1. **NINE-MONTH SALES AND OUTLOOK**
2. **H1 2019 RESULTS**
3. **UPDATE ON THE “TRANSFORM & GROW” PROGRAM**
NINE-MONTH SALES: ORGANIC GROWTH AT 3.4%

- **Exchange rates**: appreciation of US dollar but depreciation of Nordic krona

- **Structure**
  - **Acquisitions**: Join Leader, Kaimann, Hunter Douglas
  - **Divestments**: Pipe China (Xuzhou), silicon carbide, glazing installation operations in the UK and glass processing in Sweden and Norway

31,130 (€m) → 32,471 (€m) ≈ +3.4% like-for-like

- Group actual +4.3%
THIRD QUARTER: ORGANIC GROWTH AT 3.1%

- **Exchange rates**: appreciation of US dollar but depreciation of Nordic krona
- **Structure**
  - **Acquisitions**: Join Leader, Kaimann, Hunter Douglas
  - **Divestments**: Pipe China (Xuzhou), silicon carbide, glazing installation operations in the UK and glass processing in Sweden and Norway
NINE-MONTHS: PRICES UP 2.0% AND VOLUMES UP 1.4%
(% change in sales on a like-for-like basis)

- **Prices held firm** in a less inflationary environment
- **Volumes**: estimated positive 1.5% calendar impact in Q3
HIGH PERFORMANCE SOLUTIONS: NINE-MONTH SALES

Sales (€m)

- 9M-2018 sales: 5,500
- 9M-2019 sales: 5,721

Exchange rates: +2.1%
Structure: +1.0%
Price: +1.9%
Volumes: -1.0%

- Mobility (7%): +0.6%
- Other industries (10%): +1.2%

* Sales by sub-segment: as a % of Group total and like-for-like growth
NORTHERN EUROPE: NINE-MONTH SALES

Sales (€m)

9M-2018 sales: 11,414
9M-2019 sales: 11,755

- Exchange rates: -0.5%
- Structure: +0.5%
- Price: +1.8%
- Volumes: +1.2%

+3.0% like-for-like
+3.0% actual

o/w*:
- Nordics (12%): +5.4%
- UK (10%): +0.7%
- Germany (8%): +2.0%

* Sales by sub-segment: as a % of Group total and like-for-like growth
SOUTHERN EUROPE - ME & AFRICA: NINE-MONTH SALES

Sales (€m)

- 9M-2018 sales: 9,836
- 9M-2019 sales: 10,241

**O/w*: -0.1%

- Exchange rates: +4.2%
- Structure: +0.0%
- Price: +1.9%
- Volumes: +2.3%

**France (23%):**
- +3.9%

**Spain-Italy (4%):**
- +9.4%

* Sales by sub-segment: as a % of Group total and like-for-like growth
**AMERICAS: NINE-MONTH SALES**

<table>
<thead>
<tr>
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<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3,900</td>
<td>+3.8%</td>
<td>+0.9%</td>
<td></td>
<td></td>
<td>4,233</td>
</tr>
<tr>
<td>North America (9%):</td>
<td></td>
<td></td>
<td></td>
<td>+2.6%</td>
<td></td>
</tr>
<tr>
<td>Latin America (4%):</td>
<td></td>
<td></td>
<td></td>
<td>+6.2%</td>
<td></td>
</tr>
</tbody>
</table>

* Sales by sub-segment: as a % of Group total and like-for-like growth
ASIA-PACIFIC: NINE-MONTH SALES

Sales (€m)

9M-2018 sales: 1,377
9M-2019 sales: 1,388

- Exchange rates: +2.8%
- Structure: -7.8%
- Price: -0.2%
- Volumes: +6.0%
- Like-for-like: +5.8%
- Actual: +0.8%
BUILDING DISTRIBUTION EUROPE: NINE-MONTH SALES

Sales (€m)

- 9M-2018 sales: 14,096
- Exchange rates: -0.3%
- Structure: +0.4%
- Price: +1.5%
- Volumes: +2.5%
- 9M-2019 sales: 14,675

Actual increase: +4.1%
Like-for-like increase: +4.0%
OUTLOOK FOR FOURTH QUARTER

- **High Performance Solutions:** in more hesitant markets, the automotive sector is expected to remain difficult in Europe and China but against an easier comparison basis.

- **Northern Europe:** less favorable trends overall, with a particularly difficult environment in the UK; deconsolidation of the Distribution business in Germany.

- **Southern Europe - Middle East & Africa:** overall growth expected for the region, with a lower contribution from new construction and a solid renovation market, in particular in France.

- **Americas:** stabilization in North America and a more uncertain environment in Latin America.

- **Asia:** further growth.
2019 PRIORITIES

- **Focus on sales prices**

- **Continuation of the cost cutting program, targeting cost savings of around €300m over the year** (calculated on the 2018 cost base), in addition to **more than €80m in 2019** as part of the “Transform & Grow” program

- **Investments in property, plant and equipment and intangible assets** close to the 2018 level, with a focus on growth capex outside Western Europe and also on productivity and continued digital transformation

- **Ongoing commitment to invest in R&D** to support our differentiated, high value-added strategy

- **Focus on high levels of free cash flow generation**

Saint-Gobain confirms its objectives for full-year 2019 and for the second half expects a like-for-like increase in operating income compared to second-half 2018
1. NINE-MONTH SALES AND OUTLOOK
2. H1 2019 RESULTS
   1. GROUP
   2. SEGMENTS
3. UPDATE ON THE “TRANSFORM & GROW” PROGRAM
# H1 2019 KEY FIGURES

<table>
<thead>
<tr>
<th>Category</th>
<th>Actual</th>
<th>Like-for-like</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>€21.7bn</td>
<td>+4.3%</td>
</tr>
<tr>
<td>Operating income</td>
<td>€1,638m</td>
<td>+8.2%</td>
</tr>
<tr>
<td>Operating margin</td>
<td>7.6%, +30 bp</td>
<td>+8.3%</td>
</tr>
<tr>
<td>Recurring net income</td>
<td>€944m</td>
<td>+16.7%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>€2,417m</td>
<td>+8.4%</td>
</tr>
<tr>
<td>Net debt</td>
<td>€12,617m</td>
<td>2.6x EBITDA</td>
</tr>
</tbody>
</table>

Changes based on H1-19 vs H1-18 restated for IFRS 16
HIGHLIGHTS

» Organic growth at 3.5% with prices up 2.3%

» Strong 8.3% like-for-like increase in operating income. Gain of 30 bp in operating margin to 7.6%

» “Transform & Grow” program **ahead of schedule**
   » **Ahead of our growth synergies**: numerous growth initiatives launched
   » **Ahead of our savings target**: raised to >€80m in 2019 (versus an initial target of >€50m)
   » **Ahead of our divestment target**: >€2.8bn sales divested (completed or signed)

» Strong increase in free cash flow generation, up 40%

» Steep increase in recurring net income, up 16.7%, and in recurring EPS, up 17.6%
OPERATING INCOME UP 8.3% LIKE-FOR-LIKE
(Operating income in €m and % of sales)

- +8.2% actual
  - +30 bp improvement in operating margin
  - Positive price/cost spread
  - Positive €35m impact of “Transform & Grow” cost savings on operating income
  - Around €155m in cost savings generated by the operational excellence program
## BUSINESS INCOME UP 7.5%

<table>
<thead>
<tr>
<th>€m</th>
<th>H1-2018</th>
<th>H1-2019</th>
<th>H1-2019/H1-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating income</td>
<td>1,514</td>
<td>1,638</td>
<td>+8.2%</td>
</tr>
<tr>
<td>Non-operating costs</td>
<td>(53)</td>
<td>(168)</td>
<td></td>
</tr>
<tr>
<td>- o/w Sika</td>
<td></td>
<td>180</td>
<td></td>
</tr>
<tr>
<td>Disposal gains (losses)</td>
<td>(27)</td>
<td>(16)</td>
<td></td>
</tr>
<tr>
<td>Asset write-downs and other</td>
<td>(268)</td>
<td>(201)</td>
<td></td>
</tr>
<tr>
<td><strong>Business income</strong></td>
<td>1,166</td>
<td>1,253</td>
<td>+7.5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>€m</th>
<th>H1-2018</th>
<th>H1-2019</th>
<th>EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating income</td>
<td>1,514</td>
<td>1,638</td>
<td>2,230</td>
</tr>
<tr>
<td>Operating depreciation and amortization</td>
<td>949</td>
<td>947</td>
<td></td>
</tr>
<tr>
<td>Non-operating costs excl. Sika</td>
<td>(233)</td>
<td>(168)</td>
<td></td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>2,230</td>
<td>2,417</td>
<td>+8.4%</td>
</tr>
</tbody>
</table>
**RECURRING NET INCOME UP 16.7% AND RECURRING EPS UP 17.6%**

<table>
<thead>
<tr>
<th></th>
<th>H1-2018</th>
<th>H1-2019</th>
<th>H1-2019/ H1-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business income</td>
<td>1,166</td>
<td>1,253</td>
<td>+7.5%</td>
</tr>
<tr>
<td>Net financial income (expense)</td>
<td>354</td>
<td>(222)</td>
<td></td>
</tr>
<tr>
<td>- o/w Sika</td>
<td>601</td>
<td>28</td>
<td></td>
</tr>
<tr>
<td>- o/w finance costs</td>
<td>(247)</td>
<td>(250)</td>
<td></td>
</tr>
<tr>
<td>Average cost of gross debt (at June 30)</td>
<td>2.5%</td>
<td>2.2%</td>
<td></td>
</tr>
<tr>
<td>Income tax</td>
<td>(266)</td>
<td>(318)</td>
<td></td>
</tr>
<tr>
<td>Tax rate on recurring net income</td>
<td>25%</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>Net attributable income</td>
<td>1,227</td>
<td>689</td>
<td>+16.7%</td>
</tr>
<tr>
<td>Recurring net income</td>
<td>809</td>
<td>944</td>
<td>+16.7%</td>
</tr>
<tr>
<td>Recurring EPS (€)</td>
<td>1.48</td>
<td>1.74</td>
<td>+17.6%</td>
</tr>
</tbody>
</table>
SLIGHT INCREASE IN OPERATING WORKING CAPITAL, BUT STABLE AT CONSTANT EXCHANGE RATES

(at June 30, €m and no. of days)
FREE CASH FLOW UP 40% WITH A CASH CONVERSION RATIO OF 33% (€m)

2,077

- H1-2019 EBITDA*
- Finance costs excl. Sika
- Tax
- Investments in PPE & intangible assets excl. add'l capacity**
- Change in WCR over a 12-month period
- Free cash flow

690

* EBITDA less depreciation of right-of-use assets: €2,417m - €340m = €2,077m
** Investments in PPE and intangible assets = €682m, including €220m in additional capacity investments linked to organic growth
STABLE CREDIT RATING
(€bn)

Net debt/shareholders’ equity

<table>
<thead>
<tr>
<th></th>
<th>06-2018</th>
<th>12-2018</th>
<th>06-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>65%</td>
<td>12.4</td>
<td>11.0</td>
<td>12.6</td>
</tr>
<tr>
<td>61%</td>
<td>19.0</td>
<td>18.0</td>
<td>18.5</td>
</tr>
<tr>
<td>68%</td>
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</tbody>
</table>

Net debt/EBITDA (*)

<table>
<thead>
<tr>
<th></th>
<th>06-2018</th>
<th>12-2018</th>
<th>06-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.6</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Rating: BBB/Baa2

* EBITDA over a 12-month period
** IFRS 16: estimated restatement at end-June 2018
1. NINE-MONTH SALES AND OUTLOOK
2. H1 2019 RESULTS
   1. GROUP
   2. SEGMENTS
3. UPDATE ON THE “TRANSFORM & GROW” PROGRAM
NEW REPORTING SEGMENTS ALIGNED WITH THE NEW CUSTOMER-ORIENTED, LEAN AND AGILE ORGANIZATION

- High Performance Solutions
- Northern Europe
- Southern Europe - ME & Africa
- Americas
- Asia-Pacific

HIGH PERFORMANCE SOLUTIONS ORGANIZED BY MARKET FOR GLOBAL CUSTOMERS
REGIONAL ORGANIZATION BY COUNTRY FOR LOCAL CONSTRUCTION MARKETS
HIGH PERFORMANCE SOLUTIONS: SOLID RESULTS

Sales (€m)

- H1-2018 sales: 3,706
- H1-2019 sales: 3,862

Incremental Growth:
- +1.9% like-for-like
- +1.3%
- -0.9%

Operating income (€m) and margin (%)

- H1-2018:
  - Operating income: 532
  - Margin: 14.4%
- H1-2019:
  - Operating income: 502
  - Margin: 13.0%

Operating margin: +60bp versus H2-2018 (12.4%)

Sales (€m) Incremental Growth:
- Mobility (7%): -0.1%
- Other industries (11%): +1.7%
- Exchange rates: +1.0%
- Structure: +1.3%
- Price: +1.9%
- Volumes: -0.9%

o/w*: Sales by sub-segment: as a % of Group total and like-for-like growth

* Sales by sub-segment: as a % of Group total and like-for-like growth
NORTHERN EUROPE: STRONG MARGIN GROWTH

Sales (€m)

- Nordics (13%): +6.1%
- UK (10%): +1.5%
- Germany (7%): +2.2%
- o/w*: -0.4%

Exchange rates +3.6% like-for-like
Structure +1.7%
Price +1.9%
Volumes +3.6% actual

Operating income (€m) and margin (%)

H1-2018: 7,459
H1-2019: 7,726

- Sales by country: as a % of Group total and like-for-like growth
SOUTHERN EUROPE - ME & AFRICA: CLEAR MARGIN GROWTH

Sales (€m)

- H1-2018 sales: 6,729
- Exchange rates: -0.2%
- Structure: +4.3% like-for-like
- Price: +2.1%
- Volumes: +0.1%
- H1-2019 sales: 7,011

Operating income (€m) and margin (%)

- H1-2018:
  - Sales: 293
  - Operating income: 4.4%
  - o/w*: France (24%): +4.1%
    Spain-Itery (4%): +9.0%
- H1-2019:
  - Sales: 350
  - Operating income: 5.0%

* Sales by country: as a % of Group total and like-for-like growth
**AMERICAS: STABLE MARGIN**

**Sales (€m)**

- H1-2018 sales: 2,591
- Exchange rates: +3.4%
- Structure: +1.1%
- Price: -2.8%
- Volumes: +5.4%
- H1-2019 sales: 2,774

**Operating income (€m) and margin (%)**

- H1-2018: 235 (9.1%)
- H1-2019: 250 (9.0%)

**o/w*: North America (8%): -0.4%
Latin America (4%): +9.0%

* Sales by country: as a % of Group total and like-for-like growth
ASIA-PACIFIC: SLIGHT MARGIN PROGRESSION

Sales (€m)

- H1-2018 sales: 912
- Exchange rates: +2.2%
- Structure: -10.1%
- Price: +0.6%
- Volumes: +5.4%
- H1-2019 sales: 895

Operating income (€m) and margin (%)

- H1-2018 operating income: 85
- Actual margin: 10.1%
- H1-2019 operating income: 85
- Like-for-like: +6.0%
- Like-for-like margin: 9.5%
1. NINE-MONTH SALES AND OUTLOOK
2. H1 2019 RESULTS
3. UPDATE ON THE “TRANSFORM & GROW” PROGRAM
A PLAN STRUCTURED AROUND TWO PILLARS

A customer-oriented, lean and agile organization

An active and value-creating portfolio management
In Brazil: sales teams for each sales channel

In India: a leading role for Glass in business referrals, benefiting our entire offer

An integrated team to serve the aerospace market
IN-DEPTH CULTURAL CHANGE

Committed teams

- 80% of CEOs native to their country
- Empowering incentives

Agile operating processes

- Simplification of internal processes
- Quick decisions close to the field

Strong buy-in

- 76% of staff convinced that “Transform & Grow” will bring more growth and profitability
Accelerated “Transform & Grow” savings

- >€80m in savings in 2019 (>€50m announced)
  of which €35m at end-June
- 2020 target: €150m (€120m announced)

2019 | 2020 | 2021
--- | --- | ---
>€80m | €150m | €250m

Additional operational levers

- Streamlined organizations
- Leaner central and support functions
- Synergies and optimization within countries and markets

1,000 operational levers identified
(700 in February)
DIGITAL TRANSFORMATION WELL UNDERWAY

Customer services  Industry 4.0  Digital construction  New ways of working
AGILE AND EFFECTIVE OPERATIONAL EXCELLENCE PROGRAMS

Excellence at the heart of our operations

- Industrial performance
- Logistics efficiency
- Procurement savings
INVESTMENTS FOCUSED ON GROWTH

- New adhesives coating line for electric vehicle batteries in **China**
- Extension of an Industry Construction site in **Mexico**
- 5th Mortars plant in **Indonesia**
- New facility for the **Lite Sciences** market in South Korea
- +4 Mortar lines in **Africa** (13 in total) Ethiopia, Angola, Zimbabwe, Ghana
- Expansion of the stone wool production line in **Romania**
SWIFT EXECUTION OF PORTFOLIO MANAGEMENT

Divestments

>€2.8bn in sales (closed or signed) at end-July

Pipe China, Xuzhou plant
Glassolutions United Kingdom, Sweden-Norway
Silicon carbide
Building Distribution Germany
DMTP France
Optimera Denmark

Acquisitions

10 at end-July

Plaka Comex (Mexico)
Aswell (Argentina)
Pritex (Mobility)
American Seal & Engineering Co. (Mobility)
Norton Ceilings (North America)

Gypsum
“TRANSFORM & GROW” CONCLUSION

» Ahead of our growth synergies

» Ahead of our €250m savings target by 2021:
  → +60 bp operating margin impact

» Ahead of our divestment target of >€3bn in sales by the end of 2019:
  → already >+40 bp full-year operating margin impact

SIGNIFICANT ACCELERATION IN GROWTH

>100 BP INCREASE IN OPERATING MARGIN BY 2021
Continuation of the strategic review without any taboos within the scope of the new organization, which will lead to an additional dynamic of divestments and acquisitions

* Including the start of exclusive negotiations for the sale of DMTP in France
IMPORTANT DISCLAIMER – FORWARD-LOOKING INFORMATION

This presentation contains forward-looking statements with respect to Saint-Gobain’s financial condition, results, business, strategy, plans and outlook. Forward-looking statements are generally identified by the use of the words “expect”, “anticipate”, “believe”, “intend”, “estimate”, “plan” and similar expressions. Although Saint-Gobain believes that the expectations reflected in such forward-looking statements are based on reasonable assumptions as at the time of publishing this document, investors are cautioned that these statements are not guarantees of its future performance. Actual results may differ materially from the forward-looking statements as a result of a number of known and unknown risks, uncertainties and other factors, many of which are difficult to predict and are generally beyond the control of Saint-Gobain, including but not limited to the risks described in Saint-Gobain’s registration document available on its website (www.saint-gobain.com). Accordingly, readers of this document are cautioned against relying on these forward-looking statements. These forward-looking statements are made as of the date of this document. Saint-Gobain disclaims any intention or obligation to complete, update or revise these forward-looking statements, whether as a result of new information, future events or otherwise. This presentation does not constitute any offer to purchase or exchange, nor any solicitation of an offer to sell or exchange securities of Saint-Gobain. No representation or warranty, express or implied, is made by Saint-Gobain or its managers, corporate officers, employees, contractors, representatives or advisors as to the accuracy or completeness of the information or opinions contained in this presentation.
ADDITIONAL SLIDES

1. H1 2019 RESULTS
2. OTHER
**ORGANIC GROWTH AT 3.5%**

- **Exchange rates**: appreciation of US dollar but depreciation of Brazilian real, Nordic krona and other emerging country currencies.

- **Structure**
  - **Divestments**: Pipe China (Xuzhou), silicon carbide, glazing installation operations in the UK and glass processing in Sweden and Norway.
  - **Acquisitions**: Join Leader, Kaimann, Hunter Douglas.

Group **+4.3% actual**

<table>
<thead>
<tr>
<th>H1-2018 sales</th>
<th>Exchange rates</th>
<th>Structure</th>
<th>Price</th>
<th>Volumes</th>
<th>H1-2019 sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>20,787 (€m)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>21,677 (€m)</td>
</tr>
</tbody>
</table>
Breakdown of H1-2019 Operating income

- Americas: 15%
- Southern Europe - ME & Africa: 21%
- Northern Europe: 28%
- HPS: 31%
- Asia-Pacific: 5%

Industrial assets at June 30, 2019

- Americas: 16%
- Southern Europe - ME & Africa: 29%
- Northern Europe: 28%
- HPS: 7%
- Asia-Pacific: 20%
SALES AND OPERATING INCOME BY GEOGRAPHIC AREA

Breakdown of H1-2019 Sales

- North America: 13%
- France: 25%
- Asia & emerging countries: 20%
- Other Western Europe: 42%

Breakdown of H1-2019 Operating income

- North America: 21%
- France: 15%
- Asia & emerging countries: 29%
- Other Western Europe: 35%
### Sales (€m)

<table>
<thead>
<tr>
<th></th>
<th>H1-2018 sales</th>
<th>Exchange rates</th>
<th>Structure</th>
<th>Price</th>
<th>Volumes</th>
<th>H1-2019 sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>+0.5%</td>
<td></td>
<td>-0.3%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+1.5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+3.1%</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>+4.6% like-for-like</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>+4.8% actual</td>
<td></td>
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<table>
<thead>
<tr>
<th></th>
<th>9,367</th>
<th>9,817</th>
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</table>

### Operating income (€m) and margin (%)

<table>
<thead>
<tr>
<th></th>
<th>H1-2018</th>
<th>H1-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>284</td>
<td>349</td>
</tr>
<tr>
<td>3.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.6%</td>
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</tbody>
</table>

**H1-2019**
OUTSTANDING CLAIMS

Abestos-related litigation in the US

- ~US$ 69m paid out over the 12 months to end-June 2019 (versus US$ 67m at end-2018)

- €45m accrual to the provision in H1 2019, bringing the total balance sheet provision to US$ 584m at end-June 2019 (US$ 568m at end-2018)

<table>
<thead>
<tr>
<th></th>
<th>H1-2018</th>
<th>FY-2018</th>
<th>H1-2019*</th>
</tr>
</thead>
<tbody>
<tr>
<td>New claims</td>
<td>1,300</td>
<td>2,600</td>
<td>1,300</td>
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<tr>
<td>Settled claims</td>
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<td>4,300</td>
<td>1,200</td>
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<tr>
<td>Outstanding claims</td>
<td>34,100</td>
<td>32,600</td>
<td>32,700</td>
</tr>
</tbody>
</table>

* estimated
ADDITIONAL SLIDES

1. H1 2019 RESULTS
2. OTHER
END MARKETS*

NEW RESIDENTIAL CONSTRUCTION
21%

NEW NON-RESIDENTIAL CONSTRUCTION
12%

RENOVATION / INFRASTR. 52%**

AUTOMOTIVE 7%

OTHER IND. 8%

HPS 18%
NORTHERN EUROPE 35%
SOUTHERN EUROPE - ME & AFRICA 31%
AMERICAS 12%
ASIA-PACIFIC 4%

* Saint-Gobain estimated end markets
** Renovation: 45%
   Infrastructure: 7%
Additional savings of €250m for 2019-2021 resulting from the “Transform & Grow” program
UNIQUE, ATTRACTIVE POSITIONING GROWING MARKETS

- Technical solutions for tomorrow’s homes

CONSUMPTION PER CAPITA BASED ON WEALTH

- Solutions promising energy efficiency for buildings