

SAINT-GOBAIN GROUP EMPLOYEE SHARE OFFERING COUNTRY SUPPLEMENT FOR CZECH REPUBLIC

Saint-Gobain expects to implement an offering of its shares under the umbrella of the Saint-Gobain Group employee share offering, subject to the decision by its Chairman and CEO expected to take place on March 23, 2026. You will find below a brief summary of the expected terms of the offering, local offering information and principal tax consequences relating to the offering

Summary of the Offering

to be read in conjunction with the employee brochure and the subscription form

A share capital increase reserved for employees

Saint-Gobain shares are expected to be offered to all eligible employees of participating Saint-Gobain Group companies, pursuant to Saint-Gobain's capital increase reserved to such employees. In your country, the Saint-Gobain Group Employee Share Offering is expected to be offered as a “classic” plan.

If the number of requested shares exceeds the offered shares, the number of shares requested may be reduced. In this event, each participant will be notified personally.

Eligibility

All current employees of Saint-Gobain and the employees of its participating direct and indirect majority-owned subsidiaries, in each case subject to a minimum employment condition of three months. Such three-month period may either be on a continuous or discontinuous basis. The relevant period for measuring a discontinuous three-month period is from January 1, 2025 through the last day of the subscription period, and such employee must be employed as of that day.

Subscription period

The subscription period is expected to start on March 23, 2026 and last until April 7, 2026(inclusive). In order to participate in the offering, you would need to subscribe March 7, 2026.

Subscription price

The subscription price for the Saint-Gobain shares will be at a 20% discount from the “reference price”. The reference price is based on an average of the opening price of Saint-Gobain shares over the 20 trading days preceding the date of the decision to determine the price, expected to take place on March 23, 2026.

Payment will be requested in Czech Crowns.

During the life of your investment, the value of the Saint-Gobain shares will be affected by fluctuations in the currency exchange rate between the euro and the Czech Crown. As a result, if the value of the euro strengthens relative to the Czech Crown, the value of the shares expressed in

Czech Crowns will increase. On the other hand, if the value of the euro weakens relative to the Czech Crowns, the value of the shares expressed in the Czech Crowns will decrease.

Employer's contribution

If you decide to invest in the “classic” plan, your employer will contribute to your investment and additional, proportional amount as follows:

Employee investment	Employer's contribution (Matching bonus %)	Maximum matching bonus
0 – 1 000 €	50%	500 €
1 001 € - 2 000 €	25%	250 €
Total		750 €

Your investment is capped

The maximum amount you can invest is 25% of your gross annual compensation (including bonuses) for 2025 or an estimate of the 2026 gross annual compensation. The employer matching contribution, where offered, will not count toward the 25% limit.

Method of payment

Payment is to be made in Czech Crowns. You may pay by any one of the following methods, but these methods cannot be combined:

Payment by direct bank transfer. If you choose to pay by direct bank transfer, you will pay the total amount of your investment by bank transfer to your employer's account by May 12, 2026 at the latest. The amount is deemed to have been paid on the date of money being credited to the employer's account, not the date of payment. For payment, you will use your birth number as a variable payment identifier. The bank account details will be provided to you at a later stage

Payment by salary deductions, but only for payment of investment amount up to CZK 300 000. In case you decide to pay in the form of salary deductions, the employer will assess whether you meet the conditions for purchasing FCPE units this way, i.e. that you will not be charged with any executions or other deductions from your salary. Only employees who do not bail out executions or other salary deductions may be expected to be able to pay the amount of the investment in six installments. If you choose to pay by means of salary deductions and this option will be approved by your employer in the light of the above-mentioned restrictions, you will conclude an agreement on salary deductions with your employer, and your subscription amount will be deducted from your salary for April, May, June, July, August, September 2026.

Custody of your shares

Your shares will be subscribed and held on your behalf by a collective shareholding vehicle, known as a Fonds Commun de Placement d'Entreprise or FCPE, which is commonly used in France for the conservation of shares held by employee-investors. Your investment will be held in the "Saint-Gobain Avenir Monde" compartment of the FCPE "Saint-Gobain PEG Monde". You will be issued units of the FCPE corresponding to the shares you will have subscribed.

Your investment will be subject to a five-year lock-up period

In consideration of the benefits granted under this offering, your investment is subject to a lock-up period of approximately five years (ending on May 1, 2031), during which you will not be able to redeem your investment unless you qualify for an early exit (see "Early exit events" below).

Early exit events

You may request redemption of your investment during the above-mentioned lock-up period in the following circumstances only:

1. Marriage of the employee or registered partnership;
2. Where a child is born or a child arrives at the home in view of being adopted, provided the employee's household is already financially responsible for at least two children;
3. In the event of divorce or separation, when this event is accompanied by a court decision specifying that the sole or shared ordinary place of residence of at least one child is at the domicile of the employee concerned;
4. Where the employee, his or her spouse or children, suffers from a disability as defined by French law;
5. Death of the employee or his or her spouse/registered partner;
6. Termination of the employment contract (please note that transfer of employment (TUPE transfer) is not termination of employment contract);
7. Where the employee, his or her children, or spouse, allocates the amounts saved to create certain businesses as provided for by French law;
8. Where the employee allocates the amounts saved to the acquisition or enlargement of his or her principal residence;
9. Domestic violence committed against the employee by his/her spouse, partner, civil partner, or his/her former spouse, partner or civil partner;
10. Use of proceeds for energy-efficiency renovation work on the principal residence;
11. The purchase of an electric and/or hydrogen-powered vehicle.

The above is a summary of the current early exit provisions permitted under French law. The early exit events are to be interpreted and applied in a manner consistent with French law. Before relying or attempting to rely on any of these early exit events, you should consult with your employer to make sure that your case meets all the requirements of French law.

Employees must present a request for redemption within a period of six months after the occurrence of such event, except in the event of death, disability, domestic violence committed against you or termination of the employment contract (in which case, the request may be made at any time). For further information, please contact your human resource office.

Dividends

Any dividends paid with respect to shares, while such shares remain in the FCPE, will be reinvested by the FCPE in additional Saint-Gobain shares. The dividends will not be paid out directly to you. These reinvested dividends will result in the issuance of additional units (or fractions thereof) to you. The shares subscribed in this 2026 plan will be entitled to receive dividends distributed as of 2027 and subsequent years (they will not be eligible to receive dividends paid in 2026 in respect of 2025).

Voting rights

As long as the shares are held by the FCPE, the voting rights pertaining to such shares will be exercised by the supervisory board of the FCPE on behalf of the employees.

Redemption

Your investment will become available upon the expiry of the lock-up period of approximately five years, or earlier, if you qualify for an early exit. At that time you may request the redemption of your investment in cash or you may continue to hold your shares through the FCPE, after which you will be free to redeem your investments at any time.

Tax Information for Employees **Resident in Czech Republic**

The following summary sets forth general principles that are expected to apply to employees who are resident in Czech Republic for the purposes of the tax laws of Czech Republic, but may not apply in all specific cases. This summary is given for informational purposes only and should not be relied upon as being either complete or conclusive. For definitive advice, employees should consult their own tax advisors regarding the tax consequences of participating in the Saint-Gobain Employee Offering.

The tax consequences listed below are described in accordance with Czech Republic tax law and tax practices, all of which are applicable at the time of the offering. These laws and practices may change over time.

A. Taxation in France

You should not be subject to taxation or social charges in France upon subscription. Under currently applicable French law, provided your investment is held through the classic compartment of the FCPE and such compartment reinvests any dividends that may be distributed by Saint-Gobain, you should not be subject to tax or social charges on such dividends in France; any gains realized upon your investment should not be subject to taxation or social charges in France.

B. Taxation in Czech Republic

Upon subscription

a) Discount

At the subscription of shares in 2026 you will receive the units in the FCPE representing the subscribed shares at the subscription price, i.e. reference price of Saint-Gobain share price (average of the opening prices of Saint-Gobain share on the 20 trading days preceding the price-fixing date) decreased by 20%. The share price discount shall be taxed as follows:

The share price discount represents an employee benefit, such income will become taxable upon delivery of shares/units. The positive difference between your payment for shares/units (not including those purchased with the Employer Matching Contribution, the taxation of which is described below) and the reference price, represents a taxable income of the employee. In this case you will need to include your income corresponding to this positive difference in your tax statement relating to the year in which the shares/units were delivered, as income from dependent activity.

According to the tax legal regulation effective in 2026, this income will be subject to income tax. The tax rate is progressive, with a 15% base rate and 23% rate for income exceeding 36-multiple of average salary for the purposes of social security charges, for

2026 it shall correspond to yearly income 1,762,812 CZK. This income will not be subject to social security charges.

b) Matching contribution

As regards the Employer's contribution, it will be considered as taxable employment benefit at the moment when it will be provided and as such it will be subject to income tax calculated in the same manner as your salary, i.e. base tax rate of 15% and 23% rate for income exceeding 36-multiple of average salary for the purposes of social security charges, for 2026 it shall correspond to yearly income 1,762,812 CZK and to social security and health insurance charges (11,6% to be paid by the employee from the gross income and 33,8% to be paid by the employer on the top of the gross income, all these amounts to be withheld by the employer).

c) Salary deduction

In case you pay the subscription price by means of salary deduction, it will be considered for financing of the subscription price in the form of interest-free loan provided by the employer. If such financing will be in total less than 300.000 CZK, such benefit will be tax exempt.

d) Conclusions:

the Employer's contribution will be taxed automatically by your employer with your May 2026 payroll. The 20% share price discount needs to be reported in your tax return for the year when the Taxing Date will occur. In case you pay the subscription price by means of

salary deductions up to 300.000 CZK in total, such financing provided by employer is not subject to taxation.

Dividends

Dividends reinvested by the FCPE will not be taxed and tax and social/health insurance charges will be paid on them.

Upon redemption

If you redeem your FCPE units more than 3 years from the day of acquisition, the gain derived from such sale will be tax exempt.

If you redeem your FCPE units within 3 years following the day of acquisition, the capital gains derived from the redemption of the FCPE units will be subject to income tax. The taxable amount is equal to the positive difference between

- the proceeds of redemption and
- the acquisition price (i.e., the price actually paid by the employee) increased as the case may be by the income already taxed in relation with the discount.

If your yearly total income in one calendar year from redemption/sale of all your securities does not exceed 100.000 CZK, the capital gain will not be taxed.

You further will not pay any tax if (i) your total taxable income does not exceed CZK 50.000 (this may apply e.g. for retired employees and employees on maternity leave), or (ii) your salary from the local subsidiary is your main source of income and all other taxable incomes (e.g., sale of all your securities or other incomes) are lower than 20.000 CZK.

At the redemption of the FCPE units (irrespective of the holding period), social security and health insurance charges are not applicable.

OTHER

Reporting obligations

You are responsible for paying the tax as part of your annual personal tax return, normally due on March 31st of the next calendar year, with respect to (i) the taxable discount when the shares/units will be delivered to you, and (ii) the redemption of the FCPE units (in case your gain from redemption of your FCPE units will be subject to taxation)

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