



# FY Results 2021

Part of the solution.

Investor Presentation  
April 2022

**PORR**



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# Highlights 2021

1

**Highest order backlog achieved**  
Established market leadership to fuel demand

2

**Production output of EUR 5.7 bn continued to grow**  
Leveraging on solid pipeline over all markets

3

**EBT of EUR 85.4m on the top of FY guidance**  
Ongoing transformation drives EBT back to pre-COVID levels

4

**Strong financial metrics. Record cash.**  
Net cash and equity in target range

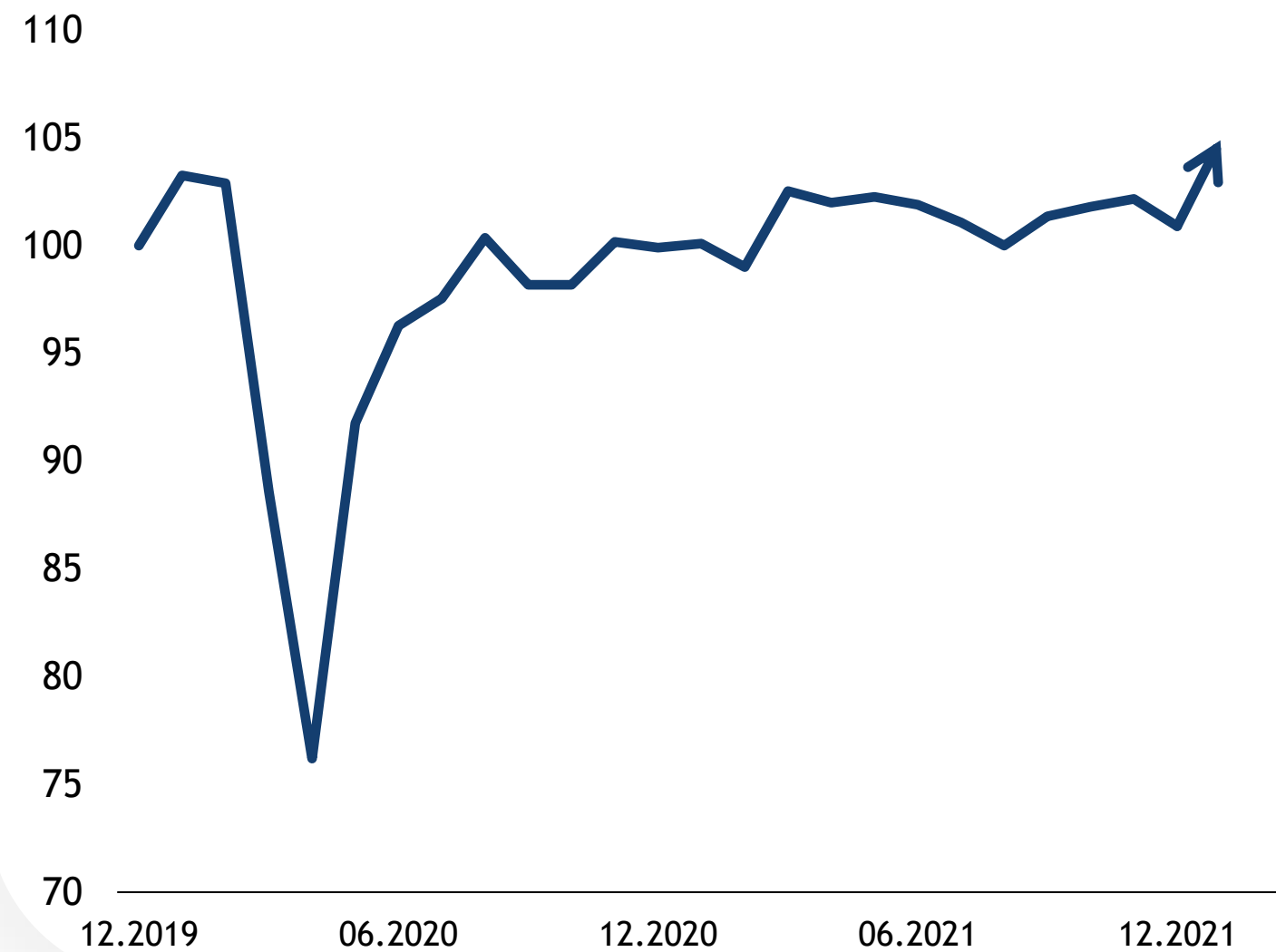
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**2022 Outlook. Further positioning as a total contractor.**  
Clear agenda to drive mid-term goals

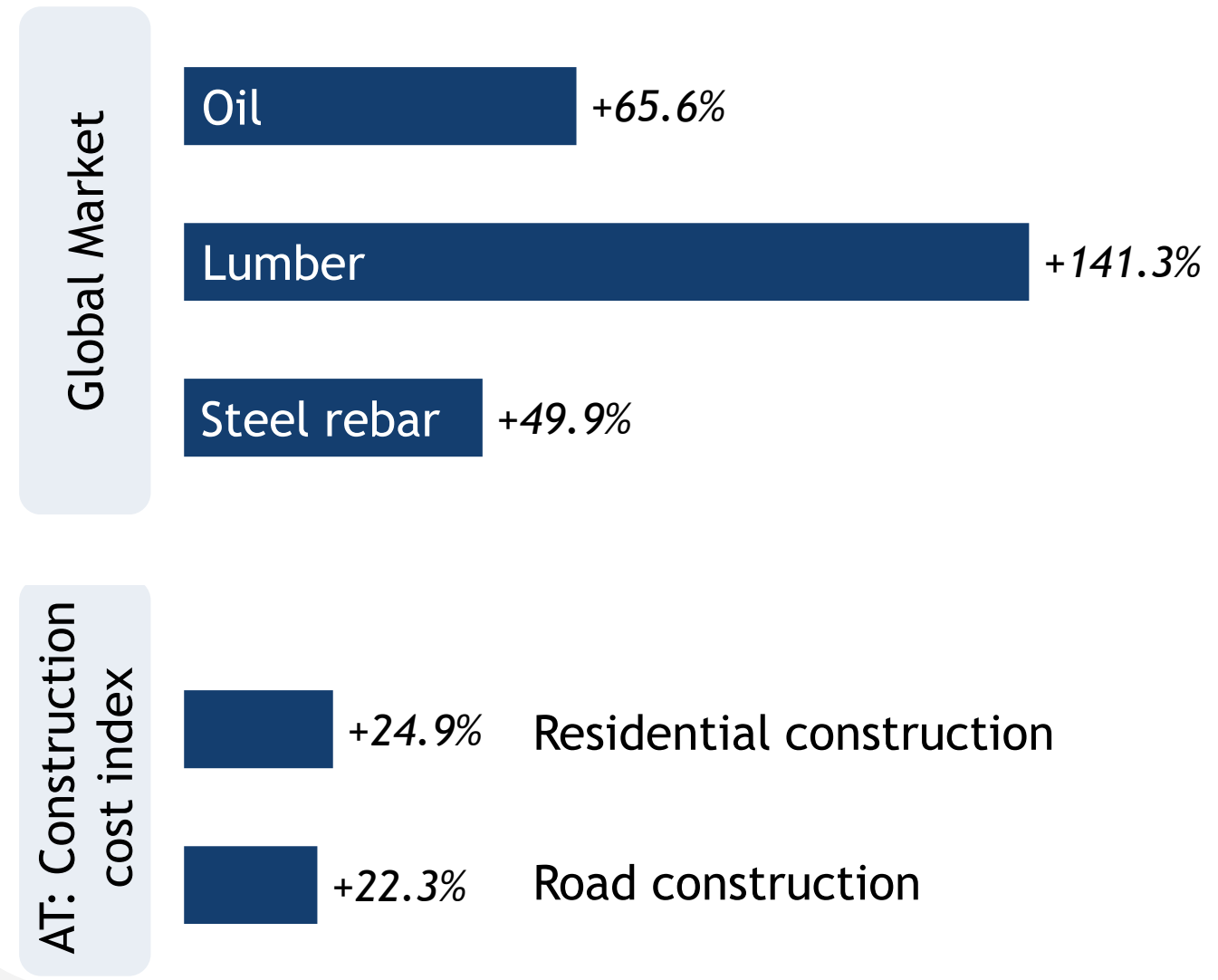




# Strength and Weaknesses in Our Markets



— Volume index of production in construction, indexed by 12/2019, seasonally and calendar adjusted; Source: Eurostat

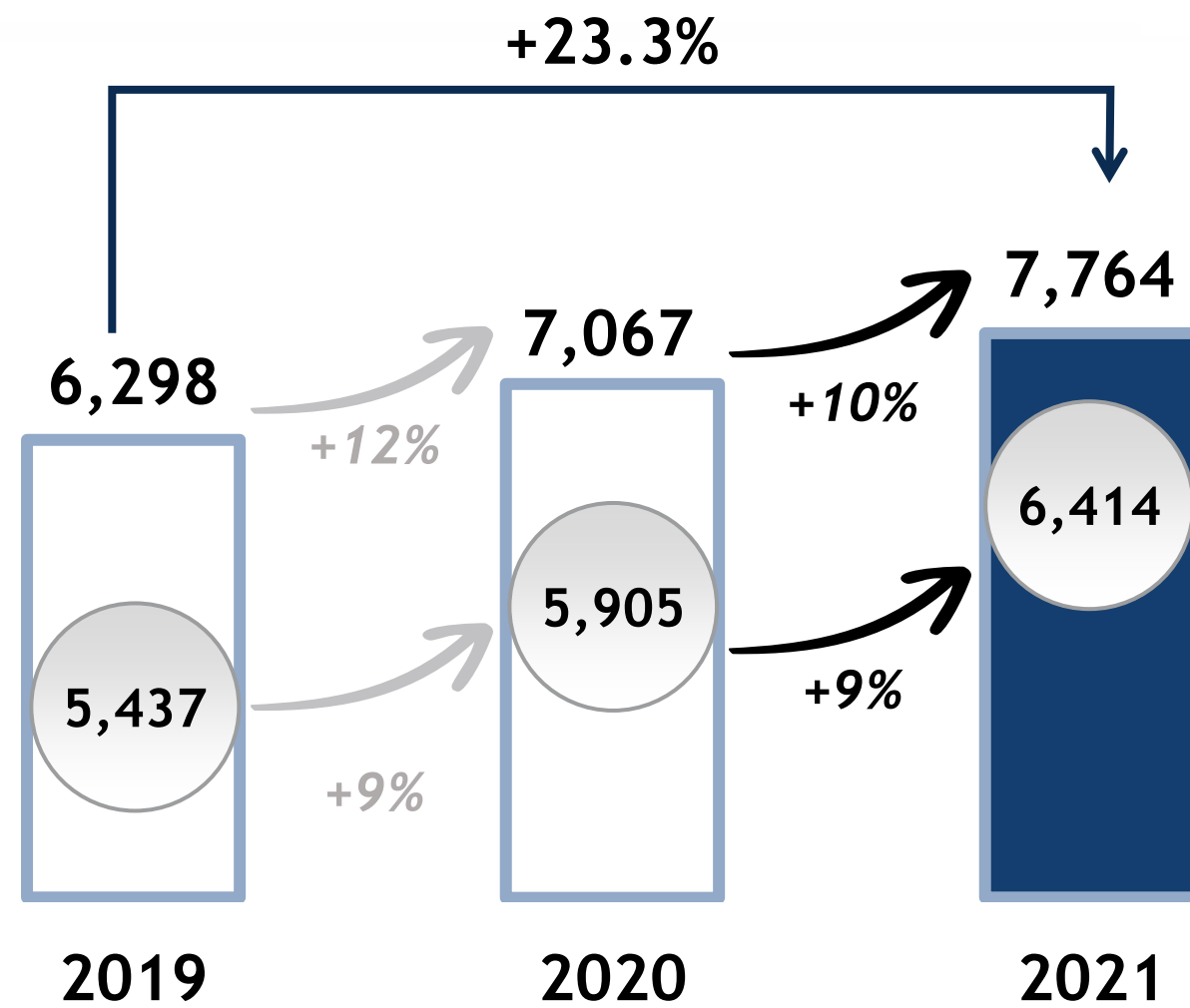


■ Input price increases from 12/2019 to 03/2022; Sources: Refinitiv, Statistik Austria

- High demand for all construction services
- ESG accelerates the next chapter of long-term growth

- Supply chain constraints and price increases for raw materials
- Ongoing geopolitical and macroeconomical uncertainty

# Strong Order Book Enables Resilience



Order backlog confirms growth in high-margin segments and reduction of loss-making business

- +19% Backlog in segment with long-standing EBT track record
- +23% Backlog in profitable business  
-38% Backlog in structural engineering
- 11% Backlog remaining on high level of EUR 1.5 bn (2x output); focus on cherry picking
- +19% Backlog trough both building construction and civil engineering
- +18% Backlog mainly from Slab Track and tunnelling

■ Order backlog\* in EUR m  
 ● Order intake\* in EUR m

Record level of EUR 7.8 bn - scale matters

Heatmap and measures lead to improved average margin

+8.6% in order intake\*

\* Adjusted for the projects H51 Pfons - Brenner and A1 Leverkusen Rhine Bridge



# TOP Orders in 2021

## TOP order backlog



**Arge ÖBB Ebreichsdorf**  
*Austria*



**Thulestraße**  
*Berlin, DE*



**Skysawa**  
*Warsaw, PL*



**Limberg III**  
*Kaprun, AT*

## TOP order intakes in 2021



**Urbanisation**

ARGE U2 lot 17-21 subway, Vienna



**Mobility**

Design & Build express way Sibiu - Pitești Section 4, (RO)



**Sustainability**

ARGE Pumped storage power plant, Limberg III, Kaprun (AT)



**Digitalisation**

MCI Campus, Innsbruck (AT)



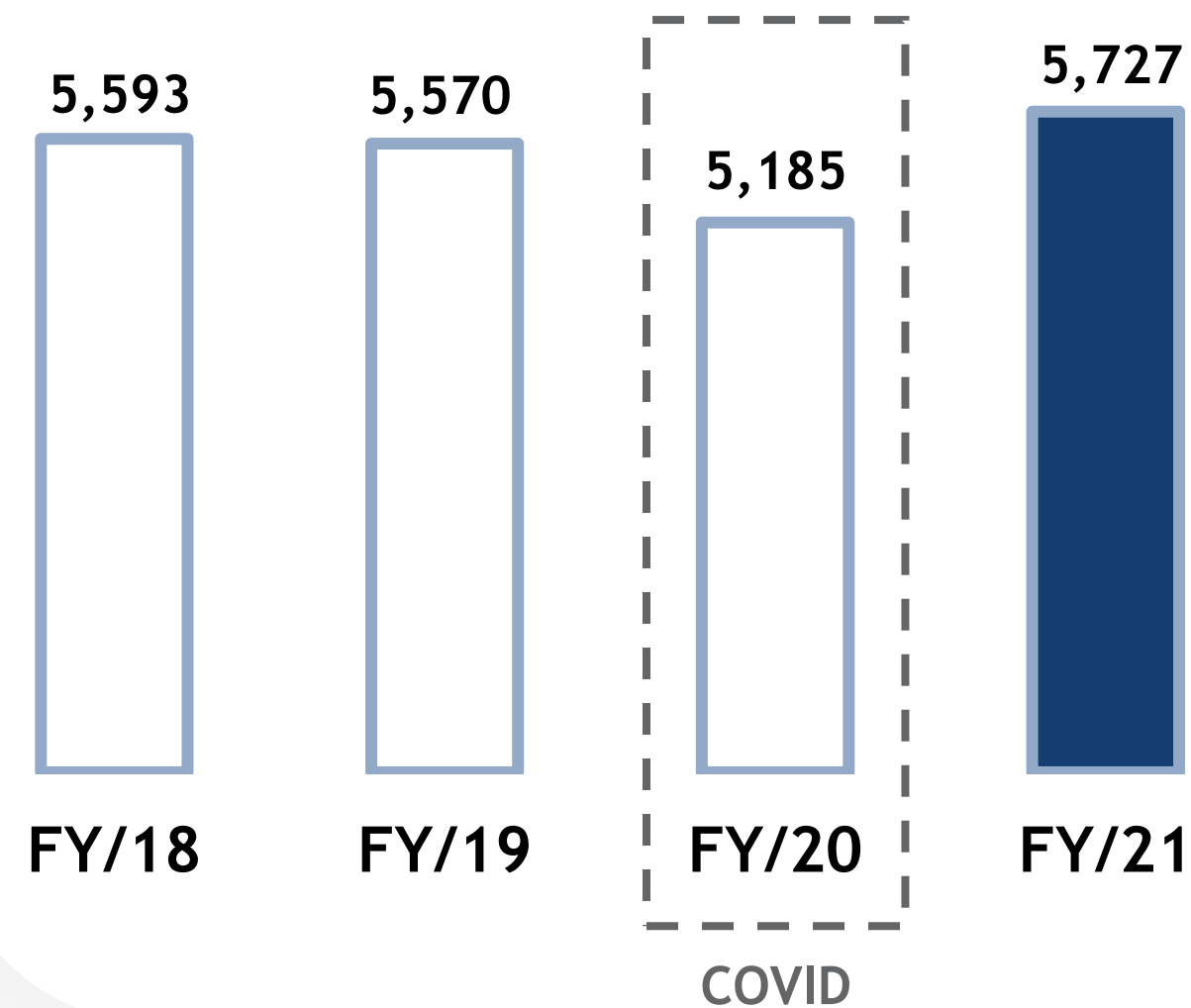
**Health**

Nursing home Wilhelmsburg Quartier, Hamburg (DE)



# Financial Targets Achieved Across The Board

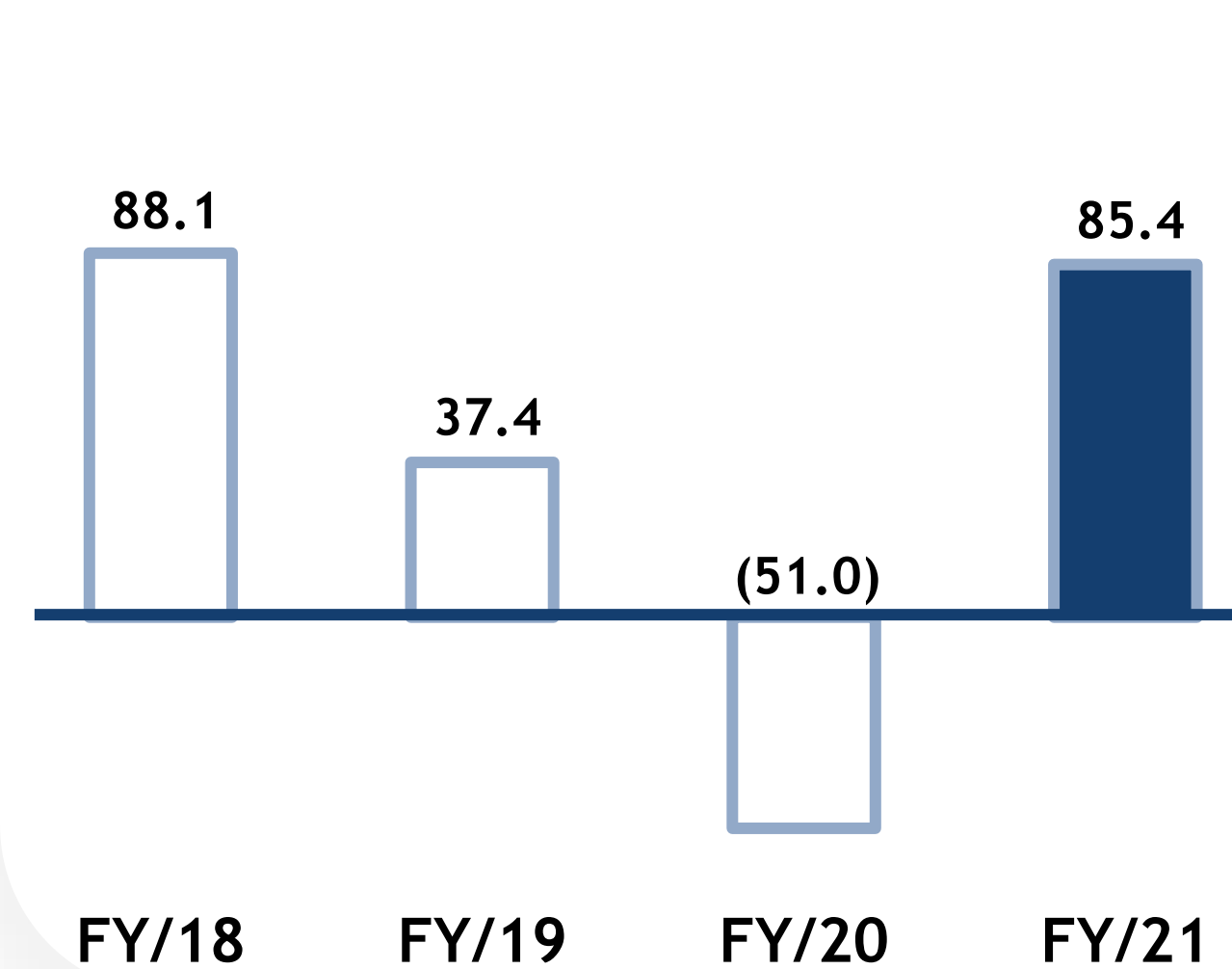
Production output  
in EUR m



Backlog realises in record output of EUR 5.7 bn

Infrastructure demand fires up (esp. Austria, Germany and Poland)

EBT  
in EUR m



Return to pre-COVID EBT levels

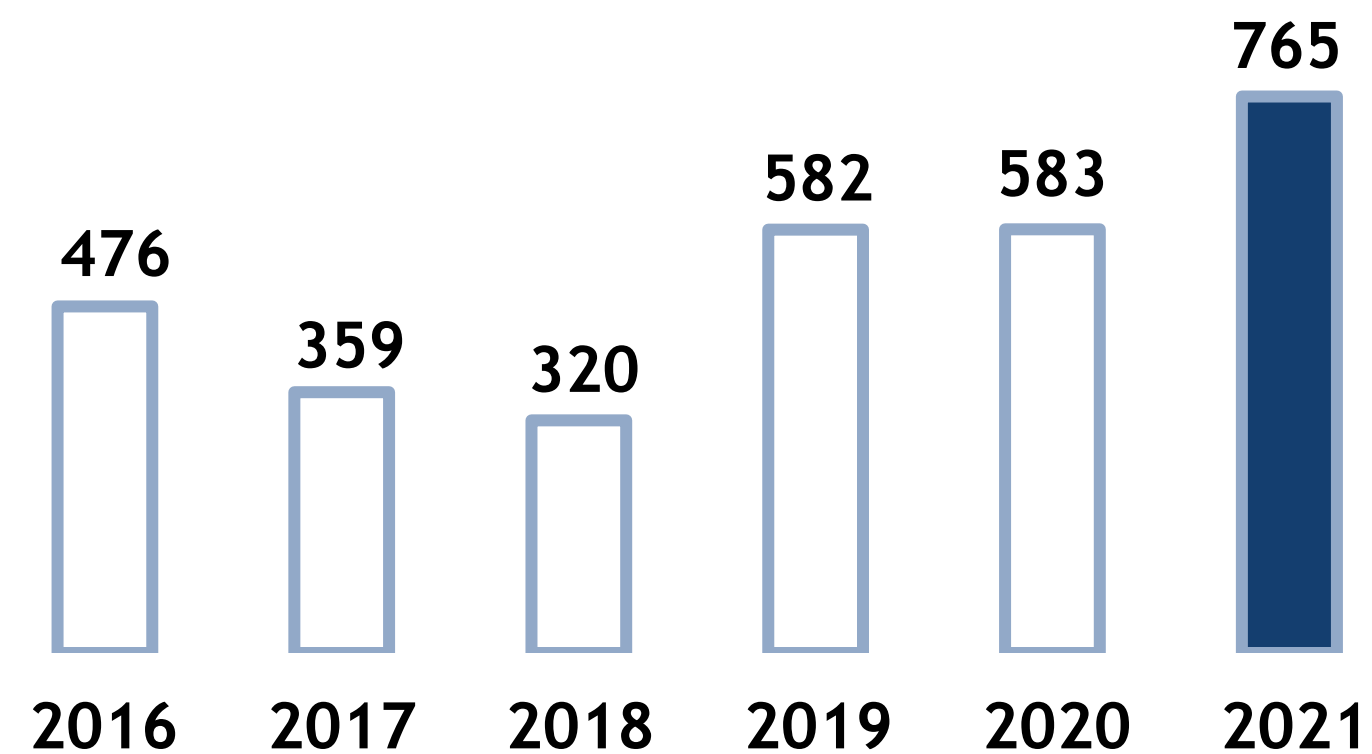
Enhancing efficiency and optimising cost structure

Antitrust settlement already digested in P&L 2021

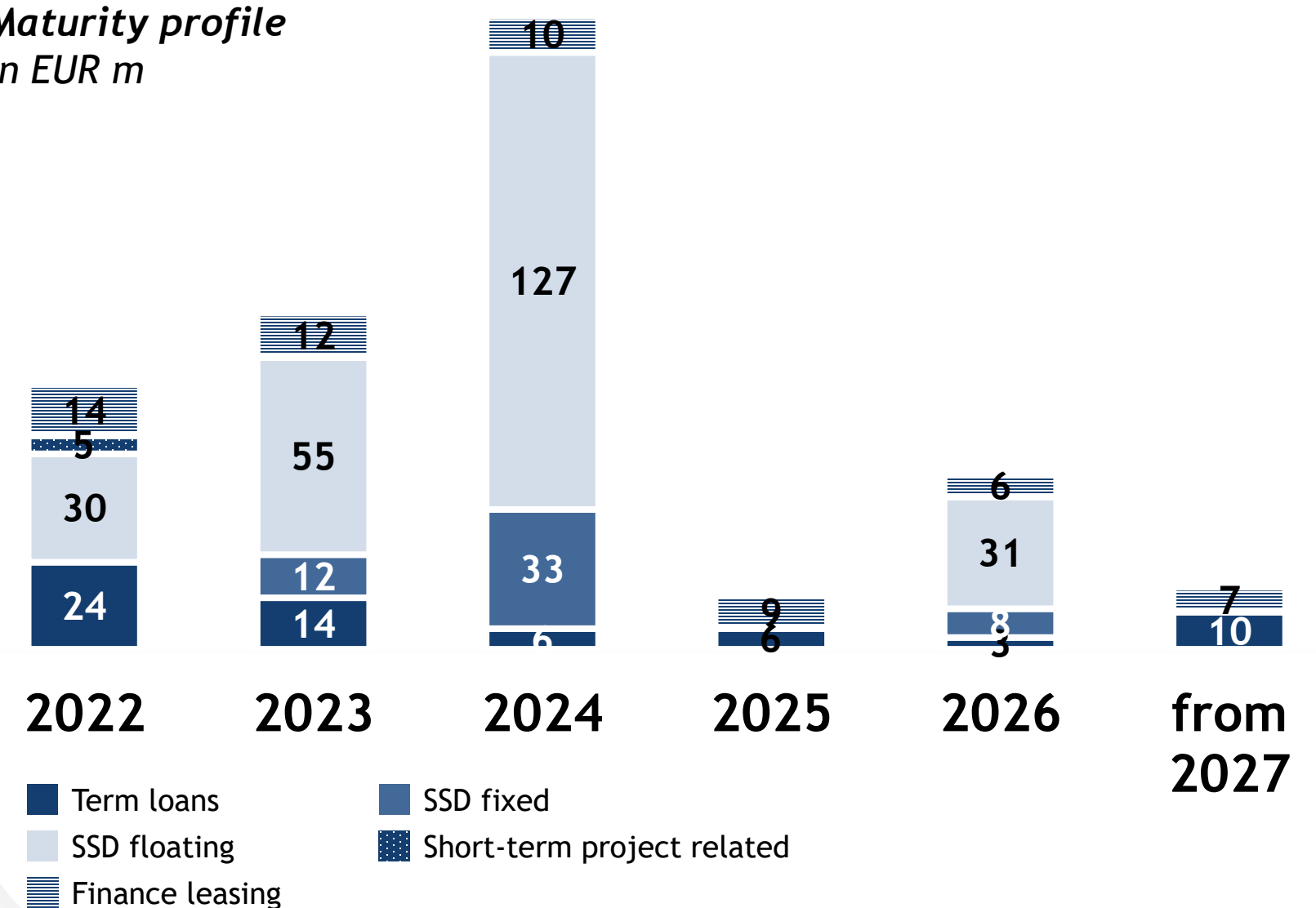
Rounding differences may appear

# Record Cash. Balanced Maturity Profile.

Cash and cash equivalents  
in EUR m



Maturity profile  
in EUR m



> EUR 800m cash and cash equivalent (incl. investment certificates) provides room for maneuver

Focus on cash management and working capital

EUR 25m redeemed in Oct 21  
EUR 50m redeemed in February 22

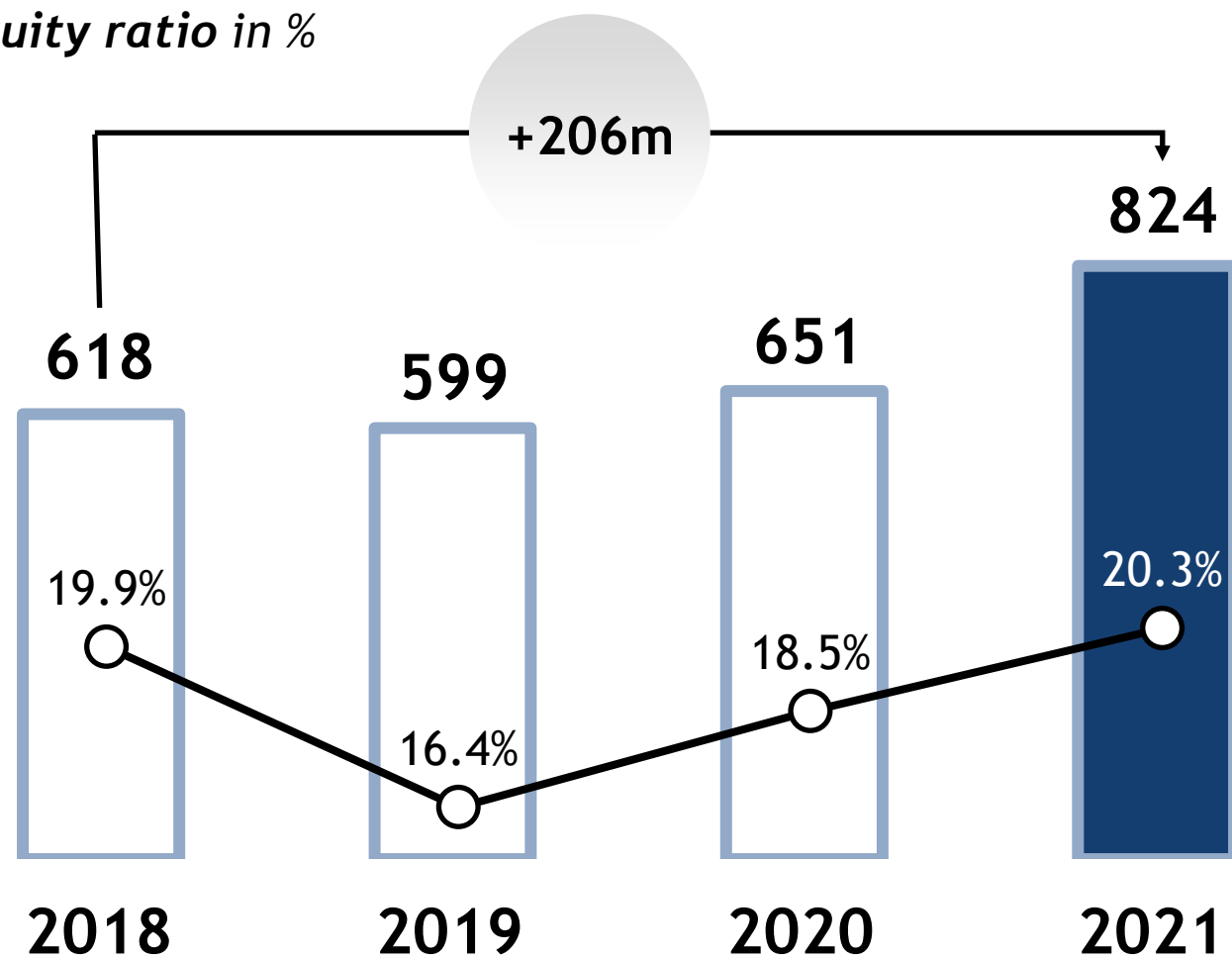
EUR 50m hybrid bond refinanced and extended

Trusted issuer on capital market

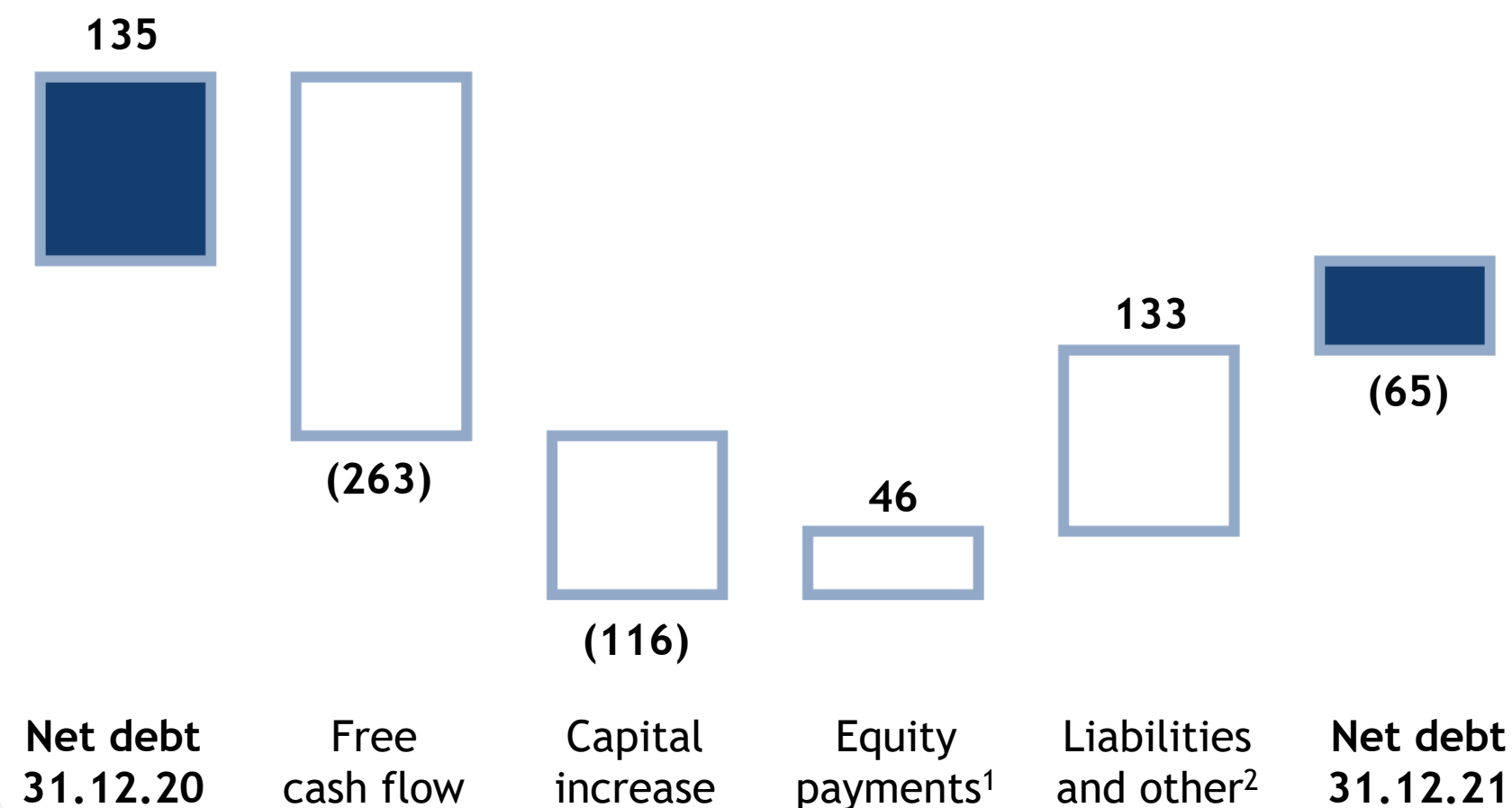


# Strong Balance Sheet Enables Internal and External Growth

Equity in EUR m  
Equity ratio in %



Net debt development  
in EUR m



Successful capital increase in November 2021

Improved ratio of core equity to hybrid capital

Ongoing focus on target range of 20% - 25%

Returned to net cash

Liquidity inflow through increased free cash flow ~ EUR 263m

Redemption of bonded loans and increased liabilities from consolidation/leases

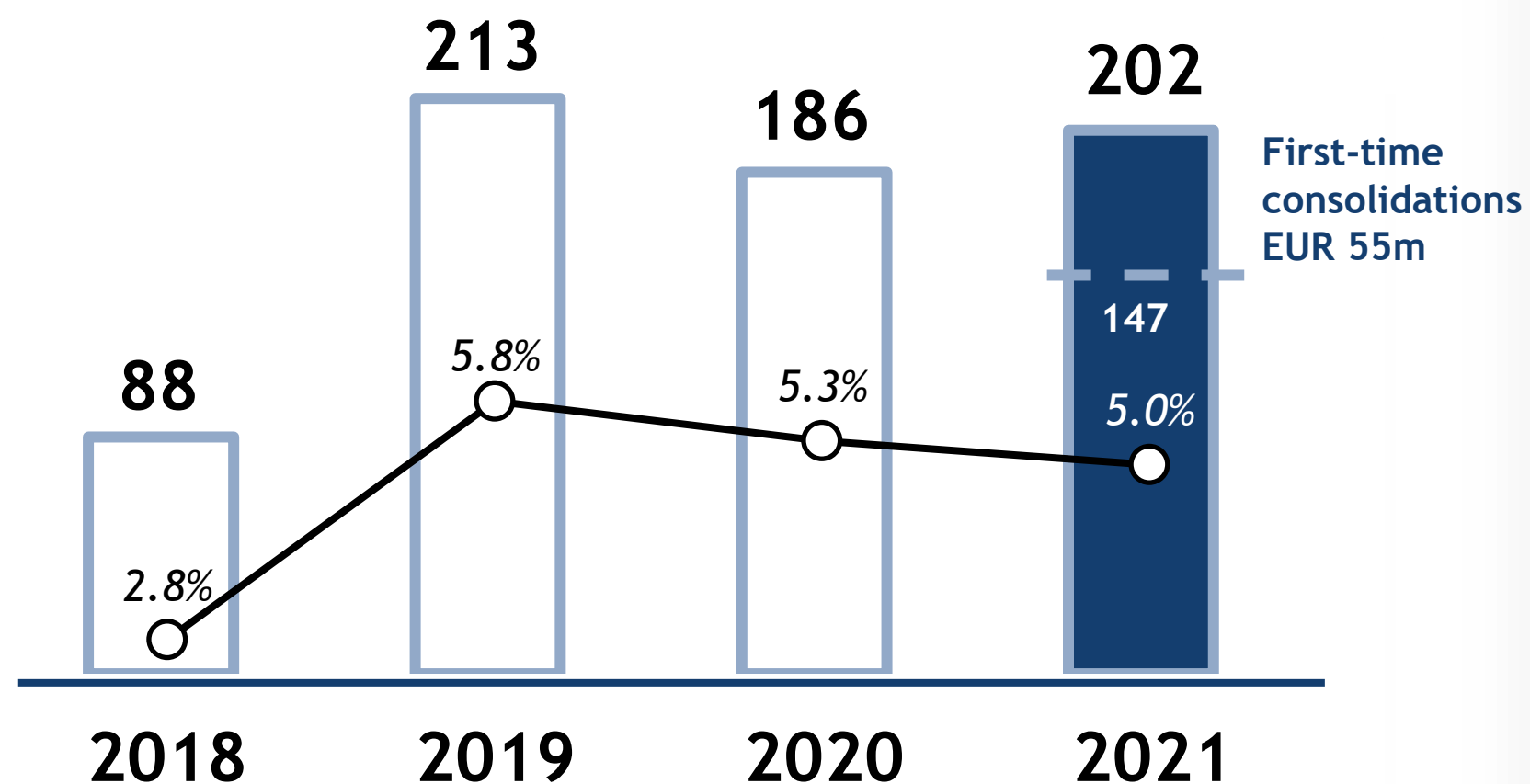
<sup>1</sup> Including redemption in profit-part. rights/hybrid cap. (EUR 25m) and interest profit-part. rights/hybrid cap. and payouts to non-contr. interests (EUR 21m).

<sup>2</sup> Including financial liabilities from changes to the consolidated group (EUR 70m) and lease obligations (EUR 67m).

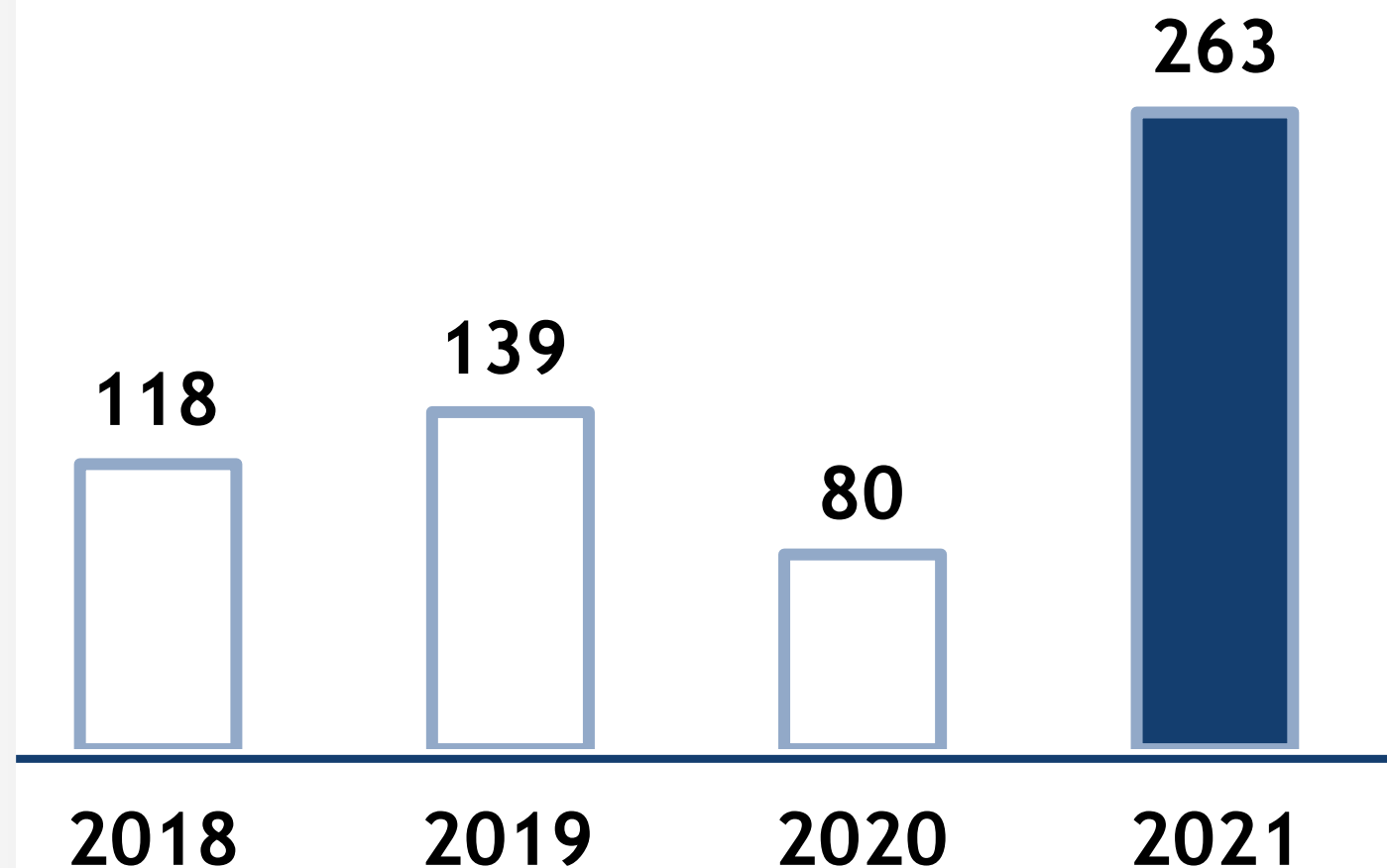


# Working Capital and Free Cash Flow 2021

Working Capital in EUR m  
Working Capital in % of total assets



Free Cash Flow  
in EUR m



- Increase in working capital as a result of first-time consolidations
- Operational Working Capital decreased
- Working capital/asset management remains in focus

- Contribution of net result to improvement of EUR 113m (>50%)
- Higher cash conversion as a proof for capability of cash management

**Definitions** Working Capital: Current assets - current liabilities; Operational Working Capital excludes first-time consolidation effects



# Stringent Execution of PORR 2025 Road Map

## Milestones 2021

### Markets

- Record output & Top order backlog
- Attractive **infrastructure & sustainable** construction projects
- Expanded product **portfolio**

### Operational excellence and digitalisation

- Improved project margin (+1.3PP)
- Improved margin & risk profile in order backlog
- **Digitalisation and efficiency:** iTwo, LEAN trainings and doubled LEAN construction projects

### Staff and organisation

- Streamlined organisation, **reduction** in units
- **Reorganisation** Structural engineering DE
- Sustainable **administrative cost savings** of EUR 32m

### Finance

- Improved financial performance & capital structure

## Measures 2025

- Promote sustainable construction
- Extend **value chain** and **permanent business**
- Optimise portfolio mix

Target: +1.1% - 1.3% in project margins (base: 2021)

- Rollout of **BIM and LEAN** → efficient project management with iTwo
- Avoid and **reduce loss-making sites**
- **Digitalise supply chain** and construction processes

- Sustainable **administrative cost savings** of EUR 45m
- **Process automation** → digitalise administration
- Expansion of **PORR Academy** and **Leadership programme**

Target: +0.2% - 0.4% in EBT margin (base: 2021)

- Optimise financial performance/capital employed
- Optimise capital structure

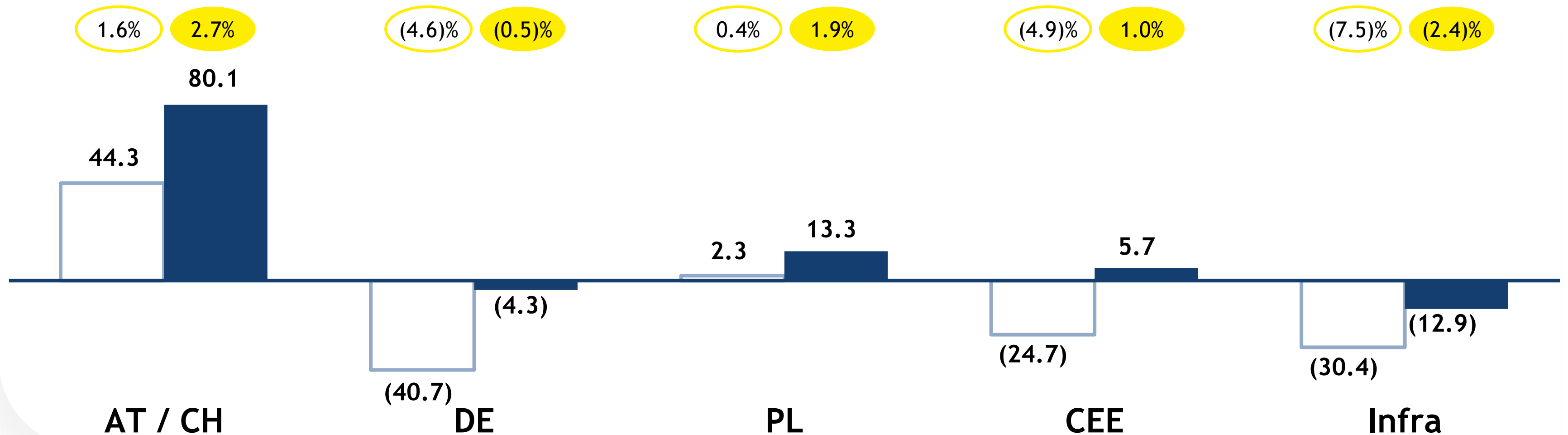


# Substantial Improvements in All Segments

EBT in EUR m

EBT margins in % of production output

○ □ 2020  
● ■ 2021



**AT/CH: Output record and strong performance despite EUR 29.9m one-off for antitrust settlement**

**DE: Substantial loss reduction due to realignment of structural engineering**

- More than 70% of business already performing > 3% EBT margin
- Order backlog reflects new strategy making profitability visible

**PL: Significant output increase (+17.2%) and substantial margin increase due to significantly higher contract margins**

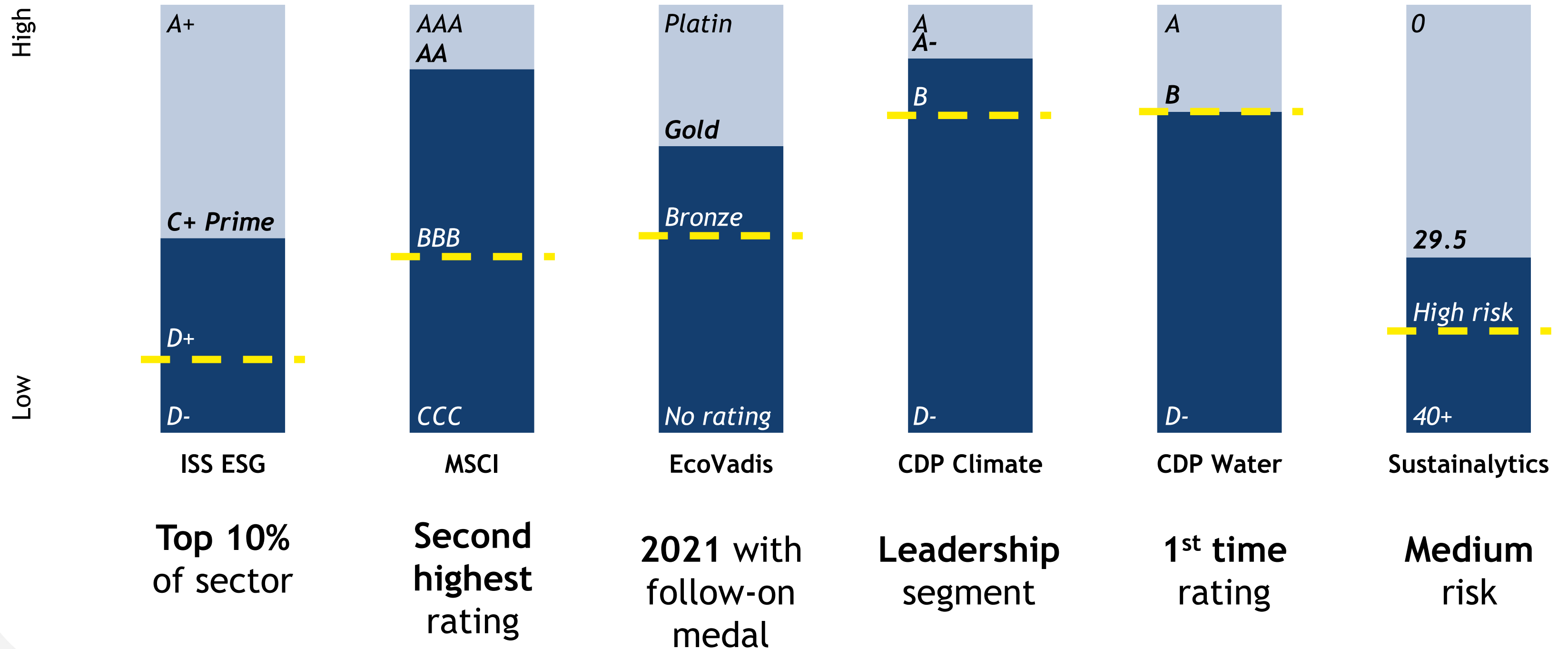
**CEE: Turnaround achieved due to increased share of low-risk/smaller-sized contracts**

**Infra: Substantial improvement - negative result due to a provision in tunnelling**



# ESG on Track

■ *PORR score*  
 — *Sector average*





# Outlook

2022

- High order book as stable foundation
- PORR 2025 roadmap on track
- Current **volatile market conditions** and insecurity due to **geopolitical conflicts**

2025

- Production output CAGR +3% per year
- Sustainable **EBT margin** ~3%
- Improved balance sheet structure



# Q&A Session