



The Spheres Seattle, ECOPlanet Cement

BOARD COMPOSITION

2024



BOARD RESPONSIBILITY SNAPSHOT ON CLIMATE



Our Board of Directors (BoD) is ultimately responsible for strategy and overall governance of the company, including Holcim's climate strategy. Through the Audit Committee and the Health, Safety & Sustainability Committee (HSSC), the BoD oversees Holcim's risk management and Internal Control Process, including sustainability/climate and nature-related risks and opportunities.



The HSSC advises the BoD on all matters related to sustainability, including those related to climate and nature. It consists of four Board members. The HSSC meets 4 times a year with the Chief Sustainability Officer and the VP Sustainability to discuss and measure progress on the sustainability strategy.



Holcim assesses board competencies based on a comprehensive set of criteria, including climate awareness, expertise in Environmental, Social, and Governance (ESG) practices, industry knowledge, finance, technological proficiency, remuneration strategies and marketing skills to name a few of them. This assessment is based on the background of each board member, interviews and questionnaires. To enhance the board competencies on climate topics, our board members could get training from our internal experts. These experts are also invited from time to time to present to the Board specific topics related to our decarbonization journey, such as our carbon capture utilization and storage projects.



We also organize site visits to increase knowledge on our low carbon products, solutions, circular construction and sustainability overall. As an example, last year the entire Board visited the Siggenthal plant in Switzerland and this year a visit is planned to our recycling center in Switzerland too.

BOARD COMPOSITION AGM 2023+

A DIVERSIFIED BOARD COMPOSITION

Board experience, skills and knowledge matrix

CEO Experience	77.78%
Environment, Social, and Governance, including Climate Change	77.78%
M&A, Large Transactions / Transformation	77.78%
Risk Management	66.67%
Technology	66.67%
Construction / Building Materials	55.56%
Energy / Commodity	55.56%
HR / Remuneration	55.56%
Marketing	55.56%
Finance	44.44%
Logistics	44.44%
Operations	44.44%
Regulatory / Governance	44.44%

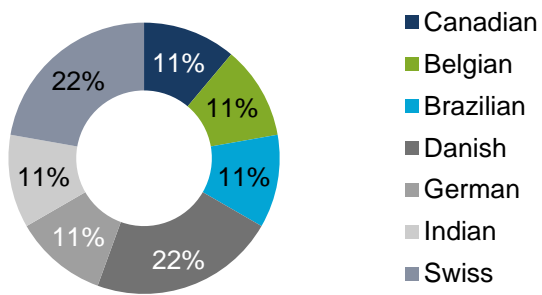


It is our ambition to have a Board of Directors adding up to a well-balanced and diverse skill set aligned with Holcim's strategic ambitions including Climate Change

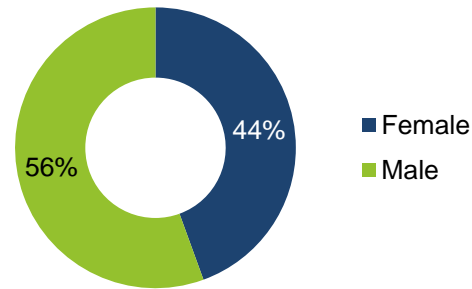
BOARD COMPOSITION AGM 2023+

A DIVERSE BOARD

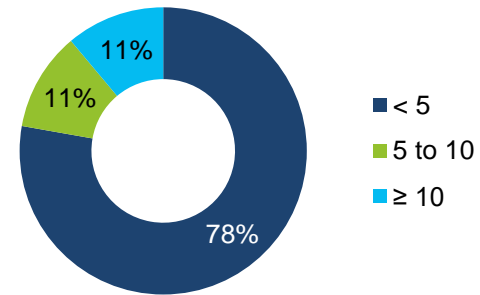
Nationality



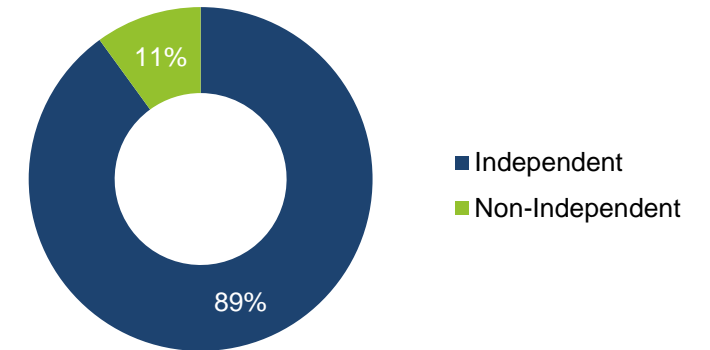
Gender



Tenure (years)



Independence



AGM2023+ composition of the Board of Directors is well balanced in terms of diversity, nationality, cultural background and tenure

With the exception of the Chairman, all Board members are Independent Directors

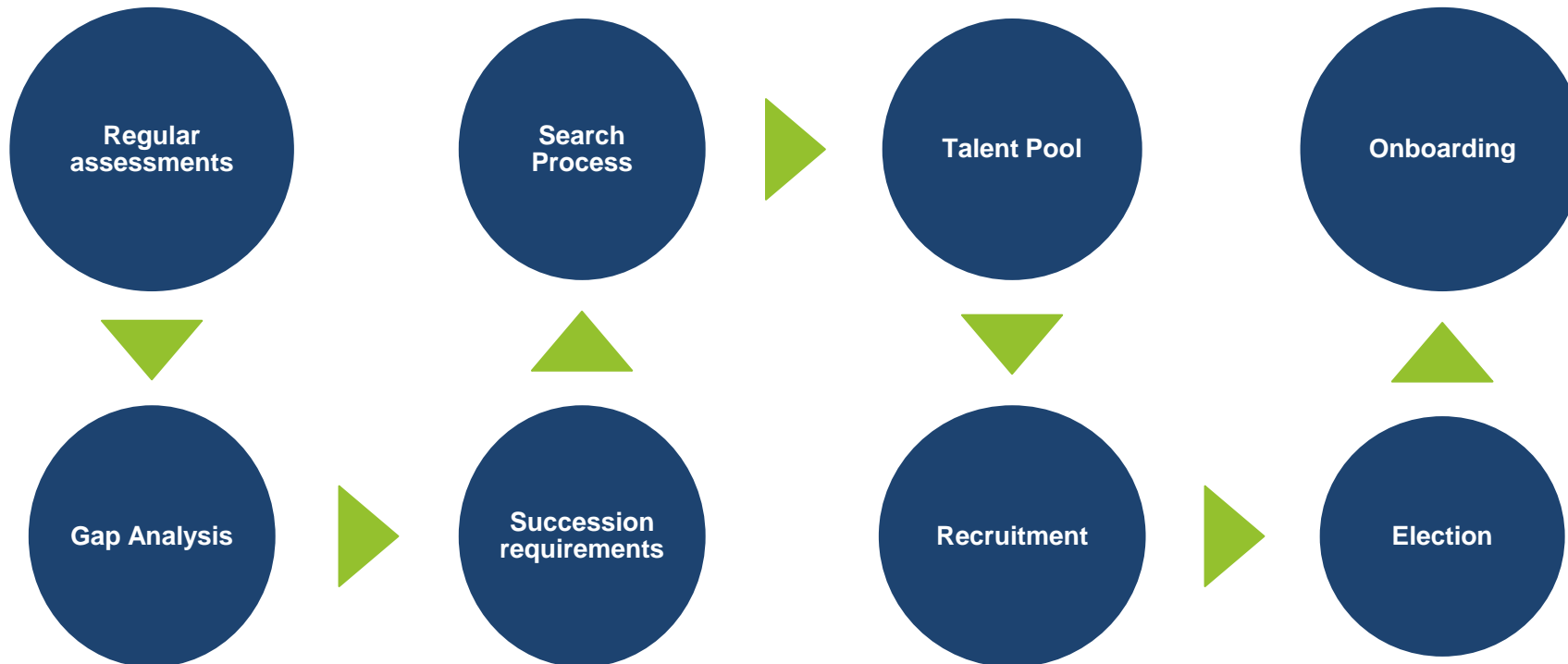
BOARD REFRESHMENT

A THOROUGH SUCCESSION PLANNING IN THE INTEREST OF THE COMPANY



The Nomination, Compensation & Governance Committee (NCGC) is responsible for talent management on Board and Executive levels as well as the oversight of overall corporate culture ambitions

Together with the Board, the NCGC ensures a thorough refreshment process over time





HOLCIM