



Capital Allocation Policy

Value-creating acquisitions 2023/2024

We care for a better tomorrow.

Sustainability – an integral part of our strate

wienerberger – an attractive investment

2024 & targets 2026

2023

world of wienerberger



**2023**

**Market  
environment**

**Performance**

# Market environment

2023 WITH CHALLENGING ECONOMIC CONDITIONS ...



Geopolitical  
instability

Inflation

> **10%**

– **20%**

Market decline

# Performance

... BUT WIENERBERGER WAS ABLE TO  
MASTER THEM SUCCESSFULLY!

Revenues

€ **4.2**  
bn

Operating  
EBITDA

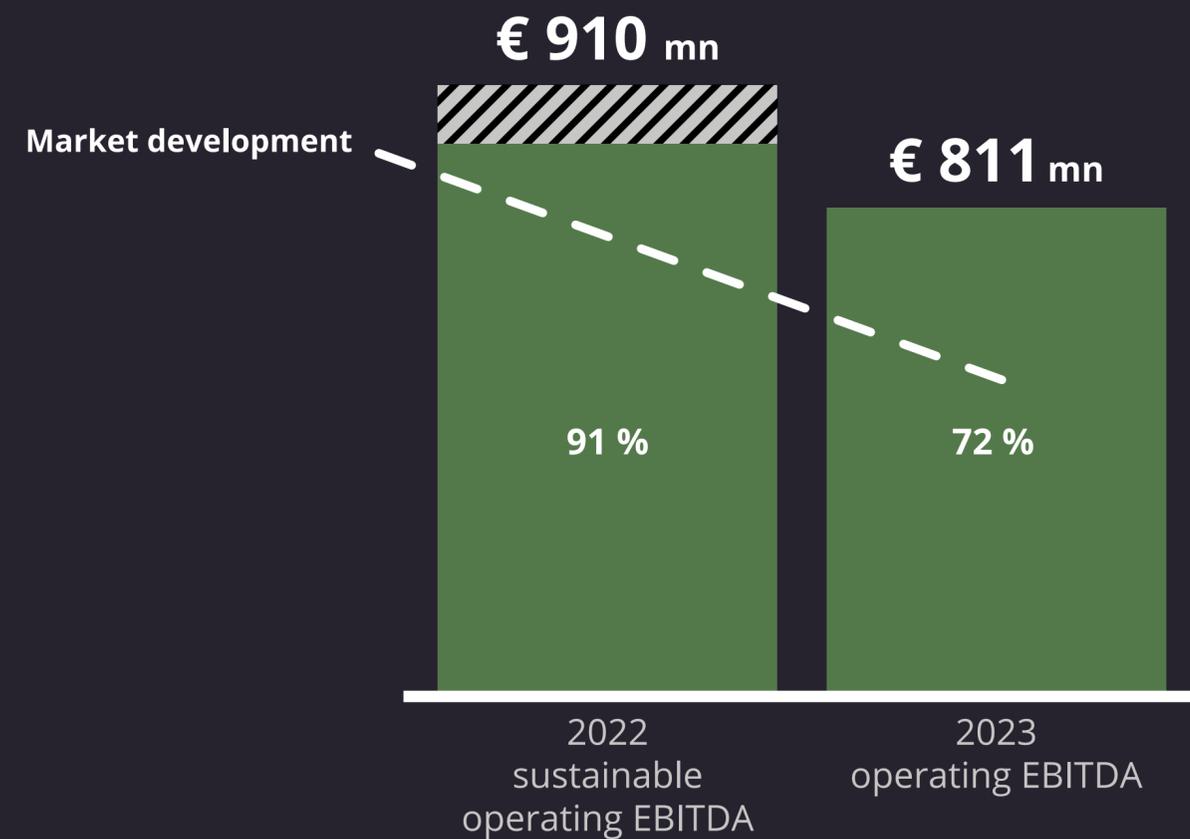
€ **811**  
mn

EBITDA margin

**19.2%**

# Performance

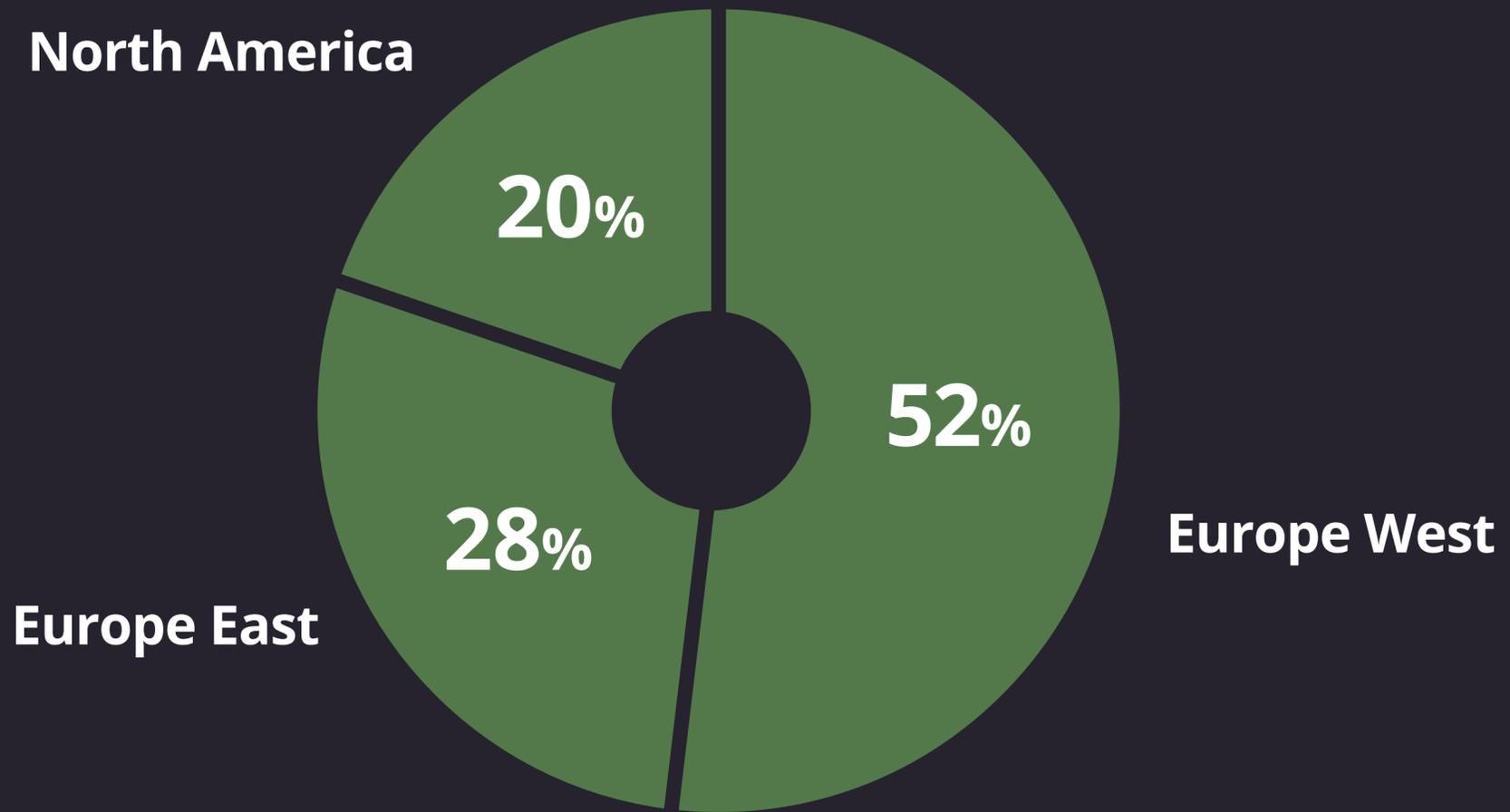
## WIENERBERGER SUCCESSFULLY FACED THE WEAK MARKET ENVIRONMENT



- ↗ Cost savings
- ↗ Efficiency enhancements through self-help program
- ↗ Strong pricing
- ↗ Securing the strong margin
- ↗ Innovation rate of 32%

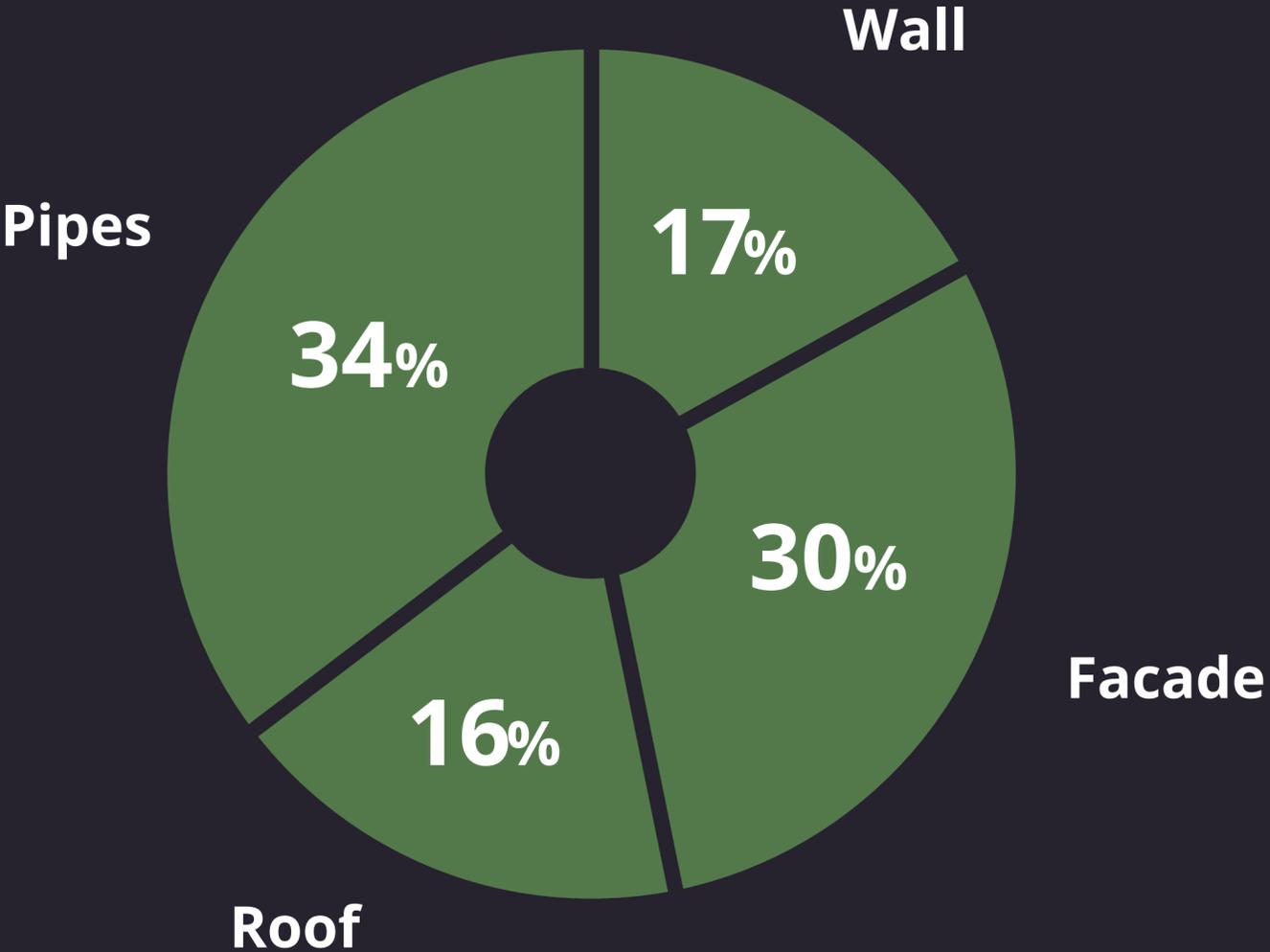
# Performance

## REVENUES BY REGION



# Performance

## REVENUES BY PRODUCT



# Performance

## OPERATING EBITDA BY REGION

**North America**

Operating EBITDA margin:

**26%**

**Europe West**

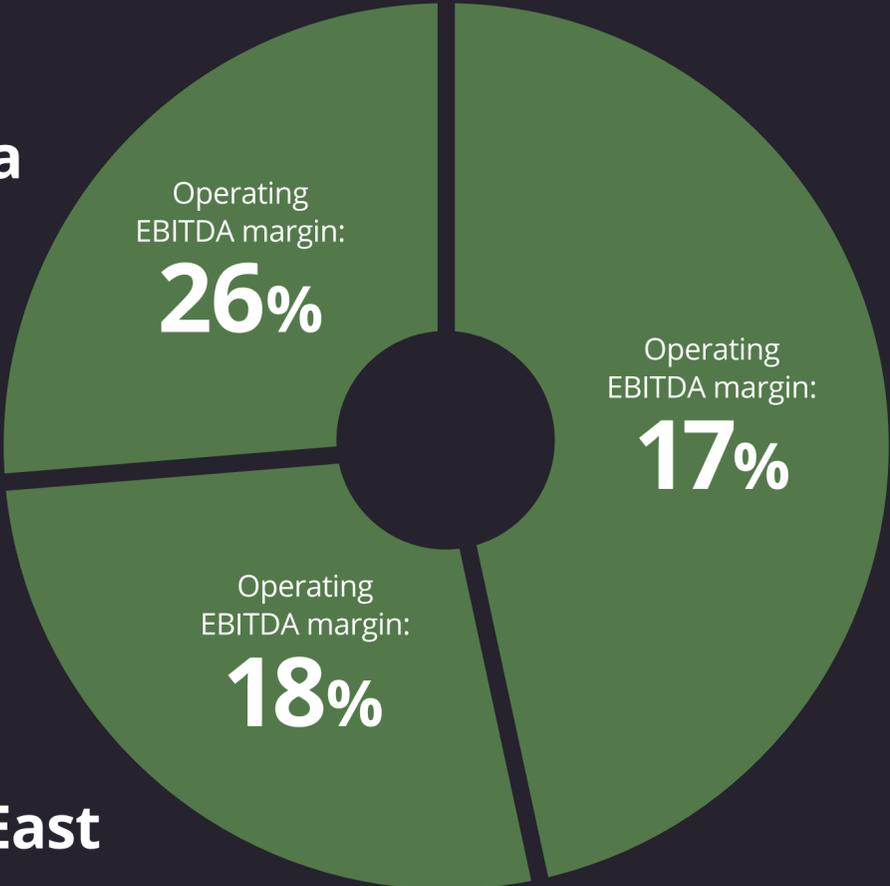
Operating EBITDA margin:

**17%**

**Europe East**

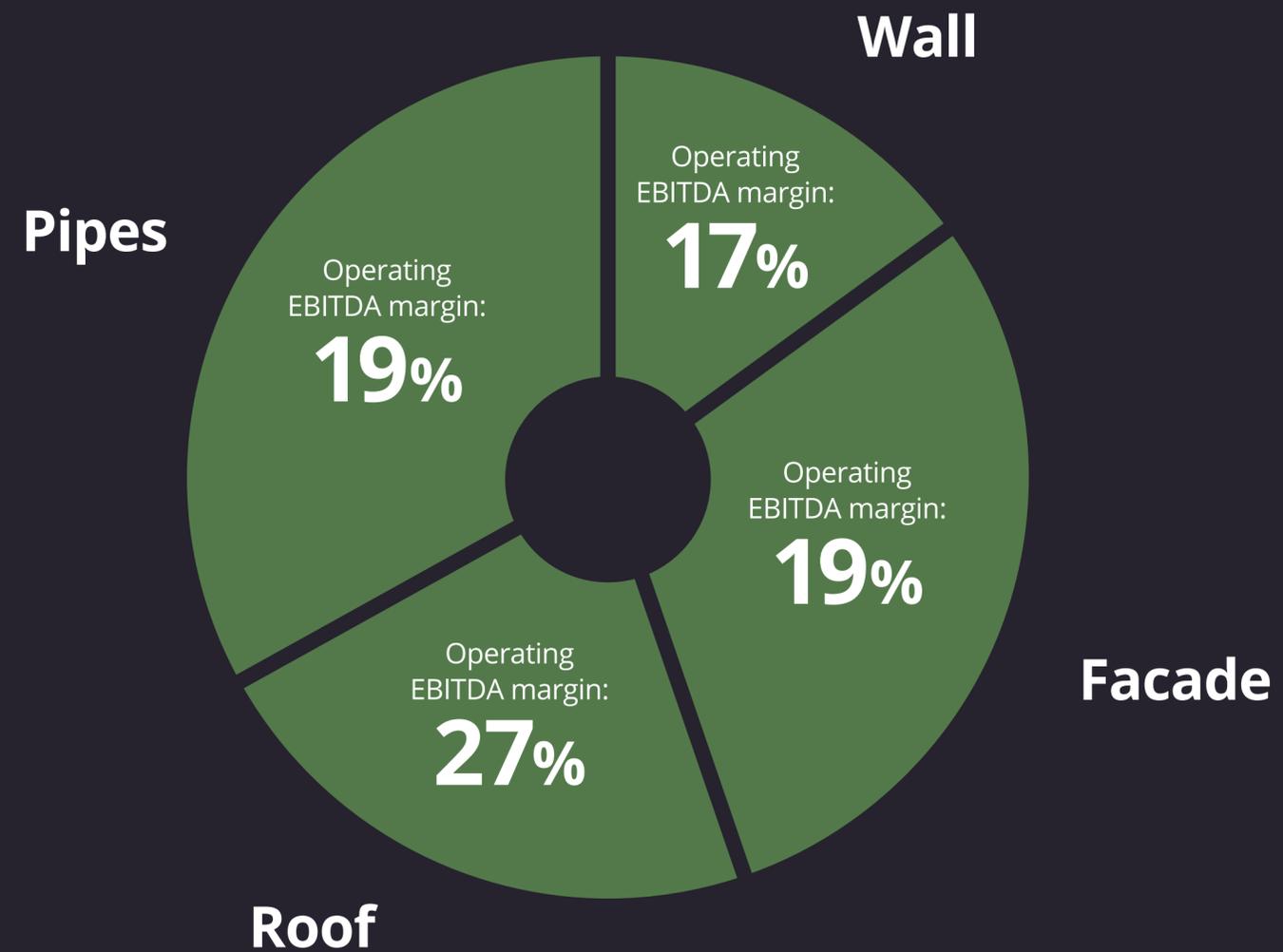
Operating EBITDA margin:

**18%**



# Performance

## OPERATING EBITDA BY PRODUCT



# Performance

SUCCESSFUL NAVIGATION  
THROUGH 2023

**Cost  
management**

**Self-help  
program**

**EBITDA margin**

**Liquidity  
protection**

# Cost management

€ 81 mn

Cost savings

- ↗ Fixed costs in production
- ↗ Overhead costs
- ↗ Capacity adjustments

# Performance



SUCCESSFUL NAVIGATION  
THROUGH 2023

**Cost  
management**

**Self-help  
program**

**EBITDA margin**

**Liquidity  
protection**

# Self-help program

€ **46** mn

**Efficiency enhancement  
through self-help program**

- Optimized manufacturing processes and product quality
- Efficient sales
- Supply Chain Management and General administration

# Performance

SUCCESSFUL NAVIGATION  
THROUGH 2023

**Cost  
management**

**Self-help  
program**

**EBITDA margin**

**Liquidity  
protection**

EBITDA margin

19%

EBITDA margin



Strong pricing disciplin



Ongoing optimization of  
cost structure

# Performance



SUCCESSFUL NAVIGATION  
THROUGH 2023

**Cost  
management**

**Self-help  
program**

**EBITDA margin**

**Liquidity  
protection**

# Liquidity protection

€ -32 mn

Investment adjustments

Investments adjusted to lower



production



capacity utilization

# Financing and capital structure

CONSERVATIVE FINANCING POLICY  
SECURES SOLID BALANCE SHEET

Strong capital  
base

~50%

Equity ratio

Solid liquidity  
reserves

€ ~1.4 bn

31.12.2023

Conservative  
financial leverage

1.5x

Net debt/operating EBITDA  
31.12.2023

Securing of  
investment  
grade rating

Baa3  
Moody's  
Rating

# Financing and capital structure

## KEY FINANCING HIGHLIGHTS

€ 350  
mn

Sustainability-Linked  
Bond successfully  
placed

Upgrade to  
**investment  
grade rating**  
by Moody's

Long-term  
financing in the  
amount of

€ 600  
mn



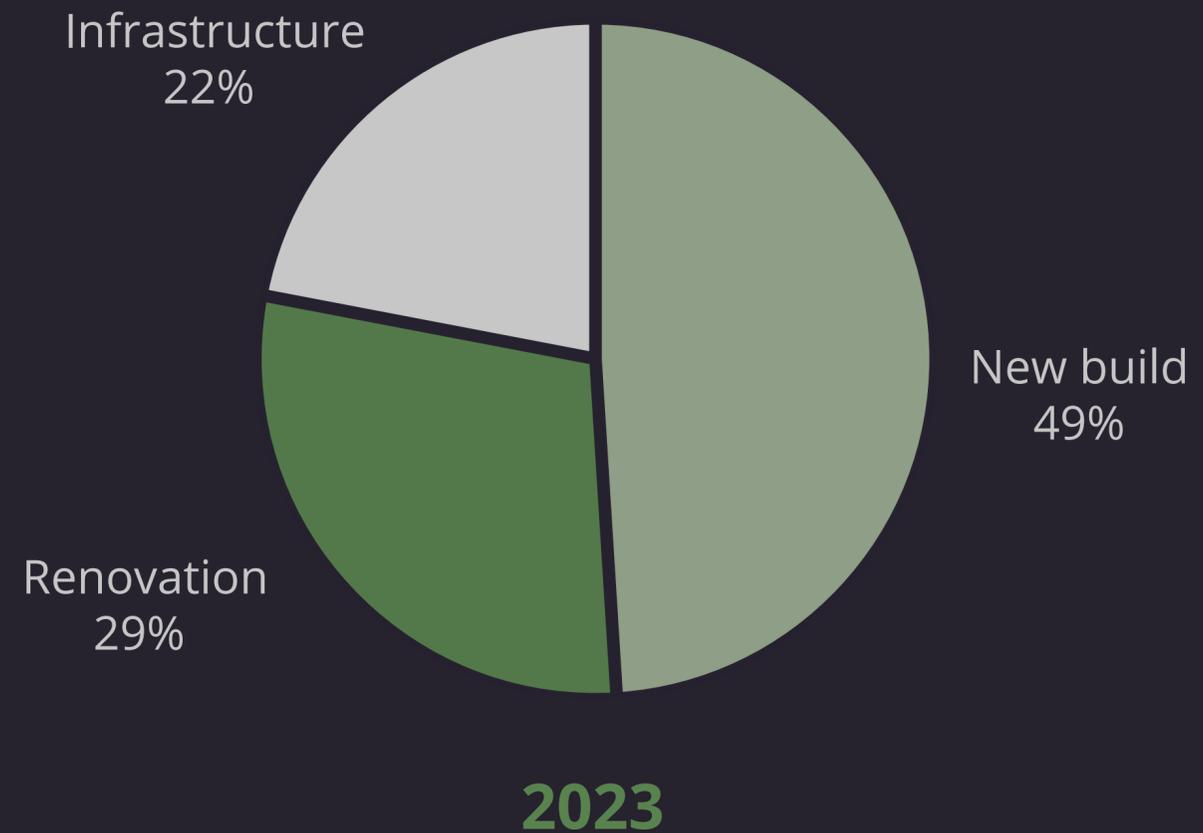
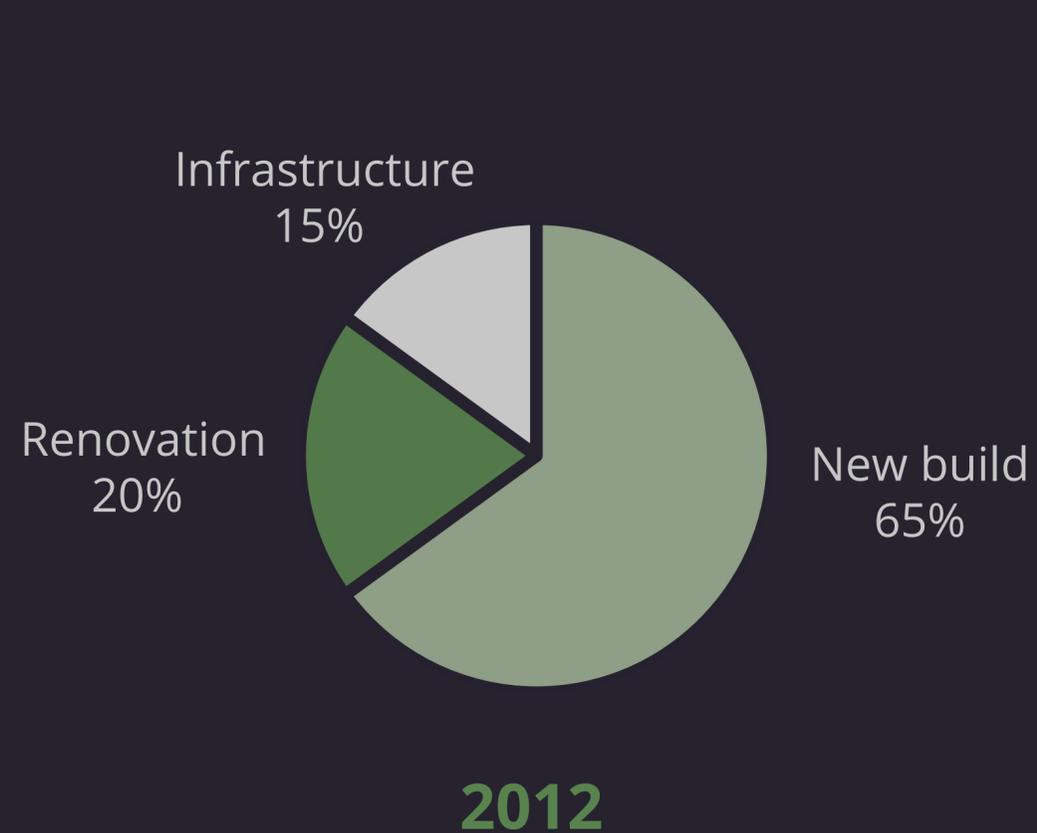
**wienerberger –  
an attractive investment**

wienerberger  
today

Value creation  
for  
shareholders

wienerberger today

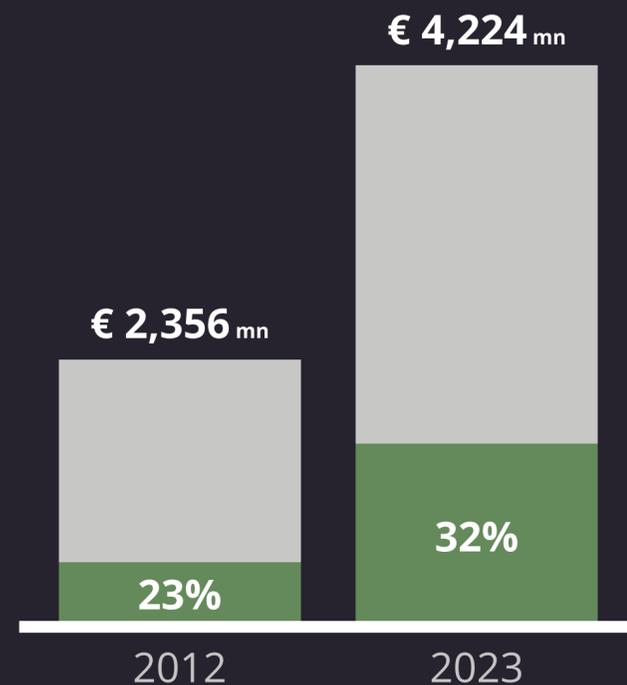
WIENERBERGER TODAY:  
**MORE RESILIENT, MORE INNOVATIVE, MORE EFFICIENT**



# wienerberger today

WIENERBERGER TODAY:  
MORE RESILIENT, **MORE INNOVATIVE**, MORE EFFICIENT

## REVENUES and SHARE of innovative products



# wienerberger today

WIENERBERGER TODAY:  
MORE RESILIENT, MORE INNOVATIVE, **MORE EFFICIENT**

- ➔ Optimized manufacturing processes and product quality
- ➔ Efficient sales
- ➔ Supply Chain Management and General administration

EBITDA contribution 2021–2023

€ **+136**  
**mn**

through efficiency  
enhancement measures

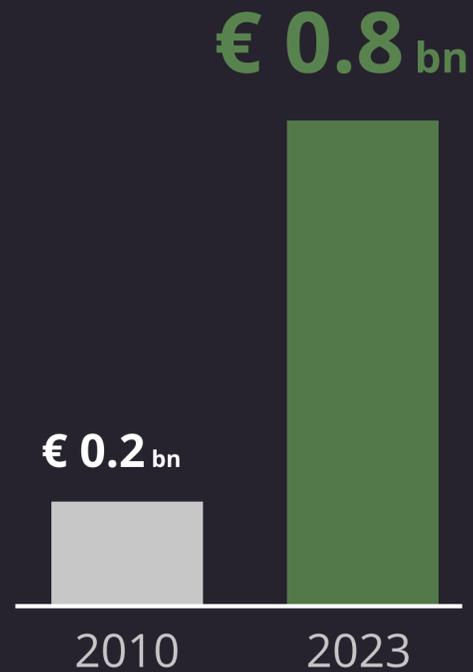
# Value-creation for shareholders

STRONG RESULTS THANKS TO THE SUCCESSFUL TRANSFORMATION OF OUR BUSINESS MODEL

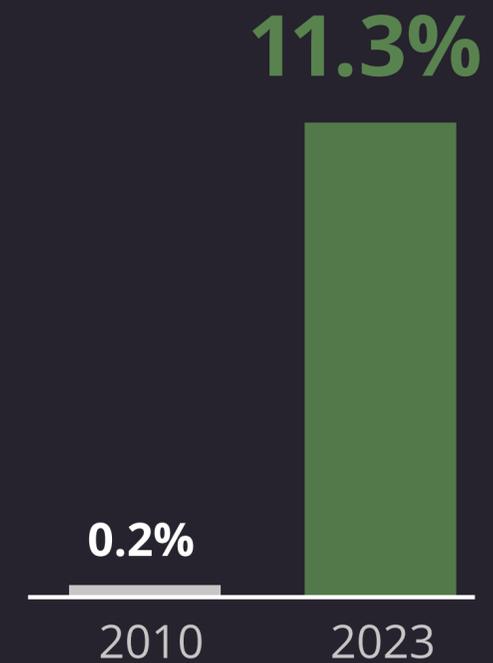
## Revenue



## EBITDA



## ROCE



# Value-creation for shareholders

## VALUE CREATION FOR OUR SHAREHOLDERS 2010–2023

Dividend

€ 0.10

€ 0.90\*

18% CAGR

Share price  
performance

€ 12.78

€ 30.22

+136%

Total  
Shareholder  
Return

198%

\* Proposal to the 155 Annual General Meeting



# Capital Allocation Policy

# Capital Allocation Policy

STRONG FINANCIAL BASIS FOR THE FURTHER  
DEVELOPMENT OF WIENERBERGER

**HIGH FREE CASH FLOW**

€ 1.3 bn  
2021–2023

**FINANCIAL DISCIPLINE**

Net debt 1.5–2x operating EBITDA  
at year-end

**STRONG CASH CONVERSION**

84%  
2021–2023

**STRONG FINANCIAL BASIS**

# Capital Allocation Policy

## STRATEGIC CAPITAL ALLOCATION POLICY FOR THE IMPLEMENTATION OF THE CORPORATE VISION



### Return of capital to our shareholders

#### › Dividend policy

20–40% of the free cash flow generated returned to the shareholders

#### › Share buyback programs

1–2% of the share capital annually, depending on overall performance and outlook

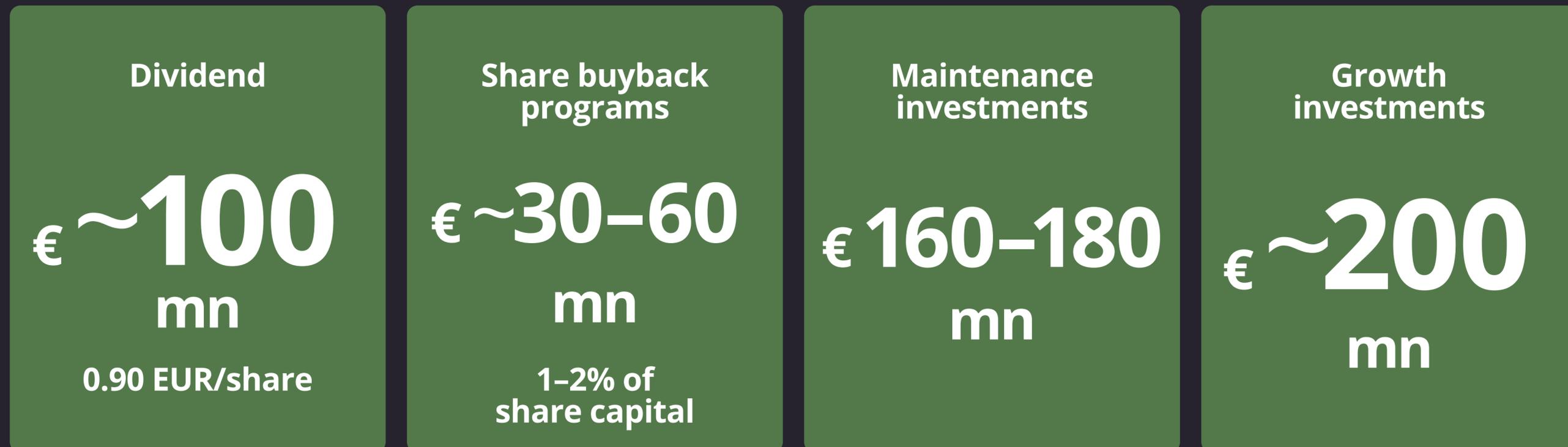
# Capital Allocation Policy

STRATEGIC CAPITAL ALLOCATION POLICY  
FOR THE IMPLEMENTATION OF THE CORPORATE VISION

- **Maintenance investments**
- **Growth investments**
- **Acquisitions**

# Capital Allocation Policy

## OUR CAPITAL ALLOCATION POLICY





**Value-creating  
acquisitions  
2023/2024**

# Value-creating acquisitions



**~40 value-creating  
acquisitions support the  
transformation process over  
the last 10 years**

# Terreal

## Terreal acquisition successfully closed

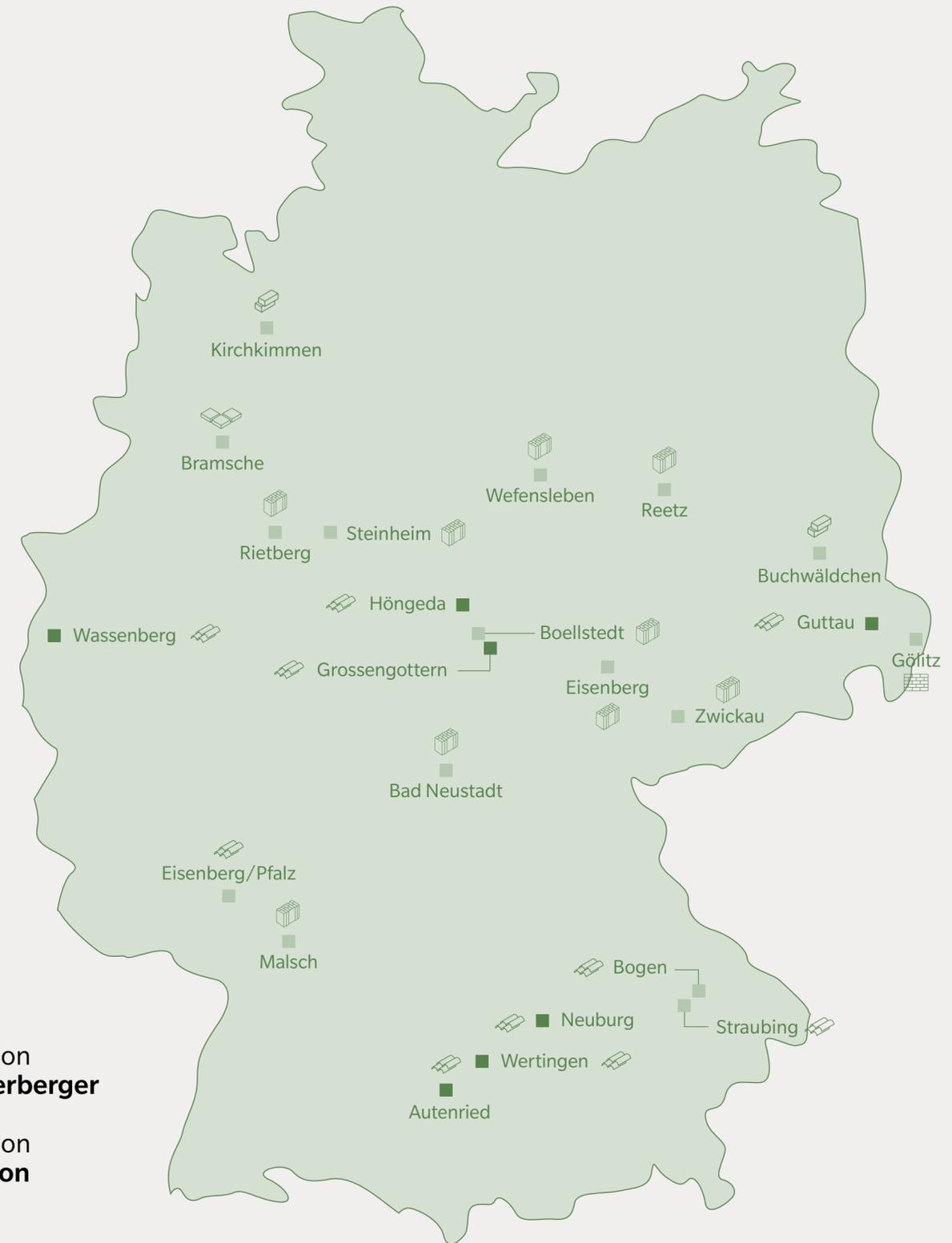
- Strengthened position as leading European pitched roof expert for innovative roof and solar solutions
- Significant expansion in the refurbishment and renovation market with great growth potential
- Addition of roof accessories and solar solutions to the existing roof and rainwater portfolio



# Terreal

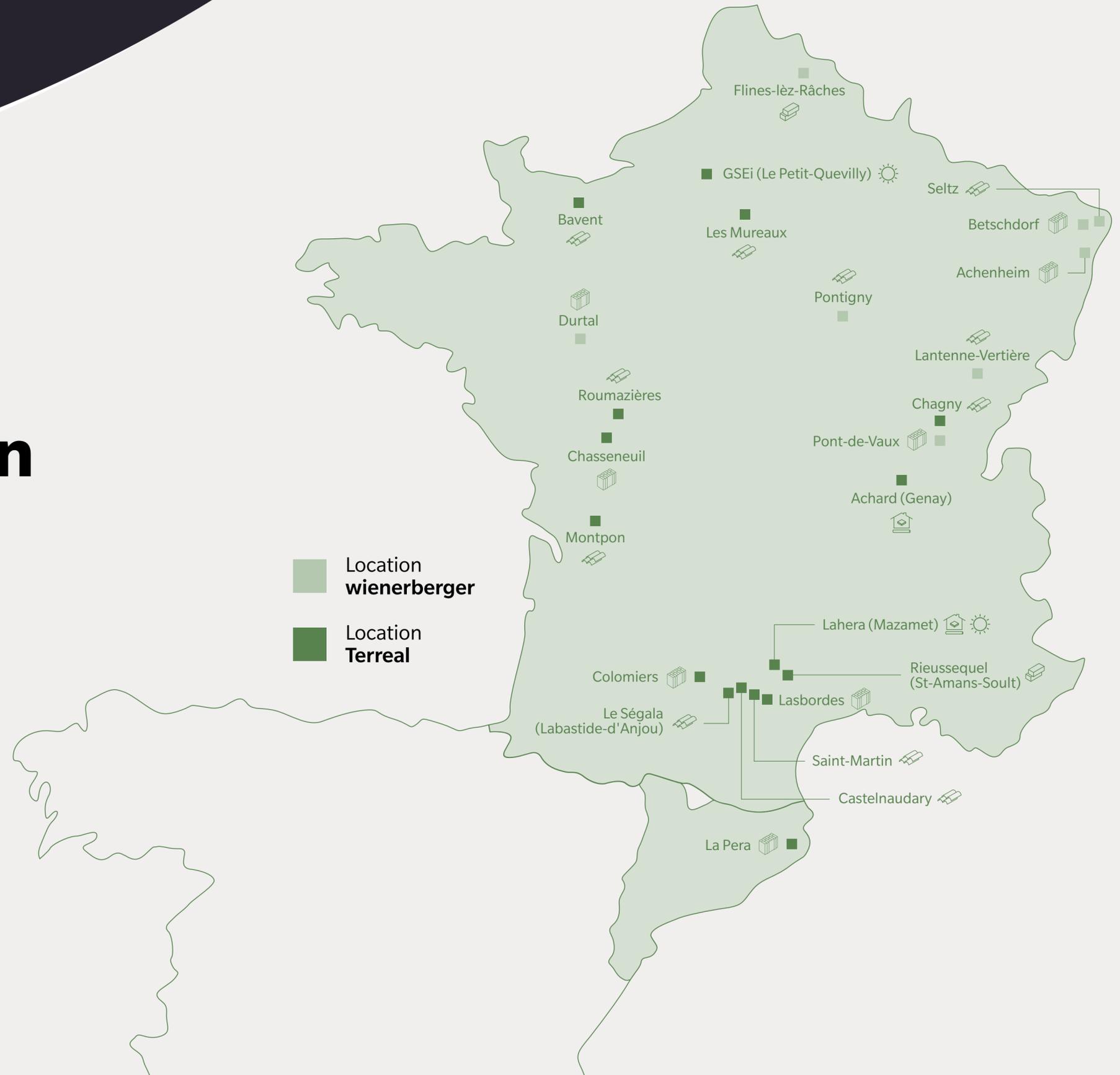
## Ideal addition to the existing production network in Germany

- Location **wienerberger**
- Location **Creaton**



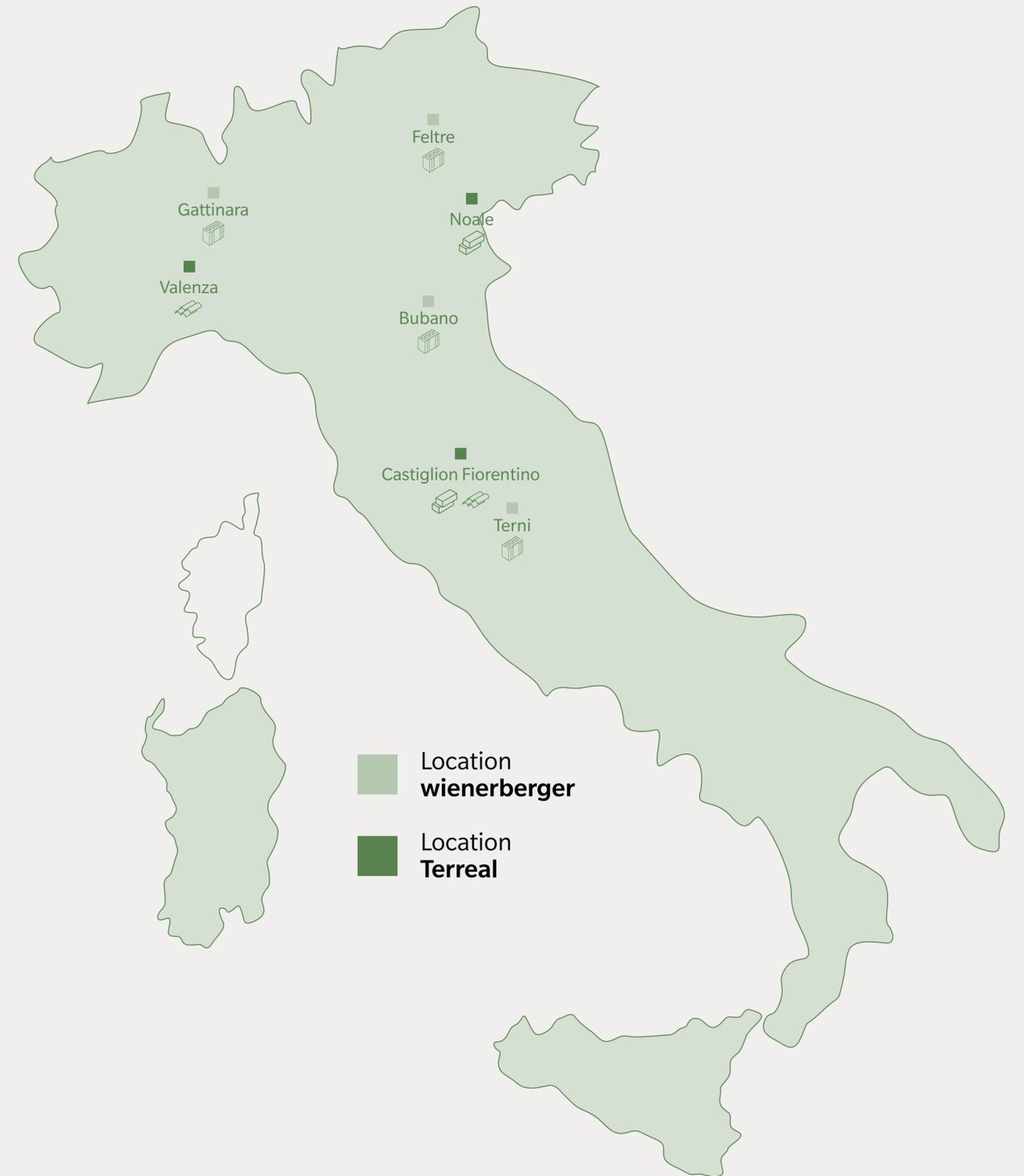
# Terreal

## Ideal addition to the existing production network in France and Catalonia



# Terreal

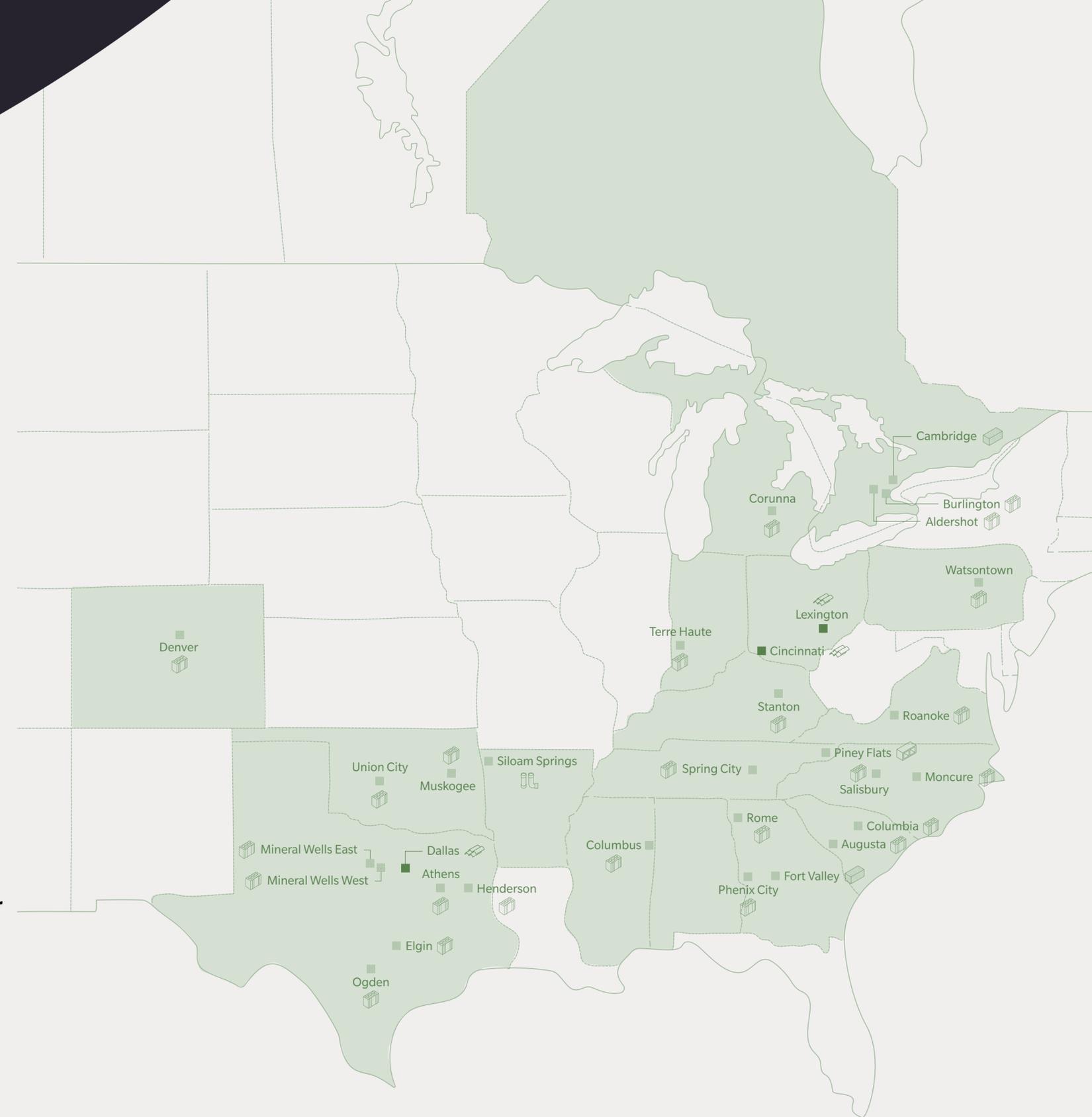
## Ideal addition to the existing production network in Italy



# Terreal

## Ideal addition to the existing production network in North America

- Location wienerberger
- Location Terreal



# Terreal

## SUCCESSFUL CONTRIBUTION FROM TERREAL TO WIENERBERGER

€ **+725**  
mn  
Revenues

€ **+150**  
mn  
EBITDA  
after synergies

  
**+3.000**  
Employees

  
**+28**  
Production sites

# Value-creating acquisitions 2023/2024

## SUCCESS FACTOR TERREAL



Value-enhancing M&A

~5x

EV/EBITDA multiple

3 years after integration  
and taking synergy effects  
into account

\* Proportional EBITDA contribution of € 90mn (contribution of €110 for 12 months)

# Value-creating acquisitions

2023/2024



**Attractive deal pipeline in  
renovation and water management  
in Europe and the USA.**

# Value-creating acquisitions

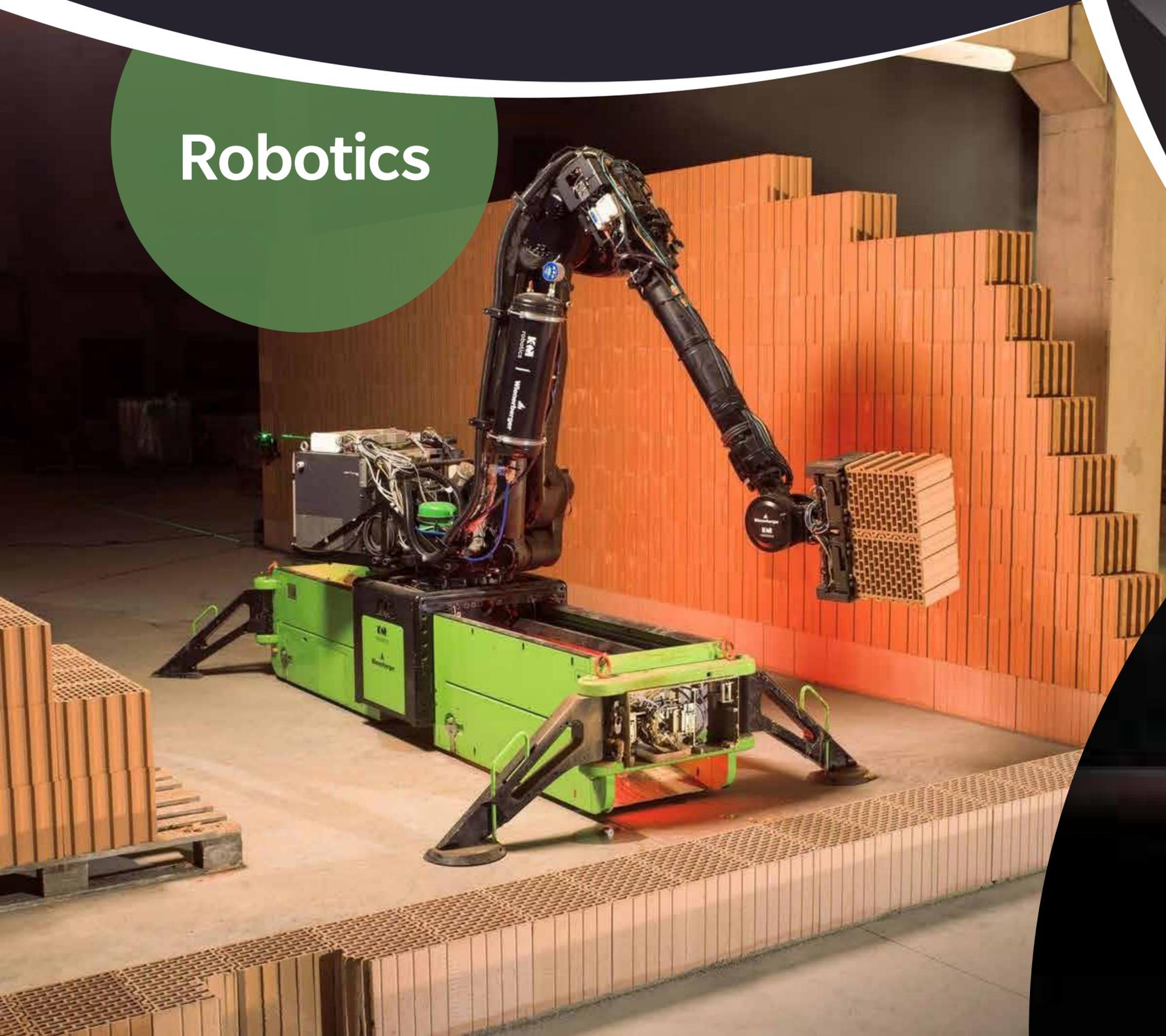
## 2023/2024

### NEW BUSINESS AS POTENTIAL FOR SUCCESS

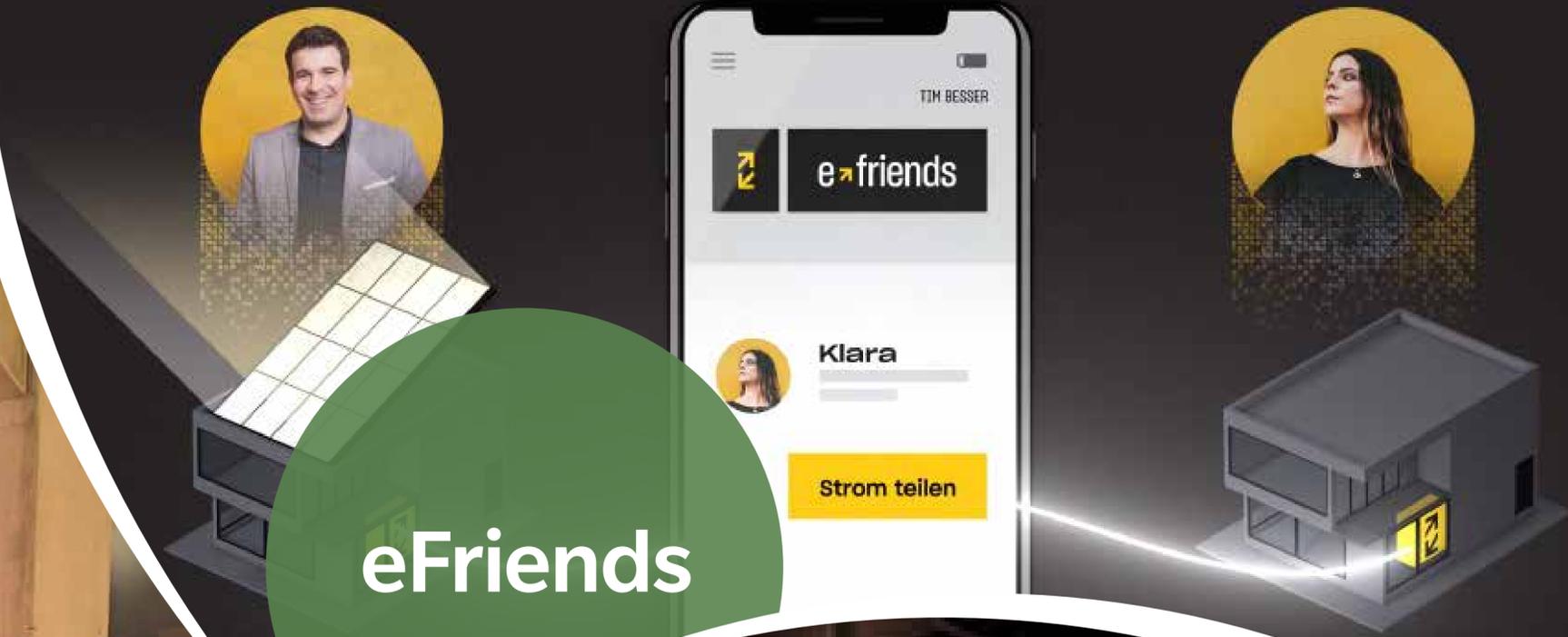
- Expansion of existing system solutions for Energy & water with digital services
- Intelligent monitoring & protection of natural resources
- Disruptive technologies outside the core business
- Development of new markets and customer segments
- ~€ 20 million investment

# New Business

Robotics



eFriends



Wideco



# New Business: Green Build

VIDEO ROBOTER

# Russia exit

## OUR PORTFOLIO IN FOCUS

- Successful sale of the entire Russian business in compliance with all legal requirements to a Russian investor who will continue the business
- 2 production sites
- 2023 revenues less than 1% of total revenues



# Sustainability – an integral part of our strategy



# Our strategy

```
graph TD; A[Our strategy] --- B((Sustainability)); B --- C((Finance strategy)); B --- D((Industry strategy));
```

**Sustainability**

**Finance  
strategy**

**Industry  
strategy**

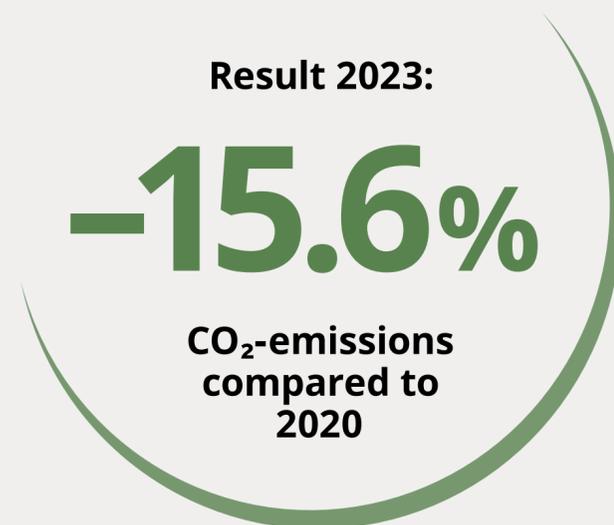
# Sustainability in the strategy

## SUSTAINABILITY – AN INTEGRAL PART OF THE STRATEGY



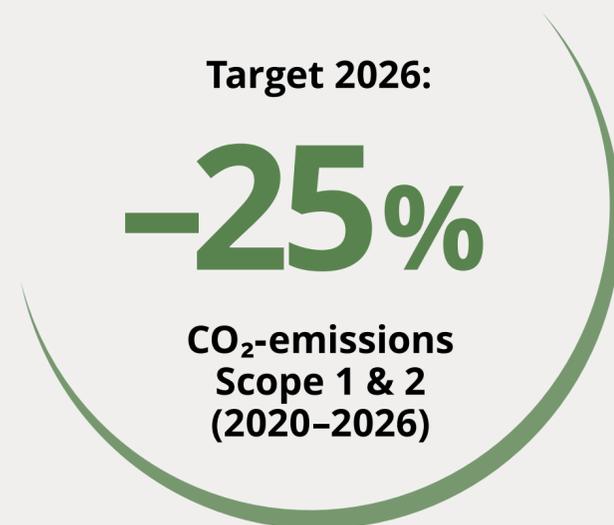
# Sustainability program 2023

**All targets achieved:**  
Sustainability program 2023  
successfully completed



# Sustainability program 2026

**Even more ambitious goals:**  
Our sustainability program 2026



# Sustainability program 2026

## We are part of the solution

↗ **Less CO<sub>2</sub> with climate-neutral buildings and resource-saving use of water**

↗ **70%** today **75%** by 2026  
Increase in sales of building products,  
that contribute to zero-energy buildings

↗ **35 mn m<sup>3</sup> Wasser**  
of water obtained through our products,  
retained, saved



# Employees in focus

**>20,000** employees in 28 countries

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**80** nationalities 30 languages spoken

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**>34%** of employees are women

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**225,000** safety training sessions per year

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**919,538** shares for employees

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# Our strategy

```
graph TD; A[Our strategy] --- B((Sustainability)); B --- C((Finance strategy)); B --- D((Industry strategy));
```

**Sustainability**

**Finance  
strategy**

**Industry  
strategy**

# Finance strategy

**18–20%**  
EBITDA margin

Net debt  
at  
**1.5–2x**

Capital  
Allocation  
Policy

Out-  
performance  
of our  
markets

# Industry strategy

**Innovative  
and ecological  
solutions for the  
following areas**

- Renovation and refurbishment
- Water and energy transportation
- New construction



**2024 &  
targets 2026**

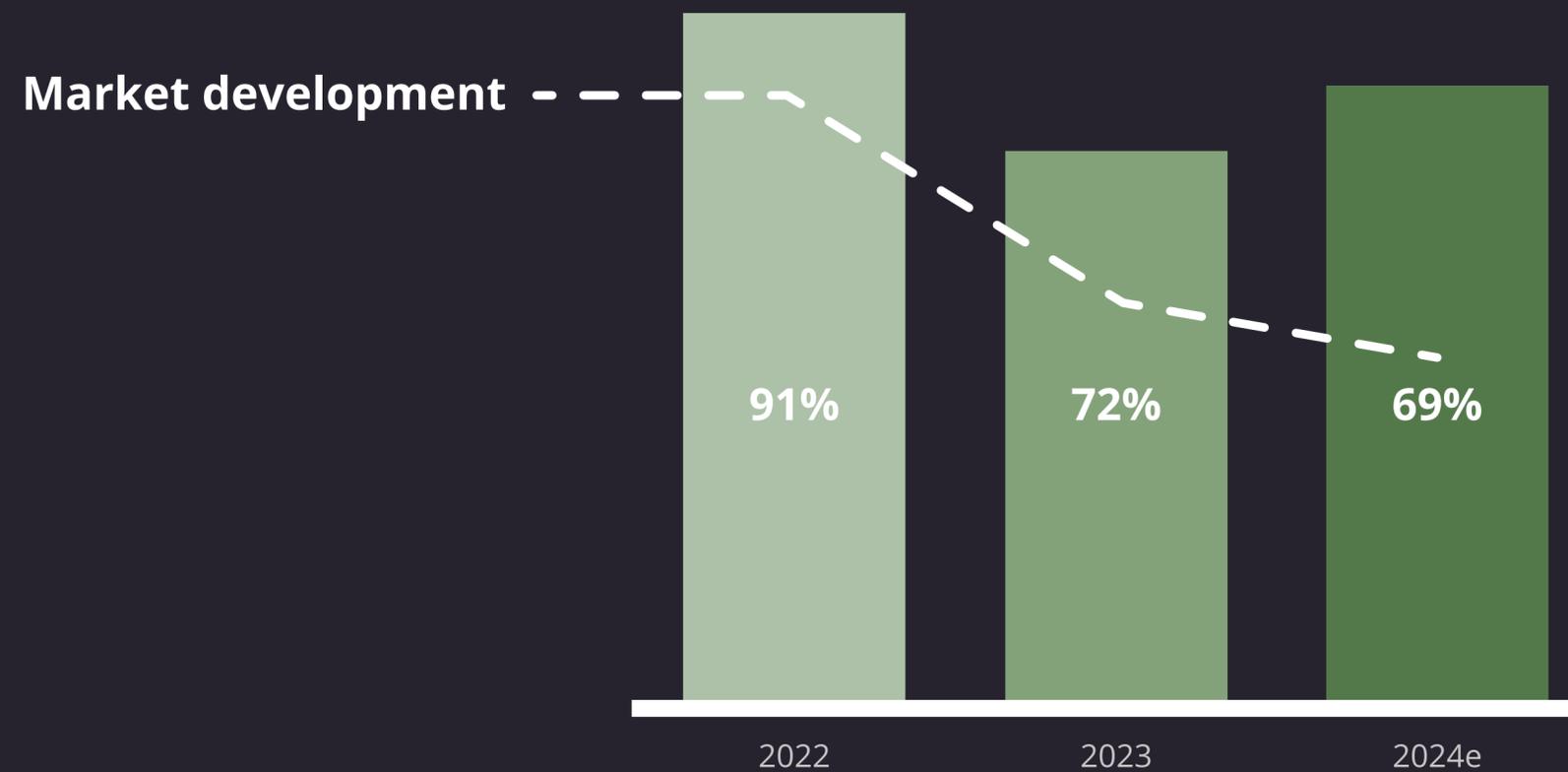
2024



**Despite market decline,  
guidance confirmed.**

2024

## MARKET ESTIMATE VS. EBITDA DEVELOPMENT



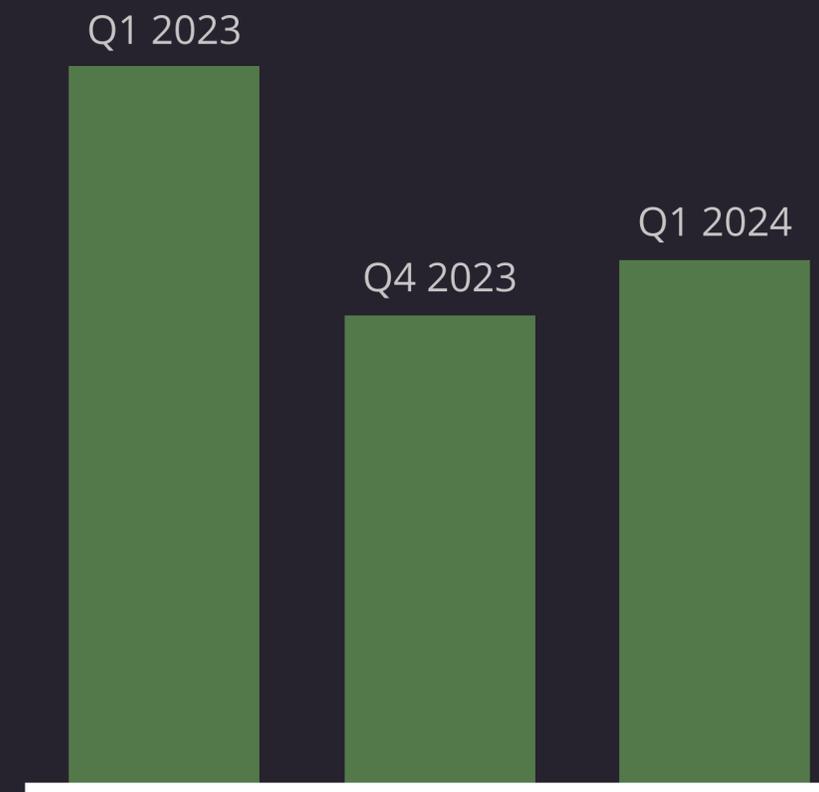
# 2024

## MARKET LEVEL IN Q1 2024

### Development of Market Level

- ↗ **New build:** first signs of recovery in Europe
- ↗ **Renovation:** stable
- ↗ **Infrastructure:** on a solid level

**Market in Q1 2024 significantly below Q1 2023**



# 2024 – Q1

- ↗ Lower market level vs. Q1 2023  
**Effect operating EBITDA: ~€ -40 mn**
- ↗ Standstills in Q1 2024  
**Effect operating EBITDA: ~€ -50 mn**
- ↗ No “one-time” effect out of inventory revaluation compared to last year  
**Effect operating EBITDA: ~€ -20 mn**

**All factors have  
already been  
considered in the  
guidance for 2024**

# 2024

## GUIDANCE FOR 2024 CONFIRMED

- Assumptions for end market scenario unchanged
- Pricing policy as foreseen
- Self-help contribution according to plan
- Cost management savings higher

### Terreal

- Successful closing by the end of February
- Integreation process as planned
- Terreal contribution of € 90 mn confirmed

FY 2024 guidance of  
operating EBITDA

€ **860–890**  
mn

**CONFIRMED**



# Our path to 2026

€ **811**  
**mn**

Operating  
EBITDA 2023

Sustainability  
strategy

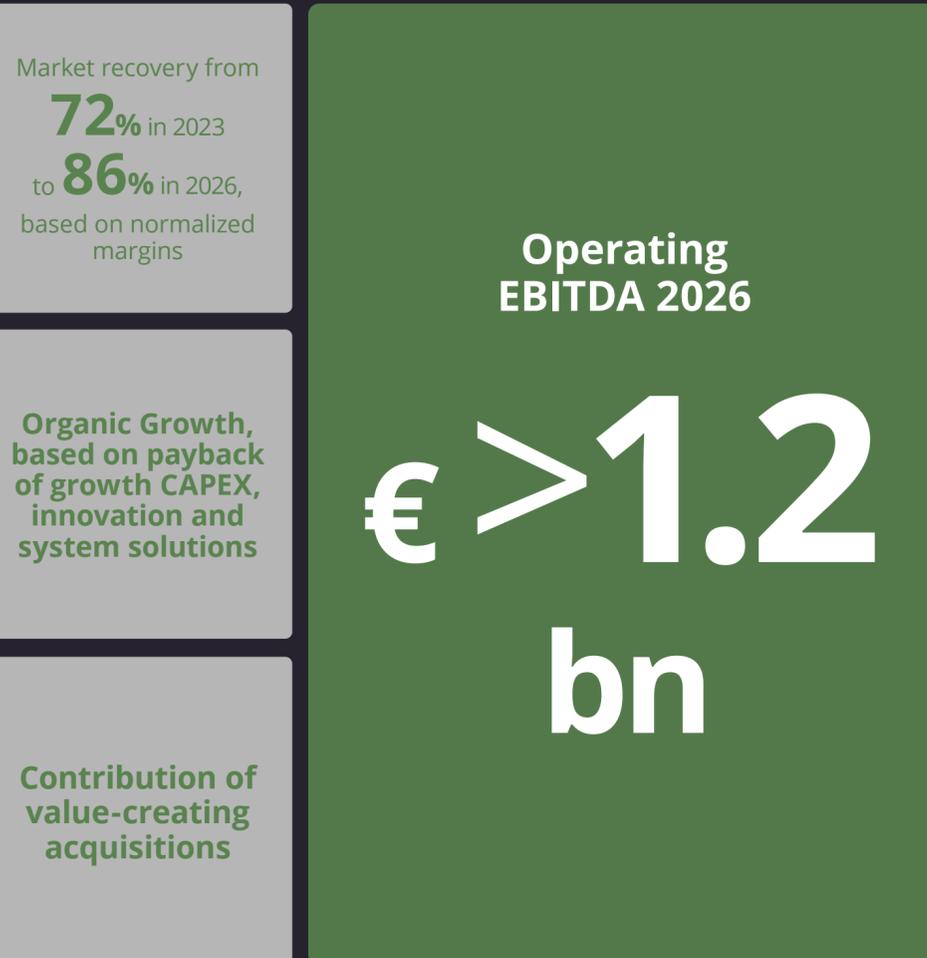
Financial  
strategy

Industrial  
strategy

€ **>1.2**  
**bn**

Operating  
EBITDA 2026e

# Our targets for 2026



Value-creating acquisitions



Fokus on innovation, cost savings and efficiency enhancement



Ideal market positioning