



# Wienerberger Covid-19 update

Status as per March 30, 2020

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# Wienerberger takes all necessary measures to quickly adapt to the Covid-19 situation

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- › **Strong start in 2020:** very satisfactory performance in the first two months; March however was already affected by Covid-19 outbreak in certain countries
- › Wienerberger has been taking **proactive measures** to **ensure the health and safety** of all employees, customers, partners and stakeholders since the outbreak in Europe and North America
- › Newly established **Business Resilience Team** is continuously reviewing **necessary measures** to ensure that our strategy is fully aligned with changing market conditions
- › We wish to notify our investors of the **current situation** and the **respective actions** taken in our regions for all business units, by especially looking at:
  - › Changes in local markets
  - › Capacity adjustments
  - › Cost reductions
  - › Capital expenditure and M&A





## Regional overviews

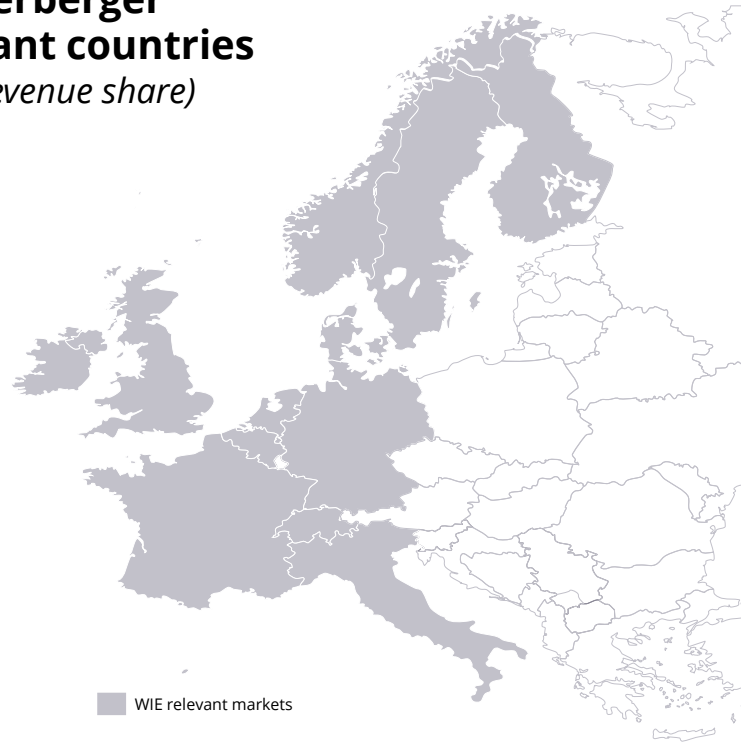
# Western Europe and Nordics

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## Governmental measures

- › Sanctions for individuals: borders mostly closed
- › Restricted mobility for people: call to stay at home
- › Closure of schools and retail stores (only supply of essentials)
- › Trade flow between countries still ongoing
- › State support in various forms are being implemented in each country
  - › Subsidized short-term work
  - › Compensation measures
  - › Stimulus packages
  - › State-guarantees for business lending
  - › Tax cuts and deferrals

**Wienerberger  
relevant countries**  
(56% revenue share)



# Western Europe and Nordics

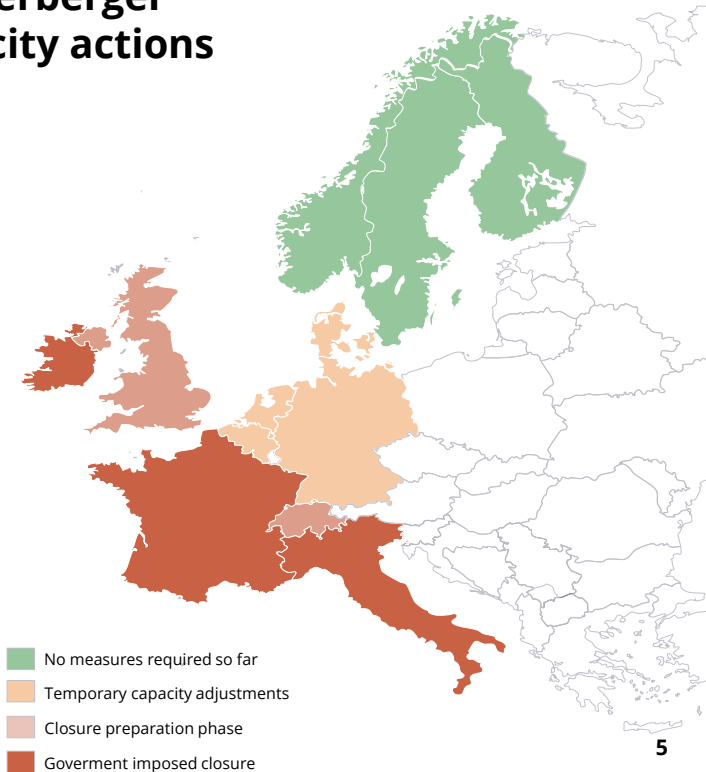
## Managing the local situation with clear local measures

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### Specific Wienerberger actions

- › Use the advantage of strong local presence to **adjust to local needs**
- › **Ensure maintenance** of local supply chains and deliveries to plants in operation (raw material, spare parts,...)
- › White collar workers in **home-office** where possible
- › Blue collar workers act under highest health and safety instructions, **no interactions between shifts**
- › **Government support schemes** will be used wherever possible to optimize cost structures
- › Close collaboration along the local supply chains and customer contact **highly digital**
- › **Fast cost reductions** in line with market developments

### Wienerberger capacity actions



# Eastern Europe

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## Governmental measures

- › **Sanctions for individuals:** borders mostly closed & restricted mobility
- › Trade flow between countries **still ongoing**
- › **State support schemes** in various forms are being implemented in each country
  - › Subsidized short-term work
  - › Aid packages for specific industries
  - › Interest-free loans
  - › Adaptions to labour market regulations are being implemented in each country

**Wienerberger  
relevant countries**  
*(34% of revenue share)*



# Eastern Europe

## Managing the local situation with clear local measures

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### Specific Wienerberger actions

- › Use the advantage of strong local presence to **adjust to local needs**
- › Demand is still healthy in most of the markets, **most plants are still up and running**
- › White collar workers in **home-office** where possible
- › Blue collar workers act under highest health and safety instructions, **no interactions between shifts**
- › Preparations for reduced shift patterns if required
- › **Government support schemes** will be used wherever possible to optimize cost structures
- › Close collaboration along the local supply chains and customer contact **highly digital**
- › **Fast cost reductions** in line with market developments

### Wienerberger capacity actions



# North America

## Managing the local situation with clear local measures

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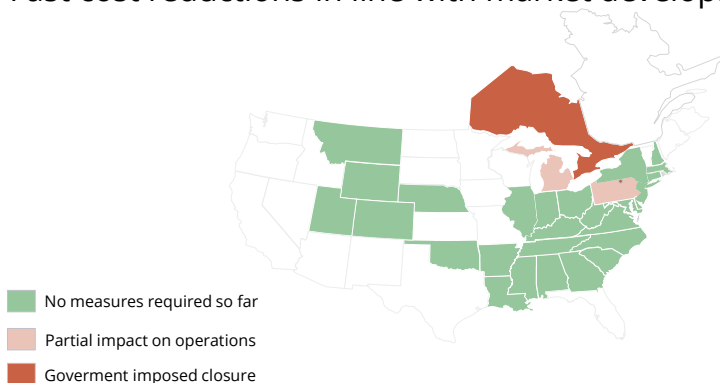
### Governmental measures

- › Sanctions for individuals: National borders mostly closed & restricted mobility
- › **USA**
  - › Situation differs from state to state
  - › Fiscal stimulus package approved
  - › Direct payments to Americans and greater unemployment benefits
  - › Federally-guaranteed loans and lending to distressed companies
  - › Forbearance on mortgage-payments
- › **Canada**
  - › Direct support for workers and businesses
  - › Emergency care benefit package
  - › Tax delays

### Specific Wienerberger actions

*(10% of revenue share)*

- › Covid-19 task force formed
- › White collar: work rotations, teleworking wherever possible
- › Blue collar workers act under highest health and safety instructions, no interactions between shifts
- › Close collaboration along the local supply chain and customer contact highly digital
- › Fast cost reductions in line with market developments







**Wienerberger Group measures**

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# Group wide measures taken to drive cash preservation strategy

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Capex  
and M&A



- › **Maintenance capex** » Reduced to a strict minimum
- › **Special capex** » Smaller projects carried out, rest is on hold
- › **M&A transactions** » All projects currently put on hold

Costs



## Personnel costs

- › Publicly financed **temporary compensation measures** used for white and blue collar workers (depending on country specifics)
- › **Wage and benefit cuts** for white collars in other countries (where support schemes are not in place)
- › **Redundancies** of white and blue collar workers where required

## Discretionary costs

- › All discretionary costs **reduced to strict minimum**

Liquidity



- › Wienerberger is driving a **clear cash preservation strategy**
- › **We are prepared for different stress scenarios** and can act quickly to changing environments
- › Besides existing strong liquidity position, **extensions and additional credit lines are currently under negotiation**

# Wienerberger has taken fast and clear actions

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- ✓ *Health & Safety is our highest priority*  
Strict **safety and hygiene rules** in all countries, teleworking implemented wherever possible
- ✓ *Local measures for local conditions*  
Strong **local management** works closely together with authorities and quickly reacts to changes  
Local presence ensures **maintenance of local supply chains**
- ✓ *Clear cash preservation strategy through temporary cut in investments*  
**Minimizing maintenance capex** to minimum, **stop** of **special capex** and **M&A** projects
- ✓ *Using government support*  
Making use of i.e. **short work and compensation measures** wherever possible
- ✓ *Streamlining our cost structure*  
**Cost reductions ongoing** to secure a sustainable long-term performance
- ✓ *Quickly reacting to market changes*  
First **capacity adjustments** implemented

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