



FEBRUARY 26, 2021

FY 2020 RESULTS AND OUTLOOK





01

HIGHLIGHTS

02

2020 ACHIEVEMENTS

03

2020 RESULTS

04

STRATEGY

05

OUTLOOK

2020 KEY FIGURES

2020

H2-2020

Sales
€38.1bn

actual

-10.4%

like-for-like

-3.8%

actual

-2.5%

like-for-like

+4.8%

Operating income
€2,855m

-15.8%

-12.3%

+15.8%

+22.4%

Op. margin 7.5%, -50 bps

Op. margin 10.0%, +160 bps

EBITDA
€4,415m

actual

-9.3%

actual

+13.3%

EBITDA margin 11.6%, +20 bps

EBITDA margin 13.7%, +200 bps

Recurring net income
€1,470m
EPS €2.74, -22.4%

-23.2%

+23.4%

Free cash flow
€3,044m

+63.9%

HIGHLIGHTS

- » **Responsible management of the health crisis** with regard to all of the Group's stakeholders
- » **Solid achievements in ESG**, with new commitments for 2030:
 - » **2030 CO₂ targets validated by the SBT* initiative**, reduction of 4% in our CO₂ emissions compared to 2019, internal carbon price increased to €50/t
 - » **10Mt of raw materials not extracted** thanks to our efforts in support of the circular economy
 - » **Record employee engagement score of 82%**
 - » Target of **25% of women in managerial roles** within the Group met in 2020
- » **Successful completion of “Transform & Grow”**:
 - » **Recurring and structural savings of €250 million at the end of 2020**, meeting the target a year earlier than planned
 - » Portfolio optimization: completed or signed **divestments represent sales of more than €4.6bn, with a positive impact on the operating margin**

HIGHLIGHTS

- » **Strong 4.8% organic growth in H2**, accelerating to 6.4% in Q4
- » **Sharp rebound in operating income in H2 2020, up 22.4%** like-for-like, with a **record operating margin of 10%** (up 160 bps versus H2 2019)
- » **Record recurring net income in H2, up 23.4% to €1,198 million**
- » **Increase of 20 bps in EBITDA margin to 11.6% over the full year, and increase of 200 bps in H2**

- » **Record free cash flow of €3,044 million in 2020, up 64%**
- » **Sharp decrease in net debt: €7.2 billion at end-December 2020**, compared to €10.5 billion at end-December 2019



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IN 2020, OUR TEAMS HAVE RALLIED FOR EXCELLENT OPERATIONAL EXECUTION

1

Health protection

- Barrier gestures in our plants, offices, distribution outlets
- New ways of working

2

Financial strength

- Strong balance sheet
- Selective Capex
- Best-in-class cash generation and conversion

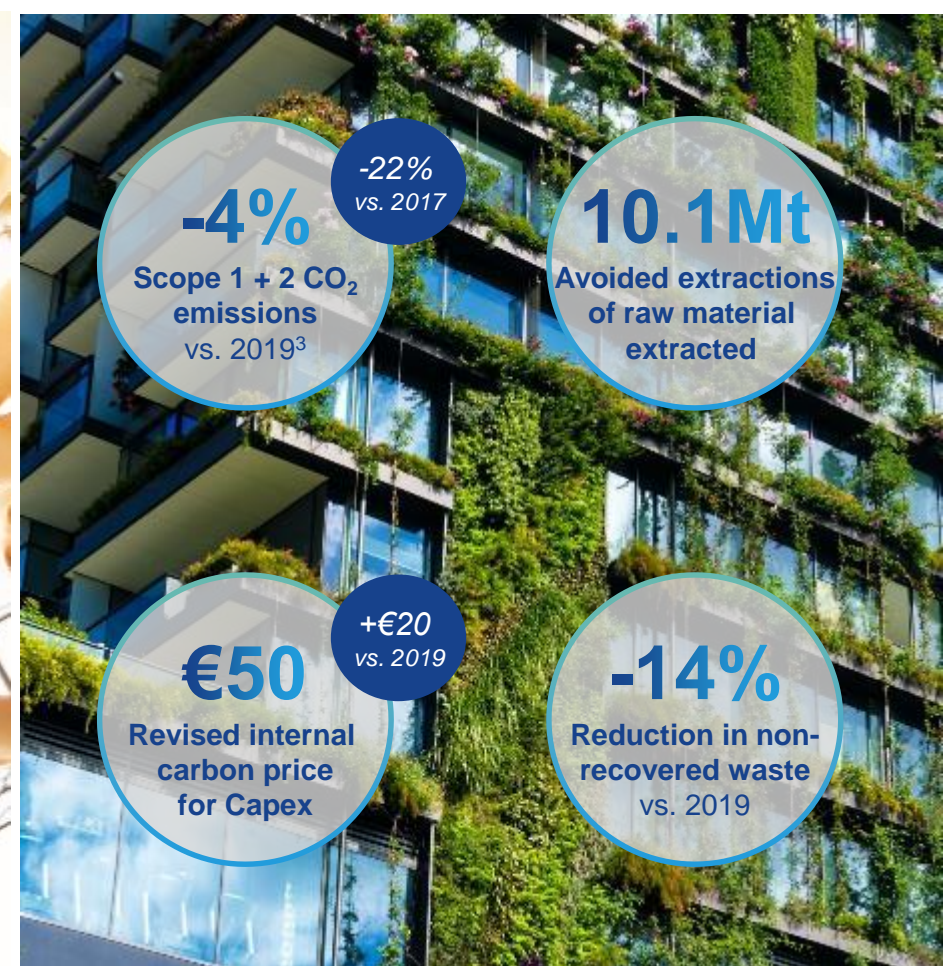
3

Cost savings

- €250m “Transform & Grow” savings delivered
- Fast action on several initiatives for additional savings



WHILE PROTECTING PEOPLE AND THE PLANET



1. Philanthropy and sponsorship: in kind or in value
2. % of participants who "totally agree" with 4 engagement-related questions; 7pt above benchmark
3. Absolute reduction to 10.4Mt (10Mt at constant scope), on track to deliver a 33% reduction by 2030



THANK YOU
TO ALL OUR TEAMS
FOR STANDING
UNITED
& SHOWING
SOLIDARITY
THROUGHOUT
THE CRISIS



WE KEEP ALLOCATING OUR RESOURCES FOR GROWTH

Growth Capex deployment in the context of the pandemic



*Logistics center in
Nordics Distribution*



*New Life Sciences
capacities in the USA*



*Technical textiles capacity
in Czech Republic*



*Digital services in
Distribution for tradespeople*



*Construction chemical
plant in Chile*



*Coater jumbo startup
for Glass in Poland*



*Plaster plants in India
and China*



*Isonat woodfiber insulation
expansion in France*

13 acquisitions in 2020

**CONSOLIDATION OF
LEADERSHIP
POSITIONS TO
BETTER SERVE**

OUR CUSTOMERS

**TECHNOLOGICAL
NICHES
SUPPORTING**

OUR INNOVATION

**SELECTIVE
REINFORCEMENT OF
OUR FOOTPRINT
ON NEW PROMISING
MARKETS**

€1.7bn invested in acquisitions and growth Capex

“TRANSFORM & GROW” SUCCESSFULLY COMPLETED AHEAD OF SCHEDULE



A customer-oriented, lean and agile organization



An active and value creating portfolio management

Making Saint-Gobain stronger

OUR NEW ORGANIZATION IS PRODUCING RESULTS



LEAN, AGILE, PERFORMANCE-DRIVEN

Accountability

- **Incentivized country / market CEOs**
 - 100% of bonus aligned to country / market performance (operating income, cash flow, return)
- **One line of command & simplification of all business processes**
- **Nurturing “Trust, Empowerment, Collaboration” culture at all levels**



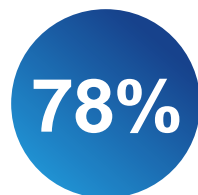
Ownership

November 2020 group-wide employee survey



Improvement in Employee Net Promoter score (eNPS)¹

+10pt vs. 2019



Managers say T&G will improve Saint-Gobain's growth

+4pt vs. 2019

1. eNPS estimated as sum of (positive responses – negative responses) to the question “I would recommend my company to friends & family”

CUSTOMER CENTRIC

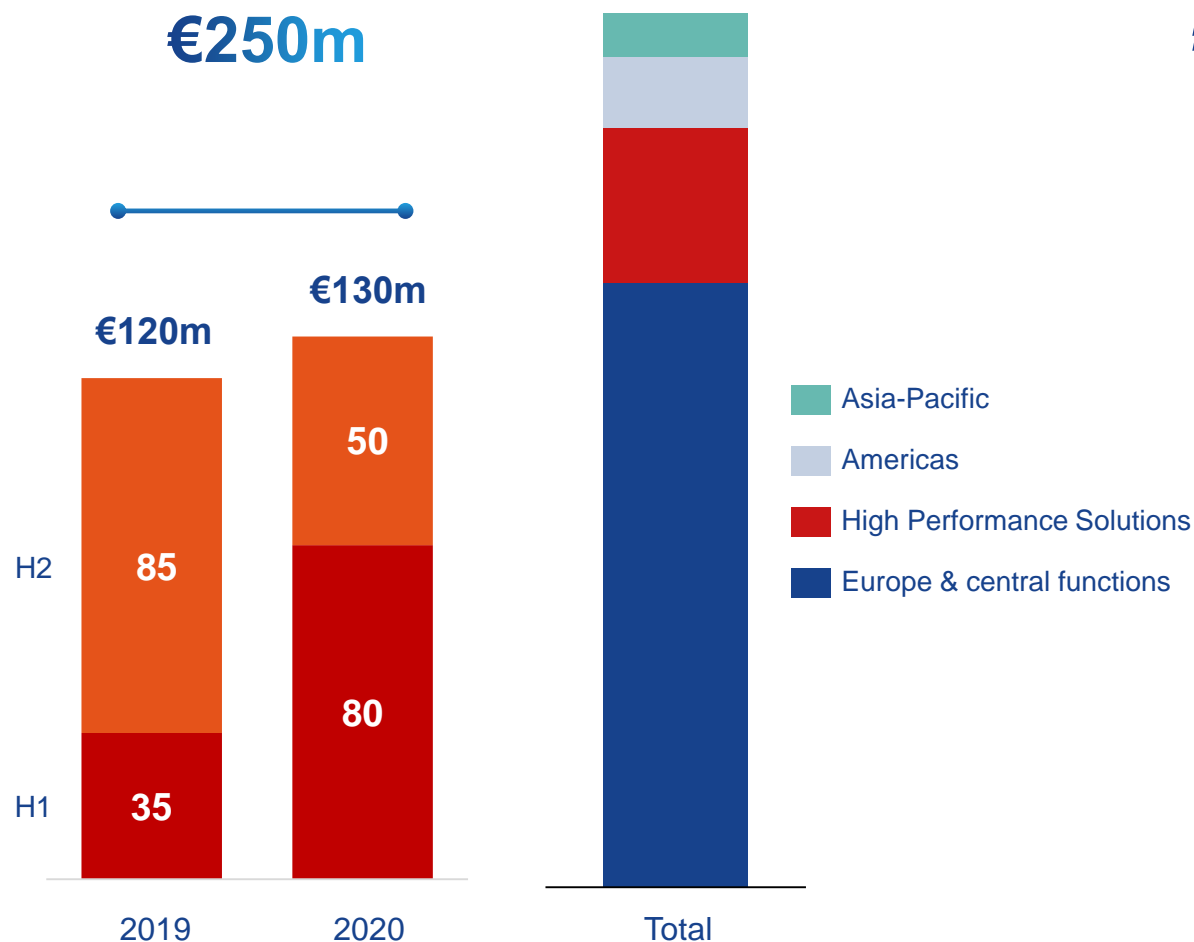
Application synergies



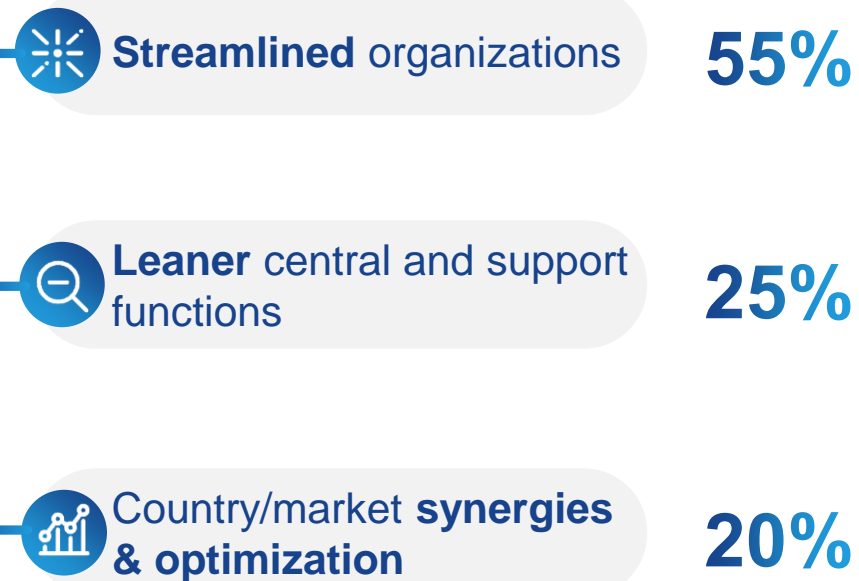
Sales channel synergies



€250M COST SAVINGS ACHIEVED



€250m



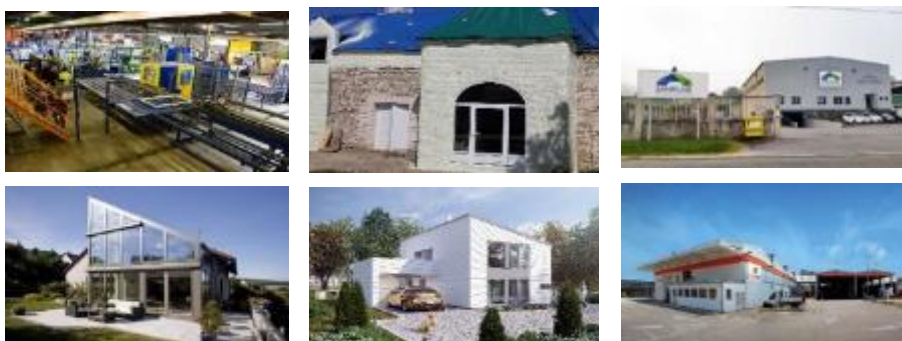
Cost savings delivered 1 year ahead of schedule

WE ARE ACTIVELY OPTIMIZING THE GROUP PORTFOLIO



€4.6bn sales divested (closed or signed) since T&G launch

- **26 transactions** of which 7 divestments closed in 2020
- **€1.3bn** sales closed or signed in 2020



Sales divested*

€3.4bn

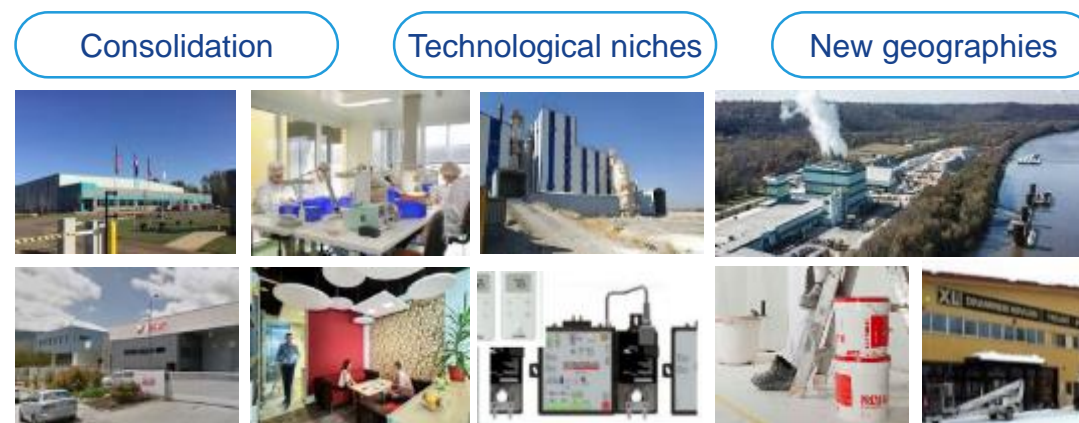
Average profitability

~3%

EBITDA/sales

€740m sales acquired since T&G launch

- **31 transactions** of which 13 acquisitions closed in 2020
- Driven by country CEO portfolio reviews



Sales acquired

€740m

Average profitability

>20%

EBITDA/sales

Value creation at the heart of management practices

CONTINENTAL BUILDING PRODUCTS SUCCESSFULLY INTEGRATED

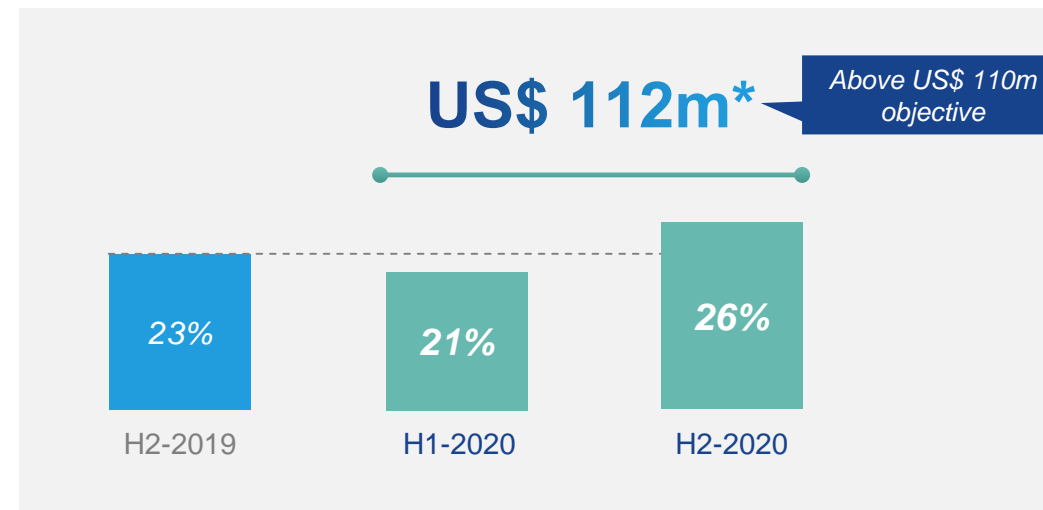


Integration ahead of plan, exceeding expectations...

- **Management and teams successfully integrated, synergies delivered** faster than expected despite operational impact of the Covid crisis: US\$ 20m
- **Value creation on track for Year 3**



EBITDA incl. synergies



...sharp increase in housing starts



* 2020 estimated over 12 months (consolidated over 11 months as of February)

IN LINE WITH OUR OPERATING MARGIN IMPROVEMENT COMMITMENT

Operating margin reconciliation

H2-2018	8.1%	<i>Restated operating income margin post-IFRS 16 at T&G launch</i>
Portfolio	+55 bps	€3.4bn sales divested, profitable acquisitions for €740m sales
Cost structure	+60 bps	T&G savings
Exceptional	+50 bps	Price-cost spread, discretionary savings, net of additional Covid costs
Volume & mix	+25 bps	+3.4% volume growth, negative mix evolution on HPS, FX effect
H2-2020	10.0%	

**Operating margin improvement in 2021
of more than 100 bps vs. 2018**



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A. GROUP

B. SEGMENTS

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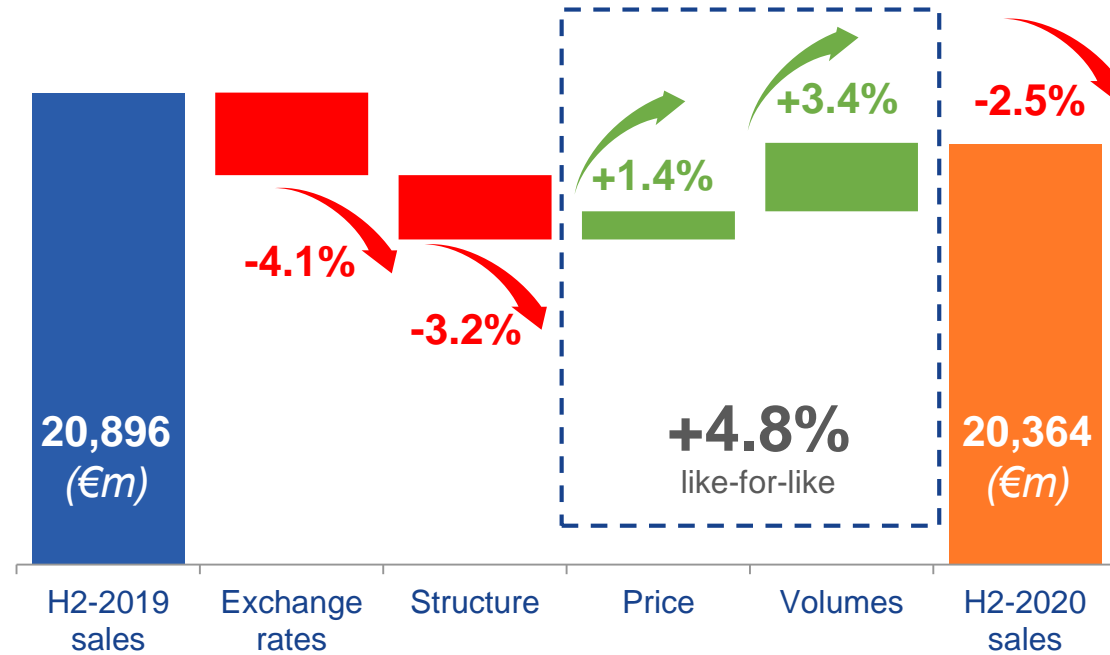
STRATEGY

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OUTLOOK

ORGANIC GROWTH: SHARP RALLY IN H2

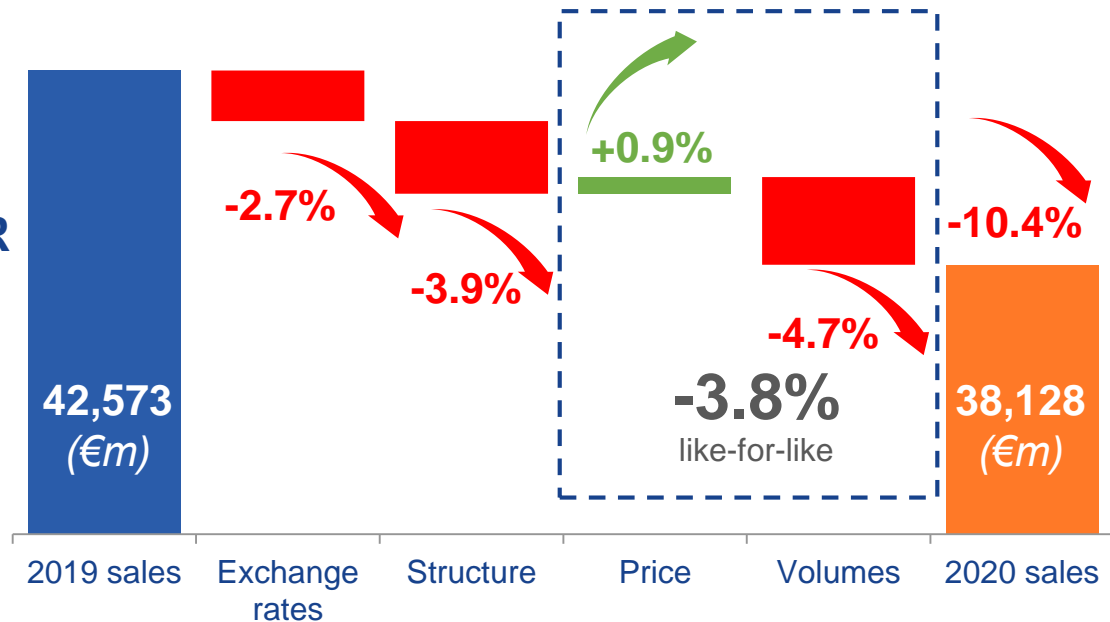
H2



■ **Exchange rates:** depreciation of the **Brazilian real** and other **emerging country** currencies, the **US dollar** and the **Norwegian krone**

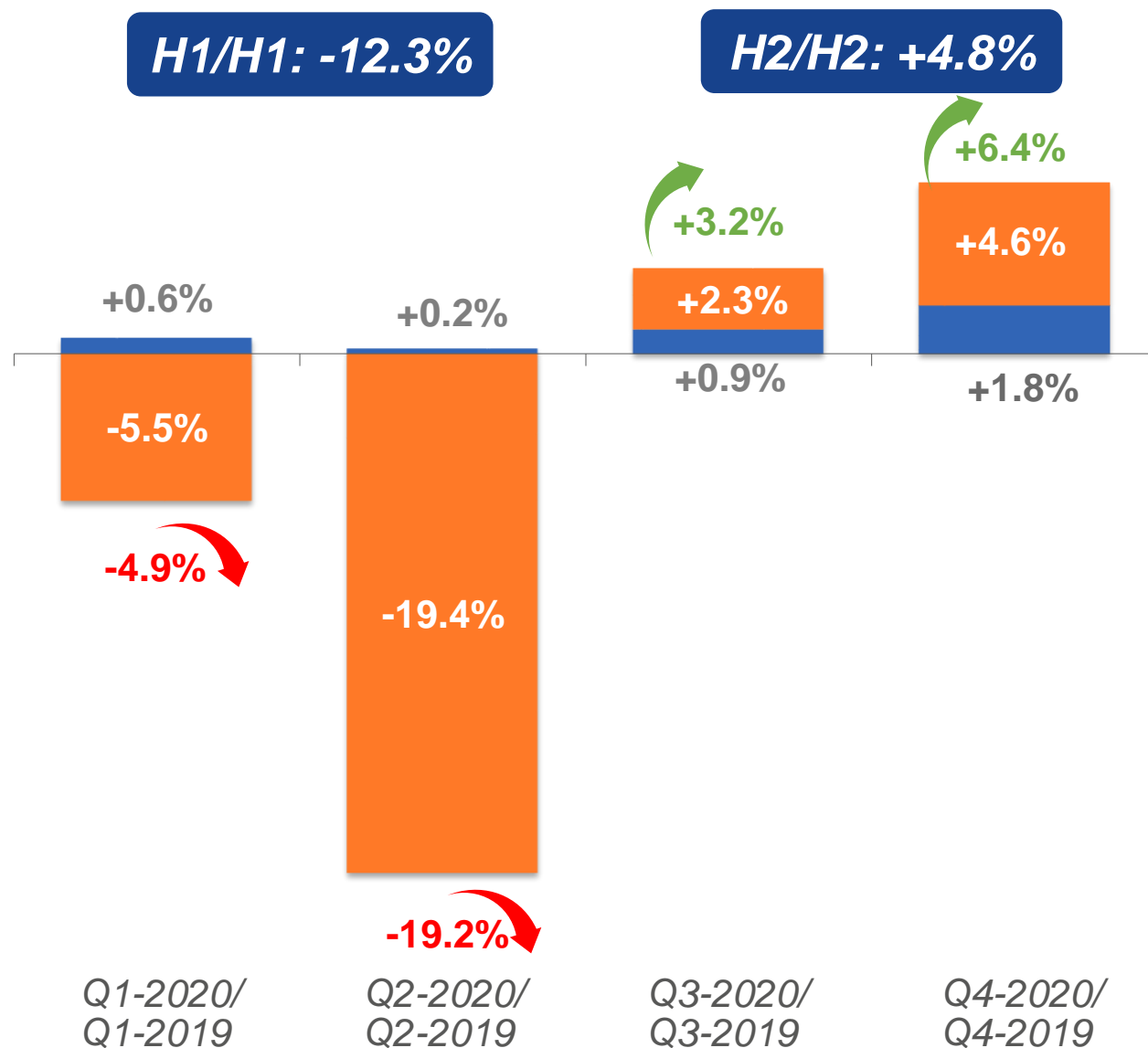
■ **Structure:** divestments as part of “Transform & Grow” and **acquisition** of Continental Building Products

FULL YEAR



QUARTERLY ORGANIC GROWTH: INCREASE IN PRICES AND VOLUMES

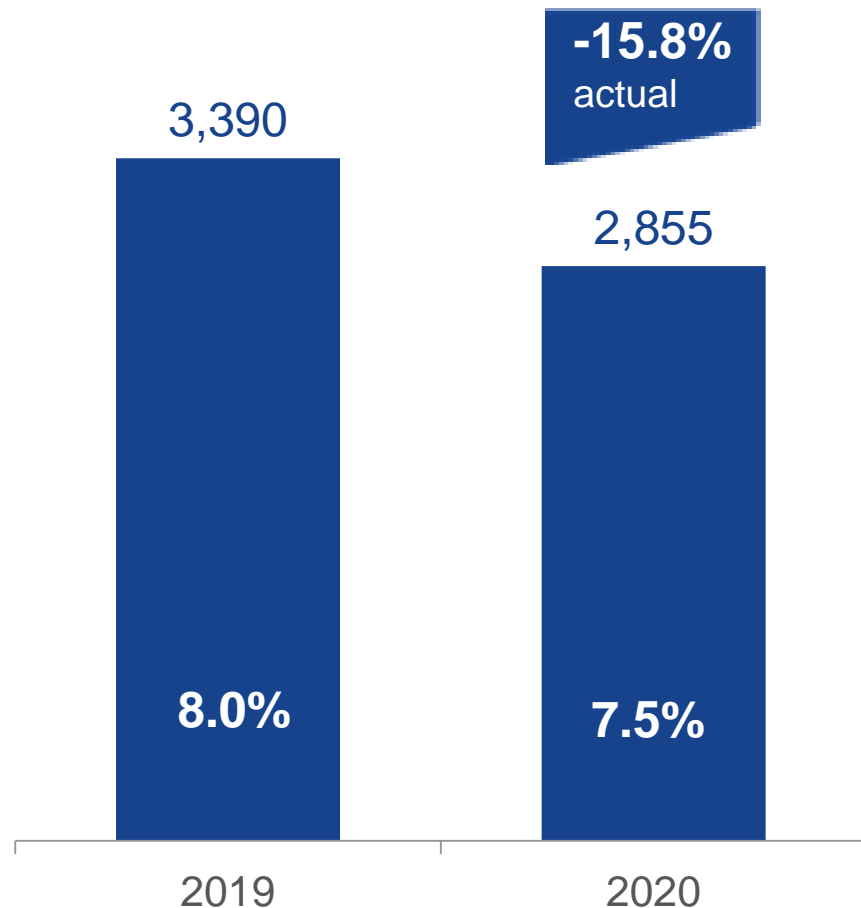
(% change in sales on a like-for-like basis)



- **Upward trends in sales prices**
generating a positive price-cost spread
- **Good momentum in volumes**, reinforced in the post-pandemic period by increased demand on the renovation market

SHARP REBOUND IN OPERATING INCOME IN H2 2020

(Operating income in €m and % of sales)

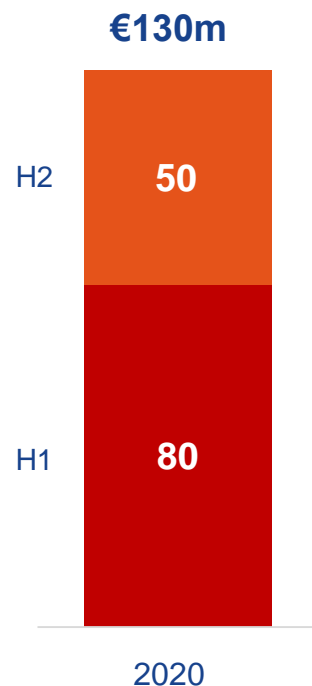


- Sharp rebound in H2 of 22.4% like-for-like; record operating margin of 10% (up 160 bps versus H2 2019)
- Positive price-cost spread ~ +€160m, of which €110m in H2
- Strong action on costs, with €690m in cost savings in 2020

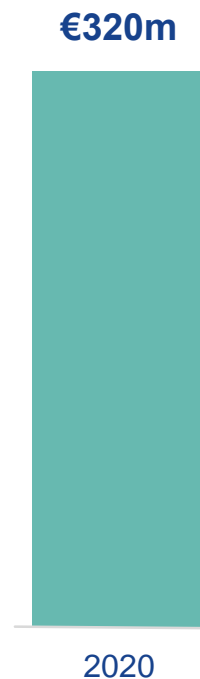
H2	1,752	2,028	+15.8%
	8.4%	10.0%	+160bps

TOTAL COST SAVINGS EXCEED €690M IN 2020

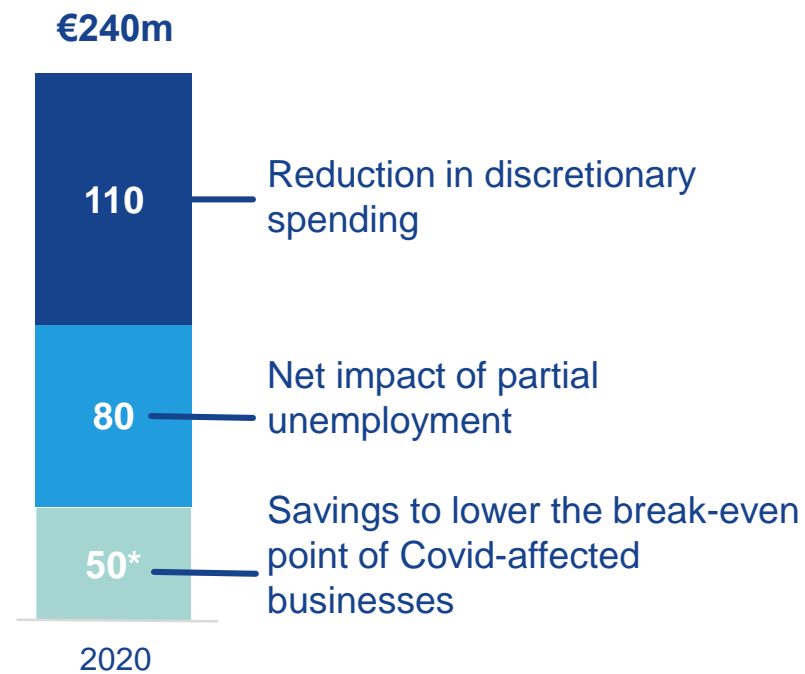
**“Transform & Grow” structural savings
€130m in 2020,
on top of €120m in 2019**



**Operational excellence program
to compensate for cost inflation
€320m in 2020 (vs. €310m in 2019)**



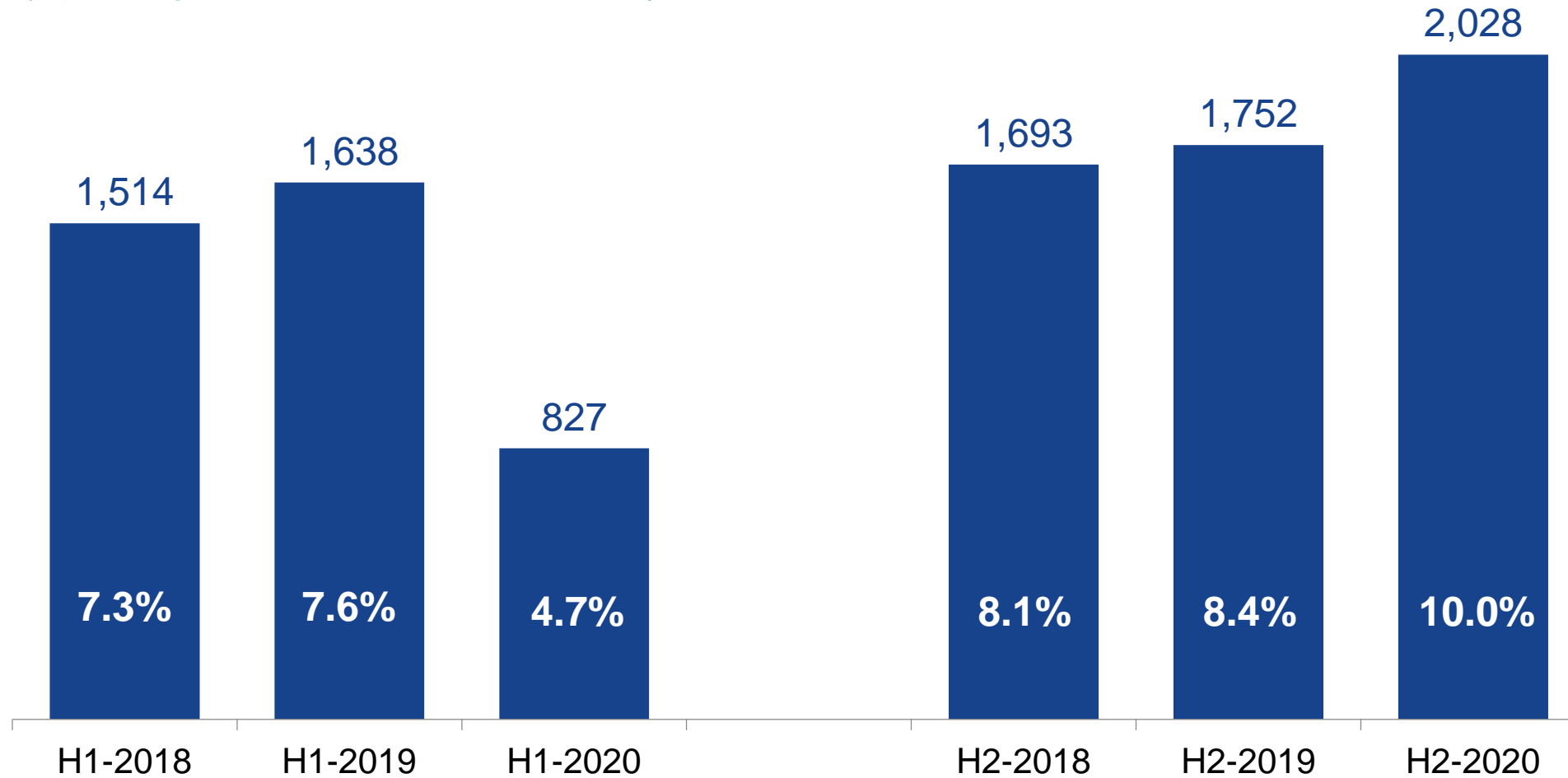
**Savings related to Covid crisis
€240m in 2020, of which €80m in H2**



* €150m additional savings in 2021

OPERATING INCOME: STEADY RISE EXCLUDING THE CORONAVIRUS IMPACT IN H1 2020

(Operating income in €m and % of sales)



2018 restated for IFRS 16

BUSINESS INCOME AND EBITDA

€m

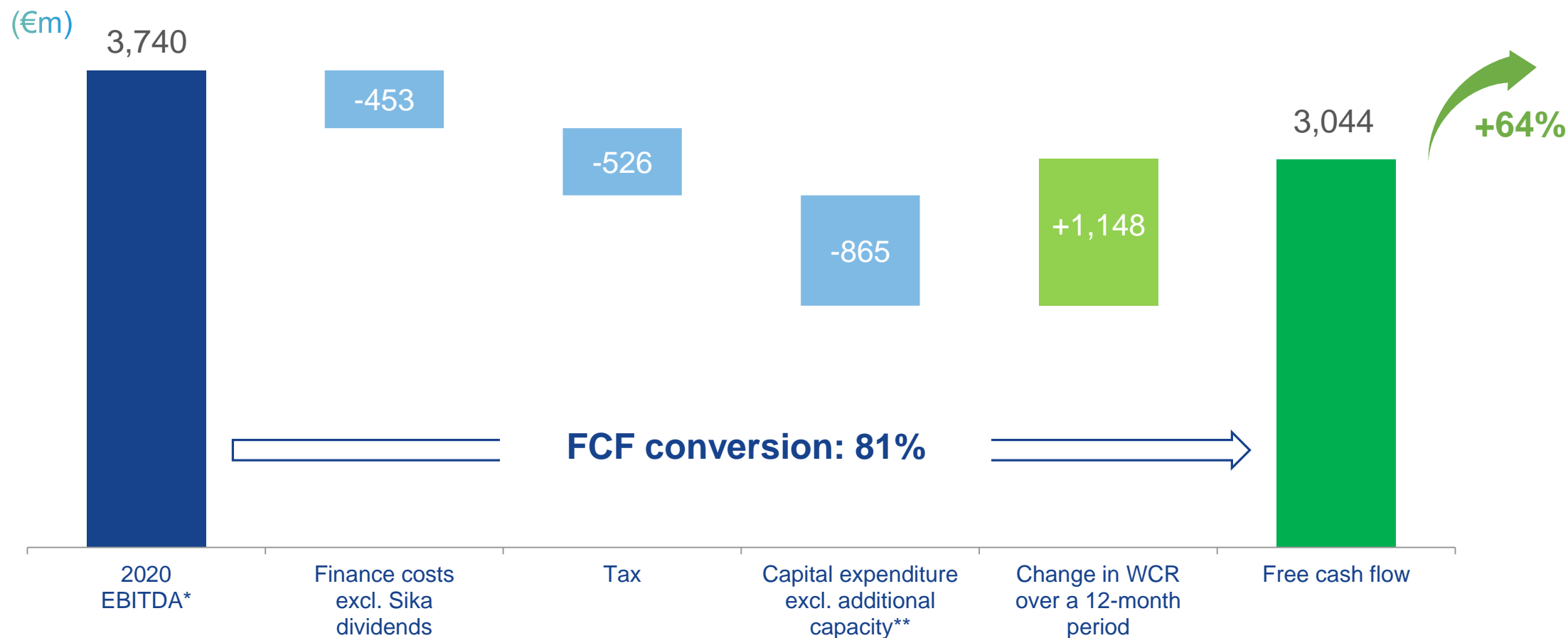
	2019	2020	2020/ 2019	H2-2020/ H2-2019
Operating income	3,390	2,855	-15.8%	+15.8%
Non-operating costs	(421)	(342)		
Disposal gains (losses) and impacts resulting from changes in Group structure	(13)	(58)		
Asset write-downs and other	(403)	(1,023)		
Business income	2,553	1,432	-43.9%	+13.9%

Operating income	3,390	2,855	-15.8%	+15.8%
Operating depreciation and amortization	1,901	1,902		
Non-operating costs	(421)	(342)		
EBITDA	4,870	4,415	-9.3%	+13.3%
EBITDA margin	11.4%	11.6%	+20 bps	+200 bps

RECURRING NET INCOME AND RECURRING EPS

€m	2019	2020	2020/ 2019	H2-2020/ H2-2019
Business income	2,553	1,432		
Net financial expense	(496)	(453)		
Dividends received from investments (Sika)	28	34		
Income tax	(631)	(526)		
Net attributable income	1,406	456		
Recurring net income	1,915	1,470	-23.2%	+23.4%
<i>Recurring EPS (€)</i>	3.53	2.74	-22.4%	

RECORD FREE CASH FLOW OF €3.0bn, up 64%



2019: €4,188m **FCF conversion: 44%** €1,857m

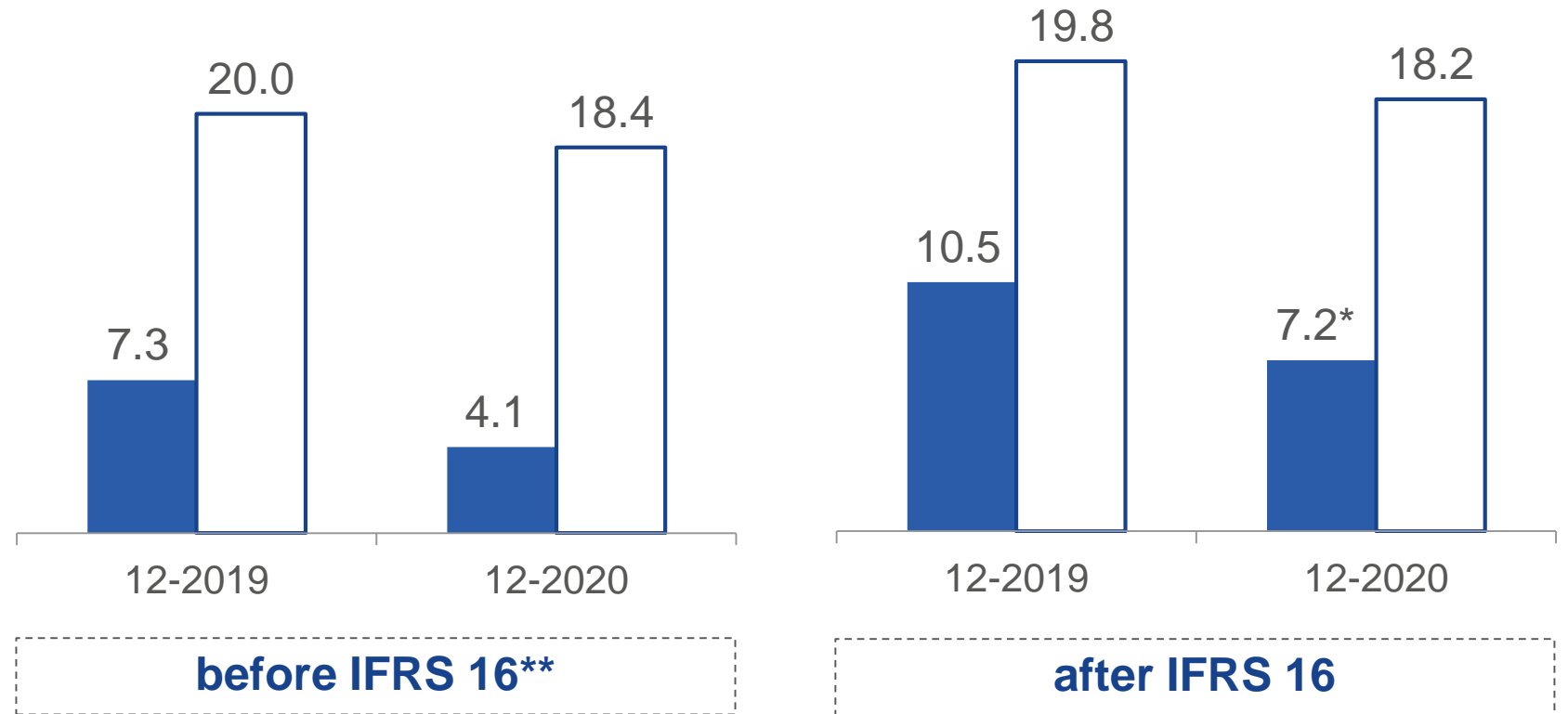
* EBITDA less depreciation of right-of-use assets: €4,415m - €675m = €3,740m (versus €4,188m in 2019)

** Capital expenditure = €1,236m, including €371m in **additional capacity investments linked to organic growth**

DECREASE IN NET DEBT

(€bn)

■ Net debt
□ Shareholders' equity



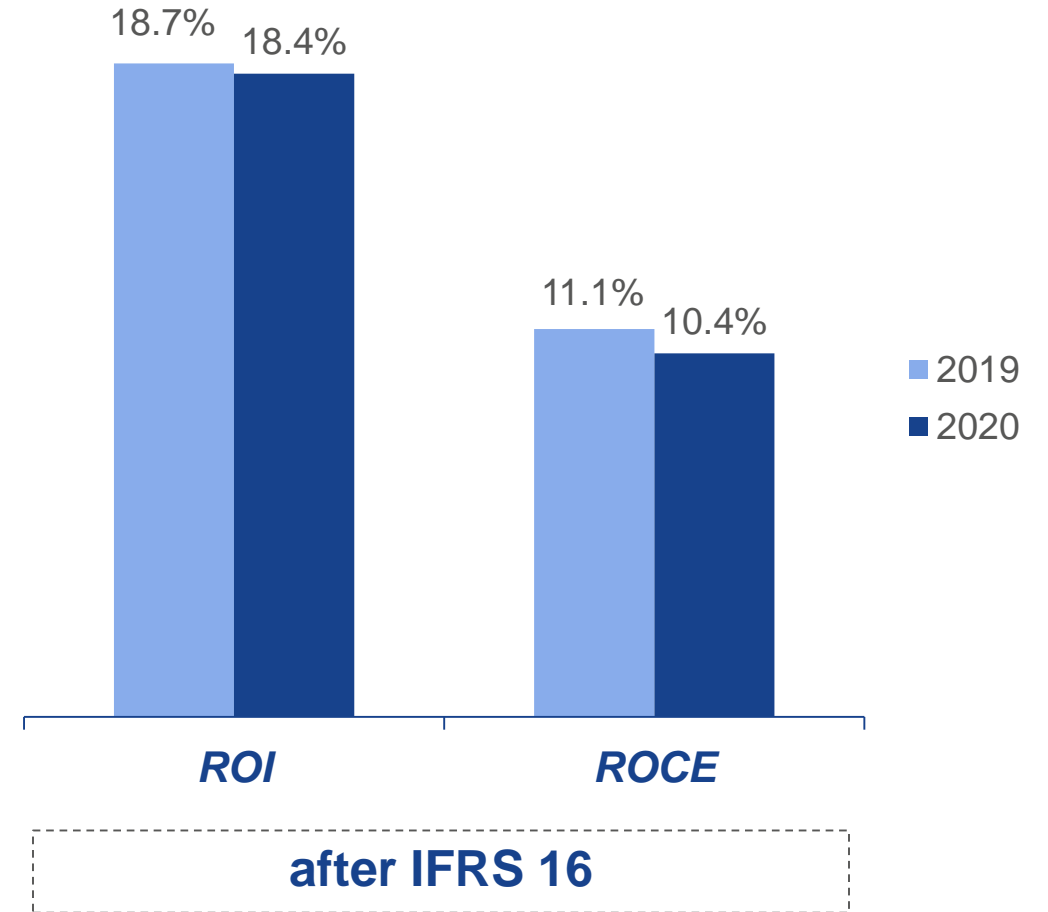
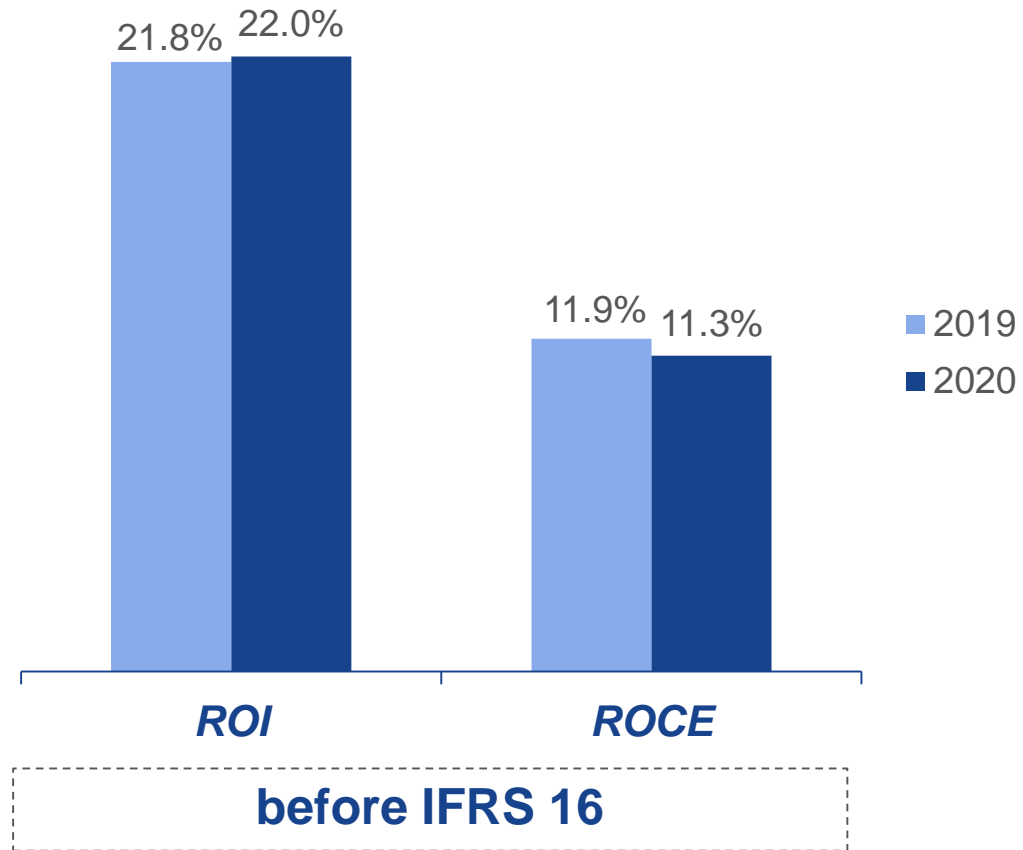
Net debt/shareholders' equity	36%	22%		53%	39%
Net debt/EBITDA	1.8	1.1		2.2	1.6

* €0.15bn reduction in net debt at December 31, 2020 relating to debt carried by entities in the process of being sold.

** Before IFRS 16: estimates.

ROI AND ROCE

(before tax)





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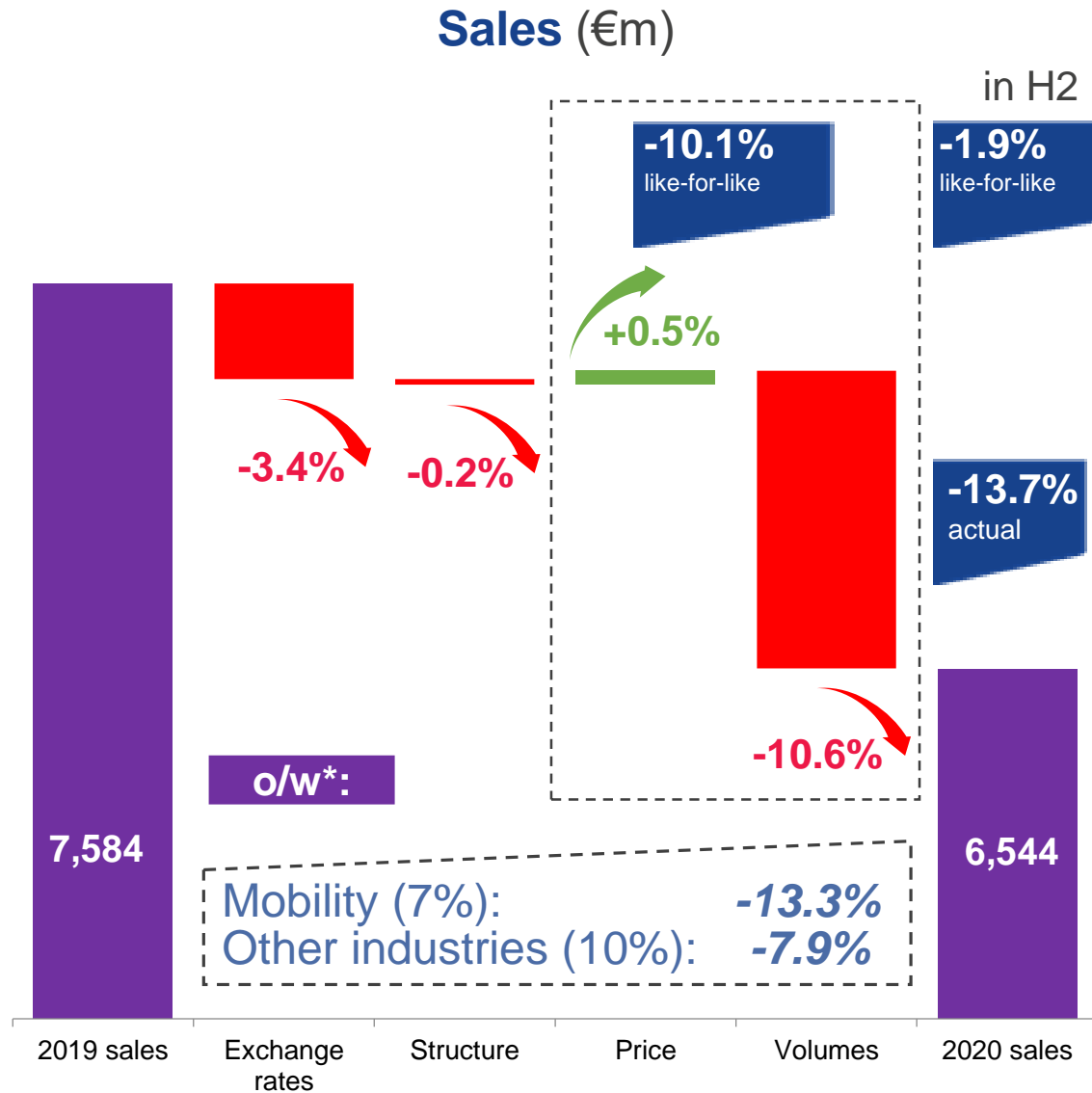
04

STRATEGY

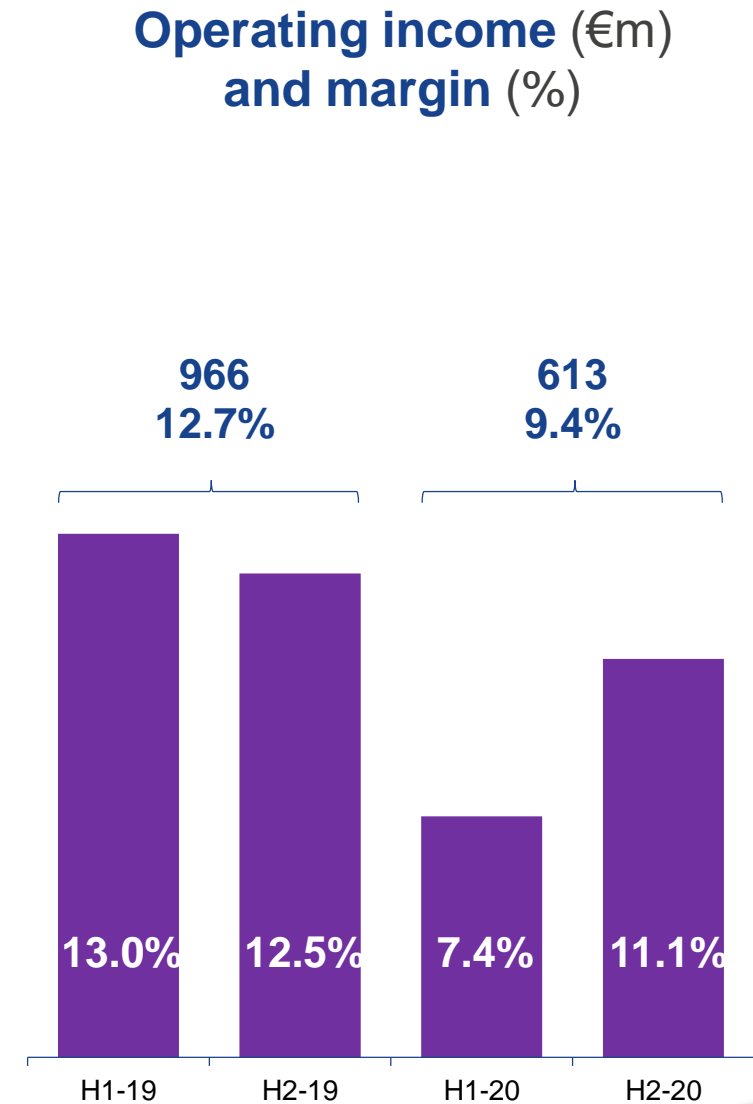
05

OUTLOOK

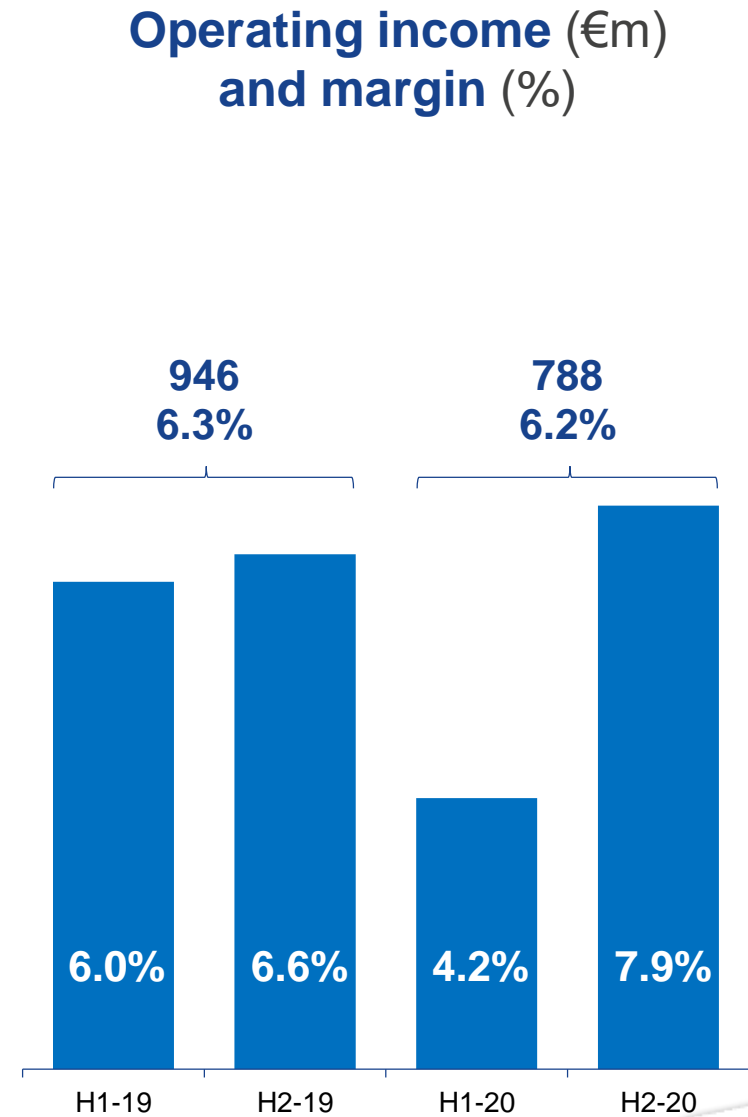
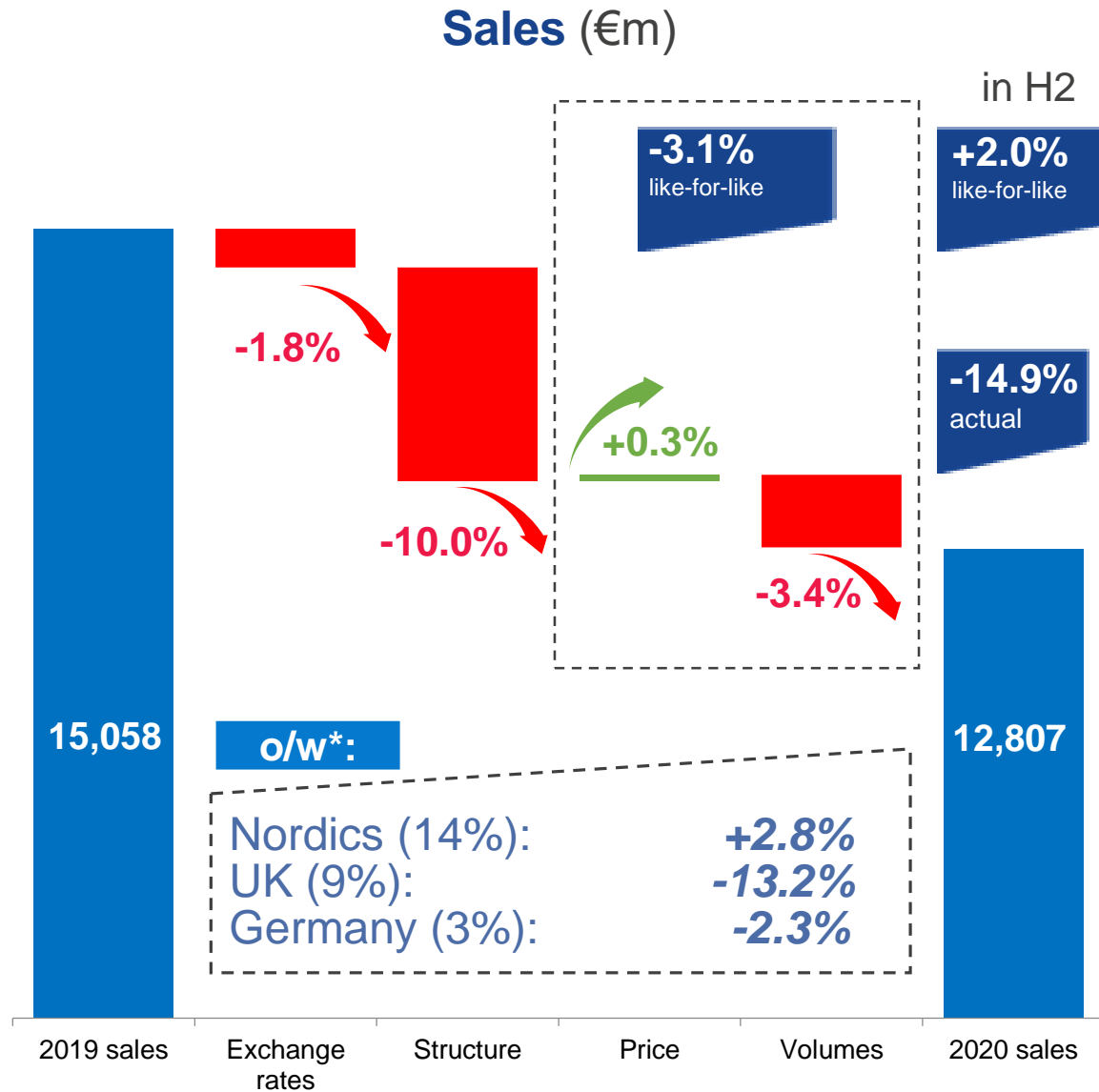
HIGH PERFORMANCE SOLUTIONS: SEQUENTIAL IMPROVEMENT



* Sales by segment: as a % of Group total and like-for-like growth



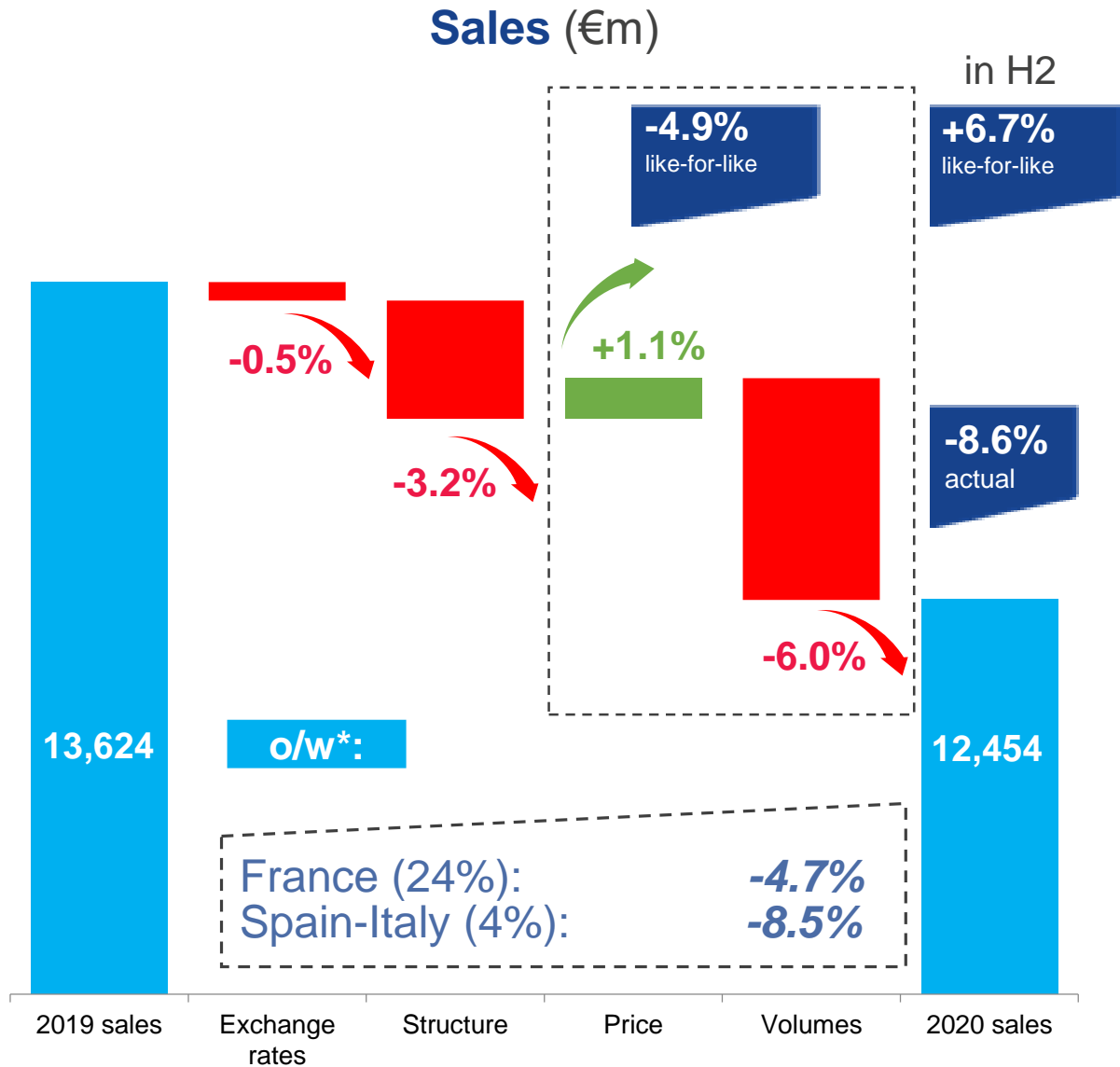
NORTHERN EUROPE: SIGNIFICANT RISE IN MARGIN IN H2



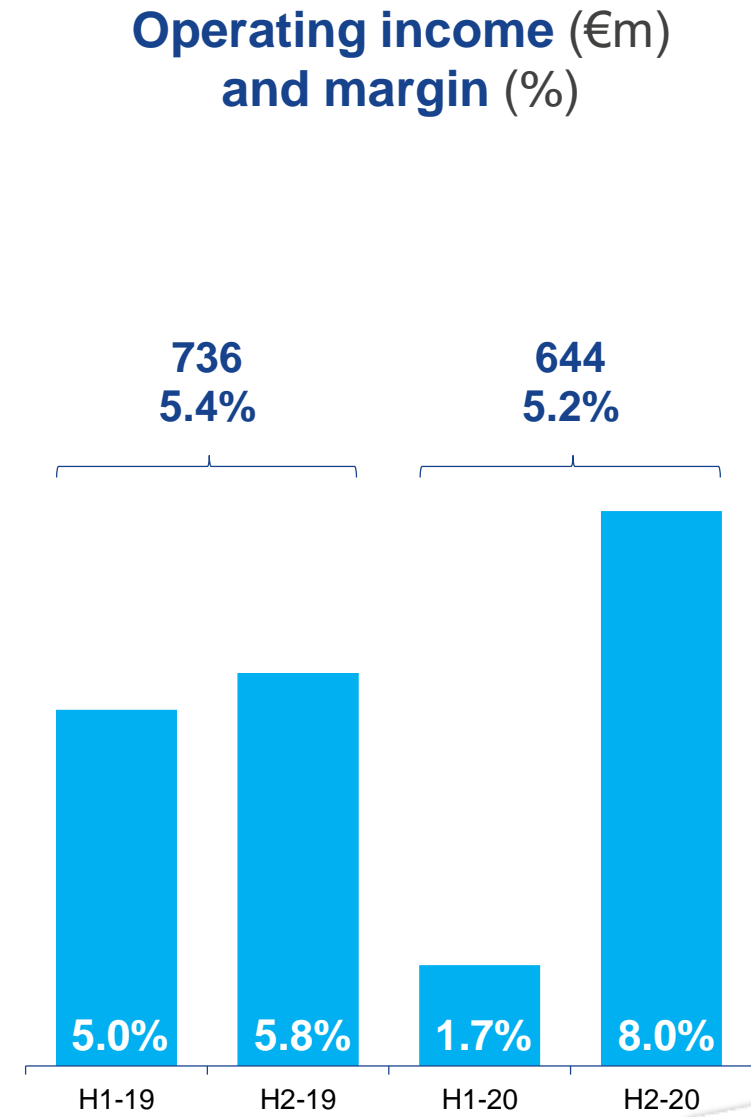
* Sales by country: as a % of Group total and like-for-like growth

SOUTHERN EUROPE: SIGNIFICANT UPTURN IN SALES AND MARGIN IN H2

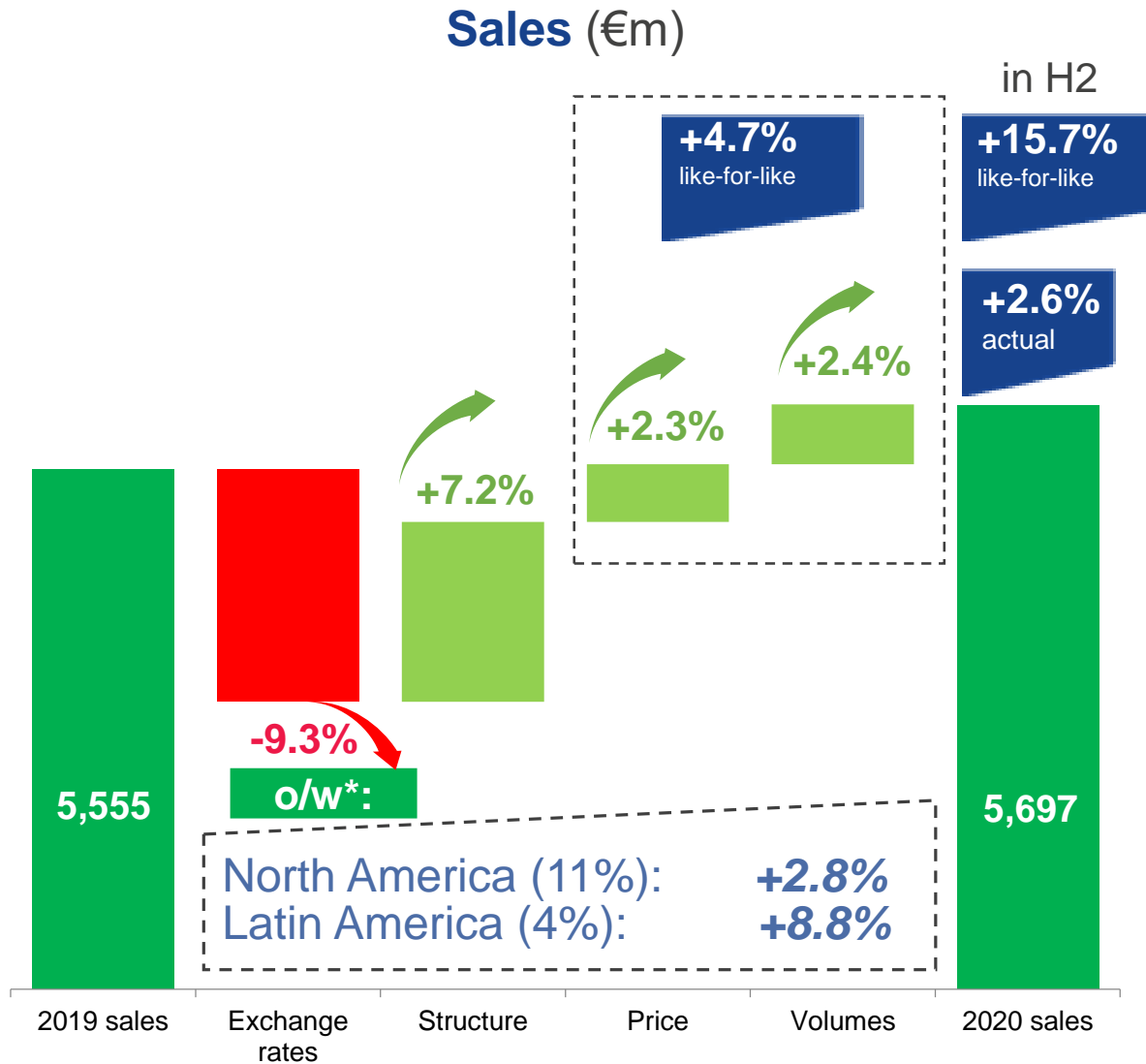
ME & AFRICA



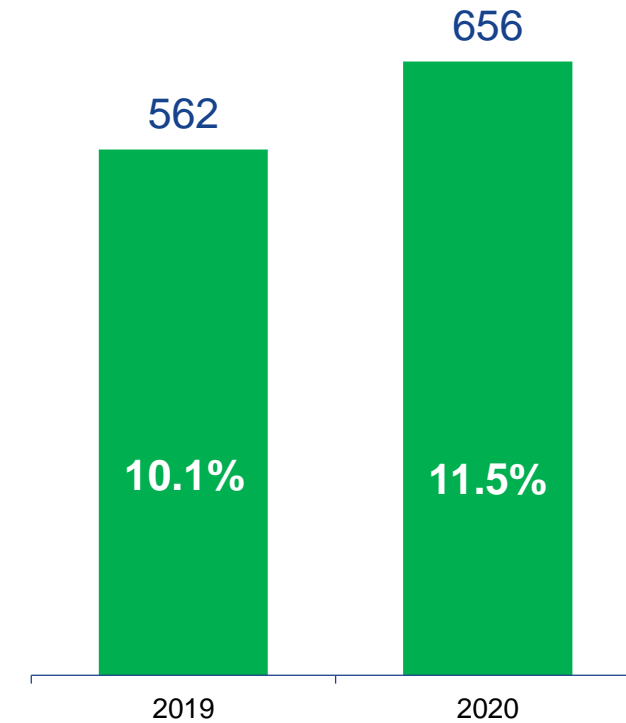
* Sales by country: as a % of Group total and like-for-like growth



AMERICAS: SHARP RISE IN SALES AND MARGIN

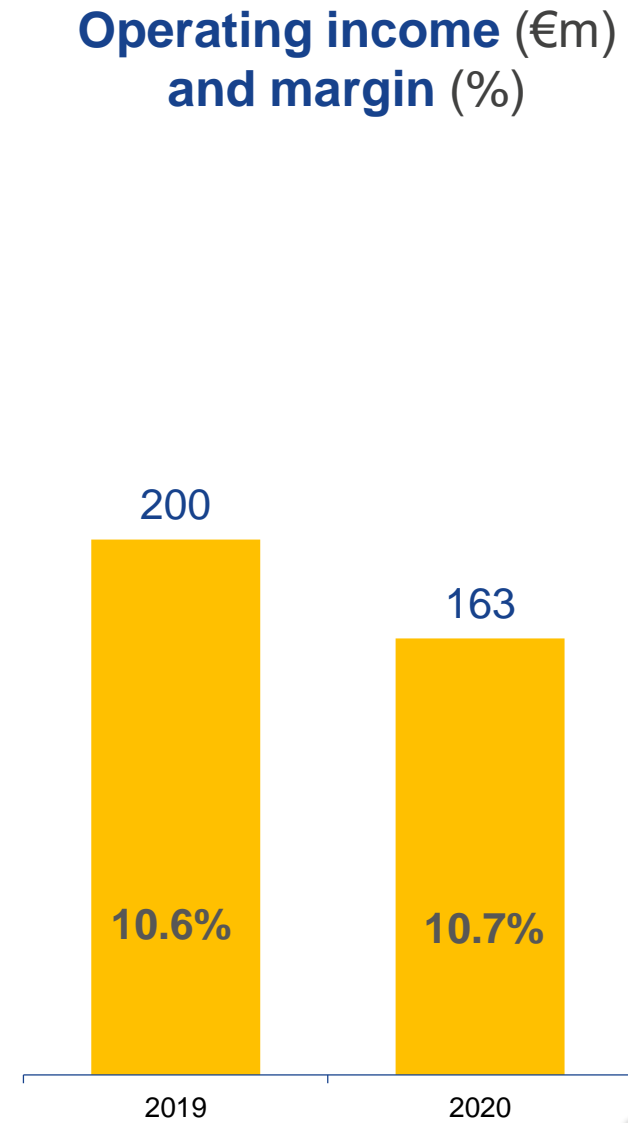
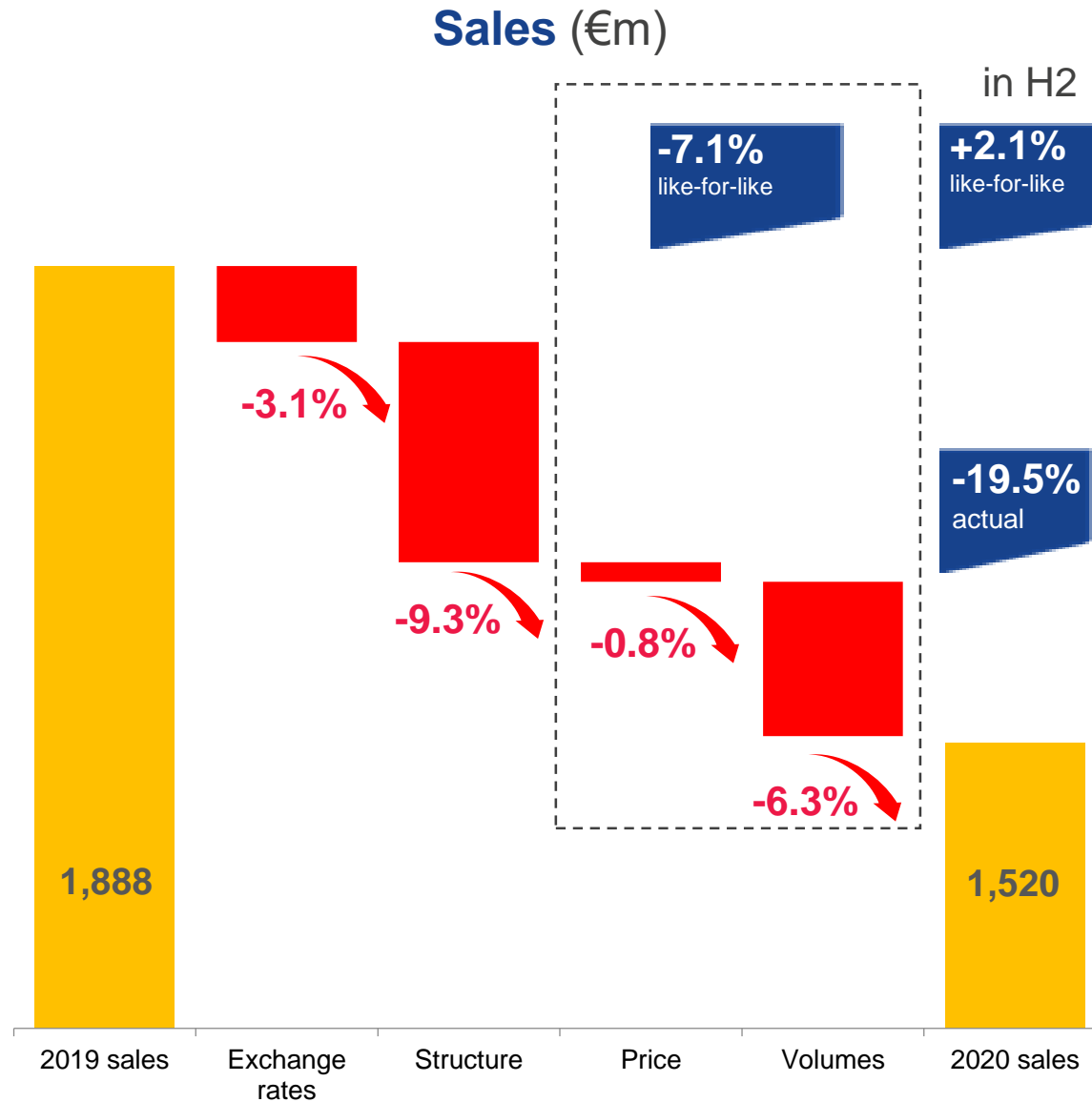


Operating income (€m) and margin (%)



* Sales by country: as a % of Group total and like-for-like growth

ASIA-PACIFIC: MARGIN UP SLIGHTLY OVER THE FULL YEAR





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THE WORLD IN 2021 AND BEYOND

More local



More sustainable



More digital



* Foreign Direct Investments in 2020. Source: UNCTAD, June 2020

** % of European building material manufacturers. Source: The impact of COVID-19 on Construction, USP

CORPORATE SOCIAL RESPONSIBILITY AT THE HEART OF OUR BUSINESS MODEL



GOVERNANCE & BUSINESS ETHICS



HEALTH & SAFETY ACROSS THE ENTIRE VALUE CHAIN



CLIMATE CHANGE



EMPLOYEE ENGAGEMENT & DIVERSITY



CIRCULAR ECONOMY



INCLUSIVE GROWTH



WE ARE MAKING PROGRESS ON ALL OUR PILLARS (1/3)



GOVERNANCE & BUSINESS ETHICS



HEALTH & SAFETY ACROSS THE ENTIRE VALUE CHAIN

Our achievements

Ethics

97% New managers trained in our Principles of Conduct & Action

Responsible purchasing

100% Contracts with partner suppliers including the supplier charter

Compliance

94% Managers trained in anti-corruption
New whistleblowing line

Governance

Creation of a CSR Board Committee

82% Independent directors on Board

16 Board meetings in 2020

20% ESG criteria in executive long-term incentive plans

Health & Safety for all employees

1.8 Total Recordable Accident Rate (TRAR)
-8.1 vs. 2010, -0.4 vs. 2019

Committed to durably reduce our TRAR below 2 by 2025

Health charter for our employees, clients, suppliers and neighbors

11m Masks produced by Saint-Gobain on 4 production lines

For and with our stakeholders

Main priority during pandemic:
Adapt our processes to insure safe interaction amongst employees and with our suppliers, and welcome our customers in strict compliance with health measures

WE ARE MAKING PROGRESS ON ALL OUR PILLARS (2/3)



CLIMATE CHANGE



CIRCULAR ECONOMY

Our achievements

Contribute through our Products & Solutions

Worldwide leader for EPD¹ in Construction

~1,300 verified EPD in 33 countries

TCFD climate scenarios published

Improve our operations & supply chain

10.4Mt CO₂ emissions

Scope 1+2: -4% vs. 2019 in real terms

-5% Water discharge

vs. 2019

0.27 kgCO₂/€ of sales

19% Electricity from renewable sources

New objectives from our 2030 roadmap

-50% Industrial water withdrawal, with no discharge in drought areas *vs. 2017*

100% Of Product ranges subject to Life Cycle Analyses

-33%

CO₂ emissions Scope 1 + 2

vs. 2017 emissions on an absolute basis

SBTi validated

-16%

CO₂ emissions Scope 3

Integrate recycled materials in our products and solutions

10.1Mt Virgin raw materials avoided in 2020

-14% Reduction of non-recovered waste *vs. 2019*

Create collection networks & services

120 Collection points in our distribution network

2030 circular economy roadmap defined

New objectives from our 2030 roadmap

+30%

Avoided virgin raw materials

vs. 2017

-80%

Non-recovered waste

vs. 2017

100%

Recyclable packaging

>30%

Recycled or bio-sourced content on packaging

WE ARE MAKING PROGRESS ON ALL OUR PILLARS (3/3)



EMPLOYEE ENGAGEMENT & DIVERSITY



INCLUSIVE GROWTH

Our achievements

Increase diversity

91.4% Diversity Index

25.3% Women managers
vs. 17.5% in 2010

25% Women on ExCo

19% Senior managers
vs. 5% in 2010

45% Women on Board

Engage our employees

82% Engagement Index

2,638 Signed agreements

15,000 Employees involved in
formulation of purpose

New objectives from our 2030 roadmap

30% Women on average on all our
business ExCos by 2025

30% Minimum share of women in recruiting
processes (40% in mature countries)

For and with our employees

78% Employees responding to satisfaction survey

73.2% Employees received training in 2020

9.1% Shares held by employees (Group Savings Plan)

For and with the families of our employees

100% Coverage of parental pillar of
"CARE by Saint-Gobain"
social protection program



With local communities as recognized trusted local partner

~€10m Donations for our communities

Creation of 1st training apprenticeship center in France

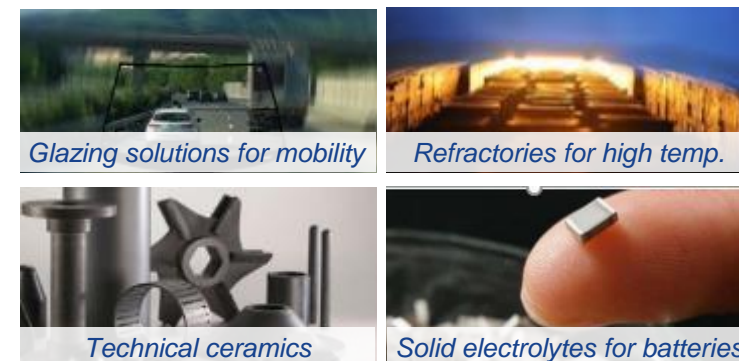
WE ARE ACCELERATING OUR SUSTAINABILITY ROADMAP

For our customers: solutions for sustainability & performance



Decarbonize the built environment

-1,200Mt
CO₂eq avoided
emissions thanks to our
insulation solutions
sold in 1 year¹



Decarbonize industry

For our processes: CO₂ commitments toward carbon neutrality

2020

2030

2050



Internal carbon prices

increased:

€50 for investment,

€150 for R&D

2030 targets SBT-validated

Scope 1 + 2

-33%

Scope 3

-16%

2050
NET ZERO CARBON

Absolute emissions reduction vs. 2017

1. Internal methodology developed in partnership with EY Sustainable Performance & Transformation: Avoided emissions calculated as difference between greenhouse gas emissions associated with product Life Cycle Analyses & gain unlocked by the product vs. a reference basic solution multiplied by its lifespan (e.g 30 years for insulation, 50 for glass). Reference solution & scenario defined for each product in portfolio

OUR GROWTH PROSPECTS ARE BOOSTED

END-TO-END SOLUTIONS



Top 100
Global
Innovator
2021

Clarivate

NORTON
SAINT-GOBAIN

SEKURIT
SAINT-GOBAIN

Placo
SAINT-GOBAIN

SWISSPACER
SAINT-GOBAIN

eurocoustic
SAINT-GOBAIN



SAINT-GOBAIN

SOLU+

tolteck

LA MAISON
SAINT-GOBAIN

Ecophon
SAINT-GOBAIN

Valoref

ISOVER
SAINT-GOBAIN

ADOFORS

FRANCE
PARCE-BOISE

SAINT-GOBAIN

ENERGY EFFICIENCY

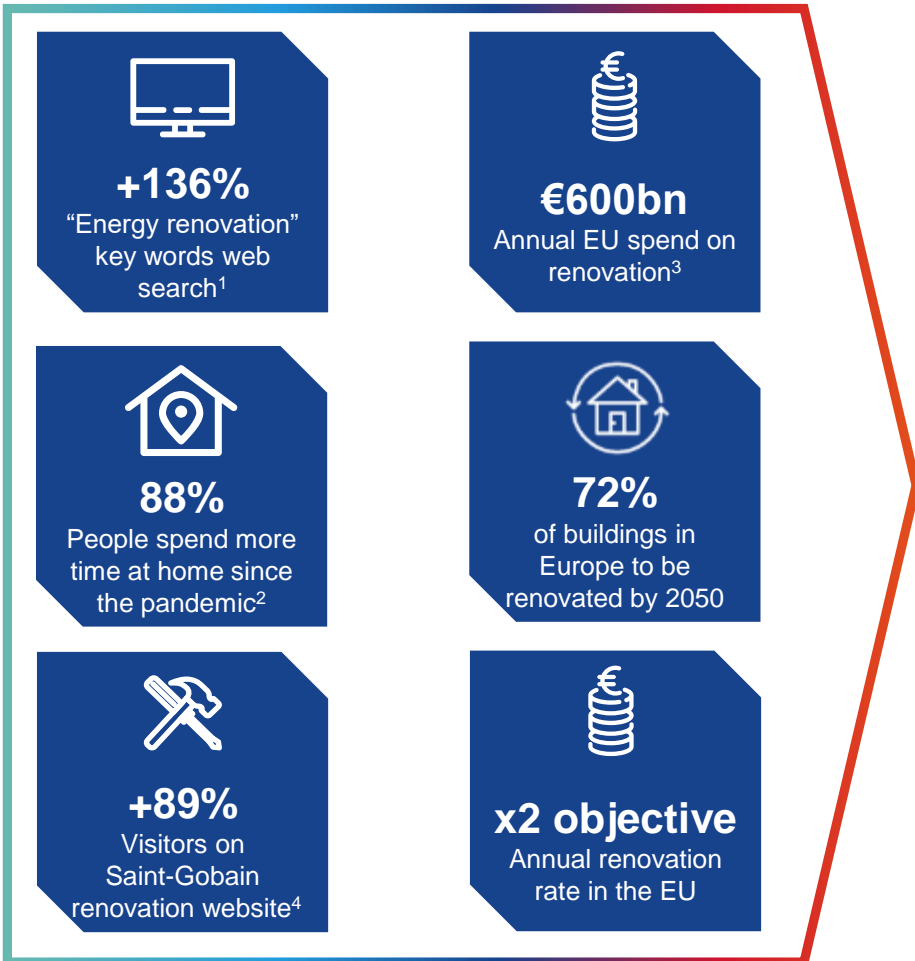


LIGHT CONSTRUCTION



Sustainability & Performance

OUR END-TO-END SOLUTIONS FOR ENERGY RENOVATION, DIGITALLY ENABLED



Energy-efficient renovation of a single-family house in France

100% solutions manufactured or distributed by Saint-Gobain



Saint-Gobain, the one-stop-shop for renovation

TRUSTED END-TO-END SOLUTIONS FOR NON-RESIDENTIAL BUILDINGS

Renovation of a hospital

100% solutions manufactured or distributed by Saint-Gobain

-20% * Energy consumption

* Example of Montfermeil renovation in France - also includes savings enabled by consumption monitoring through captors



-11% * Potential reduction in length of patient stays

1 **clim+** Air quality

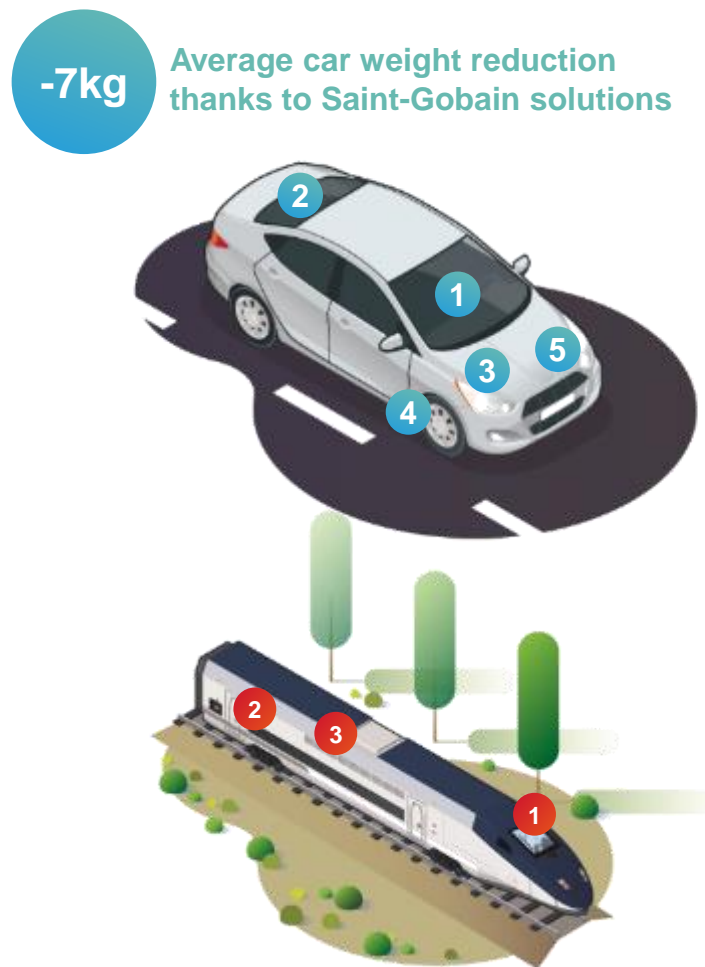
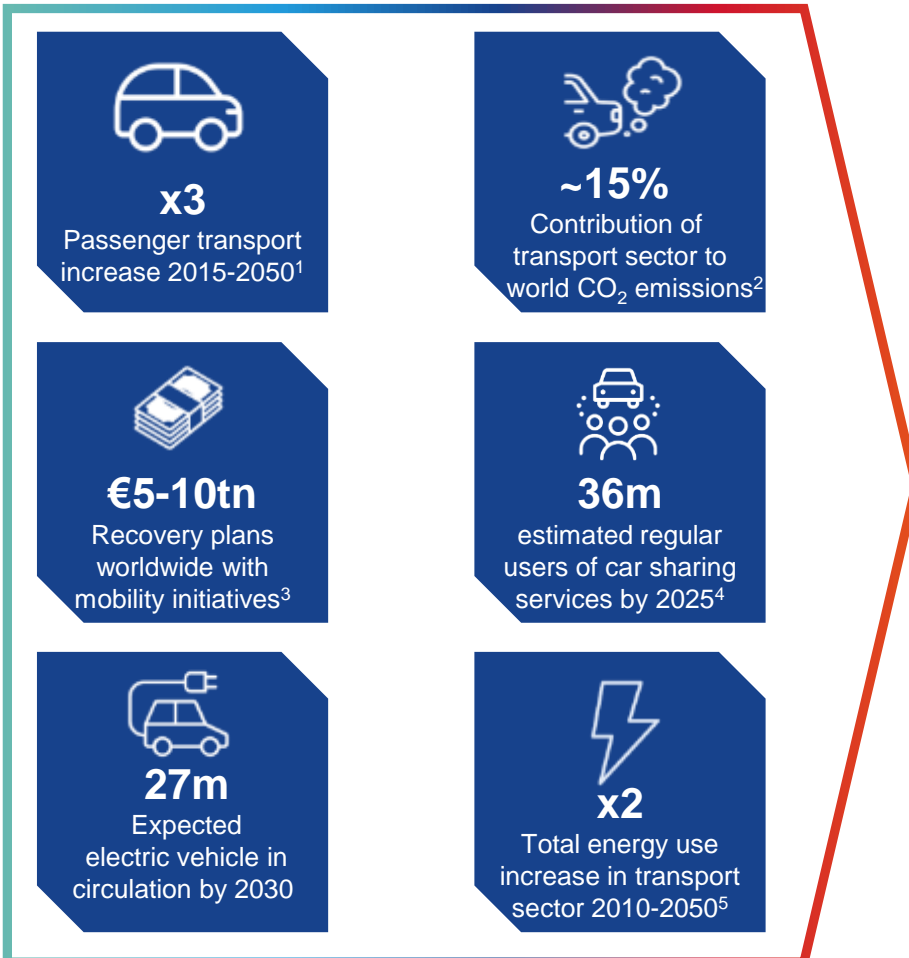
2 **Gyproc**
3 **Placo**
4 **Ecophon**
5 **XRoc**
Health, shock resilience and acoustic performance: partitions, ceilings, and X-ray plasterboards

6 **weber**
7 **SageGlass**
Visual and thermal comfort: architectural membranes, Sage electrochromic glass

8 **BIM**
Upstream project assistance: prescription, BIM

Saint-Gobain, the one-stop-shop for Sustainability & Performance

SOLUTIONS ENABLING SUSTAINABLE MOBILITY



Saint-Gobain electric mobility solutions

Well-being & energy savings

- 1 **SEKURIT** smart vision Lightweight glazing
- 2 **Solar Gard** Tinted glass & repair
- 3 **ISOVER** **HKO** Thermal & acoustic insulation

Performance & energy savings

- 4 **NORGLIDE** **RENCOL** Tolerance rings
- 5 **NORSEAL** Films & battery separators

Well-being & energy savings

- 1 **SEKURIT** smart vision Climacoat heated windshield
- 2 **ISOVER** **KAIMANN** Thermal insulation
- 3 **SAINT-GOBAIN** **Micaver** electrical insulation

**Performance solutions
to consume less energy per kilometer**



MAKING THE WORLD A BETTER HOME





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SHAREHOLDER RETURNS

2020 DIVIDEND *(Board's recommendation to the June 3, 2021 AGM)*

€1.33 PER SHARE

- » Dividend yield at Dec. 31, 2020: **3.5%**
- » Payout ratio based on recurring net income: **48%**

PAYMENT

- » In cash

CALENDAR

- » **June 3, 2021:** AGM
- » **June 7, 2021:** ex-dividend date
- » **June 9, 2021:** payment date

Share buybacks

- » Reduction in the number of shares outstanding to 530 million at end-December 2020 versus 542 million at end-December 2019

2021 OUTLOOK

- **High Performance Solutions:** continued sequential improvement in most industrial markets. Businesses related to customer investment should rally steadily during the year, although are expected to remain down on the good level recorded in 2018
- **Northern Europe:** continued outperformance in construction and support from stimulus programs; Nordic countries and Germany should benefit from good momentum in renovation, except in the event of strict new lockdown measures; the UK should bounce back though the environment remains uncertain
- **Southern Europe - Middle East & Africa:** continued outperformance in construction thanks to strong residential renovation markets and support from national and European stimulus plans which should particularly benefit the Group's energy-efficient renovation solutions, notably in France, although certain markets such as new construction remain down
- **Americas:** market growth – particularly new residential construction in both North America – as expected – and Latin America
- **Asia-Pacific:** market growth, with continued good momentum in China and a sharp rebound expected in India

2021 PRIORITIES

- **Improvement in the Group's profitable growth profile:**
 - **continuation of its portfolio optimization** (divestments and acquisitions)
 - **outperformance versus the market** thanks to **its range of integrated solutions**
 - **strategy of differentiation and innovation** to develop solutions for sustainability and performance
- **Rise of more than 100 basis points in the operating margin compared to the 2018 margin of 7.7%, and ongoing strong discipline in terms of free cash flow generation:**
 - **constant focus on the price-cost spread** amid inflation in costs
 - **reduction in costs as part of additional post-coronavirus adaptation measures**
 - **continuation of the operational excellence program**
 - **maintaining the structural drivers for improvement in operating working capital requirement**
 - **capital expenditure** of around **€1.5 billion** and ongoing digital transformation
 - **continued reduction in non-operating costs**

For 2021, the Group is targeting a significant like-for-like increase in operating income, with an improvement of more than 100 basis points in the operating margin compared to the 7.7% margin in 2018 (assuming that volumes return to their 2018 levels), confirming the success of “Transform & Grow”.

OCTOBER 6, 2021

Saint-Gobain new leadership team

will present **its strategic vision and roadmap** for profitable growth:

- » Leveraging its **solutions for Sustainability and Performance**
- » With **financial and ESG targets**



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 2020 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. 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.



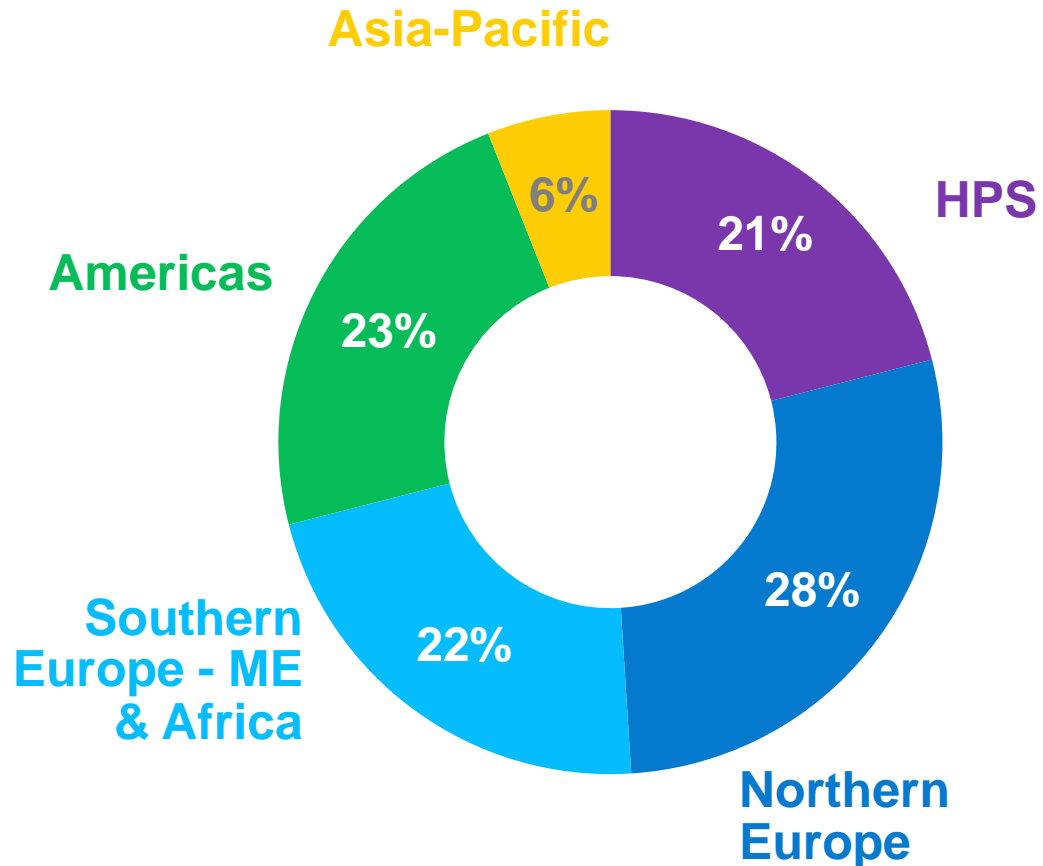
FEBRUARY 26, 2021

2020 RESULTS AND OUTLOOK

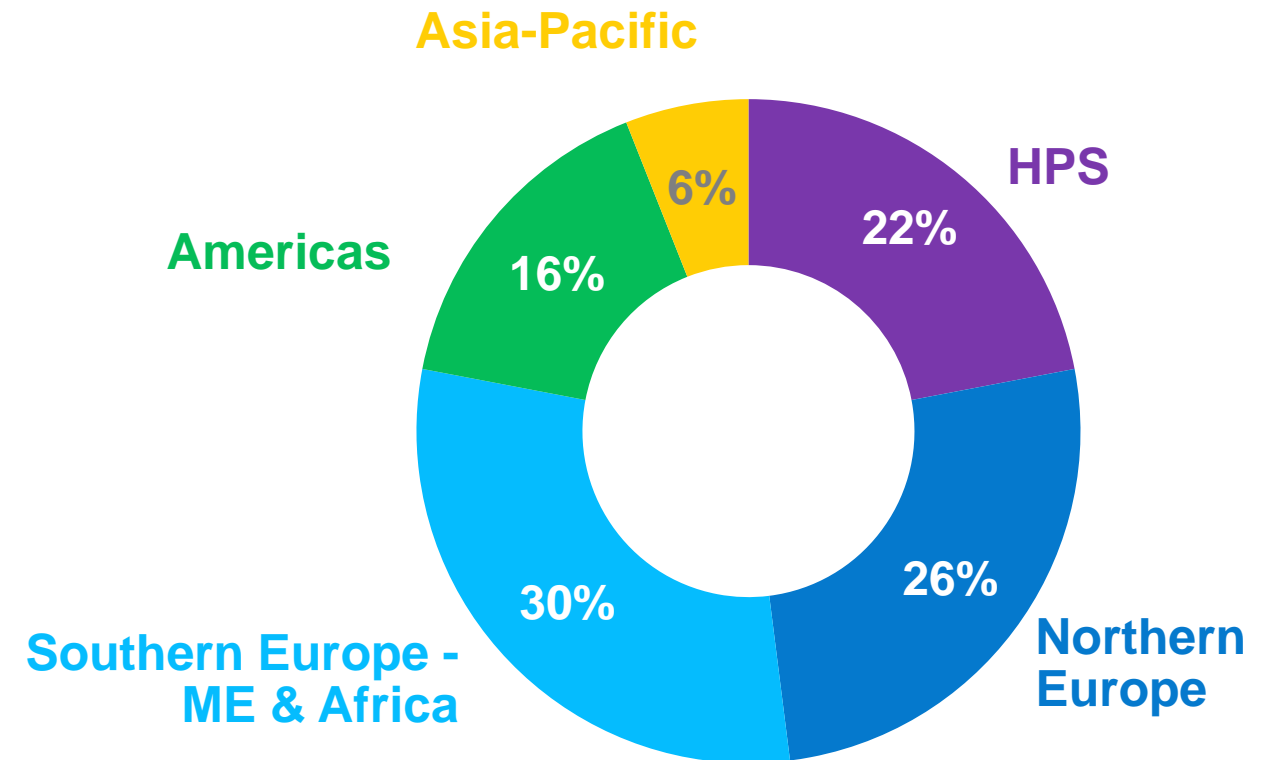


OPERATING INCOME AND INDUSTRIAL ASSETS BY SEGMENT

Breakdown of 2020
Operating income

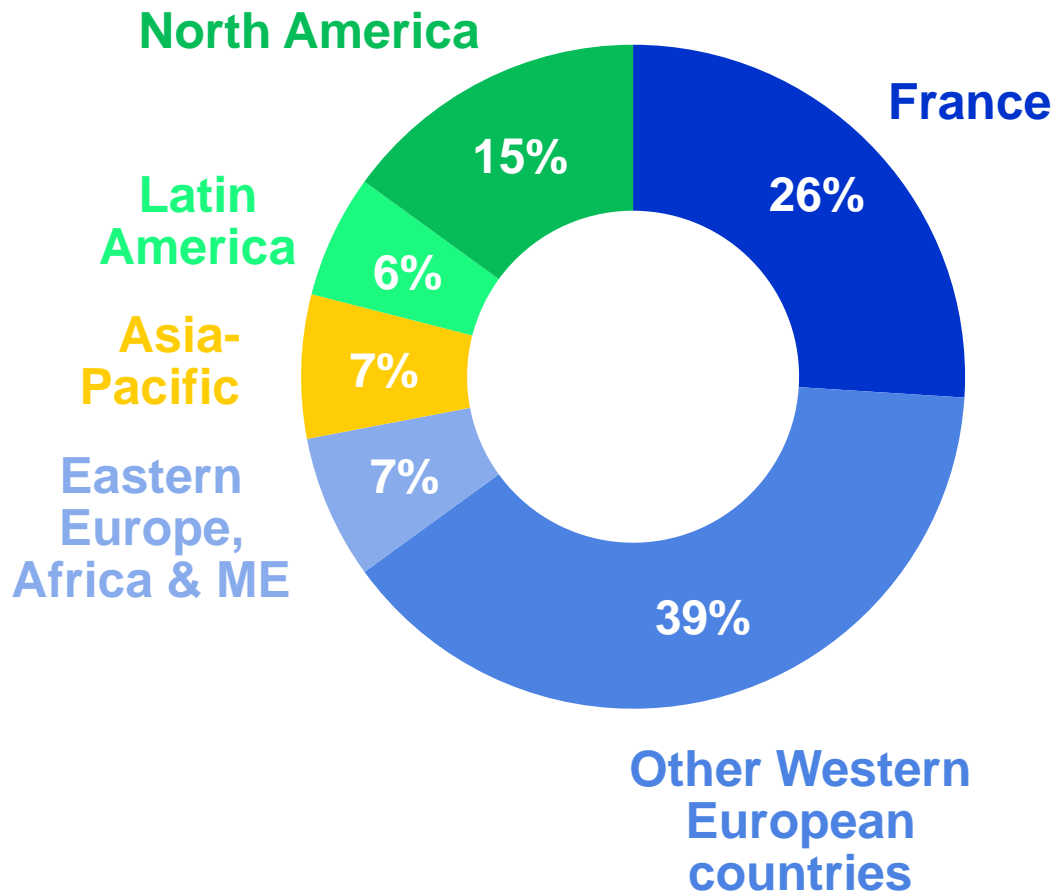


Industrial assets
at December 31, 2020

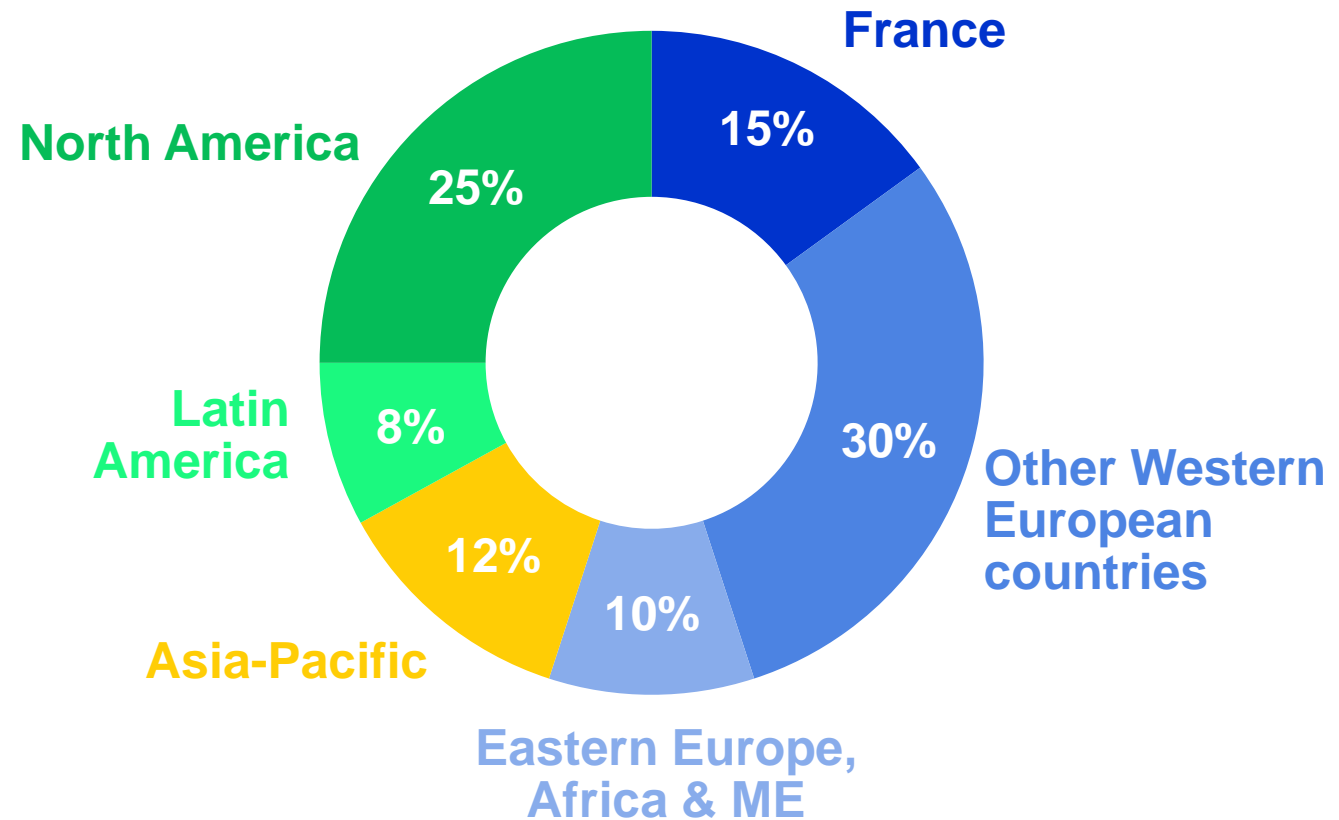


SALES AND OPERATING INCOME AT GROUP LEVEL BY GEOGRAPHIC AREA

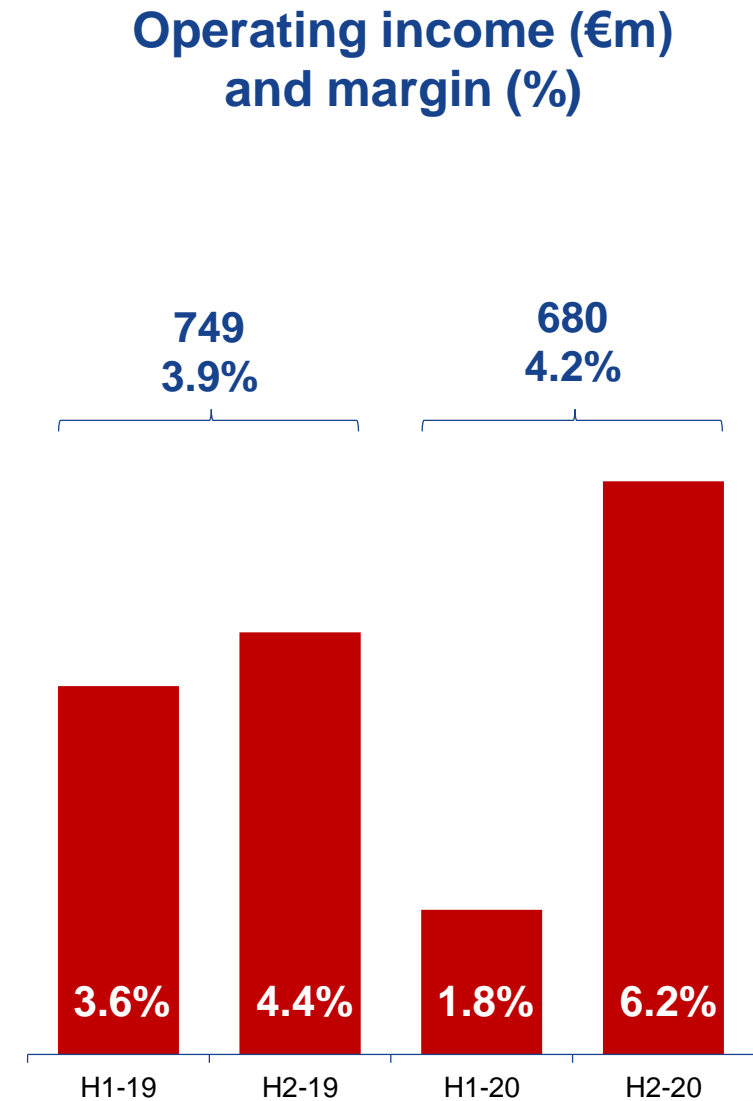
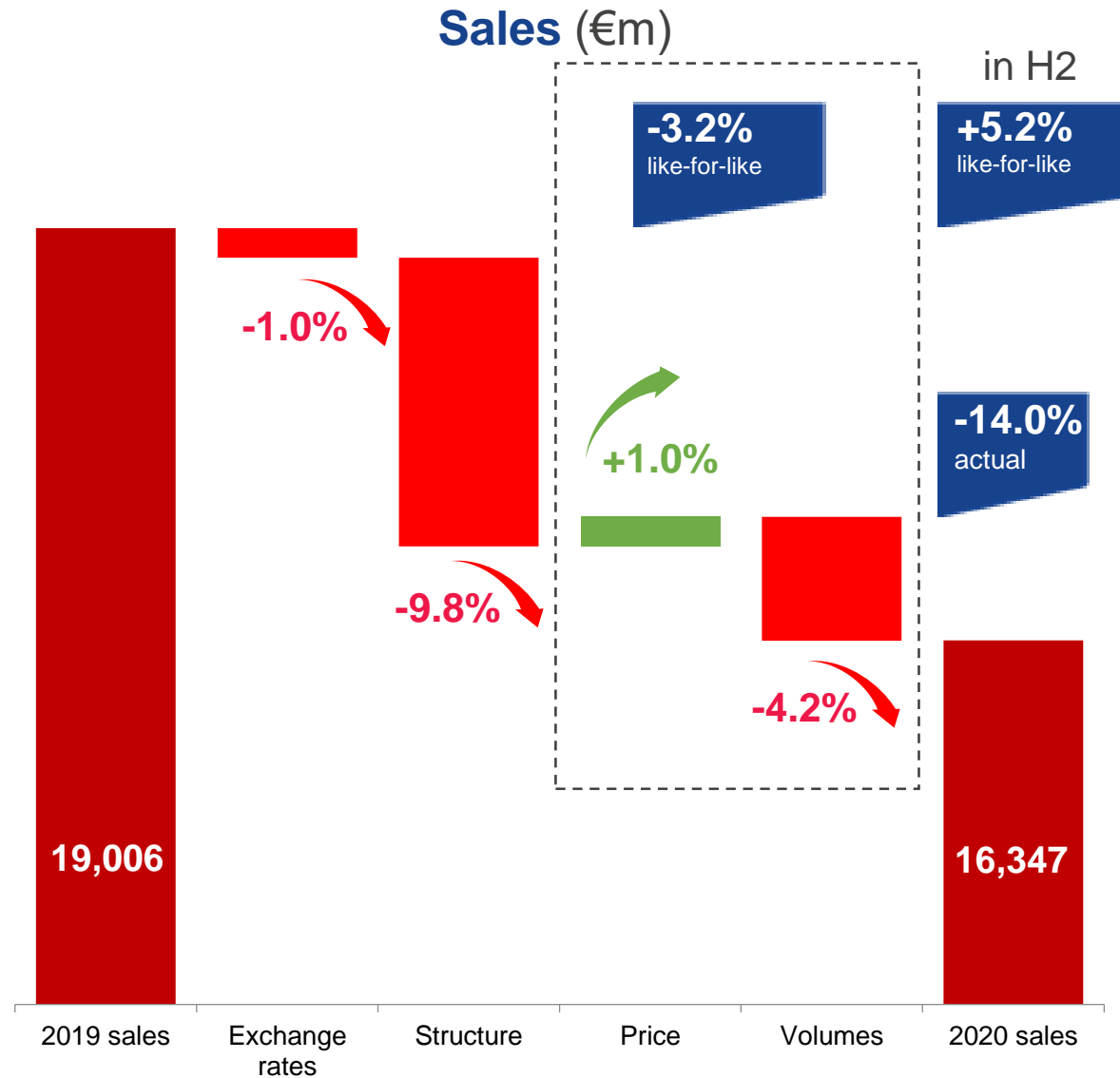
2020 Sales



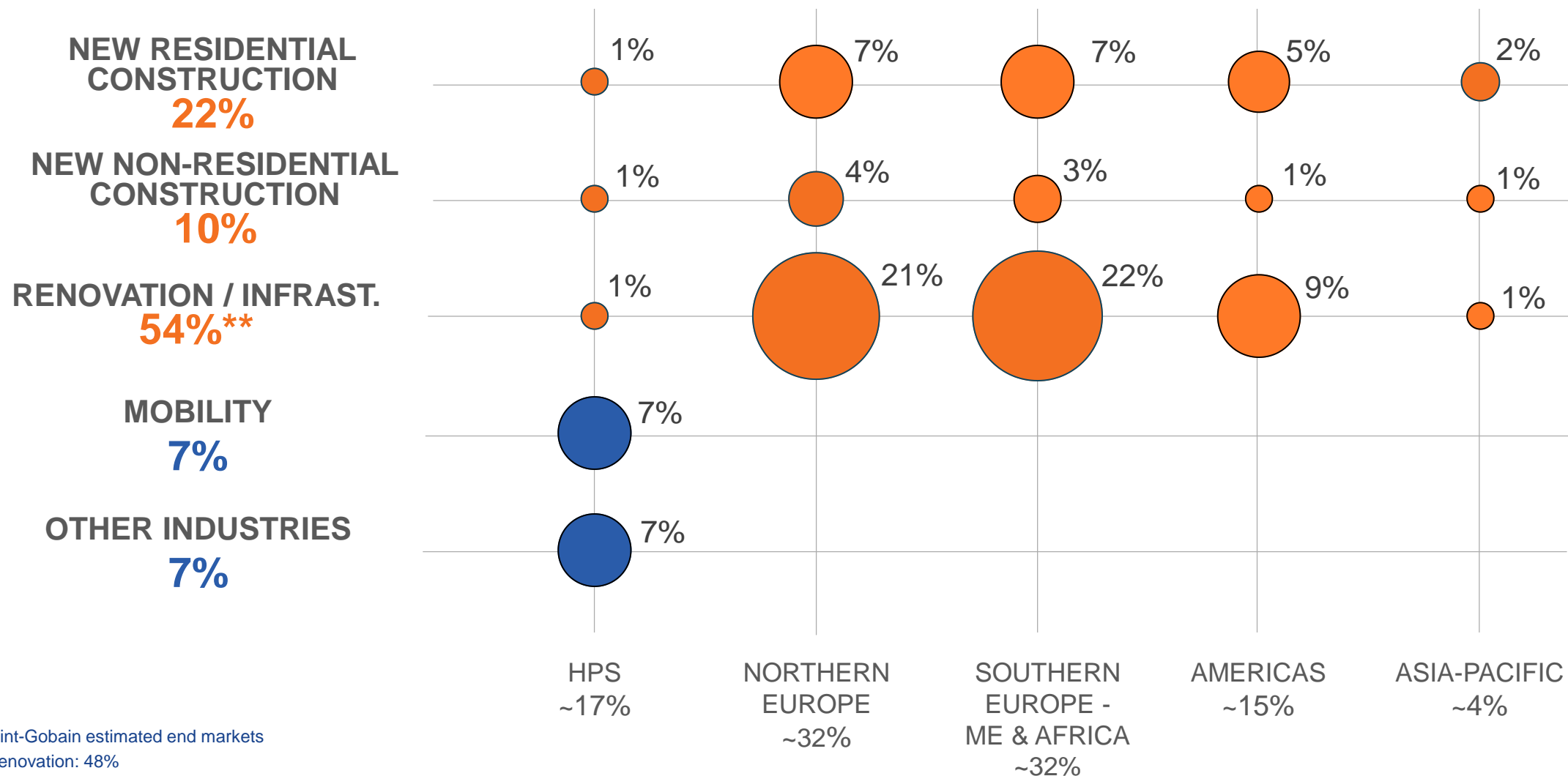
2020 Operating income



BUILDING DISTRIBUTION EUROPE: 6.2% MARGIN IN H2







END MARKETS*












SAINT-GOBAIN, AN ESG LEADER



E

Theme	Saint-Gobain indicators	2019	2020
CLIMATE	CO ₂ emissions (Mt) – scope 1+2	10.8	10.4
	CO ₂ eq avoided emissions thanks to our insulation solutions sold in 1 year (Mt)		1,200*
	kgCO ₂ /€ sales	0.25	0.27
ENERGY	Renewable electricity contribution as part of electricity consumption (%)	18.2%	18.9%
	Industrial water withdrawal (M of m ³)	48.9	45.4
WATER	Avoided virgin raw materials (Mt)	8.5	10.1
			
CIRCULAR ECONOMY			

S

HEALTH & SAFETY	Group accident frequency rate (TRAR) (employees, temporary workers and permanent subcontractors)	2.2	1.8
			
DIVERSITY	Share of women managers among managers (%)	24.2%	25.3%
	Share of women on Group executive committee (%)		25%
			
ENGAGEMENT & TALENT DEVELOPMENT	Satisfaction survey:		
	▪ Employees responding (% total)	74%	78%
	▪ Engagement index score	79	82
	▪ Employees feel adequately trained to do their work (% respondents)	87%	88%
			
SOCIAL PROTECTION	"CARE by Saint-Gobain" social protection program coverage (% employees):		
	▪ parental pillar (14 weeks maternity leave on full salary and a minimum of 3 days leave on full salary for the spouse after the birth or adoption of a child)		100%
			

G

ETHICS & COMPLIANCE	% of new managers trained to our Principles of Conduct and Action in their first year	93%	97%
			
DIVERSITY	Share of women on Board (%)	45%	45%
			
BOARD STRUCTURE	Share of independent directors on Board (%)	73%	82%
MANAGEMENT INCENTIVES	% ESG criteria in long-term incentive plans	15%	20%
GROUP SAVINGS PLAN	Proportion of shares held by Group employees' savings plan (%)	8.7%	9.1%
