

# BY US, FOR YOU

LIFE-CHANGING MATERIALS  
AND SOLUTIONS



2018



**What is great about them is that  
they improve the comfort of each  
of us while conserving our planet's  
resources and the future of all.  
It's time to discover them  
at the heart of your day-to-day lives.**



**“WHAT MATTERS TO PEOPLE, BEYOND THE PRODUCTS, ARE THEIR FEATURES, THE COMFORT THEY BRING – ACOUSTICS, THERMAL COMFORT, INDOOR AIR QUALITY, AESTHETICS.”**



## A DAY WITH...

**HIS SCHEDULE IS INTENSE, THE TEAMS ARE FOCUSED. OUR DISCOVERY OF THE WORLD OF SAINT-GOBAIN BEGINS IN THE STEPS OF ITS CHAIRMAN AND CHIEF EXECUTIVE OFFICER.**

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## PIERRE-ANDRÉ DE CHALENDAR

**CHAIRMAN AND CHIEF EXECUTIVE OFFICER**

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## A DAY WITH...

## PIERRE-ANDRÉ DE CHALENDAR

**CHAIRMAN AND CHIEF EXECUTIVE OFFICER**

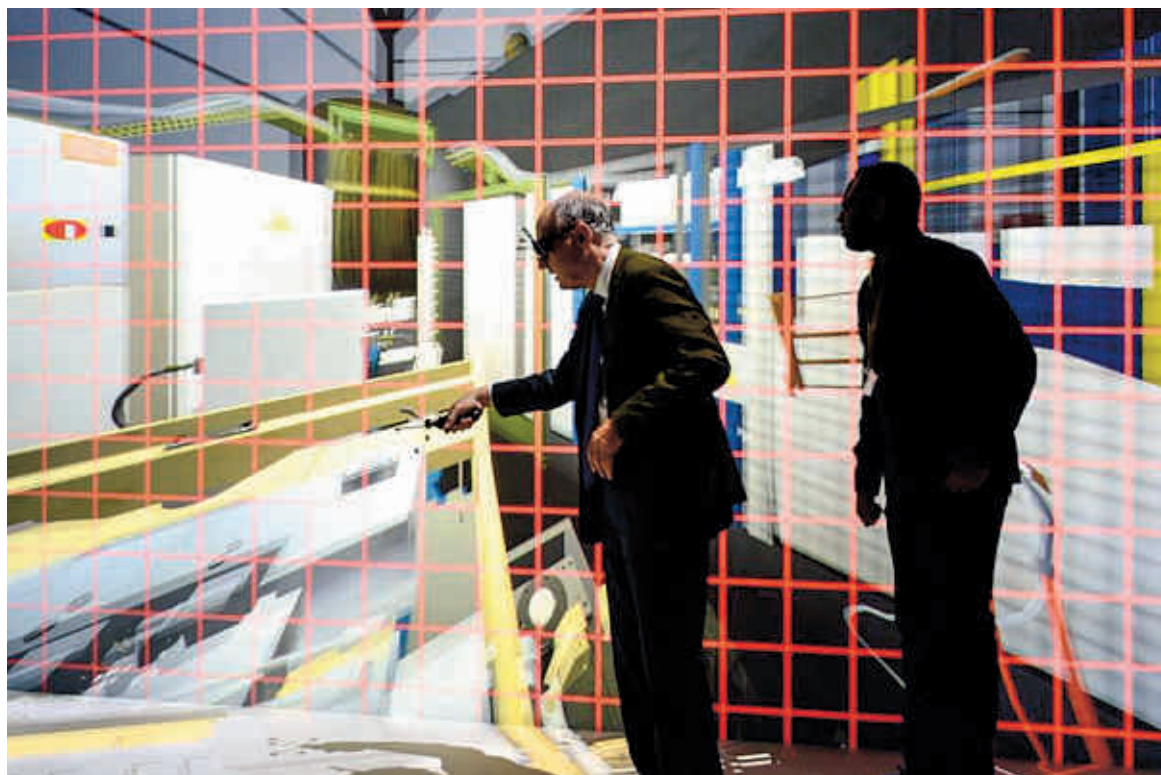


There is a stiff breeze in Paris-La Défense this morning. On the footbridge leading to Les Miroirs – the tower that is home to Saint-Gobain’s headquarters – it is blowing from behind as if to hasten our arrival. It must be said that the day in the company of Pierre-André de Chalendar looks to be very full starting with a strategy presentation at 8:00 AM, followed by a visit to the Compiègne University of Technology, a new research partner for the Group.

**8:00 AM.** The day starts on the auditorium stage. Speaking to about 200 managers, Pierre-André de Chalendar sets the agenda for Saint-Gobain: “Design, manufacture and distribute materials and solutions which are key ingredients in the wellbeing of each of us and solve the challenges facing us all in the future.” This strategy serves the end user and is aimed at making comfort accessible to the greatest number possible, in particular backed by managed international growth. “Investments in emerging countries boost Saint-Gobain’s industrial strength and speed up its commercial push,” said the Chairman, before displaying on a huge screen the past year’s investments, such as the construction of a new plasterboard plant in Vietnam, and the acquisition of Glava, the leader on the Norwegian insulation market, and a mortar and tile cement manufacturer in Botswana.

Strategy  
presentation  
meeting at  
the headquarters  
in La Défense.





Visit to UTC,  
where students  
are inventing  
the plant  
of the future.

**11:30 AM.** Pierre-André de Chalendar has come in person to sign the five-year strategic partnership with UTC (Compiègne University of Technology). In front of a hall full of attentive students, he explains the Group's decision to opt for open innovation, "to anticipate the changes on our markets and meet their new needs, it is crucial to generate ideas together." The joint work will focus on digital technology and future glazing, self-driving vehicles and the use of Big Data for industry 4.0. A willing subject, the Chairman tests out the prototype for augmented reality maintenance assistance. The sponsor of the 2017 year, he hopes one day to find all this new technology used at Group sites, such as Devisa, in Spain, where Sekurit is already using collaborative robots.



Discussion  
about the future  
Saint-Gobain  
tower in  
La Défense.

**4:00 PM.** While waiting for a call from the managers of Tumelero, a distribution brand recently acquired in Brazil, Pierre-André de Chalendar invites us to admire the view from his office on the 13th floor of Les Miroirs. A stone's throw away, work on Saint-Gobain's future headquarters is progressing. The new tower sheathed in glass is targeting triple certification and the feat of using more than 80 Group materials, including smart glazing, plaster and ceiling panels to improve air quality, acoustics and energy efficiency. "It will be a showcase for Saint-Gobain's expertise and solutions," adds Pierre-André de Chalendar with evident pride. This new building will ensure an optimum work environment conducive to innovative and collaborative working methods. "The new tower will be emblematic of Saint-Gobain's Multi Comfort program and will loom large above La Défense, symbolizing the Group's exemplary approach as a manufacturer and as an employer, while also embodying its forward-looking strategy," added the Chairman, obviously pleased with the Group's achievements.







## A DAY WITH...

THE PROJECT IS AN  
EXCEPTIONAL GLASSHOUSE,  
DEVELOPED BY THE  
SØRENSEN WORKSHOPS,  
THAT WE ARE ENTERING  
ON THIS SPRING MORNING  
IN A VIBRANT DISTRICT OF  
NORTHERN OSLO (NORWAY).

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## SVEN — ARCHITECT

OSLO - NORWAY

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# SVEN

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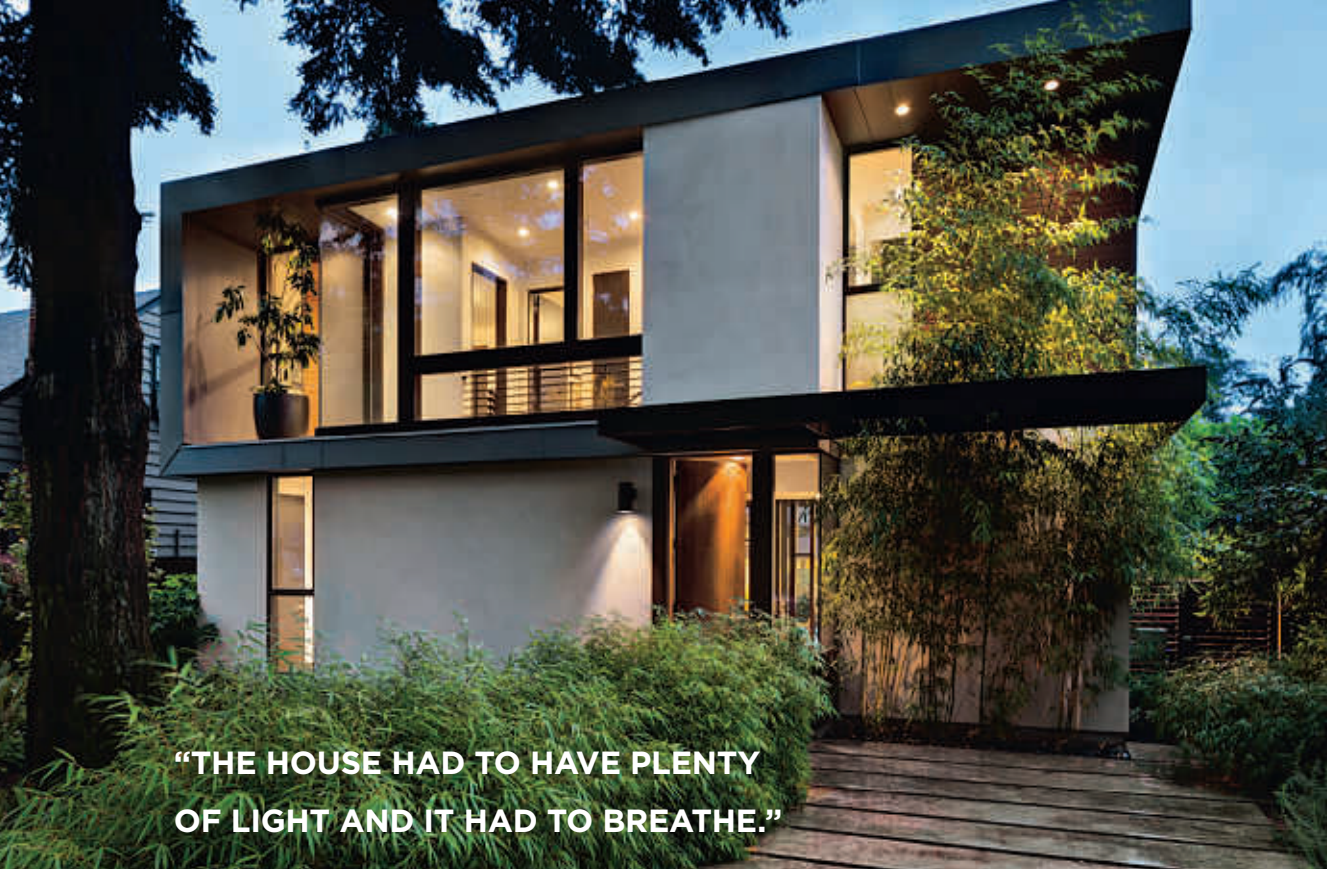
# ARCHITECT

OSLO - NORWAY

Behind a red plank fence, like a well-kept secret, stands an ultramodern house filled with light. Sven greets us with a big smile. Used to handling projects of all kinds, this thirty-something graduate of the Oslo School of Architecture and Design is in a big hurry to show us the digital model for one of his recent undertakings. Mouse in hand, he treated us to a masterful guided tour, showing us click by click how to bring up details for a wall, a window or a door. It seems so real, almost as if we were actually inside this stunning glass house amid green surroundings.

**The commission for this atypical project came from a big family interested in space, the outdoors and an adaptable design that could be scaled down after the children left home.** Sven recalls the parents' specifications: "Liv and Johan were looking for the comfort of modern technology combined with an eco-friendly approach. The house had to have plenty of light and it had to breathe. It needed to be open to and harmonize with the beauty of the natural surroundings. In other words, glass was the way to go." A major design challenge, the commission differed from any of the architect's previous projects. It went farther than building codes, imposing "many requirements and constraints, especially regarding insulation."





**“THE HOUSE HAD TO HAVE PLENTY OF LIGHT AND IT HAD TO BREATHE.”**

**In search of inspiration, Sven headed for Larvik, south of Oslo,** where Norway’s first Multi Comfort House by Saint-Gobain opened in 2014. Sven was intrigued by this positive-energy building, designed by the Snøhetta architectural firm, that produces more energy than it consumes (84kWh/m<sup>2</sup>/year and 15kWh/m<sup>2</sup>/year, respectively). The house also met his clients’ requirements. It was full of light, healthy for its occupants and modular while delivering high acoustic and insulation performance. “Most interesting of all,” commented the architect, “the design was totally user-centric. For instance, speakers had been built into the walls for the benefit of the hearing-impaired youngest child.”

**Impressed with these findings, Sven thought that Saint-Gobain’s expertise on building materials** could help him take Liv and Johan’s house from drawing board to reality. He went to stores and showrooms run by Optimera in Norway to investigate



**In the field of architecture as elsewhere, digital technology is revolutionizing the way we design, promote and build a project. From digital models to comparators and apps, Saint-Gobain seizes the latest technology to simplify architects’ lives, improve project attractiveness and team productivity.**

their many solutions and talk to their experts. “The ultimate goal was to create an attractive, low-energy home that would be pleasant to live in. For best results, I had to select the building materials, especially the glass, with great care. We chose the glass based on its aesthetic, thermal and acoustic properties. With a view to improving the indoor air, we used paints low in volatile organic compounds in addition to bacteria-, mold- and mildew-resistant wall and floor coverings.”

**Today, the finished house stands proudly in its natural setting,** flooded with light and transparent, with greenery showing through it. With its sleek, minimalist lines – and despite the rather singular appearance of the shell – the look is distinctly Scandinavian. As for Sven Sørensen, he continues to delight in discussing this original project with others.





SVEN’S EXPERT SERVICE PROVIDERS

JONAS  
CHRISTENSSON

COMFORT DEVELOPER,  
NORDIC COUNTRIES  
AND BALTIC STATES

“SAINT-GOBAIN  
COMMITTS TO PROVIDING  
HIGH QUALITY  
INDOOR COMFORT.”

“Considering we spend 90% of our time indoors, and how impactful it can be on one’s health and wellbeing, Saint-Gobain made it its mission to create optimal indoor comfort through a wide range of complementary solutions, for each and every type of building – being constructed or renovated – to answer the growing expectations of property owners, architects and contractors. Noise, temperature, light and air superior quality levels are guaranteed and users are provided with an ideal sensory experience.”

ELIN  
SONDERGARD

R&D DIRECTOR,  
NORDIC COUNTRIES  
AND BALTIC STATES

“WE FOCUS ON  
CONCRETE SOLUTIONS  
THAT MAKE LIFE  
BETTER FOR PEOPLE.”

“First, we try to come up with a general concept of comfort, then refine it to account for building integration. Our approach involves more than lab tests and hard science. Our PhD candidates are now working with anthropologists and designers in a collective thought process centered on human beings. For example, let’s take our aereNmore indoor climate solution, which covers ventilation, lighting and acoustics. Prior to installation, it is adapted to the user’s specific requirements. A dedicated team of scientists collaborated with Danish Technical University and cutting-edge Swedish start-ups are currently carrying out large-scale testing on real buildings. We take pride in the fact that we will deliver tangible proof of improved comfort.”

CAMILLE  
FABRE

SUSTAINABILITY DIRECTOR,  
NORDIC COUNTRIES  
AND BALTIC STATES

“OUR AIM IS TO BE  
A KNOWLEDGE PARTNER  
AND A SOLUTION  
PROVIDER FOR GREEN  
BUILDINGS.”

“In the Nordic countries, several of our sustainability experts are recognized as green certification assessors for systems like BREEAM or DGNB. But ‘building green’ requires the mobilization of many other job functions as well, including management, marketing, procurement, innovation and finance. All of our colleagues, especially those in sales, receive training including via specific apps and engagement campaigns. Saint-Gobain not only eco-innovates to develop more sustainable products, but it is also supporting its customers through dedicated data and services. One example is that we deliver Environmental Product Declarations for our products and systems. Also, in Sweden, a website provides project support to our customers seeking to obtain green building certification.”



JONAS CHRISTENSSON



ELIN SONDERGARD



CAMILLE FABRE



## MULTI COMFORT BY SAINT-GOBAIN: ENDLESS POSSIBILITIES

IN BOTH RESIDENTIAL AND NON-RESIDENTIAL CONSTRUCTION, THE SAINT-GOBAIN MULTI COMFORT APPROACH COVERS ALL ASPECTS OF LIVING-SPACE COMFORT AND DRAWS FROM THE RESEARCH OF MANY OF THE GROUP'S BUSINESSES.



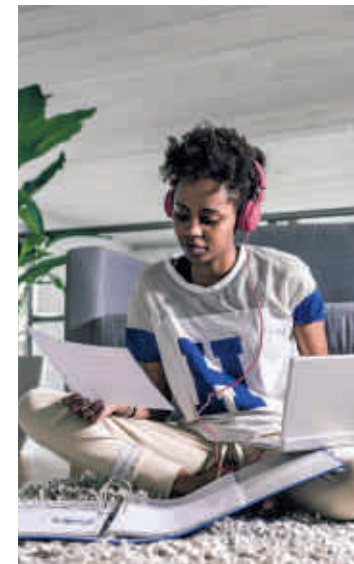
### Thermal comfort

Multi Comfort buildings provide an ideal temperature year-round. Latest-generation insulation materials and solutions provide this wellbeing in living spaces. Double- and triple-glazing with enhanced thermal properties and new generation glass wool are among the solutions used to manage heat gain as best possible and to maximize energy performance. This reduces the need for heating and air conditioning, which of course delivers considerable energy savings. And with SageGlass® smart glass that changes in its level of tint on demand depending on the level of sunshine, it is possible to reduce the level of air conditioning while still benefiting from natural light gain.



### Air quality

A key health consideration, the quality of the air inside buildings is at the heart of the Multi Comfort approach. To reduce polluting emissions at the source, low-emission materials are used, such as mineral wool with reduced volatile organic compound emissions, or active materials such as paintable glass-fiber wallcovering that prevents bacterial growth. Combined with ventilation systems to limit the presence of odors and dust, these materials help provide healthy air in living spaces.



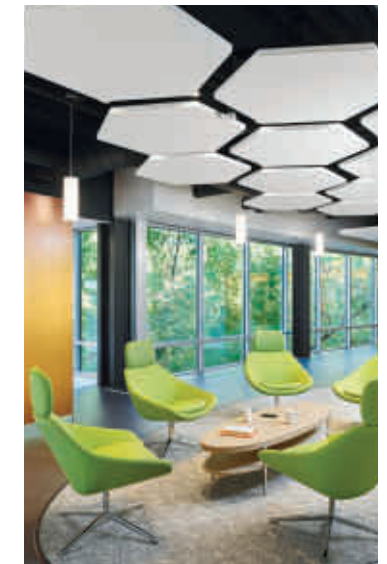
### Acoustic comfort

The Saint-Gobain Multi Comfort approach tracks down decibels originating both outside and inside. Insulating glazing, acoustic plasterboard and mineral wool create a peaceful atmosphere in homes and buildings by protecting users from outside noise pollution and keeping noise from travelling inside. This level of calm is conducive to the family's enjoyment of their home and to good working conditions in the office.



### Visual comfort

Wanting a living space with a high level of comfort and low consumption does not mean having to compromise on design and overall aesthetics. The Multi Comfort approach makes the most of natural light and solar gain by orientating the building and its large glazed openings in the right direction, which also brightens residents' daily lives significantly. Seen from the exterior, the materials are attractive and the solutions harmonious resulting in an outcome that is as appealing as it is effective.



### Modular comfort and safety

Saint-Gobain's Multi Comfort takes a long-term view and seeks to anticipate, right from the construction phase, the life events and changes in usage that will undoubtedly occur. If the family grows or if the children leave home; when a company adopts a collaborative working style or when its headcount increases apace with its business: the Multi Comfort design provides safety and modular reconfiguration of spaces to ensure accessibility for everyone at every time in their life.





## THE ARCHITECT'S TOOLBOX

**DESIGN ASSISTANCE, CO-CONSTRUCTION AND CHOICE OF MATERIALS: SAINT-GOBAIN IS REINVENTING SERVICES FOR THE DIGITAL ERA TO MAKE CONSTRUCTION PROFESSIONALS' LIFE EASIER AND INCREASE THE APPEAL OF THEIR PROJECTS.**



### Compare products and offers

In the United States, the CertainTeed website has an all-new feature enabling users to compare the ceiling panels and suspension systems it offers with those of local competitors, making it quick and easy to find the best performance at the best price.



### BIM for construction 4.0

A showcase of Saint-Gobain solutions, the BIM object library combines all the characteristics of a digital model. The constituent parts can be optimized one by one, shared with all the parties involved in a project, or even a region, enabling everybody to work better together at every stage in a building's life. For example, with just a few clicks, it is easy to find the reference for the 27,432 lights on the 30th floor of a building, along with their lifespan. This information can be used to estimate the number of replacements to be ordered each year throughout the building's use. This technology is enhancing the customer experience and speeding up Saint-Gobain's digital transformation to the benefit of the entire construction industry.



### Improving life through augmented advice

Saint-Gobain's salesforce has access to GLASS Pro to recommend the best glass solution. This mobile app presents 3D glazing under various light conditions and from different angles, giving a good idea of the tints and physical properties of glass once installed.



### Ideal glazing is here

The CalumenLive online app introduced by Building Glass Europe enables users to create their own glazing and immediately assess its technical performance, or to find the ideal glazing based on the required Multi Comfort criteria. This intuitive, expert, responsive tool is available in 10 languages at no cost.







## A DAY WITH...

WORK ON HER NEW  
BATHROOM HAS JUST  
FINISHED WHEN ISABELLE  
WELCOMES US INSIDE  
HER NEW HOME, WHICH  
SHE COULD NOT HAVE  
IMAGINED MORE BEAUTIFUL.  
SHE IS DELIGHTED TO  
SHOW US THE RESULT.

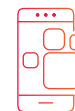
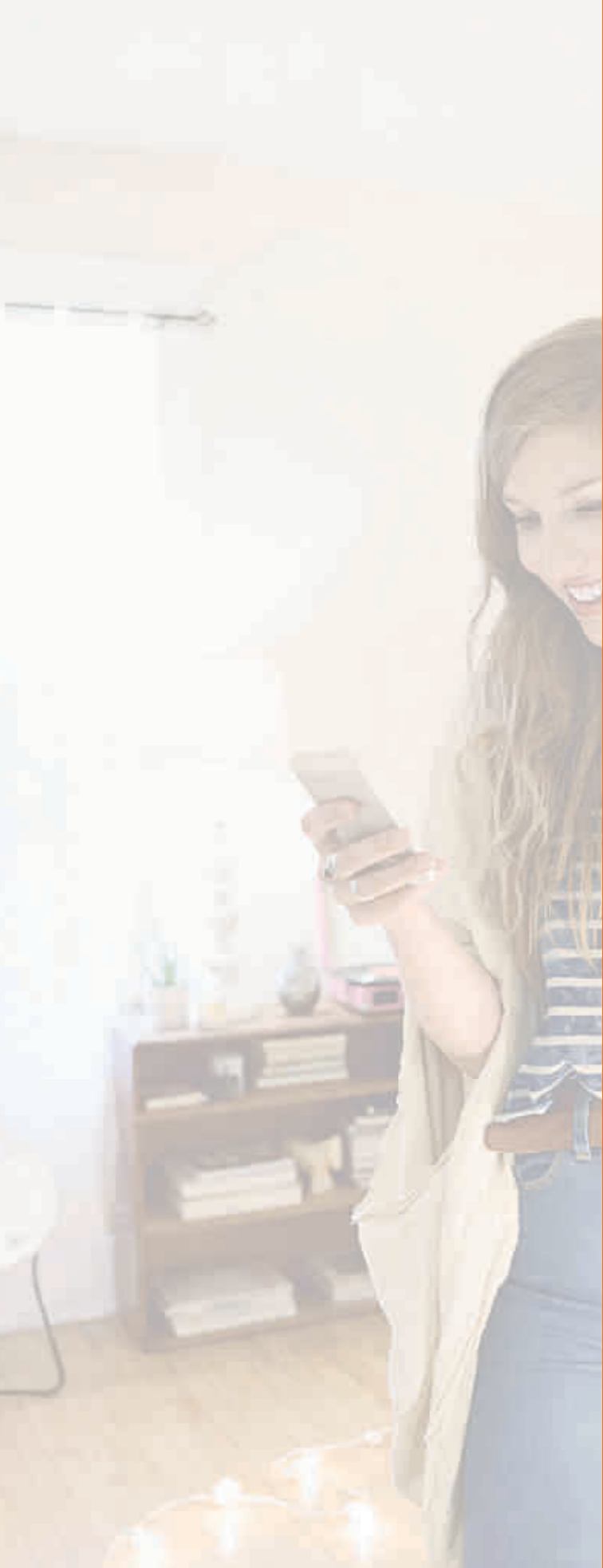
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## ISABELLE — BLOGGER AND NEW HOMEOWNER

PARIS - FRANCE

clearly at ease in her new Parisian pad with wooden floors and woolen carpets providing a pretty contrast to the modern wooden furniture she has made herself. Right before she visited it, this young woman who has a blog her passion for interior decoration for years, was won over by the neighborhood, building a strong sense of community. She loved everything about it. Or at least, that was just one thing that marred this almost too good to be true. The virtually non-existent bathroom was just an idea that lived in one corner of a five square meter room. It was time for a complete makeover, to make the apartment my own.

“From the start of the project,” recalls the blogger, “I started looking for ideas. In showrooms and on the Internet, I went from one style to the next and looked at all styles. From extremely modern, and the very fashionable vintage look to rooms with unconcealed pipes. The important thing was to find something that reflected who I am.” Isabelle came across the new saint-gobain.fr offer of working with homeowners at each stage of the project, from how to install and decorate each room in their new space to the surface area. “I imagined my bathroom,”



# ISABELLE

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## BLOGGER AND NEW HOMEOWNER

PARIS - FRANCE

**Isabelle is clearly at ease in her new Parisian pad with its soft lighting, and woolen carpets providing a pretty contrast to the polished wooden furniture she has made herself.** Right from the first time she visited it, this young woman who has been sharing on a blog her passion for interior decoration for the past four years, was won over by the neighborhood, building and residents' association. She loved everything about it. Or almost. There was just one thing that marred this almost too perfect picture: the virtually non-existent bathroom was just an old tub abandoned in one corner of a five square meter room. "It needed a complete makeover, to make the apartment my own," says Isabelle.

**"To begin the project," recalls the blogger, "I started by looking for ideas.** In showrooms and on the Internet, I searched everywhere and looked at all styles. From extremely classical to ultramodern, and the very fashionable vintage look for industrial bathrooms with unconcealed pipes. The important thing for me was to find something that reflected who I am." Along the way, Isabelle came across the new saint-gobain.fr website with its offer of working with homeowners at each stage in their project on how to install and decorate each room in their home depending on the surface area. "I imagined my bathroom,"



“TO FIND SOMETHING THAT  
REFLECTED WHO I AM.”



adds Isabelle, “as being quite intimate with a sort of contemporary zen look. Both practical and comfortable. With a walk-in shower and bath tub where I could relax in the evening after work.”

**But between the choice of wall and floor coverings, furnishings, tap ware, lighting and the technical requirements of this type of room, our blogger preferred to put her trust in professionals.** Thanks first to the *Mon Maître Carré* service, she was able to gain access to interior decorators’ suggestions. “I was sent 3D projections, quotations and advice about what to buy, all of which helped me finalize the concept for my new bathroom while keeping it within budget.” The next step was to get the work done.

**Isabelle selected the trade professionals to do the work** on the Homly You website that puts homeowners and professionals into contact with each other. And after one week’s work, Isabelle could hardly have imagined a more satisfactory outcome. A healthy attractive and functional bathroom, that



**Inspirational blogs, websites to put interested parties in contact with each other, websites to help conduct works, as well as showrooms and phygital systems in sales outlets... Cultivating customer intimacy is one of the Saint-Gobain Attitudes.**

she is proud to show off. “To match the parquet, the walls have been covered with large-sized gray tiles in order to give the room more depth. I went for a fairly minimalist design for the tap ware. Black with rounded forms, they add a real sense of elegance to the finished room. Lighting is soft, giving a cozy atmosphere. I even found enough room to install both a shower and a bath tub.”

**You can see this new bathroom on Isabelle’s blog, among her other favorite pieces, collectors’ items and personal creations.** “The reason why I shared my experience,” she adds, “was above all to inspire others with confidence when they feel worried about undertaking renovation work. And also to let them know that you can make life a lot easier by surrounding yourself with good support.”





ISABELLE’S EXPERT SERVICE PROVIDERS

OLIVIER  
WALDIN

CEO OF HOMLY YOU

“EVERYTHING YOU NEED  
FOR SUCCESSFUL  
RENOVATION WORK”

“Saint-Gobain’s services brand Homly You, aims to simplify the renovation experience for individual customers and building professionals alike. It is the first (and only) platform to offer comprehensive renovation services (e.g. assistance with 2D and 3D building plans, requests for building permits, damage to works insurance and interior design plans) and connect you with qualified building professionals. You can delegate all aspects of your project – upstream, during execution and downstream – to a Habitat Project Expert and benefit from Saint-Gobain’s customized, innovative solutions.”

MURIEL  
MOUTON

HABITAT SOLUTIONS  
DIRECTOR, CREATOR  
OF THE ENVIE DE SALLE  
DE BAIN BRAND

“WE GIVE PEOPLE  
RENOVATION IDEAS  
ALONG WITH  
PRODUCTION SECRETS.”

“There has been a surge in interest in beauty, wellbeing and decoration, which is why the bathroom has become the center of the home – as the kitchen did some twenty years ago. It’s a place where you can express yourself, which is why everyone is interested in it. Customers get inspiration from magazines, blogs and decoration websites, but very often they only find beautiful pictures. The saint-gobain.fr website and our *Envie de salle de bain* showrooms offer renovation solutions, which are inspiring and exclusive, along with production secrets and practical advice on how to go about realizing your dream.”

NICOLAS  
BERTRAND

CEO AND CO-FOUNDER  
OF MON MAÎTRE CARRÉ

“A POWERFUL  
NETWORK OF  
ARCHITECTS COMBINED  
WITH SAINT-GOBAIN’S  
COMPLEMENTARY  
BRANDS.”

“*Mon Maître Carré* works with its customers on their architectural and decoration projects by connecting its network of experts with homeowners in just a few clicks. Architects and interior decorators manage each project from design to finish, leveraging the strength of Saint-Gobain brands and products, while also ensuring deadlines are met. *Mon Maître Carré* currently has a customer satisfaction rate close to 100%, thanks to the highly attentive sales and marketing team and just the right balance between digital service and human touch, which reminds website users that our top priority is to help them.”



OLIVIER WALDIN



MURIEL MOUTON



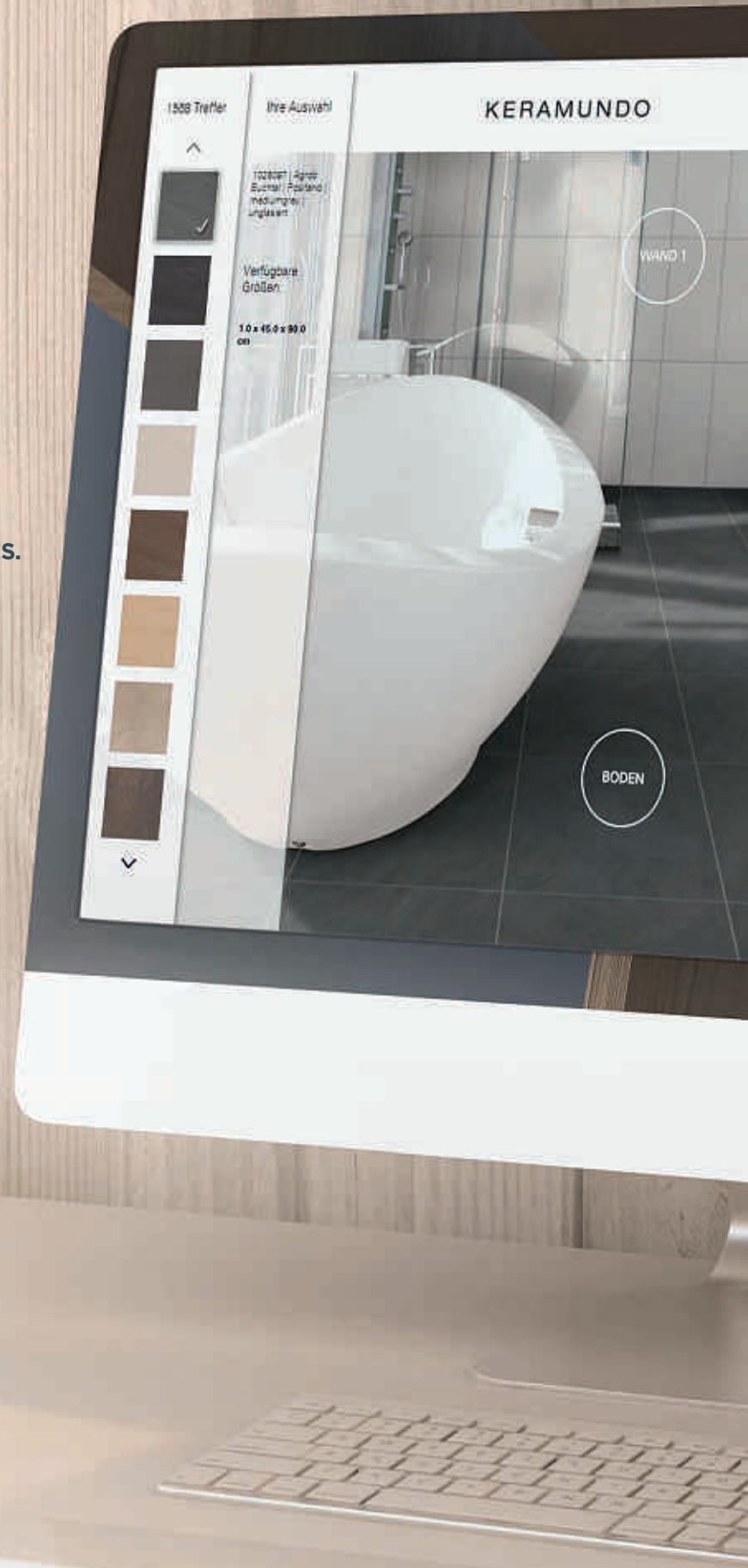
NICOLAS BERTRAND





## THE HOMEOWNER'S TOOLBOX

**DIGITAL TECHNOLOGY IS SHIFTING DECISION-MAKING POWER TO THE HOMEOWNER. SAINT-GOBAIN IS REACHING OUT TO END USERS IN ORDER TO BETTER UNDERSTAND THEIR EXPECTATIONS AND WORK ALONGSIDE THEM ON THEIR PROJECTS WITH A RANGE OF INNOVATIVE TOOLS AND SERVICES.**



### Imagine

The app developed by the American start-up Hover, a partner with CertainTeed's teams in the United States, converts smartphone photographs into customizable 3D models, simplifying renovation work. In Germany, the *Plan-Bar*, currently being rolled out in Raab Karcher's sales outlets, provides professionals and homeowners with a 3D simulation of their project in just a few clicks, together with a cost estimate. It has almost 3,200 ceramic tile references in its memory, along with a selection of bathroom fixtures, doors and windows.



### Choose well

There is nothing better than a brick-and-mortar store to see, touch and imagine before making a decision. In France, Saint-Gobain is launching a new brand called *"Envie de salle de bain"*. In Germany, Keramundo has opened its first ceramic tile studio with an innovative purchasing experience combining physical products and digital imagery. The concept makes it possible to select different shapes and colors, match them on mobile collage tables and view them in situ. In Brazil, virtual-reality headsets available in the Telhanorte outlet in São Paulo immerse customers into their future décor, from flooring to lighting.



### Do

Saint-Gobain is making it easier for homeowners to get in touch with a carefully selected group of professionals on its websites. In France, this service is called "Homly You". In the United States, it was developed with the start-up Sweeten. In addition to putting homeowners into contact with qualified craftsmen, the sites provide support at each step in the renovation project, establish standards for the professionals and even make regular site visits to check progress. These simple, free services are reinforcing trust in the building industry. And in Brazil, for homeowners who want to carry out the work themselves, the six episodes of Telhanorte's web series on Facebook guides them through construction and renovation projects from selection to installation, from floor to ceiling.





## A DAY WITH...

A GLIMPSE AT THE BUSY  
EVERYDAY LIFE OF  
A BRAZILIAN TRADE  
CUSTOMER EAGER  
TO GROW HIS SMALL  
BUSINESS AND TO GAIN  
IN PROFESSIONALISM.

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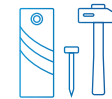
## JOÃO — CONTRACTOR

SÃO PAULO - BRAZIL

In a forest of skyscrapers and looking up, it's hard to see the sun. Here and there, in this gigantic city, a greenery emerged, a few trees. The streets surge with the incessant roar of engines. Amidst all this, João's red pickup truck. After he clears the way to make room, we are off to discover the fast-paced world of a Brazilian trade customer.

In São Paulo, the work days of a *pedreiro* are hot but they can be useful. "We use us for all kinds of jobs. We do masonry, plumbing as well as electrical work," explains João. *Pedreiros* are not specialized trade customers, but they ensure good performance on all worksites. "In São Paulo, *pedreiros* usually learn their trade on the job. They know very much about the products they use, which helps to project delays and, in many cases, faulty work. Many customers have lost trust these days and rebuilding trust is no easy matter.





# JOÃO

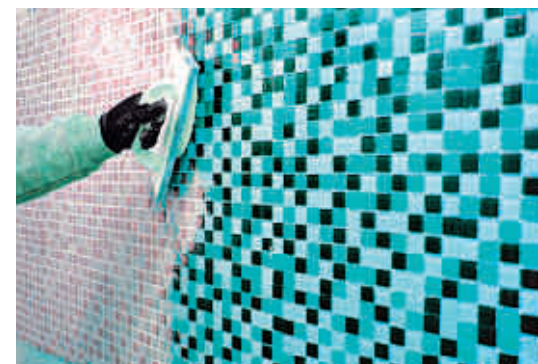


## CONTRACTOR

SÃO PAULO - BRAZIL

**Standing in a forest of skyscrapers and looking up, it is hard to find the sun. Here and there, in this gigantic city, a few hints of greenery emerged, a few trees.** The streets surge with life and echo with the incessant roar of engines. Amidst all this, we spot João's red pickup truck. After he clears the passenger seat to make room, we are off to discover the fast-paced, workaday world of a Brazilian trade customer.

**In São Paulo, the work days of a *pedreiro* are hot but never alike.** "People use us for all kinds of jobs. We do masonry, interior decoration as well as electrical work," explains João. However, since *pedreiros* are not specialized trade customers, it's impossible to ensure good performance on all worksites. "In Brazil," he says, "*pedreiros* usually learn their trade on the job. They don't always know very much about the products they use. This can lead to project delays and, in many cases, faulty workmanship." Many customers have lost trust these days and securing their loyalty is no easy matter.

**SAINT-GOBAIN IN BRAZIL****Year established: 1937****84 distribution outlets****57 production sites****Businesses: flat glass, abrasives, plastics, ceramics, technical fabrics, gypsum, insulation, mortars, pipes and distribution****8<sup>th</sup> Group cross-business****R&D center opened in 2016.**

**João decided to tackle this problem head on. At the same time, he would take his small business to the next level.**

The solution was to take advantage of Saint-Gobain Weber’s services, which include technical training sessions, product use demonstrations at points of sale as well as assistance with customer service and project management. “The catalogues are a big help, too,” observes João. “If I’m looking for the best adhesive for installing tiles – whether indoors in the kitchen or outdoors in the pool – that’s where I go for information.”

**João also uses digital tools in everyday business.**

Keeping his smartphone close at hand, he is familiar with WhatsApp communities, Facebook pages and video tutorials. Staying connected helps him boost efficiency and save time at the worksite. Thanks to the information available to him, he can

give his customer better and more details. “This week, I’m going to redo the façade of the house of a young couple. The fact that I know the products well and can answer their questions inspires trust,” adds João.

**Thrilled with these everyday efficiency gains, João is now on the list of Saint-Gobain-trained workers posted on [www.quartzolit.weber](http://www.quartzolit.weber).** “The platform offers me greater visibility, helps customers find me more easily and reassures them. In only two years, I’ve nearly doubled my sales.” Business is booming for João, who has shared the good news with his fellow *pedreiros*, quick to perceive the benefits of Saint-Gobain training.





JOÃO’S EXPERT SERVICE PROVIDERS

ELISABETE  
KUDO

HEAD OF CUSTOMER  
SERVICE AND  
TECHNICAL ASSISTANCE,  
SAINT-GOBAIN WEBER

“DEVELOPING CONTENT  
FOR EACH TYPE OF  
CUSTOMER BY TAKING  
INTO ACCOUNT THEIR  
LEARNING PRACTICES.”

“A big part of my job is to understand how customers experience our brand. We get 4,000 calls to our hotline every month, and our technical teams have trained 25,000 building professionals, which means that we’re in constant touch with them, so they make better use of our products, buy the ones they need, and we answer any questions they may have. We run specialized courses for trade customers – facades, waterproofing, the fitting of floor coverings or ceramic tiles – and in 2017, we welcomed 2,800 of them to our production sites, where they took part in our one-day ‘Hands On’ training course.”

MELISSA  
CARDOSO

EXTERNAL  
COMMUNICATIONS  
COORDINATOR,  
SAINT-GOBAIN WEBER

“MAKING LIFE EASIER  
FOR TRADE CUSTOMERS  
AT EVERY STAGE.”

“Weber offers an effective and interesting communication besides a complete range of services to trade customers, covering every aspect of their work. We start by providing them with training on our sites, in stores or on building sites. And then we use digital technology as part of a continuous learning approach. This includes a website, which we’re constantly improving, demo videos on our YouTube channel, and innovative tools such as “Find A Mason” – a directory that makes them more visible to potential contacts, with positive reviews from satisfied customers. Social media is really important in making us the go-to brand, especially with the help of influencers. Lastly, the Weber brand is always present inside the points of sales as a very important touch point with end consumers.”

JAKUB  
BENDA

COMMUNICATION  
AND HABITAT MANAGER,  
CZECH REPUBLIC  
AND SLOVAKIA

“SYNERGIES BETWEEN  
OUR BRANDS.”

“Our teams train more than 10,000 installers every year, in our training centers but also during four big events dedicated to craftsmen, which I am happy to organize and moderate. In the Czech Republic, we have decided to merge the customer service departments of all construction product brands (Isover, Rigus, Weber) into one sales and technical support center. Via phone, email and social media, we have thousands of interactions every month to help craftsmen in their day-to-day job and show them how to properly use our products and solutions. This project and these synergies distinguish us significantly from our competitors and our customers appreciate it.”



JAKUB BENDA



MELISSA CARDOSO



ELISABETE KUDO AND HER TEAM





## THE TRADE CUSTOMER'S TOOLBOX

THE SOLUTIONS AND  
TRAINING COURSES PROVIDED  
BY SAINT-GOBAIN HELP  
CONTRACTORS BOOST THEIR  
BUSINESS WHILE TAKING INTO  
ACCOUNT EACH MARKET'S  
UNIQUE FEATURES AND NEEDS.



### Everything you need to simplify work and life

In the Netherlands, the Leanworks logistics solution schedules the delivery of materials on site and waste collection in a single round trip. In Spain, the heat transmission calculator used by façade installers instantly recommends the most appropriate Weber insulation solution for the local climate. In Germany, Marketing Plus helps craftsmen promote themselves by personalizing their website and advertising materials. In France, worksite configurators, energy efficiency simulators and sales management softwares are helping make contractors more efficient. Worldwide, the My Solar Gard® mobile app, enables glass film professionals to manage their orders and installation projects remotely 24/7.



### Training in educational showrooms

Face-to-face and e-learning, technical and topic-specific, Saint-Gobain training courses have been adapted to local professions and markets. For example, in Cameroon, with the promotion of thermo-acoustic insulation solutions for tropical environments, and in Zambia, with a certificate course in drywall and ceiling system installation. Meanwhile, the development of spaces offering training and demonstrations of the added value provided by Saint-Gobain is gaining momentum, with the creation of educational showrooms from London to Copenhagen and from Brazil to India and Kenya. In 2017, several tens of thousands of visitors, architects, artisans and investors gained first-hand knowledge of the Group's services and solutions for improving all types of comfort.



### Targeted support

POINT.P's *Génération Artisans* program brings together French renovation specialists in a community of excellence to share best practices, the latest innovations, the best management tools and other exclusive advantages. The Build Aviator suite of services boosts the performance of home builders in Britain and the acquisition of Scotframe Limited, the leading manufacturer of prefabricated timber-frame home kits, has brought Saint-Gobain closer to small contractors specializing in this market, in line with its overall sustainable habitat strategy.







## A DAY WITH...

HEADING TO GERMANY  
WHERE CHAN'S TEAM IS  
WORKING ON TOMORROW'S  
AUTOMOBILES AND THE  
FUTURE OF PASSENGER  
COMFORT IN PARTNERSHIP  
WITH SAINT-GOBAIN.

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## CHAN — AUTOMOTIVE INNOVATION PROJECT MANAGER

MUNICH - GERMANY

arrive in Munich, the bell tower of the new  
es us with its 85 meters. Today, we are going  
vehicle interior R&D project manager for a major  
ung 30-year-old man is warmly congratulating  
e join him. The meeting room walls are lined  
e our cars, we are connected," says Chan with  
king us through his current projects.

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engers by improving their comfort inside the  
off. This comfort begins with good insulation  
n to the glazing. It must cut out high and low  
rease a sense of calm inside the vehicle, while  
asant temperature in summer and winter.  
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mption and his vehicles' ecological footprint.  
e best OEMs on lightweight glass and plastics  
parts enabling huge design freedom."





# CHAN

## AUTOMOTIVE INNOVATION PROJECT MANAGER

MUNICH - GERMANY

**When we arrive in Munich, the bell tower of the new City Hall impresses us with its 85 meters.** Today, we are going to meet Chan. A vehicle interior R&D project manager for a major automaker, the young 30-year-old man is warmly congratulating his team just as we join him. The meeting room walls are lined with screens. “Like our cars, we are connected,” says Chan with a smile, before talking us through his current projects.

**“Our aim is to provide the best travel experience to both drivers and passengers** by improving their comfort inside the vehicle,” he starts off. This comfort begins with good insulation that is largely down to the glazing. It must cut out high and low frequencies to increase a sense of calm inside the vehicle, while maintaining a pleasant temperature in summer and winter. “Without ever sacrificing design or aerodynamics,” adds Chan who seeks out every superfluous gram in the seats and doors to reduce fuel consumption and his vehicles’ ecological footprint. “We work with the best OEMs on lightweight glass and plastics to make delicate parts enabling huge design freedom.”



**“A GLASS ROOF PROVIDING THE PASSENGERS WITH A PANORAMIC VIEW.”**

To ensure the success of his brand’s revolutionary developments, Chan works closely with Saint-Gobain, as it is renowned for its cutting-edge materials and high capacity for innovation. This afternoon, Chan and his team are holding a video conference with the Sekurit engineers at the Herzogenrath plant, which has just started up production of the low-E roof to be fitted to one of the brand’s prototypes. “This glass roof provides the passengers with an uninterrupted panoramic view while also providing incomparable insulation,” explains Chan. “We really wanted to include it in our new family model to bring back the pleasure of travel and Saint-Gobain is the only company able to deliver this technology.” The result of lengthy cooperation between Chan’s and Sekurit’s teams, it involved “highly detailed work, day-in-day-out,” says Chan.



**HERZOGENRATH, NORTH RHINELAND-WESTPHALIA, ON THE NETHERLANDS BORDER.**

**—**  
**The automotive glass production plant – in the forefront of automation – works closely with the Herzogenrath R&D Center (HRDC) to develop tomorrow’s functional and active glazing, improve glass treatment technology and optimize production processes in 4.0 mode.**

Talking with the Saint-Gobain engineers on a large screen, Chan turns his attention to the progress made with another joint project: a connected, head-up display windshield, which displays in the driver’s field of vision all instrument panel data. “It acts as a co-pilot, GPS, and policeman when it reminds the driver of the speed limit,” says the project manager with evident enthusiasm. A 4.0 windshield including a deicing and a defogging function to ensure visibility, legibility – and safety – whatever the weather, while also saving on the use of windshield wipers.

**“Vehicles are becoming increasingly autonomous,” adds Chan, “with their sensors, cameras and on-board radars.** One day, everybody in their car will be free to drive or not. Windows will find other uses – with Saint-Gobain of course – which is reinventing our living – and driving – spaces.”





CHAN’S EXPERT SERVICE PROVIDERS

EMMANUELLE  
ARTZNER

HEAD OF AUTOMOTIVE  
GLAZING SOLUTION RANGES  
AT SAINT-GOBAIN SEKURIT

“IN THE MOBILITY  
SECTOR, GLAZING  
WILL BE AN INTUITIVE  
AND EASY-TO-USE  
FACILITATOR.”

“Saint-Gobain Sekurit is well-known for its expertise in glazing solutions and its attentiveness to customer privacy, which make it a natural partner for the co-development of innovative solutions. In 2016, we surveyed all of our customers to detect their needs with respect to autonomous vehicles. It won’t be long before smart glazing is a medium to display safety messages and driving aids. In the longer run, it will be used for new work and infotainment purposes. When it came to comfort, our customers expressed high expectations (e.g. a desire for greater transparency or privacy when inside the vehicle).”

INGO  
VON DER WEIDEN

DIRECTOR, INDUSTRY 4.0,  
SAINT-GOBAIN SEKURIT

“EVERYTHING IT TAKES  
TO BE ON-TREND.”

“Thanks to 4.0 technology, we can optimize process control for operators and offer customers products meeting extremely high quality standards. Going digital has another advantage: each product can be loaded with data that customers can access via a QR code, thereby maximizing traceability. Saint-Gobain has major strengths: more than 350 years of experience with a highly complex manufacturing process, R&D centers with high innovation potential and technical marketing practices in close touch with the clientele. It can therefore respond to customer requests in record time.”

LAURENT  
PROVOST

CUSTOMER EXPERIENCE  
AND SHARED VISION  
DIRECTOR, BEARINGS BU,  
SAINT-GOBAIN  
PERFORMANCE PLASTICS

“SMALL PARTS TO  
IMPROVE THE PASSENGER  
EXPERIENCE.”

“New mobilities have raised the level of comfort expected by vehicle users. To understand the needs of manufacturers and to meet these needs by bringing all talents on board, we are moving to an agile approach – small multifunctional teams dedicated to our customers and adapted to their profiles. This is the case with the Bearings Business Unit. There are 10 to 50 parts in a driver’s seat adjustment mechanism. The challenge is to minimize vibration and rattling for our customers. The Saint-Gobain team provides them with support and our composite bearings guarantee a perfect fit between components for a silent, safe and comfortable driving experience.”



EMMANUELLE ARTZNER



INGO VON DER WEIDEN



LAURENT PROVOST





## THE TOOLBOX FOR THE AUTOMOTIVE AND TRANSPORTATION INDUSTRY

THE SELF-DRIVING CAR IS JUST AROUND THE CORNER AND SAINT-GOBAIN'S SOLUTIONS IMPROVE ON-BOARD COMFORT AND SAFETY. THEY ARE USED ON ALL FORMS OF TRANSPORTATION: TRAINS, PLANES, SHIPS, LIGHT RAIL, ETC.



### Saint-Gobain Sekurit introduces Touch Control

Move over head-up display, here comes touch-command glazing. A simple touch of the fingertip can activate numerous functions such as defogging or dimming of the sunroof. The result of two years of research, Touch Control is based on the integration of a tactile sensor in the glass. Sekurit is already working on the next generations that will include sensors to trigger a function by following a finger swipe and even gesture-sensitive sensors.



### Weight reduction wherever possible

One millimeter shaved off the thickness of a windshield means a saving of around 4 kg. And the associated amount of CO<sub>2</sub> emissions avoided. After having successfully lowered the standard windshield thickness from 5 to 4.5 mm in Europe, Sekurit has now trimmed it down to 4 mm while maintaining the mechanical and optical properties. It now aims to push this limit even further by introducing ultra-thin laminated windshields with improved optical qualities by 2019.



### Sustainable mobility partner

Saint-Gobain works closely with all transportation stakeholders. The glazing on the first cross-border light rail service between France and Germany is produced by Saint-Gobain. As is the glazing used on snow groomers manufactured by Italy's Prinoth. Vetrotech produces heated protective glazing to guarantee thermal and visual comfort for the crews aboard ships sailing in Arctic regions. The SHEERGARD™ radomes used on the next generation of connected Airbus A320 aircraft will provide passengers with new possibilities for in-flight entertainment and communication.







## A DAY WITH...

**WE MET WITH A YOUNG,  
AMBITIOUS, TALENTED  
AND DRIVEN MATERIALS  
SCIENCE GRADUATE  
WHO WOULD MAKE  
A VALUABLE ADDITION  
TO SAINT-GOBAIN'S TEAMS.**

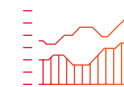
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## LAUREN — MIT GRADUATE

BOSTON - UNITED STATES

Lauren in a café in Boston. The captain of her team, she joins us straight from the field. She's been working with herself, so we can guess how the next one of the victories recently chalked up by Saint-Gobain, who has just been awarded a doctorate in Materials Science from the Massachusetts Institute of Technology (MIT). "I," says the young graduate, who now hopes to start a career filled with interesting challenges.

The main reason she decided to apply to Saint-Gobain was to work on life-changing solutions for habitat and environment. A recruiter who presented Saint-Gobain to MIT was the one who convinced her. "But, when you join the group's R&D department, you gain a deeper understanding of a wide range of solutions. A springboard for careers in a variety of fields, these skills also hone and build on the skills students learn at MIT. After the presentation, I found out more about Saint-Gobain, and now I'm part of the teams in the Northboro R&D center. It's a multidisciplinary approach to work and, with people from more than 30 countries, it's really international."



# LAUREN

## MIT GRADUATE

**BOSTON - UNITED STATES**

**We meet Lauren in a café in Boston. The captain of her own soccer team, she joins us straight from the field.** She's looking very pleased with herself, so we can guess how the game went! It's just one of the victories recently chalked up by this 27-year-old, who has just been awarded a doctorate in materials science from the Massachusetts Institute of Technology (MIT). "I'm so lucky," says the young graduate, who now hopes to embark on a career filled with interesting challenges.

**In fact, the main reason she decided to apply to Saint-Gobain** was to work on life-changing solutions for habitat and industry. As the recruiter who presented Saint-Gobain to MIT students pointed out, when you join the group's R&D department, you immediately gain a deeper understanding of a wide range of materials and solutions. A springboard for careers in a variety of professional fields, these skills also hone and build on the sort of things students learn at MIT. After the presentation, Lauren decided to find out more about Saint-Gobain, and now she's eager to join the teams in the Northboro R&D center because "it takes a multidisciplinary approach to work and, with people from more than 30 countries, it's really international."





“TO MEET ENGINEERS FROM ALL OVER THE WORLD.”

“The idea is to invent the materials of tomorrow by working with other Saint-Gobain research centers, recognized university laboratories and advanced start-ups – it’s really exciting,” adds Lauren. She hopes to have the opportunity to meet international engineers from different backgrounds and experience in a wide range of fields. “I also work really well in a team” and she doesn’t just mean when she’s playing soccer!

She also finds the company’s international presence really appealing – Saint-Gobain operates in more than 60 countries worldwide – and she already has an idea of where she’d like to work: “Ideally, I’d be based at the Chennai research center in India, where the teams are inventing solutions for sustainable habitat adapted to hot and humid climates.” But wherever she works, whether in Europe, Brazil or China, she intends to benefit Saint-Gobain with her drive and creativity, and she’s determined to reach her full potential.



#### SAINT-GOBAIN EMPLOYER IN 2017

—  
28,000 people hired  
32% aged under 26  
25% women

#### THE SAINT-GOBAIN ATTITUDES

—  
Cultivate customer intimacy, innovate, be agile, act as an entrepreneur and build an open and engaging culture: this is the state of mind that unites Saint-Gobain’s 179,000 employees.

During the presentation, the Saint-Gobain recruiter explained that job mobility and career paths come at the top of the to-do list for new employees, so they can be put in contact with the right mentors and so, create a personal career plan that meets their expectations. Lauren understands the importance of this personal coaching approach, which she sees as the best way to achieve her goals. “I like the spirit of innovation at Saint-Gobain. I think I’d thrive there, and could carve out a great career,” she says, with the sense of commitment and determination people have come to expect from her. After all, she is the captain of her team.



## LAUREN'S EXPERT SERVICE PROVIDERS

### MARCIA VARDA

**DIRECTOR, HUMAN RESOURCES, R&D AND ADFORS AMERICAS**

**"HIRING THE NEXT GENERATION OF SAINT-GOBAIN."**

"In the United States, HR teams head out to more than a dozen universities each year to discover and hire talented graduates with the potential to grow and support the future of the organization. To join Saint-Gobain, we seek candidates with traits directly tied to our core values, those with diversity of thought and background, as well as excellent technical know-how. We typically hire talent with experience in materials science or chemical engineering. In addition we are searching for individuals with data analytics, robotics, automation, machine design and programming backgrounds to add to our pool of Industry 4.0 employees."

### SCOTT HUTH

**GENERAL MANAGER, AEROSPACE, FILMS AND FABRICS, SAINT-GOBAIN PERFORMANCE PLASTICS**

**"FROM RESEARCH ENGINEER TO GENERAL MANAGER."**

"My professional career has advanced as a result of the openings and support offered by Saint-Gobain. I have been able to advance my technical and managerial development through opportunities to work in exciting and challenging products, processes and markets. With the global reach of Saint-Gobain, I have also had the chance to work in many locations and markets worldwide, which has been an important aspect of my personal and professional development."

### KELLEY MCNEAL

**R&D DIRECTOR, COATED ABRASIVES**

**"INSPIRE THE FUTURE LEADERS OF SAINT-GOBAIN."**

"I have spent my career in Saint-Gobain as a part of the Abrasives team, and I have grown my career from Senior Research Engineer to Global Research and Development Director. The opportunities presented to me have been widely varied and the confidence my management team has demonstrated enables me to explore these new areas as my career progresses. The diversity and global exposure in Saint-Gobain is both exciting and challenging, there is certainly never a dull moment! I like to think I am mentoring the next generation of exceptional Saint-Gobain leaders through the opportunities I have been afforded and in turn these new leaders will do the same."



SCOTT HUTH



MARCIA VARDA



KELLEY MCNEAL





# SAINT-GOBAIN'S

# PASSPORT

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2018

Saint-Gobain designs, manufactures and distributes materials and solutions that improve the comfort of each of us and the future of all. Saint-Gobain products are found everywhere in our daily lives: from the home to the office, in cars and infrastructure, and high-performance materials for health and many industrial applications. What sets them apart is Saint-Gobain's approach. The Group aims to meet today's individual requirements for comfort, performance, safety, aesthetics. It also aims to take up the collective challenges of the future, from construction to sustainable mobility, from population growth to climate change.

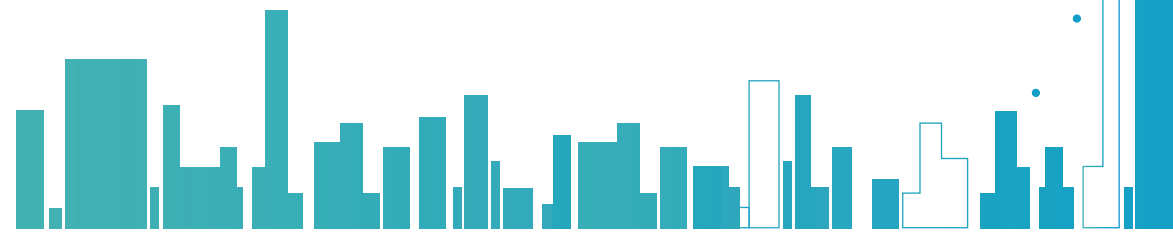
In this way, Saint-Gobain continues to write the history of a company dating back more than 350 years, which now has more than 179,000 employees of over 100 nationalities, who are proud to help create great living places the world over through industrial and distribution businesses, and improve daily life for everyone.

# A POWERFUL AND INNOVATIVE INDUSTRIAL GROUP

Ranked among the Top 100 global industrial firms with 950 production sites, Saint-Gobain continuously reinvents its solutions to improve its customers' comfort. The strength of its R&D and its open innovation culture have earned the Group a place among the Top 100 Global Innovators.

# €40.8

bn net sales



# €1,631

M recurring net income

More than  
**75%**  
of sales are made  
in the habitat market

More than  
**179,000**  
employees

Nearly

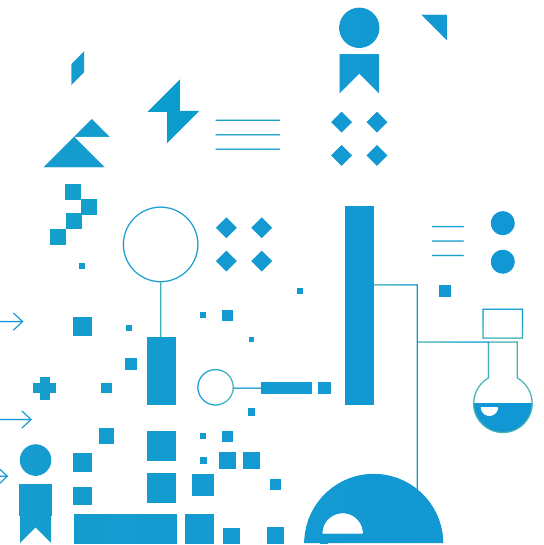
# 400

patents filed  
in 2017

# 1

product out of 4

sold by Saint-Gobain today  
didn't exist five years ago



# 8

cross-business  
R&D centers

about 100 development  
centers

# 3,700

researchers



# AN EXPERT IN THE COMFORT OF EACH OF US



## THE GROUP'S MAIN MARKETS

The habitat market accounts for 75% of Saint-Gobain's sales and the Group is now a recognized expert in sustainable construction. It also develops innovative solutions in the fields of infrastructure and industry, offering high-performance materials that make it a key partner for stakeholders in the transportation or health industries.



### 76%\* Construction

Residential and non-residential, new and renovation

### 7%\* Infrastructure

and civil engineering

### 8%\* Mobility

Automobile and land, air and sea transportation

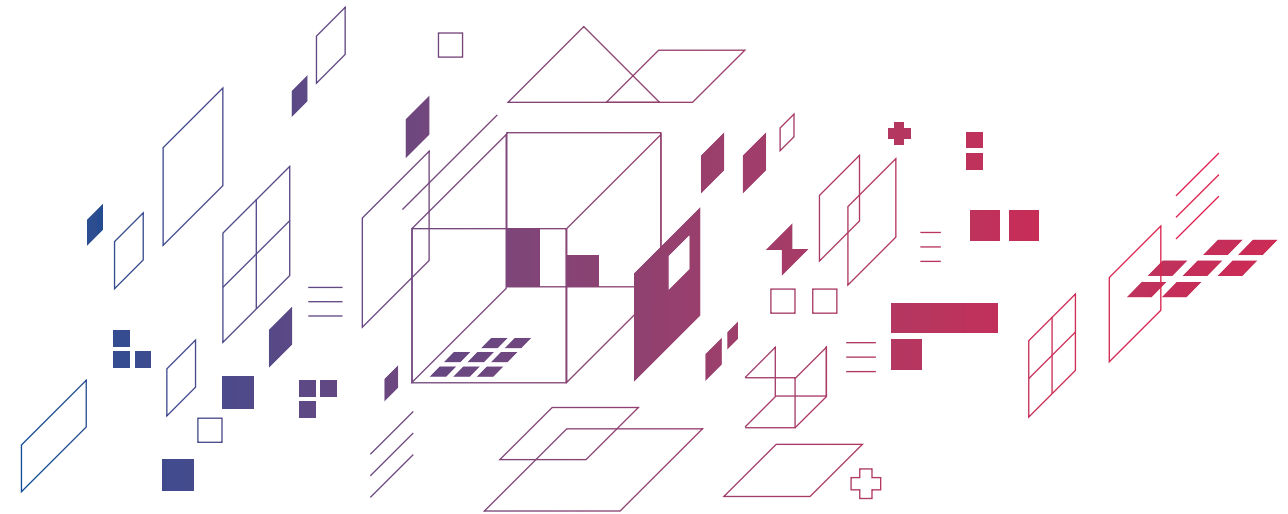
### 9%\* Other industries

Manufacturing industry, health and energy



## 3 BUSINESS SECTORS

The Building Distribution Sector provides Saint-Gobain with in-depth knowledge of customers' needs. The Construction Products Sector improves living places worldwide with its products and services tailored to local requirements. The Innovative Materials Sector invents tomorrow's solutions.



### 25%\* Innovative Materials

Flat Glass and High-Performance Materials for habitat, transportation, health and industry.

#### FLAT GLASS

- Industrial presence: 34 countries
- Headcount: more than 34,000

#### HIGH-PERFORMANCE MATERIALS

- Industrial presence: 36 countries
- Headcount: more than 28,000

### 29%\* Construction Products

All the solutions needed to improve habitat comfort: insulation, plaster and plasterboard, façade renders, roofing and pipe systems.

- Industrial presence: 62 countries
- Headcount: more than 47,000

### 46%\* Building Distribution

With more than 4,100 sales outlets worldwide, each year, this sector serves over seven million customers: professionals, major construction contractors and homeowners with a construction or renovation project.

- Presence: 23 countries
- Headcount: more than 63,000

# RENOWNED AND RECOGNIZED BRANDS

Saint-Gobain has a portfolio of leading brands and a network of specialist distribution outlets to provide all its customers with a unique comfort experience.



To promote its solutions worldwide, Saint-Gobain has always relied on its decentralized organization, its brand awareness and the strength of its businesses in the countries where it operates. This presence in the local landscape provides the Group with in-depth knowledge of its customers’ needs. Today, the rise of digital technology is providing the end customer with the power to acquire information and compare products and solutions. The brand

becomes a key factor in building trust and standing out. To speak directly to the general public and earn their business, the Group is now building on the modern, strong Saint-Gobain brand name. In 2017, for the first time in thirty years, Saint-Gobain launched an advertising campaign targeting the general public in France, based on the notion of living together to illustrate the brand’s contribution to the wellbeing of all.

## CONSTRUCTION

STRATEGIC MARKETS: RESIDENTIAL AND NON-RESIDENTIAL CONSTRUCTION (NEWBUILD AND RENOVATION), INFRASTRUCTURE

Flat Glass	Insulation	Renders and mortars	Acoustic ceilings
 	 		 
Pasterboard and gypsum	Interior and exterior solutions	Technical textiles	Complete pipe systems
   			

## KEY DISTRIBUTION AND SERVICE BRANDS

France	Europe	United Kingdom	Scandinavia	Germany and Central Europe	Brazil
 		 	 		

## SPECIALIST BRANDS





Fire resistant glass	Electrochromic glass	Window film	Architectural membranes
			

## INDUSTRY

STRATEGIC MARKETS: MANUFACTURING, TRANSPORT, HEALTHCARE, ENERGY

Automotive glazing	Abrasives
	 

## SPECIALIST BRANDS

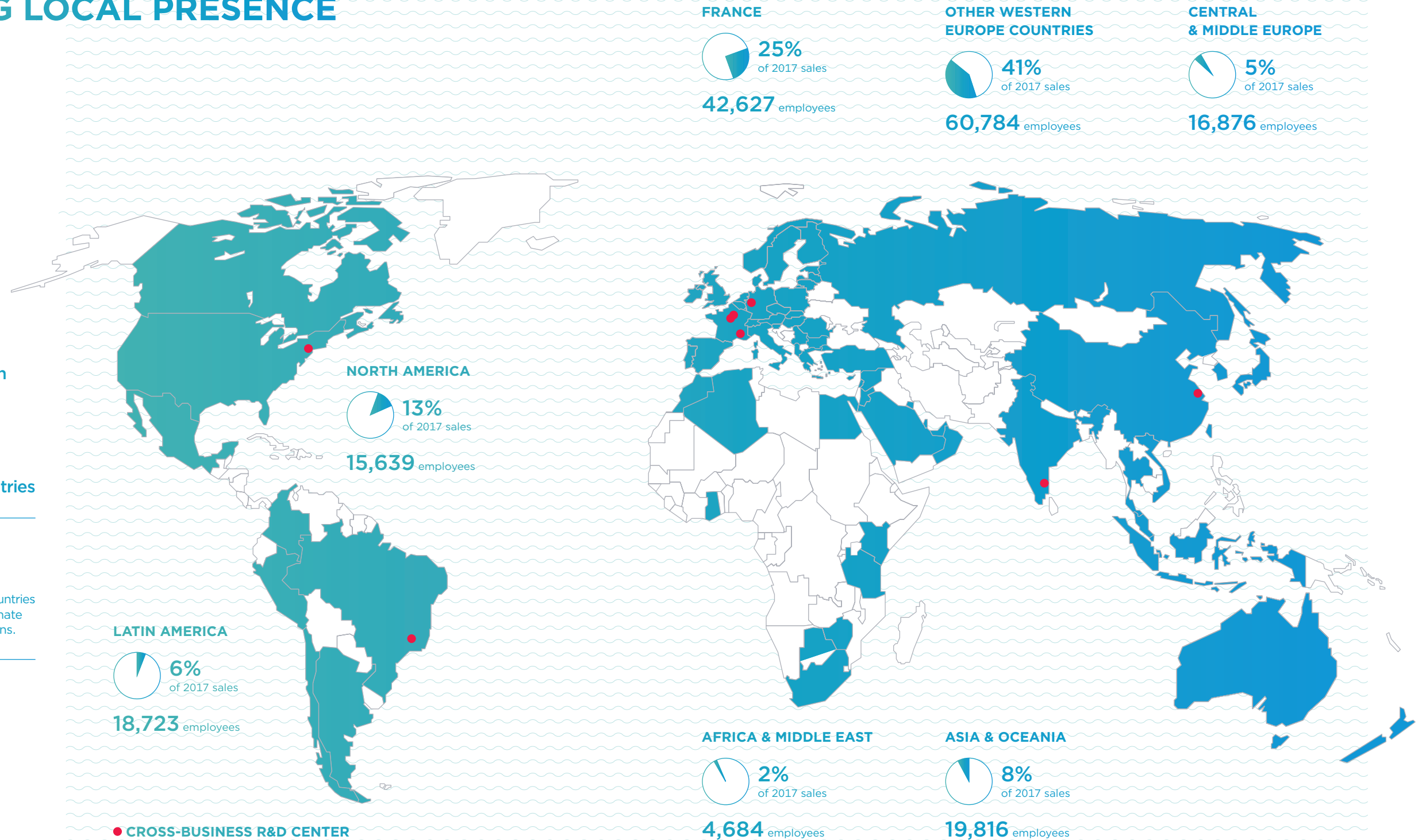
Flexible tubing	Bearings	Adhesive foams
 		
Polymer seals	Ceramics for energy	Refractories
		



# GLOBAL OUTREACH & STRONG LOCAL PRESENCE

Industrial presence in  
**67** countries

**14**  
General Delegations  
represent the Group in the countries  
where it is active and coordinate  
the various companies' actions.

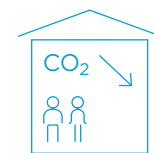


# A STAKEHOLDER COMMITTED TO THE FUTURE OF ALL

## FOR OUR CUSTOMERS

Saint-Gobain aims to reinvent habitat and improve our day-to-day lives in the city of the future, beginning with its customers. Its unique approach, called Multi Comfort, provides users with the assurance that multiple aspects of comfort – acoustic, thermal, visual and air quality – will be taken into account. Environmental declarations certify the performance of its products and the Group is a leading member of the Green Building Councils, which promote sustainable construction. From the United Kingdom to India and Brazil, showrooms provide extensive information about the Group's innovative solutions, and its courses provide technical training for professionals, contractors and distributors.

Multi Comfort projects in **19** countries



### Towards zero-emissions habitat

The Group's insulation systems offset the emissions attributable to their production.

### Customer training courses

across the world in the sustainable construction and energy efficiency of buildings.



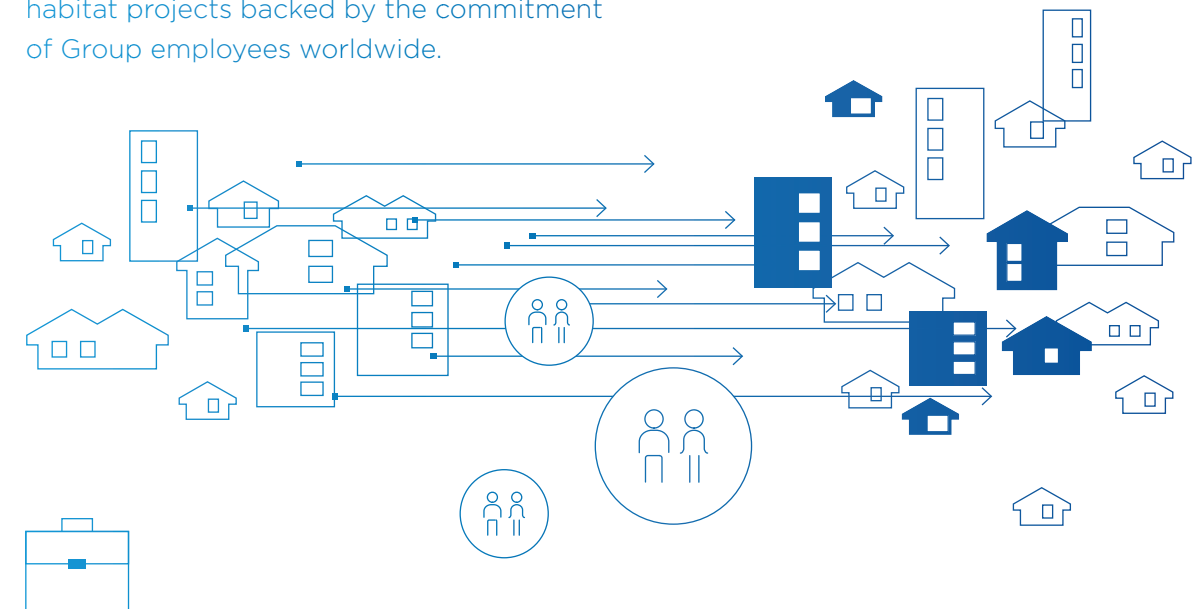
## FOR COMMUNITIES

Saint-Gobain helps achieve social, economic and solidarity progress in the countries where its sites are located. The Group creates many direct and indirect jobs, supports the integration of young people into the building and construction industry and makes around 70% of its purchases locally. In sub-Saharan Africa, Asia and Latin America, it develops accessible technical solutions that are easy to implement and make housing affordable for the most poverty-stricken. In 2018, the Saint-Gobain Foundation celebrated ten years of support for integration and habitat projects backed by the commitment of Group employees worldwide.



**€6.3 M**  
invested

in local community projects in 2017.



**> 549,000**  
indirect jobs generated,  
more than 190,000 induced jobs  
(2016 figures)

**148**  
projects supported  
by the Saint-Gobain Foundation  
between 2008 and 2017



## A STAKEHOLDER COMMITTED TO THE FUTURE OF ALL

### FOR OUR EMPLOYEES

The Group aims to be an exemplary leader by upholding its timeless values. The Saint-Gobain Code of Ethical Conduct, translated into 33 languages and provided to each employee, sets the tone: its nine Principles of Conduct and Action applicable to each person in their day-to-day work are the foundation of being a member of Saint-Gobain. Health and safety are priorities for everyone at all times and the OPEN program advances employees' professional and personal fulfilment. All these initiatives resulted in Saint-Gobain being awarded Global Top Employer certification in 2017.

# 42

**countries participate in the PEG – Group Savings Plan**

which has made employees the leading shareholder in Saint-Gobain with 7.4% of share capital

# -19%

**reduction in TF2 between 2016 and 2017**

(accident rate with and without lost time)



**Nearly 80% participation**

in employee commitment surveys over two years



**> 80% of new managers**

provided with training in Group ethics within the first year of joining the company (2018 target: 100%)

Among the

# 13

**companies**

recognized globally by the Top Employers Institute

**Certified Top Employer in 31 countries**



**22.5% of women managers**  
(2020 target: 25%)



A STAKEHOLDER COMMITTED TO THE FUTURE OF ALL

FOR THE CLIMATE

Saint-Gobain signed the Paris Call to Conscience on Climate and is a member of the Global Alliance for Building and Construction. The Group's action is twofold: reduce the impact of its businesses and promote the positive contribution made by its sustainable solutions. The energy savings attributable to Saint-Gobain's insulation products<sup>(1)</sup> are 90 times greater than its greenhouse gas emissions. To go one step further, an internal carbon price is used as a guide for investment and R&D projects, and the reduction of CO<sub>2</sub> emissions is a performance criterion included in long-term compensation plans. The Group also introduces a range of waste recovery and recycling projects, in particular for raw materials such as glass and gypsum, as well as construction and demolition waste, with a view to promoting a circular economy approach, one of its main priorities. Saint-Gobain's commitment to the climate promotes awareness of environmental issues throughout the entire Group.

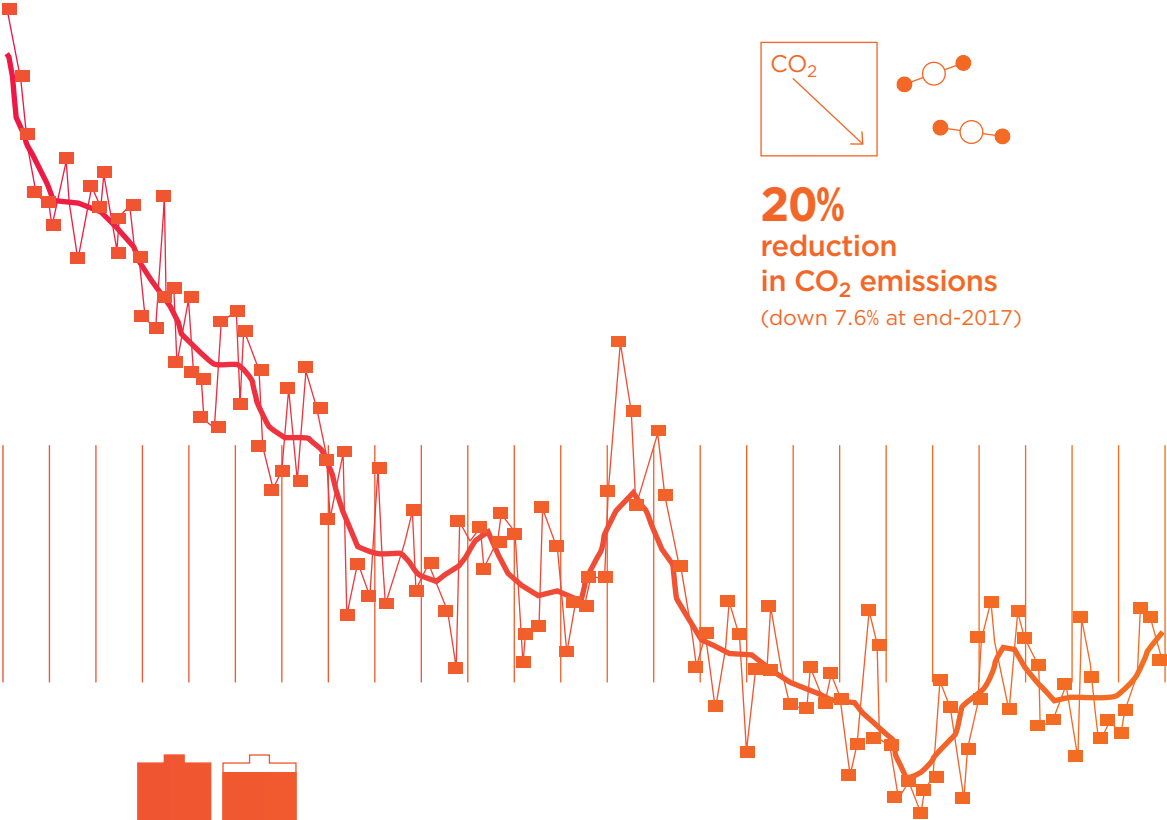


**Internal carbon price**  
included in decision-making procedures for investment and R&D projects.



**More than 265,000 t**  
of plasterboard waste from work sites recovered and recycled - the equivalent of the annual output from two medium-sized production plants.

2010-2025 objectives



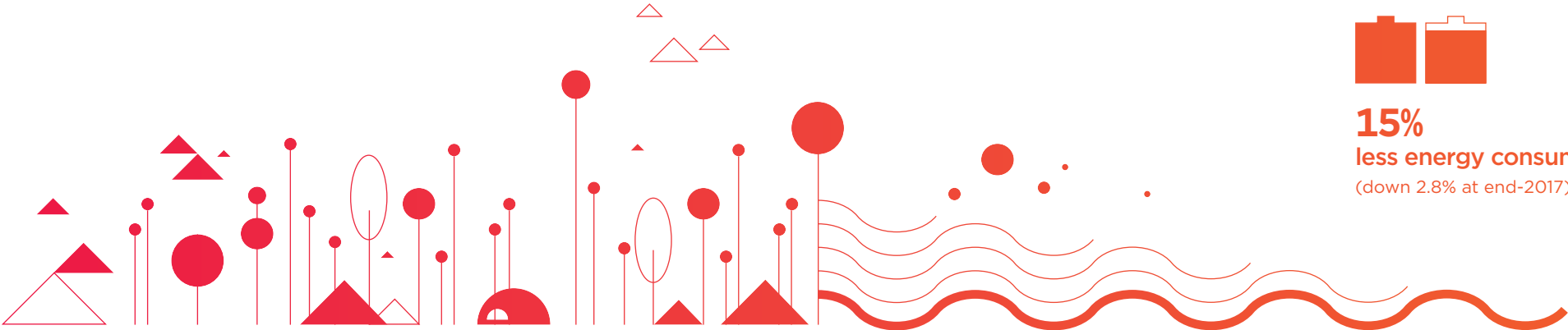
**20% reduction in CO<sub>2</sub> emissions**  
(down 7.6% at end-2017)



**15% less energy consumption**  
(down 2.8% at end-2017)



**50% less non-recovered waste**  
(down 13.2% at end-2017)



(1) Thermal insulation and insulating glazing.



GOVERNANCE

SENIOR MANAGEMENT COMMITTEE

(AT JULY 1, 2018)

EXECUTIVE COMMITTEE

1. **Pierre-André de CHALENDAR**  
Chairman and Chief Executive Officer

2. **Claude IMAUVEN**  
Chief Operating Officer

3. **Claire PEDINI**  
Senior Vice-President, in charge of Human Resources

4. **Guillaume TEXIER**  
Chief Financial Officer

5. **Antoine VIGNIAL**  
Corporate Secretary, in charge of Corporate Social Responsibility

6. **Armand AJDARI**  
Vice-President, Research & Development and Innovation

7. **Benoit BAZIN**  
Senior Vice-President, in charge of the Construction Products Sector

8. **Julie BONAMY**  
Vice-President, Corporate Planning and Strategy



9. **Fabrice DIDIER**  
Vice-President, Marketing

10. **Patrick DUPIN**  
Senior Vice-President, in charge of the Flat Glass Sector (Innovative Materials<sup>(1)</sup>)

11. **Laurent GUILLOT**  
Senior Vice-President, in charge of the High-Performance Materials Sector (Innovative Materials<sup>(1)</sup>)

12. **Benoit d'IRIBARNE**  
General Delegate for Germany, Austria and Benelux

13. **Thomas KINISKY**  
Senior Vice-President, in charge of the Delegation for North America

14. **Kåre O. MALO**  
Senior Vice-President, in charge of the Building Distribution Sector

15. **Laurence PERNOT**  
Vice-President, Communications

16. **Jean-François PHELIZON**  
Vice-President, in charge of Internal Audit and Internal Control

17. **Frédéric VERGER**  
Vice-President, Information Systems

The Senior Management Committee meets once a month.  
(1) Pierre-André de Chalendar supervises the Innovative Materials Sector.

BOARD OF DIRECTORS

(AT JULY 1, 2018)

<div><div></div><div><div>— Pierre-André de CHALENDAR</div><div>Chairman and Chief Executive Officer of Compagnie de Saint-Gobain</div></div></div>	<div><div></div><div><div>— Pamela KNAPP</div><div>Director of companies</div></div></div>	<div><div></div><div><div>— Jacques PESTRE</div><div>Deputy Chief Executive Officer of Saint-Gobain Distribution Bâtiment France, with responsibility for the Point.P brand and Director representing employee shareholders</div></div></div>	<div><div></div><div><div>— Jean-Dominique SENARD</div><div>Chief Executive Officer of Michelin</div></div></div>
<div><div></div><div><div>— Lydie CORTES</div><div>Employee Director</div></div></div>	<div><div></div><div><div>— Agnès LEMARCHAND</div><div>Director of companies</div></div></div>		<div><div></div><div><div>— Philippe THIBAUDET</div><div>Employee Director</div></div></div>
<div><div></div><div><div>— Iêda GOMES YELL</div><div>Research fellow and Director of companies</div></div></div>	<div><div></div><div><div>— Frédéric LEMOINE</div><div>Director of companies</div></div></div>		<div><div></div><div><div>— Philippe VARIN</div><div>Chairman of the Board of Directors of Orano</div></div></div>
<div><div></div><div><div>— Anne-Marie IDRAC</div><div>Chairman of the Supervisory Board of Aéroport Toulouse-Blagnac</div></div></div>	<div><div></div><div><div>— Dominique LEROY</div><div>Managing Director (CEO) of Proximus</div></div></div>	<div><div></div><div><div>— Denis RANQUE</div><div>Chairman of the Board of Directors of Airbus</div></div></div>	<div><div></div><div><div>— Antoine VIGNIAL</div><div>Board of Directors' Secretary, Corporate Secretary of Compagnie de Saint-Gobain</div></div></div>
		<div><div></div><div><div>— Gilles SCHNEPP</div><div>Chairman and Chief Executive Officer of Legrand</div></div></div>	

GENERAL DELEGATES

<div><div></div><div><div>— Jean-Claude LASSERRE</div><div>General Delegate for Sub-Saharan Africa</div></div></div>	<div><div></div><div><div>— Erwan DUPUY</div><div>General Delegate for Russia, Ukraine and the Commonwealth of Independent States</div></div></div>	<div><div></div><div><div>— Thomas KINISKY</div><div>General Delegate for North America</div></div></div>	<div><div></div><div><div>— Tomáš ROSAK</div><div>General Delegate for the Czech Republic, Slovakia, Hungary and Eastern Adriatic countries</div></div></div>
<div><div></div><div><div>— Dominique AZAM</div><div>General Delegate for Mexico, Central America, Venezuela, Colombia, Ecuador and Peru</div></div></div>	<div><div></div><div><div>— Javier GIMENO</div><div>General Delegate for Asia-Pacific</div></div></div>	<div><div></div><div><div>— Thierry LAMBERT</div><div>General Delegate for the Nordic and Baltic States</div></div></div>	<div><div></div><div><div>— Gianni SCOTTI</div><div>General Delegate for the Mediterranean (Spain, Italy, Portugal, Greece, Morocco, Algeria, Tunisia and Libya)</div></div></div>
<div><div></div><div><div>— Mike CHALDECOTT</div><div>General Delegate for the United Kingdom and Ireland</div></div></div>	<div><div></div><div><div>— Thierry FOURNIER</div><div>General Delegate for Brazil, Argentina and Chile</div></div></div>	<div><div></div><div><div>— Anand MAHAJAN</div><div>General Delegate for India, Sri Lanka and Bangladesh</div></div></div>	
	<div><div></div><div><div>— Benoît d'IRIBARNE</div><div>General Delegate for Germany, Austria and Benelux</div></div></div>	<div><div></div><div><div>— François-Xavier MOSER</div><div>General Delegate for Poland, Bulgaria, Romania and Turkey</div></div></div>	
		<div><div></div><div><div>— Hady NASSIF</div><div>General Delegate for the Middle East</div></div></div>	

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COMMUNICATIONS DEPARTMENT  
LES MIROIRS  
92096 LA DÉFENSE CEDEX  
FRANCE

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