## 2021 results and outlook

**FEBRUARY 25, 2022** 





## Making the World a Better Home

# THE WORLDWIDE LEADER IN LIGHT & SUSTAINABLE CONSTRUCTION



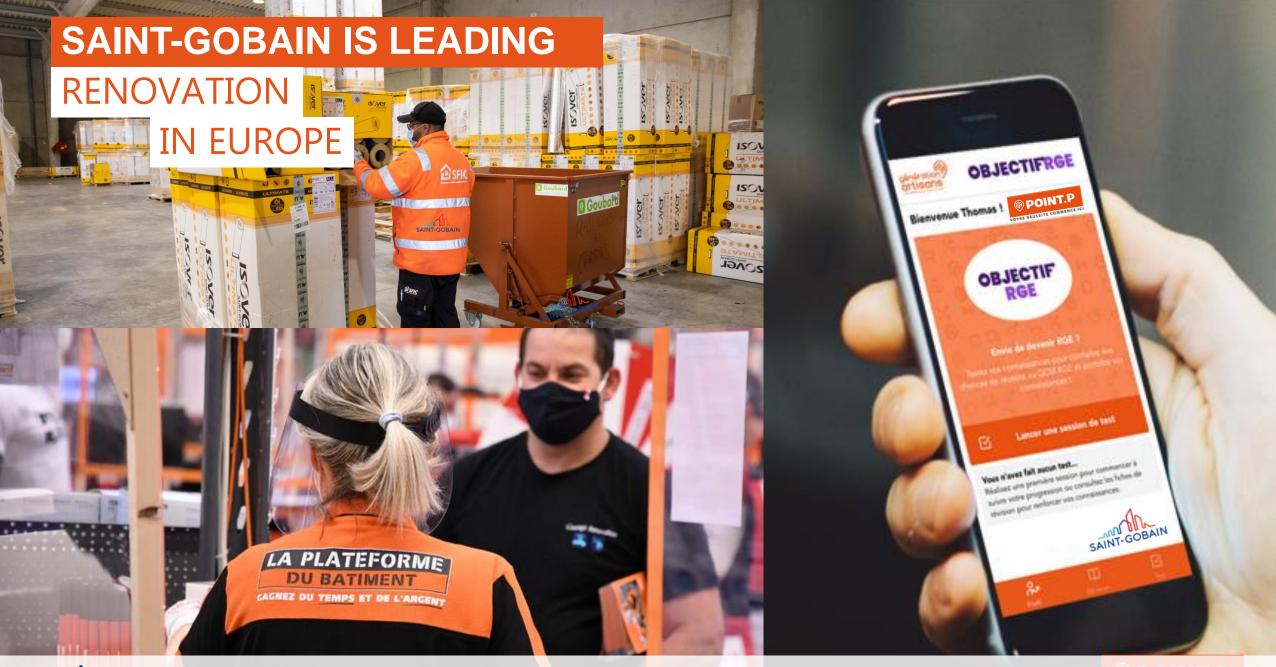


























## 2021 HIGHLIGHTS





## **2021: A KEY MILESTONE IN SAINT-GOBAIN GROWTH AND PROFITABILITY TRAJECTORY**





#### 2021

9	Sales growth	+13.8% vs. 2019 (like-for-like) €44,160m
$\phi$	Operating income	<b>+39%</b> vs. 2019 (like-for-like) €4,507m
$\phi$	Recurring net income	+47% vs. 2019 €2,815m
$\Diamond$	Strong value creation	ROCE 15.3%

vs. 11.1% in 2019

## 2021: FURTHER PROGRESS TOWARDS OUR ENVIRONMENTAL AND SOCIAL TARGETS



#### **ENVIRONMENT**

**MAXIMIZE OUR IMPACT** 

~40x

net positive thanks to our solutions<sup>1</sup>

**MINIMIZE OUR FOOTPRINT** 

-23%

CO<sub>2</sub> emissions vs. 2017 on scope 1+2<sup>2</sup>



<sup>1.</sup> Solutions produced & sold in 1 year, with impact over entire product lifespan vs. scope 1-2-3 of Saint-Gobain

<sup>2. -29%</sup> carbon intensity in kg CO<sub>2</sub> / € sales vs. 2017

<sup>3.</sup> Among ~30k managers

## 2021: SUCCESSFUL EXECUTION ON THE FIRST YEAR OF





<sup>1. 2021/2019</sup> annual average growth rate

<sup>2.</sup> Annual average through the period assuming no major economic slowdown

## 2021: SUCCESSFUL EXECUTION ON THE FIRST YEAR OF



SALES GROWTH THROUGH SOLUTIONS APPROACH



21 new plants and production lines and 5 new countries<sup>1</sup>



**€2bn** of acquisitions<sup>2</sup> in 2021, with a large strategic move into construction chemicals

€2bn of divestments<sup>2</sup> in 2021 and €5.6bn divested since Transform & Grow

RECORD RETURN TO SHAREHOLDERS ~€1.2bn











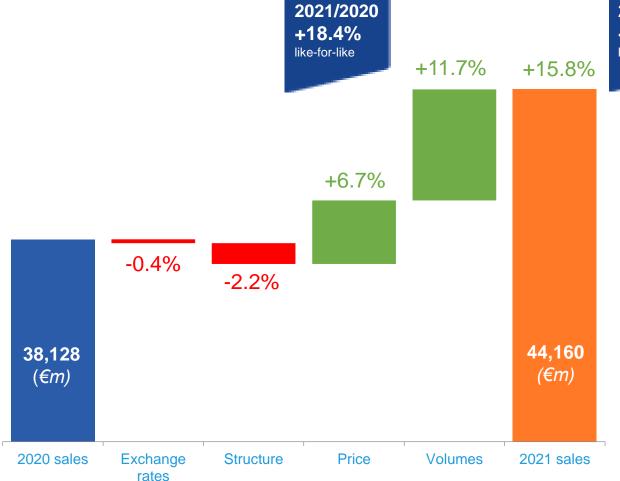
# 2021 RESULTS GROUP SEGMENTS





#### **RECORD ORGANIC GROWTH AND SALES**





2021/2019 +13.8% like-for-like

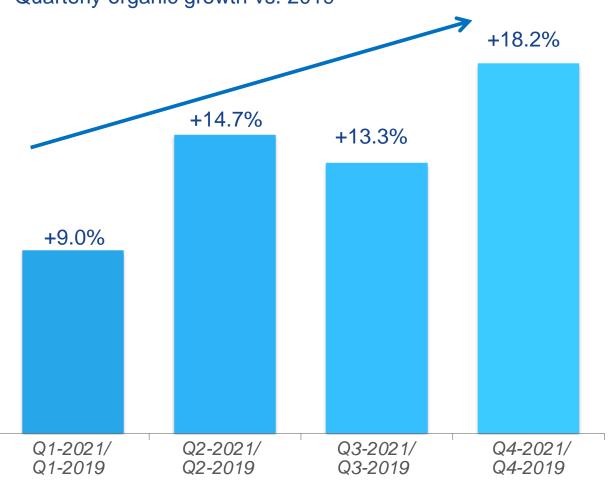
- Organic growth of 13.8% versus 2019 (o/w 6.2% volume growth), i.e. annual average growth of ~6.9% over 2 years
- Exchange rates: slight depreciation over the year, despite an appreciation in H2 led by the pound sterling, Nordic krona and US dollar
- **Structure:** continued optimization of Group profile (divestments and acquisitions)

Annual average organic growth over 2019-2021 = 6.9%, ahead of the target of 3% to 5%

## **ACCELERATION IN ORGANIC GROWTH WITH STRONG VOLUME MOMENTUM**



Quarterly organic growth vs. 2019

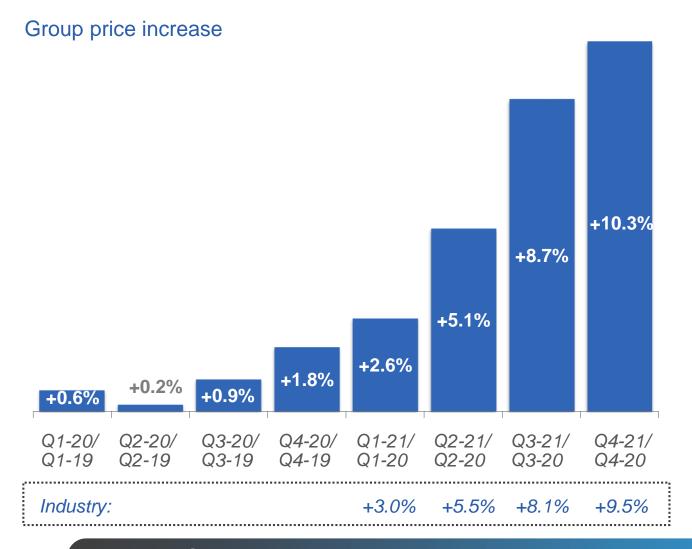


- **1. +9.0% in Q1,** o/w volumes +5.8%
- ► +14.7% in Q2, o/w volumes +9.4% with a positive +3% calendar impact
- ► +13.3% in Q3, o/w volumes +3.6% with a negative -0.5% calendar impact
- **+18.2% in Q4**, o/w volumes +6.0%

Strong volume momentum: up 6.2% over the year versus 2019

#### STRONG PRICING POWER AND DECISIVE EXECUTION





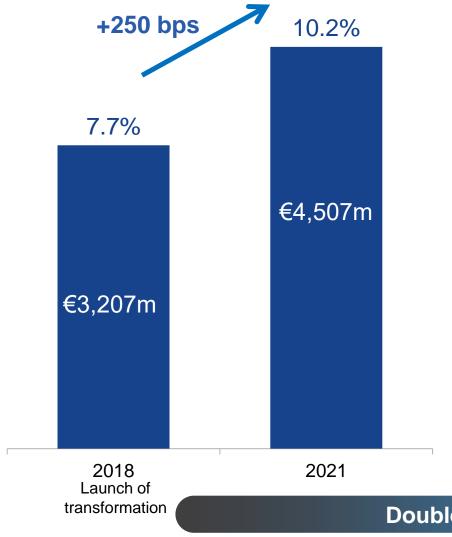
- Acceleration in prices in all segments
- Amid inflation in raw material and energy costs of ~€1.6bn in 2021, with inflation of the same order of magnitude expected in 2022

Strong pricing agility and discipline: prices up 6.7% over the year versus 2020

#### **RECORD OPERATING INCOME AND RECORD MARGIN**



(OPERATING INCOME IN €M AND AS A % OF SALES)



- **2018-2021** 
  - Impact of the successful operational and financial transformation
  - Portfolio optimization
  - **Outperformance** versus the markets
- **2021** 
  - Continued outperformance
  - Positive price-cost spread of €60m
  - Additional cost savings of €150m in businesses impacted by the coronavirus

**Double-digit margin ambition delivered** 

## **RECORD RESULTS: BUSINESS INCOME AND EBITDA**



€m	2019	2020	2021	2021/ 2020	2021/ 2019
Operating income	3,390	2,855	4,507	+57.9%	+32.9%
Non-operating costs	(421)	(342)	(239)		
Capital gains (losses) and impacts resulting from changes in Group structure	(13)	(58)	(67)		
Asset write-downs and other	(403)	(1,023)	(265)		
Business income	2,553	1,432	3,936	+174.9%	+54.2%
Operating income	3,390	2,855	4,507	+57.9%	+32.9%
Operating depreciation and amortization	1,901	1,902	1,934		
Non-operating costs	(421)	(342)	(239)		
EBITDA	4,870	4,415	6,202	+40.5%	+27.4%
EBITDA margin (as a % of sales)	11.4%	11.6%	14.0%	+240 bps	+260 bps

EBITDA margin up 290 bps vs. 2018

## **RECORD RECURRING NET INCOME**



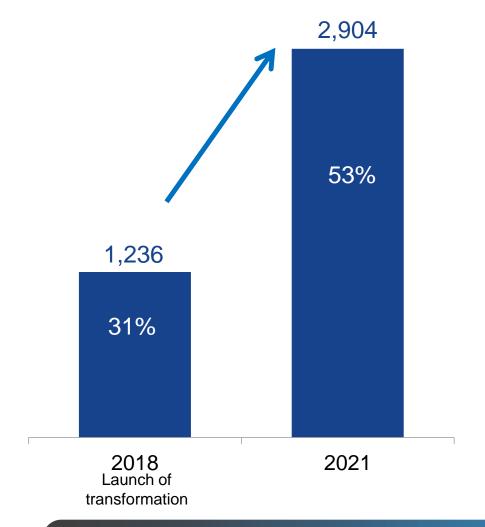
€m	2019	2020	2021	2021/ 2020	2021/ 2019
Business income	2,553	1,432	3,936	+174.9%	+54.2%
Net financial expense	(496)	(453)	(408)		
Dividends received from investments	28	34	1		
Income tax	(631)	(526)	(919)		
Net attributable income	1,406	456	2,521		
Recurring net income	1,915	1,470	2,815	+91.5%	+47.0%
Recurring EPS (in €)	3.53	2.74	5.35	+95.3%	+51.6%

EPS up by more than 50% vs. 2019

### **VERY STRONG FREE CASH FLOW AND CONVERSION RATIO...**



(FREE CASH FLOW IN €M AND CONVERSION RATIO IN %)



#### 2018-2021

- New cash culture
- Positive impact of change in the Group's profile
- Optimization of capital expenditure
- Reduction in operating working capital requirement (operating WCR): decrease of 12 days' sales

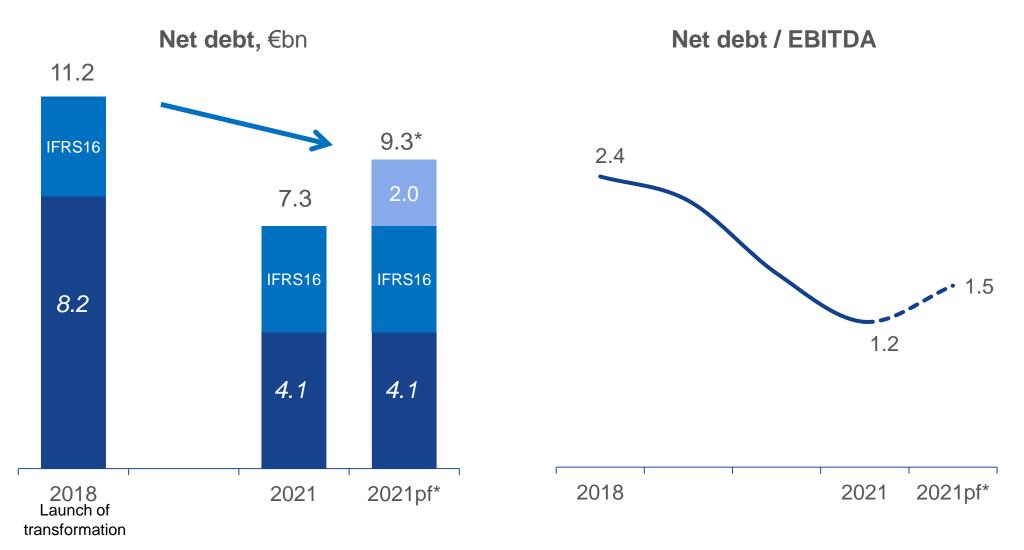
#### 2021

- Capital expenditure at 3.6% of sales compared to a target of 3.5% to 4.5%
- **Non-operating costs at €239m,** in line with target
- Operating WCR at 17 days' sales vs 18 days at end-2020

Delivered target of a FCF conversion ratio >50%

## ... STRENGTHENING OUR BALANCE SHEET





Net debt/EBITDA ratio between 1.5x and 2.0x, in line with commitments

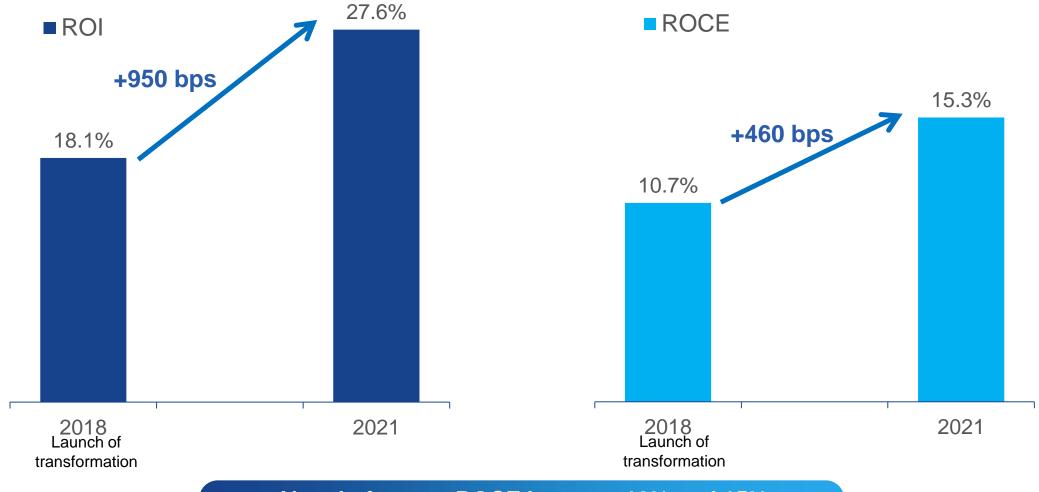


<sup>\*</sup> proforma 2021, after GCP acquisition: net debt +€2bn

#### **STRONG IMPROVEMENT IN VALUE CREATION RATIOS**



(before tax, after IFRS16)



Ahead of target: ROCE between 12% and 15%

# 2021 RESULTS GROUP SEGMENTS

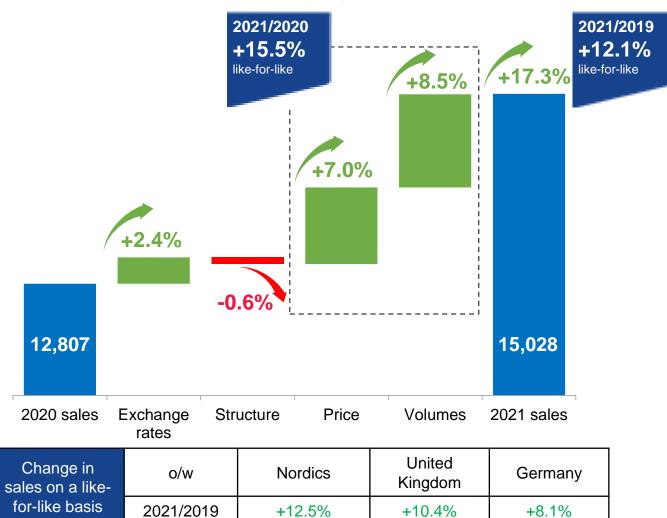


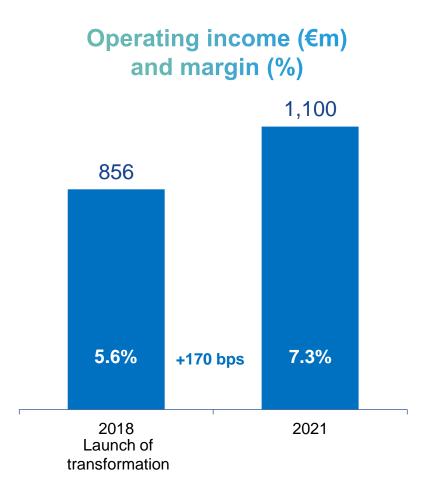


## NORTHERN EUROPE: STRONG SALES MOMENTUM ON THE RENOVATION MARKET AND RECORD MARGIN



Sales (€m)

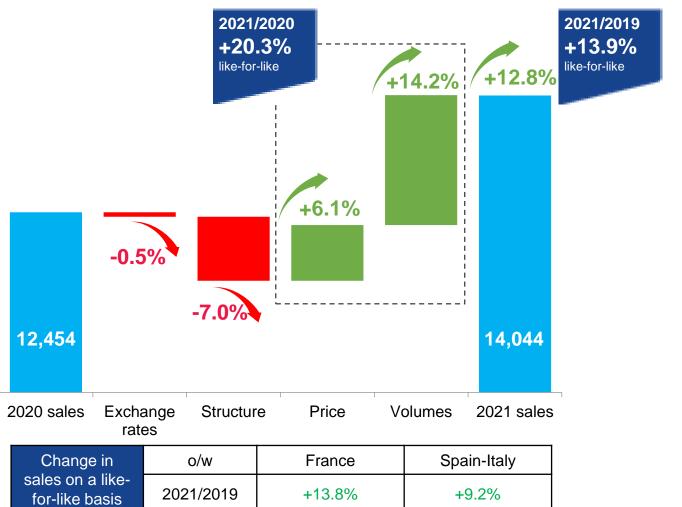


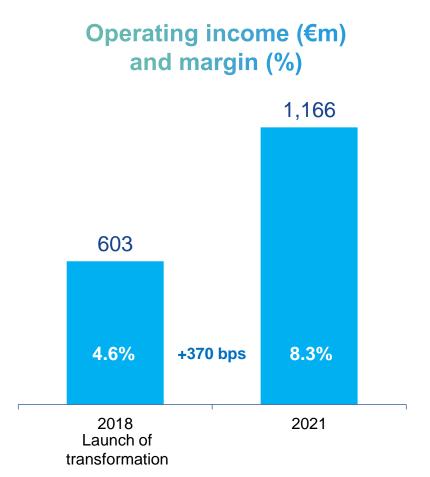


## **SOUTHERN EUROPE - MIDDLE EAST & AFRICA: STRONG SALES MOMENTUM ON THE RENOVATION MARKET AND RECORD MARGIN**



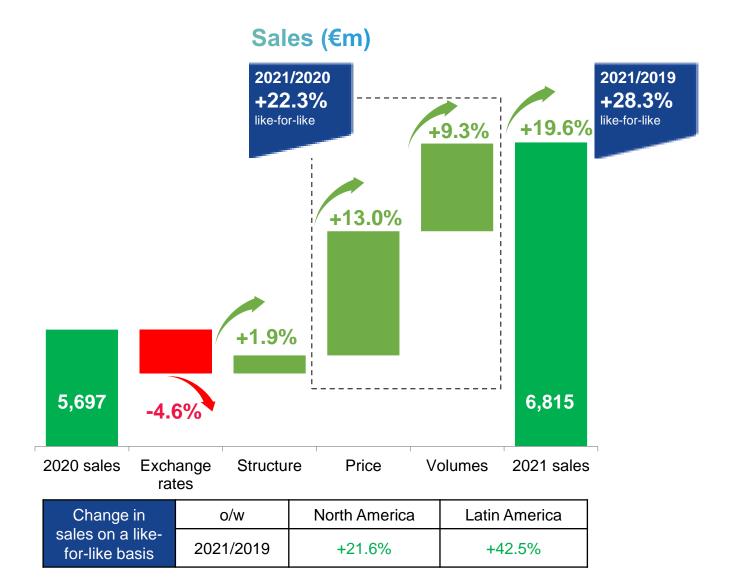


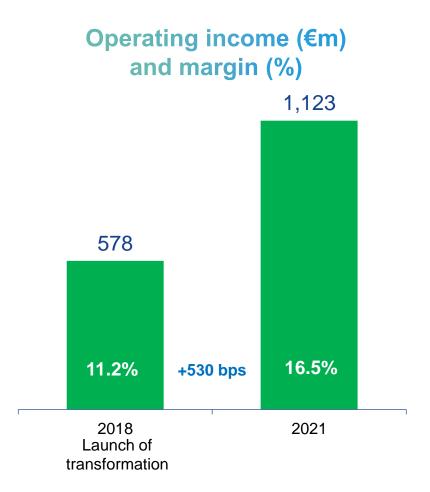




#### **AMERICAS: STRONG SALES GROWTH AND RECORD MARGIN**

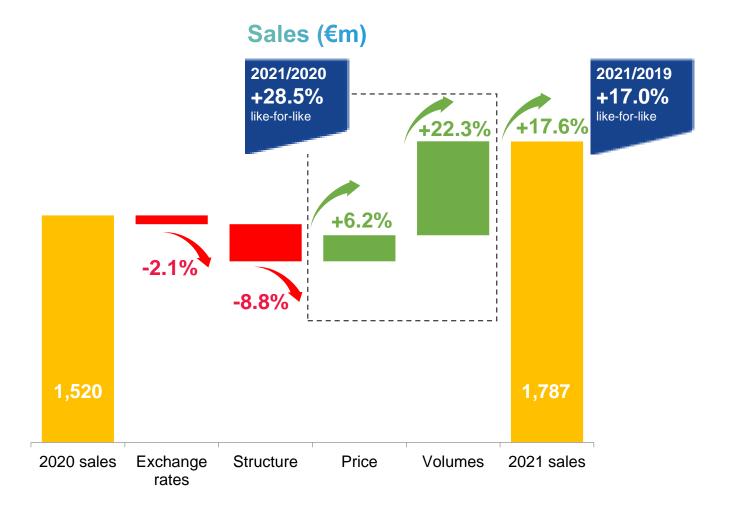


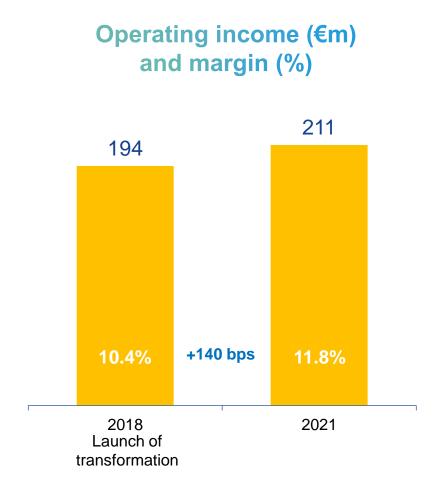




## **ASIA-PACIFIC: STRONG SALES GROWTH AND RECORD MARGIN**



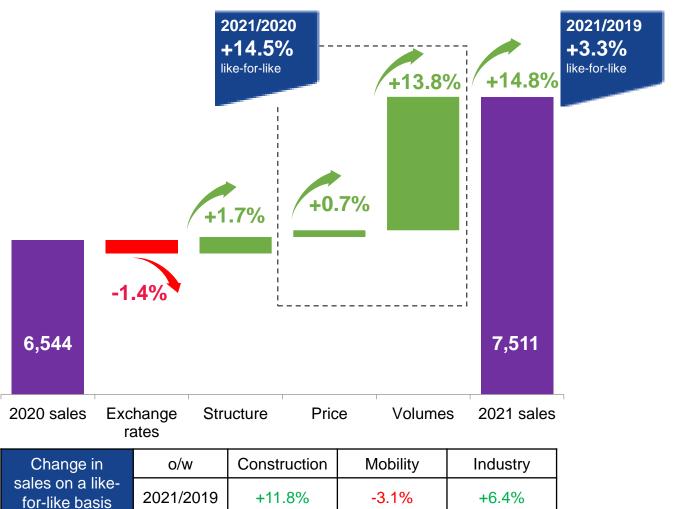




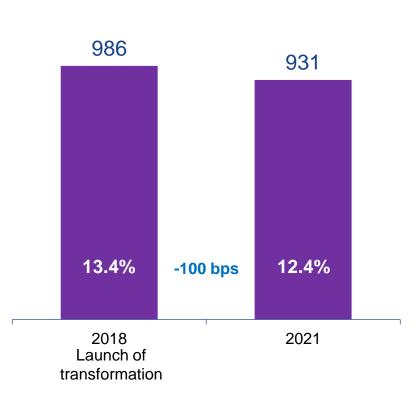
## HIGH PERFORMANCE SOLUTIONS: GOOD GROWTH IN SALES VERSUS 2019 EXCLUDING MOBILITY







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



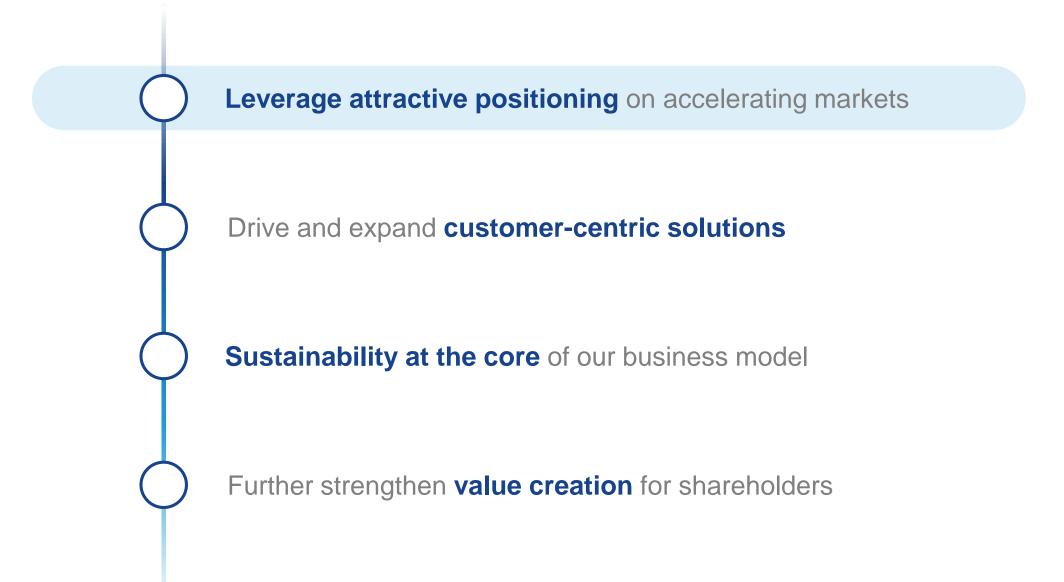
## STRATEGIC ACTIONS





## **OUR ACTIONS AS LEADER IN LIGHT & SUSTAINABLE CONSTRUCTION**





## **SAINT-GOBAIN IS AT THE HEART OF GLOBAL CHALLENGES**



40%

of global CO<sub>2</sub> emissions linked to construction

x3
increase in resource consumption
in the last 50 years

+2bn
urban population in emerging markets
in the next 30 years

## SAINT-GOBAIN SOLUTIONS FOR SUSTAINABILITY AND PERFORMANCE

**Energy-efficient** renovation



**Light construction** 



Industry & Construction decarbonization



## SAINT-GOBAIN IS LEVERAGING THE STRONG MOMENTUM ON THE EUROPEAN RENOVATION MARKET



#### **ENERGY-EFFICIENT RENOVATION**

From ambition to concrete commitments

Member state commitments

Long-Term Renovation Strategies submitted by all member states by end-2021

35m buildings to be renovated by 2030

EU / member state regulations EED¹: 3% of floor areas of public buildings to be retrofitted each year

**EPBD**<sup>2</sup>: Minimum energy standards for worst-performing buildings

EU / member state financing

NGEU<sup>3</sup>: €50bn dedicated to building renovation

Upcoming financing from the 2021-2027

Multi-annual Financial Framework

## NON-ENERGY RENOVATION Continuously strong tailwinds

**High levels of real-estate transactions** 

Intentions to improve homes at record high levels

Significant increase of households savings in the EU (excess savings accounting for 8% of GDP)

Order books and confidence indicators of tradespeople continuously well-oriented

~50% of Group sales on renovation market

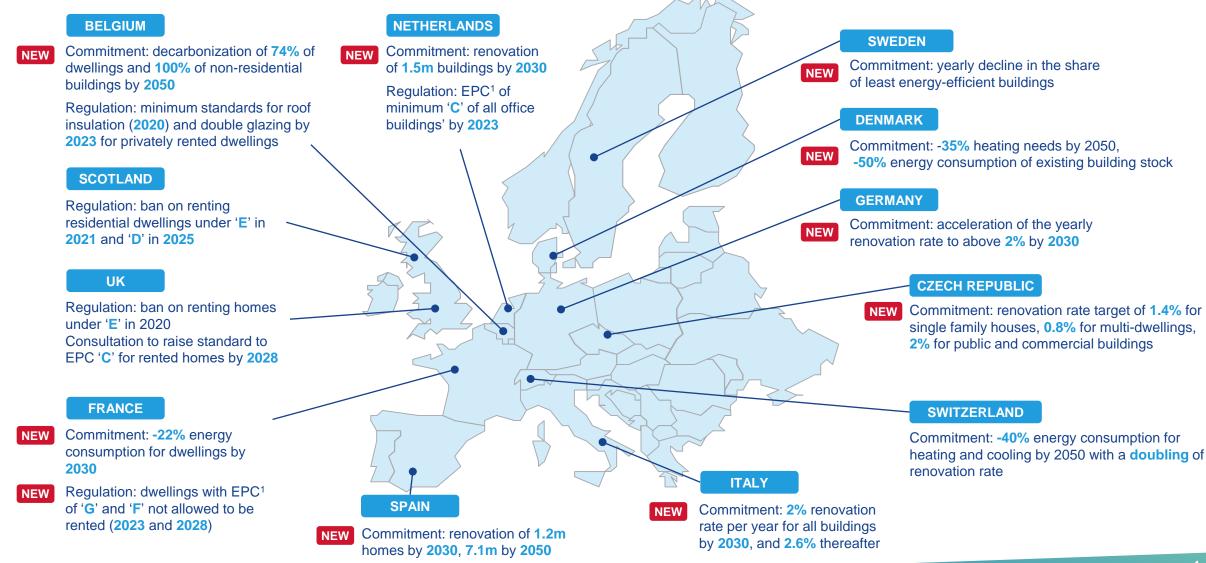
<sup>1.</sup> Energy Efficiency Directive

<sup>2.</sup> Energy Performance of Buildings Directive

<sup>3.</sup> NextGenerationEU

## **EUROPEAN COUNTRIES ARE TAKING ACTION TO DOUBLE THEIR RENOVATION RATE BY 2030**





#### **SAINT-GOBAIN OFFERING ADDRESSES THE FAVORABLE LIGHT CONSTRUCTION MARKETS**



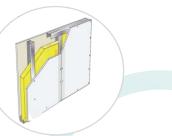
#### **Strong rationale driving light construction**

- Construction decarbonization, resource intensity reduction -50% raw material usage
- Time & productivity gains for fast urbanization Up to 20% time saved on site

Well-being benefits for all Thermal, acoustic, visual

#### Light construction is becoming the new standard







2024 Village in the greater Paris area > 250,000 m<sup>2</sup>







Placo Acoustic ceilings

~40% of Group sales on light construction

## SAINT-GOBAIN ADDRESSES ACCELERATED INNOVATION NEEDS FOR SUSTAINABILITY ACROSS GLOBAL MARKETS



Sustainable CONSTRUCTION

+18%

increase in building labelling certifications<sup>1</sup>

#### **SAINT-GOBAIN SOLUTIONS**

**Decarbonization technologies** for global construction players

> +17% growth for Adfors and Chryso4



Sustainable **MOBILITY** 

+35%

CAGR 2021-2025 of electric vehicles production<sup>2</sup>

Technologies for glazing & electric vehicle solutions

Sekurit >40% market share on EV



Sustainable INDUSTRY

33%

of large European companies with defined net zero carbon goals<sup>3</sup>

**Specialty materials** for industrial processes decarbonization

> Fast increasing backlog



<sup>1.</sup> Non-residential buildings worldwide (excl industrial buildings) 2018-2020

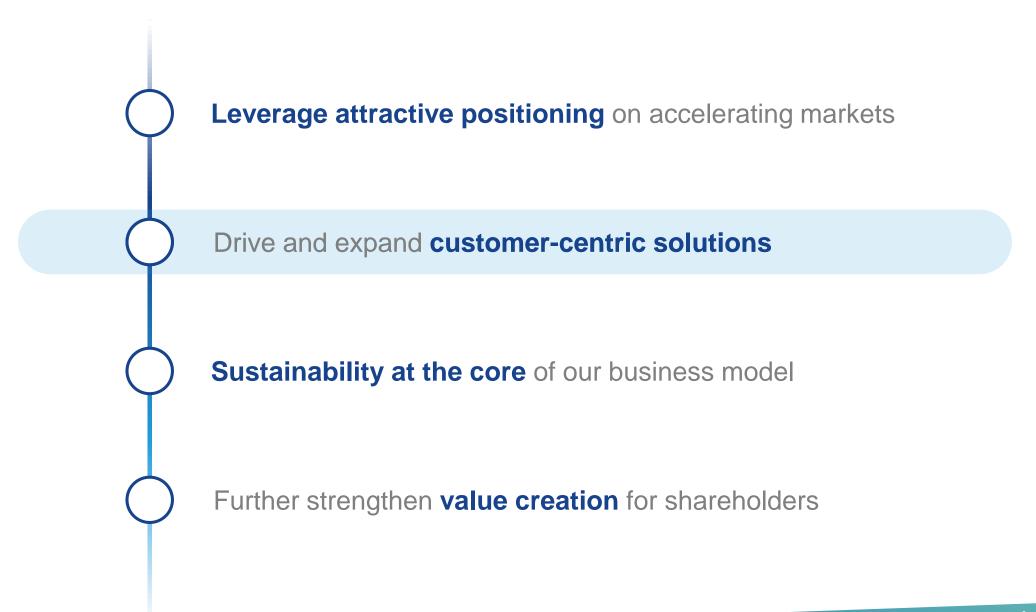
<sup>2.</sup> IHS December 2021 for BEV and PHEV

<sup>3.</sup> Among the +1,000 largest listed European companies - Accenture

<sup>4. 2021</sup> vs. 2019 like-for-like

## **OUR ACTIONS AS LEADER IN LIGHT & SUSTAINABLE CONSTRUCTION**





## WE ARE THE ONE-STOP-SHOP FOR RENOVATION SOLUTIONS





#### End-to-end solution for energy-efficient renovation

Weekly regular contact with **2m tradespeople** in France, Nordics and UK

Presence **all along** the value chain & **widest** offer

Best-in-class **omnichannel** customer journey

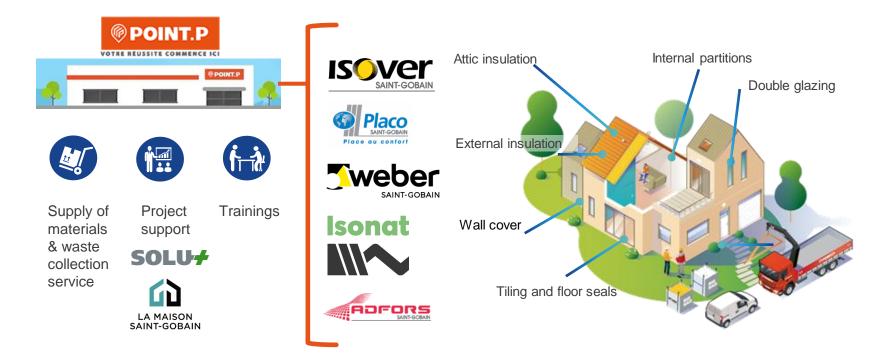
Typical project: from energy class



to



-70% energy bill reduction



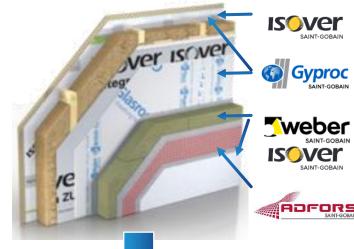
SIGNIFICANT OUTPERFORMANCE OF SAINT-GOBAIN vs. French renovation market

### **OUR LIGHT CONSTRUCTION SOLUTIONS BRING PERFORMANCE** AND SUSTAINABILITY



Full breadth system offer of building materials for light construction

ETICS<sup>1</sup> ON LIGHT WEIGHT **TIMBER FRAMED WALL** 





Glasroc X / Rigidur H reinforced gypsum boards



weber.therm stone wool thermal insulation boards **Adhesive mortars Decorative coatings** 



Reinforcement mesh in base-coat mortar



+12% sales growth in 2021 for ETICS<sup>1</sup>

**Certified system of 5 Saint-Gobain product families** 

Key account management with large developers and investors

SAINT-GOBAIN OUTPERFORMANCE: +2pts market share gain in 20212

ETICS: External Thermal Insulation Composite System

Market share gain in Czech Republic in 2021 vs. 2020 on ETICS

## **OUR SOLUTIONS HELP DECARBONIZE CONSTRUCTION AND INDUSTRIAL PROCESSES**



Advanced positions on fast-growing markets

Leadership in specialty materials (ceramics, polymers & composites)

Worldwide technology platforms

~30% new product share



Up to 10% of energy savings

of Saint-Gobain glass plants equipped

Service to **recycle** refractory materials

## SAINT-GOBAIN OUTPERFORMANCE:

n°1 market leader on refractories for glass furnaces



Low carbon concrete solutions

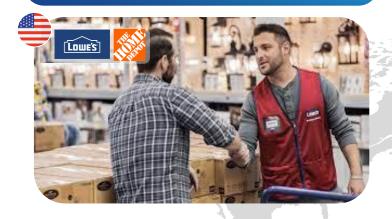
-50% emissions of CO<sub>2</sub> per m<sup>3</sup> of concrete

SAINT-GOBAIN OUTPERFORMANCE: 1st complete admixture offer for low-CO<sub>2</sub> concrete

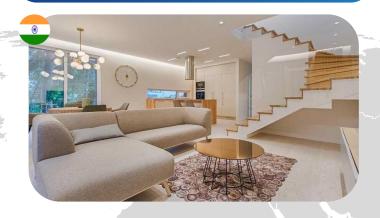
## **ALL COUNTRIES ARE DRIVING SAINT-GOBAIN CUSTOMER-CENTRIC SOLUTIONS**



#### **Complete offering for DIY**



#### **My Home by Saint-Gobain**



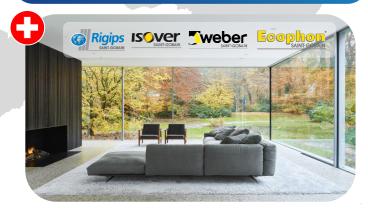
## Personalized customer journey using data



#### **Glasroc X exterior board system**



#### **Complete acoustic systems**



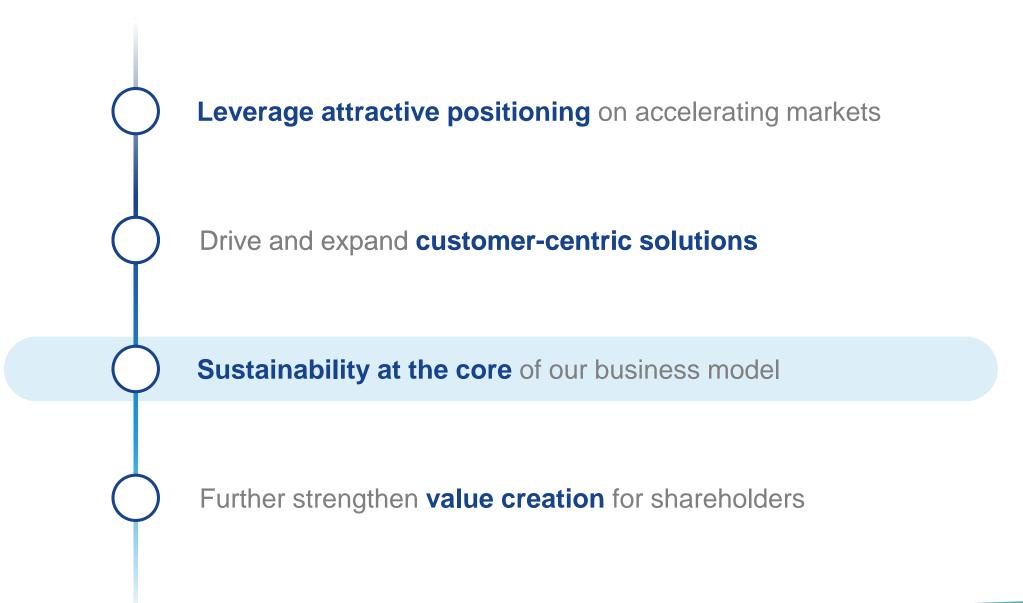
## Thermal protection solutions for EV batteries



**Grow & Impact in motion across the organization** 

## **OUR ACTIONS AS LEADER IN LIGHT & SUSTAINABLE CONSTRUCTION**





## WE INNOVATE TO DEVELOP NEW DECARBONIZED BUILDING SYSTEMS



#### **DECARBONIZED WALL** – Early stage innovation for residential<sup>1</sup>



New building system providing a circulareconomy solution and optimizing worksite productivity



**Excavated earth** endlessly recyclable **Natural resource** preservation

Worksite waste reuse



Render

ETICS<sup>2</sup>





Local Resources available

Circularity Sales outlets every 9km

**Structure** 



Binder 10 times

less carbonated than cement

**Decarbonization** 

Natural lightweight material without any cement binder



Interior insulation



Placo ISOVER

**Plasterboard** 



SAINT-GOBAIN

## WE INVEST IN TECHNOLOGIES TO DECARBONIZE OUR PROCESSES



2021

~€100m

CAPEX and R&D

to reduce CO<sub>2</sub>

emissions

### Towards low carbon glass: up to 30% reduction of $CO_2$ emissions

-7% Cullet

Cullet treatment to increase its use as raw material

(-13%)



(-2%) Process optimization

Melting processes, sensors and automation



sign

New furnace design

Improved furnace lay-out and refractories to maximize energy efficiency



**-5%** Waste heat recovery

Recovery of heat released by the furnace, reused as heating or converted into electricity



-3% Green electricity

Installation of solar panels and implementation of Power Purchase Agreements



R&D

Project for use of green hydrogen in glass production







## **WE DRIVE CIRCULARITY INTO OUR MARKETS**



#### We act at every stage of the glass wool life cycle

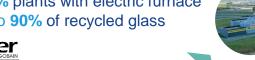
#### **New furnace technology**



- Submerged burner melting technology for the remelting of mineral wool scrap
- 22 patent families
- Already implemented in two plants

#### **Manufacturing**

- 75% of production waste recycled
- >50% plants with electric furnace
- Up to 90% of recycled glass





Reduced impact of transport with waste compression by up to 1:10







#### Reprocessing





**ENDLESSLY RECYCLABLE** 



Installation Limited off-cuts on

jobsites





- Take-back services
- · Focus on local sites









Use

Positive energy and CO<sub>2</sub> balance after 3 months in use





## WE ARE ON TRACK TO REACH OUR 2030 ENVIRONMENTAL OBJECTIVES



#### **MAXIMIZE OUR IMPACT**

Towards 75% sustainable sales CO<sub>2</sub> reduction Circularity Well-being New build multi-family home **Decarbonization** -76% CO<sub>2</sub> eq. With construction method avoided -79% **Resource optimization** Raw material Through light weight structure (light partitions) avoided

#### MINIMIZE OUR FOOTPRINT



## WE BUILD THE BEST TEAMS IN A DIVERSE AND INCLUSIVE WORKPLACE GROVE



#### **2021 MILESTONES**

26.3% of women managers<sup>1</sup>

Our objective 30% in 2025

35% of women among management hires





#### **Top Employer** Global

for the 7<sup>th</sup> consecutive year



**Bloomberg Gender Equality Index** 

for the 4th time

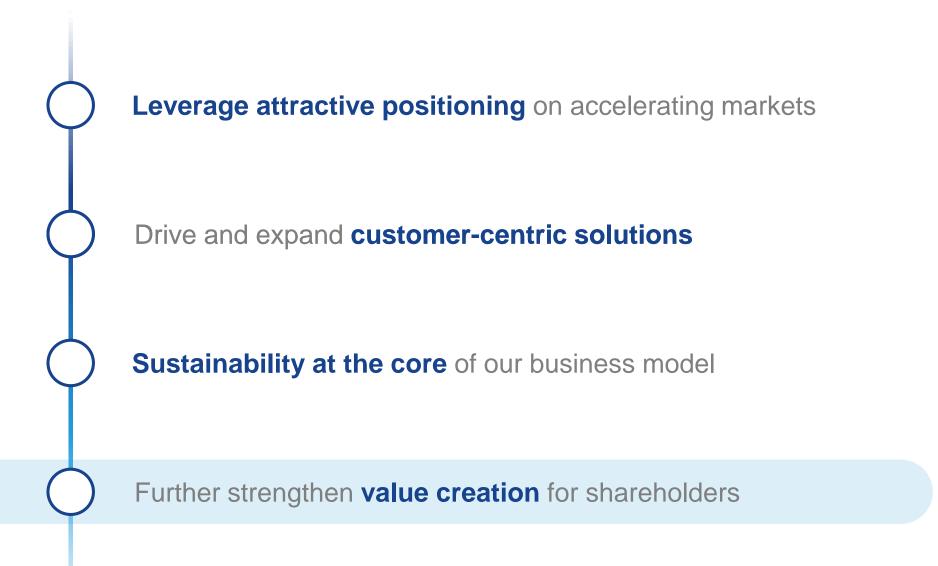


85% of our employees recommend saint-gobain<sup>2</sup>

<sup>1.</sup> Among ~30k managers

## **OUR ACTIONS AS LEADER IN LIGHT & SUSTAINABLE CONSTRUCTION**





## WE DECISIVELY ALLOCATE OUR RESOURCES FOR GROWTH



## +3 EUROPE







#### 6 AMERICAS



### +5 MIDDLE-EAST & AFRICA



#### ASIA



>+50% in 2022 vs. 2021

## WE ACTIVELY USE PORTFOLIO OPTIMIZATION AND ACQUISITIONS TO **BOOST OUR GROWTH AND MARGIN PROFILE**



#### **VALUE-CREATIVE ACQUISITIONS**

TARGETED DIVESTMENTS OF **UNDERPERFORMING ASSETS** 

Sales acquired since T&G<sup>1</sup>

EBITDA / sales

~€3bn

of which ~€2bn in 2021

>20%













Sales divested since T&G<sup>1</sup>



of which ~€2bn in 2021



EBITDA / sales















Continued disciplined & value creative capital allocation

## WE ARE BUILDING A STRONG TRACK RECORD OF INTEGRATION AND VALUE CREATION WITH ACQUISITIONS





#### VALUE CREATION AHEAD OF SCHEDULE

- Integration SUCCESSFULLY COMPLETED
- EBITDA >30%
- Value creation YEAR 2
- Synergy guidance OVERACHIEVED (run-rate ~\$50m 2021)
- UPSIDE ON COMMERCIAL SYNERGIES: capitalization on Lowe's relationship to better integrate Saint-Gobain offer



## CHRYSO

#### STRONG RESULTS AHEAD OF PLAN

- **€431m** sales in 2021 Like-for-like + 25% vs. 2020, + 26% vs. 2019
- EBITDA ABOVE TARGET set at time of acquisition

- SALES GROWTH ACCELERATION
   Leverage Saint-Gobain worldwide footprint to deploy Chryso technology
- **INDUSTRIAL FOOTPRINT** optimization
- First wave of COST SYNERGIES under way



BUILD A GLOBAL PLATFORM IN LIGHT & SUSTAINABLE CONSTRUCTION:
NEXT STEP WITH GCP APPLIED TECHNOLOGIES INTEGRATION

#### **RECORD SHAREHOLDER RETURN IN 2021 AND IN 2022**



#### 2021: €1.2bn

#### 2022: >€1.2bn

#### **2020 DIVIDEND**

- Close to **€700m** paid out to shareholders
- Payment in cash

#### **SHARE BUYBACKS**

- €518m in share buybacks<sup>1</sup>, ahead of the target of €2bn over 5 years
- Reduction in the number of shares outstanding to 521 million at end-December 2021 versus 530 million at end-December 2020

2021 TSR<sup>2</sup>: 69%

#### **2021 DIVIDEND**

(Board's recommendation to the June 2, 2022 AGM)

- €1.63 per share (up 23% on 2020), i.e., ~€850m
- Payment in cash

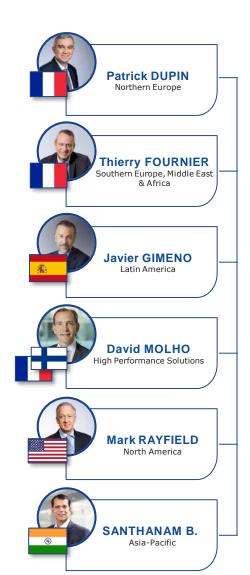
#### **SHARE BUYBACKS**

- At least €400m in share buybacks¹
- Further reduction in number of shares outstanding

<sup>1.</sup> Net of offsetting employee share creation

## RENEWED AND DIVERSE GOVERNANCE BODIES, DELIVERING ON THE EXECUTION OF GROW & IMPACT







## A STRENGTHENED BOARD OF DIRECTORS



**Lina Ghotmeh**French-Lebanese architect



Stone Garden (Beirut)

National Museum (Estonia)

Stone Garden (Beirut Dezeen Architecture Awards

## MULTI-NATIONAL BUSINESS GOVERNANCE



# OUTLOOK





## **2022 OUTLOOK**



- **Europe:** supportive renovation market, requiring comprehensive solutions that increase efficiency and save time for customers, albeit with a high comparison basis in the first half
- Americas: upbeat market trends, particularly in residential construction in North America and in Latin America overall, despite a less dynamic environment in Brazil
- Asia-Pacific: market growth with continued good momentum in China and India, and a gradual recovery in South-East Asia with fewer pandemic-related restrictions
- ▶ High Performance Solutions: growth in industrial markets, with supportive long-term trends in sustainable construction and a demand for innovation and new materials for industry decarbonization and green mobility, despite uncertainties as to the recovery of the automotive market in Europe

In a structurally supportive market environment, Saint-Gobain is targeting a further increase in operating income in 2022 compared to 2021 at constant exchange rates

### **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) and the main risks and uncertainties presented in the half-year 2021 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, except as required by applicable laws and regulations. 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.

## **GLOSSARY**



- Indicators of organic growth and like-for-like changes in sales/operating income reflect the Group's underlying performance excluding the impact of:
  - changes in Group structure, by calculating indicators for the year under review based on the scope of consolidation of the previous year (Group structure impact)
  - changes in foreign exchange rates, by calculating indicators for the year under review and those for the previous year based on identical foreign exchange rates for the previous year (currency impact)
  - changes in applicable accounting policies
- Operating income: see Note 5 to the financial statements in the financial report
- Operating margin: operating income divided by sales
- EBITDA: operating income plus operating depreciation and amortization less non-operating costs.
- Recurring net income: net attributable income excluding capital gains and losses on disposals, asset write-downs and material non-recurring provisions
- Capex, or capital expenditure: investments in tangible and intangible assets
- Free cash flow: EBITDA less depreciation of right-of-use assets, plus net financial expense, plus income tax, less capital expenditure excluding additional capacity investments, plus change in working capital requirement
- Free cash flow conversion ratio: free cash flow divided by EBITDA less depreciation of right-of-use assets
- ESG: Environment, Social, Governance
- ROI (Return on Investments): operating income for the year adjusted for changes in Group structure, divided by operating assets at year-end
- ROCE (Return on Capital Employed): operating income for the year adjusted for changes in Group structure, divided by segment assets and liabilities at year-end (see Note 5 to the financial statements in the financial report)
- TSR: Total Shareholder Return, for Saint-Gobain, including the reinvestment of the dividend in Saint-Gobain stock
- Net financial expense: see Note 10 to the financial statements in the financial report
- Working capital requirement: see Note 5 to the financial statements in the financial report
- Net debt / EBITDA: Net debt divided by EBITDA. See Note 10 to the financial statements in the financial report

## 2021 results and outlook

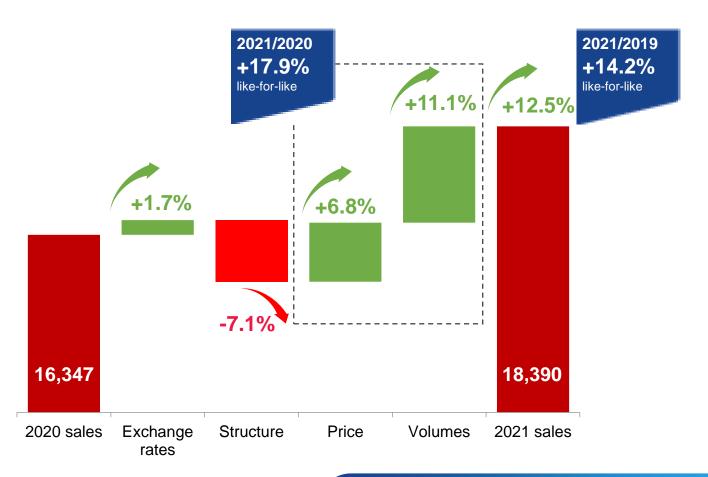
**FEBRUARY 25, 2022** 



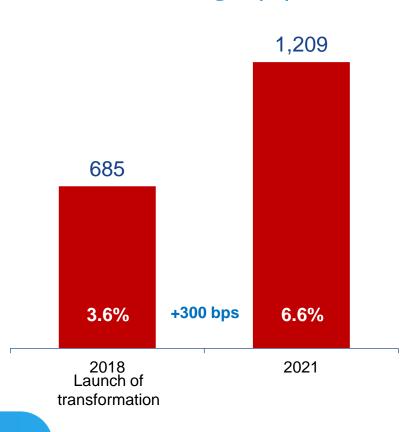
## **BUILDING DISTRIBUTION EUROPE: RECORD MARGIN**







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



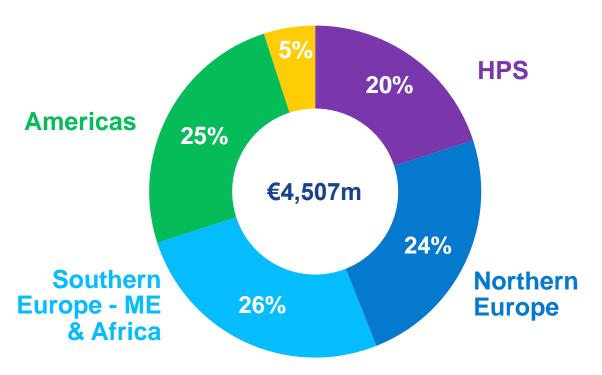
ROCE in line with the Group average Best in class operating margin

## **OPERATING INCOME AND INDUSTRIAL ASSETS BY SEGMENT**



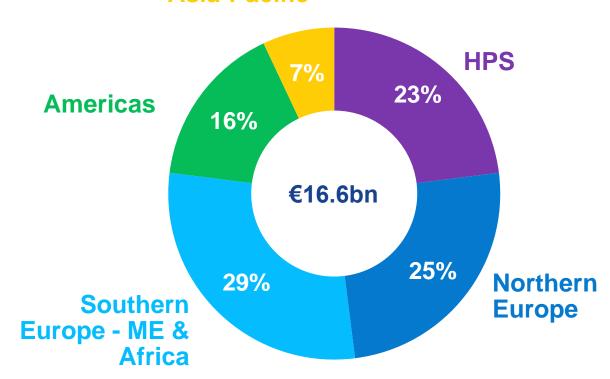






## Industrial assets at December 31, 2021

#### **Asia-Pacific**

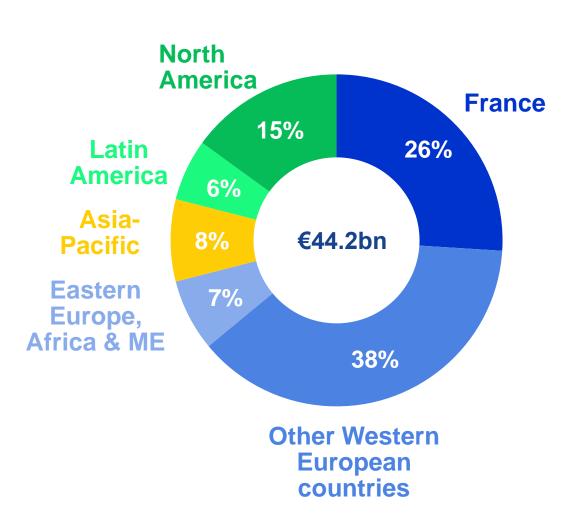


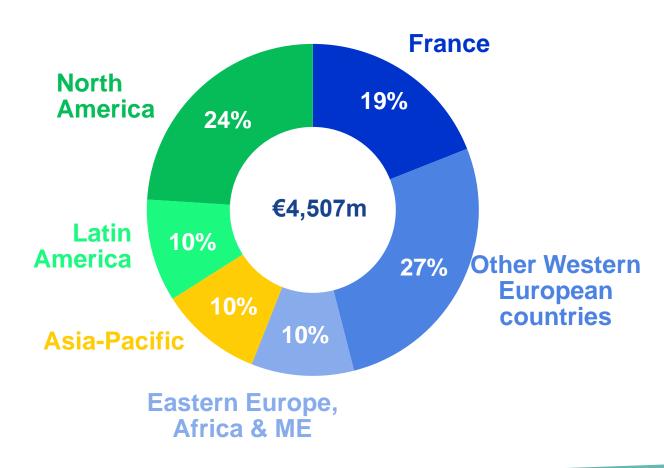
## **GROUP SALES AND OPERATING INCOME BY GEOGRAPHIC AREA**





**2021 Operating income** 





## **END MARKETS\***



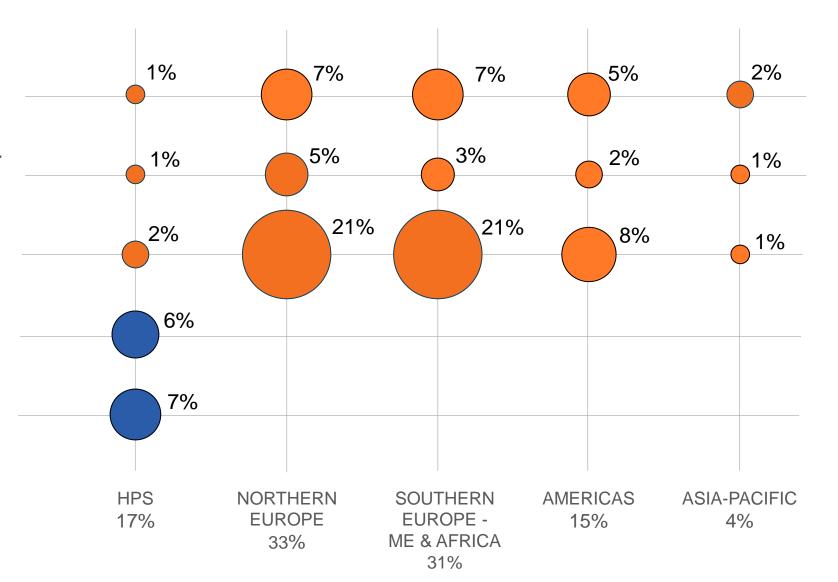
NEW RESIDENTIAL CONSTRUCTION 22%

NEW NON-RESIDENTIAL CONSTRUCTION 12%

RENOVATION / INFRAST. 53%\*\*

MOBILITY 6%

OTHER INDUSTRIES 7%



<sup>\*</sup> Saint-Gobain estimated end markets

<sup>\*\*</sup> Renovation 46% and Infrastructure 7%

## **2021: OUR PROGRESS FOR A POSITIVE IMPACT**



# **Climate Change**



2030

-80% non recovered

waste vs. 2017









#### 2030

-33%

scope 1+2 vs. 2017

2030

**1.5** TRAR

**Yearly** 

**Employee engagement rate** over benchmark >80%

2025

100% countries help local communities

**Yearly** 

100% managers trained in ethics in 1st year

-23% (10.3 MtCO<sub>2</sub>)

-24% (0.459 Mt)

Safety (\*): 1.9

83% vs. 74%

67%

95% ethics 95% corruption 93% competition law

#### 2030

-50% industrial water withdrawal vs. 2017 2030

+30% virgin raw material avoided vs. 2017 2025

**100%** sites covered by chemical inventory

2025

**30%** women managers

2023

100% CARE program coverage 2025

100% responsible timber purchases

-14% (48.1 M of m<sup>3</sup>)

+1% (9.952 Mt virgin raw mat. avoided)

66%

26.3%

88% of employees covered

93.4%

72% of sales with sustainable solutions – 1,300 million t CO<sub>2</sub> avoided during their lifespan

### **SOLUTIONS FOR GROWTH: SINGLE-FAMILY HOME RENOVATION**











SOLU#





















**TILING** 



### **SOLUTIONS FOR GROWTH: MULTI-FAMILY HOME**



#### **Building Envelope**





LIGHT FAÇADES F4 TF36 / ISOCOMPACT OPTIMA GR32/30



**ETICS WEBERTHERM** LR/LV/wood/cork



CLADDING LITEPOINT **GLASS ECLAZ ONE** 



SERVICES: RECYCLING PLACO, WEBERCOLLECT, ISOVER, GLASS





**GRAFFITIGARD** 

#### Services

#### **Distribution**





WOOD FLOORING

#### **Interior solutions**





C STIL HABITO® **DUOTECH COB** 





**PARTITION** 







**TEMPERLY ALTECH ALTERNA** 

### **SOLUTIONS FOR GROWTH: SINGLE-FAMILY HOME NEW BUILD**











#### **SWISSPACER**

The edge of tomorrow.



2 SWISSPACER ULTIMATE.







3 CLAY





Altech

HVAC













Services





## **SOLUTIONS FOR GROWTH: HOSPITAL**









**Interior solutions Ecophon**i DUOTECH, XRAY **ACOUSTIC GLASROC CEILING** H OCEAN, FV500 ADFORS
SAINT-GOBAIN **MOTORIZED** 10 **NOVELIO PIVOTING DOOR** weber **WEBERFLOOR** 12 WEBERSYS ACOUSTIC **WEBERBOND** 

Services

Recycling (Placo®, Isover, Glass), PlacoBIM, LEAN

### **SAINT-GOBAIN TOWER WITH 82 SOLUTIONS**

services







**PlacoBIM** 

