



PEG – Be an Owner

2024 U.S. Employee Share Purchase Program (PEG) Overview

Join your colleagues and become an owner of Saint-Gobain! Participate in PEG from March 11-25, 2024.



Look inside to learn more about our Employee Share Purchase Program, or PEG, including:

- Exciting changes for 2024
- How PEG works
- How you can participate

...and more!



INTRODUCTION

PEG - Be an Owner

You asked, We listened! Through our employee survey, we learned what's most important and valuable to you. Our goal is to ensure that we are meeting you where you are with what you value most, and that our benefits provide you with the support you need.

Our Total Rewards package includes our Employee Share Purchase Program, known as **Plan d'Épargne Groupe**, or "PEG." Did you know that, thanks to PEG, **Saint-Gobain employees actually make up the biggest percentage of company shareholders?**

What is our Employee Share Purchase Program?

PEG allows you to become a Saint-Gobain shareholder under **preferential terms** by purchasing company shares at a **discounted price**, compared to what they cost in the market. You have the option of paying for the shares you choose to purchase through either **convenient payroll deductions** or in a lump-sum by **check**.

We also provide PEG participants with a **company match**. This means that if you elect to contribute money to purchase shares through PEG, we'll match a portion of your contributions — and the company contribution dollars are used to **purchase additional shares for you!**

Enhancements for 2024

We're pleased to share that we've made some exciting changes to PEG for 2024. The 2024 PEG enhancements include a **new approach to the company match** — meaning your dollar can stretch further with a larger company match, even on a smaller investment! There's also a change to the amount of time over which you can pay for the purchase of your shares and applicable taxes.

Keep reading for more details on our enhanced 2024 PEG and how you can be an owner by participating in the upcoming annual subscription period from **March 11 through March 25, 2024**.

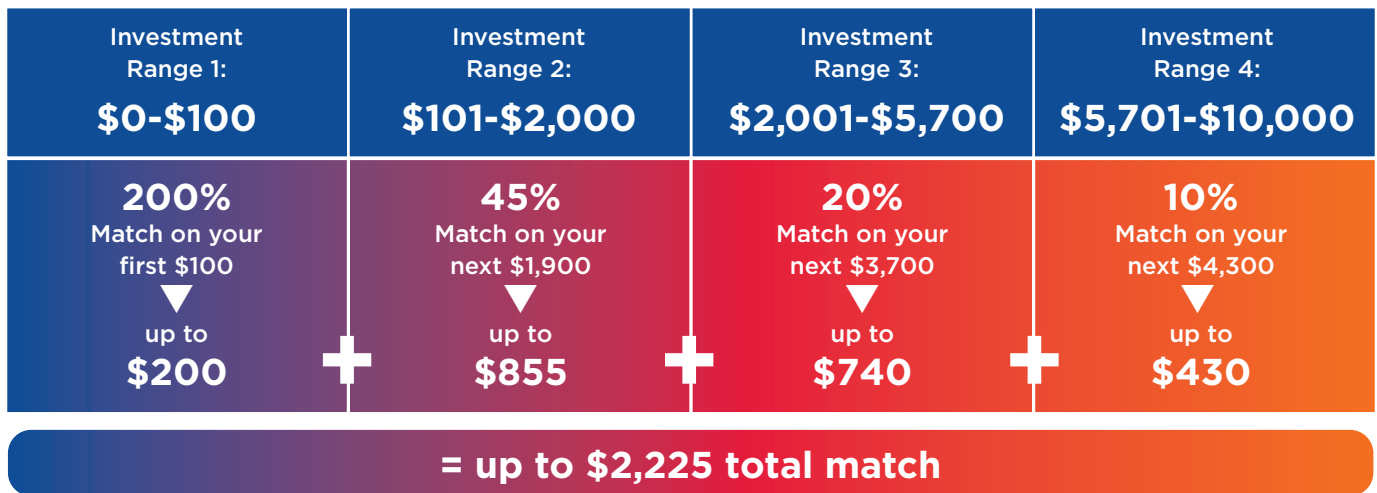
WHO IS ELIGIBLE FOR PEG?

Employees of Saint-Gobain Group companies (the "Group") who have been working for the Group for at least three months consecutively or nonconsecutively between January 1, 2023 and the end of the subscription period (March 25, 2024) are eligible to participate in PEG this year.

WHAT'S NEW FOR 2024

Increased Company Match

- For 2024, we have **increased the company match to \$2,225** (up from \$1,500) and moved to a **tiered matching model**. This means you can get a larger company match — which is used to purchase additional company shares for you — even on a smaller investment!
- Under the new matching model, there are **four Investment Ranges** (illustrated below), reflecting different levels of matching percentage you will receive, depending on how much you contribute. The match is **cumulative**, meaning you receive each preceding investment range's match as your investment increases.
- The **matching percentage** you receive is determined by which investment range(s) your contribution adds up to. For example, if the amount you elect to invest falls in Investment Range 4, you will receive the company match on your contributions from Investment Range 1, plus Investment Range 2, plus Investment Range 3, plus Investment Range 4. **Follow along with the graphic below!**



The new tiered matching model means that you can contribute just \$100 — or about **\$14 per month** over seven months — and end up with about \$300 worth of Saint-Gobain shares, thanks to the company match!* See page 8 for an example of what the company match would look in practice.

**Company shares must be purchased as whole shares. The subscription platform will automatically adjust your contribution amount as needed.*



Note: PEG will also continue to offer a 20% discount on the reference price of shares, which is an exclusive discount only available to Saint-Gobain employees!

Payroll Deductions Schedule Change

- If you opt to participate in PEG and choose to pay for your shares through paycheck deductions, payment of shares will now be withheld from your paycheck from **May to November 2024**. **Note:** What you are paying for relates to income recognized as a result of the purchase price, discount, company match and any taxes owed on your shares.
- This will **simplify and streamline** payments so that share purchase costs and taxes are paid together over the same period.
- Because the payment period is longer, the **percentage deducted** from each paycheck may be **smaller** than in prior years.

WHAT'S IN IT FOR ME?

Key Benefits of Participating

Why not consider putting PEG to work for you, and potentially benefiting financially from being an owner and our shared success? Here are some key benefits you get as a participant:

1

Become an owner of Saint-Gobain: Participating in PEG is an opportunity to get connected to our global organization company — **nearly 33%** of all employees globally participate in PEG. You will receive **voting rights** at the Annual Group General Meeting, giving you a voice and say in the future path of Saint-Gobain Group!

2

Preferential subscription share price: The share price offered through PEG is at a **20% discount** on the market value of the shares (market value is the reference price). This is an **exclusive benefit**, only available to Saint-Gobain employees!

3

Saint-Gobain's matching contribution: Saint-Gobain will add matching shares onto your investment, up to a maximum match amount of **\$2,225** worth of shares (depending on how much you invest). This means you're getting **MORE** Saint-Gobain shares than you choose to pay for, provided to you by the company!

4

Potential earnings: This is an opportunity to invest in Saint-Gobain, share in the potential success of the business, and earn **100% of any dividends** paid out to shareholders. If you invest in PEG in 2024, dividends will be paid in 2025.

While there is no guarantee the share price will increase and your investment will grow, it is a great way to start or expand your personal investment portfolio. Have a big financial commitment over the coming years — like buying a home, starting a family, or paying for college? Consider investing in PEG to help support your future financial wellness.

5

No cost to manage: Saint-Gobain pays all management fees (except redemption fees), together with all PEG account maintenance fees.

Investing in PEG is subject to investing risks, including that the Saint-Gobain share price may fall in value after your investment, and a risk of the loss of capital.

HOW PEG WORKS



INVEST

Choose to subscribe

- During the annual subscription period in March each year, you can elect how much you want to invest in PEG. In 2024, the PEG subscription period is **March 11 through March 25, 2024 at 5:59 p.m., E.T.**
- Any money you elect to contribute will be used to purchase company shares at a **20% discount** of the market price (note, the market price is also known as the reference price).
- There is **no minimum investment amount**, however shares can only be purchased in whole units, so you must choose to contribute at least enough to purchase one share. For example, if the shares cost \$40 each through PEG, you must contribute at least \$40, in order to purchase one whole share. The amount you elect to invest may be rounded down slightly to equate to an even number of shares for this reason.
- You can choose to invest **up to 25%** of your gross annual base salary in PEG. However, the company match only applies to investments up to \$10,000.



RECEIVE

Own more for less through the Saint-Gobain match

- You'll receive a company match for any contributions you make, up to **\$10,000**. The company match will be used to purchase additional shares for you on your behalf (also in whole units).
- There are four levels, or **Investment Ranges** — which is the percentage match you receive depending on the amount you invest. The match is cumulative, so you will also receive each preceding investment range's match, up to a maximum of **\$2,225**.
- The four Investment Ranges are as follows:

Investment Range 1: \$0-\$100	Investment Range 2: \$101-\$2,000	Investment Range 3: \$2,001-\$5,700	Investment Range 4: \$5,701-\$10,000
200% Match on your first \$100 ▼ up to \$200	45% Match on your next \$1,900 ▼ up to \$855	20% Match on your next \$3,700 ▼ up to \$740	10% Match on your next \$4,300 ▼ up to \$430
= up to \$2,225 total match			

Note: In the event that the demand for shares exceeds the number of shares available for all employees globally, the number of shares you elect may need to be reduced. If that is the case, this will be communicated to you and you will only pay for the reduced number of shares.



PURCHASE

Lock in your investment to be an owner in our shared future

- You have the flexibility to purchase your shares either through post-tax paycheck deductions*, or by paying the full amount in one lump-sum via a check.
- If you choose to pay through payroll, your investment amount will be deducted from your paychecks in equal installments from May through November 2024.
- If you choose to pay by check, you will receive details after subscribing about where to send the check.
- Regardless of which payment method you elect, you will also be responsible for paying taxes on your shares. Any tax owed will automatically be deducted from your paycheck from May through November 2024. Please refer to the Local Supplement to understand the applicable taxes.

**Any amount that you elect to pay through paycheck deductions is considered an interest-free loan from Saint-Gobain and may not exceed \$10,000 in order to be exempt from imputed income when aggregated with any other outstanding loan by Saint-Gobain or any other Saint-Gobain Group member to you.*



GROW

After you subscribe, monitor and access your shares

- Once you've elected to participate in PEG and the shares are purchased on your behalf — including your shares purchased with use of the company match — your shares are transferred to an account at Uptevia Corporate Trust. Saint-Gobain pays for your PEG account maintenance fees, excluding redemption fees.
- If you are a new PEG participant, Uptevia will contact you to provide your login credentials and instructions on how to use the Planetshares system.
- Investments are placed in a **five-year holding period**, which is intended to **increase the potential of your investment growing** over time (note, there are exceptional circumstances where you can sell your shares sooner; see page 9 for details). Your shares follow the Paris Stock Exchange market share price, which can go both up and down. You can monitor your investment through your Uptevia account. After the five-year holding period, you can keep your shares or sell your shares.
- Shares never expire and the decision on if/when to sell is a personal choice. By keeping your shares, you will potentially benefit from any annual **dividend**.

Important Dates for 2024

- **February 12 – March 8, 2024**
Reference period
- **March 11, 2024**
Date the share price for 2024 is set.
- **March 11 – March 25, 2024**
Subscription period for 2024 PEG; elections must be submitted by 5:59 p.m. E.T. on March 25.
- **April 22 – May 24, 2024**
Those who choose to pay via check mail their check to be received by May 24.*
- **May/June 2024**
Uptevia accounts are created for new shareholders. Shares are added to new and existing Uptevia accounts.

**Checks should be made payable to Saint-Gobain Corporation and mailed to Saint-Gobain Corporation, P.O. Box 22733, New York, NY 10087-2733.*

INVESTMENT EXAMPLE



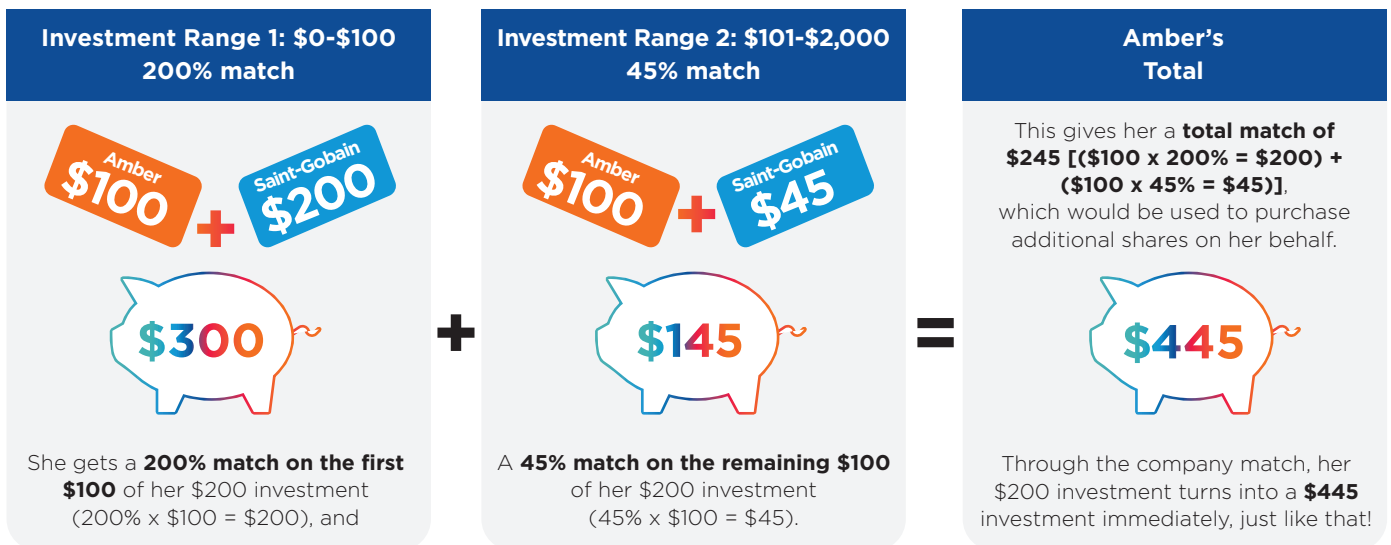
Amber's Story

Back in 2023, Amber considered participating in the PEG, but as a single mother she did not see how investing in PEG would fit into her financial plans.

This year, Amber learned that PEG was being **enhanced** — meaning she could **invest less, but get more** through an increased company match. She also realized it was the perfect time to start investing in her future financial health, as her middle-schooler would be heading to college in the blink of an eye.

After calculating her monthly expenses and reviewing the new PEG structure, Amber decides to invest **\$200**. She chooses to pay for her investment through paycheck deductions, meaning this \$200 will be deducted from her paycheck in equal installments from May through November — an option that makes more financial sense for her, compared to paying for the \$200 all at once.

Her \$200 investment places Amber in **Investment Range 2**, meaning:



Remember, company shares must be purchased as **whole shares**. Assuming a per share price of \$40, Amber will receive a total of **11 shares**, which is the closest whole number of shares that can be purchased based on her investment amount and company match ($\$440 / \$40 = 11$ shares).

Because shares are purchased in whole units, there are \$5 remaining from the original investment of **\$445** (including Amber's investment and Saint Gobain's match). This means that both Amber's and the company contribution amount will be slightly rounded down automatically, proportionately to each contribution:

- Amber's **\$200** investment will be rounded down to about **\$198**, and
- Saint-Gobain's matching contribution of **\$245** will be rounded down to about **\$242**).
- This brings her to a total of **\$440** — or 11 total shares (worth \$40 each).*

LOOKING AHEAD TO THE FUTURE

Although Amber's initial investment would only have purchased about **5 shares**, she's ending up with **11 company shares** due to the generous company match. Amber can now watch these shares in her Uptevia account over the next several years, and hopefully see them continue to increase in value.

*Final employee, company match, and total subscription are subject to change at time of investment based on Share Prices, Exchange Rate, etc.

INVESTING 101: COMMON QUESTIONS & CONCERNS

We know you may have some questions or concerns about participating in PEG. Rest assured — PEG has been offered for **over 30 years globally**, and with a global participation rate of almost **one-third** of all Saint-Gobain employees, we've pretty much heard it all!

See below for answers to commonly asked questions. Have another question that's not answered below? Check out the PEG website (peg.saint-gobain.com) or contact your local HR representative.

Is PEG different from the 401(k) Plan?

Yes! This is a different plan entirely.

PEG provides you with an opportunity to benefit from our shared success as a company in the nearer-term by purchasing company shares, getting company matching shares for an even greater investment, and earning **100% of any dividends** paid out to shareholders. You can sell your shares after five years, giving you the chance to cash in on any potential earnings well before retirement age.

When investing in PEG, you will still be able to contribute your full employee deferral amount and receive the company matching contribution in your 401(k) Plan.

Is Saint-Gobain stock traded on a U.S. Stock Exchange?

The shares are traded on the Paris Stock Exchange; if you want to check the current share price on the Paris Stock Exchange, you can easily do so on the PEG website (peg.saint-gobain.com) — you can either view the stock ticker at the top right of every page on the site, or click **Stock Market** in the main menu for more information (toggle the language to EN at the top right if information first displays in French).

The Euro is the master currency for PEG globally, and Saint-Gobain shares are listed and traded in Euros. The value of your account will be impacted by fluctuations (positive or negative) in the exchange rate between Euros and U.S. dollars.

Won't I lose my shares if I leave the company?

No. Once the shares are purchased on your behalf — including shares purchased by you and with the use of the company match — they are yours to keep or sell after the five-year holding period, regardless of whether you stay at Saint-Gobain or leave the company. However, note that if you leave the company before payment for your shares is completed, you will still need to pay for any balance or tax that you may owe on your shares.

LIFE CHANGES:

What if I need to access my money before the five-year holding period ends?

There is a five-year holding period during which you cannot sell your shares; this is in place to help increase the potential of your investment growing over time. However, you do have flexibility if you need to sell your shares early, for reasons such as: marriage, divorce or legal separation, birth or adoption of your third or subsequent child, your spouse or children qualifying for long-term disability, your death or your spouse's death, the purchase of a principal residence, and more. If you want to see if you qualify for early redemption, you must submit a request within six months of the event date, in most cases.* Please review the Early Release Exit Events in the Local Supplement for a detailed description of qualifying events, and if you have questions, please contact your local Human Resources representative.

**The six-month deadline does not apply to reasons involving death, disability, or the termination of your Saint-Gobain employment. Requests for these reasons may be made at any time.*

HOW TO BE AN OWNER

LEARN



- Review this guide, plus the 2024 PEG Plan Documents* (2024 PEG Brochure and Local Supplement) and other resources available on the PEG website (peg.saint-gobain.com) in February 2024.
- Sign up for a PEG employee education training session. Keep an eye out for more information and an invitation coming soon.

DECIDE



- Consider whether you want to participate in PEG, and use the Simulate Your Investment tool on the PEG website (peg.saint-gobain.com) to plug in investment amounts and see how many additional shares you would receive through the company match.
- Decide whether you want to purchase your shares through **payroll deductions**, or pay the full amount in **one lump-sum** via a check to Saint-Gobain.

SUBSCRIBE



- Take action to participate in PEG by subscribing on the PEG website (peg.saint-gobain.com) from **March 11 through March 25, 2024 at 5:59 p.m. E.T.**

QUESTIONS?



- Need help? Contact your local HR representative.

**Note: The PEG is governed by the Plan Documents.*

KEY TERMS TO KNOW

- **Reference period:** Period of time during which the average Saint-Gobain share price is observed during a period of 20 stock market sessions; the average of the opening share price during this period used to set the reference price.
- **Reference price:** An average of the opening per-share price calculated over the reference period; this is the share price set for the upcoming PEG year, without the 20% discount applied.
- **Subscription:** Another term for enrollment, or your election to participate in PEG.
- **Subscription price:** The reference price with the 20% discount applied; this is the price you'll pay for each share through PEG. **Note:** This is also impacted by the exchange rate between Euros and U.S. dollars, as the Euro is the master currency for PEG globally.
- **Match:** Refers to the company match amount used to purchase additional shares on your behalf; see page 6 for details on PEG's matching structure.
- **Holding period:** Five-year period during which you cannot sell your shares, except under certain circumstances; see page 9 for details.





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