

DEEPENING OF THE LOCAL MODEL AND CHANGES IN THE EXECUTIVE COMMITTEE AS OF JULY 1, 2025

- **A new stage in the Group's transformation**, with a fully regional organization to **accelerate growth** of our solutions country by country
- **A renewed Executive Committee to lead the next phase of the Group's profitable growth**, which will be presented at the Capital Markets Day on October 6, 2025

Benoit Bazin, Chairman and Chief Executive Officer:

"Our decentralized country-based organization set up in 2019 and rolled out with our "Transform & Grow" and then "Grow & Impact" strategic plans has been key to our success. Today we are taking a new step forward with the deepening of our local organizational model. Country CEOs will now be responsible for the full range of Saint-Gobain's solutions, including those previously managed within High Performance Solutions, such as construction chemicals and industrial solutions. The local management of all product lines is designed to accelerate sales growth in each market segment and address an increasingly fragmented geopolitical environment.

To maximize our operating performance and the deployment of our full range of solutions in each country, along with best manufacturing, digital and business practices, we are putting in place a new Group Operational Performance department.

We will present our new strategic plan at our Capital Markets Day on October 6, and I know I can count on our teams to drive this new phase of profitable growth. Today I'm pleased to announce the Executive Committee that will be in place as of July 1 to successfully roll out our ambitions as worldwide leader in light and sustainable construction."

A decentralized organization to enhance our local model

As of July 1, 2025, **country CEOs – with expanded responsibilities** – will be in charge of selling the entire range of Saint-Gobain's solutions. They will aim to accelerate local growth of the Group's multi-product offer, including the development of specified sales and key-account management to unlock the full potential of Saint-Gobain's solutions in each country. Country CEOs will be supported by a **Group Operational Performance department to guide and support them**.

Saint-Gobain is thereby strengthening its local organizational model to accompany the growing regionalization of its customers – notably in industrial markets – and to adapt to **the global geopolitical environment**. All of the Group's solutions, including those currently part of High Performance Solutions, will now be managed by country, in close proximity to customers. Saint-Gobain already benefits from local value chains (industrial footprint, logistics, procurement, branding, sales and customers) with no direct exposure to customs barriers, as well as from its major innovation hubs being regionalized: in Europe (France and Germany), the US, India, Brazil and China.



In terms of **reporting**, the Group will publish its accounts based on four Regions (Northern Europe, Southern Europe - Middle East & Africa, Americas, Asia-Pacific).

It will also report quarterly sales figures for its industrial solutions (the part of High Performance Solutions exposed to industrial end-markets). Once a year, it will provide a breakdown of its sales by major product line.

During the transition period, reporting based on both the existing and the new structure will be available for 2024 and 2025:

- In the first half of 2025, the Group will publish its accounts based on its existing organization (i.e., four Regions and High Performance Solutions) and provide equivalent figures based on its new organization (four Regions).
- In the second half and for its full-year 2025 results, it will publish its accounts based on its new organization and will provide equivalent figures based on its existing organization.

At its Capital Markets Day scheduled for October 6, the Group will present its profitable growth trajectory based on its new organization.

Changes in the Executive Committee

Following the Board of Directors' meeting and the Annual General Meeting of June 5, 2025, **Benoit Bazin**, Chairman and Chief Executive Officer, is reshaping the leadership team who will be responsible for driving the next phase of the Group's profitable growth, effective July 1, 2025.

Patrick Dupin is appointed Group Chief Operating Officer. He will be responsible for all the Group's expertise platforms – covering industrial, digital, purchasing, innovation and offer by product line – that will guide and support the operational performance of each country. **Anne Hardy**, Chief Innovation Officer, **Ursula Soritsch-Renier**, Chief Digital and Information Officer, and **Nicolas Miègeville**, Chief Technology Officer, will report to Patrick Dupin and be members of the Executive Committee. Nicolas will replace **Benoit d'Iribarne** who will coordinate industrial solutions.

Regarding regional CEOs, **David Molho** will replace Patrick Dupin to manage Northern Europe. **Thierry Bernard** and **Camille Harrissart** will become CEO Southern Europe - Middle East & Africa, and CEO Latin America, respectively, replacing Thierry Fournier and Javier Gimeno who are leaving the Group after having successfully transformed their respective regions. North America and Asia-Pacific will continue to be led by **Mark Rayfield** and **Sreedhar N.**, respectively.

The other members of the Executive Committee remain unchanged, namely **Maud Thuaudet** (Chief Financial Officer), **Claire Pedini** (Human Resources and Corporate Social Responsibility Director), **Antoine Vignial** (Group Corporate Secretary), **Noémie Chocat** (Corporate Strategy Director) and **Laurence Pernot** (Communications Director).

Biographies

Patrick Dupin, 61, appointed Group Chief Operating Officer, currently CEO Northern Europe Region (since 2019), joined Saint-Gobain in 1999 as Finance Director of the Abrasives activity. In 2005 he was appointed Finance Director of the Innovative Materials Sector and then in 2012, General Manager of Automotive Glazing. He managed the Flat Glass Business Sector between 2014 and 2018.

Thierry Bernard, 57, appointed CEO Southern Europe - Middle East & Africa Region, currently Chief Executive Officer of the Construction Chemicals business unit, joined the Group in 2021 at the time of the acquisition of Chryso, where he served as Chief Executive Officer from 2011. Over the past four years, he has played a major role in creating Saint-Gobain's global leadership in construction chemicals, notably through the acquisitions of GCP and FOSROC.

Camille Harrissart, 40, appointed CEO Latin America, currently Chief Executive Officer of Abrasives Latin America, joined the Group in 2016 as Head of Strategy for the Construction Products Business Sector, after spending seven years at Boston Consulting Group. She then became Head of Strategy for Europe, playing a key role in executing the "Transform & Grow" plan. In 2020, she was appointed Chief Executive Officer of Point.P Ile-de-France Region, before taking up her current role in 2022, based in São Paulo (Brazil).

Nicolas Miègeville, 45, appointed Chief Technology Officer, has served as Chief Executive Officer of Saint-Gobain Ceramics since 2020. He joined Saint-Gobain in 2002 and has extensive knowledge of our industrial operations after ten years in plant leadership roles, notably in Brazil, South Korea and Egypt. From 2014 to 2019, he held various operational roles in Abrasives, including managing the Latin American business.

Analyst/Investor conference call (in English) at 8:15am (Paris time) on June 6, 2025.

Join by dialing:

+44 20 3059 5875 or +1 718 705 8795 or +33 1 70 91 87 14 (code 4276084#)

Please dial-in five to ten minutes before the scheduled time.

The conference call recording will be available after the live session by dialing:

+39 02 802 0987, then 700760# and 760#, from 10:00am (Paris time) until July 6, 2025.

About Saint-Gobain

Worldwide leader in light and sustainable construction, Saint-Gobain designs, manufactures and distributes materials and services for the construction and industrial markets. Its integrated solutions for the renovation of public and private buildings, light construction and the decarbonization of construction and industry are developed through a continuous innovation process and provide sustainability and performance. The Group, celebrating its 360th anniversary in 2025, remains more committed than ever to its purpose "MAKING THE WORLD A BETTER HOME".

€46.6 billion in sales in 2024

More than 161,000 employees, locations in 80 countries

Committed to achieving net zero carbon emissions by 2050

For more information about Saint-Gobain, visit www.saint-gobain.com and follow us on X @saintgobain

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