

## Biographies of the designated members of the Board of Directors of the planned North American company

On January 10, 2025, Holcim announced the appointment of the designated Board of Directors and CEO for its planned North American company.

The Board will comprise 10 members, nine of whom are independent, and will become effective following the execution of the planned spin-off, expected by the end of the first half 2025, subject to shareholder and customary approvals.

The future Board members are highly experienced executives coming from a broad range of sectors, including construction, manufacturing, industrial operations and financial services. They have led companies as CEOs, presidents, partners, CFOs, chief legal officers and chief people officers, and bring significant expertise in the North American market.

### Meet the designated Board members:

#### Theresa Drew



**Theresa Drew** had a 40-year career at Deloitte & Touche LLP, where she most recently served as Managing Partner of the Carolinas Practice.

During her tenure, she held a range of leadership roles, including as Managing Partner of the San Diego Practice and Audit Partner-in-Charge in Phoenix as well as Lead Client Service Partner and Audit Partner. She served a broad client base across a variety of industries and business matters from growth activities and SEC reporting to regulatory issues.

She currently serves on the board of directors and as Chair of the Audit Committee for Sonoco Products Company and for The Cato Corporation.

Drew brings significant financial audit expertise, including advising clients on spin-offs and IPO readiness and advising clients in the industrial sector. She has extensive experience serving on the boards of publicly-listed companies, including as audit committee chair; and brings significant leadership expertise, including service on Deloitte committees related to leadership succession and board selection.

Drew graduated summa cum laude from Northern Arizona University with a bachelor of science degree in accountancy. She is licensed as a certified public accountant and qualifies as an audit committee financial expert under SEC rules.

## Nicholas Gangestad



**Nicholas Gangestad** most recently served as CFO of Rockwell Automation, Inc., overseeing all financial management aspects of the company.

Prior to joining Rockwell, Gangestad served as the CFO for 3M Company. During his tenure at 3M, he transformed the finance organization structure and processes, managed over \$15 billion of mergers and acquisitions and modified the company's capital structure and capital allocation. During his 35-year tenure at 3M, he served in a variety of leadership roles, including as the company's Controller and Chief Accounting Officer.

He currently serves on the board of directors of Nucor Corporation and Genpact Limited and is a member of the Audit Committee of each company.

Having served as a CFO and as a board director for multiple publicly-listed industrial companies, Gangestad brings broad expertise, including managing significant portfolio transformations, as well as leading functions with significant oversight of compliance, financial planning, treasury, tax and information technology matters.

He holds a bachelor of arts degree in accounting and finance from Augsburg University and an MBA from the University of Minnesota.

## Dwight Gibson



**Dwight Gibson** is an Operating Partner and member of the Investment Committee at Pritzker Private Capital.

He previously served as President, CEO and a member of the board of directors of BlueLinx Holdings, Inc., a leading wholesale distributor of building and industrial products in the U.S., where he developed and executed strategic and operational plans to maximize financial performance. Prior to joining BlueLinx, he served in various leadership roles, including as Chief Commercial Officer for SPX FLOW, Inc., a global provider of process solutions and components for industrial market applications. Previously, Gibson spent over a decade at Ingersoll Rand Inc.

He currently serves on the board of directors of Interface, Inc, a commercial flooring manufacturer, and is a member of the Compensation Committee.

Gibson brings significant expertise as a CEO, senior executive and board director for companies in the building products industry. His experience includes managing complex supply chains, multi-faceted sales channels, product development and M&A in global roles spanning operations, commercial, general management strategy and business development.

Gibson earned his bachelor of business administration degree from Howard University, an MBA from Stanford University, and a master of science degree in international strategy and diplomacy from the London School of Economics and Political Science.

### Jan Jenisch



**Jan Jenisch** is currently Chairman of the Holcim Board of Directors and previously served as Holcim's CEO from 2017 to 2024.

In January 2024, Jenisch was tasked by the Holcim Board to lead the planned U.S. listing of Holcim's North American business. In January 2025, Jenisch was appointed as the designated Chairman and CEO for the planned spinoff. He will continue to serve as Chairman of the Holcim Board until its Annual General Meeting in May 2025.

Joining Holcim as CEO in 2017, Jenisch successfully transformed the company into a leader in innovative and sustainable building solutions. Under his leadership, Holcim reached a new level of financial performance based on a superior earnings profile, with industry-leading margins and a strong balance sheet. Prior to Holcim, Jenisch was CEO of Sika AG from 2012 to 2017, where under his leadership, Sika set new performance standards for sales and profitability, becoming a member of the Swiss Market Index.

Jenisch brings deep experience successfully leading organic and inorganic growth at the enterprise level, with a strong track record in operational performance. He has deep institutional knowledge of Holcim and its customers, markets and external stakeholders, and has led the company's investment and growth in the North American market.

Jenisch studied in the U.S. and Switzerland, obtaining his MBA from the University of Fribourg.

### Holli Ladhani



**Holli Ladhani** most recently served as President, CEO and a member of the board of directors of Select Energy Services, Inc., a publicly traded provider of water management and chemical solutions to the energy industry.

She previously worked at Rockwater Energy Solutions, Inc. in roles of increasing responsibility, including serving as Chairman and CEO. In addition, she held several executive and financial roles at Dynegy, Inc. and PricewaterhouseCoopers.

She currently serves on the board of directors of Quanta Services, Inc., and is a member of the Investment Committee and Audit Committee.

Ladhani is an experienced CEO and CFO of companies in the energy, chemicals and infrastructure sectors, where she was responsible for leading significant transactions and effectively allocating

capital in capital-intensive industries. She also brings significant experience on the boards of publicly-listed companies, including serving as chair of various committees.

Ladhani began her career as a certified public accountant. She received a bachelor of business administration degree in accounting from Baylor University and an executive MBA from Rice University.

### **Michael E. McKelvy**



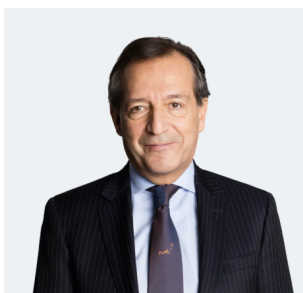
**Michael E. McKelvy** is President, CEO and a member of the board of directors of McDermott International, Ltd, an engineering and construction solutions provider to the energy industry.

Previously, McKelvy led Gilbane Building Company as President and CEO, where he was responsible for developing and executing strategic growth and operational plans. Prior to this, he spent 26 years at CH2M HILL Companies, Ltd, where he held multiple leadership positions.

McKelvy brings decades of experience in the global engineering, procurement and construction sector including serving diverse customers for large-scale infrastructure, environmental and transportation projects. Across his leadership roles, he had oversight of risk, quality, safety, security, procurement, project controls and design. He joins with prior board experience for both publicly-listed and private companies of relevant scale and sector.

He earned a bachelor of science degree in environmental design from the University of Oklahoma and a bachelor of architecture degree from Louisiana Tech University.

### **Jürg Oleas**



**Jürg Oleas** served as CEO of GEA Group AG, one of the world's largest suppliers of machinery, systems, advanced process technology and components to the food, beverage and pharmaceutical industries.

He previously held several leadership positions at ABB and the Alstom Group, where he served in a variety of management positions, including President, Switzerland and Managing Director, Combined Cycle Business, Gas Turbine.

Oleas has been a member of the Holcim Board of Directors since 2016 and also from 2014 to 2015 and currently serves on its Audit Committee and Nomination, Compensation & Governance Committee. He will continue to serve on the Holcim Board until its Annual General Meeting in May 2025. In addition, he serves as Chairman of the Board of Directors of HOCN AG, as well as a member of the board of directors of RUAG International Holding AG.

Oleas is an experienced public company CEO, board director and board chair for businesses in the industrial manufacturing sector with global reach and scale and brings a deep understanding of Holcim and its business in North America.

He obtained his master of science degree in mechanical engineering at the Swiss Federal Institute of Technology.

### **Robert S. Rivkin**



**Robert S. Rivkin** is Senior Vice President and Chief Legal Officer for United Airlines Holdings, Inc., where he leads the airline's legal department, including the corporate, securities, finance, commercial, litigation, government contracts, intellectual property, antitrust, environmental, employment and international groups, and also has responsibility for security, facilitation, compliance, ethics and investigations.

Prior to United Airlines, Rivkin served as deputy mayor of the City of Chicago, focusing his efforts on economic development, job creation and retention and infrastructure.

He has also served as the Deputy General Counsel for Delta Airlines, Inc. and as the General Counsel for the U.S. Department of Transportation.

Rivkin is an expert in regulatory and legal matters across both the private and public sectors and has extensive experience through in-house roles with the oversight of significant infrastructure-related investment and key legal matters, including security, safety, compliance and antitrust. He also brings experience from private practice advising clients on infrastructure, domestic and international business regulation and commercial litigation.

Rivkin graduated magna cum laude from Harvard College and received a Juris Doctor degree from Stanford Law School.

### **Katja Roth Pellanda**



**Katja Roth Pellanda** is Group General Counsel for Zurich Insurance Company Ltd, where she leads the global legal function responsible for advising the business on all legal matters, corporate governance, litigation, investigations and regulatory relations.

Before joining Zurich Insurance, Roth Pellanda served in a variety of roles at Novartis AG, including as Head of Corporate Governance, Corporate Law and People & Organization Legal. Prior to that, she was an attorney for Bär & Karrer AG, focusing on financial regulations, corporate governance, board advisory, reorganizations, mergers and acquisitions, capital markets and employee matters.

She currently serves on the board of directors for Farmers Group, Inc. and Zurich Italy Bank, S.p.A., both privately-held subsidiaries of Zurich Insurance, and is a member of the SIX Exchange Regulatory Board.

Roth Pellanda is a senior legal and governance leader with extensive experience as an external advisor and as in-house leader for multinational organizations with significant operations in both Switzerland and the U.S. She brings expertise in M&A, restructurings, spin-offs, corporate law, capital markets and labor law, including in executive compensation.

Roth Pellanda holds a Licentiate in Law from the University of Basel, a Doctor of Laws degree from the University of Zurich and a Master of Laws degree from the London School of Economics and Political Science.

### **Cristina A. Wilbur**



**Cristina A. Wilbur** is the Chief People Officer and Head of Group Human Resources for F. Hoffmann-La Roche, Ltd, since 2016, leading all aspects of Roche's people and culture function across the globe, including strategies and execution for business partnering, talent management and executive and board-level remuneration.

Wilbur started at Roche in 2002 and has served in various leadership roles during her tenure, including as Global Head Human Resources, Diagnostics Division and Regional Head of Human Resources, North America.

Prior to joining Roche, Wilbur worked for EG&G, Inc. and PerkinElmer Optoelectronics following its acquisition by EG&G, where she last served as Director of Human Resources, Global Operations, West Coast Region and U.S. Payroll.

She is an experienced human resources leader from multinational organizations with significant operations in both Switzerland and the U.S., and she brings substantial expertise in executive and board compensation, leadership succession planning and talent transformation initiatives at scale and critical areas.

Wilbur earned her bachelor of science degree in accounting from California Polytechnic State University.

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