



WIENERBERGER GOVERNANCE ROADSHOW

January 2026



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



**Organic
growth**

through
innovation



**Process
improvement**

through
operational
excellence

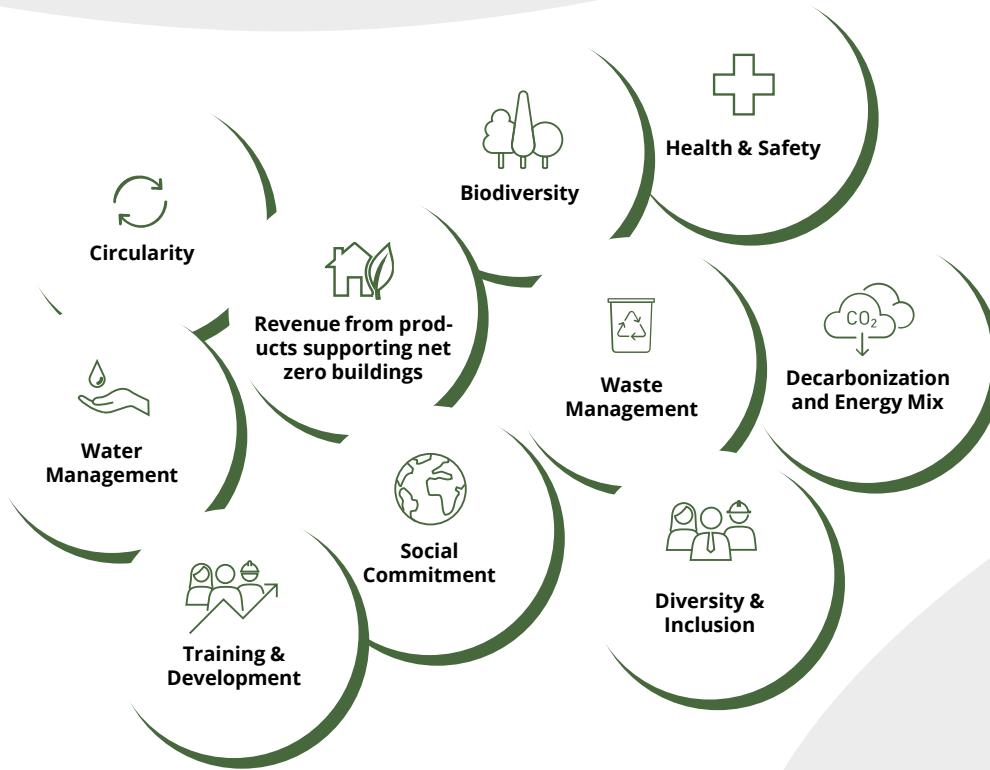


**External
growth**

through
M&A

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

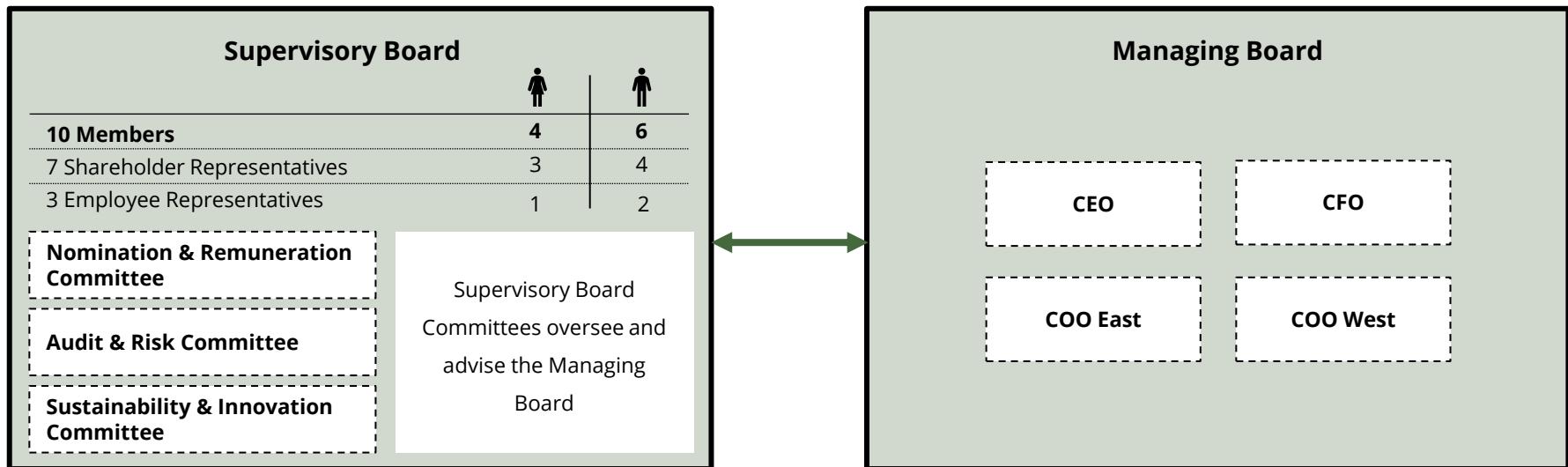
› BUILDING LONG-TERM VALUE AND GROWTH

› 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.

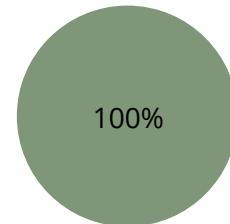
EXPERIENCED, DIVERSE, INDEPENDENT

Board Members

7 Shareholder Representatives Elected by the Annual General Meeting for a fixed term

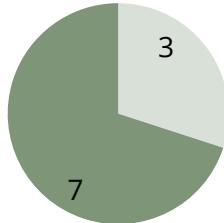
3 Employee Representatives Delegated by the Works Council for an unlimited period of time (mandatory in Austria)

Independence*

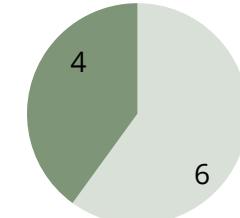


■ Independent ■ Not independent

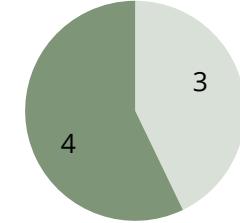
Age: avg. 61



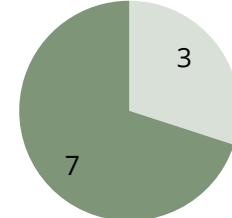
Gender Diversity



Tenure*



International



* 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 157th 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 157th 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 157th 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 158th AGM (2027)
First elected: 2015



KATRIEN BEULS
Member of the Supervisory Board
Born 1968
Independent

Appointed until 158th AGM (2027)
First elected: 2023



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

Appointed until 158th AGM (2027)
First elected: 2023



DAVID DAVIES
Member of the Supervisory Board
Born 1955
Independent

Appointed until 160th 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 157th 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 157th 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 157th 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 %*
Supervisory Board Chair: Peter Steiner	<ul style="list-style-type: none"> • Fulfillment of its statutory duties • Strategic projects (e.g. M&A) • Supervisory Board evaluation • Health & Safety • Succession planning for the Managing Board (appointment of new CFO) 	9	91
Audit & Risk Committee Chair: David Davies	<ul style="list-style-type: none"> • Fulfillment of its statutory duties • Audit Tender • European cyber security regulations • ESRS/CSRD 	6	100
Nomination & Remuneration Committee Chair: Peter Steiner	<ul style="list-style-type: none"> • Supervisory Board evaluation • Remuneration planning for the Managing Board • Succession planning for the Managing Board 	5	96
Sustainability & Innovation Committee Chair: Myriam Meyer	<ul style="list-style-type: none"> • Health & Safety initiatives and evaluation • Sustainability Program 2023-2026 • CSR projects (e.g. affordable housing initiative in India) • Innovation Strategy (e.g. WIONIQ) 	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 29th February 2028

GERHARD HANKE, 54

COO Central & East
Wienerberger AG

Mandated until 28th February 2027

HARALD SCHWARZMAYR, 56

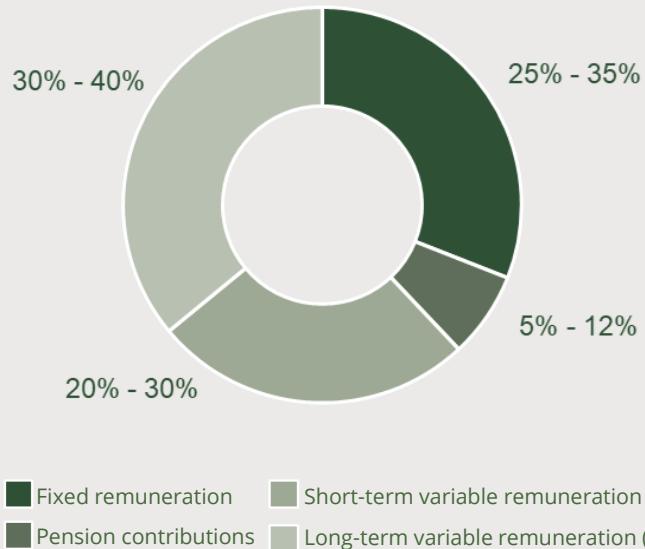
COO West
Wienerberger AG

Mandated until 30th 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	<ol style="list-style-type: none">1) Operating EBITDA2) Free Cash Flow3) ESG/Strategic (Up to 2 Targets) – <i>Aligned with Sustainability Program 2023 - 2026</i>	<ul style="list-style-type: none">› Maximum opportunity remains› Proactively Disclosing KPI weightings (min/max) – full targets will be disclosed prospectively pre-AGM.
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>	

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 – no offsetting between targets

- › 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 m ³ water harvested, retained and saved through our products	5%	17.5 mio m ³	19,5 mio m ³	21.5 mio m ³
15% reduction of water consumption in own operations	5%	-5.0%	-8.0 %	-10.0%

TARGETS LTI: TRANCHE 2025 – 2027 ¹⁾

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 ²⁾				
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%

¹⁾ Payout in 2028

²⁾ 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 th 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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