

SUBSCRIBE FROM 23 MARCH TO 7 APRIL, 2026

GROUP SAVINGS PLAN

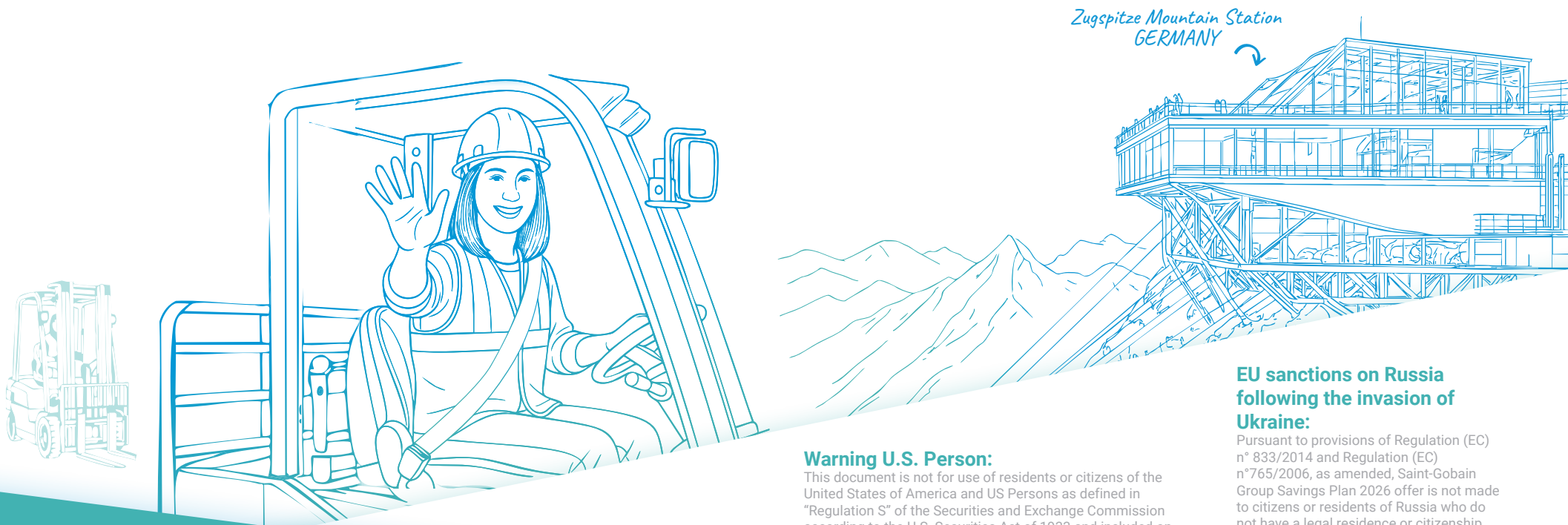


Full details of the PEG are available on:
<https://peg.saint-gobain.com>

ALSO AVAILABLE ON YOUR SMARTPHONE OR YOUR TABLET!



CONTENTS



Warning U.S. Person:

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EU sanctions on Russia following the invasion of Ukraine:

Pursuant to provisions of Regulation (EC) n° 833/2014 and Regulation (EC) n°765/2006, as amended, Saint-Gobain Group Savings Plan 2026 offer is not made to citizens or residents of Russia who do not have a legal residence or citizenship of a country of the European Union, the European Economic Area or Switzerland or citizens or residents of Belarus who do not have legal residence or citizenship in the European Union cannot participate in this offering.

03

THE 2026
OFFER

SUBSCRIPTION
PROCEDURE

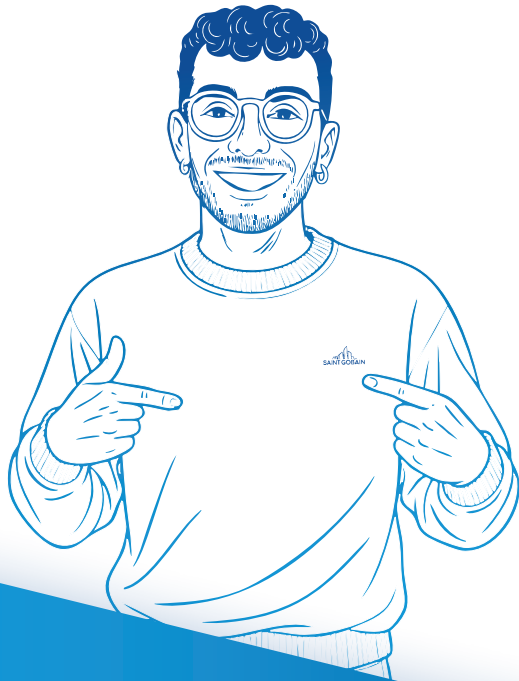
07

09

USEFUL
INFORMATION

GLOSSARY

10



THE 2026 OFFER

The 2026 PEG enables you to invest in the Classic Offer and benefit from a range of advantages.

WHAT ARE THE ADVANTAGES OF THE 2026 OFFER?

The 2026 Offer allows you **to become indirectly a shareholder in Saint-Gobain via an Employee Shareholding Fund¹**, whilst benefiting from preferential conditions, namely a 20% discount.

In exchange, your investment is locked up for five years and follows the stock market share price, which can go either up or down.

SUBSCRIPTION AT A PREFERENTIAL PRICE

The subscription price per share is the reference price² to which a **20% discount** is applied.

You will be notified of the subscription price on **March 23, 2026** on your company's premises, as well as on the website dedicated to the PEG: <https://peg.saint-gobain.com/>.

Your investment in the 2026 Offer presents a risk of loss of capital because you are investing in an Employee Shareholding Fund comprised almost wholly of listed shares, the value of which may go either up or down.

If the share price declines, then the value of the Employee Shareholding Fund will suffer a similar decline.

Your capital is not guaranteed.

¹ This Employee Shareholding Fund (in French Fonds Commun de Placement d'Entreprise or "FCPE") is called the "Saint-Gobain Relais 2026 Monde" FCPE, which has been specially created to receive your investments under the 2026 Offer. After the capital increase, this temporary fund will be merged into the "Saint-Gobain Avenir Monde" compartment of the "Saint-Gobain PEG Monde" FCPE, following a decision by the Supervisory Board and approval from the AMF, the French Financial Markets Regulator.

² See the glossary.

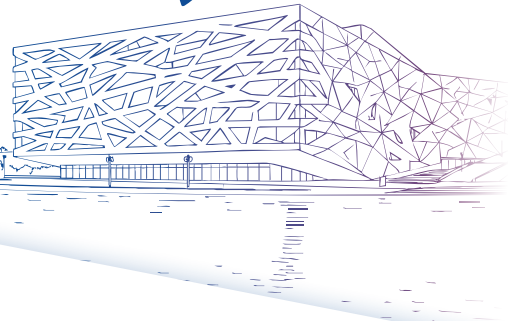


PAYMENT OF ADMINISTRATIVE AND ACCOUNT KEEPING FEES

Saint-Gobain pays all the management fees of the "Saint-Gobain PEG Monde" FCPE, together with all PEG account keeping fees, except transactions outside the 2026 PEG*.

* The conditions and shares prices are available from your Account Holder.

Hangzhou Yuhang Opera
CHINA



You invest...	\$1,000	\$2,000	\$10,000
Extra value received after discount applied (20% discount off price)	\$200	\$400	\$2,000
Value of shares received	\$1,200	\$2,400	\$12,000



A contribution simulator is available on:
<https://peg.saint-gobain.com>

OFFER

COUNTERPARTS

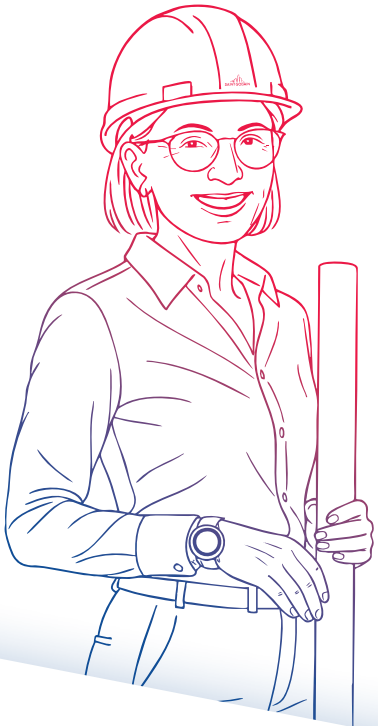
Your investment is locked up for 5 years.

There are however cases for early redemption, namely key events in your personal or work life, that allow your assets to be released prior to the end of the lock-up period.

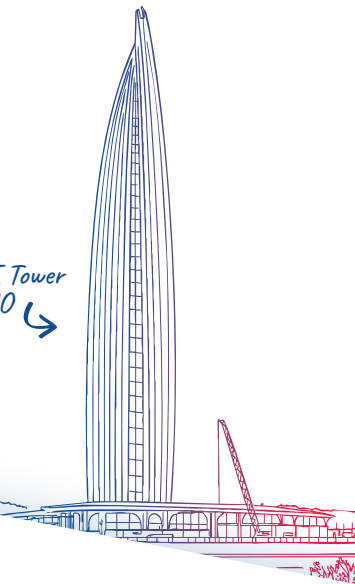
Please refer to your country supplement for the early redemption cases specific to your country.

Your savings will follow the Saint-Gobain share price, either up or down.

In 5 years' time, your assets will be available and the value of your units will reflect the share price on this date.



Mohammed VI Tower
MOROCCO ↘



THE CASES OF EARLY REDEMPTION:

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

- 1. 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;*
- 2. 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;*
- 3. Where the employee, his or her spouse or children, suffers from a total and permanent incapacity as defined by French law;*
- 4. Death of the employee or his or her spouse;*
- 5. Termination of the employment contract;*
- 6. Where the employee, his or her children, or spouse, allocates the amounts saved to create certain businesses as provided for by French law;*
- 7. Where the employee allocates the amounts saved to the acquisition or enlargement of his or her principal residence;*
- 8. Violence committed against the employee by his/her spouse, partner, civil partner, or his/her former spouse, partner or civil partner;*
- 9. Use of proceeds for energy-efficiency renovation work on the principal residence;*
- 10. The purchase of an electric and/or hydrogen-powered vehicle.*


You will benefit from 100% of any dividends paid from 2027. You do not benefit from any dividends paid in 2026 for 2025.

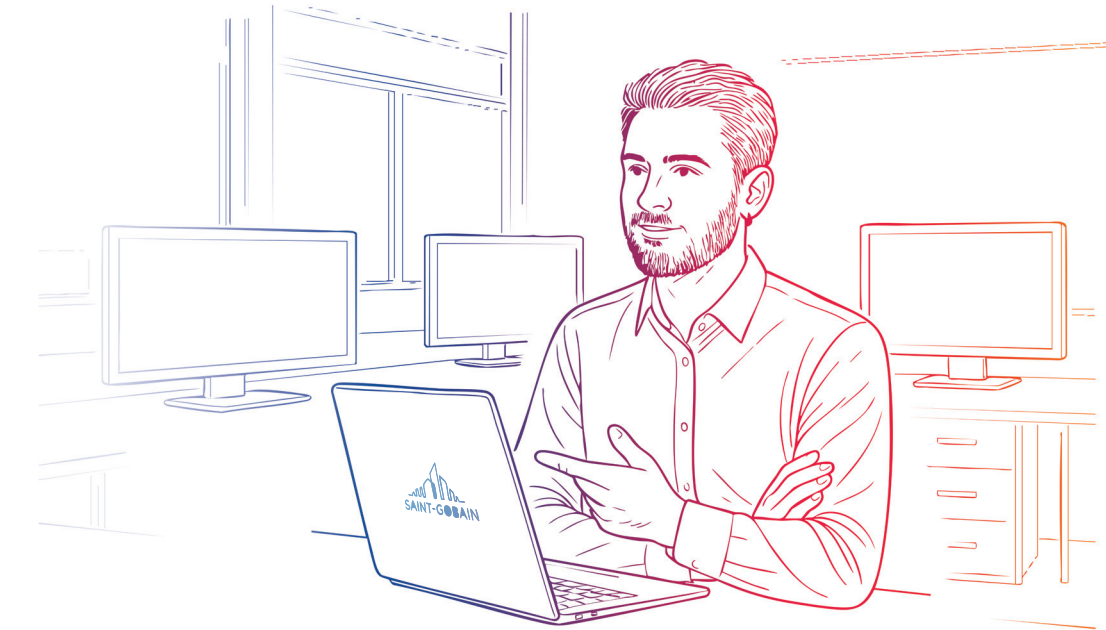
These will be reinvested into the fund and converted into fund units (thus increasing the number of units you own), which will be available on the expiry date of the investment to which they are linked.

Your investment is subject to a risk of loss of capital.

By subscribing in a country outside the euro zone, the value of your investment will be subject to the fluctuations of the exchange rate of the euro against your local currency.

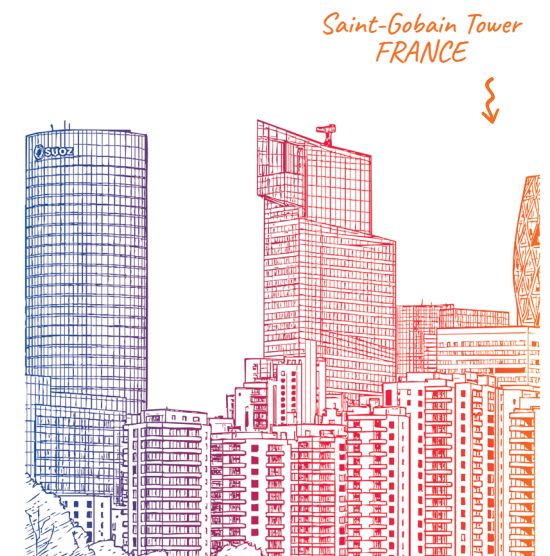
Given the concentration of risk associated with this Employee Shareholding Fund investing in the shares of only one company, the "Autorité des Marchés Financiers" ("AMF" – French financial markets regulator) recommends that subscribers evaluate the need for risk diversification of their overall financial investments. Please consult the Employee Shareholding Fund rules for more information about the risks associated with the fund.

 A contribution simulator is available on:
<https://peg.saint-gobain.com>



RISK OF LIQUIDITY:

In the particular case where the exchange volumes on the financial markets are small, any purchase or sale transaction may lead to significant market fluctuations. Please consult the concerned Employee Shareholding Fund rules for further information on these risks.



SUBSCRIPTION PROCEDURE

WHO CAN SUBSCRIBE TO THE 2026 OFFER?

Employees of Saint-Gobain Group companies who have been working for the Group for at least 3 months (measured on a continuous or a discontinuous basis, since January 1, 2025) at the end of the subscription period (March 30, 2026).

HOW CAN I SUBSCRIBE?

You can subscribe online or on paper between 23 March and 7 April, 2026.

For online subscriptions:

- 1. You can connect on the website <https://peg.saint-gobain.com>** (also available on mobile and tablet), “**Subscribe**” button, with your login that will have been e-mailed to you.
- 2. Indicate your login**, click on “Next”, then click on “First login/Forgotten password”. You will then receive a link that will allow you to personalise your password. If you did not receive your login by e-mail, contact your HR correspondent that will give you your login and a temporary password. You specify the amounts you wish to invest.
- 3. Once your subscription has been validated, you will receive a confirmation by email.**

Your subscription summary can be downloaded on the subscription website.

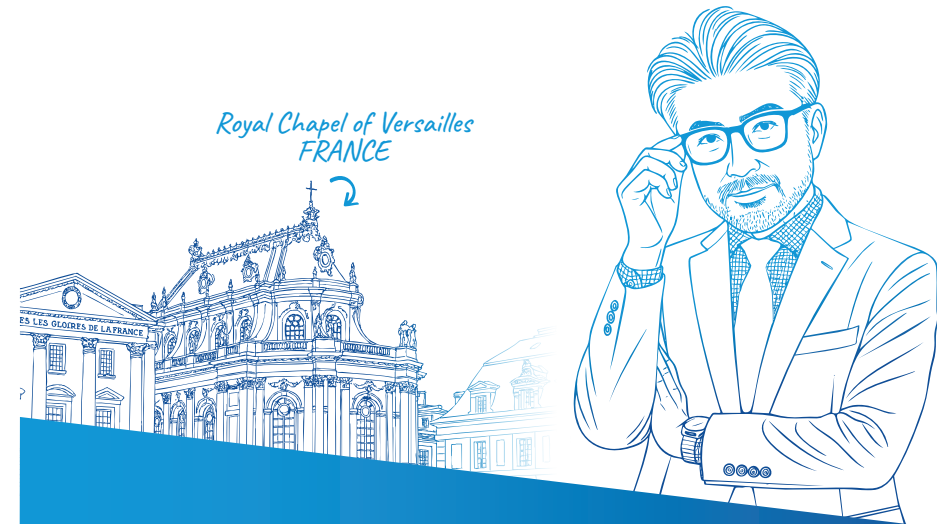
You can modify the amounts invested up until the last day of the subscription period.

For paper subscriptions: Please contact your PEG representative, who will explain the procedure to follow.

³ The PEG rules are available on the <https://peg.saint-gobain.com>
You can also request this document from your Human Resources Direction.



A contribution simulator is available on:
<https://peg.saint-gobain.com>



HOW DO I PAY MY SUBSCRIPTION?

You can make your payment through one of two ways:

- through after-tax salary deductions over 8 months commencing from the salary payment after the issue of the shares; or
- through an after-tax salary deductions from your next payroll after the issue of the shares.

➤ CONSIDER REINVESTING YOUR AVAILABLE ASSETS

You can always use your available assets to invest in the PEG!

Once you receive your reimbursement, you can then reinvest all or part of your savings in the PEG in the form of a voluntary payment.

Remember that if you choose to reinvest your savings in the 2026 Offer, you will benefit from the discounted subscription price.

The amounts invested will be locked up again for a 5-year period.

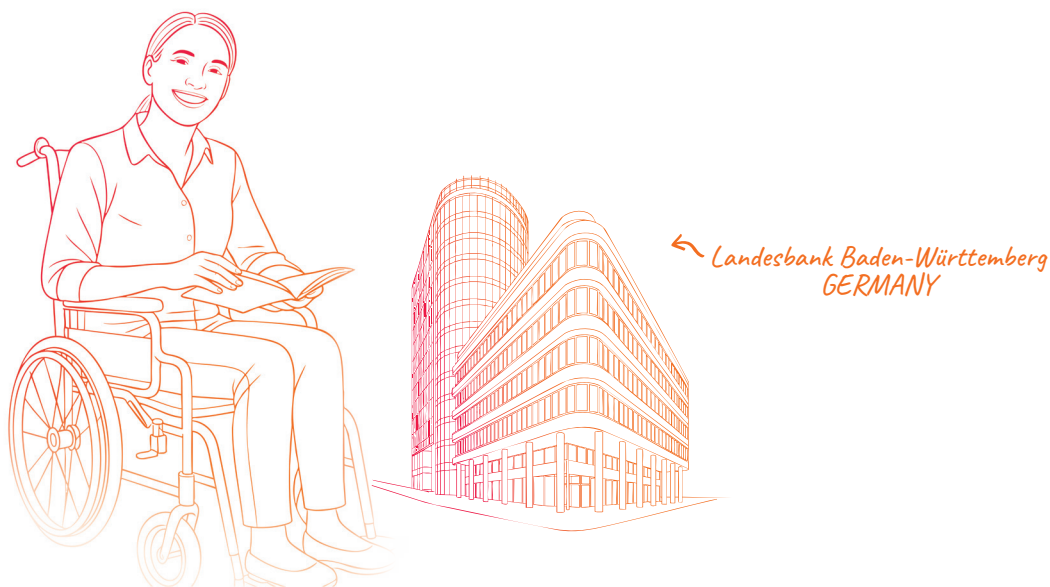
➤ HOW MUCH SHOULD I INVEST?

In total, you can invest up to 25% of your gross remuneration (base salary + allowances + bonuses, excluding non-contractual income)

➤ WHAT HAPPENS IN THE EVENT OF OVER-SUBSCRIPTION?

The ceiling for the capital increase is 6.125 million shares, which will result in a reduction if the subscription requests exceed the set amount of shares.

In the event of a reduction, we wish to emphasize that only the reduced amount of your voluntary payment will be debited. For more information on the specific rules for reduction, please consult the PEG regulations available on <https://peg.saint-gobain.com>.



WHAT HAPPENS TO MY SAVINGS AT THE END OF THE LOCK-UP PERIOD?

AT THE END OF THE LOCK-UP PERIOD, YOU HAVE TWO OPTIONS:

OPTION 1

You keep your assets: they remain available and follow the Saint-Gobain stock market price, which can go either up or down.

OPTION 2

You request redemption of all or part of your units.

Galaxy Soho
CHINA



USEFUL INFORMATION

WHO CAN I CONTACT DURING THE 2026 OFFER?

You can contact shareplan@csr.com.au if you have any questions about the 2026 PEG.

HOW CAN I TRACK MY SAVINGS AFTER THE OPERATION?

On the website www.amundi-ee.com/account.

This gives you permanent, free access to your employee savings accounts, as well as comprehensive information about the cases of early redemption.

PEG 2026 SCHEDULE



MORE INFORMATION

For more information about the 2026 Offer please refer to the country supplement prepared for your country, Key Information Document ("KID") and the Company Employee Shareholding Fund rules.

We encourage you to consult the Compagnie de Saint-Gobain 2026 universal registration document and any other periodically published documents, particularly the financial reports available on the company's website (www.saint-gobain.com). These documents contain important information on the company's activities, its strategy and objectives, and the risks associated with the company, its activities and its financial results.

The content of this brochure is for information only and should be read together with the regulatory and contractual documents at your disposal. Should there be any discrepancies, the regulatory and contractual documents shall prevail. The decision to subscribe to the 2026 Offer is entirely up to you. The documents available to you in the context of the 2026 Offer have no bearing on the conditions of your employment and do not amend or form part of your employment contract. Benefits received from this Offer will not be deemed to be part of your compensation for the purpose of calculating your future benefits or rights. Benefits received in this plan will not be taken into consideration in the calculation of any amounts due to you in respect of your employment (such as termination indemnities). The opportunity to participate in the 2026 Offer in no way presupposes the existence of future offers or the opportunity to participate in such offers.

GLOSSARY

DISCOUNT

A reduction granted on the share reference price.

DIVIDEND

A part of the net profit of a company paid out to shareholders and reinvested into the Employee Shareholding Fund under the Plan, resulting in increased number of units.

REFERENCE PRICE

The average of the stock market price of the Saint-Gobain share during the reference period (which corresponds to the average of the opening prices of the Saint-Gobain share over the 20 trading days preceding the date of the decision to determine the price, i.e. from February 16 to March 13, 2026 inclusive).

SHARE SUBSCRIPTION PRICE

This is the reference price to which a [20%] discount is applied. The Chairman and Chief Executive Officer would decide the subscription price on March 16, 2026.

SUPERVISORY BOARDS

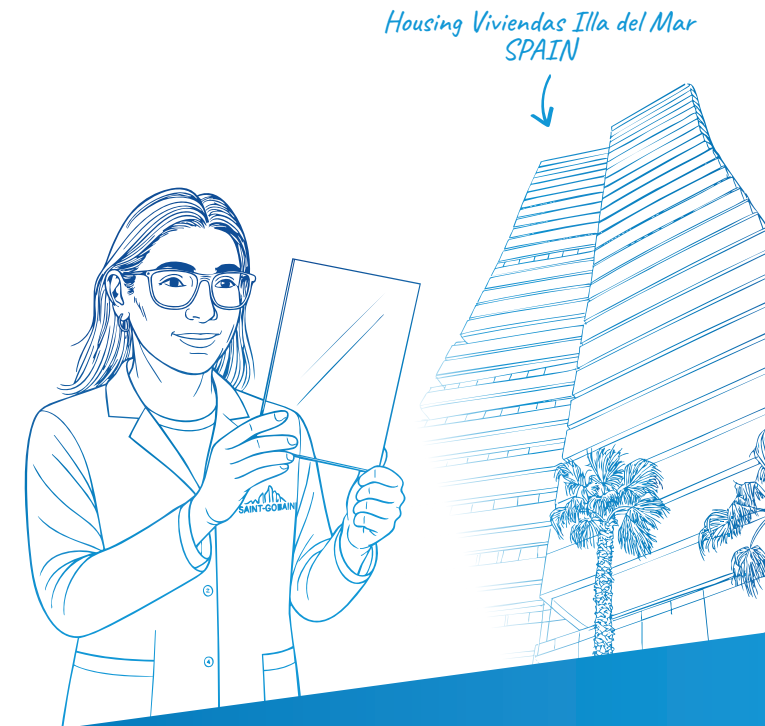
The role of Supervisory Boards is to control the financial management and operations of the Employee Shareholding Fund. Members of the Supervisory Board are appointed for a 5-year term.

THE SAINT-GOBAIN AVENIR MONDE FUND

This fund is classified in the category of "invested in listed company securities". It consolidates all of the PEG's assets from all participating countries, except France, year after year. The management company for this fund is Amundi Asset Management.

THE SAINT-GOBAIN RELAIS 2026 MONDE FUND

The fund that has been specially created to receive the investments of subscribers to the 2026 Offer.





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