

Fast Forward 2020

A Key Driver for Wienerberger's Earnings Growth to 2020 and Beyond

- > Fast Forward 2020 is **one of the key drivers** for Wienerberger's **overall earnings growth** over the **period to 2020** and is expected to continue **accelerating our EBITDA growth beyond 2020** by **fundamentally transforming how we do business**
- > The program targets a **sustainable increase in EBITDA of € 120 mn by the end of 2020** (net of the costs of delivery)
- > The **baseline** against which improvements are measured is the **year ended 31 December 2017**
- > **Hundreds of individual initiatives** across 6 key workstreams **ensure delivery** of target EBITDA enhancements
- > **€ 50 mn of capex** committed for optimisation projects with highly attractive paybacks (2019 optimisation capex of € 30 mn fully reflected in € 200 mn normal capex guidance, € 20 mn of optimisation capex expected for 2020)
- > **Significant organisational support**, including **new chief performance officer** on the Wienerberger Managing Board, and a **dedicated team of experts** reporting to the CPO **supporting local teams** in project delivery
- > Underlying initiatives continue to **progress very well**
 - > **2018 target** improvement of € 20 mn **realised on time in full**
 - > Strong start to 2019 lifts total improvements to date to € 35 mn ¹⁾ vs. 2017 baseline
 - > Program achievements reported to date reflect **delivered** improvements, **not run-rate** estimates

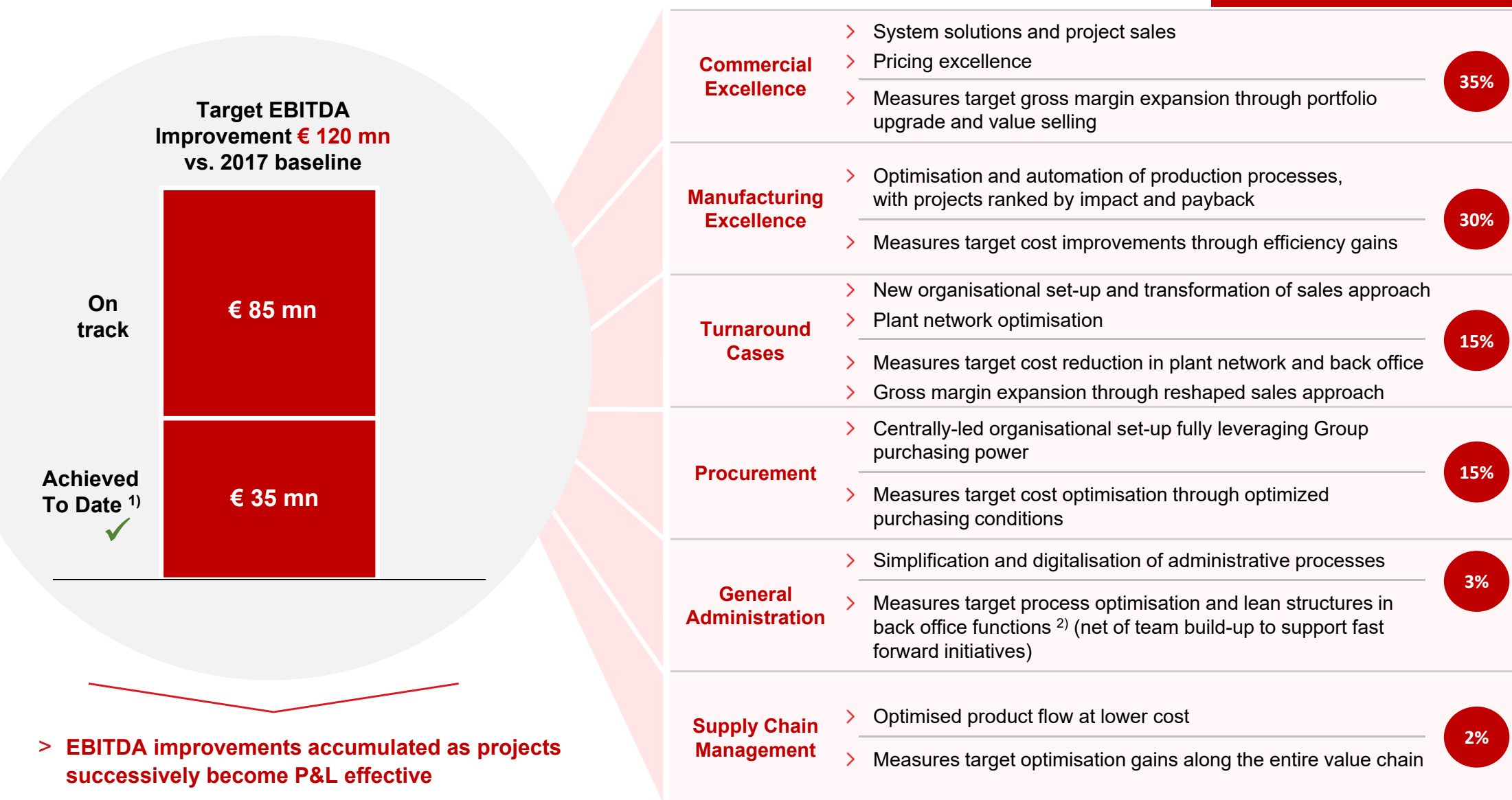


All Targets To Date Successfully Achieved
High Confidence in Delivery of Full Target EBITDA Improvement by 2020

Fast Forward 2020

Fully on Track and Highly Confident in Attaining Our Targets

Expected program contribution



- > EBITDA improvements accumulated as projects successively become P&L effective
- > Improvements combine gross margin expansion, process optimisation and cost reductions

1) Cumulative EBITDA improvements as of 31-Mar-19

2) Cost reductions in back office functions linked to turnaround cases are reported in the workstream Turnarounds Cases