



INTEGRATED REPORT

2023

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PIERRE-ANDRÉ DE CHALENDAR

CHAIRMAN OF THE BOARD OF DIRECTORS

In 2023, Saint-Gobain once again demonstrated its strength and resilience, from both a financial and a non-financial perspective. These results - which have been achieved thanks to the hard work of all the Group's employees, to whom I would like to express my sincere gratitude - are proof that our strategy is the right one, against a backdrop of intense economic, environmental and political tensions worldwide.



Saint-Gobain's sound financial situation is also a source of satisfaction for its shareholders. Among other things, it is the result of effective corporate governance. All Board members are fully committed to monitoring the implementation of the strategy defined by the Executive Committee and the progress made by the Group in all areas.

In 2024, Saint-Gobain will reach the final stage of the transition that I have led with the Board, culminating in Benoit Bazin's appointment as Chairman and Chief Executive Officer. I must say how pleased I am to have supported Benoit on this journey.

The **successful change in Group governance** reflects a unique model and culture, that of a company founded almost four centuries ago, capable of renewing and reinventing itself, while always keeping in mind the interests of all its stakeholders.

After having devoted almost 35 years of my life to Saint-Gobain, including the last 14 years as Chairman, I am stepping down with the greatest sense of confidence. I wish the Group every success, convinced of the strength of its strategy, the **relevance of its positioning**, and its ability - with its fantastic corporate purpose - to meet the major environmental and social challenges of our contemporary world - climate change, resource scarcity and rapid urbanization.

The extraordinary diversity and expertise of our teams, our presence on every continent and our potential for innovation also constitute unique attributes that will make Saint-Gobain **the undisputed leader in light and sustainable construction worldwide**.

 *The successful change in Group governance reflects a unique model and culture, that of a company founded almost four centuries ago, capable of renewing and reinventing itself, while always keeping in mind the interests of all its stakeholders.* 

BENOIT BAZIN

CHIEF EXECUTIVE OFFICER



Three years ago, our Group set itself the ambition of **being the worldwide leader in light and sustainable construction**, a vision perfectly aligned with our corporate purpose – *Making the World a Better Home* – and which places financial and non-financial performance at the heart of our business model. Today, our market positioning is clear, robust and conducive to long-term growth for the Group and its stakeholders. Our solutions for energy renovation, new lightweight construction and the decarbonization of construction and industry are, and will be for a long time to come, vital tools to meet the environmental and social challenges facing our societies.

In a difficult market environment, **the Group successfully stayed on course**, deploying our “Grow & Impact” plan for the third year running. Our **excellent results in 2023**, both financial (notably with a new record margin and cash-flow) and non-financial (from the decarbonization of our products and processes to the benefits our solutions bring to our customers’ well-being and to the environment), are proof of the relevance and power of our approach. They are also the result of the **bold strategic decisions** made decisively, over the last few years, through a rapid change in business portfolio and geographical footprint, to seek further growth in North America, Asia and emerging countries. Our country-based business model, the mobilization of all our teams on every continent, and the quality and speed of execution they demonstrate on a daily basis, are all assets that have made this performance possible.

To **continue the deployment of this winning strategy**, and against a backdrop of changes in the Group’s governance this year, I am grateful to the Board of Directors for the confidence it has shown in me. I would especially like to thank Pierre-André de Chalendar for the full support he has given me throughout the years we have worked together for Saint-Gobain, so that I am fully prepared to succeed him as Chairman and Chief Executive Officer.

Transforming the building and construction sector is an absolute must if we are to meet the considerable challenges of climate change, depletion of natural resources, as well as the accelerated pace of urbanization, driven by strong population growth, which requires access to decent housing and well-being for all. **More than ever, we are determined to play our leading role, aiming ever higher, so as to make the world a better home.**

“Our market positioning is clear, robust and conducive to long-term growth. Our solutions for energy renovation, new lightweight construction and the decarbonization of construction and industry are, and will be for a long time to come, vital tools to meet the environmental and social challenges facing our societies.”

PRESENTATION OF THE GROUP





1.1 / Saint-Gobain at a glance

FINANCIAL KEY FIGURES



€47,944M
SALES



€5,251M
OPERATING INCOME



€3,242M
RECURRING NET INCOME



11.0%
OPERATING MARGIN



€3,910M
FREE CASH-FLOW



€6.39
RECURRING EARNINGS PER SHARE



€7,393M
NET DEBT



€23,273M
SHAREHOLDERS' EQUITY GROUP SHARE



€2,029M
CAPITAL EXPENDITURE

NON-FINANCIAL INDICATORS AND SIGNIFICANT EVENTS

A decarbonated home

More performance with less

A better living for all



MAXIMIZE

3
talks

Three "Sustainable construction talks" were organized in 2023: in Paris (July), New York, during the "Climate Week" (September) and in Dubai (December), during the COP28.



Several solutions offered by Saint-Gobain have been used to build the Athletes' Village of the Paris 2024 Olympic and Paralympic Games. Innovative partitions have been designed so as to be dismantled after the event, and the majority of materials will be reused.

35
philanthropy projects in 13 countries

The Saint-Gobain Foundation funds and supports projects in the service of local communities.

MINIMIZE


-34%
of CO2e emissions

Scope 1 and 2 CO2e emissions reduced by 34% versus 2017 (in absolute terms), in line with the 1.5°C trajectory of the Paris Agreement and the 2030 target validated by the Science Based Targets* (SBTi) initiative.

42
sites with "zero discharge" of water

42 of the 108 sites in an extremely high-risk water zone have "zero discharge" of water.


126,470
employees
 responded to Saint-Gobain's satisfaction survey, representing an 87% participation rate.

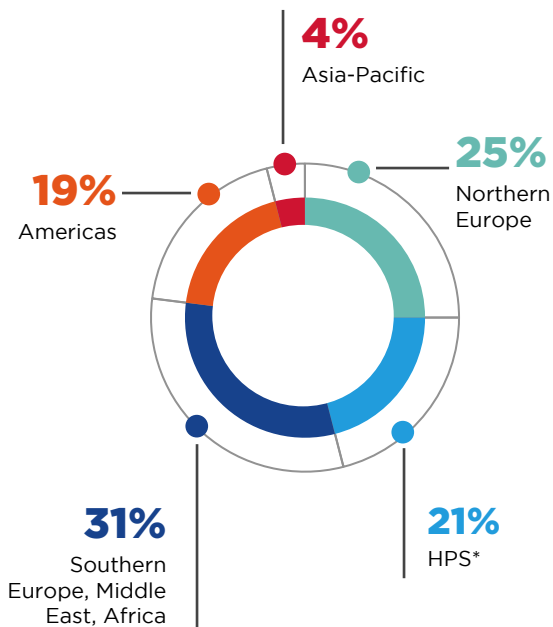
* Science Based Targets initiative (cf. glossary at the end of the 2023 URD).



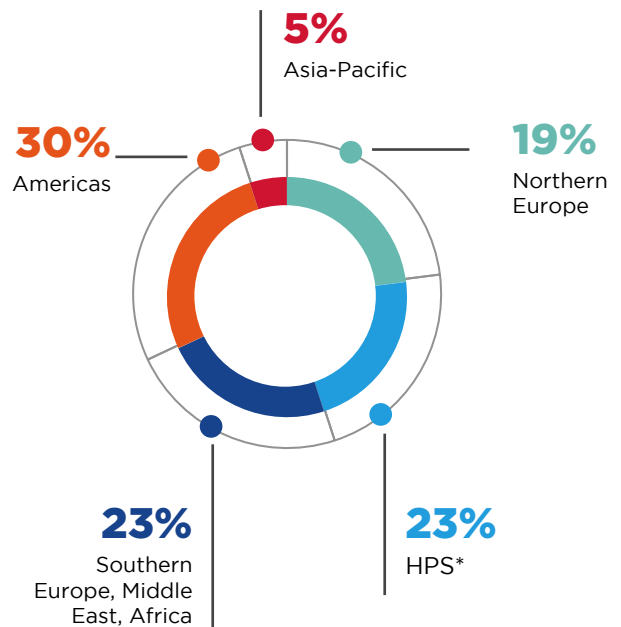
BREAKDOWN OF REVENUE BY MARKET



SALES BY REGION



OPERATING INCOME BY REGION



* High Performance Solutions.

INNOVATION


450+

PATENTS FILED IN 2023


50

 NEARLY 50 AGREEMENTS
SIGNED IN 2023 WITH
START-UPS, THROUGH
THE NOVA STRUCTURE

100+

DEVELOPMENT CENTERS

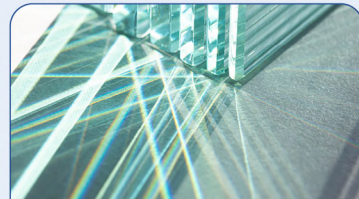
KEY ACHIEVEMENTS



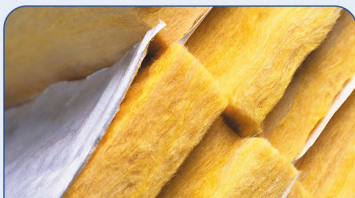
Saint-Gobain is the first manufacturer in the world to produce flat glass with more than 30% hydrogen, reducing the site's direct CO₂ emissions by 70% (scope 1).



Thanks to partnerships in construction chemicals, the Group develops tailor-made, high performance admixtures to enable low-carbon cements and products to help decarbonize the cement, concrete and mortar industries.



In 2022, Saint-Gobain launched the ORAÉ® solution, the world's first low-carbon glass. Its carbon footprint is about 40% less than the average European value of Saint-Gobain Glass products.



On the Chemillé industrial site (France), glasswool originating from building construction, demolition or renovation activities is recycled into new production.

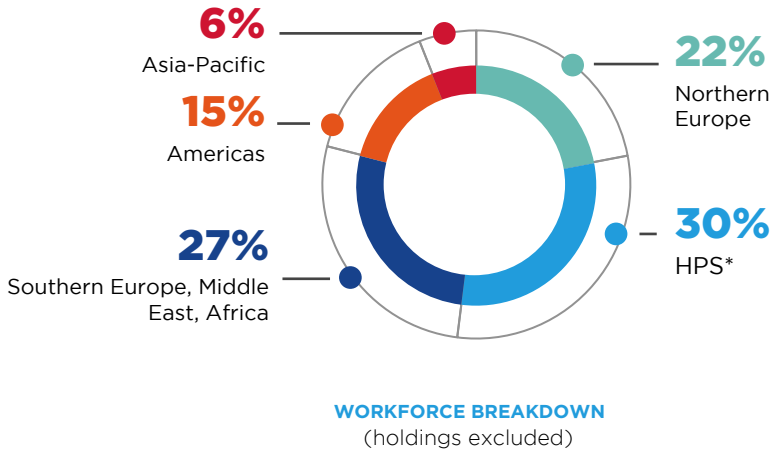


In 2023, Saint-Gobain started production of 100% decarbonized plasterboard at its plant in Fredrikstad, Norway.



Solstice solar roof systems offer efficient, sustainable solutions, with high energy efficiency and an easy installation.

A MULTINATIONAL GROUP



120+
NATIONALITIES
REPRESENTED



AROUND
160,000
EMPLOYEES

A GLOBAL NETWORK
AS CLOSE AS POSSIBLE TO CUSTOMERS



900
PRODUCTION SITES
AROUND THE WORLD

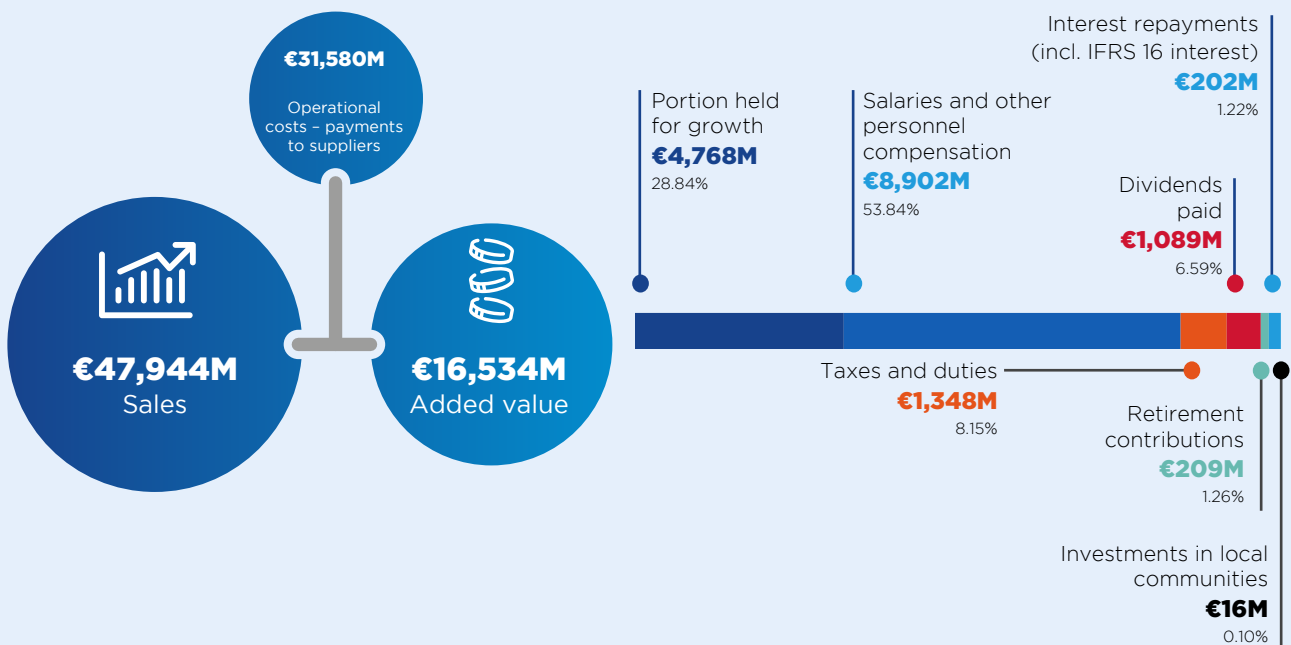


2,700
SALES OUTLETS
AND SHOWROOMS



8
CROSS-FUNCTIONAL
R&D CENTERS

BREAKDOWN OF REVENUE AND VALUE ADDED
BY STAKEHOLDER



A GLOBAL FOOTPRINT

EUROPE

- Albania
- Austria
- Belgium
- Bulgaria
- Czechia
- Denmark
- Estonia
- Finland
- France
- Germany
- Greece
- Hungary
- Ireland
- Italy
- Latvia
- Lithuania
- Luxembourg
- Netherlands
- Norway
- Poland
- Portugal
- Romania
- Russia
- Serbia
- Slovakia
- Slovenia
- Spain
- Sweden
- Switzerland
- United Kingdom



Industrial presence in 75 countries*



AMERICAS

- Argentina
- Brazil
- Canada
- Chile
- Colombia
- Mexico
- Peru
- United States
- Uruguay

AFRICA, MIDDLE EAST

- Angola
- Botswana
- Egypt
- Ethiopia
- Ghana
- Ivory Coast
- Jordan
- Kenya
- Kuwait
- Lebanon
- Morocco
- Oman
- Qatar
- Saudi Arabia
- South Africa
- Tanzania
- Turkey
- United Arab Emirates
- Zimbabwe

ASIA-PACIFIC

- Australia
- Bhutan
- China
- India
- Indonesia
- Japan
- Kazakhstan
- Malaysia
- Mauritius
- Myanmar
- New-Zealand
- Philippines
- Singapore
- South Korea
- Sri Lanka
- Thailand
- Vietnam

* as of December 31, 2023

1.2 / Governance

A. BOARD OF DIRECTORS

THE BOARD OF DIRECTORS

14 DIRECTORS* OF WHOM:



73%

INDEPENDENT DIRECTORS



96%

ATTENDANCE RATE



1

LEAD INDEPENDENT DIRECTOR



45%

PERCENTAGE OF WOMEN*



2

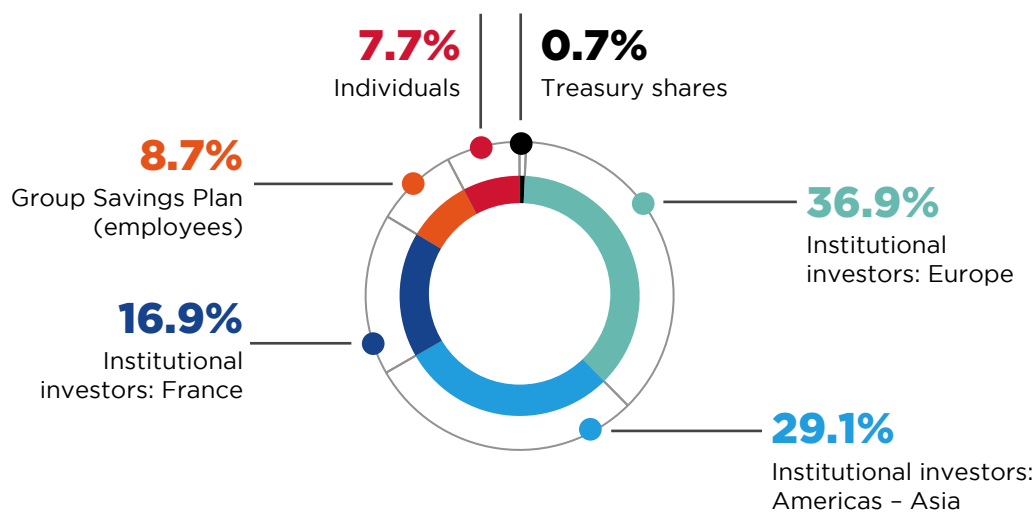
EMPLOYEE DIRECTORS



1

DIRECTOR REPRESENTING EMPLOYEE SHAREHOLDERS

SHAREHOLDERS



* The figures are calculated taking into account the provisions of the Afep/Medef Code and the French Commercial Code, which exclude the directors representing the employees and the directors representing the employee shareholders from the calculation.

At December 31, 2023, the Board of Directors comprises the following members:



Pierre-André de Chalendar

Chairman of the Board of Directors of Compagnie de Saint-Gobain



Benoit Bazin

Chief Executive Officer of Compagnie de Saint-Gobain, Director



Jean-François Cirelli

Independent Director, Chairman of the Nomination and Remuneration Committee



Lydie Cortes

Employee Director, member of the Nomination and Remuneration Committee



Sibylle Daunis Opfermann

Director representing employee shareholders



Thierry Delaporte

Independent Director



Iêda Gomes Yell

Independent Director, member of the Audit and Risk Committee



Pamela Knapp

Independent Director, Chairwoman of the Audit and Risk Committee



Agnès Lemarchand

Independent Director, Chairwoman of the Corporate Social Responsibility Committee, member of the Audit and Risk Committee



Dominique Leroy

Independent Director, member of the Nomination and Remuneration Committee



Jana Revedin

Independent Director



Gilles Schnepf

Director, member of the Audit and Risk Committee



Jean-Dominique Senard

Lead Independent Director, Independent Director, member of the Corporate Social Responsibility Committee



Philippe Thibaudet

Employee Director, member of the Corporate Social Responsibility Committee



Secretary of the Board of Directors of Compagnie de Saint-Gobain:

Antoine Vignial





B. EXECUTIVE COMMITTEE

GROUP EXECUTIVE COMMITTEE



31%

PERCENTAGE
OF WOMEN



8

NATIONALITIES
REPRESENTED

THE CHIEF EXECUTIVE OFFICERS



90%

OF CEOS ARE NATIVE
TO THEIR COUNTRY

Saint-Gobain's country-based organization allows for increased efficiency, with local leaders that are almost all native to their country. This model results in close proximity to customers and enhanced results-driven accountability for local teams

At December 31, 2023, the Executive Committee comprises the following members:



Benoit Bazin
Chief Executive Officer



Christian Bako
Vice-President,
Marketing and
Development



Noémie Chocat
Vice-President,
Corporate Strategy



Patrick Dupin
Senior Vice-President,
CEO of the Northern
Europe Region



Thierry Fournier
Senior Vice-President,
CEO of the Southern
Europe, Middle East,
Africa Region



Javier Gimeno
Senior Vice-President,
CEO of the Latin
America Region



Anne Hardy
Chief Innovation Officer



Benoit d'Iribarne
Senior Vice-President,
Technology and
Industrial Performance



David Molho
CEO of High
Performance Solutions



Claire Pedini
Senior Vice-President,
Human Resources and
Corporate Social
Responsibility



Laurence Pernot
Vice-President,
Communications



Mark Rayfield
Senior Vice-President,
CEO of the North
America Region



Santhanam B.
CEO of the Asia-Pacific
and India Region



**Ursula
Soritsch-Renier**
Chief Digital and
Information Officer



Sreedhar N.
Chief Financial Officer



Antoine Vignial
General Counsel and
Corporate Secretary



1.3 / The fundamentals of Saint-Gobain's identity

A. OUR CORPORATE PURPOSE, THE CORNERSTONE OF OUR IDENTITY

In 2020, Saint-Gobain established its corporate purpose, *Making the world a better home*. With this corporate purpose, the Group took on its ambition to improve everyone's lives by making the planet a fairer, more inclusive, more harmonious, healthier and sustainable living space. Through its business model, generally, and with its solutions, specifically, Saint-Gobain has a tangible impact on the life of each individual, their environment, and their way of working, caring for themselves and getting around. The Group's corporate purpose is the link between the infinitely small unit of each person's living space and the infinitely large one of our shared home: the planet.



- ▶ **Our corporate purpose sets the course for our common future.** Together with and for our customers, we design, manufacture and distribute materials and solutions that have a positive impact on everyone's life and provide well-being, quality of life and performance, while caring for the planet.

- ▶ **Our corporate purpose reflects who we are.** Our 350 years of history, our collective strength and our leadership empower us to pursue our development, by addressing the major challenges facing humanity, namely, climate change, resource protection and the fight against inequality. We are both an international and multi-local company, fully integrated into the territories where we operate to support their vitality and help build a fairer and more sustainable, open and engaging world.
- ▶ **Our corporate purpose is a call to action.** Our approach is clearly focused on the future. Together with our customers, partners and all our stakeholders, it guides our action to unleash individual and collective aspirations, and enable everyone to live better in the world. It calls on us to innovate openly, with the ever-renewed ambition of better uniting humanity and nature for the common good.
- ▶ **Our corporate purpose is based on values that guide us.** We carry out our business in compliance with the Principles of Conduct and Action and the humanist values that permeate our corporate culture. Listening, dialog, care, solidarity, trust and respect for difference are central to our commitment.



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



B. VALUES: OUR CODE OF ETHICS

The Group bases its development on its corporate purpose and on strong values embodied in nine Principles of Conduct and Action, which constitute a true code of ethics. Formalized in 2003, translated into 31 languages, and distributed to all employees, these principles constitute an ethical reference applicable in action. They are a condition of belonging to Saint-Gobain.

▶ The Principles of Conduct and Action refer explicitly to the applicable conventions of the International Labor Organization (ILO), the International Charter on Human Rights, the guidelines for multinational enterprises of the Organization for Economic Co-operation and Development (OECD), and the OECD's convention on the fight against corruption.

Saint-Gobain has been signed up to the United Nations Global Compact since 2003. This demonstrates the Group's drive for Corporate Social Responsibility (CSR), which includes regular communication of its progress in areas covered by the Global Compact.

▶ The implementation of the Principles of Conduct and Action is reflected in policies and commitments applied by all of its entities in all countries in which they operate. Foremost among these commitments are the "reference policies". These define the management principles applicable to all Saint-Gobain entities and employees, as well as to subcontractors in their work for the Group, and suppliers under the Responsible Purchasing policy (see in the URD, 3.2.1.A, p.95).

▶ This desire to establish the Principles of Conduct and Action as a sign of belonging is illustrated by the objective set by the Group's Board of Directors to train all managers on the Principles in their first year with the Group. In addition, the Principles of Conduct and Action are included in the welcome booklets for all Saint-Gobain employees and in most employment contracts (see section 1.5.3, p. 68).

5 principles of conduct

These principles of conduct are the fundamental values that unite managers and employees.

- ▶ Professional commitment
- ▶ Respect for others
- ▶ Integrity
- ▶ Loyalty
- ▶ Solidarity

4 principles of action

These principles guide the actions of all management and employees in their performance of their duties.

- ▶ Respect for the law
- ▶ Caring for the environment
- ▶ Respect for health and safety at work
- ▶ Respect for employee rights



C. MAJOR MILESTONES IN THE CONSTRUCTION OF THE GROUP

1665

Saint-Gobain was founded in 1665 by Louis XIV, under the name of the “Royal Manufacture of Mirrors”, in order to put an end to the technological and commercial supremacy of the Republic of Venice in the manufacturing of mirrors ⁽¹⁾.

19th century

Throughout the 19th century, **Compagnie de Saint-Gobain, which became a limited company in 1830, diversified its activities** into sectors such as chemicals, glass products and the automotive industry. It quickly expanded into international markets, establishing itself in the United States in 1829, Germany in 1858, Italy in 1888 and Spain in 1905.

1970

The Group, which successfully overcame the major crises of the century and invested heavily in research and development, withdrew from its chemical activities and merged with Pont-à-Mousson, created in 1856 and specializing in cast iron pipes.

1986

The privatization of Saint-Gobain – which had been nationalized in 1982 – was a huge popular success: 1,500,000 shareholders subscribed.



1990

Through the acquisition of Norton, the Group doubled its presence in the United States, which opened up new markets and enabled it to develop its know-how in the areas of abrasives, plastics and ceramics.

1996

The acquisition of Poliet provided the basis for developing the distribution business lines. Saint-Gobain then continued its acquisitions in the world of construction material trading.

2005

The acquisition in 2005 of British Plaster Board, the world leader in plasterboard, was the Group’s largest ever. Combined with Isover glass wool and its range of insulation solutions, it made Saint-Gobain the world leader in interior solutions.

2007

Saint-Gobain focused its strategy on sustainable housing, while continuing to serve many industrial markets and, thanks to its numerous locations, continued to expand in emerging countries.

2019-2020

The Group implemented its “Transform & Grow” plan, which aimed to establish a new organization – by country and by market – and to ensure agile and value-creating portfolio management.

2020

Saint-Gobain formulated its corporate purpose, *Making the world a better home* (see above, section 1.1.3.A, p. 16).

⁽¹⁾ Saint-Gobain archives – <https://archives.Saint-Gobain.com/ressource/xviiie/1665/1665-louis-xiv-fonde-la-manufacture-royale-des-glaces-miroirs-linstigation-de>.

2021

In 2021, the acquisition of Chryso turned Saint-Gobain into a major player in construction chemicals.

In July 2021, the Group changed its governance, with Benoit Bazin succeeding Pierre-André de Chalendar as Chief Executive Officer, the latter remaining Chairman of the Board of Directors.

In October 2021, Saint-Gobain launched its “Grow & Impact” strategic plan (see section 1.4.1, p. 42).

2022

In September 2022, Saint-Gobain completed the acquisition of Kaycan, a manufacturer and distributor of exterior building materials in Canada and in the United States.

In September 2022, the Group finalized its acquisition of GCP Applied Technologies, a key step in establishing itself as a leader in construction chemicals.

2023

In November 2023, Saint-Gobain signed a definitive agreement to acquire Building Products of Canada.

The Group announced a change in governance: the Board of Directors took the decision to combine the functions of Chairman and Chief Executive Officer, with Benoit Bazin being appointed Chairman and Chief Executive Officer with effect from June 6, 2024.

At the end of 2023, Saint-Gobain was present in 75 countries (see section 1.1.1, p. 11).

TO LEARN MORE

Follow our news online:
www.saint-gobain.com



D. OUR INTEGRATED APPROACH: CREATING SHARED VALUE WITH ALL OF THE GROUP'S STAKEHOLDERS

For Saint-Gobain, sustainable growth is inconceivable without taking into account the interests of all its stakeholders. It is therefore a question of pursuing a development trajectory that integrates both the financial performance and shareholder value objective as well as the Group's Corporate Social Responsibility (CSR).

► CSR, a cross-functional priority

Saint-Gobain has placed CSR at the very heart of its strategy, so that it feeds into all discussions, analyses and decisions, and it is rooted in the daily lives of all employees. This focus has accelerated further since the end of 2021 with the launch of the “Grow and Impact” strategic plan, aligned with Saint-Gobain's corporate purpose – *Making the world a better home* – and its vision – to be the worldwide leader in sustainable construction.

The Group's CSR approach involves a twofold commitment: maximizing the positive contribution to environmental issues (specifically climate, social and societal issues), and minimizing the impact on human beings and the environment (see chapter 3, p. ##). This approach requires Saint-Gobain to collaborate with all players in its ecosystem. It also involves measuring and transparently communicating its objectives and the results obtained, through a whole series of key performance indicators (see in the URD, section 4.2, p. 152).

The word “cross-functional” reflects the universal scope of the notion of CSR, which gives meaning to, but also influences all actions within the Group. This obviously concerns industrial processes and the solutions developed by Saint-Gobain, but also the HR policy, the care of employees and their families, diversity and the attractiveness of the Saint-Gobain brand as an employer, relations with suppliers,

and of course the three major contributions identified: a decarbonated home (see section 1.5.1, p. 60), more performance with less (see section 1.5.2, p. 64) and the quest for a better living for all (see section 1.5.3, p. 68).

Cross-functionality also means that Saint-Gobain is committed to inspiring change across the entire value chain of the markets in which it operates, across its whole ecosystem. Beyond direct relations with its customers and suppliers, the aim is to bring all its stakeholders on board. It is this approach in particular that leads the Group to collaborate with NGOs, with semi-public organizations such as EFRAG, and with partners such as WBCSD. Saint-Gobain

is also committed to accelerate the spread of sustainable construction, notably through discussion and an exchange of ideas, thanks to the Sustainable Construction Observatory, which publishes the "Constructing a Sustainable Future" online magazine (www.constructing-sustainable-future.com) and organizes regular international meetings around major multilateral events.

► **Pursuing the objective of financial performance and shareholder value, allocating the capital efficiently**

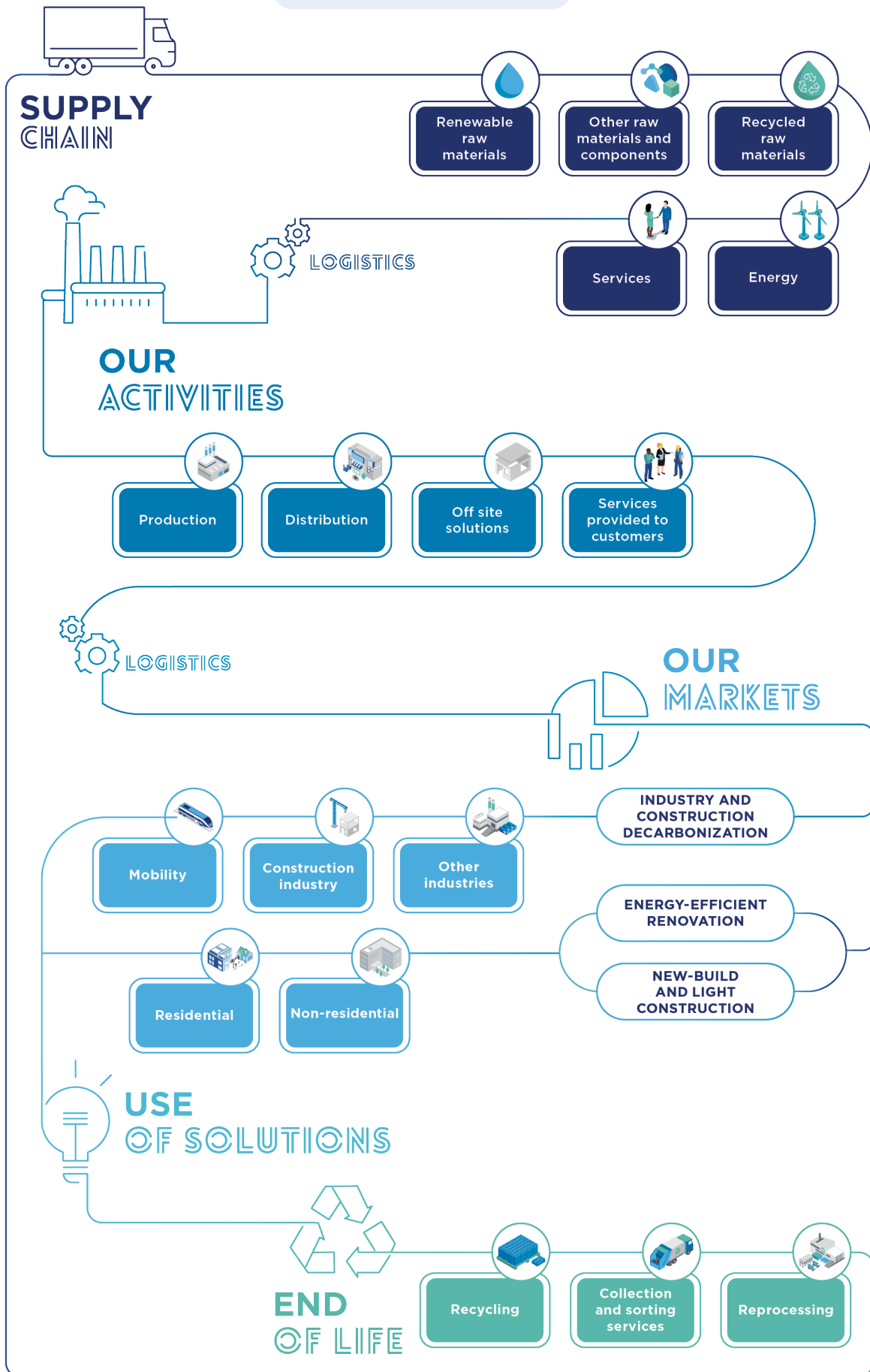
True to its approach in favor of sustainable and profitable development, Saint-Gobain has set itself, as part of its "Grow & Impact" strategic plan, the goal of accelerating its growth, financial performance and value creation for its shareholders. In particular, the Group has set annual average financial targets for the period 2021-2025, with organic sales growth of between 3% and 5%, an operating margin of between 9% and 11%, and an attractive shareholder return policy. In terms of investments, Saint-Gobain is continuing its policy of strengthening its industrial capacity in countries where market growth is strongest. This amounted to over €2 billion in 2023 in total, with around 70% of growth capex invested in North America, Asia and emerging countries. To achieve its long-term goals, and in particular to meet its commitment to work towards carbon neutrality by 2050, the Group also invests through a capital investment budget over several years to support the reduction of its CO₂ footprint.



A strategic approach aligned with Saint-Gobain's vision and its corporate purpose



OUR VALUE CHAIN



OUR ACTIVITIES





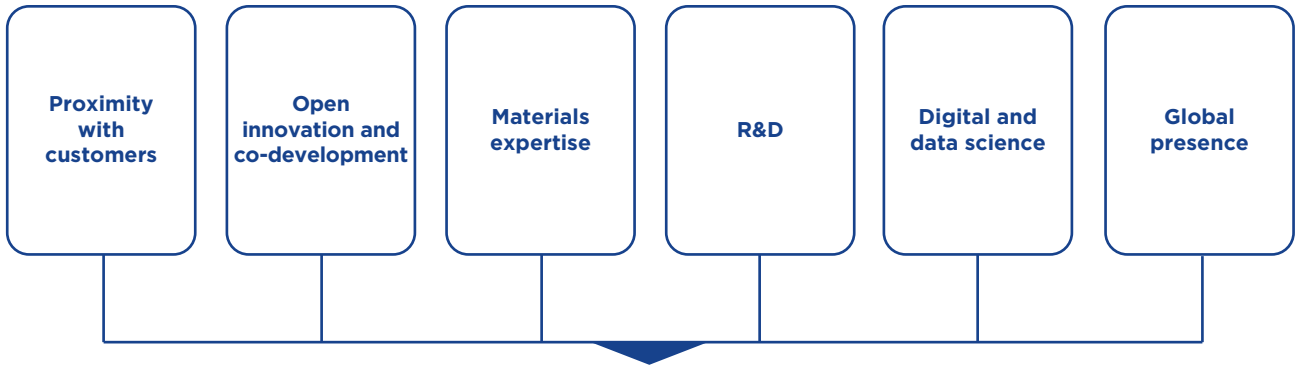
2.1 / Offering solutions to our clients in the renovation, new construction and industrial markets

- ▶ Saint-Gobain has a range of differentiating assets, enabling it to provide solutions to its customers: a global organization (see section 1.1.1, p. 10-11) prioritizing the local level, a structured approach to open innovation (see section 1.4.3, p. 45), a co-development approach with its customers, its advanced mastery of materials and the expertise of its employees. These assets give it a unique position in the construction and industrial markets, allowing it to serve local markets – **renovation** (see section 1.4.7.A, p. 53) and **new construction** (see section 1.4.7.B, p. 54) of residential and non-residential buildings – as well as solutions for global markets (see section 1.4.7.C, p. 55) – **sustainable construction**, **sustainable mobility** and **sustainable industry**.
- ▶ What makes the Group's approach so original is that **it positions itself resolutely as a provider of solutions**, supporting its customers in all aspects of a project, from design, through co-development and the provision of complete and integrated solutions, to end-of-life management of certain materials. This can range from building a hospital in Brazil to renovating a detached house in the United States, from building



The UAE Pavilion (Pearl Dome) includes 19 Saint-Gobain solutions, applying combined technologies in partitions and thermal and acoustic insulation.

a residential building in India to improving the environmental performance of a glass furnace, from improving the comfort and energy consumption of a streetcar to the need to decarbonize concrete.



SOLUTIONS-BASED APPROACH

New construction and renovation
 Saint-Gobain designs, distributes and facilitates the recycling of solutions for new construction and renovation, for professionals and individuals (see pages 53 and 54).

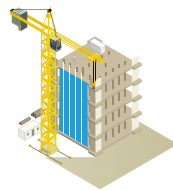
Industry
 The Group's high performance solutions meet the growing needs of the market on issues such as the decarbonization of construction, mobility and sustainable industry (see page 55).



Solutions for building interiors: partitions, ceilings, insulation, glazing



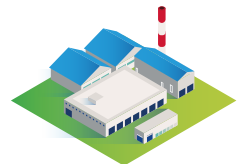
Solutions for the building envelope: light façades, glass solutions, exterior products



Construction industry



Mobility



Other industries

2.2 / Strong business expertise and innovation potential

Saint-Gobain designs, develops and markets solutions to meet the needs of its customers by integrating strong business expertise and calling on its R&D and innovation capacity (for a detailed description of our activities, see also section 2.2.1.B of the URD, p. 69).



GYPSUM

Plaster-based solutions for partitions and coverings for walls, façades, ceilings and floors, providing Group clients with benefits in terms of thermal and acoustic comfort, fire protection and moisture resistance.



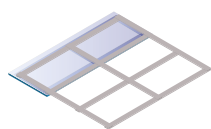
INSULATION

Solutions based on mineral wools (glass wool, stone wool), biosourced products (wood fibers), polystyrene and polyurethane foams, thus covering the insulation needs of all types of buildings as well as their interior installations (roofs, walls, floors).



CONSTRUCTION CHEMICALS AND MORTARS

Solutions for floors (floors screeds, leveling and finishing or protection resins for example); mortars and resins designed for structural work, rework and waterproofing solutions; admixtures to improve the technical properties in concrete for use in construction and to reduce the carbon impact.



CEILINGS

Multi-material solutions for ceilings and wall panels that combine acoustics and aesthetics for the comfort and well-being of the end user.



GLAZING FOR BUILDINGS AND VEHICLES

High-tech solutions for construction markets (façade, window, interior decoration and protection of assets and people) and transport markets (production, distribution and maintenance for cars, trucks, public transport, rail and aerospace).



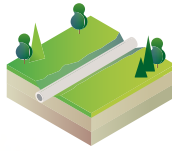
EXTERIOR PRODUCTS

Solutions for roofs (premium asphalt and composite shingles, solar roofing solutions, roll roofing systems and accessories) and for façades (polymer shakes and shingle, and insulation cladding solutions).



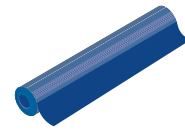
TRADING OF BUILDING MATERIALS

A network of strong and complementary brands, both generalist and specialist, serving the renovation, construction and home improvement markets.



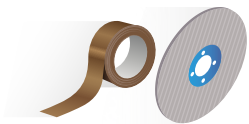
PIPES

Ductile cast iron pipe systems for drinking water and sanitation, covers and gratings for roads, as well as cast iron systems for collecting and draining wastewater and rainwater in buildings.



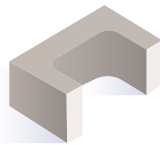
CONSTRUCTION INDUSTRY AND INFRASTRUCTURE

Technical glass fiber fabrics for clients in the construction and infrastructure markets.



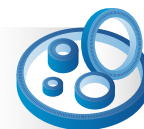
SURFACE SOLUTIONS

Solutions to shape, protect, and bond surfaces of all materials, including abrasives, adhesives, sealants, tapes, foams, and films for complex and challenging applications.



CERAMICS

Ceramic and refractory solutions for a wide variety of markets such as the metallurgical and glass industries, abrasives, automotive, aerospace, electronics, security and the chemistry industry.



POLYMERS

Specialty polymer solutions for sealing, new energies and other industrial markets.

2.3 / Leveraging an original value creation model



OUR CORPORATE PURPOSE:
Making the world a better home



OUR VALUES:
The Saint-Gobain Code of Ethics...

Our assets...



Committed employees:

- Nearly 160,000 employees in 75 countries
- 88% of employees believe they have improved their knowledge and skills



Innovation for sustainable and responsible performance:

- 3,700 researchers, over 450 patents filed in 2023
- Nearly 50 agreements with start-ups signed in 2023
- Contribution to decarbonation



Proximity with local communities:

- Nearly 2,700 sales outlets and showrooms and 900 industrial sites
- 90% of CEOs native of the region they manage



Financial resources for sustainable and responsible growth:

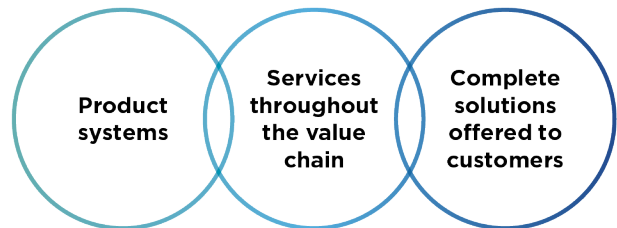
- Free cash flow: €3,910M
- Recurring net income: €3,242M
- €223M budget allocated to CAPEX and research and development investments in 2023 for the CO₂ 2030 Roadmap



Active management of the environmental footprint:

- Continuous reduction of carbon intensity since 2017 with 1.26 kCO₂/€ EBITDA in 2023
- Integration of recycled raw materials
- Increased use of renewable energies

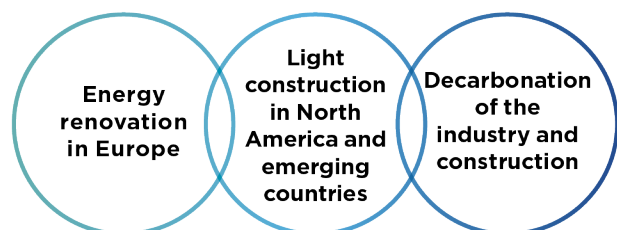
to develop a differentiating model...



SUSTAINABLE AND EFFICIENT SOLUTIONS



OUTPERFORM MARKETS



MEGATRENDS: Climate change |

... nine Principles
of Conduct
and Action



OUR VISION:
Be the worldwide leader in light
and sustainable construction

to generate sustainable and profitable growth...

73% of sales is generated through sustainable solutions

53% of revenues are generated by products covered by a life cycle analysis (LCA) or a verified EPD (excluding trading of building materials)

For the 2021-2025 period, Saint-Gobain has set following targets

- Organic growth of between **+3%** and **+5%**
- Operating margin of between **9%** and **11%**
- Return on invested capital of between **12%** and **15%**

... to share value created...

€47,944M

Sales

€16,534M

Added value

€4,768M

Share retained for growth

€202M

Interest repayment

€1,089M

Dividends paid

€31,580M

Operational costs - payments to suppliers

€16M

Investments in local communities

... and to contribute in three long term ambitions:



A DECARBONATED HOME

-34%

Reduction in CO₂ emissions between 2017 and 2023 in scope 1 and 2, in absolute terms

+15%

Scope 3 emissions between 2017 and 2023, in absolute terms (expansion of categories and improvement of data quality)



MORE PERFORMANCE WITH LESS

-24%

of water withdrawals between 2017 and 2023 in absolute terms

-46%

reduction in non-recovered waste between 2017 and 2023 in absolute terms



A BETTER LIVING FOR ALL

28%

of managers are women in 2023

1.3

is the frequency rate of accidents* in 2023

*with and without lost time per million hours worked (for our employees, temporary workers and permanent subcontractors)

All non-financial indicators are available in the 4.2.1 section of the URD 2023.

Depletion of natural resources | Demographics and urbanization

2.4 / Highlights of 2023

A. FEEDBACK ON THE YEAR 2023



In 2023, Saint-Gobain has continued, in a determined manner, the implementation of its "Grow & Impact" strategic plan. The markets in which the Group operates are conducive to growth on the long term (see section 1.4.6, pp. 48-51). In a difficult macroeconomic environment with lower volumes, the Group has outperformed its markets and delivered yet again a very robust performance.

Saint-Gobain is now firmly set on a financial trajectory that has seen an acceleration in growth of its results, cash flow and value creation. This translates notably into strong organic growth (6.4% per annum on average); the creation of a world leader in construction chemicals, with annual sales of €5.7 billion (pro forma for recent acquisitions and divestments); a pro forma operating income well-balanced between the three geographic zones (32% in North America, 31% in Asia and emerging countries and 37% in Western Europe); a record profitability and value creation; and a record-high shareholder return: €4.1 billion returned to shareholders over a three-year period.

Together with these superb financial results, Saint-Gobain accelerates on the non-financial performance. The Group's range of solutions aims at maximizing the positive impact for its customers, including low-carbon solutions (glass and plasterboard for example), solutions for the circular economy (notably with plasterboards made with over 50% recycled plaster) and solutions reducing carbon emissions for our customers (for instance admixtures allowing a 50% reduction in CO₂ emissions from concrete).

Saint-Gobain is also making rapid progress in minimizing its environmental footprint, notably thanks to several innovations in its production processes, such as the world's first-ever 100% electric production of plasterboard; the world's first-ever test production of glass in a furnace powered by over 30% hydrogen; the very-low-carbon production of siding, plasterboard and acoustic ceilings. In 2023, Saint-Gobain invested €223 million in capital expenditure and research & development for decarbonization. Its investment decisions are underpinned by the internal carbon prices (in force since 2016). Thanks to these efforts, the Group was able to reduce its scope 1 and 2 CO₂ emissions by 34% (to 8.8 million tonnes) and together with the growth in its earnings, carbon intensity per euro of sales and EBITDA fell by 44% and 56%, respectively, in 2023 versus 2017. Saint-Gobain has also increased the proportion of carbon-free electricity that it uses, which reached 57% of its consumption in 2023.

Lastly, stakeholder engagement at Saint-Gobain increased once again in 2023: the Group employees' engagement rate has reached 83% and their feeling of belonging has reached 89%. Saint-Gobain also supported around 100,000 trade professionals in France in 2023 in the area of training and certification. As the global industry leader, the Group has launched in 2023 the Sustainable Construction Observatory.

Saint-Gobain demonstrates its resilience, thanks to the remarkable agility and the unwavering commitment of its teams, its proximity to customers and its unique range of comprehensive and innovative solutions.

B. SIGNIFICANT EVENTS DURING THE YEAR

▶ Creating a diverse and inclusive work environment, developing human capital

January ▶ Saint-Gobain was certified “Top Employer Global” for the 8th consecutive year. Only 15 companies in the world have received this label, which rewards all the Group’s actions and commitments worldwide towards becoming a company where it is good to work, where each person’s talent is valued and where the teams are engaged. Now that Peru and Singapore have entered the rankings, 40 countries in which the Saint-Gobain Group is established have this year received the Top Employer label.

January ▶ For the fifth consecutive time, Saint-Gobain was included in the Bloomberg Gender-Equality Index (GEI), which this year contains 484 companies representing 45 countries. This index measures companies’ performance in terms of gender equality. This recognition reflects the Group’s commitment and is an acknowledgment of all the work that has been done.



▶ Investing for the environmental transition



March ▶ Saint-Gobain became the first manufacturer to achieve flat glass production with more than 30% hydrogen during tests at the Herzogenrath site in Germany. This world first proves the technical feasibility of the process, which will reduce the site’s direct CO₂ emissions by up to 70% (scope 1).

April ▶ Saint-Gobain announced the start of 100% decarbonized production of plasterboard at its plant in Fredrikstad, Norway. The manufacturing process was decarbonized by switching from natural gas to electricity from hydroelectric sources, thus avoiding 23,000 metric tons of CO₂ emissions per year.

Thanks to plant modernization and improvements in heat recovery and process efficiency, the energy consumption of the site has also been reduced by 30%. The work carried out also increased the plant’s production capacity by 40%, strengthening the Group’s leading position in lightweight construction in Norway, while responding to a strong demand for sustainable solutions to reduce the carbon footprint of buildings.

May ▶ Saint-Gobain signed a renewable electricity purchase agreement (PPA) in India with Vibrant Energy to supply wind and solar power to six Saint-Gobain sites. This 20-year agreement enters into force in 2024 and will increase the Group’s proportion of renewable electricity in India to 65% from 2025.

September ▶ Saint-Gobain signed a 15-year PPA with Total Energies. The agreement covers the purchase of solar energy for 125 industrial sites in North America (United States and Canada). It is a 100 MW PPA and is expected to reduce Saint-Gobain’s electricity-related CO₂ emissions (Scope 2 emissions) to 90,000 metric tons per year in North America.

November ▶ Saint-Gobain signed a 14-year PPA with Alpiq Energie France. This agreement will provide more than 500 GWh of solar electricity to Saint-Gobain for the duration of the PPA; 11 French plants in Saint-Gobain will thus be 100% supplied with solar electricity.

December ▶ Saint-Gobain signed a PPA with CVE, an independent French producer of renewable energy, guaranteeing access to approximately 140 GWh of solar electricity in South Africa, over a period of 20 years. This PPA is expected to cover approximately 40% of the electricity needs of the four main industrial sites of Saint-Gobain in the country, which manufacture plasterboards and mortars.

► Maintaining relationships of trust with all our stakeholders

April ► Saint-Gobain launched the Sustainable Construction Observatory, which aims to bring together the main construction players to promote knowledge sharing and accelerate the transformation of the sector at the global level. In this context, the Group presented the results of the first International Barometer of Sustainable Construction, a study carried out by the CSA Institute among professionals in the sector, elected representatives, associations and students.

June ► Saint-Gobain became an “Official Supporter” of the Paris 2024 Olympic and Paralympic Games. The Group makes its expertise in sustainable construction available to athletes and spectators.

The projects involving the Saint-Gobain Group in Paris and in the host cities elsewhere in France demonstrate its capacity for innovation in order to offer tailor-made solutions and meet the environmental objectives of the organizers.

November ► The Group presented Team Saint-Gobain, a collective of seven athletes involved in different Olympic and Paralympic disciplines and sponsored by Luc Abalo, three-time Olympic handball champion. This support is representative of the Group’s values and the message it conveys: “Aim higher to live better in the world”.

► Outperforming the markets

June ► Saint-Gobain announced that it expects a double-digit operating margin for the first half of 2023. The Group maintained its highly satisfactory operating performance, despite a mixed economic environment. Saint-Gobain confirmed that it is targeting an operating margin of between 9% and 11% in 2023, in line with the objective of the “Grow & Impact” strategic plan.

June ► The Combined General Shareholders’ Meeting of Compagnie de Saint-Gobain approved the distribution of a dividend up by 23% to €2 per share. The Meeting also renewed the term of office of Mrs. Dominique Leroy, independent director, and appointed Mrs. Jana Revedin as a new independent director.

► Investing in production equipment

March ► Saint-Gobain Rigips and Dalsan Alçi merged their activities in Turkey to create a leader in plaster and plasterboards. In 2023, following completion of the industrial investment in the new Turgutlu factory (near Izmir), the merged entity will benefit from an annual production capacity of 100 million square meters for plasterboard, two million metric tons for plaster and 50 million meters for metal profiles.

July ► Saint-Gobain announced its intention to invest nearly €215 million over the next two years to expand and modernize its CertainTeed gypsum plant in Palatka, Florida, which will double the production capacity of the existing plant and improve its energy consumption. This new production line, which will start in the second half of 2025, will benefit from state-of-the-art automation equipment and technologies to reduce energy consumption.

► Financial information

January ► Saint-Gobain successfully launched a €1.15 billion bond issue in two tranches: €500 million over 18 months and €650 million over six years. With this transaction, the Group is taking advantage of favorable market conditions to anticipate the refinancing of its debt maturities while optimizing its financing conditions. The issue was more than 2.5 times over-subscribed, with nearly 200 investors expressing their confidence in Saint-Gobain’s credit quality. The Group’s long-term debt issues is rated BBB (positive outlook) by Standard & Poor’s and Baa1 (stable outlook) by Moody’s.

September ► Saint-Gobain joined the Euro Stoxx 50, the benchmark stock market index for Eurozone markets which reflects the performance of the largest listed companies in the Eurozone based on market capitalization.

This inclusion is a recognition of the Group’s profound transformation and its excellent results in terms of growth and profitability, and especially earnings per share, free cash flow generation and return on capital employed.

October ► Saint-Gobain announced that it had canceled 7,577,049 treasury shares purchased on the market. With over €1.5 billion in shares bought back since 2021, the Group is ahead of its €2 billion buyback target over five years (2021-2025).

November ► Saint-Gobain successfully launched a €2 billion bond issue in two tranches: €1 billion over three years, and €1 billion over seven years.

► Ensuring agile and value-creating portfolio management

January ► Saint-Gobain, through its subsidiary Chryso, completed the acquisition of Matchem in Brazil, and signed an exclusive agreement for the acquisition of IDP Chemicals in Egypt. These acquisitions should allow the Group to strengthen its position in construction chemicals, in particular concrete admixtures which play a key role in the decarbonization of the construction industry.

January ► Saint-Gobain completed the acquisition of Termica San Luis, a leader in stone wool in Argentina, with over 70 years of experience. This acquisition strengthens the Group's presence in the insulation market.

► Saint-Gobain entered into an agreement for the acquisition of UP Twiga, the market leader in glass wool insulation in India, which had already been using Saint-Gobain's glass wool production technology under license since 2005. Alongside the recent acquisition of Rockwool India Pvt Ltd. in stone wool and Saint-Gobain's leading positions in plasterboard and glazing, UP Twiga strengthens Saint-Gobain's position in interior and façade solutions in India.

March ► Saint-Gobain finalized the sale – announced December 12, 2022 – of all its trading brands in the United Kingdom, including the construction materials and wood distributor Jewson, to the Stark group. The Group no longer has any distribution activity in the United Kingdom.

► Saint-Gobain signed an agreement to sell its glass processing business Glassolutions in Switzerland to the German private group AEQUITA.

June ► Saint-Gobain entered into an agreement to acquire Hume Cemboard Industries, a leading player in the cement board market for façades, partitions and ceilings in Malaysia. This offer of boards is a standard lightweight solution with high growth potential, widely used for a wide range of applications.

June ► Saint-Gobain completed the acquisition of United Paints and Chemicals S.A.E., or "Drymix", a producer of ready-to-use mortars that serves the construction market in Egypt. Founded in 1997, Drymix offers a wide range of products, services and training for craftsmen and has become a generic term for ready-to-use mortars in the country.

June ► Saint-Gobain entered into a final agreement for the acquisition of Building Products of Canada, a company producing roof shingles for the residential sector as well as wood fiber insulation panels, for approximately €925 million. With this acquisition, Saint-Gobain is taking a step forward in strengthening its position as a leader in sustainable construction in the Canadian market.

June ► Saint-Gobain signed an agreement for the sale of Covipor, its glass processing business in Portugal, to PNI Portugal & Permanente SA.

August ► Saint-Gobain completed the sale of the CertainTeed Fence, Railing and Decking business in the United States to Oldcastle APG, a CRH Group company. The business, which operates two production sites in Buffalo (New York State) and Orem (Utah), generated sales of around €60 million in 2022 and employs around 210 people.

September ► Saint-Gobain finalized the sale of its Glassolutions glass processing business in Slovakia to Glasora a.s.

► Saint-Gobain signed a final agreement for the acquisition of Adfil NV, a leading international player in concrete reinforcing fibers. Adfil's high-performance fibers help reduce the carbon footprint of reinforced concrete, improve the lead times and productivity of construction projects, and increase the lifetime of the concrete.

November ► Saint-Gobain entered into a final agreement with a view to acquiring Izomaks Industries, a leading player in waterproofing products (floors, roofs) in Saudi Arabia. This acquisition complements Saint-Gobain's existing building envelope offer in the country and in the region. It will help accelerate the growth of Saint-Gobain in the Gulf countries, where many large-scale construction projects are planned in the coming years.

December ► Saint-Gobain entered into an agreement to sell to Soprema a majority share of its polyisocyanurate foam insulation (PIR) business operating in the United Kingdom under the Celotex brand. Soprema, which already produces and sells PIR insulation, is best placed to support Celotex in its next phase of development.

December ► Saint-Gobain acquired Menkol Industries, a leading Indian player in high value-added waterproofing systems. This acquisition strengthens the Group's positioning in high value-added specialty construction materials.

► Saint-Gobain entered into an agreement with a view to acquiring a majority share of IMPTEK Chova del Ecuador. This leading player in the construction chemicals market in Ecuador provides innovative and differentiated waterproofing solutions.

THE GROUP'S ENVIRONMENT





3.1 / Megatrends

A. CLIMATE CHANGE

Climate change is the principal threat to natural, economic and geopolitical balance. The frequency and intensity of extreme weather events show that the climate change now taking place will drastically affect all parts of the planet. The acceleration of this trend requires us **to decarbonize the economy at a sustained pace**, throughout the world, not in a marginal way, but taking into account how our societies and lifestyles function as a whole. Current average global temperatures over ten years call into question ⁽¹⁾ our collective ability to achieve the target set in 2015 to limit this warming to 1.5°C ⁽²⁾.

In this context, with global CO₂ emissions linked to the production and consumption of fossil fuels continuing to increase (+1.1%) in 2023 compared to 2022, **efforts to decarbonize must be stepped up in all countries and economic sectors**. Among the latter, **construction** is one of the most relevant, since buildings account for nearly 37% of annual CO₂ emissions worldwide ⁽³⁾, two-thirds of which are linked to the operation of buildings and one-third to the production and transport of materials and to construction machinery.

However, **technologies exist to transform this sector**, both through innovative methods, solutions and materials for **new construction** – in particular through so-called lightweight construction – and through the **renovation** of individual and collective buildings, nearly half of which will still exist and continue to emit carbon in 2050.



European countries especially are at the forefront on this objective (see section 1.4.6.A, p. 48-49).

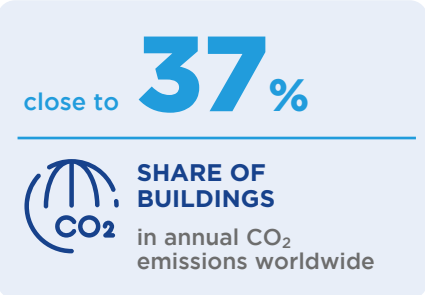
All segments of **industry** are impacted by this need to decarbonize quickly, not only the expanding **mobility** markets – primarily electric vehicles and air transport – but also the **heavy and greenhouse gas-emitting industries**, including the glass industry.

The solution to climate change necessarily involves the general public, governments and businesses, all of which have a key role to play. For its part, **Saint-Gobain has committed to achieve net zero emissions** (scopes 1, 2 and 3) by 2050.

By 2030, the Group has set intermediate reduction targets (in absolute value compared to 2017) of 33% for scopes 1 and 2 and 16% for scope 3 (see section 1.5.1, p. 60).

To achieve these objectives, it is determined to reduce the impact of its own operations, in particular by constantly improving the efficiency of its processes.

Thanks to its offering and its unique position in the construction value chain, Saint-Gobain is a strategic answer to the decarbonization challenge on a global scale by offering its customers solutions and tools that actively contribute to this objective.



⁽¹⁾ Dominique Bourg, Marie-Antoinette Mélières, Franck Pupunat – Le Monde, November 30, 2023.

⁽²⁾ Compared to the pre-industrial era.

⁽³⁾ Global Status Report for Buildings and Construction 2022, p. 42.

In the trading of building materials for example, the Saint-Gobain Distribution Bâtiment France brands will offer professional customers carbon information on 140,000 items in their catalog ⁽⁴⁾.

35%



SHARE OF BUILDINGS
(construction and use)
in final energy
consumption
worldwide*

* IEA, 2020 (2019 figures).

B. SCARCITY OF RESOURCES

The building sector is among the most implicated in this area, too. In terms of water, it alone accounts for 15% of the consumption of drinking water, which itself represents just 2.5% of the total water on the surface of the planet ⁽⁵⁾. In this example, this already critical situation will worsen under the effect of other megatrends such as climate change and population growth; by 2030, the volume of water needed to meet the needs of the world's population will have to increase by 40%.

The aim is therefore to **steadily reduce the impact** of the construction sector and the industry sector, through a **reduction in resource extraction**. The goal is to accelerate the **transition to a circular economy**, taking into account the entire **life cycle** of the products marketed by the companies, in order to limit their consumption of natural resources, extend their lifespan and encourage their recycling. Saint-Gobain meets this challenge using its construction and industry solutions.

In 2022, the Group was the first industrial manufacturer to produce and market a plasterboard designed with more than 50% recycled plaster.

It is also committed to **improving its own industrial processes**. Non-recovered waste fell by 46% (corresponding to 0.329 million metric tons) and industrial water withdrawals were reduced by 24% (corresponding to 42.7 million cubic meters), in absolute value, between 2017 and 2023.

The Group's activities in trading of building materials, through their territorial coverage, play an important role in advancing towards a circular economy; Saint-Gobain Distribution Bâtiment France has thus become one of the first private networks of waste collection points for construction sites.



C. DEMOGRAPHICS AND URBANIZATION

The population continues to **grow globally**, increasingly tending to **concentrate in and around cities**, which already account for most of the energy and natural resources consumed. This has resulted in **increasing demand for housing that is healthy and accessible to all**.

The **construction** and **mobility** sectors are directly affected by these megatrends; there is a need to **build faster, cheaper, in a more sustainable manner, more efficiently**, and to bring comfort; to renovate a significant proportion of existing buildings and to promote modes of transport with **less impact on GHG emissions and the extraction of natural resources**.



Urbanization is leading to an **increased need to build collective use areas**, from offices to hospitals, including places dedicated to sport, commerce or entertainment. Generally speaking, the aim is to **transform buildings to achieve low energy consumption and to prepare urban areas for adaptation to climate change**, by designing and building resilient cities that can be adapted over the long term.

Saint-Gobain plays a central role in **responding to the needs of affordable and sustainable construction**, so that everyone can benefit from **decent and energy-efficient housing**. The Group contributes to improving urban life through all its solutions for **renovation, new construction and infrastructure** related to the water supply. Saint-Gobain is also participating in the development of new, smarter and more sustainable **mobility** solutions.

2 billion

NUMBER OF HUMANS
living in countries with
high water stress*

* World Health Organization, data 2021.

⁽⁴⁾ At the end of 2023.

⁽⁵⁾ World Green Building Council, Building a Water-Resilient Future, 2023.

3.2 / Our stakeholders

A. STAKEHOLDER MAPPING

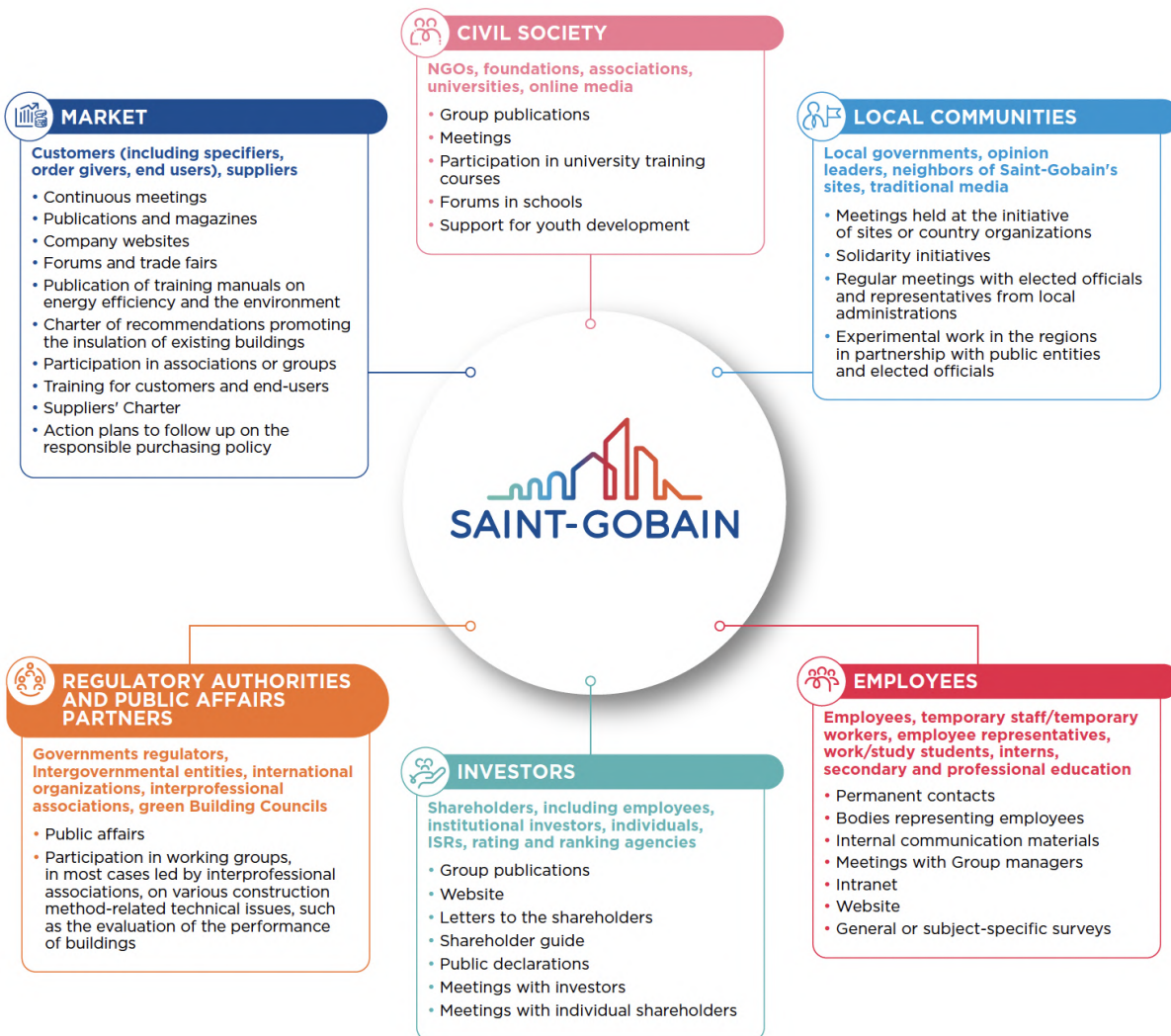
Saint-Gobain takes into account the interests of all its stakeholders when defining its long-term strategy. First of all, this involves building a dialog, and also ensuring that this dialog is transparent and based on mutual trust. Factors such as the size of the Group, its global dimension and the variety of its business lines mean that dialog must, above all,

be organized in a decentralized manner, with each operational entity being responsible for conducting it within its own scope.

- ▶ **Saint-Gobain has mapped its ecosystem, identifying and grouping its stakeholders by category** (see illustration below). For each category, a Group function is responsible

for organizing the reporting of information on its expectations – at local or global level – and producing a summary of them. Dialog is therefore established with stakeholders on a regular basis at both Group and local level.

- ▶ **The preferred methods of dialog were also listed.**



B. MATERIALITY MATRIX

Since 2015, Saint-Gobain has regularly carried out materiality analyses to identify and prioritize significant impacts for the company and its stakeholders and those with a major financial impact.

- ▶ **The double materiality matrix was updated in 2023.** The assessment is based on information gathered from internal interviews with representatives of the Group's stakeholder dialogue, supplemented by expert opinions, employee surveys and reports of meetings with various stakeholders.
- ▶ **A question or a piece of information is said to be "material" if the actual or potential impacts on people or the environment**

in the short, medium or long term are significant. This includes impacts directly caused by the Group or those to which it could contribute as well as impacts that are directly linked to the upstream and downstream value chain.

C. IMPACTS, RISKS AND OPPORTUNITIES

In addition to the long-term challenges identified related to megatrends, Saint-Gobain conducted a study of the risks and opportunities related to CSR.

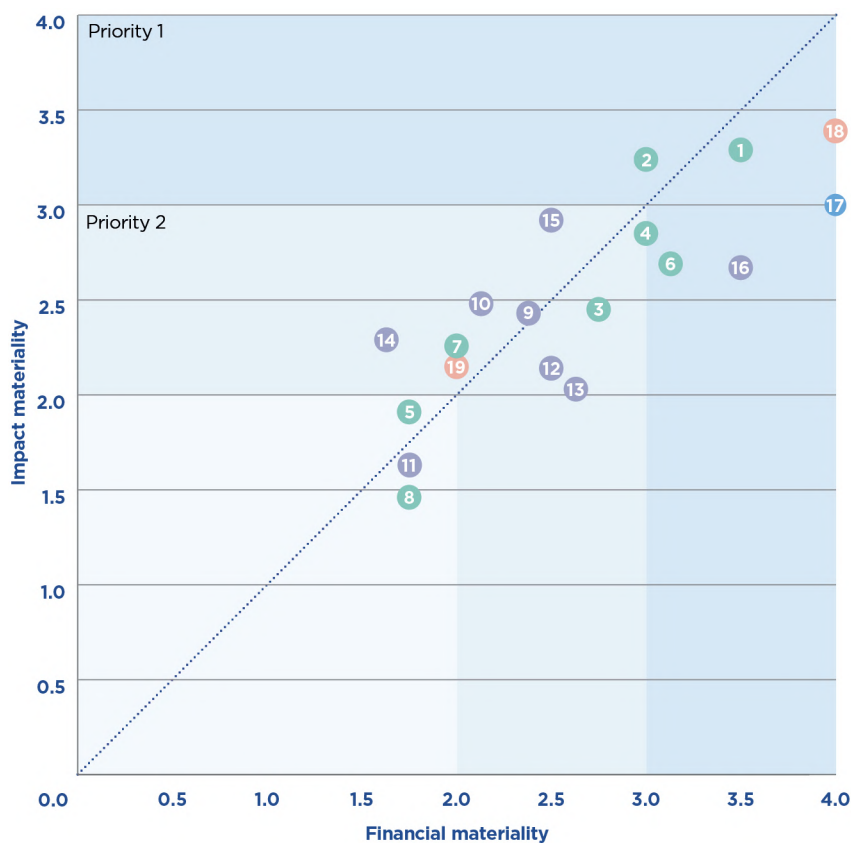
To perform this analysis, Saint-Gobain used:

- ▶ The CSR materiality analysis;
- ▶ The risk identification methodology used by the Internal Control Department, which has been adapted to address long-term non-financial issues.

Nine long-term non-financial risks and opportunities have been identified:

- ▶ Diversity;
- ▶ Energy efficiency and carbon intensity of operations;
- ▶ Business ethics;
- ▶ Management of skills and talent;
- ▶ Responsible supply chain management;
- ▶ Integration of recycled materials into products;
- ▶ Energy and carbon performance of products and services;
- ▶ Health and safety at work;
- ▶ Product safety.

Details of the risks and opportunities, the policies and action plans, as well as the measurement of the Group's performance are detailed in the Declaration of Non-Financial Performance (see in the URD, section 9.3.3, p. 420).



- 1 Reduction of carbon footprint from operations
- 2 Reduction of carbon footprint of the value chain
- 3 Anticipation of climate change risks
- 4 Circular economy: resource inflows and outflows
- 5 Water use and management
- 6 Circular economy: resources use optimization
- 7 Industrial discharges and pollution
- 8 Biodiversity
- 9 Health and safety
- 10 Working conditions
- 11 Diversity, inclusion and equal opportunities
- 12 Attractiveness and development of employees
- 13 Local anchoring and socio-economic development of territories
- 14 Sales practices and customer information
- 15 Quality and safety of solutions and products
- 16 Responsible purchasing
- 17 Business ethics
- 18 Sustainable and efficient solutions
- 19 Co-development and innovation partnerships

OUR STRATEGY





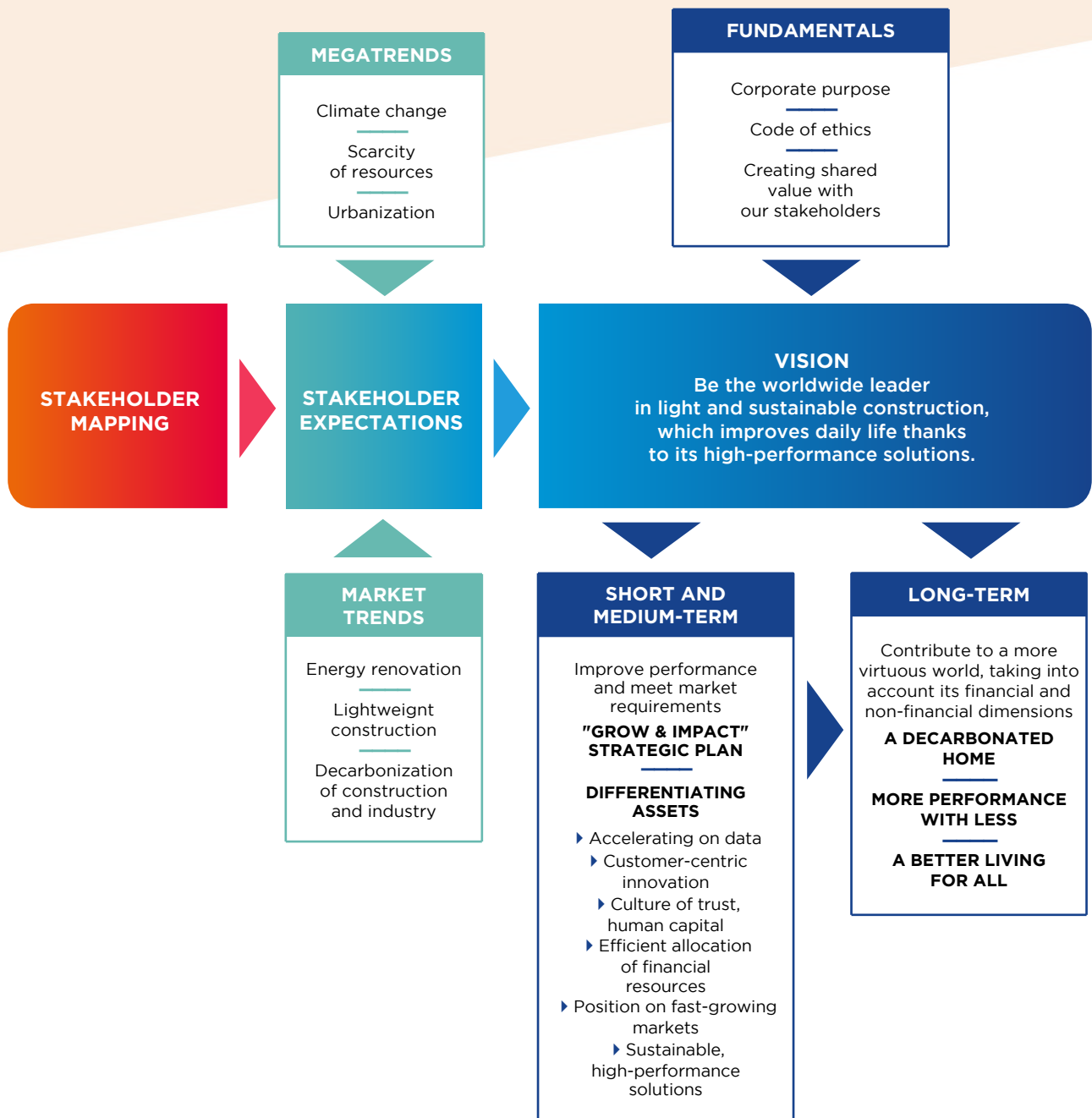
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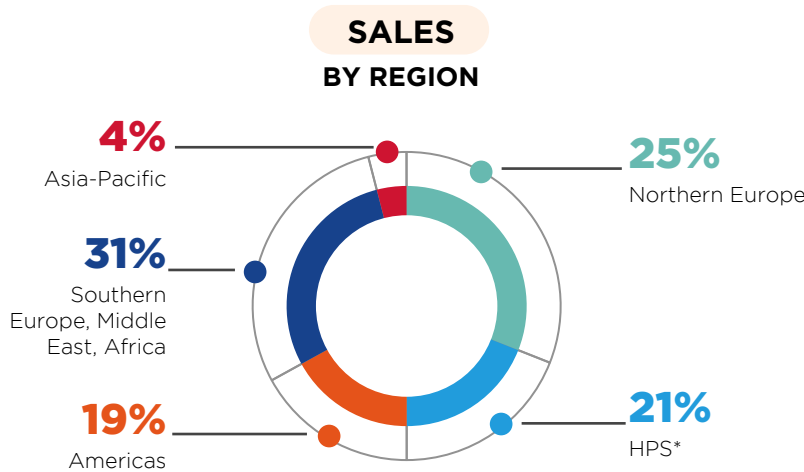




4.1 / Be the worldwide leader in light and sustainable construction

The Group's strategic plan is aligned with its vision and with its corporate purpose, "Making the World a Better Home".





Since 2021, Saint-Gobain has been consistent in applying its *Grow & Impact* strategic plan, which aims to enable the Group to make its corporate purpose – *Making the world a better home* – a reality. The aim is to mobilize our teams in order to implement our vision: **be the worldwide leader in light and sustainable construction, which improves everyone’s daily life with our high-performance solutions. To do this, Saint-Gobain is implementing a unique model** (see section 1.2.3, pp. 28-29) which aims to outperform all the markets in which it operates as well as providing its customers with sustainable and efficient solutions. The objective is therefore to pursue a development trajectory that integrates both the financial performance and shareholder value objectives as well as corporate social responsibility.

As part of the *Grow & Impact* plan, **the quest for outperformance** is expressed in financial targets for the period 2021-2025 concerning organic growth (between +3% and +5%), the operating margin (between +9% and +11%) and an attractive shareholder return policy. To achieve these objectives, the reorganization of the Group – to encourage decision-making at the local level and increase the responsibility of the Chief Executive Officers at individual country level – has already been instrumental in the performance delivered since the *Grow & Impact* plan was first implemented,

with a double-digit operating margin in 2023 (11.0%) as well as in 2022 and 2021.

However, alongside the **priority given to the local level** there is the other aspect of our unique positioning: Saint-Gobain’s **global presence**, which allows the Group to mobilize central resources and shared service centers in order to support the deployment of local offers, boost innovation and promote the exchange of best practices. Furthermore, **the rebalancing of the Group’s geographical presence** on a global scale is a key factor in resilience; in 2023, North America, Asia and emerging countries accounted for 63% of Saint-Gobain’s operating income, compared with 42% before the Group’s transformation.

It also means, for Saint-Gobain, **always striving to outperform its competitors through dynamic management of its business portfolio, a business approach which aims at excellence, and engaged discourse, mobilizing its stakeholders throughout the value chain.**

It is by using these levers, but also by continuing its efforts on the use of **data** (see section 1.4.2, p. 44) and **innovation** (see section 1.4.3, p. 45), building a **culture of trust** and responsibility within an **inclusive framework** (see section 1.4.4, p. 46) and optimizing the allocation of financial resources (see section 1.4.5, p. 47) that **Saint-Gobain continues to grow** and exploit all the opportunities offered by its markets (see section 1.4.6, pp. 48-51).

In **Europe**, the decarbonization objective and increasingly restrictive regulation favor the renovation market; in **the Americas** and in the **emerging countries**, residential construction benefits from a demand for new housing that shows no sign of weakening; and finally, the need to decarbonize industry supports market demand in heavy industry and mobility as well as the construction industry. Despite a difficult geopolitical environment and an inflationary context, these **major trends** (see section 1.3.1, pp. 36-37) create a **long-term growth prospect** for Saint-Gobain.

In terms of sustainability, Saint-Gobain’s strategy consists of maximizing the positive impact of its offer – with nearly 75% of sales addressing sustainable development issues, as defined in the “Solutions for Growth” program – while minimizing its environmental footprint, in particular with several pioneering technologies developed in 2022 and 2023, such as the zero-carbon production of glazing and plasterboard (scope 1 and 2). In 2023, Saint-Gobain cut its CO₂ emissions by 34% in relation to 2017 levels. This represents a 44% reduction in the carbon intensity of its sales. The Group is determined to contribute positively, in the long term, to a decarbonized world (see section 1.5.1, p. 60), to a more circular economy (see section 1.5.2, p. 64) and to a better world for all (see section 1.5.3, p. 68).

70%

of the Group’s growth capex is invested in North America, Asia and emerging countries

4.2 / Accelerating on data

Digital and data are key drivers in the success of Saint-Gobain's strategic plan.



At the global level, Saint-Gobain continues to optimize its resources in all areas, from IT infrastructures to applications, including cybersecurity and data platforms. The key to success lies in **taking into account all facets of the Group's operations**, from production to the supply chain, including finance, customer engagement, employee experience and exchanges with all our stakeholders. From this point of view, the Group's global presence, the diversity of its teams and activities, and the complexity of its value chains represent both a challenge and an opportunity to be exploited.

Essential to innovation, **data itself has become central to our model**. Collecting and processing data makes it possible to measure, improve and predict, thereby obtaining a much more accurate knowledge of reality and supporting decision-making in all business sectors.

This applies to **industry**, of course, where it makes advances possible in terms of maintenance, interoperability with external stakeholders, customization of production and protection of operator health and safety. Data mining also promotes efficiency in all areas, and acceleration on the path to sustainable development, not only in terms of greenhouse gas emissions, but also the consumption of natural resources and recycling.

This obviously also applies to **relations with our customers**, where data makes it possible to transform Saint-Gobain into a solutions provider thanks to the knowledge provided by the multiple points of contact between customers and the Group over the entire value chain, from the co-construction or **co-innovation** stage to recycling, including production, project support, distribution, logistics and digital services.

The central place occupied by data means that Saint-Gobain must **allow all employees to take ownership of this development**. In addition to specialists – IT heads, managers, marketing and data science specialists – **all functions are affected**, which is why the Group is redoubling its efforts in **recruitment**, support for the **exchange of best practices**, and **training**. The DnA Academy, created in 2019, aims to help teams take advantage of the power of data; it trains engineers in the Group's plants and teaches them to analyze large volumes of data as a way of developing improvements in their industrial processes; its scope also extends to managers (with training modules in data and business intelligence) but also to subjects such as the supply chain.



Among the very many project initiatives of the DnA Academy, data analyses carried out in the Gliwice plant (Poland) have made it possible to streamline the production of Isover solutions. This is an innovation in our processes that was made possible by the use of data.

4.3 / Customer-centric innovation

Saint-Gobain has put innovation at the heart of its strategy and its approach to customer relations, turning it into a growth driver.



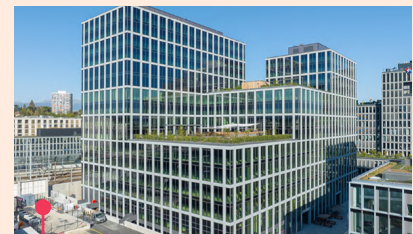
Saint-Gobain has entered into a pioneering partnership with Audi and Reiling Group to recycle and reuse damaged automotive glass in cars of the Audi Q4 e-tron series. Another step towards a circular economy.

Saint-Gobain is evolving in a rapidly changing world, with the continued expansion of digital technologies, the emergence of new consumer expectations, and the global megatrends of climate change, the scarcity of natural resources as well as urbanization and population growth (see section 1.3.1, pp. 36-37). The pace of change is accelerating, which is why, far beyond R&D alone, Saint-Gobain has put innovation at the heart of its strategy and its approach to customer relations, turning it into a growth driver. Many products are developed jointly with clients to cater to their specific needs, for example in plastics, construction chemicals, and high performance refractory products for the metalworking and glass manufacturing industries. In 2023, more than 450 patents were filed by the Group, which has nearly 3,700 researchers, 100 research and development centers, topic-based R&D networks and nearly 3,600 marketing experts worldwide. Saint-Gobain works both on disruptive innovation and on the incremental improvement of its products, processes and services.

Since the *Grow & Impact* plan was first implemented, the innovation policy has been restructured around four priorities: **processes and solutions for a transition to carbon neutrality; solutions to reduce the use of natural resources; materials and solutions to develop new markets; and lightweight construction systems** which improve the performance of businesses in the building sector and increase user comfort.

Innovation, though, is essentially a non-linear process, requiring a **conducive environment** in order to develop. So beyond this structured approach, Saint-Gobain also needs to **encourage the dissemination of a culture of innovation, and therefore an appropriate mindset across all teams**. Being curious, open to learning and sharing, but also empathetic and customer-focused, showing humility while understanding uncertainty: these are all traits that the Group wants to encourage. Among the measures implemented to achieve this, the **“Innovation Catalysts”** program, launched in 2021, aims to train employees representing multiple functions (R&D, marketing, HR, strategy, etc.) and volunteers in order to unlock the innovation potential of their activities. It is the whole organization that needs to adapt in order to further promote creativity and agile project management methods, allow space for divergent thinking, encourage questioning of the *status quo* and tolerate failure. This also implies an accurate **knowledge of the existing and future needs of customers**, which is acquired in particular through an open approach to innovation based on open and cross-functional methods.

For years without interruption, the Group has been developing **multiple types of collaboration**, such as partnerships with academic institutions or co-development initiatives and financial investments in **start-ups**, through Nova, a structure created in 2006. The main objective is to better understand the specific expectations of clients in each of the Group’s markets, in order to identify use cases and situations where Saint-Gobain will bring value, reduce time to market and optimize return on investment. This applies to all types of clients, from architects and engineers to developers, including craftsmen, building contractors and of course building owners and occupants. This approach applies to all of the Group’s markets and activities; it concerns not only industrial processes and product design, but also associated services, digital tools and business models.



To meet the specific requirements of the Alto Pont-Rouge project in Geneva (Switzerland), SageGlass and Vetrotech combined their expertise in solar protection and fire protection. This is an innovative cooperation from the needs assessment to project completion, including a period of internal and external testing.

4.4 / Nurturing a culture of trust, empowerment and collaboration, developing human capital

The success of Saint-Gobain’s model implies to focus on the work environment, to foster diversity and team quality, but also to develop a culture of trust and responsibility.

Saint-Gobain aims not only to attract the best talent, but also to train, nurture and encourage it. For the Group, this means having the **best teams, in a diverse and inclusive work environment that is both demanding and caring**, as an essential condition for the success of its strategy.



Naturally, therefore, the human component is an integral part of the *Grow & Impact* plan. It all starts, of course, with a race to the top in recruitment and continues with a **focus on developing individuals**, with increased attentiveness and more personalized follow-up. Each year, the “me@Saint-Gobain” survey measures employee satisfaction; in 2023, it recorded an engagement rate of 83%. In addition, Saint-Gobain recorded continuous growth in its net promoter score ⁽¹⁾ (from 22 to 85 between 2019 and 2023). For the 8th year running, the Group has received “Top Employer Global” certification, proof of the sustained excellence of our practices in the field of human resources and in the management of the women and men who bring Saint-Gobain to life on a daily basis.

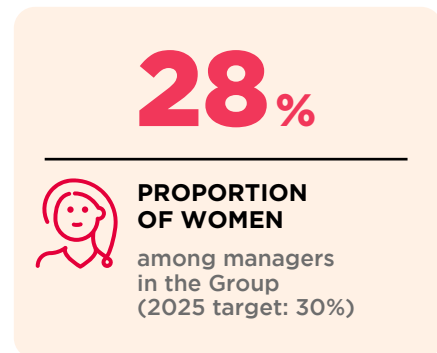
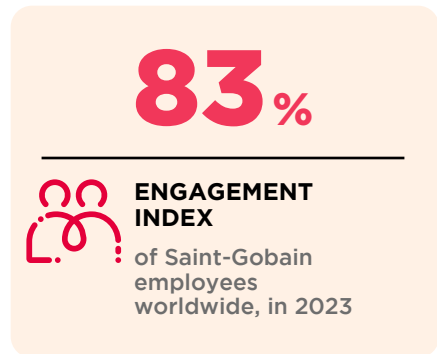
The **quality of the teams** and that of the work environment are essential for talent retention and for the attractiveness of the Group, which continues to strive resolutely for greater diversity (see section 3.5.3 of the URD, p. 134). This is particularly true in the area of gender diversity, with 28% of managers at Group level being women, approaching the target of 30% by 2025. Developing talent also requires a sustained training effort, supported worldwide by Saint-Gobain University, but also by a focus on employee mobility.

The evolution of the Saint-Gobain model, the deployment of its decentralized organization, the crucial nature of the innovation approach, its ambition to achieve high performance and its determination to create an exciting and inclusive work environment are all elements that require **a work culture based on trust, responsibility and collaboration.**

This approach, called TEC (Trust, Empowerment, Collaboration) is the key to our success: **without trust there is no accountability; without empowerment there is no audacity to imagine, create and innovate; without collaboration there is no sharing, no intelligence and no performance.**

TEC aims to create the conditions for enhanced mobilization, sincere goodwill and a sense of unity. It is therefore one of the priority levers used to implement the “Grow & Impact” strategic plan.

This implies promoting reciprocity and environmentally friendly collaborative behavior, which must free up individual energies within its teams, which contribute to the development of collective intelligence.



⁽¹⁾ Net promoter score: to the question “I would recommend my company as a good place to work” asked to employees, the NPS measures the difference between the percentage of “Fully agree” answers and the sum of “Somewhat disagree” and “Fully disagree” answers.

4.5 / Ensuring optimal allocation of financial resources

Saint-Gobain pursues a strategy of managing its business portfolio that is both dynamic and value-creating.

Implementing a growth-oriented investment policy, supporting the Group's commitments

Saint-Gobain pursued its investment policy to strengthen its industrial capacities in countries where market growth is strongest, and to support the Group's commitments and its transformation.

In gypsum, investment in modernizing the Fredkristad plant in Norway made it possible to launch the world's first zero-carbon production of plasterboard in 2023. In the United States, the Group also announced plans to invest around \$235 million over two years to expand and modernize its CertainTeed gypsum plant in Florida.

In the glass sector, investments in the Herzogenrath site in Germany enabled the Group to carry out the first test production of flat glass with over 30% hydrogen in R&D trials. To pursue the goal of decarbonization, AGC and Saint-Gobain joined forces to design a pilot flat glass line to significantly reduce direct CO₂ emissions.

Lastly, in 2023 Saint-Gobain acquired a minority stake in TH, a company specializing in modular housing manufactured off-site in France, responding to expectations linked to the climate emergency.

Ensuring agile and value-creating portfolio management

Continuing the strategy of value-creating acquisitions

In 2023, Saint-Gobain completed or signed 36 acquisitions for almost €0.9 billion in sales. These acquisitions are perfectly aligned with the Group's strategy laid out in the "Grow & Impact" plan.

In gypsum, Saint-Gobain and Dalsan announced the merger of their plaster and plasterboard activities in Turkey. Accompanied by industrial investments in the new Turgutlu plant, this operation gives the Group a leading position in the region. In a complementary market, Saint-Gobain announced the acquisition of Hume Cemboard Industries Sdn Bhd (HCBI), a leading player in the light construction market with cement boards for facades, partitions and ceilings in Malaysia.

In construction chemicals, the Group finalized the acquisition of Matchem in Brazil and United Paints and Chemicals (Drymix), a producer of ready-to-use mortars serving the Egyptian construction market.

Saint-Gobain also announced the acquisition of IDP Chemicals in Egypt, Adfil NV (Belgium), Izomaks Industries (Saudi Arabia), Imptek (Ecuador) and Menkol (India).

In insulation, the Group finalized the acquisition of Termica San Luis, Argentina's leading producer of stone wool. Saint-Gobain also announced the acquisition of Building Products of Canada, a producer of residential roofing shingles and wood fiber insulation boards, and UP Twiga, India's market leader in glass wool insulation.

Continuing a regular portfolio review to focus the Group's strengths

Saint-Gobain's continued its portfolio optimization strategy to enhance the Group's growth and profitability profile in line with the objectives of its "Grow & Impact" plan. In 2023, Saint-Gobain completed or signed 10 divestments worth €3 billion in sales. In the glass sector, the Group sold its Glassolutions glass processing business in Slovakia. Saint-Gobain also signed agreements to sell its Glassolutions glass processing business in Switzerland, and Covipor, its glass processing business in Portugal. Saint-Gobain also announced the divestment of CertainTeed's fencing and decking business in the United States, of all its trading brands in the United Kingdom, and of a majority share of its insulation business operating in the United Kingdom under the Celotex brand.

4.6 / Positioning Saint-Gobain on fast-growing markets

Saint-Gobain focuses its efforts on fast-growing markets, in order to seize development opportunities specific to them: renovation, new construction and industrial markets.



The Group is growing on various markets: **renovation and building envelope** (prioritizing energy renovation solutions, in particular for European markets), **new construction** (prioritizing lightweight construction, in particular for emerging economies) and **industrial markets** (prioritizing solutions enabling the decarbonization of their processes).

In the current context, new construction markets have been affected by a cyclical slowdown characterized by an inflationary environment and rising interest rates. This general economic situation, linked in particular to the combination of economic and geopolitical factors, masks the impact of megatrends on a global scale (see section 3.1, pp. 36-37). These megatrends are reflected in concrete terms in **structural market developments that are favorable to the Group's long-term development.**

A. RENOVATION AND BUILDING ENVELOPE

Long-term structural growth, driven by the challenges of decarbonization, energy transition and social equity

The existing, very dense real estate portfolio is aging, particularly in developed countries; however, it is a sector in which **technologies enabling decarbonization are being developed, making extremely significant gains**

possible in terms of reducing GHG emissions as well as reducing energy bills. On this last point, renovation represents a crucial lever as energy prices trend upwards, in both the short and long term, with consequences for energy independence but also for the social sustainability of the energy costs. In France, for example, the residential energy renovation market is growing one to two points faster than the overall renovation market.

In the context of climate change, the renovation of buildings allows both the reduction of GHG emissions, but also the adaptation of individual and collective buildings to the consequences of climate change and specifically the increasing number of heat waves. Finally, inadequate housing has particularly serious health consequences, which can however be reduced by investing heavily in improving the living conditions of residents through renovation.



The renovation sector is therefore particularly conducive to growth opportunities, particularly on the European continent, where the **support and incentive policies of the Union and its member states** have picked up pace significantly in recent years.

At Union level, the initiatives focus primarily on **large-scale regulatory arrangements**, for example with the Energy Performance of Buildings Directive (EPBD).

1.5%



ANNUAL ENERGY SAVINGS

expected from EU Member States following the adoption of the Energy Efficiency Directive



The European Commission has made progress in the definition of the EPBD: it **imposes a residential renovation roadmap** on the member states, so as to reduce energy consumption in residential buildings by 16% to 2030. It requires that the majority of these economies be made in the most energy-intensive buildings. member states will also need to ensure that at least 16% of the worst performing non-residential buildings are renovated by 2030, and 26% by 2033. The final stages of the legislative process in this area should be reached in 2024.

This text **is another element in the European regulatory and tax structure relating to energy renovation.** This structure already consists of several elements, including the Energy Efficiency Directive (EED), which imposes the “energy efficiency first” principle and obliges member states to expect energy savings of 1.5% per year and to renovate a quarter of public buildings before 2030.



Another example is the so-called “ETS2” scheme, which extends the principle of emissions trading (ETS) to the building sector.

Alongside the regulatory aspect, there are initiatives around renovation financing, including the additional effort made by the Union under its NGEU (Next Generation EU) program to help certain Member States make investments to help the environment.

As well as the general commitments set out in the “Renovation Waves”, member states are spending large and increasing amounts of money on financing residential energy renovations. In France, the “MaPrimeRenov” scheme is benefiting from an increase, with an estimated government budget of €4 billion, and it will focus more on global renovations. In Belgium, in the Wallonia region, subsidies for insulation work were increased in 2023, while in Poland, a significant proportion of the funds – in the order of several billion euros – allocated by the European Union will be devoted to energy renovation.

In addition to the financial aspect, the States use the **regulatory lever**: in Belgium, in the Flanders region, energy renovation to achieve a minimum energy rating of ‘D’ is mandatory within five years following the purchase of a property; in France, it is now

prohibited to place the most poorly insulated housing on the rental market; in Spain, energy saving certificates were adopted in 2023.

Note that these structuring initiatives concern not only residential buildings, but also **service-sector buildings and public buildings**: in Greece, the “Electra” program provides for €640 million over the period 2022-2026 to renovate 2.5 million m² in public buildings and reduce energy consumption by at least 30%; in France, large service-sector buildings must reduce their energy consumption by 40% by 2030, and a school renovation plan has been announced, with a funding envelope, with the target of renovating 40,000 schools by the end of 2034. In Germany, the “Climate Action Program” was adopted in 2023 to accelerate the modernization of public buildings; in the Netherlands, legislation imposes the requirement to achieve a C rating in offices since January 2023. Overall, the prospects for the renovation market are therefore promising. At the European level alone, in 2023 it represents an estimated volume of nearly €900 billion ⁽¹⁾.

€4 billion



BUDGET ALLOCATED

to the MaPrimeRenov’ scheme to support residential energy renovation in France by 2024

⁽¹⁾ 96th Euroconstruct Report, December 2023. The Euroconstruct report covers an area including Germany, Austria, Belgium, Denmark, Spain, Finland, France, Hungary, Ireland, Italy, the Netherlands, Norway, Poland, Portugal, the United Kingdom, Czech Republic, Slovakia, Sweden and Switzerland.

B. NEW CONSTRUCTION



This market's long-term growth is driven by population growth, the housing shortage and the demand for environmentally-friendly new construction

At the European level, the construction sector is experiencing a cyclical slowdown. The volume of new residential construction in Europe for 2023 is estimated at nearly €400 billion ⁽²⁾. In Europe and North America, a slowdown is taking place in new residential construction against the background of a sharp rise in real estate interest rates, following the accelerated monetary tightening of central banks since the beginning of 2022; in Europe, key interest rates increased by around 4.5 points in the space of 18 months. At the same time, households experienced losses in purchasing power linked to the rapid rise in inflation, which also affected their creditworthiness for estate projects.

€400
billion



ESTIMATED VOLUME

of the new residential construction market in Europe by 2023

The fall in building permits and building starts has been seen in most countries year-on-year, but there have nevertheless been clear differences between countries due to specific national factors: for example the slowdown is less pronounced in Southern Europe than in Northern Europe, due to slower and sometimes smaller increases in real estate interest rates, a more moderate fall in household purchasing power, and less pronounced real estate cycles in the years preceding the slowdown. The slowdown also differs in terms of its duration: in the United States, for example, building starts have stabilized since spring 2023, while the declines remain more pronounced in some European countries. Note that the differing real estate cycles in the 75 countries where the Group operates are a source of resilience for the Group.



Nevertheless, several factors could cause **residential building permits to pick up again in 2024** in developed countries. First of all, real estate interest rates are expected to stabilize or even fall during the year, as central banks are expected to lower their key rates in 2024. Household purchasing power is also expected to recover in 2024 thanks to the anticipated fall in inflation and rising wages; finally, the adjustment of real estate prices could ease the recovery of real estate purchasing power.

19 MILLION



HOUSING SHORTAGE IN INDIA

In the long term, the **growth** of the new construction market is driven by **unavoidable trends** such as the housing shortage which is already a feature of developed countries (the United States is nearly four million homes short) as well as the growing need for residential buildings in emerging countries (there is a deficit of 19 million homes in India), due to continued population growth and urbanization. To meet these two essential needs, **it is not just any new construction that is desirable, but environmentally-friendly new construction.** This translates into requirements in terms of GHG emissions, the use of natural resources (reducing extraction through efforts to promote circularity), the speed of execution or even the long-term adaptability of the buildings constructed. This growth prospect therefore primarily concerns **lightweight construction techniques using decarbonized materials.** This market is already growing by three to five points faster than traditional construction ⁽³⁾.

⁽²⁾ Idem / New residential construction.

⁽³⁾ Ducker Research and Consulting.

C. INDUSTRY

Resilient markets driven by the requirement to decarbonize transport, industry and construction



Among the industrial markets served by Saint-Gobain in the field of mobility, the growth expected for 2023 in the automotive market is particularly strong with an 8% increase in annual production ⁽⁴⁾, or more than 88 million vehicles. The electric vehicle market, in which Saint-Gobain holds leading positions, will drive most of this growth, with strong growth forecasts, driven in particular by changes in standards, widespread constraints imposed by cities,

and the continuation of government subsidy programs.

In 2023, the global electric and hybrid vehicle market reached 14.5 million vehicles, up 34% year-on-year. The growth of this market segment will be very rapid in the coming years, at 21% per year on average until 2029.

With regard to public transport, the growth and increasing density of urban areas, and the increasingly strict regulations adopted at the local level on pollution, lead to a growing demand over the long term for transport solutions that are effective in energy terms, connected, easier to maintain, and that offer users a higher level of safety and comfort.

In particular, this means putting lighter, and therefore less fuel-consuming and less GHG-emitting, fleets into service. In maritime transport, decarbonization also involves the deployment of technologies that save weight,

+34%



EXPECTED GROWTH

of the electric and hybrid vehicle market in 2023

for example for cruise ships, and thus significantly reduce fuel consumption.

Other industries

Global industrial production is expected to continue to grow robustly and continuously, beyond the expected slowdown in 2023, with an expected average of 2.7% per year and up to 3.6% in 2025.

Finally, the requirement for industry in general to decarbonize applies directly to construction, a sector which is responsible for nearly 40% of the world's GHG emissions. Innovative technologies to reduce energy consumption, reduce the carbon footprint of cement and concrete and promote the circular economy will therefore become increasingly essential, and Saint-Gobain has positioned itself strongly in this sector.



⁽⁴⁾ S&P Global auto production forecast, October 2023.

4.7 / Offering sustainable and efficient solutions

Saint-Gobain's ambition is to offer solutions that combine performance and sustainability, in order to meet the expectations of its stakeholders.

2,600



NUMBER OF ENVIRONMENTAL PRODUCT DECLARATIONS (EPD)

released by Saint-Gobain

The combination of a global presence and an extensive offer allows Saint-Gobain to offer market participants a solution-based approach combining several products and services. Beyond the traditional approach of best meeting a specific need with a dedicated product, the objective is to **support clients dealing with sustainability and performance benefits, or a contribution to sustainable development**, in order to speed up progress towards a more sustainable and low-carbon economy. A standard method has been deployed in the organization. It is adapted to local markets and circumstances to identify the most relevant solutions and measure the provided benefits. The impacts of the solutions are assessed across the entire value chain and for the main stakeholders involved, right through to the end user.

The criteria used to measure the benefits related to sustainable development focus on environmental, health, and well-being impacts. The measurement of the performance of solutions focuses on the increase in economic value for the client (productivity or other financial benefits) and the user experience.

In order to standardize the measurement of impacts and to accelerate differentiation in its markets, use cases have been selected to illustrate the value provided by Saint-Gobain solutions. They concern the decarbonization of industry through the solutions of the HPS ⁽¹⁾, renovation and new construction Business Units. For each use case, local teams identify solutions combining products and services offered by the brands and distribution networks. The tools developed enable them to measure the benefits and thus to adapt the offer and the sales pitch to the expectations of the stakeholders.

This program covers more than 90% of Saint-Gobain's sales and helps to orient Saint-Gobain's offer towards sustainable construction markets. The methodology used to identify sustainable solutions is available on the Group's website and has been reviewed by an independent third party.

The criteria used to measure environmental benefits are:

- ▶ energy efficiency and its carbon impact;
- ▶ optimization of natural resources, including water resources;

- ▶ all products and services that support the environmental efficiency of other industries.

The criteria used to evaluate the benefits in terms of health, comfort and well-being are:

- ▶ safety and security, including the reduction of occupational risks in the value chain;
- ▶ ergonomics;
- ▶ indoor air quality;
- ▶ acoustic comfort;
- ▶ thermal comfort;
- ▶ visual comfort.

Saint-Gobain's sustainable solutions revenue notably includes activities not assessed in the context of compliance with the European regulation 2020/852 Taxonomy Regulation (see section 9.3.5, p. 424), such as distribution activities.

It also includes the impacts and benefits of Group activities not yet covered by regulations, such as resources and the circular economy, as well as health, safety and comfort benefits.

These activities, impacts and benefits are potentially eligible for the social taxonomy.

OBJECTIVE

75%

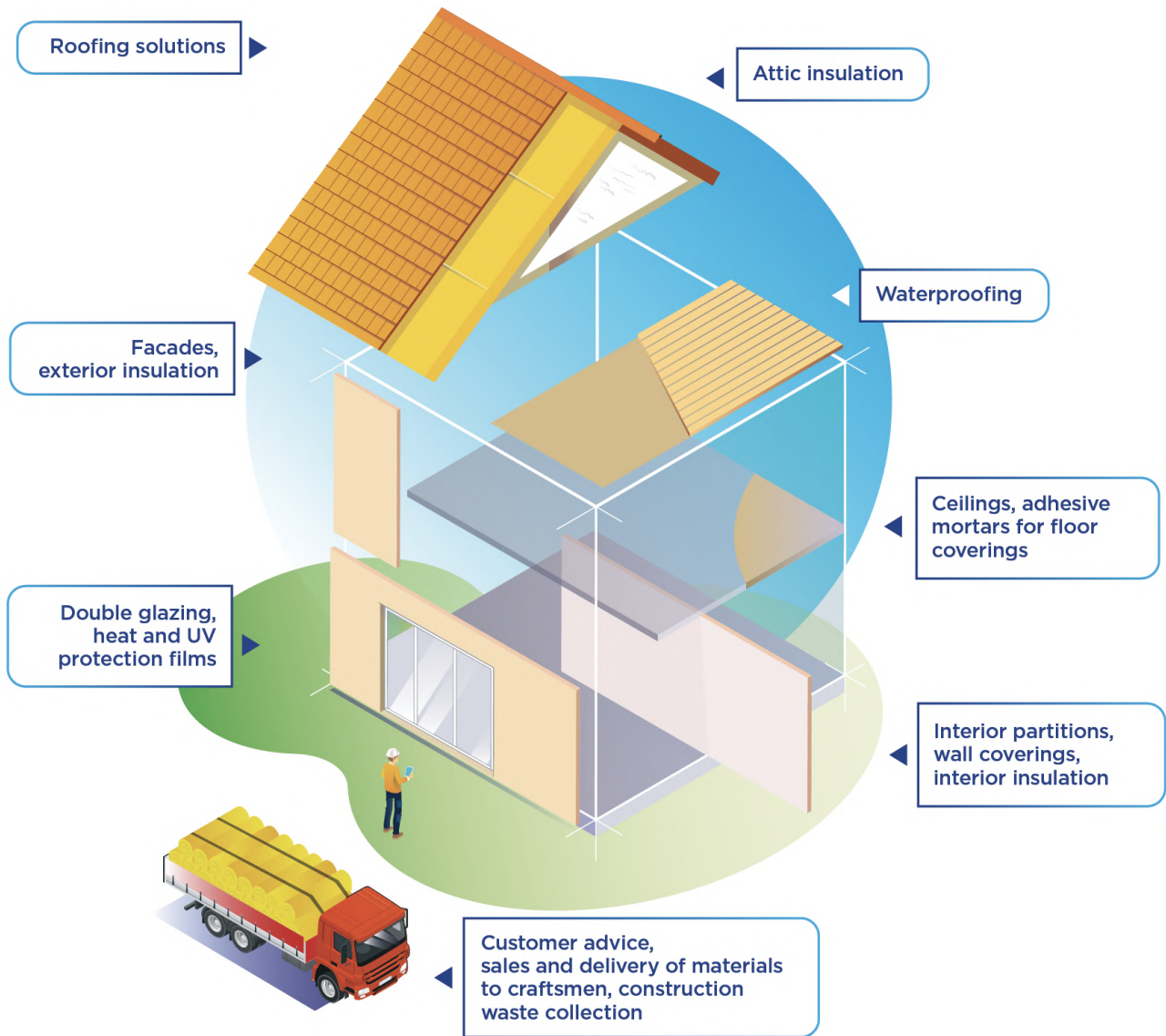


PROPORTION OF TURNOVER ACHIEVED WITH SUSTAINABLE SOLUTIONS*

* Solutions for Growth, methodology available on the Saint-Gobain website.

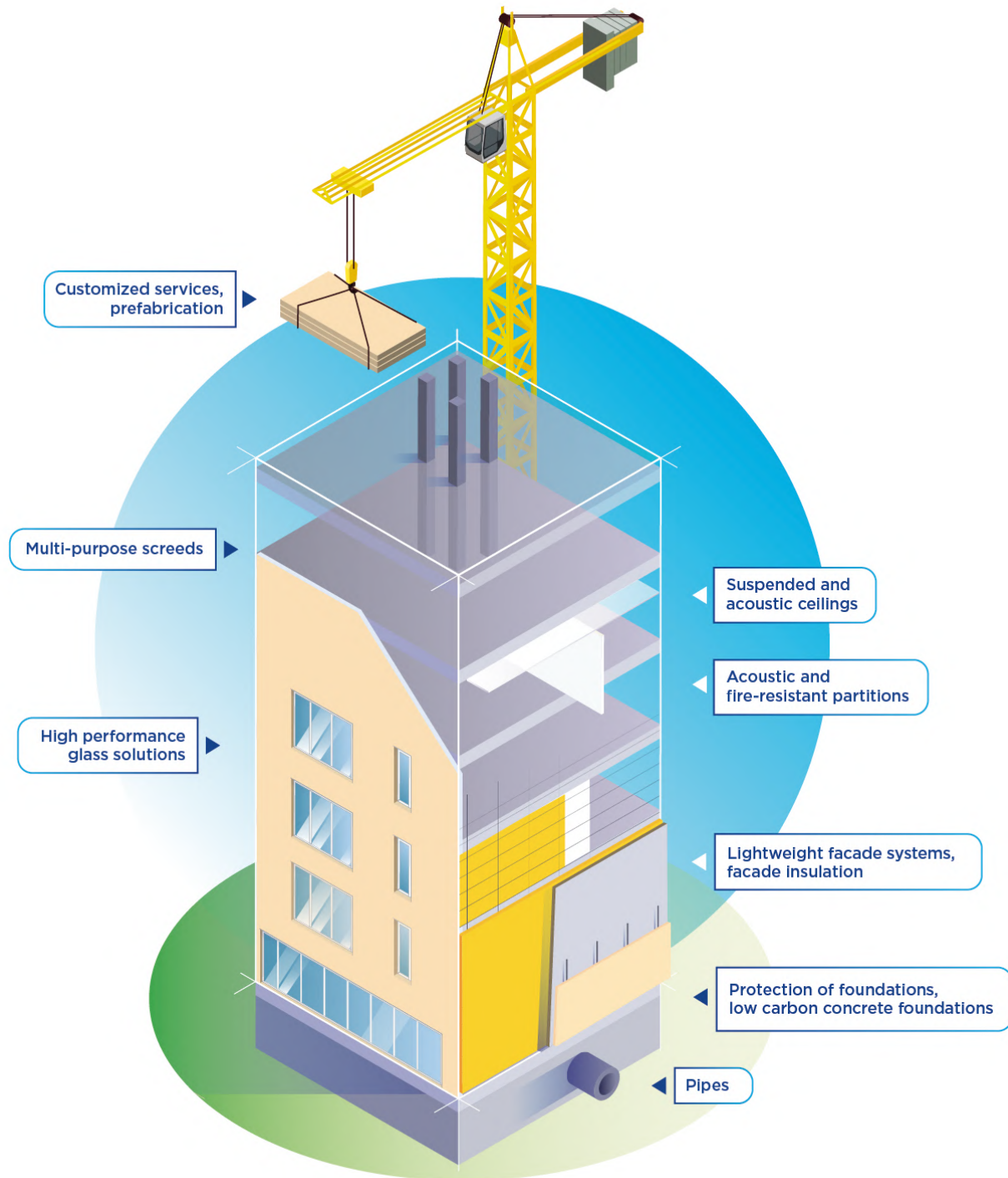
⁽¹⁾ High Performance Solutions.

A. SOLUTIONS FOR RENOVATION



Saint-Gobain covers most applications for the renovation of collective and individual buildings. Its complete solutions meet market expectations and provide decisive benefits, both during the installation and long-term use of buildings. Renovation thus serves financial, environmental, political and social priorities, both in developed countries and in emerging economies.

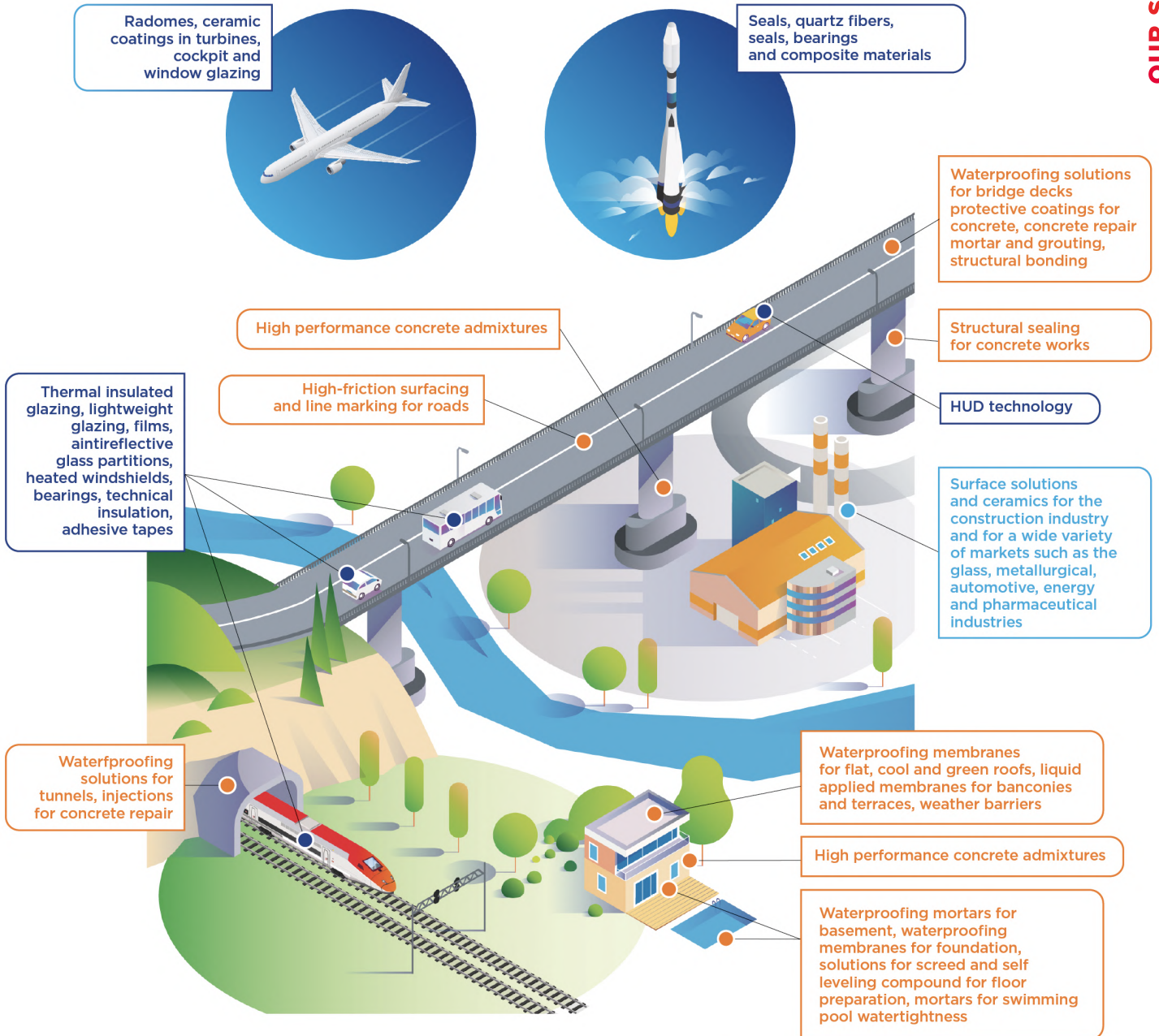
B. SOLUTIONS FOR NEW CONSTRUCTION



Saint-Gobain addresses the complex issues of the new construction market (residential or commercial, individual or collective buildings) with solutions covering both the interior and the exterior, notably with regard to lightweight construction.

The Group's offering provides its customers (developers, architects, building professionals, owners and end users) with benefits in terms of the efficiency of implementation, environmental impact over the entire life cycle of the building, the adaptability of buildings and comfort on a daily basis.

C. SOLUTIONS FOR INDUSTRY DECARBONIZATION



● CONSTRUCTION

- CONSTRUCTION INDUSTRY
- CONSTRUCTION CHEMICALS

● MOBILITY

- AUTOMOTIVE ORIGINAL EQUIPMENT
- AUTOMOTIVE SPARE PARTS
- AERONAUTICS
- TRANSPORTATION
- TECHNOLOGICAL COMPONENTS

● OTHER INDUSTRIES

For many of its industrial customers, Saint-Gobain provides high performance solutions, able to meet market expectations thanks to its capacity for innovation, its research and development potential (cf. section 1.4.3, p. 45), its proximity to its customers and its use of digital technology and data analysis (cf. section 1.4.2, p. 44).

HUD : Head-Up Display.



**OUR
CONTRIBUTIONS:**
COMMITTING
TO A BETTER
WORLD



CSR challenges are integrated into the value creation model (see section 2.3, pp. 28-29) and into the Group's strategy. Saint-Gobain's corporate purpose, "Making the world a better home", its ambition - to be the worldwide leader in sustainable construction, which improves everyone's daily life with its high performance solutions - and its "Grow & Impact" strategic plan are perfectly aligned.

This integration of stakeholder issues and expectations results in a dual objective:

- ▶ to maximize the impact of Saint-Gobain's activities;
- ▶ to minimize the Group's footprint on the environment and human beings.

For each issue, Saint-Gobain defines action plans and objectives that are deployed in a decentralized approach at the level of the country and the business unit of the High Performance Solutions business. Annual impact monitoring is communicated transparently to all stakeholders. This non-financial performance reporting is verified by an independent third party.

Thanks to its solutions, Saint-Gobain contributes to three long-term ambitions.



A decarbonated home



More performance with less



A better living for all



MEDIUM-TERM OBJECTIVES

FINANCIAL

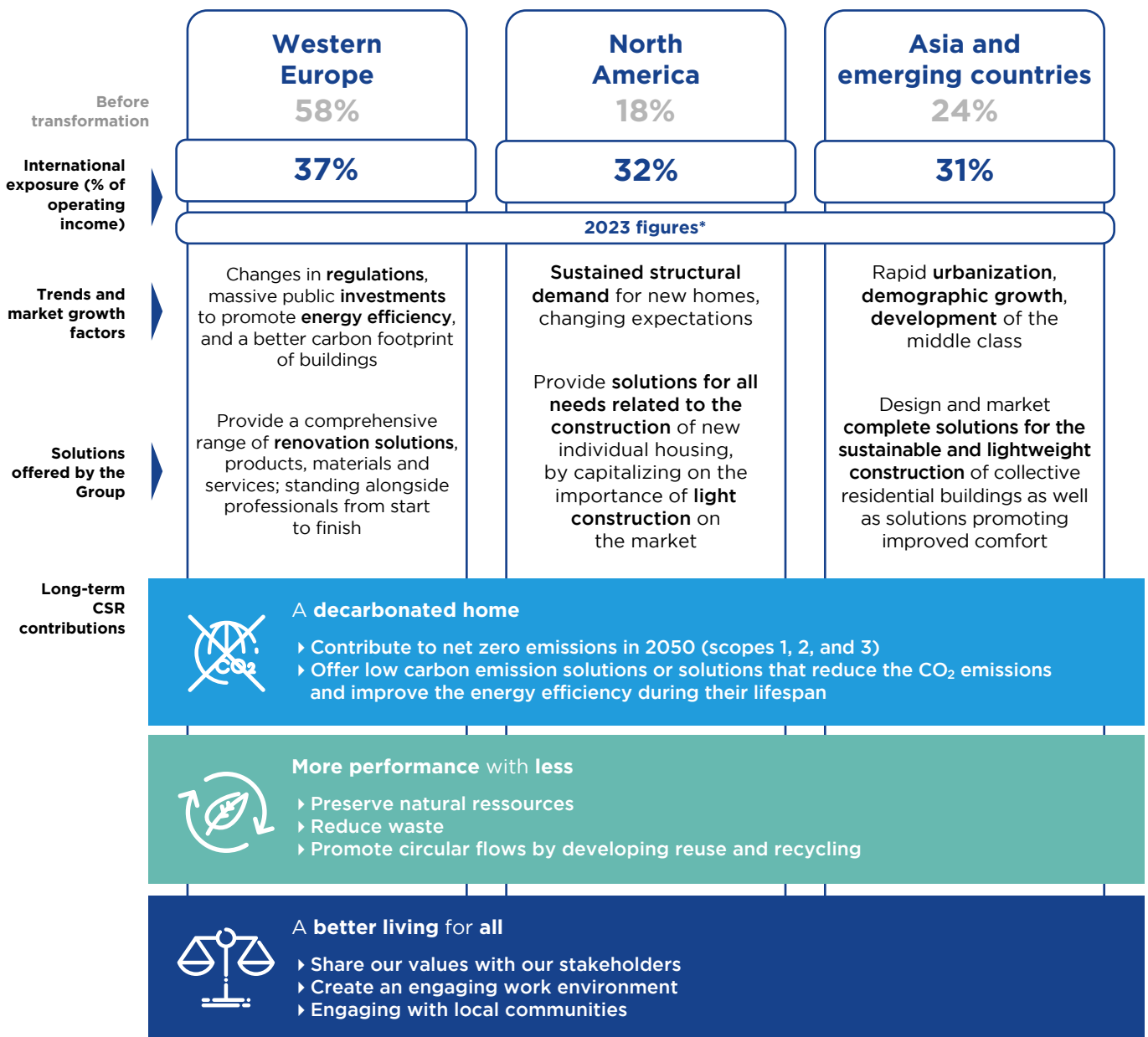
As part of its “Grow & Impact” strategic plan, announced at the end of 2021, Saint-Gobain set itself targets for the 2021-2025 period:

- +3 - 5% Organic growth
- 12 - 15% Return on invested capital (ROCE)
- 9 - 11% Operating margin
- > 50% Free cash flow conversion ratio

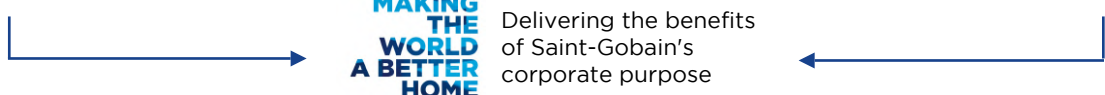
NON-FINANCIAL

- 75% of the Group’s sales generated with sustainable solutions
- 33% Scope 1 and 2 CO₂ emissions between 2017 and 2030 (in absolute terms)
- 80% Non recovered waste between 2017 and 2030 (in absolute terms)
- 100% Coverage of the CARE by Saint-Gobain by 2023

LONG-TERM OBJECTIVES



* Pro forma

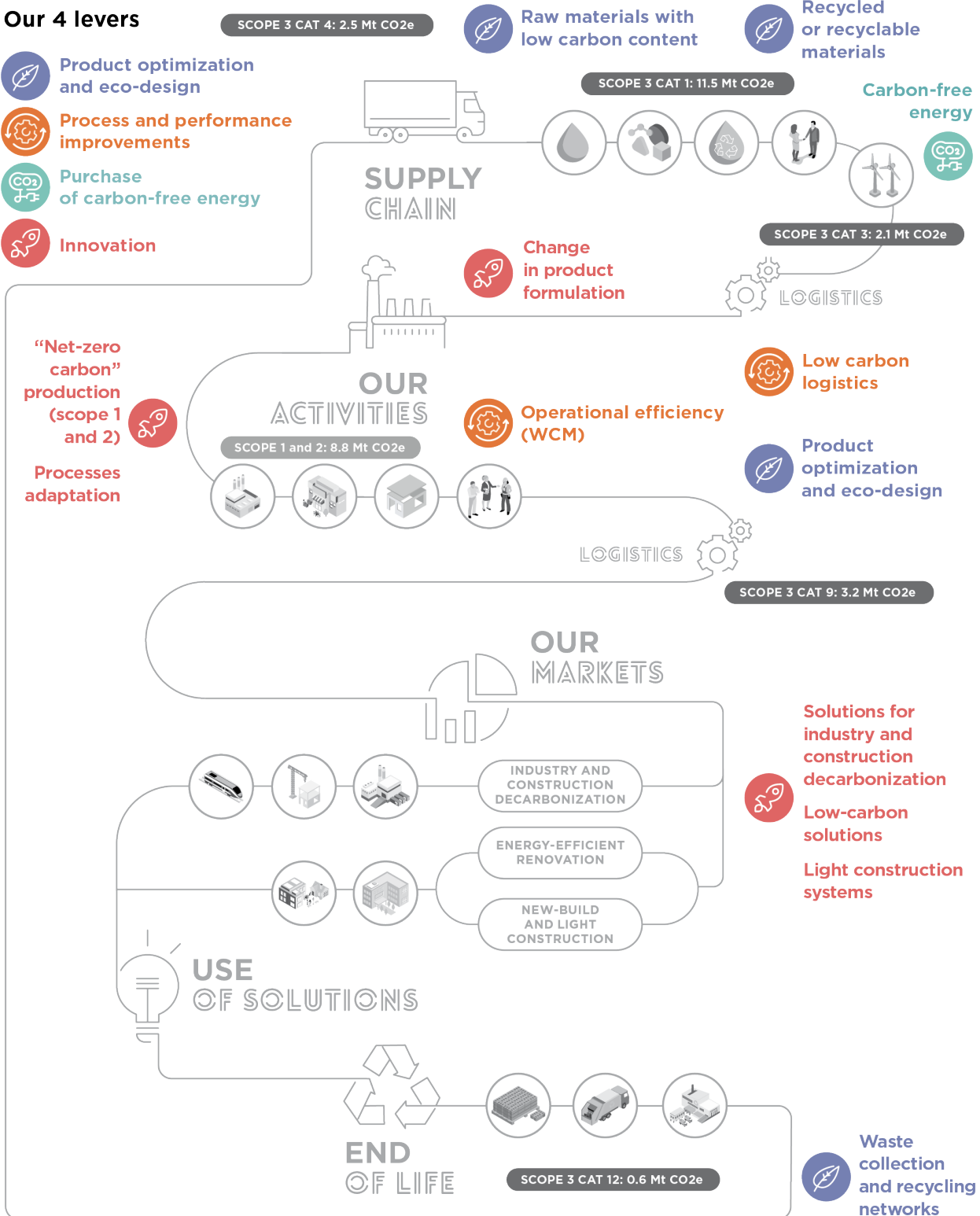


5.1 / A decarbonated home

Saint-Gobain’s ambition is to contribute to the emergence of a fair, sustainable economy aligned with the Paris Agreement. The fight against climate change and the transition to a decarbonized world require everyone to mobilize and all stakeholders to collaborate: customers and suppliers, citizens and employees, governments and major institutions.

Our 4 levers

- Product optimization and eco-design
- Process and performance improvements
- Purchase of carbon-free energy
- Innovation



Scope and methodology aligned with SBTi - 2022 data.

► 2030 roadmap

Saint-Gobain's objective is to contribute to a fair and sustainable transition towards a low-carbon economy. The implementation and results of this strategy are integrated into scenarios that limit global warming to below a 1.5°C rise versus the pre-industrial era, so that they are aligned with the Paris Agreement.

The action plan for reducing carbon emissions (scopes 1, 2 and 3) is divided into two periods:

- 2020 to 2030: Saint-Gobain is rolling out its "2030 carbon" roadmap, which has two ambitions:
 - achieving, between 2017 and 2030, the reduction targets (in absolute terms) of 33% of CO₂e emissions under scopes 1 and 2 and a 16% reduction in CO₂e emissions under scope 3. These objectives are validated by the Science-Based Targets initiative (SBTi), which considers them to be aligned with the Paris agreement and a 1.5°C trajectory.
 - innovating and testing industrial processes to achieve net zero emissions for the three scopes.
- 2030 to 2050: the roadmap will be adapted based on the results obtained during the previous period. The innovations identified during the implementation of the "2030 carbon" roadmap will be rolled out. Carbon capture projects may be activated at the end of the period to supplement the transformation measures up to a maximum of 10% of emissions (scopes 1, 2 and 3).

► Four levers for achieving the 2030 objectives (scope 1 and 2)

Product optimization and eco-design

Saint-Gobain can take action to lighten products while guaranteeing at least equivalent performance, optimize packaging to reduce the impact of logistics, and modify formulations to incorporate more recycled materials.

In the glazing sector, replacing one tonne of virgin composition with its equivalent in cullet (recycled glass) reduces CO₂ emissions by 300 kg.

Industrial process improvements and productivity

Operational excellence, productivity, energy efficiency and quality are at the heart of the 2030 carbon roadmap. The deployment of digital technologies and the use of data enable us to better control industrial processes and gain in efficiency.

The Construction Industry Business Unit uses software based on artificial intelligence to optimize the operation of its glass fiber furnaces.

Innovation

To ensure the transition to carbon-neutral production, an R&D program has been initiated for 2021. Net zero-carbon production trials (scope 1 and 2) have been carried out for most of Saint-Gobain's businesses, in particular glass, gypsum and insulation. After a pilot production of zero-carbon glass (scope 1 and 2) in France in 2023, a successful trial of glass production using 30% hydrogen in Germany verified the technical feasibility of switching energy sources.

Use of decarbonized energies

By 2023, the share of decarbonized electricity in total electricity consumption increased to 57%, an increase of 5 points between 2022 and 2023 thanks to the signing of new power purchase agreements and green electricity contracts in every region of the world.

Saint-Gobain benefited from more than 120 contracts of decarbonated electricity in 2023.



► Managing scope 3 carbon emissions

Saint-Gobain has stepped up its efforts to identify and assess CO₂ emissions linked to its value chain. Digital tools have been developed to facilitate assessments, particularly of emissions in categories 1, 4 and 9. These three categories account for around 85% of Saint-Gobain's scope 3 emissions (SBTi scope).

To reduce scope 3 emissions, Saint-Gobain is focusing on the following actions:

- mobilizing buyers by providing training and digital tools for estimating the impact of purchases;
- extend reporting to the relevant scope of our suppliers and improve the quality of information;
- engage suppliers to measure their carbon footprint and develop reduction action plans.

To reduce transport-related emissions, Saint-Gobain has developed digital programs such as “Supply Chain 4.0” to optimize transport. Whether it is for its purchases or client delivery, the Group has programs for route optimization, optimal vehicle loading and more efficient travel planning by coordinating inbound and outbound transport to avoid empty kilometers.

Thus, the Group uses supply chain modeling, optimization and simulation software to find the best balance between delivery times, costs, inventories and carbon footprint.

► **Mobilization of all**

In Saint-Gobain’s organization, each country or Business Unit is responsible for implementing the roadmap within its own scope and markets. Financial budgets, investment plans and R&D resource requirements are aligned with this roadmap.

The carbon roadmap is supported by a CAPEX and R&D investment plan of at least 100 million euros per year until 2030. By 2023, more than double that amount – 223 million euros in CAPEX and R&D – has actually been invested.

Designing innovative solutions incorporating “carbon benefits”

Saint-Gobain innovates to develop solutions that reduce the carbon footprint of buildings over their entire life cycle:

- by reducing their energy consumption during the use phase: these are insulation and glazing solutions that contribute to energy efficiency;
- by reducing the carbon footprint of its products and solutions, in particular by developing lightweight construction solutions, increasing the proportion of recycled materials used to manufacture them, or powering its industrial processes with renewable energies;



- by reducing the carbon footprint of building materials through innovative solutions developed by the construction chemistry industry.

Life cycle assessments (LCAs) or environmental product declarations (EPDs) measure the impact of materials and guide innovation in this field. They help customers to measure the carbon content of buildings.

Over 53% of the Group’s sales (excluding distribution) are generated by products covered by verified LCAs and EPDs.

Growth decoupled from CO₂ emissions

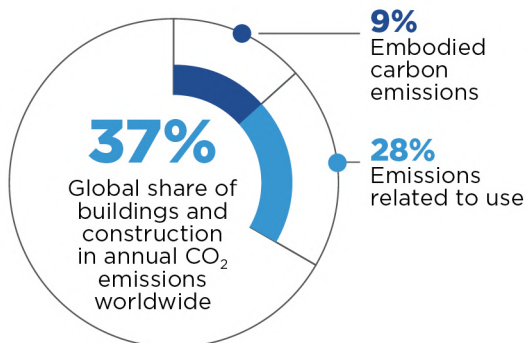
Carbon intensity per euro of sales and EBITDA has been reduced by 44% and 56% respectively in 2023 compared with 2017, reflecting the Group’s objective of maximizing its positive impact on the environment, while reducing its footprint.



A DECARBONATED HOME

MAXIMIZE OUR IMPACT

GLOBAL CONTEXT



OUR SUSTAINABLE AND EFFICIENT SOLUTIONS

Objective 100%
Share of sales generated by products covered by a verified LCA or EPD in 2030

-1,300 Mt CO₂
Emissions avoided thanks to our solutions*

Objective 75%
of the Group's sales made through our sustainable solutions in 2025

* CO₂ avoided during their lifespan (base year: 2020 sales)

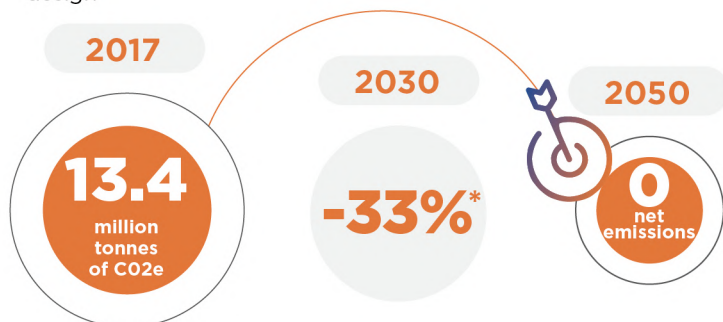
MINIMIZE OUR FOOTPRINT

SCOPE 1 AND 2

8.8 Mt of CO₂e at the end of 2023

4 levers to achieve our "net zero emissions" objective

- ▶ Product optimization and eco-design
- ▶ Process and performance improvement
- ▶ Innovation
- ▶ Purchase of carbon-free energy



* Objectives validated by SBTi and aligned with the Paris Agreement

SCOPE 3

20 Mt of CO₂e at the end of 2023*

Purchasing and transport represent 85% of Scope 3

- ▶ Improve data quality
- ▶ Onboard partners to improve the consistency of CO₂ assessment
- ▶ Optimize transportation: routes and means

* Scope and methodology aligned with SBTi - 2022 data



- ▶ CAPEX and R&D investment: at least 100M€ per year from 2020 until 2030
- ▶ Integration of CO₂ reduction objectives into short- and long-term remuneration packages

ENGAGE OUR STAKEHOLDERS



Civil society
Mobilizing in face of the climate crisis



Market
Training young people in construction jobs



Investors
Driving financial investments towards sustainable solutions



Local communities
Helping those in need to have access to a decent home



Employees
Supporting commitment by training on climate stakes



Regulatory Authorities and Public Affairs Partners
Contributing to accelerate the transition

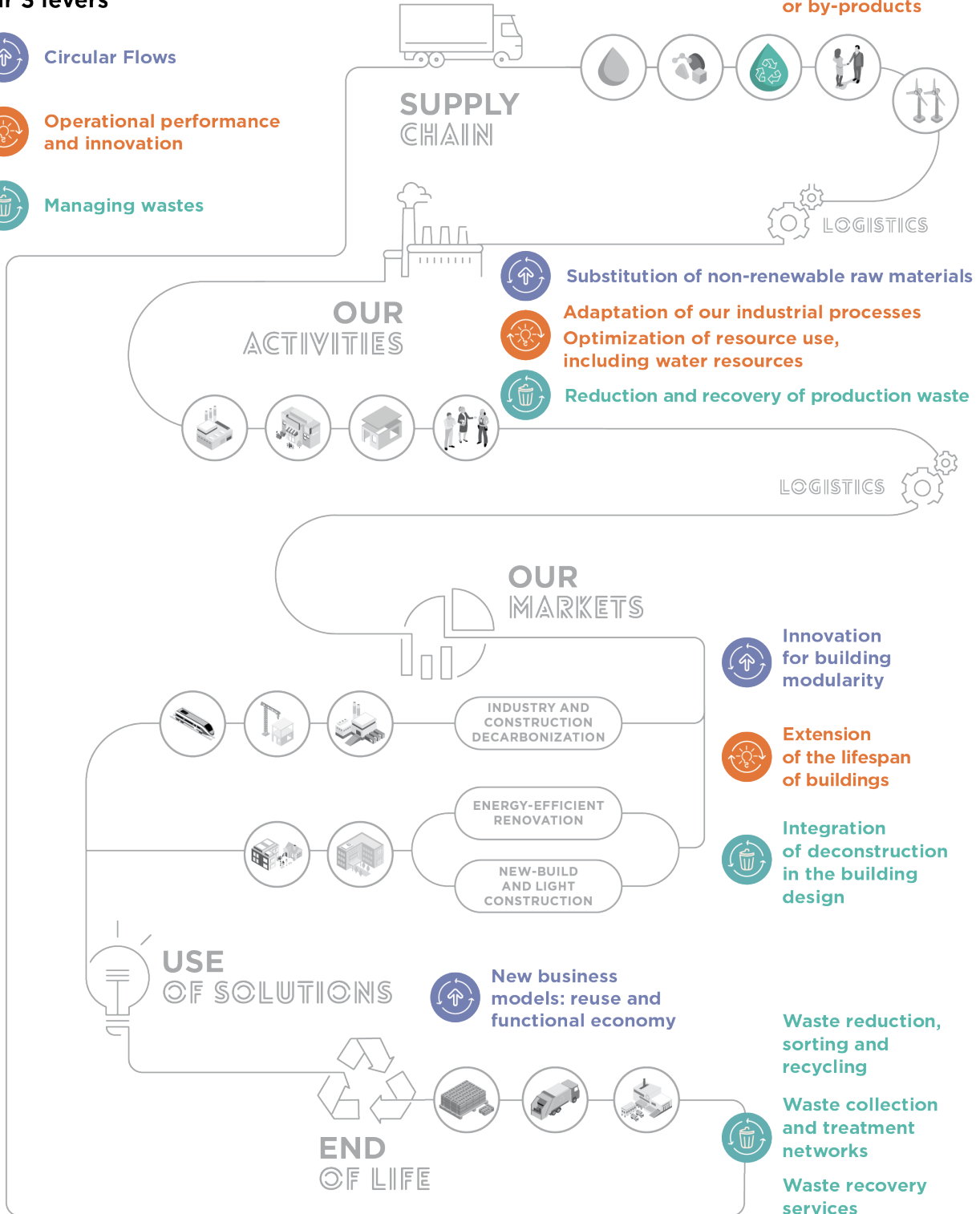
5.2 / More performance with less

The environmental impact of the construction sector is a major one, with 40% of solid waste, nearly 50% of natural resource consumption and 12% of water consumption. Circular models help to protect the environment and to preserve resources and biodiversity.

Our 3 levers

- Circular Flows
- Operational performance and innovation
- Managing wastes

- Substitution of virgin raw materials
- Use of recycled or renewable raw materials, or by-products





Operational performance and innovation

- ▶ reducing the use of raw materials, including water consumption, through performance, quality, and productivity, and the optimization of industrial processes;
- ▶ reducing resource intensity through eco-design and by reducing the average weight for the same product unit, without affecting its technical performance;
- ▶ increasing the lifespan of products and buildings;
- ▶ developing solutions adapted to lightweight construction techniques helps reduce the resource intensity of buildings;
- ▶ developing industrial processes to facilitate the incorporation of materials.

▶ 2030 Strategy

Saint-Gobain's strategy to accelerate the transition to a more resource-efficient economy aims to preserve natural resources and the environment throughout the value chain and to offer reusable or recyclable products and solutions:

- ▶ reducing the intensity of virgin natural resources consumed per unit of output;
- ▶ optimizing the use of resources from their extraction to end-of-life and minimize the generation of non-recovered waste at each stage of the life cycle of products and solutions;
- ▶ accelerating the transition to a circular model: implement local materials collection channels, initiate or participate in partnerships with all players in the value chain (suppliers, customers, specifiers, end-users, public authorities, etc.) in order to increase the efficiency of the resources employed and thus reduce the need to extract virgin raw materials.

▶ Our three levers aim to:

Promote circular flows

- ▶ substituting virgin raw materials with recycled, renewable, or by-product materials requires working with suppliers to identify innovative materials or co-develop new potential compositions. These changes in composition may require adjustments to industrial processes.
- ▶ creating recycling channels that allow for the recovery, processing, and recycling of waste. The increase in the proportion of recycled material in products depends on the existence and effectiveness of these channels in the countries where the Group operates.
- ▶ innovating to facilitate reuse and optimize the use of products and solutions.



Waste management

- ▶ implementing the three "R" principle on sites: reduce, reuse, and recycle to reduce waste generation and increase recovery;
- ▶ optimizing volumes of product packaging and ensuring they are recyclable;
- ▶ developing recyclable products and solutions and facilitating their processing in recycling channels. This involves anticipating the end of life;
- ▶ creating waste recovery services on construction sites or with clients, facilitating recovery.

▶ **Preserving water resources**

The aim is to extract as little water as possible, particularly in areas subject to severe water constraints, and to aim for “zero discharge” of industrial water, thus avoiding generating new impacts on other natural environments and/or other stakeholders.

To achieve this, Saint-Gobain does everything in its reach to:

- ▶ reduce withdrawals from the natural environment, and optimize industrial processes to minimize water consumption;
- ▶ reuse process water whenever possible;
- ▶ recycle on-site or off-site with appropriate treatment;
- ▶ not to degrade water quality by reducing and controlling discharges into the natural environment and preventing accidental pollution;
- ▶ not to compete with local populations’ access to drinking water.

▶ **Optimize the use of natural resources**

Some Saint-Gobain products, such as glass and gypsum products, can be recycled indefinitely in a closed-loop industrial process. For these processes, it is then possible to replace natural raw materials with recycled materials from internal or external collections.

For other Saint-Gobain products, such as glass wool, cast iron pipes, grain manufacture or ceramic powders, it is also possible to replace virgin raw materials with recycled materials from other consumption channels.

Circular economy principles develop differently in different countries and regions of the world. These developments depend on a wide range of factors, such as consumption patterns, infrastructure and industrial fabric, regulatory environment, and technical and logistical conditions for waste management.

This is why action plans for a transition to a circular economy are highly dependent on the country and the maturity of local stakeholders, regulations and logistics.



Approaches are therefore deployed by country to mobilize channels for the recovery of construction waste.

Saint-Gobain organizations in the countries initiate or participate in actions with local stakeholders: manufacturers participating in a channel, customers, local authorities or communities.

Saint-Gobain’s organization by country is conducive to accelerating the transition. It makes it possible to seize opportunities and create local synergies, between brands or with partners outside the Group.



MORE PERFORMANCE WITH LESS

MAXIMIZE OUR IMPACT

PROMOTING CIRCULAR FLOWS

- ▶ Modularity of buildings and the anticipation of dismantling
- ▶ Reuse of products

STRENGTHENING CIRCULARITY WITH PERFORMANCE AND INNOVATION

- ▶ The substitution of virgin raw materials by recycled or renewable materials, or by-products
- ▶ Offer of sustainable and efficient solutions



MANAGING WASTE

- ▶ Creation of recycling networks
- ▶ Waste collection service at our customers' sites or on construction sites
- ▶ Integration of our customers' waste into our industrial processes



9.4 Mt
of virgin raw materials avoided by using recycled content



94.6%
Share of recyclable packaging

MINIMIZE OUR FOOTPRINT



PROMOTING CIRCULAR FLOWS

- ▶ Closed-loop recycling (glass and gypsum products)
- ▶ Closed-loop water reuse to reduce water consumption

STRENGTHENING CIRCULARITY WITH PERFORMANCE AND INNOVATION

- ▶ Integration of recycled or renewable materials, or by-products in our production processes
- ▶ Reduction of natural resource intensity through operational efficiency and product optimization



-14%
of non-recovered waste between 2022 and 2023



88%
Quantity of water reused in production processes

MANAGING WASTE

- ▶ Reduction of production waste generation
- ▶ Waste recovery in our production processes or externally

ENGAGE OUR STAKEHOLDERS



Civil society
Mobilizing on selective waste sorting and recycling



Market
Promoting new services related to the circular economy



Investors
Supporting initiatives that favor the optimization and preservation of resources



Local communities
Preserving water and biodiversity around our sites



Employees
Supporting process optimization by investing in tools and training



Regulatory Authorities and Public Affairs Partners
Contribute to the transition to a circular economy



5.3 / A better living for all

Saint-Gobain bases its development on its purpose - *Making the World a Better Home* - and on strong values. Through its business model and in particular through the solutions it provides, Saint-Gobain contributes to having a tangible positive impact on all its stakeholders, including individuals, local communities and the environment. In practice, this notably translates into respect for human rights, a responsible purchasing policy and the preservation of the health and safety of people throughout the value chain.

► Sharing our values with our stakeholders



A true code of ethics, the Principles of Conduct and Action are the foundation of all Saint-Gobain's policies and commitments.

In 2023, the Group celebrated 20 years of its Code of Ethics.

Nine live video programs were broadcast throughout the year. Each program focused on one of the nine Principles of the code of ethics, and was designed to highlight the actions of the Group and its employees.

The anniversary was celebrated in every country, with local events, videos, testimonials, practical workshops, games and debates.

Saint-Gobain is committed to respecting human rights wherever the Group does business and throughout its value chain, based in particular on the United Nations Guiding Principles on Business and Human Rights.

A due diligence process identifies risks directly or indirectly related to Saint-Gobain's operations.



► Respecting human rights

The main risks identified concern four areas: respect for employee rights, health and safety at work, respect for the environment and anti-corruption. Each Group entity ensures that each employee performs his or her work on the basis of agreed employment conditions, and receives payment of a fair wage according to hours worked and qualification.

Freedom of association is guaranteed at all Saint-Gobain industrial sites and sales outlets worldwide.

► Deploying a responsible purchasing policy

The responsible purchasing program aims to integrate ethical requirements into the purchasing process, both for suppliers, based on the supplier charter, and for buyers, by applying the buyer charter.

This makes it possible to manage and reduce the environmental, social and societal risks associated with Saint-Gobain's supply chains. Ethical criteria on human rights, working conditions and compliance with standards, health and safety and the environment are integrated into the purchasing process.

In 2023, Saint-Gobain updated its risk mapping of purchasing categories using a specialized platform. For each purchasing segment, 13 CSR issues divided into environmental, social and ethical areas are analyzed along with a description of the sources of the risk. A supplier's level of risk is therefore assessed according to the risk associated with its sector of activity and the country in which it operates.



► **Preserving health and safety**

Saint-Gobain adopted a health policy in 2013 and updated it in 2022. Its ambition is to protect the health and promote the well-being of its employees, customers, suppliers, users of its products and solutions, and local residents and communities around the Group's sites as part of its operations.

► **Ensuring health safety on sites**

Towards employees

Health and safety are at the heart of Saint-Gobain's corporate culture; they are a priority concern for all levels of management and for all employees, temporary workers and subcontractors on site. It is important for everyone to take responsibility for their own health and safety, and that of their colleagues. Our shared objective is to achieve "zero work-related accidents" and "zero work-related illnesses".

All Saint-Gobain sites worldwide must implement the health policy. Their actions are prioritized on the basis of risk assessments.

A HICE indicator (health Indicator for occupational exposure) is used to assess performance in relation to exposure to noise and chemical agents.

Saint-Gobain has also developed a mental health program for its employees.

The prevention approach is based on a number of fundamental stages: awareness-raising, training, assessment of psychological well-being, best practices in the workplace, support for people in difficulty, and monitoring of indicators and action plans.

In 2023, an e-learning course, the Mental Health Academy, completed the system.

The MWB index, calculated on the basis of responses to the me@saint-gobain questionnaire to a series of 8 questions relating to mental health, is of 84%.

► **Developing safe products and solutions and bringing comfort to the end user**

Towards customers and users

The methods and processes of innovation, production and distribution incorporate continuous attention to the quality and safety of products and solutions;

the innovation process includes a checklist for assessing potential impacts on health, safety and the environment.

Product conformity is a constantly evolving process. A program to reinforce the culture of quality and product compliance is deployed with local teams in each country. This program is designed to remind local teams of the key principles and processes relating to the quality and conformity of products, systems and services throughout their lifecycle, from design through production, marketing and use, to end-of-life.

Towards local residents and local communities

Housing has a fundamental impact on people's health. By participating in programs promoting access to decent housing for all, Saint-Gobain is working to improve living conditions.

In France, several projects supported by the Saint-Gobain Foundation are focused on adapting homes to make them safer for the elderly.





► **Taking care of employees**

Saint-Gobain ensures the provision of an environment that is conducive to the employee's professional and personal growth and balances job-related performance with their well-being. The Group's human resources policy is designed to enable rapid adaptation of the organization, and in particular fine-tuned management of changing skills requirements, support for employees in the face of major transformations, and the attraction and retention of talent.

Saint-Gobain has made the quality of social dialogue an essential criterion for the performance of its policy. Because social dialogue must provide concrete answers to questions concerning working conditions, the specific expectations of employees, and the deployment of action plans, it takes place mainly at local level.



Launched on January 1, 2020, CARE by Saint-Gobain is a social protection program for all Group employees and their families. Benefits are defined to meet essential, day-to-day health needs, but also to accompany important moments in a family's life:

- daily medical monitoring of families and access to care, by covering health costs (doctor visits or hospitalization) at a rate of at least 80%;
- the birth of a child, including adoption procedures, by paying at least 14 weeks of maternity leave with full pay and three days of paternity leave with full pay;
- fatality, by providing the family with financial capital representing at least one year of the employee's salary.

By 2023, 100% of Saint-Gobain employees and their families will enjoy the full benefits of the CARE by Saint-Gobain program. Newly-acquired entities have three years to finalize the roll-out of the program.

Diversity and inclusion

Diversifying its teams ensures that Saint-Gobain is in tune with the world around it and understands its challenges, enriching itself with different skills and experience, while developing its capacity to innovate. The aim is to create an environment that fosters fairness and equality, while facilitating the formation and cohesion of high-performance operational teams. The Group is committed to fostering inclusion and promoting diversity in all its forms: gender mix, nationalities, training, career paths, generational diversity, disabilities, ethnic and social origins.

► **With local communities**

Through its actions, the Foundation is part of Saint-Gobain's vision: to act in order to help create the world of tomorrow. This desire to act in collaboration with its stakeholders, in France and internationally, is also reflected in its raison d'être "Making the world a Better Home". The Foundation is a way for our employees to participate collectively in building a more sustainable, inclusive and responsible world. The Foundation finances social projects run by associations, aimed at people in situations of exclusion, in the fields of professional integration and sustainable social housing.



MAXIMIZE OUR IMPACT

OFFERING SOLUTIONS WITH BENEFITS

- ▶ For health
- ▶ For comfort
- ▶ For safety

Along the value chain



SOCIETAL COMMITMENT

- ▶ Direct, indirect, and induced employment
- ▶ Sponsorship and philanthropy
 - ▶ Training in sustainable construction market



83%

Employee engagement rate



35

Projects supported by the Saint-Gobain Foundation in 2023



100%

Employees and their families covered by social protection program "CARE by Saint-Gobain"

MINIMIZE OUR FOOTPRINT

EMPLOYEES COMMITMENT

- ▶ Health & Safety
- ▶ Diversity & Inclusion
- ▶ Working conditions
 - ▶ Social dialog



PARTNERS COMMITMENT

Due diligence

- ▶ Responsible purchasing
 - ▶ Human rights



-18%

Decrease in the accident frequency rate between 2022 and 2023

**with and without lost time (employees, temporary workers, and permanent subcontractors)*



More than 92%

of employees received training during the year



More than 91%

of non-trade purchases are covered by the signature of the responsible purchasing charter

ENGAGE OUR STAKEHOLDERS



Civil society
Promoting ethics and respecting human rights



Market
Providing sustainable and safe solutions



Investors
Promoting ethics and respecting human rights



Local communities
Supporting solidarity projects



Employees
Providing a safe and fulfilling work environment



Regulatory Authorities and Public Affairs Partners
Participating in the evolution of due diligence requirements

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