



APRIL 2021

# RECENT RESULTS AND OUTLOOK





01

**FIRST-QUARTER 2021 SALES**

02

**2020 HIGHLIGHTS**

03

**2020 ACHIEVEMENTS**

04

**2020 RESULTS**

05

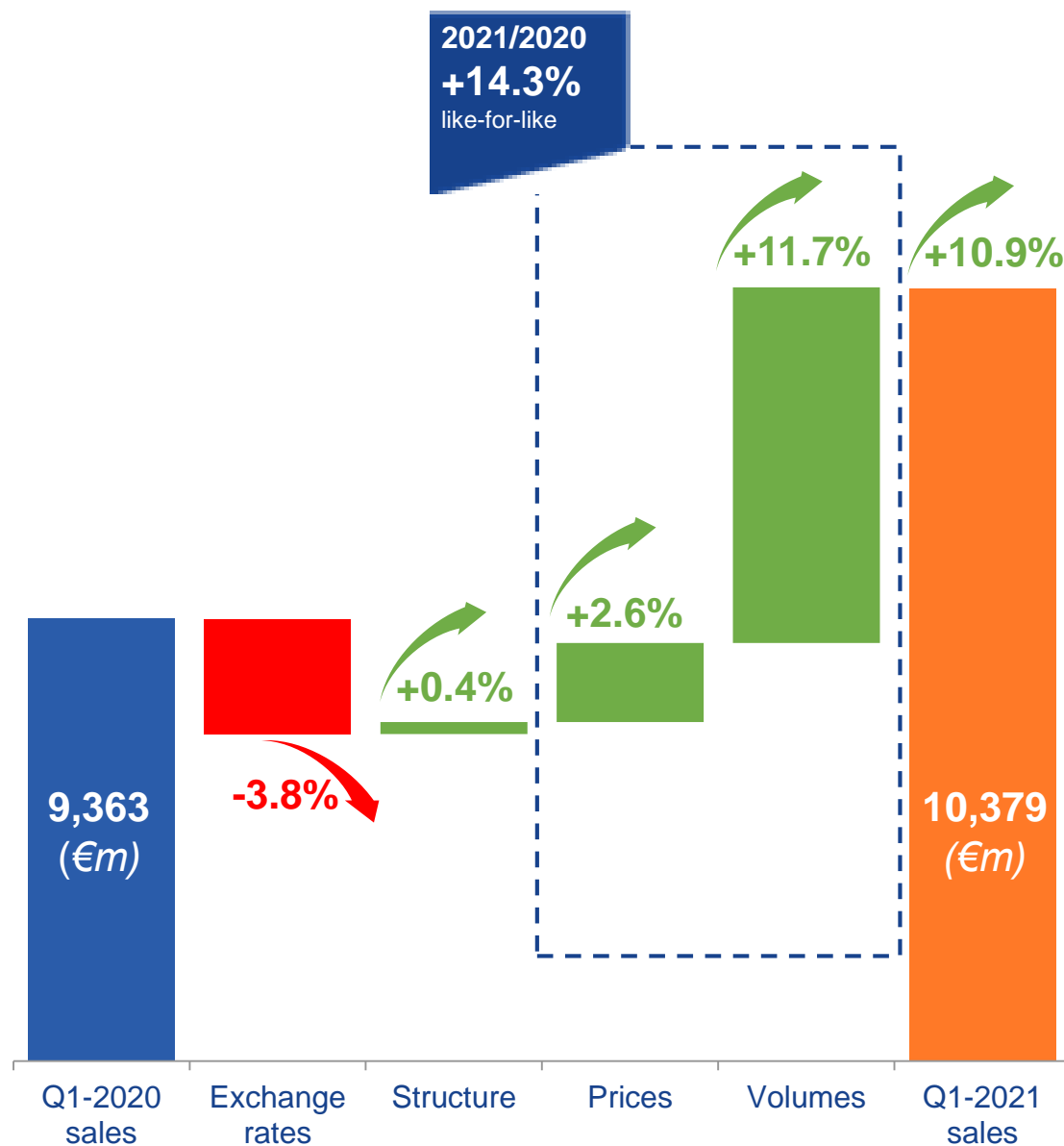
**STRATEGY**

# HIGHLIGHTS

- » **Record organic growth in Q1 2021 with a very good start to the year: up 14.3% on Q1 2020 and up 9.0% on Q1 2019**
- » **Strong volume growth, up 11.7% on Q1 2020 and up 5.8% on Q1 2019**, reflecting good momentum on underlying markets and market share gains
- » **Acceleration in the price increase to 2.6% on Q1 2020** in a more inflationary cost environment



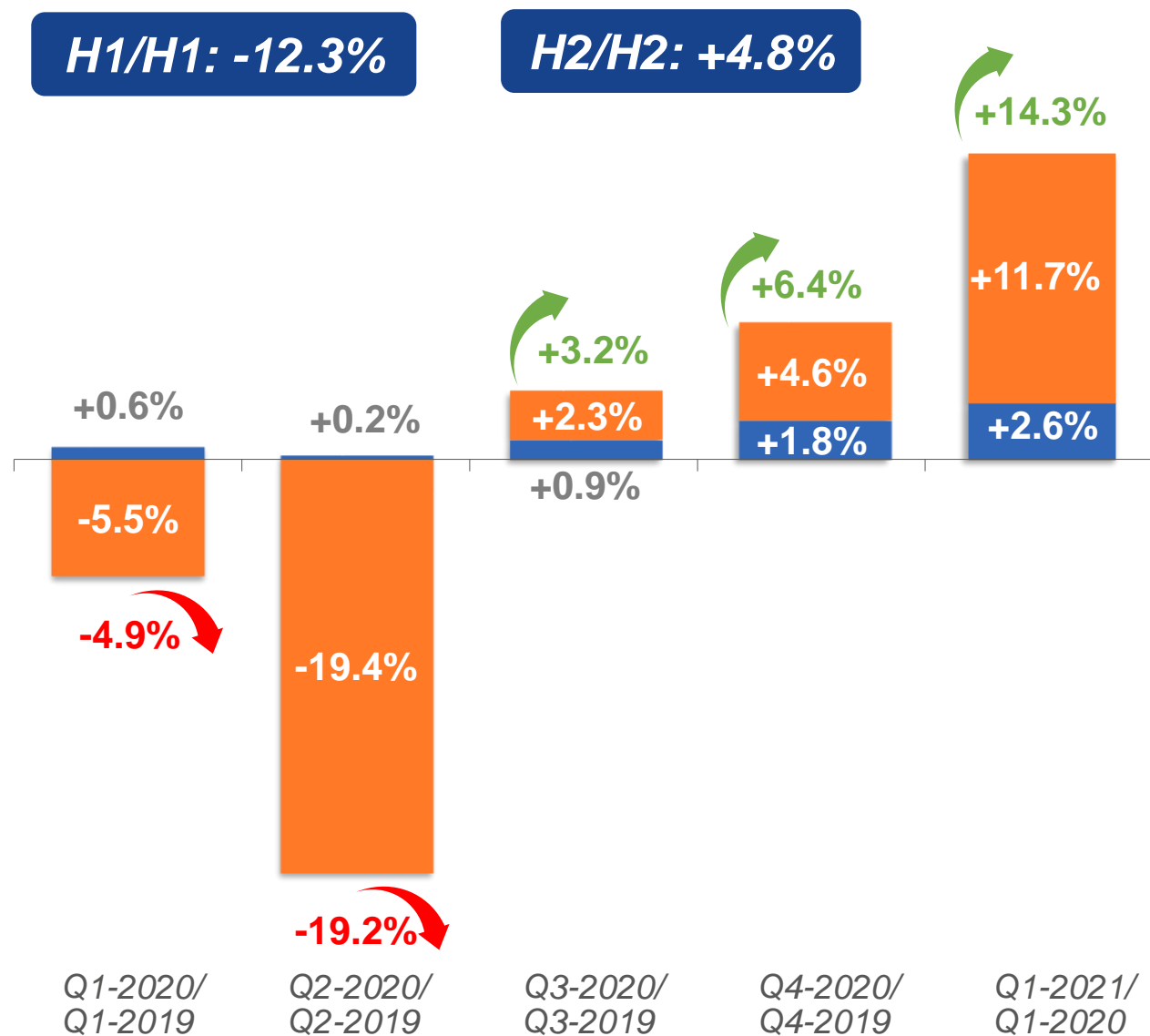
# RECORD ORGANIC GROWTH



- **Exchange rates:** depreciation of the **US dollar**, the **Brazilian real** and other **emerging country** currencies
- **Structure:** acquisition of Continental Building Products
- **Q1 2021 / Q1 2019:** organic growth up 9.0% of which volumes up 5.8%

# ACCELERATION IN PRICES AND VOLUMES

(% change in sales on a like-for-like basis)

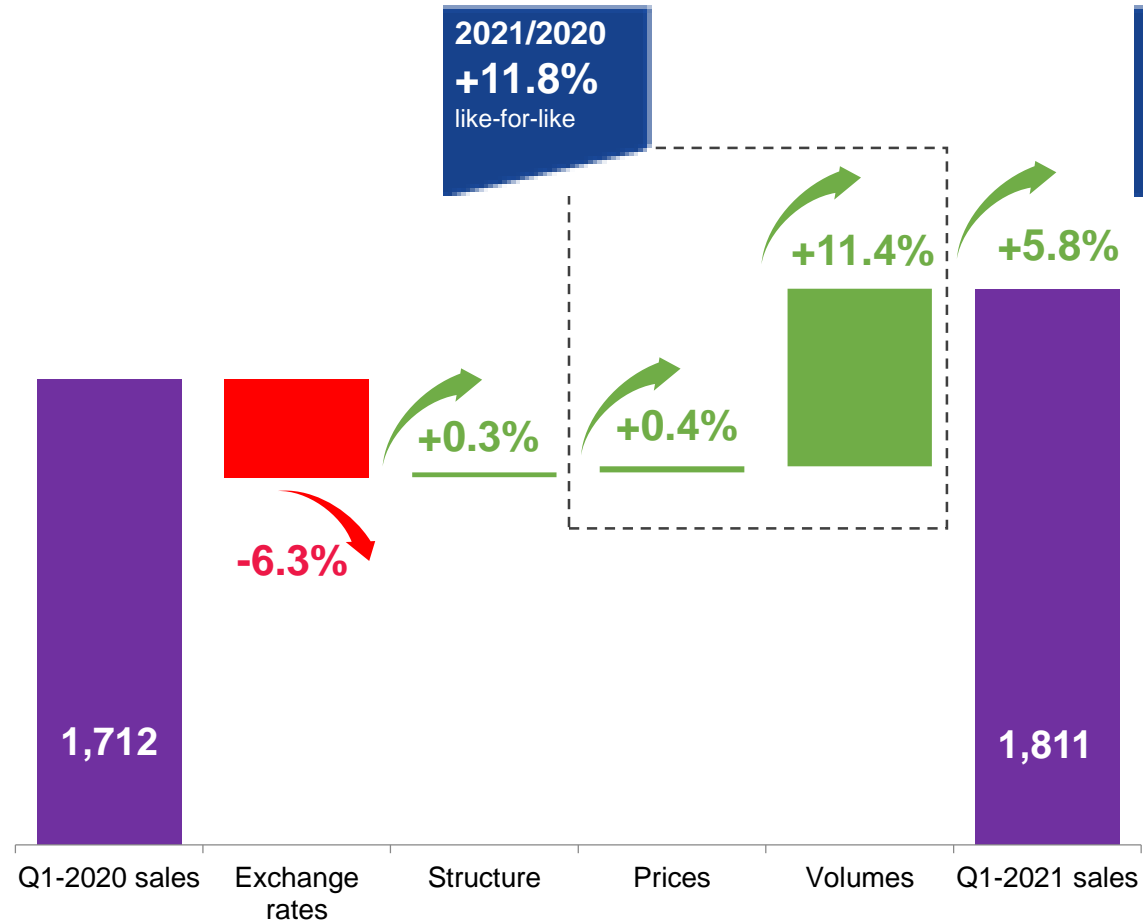


■ Acceleration in the price increase in a more inflationary cost environment

■ Strong volume growth

# HIGH PERFORMANCE SOLUTIONS: CONTINUED SEQUENTIAL IMPROVEMENT

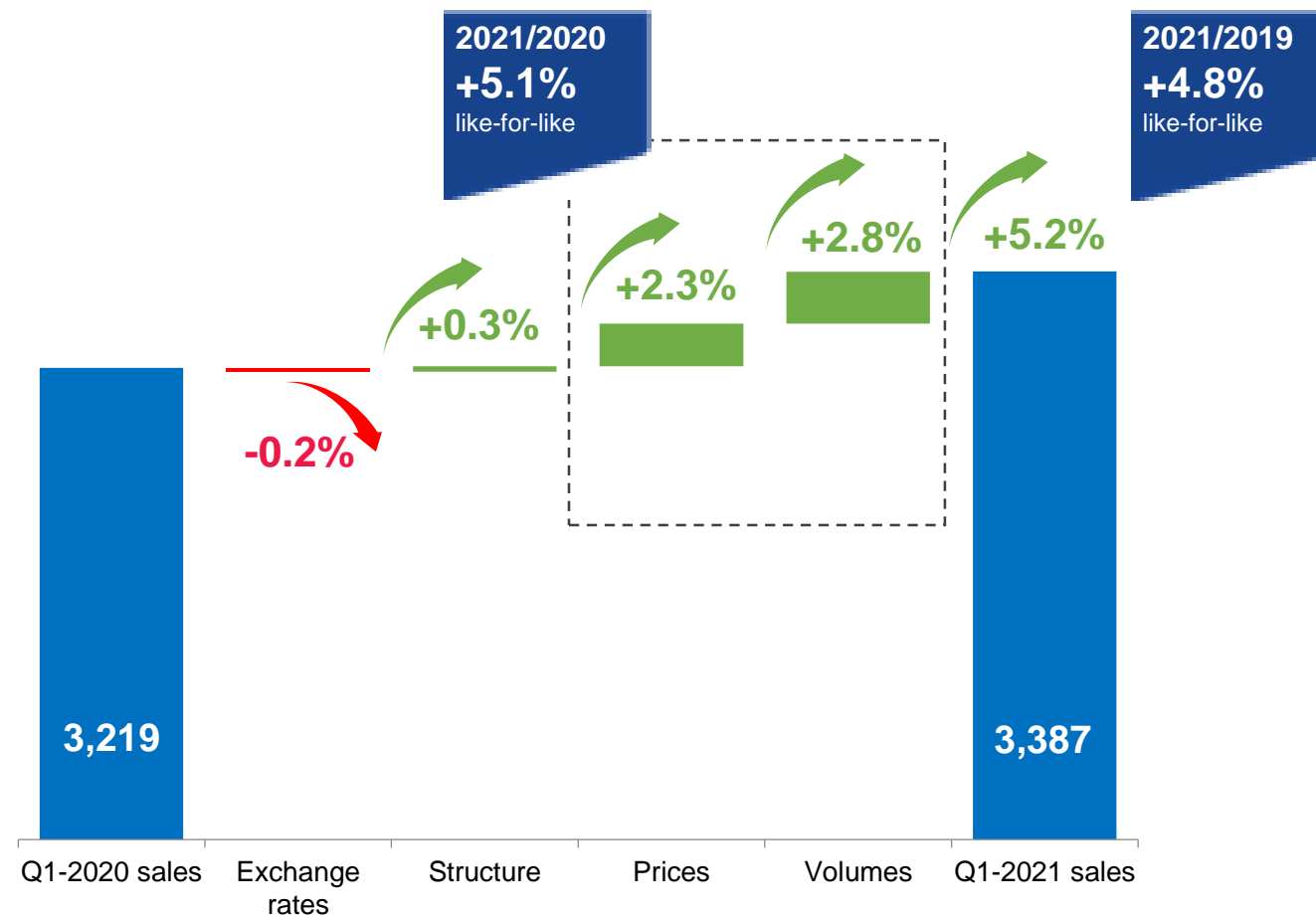
Sales (€m)



Change in sales on a like-for-like basis		Mobility	Other ind.
	2021/2020	+10.3%	+12.6%
	2021/2019	-1.2%	+5.2%

# NORTHERN EUROPE: SALES GROWTH DRIVEN BY RENOVATION

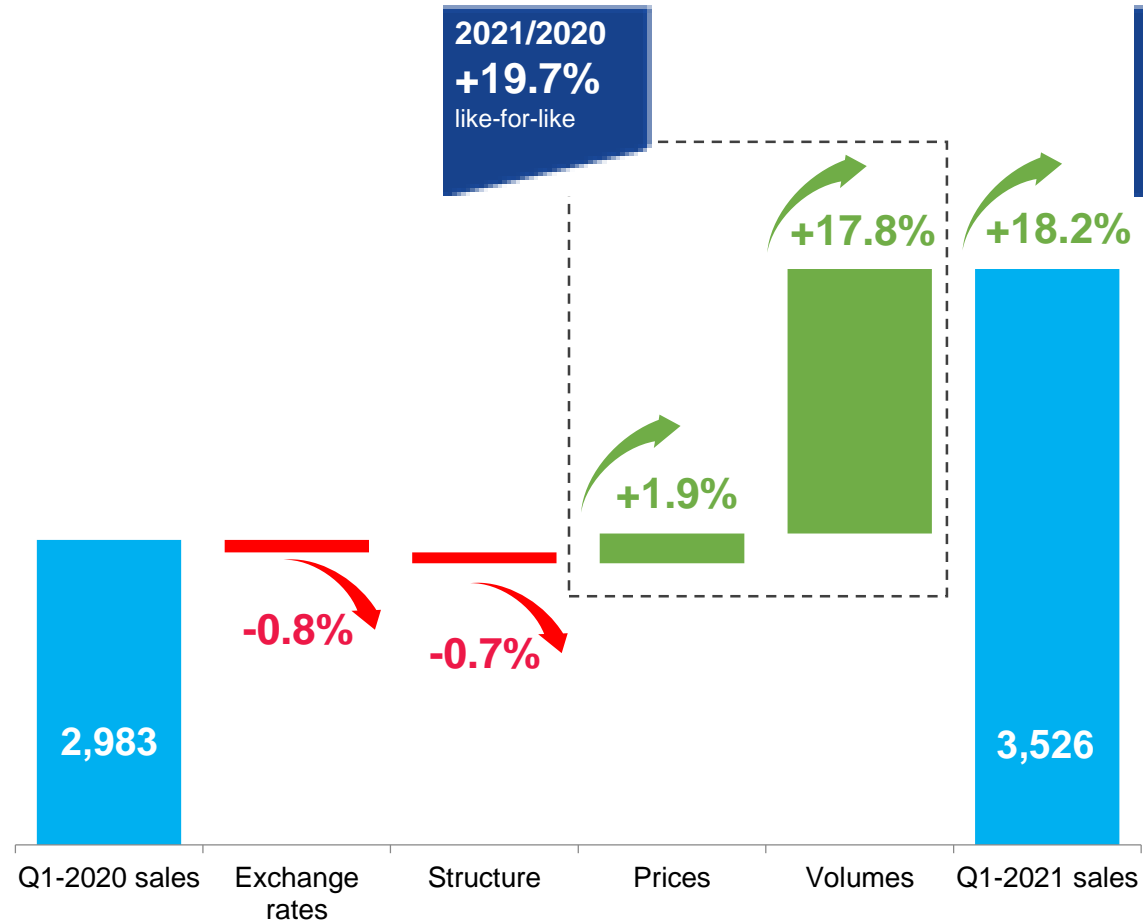
Sales (€m)



Change in sales on a like-for-like basis		Nordics	UK	Germany
	2021/2020	+2.0%	+9.2%	+3.5%
	2021/2019	+6.4%	-0.3%	+4.5%

# SOUTHERN EUROPE – MIDDLE EAST & AFRICA: STRONG SALES MOMENTUM IN THE RENOVATION MARKET

Sales (€m)

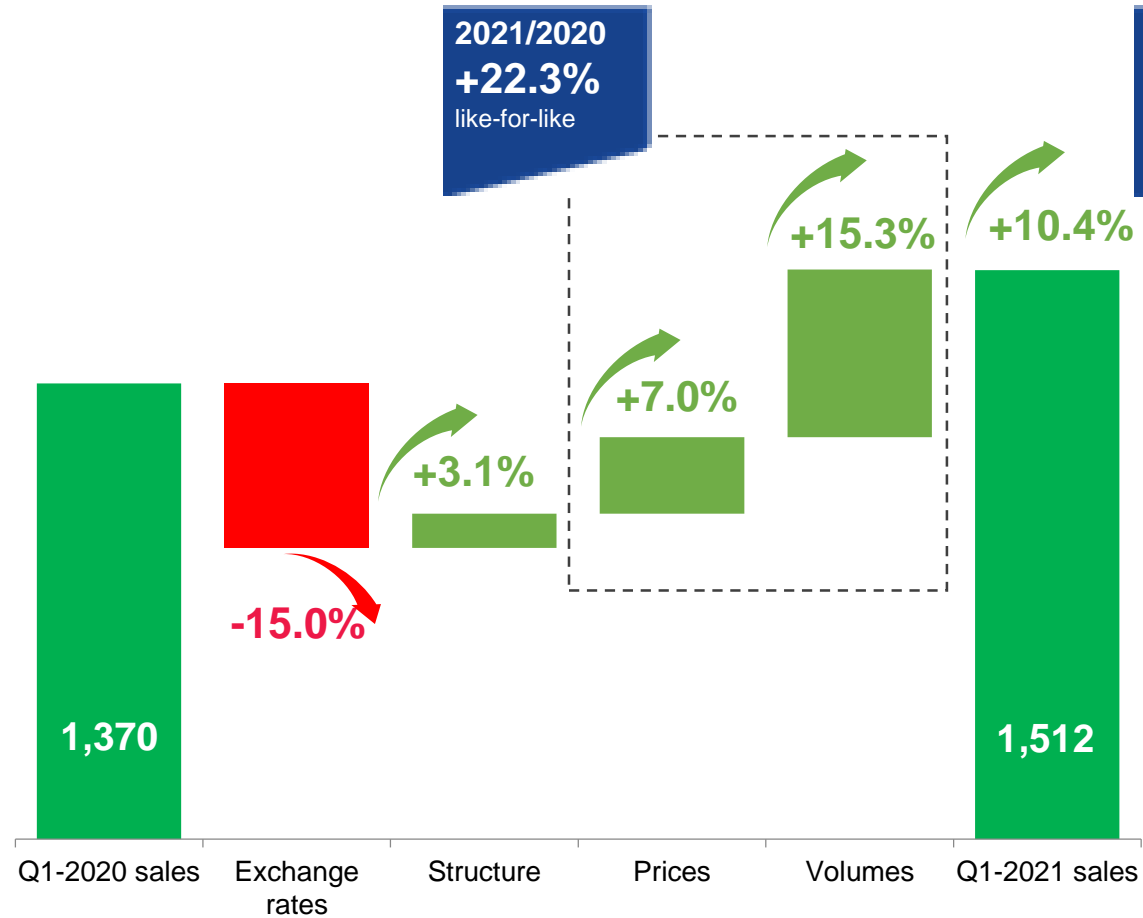


Change in sales on a like-for-like basis		France	Spain-Italy
	2021/2020	+21.8%	+13.5%
	2021/2019	+10.7%	+2.2%



# AMERICAS: SIGNIFICANT SALES GROWTH ON SUPPORTIVE MARKETS

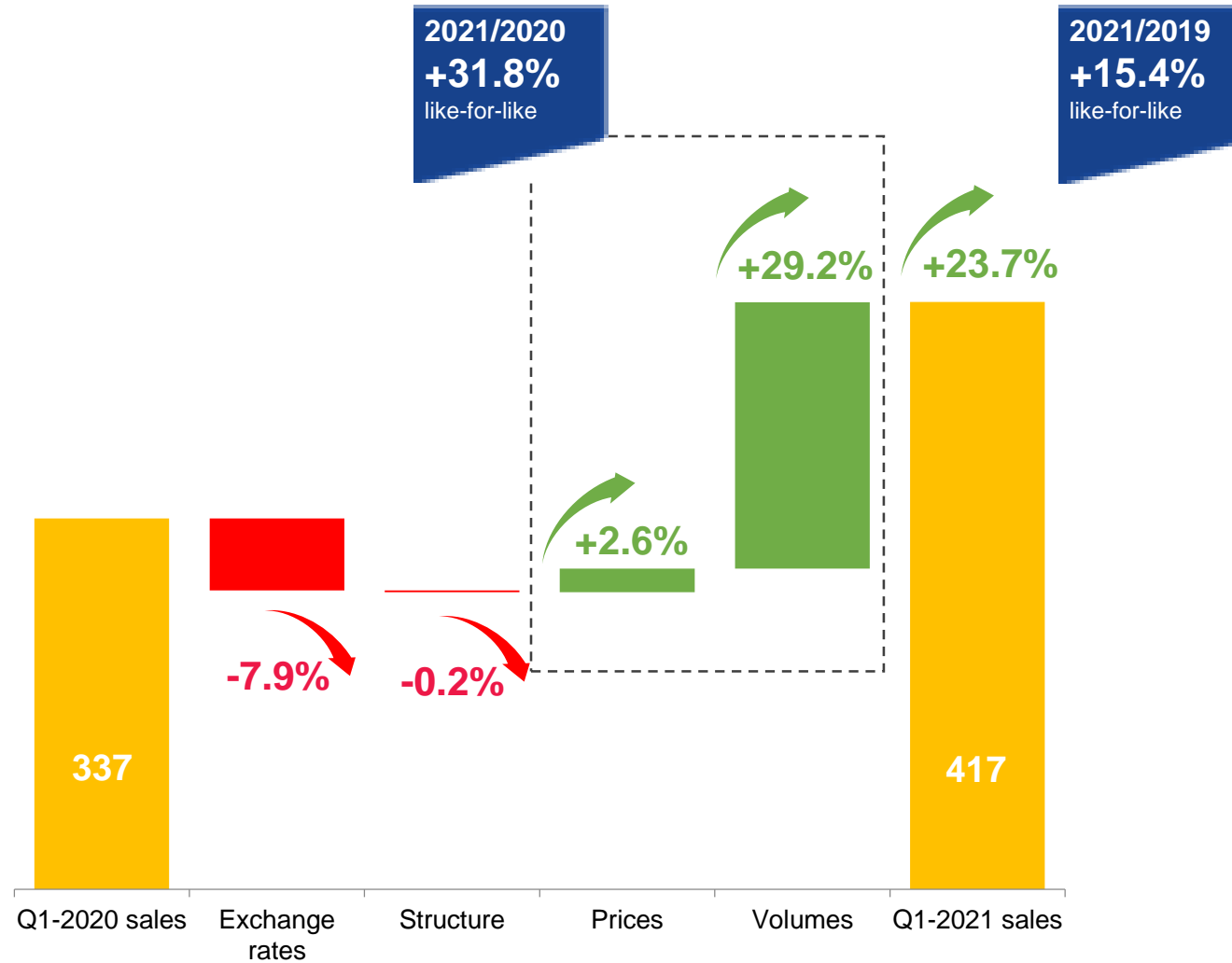
Sales (€m)



Change in sales on a like-for-like basis		North America	Latin America
	2021/2020	+17.5%	+34.8%
	2021/2019	+19.5%	+33.0%

# ASIA-PACIFIC: RETURN TO STRONG STRUCTURAL SALES GROWTH

Sales (€m)



## 2021 OUTLOOK

- **High Performance Solutions:** continued sequential improvement in industrial markets. Businesses related to customer investment should rally steadily during the year, although are expected to remain down on the good level recorded in 2018
- **Northern Europe:** continued outperformance in construction and support from stimulus programs; Nordic countries and Germany should benefit from good momentum in renovation; the UK should bounce back though the environment remains uncertain
- **Southern Europe - Middle East & Africa:** continued outperformance in construction thanks to strong residential renovation markets and support from national and European stimulus plans which should particularly benefit the Group's energy-efficient renovation solutions, notably in France, although certain markets such as new construction remain down
- **Americas:** market growth, particularly residential construction, in both North America – as expected – and Latin America
- **Asia-Pacific:** market growth, with continued good momentum in China and a sharp rebound expected in India.

## 2021 PRIORITIES

- **Improvement in the Group's profitable growth profile:**
  - **continuation of its portfolio optimization** (divestments and acquisitions)
  - **outperformance versus the market** thanks to **its range of integrated solutions**
  - **strategy of differentiation and innovation** to develop solutions for sustainability and performance
  - **ongoing solid achievements in ESG** with in particular the deployment of the 2030 roadmap towards carbon neutrality in 2050
- **Rise of more than 100 basis points in the operating margin compared to the 2018 margin of 7.7%, and ongoing strong discipline in terms of free cash flow generation:**
  - **constant focus on the price-cost spread** amid strong inflation in costs
  - **reduction in costs as part of additional post-coronavirus adaptation measures**
  - **continuation of the operational excellence program**
  - **maintaining the structural drivers for improvement in operating working capital requirement**
  - **capital expenditure** of around **€1.5 billion** and ongoing digital transformation
  - **continued reduction in non-operating costs**

For 2021, the Group is targeting a significant like-for-like increase in operating income, with an improvement of more than 100 basis points in the operating margin compared to the 7.7% margin in 2018 (assuming that volumes return to their 2018 levels), confirming the success of “Transform & Grow”.



01

FIRST-QUARTER 2021 SALES

02

2020 HIGHLIGHTS

03

2020 ACHIEVEMENTS

04

2020 RESULTS

05

STRATEGY

# 2020 KEY FIGURES

2020

H2-2020

Sales  
€38.1bn

actual

-10.4%

like-for-like

-3.8%

actual

-2.5%

like-for-like

+4.8%

Operating income  
€2,855m

-15.8%

-12.3%

+15.8%

+22.4%

Op. margin 7.5%, -50 bps

Op. margin 10.0%, +160 bps

EBITDA  
€4,415m

actual

-9.3%

actual

+13.3%

EBITDA margin 11.6%, +20 bps

EBITDA margin 13.7%, +200 bps

Recurring net income  
€1,470m  
EPS €2.74, -22.4%

-23.2%

+23.4%

Free cash flow  
€3,044m

+63.9%



# HIGHLIGHTS

- » **Responsible management of the health crisis** with regard to all of the Group's stakeholders
- » **Solid achievements in ESG**, with new commitments for 2030:
  - » **2030 CO<sub>2</sub> targets validated by the SBT\* initiative**, reduction of 4% in our CO<sub>2</sub> emissions compared to 2019, internal carbon price increased to €50/t
  - » **10Mt of raw materials not extracted** thanks to our efforts in support of the circular economy
  - » **Record employee engagement score of 82%**
  - » Target of **25% of women in managerial roles** within the Group met in 2020
- » **Successful completion of “Transform & Grow”**:
  - » **Recurring and structural savings of €250 million at the end of 2020**, meeting the target a year earlier than planned
  - » Portfolio optimization: completed or signed **divestments represent sales of more than €4.6bn, with a positive impact on the operating margin**

# HIGHLIGHTS

- » **Strong 4.8% organic growth in H2**, accelerating to 6.4% in Q4
- » **Sharp rebound in operating income in H2 2020, up 22.4%** like-for-like, with a **record operating margin of 10%** (up 160 bps versus H2 2019)
- » **Record recurring net income in H2, up 23.4% to €1,198 million**
- » **Increase of 20 bps in EBITDA margin to 11.6% over the full year, and increase of 200 bps in H2**
  
- » **Record free cash flow of €3,044 million in 2020, up 64%**
- » **Sharp decrease in net debt: €7.2 billion at end-December 2020**, compared to €10.5 billion at end-December 2019



01

FIRST-QUARTER 2021 SALES

02

2020 HIGHLIGHTS

03

**2020 ACHIEVEMENTS**

04

2020 RESULTS

05

STRATEGY



# IN 2020, OUR TEAMS HAVE RALLIED FOR EXCELLENT OPERATIONAL EXECUTION

1

## Health protection

- Barrier gestures in our plants, offices, distribution outlets
- New ways of working

2

## Financial strength

- Strong balance sheet
- Selective Capex
- Best-in-class cash generation and conversion

3

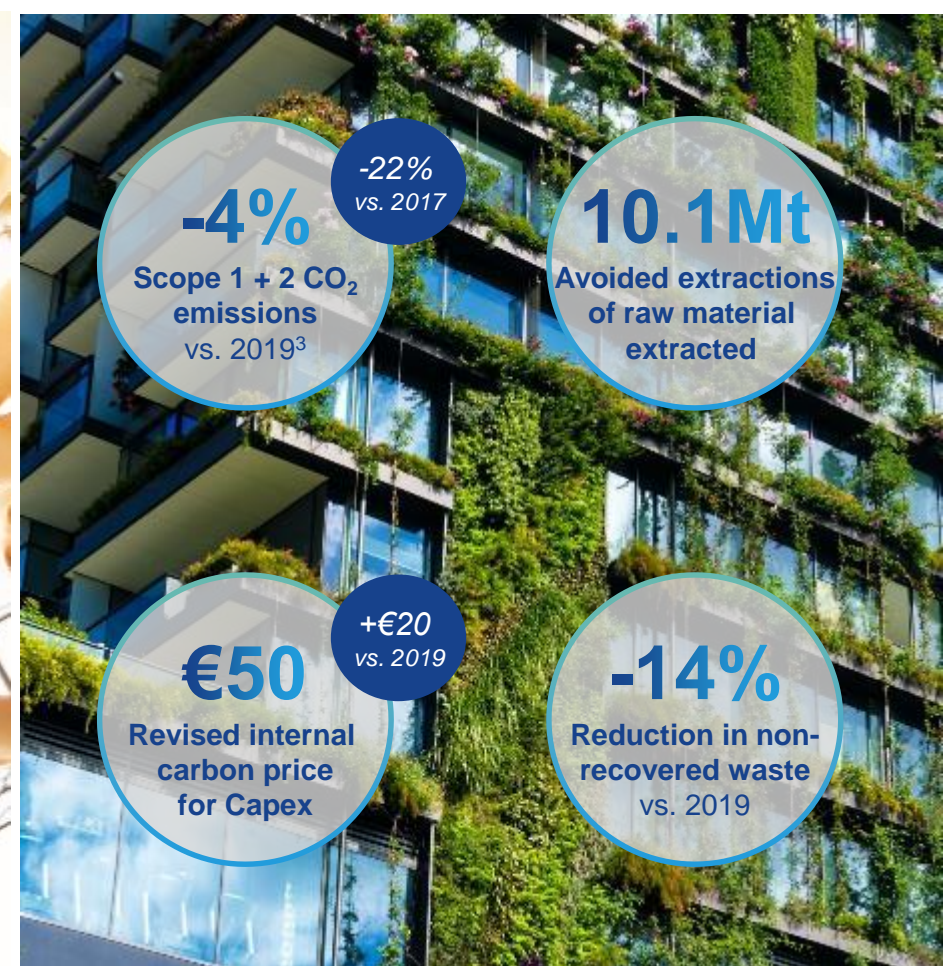
## Cost savings

- €250m “Transform & Grow” savings delivered
- Fast action on several initiatives for additional savings





# WHILE PROTECTING PEOPLE AND THE PLANET



1. Philanthropy and sponsorship: in kind or in value
2. % of participants who "totally agree" with 4 engagement-related questions; 7pt above benchmark
3. Absolute reduction to 10.4Mt (10Mt at constant scope), on track to deliver a 33% reduction by 2030





**THANK YOU**  
TO ALL OUR TEAMS  
FOR STANDING  
**UNITED**  
& SHOWING  
**SOLIDARITY**  
THROUGHOUT  
THE CRISIS





# WE KEEP ALLOCATING OUR RESOURCES FOR GROWTH

## Growth Capex deployment in the context of the pandemic



*Logistics center in  
Nordics Distribution*



*New Life Sciences  
capacities in the USA*



*Technical textiles capacity  
in Czech Republic*



*Digital services in  
Distribution for tradespeople*



*Construction chemical  
plant in Chile*



*Coater jumbo startup  
for Glass in Poland*



*Plaster plants in India  
and China*



*Isonat woodfiber insulation  
expansion in France*

## 13 acquisitions in 2020

**CONSOLIDATION OF  
LEADERSHIP  
POSITIONS TO  
BETTER SERVE**

**OUR CUSTOMERS**

**TECHNOLOGICAL  
NICHES  
SUPPORTING**

**OUR INNOVATION**

**SELECTIVE  
REINFORCEMENT OF  
OUR FOOTPRINT  
ON NEW PROMISING  
MARKETS**

**€1.7bn invested in acquisitions and growth Capex**

# “TRANSFORM & GROW” SUCCESSFULLY COMPLETED AHEAD OF SCHEDULE



**A customer-oriented, lean and agile organization**



**An active and value creating portfolio management**

**Making Saint-Gobain stronger**

# OUR NEW ORGANIZATION IS PRODUCING RESULTS



## LEAN, AGILE, PERFORMANCE-DRIVEN

### Accountability

- **Incentivized country / market CEOs**
  - 100% of bonus aligned to country / market performance (operating income, cash flow, return)
- **One line of command & simplification of all business processes**
- **Nurturing “Trust, Empowerment, Collaboration” culture at all levels**



*CEOs native  
to their country*

### Ownership

*November 2020 group-wide employee survey*



Improvement in  
Employee Net  
Promoter score  
(eNPS)<sup>1</sup>

**+10pt vs. 2019**



Managers say T&G will  
improve Saint-Gobain's  
growth

**+4pt vs. 2019**

1. eNPS estimated as sum of (positive responses – negative responses) to the question  
“I would recommend my company to friends & family”

## CUSTOMER CENTRIC

### Application synergies



*Ceilings & Acoustics business in Brazil,  
Saint-Gobain Solutions in France*



*Recycling initiatives linking distribution  
& local manufacturing plants*

### Sales channel synergies

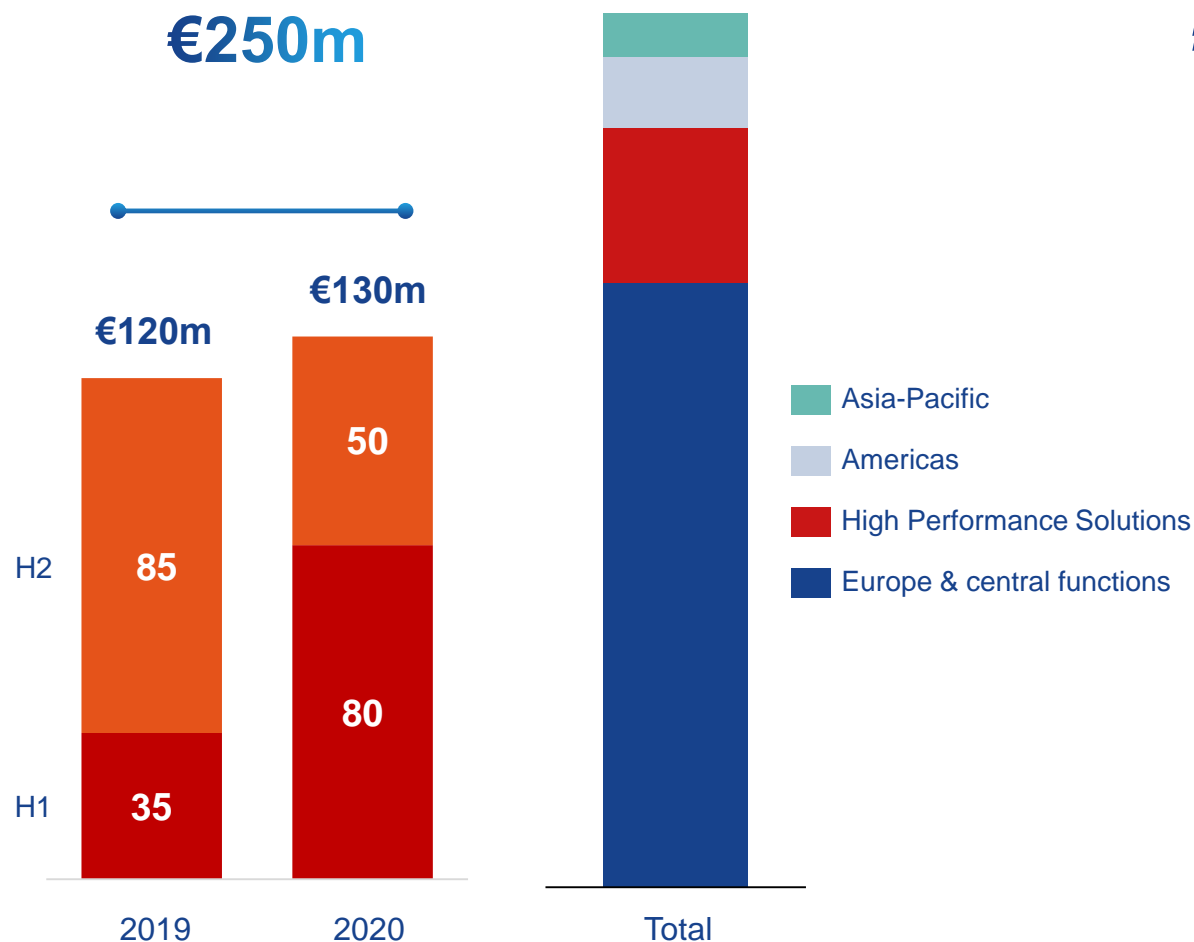


*Intermediation platform for renovation in France,  
building construction ecosystem in Brazil*

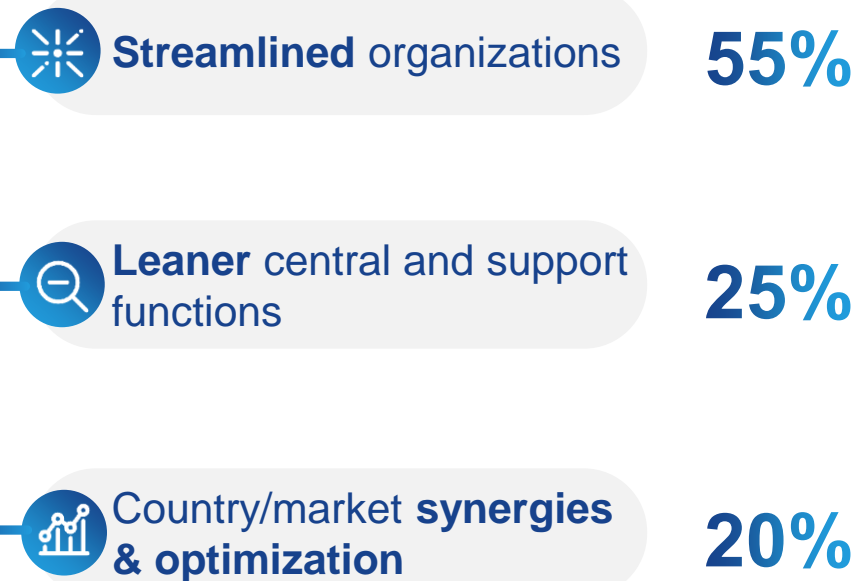


*Common technical referral teams;  
integrated approach to DIY*

# €250M COST SAVINGS ACHIEVED



€250m



Cost savings delivered 1 year ahead of schedule

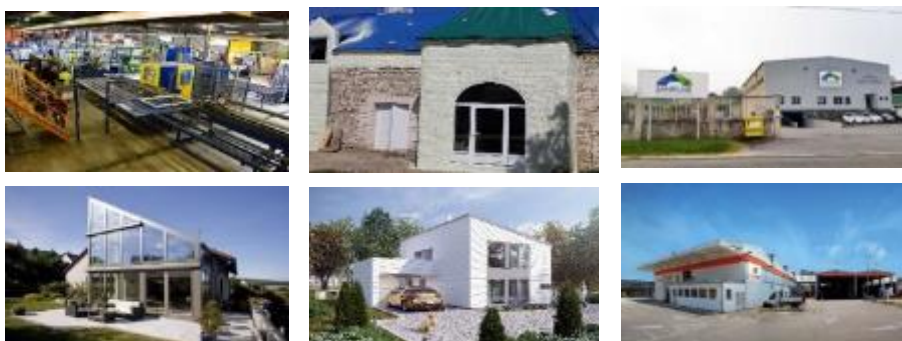


# WE ARE ACTIVELY OPTIMIZING THE GROUP PORTFOLIO



## €4.6bn sales divested (closed or signed) since T&G launch

- **26 transactions** of which 7 divestments closed in 2020
- **€1.3bn** sales closed or signed in 2020



Sales divested\*

**€3.4bn**

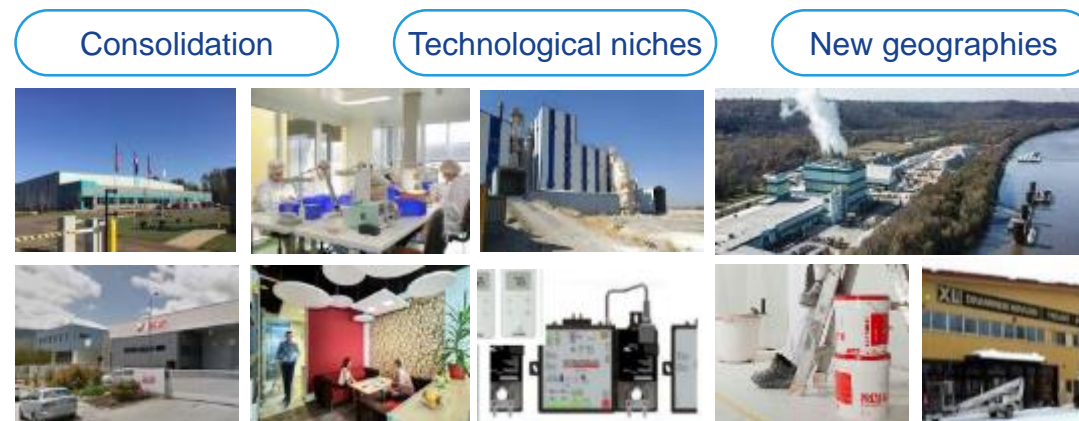
Average profitability

**~3%**

*EBITDA/sales*

## €740m sales acquired since T&G launch

- **31 transactions** of which 13 acquisitions closed in 2020
- Driven by country CEO portfolio reviews



Sales acquired

**€740m**

Average profitability

**>20%**

*EBITDA/sales*

**Value creation at the heart of management practices**

# CONTINENTAL BUILDING PRODUCTS SUCCESSFULLY INTEGRATED

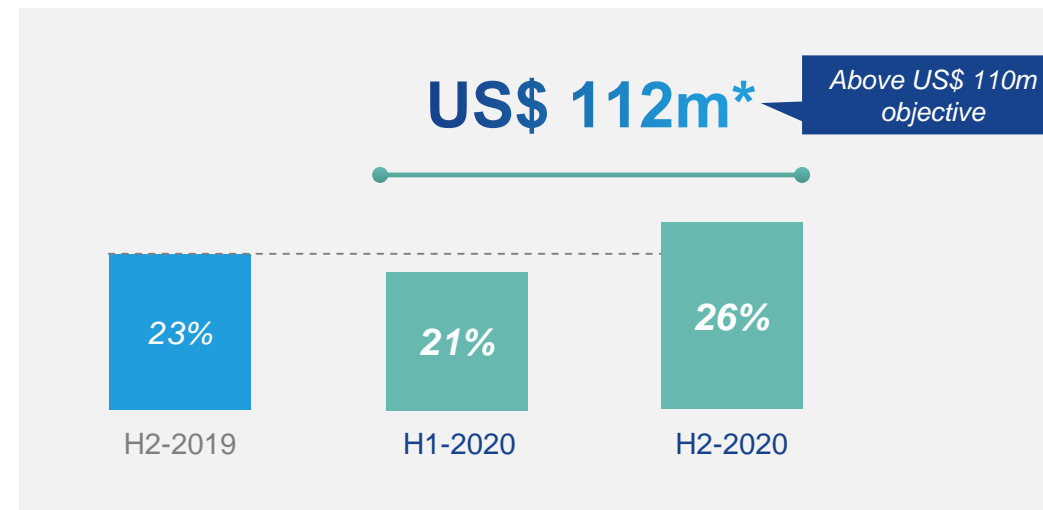


*Integration ahead of plan, exceeding expectations...*

- **Management and teams successfully integrated, synergies delivered** faster than expected despite operational impact of the Covid crisis: US\$ 20m
- **Value creation on track for Year 3**



EBITDA incl. synergies



*...sharp increase in housing starts*



\* 2020 estimated over 12 months (consolidated over 11 months as of February)



# IN LINE WITH OUR OPERATING MARGIN IMPROVEMENT COMMITMENT

## Operating margin reconciliation

<b>H2-2018</b>	<b>8.1%</b>	<i>Restated operating income margin post-IFRS 16 at T&amp;G launch</i>
<b>Portfolio</b>	+55 bps	€3.4bn sales divested, profitable acquisitions for €740m sales
<b>Cost structure</b>	+60 bps	T&G savings
<b>Exceptional</b>	+50 bps	Price-cost spread, discretionary savings, net of additional Covid costs
<b>Volume &amp; mix</b>	+25 bps	+3.4% volume growth, negative mix evolution on HPS, FX effect
<b>H2-2020</b>	<b>10.0%</b>	

**Operating margin improvement in 2021  
of more than 100 bps vs. 2018**



01

FIRST-QUARTER 2021 SALES

02

2020 HIGHLIGHTS

03

2020 ACHIEVEMENTS

04

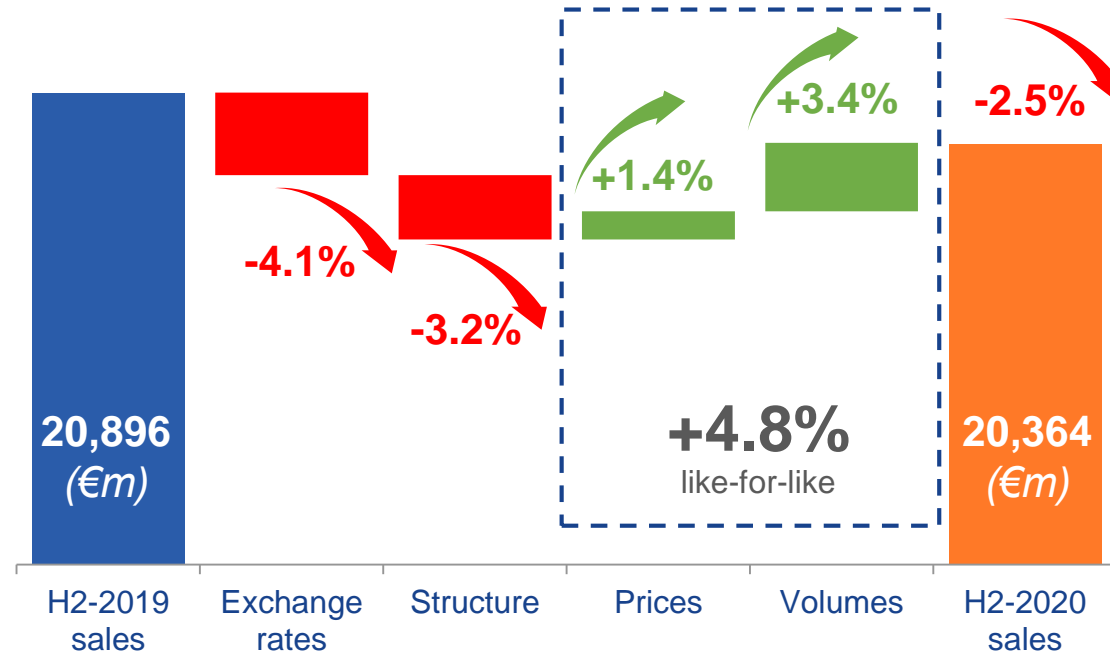
**2020 RESULTS**  
**A. GROUP**  
**B. SEGMENTS**

05

STRATEGY

# ORGANIC GROWTH: SHARP RALLY IN H2

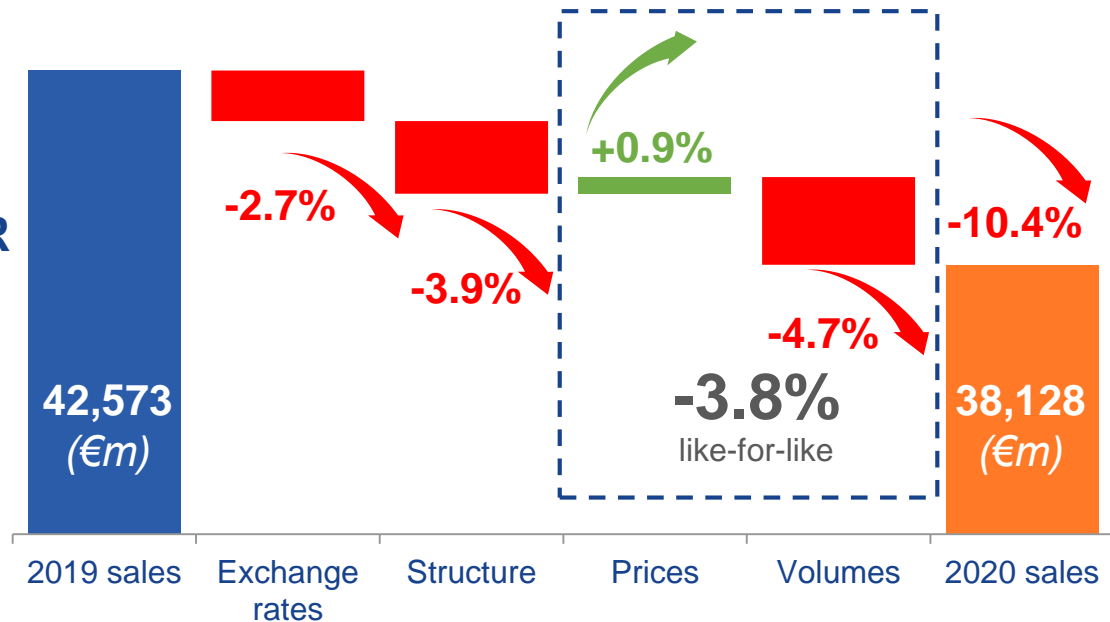
H2



■ **Exchange rates:** depreciation of the **Brazilian real** and other **emerging country** currencies, the **US dollar** and the **Norwegian krone**

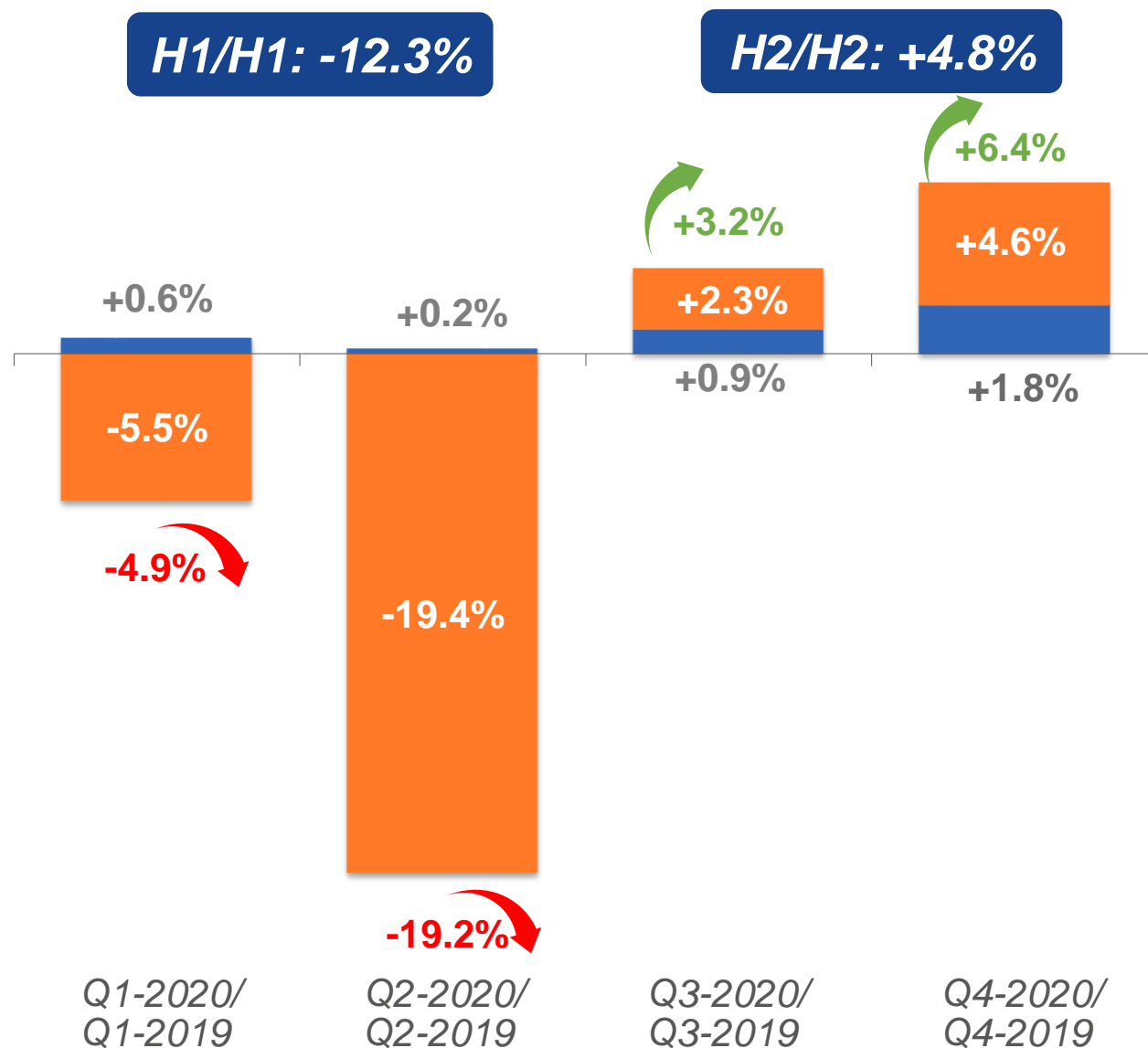
■ **Structure:** divestments as part of “Transform & Grow” and **acquisition** of Continental Building Products

FULL YEAR



# QUARTERLY ORGANIC GROWTH: INCREASE IN PRICES AND VOLUMES

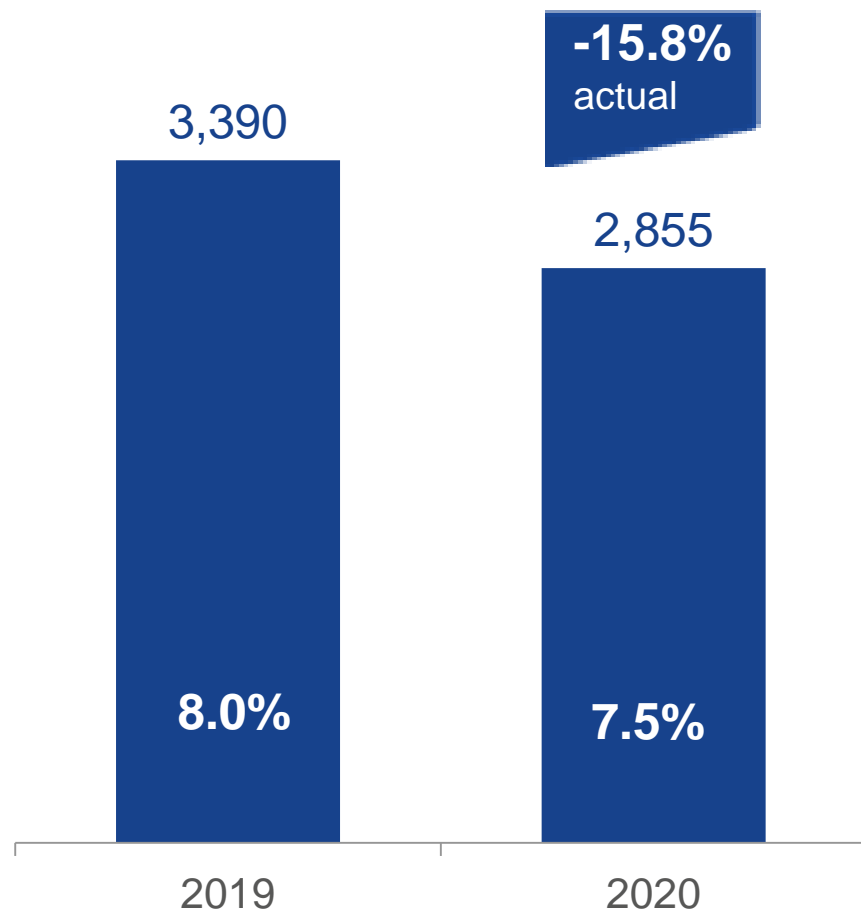
(% change in sales on a like-for-like basis)



- **Upward trends in sales prices**  
generating a positive price-cost spread
- **Good momentum in volumes**, reinforced in the post-pandemic period by increased demand on the renovation market

# SHARP REBOUND IN OPERATING INCOME IN H2 2020

(Operating income in €m and % of sales)

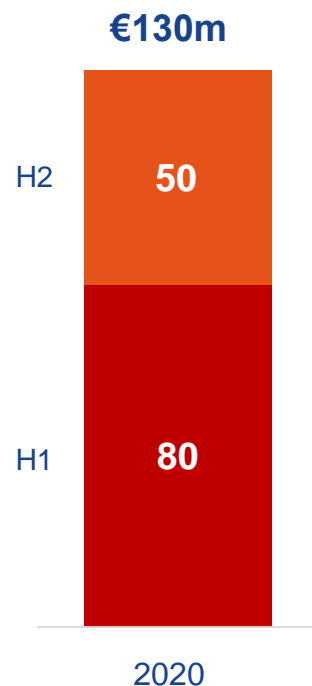


- Sharp rebound in H2 of 22.4% like-for-like; record operating margin of 10% (up 160 bps versus H2 2019)
- Positive price-cost spread ~ +€160m, of which €110m in H2
- Strong action on costs, with €690m in cost savings in 2020

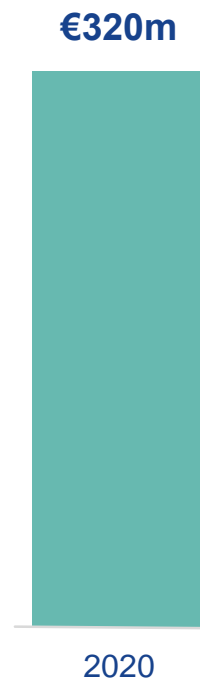
H2	1,752	2,028	+15.8%
	8.4%	10.0%	+160bps

# TOTAL COST SAVINGS EXCEED €690M IN 2020

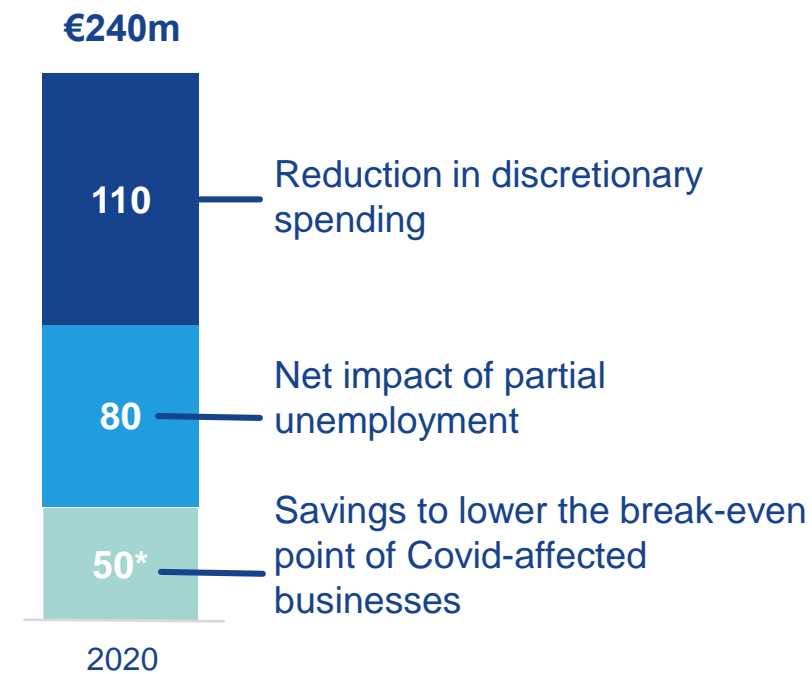
**“Transform & Grow” structural savings  
€130m in 2020,  
on top of €120m in 2019**



**Operational excellence program  
to compensate for cost inflation  
€320m in 2020 (vs. €310m in 2019)**



**Savings related to Covid crisis  
€240m in 2020, of which €80m in H2**

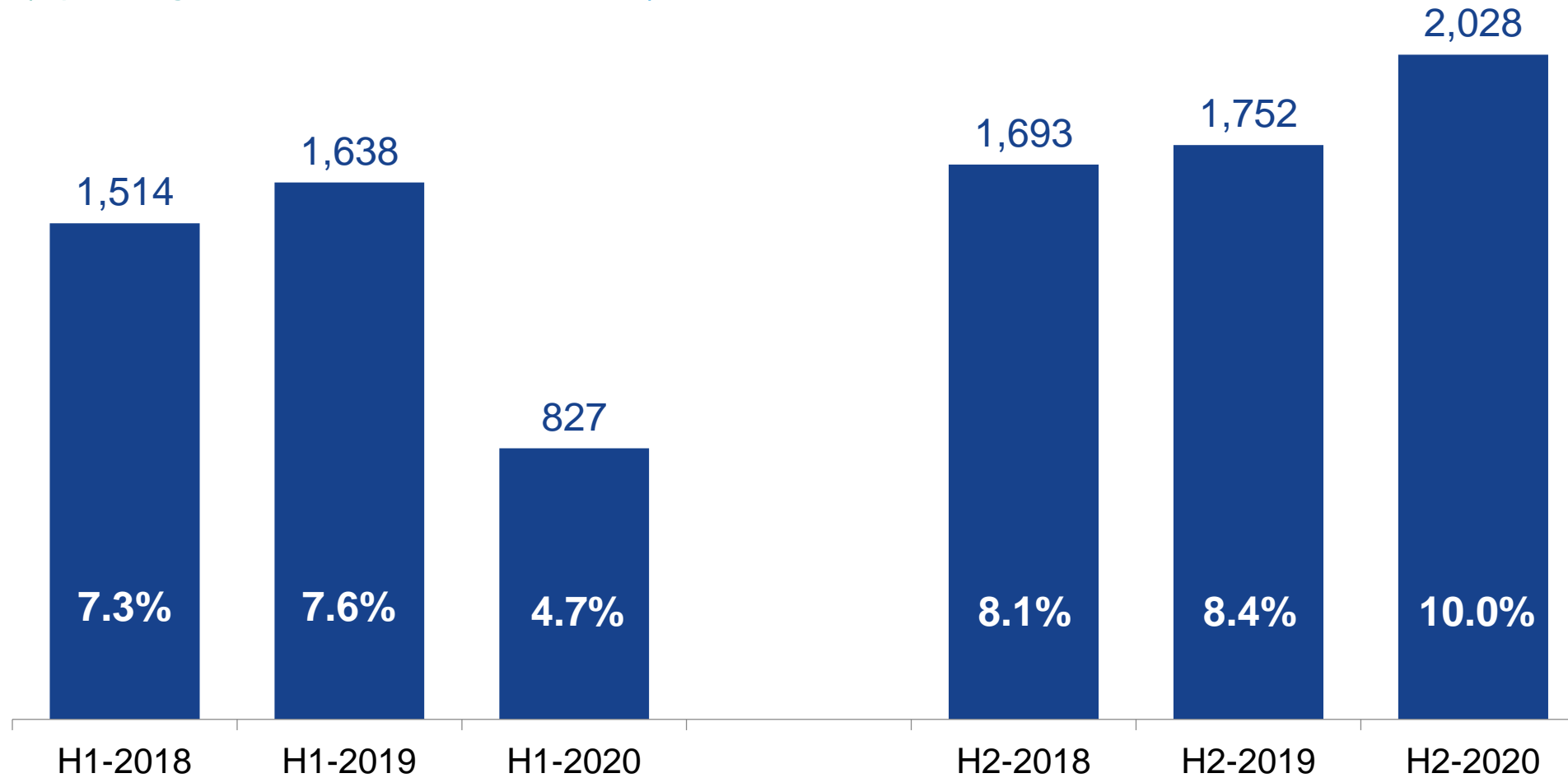


\* €150m additional savings in 2021



# OPERATING INCOME: STEADY RISE EXCLUDING THE CORONAVIRUS IMPACT IN H1 2020

(Operating income in €m and % of sales)



2018 restated for IFRS 16

# BUSINESS INCOME AND EBITDA

€m

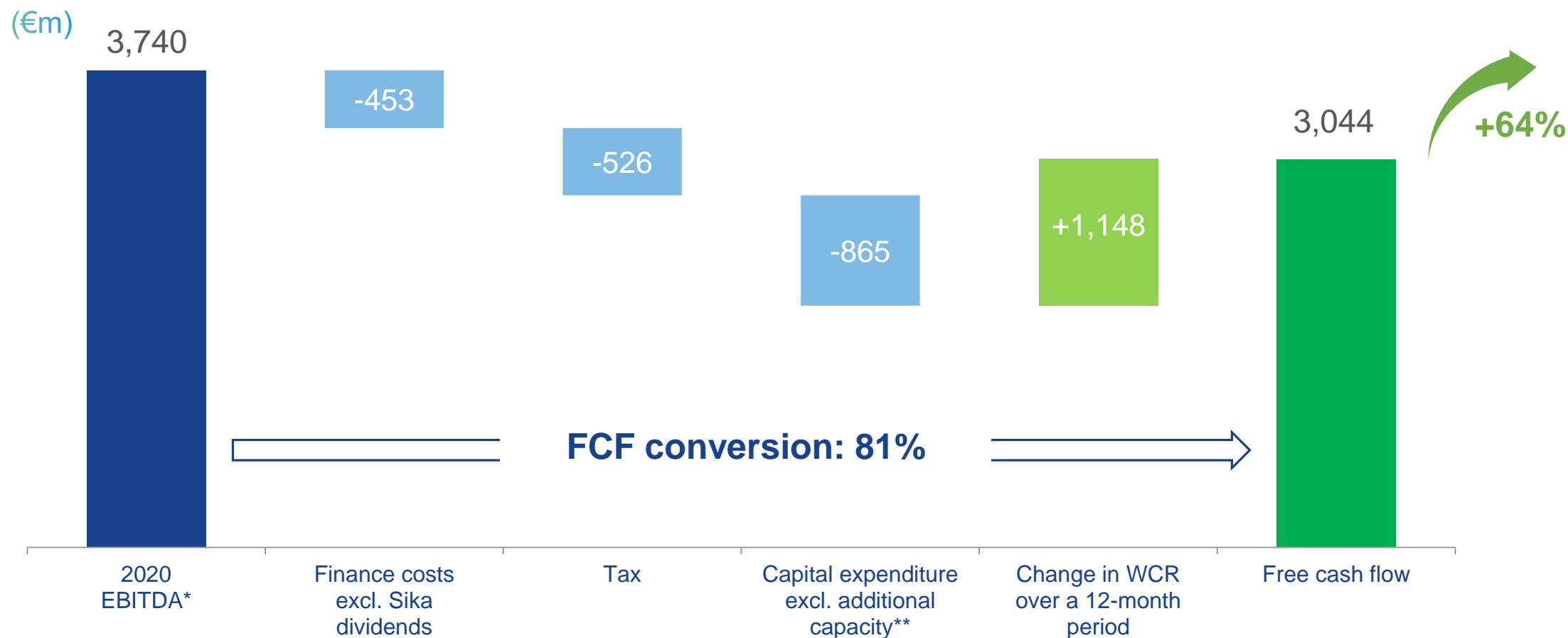
	2019	2020	2020/ 2019	H2-2020/ H2-2019
<b>Operating income</b>	<b>3,390</b>	<b>2,855</b>	<b>-15.8%</b>	<b>+15.8%</b>
Non-operating costs	(421)	(342)		
Disposal gains (losses) and impacts resulting from changes in Group structure	(13)	(58)		
Asset write-downs and other	(403)	(1,023)		
<b>Business income</b>	<b>2,553</b>	<b>1,432</b>	<b>-43.9%</b>	<b>+13.9%</b>

<b>Operating income</b>	<b>3,390</b>	<b>2,855</b>	<b>-15.8%</b>	<b>+15.8%</b>
Operating depreciation and amortization	1,901	1,902		
Non-operating costs	(421)	(342)		
<b>EBITDA</b>	<b>4,870</b>	<b>4,415</b>	<b>-9.3%</b>	<b>+13.3%</b>
<b>EBITDA margin</b>	<b>11.4%</b>	<b>11.6%</b>	<b>+20 bps</b>	<b>+200 bps</b>

# RECURRING NET INCOME AND RECURRING EPS

€m	2019	2020	2020/ 2019	H2-2020/ H2-2019
<b>Business income</b>	<b>2,553</b>	<b>1,432</b>		
<b>Net financial expense</b>	<b>(496)</b>	<b>(453)</b>		
Dividends received from investments (Sika)	28	34		
<b>Income tax</b>	<b>(631)</b>	<b>(526)</b>		
<b>Net attributable income</b>	<b>1,406</b>	<b>456</b>		
<b>Recurring net income</b>	<b>1,915</b>	<b>1,470</b>	<b>-23.2%</b>	<b>+23.4%</b>
<i>Recurring EPS (€)</i>	<b>3.53</b>	<b>2.74</b>	<b>-22.4%</b>	

# RECORD FREE CASH FLOW OF €3.0bn, up 64%



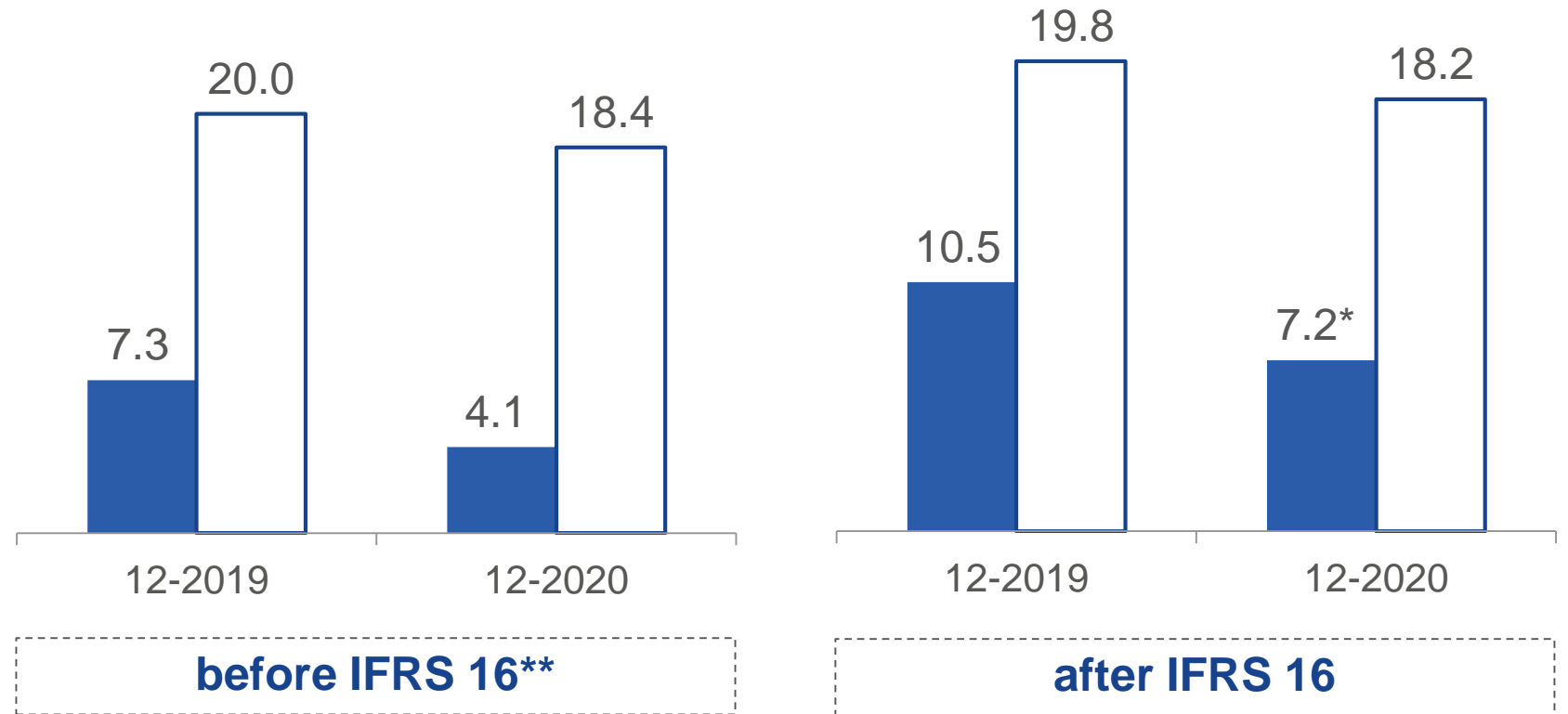
\* EBITDA less depreciation of right-of-use assets: €4,415m - €675m = €3,740m (versus €4,188m in 2019)

\*\* Capital expenditure = €1,236m, including €371m in **additional capacity investments linked to organic growth**

# DECREASE IN NET DEBT

(€bn)

■ Net debt  
□ Shareholders' equity



Net debt/shareholders' equity	36%	22%		53%	39%
Net debt/EBITDA	1.8	1.1		2.2	1.6

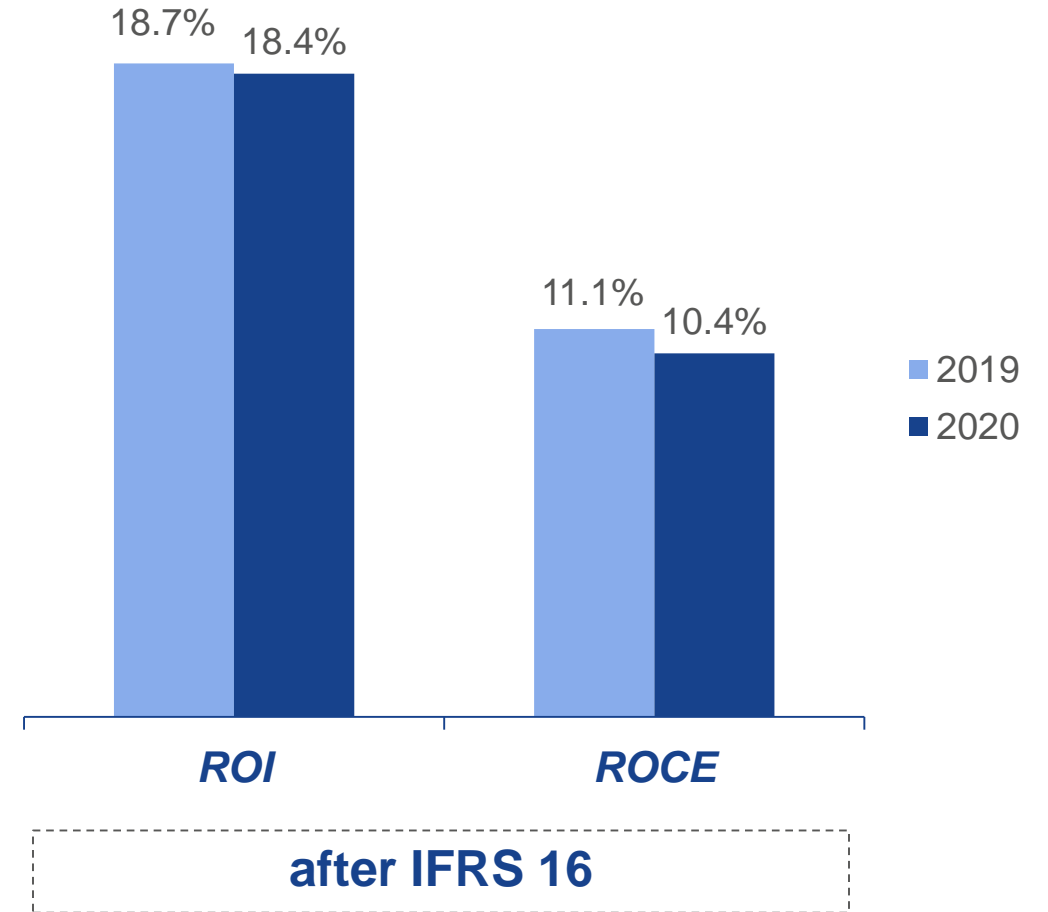
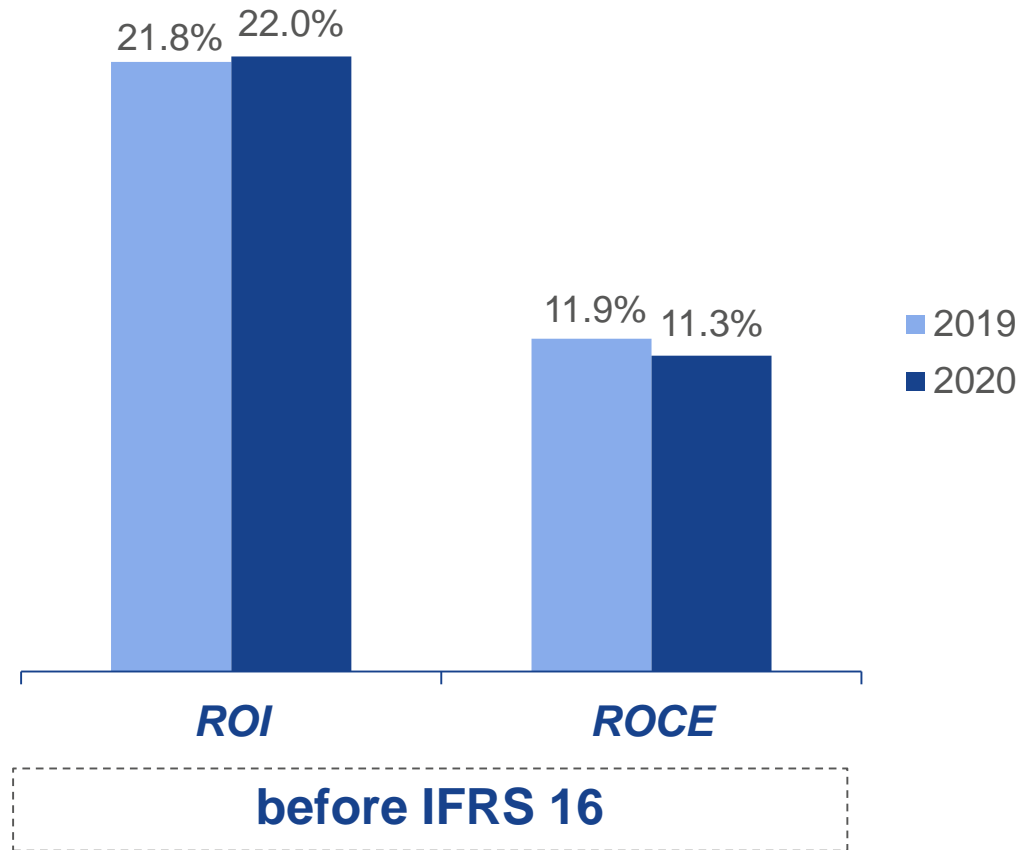
\* €0.15bn reduction in net debt at December 31, 2020 relating to debt carried by entities in the process of being sold.

\*\* Before IFRS 16: estimates.



# ROI AND ROCE

(before tax)





01

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02

2020 HIGHLIGHTS

03

2020 ACHIEVEMENTS

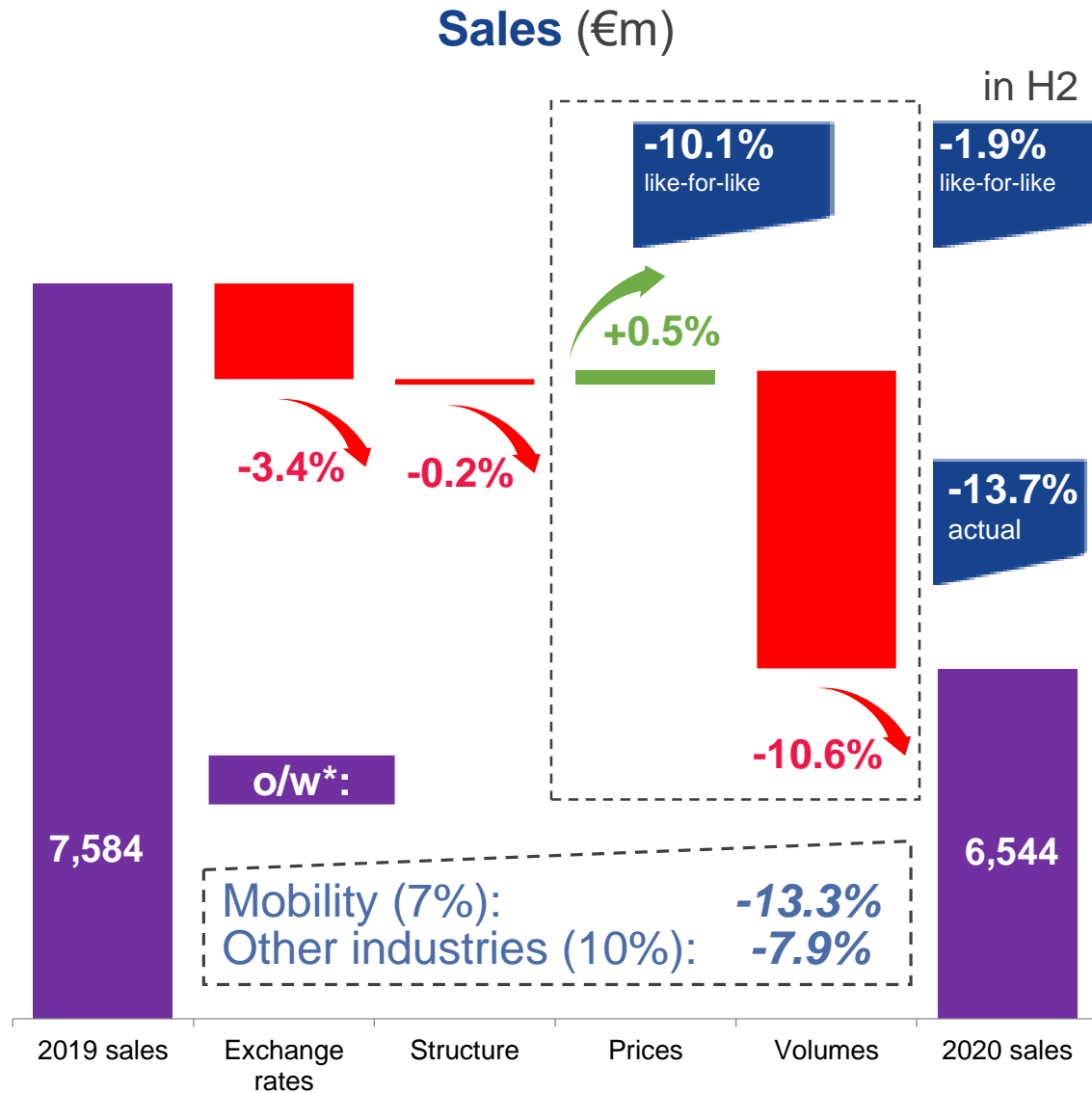
04

**2020 RESULTS**  
A. GROUP  
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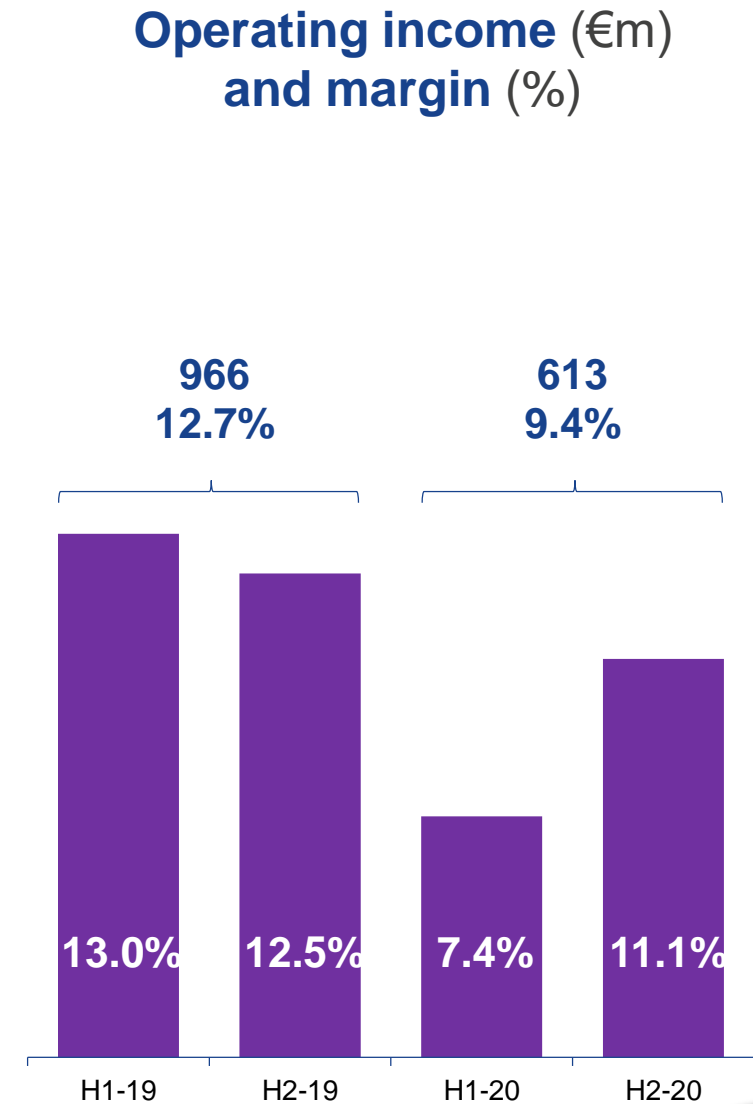
05

STRATEGY

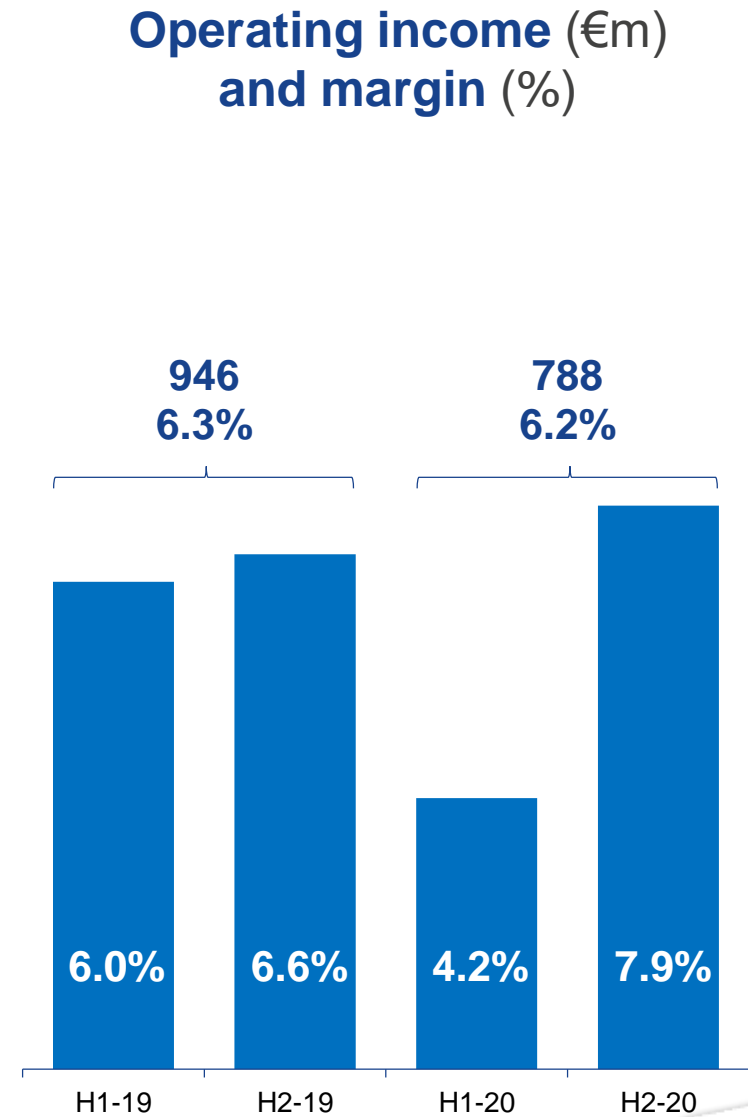
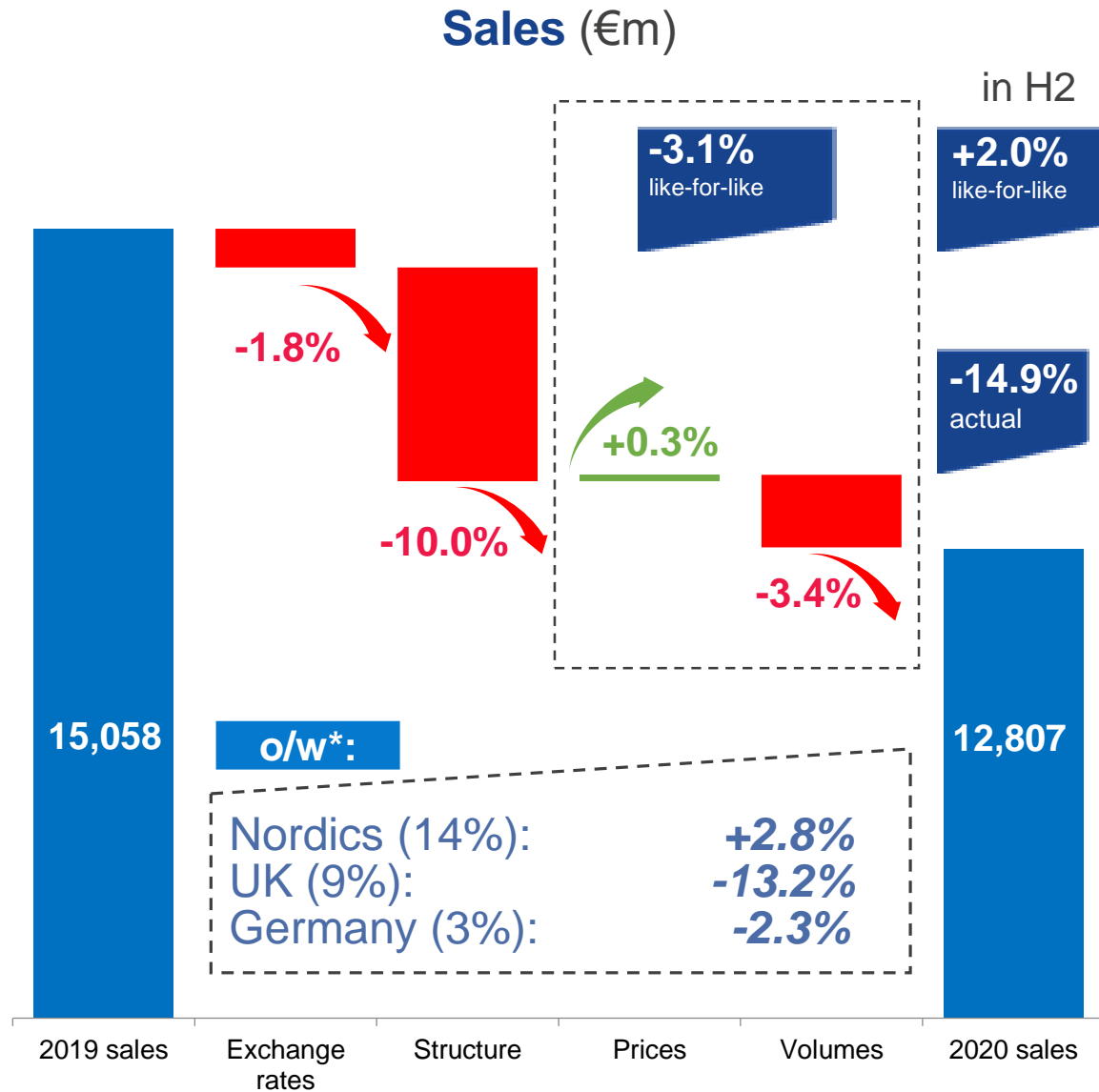
# HIGH PERFORMANCE SOLUTIONS: SEQUENTIAL IMPROVEMENT



\* Sales by segment: as a % of Group total and like-for-like growth



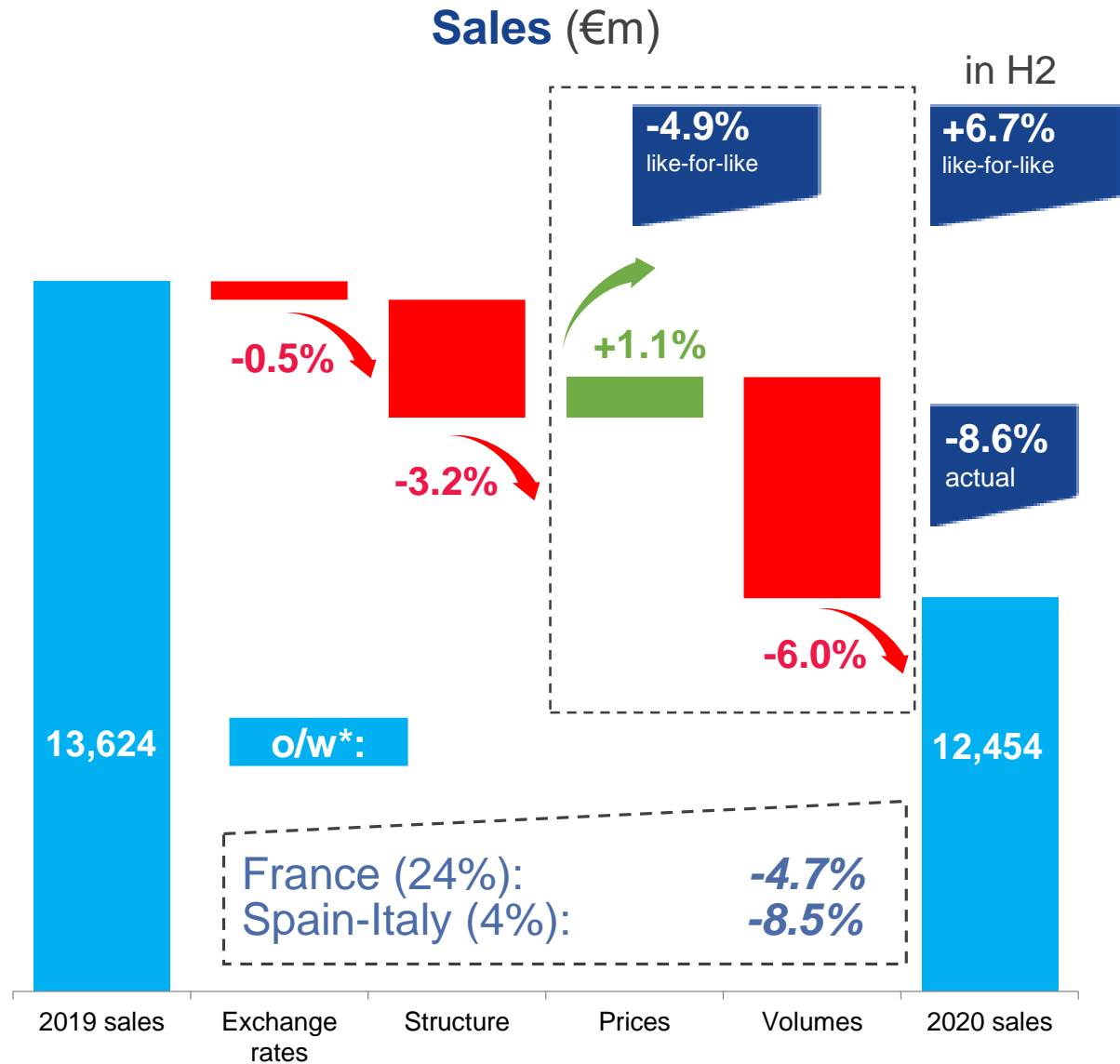
# NORTHERN EUROPE: SIGNIFICANT RISE IN MARGIN IN H2



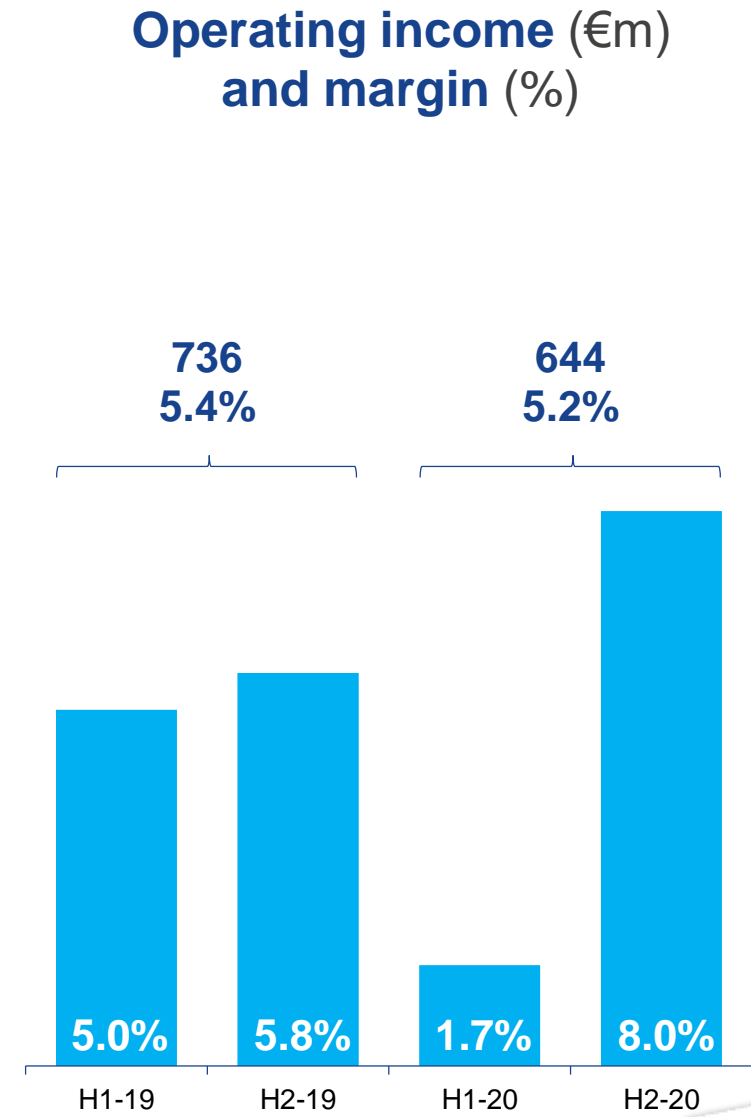
\* Sales by country: as a % of Group total and like-for-like growth

# SOUTHERN EUROPE: SIGNIFICANT UPTURN IN SALES AND MARGIN IN H2

## ME & AFRICA

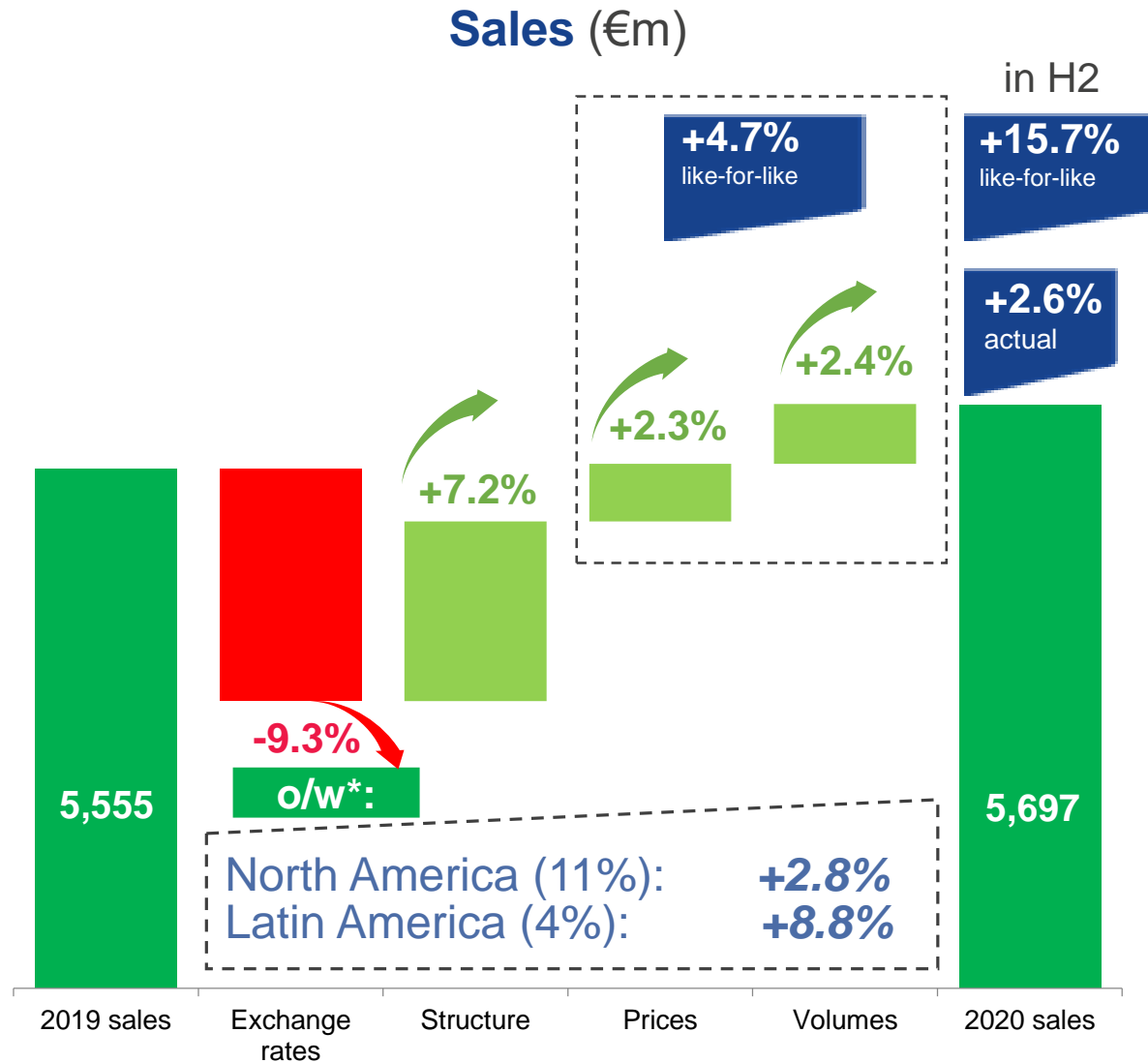


\* Sales by country: as a % of Group total and like-for-like growth

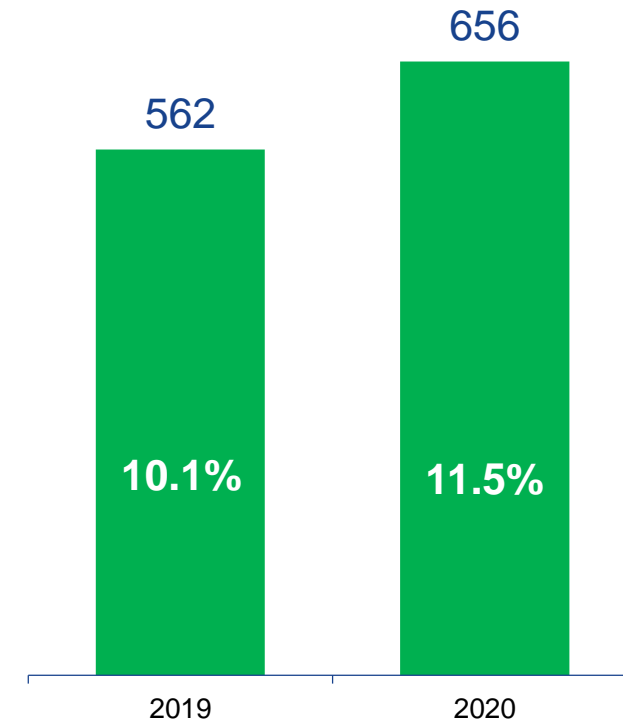




# AMERICAS: SHARP RISE IN SALES AND MARGIN

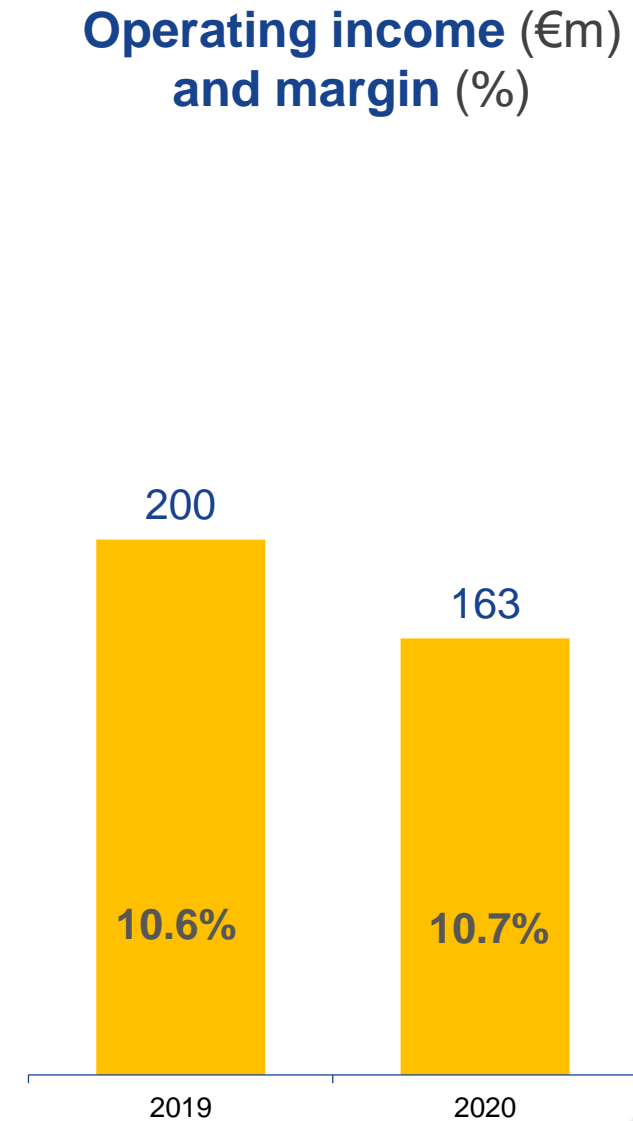
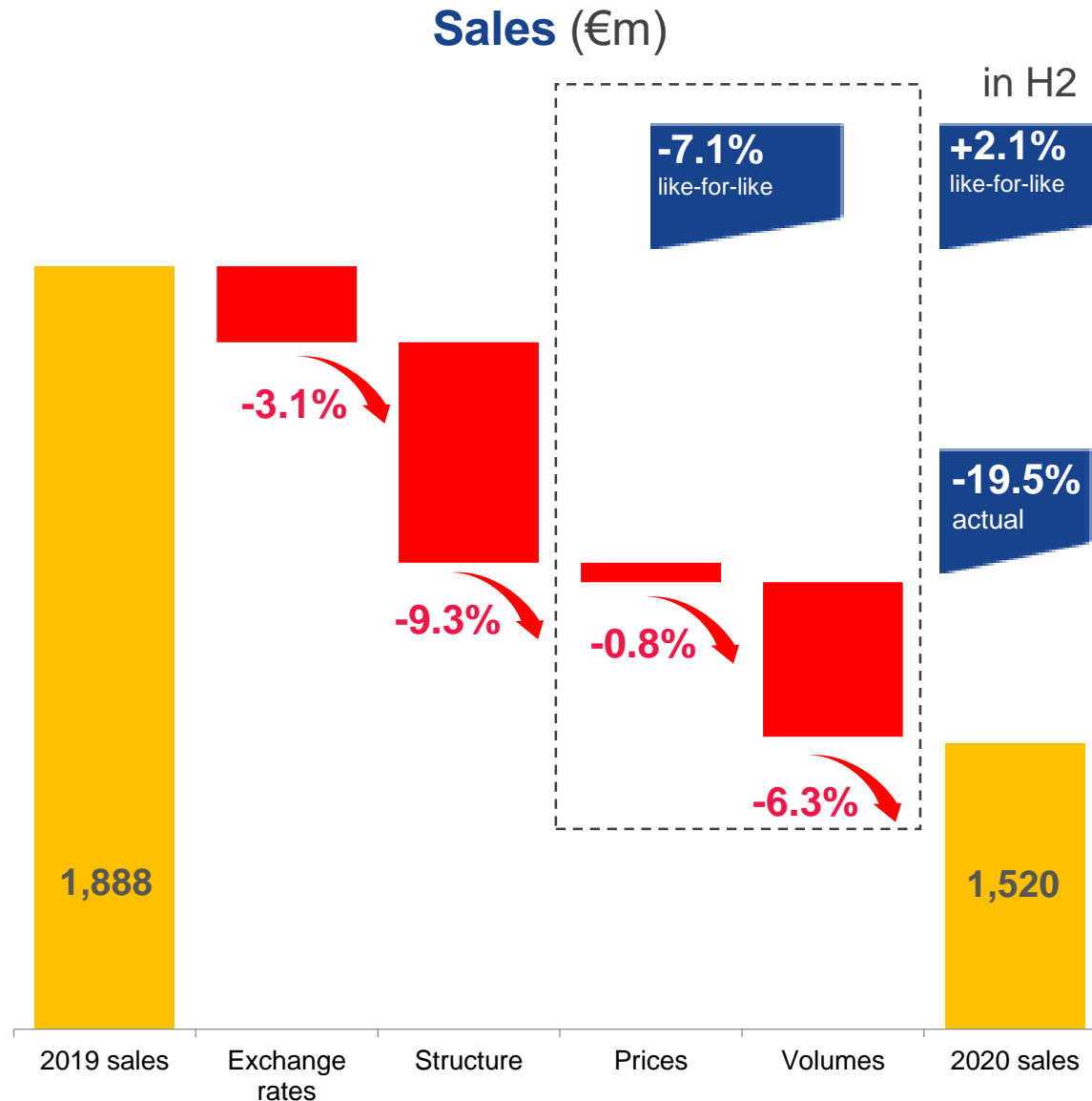


## Operating income (€m) and margin (%)



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

# ASIA-PACIFIC: MARGIN UP SLIGHTLY OVER THE FULL YEAR





01

FIRST-QUARTER 2021 SALES

02

2020 HIGHLIGHTS

03

2020 ACHIEVEMENTS

04

2020 RESULTS

05

**STRATEGY**

# THE WORLD IN 2021 AND BEYOND

## More local



## More sustainable



## More digital



\* Foreign Direct Investments in 2020. Source: UNCTAD, June 2020

\*\* % of European building material manufacturers. Source: The impact of COVID-19 on Construction, USP



# CORPORATE SOCIAL RESPONSIBILITY AT THE HEART OF OUR BUSINESS MODEL



## GOVERNANCE & BUSINESS ETHICS



## HEALTH & SAFETY ACROSS THE ENTIRE VALUE CHAIN



## CLIMATE CHANGE



## EMPLOYEE ENGAGEMENT & DIVERSITY



## CIRCULAR ECONOMY



## INCLUSIVE GROWTH



A- rating



# WE ARE MAKING PROGRESS ON ALL OUR PILLARS (1/3)



## GOVERNANCE & BUSINESS ETHICS



## HEALTH & SAFETY ACROSS THE ENTIRE VALUE CHAIN

### Our achievements

#### Ethics

**97%** New managers trained in our Principles of Conduct & Action

#### Responsible purchasing

**100%** Contracts with partner suppliers including the supplier charter

#### Compliance

**94%** Managers trained in anti-corruption  
New whistleblowing line

#### Governance

Creation of a CSR Board Committee

**82%** Independent directors on Board

**16** Board meetings in 2020

**20%** ESG criteria in executive long-term incentive plans

#### Health & Safety for all employees

**1.8** Total Recordable Accident Rate (TRAR)  
-8.1 vs. 2010, -0.4 vs. 2019

Committed to durably reduce our TRAR below 2 by 2025

#### Health charter for our employees, clients, suppliers and neighbors

**11m** Masks produced by Saint-Gobain on 4 production lines

#### For and with our stakeholders

*Main priority during pandemic:*  
Adapt our processes to insure safe interaction amongst employees and with our suppliers, and welcome our customers in strict compliance with health measures

# WE ARE MAKING PROGRESS ON ALL OUR PILLARS (2/3)



## CLIMATE CHANGE



## CIRCULAR ECONOMY

### Our achievements

#### Contribute through our Products & Solutions

**Worldwide leader for EPD<sup>1</sup> in Construction**

~1,300 verified EPD in 33 countries

**TCFD climate scenarios published**

#### Improve our operations & supply chain

**10.4Mt CO<sub>2</sub> emissions**

Scope 1+2: -4% vs. 2019 in real terms

**-5% Water discharge**

vs. 2019

**0.27 kgCO<sub>2</sub>/€ of sales**

**19% Electricity from renewable sources**

#### New objectives from our 2030 roadmap

**-50%** Industrial water withdrawal, with no discharge in drought areas vs. 2017

**100%** Of Product ranges subject to Life Cycle Analyses

**-33%**

CO<sub>2</sub> emissions Scope 1 + 2

vs. 2017 emissions on an absolute basis

SBTi validated

**-16%**

CO<sub>2</sub> emissions Scope 3

#### Integrate recycled materials in our products and solutions

**10.1Mt** Virgin raw materials avoided in 2020

**-14%** Reduction of non-recovered waste vs. 2019

#### Create collection networks & services

**120** Collection points in our distribution network

**2030** circular economy roadmap defined

#### New objectives from our 2030 roadmap

**+30%**

Avoided virgin raw materials

vs. 2017

**-80%**

Non-recovered waste

vs. 2017

**100%**

Recyclable packaging

**>30%**

Recycled or bio-sourced content on packaging



# WE ARE MAKING PROGRESS ON ALL OUR PILLARS (3/3)



## EMPLOYEE ENGAGEMENT & DIVERSITY



## INCLUSIVE GROWTH

### Our achievements

#### Increase diversity

**91.4%** Diversity Index

**25.3%** Women managers  
vs. 17.5% in 2010

**25%** Women on ExCo

**19%**

Senior managers  
vs. 5% in 2010

**45%**

Women on Board

#### Engage our employees

**82%** Engagement Index

**2,638** Signed agreements

**15,000** Employees involved in  
formulation of purpose

### New objectives from our 2030 roadmap

**30%** Women on average on all our  
business ExCos by 2025

**30%** Minimum share of women in recruiting  
processes (40% in mature countries)

#### For and with our employees

**78%** Employees responding to satisfaction survey

**73.2%** Employees received training in 2020

**9.1%** Shares held by employees (Group Savings Plan)

#### For and with the families of our employees

**100%** Coverage of parental pillar of  
"CARE by Saint-Gobain"  
social protection program



#### With local communities as recognized trusted local partner

**~€10m** Donations for our communities

Creation of 1<sup>st</sup> training apprenticeship center in France



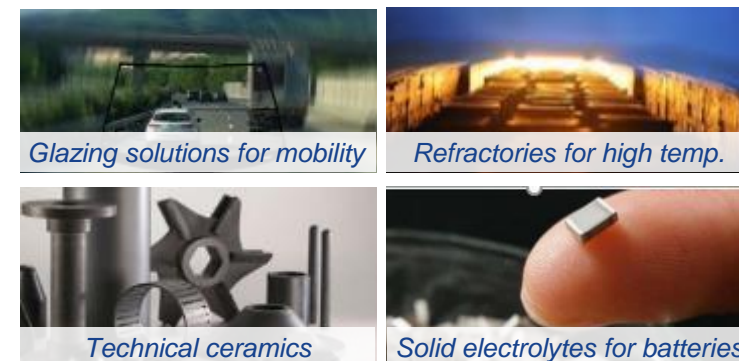
# WE ARE ACCELERATING OUR SUSTAINABILITY ROADMAP

For our customers: solutions for sustainability & performance



Decarbonize the built environment

**-1,200Mt**  
CO<sub>2</sub>eq avoided emissions thanks to our insulation solutions sold in 1 year<sup>1</sup>



Decarbonize industry

For our processes: CO<sub>2</sub> commitments toward carbon neutrality

2020

2030

2050



Internal carbon prices

increased:

€50 for investment,

€150 for R&D

2030 targets SBT-validated

Scope 1 + 2

**-33%**

Scope 3

**-16%**

2050  
NET ZERO CARBON

Absolute emissions reduction vs. 2017

1. Internal methodology developed in partnership with EY Sustainable Performance & Transformation: Avoided emissions calculated as difference between greenhouse gas emissions associated with product Life Cycle Analyses & gain unlocked by the product vs. a reference basic solution multiplied by its lifespan (e.g 30 years for insulation, 50 for glass). Reference solution & scenario defined for each product in portfolio

# OUR GROWTH PROSPECTS ARE BOOSTED

Top 100  
Global  
Innovator  
2021

Clarivate

## END-TO-END SOLUTIONS



NORTON  
SAINT-GOBAIN

SEKURIT  
SAINT-GOBAIN

Placo  
SAINT-GOBAIN

SWISSPACER  
SAINT-GOBAIN

eurocoustic  
SAINT-GOBAIN



SAINT-GOBAIN

SOLU+

tolteck

LA MAISON  
SAINT-GOBAIN

Ecoophon  
SAINT-GOBAIN

Valoref

ISOVER  
SAINT-GOBAIN

ADFOR

## ENERGY EFFICIENCY



FRANCE  
PARCE-BOISE

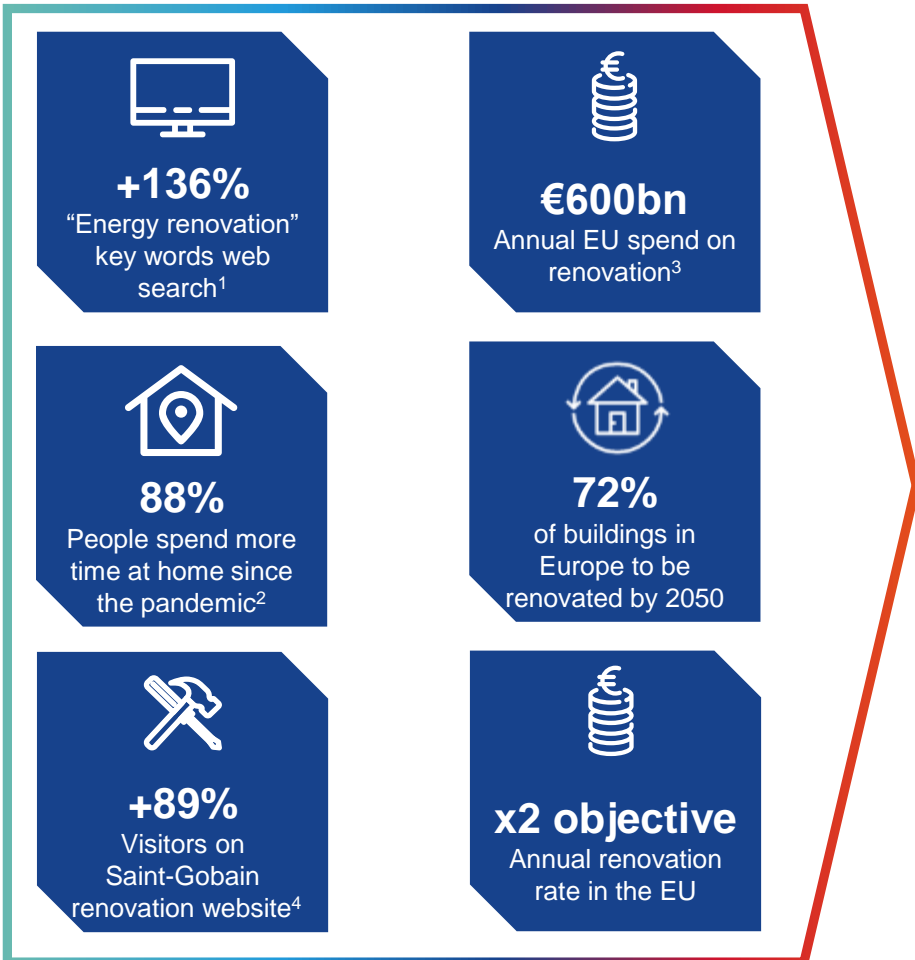
SAINT-GOBAIN

## LIGHT CONSTRUCTION



# Sustainability & Performance

# OUR END-TO-END SOLUTIONS FOR ENERGY RENOVATION, DIGITALLY ENABLED



## Energy-efficient renovation of a single-family house in France

100% solutions manufactured or distributed by Saint-Gobain



**Saint-Gobain, the one-stop-shop for renovation**



# TRUSTED END-TO-END SOLUTIONS FOR NON-RESIDENTIAL BUILDINGS

## Renovation of a hospital

100% solutions manufactured or distributed by Saint-Gobain

### -20% \* Energy consumption

\* Example of Montfermeil renovation in France - also includes savings enabled by consumption monitoring through captors



### -11% \* Potential reduction in length of patient stays

1 **clim+** Air quality

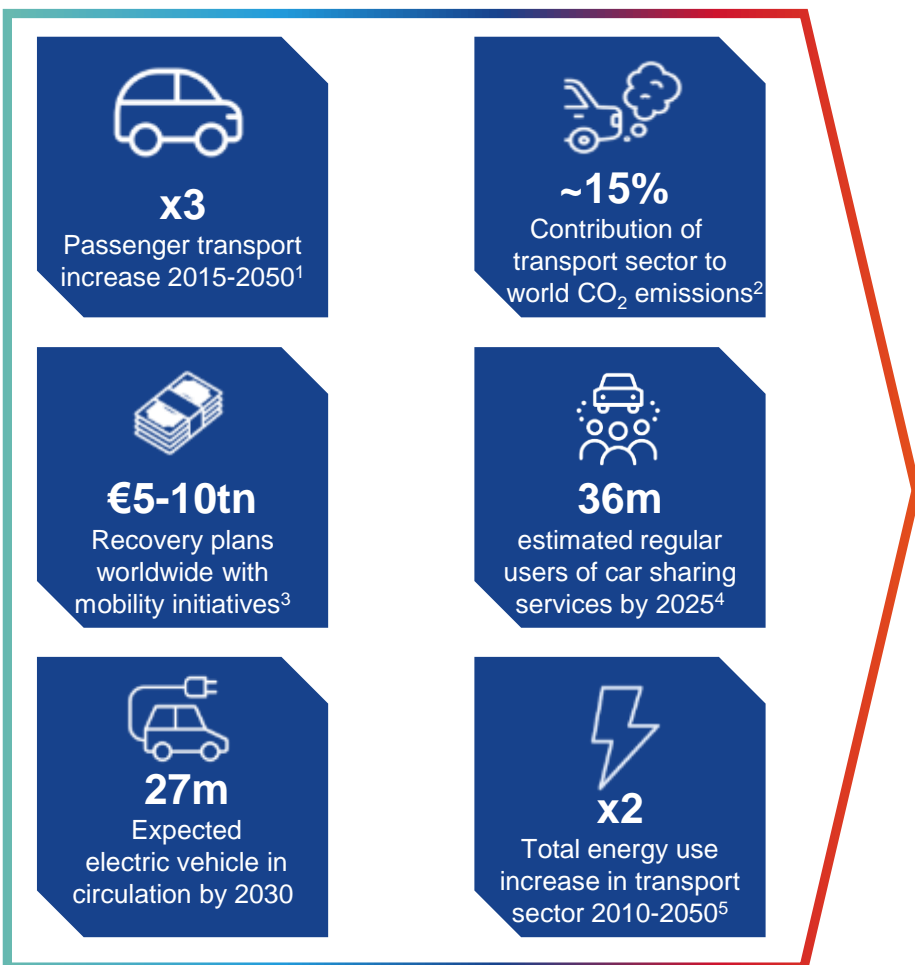
2 **Gyproc**  
3 **Placo**  
4 **Ecophon**  
5 **XRoc**  
**Health, shock resilience and acoustic performance:** partitions, ceilings, and X-ray plasterboards

6 **weber**  
7 **SAGE**  
**Visual and thermal comfort:** architectural membranes, Sage electrochromic glass

8 **BIM**  
**Upstream project assistance:** prescription, BIM

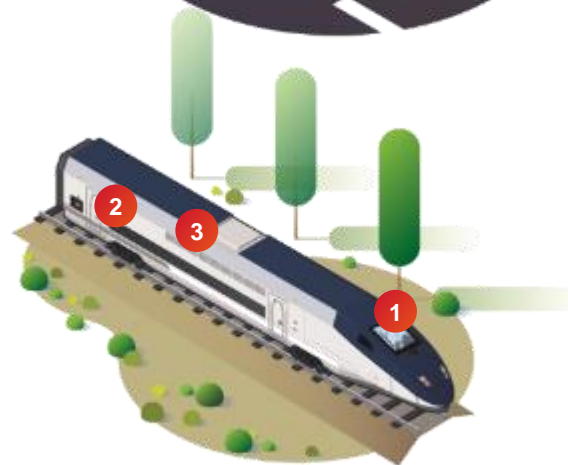
**Saint-Gobain, the one-stop-shop for Sustainability & Performance**

# SOLUTIONS ENABLING SUSTAINABLE MOBILITY



## Saint-Gobain electric mobility solutions

**-7kg**  
Average car weight reduction thanks to Saint-Gobain solutions



### Well-being & energy savings

- 1 SEKURIT** smart vision Lightweight glazing
- 2 Solar Gard** Tinted glass & repair
- 3 Isover** HKO Thermal & acoustic insulation

### Performance & energy savings

- 4 NORGLIDE** RENCOL Tolerance rings
- 5 NORSEAL** Films & battery separators

### Well-being & energy savings

- 1 SEKURIT** smart vision Climacoat heated windshield
- 2 Isover** KAIMANN Thermal insulation
- 3** SAINT-GOBAIN Micaver electrical insulation

**Performance solutions  
to consume less energy per kilometer**





# MAKING THE WORLD A BETTER HOME



# 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](http://www.saint-gobain.com)) and the main risks and uncertainties presented in the half-year 2020 financial report. 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.*

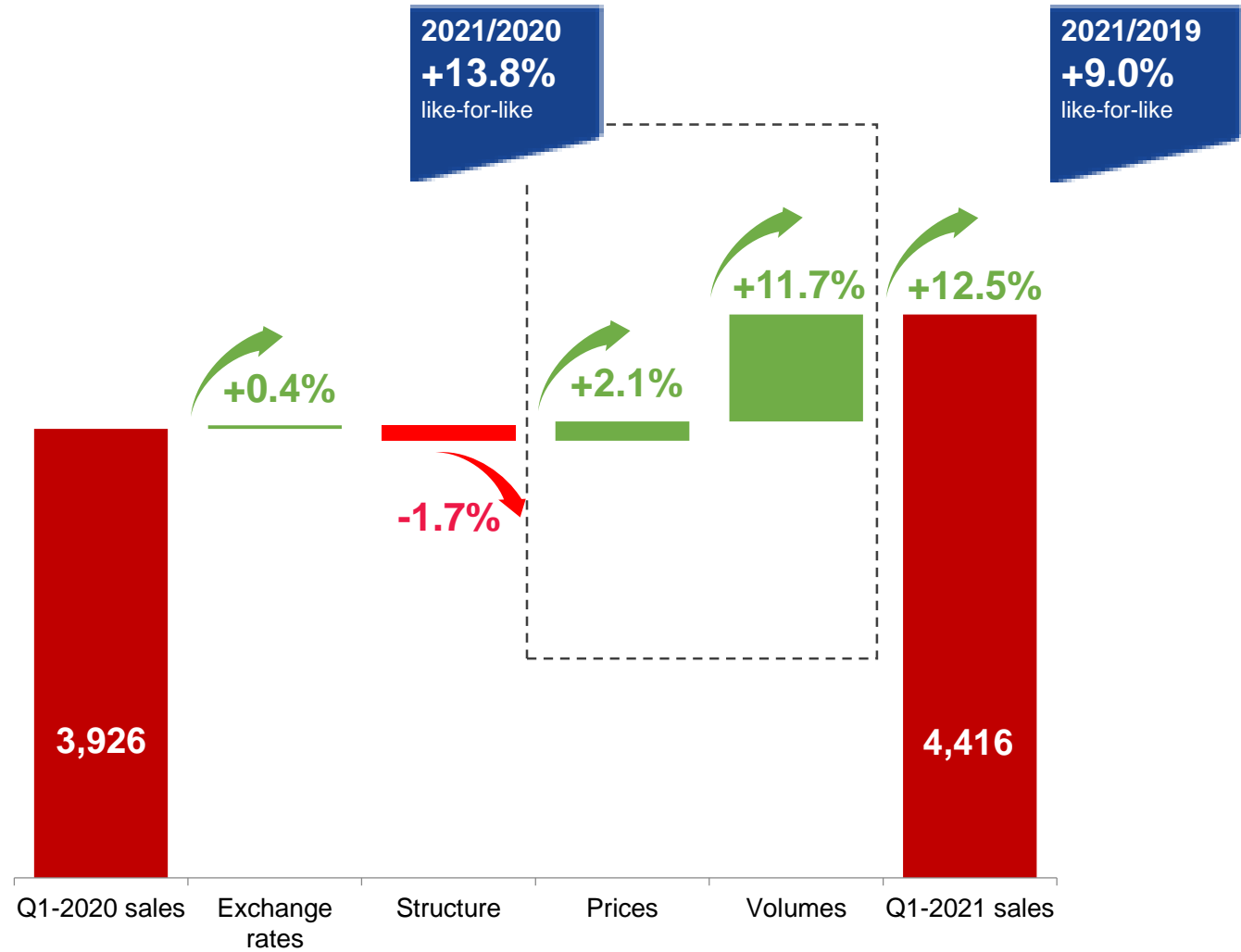


# APPENDIX

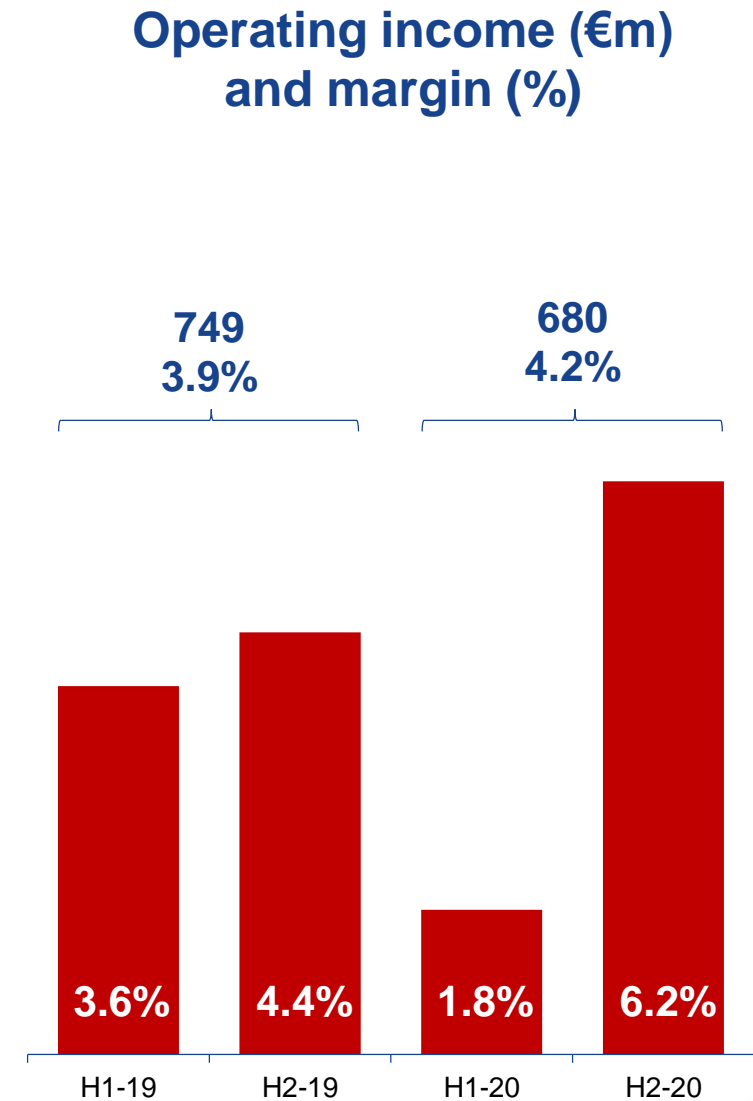
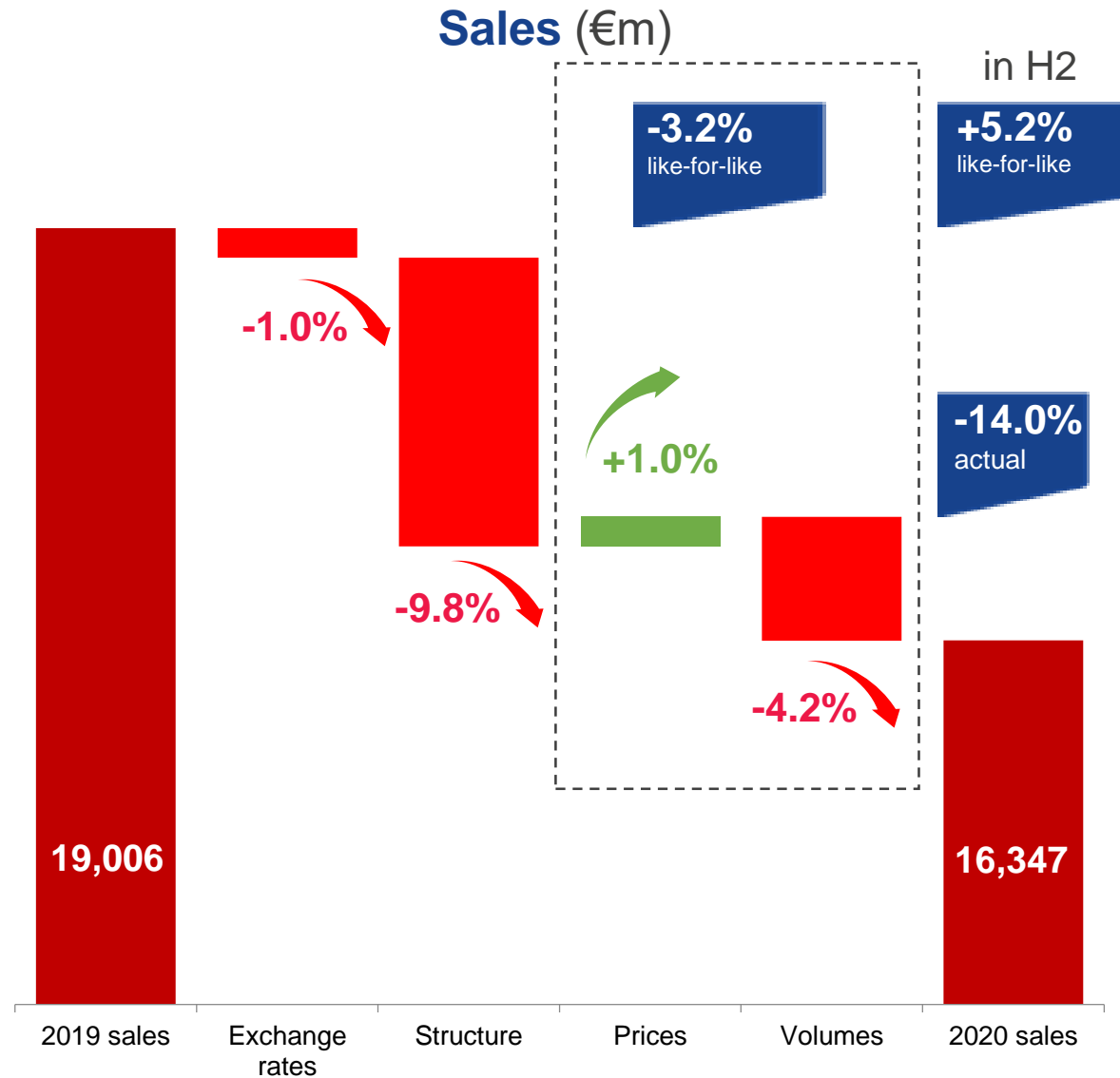


# BUILDING DISTRIBUTION EUROPE: FIRST-QUARTER 2021 SALES

Sales (€m)



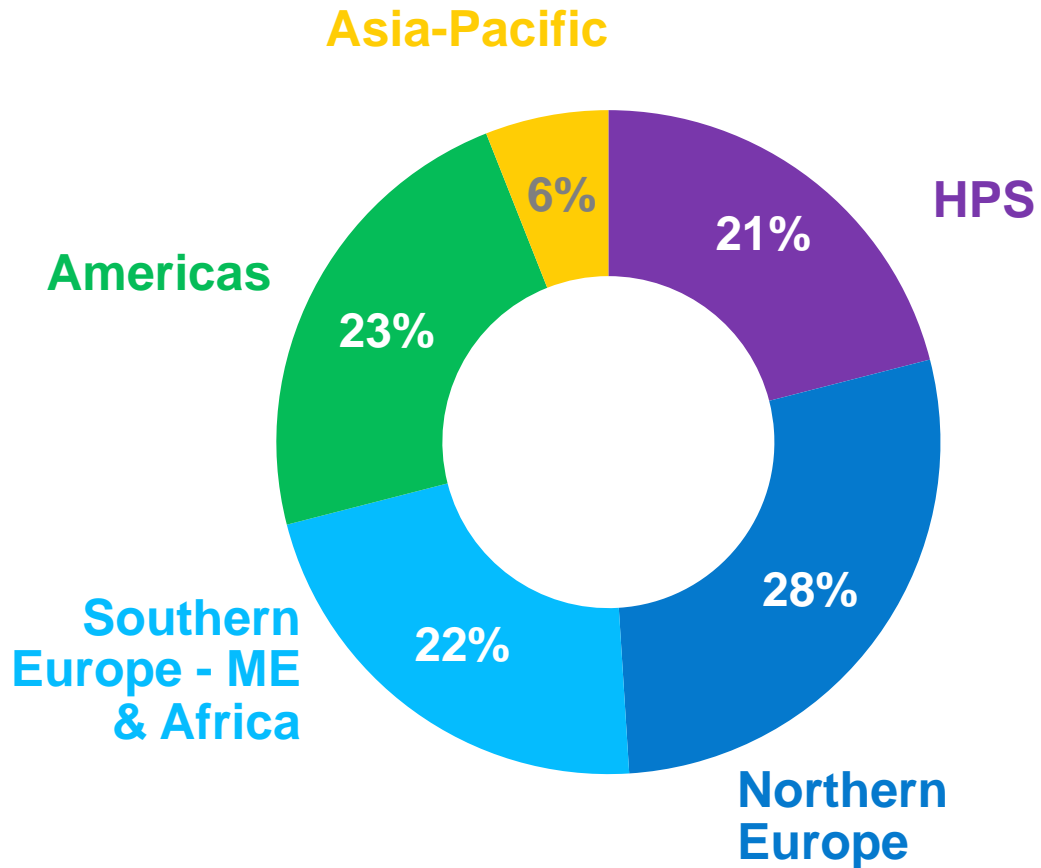
# BUILDING DISTRIBUTION EUROPE: 6.2% MARGIN IN H2 2020



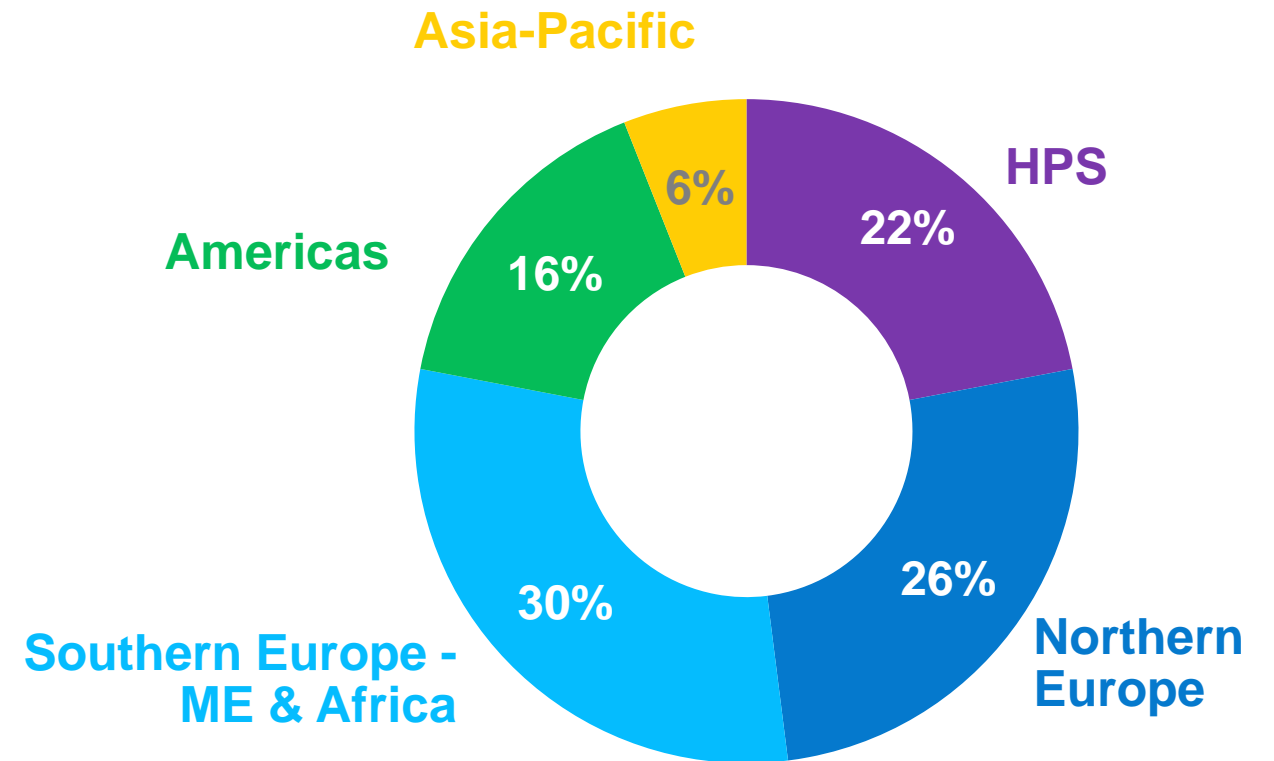


# OPERATING INCOME AND INDUSTRIAL ASSETS BY SEGMENT

Breakdown of 2020  
Operating income

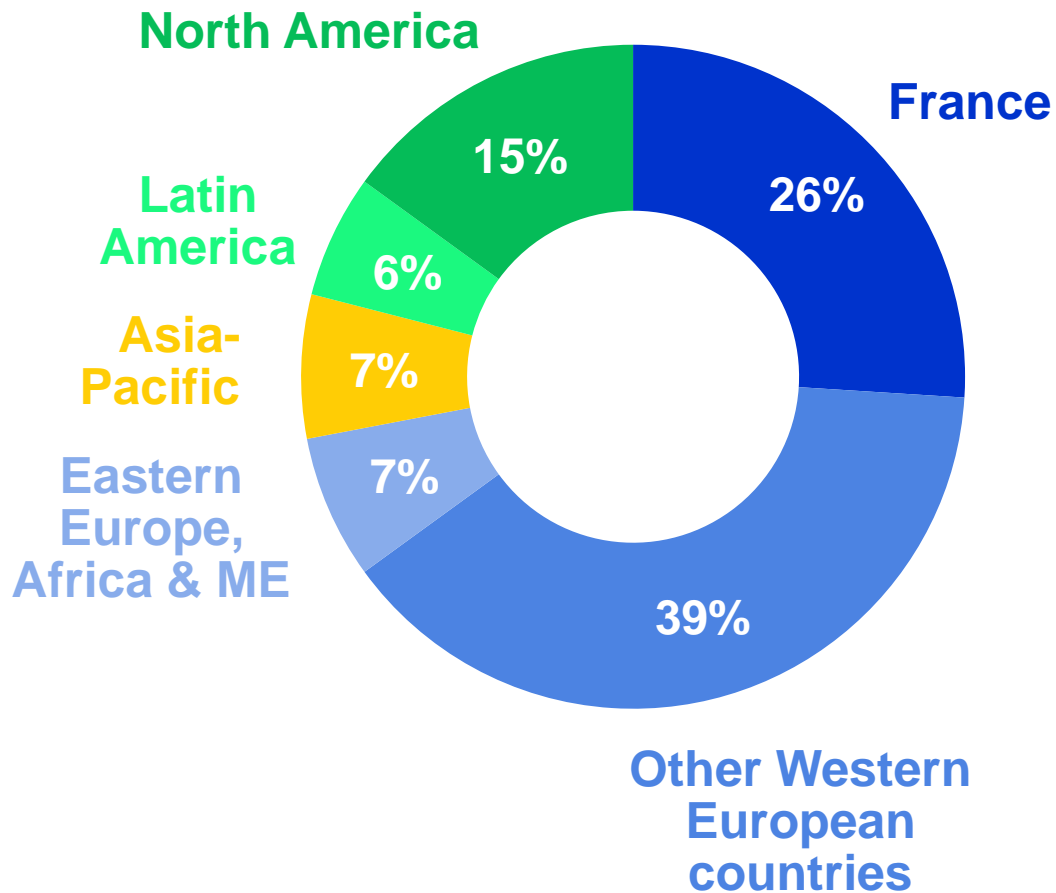


Industrial assets  
at December 31, 2020

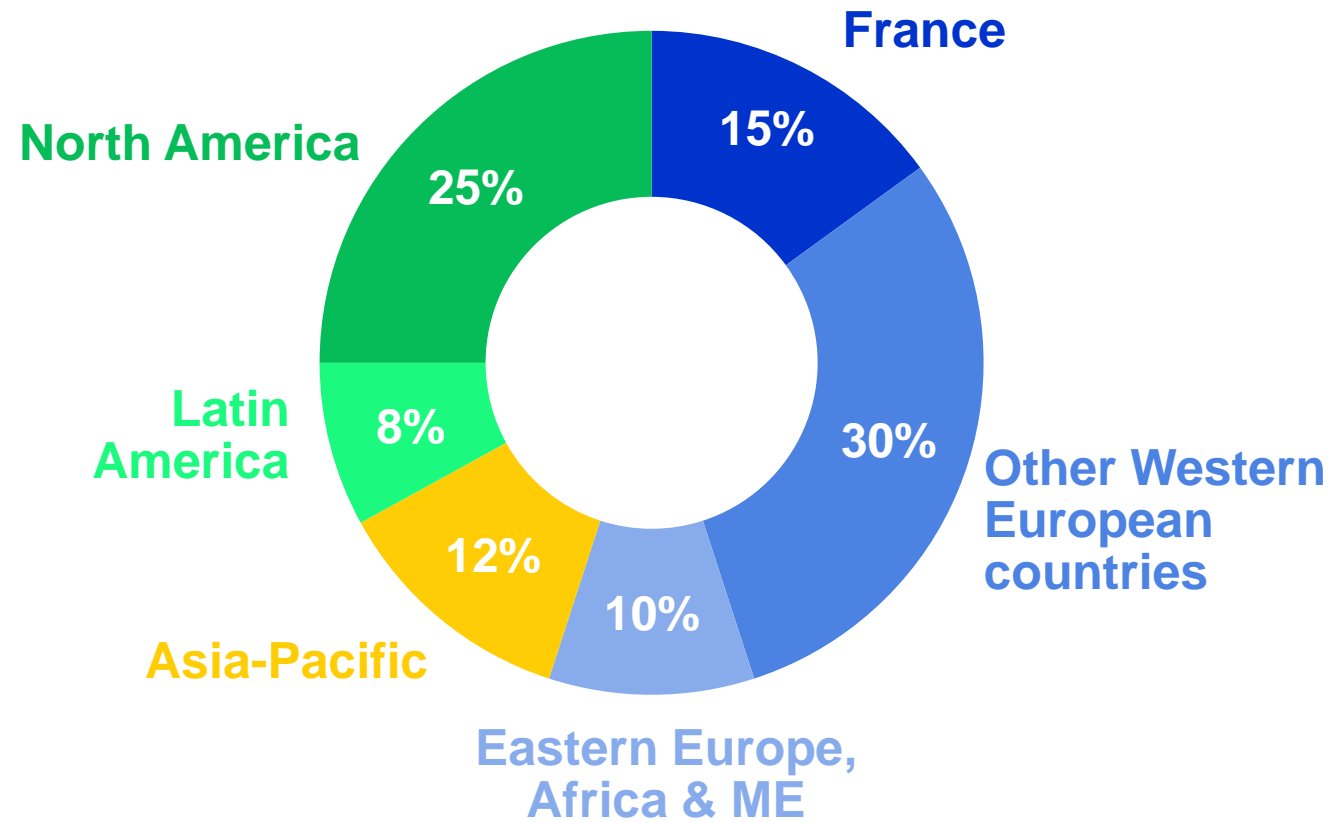


# SALES AND OPERATING INCOME AT GROUP LEVEL BY GEOGRAPHIC AREA

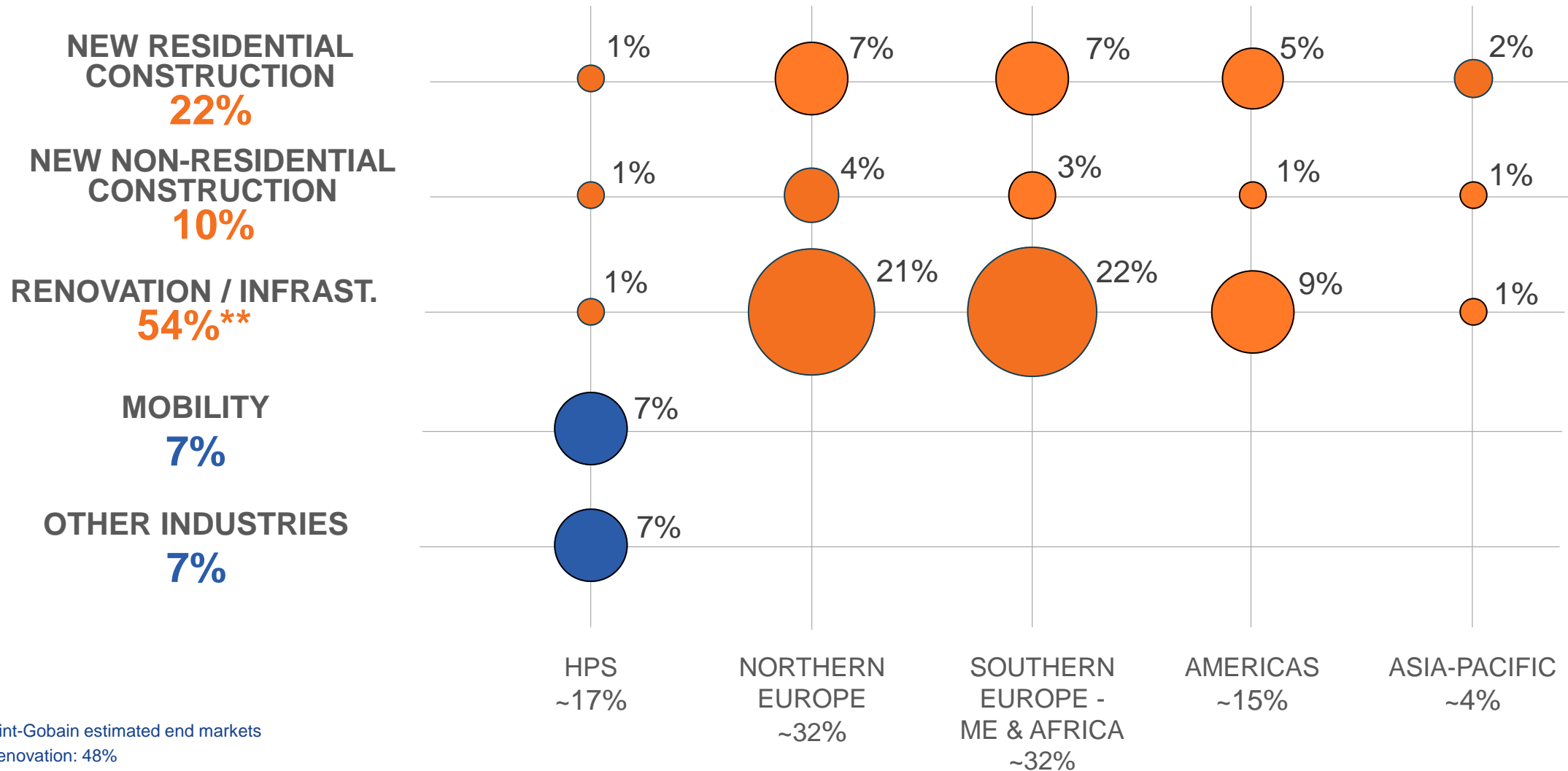
2020 Sales  
Group



2020 Operating income  
Group



## END MARKETS\*

















# SAINT-GOBAIN, AN ESG LEADER

E

S

G

Theme	Saint-Gobain indicators	2019	2020
<b>CLIMATE</b>	CO <sub>2</sub> emissions (Mt) – scope 1+2	10.8	10.4
	CO <sub>2</sub> eq avoided emissions thanks to our insulation solutions sold in 1 year (Mt)		1,200*
	kgCO <sub>2</sub> /€ sales	0.25	0.27
<b>ENERGY</b>	Renewable electricity contribution as part of electricity consumption (%)	18.2%	18.9%
	Industrial water withdrawal (M of m <sup>3</sup> )	48.9	45.4
<b>WATER</b>	Avoided virgin raw materials (Mt)	8.5	10.1
			
<b>CIRCULAR ECONOMY</b>			
	Group accident frequency rate (TRAR) (employees, temporary workers and permanent subcontractors)	2.2	1.8
<b>HEALTH &amp; SAFETY</b>	Share of women managers among managers (%)	24.2%	25.3%
	Share of women on Group executive committee (%)		25%
<b>DIVERSITY</b>	Satisfaction survey:		
	▪ Employees responding (% total)	74%	78%
	▪ Engagement index score	79	82
	▪ Employees feel adequately trained to do their work (% respondents)	87%	88%
<b>ENGAGEMENT &amp; TALENT DEVELOPMENT</b>	"CARE by Saint-Gobain" social protection program coverage (% employees):		
	▪ parental pillar (14 weeks maternity leave on full salary and a minimum of 3 days leave on full salary for the spouse after the birth or adoption of a child)		100%
			
<b>SOCIAL PROTECTION</b>			
	% of new managers trained to our Principles of Conduct and Action in their first year	93%	97%
<b>ETHICS &amp; COMPLIANCE</b>	Share of women on Board (%)	45%	45%
	Share of independent directors on Board (%)	73%	82%
<b>DIVERSITY</b>	% ESG criteria in long-term incentive plans	15%	20%
<b>BOARD STRUCTURE</b>	Proportion of shares held by Group employees' savings plan (%)	8.7%	9.1%
<b>MANAGEMENT INCENTIVES</b>			
			
<b>GROUP SAVINGS PLAN</b>			

# SHAREHOLDER RETURNS

**2020 DIVIDEND** *(Board's recommendation to the June 3, 2021 AGM)*

**€1.33 PER SHARE**

- » Dividend yield at Dec. 31, 2020: **3.5%**
- » Payout ratio based on recurring net income: **48%**

**PAYMENT**

- » In cash

**CALENDAR**

- » **June 3, 2021:** AGM
- » **June 7, 2021:** ex-dividend date
- » **June 9, 2021:** payment date

## Share buybacks

- » Reduction in the number of shares outstanding to 530 million at end-December 2020 versus 542 million at end-December 2019



OCTOBER 6, 2021

## **Saint-Gobain new leadership team**

will present **its strategic vision and roadmap** for profitable growth:

- » Leveraging its **solutions for Sustainability and Performance**
- » With **financial and ESG targets**

