

February 27, 2026

2025 RESULTS & OUTLOOK



Szczyrk hotel, Poland
8 Saint-Gobain solutions

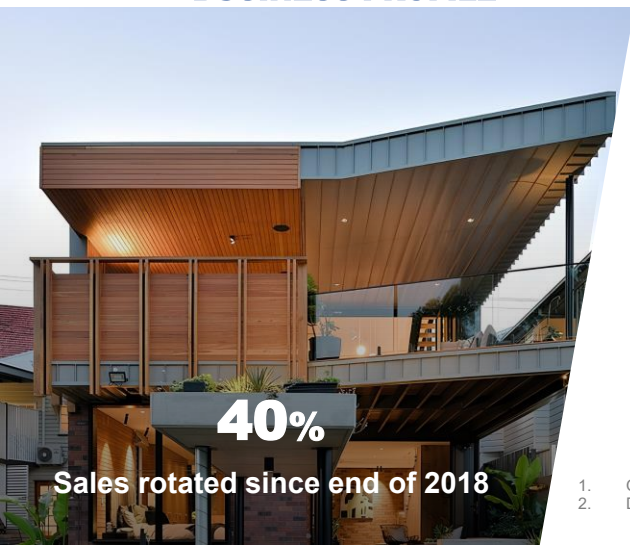
BENOIT BAZIN
Chairman & Chief Executive Officer

MAUD THUAUDET
Chief Financial Officer





**ATTRACTIVE
BUSINESS PROFILE**



40%

Sales rotated since end of 2018

2021 – 2025 SUCCESS

**ALL FINANCIAL TARGETS
ACHIEVED**

**GROW &
IMPACT**

2021 – 2025
average

Organic growth¹

3.0%

Operating margin

10.9%

Free cash flow
conversion ratio

59%

ROCE

15.1%

Shareholder
return²

€7bn

1. Organic growth in 2021: +6.9% (+13.8% for 2021/2019 divided by two)
2. Dividends & net share buybacks, total over 2021-2025



**LEADERSHIP
IN SUSTAINABLE CONSTRUCTION**



-35%

Scope 1 & 2 CO₂ emissions since 2017



Social housing renovation, Echirolles, France

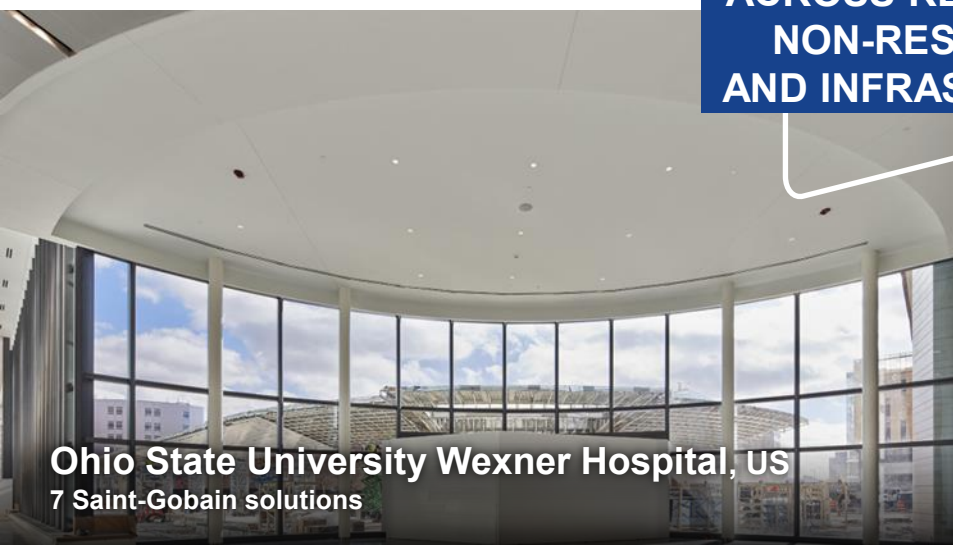
6 Saint-Gobain solutions



Noida International Airport, Delhi, India

17 Saint-Gobain solutions

**2025 SUCCESSES
ACROSS RESIDENTIAL,
NON-RESIDENTIAL
AND INFRASTRUCTURE**



Ohio State University Wexner Hospital, US

7 Saint-Gobain solutions



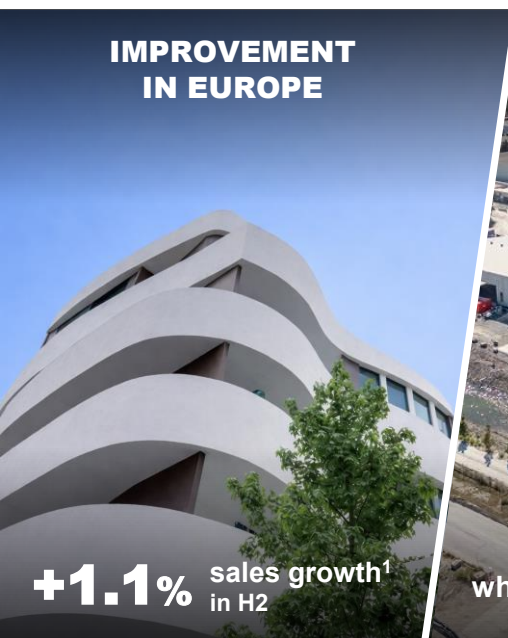
Shebara South Island resort, Saudi Arabia

23 Saint-Gobain solutions

2025 HIGHLIGHTS



IMPROVEMENT IN EUROPE



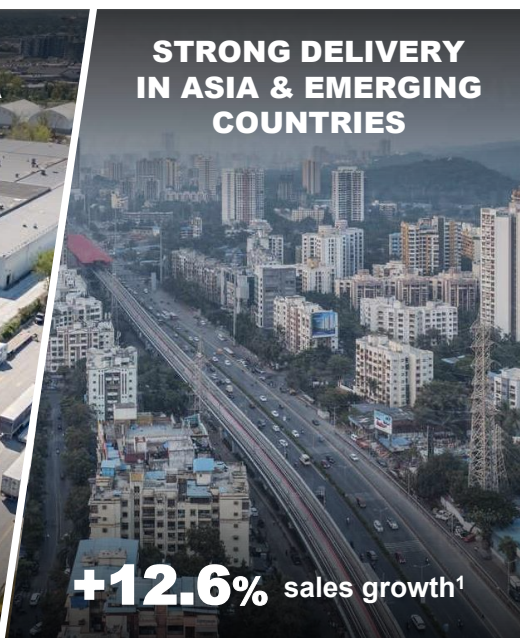
+1.1% sales growth¹
in H2

OUTPERFORMANCE IN NORTH AMERICA



while delivering on margin

STRONG DELIVERY IN ASIA & EMERGING COUNTRIES



+12.6% sales growth¹

NEW STRATEGIC STEPS IN CONSTRUCTION CHEMICALS



+15.9% sales growth¹



THANKS TO COMMITTED TEAMS!



1. In local currencies

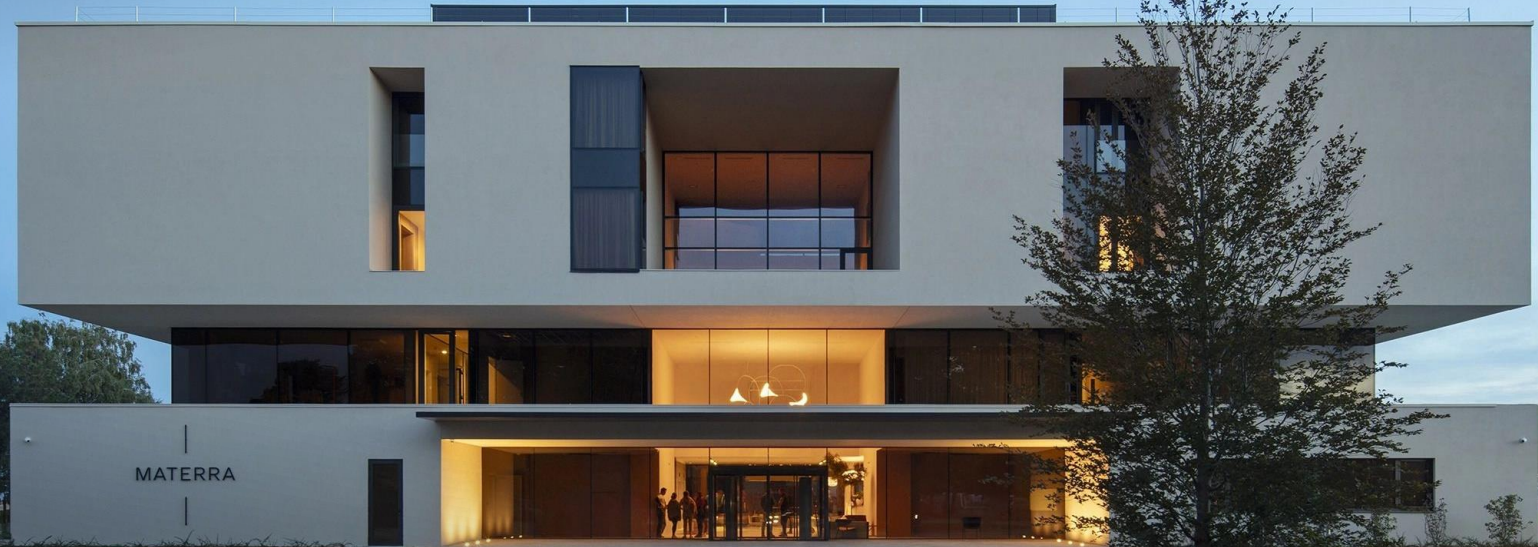
2025: STRONG PERFORMANCE IN CONTRASTED MARKETS

		vs. 2024 ¹
Sales	€46.5bn	+2.1%
EBITDA	€7.2bn	+3.4%
Operating income	€5.3bn	+3.8%
Recurring net income	€3.3bn Proposed dividend per share: €2.30	
Free cash flow	€3.8bn 58% cash conversion ratio	



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2025 RESULTS GROUP



MATERRA

Hotel Materra, Slavonia, Croatia
8 Saint-Gobain solutions

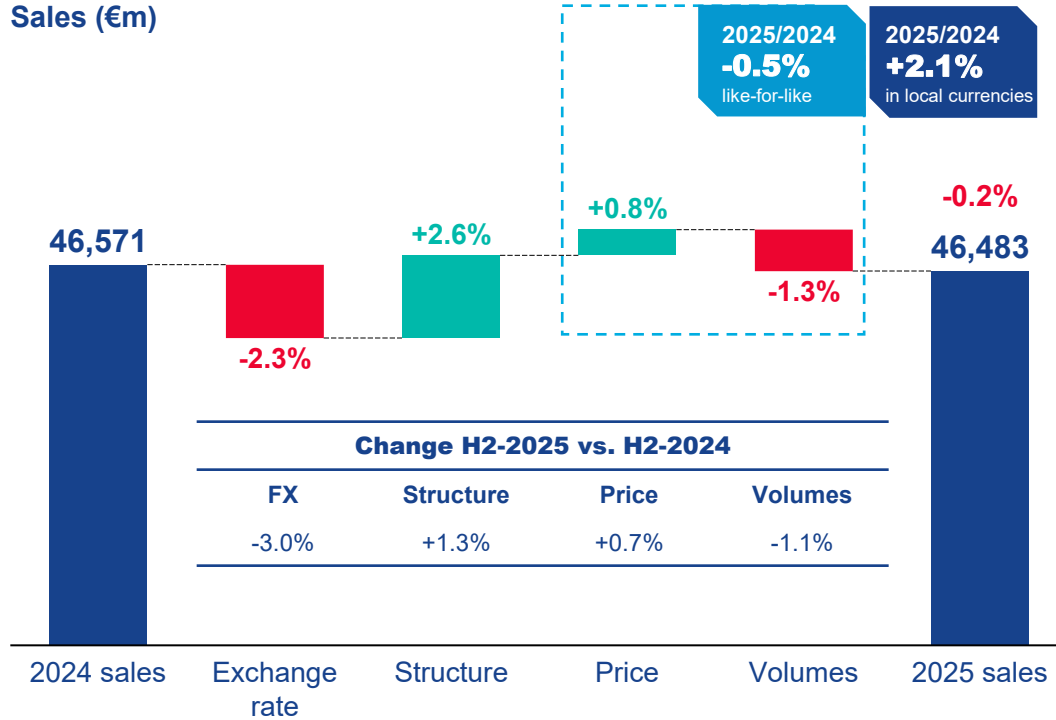
MAUD THUAUDET
Chief Financial Officer



SALES UP 2.1% IN LOCAL CURRENCIES



Sales (€m)



Like-for-like sales almost stable

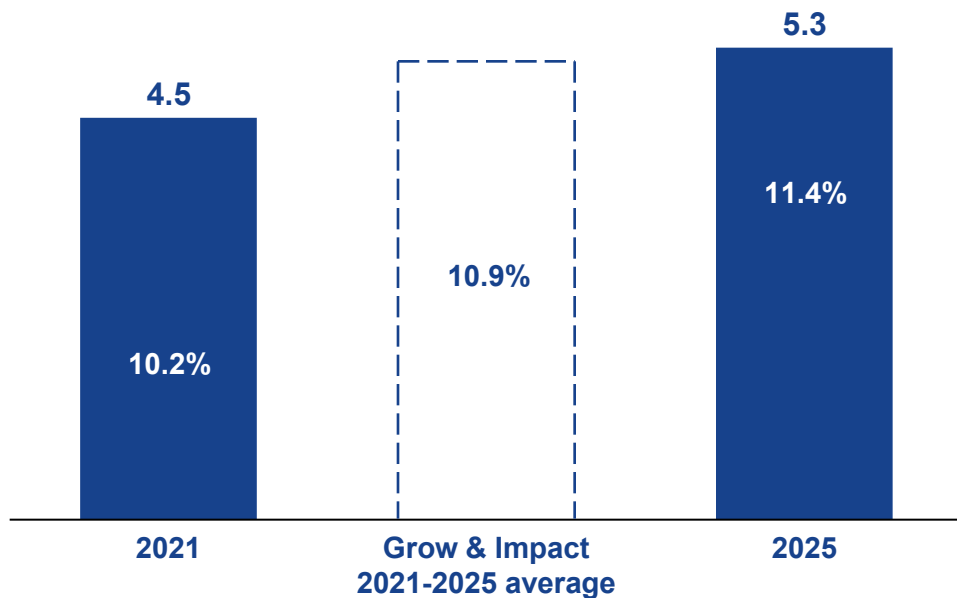
Currency effect more negative in H2

Positive structure impact, mainly CSR, Bailey, Cemix and FOSROC acquisitions



OVER-PROPORTIONAL OPERATING INCOME GROWTH, UP 3.8% IN LOCAL CURRENCIES

Operating income in €bn and margin in %



Operating income at €5.5bn in local currencies

Stable operating margin despite negative FX impact and contrasted environment

Slight positive price-cost spread

EBITDA MARGIN AND NET INCOME



€m	2024	2025	
EBITDA	7,205	7,203	+3.4% in local currencies
EBITDA margin	15.5%	15.5%	
Operating income	5,304	5,293	+3.8% in local currencies
Non-operating costs	(236)	(231)	
Asset write-downs and amortization of PPA	(524)	(506)	
Capital gains (losses), impacts resulting from changes in Group structure and other	(167)	(5)	
Net financial expense	(457)	(606)	
Income tax	(994)	(975)	
Net attributable income	2,844	2,883	
Recurring net income¹	3,474	3,309	
EPS (in €)²	5.69	5.83	
Recurring EPS (in €)²	6.95	6.70	

1. Recurring net income: net attributable income excluding capital gains and losses on disposals, asset write-downs, amortization of intangible assets related to PPA, IFRS 3 acquisition costs, other non-recurring items (material non-recurring provisions, impacts of hyperinflation, etc.), and related tax and non-controlling interests

2. EPS and Recurring EPS: calculated based on the weighted average number of shares outstanding (494,245,178 shares in 2025, versus 499,715,108 shares in 2024)

SOLID CASH FLOW AND BALANCE SHEET



FREE CASH FLOW GENERATION

Reduction of **1** day in OWCR to **11** days¹
at end-December 2025

Free cash flow conversion ratio at **58%**
in 2025

€3.8bn free cash flow in 2025,
+29% vs. 2021

DISCIPLINED CAPITAL ALLOCATION

Net debt / EBITDA ratio stable at **1.4x**

€4.3bn deployed in 2025 to enhance value creation:

€2.8bn of value-accretive **growth investments**,
with **95%** deployed in high-growth markets

€1.5bn returned to shareholders through
dividends and share buybacks

Solid balance sheet and **strong financial discipline**
recognized by rating agencies

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2025 RESULTS REGIONS



Canberra Institute of technology, Australia
15 Saint-Gobain solutions

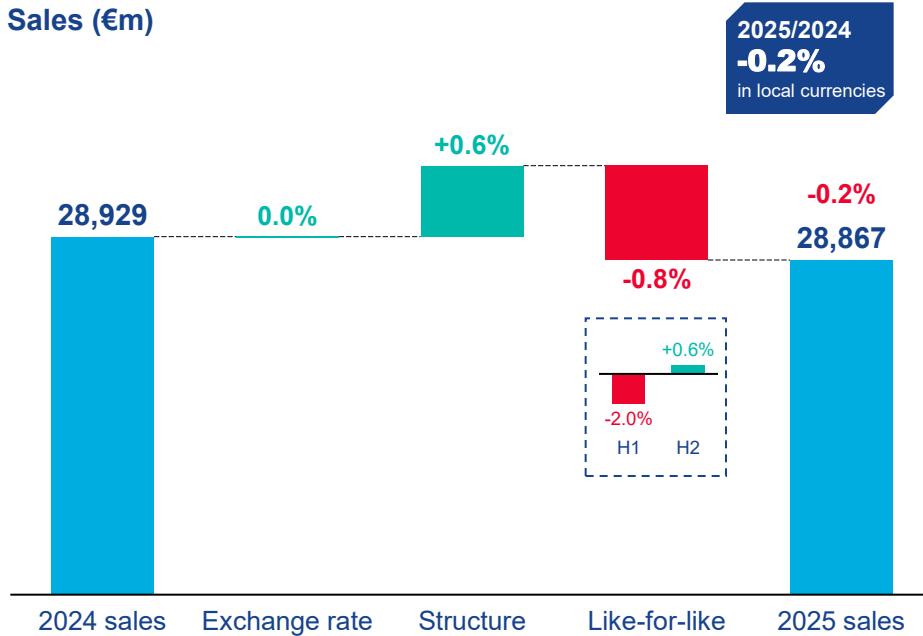
MAUD THUAUDET
Chief Financial Officer



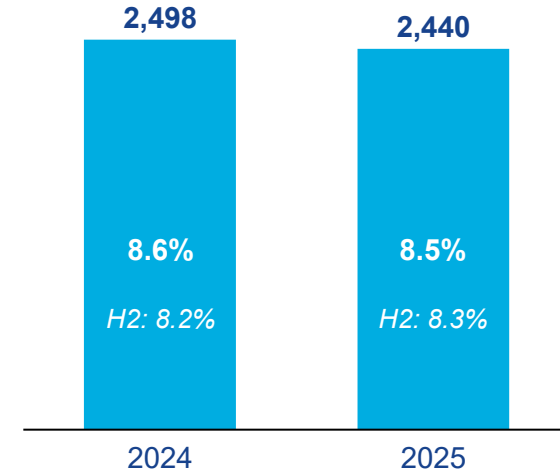
EUROPE, MIDDLE EAST & AFRICA: RETURN TO SALES AND OPERATING INCOME GROWTH IN H2



Sales (€m)



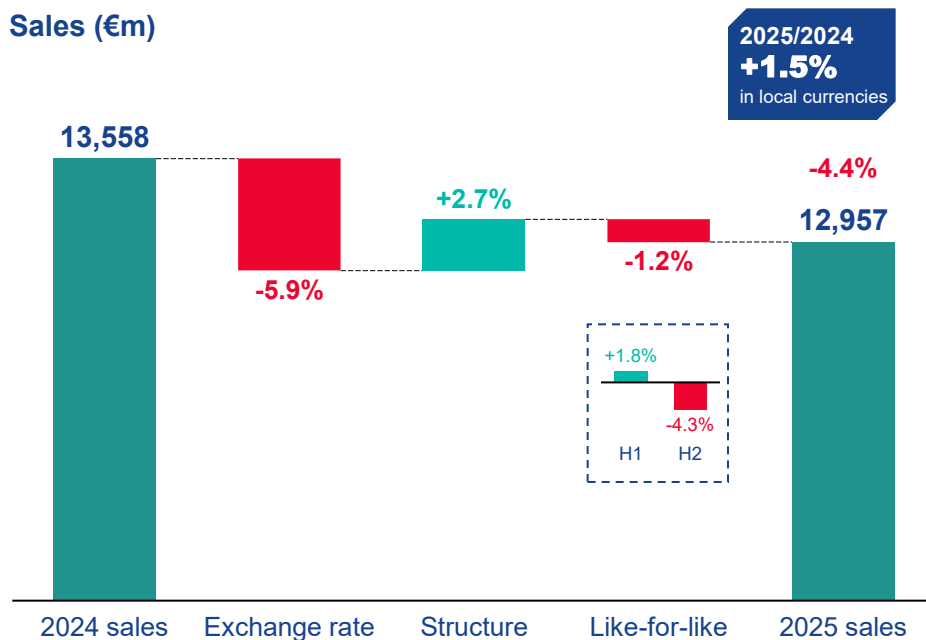
Operating income (€m) and margin (%)



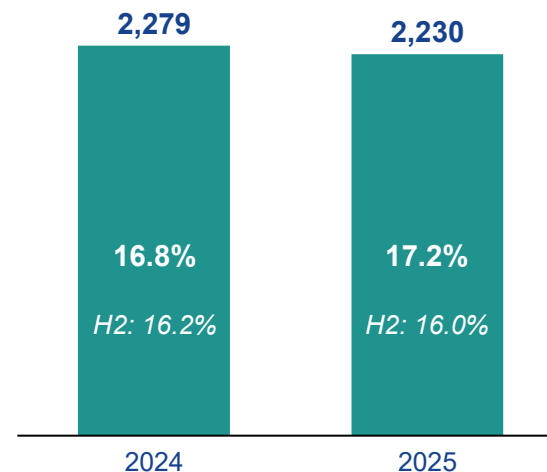
AMERICAS: OUTPERFORMANCE IN H2 WITH A STABLE MARGIN DESPITE A MARKED DECLINE IN SALES



Sales (€m)

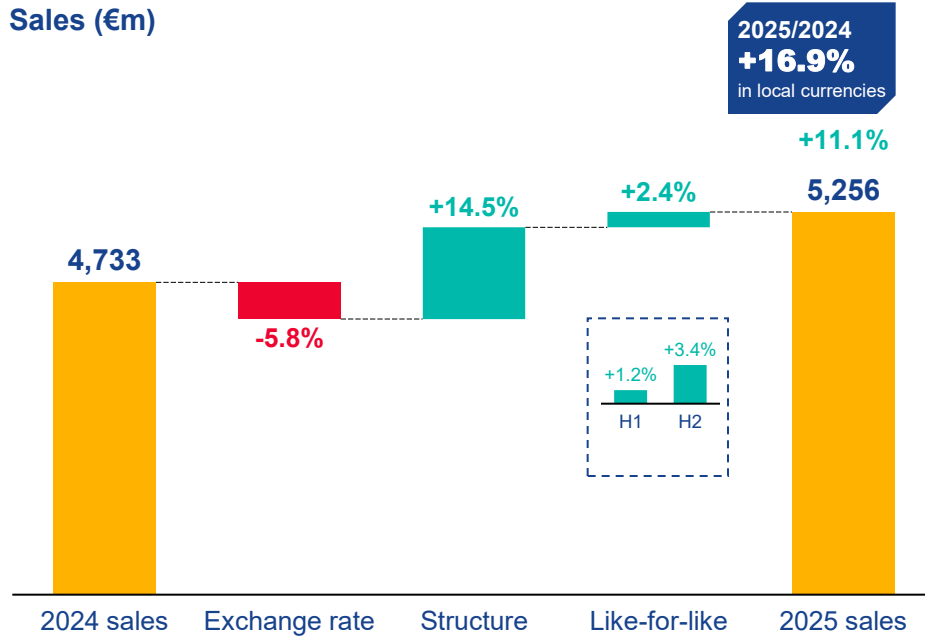


Operating income (€m) and margin (%)

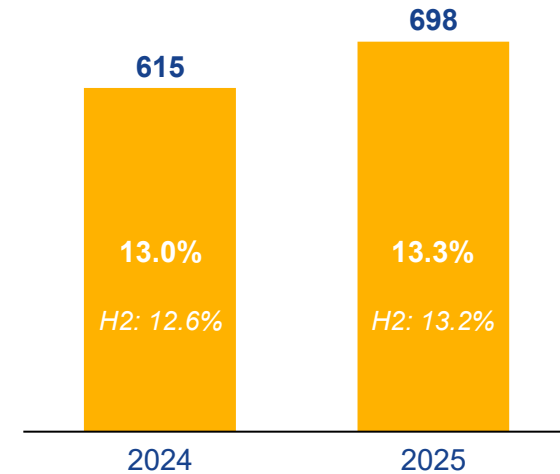


ASIA-PACIFIC: SALES GROWTH AND RECORD MARGIN

Sales (€m)



Operating income (€m) and margin (%)



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STRATEGY



Educational institution in Alsace, France
9 Saint-Gobain solutions

BENOIT BAZIN
Chairman & Chief Executive Officer





OPENING A NEW CHAPTER



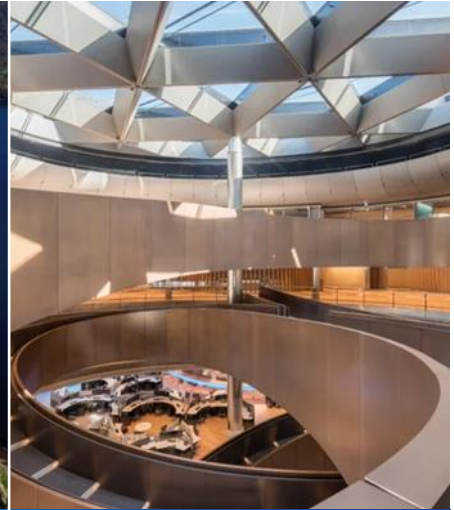
**LARGE OPPORTUNITIES
SUPPORTED BY
MEGATRENDS**



**VALUE-ENHANCING
SOLUTIONS APPROACH**



**ACROSS RESIDENTIAL,
NON-RESIDENTIAL
& INFRASTRUCTURE**



**GROWTH COMPOUNDING
COUNTRY PLATFORMS**

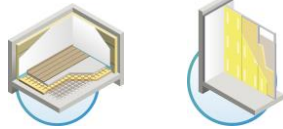
TO CAPTURE A €500BN ADDRESSABLE MARKET

SAINT-GOBAIN IS UNIQUE IN OFFERING A COMPREHENSIVE SUITE OF SOLUTIONS...



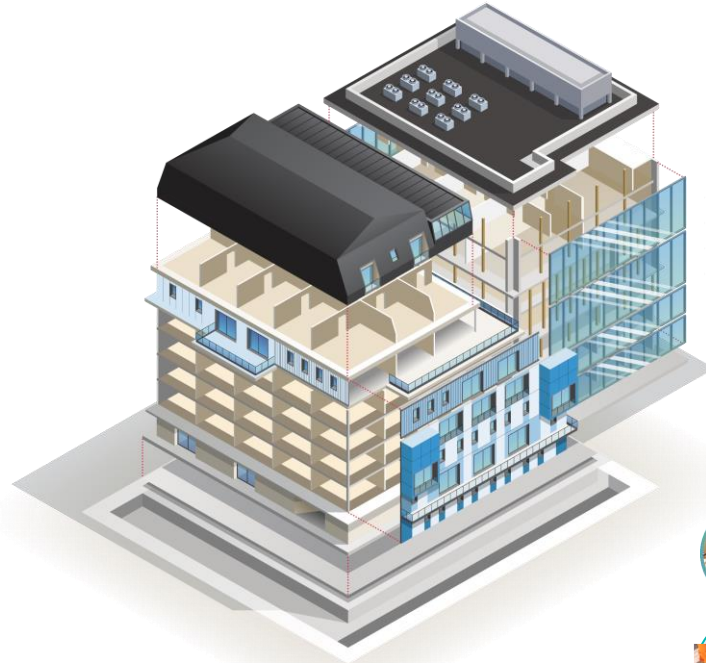
INTERIOR SOLUTIONS

Plasterboard
Insulation
Ceilings



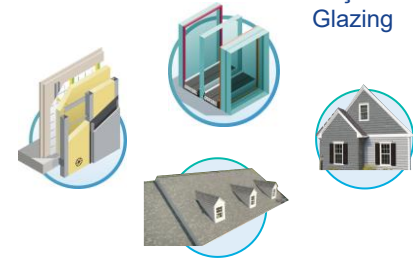
JOBSITE SOLUTIONS & MERCHANDISING

Merchandising services
Digital services



EXTERIOR SOLUTIONS

Roofing
Siding and cladding
Façade
Glazing



CONSTRUCTION CHEMICALS SOLUTIONS

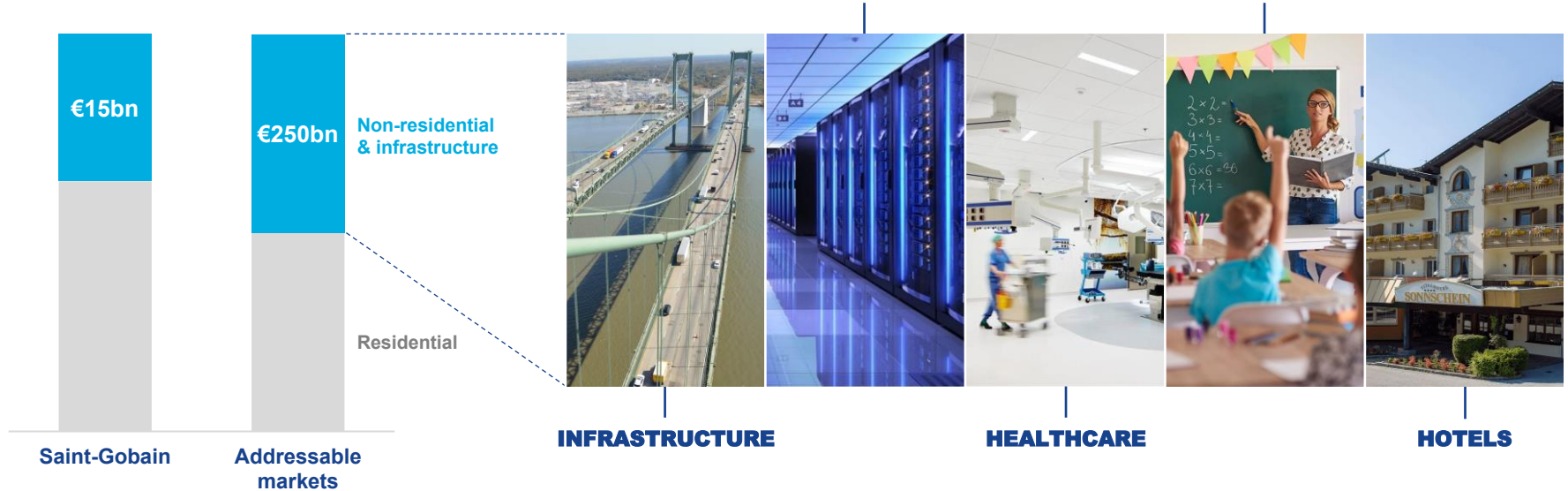
Flooring and façade renders
Waterproofing
Concrete admixtures
Concrete repair
Adhesives and sealants



... WITH A STRONG POTENTIAL TO EXPAND IN NON-RESIDENTIAL & INFRASTRUCTURE MARKETS



Saint-Gobain sales vs. addressable markets¹ for construction, 2025



HIGH-PERFORMANCE OFFER FOR HOSPITALS



Saint-Gobain's expertise in healthcare

Customer needs

Hygiene

Hygiene wall & ceiling systems

Anti-bacterial fiberglass wall finishing

Continuous flooring without joints, easy to clean

Air quality

Patented technologies renewing air quality for walls & ceilings

Durability & safety

X-ray protection glazing & plasterboard

Fire-rated plasterboard systems & glass

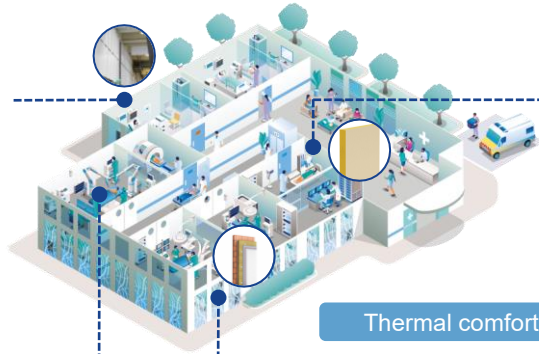
Thermal comfort

Insulated lightweight façade system & partitions

Acoustic flooring, panels & ceilings

Solar control glass, HVAC

Acoustic comfort



~€1.2bn Saint-Gobain sales in healthcare in a ~€20bn addressable market¹

Technical support & expertise in high-performance and code-compliant materials



INTEGRATED SOLUTIONS FOR DATA CENTER REQUIREMENTS



Leveraging our global & multi-local presence

Customer needs

Construction speed

Prefabricated sandwich panels

Easy to install structural grids for ceilings

Performance guarantees

Thermal performance: ventilation, extraction, roof, façade & pipe insulation

Verified EPD¹ documentation

Certifications, warranties & tested solutions



Safety & resilience

Anti-static screed solutions & coatings for flooring

Fire-rated glazing, insulation, HVAC, walls, sealants

Waterproofing & roofing solutions

Sustainable construction

Low-carbon concrete admixtures

Low-carbon glass

High-recycled content

Strong data center pipeline **>600** projects in **26** countries



Global Key Account Management for early specification



Itrium data center, Jouy-en-Josas, France

COMPREHENSIVE OFFER FOR AIRPORT BUILDINGS & INFRASTRUCTURE



Delivering performance & functionality for all airport spaces

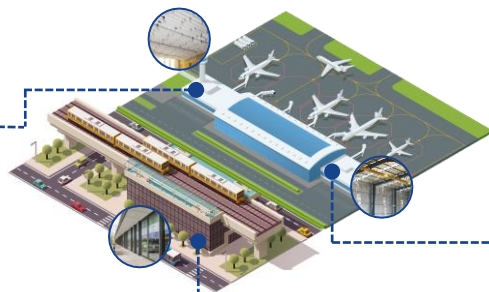
Customer needs

Interior spaces

- Acoustic ceilings, walls & flooring
- Impact resistant partitions for high-traffic areas
- Augmented reality digital tools

Exterior spaces

- GlasGrid® reinforcement system for airstrips
- High wear resistant flooring



Regulatory compliance

- Fire-rated glazing & protection for safety-critical zones
- Underdeck roofing insulation
- Low carbon concrete admixtures

Climate resilient infrastructure

- Solar control & electrochromic glass
- Insulated façade systems & partitions

~€3bn Saint-Gobain infrastructure sales in a **~€60bn** addressable market¹

Tailored solutions to serve distinct operational, regulatory and passenger experience needs

+68% passenger satisfaction with Sage electrochromic glass

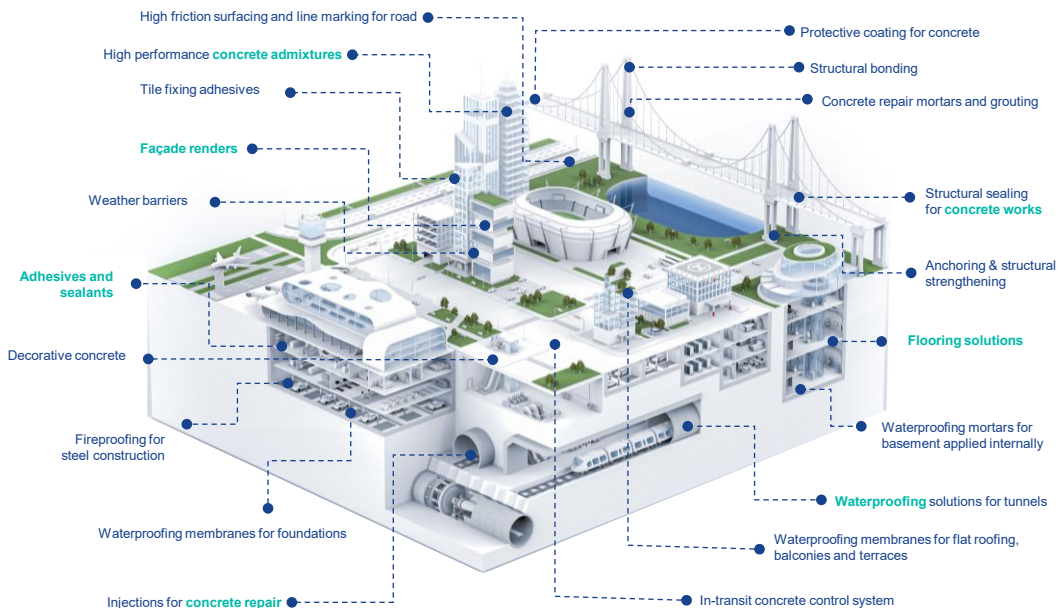


Navi Mumbai airport, India

DYNAMIC LEADERSHIP IN CONSTRUCTION CHEMICALS

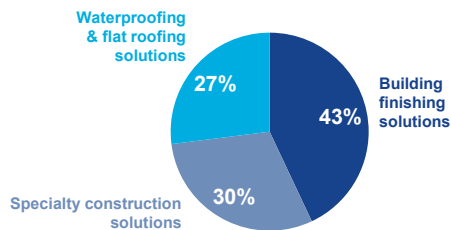


MARKET OUTPERFORMANCE WITH 2.8% ORGANIC GROWTH IN H2 2025 & AIMING AT >€9BN SALES BY 2030



>300 sites in **76** countries

€6.5bn sales¹ **21,000** employees



Enhanced by digital services

verifi

maturix

STRONG INVESTMENT DYNAMIC

39 acquisitions since 2021

48 capex: newly built lines & plants since 2021


IN EUROPE, SAINT-GOBAIN IS WELL-POSITIONED TO BENEFIT FROM IMPROVING LEADING INDICATORS...



HOUSING MARKET IMPROVEMENT

Enhanced EU public support to address housing crisis

 **€7bn** 2026 – 2030 budget for state housing plan

 'Bau-turbo' law to accelerate new housing

+650k additional dwellings/year needed in Europe to meet housing demand¹

Favored by rising affordability & improved leading indicators

+11% average increase in affordability since 2023²

+5% average housing starts evolution in Europe³

RENOVATION TAILWINDS

Policies in favor of energy-efficient renovation

 Ongoing EED & EPBD⁴ implementation

 Compulsory 'C' Energy Performance Certificate for offices above 100 sqm

Rising 'green value' of efficient buildings

Housing price gap between best & worst performing dwellings, %

 **31%**  **23%**

 **18%**  **33%**

...THANKS TO OUR COMPREHENSIVE SOLUTIONS THAT MAKE US THE GO-TO-PARTNER FOR CUSTOMERS



HIGH ADDED-VALUE SOLUTIONS & CROSS-SELLING

Enveo Vent



Patented façade system

-30% installation time

-20% heat loss

Up to **x11** €/square meter sold¹ with system-selling approach



Specification expertise & services

Reference glazing configurator tool used by **60,000** architects & design offices worldwide

ONE-STOP-SHOP FOR RENOVATION IN FRANCE

Integrated offer

30 solutions & services for a complete home renovation

34% share of high added-value products in France

70% energy bill reduction² **4-5** years of payback²

Digital tools and trainings enhanced by AI supporting craftsmen in energy renovation projects



>30,000 active customers using Tolteck invoicing software in 2025

IN NORTH AMERICA, SAINT-GOBAIN IS THE #1 IN INTERIOR & EXTERIOR SOLUTIONS...



WIN-WIN PARTNERSHIP WITH TOP NATIONAL DISTRIBUTOR CUSTOMERS

SUPERIOR CONTRACTOR ENGAGEMENT

80

CertainTeed Distributor Net Promoter Score

+10%

increase in number of distribution points of sales cross-selling Saint-Gobain products vs. 2024



~\$8bn invested in North America since 2020 to serve our customers (growth capex and M&A)



Strong loyalty programs



Outstanding credentials & extended warranty services



...WITH ROOFING LEADERSHIP AT THE CORE OF OUR CLIMATE-RESILIENT OFFER...

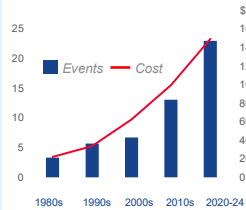


STRONG DRIVERS FOR US RESIDENTIAL ROOFING MARKET

Residential roofing market demand drivers¹



Frequency & cost of US climate disasters with losses >\$1bn



CERTAINTEED FORTIFIED HOMES

Ice & Water Shield® roofing underlayment

RISE® impact resistant siding

Vycor™ vapor barrier membrane

FireLITE® plasterboard, insulation

BITUTHENE® waterproofing

Wind-resistance, Hail-resistance, Water-resistance, Fire-resistance, Energy efficiency

14

US states offering incentives to homes with a FORTIFIED™ designation²



~40%

sales in exterior solutions in North America

+20%

efficiency of new roofing line in Peachtree city



among the only 3 meaningful national roofing players

1. 2023 – 2025 average – ARMA, NOAA
 2. Insurance Institute for Business & Home Safety, 2025



...WHILE EXPANDING INTO NON-RESIDENTIAL AND INFRASTRUCTURE



TARGETING FAST-GROWING MARKETS

\$660bn

2026 AI investment, mostly in data centers, by US hyper-scalers¹

~5%

annual transportation market growth in North America over the next 5 years²

DEPLOYING CUSTOMER-CENTRIC APPROACH

Dedicated salesforce and full solutions offering by subsegment

Leveraging 'hero' products

 **29** US airports using Sage electrochromic glass

 **73** US airports using Adfors reinforcement system

GROWING PROJECT PIPELINE



27% OF SALES IN NON-RESIDENTIAL & INFRASTRUCTURE IN NORTH AMERICA

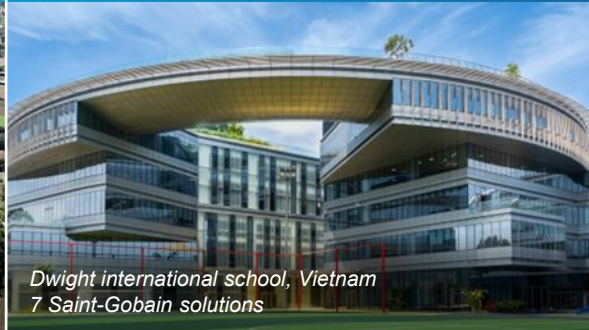
IN ASIA-PACIFIC & EMERGING COUNTRIES, SAINT-GOBAIN IS ACCELERATING THE ROLL-OUT OF ITS SOLUTIONS...



EXPANDING ACROSS ALL MARKETS



ENRICHING OUR OFFER



SPECIFYING HIGH ADDED-VALUE SOLUTIONS



INDIA **€1.7bn¹**
 A leading player in gypsum, glass, insulation, construction chemicals across all solutions for residential & non-residential
 ~200 major Indian infrastructure projects in which Saint-Gobain participated in 2025

SOUTH-EAST ASIA **€0.7bn¹**
 Offer enrichment for enhanced solutions
 >40% high added-value sales in South-East Asia

CHINA **€1.2bn¹**
 Premium niche positioning and focused key-account strategy
 45% high added-value products for construction business

+16.9% growth in Asia-Pacific in 2025²

...AND IS GROWING IN NON-RESIDENTIAL MARKETS BY EXPANDING SPECIFICATION



GROWING IN NON-RESIDENTIAL



Saint-Gobain presence at hospitality targeted event in Dubai with ~330 hotel buyers

MIDDLE EAST & TURKEY

€1.2bn¹

+11% annual hospitality sales growth expected for Middle East By 2030

Leadership positions in the region with strong industrial footprint

+31% growth in 2025²

INCREASING SPECIFICATION



St. Regis Kanai Resort – Cancun, Mexico
Fire resistant & moisture retardant systems, plasterboard systems, adhesives

MEXICO

€1.3bn¹

28% specified sales in Mexico for construction business in 2025

Wide range of solutions with full construction chemicals platform

+26% growth in 2025²

SAINT-GOBAIN COUNTRY PLATFORMS DRIVE OPERATIONAL EXCELLENCE THROUGH ALL LEVERS...



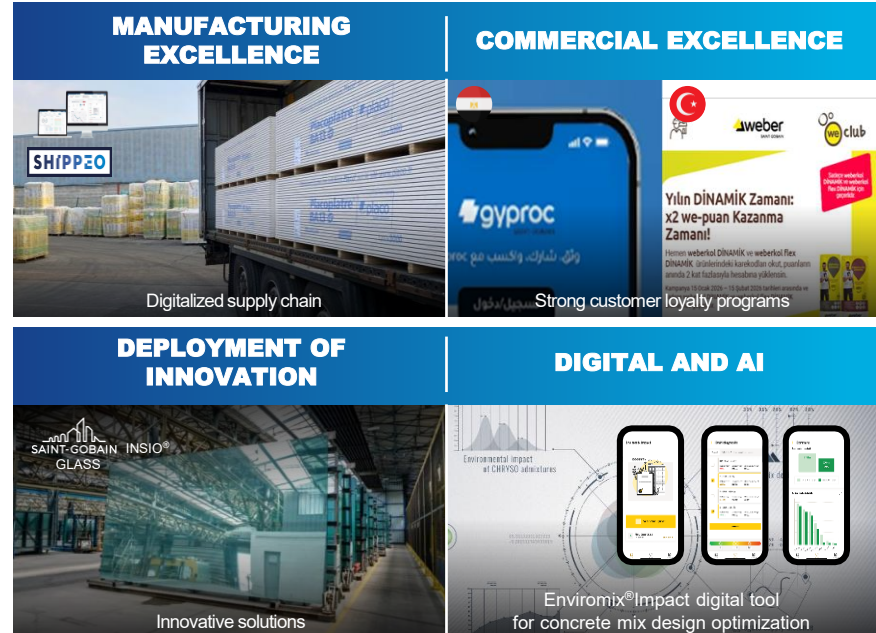
Delivering outperformance through **COMMERCIAL EXCELLENCE** leveraging:

- Cross-selling within all routes to market
- Specification
- Share of high added-value products

Maintaining a strong focus on **MARGIN**

Proactively driving **COST** and **PRODUCTIVITY** gains

Strongly delivering on **CASH**



**Strong local operating model
well-adapted to our markets and the current geopolitical environment**

...WHILE COMPOUNDING GROWTH AND VALUE CREATION



	NORTH AMERICA	MEXICO	INDIA	MIDDLE EAST & TURKEY
	 Assembly Innovation Park, Massachusetts	 Shark tower residence, Mexico	 Navi Mumbai International Airport	 Mohammed Bin Rashid library, UAE
2025 sales	\$11bn	€1.3bn	€1.7bn	€1.2bn
Since 2019	x1.6	x2.0	x2.3	x2.4
	 +0.4% vs. market ¹	+4pts outperformance vs. market in 2025	+4pts outperformance vs. market in 2025	+4pts outperformance vs. market in 2025

SAINT-GOBAIN IS ACTIVELY STEERING ITS PORTFOLIO OPTIMIZATION



2025 ACHIEVEMENTS	PORTFOLIO ROTATION	2030 TARGETS
 <p>+11% Sales growth¹</p>  <p>20% EBITDA margin¹</p>	<p>~€1.2bn Sales rotated in 2025²</p> <p>Country platforms proactively engaging M&A discussions</p> <p>Nurturing an active pipeline</p> 	<p>>20% Sales rotation (acquisitions & divestments)</p> <p>>13% Group ROCE</p> <p>~€12bn Growth investment³ by 2030</p> <p> Consolidating leadership positions, high-growth countries & construction chemicals</p>
   <p>Value created in year 2 or 3</p>		
    <p>On track to deliver value creation</p>		

32 FY 2025 RESULTS

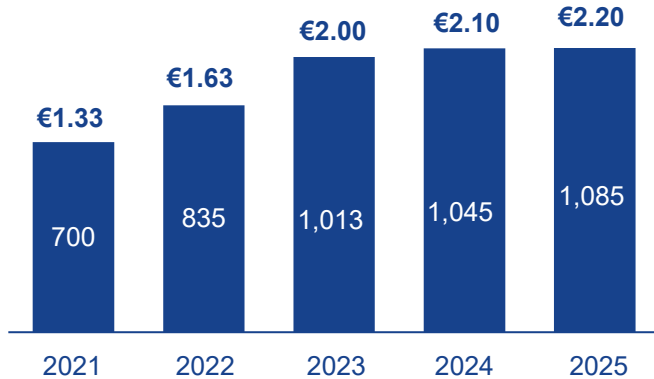
1. FOSROC & Cemix combined, sales growth in local currencies
2. Acquisitions & divestments
3. Growth investment: growth capex + net M&A (acquisitions net of divestments)



OUR STRATEGY IS DELIVERING ATTRACTIVE SHAREHOLDER RETURNS



Dividend per share (€)
Cash dividend (€m)



Total return
€7.1bn



€1.5bn returned to shareholders in 2025, incl. €402m share buyback

Dividend of €2.30 per share (+4.5%)
Board's recommendation to the June 4th, 2026 AGM

2026-2030 target: €2bn share buyback¹ and around €6bn in dividends

February 27, 2026

OUTLOOK



HERIOT
WATT
UNIVERSITY

Middle East campus of the Heriot-Watt Edinburgh University, Dubai, UAE
8 Saint-Gobain solutions

BENOIT BAZIN
Chairman & Chief Executive Officer



2026 OUTLOOK



In a contrasted macroeconomic environment and uncertain geopolitical landscape, the Group expects the following trends for 2026:

- **EUROPE:** gradual improvement, with contrasted trends by country
- **NORTH AMERICA:** continued market weakness in the first half, gradually improving outlook in the second half with an easier comparison basis
- **ASIA-PACIFIC AND LATIN AMERICA:** growth led notably by India, South-East Asia and Mexico

Saint-Gobain expects an EBITDA margin of more than 15.0% in 2026, with the first half affected by the extreme weather conditions in Europe and North America since the start of the year

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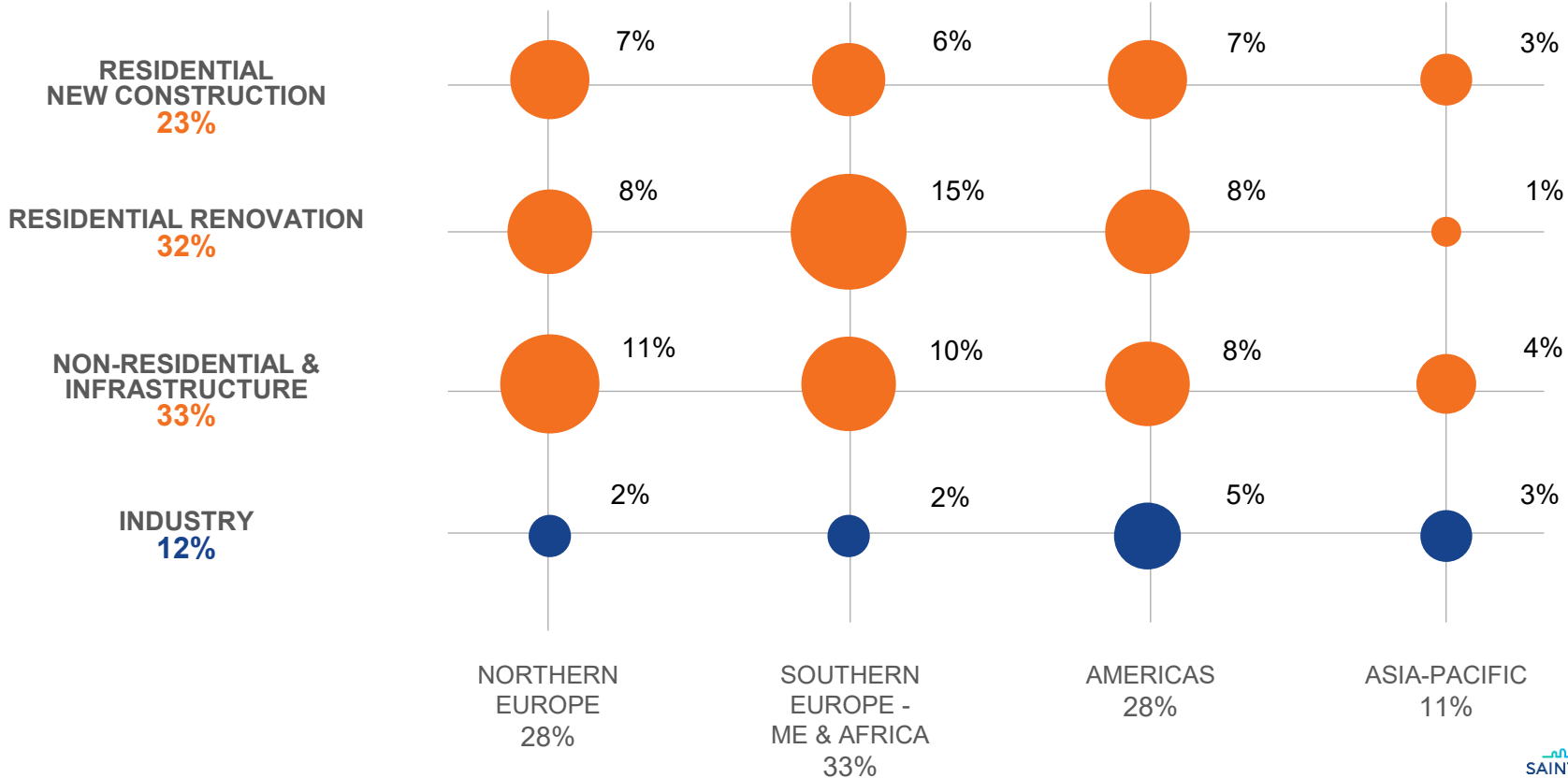
APPENDIX

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. Markets and segments mentioned in this presentation are not relevant markets within the meaning of applicable competition laws and regulations. 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 Saint-Gobain’s control, including but not limited to the risks described in the “Risk Factors” section of Saint-Gobain’s Universal Registration Document 2024 and the main risks and uncertainties presented in the half-year 2025 financial report, both documents being available on Saint-Gobain’s 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, 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.

2025 END MARKETS¹ SALES SPLIT

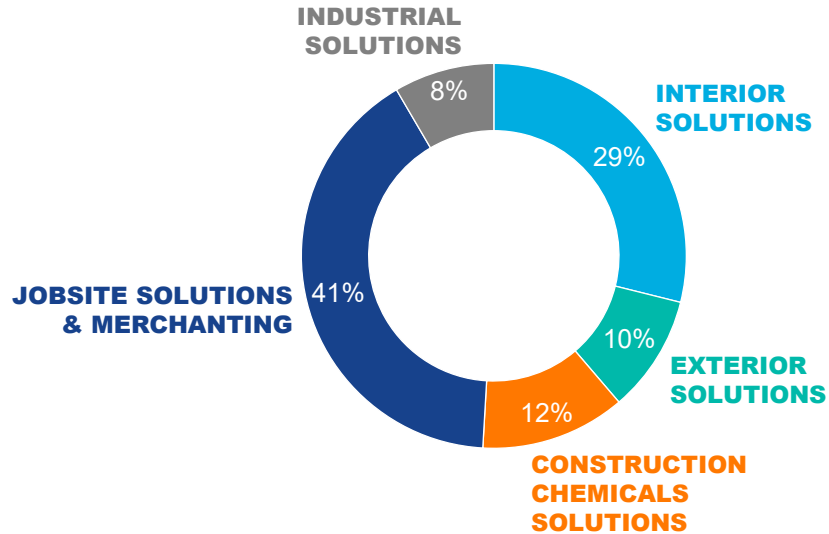


1. Saint-Gobain estimates for its end markets

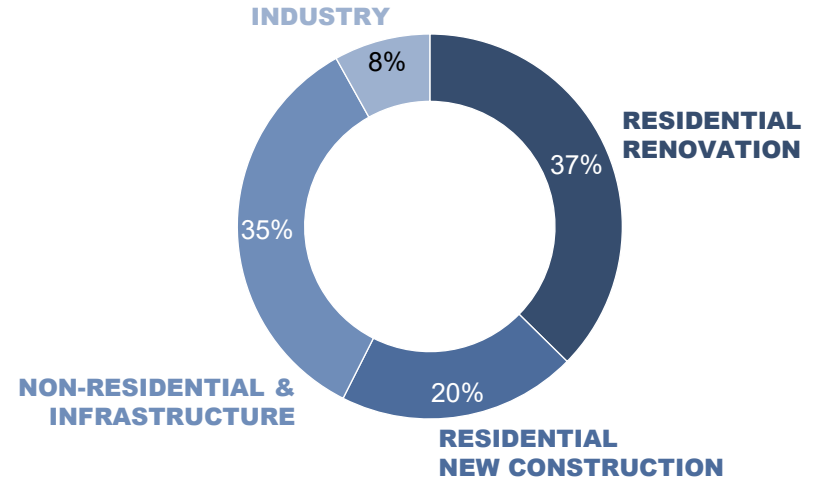
EUROPE, MIDDLE EAST AND AFRICA



SALES BY PRODUCT SEGMENT 2025



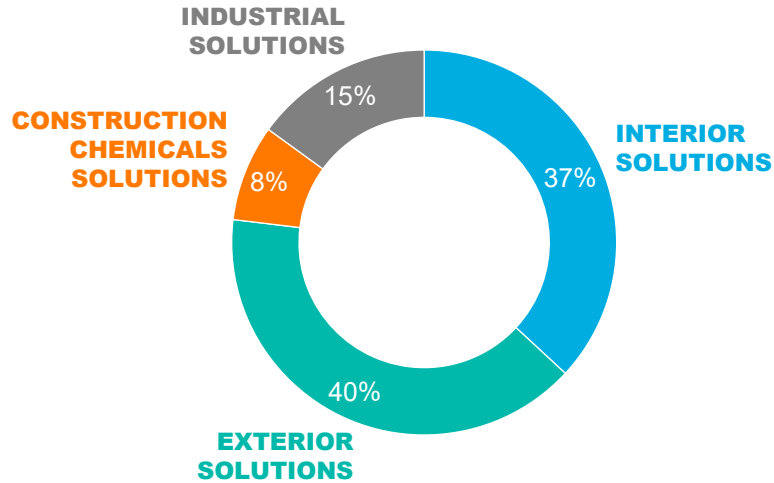
SALES BY END-MARKET 2025



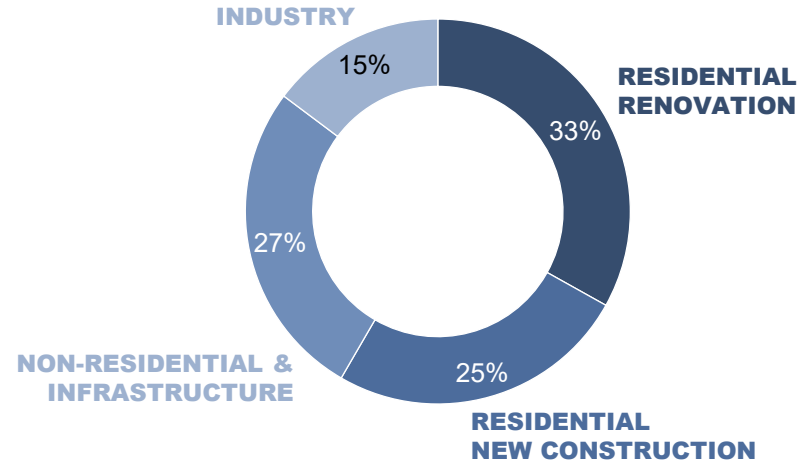
NORTH AMERICA



SALES BY PRODUCT SEGMENT 2025



SALES BY END-MARKET 2025

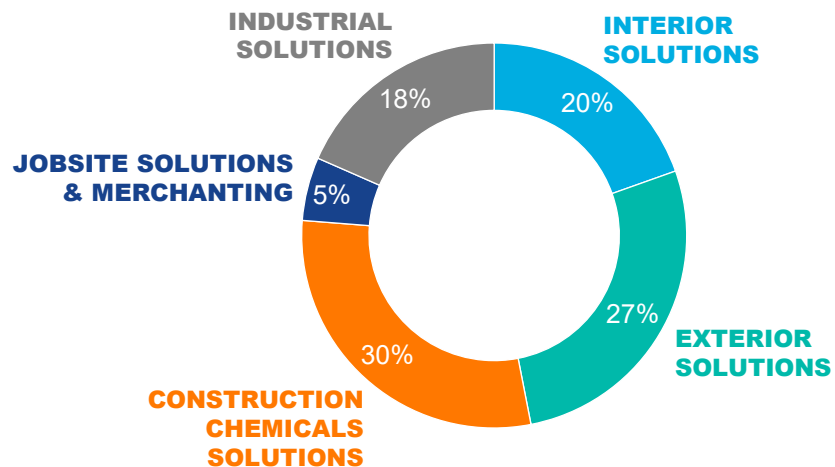


LATIN AMERICA



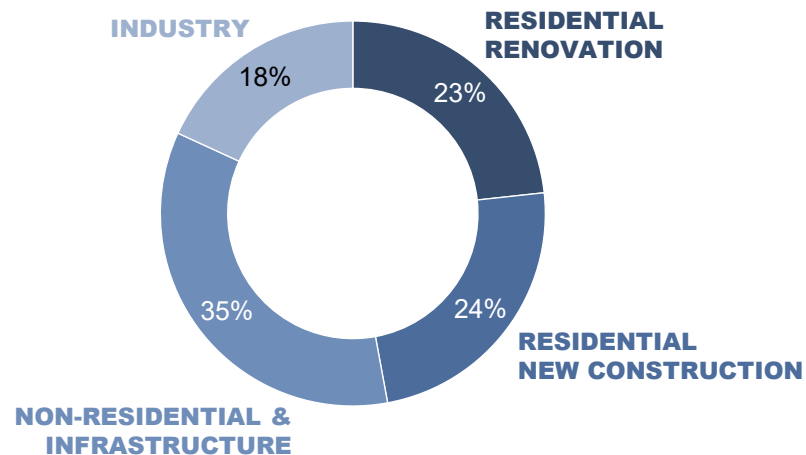
SALES BY PRODUCT SEGMENT

2025



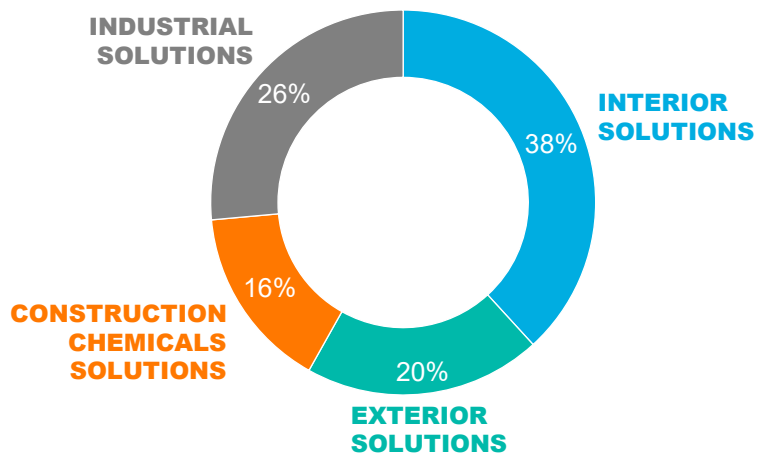
SALES BY END-MARKET

2025



SALES BY PRODUCT SEGMENT

2025



SALES BY END-MARKET

2025

