

# SAINT-GOBAIN CONSTRUCTION CHEMICALS

FRANCE SITE VISITS  
NOVEMBER 13, 2023



**Thierry Bernard**  
CEO Construction Chemicals



# OUR COMBINATION OF CHRYSO AND GCP IS PROGRESSING WELL



Continued strong growth and best-in-class profitability

+



Ongoing integration with faster delivery on synergies



Operations: freight cost reduction and industrial optimization

>20% EBITDA margin since 2018



Backward integration of polymerization launched in all  gcp countries and fully effective in H2 2023



SG&A synergies in line with plan



>\$25m total expected synergies by year-end 2023

We are well on track to deliver at or above expectations



13%

2021 – 2023E sales CAGR



+400 bps

In EBITDA margin 2023E vs. 2022



\$170m

EBITDA expected in 2023

# OUR COMBINATION OF CHRYSO & GCP WITHIN SAINT-GOBAIN BRINGS UNIQUENESS IN THE CONSTRUCTION CHEMICALS SPACE



**INNOVATION AND  
SUSTAINABILITY**

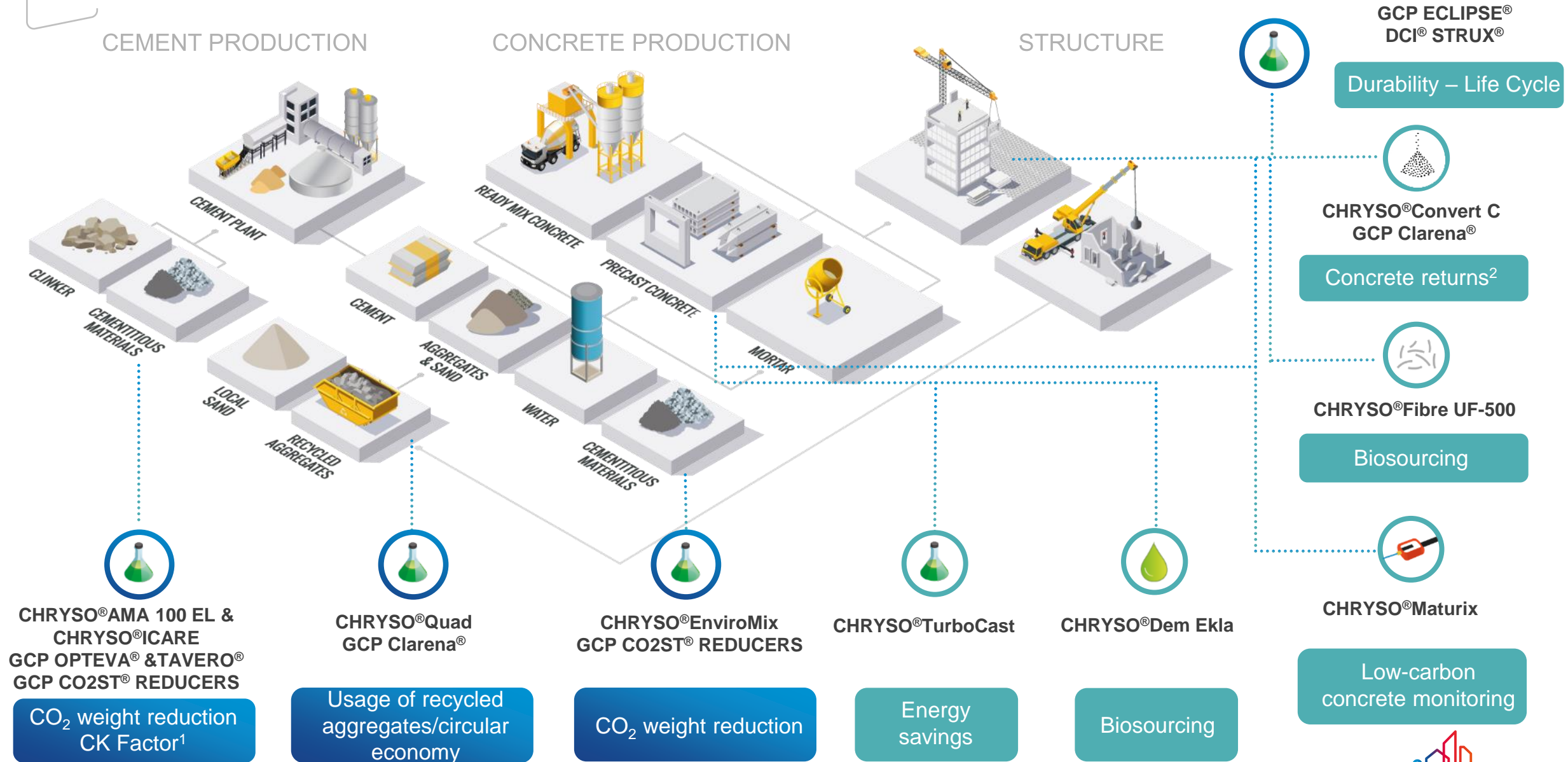


**TRULY GLOBAL SCALE  
AND COMPLEMENTARY  
FOOTPRINTS**



**SYNERGISTIC SKILLS AND  
KNOW-HOW**

# WE LEVERAGE THE BEST OF CHRYSO & GCP'S CONCRETE AND CEMENT SOLUTIONS FOR MORE SUSTAINABLE CONSTRUCTION

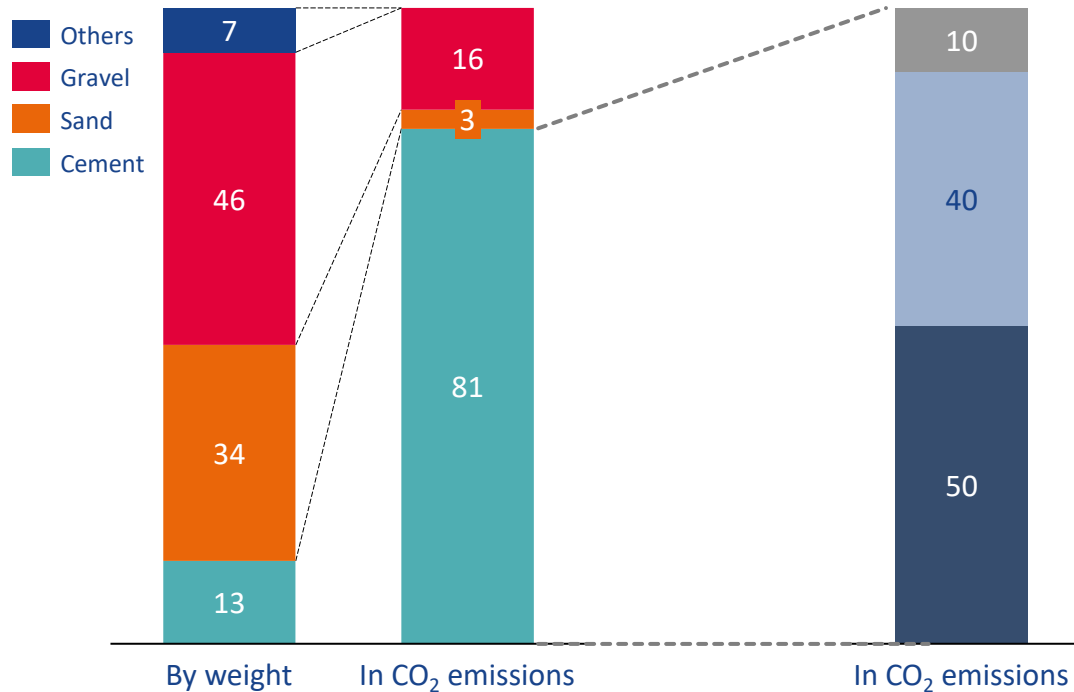




# WE ANSWER THE DECARBONIZATION CHALLENGES THE CONCRETE AND CEMENT INDUSTRY IS FACING

## Concrete production

Contribution of materials by weight and CO<sub>2</sub> emissions (%)



## Cement production

CO<sub>2</sub> emissions contribution (%)

Cement production accounts for ~8% of global CO<sub>2</sub> emissions

## Construction companies have high ambitions...



- 46% by 2030  
vs. 2019



- 20% by 2030  
vs. 2015



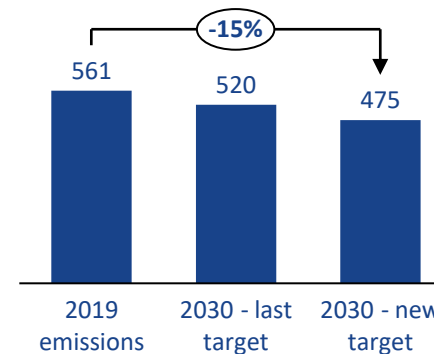
90% of very low-carbon concrete by 2030

### CO<sub>2</sub> emissions reduction targets

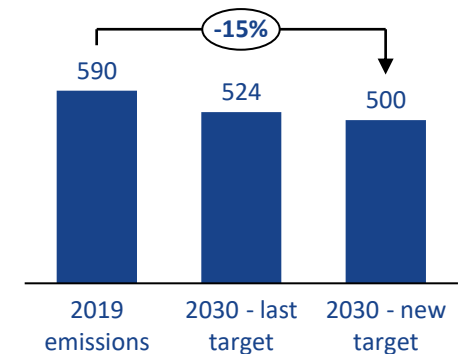
## ... but the roadmaps of global cement players will not be sufficient

CO<sub>2</sub> emissions (kg of CO<sub>2</sub> per ton of cement)

### Cement player X

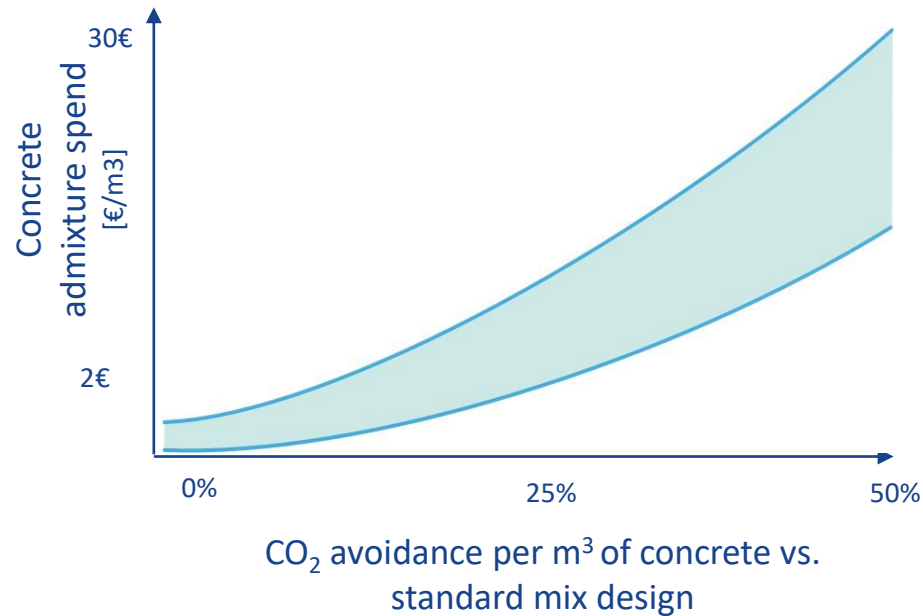


### Cement player Y

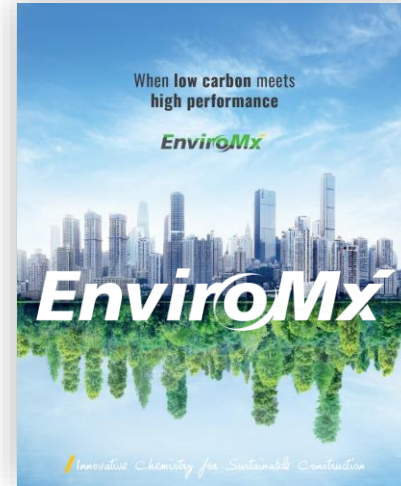


# OUR INNOVATION ON SUSTAINABILITY WILL DRIVE GROWTH AND VALUE

Innovation to reduce CO<sub>2</sub> adds further value to our solutions



A complete technology portfolio  
for low-carbon concrete & cement



**EnviroMix® for low-carbon concrete**

**Complete range** adapted to different concrete types

- Up to **50%** CO<sub>2</sub> reduction
- Deployed in **10 countries**



**GCP CO<sub>2</sub>ST® Reducers**

Solutions for a Sustainable Concrete and Cement Industry



**CHRYSO® Quad fostering circular economy**

Enables the use of locally available materials (local sourcing) or recycled aggregates

# CHRYSO & GCP COMBINATION IS DRIVEN BY A UNIQUE INNOVATION SET-UP

## CHRYSO & GCP'S STRONG INNOVATION HERITAGE

Global leadership in cement additives

Former spin-off from WR GRACE bringing deep chemical knowledge



Early move in Polymer design

Former spin-off from Lafarge bringing deep knowledge in cement and concrete



## SAINT-GOBAIN'S POWERFUL NETWORK IS ALSO SUPPORTING THIS COMBINATION



Saint-Gobain's worldwide presence in **75 countries**



**NOVA** BY SAINT-GOBAIN to develop **solid collaboration with start-ups** in all geographies



**Saint-Gobain global network** on material science with 6 transversal R&D centers

# WE CONTINUE TO ENLARGE OUR PORTFOLIO OF NEW TECHNOLOGIES



Bought by Chryso in 2019



**Self-levelling screed technology**



Top player in high value-add fibers for concrete reinforcement, bringing durability and sustainability



**ADFIL**  
Construction Fibres



Completes Chryso and GCP's admixtures offer for sustainable and high-performance concrete



Closing expected by year-end 2023



**€40m**  
2022 Sales

**2**  
Manufacturing Plants  
In Belgium

**70**  
People



# SAINT-GOBAIN'S GLOBAL FOOTPRINT GIVES US MULTIPLE LEVERS TO INCREASE GROWTH AND PROFITABILITY



**SUSTAINABILITY  
+ CAPTURE VALUE  
THROUGH INNOVATION**

**Europe & North America**



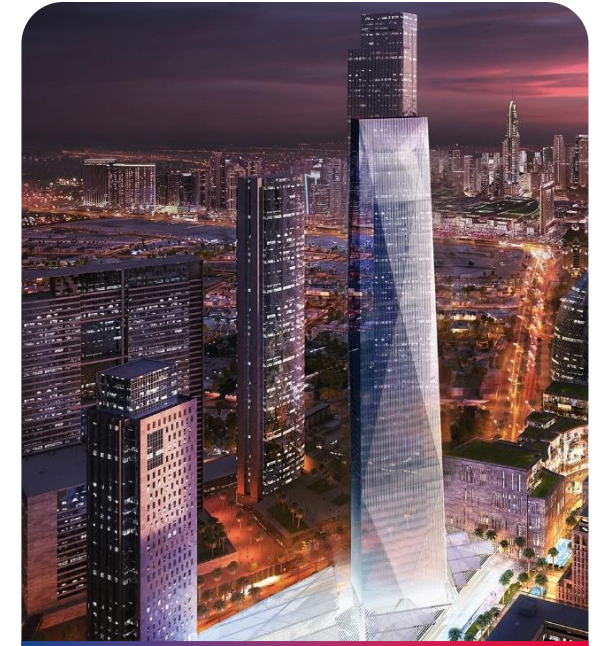
**URBANIZATION  
with increased ready-mix  
concrete penetration**

**Asia, Africa & LATAM**



**INFRASTRUCTURE**

**North America, Asia, Africa &  
LATAM**



**GIGA PROJECTS**

**Middle East**



- Leveraging vertical integration

- Supply chain optimization

# WE LEVERAGE SAINT-GOBAIN'S WORLDWIDE LEADERSHIP TO EXPAND OUR GEOGRAPHICAL FOOTPRINT THROUGH M&A

## ACCELERATING GROWTH THROUGH BOLT-ON M&A



Leverage strong existing positions



Further strengthen key geographies



90 years of presence  
of Saint-Gobain in  
Brazil



Strong brand in  
Construction Chemicals  
with large network of  
21 plants



Strong presence of  
Saint-Gobain (Glass  
/ Gyproc)

Strong legal and  
financial support from  
Saint-Gobain Egypt





# WE LEVERAGE SAINT-GOBAIN'S WORLDWIDE LEADERSHIP TO EXPAND OUR GEOGRAPHICAL FOOTPRINT THROUGH ORGANIC CAPEX

## FASTER ORGANIC GROWTH THANKS TO SAINT-GOBAIN'S FOOTPRINT



Leverage Saint-Gobain's strong network of existing plants



Leverage Saint-Gobain's geographic presence to enter new markets

- Facilitated expansion on existing Saint-Gobain sites
- Construction of new lines in record time
- Leveraging strong local Saint-Gobain brands and teams



### Development in Africa

- Next steps*
- Ivory Coast
  - Ghana
  - Morocco
  - Mauritius
  - Senegal
  - Cameroon

Combined Construction Chemicals and Weber sales teams to enter ready-mix concrete, cement and prefab markets



Shared sites to split capex, direct and indirect costs



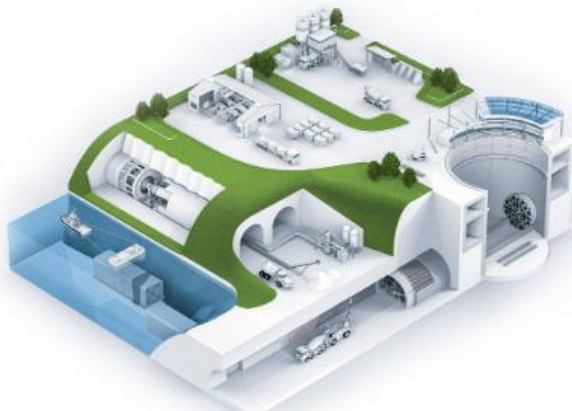


# CHRYSO, GCP & SAINT-GOBAIN'S ACTIVITIES HAVE COMPLEMENTARY OFFERS THAT DRIVE INCREASED GROWTH THROUGH CROSS-SELLING

## SYSTEMS OFFER ACCELERATING WITHIN SAINT-GOBAIN

### TUNNELING

Chryso & GCP combined offer in tunneling



Sprayed concrete (shotcrete), products for tunnel-boring machines



Waterproofing, specialty grouts

### WATERPROOFING

Complementary offers with WEBER



Preprufe® technical waterproofing for foundations



Waterproofing membranes for basements or flat roofs

### FLOORING

Cross-selling with WEBER



Cemfloor® screed



# WE LEVERAGE DIGITALIZATION THROUGH THE ENTIRE VALUE CHAIN



Raw materials

Concrete / cement  
production

Logistics

Placement & curing



# VERIFI VALUE PROPOSITION IS UNIQUE ON THE MARKET

Only in-transit “Measure and Manage” solution for concrete quality control

Using edge devices<sup>1</sup> and proprietary AI/ML<sup>2</sup> driven algorithms to provide visibility, operational savings, and material savings to our users

Integration of Verifi on Saint-Gobain’s digital platform, enabling accelerated deployment



Bringing digitalization  
and process control  
to the concrete industry



# WE ARE BUILDING A UNIQUELY POSITIONED PLATFORM IN CONSTRUCTION CHEMICALS THAT WILL DELIVER BEST-IN-CLASS GROWTH & PROFITABILITY

## INCREASED GROWTH AND PROFITABILITY

### INNOVATION



SUSTAINABILITY



DIFFERENTIATED VALUE PROPOSITION

### GLOBAL SCALE



M&A & GEOGRAPHIC EXPANSION



EFFICIENCY GAINS

### COMPLEMENTARY OFFERINGS



DIGITAL



CROSS-SELLING



TECHNOLOGY M&A

## SUCCESS HAS ALREADY STARTED



Major commercial wins in the Americas thanks to combined **CHRYSO** technologies and **gcp** industrial footprint supported by a unified sales & technical team

## STRONG AMBITIONS

>7%

Annual growth

>20%

EBITDA margin  
by 2026

## SITE TOUR - YOUR GUIDES



**Bruno PELLERIN**  
R&D Director

GROUP 1



**Pascal BOUSTYNGORRY**  
Interface Physical Chemistry Team  
Manager

GROUP 2



**Nicola RIZZO**  
Cement & Concrete technologies  
Director

GROUP 3



**Frédéric GUIMBAL**  
Executive Vice President

GROUP 4