

# LETTER TO SHAREHOLDERS

## H1 2024 RESULTS: RECORD OPERATING MARGIN

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### SALES

**€23.5bn**

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### OPERATING INCOME

**€2.8bn**  
11.7% operating margin

### RECURRING NET INCOME<sup>(\*)</sup>

**€1.7bn**

### FREE CASH FLOW

**€2.5bn**  
75% conversion ratio

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(\*) Recurring net income: net attributable income excluding capital gains and losses on disposals, asset write-downs and material non-recurring provisions.



**NEW ACQUISITIONS ON  
HIGH-GROWTH MARKETS**  
PAGES 4 & 5

**SAINT-GOBAIN NEWS**  
PAGES 6 & 7

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# A FEW WORDS FROM BENOIT BAZIN

Chairman and Chief Executive Officer of Saint-Gobain

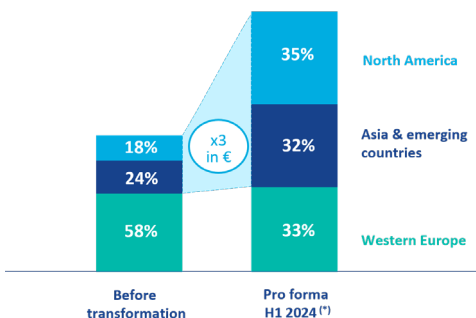
"Our first-half results once again demonstrate the success of Saint-Gobain's new profile, reflecting the Group's ability to adapt to different macroeconomic environments and to continue to outperform. The roll-out of our comprehensive range of sustainable and innovative solutions and the resulting enhancement in our mix, together with our decentralized organization by country with accountability on commercial performance and on proactive cost management, have enabled us to deliver a new record operating margin and strong free cash flow generation. I am very grateful for our teams' dedication and their contribution to the Group's consistent improvement in its performance.

Since the start of the year, Saint-Gobain has accelerated efforts to reinforce its profitable growth profile with three landmark acquisitions in light and sustainable construction: CSR in Australia, Bailey in Canada and FOSROC in construction chemicals, mainly in India and the Middle East. Pro forma for these changes in structure, more than two-thirds of Group operating income is now generated in North America, Asia and emerging countries, areas that enjoy strong structural growth and where Saint-Gobain is achieving an excellent performance.

New construction markets remain difficult in Europe but are nearing a low point and we expect trading to continue to improve in the second half. I am confident that 2024 will be another successful year for Saint-Gobain, with a double-digit operating margin in the second half and over the full year, for the fourth consecutive year."

- Record operating margin of 11.7%
- Sequential improvement in volumes
- Positive price-cost spread with prices stable sequentially
- Three strategic acquisitions focused on profitable growth: CSR, Bailey and FOSROC, together adding around €2bn to full-year sales and around €450m in EBITDA (including €100m of synergies in year 3)
- More than 2/3 of the Group's pro forma operating income is now generated in high-growth geographies: North America, Asia and emerging countries
- Strong free cash flow generation of €2.5bn, with a cash conversion ratio of 75%

## OPERATING INCOME BY GEOGRAPHIC AREA



More than 2/3 of the Group's operating income is now generated in North America, Asia and emerging countries

Despite a context which remains difficult in certain markets, Saint-Gobain expects a double-digit operating margin for second half and full year 2024, for the fourth consecutive year

## RESULTS BY SEGMENT

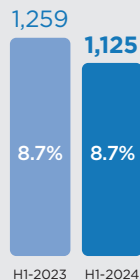
EUROPE, MIDDLE EAST  
AND AFRICA

**54%** of Group sales,  
o/w(\*):

**-7.9%**  
like-for-like(\*)

France (23.1%):	<b>-10.9%</b>
Nordics (11.2%):	<b>-10.1%</b>
Germany - Austria (2.9%):	<b>-8.0%</b>
UK - Ireland (3.5%):	<b>-4.1%</b>
Spain - Italy (4.2%):	<b>+1.8%</b>

SALES  
**€12,890m**

OPERATING INCOME (€m)  
AND MARGIN (%)

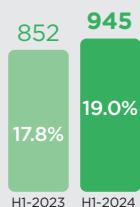
## AMERICAS

**21%** of Group sales,  
o/w(\*):

**+1.2%**  
like-for-like(\*)

North America (16.0%):	<b>+4.1%</b>
Latin America (4.7%):	<b>-7.6%</b>

SALES  
**€4,967m**

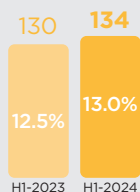
OPERATING INCOME (€m)  
AND MARGIN (%)

## ASIA-PACIFIC

**4%** of Group sales

**+1.2%**  
like-for-like(\*)

SALES  
**€1,033m**

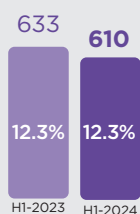
OPERATING INCOME (€m)  
AND MARGIN (%)HIGH PERFORMANCE  
SOLUTIONS

**21%** of Group sales,  
o/w(\*):

**-3.5%**  
like-for-like(\*)

Construction and Industry (13.1%):	<b>-4.9%</b>
Mobility (7.9%):	<b>-1.0%</b>

SALES  
**€4,969m**

OPERATING INCOME (€m)  
AND MARGIN (%)

# NEW ACQUISITIONS ON HIGH-GROWTH MARKETS

**Benoit Bazin presents the Group's acquisitions policy which is based around two strategic goals: growth in high-growth geographies and in construction chemicals.**

**CSR in AUSTRALIA** - On July 9, 2024, Saint-Gobain completed its acquisition of CSR Limited, a leading player in building materials in Australia, with an enterprise value of approximately €2.7 billion and a net enterprise value of approximately €1.9 billion, post short- to mid-term monetizable property value.



## What is the strategic objective of the CSR acquisition?

The CSR acquisition represents a decisive step for Saint-Gobain to strengthen our presence in Asia-Pacific and particularly in the Australian market, which offers strong growth prospects. It is fully aligned with our efforts adopted over the last five years to extend the Group's geographical footprint and is at the heart of our "Grow & Impact" strategy. CSR provides the ideal base from which to launch the Group's development in the region. We have similar values, culture, operating models, solutions-based strategies and a commitment to sustainable construction. In other words, I strongly believe that together we have a bright future ahead of us.

## What are CSR's strengths?

Founded in 1855, CSR is one of Australia's oldest manufacturing companies. It is a leading building products company in Australia and New Zealand and is the company behind some of the most trusted and

recognized brands for interior and exterior solutions and construction systems. CSR could be considered as the "Australian Saint-Gobain"!

## Can you provide more insights into why Australia is considered a key growth market for Saint-Gobain?

Australia stands out as an attractive, fast-growing market due to various factors. A dynamic demographic trend, with the rate of population growth three times the OECD average, is underpinned by robust immigration. The government's active support for the construction sector, through substantial funds and programs, aims to address the rising demand for housing, with an ambitious target to build 1.2 million homes in the next five years. Recent amendments to the country's National Construction Code (2022) emphasize energy efficiency and safety, areas in which CSR excels. All of this helps to create a hugely attractive environment for our future development.

## What synergies have been identified?

The combination of our strengths is a fantastic opportunity. By leveraging our World Class Manufacturing (WCM) program to improve the company's productivity, our benchmarking initiatives, and our economies of scale across the supply chain, we will be able to help improve CSR's production

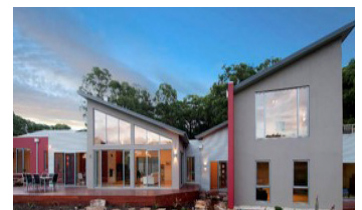
efficiency. We also have numerous growth plans to enrich the range of products offered to customers, be it on specialty product lines (ceilings, technical insulation, coated glass) or on the broad spectrum of construction chemicals solutions. The close collaboration between the teams from both organizations reinforces our confidence in the successful execution of future operating synergies

## What about the organization of Saint-Gobain and CSR teams?

In line with our local organization, CSR's teams will be fully empowered to develop the company's strategy in Australia. CSR's management is outstanding and so are its teams. Their role will be essential to our joint success. I look forward to welcoming as Chief Executive Officer Paul Dalton, former Executive General Manager of CSR, who leads a highly experienced management team. His appointment bodes well for the long-term success of the company and for the acceleration of our growth in Australia.

[Link to the press release](#)

[Link to the presentation](#)



## “CSR’s Building Products business”



**A\$1.9bn**  
2024 Revenues<sup>1</sup>  
(~€1.2bn)

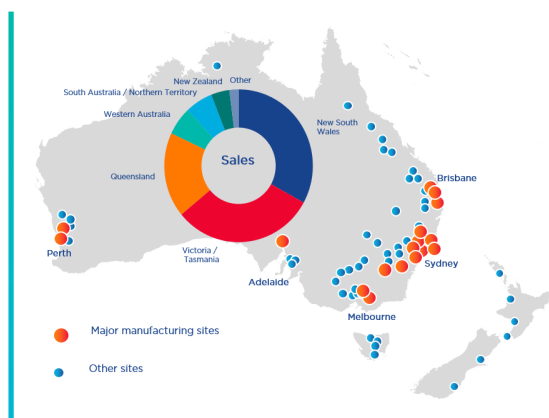
**~A\$340m**  
2024 EBITDA<sup>1</sup>  
(~€210m)

**~18%**  
2024 EBITDA margin<sup>1</sup>

**30**  
Manufacturing Plants

**2,500**  
Employees

A strategic footprint covering all of Australia and New Zealand



1. Sales and EBITDA for fiscal year ending in March 2024

A presence at every step of the build cycle



Structure



Façade



Interior finishing

**Monier**  
ROOFING

**Bradford**  
Insulation

**GYPROCK**  
Plaster & plasterboard

**PGH**  
BRICKS & PAVERS

**hebel**  
Autoclaved aerated concrete

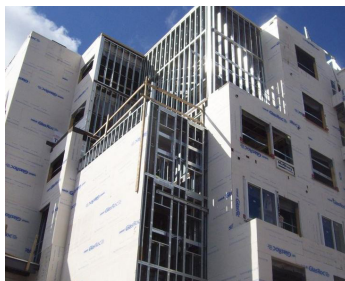
**martini**  
Acoustic ceilings

**afs**  
Formwork solutions for walls

**GEMINTEL**  
Cement board

**HIMMEL**  
interior solutions  
**POTTER**  
interior solutions

### BAILEY IN CANADA



**Bailey Group Companies, a metal framing specialist in Canada, further reinforces Saint-Gobain’s presence in this high-growth region.**

Following the acquisitions of Kaycan in siding in 2022 and Building Products of Canada in roofing in 2023, on June 3, 2024 Saint-Gobain finalized its acquisition of Bailey in light construction in Canada for approximately €600 million in cash. A leading player in metal framing in Canada, Bailey reported C\$532 million in sales and a 17.2% EBITDA margin in 2023.

Founded 75 years ago, Bailey

has 12 manufacturing plants across Canada and around 700 employees with a well-recognized brand.

This agreement will strengthen the Group’s presence in the attractive Canadian market, and in North America more generally. The acquisition creates significant synergy opportunities with a long-standing partner. Bailey completes Saint-Gobain’s full-range offer for both interiors (plasterboard, insulation, ceilings) and exteriors (roofing, cladding), with metal framing a key element of light construction solutions.

[Link to the press release](#)

[Link to the presentation](#)

### FOSROC: CONSTRUCTION CHEMICALS

**On June 27, 2024, Saint-Gobain signed a definitive agreement to acquire FOSROC, a leading global player in construction chemicals** with a strong geographic footprint in India, the Middle East and Asia-Pacific in particular, for \$1,025 million (approximately €960 million)

in cash. Following the acquisitions of Chryso in 2021 and GCP in 2022, this move is a new strategic step in reinforcing Saint-Gobain’s worldwide presence in construction chemicals.

With 20 manufacturing plants and around 3,000 employees, FOSROC provides a wide range of technical solutions for the construction industry, including admixtures and additives for concrete and cement, adhesives and sealants, waterproofing solutions, concrete repair solutions and flooring. Closing of the transaction is subject to customary conditions and is expected in first-half 2025.

[Link to the press release](#)

[Link to the presentation](#)





## CHALLENGES

### CRUCIAL CHALLENGES OF ENERGY RENOVATION

Energy renovation and sustainable construction have a common aim: contributing to the low-carbon strategy encouraged by governments. To highlight the obstacles and levers for action in relation to energy renovation, a large-scale qualitative and quantitative study was carried out in France. The results were used as the basis for [the second Sustainable Construction Barometer](#) that can be viewed on Saint-Gobain's website.

Those surveyed share the view that the renovation sector has long been neglected in favor of new builds and has not been perceived as a real market.

Cost, availability of skilled professionals, lack of information and support for owners, condominium governance and other regulatory barriers are just some of the obstacles highlighted by those surveyed.

Sharing best practices, the organization and industrialization of the sector, and the provision of information and support to owners are identified as the key success factors for accelerating energy renovation in France.

View all the results of the Sustainable Construction Barometer on the dedicated [Sustainable Construction Observatory webpage](#).



## MARKETS AND CUSTOMERS

### 3D-PRINTED HOUSES: NEW FEATS IN THE NETHERLANDS



Imagine more environmentally-friendly houses that can be built in the blink of an eye. This isn't science fiction but Milestone, the project to build 3D-printed concrete houses in the Bosuil district of Eindhoven, Netherlands, developed by Weber Beamix teams in partnership with the Eindhoven University of Technology.

After building the first house in 2021, the teams have continued their work to further develop the printing technology. Now, four new multi-floor houses are about to see the light of day. They stand out for their organic shapes, blending perfectly into their wooded surroundings. The design, by architects Houben/Van Mierlo, is both innovative and esthetically pleasing. Not only that, but these houses are built using less material than traditional construction methods, reducing their carbon footprint.

Government, researchers, companies and architects all joined forces to build these houses of the future. A great example of synergies and collective innovation to push back boundaries in construction. And if you're looking for a new home, these houses are for sale, so you can move in as early as summer 2025! To find out more about the Milestone project's 3D-printed houses, [click on this link](#).

## CHALLENGES

### SAINT-GOBAIN'S FIRST PARTNERSHIP WITH THE GLOBAL AWARD FOR SUSTAINABLE ARCHITECTURE™

Founded in 2006 by Jana Revedin, architect, researcher and also member of Saint-Gobain's Board of Directors, the Global Award for Sustainable Architecture™ has promoted innovative thinking and encouraged the adoption of sustainable solutions in architecture. For the first time, Saint-Gobain was the official partner of this international event, held under the patronage of UNESCO. Once again this year, five international architects were honored for their responsible work, in tune with current ethical, environmental and social concerns.

Benoit Bazin, Saint-Gobain Chairman and Chief Executive Officer, was present at the awards ceremony in Venice, Italy: "This partnership was an obvious choice. Just as this award celebrates architects who place sustainability and social responsibility at the heart of their projects, Saint-Gobain is committed to creating innovative solutions that promote sustainable construction".

The theme of the 2024 edition of the Global Award for Sustainable Architecture™ was "Architecture Is Education", and the jury rewarded innovative, ethical and responsible approaches among younger generations.

Find the list of winners on our website, along with a [replay of the ceremony](#).



## MARKETS AND CUSTOMERS

### THE ATHLETES' VILLAGE: AN ARCHITECTURAL FEAT AND A SHOWCASE FOR THE GROUP'S EXPERTISE

The Athletes' Village is the centerpiece of the Paris 2024 Olympic Games.

Thirty buildings have been built, spread over three towns in Seine-Saint-Denis. The Village will play host to 14,500 athletes and their teams during the Games, and then 9,000 athletes and their sporting delegations during the Paralympic Games.

Embracing the circular economy, the interior plaster partitions of the Village buildings were specially designed by Placo® teams, so that they can be dismantled and the majority of the materials reused. The teams at Weber worked with the timber industry to provide an innovative external thermal insulation system for the wooden facades on the 28 meter-high buildings. Point.P delivered building materials from Weber's Bonneuil-sur-Marne site by barge, taking an environmentally friendly route. For full details of the Athletes' Village, an open-air laboratory for sustainable construction, [watch the dedicated episode in the TOP STORIES series.](#)

## INITIATIVES

### SAINT-GOBAIN, BIGGEST

### SPONSOR OF THE 2024 ARCHI-FOLIES: A MEETING BETWEEN SPORT AND ARCHITECTURE



20 French architecture schools rallied around to design and build 20 full-scale pavilions in the heart of Parc de la Villette (Paris) for before and after the 2024 Paris Olympic and Paralympic Games. Supported by Saint-Gobain as a major sponsor and French-Swiss

architect Bernard Tschumi, the designer of the park, this architecture exhibition showcases pop-up structures designed by architecture students. The structures will serve as pavilions for 20 sports federations on the Club France site during the Olympic Games and will then be open to the public with free access during the Paralympic Games. This support has enabled the Group to forge solid ties with the future architects of sustainable construction.

[Watch the video of the inauguration of the 2024 Archi-Folies](#) (in French).

## MARKETS AND CUSTOMERS

### PLACO® PLUME 13: INNOVATIVE FOR EXTRA LIGHTNESS



Placo® has put its customers' expectations at the heart of its innovation with Placo® Plume 13, a lighter plasterboard, both for trade professionals and plasterers and for the environment.

All too often, building professionals must perform repetitive tasks on sites that are sometimes difficult to access and do not always allow the use of lifting equipment. The weight of materials is therefore key. To meet this need, Placo® drew on its full innovation capabilities to develop Placo® Plume 13, a new lightweight plasterboard. At 7.2 kg/m<sup>2</sup>, this new plasterboard weighs up to 6kg less than Placoplatre® BA 13 plasterboard. It is the first lightweight plasterboard in France, with two tapered edges (thickness of 12.5mm, width of 1.20m) and although lighter, it retains all the properties of traditional plasterboard.

Another advantage of this lighter board is its reduced environmental footprint. Manufactured at the Placo® plant in Cognac, France, it offers cumulative benefits throughout its life cycle: 20% less natural gypsum extracted, lower water and energy consumption, less fuel used for

transport with lighter vehicles and less waste, both on site and when the building is demolished.

To find out more, [watch the Placo® video](#) and visit its [website](#) (in French).

## INNOVATION

### FIRST LOW-CARBON PRODUCTION OF GLASS WOOL IN FINLAND

Following the test production at the Forssa plant of glass wool made solely using renewable energy and biofuel in 2022, Isover Finland launched Isover ACOUSTIC Roll Carbon Low, the country's first low-carbon glass wool, in May 2024. Produced entirely using biofuel and renewable energy, the product contains around 80% of recycled glass and its packaging consists of at least 30% recycled plastic and less than 15% printing ink. Designed to be used as acoustic insulation in partition walls, from a structural, functional and insulation performance perspective, Isover ACOUSTIC Roll Carbon Low has the same quality as all other Isover insulation solutions. By 2025, the Forssa plant will be powered entirely by biofuel, which will significantly reduce production-related carbon emissions and will give the glass wool plant the lowest carbon footprint of all Saint-Gobain plants in the world.

## INITIATIVES

### INDIVIDUAL SHAREHOLDERS' CLUB

To celebrate the Olympic and Paralympic Games, the Saint-Gobain Group has organized several initiatives for members of its Shareholders' Club, including visits to the Group's headquarters in La Défense and its specially redecorated showroom, "*Les rendez-vous Saint-Gobain* (talks)" and a competition to win tickets for the Olympic and Paralympic Games. The Individual Shareholders' Club looks forward to seeing you in September for new activities and site visits in Paris and across France. The Club is open to anyone with at least one share. To register, [go to the Individual Shareholders' Club registration page.](#)

# SHAREHOLDER'S NOTEBOOK

## DATES FOR YOUR DIARY

### FINANCIAL AGENDA

#### Sales for the third quarter of 2024:

October 29, 2024, after close of trading on the Paris stock exchange

### DOCUMENTATION (ONLINE)

#### Universal Registration Document 2023

(including the annual financial report and the integrated report)

#### Yearbook 2023-2024

#### Sustainable Construction magazine

## 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](http://www.saint-gobain.com) or send an e-mail to [actionnaires@saint-gobain.com](mailto:actionnaires@saint-gobain.com).



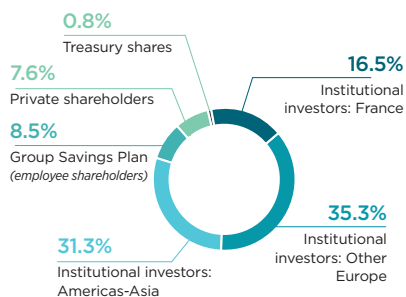
## TOTAL NUMBER OF SHARES

(at June, 30, 2024)

~499.5 million

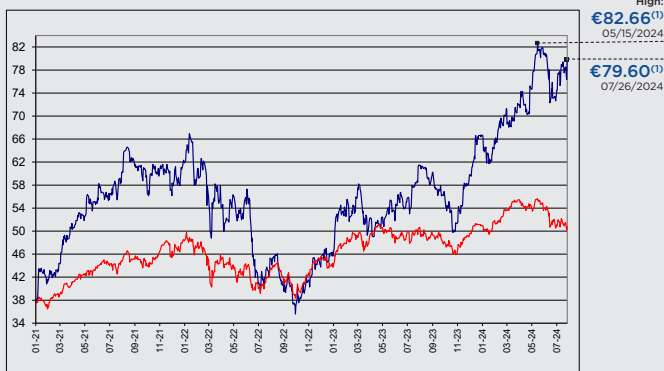
## OWNERSHIP STRUCTURE

(at June, 30, 2024 - %, estimated)



## SAINT-GOBAIN SHARE PERFORMANCE

01/01/2021 TO 07/26/2024



— (1) Saint-Gobain share — CAC 40

Recent performance at 07/26/2024 (%)	Saint-Gobain share	CAC 40
Performance since 01/01/2021	+112.3%	+35.4%
Performance since 12/29/2023	+19.4%	-0.3%

## YOUR CONTACTS

Saint-Gobain's Shareholder Relations Department will be pleased to answer any enquiries. Please feel free to contact them:

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