Recent results and outlook

APRIL 2022



FIRST-QUARTER 2022 SALES



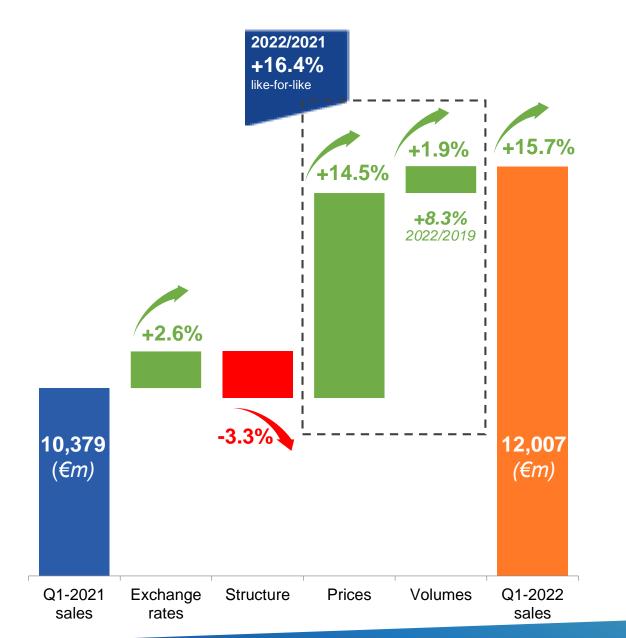
HIGHLIGHTS: SALES AT A NEW RECORD HIGH IN FIRST-QUARTER 2022

- >> Very strong 16.4% organic growth on supportive underlying markets
- > Acceleration in prices, enabling the generation of a positive price-cost spread in the first quarter
- >> Deployment of our solutions for energy efficiency and decarbonization ramped up in all geographies
- >> 2022 outlook confirmed



VERY STRONG ORGANIC GROWTH





- Exchange rates: appreciation of the US dollar, pound sterling, Brazilian real and other emerging country currencies
- Structure: ongoing optimization of the Group's profile, in terms of both divestments and acquisitions



ACCELERATION IN PRICES



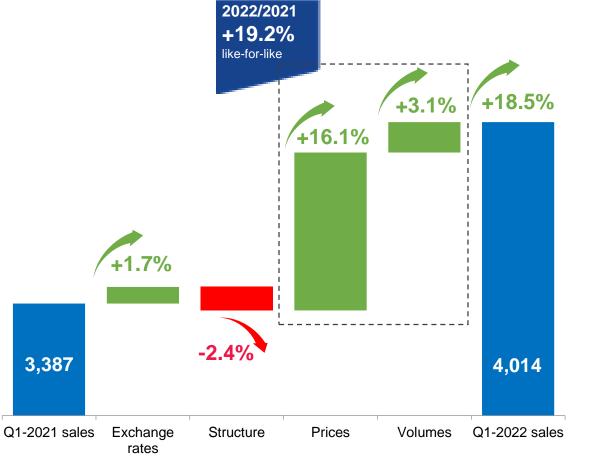




Q1-2022 Sales 5

NORTHERN EUROPE: STRONG SALES GROWTH DRIVEN BY RENOVATION

Sales (€m)



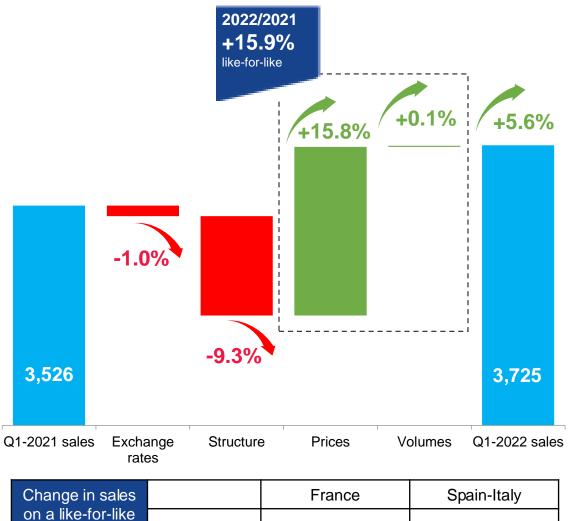
Change in sales on a like-for-like basis 2022/2021	Nordics	United Kingdom	Germany	
	2022/2021	+17.5%	+18.4%	+16.9%



GRO

SOUTHERN EUROPE - MIDDLE EAST & AFRICA: STRONG SALES MOMENTUM DRIVEN BY RENOVATION

Sales (€m)



+13.4%

+20.4%

2022/2021

basis

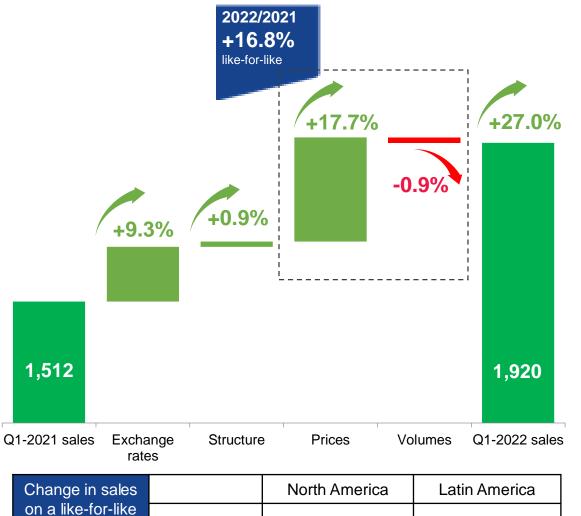




GROV

AMERICAS: STRONG SALES GROWTH DRIVEN BY COMPREHENSIVE LIGHT CONSTRUCTION SOLUTIONS

Sales (€m)



+16.3%

+17.9%

2022/2021

basis

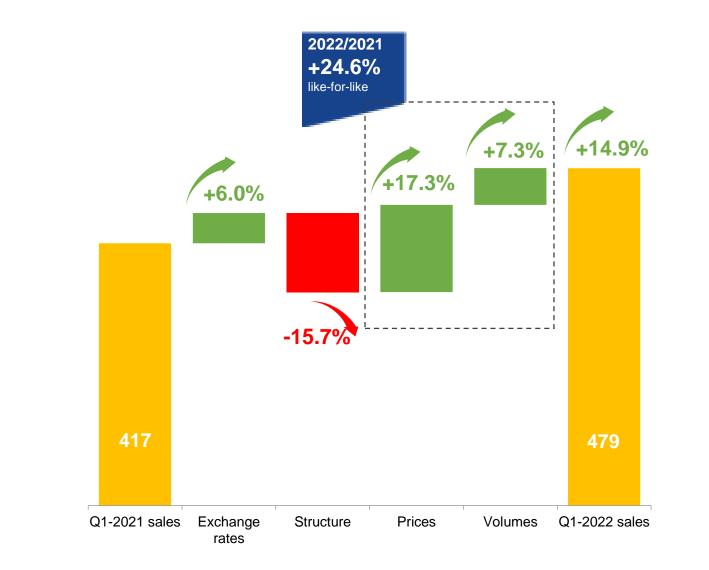


GROV

ASIA-PACIFIC: STRONG SALES GROWTH

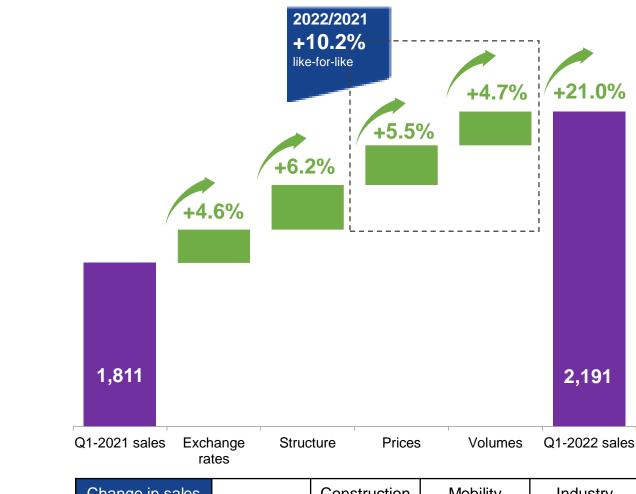
Sales (€m)







HIGH PERFORMANCE SOLUTIONS: CLEAR GROWTH IN SALES DESPITE GROW& IMPAC A SLOW RECOVERY IN THE MOBILITY MARKET



Sales (€m)





2022 OUTLOOK



Despite a difficult geopolitical environment along with ongoing disruptions to global supply chains, in 2022 the Group should continue to fully leverage the good momentum in its main markets – especially renovation in Europe as well as construction in the Americas and in Asia – and reaffirm its excellent operating performance thanks to a solid and well-aligned organization. In this environment, and provided there is no new major impact related to the coronavirus pandemic and the geopolitical situation, Saint-Gobain expects the following trends for its segments:

- Europe: supportive renovation market requiring comprehensive solutions that increase efficiency and save time for customers within each country, albeit with a high comparison basis in the first half
- Americas: upbeat market trends, particularly in residential construction in North America and in Latin America overall, despite a less dynamic environment in Brazil
- Asia-Pacific: market growth with continued good momentum in India and a gradual recovery in South-East Asia; short-term uncertainties in China owing to Covid-related restrictions
- High Performance Solutions: market growth with supportive long-term trends in sustainable construction, a demand for innovation and new materials for industry decarbonization and green mobility, despite uncertainties regarding 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



Making the World a Better Home

THE WORLDWIDE LEADER IN LIGHT & SUSTAINABLE CONSTRUCTION







GROW & IMPACT IN MOTION ACROSS THE ORGANIZATION 83% employee engagement score

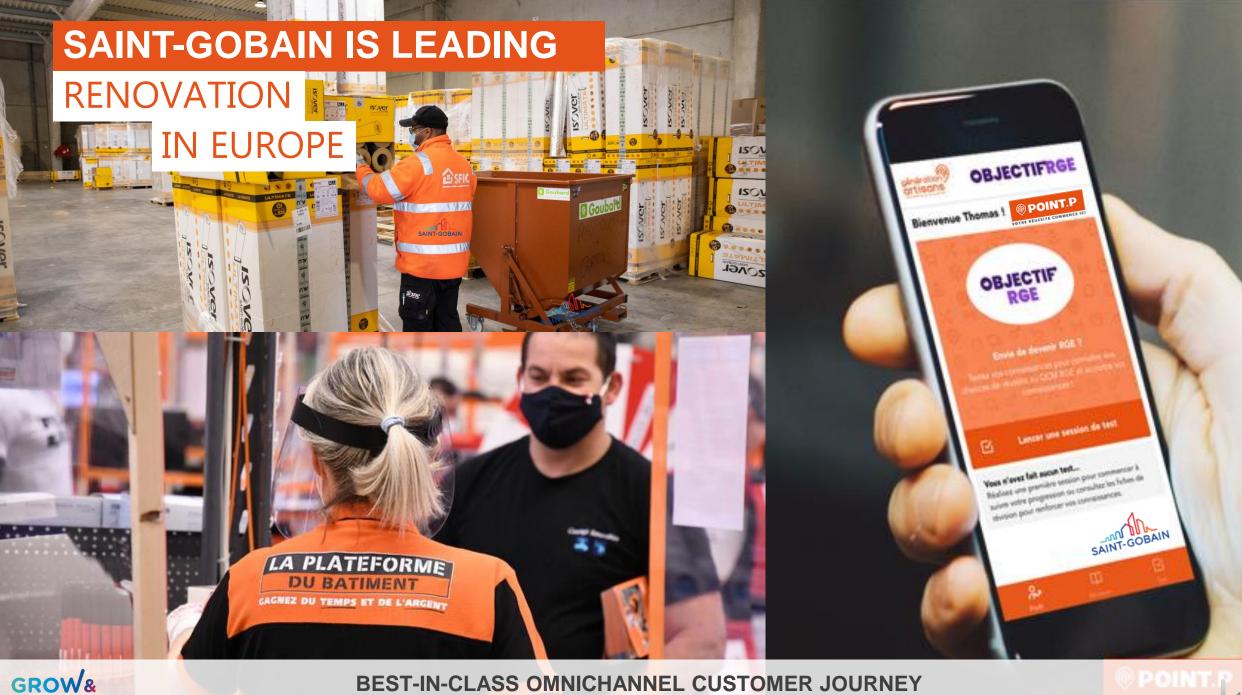
ΙΜΡΛCΤ

SAINT-GOBAIN IS SHOWCASING SUSTAINABLE SOLUTIONS AT WORLD EXPO 2021



INNOVATIVE BUILDING SOLUTIONS FROM 11 SAINT-GOBAIN PRODUCT LINES - DUBAI

Including ceilings, acoustic partitions, solar control & electrochromic glazing, construction chemicals, high performance membranes, insulation, fire resistant glass



BEST-IN-CLASS OMNICHANNEL CUSTOMER JOURNEY

15

IMPACT Weekly regular contact with 2 million tradespeople through 3,500 outlets, 500 showrooms, digital applications and logistics solutions

SAINT-GOBAIN IS BUILDING A WORLDWIDE PLATFORM IN CONSTRUCTION CHEMICALS

May 20, 2021

ΙΜΡΛCΤ

GROW&





 GROW& ~40% OF RENEWABLE ENERGIES IN ELECTRICITY CONSUMPTION (x2 vs. 2020)

 IMPACT
 Blooming Grove wind farm – Illinois, USA

 Photovoltaic roofs and rain water harvesting – Chennai, India

SAINT-GOBAIN IS DRIVING CIRCULARITY INTO OUR MARKETS



RENOVATION OF OFFICE BUILDING - STOCKHOLM Recycling of 100% of old glass and 100% replacement by new Cool-Lite glazing

2021 HIGHLIGHTS



2021: A KEY MILESTONE IN SAINT-GOBAIN GROWTH AND PROFITABILITY TRAJECTORY





2021 results presentation



20

2021: FURTHER PROGRESS TOWARDS OUR ENVIRONMENTAL AND SOCIAL TARGETS



SAINT-GOBAIN

ENVIRONMENT SOCIAL **MAXIMIZE OUR IMPACT** ~40x 26.3% net positive thanks to our solutions¹ of women managers³ **MINIMIZE OUR FOOTPRINT** 83% -23% CO_2 emissions vs. 2017 on scope $1+2^2$ in employee engagement score 1. Solutions produced & sold in 1 year, with impact over entire product lifespan vs. scope 1-2-3 of Saint-Gobain 2. -29% carbon intensity in kg CO₂ / € sales vs. 2017 3. Among ~30k managers 2021 results presentation 21

2021: SUCCESSFUL EXECUTION ON THE FIRST YEAR OF GROW&





2021: SUCCESSFUL EXECUTION ON THE FIRST YEAR OF



SALES GROWTH THROUGH SOLUTIONS APPROACH

DISCIPLINED CAPITAL ALLOCATION FOR GROWTH

21 new plants and production lines and **5** new countries¹



€2bn of acquisitions² in 2021, with a large strategic move into construction chemicals

€2bn of divestments² in 2021 and €5.6bn divested since Transform & Grow

RECORD RETURN TO SHAREHOLDERS ~€1.2bn











23

2021 RESULTS GROUP SEGMENTS



RECORD ORGANIC GROWTH AND SALES





- Organic growth of 13.8% versus 2019 (o/w 6.2% volume growth), i.e. annual average growth of ~6.9% over 2 years
- Exchange rates: slight depreciation over the year, despite an appreciation in H2 led by the pound sterling, Nordic krona and US dollar
- Structure: continued optimization of Group profile (divestments and acquisitions)

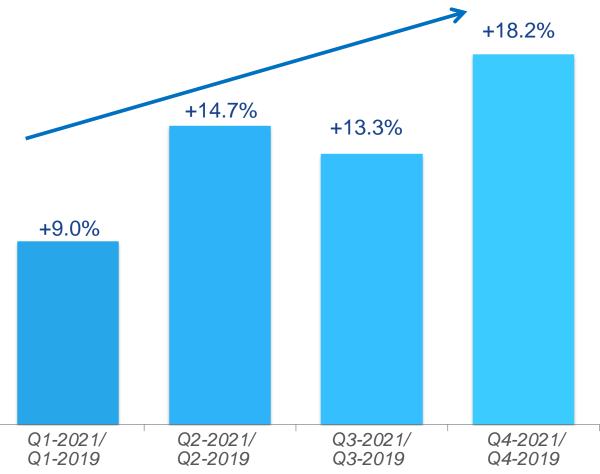
Annual average organic growth over 2019-2021 = 6.9%, ahead of the target of 3% to 5%



ACCELERATION IN ORGANIC GROWTH WITH STRONG VOLUME MOMENTUM



Quarterly organic growth vs. 2019

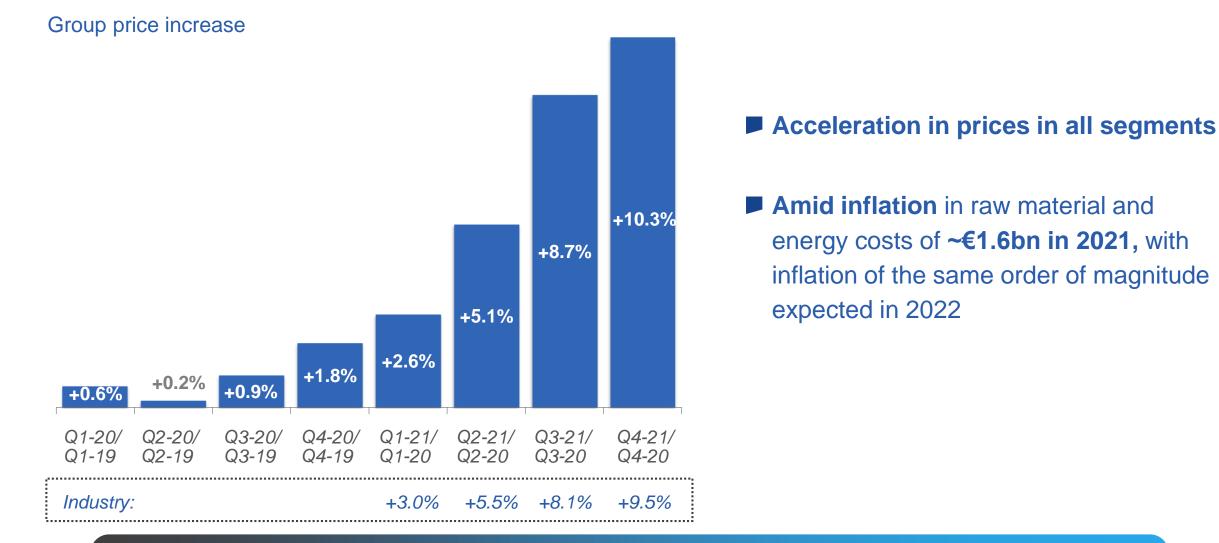


- **+9.0% in Q1,** o/w volumes +5.8%
- +14.7% in Q2, o/w volumes +9.4% with a positive +3% calendar impact
- +13.3% in Q3, o/w volumes +3.6% with a negative -0.5% calendar impact
- **+18.2% in Q4**, o/w volumes +6.0%

Strong volume momentum: up 6.2% over the year versus 2019



STRONG PRICING POWER AND DECISIVE EXECUTION



Strong pricing agility and discipline: prices up 6.7% over the year versus 2020

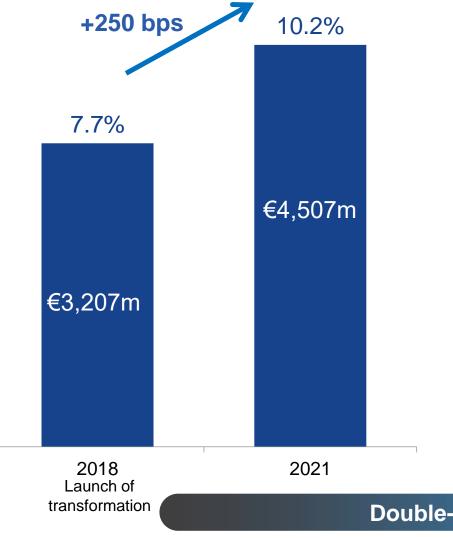




RECORD OPERATING INCOME AND RECORD MARGIN

(OPERATING INCOME IN €M AND AS A % OF SALES)





2018-2021

- Impact of the successful operational and financial transformation
- Portfolio optimization
- Outperformance versus the markets

2021

- Continued outperformance
- Positive price-cost spread of €60m
- Additional cost savings of €150m in businesses impacted by the coronavirus

Double-digit margin ambition delivered



RECORD RESULTS: BUSINESS INCOME AND EBITDA



€m	2019	2020	2021	2021/ 2020	2021/ 2019
Operating income	3,390	2,855	4,507	+57.9%	+32.9%
Non-operating costs	(421)	(342)	(239)		
Capital gains (losses) and impacts resulting from changes in Group structure	(13)	(58)	(67)		
Asset write-downs and other	(403)	(1,023)	(265)		
Business income	2,553	1,432	3,936	+174.9%	+54.2%

Operating income	3,390	2,855	4,507	+57.9%	+32.9%
Operating depreciation and amortization	1,901	1,902	1,934		
Non-operating costs	(421)	(342)	(239)		
EBITDA	4,870	4,415	6,202	+40.5%	+27.4%
EBITDA margin (as a % of sales)	11.4%	11.6%	14.0%	+240 bps	+260 bps

EBITDA margin up 290 bps vs. 2018







€m	2019	2020	2021	2021/ 2020	2021/ 2019
Business income	2,553	1,432	3,936	+174.9%	+54.2%
Net financial expense	(496)	(453)	(408)		
Dividends received from investments	28	34	1		
Income tax	(631)	(526)	(919)		

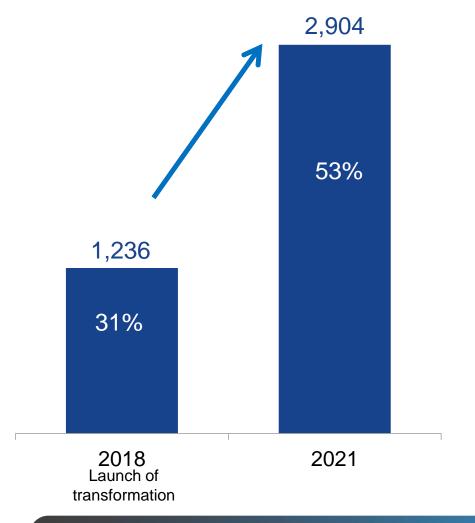
Net attributable income	1,406	456	2,521		
Recurring net income	1,915	1,470	2,815	+91.5%	+47.0%
Recurring EPS (in €)	3.53	2.74	5.35	+95.3%	+51.6%

EPS up by more than 50% vs. 2019



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

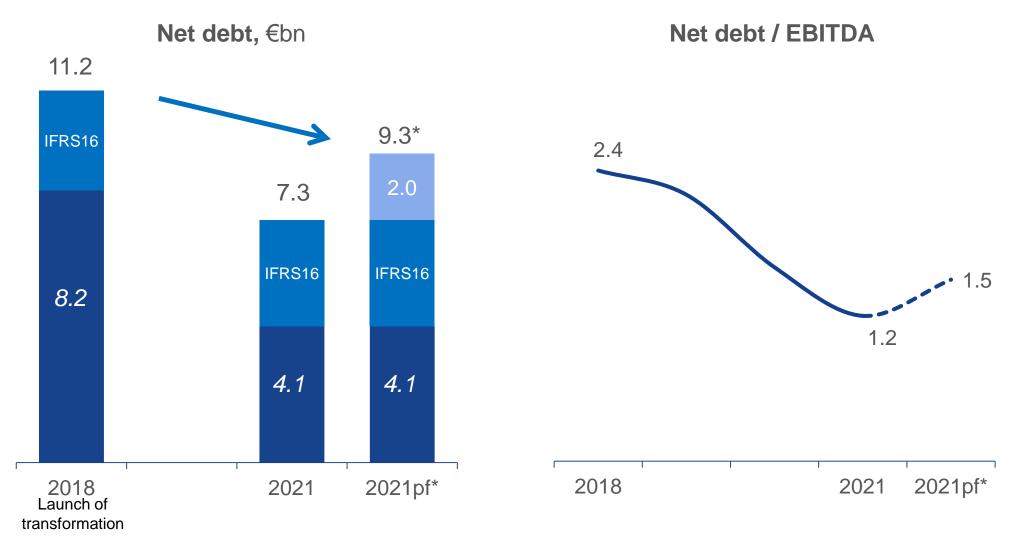
2021

- Capital expenditure at 3.6% of sales compared to a target of 3.5% to 4.5%
- Non-operating costs at €239m, in line with target
- Operating WCR at 17 days' sales vs 18 days at end-2020

Delivered target of a FCF conversion ratio >50%



... STRENGTHENING OUR BALANCE SHEET



Net debt/EBITDA ratio between 1.5x and 2.0x, in line with commitments

* proforma 2021, after GCP acquisition: net debt +€2bn

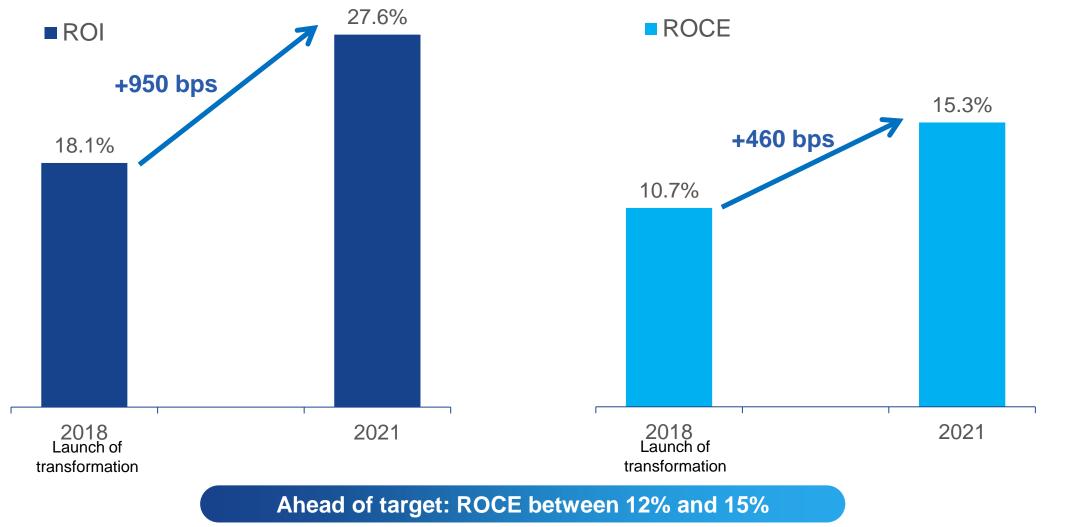


GROW& IMP/CT

STRONG IMPROVEMENT IN VALUE CREATION RATIOS



(before tax, after IFRS16)

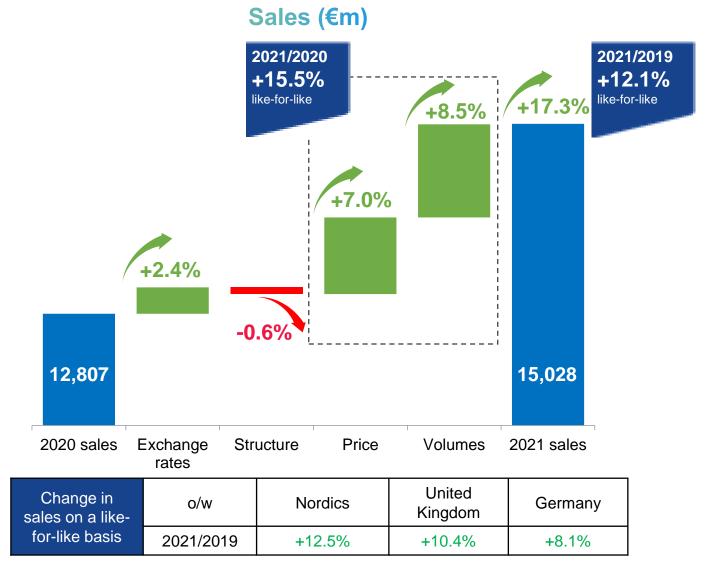


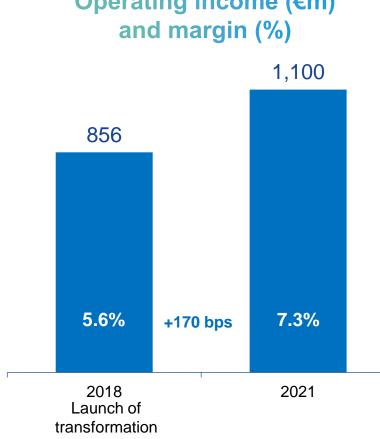


2021 RESULTS GROUP SEGMENTS



NORTHERN EUROPE: STRONG SALES MOMENTUM ON THE RENOVATION MARKET AND RECORD MARGIN





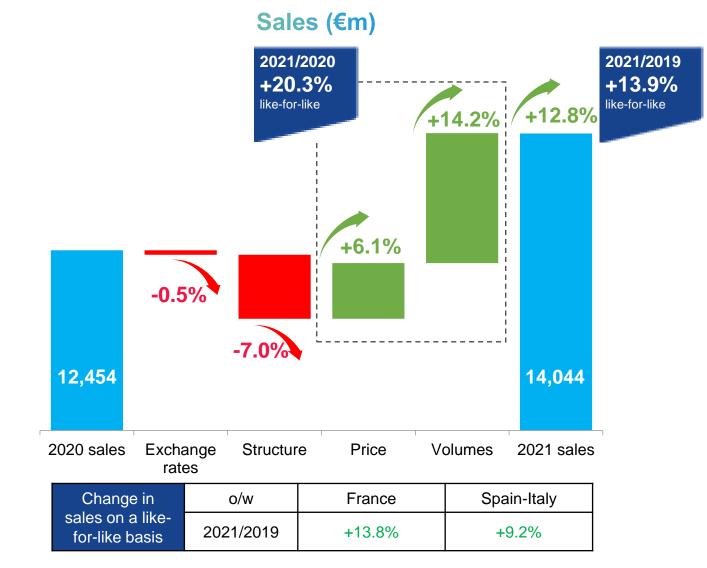
Operating income (€m)

35 2021 results presentation



GROV

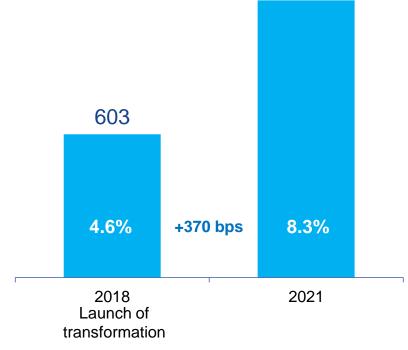
SOUTHERN EUROPE - MIDDLE EAST & AFRICA: STRONG SALES MOMENTUM ON THE RENOVATION MARKET AND RECORD MARGIN



Operating income (€m) and margin (%)



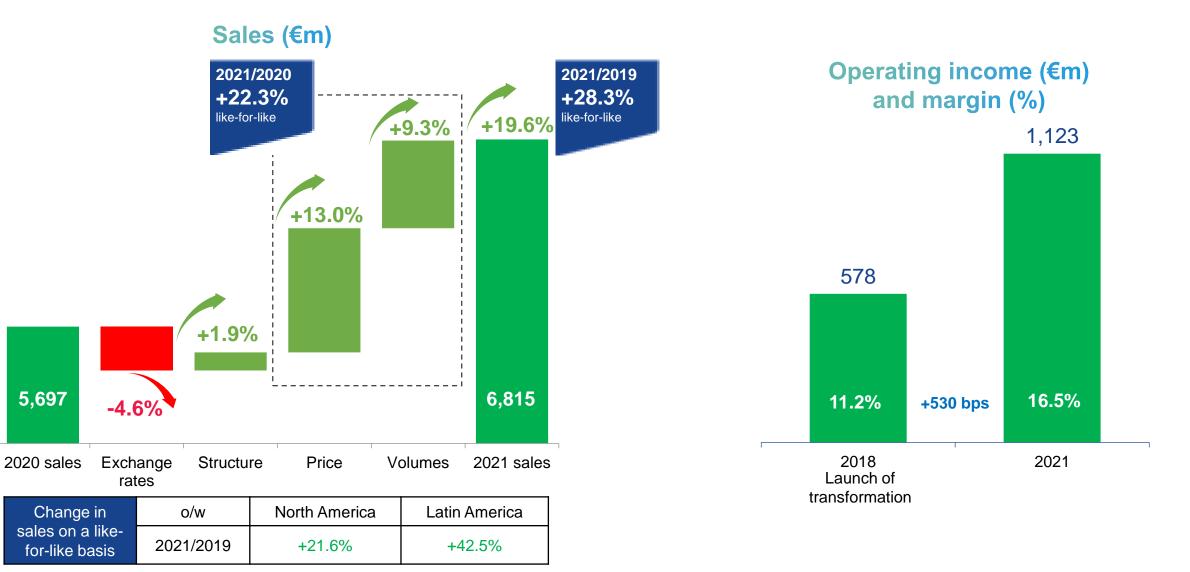
GROW





AMERICAS: STRONG SALES GROWTH AND RECORD MARGIN

5,697

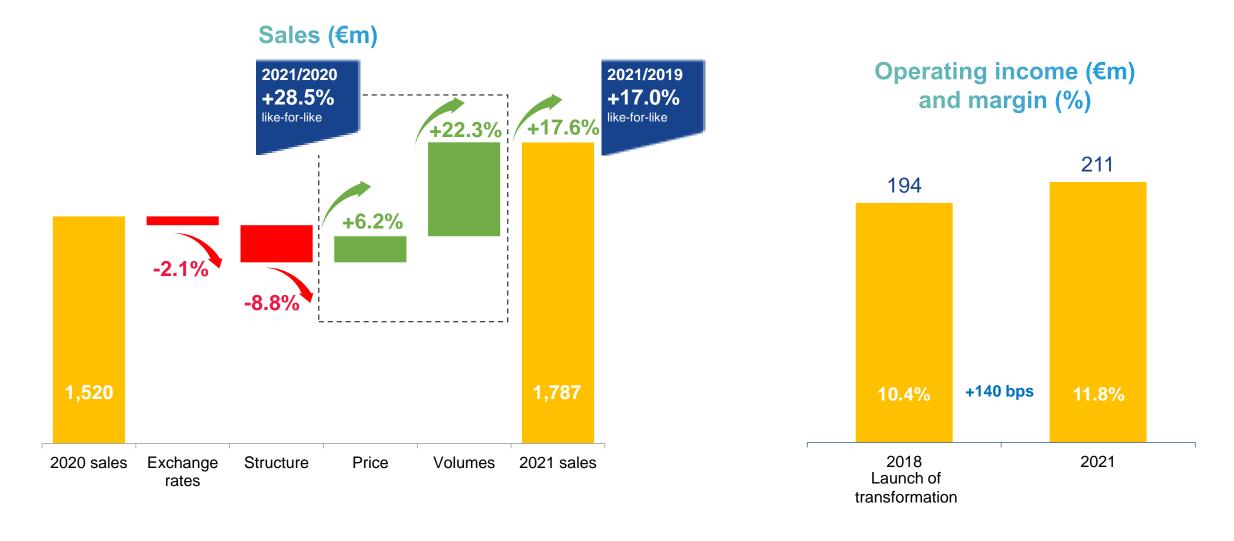


37 2021 results presentation



GROV

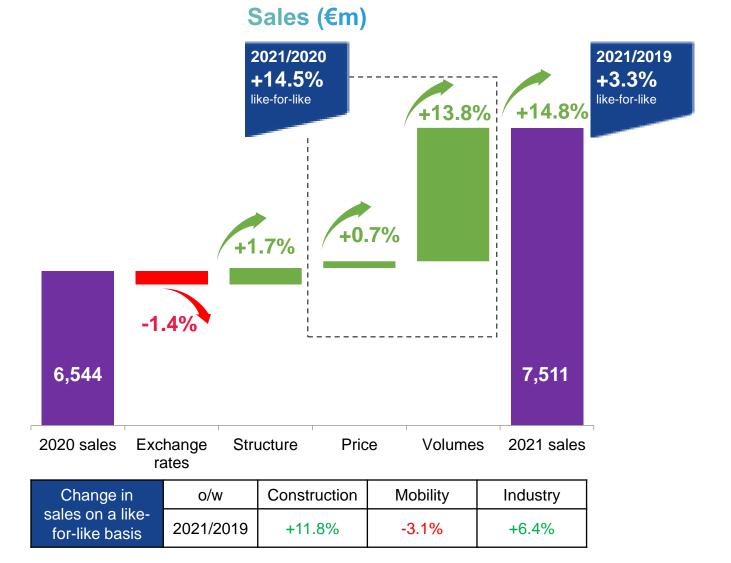
ASIA-PACIFIC: STRONG SALES GROWTH AND RECORD MARGIN





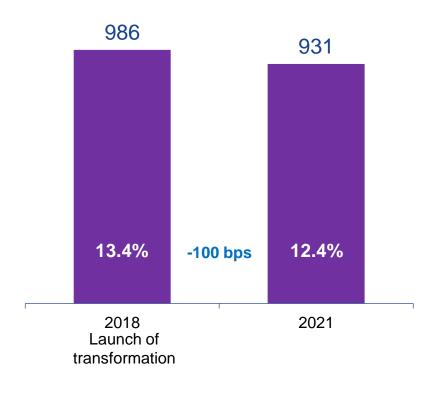
GROV

HIGH PERFORMANCE SOLUTIONS: GOOD GROWTH IN SALES VERSUS 2019 EXCLUDING MOBILITY



Operating income (€m) and margin (%)

GRO



SAINT-GOBAIN

STRATEGIC ACTIONS



OUR ACTIONS AS LEADER IN LIGHT & SUSTAINABLE CONSTRUCTION



Leverage attractive positioning on accelerating markets

Drive and expand customer-centric solutions

Sustainability at the core of our business model

Further strengthen value creation for shareholders



SAINT-GOBAIN IS AT THE HEART OF GLOBAL CHALLENGES

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 SAINT-GOBAIN SOLUTIONS FOR SUSTAINABILITY AND PERFORMANCE

Energy-efficient renovation

Light construction

Industry & Construction decarbonization









SAINT-GOBAIN IS LEVERAGING THE STRONG MOMENTUM ON THE EUROPEAN RENOVATION MARKET



ENERGY-EFFICIENT RENOVATION From ambition to concrete commitments	
Member state commitments	Long-Term Renovation Strategies submitted by all member states by end-2021 35m buildings to be renovated by 2030
EU / member state regulations	EED ¹ : 3% of floor areas of public buildings to be retrofitted each year EPBD ² : Minimum energy standards for worst- performing buildings
EU / member state financing	NGEU ³ : €50bn dedicated to building renovation Upcoming financing from the 2021-2027 Multi-annual Financial Framework

NON-ENERGY RENOVATION Continuously strong tailwinds

High levels of real-estate transactions

Intentions to improve homes at record high levels

Significant increase of households savings in the EU (excess savings accounting for 8% of GDP)

Order books and confidence indicators of tradespeople continuously well-oriented

~50% of Group sales on renovation market

1. Energy Efficiency Directive

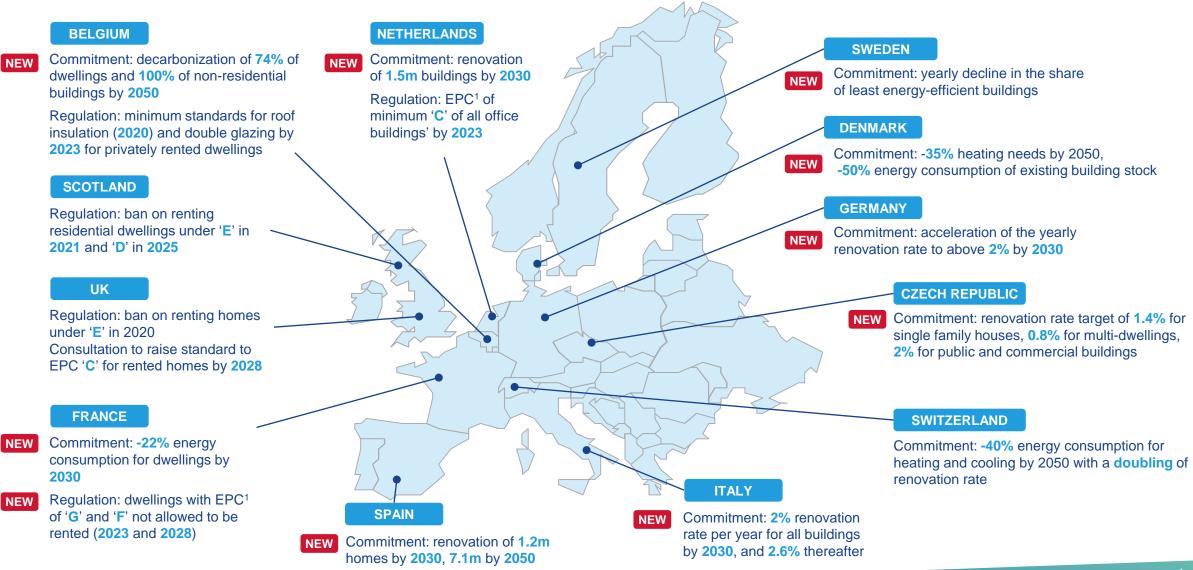
2. Energy Performance of Buildings Directive

3. NextGenerationEU



43

EUROPEAN COUNTRIES ARE TAKING ACTION TO DOUBLE THEIR RENOVATION RATE BY 2030



NEW

NEW



GROW

SAINT-GOBAIN OFFERING ADDRESSES THE FAVORABLE LIGHT CONSTRUCTION MARKETS







45

SAINT-GOBAIN ADDRESSES ACCELERATED INNOVATION NEEDS FOR SUSTAINABILITY ACROSS GLOBAL MARKETS



SAINT-GOBAIN SOLUTIONS

Decarbonization technologies for global construction players

+17% growth for Adfors and Chryso⁴



Sustainable MOBILITY

Sustainable

CONSTRUCTION

+35%

+18%

certifications¹

CAGR 2021-2025 of electric vehicles production²

increase in building labelling

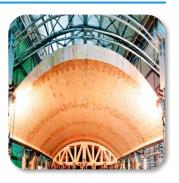
Technologies for **glazing &** electric vehicle solutions

Sekurit >40% market share on EV



33% of large European companies with defined net zero carbon goals³ **Specialty materials** for industrial processes decarbonization

Fast increasing backlog







1. Non-residential buildings worldwide (excl industrial buildings) 2018-2020

2. IHS December 2021 for BEV and PHEV

Sustainable

INDUSTRY

3. Among the +1,000 largest listed European companies - Accenture

4. 2021 vs. 2019 like-for-like

OUR ACTIONS AS LEADER IN LIGHT & SUSTAINABLE CONSTRUCTION



Leverage attractive positioning on accelerating markets

Drive and expand customer-centric solutions

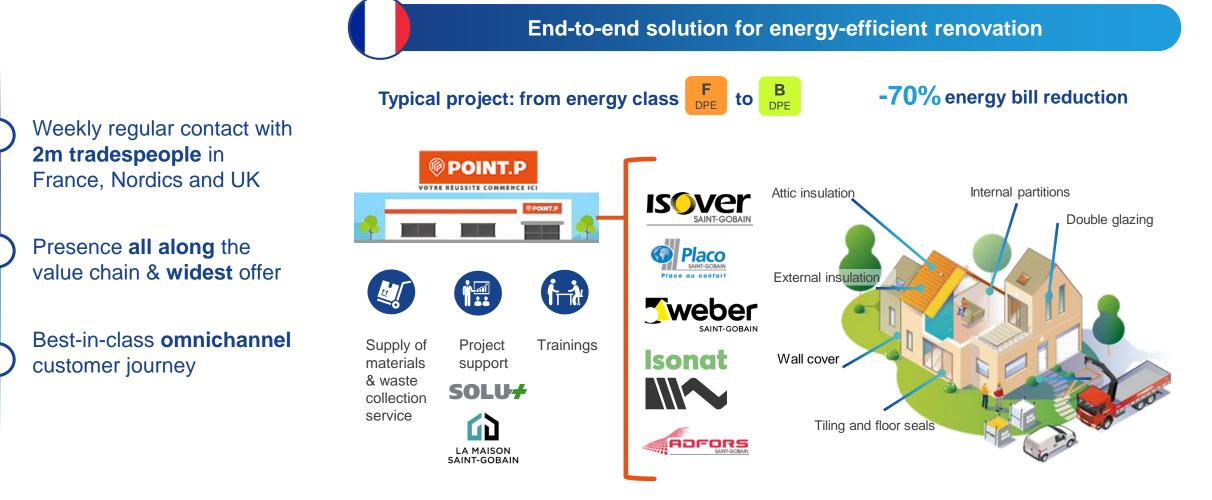
Sustainability at the core of our business model

Further strengthen value creation for shareholders



WE ARE THE ONE-STOP-SHOP FOR RENOVATION SOLUTIONS





SIGNIFICANT OUTPERFORMANCE OF SAINT-GOBAIN vs. French renovation market



OUR LIGHT CONSTRUCTION SOLUTIONS BRING PERFORMANCE AND SUSTAINABILITY

Full breadth system offer of building materials for light construction

ETICS¹ ON LIGHT WEIGHT TIMBER FRAMED WALL

ver isover 👩 Gyproc isover **Residential house** Michelangelova 2021

Ultimate / Vario XtraSafe water vapour barrier Intragra rain screen

Glasroc X / Rigidur H reinforced gypsum boards

weber.therm stone wool thermal insulation boards Adhesive mortars Decorative coatings

Reinforcement mesh in base-coat mortar

+12% sales growth in 2021 for ETICS¹

Certified system of 5 Saint-Gobain product families

Key account management with large developers and investors

SAINT-GOBAIN OUTPERFORMANCE: +2pts market share gain in 2021²

- 1. ETICS : External Thermal Insulation Composite System
- 2. Market share gain in Czech Republic in 2021 vs. 2020 on ETICS



49

GRO

OUR SOLUTIONS HELP DECARBONIZE CONSTRUCTION AND INDUSTRIAL PROCESSES



Advanced positions on **fast-growing** markets

Leadership in specialty materials (ceramics, polymers & composites)

Worldwide technology platforms

~30% new product share



Up to **10%**

100%

of energy savings

of Saint-Gobain glass plants equipped

O Valoref Service to recycle

refractory materials

SAINT-GOBAIN OUTPERFORMANCE: n°1 market leader on refractories for glass furnaces



Low carbon concrete solutions

-50% emissions of CO₂ per m³ of concrete

SAINT-GOBAIN OUTPERFORMANCE: 1st complete admixture offer for low-CO₂ concrete



50

ALL COUNTRIES ARE DRIVING SAINT-GOBAIN CUSTOMER-CENTRIC SOLUTIONS



Complete offering for DIY



My Home by Saint-Gobain





Glasroc X exterior board system



Complete acoustic systems



Thermal protection solutions for EV batteries



Grow & Impact in motion across the organization

2021 results presentation 51



OUR ACTIONS AS LEADER IN LIGHT & SUSTAINABLE CONSTRUCTION



Leverage attractive positioning on accelerating markets

Drive and expand customer-centric solutions

Sustainability at the core of our business model

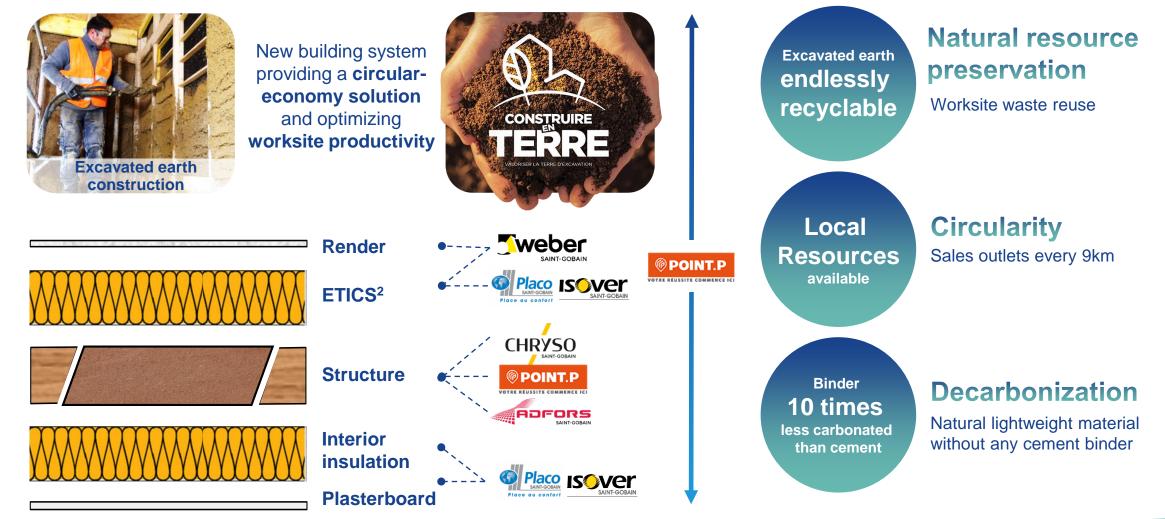
Further strengthen value creation for shareholders



WE INNOVATE TO DEVELOP NEW DECARBONIZED BUILDING SYSTEMS



DECARBONIZED WALL – Early stage innovation for residential¹

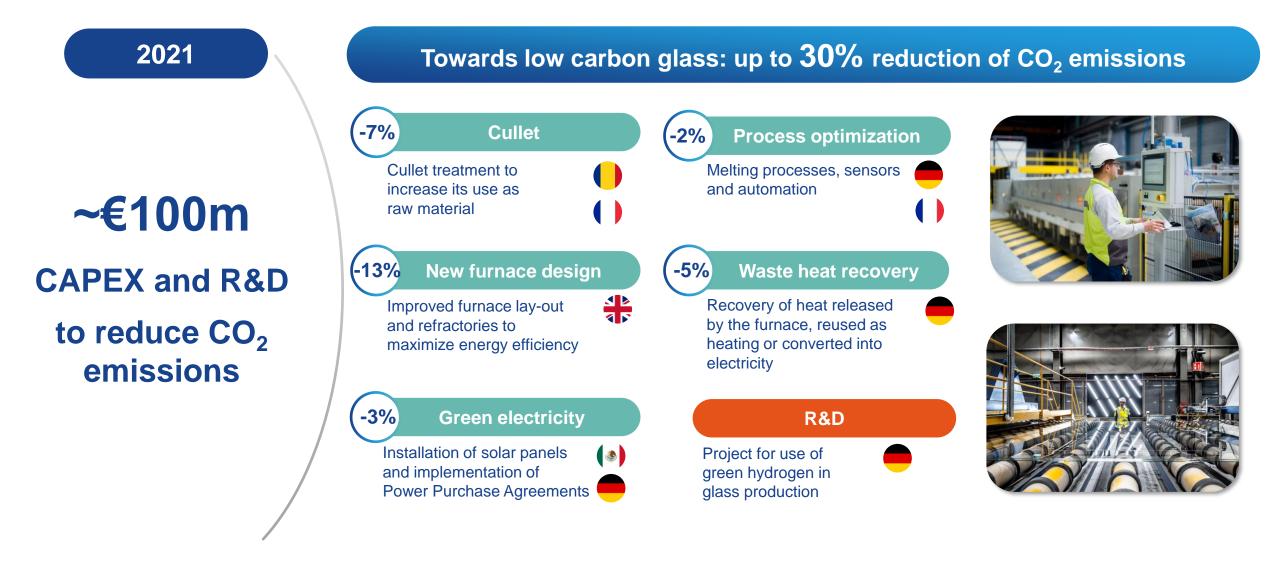


Single family homes and up to 4-storey buildings ETICS : External Thermal Insulation Composite System



WE INVEST IN TECHNOLOGIES TO DECARBONIZE OUR PROCESSES

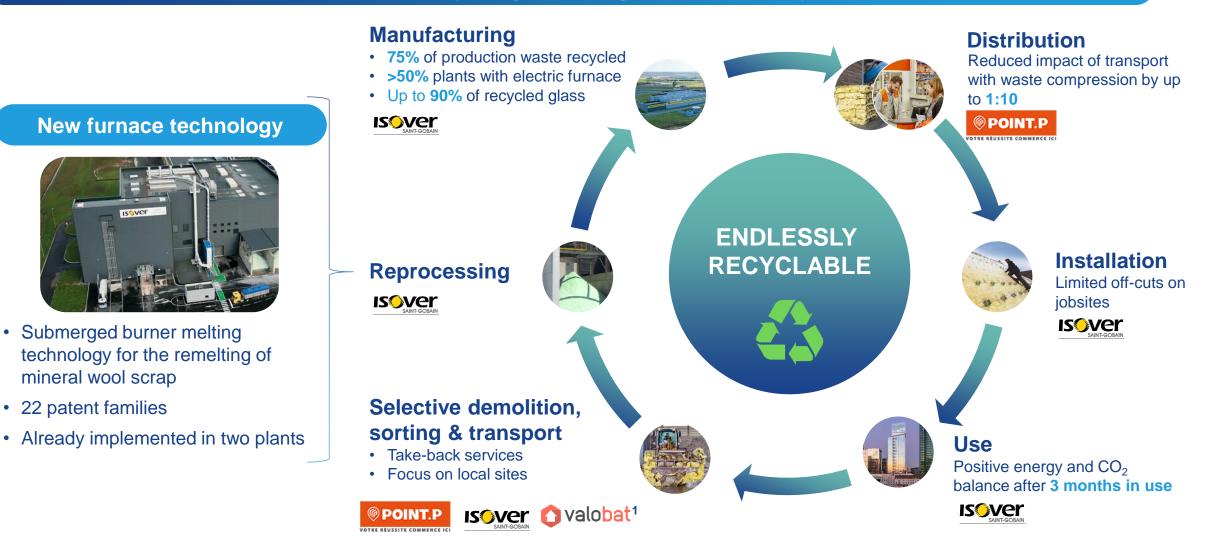






WE DRIVE CIRCULARITY INTO OUR MARKETS

We act at every stage of the glass wool life cycle





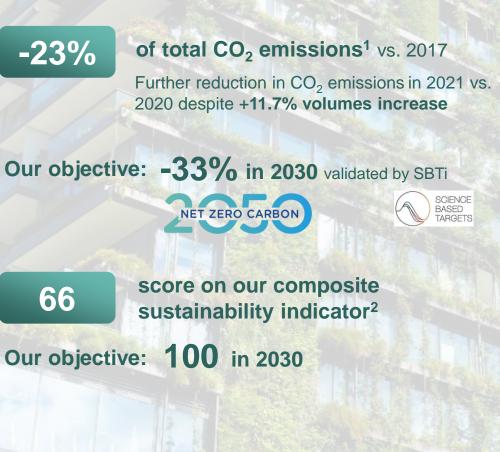
GRO

WE ARE ON TRACK TO REACH OUR 2030 ENVIRONMENTAL OBJECTIVES GROW

MAXIMIZE OUR IMPACT



MINIMIZE OUR FOOTPRINT





56

2021 MILESTONES

26.3% of women managers¹

Our objective 30% in 2025







Top Employer Global for the 7th consecutive year



Bloomberg Gender Equality Index for the 4th time



85% OF OUR EMPLOYEES RECOMMEND SAINT-GOBAIN²



OUR ACTIONS AS LEADER IN LIGHT & SUSTAINABLE CONSTRUCTION



Leverage attractive positioning on accelerating markets

Drive and expand customer-centric solutions

Sustainability at the core of our business model

Further strengthen value creation for shareholders

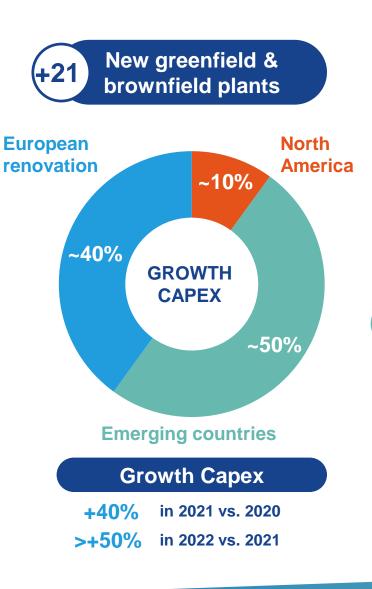














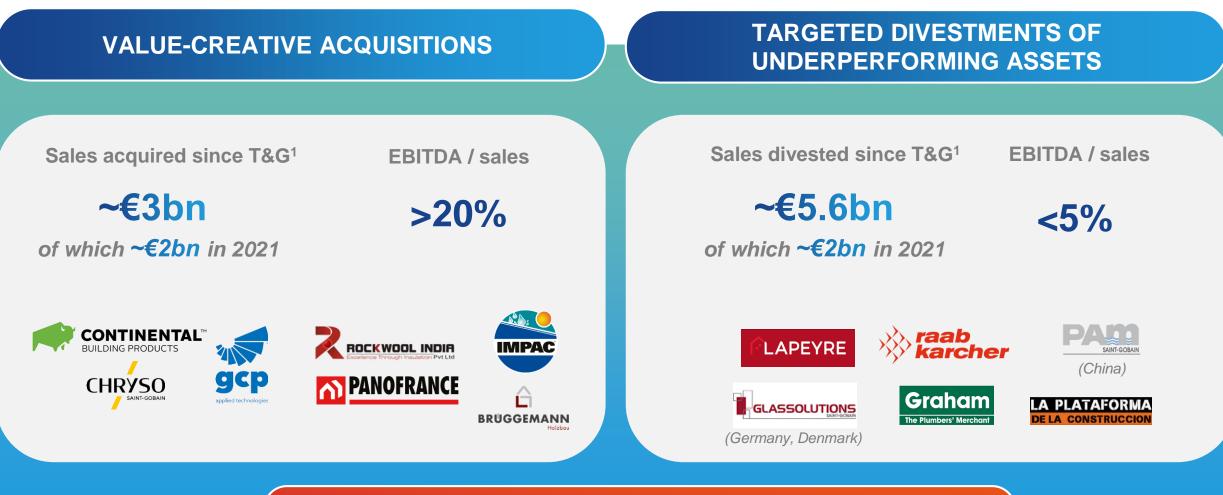
+5 MIDDLE-EAST & AFRICA



plant in Saudi Arabia



WE ACTIVELY USE PORTFOLIO OPTIMIZATION AND ACQUISITIONS TO BOOST OUR GROWTH AND MARGIN PROFILE



Continued disciplined & value creative capital allocation



60

GRO

WE ARE BUILDING A STRONG TRACK RECORD OF INTEGRATION AND VALUE CREATION WITH ACQUISITIONS

CHRYSO



VALUE CREATION AHEAD OF SCHEDULE

- Integration SUCCESSFULLY COMPLETED
- EBITDA >30%
- Value creation YEAR 2
- Synergy guidance **OVERACHIEVED** (run-rate ~\$50m 2021)
- UPSIDE ON COMMERCIAL
 SYNERGIES: capitalization on
 Lowe's relationship to better
 integrate Saint-Gobain offer



STRONG RESULTS AHEAD OF PLAN

- **€431m sales in 2021** Like-for-like + 25% vs. 2020, + 26% vs. 2019
- EBITDA ABOVE TARGET
 set at time of acquisition

- SALES GROWTH ACCELERATION
 Leverage Saint-Gobain worldwide footprint to
 deploy Chryso technology
- INDUSTRIAL FOOTPRINT optimization
- First wave of COST SYNERGIES under way



61

GROV

BUILD A GLOBAL PLATFORM IN LIGHT & SUSTAINABLE CONSTRUCTION: NEXT STEP WITH GCP APPLIED TECHNOLOGIES INTEGRATION



RECORD SHAREHOLDER RETURN IN 2021 AND IN 2022



2021: €1.2bn 2022: >€1.2bn 2021 DIVIDEND **2020 DIVIDEND** (Board's recommendation to the June 2, 2022 AGM) Close to **€700m** paid out to shareholders **€1.63 per share** (up 23% on 2020), i.e., **~€850m** ٠ Payment in cash **Payment in cash** • SHARE BUYBACKS SHARE BUYBACKS €518m in share buybacks¹, At least €400m in share buybacks¹ • • ahead of the target of €2bn over 5 years Reduction in the number of shares outstanding to 521 million at end-December 2021 versus 530 million at end-December 2020 Further reduction in number of shares outstanding • 2021 TSR²: 69% Net of offsetting employee share creation

2. TSR : Total Shareholder Return for Saint-Gobain in 2021, including the reinvestment of the dividend in Saint-Gobain stock.





RENEWED AND DIVERSE GOVERNANCE BODIES, DELIVERING ON THE EXECUTION OF GROW & IMPACT



A STRENGTHENED BOARD OF DIRECTORS



Lina Ghotmeh French-Lebanese architect





GROW&

National Museum (Estonia)

Stone Garden (Beirut) Dezeen Architecture Awards

MULTI-NATIONAL BUSINESS GOVERNANCE

<image>



63

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. 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 2021 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.



GLOSSARY



- Indicators of organic growth and like-for-like changes in sales/operating income reflect the Group's underlying performance excluding the impact of:
 - changes in Group structure, by calculating indicators for the year under review based on the scope of consolidation of the previous year (Group structure impact)
 - changes in foreign exchange rates, by calculating indicators for the year under review and those for the previous year based on identical foreign exchange rates for the previous year (currency impact)
 - changes in applicable accounting policies
- **Operating income:** see Note 5 to the financial statements in the financial report
- Operating margin: operating income divided by sales
- EBITDA: operating income plus operating depreciation and amortization less non-operating costs.
- Recurring net income: net attributable income excluding capital gains and losses on disposals, asset write-downs and material non-recurring provisions
- Capex, or capital expenditure: investments in tangible and intangible assets
- Free cash flow: EBITDA less depreciation of right-of-use assets, plus net financial expense, plus income tax, less capital expenditure excluding additional capacity investments, plus change in working capital requirement
- Free cash flow conversion ratio: free cash flow divided by EBITDA less depreciation of right-of-use assets
- **ESG:** Environment, Social, Governance
- ROI (Return on Investments): operating income for the year adjusted for changes in Group structure, divided by operating assets at year-end
- ROCE (Return on Capital Employed): operating income for the year adjusted for changes in Group structure, divided by segment assets and liabilities at year-end (see Note 5 to the financial statements in the financial report)
- TSR: Total Shareholder Return, for Saint-Gobain, including the reinvestment of the dividend in Saint-Gobain stock
- Net financial expense: see Note 10 to the financial statements in the financial report
- Working capital requirement: see Note 5 to the financial statements in the financial report
- Net debt / EBITDA: Net debt divided by EBITDA. See Note 10 to the financial statements in the financial report



Recent results and outlook

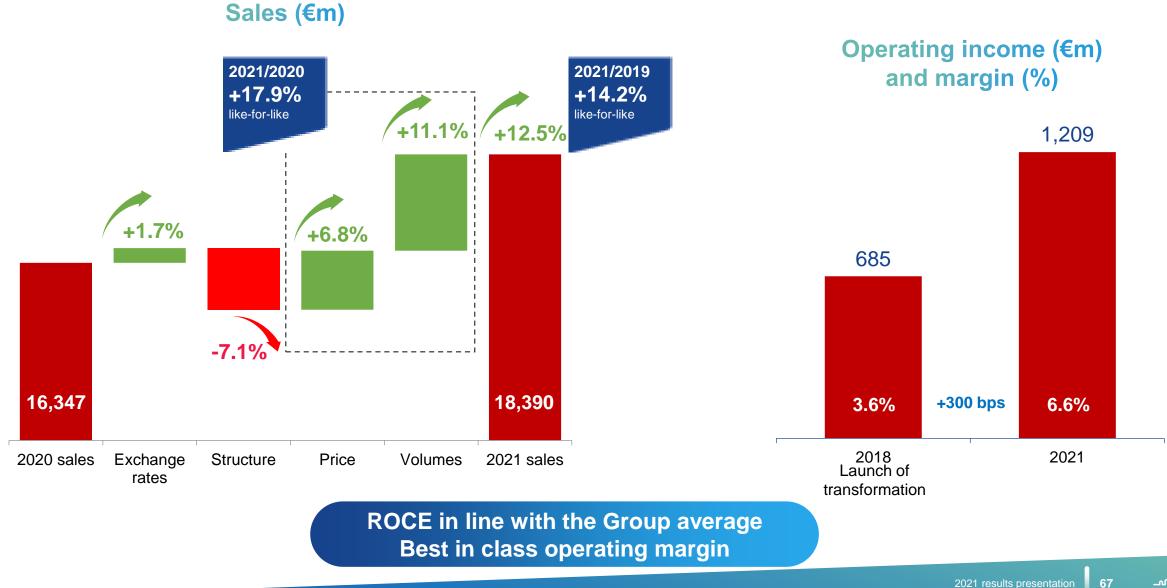
Appendix

APRIL 2022



BUILDING DISTRIBUTION EUROPE: RECORD MARGIN

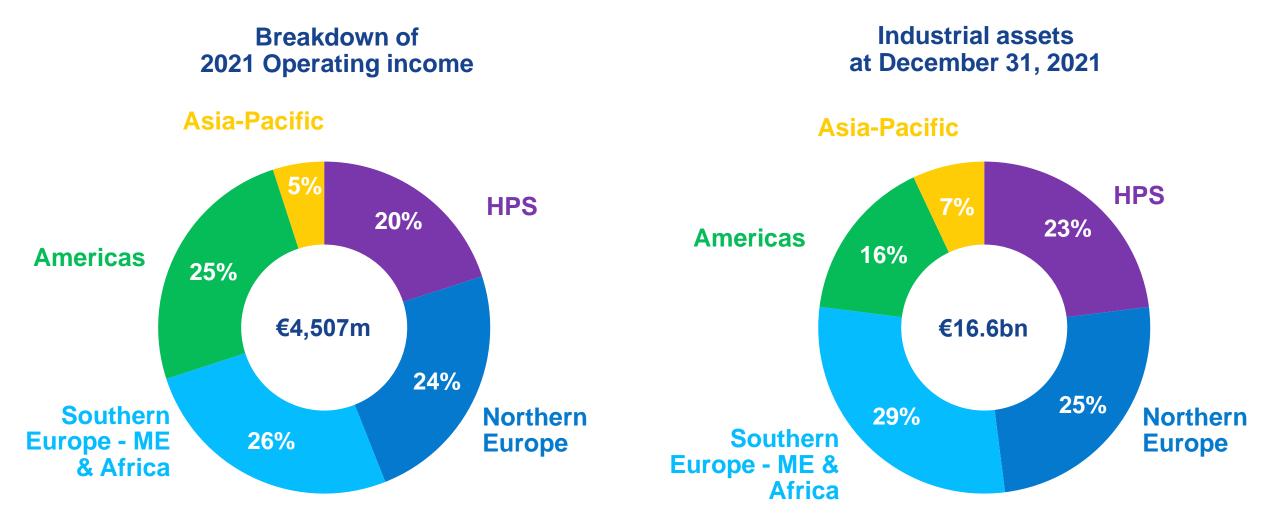






OPERATING INCOME AND INDUSTRIAL ASSETS BY SEGMENT

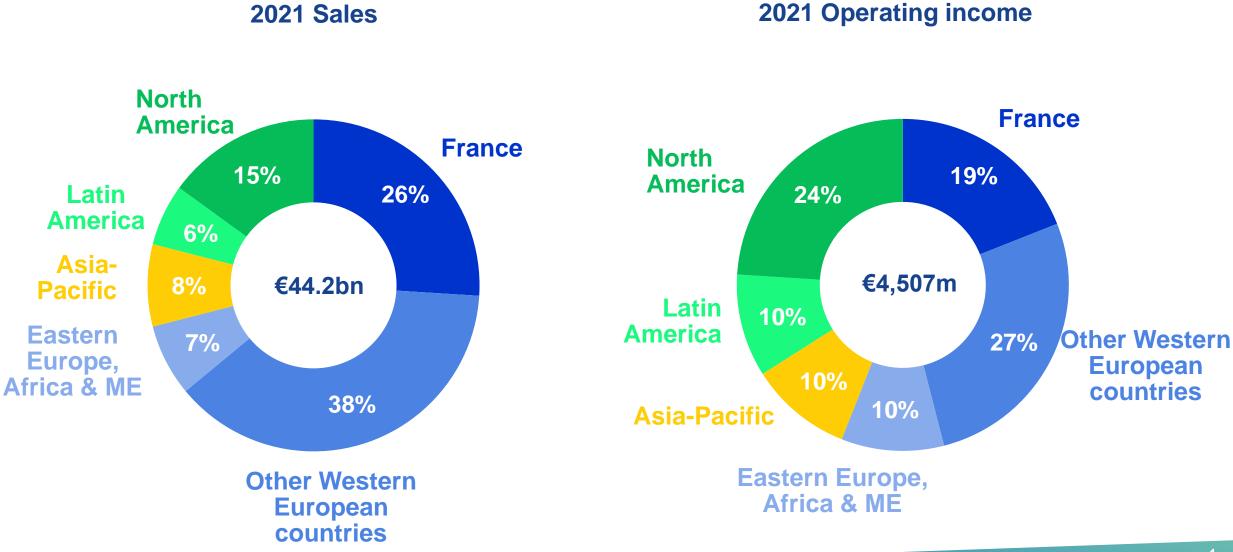






GROUP SALES AND OPERATING INCOME BY GEOGRAPHIC AREA



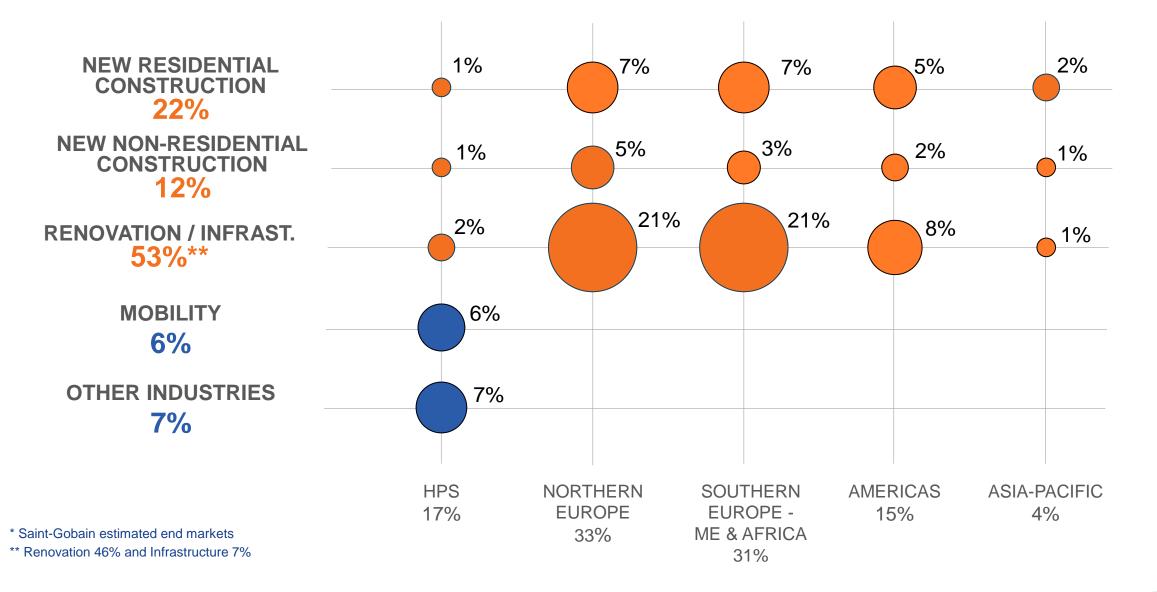




69

END MARKETS*

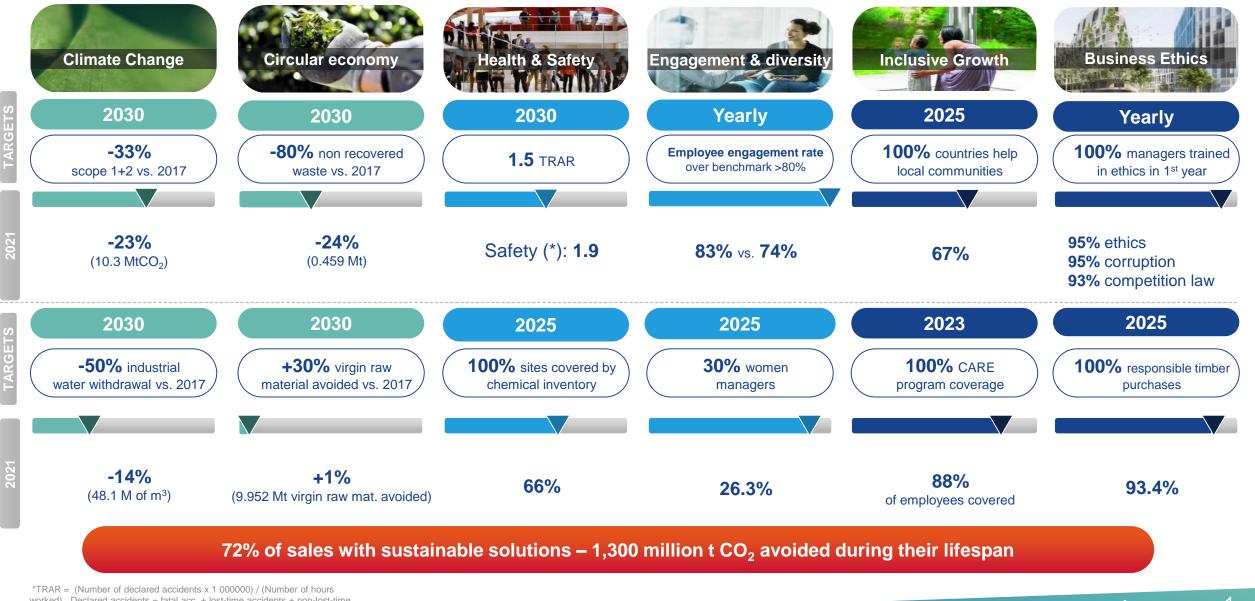






2021: OUR PROGRESS FOR A POSITIVE IMPACT



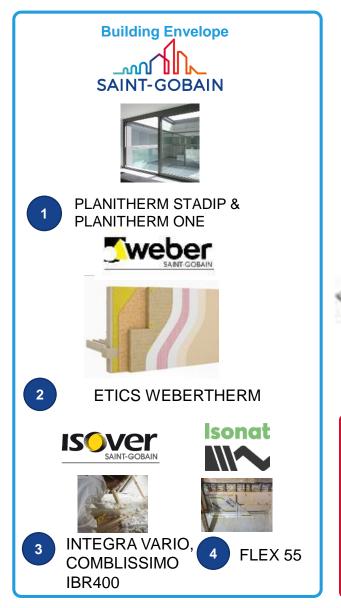


*TRAR = (Number of declared accidents x 1 000000) / (Number of hours worked). Declared accidents = fatal acc. + lost-time accidents + non-lost-time accidents. Perimeter : employees + temporary workers + permanent contractorst



SOLUTIONS FOR GROWTH: SINGLE-FAMILY HOME RENOVATION













SAINT-GOBAIN

SOLUTIONS FOR GROWTH: MULTI-FAMILY HOME





CLADDING LITEPOINT

GLASS ECLAZ ONE

3



Services SERVICES: RECYCLING PLACO, WEBERCOLLECT, ISOVER, GLASS





Interior solutions



6

7



C STIL HABITO® DUOTECH COB



PARTITION





SOLUTIONS FOR GROWTH: SINGLE-FAMILY HOME NEW BUILD









SOLUTIONS FOR GROWTH: HOSPITAL









SAINT-GOBAIN TOWER WITH 82 SOLUTIONS



