



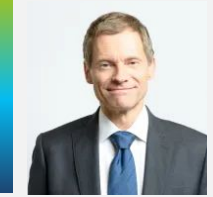
# BOARD COMPOSITION

2024/2025



# AMG 2025+ BOARD COMPOSITION

## COMMITTED TO RESPONSIBLE GOVERNANCE



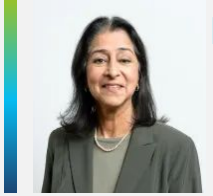
**Kim Fausing**

- Chairperson of the Board



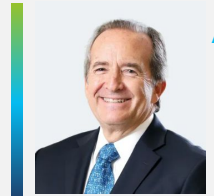
**Philippe Block**

- Chairperson of the Health, Safety & Sustainability Committee



**Naina Lal Kidwai**

- Chairperson of the Audit Committee
- Member of the Health, Safety & Sustainability Committee



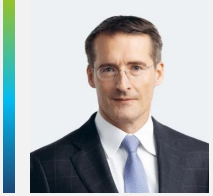
**Adolfo Orive**

- Member of the Health, Safety & Sustainability Committee



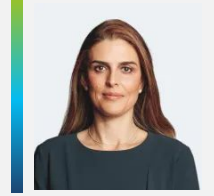
**Leanne Geale**

- Member of the Health, Safety & Sustainability Committee
- Member of the Nomination, Compensation & Governance Committee



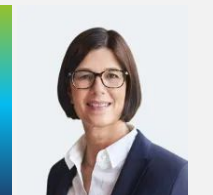
**Ilias Läber**

- Member of the Audit Committee
- Member of the Nomination, Compensation & Governance Committee



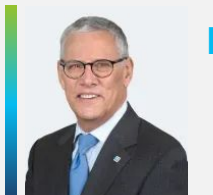
**Claudia Sender Ramirez**

- Chairperson of the Nomination, Compensation & Governance Committee



**Catrin Hinkel**

- Member of the Health, Safety & Sustainability Committee



**Michael H. McGarry**

- Member of the Audit Committee
- Member of the Nomination, Compensation & Governance Committee



**Sven Schneider**

- Member of the Audit Committee

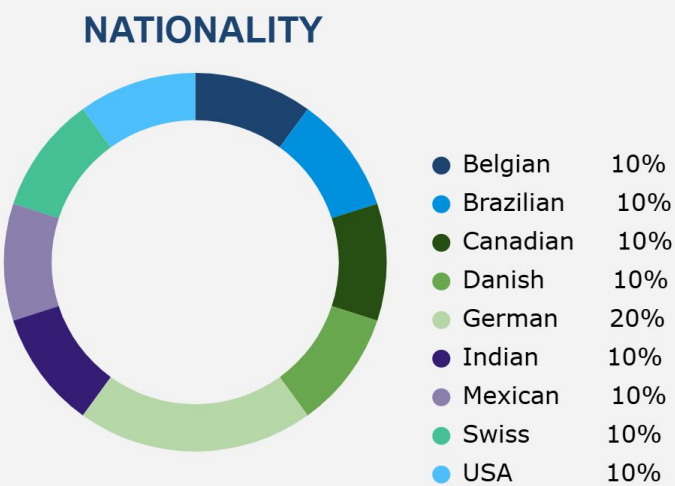
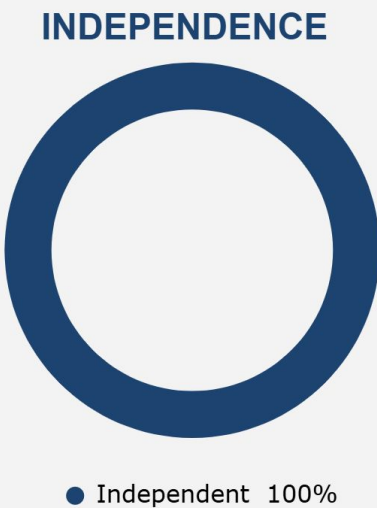
# BOARD COMPOSITION AGM 2025+

## A DIVERSE BOARD



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

Since the AGM 2025 all Board members are Independent Directors





# SUSTAINABILITY GOVERNANCE

## GOVERNANCE APPROACH FOR SUCCESSFUL DECARBONIZATION STRATEGY



- **Board of Directors (BoD)**  
Ultimate responsibility for strategy and overall governance of the company
- **Health, Safety & Sustainability Committee (HSSC)** advises the BoD on all matters related to sustainable development, including those related to climate, energy and nature
- **Executive Committee**  
Responsible for execution of the climate, energy and nature strategy
- **Chief Sustainability Officer (CSO)**  
Climate-related issues are managed on an operational level by the **CSO, an Executive Committee-level position**. The CSO is supported by a sustainability core team
- **Sustainability Core Team**  
A cross-disciplined department, responsible to develop and oversee the deployment of Holcim's sustainability strategy
- **R&D team**
  - > Around **74%** of resources at the Group's Innovation Center in Lyon, France, are dedicated to low-carbon products
  - > Since 2021, **90% of new patent applications** filed relating to cement-based products **support our sustainability goals**

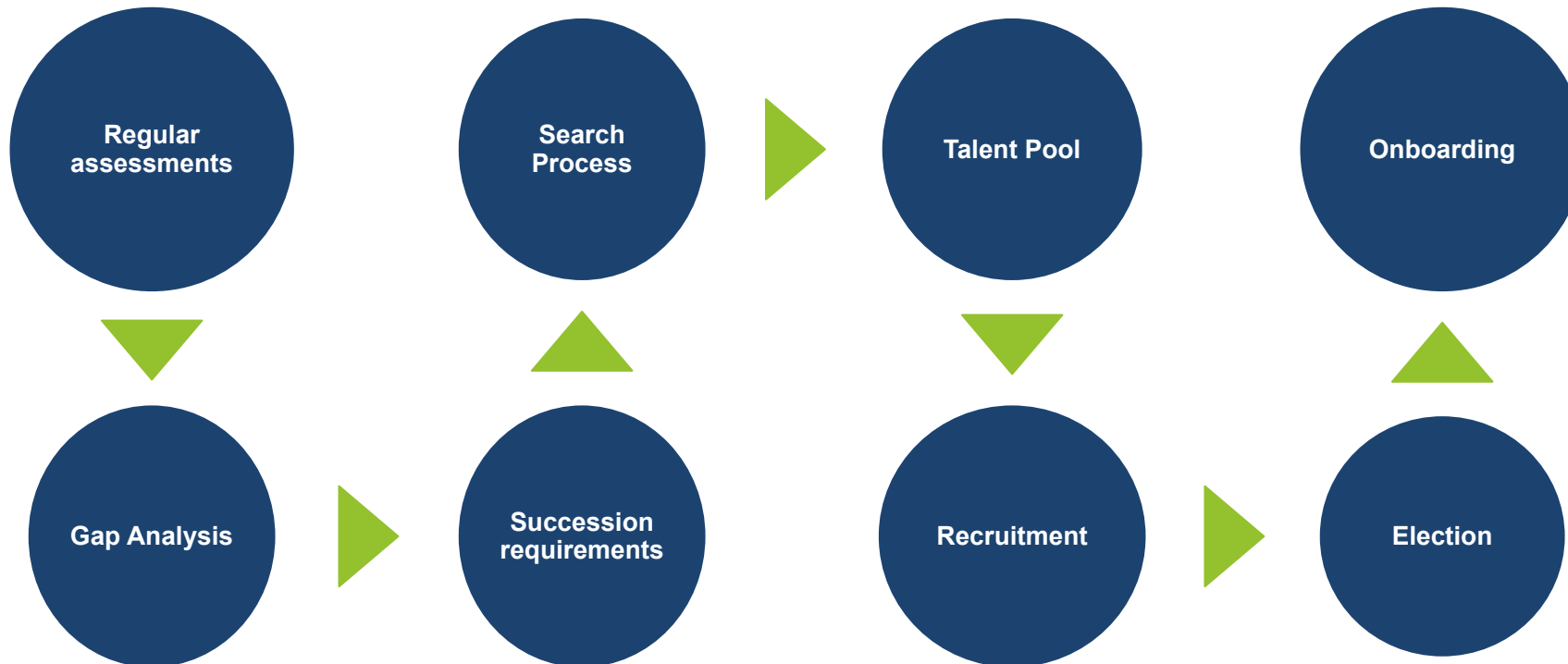
# BOARD REFRESHMENT

## 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



# BOARD RESPONSIBILITY

## SNAPSHOT ON CLIMATE AND NATURE

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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. As of the AMG 2025, it consists of the five Board members listed here.

The HSSC meets 4 times a year with the Chief Sustainability Officer and the VP Sustainability to discuss and measure progress on the sustainability focus areas and ESG strategy.

### HEALTH, SAFETY & SUSTAINABILITY COMMITTEE (HSSC)

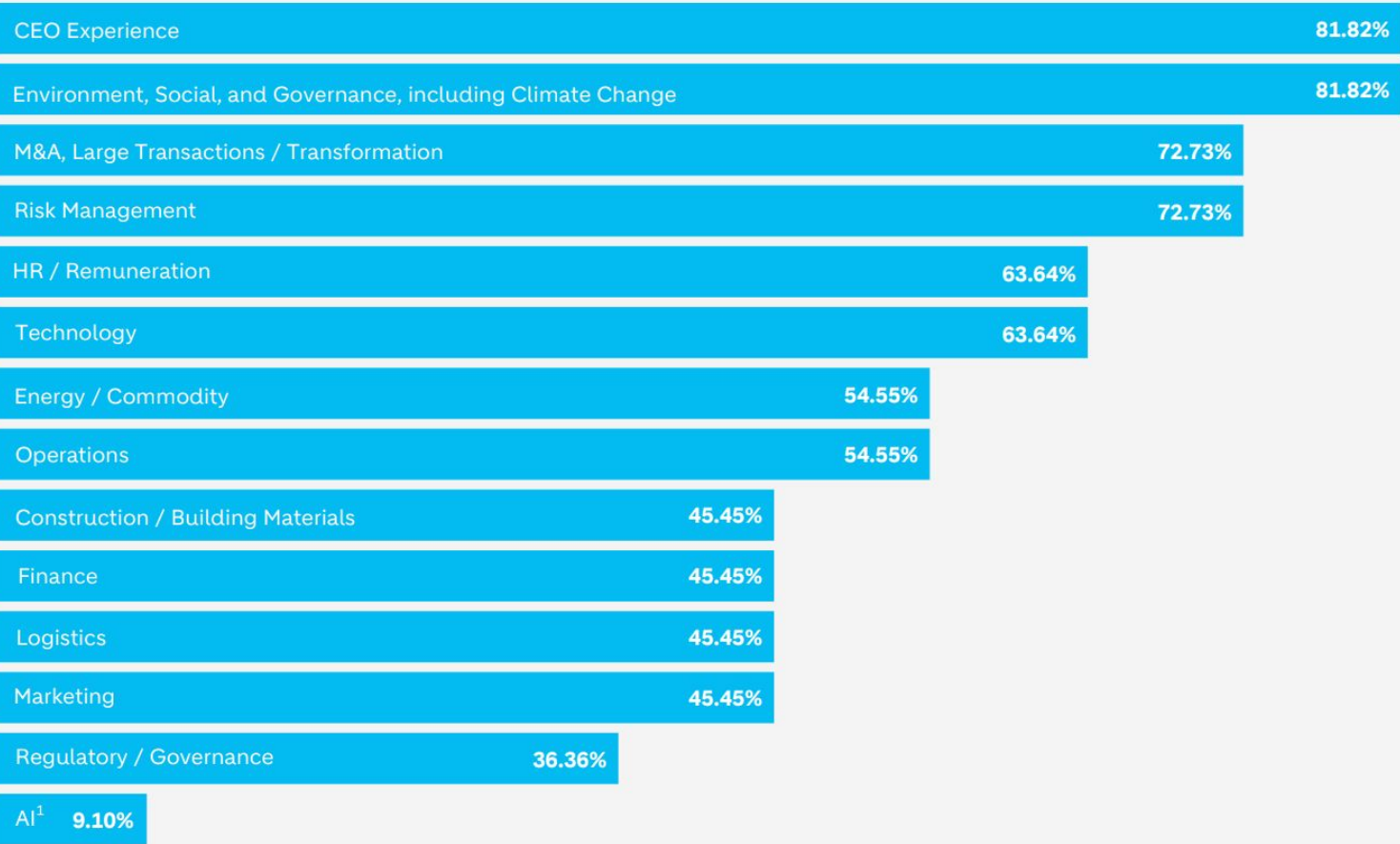
- Philippe Block (Chairperson)
- Leanne Geale
- Catrin Hinkel
- Naina Lal Kidwai
- Adolfo Orive

In 2024, topics that were discussed include: The Group's fourth Climate Report, our decarbonization roadmap, including Carbon Capture, Utilization, and Storage (CCUS) projects, strategic Nature roadmaps with focus on water and biodiversity, as well as science based targets for nature.

# BOARD COMPETENCIES

## A DIVERSIFIED BOARD COMPOSITION

Board experience, skills and knowledge matrix, as of 31th Dec 2024



<sup>1</sup> Cyber security / AI.



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'S SUSTAINABILITY COMPETENCIES

## MANAGING CLIMATE AND NATURE RISKS AND OPPORTUNITIES



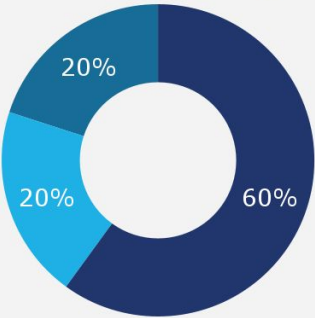
Holcim assesses its Board's Environmental, Social, and Governance (ESG) competencies, with a specific evaluation of expertise on the topic of climate change. This assessment of the Board's competencies considers each director's relevant background, industry knowledge and experience and includes a structured self-evaluation process.

### CLIMATE CHANGE EXPERTISE AMG 2025+

The different levels of expertise are defined as follows:

- **Significant expertise** - Substantial knowledge and or practical experience on the topic
- **Experienced** - Relevant knowledge and/or indirect experience through interacting with, or having undertaken internal training on the topic
- **Awareness** - General knowledge and/or limited experience

Climate Change



To enhance the board's sustainability competencies (e.g. on climate topics), our internal subjects matter experts offer board members training on sustainability topics such as climate and nature. These experts are also invited from time to time to present to the Board specific topics of high materiality. Relevant topics for discussion concerning climate change and our decarbonization journey include 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, in 2024, the Board visited the Recycling Center Ostschweiz (RCO), Switzerland. Additionally, as part of their induction program, new Board members visited several key sites: the Aggregates and RMX plant Müllingen, the customer construction site 'Entlastungstollen Thalwil' in the Zurich area, and the Siggenthal plant, including a quarry visit.



