Q1 Results 2020

Investor Presentation May 2020





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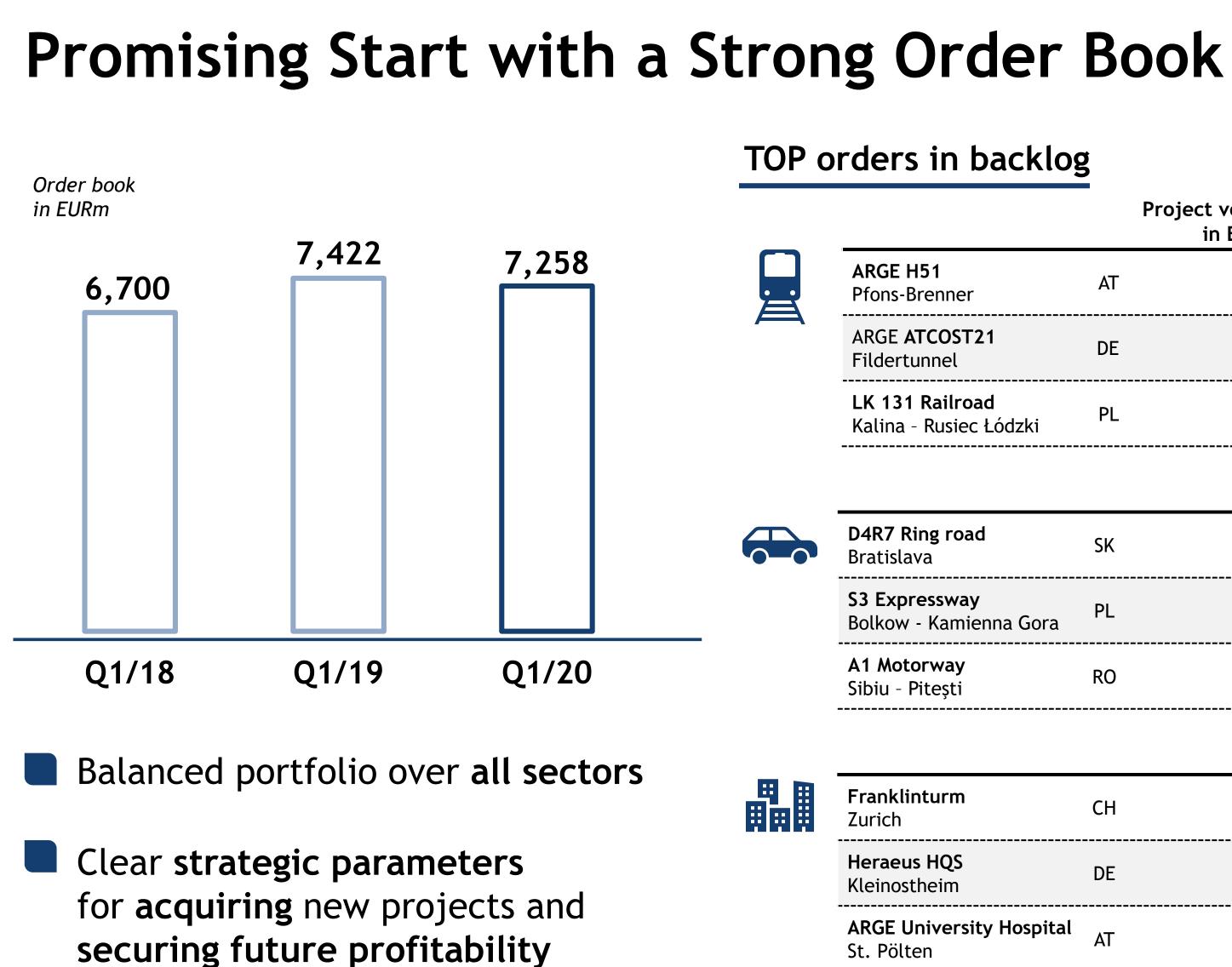
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Highlights Q1/2020

- A clear view of major impact factors First sight on COVID-19 effects
- Broadly diversified order book of above EUR 7 bn Healthy foundation
- Production output impacted by COVID-19 pandemic Good start interrupted by pandemic effects as of mid March onwards
- Seasonal EBT of EUR -26m Shutdown effect in Austria
- Challenging 2020 high level of uncertainty Long-term prospects intact





St. Pölten

		Project volume in EUR m	-
nner	AT	531	12.7%
OST21 el	DE	439	76.7%
n ilroad Jsiec Łódzki	PL	238	7.1%
road	SK	300	61.5%
sway amienna Gora	PL	290	2.8%
/ay ști	RO	122	5.5%
rm	СН	61	12.6%
QS im	DE	60	2.5%
ersity Hospital	AT	58	8.5%
			ORR ¹⁵⁰

Focus and Potential on Seven Home Markets

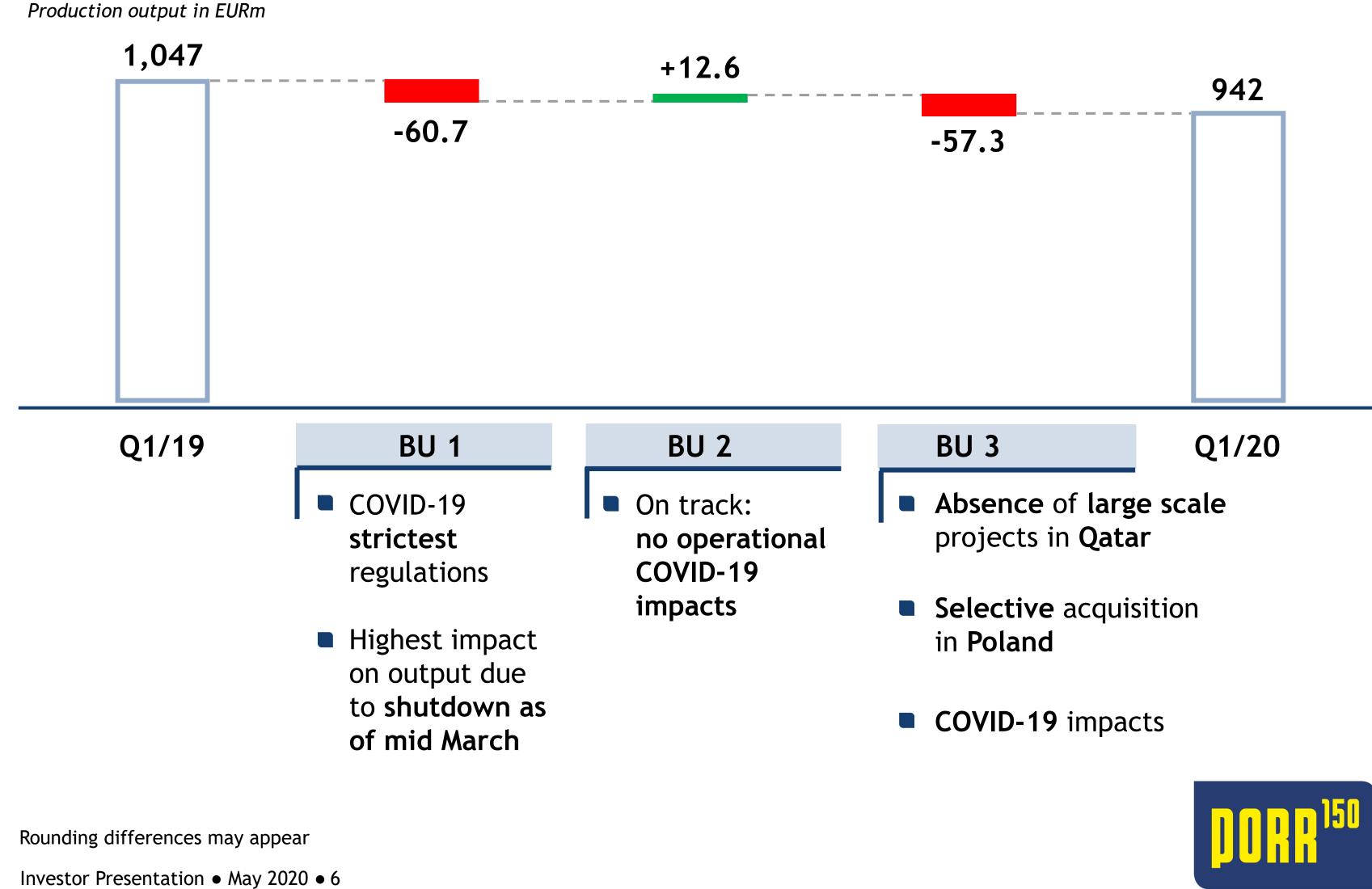
Market	Potential	PORR-specific	COVID-19 impact
Austria	Strong	Stable, high capacity utilisation, strong market position	Disruptions for 4 weeks
Germany	Strong	High demand, realignment in buildings	No shutdown
Switzerland	Strong	Stable demand, margin pressure in civil engineering	No shutdown
Poland	Strong	High demand, capacity bottlenecks, pressure on margins	No shutdown
Czech Republic/ Slovakia	Strong	Stable demand, expand permanent business	Some restrictions
Romania	Strong	High demand, expand permanent business	No shutdown
Qatar/UAE	Neutral	Selective, reduced project volumes	Some restrictions
Norway	Neutral	Analysis complete, will remain a project market	Temporary shutdown

This table shows the assessment of demand on the PORR markets.

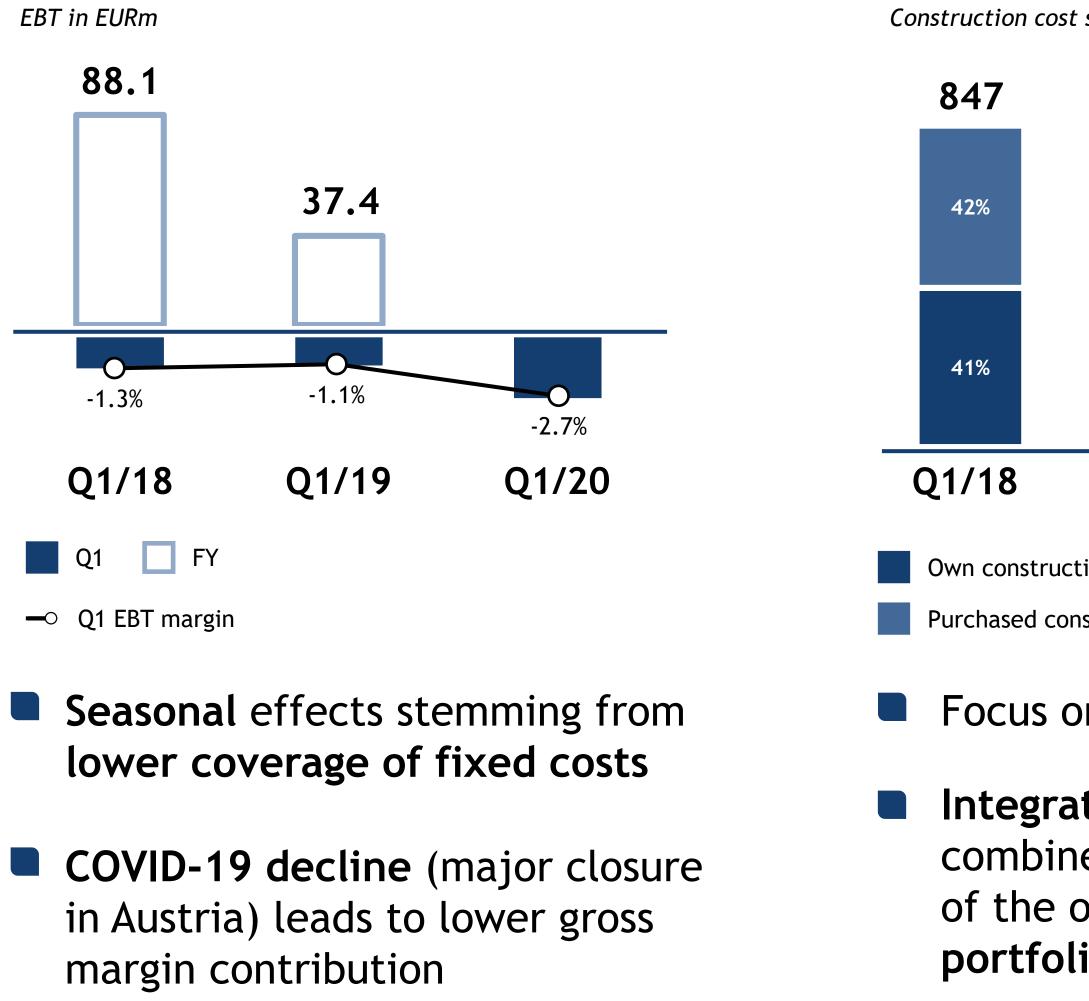
COVID-19	impact
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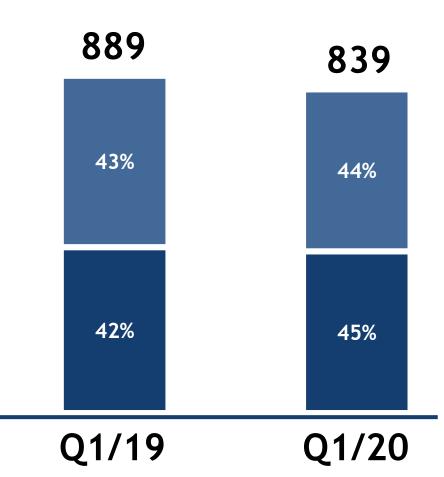
Production Output Decline Due to COVID-19 Shutdown



EBT Mainly Affected by Shutdown in Austria



Construction cost structure in % of output



Own construction cost (=material and staff expense)

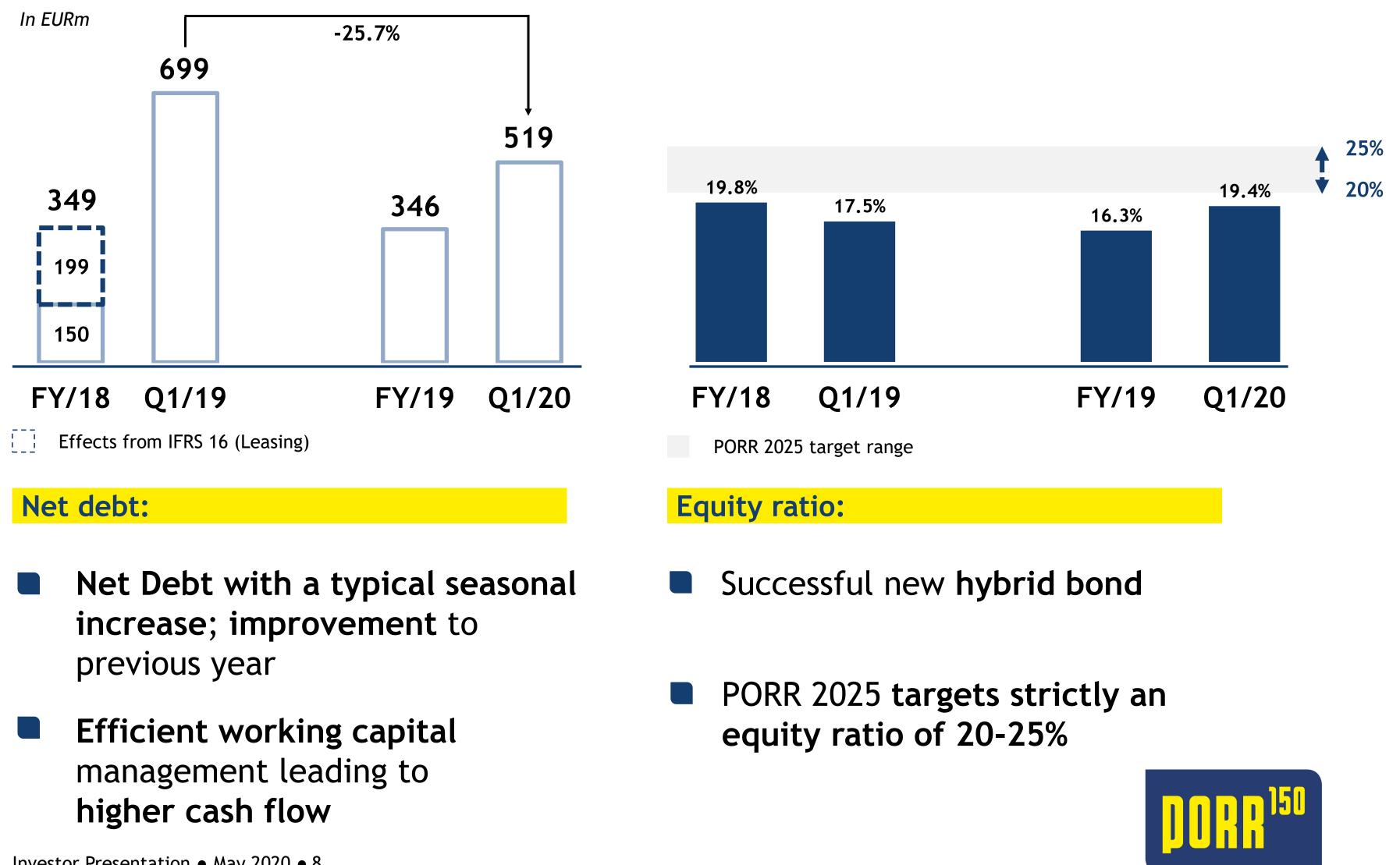
Purchased construction services

Focus on own resources

Integrated value chain approach combines the speed and agility of the own network with PORR's portfolio breadth



Improved Net Debt, Higher Equity Ratio



The Choices We Face - Crisis as a Chance

Action Plan

- **Decline in output** starting with mid-March: Short-term work / home office
- Liquidity protection: Minimization of costs and investments
- Salary cuts of Executive Board and Management
- Ongoing health and safety measures
- Business Contingency Plan to steer and • manage the current situation

Opportunities

- via **PORR 2025**

• Accelerating **digital transition**

• Accelerating corporate transformation

(streamlining, focus on costs and cash)

• High focus on **integrated approach**

(evaluate arising consolidation opportunities)



Perspective 2020

COVID-19 in 2020 ...

... and the corresponding **temporary restrictions** are currently having a effect on PORR's business activities.

... pressing **uncertainty** regarding the actual **extent** of the coronavirus crisis and the **economic implications**

... a serious revaluation and adjustment to the 2020 targets is **not possible** at the present time

Long-term perspectives ...

- ... remain **on track**.

... result of mega trends as urbanisation, economic, social and environmental topics.

2020

Mastering 2020 challenges

Long-term

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... show acute need for infrastructure.

Sustainable improvement in PORR's earning power and its market position on the home markets



About PORR





Why PORR

Leading in construction. Focused on 7 home markets. Key role of construction for economy rebound.

Transformation path as performance lever.

Preferred partner.

Long-term demand.

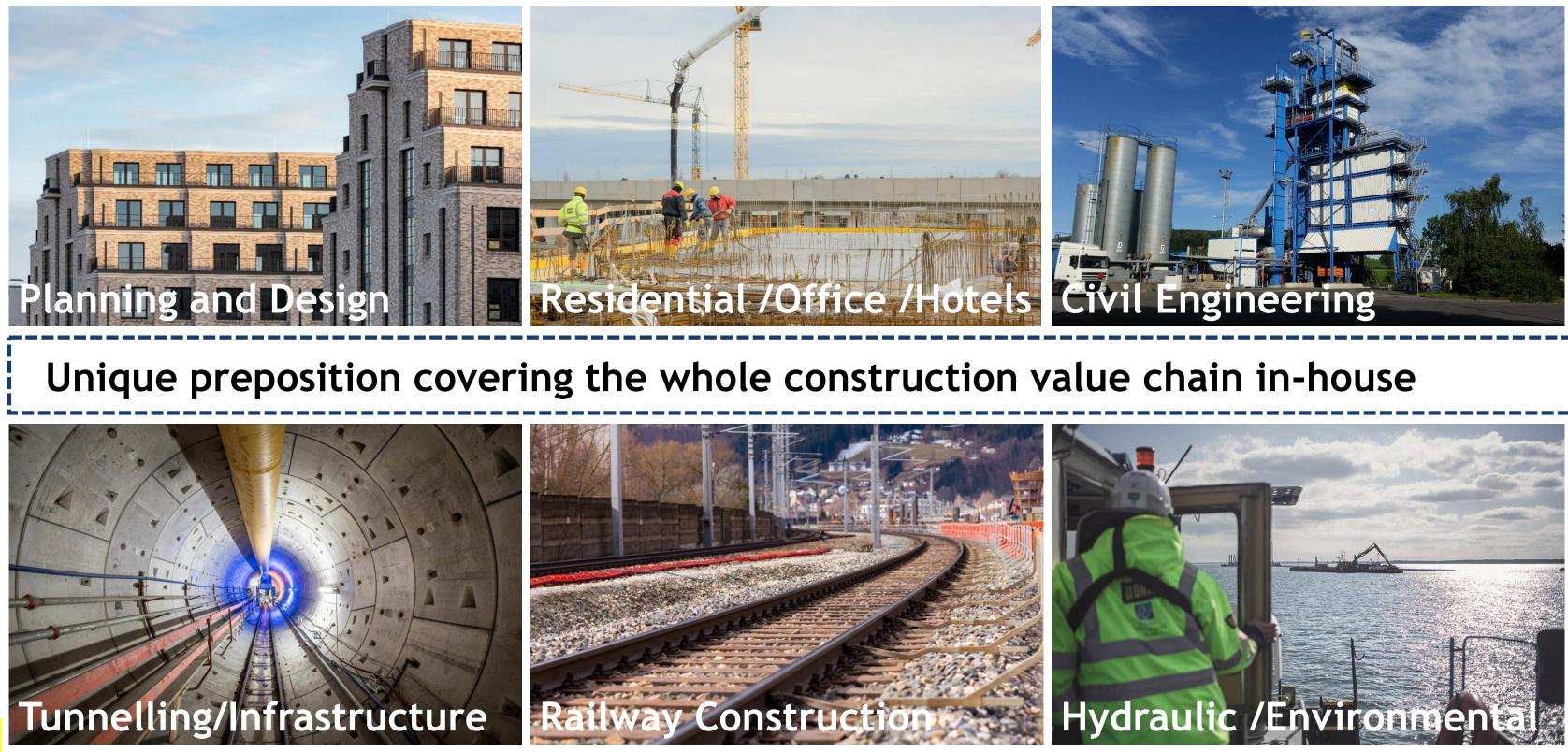
Margin upside.

First in the digital mind-set.

First in best-in class solutions.

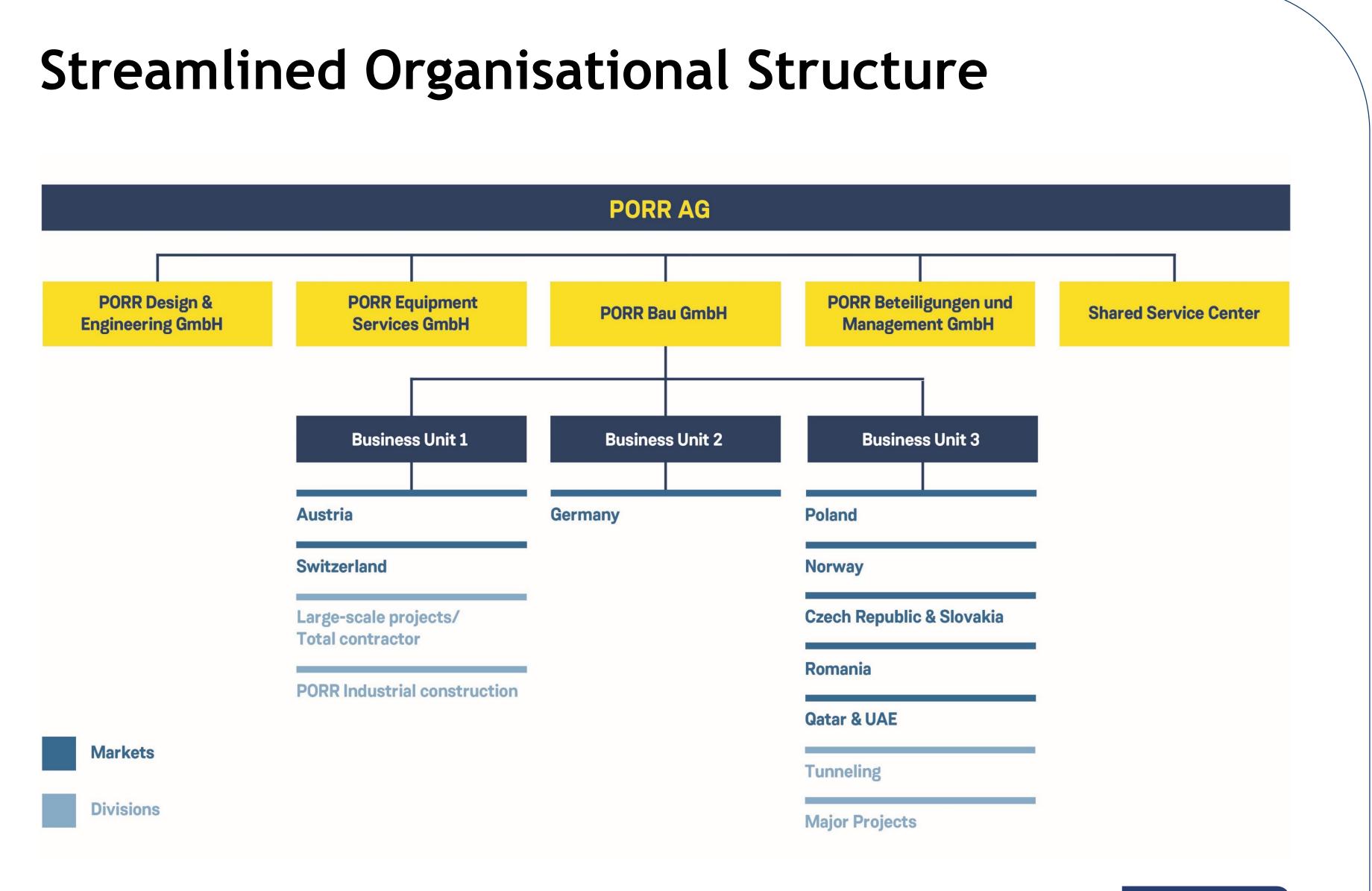


Leading in Construction With 360° Approach



Prepared for high complex and long-term infrastructure projects expected ahead



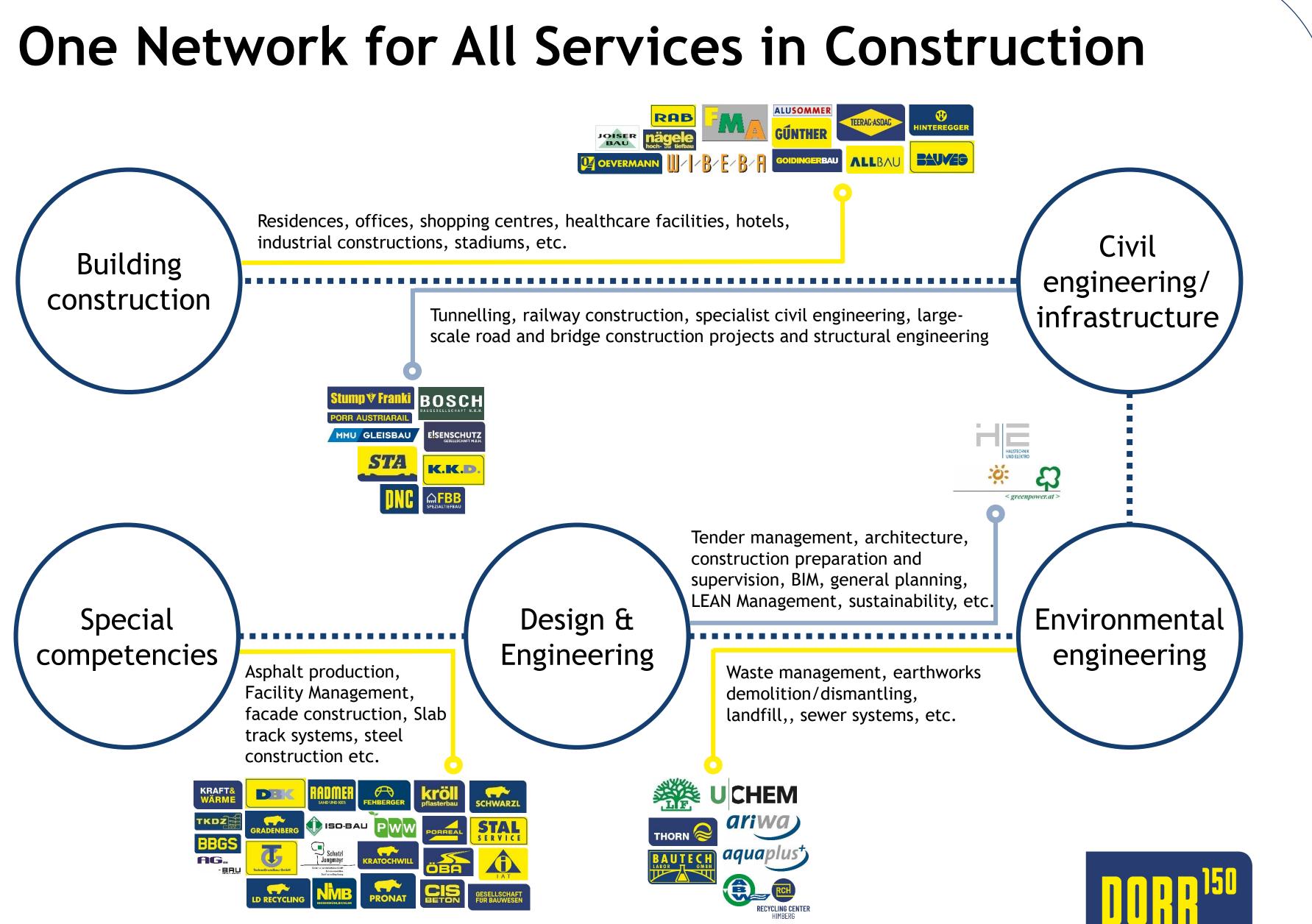




Five Principles as Foundation for the Home of Construction







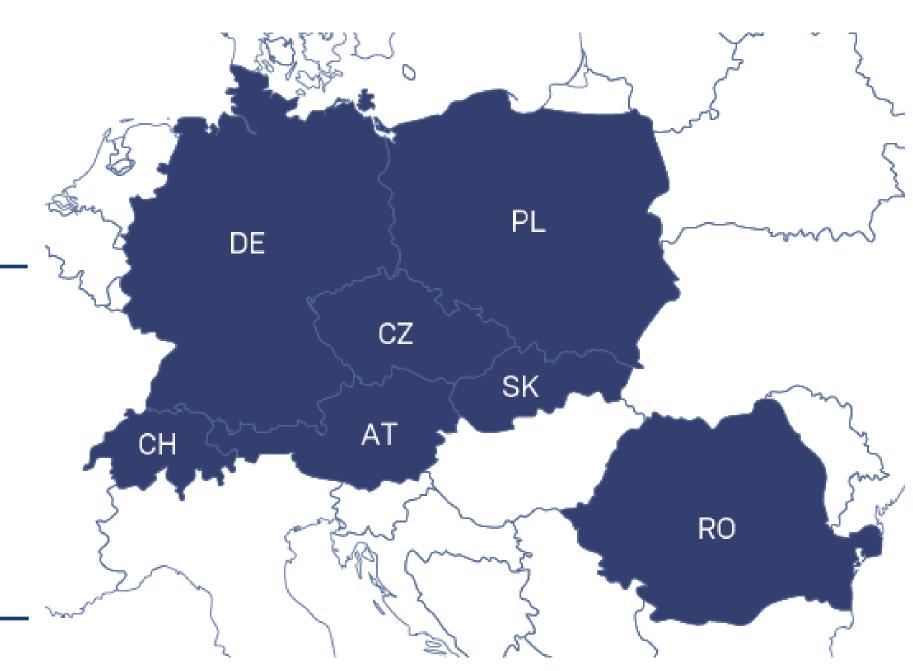
Strengthen and Deepen Market Focus

Austria: 38%

- Market leadership
- High, but stable level of construction cost

Germany: 33%

- Strong player on both building construction and civil engineering market
- Construction as economic driver



Switzerland: 6%

- Good project pipeline, especially in general building
- Government program on infrastructure

Data as per 31.03.2020

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Poland: 10%

- Selective growth
- Ongoing potential in infrastructure from EU cohesion fund

Czech Rep. & Slovakia: 5%

- Expand area business
- Opportunities in transport construction

Romania: 2%

- Key role of construction sector in the country
- Further growth potential in infrastructure

Benefit from Megatrends: Infrastructure Essential



PORR's business model meets current and future needs

PORR covers as general and total contractor all segments in general building and civil engineering. Top ranked in sustainability with continued focus on increasing social and environmental standards. Integrated value chain in-house offers value added for customers -PORR manages the entire cycle in a construction project. PORR as technology leader already applies advanced technologies as BIM, ERP programmes and LEAN construction on the way to the paperless site.



Construction as Key for Economic Recovery After COVID-19



Sources: Eurostat (GDP and Gross Fixed Capital Formation), ÖBB, ASFINAG, BMVI, GDDKiA, PKP, EC Investor Presentation • May 2020 • 19

Urgent investment needs undeniably:

Infrastructure program 2020 (roads) & Zielnetz 2025+ (railways)

Bundesverkehrswegeplan 2030 (roads/railway/water infrastructure)

STEP (roads) & Ausbauschritt 2035 (railways)

Investment programmes of GDDKiA (roads) & PKP (railways)

Innovation Strategy 2019-2030 (transport infrastructure)

Large Infrastructure Operational Programme (transport infrastructure)



Targeting Margin Re-Bound With PORR 2025

Markets/segments

Keep the right focus and

benefit from long-term

potential in the home

Greater Focus

markets

Organisation

Greater efficiency

Framework for intelligent and profitable growth

TARGETS

STRATEGY

Align Portfolio structure via newly launched Heat Map:

Increase profitability by 0.5 - 0.8%

Streamlining the organisation

Digitalisation of technical and commercial processes

Improve equity 20.0 - 25.0%

Operations	Digital opportunities
Enhancing value	Realising future potential
Review of cost structures at every level	Accelerate connected solutions across the entire construction value chain
Optimize procurement: upside of 0.8% - 1.0%	Harmonise IT processes across the Group
CAPEX ~3.0% Working capital intensity 6.0 - 8.0%	Continue to expand position as technology leader
mprove equity ratio:	



Roll-Out of Defined Measures Well on Track

Markets/segments

- Heat Map for analysing business fields
- Positive market assessments in the home markets
- Norway analysis concluded; opportunities in traffic-route construction pursued selectively
- Ongoing market reassessment with regard to COVID-19

Organisation

 Streamlining into three Business
 Units for improved efficiency and market proximity

• Roll out of new management model in 2020

Operations

- Cost structures under
 review (material and indirect costs): First measures implemented
- The power of procurement: processes simplification and enhancement of the use of purchasing platforms
- Evaluating non-core activities; focus on core competencies

MEASURES

Digital opportunities

BIM-based solutions

LEAN Construction

Machine-to-machine

communication in

real time

with LEAN Design and

Group-wide
 harmonisation of
 IT processes:
 Reinforcement of

cybersecurity



COVID-19 Confirms the Need for Increased Digital Solutions - Already Addressed by PORR

Winning contracts

Digitize customer solutions

Drive intelligent growth & efficiency Improve customer experience

Examples: customers already experience highly effective BIM & LEAN solutions New Connected Future

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Advancing digital skills

Digitize operations

Better cost/optimized

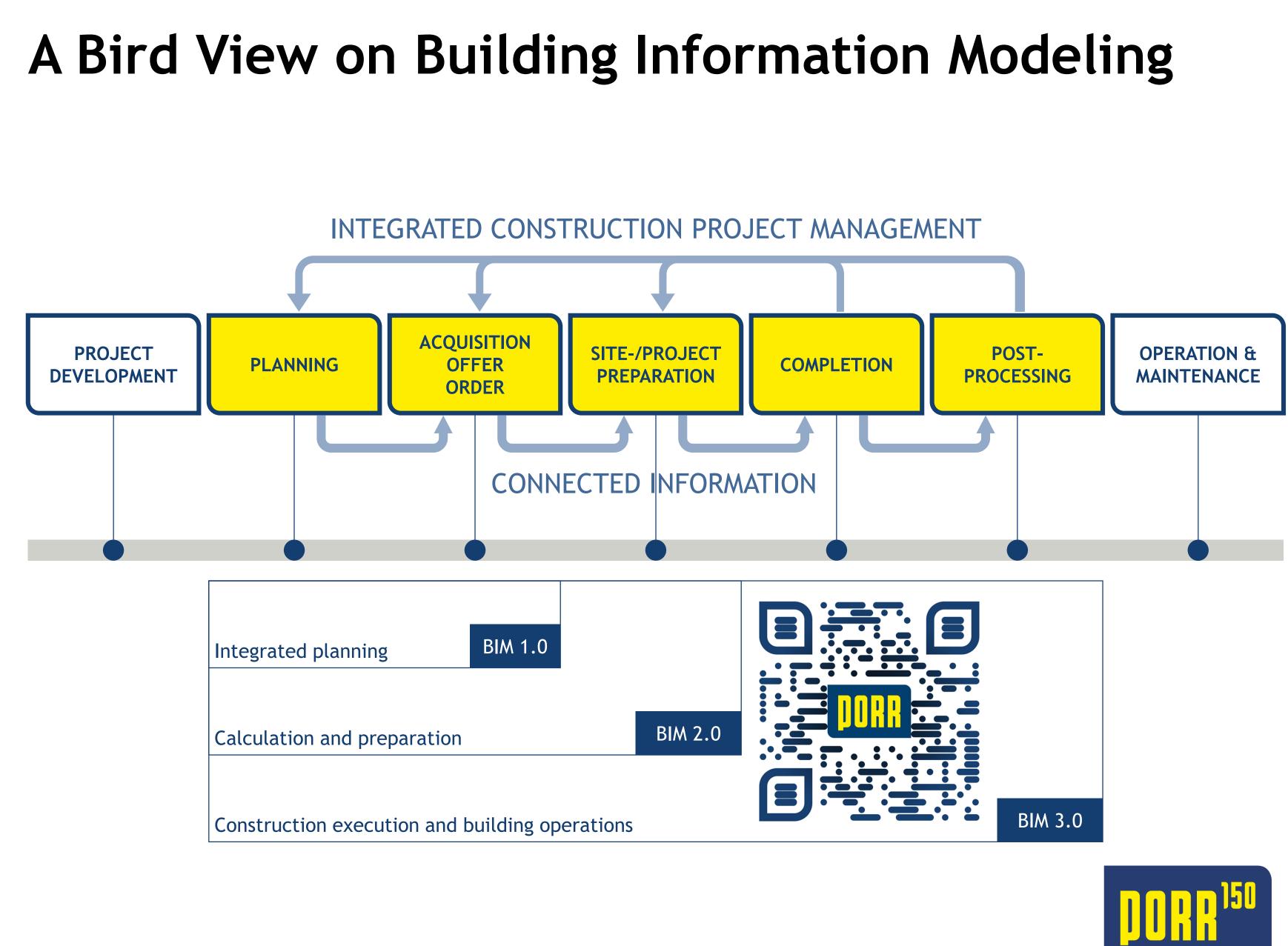
resources

Less complexity in

organisation and processes

Examples: Digital design, digital calculation, digital workflow, M2M, procurement





The LEAN Way of Construction

Principles

Define value For what does the customer pay?

Value stream Identify, visualize, and eliminate waste

Flow

Create flowing and continuous processes

Pull

Needs-oriented production

Continuous improvement

Project management

LEAN Acquisition

LEAN Education & Training

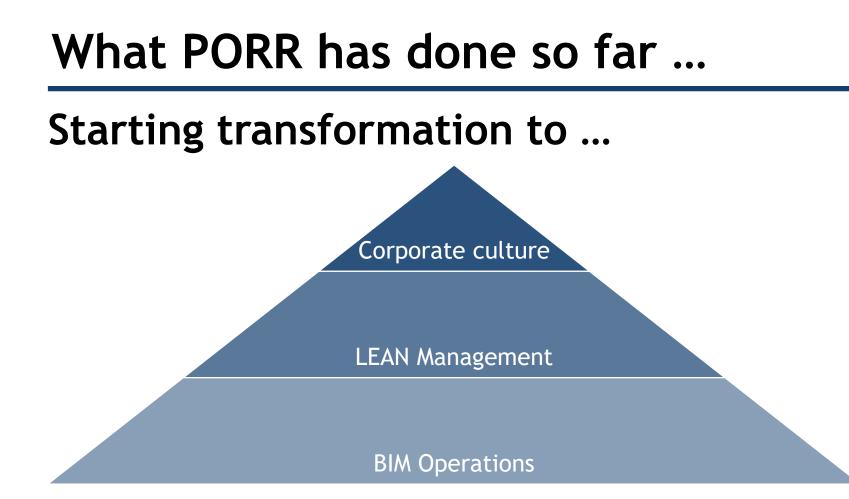
LEAN Implementation

LEAN Project Management

- Project analysis & milestone planning
- Potential analysis
- Cost analysis
- Principles & methods
- Simulations
- Training of all internal and external process partners
- Overall project analysis & scheduling
- Big room installation
- Coaching of individual teams (trade, specialists)
- Weekly meetings
- Daily stand-up meetings
- Moderation by LEAN Manager

DORR¹⁵⁰

BIM & LEAN @ PORR



... build monumental projects.



... in order to reach future goals

- Long-term
 - Paperless construction site

 - (internet of things)

• Mid-term

Short term

- Learning by doing

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• Automatisation and utilisation of computer aided methods

• Collecting data for future projects strategies

• Early recognition of failure and their sources \rightarrow increase productivity and minimize cost

Improve base for project optimisation and understanding Stronger combination of BIM and LEAN

Strengthen technical leadership

• Support of projects, marketing and acquisition of ongoing projects & internal resources



Corporate Sustainability Goals



Social and environmental standards in the supply chain SAP ARIBA, evaluating supplier management system, ISHAP, responsible sourcing

Science and technology

Strategic plan for additional digitalisation

Contribution to the local economy

Resource efficiency, standardised customer feedback

Energy and emissions

- GHG emissions -7.5% by 2020
- Energy management system, binding climate strategy
- Cooperation with representation of interests bodies for climate action

Waste management

Reduction in waste, further increase in reuse and recycling of construction, reduction in contaminated fractions

Water

Further developing methods to conserve resources

Health and safety

"Vision Zero", workplace health promotion

Further education and training

skills and competencies, promoting e-Learning

Diversity and equal opportunities

Fixed focal point in curriculum, raising awareness

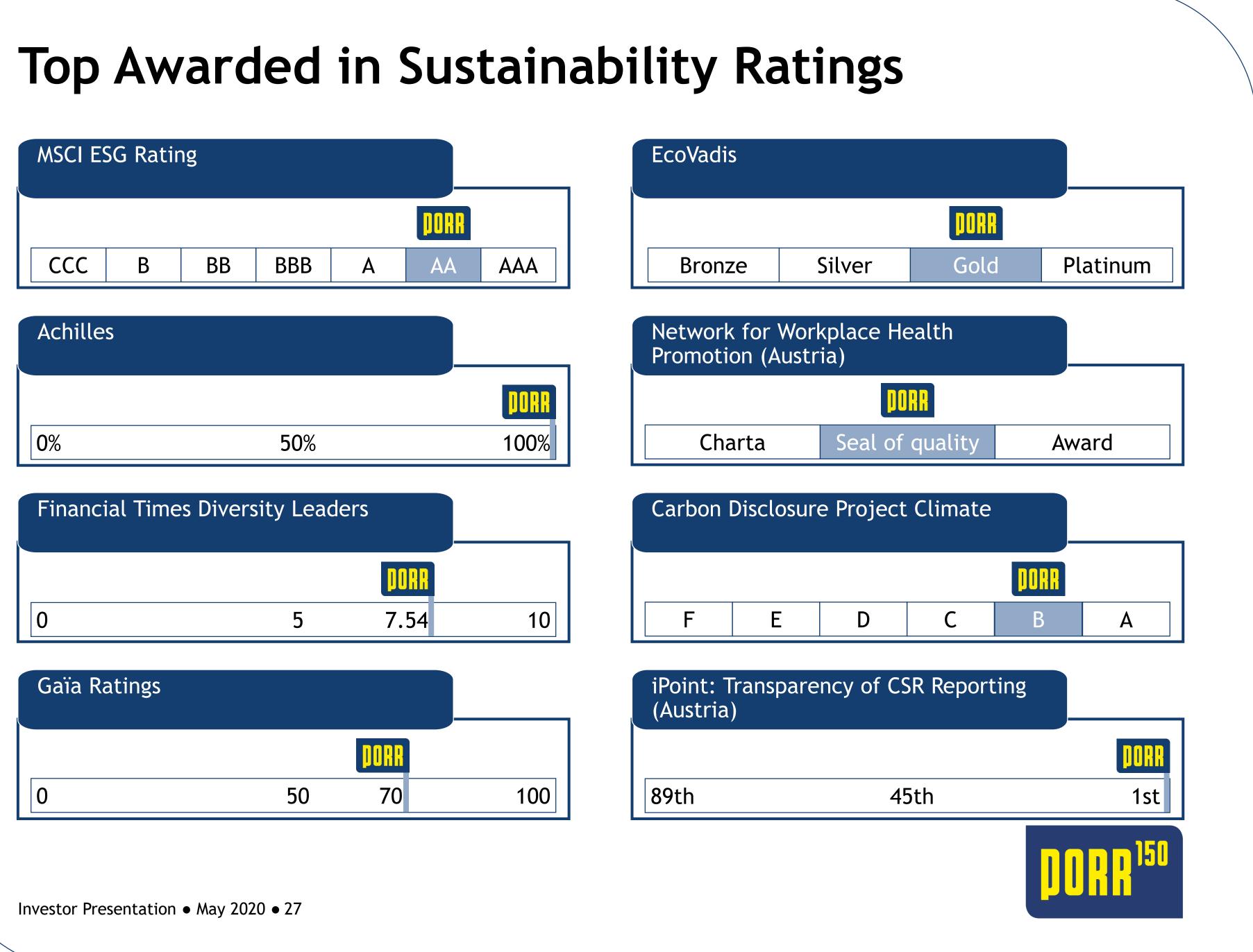


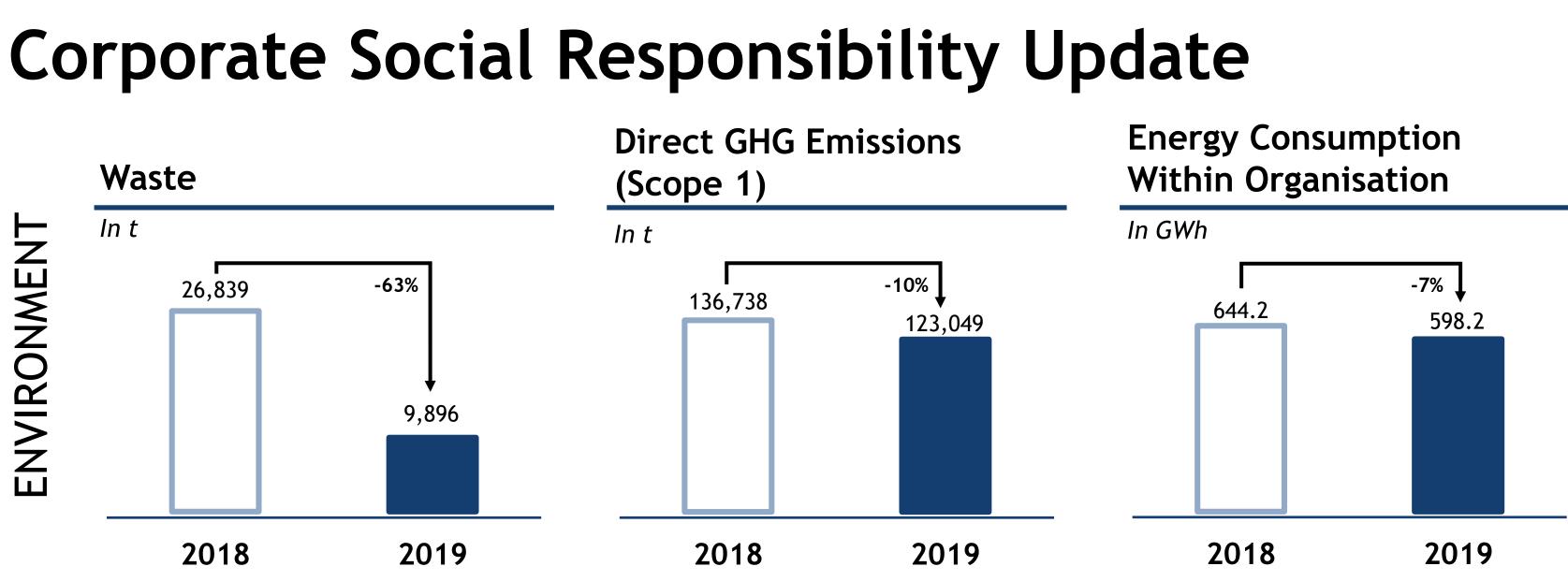


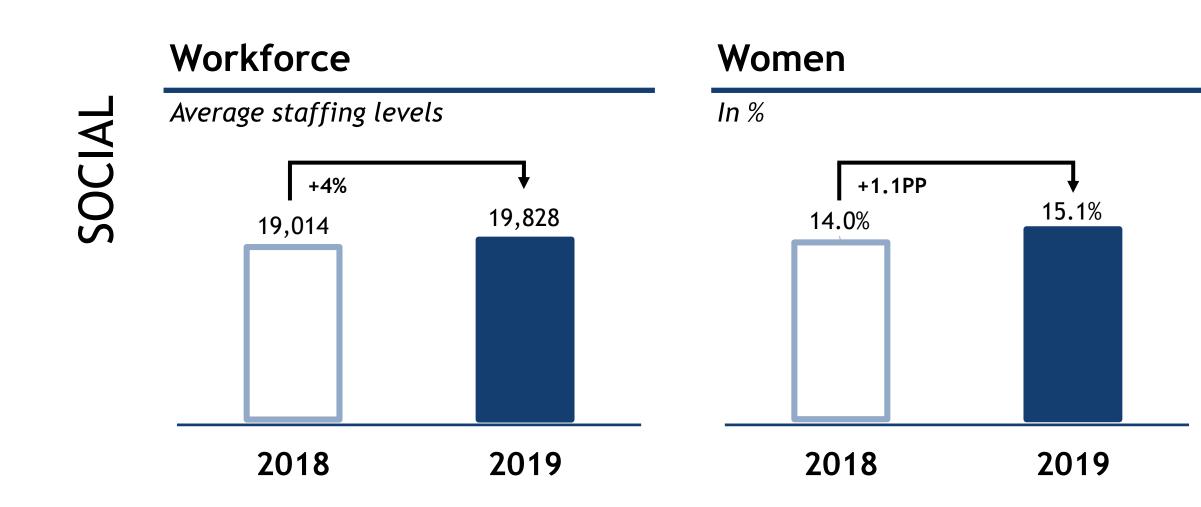
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DigIT LearningMap, porr_academy, increasing percentage of apprentices, strengthening women's



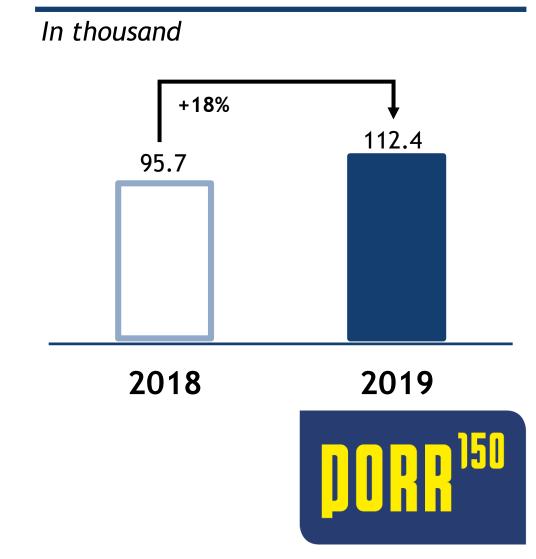




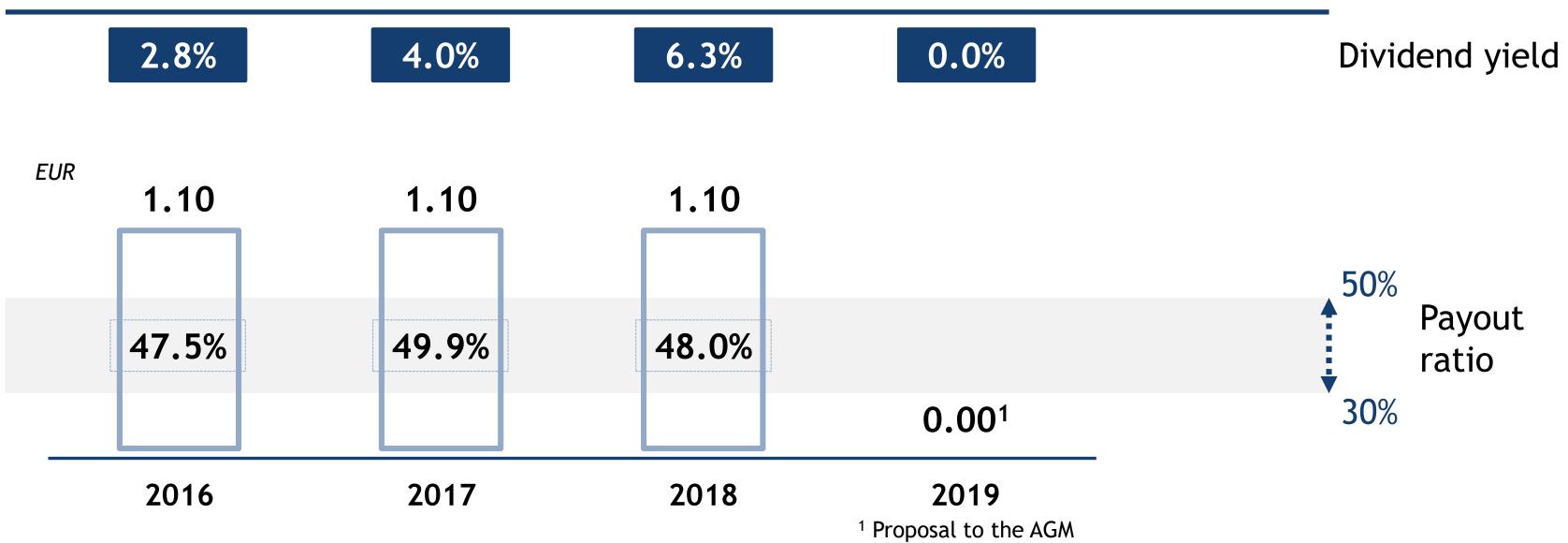


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Average Hours of Training



Dividends



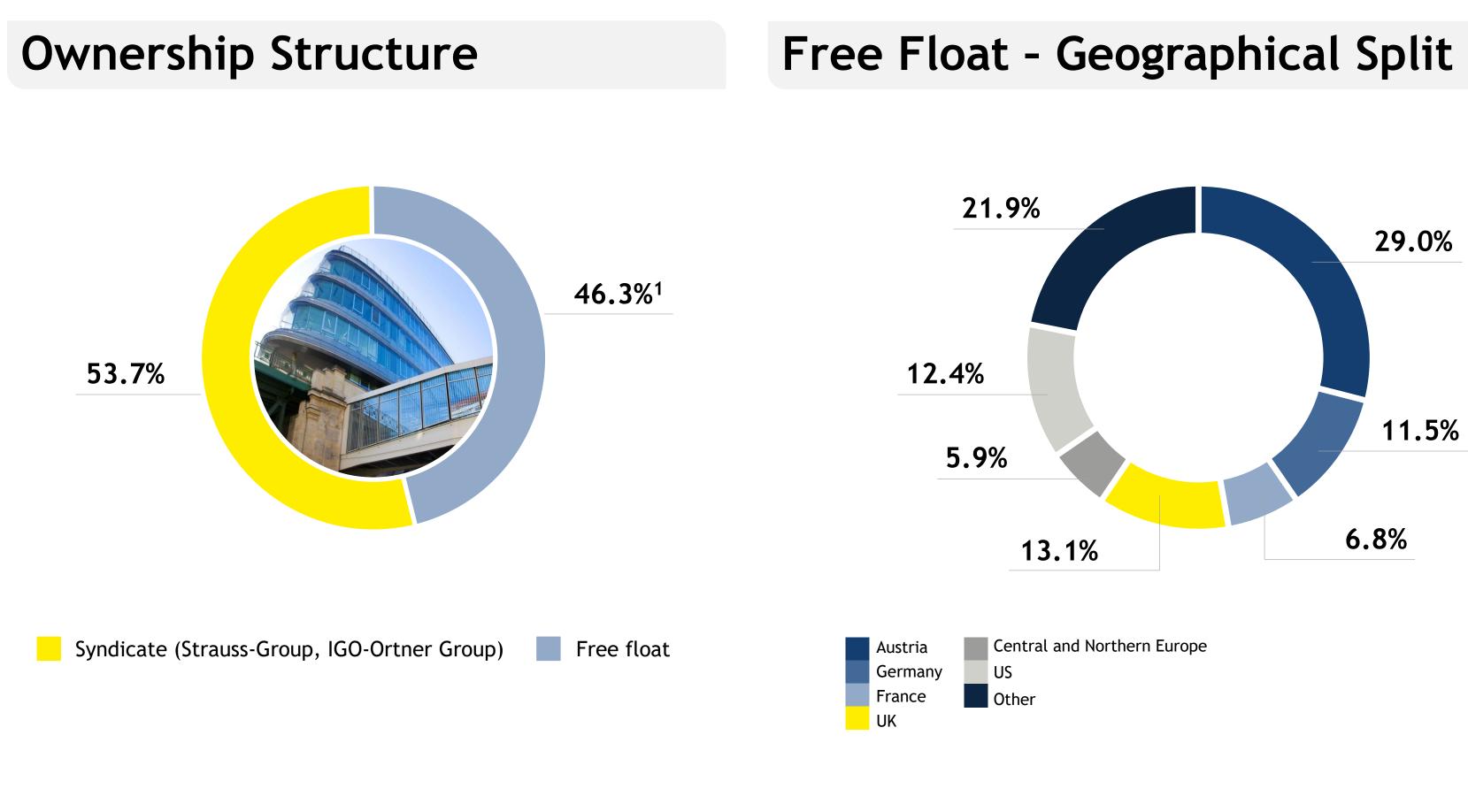
Proposal to the AGM that no dividend be paid for the 2019 financial year

- Precautionary measure in view of the exceptional situation in the COVID-19 pandemic
- A sign of solidarity towards all stakeholders of PORR
- Expressly supported by the major shareholders, the Strauss-Ortner syndicate, underlining their commitment to the company

The continuous dividend policy remains at 30-50% payout ratio



Stable Shareholder Structure



¹ of which 5.85% Heitkamp Construction GmbH, 5.07% Wellington Management Group LLP and 3.36% PORR Management and PORR AG (treasury shares)

Central and Northern Europe
US
Other



Financial Performance



Key Financials

Key Earnings Figures ¹ (EURm)	Q1 2020	% Δ	Q1 2019
Production output	942.5	(10.0%)	1,047.2
Revenue	912.4	(3.5%)	945.4
EBT	(25.5)	(>100.0%)	(11.8)
Net profit for the period	(21.0)	(>100.0%)	(9.1)
Key Assets and Financial Figures ¹ (EURm)	31.03.2020	% Δ	31.12.2019
Total assets	3,548.9	(3.2%)	3,664.9
Equity	684.6	14.3%	599.0
Equity ratio	19.4%	2.9PP	16.4%
Net debt	519.1	50.2%	345.7
Key Share Data ¹ (EURm)	31.03.2020	% Δ	31.12.2019
Number of shares (weighted average)	29,095,000	-	29,095,000
Market capitalisation	438.2	(2.5%)	449.2
Rounding differences can appear			
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Consolidated Income Statement

EUR m ¹	Q1 2020	Q1 2019	% Q1 20/19	2019
Production output ²	942.5	1,047.2	(10.0%)	5,570.3
Revenue	912.4	945.4	(3.5%)	4,880.4
Share of profit/loss of companies accounted for under the equity method	(1.2)	12.7	<(100.0%)	87.4
Cost of materials and other related production services ³	(577.8)	(623.1)	(7.3%)	(3,286.7)
Staff expense	(260.8)	(265.6)	(1.8%)	(1,243.2)
Other operating result ⁴	(51.3)	(37.9)	35.6%	(215.7)
EBITDA	21.2	31.7	(33.0%)	222.3
- in % of Production output	2.2%	3.0%	(0.8PP)	4.0%
Depreciation, amortisation & impairment	(41.1)	(37.9)	8.2%	(167.6)
EBIT	(19.9)	(6.3)	>100.0%	54.7
- in % of Production output	(2.1%)	(0.6%)	(1.5PP)	1.0%
EBT	(25.5)	(11.8)	>100.0%	37.4
- in % of Production output	(2.7%)	(1.1%)	(1.6PP)	0.7%
Profit for the period	(21.0)	(9.1)	>100.0%	27.8

¹ Rounding differences may appear

² Output of consortiums and all associates are included proportionally in production output which deviates from revenues pursuant to IFRS

³ Cost of materials = material expenses + purchased services ⁴ Own work capitalised in non-current assets included



Key Ratios

EUR m ¹	Q1 2020	Q1 2019	ΔQ1 20/19	2019
Production output ²	942.5	1,047.2	(10.0%)	5,570.3
Revenue	912.4	945.4	(3.5%)	4,880.4
Ratio of profit/loss of companies (at equity)	(0.1%)	1.2%	(1.3PP)	1.6%
Material cost ratio ³	(61.3%)	(59.5%)	(1.8PP)	(59.0%)
Personnel cost ratio	(27.7%)	(25.4%)	(2.3PP)	(22.3%)
Others ⁴	(5.4%)	(3.6%)	(1.6PP)	(3.9%)
EBITDA	21.2	31.7	(33.0%)	222.3
- in % of Production output	2.2%	3.0%	(0.8PP)	4.0%
Depreciation, amortisation & impairment	(4.4%)	(3.6%)	(0.7PP)	(3.0%)
EBIT	(19.9)	(6.3)	>100.0%	54.7
- in % of Production output	(2.1%)	(0.6%)	(1.5PP)	1.0%
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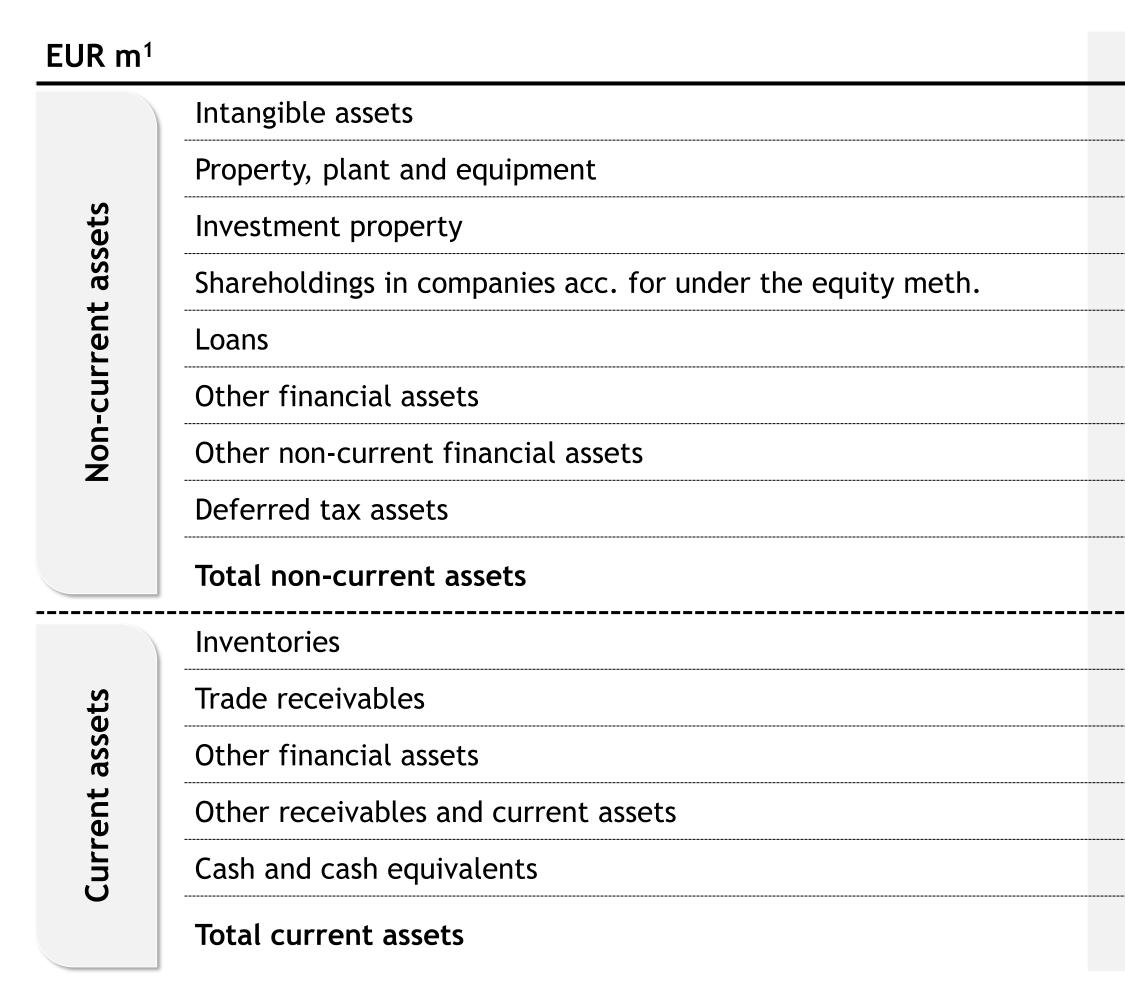
³ Cost of materials = material expenses + purchased services ⁴ Own work capitalised in non-current assets included



Balance Sheet Key Figures

EUR m		31.03.2020	31.12.2019	31.12.2018
	Non-current assets	1,384.5	1,392.4	1,104.1
Assets	Current assets	2,144.8	2,272.5	2,010.6
	Total assets	3,529.3	3,664.9	3,114.7
es	Equity ¹	684.6	599.0	618.2
iabilities	Non-current liabilites	995.6	1,006.7	573.6
Equity & li	Current liabilities	1,849.1	2,059.2	1,922.9
Equi	Total equity and liabilities	3,529.3	3,664.9	3,114.7
	Net debt ²	519.1	345.7	349.1
Ratios:	Equity ratio	19.4%	16.4%	19.9%
² Bonds & SSD p has been adju	rolling interests Jus financial liabilities less cash and cash equiv Isted due to the first-time application of IFRS 1 tation • May 2020 • 35	•	ember 2018	DORR ¹⁵⁰

Balance Sheet Assets

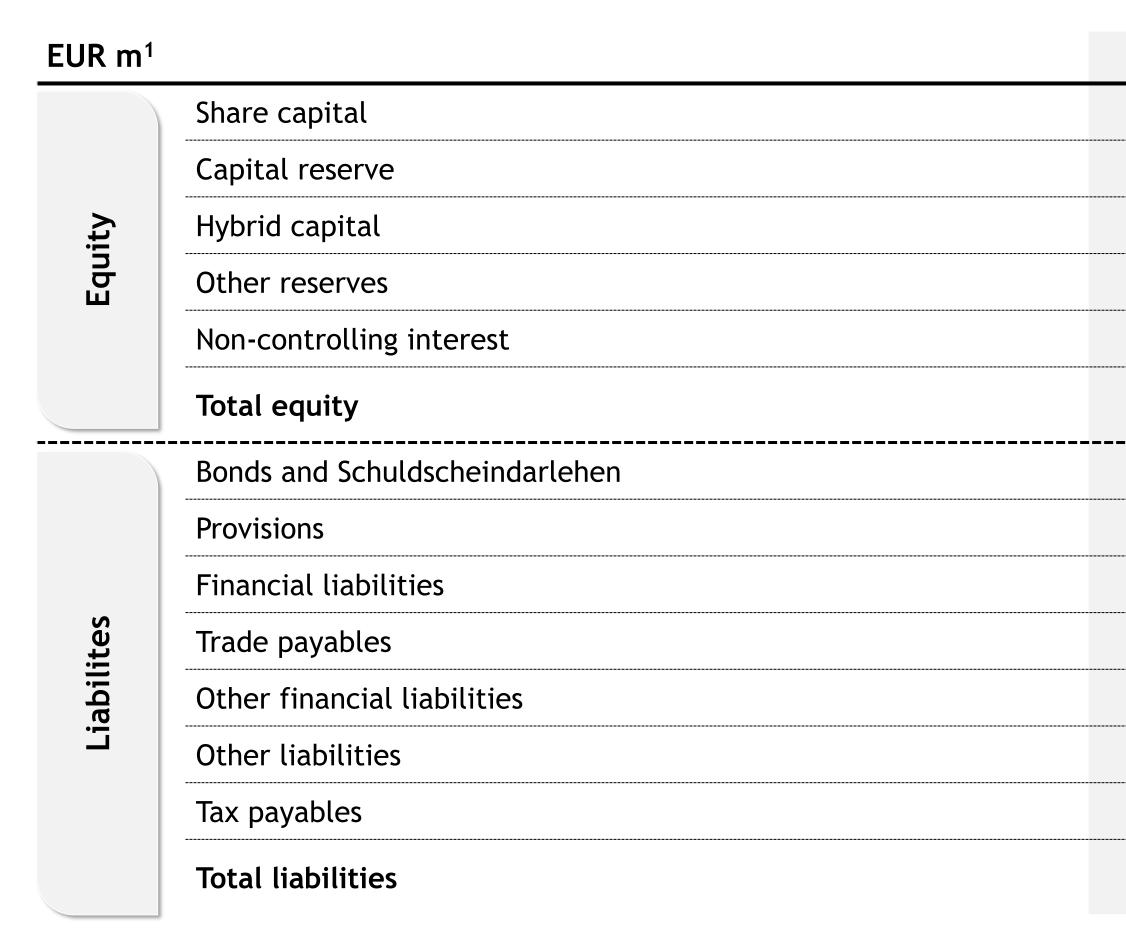


¹ Rounding differences may appear

31.03.2020	31.12.2019	% Δ
148.7	148.5	0.1%
930.1	940.9	(1.1%)
61.9	54.1	14.3%
81.1	86.1	(5.8%)
82.6	83.3	(0.8%)
35.0	37.0	(5.4%)
24.2	27.0	(10.3%)
21.0	15.5	35.2%
1,384.5	1,392.4	(0.6%)
83.0	76.0	9. 1%
1,504.8	1,480.9	1.6%
99.4	86.2	15.3%
51.7	47.5	8.9 %
406.0	581.9	(30.2%)
2,144.8	2,272.5	(5.6%)



Equity and Liabilities

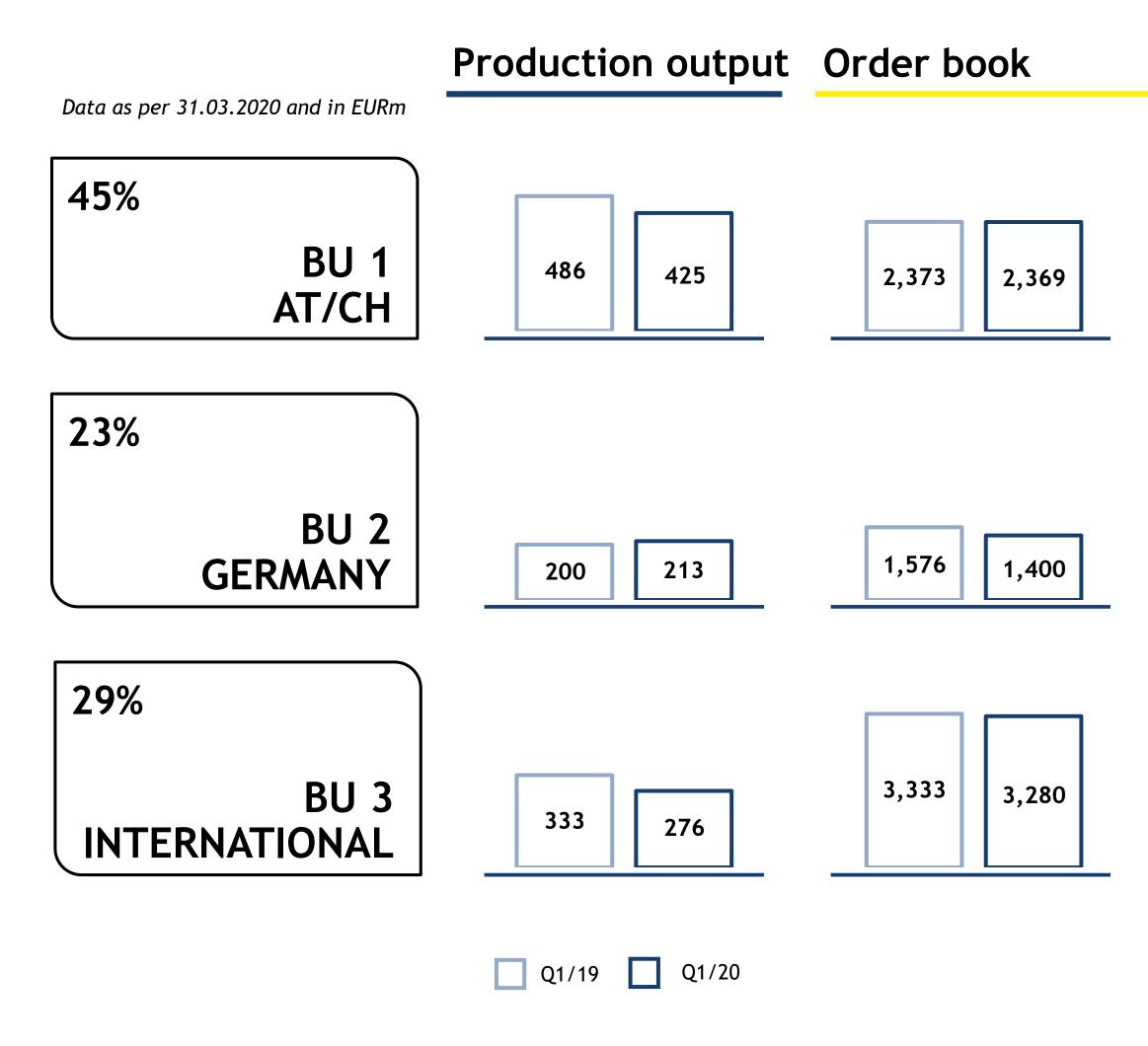


¹ Rounding differences may appear

31.03.2020	31.12.2019	%Δ
29.1	29.1	-
251.3	251.3	-
316.8	195.3	62.2%
73.7	111.4	(33.8%)
13.7	12.0	14.6%
684.6	599.0	14.3%
375.4	375.4	
334.3	339.3	(1.5%)
549.7	552.2	(0.5%)
995.3	1,138.8	(12.6%)
25.7	64.2	(60.0%)
490.4	520.5	(5.8%)
74.0	75.4	(1.9%)
2,844.8	3,065.9	(7.2%)



High Order Book Across All Business Units COVID-19 Effects Mostly in Austria



Market leadership

Reduction in output due to COVID-19 shutdown in Austria

High order book as solid foundation

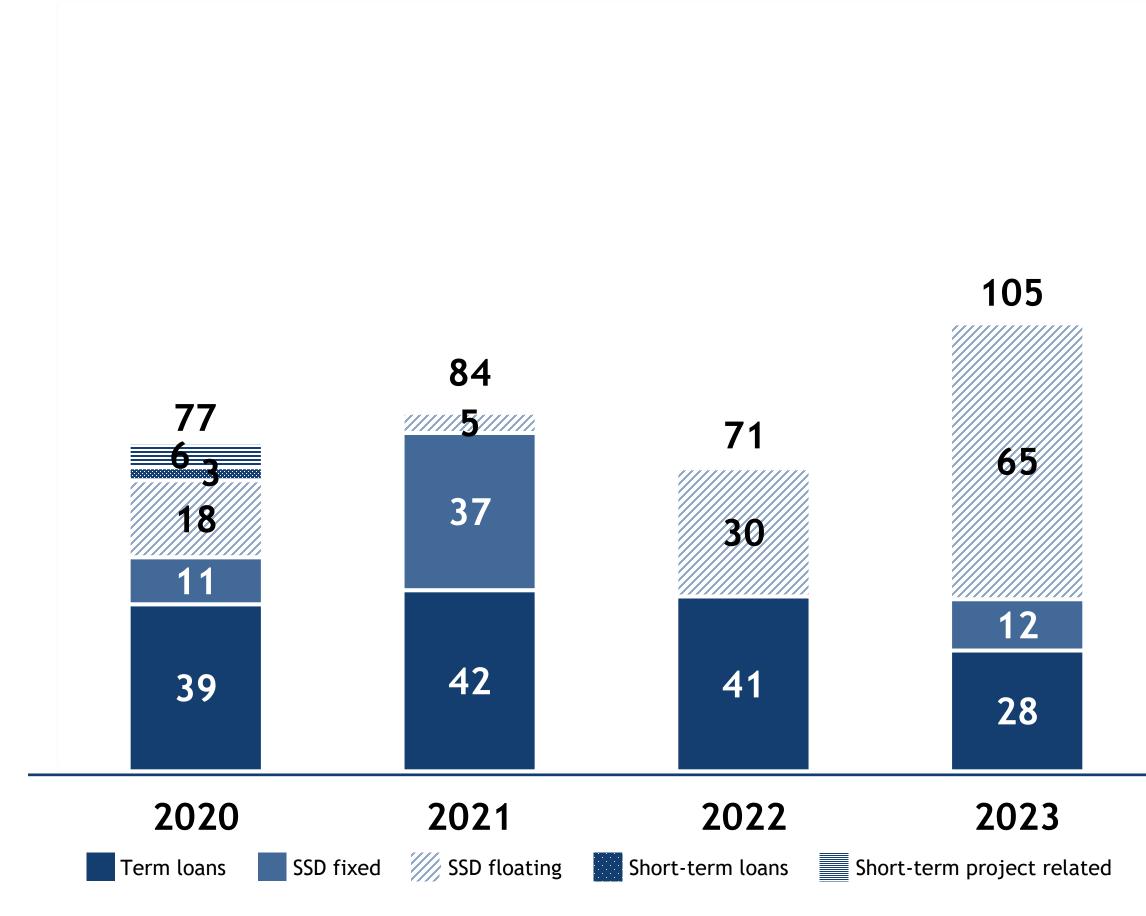
Focus on **consolidation** of growth

Increased **EU project** inflows in **infrastructure**

Selective and risk cautious

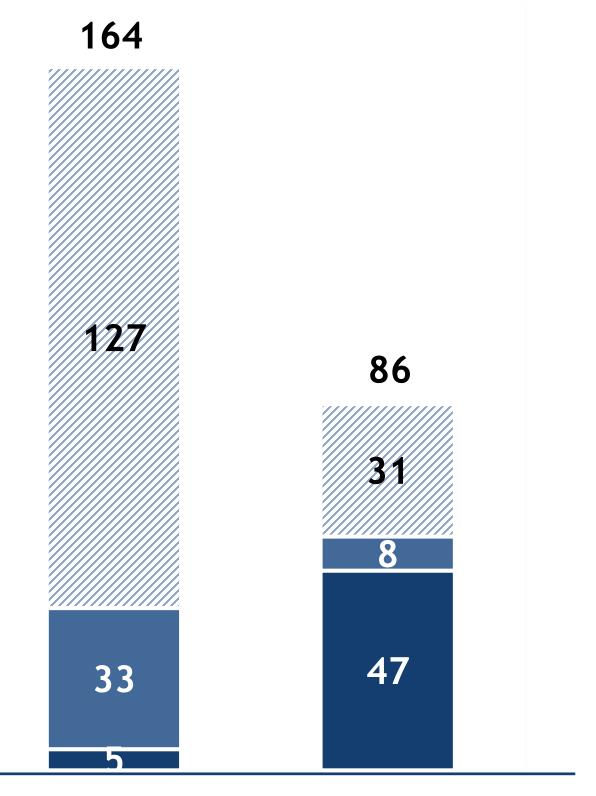


Maturity Profile of PORR's Financial Liabilities as of 31.03.2020



Comments: Chart excludes leasing liabilities and FX-hedge-liabilities. Figures are in EUR m. Rounding differences may appear.

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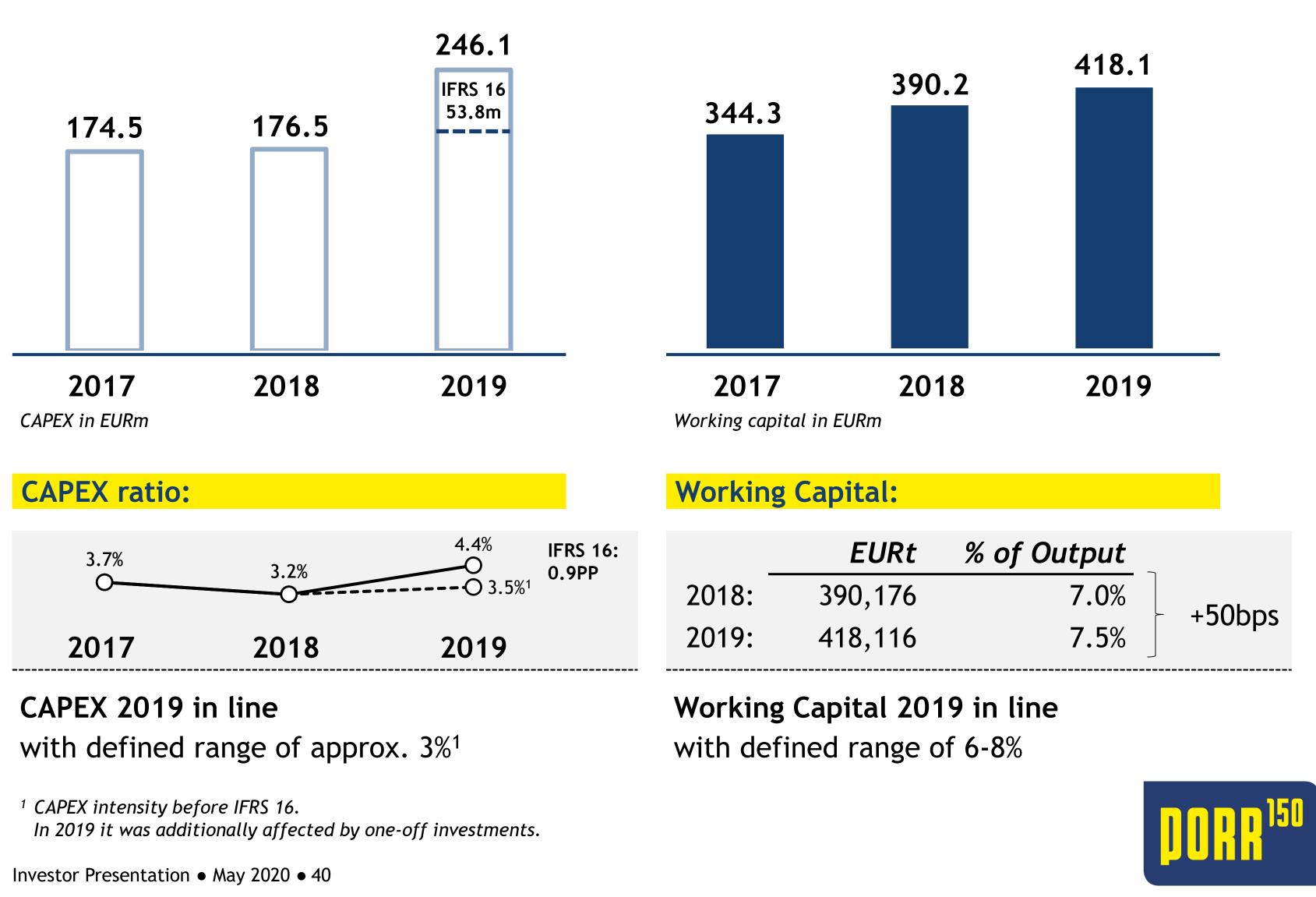


2024

from 2025



CAPEX and Working Capital Development in 2019

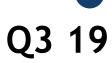


EURt	% of Output	_
0,176	7.0%	+50bps
8,116	7.5%	-20062

Top Order Intakes 2019/2020

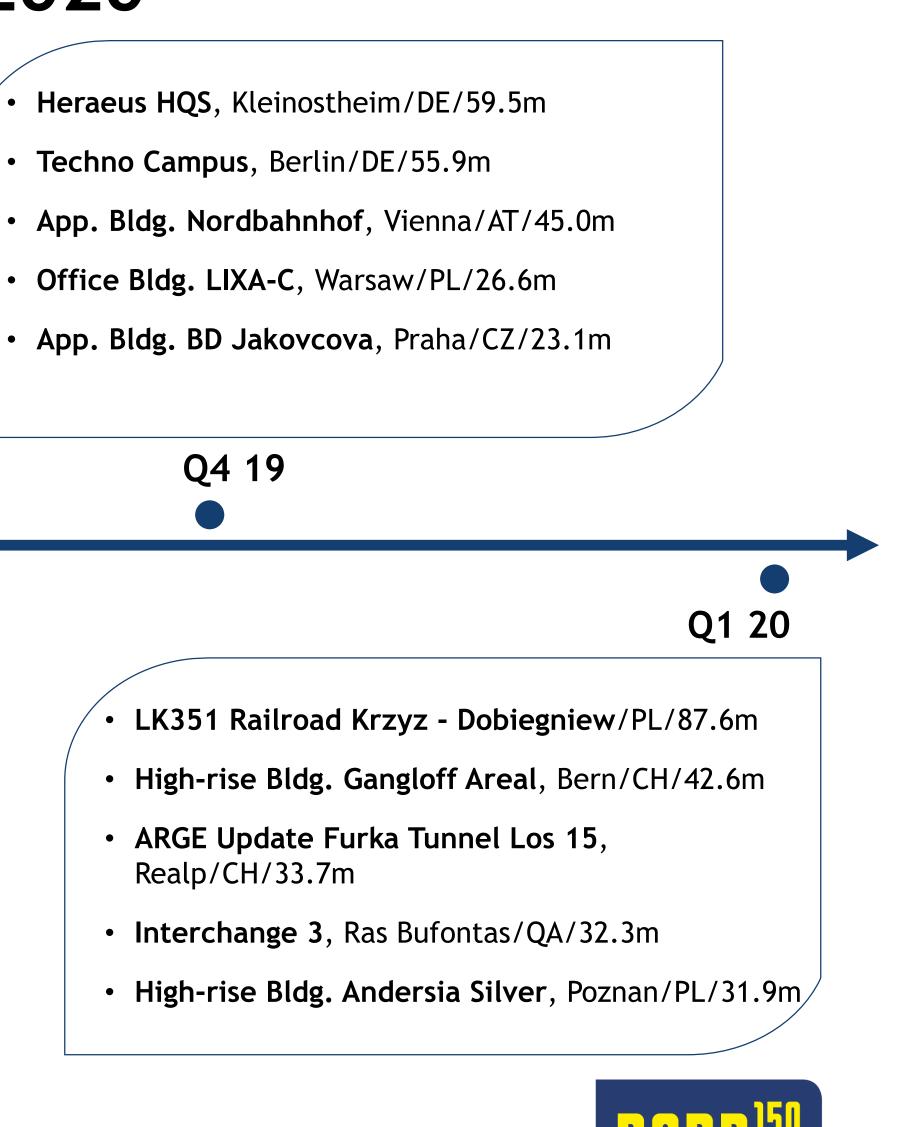
- E81 motorway Sibiu Piteşti/RO/122.1m
- Minnevika Bridge, Eidsvoll/NO/93.9m
- App. Bldg. Geiselbergstraße, Vienna/AT/68.5m
- App. Bldg. Q218, Berlin/DE/58.7m
- App. Bldg. SKYSAWA, Warsaw/PL/49.3m

Q2 19



- LK131 Railroad Kalina Rusiec Łódzki/PL/238.3m
- ARGE University Hospital, St. Pölten/AT/58.3m
- App. Bldg. Handelskai 98-100, Vienna/AT/n.a.
- Office Bldg. New Courts, Berlin/DE/32.7m
- App. Bldg. Forum Donaustadt, Vienna/AT/29.8m

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Coverage

Institution	Analyst	Price Target	Recommendation	Last Update
ERSTE Group	Daniel Lion		Under review	02.12.2019
	Torsten Sauter	17.0	Hold	10.03.2020
Hauck & Aufhäuser	Aliaksandr Halitsa	15.0	Hold	24.03.2020
Raiffeisen Centrobank	Markus Remis	17.0	Hold	08.04.2020
SRC Research	Stefan Scharff Christopher Mehl	19.0	Buy	29.04.2020



IR Information for PORR AG

Share Information			
EUR 14.72 EUR 428.3m	28 May 2020: 26 August 2020		
Vienna Stock Exchange Prime Market	28 October 202		
29,095,000	26 November 2		
POS VI			
AT0000609607			
	EUR 14.72 EUR 428.3m Vienna Stock Exchange Prime Market 29,095,000 POS VI		

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¹ Share and market cap data as of 26 May, 2020

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Calendar

Annual General Meeting

- 20: Half Year Results 2020
- 020: Interest Payment PORR Corporate Bond 2014/2 (Hybrid-Bond)
- 2020: Q3 Results 2020

