & Cork Plastics UK & Ireland



- > **Rainwater, roofline, drainage, in-house soil & wastewater** portfolio
- > Strong foothold & **growth platform** in UK and Ireland
- > **Improved cross-selling**, esp. in roof segment



Counteracting consequences
of **climate change**

Struxura Belgium



- > **Prefabricated wall panels**
- > Extended product range with fully integrated BIM
- > Trend towards **faster, more precise & more sustainable building construction**



Counteracting **lack of skilled labor**

Value-creating acquisitions

We create value by combining acquired businesses with our own portfolio

wienerberger

Two best practice examples

Recent acquisitions



+

wienerberger

=

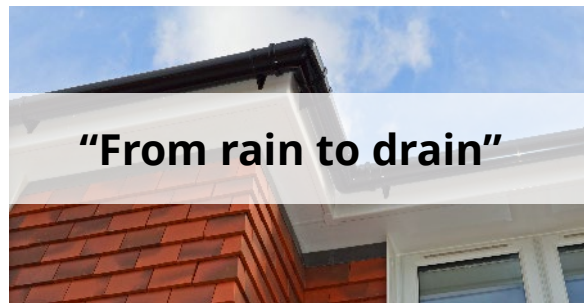


+

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*e.g. Design, water retention,
irrigation, roof systems*

=



Value-creating acquisitions

Deep dive: The spider concept

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What is the spider concept?

- › **Pre-cut and pre-assembled wiring** for electrical installations
- › Circuit layout converted from architect's 3D plan (fully integrated BIM)
- › **Lay out ready solution** at building site facilitates and speeds up installation
- › **Reduces workload from 16 to 3 hours**
- › [Read more](#)



**"to tackle megatrends
and to support our
customers' needs"**

**Lack of skilled
labour**



**Increasing
convenience
through
digitalization**



Value-creating acquisitions

"From rain to drain": The combination of Wienerberger, FloPlast & Cork Plastics ...

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Rainwater and roofline products as well as drainage and inhouse soil & waste water

connected and extended

with current Wienerberger portfolio and digital services

to create **high quality, climate-friendly and affordably designed**

smart in-house system solutions



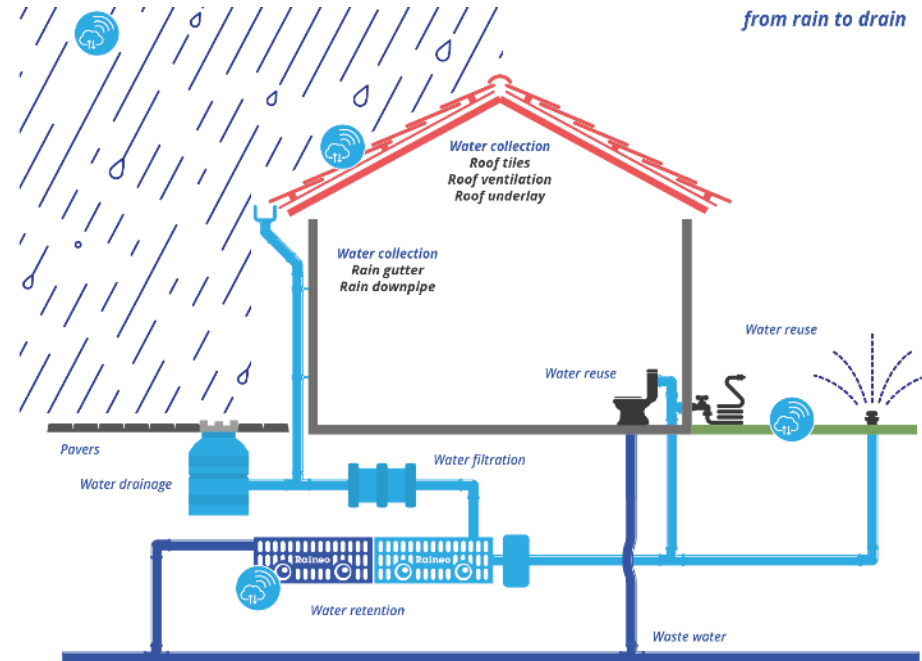
Customer oriented: Design, convenience, innovation and prefabrication



Quality focused: High-quality system solutions



Satisfy market needs: Strong demand for renovation and new built



To get a better understanding of **how our water management solutions work** refer to: <https://www.youtube.com/watch?v=wVvKL1Aelt4>

Value-creating acquisitions

... offers cross-selling opportunities in the highly attractive UK market ...

Our combined business is managed by a **well-experienced UK management team**

Growth in one of
our core regions: UK

Combined sales of
> € 500 mn

> 90% renovation
exposure

Resilient business
model

Cross-selling of
Building and Piping
Solutions to
generate synergies

System
competencies via
combined **design
solutions**
e.g. social housing



...and is in line with our strategy and supports value generation

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Creating **in-house rainwater management systems** to use **water in a non-wasteful** way while saving costs in the long run

Strengthening our share in the non-cyclical renovation segment in the highly attractive UK and Irish residential market



“to tackle megatrends”



“to support our customers' needs”



“to become more resilient”



Creating a unique environment with significant synergies and cross-selling opportunities by combining Building and Piping Solutions in our largest market, second only to North America.

Where to invest?

M&A is an important driver of our future growth

wienerberger



WHERE ?

Core markets in **Europe** and **North America**



WHY ?

Enlarging footprint in our end markets to increase **system solutions** (>25% of total revenues in 2023)



HOW ?

Enhancing our **presence in high margin businesses** and **tackle megatrends** and increasing **convenience for our customers**

Average weighted EV/EBITDA multiple of ~5x post synergies after 3 years





We care & commit to the environment

wienerberger

We care and commit to the environment

We are well on track to meet our environmental targets

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Decarbonization

Decrease in CO₂ emissions (Scope 1 & 2*) across the entire portfolio **ahead of plan** across all Business Units

CO₂ reductions > 6%

(latest estimate FY 2021 versus 2020)

Target 2023: -15%



Circular Economy

Ongoing **initiatives and R&D projects** put us on track

New products reusable or recyclable

Target 2023: 100%



Biodiversity

Specific **Biodiversity Action Plans** implemented at sites

Biodiversity programs for all sites

Target 2023: 100%

**Note: Scope 3 emissions not yet reported (see slide 111).*

Decarbonization

We fully commit to EU targets



Decarbonisation

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2023

2030

2050

2023 program

EU "Fit for 55"
UN 2030 Agenda

European Green Deal

Wienerberger's
near-term target

Wienerberger's
mid-term target

Wienerberger's
long-term target

-15% reduction
of specific CO₂
emissions
vs. 2020

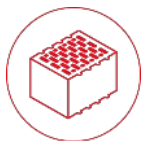
-40% net reduction
of specific CO₂
emissions
vs. 2020

Committed to
carbon neutrality in line
with the **European Green Deal**

**Note: Specific CO₂ emissions refer to emissions from production caused by the sources of energy used (Scope 1) and are calculated on the basis of the absolute volume of CO₂ emissions in kg of CO₂ relative to the production output in tons. This value is shown as an index in % relative to the defined reference year.*

Decarbonization: 15% less CO₂ emissions vs. 2020

Strong track record: significant CO₂ reductions in clay block segment already achieved



Major reduction of CO₂ emission intensity (Scope 1 / fuel) vs. 1990

Achievement in the field of clay blocks

CO₂ reduction 2020 vs. 1990:

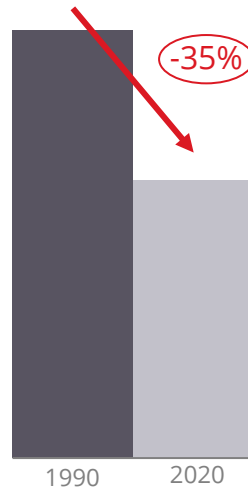
per ton of product

-35%

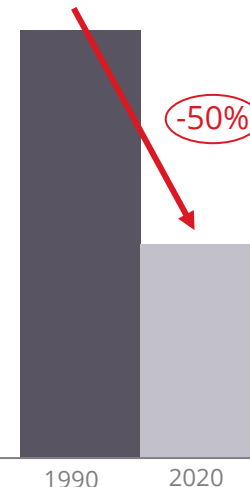
per m₂ of wall

-50%

CO₂ emission in %
(to CO₂ per ton of product)



CO₂ emission in %
(to CO₂ per m₂ of wall)





Decarbonization: 15% less CO₂ emissions vs. 2020

Delivery against 2023 targets is well on track



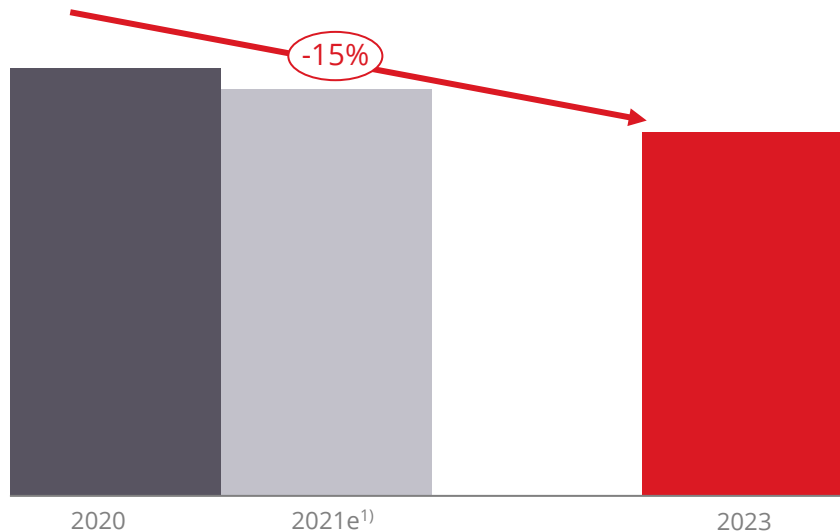
2023: Reduction of CO₂ emission intensity (Scope 1 and 2) by 15%

Promising decrease in CO₂ emissions well on track across all Business Units

CO₂ reductions 2021 of > 6% expected to be achieved

(latest estimate FY 2021 versus 2020)

CO₂ emissions in %
reference year 2020 = 100%



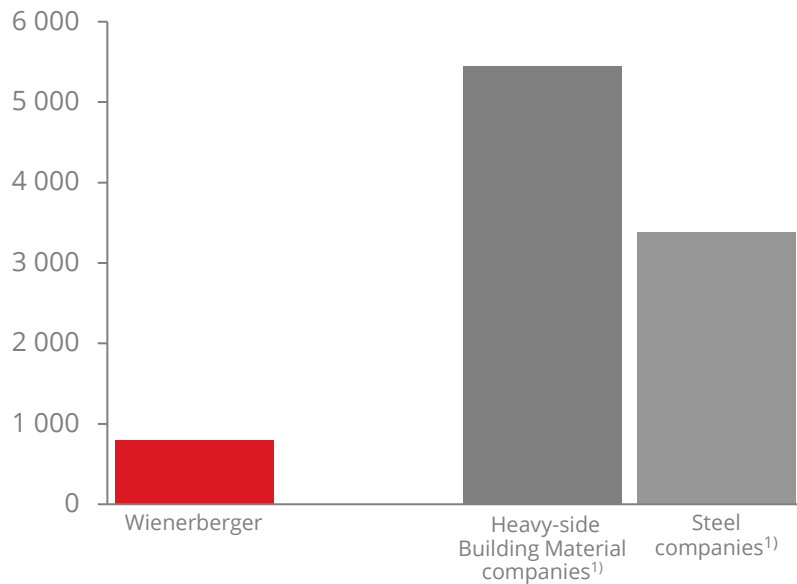
1) Based on preliminary 2021 figures

Decarbonization: 15% less CO₂ emissions vs. 2020

Our sustainable portfolio makes us a positive outlier in the construction industry

Tons of Scope 1+2

carbon emissions per € 1 mn of sales



¹⁾ Average of 3 listed companies in the sector, based on 2020 Annual Report/Sustainability Report

Wienerberger already exhibits a **relatively low CO₂ footprint** compared to the **heavy-side building materials** and **steel producers**.



Decarbonization: 15% less CO₂ emissions vs. 2020

There is no standstill in decarbonization: projects that keep us well on track



Decarbonization
wienerberger

Reduction of CO₂ emissions

**- 30% CO₂ intensity
(Scope 1) at
Uttendorf plant**



through energy efficiency improvements based on heat-pump technology (recovery of energy from dryer exhaust air)

**- 1,000 tons of CO₂
emissions (Scope 3) at
Romanian Plants**



through use of brick grinding dust in pavers recipe (and thus reduction of cement as binding agent)

**- 2,000 tons of CO₂
emissions (Scope 1) at
Karlovac plant**



through the usage of raw material with improved carbon foot-print

**- 1,900 tons of CO₂
emissions (Scope 3) at
Wienerberger plants**



through usage of recycled plastic for shrink packaging

**- 60,000 tons of CO₂
emissions (Scope 2) in
Pipe production**

through switch to green electricity

Year-to-date

**Note: The above graphic does not claim to be exhaustive and merely represents an excerpt of the numerous emission reduction projects carried out by Wienerberger.*

Dematerialization - Less raw material, less CO₂, same favorable properties: introducing the Less and Eco-bricks



Eco-Brick

Façade brick 3.5-5 cm thinner than regular brick ([more](#)).

- › Less clay & CO₂ emitted during production **reduces the footprint drastically by up to 30%**
- › More living space or room for insulation
- › Narrower and lighter format **optimizes transport & handling**



Less Brick

Three holes reduce the used raw materials significantly ([more](#)).

- › Reduced raw material consumption by about **10%**
- › Reduced energy consumption by about **20%**
- › Lighter weight for **easier handling** on site and positive impact on upstream transportation (Scope 3)

The extent of reductions in Scope 1 and 2 emissions depends on public infrastructure and availability

By 2023 we want to switch to green electricity and by 2030 to green gas everywhere across our Group, however, certain conditions must be met.



Availability

Green electricity or biogas must be available and deliverable **at all times** and in **sufficient quantities**.



Affordability

The energy source must be available at a **reasonable price to guarantee economic viability**.



Infrastructure

Infrastructure **must exist in all areas where we operate** – even remote ones.

large national & local differences



We are **strategically flexible in choosing our energy source** (biogas, hydrogen, syngas, etc.) as long as above mentioned prerequisites are met.

Going forward and beyond 2030

Available public infrastructure enables Egersund Wienerberger in Denmark to use Biogas already

- › **Switching to biogas** is a quick way to **reduce CO₂ emissions** as long as the infrastructure is readily available and works for our type of production
- › As an ecologically conscious company we are ready to make the **right investments for our planet**
- › As market leader we want to **set a new standard**
- › This is just one of **many initiatives that we are working on in the Group** to reach our target of being carbon neutral in 2050



Decarbonization

wienerberger

Going forward to 2050

Fully committed to CO₂ neutrality by 2050

Short-term

Mid-term

Long-term

2050
CO₂
neutrality

Measures to
reach climate
neutrality:

- ① **Efficiency** improvements
- ② Implementation of **new technology**
- ③ Switch to **green fuels**
- ④ **Dematerialization**
- ⑤ Alternative **raw materials**
- ⑥ Improved technologies

Scope 1 / Scope 2

Going forward and beyond

We are already considering our Scope 3 emissions

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Reporting on Scope 3 emissions to start in the next few years



Already numerous projects to reduce Scope 3 emissions **in place**, such as:

- › **Recyclability & reusability** improvements
- › **Supply chain management** optimization
- › **Packaging material** considerations



Major down-stream emission savings from the use of our products



Circular Economy: 100% of new products recyclable or reusable

Longer life cycles, lower material consumption and circular product design

- ① **R&D projects and innovation** for recyclability & reusability
- ② **Continuous optimization** of processes and facilities
- ③ **Use of secondary raw materials** in production and **waste (scrap)**
- ④ Taking the **properties essential for reusability and recyclability into account** when designing new products



Circular Economy: 100% of new products recyclable or reusable

From Paver to paver – the allrounder of surfaces

The advantage of pavers

- › Long service life
- › Easy replacement

Circularity of pavers

- › **Resource efficiency:** all internal production scrap is reused
- › **Recyclability:** Crushed pavers as subgrade
- › **Reusability:** easy to **remove and re-lay**

» The international **Cradle-to-Cradle certification** confirms the existence of a closed-loop production system - [Read more](#).

Circular Economy: 100% of new products recyclable or reusable

EcoCorr - plastic pipes are the ideal recycling material



The advantages of plastic pipes

- › **Long service life & excellent properties**
e.g. light, tough, elastic, corrosion free, reduced leakages
- › **Easy transport**

Circularity of plastic pipes

- › **97% of our products** already **recyclable**
- › **EcoCorr** is made from **recycled PE**
- › **Lifetime CO₂ impact of a plastic pipe amounts to only 25%** in comparison to a non-polymer pipe alternative
- › **Production waste** (=scrap) is already **100% re-used**

» Every ton of recycled material improves carbon footprint by 1.5 kg CO₂. Wienerberger aims for 1,000 tons **resulting in a reduction of 1,500 kg CO₂**

Biodiversity: 100% biodiversity program for all our sites in place by 2023

Biodiversity Action Plan to get everyone on board

We converted quarries into places of rich flora and fauna for years showing that this **commitment is in our DNA**

- › We include **all our occupied land**, which makes us a **pioneer in the industry globally**
- › **Biodiversity Action Plans** lead to measurable increase of fauna and flora local ecosystems
- › **Involvement and engagement** of employees, local organizations and stakeholders
- › Application and demonstration of **our own water management and digital technologies and solutions**



› Ultimately, we strive for a **net positive impact on biodiversity**

Biodiversity: 100% biodiversity program for all our sites in place by 2023

Digital systems support us in identifying and realizing the biodiversity potentials at all sites

Through our internal system (GIS) we will map current functions and biodiversity potential, monitor progress by trained ambassadors and share best practices within the group, local communities and other stakeholders.



**Note: The graphic above shows an extract from the Aalbeke brickworks in Belgium, outlining the biodiversity potential.*

Biodiversity: 100% biodiversity program for all our sites in place by 2023

We have already been busy implementing biodiversity projects

Number of ongoing biodiversity projects



At the **Orchard farm** site in Kent, UK, we created **ponds** which are an **ideal habitat** for **amphibians** and other **water-dwelling creatures**.



More space for bees! Not only at our **headquarter in Vienna** but at **multiple other sites** across the Wienerberger group.

A **Stormwater Pipe System** redirects the flow of water to successfully **rehabilitate Lake Pomorie's natural salinity** and its **wildlife**.



Bird & bat boxes to provide solutions for our **customers** to **actively involve them** in our **fight to improve local fauna**.



Year-to-date

**Note: The above graphic does not claim to be exhaustive and merely represents an excerpt of the numerous biodiversity projects carried out by Wienerberger.*

We care and commit to the environment

We are already ahead of plan and continuously take measures across all environmental dimensions

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Decarbonization

Wienerberger has a **low footprint in comparison to the heavy-side** and continuously takes measures to improve.

Target 2023:
- 15% CO₂ vs. 2020



Circular Economy

Ongoing **initiatives and R&D projects put us perfectly on track. Reusability and recyclability** are already taken into account for our new products.

Target 2023:
100% of new products reusable or recyclable



Biodiversity

Biodiversity Action Plans and digital software rolled out and plants are taking actions already to achieve our ambitious target.

Target 2023:
100% of our sites have biodiversity programs



Full commitment in striving towards a better future & healthy planet



Outlook

wienerberger

Outlook

We will continue our growth ...

wienerberger



**Organic growth by
outperforming the
market**

Organic growth \varnothing 6%¹⁾



**Growth through focus on
innovative products**

~1/3 of total revenues



**Growth through focus on
system solutions**

>25% of total revenues



Growth by Self Help

~€ 250 mn EBITDA contribution
in 6 years



Growth through M&A

~5x EBITDA multiple enabled through
synergies realization after 3 years



Cash conversion rate increased

from 57% to 82%¹⁾

... and generate shareholder value



Total shareholder return
Every € invested in 2011 is now
worth $>4x^1$



Dividend per share
20% annual average growth



20-40% of Free cash flow
distributed to shareholders



ROCE target above $>10\%$

1) Including dividend payments reinvested in stocks, purchase time 31/12/2011

Growth through focus on innovative products

We drive innovation to increase customer convenience while addressing megatrends...

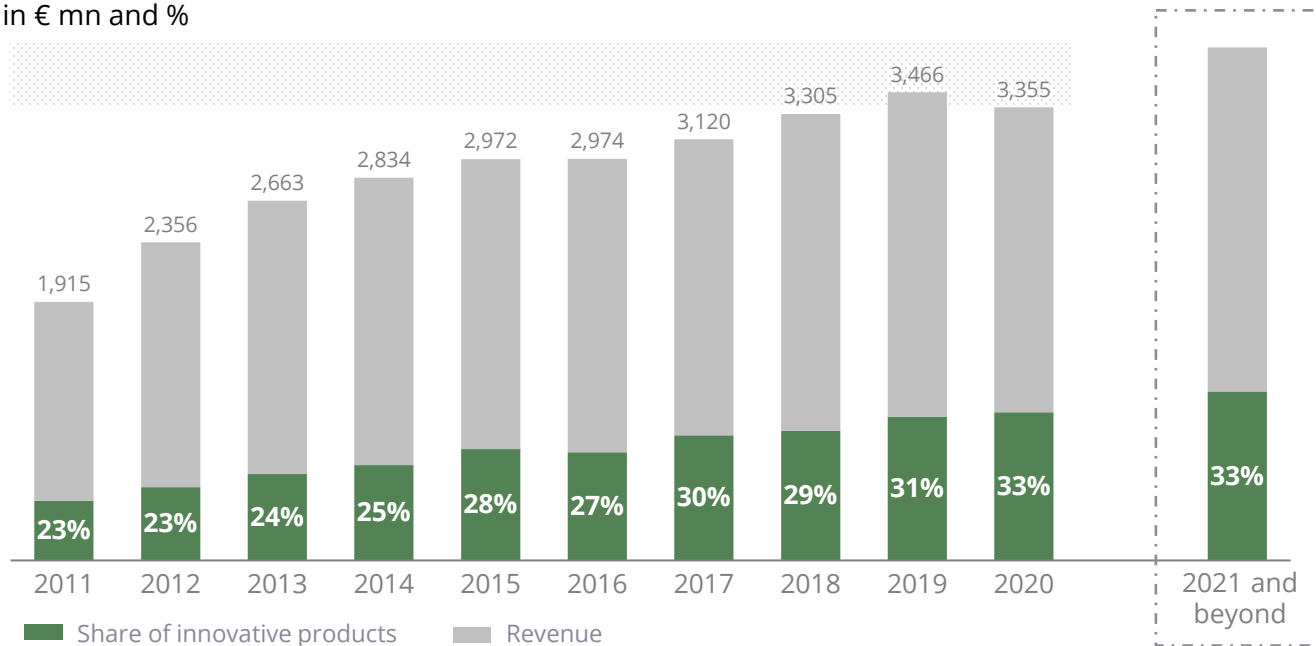


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1/3 of our **total revenues** come from innovative products

Revenue and share of innovative products

in € mn and %



- > Goal to remain above **1/3 of total revenues**
- > Innovation contributed to **steady EBITDA margin increase**

Transformation into a Full System Solution Provider

...and significantly increase our system solution share in revenues

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Develop **innovative & smart** solutions



Find solutions for **megatrends – supporting climate change**



Enhance **prefabrication**



Facilitate **installation** & time on-site

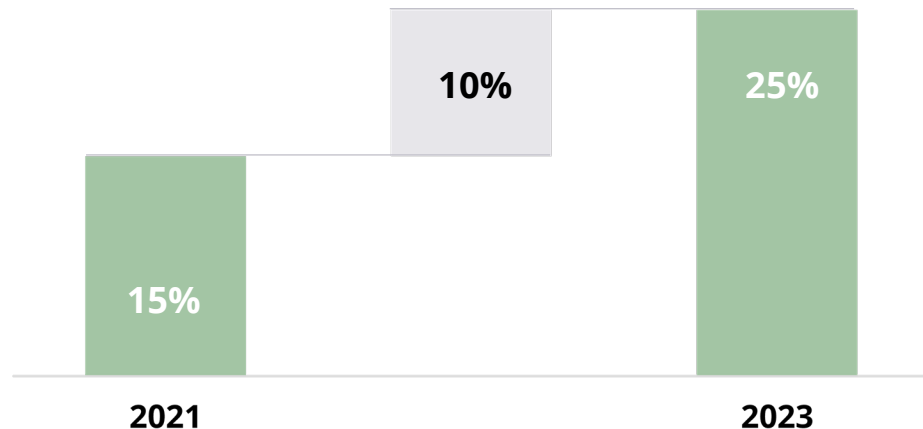


Facilitate **planning** stage



Create further **cross-selling** opportunities

Share of system solutions
in % of total revenues



The share of **system solutions** based revenues is expected to **increase to 25% until 2023 supporting margin enhancement**

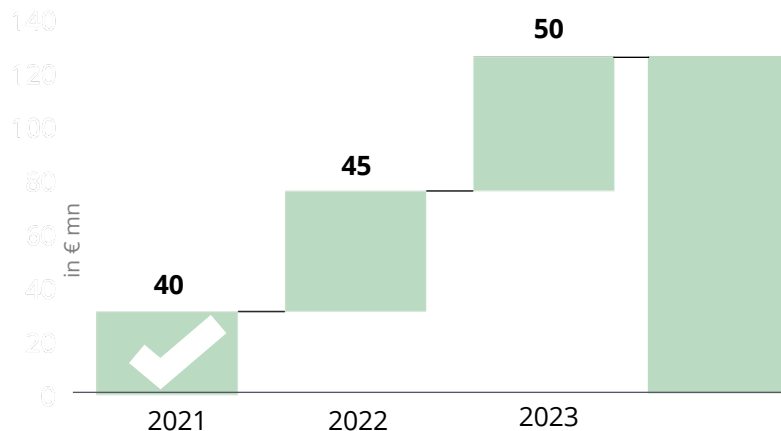
Strict cost discipline and continuing Self Help initiatives to further improve operating performance

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Financial target 2023

€ 135mn

Total EBITDA contribution
vs. baseline 2020



Expected program contribution

~40%

Manufacturing excellence
Impact on cost of sales

~30%

Innovation / Commerce
Impact on revenues and cost of sales

~25%

Procurement
Impact on cost of sales and overhead costs

~5%

SCM & General administration
Impact on cost of sales and overhead costs



More than 1,400 initiatives
well on track

Growth through M&A

M&A is an important driver of our future growth

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WHERE ?

Core markets in **Europe** and **North America**



WHY ?

Enlarging footprint in our end markets to increase **system solutions** (>25% of total revenues in 2023)



HOW ?

Enhancing our **presence in high margin businesses** and **tackle megatrends** and increasing **convenience for our customers**

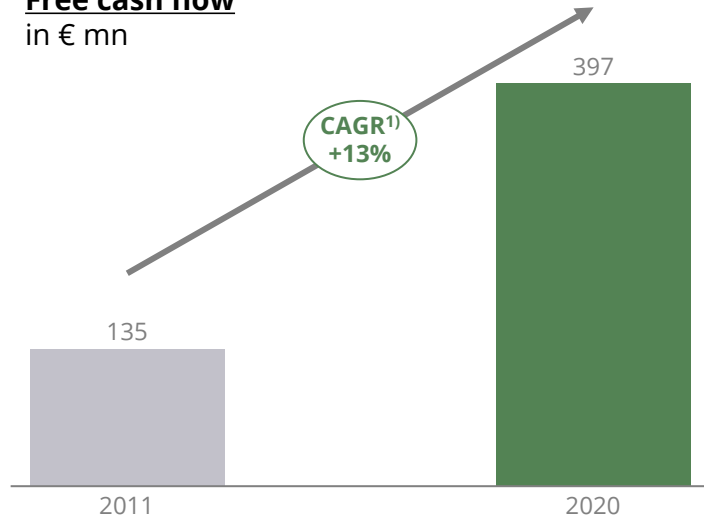


Average weighted EV/EBITDA multiple of ~5x post synergies after 3 years

Free cash flow generation

Clear drivers to enhance further Free cash flow generation wienerberger

Free cash flow
in € mn



Improving profitability & value creation



Sustainably improving profitability in our existing businesses



Highly disciplined management of capex



Strong value creation through M&A and portfolio optimization

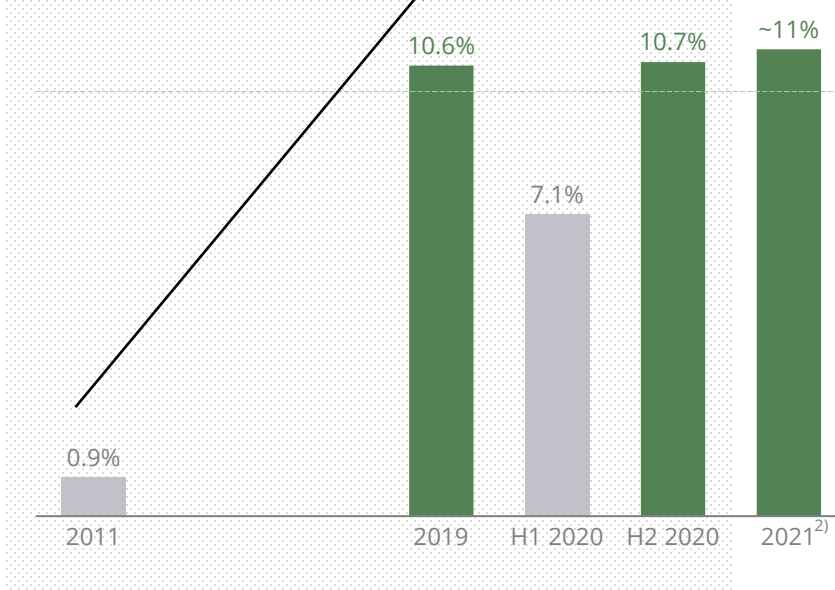
1) Compound annual growth rate between 2011-2020

Value creation

We continue our focus on performance enhancement

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ROCE¹⁾ development, in %



ROCE¹⁾ target above >10%



Continuous focus on **performance enhancement** leading to **significantly improved value creation**

1) ROCE = NOPAT / average capital employed

2) Based on preliminary 2021 figures

Capital allocation

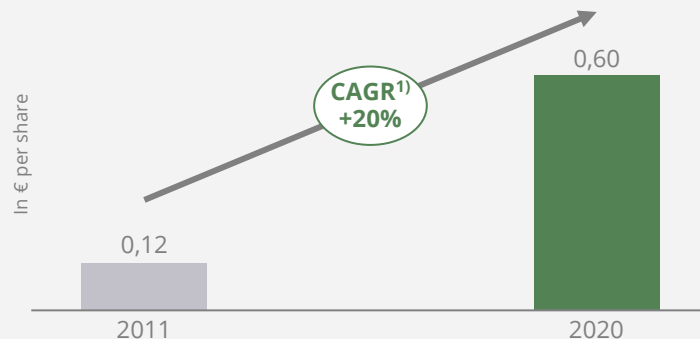
Strong commitment to distributing capital

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Total Shareholder Return



Dividends per share²⁾ growth



Reliable shareholder remuneration

Commitment to progressive dividend payments reflected in performance increase

20-40% of Free Cash Flow distributed to shareholders



1) Compound annual growth rate between 2011-2020

2) Dividend per share reported in the business year of the announcement.

Balance sheet management

Sound balance sheet management forms the base for further growth

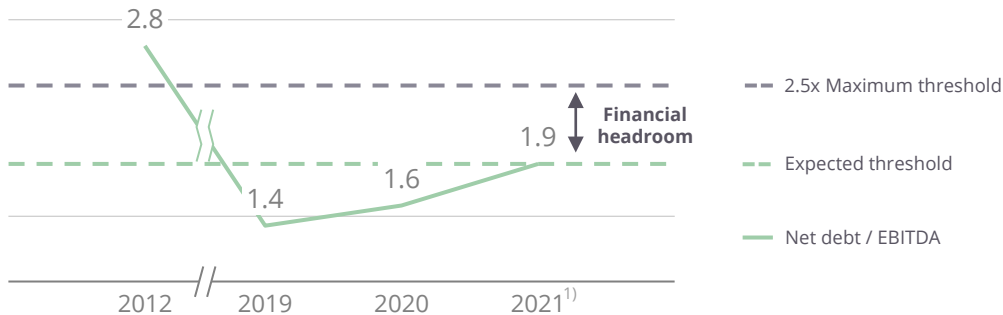
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- › Disciplined use of financial headroom as a basis for further investments
- › High cash-conversion rate supporting sound balance sheet management
- › We remain committed to our target for financial discipline:

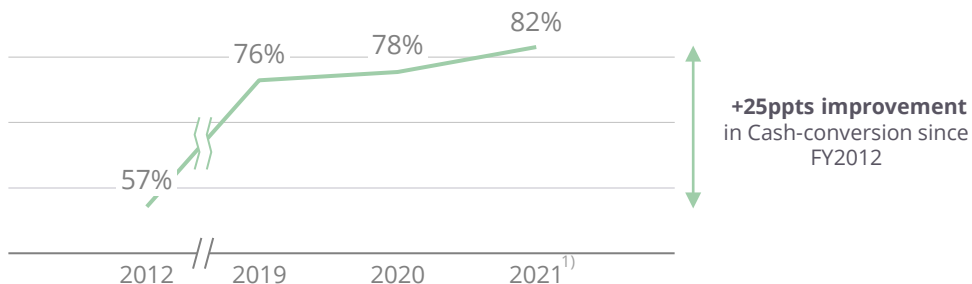
Net debt / EBITDA < 2.5x

at year-end

Net debt / EBITDA



Cash-conversion rate ²⁾



1) Calculation based on EBITDA LTM as of Sep. 30, 2021 as well as proforma figures and company estimates. Rounding differences may arise from automatic processing of data. // 2) (EBITDA LFL – Maintenance Capex) / EBITDA LFL



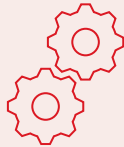
Guidance 2022

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Our resilient business model

Focus areas 2022 driving our guidance

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Further growth
driven by **Self
Help** initiatives
and **innovation
power**



Inflationary
cost increases
**offset by price
increases**

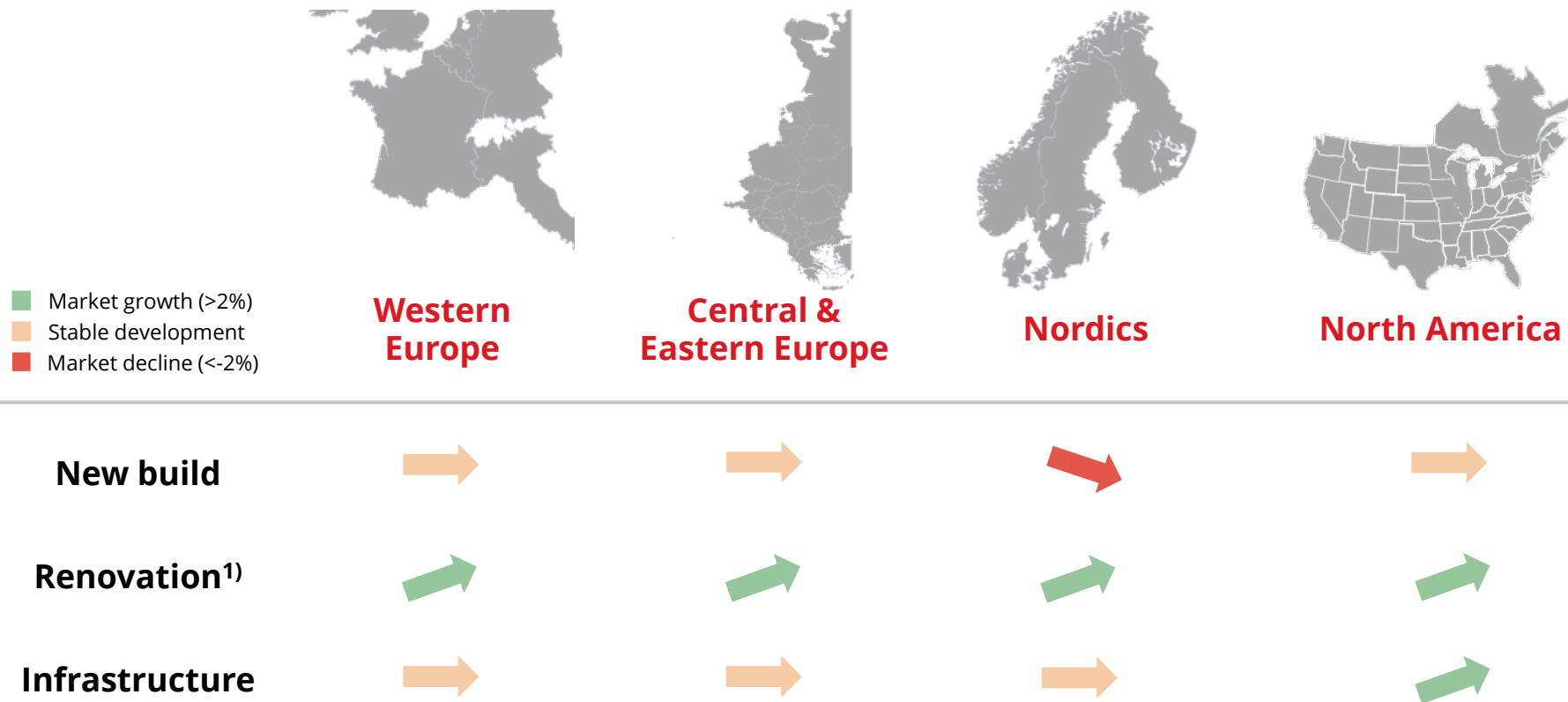


**Integration of
acquisitions:**
US & Canada
(Meridian), **UK**
(FloPlast), **Ireland**
(Cork Plastics)

Market expectations 2022

Overall stable environment in our core regions despite supply chain and cost inflation challenges

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1) Potential growth limited by availability of skilled labor

ASSUMPTIONS

- › No economic downturn, political disruption or any other changes in regulations
- › Uncertainty in markets remain

COSTS & PRICES

- › Potential **risk of further cost inflation** in all markets
- › **Active margin management** in all business units with overall **goal to fully cover cost inflation**
- › **Growth potential** on the **volume** side **limited** by **already high capacity utilization**
- › Further **profitability enhancement** due to ongoing **Self Help program**

CAPEX

- › **Maintenance Capex** slightly increased to **€ 135 mn** due to enlarged industrial base

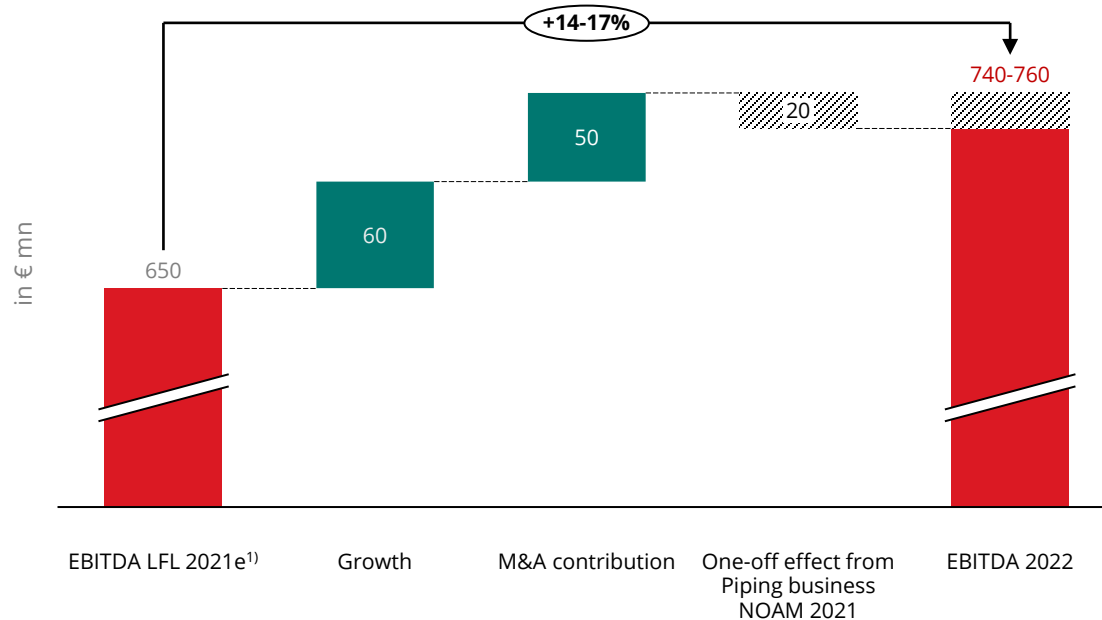
M&A CONTRIBUTION

- › Integration of acquisitions is well on track - total EBITDA contribution for Meridian, FloPlast and Cork plastics of € 50 mn is expected for 2022

HEADWINDS

- › **Substantial positive one-time margin effects** (~ € 20 mn) driven by raw material cost inflation impact in piping segment in NOAM which are expected to diminish in 2022

Guidance 2022





Outlook and vision **beyond 2022**

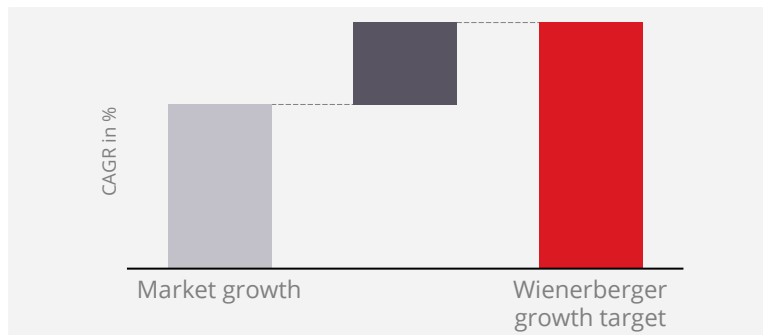
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Outlook beyond 2022

Our goal is to outperform the markets...

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Market Growth 2021-2023



Average organic growth rate over the last decade + 6%¹⁾ annually

We will continue to outperform our markets by strong innovations (1/3 of total revenues) and enhancing system solutions (to >25% of total revenues by 2023)

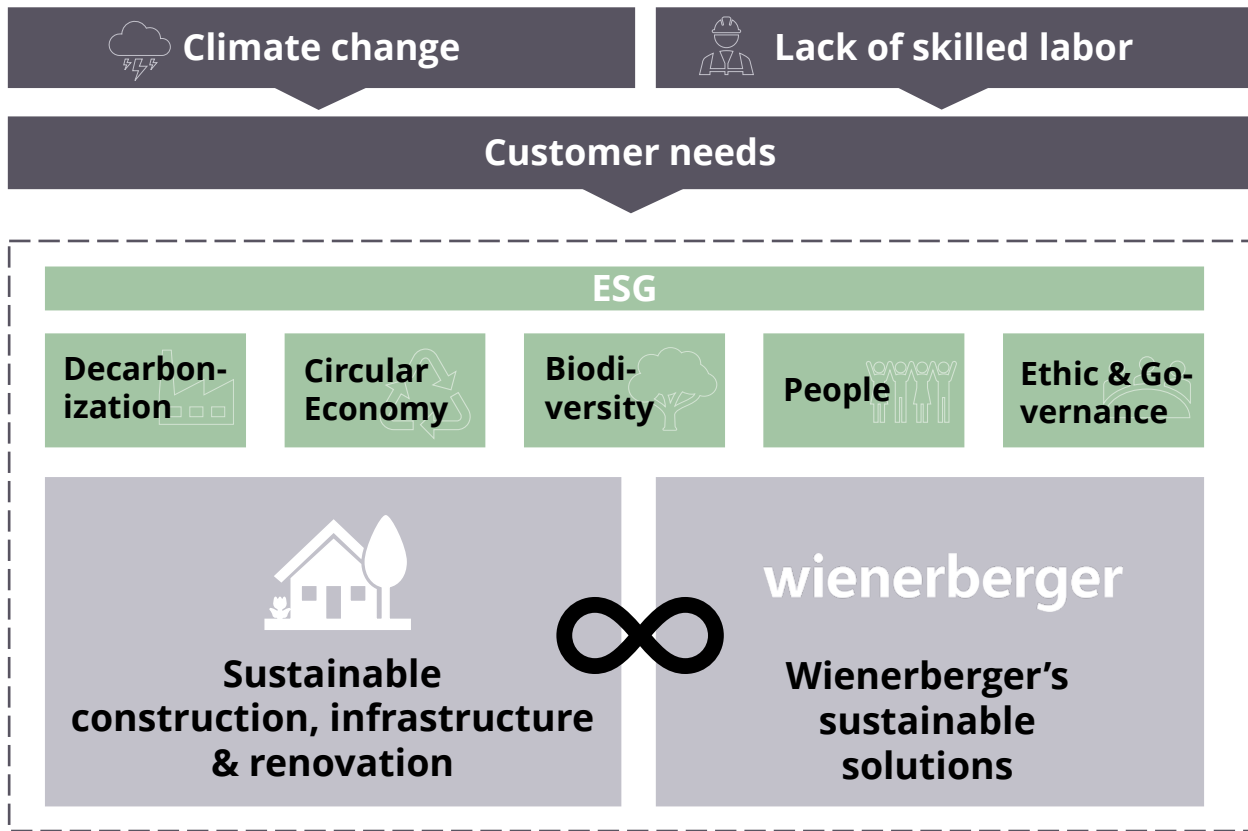
...while creating value for customers as well as all involved stakeholders

1) Compound annual growth rate between 2011-2020

Executive Summary

Clear goal of becoming a fully integrated system solution provider ...

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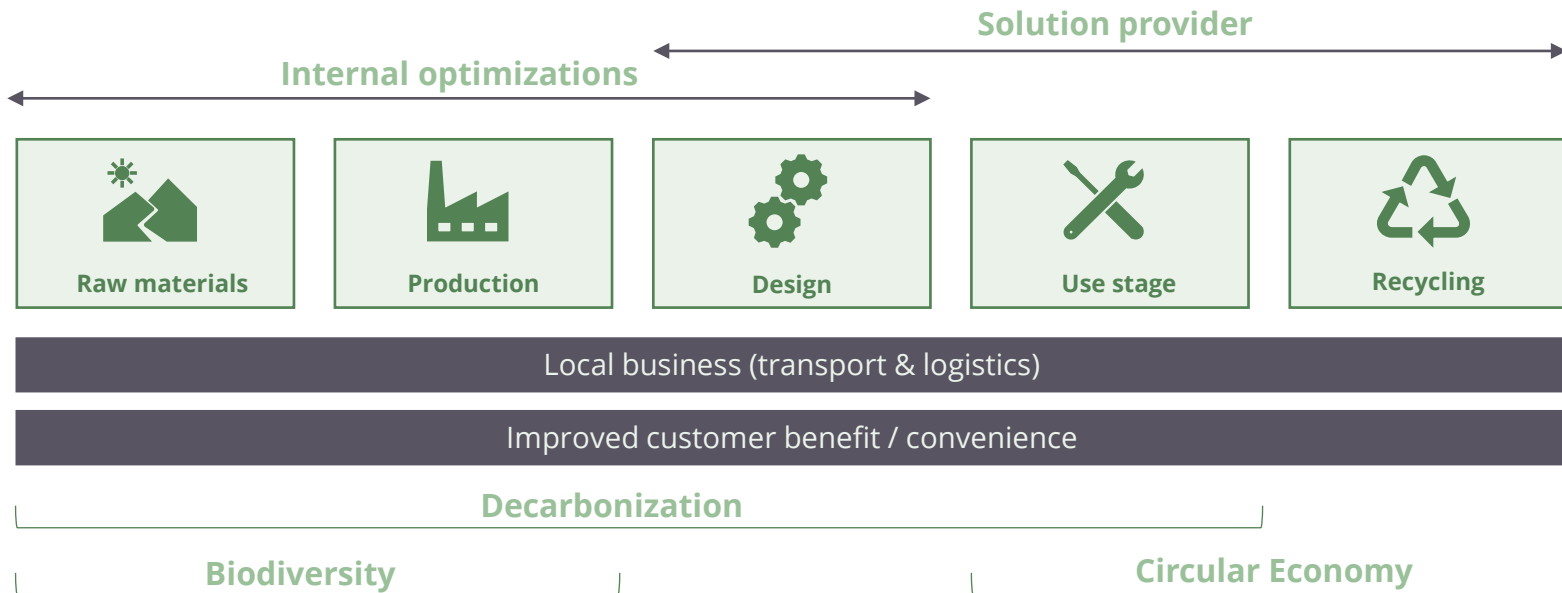
Executive Summary

... while contributing to a net zero future

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Our **ESG targets** are followed consequently **along the value chain and life cycle** with our internal optimizations as well as **our system solutions for sustainable construction, infrastructure & renovation**



Our vision

Steering towards a better future – with Wienerberger

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**Sustainable solutions
for generations**