United States 2013
Statue of Liberty
Vetrotex Saint-Gobain, the worldwide leader in fire-rated glass, provided glass for the oculus, doors, floors and stairs of the Statue of Liberty in New York.

Sweden 2012
Emporia shopping center
Glassolutions, Vetrotex Saint-Gobain, Saint-Gobain Abrasives, Weber, ISOVER and Gyproc supplied materials for the construction of Emporia in Malmö, Sweden, one of the largest shopping centers in northern Europe.

South Africa 2009
Moses Mabhida Stadium
Saint-Gobain delivered over 45,000 square meters of SHEERFILL® II architectural membrane to cover the Moses Mabhida Stadium in Durban.

China 2006
National Center for the Performing Arts in Beijing
ISOVER provided the floor and dome insulation for the National Center for the Performing Arts in Beijing. The center’s 600 square-meter steel shell is covered with sheets of glass from Saint-Gobain Glass.
OUR AMBITION
INVENT THE MATERIALS
OF THE FUTURE

Saint-Gobain, the world leader in sustainable habitat and construction markets, designs, manufactures and distributes building and high-performance materials, providing innovative solutions to the challenges of growth, energy efficiency and environmental protection.
“In all our businesses, our absolute priority is to listen closely to customers so we can respond to their needs today while helping them anticipate those of tomorrow.”
How would you describe 2013?
For Saint-Gobain, 2013 was a positive year thanks to the upturn in business in the second half. After an uneven start in the first six months, the international environment recovered well in the United States and Europe, as the eurozone pulled out of recession at the end of the year. Overall, the situation was slightly less favorable than expected in the fast-growing economies, but this did not keep our solutions from increasing their penetration in most of these markets.

Aside from swings in the economy, I would say that, above all, 2013 was a year of great progress in implementing our strategy. I am thinking in particular of the large number of innovations introduced during the year that help make Saint-Gobain one of the most innovative companies in the world; of our accelerated expansion in fast-growing countries; or of the continued reduction in our cost base, which set the stage for a significant rebound in our financial results in the second half. And, of course, we took a major step forward in focusing Saint-Gobain on its core markets of habitat and construction and high-performance materials by selling Verallia North America under excellent conditions. These advances demonstrate once again the outstanding commitment of all our teams, which I deeply appreciate. Thanks to their work, Saint-Gobain gains greater recognition each day as a company of reference in all of its markets.

What are the implications of your ambition to be the reference in your businesses?
Being the reference implies a strategy of overall excellence that is particularly demanding because it goes beyond simply striving for leadership in terms of sales volumes or geographic expansion. Our goal is to be systematically in the best position to serve our customers as effectively as possible on a daily basis, and over the long term. We want to be an active player in sustainable habitat solutions and provide technologies that change daily life, while ensuring the responsible development of our activities in a way that respects both the environment and individual health and safety, and by forging solid partnerships with our surrounding communities. We are committed to preserving this balance, day after day.

What are your growth paths for 2014?
We will resolutely pursue the implementation of our strategy. With the upturn in worldwide business, we will be able to accelerate our investments and acquisitions in fast-growing countries and high-performance materials and further strengthen our distribution networks in their most advanced markets. We will also enhance the Group’s organic growth potential through the development of new services, thanks to digital technologies in particular. More generally, we will continue to increase the proportion of solutions that offer high value added or that are co-developed with our customers.

Speaking of customers, what are you doing for them specifically?
In all our businesses, our absolute priority is to listen closely to customers so we can respond to their needs today while helping them anticipate those of tomorrow. On a daily basis, aside from offering the solutions of reference in our various markets, we are constantly adapting our products and services to make it easier for our customers to focus on their core businesses, for example by reducing their administrative constraints, by offering training courses that best meet their needs, by aligning our research capabilities with their development projects or by strengthening our logistics services or mobile applications. To help customers anticipate their future needs, we are working as closely as we can with them on the solutions of tomorrow, whether this means introducing highly innovative products, planning for changing regulations in their markets or developing new services, for example in the area of digital technologies.

Pierre-André de Chalendar
Chairman and Chief Executive Officer
SAINT-GOBAIN RANKS AMONG
THE WORLD’S
TOP 100 INDUSTRIAL GROUPS*

350 years
OF HISTORY

* Source: FT Global 500 2013
NET SALES OF
€42 billion
NEARLY
190,000
EMPLOYEES

OPERATIONS IN
64 COUNTRIES

BY GEOGRAPHIC AREA

NET SALES

OPERATING INCOME

FRANCE
OTHER WESTERN EUROPEAN COUNTRIES
NORTH AMERICA
FAST-GROWING COUNTRIES AND ASIA

ALGERIA
ARGENTINA
AUSTRALIA
AUSTRIA
BELGIUM
BHUTAN
BRAZIL
BULGARIA
CANADA
CHILE
CHINA
COLOMBIA
CZECH REPUBLIC
DENMARK
EGYPT
ESTONIA
FINLAND
FRANCE
GERMANY
GREECE
HUNGARY
INDIA
INDONESIA
ITALY
JAPAN
JORDAN
KUWAIT
LATVIA
LEBANON
LITHUANIA
LUXEMBOURG
MALAYSIA
MOROCCO
MEXICO
NORWAY
NEW ZEALAND
NETHERLANDS
PERU
POLAND
PORTUGAL
QATAR
REPUBLIC OF IRELAND
ROMANIA
RUSSIA
SAUDI ARABIA
SERBIA
SINGAPORE
SLOVAKIA
SLOVENIA
SOUTH AFRICA
SOUTH KOREA
SPAIN
SWEDEN
SWITZERLAND
SYRIA
THAILAND
TURKEY
UKRAINE
UNITED ARAB EMIRATES
UNITED KINGDOM
UNITED STATES
VENEZUELA
VIETNAM
ZIMBABWE

40%
27%
27%
27%
19%
27%
21%
OUR BUSINESSES

SAINT-GOBAIN IS ORGANIZED INTO FOUR SECTORS.

INNOVATIVE MATERIALS

Comprising the Flat Glass and High-Performance Materials Activities, the Innovative Materials Sector offers a unique portfolio of materials and processes for the habitat and industrial markets.

FLAT GLASS
No. 1 in Europe
No. 2 worldwide
• Present in 42 countries
• More than 32,000 employees

HIGH-PERFORMANCE MATERIALS
No. 1 worldwide
• Present in 42 countries
• More than 26,000 employees

CONSTRUCTION PRODUCTS

The Construction Products Sector offers interior and exterior solutions to enhance the comfort of buildings and homes, including plaster, acoustic and thermal insulation, wall facing, roofing and pipe systems.

No. 1 worldwide
> Ductile cast iron pipe
> Plasterboard and plaster products
> Insulation
> Tile adhesives

No. 1 in Europe
> Wall facings

No. 2 in the United States
> Siding
• Present in 55 countries
• More than 47,000 employees
BUILDING DISTRIBUTION

The Building Distribution Sector brings to the Group a thorough understanding of customers’ needs, whether they are building professionals, private project owners or large companies. It serves the new building, renovation and home improvement markets.

VERALLIA PACKAGING

Under the Verallia brand, the Packaging Sector is a major manufacturer of bottles for wines and spirits and jars for food products. Verallia also markets glass containers for beer, fruit juices, soft drinks, mineral water and oil.

No. 1 in Europe
> Building materials distribution

• Present in 27 countries
• More than 64,000 employees
• Nearly 4,400 sales outlets

No. 2 worldwide
> Glass bottles and jars

• Present in 14 countries
• 14,000 employees
INVENT
THE MATERIALS
OF THE FUTURE

Saint-Gobain has made the strategic decision to become the reference in sustainable habitat and construction markets. The Group takes a long-term view in order to develop products and services for its customers that facilitate sustainable construction. It invents innovative, high-performance solutions that improve our habitat and everyday life.
Investing in habitat solutions is one of the major challenges facing both the most mature and the fastest growing economies. Governments around the world are adopting policies designed to improve housing and working conditions and to reduce energy consumption in the building sector in the face of accelerating global warming and diminishing natural resources.

At the same time, faster technological innovation in the construction industry is helping to drive significant advances in the architectural quality and environmental performance of buildings. As technology transfers take place with growing frequency between the manufacturing and construction sectors, construction solutions are increasingly based on high-performance materials. The development of building techniques and the significant expansion of the Internet have led to growing demand among contractors for ever more efficient and innovative distribution solutions.

These underlying trends create substantial opportunities for Saint-Gobain. Saint-Gobain is developing high value-added construction and renovation solutions for professional customers to ensure that buildings are energy efficient, comfortable, healthy and esthetically superior, while at the same time protecting natural resources. The Group offers easy-to-use solutions aligned with local needs and practices in every segment of the construction market.

Saint-Gobain is organized around four Sectors – Innovative Materials, Construction Products, Building Distribution and Packaging.

To implement the Group strategy, Saint-Gobain is supported by three pillars, each having its own growth drivers contributing in a complementary manner to overall expansion.

The Innovative Materials Sector, comprising the Flat Glass and High-Performance Materials Activities, is Saint-Gobain’s technological bridgehead. With its unique portfolio of materials and processes for the habitat and industrial markets, the Sector embodies the Group’s innovation-oriented culture and accounts alone for almost two-thirds of the Group’s total research and development commitment. The aim is to increase the Sector’s focus on high value-added and co-developed solutions.

The Construction Products Sector offers interior and exterior products for the buildings of today and tomorrow, including plaster and plasterboard products, acoustic and thermal insulation products, wall facings, roofing products and pipe systems. Its diversified business base provides an unmatched referral network, a worldwide industrial presence and a portfolio of high-profile brands like ISOVER, PAM, Weber, Placo®, Gyproc and CertainTeed. It gives the Group a global footprint, with an extensive presence in fast-growing markets.

The Building Distribution Sector drives the sustainable habitat strategy by bringing to the Group a thorough understanding of the needs of building professionals, private project owners and large companies. Its strength lies in its detailed knowledge of the newbuilding, renovation and home improvement markets and how they are changing. The Sector plays a key role in helping craftsmen embrace and acquire new building renovation techniques. It is a low capital intensive business with a strong cash position.

Verallia, Saint-Gobain’s Packaging Sector and the world’s number two manufacturer of glass containers, is a major supplier of bottles for wines and spirits and jars for food products. It also markets glass bottles for beer, fruit juices, soft drinks, mineral water and oil. As a Sector that is not directly involved in Saint-Gobain’s sustainable habitat strategy, Verallia is being gradually divested.
As part of its strategic refocusing, Saint-Gobain sold Verallia North America to Ardagh for an enterprise value of $1,694 million. The Group also sold its PVC Pipe and Foundations business in the United States to North American Pipe Corporation, a subsidiary of Westlake Chemical Corporation (NYSE:WLK), based in Houston, Texas, and signed an agreement for the sale of its US-based Fiber Cement siding business to Plycem USA, a subsidiary of Mexican group Elementia.

Saint-Gobain is uniquely positioned, with complementary strategic positions in building materials and high-performance materials technologies.

- It is a worldwide or European leader in all of its businesses, with local solutions tailored to the needs of each market.
- It has an unrivalled portfolio of energy efficiency products and solutions.
- With its deep understanding of building professionals’ needs, acquired through daily contacts with customers, solutions can be adapted to highly specific customer requirements.
- It has an outstanding potential for innovation, supported by a unique industrial and distribution expertise and a commitment to materials research.
- Its culture of operational excellence gives the Group an underlying robustness and the ability to respond quickly to changes in the economic environment.
- Its solid set of tested values helps the Group to build lasting relations with all stakeholders, from customers and employees to suppliers, subcontractors, shareholders and the community.

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The High-Performance Materials Activity delivers high value-added solutions for very different, complex applications in construction, as well as in industry. The Activity’s in-depth expertise in a range of technologies allows the Group to get the most out of the complementary nature of its three families of materials (ceramic materials, high-performance polymers and glass fiber yarn). As a result, Saint-Gobain can design solutions to meet its customers’ specific needs, often in industrial niches that are well suited to co-development strategies.
Saint-Gobain is inventing the world of tomorrow, offering solutions today to construct the buildings of the future

Buildings are the leading consumers of energy in the industrialized countries. Poor insulation is the main cause of energy wastage. With Saint-Gobain's innovative solutions, the energy used for heating can be cut by 80 percent.

The Multi-Comfort house combines all Saint-Gobain's innovative solutions for sustainable, healthy and attractive buildings that protect the environment of each of its inhabitants. However, Multi-Comfort is not just for single-family homes, it also applies to apartment blocks and service buildings.

Saint-Gobain distributes habitat solutions in nearly 4,400 sales outlets in 27 countries. Its local network - unique in Europe - offers hundreds of thousands of products, along with expertise and advice from professionals attuned to customer needs.

Saint-Gobain is present in more than 60 countries and is expanding rapidly in fast-growing markets. The Group provides tangible answers to urbanization in high-growth-rate countries, with solutions for single-family homes and apartment buildings, businesses and communities.

Saint-Gobain offers a comprehensive range of products and services for habitat with innovative solutions developed by activities at the forefront of technology. They can be found in manufacturing, medicine and transportation.

See the corporate video
A WORLDWIDE PRESENCE, LOCAL RESPONSES

By proposing solutions for markets at all stages of development, Saint-Gobain captures opportunities in expanding sectors in both mature and fast-growing markets.

A manufactured presence in 64 countries, providing a solid base for Group development.

Energy efficiency driving growth in mature countries

Saint-Gobain’s markets in mature countries are driven by energy performance requirements, growing demand for comfort in homes and buildings, and the development of high-tech industrial niches. These markets are expanding more rapidly than underlying construction and renovation volumes because of more stringent building energy performance standards, which are supporting demand for sustainable, innovative building solutions.

The most recent regulations are leading to a significant increase in the use of large window surfaces in new buildings, for example, and encouraging the installation of ever more efficient insulation. In 2013, the Group’s capital expenditure and acquisitions choices were focused on niche industrial markets, particularly in plastics, and distribution.
Accelerated expansion in Asia and in fast-growing markets

In fast-growing markets, Saint-Gobain responds to the increasing demand for equipment and new residential, office and other buildings. The habitat and construction markets in these countries offer substantial growth potential due to urban development and exponentially rising infrastructure needs. Like in mature markets, demand for high value-added construction solutions is tending to increase faster than per capita wealth or construction volumes. Saint-Gobain is strengthening its presence in all fast-growing regions, including Brazil, Colombia, India, Poland and Russia.

COLOMBIA

Highest float line in the world

Colombia’s first flat glass furnace came on stream in Soacha. Operated by Vidrio Andino, a joint venture between Saint-Gobain and NSG Group, this is Saint-Gobain’s highest float line in the world.

BRAZIL

A Stadium for the 2014 World Cup

Saint-Gobain pipe systems, mortars and architectural membranes have been used in the Maracanã football stadium in Rio de Janeiro, which will welcome the 2014 World Cup.

CHINA

New automotive glazing plant

Saint-Gobain Sekurit celebrated the commissioning of its Qingdao plant, operated in partnership with Central Glass. Qingdao is Saint-Gobain Sekurit’s fourth plant in China.
BUILDING THE HABITAT SOLUTIONS OF THE FUTURE

The habitat and construction markets are undergoing a real transformation in which Saint-Gobain is a leading player.

Improving energy efficiency

Saint-Gobain develops solutions that make buildings more energy efficient and help to protect the planet. Most of its solutions, such as glass products, mineral wool insulation, plasterboard, exterior wall and floor coating mortars, already help to make buildings more energy efficient and will contribute further to their performance in the future.

Making comfort accessible to all

The buildings of the future will offer all types of comfort. People want to be able to make themselves at home in a safe, comfortable, healthy place that protects them from the aggressions of the outside world. Saint-Gobain offers esthetic solutions such as glazing, colored mortar and paintable wall coverings, as well as solutions to improve air quality, lighting management, and acoustic comfort (ceilings and plasterboard).

Working alongside construction industry professionals

The buildings of the future will be developed in partnership with all construction industry players. A new generation of contractors capable of using energy-efficient construction techniques will have to be trained. Saint-Gobain is committed to helping customers and partners embrace these green principles by leveraging the power of its distribution networks. In line with this commitment, the Group pursued its broad-based program to train builders in the latest energy-saving techniques and solutions in 2013.
Saint-Gobain Multi-Comfort: a demonstration of our know-how

Saint-Gobain does not construct buildings, it equips them with differentiating, high value-added solutions. Numerous Group businesses have joined forces to promote the Multi-Comfort concept in 13 countries. With this concept, Saint-Gobain is proposing a new way of constructing buildings and providing a common frame of reference that takes into account each country’s specific features while anticipating new regulations. The concept is based on a Multi-Comfort scorecard that focuses on five types of comfort and aims to minimize environmental impacts.

Saint-Gobain Multi-Comfort:
a demonstration of our know-how

Saint-Gobain is involved in an experimental project to rehabilitate a social housing complex in Villeneuve-Saint-Georges near Paris.

FRANCE
Sustainable renovation

RUSSIA
Priority to training

The Group has opened the Saint-Gobain Academy training center in Moscow focused on developing the Multi-Comfort concept nationwide.
Research and innovation are at the heart of Saint-Gobain’s strategy. The Group’s research focuses on both breakthrough innovations and continuous improvements to products, processes and services, in a spirit of openness and attentiveness to customer needs.
SAINT-GOBAIN, ONE OF THE 100 MOST INNOVATIVE COMPANIES IN THE WORLD*

Research and innovation are at the heart of Saint-Gobain’s habitat solutions strategy and sustainable development policy. Ongoing initiatives to develop the Group’s innovation culture are clearly producing results: for the third year in a row, Saint-Gobain ranked among Thomson Reuters’ Top 100 Global Innovator Companies. The Group intends to pursue its efforts in the years ahead – notably in terms of investment – to maintain and extend its leadership positions in its Activities and sustain a high level of performance and operating excellence.

**CHINA**

**Extension**

The Shanghai research center has been expanded to provide room for up to 400 researchers. Saint-Gobain is strengthening its innovation capacity close to its Asia-Pacific markets.

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**R&D BUDGET OF NEARLY**

€430m

**CLOSE TO**

900

**NEARLY**

400

**RESEARCH PROJECTS**

**PATENTS FILED EACH YEAR**

3,700

**PEOPLE**

---

* Source: Thomson Reuters 2013 Top 100 Global Innovator Companies
1 in 4 Saint-Gobain products sold today was developed in the last five years.

Strategic Programs

- Active glass
- High-performance insulation systems
- External wall insulation systems
- Flexible functional films
- Lighting
- Energy efficiency and the environmental impact of processes
- Fuel cells

Research Centers

12

and around 100 development units worldwide

R&D Centers

7

Aubervilliers
Chantereine
Cavaillon
FRANCE

Herzogenrath
GERMANY

Northboro
UNITED STATES

Chennai
INDIA

Shanghai
CHINA

INNOVATION, AN ESSENTIAL ELEMENT
DEVELOPING A CULTURE OF ECO-INNOVATION

Saint-Gobain has set the goal of conducting life cycle assessments for all of its building industry product ranges. Once the environmental footprint has been measured, the Group intends to reduce the environmental impact of these products while creating value. This culture of eco-innovation is gradually being extended to all of the Group’s businesses, in all markets.

Beyond this goal, the challenge at Saint-Gobain is to develop solutions that significantly reduce the environmental impact of the buildings and infrastructure that use them.

The Group is also working on reducing the environmental footprint of its industrial processes. Similarly, special attention is paid to product recycling. Concerning the shipping of materials, Group researchers are using their skills to develop models for more efficient and environmentally friendly shipping processes.
Eco-innovative products in all markets

**Lighter weight adhesives**

Saint-Gobain Weber’s **weber.col confort** tiling adhesives are just as effective as traditional adhesives, but their lighter weight means substantial savings in shipping costs, as well as significantly reduced CO₂ emissions and related waste.

**Biosourced tubing**

Saint-Gobain Performance Plastics has created Tygon® S3™, a new range of partially biosourced, phthalate-and bisphenol A-free tubing used in particular in the food and beverage industry.

**Revolutionary windshields**

The SGS CoolCoat heat reflective windshield and the SGS Lightweight windshield from Saint-Gobain Sekurit help improve vehicles’ energy performance.

**Grinding wheels that save energy**

Saint-Gobain Abrasives’ Norton® Vitrium³ grinding wheels are designed to shape metal. They are manufactured at a lower temperature, thereby saving energy and reducing carbon dioxide emissions.

**Eco-designed jars**

Verallia’s Platinum jars combine ergonomic design with a minimal environmental footprint.
AN ORGANIZATION ATTUNED TO MARKET NEEDS

Cross-business Habitat organizations, present in 38 countries, foster dialogue among teams involved in research and marketing and help implement inter-Activity innovation projects. The number of cross-business innovation projects is on the rise, from laminated-glass-inspired Duo"Tech" plasterboard to slip-resistant coating Lite-Floor Xtra Grip, which combines a glass binder and an abrasive.

Saint-Gobain’s culture of partnership and co-development is strengthened by close collaboration with customers or external partners. The Group also keeps a close eye on new markets through NOVA External Venturing, a unit dedicated to external innovation and responsible for relations with start-ups. In addition, Saint-Gobain has numerous partnerships with scientific and academic institutions.
Just like in real life

Saint-Gobain is developing capabilities in simulation, virtual reality and augmented reality to support its researchers, professional customers and these customers’ own customers.

External walls

Saint-Gobain Weber has developed a tool to visualize an external thermal insulation system (ETICS). With this tool, customers can get a realistic view of what their house will look like after renovation and obtain the necessary information to implement the insulation solution.

Stairs

Lapeyre has developed Vizea, an interior staircase sales application that selects a given Lapeyre staircase, customizes it and presents the result.

Interior glazing

Saint-Gobain Glass’s Glass Vision application uses augmented reality technology to present more than 70 interior glazing solutions in the customer’s actual environment.
**Partnership innovations**

**Lighting fabrics**
Saint-Gobain Adfors’ exclusive Onirys™ lighting fabrics were developed in partnership with Brochier® Technologies by combining fiberglass and fiber optics using Lightex® technology. Customizable Onirys™ invites designers to use light as a living, flexible and mobile material.

**Unique combination of insulating materials**
Saint-Gobain ISOVER and wood fiber specialist Buitex have developed Isoduo 36, the first insulation product that combines glass wool and wood fiber.

**Tougher pipes**
Saint-Gobain PAM and Kerneos, the world leader in calcium aluminates technology, have developed an internal coating for sewage pipes called BIOGAN that is resistant to biogenic corrosion, even in hot and dry countries.

**Distributing an innovation**
POINT.P Travaux Publics has become the exclusive distributor, for a three-year period, of Cimtex, an innovative product created by start-up Concrete Canvas. This flexible, concrete impregnated fabric hardens when hydrated to form a thin concrete layer.
RESEARCH
THAT ANTICIPATES FUTURE CHALLENGES

Innovation is the Group’s greatest differentiating strength in the face of growing competition and numerous new players in its markets.

For high value-added products, Saint-Gobain’s ability to combine cutting-edge technology and design is often a major advantage for enhancing its leadership position.

In markets where the competition is concentrated on low cost offers, continuous innovation to reduce production costs and offer increasingly effective customer service is the only way to stay competitive.

Creating new high-performance products in fast-growing markets, such as electronics, is also a major competitive challenge for Saint-Gobain.

HUMAN RESOURCES

Researchers, a driving force

Research is a valuable talent pool and source of attractiveness for Saint-Gobain’s Activities.
A LONG-TERM CORPORATE MISSION

In pursuing its corporate mission, Saint-Gobain draws on values forged by nearly 350 years of history. The Group’s ambition of being the reference in its professions brings with it a certain number of duties. That is why Saint-Gobain wants to set the example in its conduct and behavior and raise awareness of the challenges of sustainable development among internal and external stakeholders.
SAINT-GOBAIND, A COMMITTED COMPANY

International commitments
Saint-Gobain joined the United Nations Global Compact in 2003 and signed the declaration of management support for human rights in 2008. In 2009, the Group endorsed the Caring for Climate statement and the CEO Water Mandate, two documents that complement the UN Global Compact.

Nine binding principles
The values of professional commitment, respect for others, integrity, loyalty and solidarity shape the conduct of every member of Saint-Gobain. Respect for the law and caring for the environment, workplace health and safety and employee rights guide the actions of all employees in the performance of their duties.

Saint-Gobain’s commitment to Corporate Social Responsibility (CSR) is based on values forged by nearly 350 years of history.

Nine binding Principles of Conduct and Action guide employees in their daily work. Adherence to these Principles is a requirement for belonging to the Group. In early 2014, the Strategy Committee was given responsibility for Corporate Social Responsibility.

Saint-Gobain interacts with a very large number of stakeholders. At both the corporate and local levels, its teams listen carefully and organize constructive dialogue in application of the subsidiarity principle.

VALUES
Setting the example
The Group expects exemplary conduct and practices from its teams, both internally and externally.
A CORPORATE SOCIAL RESPONSIBILITY POLICY WITH FIVE KEY AREAS

No. 1
Invent sustainable buildings
Saint-Gobain offers solutions for sustainable buildings in all its host countries. The Group adapts its responses by taking into account the different needs and diverse markets in both mature and fast-growing countries for renovation and newbuilding, and for commercial and residential buildings. The Group is committed to making sustainable buildings the norm rather than the exception.

No. 2
Limit environmental impacts
Saint-Gobain teams are focused on achieving the only acceptable objective, which is zero environmental accidents and a minimum impact on the environment from its activities. Achieving this objective means making sites more energy efficient, preserving natural resources (notably water) throughout the production process, reducing atmospheric emissions and recycling waste.
Encourage employees’ professional growth

The Group pays close attention to preserving employees’ health and safety. Saint-Gobain’s ambition with regard to human resources, as formulated in the OPEN program, is to support the Group’s corporate project to give meaning to everyone’s actions while ensuring well-being and performance in the workplace.

Four priorities of Human Resources policy

- **Increase professional mobility** (geographic, functional and inter-Activity).
- **Promote all types of diversity** (nationalities, gender, generations, training and career backgrounds).
- **Foster employee commitment** by broadening career horizons with diversified missions and growth paths and by moving people up the ladder more quickly.
- **Develop talent by identifying** open, innovative profiles and offering all employees appropriate training.

Support community development

Saint-Gobain is a multiregional organization serving local markets. Its investments contribute to job creation and to local economic development. The Group also deploys initiatives to promote the social and economic development of its job catchment areas, as well as community outreach programs.
The Saint-Gobain Initiatives International Corporate Foundation

Three areas of action aligned with the Group’s strategy

• Preparing young people for jobs in the habitat and construction industry.
• Construction, refurbishment or renovation of social housing, for general interest purposes.
• Energy efficiency and environmental protection in social housing.

Sponsors drawn from among active and retired Saint-Gobain employees have supported the Saint-Gobain Initiatives Foundation’s projects since it was created in 2008.

No. 5

Take action across the value chain

Saint-Gobain’s size and worldwide scope give it a special responsibility in raising partners’ awareness of the challenges of sustainable development and in promoting exemplary practices. Initiatives are carried out internally, as well as externally, among customers, partners, suppliers and the general public. The Group is also a member of professional associations involved in sustainable construction.

SERVING EACH MARKET WITH DEDICATED SOLUTIONS

• For sustainable buildings
• For cleaner transportation
• For quality healthcare
• For high-performance manufacturing
In France, Kpar supports its customers in all their renovation projects.

DO YOU KNOW THE GROUP’S BRANDS IN THIS MARKET?

PRODUCT BRANDS

SAINT-GOBAIN GLASS

SAINT-GOBAIN

MASTER BRAND

MULTIPLE TRADE BRANDS
Saint-Gobain offers a broad, diversified range of building materials for the newbuilding and renovation markets, providing comprehensive solutions for the building envelope all the way down to the interior fittings. These solutions are used in all types of projects, both residential (single-family homes and apartment buildings) and non-residential (offices, public buildings, stores, hotels and other facilities). These solutions contribute to the energy performance, comfort, attractiveness and environmental and health performance of buildings.

FOR SUSTAINABLE BUILDINGS

Saint-Gobain Today • 37
Habitat and construction markets:
78% of consolidated net sales in 2013
Of which 48% in renovation
And 30% in new building

Series production of electrochromic glass
The world’s first plant for the series production of SageGlass® electrochromic glass came on stream in the United States in 2013. Electrochromic glass darkens in response to an electrical charge, offering total control over solar transmission and combining protection with visual comfort and energy efficiency.

Complementary products

The Flat Glass Activity produces flat glass and coated glass with thermal insulation and solar control properties for the building markets. Downstream, Glassolutions processes and distributes glass for a wide range of applications, including facades, large architectural projects, windows, furniture, bathroom fittings and interior decoration. The Group also supplies specialty products such as fire-protection glass and active glass.

The Gypsum Activity extracts and processes gypsum to offer a broad array of products for construction and decoration, including partitions, wall coverings, ceilings and floors.

The Insulation Activity develops a range of products made from mineral wools (glass wool and stone wool) and from polystyrene and polyurethane foam, primarily under the ISOVER brand. These products are used to insulate the building envelope (roofs, walls and floors) and to insulate HVAC systems.

The Industrial Mortars Activity offers a comprehensive range of exterior wall decoration, protection and insulation solutions for the residential, commercial and industrial building markets, primarily under the Weber brand. Solutions include tile grouting, exterior wall rendering products and flooring screed.

The Ceramics Materials Activity supplies pigment powders for ceramic tiles. Abrasives are used to cut concrete walls and floors, polish wood floors or finalize decorating finishing. Films, foams and coated fabrics from the Performance Plastics business are also used in building projects. Saint-Gobain Adfors’ technical fabrics include glass fiber mesh for exterior wall insulation, wall coverings, joint tapes, bonded glass fiber for thermal insulation and mosquito netting.

The Exterior Products Activity, whose CertainTeed brand is a leading player in the North American habitat and construction markets, offers a comprehensive array of products designed specifically for North-American-style homes, including roofing shingles, siding, fences, decks and railings.

The Pipes Activity, under the PAM brand, delivers end-to-end systems to the water supply market. The Activity designs, manufactures and markets ductile cast iron pipe systems, valves and hydrants, municipal castings, and wastewater and rainwater collection and drainage systems. Its cast iron underground heat exchangers ensure the circulation of fresh air in buildings in compliance with energy efficiency constraints.
**Distribution, accelerating the Group’s strategy**

The network of Saint-Gobain brands distributes building materials in 27 countries, serving the newbuilding, renovation and home improvement markets. The network is both powerful and complementary. Its volume and specialist brands target craftsmen, small and medium-sized enterprises, private project owners and large companies. Rooted in its local market, each brand is uniquely positioned to meet the specific needs of its customers and market. This organization, backed by dynamic, expert teams, is a valuable strength in allowing the Group to meet a wide range of customer expectations in terms of products, services and solutions.

The Building Distribution brands play a vital role in helping contractors understand and embrace new building renovation techniques, new regulations, new markets and emerging distribution channels.

Always very attentive to their customers’ needs, the brands are constantly looking for ways to provide the most efficient service and highest added value while offering the most effective solutions. This is reflected in products and services, the supply chain, sales concepts, click and collect drive-through services, showrooms, training centers, practical guides and hands-on advice.

Saint-Gobain has an ambitious digital strategy for its brands, which continued to develop their e-commerce solutions in 2013. Alongside smartphone applications for Graham, Jewson, POINT.P and Raab Karcher, many commercial websites and applications were successfully launched during the year.

---

**Complete customer focus**

Several Saint-Gobain brands now offer click and collect drive-through services for customers who place orders over the Internet.

<table>
<thead>
<tr>
<th>4,400 sales outlets</th>
<th>64,000 employees in 27 countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>30,000 suppliers in 50 countries</td>
<td>45% of Group purchases</td>
</tr>
<tr>
<td>200 million customer contacts per year</td>
<td></td>
</tr>
</tbody>
</table>

---

**Expansion of distribution**

Telhanorte, a brand specialized in home improvement, tiling, and bathroom and kitchen fixtures, pursued its expansion in 2013.

---

**United Kingdom**

**Express service**

Jewson has joined forces with an on-line delivery company to offer the world’s fastest delivery service in 48 of its London branches. Customers can now receive their orders in just 90 minutes.

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**France**

**Lapeyre has a makeover**

Lapeyre has launched a new branch concept in Mérignac. To meet changing buying habits more effectively, two circulation plans have been laid out, one for quick service at the counter and the other for projects, with personalized advice.
Residential buildings

**FINLAND**

**Single-family home**  
**The Multi-Comfort house**

Seven Group companies and brands were involved in equipping the first Multi-Comfort house in Finland, which features the concept’s five types of comfort (thermal, acoustic, health, visual and modular and security).

**ITALY**

**Apartment building**  
**Saint-Gobain in the center of Milan**

Saint-Gobain ISOVER supplied products to rehabilitate the historic center of Milan as part of the Porta Nuova project. ISOVER glass wool panels were used, for example, in the ventilated walls of the prestigious LEED-certified Bosco Verticale residential towers.

**BRAZIL**

**Single-family homes**  
**Dry construction solutions**

Saint-Gobain in Brazil has launched a dry construction system – meaning that no water is used on the worksite – made up of Brasilit, Placo®, ISOVER and Weber products. Suitable for all types of construction, the system was first used for a housing development in Ponta Grossa, in Paraná State.
Non-residential buildings

INDIA

Offices
IT campus with butterfly wings
Saint-Gobain participated in the construction of an IT park in Siruseri, a suburb of Chennai, for Tata Consultancy Services. The building facades feature 60,000 square meters of high-performance glass from Saint-Gobain Glass. The campus has been certified as eco-friendly by the Indian Green Building Council (IGBC), winning the top Platinum rating.

CZECH REPUBLIC

Mall
The country's largest shopping center
Saint-Gobain solutions were used to equip the 154,000 square-meter Černý Most shopping center near Prague. Ecophon supplied materials for the car parks, a cinema and a bank. Weber systems were used for external wall insulation, while ISOVER insulation solutions were deployed for fire-resistant partition walls and ceilings. Lastly, Rigips plasterboard was chosen to clad the main arteries of the shopping center.

ABU DHABI

Offices
Lightness in innovation
Lightweight partition systems from Saint-Gobain Gyproc were used in the construction of the Al Bahar towers in Abu Dhabi. The towers, with their circular form, feature a revolutionary system to manage indoor temperature based on a protective skin with elements that automatically open and close depending on the intensity of sunlight.

GERMANY

Museum
Military history museum in Dresden
A transparent arrowhead measuring nearly 30 meters high made of glass, metal and steel was added to the German Military History Museum in Dresden during its extensive remodeling. This distinguishing feature was created using products from Saint-Gobain Glass, Saint-Gobain Rigips, Saint-Gobain Weber and Saint-Gobain ISOVER.
DO YOU KNOW THE GROUP’S BRANDS IN THIS MARKET?

Saint-Gobain is present in the automotive, aviation and railway market.
DID YOU KNOW?

Water-repellant SGS Aquacontrol glass from Saint-Gobain Sekurit modifies the shape of water droplets on windshields, making them rounder so that they can be more easily removed by the wiper system or the wind.

With more than 41,000 replacement glass references in its catalogue, Saint-Gobain Autover covers 95% of European fleet’s needs.

Saint-Gobain Performance Plastics manufactures radomes - structural weatherproof enclosures made of composite materials that protect the antennae of weather radar systems (located in the nose of aircraft) and satellite communication systems (mounted on the fuselage roof or tail).

Saint-Gobain ISOVER glass wool is used for thermal and acoustic insulation in the walls, ceilings and floors of train, tramway and subway cars.

FOR CLEANER TRANSPORTATION

Saint-Gobain supplies high-performance products to manufacturers in the automotive, aviation and aerospace industries. The Group’s innovative solutions respond to current challenges in this leading-edge sector, including achieving greater energy efficiency (notably through the use of lighter-weight materials), enhancing connectivity and addressing the specific needs of emerging markets.
Flying high with the A350

Already an exclusive supplier for the Airbus A380, Saint-Gobain Sully has also been selected to produce cockpit windows for the entire Airbus A350 XWB range. The long-haul jet, which made its maiden flight in 2013, is also equipped with silicone seals from Saint-Gobain Performance Plastics.

On the road with the C4 Picasso

Saint-Gobain Sekurit is the exclusive supplier of the standard panoramic windshield, glass roof and side windows of the latest Citroën compact MPV.

Part of the Flat Glass Activity’s output is used to manufacture automotive glazing. Saint-Gobain Sekurit supplies the world’s major car manufacturers with windshields, side windows, rear windows, glass sun-roofs and other ready-to-assemble modules. Tempered, laminated, tinted or featuring high-performance coatings depending on their use, these products help reduce vehicles’ energy consumption and respond to rising user demand for safety and comfort. Saint-Gobain Sekurit also serves other segments of the transportation industry, with glazing products for aircraft, railcars, armored vehicles, trucks, buses, agricultural and construction machinery.

Within the High-Performance Materials Activity, the Performance Plastics business serves the transportation market with bearings, seals and foams that are used in doors, steering and braking systems, seats and engines. It also provides Solar Gard films for automotive windows and to protect body paint.

Saint-Gobain Adfors’ glass fiber yarns are used to reinforce timing belts and clutch and braking systems, as well as for electrical insulation.

Certain products from the Insulation Activity are designed for technical applications in ships, trains, trams, underground rolling stock and automobiles. For cars and trucks, ISOVER has developed specific glass wool products that combine the cost efficiency and high-performance of insulation for operating temperatures of up to 550°C.
Industrial vehicles

Saint-Gobain Sekurit supplies glazing for urban transportation systems around the world, including the New Routemaster double-decker bus in London.

Space

On board the Delta IV

The United Launch Alliance’s Delta IV rocket achieved its seventh lift-off in 2013. Saint-Gobain Performance Plastics provided high-technology OmniSeal® seals and Meldin® polyamide materials to withstand the extreme conditions encountered in space flight.
DO YOU KNOW THE GROUP’S BRANDS IN THIS MARKET?

Saint-Gobain high-performance plastics can be found everywhere in hospitals, pharmaceutical industries and research laboratories.
DID YOU KNOW?

50 million children have been vaccinated against chickenpox over a five-year period thanks to vaccines produced with Sani-Tech® tubing from Saint-Gobain Performance Plastics.

The average time-to-market for a healthcare product comprising Saint-Gobain components is three years.

Saint-Gobain Performance Plastics manufactures disposable electrodes for self-monitoring blood glucose.

Saint-Gobain Performance Plastics’ extruded silicon valves regulate the flow of drugs in pain management or chemotherapy devices used at home.

FOR QUALITY HEALTHCARE

Saint-Gobain supplies the healthcare market with high-performance plastic materials and components used in an extensive array of applications. Group products are present everywhere in hospitals, the pharmaceuticals industry and research laboratories.
Acquisitions

In 2013, Saint-Gobain made four acquisitions in the healthcare market:

- **Twin-Bay Medical** (United States). Among other products, the company manufactures ultra-secure flexible tube retainers and single-use systems for the biopharmaceuticals industry.

- **American Fluoroseal Corporation** (United States). The company pioneered the design of fluorinated ethylene propylene bags for medical applications, and has also developed sterile sampling systems for the manufacture of pharmaceutical products.

- **Applied Bioprocess Containers** (United States). The company specializes in the design and manufacture of single-use storage vessels designed for the preparation, collection, storage and transportation of biopharmaceutical liquids.

- **LS Kunststofftechnologie** (Germany) manufactures high-performance polymer components for the medical market, as well as automotive and industrial applications.

**A leading-edge tool**

Saint-Gobain inaugurated the new silicone extrusion line at the Saint-Gobain Performance Plastics site in Beaverton, Michigan. The line is dedicated to Compass™ technology, which provides precision tolerances for tubing used in a wide variety of medical applications, including ophthalmic pumps, enteral feeding and IV therapy.

The Life Sciences Business Unit within the Group’s Performance Plastics Activity is a world’s leading provider of polymer components for the pharmaceutical, medical, and biotech markets. As a brand leader with Tygon®, C-Flex® and Sani-Tech®, a wide breadth of services are provided such as molded, extruded and custom manufactured silicone, fluoropolymer, thermoplastic elastomer products for life critical markets.

The engineered niche materials provide for barrier properties, bio-compatibility, oxygen transmission, and system design from the scientific laboratories to full scale vaccine production. These single-use solutions have strong growth potential as they are increasingly being used to replace fixed capital stainless steel systems.

Saint-Gobain Life Sciences is building on breakthrough innovations in materials and processes, as new products account for 40% of its Life Sciences Business Unit’s sales. The Activity has also favored a co-development approach with its pharmaceutical and medical customers since the beginning, because every new medicine involves the development of a new process, and therefore new production systems. This makes it important to constantly add to the range of components, which is precisely the purpose of recent acquisitions.
Other Saint-Gobain products help protect your health

Novelio® Mold-X paintable wall covering from Saint-Gobain Adfors contains an active antimicrobial ingredient that enhances health security. It is used in particular in patient rooms, recovery rooms and non-ventilated areas in healthcare facilities.

Fluid systems

The Sani-Tech® range expands
Saint-Gobain Performance Plastics has launched the Sani-Tech® Ultra-HP high-purity hose, which is ideal for bioprocessing, fluid transfer and steam-in-place/clean-in-place (SIP/CIP).

Surgery

OmniSeal® for surgical stapling
Saint-Gobain Performance Plastics supplies OmniSeal® spring-energized seals for the only full-powered, reusable, battery-operated endoscopic stapler in the world.

By providing customized acoustic solutions for each room in healthcare facilities, Saint-Gobain Ecophon helps reduce both staff and patient stress.
Saint-Gobain provides a wide variety of products and technical solutions for the oil and gas industry.

**DO YOU KNOW THE GROUP’S BRANDS IN THIS MARKET?**

MASTER BRAND

SAINT-GOBAIN NORPRO  SAINT-GOBAIN SEFPRO  SAINT-GOBAIN PERFORMANCE PLASTICS
Tolerance rings manufactured by Saint-Gobain Performance Plastics are mounted on the tracking arm fitted in computer hard drives.

Saint-Gobain ZirPro ceramic beads are used to grind calcium carbonate for coated papers and to obtain a satin finish on the metallic surfaces of smartphones and other consumer electronics.

Saint-Gobain ISOVER has developed a range of glass wool products that are purpose designed to help appliance manufacturers achieve top energy ratings (A+++ and A-30%).

GlasGrid® paving reinforcement from Saint-Gobain Adfors protects asphalt roads, airport runways and bridges from cracks.

FOR HIGH-PERFORMANCE MANUFACTURING

Saint-Gobain develops solutions for numerous industries, always providing added value and a high level of technical excellence. Both heavy industry and high-tech manufacturing benefit from the Group’s innovation capabilities. Industrial niches, which are ideal for co-development strategies, are sources of growth. Lastly, Verallia’s packaging solutions leverage the incomparable qualities of glass to ensure end-consumers’ well-being.

(excluding transportation and healthcare)
FOR HIGH-PERFORMANCE MANUFACTURING

Textile

Waterfree dyeing

For DyeCoo, the world leader in waterfree dyeing, Saint-Gobain Performance Plastics supplies a specific version of its OmniSeal® seals that is particularly resistant to high pressures and very high temperatures.

A wide variety of industrial applications

The Ceramics Materials business leverages its products’ remarkable properties to serve numerous industries. Examples include the particularly sophisticated refractory ceramics used in glass furnaces that produce specialty glass for flat screen displays and the refractory ceramics used in the steel industry. In addition to these traditional markets, Saint-Gobain is involved in specialized activities, notably in the area of energy, where it supplies a wide variety of innovative products and technical solutions for use across the value chain in the oil and gas industry.

The Pipes Activity offers solutions for mining, as well as applications for industrial markets and specific markets such as hydroelectric power, anti-seismic engineering and snow cannons. In 2013, the Activity created a dedicated sales organization to harness the growing demand from these markets. Saint-Gobain Adfors also offers geotextile solutions for mining operations.

The Abrasives business has a full portfolio of products for each stage of the abrasion process. Its solutions are used in heavy industry (paper and steel), as well as in manufacturing and high-tech industries (automotive, aviation and electronics).

The Performance Plastics business supplies a variety of industries, from energy to consumer goods, with leading-edge polymer products that can be used in the most demanding applications, notably in the very fast-growing electronics sector. Examples include plastic films for flat LCD television screens or foams for assembling cell phones. With these solutions, devices are lighter, smaller and more environmentally friendly.

Within the Flat Glass Activity, certain companies are sharply focused on industrial markets. Glassolutions Sovis, for example, is specialized in industrial optics and refrigeration. In the area of home appliances, Euroveder manufactures glass for ovens and refrigerators, while EuroKera (a joint venture with Corning SAS) is the worldwide co-leader in glass ceramic cooktops.

Within the Gypsum Activity, Saint-Gobain Formula offers industrial molding plasters for various applications, ranging from ceramics (molds for sinks, dishware, etc.) to dental prosthetics and tire manufacturing.

The Insulation Activity delivers appropriate solutions for industrial processes, equipment and plants, notably for the oil and chemicals industries. ISOVER products guarantee high levels of thermal performance in response to cost and environmental requirements, but are also designed to withstand temperatures of more than 700°C while providing excellent acoustic performance to help attenuate plant noise. ISOVER solutions also meet certain specific insulation needs for home appliances, such as ovens and refrigerators.
Energy

New proppants line

In 2013, the world’s largest proppants production line was inaugurated by Saint-Gobain in Little Rock, Arkansas (USA). Proppants are spherical ceramic beads used in the oil and gas industry to increase well yield.

Glass furnaces

New developments for refractories

Saint-Gobain SEFPRO has unveiled an innovative solution for recycling refractories, as well as a new range of chrome refractories, which are found in particular in furnaces used to produce glass for glass wool insulation. Saint-Gobain SEFPRO has developed a recycling system that processes 100% of chrome-containing waste while complying with all international EHS standards. Backed by this innovative process, Saint-Gobain SEFPRO has redesigned its refractory range using high-performance materials that are even more environmentally friendly.

Appliances

Colorful kitchens

EuroKera has developed a new generation of black glass ceramic cooktops called KeraSpectrum® that can display different functions, such as the timer or heat indicator, in color.
**BRAZIL**

**Runaway success for glass bottles**

The glass milk bottles manufactured by Verallia for Vitalatte Laticínios have been very successful in Rio de Janeiro and São Paulo.

**FRANCE**

**Bouquet of roses**

In France, Verallia manufactures the Soirée A Rosé bottle for Gérard Bertrand, a celebrated winemaker in the Languedoc-Roussillon region. The winner of Verallia’s student design contest came up with its original rose-shaped-base design.

Saint-Gobain’s Packing Sector, operating under the Verallia brand, is a world leader in glass containers for the food and beverage industry. Verallia offers its customers highly innovative glass container solutions and services to support their growth in future markets over the long term.

Verallia holds forefront positions in all of its markets: still and sparkling wines, spirits bottles and food jars (used for soluble products, yogurts and other dairy products, preserves, baby food, etc.), but also beer and soft drink bottles.

Verallia supports its customers in new markets with bottles and jars featuring ever more original shapes and innovative designs. Determined to propose differentiating products, Verallia’s teams create highly attractive glass containers by playing with product themes as well as colors and shapes.

In 2013, thirteen prizes for innovation were awarded to glass containers designed by Verallia.

Verallia works closely with customers to design and co-develop specific products. It has thirteen design and development laboratories worldwide in which it can collaborate with customers on new bottle and jar projects, going so far as to simulate their products on store shelves.
FRANCE

New furnace in Cognac

A new furnace has come on stream at the Verallia plant in Cognac to produce bottles for the regional wine market.

HOW DO YOU RECOGNIZE A VERALLIA BOTTLE?

France  Portugal  Italy  Spain  Germany

Brazil  Argentina  Chile  Ecova
FINANCIAL HIGHLIGHTS

(million EUR)

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>NET SALES</td>
<td>42,025</td>
</tr>
<tr>
<td>Operating income</td>
<td>2,764</td>
</tr>
<tr>
<td>Consolidated net income</td>
<td>631</td>
</tr>
<tr>
<td>Recurring net income(1)</td>
<td>1,027</td>
</tr>
<tr>
<td>Recurring earnings per share (in €)(1)(2)</td>
<td>1.85</td>
</tr>
<tr>
<td>Net income attributable to equity holders of the parent</td>
<td>595</td>
</tr>
<tr>
<td>Earnings per share (in €)(2)</td>
<td>1.07</td>
</tr>
<tr>
<td>Total investments(3)</td>
<td>1,454</td>
</tr>
<tr>
<td>Consolidated equity (including minority interests)</td>
<td>17,870</td>
</tr>
<tr>
<td>Net debt</td>
<td>7,521</td>
</tr>
<tr>
<td>Non-current assets</td>
<td>27,927</td>
</tr>
<tr>
<td>Working capital</td>
<td>5,024</td>
</tr>
</tbody>
</table>

(1) Excluding capital gains and losses on disposals, asset write-downs and material non-recurring provisions.
(2) Earnings per share are calculated based on the number of shares outstanding at December 31.
(3) Capital expenditure and financial investments, excluding share buybacks.

BY SECTOR

- Innovative Materials: 21%
- Construction Products: 24%
- Building Distribution: 36%
- Packaging - Verallia: 23%

BY GEOGRAPHIC AREA

- France: 21%
- Other Western European countries: 27%
- North America: 27%
- Fast-growing countries and Asia: 40%
Compagnie de Saint-Gobain share, shares are traded on the Eurolist by Euronext Paris market (ISIN FR 0000 125007).

As of December 31, 2013, the Company represented:

- the 21st largest market capitalization (at €22,191 million);
- the 18th most actively traded stock on this market, with an average daily trading volume of 1,815,475 shares during the year.

The Saint-Gobain share also trades on the main European markets: Frankfurt, London, Zurich, Amsterdam and Brussels.

The Saint-Gobain share is included in the following indices:

- DJ Eurostoxx 50 (50 largest market capitalizations in the Euro zone);
- the Global Dow (150-stock index of corporations in traditional and innovative industries);
- the STOXX® Global ESG Leaders, Euronext Vigeo Europe 120, Euronext Vigeo Eurozone 120, ESI Excellence Europe and FTSE4Good sustainable development indices.

SHAREHOLDER BASE

<table>
<thead>
<tr>
<th>In %</th>
<th>December 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Capital Stock</td>
</tr>
<tr>
<td>Wendel</td>
<td>16.2</td>
</tr>
<tr>
<td>Employees, through the Group Savings Plan</td>
<td>7.5</td>
</tr>
<tr>
<td>Caisse des Dépôts et Consignations</td>
<td>2.3</td>
</tr>
<tr>
<td>Treasury stock</td>
<td>0.6</td>
</tr>
<tr>
<td>Others</td>
<td>73.4</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
</tr>
</tbody>
</table>
CORPORATE GOVERNANCE
AS OF FEBRUARY 17, 2014

CORPORATE DEPARTMENT MANAGEMENT

Gérard Aspar
Vice-President, Marketing

Sophie Chevallon
Vice-President, Communications

François Michel
Vice-President, Corporate Planning

Didier Roux
Vice-President, Research & Development and Innovation

SECTOR MANAGEMENT

Benoît Bazin
President, Building Distribution Sector

Patrick Dupin
President, Flat Glass Activity (Innovative Materials Sector)

Jean-Pierre Floris
President, Packaging Sector

Jean-Pierre Floris (2)
President, High-Performance Materials Activity (Innovative Materials Sector)

Claude Imauven
President, Construction Products Sector

GENERAL DELEGATES as of February 17, 2014

Dominique Azam
General Delegate for Mexico, Central America, Venezuela, Colombia, Ecuador and Peru

John Crowe
General Delegate for North America

Hartmut Fischer
General Delegate for Central Europe

Javier Gimeno
General Delegate for the Asia-Pacific region

Peter Hindle
General Delegate for the United Kingdom, Ireland, South Africa, Mozambique, Namibia and Zimbabwe

Benoît d’Iribarne (3)
General Delegate for Brazil, Argentina and Chile

Thierry Lambert
General Delegate for the Nordic Countries and Baltic States

(1) Since July 1, 2013.
(2) To be replaced by Benoît d’Iribarne as from July 1, 2014.
(3) To be replaced by Thierry Fournier as from July 1, 2014.
SENIOR MANAGEMENT

From left to right and from top to bottom.

Pierre-André de Chalendar*
Chairman and Chief Executive Officer

Benoît Bazin
Senior Vice-President in charge of the Building Distribution Sector

Jean-Claude Breffort
Senior Vice-President in charge of International Development

John Crowe
Senior Vice-President, General Delegate for North America

Jean-Pierre Floris
Senior Vice-President in charge of the Packaging Sector and of the oversight of the Innovative Materials Sector

Peter Hindle (?)
Senior Vice-President in charge of sustainable habitat solutions, General Delegate for the United Kingdom, Ireland, South Africa, Mozambique, Namibia and Zimbabwe

Claude Imauven
Senior Vice-President in charge of the Construction Products Sector

Claire Pedini*
Senior Vice-President in charge of Human Resources

Jean-François Phélizon
Senior Vice-President in charge of Internal Audit and Internal Control

Antoine Vignial*
Corporate Secretary in charge of Corporate Social Responsibility

Laurent Guillot*
Chief Financial Officer

* Members of the Executive Committee

GENERAL
DELEGATES

(continued)

Anand Mahajan
General Delegate for India, Sri Lanka and Bangladesh

François-Xavier Moser
General Delegate for Poland, Bulgaria and Romania

Gonzague de Pirey
General Delegate for Russia, Ukraine and the C.I.S.

Ricardo de Ramón García
General Delegate for Spain, Portugal, Morocco, Algeria and Tunisia

Tomáš Rosak
General Delegate for the Czech Republic, Slovakia, Hungary and the Eastern Adriatic countries

Gianni Scotti
General Delegate for Italy, Greece, Egypt, Turkey and Libya

Shareholders will be asked to re-elect Pierre-André de Chalendar at the Annual General Meeting on June 5, 2014.
# ADDRESSES

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### Building Distribution
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### Packaging
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Romania
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Czech Republic
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1. Saint-Gobain employees.

2. Nieuwegein City Hall in the Netherlands, in competition for the Gypsum Activity’s 2012 International Awards.

3. Lancaster University Sports Center in the United Kingdom, rated BREEAM Excellent and equipped with Saint-Gobain Glass glazing.


Cover of the Corporate Social Responsibility Report

1. Researcher at the R&D center in Chantereine, France.

2. CLIP-IN glass partitions from Glassolutions.


4. Technician preparing to fire a refractory at the research center in Cavaillon, France.

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