



NOTICE OF MEETING 2026

General Shareholders' Meeting
Thursday, June 4, 2026 at 3:00 P.M. (Paris Time)
At salle Pleyel – 75008 Paris



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WARNING

New procedures for convening general meetings for shareholders with registered shares



In accordance with Decree n° 2026-94 of February 13, 2026, regarding the modernization of communication procedures with shareholders, for general meetings as of **July 1st, 2026**, shareholders with registered shares will be convened electronically to the general meetings (p. 73 of this notice of meeting for more information).



Shareholders who want to obtain documents related to the General Meeting may view them on the Company's website at <https://www.saint-gobain.com/en/finance/general-meeting>. **The notice of meeting will no longer be sent by mail.**



To receive your electronic convening notice, **you have to provide a valid email address**. We invite you to fill out the form p. 73 or complete the process online (see Section 5 of this notice of meeting).

MESSAGE

FROM



BENOIT BAZIN

Chairman and Chief Executive Officer

In a global environment undergoing profound transformation, Saint-Gobain once again demonstrated its robust operational performance in 2025, attesting to the relevance of its strategy as worldwide leader in light and sustainable construction. With a legacy spanning 360 years, Saint-Gobain's long-term vision is fully aligned with its purpose: "Making the World a Better Home".

The current context is very challenging: Economic tensions, geopolitical shocks, rising uncertainties and de-globalization are rapidly reshaping global balances. However, in this fragmented and unsettled world, Saint-Gobain has a solid governance structure, with a country-based, decentralized operating model in place in all our regions. This is a fundamental asset because it ensures we have a close relationship with our customers in local construction markets and allows us to adapt with agility to different opportunities and situations. Our annual financial results, which are both very solid and resilient, confirm the relevance of our strategic and organizational choices.

Moreover, Saint-Gobain's medium- and long-term growth prospects are very promising because the Group provides essential solutions to the major challenges of our time: rapid urbanization and population growth, housing crisis, energy efficiency and green transition of buildings and infrastructure, adaptation to climate events and protection of natural resources via the circular economy. Saint-Gobain is

ideally positioned to meet these challenges as a leader in all major regions and its solutions-based approach offers performance and sustainability in construction, combining a wide range of products and systems with recognized expertise.

The "Grow & Impact" plan covering 2021 to 2025 was a success. We achieved all our financial, non-financial and strategic objectives by profoundly modernizing Saint-Gobain. We renewed and rebalanced our geographical presence, with Europe, North America, Asia and emerging markets now contributing equally to our results. And we invested boldly to create a leading global platform in construction chemicals.

2026 sees the launch of the "Lead & Grow" plan, which has opened a new chapter of profitable growth. Between now and 2030, we will continue to enhance and extend our solutions and will expand and accelerate their roll-out in the non-residential buildings and infrastructure markets, which already account for nearly a third of our sales. Saint-Gobain will pursue its development in high-growth geographical areas, while continuing to strengthen its positions in construction chemicals, a critical element of differentiation and value creation in sustainable construction.

I would like to thank all the women and men at Saint-Gobain around the world for their exceptional commitment in their daily work, which is critical for the implementation of our strategy. Nearly 70,000 of our employees are shareholders, demonstrating their confidence in the Group's future.

Our experienced and dedicated Board of Directors provides Saint-Gobain with solid governance, reflecting the Group's international development.

More than ever, Saint-Gobain is facing the future with confidence, clarity and ambition. History has taught us that sustainable performance requires innovation, responsibility, solidarity and the mobilization of everyone around shared values. Based on these convictions, we are building tomorrow's growth and success every day.



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SAINT-GOBAIN AT A GLANCE

FINANCIAL PERFORMANCE

€ **46.5** Bn
SALES

€3.3 Bn
RECURRING NET INCOME

€2.0 Bn
CAPITAL EXPENDITURE

€5.3 Bn
OPERATING INCOME

€3.8 Bn
FREE CASH FLOW

GLOBAL FOOTPRINT

162,000
EMPLOYEES

80
COUNTRIES

8
CROSS-FUNCTIONAL
R&D CENTERS

NON FINANCIAL PERFORMANCE

-27%
REDUCTION IN
NON-RECOVERED
WASTE
(2025 VS 2017)

73%
SALES GENERATED
THROUGH
SUSTAINABLE
SOLUTIONS IN 2025

-35%
REDUCTION IN
SCOPE 1 ET 2
CO₂ EMISSIONS
(2025 VS 2017)

1

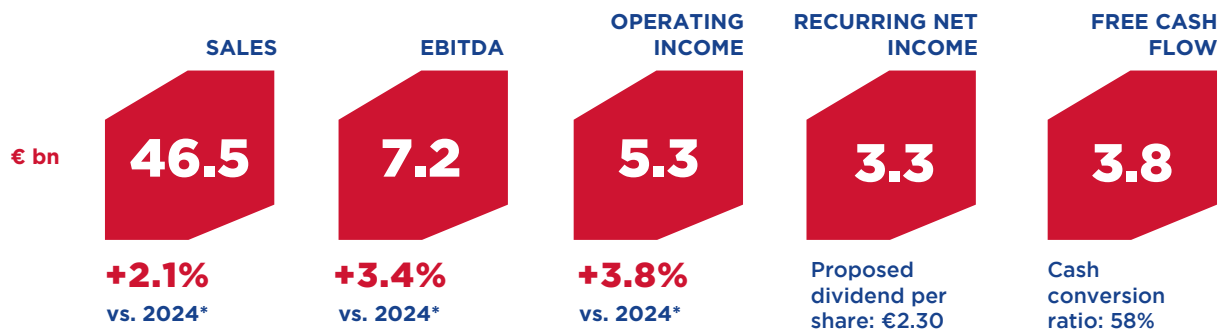
FINANCIAL RESULTS, OUTLOOKS AND STRATEGY

1.1 Financial results

The 2025 consolidated financial statements were approved by Saint-Gobain's Board of Directors at its meeting of February 26, 2026. The consolidated financial statements were audited and certified by the Statutory Auditors.

1.1.1 2025: STRONG PERFORMANCE IN CONTRASTED MARKETS

Key figures



- **Improvement in Europe in H2**, with growth of 1.1% in local currencies; **outperformance in North America in a challenging market**;
- **Strong growth in Asia and emerging countries**, up 12.6% in local currencies;
- **Continued portfolio rotation** (€1.2 billion in sales renewed in 2025), with notably the **growth-compounding acquisitions of Cemix and FOSROC in construction chemicals** (which saw overall growth of 15.9% in local currencies);
- **Stable operating margin at 11.4% and good level of free cash flow at €3.8 billion**;
- **Attractive shareholder return policy**: dividend of €2.30 (up 4.5%) recommended for 2025; €402 million in net share buybacks in 2025;
- **“Grow & Impact” plan (2021-2025)**: all financial and strategic targets were achieved;
- **Outlook**: the Group expects an EBITDA margin of more than 15.0% in 2026, with the first half affected by the extreme weather conditions in Europe and North America since the start of the year.

* In local currencies.

1.1.2 SUCCESSFUL COMPLETION OF THE “GROW & IMPACT” STRATEGIC PLAN

A – All financial targets achieved with, on average over 2021-2025

- Organic sales growth ⁽¹⁾ at 3.0%; operating margin at 10.9% and EBITDA margin at 14.7%;
- Free cash flow conversion ratio at 59%;
- ROCE at 15.1% and approximately €1.4 billion returned to shareholders per year in dividends and net share buybacks (€7 billion in total over the period).

B – A dynamic and attractive strategy

- **Value-creating optimization of the Group’s scope, with around 40% of Group sales rotated since 2018:** around €10 billion in sales divested and €7 billion acquired. This has led to a **strong rise in profitability and a balanced earnings contribution from three geographic areas**, with in 2025: Asia and emerging countries (36%), Western Europe (33%) and North America (31%);
- **Creation of a worldwide leadership position in construction chemicals**, with 39 acquisitions in five years (notably Chryso, GCP, Cemix and FOSROC); acceleration in like-for-like sales in the second half (up 2.8%);
- **A highly-effective, proven operating model by country, enabling Saint-Gobain to outperform** in both developed markets (US, France, UK, Spain, Italy) and emerging countries (India, South-East Asia, Brazil, Mexico). Perfectly adapted to the current geopolitical environment, this model enables us to accelerate growth in solutions, while sourcing and integrating **value-creative acquisitions**: combined EBITDA margin of 20% for Chryso and GCP

(up 600 basis points in three years), 18% for Canadian acquisitions (Bailey, Building Products of Canada and Kaycan), over 17% for CSR in Australia and 20% for FOSROC and Cemix with double-digit sales growth for the first year.

C – An established worldwide leadership in light and sustainable construction, with a differentiated offer of sustainable solutions – a competitive advantage – thanks to its ESG roadmap

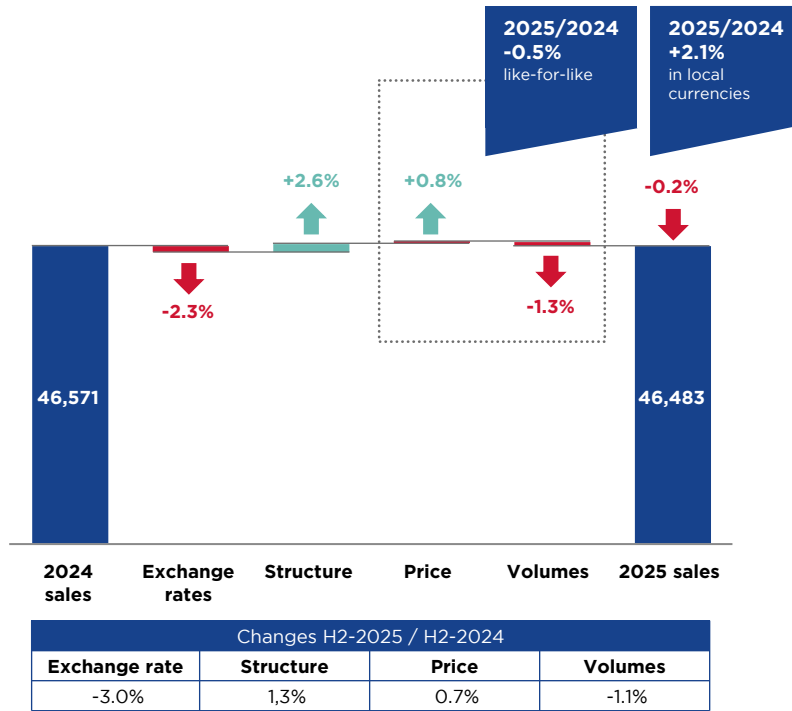
- **A pioneering and comprehensive range of around 400 low-carbon solutions:** Carbon Low (plasterboard, ceilings and insulation), Oraé (glass), Enaé (mortars), EnviroMix and EnviroAdd (admixtures and additives to reduce the carbon footprint of concrete and cement);
- **Constant innovation:** climate-resilient offering in the US with the multi-product FORTIFIED Roof™ system; a patented process in Finland that replaces 70% of cement in mortars by steel slag and reduces CO₂ emissions;
- **Low- and zero-carbon plants** (the only producer of plasterboard from fully electrified plants, in Norway and Canada) and promotion of **circularity** (recycling of construction and demolition waste for gypsum, glass wool, stone wool and glass), contributing to a **35% reduction in scope 1 & 2 CO₂ emissions** in 2025 compared with 2017, with **70% of decarbonized electricity** in 2025 (versus 39% in 2021).

⁽¹⁾ Organic growth in 2021: +6.9% (+13.8% in 2021/2019 divided by 2).

1.1.3 2025 GROUP OPERATING PERFORMANCE

Sales up +2,1% in local currencies

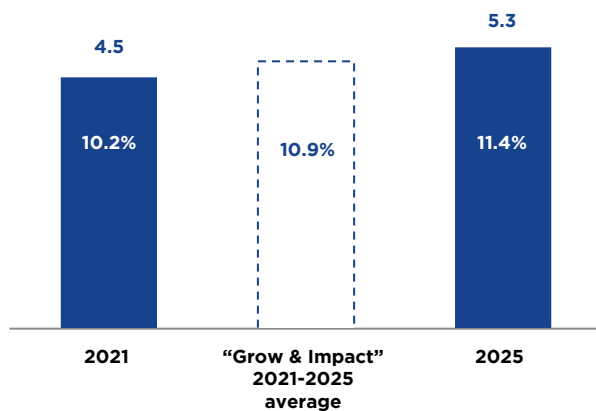
(€M)



- **Sales rose 2.1% in local currencies** and remained stable as reported at €46.5 billion, despite the depreciation in most currencies against the euro (negative 2.3% **currency effect** over the year and negative 3.0% in the second half).
- The positive 2.6% **structure impact** results mainly from four recent acquisitions enhancing Saint-Gobain's profitable growth profile: CSR in Australia, Bailey in Canada, Cemix in Latin America and FOSROC in India and the Middle East. **The optimization of the Group's profile also continued** with divestments, notably pipe for buildings (PAM Building), distribution in Belgium and Brazil, as well as dry mortars and off-site construction (Brüggemann) in Germany.
- **On a like-for-like basis**, sales were virtually stable down 0.5% for the year (and down 0.4% in the second half), supported in the second half by good growth in Asia-Pacific and Latin America and a return to growth in Europe (driven by Southern Europe), despite the marked decline in North America.
- **Group prices** were 0.8% higher over the year and 0.7% higher in the second half, generating a **slightly positive price-cost spread for the year and in the second half**, thanks to disciplined execution and the added value of Saint-Gobain's comprehensive, innovative and sustainable solutions. **Volumes** were down by 1.3% over the year and by 1.1% in the second half.

Over-proportional operating income growth, up 3.8% in local currencies

Operating income (€bn) and margin (%)



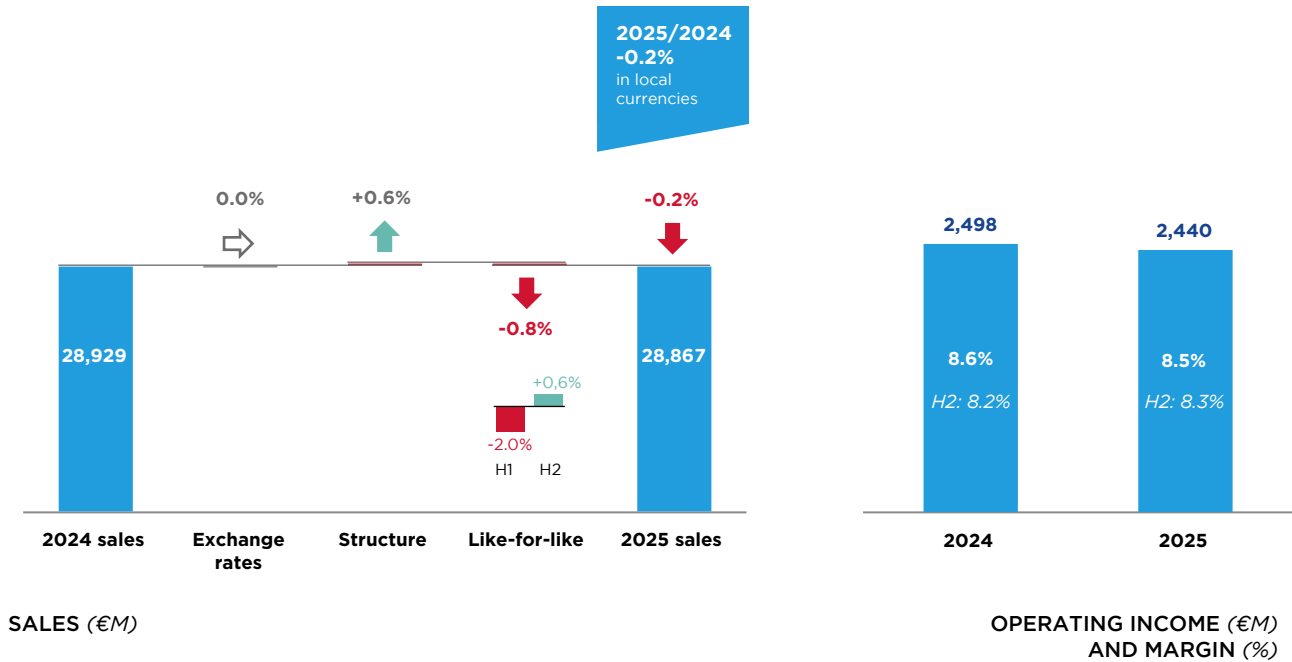
- **Operating income was €5,293 million, up 3.8% in local currencies.** The **operating margin was stable at 11.4%** in 2025, despite the negative currency impact and a contrasted macroeconomic environment, reflecting the strength of the Group's strategic positioning and a good operating performance. In the second half, the margin for the Americas held firm as expected at 16%,

although the region's contribution to Group operating income was lower in mass owing to a negative currency effect and the contraction in volumes; the margins for Europe and Asia-Pacific were up slightly.

- **EBITDA was €7,203 million, a rise of 3.4% in local currencies, with the EBITDA margin stable at 15.5%.**

1.1.4 PERFORMANCE BY REGION

A – Europe, Middle East and Africa: return to sales and operating income growth in the second half

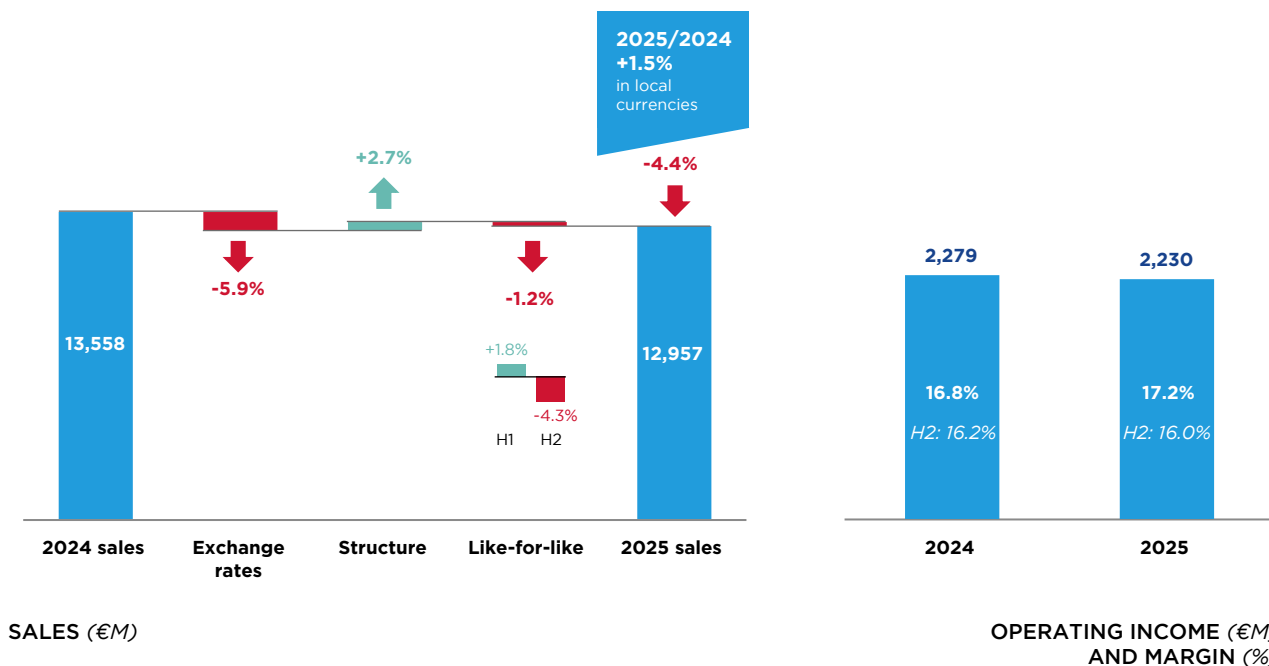


- **After a first half down around 2%, activity in Europe was up in the second half, rising 1.1% in local currencies and 0.6% like-for-like**, marking a return to sales growth for the first time since second-half 2022, led by Southern Europe. **The operating margin** remained virtually stable over the year, at **8.5%** versus 8.6% in 2024 (EBITDA margin at 12.6%), with 8.3% in the second half (8.2% in second-half 2024), supported by good cost and pricing management.
- **Northern Europe** decreased 0.4% like-for-like over the year, stable excluding industrial solutions, with a contrasted situation by country. The **UK** reported further growth, driven by a clear outperformance on the back of specified sales and its comprehensive solutions offering. **Eastern Europe** was up slightly, although Poland was impacted by the decline in industrial solutions. **Germany** remained down pending the implementation of its stimulus plan, with market statistics better oriented. **Nordic countries** remained mixed overall, with growth in Sweden and Denmark, which benefited from several infrastructure projects (e.g. Storstrøm bridge waterproofing), but with Norway and Finland still down. As lead solutions supplier, the Group helped an office and laboratory complex in Tromsø, Norway, secure the highest BREEAM certification (“Outstanding”), placing it as the sixth most

sustainable building in the world. Thanks to its strong presence of over 100 plants in Central and Eastern Europe (representing over 10% of Group sales), Saint-Gobain is ideally placed to capitalize on major infrastructure and defense spending plans in the region.

- **Southern Europe, Middle East & Africa improved noticeably in the second half, up 1.7%**, but were down 1.1% like-for-like over the year. In a market that remains uncertain, **France** stabilized in the second half and reported growth in the fourth quarter (volumes up 1.0%), driven by an improvement in new construction; Saint-Gobain outperformed both the new construction and renovation markets thanks to its comprehensive range of innovative solutions and its specification model in non-residential markets. **Spain** and **Italy** progressed, particularly in interior solutions which continued to capture market share. The **Middle East** and **Africa** (representing 3% of Group sales) reported double-digit growth driven by the success of the FOSROC integration and major infrastructure projects – for example in Saudi Arabia (tunnels in Diriyah, wind farm in Dumat Al Jandal) and the United Arab Emirates (bridges and infrastructure connecting Ramhan Island to Abu Dhabi, the Dubai Metro Blue Line) – as well as residential and tourist complexes.

B - Americas: outperformance in the second half with a stable margin despite a marked decline in sales

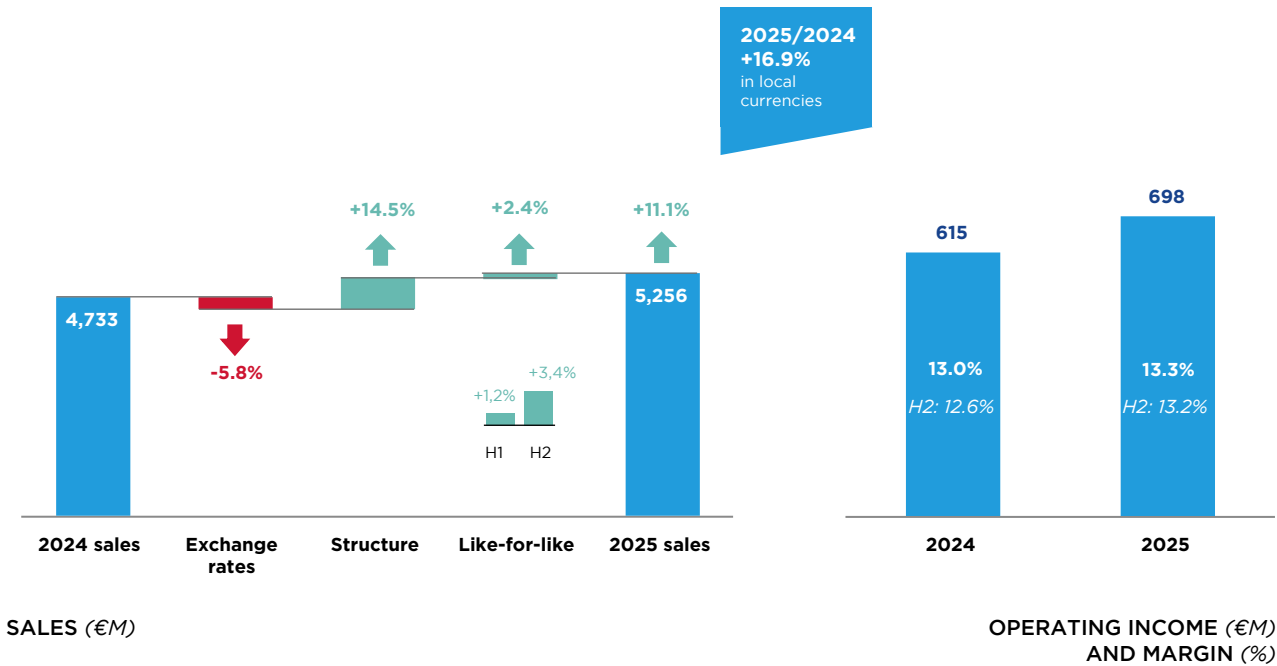


- The Region was up by **1.5% in local currencies** over the year, but was down by 1.2% like-for-like owing to the slowdown in North America, partly offset by strong growth in Latin America. The **operating margin rose slightly over the year to 17.2%** from 16.8% in 2024 (EBITDA margin at 20.5%) **and held firm at 16.0% in the second half** (versus 16.2% in second-half 2024), supported by rigorous pricing and cost management despite the marked decline in volumes.
- **North America** was down by 4.2% like-for-like over the year and by 7.3% in the second half, with a fourth quarter of a similar magnitude, down 8.2%, outperforming its market. As expected, roofing volumes in the US remained weak in the fourth quarter (down 17%, in line with the 18% decline in the third quarter), reflecting the lack of major weather events. Interior solutions in the US and Canada continued to be affected by weakness in the new construction market, while construction chemicals showed clear growth and captured market share in the US, especially in additives and admixtures. Industrial solutions however experienced a more pronounced contraction in the fourth quarter. Against this backdrop, Saint-Gobain delivered a very good operating performance - **margins held firm for the full-year and in the second half** in North America - maintaining a positive price effect and optimizing its production, costs and industrial plant maintenance. The Group also opened new cutting-edge production facilities in the US and Canada. On the commercial front, the Group leveraged its leadership position in interior and exterior solutions with

its major distribution partners, and expanded in the non-residential (healthcare, education, data centers) and infrastructure markets: for example, Saint-Gobain specified 15 solutions for the new terminal at New York's JFK airport, including differentiated waterproofing (Perma-Barrier®, PREPRUFE®, Bituthene®), electrochromic glass, ceilings, gypsum and insulation.

- **Latin America** was up by **13.5%** over the year in **local currencies** and by **6.9% like-for-like**, with the increase slowing in the second half (up 2.9%) against a tougher comparison basis and with a decrease in prices at the end of the period owing to lower energy costs; industrial solutions saw double-digit growth. **Brazil** reported further growth driven by market share gains in light construction thanks to its unrivalled range of solutions, helping to accelerate cross-selling and grow its specified sales. The country also launched production of Latin America's first low-carbon glass in the second half. The resounding success of the Cemix integration can be seen in growth of over 15% in local currencies, driving growth across the Group's solutions in **Mexico** and Central America. Saint-Gobain participated in several landmark projects in the Region in the non-residential and infrastructure markets, including hotel complexes in Cancun, Mexico (Hyatt Vivid Grand Island, Shark Tower, Waldorf Astoria), a wind farm in Rio Grande do Sul, Brazil, and Line 7 of Santiago's Metro in Chile.

C - Asia-Pacific: sales growth and record margin



- The Region delivered growth for the year of **16.9% in local currencies and 2.4% like-for-like** (3.4% in the second half), driven by the smooth integration of FOSROC and strong momentum in India. The **operating margin hit a record high of 13.3%** versus 13.0% in 2024 (EBITDA margin at 17.7%), mainly thanks to volumes along with good pricing and cost management.
- **India** achieved further market share gains thanks to the success of its comprehensive range of construction solutions, which drove a **double-digit rise in volumes**. The Group was awarded new projects in non-residential and infrastructure, including Navi Mumbai airport and the Adani data center in Noida, confirming its leadership in construction chemicals thanks to the successful integration of FOSROC. Chryso in India developed an application powered by Artificial Intelligence (AI) that

reduces the number of formula tests by 40%, enabling accelerated innovation. **South-East Asia** was led by good momentum in Indonesia, the Philippines and Vietnam, where growth was boosted by a widened range of specified solutions, particularly for infrastructure projects (Long Thanh and Phu Quoc airports in Vietnam, Jakarta metro in Indonesia and Manila metro in the Philippines) and data centers (around 20 in Indonesia and Malaysia in 2025). The integration of CSR in **Australia** is progressing well, in terms of both operational performance and the development of complete solutions, in a construction market that remains lackluster but whose leading indicators are improving. **China** was down slightly over the year but progressed in the second half, supported by industrial solutions and market share gains in gypsum and plasterboard, despite continued market weakness.

1.1.5 FINANCIAL RESULTS

A – EBITDA Margin and net income

(in EUR million)	2024	2025	
EBITDA	7,205	7,203	+3.4% in local currencies
EBITDA MARGIN	15.5%	15.5%	
OPERATING INCOME	5,304	5,293	+3.8% in local currencies
Non-operating costs	(236)	(231)	
Capital gains (losses), impacts resulting from changes in Group structure and other	(167)	(5)	
Asset write-downs and amortization of PPA	(524)	(506)	
Net financial expense ⁽¹⁾	(457)	(606)	
Income tax	(994)	(975)	
NET ATTRIBUTABLE INCOME	2,844	2,883	
RECURRING NET INCOME ⁽²⁾	3,474	3,309	
EPS (in €) ⁽³⁾	5.69	5.83	
Recurring EPS (in €) ⁽³⁾	6.95	6.70	

⁽¹⁾ Excluding dividends received from external investments.

⁽²⁾ Recurring net income: net attributable income (Group share) 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 linked to hyperinflation, etc.), and related tax and non-controlling interests.

⁽³⁾ EPS and Recurring EPS: calculated based on the weighted average number of shares outstanding (494,245,178 shares in 2025, versus 499,715,108 shares in 2024).

- **EBITDA** remained stable at **€7,203 million, up 3.4% in local currencies**, with **margin stable at 15.5% despite the negative currency impact and mixed environment**. Non-operating costs included in EBITDA fell slightly, at €231 million.
- The net balance of capital gains and losses on disposals, asset write-downs and the impact of changes in Group structure represented an expense of €511 million (€691 million in 2024). It reflects €216 million in asset write-downs relating essentially to disposals and site closures (€291 million in 2024), €290 million in Purchase Price Allocation (PPA) intangible amortization (€233 million in 2024), and €5 million in disposal losses and impacts relating to changes in Group structure (€167 million in 2024).
- **Recurring net income** is **€3,309 million**, affected by the rise in financial expenses. The tax rate on recurring net income was stable at 24%.
- **EPS increased by 2.5%** and by **6.4% in local currencies**.
- **Capital expenditure** remained stable at **€2,049 million**. The Group continued to show solid momentum with **24 new plants and production lines** opened in the year to respond to structural market growth in North America, Asia and emerging countries as well as in construction chemicals, which together account for around 80% of growth capex.

B – Solid cash flow and balance sheet

FREE CASH FLOW GENERATION

Reduction of **1** day in OWCR to **11** days* at end-December 2025

Free cash flow conversion ratio at **58%** in 2025

€3.8bn free cash flow in 2025, **+29%** vs. 2021

* *Operating Working Capital Requirement, expressed in days of sales.*

DISCIPLINED CAPITAL ALLOCATION

Net debt / EBITDA ratio stable at **1.4x**

€4.3bn deployed in 2025 to enhance value creation:

€2.8bn of value-accretive **growth investments**, with **95%** deployed in **high-growth markets**

€1.5bn returned to shareholders through dividends and share buybacks

Solid balance sheet and strong financial discipline recognized by rating agencies

- **Free cash flow** remained at a good level at **€3,752 million**. The **conversion ratio at 58%** reflects very good management of operating working capital requirement (WCR), which represented 11 days' sales at end-2025 versus 12 days' sales at end-2024.
- **ROCE** was 14.0%, reflecting **Saint-Gobain's focus on creating value for shareholders**.
- **Investments in securities** net of net debt acquired represented €1,885 million, corresponding mainly to the FOSROC (India, Middle East) and Cemix (Latin America) acquisitions in construction chemicals. Overall,

the Group's acquisitions in 2025 represent full-year sales of around €860 million and around €220 million of EBITDA (including synergies in year 3), corresponding to a **multiple of around 8.5x EBITDA**.

- **Divestments** totaled **€421 million** and mainly reflected the disposal of the Badgerys Creek property in Australia for around €320 million (A\$575 million) as part of the monetization of CSR's property assets.
- **Net debt** was **€10.4 billion**, with the net debt to EBITDA ratio stable at 1.4x at end-2025.

1.1.6 ATTRACTIVE SHAREHOLDER RETURN POLICY

- In 2025, the **dividend** paid and **share buybacks** carried out represented **€1.5 billion**:
 - **A dividend of €1,085 million was paid in respect of 2024;**
 - **Share buybacks were carried out for €402 million in 2025** (net of employee share creation), reducing the number of shares outstanding to 493 million at end-2025 (497 million at end-2024).

- **Saint-Gobain's Board of Directors decided to recommend to the Shareholders' Meeting on June 4, 2026** the payment of a cash **dividend up 4.5% to €2.30 per share** for 2025 (€2.20 for 2024). The ex-dividend date has been set at June 8, 2026 and the dividend will be paid on June 10, 2026.



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1.1.7 STRATEGIC PRIORITIES

In 2026, the Group is focus on strong execution to decisively implement the strategic priorities of its “Lead & Grow” plan:

1) Outperform markets by 1 to 2 percentage points thanks to:

- Saint-Gobain’s complete range of solutions offering customers performance and sustainability;
- Country platforms based on local value chains, optimized by CEOs native to their country who are fully accountable for their perimeter;
- An expanded presence in non-residential and infrastructure thanks to the development of tailored offers and dedicated teams for each end market (particularly hotels, data centers, healthcare and educational facilities, transport infrastructure);
- Saint-Gobain’s industry-leading role as worldwide leader in light and sustainable construction.

2) Continue to pursue excellence in execution in order to deliver the Group’s ambitious trajectory, with an EBITDA margin of between 15% and 18% over the period 2026-2030 and a free cash flow conversion ratio above 50%, thanks to:

- Disciplined management of the price-cost spread;
- Strict measures to reduce costs and deliver productivity gains in order to proactively adapt to market conditions.

3) Continue to actively optimize the Group’s profile, with asset rotation to represent over 20% of sales by 2030, in terms of both acquisitions and divestments.

4) Disciplined capital allocation to deliver growth and value creation for shareholders:

- Investments focused on consolidating leadership positions, high-growth countries and construction chemicals;
- Capital expenditure around 4.5% of sales in 2026;
- Attractive shareholder returns, targeting regular growth in dividends per share and €2 billion in net share buybacks (2026-2030).

1.1.8 2026 OUTLOOK

In a contrasted macroeconomic environment and uncertain geopolitical landscape, the Group expects the following trends for 2026:

- Europe: gradual improvement, with contrasted trends by country;
- North America: continued market weakness in the first half, gradually improving outlook in the second half with an easier comparison basis;

- Asia-Pacific and Latin America: growth led notably by India, South-East Asia and Mexico.

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

This document contains forward-looking statements with respect to Saint-Gobain’s financial condition, results, business, strategy, plans and outlook. Forward-looking statements are generally identified by the use of the words “expect”, “anticipate”, “believe”, “intend”, “estimate”, “plan” and similar expressions. Although Saint-Gobain believes that the expectations reflected in such forward-looking statements are based on reasonable assumptions as at the time of publishing this document, investors are cautioned that these statements are not guarantees of its future performance. Actual results may differ materially from the forward-looking statements as a result of a number of known and unknown risks, uncertainties and other factors, many of which are difficult to predict and are generally beyond the control of Saint-Gobain, including but not limited to the risks described in the “Risk Factors” section of the Saint-Gobain’s 2025 Universal Registration Document. These forward-looking statements are made as of the date of this document. Saint-Gobain disclaims any intention or obligation to complete, update or revise these forward-looking statements, whether as a result of new information, future events or otherwise, except as required by applicable laws and regulations.

1.2 Non-financial results

1.2.1 RESULTS COMPARED TO 2025 TARGETS AND FUTURE TARGETS




A – CSR dashboard

Saint-Gobain has prioritized its CSR challenges and actions based on its strategy and a double materiality analysis (see section 3.1.3, p. 106 of the 2025 Universal Registration Document). Its CSR strategy relies on two levers for action:

- deploying high-performant and sustainable solutions that deliver benefits to stakeholders **by maximizing its contribution in terms of environmental impact, health, and well-being;**
- mobilizing for sustainability **by minimizing the environmental and social footprint of its operations** across its value chain and with potentially affected local communities.

The CSR roadmap is structured around three ambitions, for which action plans and objectives have been defined. To monitor ESG performance, the dashboard below has been defined in alignment with the “Lead & Grow” strategic plan.

All environmental, social, and governance indicators are published in chapter 3 of the Saint-Gobain’s 2025 Universal Registration Document and are available on the Group’s website ([access the ESG Information Pack](#)).

 A decarbonated home	 More performance with less	 A better living for all
Scope 1 and 2 <i>Reduction vs 2017</i>	Waste <i>Proportion of non-recovered waste</i>	Safety <i>TRAR** Employees, temporary workers and permanent subcontractors</i>
2025 -35%	2025 -27%	2025 1.4
Objective 2035* -40% to -45% vs 2017	Objective 2030 -80%	Objective 2030 1.4
Scope 3*** <i>Reduction vs 2017</i>	Water <i>Reduction in water withdrawals</i>	Diversity <i>Proportion of female managers</i>
2025 35%	2025 -26%	2025 30%
Objective 2030 -16% vs 2017	Objective 2030 -50%	Objective 2030 33%
		Training <i>Proportion of employees who took training during the year</i>
		2025 91%
		Objective 2030 100%

Close to 75% of the Group’s sales are made through its sustainable solutions
1,043 Mt of CO₂ avoided during their lifespan (based on 2023 sales)

* Voluntary target / ** TRAR: frequency rate of accidents with and without lost time per million hours worked / ***data calculated on a wider scope vs 2017 and using SBTi scope and methodology

B – Environment

The data show a continuous and significant improvement in the Group's environmental performance in 2025. Most of the 2025 performance targets are in line with the 2030 and 2035 targets. While the integration of acquisitions into environmental reporting is rapid, the alignment of practices and the implementation of action plans may, depending on the environmental issues, require more time to set up.

Reducing Climate Change

■ CO₂e emissions ⁽¹⁾:

- CO₂e (scope 1 and 2): The absolute reduction in emissions reached 35% compared to 2017, in line with the 2030 roadmap for the net-zero emissions trajectory by 2050. This result incorporates the effect of acquisitions completed in 2024, particularly CSR in Australia and BP Canada, and is an improvement compared to 2024 (8.7 million tonnes of CO₂e in 2025 vs. 8.9 million tonnes of CO₂e in 2024, considering the full-year effect of the acquisitions).
- CO₂e (scope 3): In 2025, Saint-Gobain continued to improve the reliability and scope of reporting. The Group is focusing its efforts on the most significant scope 3 categories, particularly on the decarbonization of procurement, which is a gradual process requiring a strong commitment from suppliers.

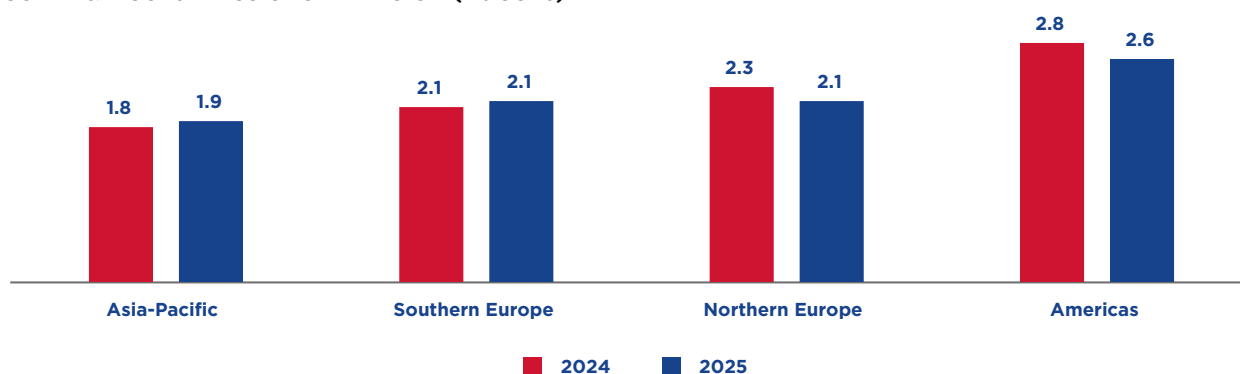
- Carbon intensity: The carbon intensity of emissions remains stable between 2024 and 2025 at 0.19 kg CO₂e per euro of revenue and 1.21 kg CO₂e per euro of EBITDA; this marks a significant reduction compared to 2017, with a decrease of 76% for revenue and 58% for EBITDA, reflecting the Group's decarbonization efforts.
- Energy consumption, including decarbonized energy: In absolute terms, total energy consumption has slightly increased in 2025 compared to 2024 (+5%). However, changes in the energy mix have rendered the impact on overall energy consumption difficult to assess. Fossil fuels, primarily natural gas, continue to play a decisive role in the Group's energy mix, yet the share of renewable energy in total energy consumption has now reached 18.3%, an increase of 2% compared to 2024. The proportion of decarbonized electricity in total electricity consumption reached 70% in 2025, up from 67% in 2024.
- Life cycle analysis: Saint-Gobain is enhancing the information it provides to customers about its products by increasing the proportion of solutions equipped with a life cycle analysis (LCA) or an environmental product declaration (EPD). This coverage rate reaches nearly 57% of revenue in 2025, in line with the 2030 target, thanks to the publication of more than 5,000 EPDs.

OBJECTIVES	Deadline	2025 data	2024 data ⁽²⁾	2023 data	Baseline
-40 to -45% in scope 1 and 2 GHG emissions between 2017 and 2035	2035	-35.1%	-36.8%	-34.3%	
		8.7 Mt	8.5 Mt	8.8 Mt	13.4 Mt
-16% in scope 3 GHG emissions between 2017 and 2030 ⁽¹⁾	2030	+34.8%	+36.5%	+40.8%	
		23.4 Mt	23.7 Mt	24.4 Mt	17.4 Mt
100% of revenue generated with products covered by verified LCA or EPD, excluding distribution activity	2030	57.4%	57.7%	53.5%	

⁽¹⁾ Methodology and scope of calculation for scope 3 aligned with the Science Based Targets 2030 (SBTi) initiative. Scope has been expanded compared to 2017 thanks to improved data collection.

⁽²⁾ Data for scope 1 and 2 in 2024 exclude recent acquisitions. 2024 CO₂e is estimated at 8.9 Mt, including the full-year effect of acquisitions.

SCOPE 1 & 2 CO₂e EMISSIONS BY REGION (Mt CO₂e)



⁽¹⁾ CO₂ equivalent.

Other environmental issues

- **Water management:** Water withdrawals remain stable compared to 2024, reflecting a 26% reduction versus 2017, which aligns with the trajectory toward a 50% reduction by 2030. In 2025, 303 sites are located in areas of high and very high water stress, compared to 274 in 2024. This increase is attributable to the integration of recent acquisitions. Consequently, the Group's withdrawals in these sensitive areas have risen by 11% between 2024 and 2025.
- **Waste management:** Improved data quality and the inclusion of recent acquisitions in the results have led to an increase - in mass - of non-recovered waste compared to 2024. By the end of 2025, non-recovered waste was reduced by 27% compared to 2017. More than two-thirds of the waste generated is recycled, reused, or converted into energy.
- **Biodiversity:** The impact on biodiversity is primarily concentrated around quarries. Of the Group's 108 quarries, 85 are currently active. The number of

industrial sites, including quarries, located in protected areas is very low relative to the Group's overall activities - 45 sites, including quarries, representing less than 5% of industrial locations. By the end of 2025, the ambitious goal of covering 100% of active quarries with a BMap (including a site biodiversity inventory and identification of priority actions) was only achieved for 35%. Nevertheless, quarries are operated and subsequently restored with the aim of preserving the environment in accordance with local regulations, minimizing visual, acoustic, and ecological impacts as much as possible. The Group continues its efforts and reaffirms its commitment to biodiversity through the redefinition of its Act4Nature objectives, published in 2025.

- **Combating deforestation:** In 2025, Saint-Gobain finalized its forest policy and published a CSR booklet, "Forest: Our Commitment," which details the impact of the Group's procurement activities and the action plans implemented.

OBJECTIVES	Deadline	2025 data	2024 data	2023 data	Baseline
- 50% in water withdrawals between 2017 and 2030 (industrial sites)	2030	-25.8% 41.6 M of m ³	-26.4% 41.3 M of m ³	-24.0% 42.7 M of m ³	56.1 M of m ³
Zero water discharge in area with extremely high water risk	2030	0.4 M of m ³	0.3 M of m ³	0.4 M of m ³	
- 80% non-recovered waste between 2017 and 2030	2030	-27.1% 0.4 Mt	-37.8% 0.4 Mt	-45.5% 0.3 Mt	0.6 Mt
100% of recyclable packaging	2030	91.3%	86.6%	94.6%	
100% of packaging with > 30% of bio-sourced or recycled content	2030	84.7%	82.0%	81.9%	
100% of the active quarries with a biodiversity management plan by 2025	2025	35.0%	28.0%	27.0%	

C - Social

Social indicators show progress in line with the Group's commitments for 2025:

- **Headcount and breakdown by region:** At the end of 2025, the distribution of the Group's workforce remains stable compared to 2024 and is consistent with its strategic development.
- **Diversity and leadership:** The proportion of women in senior management has reached 27%, surpassing the target of 25%, while women represent 29.6% of managers, nearly achieving the 30% goal set for 2025. These outcomes reflect the Group's steady progress over the past 15 years.

- **Social responsibility:** In 2025, 100% of the Group's countries have implemented programs to support local communities.
- **Employee engagement and development:** The "CARE by Saint-Gobain" social protection program has been deployed across all countries since 2022, in line with the Group's commitment to support essential health needs as well as significant family milestones. Employee engagement remains well above the industry benchmark (83% compared to 76%), ensuring a fulfilling professional environment.

Health and safety:

- Hazardous substances: In 2025, the Group further increased its chemical inventory coverage rate to 97%, nearing the 100% target, thereby strengthening the traceability of substances handled on its sites and contributing to safer working conditions and products.

- Health and safety: Regrettably, the Group recorded five fatal accidents on its sites. Achieving zero workplace accidents, everywhere, for everyone, at all times, remains Saint-Gobain's foremost daily priority. The TF2 rate remains unchanged from 2024 at 1.4 (frequency rate of accidents with and without lost time - including employees, temporary workers, and permanent subcontractors) and has been halved since 2017.

OBJECTIVES	Deadline	2025 data	2024 data	2023 data	Baseline
Decrease TRAR to 1.4 own workforce and sub-contractors (baseline 2017) ⁽¹⁾	2030	1.4	1.4	1.3	2.6
100% of industrial sites covered by a chemical inventory ⁽²⁾	2025	97.3%	91.0%	87.0%	
Exceed employee engagement rate benchmark every year (>76% in 2025)	Annual	83.0%	84.0%	83.0%	76%
100% coverage of the CARE program	Annual	100.0%	100.0%	100.0%	—%
33% of women managers by 2030 (30% by 2025)	2030	29.6%	28.6%	28.0%	30%
25% of women senior managers	2025	27.0%	26.8%	24.8%	25%
40% of women managers hired	2025	33.8%	34.8%	33.1%	40%
Maintain diversity index above 90%	Annual	92.8%	91.3%	91.0%	90%
100% of countries have a community assistance program	2025	100.0%	95.8%	91.7%	

⁽¹⁾ Total recordable accident rate, with and without lost time, per million hours worked.

⁽²⁾ See methodology for perimeter details (section 3.7.1.A, p. 204 of the 2025 Universal Registration Document).

D - Governance

The Principles of Conduct and Action, which serve as the Group's true code of ethics, are the benchmark for business conduct.

- Diversity in leadership bodies: Women represent 44% of the Group Executive Committee and 30% of Business Unit Executive Committees, exceeding the 30% targets set for 2025.
- Responsible sourcing: The proportion of responsibly certified wood purchases remains high at 95%, approaching the 100% goal for 2025, reaffirming the Group's commitment to a sustainable supply chain.

- Ethics and compliance: Training for new managers on the code of ethics within their first year amounts to 98% in 2025, close to the annual target of 100%. Thanks to this onboarding initiative, nearly all (99.6%) of the Group's managers have been trained on the code of ethics. The same holds true for anti-corruption training (99.1% of new hires and 99.7% of managers) and for compliance with competition rules (99.1% of new hires and 99.7% of all managers).

OBJECTIVES	Deadline	2025 data	2024 data	2023 data
30% of women on the Group Executive Committee ⁽¹⁾	2025	43.8%	31.3%	31.3%
30% of women on the Executive Committees of Business Units ⁽¹⁾	2025	30.3%	30.0%	26.7%
100% of responsible timber purchases	2025	95.2%	94.3%	95.8%
100% of new managers are trained to the code of ethics in their induction year every year	Annual	97.5%	97.4%	97.0%

⁽¹⁾ In compliance with local regulations.

2

GOVERNANCE

2.1 Presentation of the Board of Directors

As of April 1st, 2026, the Board of Directors of Compagnie de Saint-Gobain ("Saint-Gobain" or "the Company") consists of **14 members** appointed for a four-year term. It includes one director representing employee shareholders and two employee directors, appointed in accordance with the law, and one Lead Director and Vice Chairman of the Board of Directors responsible for overseeing the efficient running of the Company's governance bodies, and for preventing and managing conflicts.

The Board of Directors comprises a proportion of **91% Independent Directors** satisfying the criteria set by the Afep-Medef Code for French listed companies

("Afep-Medef Code"), to which Compagnie de Saint-Gobain refers, and a proportion of **50% women**. The Board of Directors held seven meetings in 2025. The global attendance rate of the directors in office as of April 1st, 2026 at these meetings was **100%**.

For further information about the composition and the functioning of the Board of Directors, refer to section 4.1 of the Compagnie de Saint-Gobain 2025 Universal Registration Document available on the website www.saint-gobain.com (the "**2025 Universal Registration Document**").



91%

independent Directors ^(a)



100%

attendance rate



1

Lead Independent Director
and Vice Chairman
of the Board



50%

women ^(b)



45%

foreign Directors ^(a)



1

Director
representing
employee
shareholders



2

Directors
representing
employee

^(a) Excluding Directors representing employees and the Director representing employee shareholders. All Directors except Benoit Bazin are independent.
^(b) 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.

2.1.1 COMPOSITION OF THE BOARD OF DIRECTORS OF COMPAGNIE DE SAINT-GOBAIN

Information as of April 1st, 2026 ⁽¹⁾.



BENOIT BAZIN

Chairman and Chief Executive Officer

Chairman and Chief Executive Officer of Compagnie de Saint-Gobain

57 years old

Nationality:
French

Compagnie de Saint-Gobain
"Tour Saint-Gobain"
12, place de l'Iris –
92400 Courbevoie

Date of first election: June 2021

Number of shares held: 289,799

Other offices and duties held outside the Group:

- Director and Chairman of the Strategy and CSR Committee and member of the Nomination and Governance Committee of Vinci*



SOPHIE BROCHU

Independent Director
Chairwoman of the Corporate Social Responsibility Committee

Date of first election: June 2024

Number of shares held: 1,200

Other offices and duties held outside the Group:

- Director, member of the Corporate Governance Committee and Chair of the Human Resources Committee of CGI*
- Lead Director and Chairman of the Governance Committee of CAE*



JEAN-FRANÇOIS CIRELLI

Lead Director and Vice Chairman of the Board
Chairman of the Nomination and Remuneration Committee

Chairman of BlackRock France, Belgium and Luxembourg ^(a)

67 years old

Nationality:
French

Compagnie de Saint-Gobain
"Tour Saint-Gobain"
12, place de l'Iris –
92400 Courbevoie

Date of first election: June 2020

Number of shares held: 1,500

Other offices and duties held outside the Group:

- Chairman of BlackRock France, Belgium and Luxembourg
- Senior Advisor of Advent International
- Director and member of the Supervisory Board of Idemia
- Member of the Saur Supervisory Committee, Advisory Committee and Nomination and Remuneration Committee
- Director of MET Holding AG** (Switzerland)



LYDIE CORTÈS

Employee Director
Member of the Nomination and Remuneration Committee

Date of first election: May 2018

Number of shares held: 7

Other offices and duties held outside the Group:

- None.

^(a) Director as an individual, and not as a BlackRock representative, Jean-François Cirelli does not represent BlackRock on the Board of Directors. Moreover, BlackRock has appointed a third party (the Custom Policy department of Glass Lewis) to exercise the voting rights attached to the Saint-Gobain shares held by BlackRock.

⁽¹⁾ The full biography of each Director, the list of their offices and duties outside the Group they have or had served over the five past years, and the staggering of the Directors' terms of office are provided in section 4.1.1 of the 2025 Universal Registration Document.

* Listed company.
** Foreign company.



SIBYLLE DAUNIS OPFERMANN

Director representing
employee shareholders

Chief Executive Officer of La Plateforme du Bâtiment

51 years old

Nationality:
French

La Plateforme
du Bâtiment
7, rue Benjamin
Constant
75019 Paris

Date of first election: March 2020

Number of shares held: 5,158

Other offices and duties held outside the Group:

- None.



THIERRY DELAPORTE

Independent Director
Member of the Audit
and Risk Committee

Company director

58 years old

Nationality:
French

Compagnie
de Saint-Gobain
"Tour Saint-Gobain"
12, place de l'Iris –
92400 Courbevoie

Date of first election: June 2022

Number of shares held: 1,795

Other offices and duties held outside the Group:

- Chief Executive Officer of Sodexo*



MAYA HARI

Independent Director
Member of the Corporate Social
Responsibility Committee

Partner in Modern Manifesto's company

47 years old

Nationality:
Singaporean

Compagnie
de Saint-Gobain
"Tour Saint-Gobain"
12, place de l'Iris –
92400 Courbevoie

Date of first election: June 2025

Number of shares held: 1,200

Other offices and duties held outside the Group:

- President de Genie Health**
- Director of Cipla*
- Director of Axiata*
(and independent director
of ADA Global, majority owned
by Axiata group)
- Director of IMDA ("Infocomm
Media Development Authority")
- Director of Singlife**



DOMINIQUE LEROY

Independent Director
Member of the Nomination
and Remuneration Committee

Member of the Management Board of Deutsche Telekom AG and Chief Executive Officer for Europe

61 years old

Nationality:
Belgian

Compagnie
de Saint-Gobain
"Tour Saint-Gobain"
12, place de l'Iris –
92400 Courbevoie

Date of first election: November 2017

Number of shares held: 1,200

Other offices and duties held outside the Group:

- Member of the Management Board of Deutsche Telekom AG* and Chief Executive Officer for Europe (outside Germany)
- Member of the Board of Directors and the Nomination and Governance Committee of T-Mobile USA* (United States), a company controlled by Deutsche Telekom AG*
- Member of the Board of Directors of OTE* (Greece) a subsidiary more than 50% owned by Deutsche Telekom AG*
- Senior Advisor of Apheon Capital

* Listed company. / ** Foreign company.



JANA REVEDIN

Independent Director
Member of the Corporate Social
Responsibility Committee

Architect, researcher and full professor of architecture and urban planning at the École Spéciale d'Architecture in Paris

60 years old

Nationality:
German

Compagnie
de Saint-Gobain
"Tour Saint-Gobain"
12, place de l'Iris -
92400 Courbevoie

Date of first election: June 2023

Number of shares held: 1,200

Other offices and duties outside the Group:

- None.



GEOFFROY ROUX DE BÉZIEUX

Independent Director
Member of the Audit
and Risk Committee

Date of first election: June 2024

Number of shares held: 1,200

Other offices and duties outside the Group:

- Lead Independent Director, Chairman of the Appointments and Compensation Committee and Vice Chairman of the Board of Directors of Bureau Veritas*
- Director and head of the Appointments and Compensation Committee of Parrot*
- Director of Evoriel



ANTOINE DE SAINT-AFFRIQUE

Independent Director
Member of the Nomination
and Remuneration Committee

Chief Executive Officer of Danone

61 years old

Nationality:
French

Compagnie
de Saint-Gobain
"Tour Saint-Gobain"
12, place de l'Iris -
92400 Courbevoie

Date of first election: June 2025

Number of shares held: 1,200

Other offices and duties outside the Group:

- Chief Executive Officer and Director of Danone SA*
- Director of Livelihoods Fund for Family Farming SAS**, an equity-accounted entity of Danone SA*
- Director of Naandi Community Water Services (NCWS)**, and indirect holding via the Danone Communities fund, an equity-accounted of Danone SA



HANS SOHLSTRÖM

Independent Director
Member of the Audit
and Risk Committee

Date of first election: June 2025

Number of shares held: 1,200

Other offices and duties outside the Group:

- Chairman and CEO of de Stora Enso*



PHILIPPE THIBAUDET

Employee Director
Member of the Corporate Social
Responsibility Committee

EHS Operations Manager at Saint-Gobain Isover

45 years old

Nationality:
French

Saint-Gobain Isover
19, rue Paul Sabatier
71102 Chalon-sur-Saône

Date of first election: May 2018

Number of shares held: 7

Other offices and duties held outside the Group:

- None.



HÉLÈNE DE TISSOT

Independent Director
Member of the Audit
and Risk Committee

Date of first election: June 2024

Number of shares held: 1,200

Other offices and duties outside the Group:

- EVP Finance and IT and member of the Executive Committee of the Pernod Ricard Group*

* Listed company. / ** Foreign company.

2.1.2 THE BOARD OF DIRECTORS' COMMITTEES

The Board has three committees designed to facilitate its functioning and contribute effectively to the preparation of its deliberations: the Audit and Risk Committee, the Nomination and Remuneration Committee, and the Corporate Social Responsibility Committee.

These committees do not have their own decision-making authority (unless otherwise expressly provided for in the internal rules of the Board of Directors as regards the Audit and Risk Committee's approval of services other than the certification of accounts assigned to the Statutory Auditors), and report to the Board regarding their activities, conclusions, and proposals.

The activities of these three committees during the 2025 fiscal year are described in section 4.1.2.D, of the 2025 Universal Registration Document, p. 246 to 251.

The Nomination and Remuneration Committee and the Audit and Risk Committee are composed of 100% independent directors, including their respective Chairman, in compliance with the recommendations of the Afep-Medef Code. The same applies to the Corporate Social Responsibility Committee.



1















2

3

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5

The table below gives a general overview of the members of the Board and its committees as of April 1st, 2026:

	Name	Age	Independent ^(a)	Other offices ^(e)	ARC ^(f)	NRC ^(g)	CSRC ^(h)	End of term	Years in office
	Benoit Bazin	57	No	1				General Shareholders' Meeting called to approve the accounts for the 2028 financial year	4.5
	Sophie Brochu	62	Yes	2			(C)	General Shareholders' Meeting called to approve the accounts for the 2027 financial year	1.5
	Jean-François Cirelli ^(d)	67	Yes	0			(C)	General Shareholders' Meeting called to approve the accounts for the 2027 financial year	5.5
	Lydie Cortès	55	No ^(b)	0			(M)	General Shareholders' Meeting called to approve the accounts for the 2025 financial year	7.5
	Sibylle Daunis Opfermann	51	No ^(c)	0				General Shareholders' Meeting called to approve the accounts for the 2028 financial year	5.5
	Thierry Delaporte	58	Yes	1	(C)			General Shareholders' Meeting called to approve the accounts for the 2025 financial year	3.5
	Maya Hari	47	Yes	2			(M)	General Shareholders' Meeting called to approve the accounts for the 2028 financial year	0.5
	Dominique Leroy	61	Yes	3 ⁽ⁱ⁾			(M)	General Shareholders' Meeting called to approve the accounts for the 2026 financial year	8.5
	Jana Revedin	60	Yes	0			(M)	General Shareholders' Meeting called to approve the accounts for the 2026 financial year	3.5
	Geoffroy Roux de Bézieux	63	Yes	2	(M)			General Shareholders' Meeting called to approve the accounts for the 2027 financial year	1.5
	Antoine de Saint-Affrique	61	Yes	1			(M)	General Shareholders' Meeting called to approve the accounts for the 2028 financial year	0.5
	Hans Sohlström	61	Yes	1	(M)			General Shareholders' Meeting called to approve the accounts for the 2028 financial year	0.5
	Philippe Thibaudet	45	No ^(b)	0			(M)	General Shareholders' Meeting called to approve the accounts for the 2025 financial year	7.5
	Hélène de Tissot	56	Yes	1	(M)			General Shareholders' Meeting called to approve the accounts for the 2027 financial year	1.5
NUMBER OF MEETINGS ⁽¹⁾				BOARD: 7	ARC: 4	NRC: 3	CSRC: 4		
ATTENDANCE RATE				100%	100%	100%	90%		

(C) : Chairperson of a Committee.

(M) : Member of a Committee.

^(a) According to the criteria set forth in Recommendation 10.5 of the Afep-Medef Code, see section 4.1.1, p. 222 of the 2025 Universal Registration Document, for more details.

^(b) Director representing employees, appointed pursuant to the law, not included in the calculation of the Director independence ratio on the Board of Directors, in compliance with the recommendations of the Afep-Medef Code.

^(c) Director representing employee shareholders, not included in the calculation of the ratio of independent Directors on the Board of Directors, in accordance with the recommendations of the Afep-Medef Code.

^(d) Lead Independent Director and Vice Chairman of the Board.

^(e) Held in listed companies (excluding Compagnie de Saint-Gobain).

^(f) Audit and Risk Committee.

^(g) Nomination and Remuneration Committee.

^(h) Corporate Social Responsibility Committee.

⁽ⁱ⁾ For the period from January 1, 2025, to December 31, 2025.

^(j) Dominique Leroy holds all her offices within Deutsche Telekom AG Group. T-Mobile USA (USA) and OTE (Greece) being companies controlled by Deutsche Telekom AG.

2.1.3 ACTIVITIES OF THE LEAD INDEPENDENT DIRECTOR AND VICE CHAIRMAN OF THE BOARD DURING THE 2025 FISCAL YEAR

Jean-François Cirelli, an independent Director since 2020, has served as Lead Independent Director and Vice Chairman of the Board since June 6, 2024.

In 2025, Jean-François Cirelli attended all seven meetings of the Board of Directors and the three meetings of the Nomination and Remuneration Committee, of which he is Chairman.

His work as Lead Independent Director and Vice Chairman of the Board consisted of:

- examining, with the Nomination and Remuneration Committee, the independence of Directors with regard to the criteria set out in the Afep-Medef Code (in particular by reviewing conflict of interest questionnaires and analyzing business relationships);
- 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;
- holding regular discussions with the Chairman and Chief Executive Officer, who kept him informed of the business and significant company matters;
- presenting a report on his activities as Lead Independent Director for the period from June 6, 2024 to December 31, 2024, at the General Shareholders' Meeting held on June 5, 2025;
- being in regular contact with the Directors: given the smooth functioning of the Board, these discussions mainly concerned the Board's assessment and its work schedule. Directors' requests were relayed to Executive Management, in particular their wish to be involved in the preparation of Capital Markets Day held on October 6, 2025, which led to constructive dialogue and preparatory presentations that were highly appreciated by the Directors;
- conducting the assessment of the organization and functioning of the Board and the Committees, performed by an external specialized consulting firm ("consulting firm") in October and November 2025, under the following conditions:
 - the Lead Independent Director reviewed the draft questionnaire to be submitted to Directors prepared by the consulting firm,
 - the Lead Independent Director spoke with the Chairman and Chief Executive Officer, and made himself available to the Directors who wished to discuss their individual contributions to the Board in terms of their respective expertise and participation in the Board's deliberations,
 - the Lead Independent Director commented on the results of this assessment after their presentation by the consulting firm and the Directors discussed the performance of the Board (see section 4.1.2.E, p. 251 "Assessment of the Board's performance" of the 2025 Universal Registration Document);
- meeting with shareholders to discuss Saint-Gobain's governance at the governance roadshows attended by many investors;
- 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 and to allow Directors to express their views on the subject;
- chairing Board discussions without the presence of the Chief Executive Officer during an executive session held in September 2025;
- reviewing draft agendas for the meetings of the Board of Directors and the Committees and the specific agendas of the meetings;
- reviewing section 4.1.1 of the 2025 Universal Registration Document on the "Composition of the Board of Directors" and section 4.1.2 on the "Operation of the Board of Directors".

2.2 Proposed renewal of the term of office of a Director

2.2.1 CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS IN 2025 AND RENEWAL PROPOSED TO THE GENERAL MEETING

The following table shows the changes in the composition of the Board of Directors in fiscal year 2025 and the changes proposed to the General Meeting of June 4, 2026:

	General Meeting of June 5, 2025	General Meeting of June 4, 2026
Cessation of duties	Pamela Knapp ^(a) Agnès Lemarchand ^(a) Gilles Schnepf	
Renewal	Benoit Bazin ^(b) Sibylle Daunis-Opfermann	Thierry Delaporte ^(a)
Proposed nomination/ratification	Maya Hari ^(a) Antoine de Saint-Affrique ^(a) Hans Sohlström ^(a)	

^(a) Independent director.

^(b) Chairman and Chief Executive Officer as of June 6, 2024.

Lydie Cortès and Philippe Thibaudet were reappointed as Directors representing employees by the Company's Works Council (Comité de Groupe) in accordance with the Company's bylaws. Their new term of office will take effect at the end of the General Shareholders' Meeting of June 4, 2026.

The following table shows the changes in the composition of the Board with regard to independence, representation of women, and representation of foreign members as of the close of the General Shareholders' Meeting of June 5, 2025, and as foreseen by the end of the General Shareholders' Meeting of June 4, 2026, subject to the renewal of the director described above:

	As from the General Shareholders' Meeting of June 5, 2025	As from the General Shareholders' Meeting of June 4, 2026 (subject to approval)
Percentage of independent directors ^(a)	91%	91%
Percentage of women ^(b)	50%	50%
Percentage of directors of foreign nationality ^(c)	45%	45%

^(a) Excluding employee directors and the director representing employee shareholders, in accordance with the recommendations set by the AfeP-Medef Code.

^(b) 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.

^(c) Excluding directors representing employees and the director representing employee shareholders.

2.2.2 PROPOSED RENEWAL OF THE TERM OF OFFICE OF A DIRECTOR TO THE GENERAL SHAREHOLDERS' MEETING

Information as of April 1st, 2026.



Chief Executive Officer of Sodexo

58 years old

Nationality:
French

Compagnie de Saint-Gobain
"Tour Saint-Gobain"
12, place de l'Iris
92400 Courbevoie

THIERRY DELAPORTE

Independent Director – President of the Audit and Risk Committee

Date of first election: June 2022

Number of shares held: 1,795

Attendance rate in 2025:

- Board of Directors: 100%
- Audit and Risk Committee: 100 %

EXPERTISE AND EXPERIENCE:

Thierry Delaporte began his career in 1992 at the consulting firm Arthur Andersen before joining Capgemini Group in 1995. He first held various financial positions, including Chief Financial Officer for Southern Europe, then Asia-Pacific. He then spent nearly 15 years in the United States in the financial and operational management functions; in this capacity, he was Chief Financial Officer of North America, Chief Executive Officer of the global strategic international financial services unit and then Chief Executive Officer of the Latin America region. In 2017, he was appointed Chief Operating Officer of the Group, an office he held until 2020.

From June 2020 to April 2024, he was Chief Executive Officer at Wipro Limited, a company headquartered in Bangalore, listed on the NYSE (New York Stock Exchange) and the BSE (Bombay Stock Exchange), and a world leader in information technology.

Since November 2025, Thierry Delaporte has been Chief Executive Officer of Sodexo and, since January 1st, 2026, as Chief Executive Officer of Sodexo's North American operations.

Committed to social impact initiatives, Thierry Delaporte is the co-founder of Life Project 4 Youth (LP4Y), an organization dedicated to youth inclusion.

Thierry Delaporte has been a Director of Compagnie de Saint-Gobain since June 2022 and Chairman of the Audit and Risk Committee since June 2025.

His offices held outside the Group over the last five years are described below:

Offices and duties held outside the Group:

- Chief Executive Officer of Sodexo*

Other offices held outside the Group and expired over the past five years:

- Chief Executive Officer of Wipro Limited* (India) (2020-2024)
- Member of the Board of Edenred* (2025)

* Listed company.

Thierry Delaporte, Chief Executive Officer of Sodexo, 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. 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 renewal of Thierry Delaporte as Director is subject to approval of the 5th resolution.

2.3 Presentation of the Group's senior management

2.3.1 GOVERNANCE STRUCTURE

a. Combination of the Chairman of the Board and CEO roles since June 6, 2024

The combination of the roles of Chairman of the Board of Directors and Chief Executive Officer was decided by the Board of Directors on November 23, 2023, taking into account the Group's operational and strategic specificities and the environment in which it operates. Benoit Bazin is Chairman and Chief Executive Officer since the General Shareholders' Meeting on June 6, 2024. His term of office as Director was submitted for renewal at the General Shareholders' Meeting held on June 5, 2025.

Prior to the General Shareholders' Meeting of June 6, 2024, which marked the effective date of the combination of roles, the Company or, as the case may be, the Lead Independent Director and Vice Chairman of the Board, engaged in extensive dialogue with a large number of investors regarding the combination of roles (see section 4.1.2.E, p. 251 of the 2025 Universal Registration Document).

In connection with the renewal of Benoit Bazin's term of office at the General Shareholders' Meeting of June 5, 2025, this dialogue continued.

His term of office was renewed with an approval rate of 81.28%, reflecting very strong support.

Following the General Shareholders' Meeting of June 5, 2025, during its governance roadshows, the Company or, as the case may be, the Lead Independent Director and Vice Chairman of the Board again discussed with investors. These exchanges confirmed the depth of the dialogue conducted prior to the General Shareholders' Meeting and the continued support for the governance structure.

The evaluations conducted in 2024 and 2025 confirmed a consistently and very positive assessment of the Board of Directors' operations and governance. In particular, the directors praised the successful transition of the Chairman and Chief Executive Officer, as well as the quality, transparency, and fluidity of discussions within the Board of Directors and its Committees. They also highlighted the key role of the Lead Director and Vice Chairman of the Board, contributing to the effectiveness of governance, particularly in the context of the Group's transformation and the consolidation of the roles of Chairman and Chief Executive Officer (see sections 4.1.2.E, p. 251 of the 2025 Universal Registration Document, and 5.1.2.E, p. 277 of the 2024 Universal Registration Document).

It is specified that the Board of Directors will continue to debate, as part of the assessment of its work, the continued appropriateness over time of the existing governance structure.

b. Duties and powers of the Lead Independent Director and Vice Chairman of the Board

At its meeting of November 23, 2023, the Board of Directors decided to appoint Jean-François Cirelli, an independent Director, as Lead Independent Director and Vice Chairman of the Board. His term of office became effective at the close of the General Shareholders' Meeting held on June 6, 2024.

Jean-François Cirelli has both industry knowledge and governance expertise, given his previous executive positions. He also possesses strong strategic expertise, as reflected in his role within a leading strategy firm, governance experience gained through his service as a Director of several companies, and a strong shareholder perspective arising from his responsibilities within one of the world's largest asset managers (see biography, section 4.1.1.A, p. 222 of the 2025 Universal Registration Document). It should be noted that, for the purpose of exercising the voting rights attached to the Company's shares held by BlackRock, the latter has granted a mandate to a third party (Glass Lewis' Custom Policy department), which exercises such voting rights on its behalf (see section 4.1.1.C, p. 233 of the 2025 Universal Registration Document).

Furthermore, the Board of Directors considered that the positions held by Jean-François Cirelli outside Saint-Gobain did not constitute a workload that could create a conflict with his role as Lead Independent Director and Vice Chairman of the Board.

The General Shareholders' Meeting of June 6, 2024 approved an amendment to the Company's bylaws making it mandatory to appoint a Lead Independent Director and Vice Chairman of the Board in the event that the roles of Chief Executive Officer and Chairman of the Board of Directors are combined, or if the Chairman of the Board is not independent.

The Lead Independent Director's primary duty is to ensure the proper functioning of the Company's governance bodies. Since June 6, 2024, he has also served as Vice Chairman of the Board of Directors, underscoring the importance of his role.

The internal rules of the Board of Directors, as applicable since the General Shareholders' Meeting of June 6, 2024, provide that he is entrusted in particular with the duties and is granted the means set out below.

- Duties:
 - prevent and manage conflicts of interest;
 - assess the organization and operation of the Board of Directors, distinguishing between the assessment of the Chairman and the assessment of the Chief Executive Officer;
 - serve as a point of contact for shareholders of Compagnie de Saint-Gobain and contribute to shareholder engagement on governance issues; lead governance roadshows; and
 - in conjunction with the Chairman of the Board of Directors, ensure that the Directors receive the information they need to perform their duties and act as their spokesperson with the Chairman of the Board when necessary;
 - more generally, ensure compliance with the internal rules of the Board of Directors.
- Means:
 - ask the Chairman to add items to the agenda of any Board meeting and be consulted on the agenda and schedule of Board meetings;
 - convene and chair Executive Sessions related to the Board's duties (including at the end of a Board meeting) and aimed at discussing and assessing the operations of the Board once a year; reporting them to the Chief Executive Officer;
 - chair the discussions of the Directors at the end of the Board meetings, during with the governance of the meeting, in the presence of the Chief Executive Officer;
 - convene and chair the Board meetings in the event of the temporary inability or death of the Chairman;
 - request the Chairman to convene a meeting of the Board of Directors with any specific agenda; the Chairman is bound by the Lead Independent Director's request;
 - lead discussions at Board meetings relating about its assessment;
 - attend meetings of Committees of which he is not a member in consultation with the Chairman of the Committee in question, who informs the Chairman;

- in the performance of his duties, request external studies to be carried out at the Company's expense or request the assistance of the Group Corporate Secretary in the performance of his duties; and
- meet with the members of the Executive Committee after informing the Chairman.

Once a year, the Lead Independent Director reports the actions taken to the Board of Directors.

Special attention should be given, among the powers listed above, to the prerogative of the Lead Independent Director and Vice Chairman of the Board to require the Chairman to convene a meeting of the Board of Directors, the Chairman being obliged to comply with such request.

c. Independence of the Board of Directors

The proper operation of the Board of Directors also depends on the independence of its members.

As of February 1st, 2026, independent Directors represented 91% of the members of the Board of Directors (all Directors except Benoit Bazin and the Directors representing employees and the Director representing employee shareholders, see section 4.1.1.B, p. 232 of the 2025 Universal Registration Document).

As of February 1st, 2026, independent Directors also comprised 100% of the members of the Audit and Risk Committee, the Nomination and Remuneration Committee and the Corporate Social Responsibility Committee, and all the committee chairpersons.

d. Prior approval by the Board of Directors

The internal rules of the Board provides that the Board must grant prior approval, before their implementation, for any investment, restructuring, disposal, acquisition, or equity interest transaction with an individual amount exceeding €150 million, as well as for any significant transaction falling outside the announced Group's strategy of Saint-Gobain (see sections 4.1.2.C, p. 241 "Operating Rules of the Board of Directors" and 8.1.1, p. 448 "Rules of Procedure" of the 2025 Universal Registration Document).

2.3.2 EXECUTIVE COMMITTEE

In June 2025, the Group embarked on a new stage in its transformation by adopting a fully regional-based organization, building on the steps already initiated since 2019, by strengthening local implementation of the strategy, simplifying operating methods and accelerating growth in high-potential markets. This reorganization was accompanied by an extensive renewal of the Executive Committee, whose composition and responsibilities now fully reflect the Group's new organizational structure.

Chaired by the Chairman and Chief Executive Officer, the Executive Committee brings together the leaders of the six major regions (Northern Europe, Southern Europe,

Middle East & Africa, North America, Latin America, and Asia-Pacific) as well as the heads of the main cross-functional departments (finance, strategy, legal, human resources and CSR, digital, communications, innovation, technology, operations and industrial segments), and comprises 16 members (see "Our governance" p. 15 of the 2025 Universal Registration Document). It ensures the Group's operational management, coordinates cross-functional projects and programs and ensures the implementation of the strategy. The Executive Committee meets monthly (see "Our governance" p. 15 of the 2025 Universal Registration Document).

2.4 Remuneration of the management and governing bodies (Say-on-Pay)

This section, prepared with the assistance of the Board's Nomination and Remuneration Committee, describes the remuneration components for the Directors, the Executive Corporate Officer and members of Group Executive Management and sets out the long-term remuneration plans in place within the Group.

2.4.1 DIRECTORS' REMUNERATION

A – Reminder of the remuneration policy applicable to Directors for the 2025 fiscal year

In accordance with the decision of the General Shareholders' Meeting of June 6, 2024, the Directors receive an annual remuneration, the total maximum amount of which is set at €1.6 million.

The rules for the distribution of Directors' remuneration and the payment methods applicable for 2025 were approved by the General Shareholders' Meeting on June 5, 2025, as follows:

- The Chairman and Chief Executive Officer does not receive any remuneration for his duties as a Director;
- Each of the other members of the Board of Directors receives an annual fixed compensation of €24,750 and a variable compensation of €3,300 for each meeting attended;
- The Lead Independent Director and Vice Chairman of the Board receives fixed annual remuneration of €80,000 in respect of these duties, reflecting the scope of his responsibilities as well as the size of the Group;
- The Chairmen and members of Committees (currently: Audit and Risk Committee, Nomination and Remuneration Committee, and Corporate Social Responsibility Committee) (excluding Executive Corporate Officers) also receive fixed annual payments of €5,500 and €2,750 respectively, and variable annual payments of €2,200 for each meeting attended;
- An additional sum per Board and Committee meetings is paid to cover the travel expenses of Directors residing outside France (€2,500 per actual trip to a Board meeting or Committee meeting for a Director residing in Europe (outside France); €5,500 for a Director residing outside Europe). If multiple Board or Committee meetings are held on the same day, this sum is paid only once;
- The amounts allocated as a fixed portion are paid *pro rata temporis* when the terms begin or end during the fiscal year;
- Payments are made semi-annually in arrears. Any distribution of all or part of any remaining balance of the annual amount allocated is, subject to a decision by the Board of Directors, made at the beginning of the following financial year, in proportion to the variable portions allocated to Board members (excluding additional amounts granted to cover travel by Directors residing outside France), both in respect of Board meetings and Committee meetings held during the past financial year.

In accordance with Article 22.1 of the Afep-Medef Code, the variable portion predominates where attendance at Board and Committee meetings is regular.

B – Remuneration components paid during the 2025 fiscal year or granted for the same fiscal year to Directors (Say-on-Pay ex post)

The table below shows the individual remuneration received by the members of the Board of Directors (including fixed, variable and additional amounts) for the fiscal years 2024 and 2025 in accordance with the remuneration policy described in section 2.4.1.A, p. 30 above of this notice of meeting, and the decision of the Board of Directors on November 27, 2025, regarding the partial distribution of the available balance of the allocated annual amount. Pursuant to Articles L. 22-10-34, I, and L. 22-10-9, I, of the French Commercial Code, the items relating to the amounts collected for 2025 will be submitted to a vote at the General Shareholders' Meeting on June 4, 2026 (7th resolution).

TABLE 3 – SUMMARY OF THE REMUNERATION OF EACH NON-EXECUTIVE DIRECTOR (AMF NOMENCLATURE)

Non-Executive Directors	Gross amounts received (in EUR)	
	for FY 2025	for FY 2024
Sophie Brochu ^(a)	138,043	81,784
Jean-François Cirelli ^(b)	175,851	151,257
Lydie Cortès ^(c)	93,101	108,336
Sibylle Daunis Opfermann	75,773	85,377
Thierry Delaporte	99,543	90,622
Maya Hari ^(e)	77,337	N/A
Iêda Gomes Yell ^(d)	N/A	70,301
Pamela Knapp ^(g)	52,015	128,074
Agnès Lemarchand ^(g)	44,515	119,622
Dominique Leroy	108,101	117,824
Jana Revedin	112,960	119,808
Geoffroy Roux de Bézieux ^(a)	93,109	50,610
Antoine de Saint-Affrique ^(e)	54,697	N/A
Hans Sohlström ^(e)	69,697	N/A
Gilles Schnepf ^(g)	43,339	108,336
Jean-Dominique Senard ^(f)	N/A	48,615
Philippe Thibaudet ^(c)	97,960	102,824
Hélène de Tissot ^(a)	97,960	50,610
TOTAL	1,434,001	1,434,000

^(a) Director since June 6, 2024.

^(b) It is specified that the remuneration received by Jean-François Cirelli includes remuneration for his office as Director and Chairman of the Nomination and Remuneration Committee and, since the General Shareholders' Meeting of June 6, 2024, fixed remuneration of €80,000 per year for his office as Lead Independent Director and Vice Chairman of the Board, calculated pro rata temporis for the 2024 fiscal year from that date. For the 2025 fiscal year, the remuneration received by Jean-François Cirelli includes remuneration for his duties as Director, Chairman of the Nomination and Remuneration Committee and fixed remuneration of €80,000 per year for his duties as Lead Independent Director and Vice Chairman of the Board.

^(c) It is specified that, at the time they took up their positions and for the entire duration of their terms as Directors representing employees, Lydie Cortès and Philippe Thibaudet each decided to donate to the trade unions with which they are each affiliated, i.e. the Confédération Française Démocratique du Travail (for Lydie Cortès) and the Confédération Générale du Travail (for Philippe Thibaudet), respectively, all their Director's remuneration (net of social charges). The net amount of this remuneration is consequently paid directly by Compagnie de Saint-Gobain to these trade unions.

^(d) Director until June 6, 2024.

^(e) Director since June 5, 2025.

^(f) Lead Independent Director until June 6, 2024.

^(g) Director until June 5, 2025.

With the exception of the Directors representing employees and the Director representing employee shareholders, who received remuneration for their salaried positions within the Group, the non-Executive Directors received no other remuneration from the Company or Group entity in respect of the 2024 and 2025 fiscal years.

C – Remuneration policy for Directors for the 2026 fiscal year

In accordance with the decision of the General Shareholders' Meeting of June 6, 2024, the Directors receive an annual remuneration, the total maximum amount of which is set at €1.6 million.

At its meeting of February 26, 2026, the Board of Directors, upon the recommendation of the Nomination and Remuneration Committee, determined the remuneration policy for Directors for the 2026 fiscal year. In accordance with the provisions of Article L. 22-10-8 II of the French Commercial Code, this remuneration policy will be submitted to a vote at the General Shareholders' Meeting on June 4, 2026 (**9th resolution**).

The rules governing the distribution of this remuneration, as well as the payment terms, are as follows:

- the Chairman and Chief Executive Officer does not receive any remuneration for his duties as a Director;
- each of the other members of the Board of Directors receives an annual fixed compensation of €37,500 and a variable compensation of €5,250 for each meeting attended;
- the Lead Independent Director and Vice Chairman of the Board receives fixed annual remuneration of €80,000 in respect of these duties, reflecting the scope of his responsibilities and the size of the Group;
- in addition, the Committee Chairmen receive a fixed amount of €12,000 for the Chairman of the Audit and Risks Committee and €8,000 for the Chairmen of the Nomination and Remuneration Committee and the Corporate Social Responsibility Committee;
- Committee members (other than the Chairmen) are allocated a fixed amount of €5,000;
- Committee members (including the Chairs) are allocated a variable amount of €5,000 for members of the Audit and Risks Committee and €3,500 for members of the Nomination and Remuneration Committee and the Corporate Social Responsibility Committee, for each meeting attended;
- an additional sum per Board and Committee meeting is paid to cover the travel expenses of Directors residing outside France €2,500 per actual trip to a Board meeting or Committee meeting for a Director residing in Europe (outside France); €5,500 for a Director residing outside Europe). If multiple Board or Committee meetings are held on the same day, this sum is paid only once;
- the amounts allocated as a fixed portion are paid *pro rata temporis* when the terms begin or end during the fiscal year;
- the application of the above rules may not result in the allocation of remuneration exceeding the overall maximum amount of €1.6 million. For this purpose, a reduction would be applied, first to the fixed portion and, if necessary, to the variable portion;
- the compensation is paid in two half-yearly installments in arrears.

In accordance with Article 22.1 of the Afep-Medef Code, the variable portion predominates where attendance at Board and Committee meetings is regular.

The increase in the fixed and variable remuneration referred to above compared with that for the 2025 financial year reflects the fact that the policy for the 2026 financial year does not provide for any distribution of the remaining balance, if any, of the annual amount allocated as fixed and variable portions, unlike the policy for 2025.

2.4.2 REMUNERATION OF EXECUTIVE CORPORATE OFFICER

A – General principles of the remuneration policy for Chairman and Chief Executive Officer

The Board of Directors and the Nomination and Remuneration Committee continuously ensure that the remuneration of the Chairman and Chief Executive Officer complies with the recommendations of the Afep-Medef Code and in particular meets the requirements of transparency and moderation. They also monitor its evolution in relation to the Group's performance and the average remuneration of employees of Saint-Gobain's consolidated affiliates registered in France, while taking into account prevailing market practices. It is also noted that the independence rate of the Nomination and Remuneration Committee is 100%, as Lydie Cortès, a Director representing employees, is not included in the calculation of the ratio of independent Directors in accordance with the recommendations of the Afep-Medef Code, and that this Committee is chaired by the Lead Independent Director and Vice Chairman of the Board.

All components of remuneration (fixed and annual variable compensation, long-term incentives, severance benefits and pension benefits) and the balance between these components are taken into account in determining the remuneration of the Chairman and Chief Executive Officer.

In particular, the Board of Directors seeks to ensure that the granting of long-term remuneration (performance shares) to the Chairman and Chief Executive Officer in a given fiscal year does not represent a disproportionate share of his maximum total remuneration for that fiscal year and has conditioned these grants to demanding cap and holding rules.

Regarding the variable component and long-term incentives, the Board of Directors, on the recommendation of the Nomination and Remuneration Committee, selects performance conditions and objectives, including CSR, that directly reflect the Group's priorities in line with the guidance and the objectives of the current strategic plan ("Grow & Impact" for 2025 and "Lead & Grow" for 2026).

Furthermore, the Board of Directors takes into account the feedback from the Company's shareholders gathered during shareholder dialog in order to promote the alignment of the remuneration policy with the interests of the shareholders and also considers the benchmarks of CAC 40 companies ⁽¹⁾ and industrial companies of the CAC 40 ⁽²⁾.



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⁽¹⁾ Within the CAC 40 sample, the Company is positioned as follows: 19/40 in terms of market capitalization at December 31, 2025, 12/40 in terms of sales in 2024 and 9/40 in terms of headcount in 2024.

⁽²⁾ Air Liquide, Airbus Group, Arcelor Mittal, Bouygues, Carrefour, Danone, Engie, Essilor Luxottica, Kering, Legrand, L'Oréal, Michelin, Renault, Safran, Sanofi, Schneider Electric, Stellantis, STMicroelectronics, Thales, TotalEnergies, Veolia Environnement and Vinci. Within the CAC 40 industrial sample, the Company is positioned as follows: 13/23 in terms of market capitalization at December 31, 2025, 10/23 in terms of sales in 2024 and 6/23 in terms of headcount in 2024.

B – Remuneration components paid to the Chairman and Chief Executive Officer during the 2025 fiscal year or granted for the same fiscal year, subject to approval by the General Shareholders' Meeting of June 4, 2026 (ex-post Say-on-Pay)

At its meeting on February 26, 2026, the Board of Directors, upon the recommendation of the Nomination and Remuneration Committee, determined the remuneration components paid during the 2025 fiscal year or granted for the same fiscal year to the Chairman and Chief Executive Officer, which will, in accordance with the provisions of Article L. 22-10-34 II of the French Commercial Code, be submitted to a vote at the General Shareholders' Meeting of June 4, 2026 (6th resolution).

Summary of remuneration components paid during the 2025 fiscal year or granted for the same fiscal year to Benoit Bazin, Chairman and Chief Executive Officer

FIXED REMUNERATION

Amount paid: €1,300,000

- Amount unchanged since he took office as Chairman and Chief Executive Officer on June 7, 2024.
- Unless an unforeseen exceptional event or other major reason occurs, this amount is expected to remain unchanged for the next three years until the end of his current term as Director at the close of the General Shareholders' Meeting approving the financial statements for the year ending December 31, 2028 (decision of the Board of Directors of February 29, 2024).

ANNUAL VARIABLE REMUNERATION

Amount granted: €2,013,642, representing 91% of the maximum variable remuneration, even though the achievement rate for the objectives was 96% ⁽¹⁾. This amount is down 8% compared with the annual variable remuneration of Benoit Bazin in his capacity as Chairman and Chief Executive Officer in 2024.

LONG-TERM REMUNERATION

■ Performance shares:

Grant of 75,000 performance shares with a total IFRS value at the time of grant in November 2025 of €3,650,189. This amount is lower than the IFRS valuation of the 2024 grant.

- **Stock options:** None.
- **Performance units:** None.

DEFERRED VARIABLE REMUNERATION

None.

MULTI-ANNUAL VARIABLE REMUNERATION

None.

EXCEPTIONAL REMUNERATION

None.

REMUNERATION FOR SERVING AS A DIRECTOR

None.

IN-KIND BENEFITS

Company car: €5,129

TERMINATION BENEFITS AND NON-COMPETE INDEMNITY

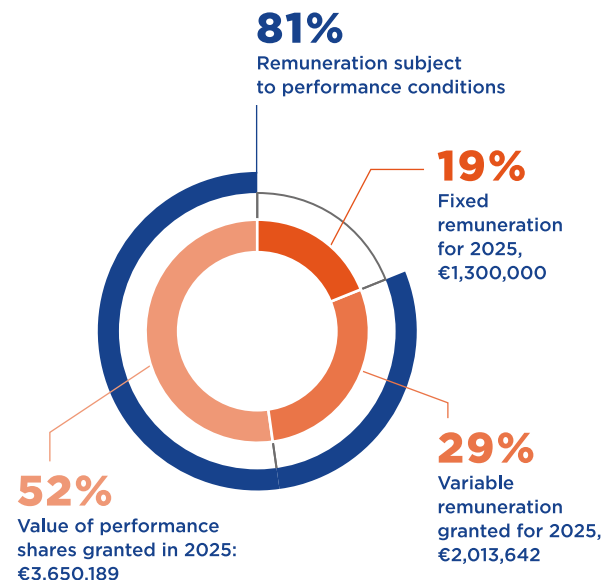
No amount paid or granted.

See section 2.4.2.B.(e), p. 39 of this notice of meeting.

SUPPLEMENTARY PENSION PLAN

See section 2.4.2.B.(f), p. 39 of this notice of meeting.

PERFORMANCE-BASED REMUNERATION



It follows from the above elements that 81% of the Chairman and Chief Executive Officer's remuneration is subject to performance conditions.

⁽¹⁾ This difference results from the variable component linked to quantifiable CSR objectives being below the maximum amount, despite a 100% achievement rate for those objectives. Although TRAR stood at 1.43 in 2025, exceeding the maximum objective level and resulting in a 100% achievement rate for the Safety criterion, Benoit Bazin decided, in light of the increase in serious accidents in 2025, to set this criterion's contribution to variable remuneration to zero for a number of employees, in particular the members of the Executive Committee, including himself which was noted by the Board of Directors. See CSR quantifiable variable remuneration, p. 259 of the 2025 Universal Registration Document.

Details of remuneration components paid during the 2025 fiscal year or granted for the same fiscal year to the Chairman and Chief Executive Officer

a. Fixed remuneration

In accordance with the remuneration policy approved by the General Shareholders' Meeting on June 5, 2025, Benoit Bazin's fixed remuneration was maintained at €1,300,000 per year. In 2024 yet, this remuneration was below the median benchmark for chairmen and chief executive officers of CAC 40 industrial companies (€1,425,000) and slightly above the median benchmark for chairmen and chief executive officers of CAC 40 companies in 2024 (€1,250,000).

Unless an unforeseen exceptional event or other major reason occurs, this amount unchanged since 2024, is expected to remain stable for the next three years until the end of his current term as Director at the close of the General Shareholders' Meeting approving the financial statements for the year ending December 31, 2028 (decision of the Board of Directors of February 29, 2024).

b. Annual variable remuneration

This remuneration component rewards the contribution of the Chairman and Chief Executive Officer to the Group's results for the past fiscal year. It is expressed as a percentage of the annual fixed remuneration.

> Reminder of the remuneration policy for 2025

The remuneration policy approved by the General Shareholders' Meeting on June 5, 2025 set the cap on Benoit Bazin's annual variable remuneration as Chairman and Chief Executive Officer at 170% of fixed remuneration, which is also below the median of the 2024 benchmark for maximum variable remuneration for Chairmen and Chief Executive Officers of both CAC 40 companies and CAC 40 industrial companies (185% in both cases).

At its meeting of February 27, 2025, the Board set, on the recommendation of the Nomination and Remuneration Committee, the components and objectives of Benoit Bazin's variable remuneration for 2025 as follows:

- **A quantifiable portion of 75%**, based on financial objectives (60%) and CSR objectives (15%);
- **A qualitative portion of 25%**, depending on the four qualitative objectives considered relevant, as they reflect the implementation of strategic orientations for the 2025 fiscal year.

> Components paid or granted during the 2025 fiscal year

At its meeting on February 26, 2026, the Board, on the recommendation of the Nomination and Remuneration Committee, set the components of the variable remuneration paid or granted to Benoit Bazin for 2025 as follows:

Quantifiable variable remuneration

Quantifiable financial variable remuneration

Criteria ⁽¹⁾	Weighting	Possible variation	Target (in EUR) amount (budget)	Percentage achieved	Achievement in euros	Assessments – Comments
FCF (Free Cash Flow)	15%	0 to 331,500	€232,050	100.0%	331,500	Free cash flow in 2025: €3,752 million
Group Operating Income	15%	0 to 331,500	€232,050	84.6%	280,449	Group operating income in 2025: €5,293 million
ROCE (Return on Capital Employed)	15%	0 to 331,500	€232,050	100.0%	331,500	ROCE in 2025: 14%
Group Current Net Income per Share	15%	0 to 331,500	€232,050	89.5%	296,693	Group current net income per share: €6.70
TOTAL	60%	0 to 1,326,000	€928,200	93.5%	1,240,142	ACHIEVEMENT RATE: 93.5% FOR ALL CRITERIA

⁽¹⁾ These indicators apply to the Group and are reviewed by the Statutory Auditors.

With these results, Saint-Gobain once again demonstrated in 2025 the relevance of its strategy as a global leader in light and sustainable construction and its strong operational performance thanks to its decentralized organization by country, which is particularly well suited to today's environment. In 2025, the Group's recurring net income per share increased by +2.5% and by +6.4% at constant exchange rates. Free cash flow remained at a strong level and the cash conversion rate reached 58%, notably reflecting very good working capital management. Lastly, ROCE, at 14%, reflects the creation of shareholder value.

The objectives for the above quantifiable financial criteria for 2025 are not disclosed because Saint-Gobain does not publish guidance on these criteria. Disclosing them would lead to de facto guidance that is not in accordance with good financial communication practices. These objectives are determined on the basis of the budget, which is confidential for the same reasons. For each quantifiable objective, the corresponding portion of the variable remuneration is triggered when the objective in question is achieved, as the case may be, between 84% and 88% of the target for the objective in question (based on the budget, which is ambitious) and reaches its maximum when the objective is achieved between 103% and 105%, as the case may be, of the target for the objective in question. These quantifiable financial objectives were naturally in line with:

- The guidance disclosed to the market on February 27, 2025, for an operating margin above 11.0%;

- The annual average financial targets for the period 2021-2025 disclosed to the market during the Capital Markets Day on October 6, 2021, namely with regard to these criteria:

- FCF: free cash flow conversion rate above 50%,
- ROCE: between 12% and 15%, also taking into account the impact on ROCE of significant changes in the scope of consolidation in previous years (in particular Kaycan, Building Products of Canada, Izomaks, Dalsan, Twiga and Drymix), which relates to the goodwill of the acquired companies and affects the first few years following acquisition, before value creation materializes (with a three-year target),
- Operating income: operating margin between 9% and 11%.

Given the volatility of the environment in which the Group operates, making it difficult to forecast each indicator, the Board of Directors, after consulting the Nomination and Remuneration Committee, reserved the right to apply an "outperformance" mechanism in 2025, unchanged since 2022 (see section 2.4.2.C.b, p. 40 of this notice of meeting).

In 2025, as in 2024, the compensation mechanism in case of outperformance did not apply, given the strong performance across all financial criteria.

CSR quantifiable variable remuneration

Criteria ⁽¹⁾	Weighting	Possible variation	Percentage achieved	Amount	Assessments – Comments
Carbon					
Objective: CO ₂ emissions (scope 1 and 2) at current scope (i.e. at actual production); between 8.9 Mt (maximum) and 9.3 Mt (minimum), linear between these two limits	5%	0 to 110,500	100%	110,500	The Group's CO ₂ emissions in scope 1 and 2 were 8.7 million metric tons in 2025.
Safety					
Objective: TRAR between 1.5 (maximum) and 1.8 (minimum), linear between these two limits	5%	0 to 110,500	100%	0	The TF2 indicator stood at 1.43 in 2025. Although this result is better than the maximum target, resulting in a 100% achievement rate, given the resurgence of serious accidents in 2025 after three years of decline, Benoit Bazin decided, as a managerial decision, to set the contribution of this criterion to the variable remuneration of a number of employees, including certain members of the Executive Committee and his own remuneration, to zero. The Board of Directors has taken note of this decision ⁽³⁾ .
Diversity and teams					
Objective: diversity index ⁽²⁾ between 90% (maximum) and 85% (minimum), with linear interpolation between these two limits	5%	0 to 110,500	100%	110,500	The diversity index was 92.8% in 2025.
TOTAL	15%	0 to 331,500	100%	221,000	

⁽¹⁾ These indicators apply to the Group and are reviewed by the sustainability auditor.

⁽²⁾ Index corresponding to the proportion of the Group's Senior managers who have at least one of the following three diversity characteristics: being of a non-French nationality, having diverse professional experience (having worked for Saint-Gobain in two countries other than their country of origin or in at least three different sectors, or having more than 12 years' experience outside Saint-Gobain), and being a woman.

⁽³⁾ Although the Group's safety performance remains among the best, the Group has strengthened its programs and initiatives in this area (see section 3.4.2.A.c, p. 155 of the 2025 Universal Registration Document).

In assessing the demanding nature of these targets, the thresholds of which are determined after taking into account changes in scope, it is important to highlight the impact of acquisitions and disposals on each criterion, particularly the substantial mechanical impact on the Group's CO₂ emissions. Overall, the impact of acquisitions completed in previous years is negative, particularly those completed in 2024 and taken into account from 2025, as the acquisitions relate to companies with higher emissions than the disposed entities and the 2025 targets (as was the case for the 2024 targets) have not been adjusted for this scope effect. It is also important to take into account the significant impact on safety, as acquired companies rarely have safety performance levels as strong as those of the Group.

> Qualitative variable remuneration

Criteria	Weighting	Possible variation	Percentage achieved	Amount
Objective 1: Managing stakeholders, enhancing external visibility of the Group's strategy and image, strengthening the Group's influence	6.25%	0 to 138,125	100%	138,125
Objective 2: Continuing to optimize the Group's scope, focusing on the completion and integration of acquisitions	6.25%	0 to 138,125	100%	138,125
Objective 3: Completing the roll-out of the "Grow & Impact 2021-2025" strategic plan and preparing the next plan	6.25%	0 to 138,125	100%	138,125
Objective 4: Governance: Board operations and integration of newly appointed Directors	6.25%	0 to 138,125	100%	138,125
TOTAL	25%	0 to 552,500	100%	552,500

At its meeting on February 26, 2026, on the recommendation of the Nomination and Remuneration Committee, the Board set the overall achievement level of the four qualitative objectives at 100%. The Board of Directors noted the following elements in particular:

■ With regard to stakeholder management:

- **External visibility of the Group's strategy, image and influence:** the Group's positioning and the alignment between its purpose ("Making the world a better home") and its strategic vision as a global leader in light and sustainable construction are understood and viewed positively by stakeholders. The Group's strategy as a leader in light and sustainable construction has led to numerous initiatives, and the Group's visibility in the press and on social networks continues to improve. The Group's 360th anniversary gave rise to a communication campaign showcasing its capacity for innovation, strengthening its global visibility and the sense of belonging among teams, as reflected in the me@saint-gobain survey (see sections 1.2.7.E.b, p. 66 and 3.4.4, p. 164 of the 2025 Universal Registration Document);
- **Investors and stock market perception:** the Group's image remains very strong thanks to a well-understood strategy as a global leader in light and sustainable construction and solid results despite a very turbulent global environment. All the objectives of the "Grow & Impact" plan have been achieved or exceeded. Engagement with investors was very active, and over the 2021-2025 period, Saint-Gobain shares outperformed the CAC 40 after ranking first in the CAC 40 in 2023 and 2024, and the share price crossed the €100 threshold twice in 2025;
- **Rating agencies:** the Group maintained its credit rating, upgraded in April 2023 to "BBB+ stable" by S&P and in June 2022 to "Baa1 stable" by Moody's. It continued to improve its ratings with CSR agencies;
- **Customers:** the evolution of the customer approach through the deepening of the "solutions" sales approach is at the heart of the "Lead & Grow" plan. The creation of the Chief Operating Officer function within the Executive Committee was accompanied by the creation of a new commercial excellence role;

■ With regard to continuing to optimize the Group's scope:

- **Disposals:** the continuation of the program to divest non-strategic businesses or businesses that are too far removed from the Group's expectations in terms of financial performance, with eight disposals completed in 2025 for a total of €420 million in sales;
- **Acquisitions:** the Group finalized 18 acquisitions in 2025, representing full-year sales of around €860 million, in particular OVNIVER (Cemix brand) and FOSROC in construction chemistry (India and the Middle East);

■ With regard to the completion of the roll-out of the 2021-2025 "Grow & Impact" strategic plan and the preparation of the next strategic plan:

- **Achievement of all the financial objectives of the "Grow & Impact" plan:** organic sales growth of +3.0% (objective: 3-5%); operating margin of 10.9% (objective 9-11%); free cash flow conversion rate of 59% (objective > 50%); ROCE of 15.1% (objective 12-15%) and returns to shareholders of around €1.4 billion per year (dividends and share buybacks);
- **Achievement of all the strategic objectives of the "Grow & Impact" plan:** the Group has firmly established its strategy as a global leader in light and sustainable construction and a pioneer in sustainability with a comprehensive range of low-carbon products. The Group's acquisitions have enabled it to renew 40% of its sales since 2018, with around €10 billion in disposed sales and €7 billion in acquired sales, while improving its profitability profile and geographical balance. They have also enabled the Group to establish a global leadership position in construction chemistry;
- **Preparation of the new "Lead & Grow" strategic plan and Capital Markets Day:** the preparation of the plan and the Capital Markets Day required extensive work, in which the Board of Directors was closely involved (see section 4.1.2.D, p. 243 of the 2025 Universal Registration Document). As of October 6, 2025, the Capital Markets Day brought together many investors and analysts, in person or online, who welcomed the new strategic plan. Internally, the launch of "Lead & Grow" brought together 11,800 employees directly;

■ With regard to Board operations and integration of newly appointed Directors:

- **Chairmanship of the Board:** the Board assessment highlighted governance and Board leadership that were unanimously deemed satisfactory by the Directors, who emphasized the quality and transparency of discussions within the Board and with Executive Management (see section 4.1.2.E, p. 251 of the 2025 Universal Registration Document);

- **Integration of new Directors:** The assessment showed that the recent renewal of the Board, involving a significant portion of its members, was satisfactory. All the new Directors quickly integrated and became actively involved in the Board's work, contributing to a high level of quality in discussions.

As such, for the 2025 fiscal year, the achievement rate for the variable portion of Benoit Bazin's remuneration is 96%.

Criteria	Weighting	Possible variation	Percentage achieved	Amount
Quantifiable Part				
Quantifiable Financial Objectives	60%	0 to 1,326,000	93.5%	1,240,142
Quantifiable CSR Objectives	15%	0 to 331,500	100.0%	221,000 ⁽¹⁾
Total Quantifiable	75%	0 to 1,657,500	95.0%	1,461,142
Qualitative Section				
Qualitative Objectives	25%	0 to 552,500	100%	552,500
TOTAL VARIABLE COMPENSATION	100%	0 to 2,210,000	96%	2,013,642 ⁽¹⁾

⁽¹⁾ The amount of the variable portion linked to quantifiable CSR objectives is not equal to the maximum amount, although the achievement rate is 100%. Although TRAR stood at 1.43 in 2025, exceeding the maximum objective level and resulting in a 100% achievement rate for the Safety criterion, Benoit Bazin decided, in light of the increase in serious accidents in 2025 following three years of decrease, to set this criterion's contribution to variable remuneration to zero for a number of employees, in particular the members of the Executive Committee, including himself, what the Board noted.

c. Long-term remuneration

> Reminder of the remuneration policy: allocation caps applicable to Benoit Bazin, Chairman and Chief Executive Officer

In accordance with the remuneration policy approved by the General Shareholders' Meeting on June 5, 2025, the allocation of long-term remuneration instruments to the Chairman and Chief Executive Officer is capped at 75,000 shares. This cap has remained unchanged since 2022.

In addition, the Chairman and Chief Executive Officer may not be granted more than 10% of the total performance share grant under the plan implemented in 2025.

> Components paid or allocated in 2025: allocation for Benoit Bazin, Chairman and Chief Executive Officer

The long-term remuneration for 2025 consisted exclusively of performance shares.

■ Performance share

On November 27, 2025, the Board of Directors, on the recommendation of the Nomination and Remuneration Committee, decided to grant 75,000 shares to Benoit Bazin, as Chairman and Chief Executive Officer for 2025, given the Group's strong operating performance in 2025 in a still mixed economic environment and the positive results of the latest Board assessment.

The 75,000 performance shares allotted to Benoit Bazin represented a total value (according to IFRS), at the time of allotment in November 2025, of €3,650,189, corresponding to 104% of his maximum overall gross remuneration for the 2025 fiscal year. This value is lower than the value of the 2024 grant. Based on this value, Benoit Bazin's maximum direct remuneration (fixed + maximum variable + LTI allocations) in 2025 amounts to €7,160,189. It is 4% lower than the 2025 median for Chairmen and Chief Executive Officers of CAC 40 companies and 15.71% lower than the 2025 median for Chairmen and Chief Executive Officers of CAC 40 industrial companies.

This allocation of 75,000 performance shares represents approximately 0.01% of the share capital, i.e. less than the sub-cap set by the General Shareholders' Meeting of June 5, 2025, and less than the cap of 10% of the overall grant limit for performance shares set by the Board.

The features of the performance shares, in particular the service and performance conditions to which the allocations are subject and which apply to the Chairman and Chief Executive Officer, are described in section 2.4.4 of this notice of meeting.

No stock option or performance unit plans were implemented in 2025.

> Share Retention rules

The Chairman and Chief Executive Officer is required to retain 50% of the performance shares granted in 2025 upon delivery, until the termination of his duties. However, this retention obligation ceases to apply if and when the total number of Saint-Gobain shares that the Chairman and Chief Executive Officer holds personally in registered form - on the date of delivery of the performance shares - reaches the equivalent of three years of fixed gross remuneration (based on the average of the opening trading prices of the Saint-Gobain share on the 20 trading days preceding the date of delivery of the performance shares and his gross fixed remuneration then in force).

> Hedging rules

The Chairman and Chief Executive Officer has formally undertaken not to hedge his risk either on stock options or on shares resulting from the exercise of stock options, on performance shares or on performance units he has been or will be granted during his term of office as Executive Corporate Officer, until the cessation of his duties. To the Company's knowledge, the Executive Corporate Officer has not entered into any hedging arrangements.

> Closed periods

In accordance with the applicable regulations and the Board's internal rules (see section 8.1.1.B, p. 450 of the 2025 Universal Registration Document), the Chairman and Chief Executive Officer must refrain from carrying out any transactions in Saint-Gobain securities during the 30 days preceding the announcement of annual and half-year results, until the following day (10:00 a.m.), as well as during the 15 days preceding the publication of quarterly sales. Outside of these periods, he is also bound by the provisions on the prevention of insider trading.

■ Stock options

No stock options were granted to Benoit Bazin in 2025.

■ Performance units

No performance units were granted to Benoit Bazin in 2025.

d. Other remuneration and benefits

■ Deferred variable remuneration

The Board of Directors did not pay or grant any deferred variable remuneration to the Chairman and Chief Executive Officer in 2025.

■ Multi-year variable remuneration

The Board of Directors did not pay or grant any multi-year variable remuneration to the Chairman and Chief Executive Officer in 2025.

■ Exceptional remuneration

The Board of Directors did not pay or grant any exceptional remuneration to the Chairman and Chief Executive Officer in 2025.

■ Remuneration for serving as a Director

Benoit Bazin does not receive any remuneration for the fiscal year for serving as a Director of Compagnie de Saint-Gobain.

■ In-kind benefits

Benoit Bazin has use of a company car (€5,129).

e. Compensation that may be payable in connection with termination of duties

■ Termination compensation

No amount was paid or granted to Benoit Bazin in 2025.

■ Non-compete compensation

No amount was paid or granted to Benoit Bazin in 2025.

f. Supplementary pension plan

■ Reminder

Two supplementary pension plans coexist but do not accumulate: the 2012 Plan and the 2012/2 Plan, the characteristics of which are specified in Section 2.4.2.C.g, p. 44 and 45 of this notice of meeting.

■ Items awarded in 2025

2012 Plan

In September 2019, Benoit Bazin reached the seniority required by the 2012 Plan and, as a result, has not been able to acquire any conditional rights under this plan since that date.

As of December 31, 2025, Benoit Bazin's estimated entitlements under the 2012 Plan would amount to around €327,000 gross per year, below the cap for the 2012 Plan (eight times the annual social security cap, i.e. €376,800 in 2025), calculated in accordance with the methods set out in Article D. 22-10-16 of the French Commercial Code ⁽¹⁾.

2012/2 Plan

At its meeting of February 26, 2026, the Board of Directors noted that the performance condition determining the vesting of Benoit Bazin's entitlements for 2025 (achievement for the year in question of at least 50% of the individual portion of the quantifiable and qualitative objectives relating to the variable portion of remuneration) was met.

Consequently, the rights accrued in 2025 under the 2012/2 Plan amount to approximately €43,000 gross per year. Additionally, as of December 31, 2025, the estimated total amount of rights to be received by Benoit Bazin under the 2012/2 Plan amounts to approximately €201,000 gross per year. This amount is calculated in accordance with the Article D. 22-10-16 of the French Commercial Code.

The amounts that would be paid under the 2012/2 Plan would reduce the amounts that could be paid under the 2012 Plan.

In fact, the estimated amount of the rights that would be paid under the 2012/2 Plan, combined, where applicable, with the rights which could be paid under the 2012 Plan, remains, in all cases, below the cap provided for in the "2012" pension plan (eight times the annual social security cap, i.e. €376,800 in 2025) and the cap of 45% of fixed and variable remuneration stipulated in the Afep-Medef Code.

⁽¹⁾ The rights must be estimated on an annual basis, take into account the seniority of service accumulated by the corporate officer in his duties as of fiscal year-end, be based on remuneration recorded during the last fiscal year(s), and be calculated regardless of whether the conditions of the commitment are actually met, as if the corporate officer could benefit from it starting the day after fiscal year-end.

C – Remuneration policy for the Chairman and Chief Executive Officer subject to approval by the General Shareholders' Meeting of June 4, 2026 (Say-on-Pay ex ante)

At its meeting of February 26, 2026, the Board of Directors, upon the recommendation of the Nomination and Remuneration Committee, determined the remuneration policy for the Chairman and Chief Executive Officer for the 2026 fiscal year. In accordance with the provisions of Article L. 22-10-8 II of the French Commercial Code, this remuneration policy will be submitted to a vote at the General Shareholders' Meeting on June 4, 2026 (**8th resolution**).

a. Fixed remuneration

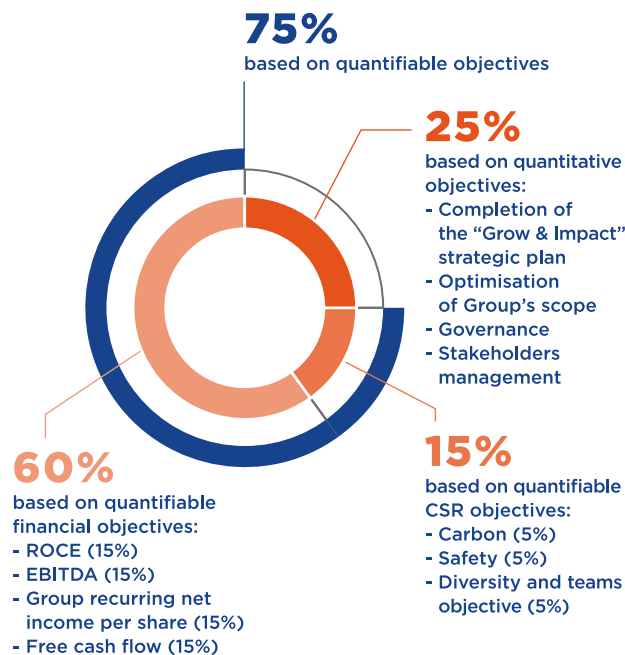
The fixed remuneration of the Chairman and Chief Executive Officer reflects his experience and responsibilities and is comparable to that of equivalent positions in CAC 40 and CAC 40 industrial companies.

In accordance with these principles, the Board of Directors decided on February 26, 2026, on the recommendation of the Nominations and Remuneration Committee, to maintain this fixed remuneration at €1,300,000 for the 2026 fiscal year (unchanged since June 7, 2024). During its meeting on February 29, 2024, the Board decided that, unless an unforeseen exceptional event or other significant reason arises, this amount should be stable for five years from 2024 until the expiry of his current term as Director at the close of the General Shareholders' Meeting called to approve the financial statements for the year ended December 31, 2028.

The Nomination and Remuneration Committee noted, with the assistance of an external consulting firm, that this fixed remuneration of €1,300,000 was again, in 2025, below the median of the benchmark for chairmen and chief executive officers of CAC 40 industrial companies (€1,575,000) and slightly above the median of the 2025 benchmark for chairmen and chief executive officers of CAC 40 companies (€1,250,000).

b. Annual variable remuneration

Variable remuneration for 2026 – Performance criteria



Cap on annual variable remuneration

The Board of Directors decided to maintain the cap for the annual variable portion of the Chairman and Chief Executive Officer's remuneration at 170% of fixed remuneration. This maximum variable remuneration, capped at 170% of fixed remuneration, was again in 2025 below the median of the 2025 benchmark for maximum variable remuneration for Chairmen and Chief Executive Officers of both CAC 40 companies (195%) and CAC 40 industrial companies (185% in both cases).

The amount of this variable remuneration will be determined by the Board of Directors in 2027 based on the achievement of the quantifiable and qualitative objectives that it has set, as in 2025, which account for 75% and 25%, respectively, of his variable remuneration.

Objectives for the annual variable remuneration

> Quantifiable objectives

They consist of financial objectives and CSR objectives, accounting for 60% and 15% of the variable remuneration respectively.

With regard to the quantifiable financial objectives, the Board has decided to use four objectives, considered relevant for assessing the Group's operating and financial performance and its strategy (as in 2025), each accounting for 25%: the return on capital employed (ROCE), the Group's EBITDA ⁽¹⁾, the Group's recurring net income per share, and free cash flow.

The objectives for the above quantifiable criteria are not disclosed because Saint-Gobain does not publish financial guidance on these metrics. Disclosing them would lead to de facto guidance that is not in accordance with good financial communication practices. These objectives are determined on the basis of the budget, which remains confidential for the same reasons.

For each 2026 quantifiable objective, the related variable remuneration is triggered when the objective in question is achieved, as the case may be, between 86% and 92% of the target for the objective in question (based on the budget) and reaches its maximum when the objective is achieved between 104% and 107%, as the case may be, of the target for the objective in question.

These quantifiable financial targets are aligned with:

- the guidance communicated to the market on February 26, 2026, that the Group is targeting "an EBITDA margin of more than 15.0% in 2026";

⁽¹⁾ In connection with the "Lead & Grow" plan, the Group announced an EBITDA margin objective, which replaces the previous objective relating to the Group's operating income.

- the annual average financial targets for the 2026-2030 period disclosed to the market during the Capital Markets Day on October 6, 2025, namely with regard to:
 - Average sales growth in the mid-single-digit range ⁽¹⁾ in local currencies, outperforming the markets by 1 to 2 points,
 - EBITDA margin between 15% and 18% ⁽²⁾,
 - Free cash flow conversion rate above 50%,
 - ROCE: above 13%,
 - The allocation of €12 billion between 2026 and 2030 in growth investments and acquisitions and €8 billion for returns to shareholders (dividends or share buybacks).

Given the volatility of the environment in which the Group operates, which makes it difficult to forecast each indicator, the Board of Directors, after consulting the Nomination and Remuneration Committee, reserves the right to apply in 2026 an “outperformance” mechanism unchanged from 2022, which would allow only partial remuneration for the non-achievement of quantifiable financial objectives on certain criteria through exceptional outperformance on others. This compensation mechanism is only partial because it addresses the concern that the maximum cannot be reached when one criterion is zero. In the extreme case of outperformance exceeding 20% of the maximum on three criteria and zero performance on the fourth, the quantifiable portion of the annual variable compensation would amount to only 91.8% of fixed remuneration, while the maximum amounts to 102% ⁽³⁾ of fixed remuneration. If this mechanism were implemented, it would be disclosed in the remuneration items subject to Say-on-Pay ex post. Since its implementation, this mechanism has never been applied due to the strong performance across all financial criteria. The outperformance mechanism described above, which applies to the quantifiable financial portion, does not apply to the quantifiable CSR portion.

With regard to quantifiable CSR objectives, the Board has decided to select three objectives, each accounting for 5%, with the safety objective now based on two indicators (see below):

- **carbon objective:** CO₂ emissions (scope 1 and 2) within the current portfolio (i.e., at actual production), between 8.7 Mt (maximum) and 9 Mt (minimum), linear between these two limits; limits determined after taking into account the impact of recent acquisitions and disposals, which have a substantial mechanical impact on the Group’s CO₂ emissions. Overall, the impact is negative for acquisitions made in previous years (those closed in 2025 being taken into account starting in 2026);

Furthermore, comparing the objective with the 2024 or 2025 levels is not necessarily meaningful for assessing its demanding nature for 2026, because performance in 2024 (8.5 million tonnes of CO₂) and in 2025 (8.7 million tonnes) was positively impacted by lower volumes linked to the economic environment; a recovery

in volumes would necessarily result in higher emissions. It is in light of these factors that the demanding of the objective must be assessed. The Board of Directors will assess the consequences of exceptional circumstances justifying an adjustment to 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 neutralize, as far as possible, the consequences of such circumstances on the objectives set at the grant date; it being specified that this does not prejudice any potential adjustment that the Board may decide;

- **safety objective:** The achievement of this target will be assessed by measuring not only the TF2 rate, as in previous years, but also, for the first time in 2026, the number of accidents with irreversible consequences (HCI - High Consequence Injuries). The addition of the HCI criterion by the Board of Directors, on the recommendation of the Nomination and Compensation Committee, reflects the resurgence of serious accidents in 2025 after three years of decline (see section 3.4.2.A.c, p. 156 of the 2025 Universal Registration Document).
 - TRAR criterion accounting for 2.5%: between 1.5 (maximum) and 1.8 (minimum), linear between these two limits.
 - HCI criterion accounting for 2.5%: 32 to 38.
 The limits for each of these criteria were determined after taking into account the impact of acquisitions, whose safety performance rarely reaches the same level as that of the Group.
- **diversity and teams objective:** diversity index ⁽⁴⁾ between 90% (maximum) and 85% (minimum), linear between these two limits.

> Qualitative objectives

The Board has adopted the following qualitative objectives, which are considered relevant insofar as they reflect the implementation of strategic priorities for the 2026 fiscal year (representing a total weighting of 25%):

- **Deployment of the “Lead & Grow” strategic plan;**
- **Group portfolio:** continue optimizing the Group’s portfolio, including disposals and acquisitions, and changes in the relative weight of geographic regions;
- **Governance:** Board governance, integration of Directors appointed during the 2024 and 2025 fiscal years, and operation of the renewed Executive Committee;
- **Stakeholder management:** continue to maintain and strengthen the external visibility of the Group’s strategy, image and influence. This includes stock market perception and management of relationships with financial investors, rating agencies, the media and customers.

In accordance with the law, the payment of variable remuneration to the Chairman and Chief Executive Officer for the 2026 fiscal year will be subject to the approval of the General Shareholders’ Meeting to be held on June 3, 2027.

⁽¹⁾ Except in the event of a major economic slowdown and/or major disposals.

⁽²⁾ Compared with the “Grow & Impact” plan: operating margin target of 9% to 11%, equivalent to an EBITDA margin of 13% to 15%.

⁽³⁾ The quantifiable financial portion represents 60% of variable remuneration, which may reach a maximum of 170% of fixed remuneration; accordingly, its maximum amount is 102% of fixed remuneration.

⁽⁴⁾ Index corresponding to the proportion of the Group’s Senior Executives who meet at least one of the following three diversity criteria: being of a nationality other than French; having diverse professional experience (having worked at Saint-Gobain in two countries different from their country of origin, or in at least three different business sectors, or having more than 12 years of experience outside Saint-Gobain); being a woman.

c. Long-term remuneration

As of February 26, 2026, the Board decided that long-term remuneration would be exclusively in the form of performance shares, barring a change in the regulatory environment.

■ Caps:

- Cap for the allocation of long-term remuneration instruments to the Chairman-Chief Executive Officer of 75,000 shares.

The Board of Directors, on the recommendation of the Nomination and Remuneration Committee, has decided that the allocation of long-term remuneration instruments that may benefit from the Chairman and Chief Executive Officer may not exceed 75,000 shares. This cap, which defines the latitude available to the Board when allocating long-term remuneration instruments, does not necessarily prejudice the decision that will be taken in November 2026. This cap has remained unchanged for three years;

- Cap for the allocation to the Chairman and Chief Executive Officer of 10% of the overall grant of performance shares in 2026;

The Board of Directors has decided that the Chairman and Chief Executive Officer may not be allocated more than 10% of the overall allocation of performance shares under the plan to be implemented in 2026 (no grant of performance units);

- Caps for the allocation to the Chairman and Chief Executive Officer stipulated by the 25th (options) and 26th (performance shares) resolutions of the General Shareholders' Meeting of June 5, 2025.

■ Presence and performance conditions:

The Board of Directors intends to make the delivery of performance shares subject to a service condition and to performance conditions that will be based at least on the following criteria historically used in the Group's long-term remuneration plans:

- an internal performance criterion (the Group's ROCE);
- a relative performance criterion (share price performance of the Saint-Gobain share compared with the CAC 40 stock market index);
- a criterion relating to Corporate Social Responsibility.

These criteria were deemed relevant by the Board of Directors as they reflect the operating, financial and non-financial performance of the Group and ensure that the beneficiaries are aligned with the interests of Saint-Gobain shareholders.

If these criteria were no longer relevant, the Board would set criteria of a comparable requirement in order to continue to put in place consistent remuneration instruments in the long term.

The performance objectives relating to each of the above criteria will be set by the Board of Directors when the performance shares are allocated and will be final. In the event of exceptional circumstances impacting the performance condition objectives, particularly in the case of a change in the Group's scope of consolidation or a change in accounting method, the Board of Directors will assess the consequences of these circumstances on the objectives set at the grant date in order to neutralize them if necessary. It is specified that this does not prejudice any analysis the Board of Directors may carry

out in connection with a possible adjustment. Any adjustment must be made within the applicable caps provided for in the remuneration policy.

The assessment period for the performance conditions of long-term remuneration instruments may not be less than three years.

Given the performance shares are granted each year in November, the limits of the criteria cannot be set at the date of this document. The Board of Directors intends, not only as indicated above, to retain the criteria historically set within the framework of the Group's long-term remuneration plans (unless they cease to be relevant), by giving them the same weighting as in 2025, but also to apply the same rigor in the choice of limits as in the past. These criteria have historically been: the Group's ROCE, the stock market performance of the Saint-Gobain share compared with the CAC 40 stock market index and a criterion relating to Corporate Social Responsibility. These limits will be set in accordance with both the guidance published by the Group and the objectives announced during the Capital Market Day on October 6, 2025. See section 2.4.4 of this notice of meeting for the criteria applicable to the plan implemented in November 2025.

As in the past, the Board will set for the Chairman and Chief Executive Officer, regarding any allocation in 2026 under a long-term remuneration plan in the form of performance shares, a strict obligation to retain those shares, that the Chairman and Chief Executive Officer must hold in registered form until the end of his term of office.

d. Other remuneration and benefits

■ Deferred variable remuneration

The Board of Directors does not intend to grant deferred variable remuneration to the Chairman and Chief Executive Officer for 2026.

■ Multi-year variable remuneration

The Board of Directors does not intend to grant any multi-year variable remuneration to the Chairman and Chief Executive Officer for 2026.

■ Exceptional remuneration

The Board of Directors does not intend to grant any exceptional remuneration to the Chairman and Chief Executive Officer for 2026.

■ In-kind benefits

The Chairman and Chief Executive Officer has the use of a company car.

■ Appointment of a new executive corporate officer during the year and sign-on remuneration

In the event of the appointment of a new executive corporate officer, the remuneration policy in force would apply until a new remuneration policy is approved by the General Shareholders' Meeting; however, the Board of Directors would retain the ability to adjust it depending on the circumstances. In addition, the Board of Directors reserves the right, if a new Chief Executive Officer were to be recruited externally, to grant a sign-on compensation package intended to offset, in line with market practice, the loss of benefits such as annual variable remuneration and/or long-term incentive awards to which he or she was entitled in his or her previous position. This sign-on compensation could take the form of cash payments and/or the grant of shares subject to performance conditions.

e. Consequences of the termination of his duties as a corporate officer on his stock options, performance shares performance units and other long-term remuneration instruments ⁽¹⁾

a) In the event of **termination of his duties as corporate officer**, the Chairman and Chief Executive Officer (or his heirs in the event of death after termination of duties) **will forfeit his right to exercise stock options or to receive performance shares and other long-term remuneration instruments** that have been granted to him since his appointment as Chief Executive Officer and for which, respectively, the exercise period has not begun, or the vesting period has not expired on the date of termination of his duties as a corporate officer (except in cases of termination of duties due to death, disability or retirement, in which case the long-term remuneration instruments will be maintained, as provided for in the regulations of the long-term remuneration plans concerned).

b) **The Board of Directors will nevertheless have the option**, at the proposal of the Nomination and Remuneration Committee, to decide to derogate from the service condition and **to maintain, exclusively on a *pro rata temporis* basis**, the benefit of stock options, performance shares and other long-term remuneration instruments granted to him since his appointment as Chief Executive Officer for which the minimum exercise period, or the acquisition period, will not have expired as of the date of termination of his office as corporate officer.

Such decision by the Board of Directors will occur no later than the day of the termination of office. Any such decision by the Board of Directors must be justified in accordance with the Afep-Medef Code.

The exercise of stock options and performance units, and the vesting of performance shares and other long-term remuneration instruments would nonetheless remain subject in this case to the fulfillment of the performance conditions stipulated in the rules of the relevant plans.

c) By way of exception, the Board of Directors **will not have the option to maintain** this benefit in the following cases:

- revocation for gross or serious misconduct, or serious misconduct not related to his duties; and
- resignation from the duties of a corporate officer that does not constitute a case of "Forced Resignation." "Forced Resignation" means a resignation from the duties of Executive Corporate Officer that occurs within the 12 months following:
 - the date of approval by the General Shareholders' Meeting of a merger or a demerger affecting Compagnie de Saint-Gobain, or
 - the effective date on which a third party or group of investors acting in concert acquires control of Compagnie de Saint-Gobain (in accordance with Article L. 233-3 of the French Commercial Code), or
 - the announcement by the Compagnie de Saint-Gobain's management bodies of a significant shift in the Group's strategy leading to a major change in its business.

f. Remunerations that may be due for termination of duties ⁽¹⁾

■ Termination compensation

- Cap set at twice the total gross annual remuneration, including the non-compete remuneration.

Benoit Bazin has resigned from the employment contract that bound him to the Group for more than 20 years, effective July 1, 2021. He has not been granted any compensation on this occasion.

In the event of Forced Departure, whatever form this departure takes, in the following circumstances:

- a) Early revocation or non-renewal of the term of office of the Chairman and Chief Executive Officer at the end of the term, except at his initiative or in the event of serious or gross misconduct or misconduct not related to the duties of the Chairman and Chief Executive Officer, or

- b) Forced Resignation,

Chairman and Chief Executive Officer would receive remuneration equal at maximum to twice the total gross annual remuneration, this being defined as the sum of the fixed portion of his annual remuneration as Chairman and Chief Executive Officer received at the date of termination of office, and the average of the variable portion of his annual remuneration received or to be received in respect of the last three full fiscal years available during which he held the position of Chairman and Chief Executive Officer that ended prior to the date of termination of his duties.

In any event, no amount would be due in respect of the termination compensation in the event that Chairman and Chief Executive Officer leaves Compagnie de Saint-Gobain at his own initiative, other than in the circumstances described above, or if, leaving the Company at his own initiative in one of the circumstances described above, he had the opportunity, within 12 months following the date of termination of his duties as Chairman and Chief Executive Officer, to retire and be eligible to benefit from his pension rights under the "2012" defined-benefit pension plan or the 2012/2 benefit pension plan or any other supplementary pension plan then applicable (see the "Supplementary pension plans" section of the 2025 Universal Registration Document).

In any event, the combination of this termination remuneration and the non-compete remuneration described below may not exceed twice the amount of the total gross of Chairman and Chief Executive Officer annual remuneration received at the date of termination of his duties.

Eligibility for termination remuneration will be subject to the fulfillment of a performance condition, defined as the granting by the Board of Directors, on average for the last three full fiscal years available during which he held the position of Chairman and Chief Executive Officer or Chief Executive Officer that ended prior to the date of termination of his duties, of a variable portion of remuneration equal to at least half of the maximum amount set for this variable portion.

⁽¹⁾ The remuneration policy in this area is unchanged from 2025.

The payment of this termination compensation will be subject to the prior verification by the Board of Directors, under the conditions prescribed by the law in force, of the fulfillment of said performance condition, assessed on the date of termination of his duties.

■ Non-compete remuneration

- Cap set at one year of total gross annual remuneration.

Combined non-compete remuneration and termination remuneration capped at two years of total annual gross remuneration.

Benoit Bazin has signed a firm and binding non-compete commitment in favor of Compagnie de Saint-Gobain ⁽¹⁾, set to run for a term of one year from the date his duties as Chairman and Chief Executive Officer come to an end.

In consideration of this undertaking, in the event of termination of office as Chairman and Chief Executive Officer for any reason whatsoever, Benoit Bazin **would receive remuneration equal to one year's total gross annual remuneration.**

The total gross annual remuneration would consist of the same fixed and variable components as those used to determine the termination remuneration mentioned above.

In any event, the combination of this non-compete remuneration and the termination remuneration may not exceed twice the amount of the total gross annual remuneration of Benoit Bazin received at the date of termination of his duties.

It should be noted that this non-compete commitment is a protection mechanism of the Group, the non-compete compensation being the imperative financial consideration for the restrictions imposed.

However, the Board of Directors has reserved the right to unilaterally waive the benefit of this non-compete commitment no later than the date of termination of the office of the Chairman and Chief Executive Officer, in which case he would be released from any such commitment and no sum would be due to him in this respect.

Furthermore, the payment of the non-competition compensation would be excluded as soon as Benoit Bazin exercises his right to retirement. In any case, no compensation would be paid beyond the age of 65.

g. Supplementary pension plan

2012 Plan

Chairman and Chief Executive Officer benefits from the 2012 Plan, under the same conditions as those applicable to all beneficiaries of this pension plan.

The 2012 Plan benefits all Compagnie de Saint-Gobain employees who meet the following five conditions: (i) have at least ten (10) years' seniority within the Group as of July 4, 2019 (ii) have received annual remuneration exceeding eight annual social security caps for at least three of the last ten years of employment prior to July 4, 2019 (iii) have completed their career as an employee of Compagnie de Saint-Gobain, (iv) have liquidated all of their retirement pensions, (v) have not been dismissed for gross misconduct.

The methods for determining the reference remuneration set by the 2012 Plan and used to calculate the rights of beneficiaries are as follows: (i) base remuneration consists exclusively of the following elements: fixed, variable and in-kind benefits, and (ii) the base remuneration taken into account for the calculation is an average of three consecutive years, including the highest over the last ten years of activity.

The 2012 Plan's benefit entitlement is calculated as follows: 1.8% of the portion of base remuneration between 8 and 20 times the annual social security cap, plus 0.4% of the portion of base remuneration exceeding 20 times the annual social security cap.

The amount of the supplemental pension provided by the 2012 Plan is capped twice:

- by the number of years of seniority taken into account in the calculation, which cannot exceed 20. Only the years of presence of the potential beneficiary until December 31, 2019, are taken into account. Thus, to determine the annual pension amount, the above-mentioned benefit entitlements are multiplied by the number of years of service; and
- by an absolute cap: the pension may never exceed eight times the annual social security cap (i.e. €376,800 in 2025).

In addition, the annual amount of the supplementary pension provided for under the 2012 Plan is reduced by the amount of other defined-benefit supplementary pensions received. Thus, the annual pension vested by beneficiaries of the 2012 Plan under another defined-benefit plan, such as the 2012/2 Plan, reduces the annual rights that would be paid under the 2012 Plan by the same amount.

Since Benoit Bazin joined the Saint-Gobain Group on September 1, 1999, he had reached the 20 years' service cap provided under the 2012 Plan in September 2019, and therefore, he would be unable to acquire any conditional rights under this plan as from that date.

In the event of departure with the maximum years of service (acquired in September 2019) under the 2012 Plan, Benoit Bazin would be entitled to an annual pension supplement equivalent to 30% of his last fixed remuneration. Benoit Bazin's maximum supplementary theoretical pension payout is lower than the Afep-Medef Code's recommended cap, which is set at 45% of the sum of the fixed and annual variable remunerations.

These rights are financed by premiums paid to an insurance company which are deductible from the corporate income tax base. With respect to the social security charges associated with the payment of the rights, the Company would be subject to the payment of a contribution based on the premiums paid to the insurer, the rate of which is set by the French Social Security Code at 24%.

At December 31, 2025, Benoit Bazin's estimated rights under the 2012 Plan would amount to around €327,000 gross per annum, below the cap for the 2012 Plan (eight times the annual social security cap, i.e. €376,800 in 2025). This indicative amount is calculated in accordance with Article D. 22-10-16 of the French Commercial Code, according to which the rights must be estimated on an annual basis, take into account the maximum years of

⁽¹⁾ Activity concerned: any company whose main activity is the trading of building materials or the production of building materials similar to those produced by Saint-Gobain. Territory: European Union, EFTA and Switzerland.

service of the corporate officer in his/her duties on the fiscal year-end date, be based on the remuneration during the last fiscal year(s) and be calculated disregarding the effective satisfaction of the conditions to which the commitment is subject, as if the corporate officer could benefit from it starting the day after fiscal year-end.

The commitments made by the company to Benoit Bazin under the 2012 Plan may be terminated by decision of the Board of Directors.

The 2012 Plan has been frozen as of December 31, 2019, such that no conditional rights can be vested after that date in accordance with Ordinance No. 2019-697 of July 3, 2019, relating to supplementary professional pension plans.

2012/2 Plan

Following the freezing of the previous retirement plan, a supplementary defined-benefit pension plan, the 2012/2 Plan, was established to comply with the conditions set forth in Article L. 137-11-2 of the French Social Security Code, after the publication of the instruction from the Directorate of Social Security on December 23, 2020.

In accordance with the remuneration policy for the Chief Executive Officer for 2022, approved by the Ordinary General Shareholders' Meeting held on June 2, 2022 (13th resolution), the application of the 2012/2 Plan was extended to Benoit Bazin starting in 2021.

The 2012/2 Plan ensures the continuity of the 2012 Plan in terms of both the population covered and the benefits provided. Accordingly, the 2012/2 Plan applies exclusively to employees who were part of the workforce at its effective date and who benefited from the 2012 Plan. Furthermore, the 2012/2 Plan does not add to the 2012 Plan but gradually replaces it. Indeed, the pension rights accrued annually under the 2012/2 Plan reduce, on a corresponding basis, the frozen rights under the 2012 Plan and are capped so that, when combined where applicable with the frozen rights under the 2012 Plan, they do not allow for a benefit higher than that which could have resulted from the 2012 Plan had its closure not been required by the Ordinance of July 3, 2019.

Under the 2012/2 Plan, the beneficiary is entitled, from the earlier of the date on which he or she draws a pension under a mandatory old-age insurance scheme to which he or she has contributed or the statutory retirement age referred to in Article L. 161-17-2 of the French Social Security Code, to receive a life annuity, with the possibility of a survivor's pension. After the life annuity has been drawn, no additional pension rights may be granted. In the event of death before the vested rights are drawn, such rights will be converted into a lump-sum payment and paid to the beneficiaries previously designated.

The reference remuneration used to calculate the rights consists of the fixed and variable parts of the remuneration, as well as any in-kind benefits, all considered for social security contribution calculations (in accordance with Article L. 242-1 of the French Social Security Code). For the calculation of the reference remuneration, the variable part paid for the relevant year is capped at 60% of the fixed remuneration from the previous year.

The rights vested annually correspond to 5.4% of the reference remuneration between 8 and 20 times the annual social security cap in force for the year in question, plus 1.2% of the reference remuneration exceeding 20 times the annual social security cap in force for the year in question.

The accumulation of annual rights is subject to conditions related to the professional performance of the beneficiary, assessed annually by the employer. The rights accumulated annually cannot exceed 3% of the reference remuneration. Furthermore, the cumulative percentage points applied for a given beneficiary under a plan governed by Article L. 137-11-2 of the French Social Security Code are capped at 30 points over their entire career, across all employers.

In addition to these legal caps, the 2012/2 Plan has an internal cap to ensure that the benefits do not exceed what would have been obtained under the 2012 Plan if its closure had not been mandated by the ordinance of July 3, 2019. Each year, it is verified that the estimated amount of the annual rights accumulated under the 2012/2 Plan does not exceed the estimated "maximum" rights, which would have been accrued under the 2012 Plan if its closure had not been imposed the Order of July 3, 2019. If this cap is not respected, no rights will be attributed for the following year.

Benoit Bazin's annual rights accumulation is subject to meeting performance conditions, verified and validated annually by the Board of Directors at the beginning of the year following the year in question. The performance condition is defined as achieving at least 50% of the individual quantitative and qualitative objectives related to the variable part of the remuneration for the relevant year. The accumulation of rights can be null (0%) in years when performance falls below this threshold. The rights accumulated are adjusted annually by a coefficient corresponding to the change in the social security cap. In the event of Benoit Bazin's departure from the Company, the rights will be adjusted annually based on the technical and financial results of the insurance provider.

These rights are fully financed by premiums paid by the Company to an insurance provider, and these premiums are deductible from the corporate income tax base. Regarding the associated social security contributions for the payment of these rights, the Company is required to pay a contribution based on the premiums paid to the insurance provider, with a rate set by the Social Security Code at 29.7%.

The commitments made by the company to Benoit Bazin under the 2012/2 Plan may be terminated by decision of the Board of Directors. However, the rights accrued before such termination will remain vested, in accordance with applicable legal provisions.

The Board of Directors confirmed, on February 26, 2026, that the performance condition for Benoit Bazin's acquisition of rights for the year 2025 has been met. Consequently, the rights accrued in 2025 under the 2012/2 Plan amount to a gross amount of approximately 43,000 euros per year. Additionally, as of December 31, 2025, the estimated total amount of rights to be received by Benoit Bazin under the 2012/2 Plan is approximately 201,000 euros per year. This indicative amount is calculated according to the methods set out in Article D. 22-10-16 of the French Commercial Code. As mentioned, this amount reduces the amount that could be paid under the 2012 Plan. In any case, the estimated amount of rights paid under the 2012/2 Plan, possibly combined with those that could result from the 2012 Plan, remains lower than, on the one hand, the cap provided by the 2012 Plan (eight times the annual social security cap, i.e. 376,000 euros in 2025), and, on the other hand, the cap of 45% of fixed and variable remuneration provided by the Afep-Medef code.

Pursuant to Article 5, II of the aforementioned ordinance of July 3, 2019, the Board of Directors reserves the right to transfer the commitments from the 2012 Plan to the 2012/2 Plan and extend its application to Benoit Bazin. In any case, no rights would be transferred beyond the 30-point cap provided in Article L. 137-11-2 of the Social Security Code, with this cap being assessed by relating the amount of conditional rights at the time of the transfer to the average remuneration of the individuals concerned over the last three years in the 2012 Plan. In the event of a transfer, the Company would be liable for a lump-sum contribution at a rate of 29.7% under the conditions set forth in Article 5, II of the ordinance of July 3, 2019. This contribution would replace, with respect to the transferred rights, the contribution of 24% based on premiums paid to the insurer.

h. Remuneration for serving as a Director

The Chairman and Chief Executive Officer does not receive any remuneration for serving as a Director of Compagnie de Saint-Gobain.

i. Health and personal risk insurance

Benoit Bazin benefits from the Group's health and personal risk insurance policies entered into with "GAN" and "Mutuelle Malakoff Médéric" respectively during his term of office.

D – Remuneration ratios

The information presented below, concerning the ratios between the remuneration of the Company's executive officer and the average and median remuneration of its employees, changes in these ratios over the past five fiscal years, as well as trends in executive remuneration, the Company's performance, and average employee remuneration, is included in the information set forth in Article L.22-10-9, I of the French Commercial Code. In accordance with Article L.22-10-34, I of the same Code, this information is subject to approval by the General Shareholders' Meeting on June 4, 2026, under the **7th resolution**.

In 2025, only one Executive Corporate Officer position existed within the Company, that of Chairman and Chief Executive Officer, to which Benoit Bazin was appointed as of June 6, 2024. This function only existed within the Company from this date because during the transition period from July 1, 2021, to June 6, 2024, the roles of Chairman and Chief Executive Officer were separated.

Therefore, only the figures related to the remuneration of the Chairman and Chief Executive Officer are presented in the graph below as well as in the following text.

In accordance with the remuneration multiples guidelines published by Afep on January 28, 2020, the remuneration figure for 2024 for Benoit Bazin as Chairman and Chief Executive Officer are annualized, and 2024 is used as the reference year (base 100 for 2024).

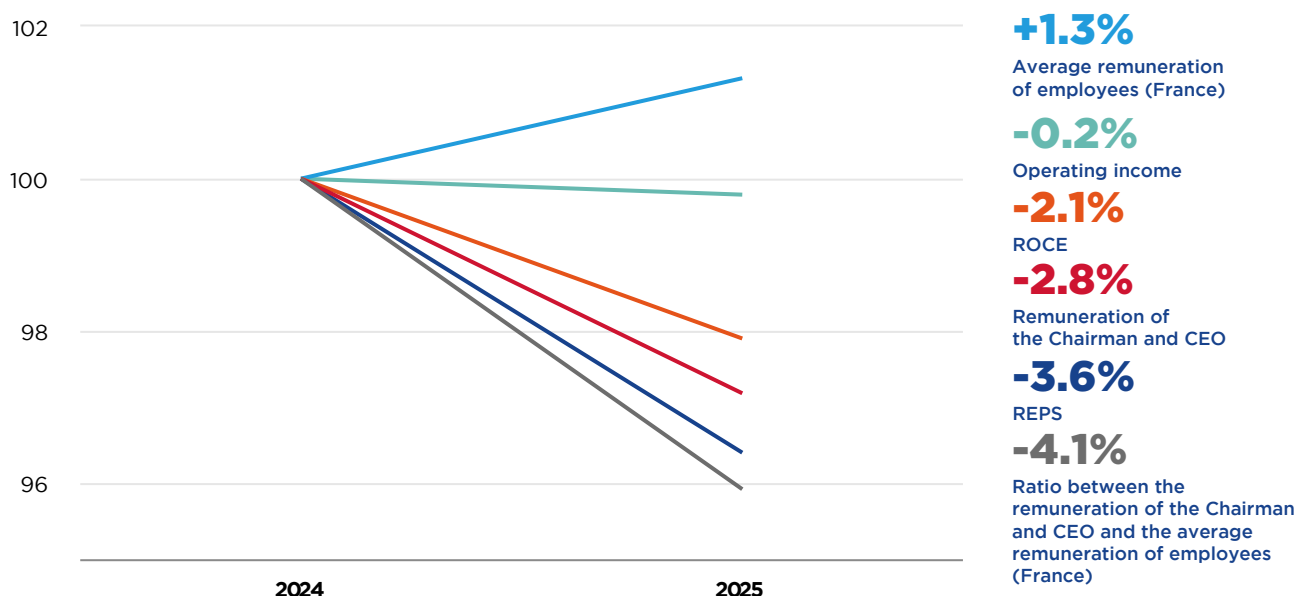
Remuneration ratios

The chart below shows the change in:

- The Chairman and Chief Executive Officer's remuneration gross;
- The average remuneration of employees of the consolidated affiliates of the Group registered in France ⁽¹⁾;
- The ratio between the remuneration of the Chairman and Chief Executive Officer and the average remuneration of employees of the consolidated affiliates of the Group in France; and
- The performance of Saint-Gobain (operating income, return on capital employed (ROCE) and recurring earnings per share (REPS)).

Note that the employees of the Group's consolidated subsidiaries incorporated in France represent 35,451 employees, or some 22% of the Group's headcount at December 31, 2025.

⁽¹⁾ Information provided on a voluntary basis.



Change in remunerations

Pursuant to Article L. 22-10-9, 6° and 7° of the French Commercial Code, the table below shows, over the last five fiscal years on a full-time equivalent basis:

- the change in the remuneration of the Executive Corporate Officer of Compagnie de Saint-Gobain, the mean and median remuneration of employees of Compagnie de Saint-Gobain, and the performance of the Group;

- the ratios between the remuneration of the Executive Corporate Officer of Compagnie de Saint-Gobain and the mean and median remuneration on a full-time equivalent basis of its employees, and any changes thereto, over the last five fiscal years.

On a voluntary basis, in the interest of relevance and transparency towards Saint-Gobain's stakeholders, the table below also presents these data on the basis of the "France structure".

TABLE OF EQUITY RATIOS AND COMPARISON OF THE ANNUAL CHANGE IN REMUNERATION AND PERFORMANCE OF THE COMPANY UNDER ARTICLE L. 22-10-9, 6° AND 7° OF THE FRENCH COMMERCIAL CODE

Given the changes in corporate governance during the 2021 fiscal year and the 2024 fiscal year, the remuneration of Executive Corporate Officers for these fiscal years has been annualized.

	2025	2024 ^(a)	2023	2022	2021 ^(b)
Evolution of the Group performance					
Evolution of operating income	(0.2%)	1.0%	(1.6%)	18.4%	57.9%
Evolution of recurring earnings per share	(3.6%)	8.8%	(1.4%)	21.1%	28.8%
Evolution of return on capital employed	(2.1%)	(10.1%)	(1.2%)	5.2%	47.1%
Employee remuneration					
Evolution of average employee remuneration (Compagnie de Saint-Gobain)	(7.70%) ^(c)	18.8% ^(c)	26.9% ^(c)	1.2%	8.6%
Evolution of median employee remuneration (Compagnie de Saint-Gobain)	(5.00%)	2.0%	9.7%	13.5%	13.4%
Evolution of average employee remuneration (France)	1.30%	4.6%	1.9%	6.9%	8.1%
Evolution of median employee remuneration (France)	1.80%	3.9%	1.1%	7.6%	8.6%

	2025	2024 ^(a)	2023	2022	2021 ^(b)
Chairman and Chief Executive Officer (until July 1, 2021, then since June 7, 2024 ^(d))					
Change in remuneration	(2.8%)	—	—	—	(29.5%) ^(e)
Ratio based on the average remuneration of employees ^(f) (Compagnie de Saint-Gobain)	22	21	—	—	15
(Change in ratio) ^(g)	5.3%	—	—	—	(35.1%)
Ratio based on the median remuneration of employees ^(f) (Compagnie de Saint-Gobain)	47	46	—	—	26
(Change in ratio) ^(g)	2.3%	—	—	—	(37.8%)
Ratio based on the average remuneration of employees ^(f) (France)	130	135	—	—	69
(Change in ratio) ^(g)	(4.1%)	—	—	—	(34.8%)
Ratio based on the median remuneration of employees ^(f) (France)	158	166	—	—	84
(Change in ratio) ^(g)	(4.5%)	—	—	—	(35.1%)

^(a) Given the changes in corporate governance during the 2024 fiscal year, the remuneration of the Executive Corporate Officer for the 2024 fiscal year has been annualized.

^(b) Given the changes in corporate governance during the 2021 fiscal year, the remuneration of the Executive Corporate Officer for the 2021 fiscal year has been annualized.

^(c) The change in average remuneration of Compagnie de Saint-Gobain employees between 2022 and 2023 is explained in particular by the increase in variable pay linked to the year's performance, the increase in the value of performance shares, and the transfer of employees from the Group to Compagnie de Saint-Gobain whose pay is higher than the average for Compagnie de Saint-Gobain employees. The change in the average remuneration of Compagnie de Saint-Gobain employees between 2023 and 2024 is mainly explained by the appreciation of performance shares. The change in the average remuneration of employees of Compagnie de Saint-Gobain between 2024 and 2025 is notably explained by personnel mobility within Compagnie de Saint-Gobain related to changes made within the Executive Committee, as well as by a decrease in the valuation of performance shares.

^(d) Position of Chairman and Chief Executive Officer held by Pierre-André de Chalendar until June 30, 2021, and then by Benoit Bazin since June 7, 2024. This position did not exist during the transition period from July 1, 2021, to June 6, 2024, which means that the change of the remuneration for this position cannot be presented in the table for 2022, 2023, and 2024.

^(e) The Chairman and Chief Executive Officer did not receive any performance shares for 2021.

^(f) The ratio is rounded to the nearest whole number.

^(g) The change in the ratio is calculated based on the unrounded number of the ratio in question.

Method used to calculate remuneration ratios

To calculate the remuneration ratios presented above, Compagnie de Saint-Gobain referred to the guidelines on remuneration multiples published by the Afep on January 28, 2020, updated in February 2021. The remuneration components and the methodology selected are shown below.

France structure

The France structure includes all employees of the consolidated subsidiaries of Saint-Gobain incorporated in France, on a full-time equivalent basis, and any changes thereto (excluding Executive Corporate Officers).

The France structure is homogeneous in terms of compensation structure and the type of contracts taken into account, and is not subject to exchange rate fluctuations, which allows a better comparability over time. The workforce in France represented nearly 22% of the Group's headcount at December 31, 2025.

The difference between the ratios for Compagnie de Saint-Gobain's average remuneration and for average remuneration in France is mainly due to the distribution structure of employees in the scopes concerned: thus, while in 2025, Compagnie de Saint-Gobain represented

86,8% managerial grades (including all members of the Executive Committee of Saint-Gobain except those based in a foreign country) and 13,2% supervisor grades, the France structure represented 27,6% managerial grade, 51,1% supervisory grade, and 21,3% blue-collar workers. In addition, the remuneration structure of Compagnie de Saint-Gobain employees generally includes variable remuneration and performance shares.

Remuneration components

For Executive Corporate Officers: all remuneration components paid or granted during or for the fiscal year in question, submitted to the vote of the General Shareholders' Meeting (Say-on-Pay ex post), namely ⁽¹⁾:

- gross fixed remuneration paid;
- the annual variable remuneration granted;
- any exceptional remuneration paid;
- long-term remuneration instruments granted (performance shares) at IFRS value on the grant date;
- benefits in kind (company car) granted (book value);
- it being specified that Executive Corporate Officers are not granted any remuneration in respect of their Directors' term of office within the Group.

⁽¹⁾ Refer to Section 2.4.2 of this notice of meeting for further details regarding the gross amounts paid or granted to corporate officers in respect of the 2025 financial year.

For employees:

- the fixed gross remuneration paid during the given fiscal year;
- for reasons of information availability on the publication date of the Universal Registration Document, the annual gross variable (annual bonus, profit sharing, incentive schemes, payments into the Group Savings Plan, as applicable) and exceptional (bonuses) remuneration paid during the same fiscal year;
- long-term remuneration instruments granted (performance shares) at IFRS value on the grant date;
- benefits in kind granted (book value);
- to ensure consistency with the remuneration components paid to the Executive Corporate Officers, no termination remuneration is included.

Employees taken into account

Only the employees who have entered into an permanent or fixed-term employment contract with Compagnie de Saint-Gobain or a consolidated subsidiary of the Group registered in France and who have been continuously employed in these companies from January 1 to December 31 of the fiscal year in question were taken into account when calculating the ratios. Employees who have

entered into a part-time employment contract with Compagnie de Saint-Gobain or a consolidated subsidiary of the Group registered in France were not included when calculating the ratios but represent less than 2.4% of the workforce for the considered scope.

Concept of full-time equivalent

To determine the average and median remuneration paid to employees of Compagnie de Saint-Gobain and the consolidated subsidiaries of the Group registered in France on a full-time equivalent basis, the methodologies already in use within the Group for social reporting reviewed by the independent third party in charge of reviewing non-financial information were used (see section 3.7.1, p. 204 of the 2025 Universal Registration Document).

Changes in scope

Within the France structure, the consolidated affiliates sold during a given fiscal year are excluded from the ratios calculations of that fiscal year. The acquired companies which were in the process of being consolidated on December 31, 2025, are excluded from the ratio calculations, but represent less than 0.1% of the total number of employees in consolidated affiliates of the Saint-Gobain Group registered in France.

2.4.3 REMUNERATION OF MEMBERS OF THE GROUP'S EXECUTIVE MANAGEMENT

Remuneration paid to members of the Group's Executive Management is set at a level consistent with remuneration packages offered by comparable groups. It is determined and reviewed, among other things, based on the results of specific surveys from *specialized* consultants commissioned by Group's Executive Management. They include, in addition to a fixed portion, a reasonable variable portion in relation to the total remuneration, the purpose of which is to reflect the executive's personal contribution to the results and development of the scope, taking into account three financial indicators: cash flow generation, operating margin relative to sales and return on capital employed (ROCE), qualitative objectives and the results concerning workplace safety and CO₂ emissions.

This principle is applied to the whole of middle and senior management.

In this way, management remuneration is clearly linked to performance and to the achievement of objectives, promoting a high level of personal commitment. Each manager's compensation can fluctuate significantly from one year to the next, based on the results achieved.

Total gross remuneration received in 2025 from the Group's French and foreign companies by members of the Executive Committee as of December 31, 2025 (excluding the Executive Corporate Officers and excluding long-term remuneration components), amounted to €18.3 million (versus €15 million in 2024), including €6.2 million (versus €5.6 million in 2024) in gross variable remuneration for 2025.

Pensions and other post-employment benefits (Defined-Benefit Obligations in respect of retirement bonuses and pensions) accruing for the members of Group Management amounted to €40.4 million at December 31, 2025 (versus €36.3 million at December 31, 2024) (see Note 6.2 of the consolidated financial statements, section 7.1, p. 366 of the 2025 Universal Registration Document).

Remuneration allocated to Directors representing the Group (particularly members of Group's Senior Management) in Group companies other than Compagnie de Saint-Gobain is either reverted to their employer company or paid directly to that company.



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2.4.4 2025 LONG-TERM REMUNERATION PLANS (PERFORMANCE SHARES)

A – Attribution policy

The objective of the Group's long-term remuneration policy is to retain and motivate the Group's Senior Management, officers and employees, and to associate them with the Group's performance, in particular through conditional allocations of performance shares or stock options to reflect their fulfillment of the Group's long-term strategy.

At the recommendation of the Nomination and Remuneration Committee, the Board of Directors authorizes the features of the performance share and stock option plans, as well as the identity of the beneficiaries. These plans are subject to a service condition and to the strict internal and/or relative performance criteria set by the Board (see below for each type of allocation).

In 2025, as in 2024, it was decided to implement only a performance share plan. This plan concerned 2,859 managers and executives of the Group, in France and abroad: managers who achieved particular performance and high-potential managers, as well as the main functional and operational managers of entities and regions (2,560); managers who received an exceptional grant (283); and the Executive Committee (15), excluding the Chairman and Chief Executive Officer. The grant to the Chairman and Chief Executive Officer is described in the paragraph "Long-term remuneration", in section 2.4.2.B, p. 34 of this notice of meeting.

The beneficiaries of this plan are of 69 different nationalities and perform their duties in 75 countries.

The other instruments designed to associate employees with business results are presented in section 6.1.6, p. 327, and section 3.4.2, p. 154 and 155 et seq. of the 2025 Universal Registration Document.

B – Performance share plans

Performance share plans have been set up by the Board of Directors every year since 2009.

Pursuant to the 26th resolution of the General Shareholders' Meeting of June 5, 2025, the Board of Directors decided, at its meeting on November 27, 2025, to implement, as since 2019, only a performance share plan, after review and on the recommendation of the Nomination and Remuneration Committee.

A total of 1,241,327 performance shares (including allocations to the Chairman and Chief Executive Officer) were granted to 2,859 Group executives and managers in France and abroad: executives who have achieved exceptional performance, high-potential executives, or functional and operational managers of entities and regions (2,560); executives who received an exceptional award (283); Executive Committee (15); Chairman and Chief Executive Officer (regarding his allocation, see "Long-term compensation policy" in section 2.4.2.B, p. 34 of this notice of meeting).

The beneficiaries of this plan are of 69 different nationalities and work in 75 countries.

The performance share plan entitles beneficiaries to existing shares and therefore has no impact in terms of dilution.

The duration of the vesting period was set at four years, with delivery of the shares to occur on the fourth day after the close of this period. This period is one year longer than the practices of CAC 40 companies.

The performance criteria applicable to the performance share plan implemented on November 27, 2025, and valid for both the Chairman and Chief Executive Officer and the other 2,858 beneficiaries include the following cumulative conditions:

- service condition: to be an employee or a company Director of a Group company throughout the entire duration of the vesting period, without interruption, except in a number of specific cases such as death, disability (as defined in paragraphs (2) and (3) of Article L. 341-4 of the French Social Security Code), no-fault dismissal, negotiated departure, retirement, transfer to another position within the Group, or change of control of the grantee's host company to outside the Group;
- performance condition linked to the following three criteria:
 - 60% of the shares initially allocated are subject to a criterion of the Group's return on capital employed (ROCE), including goodwill, to measure value creation,
 - 20% of the shares initially allocated are subject to an external criterion linked to the performance of the Saint-Gobain stock market price relative to the performance of the CAC 40 stock market index, and
 - 20% of the shares initially allocated are subject to an internal criterion linked to Corporate Social Responsibility. This criterion established in 2017, resulting from dialog with investors, comprises the following three indicators, all quantifiable and published each year as key CSR indicators: the rate of reduction of CO₂ emissions (10% of the shares initially allocated), the total recordable accident rate - more than 24 hours' lost and non-lost time (TRAR) (accounting for 5% of the initially allocated performance shares) and the senior executives diversity index (each indicator accounting for 5% of the initially allocated shares).

The first 100 shares granted to each beneficiary other than Executive Committee members will be exempt from the performance condition.

These criteria were deemed relevant by the Board of Directors as they reflect the operating, financial and non-financial performance of the Group and ensure that the beneficiaries are aligned with the interests of Saint-Gobain shareholders.

ROCE CRITERION

ROCE performance will be calculated as follows:

Arithmetic mean of the ROCE for the years 2026, 2027 and 2028	Percentage of shares initially granted, conditional on ROCE (i.e. 60% of the granted), vested
13% or more	All
Between 12% and 13%	Linear between 70% and 100%
Equal to 12%	70%
Between 11.5% and 12%	Linear between 20% and 70%
Equal to 11.5%	20%
Strictly less than 11.5%	None

These limits have changed compared with those set since 2021 to take into account the objectives announced at the Capital Markets Day of October 6, 2025.

At that time, the following objectives in particular were disclosed for the 2026-2030 period:

- Average sales growth in the mid-single-digit range ⁽¹⁾;
- Deployment of €12 billion between 2026 and 2030 in growth investments and acquisitions ⁽²⁾;
- Value creation for acquisitions with ROCE above WACC by year 3;
- ROCE above 13%.

These objectives explain the upper limit of the criterion at 13% (objective achieved), which is ambitious especially considering the desire to continue the rotation of the

Group's business portfolio (with an impact on the Group's goodwill on acquired companies, while some divested companies may have largely depreciated assets or low historical values in the accounts) and to prioritize growth, but also considering the economic environment, which continues to be mixed. They also explain the requirement for the lower limit, which was raised in relation to the plans of previous years from 11% to 11.5%, with at this level an allocation percentage limited to 20% on this criterion even though the Group creates wealth when ROCE exceeds WACC.

By setting this criterion, which concerns the 2,859 beneficiaries of the performance action plan, the Board aimed to encourage a virtuous cycle.

Stock market performance

The stock market performance will be calculated by comparing the average of the opening prices of the Saint-Gobain share and the CAC 40 index for the six months preceding November 27, 2025, with that of the six months preceding November 27, 2029, as follows:

Performance of the Saint-Gobain stock price compared with the CAC 40 index	Percentage of shares initially granted, contingent upon the stock market performance (i.e. 20% of grant), vested
5% or more	All
Between 0% and 5%	Linear between 100% and 66.7%
Equal to that of the CAC 40 index	66.7%
Strictly lower than that of the CAC 40 index	None

For the 2025 performance share plan, the Board of Directors, acting on the recommendation of the Nomination and Remuneration Committee, increased the upper limit of this criterion from +10% to +5% above the CAC 40 index, which had remained unchanged since 2017, in order to take into account Saint-Gobain's very strong stock market appreciation in recent years.

CSR

Performance in respect of the Corporate Social Responsibility criterion is calculated as follows:

Arithmetic mean of the Group's CO₂ emissions (scope 1 and 2) for 2026, 2027, and 2028 ^(a)	Percentage of shares initially granted, contingent upon the percentage reduction in CO₂ emissions (i.e. 10% of the grant), vested
Below or equal to the target ^(b)	All
Above the target ^(b) but not by more than 7%	Linear between 100% and 0%
More than 7% above the target ^(b)	None

^(a) The results will be assessed at actual production.

^(b) The target corresponds to an emissions level of 8.72 million metric tons.

⁽¹⁾ Except for major economic slowdown and/or disposal and in local currencies with an outperformance of the markets of 1 to 2 points.

⁽²⁾ Net of disposals.

For the 2025 performance share plan, the Board of Directors, on the recommendation of the Nomination and Remuneration Committee, set the upper limit of the Group's CO₂ emissions target (scope 1 and 2) for 2026, 2027 and 2028 at 8.72 million tons. This milestone corresponds to the trajectory that the Group must follow to achieve its new target announced at the Capital Markets Day of a 40% to 45% reduction in its CO₂ emissions compared with 2017.

It is demanding given the impact of acquisitions and disposals made in recent years and the deployment announced at the Capital Markets Day of €12 billion between 2026 and 2030 for CAPEX growth (meaning new CO₂-emitting production capacities) and for M&A (which has a substantial mechanical impact on the Group's CO₂ emissions: negative for acquisitions and positive for divestments, noting that divestments often involve companies that emit less CO₂ than acquisitions). Furthermore, comparing the objective with the level of recent years is not necessarily relevant for assessing its

demanding nature for 2026, 2027 and 2028 because the performance of recent years has been positively impacted by the decrease in volumes linked to the economic situation: a return of volumes would necessarily lead to additional emissions. It is in light of these factors that the severity of this upper limit must be assessed.

The Board of Directors also noted that during the first part of the 2025–2035 decade, the progress of the Group's decarbonization efforts will be more difficult because a number of technical advances will not yet be available and because access to green energy sources and recycled products is not guaranteed (in the absence of recycling channels) regardless of the Group's efforts. After discussing it, it decided to maintain the 2026, 2027 and 2028 target on the trajectory that the Group must follow in order to achieve its new CO₂ emissions target by 2035 but that, for the 2025 performance share plan, the margin of tolerance around the target would not be 5% (as in previous performance share plans) but 7%.

Arithmetic mean of the Group's TRAR for the years 2026, 2027 and 2028 ^(a)

Percentage of shares initially granted, contingent upon the TRAR (i.e. 5% of grant), vested

Less than 1.5	All
Between 1.5 and 1.9	Linear between 100% and 0%
Greater than 1.9	None

^(a) Total recordable accident rate – more than 24 hours' lost time and non-lost time – for a million hours worked by the permanent and temporary employees and by permanent subcontractors of Saint-Gobain.

The new limits set for this criterion are once again more demanding than those set for the 2024 performance share plan (1.6 to 2.0 for the 2024 plan versus 1.5 to 1.9 for the 2025 plan). They include the setting of a new TRAR target for 2030 of 1.4 (versus 1.5).

It should be noted that changes in the scope of consolidation have a significant impact on safety because the acquired companies rarely perform as well as the

Group. This explains the slight deterioration in TRAR since 2023; this impact will continue in 2026, 2027 and 2028 (through the integration of the latest acquisitions, not to mention any future acquisitions). Reaching the 1.6 to 2.0 range is actually a particularly demanding performance because it often takes multiple years to bring the safety performance of acquired companies up to the level of the Group's.

Arithmetic mean of the diversity index for the years 2026, 2027 and 2028 ^{(a) (b)}

Percentage of shares initially awarded, contingent upon the diversity index (i.e. 5% of the grant), vested

Greater than 90%	All
Between 85% and 90%	Linear between 100% and 0%
Below 85%	None

^(a) Index corresponding to the proportion of the Group's senior executives satisfying at least one of the three following diversity characteristics: being non-French, having diverse professional experiences (having worked at Saint-Gobain in two countries different from the country of origin or at least in three different sectors, or having an experience of more than 12 years outside Saint-Gobain), being a woman (see section 3.4.2.B, p. 161 of the 2025 Universal Registration Document).

^(b) The Group set a general objective of maintaining a minimum of 90% of senior executives meeting one of the three above-mentioned criteria and a target for 2025 of 25% of its senior executives being women (see section 3.4.2.B, p. 161 of the 2025 Universal Registration Document).

The methods for assessing this criterion remain unchanged compared with those established for the 2024 performance share plan.

The following table shows the history of the performance share plans outstanding at December 31, 2025, as well as the features of the 2021 plan, delivered in November 2025.

The achievement rate of the 2021 performance share plan ⁽¹⁾, for which the performance condition was observed in 2025, is 100% ⁽²⁾. This reflects the Group's excellent performance over the past few years.

The performance condition relating to the 2022 plan will be assessed in November 2025, as it includes, in addition

to the ROCE criterion, an external stock market criterion similar to that of the 2025 plan, which is assessed over a four-year period ending in November 2025.

The 10 beneficiaries who are managers and senior executives of the Group who were allocated the highest number of shares in 2025 were granted 191,000 performance shares (global information), represented, in 2025, a total value (according to IFRS) at the time of their allocation of approximately €9.3 million.

TABLE 10 - HISTORICAL INFORMATION ABOUT PERFORMANCE SHARES (AMF NOMENCLATURE)

Fiscal year	2025	2024	2023	2022	2021
General Meeting Date	06/02/2022	06/02/2022	06/02/2022	06/02/2022	06/06/2019
Board Meeting Date	11/27/2025	11/28/2024	11/23/2023	11/24/2022	11/25/2021
Type of shares	existing	existing	existing	existing	existing
Total number of performance share rights initially granted (4 + 0)	1,241,327 ^(a)	1,314,901 ^(a)	1,268,633 ^(a)	1,232,792 ^(a)	1,184,475 ^(a)
of which shares granted to Executive Corporate Officers:					
Benoit Bazin*	75,000	65,000 ^(d)	75,000	75,000	64,000
Total number of shares delivered	0	125 ^(b)	450 ^(b)	400 ^(b)	1,100,275 ^(b)
**Number of rights forfeited	0	33,895	43,920	56,165	84,200
TOTAL OUTSTANDING PERFORMANCE SHARE RIGHTS	1,241,327 ^(c)	1,281,006 ^(c)	1,224,713 ^(c)	1,176,627 ^(c)	1,100,275 ^(c)

* Deputy Chief Executive Officer from January 1, 2019, to June 30, 2021, then Chief Executive Officer from July 1, 2021, to June 6, 2024, inclusive and Chairman and Chief Executive Officer since June 7, 2024.

** In December 31, 2025.

^(a) Before application of the performance conditions related Saint-Gobain's ROCE changes, the Saint-Gobain stock price performance, and Saint-Gobain's Corporate Social Responsibility (see 2018 and 2019 Reference Documents, the 2020, 2021, 2022 and 2023 Universal Registration Documents, and above).

^(b) In advance, under the exceptions defined for the presence condition (notably death, disability - see section 4.2.4, B, p. 276 of the 2025 Universal Registration Document).

^(c) Subject to the cumulative satisfaction of attendance and performance conditions (see the Reference Document/Universal Registration Document for the fiscal year in which the plan in question was set up).

^(d) On November 28, 2024, the Board of Directors, taking into account the Group's excellent performance and the benchmarks on the CAC 40 and the CAC 40 Industrial (see 2024 Universal Registration Document, p. 302), granted 75,000 performance shares to Benoit Bazin as Chairman and Chief Executive Officer. While thanking the Board for this recognition, Benoit Bazin informed the Board of his decision to be granted 65,000 performance shares instead of 75,000. This was a strictly personal decision by Benoit Bazin related in particular to the level of the increase in the stock price in 2024, a decision unanimously welcomed by the Board.

⁽¹⁾ The performance conditions set for the 2021 performance share plan are detailed in the 2021 Universal Registration Document, p. 216 *et seq.* In essence, all the shares granted vest in full if (i) the arithmetic average of ROCE for the years 2022, 2023 and 2024 is greater than 13.5%, (ii) the share price performance of the Saint-Gobain share relative to that of the CAC 40 index - calculated by comparing the average of the first quoted prices of the Saint-Gobain share and the CAC 40 index during the six months preceding November 25, 2021 with those during the six months preceding November 25, 2025 is greater than 10%, (iii) the reduction in the Group's CO₂ emissions between 2020 and 2024 exceeds 6.2% (results assessed on a like-for-like production basis), (iv) the arithmetic average of the Group's TF2 for the years 2022, 2023 and 2024 is below 2.0, and (v) the arithmetic average of the diversity index for the years 2022, 2023 and 2024 is above 90%.

⁽²⁾ The arithmetic average of ROCE for the years 2022, 2023 and 2024 is above 13.5% (ROCE 2022: 16.1%; ROCE 2023: 15.9%; and ROCE 2024: 14.3%). The share price performance of the Saint-Gobain share relative to that of the CAC 40 index - calculated by comparing the average of the first quoted prices of the Saint-Gobain share and the CAC 40 index during the six months preceding November 25, 2021 with those during the six months preceding November 25, 2025 is above 10%, as it amounts to 40.02%. The reduction in the Group's CO₂ emissions between 2020 and 2024 on a like-for-like production basis is greater than 6.2%, as it amounts to -20.7%. The arithmetic average of the Group's TF2 for the years 2022, 2023 and 2024 is below 2.0 (1.5 in 2022; 1.3 in 2023; and 1.4 in 2024). The arithmetic average of the diversity index for the years 2022, 2023 and 2024 is above 90% (91.8% in 2022; 91.0% in 2023; and 91.3% in 2024).

C – Stock option plans

The Board of Directors approved stock option plans every year between 1987 and 2018. No stock option plan was implemented since 2018.

In accordance with these plans, each beneficiary has a conditional right to exercise a certain number of options at a set price, each option carrying entitlement to the subscription or purchase of a Saint-Gobain share.

The lifetime of the options is 10 years.

The performance criteria applicable to the stock option plans implemented since 2017 and 2018 are strictly identical to those applicable to the performance share plans for the same year.

The performance conditions for the stock options allocated by the Group are demanding, as evidenced by the achievement rates for the latest three share option plans for which the performance condition has been determined (94.37% for the 2018 plan, 53.33% for the 2017 plan, and 24.5% for the 2016 plan).

Stock option plans are subject to fulfillment of a service condition that applies during the entire duration of the exercise period in a manner similar to that stipulated for performance shares (see this section 2.4.4 of this notice of meeting).

The following table shows stock options granted to the ten highest-paid non-executive employees, and options exercised by them in 2025 (global information).

TABLE 9 – STOCK OPTIONS GRANTED TO THE TEN HIGHEST-PAID NON-EXECUTIVE EMPLOYEES AND OPTIONS EXERCISED BY THEM (AMF NOMENCLATURE)

	Total options granted or subscribed or purchased shares	Weighted average price	Plans
Options granted during the year by the issuer and any company included within the scope of the options allocation, to the ten employees of the issuer or of any company within this scope with the highest number of options granted (global information)	N/A	N/A	N/A
Options on the issuer and the companies referenced above, exercised during the year by the ten employees of the issuer or of these companies with the highest number of options thus purchased or subscribed (global information)	44,950	€41.08	Plans 2015, 2016, 2017 and 2018

The following table shows the history of the stock option allocation plans in place at December 31, 2025. There are no other stock option plans in place or other option instruments involving the shares, whether listed or non-listed, of Group companies within or outside France.

TABLE 8 – HISTORICAL INFORMATION ABOUT STOCK OPTION PLANS (AMF NOMENCLATURE)

Fiscal year	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016
General Meeting Date				N/A				06/02/2016	06/02/2016	06/02/2016
Board Meeting Date				N/A				11/22/2018	11/23/2017	11/24/2016
Type*				N/A				subscription	purchase	purchase
Total number of exercisable options at the start of the Plan				N/A				290,500	284,500	280,000
Cumulative number of canceled or forfeited options				N/A				32,411 ⁽³⁾	141,862 ⁽²⁾	212,998 ⁽¹⁾
Total number of exercisable options after adjustments and forfeitures				N/A				258,089	142,638	67,002
of which Executive Corporate Officers:				N/A						
Benoit Bazin**				N/A				N/A	N/A	N/A
Starting date of exercise period				N/A				11/22/2022	11/23/2021	11/24/2020
Expiration date				N/A				11/21/2028	11/22/2027	11/23/2026
Subscription or purchase price				N/A				€32.24	€49.38	€40.43
Number of shares subscribed or purchased at 12/31/2025				N/A				163,959	80,646	56,101
Exercisable options outstanding at 12/31/2025				N/A				94,130	61,992	10,901

* Among the plans in force at December 31, 2025, the 2018 plan is for the subscription of new shares and the 2016 and 2017 plans are purchase plans.

** Deputy Chief Executive Officer from January 1, 2019, to June 30, 2021, then Chief Executive Officer from July 1, 2021, to June 6, 2024, inclusive and Chairman and Chief Executive Officer since June 7, 2024.

⁽¹⁾ Options which cannot be exercised (i) due to the performance condition related to the relative performance of the Saint-Gobain stock price not being met and the performance condition on the relative performance of Saint-Gobain's ROCE being only partially met, to which all options granted in November 2016 were subject, and (ii) due to the service condition not being met.

⁽²⁾ Options which cannot be exercised (i) due to the performance condition related to the relative performance of the Saint-Gobain stock price not being met and the performance condition on the relative performance of Saint-Gobain's ROCE being only partially met, and the partial fulfillment of the relative CSR performance condition for Saint-Gobain, to which all options granted in November 2017 were subject, and (ii) due to the service condition not being met.

⁽³⁾ Options which cannot be exercised (i) due to the partial fulfillment of the performance condition based on the relative change in the Saint-Gobain stock price, to which all options granted in November 2018 were subject, and (ii) due to the service condition not being met.

D – Performance unit plans

The Company set up performance unit plans annually between 2012 and 2015.

No performance unit plan was set up in 2025 and at December 31, 2025, there are no longer any performance unit plans in the process of being vested.

2.4.5 STATUTORY AUDITORS' SPECIAL REPORT ON RELATED-PARTY AGREEMENTS

This is a translation into English of the statutory auditors' report on related-party agreements issued in French and it is provided solely for the convenience of English speaking users.

This report should be read in conjunction with, and construed in accordance with French law and professional auditing standards applicable in France. It should be understood that the agreements reported on are only those provided for by the French Commercial Code and that the report does not apply to those related-party transactions described in IAS 24 or other equivalent accounting standards.

Annual General Meeting held to approve the financial statements for the year ended December 31, 2025

To the Annual General Meeting of Compagnie de Saint-Gobain,

In our capacity as Statutory Auditors of Compagnie de Saint-Gobain, we hereby report to you on related-party agreements.

It is our responsibility to report to you, based on the information provided to us, on the main terms and conditions of agreements that have been disclosed to us or that we may have identified as part of our engagement, as well as the reasons given as to why they are beneficial for the company, without commenting on their relevance or substance or identifying any undisclosed agreements. Under the provisions of Article R. 225-31 of the French commercial Code (*Code de commerce*), it is your responsibility to determine whether the agreements are appropriate and should be approved.

Where applicable, it is also our responsibility to provide you with the information required by Article R. 225-31 of the French Commercial Code in relation to the implementation during the year of agreements already approved by the Annual General Meeting.

We performed the procedures that we deemed necessary in accordance with professional standards applicable in France to such engagements. These procedures consisted in agreeing the information provided to us with the relevant source documents.

Agreements to be submitted for the approval of the Annual General Meeting

Agreements authorized and/or concluded during the year or since the year-end

Pursuant to Article L. 225-40 of the French Commercial Code, the following agreements entered into during the year and previously authorized by the Board of Directors, have been brought to our attention.

Agreements between Compagnie de Saint-Gobain and Mrs. Jana Revedin under a partnership for the organization and production of the Global Award for Sustainable Architecture

Person involved: Mrs. Jana Revedin, Director of Compagnie de Saint-Gobain and founder of the Global Award for Sustainable Architecture.

Nature, purpose and terms and conditions:

Several agreements governing the continuation of the partnership for the organization and production of the Global Award for Sustainable Architecture were previously authorized by your Board of Directors on June 5, 2025.

These agreements followed on from the contracts authorized by your Board of Directors on December 19, 2023 and signed on December 22, 2023 to form a partnership for the organization and production of the Global Award for Sustainable Architecture, as detailed in the second part of this report.

It is recalled that the Global Award for Sustainable Architecture annually rewards five architects whose constructions reflect sustainable development principles and satisfy the needs of companies, with a sustainable, innovative and participatory approach. Mrs. Jana Revedin created this award in 2006 and has organized its distribution since this date.

The following agreements were signed on June 16, 2025, to enable the organization and production of the 2026 edition of the Global Award for Sustainable Architecture:

- same as for the 2025 Award, a second amendment to the Partnership Agreement signed on 22 December 2023, providing for no remuneration for Mrs. Jana Revedin ("Amendment no. 2 to Partnership Agreement and Trademark Licence"), clarifying the activities and obligations of each party with regard to the organization and production of the 2026 edition of the Global Award for Sustainable Architecture;
- same as for the 2025 edition, a copyright assignment agreement with Ms Jana Revedin as the co-author of the book dedicated to the work of 2026 the winner of the Global Award for Sustainable Architecture, providing for compensation of €35,000 excluding taxes, including €27,000 excluding taxes for Mrs. Jana Revedin;
- same as for the 2025 edition, a "Publishing Agreement relating to the publication and distribution" of the said work (the "Publishing Agreement") with Mrs. Jana Revedin and an international publishing house not related to Mrs. Revedin, providing for expected publishing payment of €52,000 excluding taxes; and
- a new partnership agreement, providing for no remuneration for Mrs. Revedin, which, in line with the Partnership Agreement relating to the 2024, 2025 and 2026 editions, clarifying the activities and obligations of each party for the organization and production of the 2027, 2028 and 2029 editions of the Award, and provides for a royalty-free trademark licence pursuant to which Mrs. Revedin would grant the company the right to use the Global Award for Sustainable Architecture and GA Global Award for Sustainable Architecture trademarks, of which she is the owner, solely for the purposes of organizing the Award.

In 2025, the Publishing Agreement for the publication gave rise to the payment of €52,000 by your Company.

Reasons as to why the agreements are beneficial for the Company:

Your Board of Directors considered that the conclusion of these agreements was beneficial for the Company, as the Global Award for Sustainable Architecture is a competition that is in keeping with Saint-Gobain's activities and values and falls within the scope of its communication policy.

Agreements previously approved by the Annual General Meeting**Agreements previously approved that remained in force during the year**

Pursuant to Article R.225-30 of the French Commercial Code, we have been informed that the following agreements, previously approved by Shareholders' Meetings of prior years, have remained in force during the year.

Agreements between Compagnie de Saint-Gobain and Mrs. Jana Revedin under a partnership for the organization and production of the Global Award for Sustainable Architecture

Person involved: Mrs. Jana Revedin, Director of Compagnie de Saint-Gobain and founder of the Global Award for Sustainable Architecture.

Nature, purpose and terms and conditions:

Several agreements governing the continuation of the partnership for the organization and production of the Global Award for Sustainable Architecture were previously authorized by your Board of Directors on September 26, 2024. The purpose of the Global Award for Sustainable Architecture is described in the first part of this report.

The agreements governing this partnership were signed on September 27, 2024 break down as follows:

- a copyright assignment agreement with Mrs. Jana Revedin, as the co-author of the book dedicated to the work of the 2025 winner of the Global Award for Sustainable Architecture, providing for compensation of €35,000 excluding taxes, including €27,000 excluding tax for Mrs. Jana Revedin;
- a Publishing Agreement for said publication with Mrs. Jana Revedin and an international publishing house not related to Mrs. Jana Revedin, for an expected publishing cost of €50,000 excluding taxes; and
- amendment n°1 to the Partnership Agreement and Trademark License for no consideration with Mrs. Jana Revedin, clarifying the activities and obligations of each party with regard to the organization and production of the 2025 Awards and the preparation of the 2026 Awards.

In 2025, the Copyright assignment agreement and the Publishing Agreement for said publications gave rise to payments by your company of € 27,000 (to Mrs. Jana Revedin) and € 25,000 (to ArchiTangle GmbH), given that an amount of € 25,000 had already been paid for this purpose during the 2024 financial year.

Paris-La Défense, February 26, 2026

The Statutory Auditors

KPMG S.A.

Deloitte & Associés

Alexandra SAASTAMOINEN

Laurent CHILLET

Frédéric GOURD

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AGENDA FOR THE GENERAL MEETING

3.1 Agenda

ORDINARY GENERAL MEETING

> Resolution 1

Approval of the Company's non-consolidated financial statements for 2025.

> Resolution 2

Approval of the Company's consolidated financial statements for 2025.

> Resolution 3

Appropriation of income and determination of the dividend.

> Resolution 4

Agreements governed by Articles L. 225-38 *et seq.* of the French Commercial Code.

> Resolution 5

Renewal of Thierry Delaporte's term of office as a Director.

> Resolution 6

Approval of the remuneration components paid during the past fiscal year or granted for the same fiscal year to Benoit Bazin, Chairman and Chief Executive Officer.

> Resolution 7

Approval of the information relating to the corporate officers' remuneration referred to in Article L. 22-10-9 I of the French Commercial Code and included in the report on corporate governance.

> Resolution 8

Approval of the remuneration policy of the Chairman and Chief Executive Officer for 2026.

> Resolution 9

Approval of the remuneration policy of the Directors for 2026.

> Resolution 10

Authorization given to the Board of Directors to trade in the Company's shares.

> Resolution 11

Powers to carry out the decisions of the Ordinary General Meeting and for the formalities.

3.2 Board of Directors' report and text of the proposed resolutions

The resolutions that you are invited to vote upon are governed by the rules applicable to Ordinary General Meetings. Each proposed resolution is preceded by the corresponding extract from the Board of Directors' report describing the purpose of such proposed resolution.

1st to 3rd resolutions

Approval of the Company's non-consolidated and consolidated financial statements – appropriation of income and determination of dividend (€2.30 per share)

Shareholders are requested to approve the Compagnie de Saint-Gobain's non-consolidated financial statements which report a net income of €1,509 million (**1st resolution**) and consolidated financial statements of the Saint-Gobain Group which report a net income (Group share) of €2,883 million (**2nd resolution**) for the fiscal year ended December 31, 2025.

Based on the Company's net income for 2025 of €1,509 million and retained earnings of €8,231 million, creating distributable earnings of €9,740 million, the General Shareholders' Meeting is invited to set the dividend at €2.30 per share, compared to €2.20 for the 2024 fiscal year, yielding a total dividend to shareholders of €1,134 million ⁽¹⁾ and to allocate approximately €8,606 million to retained earnings (**3rd resolution**).

The ex-dividend date will be June 8, 2026, and the dividend of €2.30 per share will be paid as from June 10, 2026.

For individual shareholders who are French tax residents, dividends received will be subject to a single standard tax rate of 31.4%, or option, to the application of the income tax progressive scale following the 40% deduction provided for under Article 158, 3.2° of the French General Tax Code and social taxes.

⁽¹⁾ This amount is calculated on the basis of 494,825,319 outstanding shares at January 31, 2026, less 1,870,598 treasury shares held at this date, and may vary if the number of shares entitled to the dividend changes between January 31, 2026 and the ex-dividend date, depending on the number of treasury shares held.

■ First resolution

Approval of the Company's non-consolidated financial statements for 2025

The shareholders in Ordinary Meeting, fulfilling corresponding conditions of quorum and majority, having considered the reports of the Board of Directors and the Statutory Auditors, approve the Company's non-consolidated financial statements for the fiscal year ended December 31, 2025, as presented, as well as the transactions reflected in these financial statements and summarized in these reports.

Pursuant to the provisions of Article 223 *quater* of the French General Tax Code, the General Meeting also approves the non-deductible expenses and charges referred to in Article 39.4° of the same Code, which amounted to €316,365 in the year ended December 31, 2025, and generated an estimated tax charge of €114,287.

■ Second resolution

Approval of the Company's consolidated financial statements for 2025

The shareholders in Ordinary Meeting, fulfilling corresponding conditions of quorum and majority, having considered the reports of the Board of Directors and the Statutory Auditors, approve the Company's consolidated financial statements for the fiscal year ended December 31, 2025, as presented, as well as the transactions reflected in these financial statements and summarized in these reports.

■ Third resolution

Appropriation of income and determination of the dividend

The shareholders in Ordinary Meeting, fulfilling corresponding conditions of quorum and majority, having noted that the financial statements prepared as of December 31, 2025 and approved by this General Meeting show net income for the 2025 fiscal year amounting to €1,508,842,675.11 and retained earnings at December 31, 2025 amounting to €8,231,654,907.28, yielding total distributable earnings of €9,740,497,582.39, approve the proposal made by the Board of Directors with respect to the appropriation of profits, and resolve to allocate distributable earnings as follows:

- to dividend distribution:
 - a first dividend of €98,590,944.20, in accordance with Article 20 paragraph 4, 2° of the Company's bylaws;
 - an additional dividend of €1,035,204,914.10, representing a total dividend payment of €1,133,795,858.30,
- the appropriation of €8,606,701,724.09 to retained earnings.

The total amount of the distribution referred to above is calculated on the basis of the number of shares carrying dividend rights as of January 31, 2026, i.e., 492,954,721 shares, and may vary if the number of shares carrying dividend rights changes between January 31, 2026 and the ex-dividend date, depending in particular on the number of treasury shares held. It is specified that the amount allocated to retained earnings will be adjusted accordingly.

The dividend is set at €2.30 per share for each share carrying dividend rights. The ex-dividend date will be June 8, 2026, and the dividend will be paid as from June 10, 2026. It is specified that in the event that the Company holds some of its own shares on the ex-dividend date, the corresponding dividend amounts not paid on these will be allocated to retained earnings.

In accordance with the law, the General Meeting notes that for the last three fiscal years preceding the 2025 fiscal year, the amounts of dividends paid were as follows:

Fiscal year	Number of shares on which a dividend was paid	Dividend per share (in EUR)	Total dividends distributed (in EUR)
2022	507,094,880	2.00	1,014,189,760.00
2023	498,377,982	2.10	1,046,593,762.20
2024	493,682,870	2.20	1,086,102,314.00

Dividends distributed in 2025, 2024 and 2023, for the years 2024, 2023 and 2022 respectively, for individual shareholders who are French tax residents, were subject to a single standard tax rate of 30%, or, by option, to the application of the income tax progressive scale following the 40% deduction provided for under Article 158, 3.2° of the French General Tax Code and social taxes.

4th resolution

Agreements governed by Articles L. 225-38 et seq. of the French Commercial Code

The following agreements were approved during the year ended December 31, 2025:

- Agreements between Compagnie de Saint-Gobain and Jana Revedin within the framework of a partnership relating to the organization and production of the 2026 edition of the "Global Award for Sustainable Architecture", signed on June 16, 2025, and previously authorized by the Board of Directors at its meeting on June 5, 2025.
- New partnership agreement between Compagnie de Saint-Gobain and Jana Revedin relating to the organization and production of the 2027, 2028 and 2029 editions of the "Global Award for Sustainable Architecture", signed on June 16, 2025, and previously authorized by the Board of Directors at its meeting on June 5, 2025.

We also inform you that the partnership and support agreement concluded on January 25, 2024, between Compagnie de Saint-Gobain and the *Institut de l'Entreprise Endowment Fund*, authorized by the Board of Directors at its meeting on December 19, 2023, and approved by the General Shareholders' Meeting on June 5, 2025, had been classified as a related-party agreement due to the positions held by Pierre-André de Chalendar at the time of its execution. As Pierre-André de Chalendar stepped down from his position as Chairman of the Board of Directors of Compagnie de Saint-Gobain on June 6, 2024, the circumstances that justified the application of the procedure for reviewing related-party agreements therefore ceased to exist during the 2024 fiscal year. Consequently, this agreement is no longer subject to treatment in 2025 as a regulated agreement governed by the provisions of Article L. 225-38 of the French Commercial Code.

The related-party agreements are presented in detail in the 2025 Universal Registration Document (see section 4.1.1 of chapter 4 "Corporate governance").

The Statutory Auditors have prepared a special report which is included in section 2.4.5 "Statutory Auditors' special report on related-party agreements" of this notice of meeting. The General Shareholders' Meeting is asked to take note of this report and to approve the agreements referred to therein (**4th resolution**).

■ Fourth resolution

Agreements governed by Articles L. 225-38 et seq. of the French Commercial Code

The shareholders in Ordinary Meeting, fulfilling corresponding conditions of quorum and majority, having considered the reports of the Board of Directors and the Statutory Auditors on related-party agreements and commitments governed by Articles L. 225-38 et seq. of the French Commercial Code, approves the latter report in all its provisions, notes the information given therein on agreements entered into and authorized during the year just ended and approves the following agreements:

- Agreements between Compagnie de Saint-Gobain and Jana Revedin within the framework of a partnership relating to the organization and production of the 2026 edition of the "Global Award for Sustainable Architecture", signed on June 16, 2025, and previously authorized by the Board of Directors at its meeting on June 5, 2025; and
- New partnership agreement between Compagnie de Saint-Gobain and Jana Revedin relating to the organization and production of the 2027, 2028 and 2029 editions of the "Global Award for Sustainable Architecture", signed on June 16, 2025, and previously authorized by the Board of Directors at its meeting on June 5, 2025.

5th resolution**Renewal of Thierry Delaporte's term of office as a Director**

On the proposal of the Nomination and Remuneration Committee, the Board of Directors, at its meeting of February 26, 2026, decided to propose to the General Shareholders' Meeting the renewal of the term of office of Thierry Delaporte as Director, expiring at the end of the General Shareholders' Meeting of June 4, 2026 (**5th resolution**).

Thierry Delaporte has extensive financial and accounting expertise and 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 CEO of Capgemini and then CEO of Wipro Limited until April 2024, a career path that has given him recognized expertise in financial, accounting, internal control, and risk management issues. 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 term of office of Thierry Delaporte would be approved for a period of four years expiring at the close of the General Shareholders' Meeting called to approve the financial statements for the year ending December 31, 2029. His biography can be found on page 28 of this notice of meeting.

■ Fifth resolution**Renewal of Thierry Delaporte's term of office as a Director**

The shareholders in Ordinary Meeting, fulfilling corresponding conditions of quorum and majority, having considered the report of the Board of Directors, and having noted that this term of office expires at the close of this General Meeting, resolve to renew the term of office of Thierry Delaporte as a Director.

This term of office is approved for a period of four years expiring at the close of the General Meeting to be called to approve the financial statements for the year ending December 31, 2029.

6th resolution**Approval of the remuneration components paid during the past fiscal year or granted for the same fiscal year to Benoit Bazin, Chairman and Chief Executive Officer (Say-on-Pay ex post)**

In compliance with Article L. 22-10-34, II of the French Commercial Code, the Board of Directors submits to the approval of this General Shareholders' Meeting the compensation components paid during the past fiscal year or granted for the same fiscal year to Benoit Bazin, Chairman and Chief Executive Officer (**6th resolution**).

These components, decided by the Board of Directors upon recommendation of the Nomination and Remuneration Committee, are described in the report of the Board of Directors on corporate governance (see pages 257 to 262 of the 2025 Universal Registration Document) and in section 2.4.2.B of this notice of meeting.

■ Sixth resolution**Approval of the remuneration components paid during the past fiscal year or granted for the same fiscal year to Benoit Bazin, Chairman and Chief Executive Officer (Say-on-Pay ex post)**

The shareholders in Ordinary Meeting, fulfilling corresponding conditions of quorum and majority, in compliance with Article L. 22-10-34 II of the French Commercial Code, and having considered the report of the Board of Directors, approve the remuneration components paid during the

past fiscal year or granted for the same fiscal year to Benoit Bazin, Chairman and Chief Executive Officer, as set out in the report of the Board of Directors on corporate governance referred to in Article L. 225-37 of the French Commercial Code.

7th resolution**Approval of the information relating to the corporate officers' remuneration referred to in Article L. 22-10-9 I of the French Commercial Code and included in the report on corporate governance**

In compliance with Article L. 22-10-34, I of the French Commercial Code, the Board of Directors submits to the approval of this General Shareholders' Meeting, the information referred in I of Article L. 22-10-9 of the French Commercial Code (**7th resolution**).

This information is described in the report of the Board of Directors on corporate governance (see on pages 255 to 262 and 283 to 284 of the 2025 Universal Registration Document) and in sections 2.1.4.A, 2.1.4.B and 2.4.2.B of this notice of meeting.

■ Seventh resolution**Approval of the information relating to the corporate officers' remuneration referred to in Article L. 22-10-9 I of the French Commercial Code and included in the report on corporate governance**

The shareholders in Ordinary Meeting, fulfilling corresponding conditions of quorum and majority, in compliance with Article L. 22-10-34 I of the French Commercial Code, and having considered the report of the Board of Directors, approve the information referred to in Article L. 22-10-9 I

of the French Commercial Code, as set out in the report of the Board of Directors on corporate governance referred to in Article L. 225-37 of the French Commercial Code.

8th resolution**Approval of the remuneration policy of the Chairman and Chief Executive Officer for 2026 (Say-on-Pay ex ante)**

In compliance with Article L. 22-10-8, II of the French Commercial Code, the Board of Directors submits to the approval of this General Shareholders' Meeting, the Chairman and the Chief Executive Officer' compensation policy for 2026 (**8th resolution**).

The remuneration policy for the Chairman and Chief Executive Officer for 2026 is substantively and structurally consistent with the policy approved by the General Shareholders' Meeting on June 5, 2025. The amount of his fixed annual remuneration (€1.3 million), the caps on his variable remuneration (maximum 170% of the fixed portion), and his long-term compensation (75,000 performance shares) remain unchanged.

This policy, decided by the Board of Directors, based on the recommendations of the Nomination and Remuneration Committee, is described in the report of the Board of Directors on corporate governance (see on pages 263 to 269 of the 2025 Universal Registration Document) and in section 2.4.2.C of this notice of meeting.

■ Eighth resolution**Approval of the remuneration policy of the Chairman and Chief Executive Officer for 2026**

The shareholders in Ordinary Meeting, fulfilling corresponding conditions of quorum and majority, in compliance with Article L. 22-10-8 II of the French Commercial Code, and having considered the report of the Board of Directors,

approve the remuneration policy of the Chairman and Chief Executive Officer for 2026, as set out in the report of the Board of Directors on corporate governance referred to in Article L. 225-37 of the French Commercial Code.

9th resolution**Approval of the remuneration policy of the Directors for 2026 (Say-on-Pay ex ante)**

In compliance with Article L. 22-10-8, II of the French Commercial Code, the Board of Directors submits to the approval of this General Shareholders' Meeting, the Directors' compensation policy for the 2026 fiscal year (**9th resolution**).

The maximum amount of total annual compensation for directors for 2026 is set at €1.6 million, the same as for the 2025 fiscal year.

This policy, decided by the Board of Directors, based on the recommendations of the Nomination and Remuneration Committee, is described in the report of the Board of Directors on corporate governance (see pages 255 and 256 of the 2025 Universal Registration Document) and in section 2.4.1.C of this notice of meeting.

■ Ninth resolution**Approval of the remuneration policy of the Directors for 2026**

The shareholders in Ordinary Meeting, fulfilling corresponding conditions of quorum and majority, in compliance with Article L. 22-10-8 II of the French Commercial Code, and having considered the report of the Board of Directors,

approve the remuneration policy of the Directors for 2026, as set out in the report of the Board of Directors on corporate governance referred to in Article L. 225-37 of the French Commercial Code.

10th resolution**Authorization given to the Board of Directors to trade in the Company's shares**

The purpose of the **10th resolution** is to renew the annual authorization given to the Board of Directors to trade in Saint-Gobain shares.

The main characteristics of the requested authorization are as follows:

- relevant securities: ordinary shares;
- maximum number of shares that may be acquired: 10% of the total number of shares making up the share capital as of the date of the General Meeting;
- maximum purchase price per share: €150, subject to adjustment in the event of a transaction involving the Company's share capital or shareholders' equity. The maximum purchase price per share was €100 for the annual authorizations granted to the Board of Directors by the General Shareholders' Meeting of June 8, 2023, €120 for the General Shareholders' Meeting of June 6, 2024 and €150 for the General Shareholders' Meeting of June 5, 2025. In view of the rise of the share price, it is proposed that this price be set at €150.

The objectives of the share buyback program are detailed in the text of this resolution. The program description will be available on Saint-Gobain's website at the end of the General Shareholders' Meeting (<https://www.saint-gobain.com/en/finance/general-meeting>).

Implementation of the share buyback program for the 2025 fiscal year is described in section 6.1.3 of the 2025 Universal Registration Document.

It is recalled that the share buyback target for 2026 amounts to €400 million (net of transactions related to employee share ownership).

This resolution rules out the option for the Company of pursuing execution of its share buyback program while a public tender offer for the Company's shares is in progress.

This share buyback program can be carried out during the whole authorization, i.e. within 18 months of the date of this General Shareholders' Meeting, ending December 4, 2027. This authorization shall replace, as from its adoption, the one granted in the 16th resolution of the General Shareholders' Meeting of June 5, 2025, and shall cancel any unused portion of it.

■ Tenth resolution**Authorization given to the Board of Directors to trade in the Company's shares**

The shareholders in Ordinary Meeting, fulfilling corresponding conditions of quorum and majority, having considered the report of the Board of Directors, authorize the Board of Directors to buy back or arrange for the buyback of Company shares, in accordance in particular with Articles L. 22-10-62 *et seq.* of the French Commercial Code for the purpose of:

- the free allocation of shares, the grant of stock options, and the allocation or sale of shares under employee savings plans or other similar plans;
- offsetting the potential dilutive impact of free allocation of shares, of the granting of stock options, or of subscription by employees as part of the employee savings plans or other similar plans;
- delivering shares upon exercise of the rights attached to securities giving access in any way, in particular through the exercise of rights attached to securities giving access to the share capital by redemption, conversion, exchange, presentation of a warrant, to the allocation of Company shares;
- the retention and later delivery (as payment, exchange, or otherwise) as part of external growth operations, mergers, demergers, or contributions;
- the management of the market of the Company share under liquidity agreements entered into with an independent investment services provider in accordance with market practices accepted by the French Financial Markets Authority;
- the cancellation of all or part of the shares repurchased;
- this program is also intended to allow the implementation of any market practice that may become authorized by the French Financial Markets Authority and, more generally, carrying out any other transaction that complies with the regulations in force. In such a case, the Company will inform its shareholders through a press release.

Shares may be purchased, sold, transferred or exchanged at any time, except during a public tender offer period involving Company's shares, and by any means, in accordance with regulations in force, on one or more occasions, on or off the stock market, over the counter, in whole or in part in blocks of shares, by public tender offer in cash or in shares, by using options or derivatives, either directly or indirectly through the intermediation of an investment services provider, or in any other way.

The shareholders sets the maximum purchase price at one hundred and fifty (150) euros per share and the maximum number of shares that may be acquired since the beginning of the buyback program at 10% of the total number of shares comprising the Company's share capital on the date of this General Meeting, it being specified that (i) the number of shares acquired with a view to their retention and subsequent delivery in payment or exchange in the context of a merger, demerger or contribution operation may not exceed 5% of the Company's capital on that same date, and (ii) when the shares are repurchased to promote liquidity under the conditions defined by the general regulations of the French Financial Markets Authority (*Autorité des marchés financiers*), the number of shares taken into account for the calculation of the 10% limit provided for above corresponds to the number of shares purchased, minus the number of shares resold during the period of the authorization. In accordance with the law, the number of shares held on a given date may not exceed 10% of the Company's share capital on that same date.

For information purposes, as of February 1st, 2026, the theoretical maximum amount of funds that the Company would be able to invest in these purchases would thus be €7,422,364,650, corresponding to 49,482,431 shares acquired at a price of one hundred and fifty (150) euros each.

The General Meeting delegates authority to the Board of Directors, in the event of transactions on the Company's share capital, and in particular an increase in capital through the capitalization of reserves, the allocation of free shares, a stock split or reverse stock split, the distribution of reserves or any other assets, impairment of share capital or any other transaction involving share capital or shareholders' equity, to adjust the maximum price above-mentioned to take into account the impact of these transactions on the stock value.

The General Meeting gives full powers to the Board of Directors with powers to sub-delegate under the conditions set out by law, to use this authorization, in particular to give any and all orders, enter into any and all agreements, allocate or reallocate the shares acquired to the objectives pursued under the applicable legal and

regulatory conditions, set the terms and conditions under which the rights of holders of securities giving access to the share capital or other rights giving access to the share capital will be preserved, if applicable, in accordance with legal and regulatory provisions and, if applicable, contractual provisions providing for other cases of adjustment, prepare all documents and press releases, carry out any and all formalities and make all appropriate declarations to the authorities, and in general take all necessary measures.

The authorization is granted for a period of eighteen (18) months as from the date of this General Meeting. It cancels with effect from today, the unused portion, if any, and replaces the authorization granted in the 16th resolution of the Combined General Meeting of June 5, 2025.

11th resolution

Powers to carry out formalities

The **11th resolution** gives authority to carry out formalities in connection with decisions made by the General Meeting.

■ Eleventh resolution

Powers to carry out the decisions of the Ordinary General Meeting and for the formalities

The shareholders in Ordinary Meeting, fulfilling corresponding conditions of quorum and majority, give full powers to the bearer of an original, a copy or an extract of the minutes of this General Meeting, to carry out all filings and formalities where necessary.

FINANCIAL AUTHORIZATIONS SUBMITTED FOR APPROVAL TO THE GENERAL SHAREHOLDERS' MEETING

Summary

For a summary of the use made of the financial authorizations in effect on the date of the General Meeting, please refer to the document available at the following address: <https://www.saint-gobain.com/en/finance/general-meeting> or in section 6.1.2, p. 323 of the 2025 Universal Registration Document.

The following table summarizes the scope, term and limits of use of the financial resolution presented to you that are submitted to the approval of the General Meeting.

Purpose of the resolution and securities concerned	Source (resolution number)	Authorization duration and expiration	Maximum nominal value of the capital increase
SHARE BUYBACK PROGRAM			
Share buyback ^(a)	2026 General Meeting 10 th resolution	18 months (December 2027)	10% of the total number of shares composing the share capital at the Annual General Meeting date Maximum purchase price per share:€150

^(a) *The objectives of the program are as follows: the free allocation of shares, the grant of stock options, and the allocation or sale of shares under employee savings plans or other similar plans; offsetting the potential dilutive impact of free allocation of shares, of the granting of stock options, or of subscription by employees as part of the employee savings plans or other similar plans; delivering shares upon exercise of the rights attached to securities giving access in any way, in particular through the exercise of rights attached to securities giving access to the share capital by redemption, conversion, exchange, presentation of a warrant, to the allocation of Company shares; the retention and later delivery (as payment, exchange, or otherwise) as part of external growth operations, mergers, disposals, or contributions; the management of the market of the Company share under liquidity agreements entered into with an independent investment services provider in compliance with market practices accepted by the French Financial Markets Authority; the cancellation of all or part of the shares repurchased; this program is also intended to allow the implementation of any market practice that may become authorized by the French Financial Markets Authority and, more generally, carrying out any other transaction that complies with the regulations in force. In such a case, the Company will inform its shareholders through a press release.*

4

HOW TO PARTICIPATE IN THE GENERAL MEETING?

As a Saint-Gobain shareholder, you are entitled to participate in the General Meeting, irrespective of the number of shares you hold. You may do so by attending the Meeting in person, casting a vote in advance or appointing a proxy to represent you.

You may request **an admission card, cast your vote or give proxy through internet** rather than by mail.

If you hold registered shares, **either directly or through an intermediary**, you will be personally invited to the General Meeting on June 4, 2026.

Shareholders are invited to regularly visit the page dedicated to the General Meeting on Saint-Gobain's website to keep themselves up-to-date (www.saint-gobain.com/en/finance/general-meeting).

4.1 Who can participate in the General Meeting?

In order to attend the General Meeting, shareholders must prove their capacity as such by **having their shares entered in the share register in their name** (or in the name of the financial intermediary acting on their behalf if they are not a resident of France) at least five business days prior to the General Meeting, i.e., on **Thursday, May 28, 2026** (12:00 a.m., Paris time).

No transfer of ownership made after the fifth business day preceding the General Meeting, i.e., on **Thursday, May 28, 2026** (12:00 a.m., Paris time), regardless of the method used, will therefore be taken into account by Uptevia, the Company's proxy, in determining a shareholder's right to participate in the Meeting, notwithstanding any agreement to the contrary.

Please read the following instructions carefully.

Registered shares

For shareholders with registered shares, held either directly or through an intermediary, the shares must be registered in the accounts kept by Uptevia - Assemblées Générales, 90-110 esplanade du Général de Gaulle, 92931 Paris la Défense Cedex.

Bearer shares

For shareholders with bearer shares, the entry must be made by the banking or financial intermediary that holds the securities on their behalf (financial intermediaries). Entry in such accounts is recorded by a shareholding certificate (*attestation de participation*).

Shareholders holding their Saint-Gobain shares in bearer form will deal exclusively with their financial intermediary.

4.2 Participate in our sustainable development efforts

Saint-Gobain's environmental vision is to ensure the sustainable development of its activities, while preserving the environment from the impacts of its processes and services over their entire life cycle. In this way, the Group seeks to ensure the conservation and availability of natural resources.

That is why, for its General Meeting, Saint-Gobain offers to all its shareholders the tools to enable them to exercise their rights through the internet: availability of the documents relating to the General Meeting on the Company's website, e-notice and online voting. Moreover, Saint-Gobain broadcasts the totality of the General Meeting each year on its website.

Documents available on the Company's website

The documents relating to the General Meeting, which must be made available to shareholders in accordance with the provisions of the French Commercial Code, can be consulted or downloaded from Saint-Gobain's website: www.saint-gobain.com/en/finance/general-meeting.

Please note that in accordance with the provisions of Article R. 225-88 of the French Commercial Code, as amended by Decree No. 2026-94 of February 13, 2026, the Company will not respond to requests for the mailing of the notice of meeting or other documents and information set forth in Articles R. 225-81 and R. 225-83 of the French Commercial Code, insofar as such documents and information are available on the Company's website.

Registered shareholders: Please ensure you receive your e-notice

By choosing e-notice, i.e., receiving the notice of meeting to the General Meetings by email, you are choosing a **simple, fast, secure and economical** form of notification. In this way, you contribute to preserving the environment by reducing Saint-Gobain's carbon footprint by avoiding the printing and mailing of paper notices by post.

It is too late as of the current convening notice to opt for e-notice for the General Meeting of June 4, 2026.

However, please note that the regulations for convening General Meetings are changing with the entry into force of Decree No. 2026-94 of February 13, 2026. From now on, for General Meetings convened as of July 1st, 2026, the Company's registered shareholders may be notified electronically (e-notice).

To ensure receipt of these notices, we recommend that you verify if your email address is accurate and updated, and, if is necessary, provide it by using one of the following methods:

- by completing the email contact information form on the last page (p. 73) of the notice (downloadable also on the Saint-Gobain website: www.saint-gobain.com/en/finance/general-meeting) and returning it, dated and signed, to Uptevia (address indicated on the form); or
- directly by logging in to your secure shareholder portal on the website <https://www.investors.uptevia.com/> "My Settings" section, then "E-notice".

If, despite having previously requested an e-notice, you are still receiving documentation through the post, it means that your email address is missing, invalid or could not be processed. It is your responsibility to provide or update it as described above.

4.3 Participate in the General Meeting



I. COMPLETE THE FORMALITIES ONLINE

Saint-Gobain has been offering all its shareholders the option of using the services of the VOTACCESS platform for several years. This secure website will allow you to:

- **request your admission card** if you wish to attend the Meeting in person;
- **vote online prior to the Meeting;**
- **give or revoke your proxy** to the Chairman of the Meeting or to another designated person. In this case,

in accordance with Article R. 225-79 of the French Commercial Code, you may notify Uptevia of the person to whom you are giving proxy or, as the case may be, whose proxy you are revoking, by the same process.

The VOTACCESS platform is available for use by shareholders according to the terms and conditions provided below.

A/ If you hold registered shares (directly or through an intermediary)

If you hold **registered shares in the accounts kept by Uptevia**, you must log in to the Uptevia Shareholders' Area at www.investors.uptevia.com using your usual login ID and password, and follow the on-screen instructions. Once logged in, click on "Vote online", then click the "Access VOTACCESS" button to be redirected to the VOTACCESS platform. There, you can request and download your admission card, vote online, grant proxy to the Chairman of the Meeting or to any individual or legal entity attending the General Meeting, or revoke any previously appointed proxy.

If you hold **registered shares with a financial intermediary**, you must log in to the VoteAG website at www.voteag.com using the temporary login credentials (user ID and password) provided on the Single Form sent with the meeting notice brochure. You will be prompted to change your password upon your first login. Once connected, click on the "Access VOTACCESS" module to

be automatically redirected to the VOTACCESS platform. On the homepage, follow the on-screen instructions to request and download your admission card, vote online, grant proxy to the Chairman of the Meeting or to any individual or legal entity attending the General Meeting, or revoke any previously appointed proxy. If you do not have your password to log in to the VoteAG site, you must request it by clicking on the "Forgotten password" button and following the on-screen instructions to retrieve your login password.

If you are no longer in possession of your identifier code and/or your password, please call:

- 08 00 00 75 35 from a landline in France (toll-free number); or
- 00 33 1 49 37 82 36 from outside France (for the cost of a local call from a landline).

B/ If you hold bearer shares

It is your responsibility to find out whether your financial intermediary has subscribed to the VOTACCESS platform and, if so, whether this access is subject to specific terms and conditions of use.

In such cases, once you have logged in to **the online portal of your financial intermediary** with your usual identifier codes, follow the instructions given on the

screen opposite the account entry for your Saint-Gobain shares to access the VOTACCESS platform. You will then be able to **request an admission card, vote online prior to the Meeting, give proxy** to the Chairman of the Meeting or another designated person, or revoke your proxy, as applicable.

C/ Special case: if you hold bearer shares and your financial intermediary has not subscribed to the VOTACCESS platform

To **request an admission card** to attend the Meeting in person, **vote by mail or give proxy**, you must request a single admission card, postal vote, or proxy request form (*formulaire unique*) from your financial intermediary and **return the form by mail**, as explained below.

If you wish to vote by proxy, you may **give or revoke proxy** via the Internet, according to the instructions below:

- send an email to the following address:
CT-mandataires-assemblees@uptevia.com.

This email must contain the following information: Company name (Compagnie de Saint-Gobain), General Meeting date (June 4, 2026), full name, address and registered share account number for yourself (principal), as well as the full name and, if possible, address of the

individual or legal entity you are designating to vote on your behalf (proxy); **and**

- ask your financial intermediary that manages the securities account containing your Saint-Gobain shares to **confirm your request by writing** to Uptevia – Assemblées Générales, 90-110 esplanade du Général de Gaulle, 92931 Paris la Défense Cedex (France), or by email to the following address:
CT-mandataires-assemblees@uptevia.com.

The above email addresses have been set up exclusively to receive requests to give or revoke proxy. Any and all other unrelated requests or information sent to this address will be disregarded.



The possibility of carrying out your formalities online will end the day preceding the date of the Meeting, i.e., up to 3:00 p.m. (Paris time) on Wednesday, June 3, 2026.

We recommend that shareholders do not wait until the end of the deadline to take action.



II. COMPLETE THE FORMALITIES BY MAIL

A/ To request an admission card

The single form (*formulaire unique*), available upon request from your financial intermediary if you have not been personally convened, allows you to request your admission card by mail. Simply tick the **box “I wish to attend the Shareholders’ Meeting”** at the top of the form, and then date and sign the form and return it in the prepaid envelope if you mail it from France, either to Uptevia if you are a registered shareholder, or to your financial intermediary if you are a bearer shareholder.

Under no circumstances should the form be returned to Compagnie de Saint-Gobain.

If you have not received your admission card by at least the fifth business day prior to the General Meeting, i.e., Thursday, May 28, 2026, you may obtain one from the admission desks at the General Meeting from 2:00 p.m. by presenting:

- if you hold **registered shares**, proof of identity; or
- if you hold **bearer shares**, the shareholding certificate (*attestation de participation*) indicating the number of shares held, issued by your financial intermediary at your request and dated Thursday, May 28, 2026 (12:00 a.m., Paris time), and a proof of identity.

B/ To vote by mail or give or revoke proxy

If you will not be attending the Meeting in person and wish to vote by mail or give proxy to the Chairman or another designated person or revoke proxy, you can:

- **if you hold registered shares, either directly or through an intermediary:** sign and date the single admission request form (*formulaire unique*) provided, and return it duly completed by mail to Uptevia - Assemblées Générales, 90-110 esplanade du Général de Gaulle, 92931 Paris la Défense Cedex (France);

- **if you hold bearer shares:** request a single admission request form (*formulaire unique*) from your financial intermediary. Once you have signed and dated the form provided, duly completed according to your choice of participation method, simply return it by mail to your financial intermediary, who will attach a shareholding certificate (*attestation de participation*) to the form and then forward it to Uptevia.



To be taken into account, these forms and shareholding certificates must be received by Uptevia no later than the day before the Meeting, i.e., at the latest by 3:00 p.m. (Paris time) on Wednesday, June 3, 2026.

We recommend that you do not wait until the end of the deadline to take action.

Under no circumstances should completed and signed forms be returned directly to Compagnie de Saint-Gobain.



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Note:

Shareholders who have already requested an admission card, given proxy or cast a vote prior to the Meeting may not subsequently choose another means of participation or recall their vote.

Shareholders who have chosen their means of participation in the Meeting, whether or not their vote is already cast, may sell all or part of their shares.

However, if the transfer of shares ownership takes place before Thursday, May 28, 2026 (12:00 a.m., Paris time), Uptevia will, as appropriate, invalidate or amend the admission card, the vote cast remotely prior to the Meeting, the proxy instructions or the certificate.

To this end, for holders of **registered shares held through an intermediary** or **bearer shares**, the financial intermediary shall notify Uptevia of the transfer of ownership of the shares and provide all necessary information.

However, if a transfer of shares ownership occurs **after Thursday, May 28, 2026** (12:00 a.m., Paris time), it will have no impact on the method of participation in the Meeting and will not amend the shareholders' decisions.

All shareholders have the **right to ask questions in writing** prior to the Meeting.

Written questions should be sent to the attention of the Chairman of the Board of Directors **either by registered mail with acknowledgment of receipt to the registered office of the Company**: Tour Saint-Gobain - 12, place de l'Iris, 92400 Courbevoie - France, or by email to the following address: actionnaires@saint-gobain.com.

In order to be valid, written questions must be received no later than the 4th business day preceding the date of the General Meeting, i.e., **on Friday, May 29, 2026 (12:00 a.m., Paris time)**. For questions to be taken into consideration, a **certificate of registration must be provided** either in the registered shares accounts held on behalf of the Company by its agent Uptevia or in the bearer shares accounts held by a financial intermediary.

A joint answer can be given to several questions if they have the same content. In accordance with current legislation, a written question is deemed to have been answered if it appears on the Company's website (www.saint-gobain.com/en/finance/general-meeting) in the section "Shareholders' General Meeting of June 4, 2026" devoted to questions and answers or if it is answered during the Meeting.

In the spirit of **fostering shareholder dialogue**, shareholders will also have the opportunity, in addition to the written question system regulated by law described above, to send written questions after the deadline set by the regulations **until Thursday, June 4, 2026, before 10:30 a.m.** (Paris time) by email to the following address: actionnaires@saint-gobain.com. For questions to be taken into consideration, a **certificate of registration must be provided**. Questions will be processed during the time allotted for questions and answers and may be selected, or questions may be answered on the Company's website. Questions may be grouped by topic to facilitate their processing.



**WEBSITE DEDICATED TO SAINT-GOBAIN'S
ANNUAL GENERAL MEETING:**

www.saint-gobain.com/en/finance/general-meeting

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NEW PROCEDURES FOR CONVENING MEETINGS AND INFORMING SHAREHOLDERS



E-NOTICE:



Pursuant to Decree n°2026-94 of February 13, 2026 ⁽¹⁾, Saint-Gobain will update its procedures for convening meetings and informing shareholders, effective for general meetings convened as of July 1st, 2026, in order to prioritize electronic communication.



Effective July 1st, 2026, the Company will send notices of General Meetings to shareholders with **registered shares** electronically (**e-notice**), without requiring prior consent. This method will replace paper mail. By choosing e-notice, shareholders also actively contribute to the Company's sustainable development efforts.

In this context, the Company must have a valid email address for each shareholder with registered shares to ensure the proper delivery of future notices of meetings.

However, the following shareholders may receive a notice of meeting by mail: those who have **expressly requested it**, in accordance with legal requirements and deadlines, to be convened by mail, and those who have **not provided** the Company with **an email address**. In such cases, a simplified convening meeting letter (without the notice of meeting) accompanied by a voting form will be sent to them.



Shareholders who want to obtain all documentation relating to the General Meetings may view it on the Company's website at <https://www.saint-gobain.com/en/finance/general-meeting>. In accordance with regulations in force, these documents will no longer be sent to shareholders by mail.



I am providing my email address:

- For shareholders with registered shares **held directly**:
 1. by mail, by completing the electronic contact information form below. Those who received this brochure by mail may use the enclosed prepaid envelope;
 2. electronically by logging into your secure shareholder portal with your credentials at <https://www.investors.uptevia.com>:
 - go to the "My Settings" section / "E-convocation",
 - enter or update your email address,
 - confirm your request.
- For shareholders with registered shares held **through an intermediary**, by contact their account-holding institution which will forward your email address to Uptevia.

⁽¹⁾ Decree n°2026-94 of February 13, 2026, regarding the modernization of communication procedures between certain commercial companies and their shareholders, known as the "Attractivité" Decree.

ELECTRONIC CONTACT INFORMATION FORM

Please send, along with the single form, exclusively to:

Uptevia - Assemblées Générales
90-110 esplanade du Général de Gaulle
92931 Paris La Défense Cedex

In accordance with the new legal and regulatory provisions in force, and as a shareholder of Compagnie de Saint-Gobain (with registered shares), I am providing my email address in order to receive future notices of the Company's General Meetings electronically.

First and last name:

Address:

Email address (IN CAPITAL LETTERS):

Account holder with registered shares n°:

Done: on: 2026

Signature

**PLEASE CONTACT THE
INVESTOR RELATIONS
DEPARTMENT:**

BY PHONE

+33 800 32 33 33

TOLL-FREE CALL FROM FRANCE ONLY

Or **+33 1 88 54 05 05** (from outside France)

BY MAIL

**Compagnie de Saint-Gobain
Investor Relations Department
Tour Saint-Gobain
12, Place de l'Iris
92400 Courbevoie – France**

BY E-MAIL

actionnaires@saint-gobain.com



WEBSITE

www.saint-gobain.com

General Meeting web page:

**[https://www.saint-gobain.com/en/
finance/general-meeting](https://www.saint-gobain.com/en/finance/general-meeting)**



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PHOTO CREDITS: Lorenzo Bartoli per Saint-Gobain Italia – Matjaz Tancic – Saint-Gobain – Laurent Kronental – Eric Garault, Pascoandco.

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