

SUBSCRIBE FROM MARCH 23 TO April 7, 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. Persons :

This document is not for use of residents or citizens of the United States of America and US Persons as defined in "Regulation S" of the Securities and Exchange Commission according to the U.S. Securities Act of 1933 and included on the website www.amundi.com ("Terms of Use" section) of the Company managing the financial products described in this document.

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 Fund**¹, whilst benefiting from preferential conditions, namely a 20% discount and Company's matching contribution.

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/>.

EMPLOYER'S MATCHING CONTRIBUTION PAID BY YOUR COMPANY

Personal Investment	Matching Percentage Contribution by Employer	Maximum Matching
1 – 200,000 THB	20%	40,000 THB
200,001 – 400,000 THB	10%	20,000 THB

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.

¹This 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.

²See glossary.

Circular Quay Tower
 AUSTRALIA

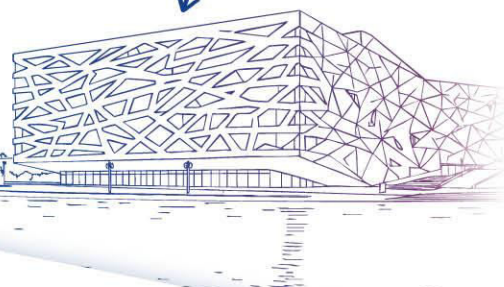


PAYMENT OF ADMINISTRATIVE AND ACCOUNT MAINTENANCE FEES

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




EXAMPLES OF INVESTMENTS

The price reference per share (Euro)	85.00	Euro
Price per share (Euro)	68.00	Euro
Exchange rate	37.00	THB
Price per share converted in THB	2,516.00	THB

Under the investment plan of 2026 PEG	Example 1	Currency
Your annual income in 2025	400,000.00	THB
Your investment amount (Employee Contribution)	100,000.00	THB
Is your investment less than 25% of your annual income ?	yes	
Employer Contribution 20% (< 200,000 THB)	20,000.00	THB
Employer Contribution 10% (201,000 - 400,000 THB)	-	
The total of your investment (Employee's + Employer Contribution)	120,000.00	THB
Under current conditions, you will get	47.69	shares

Under the investment plan of 2026 PEG	Example 2	Currency
Your annual income in 2025	1,500,000.00	THB
Your investment amount (Employee Contribution)	300,000.00	THB
Is your investment less than 25% of your annual income ?	yes	
Employer Contribution 20% (< 200,000 THB)	40,000.00	THB
Employer Contribution 10% (201,000 - 400,000 THB)	10,000.00	THB
The total of your investment (Employee's + Employer Contribution)	350,000.00	THB
Under current conditions, you will get	139.11	shares

 An employer's matching 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.

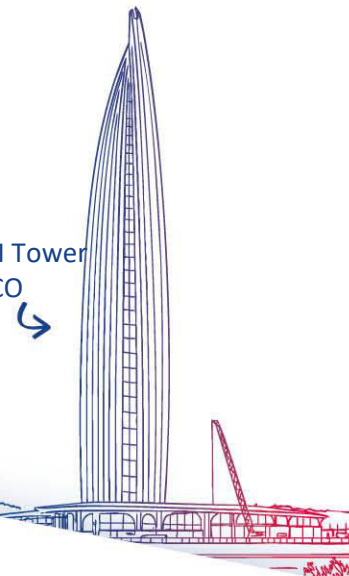
Please refer to your country supplement for the early redemption cases specific to your country.

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 shares will reflect the share price on this date.



Mohammed VI Tower
MOROCCO



THE 11 CASES OF EARLY REDEMPTION:

1. Marriage and/or civil union partnership of the employee.
2. Birth or adoption, from the third child onwards.
3. Divorce, separation or dissolution of the civil union partnership, if custody of at least one child is retained
4. Invalidity of the employee, their spouse, their partner in a civil union partnership or their child.
5. Termination of the employment contract.
6. The creation or taking over of a company by the employee, their spouse, their partner in a civil union partnership or their child.
7. Purchase, extension of the main residence; rehabilitation of the main residence following a natural disaster.
8. Death of the employee, their spouse or their partner in a civil union partnership.
9. Domestic violence committed against the employee by their spouse (or former spouse), their partner in a civil union partnership (or their former partner in a civil union partnership).
10. Use of proceeds for energy-efficiency renovation work in the main residence;
11. Purchase of a vehicle using electricity and/or hydrogen as its sole energy source.

The 11 above-mentioned cases are provided under French law and listed in the savings plan (PEG). Please refer to your country supplement for the early redemption cases specific to your country. These cases can be reduced in certain countries.

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.

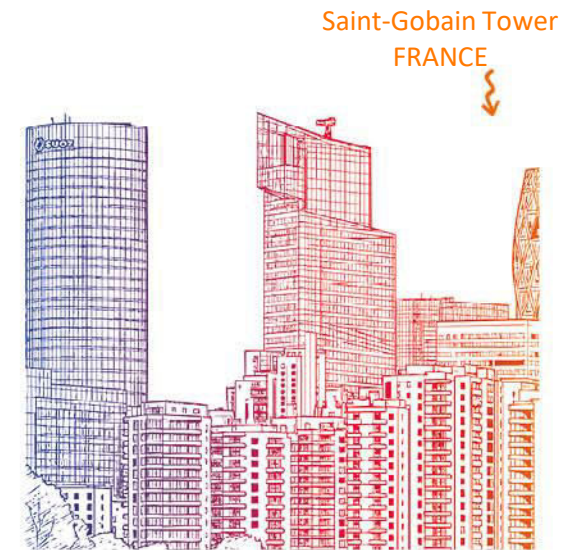
By subscribing in a country outside the euro zone, the value of your investment will be subject to the fluctuations of the exchange rate of the euro against your local currency.

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.



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.



An employer's matching contribution simulator is available on:
<https://peg.saint-gobain.com>

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 at April 7, 2026).

HOW CAN I SUBSCRIBE ?

You can subscribe online or on paper between March 23 - April 7, 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 personalize 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.

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

Royal Chapel of Versailles
FRANCE



HOW DO I PAY MY SUBSCRIPTION?

- Transfer the cash payment by 13 of May 2026. The bank account details will be provided to you separately.
- A cash advance for the desired amount and begin monthly deductions from your salary starting in May 2026, with a maximum of eight installments.



An employer's matching contribution
simulator is available on
<https://peg.saint-gobain.com>

➤ 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 employer's contribution and 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>.



Landesbank Baden-
Württemberg
GERMANY



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



PEG 2026 SCHEDULE



The Saint-Gobain Group reserves the option of changing the aforementioned dates or suspending the operation up until the date of setting the subscription price, namely March 23, 2026.

USEFUL INFORMATION

WHO CAN I CONTACT DURING THE 2026 OFFER?

You can contact your PEG representative 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.

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 2025 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 23 to March 20, 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 23, 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.

Housing Viviendas Illa del Mar
SPAIN





Communication Department
Tour Saint-Gobain
12 place de l'Iris
92400 Courbevoie - France
www.saint-gobain.com

