

LETTER TO SHAREHOLDERS

EXCELLENT FIRST-HALF 2022 RESULTS

2022 OUTLOOK CONFIRMED

SALES

€25.5bn
+15%^(*)

FREE CASH FLOW

€1.7bn
Conversion ratio >50%

OPERATING INCOME

€2.8bn
+13%^(**)

RECURRING NET INCOME ***

€1.8bn
+20.5%

OPERATING MARGIN

11.0%
+370bps
since 1st half 2018

* Like-for-like.

** At constant exchange rates.

*** Net attributable income excluding capital gains and losses on disposals, asset write-downs and material non-recurring provisions.



A WORLD FIRST

PAGE 4

A NEW SAINT-GOBAIN
CAMPAIGN

PAGE 6

A FEW WORDS FROM BENOIT BAZIN

Chief Executive Officer of Saint-Gobain

“Our excellent first-half 2022 performance reflects the profound changes made in the Group, the successful execution of our “Grow & Impact” plan, and good momentum on our underlying markets. Thanks to our comprehensive range of sustainability solutions – for energy efficiency and decarbonization of construction and industry – and extensive exposure to the renovation market, the Group is ideally positioned on robust market fundamentals.

In this more uncertain environment, our target is to continue to outperform our markets and our deep transformation will enable us to demonstrate greater resilience.

Over the past three years, our teams have successfully risen to the challenges of the coronavirus pandemic, supply chain disruptions, and a strong inflationary environment. With portfolio rotation of almost €10 billion in sales since the end of 2018, and with a local organization keenly aware of immediate realities on the ground, Saint-Gobain has significantly increased its value creation.

Against this backdrop, I am confident in the Group’s 2022 outlook which targets a further increase in operating income compared to 2021 at constant exchange rates.”

On a reported basis, sales hit a new record-high of **€25,481 million**, up 15.1% year-on-year. The 3.3% positive **currency effect** mainly reflects the appreciation of the US dollar, pound sterling, Brazilian real and other emerging country currencies.

Consolidated operating income hit a new record in first-half 2022, at €2,791 million, a rise of **17.5% as reported and of 13.0% at constant exchange rates** (up 11.1% like-for-like) versus first-half 2021.

The Group’s **operating margin** hit **another all-time high of 11.0% in first-half 2022** versus 10.7% in first-half 2021, **a rise of 370 basis points since the start of the transformation** (first-half 2018).

STRATEGIC PRIORITIES

In a more uncertain environment, the Group’s focus in the coming quarters will be to **consolidate its performance, particularly in terms of resilience and adaptability post-transformation**:

- **Maintaining the structural improvement in the margin**, thanks to cost savings and the continued optimization of the Group’s profile;
- **Implementing various business continuity plans** for those European countries with the greatest exposure to gas supplies;
- **Action plans prepared and overseen by country CEOs in order to optimize in real time** their P&Ls.

The Group also continues to implement its strategic priorities which are fully aligned with the medium and long-term growth scenario in the “Grow & Impact” plan:

1) Continue our initiatives focused on profitability and performance:

- **Constant focus on the price-cost spread**;
- Disciplined continuation of our **operational excellence program**;
- Maintaining the **structural improvement in operating working capital requirement** while rebuilding a good level of inventories to best serve customers;
- **Capital expenditure** of around **€1.8 billion**, with strict allocation to high-growth markets and digital transformation.

2) Accelerate the Group’s growth and impact:

- **Outperformance versus our markets**;
- **Strengthen our key role in building a carbon-neutral economy thanks to our positive-impact solutions**;
- **Ongoing optimization of the Group’s profile**, as part of an active, disciplined strategy of targeted and value-creating acquisitions and divestments.

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.

RESULTS BY SEGMENT

H1 2021/H1 2022

NORTHERN EUROPE

+15.2%
like-for-like32% of Group sales,
o/w*:

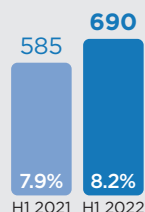
Nordics (13%):	+13.1%
UK - Ireland (9%):	+12.6%
Germany - Austria (3%):	+17.4%

SALES

€8,399m

OPERATING INCOME (€M)
AND MARGIN (%)

€690m

SOUTHERN EUROPE -
MIDDLE EAST & AFRICA+13.6%
like-for-like30% of Group sales,
o/w*:

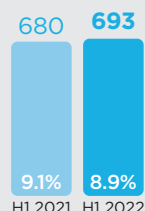
France (23%):	+10.1%
Spain - Italy (4%):	+25.0%

SALES

€7,826m

OPERATING INCOME (€M)
AND MARGIN (%)

€693m



AMERICAS

+16.9%
like-for-like16% of Group sales,
o/w*:

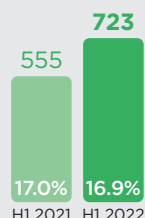
North America (12%):	+17.3%
Latin America (4.5%):	+15.8%

SALES

€4,277m

OPERATING INCOME (€M)
AND MARGIN (%)

€723m



ASIA-PACIFIC

+29.7%
like-for-like

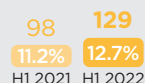
4% of Group sales.

SALES

€1,013m

OPERATING INCOME (€M)
AND MARGIN (%)

€129m

HIGH PERFORMANCE
SOLUTIONS+12.5%
like-for-like18% of Group sales,
o/w*:

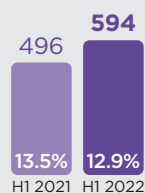
Construction and Industry (12%):	+16.7%
Mobility (6%):	+5.7%

SALES

€4,600m

OPERATING INCOME (€M)
AND MARGIN (%)

€594m



CARBON-FREE PRODUCTION OF FLAT GLASS: A WORLD FIRST FOR SAINT-GOBAIN

2022 was declared the United Nations "International Year of Glass" by the UN General Assembly in May 2021. This resolution calls for greater focus on the benefits of glass, its use as a replacement for plastic and its applications in all sectors.

Spain, which presented the report, promoted the architectural and technological qualities of glass, as well as its ability to be recycled indefinitely. It classified our current period as the "Glass Age" with its many different modern applications.

Saint-Gobain manufactures flat glass at some 30 sites around the world and has numerous research and development (R&D) centers where engineers are working to invent the glass of tomorrow.

At the beginning of May 2022, in Aniche (France), Saint-Gobain was the first industrial group in the world to achieve zero-carbon production (scopes 1 and 2)¹ of flat glass using 100% recycled class (cullet) and 100% green energy, produced from biogas and decarbonized electricity. And it was a success!

A major goal through to 2050 is to decarbonize glass production. This is only possible by taking action in **three crucial areas: energy, raw materials and recycling**.

The main source of energy currently used for glass production is gas. This non-renewable, carbon-emitting resource can be replaced by new renewable, low- or non-carbon-emitting energy sources such as biogas, green hydrogen or decarbonized electricity. This change actively involves a range of internal R&D and industrial teams.

In France, at Aniche, the glass furnace, which heats to 1,600°C, will be equipped with heat recovery units to capture the energy in the steam and preheat the mixture upstream from the furnace. This initiative will **reduce the glass furnace's consumption by 10% and cut CO₂ emissions by 7%.**

In Germany, the Herzogenrath site is aiming for total carbon neutrality² by 2030. This transition will be achieved by optimizing the energy system at the Saint-Gobain Glass plant as well as at the SGR Germany Research Center and Sekurit plant. R&D teams are notably working on maximizing glass furnace electrification and developing their use of green hydrogen.

For their part, raw materials play a crucial role in the decarbonization of glazing. When they melt to become glass, the virgin raw materials (silica, soda ash, lime, dolomite) are transformed and release carbon. **Cullet, the product of glass recycling, can replace these materials and does not emit carbon when it is melted.** By increasing the proportion of cullet in the composition of glass, the carbon impact of the product is proportionately reduced.

End-of-life windows are collected whole, on special racks in the Point.P and Asturienne pilot branches. Each window is dismantled manually, at the site of the partner chosen by Saint-Gobain Glass. **Each pane is stripped bare to obtain the purest cullet, which is then fed back into the furnaces and fed into the virtuous circle of production.**

The use of one metric ton of cullet saves 1,200kg of raw materials (including 850kg of sand), 700kg of CO₂ (scopes 1, 2 and 3) and 20% of upstream transportation (in particular of raw materials).

Using cullet also **reduces the overall energy bill. 10% of this recycled glass in the mix is enough to reduce the energy needed to melt the raw materials by 2 to 3%.**

The challenge now is to continue to significantly increase the proportion

1. The aim is to minimize the Group's carbon footprint by reducing the emissions released by its operations (scopes 1 and 2) and those linked to its value chain (scope 3).

2. Reduction of direct emissions at its sites (scope 1), indirect emissions related mainly to its use of electricity (scope 2), and emissions upstream and downstream of its value chain (scope 3).

of cullet in order to reach the **target of 50% of our production by 2030 in France**.

This technological feat, achieved in one week at Aniche, required **resetting all the parameters of the furnace to adjust its thermodynamics**, thereby **guaranteeing optical glass quality** and **enabling the production of 100,000 windows while saving 2,640 tons of virgin raw materials** (sand, limestone, etc.) and **1,020 tons of CO₂**.

This world-first gives us a glimpse of the glass of the future and paves the way for low-carbon glass production.

Several of the Group's plants in Spain, Germany and France have recently completed low-carbon campaigns **that will enable Saint-Gobain Glass to market glass products with a lower carbon footprint in the near future**. The sustained efforts of Research & Development teams, combined with cullet recycling initiatives, will



reduce the carbon footprint of the entire glass industry and help Saint-Gobain achieve carbon neutrality by 2050. ■

FIND OUT
MORE ABOUT
ZERO-CARBON
FLAT GLASS
PRODUCTION



“ *Saint-Gobain has committed to achieving carbon neutrality by 2050. This means thinking up new, less energy-intensive manufacturing processes, gradually increasing the recycled content in our products and using clean energy.* ”

Benoît d'IRIBARNE

Senior Vice President Manufacturing Performance and Technology

PENDING AN ECOSYSTEM ALLOWING THE RECOVERY OF A SUFFICIENT QUANTITY OF CULLET AND GREATER AVAILABILITY OF GREEN ENERGY, SAINT-GOBAIN IS MOVING TOWARDS LOW-CARBON PRODUCTION OF FLAT GLASS.

SPOTLIGHT ON

LOW-CARBON FLAT GLASS PRODUCTION AT SAINT-GOBAIN



1. The inloader truck is a half-trailer used to transport very large glass sheets.

A NEW BRANDING CAMPAIGN REFLECTING THE VISION OF SAINT-GOBAIN

Climate change, increasing resource scarcity, accelerated urbanization driven by demographic growth... Our world is facing big challenges. Responding to them will be hard without a major contribution from construction and industry.

These challenges are doubly important for Saint-Gobain, as they offer enormous potential for growth and give the Group an opportunity to make a difference by having a positive impact on the planet and on the life of each of its inhabitants.

Worldwide leader in light and sustainable construction! This is the ambition driving the Group forward and is the message it wants to spread. This is now done, with Saint-Gobain having taken the stage to explain its vision of the future to its customers, stakeholders and to any citizens wishing to change construction to make it more energy-efficient, less carbon-intensive and more closely linked to the circular economy.

EVERYTHING CAN BE TRANSFORMED.... INCLUDING OURSELVES!



If our towns and cities are changing, it's because the materials we use to build them can in fact make them change. Every day, by innovating, designing, manufacturing and distributing lighter, more efficient and less carbon-intensive eco-materials to renovate buildings, and by revolutionizing construction methods, Saint-Gobain's teams help create more sustainable buildings.

This new film campaign is based on the idea that "Everything can be transformed" and focuses on young people to embody Saint-Gobain's optimistic and forward-looking message. We follow the adventures of two children who challenge each other to a game of soccer in the streets of an imaginary city, a symbol of all the Group's construction markets, and transform it as they go

along until a brand new city appears. A more beautiful, more comfortable, more affordable city transformed by Saint-Gobain and illustrating the profound changes undergone by the construction industry.

This new campaign is also an appeal for awareness. Architects, property developers, builders, trade professionals, towns and cities and the general public also play a part in this transformation. The entire value chain is at work and shifting against the backdrop of the Group's purpose of "Making the world a better home", which underpins Saint-Gobain and drives it to confirm its position as worldwide leader in light and sustainable construction. ■

WATCH
THE CLIP
HERE



FIND
OUT MORE



SAINT-GOBAIN NEWS



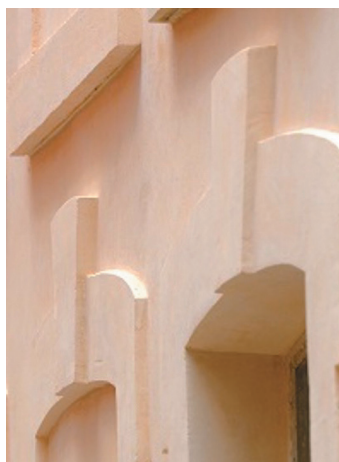
STRATEGY

WEBER FRANCE EXPANDS ITS BIOSOURCED PANEL

On May 1, the expert in construction chemicals released the Tradical® brand hemp and air lime binder concrete exclusively in France.

By incorporating a new "hemp concrete" activity within its range of solutions, Weber France has reinforced its strategic offer of "eco-engaged" products and services, supported by the hashtag #GreenAndProud, in favor of environmentally-friendly housing and building systems.

This launch is also an opportunity for the brand to establish its expertise in heritage restoration. The Georges Weber range, with its wide selection of solutions for old buildings and their specific features, will thus be expanded to include the Tradical® products. The latter will keep their name but also their formulation which contributes to their success among construction professionals.



INNOVATION

MODERNIZATION OF EUROPE'S LARGEST GLASS WOOL PLANT

The ISOVER plant in Orange (France), Europe's largest mineral wool manufacturing site, is to benefit from a €15 million investment to rebuild its furnace in 2023. The purpose of the investment is not only to modernize the site's industrial equipment, but also to make the manufacturing processes more eco-friendly. ISOVER has the technology to use 100% cullet in its furnace and aims to gradually increase the percentage of recycled glass to 80% by 2025.

A total of €120 million is expected to be invested in ISOVER France starting from 2022 and over the next few years to increase production capacities and allow the equivalent of 100,000 additional homes to be renovated each year by 2025.



INNOVATION

A MULTI PURPOSE BOX



Placo® France has developed Placo® Cube, a system of self-supporting structures that can be adjusted to all types of needs. Placo® Cube represents a modular solution that is unprecedented on the market.

Combining existing profiles from the **Stil Prim® Tech** range and Placoplatre® BA 18S plasterboard, the new Placo® Cube responds to current issues of privacy, acoustics and storage. Quick to install and easy to dismantle, these "boxes in a box" (maximum dimensions 4.9m wide and 3m high) ensure ease of installation while providing designers and architects with a creative outlet, since a wide range of configurations are possible, such as for industrial premises, storage areas, offices, shops and health care facilities.

Watch the video (in French) to find out more
<https://www.youtube.com/watch?v=IUcfffDqG8>

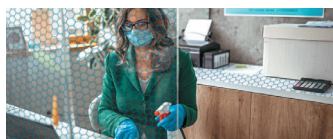
INNOVATION

FILMS AGAINST MICROBES

Solar Gard, a global leader in window films and surface protection, is launching its very first line of antimicrobial products. The market is promising, both for residential and transportation applications. The unequalled clarity of Solar Gard films presents a distinct advantage over rival solutions.

BioCote's silver ion technology reduces microbes the moment they come into contact with the surface of the film, and continues working over the product's lifetime. Designed for easy replacement, Solar Gard antimicrobial films provide a virtually invisible barrier that is ideal for a wide variety of flat, glass and composite surfaces.

From commercial touch points like storefronts and countertops, walls, partitions, elevators and escalators, to entire industries including public transport and healthcare, the list of potential applications is endless! With outstanding optical clarity as a major competitive advantage, Solar Gard looks forward to the resounding success of its antimicrobial films.



SHAREHOLDER'S NOTEBOOK

DATES FOR YOUR DIARY

FINANCIAL CALENDAR

Nine-month sales:

October 27, 2022 after close of trading on the Paris Bourse

SIGN UP FOR THE E-LETTER TO SHAREHOLDERS

To receive your copy of the Letter to Shareholders and keep abreast of all the latest Saint-Gobain news, sign up for the e-Letter to Shareholders in the Shareholders section of www.saint-gobain.com, or send an e-mail to actionnaires@saint-gobain.com



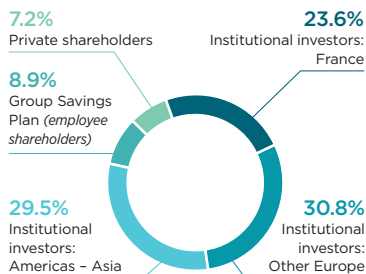
TOTAL NUMBER OF SHARES

(at June 30, 2022)

512 million

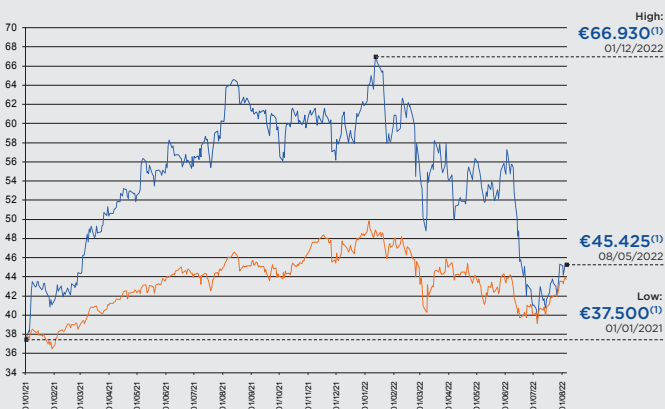
OWNERSHIP STRUCTURE

(at June 30, 2022 - %, estimated)



SAINT-GOBAIN SHARE PERFORMANCE

01/01/2021 TO 08/05/2022



— (1) Saint-Gobain share

— CAC 40

Recent performance at 08/05/2022 (%)	Saint-Gobain share	CAC 40
Since 01/01/2021	+21.1%	+16.6%
Since 01/01/2019	+55.8%	+36.8%

YOUR CONTACTS

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