

**BUILDING**  
**SUSTAINABLE**  
**HABITAT SOLUTIONS**  
**TOGETHER**

2012 FINANCIAL YEAR





SAINT-GOBAIN  
PIPELINES

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PIPELINES

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PIPELINES

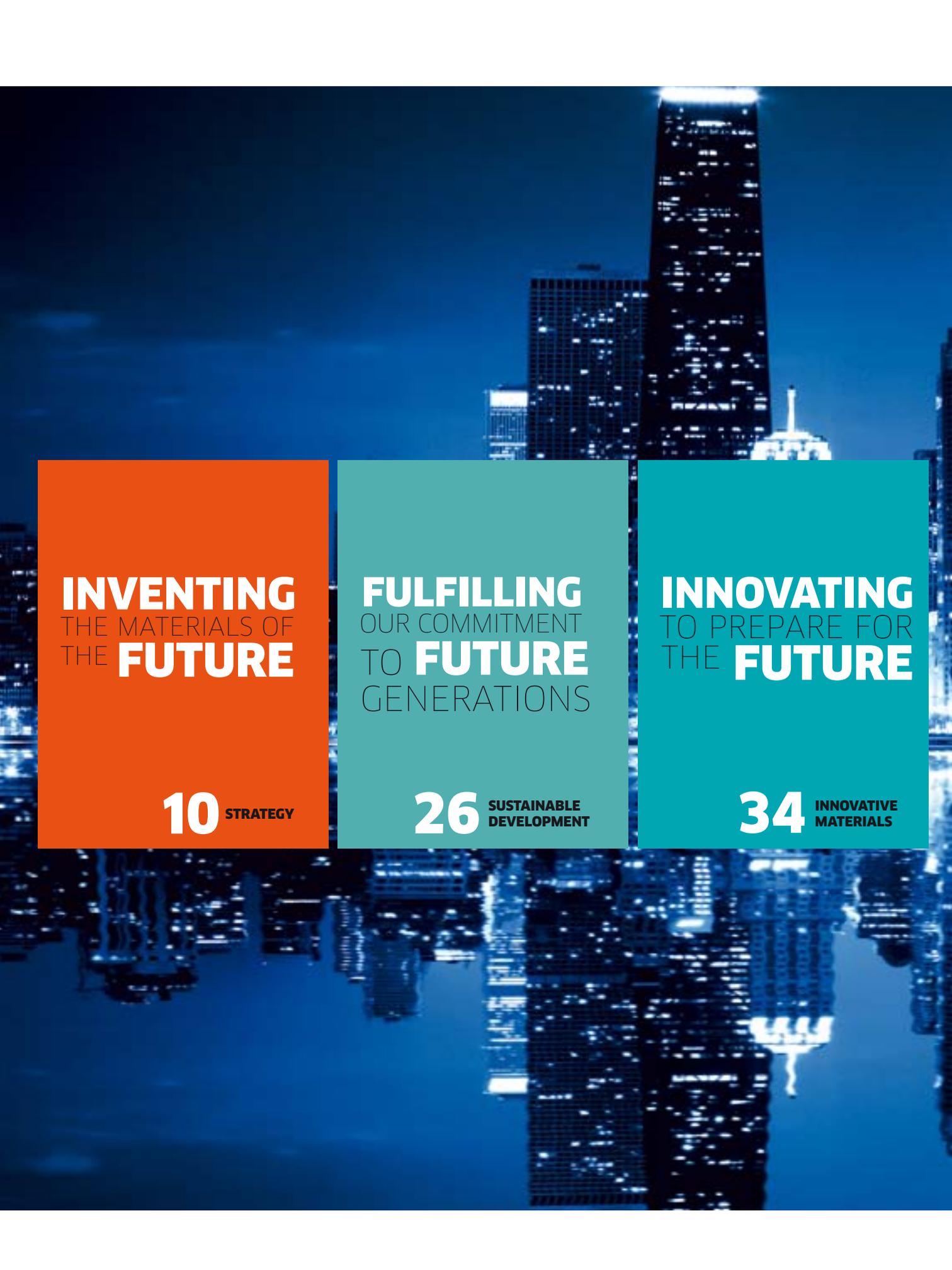
SAINT-GOBAIN  
PIPELINES

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OUR AMBITION:  
**TO INVENT**  
THE BUILDING MATERIALS  
**FOR THE FUTURE**

**Saint-Gobain, the world leader in the habitat** and construction markets, designs, manufactures and distributes building materials, providing innovative solutions to meet **growing demand** for **energy efficiency** and **environmental protection**.



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# MESSAGE

FROM THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER  
**PIERRE-ANDRÉ DE CHALENDAR**

“ Our sustainable habitat strategy was enhanced during the year with tangible results. ”

**2**012 was a difficult year for the global economy. We responded quickly to the worsening economic environment by implementing a new cost reduction plan and tighter cash management, while making carefully selected investments in line with our strategic priorities. We also confirmed our decision to refocus on the habitat and construction markets during the year with the announced sale of Verallia North America under good terms.

In this uncertain climate, Saint-Gobain has shown once again that it is a solid, dynamic group. I would like to take this opportunity to thank all of our teams for mobilizing their forces to keep our development on track. Our sustainable habitat strategy was enhanced during the year with tangible results such as the Multi-Comfort program, which was deployed in several countries and serves as a showcase of our expertise.

Each year, we are able to offer our customers a larger number of new products and solutions thanks to our culture of operating excellence and innovation capabilities. In 2012, we successfully brought to market new products including Climacoat glass from Sekurit, Novelio paintable wall coverings from Adfors and Duo'tech plasterboard for hospitals.

Saint-Gobain's ambition is driven by the unique diversity of its businesses, which are largely complementary. The resulting synergy

and broad range of products and solutions sets us apart from the competition. Differentiation is a long-term competitive challenge for our Group and to meet this challenge, we are creating high value-added cross-business solutions, offering increasingly innovative services and strengthening our local positions by developing Saint-Gobain's brands and image.

Each year, Saint-Gobain further increases its commitment to sustainable development, in terms of protecting the environment, developing our businesses and people, and strengthening our ties with local communities. Being a responsible player is not just a slogan at Saint-Gobain, it is something we work hard at every day.

For this reason, in a persistently uncertain global economic environment, we will maintain our strategic direction more than ever in 2013 while continuing to adapt to the economic situation.

**Pierre-André de Chalendar**  
Chairman and Chief Executive Officer

# SAINT-GOBAIN

## RANKS AMONG

### THE TOP 100 INDUSTRIAL GROUPS IN THE WORLD\*

# 350

YEARS OF HISTORY



\* Source: FT Global 500 2012

NET SALES OF

**€43.2** BILLION

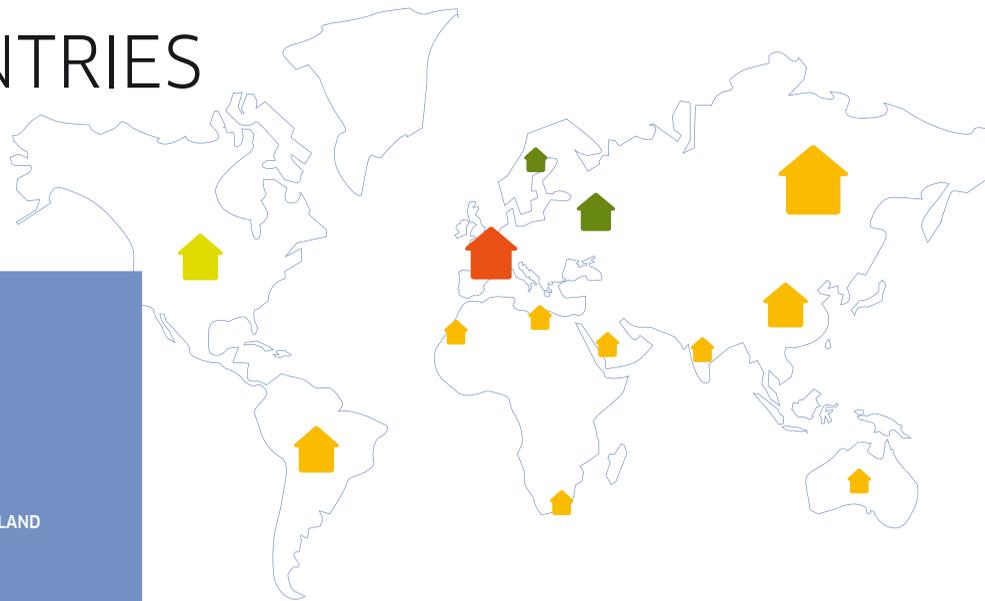
NEARLY

**193,000**  
EMPLOYEES



OPERATIONS IN

**64** COUNTRIES



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  
LUXEMBURG  
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

**NET SALES BY GEOGRAPHIC AREA**

**27%** FRANCE

**40%** OTHER WESTERN EUROPEAN COUNTRIES

**14%** NORTH AMERICA

**19%** EMERGING COUNTRIES AND ASIA

# OUR BUSINESSES

Saint-Gobain is organized into four Sectors – Innovative Materials, Construction Products, Building Distribution and Packaging. Each has its own growth drivers and contributes in a complementary manner to the Group's expansion.

## INNOVATIVE MATERIALS

 **22%** OF CONSOLIDATED NET SALES



The **Innovative Materials Sector**, which comprises the Flat Glass and High-Performance Materials Activities, accounts alone for almost two-thirds of Saint-Gobain's total research and development commitment. It offers a unique portfolio of materials and processes for the habitat, construction and industrial markets.

### FLAT GLASS

- **No. 1 IN EUROPE**
- **No. 2 WORLDWIDE**
- Present in **42** countries
- More than **33,000** employees

### HIGH-PERFORMANCE MATERIALS

- **No. 1 WORLDWIDE**
- Present in **42** countries
- Nearly **27,000** employees

## CONSTRUCTION PRODUCTS

 **25%** OF CONSOLIDATED NET SALES



The **Construction Products Sector** offers interior and exterior solutions for the buildings of today and tomorrow, including plaster and plasterboard products, acoustic and thermal insulation products, wall facings, roofing products and pipes.

- **No. 1 WORLDWIDE**
  - in ductile cast iron pipe
  - in plasterboard and plaster products
  - in insulation
  - in tile adhesives
- **No. 1 IN EUROPE** for wall facings
- **No. 2 IN THE UNITED STATES** for siding
- Present in **55** countries
- More than **47,000** employees

# BUILDING DISTRIBUTION

 **44%** OF CONSOLIDATED NET SALES



The **Building Distribution Sector** brings to the Group a thorough understanding of the needs of building professionals, private project owners and large companies. It serves the newbuilding, renovation and home improvement markets.

- **No. 1 IN EUROPE**
  - in building materials distribution
  - in plumbing, heating and sanitaryware products
- Present in **29** countries
- **67,000** employees

# PACKAGING VERALLIA

 **9%** OF CONSOLIDATED NET SALES



Verallia, Saint-Gobain's **Packaging Sector**, is a major manufacturer of bottles for wines and spirits and jars for food products. It also markets glass containers for beer, fruit juices, soft drinks, mineral water and oil.

- **No. 2 WORLDWIDE**
- Present in **14** countries
- More than **14,000** employees

# INVENTING THE MATERIALS OF THE **FUTURE**

**A habitat is a place where people live, work and spend time. It is part of daily life. Saint-Gobain has chosen to become the reference in sustainable habitat solutions and services, with the long-term goal of offering innovative building materials that promote energy efficiency, comfort and well-being.**



**DUBAI**

## **SAINT-GOBAIN** PROVIDES WINDOWS FOR THE WORLD'S TALLEST HOTEL

The JW Marriott Marquis Hotel Dubai in the United Arab Emirates features **80,000 square meters of Saint-Gobain Glass**. The 77-floor twin towers rise 335.35 meters high, making the hotel the tallest in the world. The Archgroup architects practice chose a combination of *sgg COOL-LITE KNT 755* solar control glass for the picture windows and *sgg COOL-LITE ST 750* for the apron walls (panels between the floor and windowsill).

# THE REFERENCE IN SUSTAINABLE HABITAT AND CONSTRUCTION MARKETS

**Saint-Gobain, the world leader in the habitat and construction markets, designs, manufactures and distributes building materials, providing innovative solutions to the challenges of growth, energy efficiency and environmental protection.**

## UNITED KINGDOM

### GREEN LIVING

British Gypsum and Saint-Gobain ISOVER fitted out The Green, an eco-friendly student accommodation at the University of Bradford's main campus.

## DESIGNING PRODUCTS AND SERVICES THAT FACILITATE SUSTAINABLE CONSTRUCTION

In the face of global warming and dwindling natural resources, new efforts are required notably in the building industry, which is among the most significant contributors to negative environmental impacts. Designing products and solutions that facilitate sustainable building and help to reduce the construction industry's environmental footprint, is at the heart of Saint-Gobain's sustainable habitat strategy. This is a responsibility for the teams, as well as a major source of motivation. The construction industry alone accounts for nearly 40% of energy consumption and 38% of greenhouse gas emissions in industrialized nations. Its impact is considerable on both water use and waste, representing 12% of drinking water consumed and 40% of solid waste in

volume. A massive commitment from Saint-Gobain and all other industry players is urgently needed.

Saint-Gobain's ambition is to be the reference in the sustainable habitat and construction markets. This means developing high value-added construction and renovation solutions for professional customers to ensure that buildings are energy-efficient, comfortable, healthy and esthetically superior, while at the same time protecting natural resources.

This strategy is being deployed across all markets, taking into account their specific characteristics:

- in mature economies, the approaching shortage of fossil fuels and the pressing need to cut CO<sub>2</sub> emissions have prompted countries

to tighten thermal performance and energy efficiency requirements in the building sector. Regulations are calling for greater energy efficiency, not only in new buildings but also in renovation projects;

- in fast-growing economies, markets are driven by rapidly accelerating urban development and exponential growth in demand for housing and offices.

All of these developments represent attractive opportunities for Saint-Gobain, which offers easy-to-use solutions aligned with local needs and practices in every segment of the construction market, from homes to offices, and from newbuilding to renovation projects.



## SAINT-GOBAIN:

The reference in the sustainable habitat and construction markets

### OUR VISION



To offer innovative solutions to today's core challenges of growth, energy efficiency and environmental protection.

### OUR AMBITION



To be THE reference in the sustainable habitat and construction markets.

### OUR MISSION

To develop construction and renovation solutions for professional customers to ensure that buildings are energy-efficient, comfortable, healthy and esthetically superior, while at the same time protecting natural resources.

## UNIQUE POSITIONING

Saint-Gobain is uniquely positioned to meet the needs of the habitat and construction markets, thanks to:

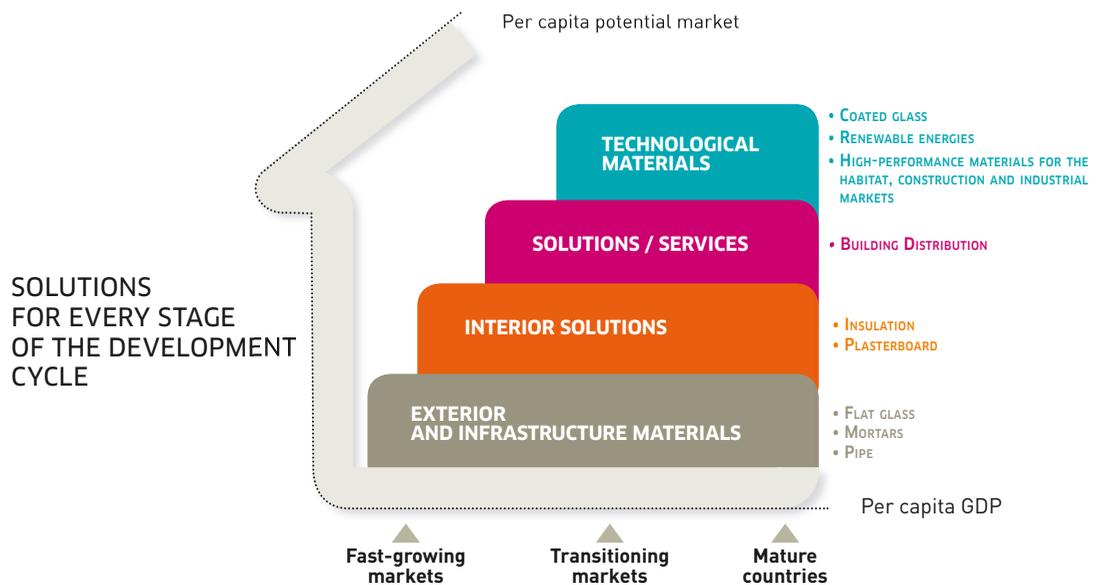
- **A worldwide or European leadership\*** in all of its businesses, with local solutions tailored to the needs of each market.
- **An unrivalled portfolio** of energy efficiency products and solutions.
- **A deep understanding of building professionals' needs**, thanks to daily contact with customers allowing to adapt the Group's solutions to highly specific customer requirements.
- **An outstanding potential for innovation**, supported by unique industrial and distribution expertise and ongoing research into materials.
- **A culture of operating excellence**, which gives the Group a sturdy foundation and the ability to respond quickly to changing economic conditions.
- **A set of tested values** empowering the Group to build lasting relationships with all stakeholders, from customers and employees to suppliers, subcontractors, shareholders and the community.

\* Source: Saint-Gobain

# WORLDWIDE PRESENCE

## LOCAL RESPONSES

By proposing solutions for markets at all stages of development, Saint-Gobain captures opportunities in expanding segments of both mature and fast-growing markets.



## ENERGY EFFICIENCY DRIVING GROWTH IN MATURE COUNTRIES

Saint-Gobain's markets in mature countries are driven by energy performance requirements and growing demand for comfort in homes and buildings. These markets are expanding more rapidly than underlying construction and renovation volumes because of more stringent building energy performance standards, which are supporting demand for sustainable, innovative building solutions. The most recent regulations adopted in Western Europe, in particular, are leading to a significant increase

in the use of large window surfaces in new buildings and encouraging the installation of ever more efficient insulation.

Saint-Gobain's capital expenditure choices and acquisitions reflect these trends. In 2012, the Group opened a new plant in North Carolina manufacturing environmentally friendly plasterboard to accompany the recovery of the US building market. It also fully acquired electrochromic glass manufacturer SAGE, whose new plant is currently

coming on stream in Faribault, Minnesota. In insulation, the Group acquired Celotex, a leading UK manufacturer of high-performance insulating foam. In Building Distribution, Saint-Gobain finalized the acquisition of the Brossette plumbing, heating and sanitaryware distribution network in France.


**UNITED STATES**

## Electrochromic glass

Saint-Gobain acquired all outstanding shares in SAGE Electrochromics, Inc. in 2012. SageGlass® electrochromic glass darkens in response to an electrical charge, offering total control over solar transmission and combining protection with visual comfort and energy efficiency. SAGE's new state-of-the-art electrochromic glass manufacturing facility for high-volume production in Faribault, Minnesota came on stream in early 2013.


**UNITED KINGDOM**

### ACQUISITION OF CELOTEX

Saint-Gobain has signed an agreement to acquire Celotex, a leading UK manufacturer of high-performance foam insulation.


**FRANCE**

### Saint-Gobain has finalized the acquisition of Brossette.

Specializing in the distribution of plumbing, heating and sanitaryware products in France, the Brossette brand is very well known among building market professionals. Backed by a network of 350 outlets across the country, it also offers a **strong geographic fit with Saint-Gobain's French plumbing, heating and sanitaryware business, whose main brand is Cedeo.**



#### INDIA

The DLF building in Gurgaon is covered with 26,000 square meters of sgc COOL-LITE Platinum and sgc REFLECTASOL DARK GREY solar control glass—two solutions that deliver optimal savings in the use of air conditioning and artificial lighting.

#### CHINA

### ACQUISITION IN THE BONDED ABRASIVES ACTIVITY

Saint-Gobain has acquired the assets of Nai Er Jian, a manufacturer of bonded abrasives for grinding steel balls located in Jiangyan, China. This transaction strengthened the Abrasives business leadership position in the region and enhanced its product range.



## Numerous investments for Industrial Mortars

Industrial Mortars has opened several new facilities, in Ibioporã and Pacatuba, **Brazil**; Selangor, **Malaysia**; Nakhonsrithamarat, **Thailand**; Port Elizabeth, **South Africa**; Polevskoy, **Russia**; Prostějov, **Czech Republic** and Adana, **Turkey**.

The Activity also opened three new sites in Europe, in Riksten, **Sweden**; Oitti, **Finland** and Château-Thébaud, **France**.



## ACCELERATED EXPANSION IN ASIA AND FAST-GROWING MARKETS

In fast-growing markets, Saint-Gobain responds to the increasing demand for equipment and new residential, office and other buildings. The habitat and construction markets in these countries offer substantial growth potential due to urban development and exponentially rising infrastructure needs. Like in mature markets, demand for high value-added construction solutions is tending to increase faster than per capita wealth and construction volumes.

Saint-Gobain is strengthening its presence in all fast-growing regions. For example, the Group started up a new glass production line (float) in Brazil and finished building two additional float lines in Colombia and India. Sekurit is pursuing its development in countries with fast-growing automotive markets, notably in China, Mexico, Morocco and Poland. In Construction Products, the Group invested in Industrial Mortars in Brazil and Serbia (with the acquisition of Karbon) and in Gypsum

in Russia and China. In China, Saint-Gobain also opened an abrasives production line and a new performance plastics plant. Lastly, Verallia started up a new furnace in Argentina.

The Group is continuing to expand its presence in these markets with a priority focus on enhancing profitability and developing strategic positions.

# BUILDING THE HABITAT SOLUTIONS OF THE FUTURE

Saint-Gobain plays a leading role in the revolution currently under way in the habitat and construction sector.



**22** kWh per square meter per year

**FRANCE**

This is the amount of energy the Saint-Gobain Multi-Comfort house in Beaucouzé, France, has produced one year after it was built.

## IMPROVING ENERGY EFFICIENCY

Saint-Gobain develops solutions that make buildings more energy-efficient and help to protect the planet. Therefore, the Group continues to invest heavily in research and development. Most of its solutions, including glass products, mineral wool insulation, plasterboard, exterior wall and floor coating mortars, already help to make buildings more energy-efficient and will further contribute to their performance in the future.

The buildings of the future will offer all types of comfort. People would

like to be able to make themselves at home in a safe, comfortable, healthy place that protects them from the aggressions of the outside world. Saint-Gobain offers esthetic solutions such as glazing, colored mortar and paintable wall coverings, as well as solutions to improve air quality, lighting management and acoustic comfort (ceilings and plasterboard).

Lastly, the buildings of the future will be constructed in partnership with all construction industry players. A new generation of contractors capable of using energy-efficient construction

techniques will have to be trained. Saint-Gobain is committed to helping customers and partners embrace these green principles by leveraging the power of its distribution networks. In line with this commitment, the Group pursued its broad-based program to train builders in the latest energy-saving techniques and solutions in 2012.

# SAINT-GOBAIN MULTI-COMFORT: A DEMONSTRATION OF OUR KNOW-HOW

Saint-Gobain does not construct buildings but equips them with differentiating, high value-added solutions, notably to enhance comfort. To demonstrate the effectiveness of these solutions and further develop research and innovation, numerous Group businesses joined forces to promote the Multi-Comfort concept in 15 countries. With this concept, Saint-Gobain is proposing **a new way of making buildings. It establishes a common frame of reference** taking into account each country's specific features while anticipating new regulations. Designed to minimize a building's environmental impacts, the **Multi-Comfort scorecard** focuses on **five types of comfort**:

## THERMAL COMFORT AND ENERGY PERFORMANCE

Bioclimatic architectural design, effective thermal insulation, contribution from solar gain and renewable energy.

THERMAL COMFORT

## HEALTH COMFORT AND INDOOR AIR QUALITY

Carefully considered building choices (low emission or active materials), airtightness, ventilation and monitoring of indoor air pollution.

HEALTH COMFORT

VISUAL COMFORT

**VISUAL COMFORT**  
Large windows to take maximum advantage of light and sunlight; esthetic quality and harmonious building envelope.

ACOUSTIC COMFORT

## ACOUSTIC COMFORT

Effective acoustic insulation and correction.

MODULAR COMFORT

## MODULAR COMFORT

An evolving house: modularity and accessibility of spaces.



# SAINT-GOBAIN MULTI-COMFORT, **A CONCEPT THAT CAN BE APPLIED IN MANY AREAS**

**CHINA**

Saint-Gobain ISOVER is participating in the construction of China's first passive house, in Changzhou.



**ITALY**

## **First Multi-Comfort training center**

Habitat Lab, the Saint-Gobain Multi-Comfort training center for habitat solutions, was inaugurated in Corsico, near Milan, during the year. Nine Group brands (Saint-Gobain Abrasives, Saint-Gobain Glass, QUANTUM GLASS™, Ecophon, Eurocoustic, Weber, ISOVER, Gyproc and PAM) combined their expertise to build the center, which already produces more energy than it uses and is open to all habitat and construction market players.

**LITHUANIA**

## **First passive building**

ISOVER and Gyproc provided products for Lithuania's first passive building, a health care center near Varėna.





## HEALTHY, HIGH PERFORMANCE HOMES AT A LOW COST

One of the Group's areas of research focuses on ensuring that sustainable construction is available to the largest number of people possible, particularly in fast-growing markets.



### BRAZIL

#### My House, My Life

Saint-Gobain participated in the construction of a 40-unit low-cost housing development as part of the Brazilian government's *Minha Casa Minha Vida* (My House, My Life) low-income housing program. Located in Ponta Grossa in Paraná State, the homes are equipped with new high-performance drywall systems from Brasilit, ISOVER and Placo®.

# SAINT-GOBAIN

## ONE OF THE 100 MOST INNOVATIVE COMPANIES IN THE WORLD\*



### A sustained effort to enhance the Group's competitiveness

Innovation is the Group's most effective asset for differentiation in an increasingly competitive industry. Reducing time to market is a very important pathway to greater competitiveness. Several measures were taken in 2012 to achieve these goals, with already visible results.

R&D BUDGET OF  
€479m

MORE THAN  
**400** PATENTS FILED IN 2012

**3,700** PEOPLE

Making buildings more energy-efficient and promoting the use of renewable energies is at the heart of the Group's strategy, which focuses on inventing and producing materials for the buildings of the future. Innovation is a core building block of this strategy.

The challenge at Saint-Gobain is to develop products and solutions that significantly reduce the environmental impact of the buildings and infrastructure that use them. At different levels, this is the objective of all of the Group's major strategic R&D programs, from thermal and solar

photovoltaics and fuel cells to active glass, high-performance insulation, external wall insulation systems, flexible functional substrates, lighting and process energy efficiency.

#### DEVELOPING A NEW CULTURE OF ECO-INNOVATION

As part of a rigorous improvement approach, Saint-Gobain has set the goal of conducting life cycle assessments for all its building industry product ranges by 2013. Once the environmental footprint has been measured, the Group

intends to reduce the environmental impact of these products while creating value. This is the dual objective of Saint-Gobain's eco-innovation strategy.

#### MORE EFFICIENT AND ENVIRONMENTALLY FRIENDLY PROCESSES

Improving the environmental impact of industrial processes, notably by reducing energy, water and raw materials use, has been a key concern at Saint-Gobain for many years.

\* Source: Thomson Reuters 2012 Top 100 Global Innovator Companies.



12

**research centers**  
and around  
100 development  
units worldwide

**7** cross-functional  
R&D centers



FOCUS

**A growing number  
of eco-innovative products  
and solutions**

Saint-Gobain's commitment to eco-innovation can be seen in the market success of Saint-Gobain Glass's Miralite Revolution lead-free mirrors, Pont-à-Mousson's BluTop lighter-weight pipes and Verallia's eco-designed EcoVa bottles, which are sold around the world. Another example is provided by weber.therm A 200 composite external wall insulation systems combined with weber.pas top surface coating, which won the Bundespreis Ecodesign 2012 award for the best eco-innovative product from the German Federal Environment Ministry.



**New research center  
in India**

In 2012, Saint-Gobain inaugurated a new research center in Chennai, India. The center will collaborate with local universities and outside partners to design sustainable habitat solutions and develop cross-functional capabilities through partnerships with institutions of higher education. It will also liaise with other Saint-Gobain research centers worldwide to speed up business growth in the region.



ENERGY SAVINGS

## Reducing the impact of shipping

Group researchers are using their skills in applied mathematics to create more efficient shipping processes for Saint-Gobain materials and to reduce their environmental impact. A team based at the Aubervilliers research center is developing innovative models for the manufacturing Activities (Saint-Gobain Weber, Saint-Gobain ISOVER and Saint-Gobain Glass), as well as for the distribution Activities, where logistics is of key importance in responsible, efficient growth.



FRANCE

## Glass formation in 3D

A joint team from Saint-Gobain and the French National Center for Scientific Research (CNRS), led by the Glass Surface and Interfaces laboratory, successfully imaged glass formation in real time inside a sample using a 3D technique called X-ray tomography. One of the objectives of this experiment is to obtain high-quality glass at lower temperatures than those currently used in the industry.

One of Saint-Gobain's strategic research programs is devoted to the energy efficiency and environmental impact of the processes applied by Group Activities that use furnaces, such as Flat Glass, Insulation, Packaging and Pipes. This year's successes include improved combustion methods in glass furnaces, a near 20% reduction in the energy used in the Group's TEL process for the production of mineral wool fibers and optimized drying in a number of plasterboard plants.

Group researchers are working simultaneously to drive continuous improvement and produce

breakthrough innovations.

### FOSTERING A CULTURE OF PARTNERSHIP AND CO-DEVELOPMENT

The Group's strategic development, combined with the gradual transformation of the habitat and construction markets, has created a dynamic of openness and attentiveness to customer needs at Saint-Gobain. For many years, R&D and Marketing have worked together to respond more precisely to market expectations.

Saint-Gobain also nurtures numerous partnerships with world-class organizations and universities.

In October 2012, for example, the Group signed a new cooperation agreement with Japan's National Institute for Materials Science (NIMS).

Two dedicated units are helping to speed the innovation process: NOVA TMT, a technical-marketing team tasked with exploring opportunities offered by new market demands and evaluating emerging technologies, and NOVA External Venturing, which is dedicated to creating strategic partnerships between Saint-Gobain and innovative start-ups around the world.



**UNITED STATES**

## Landmark Solaris makes the Top 100

CertainTeed's Landmark Solaris™ solar reflective roofing shingles ranked among the Top 100 innovations of 2011. By reflecting the sun's rays, these energy-saving shingles reduce roof temperature and help keep homes cool.

## MORE THAN 1 IN 5 SAINT-GOBAIN PRODUCTS SOLD TODAY DID NOT EXIST FIVE YEARS AGO



**FRANCE**

## Acoustic simulator

Placo® has introduced the Placo® dBstation®, the market's first acoustic simulator. This virtual reality system can be downloaded onto an iPad or iPhone to compare the acoustic performance of Placo® products and solutions and select the best option for newbuilding or renovation projects. Different versions of the application have been adapted to the market needs of Rigips in Russia, CertainTeed in the United States, Gyproc in Belgium and British Gypsum in the United Kingdom.



**EUROPE**

## Fitting right in

Glassolutions has launched the CLIP-IN DOOR, a very attractive interior glass door fitted with a revolutionary hinge applied onto the glass pane in such a way as to be practically invisible.



## Partnership between Adfors and Weber

Working together, Saint-Gobain Adfors and Saint-Gobain Weber have created a unique acoustic barrier flooring mat that offers exceptional thinness and acoustic performance. The mat is marketed under the weber.floor 4955 name in numerous countries.

## A new generation concrete masonry unit



Eurobéton Industrie (Building Distribution) has developed a new expanded clay concrete masonry unit called Calimur C20. Five times more insulating than a conventional concrete block, Calimur C20 is the perfect choice for load-bearing walls in energy efficient homes. What's more, because the units are glued, masons can work faster and keep worksites cleaner.

# FULFILLING OUR COMMITMENT TO **FUTURE** GENERATIONS

Saint-Gobain's business project has been conceived for the long term, based on values nurtured by nearly 350 years of history. Sustainable development is above all a daily requirement. The Group's ambition to be the reference in its businesses gives it a responsibility to fulfill a certain number of duties. This is why Saint-Gobain wants to set the example in its conduct and practices and raise awareness about sustainable development issues among both internal and external audiences.



## **DEVELOPING** A CULTURE OF ECO-INNOVATION

Saint-Gobain intends to provide its customers with tangible value added by developing and distributing innovative solutions that reduce the environmental impact of buildings and infrastructure across their lifecycle. This is the goal of our eco-innovation strategy. Specific training has been introduced to instill a culture of eco-innovation throughout the Group.

# A STRATEGIC COMMITMENT TO **SUSTAINABILITY**



Saint-Gobain joined the United Nations Global Compact in 2003 and subsequently signed the declaration of management support for human rights, an initiative organized by the United Nations. In 2009, the Group endorsed the Caring for Climate statement and the CEO Water Mandate, two documents that complement the UN Global Compact.

## STRONG, SHARED VALUES



### PRINCIPLES OF INDIVIDUAL CONDUCT

- Professional commitment
- Respect for others
- Integrity
- Loyalty
- Solidarity

These are the fundamental values that unite corporate leaders and employees and shape each team member's conduct.



### PRINCIPLES OF PROFESSIONAL ACTION

- Respect for the law
- Caring for the environment
- Worker health and safety
- Employee rights

These principles guide the actions of all corporate leaders and employees in the performance of their duties.

The roots of Saint-Gobain's sustainable development policy can be found in its enduring humanistic culture, based on values nurtured by nearly 350 years of history. These guiding values are formalized in the Group's **Principles of Conduct and Action**. Adherence to these principles is a requirement for belonging to the Saint-Gobain Group.

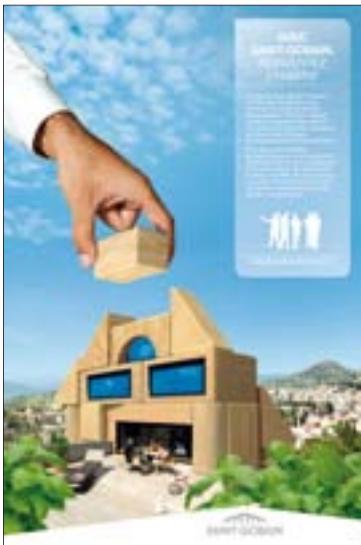
### AN AMBITIOUS SUSTAINABLE DEVELOPMENT POLICY

As Pierre-André de Chalendar, Chairman and Chief Executive Officer has stated, "Saint-Gobain's strategic positioning in the sustainable habitat and construction markets means we must be irreproachable when it comes to environmental issues and sustainable development." Saint-Gobain is attentive to its employees' needs, its impact on the environment and its partners' expectations. In the area

of environmental protection, the teams are focused on achieving the only acceptable objective, which is zero environmental accidents and a minimum impact on the environment.

Saint-Gobain's human resources teams support the Group's development to provide a working environment that nurtures both personal and professional development.

The Group also deploys initiatives to promote the social and economic development of its job catchment areas, as well as community outreach programs. Saint-Gobain's size and global scope give it a special responsibility in raising partners' awareness to the challenges of sustainable development and in promoting exemplary practices.



## Employer brand

Saint-Gobain has nearly **193,000 employees in 64 countries.**

To attract new talent and become even more renowned, the Group launched a campaign to promote the Saint-Gobain employer brand, notably with the launch of a new careers and recruitment website.



TO FIND OUT MORE

[www.saint-gobain-experience.com](http://www.saint-gobain-experience.com)



## Framework agreement on diversity

Chairman and CEO Pierre-André de Chalendar and all the representative labor unions have signed a framework agreement on diversity in France that includes commitments in three main areas: assistance towards the professional integration of individuals from disadvantaged neighborhoods, recruitment and support measures for disabled individuals, and increased hiring and promotion of women.

# OUR SUSTAINABLE DEVELOPMENT GUIDELINES

	ECONOMIC GROWTH	ENVIRONMENTAL CHALLENGES	SOCIAL COMMITMENT
A SOLUTIONS PROVIDER THAT...	<i>... contributes to customers' performance...</i>	<i>... helps to improve the environment...</i>	<i>... enhances users' comfort and well-being.</i>
A RESPONSIBLE BUSINESS THAT...	<i>... invests locally...</i>	<i>... designs, manufactures and distributes in respect of the environment...</i>	<i>... takes care of its employees.</i>
A SOCIO-ECONOMIC STAKEHOLDER THAT...	<i>... contributes to global economic growth...</i>	<i>... is committed to the major environmental challenges...</i>	<i>... takes on social challenges.</i>

## SAINT-GOBAIN PROVIDES EFFECTIVE SOLUTIONS FOR SUSTAINABLE DEVELOPMENT

In all of its markets, Saint-Gobain offers solutions that contribute to its customers' business development while protecting the environment and enhancing user well-being. Sustainable habitat solutions are the Group's response to sustainable development in its area of expertise: the habitat and construction market.

## SAINT-GOBAIN'S COMMITMENTS

- Provide effective solutions for the construction and renovation of positive-energy buildings.
- Invent comfortable, healthy and esthetic places to live.
- Deploy the eco-innovation policy across the Group.
- Increase the portion of Group sales generated by solutions developed to reduce energy use and protect the environment.

## SAINT-GOBAIN ACTS IN A MANNER THAT RESPECTS THE ENVIRONMENT AND ITS EMPLOYEES

As a professional in its businesses, Saint-Gobain is committed to reducing its impact on the environment in the design, development and sale of its solutions. The Group is also attentive to employees. Its human resources policy is designed to offer all team members a working environment that promotes personal and professional development, makes Saint-Gobain an even more outward-looking enterprise, develops a culture of cooperation and provides deep roots for an increasingly multi-local Group in each of its "territories".

## SAINT-GOBAIN'S COMMITMENTS

- Continue to reduce our environmental footprint and to deploy cross-functional policies on water use, wood, biodiversity, waste management and recycling, etc.
- Further enhance safety and the integration of industrial health and hygiene standards across the value chain.
- Focus human resources policy on four key priorities to support Saint-Gobain's growth: professional mobility, team diversity, employee engagement and development of talent.

## SAINT-GOBAIN IS AN ACTIVE PLAYER IN SOCIETY

As a market leader, Saint-Gobain has an obligation to set the example in terms of both internal and external practices and conduct. Raising employee and external stakeholder awareness about sustainable development issues is essential.

## SAINT-GOBAIN'S COMMITMENTS

- Conduct business responsibly by applying the Principles of Conduct and Action.
- Raise partners' awareness of sustainable development issues.
- Get involved in the economic development of the communities neighboring Group facilities.
- Commit to local community development through sponsorship initiatives.

# Celebrating International Environment, Health and Safety Day 2012



Saint-Gobain celebrated the fifth International Environment, Health and Safety Day on October 11, 2012. Around the world, employees took part in the event to raise awareness about the importance of improving safety, and health and environmental protection in the workplace.



Read more about Saint-Gobain's sustainable development initiatives in the Group's sustainable development report "Building our Environment Together" at [www.saint-gobain.com](http://www.saint-gobain.com).

# SAINT-GOBAIN INITIATIVES, THE GROUP'S INTERNATIONAL CORPORATE FOUNDATION

The Saint-Gobain Initiatives Foundation is active in three key areas: **youth integration** through work in the **social housing sector; construction, refurbishment or renovation of social housing, for general interest purposes; and energy efficiency and environmental protection** in social housing. All of the Foundation's projects are supported by Group employees.



## THAILAND

### Helping hands know no borders

In 2012, the Foundation supported a project to renovate a school and build a daycare center and rest rooms in Thailand. Twelve employees from Saint-Gobain Weber in France and Thailand were involved in the worksites, located in the mountain villages of Poblaki and MaeWae, which are difficult to reach from the western part of the country.



## MEXICO

### Rolling up their sleeves

The Saint-Gobain Initiatives Foundation supported the construction of 90 houses and the renovation of 327 homes for disadvantaged families in partnership with Habitat for Humanity Mexico.



## FRANCE

### Thinking of others

A center with accommodation and mainstreaming services for the socially excluded was inaugurated in Paris during the year. The Foundation financed energy saving renovation work to bring the center in line with France's low energy building standards (BBC), thereby reducing its energy bill and enhancing residents' comfort.



## FRANCE

### Homes for all

The Foundation supported the creation of shared homes in a low-income complex in Vanves, near Paris, in partnership with the Simon de Cyrène association and the Abbé Pierre Foundation.



SINCE ITS CREATION IN 2008, THE FOUNDATION HAS SUPPORTED **48 PROJECTS**, FOR A TOTAL COMMITMENT OF **€3.9 MILLION**.

**FRANCE**

## Fort Entrecasteaux renovation project



The Foundation, working with the Acta Vista association, helped create a training and job opportunities project at Fort d'Entrecasteaux in Marseille. The renovation of this historical monument gave job seekers a chance to learn traditional masonry work using environmentally friendly techniques.



**UNITED STATES**

## Supporting at-risk women and children

The Foundation supports the Fresno Rescue Mission's "Rescue the Children" project.

The \$50,000 (around €38,000) collected will be used to transform an unoccupied hotel in Fresno into a safe community center for at-risk women and children. CertainTeed materials donated to the Mission will be used to make the shelter more energy-efficient and comfortable.



**FRANCE**

## Hearts afloat

The *Péniche du Cœur*, a barge on the Seine river in Paris, welcomes 70 disadvantaged individuals each day thanks to the generosity of eight employees and 170 volunteers who take turns manning the vessel day and night. A party was held on November 8 to celebrate the completed renovation work, which began in 2009 with support from the Foundation.

Two Saint-Gobain Research team members sponsored the project and Group employees provided expertise to ensure that the barge was quickly brought up to safety standards and to provide a comfortable environment for disadvantaged people to spend the night or eat a meal.

# INNOVATING TO PREPARE FOR THE **FUTURE**

**The Innovative Materials Sector** is Saint-Gobain's technological bridgehead. With its unique portfolio of materials and processes for the habitat, construction and industrial markets, the Sector embodies the Group's innovation-oriented culture and accounts for almost two-thirds of its total research and development commitment.



## SAINT-GOBAIN ON MARS!

NASA's Mars rover Curiosity and the rocket that launched it from Earth are equipped with products from **Saint-Gobain Crystals** and **Saint-Gobain Performance Plastics'** Joints Business Unit.

# INNOVATIVE MATERIALS

# FLAT GLASS

- CONSTRUCTION GLASS
- TRANSPORTATION GLAZING
- SOLAR ENERGY SOLUTIONS



## Saint-Gobain Sekurit

is pursuing its expansion in fast-growing regions, adding production capacity in Asia, Morocco and Mexico.

Saint-Gobain Flat Glass, the world leader in coated glass, has a powerful production base with 36 floats (nine of them in partnerships) and 16 coaters in Europe, Africa, Asia and South America. It has operations in **42 countries and more than 33,000 employees.**

Thanks to continuous research, Saint-Gobain is able to introduce innovative products and systems that meet users' expectations for comfort and safety. Above all, this research is conducted within the framework of a sustainable development approach to create high-performance products that deliver optimal thermal insulation and energy efficiency for the building and transportation industries.

**Glassolutions**, the Flat Glass Activity line-up for the building industry, offers a wide range of products, including advanced thermal insulation

and advanced soundproofing glass, decorative, safety, fireproof and solar control glass, and active glass.

Backed by years of experience, the Group is present in the **solar energy market**. Saint-Gobain Solar offers glass components for photovoltaic (PV) modules and parabolic mirrors and produces thin-film PV modules using copper-indium-gallium-selenium (CIGS) technology for all types of roofs and sun farms.

Saint-Gobain Sekurit, the Flat Glass Activity that serves the **transportation industry**, supplies

major car manufacturers with windshields - including the new panoramic windshields -, side windows, rear windows and glass sun-roofs that meet consumers' growing demands for safety and for visual, thermal and acoustic comfort, while at the same time helping to reduce vehicle energy consumption. The Activity also serves other segments of the transportation industry with glazing products for aircraft, railcars, trucks and armored vehicles.



 **ENVIRONMENTAL PROTECTION**

# LIFE CYCLE ASSESSMENT FOR FLAT GLASS PRODUCTS

Saint-Gobain Glass and Glassolutions (Innovative Materials) are the world's first glass manufacturers to have evaluated the environmental impact of their products through a life cycle assessment. This large-scale project reflects the importance the Group places on the environmental performance of its products and plants.



**SAUDI ARABIA**

**Developing solar energy**

Saint-Gobain has signed a preliminary agreement to create a high-tech solar energy company in Saudi Arabia.



**BRAZIL**

The third flat glass line in Jacareí, Brazil came on stream in the spring. It is the fifth float owned by Cebrace.

# 100% ELECTRIC!

**Saint-Gobain Sekurit provided the glass windows for the Renault ZOE,**

a pure electric city car. The windshield and side windows are manufactured in Chanteraine, France and the rear window is made in Herzogenrath, Germany.



## INNOVATIVE MATERIALS

# HIGH-PERFORMANCE MATERIALS

- ABRASIVES
- CERAMIC MATERIALS
- PERFORMANCE PLASTICS
- TEXTILE SOLUTIONS

**With nearly 27,000 employees in 42 countries,** High-Performance Materials deploys an innovative technology portfolio comprising three main types of materials: ceramics, performance polymers and glass fabrics.

Saint-Gobain High-Performance Materials delivers high value-added solutions for the construction and manufacturing markets. As the worldwide leader in ceramic materials, fluoropolymer- and silicon-based plastics, abrasives and textile solutions, Saint-Gobain unleashes its innovation through its high-performance production facilities.

As the Group's technological bridgehead, High-Performance Materials spent over 3.8% of sales on research and development in 2012, continuing to create numerous solutions for the habitat and construction markets. One example is sapphire substrates and gallium nitride for light-emitting diodes (LEDs), an energy-efficient alternative to incandescent bulbs.

The Performance Plastics business has developed architectural membranes made from fluoropolymer-coated glass fabrics, representing a robust and lightweight solution for major architectural projects, combining resistance to ultra-violet rays and dirt with acoustic correction capabilities.

In addition, Saint-Gobain manufactures and sells glass fiber yarns and fabrics for the building market. Flagship solutions include glass fabrics for facade insulation and paintable glass fabrics with acoustic correction capabilities for interior decoration. Saint-Gobain also covers the whole spectrum of the abrasives market, with applications for construction and homebuilding (from rough cutting of concrete walls

to sanding of wooden floors), heavy industry (steelworks), and high-tech industries (aerospace and electronics).

High-Performance Materials is also active in niche markets. Examples include ceramic proppants to improve oil and gas well yields and zirconia grains to give consumer electronics products that special surface finishing. Saint-Gobain also supplies scintillation crystals for security applications (X-ray gates) and medical imaging, and refractory ceramics for glass furnaces that are highly resistant to corrosion.





**FRANCE**

**First continuous furnace at Saint-Gobain Quartz**

The Saint-Gobain Quartz plant in Nemours, France inaugurated its first continuous melting furnace to produce quartz tubes for the fibers that are used in civilian and military aircraft radomes, for example.



**Adfors expands into the Czech Republic and India**

In the Czech Republic, Saint-Gobain Adfors celebrated the relocation of paintable wall covering production from the Moravsky Krumlov plant to the Hodonice site, as well as the reconstruction of Hodonice's V5 furnace. In India, the Activity commissioned a geotextile production line to serve the Bangalore mining industry.



**UNITED STATES**

**Saint-Gobain Crystals** has launched US production of large-diameter, high-performance sapphire substrates for light-emitting diodes (LEDs).

**UNITED KINGDOM**

**Inauguration of the Raleigh Hall bonded abrasives facility**

During the year, the Group inaugurated a new bonded abrasives plant in Raleigh Hall (UK). The plant manufacturers bespoke high-precision products under the Norton brand name.



# BUILDING THE HABITAT SOLUTIONS OF THE FUTURE

**The Construction Products Sector offers interior and exterior solutions for the buildings of today and tomorrow, including plaster and plasterboard products, acoustic and thermal insulation products, wall facings, roofing products and pipes. Its diversified business base provides an unmatched referral network, a global industrial footprint and a portfolio of high-profile brands.**



**SOUTH AFRICA**

## THE SOUND- ABSORBING **TREE**

At the University of Pretoria in South Africa, around 200 Ecophon Solo panels were used to create a surprising tree-like structure that absorbs noise in this building entrance, for very high-quality acoustics.

# CONSTRUCTION PRODUCTS

- INSULATION
- GYPSUM
- EXTERIOR FITTINGS
- INDUSTRIAL MORTARS
- PIPES

**RUSSIA**

**The Insulation Activity** pursued its development in Russia by acquiring a 25.1% interest in ZAO ISOROC.



**With more than 47,000 employees in 55 countries,** the Construction Products Sector is the worldwide leader in interior and exterior building solutions. Thanks to its high-profile brands and broad geographic footprint, it has solutions for every construction need including partitions, acoustic and thermal insulation products, wall facings, flooring products, roofing products and pipes.

The Construction Products Sector's energy-efficient solutions for buildings are an effective response to programs deployed by a growing number of countries to reduce energy use and protect the environment.

The **Insulation** Activity sells high-performance insulation systems for new buildings and renovation projects under the ISOVER brand worldwide, the CertainTeed brand in the United States and the Mag ISOVER brand in Japan. Available in panels, rolls, loose wool and cylinders, the Group's insulation for the building envelope (walls, floors and ceilings) provides appreciable acoustic and thermal comfort.

The **Gypsum** Activity offers plaster-based and plasterboard systems that are easy to install and that comply with increasingly stringent energy efficiency, safety and comfort standards.

The **Exterior Products** Activity provides a comprehensive range of products for North American homes, including roofing shingles, siding, fences, decks and railings.

The **Industrial Mortar** Activity, which markets its products under the Weber brand, is the worldwide leader for tile adhesives and grouting, and leader in Europe for exterior wall rendering products and flooring screed.

Operating under the PAM brand, the Pipe Activity federates an international network of manufacturing and marketing units involved in markets across the water cycle. The Activity designs, manufactures and markets ductile cast iron piping systems, steel municipal castings, valves, and wastewater and rainwater collection and drainage systems. It offers solutions and services that meet the most demanding requirements for durability, performance, recyclability and easy installation.





**BRAZIL**

**ISOVER and PAM  
World Cup Champions**

Several of the stadiums built for the 2014 World Cup in Brazil feature Saint-Gobain products and systems. Saint-Gobain ISOVER provided 17,000 square meters of CLIMAVER for the insulation of the ventilation ducts in the Mineirão stadium in Belo Horizonte, and another 18,000 square meters for the Corinthians stadium in São Paulo. PAM Korumin manhole covers are used in the Maracanã stadium in Rio de Janeiro (photo) and the Castelão stadium in Fortaleza.

**Pipes**

In 2012, Saint-Gobain PAM signed a contract with the Kuwait Ministry of Electricity & Water to supply 45 km of DN 1200 pipe, along with numerous connectors and fittings. Saint-Gobain PAM also provided its expertise on stadium worksites for the 2014 World Cup in Brazil and developed its Blutop range, which now equips the drinking water carriage system in Guanambi, Bahia State, Brazil.



**UNITED STATES**

**New plant for  
CertainTeed Gypsum**

A new CertainTeed Gypsum plant was inaugurated during the year in Roxboro, North Carolina. The facility will produce eco-friendly plasterboard made from synthetic gypsum for partitions and ceilings in residential, commercial and public buildings.



**ENERGY EFFICIENCY**



**MEXICO**

**PLAST  
eco-friendly plasterboard**

During the year, the Gypsum Activity launched a new range of plasterboard for interior solutions called PLAST that requires 30% less water for installation and enhances home insulation.

# **DISTRIBUTING** THE MATERIALS OF **THE FUTURE**

**The Building Distribution Sector**  
serves the newbuilding, renovation and building  
improvement markets.



**UNITED KINGDOM, FRANCE**

## **WELCOMING BUILD CENTER AND BROSSETTE**

The integration of Build Center in the UK and Brossette in France is part of the Building Distribution Sector's strategy of profitable growth. The integration brought in nearly 4,200 new team members, along with just over 400 sales outlets, and created numerous synergies.

# BUILDING DISTRIBUTION

- DISTRIBUTION OF BUILDING MATERIALS
- BRAND NETWORKS
- SALES OUTLETS
- ADVICE, SOLUTIONS AND SERVICES FOR THE NEWBUILDING AND RENOVATION MARKETS
- INFORMATION AND TRAINING FOR CUSTOMERS
- LOGISTICS

**With 67,000 employees in 29 countries,** the Building Distribution Sector has a solid network of general and specialized trading brands serving the vast newbuild and renovation markets. Their daily mission is to listen and be close to each customer, whether a building professional, small or medium-sized enterprise, private project owner or large company.

With a network of more than 4,500 sales outlets in 25 countries, the Building Distribution Sector is Europe's leading building materials distribution network. It serves the newbuilding, renovation and building improvement markets.

The Building Distribution Sector targets craftsmen, small and medium-sized enterprises, private project owners and large companies via a network of strong, complementary volume or specialist trading brands. Integrated into its local market, each brand is uniquely positioned to meet the specific needs of each type of customer and market. Together, they contribute to the Sector's overall sales effectiveness. This nimble, proactive organization, backed by expert teams, makes it possible to meet a wide range of customer expectations in terms of products and services.

## BRANDS AND TEAMS THAT MAKE THE DIFFERENCE

The Sector's main brands include Point.P Matériaux de Construction, Lapeyre and Brossette (since 2012) in France; Jewson (which has integrated the Build Center network) in the United Kingdom; Raab Karcher in Germany, the Netherlands and Eastern Europe; and Dahl and Optimera in the Nordic countries. Saint-Gobain Building Distribution also operates in the United States through Norandex and in Brazil through Telhanorte.

## CUSTOMER-FOCUSED INNOVATION

Backed by an extensive, quality network and dynamic, knowledgeable teams, the Building Distribution Sector's success also stems from its innovation capabilities. It plays a vital role in helping contractors understand and embrace new

building renovation techniques, as regulations change and new markets emerge.

Always very attentive to their customers' latest requirements, the brands are constantly looking for new solutions that provide a professional response, increasingly advanced expertise and enhanced added value. This is reflected in products and services, the supply chain, sales concepts, showrooms, training centers, practical guides and valuable, hands-on advice.

By sharing experience among the brands, creating synergies and putting customers at the center of its strategy, the Building Distribution Sector intends to make the most of its size and diversity, as well as of its teams' experience and responsiveness at the local level.





**FRANCE**

## France's largest building products shopping center

Saint-Gobain Building Distribution in France has unveiled the country's largest building products shopping center project in Pantin, near Paris. The center will house six complementary trade brands: Asturienne, Cedeo, Dispano, La Plateforme du Bâtiment, Point.P Matériaux de Construction and PUM Plastiques. The only center of its kind in the professional distribution sector, the Pantin outlet is also unique in terms of energy performance, sustainable inclusion in the urban environment and societal responsibility.



### ENERGY EFFICIENCY



**NORDIC COUNTRIES**

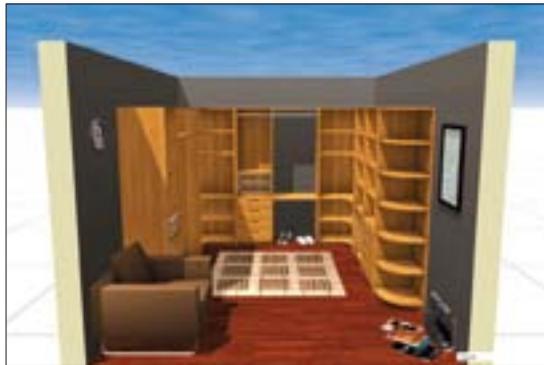
### Renewable energies gain ground

Dahl pursued the development of its innovative Klimacenter concept with a second opening in Denmark during the year. Fully equipped to present products and solutions related to renewable energies and ventilation, the Klimacenters are showrooms, training centers and source of expertise all in one.

**UNITED KINGDOM**

### Promoting energy efficiency

To help UK customers make the right sustainable construction choices, Jewson has developed a website and smartphone application called "Ask Jack". Professional builders and consumers alike can submit questions to Jack, a virtual branch manager, who responds instantly with information based on Jewson's "Sustainable Building Guide". The *Greenworks* smartphone application and *Greenworks Training Academy* also provide valuable information.



## Lapeyre 3D: a new computer-aided sales tool

With this new tool, sales representatives can give customers a 3D view of their interior solution in just a few clicks of the mouse. The tool is also available on the brand's website, [www.lapeyre.fr](http://www.lapeyre.fr), so that customers can put their projects together before finalizing it with a salesperson at the sales outlet. Plans are in the works to extend Lapeyre 3D to other product universes.

**GERMANY**

## Keramundo the new tiling specialist



All of Raab Karcher's specialized tiling sales outlets have been renamed Keramundo. The goal is to position the brand more effectively in the tiling market and differentiate the outlets from Raab Karcher's general branches.

# DEVELOPING THE KNOW-HOW OF THE FUTURE

**The Packaging Sector, under the Verallia brand,  
designs and manufactures glass containers for the food  
and beverage industry.**



**GERMANY, SPAIN**

## ECOVA WINE BOTTLES

In 2012, Verallia launched its first range of EcoVa eco-designed wine bottles in Germany, as well as its first range for sparkling wines in Spain. The bottles are not only attractive and environmentally friendly, but they also highlight the content.

# PACKAGING VERALLIA

- BOTTLES
- JARS

## UNITED KINGDOM

### Tiptree jams in 42 ml jars

Wilkin & Sons Limited, Britain's most traditional jam manufacturer, has chosen Verallia to supply 42 ml jars for its prestigious preserves. Verallia was already on board for 33 ml jars. Wilkin & Sons Limited are selected Royal Warrant holders of the British royal family.



**With more than 14,000 employees in 14 countries,**  
the Packaging Sector produces glass containers for the food industry.

The world's number two manufacturer of glass food and beverage containers, the Packaging Sector, operating under the Verallia brand, designs and produces bottles for wines and spirits and jars for food products. Verallia also markets glass containers for beer, fruit juices, soft drinks, mineral water and oil.

With its powerful manufacturing base, comprising 46 plants, 94 glass furnaces and 8 research and development centers worldwide, Verallia boasts unrivalled expertise in innovation, model creation and design.

Offering its 10,000 customers the local services of an attentive partner, Verallia deploys an active co-development strategy. Experts in its 13 design laboratories work directly with customers on their new bottle and jar products, going so far as to simulate their products on store shelves.

Glass is a pure, neutral material that can be recycled over and over again. Verallia has leveraged these qualities to put sustainable development at the center of its strategy, with seven commitments expressing its responsibility to supporting

its host communities, adding high value to customers' products and contributing to end users well-being. In 2009, Verallia launched a range of eco-designed bottles under the EcoVa name with the goal of adding maximum value to the products they contain while reducing their environmental footprint to a minimum. In addition, partnerships with customers and suppliers are continuously improving overall product life-cycle management, including recycling.



**ARGENTINA**

**Inauguration of a third furnace**

Verallia inaugurated the third furnace of its plant in Mendoza during the year. This \$70 million investment (around €54 million) was the largest by a non-public enterprise in Argentina in 2012. In all, 70 people were hired, joining the plant's 370 employees and 120 subcontractors. Since the acquisition of Rayen Cura in 1998, the Packaging Sector has invested nearly \$200 million (more than €150 million) in Argentina.



**UNITED STATES**

**Recognized once again by the Clear Choice Awards**

Three products manufactured by Verallia North America won Clear Choice Awards in 2012: the Bud Light Platinum blue bottle in the Beer category, the WindRacer 210 Russian River Valley Pinot Noir bottle in the Wine category and the Fris Vodka bottle in the Distilled Spirits category. The Fris Vodka bottle also took home the People's Choice award.



**FRANCE**

**Creativ'Lab**

The Selective Line Creativ'Lab was inaugurated during the year at the Saga Décor site in Pont-Sainte-Maxence in France. This laboratory will enable Verallia to collaborate with customers in real time to design and decorate new bottles.

**25 billion**  
bottles and jars  
produced each year



# FINANCIAL HIGHLIGHTS

In € millions	2012	2011
<b>NET SALES</b>	<b>43,198</b>	<b>42,116</b>
Operating income	2,881	3,441
Consolidated net income	796	1,360
Recurring net income <sup>(1)</sup>	1,126	1,736
Recurring earnings per share (in €) <sup>(1)(2)</sup>	2.12	3.24
Net income attributable to equity holders of the parent	766	1,284
Earnings per share (in €) <sup>(2)</sup>	1.44	2.40
Total investments <sup>(3)</sup>	2,127	2,638
Consolidated equity	17,851	18,218
Net debt	8,490	8,095
Non-current assets	29,629	29,877
Working capital	4,238	3,161

(1) Excluding capital gains and losses on disposals, asset write-downs and material non-recurring provision charges.

(2) Earnings per share are calculated based on the number of shares outstanding at December 31.

(3) Capital expenditure and financial investments, excluding share buybacks.

## BY SECTOR

### NET SALES



### OPERATING INCOME

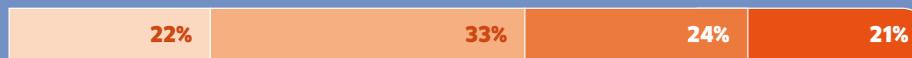


## BY GEOGRAPHIC AREA

### NET SALES



### OPERATING INCOME



# THE SAINT-GOBAIN SHARE

Compagnie de Saint-Gobain shares are traded on the Eurolist by Euronext Paris market (ISIN FR 0000 125007). As of December 31, 2012, the Company represented:

- the 21st largest market capitalization (at €17,111 million);
- the 17th most actively traded stock on this market, with an average daily trading volume of 2,322,992 shares during the year.

## The Saint-Gobain share also trades

on the main European markets: Frankfurt, London, Zurich, Amsterdam and Brussels.

## The Saint-Gobain share is included in the following indices:

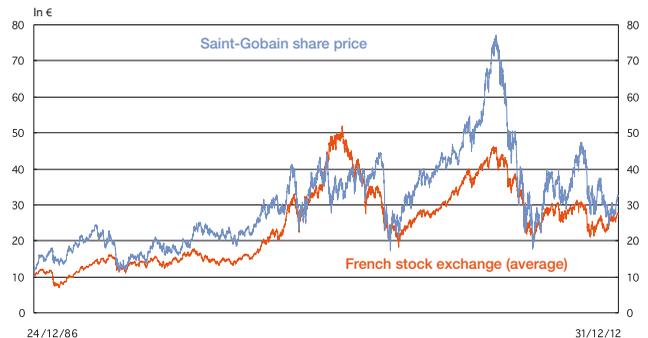
- DJ Eurostoxx 50 (50 largest market capitalizations in the Euro zone)
- The Global Dow (150-stock index of corporations in traditional and innovative industries)
- The STOXX® Global ESG Leaders, Vigeo Europe 120, Vigeo France 20, Aspi Eurozone and FTSE4Good sustainable development indices. It has also been selected to be part of the Ethibel Excellence Register.



TO FIND OUT MORE, GO TO [www.saint-gobain.com](http://www.saint-gobain.com)

INVESTOR RELATIONS DEPARTMENT:  
[actionnaires@saint-gobain.com](mailto:actionnaires@saint-gobain.com)

## SHARE PRICE



Adjusted for the effects of the March 1994 and February 2009 rights issues.

## SHAREHOLDER BASE

In %	December 31, 2012	
	Capital Stock	Voting rights
Wendel	17.3	26.8
Employees, through the Group Savings Plan	8.4	12.1
Caisse des Dépôts et Consignations	2.5	3.0
COGEMA	1.1	1.8
Groupama	1.9	1.5
PREDICA	0.1	0.1
Treasury stock	0.8	0
Others	67.9	54.7
<b>TOTAL</b>	<b>100</b>	<b>100</b>

# CORPORATE GOVERNANCE

AS OF FEBRUARY 1, 2013

## SENIOR MANAGEMENT



## CORPORATE DEPARTMENTS

### **Gérard ASPAR**

*Vice-President, Marketing*

### **Sophie CHEVALLON**

*Vice-President, Communications*

### **François MICHEL**

*Vice-President, Corporate Planning*

### **Didier ROUX**

*Vice-President, Research & Development and Innovation*

## GENERAL DELEGATES

### **Dominique AZAM**

*General Delegate, Mexico, Central America, Venezuela, Colombia, Ecuador and Peru*

### **John CROWE**

*General Delegate, North America*

### **Gonzague de PIREY**

*General Delegate, Russia, Ukraine and C.I.S.*

### **Ricardo de RAMÓN GARCIA**

*General Delegate, Spain, Portugal and Morocco*

### **Benoît d'IRIBARNE**

*General Delegate, Brazil, Argentina and Chile*

### **Javier GIMENO**

*General Delegate, Asia-Pacific region*

### **Peter HINDLE**

*General Delegate, the United Kingdom, Republic of Ireland and South Africa*

### **Thierry LAMBERT**

*General Delegate, Nordic Countries and Baltic States*

### **Anand MAHAJAN**

*General Delegate, India, Sri Lanka and Bangladesh*

### **François-Xavier MOSER**

*General Delegate, Poland, Bulgaria and Romania*

### **Paul NEETESON**

*General Delegate, Central Europe*

### **Tomáš ROSAK**

*General Delegate, Czech Republic, Slovakia, Hungary and eastern Adriatic countries*

### **Gianni SCOTTI**

*General Delegate, Italy, Greece, Egypt and Turkey*



From left to right and from top to bottom.

**Pierre-André de CHALEDAR\***

*Chairman and Chief Executive Officer*

**Benoît BAZIN**

*Senior Vice-President,  
Building Distribution Sector*

**Jean-Claude BREFFORT**

*Senior Vice-President,  
International Development*

**Gilles COLAS** (until June 31, 2013)

*Senior Vice-President,  
Strategic Developments*

**John CROWE**

*Senior Vice-President, General Delegate,  
North America*

**Jérôme FESSARD**

*Senior Vice-President,  
Packaging Sector*

**Claude IMAUVEN**

*Senior Vice-President,  
Construction Products Sector*

**Claire PEDINI\***

*Senior Vice-President,  
Human Resources*

**Jean-François PHELIZON**

*Senior Vice-President,  
Internal Audit and Internal Control*

**Jean-Pierre FLORIS**

*Senior Vice-President,  
Innovative Materials Sector*

**Antoine VIGNIAL\***

*Corporate Secretary  
and head of Sustainable Development*

**Laurent GUILLOT\***

*Chief Financial Officer*

\* Members of the Executive Committee



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**Isabelle BOUILLLOT**

*Chairman, China Equity Links*

**Gerhard CROMME**

*Chairman of the Supervisory Board  
of Siemens AG*

**Jean-Martin FOLZ**

*Chairman of the Board of Directors  
of Eutelsat Communications*

**Bernard GAUTIER**

*Member, Managing Board, Wendel*

**Anne-Marie IDRAC**

*Consultant*

**Sylvia JAY**

*Chairman, L'Oréal UK and Ireland*

**Frédéric LEMOINE**

*Chairman of the Managing Board of Wendel*

**Gérard MESTRALLET**

*Chairman and Chief Executive Officer,  
GDF Suez*

**Michel PÉBEREAU**

*Honorary Chairman of BNP Paribas*

**Jacques PESTRE**

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Chairman, Supervisory Board of the  
Saint-Gobain PEG corporate mutual fund*

**Olivia QIU**

*Global Head of Strategic Industries,  
Alcatel-Lucent*

**Denis RANQUE**

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**Gilles SCHNEPP**

*Chairman and Chief Executive Officer, Legrand*

**Jean-Dominique SENARD**

*Chief Executive Officer, Michelin*

**Jean-Cyril SPINETTA**

*Chairman of the Board of Directors,  
Air France-KLM*

At the Annual General Meeting of June 6, 2013, shareholders will be asked to elect as Directors Philippe Varin, Chairman of the Managing Board of PSA Peugeot Citroën; Agnès Lemarchand, Executive Chairman of Steetley Dolomite Ltd.; and Pamela Knapp, member of the Management Board and CFO of GFK SE; and to re-elect as Directors Jean-Martin Folz and Gilles Schnepf.

## ADDRESSES

<p><b>COMPAGNIE DE SAINT-GOBAIN FRANCE</b> Head Office</p>	<p><b>Head Office</b> Les Miroirs, 18, avenue d'Alsace 92400 Courbevoie Mailing address: Les Miroirs 92096 La Défense Cedex France Tel.: +33 (1) 47 62 30 00 www.saint-gobain.com</p>	<p><b>SPAIN, PORTUGAL &amp; MOROCCO</b></p> <p>Address as of June 2013: <b>General Delegation</b> C/ Principe de Vergara 132 28002 Madrid Spain Tel.: +34 (91) 397 20 00</p>
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Designed and produced by: **eurokapi** – April 2013.  
GRUPEL

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