

150
YEARS

Half Year Results 2019

building . master . pieces .

Investor Presentation
29 August 2019



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Starting Point: Unique Historical Situation

Highest order book ever

- + High utilisation
- Mixed margins from the past

Ideal timing to step back and re-think

- + Market opportunities
- Market risks

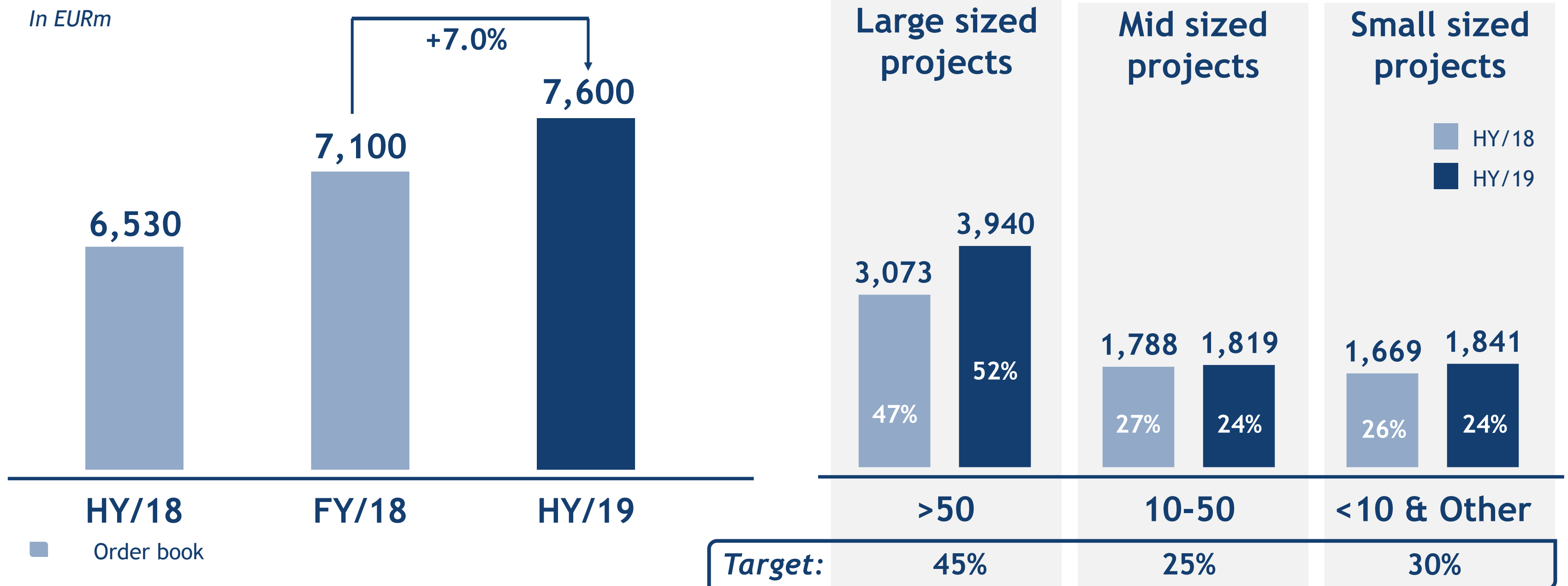
Selective bidding opportunity

- + Improve margins over time
- Opportunistic market growth

Change traditional behaviors

- + Unchartered territory for new digital approaches
- No gain without pain

All-Time High Order Book: Full Capacity Utilisation



- Recent wins and backlog growth provide long-term trajectory of revenues for years
- Quality order book - new orders reflect the current price situation
- Disciplined bidding - better assessment of risk and opportunities



Market Environment with Increasing Diversity

Market	Potential		PORR Specific
Austria	Strong	●	High capacity utilisation, strong market position
Germany	Strong	●	Capacity shortages, turnaround confirmed
Switzerland	Strong	●	Stable demand
Poland	Strong	●	High demand, capacity shortages, margin pressure
Czech Republic/Slovakia	Neutral	●	Expansion of permanent business, price increases
Romania	Strong	●	High demand, strong project market into home market
Qatar/UAE	Neutral	●	Reduced project volume and risk
UK	Weak	●	Insecurity Brexit, market exit
Norway	Neutral	●	Potential in infrastructure, demanding market

This table shows the current demand on the PORR markets.

Market Challenges 2019

- Demand for construction has never been so strong
- Limited or no sub-contractor capacities (internal and external labor shortage)
- Material and labor costs at peak
- Only gradual easing over time



PORR 2025

Overriding Goal: PORR 2025

2019 Priorities

- 1 Organisation review
- 2 Market review
- 3 Operations review
- 4 Digital opportunity



PORR 2025

- 1 Consolidation of growth
- 2 New levels of operational excellence
- 3 Structural improvement of profitability

1 Leaner Organisational Structure - Greater Efficiency

We have done ...

1. Reduced business units
4 BUs became 3

2. New leadership model

3. New culture

We have addressed ...

- Bundling responsibilities
- Focus on core activities
- Increased focus on cost control and risk management

- Strong headquarter, strengthen governance
- Reduction of layers enables fast decision making
- Process improvements to reduce indirect costs

- Best place to work
- Attract best people
- Become digital

2 Redefining Markets

- **Czech Republic & Slovakia**
become one home market

- **High potential Romania**
turns into home market

- **UK**
exit - no future value added

- **Qatar**
reduced risk and volume, final negotiations of projects handed over

- **Poland**
at a good way forward, more balanced project portfolio

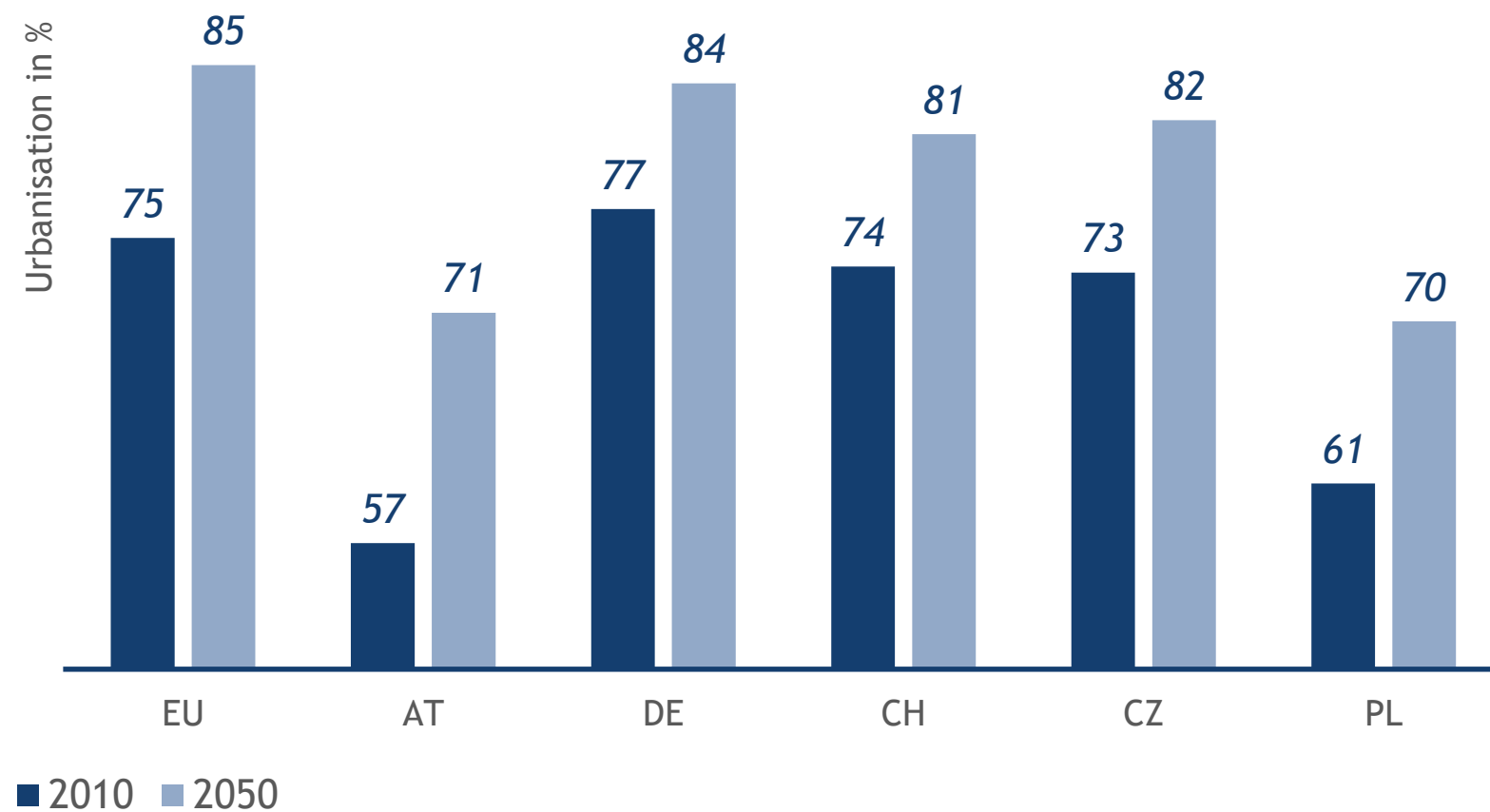
- **Norway**
under review

3 High Growth Requires Operational Review

- **Review non-core construction activities**
- **Execute cost savings**
quick wins, optimizing procurement
- **Simplify and optimize process landscape**
- **Establish key digital topics**
focus and prioritize on construction
- **Intelligent portfolio mix**
redefine share between infrastructure and area business
- **Steering risks**
focus on cost control, risk and contract management

4 Demand Requires Digital Solutions

Increasing urbanisation



BIM as a competitive advantage

Digitising European Industry

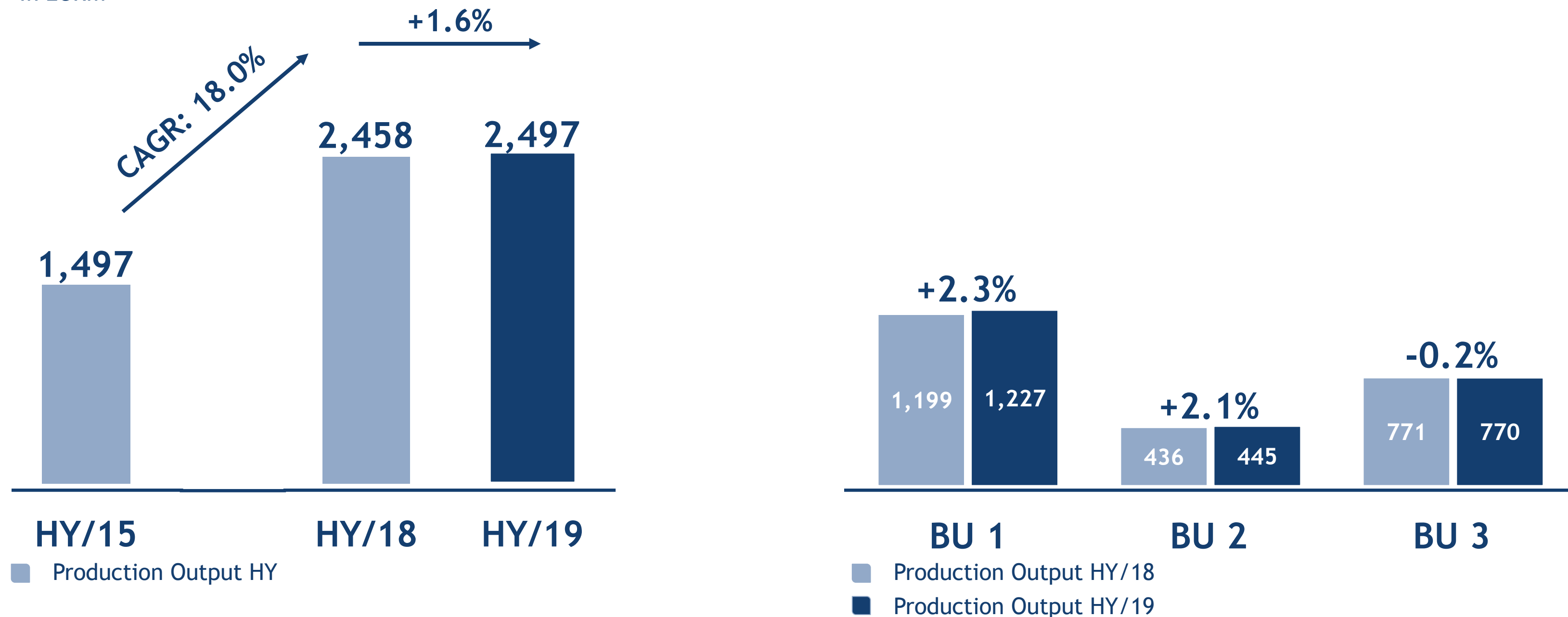


- Strong infrastructure ensures economic growth
- Growing cities need better infrastructure and homes
- BIM standards to come: **PORR** invests intensely into resources

Sources: United Nations Population Division; AT: Austrian Economic Chambers (WKO), DE: Federal Ministry of Transport and Digital Infrastructure, CH: Bauen Digital Schweiz, PL: European Commission, CZ: Ministry of Industry and Trade

Digest Growth - No Push in Production Output

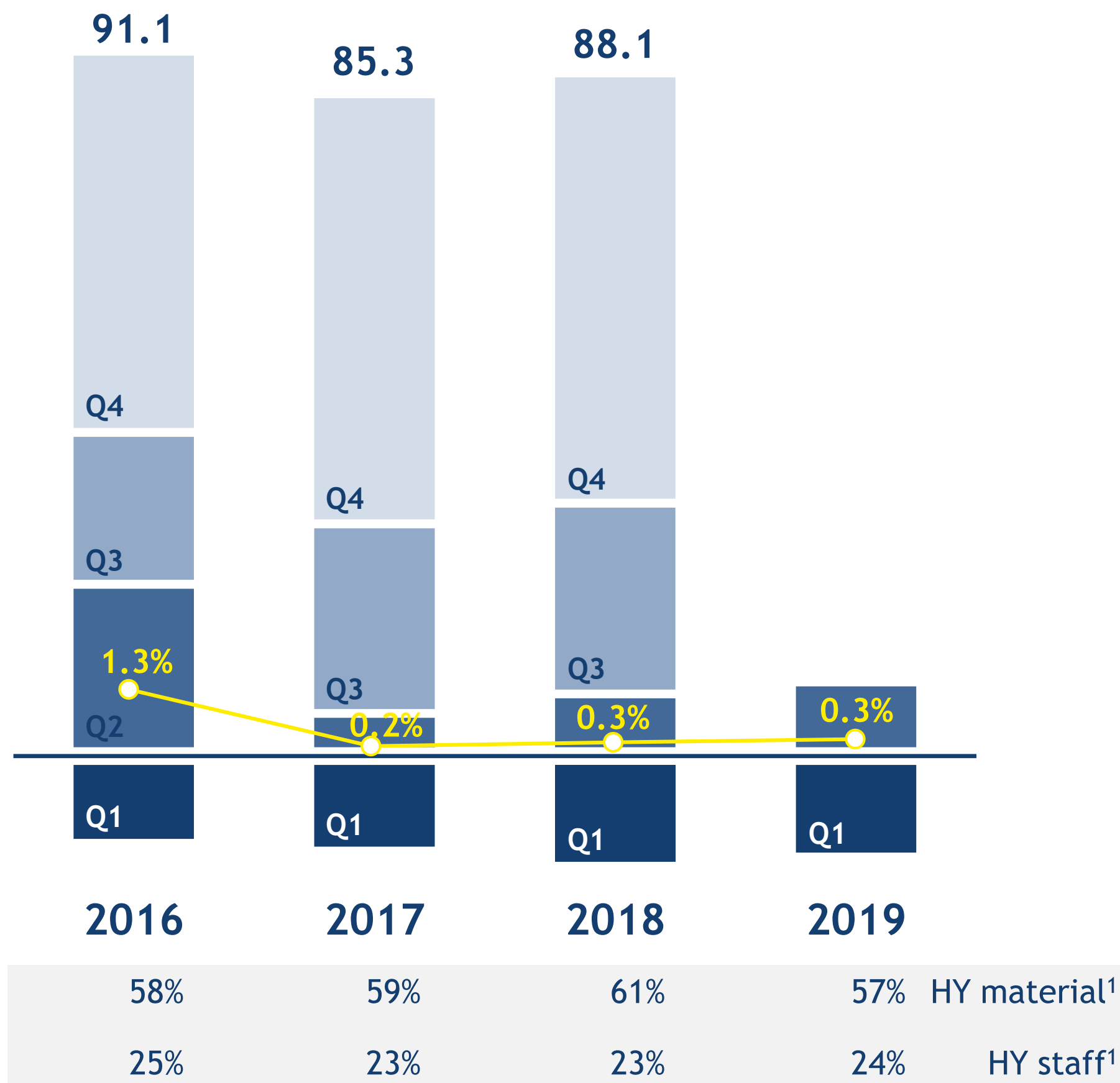
In EURm



- Moderate output growth of 1.6% reflects strategic focus
- Focus on home markets:
 - Stable performance in BU 1 and BU 2
 - De-risking in BU 3 - reduction of large infrastructure projects

H1 EBT Includes Working Off To-Dos

In EURm



- EBT of EUR 8.2m impacted by:
 - Ongoing completion of old projects in Poland: to be digested in 2019
 - Higher IT costs
 - Increased in-house construction visible (material versus purchased services)

- Stable EPS of EUR 0.13

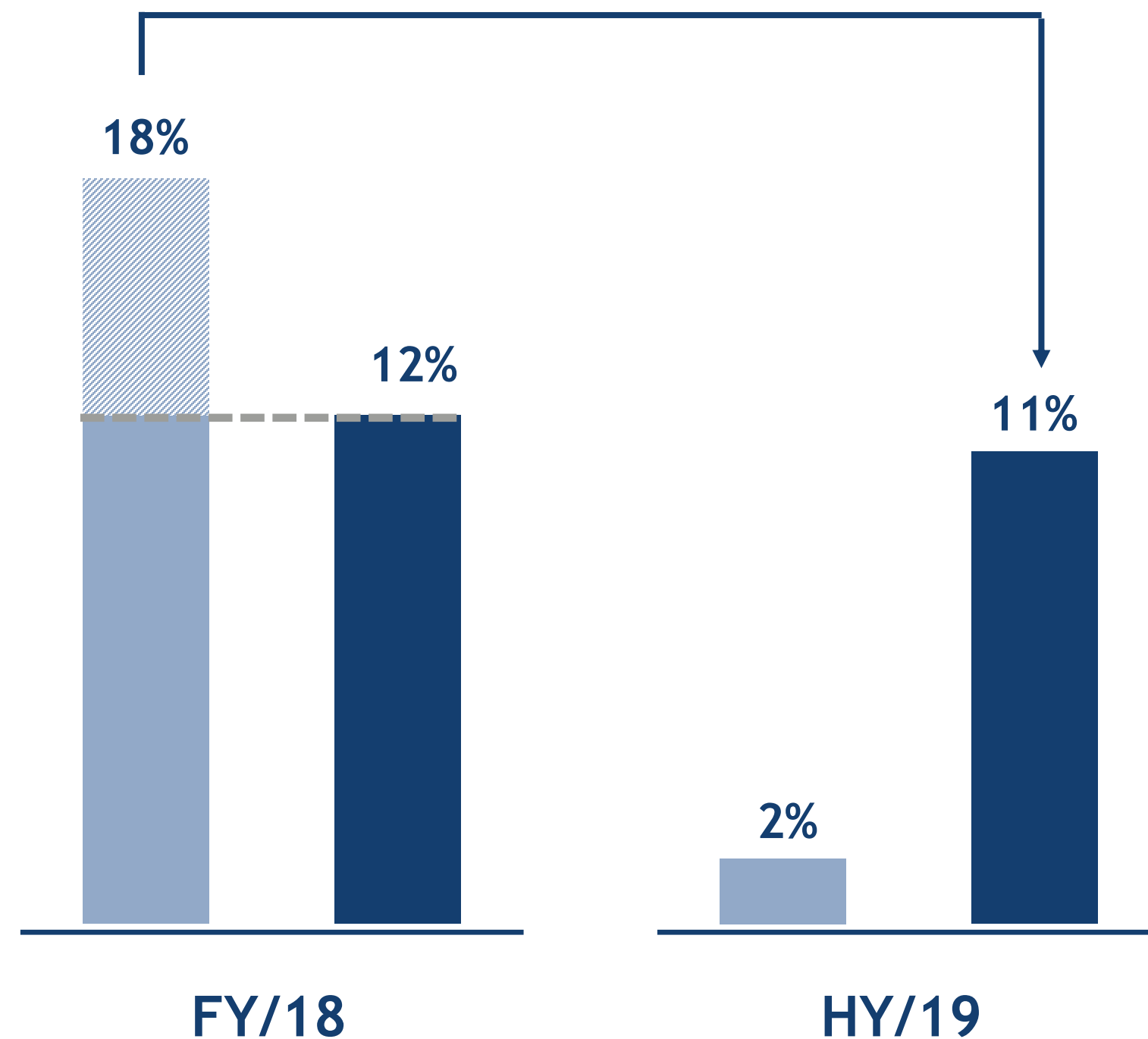
¹ HY 2019 cost ratios as a percentage of production output

² Cost of materials = material + purchased services

—● HY EBT margin in % of production output



Receivables 2019 as Result of Previous Growth

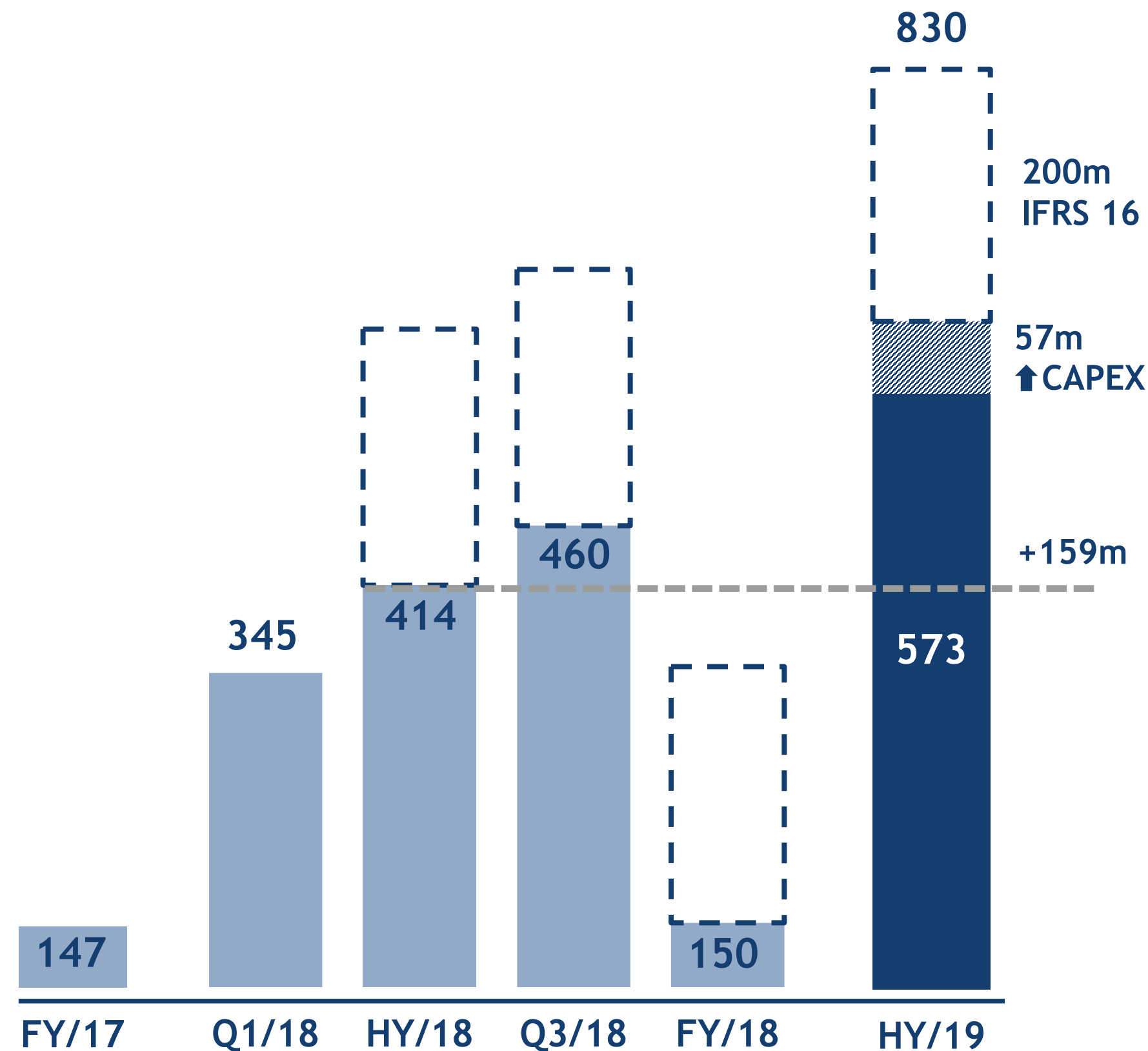


- Strong H2/18 output growth leads as expected to higher receivables in H1/2019
- Overweighing infrastructure projects in the portfolio mix translates into higher share of receivables in the balance sheet

■ Growth of production output
■ Growth of receivables

Accounting and Seasonal Effects on Net Debt

In EURm



Changes from IFRS 16

- Typical seasonal increase over the first quarters of the year
- H1 net debt reflects:
 - Accounting change of IFRS 16 (technical plus of ca. EUR 200m)
 - Increase in investments of EUR 57m
 - Stand-alone delta of net debt amounts to EUR 159m
- Focus on pre-securing subcontractors

Outlook 2019

Demand for construction remains almost unlimited

Moderate growth 2019 intended: Production output > EUR 5.6bn

Focus on earnings quality and de-risking

Processing of high growth takes longer as expected, but allows good market positions and long-term gains

Delayed phase of returns to benefit from historical opportunity

About PORR

Five Home Markets - One Focus

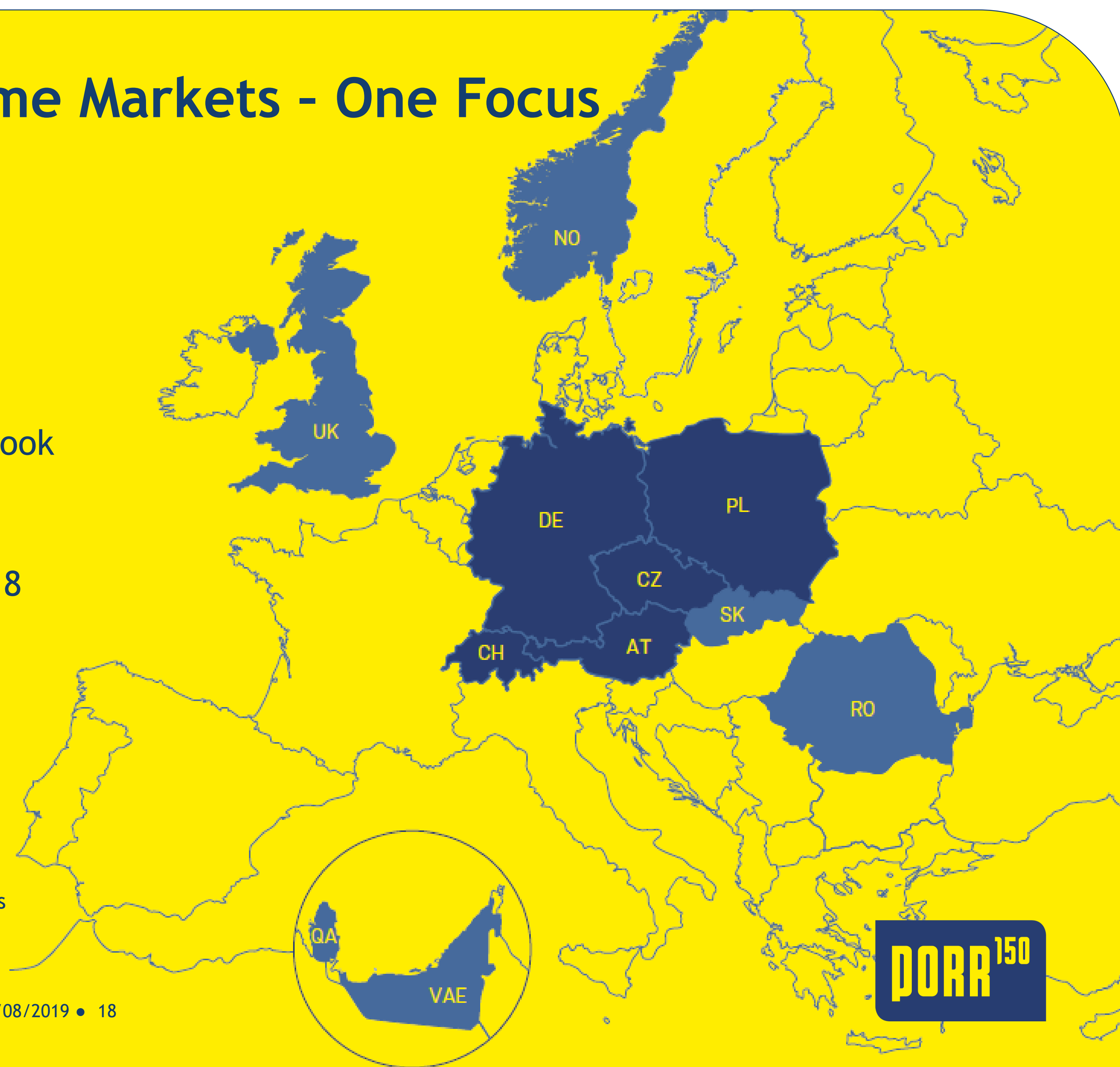
Construction
clear focus

EUR 7.6bn
HY/19 order book

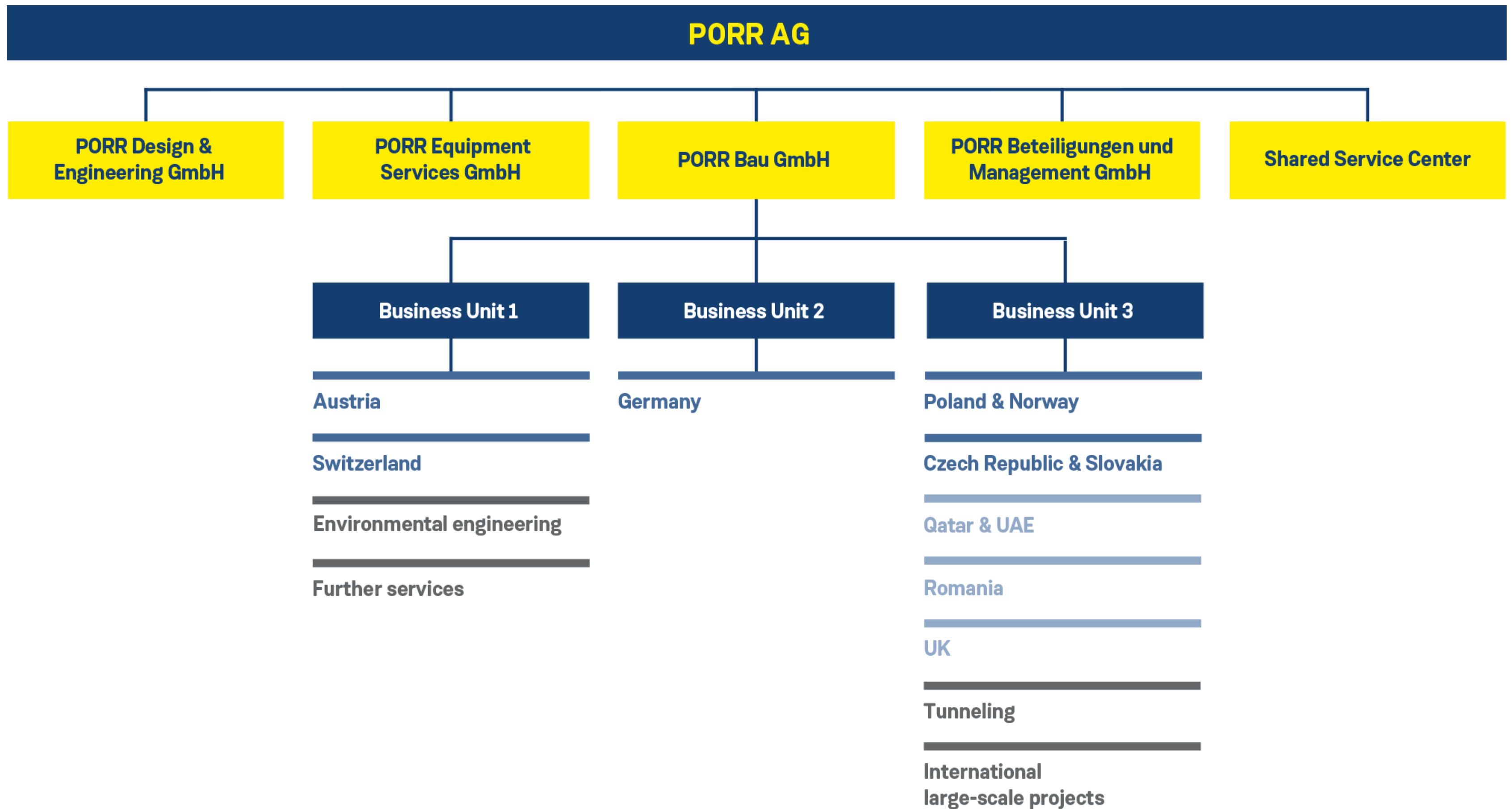
EUR 88.1m
stable EBT 2018

~ 20,000
employees

■ Home markets
■ Project markets



Organisational Structure as of 1 Jan 19



#1 Industry Trends - Re-Imagine Construction

1

9.7bn people will live by mid-century.
By 2030 **two-thirds** of the world will live in cities.

Need for living areas.

Need for better infrastructure and living standards.

2

Impacts on eco- and social systems require sustainable construction.

Increasingly complex technical construction approaches.

Climate change, power supply or ageing population matter.

3

Clients have changed - more informed, pro-active, using smart tools.

They want individual solutions, greater flexibility and visibility.

4

Connected world. Connected people.

One million new internet users came online every day in 2018.

14bn connected things to be in use in 2019; 25bn by 2021.

Sources: UN Estimates, Global Digital Report 2019, Gartner Research

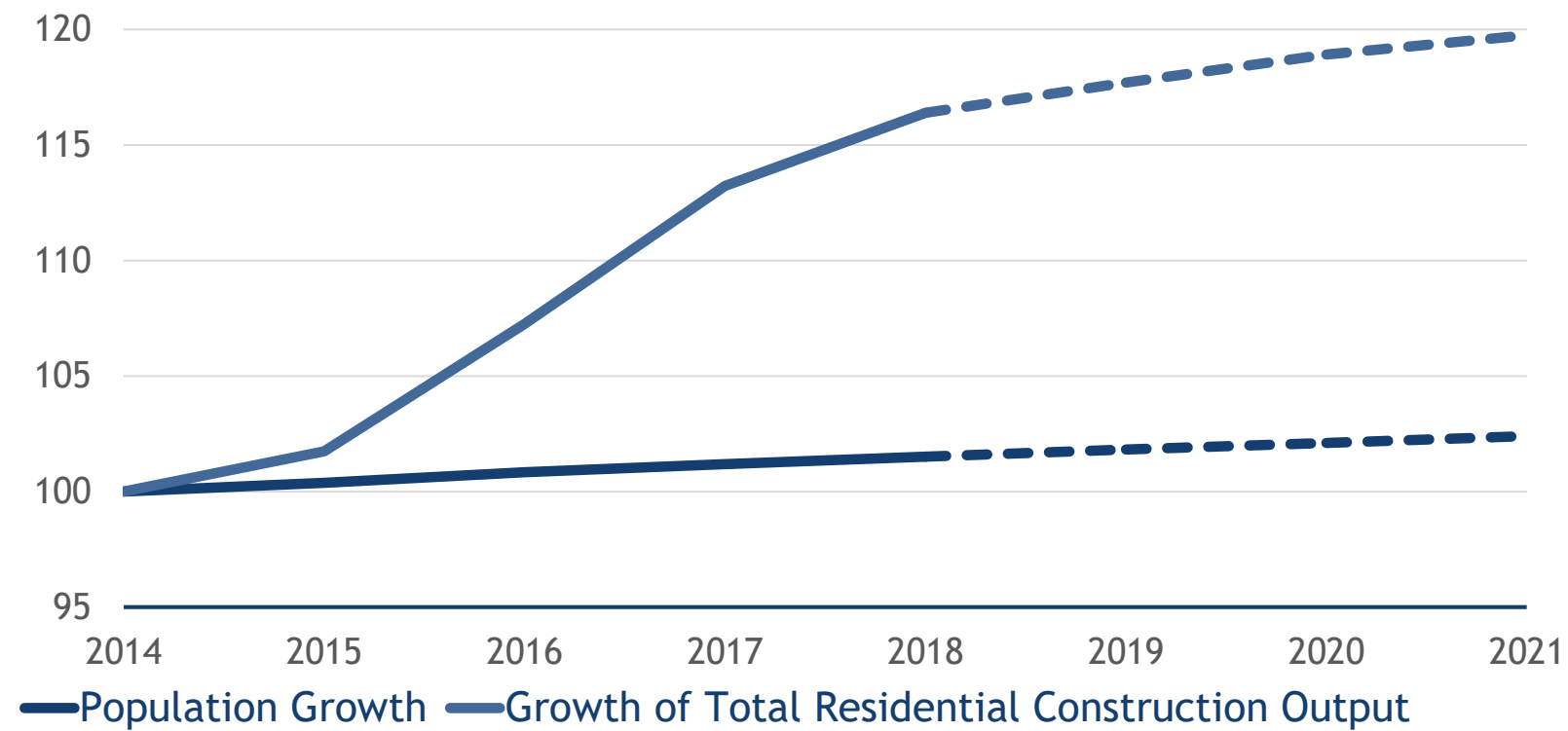
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Construction Demand is Never Done

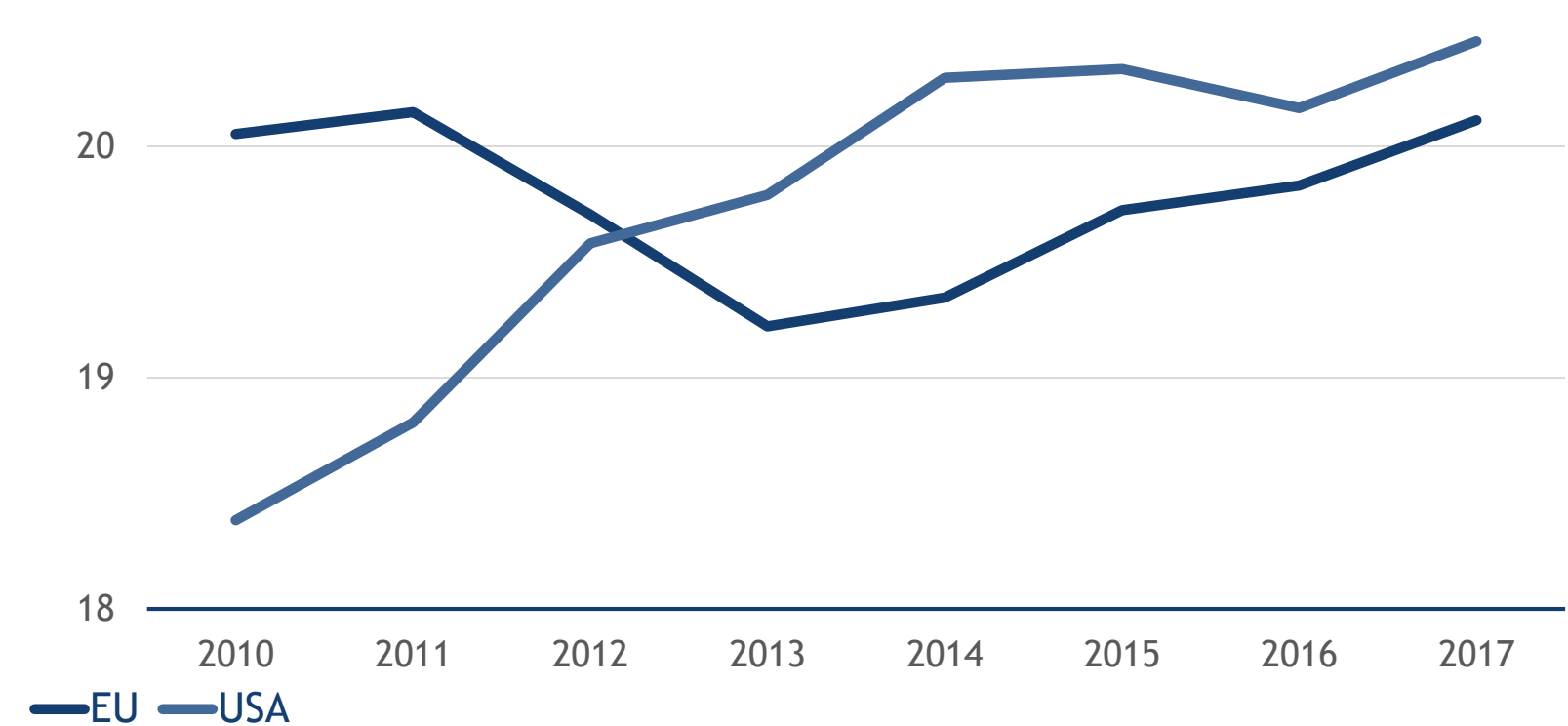
Residential

Indexed by 31.12.2014



Industry

Gross fixed capital formation (in % of GDP)



Infrastructure

- EU-investment needs p. a. 4.7% of GDP
- World energy demand +25% until 2040
- Share of renewables: 40% by 2040 (25% today)
- EU seaports: EUR 48bn investment-pipeline by 2027

Structural Gap of Skills

Development in Germany, order intake indexed by 31.12.2014



Sources: EIB, Euroconstruct, World Bank, Eurostat, Destatis



This Transition Calls for the Ultimate Allrounder

That's PORR's Approach

**The ultimate
allrounder**

Strength of the
total or general
contractor

Industry leader
in infrastructure

**Focus and grow
intelligent**

Increasing market power
in five home markets
in Europe

Long-term
relationships

**Faster and smarter
with technology**

Solving challenges for
customers, not selling
services

Optimizing customer
lifetime value

Milestones on the Path of Becoming Best-in-Class

The Way We Act

- New Lean Organisation
- New Culture
- Positive turnaround in Germany
- Focus on cash and working capital
- Standardised processes, technology

Project Management

- Selective in projects
- Margin before volume
- Focus on follow-up projects with secured teams and sub-contractors
- Steering costs and project risk assessment
- Focus on reliable customers, follow up projects

Operational Excellence



Market Screenshot

Austria

- Economic boom, rising GDP forecast
- PORR as a **top league player**
- **Full order books** and opportunities across all construction sectors

Germany

- Economic **upswing** remains but limited due to **resource and cost constraints**
- Huge investment **backlog** in infrastructure and transport sector
- PORR as **major player** competing for civil engineering projects

Switzerland

- **Stable** economic development
- High **backlog** in building construction
- Demand for **non-residential, roads and railway** construction

Poland

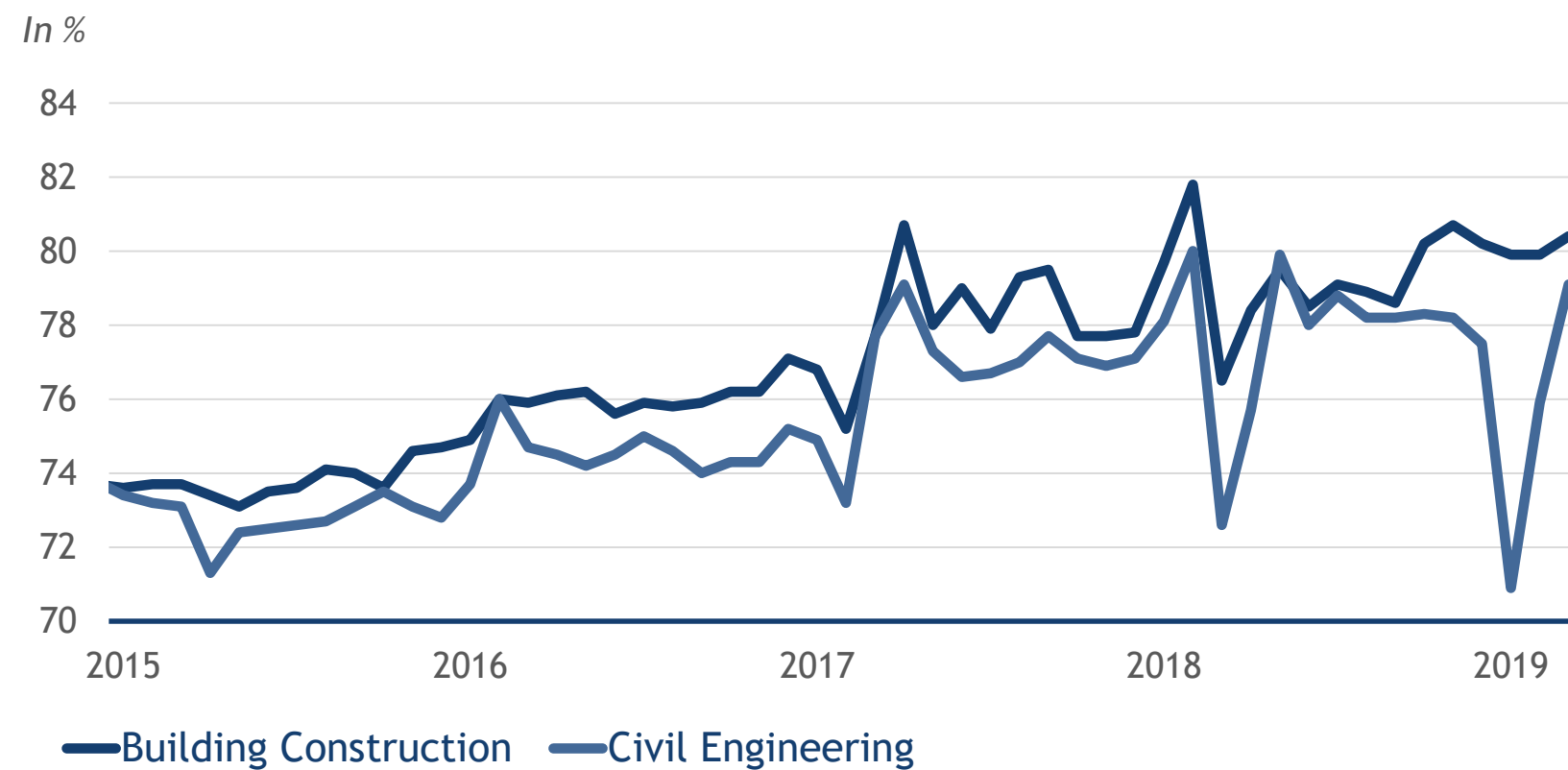
- **Strong economic upturn**
- **Most intense cost pressure** for materials as well as shortage of labour
- Infrastructure projects financed by **EU-Cohesion fund** until 2022

Czech Republic

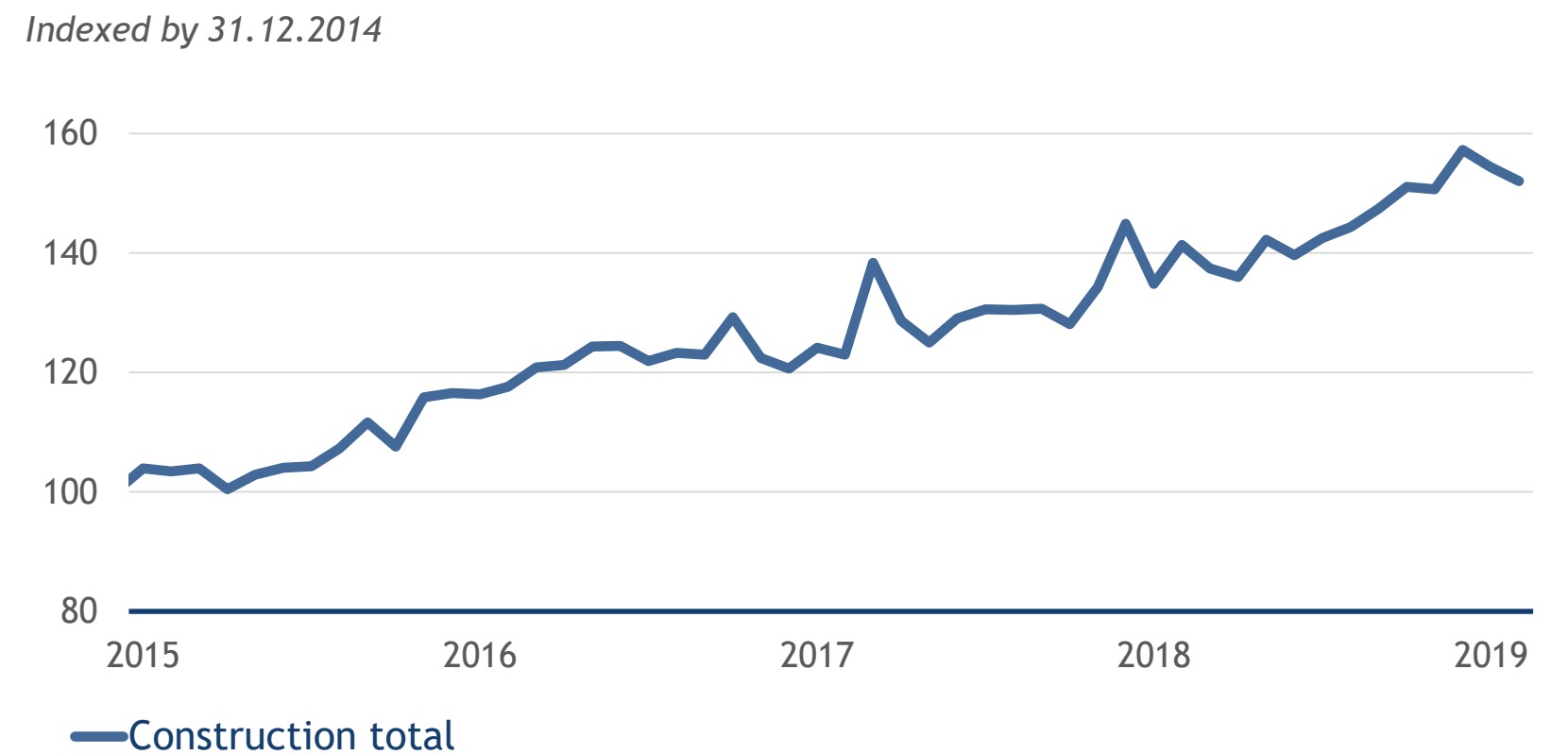
- **Stable** economic development is limited by **labour shortage**
- **New traffic infrastructure** projects to be launched to the market
- Alpine Bau CZ a.s. as a **strategic investment**

Germany - Potential in All Sectors Visible

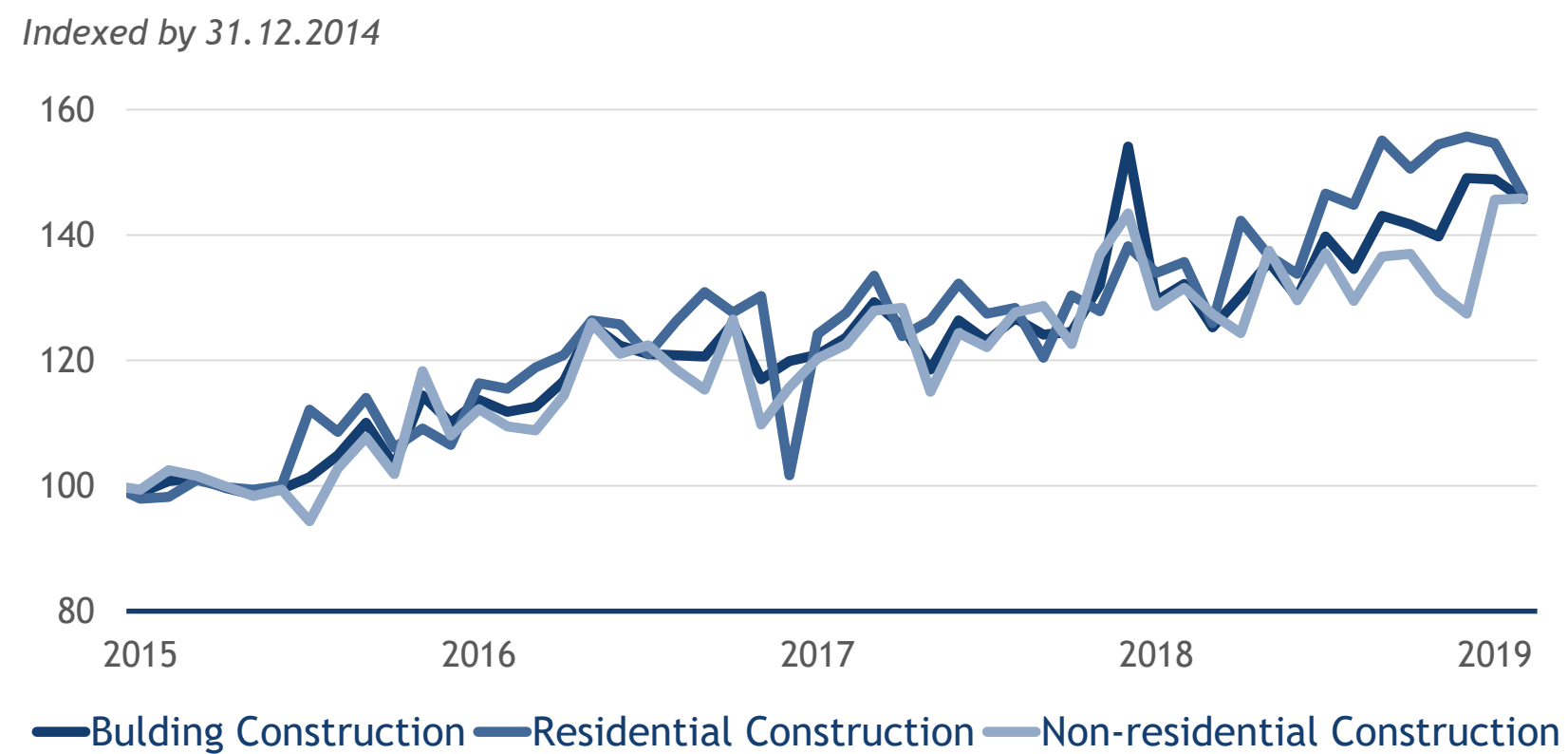
Capacity Utilisation



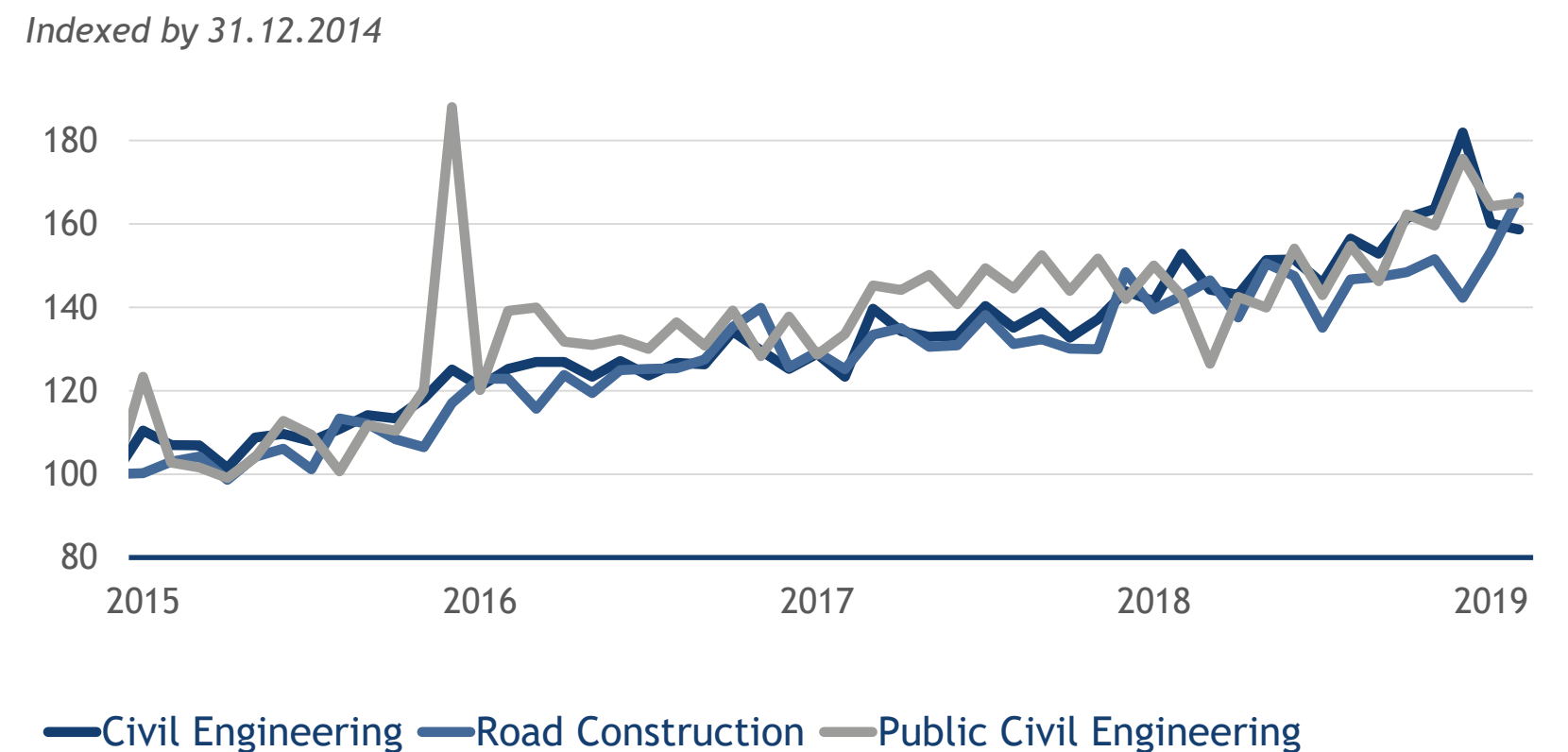
Order Intake



Building Construction



Civil Engineering



Sources: ifo Institut, Destatis, DIW



HY/2019 - New Order Intakes with High Profile

Selected Projects	Country	EURm ¹	Completion
E81 Motorway Sibiu - Pitesti	RO	122.1	2024
Minnevik Bridge, Eidsvoll	NO	93.9	2023
Appartement Building Geiselbergstraße, Vienna	AT	68.5	2021
Appartement Building Q218, Berlin	DE	58.7	2021
SKYSAWA, Warsaw	PL	49.3	2022
E1 expressway Eggemoen - Åsbygda	NO	47.6	2021
Appartement Building Q6 Reininghaus, Graz	AT	42.2	2021
S31 safety extension, Siegraben	AT	40.4	2022
3T Office Park, Gdynia	PL	n.a.	2021
Appartement Building Seestadt Aspern, Vienna	AT	31.5	2021

¹ Stated values are project values at time of contract award

PORR as an Investment

Top tier in European Construction

- Market leader in Austria
- Strong position on five stable and growing home markets
- High investment backlog and mega trends support demand

150 years: Core competency construction

- Covering the entire value chain
- Full-service provider for complex infrastructure
- Record order books and full capacity utilisation

Focus on operational excellence

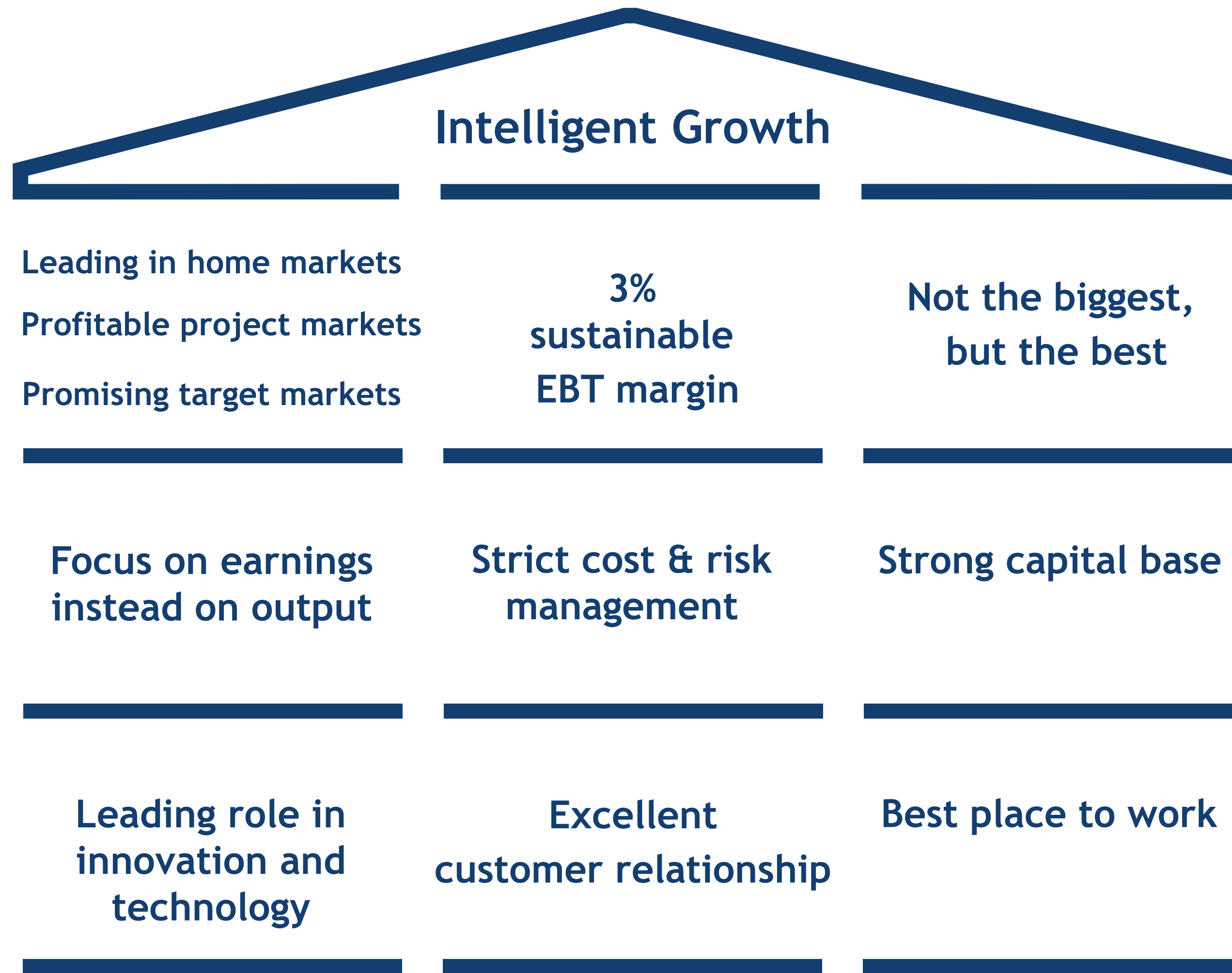
- Focus on profitability and a stable balance sheet
- Focus on risk management and well-balanced quality of orders
- Focus on process improvement via technology

Capital market matters

- Stable, long-term-oriented core shareholder
- Continuity in the payout ratio (30 to 50% of net profit)
- Shareholder value as key priority



No Change in Strategy - Focus on Execution



Addressing Critical Challenges for Operational Excellence

Technology driven by increasing customer need and cost pressure

PAPERLESS CORE

- Paperless workflows save time and cost
- Machine-2-Machine (IoT/connected equipment)
- PORR Apps

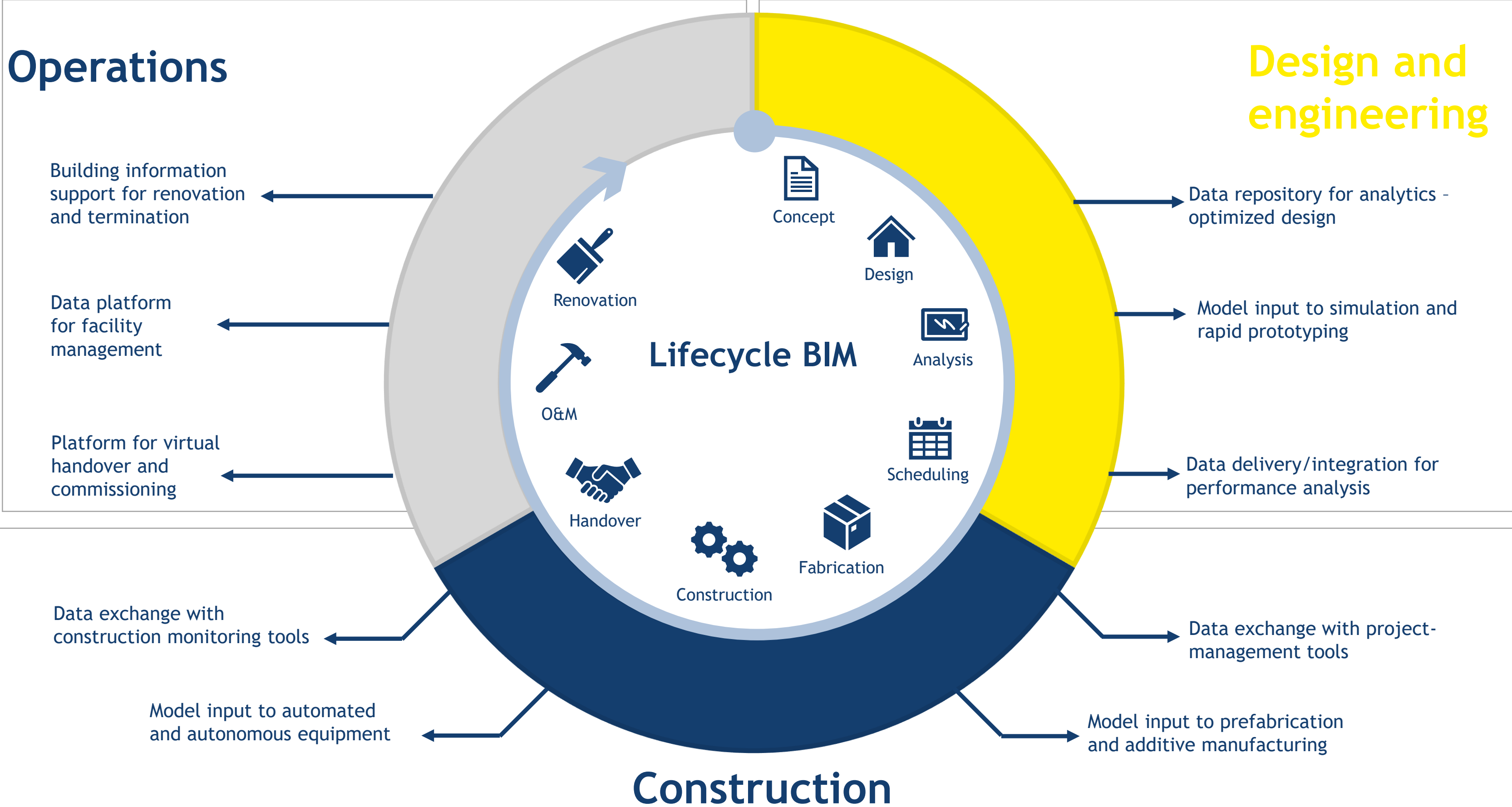
PLANNING/ ESTIMATION

- BIM 5D = 3D + time and cost/quality
- Increase transparency and efficiency along the whole construction process

LEAN CONSTRUCTION

- Full transparency
- Minimize waste of materials, time and effort
- Connected stakeholders

Building Information Modelling (BIM)



Source: BCG



LEAN @ BMW

PORR



ALIGNMENT TO.

- LEAN in Design & Construction
- Integrated BIM Model
- Collaboration and Partnering
- Supply Chain Involvement (off-site pre-produced material)

CUSTOMER FEEDBACK.

- Full Visibility (Live Track)
- Stability through Takt Planning
- Zero Claims
- Zero Delay
- Zero Days Schedule Deviation
- Great Team Spirit

PORR¹⁵⁰

Corporate Social Responsibility

DONE: KEY DATA 2018¹

- Increased share of women (+2.2PP)
- Reduced paper use (-7.9%)
- Improved number of training sessions (>95.000h)
- Efficient on-site safety system (+62% more reports)
- CDP² Rating B in climate change
- Higher amount of dangerous waste treated (+23.2%)
- bee@PORR: more than 30 venues with hives

VISION¹

- Sustainable economic success
- Positive and inclusive working environment
- Regular exchange with stakeholders
- Improved resilience towards the consequences of climate change
- Valuable contribution for future generations
- Improved ecological performance
- Sustainable and innovative products

¹ More detailed analysis can be found in the Corporate Sustainable Value Report 2018

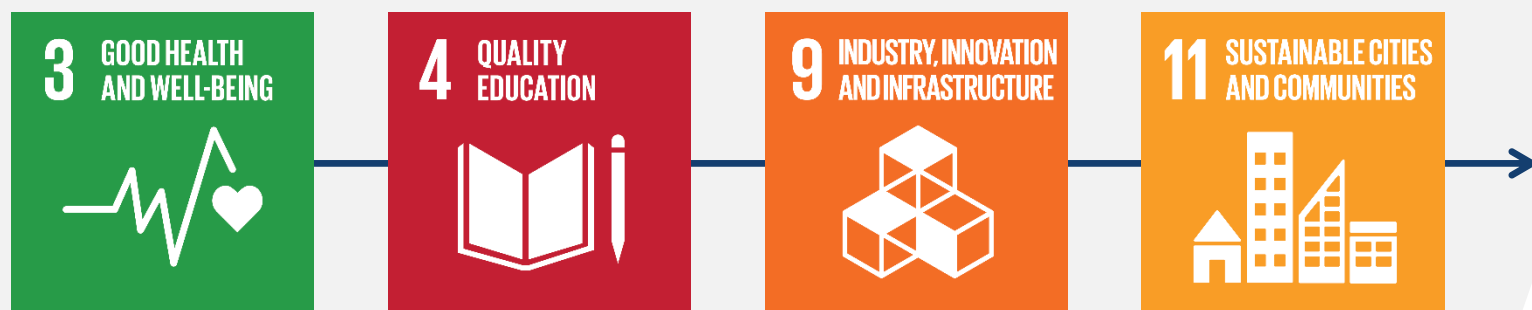
² Carbon Disclosure Project

Corporate Sustainability Goals

Priority 1



Priority 2



Priority 3



Adding value

- Long-term economic success
- Customer satisfaction
- Compliance
- Sustainable procurement

Recognising value

- Security and provisions
- Education
- Compliance with human rights
- Diversity and equal chances

Preserving value

- Energy and emissions
- Sustainable use of materials

Best Place to Work@PORR

WAR FOR TALENT

- Employees and clients require highly flexible organisations
- Demographics lead to a shortage of skilled employees
- Urbanisation results in a local concentration of demand

OUR ANSWER: BEST PLACE TO WORK - Concept

Work&Life@PORR

- Flexible models of working hours and leave
- Nursing and health support programs (smoke free environment, annual health day, childcare, carer's leave)
- Open space offices

porr_academy

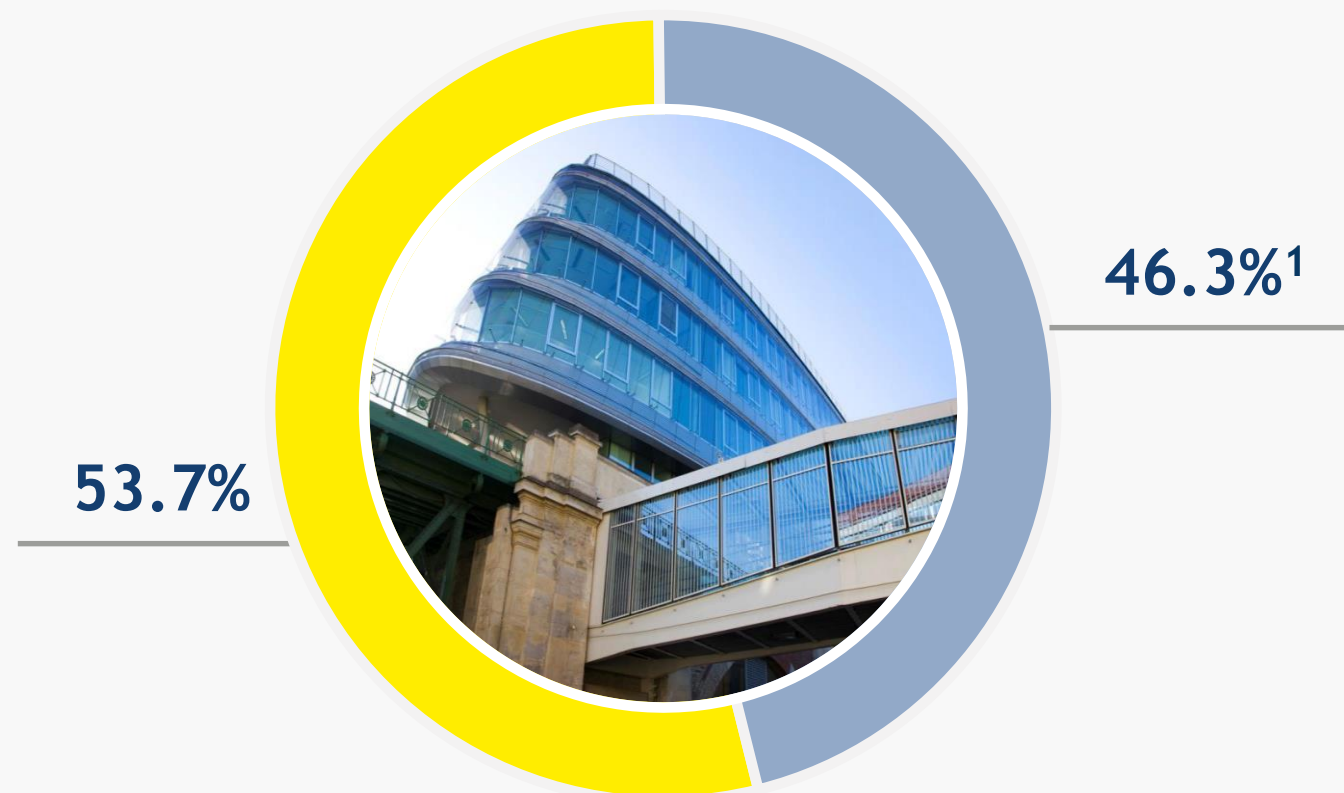
- Attractive trainings for blue-and white-collar workers
- In-house education with digIT LearningMap
- Webinare, e-Learnings

Diversity-Table

Women@PORR: Training sessions, diversity trainings on management level, awareness campaigns

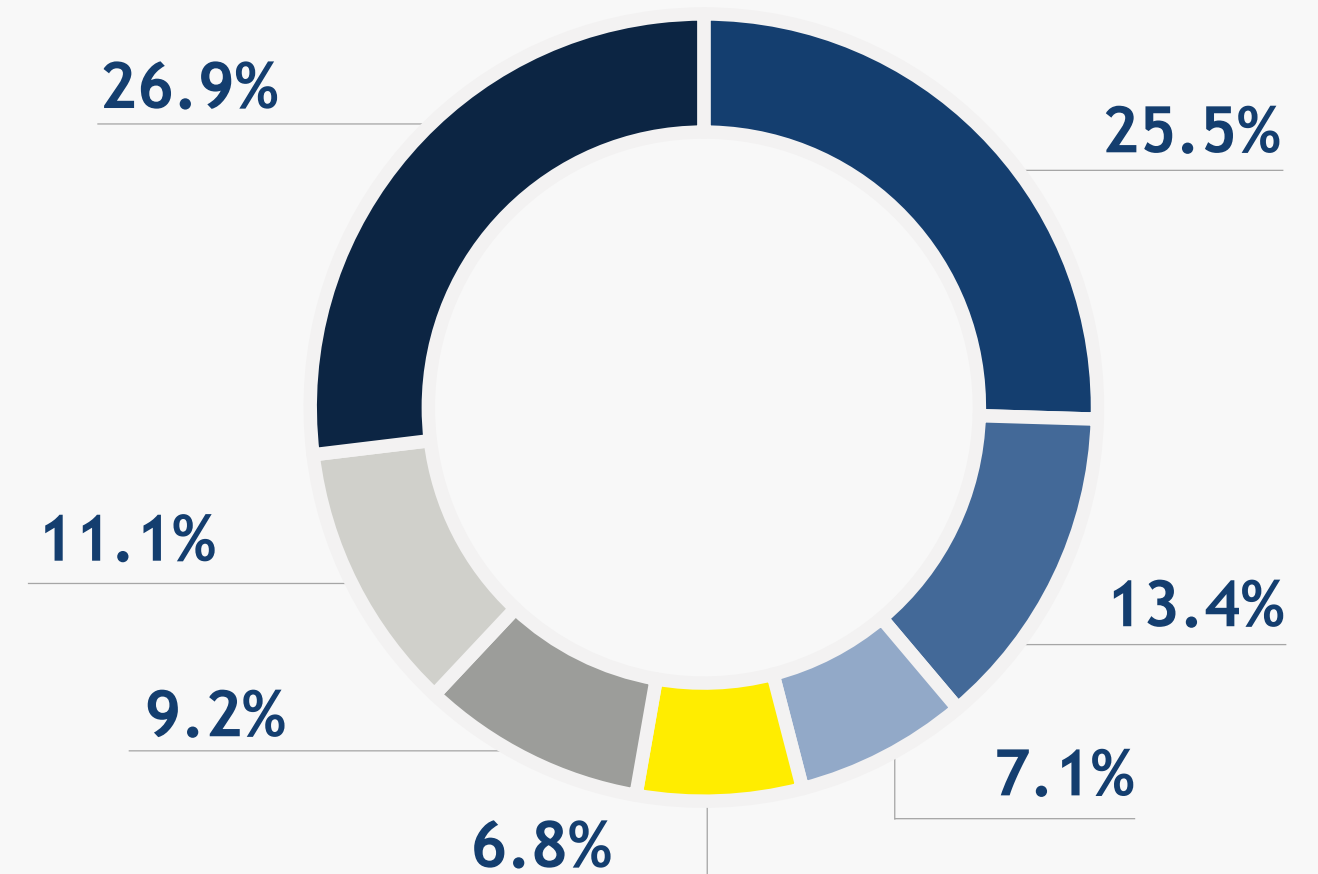
Stable Shareholder Structure

Ownership Structure



■ Syndicate (Strauss-Group, IGO-Ortner Group)
 ■ Free float

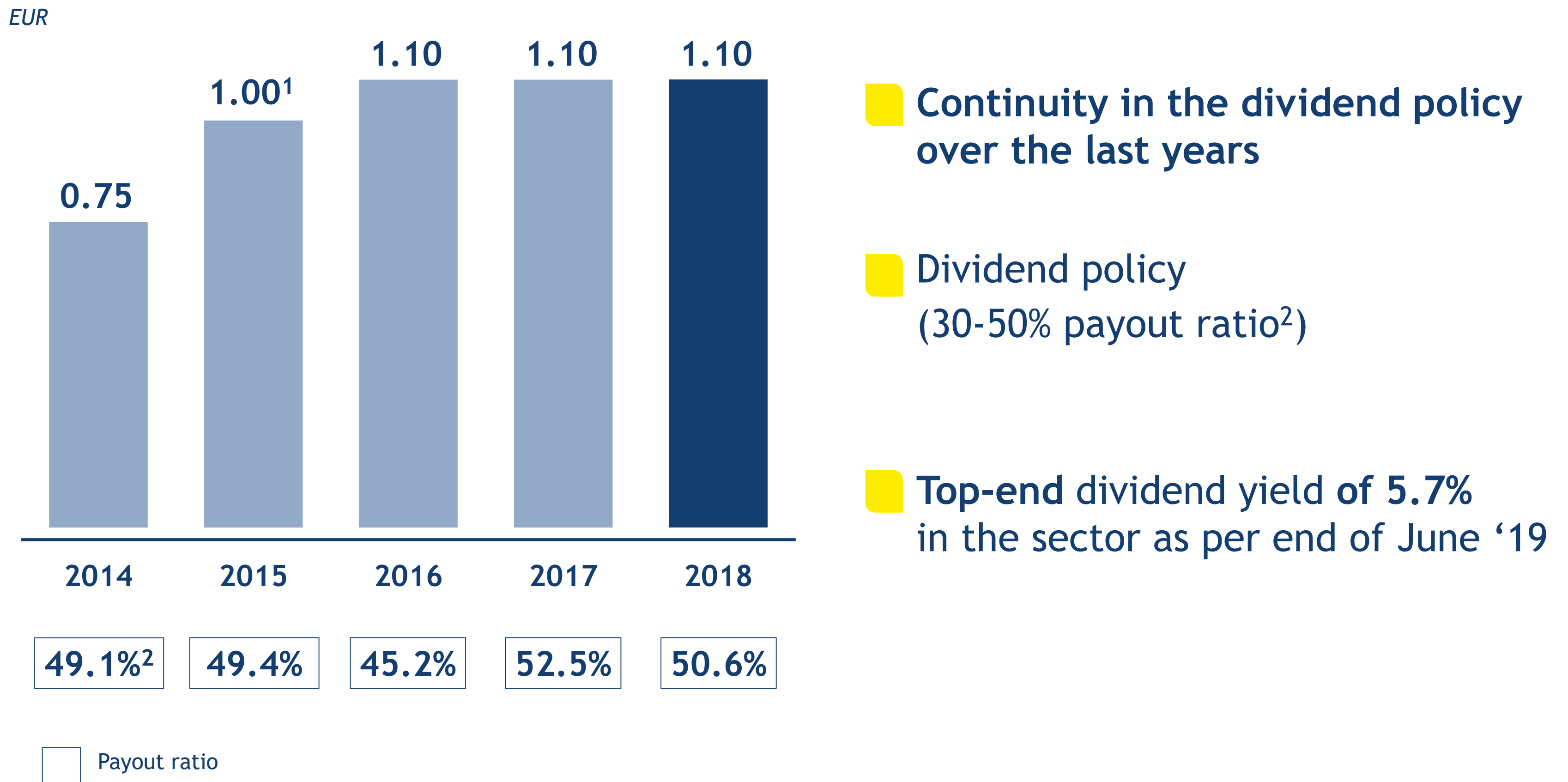
Free Float - Geographical Split



■ Austria
 ■ Central and Northern Europe
■ UK
 ■ US
■ Germany
 ■ Other
■ France

¹ of which 5.85% Heitkamp Construction GmbH, 4.05% Wellington Management Group LLP and 3.48% PORR Management and PORR AG (treasury shares)

Top Dividends: Continuity and Focus Pays Off



¹ In 2015 excluding additional scrip dividend

² Restated excl. discontinued operations

³ Based on net profit and depending on M&A strategy

Financial Performance

Key Financials

Key Earnings Figures ¹ (EURm)	HY 2019	% Δ	HY 2018
Production output	2,496.7	1.6%	2,457.8
Revenue	2,181.6	(1.9%)	2,223.2
EBT	8.2	24.4%	6.6
Net profit	6.0	7.2%	5.6
Key Assets and Financial Figures ¹ (EURm)	30.06.2019	% Δ	31.12.2018
Total assets	3,567.1	14.5%	3,114.7
Equity	576.4	(6.8%)	618.2
Equity ratio	16.2%	(3.7PP)	19.9%
Net debt ²	829.9	>100.0%	349.1
Key Share Data ¹ (EURm)	30.06.2019	% Δ	30.06.2018
Number of shares (weighted average)	29,095,000	-	29,095,000
Market capitalisation	564.4	(32.6%)	837.9

¹ Rounding differences can appear

² The figures as of 31 December 2018 have been adjusted due to the first-time application of IFRS 16.

Consolidated Income Statement

EUR m ¹	HY 2019	HY 2018	2018	% HY 19/18
Production output²	2,496.7	2,457.8	5,592.9	1.6%
Revenue	2,181.6	2,223.2	4,959.1	(1.9%)
Share of profit/loss of companies accounted for under the equity method	31.0	24.7	86.6	25.3%
Cost of materials and other related production services ³	(1,424.8)	(1,498.9)	(3,462.6)	(4.9%)
Staff expense	(607.4)	(556.1)	(1,178.8)	9.2%
Other operating result ⁴	(85.0)	(120.6)	(184.8)	(29.5%)
EBITDA	95.4	72.4	219.5	31.8%
- in % of Production output	3.8%	2.9%	3.9%	0.9PP
Depreciation, amortisation & impairment	(78.1)	(57.8)	(127.1)	35.1%
EBIT	17.4	14.7	92.3	18.5%
- in % of Production output	0.7%	0.6%	1.7%	0.1PP
Financial result	(9.1)	(8.0)	(4.2)	13.7%
EBT	8.2	6.6	88.1	24.3%
- in % of Production output	0.3%	0.3%	1.6%	-
Taxes	(2.3)	(1.0)	(21.9)	>100.0%
Profit for the period	6.0	5.6	66.2	7.2%

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	HY 2019	HY 2018	2018	Δ HY 19/18
Production output²	2,496.7	2,457.8	5,592.9	1.6%
Revenue	2,181.6	2,223.2	4,959.1	(1.9%)
Ratio of profit/loss of companies (at equity)	1.2%	1.0%	1.5%	0.2PP
Material cost ratio ³	(57.1%)	(61.0%)	(61.9%)	3.9PP
Personnel cost ratio	(24.3%)	(22.6%)	(21.1%)	(1.7PP)
Others ⁴	(3.4%)	(4.9%)	(3.3%)	1.5PP
EBITDA	95.4	72.4	219.5	31.8%
- in % of Production output	3.8%	2.9%	3.9%	0.9PP
Depreciation, amortisation & impairment	(3.1%)	(2.4%)	(2.3%)	(0.7PP)
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EBT	8.2	6.6	88.1	24.3%
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³ Cost of materials = material expenses + purchased services

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Statement of Financial Position

EUR m		30.06.2019	31.12.2018	31.12.2017
Assets	Non-current assets	1,356.3	1,104.1	1,037.1
	Current assets	2,210.8	2,010.6	1,847.6
	Total assets	3,567.1	3,114.7	2,884.8
Equity & liabilities	Equity ¹	576.4	618.2	597.0
	Non-current liabilities	991.2	573.6	587.1
	Current liabilities	1,999.5	1,922.9	1,700.7
	Total equity and liabilities	3,567.1	3,114.7	2,884.8
Ratios:	Net debt ²	829.9	349.1	147.4
	Equity ratio	16.2%	19.9%	20.7%

¹ Incl. Non-controlling interests

² Bonds & SSD plus financial liabilities less cash and cash equivalents

The figures as of 31 December 2018 have been adjusted due to the first-time application of IFRS 16.

IFRS 16 - Main Effects in 2019

- First application as of 1 January 2019
- Expected effects due to revaluation of contracts:

P/L:



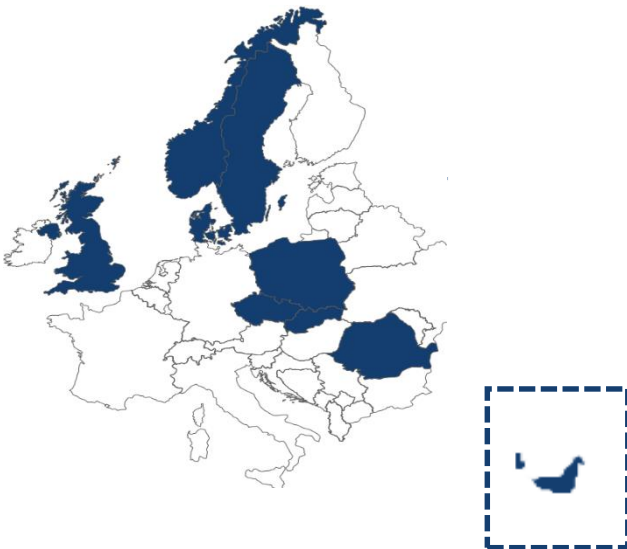
- Most rent/lease expenses will be re-classified to depreciation and interest expenses

Balance sheet:

- Balance sheet extension:
- Leases have to be recognized as a right-of-use asset
- Lease liability is reflected in net debt beginning in 2019 (effect: EUR 200m)

Business Units (1/2)

per 30.06.2019

	BU 1 AT/CH	BU 2 GERMANY	BU 3 INTERNATIONAL
% of Output ¹	49%	18%	31%
Portfolio	<ul style="list-style-type: none"> • Home markets (Full service provider) 	<ul style="list-style-type: none"> • Home market (Full service provider) 	<ul style="list-style-type: none"> • Home markets: CZ& PL (Full service provider)
Description	<ul style="list-style-type: none"> • AT, CH, Environmental Engineering 	<ul style="list-style-type: none"> • PORR's 2nd largest single market 	<ul style="list-style-type: none"> • Project markets Norway, Qatar • Focus on export products in infrastructure
Regional Focus			

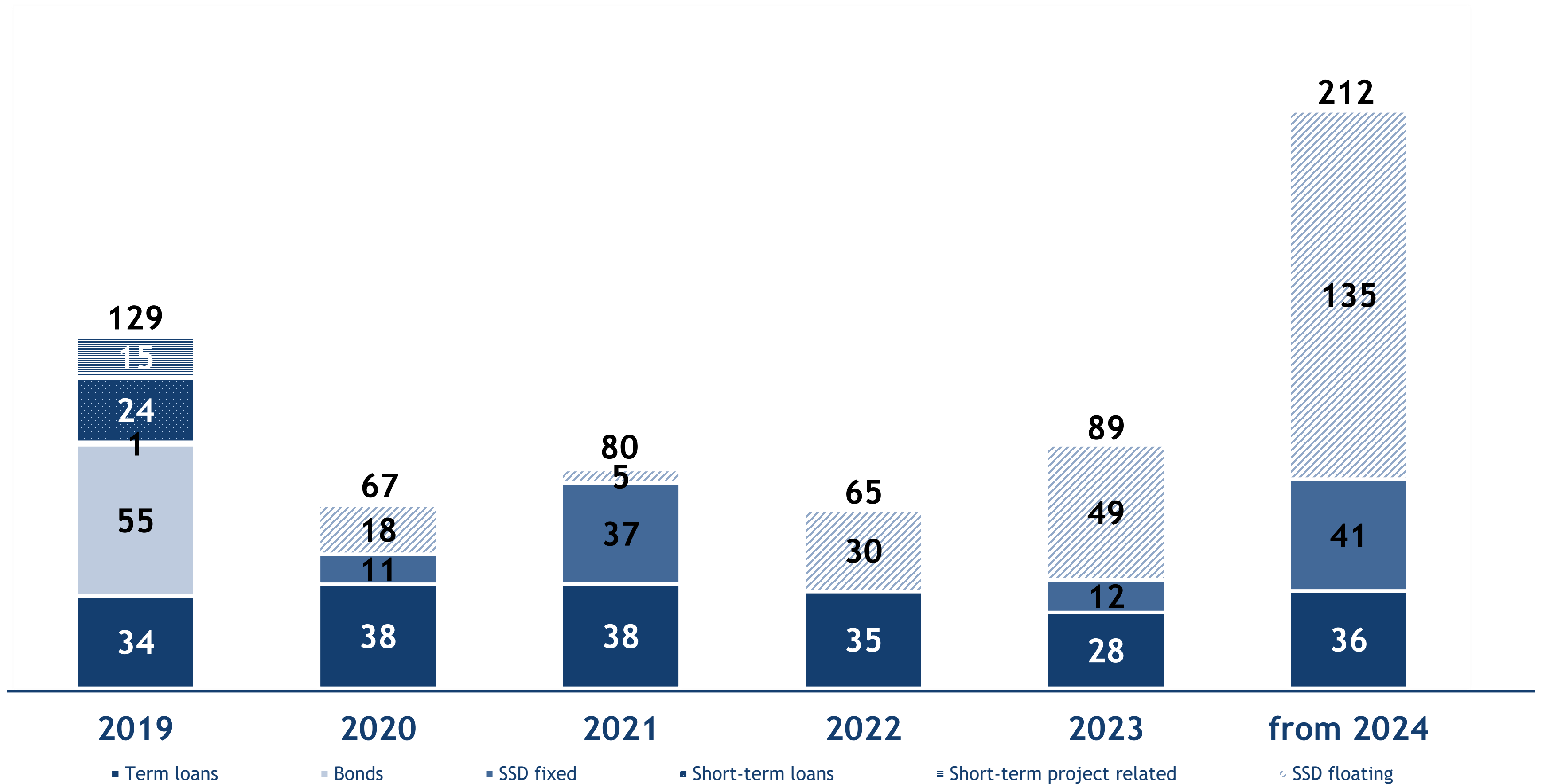
¹ Share of production output of PORR AG Holding ~2%, rounding differences may appear

Business Units (2/2)

<i>EUR</i>	Output	Backlog	EBT	Comments
<i>% growth per 30.06.2019</i>				
BU 1	1,227m +2%	2,542m +7%	17.9m <i>Margin 1.5%</i>	<ul style="list-style-type: none"> Strong market position in Austria Switzerland on growing path Large-scale projects in building construction and industrial engineering
BU 2	445m +2%	1,522m (7%)	2.1m <i>Margin 0.5%</i>	<ul style="list-style-type: none"> Realignment becomes visible Industrial engineering/road construction on a high level 2030 investment plan into infrastructure: project potential for the next years
BU 3	770m -	3,421m +40%	(9.5m) <i>Margin neg.</i>	<ul style="list-style-type: none"> Order intake on a high level Czech Republic and Slovakia with strong growth Further investments from EU-Cohesion fund in Eastern Europe expected

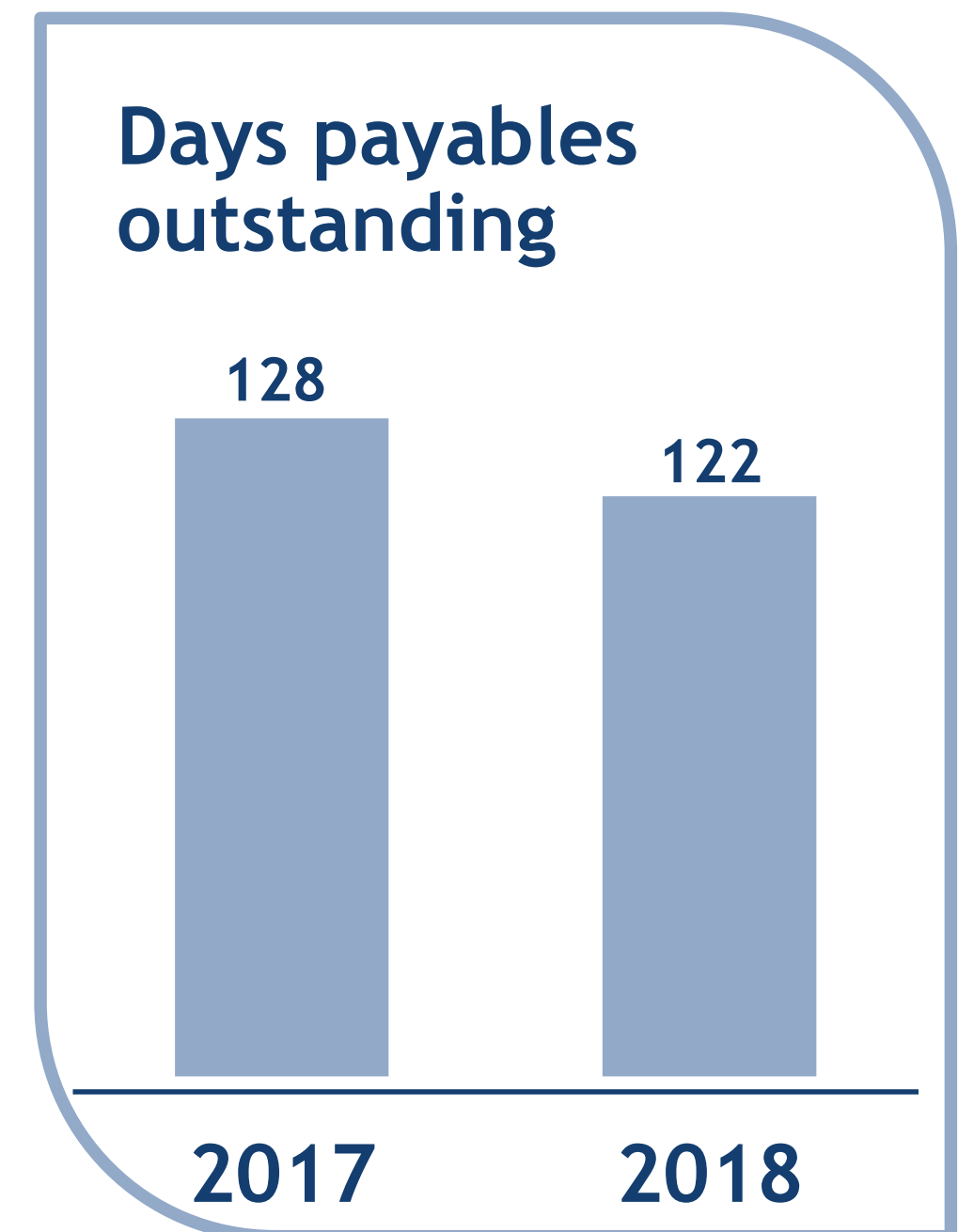
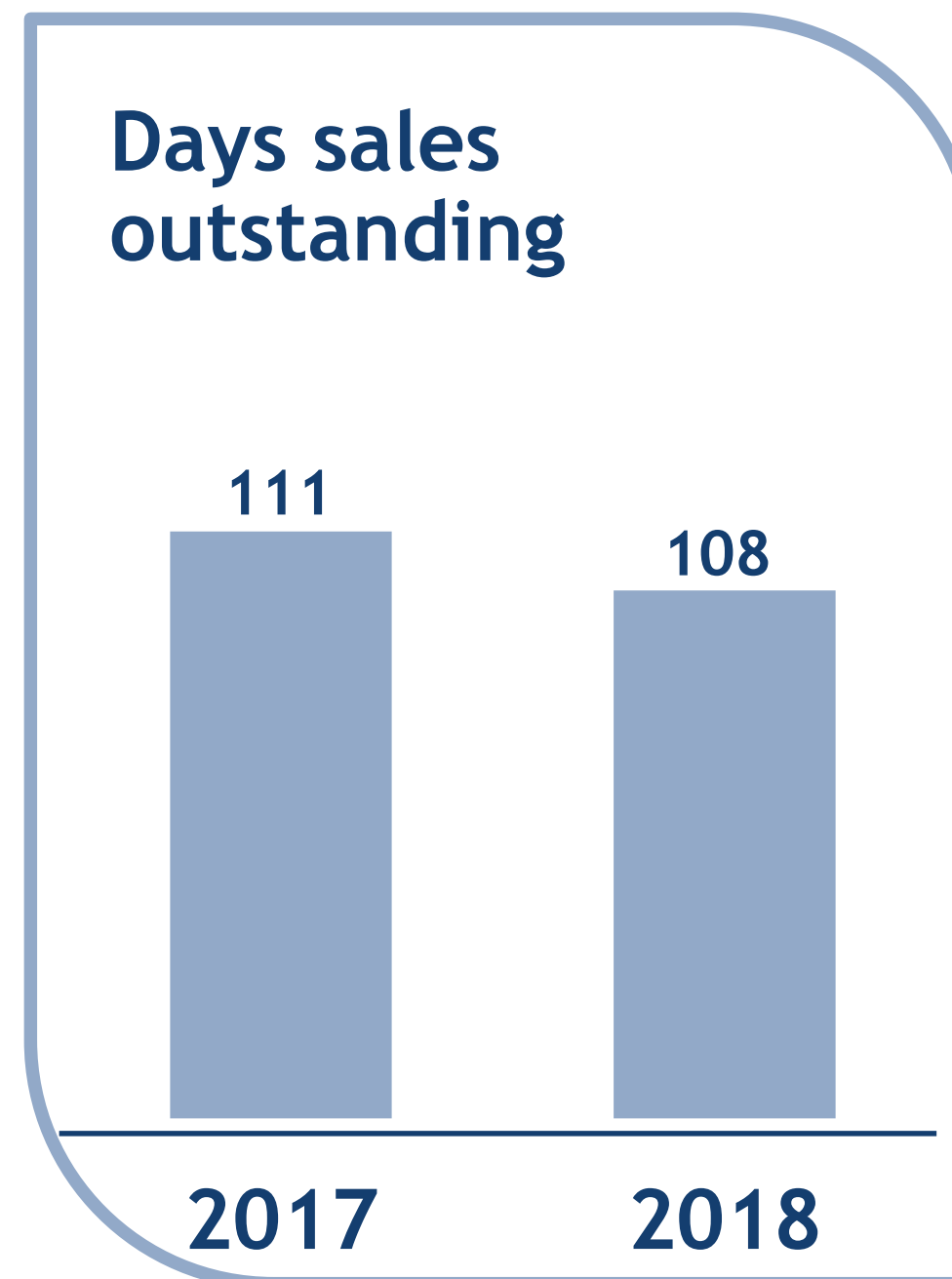
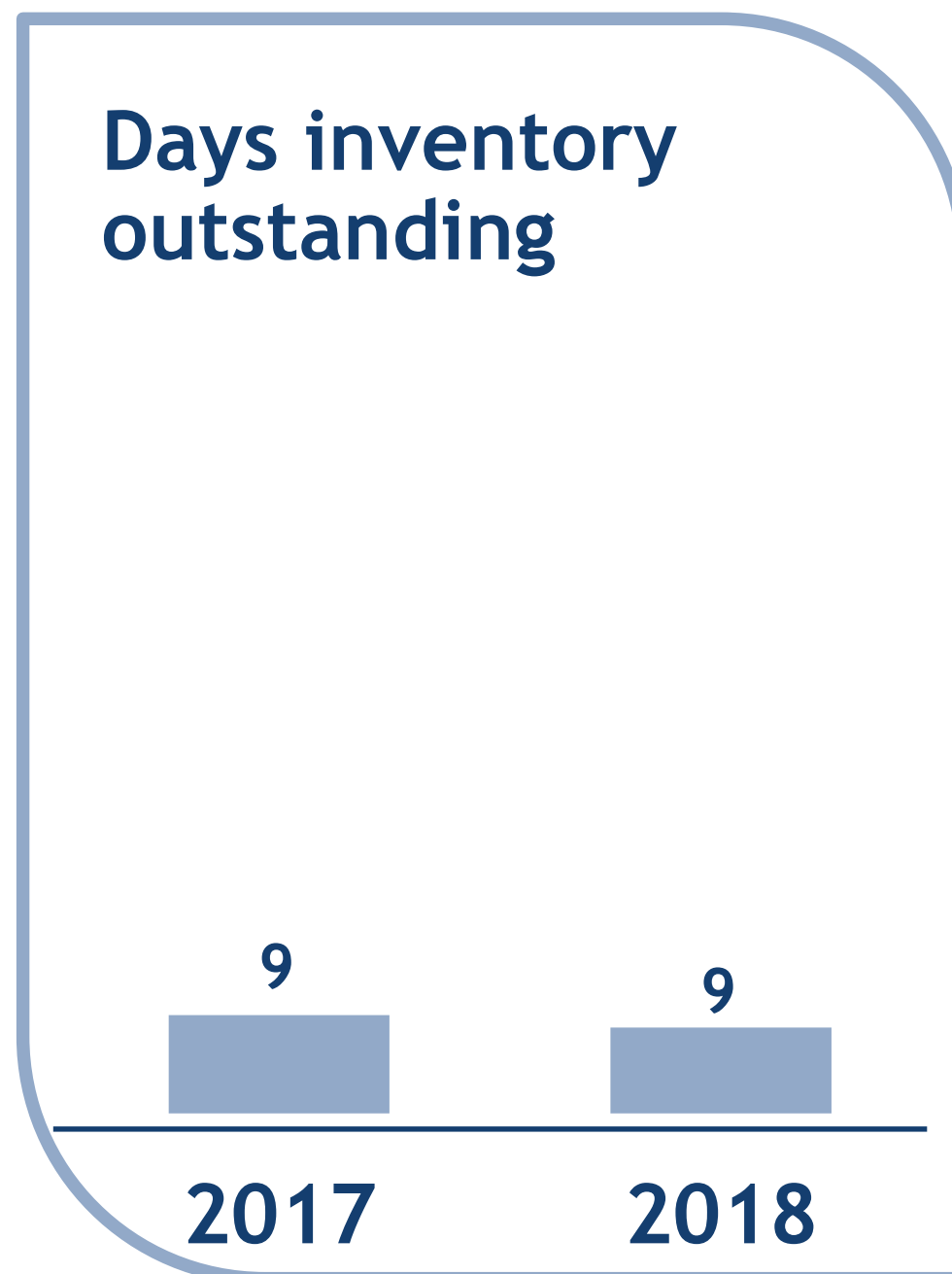
Margins calculated as percentage of production output.

Maturity Profile of PORR's Financial Liabilities as of 30.06.2019



Comment: Chart excludes leasing liabilities and FX-hedge-liabilities. Figures are in EUR m.

Net Working Capital Development FY 2018



Net Working Capital:

	<i>EURt</i>	<i>% of Output</i>	
2017:	344,275	7.3%	} -30bps
2018:	390,176	7.0%	

Top Order Intakes 2018/19

- ARGE H51 Pfons-Brenner/AT/531.3m
- LK93 railroad Oswiecim - Czechowice-Dziedzice /PL/115.5m
- S61 expressway Szczuczyn - Elk/PL/92.7m
- NOC 2.3. Regerstraße, Munich/DE/75.3m
- Project Korso Meiereistraße, Vienna/AT/41.6m

Q3 18

- E1 expressway Eggemoen - Åsbygda/NO/47.6m
- S31 safety extension, Siegraben/AT/40.4m
- 3T Office Park, Gdynia/PL/n.a.
- A44 technical equipment tunnel Hirschhagen/DE/31.5m
- App. Bldg. New Leopoldau, Vienna/AT/30.9m

Q1 19

Q4 18

Q2 19

- S3 expressway Bolkow - Kamienna Gora/PL/290.0m
- Hydropower plant, Töging/DE/76.7m
- A66 motorway, Wiesbaden/DE/64.7m
- Tunnel Swinoujscie/PL/60.1m
- LK132 railroad Gliwice - Bytom - Myslowice/PL/59.8m

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

Coverage

Research Reports

Institution	Analyst	Price Target	Recommendation	Last Update
ERSTE Group	Daniel Lion	33.7	Buy	10.09.2018
Kepler Cheuvreux	Stephan Trubrich	20.0	Hold	30.11.2018
Raiffeisen Centrobank	Markus Remis	23.0	Hold	20.03.2019
Hauck & Aufhäuser	Aliaksandr Halitsa	22.0	Hold	13.06.2019
SRC Research	Stefan Scharff	33.0	Buy	29.08.2019

IR Information for PORR AG

Share Information

Share price ¹	EUR 19.10
Market capitalisation	EUR 555.7m
Official market	Vienna Stock Exchange Prime Market
Number of shares outstanding	29,095,000
Ticker symbol	POS VI
ISIN	AT0000609607

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¹ Share and market cap data as of 28 August, 2019