

JUNE 4, 2026

LEAD & GROW

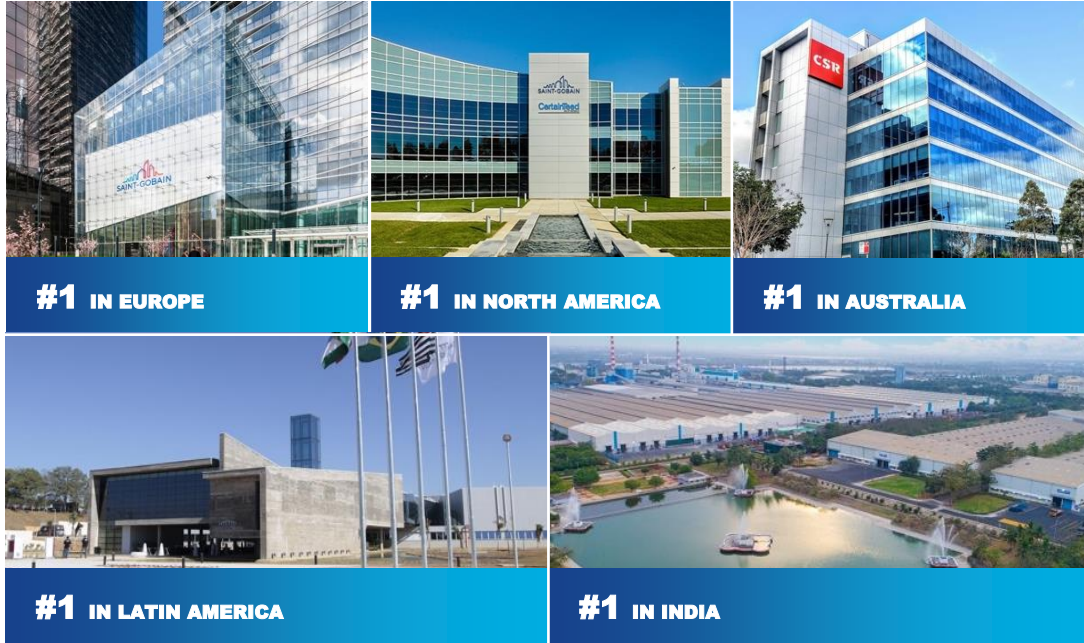
GENERAL SHAREHOLDERS' MEETING


SAINT-GOBAIN

02

STRATEGY AND OUTLOOK

SAINT-GOBAIN: THE WORLDWIDE LEADER IN LIGHT & SUSTAINABLE CONSTRUCTION



A **PERFORMING** Group
CREATING VALUE

An **INNOVATIVE** Group

SUSTAINABILITY at the heart of the
Group's **STRATEGY**

OUR THOUGHT LEADERSHIP IN LIGHT AND SUSTAINABLE CONSTRUCTION IS WIDELY ACKNOWLEDGED

The Sustainable Construction Observatory
BY SAINT-GOBAIN

Sustainable Construction Barometer
2025 - 4th edition

~35,000 participants¹ in **30** countries

6 GLOBAL TRANSFORMATIVE ISSUES AND HOW TO TACKLE THEM

The Sustainable Construction Observatory

Action Paper on Sustainable Construction launched at COP 30 in Brazil

A Saint-Gobain & Arup Collaborative Report

Adapting Buildings to Climate Change
Insights into the contribution of building construction solutions to the climate adaptation agenda

Buildings' adaptation to climate change

GLOBAL AWARD FOR SUSTAINABLE ARCHITECTURE
19th EDITION

ARCHITECTURE IS TRANSFORMATION

Global Award for Sustainable Architecture - Official Saint-Gobain partnership

CORPORATE SOCIAL RESPONSIBILITY IS AT THE HEART OF SAINT-GOBAIN'S STRATEGY

ENVIRONMENTAL RESPONSIBILITY



-35%

scope 1 & 2 CO₂ emissions since 2017

€213m

invested in Capex and R&D to decarbonize our processes in 2025

SOCIAL RESPONSIBILITY



11th year in a row

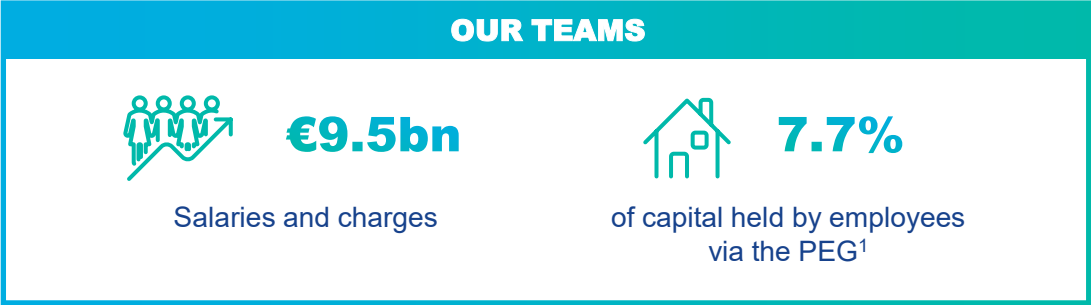
17 companies certified worldwide in 2026

100%

of employees covered by “CARE by Saint-Gobain”¹ social protection

SHARING VALUE WITH SAINT-GOBAIN STAKEHOLDERS

2025 FIGURES



1. Plan d'Epargne du Groupe - Group Savings Plan; 69,408 employee shareholders in 2025
2. Supported by the Saint-Gobain Foundation at the end of 2025

THE 2021-2025 **GROW & IMPACT** PLAN HAS BEEN A GREAT SUCCESS

All targets achieved

Organic growth¹ **3.0%**
2021 – 2025 average

Operating margin **10.9%**
2021 – 2025 average

Attractive shareholder return

Share price evolution² **+127%**
vs. +46% for the CAC 40

Shareholder return³ **€7bn**

A strengthened strategic profile

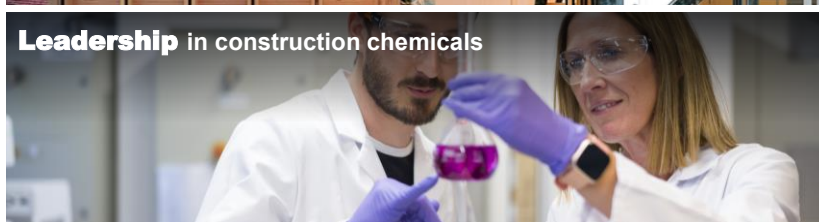
Internationalization with a balanced split of profit between Western Europe, North America, Asia & emerging countries



40% sales rotated since end of 2018 (acquisitions & divestments) and **>€14bn** in growth capex and M&A between 2021 and 2025



Leadership in construction chemicals



SAINT-GOBAIN HAS LAUNCHED A NEW 2026-2030 STRATEGIC PLAN

**MAKING
THE WORLD
A BETTER
HOME**



**THE WORLDWIDE
LEADER
IN LIGHT &
SUSTAINABLE
CONSTRUCTION**



WITH  **SAINT-GOBAIN IS ACCELERATING ITS GROWTH**



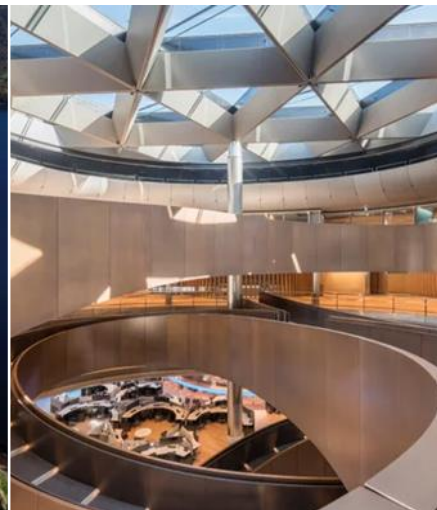
**SUPPORTING
MEGATRENDS**



**VALUE-ENHANCING
SOLUTIONS**



**ACROSS RESIDENTIAL,
NON-RESIDENTIAL
& INFRASTRUCTURE**



**LEVERAGING ITS
COUNTRY PLATFORMS**



**SUPPORTING
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**LEVERAGING ITS
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LIGHT & SUSTAINABLE CONSTRUCTION IS DRIVEN BY MEGATRENDS



POPULATION GROWTH AND URBANIZATION



MIDDLE-CLASS ASPIRATION FOR QUALITY BUILDINGS



LOCALIZATION & RESHOREING DRIVEN BY DEGLOBALIZATION



ENERGY-EFFICIENT RENOVATION



BUILDING & INFRASTRUCTURE ADAPTATION TO CLIMATE CHANGE



RESOURCE SCARCITY DRIVING CIRCULARITY



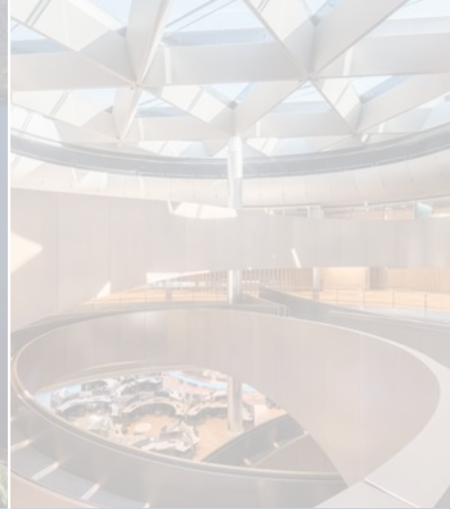
**SUPPORTING
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**LEVERAGING ITS
COUNTRY PLATFORMS**

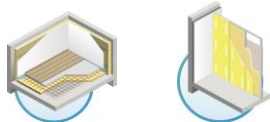


SAINT-GOBAIN IS UNIQUE IN OFFERING A COMPREHENSIVE SUITE OF SOLUTIONS



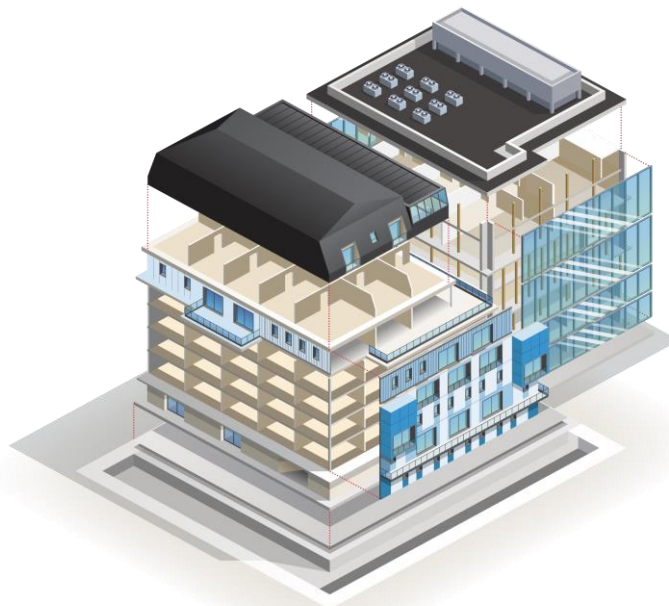
INTERIOR SOLUTIONS

Plasterboard
Insulation
Ceilings



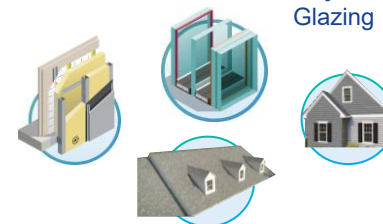
JOB SITE SOLUTIONS & MERCHANDISING

Merchandising services
Digital services



EXTERIOR SOLUTIONS

Roofing
Siding and cladding
Façade
Glazing



CONSTRUCTION CHEMICALS SOLUTIONS

Flooring and
façade renders
Waterproofing
Concrete admixtures
Concrete repair
Adhesives and sealants



Deployed across all sales channels (merchandising, DIY, direct or digital sales)

COUNTRY BY COUNTRY, SAINT-GOBAIN IS ENRICHING ITS OFFER



India's success – 10-year journey of growth

EXTERIOR SOLUTIONS GLASS

INSULATION

INTERIOR SOLUTIONS

PLASTERBOARDS

CONSTRUCTION CHEMICALS

10 years ago

it-Gobain market share:

Not present Medium Strong

Today

Organic growth



Fire-resistant glass



Low-carbon solar-control glass



Concrete admixtures



Acoustic ceilings



Low-carbon plaster



MyHome



Digital distribution



Stone wool insulation



Glass wool insulation



Waterproofing



Concrete admixtures and concrete works



Flooring

Acquisitions

#1

~x4 Sales¹

#1

~x6 Operating income¹

#1

#1

A model replicated country by country

Sales evolution 2025 vs. 2019



x1.6



x2.0



x2.2

SAINT-GOBAIN IS A PIONEER IN LOW-CARBON & CLIMATE-RESILIENT SOLUTIONS



gyproc
SAINT-GOBAIN
Infinaé 100

Plasterboard made from 100% recycled gypsum

Glass wool with 80% recycled glass and bio-based binder

LANaë

chryso
SAINT-GOBAIN

Solutions for low-carbon concrete
-50% CO₂ emissions

Smart solar-control glazing

SageGlass
SAINT-GOBAIN

certainteed **ClimateFlex®**
SAINT-GOBAIN

gcp **RISE**
SAINT-GOBAIN by certainteed

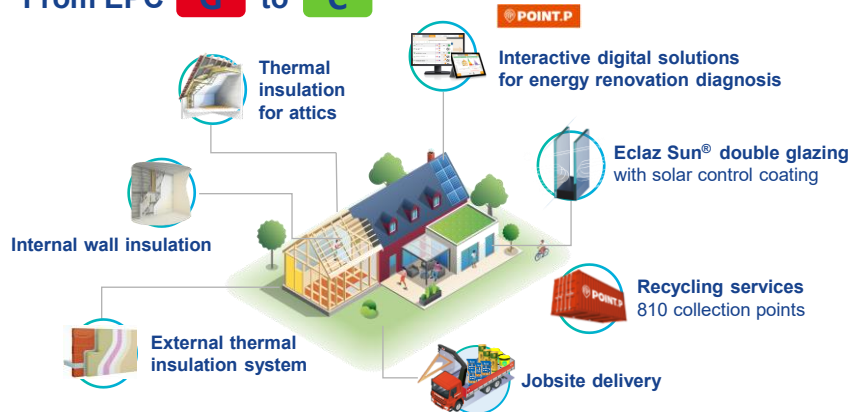
Climate-resilient housing solutions

SAINT-GOBAIN'S SOLUTIONS DELIVER WELL-BEING AND VALUE TO ITS CUSTOMERS



SINGLE-FAMILY HOUSE RENOVATION

From EPC **G** to **C**

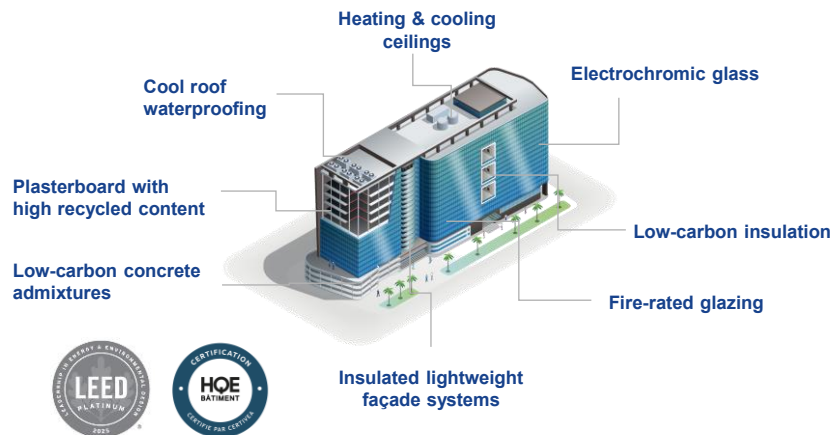


Customer benefits:

Thermal comfort in summer and winter

Increased real estate value

NON-RESIDENTIAL CONSTRUCTION



Environmental performance

Quality of life at work

SAINT-GOBAIN BRINGS ITS INNOVATIVE SOLUTIONS TO DEMANDING INDUSTRIAL MARKETS



GLASS SOLUTIONS FOR MOBILITY



CERAMIC SOLUTIONS FOR INDUSTRIAL PROCESSES



PERFORMANCE POLYMER SOLUTIONS



Customer benefits:

Design and technology enhancing comfort and safety

Reduction of carbon footprint and energy consumption

Advanced properties for critical-use applications



**SUPPORTING
MEGATRENDS**



**VALUE-ENHANCING
SOLUTIONS**



**ACROSS RESIDENTIAL,
NON-RESIDENTIAL
& INFRASTRUCTURE**



**LEVERAGING ITS
COUNTRY PLATFORMS**

SAINT-GOBAIN IS EXPANDING ITS SOLUTIONS OFFER IN NON-RESIDENTIAL AND INFRASTRUCTURE MARKETS



Strong growth potential in markets where Saint-Gobain is still underrepresented



SAINT-GOBAIN'S HIGH-PERFORMANCE OFFER FOR HOSPITALS



Customer benefits:

Hygiene

Thermal, visual and acoustic comfort

Air quality

Durability and safety



SAINT-GOBAIN'S INTEGRATED SOLUTIONS FOR DATA CENTERS



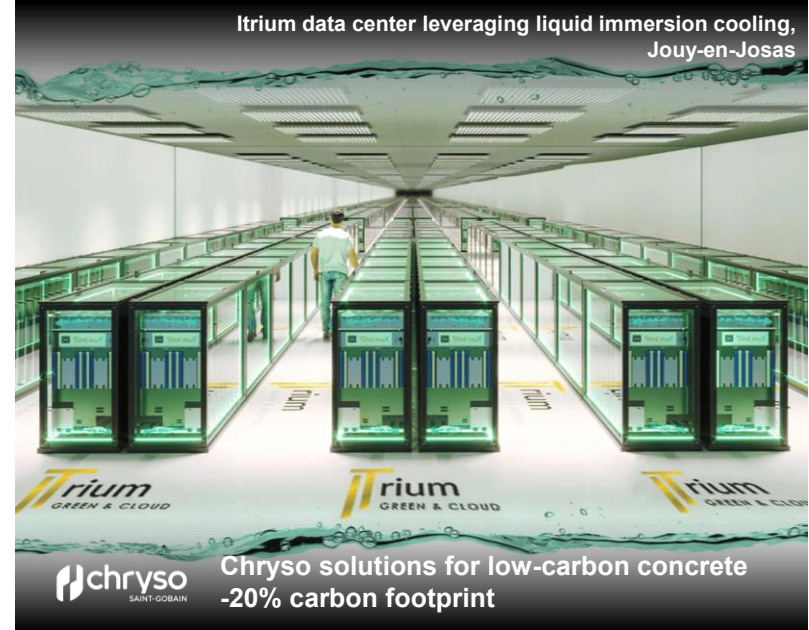
Customer benefits:

Construction speed

Safety and resilience

Performance guarantees

Sustainable construction



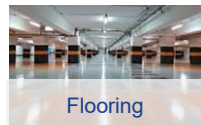
SAINT-GOBAIN IS ACCELERATING IN INFRASTRUCTURE THANKS TO ITS LEADERSHIP IN CONSTRUCTION CHEMICALS



**A STRONG GLOBAL PRESENCE
IN CONSTRUCTION CHEMICALS...**

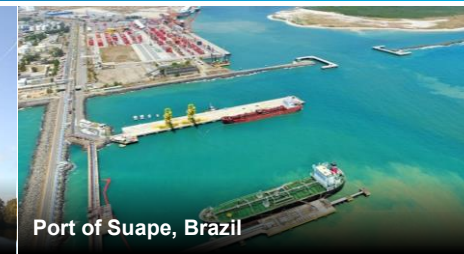
€6.5bn
sales¹

>300 sites in **76** countries



**Saint-Gobain targets >€9bn sales
in construction chemicals by 2030**

... ADDRESSING ALL TYPES OF INFRASTRUCTURE





**SUPPORTING
MEGATRENDS**



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**ACROSS RESIDENTIAL,
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**LEVERAGING ITS
COUNTRY PLATFORMS**

SAINT-GOBAIN DRIVES PROFITABLE GROWTH BY LEVERAGING COUNTRY PLATFORMS



A RESILIENT BUSINESS MODEL



Local value chains adapted to deglobalization

Robust and agile business model that adapts to external shocks

STRONG LOCAL PROXIMITY AND ANCHORING



90% of CEOs are native to their country

Enhanced **autonomy and responsiveness**

DEPLOYMENT OF VALUE-ADDED SOLUTIONS



Country CEOs oversee the **full range** of Saint-Gobain's solutions

COUNTRY PLATFORMS LEVERAGE THE GROUP'S EXPERTISE IN OPERATIONAL EXCELLENCE



INDUSTRIAL EXCELLENCE



2,000 sensors per float

4,000+ robots

COMMERCIAL EXCELLENCE



Key Account Management

High-impact customer loyalty programs

DEPLOYMENT OF INNOVATION



5 innovation hubs
€588m invested in R&D

30+ collaboration agreements
with start-ups

DIGITAL AND AI



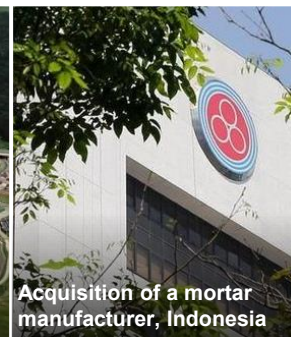
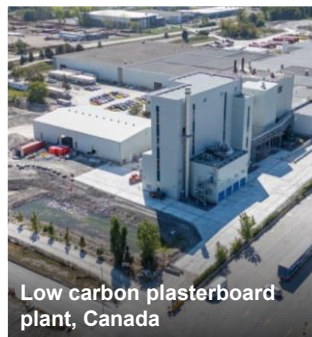
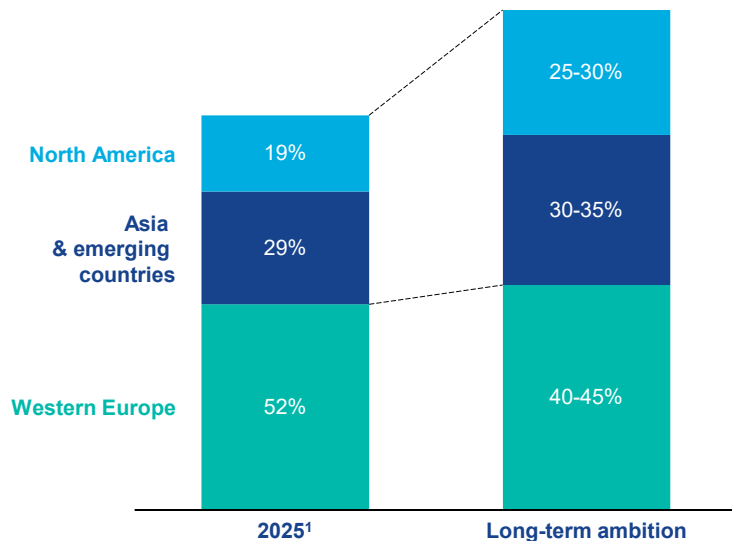
Rollout of a suite of digital services for our tradespeople customers in France

Deployment of artificial intelligence across all our functions

SAINT-GOBAIN IS EXPANDING IN NORTH AMERICA, ASIA AND EMERGING COUNTRIES



Evolution of the Group's sales breakdown



24

New lines and plants in 2025

17

Acquisitions in 2025

SAINT-GOBAIN CONTINUES TO OPTIMIZE ITS STRATEGIC PROFILE



Acquisitions



Divestitures



TARGETING >20% SALES ROTATION BY 2030 WITH ROCE >13% FOR ACCELERATED VALUE CREATION

COMMITTED AND TALENTED TEAMS TO DELIVER ON LEAD & GROW



me@Saint-Gobain 2025¹

89%

of employees are **proud
to work** at Saint-Gobain

83%

Engagement rate

A NEW AMBITION...



2026-2030 FINANCIAL TARGETS

MID-SINGLE-DIGIT

Average sales growth¹

1 to 2 pts

Underlying market outperformance

15 - 18%

EBITDA margin

ENVIRONMENTAL TARGETS²

-40 to -45%

Scope 1 & 2 CO₂ emissions by 2035

-50%

Water withdrawal by 2030

...TO DRIVE THE SUCCESS OF LEAD & GROW



**THE WORLDWIDE LEADER IN
SUSTAINABLE CONSTRUCTION**



**SOLUTIONS APPROACH
ACROSS ALL MARKETS**



**STRONG VALUE CREATION
FOR ITS STAKEHOLDERS**

03

FINANCIAL AND EXTRA-FINANCIAL PERFORMANCE

2025: STRONG PERFORMANCE IN CONTRASTED MARKETS



Sales

€46.5bn
+2.1% in local currencies

EBITDA

€7.2bn, EBITDA margin 15.5%
+3.4% in local currencies

Operating income

€5.3bn, Operating margin 11.4%
+3.8% in local currencies

Recurring net income

€3.3bn

ROCE

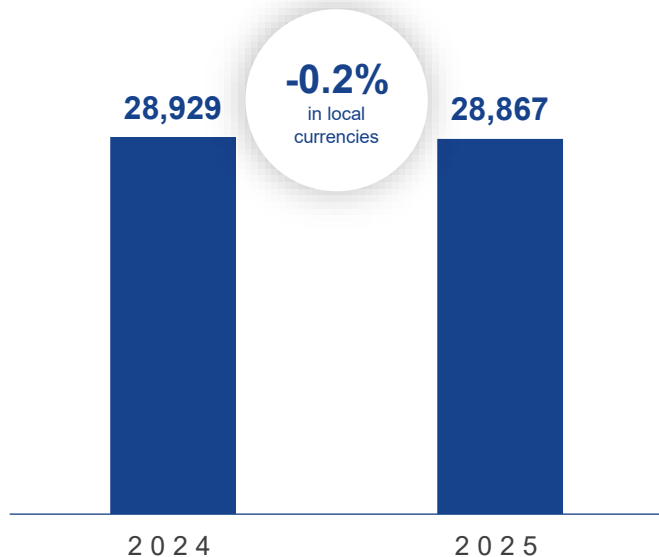
14.0%



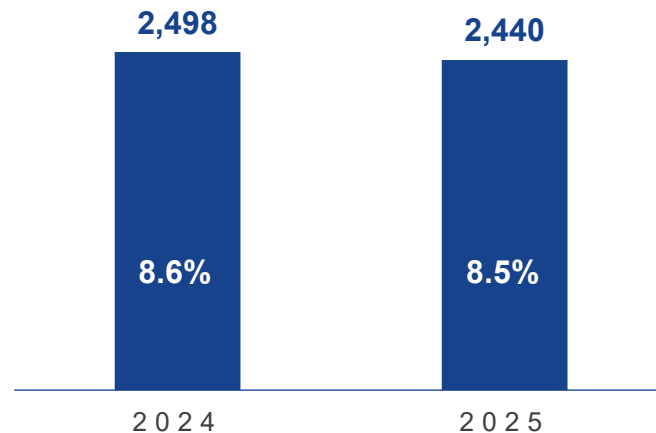
EUROPE, MIDDLE EAST & AFRICA: RETURN TO SALES AND OPERATING INCOME GROWTH IN H2



SALES (€m)



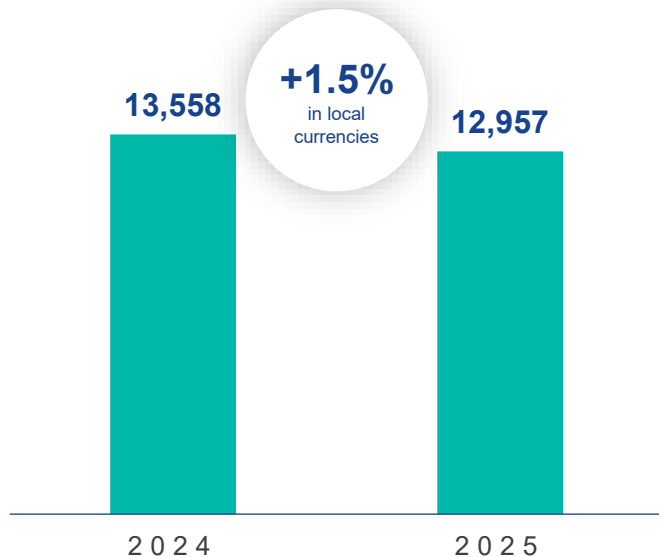
OPERATING INCOME (€m) AND MARGIN (%)



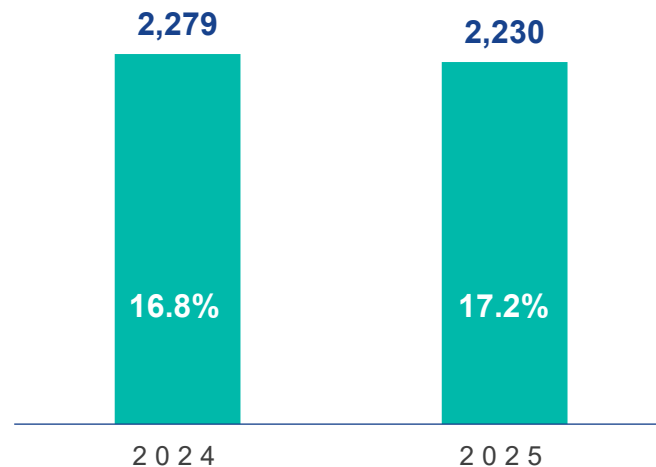
AMERICAS: RECORD MARGIN DESPITE A MARKED DECLINE IN SALES IN H2



SALES (€m)

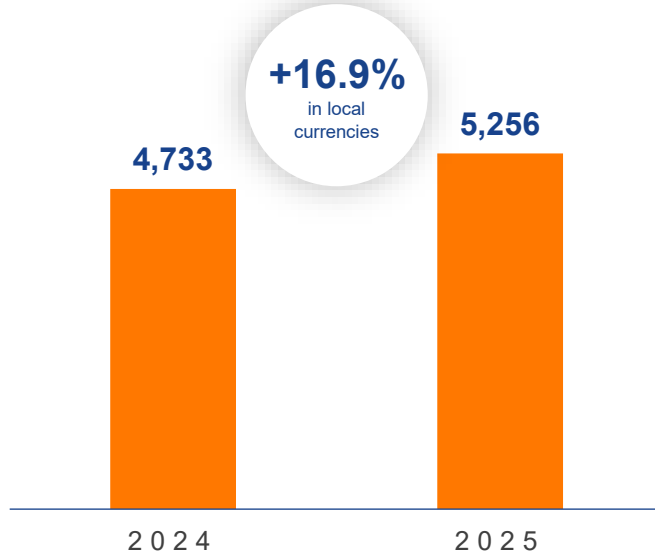


OPERATING INCOME (€m) AND MARGIN (%)

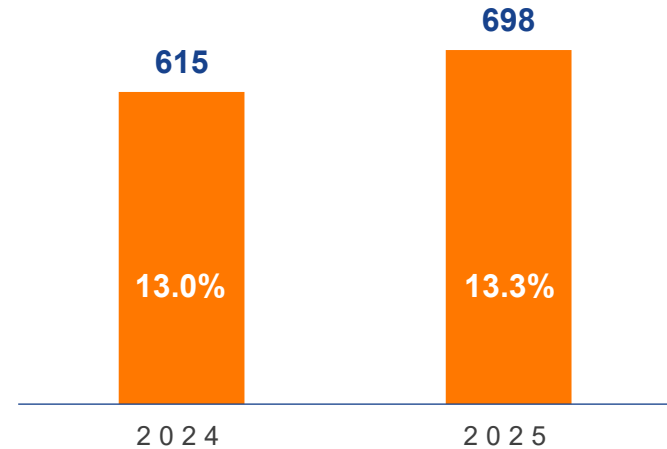


ASIA-PACIFIC: SALES GROWTH AND RECORD MARGIN

SALES (€m)



OPERATING INCOME (€m) AND MARGIN (%)



A ROBUST FINANCIAL PROFILE



Free cash flow: €3.8bn (+29% vs. 2021)

Conversion ratio 58%

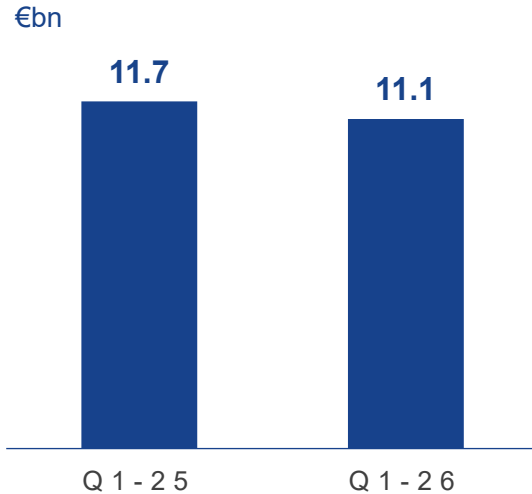


Net debt/EBITDA ratio: 1.4x

Solid balance sheet

Rating confirmed: BBB+ by Standard & Poor's and Baa1 by Moody's

Q1-2026 SALES: -2.3% IN LOCAL CURRENCIES AND LIKE-FOR-LIKE



Smaller decrease than expected



Strong growth in Asia-Pacific (+9.0% in local currencies), Europe nearly stable, decrease in the Americas



Further steps to enhance the Group's profile:

3 acquisitions in construction chemicals, 11 new production lines and plants, including 10 in high-growth countries and the sale of the ventilation distribution business in the Nordics

2026 OUTLOOK CONFIRMED

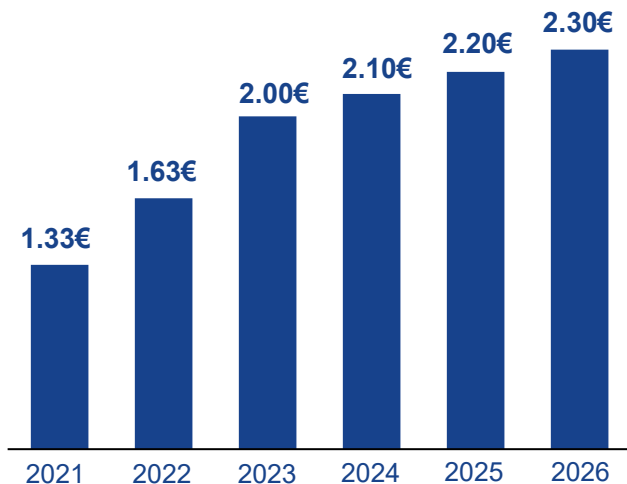


Saint-Gobain expects an EBITDA margin of more than 15.0% in 2026, with the first half affected by the extreme weather conditions at the start of the year in Europe and North America

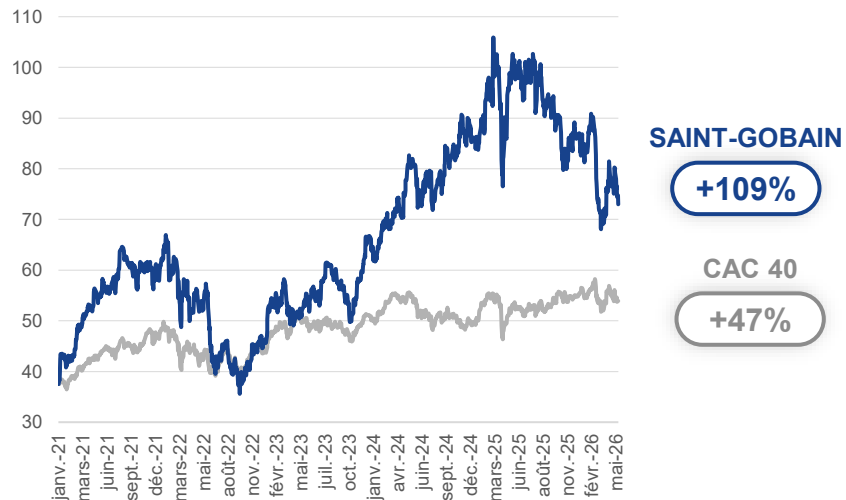
ATTRACTIVE SHAREHOLDER RETURN POLICY AND STOCK MARKET OUTPERFORMANCE



DIVIDEND UP 73% IN 5 YEARS



STOCK MARKET PERFORMANCE SINCE 2021



€402M OF SHARE BUYBACKS IN 2025



GLOSSARY



- **Changes in local currencies** reflect actual performance, applying exchange rates for the previous period to indicators for the period under review.
- **Like-for-like changes** (constant structure and exchange rates) reflect underlying performance excluding the impacts of:
 - changes in scope, by calculating indicators for the period under review based on the scope of consolidation of the previous period (structure impact);
 - changes in foreign exchange rates, by calculating indicators for the period under review and those for the previous period based on exchange rates for the previous period (exchange rate impact).
- **EBITDA**: operating income plus operating depreciation and amortization, less non-operating costs.
- **EBITDA margin**: EBITDA divided by sales.
- **Operating margin**: operating income divided by sales.
- **Recurring net income**: net attributable income excluding capital gains and losses on disposals, asset write-downs, amortization of intangible assets related to PPA, IFRS 3 acquisition costs, other non-recurring items (material non-recurring provisions, impacts of hyperinflation, etc.), and related tax and non-controlling interests.
- **ROCE** (Return on Capital Employed): annualized operating income for the year adjusted for changes in Group structure, divided by segment assets and liabilities at period-end.
- **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.

03

FINANCIAL AND EXTRA-FINANCIAL PERFORMANCE

MAXIMIZING OUR CONTRIBUTION WHILE MINIMIZING OUR FOOTPRINT



A decarbonated home



More performance with less



A better living for all



SAINT-GOBAIN CONTINUES TO REDUCE ITS CO₂ FOOTPRINT



CLIMATE STRATEGY - 2025 RESULTS

-35%

Reduction in scope 1 & 2 emissions
2025 vs. 2017

70%

Use of carbon-free electricity

ALL REGIONS ARE MOBILIZED



Low-carbon plasterboard & ceiling tiles plant
100% powered by biomass
Vizag, India



First plasterboard plant powered by 100%
renewable electricity in North America
Montreal, Canada

SUSTAINABILITY TARGETS¹

-40 to -45%

Scope 1 & 2 emissions
by 2035

-16%

Scope 3² emissions
by 2030



Actions in line with the
engagement to reach net zero
emissions in 2050

THE ENTIRE ORGANIZATION IS COMMITTED TO THE CLIMATE STRATEGY



AN ESTABLISHED GOVERNANCE

Governance bodies

CSR committees within the Group's Board of Directors and Executive Committee

Internal carbon price

100€/t CO₂ for investments

200€/t CO₂ for R&D projects¹

COLLECTIVE INCENTIVES

Managers' compensation

based on CSR criteria:

10% of annual variable compensation

20% of long-term compensation²

COMMITTED TEAMS ALL OVER THE WORLD

>80% of employees completed the Climate Fresk



SAINT-GOBAIN IS COMMITTED TO WATER CONSERVATION



2025 FIGURES

-26%

Reduction in water withdrawal
2025 vs. 2017

~70%

Share of sites located in areas with very high hydric stress² that have zero industrial discharge



Pont-à-Mousson site
30% of water consumption saved

thanks to significant investments in improving water recirculation, optimizing water management and on-site equipment

2030¹ OBJECTIVES

-50%
water withdrawal

ZERO
water discharge
(on sites in areas
with very high hydric stress)



Objectives & action plans
that are part of continuous
improvement of plants

45 GENERAL SHAREHOLDERS' MEETING OF JUNE 4, 2026

1. In absolute values vs. 2017
2. According to WRI methodology

THE ENTIRE VALUE CHAIN IS MOBILIZED TO INCREASE CIRCULARITY



2025 RESULTS

-27%

Non-recovered waste
2025 vs. 2017

16%

Alternative materials rate¹

2030 OBJECTIVE

-80%

Non-recovered waste²



New Finnish slag processing plant to replace up to 70% of cement in Enaé mortars

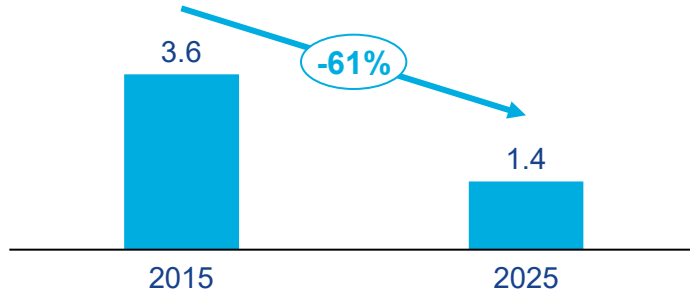


Opening of first plaster-to-plaster recycling plant in Austria

HEALTH & SAFETY AT WORK ARE A TOP PRIORITY



DECLINE IN ACCIDENT FREQUENCY SINCE 2015¹



CONTINUOUS VIGILANCE AGAINST ACCIDENTS & THEIR CONSEQUENCES

- A systematic monitoring of high-consequence injuries
- A new online safety training course that is complementary and mandatory for all employees



Saint-Gobain Brazil

Contractor safety management program including training, field inspections, monitoring

Pilot project in Poland

AI-based safety monitoring tool to detect safety breaches and automatically generate alerts



47 GENERAL SHAREHOLDERS' MEETING OF JUNE 4, 2026

1. TRAR: total recordable accident rate with and without lost time for 1 million hours worked by the Group's employees, temporary workers and permanent subcontractors

SAINT-GOBAIN CONTINUES TO STRIVE FOR A MORE INCLUSIVE WORLD



>1,000 apprentices trained at Sustainable construction schools since 2022

Sponsoring access to decent and sustainable housing

Supporting solidarity projects & job placement to benefit local communities

LES ÉCOLES
DE LA
CONSTRUCTION
DURABLE
PAR SAINT-GOBAIN



Nearly **500** projects in **44** countries supported by the Saint-Gobain Foundation since its creation in 2008

SAINT-GOBAIN SHARES ITS VALUES WITH ITS STAKEHOLDERS



CREATING A HEALTHY, SAFE AND ENGAGING WORK ENVIRONMENT

General principles of Conduct and Action (our code of ethics)

Duty of vigilance

With our **employees**

With our **direct suppliers** (supplier engagement, Responsible Purchasing)

Human rights policy



Fully committed teams

2025 figures

97.5% of new managers with **code of ethics training** from their first year at the Group

99.7% of managers **trained in anti-corruption practices**



MAKING THE WORLD A BETTER HOME

SAINT-GOBAIN IS WIDELY RECOGNIZED AS A LEADER IN CORPORATE SOCIAL RESPONSIBILITY



ESG RATING AGENCIES



A list
in Climate Change
Top 4% of companies ranked



A



B-
1st decile of industry



Low ESG Risk
Top 8% of industry

INDEXES & THIRD-PARTY RECOGNITION



Saint-Gobain has received this global certification for the **11th year** in a row

Certification held by only **17** companies worldwide

STOXX®
Europe 600 ESG-X



FTSE4Good

CAC 40 ESG®



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

2030 and 2050 ambitions validated by SBTi in line with the Paris Agreement

AN INTEGRATED VISION OF PERFORMANCE



04

**LEAD INDEPENDENT
DIRECTOR'S
ACTIVITY REPORT**

ACTIVITIES DURING FISCAL YEAR 2025



- **Holding regular discussions with the Chairman and Chief Executive Officer**, who keep him informed of the business and significant company matters
- Discussing with the Chairman and Chief Executive Officer his **succession plan**, on an interim basis, in the event of incapacity as well as the existence of a talent pool capable, in due course, of succeeding him
- **Chairing Board discussions without the presence of the Chairman and Chief Executive Officer** on remuneration or performance evaluation matters
- **Being in regular contact with the Directors** on governance matters and the Board's work program; **reviewing draft agendas for the meetings** of the Board of Directors and the Committees
- Identifying and managing (as the case may be) **conflicts of interests** (none); examining, with the Nomination and Remuneration Committee, **the independence of Directors**
- Conducting **the assessment of the functioning of the Board**, performed by a specialized consulting firm in October and November 2025
- **Proposing at the end of each Board meeting and leading if the Directors so requested, a post Board discussion in the presence of the Chairman and Chief Executive Officer, as applicable**, to discuss the governance of the meeting; **chairing Board discussions without the presence of the Chairman and Chief Executive Officer** during an executive session held in September 2025
- **Meeting with shareholders** to discuss Saint-Gobain's governance (governance roadshows)
- Presenting a report on **his activities** as Lead Independent Director for the period for the past financial year

EVALUATION OF THE BOARD



MAIN CONCLUSIONS

- **Board Governance and trajectory:** unanimous satisfaction expressed by the Directors regarding the Board's governance and chairmanship - Chairman and Chief Executive Officer's willingness to listen, quality of the conduct of Board discussions, transparency of the Executive Management
- **Role of the Lead Independent Director:** acknowledgment of the role of the Lead Independent Director and Vice Chairman of the Board and the quality of the independent Directors
- **Operation of the Board and the Committees:** open-minded functioning, quality of discussions. Transparent, collaborative, and smooth functioning of the Committees
- **Strategic alignment and risk management:**
 - strategic decisions are taken collectively and acquisitions and disposals are systematically prepared by the Board
 - strong involvement of the Board in the preparation of the Capital Markets Day
 - robust mapping of key risks and monitoring of key risks
- **Composition:** recent renewal of the Board was satisfactory. All the new Directors were quickly integrated and involved in the Board's work and the company's culture, the Board's composition being considered balanced and appropriate
- **Culture:** respect, openness and high standards, encouraging direct, open and constructive discussions and a stronger collective dynamic. Onboarding programs help new Directors settle in
- **Structure and processes of the Board and its Committees:** clear and relevant agendas, quality documentation, effective time management, structured exchanges. Solid Committees' operation level and continuous improvement

05

**REPORT FROM
THE CHAIRMAN
OF THE NOMINATION
AND REMUNERATION
COMMITTEE**

BOARD OF DIRECTORS: KEY FIGURES



The Board comprises 14 members



91%
independent
Directors¹



100%
attendance rate



1
Lead Independent
Director and Vice
Chairman of the Board



7 meetings in 2025



Average seniority
4 years



50%
women²



45%
foreign Directors¹



1
Director representing
employee
shareholders



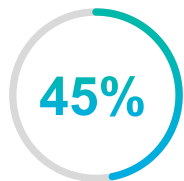
2
Directors
representing
employee



Compagnie de Saint-Gobain
refers to the AFEP-MEDEF
Corporate Governance Code

- 1) Excluding Directors representing employees and the Director representing employee shareholders. All Directors except Benoit Bazin are independent.
- 2) Percentage calculated in accordance with the provisions on the balanced representation of women and men set forth in Directive (EU) 2022/2381 ("Women on Boards"), i.e., by including the Director representing employee shareholders in the group of Directors appointed by the General Shareholders' Meeting.

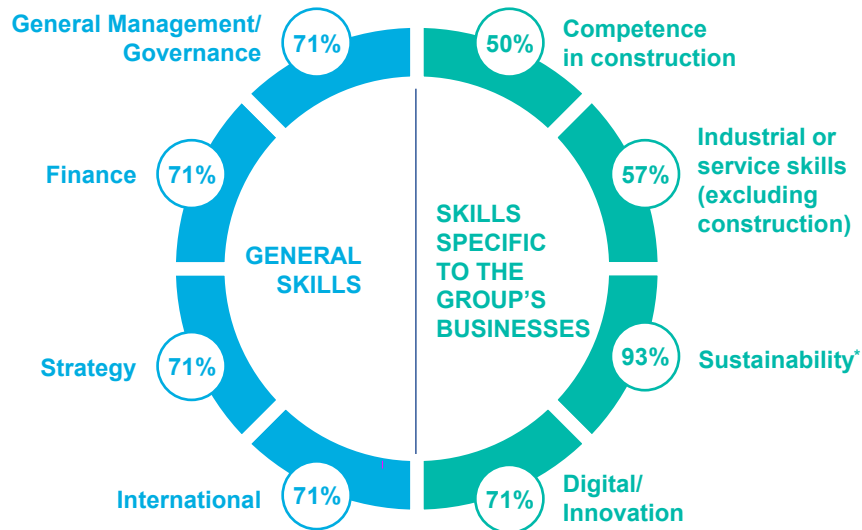
DIRECTORS' SKILLS AND EXPERIENCE



Non-French Directors
(excluding employee Directors)



A majority of Directors has or has had a very strong international exposure: leading groups with a significant proportion of their activities, or exercising significant duties, outside France



Details on pages 224 to 237 of the 2025 Universal Registration Document

*Directors whose career path shows a significant contribution in the areas of sustainable development, climate change or social issues are considered to possess this skill set.



BOARD'S COMMITTEES



AUDIT & RISK COMMITTEE



Thierry Delaporte, Chairman

- 100 % attendance
- 4 meetings
- 100 % independent Directors*

Members:

- Geoffroy Roux de Bézieux
- Hans Sohlström
- Hélène de Tissot

CSR COMMITTEE



Sophie Brochu, Chairwoman

- 90 % attendance
- 4 meetings
- 100 % independent Directors*
- 1 employee Director

Members:

- Maya Hari
- Jana Revedin
- Philippe Thibaudet

NOMINATION & REMUNERATIONS COMMITTEE



Jean-François Cirelli, Chairman

- 100 % attendance
- 3 meetings
- 100 % independent Directors*
- 1 employee Director

Members:

- Lydie Cortès
- Dominique Leroy
- Antoine de Saint-Affrique

* Excluding employee Directors

RENEWAL OF THE TERM OF OFFICE OF THIERRY DELAPORTE AS A DIRECTOR



- 58 years old**
- Nationality: French**
- CEO of Sodexo**

Will be reappointed as Chairman of the Audit and Risk Committee following this meeting if the meeting decides to renew his term of office as a Director

- Thierry Delaporte has been Chief Executive Officer of Sodexo since November 2025 and Chief Executive Officer of Sodexo's North American operations since January 1st, 2026. He brings to the Board his extensive expertise and his proven experience as an executive officer within international groups.
- He also brings his financial expertise to the Audit and Risk Committee, which he chairs. Indeed, after beginning his career at Arthur Andersen, Thierry Delaporte held several positions as Chief Financial Officer within the Capgemini Group (Europe, Asia-Pacific, and North America), before assuming executive leadership roles, in particular as Deputy Chief Executive Officer of Capgemini and then Chief Executive Officer of Wipro Limited until April 2024, a career path that has given him recognized expertise in financial, accounting, internal control, and risk management issues. Committed to social impact initiatives, Thierry Delaporte is the co-founder of Life Project 4 Youth (LP4Y), an organization dedicated to youth inclusion.
- He also served as a Director of Edenred until November 2025.
- He brings to the Board solid experience in executive management, governance, finance, and strategy, as well as international, industrial, and services expertise (excluding construction), supplemented by skills in sustainability, digital technology, and innovation.

THE REMUNERATION OF BENOIT BAZIN: GENERAL PRINCIPLES



THE REMUNERATION:

- Is **decided by the Board** on the proposal of the Nomination and Remuneration Committee
- Reflects the Group's **strategy** and aims at **aligning the remuneration** of executive corporate officers with the **Group's performance** and the **long-term interests of its shareholders**

THE BOARD, WITH THE NOMINATION AND REMUNERATION COMMITTEE:

- Ensures that the executive corporate officers' remuneration complies with the recommendations of the **AFEP-MEDEF Corporate Governance Code** and meets **transparency and performance measurement** requirements
- Ensures the evolution of remuneration in accordance with **the Group's performance and takes into account the recommendations of the AFEP-MEDEF Corporate Governance Code**
- Takes into account **benchmarks** from CAC 40 companies and a sample of CAC 40 industrial companies*

CSR COMMITMENTS OF THE GROUP:

- Are included in the **variable remuneration objectives**
- Are part of the criteria applying to the **long-term remuneration** since 2017

*See the composition of the sample of CAC 40 industrial companies on page 256 of the 2025 Universal Registration Document

EX POST SAY ON PAY: SUMMARY



2025

Chairman and Chief
Executive Officer

Fixed remuneration	€1,300,000
Annual variable remuneration	€2,013,642
Total remuneration (in cash)	€3,313,642
Long term remuneration (IFRS valuation)	€3,650,189
Total	€6,963,831
Benefits in kind (company car)	€5,129

EX POST SAY ON PAY: VARIABLE REMUNERATION



2025

Quantifiable financial objectives (60%) measure the Group's operational and financial performance	Free Cash Flow (15%)
	ROCE (15%)
	Group operating income (15%)
	Current net income per share (15%)
Quantifiable CSR objectives (15%)	CO ₂ emissions (5%)
	Safety (5%)
	Diversity and teams (5%)
Qualitative objectives (25%) reflect the Group's strategic orientations	Managing stakeholders, enhancing external visibility of the Group's strategy and image, strengthening the Group's influence (6.25%)
	Continuing to optimize the Group's scope, focusing on the completion and integration of acquisitions (6.25%)
	Completing the roll-out of the "Grow & Impact 2021-2025" strategic plan and preparing the next plan (6.25%)
	Governance: Board operations and integration of newly appointed Directors (6.25%)

CAP:

170% of the fixed remuneration of the Chairman and Chief Executive Officer



OVERALL ACHIEVEMENT RATE: 96%

VARIABLE REMUNERATION AMOUNT :155% of the fixed remuneration of the Chairman and Chief Executive Officer*

The variable remuneration encourages the achievement of the Group's annual financial and non-financial objectives.

*For more details, see pages 258 *et seq.* of the 2025 Universal Registration Document.

EX POST SAY ON PAY: LONG TERM REMUNERATION



2025

Performance condition	Saint-Gobain Group ROCE: 60%
	Performance of the stock market price versus the CAC 40 stock market index: 20%
	CSR: 20 % <ul style="list-style-type: none"> - Rate of reduction of CO₂ emissions: 10% - TRAR (security index): 5% - Senior executives diversity index: 5%
Number (November 27, 2025 grant)	75,000 shares
Vesting date	November 26, 2029
IFRS valuation (in euros)*	3,650,189
Vesting period	4 years
Prohibition to hedge the risk	Yes
Share retention rules	3 years of gross fixed remuneration

Long-term remuneration encourages financial and non-financial value creation over the long-term

*IFRS valuation on the grant date which is November 27, 2025

SAY ON PAY EX ANTE: STRUCTURE



2026

Fixed remuneration		<p>€1,300,000 (unchanged)</p> <p>Fixed remuneration below the median fixed remuneration of Chairmen and Chief Executive Officers of CAC 40 industrial companies* and slightly higher than the median fixed remuneration of Chairmen and Chief Executive Officers of CAC 40 companies</p>
Annual variable remuneration	Cap	<p>170% of his fixed remuneration (unchanged)</p> <p>Cap lower than the median maximum variable remuneration of Chairmen and Chief Executive Officers for both CAC 40 companies and CAC 40 industrial companies*</p>
	Allocation	75% quantifiable / 25% qualitative
Long term remuneration	Cap	75,000 shares
	Prorata	Required if the Board decides to maintain the benefits of the plans in the event of termination of the term of office (unchanged)

*Finding made by the Nomination and Remuneration Committee in February 2026

EX ANTE SAY ON PAY: VARIABLE REMUNERATION



2026

Quantifiable objectives (75%)	Financial quantifiable objectives (60%)⁽¹⁾ measure the Group's operational and financial performance (unchanged compared to 2025)	Free cash flow (15%)
		EBITDA (15%)
		Group current net income per share (15%)
		ROCE (15 %)
Quantifiable objectives (75%)	CSR quantifiable objectives (15%) measure the Group's extra-financial performance (unchanged compared to 2025)	CO₂ emissions objective (5%) CO ₂ emissions (in scopes 1 and 2) at current scope (i.e., at actual production): between 8.7Mt (maximum) and 9Mt (minimum), linear between these two limits ⁽²⁾
		Safety objective (5%) TRAR (2,5%): between 1.5 (maximum) and 1.8 (minimum), linear between these two limits HCI (High Consequences Injuries) (2,5%): between 32 to 38, linear between these two limits
		Diversity and teams objective (5%) diversity index between 90% (maximum) and 85% (minimum) linear between these two limits
		Deployment of the "Lead & Grow" strategic plan
Qualitative objectives (25%) reflect the Group's strategic orientations		Continuing to optimize the Group's scope
		Governance
		Stakeholder management

- 1) With the ability for the Board of Directors, after consulting the Nomination and Remuneration Committee, to apply an "outperformance" mechanism that would make it possible to partially compensate for the non-achievement of objectives on certain criteria by an exceptional outperformance on others.
- 2) The Board of Directors will measure the consequences of exceptional events justifying an adjustment of the objectives of this performance condition, particularly in the event of a change in the Group's scope of consolidation or a change in accounting method, in order to stop, as far as possible, the consequences of these events on the objectives set at the date of allocation; it being specified that this does not prejudice the analysis that the Board could have on a possible adjustment.

EX ANTE SAY ON PAY: OTHER COMPONENTS



2026

Deferred variable remuneration	✗
Multi-year variable remuneration	✗
Exceptional remuneration	✗
Remuneration in respect of the Director's term of office	✗
Termination remuneration (subject to conditions)	✓ ⁽¹⁾
Non-compete remuneration (optional)	✓ ^{(1) & (2)}
Supplementary pension plan (annual rights acquisition subject to conditions)	<p>✓</p> <p>Following the freezing of the supplementary pension set up in 2012, a new supplementary pension plan has been set up. This plan is gradually replacing the 2012 plan and does not allow the receipt of a benefit greater than that which could have resulted from the 2012 plan.</p>

1) The total amount of the termination remuneration and the non-compete remuneration may not exceed a cap set at twice the total gross annual remuneration

2) Cap set at one year of total gross annual remuneration

REMUNERATION POLICY OF THE DIRECTORS



2026

Unchanged total annual remuneration

€1.6M

Allocation rules

	Annual fixed remuneration	Variable remuneration (per meeting, if effective presence)
Director	€37,500	€5,250
President of the Audit and Risk Committee	€12,000	€5,000
President of the CNR and President of the CSRC	€8,000	€5,000
Member of the Audit and Risk Committee	€5,000	€5,000
Member of the CNR and Member of the CSRC	€5,000	€3,500

- No remuneration as Director for the Chairman and Chief Executive Officer
- The Lead Independent Director and Vice-Chairman of the Board receives fixed remuneration of €80,000 per year
- Additional sum per trip to attend a meeting (Board/Committee):
 - €2,500 for a Director residing in Europe (excluding France)
 - €5,500 for a Director residing outside Europe
- Half-yearly payments in arrears: no distribution of any potential available balance (thereby explaining the increase in the fixed and variable portions between 2025 and 2026)

06

STATUTORY AND SUSTAINABILITY AUDITORS' REPORTS

STATUTORY AND SUSTAINABILITY AUDITOR'S REPORTS



4 REPORTS ISSUED FOR FISCAL YEAR 2025 ON:

Sustainability information

- Report on the certification of sustainability information and verification of the disclosure requirements under article 8 of regulation (EU) 2020/852 of Compagnie de Saint-Gobain

For the General shareholders' meeting

- Report on the consolidated financial statements
- Report on the annual financial statements
- Report on the related-party transactions

REPORT ON THE CERTIFICATION OF SUSTAINABILITY INFORMATION



Page 215 of the Universal Registration Document

OBJECTIVES

- Compliance of the “Double Materiality” analysis with the ESRS
- Compliance with ESRS of the sustainability information included in the management report
- Compliance with the reporting requirements relating to the taxonomy

OBSERVATIONS

- No observation
- No observation
- No observation

ELEMENT THAT RECEIVED PARTICULAR ATTENTION

- Update of the « Double Materiality » assessment
- Greenhouse Gas Emissions Inventory
- Climate Change Mitigation Transition Plan
- No specific matters required particular attention

CONCLUSION

Absence of material errors, omissions or inconsistencies

REPORTS ON THE CONSOLIDATED AND ANNUAL FINANCIAL STATEMENTS



REPORTS

- **Report on the consolidated financial statements (resolution #2)**
Page 409 of the Universal Registration Document

- **Report on the annual financial statements (resolution #1)**
Page 438 of the Universal Registration Document

KEY AUDIT MATTERS & OBSERVATIONS

- **Measurement of goodwill, intangible assets and property plant & equipment**
- **Measurement of the provision related to asbestos litigations in the United States**

No observation

- **Measurement of investments in subsidiaries and affiliates and related loans and advances**

Observation relating to the impacts of the change in the method regarding the first adoption of ANC Regulation No. 2022-06

CONCLUSION

Unqualified opinion on the 2025 consolidated and annual financial statements

OTHER REPORTS



REPORTS

- **Report on the related-party transactions (resolution #4)**

Page 285 of the Universal Registration Document

COMMENTS

- **Agreements authorized and/or concluded during the year or since the year-end, to be submitted for the approval of the annual general meeting**

Agreements between Compagnie de Saint-Gobain and Mrs. Jana Revedin under a partnership for the organization and production of the 2026, 2027, 2028 and 2029 editions of the “Global Award for Sustainable Architecture”

- **Agreements previously approved that remained in force during the year**

Agreements between Compagnie de Saint-Gobain and Mrs. Jana Revedin under a partnership relating to the organization and production of the “Global Award for Sustainable Architecture” regarding the 2025 edition



NEXT GENERAL SHAREHOLDERS' MEETING

JUNE 3, 2027

