

June 1, 2018

Dear Wienerberger Shareholder,

In early 2018, I was approached by one of you to test my appetite for a supervisory board position at Wienerberger AG (“Wienerberger”).

Following a thorough review of the value creation potential at Wienerberger I answered positively with all my heart.

In light of the unfair campaign by Wienerberger with respect to my candidacy and given the fact the company has chosen not to speak to me a single time before rejecting my application, I want to explain both my motivation and relevant experience in some detail.

Throughout my leadership career I have been involved in companies where hard work and a focus on operations have resulted in outstanding growth and financial performance:

- **Petrofina** - later part of **Total** (Oil and gas exploration, refining, petrochemicals): between 1982 and 2002 I raised through the ranks at Petrofina with continued increased responsibilities in all parts of the business and across multiple geographies, with roles in Europe, the USA and Africa. I was a member of the operating committee of Total before leaving the group when the division I was responsible for was sold to Bain Capital.

- **SigmaKalon** (the division of Total focused on coatings for the residential, commercial and infrastructure construction industry): in 2003, SigmaKalon was sold to Bain Capital. During my 5 year tenure as CEO, the company managed to double its EBITDA – Capex (key metric) through restructuring, organic growth and bolt-on M&A. SigmaKalon turned out to be one of the most successful investments in Bain Capital’s history.

- **PPG** (coatings): in 2009 SigmaKalon was purchased by PPG. I became member of the operating committee and later of the executive committee of PPG. Over the years PPG transformed its portfolio with a focus on coatings, leveraging operational excellence and its capability of integrating acquisitions, which resulted in a share price growth of approximately 8x between 2009 and 2015.

- **Braas Monier** (construction materials): As Chairman and interim CEO of Braas-Monier (October 2013 until March 2017) we managed to put the company back on a growth trajectory after two waves of restructuring. Furthermore, we managed to significantly improve the terms for our shareholders of what was initially a hostile takeover by Standard Industries.

- **Trinseo** (plastic, latex binders, synthetic rubber): during my time as a director of the Board (since June 2014) the share price has risen by 4x.

• **Flint** (printing/packaging inks and materials): as Chairman (since October 2014) of this company owned by Koch Industries and Goldman Sachs, we have successfully responded to the revenue challenges in the print media division and adapted to the cost pressures in the industry. We have been successful in transforming the portfolio towards packaging and integrated a substantial number of bolt-on acquisitions.

From the above you will hopefully concur that my career demonstrates broad, deep knowledge and experience as a senior executive, CEO, board member and/or Chairman of reputable companies in the materials industry and in markets that are highly relevant to Wienerberger. These companies are/were privately or publicly owned, either in the USA or Europe and are subject to the strictest governance principles.

One would expect this would have justified being part of the selection process for the Wienerberger board and would at least have resulted in being interviewed by the company. Instead, I was recently rejected publicly by the Wienerberger board on the grounds of potential conflicts of interest due to what is a confidentiality clause that is absolutely standard and included in every normal director or employment contract. In fact, I am bound by standard confidentiality clauses with all companies I have served in the past and currently serve. Should I join Wienerberger, I would likely be bound by similar clauses. I will remain in full compliance of all these obligations. There is no doubt that I can function successfully in a supervisory board for the exclusive benefit of Wienerberger without infringing any of these confidentiality clauses.

In addition, Wienerberger communicated to certain stakeholders that I was under a non-compete obligation towards Braas-Monier, an allegation that is factually wrong. I would like to state that I am free of any non-compete and/or non-solicitation provisions for all markets and industries Wienerberger is active in.

Despite the recent developments, I remain enthusiastic for a supervisory board role for Wienerberger. I will work collegially, to the best of my ability, with all colleagues on the board towards the goal of making all stakeholders proud of being associated with the company.

I can see how Wienerberger could become a strategic leader, a performance leader as well as a benchmark for excellence in the relations between shareholders, board, management and all other stakeholders.

Please contact me at any time to discuss comments and / or questions you might have (+41 79 551 2863 or pierremariedeleener@hotmail.com).

You can count on me as an independent director.
At this point I leave it to your vote!

Yours sincerely,



Pierre-Marie De Leener