



149th Annual General Meeting Wienerberger AG

14 June 2018

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**Wienerberger geared
for growth!**

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WE ARE WELL POSITIONED ...

... to seize opportunities to grow:



Innovative products and solutions



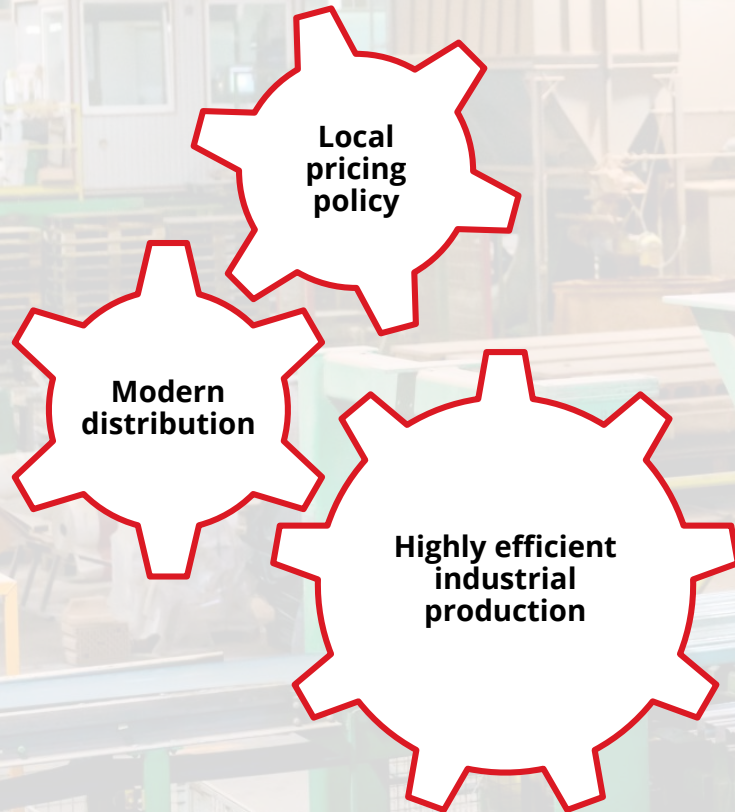
Customer loyalty & strong brands



Cost-efficient structures

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GROWTH DRIVERS



MODERN BUILDING MATERIALS AND SYSTEM SOLUTIONS

Infrastructure



**Residential
construction**

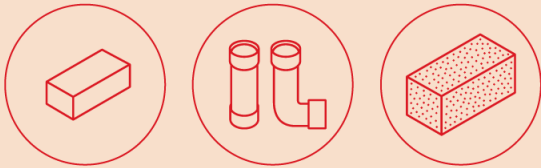


Renovation



STRONG PLATFORMS IN OUR OPERATING SEGMENTS

North America

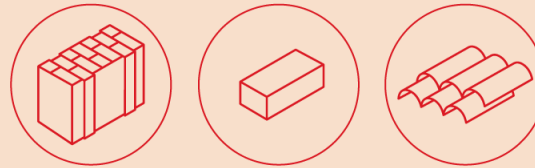


Facing Bricks

Plastic Pipes

Concrete Products/Calcium Silicate

Clay Building Materials Europe

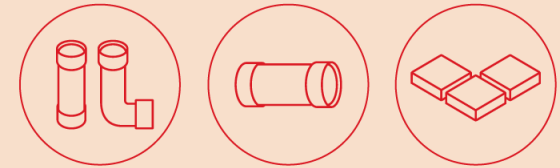


Clay Blocks

Facing Bricks

Roof Tiles

Pipes & Pavers Europe



Plastic Pipes

Ceramic Pipes

Concrete Pavers

WIENERBERGER IN NORTH AMERICA


General Shale

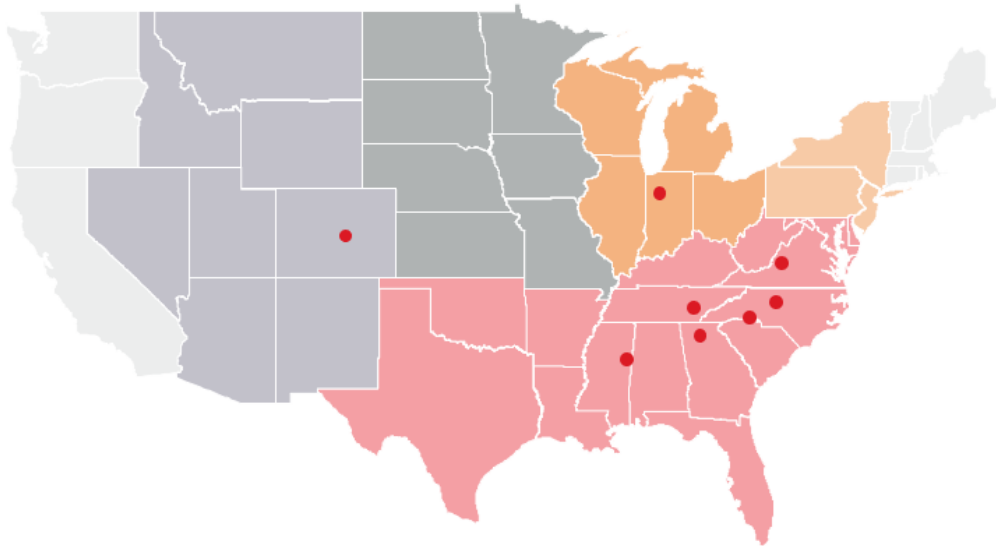
Strong market positions and preferred supplier of facing bricks, calcium silicate products, plastic pipes and concrete products in our core markets



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SUCCESSFUL IN THE HEART OF THE US BRICK REGION

Key US brick markets



● Wienerberger brick plants

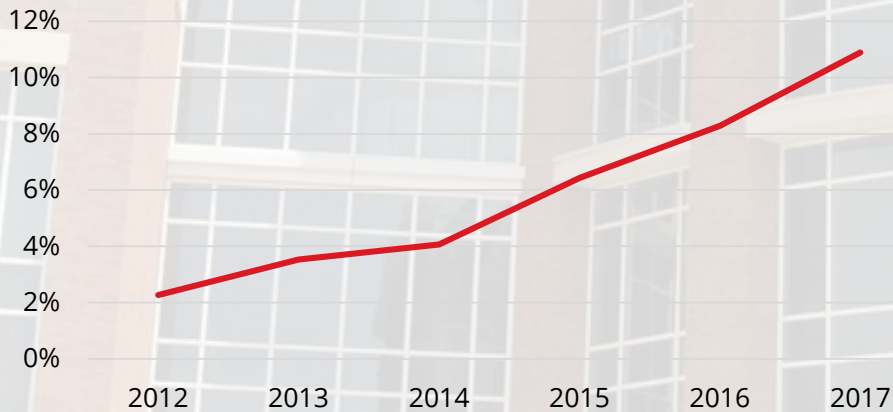
% of US brick industry sales by region:



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STRONG ORGANIC GROWTH

Development of LFL EBITDA margin*

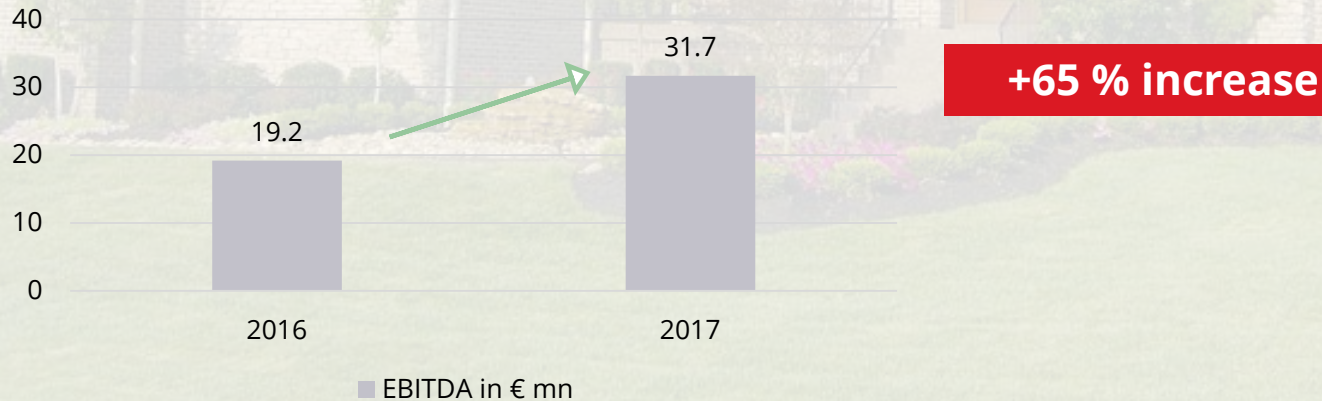


**Margin expansion
> 800 bps**

* excl. plastic pipes

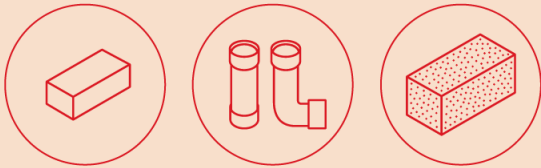
STRONG ORGANIC GROWTH

Development of LFL EBITDA of North America Division



STRONG PLATFORMS IN OUR OPERATING SEGMENTS

North America

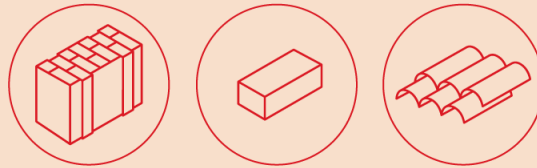


Facing Bricks

Plastic Pipes

Concrete Products/Calcium Silicate

Clay Building Materials Europe

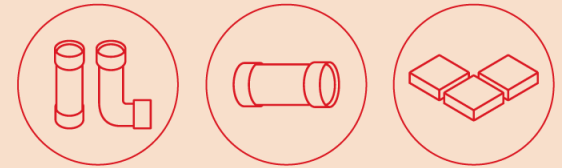


Clay Blocks

Facing Bricks

Roof Tiles

Pipes & Pavers Europe



Plastic Pipes

Ceramic Pipes

Concrete Pavers

EUROPEAN MARKET LEADER IN BRICK SEGMENT

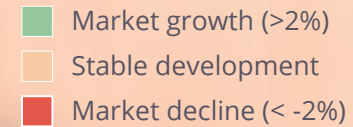
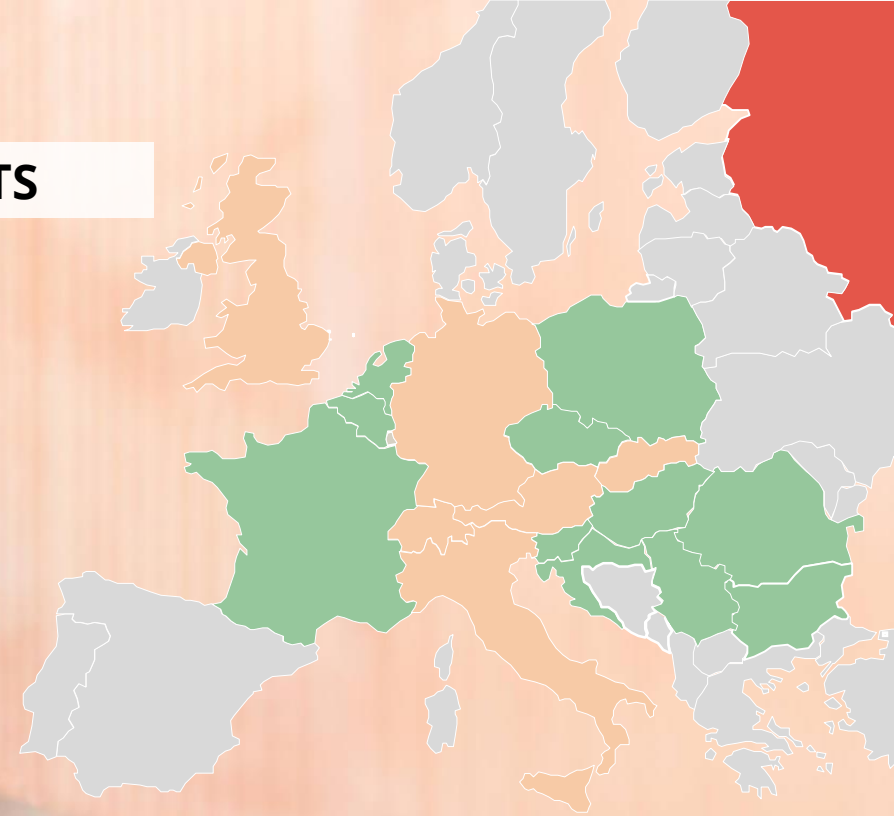


No 1 full-range supplier:

- › Strong brands and innovative products
- › System solutions for new construction and renovation
- › Proactive price strategy



STRONG POSITIONS IN OUR MARKETS



Wienerberger is excellently positioned in the right markets in Europe

- > Market leadership in Eastern European growth markets
- > Strong footprint in Western European core markets: UK, NL and Belgium

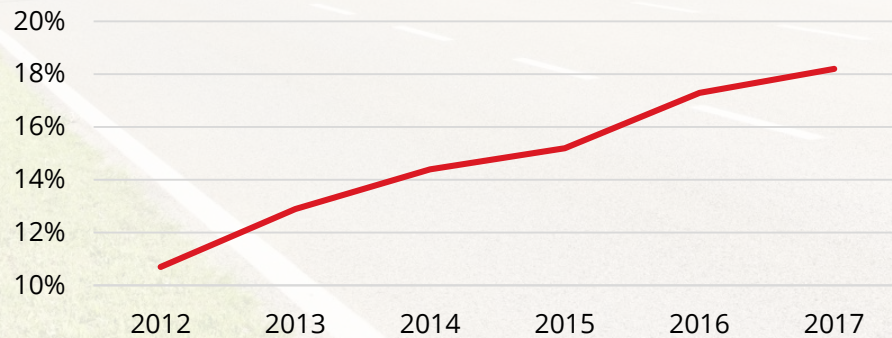
Note: The assessments refer to developments in our relevant new construction and renovation markets of our clay block, facing brick and roof tile business. Source: Management estimate

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CONTINUOUS GROWTH



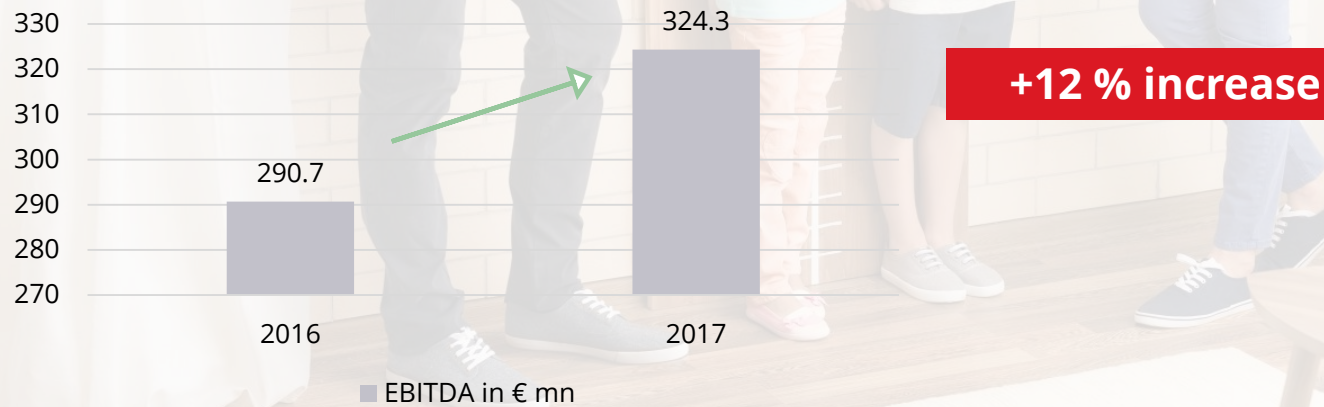
Development of EBITDA margin



**Margin expansion
> 700 bps**

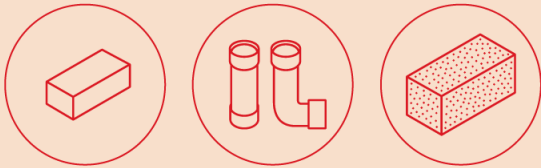
STRONG GROWTH

Development of EBITDA



STRONG PLATFORMS IN OUR OPERATING SEGMENTS

North America

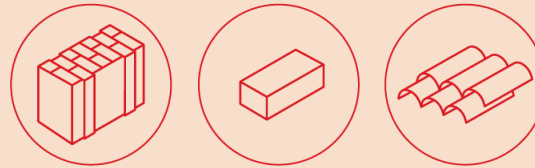


Facing Bricks

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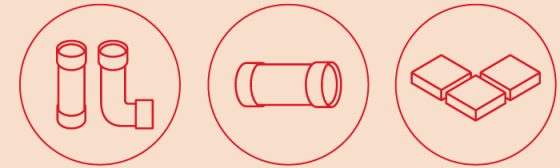


Clay Blocks

Facing Bricks

Roof Tiles

Pipes & Pavers Europe



Plastic Pipes

Ceramic Pipes

Concrete Pavers

LEADING MARKET POSITION IN PIPES & PAVERS



› Leading in **plastic pipes** under the **Pipelife brand**



› No 1 in the European market with **ceramic pipes** made by **Steinzeug-Keramo**



› Market leader with **concrete pavers** made by **Semmelrock**

OUR TRACK RECORD

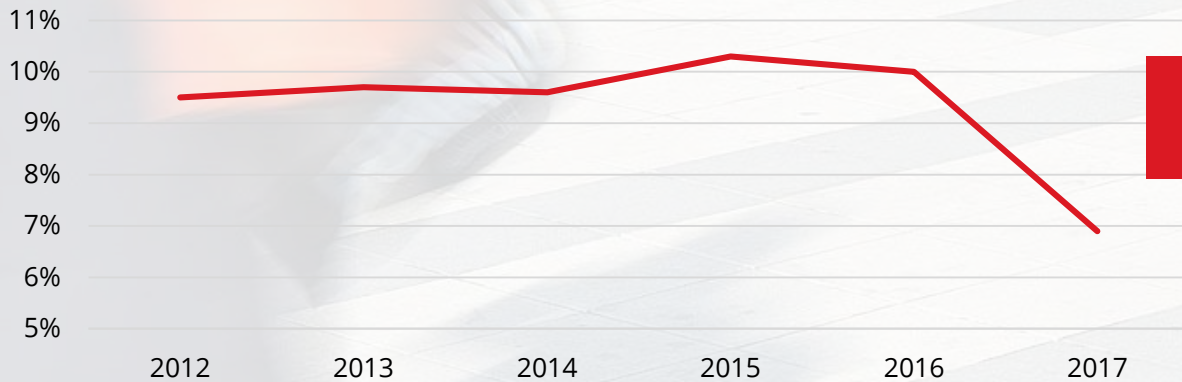
Strong position with 1 billion in revenues
Ideal geographic positioning

- › Strong core markets in Northern Europe
- › Rising infrastructure spend in Eastern Europe

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UNSATISFACTORY PERFORMANCE IN 2017

Development of EBITDA margin



2017 impacted by one-off effects

IMPROVEMENT OF PROFITABILITY

Measures taken



> New team of experienced managers



> Restructuring measures and cost cutting



> Portfolio optimization with special focus on innovative and high-margin products

2018: EFFECTS OF MEASURES TAKEN

Steep increase in earnings in 2018

- › Divestment of Semmelrock Austria
- › Capacity adjustments at Steinzeug-Keramo
- › Turnaround at Pipelife France
- › Portfolio adjustment at Pipelife
- › Prize optimization

2018: Positive effects of
~ € 25 million

A CLEAR AND FORWARD-LOOKING STRATEGY





CONTINUATION OF VALUE-CREATING GROWTH



Expansion of our existing platform through **value-creating acquisitions**



Attractive pipeline of **growth projects**



Clear commitment to **strong financial discipline**

2018: € 200 million for
growth investments



PORTFOLIO OPTIMIZATION

- > **Continuous review** of strategic fit and earnings potential of **our portfolio**
- > **Structured divestment processes** for non-core fields businesses
- > **Reinvestment** of proceeds in **high-margin growth businesses**

2018/19: > € 100 proceeds from divestments

Morris Charts

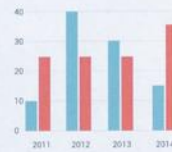
Line Chart



Area Chart



Bar Chart

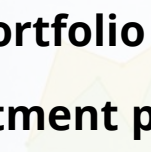


Donut Chart



Sparkline Charts

Line Chart



Area Chart



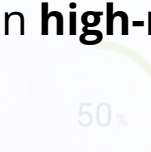
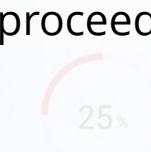
Bar Chart



Pie Chart



Easy Pie Charts





OPERATIONAL EXCELLENCE

- > Ongoing **cost and process optimization**
- > **Higher profitability** through targeted optimization measures in individual markets

2009 - 2010	>	€ 200 mn
2012 - 2014	>	€ 50 mn
2015 - 2017	>	€ ~10 mn / year
2018	>	€ ~15 mn
2019	>	€ ~20 mn

Total savings:
~ € 300 million



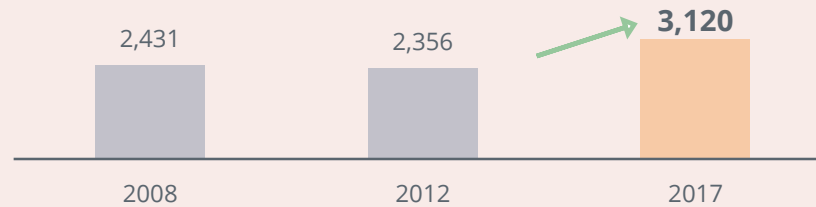
GROWTH POTENTIAL THROUGH MARKET LEADERSHIP

- › Investments in **capacity expansions**
- › Improvement and further **development of our products and system solutions**
- › **Targeted market entries** for sustainable product launches
- › **Taking advantage of digitalization** for improvements of products and processes and the creation of new fields of business

WE HAVE A STRONG TRACK RECORD

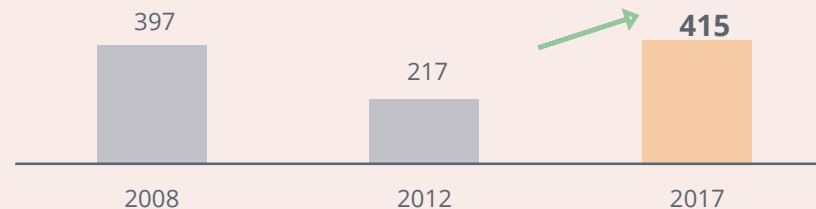
Revenues:

Average growth
+6%



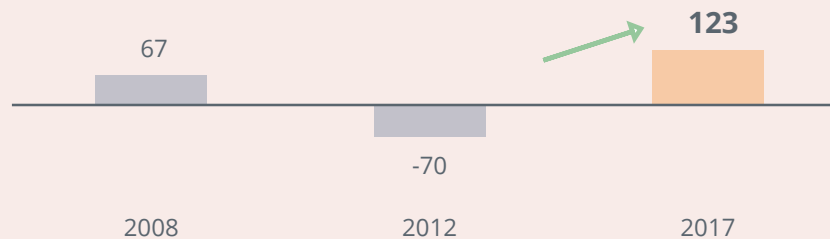
EBITDA:

Margin expansion
> 400 bps



Net profit:

Strong Earnings
growth

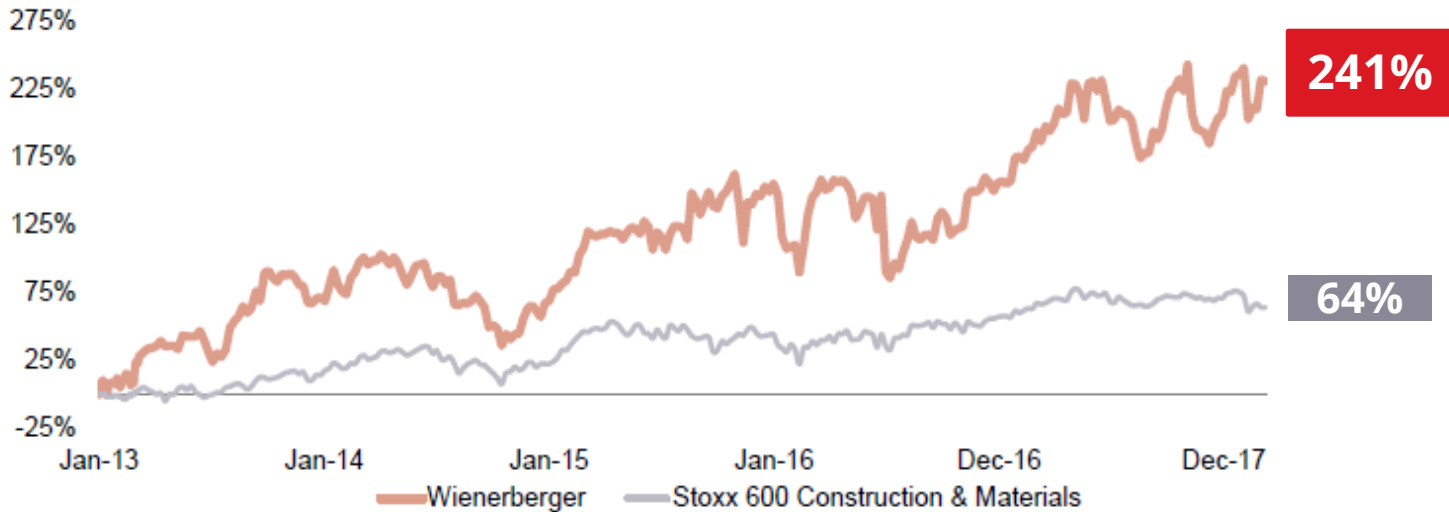


in Mio. €

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STRONG PERFORMANCE FOR OUR SHAREHOLDERS

Total Shareholder Return



Source: Capital IQ and Bloomberg as of 08/03/2018.
TSR calculated since 01/01/2013, assuming cash dividends are reinvested and measured in EUR.

HIGHLIGHTS 2017



Record revenues

€ 3.1 billion | +5 %



5th consecutive year of EBITDA growth

€ 415 million | +3 %



Net profit at 10-year high

€ 123 million | +50 %

SALE OF NON-CORE ASSETS

- > Program of assets sales 2012-2016 successfully completed. **Proceeds: € 93 million**
- > Structured divestments to be continued

Target:
~ € 70 million

2017

2020

2017: > € 40 mn proceeds
already achieved

VALUE-CREATING GROWTH PROJECTS

FACING BRICK PLANT
COLUMBUS BRICK

CLAY BLOCK PLANT
REETZ

PREFLEX
GROUP

CLAY BLOCK PLANT
BRENNER

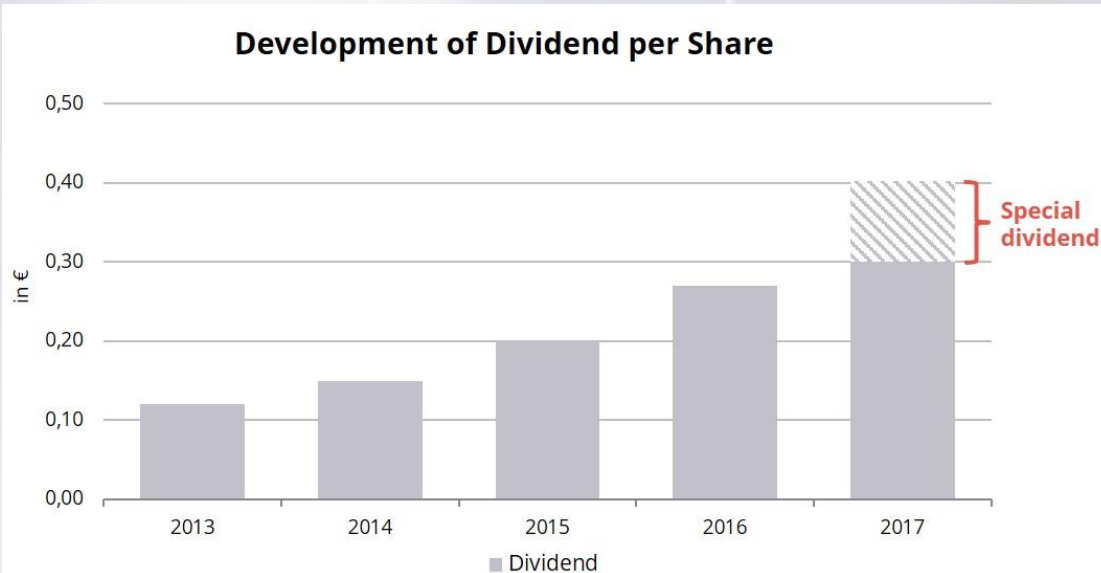
Contribution to Group earnings *

- > Revenues ~ € 73 mn
- > EBITDA ~ € 11 mn
- > Ø EV/EBITDA Multiple ~ 6.6x

* € 12 mn revenues and earnings potential

DIVIDEND 2017

€ 0.30 per share (+ 11%) and € 0.10 one-time special dividend per share



INVEST

Return on investment

2017: SUCCESSFUL EXECUTION OF OUR STRATEGY



**Significant delivery of
our growth plan**



**Sustainable development
through continuous optimization**



Convincing performance

GOOD START INTO 2018

Strong Q1 performance

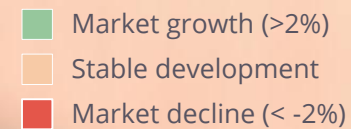


- › +2 % revenues: € 675 mn
- › + 30% organic EBITDA: € 60 mn



- › Successful placement of € 250 mn bond
- › 2% coupon, 6-year term

MARKET OUTLOOK 2018: CLAY BUILDING MATERIALS EUROPE



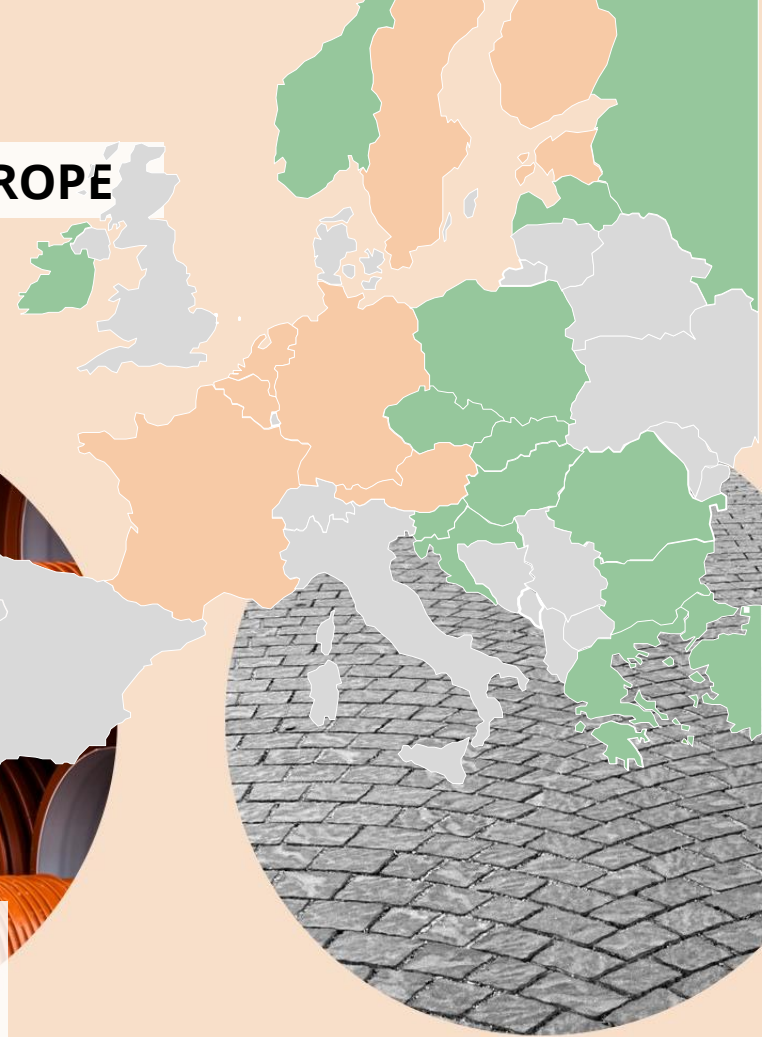
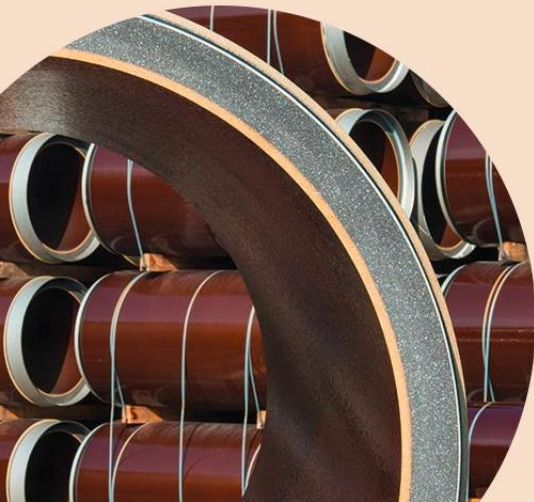
Slight growth in European residential construction market

- > Positive market environment in Eastern Europe
- > Diverging market trends in Western Europe

Note: The assessments refer to developments in our relevant new construction and renovation markets for our clay bloc, facing brick and roof tile business. Source: Management estimate

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MARKET OUTLOOK 2018: PIPES & PAVERS EUROPE



Slight growth in European infrastructure market

- > Continuation of positive market trends in Eastern Europe
- > Stable development in Western Europe
- > Sound environment in Nordic markets

- Market growth (>2%)
- Stable development
- Market decline (<-2%)

*Note: Estimates refer to developments in our relevant markets and applications in the pipe business.
Source: Management estimate*

ON TRACK TO ACHIEVE OUR TARGETS FOR 2018

Organic growth

Market development inline with expectations

- > Slight growth in European residential and infrastructure markets
- > Growth in the US residential and infrastructure markets

Operational Excellence

Strengthening of earnings potential

- > Execution of selective restructuring measures fully on track
- > Continuous cost optimization according to plan

Portfolio optimization

Proceeds from non-core disposals of € 100 million by end of 2019

- > Sale of Austrian paver business first major step
- > Detailed portfolio analysis in execution

Growth investments

Investments of € 200 mn expected

- > € 100 million earmarked for new bolt-on acquisitions
- > € 100 million for ongoing strategic projects



WE ARE ON THE RIGHT TRACK

2018
€ 450-470 mn
Organic EBITDA

2017
€ 409 mn
Organic EBITDA

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WE HAVE AMBITIOUS TARGETS



WE HAVE AMBITIOUS TARGETS

2020
€ 600 million
consolidated EBITDA

Operational
Excellence

Organic
Growth

Growth Investments
and Portfolio
Optimization