



GÉRALDINE PICAUD

Chief Financial Officer of HOLCIM LTD

Nominee to the Board of Directors

Age 51 – French nationality

First appointed to the Board: 2022 Shareholders' Meeting ^(a)

Expertise – Experience – Main activities

With an MBA from the Superior School of Commerce of Reims, Géraldine PICAUD started her career in 1992 as an auditor with Arthur Andersen. In 1994, she joined the French specialty chemicals group Safic Alcan group as Head of Business Analysis and became Chief Financial Officer in 2002. In 2007, she joined ED&F Man, an ingredient and commodity company notably specializing in agricultural products, coffee, sugar and animal feed, first in London as Head of Corporate Finance, responsible for M&A, then in Switzerland as Chief Financial Officer of Vocalfe Holdings, the group's coffee business. In 2011, she was appointed Chief Financial Officer of Essilor International, a CAC 40-listed company, world leader in ophthalmic optics. Since 2018, she has been Chief Financial Officer of Holcim (formerly LafargeHolcim) and a member of its Executive Committee.

Current terms of office

Listed foreign companies

- Member of the supervisory board of *INFINEON TECHNOLOGIES AG* (Germany)
- Director of *LAFARGEHOLCIM MAROC SA* ^(b) (Morocco), *HUAXIN CEMENT CO., LTD.* ^(b) (China)

Unlisted foreign companies

- Director of *HOLCIM GROUP SERVICES LTD.* ^(b) (Switzerland), *HOLCIM TECHNOLOGY LTD.* ^(b) (Switzerland), *LAFARGE MAROC SA* ^(b) (Morocco), *LAFARGEHOLCIM MAROC AFRIQUE SAS* ^(b) (Morocco)

Terms of office expired over the past five years

- Director of *ALSTOM* (France)
- Various terms of office within companies of the *ALSTOM* and *ESSILOR* groups

(a) Subject to her appointment by the Shareholders' Meeting of April 26, 2022.

(b) Holcim group company.