

## Succession Planning and Recruiting Policy

of the Supervisory Board of  
Wienerberger AG  
(12/2021)

### 1. Purpose

This Succession Planning and Recruiting Policy sets out the principles and procedures followed by the Supervisory Board (the "Board") of Wienerberger AG (the "Company") with regard to succession management to the Supervisory Board. It illustrates the necessary steps of a professional search and recruitment process – starting from the basic decision to add a new member to the Board up until the resolution on the proposal in question.

### 2. Recruitment Process

#### 2.1. Profile Definition

Based upon a defined **search profile** approved by the Board (the "Profile"), a professional recruiting consultant of international repute proposed by the Chairman of the Nomination Committee and appointed by the Nomination Committee shall be mandated to initiate the search for suitable and qualified individuals and to produce a first set of proposals (long-list) accordingly. The Profile shall embrace both general professional and personal criteria and shall take account of the Board's Skills Matrix (as amended) and Diversity Policy.

#### 2.2. Long-List

The **long-list** produced by the recruiting consultant shall be reviewed by way of a desk-top review and discussed by the Nomination Committee, thus narrowing it down to a short-list.

#### 2.3. Short-List

Short-listed candidates shall be further **assessed and interviewed** as deemed appropriate by the Nomination Committee. In this context, the Nomination Committee (or a sub-committee of the Nomination Committee specifically appointed to this end) shall conduct personal interviews with the candidates in question in order to satisfy itself both of the candidates' specific professional competencies/expertise and their social skills and cultural fit with the corporate values of Wienerberger.

### **2.3. Nomination**

Having finalized its thorough assessment, the Nomination Committee shall resolve on proposing one or several candidates to the Supervisory Board plenary, providing it with all information reasonably required by the latter (including, but not limited to CVs, disclosures [*Strafregisterauszüge*], letters of recommendation, etc.) to make an informed decision.

### **2.4. Supervisory Board Resolution**

The Supervisory Board plenary shall thoroughly assess and discuss the proposal(s) submitted by the Nomination Committee. In this context, the Board may choose to interview the proposed candidate(s) in order to obtain an immediate impression of their professional and personal skills. The Board shall in its absolute discretion resolve on the candidate(s) to be proposed for resolution to the Company's Annual General Meeting. The Supervisory Board shall further resolve on adequate procedures to ensure a smooth transition of the office-holders involved.

## **3. Review and Amendment**

The Nomination Committee shall review this Policy on a regular basis to ensure its effectiveness and shall recommend any required amendments to the Board for consideration and approval.

Peter Steiner

Chairman of the Supervisory Board  
of Wienerberger AG