



2022 General shareholders' meeting – List of shareholders' written questions

Shareholder	Questions asked in accordance with Article R.225-84 of the French Commercial Code	Answers
<p>Ms. Catherine GUILLOUX</p>	<p>Management has committed to spend €2 billion on buying back company's shares over a five-year period (2021-2025). The program has already been executed for an amount of €518 million in 2021, for an average price per share of €56.07.</p> <p>However, in the meantime, the management has kept non-voting participating securities in circulation whose return (and therefore cost to the company) is indirectly indexed to inflation. In particular, the interest on the non-voting participating securities issued in June 1983 ranges from 75% to 125% of the average corporate bond yield (TMO) (which has just risen significantly in a few months, a trend that may continue with the inflationary pressures we are experiencing).</p> <p>Given that the nominal value of the non-voting participating securities issued in June 1983 and still outstanding is €92.5 million as at December</p>	<p>In June 1983, Compagnie de Saint-Gobain issued 1,288,299 non-voting participating securities (<i>titres participatifs</i>) with a face value of FRF 1,000. Their face value is now €152.45, following their conversion to euros in 1999.</p> <p>A certain number of those securities have been bought back over the years. At December 31, 2021, 606,883 securities were outstanding with an aggregate face value of €92.5 million.</p> <p>As indicated in your question, interest on these non-voting participating securities ranges from 75% to 125% of the average corporate bond yield (TMO), based on the Group Saint-Gobain's consolidated income. The amount paid out per security in 2021 was €0.18.</p> <p>Pages 266 and 267 of Saint-Gobain's Universal Registration Document for the year 2021 show that the sale price recorded for transactions carried out in 2021 on the non-voting participating securities issued in June 1983 was between €123.200 (80.8% of par) and €141.00 (92.5% of par) for the first tranche and between €114.550 (75.1% of par) and €146.7 (96.2% of par) for the second tranche.</p> <p>The theoretical value of these securities, as determined by our company, is significantly lower today than the above-mentioned prices, so that a repurchase offer by Compagnie de Saint-Gobain at a price close to their face value or market price is excluded. Compagnie</p>

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	<p>31, 2021, and in light of the significant amounts spent on share buybacks, why does the company not also use part of its available cash to reduce this inflation-linked debt by offering to buy back the non-voting participating securities from their holders?</p>	<p>de Saint-Gobain will naturally continue to monitor this issue and to analyze the situation on a regular basis in the light of any developments in the above-mentioned factors.</p>
<p>Mr. Gilbert LUCAS</p>	<p>1. A dramatic fire occurred in London in June 2017 on the Grenfell Tower killing 72 people. At the beginning of this year, a member of the British government, Michael Gove, threatened to ban all companies that sell combustible claddings and insulation from operating in the United Kingdom, including Kingspan and Saint-Gobain. Unless they pay for safety upgrades out of their own pockets, they will no longer be able to trade with England, Scotland, Wales and Northern Ireland.</p> <p>Could you tell us more about the current evolution of these constraints?</p>	<p>As a reminder, Celotex, a UK subsidiary of Saint-Gobain, manufactures and sells insulation materials for the building and construction industry, not external claddings. Celotex products can be safely used in a properly designed and constructed facade system. Celotex does not design or install facade systems and did not do so at Grenfell Tower. The design of the facade system on Grenfell Tower and the selection of the various components were decided by construction industry professionals.</p> <p>Government investigations following the tragic Grenfell Tower fire in June 2017 revealed that the external claddings of many residential buildings in the United Kingdom were not compliant with building regulations. The government estimated a cost of £5.1 billion to remedy the situation for claddings on buildings over 18 meters high and £4 billion for buildings between 11 and 18 meters. The way in which the government has estimated the amounts necessary to bring buildings up to standard is unclear, as not all buildings with external cladding are unsafe.</p> <p>Prior to recent legislative changes, it was common practice for tenants to bear the cost of remediation work in such situations. This issue has been widely discussed in the media, and in professional and political circles.</p> <p>In January 2022, Michael Gove, the newly appointed Secretary of State for Levelling Up, Housing and Communities, announced a new plan to ensure that leaseholders would not have to pay for the remediation work required as a result of the "external cladding crisis". Mr. Gove discussed with industry organizations representing developers, home builders</p>

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		<p>and building product manufacturers. In particular, the government has sought voluntary contributions to a fund to finance the remediation works.</p> <p>While discussions were ongoing, the government also proposed new legislation to achieve similar goals. The law was recently passed by Parliament and came into effect in April 2022. With respect to manufacturers of construction products, new liability regimes will allow residents to be compensated by manufacturers held liable for defective construction products or found guilty of failing to comply with a "construction product requirement".</p> <p>The legislation also provides for Building Industry Schemes. The stated aim of these schemes is to ensure the safety of people in buildings and to improve the standard of buildings "by ensuring that those in the construction industry remedy building defects or contribute to the costs associated with repairing building defects". The criteria for participation in the schemes will be set out in forthcoming legislation and will apply to persons engaged in the design, construction, management or maintenance of buildings and to manufacturers of construction products in England.</p> <p>The criteria for membership will clearly be linked to contributing to sectoral charges that will be imposed on the construction sector. For instance, the law contemplates the adoption of regulations as a result of which, if a product manufacturer is not a member of a Building Industry Scheme (for example, because it refuses to contribute to charges imposed on the construction sector), its products could not be used by other construction professionals who are and wish to remain members of a Building Industry Scheme.</p> <p>To give an indication regarding Celotex's market share, the sales for the insulation product marketed by Celotex for use - as insulation and not as external cladding - in buildings over 18m high between August 2014 and June 2017 (the period during which the product was sold) amounted to £5.8 million. For buildings between 11m and 18m in height, the estimated sales over the last 15 years have been around £50 million.</p> <p>For more information, please refer to https://www.saint-gobain.com/en/finance, "Grenfell Tower Celotex".</p>

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	<p>2. With respect to the pipes sector, the Group has sold a plant to China. However, after a difficult period, PAM Saint-Gobain seems to be on the way to balancing its books, thanks to an upturn in orders. Mr. Chairman, can you provide us with an update on this subsidiary of our Company, the last major centre of our French industry?</p>	<p>We have indeed witnessed an improvement of the business over the last few months, due in particular to investments in infrastructure and the modernization of pipes in France and in the rest of Europe. The business is also facing a very significant increase in its energy and raw material costs, which requires a sharp rise in its sales prices.</p> <p>In the medium term, and as already said several times, we do not see the Saint-Gobain Group as the best owner to adequately develop the pipe business.</p>
	<p>3. What is the position of the Group’s Board of directors with regard to the activist investor Buebell Capital Partners that requests the replacement of the Chairman, Pierre-André de Chalendar, and the reorganization of Saint-Gobain’s activities?</p>	<p>All Board members support the reappointment of Mr. Pierre-André de Chalendar as a director and intend to appoint him as Chairman of the Board of directors for a maximum term of two years (see the Notice of Meeting for the 2022 General Shareholders’ Meeting, p. 61).</p> <p>This appointment would allow Mr. Pierre-André de Chalendar, during a limited transition period, to continue to bring his experience to the Group as Chairman of the Board of directors, in the best interests of Saint-Gobain.</p> <p>In this respect, we note that, during the annual self-assessment carried out under the responsibility of the Lead independent Director, the directors all emphasized the very good transition made by Mr. Pierre-André de Chalendar in his role as Chairman of the Board of directors, noting that he has been able to take the necessary distance and that he focuses his attention, as Chairman of the Board of directors, on the functioning of the Board of directors. All the directors also considered that the interaction between the Chief executive officer and the Chairman of the Board of directors was very good.</p> <p>Regarding the recommendation to reorganize Saint-Gobain’s activities, an in-depth transformation of the Group - both in terms of organization and scope – has been undertaken for three years and Saint-Gobain continues, with the “Grow & Impact” plan, to implement the strategy of profitable growth and long-term value creation for shareholders, as presented during the Investor Day on October 6, 2021. This transformation resulted in a record performance for the 2021 fiscal year in terms of organic growth and margin</p>

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	<p>4. Payment of the 2021 dividend of 1.63 euro per share, admittedly an increase, i.e. a yield of around 2.9%.</p> <p>However, with an inflation rate of around 5%, can the dividend still be considered attractive? In particular for individual shareholders representing 7.2% (a stagnating figure).</p> <p>Is the Board considering a better distribution rate?</p>	<p>growth. Thanks to its country-by-country organization, Saint-Gobain is now perfectly positioned in the promising markets of energy renovation, lightweight construction and decarbonization of the building and industrial sectors across the entire value chain, and is pursuing its strategy in the interests of all stakeholders.</p> <p>During the Investor Day on October 6, 2021, we articulated a clear and very attractive shareholder returns policy, based on (i) a dividend payout ratio representing 30-50% of recurring net income and (ii) 2 billion euro share buybacks between 2021 and 2025 (see Universal Registration Document 2021 p. 17).</p> <p>The 2021 dividend of €1.63 corresponds to an annual increase of 23%.</p> <p>For the year 2021, we paid out more than €700 million in dividends to shareholders and repurchased €518 million of Saint-Gobain shares. For the year 2021, the total shareholder return (taking into account share price appreciation and the dividend payment) reached a record of +69%.</p> <p>At the time of publication of the 2021 annual results in February 2022, we stated that we were committed to paying out more than €1.2 billion to shareholders in 2022 through the payment of the dividend and the buyback of Saint-Gobain shares.</p> <p>It is on the basis of the above-mentioned shareholder returns policy that the Board of directors will decide in its future work on the proposed dividend distribution for the 2022 financial year to be submitted to the 2023 General shareholders' meeting.</p>
Forum pour l'Investissement Responsable	Environment	<p>Saint-Gobain made a commitment to become carbon neutral by 2050. In November 2020, the Group published a Carbon roadmap.</p> <p>On this occasion, targets for reducing CO₂ emissions by 33% in Scope 1+2 and 16% in Scope 3 in absolute value compared to 2017 were announced. These targets have been</p>
	<p>1. Are you explicitly committed to align your revenues and investments (CAPEX/OPEX/R&D/M&A...) with the Paris Agreement objective of limiting global warming to 1.5°C? How do you ensure these revenues and</p>	

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	<p>investments respect this objective (please describe the methodologies used)?</p> <p>What are the main actions plans and, if applicable, the associated investment amounts putted in place to achieve this objective in the short, medium, and long term?</p>	<p>validated by the Science Based Target initiative and are therefore aligned with the Paris Agreement trajectory.</p> <p>Action levers have been identified to achieve the expected objectives on the road to carbon neutrality by 2050.</p> <p>For Scope 1+2, the 2030 roadmap includes the following levers:</p> <ul style="list-style-type: none"> - Optimizing processes and products: applying the World Class Manufacturing program for industrial excellence, reducing energy consumption, and evolving products and solutions through lightweighting, eco-design and the integration of recycled materials. - Investing in new technologies available to reduce carbon emissions and develop the use of low-carbon energy sources. - Innovating to identify and test carbon-free production solutions. <p>Action plans are being developed for each of these pillars of the CO₂ 2030 roadmap. An annual budget of €100 million between 2020 and 2030 has been allocated.</p> <p>In 2021, the amount of Capex and R&D investments related to the roadmap has been evaluated and published in the 2021 Universal Registration Document (see p.396):</p> <ul style="list-style-type: none"> - Capex linked to CO₂ emissions reduction plan: €54,983k - R&D costs related to CO₂ emission reduction projects: €44,342k <p>With regard to innovations in processes, the goal is to identify pilot plants to develop and test innovations that can then be rolled out worldwide. Saint-Gobain has announced an investment in its plasterboard plant in Norway that includes an increase in plant capacity and process innovations to make it the world's first carbon-neutral plasterboard production site.</p> <p>For more details, see our press release of May 24, 2021:</p> <p>https://www.saint-gobain.com/sites/saint-gobain.com/files/20210524_zero_carbon_plant_norway_en.pdf</p>

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		<p>On May 16, 2022, Saint-Gobain announced that it had achieved the first test production of zero-carbon flat glass using 100% recycled glass and 100% decarbonized energy.</p> <p>For more details, see our press release of May 16, 2022: https://www.saint-gobain.com/sites/saint-gobain.com/files/media/document/20220516_First%20zero-carbon%20production%20of%20flat%20glass_VA.pdf</p> <p>Saint-Gobain is also investing to promote the transition towards the use of decarbonized energy that meets the requirements of industrial processes in terms of flexibility and competitiveness. The proportion of decarbonated electricity in the Group's electricity consumption has doubled between 2020 and 2021 to reach almost 40%.</p> <p>The Group also wants to create innovation in its value chain with its suppliers and customers to ensure the reduction of its Scope 3 impact. Collaborations have been initiated with suppliers to reduce the impact of raw materials. Collaboration and investments in partnership with existing or potential suppliers are encouraged and discussions have been initiated.</p> <p>As regards customers, Saint-Gobain has set a target of having 100% of its product ranges covered by a Life Cycle Assessment (LCA) by 2030. At the end of 2021, the proportion of sales generated by products covered by LCAs verified by an independent third-party (excluding distribution activities) is estimated at 29.1%.</p> <p>In addition to its carbon neutrality objective, Saint-Gobain is helping to reduce its customers' carbon emissions by offering a range of sustainable and efficient solutions. In 2020, sustainable solutions represent 72% of the Group's sales. The Group's objective is to reach 75% by the end of 2025. The methodology for identifying the benefits of the solutions and the associated sales has been verified by an independent third-party organization. This methodology is published on the Group's website.</p> <p>The innovative solutions developed by Saint-Gobain to improve the energy efficiency of buildings lessen the negative impacts of the construction sector on the climate and cut</p>

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		<p>occupants' energy bills, while enhancing well-being. They therefore play an important role in the fight against climate change, as they allow through a reduction of energy demand to decrease the quantity of greenhouse gases emitted. Thus, the benefits offered by the Group's thermal insulation products and glass exceed significantly the impacts associated to their production in terms of energy consumption and greenhouse gas emissions.</p> <p>After an initial calculation carried out in 2015 at the conference COP21, Saint-Gobain decided, in 2021, to update and improve the methodology used to calculate the quantity of greenhouse gases avoided thanks to the use of its own solutions, in order to:</p> <ul style="list-style-type: none"> - comply with the most recent and recognized international recommendations for the calculation of prevented greenhouse gas emissions; - extend the geographic coverage of the evaluation. <p>Saint-Gobain has estimated that nearly 1,300 million tons of emissions were avoided thanks to the solutions produced and sold in one year. The updated methodology is available to all stakeholders on Saint-Gobain's website. This calculation has been reviewed by an independent third-party.</p>
	<p>2. What percentage of your business (expressed as sales, net banking income, etc.) is directly related to biodiversity? How much do you spend on biodiversity?</p>	<p>Saint-Gobain published its Biodiversity policy in June 2018:</p> <p>https://www.saint-gobain.com/sites/saint-gobain.com/files/media/document/2021-07/a4_group_biodiversity_policy_-_en.pdf</p> <p>This policy includes the objective of preserving, restoring, increasing and promoting biodiversity with the parties concerned. The Group is also committed to the international Act4Nature initiative and renewed its commitments and objectives in early 2021. These commitments have been reviewed and validated by the initiative's third parties.</p> <p>http://www.act4nature.com/wp-content/uploads/2021/05/SAINT-GOBAIN-VF-29_04.pdf</p> <p>Saint-Gobain's actions focus primarily on limiting the negative impacts of its activities and value chain, and thus limiting biodiversity losses. For direct impacts, this mainly involves</p>

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		<p>action plans on sites close to areas of high ecological value and raw material exploitation sites.</p> <p>Impacts related to purchases mainly concern purchases of virgin raw materials and timber for trading activities.</p> <p>The timber policy implemented since 2008 has always included a dimension of reducing the impact on biodiversity. This policy was updated in 2020: https://sgr-paris.saint-gobain.com/sites/sgcom.master/files/2020_timber_policy.pdf</p> <p>Specific measures are taken depending on the risks on timber species, in particular the mandatory use of FSC certification for species at risk.</p> <p>The list of species prohibited for sale includes biodiversity losses. This list is regularly updated based on the IUCN (International Union for Conservation of Nature) Red List of Threatened Species and the CITES (Convention on International Trade in Endangered Species of Wild Fauna and Flora) lists.</p> <p>The trading activities are proactively anticipating the end of sales of timber from endangered species by working on an offer of alternative products with the same qualities for customers but using non-endangered species.</p> <p>With respect to the Group's extraction sites (mainly gypsum and sand), a specific biodiversity charter has been published, which includes site restoration. A specific objective validated in the Act4Nature commitment concerns active quarries and the improvement of biodiversity management.</p>
	<p>3. List the strategic natural resources that are necessary for your business and/or that of your customers (water, energy, raw materials, etc.). How do you assess and calculate the impact of the scarcity of such resources on your business models? What actions do you take to tackle</p>	<p>Saint-Gobain aims to create value through a business model that contributes to a circular economy by preserving resources and in particular by minimizing its footprint and maximizing its contribution, so as to reduce the pressure on non-renewable resources and to enable the regeneration of natural capital. The circular economy is a model adapted to the scarcity of non-renewable resources and to changes in society such as urbanization and demographic changes. This model is applied closer to the markets and at the territorial</p>

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	<p>sourcing difficulties and grasp opportunities to develop “circular business models”? What are your goals in this respect?</p>	<p>level. A successful transition towards the circular economy will make it possible to offer solutions and services over the long term which take into account environmental, social and societal expectations and which balance well-being, sustainability and performance for stakeholders.</p> <p>In addition to limiting the depletion of natural resources, moving towards greater circularity in the economy generates positive effects on other environmental issues, such as reducing pollution, protecting biodiversity and accelerating the decarbonization of the economy.</p> <p>The “Sustainable Resource Management” policy has been deployed in Saint-Gobain’s activities:</p> <p>https://www.saint-gobain.com/sites/saint-gobain.com/files/media/document/Circular%20Economy%20Policy.pdf</p> <p>Saint-Gobain has set itself the objective of reducing the pressure on non-renewable virgin raw materials. In 2021, thanks to the Group’s actions, the extraction of 9.952 Mt of raw materials was avoided. The aim is to increase by 30% the avoided extraction of natural virgin raw materials between 2017 and 2030.</p> <p>Some of Saint-Gobain’s products can be recycled indefinitely in a closed loop in their industrial process, which is then adapted to the replacement of natural raw materials with recycled materials from either internal or external collection. Therefore, their inclusion in the products essentially depends on the existence of efficient, long-term collection networks.</p> <p>Today, 15 countries throughout the world use plaster waste from worksites to manufacture their plasterboard. Over 292,000 tons of waste plasterboard from sites were recovered and recycled in this way worldwide in 2021, representing the equivalent of the annual output of two medium-sized factories. Weber, which manufactures industrial mortars, has rolled out an ambitious global action plan to gradually reduce dependence on sand and cement. Initiatives are being developed in all regions of the world to seek more sustainable</p>

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		<p>substitutes, such as the use of used foundry sand, the use of slag, or the use of waste tires.</p> <p>Logistics have been optimized for glass products to promote the recovery of cullet (glass debris) across the entire value chain where Saint-Gobain is present and especially between glass processing sites (manufacturing of windshields or windows, for example) and glass furnaces, but also by developing collection networks for the recovery of windows on building sites.</p> <p>Other Group products can already tolerate the replacement of virgin raw materials with recycled materials from other consumption circuits, such as glass wool and cast iron pipe. For many years, glass wool has included cullet in its composition. In 2021, external cullet accounted for over 57% of all materials loaded into the furnaces (and more than 80% in countries such as Japan, South Korea or Argentina).</p> <p>Similarly, the production of cast iron pipes and other piping elements (connectors, manholes...) uses a "second fusion" process which is carried out by fusing scrap and recovery cast iron. The annual quantities of recycled materials used in this process depend on their availability on the market.</p> <p>The approach applied to products also applies to the packaging that accompanies them. Action plans are rolled out at the central level and relayed to the national level to increase the recyclability and recycled content of the packaging used. Initiatives are underway in Brazil to replace the dual-material bags (paper/plastic) used for mortars and coated with all-paper bags, with an internal treatment to protect the product from humidity.</p> <p>In addition to responsible resource management, Saint-Gobain has implemented a strategy for a transition to a circular economy (see the 2021 Universal Registration Document, pp. 92 and 93).</p> <p>Concerning water management, Saint-Gobain's water policy ("Water policy") confirms the desire to reduce the impacts of the Group's activities on water resources as much as possible, whether in terms of water intake or discharge. The long-term objective is to withdraw as little water as possible and to aim for "zero discharge" of industrial water in</p>

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		<p>liquid form, while avoiding generating new impacts for other natural environments and/or for other stakeholders.</p> <p>To this end, Saint-Gobain takes measures to:</p> <ul style="list-style-type: none"> - reduce water withdrawals from the natural environment and optimize processes to minimize water consumption; - reuse “process” water whenever possible; - recycle on-site or off-site with appropriate treatments; - not degrade water quality by reducing and controlling discharges into the natural environment and preventing any accidental pollution; - not compete with local populations for access to drinking water. <p>To assess the water sensitivity of its sites, the Group uses the global “Aqueduct” atlas of the WRI organization. This atlas is based not only on qualitative and quantitative physical risks (such as water stress or flood risk), but also on stakeholder risk (like access to water). This tool enables each industrial site to assess its water risk from “low” to “extremely high”. In 2021, 199 sites representing approximately 16% of water withdrawals and 9% of Saint-Gobain discharge were located in high or extremely high risk areas.</p> <p>Saint-Gobain participates in the CDP Water Disclosure and obtained an A- rating.</p>
	Social	
	4. What is the proportion of your corporate officers and employees (broken down by type) concerned by the integration of environmental and social criteria (E&S) in the determination of their variable compensation (bonus, long-term compensation, discretionary profit-sharing, etc.)?	The Chief executive officer’s compensation includes social and environmental criteria both in the qualitative part of his variable compensation and in the performance criteria attached to the performance shares granted to him. Thus, in the 2022 compensation policy for the Chief executive officer submitted for approval to the General shareholders’ meeting of June 2, 2022, these qualitative objectives, which include a large proportion of social and environmental factors, concern one third of the Chief executive officer’s variable compensation, and are the following:

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	<p>Which governance bodies are responsible for the selection and validation of these E&S criteria?</p> <p>How do they ensure that these criteria are relevant, sufficiently incentive-based and correlated with the related objectives in order to achieve the Group’s environmental and social strategy? (Please specify the non-financial criteria used for corporate officers and for employees).</p>	<ul style="list-style-type: none"> - Deployment of the Grow & Impact strategic plan in its 6 action priorities (1 - Position ourselves in high-growth markets, 2 - Be solutions-oriented, combining performance and sustainability, 3 - Drive growth through customer innovation and the power of data, 4 - Embed corporate social responsibility in our decisions and actions, 5 - Strengthen our "tec" culture, 6 - Have the best teams in a diverse and inclusive work environment) - Successful integration of Chryso and GCP and continued optimization of the Group’s scope (acquisitions and disposals) - Implementation of the Corporate Social Responsibility policy (including safety, social, environmental and compliance) <p>In addition, the performance criteria attached to the performance shares granted not only to the Chief executive officer but also to 2,512 Group managers and officers (see section 2.4.2 of Chapter 5 of the 2021 Universal Registration Document) include a criterion relating to corporate social responsibility. The performance share plan decided by the Board of directors on November 25, 2021, after review and on the proposal of the Nomination and Remuneration Committee, sets a social responsibility criterion for 20% of the shares allocated. This criterion, resulting from dialogue with investors, comprises the following three indicators, all quantifiable and published each year as key CSR indicators: the rate of reduction of CO₂ emissions (10% of the shares initially allocated), the total recordable accident rate – more than 24 hours’ lost and non-lost time (TRAR), and the senior executives diversity index (5% of the shares initially allocated to each of them).</p> <p>All the criteria applicable to the Chief executive officer’s compensation are decided by the Board of directors upon the recommendation of the Nomination and Remuneration Committee. The relevance and incentive nature of these criteria is reviewed each year to ensure that they reflect the implementation of the Group’s strategic orientations for the year in question.</p> <p>For Group employees who receive a bonus, a part of the bonus depends on these ESG criteria, including employee safety and the reduction of CO₂ emissions (see the “Framework for fair wages” referred to below).</p>

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	<p>5. What lessons have you learned from the new ways of organizing work in response to the Covid-19 pandemic (remote working, digitalization of communication methods, increased flexibility, etc.) implemented in your company in terms of their impacts on working conditions? How is your Human Resources strategy now incorporating these new ways of working? What social dialogue has been conducted in this respect (agreements, shared thinking on the future of work, etc.) across all parts of your business and the areas in which it operates?</p>	<p>Generally speaking, the Group wishes to create a motivating and engaging work environment, respectful of the work/life balance for all employees. As such, flexible working and working from home are encouraged.</p> <p>The Mental WellBeing (MWB) program was rolled out to all Group managers. The program takes the form of an interactive app and was designed to help managers optimize the psychological well-being of their teams. Each manager can build a tailored program for his or her team, monitor it and exchange it with other managers or share relevant best practices drawn from their experience. There are six action areas: management practices, change management, interpersonal environment, physical working environment, work-life balance, and personal well-being skills.</p> <p>This tool was particularly useful in the context of the Covid-19 crisis during the transition to working from home by a large number of employees. The well-being of employees and maintaining personal relationships in this particularly stressful environment were priorities.</p> <p>This tool does not summarize all the measures put in place to protect and promote the mental health of the Group's employees. It is accompanied by trainings, webinars, surveys and indicator monitoring, an alert system, medical monitoring and individual care. This individual care can be provided by on-site psychologists, specialized external firms, or the in-house medical teams.</p> <p>Since 2019, a unique tool to measure employee commitment has been developed. This platform is used to conduct the annual global survey sent to all employees: "me@saint-gobain". Employees are asked questions covering the five main focus areas of the HR policy and the current transformation programs:</p> <ul style="list-style-type: none"> - Energy: an energizing, collaborative working environment; - Active: an organization that fosters responsibility; - Talent: an HR organization focused on developing talent; - Management: a management style based on influence; - Inspiration: sharing clear objectives and a factual vision.

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		<p>With a participation rate of 81% in 2021, over 120,000 employees took part.</p> <p>The commitment index reached a score of 83%, an improvement of one point compared to the survey conducted in 2020. This index concerns the four following themes:</p> <ul style="list-style-type: none"> - pride in working for Saint-Gobain; - short-term retention capacity; - recommendation; - the feeling of being appreciated and valued for their work.
	<p>6. In order to assess the evolution from one year to another, we ask again the question asked in 2021 for which the responses were not satisfying.</p> <p>Do you have a definition of "decent wage" not limited to the local legal minimum wage? If so, which one? How does your company ensure that its employees, as well as the employees of its suppliers, receive a decent wage?</p>	<p>Wage policies are set at the level of each country in which the Group operates in line with market conditions. In most of the countries in which Saint-Gobain operates, minimum wages are set either within the legal framework or by negotiating collective bargaining agreements. The Group favors the collective bargaining strategy which is a way of guaranteeing a minimum standard of living for all employees depending on the local situation.</p> <p>A general framework called the "Framework for fair wages" sets out common rules and principles to ensure fair compensation for Saint-Gobain employees. It has been circulated within the HR network and is published on the Group's website.</p> <p>https://www.saint-gobain.com/sites/saint-gobain.com/files/media/document/2021_FairWagesFramework.pdf</p> <p>In 2021, Saint-Gobain conducted a country survey to better identify the actions taken to ensure a decent wage, but also complementary elements to compensation such as individual and collective bonuses or social benefits. Less than 4% of employees are paid only the legal or negotiated minimum wage. Almost two-third of full-time employees have an individual or group bonus program. The survey also verified that more than 99% of employees receive retirement benefits under locally defined programs.</p> <p>At the same time, employee shareholding offers employees the option to become shareholders under preferential conditions, either directly as individuals or via involvement in a dedicated collective fund. The Group Savings Plan (GSP) enables them to acquire</p>

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		<p>Saint-Gobain shares with a discount and, in some countries, an additional amount. In 2021, employee shareholding programs were available in 48 countries. 95.5% of Saint-Gobain employees have access to these programs, and in some countries, retirees are also eligible.</p> <p>Saint-Gobain also seeks to offer its employees social guarantees enabling them to protect themselves against the uncertainties of life. Launched on January 1, 2020, CARE by Saint-Gobain is a social protection program for all Group employees and their families. The coverage is defined to meet basic daily healthcare needs but also to support key moments of family life:</p> <ul style="list-style-type: none"> - daily medical monitoring of families and access to care, by covering health costs (doctor visits or hospitalization) at a rate of at least 80%; - the birth of a child, including adoption procedures, by paying at least 14 weeks of maternity leave with full pay and three days of paternity leave with full pay; - death, by providing the family with financial capital representing at least one year of the employee's salary. <p>The program is being implemented on a country-by-country basis, with the aim of being applied worldwide and for all employees by early 2023. Parenthood measures were rolled out in 2020, and all Saint-Gobain employees currently enjoy minimum guaranteed parental leave at their full salaries.</p> <p>At the end of 2021, 88% of the Group's employees and their families were covered by the Care by Saint-Gobain program.</p>
	<p>7. In France: apart from investments in your company's securities, what proportion of your employee savings funds take into account environmental and social criteria (SRI, Greenfin, CIES ou Finansol labels)? How do you explain the fact that non-responsible funds are still held when there is no difference in</p>	<p>The Group Savings Plan (GSP) enables employees to acquire Saint-Gobain shares with a discount and, in some countries, an additional amount. The GSP is available in 48 countries and 95.5% of Group's employees have access to it.</p> <p>At December 31, 2021, Group shares held by employees through the Group Savings Plan Funds represented 8.3% of the share capital and 14.9% of the voting rights.</p>

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	<p>profitability and given that Paris market is a leader in this area?</p> <p>In the other countries where you operate: do your employee savings schemes (pension or other) also include ESG criteria?</p> <p>How does the board of directors or supervisory board promote subscription to these types of employee savings funds?</p>	<p>The Group also offers three diversified employee savings funds in its Group Savings Plan. Although these funds are not SRI labelled, they all include ESG performance dimensions. One of the funds is particularly focused on investing in the low-carbon economy.</p> <p>For pensions, a global SRI labeling process for funds invested is being carried out in France. In 2021, around 60% of funds were labelled.</p> <p>In other countries, funds include ESG criteria but do not have a specific label.</p>
	<p>Governance</p>	
	<p>8. Do you publish a charter detailing your commitments in terms of tax responsibility? If so, how is tax responsibility incorporated more generally into your social responsibility commitments? Does the board review and approve this charter? Do you report annually on the application of the principles of this charter in a tax responsibility report? Does this report detail the taxes paid on a country-by-country basis?</p>	<p>Saint-Gobain acts in compliance with the tax laws of the countries in which it operates and fulfills its tax reporting and payment obligations in time. The Group has therefore not established structures whose purpose is tax evasion. It applies tax laws and regulations with honesty and integrity. Its intragroup transactions comply with the so-called “arm’s length” principle.</p> <p>Even if the new rules related to the reform of the international tax system initiated by the OECD have not yet all been defined, Saint-Gobain does not anticipate any significant change in its income tax expense since it is correlated with its locations and therefore with the creation of the value.</p> <p>Since 2019, Saint-Gobain has been taking part in the initiative for a tax partnership for regular, transparent dialogue between the French tax authorities and large proactive companies.</p>
	<p>9. Do you publish a responsible lobbying* charter?</p> <p>Are you a member of professional associations whose positions are controversial in the public</p>	<p>Saint-Gobain participates in public debates on the strategic challenges for its business and its environment. The Group and most of its subsidiaries belong to professional associations representing their industry at national or supranational level. The actions taken mainly</p>

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	<p>interest? If so, what actions are you taking to reorient the positions of these associations?</p> <p>What consolidated (i.e. throughout your whole geographical area) resources (both human and financial) do you allocated to interest representation?</p> <p><i>* “Lobbying – or interest representation – is playing an increasing role in public decision-making. The organizations concerned (companies, professional organizations, associations, public actors...) devote significant time and budgets to it. When lobbying is conducted with integrity and its use is made clear and transparent, lobbying can play a positive role and contribute to providing public decision-makers with elements of analysis to feed their reflection. On the other hand, unregulated lobbying can lead to abuses that result in decisions that serve private interests rather than general interest.” (Transparency International)</i></p>	<p>concern regulations or standards related to the Group’s markets or its direct business activities.</p> <p>Saint-Gobain refrains from financing any political party.</p>
	<p>10. The French law on corporate duty of vigilance provides for the establishment of a vigilance plan in conjunction with the company’s stakeholders, including its social partners. Furthermore, one of the measures in the plan involves the implementation of a whistleblowing mechanism relating to the existence or occurrence of risks, developed in consultation</p>	<p>Saint-Gobain’s vigilance plan is made public in the 2021 Universal Registration Document (see p. 395).</p> <p>Saint-Gobain has an ethical and professional alert system that is accessible to employees and all other stakeholders (customers, suppliers, shareholders, trade unions, NGOs, local communities, etc.) to report any breaches of applicable regulations or internal rules and procedures, in particular those related to the code of ethics. A secure platform is being used since June 2020 to collect alerts and exchange with whistleblowers, including anonymously.</p>

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	<p>with the representative trade unions. The organizations are familiar with the reality on the ground and have the capacity to warn the company and provide valuable information for the exercise of its duty of vigilance.</p> <p>How does your Group involve its social partners – at the local and global levels – in the various stages of developing, updating, and implementing its vigilance plan? What resources does the Group provide to help them carry out these duties? How are social partners involved in the reporting of the effective implementation of the vigilance plan?</p>	<p>A practical guide will be deployed in 2022. It will remind "Alert referents" of the main principles of alert processing, describe the necessary steps (admissibility, investigation, conclusions) and the precautions to take in order to conduct investigations in a professional and impartial manner. Finally, this guide provides documentary support to inform and secure exchanges with the parties, whether they are alleged victims, witnesses or respondents.</p> <p>The policy on the Group alert system and an explanatory video facilitating the understanding and the use of the platform by stakeholders are published on the Saint-Gobain website. Social dialogue is an essential pillar of Saint-Gobain's HR policy.</p> <p>Employee representatives are regularly involved in programs related to health and safety, working conditions and environmental commitments. The Convention for European social dialogue brings together 70 trade union representatives from 22 countries. With the aid of an independent expert, this convention makes it possible to supplement the national dialogue by dealing with subjects of common interest.</p> <p>A Select Committee focuses on issues such as health and safety in the workplace, working conditions and employment trends at industrial and distribution sites. Its members receive specific training to carry out their role.</p> <p>Of the nearly 3,000 active agreements signed with employee representative bodies, 23.2% contain provisions on health and safety.</p>
<p>Bluebell Capital Partners Limited</p>	<p>1. <u>Question asked:</u> <i>What percentage of Saint-Gobain sales (FY2021) of its own products (i.e. excluding third party products) is sold through Distribution Europe? Please provide the same data for FY2020 and FY2019 for comparison purposes.</i></p> <p>2. <u>Question asked:</u> <i>Could you disclose what percentage of the turnover (FY2021) of</i></p>	<p>Seven questions relate to the relevance for Saint-Gobain of maintaining its Distribution activities and we are therefore grouping them together.</p> <p>At the outset, it should be noted that we have already had the opportunity, during our investor day, our results presentations and the many discussions we have had with our shareholders, to mention the merits in terms of value creation of the continued development of the distribution activities in certain countries.</p> <p>With regard to some of the information requested, it should be noted that since the beginning of 2019, the Group is organised country by country in its local markets, and no</p>

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	<p><i>Distribution Europe is made up of Saint-Gobain products? Please provide the same data for FY2020 and FY2019 for comparison purposes?</i></p> <p>3. <u>Question asked:</u> <i>Could you disclose what percentage of the turnover (FY2021) of distribution is made up of Saint-Gobain products in each of the following countries: France, UK, Switzerland, Denmark, Sweden, Norway? Please provide the same data for FY2020 and FY2019 for comparison purposes.</i></p> <p>4. <u>Question asked:</u> <i>Could you disclose what percentage of the turnover (FY2021) of DISTRIBUTION SANITAIRE CHAUFFAGE (Cedeo) is made up of Saint-Gobain products? Please provide the same data for FY2020 and FY2019 for comparison purposes.</i></p> <p>5. <u>Question asked:</u> <i>Could you quantify the value of the cost synergies that the group achieves by owning both distribution and manufacturing activities?</i></p> <p>6. <u>Question asked:</u> <i>Could you quantify the value of the revenues synergies that the group achieves by owning both distribution and manufacturing activities?</i></p> <p>7. <u>Question asked:</u> <i>Could you confirm by how much (in basis points) your market share in building materials has increased/decreased over the last 5 years globally, and for each of the following countries: France, UK,</i></p>	<p>longer by worldwide business line. Thus, the "Distribution Europe" to which some questions refer no longer exists as an operational entity.</p> <p>Saint-Gobain does not disclose the level of vertical integration as this is sensitive and confidential information, nor do it disclose synergies or sales by country and by product.</p> <p>Saint-Gobain takes a pragmatic approach to creating value, country by country, based on the local situation of each business (market trends, growth and profitability potential, competition, etc.). This is true for distribution (France: acquisition of Panofrance; Germany: sale of Raab Karcher; the Netherlands: sale of Raab Karcher; the United Kingdom and Poland: sale of specialised distribution brands), as it is for other product lines: glass sold in Korea while we invested at the same time in Mexico, Polystyrene insulation sold in France and Germany while we invested in France in blowing wool, etc. The Group has made almost €10bn in perimeter movements in the last 3 years, which is more than 25% of the 2018 perimeter. In each country, the CEO of each country regularly reviews all of its product lines, including the potential of its local market and customers, and ensures that they are each performing well and reinforcing each other to accelerate growth, profitability and value creation in their country. Acquisitions, capital expenditure, turnaround plans or divestments are designed on a country-by-country basis to generate the best possible value creation.</p> <p>The advantages, country by country, of developing certain distribution activities within Saint-Gobain are as follows:</p> <p>1/ Distribution and manufacturing activities are deeply intertwined:</p> <ul style="list-style-type: none"> - From a general perspective, construction markets are at a tipping point and customer needs are strongly evolving. Customers are now demanding solutions that offer integrated product and service systems that deliver sustainability and performance. Players who are able to be present across the value chain, such as Saint-Gobain in France, are in a unique position to outperform and transform the market by offering the best service and a complete set of solutions. - The integration of distribution and industry creates opportunities for cross-selling and collaboration and enables the group to offer a wider range of products.

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	<p><i>Switzerland, Denmark, Sweden, Norway? If possible, please provide the same information by main product categories.</i></p>	<ul style="list-style-type: none"> - Distribution allows for customer intimacy and critical access to bring our solutions directly to end-users. <ul style="list-style-type: none"> - Our distribution network enables Saint-Gobain to be close to craftsmen (in France, there is a distribution point less than 9 km from any point in the country; approximately 100,000 people are trained in renovation and Saint-Gobain products, 75% of craftsmen have an account with Saint-Gobain), to provide differentiated solutions in all areas directly to end users, and to position Saint-Gobain products in the best possible way. - The density of our presence and the extent of our network of craftsmen enable the Group to understand the needs, to clearly identify the products for which demand is growing strongly, for example by developing joint offers on off-site solutions between industry and distribution as in the Nordic countries, and/or to adapt its strategy accordingly. - Distribution and industry combine their leadership and drive each other in renovation and new construction. <p>2/ Distribution is key to address the renovation market, which is driving Saint-Gobain's growth in Europe:</p> <ul style="list-style-type: none"> - Renovation is the most attractive segment of the market <ul style="list-style-type: none"> - Strong growth is expected in renovation due to the large investments needed in energy renovation, supported by energy transition support schemes in Europe and the US, as well as improved building standards. A European directive aims to triple the annual renovation rate until 2030; by 2024, the renovation market could reach 1.1 trillion euros. - Renovation is the least cyclical segment, which is why it has recently been targeted by various competitors seeking to improve their overall positioning.

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		<ul style="list-style-type: none"> - Distribution has a high exposure to renovation, which accounts for about two-thirds of its sales, enhancing Saint-Gobain's intimacy and positioning in this key market, notably in Europe. - Renovation is a key market for Saint-Gobain. Small craftsmen, who are the key players in renovation, are the preferred distribution segment. Vertical integration enables the industrial activities to secure significant digital distribution in this diffuse ("<i>marché du diffus</i>") and renovation market. - Saint-Gobain has implemented specific levers to achieve higher growth and profitability in the renovation market by combining its distribution and industrial activities in various countries. As a result, the Group has consistently outperformed the renovation market. <p>3/ Saint-Gobain's growth over the last few years has been driven by the distribution activities where digital capabilities and omnichannel strategies have been strongly built over the last 10 years:</p> <ul style="list-style-type: none"> - Digitalisation is central to Saint-Gobain's data collection, and to the development of offering improved services (training, digital quotes, BIM, financing, etc.). - Digitalization is also a powerful lever for training craftsmen, which is essential for transforming renovation practices. Thanks to its digital tools specifically designed for building craftsmen, distribution has the capacity to push for innovations among craftsmen, which are Saint-Gobain's core business. <p>4/ Distribution offers a strategic advantage in shaping the circular economy (collection of recyclable materials).</p> <ul style="list-style-type: none"> - It offers a strategic advantage because of its 125 Point.P branches and 31 Plateforme du Bâtiment with recycling centers for customers, and the development of on-site take-back. - It allows Saint-Gobain to structure the end market for waste, which benefits the industry in general but also the group. - Finally, it reinforces the long-term sustainability of our solutions and returns raw materials to the industry (currently Placo, Isover and Glass)

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	<p>8. <u>Question asked:</u> <i>Apart from the automotive glass business, why does Saint-Gobain own businesses which do not serve construction end markets?</i></p>	<p>All Saint-Gobain businesses are increasingly focused on sustainable solutions for construction and industry. Among others, the six R&D centers provide a critical mass of scientific talents to develop sustainable solutions and themselves benefit from cross-functional innovation organized by skills: such as coating technologies, acoustics, thermal resistance, low-carbon formulations, process or materials knowledge, etc. While predominantly driven by construction end-markets, Saint-Gobain has a unique and well renowned capability to cross-fertilize innovation and new materials from one market to the other: for example, electrochromic glass or coated films were invented for the automotive industry and are now used in the construction sector. Adfors reinforcing fiberglass grids were first developed for industrial applications and are now used as an external insulation solution in combination with building chemistry and plasterboard. Finally, specialty materials such as refractories produced by Saint-Gobain allow us to be present across the entire glass production value chain with the objective of achieving carbon neutrality and maximizing furnace lifespan.</p>
	<p>9. <u>Question asked</u> <i>Could you list and quantify the main factors that explain why the "Ratio of average total compensation: female to male" achieved by the group in 2021 (0.91) was below 1.00?</i></p>	<p>Saint-Gobain has a very strong policy and commitment to encouraging inclusion and promoting diversity in all its forms: gender, nationalities, education, career paths, generational diversity, disabilities, ethnic and social origins, wherever we operate.</p> <p>Saint-Gobain's inclusion and diversity policy is based on three complementary levers:</p> <ul style="list-style-type: none"> - A proactive policy adapted to local contexts that increases the diversity of the teams, - internal promotions and the integration of managers who promote internal diversity, - equitable remuneration and access to training and promotion that foster equal opportunities. <p>Our performance on inclusion and diversity allows us to be included in the Bloomberg Gender Equality Index 2022 for the fourth consecutive year.</p> <p>In 2020, Saint-Gobain announced new targets for gender diversity in management bodies: an average of 30% women on the Group's local executive committees by 2025, and 30%</p>

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		<p>women on the Group Executive Committee. We have reached this second objective ahead of the target with 37.5% women since 1 July 2021. Diversity is one of the performance criteria of the LTI plans.</p> <p>A systematic assessment of the pay gap is carried out country by country, company by company and job by job. One of the main reasons why we have differences in total compensation in some countries is the difference in seniority or experience in certain positions. Saint-Gobain is very committed to reducing the gender pay gap.</p>
	<p>10. <u>Question asked:</u> <i>Could you please tell us what measures have been taken (if any) to ensure that the "Ratio of average total compensation: female to male" will achieve parity (1.00) at some point in the future?</i></p>	<p>HR in each country has a plan to identify possible differences in similar jobs and a budget to deal with the issues. As an example, we use Big Data technology to identify specific biases. The analysis is done on a country-by-country basis. It aims to identify the main differences that may exist between men and women in comparable jobs: base salary, total compensation, salary increase (% and frequency), job change/promotion.... and then to develop and monitor action plans.</p>