

150
YEARS

Q1-3 Results 2020

Investor Presentation
November 2020

PORR

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Pandemic Both Challenges and Boosts Transformation

1

Economy shaken out

- Economic slowdown but no recession
- Supportive central bank policy
- Supportive regional investment programmes

New Reality

2

Challenging Q1-3/20

- Production output down by 7%
- Negative EBT: EUR -62m
- Project reassessments in structural engineering and tunnelling
- Decisive actions taken

Turnaround

3

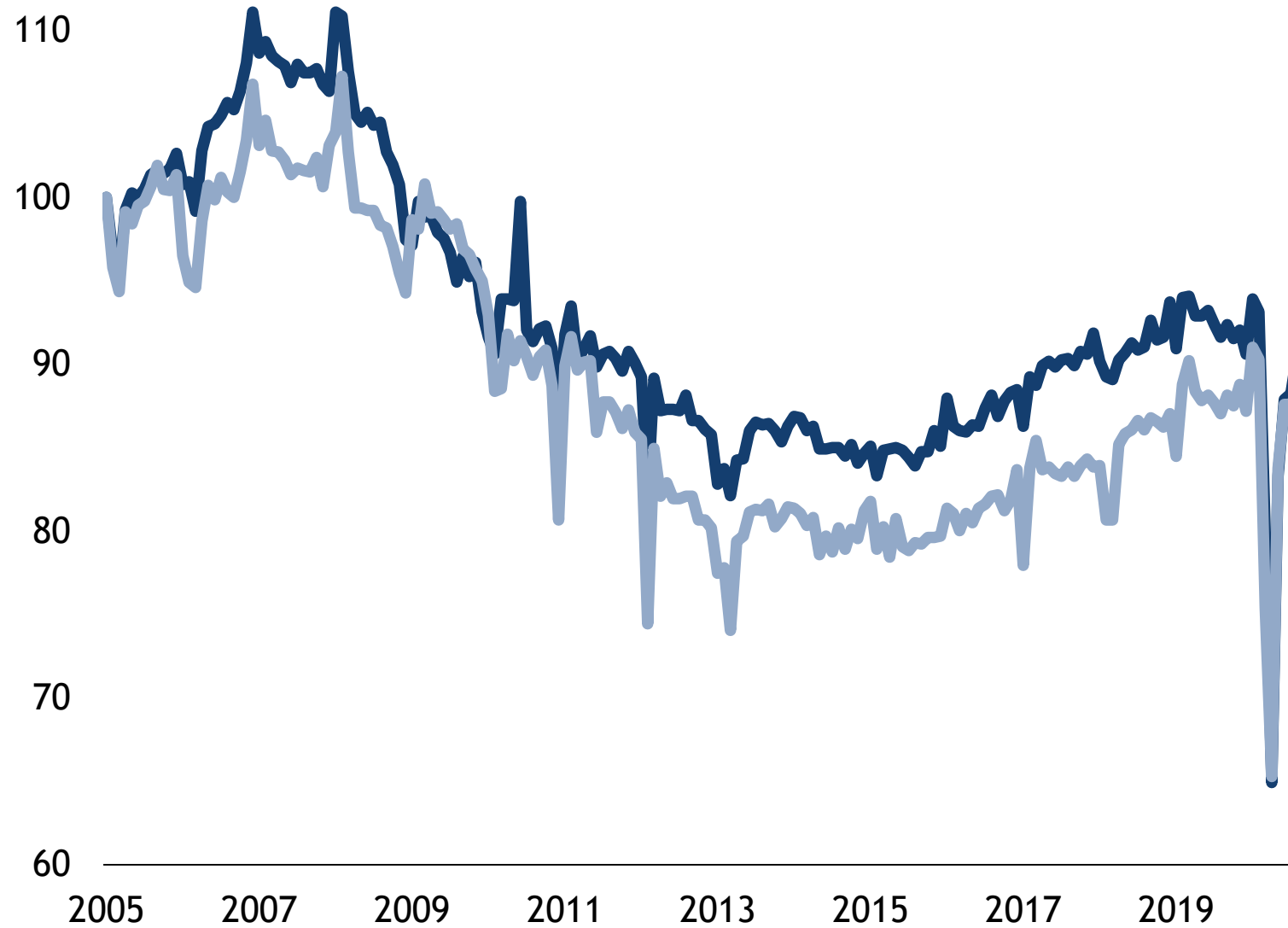
Looking ahead

- Positive view on 2021
- High level order book
- Turnaround creates value
- Strategy with the right focus

Positive Outlook

Markets Heading for a V-Shaped Recovery

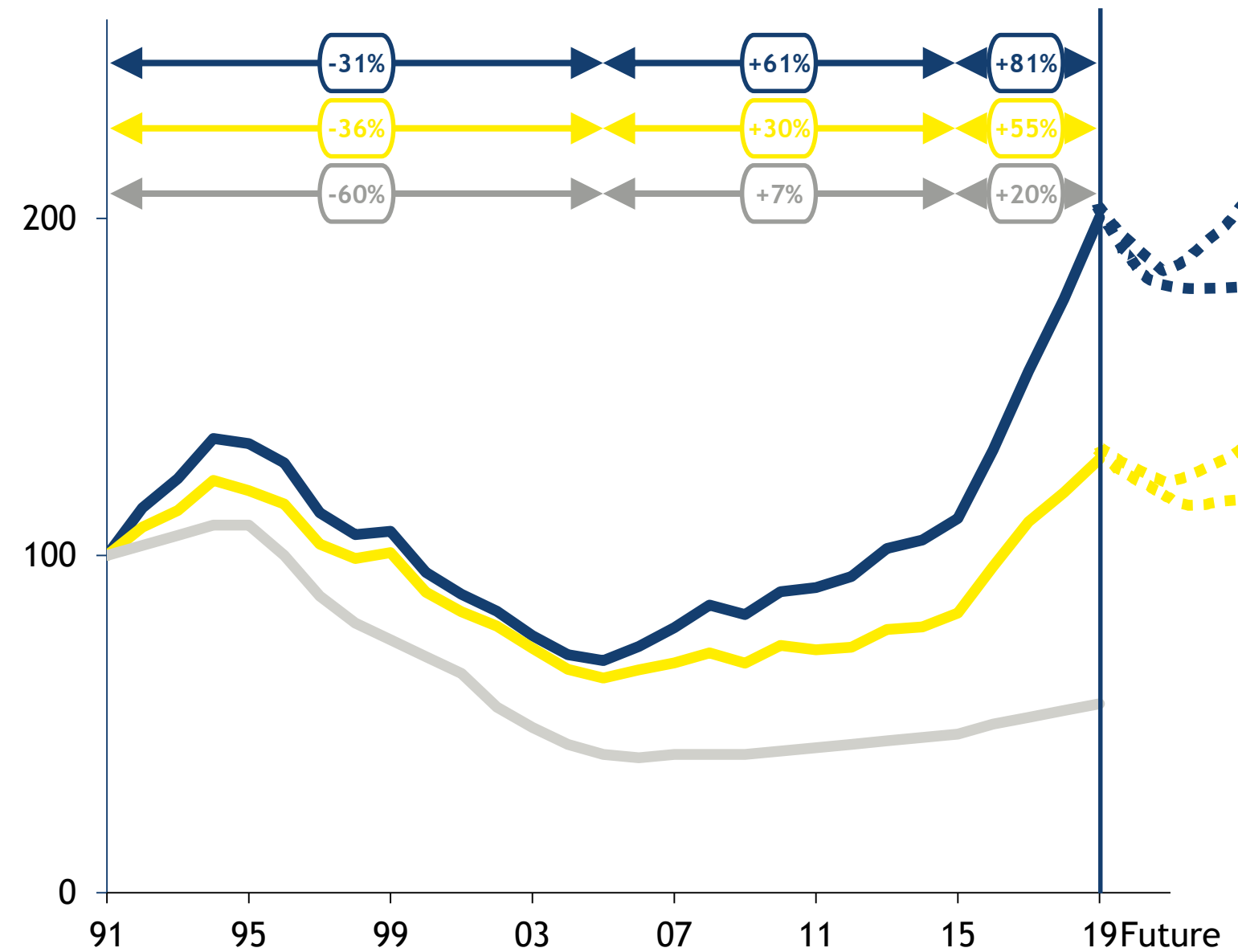
EU production in construction indexed by Q1/2005



- Buildings
- Civil Engineering

Construction activities in EU rebound towards pre-COVID levels

Order book and employee index 1991=100



- Order book (Value index/nominal)
- Order book (Volume index/real)
- Employees

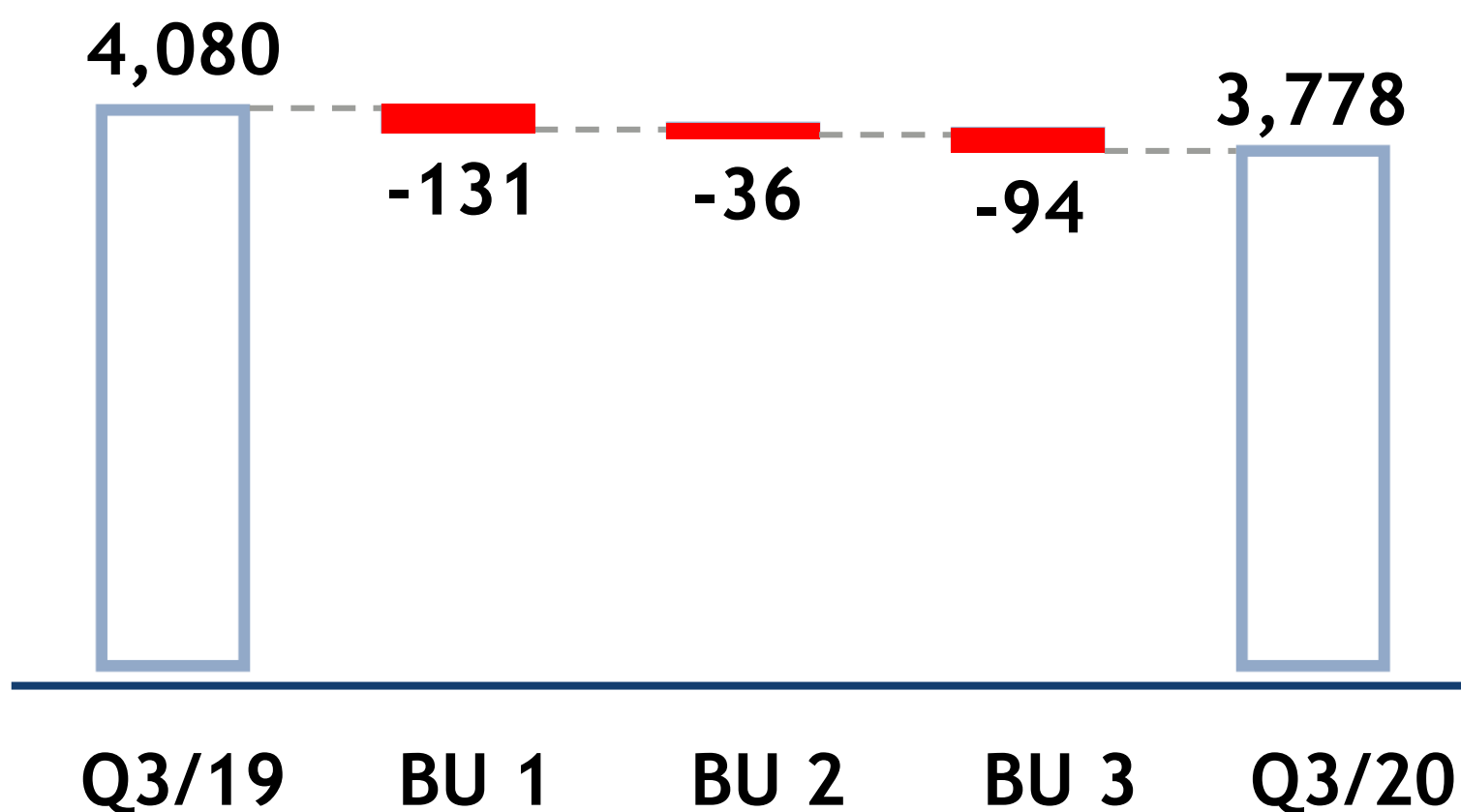
Front loaded order book in volume and value plus limited capacities

Sources: Eurostat, Statistisches Bundesamt; Roland Berger

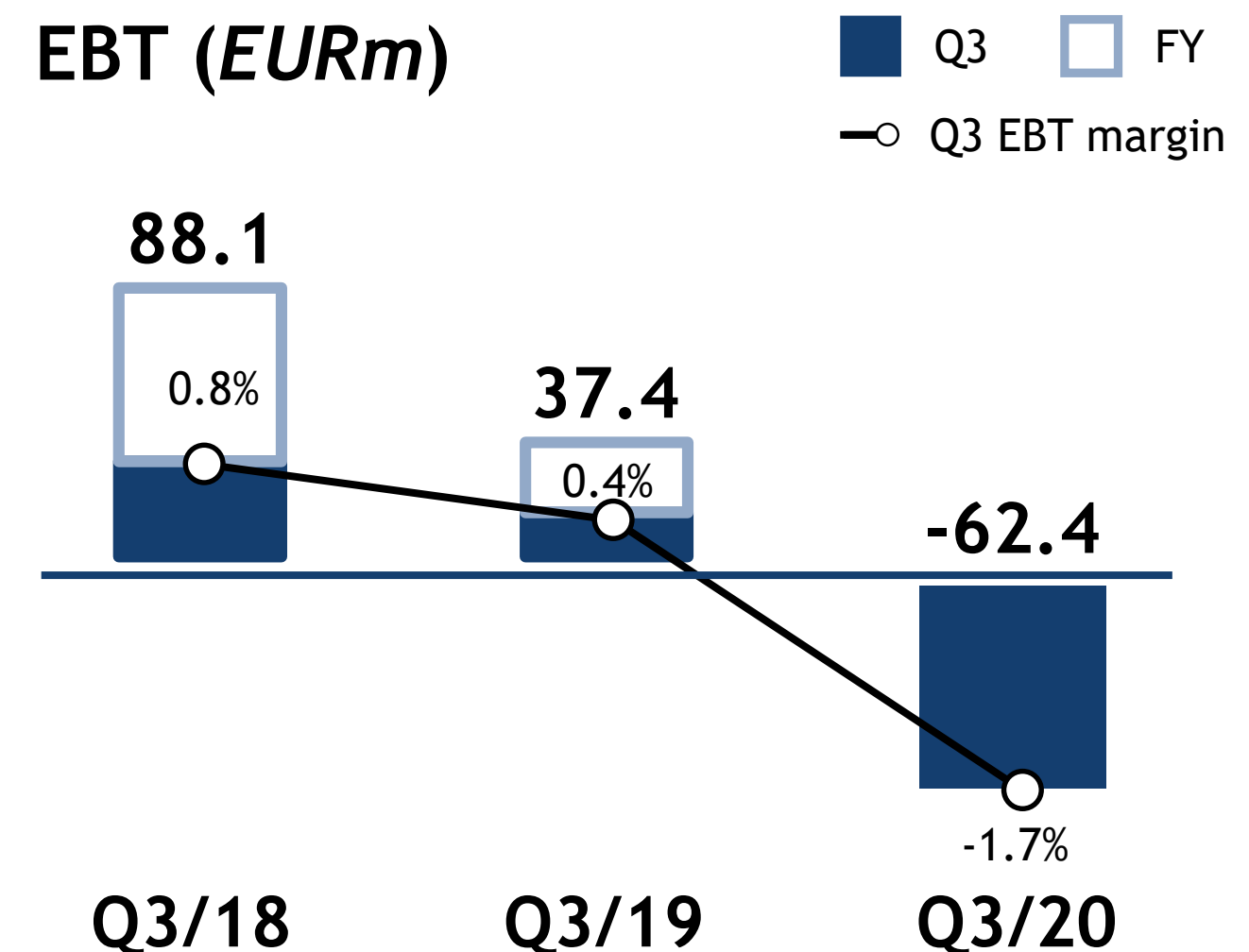


Output and EBT in 1-9/20 Hit by Pandemic Effects and Portfolio Realignment

Production output (EURm)



EBT (EURm)



- Major corona impacts in Austria and in the other markets as well
- Productivity impact
- Project postponements by clients due to uncertainty due to COVID

- Lower gross margin contribution
- Additional costs
- Reassessment of projects as a result of the analysis intensified in HY/20

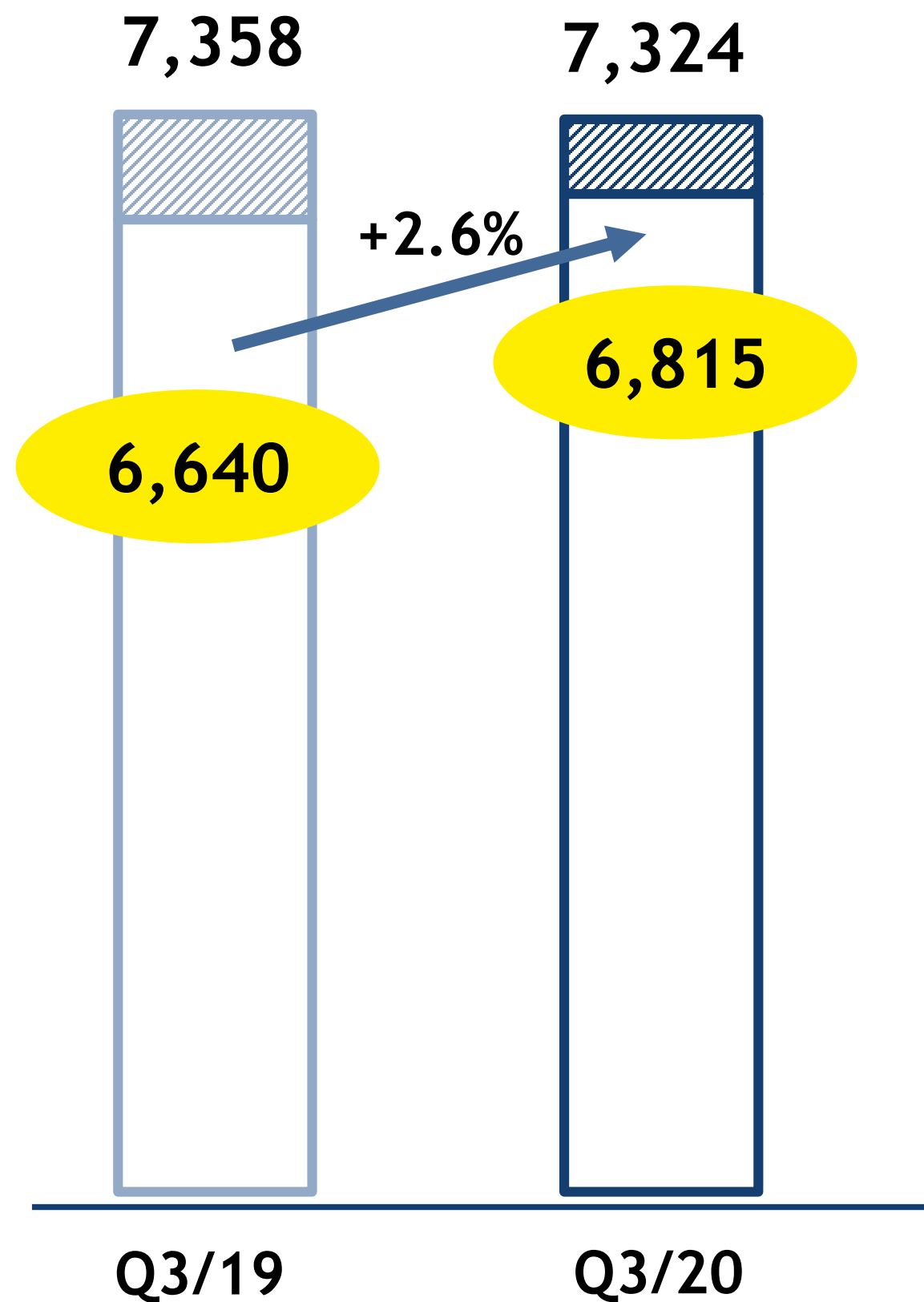
Rounding differences may appear



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Solid Order Book Support Next Steps

Order book
in EURm



 Adjustments for Brenner Base Tunnel and A1 Rhine Bridge
 Adjusted order book

Solid buffer for 2021.

Increase order backlog - even after adjustment of Brenner & A1 bridge.

Profitability-driven speed.

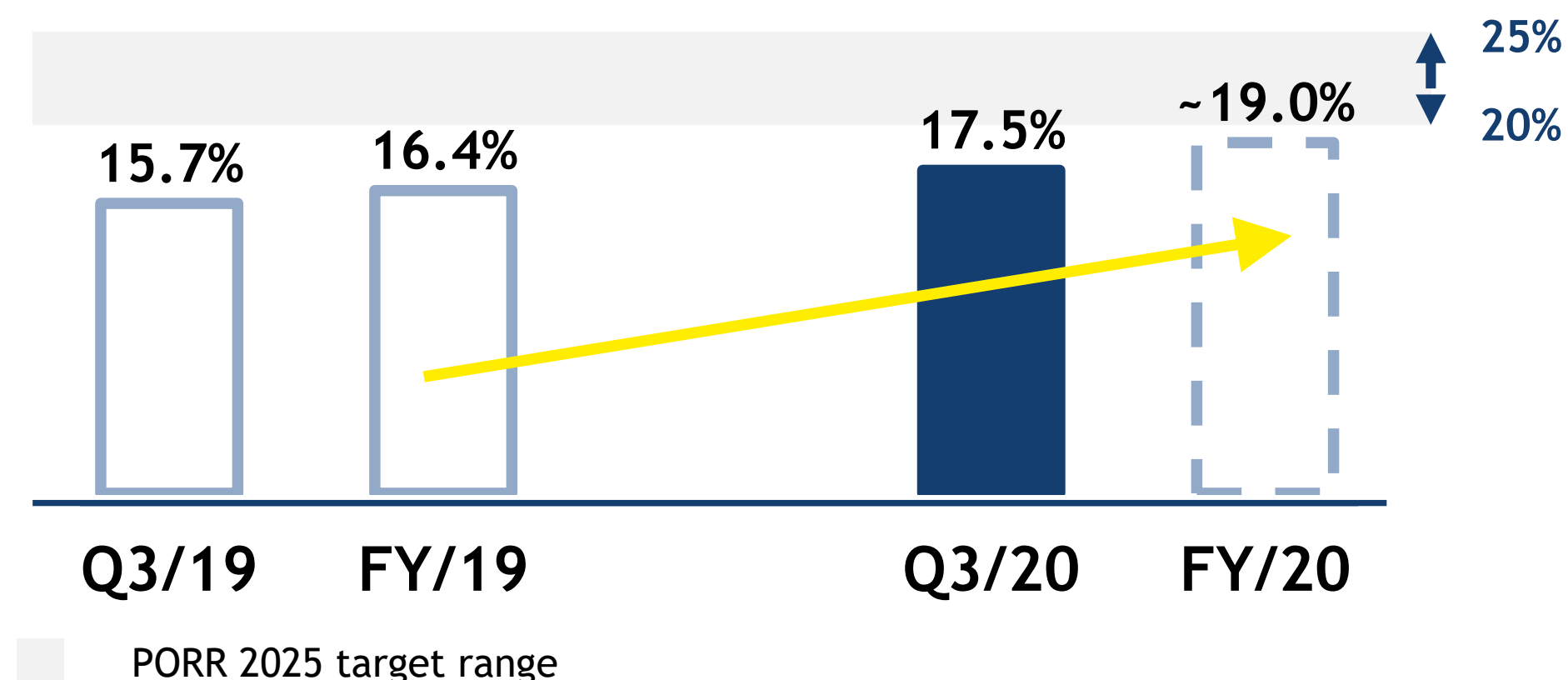
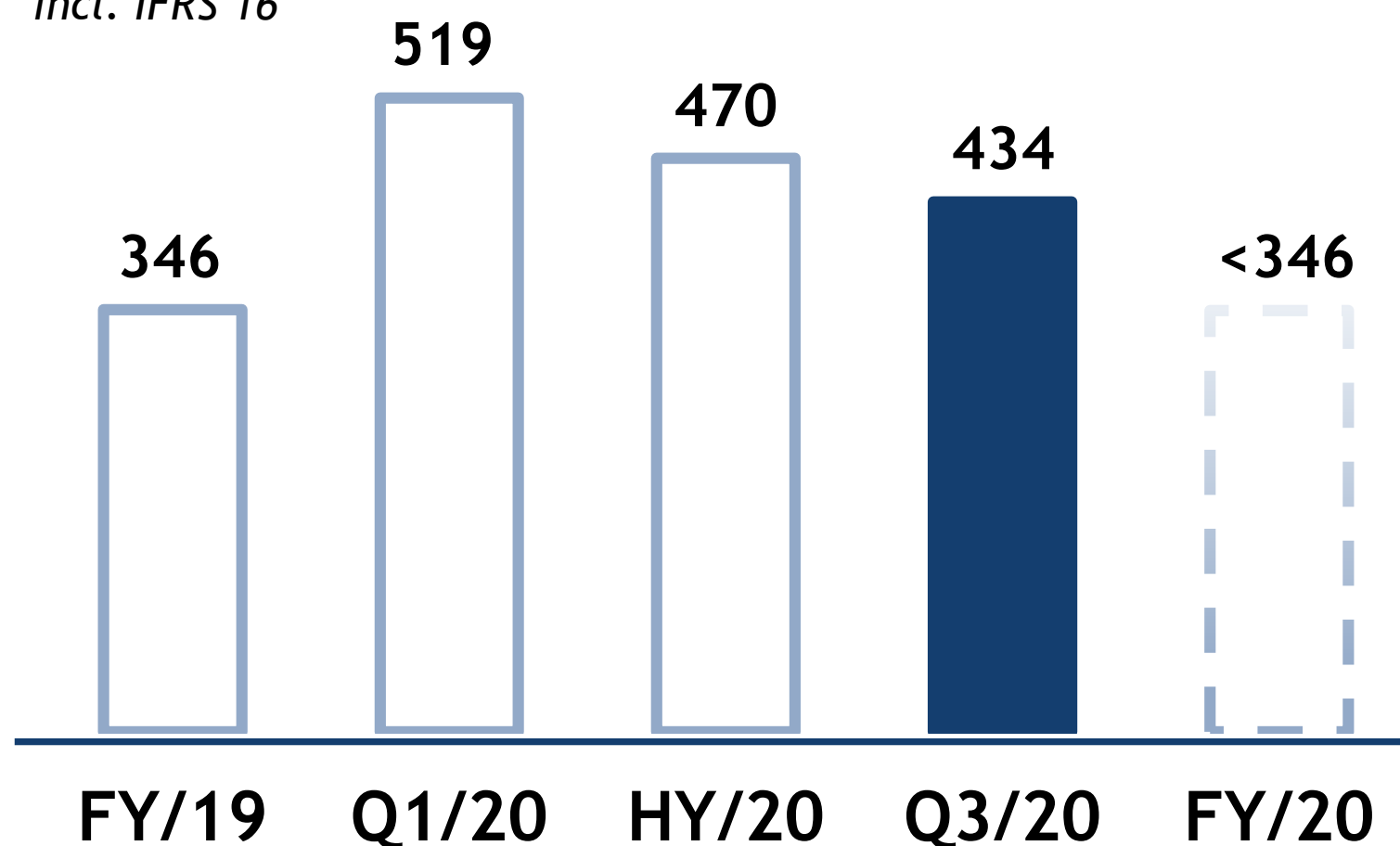
Risk reduced portfolio. Realignment.

Diversified and focused.

Full drive for innovative and green client solutions.

Improved Balance Sheet KPIs

In EURm,
incl. IFRS 16



Net debt:

- Cash level translates in sharp debt reduction
- Positive working capital development
- CAPEX spend control in 2020

Equity ratio:

- Substantial improvement: Q3/20 equity ratio above previous year level
- On track towards the target range of 20-25%

Capitalizing on Opportunities - PORR 2025

Operational excellence

Administration
40 - 50m p.a.
Savings of 2022

Procurement
0.8 - 1.0%
Profitability upside

Balance strength

Net debt reduction
On track

Equity ratio
20 - 25%
On track

Portfolio

Heat map
0.5 - 0.8%
Healthy portfolio

Risk profile
Reduce in 2020
Intelligent growth

Capital allocation

CAPEX
~3.0%
Before IFRS 16

Working capital
6.0 - 8.0%
Reduced level

Positive Outlook 2021

2020

Output: >EUR 5 bn

EBT: EUR -45 up to -55m

- Direct and indirect consequences of COVID-19
- Revaluation of projects in structural engineering Germany and tunneling

2021

Output: EUR 5.3 - 5.5 bn

EBT margin: +1.3% - +1.5%

- COVID-19 effects expected to fade out in spring 2020
- Benefits from government stimulus packages as key driver for the economy, especially in infrastructure
- PORR 2025 with first visible positive effects

Securing long-term leadership in construction and improving cost base

PORR¹⁵⁰

About PORR

PORR¹⁵⁰

Why PORR

Leading in construction.
Focused on 7 home markets.

Key role of construction for economy rebound.

Transformation path as performance lever.

First in the digital mind-set.

Preferred partner.

Long-term demand.

Margin upside.

First in best-in-class solutions.

One Network for All Services in Construction



Building construction

Residences, offices, shopping centres, healthcare facilities, hotels, industrial constructions, stadiums, etc.



Civil engineering/ infrastructure

Tunnelling, railway construction, specialist civil engineering, large-scale road and bridge construction projects and structural engineering



Special competencies

Asphalt production, Facility Management, facade construction, Slab track systems, steel construction etc.



Design & Engineering

Tender management, architecture, construction preparation and supervision, BIM, general planning, LEAN Management, sustainability, etc.

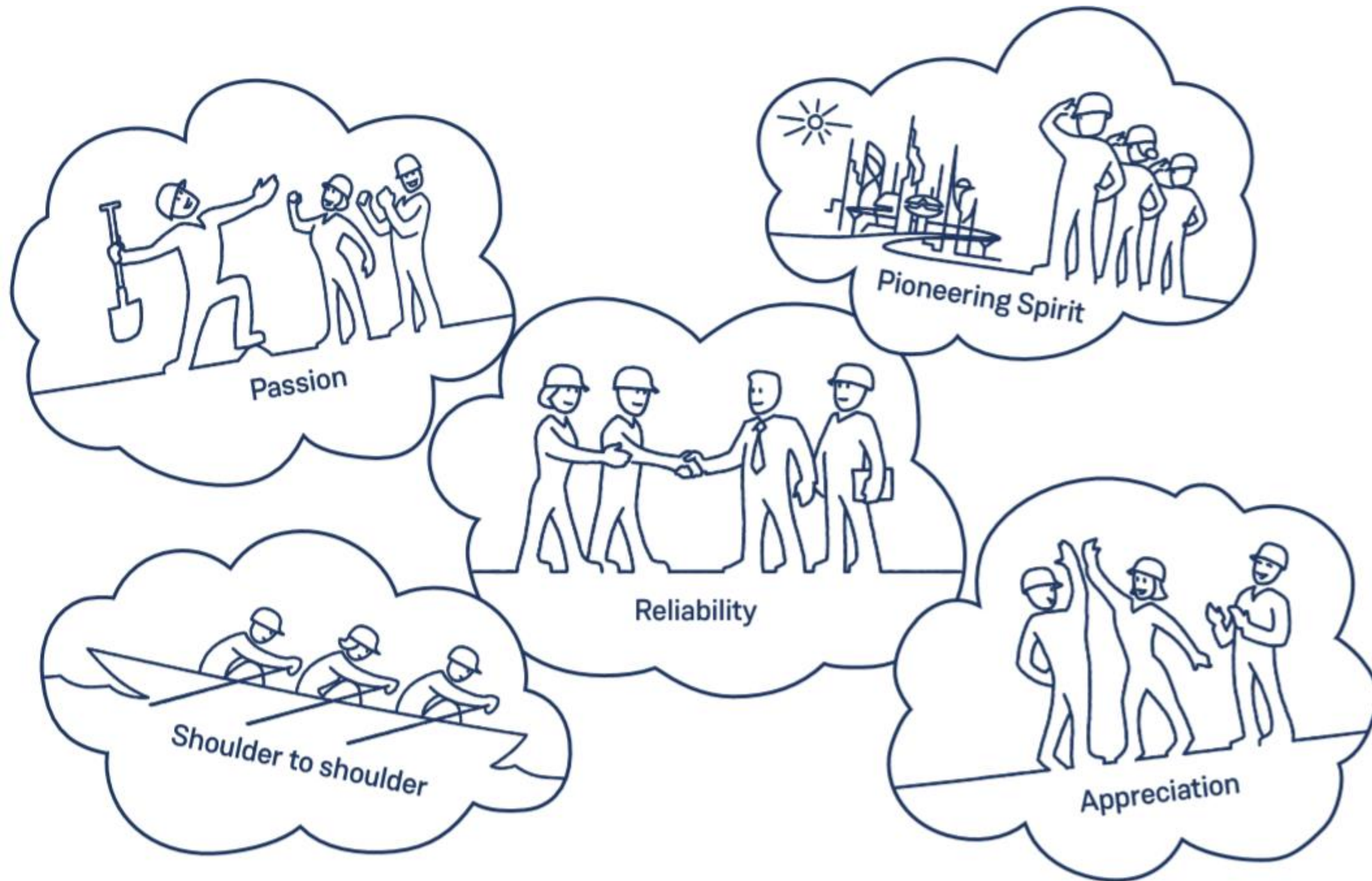


Environmental engineering

Waste management, earthworks demolition/dismantling, landfill, sewer systems, etc.



Five Principles as Foundation for the Home of Construction



Focused in the Core of Europe

Austria: 45%

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

Germany: 26%

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

Switzerland: 4%

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



Poland: 12%

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

Czech Rep. & Slovakia: 6%

- Expand area business
- Opportunities in transport construction

Romania: 3%

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

Data as per 30.09.2020

Drivers on Construction



Urbanisation

Shaping the city of the future.



Ecological/social

Green construction becomes a way of life.



Customers

New customer demands.



Digital Future

Smart and digital with diversity.

PORR's business model meets current and future needs

PORR covers as general and total contractor **all segments in general building and civil engineering.**

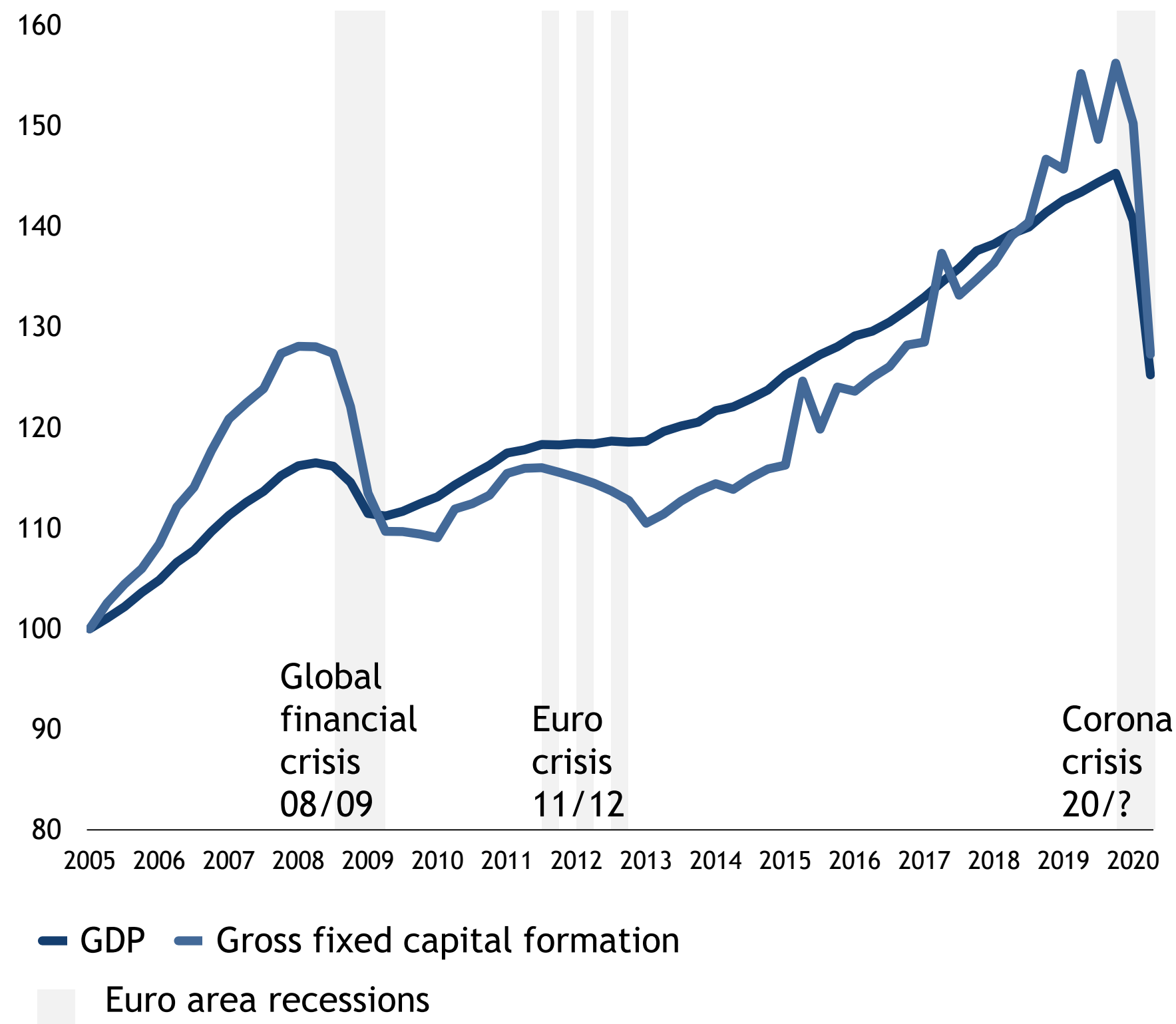
Top ranked in sustainability with continued focus on increasing social and environmental standards.

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

Indexed by Q1/2005



Urgent investment needs undeniable:

-  Infrastructure program 2020 (roads) & Zielnetz 2025+ (railways)
-  Bundesverkehrswegeplan 2030 (roads/railway/water infrastructure)
-  STEP (roads) & Ausbauschnitt 2035 (railways)
-  Investment programmes of GDDKiA (roads) & PKP (railways)
-  Innovation Strategy 2019-2030 (transport infrastructure)
-  Large Infrastructure Operational Programme (transport infrastructure)

Sources: Eurostat (GDP and Gross Fixed Capital Formation), ÖBB, ASFINAG, BMVI, GDDKiA, PKP, EC

Focus and Potential on Seven Home Markets

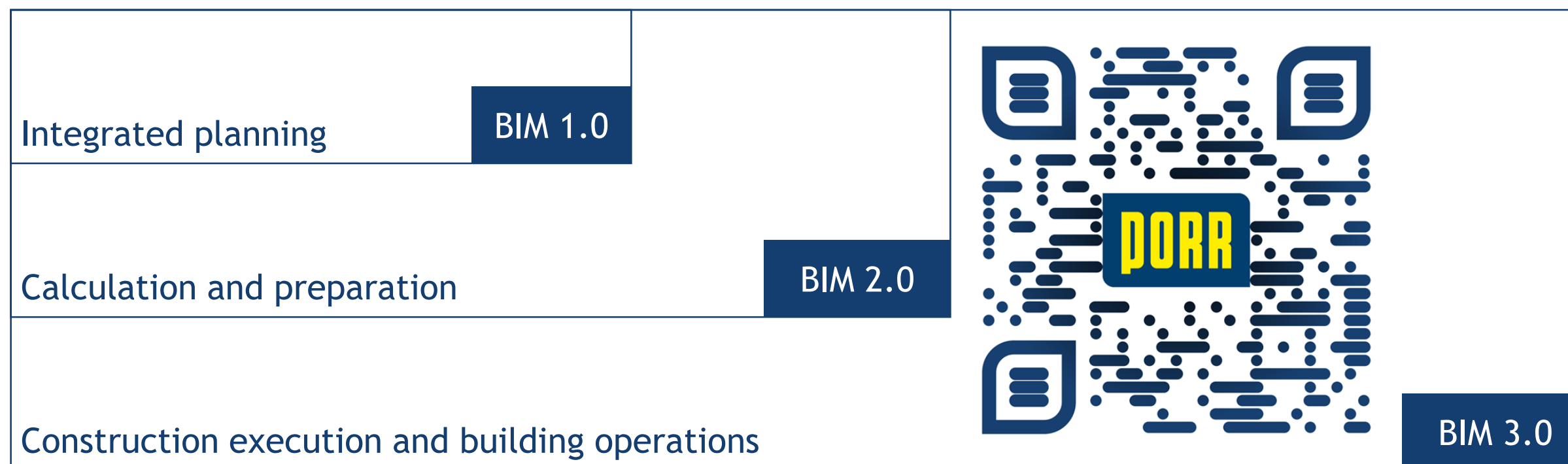
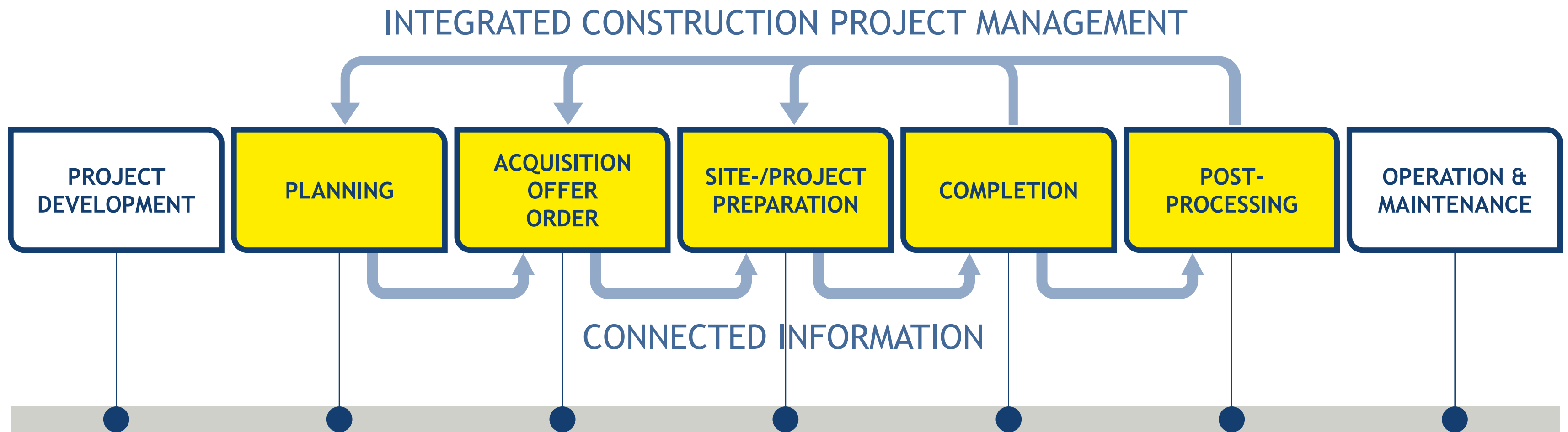
Market	Potential	PORR-specific	COVID-19 impact
Austria	Strong	● Stable, high capacity utilisation, strong market position	Massive decrease in output
Germany	Strong	● High demand, realignment in structural engineering	Productivity affected, project postponements
Switzerland	Strong	● Stable demand, margin pressure	Productivity affected
Poland	Strong	● High demand, competitive pressure	Productivity affected, project postponements in building construction
Czech Republic/ Slovakia	Strong	● Stable demand, expand permanent business	Productivity affected, project postponements in building construction
Romania	Strong	● High demand, expand permanent business	Productivity affected
Qatar/UAE	Neutral	● Selective, reduced project volumes	Massive restrictions
Norway	Neutral	● Selective project acquisition	Productivity affected, project postponements

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

Targeting Margin Re-Bound With PORR 2025

	Markets/segments	Organisation	Operations	Digital opportunities
STRATEGY	<p>Greater Focus</p> <p>Keep the right focus on home markets and further expand market position</p>	<p>Greater efficiency</p> <p>Achieve uniform standards for new flexibility and agile organisation</p>	<p>Enhancing value</p> <p>Review of cost structures at every level</p>	<p>Realising future potential</p> <p>Accelerate connected solutions across the entire construction value chain and new data-based business models</p>
	<p>Align Portfolio structure via newly launched Heat Map: Increase profitability by 0.5 - 0.8%</p> <p>Further growth as design-build contractor: Fully integrated value chain</p>	<p>Streamlined and focused organisation</p> <p>Digitalisation of technical and commercial processes</p>	<p>Reorganisation of administration: Cost savings of EUR 40 - 50m</p> <p>Optimize procurement: upside of 0.8% - 1.0%</p> <p>CAPEX ~4.0%</p> <p>Working capital intensity 6.0 - 8.0%</p> <p>Improve equity ratio: 20.0 - 25.0%</p>	<p>Harmonise IT processes across the Group</p> <p>Continue to expand position as technology leader</p>

Next Generation BIM - Platform for the Future



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

- Project analysis & milestone planning
- Potential analysis
- Cost analysis

LEAN Education & Training

- Principles & methods
- Simulations
- Training of all internal and external process partners

LEAN Implementation

- Overall project analysis & scheduling
- Big room installation
- Coaching of individual teams (trade, specialists)

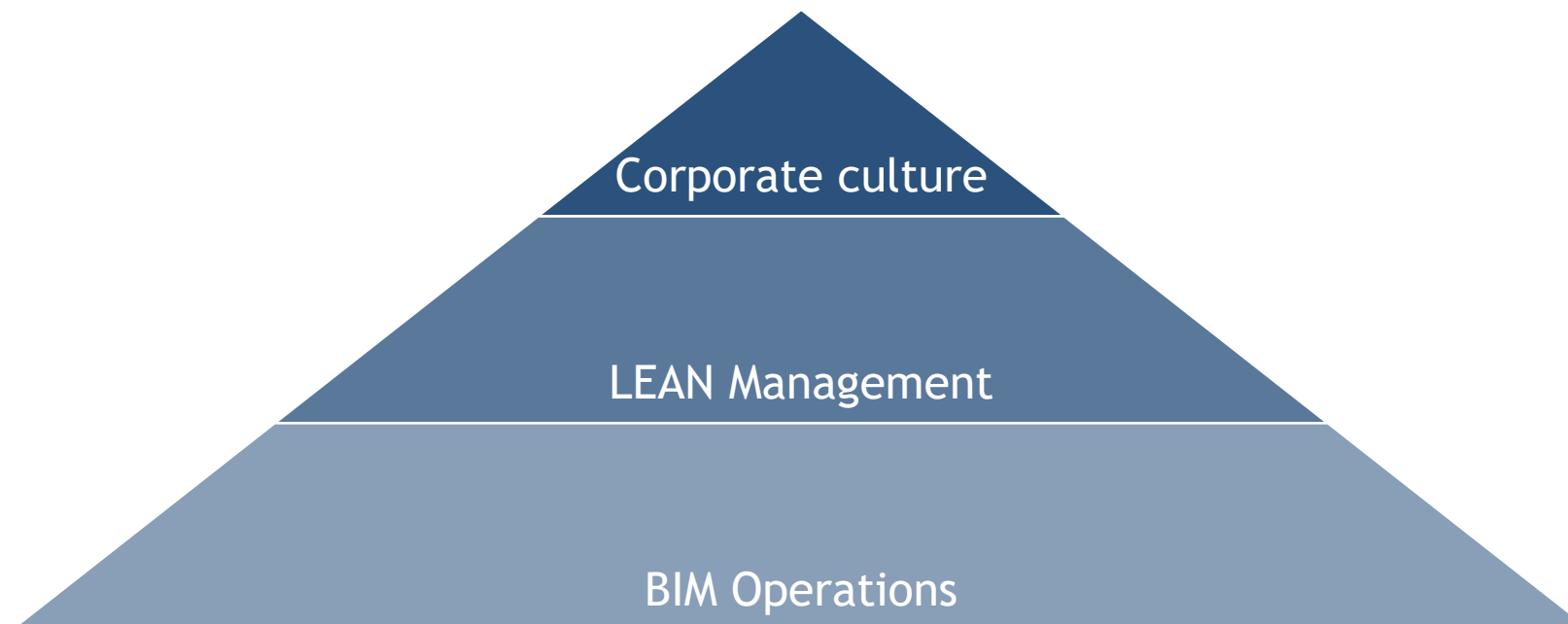
LEAN Project Management

- Weekly meetings
- Daily stand-up meetings
- Moderation by LEAN Manager

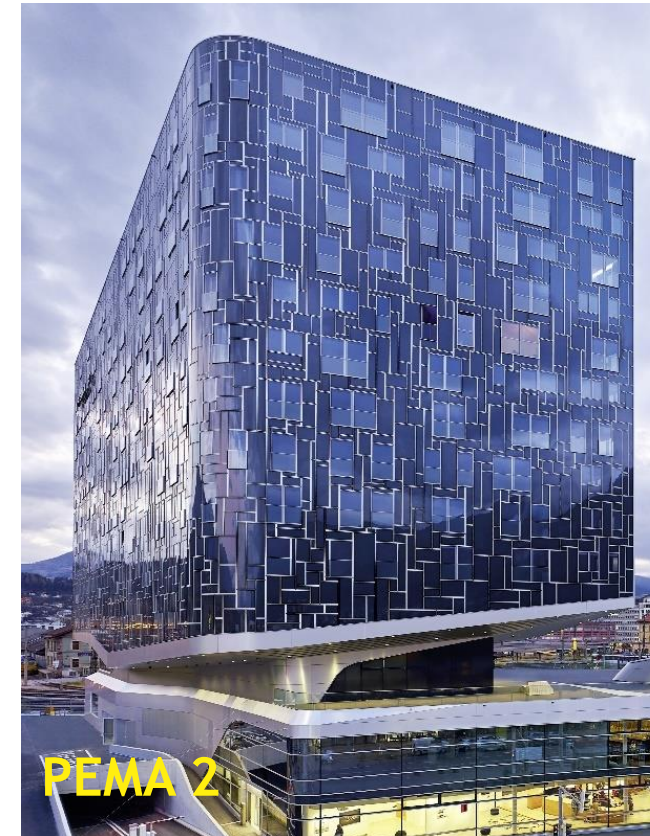
BIM & LEAN @ PORR

What PORR has done so far ...

Starting transformation to ...



... build monumental projects.



... in order to reach future goals

• Long-term

- Paperless construction site
- Automatisatation and utilisation of computer aided methods
- Collecting data for future projects strategies (internet of things)

• Mid-term

- Early recognition of failure and their sources
→ increase productivity and minimize cost
- Improve base for project optimisation and understanding
- Stronger combination of BIM and LEAN

• Short term

- Learning by doing
- Strengthen technical leadership
- Support of projects, marketing and acquisition of ongoing projects & internal resources

Corporate Sustainability Goals

ECONOMY



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

ENVIRONMENT



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

SOCIAL



Health and safety

- „Vision Zero“, workplace health promotion

Further education and training

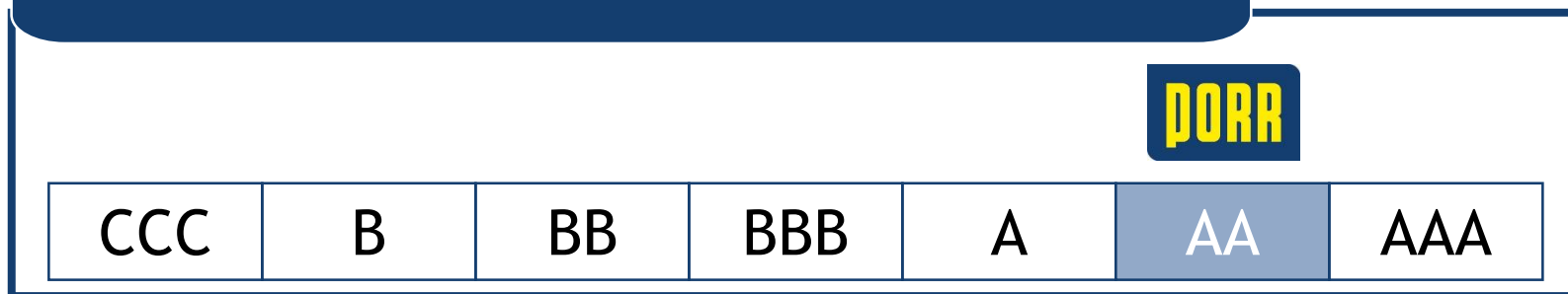
- DigIT LearningMap, porr_academy, increasing percentage of apprentices, strengthening women's skills and competencies, promoting e-Learning

Diversity and equal opportunities

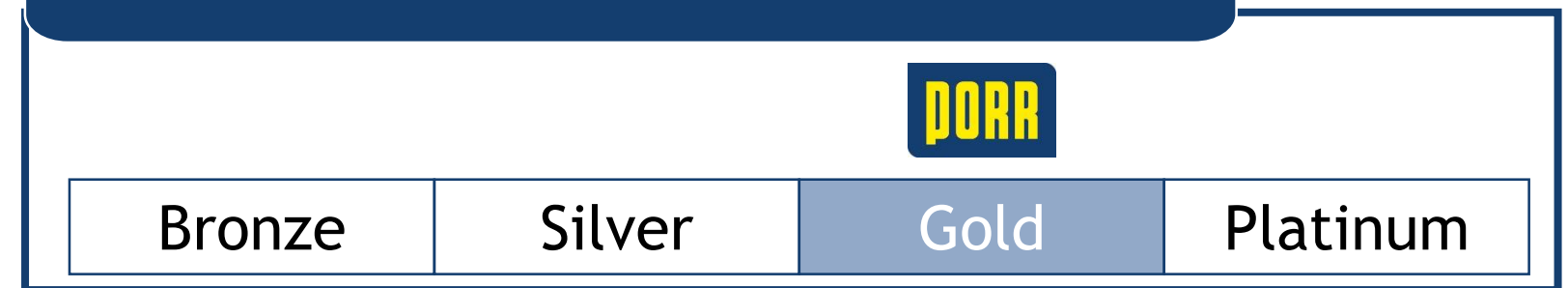
- Fixed focal point in curriculum, raising awareness

Top Awarded in Sustainability Ratings

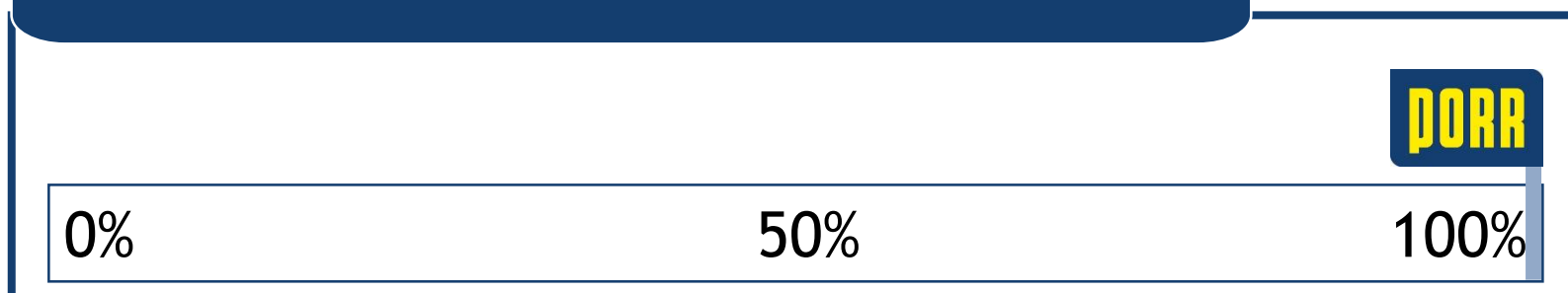
MSCI ESG Rating



EcoVadis



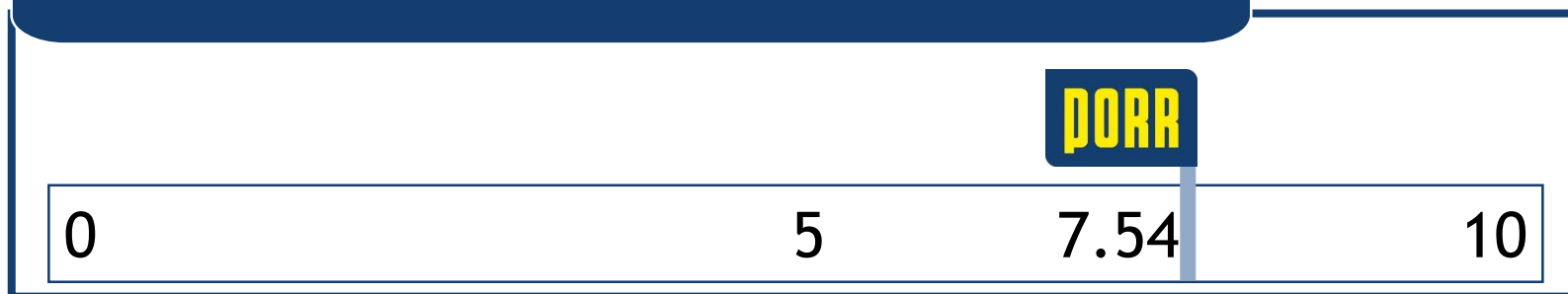
Achilles



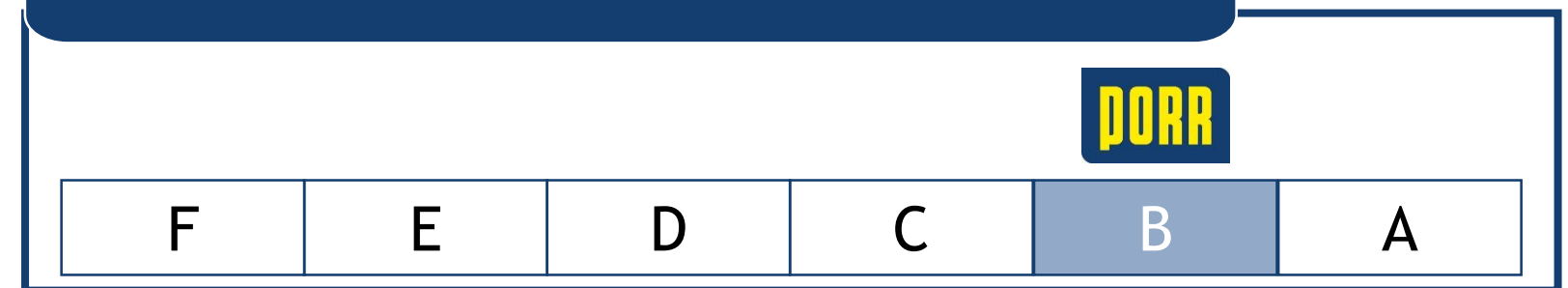
Network for Workplace Health Promotion (Austria)



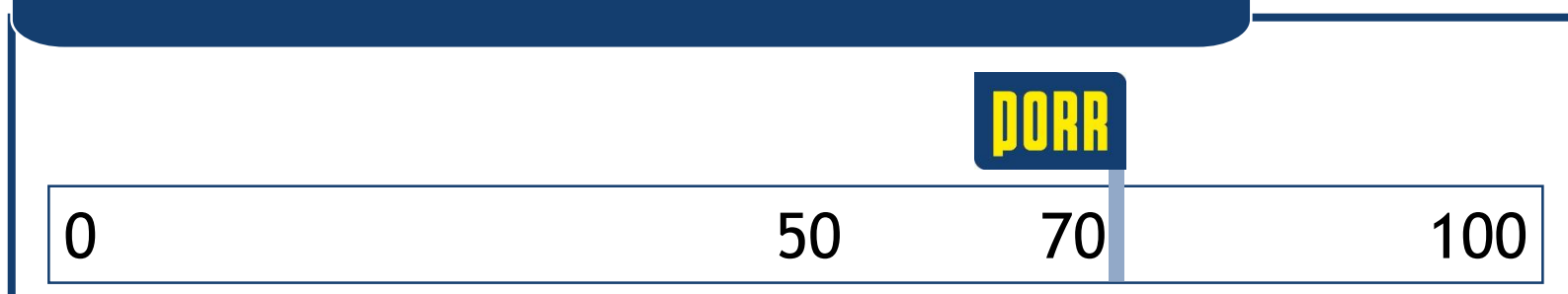
Financial Times Diversity Leaders



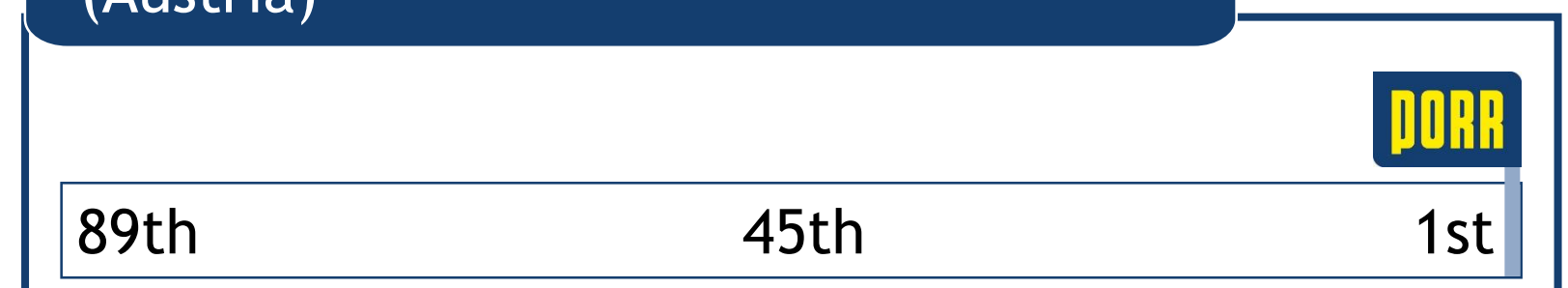
Carbon Disclosure Project Climate



Gaia Ratings



iPoint: Transparency of CSR Reporting (Austria)

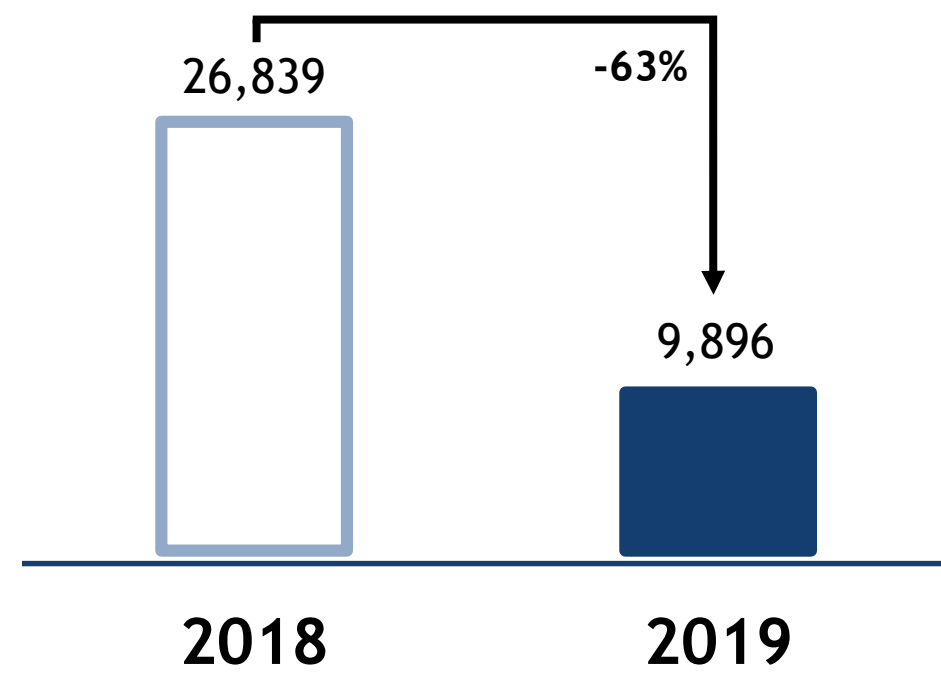


Corporate Social Responsibility 2019

ENVIRONMENT

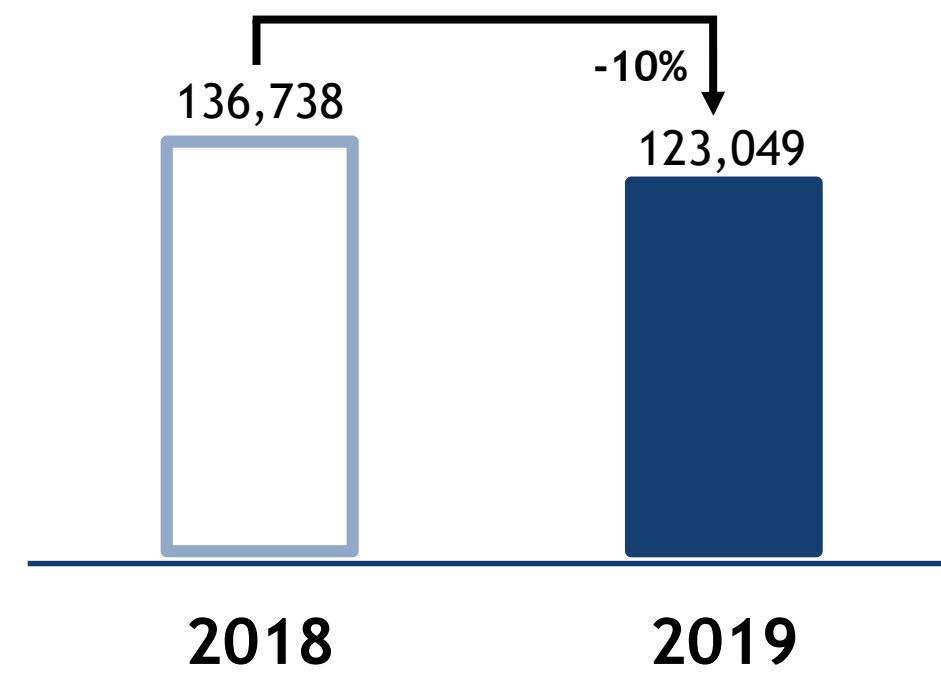
Waste

In t



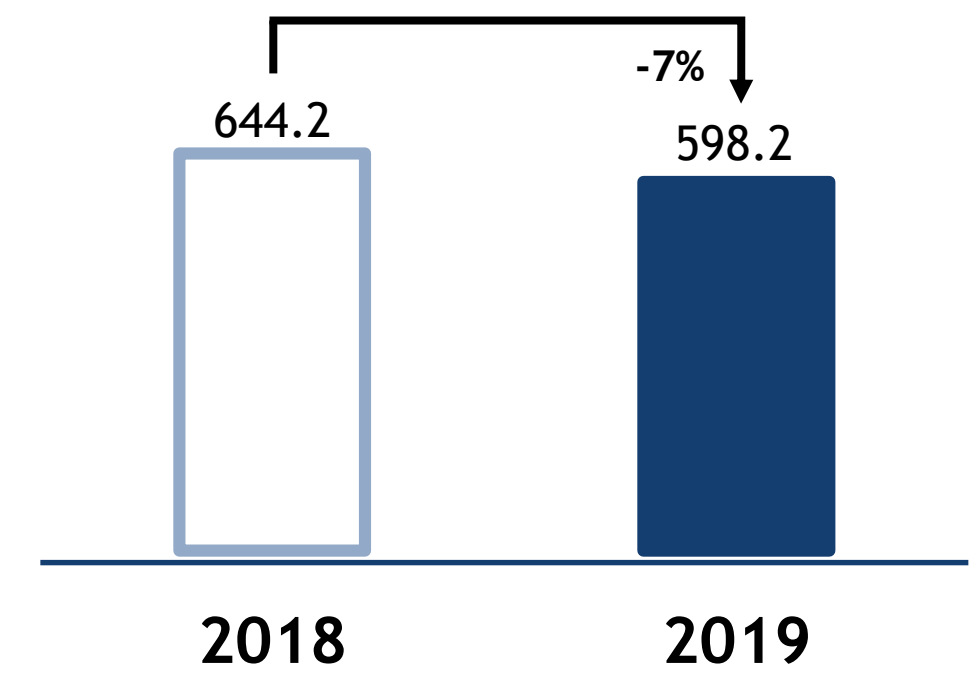
Direct GHG Emissions (Scope 1)

In t



Energy Consumption Within Organisation

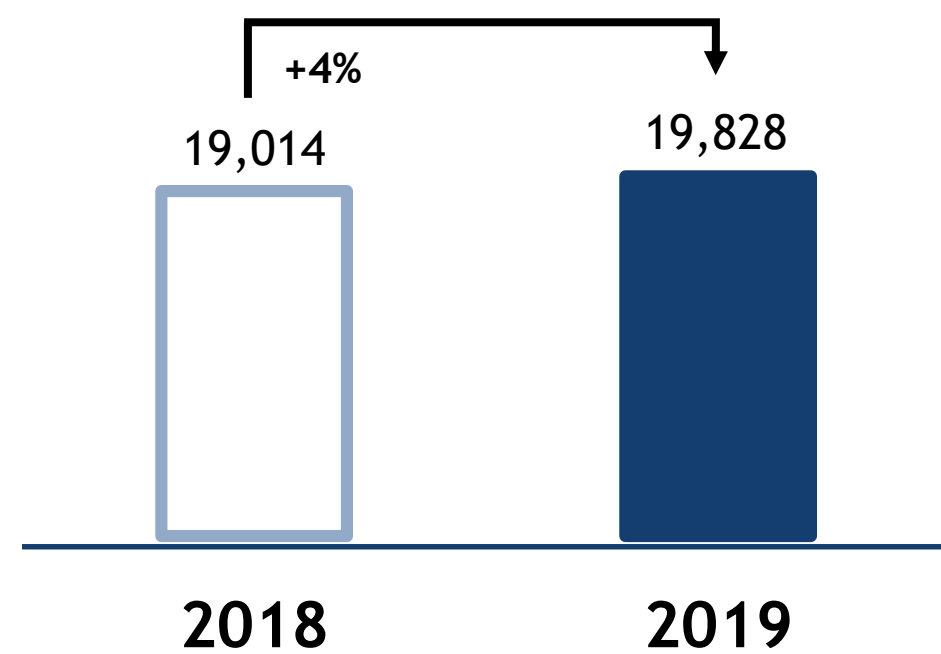
In GWh



SOCIAL

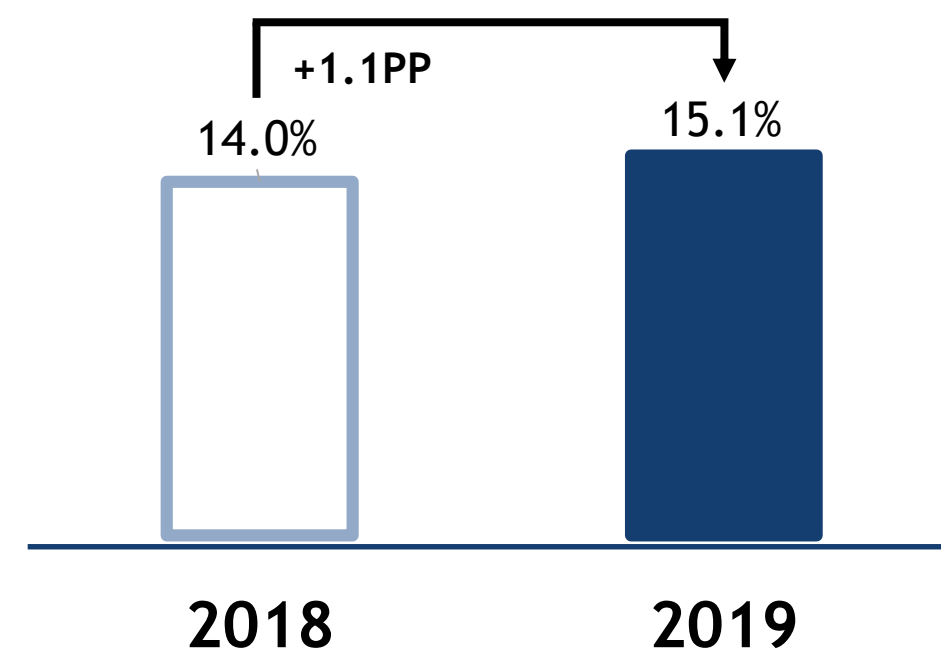
Workforce

Average staffing levels



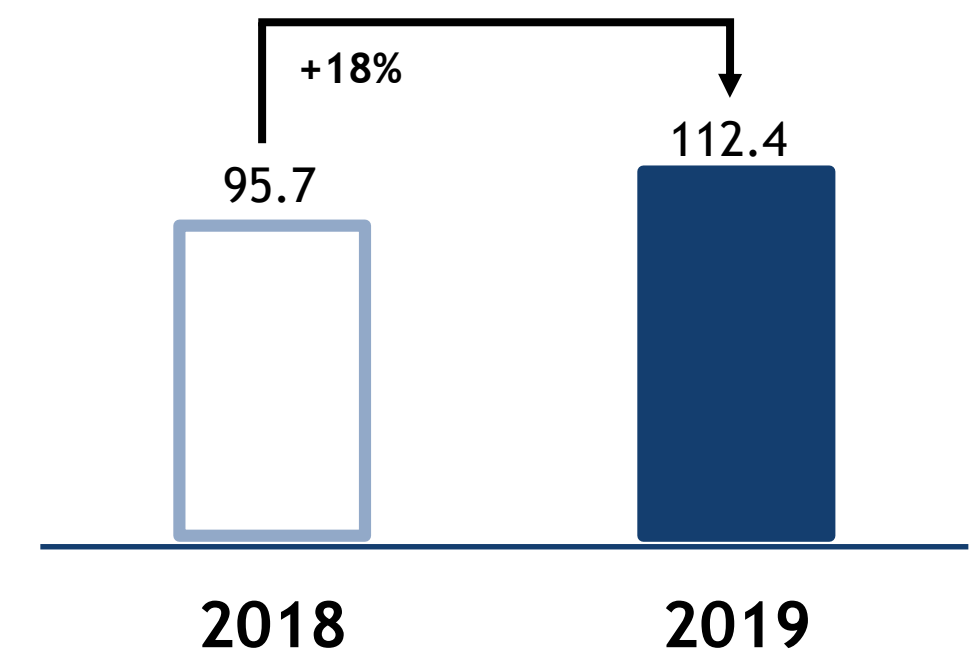
Women

In %

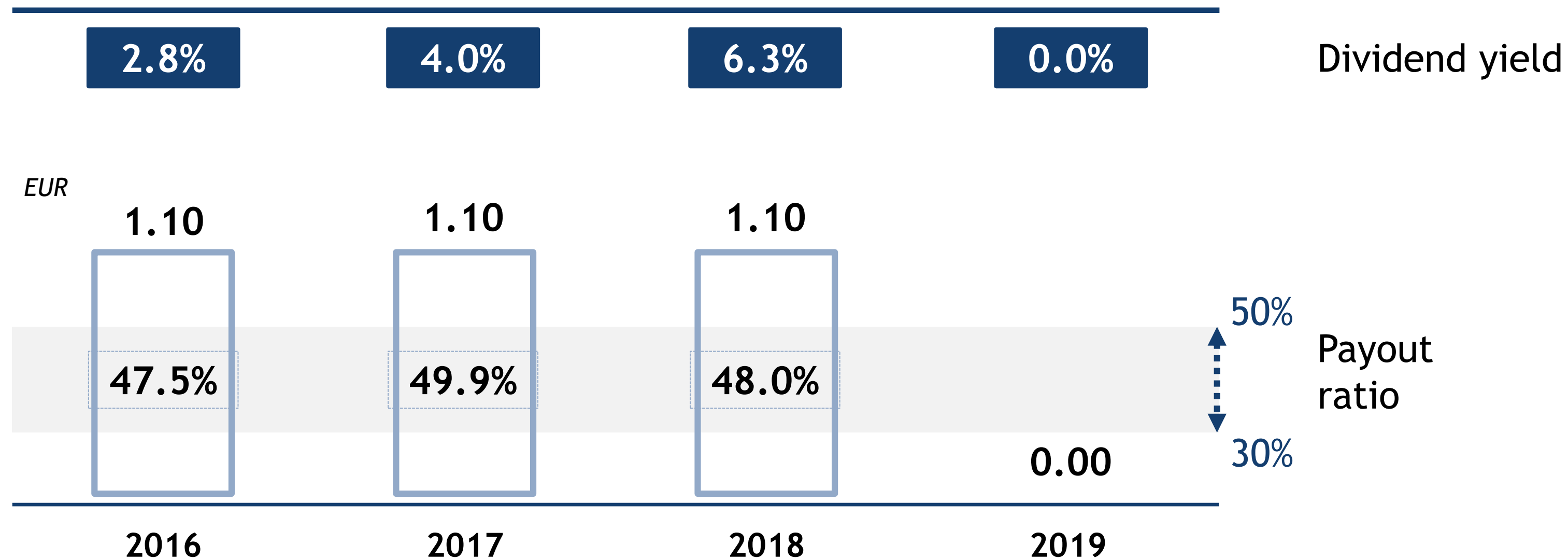


Average Hours of Training

In thousand



Dividend Policy



- In **2019 no dividend** was paid as a precautionary measure in the pandemic and a sign of solidarity towards all stakeholders of PORR.
- PORR is committed to a **long-term dividend policy of 30 to 50% payout ratio** which goes align with the earnings.

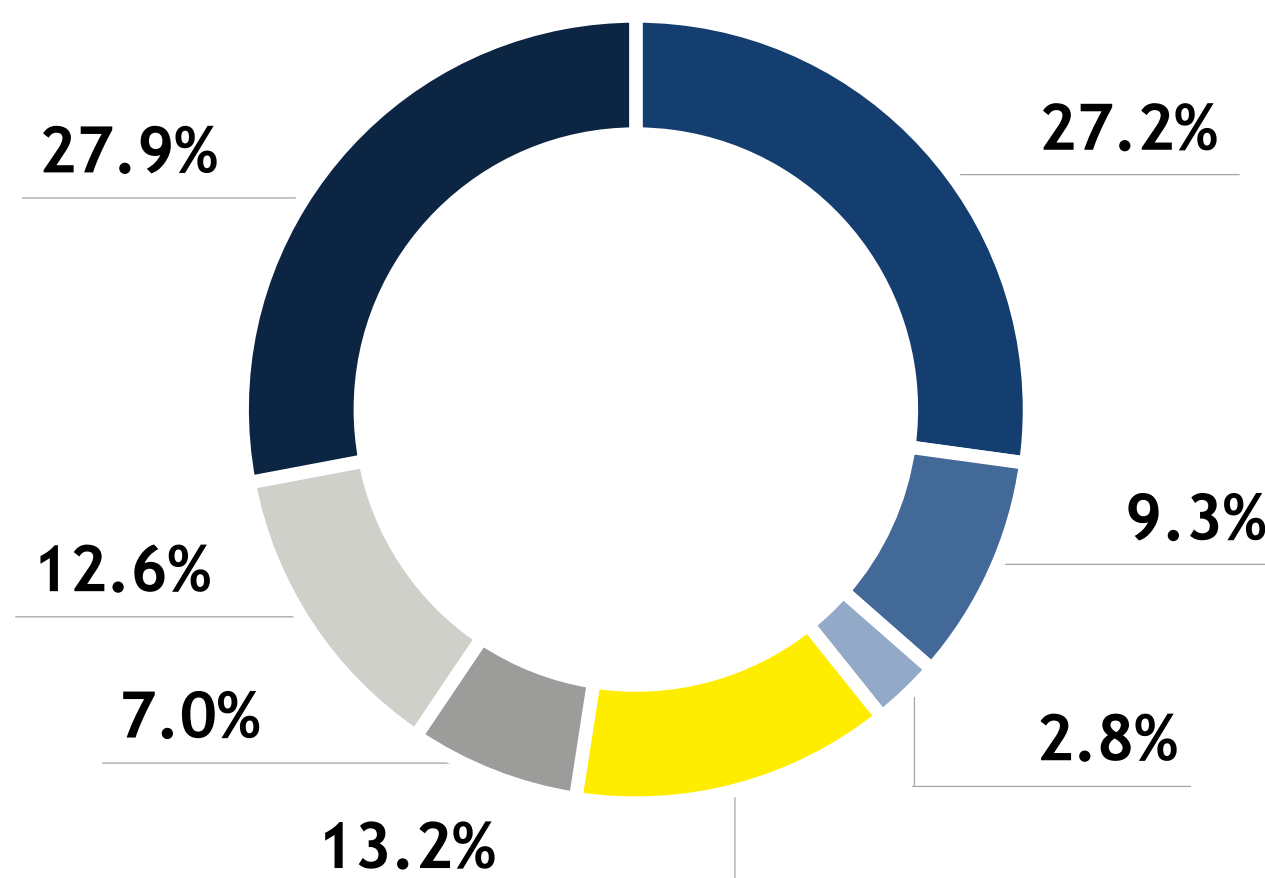
Stable Shareholder Structure

Ownership Structure



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

Free Float - Geographical Split



■ Austria
■ Germany
■ France
■ UK
■ Central and Northern Europe
■ US
■ Not directly assignable

¹ of which 5.85% Heitkamp Construction GmbH, 3.91% Wellington Management Group LLP and 3.36% PORR Management and PORR AG (treasury shares)

Financial Performance

Key Financials

Key Earnings Figures¹ (EURm)	Q1-3 2020	% Δ	Q1-3 2019
Production output	3,778.3	(7.4%)	4,079.9
Revenue	3,365.9	(4.4%)	3,519.8
EBT	(62.4)	<(100.0%)	14.4
Net profit for the period	(46.8)	<(100.0%)	9.8
Key Assets and Financial Figures¹ (EURm)	30.09.2020	% Δ	31.12.2019
Total assets	3,721.2	1.5%	3,664.9
Equity	650.1	8.5%	599.0
Equity ratio	17.5%	1.1PP	16.4%
Net debt	434.1	25.6%	345.7
Key Share Data¹ (EURm)	30.09.2020	% Δ	30.09.2019
Number of shares (weighted average)	29,095,000	-	29,095,000
Market capitalisation	339.2	(38.3%)	549.9

¹ Rounding differences can appear

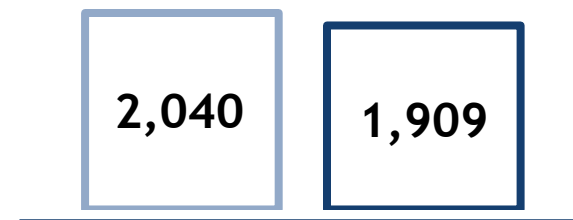
Production Output Reduced Due to COVID-19 Measures

Data as per 30.09.2020 and EURm

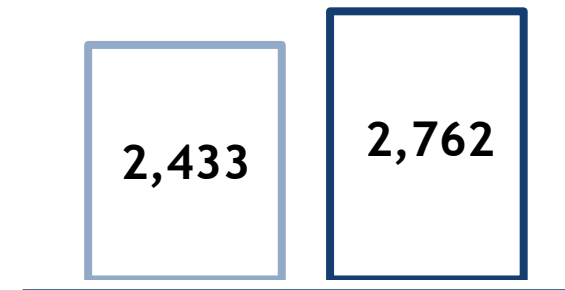
51%

**BU 1
AT/CH**

Production output



Order book

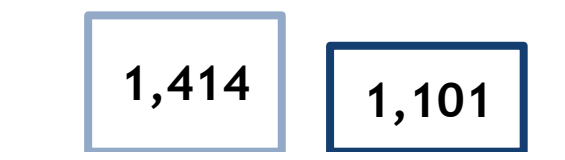


Major COVID-19 restrictions in Austria

Benefits from stimulus programmes expected

18%

**BU 2
GERMANY**

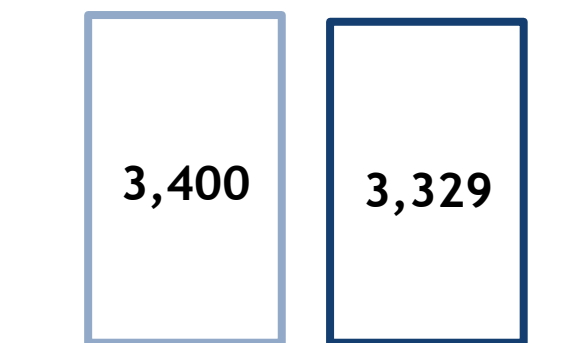


Decrease in buildings and structural engineering

Stable demand in residential construction

29%

**BU 3
INTERNATIONAL**



Significant corona impacts on output of tunneling and CZ

Major restrictions hitting project markets

Holding: ~2% of output

□ Q3/19 □ Q3/20



Consolidated Income Statement

EUR m ¹	Q1-3 2020	Q1-3 2019	% Q1-3 20/19	2019
Production output ²	3,778.3	4,079.9	(7.4%)	5,570.3
Revenue	3,365.9	3,519.8	(4.4%)	4,880.4
Share of profit/loss of companies accounted for under the equity method	20.0	58.4	(65.8%)	87.4
Cost of materials and other related production services ³	(2,254.8)	(2,360.4)	(4.5%)	(3,286.7)
Staff expense	(884.0)	(939.3)	(5.9%)	(1,243.2)
Other operating result ⁴	(172.7)	(132.5)	30.3%	(215.7)
EBITDA	74.3	146.0	(49.1%)	222.3
- in % of Production output	2.0%	3.6%	(1.6PP)	4.0%
Depreciation, amortisation & impairment	(122.6)	(118.7)	3.3%	(167.6)
EBIT	(48.3)	27.3	<(100.0%)	54.7
- in % of Production output	(1.3%)	0.7%	(1.9PP)	1.0%
EBT	(62.4)	14.4	<(100.0%)	37.4
- in % of Production output	(1.7%)	0.4%	(2.0PP)	0.7%
Profit for the period	(46.8)	9.8	<(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	Q1-3 2020	Q1-3 2019	% Q1-3 20/19	2019
Production output ²	3,778.3	4,079.9	(7.4%)	5,570.3
Revenue	3,365.9	3,519.8	(4.4%)	4,880.4
Ratio of profit/loss of companies (at equity)	0.5%	1.4%	(0.9PP)	1.6%
Material cost ratio ³	(59.7%)	(57.9%)	(1.8PP)	(59.0%)
Personnel cost ratio	(23.4%)	(23.0%)	(0.4PP)	(22.3%)
Others ⁴	(4.6%)	(3.2%)	(1.3PP)	(3.9%)
EBITDA	74.3	146.0	(49.1%)	222.3
- in % of Production output	2.0%	3.6%	(1.6PP)	4.0%
Depreciation, amortisation & impairment	(3.2%)	(2.9%)	(0.3PP)	(3.0%)
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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		30.09.2020	31.12.2019	31.12.2018
Assets	Non-current assets	1,384.4	1,392.4	1,104.1
	Current assets	2,336.8	2,272.5	2,010.6
	Total assets	3,721.2	3,664.9	3,114.7
Equity & liabilities	Equity ¹	650.1	599.0	618.2
	Non-current liabilities	908.3	1,006.7	573.6
	Current liabilities	2,162.7	2,059.2	1,922.9
	Total equity and liabilities	3,721.2	3,664.9	3,114.7
Ratios:	Net debt ²	434.1	345.7	349.1
	Equity ratio	17.5%	16.4%	19.9%

¹ Incl. Non-controlling interests

² Bonds & SSD plus financial liabilities less cash and cash equivalents. The figure as of 31 December 2018 has been adjusted due to the first-time application of IFRS 16.

Balance Sheet Assets

EUR m ¹		30.09.2020	31.12.2019	% Δ
Non-current assets	Intangible assets	149.1	148.5	0.4%
	Property, plant and equipment	926.9	940.9	(1.5%)
	Investment property	56.0	54.1	3.5%
	Shareholdings in companies acc. for under the equity meth.	84.4	86.1	(1.9%)
	Loans	83.8	83.3	0.6%
	Other financial assets	35.9	37.0	(3.0%)
	Other non-current financial assets	19.5	27.0	(27.7%)
	Deferred tax assets	28.7	15.5	85.1%
Total non-current assets		1,384.4	1,392.4	(0.6%)
Current assets	Inventories	83.8	76.0	10.2%
	Trade receivables	1,653.4	1,480.9	11.6%
	Other financial assets	122.1	86.2	41.6%
	Other receivables and current assets	49.7	47.5	4.5%
	Cash and cash equivalents	416.7	581.9	(28.4%)
	Assets held for sale	11.1		
	Total current assets	2,336.8	2,272.5	2.8%

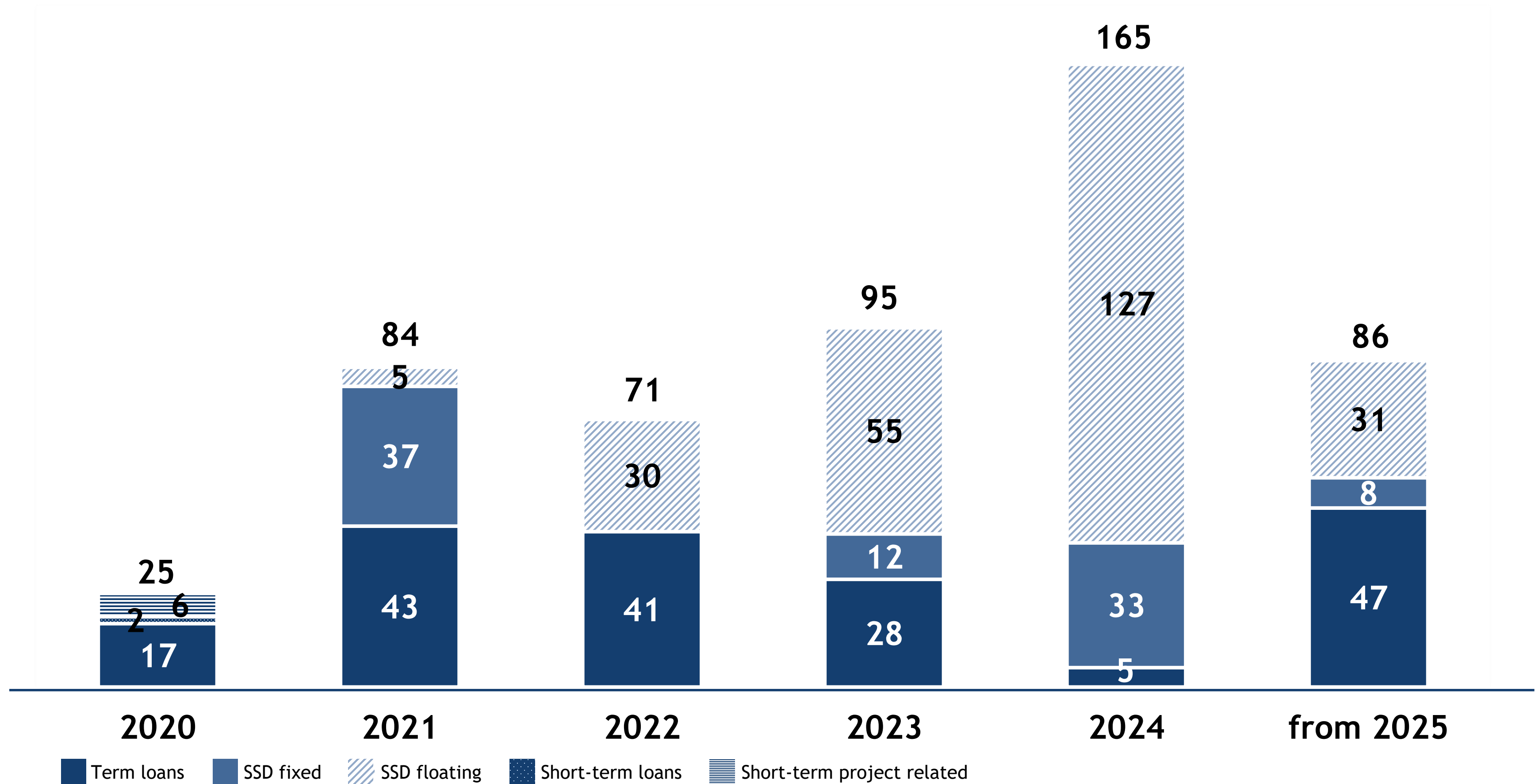
¹ Rounding differences may appear

Equity and Liabilities

EUR m ¹		30.06.2020	31.12.2019	% Δ
Equity	Share capital	29.1	29.1	-
	Capital reserve	251.3	251.3	-
	Profit-participation rights/hybrid capital	323.0	195.3	65.4%
	Other reserves	33.9	111.4	(69.6%)
	Non-controlling interest	12.9	12.0	7.8%
	Total equity	650.1	599.0	8.5%
Liabilities	Bonds and Schuldscheindarlehen	336.5	375.4	(10.3%)
	Provisions	329.8	339.3	(2.8%)
	Financial liabilities	514.3	552.2	(6.9%)
	Trade payables	1,182.5	1,138.8	3.8%
	Other financial liabilities	39.5	64.2	(38.5%)
	Other liabilities	583.5	520.5	12.1%
	Tax payables	70.2	75.4	(6.9%)
	Liabilities held for sale	14.7		
	Total liabilities	3,071.0	3,065.9	0.2%

¹ Rounding differences may appear

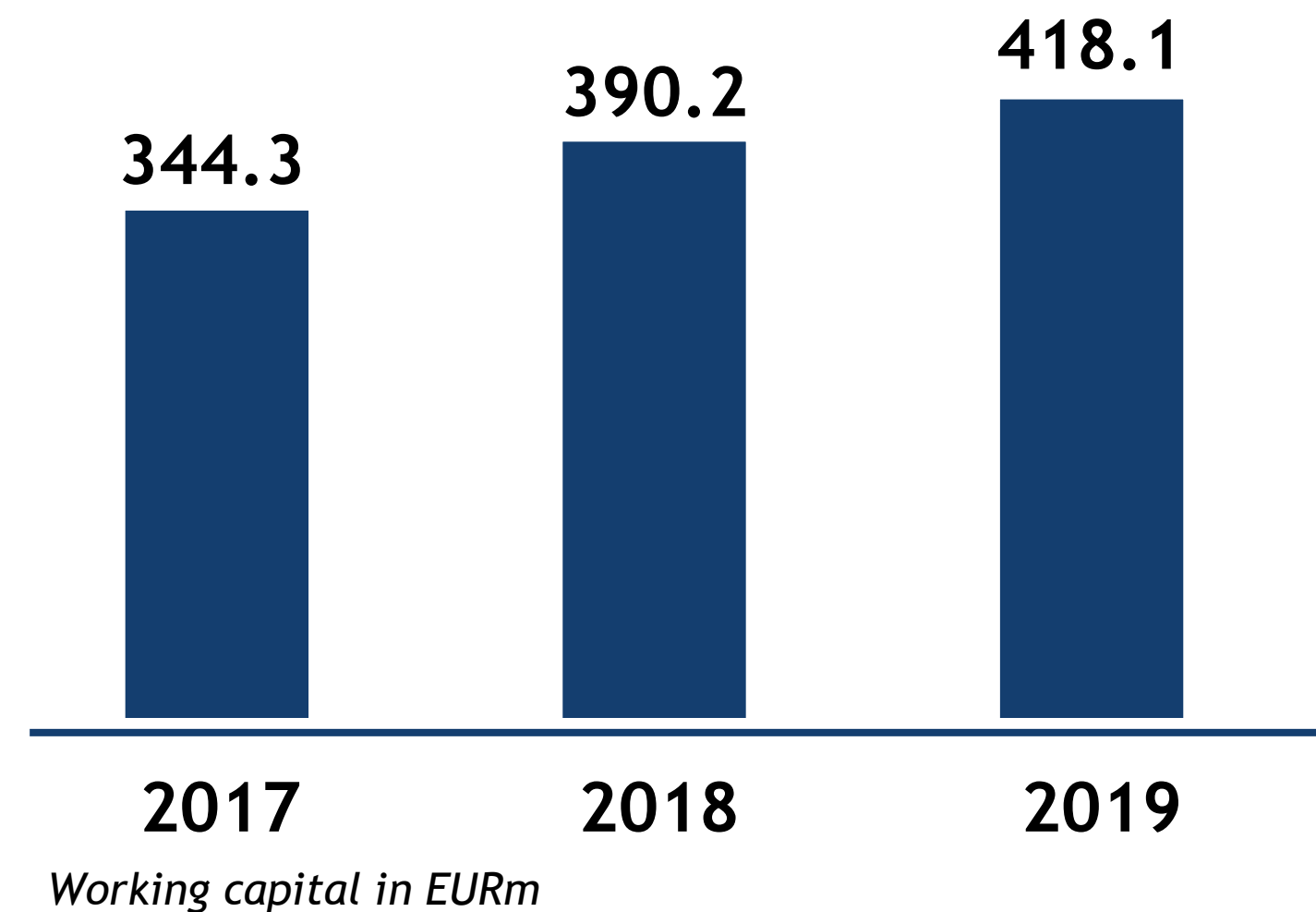
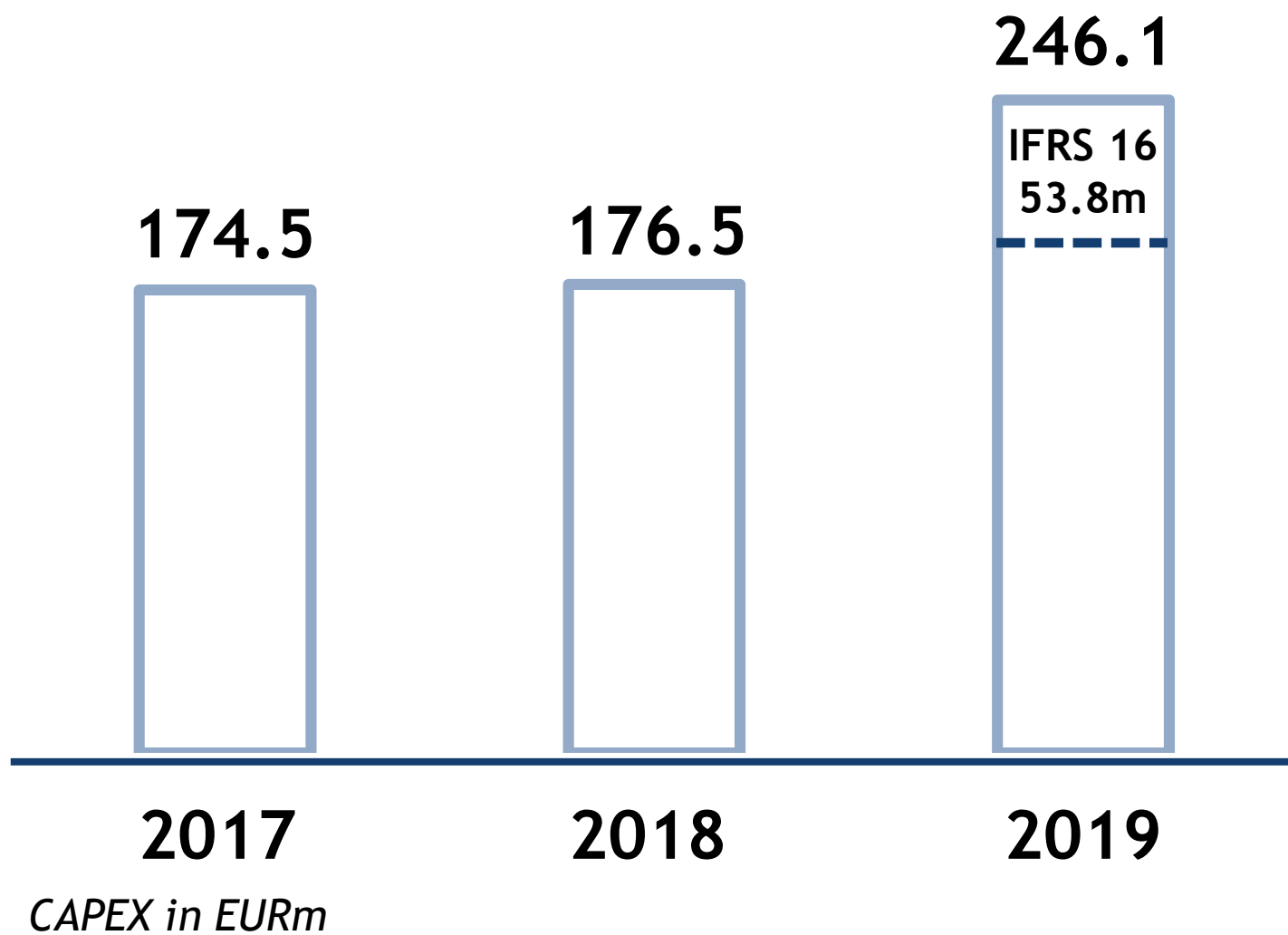
Maturity Profile of PORR's Financial Liabilities as of 30.09.2020



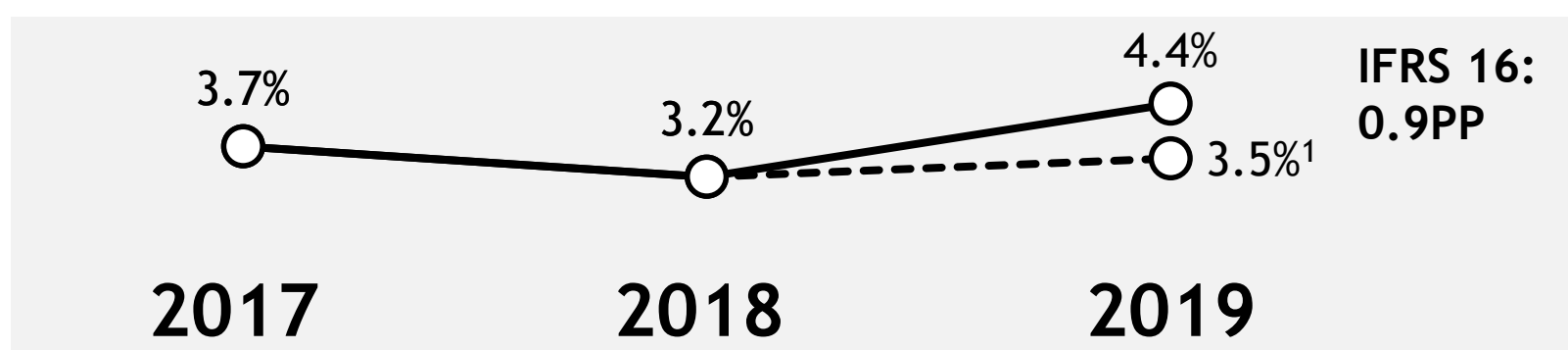
Comments: Chart excludes leasing liabilities and FX-hedge-liabilities. Figures are in EUR m. Rounding differences may appear.



CAPEX and Working Capital Development in 2019



CAPEX ratio:



CAPEX 2019 in line
with defined range of approx. 3%¹

¹ CAPEX intensity before IFRS 16.
In 2019 it was additionally affected by one-off investments.

Working Capital:

	EURt	% of Output	
2018:	390,176	7.0%	} +50bps
2019:	418,116	7.5%	

Working Capital 2019 in line
with defined range of 6-8%

Top Order Intakes 2019/2020

- Heraeus HQS, Kleinostheim/DE/59.5m
- Techno Campus, Berlin/DE/55.9m
- App. Bldg. Nordbahnhof BF 7.3. + 7.4, Vienna/AT/45.0m
- Office Bldg. LIXA-C, Warsaw/PL/26.6m
- App. Bldg. BD Jakovcova, Praha/CZ/23.1m

Q4 19

- Terminal LNG Onshore, Swinoujscie/PL/117.8m
- S16 expressway Borki Wielkie - Mragowo/PL/112.4m
- LNG Offshore, Swinoujscie/PL/91.6m
- Slab Track PORR Stuttgart 21 PA1.7/DE/90.4m
- S1 expressway Oswiecim - Dankowice/PL/87.6m

Q2 20

Q1 20

- LK351 Railroad Krzyz - Dobiegniew/PL/87.6m
- High-rise Bldg. Gangloff Areal, Bern/CH/42.6m
- Lyoner Gärten, Frankfurt/DE/34.6m
- ARGE Update Furka Tunnel Los 15, Realp/CH/33.7m
- Interchange 3, Ras Bufontas/QA/32.3m

Q3 20

- Siemens Zeleni High-Energy Photonics, Erlangen/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

Coverage

Institution	Analysts	Price Target	Recommendation	Last Update
Hauck & Aufhäuser	Aliaksandr Halitsa	15.0	Hold	24.03.2020
ERSTE Group	Daniel Lion	14.1	Hold	14.08.2020
Raiffeisen Centrobank	Markus Remis	14.0	Hold	27.08.2020
Kepler Cheuvreux	Torsten Sauter	13.5	Hold	18.11.2020
SRC Research	Stefan Scharff Christopher Mehl	16.0	Buy	18.11.2020
FMR Research	Felix Lutz Mariya Lazarova Robel Tesfeom	15.5	Hold	19.11.2020
Warburg Research	Jonas Blum	20.0	Buy	20.11.2020

IR Information for PORR AG

Share Information

Share price ¹	EUR 13.40
Market capitalisation	EUR 389.9m
Official market	Vienna Stock Exchange Prime Market
Number of shares outstanding	29,095,000
Ticker symbol	POS VI
ISIN	AT0000609607

IR Contact

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Financial Calendar

08 February 2021:	Interest payment hybrid bond 2017 & hybrid bond 2020
26 April 2021:	Publication & press conference Annual results 2020
17 May 2021:	Record date for the attendance of the 141th AGM
26 May 2021:	Publication Q1 Results
27 May 2021:	141th AGM
01 June 2021:	Trade ex-dividend
02 June 2021:	Record date dividend

¹ Share and market cap data as of 25 November, 2020