



wienerberger

153rd ANNUAL GENERAL MEETING
WIENERBERGER AG

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TODAY



world of **wienerberger**

Respect
Creativity
Passion
Trust

#wecareandwecommit

STRONG VALUES AS BASIS FOR ALL OUR ENTREPRENEURIAL ACTIVITIES

Our mission

- › At the heart of the world of wienerberger emanate the interactions between the **planet, people, and an increased comfort by adding convenience.**
- › *Our Mission is characterized by acting, thinking, and feeling in relation to each other, always with the goal to optimize comfort by adding convenience.*

Our values

- › **Respect, Creativity, Passion and Trust play a central role in these relationships.**
- › *In the world of wienerberger, trust is the basis of every relationship. It is created through common understanding and confirmed through quality and absolute reliability.*

world of wienerberger

- › We connect **people, planet & convenience**
- › through a clear **mission** and **vision**
- › supported by **strong values**

WELCOME TO THE world of wienerberger A WORLD OF INNOVATION & SUSTAINABILITY



Innovation

Innovation – we change our industry

- › One of the highest innovation rates
- › 1/3 of products = innovative



ESG

ESG – core of our strategy

- › Ambitious short-term targets
- › All products to be reusable or recyclable
- › Biodiversity plan for every site



Growth

We strongly **outperformed our markets** in the last 10 years thanks to our continuous focus on innovation & ESG

wienerberger organic growth

+6%

GDP growth in our markets¹⁾

+2%

1) GDP growth weighted by geographic exposure

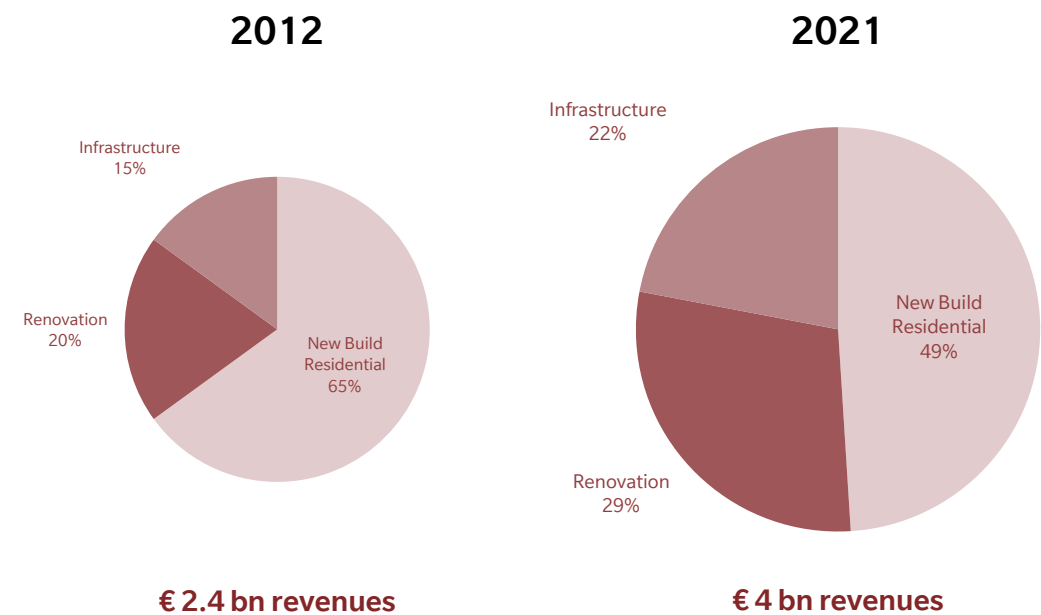
world of **wienerberger**

Innovation
+ Sustainability
= Strong organic growth

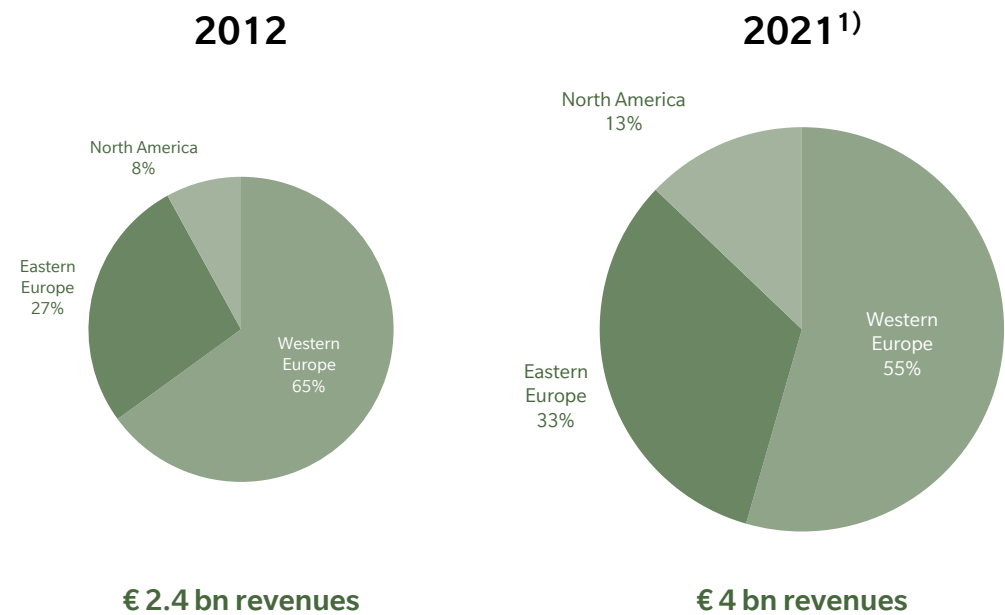
#thenewwienerberger

RESILIENCE THROUGH DIVERSIFIED PORTFOLIO

BY END MARKETS



BY GEOGRAPHY



Significantly enhanced business resilience due to broadened market exposure and balanced business portfolio

1) Top 5 expsours 2021: United Kingdom,USA, Netherlands, Belgium, Germany

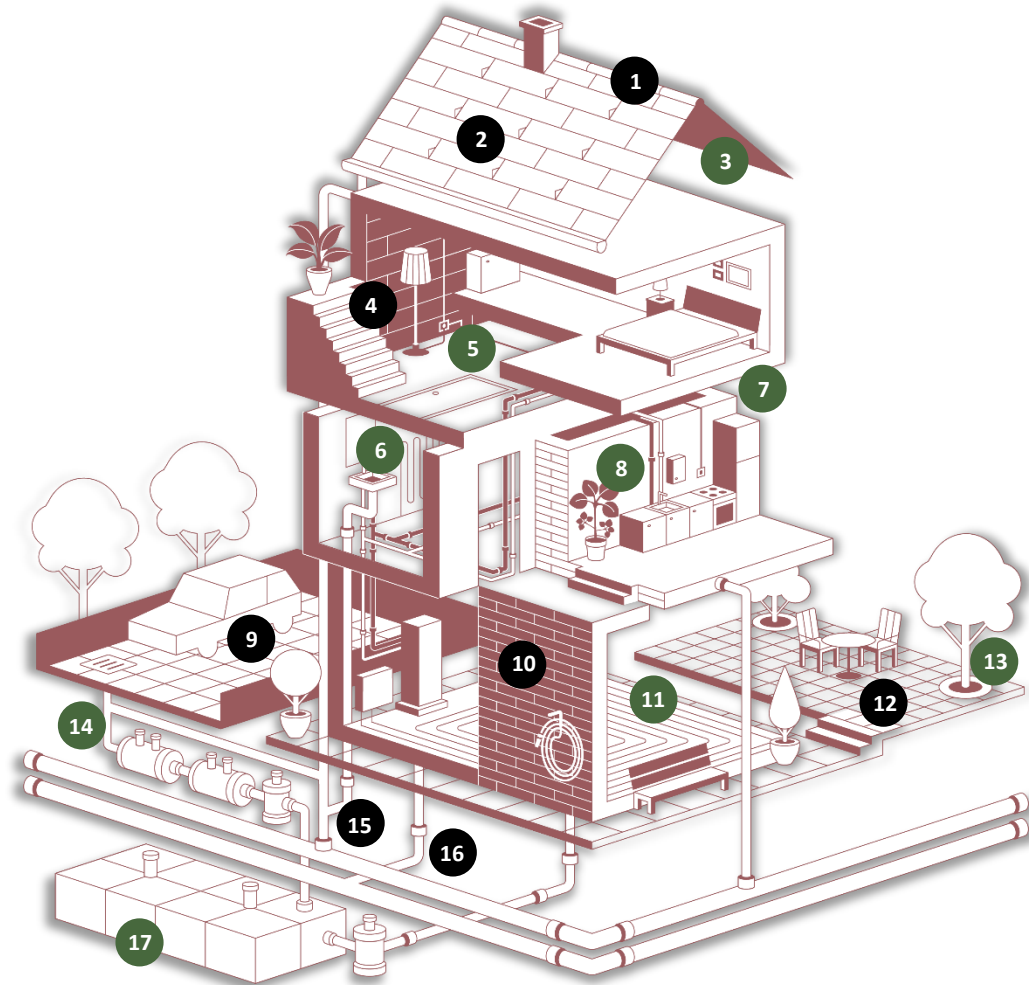
SUCCESSFUL TRANSFORMATION OF PRODUCT PORTFOLIO WITH FOCUS ON INNOVATION & SYSTEM SOLUTIONS

- › Today, our portfolio ranges from roof and wall systems to façade **solutions for the entire building envelope...**
- › ...and includes **complete solutions for** safe and secure **energy and water supply**

PORTFOLIO ENHANCEMENT:

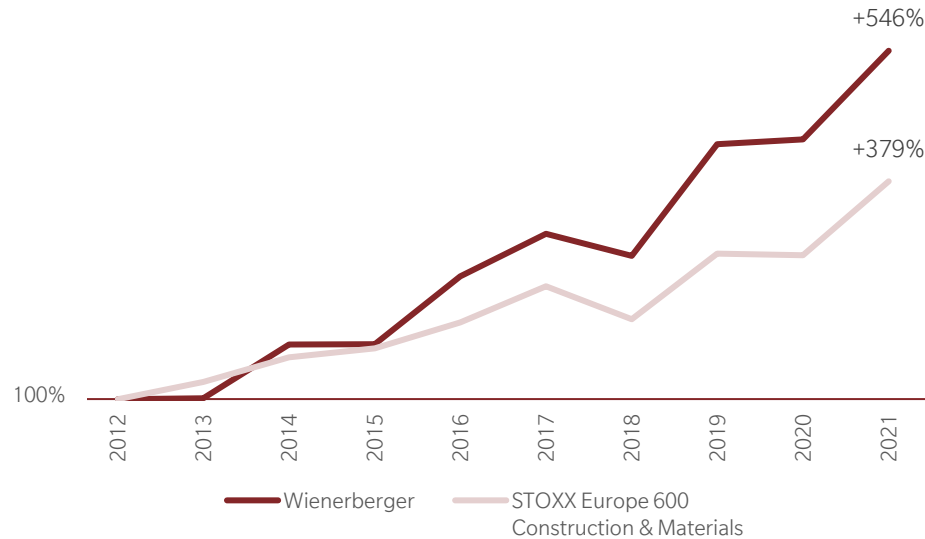
Newly introduced products & solutions since 2012 (in green):

- | | |
|--|---------------------------------|
| 1 Ceramic accessories | 9 Concrete pavers |
| 2 Roof tiles with snow hooks | 10 Facing bricks |
| 3 Roof underlay | 11 Floor heating |
| 4 Clay blocks | 12 Clay pavers |
| 5 Electrical installations | 13 Landscaping elements |
| 6 Wall heating and cooling system | 14 Water filtration unit |
| 7 Ceiling cooling | 15 Wastewater |
| 8 Hot and cold-water installation | 16 Fresh water supply |
| | 17 Rainwater management |

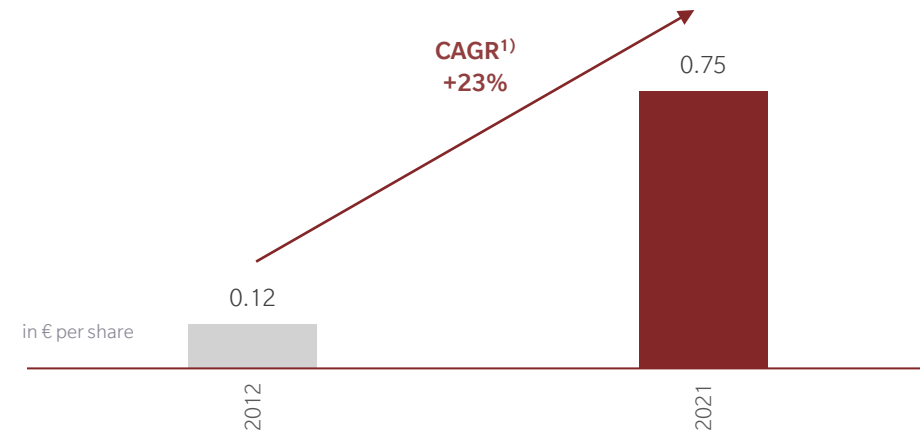


WE RELIABLY PROVIDE SIGNIFICANT SHAREHOLDER RETURN

TOTAL SHAREHOLDER RETURN



*All values rebased to 100%, December 29th, 2011

DIVIDENDS PER SHARE²⁾ GROWTH

ADDED VALUE FOR OUR SHAREHOLDERS THROUGH STABLE EARNINGS GROWTH

- › **Clear Dividend policy:** Distribution of **20-40% of free cash flow** by means of a progressive dividend and share buybacks
- › **Total payout to investors in 2022: 185 mn €**
 - › 85 mn € dividend
 - › 100 mn € share buyback program (started in March 2022)

1) Compound annual growth rate between 2012-2021

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

TRANSPARENT, TIMELY AND PRO-ACTIVE COMMUNICATION



...within the company

- › **Variety of communication formats** on a regular basis for all employees to foster the exchange within the organization
- › **Regular plant visits** by the Management Board; e.g., at the beginning of the Ukraine-Russia conflict in the surrounding countries



...with shareholders and the financial market

- › **Frequent updates** to shareholders and the financial market through conference calls, conferences, roadshows & one-on-ones
- › **Two updates per months** to the financial market at the beginning and height of the Covid-19 pandemic

>1,100

Interactions with shareholders in 2021

*Wienerberger won the ATX Prize 2021 due to **transparent and complete flow of information** and Managing Board's commitment to investor relations*

WE ARE UNIQUELY POSITIONED TO CAPITALIZE ON THE TWO FUTURE GROWTH OPPORTUNITIES: RENOVATION & INFRASTRUCTURE



Renovation

Sustainable system solutions for the building envelope

- › We increase the **thermal efficiency** and **lower the CO₂ footprint** of buildings
- › Low carbon footprint of our solutions is a **clear competitive advantage**


Innovative solutions infrastructure

- › Save, store and re-use water
- › Transportation of energy
- › Supporting energy transition

Water & Energy Management

Perfectly positioned for future **growth** in the years to come thanks to our **innovative portfolio of system solutions**

Supported by significant stimuli packages in Europe & North America



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REVIEW 2021

REVIEW OF 2021 – A YEAR CHARACTERIZED BY CONTINUING STRONG HEADWINDS

Strong demand after a muted start into the year

High need for our infrastructure &
building envelope solutions


Shortages of raw material & increased input costs

We have remained a reliable
partner for our customers

Volatile energy price development

Energy cost inflation
successfully covered

WE MASTERED ANOTHER CHALLENGING YEAR WITH SWIFT MEASURES AND REMAINED A TRUSTED PARTNER FOR OUR CUSTOMERS



Swift measures
contributed positively to
strong 2021 performance

**Reinforced local
business model**

including a more **diversified**
and balanced market footprint

**Sustainable purchasing
policy for raw materials**

Continuous availability
secured

**Long-term energy
purchasing strategy**

Successful **forward buying**
strategy consistently pursued

**Substantial Self help
program**

€ 42 mn contribution, **target for**
2021 exceeded

**Revenue share in line with
strategic priorities**

- › **30% innovative products**
- › **15% system solutions**

Strict Covid-19 management

including **health & safety**
measure and **digital training**
tools

FY 2021

RECORD RESULTS

Revenue

€ 3,971 mn

(2020: € 3,355 mn | +18%)

EBITDA

€ 694 mn

(2020: € 558 mn | +24%)

Free cash flow

€ 421 mn

(2020: € 397 mn | +6%)

EBITDA margin

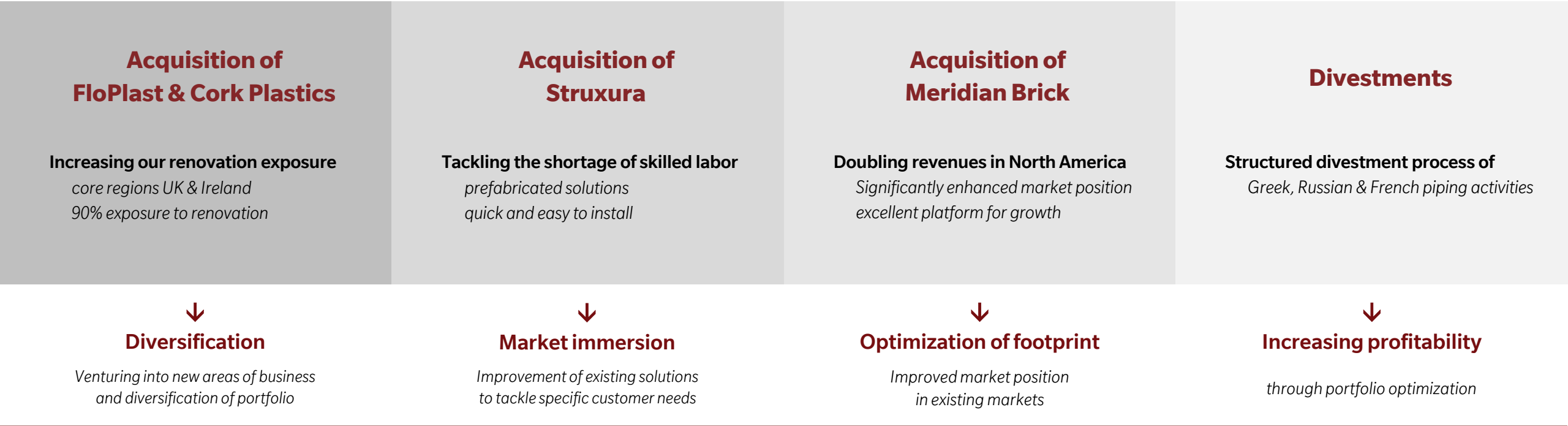
17.5%

(2020: 16.6% | +85bp)

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GROWTH THROUGH M&A DONE IN 2021

VALUE CREATION BY ACQUISITIONS & DIVESTMENTS
FULLY IN LINE WITH OUR STRATEGIC PRIORITIES



STRATEGY

The image features a dark blue background with several parallel blue lines, each composed of small white dots. These lines are angled upwards from the bottom left towards the top right. At the end of each line is a small, detailed yellow and black rocket-like object, suggesting a path or trajectory. The word 'STRATEGY' is prominently displayed in the center in a large, white, sans-serif font.

SUSTAINABLE GROWTH WITH CLEAR ESG TARGETS IN PLACE



END MARKETS

New build
Renovation
Infrastructure

GEOGRAPHIES

Europe
North America

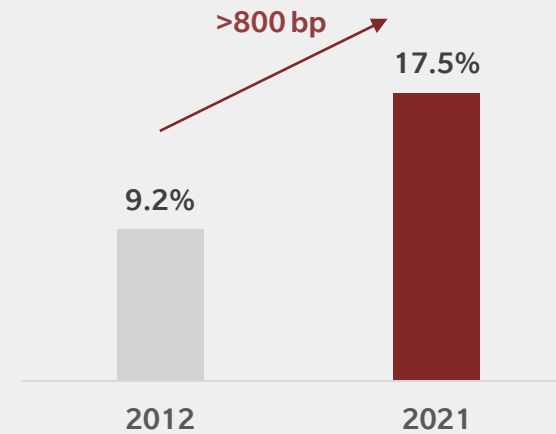
ORGANIC GROWTH THROUGH INNOVATION & DIGITALIZATION

Organic Growth

Innovative products & system solutions

- › Goal to remain the share of **innovative products** above **1/3 of total revenues**
- › Goal to increase the **share of system solutions** to **1/4 of total revenues** (2021: 15%)
- › Innovation & system competence contribute to **steady EBITDA margin increase**

EBITDA MARGIN



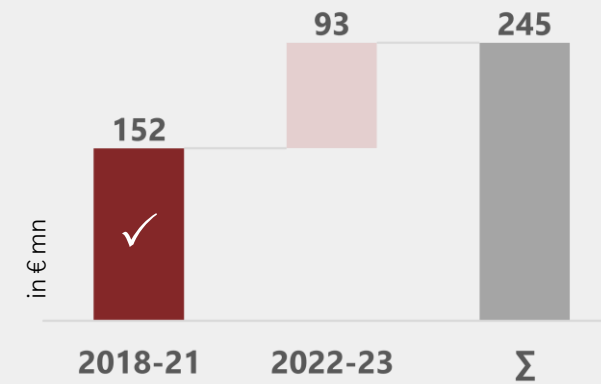
EFFICIENCY ENHANCEMENT THROUGH OPERATIONAL EXCELLENCE

Operational Excellence

Continuous improvement as part of Wienerberger's DNA

- › Earnings and efficiency enhancements of **>€ 150mn additional EBITDA** in 2018-2021
- › **>1,400 initiatives** well on track

EARNINGS ENHANCEMENTS



INORGANIC GROWTH THROUGH M&A AND PORTFOLIO OPTIMIZATION

M&A and Portfolio Optimization

Strong track record of value creating M&A

- › M&A in Europe & North America
- › Systematic optimization of portfolio in terms of growth prospects and profitability

STRONG M&A
TRACK RECORD

Ø5x
EV/EBITDA multiple
after synergies

Significant **growth investments**
of ~ € 500 mn in 2021

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An aerial photograph of a lush green island with a winding path and a body of water. The island is covered in dense green vegetation, including trees and grass. A narrow, light-colored path winds through the island. The island is surrounded by a deep blue body of water. The overall scene is peaceful and natural.

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ESG

WE COMMIT TO HIGHEST ESG STANDARDS

WE HAVE SET OURSELVES AMBITIOUS 2023 ESG TARGETS

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Environment



Decarbonization

-15% CO_{2e}¹⁾ emissions vs. 2020
[2021: **-8,1%**]



Circular Economy

100% of new products reusable or recyclable
[2021: **criteria established; rollout started**]



Biodiversity

Biodiversity program for **all our sites** in place
[2021: **Program finalized; rollout started**]

Social



Diversity

>15% females in Senior Management [2021: **15%**]
>30% females in white collar positions [2021: **33%**]



Training & Development

+10% more training hours per employee [2021: **+23%**]



CSR Projects

200 housing units built with our products per year for
people in need in our local markets [2021: **325**]

Governance



**Committed to highest national
and international governance
standards, 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

DECARBONIZATION

WE FULLY COMMIT TO EU TARGETS

short-term target	2030 target	2050 target
2023 PROGRAM	EU-FIT FOR 55 UN 2030 AGENDA	EUROPEAN GREEN DEAL
-15% reduction of specific CO ₂ emissions vs. 2020	-40% reduction of specific CO ₂ 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.*



ENERGY DEMAND & SUPPLY: WIENERBERGER ENERGY POLICY EMBEDDED IN ESG STRATEGY

CLEAR GOALS: LESS ENERGY DEMAND, LESS CO₂ CONSUMPTION, GREATEST POSSIBLE AVAILABILITY

FORWARD-LOOKING ENERGY MANAGEMENT

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ESG Strategy

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Energy Policy

ESG CAPEX

New
technologies

Operational
Excellence

Process
enhancements

- › **ESG CAPEX** focused on new technologies aimed at decarbonization
- › Ongoing **process enhancements** to reduce energy consumption

ENERGY DEMAND & SUPPLY: WE ARE STRATEGICALLY FLEXIBLE IN CHOOSING OUR ENERGY SOURCE

ACTIVE INVESTIGATION OF ALTERNATIVES

- › No uniform European energy strategy
- › **Country-by-country approach**
- › Based on availability, affordability and infrastructure

We are actively working on the introduction of alternatives, such as:

- ① **Electrification**
- ② **Hydrogen**
- ③ **Biogas**
- ④ **Syngas**

We shape the future of our industry

PRACTICAL EXAMPLE – Fully electrified brick production:

**First CO₂ neutral
brick production in Belgium**



WE FIGHT AGAINST CLIMATE CHANGE TOGETHER WITH OUR CUSTOMERS BY PROVIDING THE RIGHT SOLUTIONS

WHY? TO FIGHT WATER SCARCITY & FLOODINGS, SUPPORT USAGE OF RENEWABLE ENERGY 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.



Wienerberger enhances its portfolio

- › for large urban infrastructures,
- › offering stormwater management systems (as Raineo) and
- › upgrading its solutions to become “smart” (e.g., InterAct)

Energy Management

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



- › Hydrogen Transportation
- › Heating & Cooling Systems
- › Energy Transportation
- › Geothermal Heating Systems

Sustainable Living

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



Today, Wienerberger's portfolio ranges

- › from roof and wall systems to façade solutions and
- › includes complete solutions for safe and secure energy and water supply

WE IMPROVE OUR CUSTOMERS' CO₂ FOOTPRINT...

With our solutions **we improve the thermal efficiency** of the building envelope **by 80%**



Leading to **annual CO₂ savings** of our customers of...

**1.8 mn t
CO₂**

....AND REDUCE OUR OWN CO₂ EMISSIONS

**-40% CO₂ emissions
until 2030 =**

**0.9 mn t
CO₂**

Our solutions are **affordable**, have a **lifespan of > 100 years** and shall be **fully reuseable/recyclable**

Committed to **ambitious ESG targets**

FINANCIALS

RECORD RESULTS IN A ONCE AGAIN CHALLENGING YEAR

Revenue Growth

- › **18% above previous year at new record level**
- › Positive market sentiment led to very high demand across almost all product groups and countries
- › Innovation as core driver of organic growth

Cash Flow & Profitability

- › **€ 421 mn free cash flow generated**
due to strong operational performance & strict cost management
- › **Strong EBITDA margin of 17.5%**
despite challenging conditions in the areas of cost inflation, supply chains and energy

Self help

- › **€ 42 mn EBITDA contribution**
coming from innovation, Manufacturing & Commercial Excellence and procurement

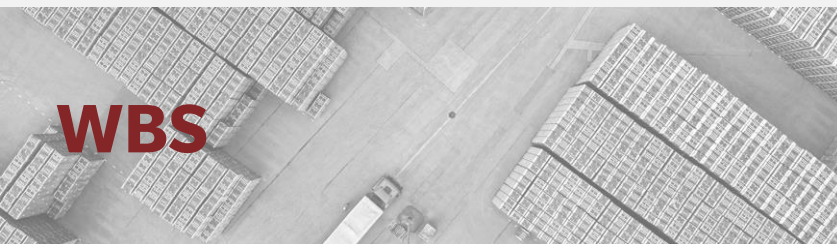


EBITDA reported

€ 694 mn

STRONG GROWTH ACROSS ALL THREE BUSINESS UNITS IN 2021

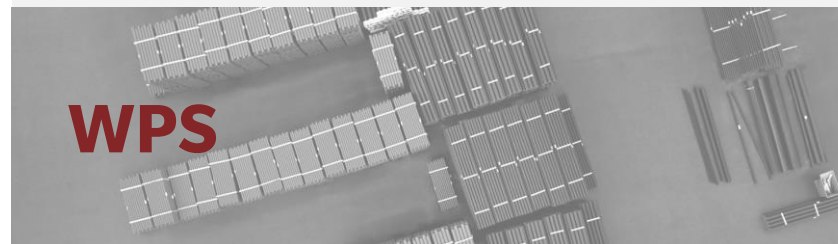
Wienerberger Building Solutions



in € mn	2021	2020	Chg. in %
External revenue	2,300.5	2,092.1	+10
EBITDA LFL	473.4	412.2	+15
EBITDA	477.6	415.2	+15
EBITDA LFL Margin	20.7%	20.1%	-

- › **Continued high demand** across all product groups and markets, especially for renovation solutions
- › **Optimizations along entire production process** around Self help program as key earnings driver
- › Price increases covered cost inflation
- › **Margin improvement** by 60bp to 20.7% despite significantly increased cost inflation

Wienerberger Piping Solutions



in € mn	2021	2020	Chg. in %
External revenue	1,167.3	932.6	+25
EBITDA LFL	114.7	99.6	+15
EBITDA	127.5	97.1	+31
EBITDA LFL Margin	10.3%	10.7%	-

- › **Stabilization of demand** for infrastructure projects at a sound level
- › Continued satisfactory development of Inhouse and Infrastructure solutions
- › **Product availability** ensured through excellent supply chain management despite significant raw material shortages
- › Successfully maintained **strong margins** despite massive increase of raw material prices

North America



in € mn	2021	2020	Chg. in %
External revenue	498.6	325.0	+53
EBITDA LFL	82.7	46.9	+76
EBITDA	89.1	45.7	+95
EBITDA LFL Margin	19.6%	14.4%	-

- › **Exceptionally strong result** in the plastic pipe business
- › Continued high level of building activity
- › **Strong demand** for our innovative facade solutions in both Canada and the USA
- › Successful closing of Meridian Brick acquisition in the fourth quarter

DISCIPLINED CAPITAL ALLOCATION MANAGEMENT WITH ATTRACTIVE PAYBACKS

MAINTENANCE CAPEX	ESG & GROWTH CAPEX	M&A INVESTMENTS
<p>↓</p> <p>€ 120 mn</p>	<p>↓</p> <p>€ 159 mn</p> <p>↓</p> <p>EBITDA contribution visible through self help program in 2021 € 42 mn</p>	<p>↓</p> <p>€ 467 mn</p> <p>↓</p> <p>EBITDA contribution of € 60 mn expected in 2022</p>
	ORGANIC GROWTH	INORGANIC GROWTH

GROWTH BY SELF HELP

EARNINGS & EFFICIENCY ENHANCEMENT PROGRAM FULLY ON TRACK TO FURTHER IMPROVE OPERATING PERFORMANCE

PROGRAM

- › More than **1,400 initiatives well on track** to deliver organic growth and operational excellence

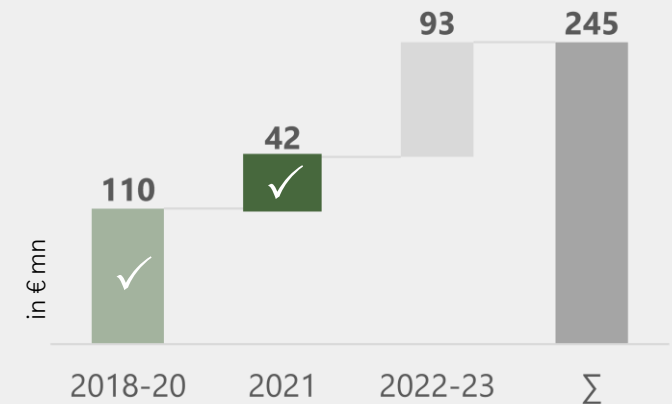
TRACK RECORD

- › Earnings and efficiency enhancements of **€ 152mn additional EBITDA** in **2018-2021 achieved**
- › **2021 target** of € 40mn **exceeded** with **€ 42mn**

OUTLOOK

- › **Further € 93mn** additional EBITDA planned for **2022-2023**

EARNINGS & EFFICIENCY ENHANCEMENTS



WE HAVE MANAGED TO KEEP ENERGY COSTS WELL UNDER CONTROL AND REMAINED A RELIABLE & PREDICTABLE PARTNER TO OUR CUSTOMERS

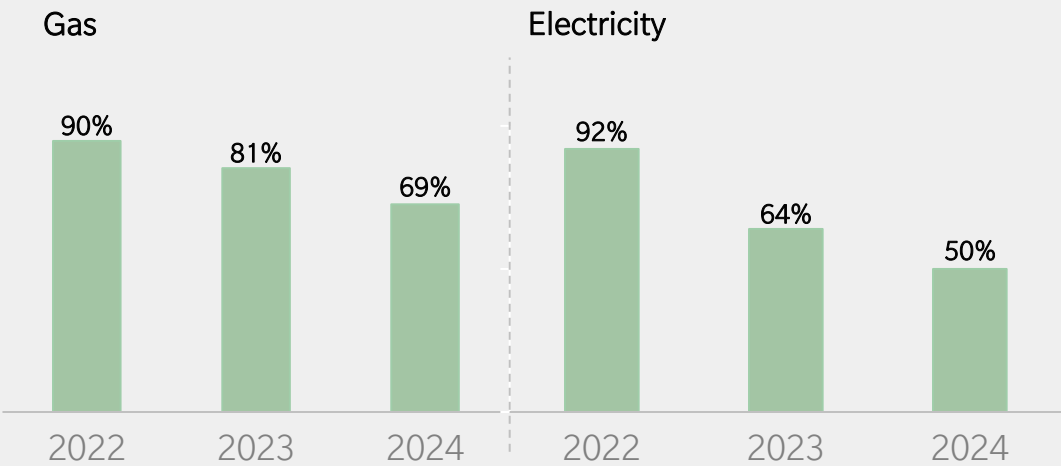
WIENERBERGER ENERGY STRATEGY

Our policy is to **buy gas and electricity volumes forward based on our production planning** on a continuous basis to

- i. ensure volumes,
- ii. protect against price increases, and
- iii. ensure predictable pricing to our customers.

ENERGY OUTLOOK FOR THE COMING YEARS:

Energy volumes ensured for 2022-2024 (as of 31 March 2022)



Note: In Bulgaria, Romania and Serbia energy buying forward is not possible due to government regulations.

EXCELLENT OPERATIONAL PERFORMANCE TRANSLATES INTO STRONG PROFIT GENERATION

in € mn	1-12/2021	1-12/2020	Chg. in %
Revenues	3,971.3	3,354.6	+18
EBITDA LFL	670.8	558.7	+20
EBITDA	694.3	558.0	+24
Operating EBIT	431.2	305.1	+41
Impairment charges to assets	0.0	-22.3	>100
Impairment charges to goodwill	-10.7	-90.4	+88
EBIT	420.4	192.5	>100
Financial result	-46.2	-43.7	-6
Profit before tax	374.3	148.7	>100
Income taxes	-62.2	-48.8	-27
Profit/loss after tax	312.1	99.9	>100
thereof hybrid coupon and non-controlling interests	1.4	11.4	+88
Net result	310.7	88.5	>100

Note: Rounding differences may arise from automatic processing of data

EXCELLENT CASH CONVERSION DRIVEN BY STRONG OPERATIONAL PERFORMANCE

in € mn	1-12/2021	1-12/2020	Chg. in € mn	Chg. in %
Gross cash flow	566.0	440.6	125.5	+28
Change in working capital	-55.5	64.1	-119.6	<-100
Maintenance capex	-120.4	-125.9	5.5	+4
Divestments and other	80.2	63.7	16.4	+26
Lease payments	-49.8	-45.2	-4.6	-10
Free cash flow	420.6	397.3	23.3	+6
Special capex	-159.4	-75.2	-84.2	<-100
M&A	-467.1	-10.5	-456.6	<-100
Sale of treasury stock	80.6	0.0	80.6	>100
Dividend & share buyback ¹⁾	-67.4	-87.5	20.1	+23
Hybrid coupon & buyback	-225.4	-45.7	-179.6	<-100
Net cash flow	-418.1	178.4	-596.5	<-100

1) Including dividends paid to non-controlling interests

Note: Rounding differences may arise from automatic processing of data

OUR FOCUS ON LONG-TERM VALUE CREATION IS REFLECTED IN STRONG PERFORMANCE AND BALANCE SHEET RATIOS

Outperforming all our long-term & sustainable KPIs

- › ROCE target >10%
- › Net debt/EBITDA <2.5x
- › Working capital/Revenues <20%

in € mn	31.12.2021	31.12.2020	Chg. in %
ROCE	12.2%	8.9%	+333bp
Equity ¹⁾	2,149.1	1,749.0	+23
Equity ratio	43.8%	40.4%	+341bp
Net debt	1,134.5	882.1	+29
Net debt/EBITDA²⁾	1.6	1.6	-
Gearing	52.8%	50.4%	+235bp
Working capital/External revenues	15.7%	15.0%	+72bp

1) Including non-controlling interest

2) Based on last 12 months

Note: Rounding differences may arise from automatic processing of data

THE SUCCESS STORY CONTINUED IN 2021 AND WE REACHED OUR AMBITIOUS GOALS

Organic growth

Outperforming GDP
in North America
and Europe

ROCE 12.2%

ROCE target of
>10% outperformed

Solid financial leverage

of **1.6x**
Net Debt/EBITDA,
despite **strong M&A** spent of
€ 467 mn

Strong cash conversion rate

of **83%**

Self Help program well on track

42 mn EBITDA contribution
achieved in 2021

Proposed dividend of € 0.75 per share

fully in line with
distribution policy of
20-40% of free cash flow

EBITDA reported 2021

€ 694 mn

(2020: € 558 mn | +20%)

WE ARE FULLY AWARE OF THE CURRENT VOLATILE SITUATION, BUT WE ARE IDEALLY POSITIONED TO MASTER THE CHALLENGES

Despite the geopolitical instability, we are currently operating in a strong market environment – supported by a sustained high demand across all our markets.

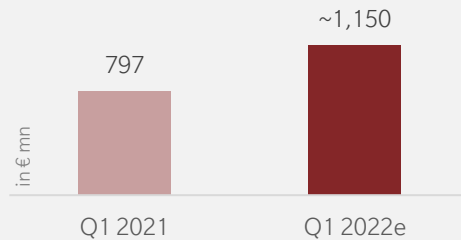
FORWARD-LOOKING MANAGEMENT

- › **Pro-active pricing** policy
- › Ongoing **performance enhancement** measures
- › **Energy forward buying** policy
- › Continuous **availability** of raw materials
- › Continued strong focus on **innovation**

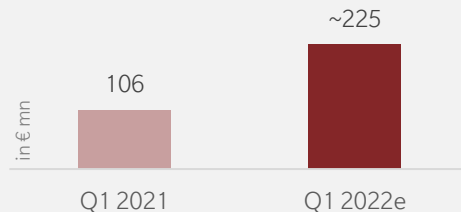
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geared for growth

IN THE FIRST THREE MONTHS OF 2022, WE EXPECT TO ACHIEVE A VERY STRONG INCREASE IN REVENUES AND EARNINGS

Revenue | +44%



EBITDA | +112%



Business Units

- › Strong revenue and earnings growth in all business units, especially in **North America**
- › **Wienerberger Building Solutions**
 - › customers partly bought products earlier
 - › due to instability caused by Ukraine conflict
- › **Wienerberger Piping Solutions**
 - › Significantly increased input costs
 - › Availability of plastic granulates secured
 - › Satisfactory margin level thanks to pro-active pricing policy

Publication & Conference Call on the Results for Q1 2022

- › May 12, 2022







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OUTLOOK

OVERALL STABLE ENVIRONMENT IN OUR CORE REGIONS DESPITE SUPPLY CHAIN AND COST INFLATION CHALLENGES

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

	 WESTERN EUROPE	 CENTRAL & EASTERN EUROPE	 NORDICS	 NORTH AMERICA
NEW BUILD	→	→	↘	→
RENOVATION ¹⁾	↗	↗	↗	↗
INFRASTRUCTURE	→	→	→	↗

¹⁾ Potential growth limited by availability of skilled labor

WIENERBERGER EBITDA TARGET 2022: € 750-770 MN

Guidance assumptions | Trading Statement April 2022

- › Operating in a **strong market environment**
- › Expectation of further **increase in demand** in Q2 2022
- › **No significant gas shortage expected** in Europe in Q2 2022
- › **Pro-active pricing policy** to fully cover cost inflation
- › Further **€ 45 mn EBITDA contributions** from Self help program



- › **Current geopolitical instability** – with all its impacts on global economy – considerably **limits visibility for H2 2022**
- › **We maintain our guidance for the full year 2022**

Guidance for the year 2022

OPERATING EBITDA 2022

€ 750-770 mn

does not include effects of FX, sales of non-operating and operating assets, and structural adjustments; consolidation range as of 31 Dec. 2021

RENOVATION & INFRASTRUCTURE AS THE FUTURE DRIVERS OF GROWTH FOR WIENERBERGER



Renovation

Water & Energy Management

We are ideally positioned to capitalize on growth opportunities

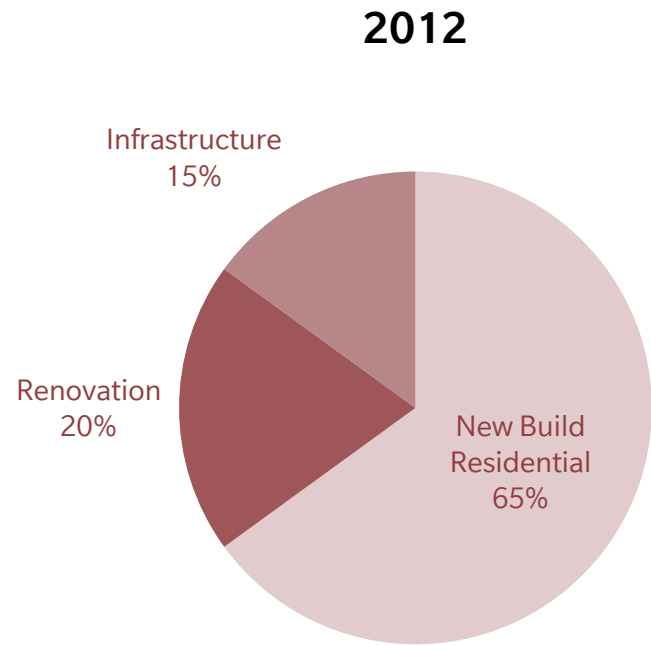
- › We offer the ideal products: **innovative & sustainable system solutions**
- › Our products are **affordable** and have a **lifespan of more than 100 years**
- › We have **smart solutions in place for water** – one of our most prestigious resources

We consistently rely on:

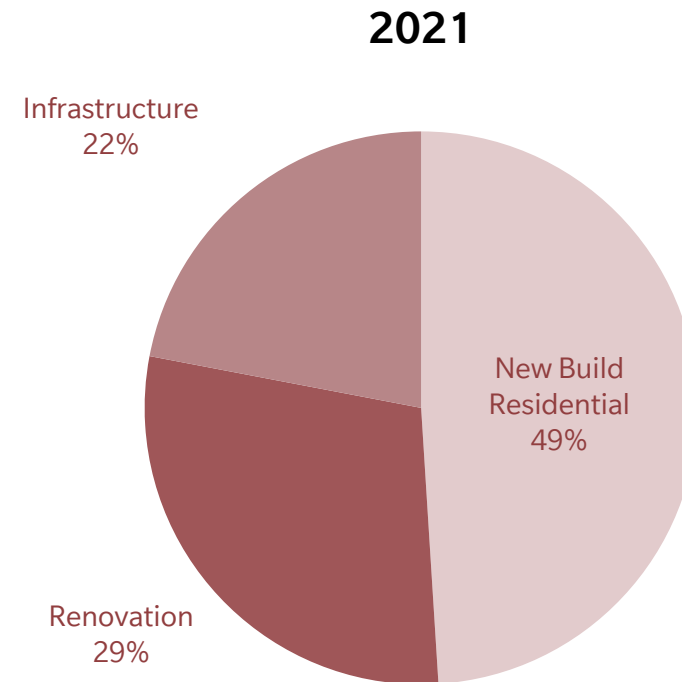
- › Innovation & sustainability
- › Affordability
- › Durability

Supported by significant stimuli packages in Europe & North America

THANK YOU TO OUR SHAREHOLDERS FOR SUCCESSFULLY ACCOMPANYING US OVER THE LAST DECADE...



€ 2.4 bn revenues



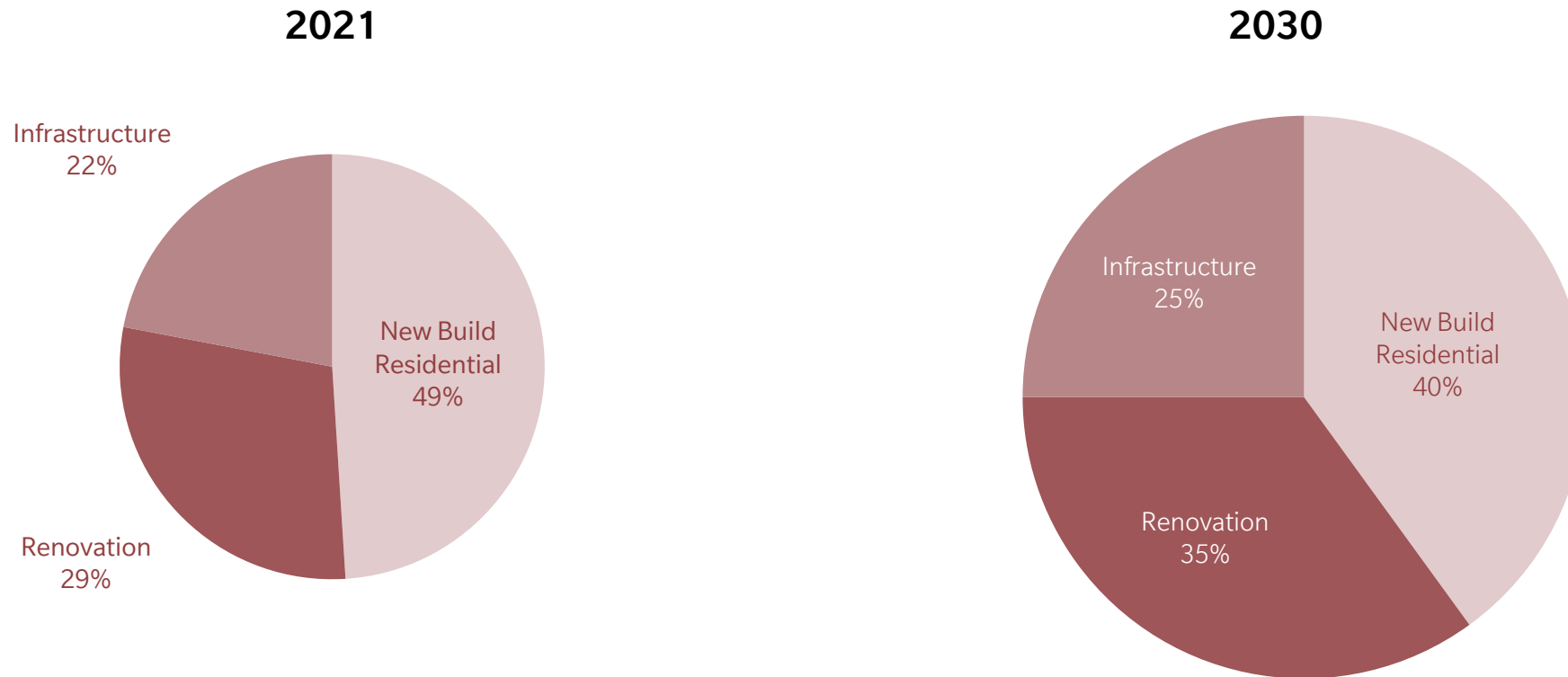
€ 4 bn revenues

Significantly enhanced business resilience due to broadened market exposure and balanced business portfolio

...AND THIS IS HOW WE WILL CONTINUE TOGETHER: OUR PROGRAM TOWARDS 2030...

Growth & ESG	M&A	Maintenance CAPEX	Dividends
<ul style="list-style-type: none"> › Innovative products: 1/3 of total revenues › System solutions: 1/4 of total revenues › Investments in the industrial base › Self-help program: another € 93mn earnings contribution until 2023, program to be continued › Decarbonization: -40% CO₂ emissions until 2030 › Capex guided annually › Payback ~4y › Targeted long-term average organic growth: GDP +2% 	<ul style="list-style-type: none"> › Strong M&A pipeline in-line with strategic priorities <ul style="list-style-type: none"> › Enhancing exposure to growing & resilient market segments › Growing our solution competence for the building envelope & smart infrastructure › Post synergies multiple Ø5x 	<ul style="list-style-type: none"> › Commitment to continuously invest in maintaining and improving the productivity of our industrial base › Capex guided annually 	<ul style="list-style-type: none"> › Dividend policy to pay out 20-40% of free cash flow of the previous business year › Dividend decided annually

...WILL RESULT IN AN EVEN STRONGER AND MORE RESILIENT WIENERBERGER



Strengthened market exposure to renovation