



**2025  
INTEGRATED  
REPORT**



This document consists of the content of the introductory chapter, as well as certain elements from chapters 1 and 2 of Saint-Gobain's 2025 Universal Registration Document (URD) (including the Annual Financial Report and Sustainability Report), published on March 11, 2026.

Saint-Gobain's 2025 URD is available on the Group's website:

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

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# EDUITO



## BENOIT BAZIN

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

regions and its solutions-based approach offers performance and sustainability in construction, combining a wide range of products and systems with recognized expertise.

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

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

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

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

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

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

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

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

# SAINT-GOBAIN AT A GLANCE

## FINANCIAL PERFORMANCE

€ **46.5** Bn  
SALES

€3.3 Bn  
RECURRING NET INCOME

€2.0 Bn  
CAPITAL EXPENDITURE

€5.3 Bn  
OPERATING INCOME

€3.8 Bn  
FREE CASH FLOW

## GLOBAL FOOTPRINT



**162,000**

EMPLOYEES



**80**

COUNTRIES



**8**

CROSS-FUNCTIONAL  
R&D CENTERS

## NON FINANCIAL PERFORMANCE

**-27%**

REDUCTION IN  
NON-RECOVERED  
WASTE  
(2025 VS 2017)

**73%**

SALES GENERATED  
THROUGH  
SUSTAINABLE  
SOLUTIONS IN 2025

**-35%**

REDUCTION IN  
SCOPE 1 ET 2  
CO<sub>2</sub> EMISSIONS  
(2025 VS 2017)

WHAT WE DO

# WE COMBINE OUR EXPERTISE THROUGH A SOLUTIONS-BASED APPROACH

A solution is much more than just a product. It is a **complete, high-performance offering**. It brings our materials together with high-value-added services – consulting, logistics, digital tools – and can include a combination of multiple products or a recommended suite of products and systems. Each solution is designed to precisely meet the needs of our customers. **By delivering performance to our customers** and supporting them in all aspects of a project, from design to delivery of complete, integrated solutions, **we stand out** from the competition and position ourselves as the worldwide leader in light and sustainable construction.



## eHome2

Design of **single-family houses meeting the regulatory requirements of the Future Home Standard: an 80% reduction in carbon emissions** compared with current standards for all homes built in the United Kingdom from 2027 onwards

## CUSTOMER EXPECTATIONS



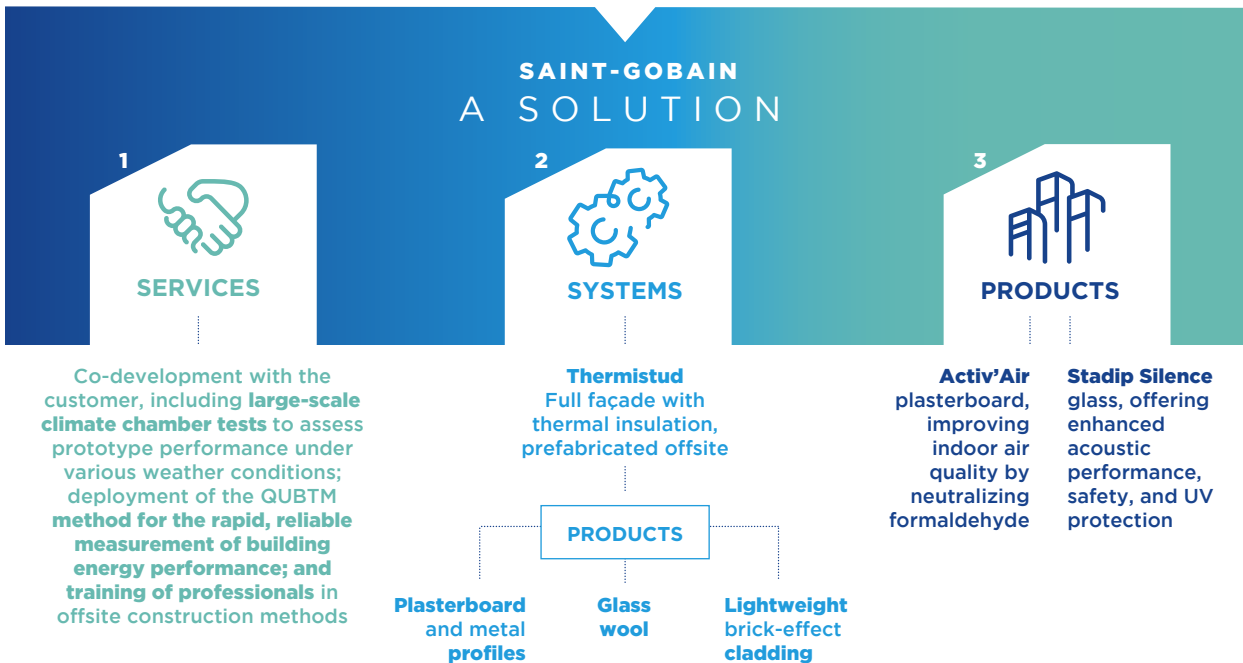
Create a zero-carbon house and reduce construction waste



Be able to build on a large scale, quickly and at a reduced cost



Create a modern, healthy and comfortable home



### Benefits of this approach for Saint-Gobain

Cross-selling generates more revenue

Sales of higher-value-added products increase margins

Services and specification make it possible to sell a richer product mix that creates greater value

## “A solution is the story of a project designed together”

### How Saint-Gobain transforms its customers' expectations into concrete solutions

#### “ WHAT IS THE SOLUTIONS-BASED APPROACH?

It's very simple: at Saint-Gobain, everything starts with a discussion. **A project is first and foremost an intention:** improve comfort, reduce the carbon footprint, renovate an old building, or build faster. We start with this intention then **build the response by combining materials, systems, and services.** Lastly, a solution is **the intelligent assembly of everything that will make the project a success.** This approach works for all our markets. A solution can be as much about providing a craftsman with a product accompanied by a service as it is about supporting a construction or renovation megaproject, right from the specification phase.

#### AND ON A CONSTRUCTION SITE? WHAT DIFFERENCE DOES IT MAKE?

On the ground, it changes everything. Take the example of more efficient façades with the EnveoVent range, which combines insulation, acoustics, and fire resistance in a single wall system, while reducing CO<sub>2</sub> emissions compared with conventional methods. This solution was created by **combining several areas of expertise** (insulation, structure, glazing, etc.) to **address concrete performance and sustainability challenges.** Another example: Cool-Lite Xtreme Oraé glazing solutions demonstrate that it is possible to combine highly effective solar control, particularly for summer comfort, and a significant reduction in the carbon intensity of the material.



**Joanna Czysz-Piechowiak**

CEO, SAINT-GOBAIN  
IN POLAND AND UKRAINE



Superior quality and maximum comfort characterize the Varso complex, located in Poland's capital. All three buildings have earned the BREEAM “Excellent” certification (environmental assessment standard) and the WELL Building Standard certification (corporate well-being). On this project, Saint-Gobain provided solutions for partitions, ceilings, floors, glazing, insulation, and construction chemicals.

#### HOW TO CREATE THE CONDITIONS FOR PROXIMITY TO OUR CUSTOMERS?

Our multi-local organization is based on a strong, decentralized presence in the field. Our teams know the craftsmen, architects, construction methods, regulatory requirements, voluntary initiatives (labels and certifications), and specific climatic conditions of their region. This **allows worldwide solutions to be adapted to very local needs** – since construction methods vary greatly from one region to another – always with the same design quality. Today, these solutions are deployed in **residential, non-residential, and infrastructure projects**, reducing lead times while ensuring performance and sustainability.

#### HOW DOES THIS ALIGN WITH THE ENERGY AND DECARBONIZATION CHALLENGES AND CIRCULARITY OBJECTIVES?

We place sustainability at the heart of our approach, not only by working to **continually reduce the environmental footprint of our industrial operations**, but also by bringing to the market **solutions that optimize energy efficiency, contribute to preserving resources, and help our customers reduce their own carbon footprint.** For example, solutions combining thermal insulation and CO<sub>2</sub> reduction have reduced the carbon footprint of residential buildings in Germany by up to 23% and harnessed the full potential of light construction by lightening the walls by up to 80% for the Wits Museum in Johannesburg (South Africa), while maintaining the same performance. We also do our utmost – for example – to collect construction waste to reintroduce it into our products, such as Placo® Infinaé 50 and 100 boards (respectively for 50% and 100% of materials derived from recycled end-of-life plaster).

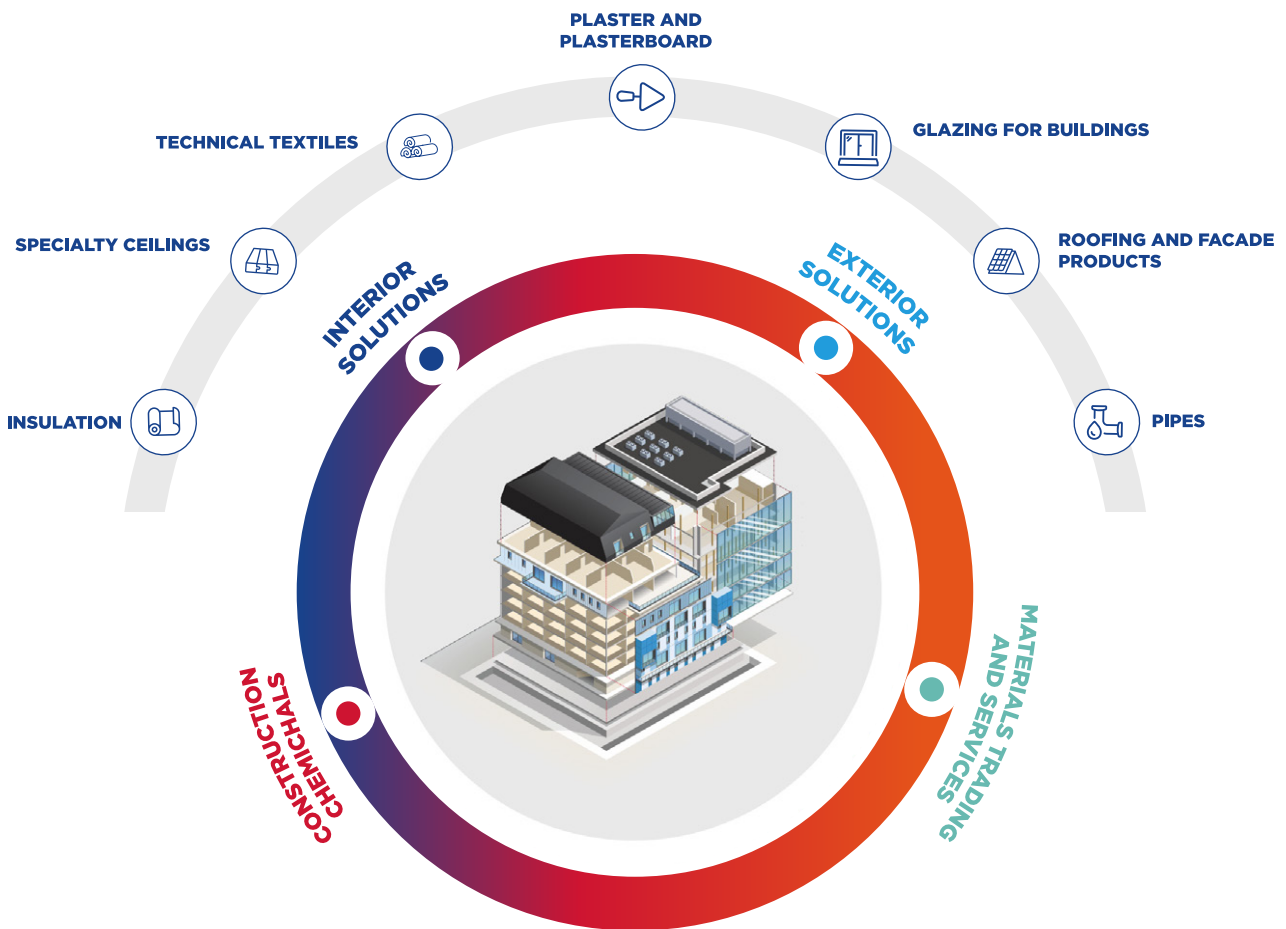


Learn more about Saint-Gobain's solutions-based approach at [saint-gobain.com](https://saint-gobain.com)

WHAT WE DO

# WE PROVIDE COMPLETE SOLUTIONS FOR ALL CONSTRUCTION MARKETS

Through its wide range of activities, from insulation to roofing and façade products, as well as plaster, ceilings, construction chemicals, glazing, materials trading and services, technical textiles, and solutions for industry and mobility, **Saint-Gobain demonstrates its worldwide leadership in light and sustainable construction.** The Group is also committed to improving quality of life while respecting the environment. Saint-Gobain's ability to **combine all its expertise** makes the Group, on a global scale, the only provider of complete solutions for new construction and renovation in the residential, non-residential, and infrastructure markets.



**We are the only global player to offer a complete range of solutions for light and sustainable construction.**

To better capture the growth potential of the construction markets, we are targeting accelerated growth of **our non-residential and infrastructure business**, where demand for high-value-added, quick-to-implement, sustainable solutions is rising sharply.

### A HUGE SOURCE OF GROWTH

Potential addressable markets for Saint-Gobain <sup>(1)</sup>: a huge source of growth in all construction markets

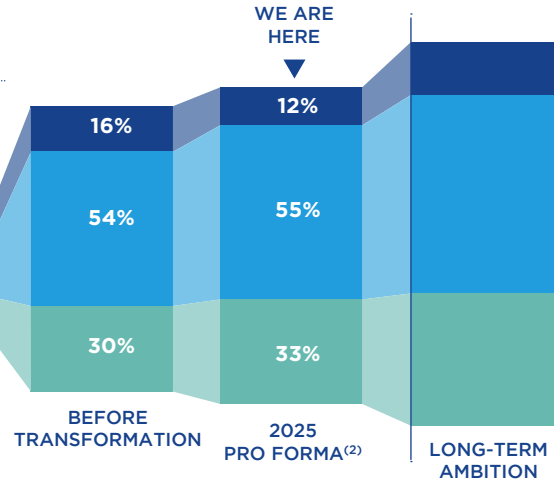
**RESIDENTIAL  
NON-RESIDENTIAL  
AND INFRASTRUCTURE**

€250 Bn  
€250 Bn

### OUR LONG-TERM TRAJECTORY

SHARE OF GROUP SALES

**INDUSTRIAL MARKETS  
RESIDENTIAL  
NON-RESIDENTIAL  
AND INFRASTRUCTURE**



<sup>(1)</sup> Internal study.

<sup>(2)</sup> Pro forma for recent acquisitions and disposals.



**NANTES  
UNIVERSITY  
HOSPITAL  
(FRANCE)**

Supporting major projects in the infrastructure and non-residential markets

### WE SPECIFY INTEGRATED SUITES OF SOLUTIONS

On the construction site of the **university hospital center in Nantes**, one of the largest in Europe, Saint-Gobain was involved through about fifteen of its brands. The Group is one of the worldwide leaders in the non-residential market, where demand is substantial: schools, hospitals, hotels, and public buildings. We are fully implementing our strategy by offering integrated responses to all our customers' expectations, from insulation to acoustics, energy savings, and the circular economy. This approach fully showcases innovation, the eco-design of our products, and the quality of our services. Among our most innovative solutions are **EnveoVent Duo**, a **lightweight low-carbon façade system**, as well as **interior and insulation solutions from Placo<sup>®</sup>, Isover, and Ecophon**, which incorporate recycled raw materials and combine high thermal and acoustic performance, essential in hospital environments. By engaging very early in large, complex projects, Saint-Gobain is able to offer the project owner, the project manager, and all partners solutions that are innovative, low-carbon, and economical.

SOLUTIONS SPECIFIED AND SOLD BY SAINT-GOBAIN

- Façades
- Glazing for buildings
- Specialty ceilings
- Construction chemicals
- Technical partitions
- Pipes

# OUR BUSINESS MODEL IS GUIDED BY TRENDS AND OPPORTUNITIES



## CHALLENGES AND OPPORTUNITIES



**A growing, urbanizing global population:** increase **new construction volume**



**Demand for high-quality buildings and infrastructure:** construct **safe, decent, healthy, comfortable, affordable** buildings



**Deglobalization and reshoring:** build on our “local for local” model to build **local industries and infrastructure**



**Energy-efficient renovation:** accelerate the **volume of renovation** and **repurposing** of existing buildings to increase the **energy performance** of buildings and reduce carbon emissions



**Adaptation to climate change:** provide solutions that enhance the **resilience of buildings and infrastructure**



**Resource scarcity and circularity:** **build and renovate** using **fewer resources**

### “Being the leader means offering a unique range of light and sustainable construction solutions”



Saint-Gobain is the **worldwide leader in light and sustainable construction**. We are a leader in Europe, North America, Australia, the Middle East, Latin America, and India. We offer our customers an **unrivaled range of solutions** tailored to their needs in the **residential, non-residential, or infrastructure sector**. Our solutions cover the interior and exterior building envelope as well as construction chemicals, and our distribution network allows us to design integrated solutions for construction sites. We offer our customers the ability to **build faster and more efficiently**, while reducing their carbon footprint and use of raw materials, and we are uniquely positioned to **meet their needs for complete solutions**, particularly for the overall performance of a building.

Through our low-carbon solutions, we offer an **integrated approach** to meet the needs of buildings with environmental certifications. We are uniquely able to **coordinate the entire value chain, from architects to developers**, to meet the challenges of our world.

In addition, our organization is designed to offer us **new growth opportunities**: our **country platforms** are in charge of deploying the Group’s entire solutions offering in each region, drawing on an **in-depth, precise understanding of local market dynamics**, customers, and distribution channels. These country platforms give us an advantage in identifying our acquisition targets or integrating them. They allow us to replicate our model from one country to another **by gradually deploying our entire offering** across all our countries. And they benefit from the expertise of the entire Group thanks to the cross-functionality of commercial and industrial excellence and innovation functions.

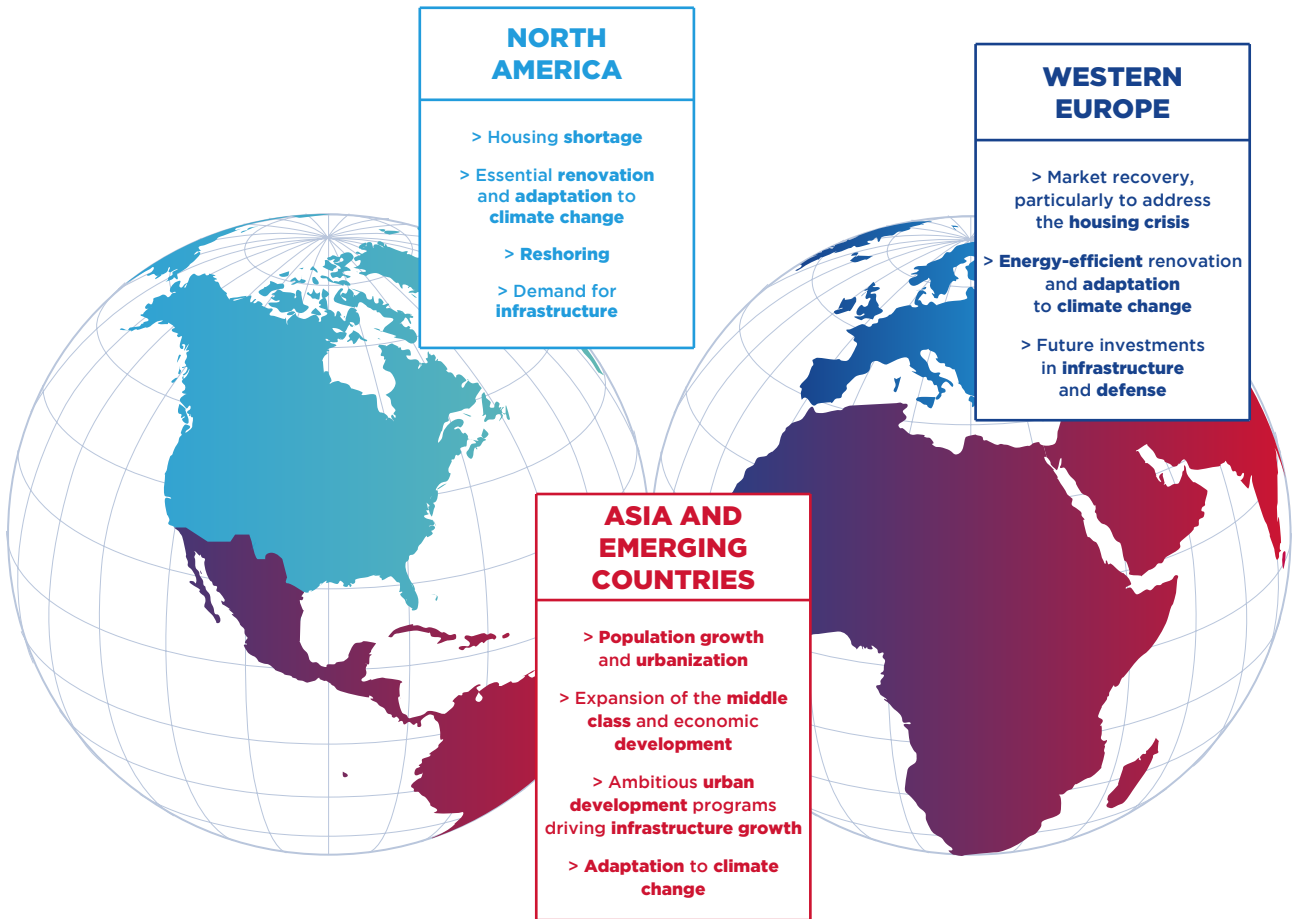
It is this unique combination of a **vision**, an unrivaled breadth of **offerings**, and an **organization** dedicated to growth that forms the DNA of Saint-Gobain. More than ever, we are ready to deliver on the promises of our purpose: “Making the world a better home”.



**Patrick Dupin**  
GROUP CHIEF  
OPERATING OFFICER

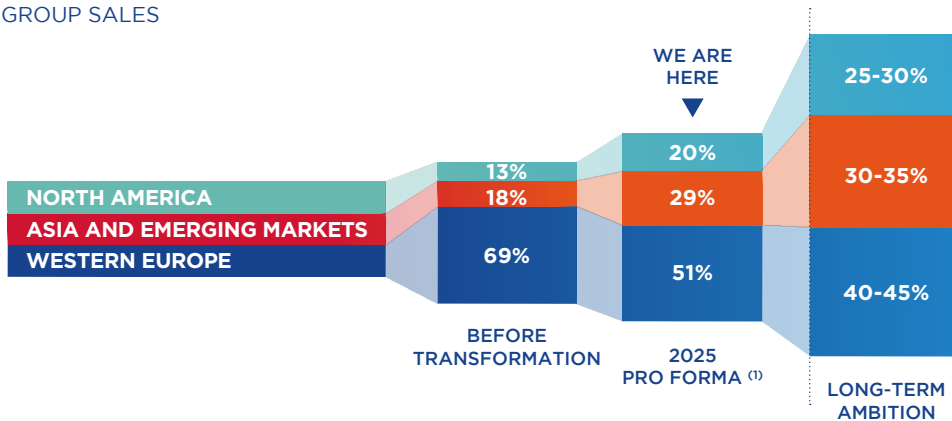
OUR LONG TERM OUTLOOK

# WE ARE GROWING BY TAPPING INTO AN IMMENSE IMMENSE POTENTIAL FOR GROWTH



## OUR LONG-TERM TRAJECTORY

SHARE OF GROUP SALES



<sup>(1)</sup> Pro forma for recent acquisitions and disposals.

OUR STAKEHOLDERS

# PRINCIPLES OF DIALOG WITH STAKEHOLDERS

Saint-Gobain considers the interests of all its stakeholders when determining 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 out its ecosystem, identifying and grouping its stakeholders by category. For each category, a Group position is responsible for organizing the reporting of information on its expectations, at the local or global levels, and producing a summary of them. Thus, dialog is established with stakeholders on a regular basis at both the Group and local levels. Each stakeholder's preferred dialog method has also been noted. This dialog enables us to consider all the expectations of Saint-Gobain's stakeholders. In June 2025, the Group's organization changed to further accentuate coordination by country. Consequently, each country is in charge of the dialog with its local stakeholders and deploys a specific action plan to meet expectations.

	KEY STAKEHOLDERS	DIALOG MODALITY
 MARKET	<p><b>Customers: direct customers, users and specifiers</b></p> <p><b>Suppliers and subcontractors, partners</b></p>	<ul style="list-style-type: none"> <li>• Regular meetings</li> <li>• Publications and magazines; company websites; professional forums and trade fairs</li> <li>• Publication of educational guides on energy efficiency and the environment; charter of recommendations promoting the insulation of existing buildings; participation in associations or groups</li> <li>• Customer and end-user training</li> <li>• Charter relating to suppliers; monitoring action plans for the responsible purchasing policy</li> <li>• Test markets, commercial studies, focus groups, etc.</li> </ul>
 EMPLOYEES	<p><b>Employees (full-time, part-time), temporary workers, employee representatives, apprentices, interns, secondary and vocational education</b></p>	<ul style="list-style-type: none"> <li>• Permanent contacts</li> <li>• Internal communication material</li> <li>• Meetings with Group managers</li> <li>• Bodies representing employees</li> <li>• Intranet</li> <li>• Website</li> <li>• Global surveys or surveys on specific subjects</li> </ul>
 INVESTORS	<p><b>Shareholders: employees, institutional investors, SRI (Socially Responsible Investment), rating and ranking agencies</b></p>	<ul style="list-style-type: none"> <li>• Group publications (brochures, etc.)</li> <li>• Website</li> <li>• Letters to shareholders</li> <li>• Shareholder guide</li> <li>• Public declarations</li> <li>• Meetings with investors</li> <li>• Meetings with individual shareholders</li> </ul>
 REGULAR AUTHORITIES AND PUBLIC AFFAIRS PARTNERS	<p><b>Governments, regulators, intergovernmental entities, international organizations (UN, ILO, etc.), inter-professional associations, Green Building Councils</b></p>	<ul style="list-style-type: none"> <li>• Public Affairs</li> <li>• Participation in working groups, in most cases led by inter-professional associations, on various construction method-related technical issues, such as evaluating of building performance</li> <li>• Green Building Councils</li> </ul>
 LOCAL COMMUNITIES	<p><b>Local populations and communities close to sites</b></p>	<ul style="list-style-type: none"> <li>• Meetings initiated by sites or country organizations</li> <li>• Solidarity initiatives</li> <li>• Regular meetings with elected officials and representatives of local administrations</li> <li>• Experimental work in the regions in partnership with public entities and elected officials</li> </ul>
 CIVIL SOCIETY	<p><b>NGOs, foundations, professional associations, universities, schools, media</b></p>	<ul style="list-style-type: none"> <li>• Group publications</li> <li>• Meetings</li> <li>• Participation in university training</li> <li>• Forums in schools</li> <li>• Support for youth development</li> </ul>

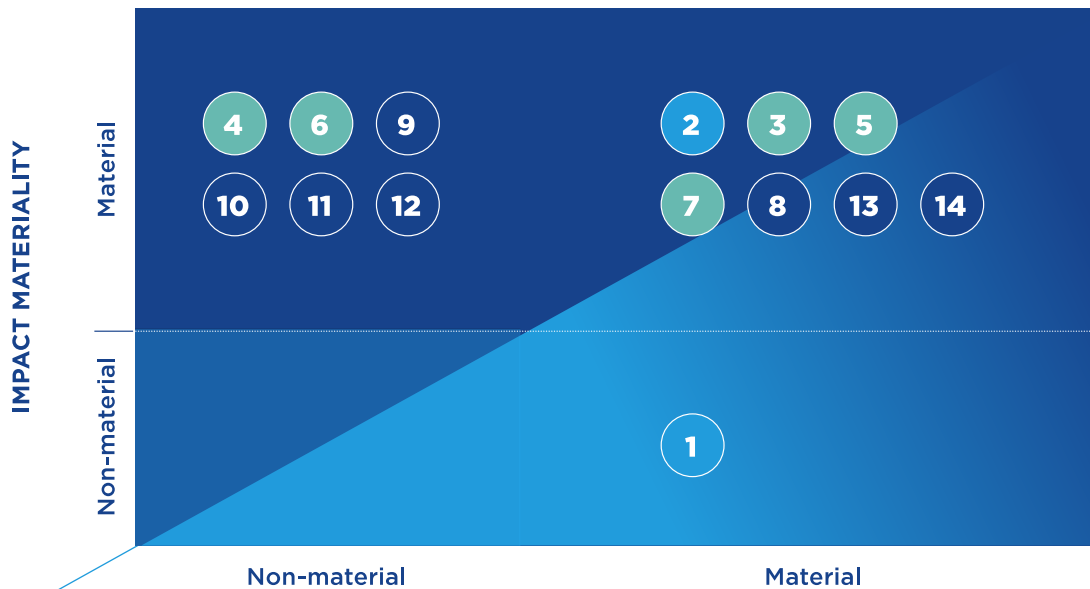
OUR STAKEHOLDERS

# OUR MATERIALITY MATRIX

Since 2015, Saint-Gobain has regularly carried out “double materiality” assessments to identify and prioritize the impacts that are most significant for both the company and its stakeholders, and those with a major financial impact. The update of the double materiality analysis carried out in 2024 is based on the ESRS (European Sustainability Reporting Standards). This change in methodology has not led to any major changes in the list of material challenges for Saint-Gobain. The matrix is a representation made based on the results of the double materiality analysis.

Materiality challenges have been classified according to the contributions of the CSR roadmap. Sustainability issues were identified based on:

- Information and knowledge gained from previous financial years;
- Sector-specific reference frameworks specifying the priority issues linked to construction business lines;
- The specific features of the Group’s business model and value chain;
- Compliance with EU regulations by incorporating the detailed challenges listed by the ESRS.



### FINANCIAL MATERIALITY

the stake presents growth opportunities

the stake generates positive impacts



#### A decarbonated home

- 1 Climate change adaptation
- 2 Climate change mitigation and energy



#### More performance with less

- 3 Pollution (including water pollution and substances of concern)
- 4 Water in areas of water stress
- 5 Deforestation (biodiversity)
- 6 Extraction of raw materials and construction (biodiversity)
- 7 Resources and circular economy



#### A better living for all

- 8 Equity and well-being (employees and value chain)
- 9 Health and safety
- 10 Human rights
- 11 Affected communities
- 12 Responsible purchasing
- 13 Product safety and sales practices
- 14 Business ethics

The methodology and detailed results are presented in URD section 3.1.3.

OUR MODEL

# OUR VALUE CREATION MODEL

The value creation model shows the consistency of the Group's strategy. The "Grow & Impact" (2020 - 2025) and then "Lead & Grow" (2025 - 2030) strategic plans are aligned both with the purpose of "Making the world a better home" and with the vision of being the leader in light and sustainable construction. Saint-Gobain guides its efforts on the megatrends of global demand for construction, the fight against climate change, and resource scarcity. Based on the challenges and opportunities associated with these megatrends, the Group has defined strategic objectives to accelerate sustainable profitable growth and outperform the markets.

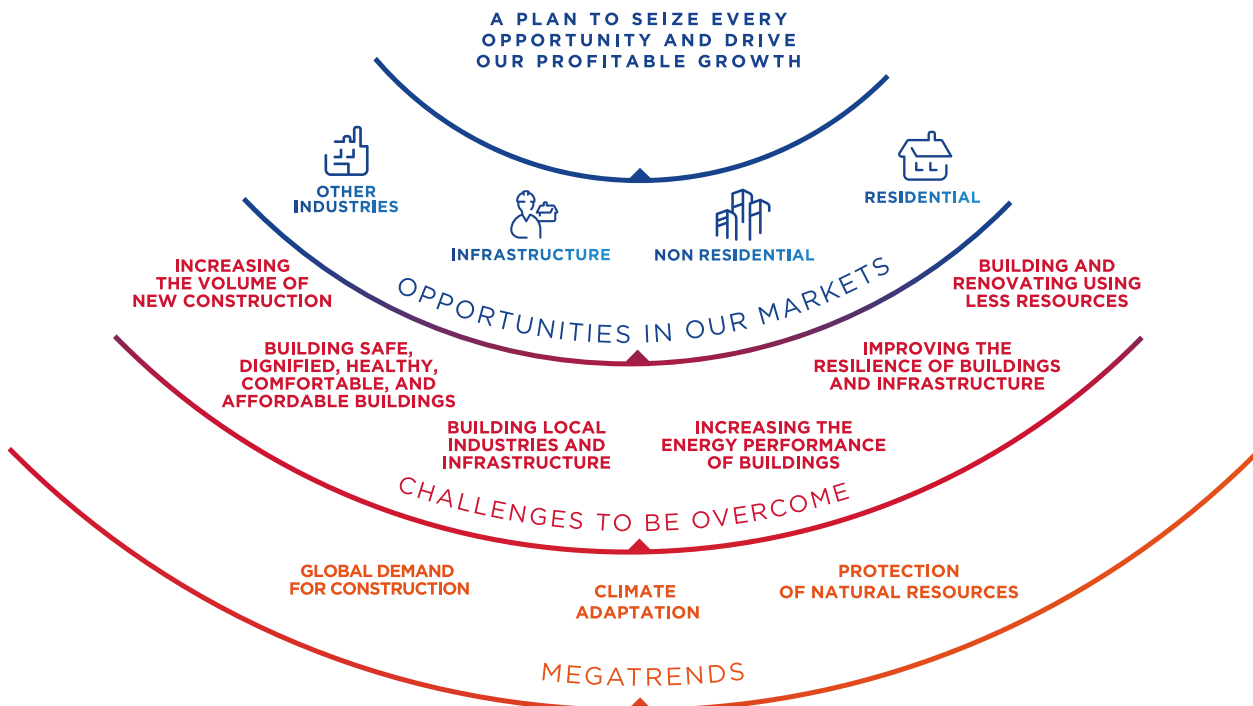


As part of its "Lead & Grow" strategic plan, Saint-Gobain confirms its vision of a construction market that it approaches in a decentralized and local manner through its country platforms, its commitment to meeting customer expectations by adopting a solutions-based approach and its ambition to increase its presence in the non-residential construction and infrastructure markets. To this end, the country platforms will be able to draw on the Group's expertise in terms of industrial excellence, innovation, best commercial practices and environmental performance. Saint-Gobain integrates its stakeholders into its model through mapping.

We deploy our **solutions-based approach** country by country and across all sales channels to meet our customers' expectations and create value for Saint-Gobain.

We are increasing our presence in the **non-residential and infrastructure** markets thanks to an expanded, adapted, and enhanced offering.

We rely on highly effective **country platforms** with strong local roots, which catalyze our growth.



# BUILDING ON OUR STRENGTHS

## A CULTURE OF TRUST WITH STAKEHOLDERS

Our values: the Principles of Conduct and Action

**83%**  
employee engagement index  
see URD\* section 1.2.7.E.b

**100%**  
of partners are signatories to the charter  
see URD section 3.4.6

## COUNTRY PLATFORMS (SEE PP. 14 AND 15)

**2,653**  
sales outlets / showrooms

**90%**  
of CEOs are native to their region

**1,170**  
manufacturing facilities

**8**  
regional R&D centers

## PERFORMANCE SEGMENTS

Marketing and business expertise  
Brand name  
Product Innovation

## FINANCIAL STRENGTH FOSTERING GROWTH

**€3,752 M**  
Free cash flow  
see URD section 2.1

**€3,309 M**  
Current net income  
see URD section 2.1

**€213 M**  
In CAPEX and R&D in 2025 for the "Carbon 2030" roadmap  
see URD section 3.2

## OPERATIONAL EXCELLENCE

**3,606**  
researchers  
see URD section 1.2.7.D.a

**450+**  
patents filed in 2025  
see URD section 1.2.7.D.a

**93%**  
of employees feel health and safety is a priority on their team  
see URD section 3.4.2.A

**17**  
PPAs active in 2025  
see URD section 3.7.1.B.a

**1.21 kg CO<sub>2</sub>e /€**  
Scope 1 and 2 carbon intensity in 2025 (in € of EBITDA), representing a **58%** decrease since 2017  
see URD section 3.2

**53 Mt**  
of materials consumed (estimation on a restricted perimeter  
see URD section 3.3

**30+**  
investment or collaboration agreements signed in 2025 with start-ups  
see URD section 1.2.7.D.a

\* Saint-Gobain's 2025 Universal Registration Document.

SAINT-GOBAIN'S BUSINESS MODEL



OUR PURPOSE  
OUR VISION  
OUR STRATEGIC PLAN

OPPORTUNITIES IN OUR MARKETS  
CHALLENGES TO BE OVERCOME  
MEGATRENDS

# CREATING SUSTAINABLE GROWTH

## 2026-2030: SAINT-GOBAIN IS AIMING FOR

MID-SINGLE-DIGIT: Average sales growth

**15-18%**  
EBITDA margin

**>50%**  
Free cash flow conversion ratio

**>13%**  
ROCE

## VALUE SHARING (SEE URD SECTION 1.3.1)

**€46,483 M**  
Sales

**€592 M**  
Other miscellaneous income

**€29,376 M**  
Operational costs/payments to suppliers

**€17,699 M**  
Value added

## SHARING THE VALUE CREATED

**€5,178 M**  
Portion retained for growth

**€9,458 M**  
Salaries and other personnel compensation

**€1,234 M**  
Taxes and duties

**€1,166 M**  
Dividends paid

**€300 M**  
Retirement contributions

**€21 M**  
Investments in local communities

**€342 M**  
Interest repayment including IFRS16 interest

## A DECARBONATED HOME

**-35%**  
CO<sub>2</sub> emissions over scope 1 and 2 between 2017 and 2024 in absolute value  
see URD section 1.3.2.A

**+35%**  
scope 3 emissions between 2017 and 2024, in absolute value  
see URD section 1.3.2.A

## MORE PERFORMANCE WITH LESS

**-27%**  
waste not recovered between 2017 and 2025 in absolute value  
see URD section 1.3.2.B

**-26%**  
Reduction in water withdrawals between 2017 and 2025  
see URD section 1.3.2.B

## A BETTER LIVING FOR ALL

**1.4**  
Accident frequency rate\* in 2025  
see URD section 1.3.2.C

**30%**  
Percentage of female managers in 2025  
see URD section 1.3.2.C

**91%**  
Proportion of employees who took part in training during the year  
see URD section 1.3.2.C

\* With and without lost time for 1 million hours worked by our employees, temporary workers, and permanent subcontractors.

OUR GLOBAL FOOTPRINT

# WE HAVE IMPLEMENTED A “LOCAL FOR LOCAL” ORGANIZATION

Saint-Gobain relies on a **robust organizational model** based on country platforms as management units, grouped into **five major regions**. **Country platforms** CEOs are able to simultaneously activate all of Saint-Gobain’s product lines to provide a **comprehensive response** to their customers’ most complex needs through a solutions-based approach. **Country by country, Saint-Gobain deploys this approach, adapting it to all its markets - residential, non-residential, and infrastructure.**

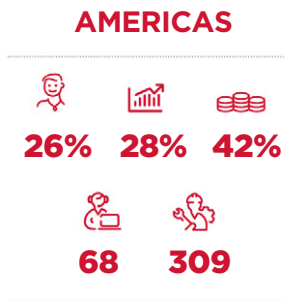
# 80

countries with an active industrial presence

# 90%

of country CEOs are native to their region

-  Employees
-  Sales
-  Operating income
-  Sales outlets / showrooms
-  Manufacturing facilities



Canada  
United States

**IN NORTH AMERICA**  
**MARK RAYFIELD**  
Region CEO

Argentina  
Brazil  
Chile  
Colombia  
Ecuador  
Guatemala  
Honduras  
Mexico  
Peru  
Uruguay

**IN LATIN AMERICA**  
**CAMILLE HARRISSART**  
Region CEO

Saint-Gobain’s organization is part of a strategy aimed at **strengthening its profitable growth**, simplifying its structure, and **affirming the Group’s worldwide leadership** in light and sustainable construction. This evolution is a natural step that draws on the strengths of the existing model and takes it further. It strengthens Saint-Gobain’s ability to efficiently execute its strategic plan by combining customer **proximity, agility, and expertise.**

Albania  
Austria  
Bulgaria  
Czechia  
Denmark  
Estonia  
Finland  
Germany

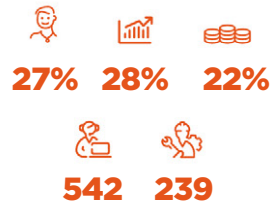
Hungary  
Ireland  
Kazakhstan  
Latvia  
Lithuania  
Norway  
Poland  
Romania

Russia  
Serbia  
Slovakia  
Slovenia  
Sweden  
Switzerland  
Ukraine  
United Kingdom



## IN NORTHERN EUROPE

**DAVID MOLHO**  
Region CEO

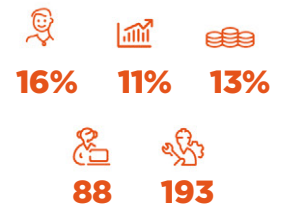


Australia  
Bangladesh  
Bhutan  
China  
India  
Indonesia  
Japan  
Malaysia  
Myanmar  
New Zealand  
Philippines  
Singapore  
South Korea  
Sri Lanka  
Thailand  
Vietnam



## IN ASIA-PACIFIC

**SREEDHAR N.**  
Region CEO



Angola  
Belgium  
Botswana  
Côte d'Ivoire  
Egypt  
Ethiopia  
France  
Ghana  
Greece  
Italy  
Jordan  
Kenya  
Kuwait  
Lebanon  
Luxembourg  
Mauritius  
Morocco  
Netherlands  
Nigeria  
Oman  
Portugal  
Qatar  
Saudi Arabia

South Africa  
Spain  
Türkiye  
United Arab Emirates  
Zimbabwe



## IN SOUTHERN EUROPE, THE MIDDLE EAST AND AFRICA

**THIERRY BERNARD**  
Region CEO

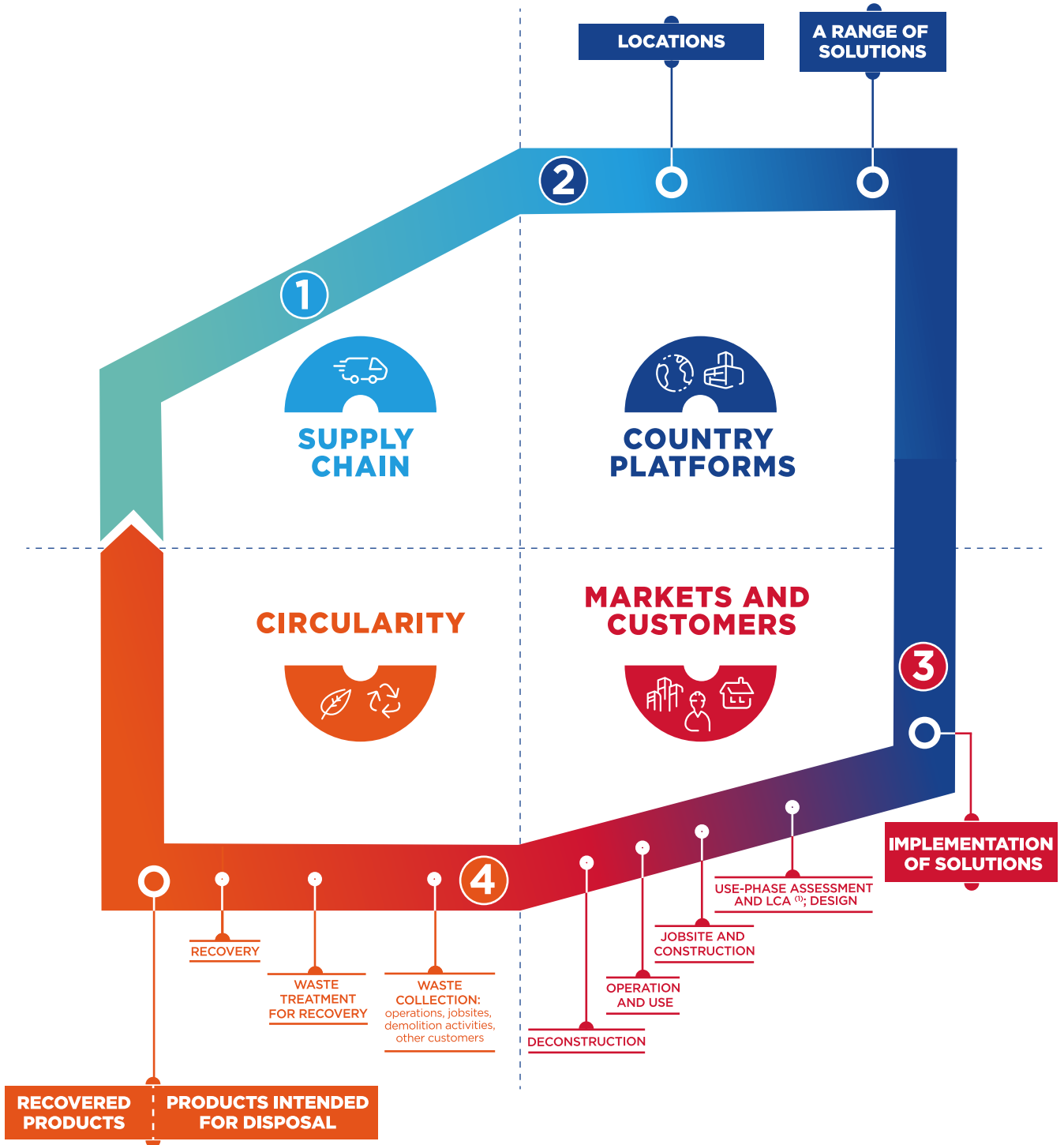


### OUR TEAMS SERVE OUR CUSTOMERS AROUND THE WORLD

The current context is shifting toward deglobalization, which requires **greater agility and flexibility**. By strengthening its **multi-local model** and mobilizing 100% of the Group's structure in each of the countries where it operates, Saint-Gobain has the means to respond to these challenges and seize opportunities in its markets.

OUR VALUE CHAIN

# HOW DO OUR COUNTRY PLATFORMS CREATE VALUE?

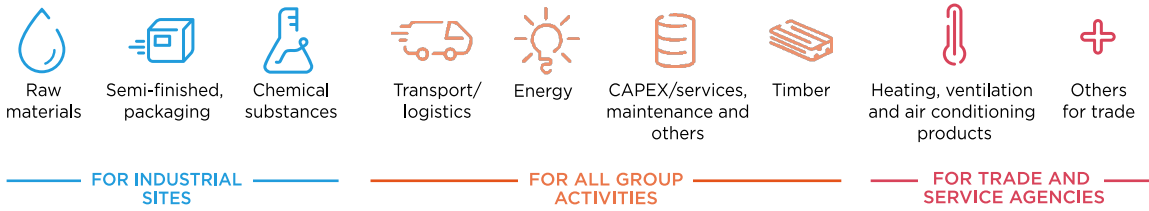


<sup>(1)</sup> Life Cycle Assessment.

# 1

## SUPPLY CHAIN

See URD section 3.4.6



# 2

## COUNTRY PLATFORMS

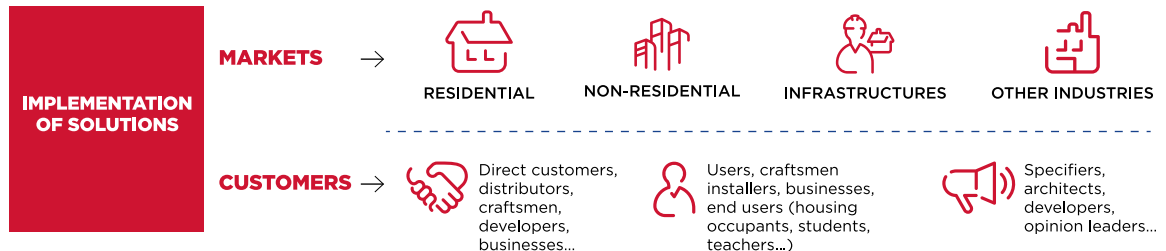
See URD sections "Markets and activities", 1.2.2.B and D and 1.2.7.A



# 3

## MARKETS AND CUSTOMERS

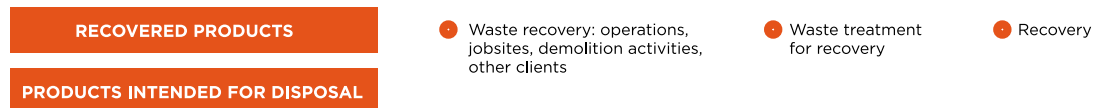
See URD sections 1.1.2 and 1.1.3



# 4

## CIRCULARITY

See URD section 3.3.3



OUR GOVERNANCE

# OUR GOVERNANCE IS REMARKABLE FOR ITS **INDEPENDENCE** AND **DIVERSITY**

## BOARD OF DIRECTORS

As of February 1, 2026, the Board of Directors comprises the following members:



**Benoit Bazin**  
Chairman and Chief Executive Officer of Compagnie de Saint-Gobain, Director



**Sophie Brochu**  
Independent Director, Chairman of the Corporate Social Responsibility Committee



**Jean-François Cirelli**  
Independent Director, Lead Independent Director, Vice Chairman of the Board, Chairman of the Nomination and Remuneration Committee



**Lydie Cortès**  
Employee Director, member of the Nomination and Remuneration Committee



**Sibylle Daunis Opfermann**  
Director representing employee shareholders



**Thierry Delaporte**  
Independent Director, Chairman of the Audit and Risk Committee



**Maya Hari**  
Independent Director, member of the Corporate Social Responsibility Committee



**Dominique Leroy**  
Independent Director, member of the Nomination and Remuneration Committee



**Jana Revedin**  
Independent Director, member of the Corporate Social Responsibility Committee



**Geoffroy Roux de Bézieux**  
Independent Director, member of the Audit and Risk Committee



**Antoine de Saint-Affrique**  
Independent Director, member of the Nomination and Remuneration Committee



**Hans Sohlström**  
Independent Director, member of the Audit and Risk Committee



**Philippe Thibaudet**  
Employee Director, member of the Corporate Social Responsibility Committee



**H el ene de Tissot**  
Independent Director, member of the Audit and Risk Committee



**Antoine Vignial**  
Secretary of the Board of Directors, Corporate Secretary of Compagnie de Saint-Gobain

## EXECUTIVE COMMITTEE

As of February 1, 2026, the Executive Committee comprises the following members:



**INNOVATION**  
Anne Hardy



**DIGITAL AND IT**  
Ursula Soritsch-Renier



**TECHNOLOGY AND INDUSTRIAL PERFORMANCE**  
Nicolas Miègeville



**INDUSTRIAL SOLUTIONS**  
Benoit d'Iribarne



**CHAIRMAN AND CHIEF EXECUTIVE OFFICER**  
Benoit Bazin



**OPERATIONS (COO)**  
Patrick Dupin



**FINANCE**  
Maud Thuaudet



**STRATEGY**  
Céline Da Silva



**HUMAN RESOURCES AND CSR**  
Claire Pedini



**COMMUNICATIONS**  
Claire Garnier



**CORPORATE SECRETARY**  
Antoine Vignial



**NORTHERN EUROPE**  
David Molho



**SOUTHERN EUROPE, MIDDLE EAST AND AFRICA**  
Thierry Bernard



**NORTH AMERICA**  
Mark Rayfield



**LATIN AMERICA**  
Camille Harrissart



**ASIA-PACIFIC AND INDIA**  
Sreedhar N.

OUR STRATEGY

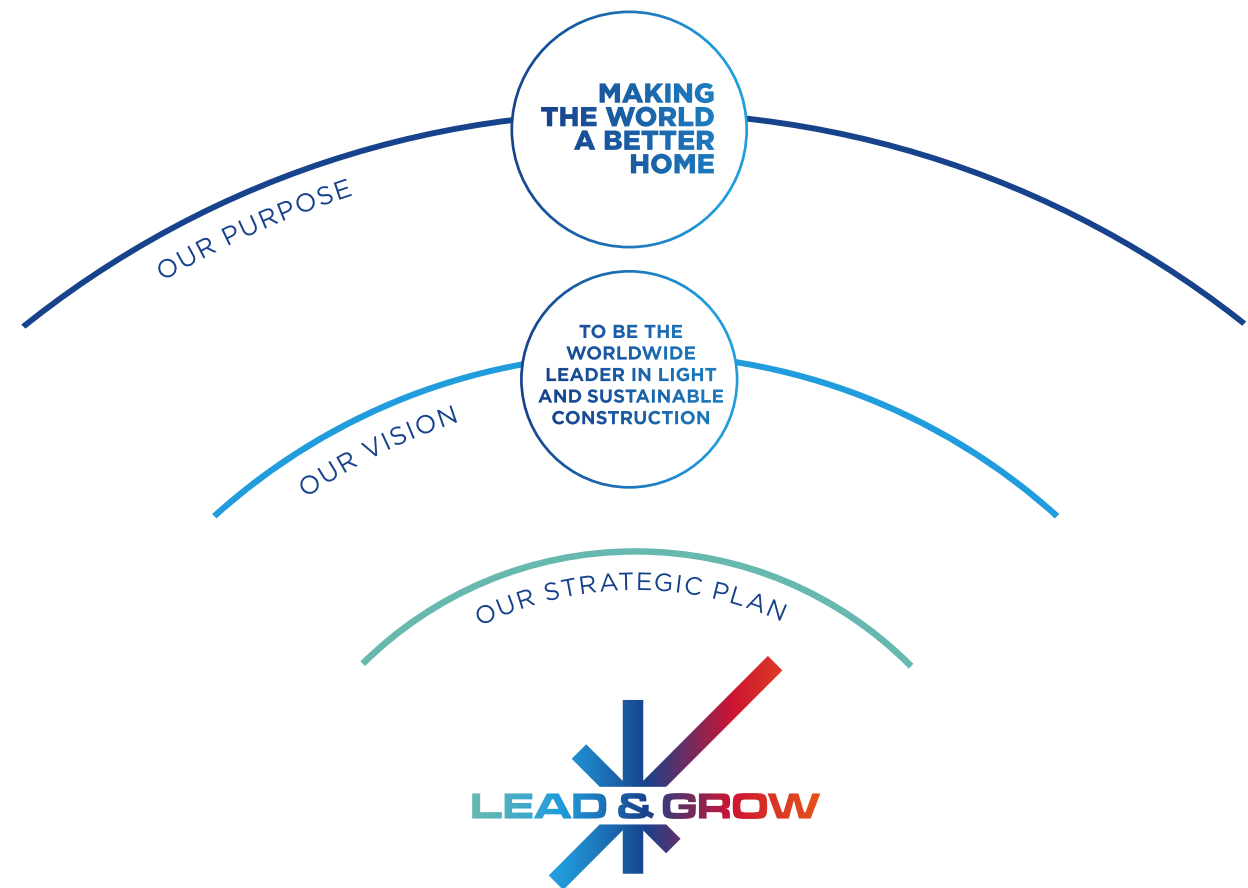
# PERFECT ALIGNMENT BETWEEN OUR PURPOSE, OUR VISION, AND OUR STRATEGIC PLAN

After “Grow & Impact”, we have adopted a new strategic plan: “Lead & Grow”.

We want to **accelerate our profitable growth** by addressing the challenges of a rapidly changing world: global demand for construction (residential, non-residential, and infrastructure), climate change mitigation and adaptation, and natural resource protection.

**Lead**, because we want to be a **leader of opinion**, the **catalyst for change**, and the **pioneer of a fast-changing sector** by being the **partner of choice for our customers**, mobilizing our teams, and shaping a sustainable growth model for the entire construction sector, but also because we are the worldwide leader in light and sustainable construction.

**Grow**, because, building on what we have achieved, we want to **take our growth to new heights**, based on an **expanded and enriched offering in each country**, making us stronger, more resilient, and more profitable.



WE ARE SHAPING A PROFITABLE GROWTH PROFILE FOR THE GROUP, WITH THE AIM OF OUTPERFORMING OUR MARKETS AND CREATING VALUE FOR ALL OUR STAKEHOLDERS

**We deploy our solutions-based approach country by country** and across all sales channels to meet our customers' expectations and create value for Saint-Gobain.

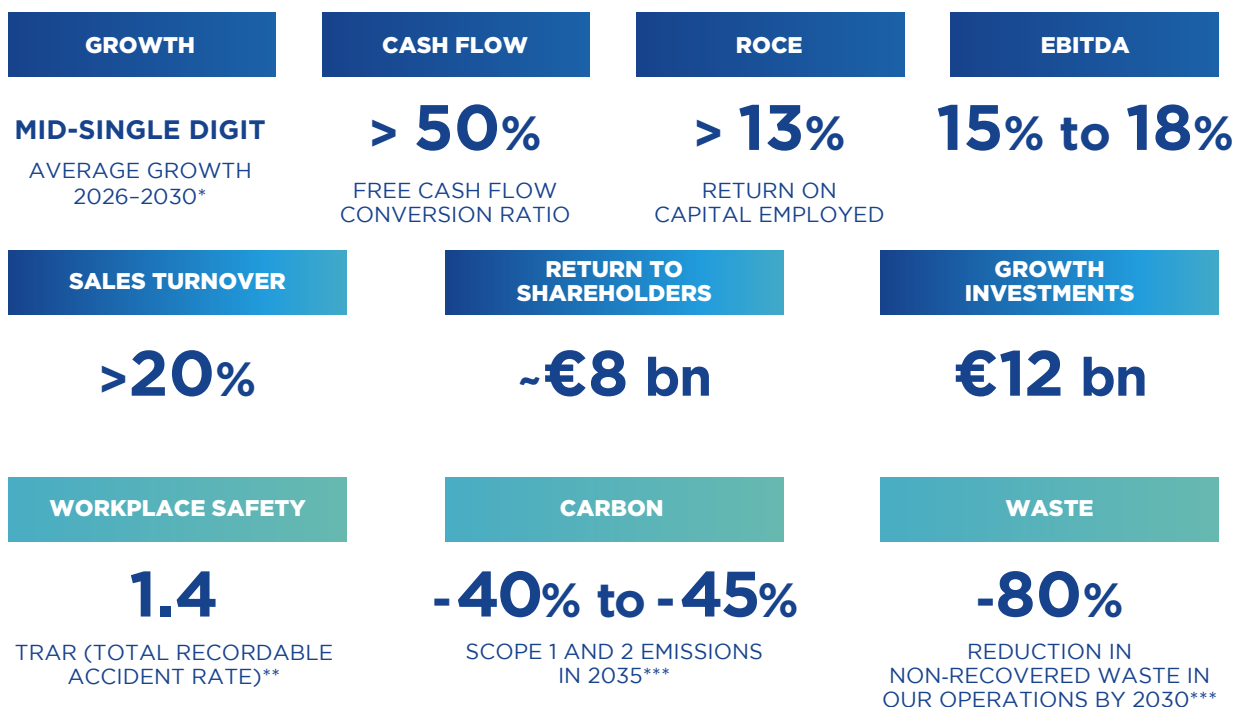
**We are expanding our presence in the non-residential and infrastructure markets** thanks to a broadened, adapted, enhanced offering.

**We rely on high-performing country platforms**, with strong local roots, which drive our growth.

OUR STRATEGY

# WITH “LEAD & GROW”, SAINT-GOBAIN OPENS A NEW CHAPTER, AN AMBITIOUS ROADMAP

Our objectives for 2026–2030:



\* On average in local currencies, excluding any major economic slowdown and/or significant divestment.

\*\* With and without lost time for 1 million hours worked by our employees, temporary workers, and permanent subcontractors.

\*\*\* Compared with 2017.

**“We are determined to deliver, in a disciplined manner, the results promised to all our stakeholders”**



**Maud Thuaudet**  
CHIEF FINANCIAL OFFICER



“Lead & Grow” is an **ambitious plan** with performance indicators that commit us on both financial and non-financial fronts to **accelerate our profitable growth and value creation**. We are determined to deliver the promised results to our shareholders and all our stakeholders. “Lead & Grow” builds on the success of our previous plan, “Grow & Impact”, on country-by-country growth plans – built with and by the teams – and on active management of Saint-Gobain’s portfolio in order to **continuously strengthen the Group’s value-creation profile**.

## Building the backbone of the economy: our ambition in the infrastructure and non-residential market

### “ WHY IS SAINT-GOBAIN MORE INTERESTED IN THESE MARKETS?

Because **these markets are very dynamic**. Airports, roads, tunnels, bridges, power plants, metro and rail networks, data centers, hospitals, schools, hotels: demand is soaring, and these projects **require high-performance, certified, reliable solutions**. The infrastructure market is particularly driven by the need for **new infrastructure** in emerging countries, linked to their economic development and demographic growth, especially transport and energy infrastructure; by the growing need for the **renovation of infrastructure** in developed countries; but also by growing expectations in terms of electricity supply and energy independence, which fuel the need for energy production infrastructure.

### WHAT DO YOU BRING TO THESE PROJECTS IN PRACTICAL TERMS?

We already have the materials and systems suited for these demanding environments, and **it is a field where our expertise can truly shine**. The strong presence we have built in the field of **construction chemistry** is, for us, a gateway to this market; but infrastructure projects go far beyond that, and we are capable, for example, of **combining all our expertise** for an airport megaproject, from technical textiles for reinforcing taxiways to additives and admixtures for concrete, as well as all interior and exterior solutions (including glazing) for reception and logistics buildings.



Learn more about Saint-Gobain's approach to infrastructure at [saint-gobain.com](https://saint-gobain.com)



**Long Thanh Airport** will soon be Vietnam's largest airport. At an estimated cost of \$18 billion, it is designed to accommodate 100 million passengers and five million tonnes of cargo per year. The project will be developed in four phases, the first including a terminal and two runways (2025).

Three more terminals and additional runways, covering an area of more than 10,000 hectares, are expected to be completed by 2035. Saint-Gobain's expertise is at the heart of the project, with multiple solutions ranging from construction chemicals to technical textiles and stone wool.

### WHAT IS THE IMPACT ON THE GROUP'S BUSINESS MODEL AND PERFORMANCE?

By expanding our presence in infrastructure and non-residential sectors, **we are balancing our exposure** and reducing dependency on residential cycles. These projects are also opportunities to **continue to improve our offering** and **demonstrate the added value of our solutions-based approach**. For the Long Thanh airport, Saint-Gobain provided 15 solutions from across its entire range, offering a much wider range than any of its competitors. On every tunnel, every hospital, every bridge, every school, every power station, it is about proving that we are concretely involved in the construction and renovation of infrastructure and non-residential buildings and making them safer, more sustainable, and more efficient. It is this **combination of technical challenges and tangible contributions** that makes the infrastructure and non-residential market particularly stimulating.

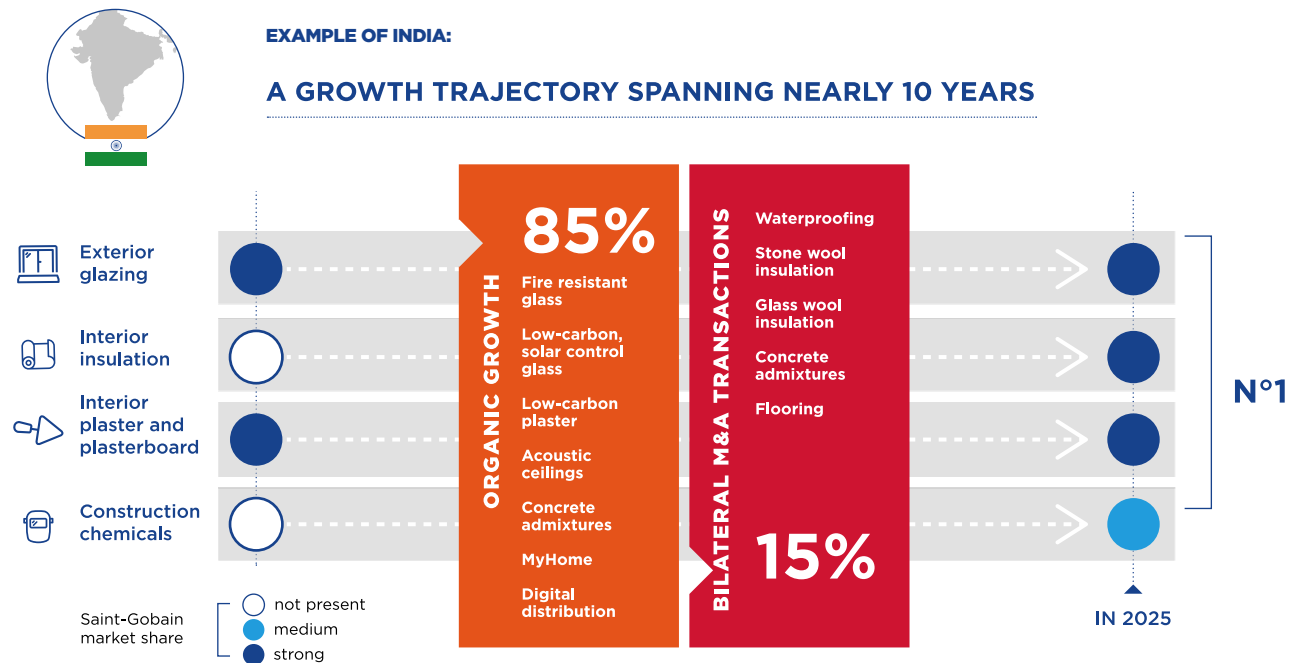


**Hai Nguyen Trung**  
CEO, SAINT-GOBAIN IN VIETNAM

OUR STRATEGY

# BY DEPLOYING OUR COUNTRY-BY-COUNTRY SOLUTIONS APPROACH, WE CAPTURE GROWTH OPPORTUNITIES

Saint-Gobain systematically expands and enriches its offering to **cover all aspects of sustainable construction**, with a **coherent, connected suite of value-added solutions**. This is the model that was deployed, for example, in **India**: starting from strong positions in glazing and gypsum a decade ago, we have **expanded our offering**, mainly through organic growth but also through acquisitions. Today, Saint-Gobain provides its customers in this country with unique solutions, such as its low-carbon solar-controlled glass and its sealing systems. The Group has become a leading reference in India for glass and gypsum as well as for insulation and construction chemicals. In doing so, **Saint-Gobain has enjoyed robust growth in its sales and margin, with revenue quadrupling and operating margin increasing sixfold** over nearly 10 years.



## TO ACCELERATE ITS GROWTH, SAINT-GOBAIN IS MAXIMIZING THE DEPLOYMENT OF ITS SOLUTIONS-BASED APPROACH ACROSS ALL SALES CHANNELS:

### MATERIALS TRADING AND SERVICES

We systematically deploy all our solutions across all sales outlets in a country.

### LARGE HOME IMPROVEMENT STORES

We are deploying our extensive range in large home improvement stores to become our customers' preferred partner.

### DIRECT SALES

We are increasing our direct sales with multi-brand specification teams in each country, tasked with selling our entire offering on major projects.

### ONLINE SALES

We are strengthening our online sales to expand the reach of our solutions.

OUR COMMITMENTS

# WE PLACE OUR COMMITMENT TO RESPONSIBILITY **AT THE HEART OF OUR STRATEGY**

This approach guides all the decisions of the Group, which has a dual commitment: maximize its positive impact while reducing its environmental and social footprint. CSR challenges are integrated into the Group’s value-creation model (see section 1.2.6, p. ##) and strategy. Saint-Gobain’s corporate purpose (“Making the world a better home”), its vision (to be the worldwide leader in light and sustainable construction), and its strategic plan (“Lead & Grow”) are perfectly aligned. For each of the challenges, Saint-Gobain defines **action plans** and **objectives** that are deployed in a decentralized manner at the country level. Thus, thanks to its solutions, Saint-Gobain contributes to three long-term ambitions.

THIS INTEGRATION OF THE CHALLENGES AND EXPECTATIONS OF STAKEHOLDERS RELIES ON TWO LEVERS:

MAXIMIZE

Deploying **high-performance, sustainable solutions** that bring **benefits to stakeholders** by **maximizing** our **contribution** to environmental impact, health, or well-being

MINIMIZE

**Mobilizing for sustainability** by **minimizing the environmental and social footprint** of our operations across our value chain and with potentially affected local communities

IT IS BASED ON THE GROUP'S THREE MAIN CONTRIBUTIONS:



- A DECARBONATED HOME**  
SEE PAGE 26
- MORE PERFORMANCE WITH LESS**  
SEE PAGE 28
- A BETTER LIVING FOR ALL**  
SEE PAGE 30

Annual monitoring of ESG (environmental, social, and governance) performance and progress of action plans is communicated transparently to all stakeholders. This reporting is verified by an independent third party.

## OUR COMMITMENTS

WE PLACE OUR COMMITMENT TO RESPONSIBILITY AT THE HEART OF OUR STRATEGY

**For Saint Gobain, sustainable growth is conceived within its ecosystem, in other words, taking into account the interests of all its stakeholders. It is therefore a question of pursuing a growth trajectory that integrates financial performance and shareholder value objectives as well as the Group's Corporate Social Responsibility.**

Stakeholders' expectations and the impact of operations on its value chain are thus translated into sustainability stakes incorporated into the Group's strategy. Saint-Gobain has growth opportunities linked to short-, medium- and long-term sustainability stakes.

The aim is to maximize its contribution by offering sustainable and performance solutions and to minimize its impact on the environment and people by implementing ambitious action plans.



Internal and external stakeholders are involved in these action plans as part of an ongoing dialog at both country organization and Group support function levels.

**By 2030, the main challenges and opportunities under the “Lead & Grow” strategic plan are linked to sustainability stakes.** Growth opportunities lie in solutions for adapting buildings and infrastructure to climate change and developing circularity.

The reduction of the environmental footprint of its operations, responsible management of its value chain, and the implementation of its HR policy are the pillars of the Group's objective to minimize its operational footprint.

These action are implemented with the objective of contributing to three long-term ambitions:

- **“a decarbonated home”**, encompassing all the initiatives implemented for the Group's contribution to the decarbonization of economies and reducing global carbon emissions on a trajectory aligned with the Paris Agreement;
- **“more performance with less”**, representing actions in favor of an economy that is more frugal in its use of resources, raw materials and water, avoiding waste throughout the value chain of Saint Gobain's operations and favoring reuse or recycling;
- **“a better living for all”**, aiming to create a safe, engaging working environment for Group employees and those of its partners operating in its value chain and to contribute to the development of local communities, based on Saint-Gobain's code of ethics, the Principles of Conduct and Action.

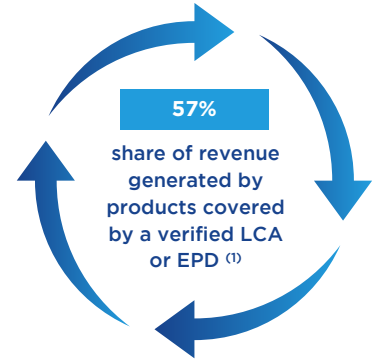


OUR COMMITMENTS

# CONTRIBUTING TO A **DECARBONATED** WORLD



To address the housing challenge in Indonesia, Saint-Gobain is innovating with the prototype of a “Net Zero House”. It combines modular construction, energy efficiency, and sustainable solutions.



**1,043** Mt  
AVOIDED CO<sub>2</sub> EMISSIONS THANKS TO OUR SOLUTIONS <sup>(2)</sup>

## MAXIMIZE OUR CONTRIBUTION

### PROPOSING SOLUTIONS

Propose solutions that deliver energy efficiency and reduce carbon footprint.

## MINIMIZE OUR FOOTPRINT

### NET ZERO EMISSIONS (SCOPES 1, 2 AND 3) BY 2050

- Product optimization and eco-design;
- Process and performance improvements;
- Innovation;
- Purchase of decarbonated energy;
- Decarbonization of purchasing and transport.

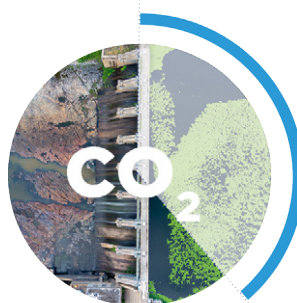
## LEVERS FOR SUSTAINABLE GROWTH

- Demand for sustainable construction solutions;
- Demand for solutions to respond to climate events;
- Demand for adaptation of buildings and infrastructures to anticipate the effects of climate change (renovation and new construction).

## Scope 1 and 2

**-40 to -45%**

in 2035 compared to 2017



<sup>(1)</sup> LCA: life cycle assessment; EPD: environmental product declaration.  
<sup>(2)</sup> Avoided CO<sub>2</sub> emissions during their lifespan (based on 2023 sales).

## OUR COMMITMENTS

### CONTRIBUTING TO A DECARBONATED WORLD

Combating climate change and advancing the transition toward a decarbonated world require the collective mobilization and collaboration of all stakeholders: customers and suppliers, citizens and employees, governments and major institutions. Through solutions that help reduce the construction sector's environmental footprint and its commitment to achieving net-zero emissions by 2050, Saint-Gobain is making a significant contribution to the fight against global warming.

#### Solutions to reduce the carbon impact of construction

Saint-Gobain is deploying a global strategy aimed at accelerating the reduction of the construction sector's carbon footprint throughout the life cycle of buildings and infrastructure by developing a growing range of sustainable solutions. This involves designing and distributing solutions that are low in carbon emissions during production, but that also facilitate energy efficiency during the use phase (reducing heating, air conditioning, and energy consumption requirements).

In addition to the greenhouse gas emissions avoided by integrating these solutions into buildings, they also reduce energy consumption and associated costs for occupants, as well as reducing overall energy demand both during peak periods and on average.

These solutions reduce CO<sub>2</sub> emissions, optimize the use of natural resources, and improve the comfort, safety, and quality of life of occupants.

#### Adaptation and resilience solutions

Through its adaptation solutions, Saint-Gobain also contributes to the resilience of its customers and end users by responding to the growing needs of construction markets facing more intense climatic phenomena.

Thanks to the diversity of its businesses and expertise, its partnerships and innovations, Saint-Gobain offers solutions to address the dangers associated with the effects of climate change (droughts, floods, fires, storms, and rising temperatures).

Country platforms play an essential role in offering adaptation solutions specific to the effects of climate change in their territory. In this way, in countries experiencing an increase in the number of heatwave days, demand is shifting towards insulation solutions and, more broadly, changes in building design to better protect occupants from the effects of the sun. For countries more exposed to the risk of storms, solutions to reinforce roofs in particular can be offered.

In addition to the need to adapt buildings and infrastructure, Saint-Gobain's approach also takes into account the potential impact of climatic phenomena on its customers' construction sites. Solutions to improve productivity or prefabrication can be proposed to better organize construction sites and improve productivity.

#### 2030 roadmap towards net zero emissions in 2050

Saint-Gobain is committed to a long-term trajectory aimed at achieving net zero emissions by 2050, structured around ambitious intermediate milestones.

This roadmap relies on several complementary levers to reduce scope 1 and 2 emissions: actions on products (eco-design, weight reduction, composition, etc.), industrial excellence (productivity, energy efficiency, etc.), innovation (creating sites of zero scope 1 and 2 emissions in particular), and decarbonated energy (electricity or other decarbonated energy sources).

Through its effective actions on these four levers, the Group has reduced its emissions by 35% in 2025 compared to 2017, in line with its target of -33% emissions in 2030 compared to 2017, in a context where Saint-Gobain is developing a growth strategy for 2030 with the rollout of its "Lead & Grow" plan.

In this context, a new target has been set and the Group is now aiming for a reduction of -40% to -45% by 2035.

For scope 3, decarbonization is progressing more gradually, as it involves a large ecosystem of stakeholders. The most significant categories are purchasing and transportation, with three key levers for reduction: reformulating product compositions, improving logistics performance, and decarbonizing purchases linked to actions taken directly by suppliers.

Saint-Gobain has also implemented a plan to adapt its industrial sites, which strengthens the Group's resilience to the physical risks associated with climate change: adapting industrial sites and the supply chain to climate events, but also protecting its employees from extreme working conditions.

The Group's efforts and the quality of its actions have once again been rewarded with its inclusion in the CDP's "Climate A List".

OUR COMMITMENTS

# MORE PERFORMANCE WITH LESS

Inфинаé, marketed by Saint-Gobain, is a range of plasterboards made from at least 20% recycled content, and up to 100% with the Inфинаé 100 plasterboard.



## MAXIMIZE OUR CONTRIBUTION

### PROPOSING SOLUTIONS OPTIMIZING CIRCULAR FLOWS

- Create recycling channels and programs for product reuse or waste management;
- Reduce the use of non-renewable raw materials through eco-design, modularity, changes in use, and increased building lifespan;
- Integrate recyclable, recycled, or bio-sourced resources into production.

## MINIMIZE OUR FOOTPRINT

### PRESERVING WATER RESOURCES AND BIODIVERSITY

- Combat pollution, in particular water pollution, by reducing the use of substances of concern and controlling industrial discharges;
- Preserve natural resources by limiting the use of non-renewable materials and water withdrawals;
- Preserve biodiversity around extraction sites and combat deforestation.

## LEVERS FOR SUSTAINABLE GROWTH

- Demand for solutions adapted to lightweight construction methods;
- Demand for products and solutions with a reduced environmental footprint;
- Access to recycled materials through the development of recycling channels, thanks to local implementation and a position as a global leader;
- Optimization of industrial processes and waste recovery throughout the value chain.



**-27%**  
Quantities of non-recovered waste between 2017 and 2025



**-26%**  
Reduction in water withdrawals between 2017 and 2025

## OUR COMMITMENTS

### MORE PERFORMANCE WITH LESS

The construction sector has a major impact on the environment, accounting for 40% of solid waste and almost 50% of the consumption of natural resources. Circular models contribute to environmental protection and the preservation of resources and nature.

#### Proposing solutions that promote the development of circular flows

Saint-Gobain invests in innovation and eco-design in order to offer increasingly sustainable products, particularly in the field of lightweight construction. The Group is therefore continuing its efforts in terms of both its products and solutions, while also working with its customers to anticipate the use and demolition phases of residential and non-residential buildings: optimizing formulations to incorporate more recycled or renewable raw materials, simulating the optimal deconstruction of a building to predict which materials can be recycled and facilitate their recovery, increasing the modularity of buildings to facilitate changes in use and thus extend their occupancy time...

#### Developing circularity drawing on the Group's country platforms and expertise

Saint-Gobain draws on both the Group's expertise, which drives a global vision, know-how, and operational excellence, and on country platforms with in-depth knowledge of markets and customers, to respond locally to the challenges on the ground. This combination of global expertise and local presence enables us to implement concrete solutions tailored to customer expectations and the specific characteristics of each market (such as distribution channels, regulations, customer expectations, and construction market characteristics). This is essential for developing circularity, which by its very nature can only be achieved at the local level. Local production, local markets and customers and leadership, that brings stakeholders together, are all assets that country platforms can leverage to seize growth opportunities linked to circularity.

#### Optimizing resources through the creation of recycling channels

To optimize the use of raw materials, Saint-Gobain takes action on several fronts. The Group first seeks to reduce waste generation, whether from internal industrial processes, construction sites, or demolition. Organizing waste recovery along the value chain, setting up collection channels (reuse, repair, recycling, or energy recovery), and initiating waste treatment solutions for reuse in production are all examples of partnerships and solutions offered by country platforms. These local partnerships enable us to work in synergy with other players in the construction sector to recover and reintroduce reused or recycled materials or products, which also requires close dialog with stakeholders. In parallel with this hands-on management, the Group's expertise plays an essential role in product innovation, the promotion of the circular economy, and R&D aimed at accelerating the development of recycling channels and the capacity for reuse or recycling in the construction sector.

#### Reducing the use of non-renewable raw materials

To reduce the use of non-renewable raw materials, Saint-Gobain is taking action by reducing the natural resource intensity of its products through eco-design: making products and solutions lighter, changing formulations and substituting non-renewable materials with recycled or renewable materials, facilitating recyclability, etc.

Beyond this reduction, Saint-Gobain's approach is part of the goal to reduce the intensity of non-renewable raw materials in the construction sector: developing modularity that limits waste at source and facilitates waste management, seeking to increase the lifespan of materials such as buildings and infrastructure, or promoting lightweight construction that halves the amount of materials required compared to traditional methods. These resources, which are recyclable, recycled, renewable, biosourced, or derived from co-products, are directly integrated into the Group's solutions. Thanks to this dual approach, Saint-Gobain designs solutions that are more economical, lighter, and incorporate a growing proportion of alternative materials, thereby helping to preserve natural resources and reduce the environmental impact of the construction sector.

#### Preserving water

Faced with increasing water stress and rising demand for water, Saint-Gobain is strengthening its responsible water management, particularly with regard to withdrawals and discharges in areas under water stress and taking into account the water needs of local stakeholders. The Group has set ambitious targets, aiming to achieve zero liquid discharge by 2030 in areas of extremely high water risk and to minimize water withdrawals at all its sites, particularly those located in regions subject to water stress. As a result, 86% of the water consumed is reused thanks to closed-loop water reuse systems. An internal water price has been in place since 2024 and differentiates investments made in areas under water stress.

#### Protecting biodiversity and combating deforestation

Saint-Gobain is committed to Act4Nature International (commitment renewed in 2025), reaffirming its willingness to integrate biodiversity issues into all its activities. Saint-Gobain has made a commitment to non-deforestation and is implementing a "Forest" policy, supplemented by two specific policies published or updated in 2025 (Timber Policy and Wood Pulp Policy). In 2025, the Group published its Sustainability Briefs entitled "Forests, Our Commitment", which presents the new Forest Policy and the concrete actions Saint-Gobain is implementing to preserve forest ecosystems.

OUR COMMITMENTS

# A BETTER LIVING FOR ALL

The Group provides solutions that deliver health, comfort, and safety benefits across the entire value chain. It also promotes ethics, acts in favor of diversity, inclusion, health, safety, and social dialog, involving all of its stakeholders.

First healthcare facility in Latin America to be certified LEED Gold for Healthcare, the Erastinho Hospital in Curitiba, Brazil, is an example of architecture designed to improve the well-being of patients and caregivers. Saint-Gobain provided a comprehensive range of solutions for this project.



**91%**

Share of employees who received training during the year

## MAXIMIZE OUR CONTRIBUTION

### PROPOSING SOLUTIONS THAT DELIVER BENEFITS (health, comfort, well-being)

- Reduction of occupational risks in the value chain;
- Ergonomics for applicators;
- Indoor air quality, acoustic, thermal, and visual comfort for end customers and building users;
- Build trust with stakeholders.

## MINIMIZE OUR FOOTPRINT

### CREATING A TRUSTING, HEALTHY AND ENGAGING ENVIRONMENT

- For direct employees (work environment, social dialog, training);
- Across the entire value chain (supplier engagement, responsible purchasing, due diligence, human rights policies);
- For all communities (customer proximity, social commitment, consideration for affected communities).

## LEVERS FOR SUSTAINABLE GROWTH

- Demand for transparency on products and solutions;
- Employee commitment and development of training in construction business lines;
- Healthy, safe and engaging work environment.



**-50%**

The accident rate\* has been halved since 2017

\* With or without lost time for 1 million hours worked (employees, temporary workers and permanent subcontractors).

**44**

Projects supported by the Saint-Gobain Foundation in 2025



## **OUR COMMITMENTS**

### **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, thanks to 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 translates into respect for human rights, a responsible purchasing policy, and the preservation of people's health and safety throughout the value chain.

### **Well-being and comfort solutions**

Saint-Gobain is developing a range of solutions designed to improve comfort, convenience, and well-being for end users. The Group's innovations and choice of suitable materials can help improve cleanliness, hygiene, air quality, and comfort in living spaces while limiting health risks. These solutions are particularly relevant in non-residential buildings such as schools and hospitals, where indoor environmental quality is essential. Through this offering, Saint-Gobain provides a concrete and sustainable response to users' needs. When designing products, Saint-Gobain also takes into account the working conditions of users. Improving ergonomics for installers and anticipating risks on construction sites are two key aspects of Saint-Gobain's product innovation approach.

### **Employee commitments**

For the 11<sup>th</sup> consecutive year, Saint-Gobain has been awarded the "Top Employer Global" certification, which highlights the quality of the company's commitment to its employees, particularly in terms of diversity, inclusion, and development of opportunities and skills. The high participation rate in the annual me@Saint-Gobain survey (88%) and the high level of recommendation of the company as a good place to work (85%) reflect a relationship of mutual trust, based on listening and the involvement of everyone.

In addition, the Saint-Gobain Foundation supports Group employees in their personal commitments to local communities. Since its creation in 2008, the Foundation has supported more than 400 projects sponsored by employees in 44 countries promoting social housing and the professional integration of excluded people.

### **Preserving employees' health and security**

The health and safety of employees are top priorities, and Saint-Gobain places them at the heart of its corporate culture. While the frequency rate of accidents with and without lost time among employees, temporary workers and permanent subcontractors has been halved since 2017, Saint-Gobain is strengthening its measures for managing critical situations at all levels of the organization.

Eliminating all workplace accidents, everywhere, for everyone, at all times, is Saint-Gobain's daily priority. In this context, the Group reiterates its strong commitment to making the long-term absence of fatal accidents a priority objective and is rolling out numerous awareness-raising and prevention initiatives targeting work situations that could lead to serious accidents on its sites, for its employees as well as temporary workers and subcontractors.

### **Responsible purchasing**

Saint-Gobain is continuing the sustainable transformation of its supply chain by strengthening the management of risks related to natural raw materials, in particular through its "Forest" policy. In addition, Saint-Gobain is mobilizing its suppliers around ambitious environmental and social requirements, supported by the development of recycling channels, such as those for paper, which in many countries achieve very high rates of recycled material integration. The Group regularly conducts CSR audits, particularly in the most sensitive regions, in accordance with international standards, and implements corrective action plans with suppliers when necessary.

OUR COMMITMENTS




# CSR DASHBOARD

Saint-Gobain has prioritized its CSR challenges and actions based on its strategy and a double materiality analysis (see URD section 3.1.3). Its CSR strategy relies on two levers for action:

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

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

All environmental, social, and governance indicators are published in chapter 3 and are available on the Group’s website ([access the ESG Information Pack](#)).

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

Close to 75% of the Group’s sales are made through its sustainable solutions:  
1,043 Mt of CO<sub>2</sub> avoided during their lifespan (based on 2023 sales)

\* Voluntary target / \*\* TRAR: frequency rate of accidents with and without lost time per million hours worked / \*\*\* 2025 data calculated on a wider scope vs 2017 and using SBTi scope and methodology



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