

# RECENT RESULTS AND OUTLOOK

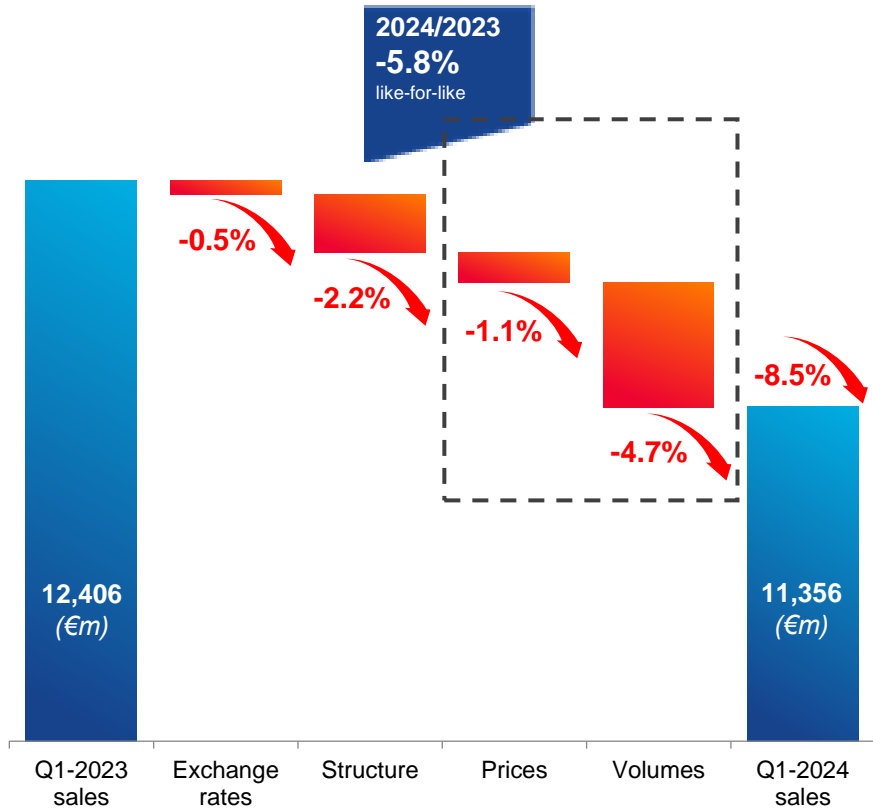
April 2024



# FIRST-QUARTER 2024 SALES

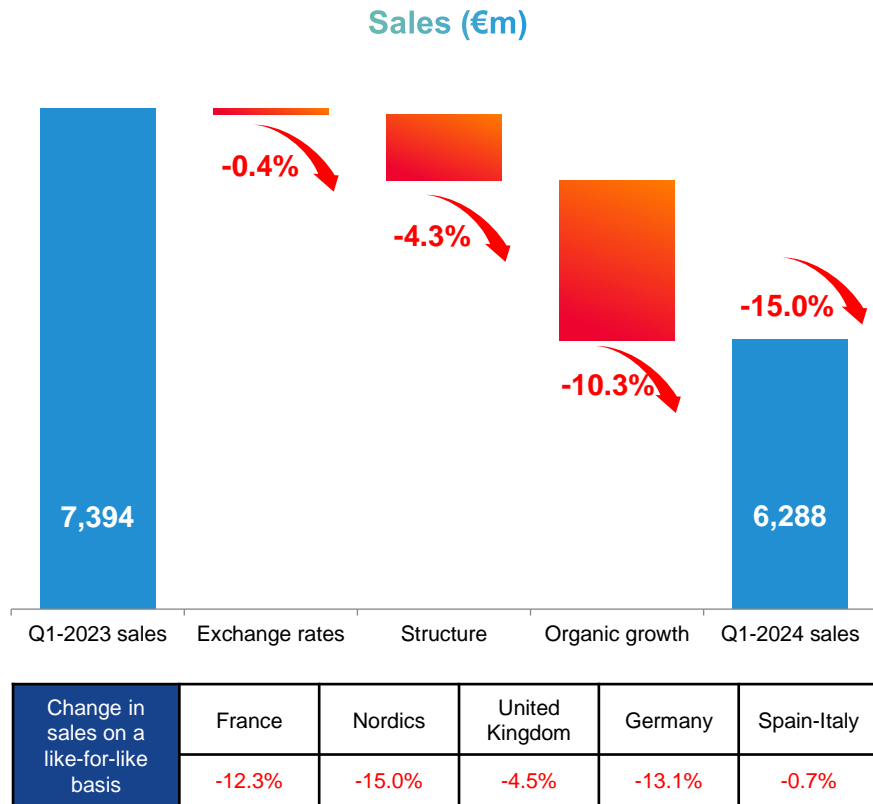


# FIRST-QUARTER 2024 SALES

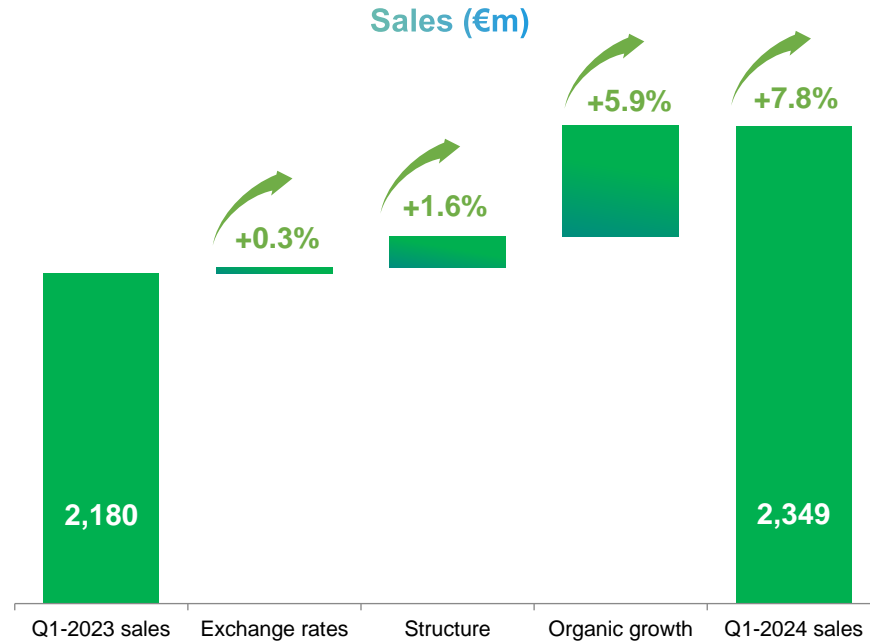


- Sequential improvement in volumes at comparable working days and positive price-cost spread
- **Structure:** continued **optimization of Group's profile**, in terms of both divestments and acquisitions

# EUROPE, MIDDLE EAST & AFRICA: SEQUENTIAL IMPROVEMENT IN VOLUMES, CLOSE TO A LOW POINT

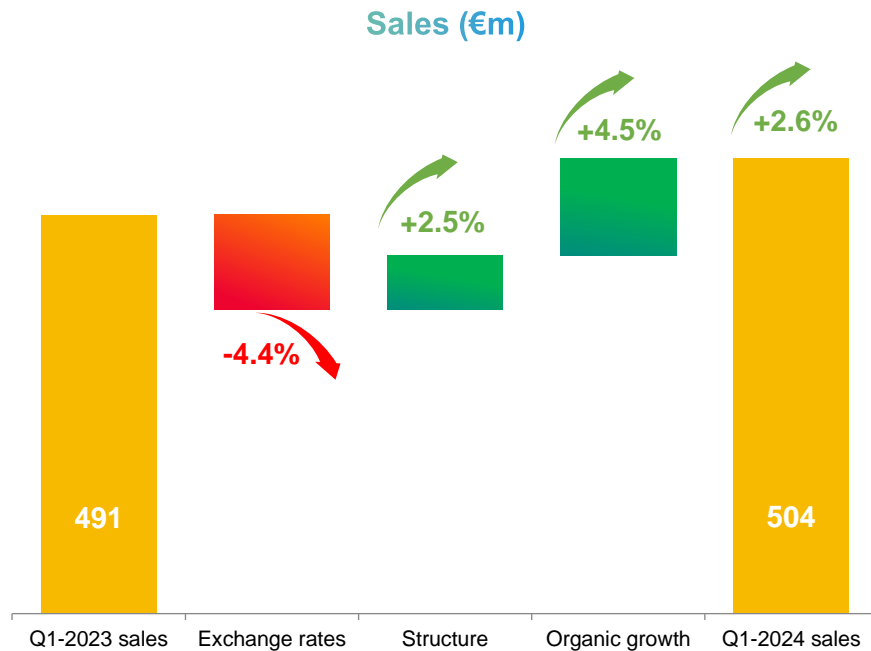


# AMERICAS: STRONG SALES GROWTH DRIVEN BY NORTH AMERICA

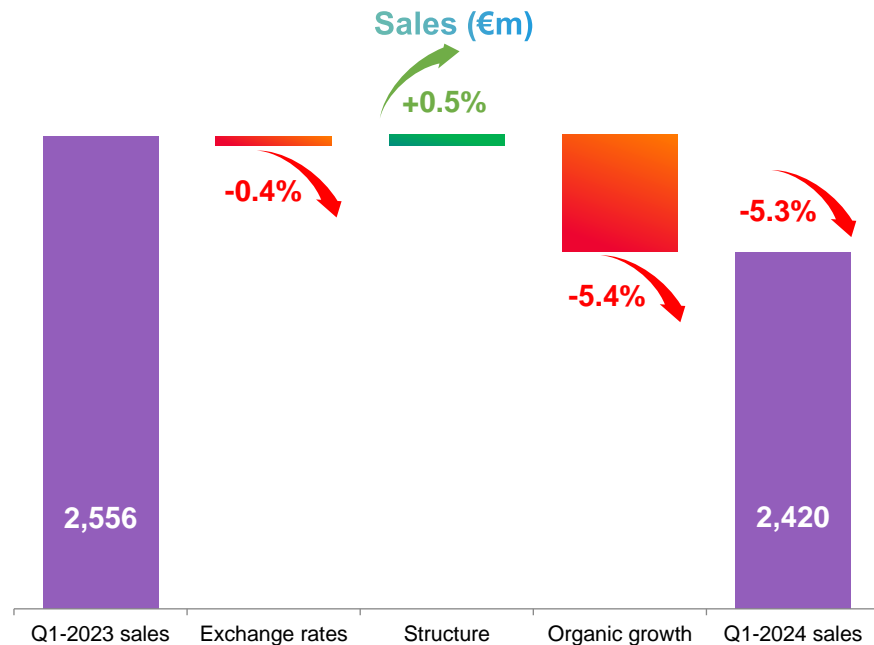


Change in sales on a like-for-like basis	North America	Latin America
	+12.2%	-10.8%

# ASIA-PACIFIC: GOOD SALES MOMENTUM



# HIGH PERFORMANCE SOLUTIONS: GOOD MOMENTUM IN CONSTRUCTION CHEMICALS, LOWER SALES ON INDUSTRIAL MARKETS



Change in sales on a like-for-like basis	Construction and industry	Mobility
	-8.0%	-0.9%

Q1-2024 SALES

# 2024 OUTLOOK

- **Europe:** resilience in renovation; new construction remaining difficult before gradually reaching a low point country by country
- **Americas:** construction to hold firm in North America (new build and renovation); recovery expected during the year in Latin America
- **Asia-Pacific:** good growth in most countries
- **High Performance Solutions:** Construction Chemicals to see dynamic growth; Mobility to hold firm and a contrasting situation on industrial markets in terms of demand

**Despite a context which remains difficult in certain markets,  
in 2024 Saint-Gobain expects a double-digit operating margin  
for the fourth consecutive year**



# 2023 HIGHLIGHTS







**Varso Place – Warsaw, Poland**  
12 Saint-Gobain solutions



**Amaryllis residence – Delhi, India**  
8 Saint-Gobain solutions



Expected



**Long Thanh Airport – Vietnam**  
8 Saint-Gobain solutions

**Midtown Union – Atlanta, USA**  
7 Saint-Gobain solutions



Expected



## LEADING ON ENERGY-EFFICIENT RENOVATION

> 80%

of renovations eligible for  
MaPrimeRénov' have used  
our digital configurator



## EXPANDING OUR PRESENCE IN HIGH-GROWTH MARKETS

Close to **2/3**  
of Group operating income  
from high-growth markets<sup>1</sup>

~**€2bn**  
of growth capex and  
acquisitions<sup>2</sup>

- 12
1. North America, Asia and emerging markets, 2023 pro forma for recent acquisitions and divestments
  2. Capital employed for signed or closed acquisitions in 2023



Acquisition of Building Products of  
Canada in September 2023





## STRENGTHENING OUR LEADERSHIP IN CONSTRUCTION CHEMICALS

**€5.7bn**  
sales<sup>1</sup>

**+11** bolt-on acquisitions in  
construction chemicals<sup>2</sup>



**High Speed rail link HS2 – UK**  
5 Saint-Gobain solutions and services

## ACHIEVING NEW MILESTONES IN DECARBONIZATION

**-34% CO<sub>2</sub> emissions<sup>1</sup>**

**57% carbon-free  
electricity**

**€223m invested<sup>2</sup>**

14

1. Scope 1+2, in 2023 vs. 2017

2. Capex and R&D investments for decarbonization in 2023



**World-first glass trial production with >30% hydrogen**



**OUR TEAMS ARE  
ALWAYS COMMITTED  
TO AIMING HIGHER**

**83%**

**Engagement rate of  
our employees<sup>1</sup>**



# 2023: STRONG RESULTS DESPITE A CHALLENGING ENVIRONMENT

## Resilient sales

€47.9bn

-0.9% Like-for-like

## Record operating margin and operating income at constant exchange rates

11.0%

€5.3bn

## Record free cash flow

€3.9bn

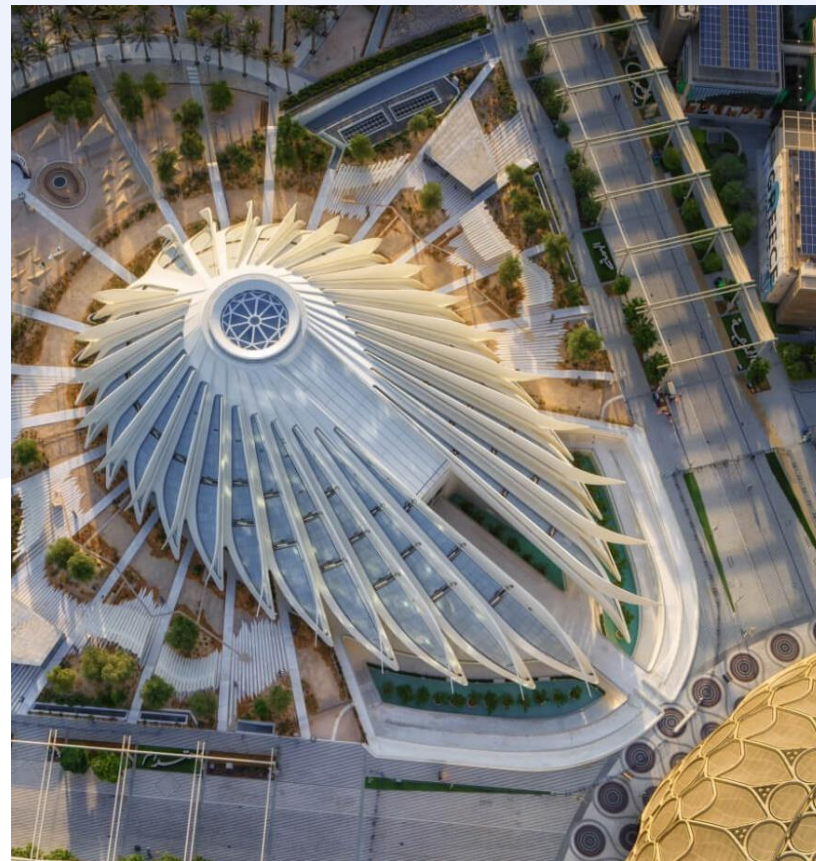
62% conversion rate

## Strong recurring EPS

€6.39

## Strong value creation

ROCE 15.9%



World Expo United Arab Emirates Pavilion – 19 Saint-Gobain solutions



# VALUE CREATIVE LEADER IN LIGHT AND SUSTAINABLE CONSTRUCTION

**GROW & IMPACT** CONTINUES TO DRIVE SUCCESS



Demonstrated **resilience** with a third consecutive year of **double-digit margin**



Solutions approach delivering superior **pricing power**



Attractive profile on **high-growth geographies and markets**



Leader in **low-carbon offer** and decarbonization (-34% in CO<sub>2</sub> emissions and -44% in carbon intensity<sup>1</sup>)

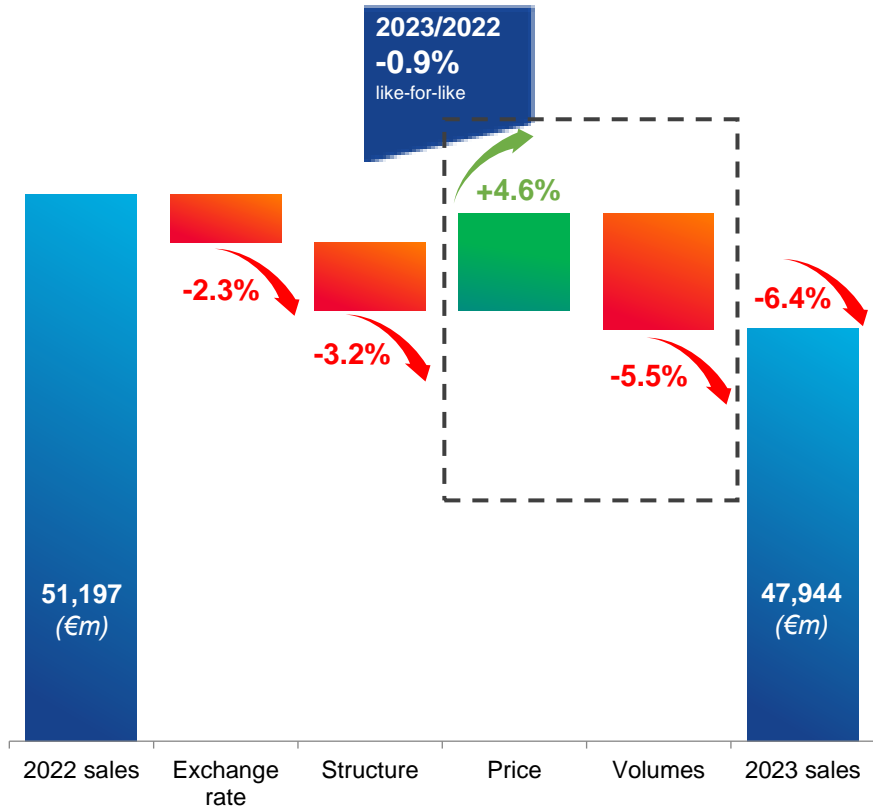


# 2023 RESULTS

## Group



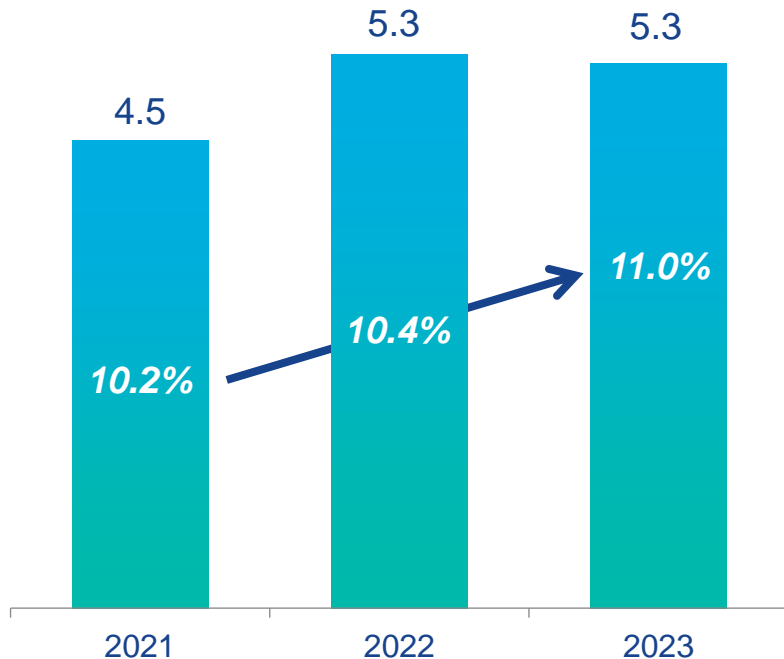
# GOOD RESILIENCE IN LIKE-FOR-LIKE SALES



- Outperformance on our main markets
- Price effect: +4.6% over the year
- Structure: continued **optimization of Group's profile**, in terms of both divestments and acquisitions

# DOUBLE-DIGIT MARGIN FOR THE THIRD CONSECUTIVE YEAR

*Operating income in €bn  
and margin in %*



- Record operating margin at 11.0% and record operating income at constant exchange rates

- Positive price-cost spread

- Operating income up 64% and +330bps in the margin since the launch of the transformation in 2018

# NEW RECORD EBITDA MARGIN

€m	2022	2023
<b>Operating income</b>	<b>5,337</b>	<b>5,251</b>
Non-operating costs	(262)	(236)
Capital gains (losses) and impact resulting from changes in Group structure	(85)	(365)
Asset write-downs and other	(408)	(419)
Business income	4,582	4,231

<b>Operating income</b>	<b>5,337</b>	<b>5 251</b>
Operating depreciation and amortization	2,048	1,986
Non-operating costs	(262)	(236)
<b>EBITDA</b>	<b>7,123</b>	<b>7,001</b>
<b>EBITDA margin</b>	<b>13.9%</b>	<b>14.6%</b>

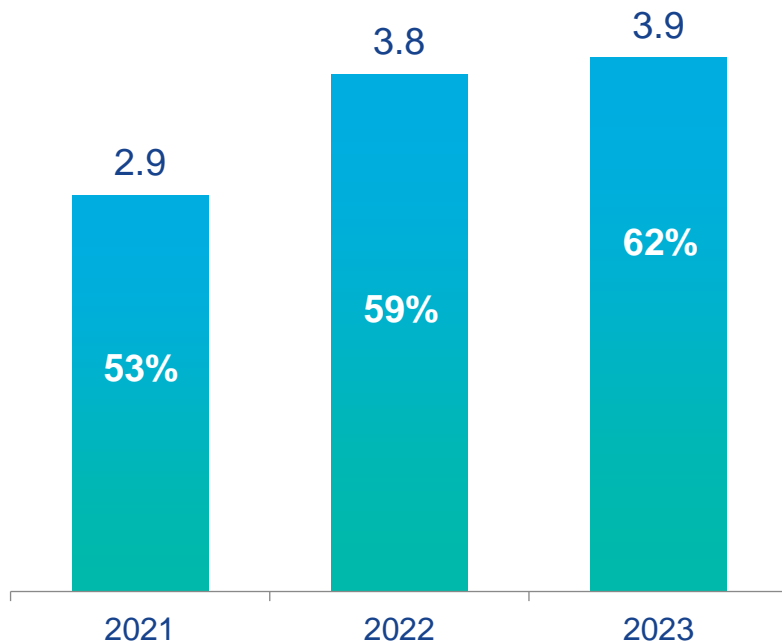
# RECURRING NET INCOME AND EPS AT A VERY GOOD LEVEL

€m	2022	2023
<b>Business income</b>	<b>4,582</b>	<b>4,231</b>
Net financial expense	(405)	(425)
Income tax	(1,082)	(1,060)
Net attributable income	3,003	2,669
<b>Recurring net income</b>	<b>3,335</b>	<b>3,242</b>
<b>Recurring EPS (in €)*</b>	<b>6.48</b>	<b>6.39</b>

\* Recurring EPS: calculated based on the weighted average number of shares outstanding (507,282,902 shares in 2023, versus 514,372,413 shares in 2022, thanks to the share buyback program)

# CONVERSION RATIO CONSISTENTLY ABOVE 50% NEW RECORD FREE CASH FLOW GENERATION

*Free cash flow in €bn and conversion ratio in %*

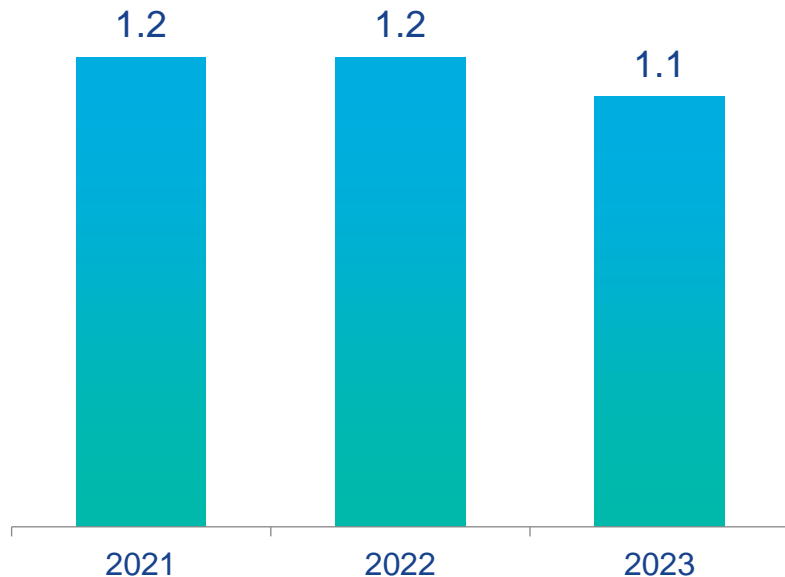


\* Operating Working Capital Requirement

- Reduction of 2 days in OWCR\*
- Strict allocation of capex to high-growth markets, by optimizing maintenance capex
- Three-fold increase in cash since the transformation thanks to a **deep-rooted cash culture**

# STRONG FINANCIAL STRUCTURE

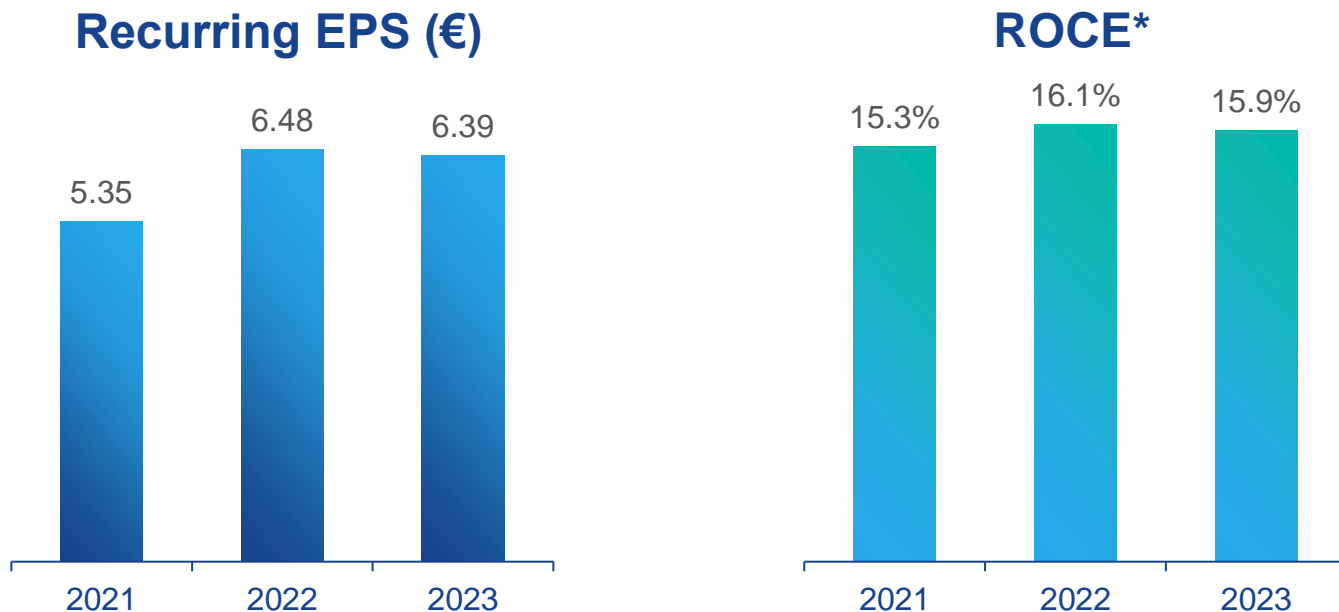
*Net debt / EBITDA ratio*



- Net debt / EBITDA exceeding objective of 1.5x to 2.0x
- Strong financial discipline recognized by rating agencies



# STRONG VALUE CREATION FOR THE THIRD CONSECUTIVE YEAR



Delivering value creation on acquisitions by year 3

\* ROCE: before tax, after IFRS 16

# DELIVERING ON ALL “GROW & IMPACT” TARGETS

## 2021-2025 targets (on average)

## 2021-2023 average

### Accelerated profit & cash generation

3-5%

Organic sales growth

6.4%\*

9-11%

Operating margin

10.5%

>50%

Free cash flow conversion ratio

58%



### Disciplined capital allocation

12-15%

ROCE

15.8%

1.5x – 2.0x

Net debt / EBITDA

1.2x



Attractive shareholder return:

~€1.4bn in dividends and share buybacks on average 2021-2023

\* Average organic growth over 2021-2023: +6.9% in 2021 (+13.8% for 2021/2019 divided by two), +13.3% in 2022 and -0.9% in 2023

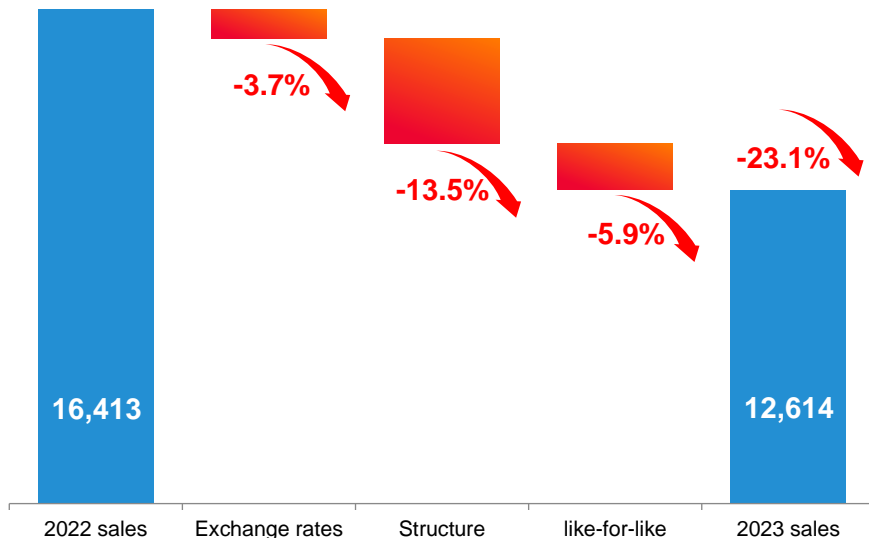
# 2023 RESULTS

## Segments

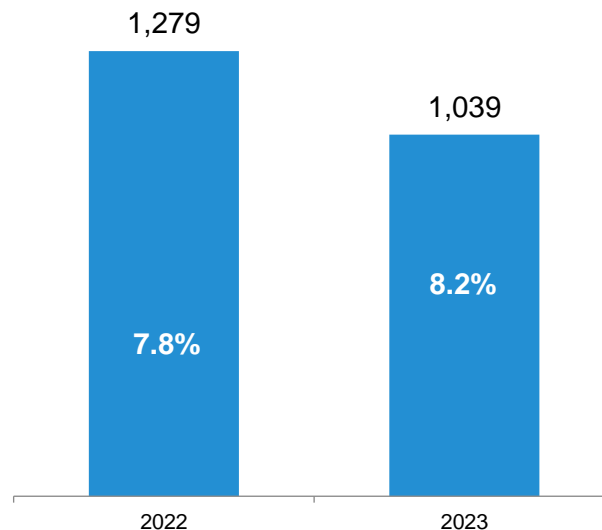


# NORTHERN EUROPE: RECORD MARGIN DESPITE LOWER SALES

Sales (€m)

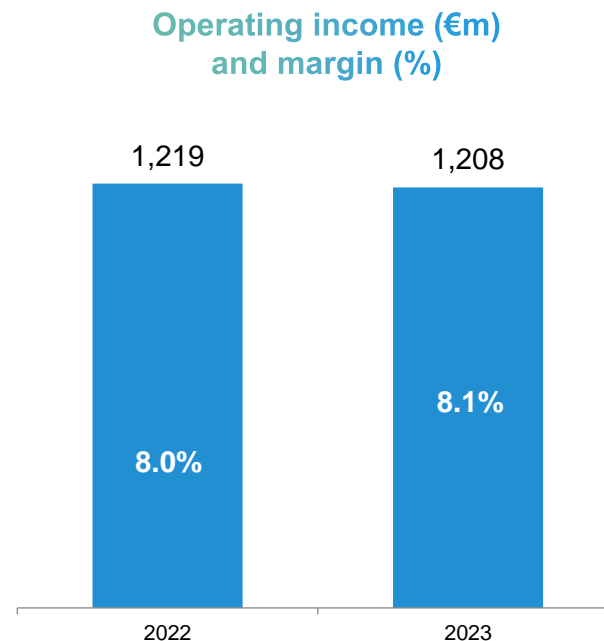
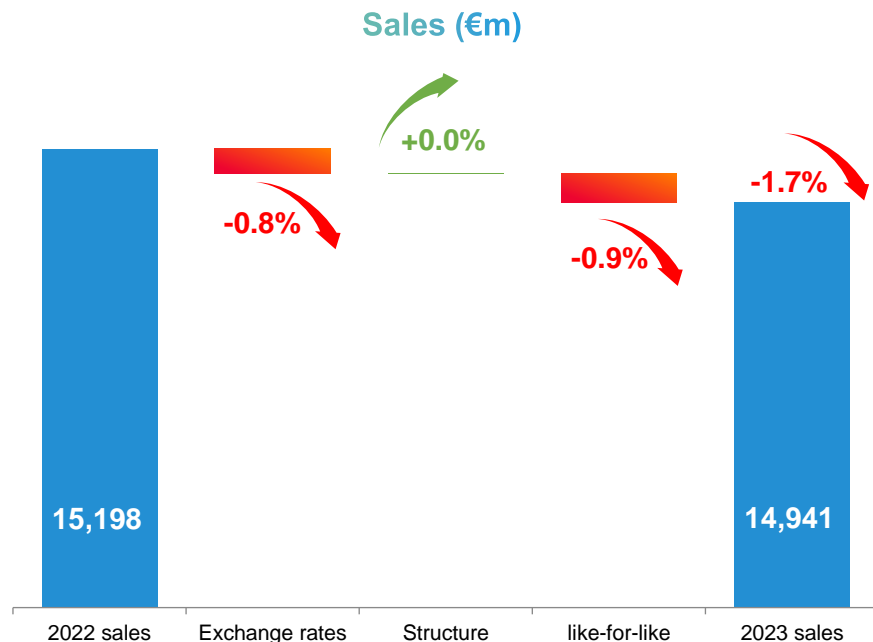


Operating income (€m)  
and margin (%)



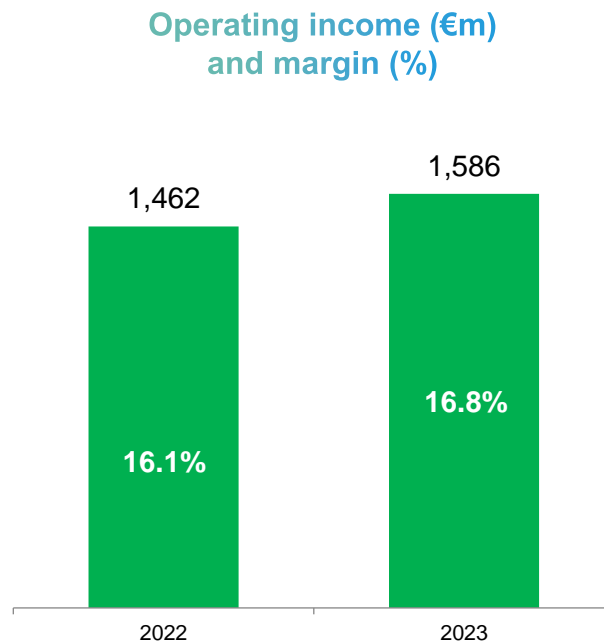
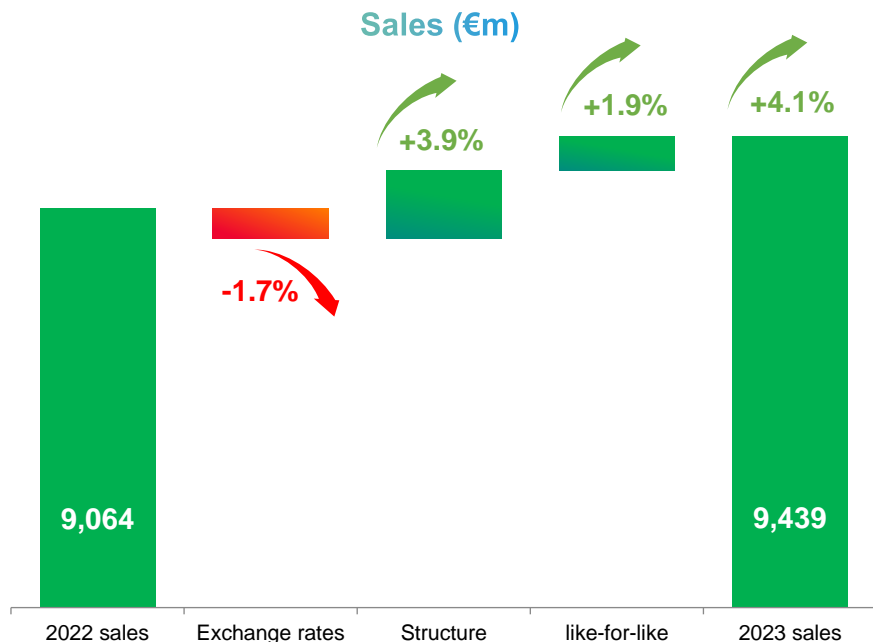
Change in sales on a like-for-like basis	Nordics	United Kingdom	Germany
	-6.2%	-0.9%	-13.2%

# SOUTHERN EUROPE – MIDDLE EAST & AFRICA: RESILIENT SALES AND MARGIN GROWTH



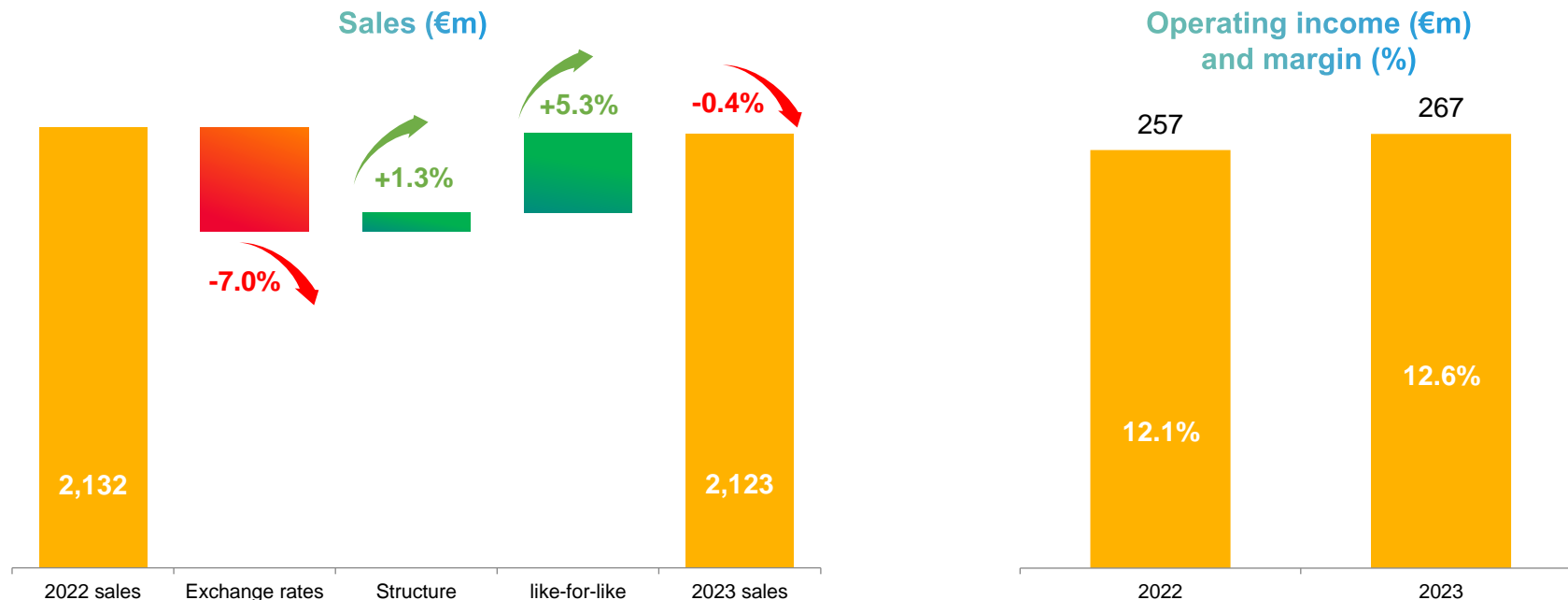
Change in sales on a like-for-like basis	France	Spain-Italy
	-1.9%	+0.9%

# AMERICAS: SALES GROWTH IN NORTH AMERICA AND RECORD MARGIN

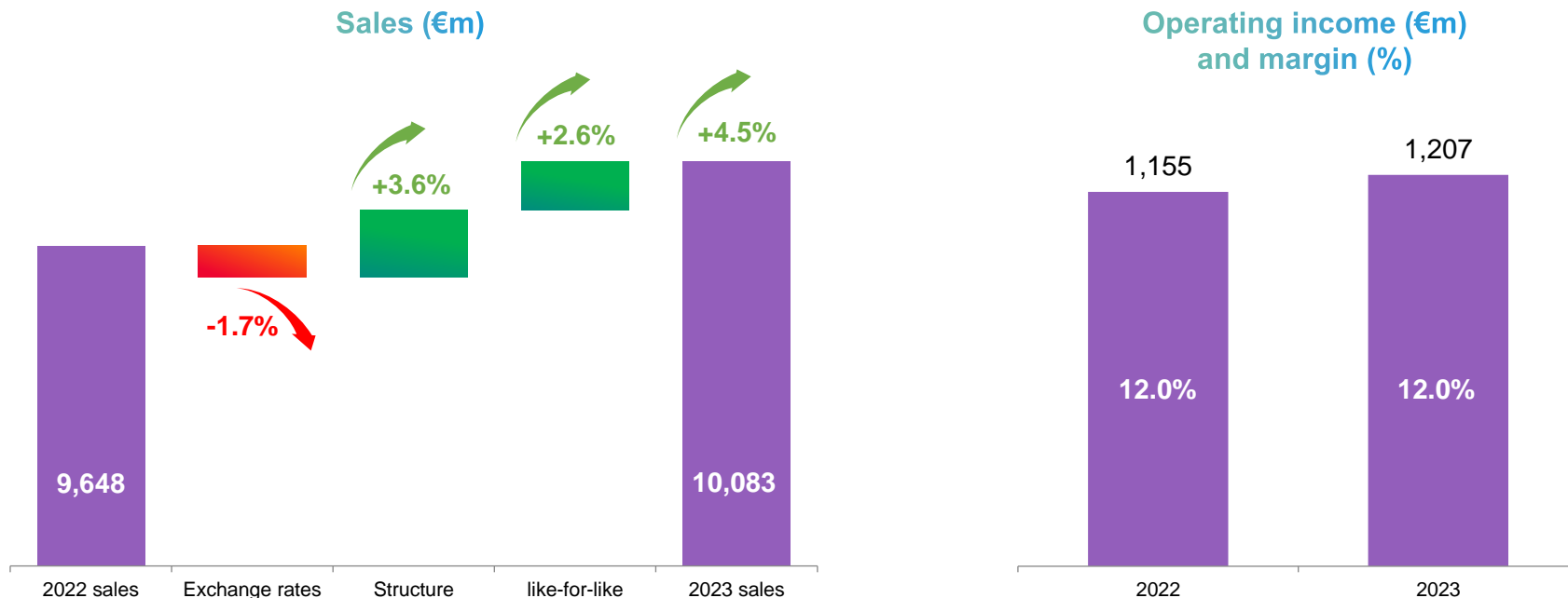


Change in sales on a like-for-like basis	North America	Latin America
	+5.3%	-7.3%

# ASIA-PACIFIC: GOOD SALES MOMENTUM AND RECORD MARGIN



# HIGH PERFORMANCE SOLUTIONS: SALES AND MARGIN HELD FIRM



Change in sales on a like-for-like basis	Construction and industry	Mobility
	-3.2%	12.9%



# STRATEGY



**MAKING  
THE WORLD  
A BETTER  
HOME**



**WORLDWIDE LEADER IN  
LIGHT & SUSTAINABLE  
CONSTRUCTION**



**GROW &  
IMPACT**

## SAINT-GOBAIN SOLUTIONS



**Energy  
efficient  
renovation**



**Lightweight  
construction**



**Industry &  
construction  
decarbonization**

# EUROPEAN RENOVATION MARKET CONTINUES TO DEMONSTRATE RESILIENCE

## ENHANCED STATE SUPPORT FOR ENERGY RENOVATION



**€4bn** in 2024 for energy renovation programs with strong focus on deep renovations (+**€1.3bn** vs. 2023 despite budget constraints)



**Mandatory energy renovation** for homeowners from 2023 (minimum 'D' level)



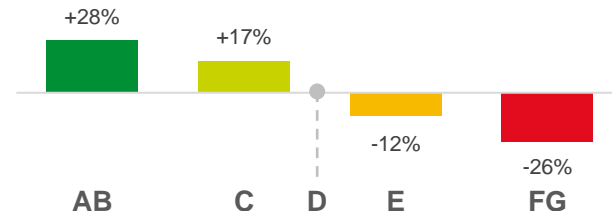
Unblocking of funds under the **NGEU**<sup>1</sup> including for renovation (potential envelope of **€3.5bn**)



**Insulation Scheme: £1bn** between 2023 and 2026 to support 300,000 low-energy-performance homes renovation

## THE 'GREEN VALUE' OF ENERGY-EFFICIENT BUILDINGS HAS BECOME A REALITY

Impact of energy label on dwelling's selling price in France in 2023 vs. D label<sup>2</sup>



**EED**<sup>3</sup> – Requirement for member states to renovate ~1/4 of public buildings between 2023 and 2030

**EPBD**<sup>4</sup> – Requirement of a 16% decline in energy consumption of residential buildings by 2030

**Minimum Energy Performance Standards** introduced for non-residential buildings

1. NGEU: Next Generation EU
2. French single-family and multi-family housing transactions outside Ile de France during the 3 first quarters of 2023. Source: conveyancer statistics
3. EED: European Energy Directive
4. EPBD: Energy Performance of Buildings Directive

# STRUCTURAL NEEDS FOR NEW BUILD IN ALL REGIONS



**Stabilizing new build market  
with improving sentiment**



**Large housing shortage**

**Residential new build in  
North America  
5%  
of Group sales**



**Growing need for new build  
driven by demography and  
urbanization**



**Rising sustainability agenda**

**Residential new build in Asia-Pacific  
& emerging countries  
6%  
of Group sales**



**Improving housing  
affordability**



**Structural need for housing**

**Residential new build in  
Western Europe  
12%  
of Group sales**

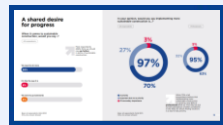


# WE ARE PAVING THE WAY FOR SUSTAINABLE CONSTRUCTION

## A RECOGNIZED THOUGHT LEADER



Paris – New York – Dubai



Global barometer



Digital magazine

## LOW-CARBON SOLUTIONS ADDRESSING AN INCREASING MARKET DEMAND FOR SUSTAINABILITY



1<sup>st</sup> low-carbon glass in Europe and India



1<sup>st</sup> low-carbon plasterboard



Carbon indicator for > 100,000 references





# WE DECISIVELY ALLOCATE CAPITAL TOWARDS HIGH-GROWTH MARKETS



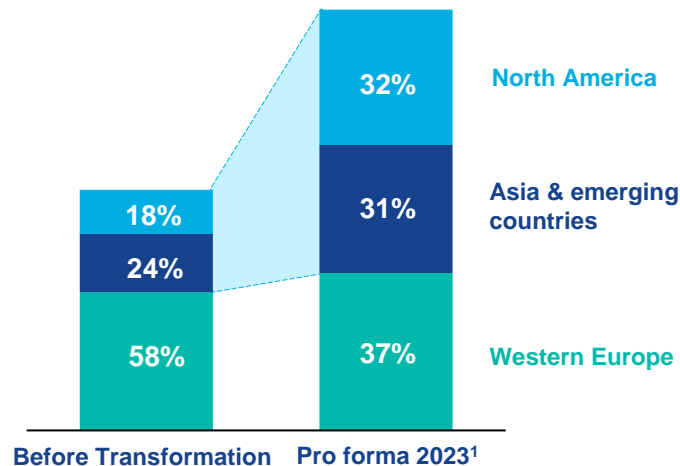
of growth capex in North America,  
Asia & emerging countries  
2023



New lines and plants  
worldwide  
2023

## A BALANCED GEOGRAPHIC EXPOSURE

Share of Group operating income



Close to 2/3 of operating income from  
North America, Asia & emerging countries

# WE ARE LEVERAGING OUR TWO RECENT ACQUISITIONS IN CANADA TO BUILD A FULL-RANGE EXTERIOR OFFER



## SOLID FINANCIAL RESULTS

- C\$ 101m EBITDA
- Synergies ahead of plan
- **Key commercial successes** with our complete CertainTeed and Kaycan offers
- Increased sales of Kaycan **aluminum siding solutions** with CertainTeed's customer base in the US



September 2023

- **Integration on track**
- **Leveraging Saint-Gobain's complete offer** for retailers, builders and off-site construction



# WE ARE STRENGTHENING OUR PRESENCE IN THE HIGH-GROWTH MARKETS OF ASIA-PACIFIC WITH THE ACQUISITION OF CSR<sup>1</sup>



High-growth Australian construction market supported by strong demographics and government programs



Leader in light & sustainable construction in Australia, with strong iconic brands



A track record of consistent strong financial performance thanks to excellent management teams



Established partnership, common values and aligned solutions approach for smooth combination and strong execution on synergies



1. Closing of the transaction is subject to, among other things, CSR's shareholders' approval, necessary regulatory approvals and satisfaction of other customary closing conditions. Closing is expected in the second half of 2024

# WE HAVE BUILT A STRONG GLOBAL LEADERSHIP IN CONSTRUCTION CHEMICALS

## WE ARE STRENGTHENING OUR PRESENCE IN CONSTRUCTION CHEMICALS

Continued bolt-on acquisitions



4 new sites and production lines



## WE ARE DELIVERING ON SYNERGIES AND CHRYSO IS ALREADY CREATING VALUE



Major commercial wins



Backward integration of polymerization  
fully effective in all gcp countries



EBITDA 2023

**€121m**

Value creation  
in year 2



**\$170m**

Combined  
EBITDA margin<sup>1</sup>

**>+400bps**  
improvement

Combined  
synergies

**€50m**  
Ahead of plan



# OUR COUNTRY ORGANIZATION BRINGS STRUCTURAL EFFECTIVENESS IN OPERATIONS



## LOCAL TEAMS CLOSE TO OUR CUSTOMERS



90% of CEOs native to their country



In-depth understanding of local markets



Country CEOs promoting a very efficient solutions approach



## COUNTRY-BASED COST MANAGEMENT



Constant focus on price-cost management



Proactive operational action plans to **adjust cost structure to market changes**



**Manufacturing & supply chain** continuously optimized



# WE HAVE SIGNIFICANTLY INCREASED OUR SHARE-OF-WALLET THANKS TO OUR FULL RANGE OF SOLUTIONS

## EXTENDED OFFER FOR OUR DISTRIBUTOR CUSTOMERS

*Sales teams leveraging local leadership to increase sales across all products*

Sales evolution to top 20 customers since 2019:

+100%



+164%



+73%



## COMMON SPECIFICATION TEAM ACROSS PRODUCTS TO TARGET COMPLEX PROJECTS

*Targeting sustainable projects with technical expertise, services and complete solution offer*

Specification volume evolution since team's creation<sup>1</sup>:

+43%



+88%



# OUR SOLUTIONS BRING PROVEN AND MEASURABLE PERFORMANCE TO BUILDINGS



We have built the largest test facility to accelerate toward net-zero housing design

- World's largest climatic chamber of its type creating a **wide variety of weather conditions** (-20°C to +40°C, wind, rain, snow, solar radiation)

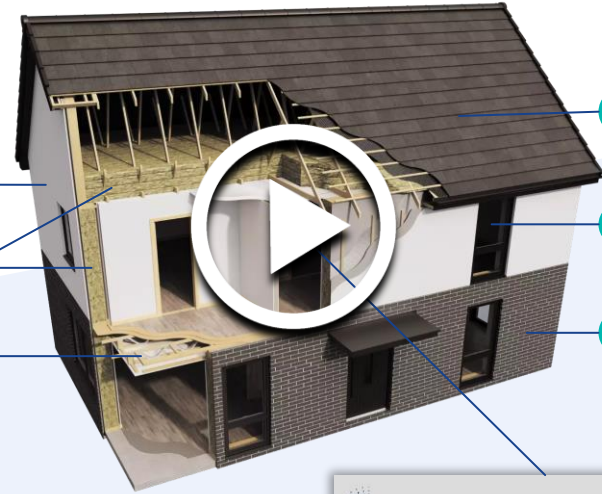


- Testing of solutions capable of delivering **net-zero energy homes** that meet new UK 2025 regulations
- Thermal performance measured with **QUB™**, our patented IoT<sup>1</sup> device that delivers **overnight verified evidence of 'as-built' performance** (vs. 2-3 weeks with current methods)

Render & decorative finish

Glasswool insulation

Prefab floor cassettes



Prefab thermal efficient roof

Thermal insulating glass

Brick-effect finishing



# WE CAPTURE HIGH-GROWTH GLOBAL MARKETS WITH OUR INNOVATIONS AND DIGITAL SOLUTIONS



In-transit concrete management  
>5,000 trucks deployed

**Bringing digital process control  
to the concrete industry**



Development of multi-material  
compression pads for EV<sup>1</sup> batteries

**Building innovative offers for  
electric vehicles**

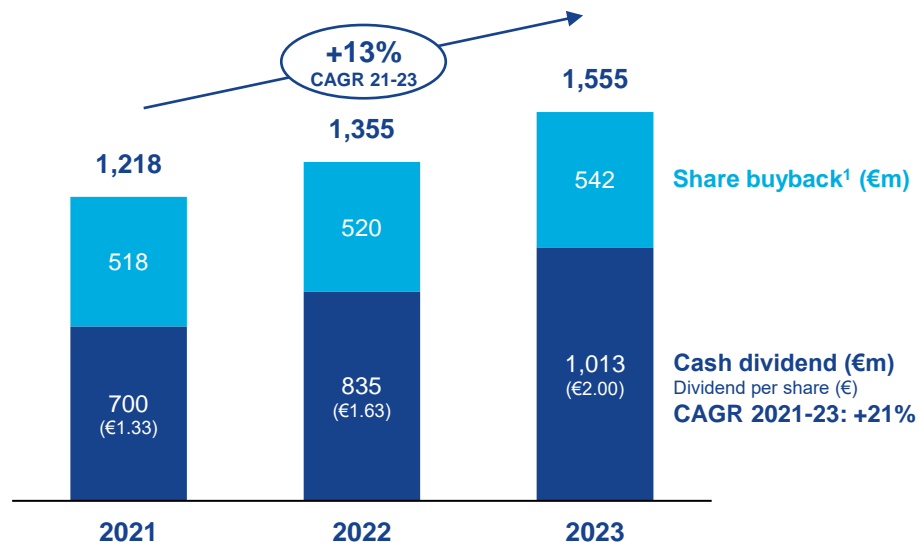


Glass furnace energy optimization software

**Developing digital solutions for  
the sustainability transition**

# TRACK RECORD OF ATTRACTIVE SHAREHOLDER RETURNS

SHAREHOLDER RETURN: €4.1bn IN 3 YEARS



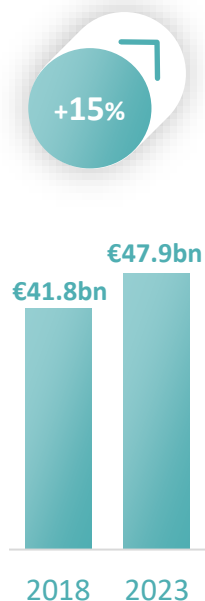
## 2024:

- **Dividend of €2.10 per share (+5%)**  
Board's recommendation to the June 6<sup>th</sup>, 2024 AGM
- **Share buybacks<sup>1</sup>: €420m**

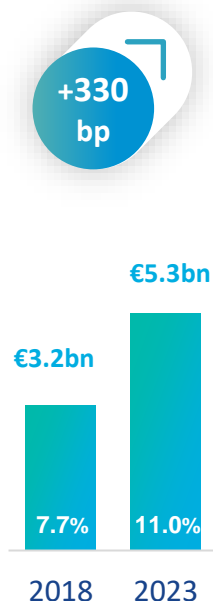
**Our €2bn share buyback<sup>1</sup> program for 2021-2025 will be achieved 1 year ahead of plan**

# STRONG PERFORMANCE TRAJECTORY

DYNAMIC  
SALES GROWTH



RECORD OPERATING  
MARGIN



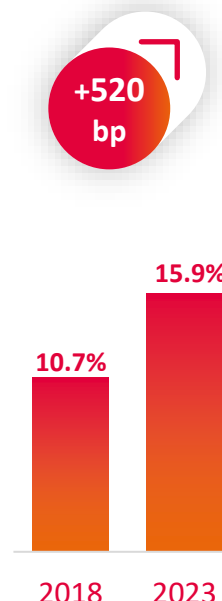
RECURRING NET  
INCOME DOUBLED



FREE CASH FLOW  
GENERATION TRIPLED



VALUE CREATION  
(ROCE) UP 50%





# SAINT-GOBAIN, THE SUSTAINABLE CONSTRUCTION LEADER DELIVERING CONSISTENTLY STRONG RESULTS



## A PROVEN RESILIENCE

Efficient local organization and strong pricing power with a full-range solutions offer



## CONTINUOUS HIGH LEVEL OF PERFORMANCE

3 years of outperformance within our Grow & Impact strategy, supported by teams' winning spirit



## A WORLDWIDE LEADER ON SUSTAINABILITY

Largest low-carbon offer on the market and carbon intensity reduced by 44%<sup>1</sup> since 2017

# IMPORTANT DISCLAIMER – FORWARD-LOOKING INFORMATION

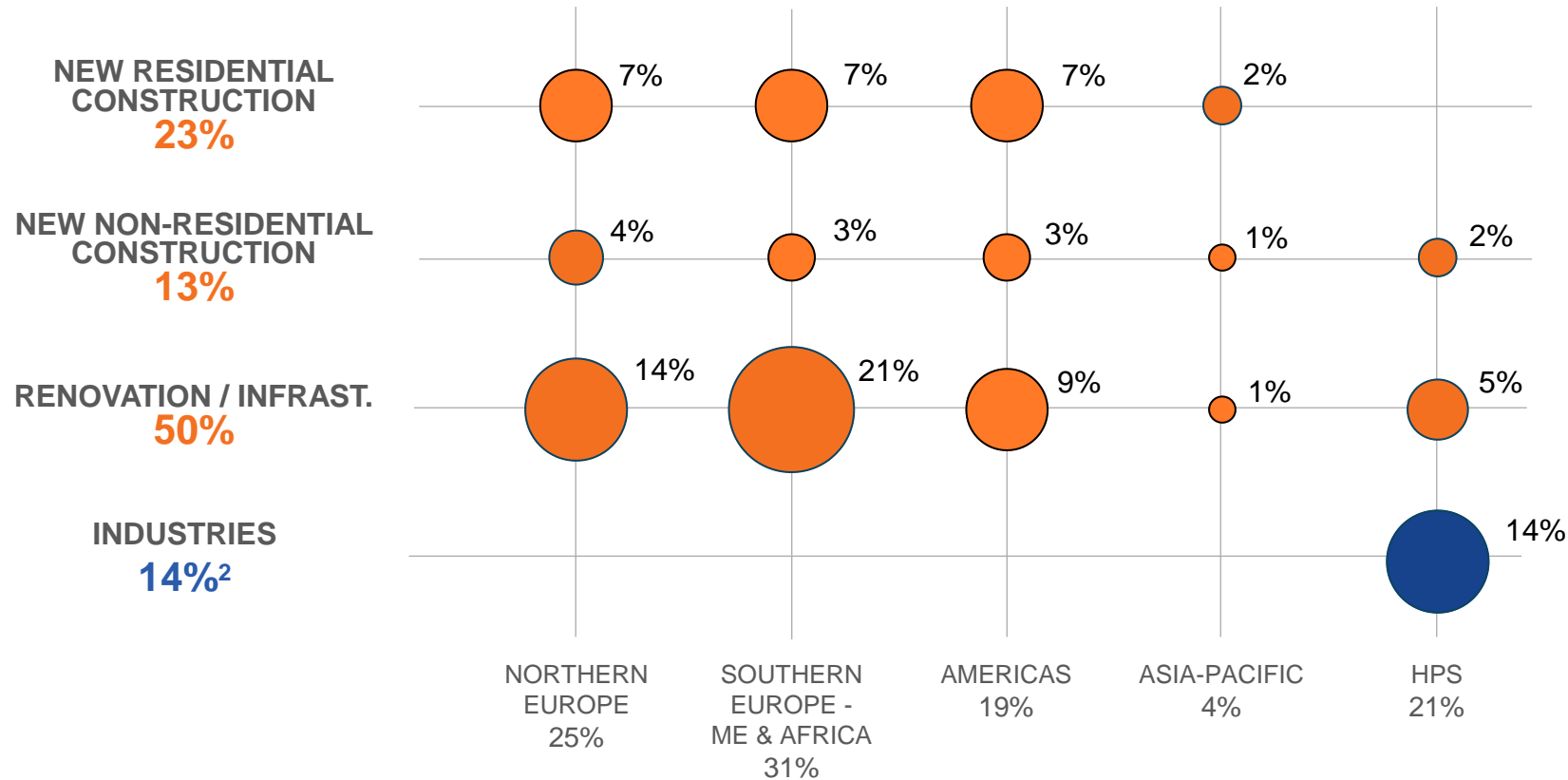
*This presentation contains forward-looking statements with respect to Saint-Gobain's financial condition, results, business, strategy, plans and outlook. Forward-looking statements are generally identified by the use of the words "expect", "anticipate", "believe", "intend", "estimate", "plan" and similar 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 Saint-Gobain's control, including but not limited to the risks described in the "Risk Factors" section of Saint-Gobain's Universal Registration Document and the main risks and uncertainties presented in the half-year 2023 financial report, both documents being available on Saint-Gobain's website ([www.saint-gobain.com](http://www.saint-gobain.com)). 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.*

# RECENT RESULTS AND OUTLOOK

April 2024



# 2023 END MARKETS<sup>1</sup> SALES SPLIT



1. Saint-Gobain estimates for its end markets

2. Of which Mobility 8%



# WE ACTIVELY OPTIMIZE OUR PROFILE TOWARDS BUSINESSES WITH HIGHER GROWTH AND PROFITABILITY

Continued dynamic optimization of  
Group profile in 2023

€0.9bn

sales<sup>1</sup> from value  
creative acquisitions



1/3 of sales rotated<sup>2</sup>

€4.4bn

sales from value-creative acquisitions

~20%  
EBITDA / Sales

€3.0bn

sales of underperforming  
assets divested



CertainTeed Fence, Rail and Deck Systems



€9.4bn

sales of underperforming assets divested

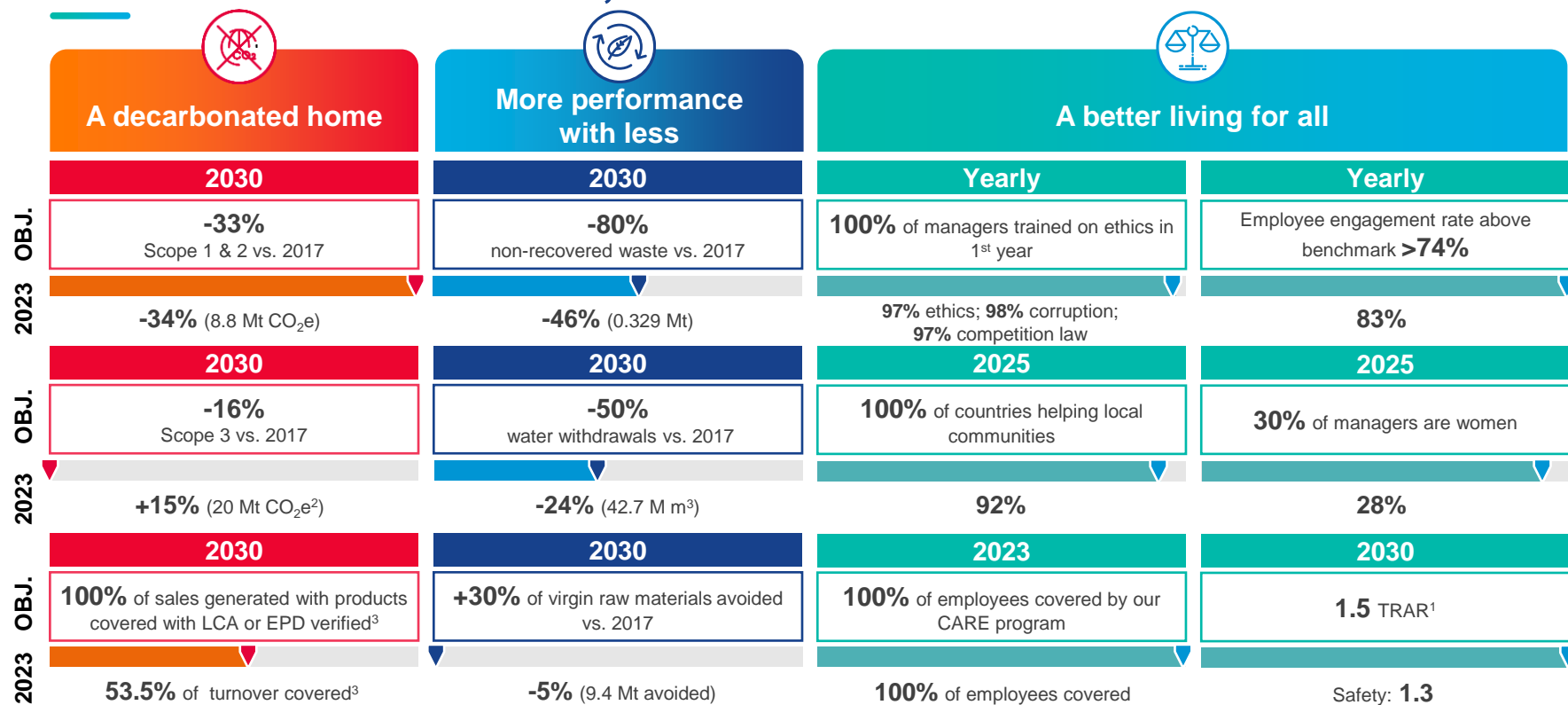
<5%  
EBITDA / Sales

1. Total sales including JVs. Consolidated sales amount to €0.6bn

2. Transactions completed or signed between the launch of "Transform & Grow" (end of 2018) and 2023



# MAXIMIZE OUR IMPACT, MINIMIZE OUR FOOTPRINT



**Close to 75% of Group sales with sustainable solutions: 1,300 Mt of CO<sub>2</sub> avoided during their lifecycle (base: sales 2020)**

1. TRAR : total recordable accident rate with and without lost time for 1 million hours worked for the Group's employees, temporary workers and permanent subcontractors
2. Data 2022 calculated on enlarged scope vs. 2017 and on scope of SBTi methodology
3. Life Cycle Assessment or Environmental Product Declarations excluding distribution

# ENERGY RENOVATION: ENHANCED STATE SUPPORT

