Overview of the Remuneration System of the Wienerberger Managing Board

Wienerberger’s remuneration system aligns management incentives to shareholders by putting two-thirds of remuneration “at-risk”

Total Managing Board Compensation 2018

**Fixed remuneration**
- The fixed component of remuneration reflects the scope of responsibility of the Managing Board member
- The 2018 increase (14% for the CEO and 2% for the CFO) is attributable to the adjustment of Managing Board remuneration made in connection with extending the Board members’ office terms
- Adjustment based on a comparative study carried out by Egon Zehnder stating that the remuneration paid to the Managing Board was below average of comparable companies (in size and complexity)

**Short-term variable remuneration**
- Objective achievement is measured on the basis of a like-for-like EBITDA target and a target for profit after tax
- Target achievement is determined on a linear basis within the designated range, with no payout below the range
- The over-fulfillment of one target is offset against the partial fulfillment of the second target, where applicable
- The maximum entitlement is limited to 100% of annual fixed remuneration and is paid out in the following period

**Long-Term variable remuneration component**
- Allocation of performance share units (PSUs). The monetary value of the PSUs is determined at year-end by multiplying the number of PSUs by the CFROI target achievement in percent and the average share price within a review period
- The CFROI achievement is determined on a linear basis within the target range, with no payout below the range
- If the upper limit is exceeded, the payment for the Managing Board is capped at 150% of fixed remuneration
- Payouts resulting from the target achievement are made in 3 installments over a period of 2 years
- The Board members need to comply with a minimum ownership of shares to participate in the long-term incentive program

<table>
<thead>
<tr>
<th>Target</th>
<th>Target value</th>
<th>Amount reported</th>
<th>Attainment of target</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA LFL</td>
<td>€ 470 mn</td>
<td>€ 469 mn</td>
<td>99%</td>
</tr>
<tr>
<td>Profit after tax</td>
<td>€ 165 mn</td>
<td>€ 147 mn</td>
<td>89%</td>
</tr>
</tbody>
</table>

**Allocated PSUs**
- 68,000

**Share price**
- € 18.76

**CFROI target**
- 7.9%

**CFROI in 2018**
- 7.7%

**Target achievement**
- 91%
Wienerberger has Substantially Enhanced the Disclosure of Managing Board Remuneration

Wienerberger has enhanced the disclosure of the Managing Board remuneration scheme in the past 2 years.

Disclosure

- Following ISS concerns over disclosure in 2017, Wienerberger now discloses a full description of the Managing Board remuneration system to enable shareholders to assess the scheme.
- Wienerberger discloses the targets applicable for the current business year and presents detailed information on goal achievement for the past business year.

Managing Board Remuneration 2019

<table>
<thead>
<tr>
<th>Targets 2019</th>
<th>Relevance</th>
<th>Target Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-term variable remuneration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBITDA LFL</td>
<td>50%</td>
<td>600</td>
</tr>
<tr>
<td>Profit after tax</td>
<td>50%</td>
<td>255</td>
</tr>
<tr>
<td>Long-term variable remuneration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CFROI</td>
<td>100%</td>
<td>10%</td>
</tr>
</tbody>
</table>

- For 2019 the further development of the incentive and remuneration system is an area of focus for the work of the Supervisory Board.
- Assuring an adequate incentive system of the Managing Board and top management as well as the optimal alignment of the incentive structure and shareholder interests is the goal for the continuous development of the remuneration system.

In light of these enhancements, ISS now regards Wienerberger’s remuneration practices as among the best public companies, having a low risk score of 2.
Managing Board Share Ownership

Wienerberger's management is invested in the company and their incentives are aligned with shareholders. The equity ownership of key Wienerberger leadership is in line with, or well above in many cases, the peer group median

Share Ownership as % 2016-2018 Average Compensation

Note: As of 2018 year end per company disclosures and FactSet; Excluding CEOs and CFOs holding shares due to IPO, LBO or any other transactions; Number of shares held as of 31 December vs average annual remuneration paid out (as opposed to entitlement in respect of the period) or pro-rated remuneration paid out if the CEO/CFO was appointed during the year

(1) Includes Uponor, CRH, Ibstock (excluding the CFO due to the LBO), Polypipe, Kingspan (excluding the CEO who is the founder), H+H, Forterra (UK), Geberit and Saint-Gobain
(2) Includes OMV, Immofinanz, Erste Group Bank, AT&S, Uniqa Insurance Group and Telekom Austria