



BOND INVESTOR PRESENTATION

NEW MULTI-TRANCHE EUR SENIOR BOND OFFERING &
INAUGURAL SUSTAINABILITY-LINKED NEW ISSUE

AUGUST 2022

1. SAINT-GOBAIN AT A GLANCE AND RECENT DEVELOPMENTS
2. H1-2022 RESULTS, OPERATIONAL PRIORITIES & OUTLOOK
3. ESG STRATEGY
4. SUSTAINABILITY-LINKED FINANCING FRAMEWORK
5. TRANSACTION OVERVIEW

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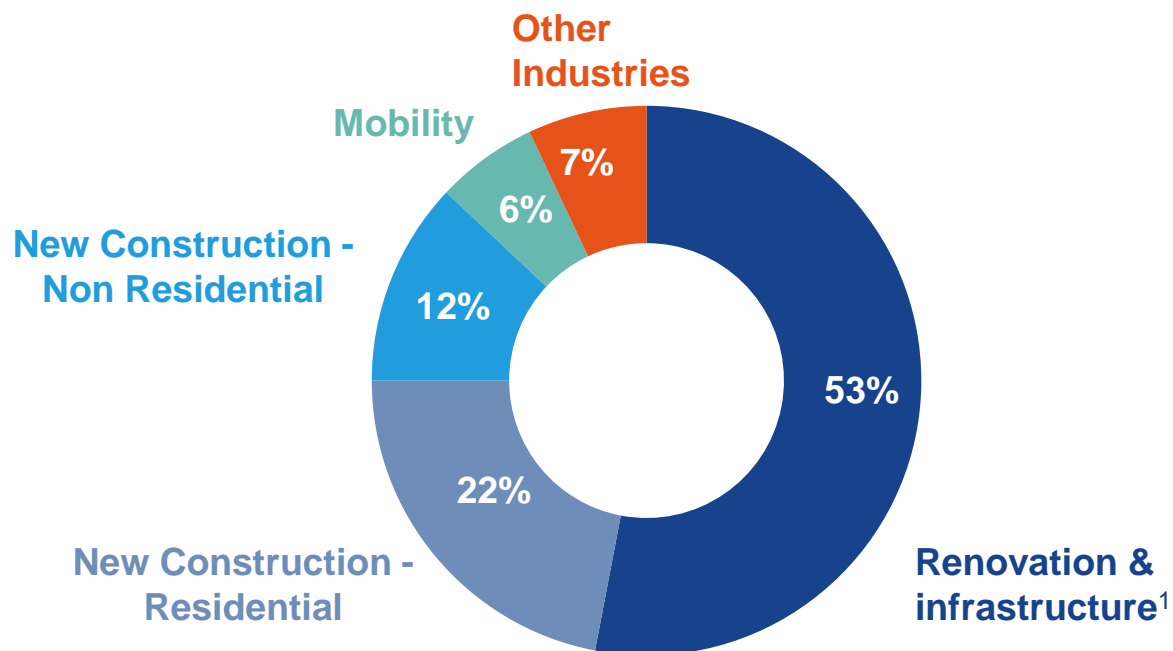
SAINT-GOBAIN AT A GLANCE AND RECENT DEVELOPMENTS

**MAKING
THE WORLD
A BETTER
HOME**

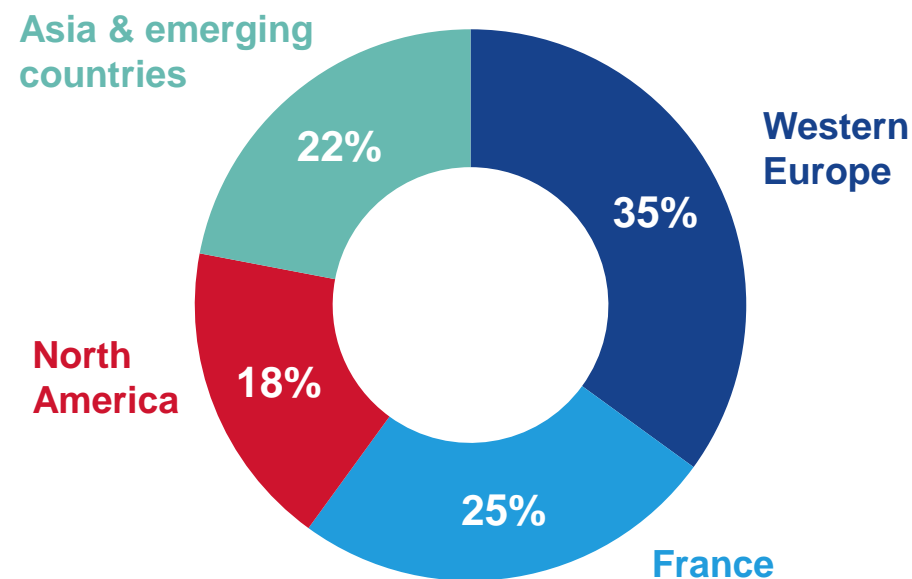
THE WORLDWIDE LEADER IN LIGHT & SUSTAINABLE CONSTRUCTION

**GROW&
IMPACT** 2021-2025

SAINT-GOBAIN HAS BALANCED EXPOSURE ACROSS RESILIENT SEGMENTS AND GEOGRAPHIES



Saint-Gobain breakdown of turnover by market²



Saint-Gobain breakdown of turnover by geography²

1. Of which Renovation ~50%
2. Pro forma to include Kaycan and GCP acquisitions

AGILE

Proven proactivity and resilience

To successfully navigate through uncertainty

COUNTRY-BASED

Decisions adapted to local specificities

By empowered and accountable country CEOs

PERFORMANCE-DRIVEN

Disciplined focus on execution

With key performance indicators

CUSTOMER-CENTRIC

Outperformance vs. peers

Comprehensive innovative solutions and best-in-class service

STRONG PORTFOLIO

Value creative & synergistic acquisitions

Underperforming businesses have been divested

WE ARE A MORE RESILIENT GROUP, HAVING ROTATED CLOSE TO 25% OF GROUP SALES

VALUE-CREATIVE ACQUISITIONS

Sales acquired since T&G¹ EBITDA / sales

~€3.5bn

~20%

of which ~€2.4bn LTM²



KAYCAN



UNDERPERFORMING ASSETS SOLD

Sales divested since T&G¹ EBITDA / sales

~€6.2bn

<5%

of which ~€1.9bn LTM²



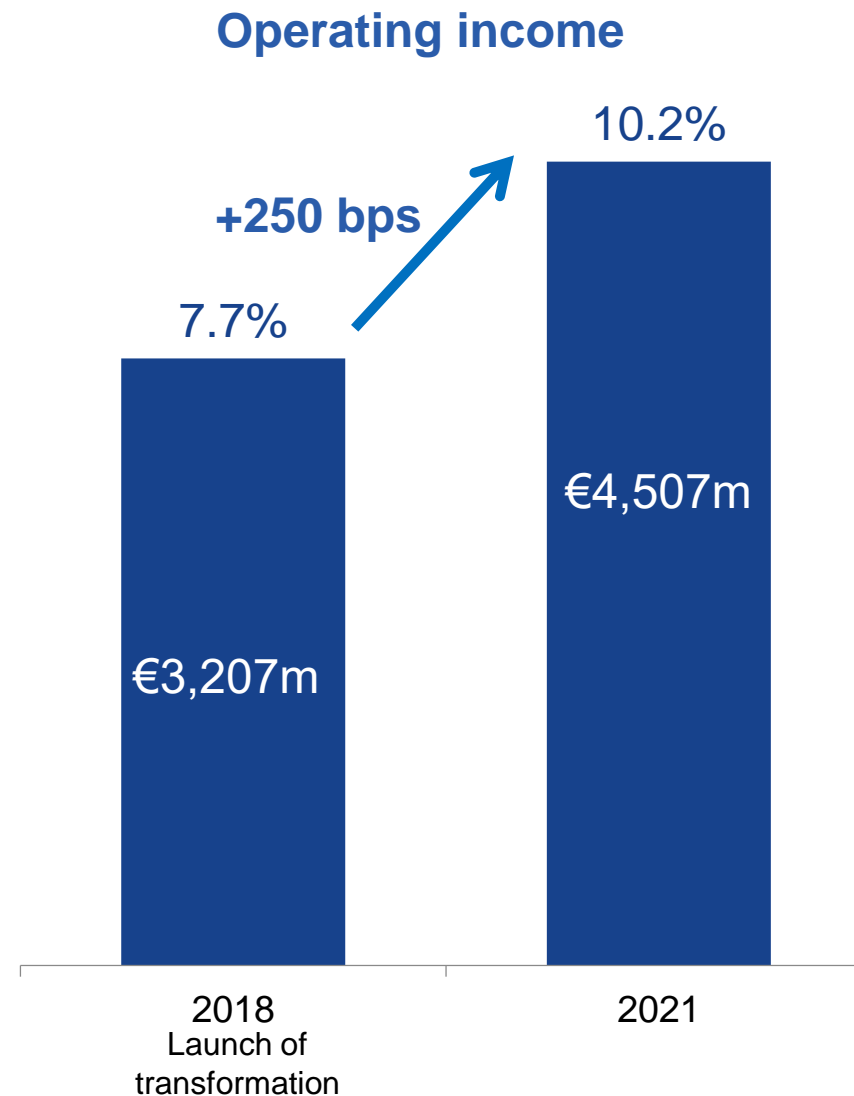
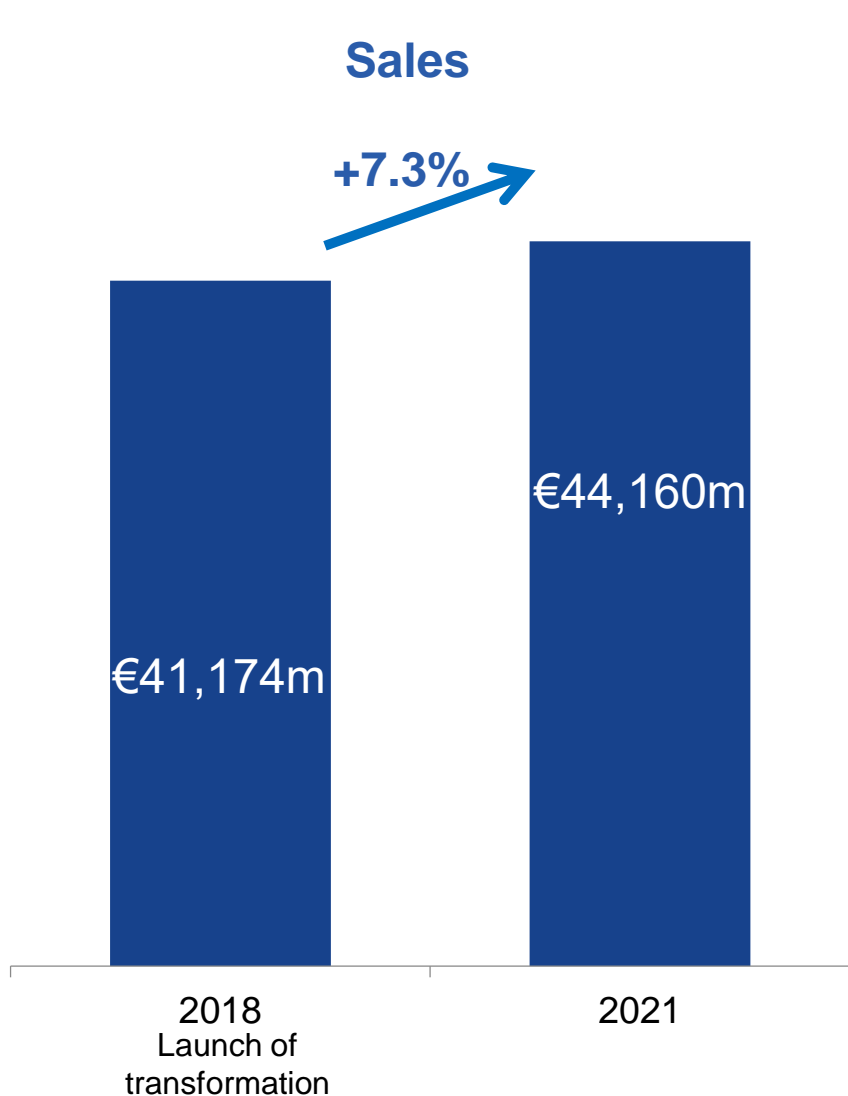
1. Deals closed or signed since the launch of Transform & Grow (end of 2018)

2. LTM: Last Twelve Months

3. Transaction completion expected before year-end

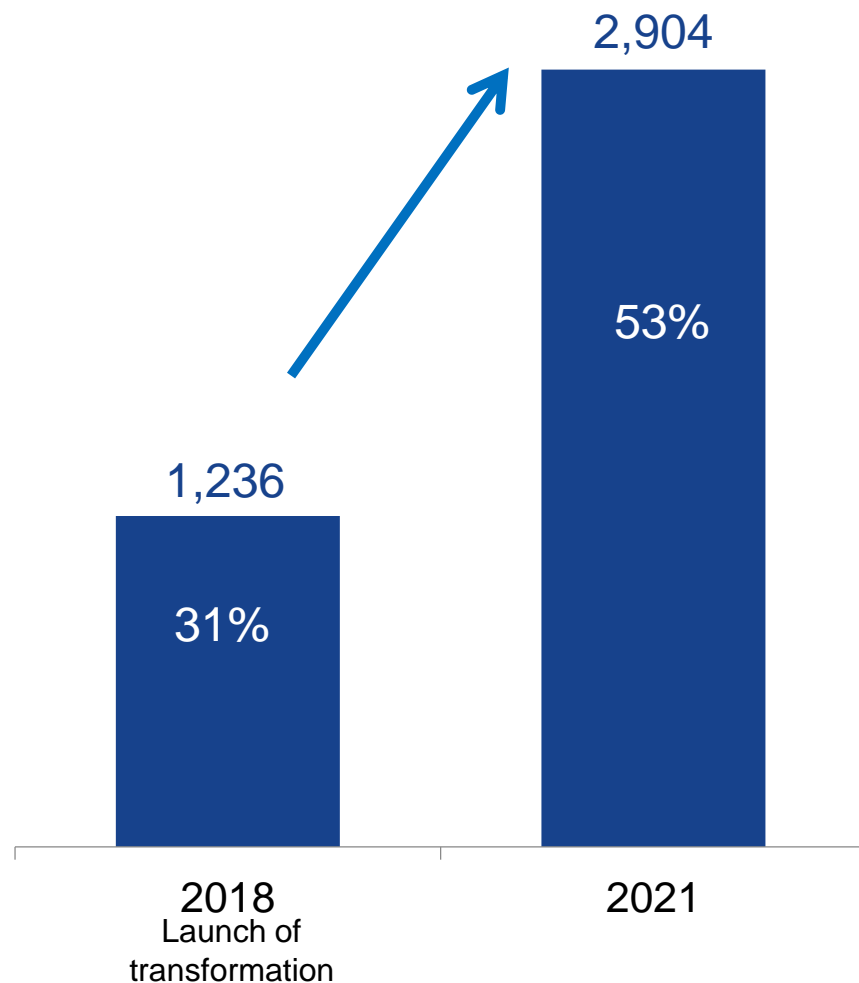
GROWTH AND OPERATING INCOME PROFILE IMPROVEMENT

(IN €M AND AS A % OF SALES)



VERY STRONG FREE CASH FLOW AND CONVERSION RATIO...

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



2018-2021

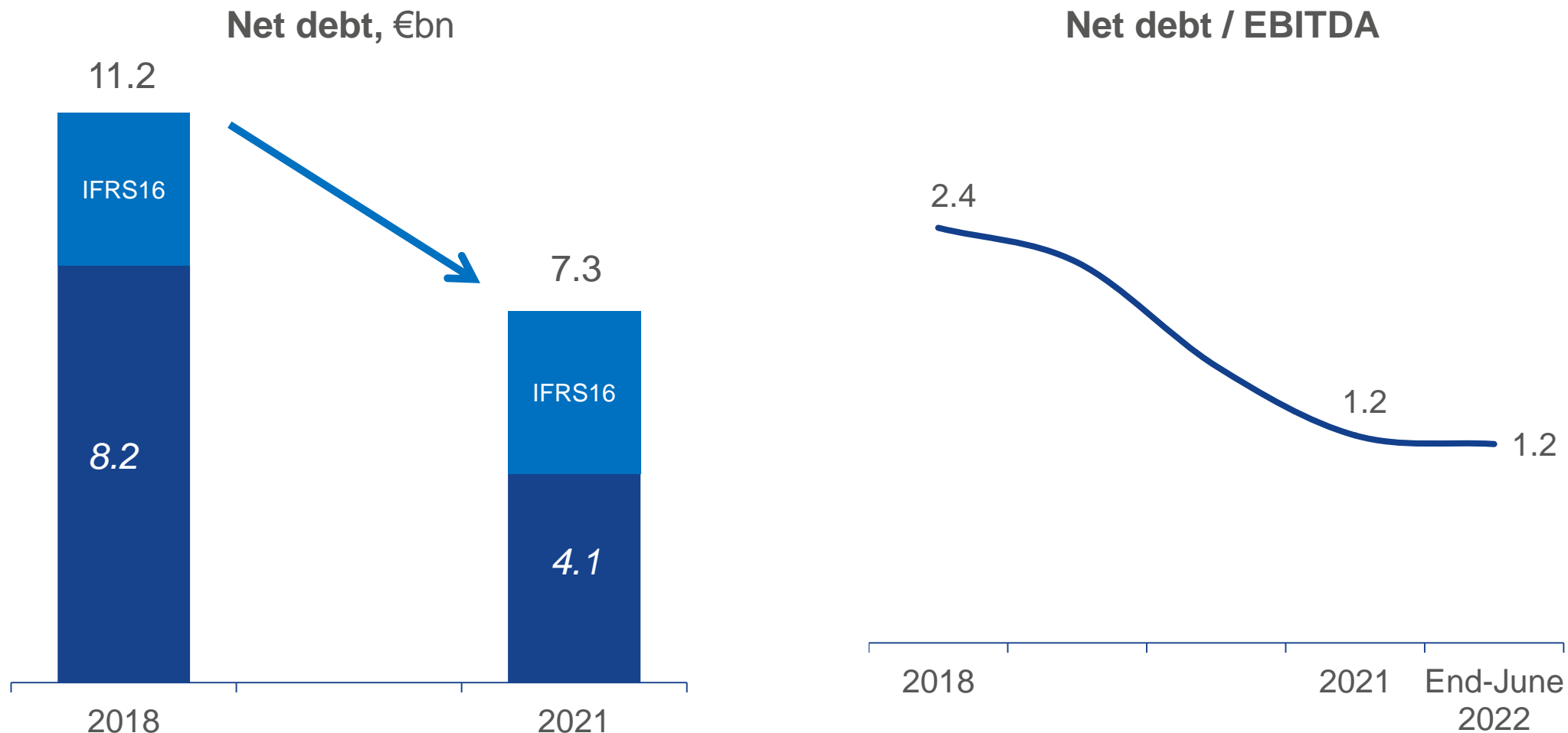
- New cash culture
- Positive impact of **change** in the Group's **profile**
- Optimization of capital expenditure
- Reduction in operating working capital requirement (operating WCR): **decrease of 12 days' sales**

End of June 2022

- Free cash flow of €1.7bn
- Free cash flow conversion ratio of 51%

Delivered target of a FCF conversion ratio >50%

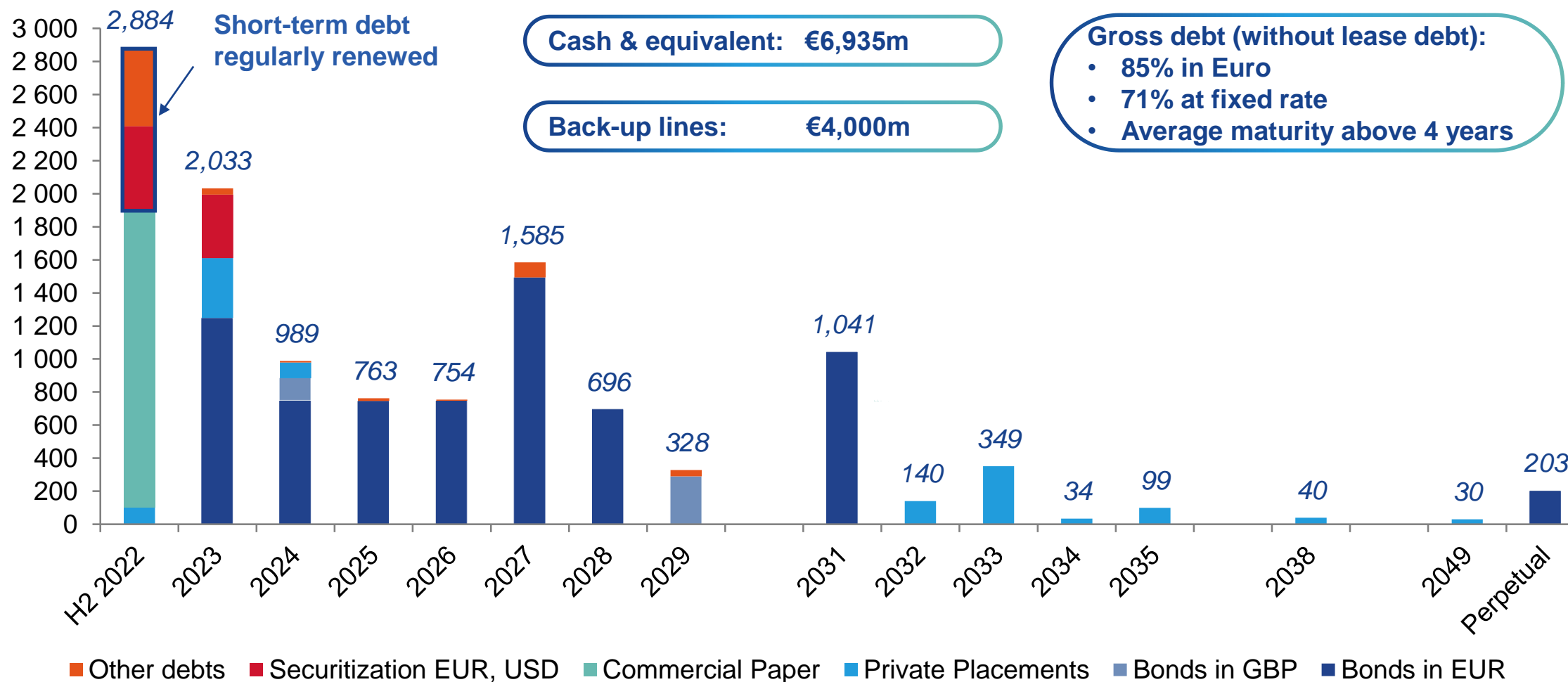
... STRENGTHENING OUR BALANCE SHEET



Net debt/EBITDA ratio between 1.5x and 2.0x CMD target
Saint-Gobain's credit rating upgraded from Baa2 to Baa1 by Moody's
Standard & Poor's has also revised its outlook to positive

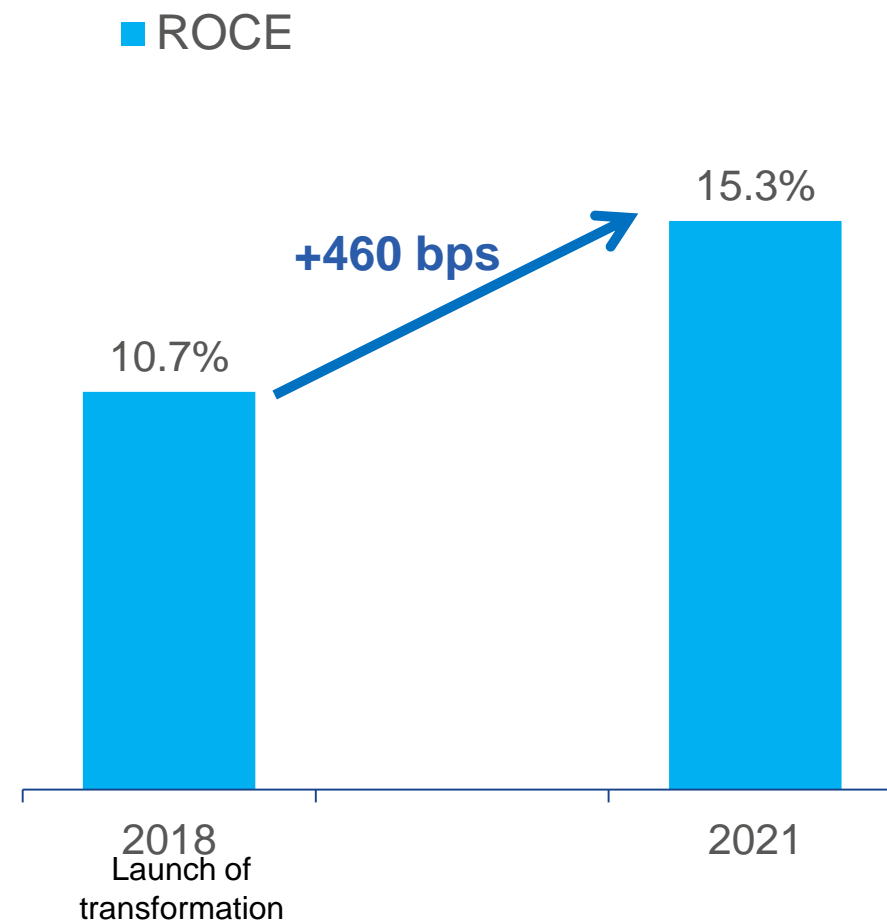
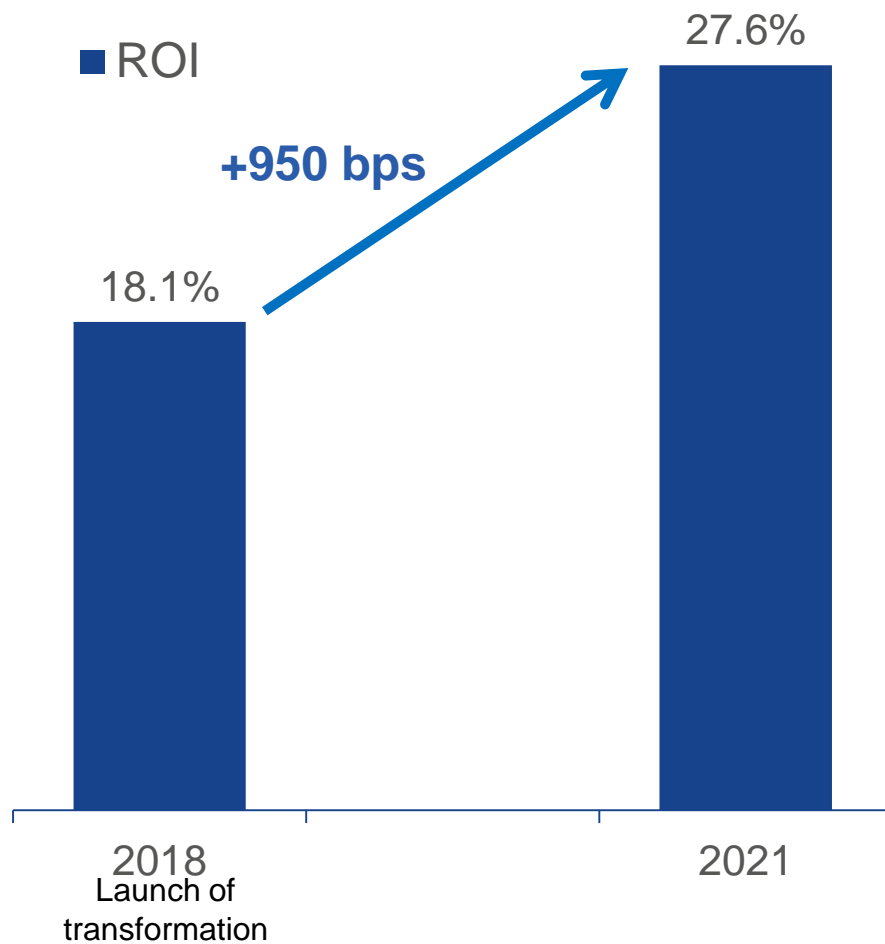
DEBT MATURITY PROFILE AS AT 30 JUNE 2022 IN €M

(WITHOUT LEASE DEBT)



STRONG IMPROVEMENT IN VALUE CREATION RATIOS

(before tax, after IFRS16)





H1-2022 RESULTS, OPERATIONAL PRIORITIES AND OUTLOOK

H1 2022 HIGHLIGHTS: RECORD RESULTS

Sales growth	+15.1% vs. H1 2021 (+15% like-for-like) €25,481m
Operating income	+17.5% vs. H1 2021 (+13% at constant exchange rates) €2,791m (record operating margin of 11.0%) Price Cost Spread +€250m
Recurring net income	+20.5% vs. H1 2021 €1,814m
Free cash flow	€1,686m with a conversion ratio > 50%

AN EXCELLENT PERFORMANCE
despite Covid-19 | inflation | supply chain challenges

GROW &
IMPACT



€m	H1-2021	H1-2022	H1-2022/ H1-2021
Sales	22,131	25,481	+15.1%
Operating income	2,376	2,791	+17.5%
Non-operating costs	(82)	(100)	
Capital gains (losses) and impacts resulting from changes in Group structure	(53)	(138)	
Asset write-downs and other	(97)	(60)	
Business income	2,144	2,493	+16.3%
Net financial expense	(213)	(194)	
Income tax	(593)	(530)	
Net attributable income	1,298	1,724	
Recurring net income	1,506	1,814	+20.5%
Half-year recurring EPS (in €)	2.85	3.51	+23.2%



A large part of Saint-Gobain markets are resilient

We are **better positioned than ever** to face more challenging conditions

STRONG MEGATRENDS ARE DRIVING THE GROUP KEY MARKETS

40%

of global CO₂ 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



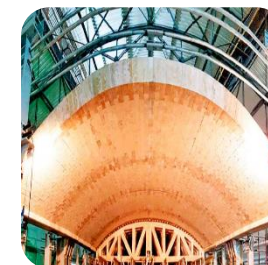
**Energy-efficient
renovation**



**Light
construction**



**Industry & Construction
decarbonization**



ENERGY-EFFICIENT RENOVATION IS MORE RELEVANT THAN EVER

Powerful drivers are aligned

Commitment to
reach carbon
neutrality

Energy
independence

Protection of
household
purchasing power



EU Regulations

Energy Performance of Buildings Directive

- Introduction of minimum required standards of energy efficiency in buildings
- ~55%¹ of buildings in EU are estimated to be energy grade E, F, or G

REPowerEU

- Additional **€56bn** funding until 2027 for energy efficiency

Country initiatives

Acceleration of energy savings stimulus plans



MaPrimeRénov': renewed commitment by government aiming for **700k renovations** per year



Validation of the €3.5bn Polish recovery plan for energy efficiency, aiming for **250k renovations** per year



Extension and higher amount dedicated to “superbonus”



Launching Energy Savings Certificates in addition to the €7bn “Green deal” for renovation



New energy saving plan for buildings in July 2022



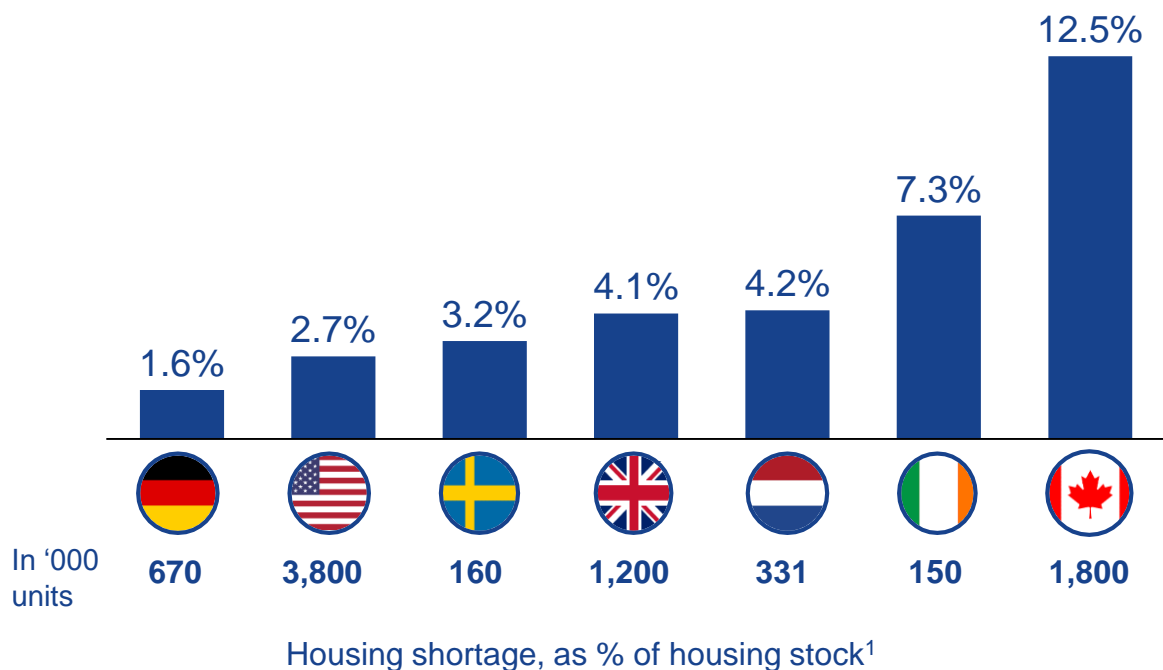
€500m for 2022-2024 for home insulation
+ mandatory D level for house rentals by 2030

~50% of Group sales in renovation

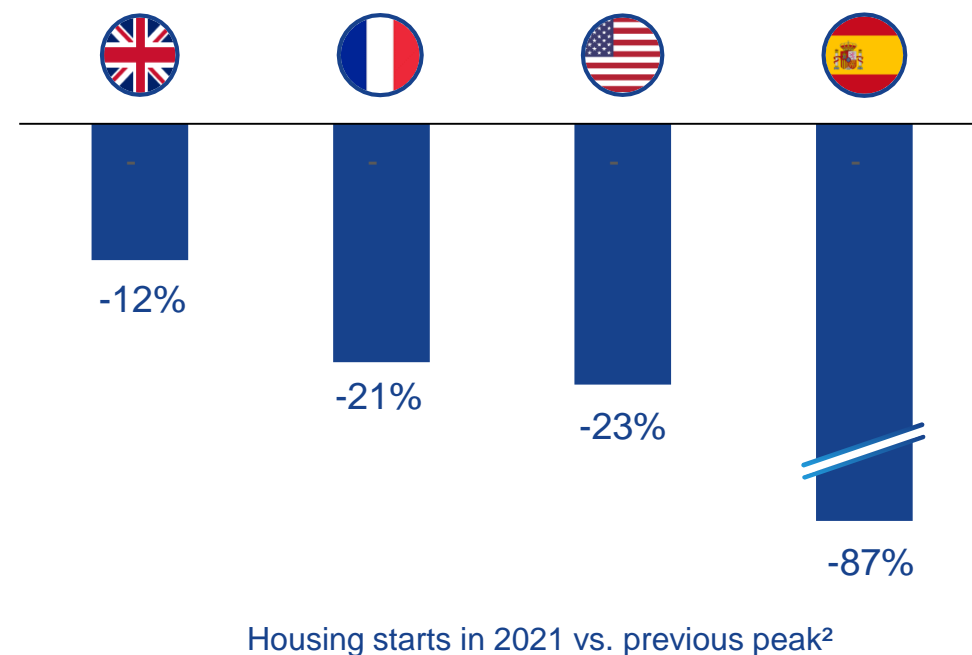
1. European commission: impact assessment report accompanying the energy performance of building directive – analysis on residential buildings

STILL LARGE UNMET DEMAND IN CONSTRUCTION MARKETS

Housing shortage



Housing starts much lower than peak



1. Estimate for 2020 by Freddie Mac & Housing Europe, Scotiabank 2021

2. UK: vs. 2006 | France: vs. 2006 | USA: vs. 2005 | Spain: vs. 2006 – sources: Euroconstruct | French Ministry of ecological transition and territorial cohesion | Oxford Economics

LIGHT CONSTRUCTION IS GROWING FASTER THAN TRADITIONAL CONSTRUCTION

Strong rationale

Construction decarbonization, resource intensity reduction

-50% raw material usage

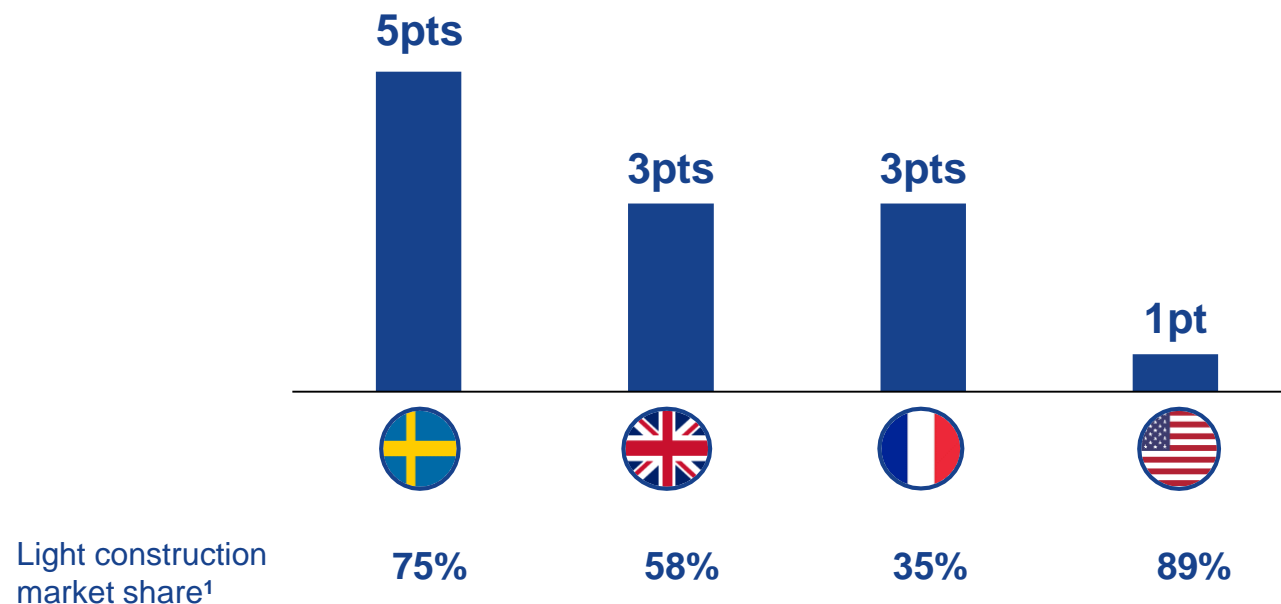
Time & productivity gains

Up to 20% time saved on site

Well-being benefits for all

Thermal, acoustic, visual comfort

Light construction is growing faster than traditional construction by 1 to 5 points



~40% of Group sales in light construction

1. Ducker Research and Consulting market study – May 2022



A large part of Saint-Gobain markets are resilient

We are **better positioned than ever** to face more challenging conditions

OUR ACTION PLANS FOR ENERGY IN EUROPE ARE WELL UNDERWAY

ACROSS ALL PLANTS

- Priority industry qualification, especially in glass and insulation
- Increasing flexibility in our plants

GLASS

13 floats, most of which are or will be very soon able to run without Russian gas

- 4 are ready to run on alternative energy sources (heavy fuel or diesel)
- 4 will have the flexibility by year-end
- 5 have an extremely limited exposure to Russian gas

INSULATION

- Half of plants are equipped with electrical furnaces
- Additional investments ongoing to diversify energy mix and maintain production

GYPSUM

- Plasterboard plants are very flexible assets
- Some plants already able to run on LNG¹ and investments ongoing to convert certain processes to diesel or LNG¹

~2% of Group sales directly exposed to Russian gas after the contingency plans²

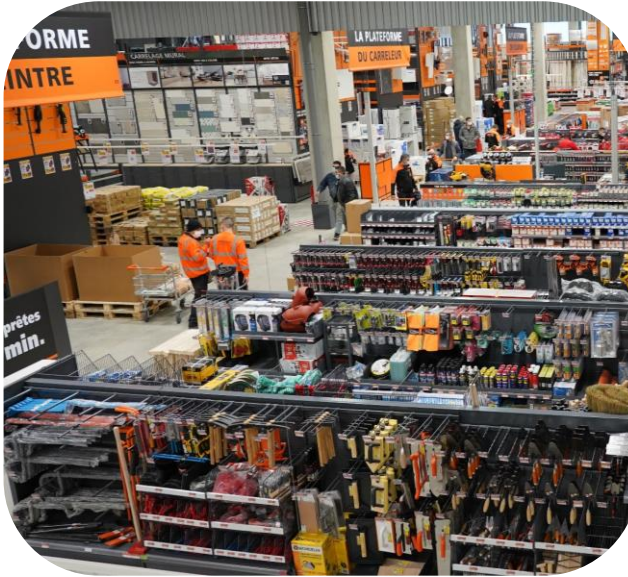
1. LNG: Liquefied Natural Gas

2. In the most exposed countries: Poland, Germany, Czech Republic

WE ARE WELL POSITIONED TO OUTPERFORM



**Positioning on strong
underlying markets**



Full solutions offering



**Powerful organization &
culture, truly multi-national**

- **Europe:** supportive renovation market requiring comprehensive solutions within each country, especially for energy efficiency
- **Americas:** upbeat market trends, particularly in residential construction in North America; less dynamic environment in Brazil
- **Asia-Pacific:** market growth with continued very good momentum in India and a recovery in South-East Asia; short-term uncertainties in China owing to coronavirus-related restrictions
- **High Performance Solutions:** market growth with supportive long-term trends in terms of sustainable construction and a demand for innovation and new materials for industry decarbonization and green mobility, despite the low level of the automotive market in Europe

In this context, Saint-Gobain confirms that it is targeting a further increase in operating income in 2022 compared to 2021 at constant exchange rates



ESG STRATEGY

ESG LEADERSHIP FOR LONG-TERM VALUE CREATION

BUILD A DECARBONATED HOME



Climate change

**DRIVE CIRCULARITY
INTO OUR MARKETS**



Circular economy

**PIONEER THE
HIGHEST STANDARDS**



**Health & safety
across the value chain**

EMPOWER OUR LOCAL ECOSYSTEMS



Inclusive growth

**FOSTER AN OPEN & ENGAGING
WORK ENVIRONMENT**



**Employee engagement
& diversity**

ACT WITHOUT ANY COMPROMISE



Business ethics

BUSINESS MODEL DIRECTLY CONTRIBUTING TO ESG OUTCOMES

MAXIMIZE OUR IMPACT

Solutions delivering
benefits all along
the value chain



MINIMIZE OUR FOOTPRINT

Continuous
improvement
of our operations



DELIVERING BENEFITS ALL ALONG THE VALUE CHAIN



72% sustainable sales

DELIVERING CARBON BENEFITS ALL ALONG THE VALUE CHAIN

Low carbon
products and
solutions:
1,700 EPD¹
1st issuer
worldwide in
construction



Admixture
solutions:
-50% on the
carbon footprint
of concrete

Up to 70% energy
savings with
External Thermal
Insulation Systems
(ETICS)



95% heat loss
reduction with
technical
insulation

1. Environmental Product Declaration

OUR INNOVATIONS DECARBONIZE CONSTRUCTION



*Environmix Ultra Low
Carbon admixture*



**Low carbon
concrete**

1st utilization of 0% clinker decarbonized clay
concrete on a construction site



Highly insulated lightweight facades with
2X less CO₂ and water consumption¹

1. vs. traditional wall facade with similar performances

CONTRIBUTING TO A DECARBONIZED WORLD

MAXIMIZE OUR IMPACT

~1,300 millions t CO₂
avoided from our
solutions sold in 1 year



MINIMIZE OUR FOOTPRINT

-23% CO₂ emissions scope 1+2*
~40% of green electricity in 2021
-14% water withdrawal*

ON TRACK TO MEET OUR

2050
NET ZERO CARBON

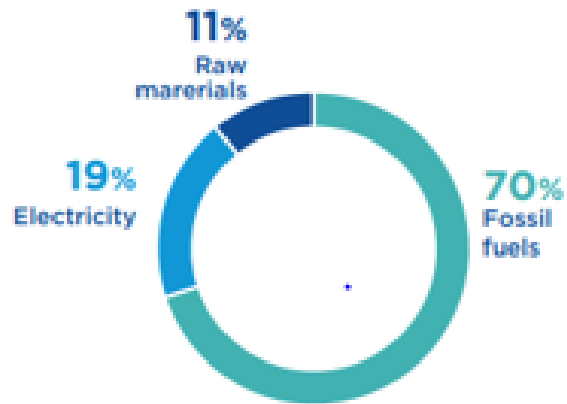
AMBITION

* 2021 vs. 2017

TAKING ACTIONS FOR A DECARBONIZED WORLD

Scope 1+2

10.3 Mt CO₂

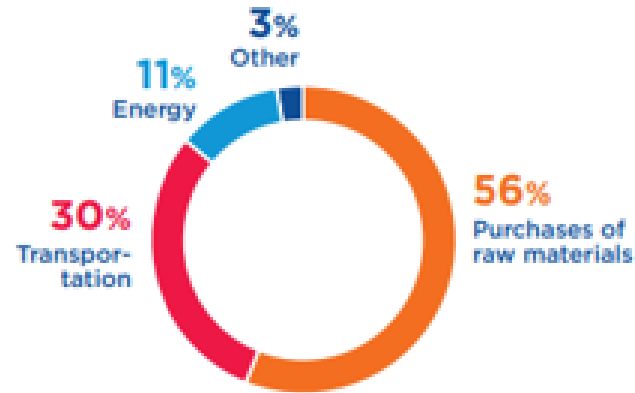


-23% CO₂ emissions

2021 vs. 2017

Scope 3

21.3 Mt CO₂



- Extension of the coverage of impacts
- Collaboration with suppliers

2030 Objectives

**Scope 1+2:
-33% CO₂ emissions**

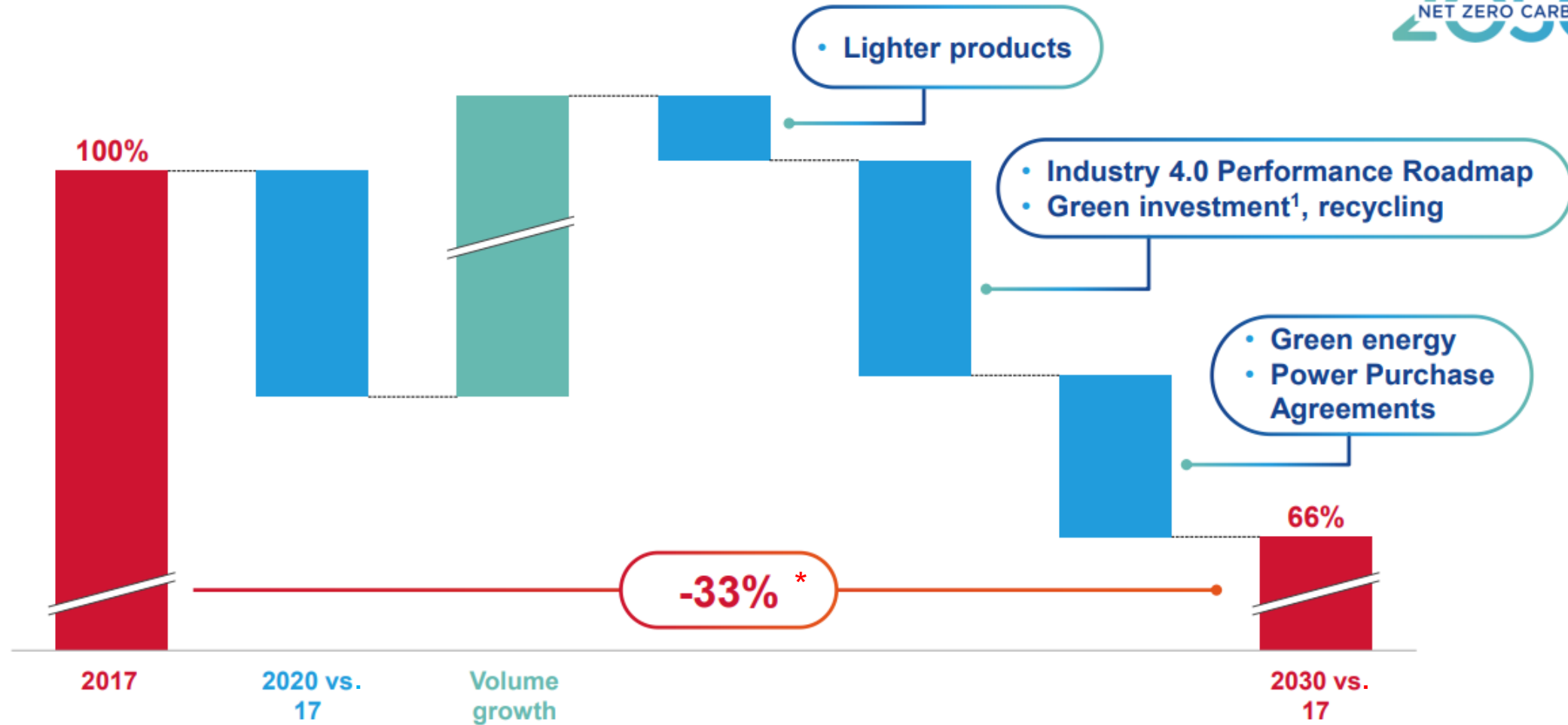
**Scope 3:
-16% CO₂ emissions**

*Science Based Targets initiative
validation*

2030 vs. 2017

LEVERS NEEDED TO ACHIEVE -33% SCOPE 1+2 EMISSIONS BY 2030

2050
NET ZERO CARBON



1. Enhanced by our 75€/t internal CO2 price for CapEx, 150€/t for R&D

* Target on the net zero trajectory validated by Science Based Targets initiative

NET ZERO CARBON PRODUCTION

World's first zero carbon plasterboard plant



Investment €25 million
Operational in 2023



Investment CAD\$90 million
Operational in 2024

World's first zero carbon production of flat glass



Pilot production in May 2022

- **100% recycled glass (cullet)**
- **100% biogas and decarbonized energy**

TAKING ACTIONS FOR A MORE CIRCULAR WORLD

Reducing waste

Non recovered waste

0.459 Mt

-24%

2021 vs. 2017

Increasing recycling content

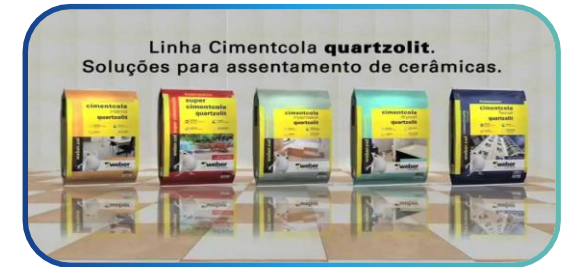
Virgin raw material Avoided

9.952 Mt

+1%

2021 vs. 2017

Promoting circular flows



Substitution of all plastic bags with paper packaging for mortars in Brazil

2030 Objectives

-80%

2030 vs. 2017

+30%

2030 vs. 2017

100% recyclable packaging

Waste-to-value:

contribution to industry-wide recycling initiatives



100% Recycling
technically possible
but limited by the
availability

Recycling services:

development of waste
collection in our value chain:
Tri'n' Collect in France



Networks / services to upcycle wastes

- 150 Collection points in our distribution network
- Valoref (internal recycling venture)
- Collaboration with many stakeholders

INCREASE RECYCLING CONTENT IN PRODUCTION



Investments in Nashville, Arkansas, gypsum plant to **recycle and reuse 65,000 tons of materials per year**

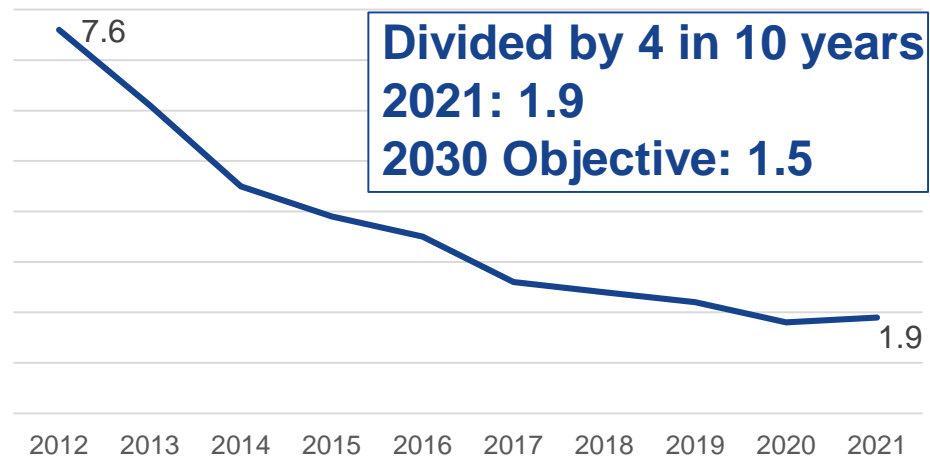


New glass wool production capacity with installation of a **treatment unit for deconstruction waste**

Ensure safety on sites:

- Safety culture
- Employees, temporary workers and permanent subcontractors
- 2/3 of sites did not report an accident in 2021

With and without lost time accident rate



Heath & Safety



88% employees
covered by



program

New health
policy and
mental
well-being
program

LEADERSHIP & ACCOUNTABILITY ACROSS SAINT-GOBAIN ON ESG



Embed ESG into management processes



ESG = 10% in STI¹ for all executives,
20% for all 2,300 beneficiaries of LTI²



ESG part of all capex validation



Board + ExCo ESG Committees

2050
NET ZERO CARBON



Orchestrate the Local ESG roadmaps acceleration



CO₂ roadmaps by country and
regional carbon funds to support employees initiatives



75€/t CO₂ price in capex, 150€/t in R&D decisions



€100m annual capex & R&D budget on CO₂



Shape the Industry's ESG agenda



EFRA³ Collaborate with governmental organizations
and NGOs



WORLD GREEN BUILDING COUNCIL
Partner with the ecosystem



Nurture & exchange with start-ups



1. Short-Term Incentives
2. Long-Term Incentives

RECOGNITION AS A KEY ESG ENABLER

ESG SCORING AGENCIES



➤ **Ranked Medium ESG Risk**
Top 13% of industry



➤ **Ranked A**



➤ **Ranked Climate Change A**
Among **best 200 companies** ranked



➤ **Ranked Prime (C+)**
Top 10% of industry



➤ **Ranked 60/100**
Top 12% of industry

INDICES & THIRD-PARTY RECOGNITION



FTSE4Good



CAC 40 ESG®



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION





SUSTAINABILITY-LINKED FINANCING FRAMEWORK



A SUSTAINABILITY-LINKED FINANCING FRAMEWORK TO STRENGTHEN OUR ROLE IN GENERATING POSITIVE IMPACTS

A Framework reflecting Saint-Gobain's purpose: Making the World a Better Home

Rationale for establishing a Sustainability-Linked Financing Framework

- Saint-Gobain ambitions to contribute to a responsible development, by addressing the climate emergency, **committing to carbon neutrality and developing the circular economy**.
- Saint-Gobain believes that the establishment of a Sustainability-Linked Financing Framework will strengthen its role in generating positive impacts on all aspects of its CSR strategy.

A Framework aligned with best market practices and covering multiple types of Sustainability-Linked financing instruments



ICMA Sustainability-Linked Bond Principles (2020)



LMA Sustainability-Linked Loan Principles (2022)

- 1 Selection of KPIs
- 2 Calibration of SPTs¹
- 3 Financing characteristics
- 4 Reporting
- 5 Verification

1. SPT: Sustainability Performance Target

OVERVIEW OF THE SUSTAINABILITY-LINKED FINANCING FRAMEWORK

KPI 1: Absolute Scope
1 & 2 CO₂ emissions

-33% by 2030



KPI 2: Absolute Scope
3 CO₂ emissions

-16% by 2030

KPI 3: Non-recovered
production waste

-80% by 2030*

KPI 4: Total Recordable
Accident Rate

1.5 by 2030

Financing
characteristics

Relevant KPI(s), SPT(s) and financial characteristics to be specified in each corresponding documentation

Reporting

Annual reporting, including on the annual performance of the KPIs, to be published by Saint-Gobain as part of its audited URD

Verification

Pre-issuance verification (SPO) done by ISS-ESG
Post-issuance verification to be performed by an external verifier



ISS ESG



KPIs selected for this inaugural SLB transaction

* Versus 2017

KPI 1: REDUCE ABSOLUTE SCOPE 1&2 CO₂ EMISSIONS

Sustainability Performance Target

Reduce absolute Scope 1 and 2 CO₂ emissions 33% by 2030
(from a 2017 base year)



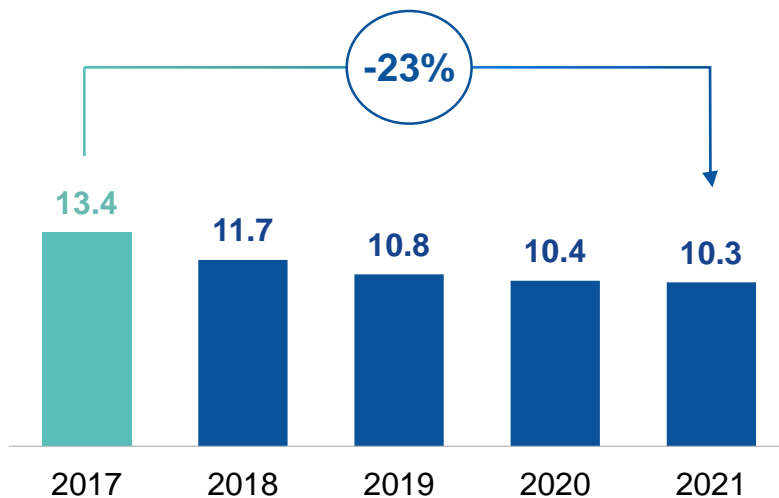
Well-Below 2°C



Definition

Saint-Gobain's direct emissions and indirect emissions associated with energy, in line with the GHG Protocol

Historical performance



Scope 1&2 CO₂ emissions, in Mteq

Strategy to achieve the SPT

- 2050 Net Zero carbon emissions program
- Optimization on production and products based on the World Class Manufacturing program
- Investment for the transition
- Innovation solutions for zero emitting processes
- Green energy and PPAs



KPI 3: REDUCE NON-RECOVERED PRODUCTION WASTE

Sustainability Performance Target (SPT)

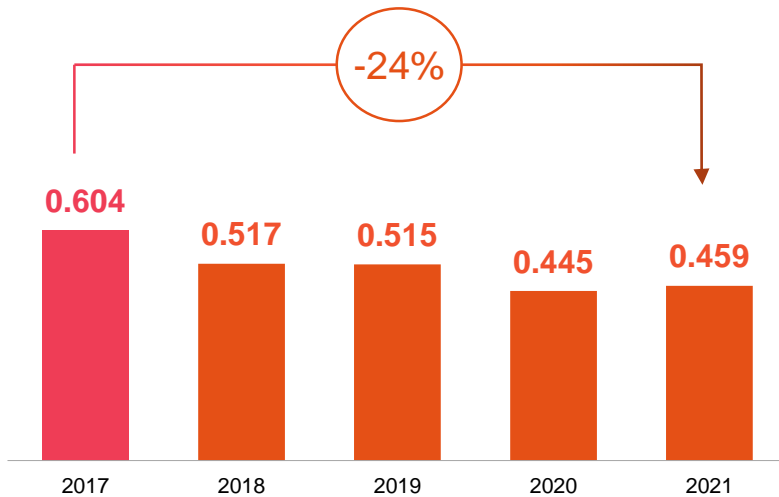
Achieve an 80% reduction of non-recovered production waste by 2030
(from a 2017 base year)



Definition

Non-recovered production waste (including non-hazardous and hazardous waste), i.e. excluding waste that is generated following the delivery of a designated product to the consumer. Non-recovered waste is defined as waste sent to landfill (for hazardous waste, properly disposed according to applicable laws and regulations) and waste sent to incineration without energy recovery.

Historical performance



Non-recovered production waste, in Mt

Strategy to achieve the SPT

- Sustainable Resource management policy to facilitate the transition to a circular economy
- Reduction of the quantities of waste generated in accordance with the three Rs hierarchy: reduce, reuse and recycle
- Synergies among the Group's different industrial processes to optimize the reuse of waste and by-products

SECOND PARTY OPINION BY ISS-ESG



“The Framework is in line with the Sustainability-Linked Bond Principles by ICMA and Sustainability-Linked Loan Principles by LMA, APLMA and LSTA”

KPI 1: Absolute Scope 1&2 CO₂ emissions

*Relevant and Core
Material to the company's direct operations
Ambitious against past performance*



KPI 2: Absolute Scope 3 CO₂ emissions

*Relevant and Core
Material to the company's upstream value chain
Ambitious against past performance*



KPI 3: Non-recovered production waste

*Relevant and Core
Moderately Material
Ambitious against past performance*



KPI 4: Total recordable accident rate

*Relevant, Core and Material
Ambitious against past performance and peers*





TRANSACTION OVERVIEW



INDICATIVE TERMS AND CONDITIONS

Issuer	Compagnie de Saint-Gobain		
Format	Tranche 1 (Standard)	Tranche 2 (Standard)	Tranche 3 (Sustainability-Linked)
Status of the Notes	Senior Unsecured, Bearer Dematerialized Notes		
Issuer Rating	BBB (positive) by S&P / Baa1 (stable) by Moody's		
Expected Issue Rating	BBB by S&P / Baa1 by Moody's		
Use of Proceeds	General Corporate Purposes		
Currency and Amount	EUR 500m "Will not Grow"	EUR 500m "Will not Grow"	EUR 500m "Will not Grow"
Tenor	[3]-year	Short [6]-year (June 2028)	[10]-year
Interests	Fixed	Fixed	Fixed, +37.5 bp step-up coupon per KPI if SPT(s) are not met
Sustainability Trigger Event	-	-	<p>A Sustainability Trigger Event will occur if the Issuer fails to achieve one or more of the following on the Target Observation Date being 31 December 2030:</p> <ul style="list-style-type: none"> ▪ SPT1 : Reduce absolute Scope 1 and 2 GHG emissions 33% by 2030 ▪ SPT2 : Achieve an 80% reduction of non-recovered production waste by 2030
Second Party Opinion	-	-	ISS ESG
Redemption (Call/Put Options)	Make Whole Redemption, 3 month par call, Clean-Up Call (80%), Change of Control put option		
Listing / Denominations / Governing law	Euronext Paris / EUR 100,000 + EUR 100,000 / English law		
Documentation	EMTN	EMTN	Standalone preliminary prospectus dated 29 July 2022
ESG Sole Structuring Advisor	Société Générale		
Global Coordinators	Société Générale, Crédit Agricole CIB, Goldman Sachs Bank Europe SE		
Active Bookrunners	Commerzbank, Mizuho, Barclays	BBVA, UniCredit, Standard Chartered Bank AG	Deutsche Bank, ING, SMBC

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 2022 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.