

April 3, 2023

**RE: Holcim completes acquisition of Duro-Last roofing systems**

Dear Valued Duro-Last® Contractor,

It's official! Today marks our first business day operating under the Holcim umbrella. You are a very important part of this new, extended family, so allow me to formally welcome you and share a little about Holcim and what's ahead for you and Duro-Last.

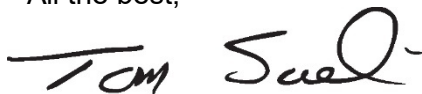
Holcim is a Swiss-based public company with \$30 billion net sales per year with approximately 60,000 employees. Its vision is to become the global leader in innovative and sustainable building solutions. With its "Strategy 2025 – Accelerating Green Growth", Holcim's goal is to expand its Solutions & Products business to 30% of total Holcim net sales by 2025. A significant driver of that growth is Holcim's Building Envelope Division – the new center of excellence for roofing, insulation and waterproofing, for which Duro-Last now belongs.

In just two years, Holcim Building Envelope has become a \$4 billion player in the North American roofing market, including notable acquisitions of companies like Firestone Building Products, Malarkey Roofing Products, SES Foam and ITW Polymer Sealants North America. Our companies fit well within this overall strategy and are now key members of the Building Envelope division's portfolio of commercial roofing systems.

While we're eager to share synergies with Holcim to create even greater value for you, count on Duro-Last remaining true to the roots which have helped make us successful. We will continue to manufacture the same products, retain our brands and locations, maintain our pricing and honor our existing quotes and warranties. Orders will be placed and received just as they are today, from the same remarkable team of dedicated Duro-Last employees. And above all else, our partnership with you, an elite group of certified installers, remains our greatest commitment.

I continue to have the honor of leading this great organization as our team continues working together, as we always have, to **"WOW OUR CUSTOMERS ALL WAYS ALWAYS!"** Thank you for being one of those valued customers.

All the best,



**Tom Saeli**  
CEO  
Duro-Last®