


2015 1665



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In **2015**,

Saint-Gobain is celebrating its **350th anniversary**. Backed by its experience and its ability to continuously innovate, **Saint-Gobain, the world leader in the habitat and construction market**, designs, manufactures and distributes **high-performance** and **building materials**, providing **innovative solutions** to the challenges of growth, energy efficiency and environmental protection. Saint-Gobain focuses on **the long term to create products** and services that make **sustainable construction** and **everyday life easier** for its **customers**.

LEADER

L'INDUSTRIE DU VERRE

LES GLACES DE SAINT-GOBAIN

OLD
OWN

ES
vi



Entrée de la manufacture de Saint-Gobain.



Three questions

for Pierre-André

DE CHALENDAR

What conclusions do you draw from 2014?

The year 2014 confirmed the improvement in the Group's results despite a difficult macroeconomic environment in France and an uncertain one in Germany. The other geographic regions posted positive growth. Everywhere we have continued our efforts to rationalize costs. This year, the Group has also made significant changes in its portfolio of activities. The Sika takeover plan and the launch of a competitive process to dispose of Verallia were defining points in an accelerated implementation of our strategy.

What are your main axes of development for 2015?

These two deals will speed up our changing focus, as we concentrate on the design, production and distribution of innovative and high-performance solutions for housing and industry. They address our goals, ones that we are pursuing beyond these two projects: to increase our growth potential and reduce the capital intensity of our activities, expand our presence in emerging countries and the United States, and broaden our range of differentiated products, supported by strong brands. Being the leader in our businesses is a responsibility we take very seriously. We are the driving force behind the responsible development of our activities, in terms of environmental friendliness, health, personal safety and solidarity with the communities around us. Every day we strive to maintain that balance.

In 2015 Saint-Gobain celebrates 350 years. What does that mean?

Saint-Gobain is 350 years old and I am very proud to be at the head of a company with such a heritage. I am one in a long line of leaders who, like me, have made efforts to develop the Group in accordance with the strong values that define it: attention to our employees and partners, a spirit of innovation, and a passion for business, while at the same time continuing to work in solidarity with one another. These 350 years are an opportunity and a promise for the future. It is by continually reinventing itself that Saint-Gobain has evolved through 350 years of history. This experience is a strength: a strength that unites us internally, a strength we place at the service of our customers. Celebrating an anniversary means making plans. Our 350th anniversary confirms our business idea: invent solutions to improve our habitat and daily life. It is the reason why we are celebrating 350 years, as one of many reasons for believing in the future. The year will be full of events and initiatives across the world. Because we wish to share our history with the greatest number of people, we have put an exhibition online that shows the exceptional richness of our heritage: www.saint-gobain350years.com. In order to demonstrate our expertise and to inspire others, we have created four imaginative pavilions which will be traveling around the world throughout the year. Be sure to visit and admire them (Shanghai in January, Sao Paulo in April, Philadelphia in June and Paris in October).

350 years OF HISTORY



17th
century

Origins

In 1665, encouraged by his minister Colbert, King Louis XIV of France creates the royal mirror glassworks (*Manufacture royale des glaces*) to challenge Venetian supremacy in mirror manufacturing. The Group's first major achievement was the production of mirrors for the Hall of Mirrors at the Palace of Versailles. Saint-Gobain thus became part of French history.

18th and 19th
centuries

Birth and development of a major company

In the 18th century, mirrors become fashionable and more affordable. With orders from both royalty and private individuals, the *Manufacture* is modernized, employing over a thousand workers, and sees increasing prosperity over the course of the century. In the 19th century, facing sharp international competition, Saint-Gobain diversifies into the chemical sector. By late in the century, its chemical sector and glass-making activities are of equal importance. Glass manufacturing benefits from the growth of new architectural styles relying heavily on iron and glass, particularly for major public facilities: covered markets, railway stations, covered galleries, etc.



21st century

The leader in sustainable habitat

Saint-Gobain focuses its strategy on sustainable habitat while continuing to serve a number of industrial markets. Leveraging its many sites around the world, the Group is steadily growing in emerging countries. It is making significant acquisitions to expand its construction materials distribution network in Europe and to supplement its product portfolio (acquisition of British Plaster Board in 2005 - gypsum and plasterboard - and Maxit in 2007 - industrial mortars).



20th century

Construction of the current group

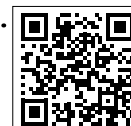
FROM GLASS COMPANY TO MULTINATIONAL ENTERPRISE

Saint-Gobain develops interests in all types of glass products (bottles, optical, glass fiber, etc.). The revolution in automobile design and modern architecture, which demands large window surfaces, provide it with new outlets. In 1970 Saint-Gobain merges with the cast iron pipe manufacturing company Pont-à-Mousson, marking the emergence of a new management style, nationalization (1982) followed by privatization (1986), intensified research efforts, growth in new countries and the era of disposals and acquisitions. Among the most notable acquisitions, that of Norton (1990) positioned Saint-Gobain in the high-tech materials sector (abrasives, ceramics, plastics), while Poliet (POINT.P, Lapeyre and Weber) (1996) brought it into the world of construction materials distribution.

Discover our entire history

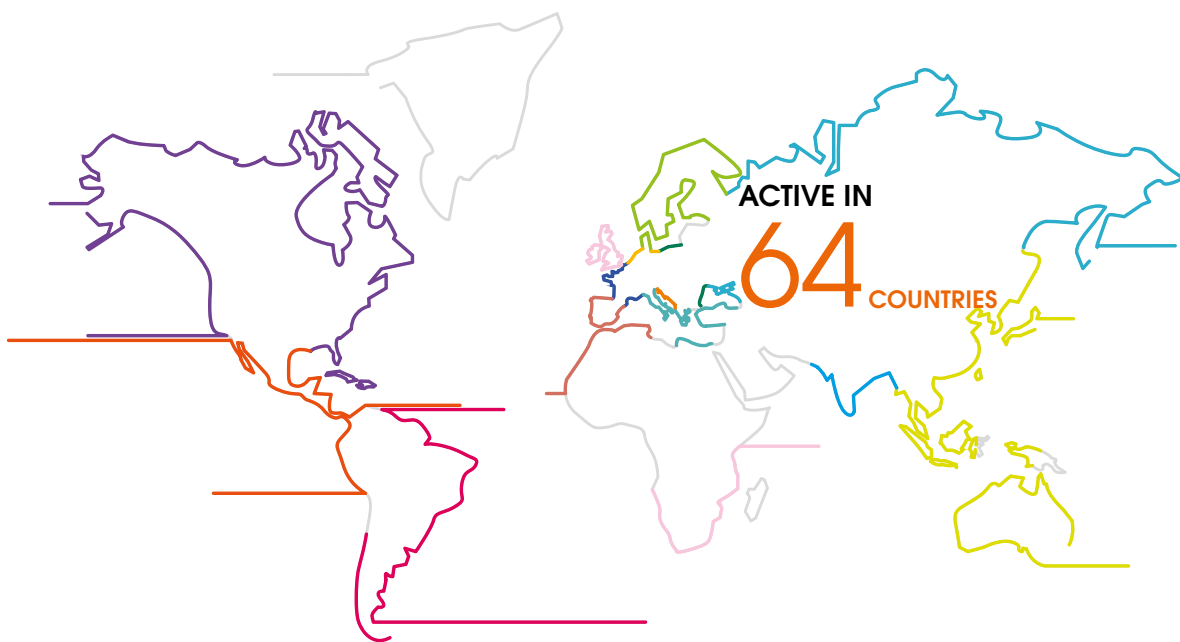
BY VISITING THE 350TH ANNIVERSARY EXHIBITION

www.saint-gobain350years.com



WHO ARE WE today?

Industrial facilities



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
MEXICO
MOROCCO
NETHERLANDS
NEW ZEALAND
NORWAY
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

R&D

7
CROSS-FUNCTIONAL
RESEARCH CENTERS

Northboro
UNITED STATES

Aubervilliers
Chantereine
Cavaillon
FRANCE

Herzogenrath
GERMANY

Chennai
INDIA

Shanghai
CHINA

OVER
350
PATENTS FILED IN 2014

3,700
PERSONS

Products

945 PRODUCTION SITES

1 IN 4
SAINT-GOBAIN PRODUCTS
DID NOT EXIST FIVE YEARS AGO

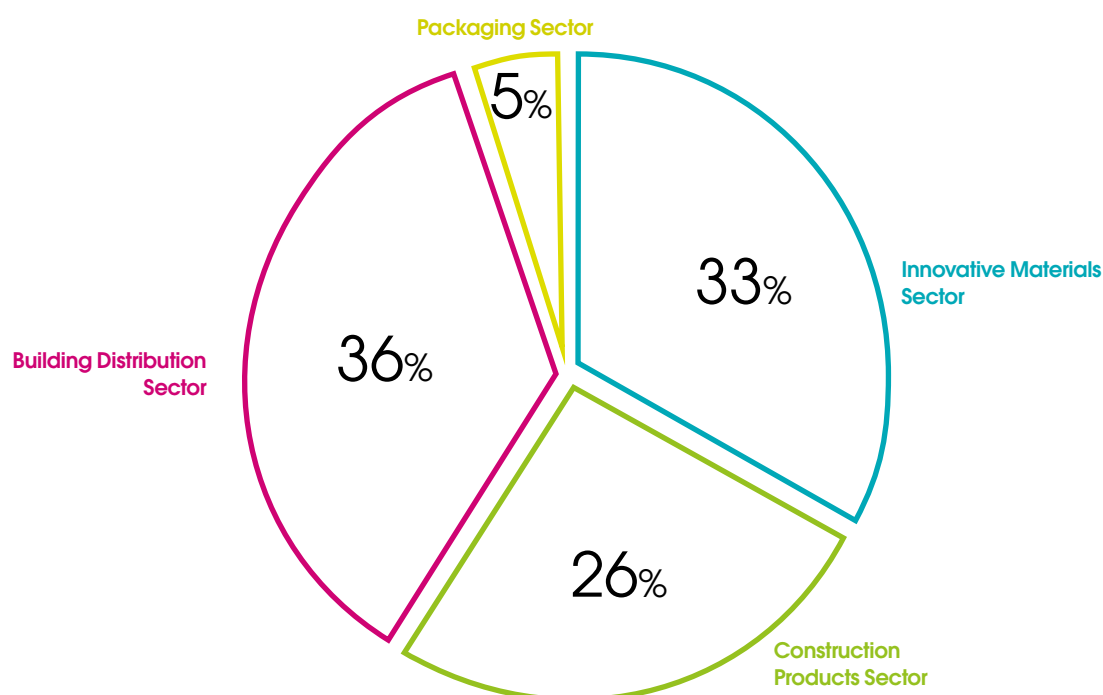
Human resources

Over 180,000
EMPLOYEES WORLDWIDE

460,000
INDIRECT JOBS

3 OUT OF 4 EMPLOYEES
WORK OUTSIDE FRANCE

— DISTRIBUTION OF WORKFORCE BY BUSINESS —



Key FIGURES

2014 Financial results

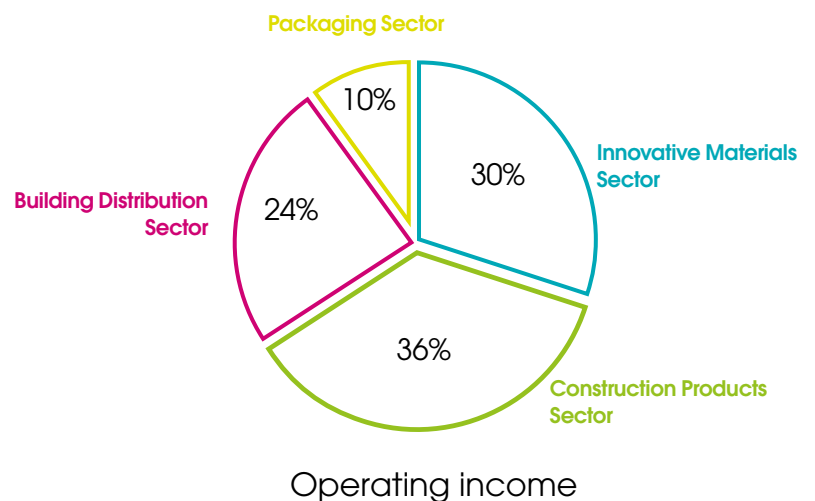
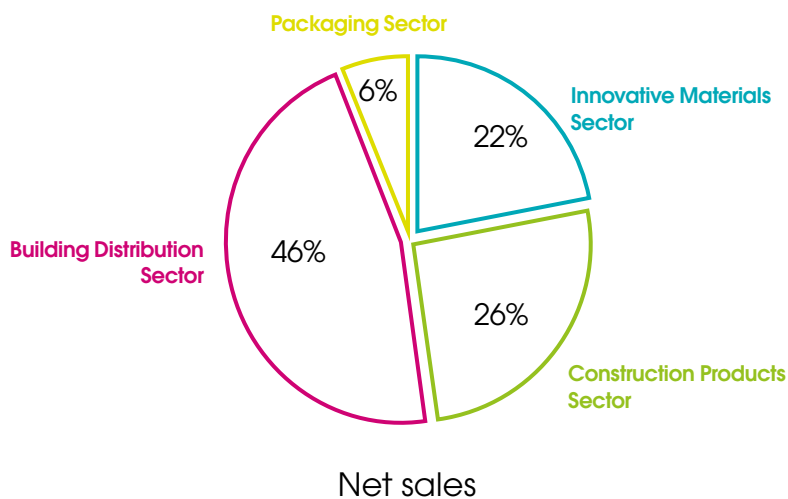
Net Sales

€41.1 billion

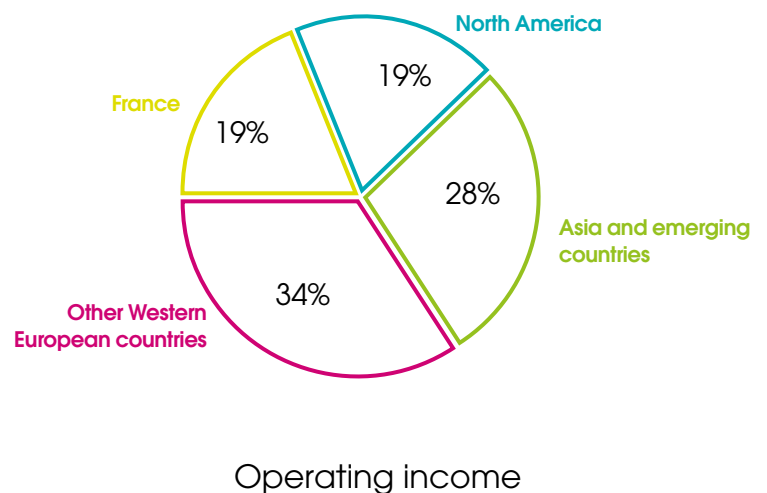
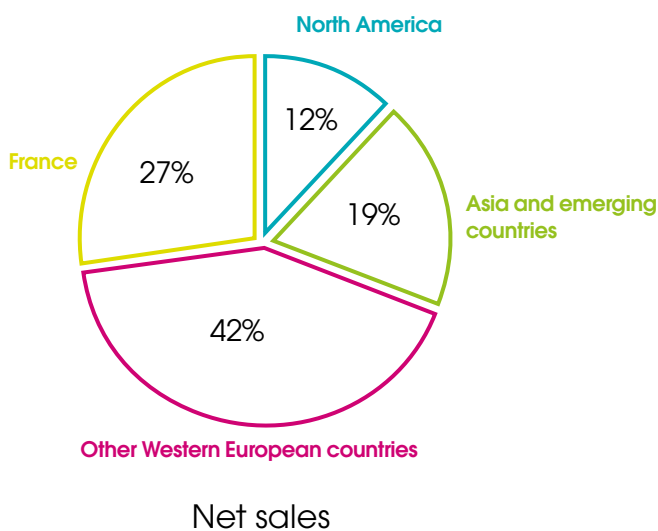
Recurring Net Income

€1.1 billion

BY SECTOR



BY GEOGRAPHIC REGION



Saint-Gobain shares

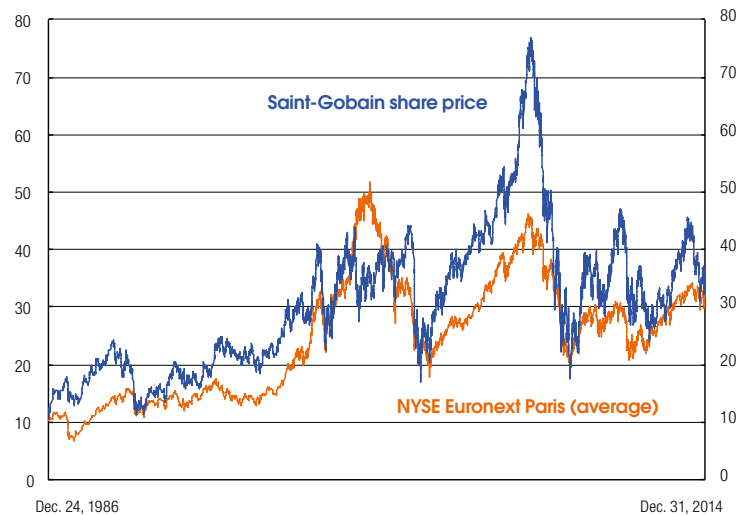
Saint-Gobain's shares are listed on Euronext Paris Compartment A (ISIN code FR 0000 125007), where, as of December 31, 2014, it posted **the 23rd largest stock market capitalization of the CAC 40** (€19,795 million), and **the 18th most active stock on that Exchange**, with an average of 1,986,163 shares traded daily in 2014.

Saint-Gobain shares are also traded on the major European stock exchanges: Frankfurt, London and Zurich (since 1987), Amsterdam and Brussels (since 1988).

Saint-Gobain shares are also on:

- the DJ Euro Stoxx 50 index and the Global Dow, a 150-stock index representing both the traditional and innovative sectors.
- STOXX® Global ESG Leader "Sustainable Development," Euronext Vigeo Europe 120, Euronext Vigeo Eurozone 120, Ethibel ESI Excellence Europe and FTSE4Good indices.

STOCK PRICE ⁽¹⁾

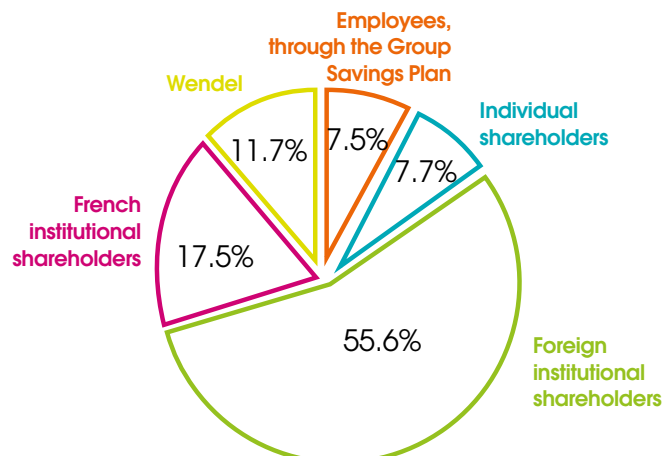


(1) Data adjusted for the impact of the capital increases of March 1994 and February 2009

TOTAL NUMBER OF SHARES (as at December 31, 2014)

561,895,566

SHAREHOLDER BASE (as at December 31, 2014)



FOR FURTHER INFORMATION
www.saint-gobain.com

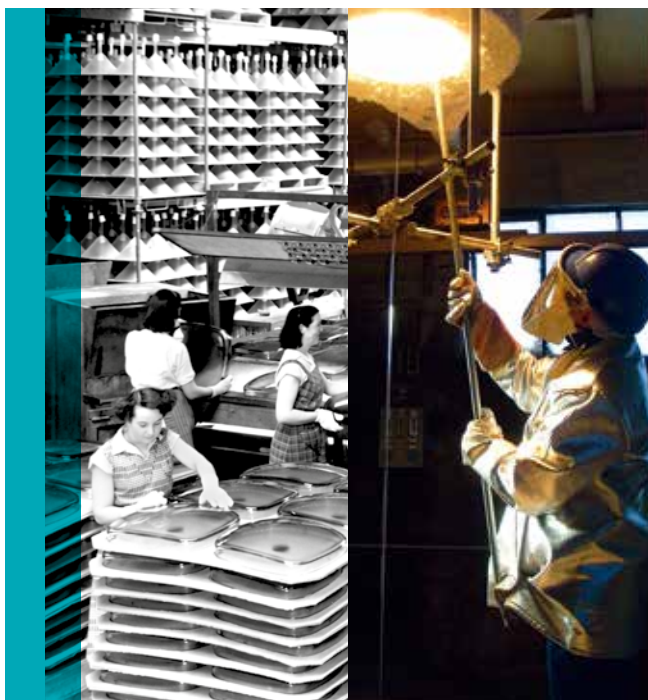
FINANCIAL COMMUNICATIONS OFFICE:
actionnaires@saint-gobain.com
+33 (0)1 47 62 33 33



By downloading the shareholder
app Saint-Gobain Shareholder

OUR BUSINESSES

22% of sales



INNOVATIVE Materials

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

FLAT GLASS No. 1 in Europe No. 2 worldwide

- Active in: 42 countries
- Approximately 32,000 employees

HIGH-PERFORMANCE MATERIALS No. 1 worldwide

- Active in: 44 countries
- Approximately 27,000 employees

26% of sales



CONSTRUCTION Products

The Construction Products Sector offers interior and exterior home improvement solutions to enhance the comfort of buildings and homes: plasterboard, acoustic and thermal insulation, siding products, roofing, piping.

No. 1 worldwide

- > Ductile cast iron pipe
- > Plasterboard and plaster
- > Insulation
- > Tile adhesives

No. 1 in Europe

- > Siding products

No. 2 in the United States

- > Siding products

- Active in: 58 countries
- Approximately 47,000 employees

46% of sales



BUILDING Distribution

The contribution of the Building Distribution Sector to the Group is an intimate knowledge of the needs of its customers, whether building professionals, private project owners or large companies. It serves the new construction, renovation and home improvement markets.

No. 1 in Europe

> Construction materials distribution

- Active in: **27** countries
- Over **63,000** employees
- Nearly **4,400** points of sale

6% of sales



VERALLIA PACKAGING

Under the Verallia brand, the Packaging Sector is a major producer of bottles for the wine and spirits market and jars for food products. Verallia is also active in the markets for beer, fruit juice, non-alcoholic beverages, mineral waters and oils.

No. 3 worldwide

> Glass bottles and jars

- Active in: **13** countries
- Approximately **10,000** employees

OUR BRANDS by market

Saint-Gobain maintains the largest portfolio of industrial brand names in the construction sector, with leading brands in its market. The Group is also the European leader in the distribution of construction materials, with independent and highly regarded distribution brands. To serve its industrial markets, Saint-Gobain also holds brands specializing in high-performance materials, which are recognized for their expertise, particularly in the automotive glazing, abrasive, polymer and ceramic markets.

The Saint-Gobain logo over time



end of 17th-18th
centuries

Stamp of the Manufacture
Royale des Glaces.

19th-21st
centuries



After carrying the royal coat of arms during the Ancien Régime, in the 19th century the *Manufacture des glaces* adopted a motif as a symbol of its activity that was originally developed for its directors' attendance tokens. This was the "lady with the mirror," an image of luxury that highlighted the traditional Saint-Gobain product, mirrors. In the 1960s, the Saint-Gobain corporate name and logo were simplified: the Saint-Gobain name now appears in a black box, but the "lady in the mirror," which has been modernized over time, was retained.



Transformation of
the "lady with a
mirror" logo from
1900 to the 1960s.

A case study is the 1970 merger between Saint-Gobain and Pont-à-Mousson: a common symbol was needed. This was a combination of the Pont-à-Mousson logo, the famous bridge over the Moselle rebuilt after World War II, and the name Saint-Gobain-Pont-à-Mousson, which was kept. In 1981 the decision was made to delete the words "Pont-à-Mousson."



Former Pont-à-Mousson
logo with the famous bridge
crossing the Moselle River.



Pont-à-Mousson logo designed
by Jean Picart Le Doux (1960).



Saint-Gobain-Pont-à-Mousson logo
after the 1970 merger.

For its 350th anniversary, the Saint-Gobain logo has been supplemented by a number consisting of stylized wires. These wires are representative of time, of the Group's production lines, and the links that unite its teams and its partners.



Our brands today

CONSTRUCTION

(79% OF SALES)



INDUSTRY

(21% OF SALES)





SAINT- GOBAIN

builds
on the
past

..... **1684 The Hall of Mirrors** at the Palace of Versailles (France) was the first major site project for the royal glass manufacturer.

350 years of history... **350 years** is a reason to believe in **the future...** Saint-Gobain's confidence in tomorrow is the product of its **extraordinary heritage**, which has given it a sense of perspective over the long term, and the **serenity** and flexibility **to adapt itself to the world** and **to changing times**. For the Group, **anticipating** the future means above all **being responsible** for the day-to-day activities of its **teams, customers, partners** and the **territories** in which it is active.



and plans for the future

2011 E-GLAS heated glass
for a villa in Sweden.

A strategy

that anticipates major **GLOBAL CHALLENGES**

Saint-Gobain anticipates and monitors the trends that are reshaping the world, particularly those now transforming the construction markets and distribution channels.

Comfortable and energy-efficient housing: **THE CHALLENGE OF CLIMATE CHANGE**

Concern for climate change and diminishing natural resources are key challenges for the decades to come. Everywhere in the world, countries are implementing policies to improve comfort in housing while reducing housing energy consumption. Thanks to its expertise and the synergies between its various businesses, Saint-Gobain is developing efficient and innovative solutions in both new construction and renovated buildings, in order to effectively address the challenge of improving building energy efficiency and changes in regulatory requirements. Saint-Gobain's Multi-Comfort design combines energy efficiency and comfort in all forms (thermal and acoustic comfort, visual appeal, sanitation, modular comfort and safety).

The circular economy: **THE CHALLENGE OF DIMINISHING RESOURCES**

Consumption of natural resources could triple by 2050. Since this level of consumption is not sustainable, public policies are increasingly adopting a life cycle approach, which takes into account the building in its entirety, from the extraction of raw materials to demolition and recycling. Saint-Gobain promotes a vision of responsible construction and is developing innovative solutions to preserve natural resources.

The housing sector

32%
OF ENERGY CONSUMPTION

19%
OF GREENHOUSE GAS EMISSIONS

FIGURES THAT COULD

**double
OR EVEN TRIPLE BY 2050**

Source: 2014: Buildings. In: Climate Change 2014: Mitigation of Climate Change. Contribution of Working Group III to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change

An affordable and sustainable habitat:

THE CHALLENGE OF POPULATION GROWTH AND URBAN DEVELOPMENT

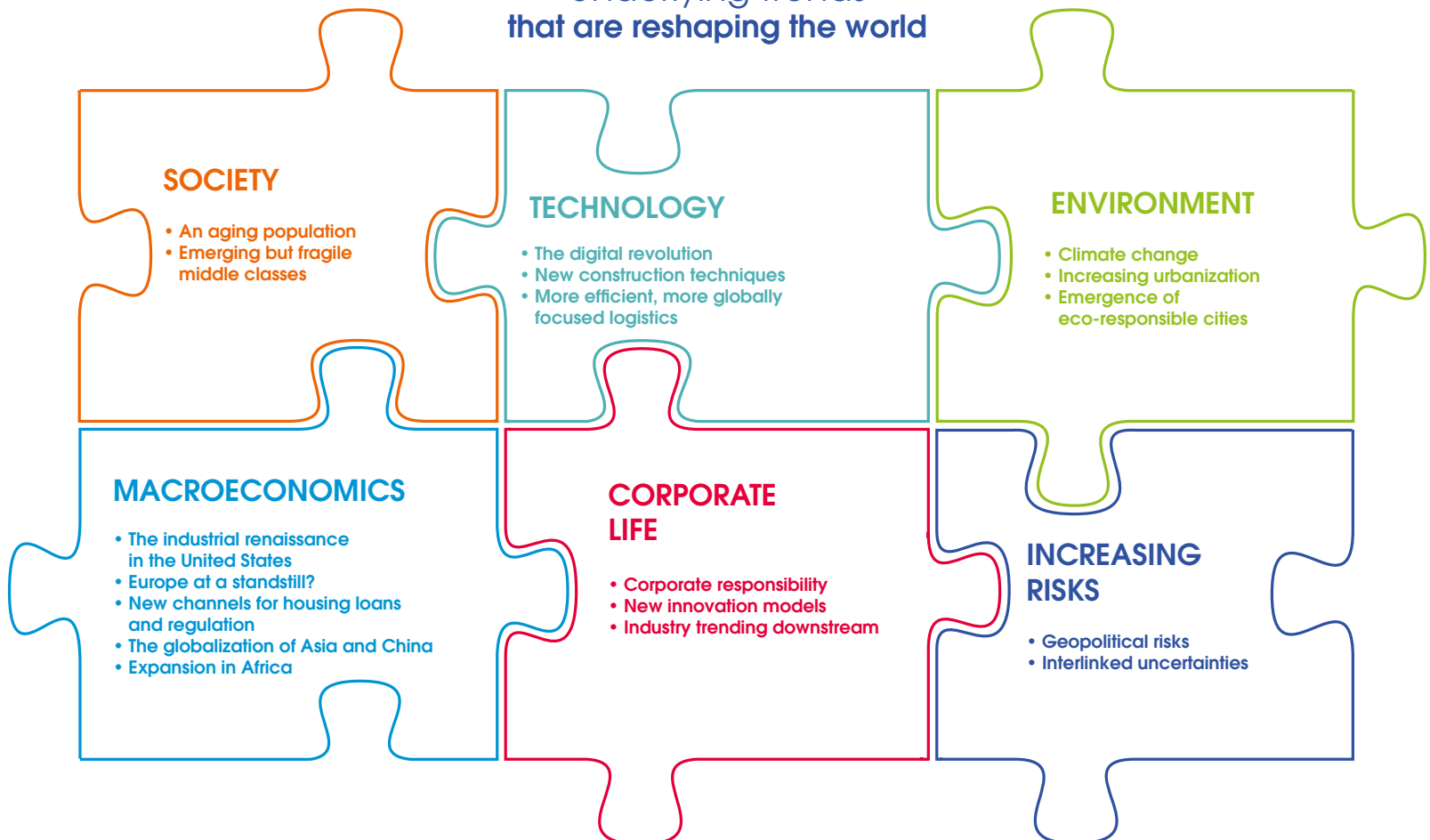
World population is expected to reach 9.6 billion by 2050. This demographic growth is accompanied by increasing urbanization, which will be concentrated on the continents of Asia and Africa, resulting in an increasing need for housing and infrastructure. As a result of its global presence and extensive knowledge of local conditions, the Saint-Gobain Group is well positioned in this high-potential market, offering a range of accessible solutions, adapted to local needs, to address the high demand for affordable and sustainable habitat that improves the quality of urban life.

The digital transformation:

THE CHALLENGE OF MULTI-CHANNEL INTEGRATION AND THE “DIGITAL ENVIRONMENT”

Digital technology is redefining commercial exchanges at all levels. The digital integration of buildings is leading to technical changes in construction: Building Information Modeling (BIM), and home automation are contributing to the evolution of materials by increasing the demand for more intelligent materials. Since it listens to its customers and is anticipating the restructuring of the Group's markets as a result of new digital tools, Saint-Gobain is implementing a multi-channel digital strategy that enables it to differentiate its offering and ensure visibility for its products and brands.

Underlying trends that are reshaping the world





SENIOR MANAGEMENT

1• Pierre-André de CHALENDAR*
Chairman and Chief Executive Officer of Compagnie de Saint-Gobain

2• Benoît BAZIN
Senior Vice President in charge of the Building Distribution Sector

3• Jean-Claude BREFFORT
Senior Vice President in charge of International Development

4• John CROWE
Senior Vice President, General Delegate for North America

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

6• Laurent GUILLOT*
Chief Financial Officer

7• Peter HINDLE
Senior Vice President in charge of Sustainable Habitat and General Delegate for the United Kingdom, Republic of Ireland, South Africa, Mozambique, Namibia and Zimbabwe

8• Claude IMAUVEN
Senior Vice President in charge of the Construction Products Sector

9• Claire PEDINI*
Senior Vice President in charge of Human Resources

10• Jean-François PHELIZON
Senior Vice President in charge of Audit and Internal Control

11• Antoine VIGNIAL*
Corporate Secretary in charge of Corporate Social Responsibility

*Members of the Executive Committee

BOARD OF DIRECTORS (at January 1, 2015)

Pierre-André de CHALENDAR

Chairman and Chief Executive Officer
of Compagnie de Saint-Gobain

Isabelle BOUILLOT

Chairman of China Equity Links

Alain DESTRAIN

Employee Director

Jean-Martin FOLZ

Director of companies

Bernard GAUTIER

Member of the Management
Board of Wendel

Anne-Marie IDRAC

Former French Secretary of State
for Foreign Trade, Consultant

Sylvia JAY

Director of companies

Pamela KNAPP

Director of companies

Pascal LAÏ

Employee Director

Agnès LEMARCHAND

Director of companies

Frédéric LEMOINE

Chairman of the Management
Board of Wendel

Gérard MESTRALLET

Chairman and Chief Executive
Officer of GDF Suez

Jacques PESTRE

Senior Vice President of SGDB France,
Chairman of the Supervisory Board
of the Saint-Gobain PEG France
corporate mutual fund and Director
representing employee shareholders

Olivia QIU

Chief Strategy and Innovation
Officer of Philips Lighting,
Executive Vice President of Philips

Denis RANQUE

Chairman of the Board of Directors
of Airbus Group

Gilles SCHNEPP

Chairman and Chief Executive
Officer of Legrand

Jean-Dominique SENARD

Chairman of Michelin

Philippe VARIN

Chairman of the Board
of Directors of Areva

Board Secretary:

Antoine VIGNIAL

Corporate Secretary of Compagnie
de Saint-Gobain

Governance

FUNCTIONAL DEPARTMENTS

Sophie CHEVALLON

Vice President, Communications

Fabrice DIDIER

Vice President, Marketing

Delphine GENY-STEPHANN

Vice President, Planning and Strategy

Didier ROUX

Vice President, Research &
Development and Innovation

SECTOR MANAGEMENT

Benoît BAZIN

President, Building Distribution Sector

Patrick DUPIN

President, Flat Glass Sector
(Innovative Materials)

Jean-Pierre FLORIS

President, Packaging Sector

Benoît d'IRIBARNE

President, High-Performance
Materials Sector
(Innovative Materials)

Claude IMAUVEN

President, Construction
Products Sector

GENERAL DELEGATES

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, Republic
of Ireland, South Africa,
Mozambique, Namibia
and Zimbabwe

Thierry FOURNIER

General Delegate for Brazil,
Argentina and Chile

Thierry LAMBERT

General Delegate for the Nordic
Countries and Baltic States

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 CIS

Ricardo de RAMÓN GARCIA

General Delegate for Spain, Portugal,
Morocco, Algeria and Tunisia

Tomáš ROSÁK

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

Gianni SCOTTI

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

FIVE AREAS

of corporate social responsibility policy

AREA 1

Saint-Gobain offers solutions to meet the challenges of sustainable construction. To become the reference in sustainable habitat, Saint-Gobain is developing innovative solutions dedicated to construction and renovation, combining energy saving, comfort, the health of occupants and aesthetics, while conserving natural resources.

Inventing sustainable buildings

Standing out in industry markets

Saint-Gobain's industrial activities are developing solutions which affect the entire life cycle of their products and those of their customers, with a threefold ambition: economic, social and environmental performance.

AREA 2



.... *learn about our commitments*
at www.saint-gobain.com

SAINT-GOBAIN BUILDS ON THE PAST AND PLANS FOR THE FUTURE

AREA 3



Limiting the Group's environmental impacts

Saint-Gobain takes care to ensure the sustainable development of its businesses, while protecting the environment from the impacts of its processes and services throughout their entire life cycle. The Group seeks to guarantee the conservation and availability of natural resources, to address the expectations of its stakeholders on these issues, and offer greater added value to its customers for a minimal environmental impact.

AREA 5

Wherever it is present, the Saint-Gobain Group ensures that value creation is shared. Long-term local development is integrated into the Group's initiatives, and it combines its presence with respect for local communities, in a context of ongoing dialog with public authorities and with all stakeholders.

Supporting local community development and taking action across the value chain

AREA 4



Encouraging employees professional growth

Saint-Gobain makes every effort to strengthen the commitment and satisfaction of its employees. Management example, social dialog, respect for individuals and employee health and safety are the fundamentals on which these measures are based.



KEY

achievements

2014 France....
Glass floor on the 1st level of
the Eiffel Tower, Paris.

Since its foundation as the *Manufacture royale des glaces* in 1665, Saint-Gobain has been a participant in architectural revolutions. Its products can be found in a number of prestigious and pioneering achievements, from the Hall of Mirrors at the Palace of Versailles to the glass floor at the Eiffel Tower, not forgetting the Statue of Liberty.



.... 2011 Russia
Acoustic panels, glass wool
insulation and mortar during
restoration of the Bolshoi Theater,
Moscow.

2013 United States
Fire-resistant glass at the
Statue of Liberty, New York.
....



.... 1989 France
Glass in the Louvre
Pyramid, Paris.



1983 France
Mortars for
Lascaux 2.





.... 2010 United Kingdom
*Plaster products for the staircase of
the Aviator Hotel, Farnborough.*



1931 Italy
Conduits for the gas pipeline
workshop, Florence.



2009 Finland
Heated glass for the Kakslauttanen
Hotel, Saariselkä.
...



.... 2014 United Kingdom
Glass floor of the Tower Bridge
walkway, London.



.... 2008 United States
Glass at the TKTS stand,
New York.

2006 China
Insulation and glazing at the National
Center for Performing Arts, Beijing.



1998 Malaysia
Fireproof plasterboard in
the Petronas Towers, Kuala Lumpur.



1970 Brazil
The roof glazing of Brasilia Cathedral.

The world has no boundaries



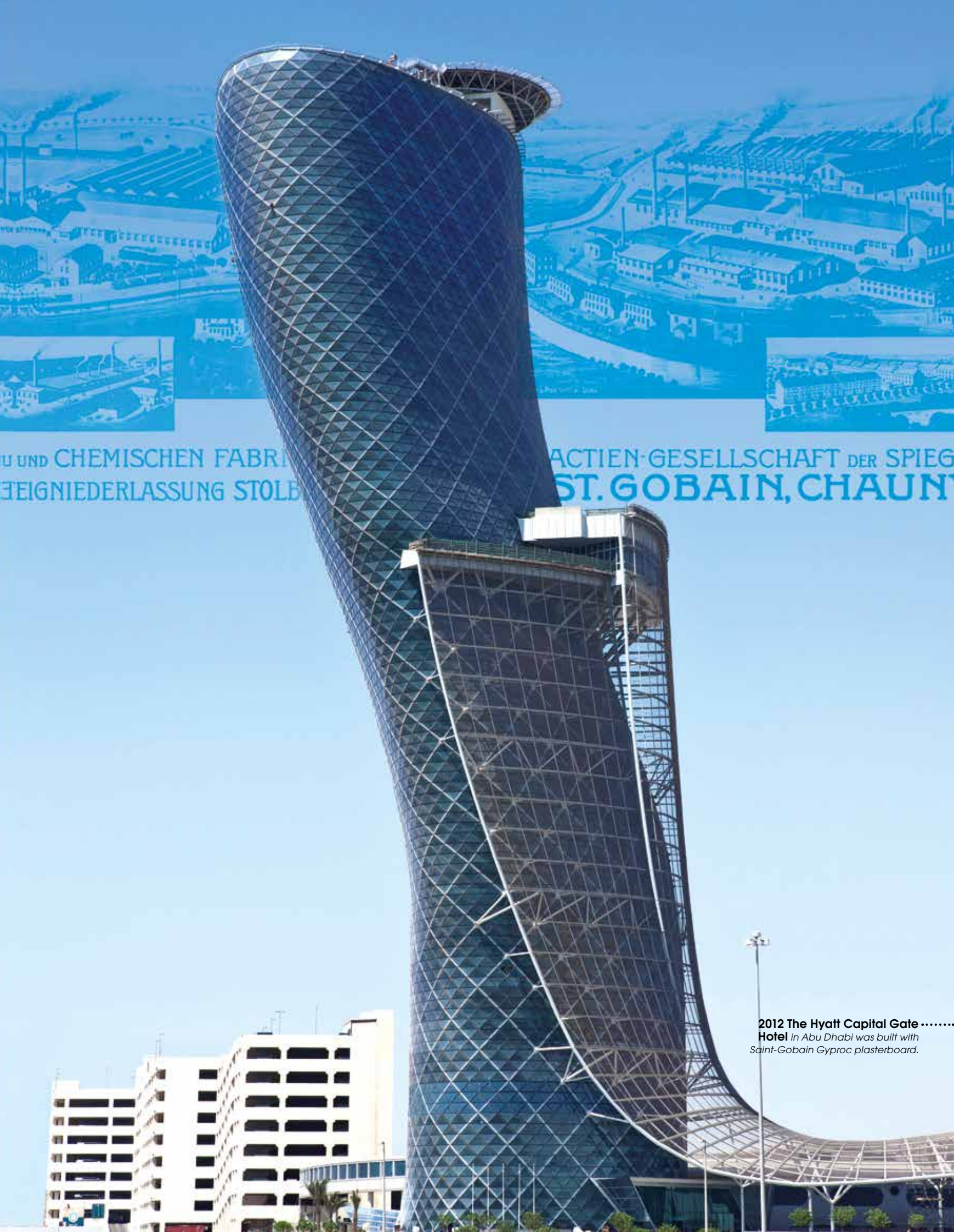
ACTIEN-GESELLSCHAFT DER SPIEGELMANUFACTUREN
ST. GOBAIN, CHAUNY & CIREY. ZW.



..... **1858 Germany** was the first country in which
Saint-Gobain established itself outside France.

For 350 years, Saint-Gobain has been a witness and a participant in a world without limits. **Since its first establishment abroad in Germany in the 1850s**, it has not ceased its international growth in order to provide **customized solutions** to local markets. The Group believes in every country's potential, and **seeks to meet both** the **demands of mature** countries and the **exponential requirements of countries experiencing rapid growth.**

With manufacturing activities in **64 countries today**, Saint-Gobain continues its process of **self-enrichment** through every **culture in the territories** in which it is present.



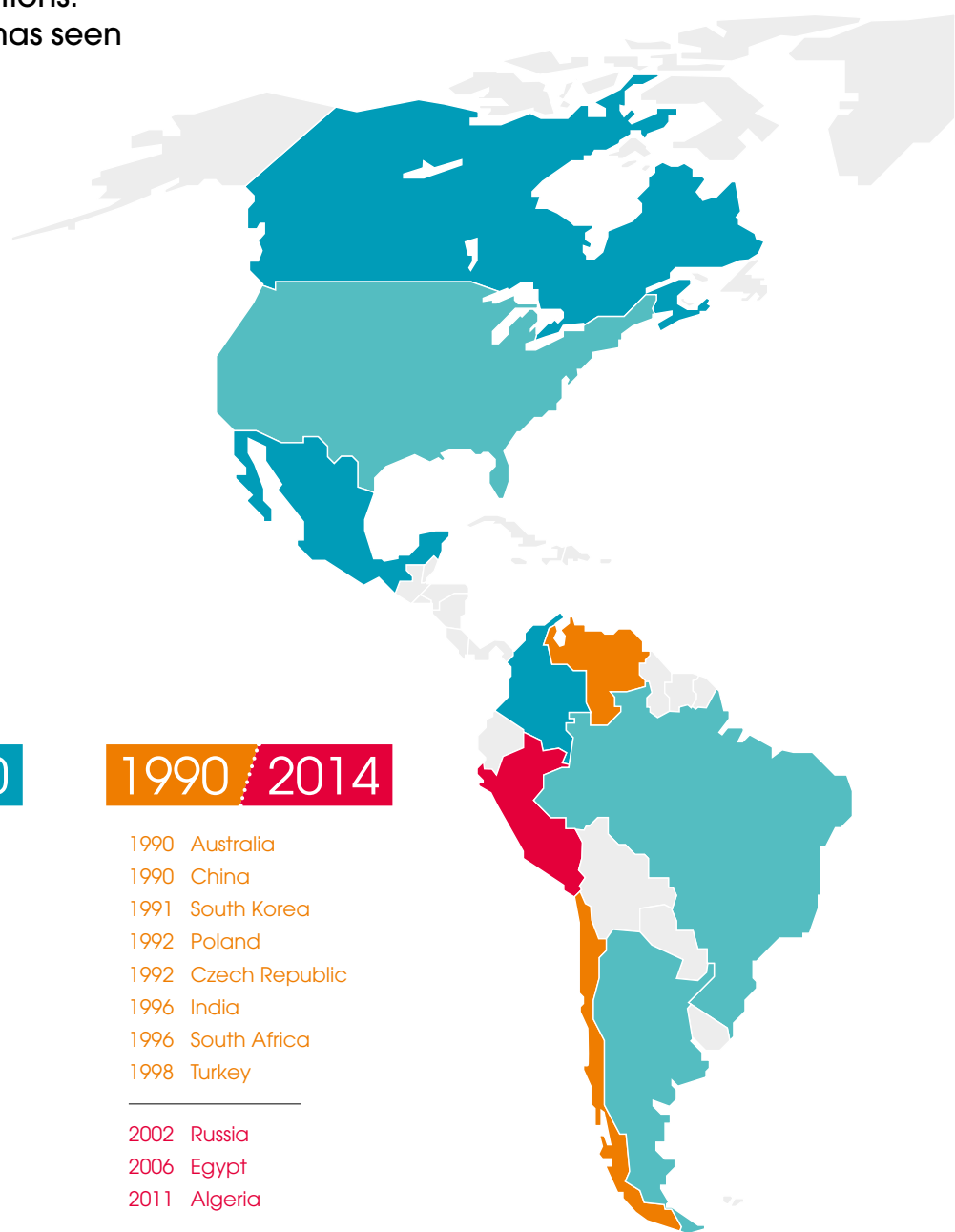
U UND CHEMISCHEN FABRI
FEIGNIEDERLASSUNG STOLB

ACTIEN-GESELLSCHAFT DER SPIEG
ST.GOBAIN, CHAUN

2012 The Hyatt Capital Gate
Hotel in Abu Dhabi was built with
Saint-Gobain Gyproc plasterboard.

A truly global GROUP

Essentially a European company until the 1950s, Saint-Gobain then embarked on its conquest of other continents through a number of new facilities and acquisitions. From the 1980s until today, the Group has seen its industrial presence grow from 18 to 64 countries.



1665 / 1905

1665 France
1858 Germany
1889 Italy
1898 Belgium
1904 Netherlands
1905 Spain

1905 / 1990

1938 Argentina
1958 United States
1960 Brazil
1962 Portugal
1970 Mexico
1974 Japan
1985 United Kingdom

1990 / 2014

1990 Australia
1990 China
1991 South Korea
1992 Poland
1992 Czech Republic
1996 India
1996 South Africa
1998 Turkey
2002 Russia
2006 Egypt
2011 Algeria

1858

Germany

AFTER MERGING WITH THE GLASS MANUFACTURER SAINT-QUIRIN, Saint-Gobain acquired the Mannheim-Waldhof glassworks, founded in 1853.

1958

United States

CREATION OF AMERICAN SAINT-GOBAIN (FLAT GLASS).

Creation in 1967 of a joint venture with CertainTeed (insulation). Acquisition of CertainTeed in 1976. Saint-Gobain has maintained a glass storage facility in New York since 1830.

1960

Brazil

ACQUISITION OF SANTA MARINA

(Flat Glass and Packaging). Pont-à-Mousson, which merged with Saint-Gobain in 1970, has been operating in Brazil since 1937.

2009

Middle East

ACQUISITION OF SODAMCO (MORTARS)

Saudi Arabia, United Arab Emirates, Jordan, Kuwait, Lebanon, Qatar and Syria.

1990

China

CREATION OF ZHONGPU ELECTRO REFRACTORIES

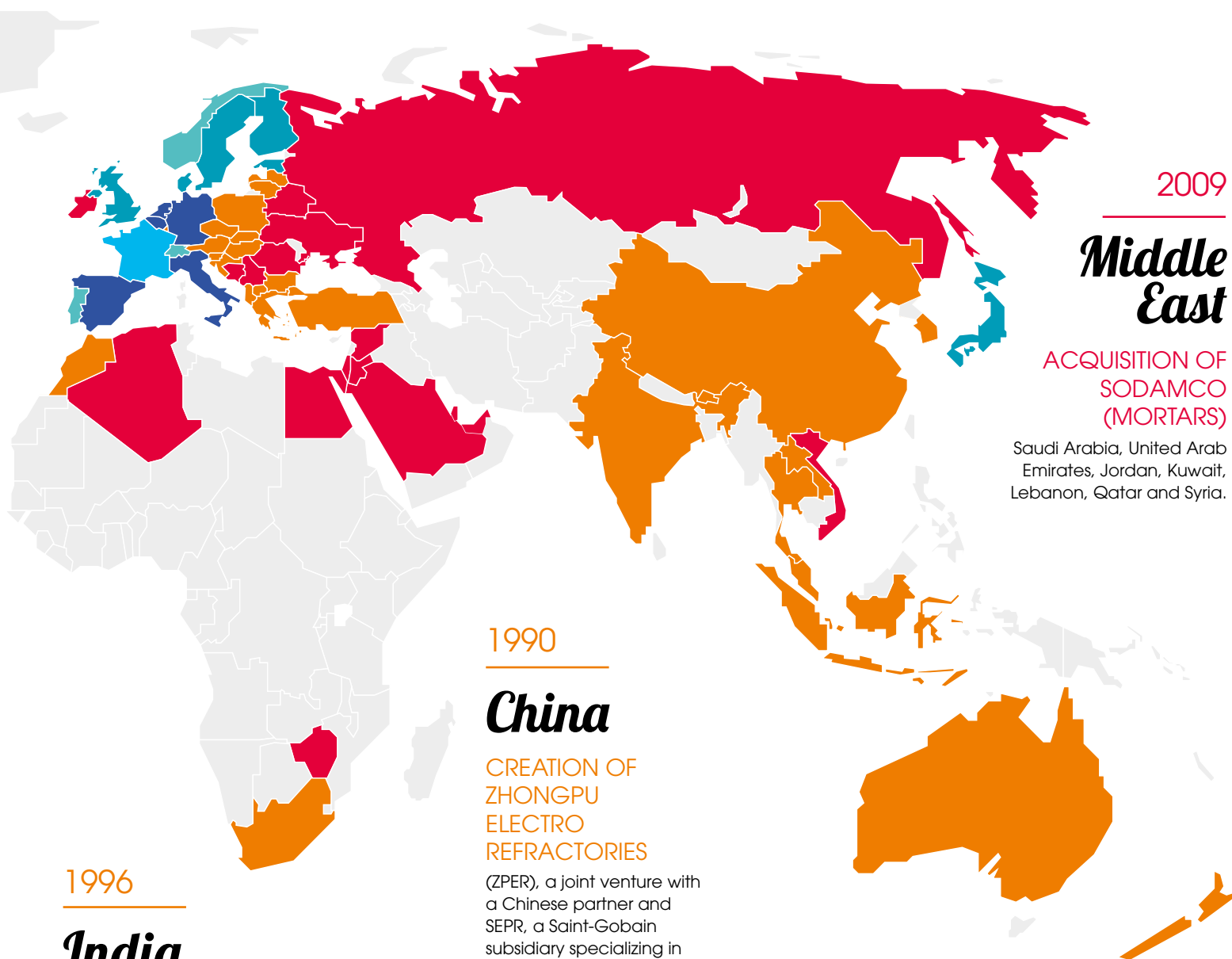
(ZPER), a joint venture with a Chinese partner and SEPR, a Saint-Gobain subsidiary specializing in refractories (High-Performance Materials). Saint-Gobain opened a commercial office in China in 1985.

1996

India

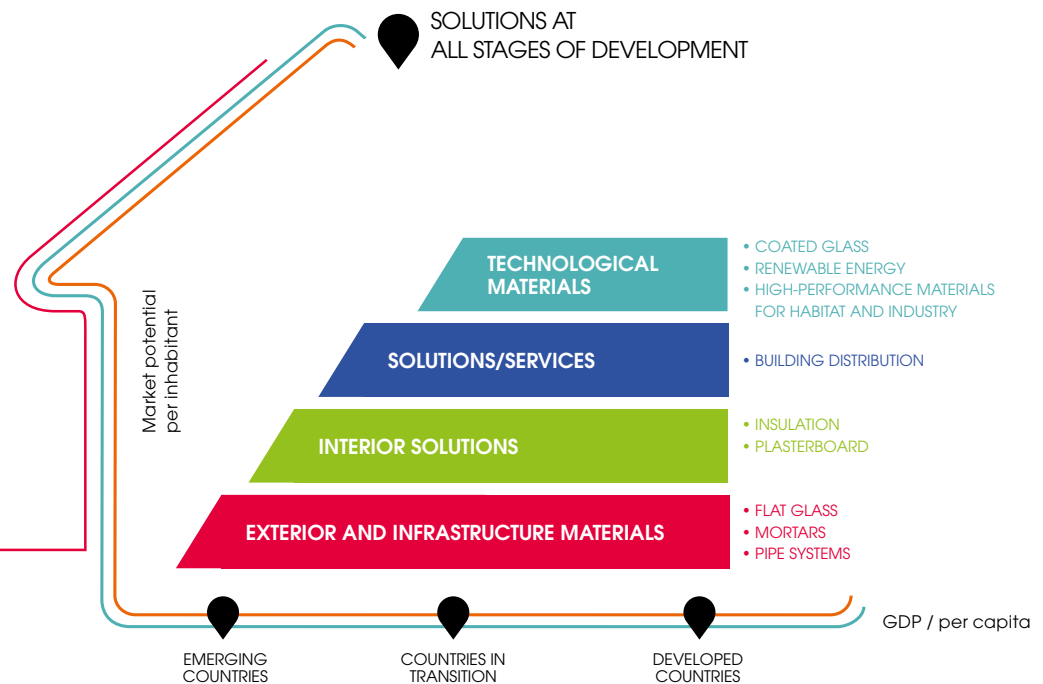
ACQUISITION OF GRINDWELL NORTON

(High-Performance Materials: abrasives and refractories).



Global PRESENCE, local responses

Saint-Gobain is a multi-regional player that serves local markets. The Group offers solutions that reflect various stages of economic development and regional climatic constraints. It achieves this by relying on its major R&D centers and on approximately one hundred development units around the world. These allow it to develop new products to respond better to the specific needs of customers and local market requirements.



South Africa

ENHANCING TRADITIONAL MATERIALS

Saint-Gobain Gyproc designed Stand 47, a high-end house located at Monahan Farm. It uses traditional South African materials in a strongly contemporary architectural style, adapted to local characteristics.



www.stand47.co.za



Brazil and Qatar

WATER SUPPLY

Saint-Gobain ensures water supply for cities, particularly in fast-growing countries where urban development is accelerating. Saint-Gobain PAM has entered into major contracts, including ones for 400 kilometers of pipelines in Brazil and 95 kilometers in Qatar.



China

INSPIRED BY LOCAL MATERIALS

Saint-Gobain Pam China sells PAMboo, ductile iron piping for carrying drinking water. This product reproduces the benefits of bamboo, a natural material that is solid, flexible and traditionally used to carry water.



France

A TREND-SETTER

K PAR K has unveiled its latest collection of doors designed by the designer Bina Bartei.



Belgium

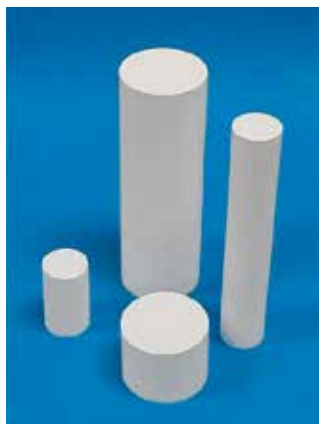
INSULATING THE ECO-QUARTERS

ISOVER and Saint-Gobain Gyproc have provided solutions for the Balk van Beel building located in the futuristic Tweewaters eco-district of Louvain.

SAINT-GOBAIN believes

in every country's potential

Although Europe remains its largest global market, Saint-Gobain's development strategy is intended to ensure that the Group maintains a global geographic presence. Saint-Gobain is therefore increasing the share of its investments outside Western Europe in order to capture potential growth.



United States

SAINT-GOBAIN HAS ACQUIRED TWO NEW CERAMIC MATERIALS PRODUCTION COMPANIES,

Phoenix Coating Resources and Z-Tech. They serve the aerospace market and are fully consistent with the Group's strategy of strengthening its positioning in high-performance solutions in growing markets.



Mexico

THE SAINT-GOBAIN SEKURIT MEXICO PLANT IN CUAUTLA

has doubled its capacity in four years, achieving annual production of 2.4 million complete auto glass sets (car sets), so as to participate in the fast-growing American market.



Norway

THE DISTRIBUTION BRAND OPTIMERA

has opened a new 6,100 m² logistics platform at Sandmoen. It is one of the country's largest buildings dedicated to the distribution of construction materials.

India

SAINT-GOBAIN GLASS

has inaugurated its fourth float in the country. It manufactures 300,000 metric tons of clear, tinted and solar glass each year, largely intended for the Indian construction and automotive markets.

Sub-Saharan Africa

SAINT-GOBAIN HAS OPENED TWO MULTI-ACTIVITY COMMERCIAL OFFICES, IN GHANA AND KENYA.

These will enable the Group to accelerate its commercial growth in West and East Africa.



Brazil

SAINT-GOBAIN HAS OPENED ITS SEVENTEENTH AND EIGHTEENTH WEBER MORTAR PLANTS IN THE COUNTRY.

A Placo plasterboard production site was also opened at Feira de Santana, in the State of Bahia.



La Maison de l'An Deux Mille

Sustainable

HABITAT

1913 Pont-à-Mousson
imagines the House
of the Year Two Thousand.

For 350 years Saint-Gobain has anticipated the future. Today, **its sustainable habitat strategy** is responding to the challenges of **energy transition** and **environmental conservation**. As a global leader in housing, **Saint-Gobain mobilizes the expertise** of its companies to offer a range of solutions for buildings that are **more energy-efficient** but also **more comfortable** for daily living.

To meet the needs of sustainable construction, Saint-Gobain offers materials and solutions, and promotes its vision of housing **through its efforts to influence sustainable construction and educate its customers.**

2007 Saint-Gobain
refocuses its strategy
on housing.

A photograph of a modern building with a glass facade and a wooden deck at dusk. The building has a glass facade on the right side, reflecting the sky and the interior lights. The left side of the building is clad in vertical wooden slats. A wooden deck is in the foreground, and a large potted plant is visible through the glass. The sky is a mix of blue and orange from the setting sun. In the top left corner, there is a small inset image showing a grid of architectural drawings and a line drawing of a decorative element.

is within
reach

HOUSING

from 1665 to 2065



CLASSICAL BUILDING
End 18th century



PARISIAN BUILDING
End 19th century



VILLA
1920-1930



MODERN BUILDING
1950-1960

Since 1665, the technologies developed by the Group and its subsidiaries have facilitated over three centuries of technical progress and architectural revolution.

➤ **At the end of the 18th century,** the mirrors of the *Manufacture royale* decorated and brought light to the interiors of buildings now divided into separate apartments.

➤ **At the end of the 19th century,** Pont-à-Mousson pipes supplied water and gas to homes. In the same period, merchants such as Brossette, Jewson and Dahl helped with the introduction and spread of new materials used in construction (metals, cement, and the first industrial mortars).

➤ **During the inter-war period,** avant-garde architects started to use glass more widely, making it a building material in its own right. Its use became increasingly diversified into mirrors, glazing, bricks and slabs, insulators for electricity, decorative glass and furniture made of tempered glass.

➤ **Following the Second World War,** Saint-Gobain standardized its materials to address the needs of the era of reconstruction that followed the war. Prefabrication allowed for faster and more economical building. New materials appeared, such as plastics, glass wool and plasterboard.

➤ **In the 1970s,** after the oil crises, there was a greater focus on reducing the energy consumed in housing: ISOVER glass wool became increasingly widely used for thermal and acoustic insulation.



*Relive the history of
our housing innovations*

BY VISITING THE 350TH ANNIVERSARY EXHIBITION

www.saint-gobain350years.com



SINGLE-FAMILY HOUSE
1970-1980



MULTI-COMFORT HOUSE
2015

TOMORROW'S HOUSE

In 2065



In a number of countries, new buildings will soon have to be positive-energy, which means they will have to generate more energy than they consume. Saint-Gobain has already factored this requirement in by combining all its products in its "Multi-Comfort" projects, which are both attractive and environmentally-friendly and ensure the comfort of their occupants.

In 2065, Saint-Gobain imagines a connected habitat that will operate autonomously and recognize its occupants. Weber mortars will change color depending on the weather. SageGlass® variable-tint active glass will adapt to natural lighting and display information. Mobile partitions will reconfigure rooms and broadcast music, among other developments.

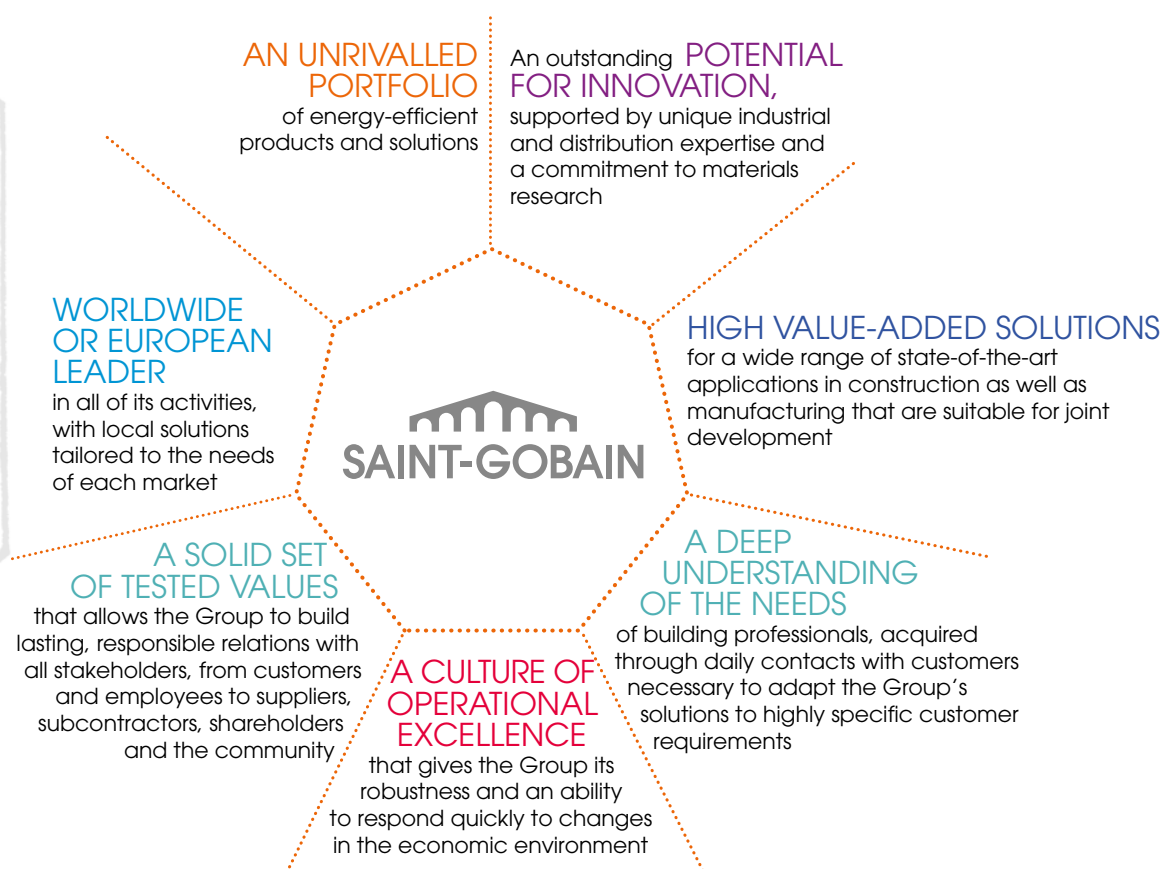
The reference **FOR SUSTAINABLE** habitat

Saint-Gobain has made the strategic decision to become the reference in sustainable habitat, in both the residential construction market and the non-residential and office construction markets. Saint-Gobain is also positioned in fast-growing industrial markets and certain consumer markets. Its goal? To improve our habitat and daily life.

Approximately
80%

OF THE GROUP'S SALES

are aimed at the housing markets.

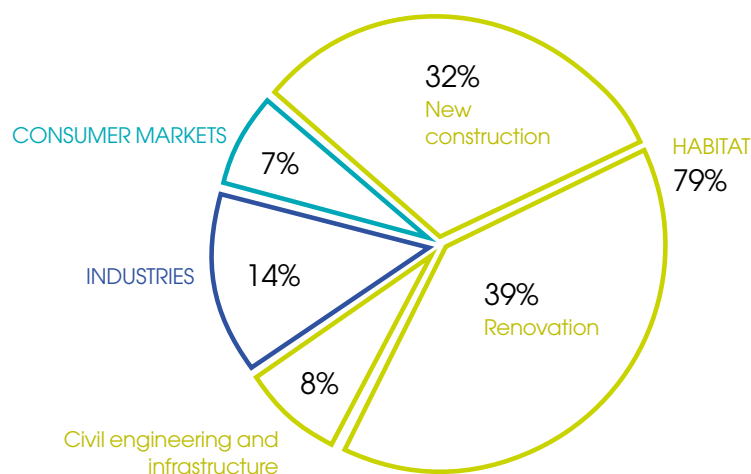


Unique positioning to address changes in construction markets

In Saint-Gobain's view, a sustainable building must, above all, be "Multi-Comfort": it must meet not only energy savings requirements but, even more importantly, it must serve the needs of the users living in it. Saint-Gobain is an active ambassador for sustainable construction and is

committed to more closely addressing stakeholder expectations and participating in the creation of building regulations. Cross-functional Housing organizations, present in 38 countries, ensure linkage and coordination between the various Saint-Gobain brands, with the goal of

developing a common and cross-functional product offering centered on housing. The Group's retail brand network ensures a close relationship with customers, which is indispensable in order to anticipate their expectations. Among other factors, this is a result of increased training in sustainable construction techniques and in the Group's solutions.



— THE GROUP'S HOUSING MARKETS —
(distribution of sales by market)

Thanks to its varied portfolio of solutions and the synergies between its activities, Saint-Gobain is able to tailor its offerings to new construction techniques, particularly in the field of Building Information Modeling (BIM). The Internet has also profoundly revitalized the Group's relationship with its customers. All the activities have rolled out digital strategies to distinguish their products and ensure brand visibility. In Distribution, Saint-Gobain is adopting a multi-channel approach to develop e-commerce services, supported by state-of-the-art logistics.

High-performance for high-tech markets

The Group has positioned itself in a unique way: with complementary strategies in construction material and high-performance technologies. The Innovative Materials Sector designs high value-added solutions for a wide range of high-tech applications in both construction and manufacturing. It provides advanced expertise in a number of technologies, allowing the

Group to take better advantage of the synergy between three families of materials (ceramic materials, high-performance polymers and glass fiber yarn). Through its innovation potential, its network of application engineers and its expertise in materials transformation processes, Saint-Gobain offers solutions specifically tailored to the dynamic automotive,

aerospace, health and energy markets, developed in close collaboration with its customers. The combination of joint development, research and innovation is an important lever in growth of the Group's sales and profits and in Saint-Gobain's strategy aimed at standing out in these markets.

Our businesses in the service OF HOUSING

Saint-Gobain designs and develops innovative solutions to improve the quality of living space and reduce the environmental impact of buildings. These solutions range from exterior building facings to interior layouts. Saint-Gobain's distribution activity acts as a driver of its sustainable habitat strategy through the detailed knowledge it provides of customer needs.

A unique portfolio of construction products and solutions

- **In Flat Glass, Saint-Gobain Glass** manufactures flat glass (float) for the building industries. This glass may be clear, printed, laminated, coated or colored. **Glassolutions** is a network of transformation and distribution companies covering a vast array of applications for the building market: facings, major architectural projects, urban facilities, industrial worksites, furniture, bathroom fixtures, and interior decorating glass.
- **The Gypsum Activity** extracts and processes gypsum into a wide array of plaster products for construction and decorating: partitions and facings for walls, ceilings and floors.
- **The Insulation Activity** offers solutions based on mineral wool and polystyrene foam and polyurethane, mainly aimed at external building insulation (roofs, walls, floors). Other needs are also addressed, such as heating and air conditioning system insulation.
- **The Exterior Products Activity** offers a complete range of products specific to North American homes, including siding, shingles and exterior panel solutions.
- **The Industrial Mortars Activity** offers a comprehensive range of exterior wall decoration, protection and insulation solutions, as well as tiling and floor products.
- **High-Performance Materials** provides solutions for a range of construction applications. **Abrasives** are used for the cutting of concrete walls and floors, the sanding of wooden floors, and polishing for decorative finishes. The films, foams and coated fabrics of **Performance Plastics** are also used in construction. Meanwhile, **Saint-Gobain Adfors** manufactures glass fiber mesh for exterior insulation systems, wall coverings, joint tapes, bonded glass fiber for thermal insulation, and mosquito netting.
- Finally, **the Pipes Activity** offers complete solutions for the water supply market: ductile iron pipe systems, municipal castings and wastewater and rainwater drainage systems for buildings.

Distribution, a driver of the Group's strategy

Saint-Gobain's ambition to become the reference for sustainable habitat is based on its business activity. Distribution is a driver of the Group's strategy, affording it detailed knowledge of its customers' needs.

Saint-Gobain has developed **a network of strong and complementary brands**, both generalist and specialist, oriented towards trade customers, private contractors and small, medium and large companies. Anchored in its own local market, each brand has developed a positioning that addresses the specific needs of each type of customer and market.

To assist and guide customers as their businesses develop, Saint-Gobain's brands are developing **tools and training programs**: free information seminars on new standards and regulations, and e-learning to provide rapid follow-up to the knowledge they acquire of energy-efficient renovations. **Customer satisfaction** is a top priority of its brands. Certain brands have rolled out tools at their sales outlets to allow customers to comment on their visits and assess certain criteria such as clarity of information, quality of advice, prices and services.

Saint-Gobain's **digital strategy** for its brands is ambitious, and is based around three axes. The first is profiling, which consists of sending tailored product and service information to all customers visiting brand websites. The second is to offer numerous services, both online and via smartphones: product supply and availability, customized fees, 24/7 online ordering, online accounts, advice and tools. The third is a "multi-channel" offering. A customer may thus access the offering not only through a brand's e-commerce site but also via physical sales outlets, call centers, social media, printed and virtual catalogs, etc.



Finland

Multi-Comfort house opened in Finland in 2013 and using materials from seven Group subsidiaries: ISOVER, Saint-Gobain Gyproc, Weber, Ecophon, Saint-Gobain PAM, Saint-Gobain Glass and Dahl.



United Kingdom

Jewson has trained over 600 of its sales representatives in order to strengthen their expertise in the wood sector and thus better serve their professional customers.



France

100 POINT.P Matériaux de Construction agencies are labeled Energy Efficiency Expert. Their specialized offerings include an energy efficiency simulator for construction projects, as well as relationships with a partner Thermal Studies Office.

COMFORT, an ongoing concern

A “Multi-Comfort” building meets the requirements of energy saving, but is especially adapted to the users occupying it: energy efficiency, air quality, lighting and sound control, etc. These have long been concerns of Saint-Gobain, which means it pays close attention to comfort when implementing its products.

1959

France – Advertisement for the installation of Lapeyre kitchen furnishings. Standardized materials make it easier for DIY enthusiasts to complete projects, such as creating their own kitchens. Lapeyre developed this type of products in the 1950s.



1960

France – Advertisement for CLARIT doors. This tempered glass door supplied with SEVA hinges was one of Saint-Gobain's key interior solutions products in the 1960s. The CLARIT door, which is still marketed today by Glassolutions, allows light to pass through, thus creating a more pleasant environment.



1961

France – Advertisement for Saint-Gobain glass at Orly. Inaugurated in 1961, Orly-Sud Airport was held up as an architectural success from the very beginning. At the time, thick mirror glass ensured acoustical comfort.

Today, double or triple glazing incorporating an acoustical film perform this function.



1972

United States – CertainTeed advertising campaign. Miss America 1956, Sharon Kay Ritchie, praises the merits of CertainTeed glass wool, a material that reduces energy use in houses, which became more widespread in the 1970s following the oil crises.





.... See Saint-Gobain advertisements throughout the ages

AT THE 350TH ANNIVERSARY EXHIBITION

www.saint-gobain350years.com

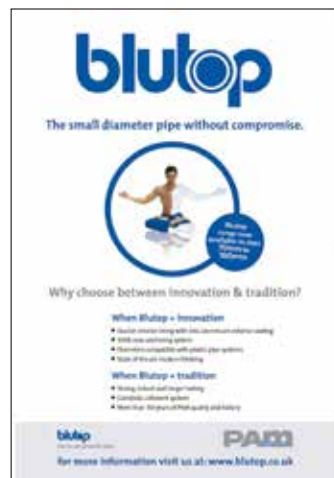
1987

France – POINT.P campaign. In 1987, POINT.P launched a major advertising campaign with the slogan "made for builders." According to POINT.P, its business is synonymous with choice, product quality, advice and service. True customer convenience!



2013

United Kingdom – Saint-Gobain PAM advertisement. The BLUTOP® product line is associated with drinking water distribution networks in urban, semi-urban and rural areas. Its lightweight pipes can be carried by hand at construction sites for ease of installation.



1978

Japan – Isover advertisement. All the properties of glass wool are displayed here. Thermal and acoustical insulation, as well as fire resistance, lightness and easy handling and cutting!



2013

Denmark – Dahl advertisement. The Dahl Denmark website is based on a mobile application.

In the digital era, to simplify its customers' lives, Saint-Gobain's sales have become multi-channel...



2009

France – Placo advertisement. Lutèce Air'Pur® plaster is a Placo® innovation that reduces the concentration of certain volatile organic compounds in the air. It also offers better air quality in building interiors.



2010

Germany – Advertisement for Raab Karcher. The house is one of Saint-Gobain's emblems, associated with its sustainable habitat strategy. It is this symbol that the general distribution brand uses to explain to its customers that it has every product they need.



2011

United Kingdom – Weber advertisement. weber.floor floor facings have a formula that reduces dust emissions for simplified installation with less effort and faster cleaning time.

SUSTAINABLE

habitat for all

Saint-Gobain is committed to a sustainable habitat for all, whether by developing solutions or partnerships to make housing accessible to the greatest number of people, or through the Saint-Gobain Initiatives Foundation.

Making housing affordable for the greatest number of people

Renovation is essential for combating energy shortages. Saint-Gobain offers affordable solutions and training for professionals in all measures that reduce energy consumption in housing: insulation, replacing windows, etc.

Living space modularity and affordability contribute moreover to "Multi-Comfort:" to address the challenges faced by senior citizens and to make housing more affordable for all generations, Saint-Gobain is developing

customized products. The Group's solutions enable housing to be built that adapts to its occupants' life cycles (lifestyles, mobility) for greater comfort. Comfort becomes multi-generational. Although reinforced partitions foster the construction of access ramps, they can also support heavy furniture. While an Italian-style shower facilitates movement, it also guarantees more efficient cleaning, etc.



United Kingdom

To address the increased demand for housing in the United Kingdom, Saint-Gobain and the University of Nottingham have developed a new housing concept: the Nottingham H.O.U.S.E. (Home Optimising the Use of Solar Energy). This house combines low energy consumption with an affordable price.



France

Lapeyre has created the first "Affordable Housing Guide," combining multiple solutions, advice, services and hints on how to improve independence, wellbeing, safety and accessibility in each room of a house. This approach is supplemented by the "Concept'care by Lapeyre®," beautiful, practical and safe bathroom fixtures for every age.



France

Since 2013, Saint-Gobain has partnered with the Phoenix-Senior Association to develop an inter-generational and evolving housing concept. An extension of the Multi-Comfort concept, "Multi-Comfort Serenity," presents a specific response to the challenges of aging by guaranteeing maximum autonomy for seniors. Saint-Gobain is participating in the construction of a "Multi-Comfort Serenity" building near Angers.

The Saint-Gobain Initiatives International Enterprise Foundation

The Saint-Gobain Initiatives International Enterprise Foundation is based on employee commitment. All Group employees – whether working or retired – may sponsor solidarity measures in three areas related to Saint-Gobain's strategy:

- integration of young adults into professional life;
- construction, improvement or renovation of public housing for purposes related to the public interest;
- reducing energy consumption and conserving the environment in the area of public housing.

The projects must be headed by a non-profit agency and located near a Group site.

The Foundation provides financial support for the projects it selects. In addition, Saint-Gobain subsidiaries may provide support in technical skills or provide donations of equipment and materials. Certain projects offer opportunities to mobilize local employees, who commit themselves through the sponsoring association and participate on a volunteer basis.



95 PROJECTS supported 2008-2014

€6.6 MILLION committed 2008-2014

..... France

The Foundation participated in building a home for the ESAT of the Moulin Vert Association at Arzon, Brittany. The facility assists 50 mentally disabled individuals.



..... Russia

The Foundation supported the renovation of a deaf children's theater in Nizhny Novgorod. The brands ISOVER, Weber, Vetoni, Gyproc and Ecophon also donated materials.

Mexico

The Foundation sponsored work to enlarge a school for children suffering from Trisomie 21 and living in unstable conditions, in Cuernavaca.



1965 Start of the TEL line
at the Vamdrup (Denmark) factory.
The manufacture of glass wool using the
TEL procedure was invented by
Saint-Gobain in 1957.

INNOVATION

is transforming
the
world

Saint-Gobain is one of the world's Top **100 most innovative companies**, and one in every four products currently sold by the Group did not exist five years ago. **Innovation is in the DNA of Saint-Gobain**, and is a key factor in its development. **Inventing innovative and high-performance products and solutions** to improve our habitat and daily lives is an **ambitious task**, one which Saint-Gobain has taken on, in close partnership with **its customers**.

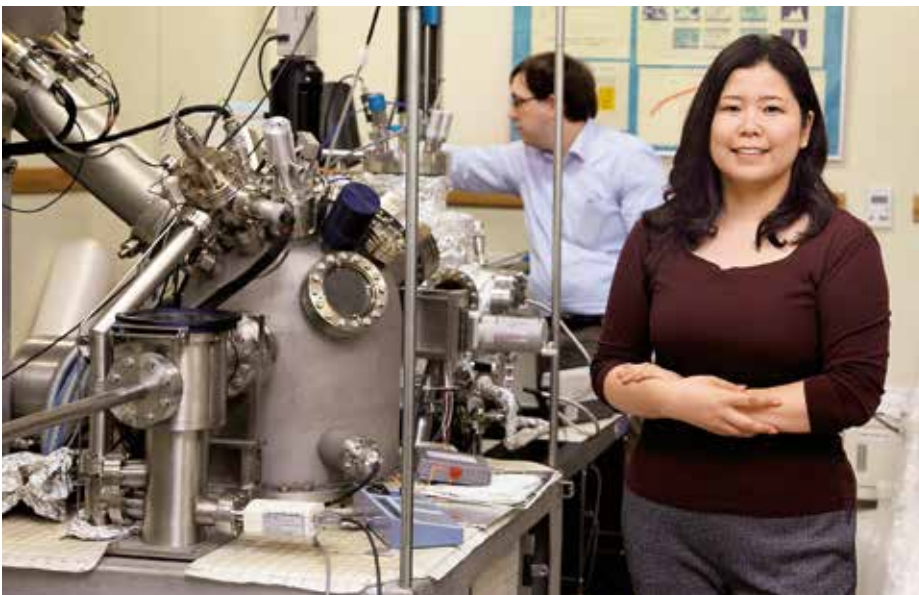
2013 NASA's Mars lander Curiosity
is equipped with Saint-Gobain
high-performance products.



Saint-Gobain, one of the Top 100 **MOST INNOVATIVE** companies in the world

R&D at the heart of the Group's strategy

Research and Innovation are integral to Saint-Gobain's strategy and sustainable development policy. The Group's ongoing measures to develop its culture of innovation are bearing fruit. For the fourth consecutive year, Thomson Reuters' Top 100 Global Innovators has ranked Saint-Gobain among the 100 most innovative organizations in the world. The Group will continue its efforts in coming years, in particular with regard to investments, in order to maintain and expand its leadership positions in its Activities and to maintain a high level of performance and operational excellence.



LINK (Laboratory for Innovative Key Materials and Structures), a mixed international research unit, in partnership with the CNRS, the Japanese Materials Science Institute NIMS, and Saint-Gobain, opened at Tsukuba (Japan) in October 2014.



The Thomson Reuters award based on the volume of patents, the number of patents accepted compared to the volume filed, their international scope and their reputation.



€400
MILLION
IN R&D

350
NEW PATENTS

3,700
PERSONS

One of the
100
LARGEST FILERS
WITH THE EUROPEAN
PATENT OFFICE

Approximately
900
RESEARCH
PROJECTS

Housing and daily life, which are at the heart of its strategy,
are important responsibilities and sources of motivation
for Saint-Gobain's teams.

Strategic and cross-functional R&D programs: growth drivers for the Group

Saint-Gobain's research and development teams operate according to the logic of management by project. This method of operation allows it to conduct research and development activities while looking far upstream at considerations relating to markets, industrial property, production, respect for health and the environment. This organization ensures a continuous flow of innovations to be launched on the market at the appropriate time.

The main task of R&D is active and proactive support for the Group's numerous Activities through targeted research projects. Its second task is to contribute to the Group's development and growth through strategic R&D programs. The third task is to prepare the future of the Group's business lines and their development through cross-functional R&D programs, by anticipating major changes in techniques and markets.



Saint-Gobain's R&D Programs

Strategic

- Active glazing
- High-performance insulation systems
- Exterior insulation systems
- Functional flexible films
- Lighting
- Energy efficient and environmental friendly processes
- Solid oxid fuel cell (SOFC)
- Energy storage

Transversal

Material Science

- Physics and chemistry of inorganic binders-based materials
- Green chemistry
- Recycling
- Organic and inorganic foams

Building Science

- Acoustics
- Air quality
- Energy performance, thermal and visual comfort
- Fire performance

INNOVATING

for and with

customers

Saint-Gobain's customers remain the focus of its approach to innovation. It remains constantly attentive to the markets, while cultivating academic and commercial partnerships to develop, and often co-develop, high value-added solutions.

OVER THE PAST TWO YEARS,

16

**NEW AND RENOVATION
"MULTI-COMFORT" PROJECTS**

have been completed in collaboration with a number of partners.

Innovating with our customers

Saint-Gobain's development strategy, and the progressive transformation taking place in the housing markets, position the Group in a dynamic of openness and attention to its customers' needs. To address current expectations and anticipate those of the future, Saint-Gobain is opening itself more broadly to a culture of partnership and joint development.

Saint-Gobain equips buildings with differentiated and high value-added solutions, particularly in the area of comfort. As proof of the effectiveness of its solutions and to further develop research and innovation, a number of the Group's Activities are associated in many countries with the "Multi-Comfort" concept. In this context, housing construction and renovation operations have been launched by the Group's Activities in collaboration with players in the construction industry.



All Multi-Comfort worksites

in various countries assist Saint-Gobain's teams to better understand house performance as a reflection of occupant behavior and of the Group products installed, and to develop new, increasingly effective solutions.

Mobilizing all internal and external resources for our customers

To accelerate the process of innovation, Saint-Gobain uses internal processes that combine the work of R&D, production, marketing and sales teams throughout projects, so as to ensure that all necessary skills are available for successful implementation.

Further, ecosystem complexity and the accelerating pace of technological developments require enhanced collaboration with outside players to supplement the Group's expertise. Saint-Gobain is therefore continuing its policy of remaining open to innovation through its network of universities. Collaboration in the area of building physics was also strengthened in 2014, in particular with the Fraunhofer Institutes (Germany) and with Salford and Leeds Beckett Universities (United Kingdom). The Group is also seeking new markets through NOVA External Venturing, its dedicated external innovation department responsible for relations with start-ups.

+ 2,600
START-UPS ANALYZED

+ 65
PARTNERSHIPS SIGNED
AROUND THE WORLD



The NOVA External Venturing department
regularly holds an Innovation Competition that rewards start-ups aspiring to develop and market the most innovative housing, energy and environmental solutions.

**NEARLY
50%**

of partnerships were entered into at the recommendation of Saint-Gobain employees.



DOMOLAB, THE FIRST HOUSING INNOVATION CENTER, INAUGURATED IN 2011 IN AUBERVILLIERS (FRANCE).

Saint-Gobain's housing innovation centers have been created to foster exchanges with major players in the construction market, and to contribute technical solutions adapted to their needs.

Eco-innovation to support **OUR SUSTAINABLE** habitat strategy

To offer sustainable products to its customers, Saint-Gobain follows a rigorous and transparent policy of assessing the impact of its products. Its goal? Non-polluting sustainable materials, proprietary plants to manufacture them and solutions today to recycle them tomorrow.



The LCA of
a construction product

An eco-innovation policy based on life cycle analysis



Ecova line bottles

This policy of eco-innovation
is shared with all the Group's Activities
and applies to products and solutions
offered for markets other than housing.

To reduce the environmental impact of their solutions, the Group's Activities work at all stages of the life cycle, from choosing raw materials to the product's end life, including the utilization phase. For Saint-Gobain, the efficient use of resources is a top priority. To meet these challenges, the Group has implemented an eco-innovation policy based on the use of Life Cycle Analyses (LCA). These analyses allow the Group to quantify and scale the environmental impacts of a solution at each stage of its life cycle. Innovations such as **Weber's col flex éco**, an adhesive mortar with a 56% smaller CO₂ footprint, have also been introduced.

Over 300

EMPLOYEES TRAINED IN
ECO-INNOVATION IN 2014



SGS Lightweight windshield

Environmentally friendly solutions

The environmental performance of our products, as demonstrated from LCAs, is communicated to our professional customers, specifiers, builders or distributors in the form of Environmental Product Declarations (EPD) verified by independent third parties. This information may be used when assessing the overall environmental performance of a building, particularly within the

context of building certifications such as LEED, BREEAM, DGNB, or HQE.

The results of the LCAs also make it possible to demonstrate that the benefits provided by the Group's solutions, particularly in terms of energy consumption, often far exceed the impacts associated with their production.

In France, ISOVER
is supported by its 330 EDPs, 160 of which are available
on the national INIES database, demonstrating
that its glass wool saves up to 200 times the energy
needed to produce it.



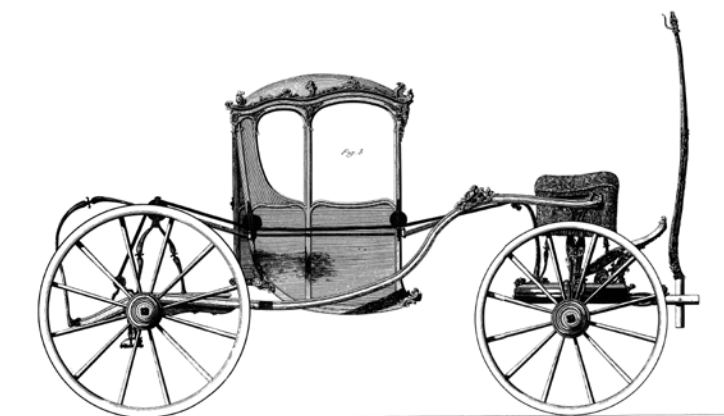
Innovation **FOR OUR HABITAT** and for everyday living

Housing, both new and renovated, is Saint-Gobain's reference market. The Group is also well positioned in fast-growing industrial markets. For 350 years, Saint-Gobain has been inventing solutions to improve daily life.

Since the late
17th
century

Glazing for vehicles

The saddlers who manufactured the King's carriages were supplied with panes of glass for the windows from the *Manufacture royale des glaces* used by Parisian mirror-makers. In the 18th century, vehicles multiplied on the streets of Paris, and with them the use of small windows to seal the doors. These windows met the same need as the windshields of automobiles invented two centuries later: protection against cold, and allowing light to penetrate.



Since the
19th
century

Spectacular glass architecture

Saint-Gobain contributed to the flourishing of a new iron-and-glass architecture throughout Europe, especially in major public facilities: covered markets, railway stations and covered arcades. Built between 1867 and 1878, in downtown Milan, by its sheer scale the Galleria Vittorio Emanuele far surpasses all previous constructions in this domain. The Galleria met with such success that 'twin' arcades were constructed in Berlin, Turin, Genoa and Naples.



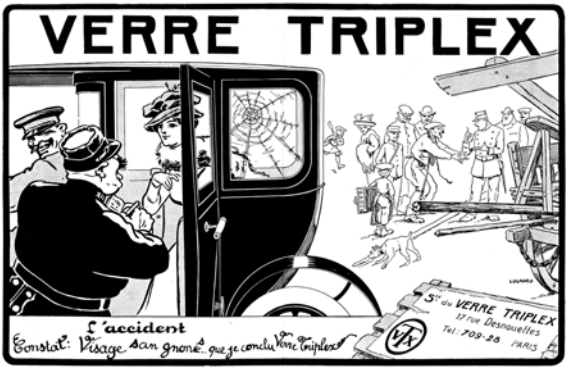
Since the
19th
century



Municipal castings

Saint-Gobain PAM's municipal casting products form part of the streetscape of cities around the world. Designed to withstand the test of time, the product line has been enhanced by new functions. Currently, certain castings are equipped with a smart chip to help municipalities to better manage their networks. The Color By PAM service offers 110 facing colors to better integrate products into the urban landscape, and thus contribute to enhancing the value of historic city centers or heritage sites.

Since
1912



L'illustration 1913.

Laminated glass

Edouard Benedictus founded Société du Verre Triplex (which merged with Saint-Gobain in 1927) to produce laminated glass, which he had just invented. This consists of two sheets of glass sandwiching a sheet of plastic: in case of breakage, the glass fragments remain attached to the plastic. Laminated glass allowed the nascent automobile industry to improve user safety. Currently, it is used in buildings both because of its safety properties and because of its acoustic insulation.

Since the
1910s

Mortars of all colors

Weber began selling his mortars in the United States in the 1910s under the name "Caen Stone," a reference to the limestone found near Caen, in Normandy, which is held in high regard in the USA. Completed in 1913, the Woolworth Building, which owes its whiteness to Weber's "Caen Stone," was one of the first skyscrapers in the New York Borough of Manhattan. Weber's current line of mortar products includes thousands of tints.

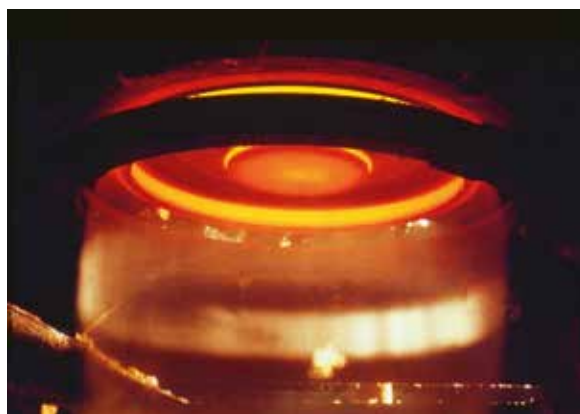


Since
1957

Glass wool using the TEL process

In 1957 the TEL process (which combines centrifugal force and the action of a hot gas jet to stretch the glass), perfected by Saint-Gobain, supplanted those of all its competitors.

Saint-Gobain had already been producing this material for twenty years, but TEL decisively contributed to extending the Group's area of influence, particularly in Brazil and the United States. An excellent thermal and sound insulator, Saint-Gobain ISOVER's glass wool is today used in industry, transportation, and especially in the building industry.



Since
1975



Magic beads and powders

ZirPro's zircon beads and powders were created out of Saint-Gobain's desire to find new outlets for its oxide fusion technology, used up to then exclusively for refractories. Beads perform the micro-grinding of industrial minerals and paint dispersion. The powders are used to manufacture strong-colored pigments, targeting ceramic tile enamel manufacturers. Currently, applications are widespread: from paper to paint, from mining to aerospace, from metallurgy to jewelry, including mass-market electronics in which the beads are used in the surface treatment of smartphones.

Since the
1990s

Glass for high altitudes

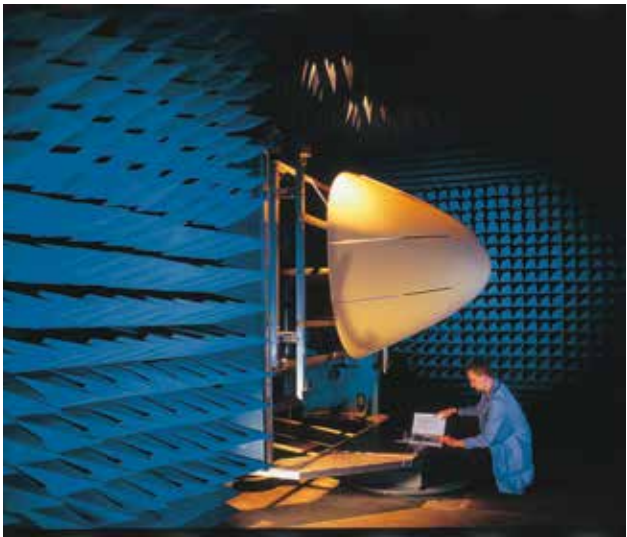
Saint-Gobain has perfected Solidion® glass, a laminated glass of three thicknesses, chemically reinforced, specially researched to decrease weight in cockpit windows of airliners and to resist bird impacts at over 500 km/h, as well as cabin pressure. Solidion® glass windows equip airlines, private jets and helicopters. Saint-Gobain was specifically chosen as exclusive supplier of the cockpit windows for the Airbus A380 and A350 aircrafts.



Between the two World Wars

Bottles for all tastes

Burgundy, Bordeaux, Champagne: each of the major wine regions is identified in France by a particular bottle shape. As the practice of bottling wine in glass became widespread in the 18th century, different bottle shapes developed and have now become true ambassadors of the wines they contain. Verallia, a subsidiary of Saint-Gobain, manufactures the entire range, which is a technical challenge, particularly for the larger sizes (like Nebuchadnezzar size champagne bottles, which contain 15 liters!).



Since the
1960s

Radomes

Saint-Gobain manufactures aircraft radomes. These composite material domes protect the antenna of weather radars and satellite communications systems from bad weather conditions and shocks. Today, thanks to Saint-Gobain's radomes, which now use composite quartz-based fabrics, it is possible to browse the Internet and watch television directly on board aircraft.

Since
2014



Magnetic plaster

Launched in Great Britain, British Gypsum's magnetic plaster is revolutionizing interior spaces. No more glue marks on the walls thanks to the innovative properties of this product: magnets attach directly onto the wall without the need for any other material. Suitable for decorating walls in all environments, this product is applied as a solution using traditional plaster.

Since
2013



Luminous fabrics

A true aesthetic and technical revolution, ONIRYS™, Saint Gobain Adfors's exclusive luminous fabric was created by combining optical fiber and glass wool into a single fabric. This flexible and fine fabric, intended for panels, curtains and wall treatments, may be customized to give free rein to the creativity of designers.

Since
2014

SGG TIMELESS®

Saint-Gobain has launched on the European market SGG TIMELESS®, a low-maintenance glass made so that shower wall panels remain impeccably clean. Its lasting transparency is obtained by applying an almost invisible layer of metal oxides to the clear glass. The product is easy to clean: water rapidly runs off the glass surface, reducing calcium deposits.



1878 Hand transportation.....
of a large sheet of mirror glass to
the Mannheim (Germany) plant.

TAL
ENT

is
infinite

Saint-Gobain has over **180,000 employees** and yet there is still a feeling of belonging to the **same family**. Saint-Gobain is a largely decentralized group, with teams comprising a **community of entrepreneurs acting in solidarity**. The community is united by strong values, as stated in the **Principles of Conduct and Action**, with compliance a condition for belonging to the Group. Next, it is a community of entrepreneurs because, despite its size, Saint-Gobain **encourages its employees to innovate** in their day-to-day professional lives, and trains them with that goal in mind. Finally, they are a community of **entrepreneurs acting in solidarity** because teams are careful to preserve the **Group's collective interests** while remaining open to the world around them.



2013 Researcher
at the Chanteraine
(France) Research and
Development Center

A RESPONSIBLE group

Saint-Gobain shows great loyalty towards its 180,000 employees - a loyalty they reciprocate; it is not unusual for someone to work their entire career in the Group. The deep roots of this loyalty are the company's strong values, which are cultivated through an ambitious human resources policy.

Values forged by history

5 PRINCIPLES OF CONDUCT

- PROFESSIONAL COMMITMENT
- RESPECT FOR OTHERS
- INTEGRITY
- LOYALTY
- SOLIDARITY

are the basic values uniting management and employees and comprising each employee's Principles of Conduct.

4 PRINCIPLES OF ACTION

- RESPECT FOR THE LAW
- CARING FOR THE ENVIRONMENT
- COMPLIANCE WITH WORKPLACE HEALTH AND SAFETY GUIDELINES
- RESPECT FOR EMPLOYEE RIGHTS

governing the actions of all management and employees in performing their duties.

In 2003, Saint-Gobain adopted nine Principles of Conduct and Action to formalize the values that have guided and inspired the conduct of the Group's activities over time. Translated into over 30 languages, they have been distributed among all Group employees, for whom they constitute both action guidelines and a factor providing cohesion. The Principles of Conduct and Action refer explicitly to the applicable conventions of the International Labor Organization, the Guiding Principles of the OECD (Organization for Economic Cooperation and Development) as they relate to multinational enterprises, and to the OECD Anti-Bribery Convention.



Presentation of the Principles of Conduct and Action to employees at the Barra Mansa, Brazil, site in 2011.



..... 1926

The Arija glassworks in Spain celebrates its twentieth anniversary: before the corrida, bullfighters pose at the plant's occupational accidents clinic.



..... 2010

Employees learn about safety at a Saint-Gobain site in Korea during the International Environment, Health and Safety Day, which is held every two years at all Group sites around the world.



..... 2014

International Environment, Health and Safety Day at the Group's headquarters in Paris.

Health and safety, central values of the Group

Thanks to its history and wide-ranging social dialog, Saint-Gobain's human resources policy seeks to offer each employee a work environment conducive to professional and personal growth. To do this, job safety and health are requisites. These are central Saint-Gobain values in its management of its industrial activities, distribution and research. They originate from a strong desire on the part of the company, strengthened by the commitment made by every employee. Updated in 2013, the EHS Charter is displayed at all the Group's sites. It presents the Group's EHS aims to all visitors, and reminds employees: zero work accidents, zero work-related illness, zero environmental accidents, and a minimum impact of our

activities on the environment. This approach is used by all the Group's businesses, and seeks to make safety integral to the corporate culture. This value is applied by all employees and at all management levels. The goal is for each person to contribute to his or her own safety and that of his or her colleagues.

In 2013, Saint-Gobain adopted a Health policy consistent with measures already taken by the Group. All Group sites around the world must implement it, in accordance with their local regulations, and in addition to the industrial safety and health tools already in place. Saint-Gobain's goal is to collectively protect the health of its employees, temporary staff and

subcontractors working at its sites around the world, by anticipating and preventing the risks of occupational illnesses or disability. The second aspect of the Group's health policy relates to respecting the health of its customers and the users of its products and services. The health of local residents is the third part of this policy. Sites take measures to reduce potential environmental impacts that may have consequences on neighboring residential areas: sound nuisance, atmospheric emissions and water, soil and subsoil emissions.

AN OPEN group

In a spirit of openness, in 2012 the Group launched the “OPEN” (Our People in an Empowering Network) program: Opening up to the outside world so that it can be attentive to and provide responses to customer needs, and internal openness, both as teams and as individuals, to stimulate discussion, innovation and the capacity for differentiation. Four action priorities are combined under the “OPEN” program.



Promoting and enhancing professional mobility

In 2014, **572 managers** were transferred between Activities, **878** were involved in functional transfers, and **200** in geographic transfers.

Professional mobility is the best way of contributing to diversity, developing innovation, enhancing the collective skills needed for the Group's activities, and enriching the careers of employees in return. To foster all forms of mobility (geographic, functional or between activities), long-term initiatives are taken: mobility committees, succession plans, mobility charters, standardization of personal review processes, computer platforms for job postings and applications, etc. Finally, in the context of reorganization plans, Saint-Gobain promotes mobility agreements.



Diversifying teams

Currently, **46% of Group managers** originate from countries other than France.

Diversity ensures that the Group is responding to the world around it while developing its capacity to innovate. Wherever it is present, Saint-Gobain seeks to promote diversity in all forms: between genders, nationalities, professional career paths, generations, and disabled status. This commitment is supported by a proactive hiring policy and action plans for professional promotion, salary equality, training, and a balance between the professional and personal lives of employees. Saint-Gobain's women's networks, which are being created everywhere in the world, foster a culture of gender balance. To promote a multidisciplinary environment and a diversity of nationalities, emphasis is placed on encouraging diversified career paths in the various business lines (marketing, research and development, etc.), as well as on establishing local manager teams.



Strengthening employee commitment

In 2014, Saint-Gobain obtained **Top Employer 2014 certification in seven countries: United Kingdom, France, Brazil, China, Germany, Italy, and Poland.**

Saint-Gobain seeks to be a reference company with regard to safety, health and work conditions. To achieve this, four managerial attitudes guide and commit employees in management positions: always acting consistently with Group values: concern for teams and for each individual; saying what one does and doing what one says; and prohibiting any complacency. In addition, for 27 years, the shareholder program has offered employees the opportunity to become shareholders under preferential conditions. Finally, to specifically address social issues, local dialog is given priority. In an uncertain economic environment, Saint-Gobain is committed, as far as possible, to implementing solutions to save jobs and to only make headcount reductions as a last resort, in consultation with its employees.



Developing talent

In 2014, the share of **employees who received training totaled 72.9% of the workforce, and each employee received an average of 23.9 hours of training per year.**

Saint-Gobain's ambition: to be a benchmark employer, known and recognized for the variety of the professional career paths it offers. The Group's training efforts enhance the skills and expertise of its employees. Saint-Gobain is developing specific training programs worldwide, by business line, implemented locally. The "Saint-Gobain Talents" program identifies managers who show significant growth potential or key skills. The preparation of personal reviews and succession plans, mentoring and relations with the Group's target schools and universities strengthen this process.



The faces **OF SAINT-GOBAIN** around the world

Each year, Saint-Gobain employees are invited to participate in an internal photo contest; shown here is a selection of shots from 2014, the theme of which was “Your reasons to believe in the future.”



France

“BELIEVING IN THE FUTURE BECAUSE
OUR INDIVIDUAL CREATIVITY IS AT
THE GROUP’S SERVICE.”

An employee of the Pum Plastics distribution brand



Mexico

“BELIEVING IN THE FUTURE BECAUSE OUR COMMITMENT IS
EXPRESSED IN THE QUALITY OF OUR PRODUCTS.”

Saint-Gobain Sekurit (automotive glass) operator

Thailand

“BELIEVING IN THE FUTURE BECAUSE
THAILAND IS THE LAND OF SMILES.”

Two Saint-Gobain Sekurit (automotive glass) employees
⋮



Poland

“BELIEVING IN THE FUTURE
BECAUSE TEAM SPIRIT MAKES US
INVINCIBLE”

A Weber team member (mortars)
⋮



England

“BELIEVING IN THE FUTURE
BECAUSE WE ARE THE ‘FAB
FOUR’ OF SAFETY”

A Gibbs & Dandy distribution brand
team during the 2014 International
Environment, Health and Safety day

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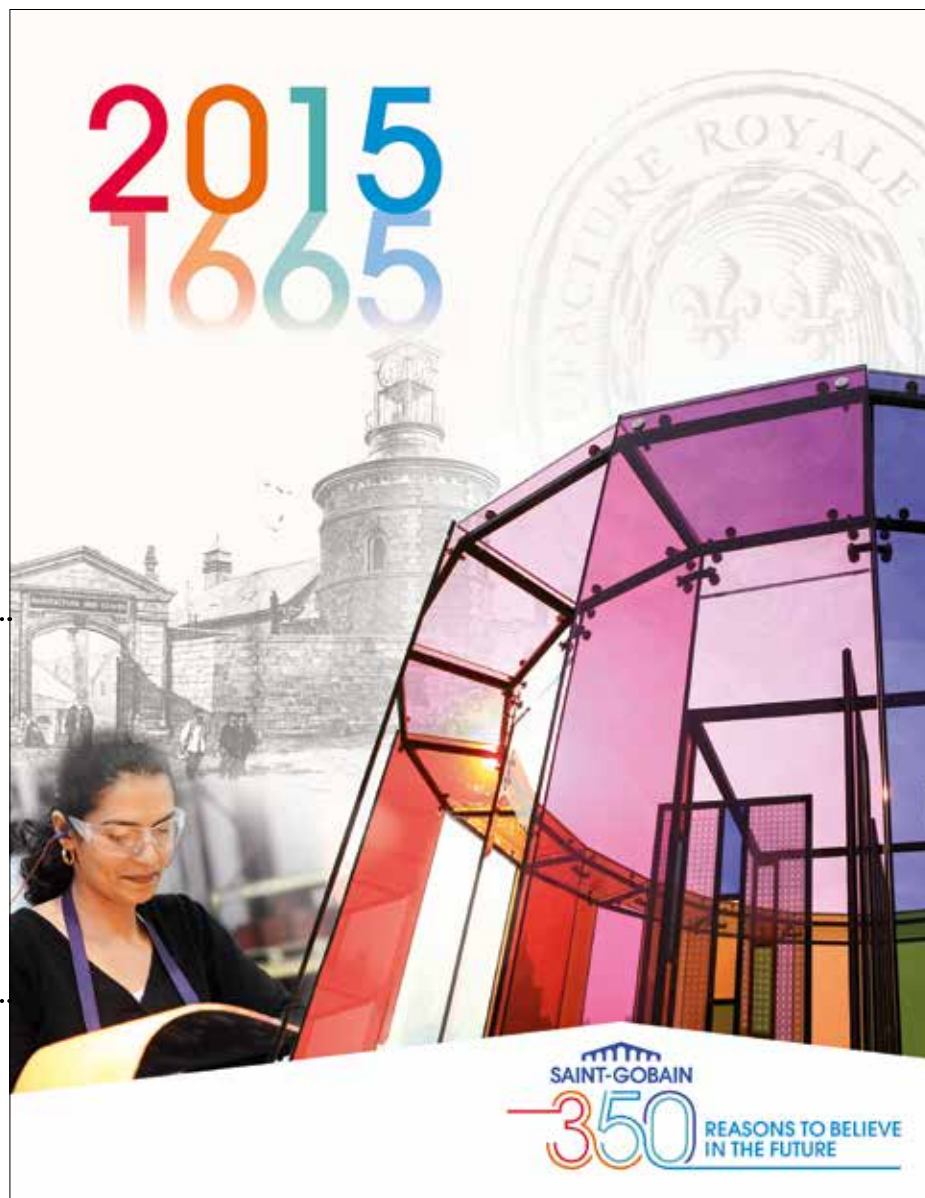
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Entrance to the
Saint-Gobain factory
(Picardy, France),
engraving dated 1898

Operator....
in an abrasives
plant, 2009

....Stamp of the *Manufacture
royale des glaces*, late
17th - 18th centuries

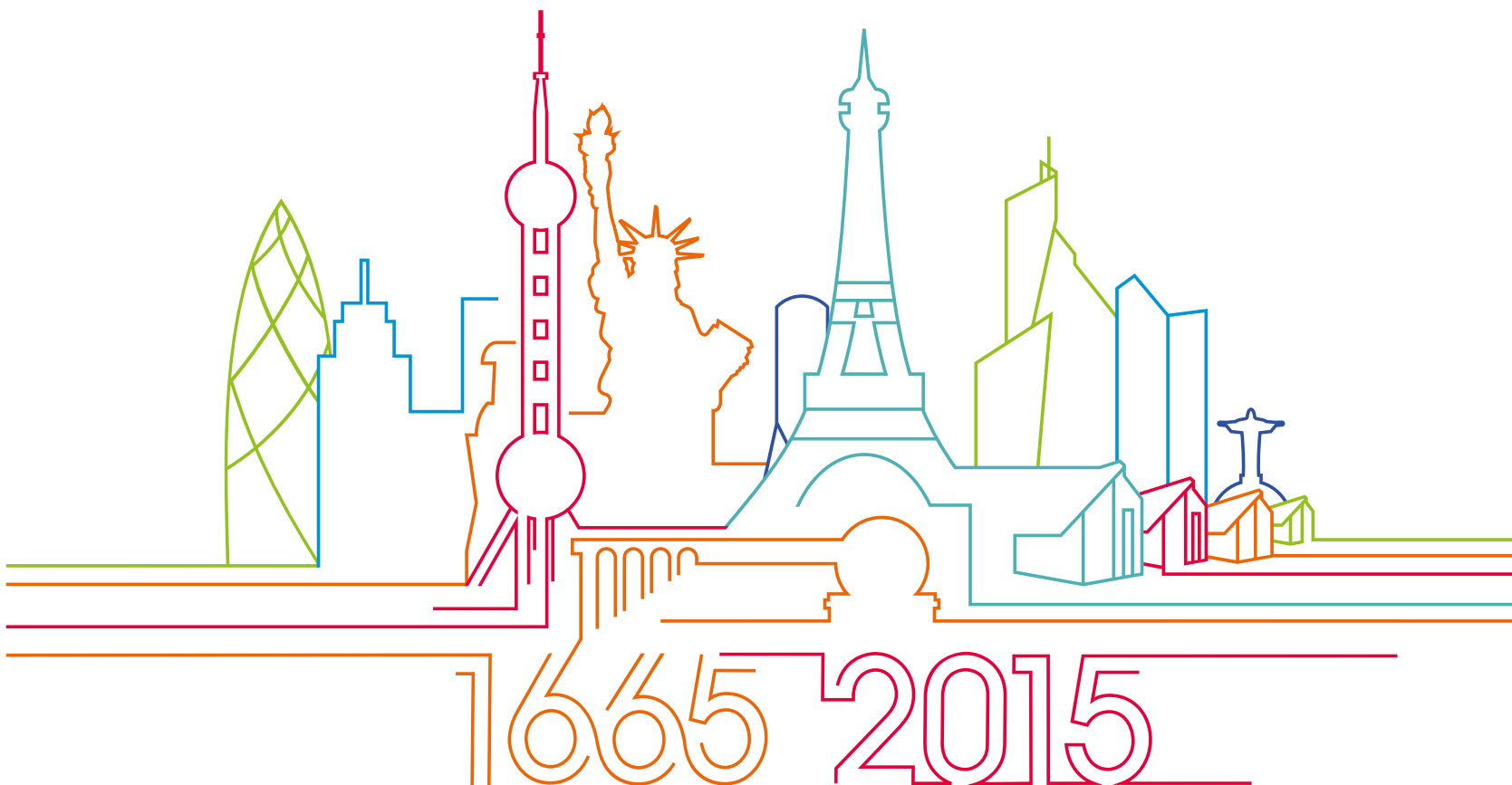
...."Color" pavilion created
for Saint-Gobain's 350th
anniversary, 2015



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website www.saint-gobain.com

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- By joining us on the **saint-gobain.com** website
- By visiting the 350th anniversary exhibition on **saint-gobain350years.com**
- By following us on social networks



- By sharing the hashtag **#SaintGobain350**



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