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.

### Q1-2022 Sales

- **Sales**: €12,007 (€m)
- **Increase**: 15.7% compared to Q1-2021
- **2022/2021 Increase**: +16.4% like-for-like

### Comparison with Q1-2021

- **Sales**: €10,379 (€m)
- **Increase**: 14.5%

### Key Factors

- **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.

### Breakdown

- **Q1-2021 Sales**
  - Exchange rates: +2.6%
  - Structure: -3.3%

- **Q1-2022 Sales**
  - Exchange rates: +8.3% (2022/2019)
  - Prices: +14.5%
  - Volumes: +1.9%
  - Structure: +15.7%
ACCELERATION IN PRICES

Q1-2021/ Q1-2020: +2.6%
Q2-2021/ Q2-2020: +5.1%
Q3-2021/ Q3-2020: +8.7%
Q4-2021/ Q4-2020: +10.3%
Q1-2022/ Q1-2021: +14.5%
NORTHERN EUROPE: STRONG SALES GROWTH DRIVEN BY RENOVATION

Sales (€m)

Change in sales on a like-for-like basis

<table>
<thead>
<tr>
<th>Year</th>
<th>Nordics</th>
<th>United Kingdom</th>
<th>Germany</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022/2021</td>
<td>+17.5%</td>
<td>+18.4%</td>
<td>+16.9%</td>
</tr>
</tbody>
</table>
SOUTHERN EUROPE - MIDDLE EAST & AFRICA: STRONG SALES MOMENTUM DRIVEN BY RENOVATION

Sales (€m)

2022/2021
+15.9%
like-for-like

<table>
<thead>
<tr>
<th>Change in sales on a like-for-like basis</th>
<th>France</th>
<th>Spain-Italy</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022/2021</td>
<td>+13.4%</td>
<td>+20.4%</td>
</tr>
</tbody>
</table>

Q1-2022 sales
3,725

Q1-2021 sales
3,526

-1.0%

-9.3%

+15.8%

+0.1%

+5.6%

Exchange rates

Structure

Prices

Volumes
AMERICAS: STRONG SALES GROWTH DRIVEN BY COMPREHENSIVE LIGHT CONSTRUCTION SOLUTIONS

Sales (€m)

<table>
<thead>
<tr>
<th>Change in sales on a like-for-like basis</th>
<th>North America</th>
<th>Latin America</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022/2021</td>
<td>+16.3%</td>
<td>+17.9%</td>
</tr>
</tbody>
</table>
ASIA-PACIFIC: STRONG SALES GROWTH

Sales (€m)

Q1-2021 sales: 417
Exchange rates: +6.0%
Structure: +17.3%
Prices: +7.3%
Volumes: +14.9%
2022/2021:
+24.6%
like-for-like

Q1-2022 sales: 479

-15.7%
HIGH PERFORMANCE SOLUTIONS: CLEAR GROWTH IN SALES DESPITE A SLOW RECOVERY IN THE MOBILITY MARKET

Sales (€m)

<table>
<thead>
<tr>
<th>Q1-2021 sales</th>
<th>Exchange rates</th>
<th>Structure</th>
<th>Prices</th>
<th>Volumes</th>
<th>Q1-2022 sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,811</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2,191</td>
</tr>
</tbody>
</table>

Change in sales on a like-for-like basis

<table>
<thead>
<tr>
<th>2022/2021</th>
<th>Construction</th>
<th>Mobility</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>+22.2%</td>
<td>+1.9%</td>
<td>+14.3%</td>
<td></td>
</tr>
</tbody>
</table>
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

2021-2025
ALL OUR TEAMS ARE DELIVERING ON THE SUCCESS OF GROW & IMPACT

GROW & IMPACT IN MOTION ACROSS THE ORGANIZATION
83% employee engagement score
SAINT-GOBSAIN IS SHOWCASING SUSTAINABLE SOLUTIONS AT WORLD EXPO 2021

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

Including ceilings, acoustic partitions, solar control & electrochromic glazing, construction chemicals, high performance membranes, insulation, fire resistant glass
SAINT-GOBAIN IS LEADING RENOVATION IN EUROPE

BEST-IN-CLASS OMNICHANNEL CUSTOMER JOURNEY

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
SAINT-GOBAIN IS ACCELERATING ON ALL FRONTS TO DRIVE SUSTAINABILITY

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

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

RECORD RESULTS

- 3rd year of consistent execution
- Performance-driven organization

2021

- Sales growth +13.8% vs. 2019 (like-for-like) €44,160m
- Operating income +39% vs. 2019 (like-for-like) €4,507m
- Recurring net income +47% vs. 2019 €2,815m
- Strong value creation ROCE 15.3% vs. 11.1% in 2019
2021: FURTHER PROGRESS TOWARDS OUR ENVIRONMENTAL AND SOCIAL TARGETS

**ENVIRONMENT**

**MAXIMIZE OUR IMPACT**

~40x net positive thanks to our solutions<sup>1</sup>

**MINIMIZE OUR FOOTPRINT**

-23% CO<sub>2</sub> emissions vs. 2017 on scope 1+2<sup>2</sup>

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**SOCIAL**

26.3% of women managers<sup>3</sup>

83% in employee engagement score

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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 CO<sub>2</sub>/€ sales vs. 2017
3. Among ~30k managers
### 2021: SUCCESSFUL EXECUTION ON THE FIRST YEAR OF

#### 2021

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organic sales growth</td>
<td>+6.9%</td>
</tr>
<tr>
<td>Operating margin</td>
<td>10.2%</td>
</tr>
<tr>
<td>Free Cash Flow conversion ratio</td>
<td>53%</td>
</tr>
<tr>
<td>ROCE</td>
<td>15.3%</td>
</tr>
</tbody>
</table>

#### 2021-2025 TARGETS

- **Organic sales growth**: +3-5%
- **Operating margin**: 9-11%
- **Free Cash Flow conversion ratio**: >50%
- **ROCE**: 12-15%

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1. 2021/2019 annual average growth rate
2. Annual average through the period assuming no major economic slowdown
SALES GROWTH THROUGH SOLUTIONS APPROACH

DISCIPLINED CAPITAL ALLOCATION FOR GROWTH

21 new plants and production lines and 5 new countries\(^1\)

ACTIVE PORTFOLIO PRUNING AND ACQUISITIONS

€2bn of acquisitions\(^2\) in 2021, with a large strategic move into construction chemicals

€2bn of divestments\(^2\) in 2021 and €5.6bn divested since Transform & Grow

RECORD RETURN TO SHAREHOLDERS ~€1.2bn

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1. Ivory Coast, Mauritius, Kenya, Philippines, Sri Lanka
2. Sales acquired or divested
2021 RESULTS
GROUP
SEGMENTS
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

Group price increase

- Acceleration in prices in all segments
- Amid inflation in raw material and energy costs of ~€1.6bn in 2021, with inflation of the same order of magnitude expected in 2022

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

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating income</strong></td>
<td>3,390</td>
<td>2,855</td>
<td>4,507</td>
<td>+57.9%</td>
<td>+32.9%</td>
</tr>
<tr>
<td>Non-operating costs</td>
<td>(421)</td>
<td>(342)</td>
<td>(239)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital gains (losses) and impacts resulting from changes in Group structure</td>
<td>(13)</td>
<td>(58)</td>
<td>(67)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asset write-downs and other</td>
<td>(403)</td>
<td>(1,023)</td>
<td>(265)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Business income</strong></td>
<td>2,553</td>
<td>1,432</td>
<td>3,936</td>
<td>+174.9%</td>
<td>+54.2%</td>
</tr>
</tbody>
</table>

### 2021 vs. 2018

- **Operating income**:
  - 2019: 3,390
  - 2020: 2,855
  - 2021: 4,507
  - Increase: +57.9%
  - Increase: +32.9%

- **Operating depreciation and amortization**:
  - 2019: 1,901
  - 2020: 1,902
  - 2021: 1,934
  - Increase: +57.9%
  - Increase: +32.9%

- **Non-operating costs**:
  - 2019: (421)
  - 2020: (342)
  - 2021: (239)

- **EBITDA**:
  - 2019: 4,870
  - 2020: 4,415
  - 2021: 6,202
  - Increase: +40.5%
  - Increase: +27.4%

- **EBITDA margin (as a % of sales)**:
  - 2019: 11.4%
  - 2020: 11.6%
  - 2021: 14.0%
  - Increase: +240 bps
  - Increase: +260 bps

**EBITDA margin up 290 bps vs. 2018**
### Record Recurring Net Income

<table>
<thead>
<tr>
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<td>1,432</td>
<td>3,936</td>
<td>+174.9%</td>
<td>+54.2%</td>
</tr>
<tr>
<td><strong>Net financial expense</strong></td>
<td>(496)</td>
<td>(453)</td>
<td>(408)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Dividends received from investments</strong></td>
<td>28</td>
<td>34</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Income tax</strong></td>
<td>(631)</td>
<td>(526)</td>
<td>(919)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net attributable income</strong></td>
<td>1,406</td>
<td>456</td>
<td>2,521</td>
<td>+91.5%</td>
<td>+47.0%</td>
</tr>
<tr>
<td><strong>Recurring net income</strong></td>
<td>1,915</td>
<td>1,470</td>
<td>2,815</td>
<td>+91.5%</td>
<td>+47.0%</td>
</tr>
<tr>
<td><strong>Recurring EPS (in €)</strong></td>
<td>3.53</td>
<td>2.74</td>
<td>5.35</td>
<td>+95.3%</td>
<td>+51.6%</td>
</tr>
</tbody>
</table>

**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, €bn

- 2018: 8.2
- 2021: 7.3
- 2021pf*: 9.3*

Net debt / EBITDA

- 2018: 2.4
- 2021: 1.2
- 2021pf*: 1.5

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

* proforma 2021, after GCP acquisition: net debt +€2bn
STRONG IMPROVEMENT IN VALUE CREATION RATIOS
(before tax, after IFRS16)

ROI

2018: 18.1%
2021: 27.6%

+950 bps

ROCE

2018: 10.7%
2021: 15.3%

+460 bps

Ahead of target: ROCE between 12% and 15%

Launch of transformation

Launch of transformation
2021 RESULTS
GROUP
SEGMENTS
NORTHERN EUROPE: STRONG SALES MOMENTUM ON THE RENOVATION MARKET AND RECORD MARGIN

Sales (€m)

<table>
<thead>
<tr>
<th>2020 sales</th>
<th>Exchange rates</th>
<th>Structure</th>
<th>Price</th>
<th>Volumes</th>
<th>2021 sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>12,807</td>
<td>+2.4%</td>
<td>-0.6%</td>
<td>+7.0%</td>
<td>+8.5%</td>
<td>15,028</td>
</tr>
</tbody>
</table>

2021/2020
+15.5%
like-for-like

2021/2019
+17.3%
like-for-like

Change in sales on a like-for-like basis

<table>
<thead>
<tr>
<th>o/w</th>
<th>Nordics</th>
<th>United Kingdom</th>
<th>Germany</th>
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<tbody>
<tr>
<td>2021/2019</td>
<td>+12.5%</td>
<td>+10.4%</td>
<td>+8.1%</td>
</tr>
</tbody>
</table>

Operating income (€m) and margin (%)

<table>
<thead>
<tr>
<th>2018 Launch of transformation</th>
<th>856</th>
<th>5.6%</th>
<th>+170 bps</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>1,100</td>
<td>7.3%</td>
<td></td>
</tr>
</tbody>
</table>
**SOUTHERN EUROPE - MIDDLE EAST & AFRICA: STRONG SALES MOMENTUM ON THE RENOVATION MARKET AND RECORD MARGIN**

### Sales (€m)

<table>
<thead>
<tr>
<th>2020 sales</th>
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<th>Price</th>
<th>Volumes</th>
<th>2021 sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>12,454</td>
<td>-0.5%</td>
<td>-7.0%</td>
<td>+6.1%</td>
<td></td>
<td>14,044</td>
</tr>
</tbody>
</table>

- **2021/2020**
  - +20.3% like-for-like
- **2021/2019**
  - +13.9% like-for-like

### Operating income (€m) and margin (%)

- **2018**
  - 603
  - 4.6% +370 bps
- **2021**
  - 1,166
  - 8.3%

### Change in sales on a like-for-like basis

<table>
<thead>
<tr>
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<th>France</th>
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</tr>
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<tbody>
<tr>
<td>2021/2019</td>
<td>+13.8%</td>
<td>+9.2%</td>
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AMERICAS: STRONG SALES GROWTH AND RECORD MARGIN

Sales (€m)

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<th>Price</th>
<th>Volumes</th>
<th>2021 sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,697</td>
<td>-4.6%</td>
<td>+1.9%</td>
<td>+13.0%</td>
<td>+9.3%</td>
<td>6,815</td>
</tr>
</tbody>
</table>

Change in sales on a like-for-like basis

<table>
<thead>
<tr>
<th>o/w</th>
<th>2021/2019</th>
<th>North America</th>
<th>Latin America</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021/2019</td>
<td>+22.3%</td>
<td>+21.6%</td>
<td>+42.5%</td>
</tr>
<tr>
<td>2021/2019</td>
<td>+28.3%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Operating income (€m) and margin (%)

| 2018                      | 578       | 11.2%         | +530 bps      |
| 2021                      | 1,123     | 16.5%         |               |

Launch of transformation

2021 results presentation
ASIA-PACIFIC: STRONG SALES GROWTH AND RECORD MARGIN

Sales (€m)

<table>
<thead>
<tr>
<th>2020 sales</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1,520</td>
<td>-2.1%</td>
<td>-8.8%</td>
<td>+6.2%</td>
<td>+22.3%</td>
<td>1,787</td>
</tr>
</tbody>
</table>

2021/2020 +28.5% like-for-like

2021/2019 +17.0% like-for-like

Operating income (€m) and margin (%)

<table>
<thead>
<tr>
<th>2018 Launch of transformation</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.4% +140 bps</td>
<td>11.8%</td>
</tr>
</tbody>
</table>

194

211
HIGH PERFORMANCE SOLUTIONS: GOOD GROWTH IN SALES VERSUS 2019 EXCLUDING MOBILITY

Sales (€m)

- 2021 sales
- 2020 sales
- Exchange rates
- Structure
- Price
- Volumes
- 2021 sales

<table>
<thead>
<tr>
<th>Change in sales on a like-for-like basis</th>
<th>2021/2019</th>
<th>2021/2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>o/w</td>
<td>+11.8%</td>
<td>+11.8%</td>
</tr>
<tr>
<td>Construction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mobility</td>
<td>-3.1%</td>
<td>-3.1%</td>
</tr>
<tr>
<td>Industry</td>
<td>+6.4%</td>
<td>+6.4%</td>
</tr>
</tbody>
</table>

Operating income (€m) and margin (%)

- 2018 Launch of transformation: 986, 13.4% (100 bps)
- 2021: 931, 12.4%
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
| Member state commitments | Long-Term Renovation Strategies submitted by all member states by end-2021  
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td></td>
<td>35m buildings to be renovated by 2030</td>
</tr>
<tr>
<td>EU / member state regulations</td>
<td>EED(^1): 3% of floor areas of public buildings to be retrofitted each year</td>
</tr>
<tr>
<td></td>
<td>EPBD(^2): Minimum energy standards for worst-performing buildings</td>
</tr>
<tr>
<td>EU / member state financing</td>
<td>NGEU(^3): €50bn dedicated to building renovation</td>
</tr>
<tr>
<td></td>
<td>Upcoming financing from the 2021-2027 Multi-annual Financial Framework</td>
</tr>
</tbody>
</table>

**ENERGY-EFFICIENT RENOVATION**
From ambition to concrete commitments

**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

\(^1\) Energy Efficiency Directive  
\(^2\) Energy Performance of Buildings Directive  
\(^3\) NextGenerationEU

~50% of Group sales on renovation market
**EUROPEAN COUNTRIES ARE TAKING ACTION TO DOUBLE THEIR RENOVATION RATE BY 2030**

**BELGIUM**
Commitment: decarbonization of 74% of dwellings and 100% of non-residential buildings by 2050
Regulation: minimum standards for roof insulation (2020) and double glazing by 2023 for privately rented dwellings

**NETHERLANDS**
Commitment: renovation of 1.5m buildings by 2030
Regulation: EPC1 of minimum ‘C’ of all office buildings by 2023

**SWEDEN**
Commitment: yearly decline in the share of least energy-efficient buildings

**DENMARK**
Commitment: -35% heating needs by 2050, -50% energy consumption of existing building stock

**GERMANY**
Commitment: acceleration of the yearly renovation rate to above 2% by 2030

**CZECH REPUBLIC**
Commitment: renovation rate target of 1.4% for single family houses, 0.8% for multi-dwellings, 2% for public and commercial buildings

**FRANCE**
Commitment: -22% energy consumption for dwellings by 2030
Regulation: dwellings with EPC1 of ‘G’ and ‘F’ not allowed to be rented (2023 and 2028)

**SWITZERLAND**
Commitment: -40% energy consumption for heating and cooling by 2050 with a doubling of renovation rate

**SCOTLAND**
Regulation: ban on renting residential dwellings under ‘E’ in 2021 and ‘D’ in 2025

**UK**
Regulation: ban on renting homes under ‘E’ in 2020 Consultation to raise standard to EPC ‘C’ for rented homes by 2028

**ITALY**
Commitment: 2% renovation rate per year for all buildings by 2030, and 2.6% thereafter

**NETHERLANDS**
Commitment: renovation of 1.2m homes by 2030, 7.1m by 2050
SAINT-GOBAIN OFFERING ADDRESSES THE FAVORABLE LIGHT CONSTRUCTION MARKETS

**Strong rationale driving light construction**

1. Construction decarbonization, resource intensity reduction
   -50% raw material usage

2. Time & productivity gains for fast urbanization
   Up to 20% time saved on site

3. Well-being benefits for all
   Thermal, acoustic, visual

**Light construction is becoming the new standard**

- Light removable partitions
- Green delivery by waterway
- ETICS façade for wood construction
- Acoustic ceilings

~40% of Group sales on light construction

---

1. ETICS: External Thermal Insulation Composite System
SAINT-GOBAIN ADDRESSES ACCELERATED INNOVATION NEEDS FOR SUSTAINABILITY ACROSS GLOBAL MARKETS

SAINT-GOBAIN SOLUTIONS

**Sustainable CONSTRUCTION**

+18% increase in building labelling certifications¹

**Sustainable MOBILITY**

+35% CAGR 2021-2025 of electric vehicles production²

**Sustainable INDUSTRY**

33% of large European companies with defined net zero carbon goals³

---

**Decarbonization technologies for global construction players**

- +17% growth for Adfors and Chryso⁴

**Technologies for glazing & electric vehicle solutions**

- Sekurit >40% market share on EV

**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
3. Among the +1,000 largest listed European companies - Accenture
4. 2021 vs. 2019 like-for-like

2021 results presentation
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

Weekly regular contact with 2m tradespeople in France, Nordics and UK

Presence all along the value chain & widest offer

Best-in-class omnichannel customer journey

End-to-end solution for energy-efficient renovation

Typical project: from energy class DPE to B DPE -70% energy bill reduction

SIGNIFICANT OUTPERFORMANCE OF SAINT-GOBAIN vs. French renovation market
OUR LIGHT CONSTRUCTION SOLUTIONS BRING PERFORMANCE AND SUSTAINABILITY

ETICS¹ ON LIGHT WEIGHT TIMBER FRAMED WALL

Full breadth system offer of building materials for light construction

- 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

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

+12% sales growth in 2021 for ETICS¹

Certified system of 5 Saint-Gobain product families

Key account management with large developers and investors

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

SEFPRO REFRACTORIES

- Up to 10% of energy savings
- 100% of Saint-Gobain glass plants equipped
- Service to recycle refractory materials

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

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

ENVIROMIX®

- Low carbon concrete solutions
- -50% emissions of CO₂ per m³ of concrete

SEFPRO REFRACTORIES

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

ENVIROMIX®

SAINT-GOBAIN OUTPERFORMANCE:
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ENVIROMIX®

SAINT-GOBAIN OUTPERFORMANCE:
- n°1 market leader on refractories for glass furnaces
ALL COUNTRIES ARE DRIVING SAINT-GOBAIN CUSTOMER-CENTRIC SOLUTIONS

- Complete offering for DIY
- My Home by Saint-Gobain
- Personalized customer journey using data
  - Acquisition
  - Activation
  - Loyalty
  - Retention
  - Average basket
- Glasroc X exterior board system
- Complete acoustic systems
- Thermal protection solutions for EV batteries

Grow & Impact in motion across the organization
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 residential

New building system providing a circular-economy solution and optimizing worksite productivity

- **Excavated earth endlessly recyclable**
  - Worksite waste reuse

- **Local Resources available**
  - Sales outlets every 9km

- **Circularity**
  - Natural lightweight material without any cement binder

- **Binder 10 times less carbonated than cement**

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

---

Excavated earth construction

- Render
- ETICS
- Structure
- Interior insulation
- Plasterboard

---

2021 results presentation
**2021**

WE INVEST IN TECHNOLOGIES TO DECARBONIZE OUR PROCESSES

<table>
<thead>
<tr>
<th>Technology</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cullet treatment to increase its use as raw material</td>
<td>-7%</td>
</tr>
<tr>
<td>Process optimization</td>
<td>-2%</td>
</tr>
<tr>
<td>Melting processes, sensors and automation</td>
<td></td>
</tr>
<tr>
<td>New furnace design</td>
<td>-13%</td>
</tr>
<tr>
<td>Improved furnace lay-out and refractories to maximize energy efficiency</td>
<td></td>
</tr>
<tr>
<td>Waste heat recovery</td>
<td>-5%</td>
</tr>
<tr>
<td>Recovery of heat released by the furnace, reused as heating or converted into electricity</td>
<td></td>
</tr>
<tr>
<td>Green electricity</td>
<td>-3%</td>
</tr>
<tr>
<td>Installation of solar panels and implementation of Power Purchase Agreements</td>
<td></td>
</tr>
<tr>
<td>R&amp;D</td>
<td></td>
</tr>
<tr>
<td>Project for use of green hydrogen in glass production</td>
<td></td>
</tr>
</tbody>
</table>

**Towards low carbon glass: up to 30% reduction of CO₂ emissions**

~€100m CAPEX and R&D to reduce CO₂ emissions

Reduction of CO₂ emissions

2021 results presentation
WE DRIVE CIRCULARITY INTO OUR MARKETS

We act at every stage of the glass wool life cycle

Manufacturing
- 75% of production waste recycled
- >50% plants with electric furnace
- Up to 90% of recycled glass

Distribution
Reduced impact of transport with waste compression by up to 1:10

Installation
Limited off-cuts on jobsites

Use
Positive energy and CO₂ balance after 3 months in use

Selective demolition, sorting & transport
- Take-back services
- Focus on local sites

New furnace technology
- Submerged burner melting technology for the remelting of mineral wool scrap
- 22 patent families
- Already implemented in two plants

Reprocessing

ENDLESSLY RECYCLABLE

1. Saint-Gobain co-founder
WE ARE ON TRACK TO REACH OUR 2030 ENVIRONMENTAL OBJECTIVES

MAXIMIZE OUR IMPACT

Towards 75% sustainable sales

- CO₂ reduction
- Circularity
- Well-being

New build multi-family home

Decarbonization
-76% CO₂ eq. avoided
With construction method

Resource optimization
-79% Raw material avoided
Through light weight structure (light partitions)

MINIMIZE OUR FOOTPRINT

-23% of total CO₂ emissions¹ vs. 2017
Further reduction in CO₂ emissions in 2021 vs. 2020 despite +11.7% volumes increase

Our objective: -33% in 2030 validated by SBTi

2050
NET ZERO CARBON

66 score on our composite sustainability indicator²

Our objective: 100 in 2030

¹. Scope 1 and 2. Composite sustainability progress indicator with equal weight of all indicators: scope 1+2 CO₂ emissions, virgin raw material avoided, non recovered waste, industrial water withdrawal.
2021 MILESTONES

26.3% of women managers\(^1\)

Our objective 30% in 2025

35% of women among management hires

Top Employer Global for the 7\(^{th}\) consecutive year

Bloomberg Gender Equality Index for the 4\(^{th}\) time

85% of our employees recommend Saint-Gobain\(^2\)

---

1. Among ~30k managers
2. Annual survey with >120k respondents, 81% of participation rate
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 DECISIVELY ALLOCATE OUR RESOURCES FOR GROWTH

+3 EUROPE
New greenfield & brownfield plants in 2021
- Plant in Czech Republic

+21 New greenfield & brownfield plants in 2021
- European renovation
  - ~10%
- North America
  - ~50%
- Emerging countries
  - ~40%

+6 AMERICAS
- Glass plant in Mexico

+7 ASIA
- Plaster plant in China

+5 MIDDLE-EAST & AFRICA
- Construction chemicals plant in Saudi Arabia

Growth Capex
- +40% in 2021 vs. 2020
- >+50% in 2022 vs. 2021

New greenfield & brownfield plants in 2021

~10% ~50% ~40%
WE ACTIVELY USE PORTFOLIO OPTIMIZATION AND ACQUISITIONS TO BOOST OUR GROWTH AND MARGIN PROFILE

VALUE-CREATIVE ACQUISITIONS

Sales acquired since T&G:\(^1\)  
~€3bn  
of which ~€2bn in 2021

EBITDA / sales  
>20%

TARGETED DIVESTMENTS OF UNDERPERFORMING ASSETS

Sales divested since T&G:\(^1\)  
~€5.6bn  
of which ~€2bn in 2021

EBITDA / sales  
<5%

Continued disciplined & value creative capital allocation

1. Deals closed or signed since the launch of Transform & Grow (end of 2018)
WE ARE BUILDING A STRONG TRACK RECORD OF INTEGRATION AND VALUE CREATION WITH ACQUISITIONS

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

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

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
**RECORD SHAREHOLDER RETURN IN 2021 AND IN 2022**

### 2021: €1.2bn

**2020 DIVIDEND**
- Close to €700m paid out to shareholders
- Payment in cash

**SHARE BUYBACKS**
- €518m 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

**2021 TSR²: 69%**

### 2022: >€1.2bn

**2021 DIVIDEND**
(Board’s recommendation to the June 2, 2022 AGM)
- €1.63 per share (up 23% on 2020), i.e., ~€850m
- Payment in cash

**SHARE BUYBACKS**
- At least €400m in share buybacks¹
- Further reduction in number of shares outstanding

---

¹ 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 MANAGEMENT TEAM COMMITTED TO DELIVER RESULTS

Benoit BAZIN
Chief Executive Officer

38% women
50% international members

Patrick DUPIN
Northern Europe

Thierry FOURNIER
Southern Europe, Middle East & Africa

Javier GIMENO
Latin America

David MOLHO
High Performance Solutions

Mark RAYFIELD
North America

SANTHANAM B.
Asia-Pacific

Anne HARDY
Innovation

Benoit d'IRIBARNE
Technology & Industrial Performance

Cordula GUDDUSCHAT
Marketing & Development

Ursula SORITSCH-RENIER
Digital and IT

A STRENGTHENED BOARD OF DIRECTORS

Lina Ghotmeh
French-Lebanese architect

National Museum (Estonia)

Stone Garden (Beirut)

Dezeen Architecture Awards

MULTI-NATIONAL BUSINESS GOVERNANCE

90% CEO native to their country

Claire PEDINI
Human Resources & Corporate Social Responsibility

Laurence PERNOT
Communication

SREENADH N.
Finance

Noémie CHOCAT
Strategy

Antoine VIGNIAL
Corporate Secretary and Group General Counsel

2021 results presentation 63
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.
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

Sales (€m)

- 2020 sales: 16,347
- Exchange rates: +1.7%
- Structure: -7.1%
- Price: +6.8%
- Volumes: +11.1%
- 2021 sales: 18,390
- 2021/2020: +17.9% like-for-like

Operating income (€m) and margin (%)

- 2018: 685
- Launch of transformation: +300 bps
- 2021: 1,209
- 3.6% ROCE
- Best in class operating margin

ROCE in line with the Group average
Breakdown of 2021 Operating income

- **Asia-Pacific**: 5%
- **HPS**: 20%
- **Americas**: 25%
- **Northern Europe**: 24%

Industrial assets at December 31, 2021

- **Asia-Pacific**: 7%
- **HPS**: 23%
- **Americas**: 16%
- **Southern Europe - ME & Africa**: 29%
- **Northern Europe**: 25%
GROUP SALES AND OPERATING INCOME BY GEOGRAPHIC AREA

2021 Sales

- North America: 38%
- France: 26%
- Latin America: 15%
- Asia-Pacific: 8%
- Other Western European countries: 7%
- Eastern Europe, Africa & ME: 6%

Total Sales: €44.2bn

2021 Operating income

- North America: 24%
- Other Western European countries: 27%
- Latin America: 10%
- Asia-Pacific: 10%
- Eastern Europe, Africa & ME: 10%
- France: 19%

Total Operating income: €4,507m
END MARKETS*

NEW RESIDENTIAL CONSTRUCTION 22%

NEW NON-RESIDENTIAL CONSTRUCTION 12%

RENOVATION / INFRAST. 53%**

MOBILITY 6%

OTHER INDUSTRIES 7%

HPS 17%
NORTHERN EUROPE 33%
SOUTHERN EUROPE - ME & AFRICA 31%
AMERICAS 15%
ASIA-PACIFIC 4%

* Saint-Gobain estimated end markets
** Renovation 46% and Infrastructure 7%
<table>
<thead>
<tr>
<th>2021: OUR PROGRESS FOR A POSITIVE IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate Change</td>
</tr>
<tr>
<td>2030</td>
</tr>
<tr>
<td>-33% scope 1+2 vs. 2017</td>
</tr>
<tr>
<td>-23% (10.3 MtCO₂)</td>
</tr>
<tr>
<td>2021</td>
</tr>
<tr>
<td>2030</td>
</tr>
<tr>
<td>-50% industrial water withdrawal vs. 2017</td>
</tr>
<tr>
<td>-14% (48.1 M of m³)</td>
</tr>
<tr>
<td>Health &amp; Safety</td>
</tr>
<tr>
<td>2030</td>
</tr>
<tr>
<td>-80% non recovered waste vs. 2017</td>
</tr>
<tr>
<td>-24% (0.459 Mt)</td>
</tr>
<tr>
<td>2025</td>
</tr>
<tr>
<td>100% sites covered by chemical inventory</td>
</tr>
<tr>
<td>2025</td>
</tr>
<tr>
<td>+30% virgin raw material avoided vs. 2017</td>
</tr>
<tr>
<td>+1% (9.952 Mt virgin raw mat. avoided)</td>
</tr>
<tr>
<td>Engagement &amp; diversity</td>
</tr>
<tr>
<td>Yearly</td>
</tr>
<tr>
<td>1.5 TRAR</td>
</tr>
<tr>
<td>Safety (*): 1.9</td>
</tr>
<tr>
<td>83% vs. 74%</td>
</tr>
<tr>
<td>Inclusive Growth</td>
</tr>
<tr>
<td>2025</td>
</tr>
<tr>
<td>100% countries help local communities</td>
</tr>
<tr>
<td>2025</td>
</tr>
<tr>
<td>100% of employees covered</td>
</tr>
<tr>
<td>Business Ethics</td>
</tr>
<tr>
<td>Yearly</td>
</tr>
<tr>
<td>93% competition law</td>
</tr>
<tr>
<td>2025</td>
</tr>
<tr>
<td>100% managers trained in ethics in 1st year</td>
</tr>
<tr>
<td>2023</td>
</tr>
<tr>
<td>100% CARE program coverage</td>
</tr>
<tr>
<td>2025</td>
</tr>
<tr>
<td>100% responsible timber purchases</td>
</tr>
</tbody>
</table>

*TRAR = (Number of declared accidents x 1 000 000) / (Number of hours worked). Declared accidents = fatal acc. + lost-time accidents + non-lost-time accidents. Perimeter: employees + temporary workers + permanent contractors.

72% of sales with sustainable solutions – 1,300 million t CO₂ avoided during their lifespan.
SOLUTIONS FOR GROWTH: SINGLE-FAMILY HOME RENOVATION

Building Envelope

1. PLANITHERM STADIP & PLANITHERM ONE
2. ETICS WEBERTHERM
3. INTEGRA VARIO, COMBLISSIMO IBR400
4. FLEX 55

Interiors

5. HABITO®
6. SCREED
7. NOVELIO

Distribution services

- le RIPEURS du Bâtiment
- ECO DROP
- RECONNU GARANT
- LA MAISON SAINT-GOBAIN
- CAP RENOV+

Distribution

- POINT.P
- DEC DECO
- CEDEO
- TILING
- ALTECH ALTERNA

2021 results presentation
SOLUTIONS FOR GROWTH: MULTI-FAMILY HOME

Building Envelope

1. LIGHT FAÇADES F4
   TF36 / ISOCOMPACT
   OPTIMA GR32/30

2. ETICS WEBERTHERM
   LR/LV/wood/cork

3. CLADDING LITEPOINT
   GLASS ECLAZ ONE

4. GRAFFITIGARD

5. WOOD FLOORING

6. C STIL HABITO®
   DUOTECH COB

7. PARTITION

8. TEMPERLY
   ALTECH
   ALTERNA

Services

SERVICES: RECYCLING
PLACO, WEBERCOLLECT, ISOVER, GLASS

Development

Services

Distribution
SOLUTIONS FOR GROWTH: SINGLE-FAMILY HOME NEW BUILD

Building Envelope

1. Glass ECLAZ
   - CLIMAPLUS SUN
   - SWISSPLACER
   - The edge of tomorrow.

2. SWISSPLACER ULTIMATE.

3. CLAY
   - FACADE SOLUTIONS

Other (distributed ventilation & electrical materials + piping)

4. HVAC
5. Electrical kit
6. Well

Interior solutions

7. OPTIMAX HABITO(R) + GR30

8. PLACO(R) PHONIQUE + PARPHONIC
   - FLEX 55

9. FLOORING SOLUTIONS

Services

- OPTI+ COLLECT
Building Envelope

1. VETROFLAM & VETROGARD
   SUPERCONTRYX

2. OPTIMA GR32/30
   FACADE F4
   ISOFAcade 32/30

3. LITE POINT

4. BIOCOTE

5. Other

   5. AlternA
   6. PROTECTIVE GLAZING
   7. CLIMAVER

6. Services
   Recycling (Placo®, Isover, Glass), PlacoBIM, LEAN

Interior solutions

8. DUOTECH, XRAY
   GLASROC
   H OCEAN, FV500

9. ACOUSTIC CEILING

10. NOVELIO

11. MOTORIZED PIVOTING DOOR

12. WEBERFLOOR
    WEBERSYS ACOUSTIC
    WEBERBOND
SAINT-GOBAIN TOWER WITH 82 SOLUTIONS

Building Envelope

1. STADIP PROTECT ST BRIGHT SILVER
2. COOL-LITE XTREME 60-28 II - DIAMANT
3. SAGEGLASS
4. CONTRAFLAM
5. COATWOOL
6. SENTINEL

Distribution services

Services: Recycling (Placo®, Isover, Glass), PlacoBIM

Ventilation

7. CLIMAVER
8. CLIMCOVER
9. U PIPE SECTION

Interior solutions

10. PLAFOMETAL
11. HEATED REVERSIBLE CEILING PANELS
12. RIGITONE ACTIV'AIR
13. PIVOT DOOR ESV7163
14. PRIVALITE
15. WEBER FLOOR
16. MODULO® / PARAVENCE