

UK INVESTOR SITE VISIT

JULY 2, 2024



SAINT-GOBAIN UK & IRELAND

July 2, 2024



Mike Chaldecott
CEO Saint-Gobain UK & Ireland



WHAT YOU WILL SEE TODAY



**UNIVERSITY OF SALFORD -
EXPERTISE IN BUILDING
PERFORMANCE**



**EHOME2 – A 3 BEDROOM-PROTOTYPE
HOME IN A CLIMATIC CHAMBER**



**VICTORIAN HOUSE TYPE
RETROFIT**

3 GROUPS WILL ROTATE – CHECK THE BACK OF YOUR BADGE

WHAT YOU WILL SEE TODAY

COLLYHURST VILLAGE

- Part of Victoria North
- £4bn, 20 year regeneration, 15,000 homes, 7 neighbourhoods to compensate housing shortage



Saint-Gobain solutions



- **BritishGypsum Gyproc** SoundBloc plasterboard & Fireline plasterboard

- **INTRA STACKK** loadbearing steel frame system

- **ISOVER** Acoustic Partition Roll

- **BritishGypsum Glasroc X** sheathing board

- **ISOVER** Polterm Max Plus insulation

- Tapes, fixings & sealants

COACHES WILL TAKE YOU BACK TO AIRPORT / TRAIN STATION FOR 4:30PM

SAFETY



PPE - REQUIRED FOR THE LIVE CONSTRUCTION SITE – WILL BE GIVEN AT LUNCHTIME



Stay with your Tour guide



Watch for Vehicles



Wear Protective Equipment



Stay Alert

PLEASE STAY SAFE AND ALERT

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SAINT-GOBAIN STRATEGY

JULY 2, 2024



Benoit Bazin
Chairman and CEO



**MAKING
THE WORLD
A BETTER
HOME**



**THE WORLDWIDE
LEADER IN LIGHT &
SUSTAINABLE
CONSTRUCTION**



**GROW &
IMPACT**

WE POSITION OURSELVES ON MARKETS DRIVEN BY MAJOR GLOBAL CHALLENGES

GLOBAL CHALLENGES

GLOBAL WARMING

**NATURAL RESOURCES
DEPLETION**

URBANIZATION

SAINT-GOBAIN SOLUTIONS



**Construction that uses
less energy and
natural resources**



**Comfortable living spaces that
improve occupants' well-being**

Sources: World Green Building Council, UNEP, CDP, Material Economics, ADEME

WE ARE THOUGHT LEADERS ON LIGHT & SUSTAINABLE CONSTRUCTION



22 countries, 1,760 respondents



Sustainability Talks
(Paris, Climate Week New York,
COP Dubai, Prague, Warsaw...)



Exclusive sponsorship of the
Global Award for Sustainable
Architecture



National initiatives to promote
energy-efficient renovation



[Check out our sustainable construction magazine](#)

CONTINUES TO DRIVE SUCCESS



Strategic choices to expand in high growth geographies and markets



A multi-local organization that leverages our full-range value-added solutions approach

CONTINUES TO DRIVE SUCCESS



Strategic choices to expand in high growth geographies and markets



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WE ARE EXPANDING IN HIGH GROWTH GEOGRAPHIES

~70%

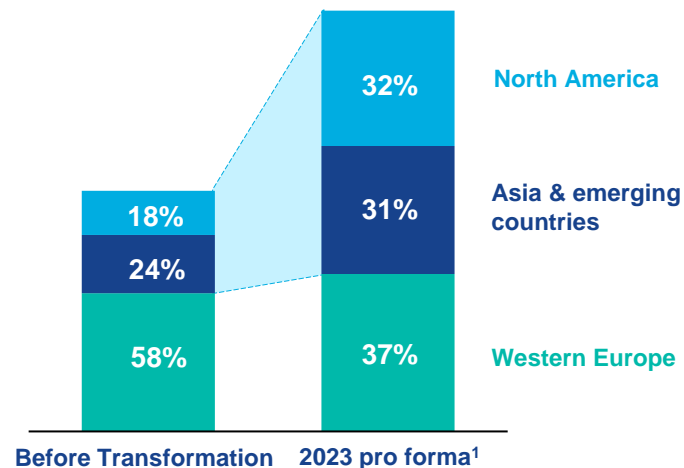
of growth capex in North America, Asia & emerging countries
2021 - 2023



+61

New lines and plants worldwide
2021 - 2023

Share of operating income



Close to 2/3 of operating income from North America, Asia & emerging countries

WE DEPLOY CAPITAL TO COMPLETE OUR OFFER IN HIGH GROWTH REGIONS



Australia

A leader in light & sustainable construction in Australia, with iconic brands



Canada

A leader in construction materials in Canada with sales tripled since 2021

WE STRENGTHEN OUR WORLDWIDE LEADERSHIP IN THE GROWING CONSTRUCTION CHEMICALS MARKET

Global presence



305 sites, ~13,000 employees

Successful growth

€6.2bn sales¹

€5bn invested since 2021

36 acquisitions since 2021

31 new lines and plants built



Leading player in fastest growing markets with rich portfolio

Strengthen our presence in *India, the Middle East and Asia-Pacific*

Value creation



Value creation in year 2



>+400bps EBITDA² margin improvement

WE CONTINUOUSLY OPTIMIZE OUR PROFILE TOWARDS HIGHER GROWTH AND PROFITABILITY

Close to 40% of sales rotated since end of 2018¹

€6.5bn

Sales from value-creating acquisitions

~20%
EBITDA / Sales



KAYCAN



€9.4bn

Sales from sold underperforming businesses

<5%
EBITDA / Sales



(China)



(Denmark, Estonia, Germany, Austria, United Kingdom, France, Portugal, Switzerland, Slovakia)



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

THREE SUCCESSFUL YEARS OF **GROW & IMPACT**

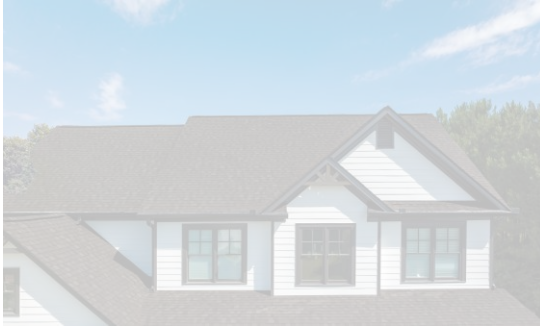
| | Indicator | 2021 – 2025 target (on average) | 2021 – 2023 average |
|--|------------------------------------|------------------------------------|---------------------|
| Accelerated profit & cash generation | Organic sales growth | 3 - 5% | 6.4% ¹ |
| | Operating margin | 9 - 11% | 10.5% |
| | Free cash flow conversion ratio | >50% | 58% |
| Disciplined capital allocation | ROCE | 12 - 15% | 15.8% |
| | Net debt/EBITDA | 1.5 - 2.0x | 1.2x |



2024: 4th consecutive year of double-digit operating profit margin

1. Average organic growth over 2021-2023: +6.9% in 2021 (+13.8% for 2021/2019 divided by two), +13.3% in 2022 and -0.9% in 2023

CONTINUES TO DRIVE SUCCESS



Strategic choices to expand in high growth geographies and markets



A multi-local organization that leverages our full-range value-added solutions approach

OUR COUNTRY ORGANIZATION BRINGS STRUCTURAL EFFECTIVENESS IN OPERATIONS



LOCAL TEAMS CLOSE TO OUR CUSTOMERS



90% of CEOs native to their country



In-depth understanding of local markets and active advocacy



Country CEOs promoting a very efficient solutions approach with ambition to outperform



COUNTRY-BASED MANAGEMENT



Constant focus on price-cost spread and cash management



Proactive operational action plans to **adjust cost structure to market changes**



Manufacturing & supply chain continuously optimized

WE ARE SIGNIFICANTLY INCREASING OUR SHARE-OF-WALLET THANKS TO OUR FULL RANGE OF SOLUTIONS IN EACH COUNTRY


EXTENDED OFFER FOR OUR DISTRIBUTOR CUSTOMERS

Sales teams leveraging local leadership to increase sales across all products

Sales evolution to top 20 customers since 2019:

+100% 

+164% 

+73% 

COMMON SPECIFICATION TEAM ACROSS PRODUCTS TO TARGET COMPLEX PROJECTS

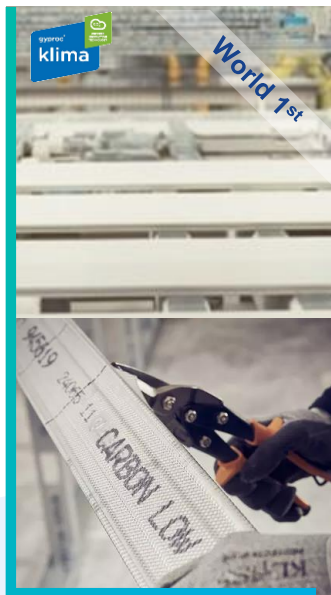
Targeting sustainable projects with technical expertise, services and complete solution offer

Specification volume evolution since team's creation¹:

+43% 

+88% 

WE CAPTURE MORE VALUE WITH THE WIDEST LOW-CARBON OFFER ON THE MARKET



Zero-carbon¹ plasterboard and low-carbon metal profiles (-58% carbon footprint²)



Low-carbon glass with -42% carbon footprint³



Glass wool including up to 80% recycled materials and bio-sourced binder



Solutions and additives for low-carbon cement



Publication of carbon footprint data for >100,000 products on our websites

1. Scope 1+2
2. Over lifetime, compared with our standard metal profiles
3. Compared with our European glass

WE DEVELOP FULL-RANGE SOLUTIONS WITH HIGH ADDED VALUE LEVERAGING THE BREADTH OF OUR OFFER



SAINT-GOBAIN, THE SUSTAINABLE CONSTRUCTION LEADER DELIVERING CONSISTENTLY STRONG RESULTS



CONSISTENTLY PERFORMING AT A HIGH LEVEL

3 years of outperformance with our
“Grow & Impact” strategy, supported by
teams’ winning spirit



A VALUE-ADDED SOLUTIONS APPROACH

Value-added innovative systems, cross-selling &
services for a full range solutions approach



A WORLDWIDE LEADER ON SUSTAINABILITY

Largest low-carbon offer on the market and
carbon intensity reduced by 44%¹ since 2017

SAINT-GOBAIN STRATEGY

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SAINT-GOBAIN UK & IRELAND AT A GLANCE

5,100

Employees

40

Manufacturing
& design hubs

8

Training
Academies

£1.5bn

2023 sales¹

107

Years of history

A rapidly evolved business in growth mode

#1 in Light Building Materials in the UK

1. Pro forma divestment of Jewson

SAINT-GOBAIN IN THE UK & IRELAND: THE ONLY COMPREHENSIVE SOLUTIONS PROVIDER IN LIGHT & SUSTAINABLE CONSTRUCTION

A strong market position with a large range of products & systems



Leadership position with renowned brands



Unique testing capabilities to demonstrate the effectiveness of our solutions

£7m investment in increased testing capacity

World's largest climatic chamber of its type to test our solutions



QUB™ IoT¹ patented device to measure thermal performance overnight

Customer-centricity & well-established relationships with our customers

Strong connections with distributors, contractors, housebuilders

Innovation capacity for solution integration

Strong specification teams to provide comprehensive solutions and digital construction tools to ensure integrity of specification data



STRONG DOUBLE-DIGIT OPERATING MARGIN

SAINT-GOBAIN IN THE UK & IRELAND: A RECOGNISED THOUGHT LEADER ON LIGHT & SUSTAINABLE CONSTRUCTION

The Routemap for Zero Avoidable Waste in Construction

| Theme | Aim | 2020s | 2030s |
|---------------------------------|---|-------|-------|
| Pre-Construction | Design for ease of use | ● | ● |
| Class & Design | Design reduction | ● | ● |
| Design | Encourage refurbishment over demolition | ● | ● |
| Design | Pressure with Zero Waste in mind | ● | ● |
| Materials | Ensure materials are readily recoverable | ● | ● |
| Materials | Quality of site management | ● | ● |
| Construction | Reduce volume of soil to be treated | ● | ● |
| Construction | Reduce reuse and recycling of new build waste | ● | ● |
| Construction | Reduce waste from temporary works | ● | ● |
| Construction | Better waste services for sites | ● | ● |
| In Use & End of Life | Quality of site management to reduce | ● | ● |
| End of Life | Less diversion of waste from demolition | ● | ● |
| End of Life | Accurate asset info available in digital form | ● | ● |
| End of Life | Good data to reduce waste to landfill | ● | ● |
| Other | Analyze and report waste to landfill | ● | ● |
| Other | Report CO2 saved at project and company level | ● | ● |

Advisor and member of the CLC¹ Green Construction Board



Founder of the All Party Parliamentary Group for healthy homes and buildings



Talks & exhibitions at construction industry shows (e.g. FutureBuild)



8 energy-efficient renovation training academies for tradespeople and young trainees

STRONG LONG-TERM DRIVERS FOR THE UK NEW-BUILD CONSTRUCTION MARKET

Documented housing shortage due to long-term undersupply

1.2m Housing shortage in the UK¹

300k Target of new-build homes per year in England

Both main political parties plan to tackle the housing crisis in full

Future Homes Standards: revolutionary upcoming regulation for new-build

Launching in **2025**

Objective: ensure that homes built from 2025 produce **75-80% less carbon emissions** than with current standards

Focus put on **complete energy-efficient solutions for new homes**

1. Source: Real Homes

STRONG LONG-TERM DRIVERS FOR RENOVATION IN THE UK

Ageing housing stock



The UK has the highest share of pre-war housing stock in Europe that has to be renovated

27m homes need to be renovated to meet net zero 2050 targets (90% of total housing stock)

Specific solutions needed to improve energy efficiency of old housing stock

Strong need to renovate social housing



1.4m

social homes below EPC¹ C and need retrofitting by 2030 to meet MEES²

£3.8bn

over 10 years (2020 – 2030) from the Social Housing Decarbonisation Fund

Stringent regulation for ageing non-residential buildings



Non-residential buildings require upgrading to **at least an EPC¹ B by 2030**

70% of office stock constructed before 2000

75% of companies ready to **pay more for sustainable offices**

Office sector turnover in excess of **£10 billion** and a workforce of c.250,000

1. Energy Performance Certificate
2. Minimum Energy Efficiency Standards

Sources: Official Statistics, Propertymark, JLL, PBC Today

THE BUILDING SAFETY ACT AND THE IMPORTANCE OF THE GOLDEN THREAD

The Building Safety Act (2022)

“Biggest change in building safety in a generation”

Building Safety Regulator (England) oversees safety, standards, design & management of all buildings

New legal responsibilities and liabilities for designers, constructors and occupants of buildings

The Golden Thread of information

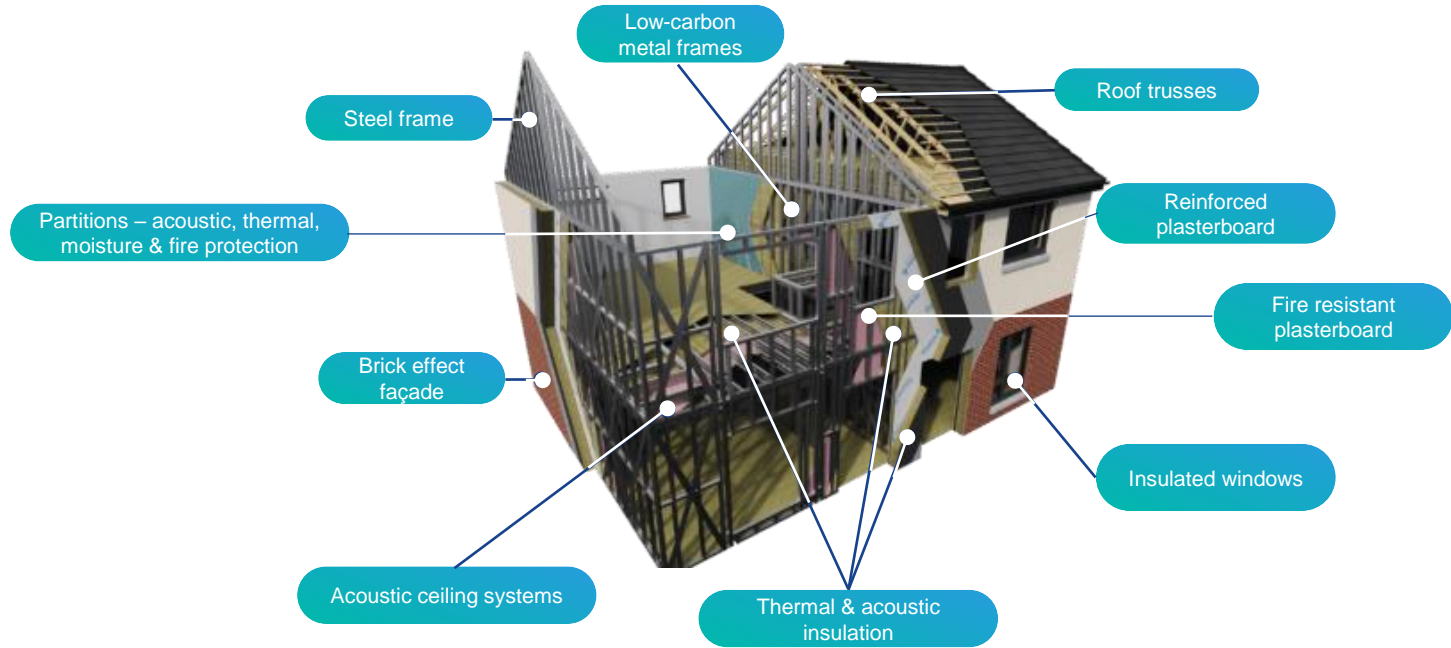
Crucial chain of **building information**

Provides a **trackable audit trail** concerning fire and structural safety, **from design and construction to occupation and building refurbishment**

Increasing use of **digital tools** to document accountable, reliable, consistent, secure and accessible **information**

Huge potential and opportunity for Saint-Gobain to align product, service and delivery into specification & solutions with testing & measuring capabilities

WE ARE THE ONE-STOP-SHOP PROVIDER OF COMPREHENSIVE SOLUTIONS FOR ALL CONSTRUCTION MARKETS



Strong specification capabilities to respond to all kinds of projects

WE ARE ORGANIZED BY SEGMENT TO BEST SERVE OUR CUSTOMERS

RESIDENTIAL NEW-BUILD



Single-Family
Multi-Family

Social Housing



Stores / Shopping
Centres
Office Buildings
Hotels
Other Commercial
Buildings

NON-RESIDENTIAL NEW-BUILD

RESIDENTIAL RENOVATION

Residential
Social Housing



Commercial
Education
Health Care
Ministry of Defence
Other Institutional
Buildings



NON-RESIDENTIAL RENOVATION



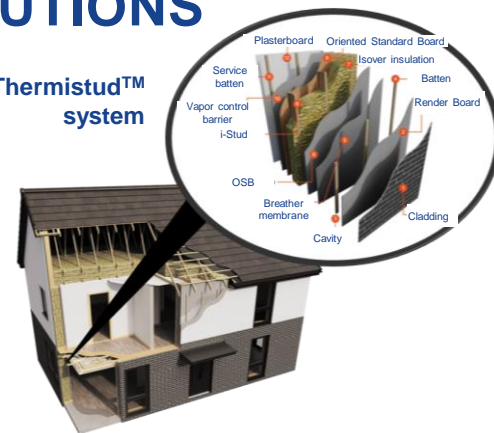
RESIDENTIAL NEW-BUILD: WE ADDRESS THE ENTIRE ENVELOPE WITH FUTURE HOMES COMPLIANT WALL SOLUTIONS

Enveo **Vent**

HIGH PERFORMANCE FAÇADE SOLUTIONS

- EnveoVent is a **whole wall solution adapted to Future Homes Standards** that utilizes the comprehensive interior and exterior solutions of Saint-Gobain
- Targeted at **social housing providers** and smaller regional housebuilders

Thermistud™
system



**INTRA
STACK**

LOW-RISE

Light gauge steel frame solution for up to three storeys high integrating **full suite of Saint-Gobain solutions**

- Up to **50% faster** to build
- Fully lightweight structural steel with **integrated Saint-Gobain solutions for floor, wall and roof**

NON-RESIDENTIAL NEW-BUILD: WE HAVE THE FULL-RANGE OF SOLUTIONS TO ACHIEVE BETTER PERFORMANCE & SUSTAINABILITY

BALFOUR HOSPITAL & HEALTHCARE FACILITY



Solutions to respond to technical challenges

- **Technical consultation** to specify the right solutions
- **Technical studs** to accommodate internal air pressure fluctuations
- **Impact resistant plasterboard**

Solutions to ensure comfort & well-being of patients

- **Acoustic wall system** to ensure privacy and acoustic comfort
- **Ceiling system** that improves air quality (absorbs VOCs¹) & aesthetics
- **Super flat screed for flooring** to ensure hygiene standards

Solutions to increase sustainability

- **Internal & external wall insulation**
- **Highly insulated glazing**
- **Glass & Plasterboard Recycling Service** to eliminate all construction waste

WE HAVE THE FULL-RANGE OF SOLUTIONS FOR COMPLETE RENOVATION

SANCTUARY HOUSE



Solutions to improve energy-efficiency

- **Energy-efficient retrofit expertise**
- **Technical consultancy on roof infrastructure** to support PV panels
- **Breathable internal wall & roof insulation**

Solutions to improve occupants' well-being

- **Acoustic wall systems** to reduce noise transmission

Solutions to improve building safety

- **Fire-resistant partition systems**
- **Fire-resistant HVAC insulation**

SAINT-GOBAIN IN THE UK & IRELAND: THE ONLY COMPREHENSIVE SOLUTIONS PROVIDER IN LIGHT & SUSTAINABLE CONSTRUCTION



RENOWNED BRANDS

Leading position with a complete offering of iconic brands



A SOLUTIONS APPROACH TO DELIVER PERFORMANCE

Value-added solutions with strong specification capabilities



A BROAD MARKET COVERAGE

An efficient segment approach to address all construction market segments

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