



# WIENERBERGER GOVERNANCE ROADSHOW

January 2026

Wienerberger s.r.o.



world of **wienerberger**

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# TOPICS

› **BUILDING LONG-TERM VALUE AND GROWTH**

› SUPERVISORY BOARD

› REMUNERATION MANAGING BOARD



# WHY INVEST IN WIENERBERGER

## Resilient business model

### Strength through diversification

- › Broad product portfolio for building envelope, water and energy management
- › Diversified business model across new build, renovation and infrastructure
- › Strong brands and industrial footprint
- › Leading market positions in Europe & North America
- › Strong innovative role
- › ~75% of revenue from building products contributes to net zero buildings



## Strong ESG commitment

### Environment

- › Supporting decarbonization through energy-efficient solutions, while developing net-zero building products
- › Commitment to biodiversity, circularity, and responsible resource use

### Social

- › Strong people focus through development, diversity, safety & social engagement

### Governance

- › Highest governance standards
- › Active investor dialogue (100% free float)

## THREE PILLARS OF OUR STRATEGY



through  
innovation

**Organic  
growth**



through  
operational  
excellence

**Process  
improvement**

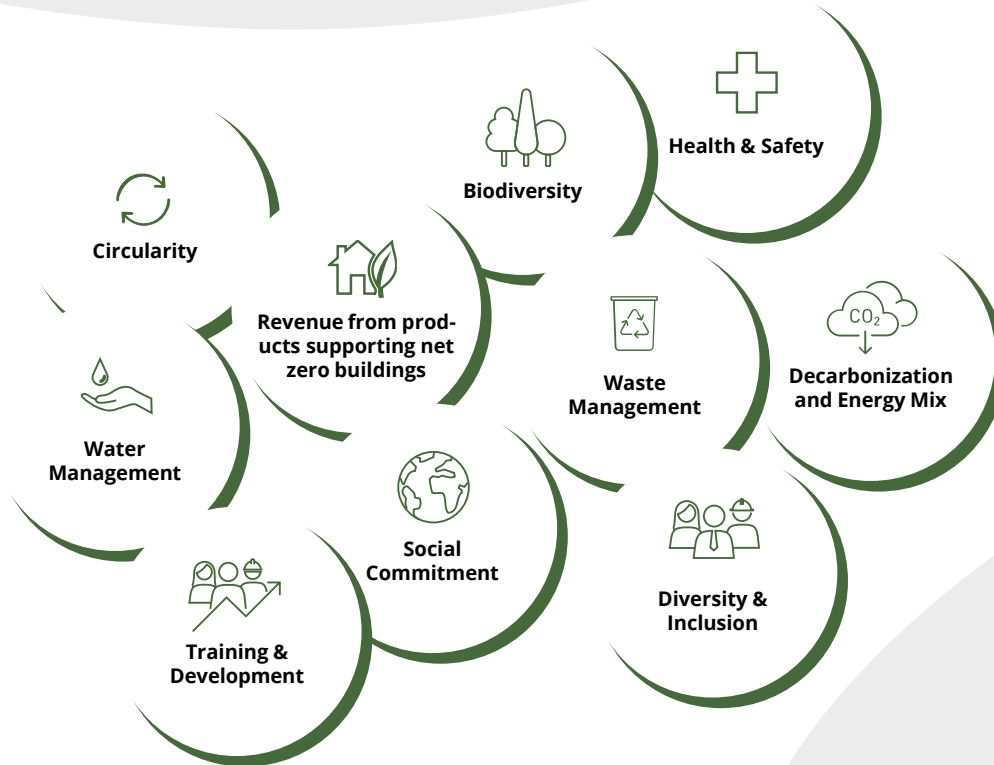


through  
M&A

**External  
growth**

**Sustainability is embedded across our strategy, with clearly defined group-wide objectives.**

# SUSTAINABILITY PROGRAM 2023-2026



**All 2026 targets  
well on track ✓**

# PEOPLE AT THE CENTER

## Diversity & Inclusion

### TARGET



Development and implementation of an inclusion and diversity action plan in all countries (2023 – 2026)



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

➤ **>90** nationalities

➤ **~30** spoken languages

➤ **~30%** female representation in employee positions

➤ wienerberger Employee Share Participation Program



# OUR PATH TO NET ZERO

## 2026 target

**-25%**

Scope 1+2 emissions vs. base year 2020

**-10%**

Scope 3 emissions vs. base year 2022

## 2030 target

**-42%**

Scope 1+2 emissions vs. base year 2020

**-25%**

Scope 3 emissions vs. base year 2022

### Pillars

- Optimized plant design
- Fuel transformation
- Efficient product design
- Strategic partnerships in scope 3

Aligned with  
1.5°C  
Paris Agreement

EU target 2050  
net zero

SBTi  
committed



# TOPICS

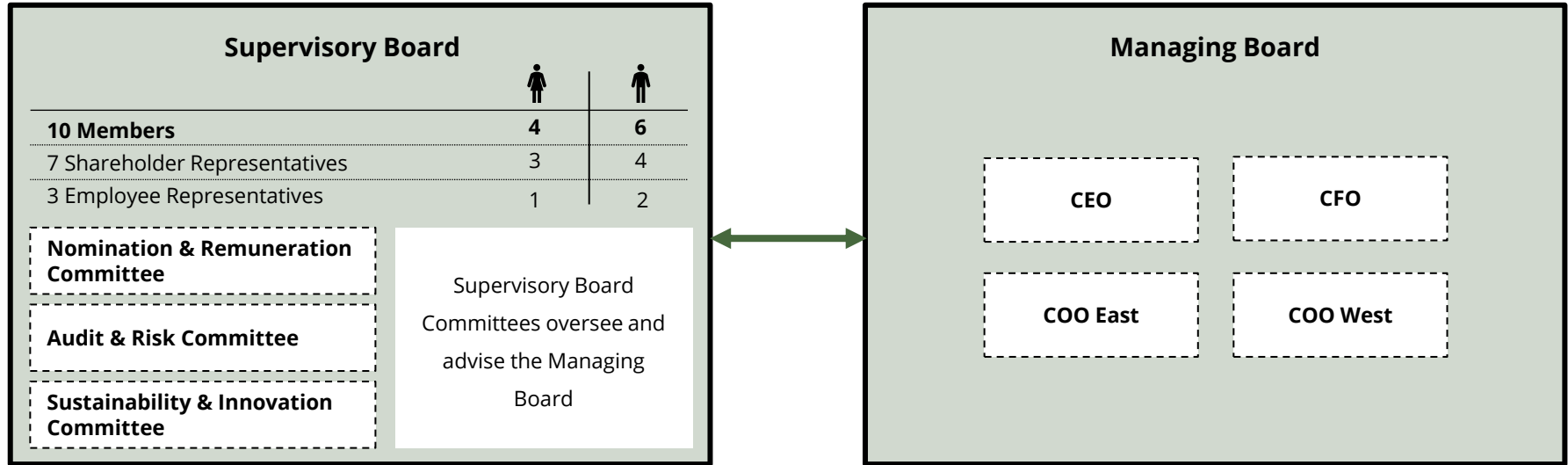
› BUILDING LONG-TERM VALUE AND GROWTH

› **SUPERVISORY BOARD**

› REMUNERATION MANAGING BOARD



# COLLABORATION BETWEEN THE SUPERVISORY AND MANAGING BOARDS



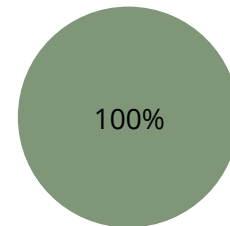
- › The **Chairs of the two Boards** engage in **continuous and open exchange** and discussions on strategic topics.
- › The **Chair of the Managing Board** acts as the **central link** to the Supervisory Board.
- › The **Managing Board provides** the Supervisory Board with **information on business performance**.
- › The **Supervisory Board evaluates** the Managing Board's effectiveness, approves key capital allocation decisions, oversees the implementation of strategy, and represents investor perspectives.

# EXPERIENCED, DIVERSE, INDEPENDENT

## Board Members

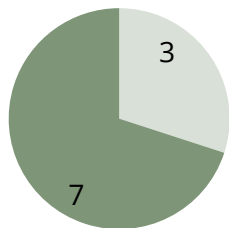
7	Shareholder Representatives	Elected by the Annual General Meeting for a fixed term
3	Employee Representatives	Delegated by the Works Council for an unlimited period of time (mandatory in Austria)

## Independence\*



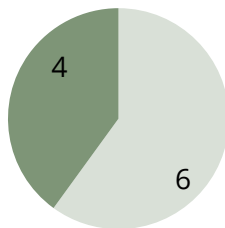
■ Independent ■ Not independent

## Age: avg. 61



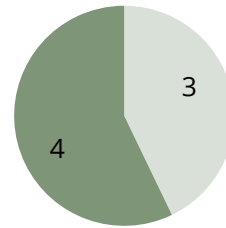
■ < 65 ■ > 65

## Gender Diversity



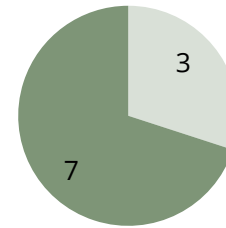
■ Female ■ Male

## Tenure\*



■ < 5 years ■ 5-12 years

## International



■ International ■ Austria

\* Shareholder Representatives

# SUPERVISORY BOARD SELF-EVALUATION

An independent, reputable leadership advisory firm conducted a comprehensive evaluation, integrating qualitative and quantitative insights.

## Positive outcome

- › Strong structural discipline
- › Sound governance
- › High-trust relationships
- › Constructive leadership dynamics
- › Breadth of talent and perspective

› The evaluation has enabled the identification of opportunities to better align structure, responsibilities, and decision-making processes.

# DIVERSE, FULLY INDEPENDENT SUPERVISORY BOARD



**PETER STEINER**  
Chair of the Supervisory Board  
Born 1959  
Independent

Appointed until 157<sup>th</sup> AGM (2026)  
First elected: 2018  
Chair since 2021

*Re-election at the 2026 AGM until 2030 AGM*



**THOMAS BIRTEL**  
Member of the Supervisory Board  
Born 1954  
Independent

Appointed until 157<sup>th</sup> AGM (2026)  
First elected: 2022

*Re-election at the 2026 AGM until 2030 AGM*



**MARC GRYNBERG**  
Member of the Supervisory Board  
Born 1965  
Independent

Appointed until 157<sup>th</sup> AGM (2026)  
First elected: 2022

*Re-election at the 2026 AGM until 2030 AGM*



**MYRIAM MEYER**  
Deputy Chair of the Supervisory Board  
Born 1962  
Independent

Appointed until 158<sup>th</sup> AGM (2027)  
First elected: 2015



**KATRIEN BEULS**  
Member of the Supervisory Board  
Born 1968  
Independent

Appointed until 158<sup>th</sup> AGM (2027)  
First elected: 2023



**EFFIE K. DATSON**  
Member of the Supervisory Board  
Born 1970  
Independent

Appointed until 158<sup>th</sup> AGM (2027)  
First elected: 2023



**DAVID DAVIES**  
Member of the Supervisory Board  
Born 1955  
Independent

Appointed until 160<sup>th</sup> AGM (2029)  
First elected: 2017



**GERHARD SEBAN**  
Member of the Supervisory Board  
Employee Representative  
Born 1967

First delegated: 2006



**CLAUDIA SCHIROKY**  
Member of the Supervisory Board  
Employee Representative  
Born 1971

First delegated: 2002



**WOLFGANG WALLNER**  
Member of the Supervisory Board  
Employee Representative  
Born 1970

First delegated: 2019

# CANDIDATES FOR RE-ELECTION TO THE SUPERVISORY BOARD: BIOGRAPHY & EXPERIENCE



**PETER STEINER**  
**Chair of the Supervisory Board**  
Born 1959  
Independent

Appointed until 157<sup>th</sup> AGM (2026)  
First elected: 2018  
Chair since 2021

- › Extensive experience in finance, auditing and corporate management.
- › Held CFO, COO and CEO positions at SÜBA, Dyckerhoff and MG Technologies/GEA Group; Partner at One Equity Partners
- › Since 2012 public accountant, tax advisor, business consultant with focus on M&A, finance and investment management.
- › Mandates: Member of the Board of Directors of Clariant AG.



**THOMAS BIRTEL**  
**Member of the Supervisory Board**  
Born 1954  
Independent

Appointed until 157<sup>th</sup> AGM (2026)  
First elected: 2022

- › Long-standing management and supervisory experience in the construction industry.
- › Former CEO of STRABAG SE following various executive roles within the STRABAG Group and earlier leadership functions at Frigoscandia and Klöckner.
- › Current mandates: Supervisory Board member of four VHV Versicherung companies; Chairman of CONCORDIA Sozialprojekte foundations.



**MARC GRYNBERG**  
**Member of the Supervisory Board**  
Born 1965  
Independent

Appointed until 157<sup>th</sup> AGM (2026)  
First elected: 2022

- › Broad experience in industrial and materials-technology companies.
- › More than 20 years at Umicore in roles including Group Controller, CFO, EVP and CEO. Earlier position at Misui Bank and various management positions at DuPont de Nemours.
- › Current mandates: Supervisory Board member at Nexans SA and Umicore.



# SKILLS MATRIX FOR SUPERVISORY BOARD

	Peter Steiner (C)	Myriam Meyer (VC)	Katrien Beuls	Thomas Birtel	Effie Datson	David Davies	Marc Grynberg
Building materials & Construction	●			●			
CEO Experience*	●	●	●	●			●
CFO Experience	●					●	●
M&A	●	●	●	●		●	●
Capital Markets/IR	●		●	●	●	●	●
Senior HR	●	●	●	●			●
Sales & Marketing	●				●		
Manufacturing		●				●	●
Innovation		●	●	●			●
ESG	●	●	●	●	●		●
Supply Chain & Logistics		●					●
Digital	●	●			●		●
Austrian markets			●	●		●	
European markets	●	●	●	●	●	●	●
North America markets	●	●			●	●	●

\*Inclusive of positions where the individual led large business divisions of a parent entity

# BOARD ATTENDANCE AND KEY TOPICS IN 2025

The Supervisory Board decides on issues of fundamental importance and on the strategic orientation of the company. The Supervisory Board and the Managing Board maintain intensive cooperation. Their chairpersons regularly engage in discussions on the sustainable development and strategic orientation of the company.

Supervisory Board	Key topics	# of meetings	Attendance in %*
<b>Supervisory Board</b> Chair: Peter Steiner	<ul style="list-style-type: none"> <li>• Fulfillment of its statutory duties</li> <li>• Strategic projects (e.g. M&amp;A)</li> <li>• Supervisory Board evaluation</li> <li>• Health &amp; Safety</li> <li>• Succession planning for the Managing Board (appointment of new CFO)</li> </ul>	9	91
<b>Audit &amp; Risk Committee</b> Chair: David Davies	<ul style="list-style-type: none"> <li>• Fulfillment of its statutory duties</li> <li>• Audit Tender</li> <li>• European cyber security regulations</li> <li>• ESRS/CSRD</li> </ul>	6	100
<b>Nomination &amp; Remuneration Committee</b> Chair: Peter Steiner	<ul style="list-style-type: none"> <li>• Supervisory Board evaluation</li> <li>• Remuneration planning for the Managing Board</li> <li>• Succession planning for the Managing Board</li> </ul>	5	96
<b>Sustainability &amp; Innovation Committee</b> Chair: Myriam Meyer	<ul style="list-style-type: none"> <li>• Health &amp; Safety initiatives and evaluation</li> <li>• Sustainability Program 2023-2026</li> <li>• CSR projects (e.g. affordable housing initiative in India)</li> <li>• Innovation Strategy (e.g. WIONIQ)</li> </ul>	4	100

\* % attendance of all Supervisory Board and committee participants

# TOPICS

› BUILDING LONG-TERM VALUE AND GROWTH

› SUPERVISORY BOARD

› **REMUNERATION MANAGING BOARD**



# STRENGTHENED MANAGING BOARD TO DRIVE FUTURE GROWTH



**HEIMO SCHEUCH, 59**

CEO  
Wienerberger AG

Mandated until the AGM 2029



**DAGMAR STEINERT, 61**

CFO  
Wienerberger AG

Mandated until 29<sup>th</sup> February 2028



**GERHARD HANKE, 54**

COO Central & East  
Wienerberger AG

Mandated until 28<sup>th</sup> February 2027



**HARALD SCHWARZMAYER, 56**

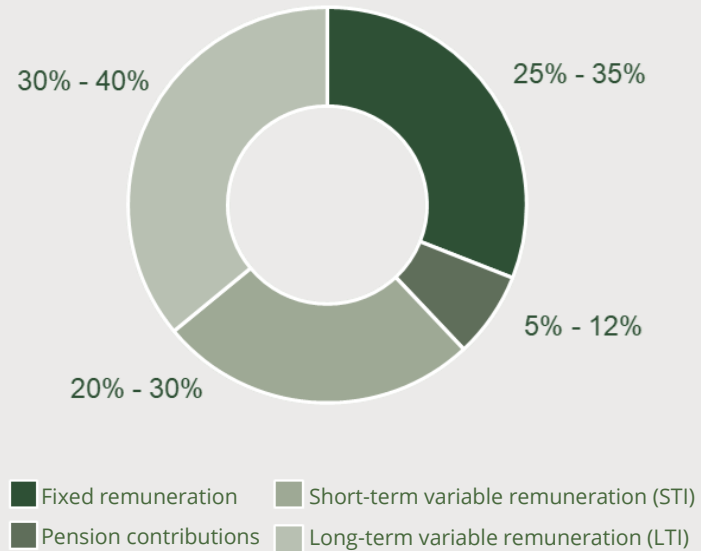
COO West  
Wienerberger AG

Mandated until 30<sup>th</sup> June 2026

**>> Continuous succession planning for the Managing Board**

# REMUNERATION POLICY

## Remuneration structure of total target remuneration



# REMUNERATION POLICY – STI

## Short-Term Incentive (STI)

Features	
KPIs	1) Operating EBITDA 2) Free Cash Flow 3) ESG/Strategic (Up to 2 Targets) – <i>Aligned with Sustainability Program 2023 - 2026</i>
Cap	150% of the Target Amount
KPI Weighting	Pre-defined Weighting Ranges (min/max)
Target Achievement	Target Achievement Cap at 150% for each KPI – <i>no offsetting between targets</i>

- › Maximum opportunity remains
- › Proactively Disclosing KPI weightings (min/max) – full targets will be disclosed prospectively pre-AGM.



# REMUNERATION POLICY – LTI

## Long-Term Incentive (LTI)

Features	
Plan Type	Performance Share Plan
Cap	250% of the target amount (for cash payment)
Settlement	Minimum 50% in shares, rest in cash
Performance Period	3-years
Holding Period	Holding Period for shares in SOG until the end of service
Target Achievement	Target Achievement Cap at 150% for each KPI – <i>no offsetting between targets</i>

- › Proactively Disclosing KPI weightings (min/max) – full targets will be disclosed prospectively pre-AGM.
- › rTSR measured against the *entire* STOXX Europe 600 Construction & Materials index vs a selection.
- › Measurement over the full performance period (instead of annual measurement of target achievement)
- › SOGs introduced where vested shares are used to meet such requirement (replacing 2-year deferral)

# TARGETS STI: 2025

STI Performance Criteria	Weighting	Minimum target achievement (= 0%)	Full target achievement (= 100%)	Maximum target achievement (= 150%)
Operating EBITDA	60%	760 mEUR	800 mEUR	850 mEUR
Free Cash Flow	15%	310 mEUR	385 mEUR	415 mEUR
Decarbonization & energy mix				
CO2 - Scope 1 & 2 Reduction	5%	-20.5%	-21.0 %	-21.5%
CO2 - Scope 3 Reduction	5%	-5.0%	-6.0 %	-7.0%
Renewable Energy used in own operations	5%	11.5%	12.5 %	13.5%
Water Management				
35mn m³ water harvested, retained and saved through our products	5%	17.5 mio m³	19,5 mio m³	21.5 mio m³
15% reduction of water consumption in own operations	5%	-5.0%	-8.0 %	-10.0%

# TARGETS LTI: TRANCHE 2025 – 2027 <sup>1)</sup>

LTI Performance Criteria	Weighting	Minimum target achievement (= 0%)	Full target achievement (= 100%)	Maximum target achievement (= 150%)
Relative TSR	25%	25.	50.	75.
ROCE	45%	14.0%	17.0%	17.5%
ESG Targets <sup>2)</sup>				
GHG emission Scope 1 & 2 intensity (vs base year 2020)	15%	-25.0%	-27.0%	-27.5%
Reduction of Scope 3 emission (vs base year 2022)	15%	-10.0%	-12.0%	-12.5%

<sup>1)</sup> Payout in 2028

<sup>2)</sup> Based on cumulative target setting

# CONTACT DETAILS

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## Financial Calendar and upcoming events 2025 and 2026



Date	Event
18/02/2026	Full-Year Results 2025
24/02/2026	Capital Markets Day
25/03/2026	Publication Annual Report 2025
07/05/2026	157 <sup>th</sup> Annual General Meeting
13/05/2026	Update for Q1 2026
12/08/2026	H1 2026 Results
12/11/2026	Q1-3 2026 Results

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