

SAINT-GOBAIN GROUP EMPLOYEE SHARE OFFERING

INFORMATIVE NOTE FOR PORTUGAL

Saint-Gobain (a limited company by shares, incorporated under the laws of France, whose shares are listed on Euronext Paris) 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 (“Offering”). You will find below a brief summary of the terms of the offering, local offering information and principal tax consequences relating to the offering.

This summary was drafted in accordance with Article 1 (4) (i) of the Regulation (EU) 2017/1129 of the European Parliament and of the Council of 14 June 2017.

This Informative Note is available at the website of the Portuguese Securities Market Commission (www.cvm.pt) and on Saint-Gobain’s internal platform dedicated to this offering (named “ewokplace”).

Please note that the decision whether or not to participate in the Offering is yours to make, having regard to your own particular circumstances and any independent advice which you may require.

Please also note that the Offering and its terms will not form part of your individual employment relationship with your respective employer. Please note that neither your employer nor Saint-Gobain can give you investment advice nor any guarantee as to the future price of the Saint-Gobain share. Saint-Gobain shares are listed on Euronext Paris.

Summary of the Offering

To be read in conjunction with the employee information brochure and other materials distributed to you

A share capital increase reserved for employees. Nature and number of securities offered

Saint-Gobain (a limited company by shares, incorporated under the laws of France, whose shares are listed on Euronext Paris) shares will be offered to all eligible employees of participating Saint-Gobain Group companies, pursuant to Saint-Gobain's capital increase reserved to such employees.

The Saint-Gobain shares that are the object of the Offering are newly-issued shares pursuant to a capital increase reserved to employees expected to take place in May 2026. The number of shares offered shall be limited to 6,125,000 shares.

If the total number of subscribed shares exceeds the number of offered shares as per the amounts mentioned above, the allocation of shares to certain employees may be reduced so as to allow as many employees as possible to participate in the Offering. In this event, each participant will be notified personally.

Eligibility. Reasons of the Offering

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 day on which the employee returns his subscription form during the subscription period, and such employee must be employed as of that day.

The reason for this offer is to encourage the bond between the employees and Saint-Gobain allowing them to become shareholders of the company in preferential terms.

Subscription period

The subscription period starts on March 23, 2026 and lasts until April 7, 2026 (inclusive). In order to participate in the offering, you would need to subscribe on April 7, 2026, at the latest.

During the subscription period, you may subscribe online at the internal platform named “ewokplace”.

Subscription price

The subscription price for the Saint-Gobain shares corresponds to the “reference price” minus a 20% discount. 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, on March 23, 2026.

Employer's contribution

Your employer will contribute to your investment with an additional amount, proportional to the amount of your investment as follows:

- (i) up to € 3,000: 50% of the investment in this tier;
- (ii) From € 3,001 up to € 5,150: 10% of the investment in this tier;
- (iii) From € 5,151 up to € 12,125: 5% of the investment in this tier.

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 of your subscription shall be made through Amundi’s web platform. When you subscribe, you will authorize Amundi to debit the payment amount directly from your bank account.

Payment is to be made in EUR. Your investment will be withdrawn from your bank account on 13 May, 2026.

In addition, you may request your local employer, through the HR Department, to grant you a loan to finance all or part of the amount of your subscription, under the following conditions:

- In order to apply for the loan and justify your request, you must submit the subscription form provided by Amundi.
- The maximum amount of the loan will be the amount of the charge that will be debited from your bank account for your subscription. In any case, you may request a lower amount.
- The interest rate applied to this loan will be the legal interest rate (currently 2,15%).
- The loan will be repaid to the local employer in 7 or 10 instalments, at the employee's choice, by deduction from the employee's salary, corresponding to the salaries from May 2026 to December 2026 (including, where applicable, the extra payments in June 2026 and December 2026).
- If your employment contract is terminated for any reason before the loan is repaid in full, the outstanding amount will be deducted from your final salary settlement or any other sums owed to you. If this is not sufficient, you will be obliged to repay the outstanding amount by bank transfer to your employer.

Labor Law Disclaimer

Please note that this Offering is provided to you by the French company Saint-Gobain, not by your local employer. The decision to include a beneficiary in this or any future offering is taken by Saint-Gobain in its sole discretion. The Offering does not form part of your employment agreement and does not amend or supplement such agreement. Participation in the Offering does not entitle you to future benefits or payments of a similar nature or value, and does not entitle you to any compensation in the event that you lose your rights under the Offering as a result of the termination of your employment. Benefits or payments that you may receive or be eligible for under the Offering will not be taken into consideration in determining the amount of any future benefits, payments or other entitlements that may be due to you (including in cases of termination of employment).

Custody of your shares

Your shares will be subscribed and held in an account opened in your name at Uptevia, a French custodian bank.

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;
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;
6. Termination of the 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

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).

Any dividends paid with respect to shares will be paid to you.

Voting rights

You will have the right to exercise the voting rights pertaining to such shares.

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 or you may continue to hold your shares, after which you will be free to redeem your investments at any time.

Tax Information for Employees **Resident in Portugal¹**

The following summary sets forth general principles that are expected to apply to employees who are resident in Portugal for the purposes of the tax laws of Portugal, 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 Portugal 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

Under French domestic law, dividends paid to non-residents of France are subject to a withholding tax of 12,8 % unless they are paid to a bank account opened in a Non-Cooperative State or Territory as defined under article 238-0 A 1, 2 and 2 bis-1° of the French Tax Code (NCST)² which would trigger a 75% withholding tax in France.

Any gains realized upon your investment are not subject to taxation or social charges in France.

B. Taxation in Portugal

Upon subscription

I. Will I be required to pay any tax or social security charges at the moment of subscription?

Generally speaking, income resulting from share subscription plans, constituted for the benefit of the employees and earned due to their employment or in connection with it, granted by the employer or any entity controlling, or controlled by the employer, irrespective of its geographic location, qualify as income in kind arising from employment and shall be subject to taxation according to Portuguese individual income tax code (“Código do IRS” or “IRS Code” – Category A).

No social security contributions apply.

I.1 Taxation on the difference between the subscription price and the market value of the Saint-Gobain share at the time of subscription

¹ This tax analysis is subject to modifications with the delivery and approval of the Budget Bill for 2026 by the Portuguese Government (which was not yet approved).

² The list of NCSTs can be modified each year. The states and territories qualifying as NCSTs are currently the following: Anguilla, Antigua and Barbuda, Turks and Caicos Islands and Vanuatu.

The difference between the market value of the shares on the last day of the subscription period (considering that Portuguese tax law does not establish any specific criteria, we recommend the use of the average shares' listed price) and the subscription price (i.e., the reference price minus the discount) qualifies as employment income deemed as earned at the date of the subscription.

This income shall be taxed at the PIT general/progressive rates from 12.5% up to 48%, concerning income obtained in 2026. If taxable income exceeds €80,000.00, an additional solidarity tax is due over the portion of the taxable income exceeding that amount, at 2.5% rate over its tranche up to €250,000.00 and at a 5% rate over its tranche exceeding the latter amount.

No withholding tax shall apply to the income derived by the attribution of the shares. This specific type of income shall be reported by you on your annual tax return.

1.2 Taxation of the matching contribution

Resulting in the attribution of free shares a benefit corresponding to the market value of the shares shall be considered taxable employment income (Category A) obtained at the subscription date, and shall be taxed with reference to that date.

Currently the income tax rate is progressive and varies from 12.5% up to 48%. An additional surcharge at 2.5% applies on income in excess than € 80,000 up to € 250,000 and at 5% on income in excess of € 250,000 in 2026.

No withholding tax shall be due on income arising from the matching contribution; employees shall disclose the income arising on the subscription of the share in their annual tax return along with any other income obtained during the previous year.

1.3 Will the interest-free advance payment be taxable?

Yes. The positive difference between the interest-free rate and the commercial reference rate charged in similar transactions should in principle be considered as income in kind arising from employment and shall be taxed according to Portuguese individual income tax code. Currently the income tax rate is progressive and varies from 12.5% up to 48%. An additional surcharge at 2.5% applies on income in excess than € 80,000 up to € 250,000 and at 5% on income in excess of € 250,000 in 2026.

The commercial interest reference rate shall be annually established and published by a Decree of the Ministry of Finance. In the absence of such Decree, the income subject to taxation will be equal to 70% of the minimum proposal rate applicable to the main refinancing operations by the Central European Bank or other rate legally established as equivalent in the first business day of the year to which the income respects to.

No social security contributions apply.

During the life of the Plan

II. Will I be required to pay any tax or social security charges on dividends?

Any dividends distributed by Saint-Gobain will be directly paid to you.

Under Portuguese domestic law, the gross amount of the dividends received in respect of your shares qualifies as investment income (Category E) and is subject to PIT. Dividends shall not be subject to Portuguese withholding tax if they are paid without the involvement of a Portuguese intermediary. Thus, in such a case, dividends shall be taxed by means of autonomous taxation at a 28% PIT rate, through its disclosure on your annual tax return (“Annex J”). You may, however, choose to include those dividends in your overall income.

If this option is exercised, dividends will only be taxed in 50% of its amount, at the general/progressive PIT rates of up to 48%, plus, in case taxable income exceeds €80,000.00, an additional solidarity tax over the portion of the taxable income exceeding that amount, of 2.5% which is levied over its tranche up to €250,000.00 and of 5% over its tranche exceeding the latter amount.

If dividends are paid through a Portuguese intermediary, withholding tax applies at a 28% PIT rate, which is final taxation, except if the employee elects to include such dividends in his/her overall taxable income, case in which such PIT withheld will be creditable against PIT final liability. If this option is exercised, dividends will only be taxed in 50% of its amount at the general/progressive PIT rates of up to 48%, plus, in case taxable income exceeds €80,000.00, an additional solidarity tax over the portion of the taxable income exceeding that amount, of 2.5% which is levied over its tranche up to €250,000.00 and of 5% over its tranche exceeding the latter amount.

You shall be entitled to a tax credit in Portugal corresponding to the lowest of the following amounts: (i) the French tax paid on the dividends or (ii) the fraction of the Portuguese income tax, assessed before this deduction, corresponding to the income previously taxed in France.

If you opt to include those dividends in your overall income, you will be bind to make such aggregation in respect to the other income of the same nature, which means that the general/progressive PIT rates, plus the additional surcharge above mentioned, should apply to that overall income.

No social security charges shall apply.

Upon sale of the shares

III. Will I be required to pay any tax or social security charges when, at the end of the lock-up period (or in the event of an authorized early exit event), I ask to sell my shares?

The taxable capital gain on the disposal of these Saint-Gobain shares shall be equal to the positive difference between the shares’ sale proceeds and their subscription price (the market value of the shares at the end of the subscription period).

Such capital gains will be included in the positive annual balance of capital gains and capital losses arising from the sale of shares, bonds and other securities, during a given tax year (Category G), which shall be taxed autonomously at a 28% rate.

This rate can be reduced in the following percentages, depending on the number of years over which the shares are held:

- 10% if shares are held for more than 2 and less than 5 years – which translates into a 25.2% tax rate;
- 20% if shares are held for 5 or more and less than 8 years – which translates into a 22.4% tax rate; and
- 30% if shares are held for 8 or more years – which translates into a 19.6% tax rate.

However, you may elect to include the mentioned annual difference in your overall income. If this option is exercised, capital gains will be taxed at the general/progressive PIT rates of up to 48%, plus, in case taxable income exceeds €80,000.00, an additional solidarity tax over the portion of the taxable income exceeding that amount, of 2.5% which is levied over its tranche up to €250,000.00 and of 5% over its tranche exceeding the latter amount.

If you opt to include this positive annual balance in your overall income, you will be bound to make such aggregation in respect to other income of the same nature, which means that the general/progressive PIT rates, plus the additional surcharge above mentioned, should apply to that income. In this event, and in if this annual balance turns out to be negative, you may carry forward the losses within the five following years.

Moreover, if you hold your shares for a shorter period than 365 days and derive annual income above €86,634 the inclusion of said capital gain in the overall income is mandatory, determining that those gains will be subject to the progressive taxation above mentioned.

No withholding tax shall be due on capital gains; employees shall disclose the income arising on the subscription of the share in their annual tax return along with any other income obtained during the previous year.

No social security charges shall apply.

Tax or social security charges that may be applicable, if I do not choose immediately to sell my shares upon the expiration of the lock-up period.

No.

OTHER

Reporting obligations

You shall report all your worldwide income, namely income arising on the subscription of the shares, capital gains arising from their disposal and dividends you might receive, in your annual PIT return to be filed with reference to the year where such income/gains were earned, being that

such return (official form n. 3 and the applicable annexes) should be submitted between April 1st and June 30th of the following year.

Any tax due shall afterwards be assessed by the Portuguese tax authorities and tax payments or refunds shall be made based on the annual tax returns filed. Tax assessment by the tax authorities will occur by July 31st (in case a tax return has been filed by the employee) or November 30th (in case no tax return has been filed by the employee – in this case, assessment shall be made based on the data available on the tax authorities' records).

Where a notary or a credit or financial institution does not intervene in the transfer of shares, employees must report to the Portuguese Tax Authorities the sale, by filing an official form (Form "Modelo 4") within 30 days after the transaction.

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