

2020 RESULTS

RECORD FREE
CASH FLOW IN 2020
AND RECORD
RECURRING NET
INCOME IN H2 2020

SALES

€38.1bn
-3.8%*

FREE CASH FLOW

€3.04bn
+63.9%

OPERATING INCOME

€2.85bn
o/w +22.4%* in H2**

RECURRING NET INCOME

€1.43bn
o/w +23.4%* in H2**

OPERATING MARGIN

7.5%
o/w 10% in H2**

DIVIDEND

€1.33 per share
to be paid
wholly in cash

Amount to be recommended to the AGM
on June 3, 2021

*Like-for-like
**Second half



OUR PURPOSE

**MAKING
THE
WORLD
A BETTER
HOME**



**2020
RESULTS**
PAGE 2

**SAINT-GOBAIN'S
PURPOSE**
PAGE 4

**LA MAISON
SAINT-GOBAIN**
PAGE 5

Evolution in Saint-Gobain governance

In line with best corporate governance practices, the Board of Directors of Compagnie de Saint-Gobain has been working extensively since 2019, on preparing the succession of Pierre-André de Chalendar, Chairman and Chief Executive Officer since 2010. As a result of this process, the Board of Directors deems it essential for Saint-Gobain that there is a seamless transition, which is achieved by separating the roles of Chairman and Chief Executive Officer. Acting on the recommendation of Pierre-André de Chalendar, the Board has unanimously decided to appoint Benoit Bazin as Chief Executive Officer with effect from July 1, 2021. Pierre-André de Chalendar will continue to serve as Chairman of the Board of Directors. The Board has also decided to recommend to the June 3, 2021 Annual General Meeting to appoint Benoit Bazin as a director of Saint-Gobain.

PIERRE-ANDRÉ DE CHALENDAR, CHAIRMAN AND CHIEF EXECUTIVE OFFICER OF SAINT-GOBAIN, COMMENTED:

"The record results of the Group for second-half 2020 confirm the pertinence of the Group's differentiation strategy and the success of its profound transformation begun several years ago. I would like to sincerely thank the teams for these excellent results achieved and for their unwavering commitment and solidarity. Our comprehensive range of innovative solutions promoting energy efficiency, along with our extensive exposure to the renovation market, ideally position the Group to benefit from plans launched across the globe to support the energy transition imperative. For this new chapter, I am delighted to be soon handing over the executive role to Benoit, who has in-depth knowledge of the Group, has shown his leadership in the different strategic and operating roles he has held, and has managed, with the success we see today, critical projects like our transformation plan "Transform & Grow" or the acquisition of Continental Building Products. He perfectly embodies the Group's values and its future, and will successfully steer the Group forward in the best interests of its shareholders and all of its stakeholders."

BENOIT BAZIN, CHIEF OPERATING OFFICER OF SAINT-GOBAIN, COMMENTED:

"I feel very honored that the Board has appointed me to take over as Group Chief Executive Officer and I would like to thank them for their trust. I would also like to particularly thank Pierre-André, with whom I have worked for many years: he launched the profound transformation of the Group – the benefits of which we are seeing today – and put me in a position where I could play a leading role in this process alongside him. I look forward to serving as Chief Executive Officer under his Chairmanship. I firmly believe that thanks to the quality and engagement of our teams, Saint-Gobain has significant growth and profitability potential while being ideally placed to play a decisive role in meeting today's global challenges of climate change, protection of natural resources and inclusion."

Like-for-like sales climbed 4.8% in the second half, with a marked improvement in all segments after the steep 12.3% contraction in the first half, helping to limit the full-year decline to 3.8%. On a reported basis, **sales came in at €38,128 million. The currency effect** was a negative 2.7% over the year, due notably to the depreciation of the Brazilian real and other emerging country currencies, the US dollar, and the Norwegian krone.

Changes in Group structure had a negative 3.9% impact on sales over the year as a result of the divestments carried out as part of "Transform & Grow" and the acquisition of Continental Building Products.

Operating income rose 15.8% on a reported basis in the second half to €2,028 million, and 22.4% like-for-like.

The Group's **operating margin** rose to a record level of 10.0% in second-half 2020 from 8.4% in second-half 2019, standing at 7.5% for the full year compared to 8.0% in full-year 2019.

Free cash flow soared 63.9% to an all-time high of €3,044 million (8.0% of sales compared to 4.4% in 2019), with a rise in the free cash flow conversion ratio at 81% (44% in 2019).

2021 PRIORITIES

1) Improvement in the Group's profitable growth profile, driven by:

- **the continuation of its portfolio optimization** (divestments and acquisitions) and growth in plasterboard in North America fueled by Continental Building Products;
- **outperformance versus the markets** thanks to **its range of integrated solutions** for customers in each country and end market, **meeting the full breadth of needs of the construction world and industry**;
- **strategy of differentiation and innovation** to develop solutions for sustainability and performance.

2) 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**, thanks to strong pricing discipline;
- **reduction in costs as part of additional post-coronavirus adaptation measures**, which should generate €150 million in cost savings in 2021, following €50 million in second-half 2020;
- continuation of the **operational excellence program** aimed at offsetting inflation (excluding raw material and energy costs);
- **maintaining the structural drivers for improvement in operating working capital requirement**;
- **capital expenditure** of around €1.5 billion, with investments in additional capacity focused on high-growth markets; 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".

GROUP 2020 RESULTS

SALES (€m)

OPERATING INCOME (€m)

OPERATING MARGIN

FIRST HALF

17,764**827****4.7%**

SECOND HALF

20,364**2,028****10%****RESULTS BY SEGMENT**HIGH PERFORMANCE
SOLUTIONS**16.9%** of Group sales,
o/w:***-10.1%**
like-for-likeI Mobility (7%):
I Other industries (10%):**-13.3%**
-7.9%

SALES

€6,544mOPERATING INCOME (€m)
AND MARGIN (%)**€613m**

966

**613**

12.7%

9.4%

2019

2020

NORTHERN EUROPE

32.8% of Group sales,
o/w:***-3.1%**
like-for-likeI Nordics (14%):
I UK - Ireland (9%):
I Germany - Austria (3%):**+2.8%**
-13.2%
-2.3%

SALES

€12,807mOPERATING INCOME (€m)
AND MARGIN (%)**€788m**

946

**788**

6.3%

6.2%

2019

2020

SOUTHERN EUROPE -
ME & AFRICA**31.8%** of Group sales,
o/w:***-4.9%**
like-for-likeI France (24%):
I Spain - Italy (4%):**-4.7%**
-8.5%

SALES

€12,454mOPERATING INCOME (€m)
AND MARGIN (%)**€644m**

736

**644**

5.4%

5.2%

2019

2020

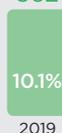
AMERICAS

14.7% of Group sales,
o/w:***+4.7%**
like-for-likeI North America (11%):
I Latin America (4%):**+2.8%**
+8.8%

SALES

€5,697mOPERATING INCOME (€m)
AND MARGIN (%)**€656m**

562

**656**

10.1%

11.5%

2019

2020

ASIA-PACIFIC

3.8% of Group sales***-7.1%**
like-for-like

SALES

€1,520mOPERATING INCOME (€m)
AND MARGIN (%)**€163m**

200

**163**

10.6%

10.7%

2019

2020

SAINT-GOBAIN'S PURPOSE



MAKING THE WORLD A BETTER HOME



A company's corporate purpose is an expression of what makes it unique, of its difference and social utility, and of the positive impact it wishes to have on its environment.

Saint-Gobain's purpose was formulated as a result of input from almost 15,000 of our employees. It encapsulates the essential meaning we give to our business and the manner in which we define our utility well beyond our economic performance. Our purpose unites us and defines our common goal of building a better, fairer, more harmonious and more sustainable world. In a nutshell: "Making the world a better home".

OUR PURPOSE SETS THE COURSE FOR OUR COMMON FUTURE

Together with and for our customers, we design, manufacture and distribute materials and solutions that have a positive impact on everyone's life and provide well-being, quality of life and performance, while caring for the planet.

OUR PURPOSE REFLECTS WHO WE ARE

Our 350 years of history, our collective strength and our leadership empower us to pursue our development, by addressing the major challenges facing humanity, namely, climate change, resource protection and inclusion.

We are both an international and multi-local company, fully integrated into the territories where we operate to support their vitality and help build a fairer and more

sustainable, open and engaging world.

OUR PURPOSE IS A CALL TO ACTION

Our approach is clearly focused on the future. Together with our customers, partners and all our stakeholders, it guides our action to unleash individual and collective aspirations, and enable everyone to live better in the world. It calls on us to innovate openly, with the ever-renewed ambition of better uniting humanity and nature for the common good.

OUR PURPOSE IS BASED ON VALUES THAT GUIDE US

We carry out our business in compliance with the principles of conduct and action and the humanist values that permeate our corporate culture. Listening, dialog, care, solidarity, trust and respect

for difference are central to our commitment.

This is the profound ambition of our purpose: to act every day to make the world a more beautiful and sustainable place to live. ■

THE GROUP'S
PURPOSE
IN IMAGES



TO FIND
OUT MORE
ABOUT
SAINT-GOBAIN'S
FUTURE, VISIT
THE EXPLORE
2050 PAGE





For me, one of the most important words of our purpose is HOME. It is extremely inclusive and has a powerful emotional resonance. It embodies a fundamental need of mankind since the beginning of time; a universal and singular aspiration in every part of the world; a harmonious interplay of the material and the emotional, and of personal and shared experiences. In other words, it reflects both the infinitely small space of our individual homes and the infinite vastness of our shared home: the planet.

Pierre-André de Chalendar, Chairman and Chief Executive Officer of Saint-Gobain

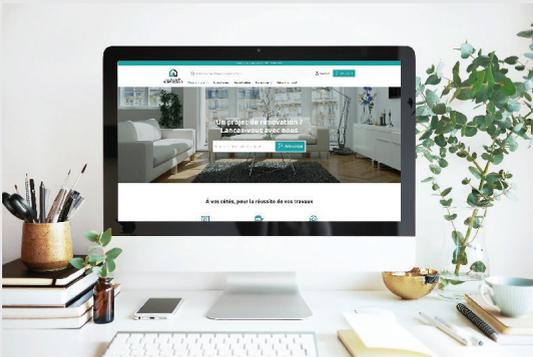


DIGITAL

THE (NEW) LA MAISON SAINT-GOBAIN

<https://www.lamaisonsaintgobain.fr/>

A place where customers with renovation projects can get inspiration and advice, La Maison Saint-Gobain is adding a new service that puts French customers into contact with certified trade professionals. The easy-to-use interface allows customers to manage online every stage in their projects and access unique guarantees.



HOW DOES IT WORK?

After describing the project in just a few clicks, the customer receives a price estimate for the work, creates an account and publishes the project on the platform.

In their dedicated space, customers can then browse the profiles of the relevant trade professionals and select the ones they would like to meet. They then receive quotes from the professionals and sign online the one they choose.

Finally, customers pay a deposit using the secure payment platform so that the professional can start the job. The secure payment platform is used to pay all invoices. Once the job is finished, the customer rates the professional's work.

WHAT ARE THE ADVANTAGES OF THIS NEW SERVICE?

- Certified and qualified trade professionals: all the professionals in the Saint-Gobain network have undergone a strict selection process and undertake to comply with a quality charter.
- Secure deposit: the deposit is refunded in the event that the renovation work does not get started owing to the trade professional.
- Legal assistance included: Groupama PJ advises and compensates customers where appropriate.
- A dedicated customer contact provides support throughout the entire project.
- Free service: work can be undertaken with complete peace of mind.

A TOTALLY REVAMPED WEBSITE

To further enhance the customer experience, the La Maison Saint-Gobain website has been totally revamped, with a sleek new design and a browsing function focused on the customer's needs. The dual aim for La Maison Saint-Gobain is to ensure a successful outcome for the customer along with effective business growth for trade professionals.

FOR
MORE INFORMATION



IN FRENCH

LA MAISON
SAINT-GOBAIN
IN IMAGES



IN FRENCH

SAINT-GOBAIN NEWS



DIGITAL MEASURING COMFORT IN LIVING SPACES



Hinounou is a preventive e-health system based on daily self-monitoring of health data (heart rate, blood pressure, O₂ content, etc.). It provides remote medical consultations and collects user data through a dedicated app. This service, unique in China, provides a complete instant snapshot of customers' health, remotely, without them even having to leave home.

As part of its efforts to continuously improve well-being and living spaces, Saint-Gobain in China decided to join the *Hinounou* program to access key data that it lacked: namely about the living environment. It has therefore developed a smart sensor that measures four key factors on a daily basis: temperature, humidity, light and noise.

By combining and analyzing all these data, it will now be possible to understand the environment's impact on our customers' health, measure the performance of living spaces and of our materials, and adapt our solutions to the local environment.

FOR MORE
INFORMATION,
VISIT



INNOVATION FIGHTING THE VIRUS WITH... A SPONGE

The persistent threat of Covid-19 has prompted the emergence of an increasing number of solutions to curb the spread of virus, especially on surfaces. The new sponge, floor and hand pads designed by British Abrasives, a Saint-Gobain joint-venture partner in the non-woven product market since 2015, are such products. They incorporate an exclusive technology using nanosilver particles. **These virucidal non-woven products are proving to be effective against bacteria and viruses.** Test results are conclusive: **they kill 99% of bacteria and viruses** on the products –including Covid-19. The “secret” is a synthetic resin with antiviral and antibacterial chemicals introduced into synthetic fibers and then dried in a furnace. This technology prevents viruses and bacteria from growing inside non-woven products.

Launched in Brazil and South America in December 2020, the products will be sold through the Group's B2B distribution companies, as well as in certain consumer stores such as renovation centers and food retailers, representing a total of some 245 sales outlets. The sponges will be launched under the Tekbond banner, and the other products under the Norton and British brands. As the need for virucidal products is a global need, the sponges and hand pads will subsequently be distributed in several other countries.



INNOVATION A LOW ENVIRONMENTAL- IMPACT MORTAR ADHESIVE

Since the start of the health crisis, *Weber col flex éco* has been a perfect symbol of Weber's eco-credentials. Its exclusive patented formula uses new raw materials sourced from the recovery of industrial by-products (slag instead of cement, for example) to reduce CO₂ emissions and the need for natural resources. Compared with other mortar adhesives in the same performance class, production of *webercol flex éco* cuts CO₂ emissions by 50%, water consumption by 28% and non-renewable energy use by 27%.

Shorter distribution circuits

col flex éco also has a manufactured-in-France guarantee, which means shorter distribution circuits and hence a lower carbon footprint, the use of local resources and greater proximity to regional businesses. Another environmental plus is that *col flex éco* gives off a very low level of volatile organic compounds (VOCs), thereby helping to improve indoor air quality.

Improved technical performance

The environmental performance of this mortar adhesive is matched by its technical performance. **A rapid-spread, low-dust formula and smooth texture make it the market's easiest adhesive to apply. Its versatility** (ceramic tiles, natural stone and marble, limestone and granite on internal and external walls and floors, timber floors, underfloor heating floors, concrete slabs, existing ceramic tiles, floorboards, asphalt screed, etc.) **and its compatibility with large-sized tiles mean it can be used for a vast range of applications.**

This low environmental-impact mortar adhesive meets the needs of both project managers and project owners constructing HQE (French high environmental quality standard), BREEAM⁽¹⁾ and LEED⁽²⁾-certified buildings, but also distributors and consumers seeking solutions that help protect the environment.



DISTRIBUTION INNOVATION SERVING PROFESSIONALS

Faithful to its 100% professional commitment, La Plateforme du Bâtiment, a Saint-Gobain Distribution Bâtiment France brand, constantly innovates to keep one step ahead of the changing needs of renovation trade professionals working under increasingly constrained conditions.

Text with an outlet consultant, place an order by phone, pay remotely and collect the order in less than one hour: La Plateforme du Bâtiment is not short of initiatives to make trade professionals' lives easier and save them time, particularly important as the management of work sites in city centers brings increasingly complex challenges due to urban congestion.

La Plateforme du Bâtiment is also planning to open an outlet in each of Paris' 20 districts by 2025. To increase the agility of trade professionals working on urban renovation, this dense network will include a delivery service using e-bikes with trailers able to deliver products in under two hours anywhere in Paris.

Discussion circles involving La Plateforme du Bâtiment's 2,250 employees have been created. Thanks to this shared-vision approach, which informs the company's development, La Plateforme du Bâtiment introduces at least one new service each year: **La Plateforme Classique** on the outskirts of large cities, **La Plateforme Compact** at the edge of large cities, **La Plateforme City** in city centers and **La Plateforme Comptoir** close to worksites, carrying 5,000 products that can be collected in under three minutes from the outlet.

PRODUCT AND THEN THERE WAS LIGHT

Saint-Gobain in Hungary has launched **weberNEON**, a new colorful range of renders that glow in the dark. This innovation, based on the principle of luminescence, allows unprecedented customization of buildings.

The result of seven years of research, **weberNEON** is a revolution in the construction industry, patented by the start-up co-developing this innovation with Saint-Gobain. In accordance with the principle of luminescence, **surfaces covered with weberNEON "charge up" on the energy coming from sunlight or artificial light** and, once in the dark, release this absorbed energy, producing a glow effect. This new color range is available on three current Weber products:

- **weberpas NEON**: a glowing self-cleaning wet render for walls;
- **weberton NEON**: a glowing acrylic façade paint for walls;
- **webercolor NEON**: a glowing cementitious grout for walls and floors.

These products can be used for outdoor and indoor applications, and offer many decoration options such as phosphorescent façades or glowing bathrooms.



**NEED MORE INSPIRATION?
WATCH THIS VIDEO.**

**PRODUCT ECOPHON'S RECYCLING SOLUTIONS**

Saint-Gobain Ecophon has just unveiled two innovations designed to improve acoustic comfort that are fully recyclable:

- The latest additions to the **Ecophon Focus™** range of solutions, the **Focus™ Levels acoustic panels combine noise reduction with aesthetics** to offer enhanced appearance and flexibility options for interior design. Using the **Ecophon Fixation Directe** system, this solution is **quick to install** as the panels can be butt-jointed directly on the ceiling concrete slab. This ease of installation makes the **Focus™ Levels panels ideal for quick acoustic correction**, especially in residential spaces. Containing 70% recycled glass, this solution is also recyclable.
- **Solo™ Steel** product is a new addition to the Solo™ range, with a new upscale metal floating island unit combining acoustic properties with high impact resistance. This solution has many advantages: **acoustic comfort** thanks to the perforated metal panel that extracts sound energy; **health comfort** as metal prevents bacterial and mold growth; **robustness** as the steel is particularly strong; and **sustainability** with fully recyclable floating units.



SHAREHOLDER'S NOTEBOOK

DATES FOR YOUR DIARY

PUBLICATION

April 29, 2021 after market closing

2021 First Quarter Sales

July 29, 2021 after market closing

2021 First-Half Results

ANNUAL GENERAL MEETING

3:00pm on Thursday June 3, 2021

Shareholders' Annual General Meeting

Salle Playel (75008 Paris)

SIGN UP FOR THE E-LETTER TO SHAREHOLDERS

To receive your copy of the Letter to Shareholders and keep abreast of all the latest Saint-Gobain news, sign up for the e-Letter to Shareholders in the Shareholders section of www.saint-gobain.com or send an e-mail to actionnaires@saint-gobain.com



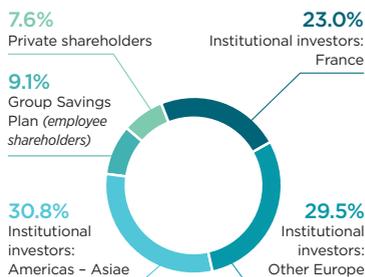
TOTAL NUMBER OF SHARES

(at December 31, 2020)

530 million

OWNERSHIP STRUCTURE

(at December 31, 2020 -%, estimated)



SAINT-GOBAIN SHARE PERFORMANCE

01/01/2020 TO 05/03/2021



— (1) Saint-Gobain share — CAC 40

Recent performance at 05/03/2021 (%)	Saint-Gobain share	CAC 40
Trailing 6 months	+35.3%	+16.5%
Trailing 12 months	+47.7%	+7.7%
Since 01/01/2020	+26.9%	-3.3%

YOUR CONTACTS

Saint-Gobain's Shareholder Relations Department will be pleased to answer any enquiries. Please feel free to contact them:

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