Recent Results and Outlook

October 2017
1. 9 MONTH SALES
2. H1 2017 RESULTS
3. OUTLOOK
GOOD ORGANIC GROWTH
AT 4.2% FOR THE NINE-MONTH PERIOD

WESTERN EUROPE
» France continued to improve
» Other Western European countries delivered further good growth, led by the Nordics; continued lack of visibility in the UK; Germany remained hesitant

NORTH AMERICA
» Upbeat activity in construction markets
» Industrial markets up overall

ASIA & EMERGING COUNTRIES
» Good growth in all regions: Asia, Latin America, Eastern Europe, Africa & Middle East
NINE-MONTH SALES

(€m)

9M-2016 | Exchange rates | Structure | Price | Volumes | 9M-2017

29,306 | -0.7% | +0.8% | +1.8% | +2.4% | 30,570

Group actual +4.3%

- Depreciation of the **pound sterling** and some currencies in Asia and emerging countries against the euro; **US dollar turning negative** in Q3

- Impact of acquisitions made in **Asia and emerging countries**, in new **niche technologies** and services, and in **Building Distribution**

- **Continuing rise** in raw material and energy costs

- **Better volumes** in all Business Sectors and regions
QUARTERLY ORGANIC GROWTH
(% change in sales on a like-for-like basis)

H1/H1: +4.1%

H2/H2: +0.2%

H1/H1: +0.5%

H2/H2: +0.3%

H1/H1: +2.9%

H2/H2: +2.3%

H1/H1: +3.5%

H1/H1: +5.6%

H2/H2: +3.6%

H2/H2: +2.0%

H2/H2: +0.1%

*excl. Verallia as from Q2-2015

Q1-14/ Q2-14/ Q3-14/ Q4-14/ Q1-15/ Q2-15/ Q3-15/ Q4-15/ Q1-16/ Q2-16/ Q3-16/ Q4-16/ Q1-17/ Q2-17/ Q3-17/
BREAKDOWN OF SALES at end of September

9M-2017 Sales
% organic growth and % Business Sector sales vs Group sales

Innovative Materials: +4.8%
Construction Products: +5.0%
Building Distribution: +3.5%
Overall: 25%, 29%, 46%
SALES TRENDS BY REGION
(% change in 9m-2017/9m-2016 like-for-like sales)

- North America: +4.7%
- Asia & emerging countries: +8.2%
- France: +2.6%
- Other Western Europe: +2.9%
- Scandinavia (13%): +4.9%
- UK (11%): +3.7%
- Germany (9%): -0.8%
- Southern Europe (4%): +5.1%

* breakdown of 9m-2017 sales
1. 9 MONTH SALES
2. H1 2017 RESULTS
3. OUTLOOK
<table>
<thead>
<tr>
<th>Metric</th>
<th>Actual</th>
<th>Like-for-like</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>€20.4bn</td>
<td></td>
<td>+4.4%</td>
</tr>
<tr>
<td>Operating income</td>
<td>€1,465m</td>
<td></td>
<td>+7.1%</td>
</tr>
<tr>
<td>Operating margin</td>
<td>7.2%</td>
<td>+20 bp</td>
<td></td>
</tr>
<tr>
<td>Recurring net income</td>
<td>€751m</td>
<td></td>
<td>+20.4%</td>
</tr>
<tr>
<td>EPS</td>
<td>€1.35</td>
<td></td>
<td>+19.5%</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>€983m</td>
<td>+19.4%</td>
<td></td>
</tr>
<tr>
<td>Net debt</td>
<td>€6,816m</td>
<td>1.7x EBITDA</td>
<td>=</td>
</tr>
</tbody>
</table>

Changes based on H1-17 vs H1-16
Saint-Gobain experienced an important cyber-attack on June 27, impacting the majority of our systems.

Thanks to the rapid reaction of all Saint-Gobain teams:
- Limited impact on production and on customers
- Quick recovery despite intensity of the attack

Nevertheless we experienced the following negative impacts:
- Estimated at €220m on sales and €65m on operating income for H1-2017, equivalent to 1.1% of organic sales growth and 4.4% of operating income
- Full-year 2017 estimate: < €250m on sales and €80m on operating income
- Areas particularly impacted:
  - Western Europe (Nordics, Germany, France)
  - Building Distribution and Construction Products
- IT infrastructure rebuilt in record time with strong reinforcement of our protection measures
H1-2017: ORGANIC GROWTH AT 3.5%

WESTERN EUROPE
» France improving, led by new-builds
» Further growth in all other main countries except Germany, down slightly
» Margin growth

NORTH AMERICA
» Growth led by construction markets
» Industrial markets up slightly overall
» Margin growth

ASIA & EMERGING COUNTRIES
» Robust growth in all regions, despite the ongoing slowdown in Brazil
» Margin growth
H1-2017 HIGHLIGHTS

» €170 million in additional cost savings versus first-half 2016

» 18 acquisitions in the first half and 6 being finalized in July, including Glava, Kirson and TekBond

» Buyback of 3.5 million shares in the first half, in line with the Group’s long-term objectives
OPERATING INCOME
(€m and % of sales)

- Operating income up 7.1% on a reported basis
- Further growth in Group margin

<table>
<thead>
<tr>
<th></th>
<th>H1-2015</th>
<th>H1-2016</th>
<th>H1-2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating income</td>
<td>€1,275</td>
<td>€1,368</td>
<td>€1,465</td>
</tr>
<tr>
<td>% increase</td>
<td>6.4%</td>
<td>7.0%</td>
<td>7.2%</td>
</tr>
</tbody>
</table>
OPERATING INCOME BY BUSINESS SECTOR

(€m and % of sales)

<table>
<thead>
<tr>
<th>Sector</th>
<th>H1-15</th>
<th>H1-16</th>
<th>H1-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovative Materials IM</td>
<td>504</td>
<td>552</td>
<td>643</td>
</tr>
<tr>
<td></td>
<td>10.2%</td>
<td>11.2%</td>
<td>12.3%</td>
</tr>
<tr>
<td>Flat Glass</td>
<td>194</td>
<td>234</td>
<td>284</td>
</tr>
<tr>
<td></td>
<td>7.4%</td>
<td>8.8%</td>
<td>9.9%</td>
</tr>
<tr>
<td>HPM</td>
<td>310</td>
<td>318</td>
<td>359</td>
</tr>
<tr>
<td></td>
<td>13.5%</td>
<td>14.0%</td>
<td>15.0%</td>
</tr>
<tr>
<td>Construction Products CP</td>
<td>529</td>
<td>564</td>
<td>586</td>
</tr>
<tr>
<td></td>
<td>8.7%</td>
<td>9.4%</td>
<td>9.3%</td>
</tr>
<tr>
<td>Exterior Solutions</td>
<td>241</td>
<td>229</td>
<td>249</td>
</tr>
<tr>
<td></td>
<td>8.3%</td>
<td>8.3%</td>
<td>8.4%</td>
</tr>
<tr>
<td>Interior Solutions</td>
<td>288</td>
<td>335</td>
<td>337</td>
</tr>
<tr>
<td></td>
<td>9.0%</td>
<td>10.2%</td>
<td>9.9%</td>
</tr>
<tr>
<td>Building Distribution</td>
<td>242</td>
<td>253</td>
<td>248</td>
</tr>
<tr>
<td></td>
<td>2.6%</td>
<td>2.8%</td>
<td>2.7%</td>
</tr>
</tbody>
</table>

H1-15, H1-16, H1-17...
OPERATING INCOME BY REGION
(€m and % of sales)

France
- H1-2015: 136 (2.6%)
- H1-2016: 124 (2.4%)
- H1-2017: 133 (2.5%)

Other Western Europe
- H1-2015: 460 (5.4%)
- H1-2016: 513 (5.9%)
- H1-2017: 521 (6.0%)

North America
- H1-2015: 259 (9.5%)
- H1-2016: 310 (11.6%)
- H1-2017: 334 (11.8%)

Asia & emerging countries
- H1-2015: 420 (10.0%)
- H1-2016: 421 (10.6%)
- H1-2017: 477 (10.7%)
## INCOME STATEMENT

(€m)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating income</strong></td>
<td>1,368</td>
<td>1,465</td>
<td>+7.1%</td>
</tr>
<tr>
<td>Non-operating costs</td>
<td>(180)</td>
<td>(166)</td>
<td></td>
</tr>
<tr>
<td>o/w provision for asbestos-related litigation</td>
<td>(45)</td>
<td>(45)</td>
<td></td>
</tr>
<tr>
<td>Other operating income (expenses)</td>
<td>(32)</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td><strong>Business income</strong></td>
<td>1,156</td>
<td>1,306</td>
<td>+13.0%</td>
</tr>
<tr>
<td>Net financial expense</td>
<td>(287)</td>
<td>(231)</td>
<td></td>
</tr>
<tr>
<td>Average cost of gross debt (at June 30)</td>
<td>3.9%</td>
<td>2.7%</td>
<td></td>
</tr>
<tr>
<td>Income tax</td>
<td>(261)</td>
<td>(297)</td>
<td></td>
</tr>
<tr>
<td>Tax rate on recurring net income</td>
<td>30%</td>
<td>27%</td>
<td></td>
</tr>
<tr>
<td><strong>Net attributable income</strong></td>
<td>596</td>
<td>754</td>
<td>+26.5%</td>
</tr>
<tr>
<td><strong>EPS (€)</strong></td>
<td>1.08</td>
<td>1.36</td>
<td>+25.9%</td>
</tr>
<tr>
<td><strong>Recurring net income</strong></td>
<td>624</td>
<td>751</td>
<td>+20.4%</td>
</tr>
<tr>
<td><strong>Recurring EPS (€)</strong></td>
<td>1.13</td>
<td>1.35</td>
<td>+19.5%</td>
</tr>
</tbody>
</table>
CASH FLOW FROM OPERATIONS * AND CAPEX
(€m and % of sales)

Free cash flow +19.4%

H1-2016

1,251 6.4%
Op. cash flow

823 4.2%

428 2.2%
Capex

H1-2017

1,410 6.9%
Op. cash flow

983 4.8%

427 2.1%
Capex

* excluding the tax impact of capital gains and losses on disposals, asset write-downs and material non-recurring provisions
TIGHT REIN ON OPERATING WCR
(at June 30, €m and no. of days)

Ongoing tight rein on operating WCR

Stable in days vs end-June 2016
### Net Debt and Shareholders’ Equity

<table>
<thead>
<tr>
<th></th>
<th>06-2015</th>
<th>12-2015</th>
<th>06-2016</th>
<th>12-2016</th>
<th>06-2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net debt</td>
<td>8.0</td>
<td>4.8</td>
<td>6.6</td>
<td>5.6</td>
<td>6.8</td>
</tr>
<tr>
<td>Shareholders’ equity</td>
<td>19.9</td>
<td>19.3</td>
<td>18.4</td>
<td>19.1</td>
<td>18.8</td>
</tr>
</tbody>
</table>

#### Net Debt/Shareholders’ Equity

<table>
<thead>
<tr>
<th></th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>40%</td>
<td>25%</td>
<td>36%</td>
</tr>
<tr>
<td>29%</td>
<td>29%</td>
<td>36%</td>
</tr>
</tbody>
</table>

#### Net Debt/EBITDA*

<table>
<thead>
<tr>
<th></th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>1.2</td>
<td>1.7</td>
</tr>
<tr>
<td>1.4</td>
<td>1.7</td>
<td></td>
</tr>
</tbody>
</table>

### Persistently strong balance sheet

*EBITDA = operating income + operating depreciation and amortization over a 12-month period*
1. 9 MONTH SALES
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OUTLOOK

ECONOMIC CLIMATE

- Gradual improvement of construction markets in France
- Continued upbeat trends in other Western European countries, despite less visibility in the UK and Germany still hesitant
- Positive market conditions in North American construction
- Good organic growth in Asia and emerging countries
- Ongoing inflationary pressure on costs

GROUP BUSINESSES

- **Innovative Materials**: further growth and improved profitability
- **Construction Products**: volume growth and continued focus on the price-cost spread
- **Building Distribution**: should benefit from volume growth in Western Europe

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Saint-Gobain confirms its full-year 2017 objective of a like-for-like increase in operating income and expects a like-for-like increase for second-half 2017 to be above the level achieved in first-half 2017 despite ongoing inflationary pressure on costs
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