

150
YEARS

HY Results 2020

Investor Presentation
August 2020

PORR

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HY/20 Key Topics

COVID-19 storm in Q2

Severe impacts of corona pandemic across all markets

Production output impacted by 9% decline

Headwind due to shutdown of construction sites and regulations

HY/20 earnings drops to EUR -26.6mn

Ad-on costs due to adapting COVID-19

Resistent high level of order book

Quality in volume and value

Accelerated execution of PORR 2025 initiatives

Focus on cost and lean organization

High uncertainty persisting in 2020

Long term trend intact

Managing Short-term Whilst Preparing for the Future

Short-term tasks

Economic

GDP decline of
-8.7% in 2020

Impact

Nearly all sectors
Volatile
environment

Demand

Shift and
structural change

Impact

Flexibility
Excellence
Digitalization

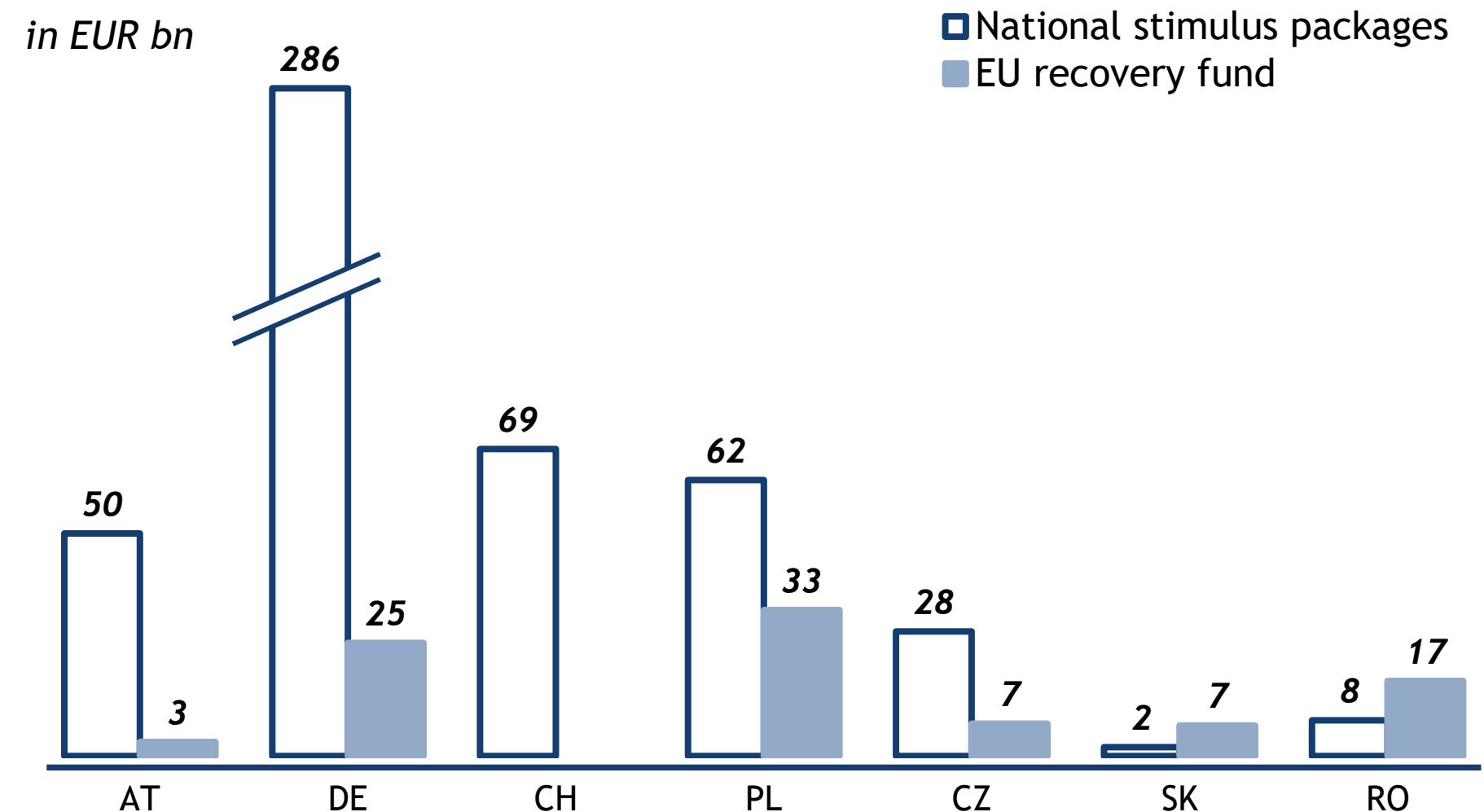
“The construction sector [...] will be one of the sectors leading post-coronavirus-lockdown recoveries...”

FitchRatings

Sources: IMF, European Commission

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Long-term potential



- Infrastructure as a fiscal stimulus to drive an outperformance
- Impact expected with a time lag of app. 1 year

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COVID-19 Driven Measures Update

P&L impacts: Additional op. COVID-19 costs

Health and security measures
Quick Wins: - EUR 22m (-19%)
(tight expense management)

Solid financial position: Preserving cash as top priority

CAPEX: - EUR 47m (-36%)
Active optimization of working capital

Operational: Order backlog as a buffer

- + Selective bidding continues
- Lower productivity
- Project delays

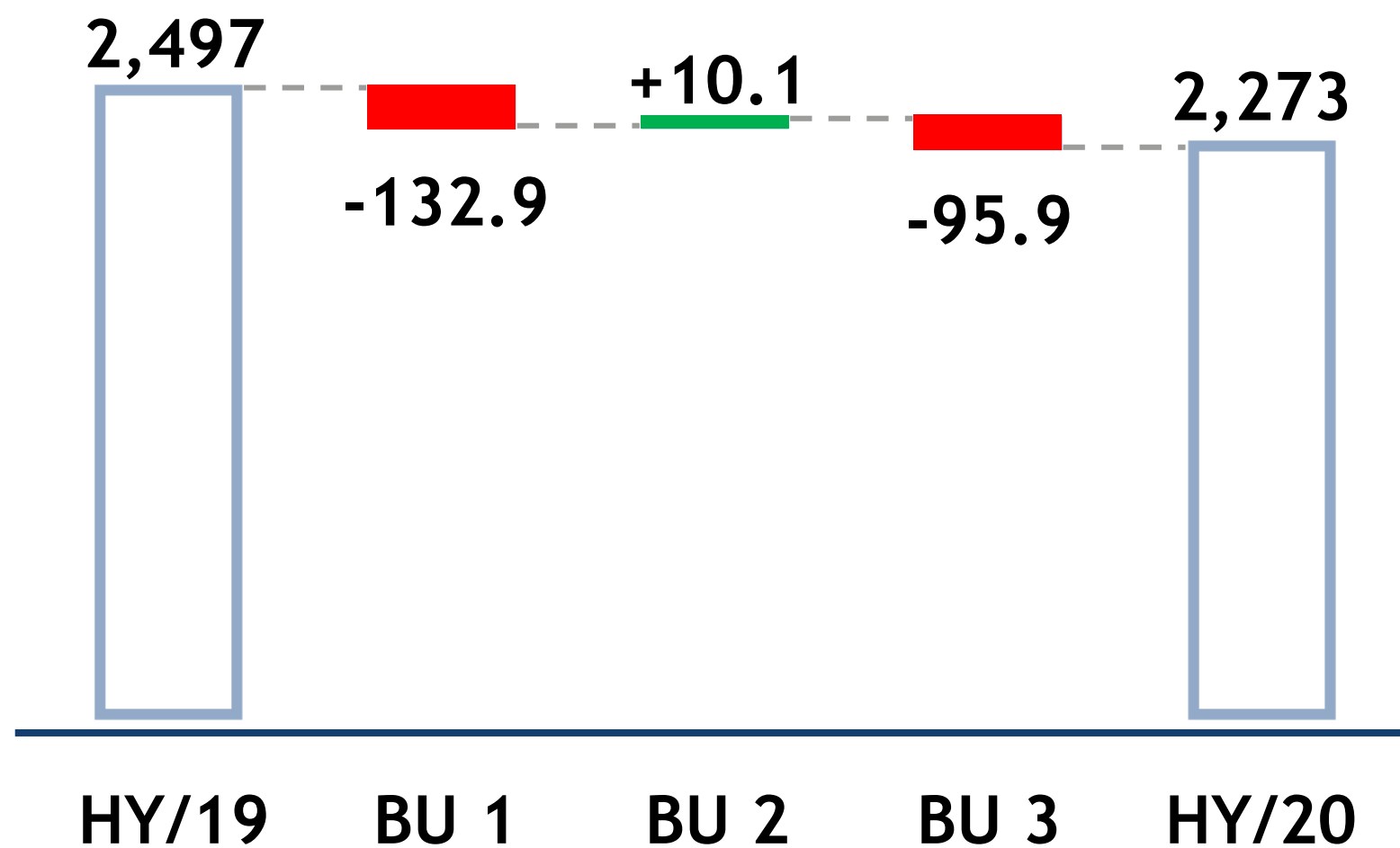
Strategic: Boost transformation / Growth

Top focus on cost and re-organization
Deepen digitalization & value chain

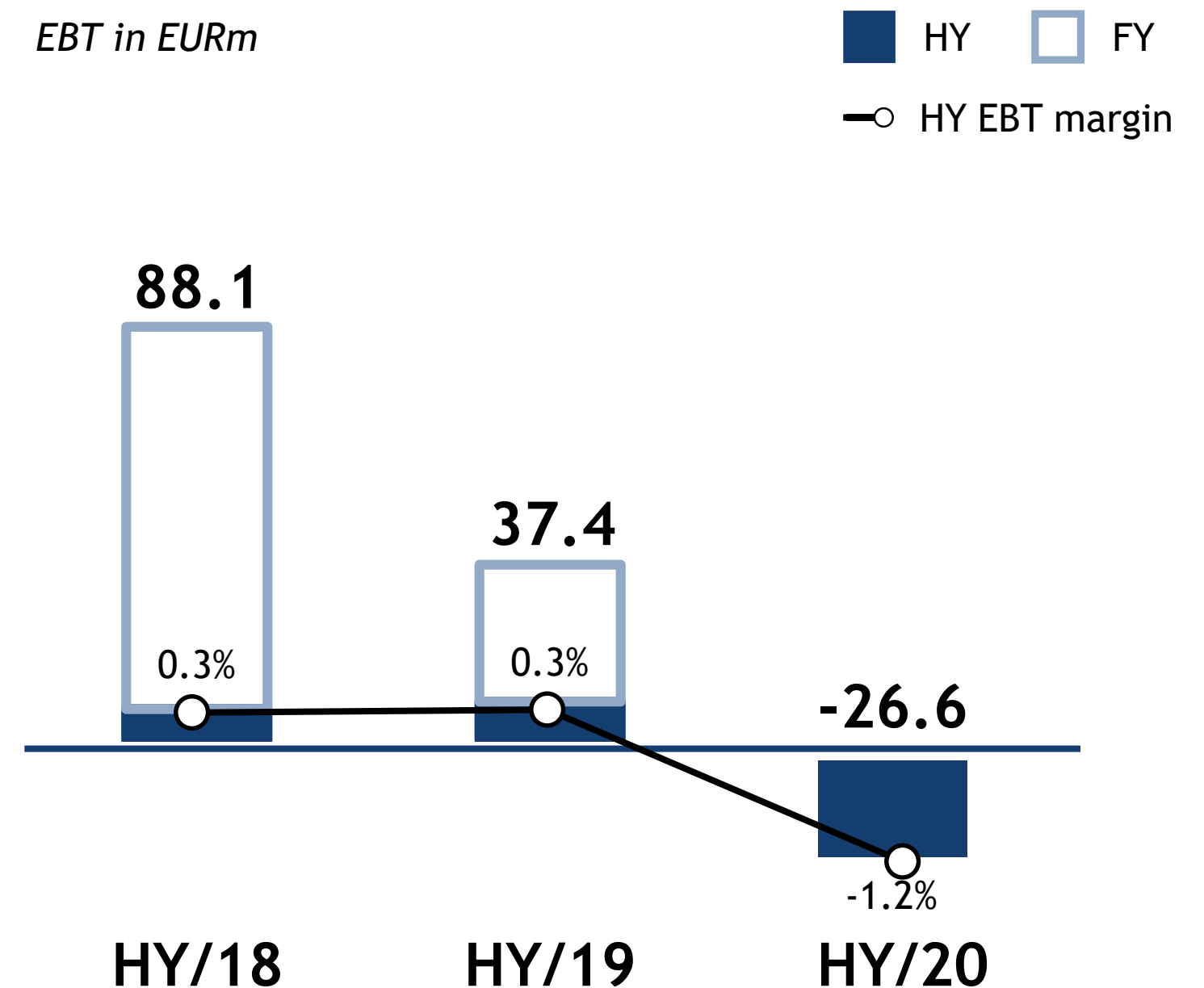
Turn crisis into opportunity - preparing for coming market challenges

Production Output Hit by COVID-19 Shutdown

Production output in EURm



EBT in EURm



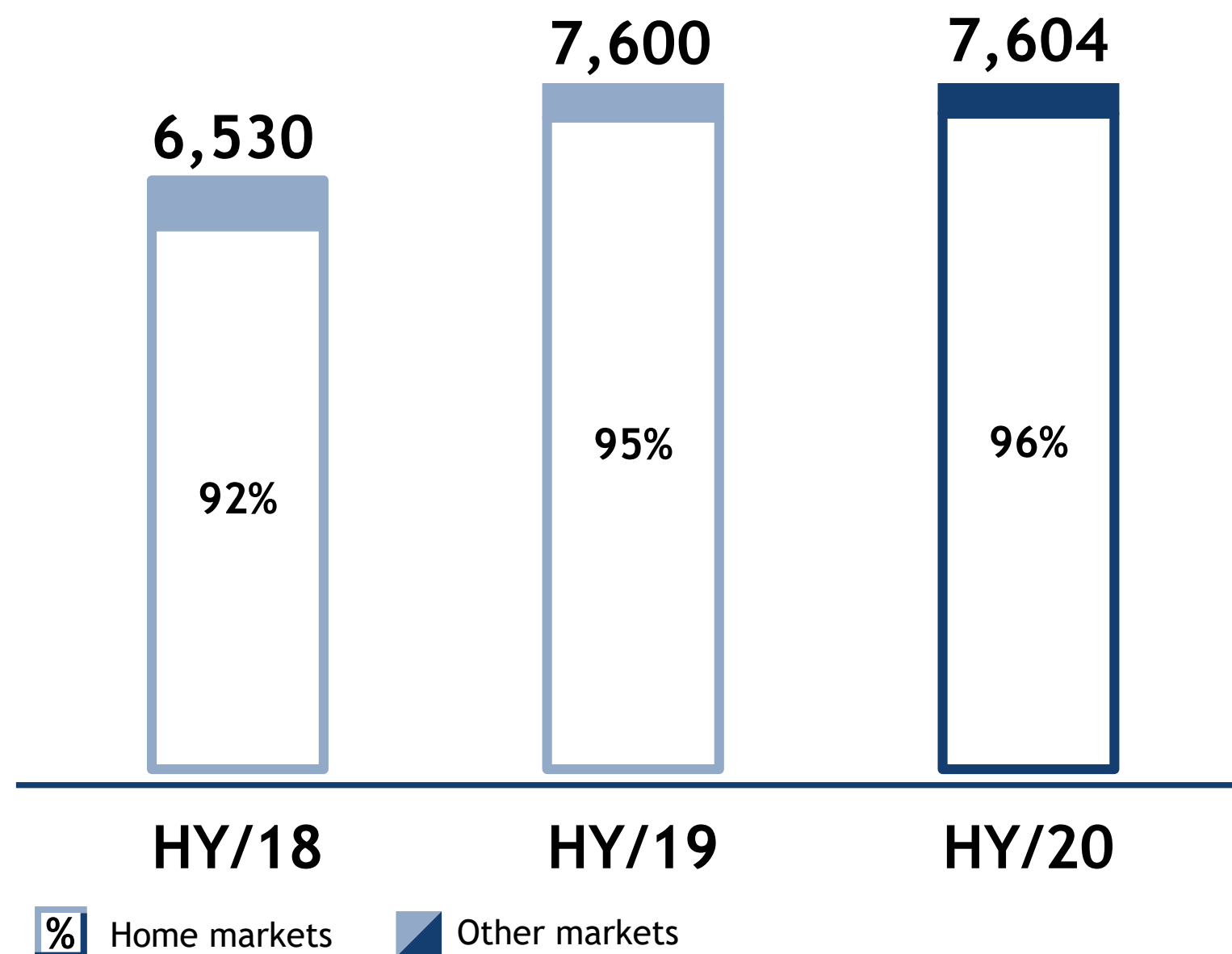
- Major impact in Austria and international markets
- Reduced building construction visible and project reassessments due to uncertainty

- Lower gross margin contribution due to lower production output and reduced productivity
- COVID-19 regulations lead to extra costs - reimbursement partially not possible

Rounding differences may appear

Solid Order Book

Order book
in EURm



- Resilient order book as a buffer in the crisis
- Municipalities in an unsatisfactory waiting position
- Changing habits need new construction - PORR well prepared for that

TOP orders in backlog



		Project volume in EUR m	Completion rate in %
ARGE H51 Pfons-Brenner	AT	531	13.6%
LK 131 Railroad Kalina - Rusiec Łódzki	PL	238	11.2%
ARGE ATCOST21 Fildertunnel	DE	439	71.1%



S3 Expressway Bolkow - Kamienna Gora	PL	290	4.4%
A1 Motorway Sibiu - Pitești	RO	122	11.5%
S16 Expressway Borki Wielkie - Mragowo	PL	112	0.0%

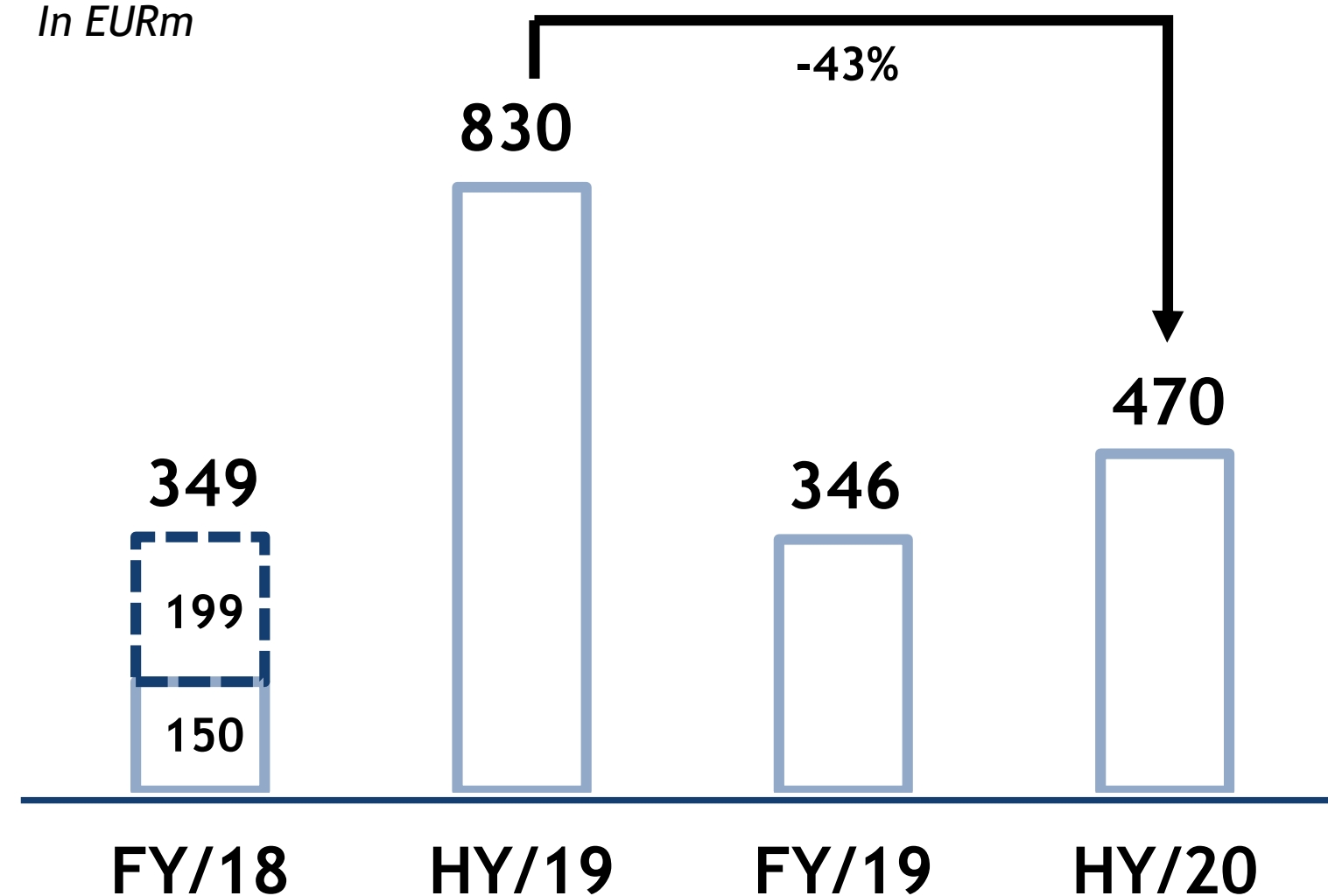


The Marks - MGC Plaza Vienna	AT	74	0.0%
Heraeus HQS Kleinostheim	DE	60	9.5%
ARGE University Hospital St. Pölten	AT	58	9.6%

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Strengthening Balance Sheet

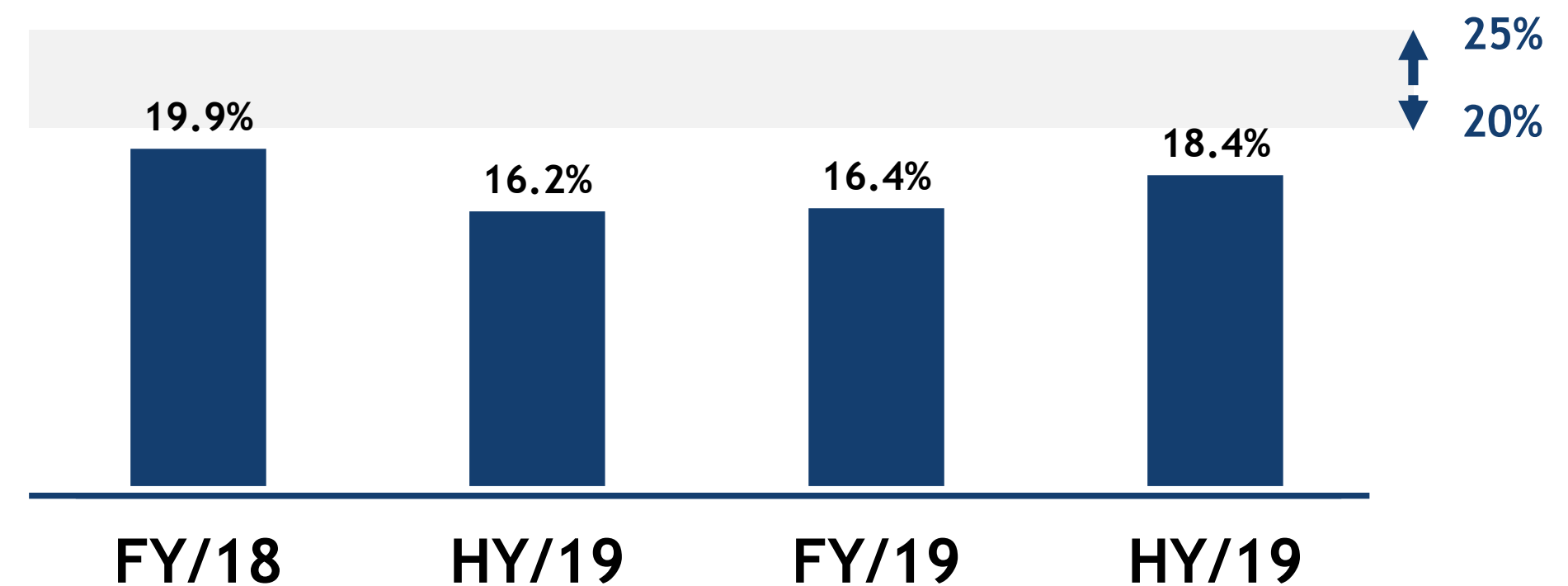
In EURm



Effects from IFRS 16 (Leasing)

Net debt:

- High cash level and minimizing investments leads to a net debt reduction
- Seasonal quarterly increase



Equity ratio:

- Improved equity ratio of 18.4%
- Target range of 20-25% in focus

Perspective 2020

COVID-19 in 2020 ...

- ... **uncertainty** continues.
- ... need for an accelerated measures regarding cost savings and finetuning of the organization.
- ... a **reevaluation** and **adjustment** to the 2020 earnings targets is **not possible** at the present time.

2020 output target

Production output > **EUR 5 bn**

Long-term fundamentals...

- ... in construction remain **positive**.
- ... will be supported by **economic stimulus programmes**.
- ... high investment backlog in health, **traffic-route** and **digital infrastructure**

Long-term

Create **sustainable value** while improving PORR's **earnings power** and expanding its **market position**

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.

Leading in Construction With 360° Approach



Planning and Design



Residential / Office / Hotels



Civil Engineering

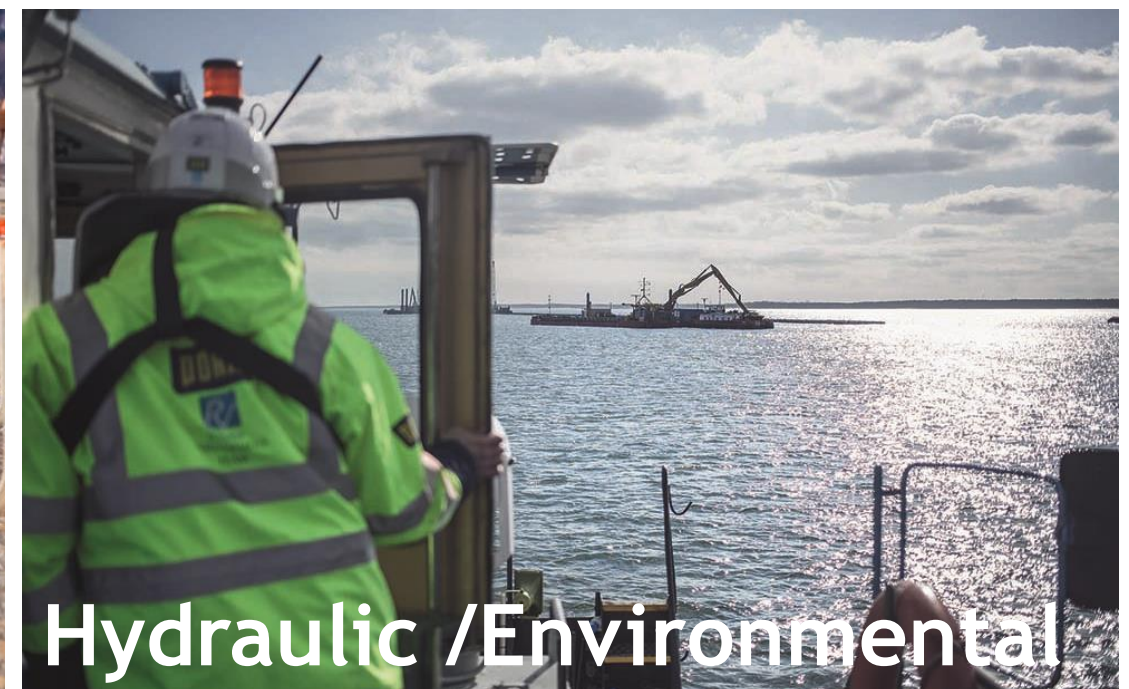
Unique preposition covering the whole construction value chain in-house



Tunnelling/Infrastructure



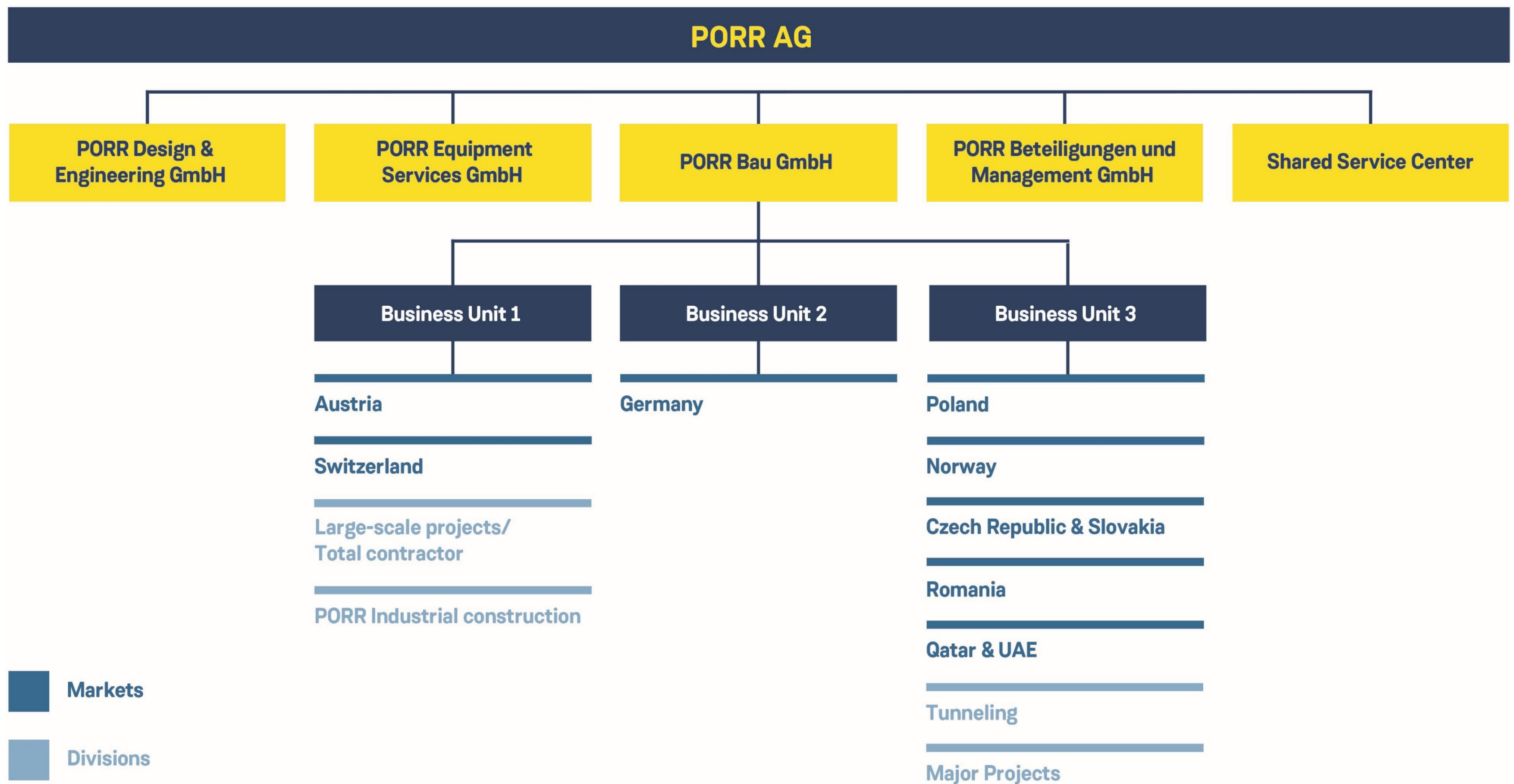
Railway Construction



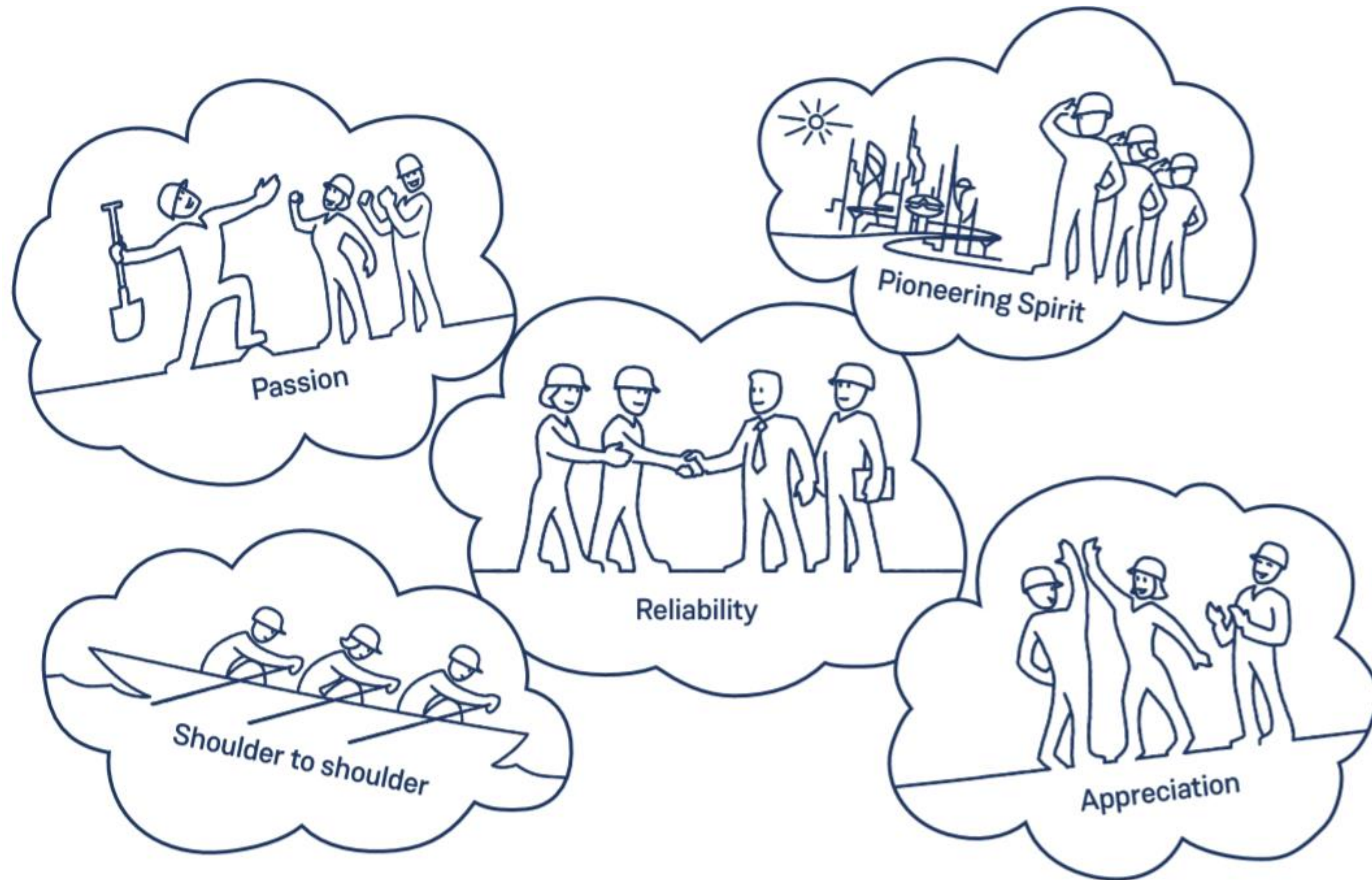
Hydraulic / Environmental

Prepared for high complex and long-term infrastructure projects expected ahead

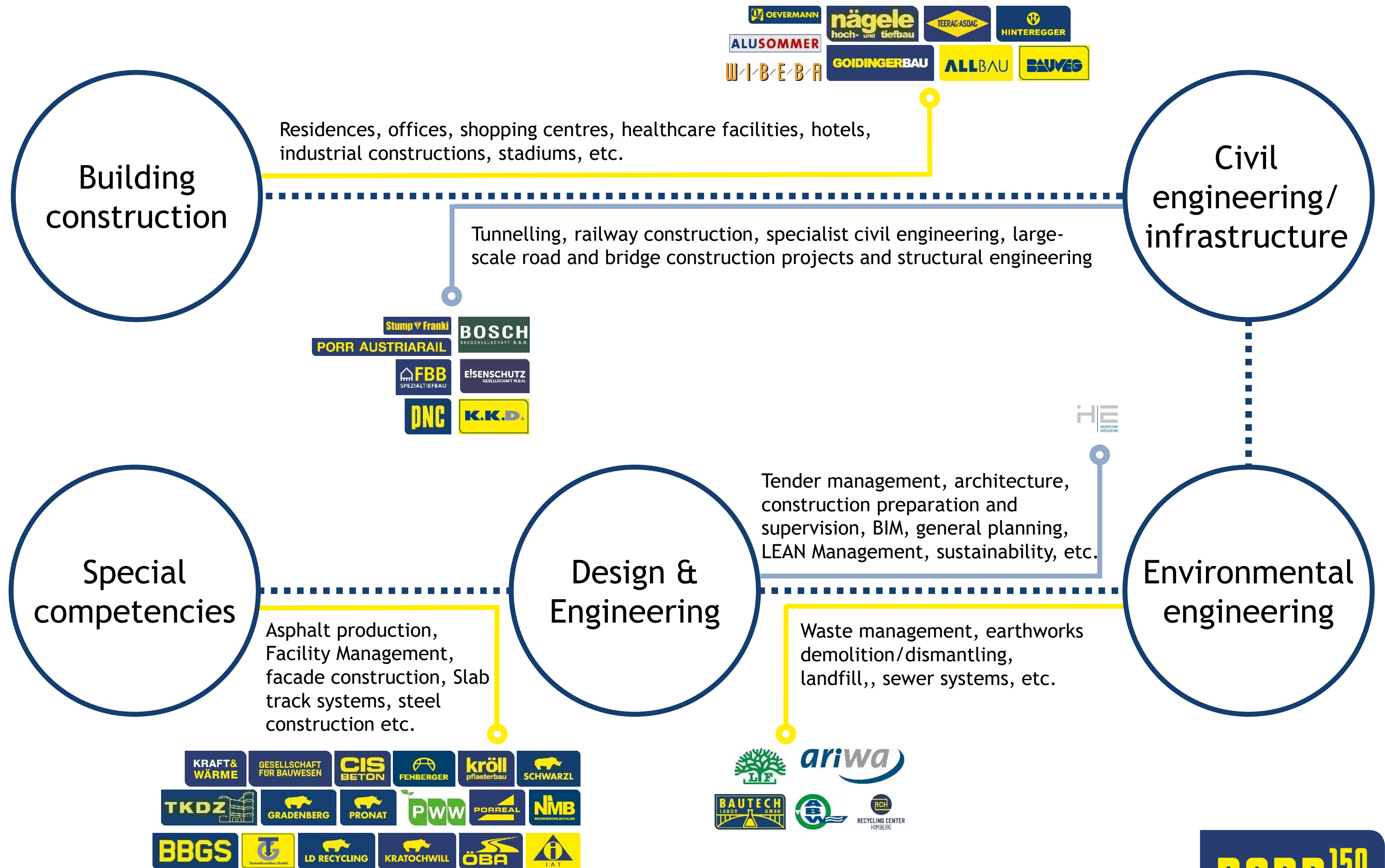
Organisational Structure



Five Principles as Foundation for the Home of Construction



One Network for All Services in Construction



Market Focus in the Core of Europe

Austria: 42%

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

Germany: 29%

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

Switzerland: 5%

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



Poland: 11%

- 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 30.06.2020

Benefit from Megatrends: Infrastructure Essential



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.

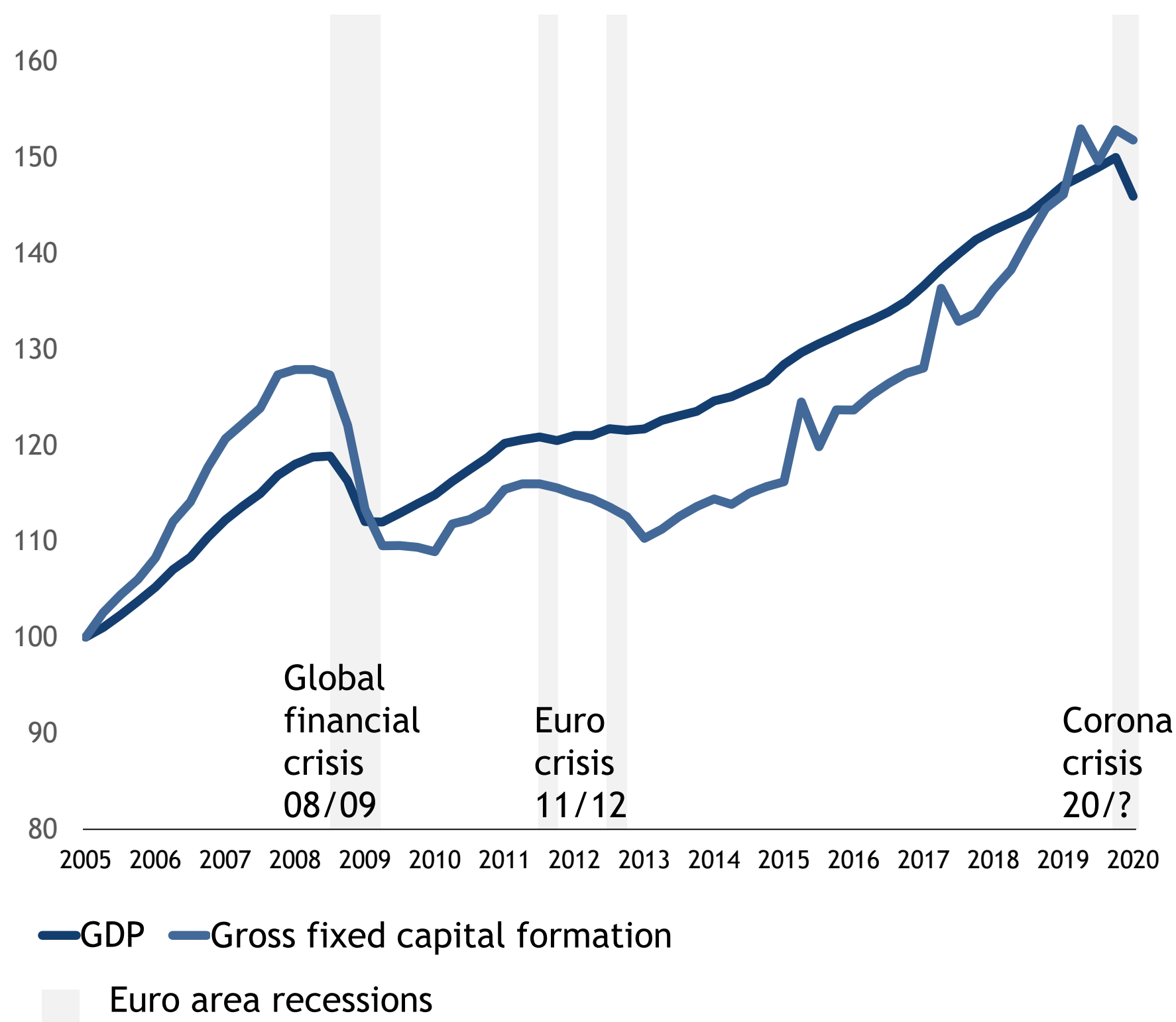
Integrated value chain in-house offers **value added for customers** - PORR manages the entire cycle in a construction project.

PORR as technology leader already applies advanced technologies as **BIM, ERP programmes and LEAN construction** on the way to the **paperless site.**

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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) & Ausbauschritt 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 buildings	Partial effects
Switzerland	Strong	●	Stable demand, margin pressure in civil engineering	Production affected by coronavirus restrictions
Poland	Strong	●	High demand, capacity bottlenecks, pressure on margins	Project postponements, production losses in building construction
Czech Republic/ Slovakia	Strong	●	Stable demand, expand permanent business	Decrease in building construction
Romania	Strong	●	High demand, expand permanent business	Limited impacts
Qatar/UAE	Neutral	●	Selective, reduced project volumes	Massive restrictions
Norway	Neutral	●	Analysis complete, will remain a project market	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	Greater Focus	Greater efficiency	Enhancing value	Realising future potential
	Keep the right focus on home markets and further expand market position	Achieve uniform standards for new flexibility and agile organisation	Review of cost structures at every level	Accelerate connected solutions across the entire construction value chain and new data-based business models
TARGETS	Align Portfolio structure via newly launched Heat Map: Increase profitability by 0.5 - 0.8%	Streamlined and focused organisation	Optimize procurement: upside of 0.8% - 1.0%	Harmonise IT processes across the Group
	Further growth as design-build contractor: Fully integrated value chain	Digitalisation of technical and commercial processes	CAPEX ~3.0% Working capital intensity 6.0 - 8.0% Improve equity ratio: 20.0 - 25.0%	Continue to expand position as technology leader

COVID-19 Confirms the Need for Increased Digital Solutions - Already Addressed by PORR

Winning contracts

Digitize customer solutions

Drive intelligent growth & efficiency

Improve customer experience

Examples: customers already experience highly effective BIM & LEAN solutions

New
Connected
Future



Advancing digital skills

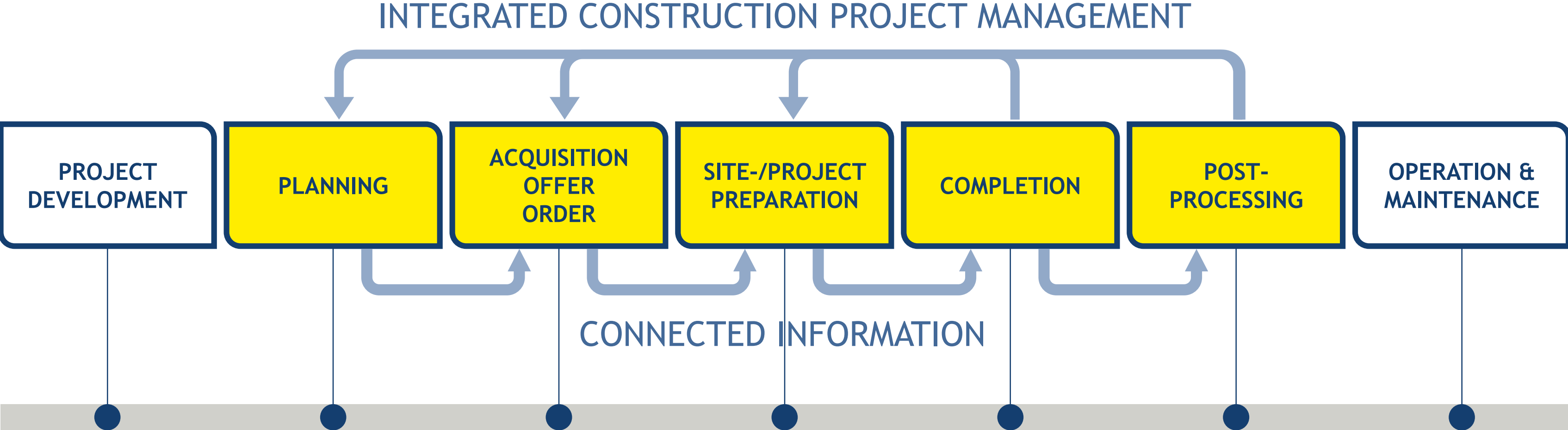
Digitize operations


Better cost/optimized resources

Less complexity in organisation and processes

Examples: Digital design, digital calculation, digital workflow, M2M, procurement

Next Generation BIM - Platform for the Future



Integrated planning	BIM 1.0	
Calculation and preparation	BIM 2.0	
Construction execution and building operations		

BIM 3.0

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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)

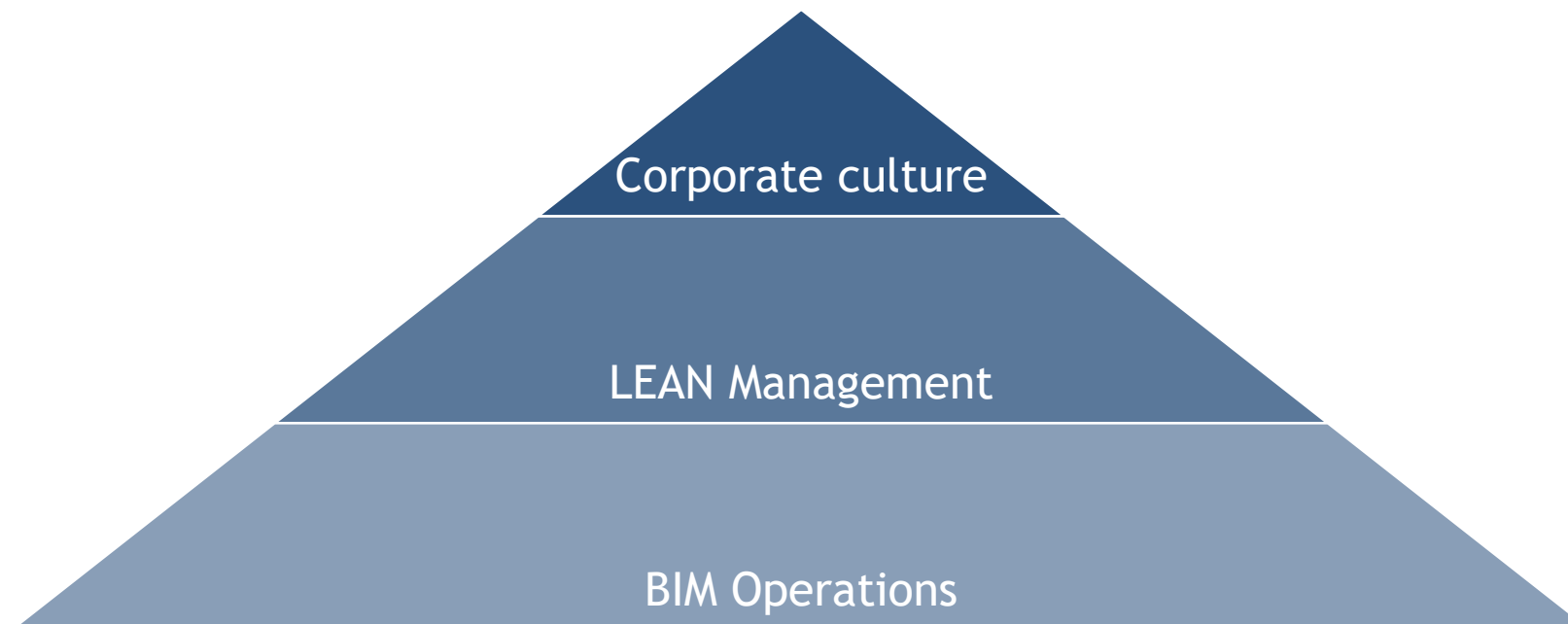
LEAN Project Management

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

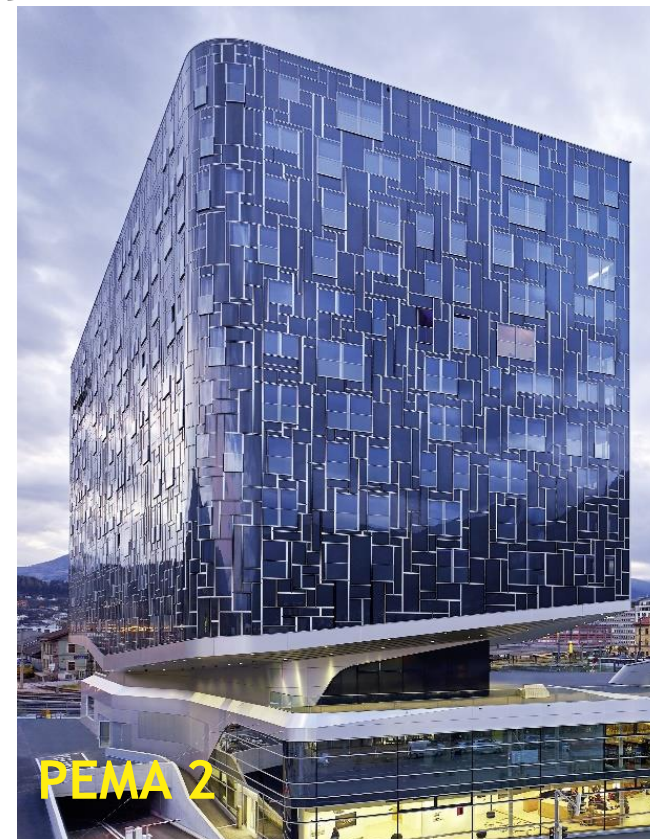
BIM & LEAN @ PORR

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

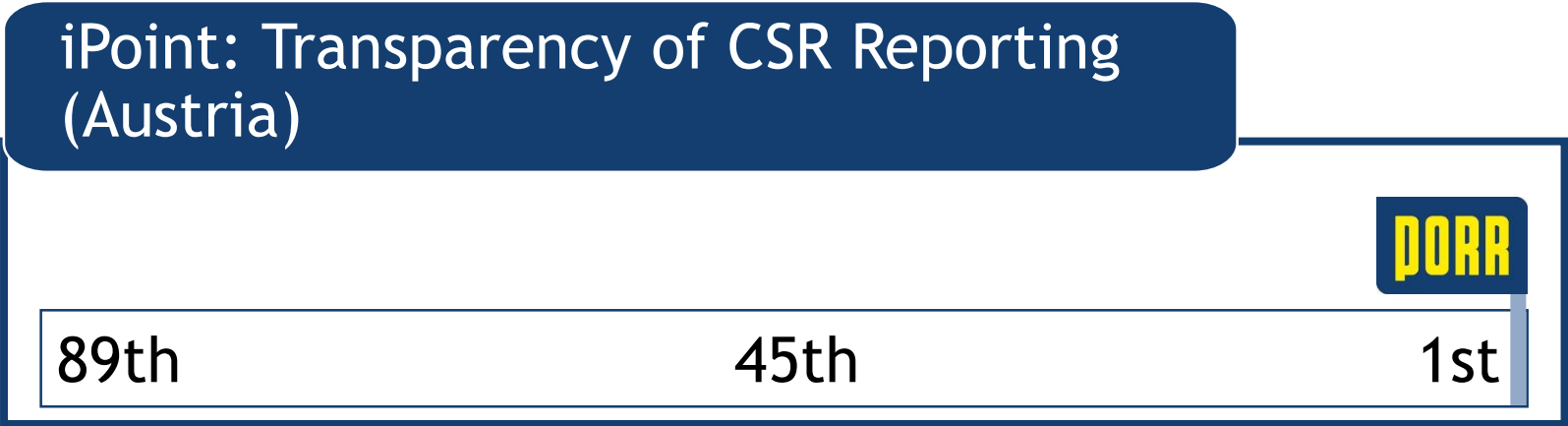
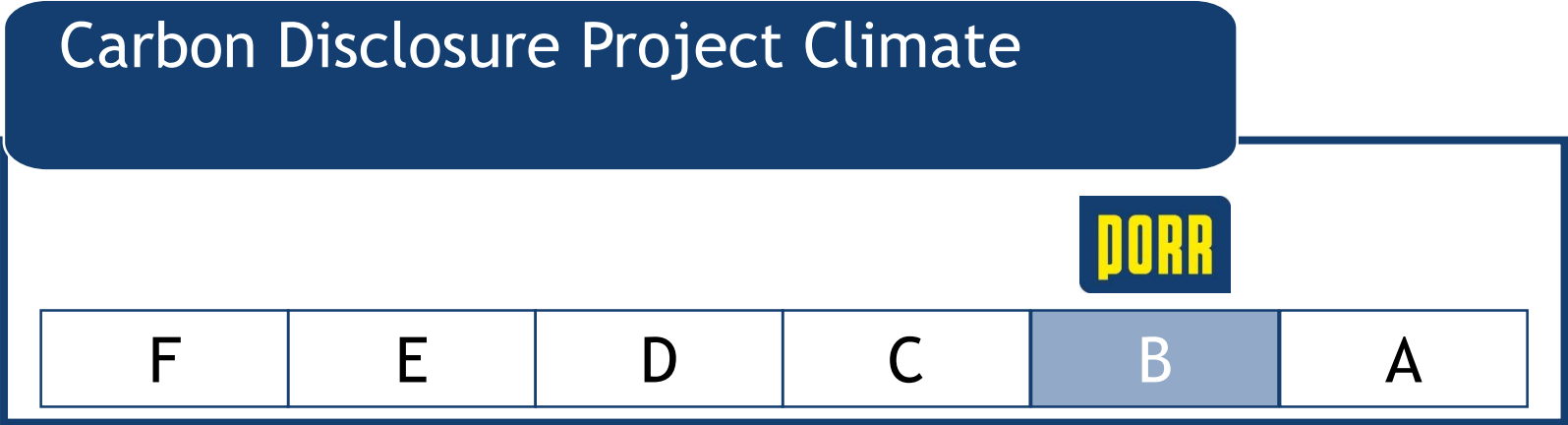
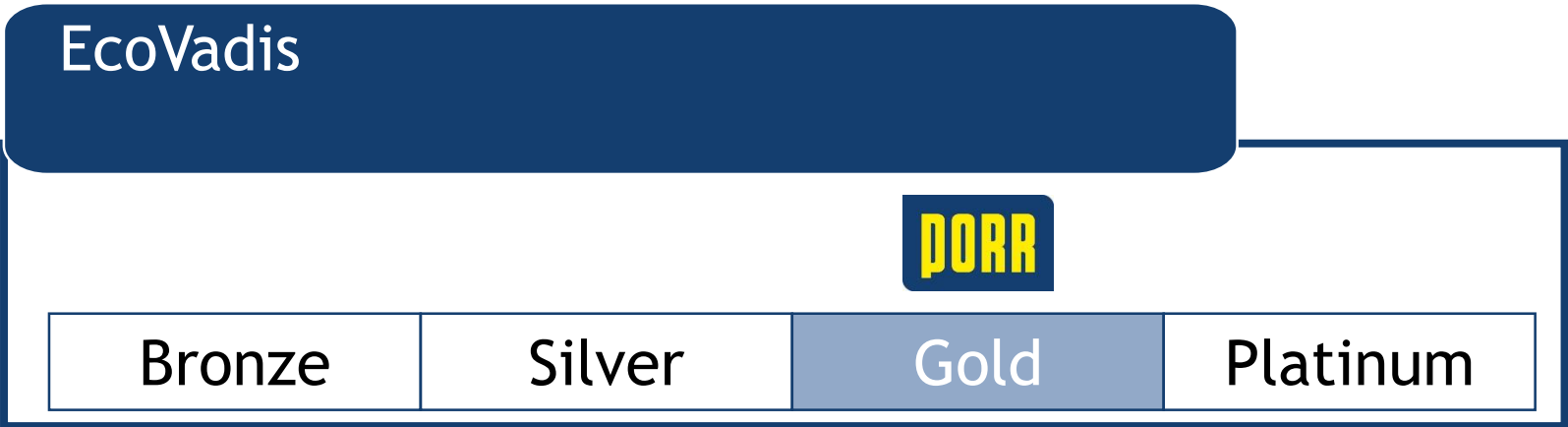
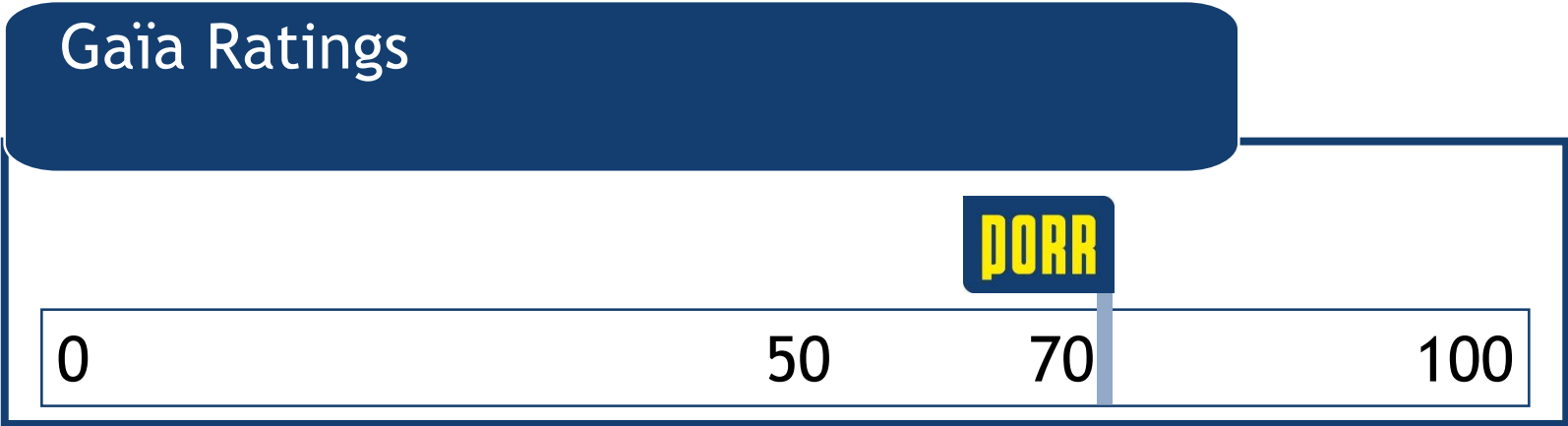
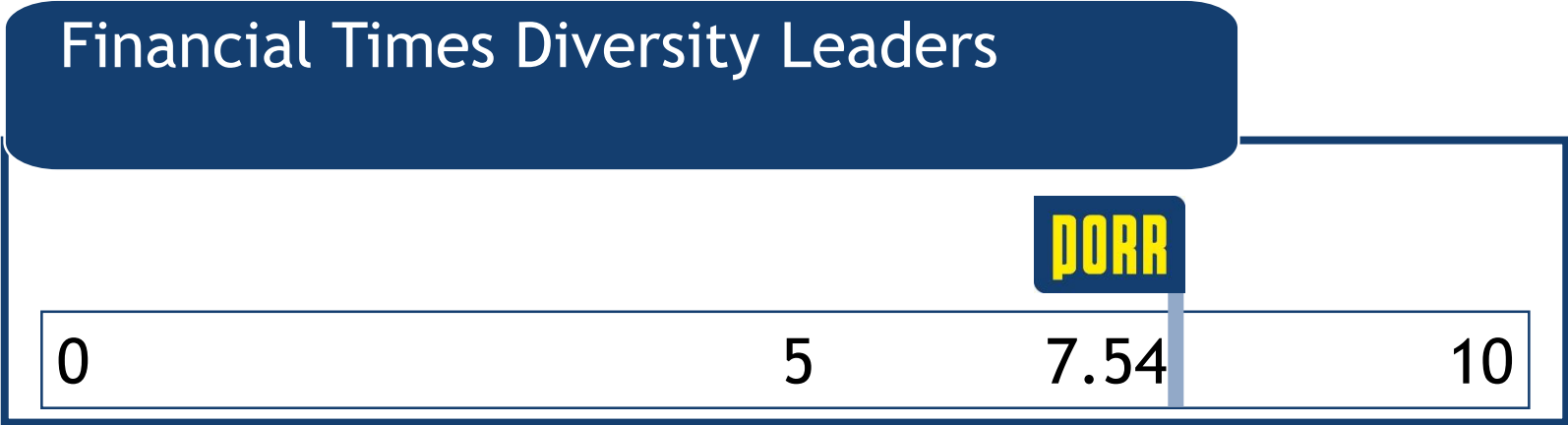
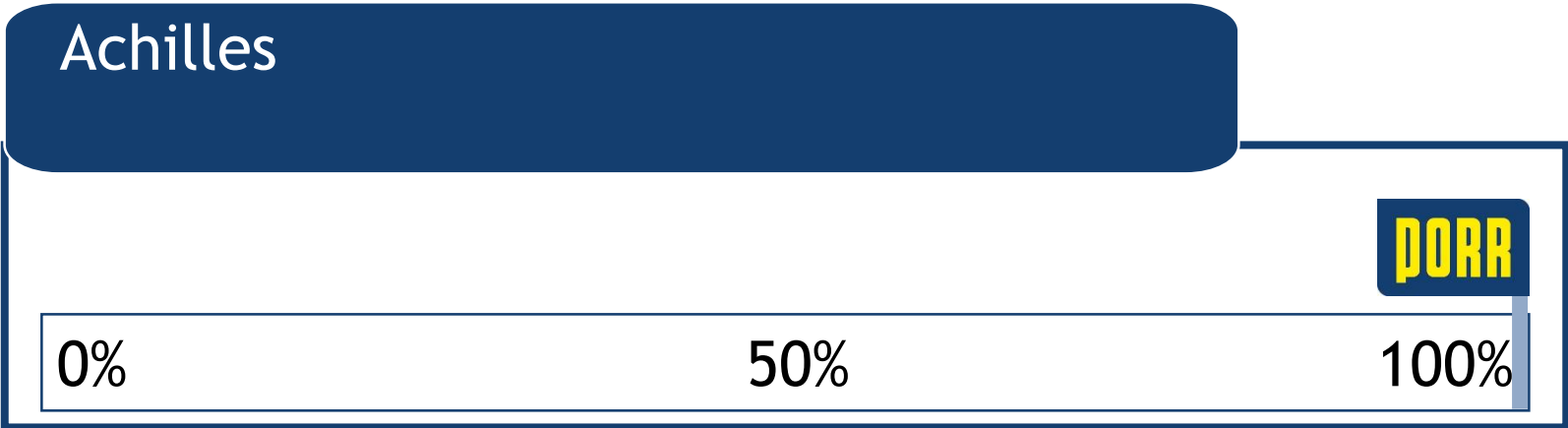
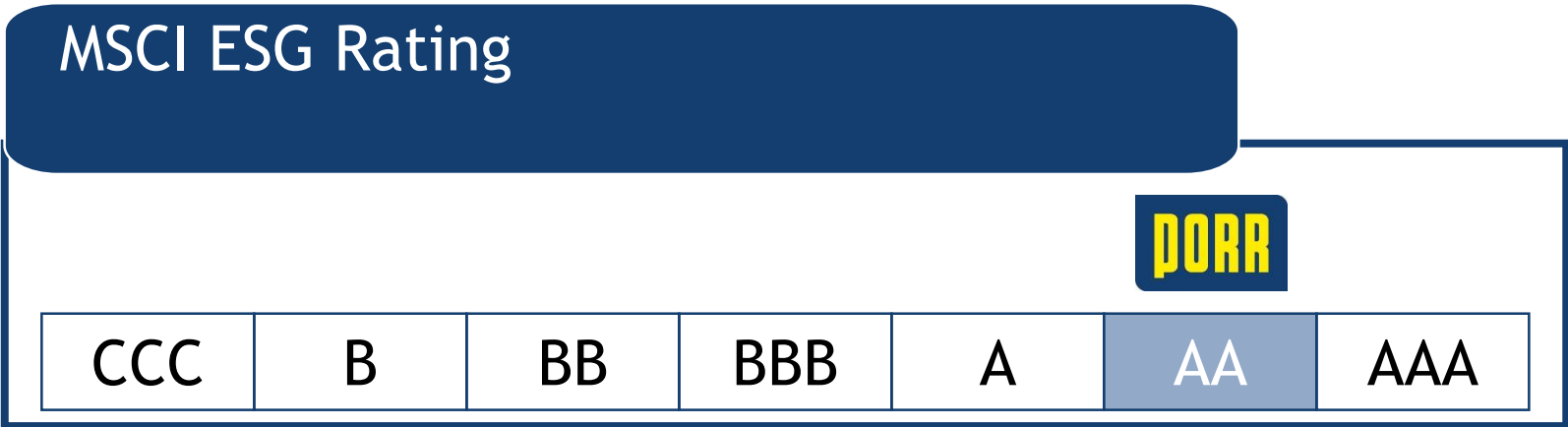
- DigIT LearningMap, porr_academy, increasing percentage of apprentices, strengthening women's skills and competencies, promoting e-Learning

Diversity and equal opportunities

- Fixed focal point in curriculum, raising awareness



Top Awarded in Sustainability Ratings



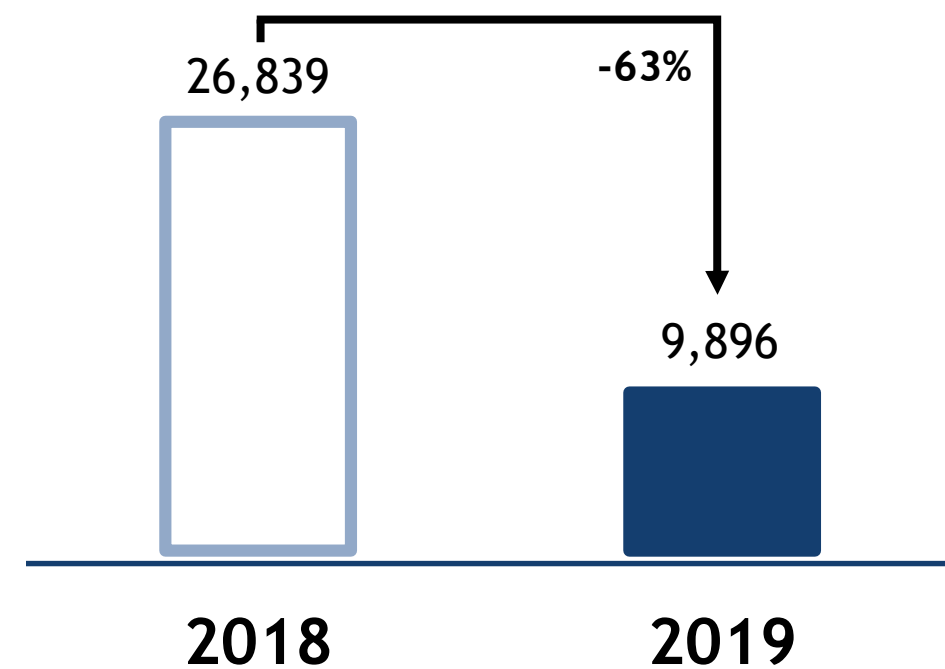
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Corporate Social Responsibility 2019

ENVIRONMENT

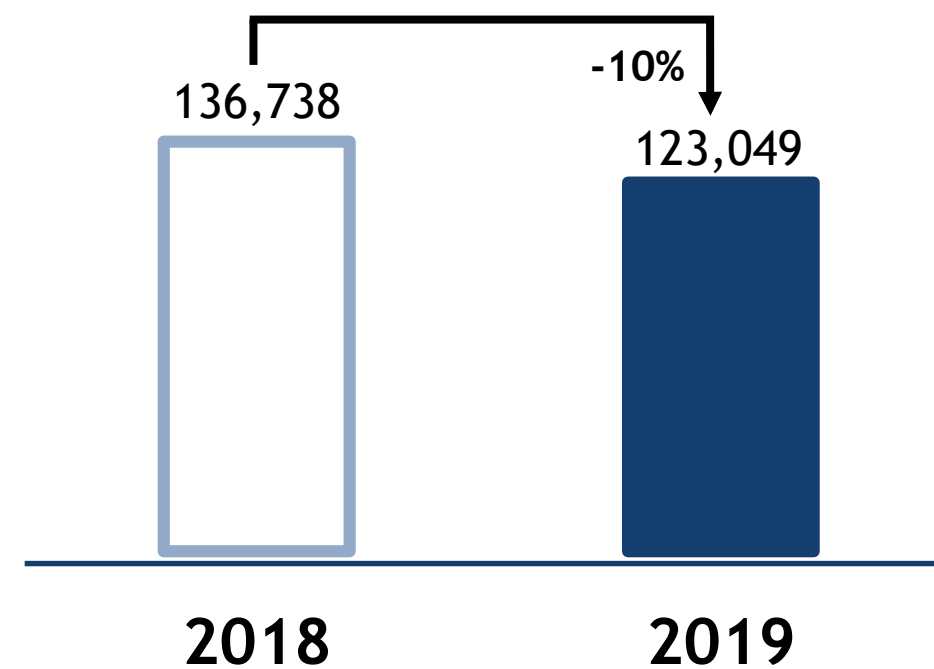
Waste

In t



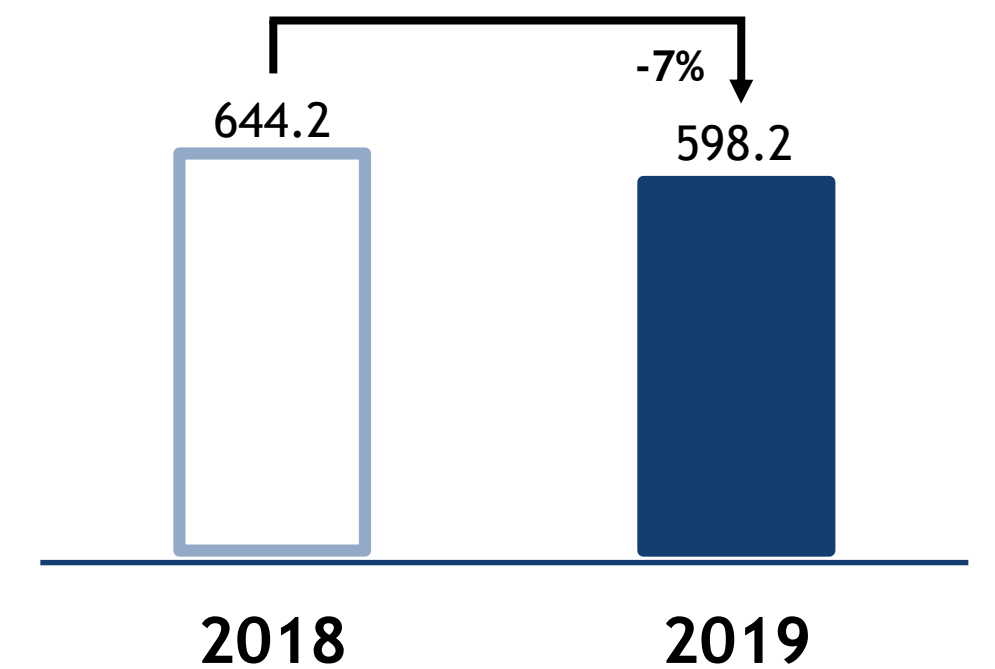
Direct GHG Emissions (Scope 1)

In t



Energy Consumption Within Organisation

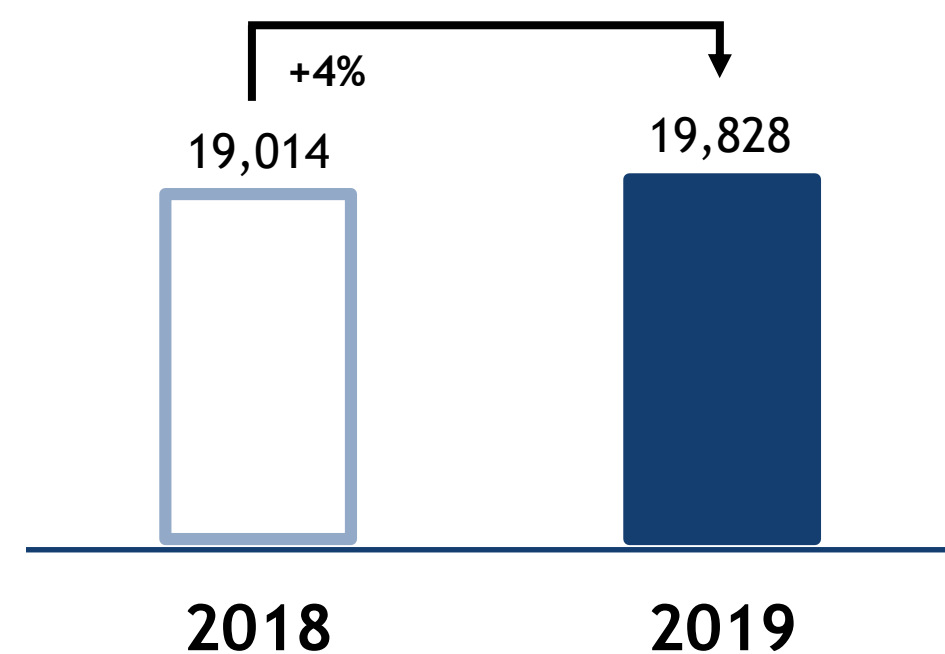
In GWh



SOCIAL

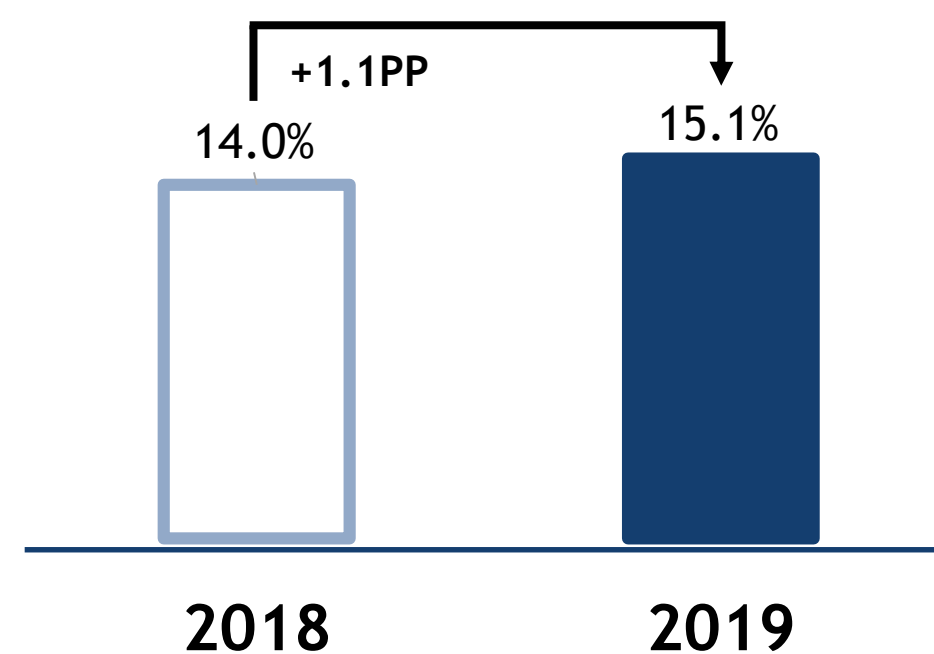
Workforce

Average staffing levels



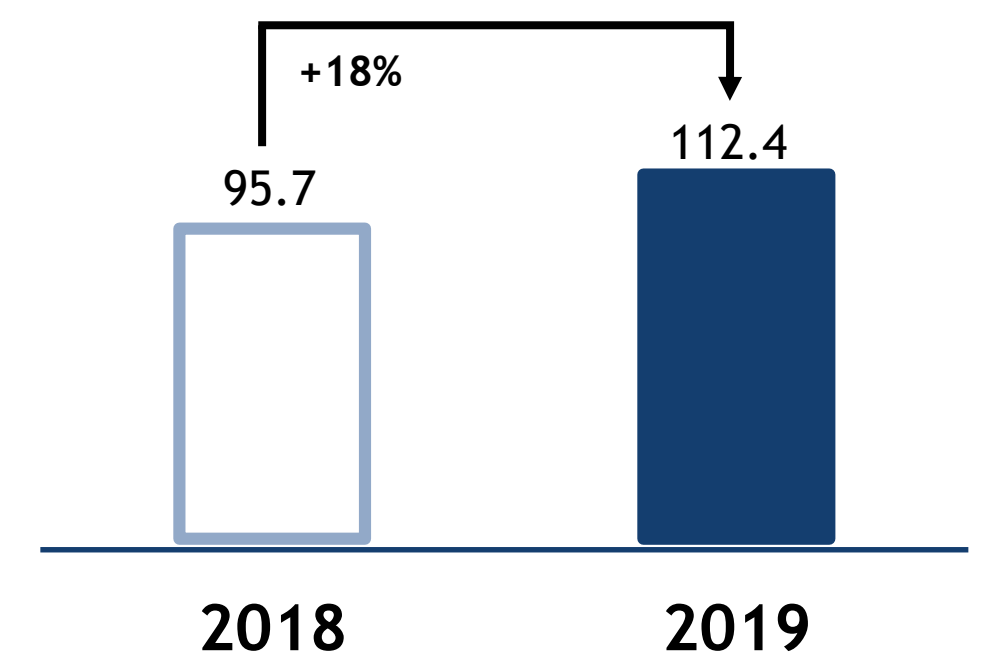
Women

In %



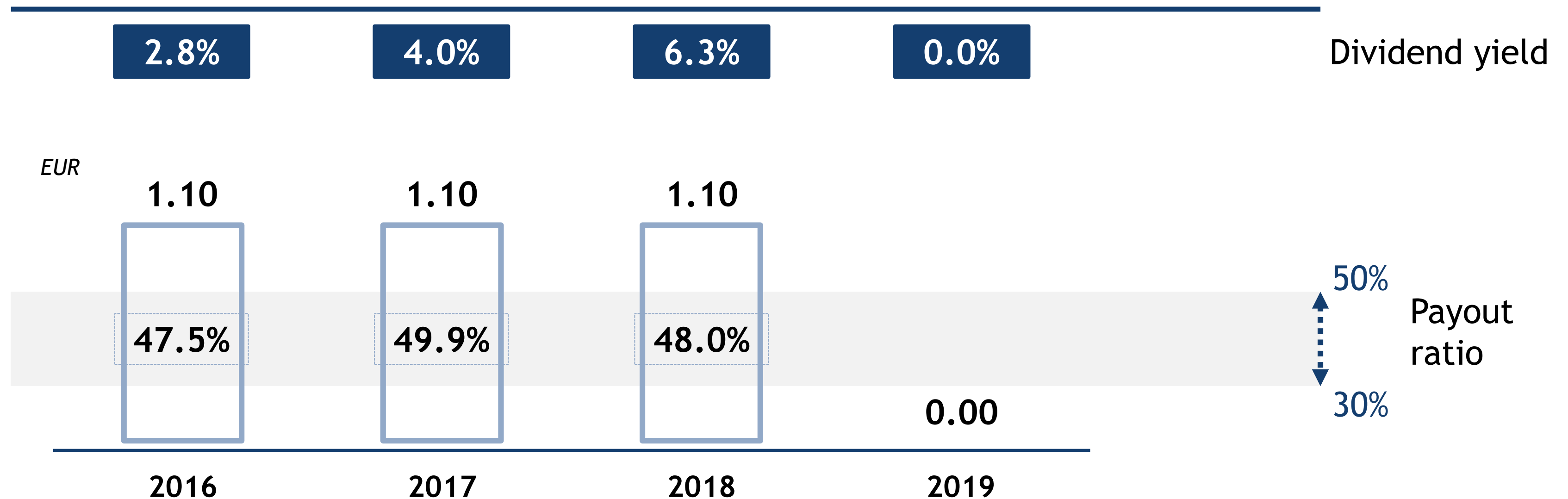
Average Hours of Training

In thousand



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Dividend Policy



- Precautionary measure in view of the exceptional situation in the COVID-19 pandemic
- A sign of solidarity towards all stakeholders of PORR
- Expressly supported by the major shareholders, the Strauss-Ortner syndicate, underlining their commitment to the company

The continuous dividend policy remains at 30-50% payout ratio



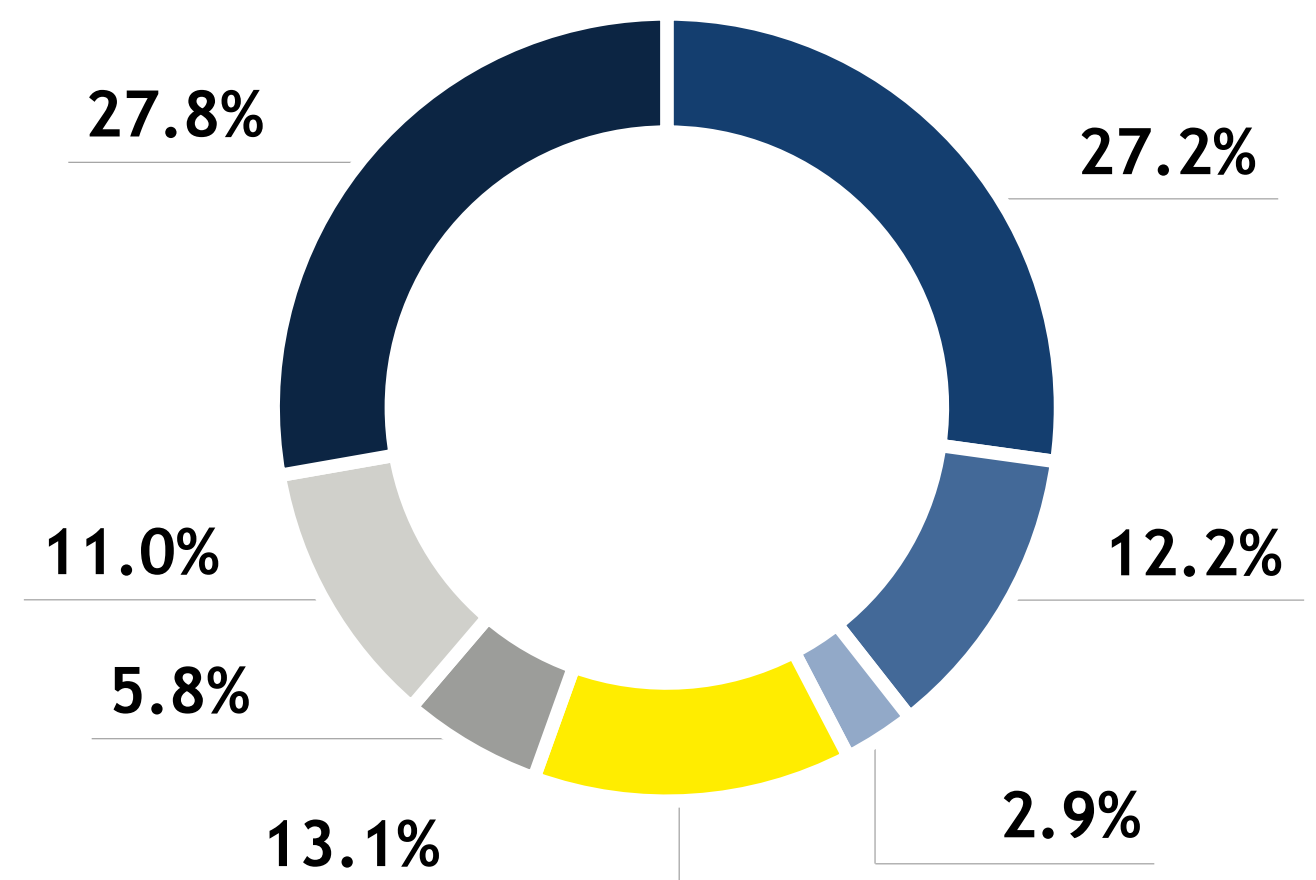
Stable Shareholder Structure

Ownership Structure



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

Free Float - Geographical Split



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

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 Figures ¹ (EURm)	HY 2020	% Δ	HY 2019
Production output	2,273.1	(9.0%)	2,496.7
Revenue	2,071.2	(5.1%)	2,181.6
EBT	(26.6)	<(100.0%)	8.2
Net profit for the period	(22.7)	<(100.0%)	6.0
Key Assets and Financial Figures ¹ (EURm)	30.06.2020	% Δ	31.12.2019
Total assets	3,692.3	0.7%	3,664.9
Equity	679.8	13.5%	599.0
Equity ratio	18.4%	2.0PP	16.4%
Net debt	469.9	35.9%	345.7
Key Share Data ¹ (EURm)	30.06.2020	% Δ	30.06.2019
Number of shares (weighted average)	29,095,000	-	29,095,000
Market capitalisation	428.3	(24.1%)	564.4

¹ Rounding differences can appear

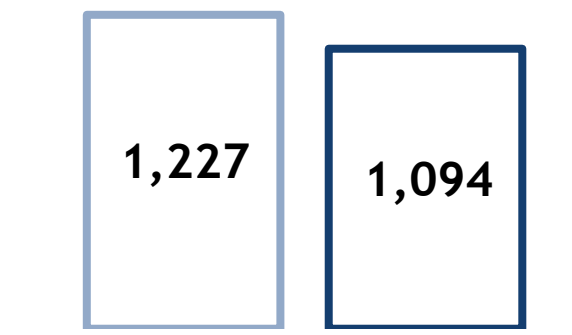
Production Output and Results Affected by COVID-19

Data as per 30.06.2020 and EURm

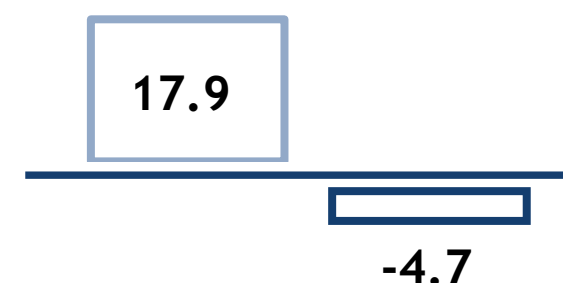
48%

**BU 1
AT/CH**

Production output



EBT

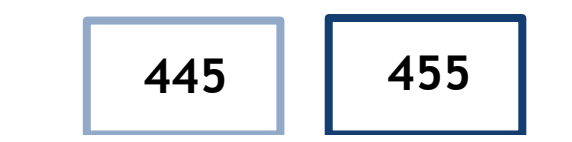


**Major impact in Austria
Completed large projects**

**COVID-19 regulations
burden EBT**

20%

**BU 2
GERMANY**

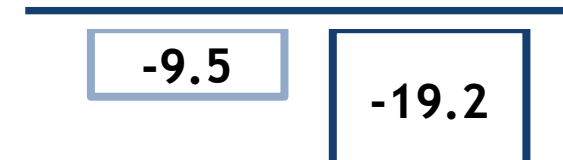
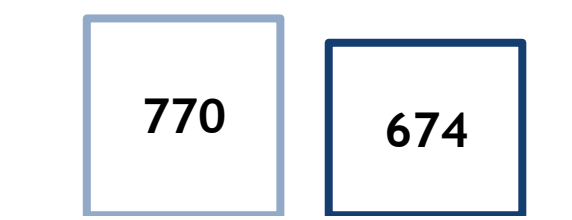


**Solid road and building
construction in output**

**Stable EBT due to isolated
effects of COVID-19**

30%

**BU 3
INTERNATIONAL**



**Output reduction in tunneling
and PL against growth in RO**

**COVID-19 effects in UAE,
NOR, CZ & SK**

□ HY/19 □ HY/20



Consolidated Income Statement

EUR m ¹	HY 2020	HY 2019	% HY 20/19	2019
Production output ²	2,273.1	2,496.7	(9.0%)	5,570.3
Revenue	2,071.2	2,181.6	(5.1%)	4,880.4
Share of profit/loss of companies accounted for under the equity method	10.6	31.0	(65.8%)	87.4
Cost of materials and other related production services ³	(1,340.1)	(1,424.8)	(5.9%)	(3,286.7)
Staff expense	(570.0)	(607.4)	(6.2%)	(1,243.2)
Other operating result ⁴	(105.9)	(85.0)	24.6%	(215.7)
EBITDA	65.8	95.4	(31.0%)	222.3
- in % of Production output	2.9%	3.8%	(0.9PP)	4.0%
Depreciation, amortisation & impairment	(82.8)	(78.1)	6.0%	(167.6)
EBIT	(16.9)	17.4	<(100.0%)	54.7
- in % of Production output	(0.7%)	0.7%	(1.4PP)	1.0%
EBT	(26.6)	8.2	<(100.0%)	37.4
- in % of Production output	(1.2%)	0.3%	(1.5PP)	0.7%
Profit for the period	(22.7)	6.0	<(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	HY 2020	HY 2019	% HY 20/19	2019
Production output ²	2,273.1	2,496.7	(9.0%)	5,570.3
Revenue	2,071.2	2,181.6	(5.1%)	4,880.4
Ratio of profit/loss of companies (at equity)	0.5%	1.2%	(0.8PP)	1.6%
Material cost ratio ³	(59.0%)	(57.1%)	(1.9PP)	(59.0%)
Personnel cost ratio	(25.1%)	(24.3%)	(0.7PP)	(22.3%)
Others ⁴	(4.7%)	(3.4%)	(1.3PP)	(3.9%)
EBITDA	65.8	95.4	(31.0%)	222.3
- in % of Production output	2.9%	3.8%	(0.9PP)	4.0%
Depreciation, amortisation & impairment	(3.6%)	(3.1%)	(0.5PP)	(3.0%)
EBIT	(16.9)	17.4	<(100.0%)	54.7
- in % of Production output	(0.7%)	0.7%	(1.4PP)	1.0%
EBT	(26.6)	8.2	<(100.0%)	37.4
- in % of Production output	(1.2%)	0.3%	(1.5PP)	0.7%
Profit for the period	(22.7)	6.0	<(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

Balance Sheet Key Figures

EUR m		30.06.2020	31.12.2019	31.12.2018
Assets	Non-current assets	1,385.6	1,392.4	1,104.1
	Current assets	2,306.7	2,272.5	2,010.6
	Total assets	3,692.3	3,664.9	3,114.7
Equity & liabilities	Equity ¹	679.8	599.0	618.2
	Non-current liabilities	971.8	1,006.7	573.6
	Current liabilities	2,040.7	2,059.2	1,922.9
	Total equity and liabilities	3,692.3	3,664.9	3,114.7
Ratios:	Net debt ²	469.9	345.7	349.1
	Equity ratio	18.4%	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		30.06.2020	31.12.2019	% Δ
Non-current assets	Intangible assets	149.4	148.5	0.6%
	Property, plant and equipment	931.1	940.9	(1.0%)
	Investment property	60.2	54.1	11.4%
	Shareholdings in companies acc. for under the equity meth.	83.2	86.1	(3.3%)
	Loans	81.2	83.3	(2.5%)
	Other financial assets	35.8	37.0	(3.3%)
	Other non-current financial assets	22.8	27.0	(15.4%)
	Deferred tax assets	21.8	15.5	40.7%
Total non-current assets		1,385.6	1,392.4	(0.5%)
Current assets	Inventories	90.1	76.0	18.5%
	Trade receivables	1,605.8	1,480.9	8.4%
	Other financial assets	107.0	86.2	24.1%
	Other receivables and current assets	54.0	47.5	13.6%
	Cash and cash equivalents	438.0	581.9	(24.7%)
	Assets held for sale	11.8		
	Total current assets	2,306.7	2,272.5	1.5%

¹ Rounding differences may appear

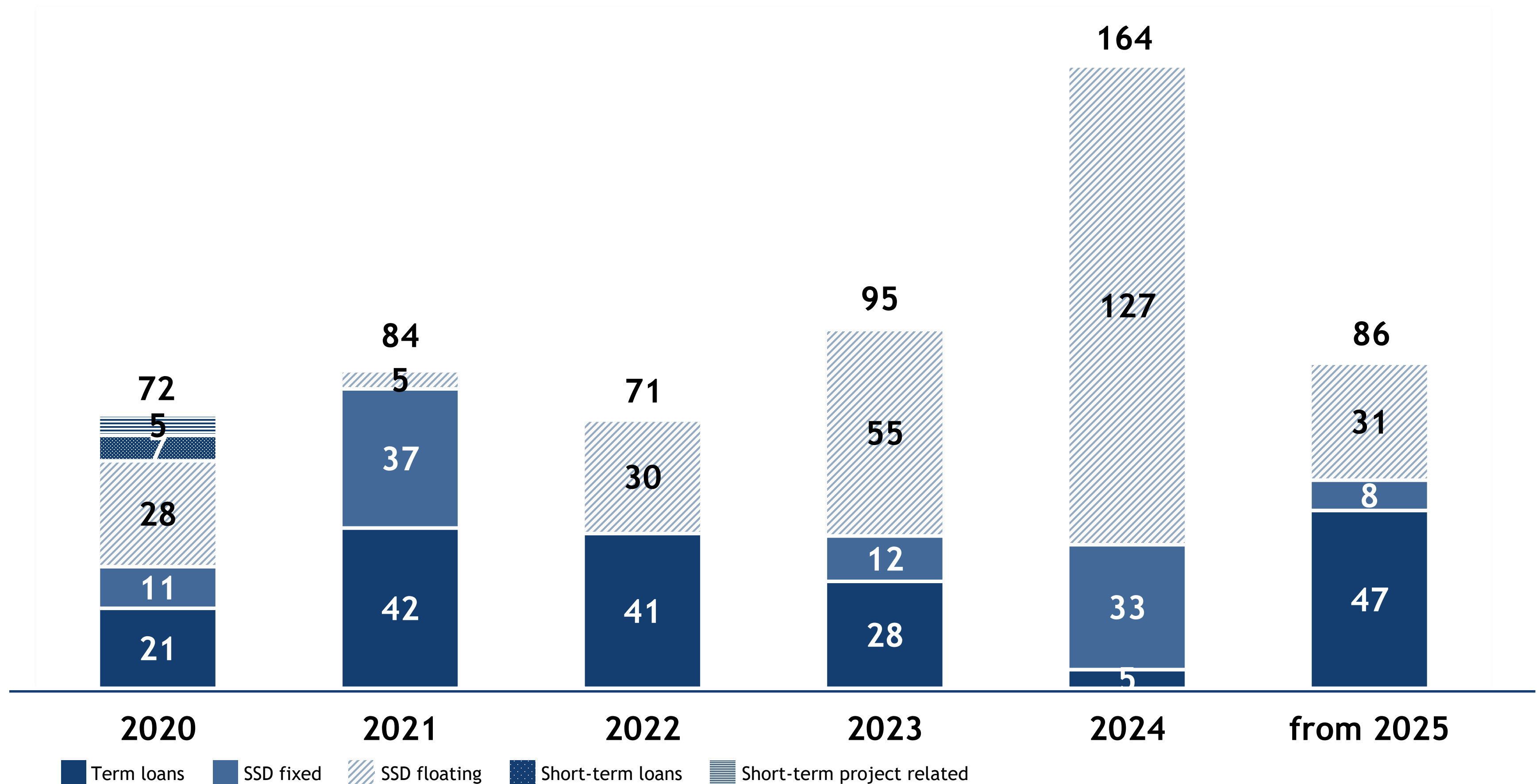


Equity and Liabilities

EUR m ¹		30.06.2020	31.12.2019	% Δ
Equity	Share capital	29.1	29.1	-
	Capital reserve	251.3	251.3	-
	Hybrid capital	318.6	195.3	63.2%
	Other reserves	67.9	111.4	(39.1%)
	Non-controlling interest	13.0	12.0	8.6%
	Total equity	679.8	599.0	13.5%
Liabilities	Bonds and Schuldscheindarlehen	375.5	375.4	0.0%
	Provisions	333.9	339.3	(1.6%)
	Financial liabilities	532.4	552.2	(3.6%)
	Trade payables	1,091.0	1,138.8	(4.2%)
	Other financial liabilities	33.6	64.2	(47.7%)
	Other liabilities	554.2	520.5	6.5%
	Tax payables	75.2	75.4	(0.3%)
	Liabilities held for sale	16.6		
Total liabilities		3,012.5	3,065.9	(1.7%)

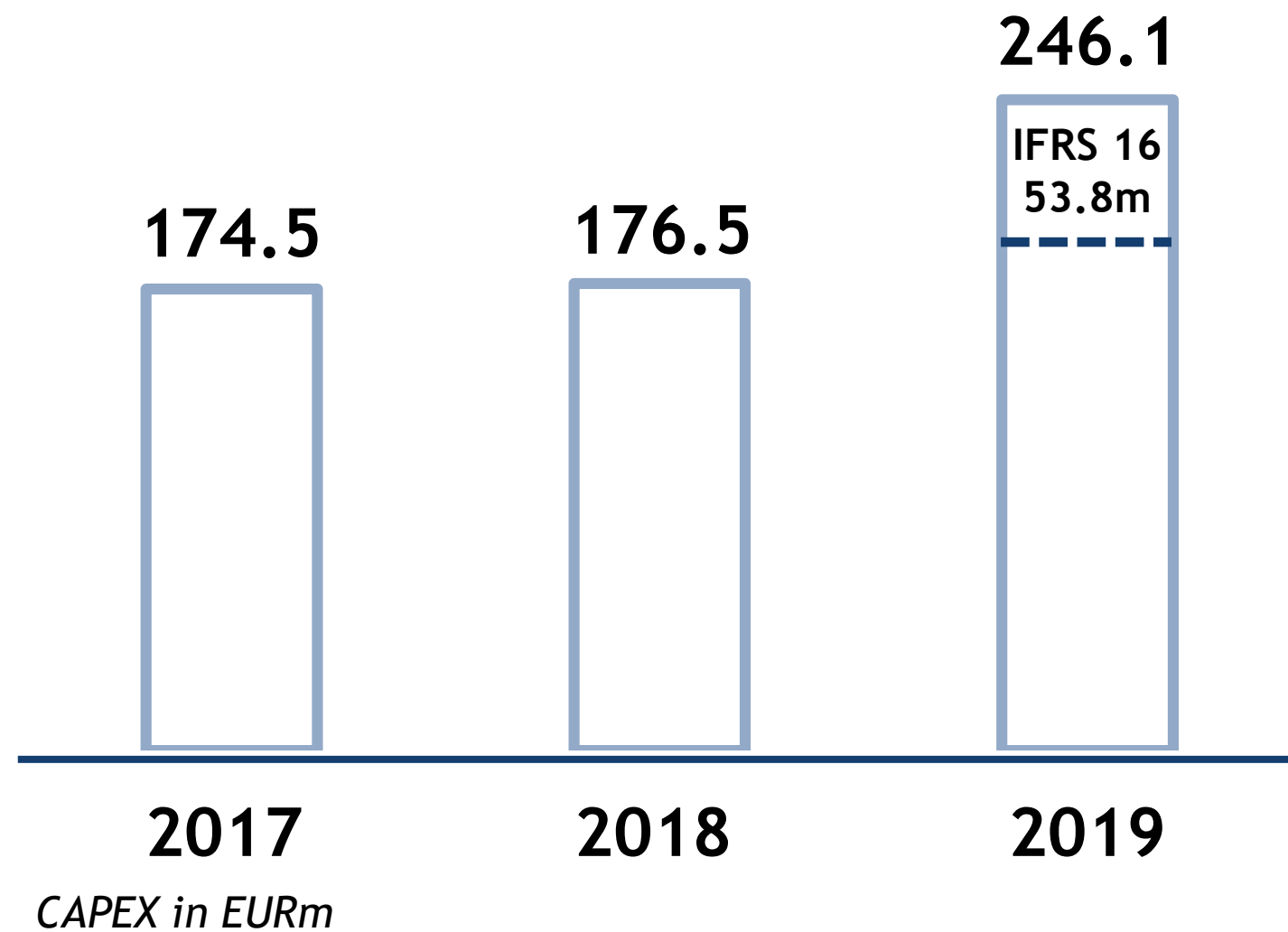
¹ Rounding differences may appear

Maturity Profile of PORR's Financial Liabilities as of 30.06.2020

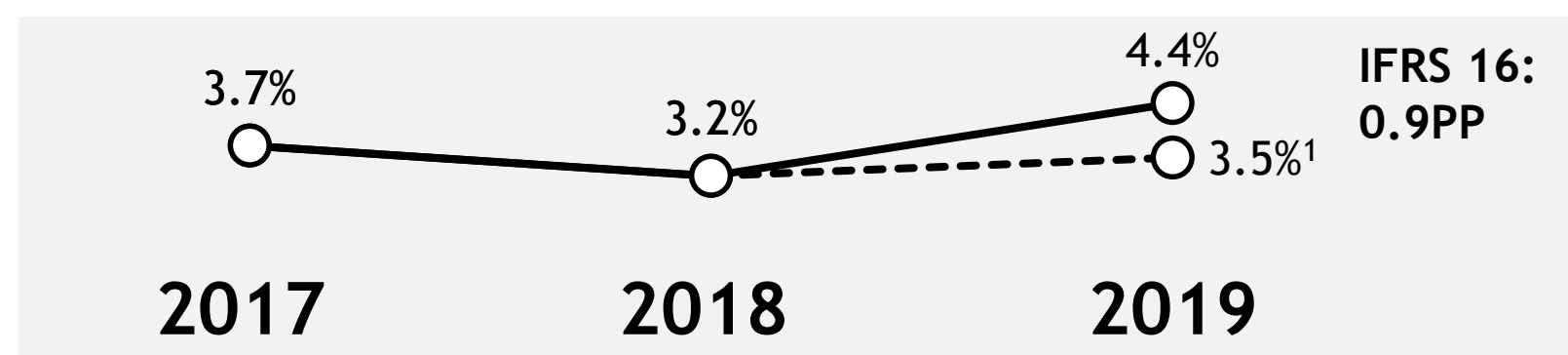


Comments: Chart excludes leasing liabilities and FX-hedge-liabilities. Figures are in EUR m. Rounding differences may appear.

CAPEX and Working Capital Development in 2019

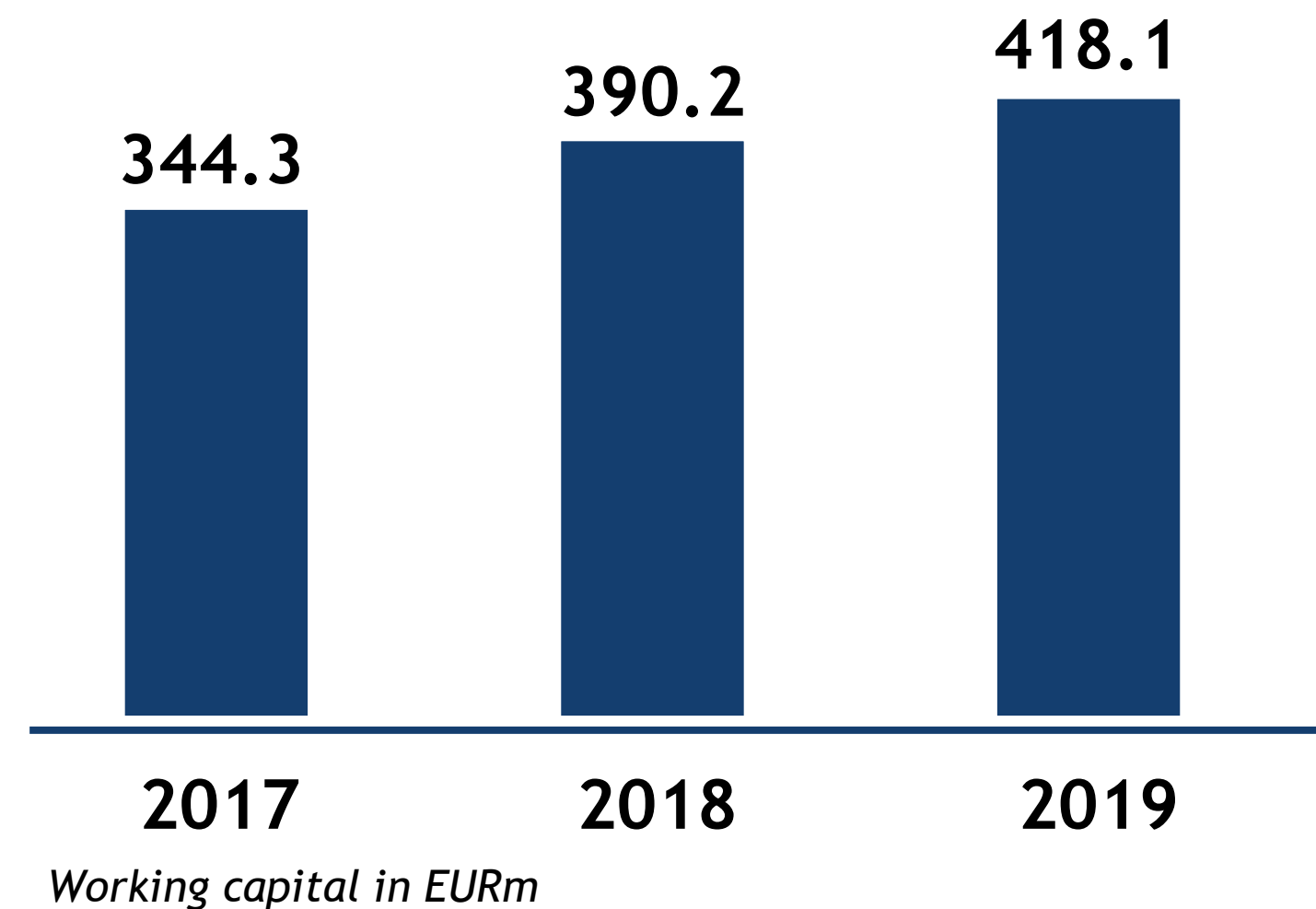


CAPEX ratio:



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

- LK131 Railroad Kalina - Rusiec Łódzki/PL/238.3m
- ARGE University Hospital, St. Pölten/AT/58.3m
- App. Bldg. Handelskai 98-100, Vienna/AT/n.a.
- Office Bldg. New Courts, Berlin/DE/32.7m
- App. Bldg. Forum Donaustadt, Vienna/AT/29.8m

Q3 19

- 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

Q1 20

Q4 19

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

Q2 20

- 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

Coverage

Institution	Analysts	Price Target	Recommendation	Last Update
Hauck & Aufhäuser	Aliaksandr Halitsa	15.0	Hold	24.03.2020
SRC Research	Stefan Scharff Christopher Mehl	19.0	Buy	29.04.2020
Kepler Cheuvreux	Torsten Sauter	17.0	Hold	27.05.2020
Raiffeisen Centrobank	Markus Remis	17.0	Hold	27.05.2020
Warburg Research	Jonas Blum	22.7	Buy	17.06.2020
FMR Research	Felix Lutz Mariya Lazarova Robel Tesfeom	20.0	Buy	25.06.2020
ERSTE Group	Daniel Lion	14.1	Hold	14.08.2020



IR Information for PORR AG

Share Information

Share price ¹	EUR 12.34
Market capitalisation	EUR 359.0m
Official market	Vienna Stock Exchange Prime Market
Number of shares outstanding	29,095,000
Ticker symbol	POS VI
ISIN	AT0000609607

IR Contact

For further information please contact
the Investor Relations department

T +43 (0) 50 626-1763

IR@porr-group.com

Financial Calendar

28 October 2020: Interest Payment
PORR Corporate Bond
2014/2 (Hybrid-Bond)

26 November 2020: Q3 Results 2020

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