Green and Lean

HY Results 2021

Investor Presentation August 2021



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Highlights HY/2021



Construction rally is back on center stage Full steam ahead in construction boom



Green and Lean - a strategic evolution Creating sustainable value



Record half-year in output and earnings Ready for more with PORR 2025 transformation



Strong balance sheet sustained Cash, equity and net debt

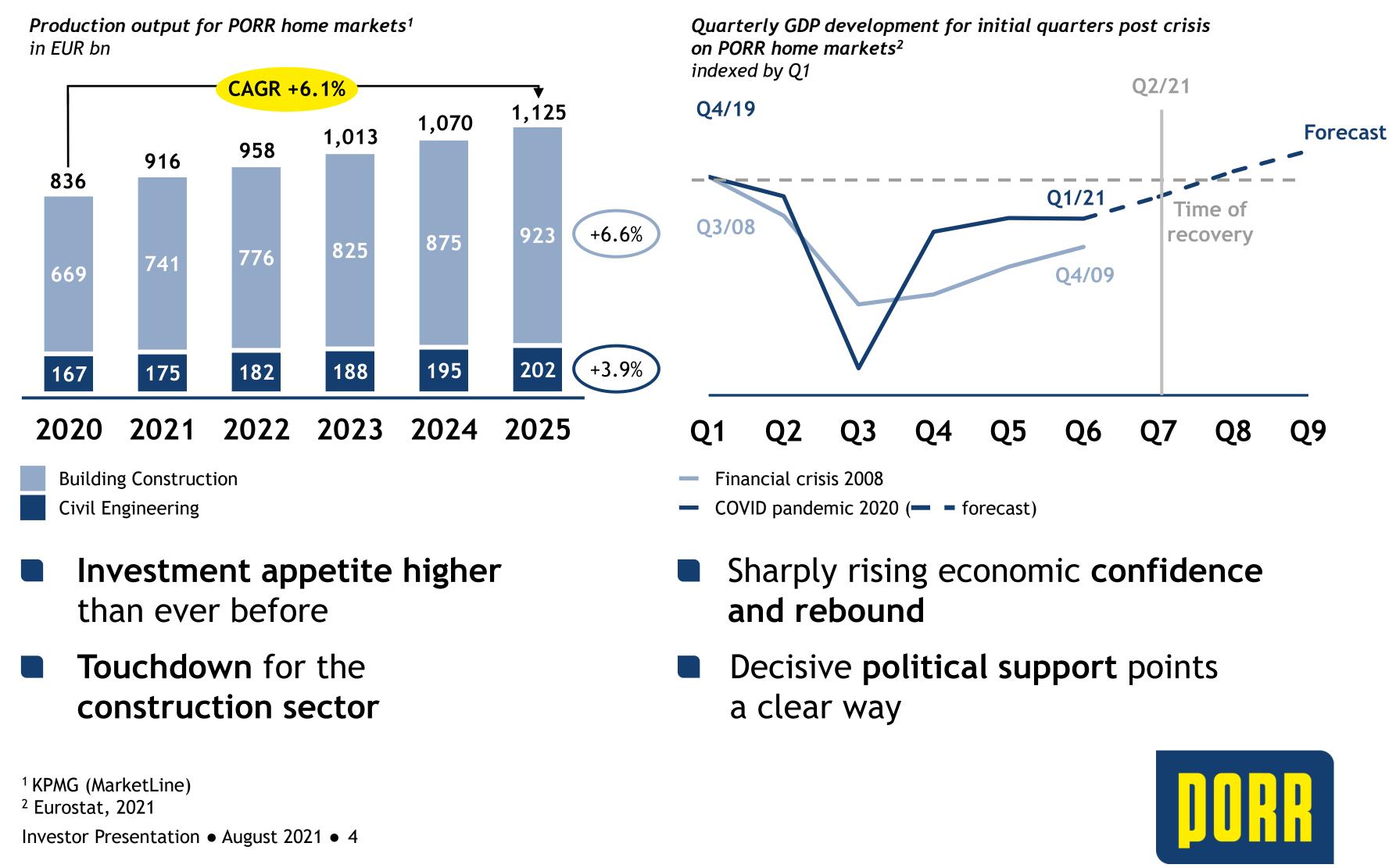


Outlook 2021 confirmed Final outcome depending on ongoing anti-trust settlement

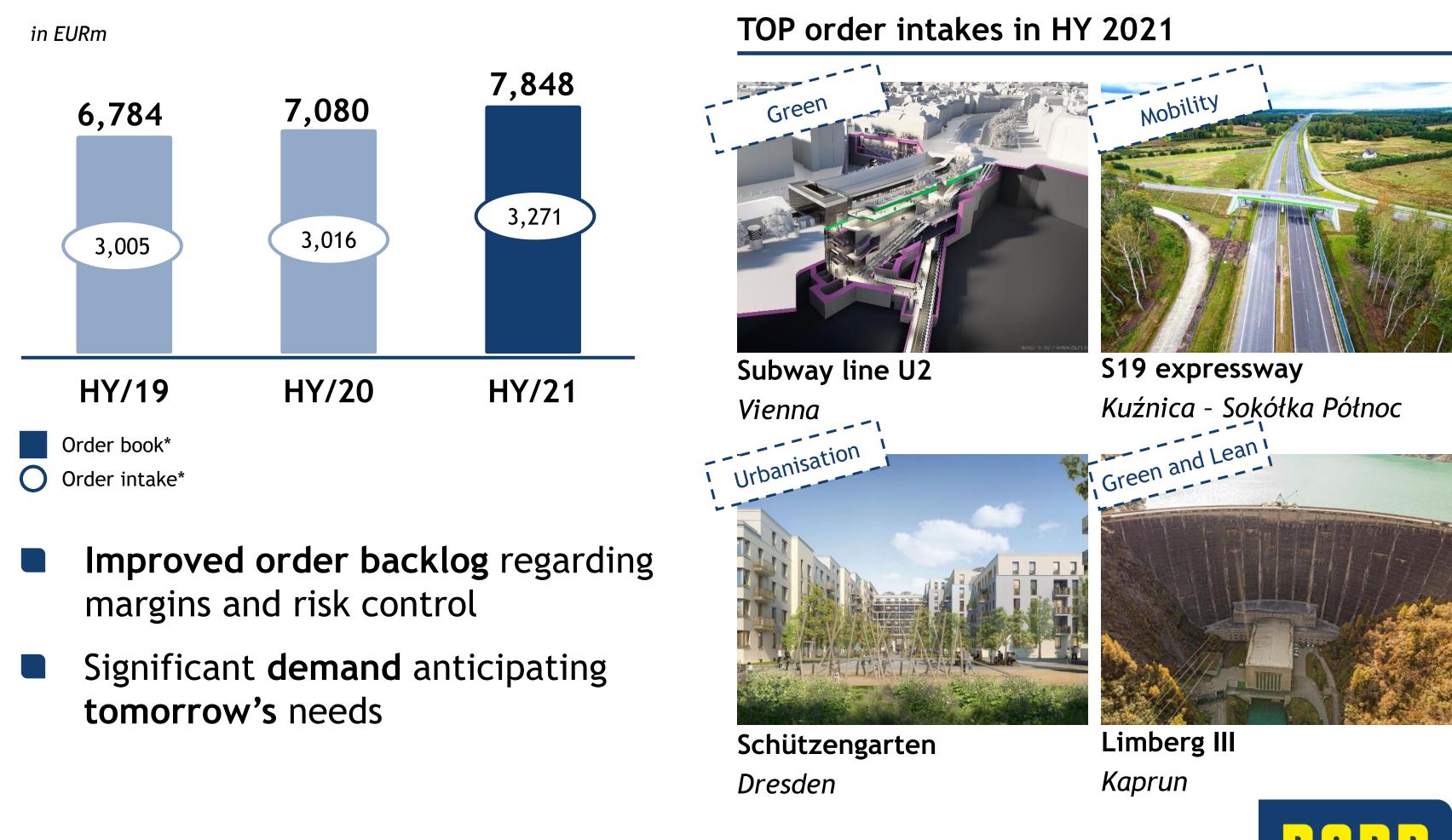




1 Strong Upside for PORR Home Markets

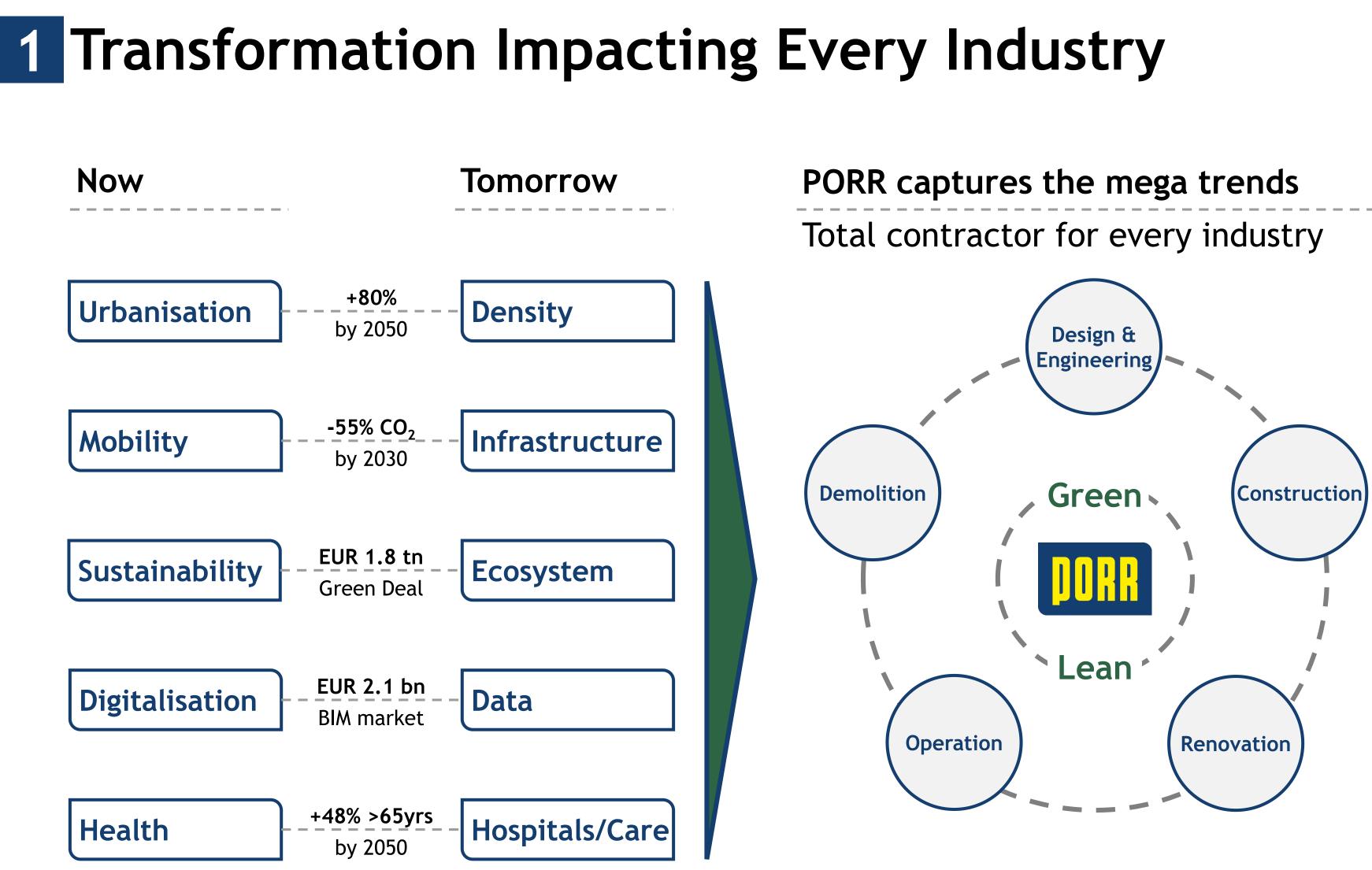


1 Record Order Book Confirms The Way



* Adjusted for the projects H51 Pfons - Brenner and A1 Leverkusen Rhine Bridge Investor Presentation • August 2021 • 5





Sources: Our World in Data, European Commission, ECSO, Ageing Europe (2019) Investor Presentation • August 2021 • 6



2 Green and Lean. PORR's Strategic Evolution



GREEN

From best-in-class to **best in class in sustainable construction Evolution in technology** needs as a must-have



AND

Setting a **partnering** standard

Evolution in client and stakeholder needs - holistic approach



LEAN

Lean approach in management and organisational behaviour Evolution in construction via LEAN Design and Construction



2 Green. The New Reality



- reality, innovation
- efficient facades, etc.
- concrete and steel, wood, etc.

Design & Engineering - circular engineering via BIM and LEAN Design experts in-house, virtual

Modern energy concepts - climate neutral buildings, city geothermal approaches, energy

Renewable, recyclable, compostable materials -17 recycling sites in Austria, usage of recycled

Cradle-to-cradle® (C2C) - projects like the woodhybrid office in Dusseldorf will become imperative

Supply chain optimisation - transparency and reduction on CO₂, LEAN Design and Construction



2 ESG Prime Rating. European Champion

#1 in ISS ESG Sector Rating

PORR	C+
Skanska	C
Bauer	C-
Hochtief	C-
Implenia	C-
Strabag	D+
Budimex	no rating



Gold from EcoVadis



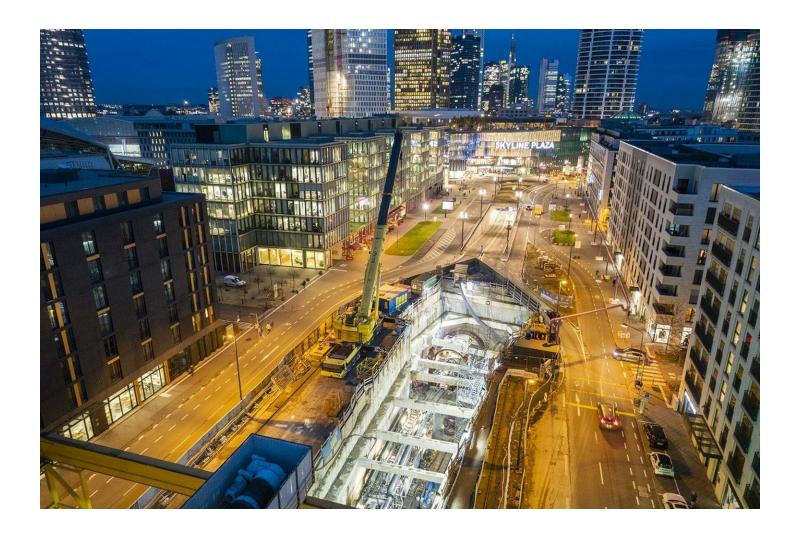
2 Lean. PORR's Future of Construction



Lean at management level

Minimising of "commercial waste"

- Lean in management less layers of hierarchy
- Lean in organisation value added processes



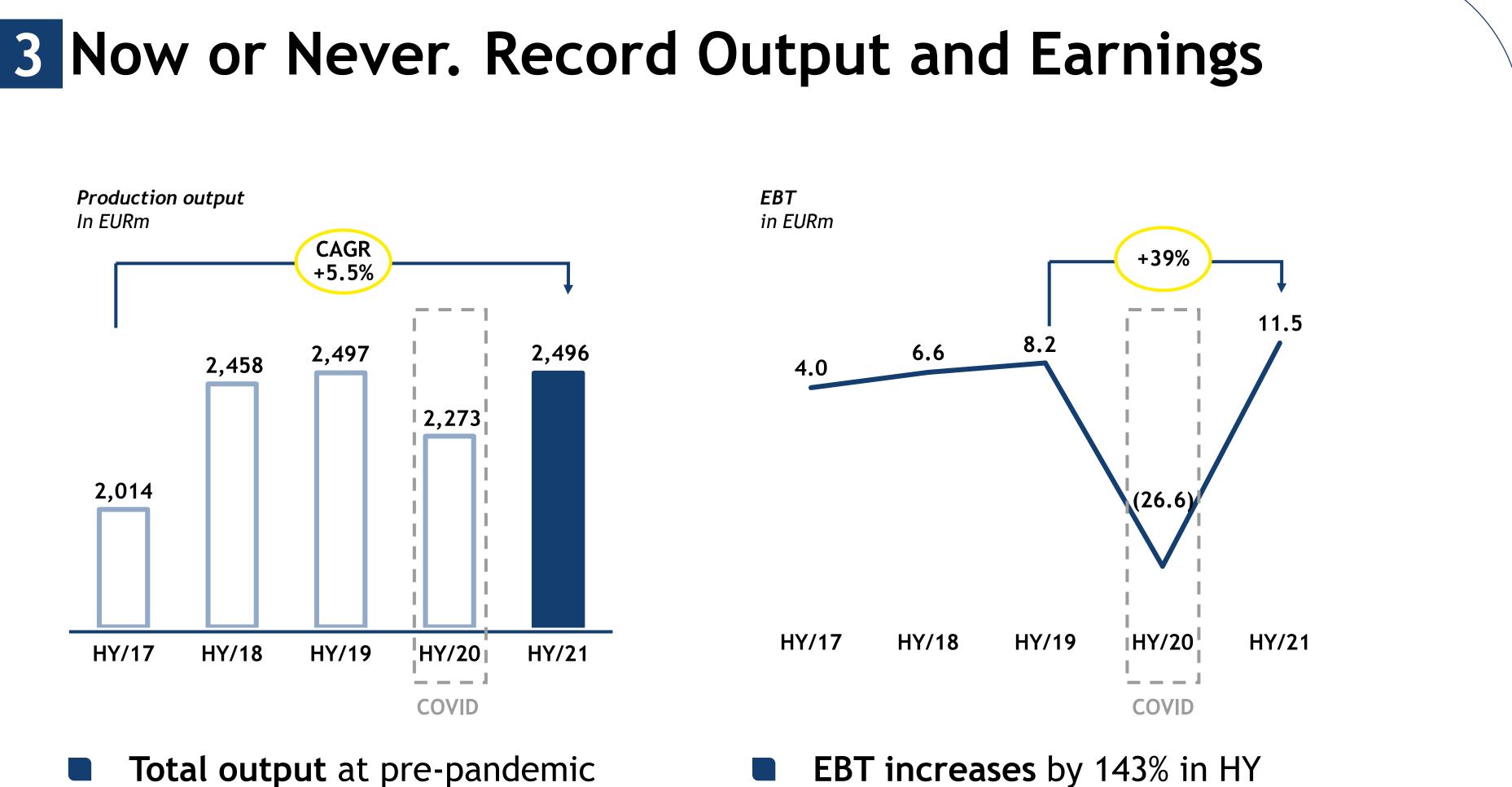
Lean at operational level

Minimising of "operational waste"

LEAN Design - optimise value, **minimise** waste in the planning

LEAN Construction operational efficiency





- record level
- Strategy provides **sustainable** output power

Rounding differences may appear Investor Presentation • August 2021 • 11

(>200% in Q2/21)

Good visibility for FY guidance



3 PORR 2025 - A Holistic Approach



Analysis

Digital **Opportunities**

Continue to expand position as technology leader

Harmonise IT across the entire Group

Digitise work flows



3 PORR 2025 - Building the Future



* Cumulative cost savings from 2021E and 2022E Investor Presentation • August 2021 • 13

Measures outlook

Administrative cost savings to accumulate to EUR 43m in 2022

> Further reduction of exposure and risk profile

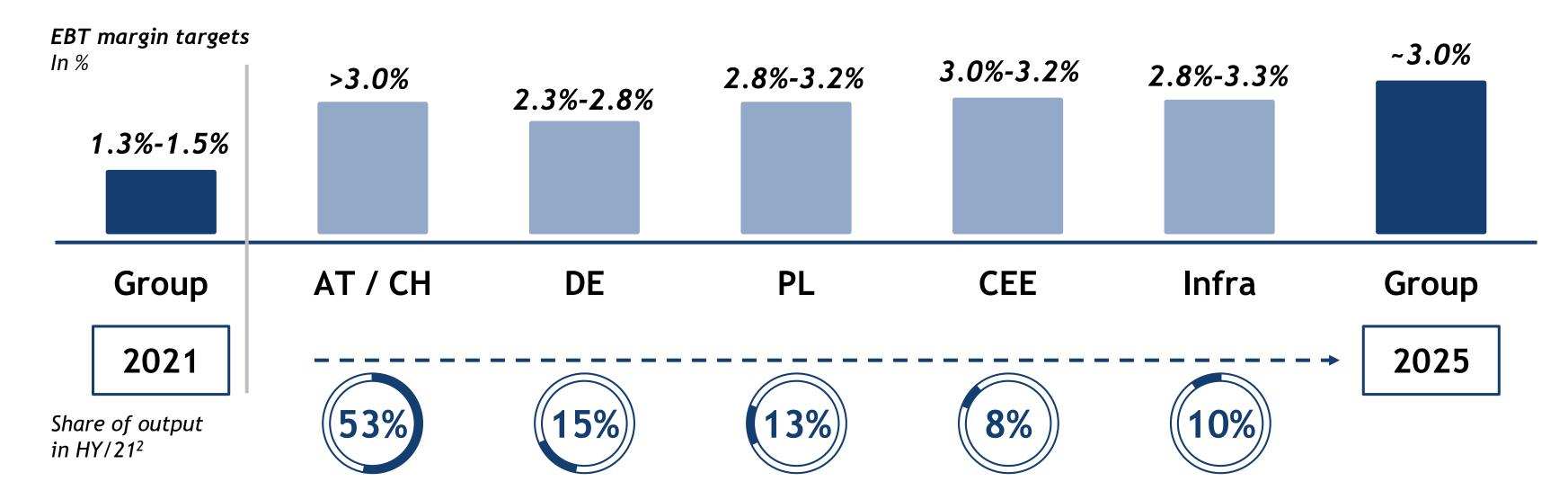
Digitise work flows

Stable financial position with improved ROCE

BIM & LEAN construction market leadership



3 Ready to Climb the Mountain



- AT / CH: Long-standing earnings track record and core profitability contributor
- **DE:** Realignment and **new business portfolio** making **profitability and growth** visible
- PL: High margin order backlog promising profitable growth
- **CEE:** \ge 3% due to refocusing on smaller size and regional expansion
- Infra: Focus on strong technical competence and slab track

¹ EBT margins in % of production output
² ~ 2% output from Holding, rounding differences may appear
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3 Strong Business in Austria to Guarantee **Stable Profits**

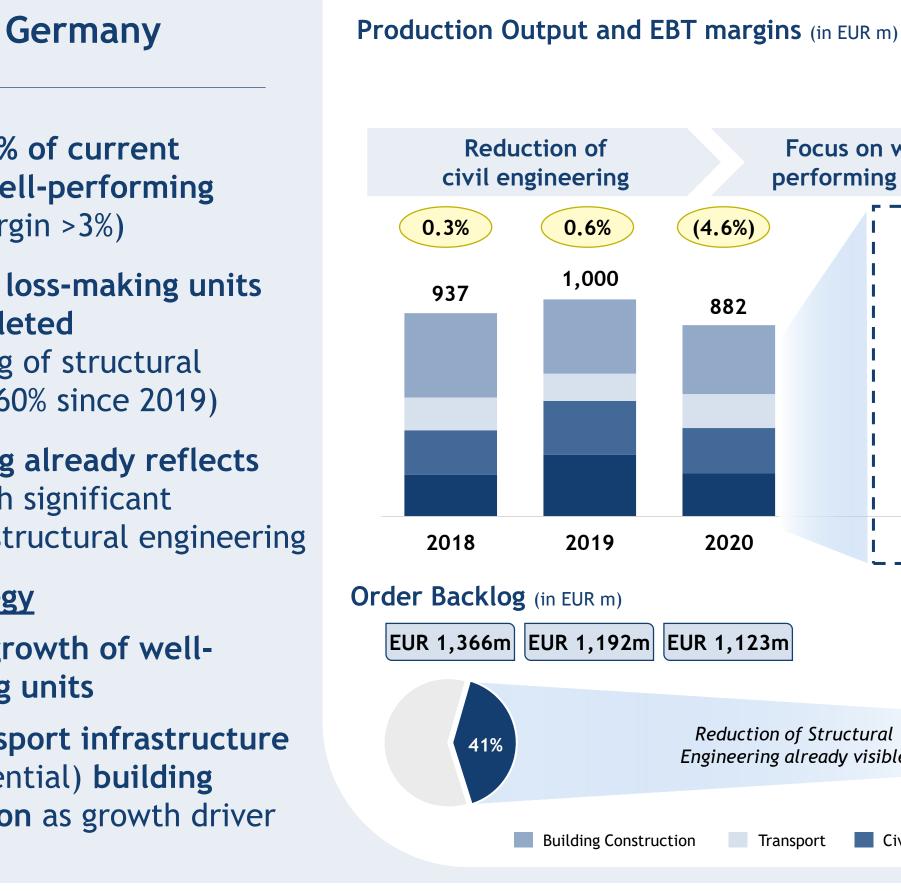


Austria & Switzerland

- Return to pre-COVID EBT margins of >3% as of 2022e
- **Increase of order backlog (+18%)** • and output (+19%) in HY/21
- Strong output and EBT growth potential going forward
- Future strategy ٠
 - Utilisation of market-leading position in Austria
 - Public Infrastructure and **Railway** programs

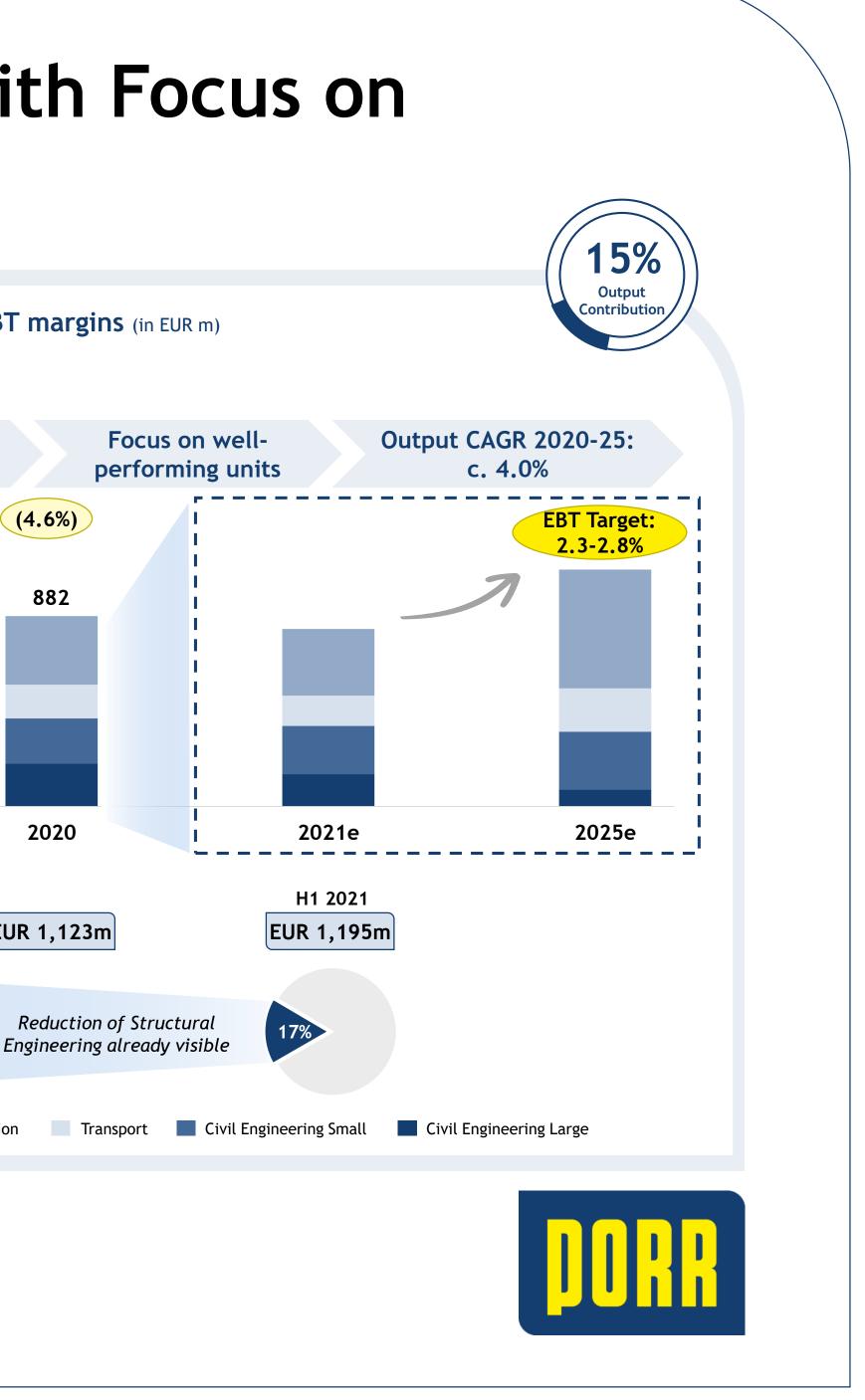


3 Realignment in Germany with Focus on **Profitable Growth**

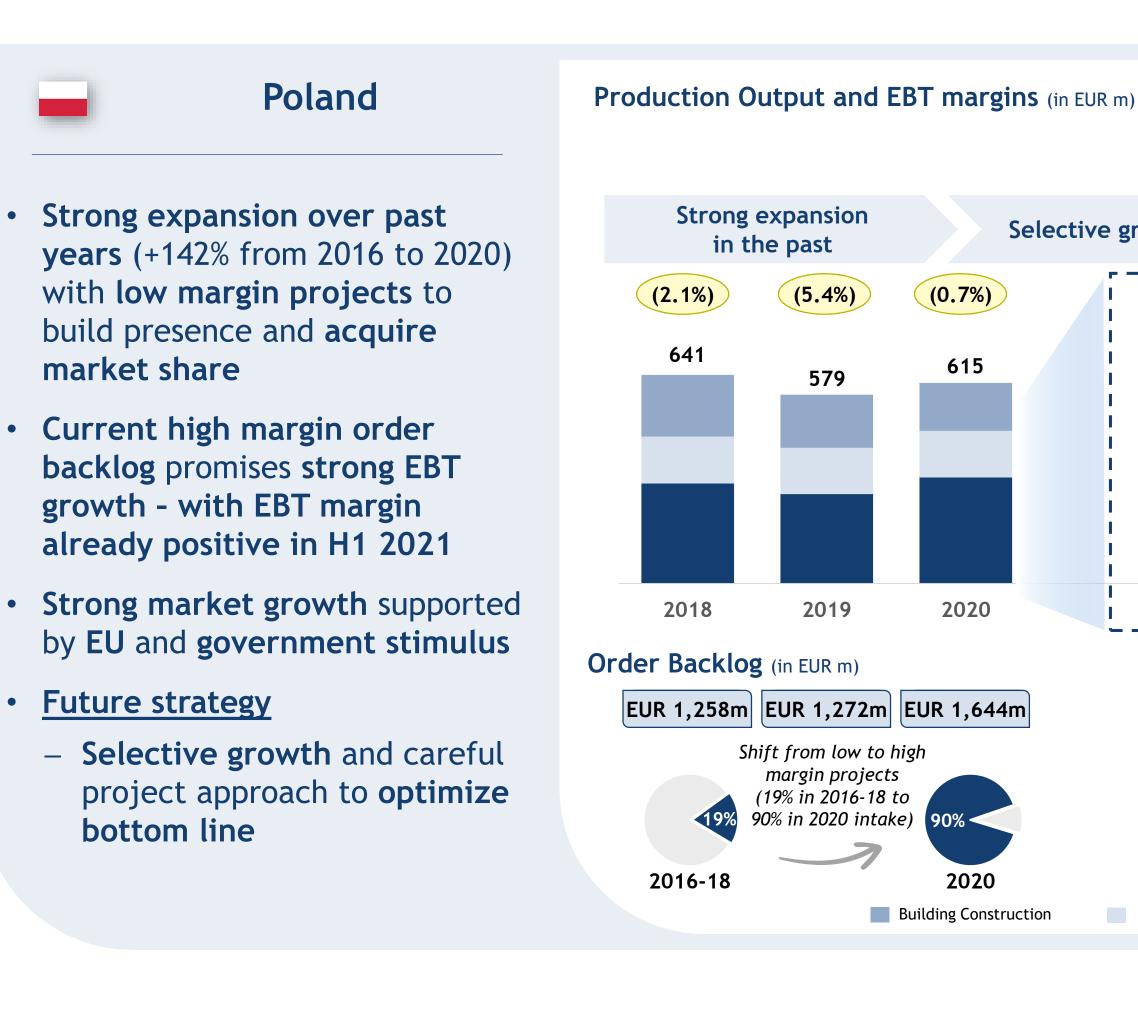


- More than **65% of current** business is well-performing (with EBT margin >3%)
- **Reduction of loss-making units** largely completed (order backlog of structural engineering -60% since 2019)
- Order backlog already reflects • new split with significant reduction in structural engineering
- **Future strategy** •
 - Focus on growth of wellperforming units
 - Local transport infrastructure and (residential) building construction as growth driver

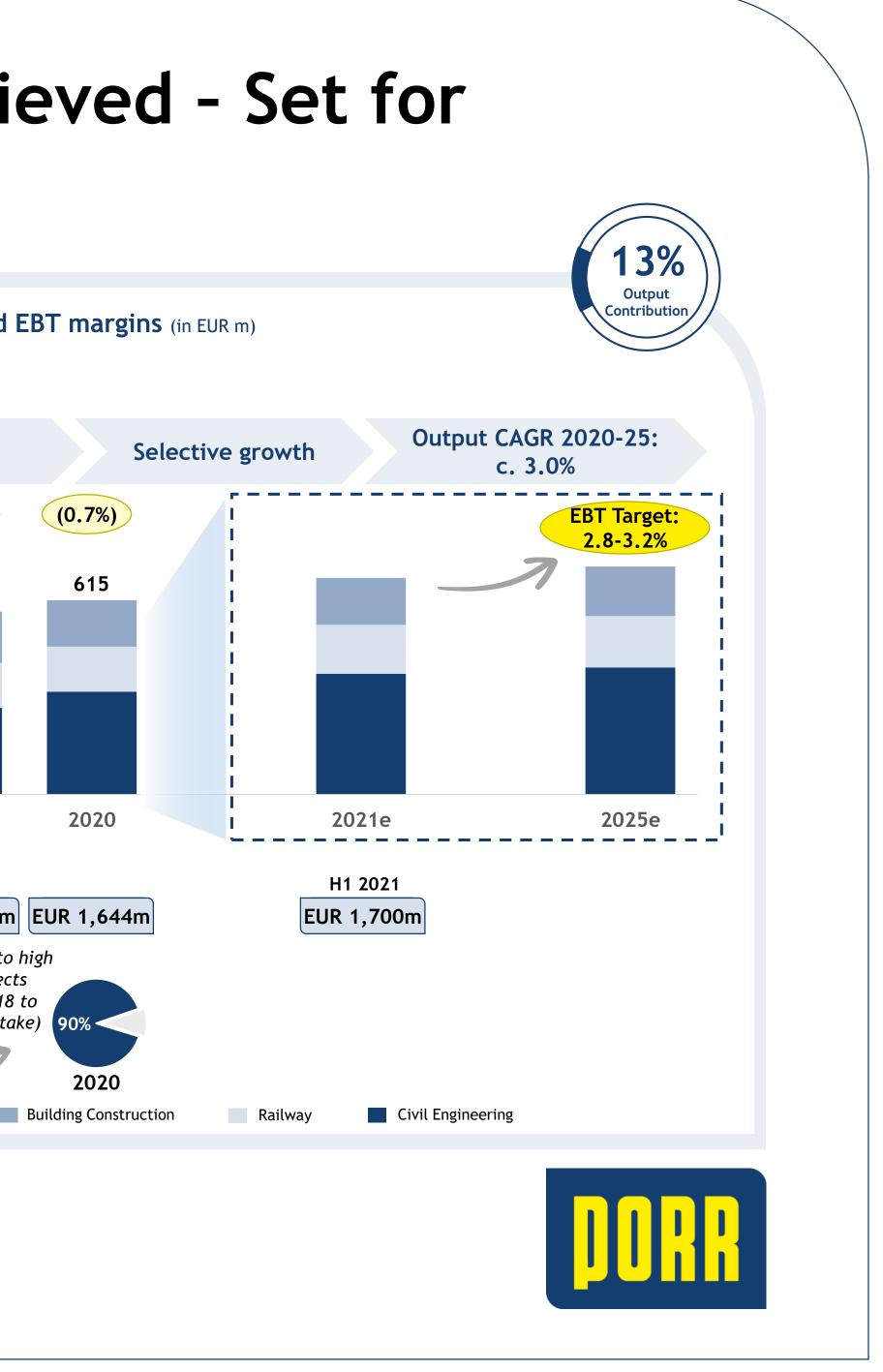
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3 Turnaround in Poland Achieved - Set for **Profitable Growth**



٠



(0.7%)

615

2020

2020

(5.4%)

579

2019

margin projects

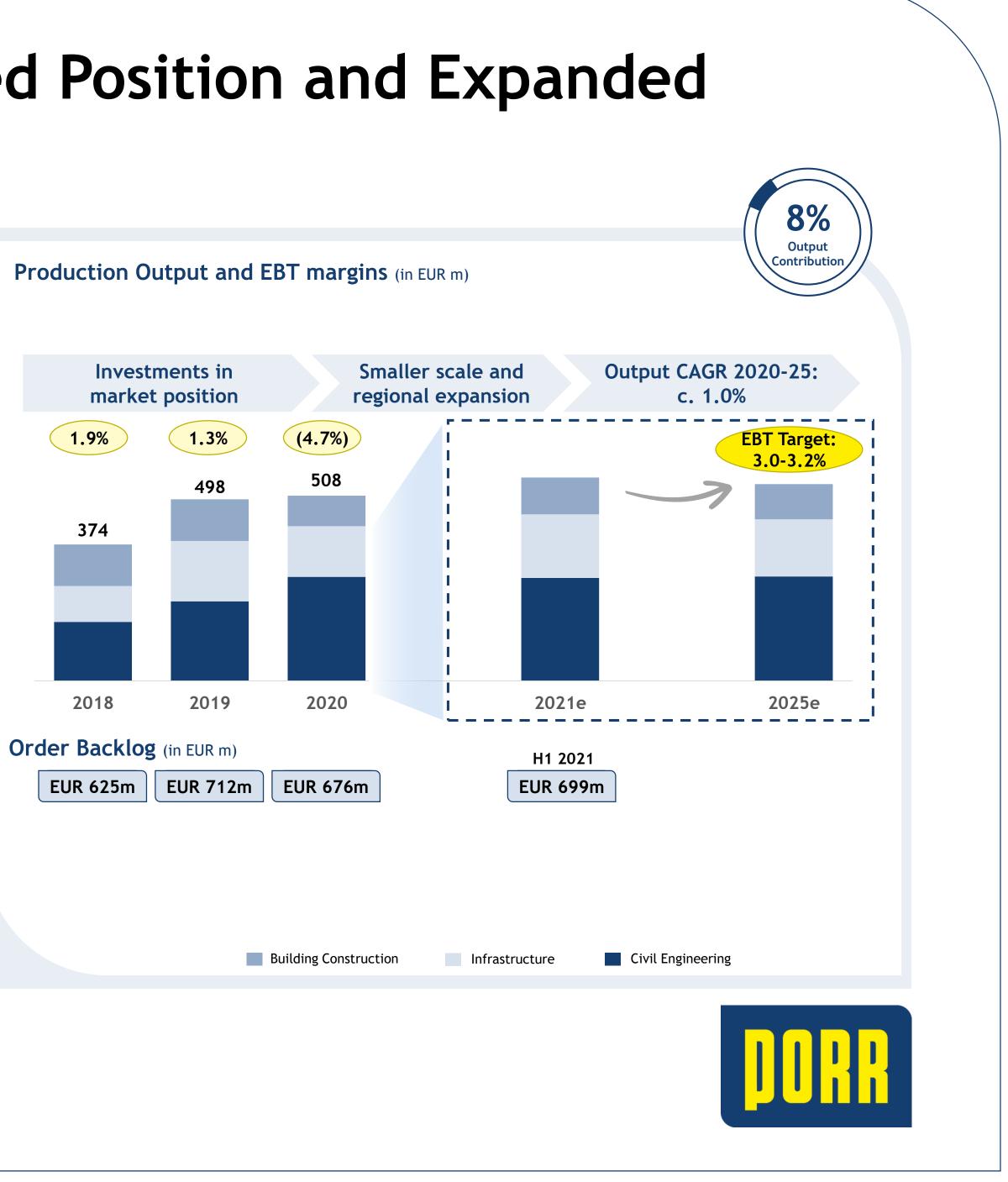
(19% in 2016-18 to

90% in 2020 intake) 90% <

3 CEE: Strengthened Position and Expanded Footprint



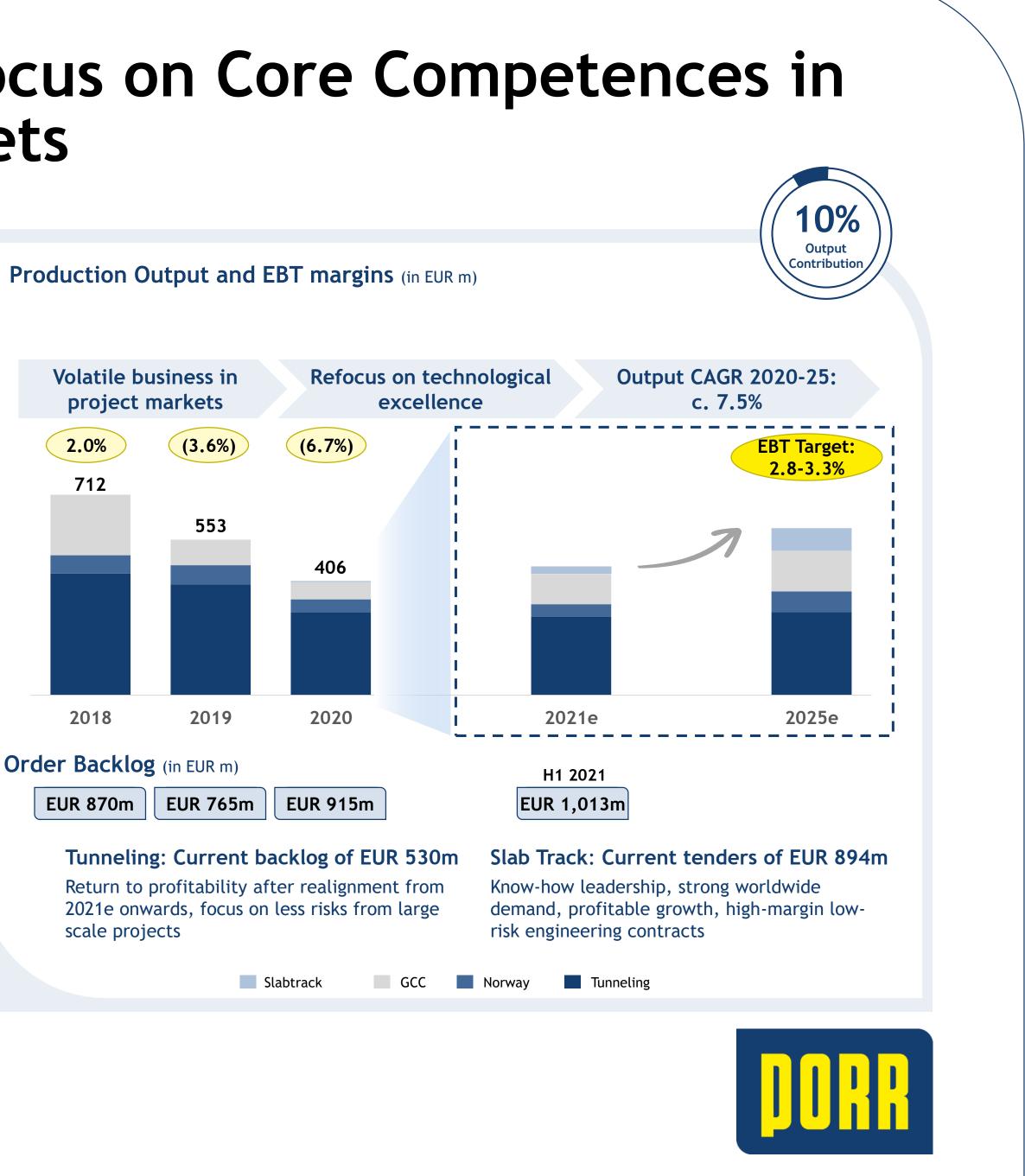
- Large scale projects and • investments in **mixing plants** to build market position
- Return to profit achieved • in HY/21
- Order backlog with high margins making EBT growth path visible
- Future strategy ٠
 - Selective expansion (portfolio and regions) with focus on smaller scale projects
 - Large **governmental** Infrastructure programs



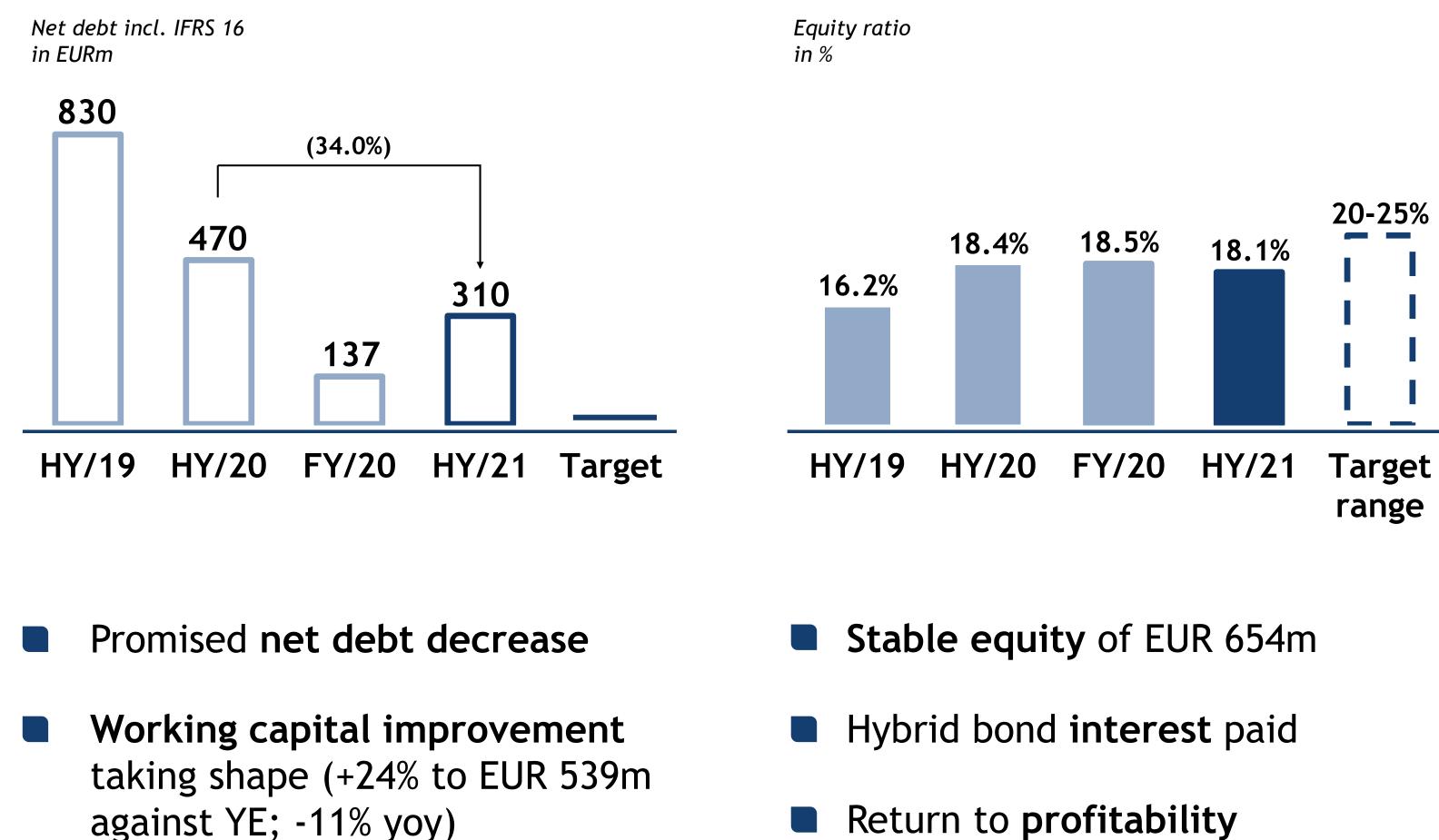
3 Infrastructure: Focus on Core Competences in our Project Markets

Infrastructure

- Refocusing on **core competencies** ٠ based on technological leadership
- Careful project selection with less risk tolerance
- Stable growth and return to profitability from 2022e onwards
- **Future Strategy**
 - International demand in Slab Track offers expansion potential
 - Selective growth in Project Markets with strict risk management



4 Balance Sheet Strength With Clear Commitment







Growth digestion

2020

Corona reset

Growth digestion

Acceleration of PORR 2025 **Re-alignment**

2021

Green and Lean a strategy evolution

- Output: EUR 5.3-5.5 bn EBT margin: 1.3-1.5%
- Ongoing settlement with anti-trust authority affecting FY outcome

Game changer

2025

- Creating value through sustainability
- Sustainable earnings level of ~ 3%
 - Reliability with quality projects and size





Why PORR

Top tier in European construction

- Market leader in Austria
- Seven stable and growing home markets in Europe
- High investment backlog as well as mega trends support ongoing demand in construction sector

Focus on operational excellence

- Enhancing value and focus on profitability
- Reinforcement through transformation programme PORR 2025
- Expand technological leadership

150 years: core competency construction

- Strong order book
- Integrated approach one-stop-shop
- One of the few full-service providers for complex infrastructure

The capital market matters

- Stable, long-term oriented core shareholder
- Continuity in the payout ratio (30-50%) post-pandemic
 - Strong focus on ESG and sustainability

Focus on Seven High Potential Home Markets

Market	Potential		PORR-specific
Austria	Strong	•	Stable, high capacity utilisation, leadir
Germany	Strong	•	High demand, realignment in structura
Switzerland	Strong	•	Stable demand in building construction pressure
Poland	Strong		High demand, building construction pro
Czech Republic/ Slovakia	Strong		Stable demand, expansion of permane
Romania	Strong	•	High demand in building construction a permanent business
Norway	Strong	•	Selective project acquisition in infrastr
Qatar/UAE	Neutral	•	Selective, reduced project volumes, st

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

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ing market position

al engineering

on and civil engineering, margin

rojects delayed

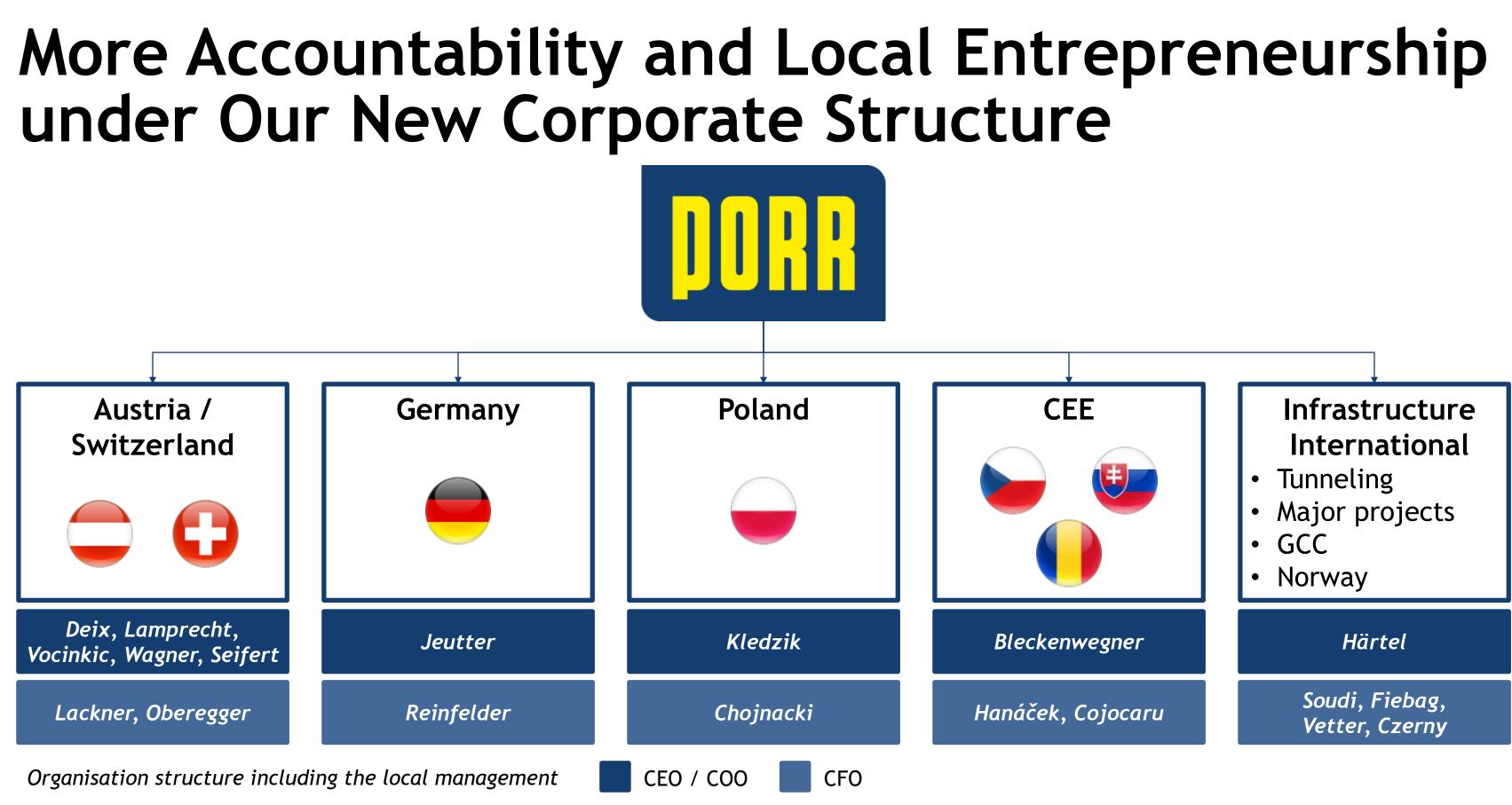
ent business

and civil engineering, expansion of

tructure sector

table demand





Direct accountability of country heads

Simplifying hierarchy structure and streamlining business processes

Sources of inadequate performance can be easily identified



LEAN - Focus on Customers and Value

LEAN Design

- Project management system
- **Communication** of planning teams
- Process mapping
- **Reduction of delays** in information flow
- "Big Room" streamlines planning and optimises interfaces

Planning phase

LEAN Construction

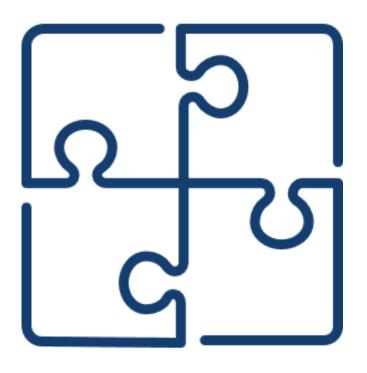
- Coordination
- Every team and every trade is integrated from the outset
- Construction schedules and work group synchronisations
- Workshops and coaching sessions
- Project support

Implementation phase





LEAN Project Delivery



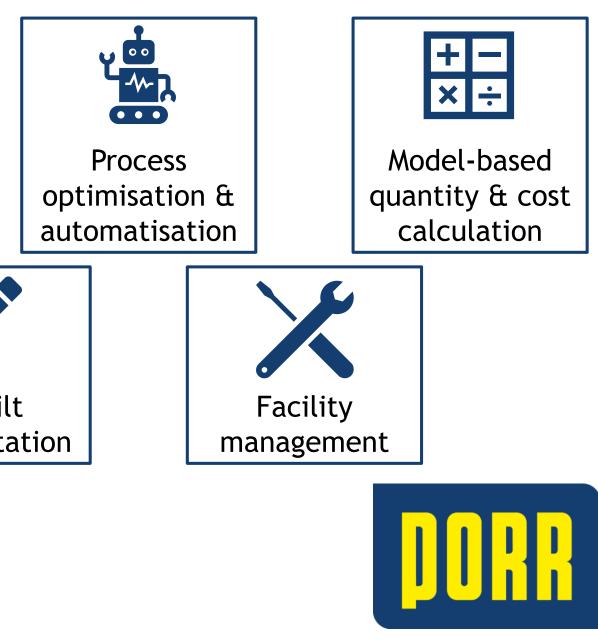
- Engaging all designers: clients, partners, professionals
- Continuous elimination of waste
- Time and resource **optimisation**
- "Last Planner® system"

\rightarrow Focus on the essentials



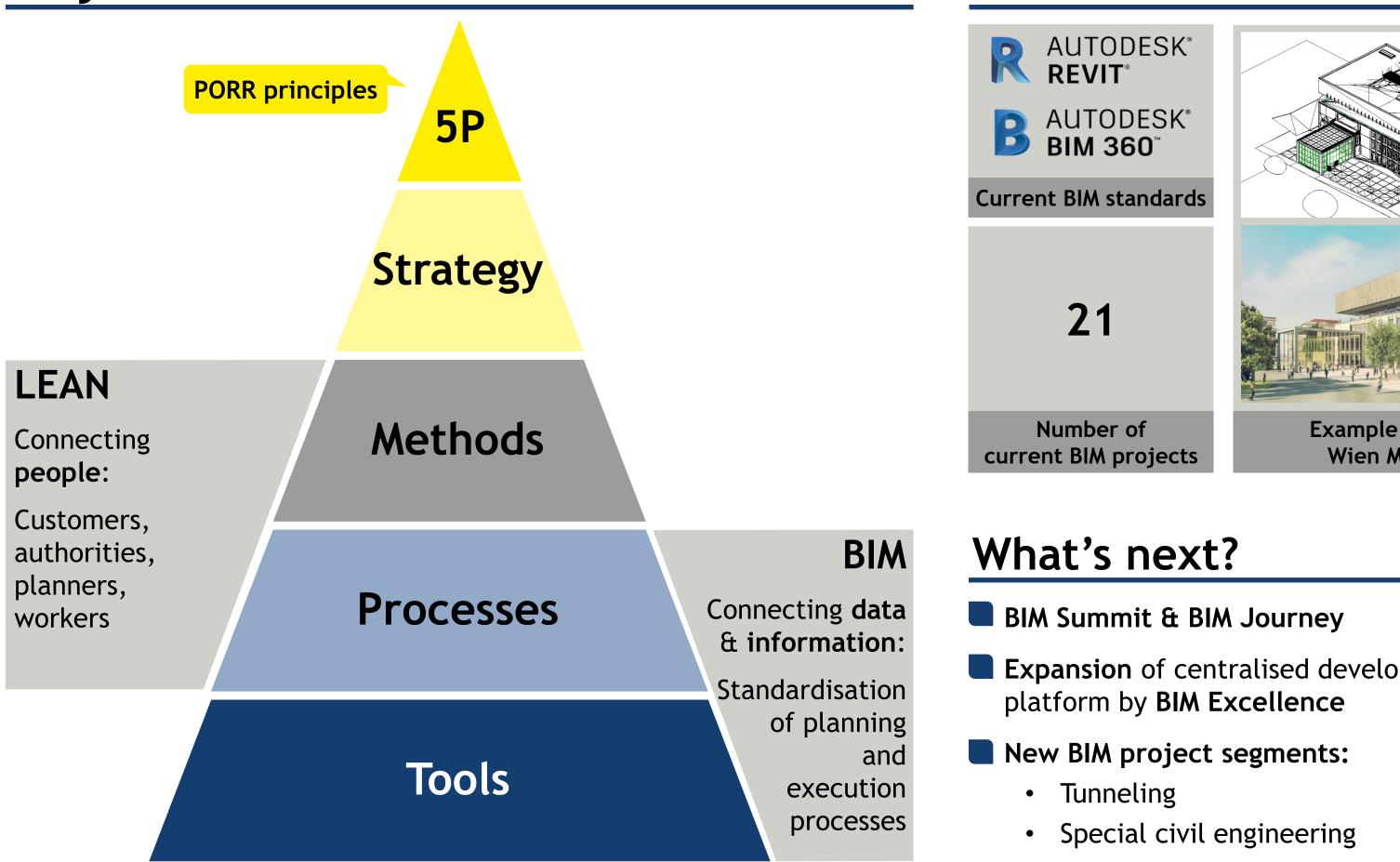
The New Normal - Building Information Modeling

ingredients	Team	Collaboration Communication Responsibilities Identification Training Culture			Proce	sses	Planning Calculatic Construct Quantity of Site logist Coordinat	ion sched calculatio ics	on	
Basic i	Technology	Data manageme Data formats Data sharing Software Hardware	ent		Standa	ards	BIM stand Project gu Manageme	uidelines		
nt outcome	Figure 1 and a second state of the second stat	Construction process simulations		ollision c & mod inspect	del	opti	Process misation & matisation		Mode quanti calc	× el it
Efficient	Visualis		Machine steering		As-b docume			Facility	nt	



LEAN & BIM as Parts of PORR's Mindset





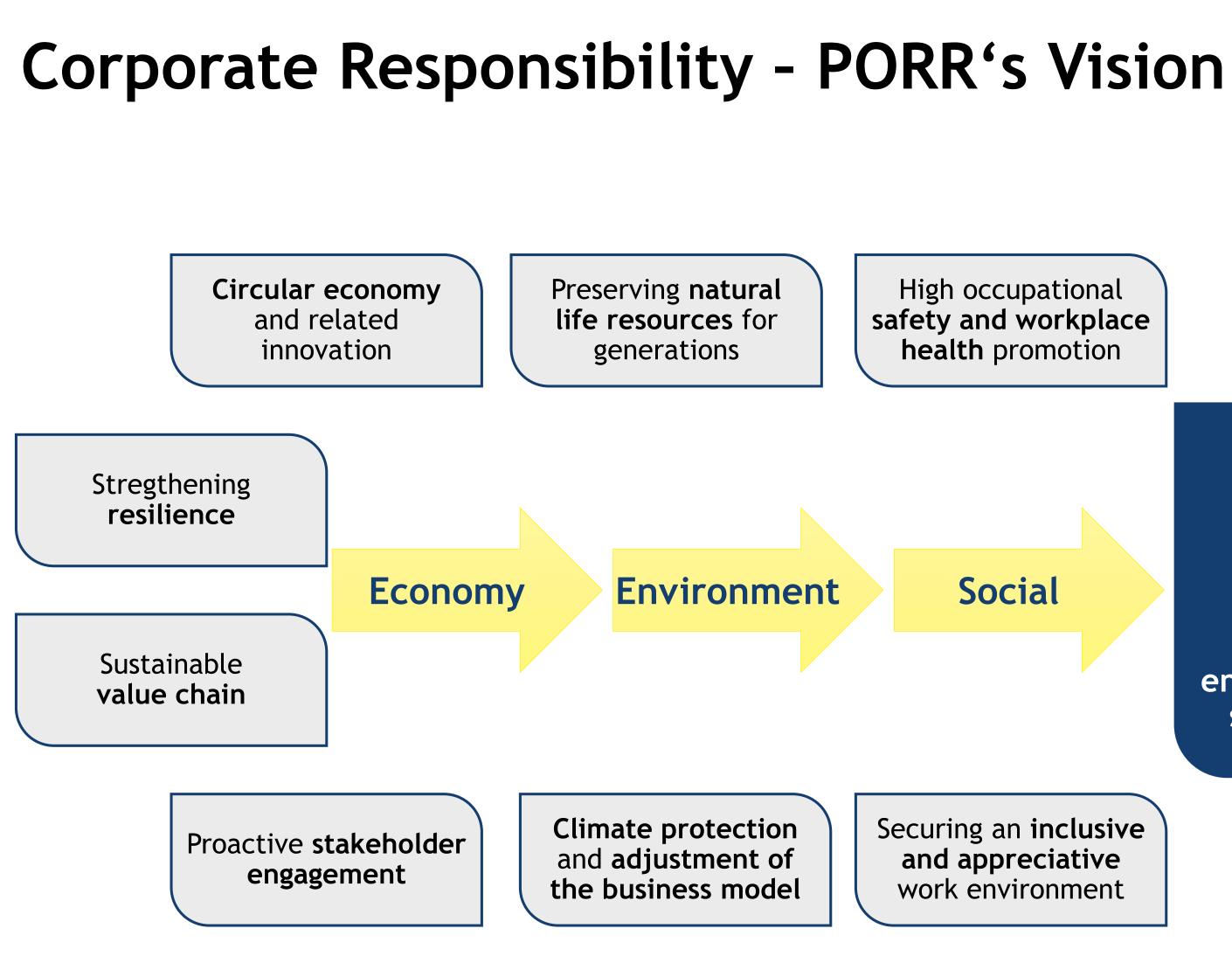
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What now?

Example project: Wien Museum

- **Expansion** of centralised development





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High occupational safety and workplace health promotion

Social

Sustainable economic success

through

Socially and environmentally sound action

Securing an **inclusive** and appreciative work environment



Top Awarded in Corporate Responsibility

Economy

MSCI ESG Rating AA-Rating above industry average



EcoVadis

Gold among best 5% in construction



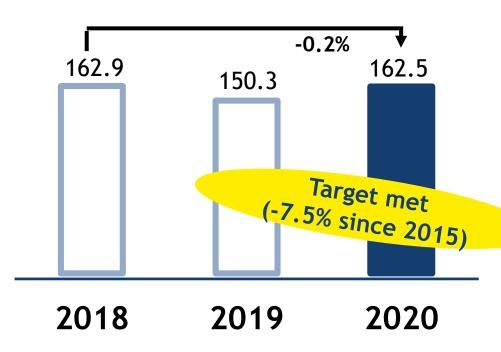
Environment

ISO 50001:2018 for Austrian PORR locations



Specific GHG emissions

In thousand tons CO₂



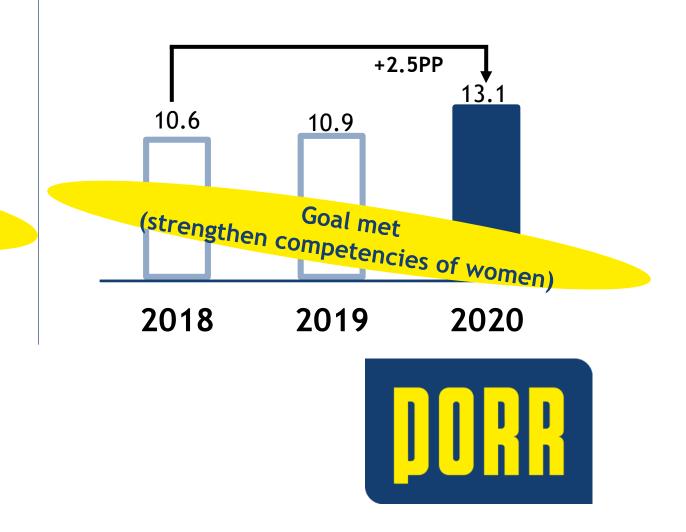
Social

Workplace Health Promotion



Women in management

In %



Focus on Sustainability - Priority #1

Economy

- SAP MM & ARIBA, ISHAP
- Energy database, supplier evaluation system, local purchasing
- Compliance, anti-bribery, antitrust, competition law
- Resource efficiency
- Sustainability ratings •

Environment

- ISO 50001:2018 Energy management
- Climate strategy
- Contaminated fractions
- Reuse and recycle
- Risk analysis

2030

2025

- Automating construction processes, documentation and records
- Increasing public sustainability • engagement

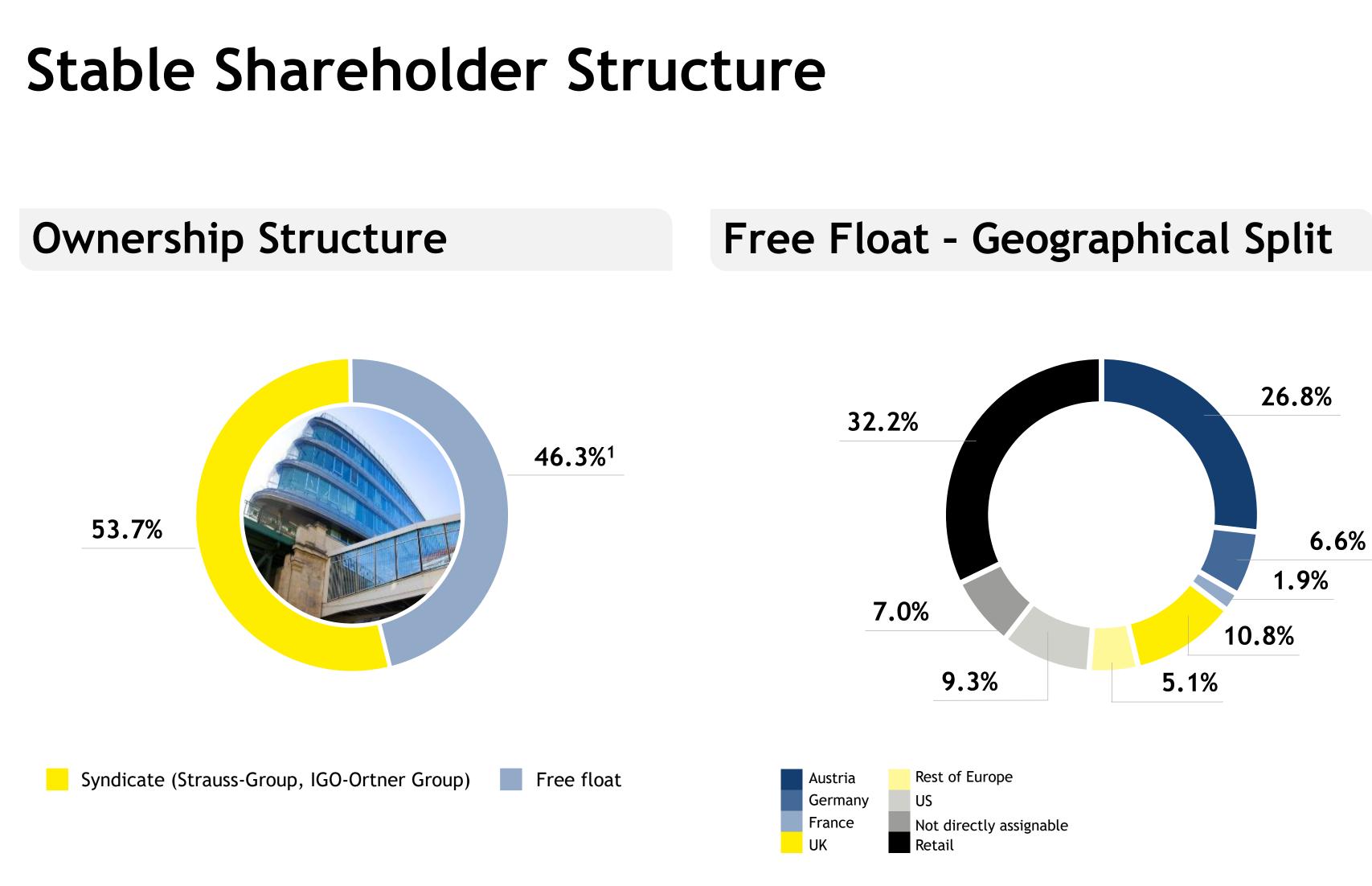
Bold bullet points are ranked as priority 1.

- Decarbonise construction processes by 21% versus 2014
- Intensifying cooperation with activists

Social

- Workplace health promotion
- 'Vision Zero', accident frequency < 10
- Further education offensive, Group-wide apprentice management
- Age & generation management, increasing the percentage of women



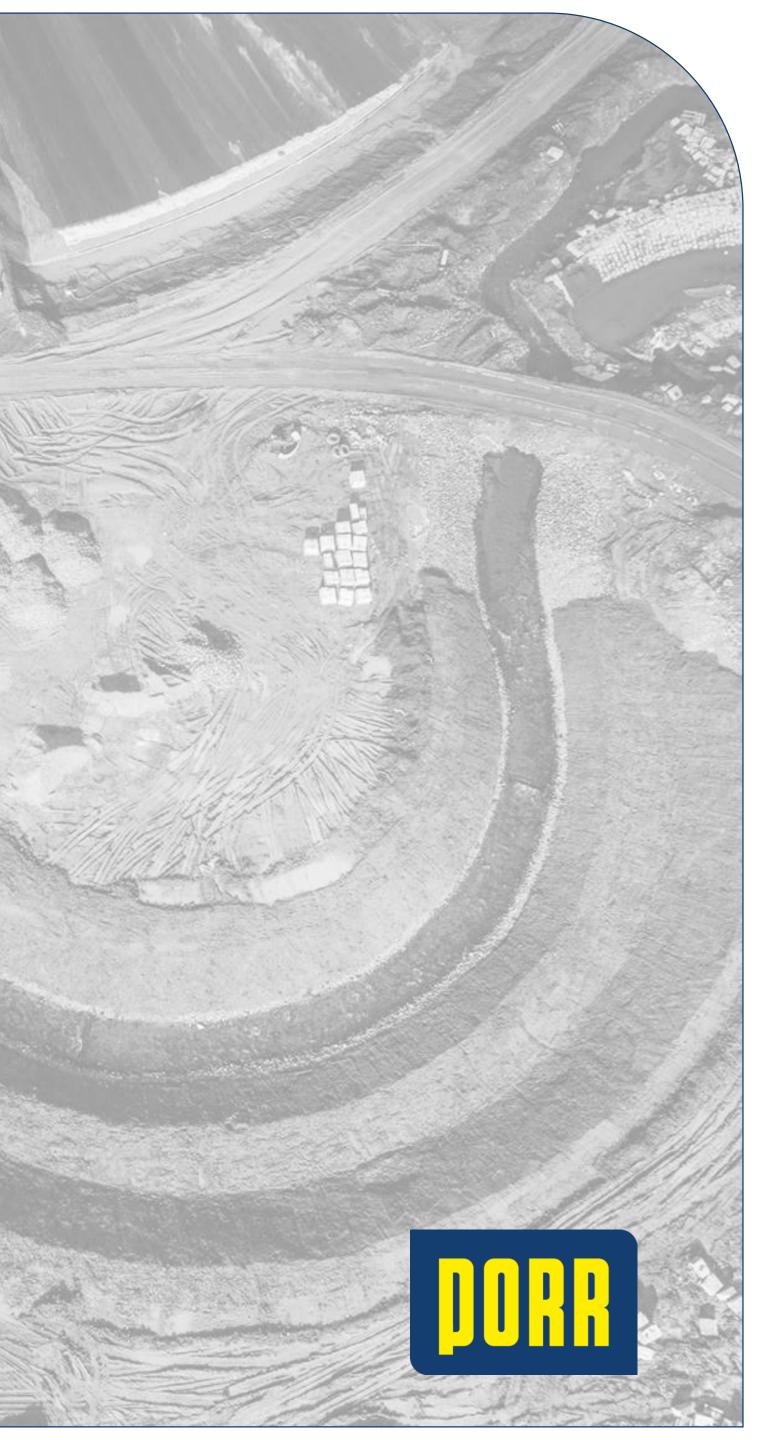


¹ of which 5.85% Heitkamp Construction GmbH, 3.91% Wellington Management Group LLP and 3.31% PORR Management and PORR AG (treasury shares)

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Financial Performance



Key Financials

2,496.1	9.8%	2,273.1
2,288.3	10.5%	2,071.2
11.5	< (100.0%)	(26.6)
8.6	< (100.0%)	(22.7)
30.06.2021	Δ	31.12.2020
3,619.8	3.1%	3,509.5
654.1	0.5%	650.5
18.1%	(0.4PP)	18.5%
310.1	98.1%	136.7
30.06.2021	% Δ	30.06.2020
29,095,000	-	29,095,000
465.5	8.7%	428.2
	11.5 8.6 30.06.2021 3,619.8 654.1 18.1% 310.1 30.06.2021 29,095,000	11.5 < (100.0%)



Consolidated Income Statement

EUR m ¹	HY 2021	HY 2020	% HY 21/20	2020
Production output ²	2,496.1	2,273.1	9.8%	5,185.3
Revenue	2,288.3	2,071.2	10.5%	4,651.8
Share of profit/loss of companies accounted for under the equity method	27.6	10.6	> 100.0%	34.0
Cost of materials and other related production services ³	(1,461.1)	(1,340.1)	9.0%	(3,117.5)
Staff expense	(621.4)	(570.0)	9.0%	(1,210.1)
Other operating result ⁴	(119.4)	(105.9)	12.7%	(226.8)
EBITDA	114.0	65.8	73.3%	131.4
- in % of Production output	4.6%	2. <i>9</i> %	1.7PP	2.5%
Depreciation, amortisation & impairment	(92.8)	(82.8)	12.2%	(168.6)
EBIT	21.2	(16.9)	< (100.0%)	(37.2)
- in % of Production output	0.8%	(0.7%)	1.6PP	(0.7%)
EBT	11.5	(26.6)	< (100.0%)	(51.0)
- in % of Production output	0.5%	(1.2%)	1.6PP	(1.0%)
Profit for the period	8.6	(22.7)	< (100.0%)	(42.4)

¹ Rounding differences may appear

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

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

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Key Ratios

EUR m ¹	HY 2021	HY 2020	Δ HY 21/20	2020
Production output ²	2,496.1	2,273.1	9.8%	5,185.3
Revenue	2,288.3	2,071.2	10.5%	4,651.8
Ratio of profit/loss of companies (at equity)	1.1%	0.5%	0.6PP	0.7%
Material cost ratio ³	(58.5%)	(59.0%)	0.4PP	(60.1%)
Personnel cost ratio	(24.9%)	(25.1%)	0.2PP	(23.3%)
Others ⁴	(4.7PP)	(4.7%)	(0.0PP)	(4.4%)
EBITDA	114.0	65.8	73.3%	131.4
- in % of Production output	4.6%	2.9%	1.7PP	2.5%
Depreciation, amortisation & impairment	(3.7%)	(3.6%)	(0.1PP)	(3.3%)
EBIT	21.2	(16.9)	< (100.0%)	(37.2)
- in % of Production output	0.8%	(0.7%)	1.6PP	(0.7%)
EBT	11.5	(26.6)	< (100.0%)	(51.0)
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Balance Sheet Key Figures

EUR m		30.06.2021	31.12.2020	30.06.2020
	Non-current assets	1,312.9	1,283.8	1,385.6
Assets	Current assets	2,306.9	2,225.6	2,306.7
	Total assets	3,619.8	3,509.5	3,692.3
es es	Equity ¹	654.1	650.5	679.8
iabilities	Non-current liabilites	787.6	819.3	971.8
Equity & li	Current liabilities	2,178.1	2,039.6	2,040.7
Equi	Total equity and liabilities	3,619.8	3,509.5	3,692.3
	Net debt ²	310.1	136.7	469.9
Ratios:	Equity ratio	18.1%	18.5%	18.4%
(investment ce	lus financial liabilities less cash and cash equiv	valents and securities classified	as current assets	

Balance Sheet Assets

EUR m		30.06.2021	31.12.2020	%Δ '21	30.06.2020
	Intangible assets	154.0	147.9	4.1%	149.4
	Property, plant and equipment	953.1	926.8	2.8%	931.1
assets	Investment property	29.4	31.4	(6.2%)	60.2
	Shareholdings in comp. acc. for under the equity meth.	88.4	92.2	(4.2%)	83.2
rent	Loans	33.2	31.8	4.4%	81.2
-cur	Other financial assets	36.3	36.1	0.7%	35.8
-uoN	Other non-current financial assets	8.5	9.1	(6.4%)	22.8
-	Deferred tax assets	9.9	8.5	15 .9 %	21.8
	Total non-current assets	1,312.9	1,283.8	2.3%	1,385.6
	Inventories	87.2	74.8	16.7%	90.1
S	Trade receivables	1,543.4	1,333.3	15.8%	1,605.8
assets	Other financial assets	186.6	172.0	8.5%	107.0
	Other receivables and current assets	67.7	48.3	40.2%	54.0
irrent	Cash and cash equivalents	407.0	582.5	(30.1%)	438.0
Cui	Assets held for sale	14.9	14.6	2.1%	11.8
	Total current assets	2,306.9	2,225.6	3.7%	2,306.7

Rounding differences may appear



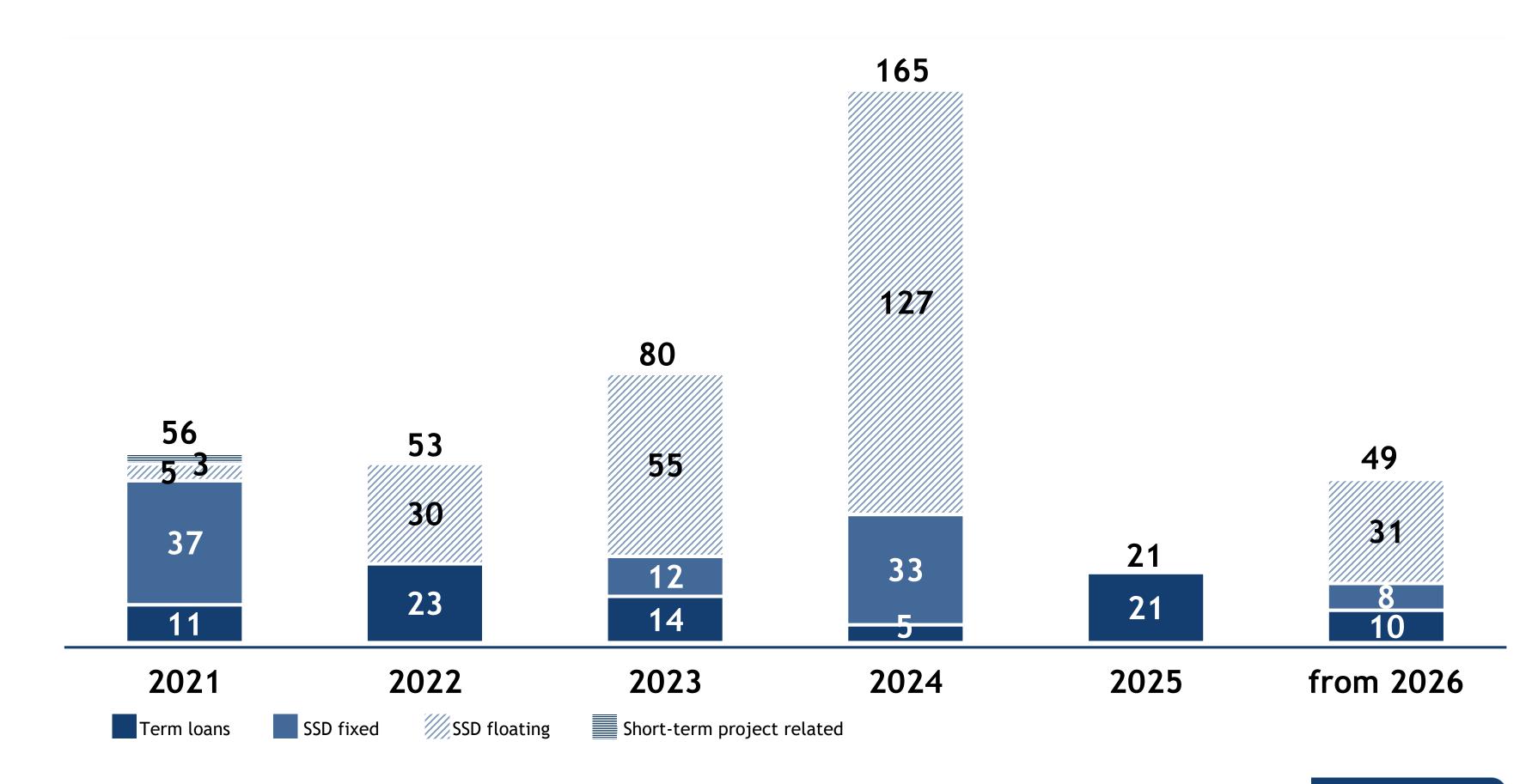
Equity and Liabilities

EUR m		30.06.2021	31.12.2020	%Δ '21	30.06.2020
	Share capital	29.1	29.1	-	29.1
	Capital reserve	251.3	251.3	-	251.3
ity	Profit-participation rights/hybrid capital	318.4	325.9	(2.3%)	318.6
Equity	Other reserves	38.9	29.7	30.8%	67.9
	Non-controlling interest	16.4	14.6	12 .9 %	13.0
	Total equity	654.1	650.5	0.5%	679.8
	Bonds and bonded loans (Schuldscheindarlehen)	336.7	336.6	0.0%	375.5
	Provisions	365.5	366.8	(0.4%)	333.9
S	Financial liabilities	420.5	422.7	(0.5%)	532.4
	Trade payables	1,091.5	973.1	12.2%	1,091.0
Liabilitie	Other financial liabilities	44.0	49.9	(11.8%)	33.6
Ë	Other liabilities	654.4	655.9	(0.2%)	554.2
	Tax payables	53.3	53.9	(1.1%)	75.2
	Total liabilities	2,965.7	2,858.9	3.7%	3, 012.5

Rounding differences may appear



Maturity Profile of PORR's Financial Liabilities as of 30.06.2021

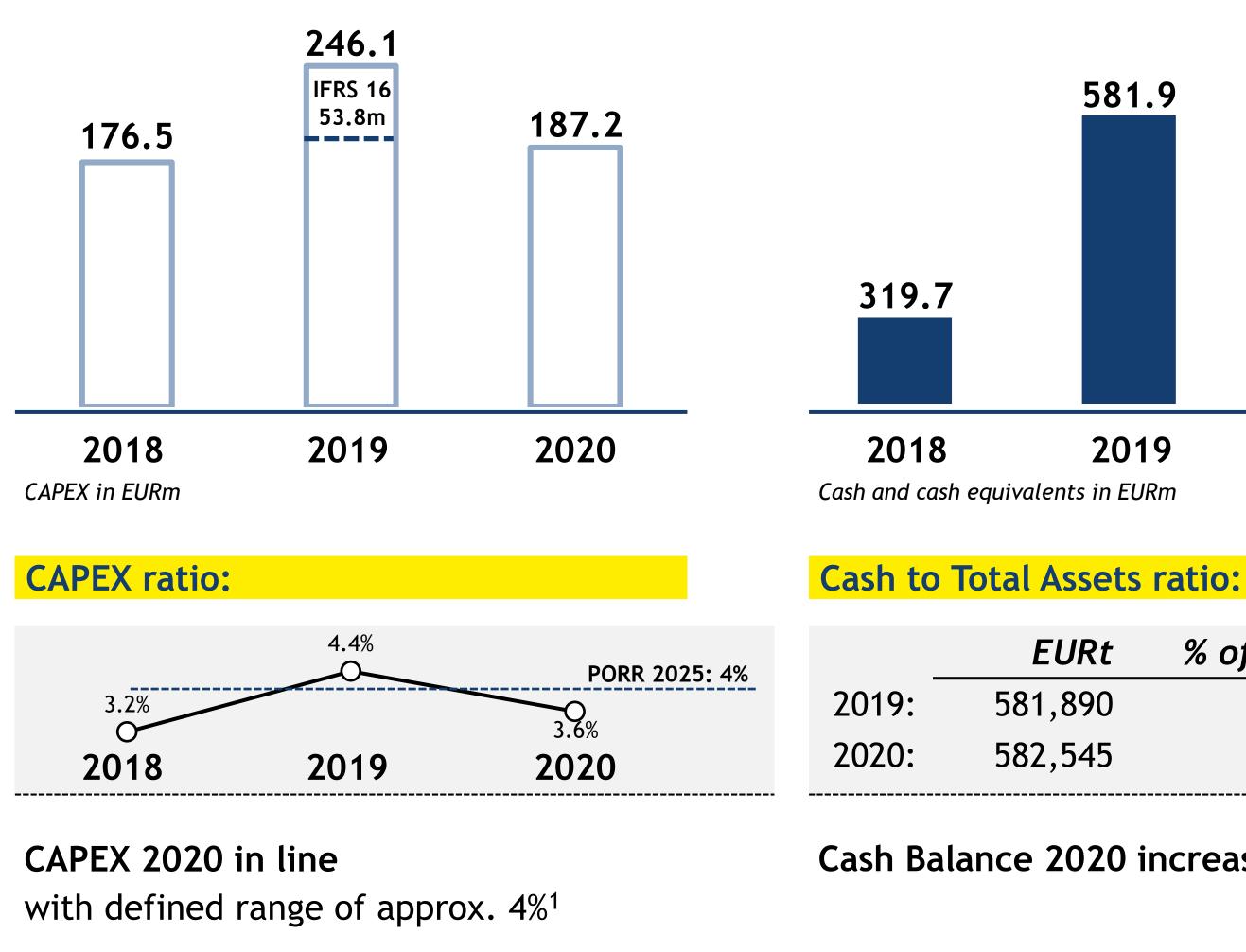


Comments: Chart excludes leasing liabilities and FX-hedge-liabilities. Figures are in EUR m. Rounding differences may appear.

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¹ After IFRS 16

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582.5 581.9 2019 2020 EURt % of Assets 15.9% 581,890

- +72bps 582,545 16.6%
- Cash Balance 2020 increased



Top Order Intakes 2020/2021

- Siemens Zeleni High-Energy Photonics, Forchheim/ DE/165.5m
- Poland Lithuania gas pipeline/PL/54.5m
- App. Bldg. Nordbahnhof BF 8b, Vienna/AT/48.5m
- DCO Duisburg Central Office/DE/27.1m
- App. Bldg. York Quartier C, Los 3, Münster/DE/ 23.7m

- 95.1m
- Kaprun/AT/71.5m

Q3 20



- High Speed 2, London Birmingham -**Crewe**/UK/287.6m
- LK131 Railroad Chorzów Nakło/PL/248.9m
- Hybrid Bldg. BMW Portal West, Munich/DE/97.5m
- Railway Comana Vidra/RO/96.9m
- BMW Industry Bldg. E, Munich/DE/77.5m

App. Bldg. Gastgebgasse BPL 3, Vienna/AT/64.1m

- DE/52.0m

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• ARGE U2 lot 17-21 subway, Vienna/AT/240.1m

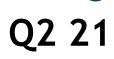
• S19 expressway Kuźnica - Sokółka Północ/PL/

• App. Bldg. Schützengarten Dresden/DE/84.8m

• ARGE Pumped storage power plant Limberg III,

• App. Bldg. Bella Vista, Neuchâtel/CH/68.9m

Q1 21



• App. Bldg. FLT Fischereihafen Travemünde/

• App. Bldg. Ferdinand's Garden, Berlin/DE/48.9m

• Railway equipment GU2, Koralmtunnel/AT/39.7m

• App. Bldg. Wiegelestraße 51-53, Vienna/AT/38.3m



Institution	Analysts	Price Target	Recommendation	Last Update
Warburg Research	Jonas Blum	23.0	Buy	22.07.2021
Raiffeisen Bank International	Markus Remis	17.5	Hold	14.06.2021
FMR Research	Felix Lutz Mariya Lazarova	19.5	Buy	01.06.2021
ERSTE Group	Daniel Lion	14.1	Hold	28.05.2021
SRC Research	Stefan Scharff Christopher Mehl	19.0	Hold	26.05.2021
Kepler Cheuvreux	Torsten Sauter	16.0	Hold	26.05.2021



IR Information for PORR AG

Share Information	Financial C	
Share price ¹ Market capitalisation	EUR 15.92 FUR 463.2m	28 October 20
Official market	Vienna Stock Exchange Prime Market	29 November
Number of shares outstanding	29,095,000	
Ticker symbol	POS VI	
ISIN	AT0000609607	

IR Contact

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¹ Share and market cap data as of 25 August, 2021

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Acknowledgements

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Calendar

- 021: Interest payment PORR Corporate Bond 2014/2
- 2021: Publication Q1-3 Results 2021

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