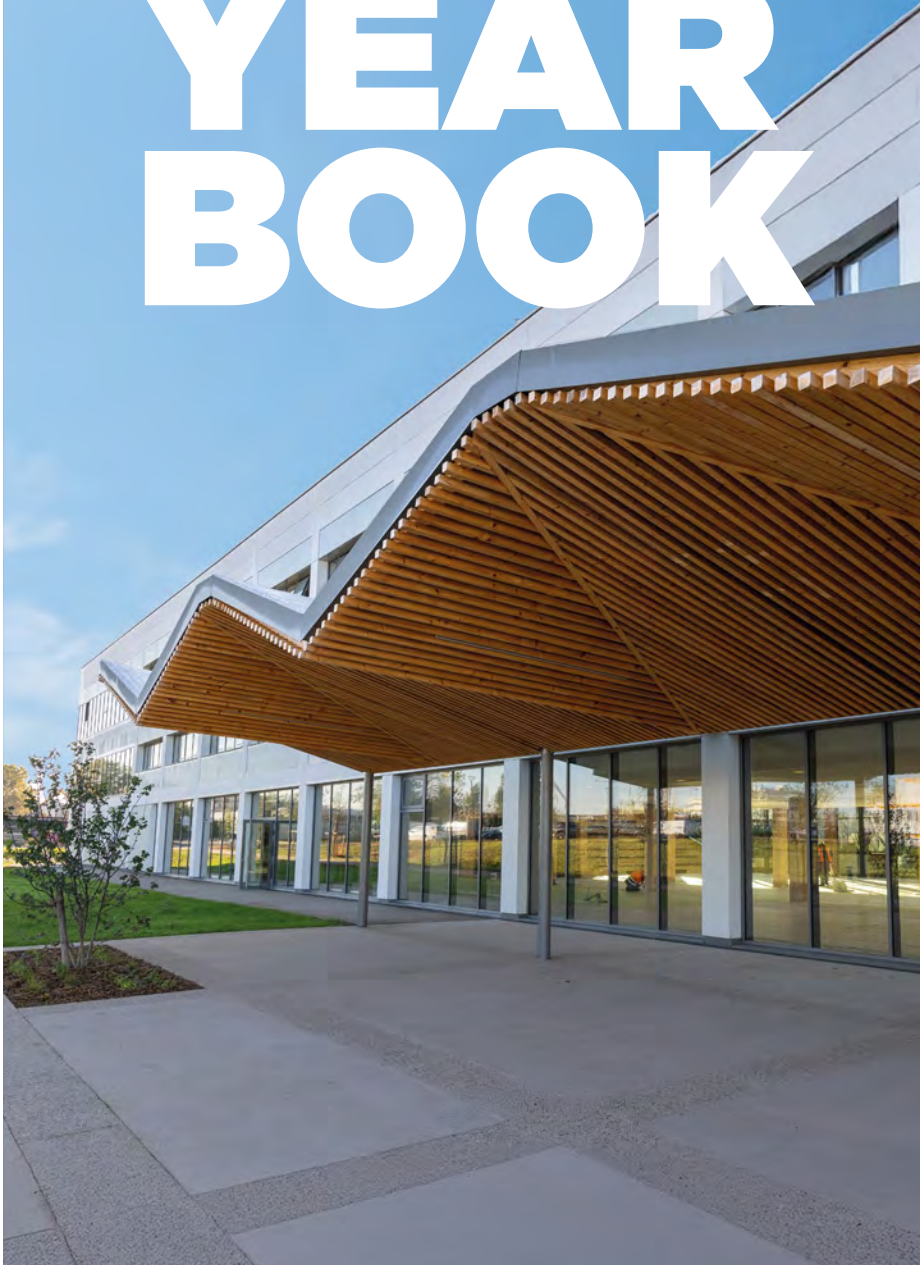




2025

YEAR BOOK



EDUITO



BENOIT BAZIN

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

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

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

Moreover, Saint-Gobain's medium- and long-term growth prospects are very promising because the Group provides essential solutions to the major challenges of our time: rapid urbanization and population growth, 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

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

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

2026 sees the launch of the "Lead & Grow" plan, which 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.

SAINT-GOBAIN AT A GLANCE

FINANCIAL PERFORMANCE

€ **46.5** Bn
SALES

€3.3 Bn
RECURRING NET INCOME

€2.0 Bn
CAPITAL EXPENDITURE

€5.3 Bn
OPERATING INCOME

€3.8 Bn
FREE CASH FLOW

GLOBAL FOOTPRINT

162,000
EMPLOYEES

80
COUNTRIES

8
CROSS-FUNCTIONAL
R&D CENTERS

NON FINANCIAL PERFORMANCE

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

73%
SALES GENERATED
THROUGH
SUSTAINABLE
SOLUTIONS IN 2025

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

Figures up to date as of December 31, 2025

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



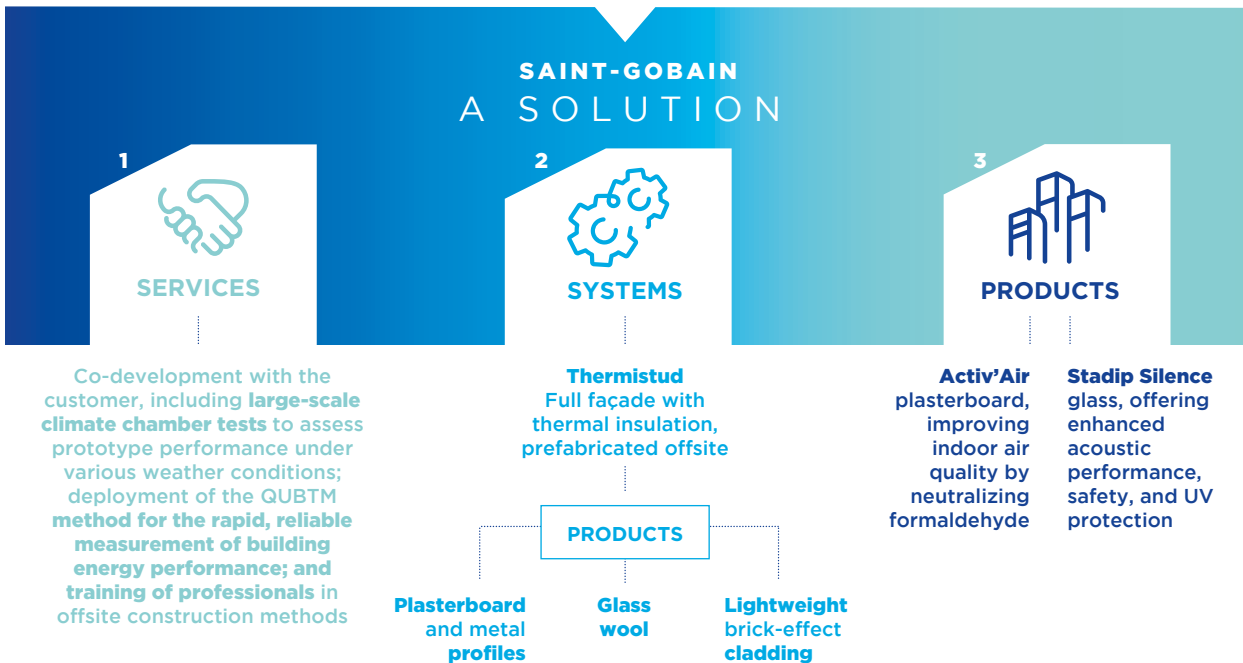
Create a zero-carbon house and reduce construction waste



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 CO₂ 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 Czynsz-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 CO₂ 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

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 ⁽¹⁾: a huge source of growth in all construction markets

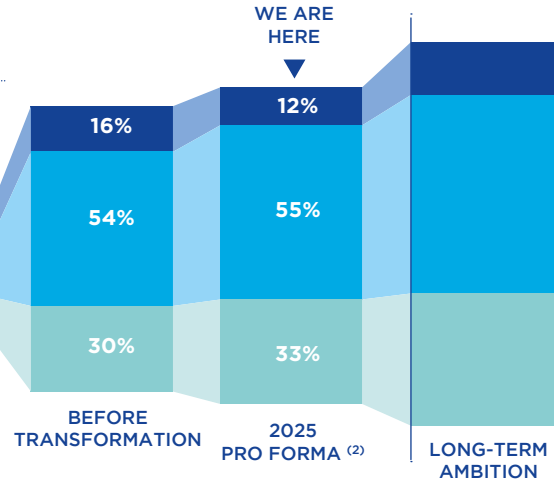
**RESIDENTIAL
NON-RESIDENTIAL
AND INFRASTRUCTURE**

€250 Bn
€250 Bn

OUR LONG-TERM TRAJECTORY

SHARE OF GROUP SALES

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



⁽¹⁾ Internal study.

⁽²⁾ 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[®], 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

 <p>A growing, urbanizing global population: increase new construction volume</p>	 <p>Demand for high-quality buildings and infrastructure: construct safe, decent, healthy, comfortable, affordable buildings</p>	 <p>Deglobalization and reshoring: build on our “local for local” model to build local industries and infrastructure</p>	 <p>Energy-efficient renovation: accelerate the volume of renovation and repurposing of existing buildings to increase the energy performance of buildings and reduce carbon emissions</p>	 <p>Adaptation to climate change: provide solutions that enhance the resilience of buildings and infrastructure</p>	 <p>Resource scarcity and circularity: build and renovate using fewer resources</p>
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“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.

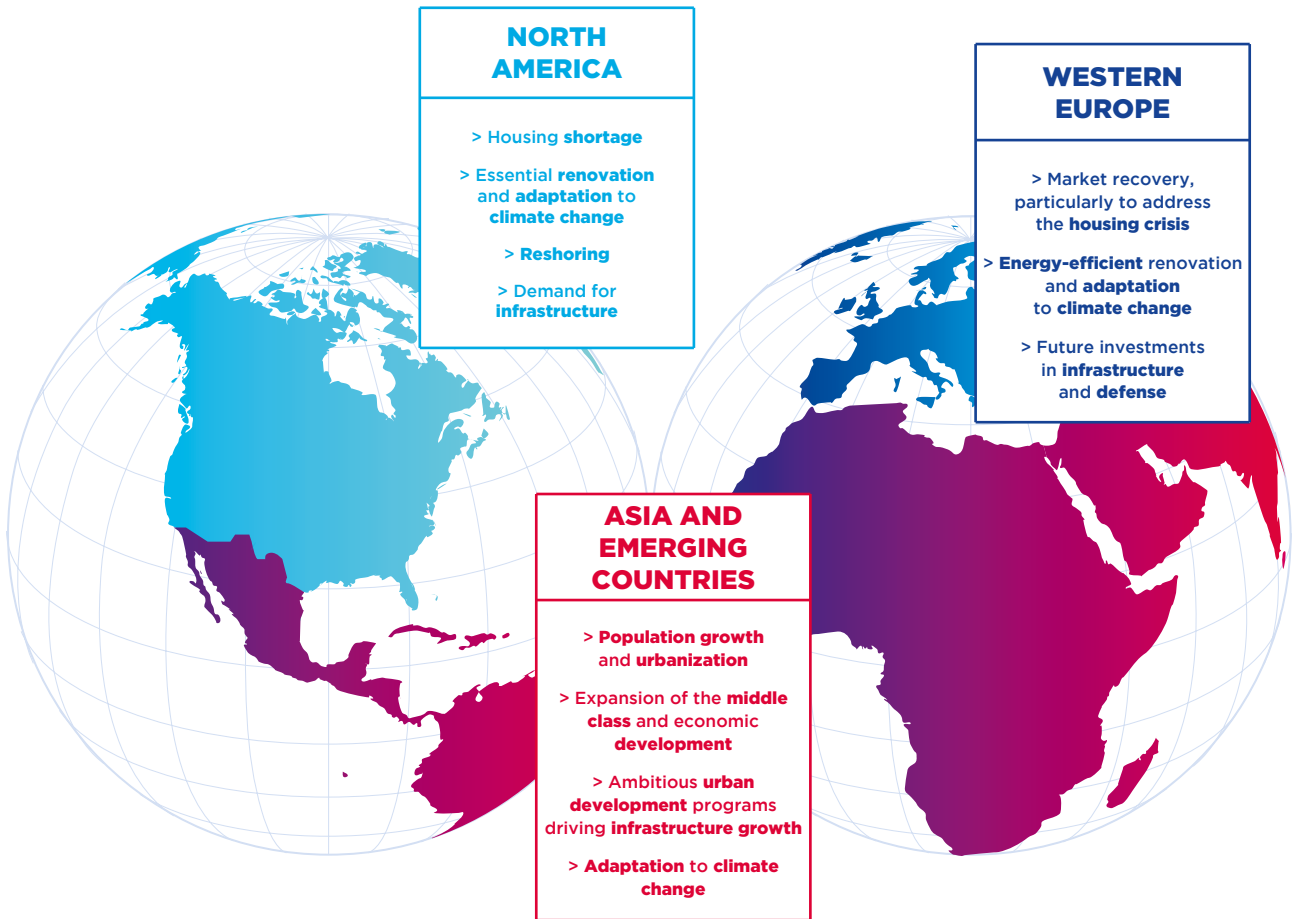
It is this unique combination of a **vision**, an unrivaled breadth of **offerings**, and an **organization** dedicated to growth that forms the DNA of Saint-Gobain. More than ever, we are ready to deliver on the promises of our purpose: “Making the world a better home”.



Patrick Dupin
GROUP CHIEF
OPERATING OFFICER

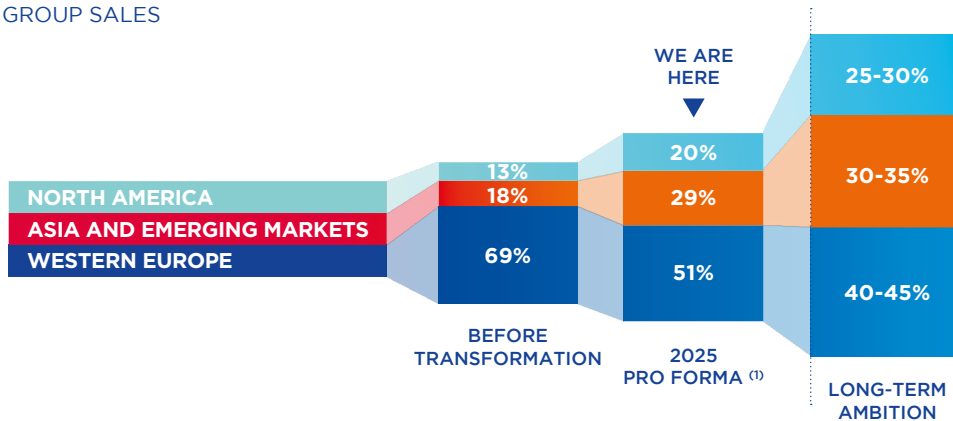
OUR LONG TERM OUTLOOK

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



OUR LONG-TERM TRAJECTORY

SHARE OF GROUP SALES



⁽¹⁾ Pro forma for recent acquisitions and disposals.

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.**

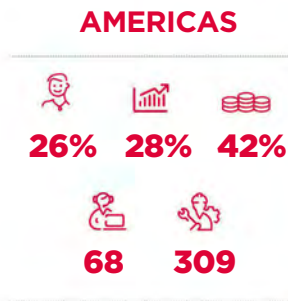
80

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



27% **28%** **22%**



542 **239**

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



16% **11%** **13%**



88 **193**

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



31% **33%** **23%**



1,955 **429**

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 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



OPERATIONS (COO)
Patrick Dupin



CHAIRMAN AND CHIEF EXECUTIVE OFFICER
Benoit Bazin



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

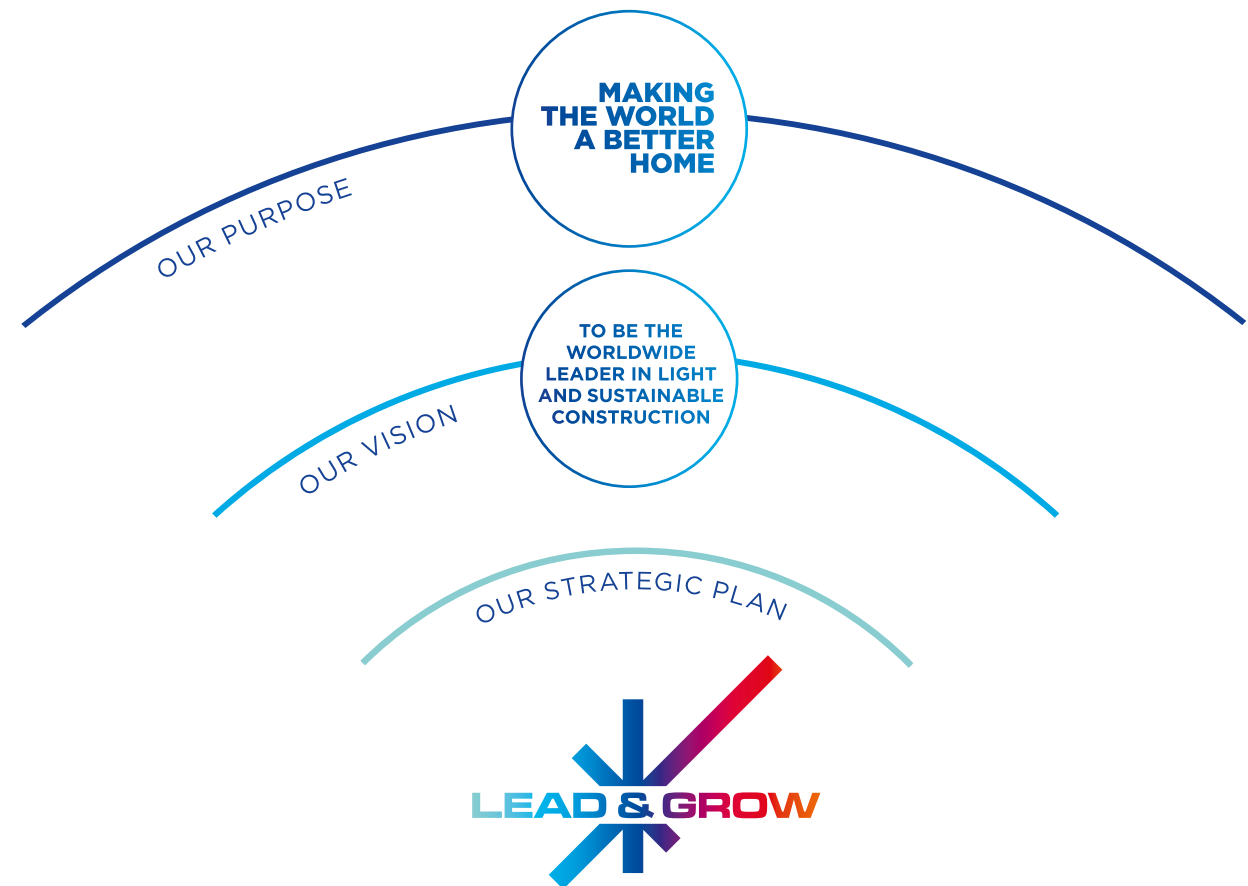
PERFECT ALIGNMENT BETWEEN OUR PURPOSE, OUR VISION, AND OUR STRATEGIC PLAN

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 Thuadet
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



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.

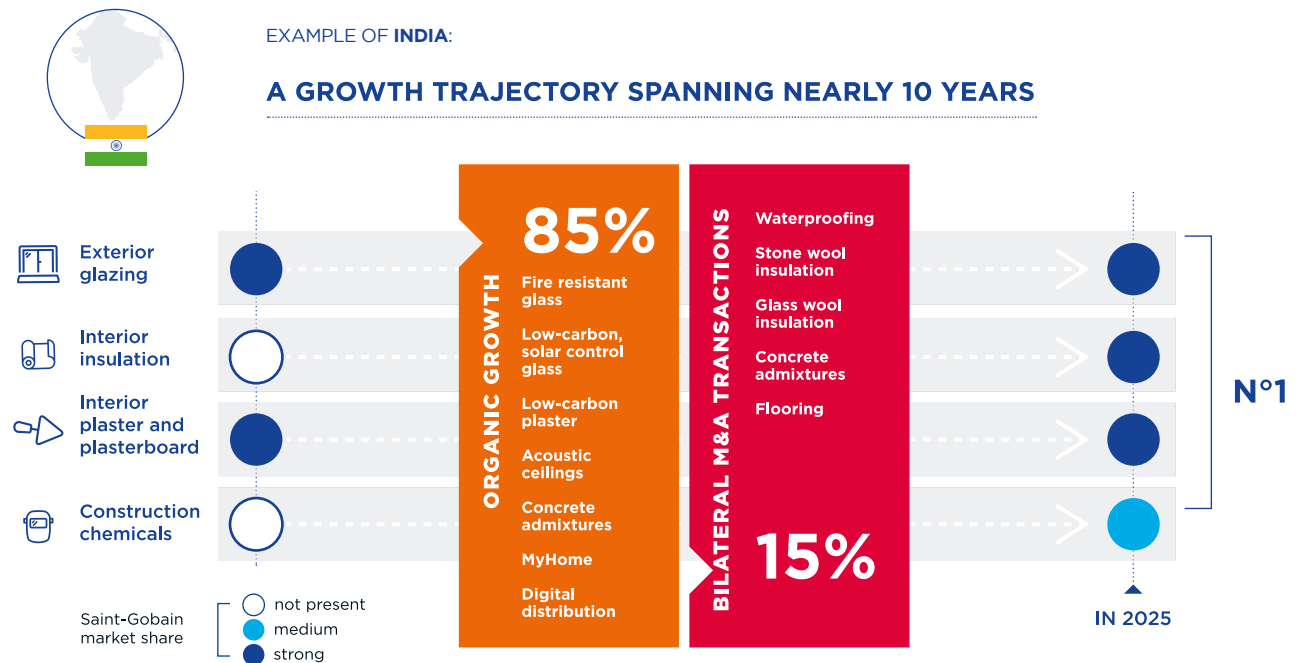


Hai Nguyen Truong
CEO, SAINT-GOBAIN IN VIETNAM

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	LARGE HOME IMPROVEMENT STORES	DIRECT SALES	ONLINE SALES
We systematically deploy all our solutions across all sales outlets in a country.	We are deploying our extensive range in large home improvement stores to become our customers' preferred partner.	We are increasing our direct sales with multi-brand specification teams in each country, tasked with selling our entire offering on major projects.	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 21
- MORE PERFORMANCE WITH LESS**
SEE PAGE 22
- A BETTER LIVING FOR ALL**
SEE PAGE 23

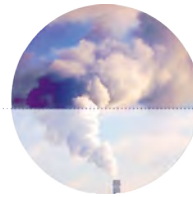
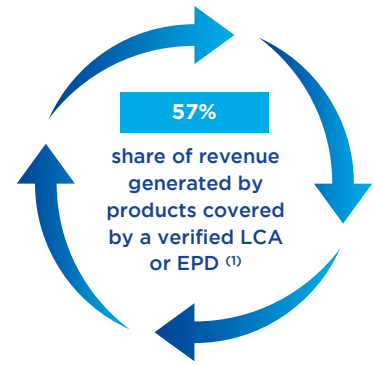
Annual monitoring of ESG (environmental, social, and governance) performance and progress of action plans is communicated transparently to all stakeholders. This reporting is verified by an independent third party.

OUR COMMITMENTS

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 CO₂ EMISSIONS THANKS TO OUR SOLUTIONS ⁽²⁾

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



⁽¹⁾ LCA: life cycle assessment; EPD: environmental product declaration.
⁽²⁾ Avoided CO₂ emissions during their lifespan (based on 2023 sales).

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

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

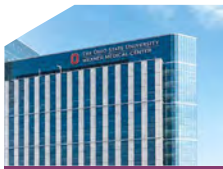
* With or without lost time for 1 million hours worked (employees, temporary workers and permanent subcontractors).

44

Projects supported by the Saint-Gobain Foundation in 2025



PORT -FOLIO



Wexner Medical Center
United States,
p. 32



Marat Ouessant Residence
France, p. 30



ENGIE Campus
France, p. 26

Centennial College
Canada

Grand Paris Express
France



- Infrastructure / Bridges
- Non-residential / Offices
- Non-residential / Hotels
- Residential / Multi-family
- Non-residential / Healthcare
- Infrastructure / Airports
- Others

Entegra sustainable office building
Spain

Tivaouane Hospital
Senegal

Capitolo Riviera
Italy, p. 28



Saint-Gobain draws on its combined expertise to meet the needs of customers around the world. Take a closer look at a few flagship construction and renovation projects in the residential, non-residential, and infrastructure sectors.



PORT -FOLIO

SIR ANEROOD JUGNAUTH BRIDGE,
MAURITIUS

330
METER-LONG





SAJ BRIDGE

BUILDING DURABLE INFRASTRUCTURE THAT COMBINES ENGINEERING EXCELLENCE, REGIONAL DEVELOPMENT, AND ENVIRONMENTAL RESPONSIBILITY

South of Port Louis (Mauritius), a spectacular structure is reshaping the landscape and the dynamics of the region. Suspended above the “Grande Riviere Nord Ouest” valley, the SAJ Bridge (Sir Anerood Jugnauth Bridge) stands out as one of the island’s most iconic achievements in recent years. Inaugurated on March 11, 2024, by Prime Minister Pravind Kumar Jugnauth, this 330-meter-long structure now efficiently connects two towns, at the heart of a strategic corridor linking the center and west of the country.

A bridge between development and memory

Named in honor of Sir Anerood Jugnauth, a major figure in Mauritian political history, the bridge embodies both a legacy and an ambition: that of a country looking toward the future without denying the foundations of its development. Designed to alleviate traffic congestion, this four-lane highway is part of a comprehensive program aimed at improving traffic flow between the island’s major economic hubs. It thus helps reduce congestion on the A1 and M1 highways, while facilitating traffic around the capital.

A technical feat in a sensitive environment

Built over a valley approximately 90 meters deep, the bridge rests on a sophisticated structure combining prestressed box girders and stay cables. This “extradosed” technology combines architectural elegance with structural performance, featuring just two pylons connecting the cliffs. The result of more than five years of work, the structure addresses the geological constraints and natural hazards identified at the site. But here, the feat is not limited to engineering. It also lies in the ability to build

within a fragile ecosystem, where the river meets the Indian Ocean and where biodiversity is an essential asset, particularly for a tourism industry that accounts for nearly one-fifth of the country’s GDP.

Eco-innovation at the heart of the project

It is with this in mind that Saint-Gobain has deployed a range of technical solutions aimed at reducing the construction site’s environmental impact. The admixture technologies developed by Chryso have notably optimized concrete placement by extending workability and minimizing waste. The use of a plant-based release agent, free of aromatic solvents, has also helped ensure high-quality finishes and lower the environmental impact.

In addition, a.b.e.’s solutions ensure the structure’s durability: corrosion protection for reinforcing bars, anchoring of equipment, and concrete curing. Each intervention was designed to extend the structure’s lifespan while minimizing future maintenance requirements.

A blueprint for the future

With its slender silhouette and seamless integration into the landscape, the SAJ Bridge has already established itself as a visual and technical landmark in the Indian Ocean. Beyond its aesthetics, it embodies a new approach to infrastructure design: one that is more respectful of natural environments, more sustainable, and strongly driven by innovation. Balancing environmental standards with technical excellence, this project charts a clear path: one of development where performance goes hand in hand with responsibility.



Increased durability of the structure



Reduced future maintenance requirements



Reduced environmental impact of the construction site

PORT -FOLIO



ENGIE CAMPUS, PARIS, FRANCE

30 000 m²

OF HIGH-PERFORMANCE SOLAR
AND THERMAL GLAZING



FRANCE

NON-RESIDENTIAL / OFFICES

BRANDS

Chryso
Clipper
Coramine
Ecophon
Isover
Placo
Saint-Gobain Glass
Vetrotech

ENGIE CAMPUS

A LARGE-SCALE MANIFESTO REINVENTING THE WORKPLACE THROUGH ENVIRONMENTAL PERFORMANCE AND ENHANCED QUALITY OF LIFE

Just a step away from the La Défense district in Paris, a new generation of office buildings is taking shape. With its four buildings spanning nearly 95,000 m², the ENGIE Campus stands out as one of the most ambitious commercial real estate projects of recent years. Designed from the outset as a showcase for ENGIE's commitments and expertise, it embodies a renewed vision of the workplace: sustainable, bright, and deeply focused on the well-being of its users.

A campus on the scale of today's challenges

Designed to accommodate more than 9,500 employees, this next-generation campus goes beyond mere technical performance. It offers a new workplace experience: a complex structured around a central core, an energy hub, and a 1.3-hectare landscaped park, where biodiversity and quality of life at work become concrete priorities. Completed in 2026, the project is part of a broader urban initiative aimed at making the Campus a model of low-carbon and inclusive development.

The facade: the key to performance

Here, it all starts with the building envelope. The 42,400 m² of curtain walls incorporate nearly 30,000 m² of high-performance glazing supplied by Saint-Gobain. Acting as true interfaces between interior and exterior, this glazing was carefully selected based on the orientation of each facade. The result: a subtle balance between natural light and control of solar gain. Less artificial lighting during the day, reduced air conditioning in the summer, and consistent thermal comfort throughout the year. An essential formula for offices that are both energy-efficient and pleasant to work in.

A comprehensive and integrated approach

Beyond the glazing, Saint-Gobain implemented a large-scale solutions-based approach, drawing on a wide range of expertise: Placo® for drywall, Isover for insulation, Ecophon for acoustic comfort, and Chryso for concrete solutions. This coordination makes it possible to simultaneously meet high standards for energy efficiency, safety (particularly fire safety), and overall comfort.

Circular economy on a large scale

The project also stands out for its extensive integration of circular economy principles. Thanks to Clipper Coramine, several thousand square meters of materials were recovered, reconditioned, and then reused on-site, including gypsum board and glazing. These elements were complemented by low-carbon materials, such as low-carbon footprint glazing and decarbonized steel, demonstrating that it is possible to combine technical performance with reduced environmental impact, even on a very large scale.

A manifesto for the sustainable city

With its wooden structures, use of geothermal energy, and focus on biodiversity, the ENGIE Campus goes beyond the status of a mere corporate headquarters. It becomes an open-air laboratory, a prototype of what tomorrow's work environments could look like. Combining technical innovation, environmental standards, and user experience, this project defines a model of a new commercial architecture—more responsible, more human, and firmly rooted in the challenges of our time.



Visual comfort and occupant well-being



Acoustic comfort



Thermal comfort



Lower energy bills



Fire safety



Contribution to the circular economy



Contribution to decarbonization

PORT -FOLIO

CAPITOLO RIVIERA HOTEL,
GENOA, ITALY





NON-RESIDENTIAL / HOTELS

BRANDS

Ecophon
Gyproc
Isover
Weber

CAPITOLO RIVIERA

RENOVATION AS THE STARTING POINT FOR A NEW HOSPITALITY EXPERIENCE, BLENDING NATURE AND UNDERSTATED LUXURY

On the Ligurian coast, between the sea and lush vegetation, Genoa unveils a new exceptional destination. Nestled in the Nervi district, the Capitolo Riviera Hotel embodies a contemporary vision of high-end hospitality, where heritage, nature, and innovation interact with subtlety.

A sensitive architectural renaissance

Born from the transformation of the former Astor Hotel, the project breathes new life into an iconic building by combining respect for the existing structure with a contemporary design language, affirming a clear ambition: to reveal the site's potential while preserving its defining elements. The result? A place where luxury is understated—a “quiet luxury” that prioritizes experience, light, and materials.

A “living park” bridging interior and exterior

At the heart of the concept lies a powerful idea: making the landscape a central element. The architecture is designed to allow for a fluid continuity between the built spaces and the surrounding gardens. Terraces, pathways, and landscaped areas envelop the building, creating a true ecosystem. Inside, this relationship continues: open spaces, natural materials, and ever-present views of the Ligurian landscape. From the lobby to the guest rooms, through the dining areas and the spa, each space cultivates a warm and soothing atmosphere.

A tailor-made technical solution, provided by Saint-Gobain

Behind this apparent simplicity lies a much more complex reality: that of a project with multiple requirements, typical of a major renovation in the high-end hotel industry.

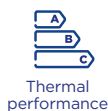
This is where Saint-Gobain plays a pivotal role. Rather than simply combining products, the Group implements a coordinated set of solutions designed to precisely and seamlessly address the project's specific needs.

- **Structuring of interior spaces:** using Gyproc drywall systems, which offer flexibility, mechanical strength, and fire resistance—essential for reconfiguring an existing building.
- **Acoustic comfort and well-being:** with Ecophon ceilings ensuring controlled sound quality in common areas for all end-users.
- **Thermal and acoustic performance:** through Isover insulation solutions, guaranteeing a quiet indoor environment and energy efficiency.
- **Durability and resistance:** thanks to mortars, coatings, waterproofing systems, and finishing solutions adapted to the demands of a coastal environment.
- **Indoor air quality:** with innovative technologies capable of capturing certain pollutants, contributing to a healthier environment for guests and staff.

This comprehensive approach illustrates Saint-Gobain's ability **to view the building as a coherent system**, where each solution interacts with the others to achieve a high level of performance and comfort.

A contemporary hotel identity

With the Capitolo Riviera, Genoa gains a unique venue, both rooted in its history and resolutely forward-looking. More than just a renovation, the project serves as a demonstration: that ambitious architecture can combine aesthetics, sustainability, and technical sophistication, provided it relies on tailored solutions designed with a holistic perspective. An approach where every detail matters—and where innovation, above all, enhances the guest experience.



PORT -FOLIO

MARAT OUESSANT RESIDENCE,
ECHIROLLES, FRANCE

95 UNITS
TO BE RENOVATED





FRANCE

RESIDENTIAL /
MULTI-FAMILY

BRANDS

EnveoVent Chrono
Isover
Placo
Weber

MARAT OUESSANT RESIDENCE

RENOVATING WITHOUT EXCLUSION: THE CHALLENGE OF DELIVERING ENERGY TRANSFORMATION IN OCCUPIED HOUSING WHILE PRESERVING RESIDENTS' COMFORT

In Échirolles (Isère, France), a breath of fresh air is sweeping through the Marat Ouessant residence, a complex of **95 multi-family units built in the 1970s** that is being transformed before the eyes of its residents, without them having to leave their homes. This is the story of a **thermal renovation** carried out while **the site remains occupied**—a challenging endeavor by nature—successfully achieved through coordination, expertise, and innovation. Undertaken as part of a vast urban renewal project, this construction site is not merely technical; it is deeply human. Balancing comfort, safety, and style in a living space that remains active requires an approach that goes far beyond simple facade work.

A facade that exudes performance

To revitalize the building's envelope, **2,700 m² of lightweight** facades were renovated using the **EnveoVentS Chrono** solution. This ventilated facade system combines high-performance insulation with a lightweight framework, enabling rapid and controlled installation while significantly improving the building's thermal and acoustic performance. Thanks to this approach:

- **external thermal insulation** is optimized without disrupting the occupants' daily lives,
- **work is carried out exclusively** from the outside, thereby reducing disturbances and intrusions,
- **the original architectural aesthetics are preserved**, while offering a modernized and more efficient facade.

A carefully coordinated construction project

What makes this project so remarkable is the way each phase was carefully planned and executed. Working on an occupied site means listening to the residents. It means safeguarding their daily lives, scheduling work to minimize disruption, and

ensuring complete safety, all while transforming the building in a sustainable way. As the architect involved in the project points out, working "between slabs" with a new structural framework made it possible to preserve the interior envelope of the units while creating an insulating and protective system on the exterior. This balance between technical innovation and respect for residents' daily lives is what makes all the difference here.

Saint-Gobain: a range of solutions for the project

Saint-Gobain provides a comprehensive range of solutions tailored to the specific needs of the project: from technical support to the supply of high-performance facade systems, including integrated insulation solutions. This ability to offer not only materials but also systems and genuine project support clearly illustrates the holistic approach the Group now brings to the energy-efficient renovation of buildings.

A renovation that transforms daily life

Beyond energy efficiency improvements, this type of renovation enhances comfort and, more broadly, how residents perceive their living environment. A well-insulated facade means lower energy costs, less noise, and greater peace of mind. In just a few months, the Marat Ouessant residence has undergone a transformation, embodying the vision of a more sustainable, comfortable, and environmentally friendly living space—without sacrificing the charm or identity of the place.



Thermal performance



Acoustic comfort



Preservation of aesthetics



Lower energy bills



Minimal disruption to occupants during construction



Efficiency and speed for installers

PORT -FOLIO



 THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER

WEXNER MEDICAL CENTER,
COLUMBUS, UNITED STATES

820 ROOMS
176,000 M²



UNITED STATES

NON-RESIDENTIAL /
HEALTHCARE

BRANDS

CertainTeed
GCP

WEXNER MEDICAL CENTER

A HOSPITAL WHERE INNOVATION SERVES PATIENT EXPERIENCE

In the heart of Columbus, the new **Wexner Medical Center** tower at Ohio State University is redefining the standards of modern medical infrastructure. With **176,000 square meters** and **26 floors**, this state-of-the-art facility offers up to **820 private rooms**, designed to place the patient at the center of the care experience.

Behind this architectural and technical feat, **Saint-Gobain** played a key role by providing **a comprehensive range of solutions and recognized brands** to meet the unique requirements of a modern hospital.

Customized solutions for an extraordinary project

Building a hospital of this size involves exceptional challenges: acoustic comfort, thermal performance, safety, sustainability, and indoor air quality.

Saint-Gobain provided integrated solutions tailored to each space, from the facades to the interiors:

- **Thermal and acoustic insulation:** each insulated partition ensures comfort and quiet, which are essential in patient rooms and care units for both patients and medical staff.
- **High-performance and sustainable materials:** Saint-Gobain solutions protect exterior walls and columns, secure elevator shafts, and enhance fire resistance.
- **Ceilings, partitions, and interior solutions:** for common areas and patient rooms, the Group's solutions create smooth, durable surfaces, reduce noise between rooms, protect all plaster corners and finishes, and ensure the durability of bathrooms and restrooms, even in humid environments.

Thanks to this comprehensive approach, **Saint-Gobain does more than just supply materials:** the company supports the project at **every** stage, offering tailored technical solutions and ensuring the consistency of the entire building envelope.

A visible impact in everyday life

The result is tangible: bright, quiet, and functional spaces, perfectly suited to the needs of patients, healthcare providers, and students in training. Every Saint-Gobain solution helps create **an optimal care environment:** fewer disturbances, improved energy efficiency, and enhanced thermal **and** acoustic comfort. In short, the hospital becomes **a high-performance, people-centered space** where technical innovation enhances the patient experience.

Saint-Gobain: partner in ambitious projects

The Wexner Medical Center perfectly illustrates **Saint-Gobain's ability to meet the most ambitious projects:** providing **a comprehensive range of solutions and brands**, perfectly tailored to the specific needs of each building, while adhering to technical constraints and the highest standards. In this project, as in all major infrastructure projects, **Saint-Gobain demonstrates that performance, sustainability, and comfort can go hand in hand**, and that material innovation can transform the daily experience of users.



Exterior building protection



Mold resistance



Acoustic comfort



Impact resistance

PORT -FOLIO

NOIDA INTERNATIONAL AIRPORT

AN OUTSTANDING INFRASTRUCTURE
THAT POSITIONS INDIA AS A MAJOR PLAYER
IN THE SUSTAINABLE AND CONNECTED
AVIATION OF THE 21ST CENTURY

NOIDA AIRPORT, INDIA

12 000 m²
OF COLORMAXX DURA
TEMPERED LACQUERED GLASS



INDIA

INFRASTRUCTURE / AIRPORTS

BRANDS

Fosroc
Rockinsul
Saint-Gobain Glass
Vetrotech

A new icon of global aviation

Inaugurated on **March 28, 2026**, by Prime Minister **Narendra Modi**, Noida International Airport in Jewar (Uttar Pradesh, India) embodies one of South Asia's most impressive architectural and infrastructure ambitions. With an investment of **296 billion rupees** (nearly **2.73 billion euros**) and a **footprint of 1,300 hectares** along the Yamuna Expressway, 80 km southeast of New Delhi, this new airport aims to be not only a gateway to the world but also a technological symbol of India's modernity. Upon arrival in the departure hall, travelers are greeted by state-of-the-art facilities: **smart check-in kiosks**, automated control systems, and cutting-edge technologies for landing and air traffic management. The stated goal: **net-zero emissions**, achieved through bioclimatic architecture, smart energy management, and advanced rainwater harvesting systems. "Planes will fly from here to the whole world," declared the Prime Minister during the opening ceremony. This aviation hub aims to become a hub for locally produced technologies and to bring back skills, particularly in the maintenance, repair, and overhaul sectors.

Saint-Gobain, a committed player in global performance

For a project of this scale, the excellence of materials and technical solutions is essential. **Saint-Gobain has been a partner in this endeavor**, providing a **comprehensive range of solutions tailored to the project's specific needs**—from facades and interior spaces to fire safety, insulation, and sustainability requirements.

A high-performance architectural envelope

The airport's **facade** and **skylights** incorporate high-performance glass surfaces that combine aesthetics, visual comfort, and energy efficiency. With thousands of square meters of Saint-Gobain glass, the glazed volumes create a luminous and contemporary architecture while ensuring optimal thermal regulation. Inside, nearly 12,000 m² of Colormaxx Dura tempered lacquered glass adorns key areas of the terminal. This glazing combines mechanical strength, a refined color palette, and ease of maintenance, contributing to the warm and elegant atmosphere of the spaces and to the overall experience of travelers and site staff. The modularity of the spaces is complemented by

Vetrotech's glass partition systems and fire-rated glazing solutions, which ensure both visual flow and safety performance.

Safety and comfort in every detail

Acoustic comfort and **safety** are at the heart of the passenger experience. In sensitive areas such as departure lounges or waiting areas, the solutions offered by Saint-Gobain ensure controlled acoustics, reducing noise pollution and improving the quality of the indoor environment. In terms of **fire safety**, Vetrotech's VDS fire rated doors and partition systems and specialized doors have been installed at strategic points like the Passenger Loading Area throughout the building, ensuring compliant fire compartmentation, protection of life and property, and compatibility with the smooth flow of passenger traffic.

Insulation, infrastructure, and waterproofing: Saint-Gobain technical solutions

Beyond glass solutions, Saint-Gobain has deployed a comprehensive range of technical products tailored to the site's structural and climatic constraints: insulation wool, wall and roof insulation, glazing and safety solutions (for boarding areas and passenger walkways), terrace waterproofing, joints for aircraft taxiways, solutions for concrete quality, structural repairs, and flooring.

A forward-looking multimodal hub

Beyond its architectural and environmental performance, Noida International Airport is designed as an **integrated logistics and multimodal hub**. The cargo terminal, capable of handling 250,000 tons per year, is expected to grow to handle ten times that volume. Its integration with road and rail networks and future metro connections makes this airport a hub for regional and international connectivity.

A model for 21st-century aviation

At a time when environmental and technological challenges are redefining public infrastructure standards, Noida International Airport **stands as a bold model**, combining performance, sustainability, and operational excellence. Saint-Gobain is proud to have contributed to this vision by providing innovative, efficient solutions that respect both human needs and the environment.



Modularity of spaces



Acoustic comfort



Fire safety



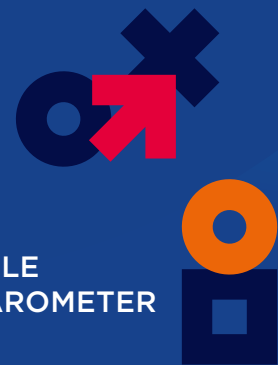
Structural strength and durability



Thermal regulation

SUSTAINABLE CONSTRUCTION

INTEGRATION INTO OPERATIONAL
DECISIONS IS BECOMING
THE KEY CHALLENGE



4TH EDITION
OF THE SUSTAINABLE
CONSTRUCTION BAROMETER

Sustainable construction is no longer an emerging concept. It is now a widely established notion, with 67% of stakeholders and 39% of citizens stating that they fully understand the concept.

However, a gap persists between stated ambitions and their concrete translation into projects, investments, and practices. This is precisely what the 4th edition of the Sustainable Construction Barometer, published in 2026, highlights: an industry that is aware of the issue but still seeking levers to scale up.

A pivotal edition, at the heart of decision-making

With this fourth edition, the Barometer takes a new step forward. Increasingly international and analytical, it examines **the perceived value of sustainable construction** and the concrete conditions for its large-scale deployment. Conducted in **30 countries** among **4,800 stakeholders** and **30,000 citizens**, the survey—supplemented by a qualitative study of financial actors on adaptation and resilience

challenges—confirms a key finding: momentum has been gained, but it remains uneven across regions, profiles, and decision-making levels.

Value, a central concept

A major new feature of the 2026 edition, the Barometer introduces a key question: Does sustainable construction create more value than traditional construction? The answer is encouraging, but nuanced. **Nearly half of the stakeholders surveyed** now believe that sustainable construction generates greater value—whether economic, environmental, social, or heritage-related. This is a **conviction widely shared** by associations, but one that remains more fragile among certain key players, particularly local elected officials and in certain major regions of the world. The message is clear: **the challenge is no longer to convince people of the principle, but to concretely demonstrate the value created**, over the long term, for both users and funders.



63%

of citizens consider the development of sustainable buildings a priority, an increase of 4 percentage points compared to last year, reflecting strong and growing societal expectations.



87%

of stakeholders believe that more needs to be done to accelerate sustainable construction, but only 32% of professionals systematically assess the carbon footprint of projects, and 30% report actually carrying out sustainable construction projects.

47%

of stakeholders believe that sustainable construction creates more value than traditional construction.





Resilience and well-being: criteria that are gaining prominence

Another major finding: the evolution of the very definition of sustainable construction. Long focused solely on energy efficiency, it increasingly incorporates resilience to climate hazards and the **well-being of occupants**. These dimensions are gaining significant ground in 2026, particularly in regions most exposed to climate risks. Qualitative interviews with financial stakeholders confirm this trend: **adaptation is a central issue**, but its economic value must be made clearer and its return on investment better measured.

Everyone is ready to accelerate... but how?

One of the **paradoxes highlighted** by the Barometer remains the persistent gap between intentions and practices. While a very large majority of stakeholders say they want to go further, operational practices are still struggling to become widespread: systematic carbon footprint assessment, integration of sustainability criteria into tenders, or exclusion

of non-aligned projects. The identified levers, however, are well known and widely shared: **the competitiveness of solutions, awareness-raising, coordination among stakeholders, and transparency on sustainable performance**. In other words, the solutions exist—it is their dissemination that makes the difference today.

A collective opportunity

More than just a snapshot of the current situation, the 2026 Barometer outlines an implicit roadmap for the sector: moving from compliance to commitment, from intention to action, and making sustainable construction an **instinctive part of decision-making**. An ambition commensurate with the challenges at hand and now firmly grounded in evidence.

+5 percentage points

resilience is rising sharply in the definition of sustainable construction in 2026

+4 points

Increase in the proportion of citizens who incorporate the health and well-being benefits for occupants into their definition of sustainable construction.

Constructing a sustainable future
BY SAINT-GOBAIN

Launched by Saint-Gobain, the Sustainable Construction Observatory informs, unites, and mobilizes all stakeholders around issues related to the built environment. It produces the Barometer, publishes analyses and resources, organizes international and national meetings, and develops the media platform Constructing a Sustainable Future.

The Sustainable Construction Barometer

An annual international study, the Sustainable Construction Barometer has been measuring the perceptions, expectations, and practices of industry stakeholders and citizens since 2023. It analyzes the barriers, drivers, and dynamics at play to accelerate the transition toward more sustainable construction on a global scale.

For more information



**This document consists of the introduction of
Saint-Gobain's 2025 Universal Registration Document,
supplemented with an additional section.**

**Read the 2025 URD
on the Group's website**



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