

FINANCIAL YEAR

2022

  
SAINT-GOBAIN





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# OUR AMBITION, TO INVENT THE BUILDING MATERIALS OF THE FUTURE

Saint-Gobain,  
**the world leader in the habitat  
and construction markets,**  
designs, manufactures  
and distributes building materials,  
providing innovative solutions  
to meet **growing demand**  
for **energy efficiency** and  
for **environmental protection.**

# MESSAGE FROM THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER



Saint-Gobain is a solid organization that will reap the full benefits of the return to growth. ”

Saint-Gobain has emerged stronger from the exceptional challenges of the great recession, as our excellent 2010 results attest. In a still-recovering global economic environment, we deployed all of our priority initiatives with determination and exceeded all of our objectives. Our sales volumes began to climb again during the year and we successfully leveraged our price-focused strategy.

Last year, I announced Saint-Gobain's goal to be the benchmark in sustainable habitat solutions. We have started to implement this strategy of sustainable growth and market leadership. Our strategic positioning presents us with development opportunities, both in fast-growing markets—where we will pick up the pace of profitable expansion—and in more mature markets, where demand is led by the need to comply with energy-performance standards.

As a result, we are able to set our sights on ambitious objectives for the next five years. We are aiming for consolidated organic growth of 6% per year on average by 2015. Thanks to increased spending on innovation and on research and development, new products should account for as much as 25% of consolidated net sales in 2015. In addition, we will strengthen our positioning in high value-added solutions for the habitat and construction market, with the goal of increasing their contribution to 60% of total sales in 2015 (compared with 51% at present).

In 2011, we intend to pursue our expansion. Continuing to place a priority on prices, while constantly keeping costs in check and maintaining sound financial discipline, we will once again be pursuing a dynamic capital expenditure and acquisitions strategy.

Saint-Gobain is a solid organization that will reap the full benefits of the return to growth as we move forward. We demonstrated remarkable adaptability during the crisis and now boast a balance sheet that enables us to re-focus on a determined development strategy and seize available growth opportunities.

All of this has been made possible by the extraordinary efforts of our teams, to whom I would like to express my deepest appreciation.

**Pierre-André de Chalendar**  
Chairman and Chief Executive Officer





# SAINT-GOBAIN TODAY

## INNOVATIVE MATERIALS



### FLAT GLASS

- **No. 1** IN EUROPE
- **No. 2** WORLDWIDE
- Operations in **40** countries
- Over **33,500** employees

The Flat Glass Division manufactures, processes and sells glass products for three main markets: the building, transportation and solar industries.

### HIGH-PERFORMANCE MATERIALS

- **No. 1** WORLDWIDE
- Operations in **41** countries
- Nearly **27,600** employees

The High-Performance Materials Division deploys an innovative technology portfolio comprising three main types of materials: mineral ceramics, polymers and glass fabrics.

# 23%

OF CONSOLIDATED NET SALES

## CONSTRUCTION PRODUCTS



- **No. 1** WORLDWIDE  
in ductile cast iron pipe
- **No. 1** WORLDWIDE  
in plasterboard and plaster
- **No. 1** WORLDWIDE  
in insulation
- **No. 1** IN EUROPE  
for wall facings
- **No. 1** WORLDWIDE  
for tile adhesives
- **No. 1** IN THE UNITED STATES  
in siding
- MANUFACTURING OPERATIONS  
in **55** countries
- Nearly **46,000** employees

The Construction Products Sector offers interior and exterior solutions for all types of buildings, including acoustic and thermal insulation, wall facings, roofing and piping.

# 25%

OF CONSOLIDATED NET SALES

## BUILDING DISTRIBUTION



- **No. 1** IN EUROPE  
building materials distribution network
- **No. 1** IN EUROPE  
in plumbing, heating  
and sanitaryware products
- **No. 1** WORLDWIDE  
in tile distribution
- OPERATIONS in **26** countries
- **66,000** employees

The Building Distribution Sector serves the newbuild, renovation and sustainable building markets.

# 43%

OF CONSOLIDATED NET SALES

## PACKAGING VERALLIA



- **No. 2** WORLDWIDE  
bottles and jars
- OPERATIONS in **13** countries
- Nearly **15,000** employees

Verallia manufactures glass containers for the food industry.

# 9%

OF CONSOLIDATED NET SALES

In a global economy still recovering from unprecedented recession, Saint-Gobain returned to growth in 2010, reporting an increase in unit sales and sharply higher earnings for the year.

(in € millions)	2010	2009
<b>NET SALES</b>	<b>40,119</b>	<b>37,786</b>
Operating income	3,117	2,216
Net income	1,213	241
Recurring net income <sup>(1)</sup>	1,335	617
Recurring earnings per share (in €) <sup>(1) (2)</sup>	2.51	1.20
Net income attributable to equity holders of the parent	1,129	202
Earnings per share (in €) <sup>(2)</sup>	2.13	0.39
Total investments <sup>(3)</sup>	1,580	1,453
Equity (including minority interests)	18,232	16,214
Net debt	7,168	8,554
Non-current assets	28,933	28,149
Working capital	3,188	2,952

(1) Excluding disposal gains and losses, asset impairment charges and material non-recurring provision charges.

(2) Earnings per share are calculated based on the number of shares outstanding at December 31.

(3) Capital expenditure and financial investments, excluding share buybacks.

## BY SECTOR

2010 NET SALES



2010 OPERATING INCOME



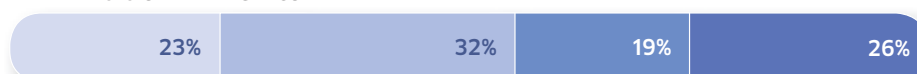
■ Innovative Materials
 ■ Construction Products
 ■ Building Distribution
 ■ Packaging Verallia

## BY GEOGRAPHIC AREA

2010 NET SALES



2010 OPERATING INCOME

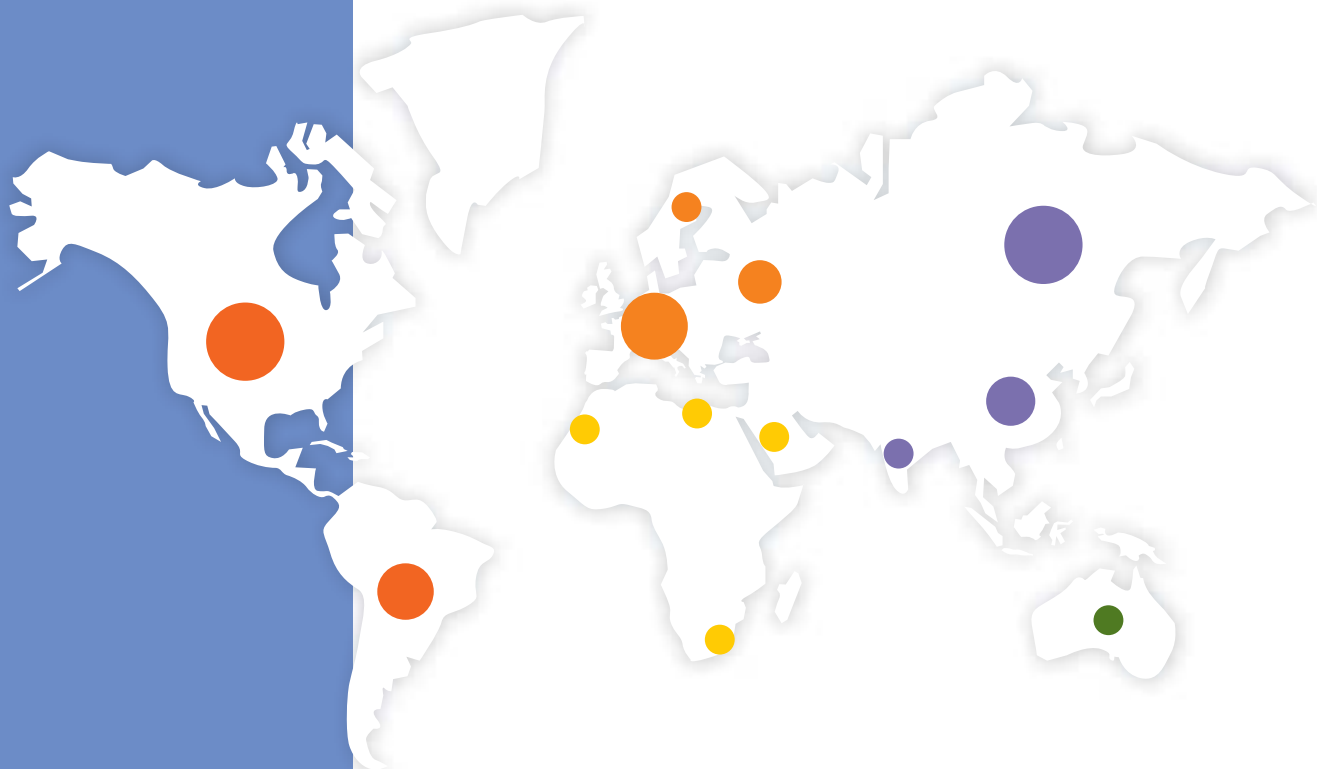


■ France
 ■ Other Western European countries
 ■ North America
 ■ Emerging markets and Asia



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[www.saint-gobain.com](http://www.saint-gobain.com)





OPERATIONS IN

64  
COUNTRIES

Net sales of

**€40,119**  
million

Nearly

**190,000**  
EMPLOYEES

ALGERIA  
ARGENTINA  
AUSTRALIA  
AUSTRIA  
BELGIUM  
BHUTAN  
BRAZIL  
BULGARIA  
CANADA  
CHILE  
CHINA  
COLOMBIA  
CZECH REPUBLIC  
DENMARK  
EGYPT  
ESTONIA  
FINLAND  
FRANCE  
GERMANY  
GREECE  
HUNGARY  
INDIA

INDONESIA  
IRELAND  
ITALY  
JAPAN  
JORDAN  
KUWAIT  
LATVIA  
LEBANON  
LITHUANIA  
LUXEMBOURG  
MALAYSIA  
MEXICO  
MOROCCO  
NETHERLANDS  
NEW ZEALAND  
NORWAY  
PERU  
POLAND  
PORTUGAL  
QATAR  
ROMANIA  
RUSSIA

SAUDI ARABIA  
SERBIA  
SINGAPORE  
SLOVAKIA  
SLOVENIA  
SOUTH AFRICA  
SOUTH KOREA  
SPAIN  
SWEDEN  
SWITZERLAND  
SYRIA  
THAILAND  
TURKEY  
UKRAINE  
UNITED ARAB EMIRATES  
UNITED KINGDOM  
UNITED STATES  
VENEZUELA  
VIETNAM  
ZIMBABWE

## OBJECTIVES

In 2010, November, Pierre-André de Chalendar presented the Group's objectives for 2015.

**€55 billion net sales**

**€5.5 billion Operating income** (10% of net sales)

**€3 billion Recurring net income**

**25% ROI** (Return on investment)

**14-15% ROCE** (Return on capital employed)

# THE BENCHMARK IN SUSTAINABLE HABITAT SOLUTIONS



**Saint-Gobain, the world leader in the habitat and construction markets, designs, manufactures and distributes building materials, providing innovative solutions to the challenges of growth, energy efficiency and environmental protection.**

Saint-Gobain aims to become the benchmark in the sustainable habitat market. This means developing construction and renovation solutions for professional customers to ensure that buildings are energy efficient, comfortable, healthy and esthetically superior, while at the same time protecting natural resources.

We are deploying this strategy across all markets, taking into account their specific characteristics:

- **in mature markets**, the looming shortage of fossil fuels and the pressing need to cut CO<sub>2</sub> emissions has prompted countries to pass new regulations in favor of more energy-efficient buildings. This is encouraging the introduction of innovative construction techniques for new buildings along with new insulation standards for renovation projects;

- **in emerging markets**, business is driven by rapidly accelerating urban development and exponential growth in demand for housing and offices.

These trends represent valuable opportunities for Saint-Gobain, which should benefit significantly from the environmentally led growth in the construction market. We offer easy-to-use solutions aligned with local needs and practices in every segment of the construction market, from homes to offices, and from new construction to renovation projects.



# UNIQUE POSITIONING

Saint-Gobain is uniquely positioned to meet the needs of attractive, fast-growing markets, thanks to its:

- **worldwide or European leadership in all of its businesses**, with local solutions tailored to the needs of each market;
- **solutions combining products and services adapted to customers' needs**;
- **outstanding potential for innovation**, supported by industrial expertise and broad-ranging skills in materials;
- **unrivalled portfolio of energy efficiency products and solutions**.

We are deploying our strategy through three Sectors—the Innovative Materials Sector, the Construction Products Sector and the Building Distribution Sector—each with its own growth drivers contributing harmoniously to our expansion.



## INNOVATIVE MATERIALS

### THE INNOVATIVE MATERIALS SECTOR

comprising the Flat Glass and High-Performance Materials Divisions, is spearheading our advance in cutting edge technologies. With its unique portfolio of materials and processes for the habitat, construction and industrial markets, the Sector embodies our innovation-oriented culture and accounts for almost two-thirds of our total research and development commitment.

## CONSTRUCTION PRODUCTS

### THE CONSTRUCTION PRODUCTS SECTOR

offers acoustic and thermal insulation products, wall facings, roofing products, piping and other interior and exterior building solutions that deliver a wide range of benefits, including energy savings. Its diversified business base provides an unmatched referral network, a global industrial footprint and a portfolio of high-profile brands like Isover, PAM, Weber, Rigips®, Gyproc® and CertainTeed.

## BUILDING DISTRIBUTION

### THE BUILDING DISTRIBUTION SECTOR

which is sharply focused on services for building professionals, individuals with large DIY projects and large companies, has a detailed knowledge of the construction market and how it is changing. It plays a key role in helping contractors embrace new building renovation techniques.

## PACKAGING VERALLIA

### THE PACKAGING SECTOR (VERALLIA)

The world's No. 2 manufacturer of glass containers makes bottles for wines and spirits and jars for food products. The Sector also supplies glass containers for beer, fruit juices, soft drinks, mineral water and oil. Verallia, which is not directly involved in the Group's sustainable home strategy, will be gradually divested.

# BUILDING

## THE HOMES OF THE FUTURE

**Saint-Gobain will play a leading role in the revolution that is about to take place in the habitat and construction sector, by developing solutions that make buildings more energy efficient and that help to protect the planet. That's why we are continuing to invest heavily in research and development.**

Most of our solutions, including glass products, glass wool insulation, plasterboard, exterior wall and floor coating mortars, already help to make buildings more energy efficient and will further contribute to their performance in the future.

The home of the future will be a comfortable, healthy haven that will fulfill the basic human desire to be protected from the elements of the outside world. To make this vision reality, we offer decorative solutions, such as paintable woven glass fabrics, as well as products to improve air quality, lighting management systems, and sound absorbing ceiling and plasterboard panels.

Finally, the home of the future will be built in partnership with the main construction industry players, led by a new generation of contractors trained in energy-efficient construction techniques. We are committed to helping customers and partners embrace these green principles by leveraging the power of our distribution networks. In line with this commitment, we stepped up our broad-based program to train builders in emerging energy-saving techniques and solutions in 2010.

Already active in renewable energy development, we are focusing on solar power solutions with a presence across the value chain and the technology base, including photovoltaic panels and solar heating systems. We intend to create a fully-fledged solar business generating net sales of €2 billion within five years, building on the €300 million generated in 2010.

### ENERGETIC EFFICIENCY

### ESTHETICS AND ENVIRONMENTAL RESPONSIBILITY

**Saint-Gobain is committed to making buildings more energy efficient and to improving interior comfort and quality of life. Several projects illustrate this commitment:**



### ENERGY-INDEPENDENT HOUSE

In Canada, CertainTeed supplied recycled materials for the Whistler Vision Net Zero House, designed to be self-sufficient for all energy needs.

### "ZERO CARBON" HOUSE

#### Malaysia

Saint-Gobain Gyproc Malaysia participated in the construction of the Idea House, southern Asia's first "zero-carbon home".



### THE "MULTI-COMFORT" HOUSE

The Isover brand has helped to build zero net energy homes in France and Austria aligned with the "Multi-Comfort" House (Passive House) concept.





## TRAINING

In 2010, Saint-Gobain opened new training centers for construction industry professionals in the following countries:

- **BRAZIL:** 10 new centers providing training on Brasilit, Isover, Weber, Placo® and PAM products.
- **GREECE:** new training center for Rigips and Weber products.
- **ITALY:** multi-functional center housing a training area for professionals and specifiers.
- **IRELAND:** Saint-Gobain Technical Academy Ireland, offering training in Isover, Weber, PAM and Ecophon solutions.
- **CHINA:** new branch of Université Cana, the dedicated Pipes Division university.
- **NORTH AMERICA:** organization by CertainTeed of the Build-It Tour™, a product installation training program for distributors and contractors.
- **POLAND AND SPAIN:** two new Saint-Gobain Abrasives centers of excellence.
- **DENMARK:** opening by Brødrene Dahl of the first Klimacenter, providing training on benchmark energy-saving solutions.

# SOLAR POWER



SOLAR POWER  
*a promising market  
for Saint-Gobain*



**Saint-Gobain Solar** brings together all of Saint-Gobain's solar applications. With operations spanning the value chain, Saint-Gobain Solar is deploying its strategy in three independent areas:

- **the manufacture** and sale of special glass, high-performance plastics and other high-technology components for photovoltaic modules and of flat and curved mirrors for solar power plants;
- **the production** of thin-film photovoltaic modules using copper-indium-gallium-selenium (CIGS) technology, marketed to distributors and contractors;
- **the development and marketing** of photovoltaic solutions for residential, commercial, industrial and agricultural buildings.



## GROWTH IN MATURE MARKETS



### FRANCE

Inauguration of **Saint-Gobain Glass Solutions' new site in Crissey**, France, one of the largest sites in the country for producing advanced insulation glazing for the building market.



### JAPAN

#### **A stronger presence in insulation**

After acquiring a 43.7% interest in Japanese insulation company MAG from Taiheiyo Cement Corporation, we now hold 87.3% of MAG-Isover, Japan's leading glass wool manufacturer, giving us a greatly enhanced presence in insulation.



### UNITED STATES

In the United States, Saint-Gobain and SAGE undertook construction of the world's first large-scale **electrochromic glass plant**, to be located in Faribault, Minnesota.

## A WORLDWIDE PRESENCE LOCAL RESPONSES

By proposing solutions for markets at all stages of development, we capture opportunities wherever they exist, in growing segments of both mature and emerging markets.

### High value-added habitat and construction solutions

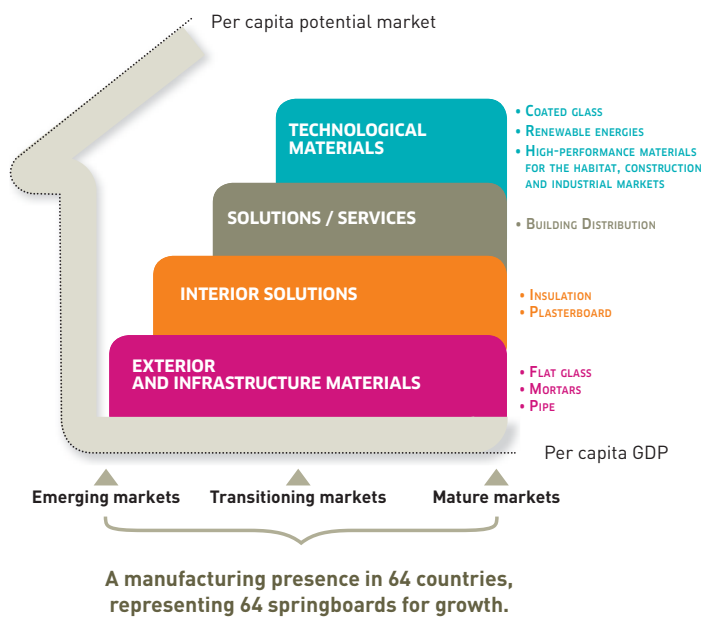
**Our offering for mature markets includes technical solutions and solutions to make buildings more energy efficient.**

These markets are driven by energy performance requirements, particularly in Western Europe, where new regulations are coming into play. These requirements will significantly increase the use of large window surfaces, for example, in new buildings and encourage the installation of ever more efficient insulation.

We intend to strengthen our positioning in high value-added habitat and construction solutions, with the goal of raising their contribution to consolidated net sales to 60% by 2015 from 51% at present.

Our capital expenditure choices will lead us in this direction. In 2010, we built a new fireproof glass production line in the United Kingdom and started construction of a glass furnace and set up a new glass coater facility in Italy. A large number of facilities were opened or brought on line during the year. In France, these included the glass wool insulation plant in Chemillé inaugurated by the Prime Minister in April and scheduled to double its capacity in 2012, the world's largest glass ceramics furnace in Bagneaux-sur-Loing and a new advanced insulation glazing facility in Crissey. In Spain, a new screen-printed glass production line was brought on stream and, in Germany, a plant was opened to manufacture Avancis photovoltaic modules.

## Solutions for every stage of the development cycle



## Faster expansion in Asia and emerging markets

In emerging markets, our products respond to the pressing need for infrastructure and new buildings. We intend to move up a gear in emerging economies, where the habitat and construction markets offer substantial growth potential due to the rapid pace of urban development and exponentially rising infrastructure needs.

In 2010, we announced the construction of a new Avancis photovoltaic module plant in South Korea in partnership with Hyundai. New floats will be built in various countries, including Russia, through a joint venture with Sisecam, Brazil, Colombia and India. Coaters will be added in Brazil and South Korea, while abrasives will be developed in Brazil, Poland and China. We have also announced new mortar plants for Eastern Europe, Brazil, Turkey and Saudi Arabia and new gypsum plants for China, Russia, Egypt and Algeria.

We intend to speed our growth in Asia and emerging markets, with profitability as our priority focus.

The percentage of consolidated net sales attributable to emerging markets is expected to rise to 26% in 2015 from 19% in 2010. These markets should account for 39% of the total in Innovative Materials and Construction Products in 2015, compared with 31% in 2010.

In the 2011-2015 period, 65% of our growth investments will be made in emerging markets. During that time, 80% of spending will be devoted to solar, high value-added habitat and construction solutions and to expansion in emerging markets.

## EXPANSION IN EMERGING MARKETS



### CHINA

Inauguration of plant in Xuzhou, to manufacture large-diameter pipe for the water supply markets.

### SOUTH AFRICA, BRAZIL AND BULGARIA

#### Three new plant openings in Industrial Mortars

The Industrial Mortars activity expanded considerably in 2010 with the inauguration of three new plants.



Inauguration of the Weber plant in South Africa



Breaking ground for the Weber plant in Bulgaria



### CHINA

A third sintered ceramic ball production line was brought on line in October 2010 at the **Saint-Gobain ZirPro** facility in Handan, **China**, to support development of the local manufacturing base and keep pace with rising worldwide demand for micro-grinding solutions suited to precious ores such as platinum and gold.

# A RESEARCH AND INNOVATION-LED STRATEGY

Making buildings more energy efficient is an integral part of Saint-Gobain's strategy, which focuses on inventing and producing building materials for the home of the future.

Innovation is the operative word here. We devoted €402 million to research and development in 2010. In all, 3,500 people are working on major strategic projects. In 2010, cooperation between the R&D and marketing teams was stepped up in order to anticipate and better respond to market demand and needs. In an original approach, once a specific local need is identified, our R&D teams are mobilized to rapidly design an appropriate product or solution. Our marketing teams are then responsible for its deployment at the international level, requesting adjustments from R&D if necessary.

We deepened our international ties by signing contracts with the National Center for Scientific Research (CNRS) in France; Harvard University, MIT, the University of California Santa Barbara, the Pennsylvania State University and the University of Massachusetts in the United States; the Indian Institute of Technology Madras in India; RWTH Aachen University in Germany; Lomonosov Moscow State University in Russia and the National Institute of Material Science (NIMS) in Japan.

Saint-Gobain is also partnering with a number of start-ups through its NOVA external venturing program.

**361** patents  
filed in 2010



Our R&D and marketing teams work together to effectively meet market needs.

**1** in 5 Saint-Gobain  
products sold today  
was developed in the last five years

**4** cross-functional R&D centers  
in Europe, North America  
and Asia

**3,500**  
persons



**12** research centers  
and around  
100 development  
units worldwide

**8** major strategic projects in:

- Solar solutions
- Lighting
- Intelligent glass
- High-performance insulation systems
- External wall insulation systems
- Energy efficiency
- The application of green chemistry to our materials
- Fuel cells

“

Saint-Gobain's strategic positioning in the habitat and construction markets means we must be irreproachable when it comes to environmental issues and sustainable development. ”

**Pierre-André de Chalendar**  
*Chairman and Chief Executive Officer*

## The benchmark in sustainable habitat solutions

Founded over three centuries ago, Saint-Gobain has developed its business over the years with the deepest respect for people and their environment. These core values are the foundations of our corporate culture.

Today, we are guided by our ambition to become the benchmark in sustainable habitat solutions. This means providing construction and renovation solutions for energy efficient, comfortable, healthy and esthetically superior buildings, while at the same time protecting natural resources. It also means walking the talk in the business, environmental, social and societal aspects of sustainable development.

## The Saint-Gobain Initiatives international corporate foundation

During 2010, over 60 initiatives were proposed by Group employees in 15 host countries. The Foundation aims to prepare young people for jobs in the habitat and construction market or offer them opportunities to help build, renovate or perform energy upgrades of low-cost housing.



## PRINCIPLES OF CONDUCT AND ACTION

Saint-Gobain's response to the challenges of sustainable development is informed by values shared by our entire corporate community. These values are described in the **Group Principles of Conduct and Action**, which all Saint-Gobain members are expected to embrace.

- Professional commitment, respect for others, integrity, loyalty and solidarity are the fundamental values that unite corporate leaders and employees and shape each team member's conduct.
- Respect for the law, the environment, occupational health and safety and employee rights guides the actions of all corporate leaders and employees in the performance of their duties.





## DELIVERING EFFECTIVE SOLUTIONS FOR SUSTAINABLE DEVELOPMENT

In all of our host markets, we offer solutions that contribute to our customers' business development while protecting the environment and enhancing user well being. We address sustainable development by acting in our area of expertise: the habitat and construction market.

### OUR COMMITMENTS

- Provide solutions that make buildings more energy efficient.
- Increase the portion of our net sales generated by energy-saving, environmentally friendly solutions to 38% in 2015, up from 32% currently (excluding Verallia).
- Invest heavily in solar projects, with the goal of generating €2 billion in net sales from solar applications in 2015.

## ACTING IN THE INTEREST OF THE ENVIRONMENT AND ITS EMPLOYEES

Well respected in its businesses, Saint-Gobain actively addresses environmental concerns in the design, development and sale of its solutions. The Group is also attentive to its employees' needs. Our human resources policies are based on a longstanding tradition of respect for employees and social dialog.

### OUR COMMITMENTS

- Continue to reduce our environmental footprint and to deploy cross-functional policies on such issues as water use, forest management, biodiversity, eco-design, and waste management.
- Further enhance safety and the integration of industrial health and hygiene standards across the value chain.
- In the area of human resources, promote openness and diversity, employee dialog and individual career development.

## BEING AN ACTIVE CORPORATE CITIZEN

As a market leader, Saint-Gobain has an obligation to set the example in terms of both internal and external practices and behaviors. Raising employee and stakeholder awareness about sustainable development issues is vital.

### OUR COMMITMENTS

- Conduct business responsibly and in the best interest of the community.
- Contribute to the economic development of the communities neighboring our facilities.
- Take part in local community development initiatives.



Read more about our sustainable development projects in *"Building our Environment Together"* at [www.saint-gobain.com](http://www.saint-gobain.com)



Saint-Gobain joined the **United Nations Global Compact** in 2003 and subsequently signed the declaration of management support for human rights, an initiative organized by the United Nations. In 2009, the Group endorsed the Caring for Climate statement and the CEO Water mandate, two documents that complement the UN Global Compact.

# INNOVATIVE MATERIALS





## FLAT GLASS

**No. 1**  
**IN EUROPE**

**No. 2**  
**WORLDWIDE**

- CONSTRUCTION GLASS
- TRANSPORTATION GLAZING
- SOLAR ENERGY SOLUTIONS

## HIGH-PERFORMANCE MATERIALS

**No. 1**  
**WORLDWIDE**

- ABRASIVES
- CERAMIC MATERIALS
- PERFORMANCE PLASTICS
- TEXTILE SOLUTIONS





# INNOVATIVE MATERIALS

## FLAT GLASS

With operations in **40 countries**, and over **33,500 employees**, the Flat Glass Activity manufactures, processes and sells glass products for three main markets: the building, transportation and solar industries.

Saint-Gobain Flat Glass has a powerful production base with 35 float lines worldwide and 14 coaters in Europe, Africa, Asia and South America. The Group is the world leader in coated glass.

Thanks to our continuous research, we are able to introduce innovative products and systems that meet users' expectations for comfort and safety. We conduct our research with a focus on sustainable development to create high-performance products that deliver optimal thermal insulation and energy efficiency for the building and transportation industries.

The Flat Glass Activity offers a wide range of products for the **building market**, including advanced thermal insulation and advanced soundproofing glass, decorative, safety, fireproof and solar control glass, and intelligent glass sold under the QUANTUM GLASS™ brand.

Backed by our years of experience, we are currently deploying **in the solar energy market**. Saint-Gobain Solar makes glass components for photovoltaic (PV) modules and parabolic mirrors, produces PV modules and installs PV panels on roofs and facades.

The Flat Glass Activity also serves the **transportation market** through its Saint-Gobain Sekurit subsidiary, which supplies major carmakers with windshields – including the new panoramic windshields –, side windows, rear windows and glass sun-roofs that meet consumers' growing demands for safety and for visual, thermal and acoustic comfort, while also helping to reduce vehicle energy consumption. The Activity also serves other segments of the transportation market with glazing products for aircraft, railcars, trucks and armored vehicles.

### ENERGY EFFICIENCY AND ENVIRONMENTAL PROTECTION

#### sgg COOL-LITE® XTREME

In 2010, Saint-Gobain Glass demonstrated its proactive approach to energy savings regulations with two new products. sgg COOL-LITE® XTREME 60/28, the latest generation of solar control coated glass, is designed mainly for the non-residential market. Used in double-glazing, this new high-end glass has a light transmission factor of 60% and a solar transmission factor of 28%, which means that it blocks out 72% of solar heat.



#### sgg MIRALITE® REVOLUTION

It's the first lead-free mirror produced by Saint-Gobain Glass. It took three years of cooperation between Saint-Gobain Glass and its paint suppliers to develop this environmentally friendly product, which contains 600 times less lead than conventional mirror glass: the residual lead content comes to 50 parts per million (ppm) or 0.005%, versus 30,000 ppm or 3% for a conventional mirror.



## SOLAR POWER



## TWO NEW AVANCIS PLANTS

Construction has begun on two high-efficiency photovoltaic panel plants, one in Germany and the other –in partnership with Hyundai Heavy Industries–in South Korea. They will both manufacture photovoltaic modules based on copper-indium-gallium-selenide (CIGS) thin film technology, for rooftop applications and solar parks.



## SAINT-GOBAIN SOLAR

Saint-Gobain Solar Systems has developed SG Solar Eclipse, an anti-glare photovoltaic solution that meets the specific requirements of airport zones. The new solar panel creates 500 times less glare than a conventional module and produces between 3% and 7% more energy, depending on the direction of the roof.

Saint-Gobain Solar has launched a new type of glass with an anti-reflective coating that boosts the photovoltaic panel's capacity to absorb light, and therefore its capacity to produce electricity, increasing efficiency by 2.5%. The first production line for anti-reflective glass is located in Mannheim, Germany.



## EXPANSION

## IN EMERGING MARKETS

On November 3<sup>rd</sup>, 2010, Pierre-André de Chalendar inaugurated the largest float glass plant in Egypt. A first in the region for Saint-Gobain, the new plant marks a further milestone in our strategy of expanding in emerging markets.

## INNOVATION

## Saint-Gobain Sekurit

The windshields and rear windows of **Peugeot's new RCZ** sports coupe are supplied exclusively by Saint-Gobain Sekurit. The windshields are produced at the Horovice plant in the Czech Republic and the rear windows, whose "double bubble" effect is a mark of technical prowess, are manufactured at the Herzogenrath plant in Germany.





# INNOVATIVE MATERIALS

## HIGH-PERFORMANCE MATERIALS

With over 27,600 employees in 41 countries, High-Performance Materials deploys an innovative technology portfolio comprising three main types of materials: ceramics, performance polymers and glass fabrics.

Saint-Gobain High-Performance Materials delivers high value-added solutions for the construction and manufacturing markets. As the world leader in ceramic materials, fluoropolymer- and silicon-based plastics, abrasives and textile solutions, we apply our innovation through our high-performance production facilities.

At the vanguard of the Group's technological advance, High-Performance Materials spent more than 3% of sales on research and development in 2010, creating numerous solutions for the habitat and construction markets. We offer quartz crucibles for smelting silicon slabs, engineered abrasive grains for cutting them and fluoropolymer films for encapsulating photovoltaic panels. We also supply sapphire substrates and gallium nitride for energy efficient light-emitting diodes (LEDs).

The Performance Plastics business has developed architectural membranes made from fluoropolymer-coated glass fabrics, representing a robust and lightweight solution for major architectural projects, combining resistance to ultra-violet rays and dirt with acoustic correction capabilities. In addition, Saint-Gobain makes and sells glass fiber yarns and fabrics for the building market. Flagship solutions include glass fabrics for facade insulation and paintable glass fabrics with acoustic correction capabilities for interior decoration. We also cover the whole spectrum of the abrasives market, with applications for construction and homebuilding (from rough cutting of concrete walls to sanding of wooden floors), heavy industry (steelworks), and high-tech industries (aerospace and electronics).

High-Performance Materials is also active in niche markets. Examples include scintillation crystals for security applications (X-ray gates) and medical imaging, and corrosion-resistant refractory ceramics for glass furnaces.

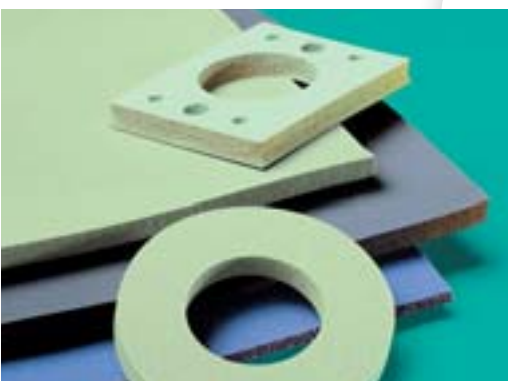
### EXPANSION IN EMERGING MARKETS

**Construction of a bonded abrasives plant has begun in Handan, China. Saint-Gobain Abrasives already holds a leadership position in the Chinese market thanks to its plant in Shanghai. The new facility will be operational by summer 2011, increasing production capacity to meet growing demand.**



### ENERGY SAVINGS

**Saint-Gobain Performance Plastics has unveiled its new Protection+™ range of products designed to protect lithium-ion batteries from overheating, excessive vibration and other hazards that can lower battery performance, reduce life span and compromise safety. The new solutions will mainly be used in electric vehicles and energy storage systems.**



## Pre-laminated films for photovoltaic



**Saint-Gobain Performance Plastics** offers a new range of pre-laminates for flexible and rigid photovoltaic modules. Highly transparent, the new products absorb light extremely well, responding to the market's search for lighter, more efficient solutions. They also give Saint-Gobain access to new segments, where building integration plays an increasingly important role, both in terms of appearance and waterproofing.

In Germany, **Saint-Gobain Performance Plastics** was chosen to supply materials for the roof of the new **Berlin Brandenburg International Airport**. The product selected, SGM-9, is a new architectural mesh that effectively filters sunlight.



elipper

FibaTape

flexOvit

NORTON

vetrotech

NOVELLO

SIRA

TYGON

## Insect screening

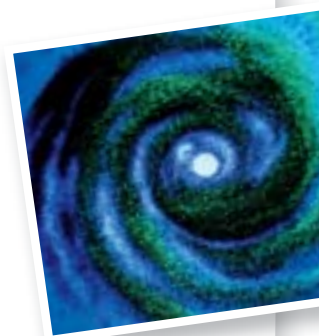
Saint-Gobain Technical Fabrics has acquired New York Wire's insect screening business, making us the world No. 2 in this market.



## INNOVATION

## New "proppant"

In the low-density products segment, Saint-Gobain NorPro has introduced a new, extremely resistant "proppant" called BauxLite™ to the global market. "Proppants" are ceramic beads the size of a grain of sand that are injected into the underground fractures created around oil and gas wells to keep them open and increase their output. Lightweight and competitively priced, the new product helps oil and gas drilling companies reduce their costs.



## Acoustic insulation

The new Green Glue acoustic insulation products, which have already gained recognition in the United States, are now winning over European and Asian distributors. Designed for residential and commercial applications, this range of viscoelastic material from Saint-Gobain Performance Plastics significantly reduces the transmission of sound vibrations through walls, ceilings and floors.

# CONSTRUCTION PRODUCTS





# No. 1 worldwide

- EXTERIOR PRODUCTS
- INDUSTRIAL MORTARS
- INSULATION
- PIPE
- GYPSUM

With nearly **46,000 employees** in **55 countries**, the Construction Products Sector markets interior and exterior solutions for all types of buildings.



# CONSTRUCTION PRODUCTS

The Construction Products Sector's highly regarded brands and broad geographic footprint have made it the world leader in interior and exterior solutions. It offers solutions for all types of projects, from acoustic and thermal insulation and wall facings to roofing, interior and exterior design products and piping.

The Construction Products Sector's energy-efficient solutions for buildings are an effective response to plans and regulations deployed by a growing number of countries to reduce energy use and protect the environment.

The Insulation Activity sells high-performance insulation systems for new buildings and renovation projects under the Isover® brand worldwide, the CertainTeed® brand in the United States and the MAG Isover brand in Japan. Available in panels, rolls, loose wool and cylinders, our insulation for walls, floors and ceilings provides acoustic and thermal comfort.

The Gypsum Activity offers plaster-based and plasterboard systems that are easy to install and comply with increasingly stringent energy efficiency, safety and comfort standards. The Industrial Mortar Activity, which markets its products under the Weber brand, is the world leader in its field, ranking No. 1 worldwide for tile adhesives and grouting, and No. 1 in Europe for exterior wall insulation systems and flooring systems.

The Pipe Activity operates worldwide. In 2010, it delivered ductile cast iron piping systems and steel municipal castings in over 140 countries. With in-depth expertise across the water cycle, the Pipe Activity offers solutions and services that meet the most demanding requirements for durability, performance, recyclability and easy installation.

## EMERGING MARKETS

### Strategic investment in the Middle East

Saint-Gobain Gyproc has opened its first plasterboard plant in the Middle East. Built in Abu Dhabi in partnership with Sultan International Holdings, the new, ultramodern facility confirms our commitment to expanding operations in the region.



## ENERGY EFFICIENCY

### New insulation plant in France

The **Saint-Gobain Isover plant in Chemillé** was inaugurated in 2010 by Pierre-André de Chalendar and French Prime Minister François Fillon. France's third glass wool insulation plant is dedicated to the production of new generation G3 mineral wool, which stands out as having one of the best thermal performances available on the market. The G3 range also delivers guaranteed environmental performance and even better interior air quality.



## CertainTeed enters the photovoltaics market



In the United States, CertainTeed has developed a new photovoltaic solar roofing system that is simpler to install, making them more accessible to building industry professionals. A training program has been developed for contractors interested in acquiring the skills needed to install the new solar roofing system.

## Expanded clay aggregate for solar power plants



Chemically inert and fire resistant, with advanced insulating properties and mechanical strength, **expanded clay aggregate is an excellent material for protecting and covering hot water storage tanks.** Mainly used in solar power plants, it is also **easy to handle because of its light weight.**

British Gypsum  
SAINT-GOBAIN

CertainTeed  
SAINT-GOBAIN

eurocoustic  
SAINT-GOBAIN

PAM  
SAINT-GOBAIN

Weber  
SAINT-GOBAIN

Ecophon  
SAINT-GOBAIN

Gyproc  
SAINT-GOBAIN

Isover  
SAINT-GOBAIN

Sevax  
SAINT-GOBAIN

Rigips  
SAINT-GOBAIN

BRASILIT  
SAINT-GOBAIN

Placo  
SAINT-GOBAIN

decoustics  
SAINT-GOBAIN

## INNOVATION

*Xeng Fu,  
winner in the  
Sustainable  
Development  
category contest  
photo "Saint-Gobain  
c'est nous".*



## A pipe inspired by bamboo

**Saint-Gobain PAM China has launched PAMboo,** a ductile cast iron pipe for drinking water systems that has a reinforced external coating to prevent corrosion. The pipe is reminiscent of bamboo, a solid, flexible natural material traditionally used to carry water.



## BLUTOP

Saint-Gobain PAM has developed its new Blutop range of small diameter ductile cast iron pipes for water distribution systems. Blutop combines the recognized durability and resistance of ductile cast iron with the easy handling of plastic piping.

# BUILDING DISTRIBUTION



With **66,000 employees** in **26 countries**, the Building Distribution Sector has a solid network of general and specialized brands serving the vast newbuild and renovation markets. Their job is to listen and respond to the needs of each customer, whether a building professional, a DIY enthusiast or a large company.



## **No. 1** **IN EUROPE**

- BUILDING MATERIALS DISTRIBUTION NETWORK

## **No. 1** **IN EUROPE**

- IN PLUMBING, HEATING AND SANITARYWARE PRODUCTS

## **No. 1** **WORLDWIDE**

- IN TILE DISTRIBUTION

- BUILDING MATERIALS DISTRIBUTION
- A NETWORK OF BRANDS
- SALES OUTLETS
- ADVICE, SOLUTIONS AND SERVICES FOR THE NEWBUILD AND RENOVATION MARKETS
- INFORMATION AND TRAINING FOR CUSTOMERS
- CUSTOMER-FOCUSED INNOVATION
- LOGISTICS



# BUILDING DISTRIBUTION

With a network of around **4,100 outlets in 26 countries**, our Building Distribution Sector is Europe's leading distribution network of building materials, the No. 1 European distributor of plumbing, heating and sanitaryware products and the No. 1 tile distributor in the world. It serves the new building, renovation and home improvement markets.

The Building Distribution Sector targets craftsmen, small and medium-sized enterprises, DIY enthusiasts or large companies via a network of strong and complementary trading brands either generalist or specialist. Integrated into its local market, each brand has a unique position to meet the specific needs of each type of customer and market. Together, they contribute to the Sector's overall sales effectiveness. The Sector deploys best practices in all its host countries, while maintaining a high level of responsiveness to the local market. This nimble, proactive organization makes it possible to provide a product offer that caters to a variety of businesses and meets a wide range of expectations in terms of products, styles, services and trends.

## A network of strong and complementary trading brands

The Building Distribution Sector boasts a network of strong brands including Point.P Matériaux de Construction and Lapeyre in France, Jewson in the United Kingdom, Raab Karcher in Germany, the Netherlands and Eastern Europe, and Dahl and Optimera in the Nordic countries. It also operates in the United States through Norandex, in Brazil through Telhanorte, in Argentina through Barugel Azulay, and in China through La Maison Arting.

## Customer-focused innovation

The Building Distribution Sector's success stems not only from its extensive network, but also from its innovation capabilities. It plays a vital role in helping craftsmen understand and embrace new building renovation techniques, as trends change and new markets emerge. Always on the look-out for customer's latest requirements, the brands are constantly looking for new solutions to give customers a professional solution, the relevant expertise and an increased added value. This is reflected in products and services, sales concepts, showrooms, training centers, practical guides, professional advice and logistics.

Through sharing experiences between its brands, creating synergies and putting the customer at the heart of its strategy, the Building Distribution Sector intends to get the most from its size and diversity, as well as its teams' experience and their ability to react on a local level.

## ENERGY EFFICIENCY AND ENVIRONMENTAL PROTECTION



## POINT.P KEY PLAYER IN ENERGY EFFICIENCY

Point.P Matériaux de Construction has launched its "Eco-Réflexes" program to help building professionals meet the challenge of energy efficiency, with a comprehensive product range, as well as training and information tools for Point.P group employees and customers. Program highlights include a technical guide and a roadshow in more than 50 towns throughout France with onsite visits focusing on energy efficiency.



## JEWSON LAUNCHES "THE SUSTAINABLE BUILDING GUIDE"

According to estimates, more than 26 million homes in the United Kingdom require renovation work. To help its customers acquire the skills needed to build a sustainable future, Jewson has launched "The Sustainable Building Guide." Practical and informative, the new guide gives professionals in the newbuild and renovation markets information on regulations and government support measures, as well as a detailed list of green products and sustainable solutions.



## Photovoltaics with Solarkauf



In Germany, Saint-Gobain has introduced Solarkauf, a one-stop-shop solution offering a comprehensive range of products and accessories for the photovoltaics market. This new product offer is available at dedicated outlets in selected outlets. At the same time, a new own brand called Luxra has been launched for solar modules and mounting systems.



## Attentive and at the service of the professionals



### LAPEYRE

Because professional customers account for a significant portion of the company's sales, Lapeyre is creating new services and tools to support and assist them. Examples include the new Lapeyre Pro catalog and the brand's first customer loyalty program.



### LA PLATEFORME DU BÂTIMENT

To serve customers more effectively, La Plateforme du Bâtiment opened a new warehouse outlet in central Paris during the year. With a total of 600 square meters of self-service floor space, "La Plateforme Express" brings together a comprehensive range of building products under the one roof. The services offered at the new outlet include a 300-square-meter cutting workshop and worksite delivery within three hours.



### EXPANSION

#### IN EMERGING MARKETS

The brands in Eastern Europe enhanced the appeal of their sales outlets and participated in major projects in 2010. Most outlets in the **Czech Republic** were renovated or expanded during the year to harmonize product ranges and self-services areas and deploy standard product displays. The standardization process was carried out to expand the available product portfolio, make outlets more attractive and bring in new customers with renovation projects.

In **Slovakia**, W.A.W- A-Keramika participated in the major project to build a new terminal at the Bratislava airport. The brand supplied nearly 10,000 square meters of tile and several metric tons of glue and jointer, in cooperation with its partner suppliers. Measuring an impressive 120x60cm, the tiles contribute significantly to the modern, sophisticated look of Slovakia's new gateway.

# PACKAGING VERALLIA



## No. 2 WORLDWIDE

- BOTTLES
- JARS

With nearly **15,000 employees**, in **13 countries**, the Packaging Sector makes glass containers for the food industry. In 2010, the Sector produced around **25 billion bottles and jars**.





# PACKAGING

**The world's No. 2 manufacturer of glass food and beverage containers, the Packaging Sector, operating under the Verallia brand, designs and makes bottles for wines and spirits and jars for food products. Verallia also markets glass containers for beer, fruit juices, soft drinks, mineral water and oil.**

With its powerful manufacturing base, comprising 47 plants, 96 glass furnaces and six research and development centers worldwide, Verallia boasts unrivalled expertise in innovation, model creation and design.

Offering its 10,000 customers the local services of an attentive partner, Verallia deploys an active co-development strategy based on using its worldwide network of R&D centers to help customers add value to their products.

Glass is a pure, neutral material that can be recycled over and over again. Verallia has leveraged this quality to devise a sustainable development strategy that aims to minimize its environmental footprint within all host communities.

The company's eco-design process helps to reduce the environmental impact of bottles and jars, particularly in terms of CO<sub>2</sub> emissions, while adding value to the products they contain. In addition, partnerships with customers and suppliers are continuously improving overall product life-cycle management, including recycling.

## Expansion of the **Ecova** range

Verallia is now marketing its new Ecova range of wine bottles in Chile. With 10 to 20% less glass than a standard wine bottle, Ecova products generate fewer CO<sub>2</sub> emissions and shrink the environmental footprint across the entire value chain.



**25** **BILLION**  
BOTTLES AND JARS PRODUCED IN 2010





## VERALLIA IN THE SPOTLIGHT

Its VdF returnable juice bottle made from white glass, which combines environmental and cost advantages, received an **innovation award from Germany's Deutsche Umwelthilfe environmental protection agency** and the Stiftung Initiative Mehrweg foundation for returnable systems.

Verallia received seven awards for innovation and design in 2010.

In Russia, Verallia's 1.0-liter white glass bottle created for Essentukskii PivZavod received a **gold medal for quality** at the 19th international "Vino-Vodka-Mir Vody" fair in 2010.

### CLEAR CHOICE AWARDS

Four glass containers made by Verallia received awards at the 21st Annual Clear Choice Awards in the United States.

## The creation of verallia

The Packaging Sector's glass container operations were grouped together under the Verallia brand in April 2010 to enhance visibility of the Sector's industrial base, strengthen its commercial positions and showcase its contribution to regional economies.

### EXPANSION IN EMERGING MARKETS



### Increasing output by 40% in Argentina

Saint-Gobain is investing €40 million on a third furnace in Mendoza to increase production capacity by 40% over the next two years. The plant's annual output is expected to reach 600 million bottles in 2012.

### Ground broken for new furnace



In March, ground was broken for a new furnace at the Kavminsteklo (KMS) plant in Russia. The new furnace will increase the plant's production capacity by more than 20%.

# CORPORATE GOVERNANCE

GROUP MANAGEMENT AS OF FEBRUARY 1, 2011

## SENIOR MANAGEMENT



## CORPORATE DEPARTMENTS

**Gérard ASPAR**  
*Vice President, Marketing*

**Sophie CHEVALLON**  
*Vice President, Communications*

**David MOLHO**  
*Vice President, Corporate Planning*

**Didier ROUX**  
*Vice President,  
Research and Innovation*

## SECTOR MANAGEMENT

**Benoît BAZIN**  
*President, Building Distribution Sector*

**Peter DACHOWSKI**  
*Vice President, Construction Products  
Sector, North America*

**Jérôme FESSARD**  
*President, Packaging Sector*

**Jean-Pierre FLORIS**  
*President, Innovative  
Materials Sector*

**Claude IMAUVEN**  
*President, Construction  
Products Sector*

## GENERAL DELEGATES (AS OF FEBRUARY 1, 2011)

**Jean-Claude BREFFORT**  
*General Delegate, Brazil, Argentina and Chile*

**Gilles COLAS**  
*General Delegate, North America*

**Thierry FOURNIER**  
*General Delegate, Russia, Ukraine and C.I.S.*

**Peter HINDLE**  
*General Delegate, the United Kingdom,  
Republic of Ireland and South Africa*

**Olivier LLUANSI**  
*General Delegate, Eastern Europe*

**Anand MAHAJAN**  
*General Delegate, India*

**Paul NEETESON**  
*General Delegate, Central  
and Northern Europe*

**Emmanuel NORMANT**  
*General Delegate, Asia-Pacific region*

**Ricardo De RAMON GARCIA**  
*General Delegate, Spain, Portugal and Morocco*

**Guy ROLLI**  
*General Delegate, Mexico, Venezuela  
and Colombia*

**Gianni SCOTTI**  
*General Delegate, Italy, Greece, Egypt  
and Turkey*



From top to bottom,  
left to right.

**Pierre-André de CHALENDAR\***

Chairman and Chief Executive Officer

**Benoît BAZIN**

Senior Vice President,  
Building Distribution Sector

**Jean-Claude BREFFORT**

Senior Vice President,  
International Development

**Jérôme FESSARD**

Senior Vice President,  
Packaging Sector

**Jean-Pierre FLORIS**

Senior Vice President, Innovative  
Materials Sector

**Claude IMAUVEN**

Senior Vice President,  
Construction Products Sector

**Claire PEDINI\***

Senior Vice President,  
Human Resources

**Jean-François PHELIZON**

Senior Vice President,  
Internal Audit  
and Internal Control

**Bernard FIELD\***

Corporate Secretary

**Laurent GUILLOT\***

Chief Financial Officer

\* Members of the Executive Committee.

**BOARD OF DIRECTORS**

(AS OF FEBRUARY 1, 2011)

**Pierre-André de CHALENDAR**

Chairman and Chief Executive Officer  
of Compagnie de Saint-Gobain

**Jean-Louis BEFFA**

Honorary Chairman, Compagnie de Saint-Gobain  
Senior Advisor, Lazard Frères

**Isabelle BOUILLOT**

Chairman, China Equity Links

**Robert CHEVRIER**

Chairman, Société de Gestion Roche Inc.

**Gerhard CROMME**

Chairman, the Supervisory Board  
of ThyssenKrupp AG

**Bernard CUSENIER**

Chairman, the Association of Saint-Gobain  
employee shareholders and former-employee  
shareholders and Chairman, Supervisory Board of  
the Saint-Gobain PEG France corporate mutual fund

**Jean-Martin FOLZ**

Corporate Director

**Bernard GAUTIER**

Member, Managing Board, Wendel

**Sylvia JAY**

Vice Chairman, L'Oréal UK

**Frédéric LEMOINE**

Chairman, Managing Board, Wendel

**Gérard MESTRALLET**

Chairman and Chief Executive Officer,  
GDF Suez

**Michel PÉBEREAU**

Chairman, Board of Directors  
of BNP Paribas

**Denis RANQUE**

Chairman, Technicolor

**Gilles SCHNEPP**

Chairman and Chief Executive Officer, Legrand

**Jean-Cyril SPINETTA**

Chairman, Air France  
and Air France-KLM and Chairman  
of the Supervisory Board of Areva

**Bernard FIELD**

Board Secretary  
Corporate Secretary of Compagnie  
de Saint-Gobain

At the Annual General Meeting on June 9, 2011, shareholders will be invited to elect as directors the following people:  
Anne-Marie Idrac to replace Yuko Harayama (who resigned on September 1, 2010 for reasons of incompatibility);  
Olivia Qiu to replace Robert Chevrier; and Jacques Pestre to replace Bernard Cusenier. They will also be asked  
to re-elect Gérard Mestrallet and Denis Ranque as directors.

# THE SAINT-GOBAIN SHARE

## SHARE PRICE\*



\* Adjusted for the effects of the February 2009 rights issue.

**COMPAGNIE DE SAINT-GOBAIN SHARES ARE TRADED ON THE EUROLIST BY EURONEXT PARIS MARKET (ISIN FR 0000 125007). IN 2010, THE COMPANY REPRESENTED**

- the 18th largest market capitalization (at €20,436 million as of December 31)
- and the thirteenth most actively traded stock on this market, with an average daily trading volume of 3,040,964 shares during the year.

### **The Saint-Gobain share is included in the following indices:**

- DJ Eurostoxx 50 (50 largest market capitalizations in the Euro zone)
- FTSE4Good sustainable development index
- The Global Dow (150-stock index of corporations in traditional and innovative industries)

**In addition, Saint-Gobain equity options are traded on the options markets** in Paris (Monep) and London (Liffe), with Monep trading volume representing 1,436,972 contracts in 2010 versus 874,696 in 2009.

### **The Saint-Gobain share trades on the following stock markets:**

- Paris
- Frankfurt
- London
- Zurich
- Amsterdam
- Brussels



**TO FIND OUT MORE, GO TO  
[www.saint-gobain.com](http://www.saint-gobain.com)**

**Investor Relations Department:  
[actionnaires@saint-gobain.com](mailto:actionnaires@saint-gobain.com)**



## Total shareholder return

- Since the December 1986 privatization:  
10.4% per year  
Of which:
  - 5.5% price appreciation
  - 4.9% dividend yield (including the 50% tax credit until 2004)
- Over ten years, from December 29, 2000 to December 31, 2010: 5.5% per year  
Of which:
  - 0.1% price appreciation
  - 5.4% dividend yield (including the 50% tax credit until 2004)

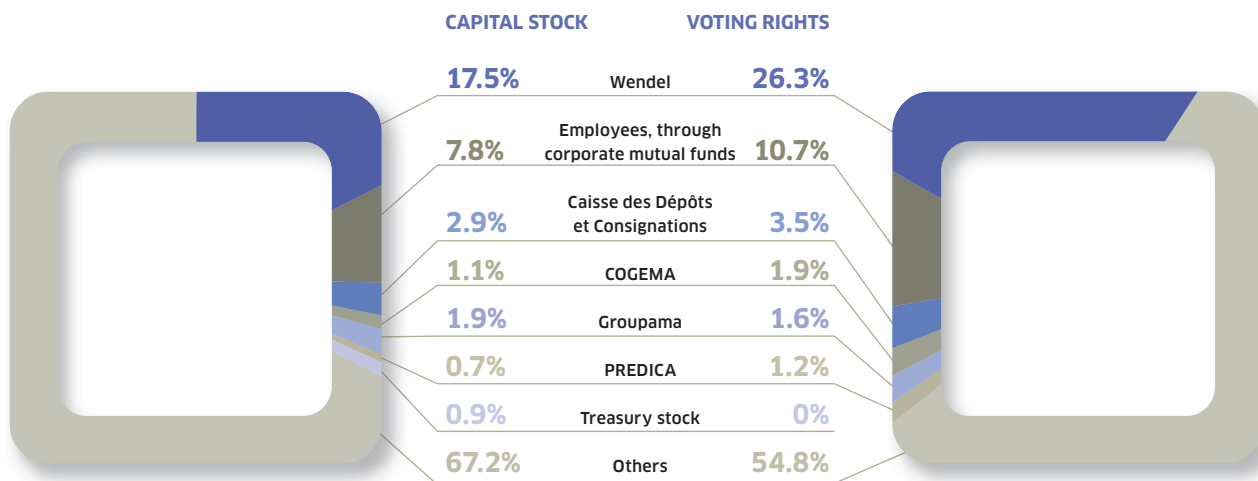
### DIVIDENDS

	2010	2009
Number of shares with dividend rights	526,118,288 <i>shares**</i>	508,700,750 <i>shares*</i>
Net dividend per share <i>(in euros)</i>	1.15	1.00
Adjusted yield based on year-end share price	3%	2.63%

\* The number of shares with dividend rights is determined after deducting shares held in treasury on the dividend payment date.

\*\* Estimated at January 31, 2011.

### SHAREHOLDER BASE AS OF DECEMBER 31, 2010



COMPAGNIE DE SAINT-GOBAIN France Head Office	<b>Head Office</b> Les Miroirs 18, avenue d'Alsace 92400 Courbevoie Mailing address: Les Miroirs 92096 La Défense Cedex – France Tel.: +33 (1) 47 62 30 00 www.saint-gobain.com	UNITED KINGDOM, REPUBLIC OF IRELAND, SOUTH AFRICA	<b>General Delegation</b> Saint-Gobain House Binley Business Park Coventry CV3 2TT – United Kingdom Tel.: +44 (0) 2476 56 0700 www.saint-gobain.co.uk
INNOVATING MATERIALS	<b>Flat Glass</b> Tel.: +33 (1) 47 62 34 00  <b>High-Performance Materials</b> Tel.: +33 (1) 47 62 37 00		<b>Office in South-Africa</b> Regional Head Office 77 Ostend Road Germiston South – South Africa Tel.: +27 (0) 11 345 5300 www.saint-gobain.co.za
CONSTRUCTION PRODUCTS	Tel.: +33 (1) 47 62 45 00	SPAIN, PORTUGAL, MOROCCO	<b>General Delegation</b> Paseo de la Castellana n°77, Azca E-28046 Madrid – Spain Tel.: +34 (91) 397 20 00
BUILDING DISTRIBUTION	Tel.: +33 (1) 47 62 53 00		
PACKAGING	Tel.: +33 (1) 47 62 38 00	EAST EUROPE	<b>General Delegation in Poland</b> Atrium Plaza Al Jana Pawla II 29 00-867 Varsovie – Poland Tel.: +48 (22) 653 79 00 www.saint-gobain.pl
NORTH AND CENTRAL EUROPE	<b>General Delegation</b> Viktoria-Allee 3-5 D-52066 Aix-la-Chapelle Germany Tel.: +49 (241) 51 60 www.saint-gobain.de  <b>Office - Nordic Countries and Baltic States</b> (Norra Malvägen 76) Box 415 SE-19124 Sollentuna Sweden Tel.: +46 (8) 58 70 64 00		<b>Office in Romania</b> (Danube-Balkans area) str. Tipografilor 11-15, S-Park, Building B3-B4, 3rd floor 013714 Bucarest Romania Tel.: +40 21 207 57 00 www.saint-gobain.ro
ITALY, EGYPT, GREECE & TURKEY	<b>General Delegation</b> Via E. Romagnoli, 6 I-20146 Milan – Italy Tel.: +39 (0) 2 42 431 www.saint-gobain.it  <b>Office in Egypt</b> 66, Cornish elnil, Zahret ElMaadi Tower, Maadi - Helwan Egypt Tel.: +202 (252) 88 070		<b>Office in Czech Republic</b> (Central Europe Area) Narozni 1400/7 158 00 Praha 13 Czech Republic Tel.: +420 221 595 731 www.saint-gobain.com
		ASIA-PACIFIC	<b>General Delegation</b> 1701, Ocean Tower 550 Yan An East Road Shanghai 200001 Republic of China Tel.: +86 (21) 63 61 88 99 www.saint-gobain.com.cn
RUSSIA, UKRAINE AND CIS COUNTRIES	<b>Office in Russia - Ukraine</b> Lefort Business Centre Rue Elektrozavodskaya, 27 Bld. 3D. 107023 Moscou – Russia Tel.: +7 (499) 929 55 70 www.saint-gobain.com		<b>Office in Japan</b> Saint-Gobain Bldg 3-7 Kojimachi, Chiyoda-ku 102-0083 Tokyo – Japan Tel.: +81 (3) 52 75 08 61 www.saint-gobain.co.jp
NORTH AMERICA	<b>General Delegation</b> 750 E Swedesford Road PO Box 860 Valley Forge, PA 19482-0101 U.S.A. Tel.: +1 (610) 341 70 00 www.saint-gobain-northamerica.com		<b>Office in Korea</b> Youngpoong Building 15th Floor, 33, Seorin-dong, Jongno-gu Seoul 110-752 Korea Tel.: +82 2 3706 9180 www.hanglas.com
BRAZIL, ARGENTINA, CHILE	<b>General Delegation</b> Avenida Santa Marina, 482 Agua Branca SP 05036-903 São Paulo – Brazil Tel.: +55 (11) 2246 7622 www.saint-gobain.com.br		<b>Office in Thailand</b> (South East Asia) 539/2 Gypsum Metropolitan Tower Si Ayutthaya Road, Ratchathewi Bangkok 10400 – Thailand Tel.: +66 (0) 2 640 5410 www.saint-gobain.co.th
MEXICO, COLOMBIA, VENEZUELA, PERU	<b>General Delegation</b> Horacio n° 1855-502 Colonia Polanco 11510 Mexico DF – Mexico Tel.: +52 (55) 52 79 16 00 www.saint-gobain.com.mx	INDIA, SRI LANKA, BANGLADESH	<b>General Delegation</b> Level 5, Leela Business Park, Andheri Kurla Road, Andheri (East) Mumbai - 400059 – India Tel.: + 91 (022) 40 21 21 21 www.saint-gobain.co.in

# The 2010 Financial year is available online at **[www.saint-gobain.com](http://www.saint-gobain.com)**

This is a free translation into English of Saint-Gobain's corporate brochure issued in French and is provided solely for the convenience of English speaking readers.

Designed and produced by: **eurolap** – April 2011.

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 LES MIROIRS – 92096 LA DÉFENSE CEDEX - FRANCE  
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