



Heidi Matheys is a public company C-suite leader with experience across CPG, B2B and retail in the automotive, medical devices and healthcare sectors. Reporting to the CEO of Valvoline Inc. (NYSE: VVV; Market Capitalization ~\$5B) for over a decade, Matheys played a significant role in the company transformation. As P&L lead of the \$0.8B CPG business, she drove record profit for three years, helping enable the Valvoline Inc. IPO in 2016 and separation from parent company Ashland Inc. in 2017. She was part of the leadership team that negotiated and executed the divestiture of 50% of the Valvoline business to Aramco in 2023 for \$2.6B. Prior to Valvoline, Matheys was commercial lead for the Dailies Total1 contact lenses global launch at Alcon (NYSE: NVS) and had various brand management roles at Johnson & Johnson (NYSE: JNJ).

Matheys is known for her ability to help mature businesses in evolving categories mitigate long-term commercial risks and drive sustained profitability. She is unique due to the breadth of her functional experience. In addition to strong P&L leadership, she has led global marketing, sales, digital/eCommerce, IT, product strategy, retail training and customer support, incubation, innovation and business model transformation. Key strengths include:

- **P&L leadership; investor and board relations:** Matheys led the \$0.8B Valvoline CPG P&L for seven years, driving record profit and then stabilizing share during a period of strong private label competition. As a core member of the Valvoline Inc. executive team, she gained significant experience transitioning to an independent public company, interacting with investors and regularly engaging with a public company board.
- **Business transformation and risk management:** Matheys is skilled at identifying commercial risks and driving business model evolution to mitigate risks and accelerate growth. With experience leading heritage CPG brands such as Valvoline, Pepcid and Mylanta, she has the ability to balance transformation and near-term business performance. As Chief Commercial and Transformation Officer at Valvoline Inc, Matheys led innovation related to the future of mobility including understanding macro-dynamics driving the changing car parc and determining how Valvoline's retail business should evolve to best meet future consumer needs.
- **Consumer go to market:** Matheys has led innovation and launch execution globally and across multiple categories and channels. She understands the importance of strong consumer insights and brings a wealth of experience in optimizing value proposition and positioning, as well as on the nuances of global execution. As commercial lead of Dailies Total1 contact lenses at Alcon, she developed the technology positioning of water gradient technology; growing Alcon's leadership position in many geographies and establishing a new technology platform for future innovation. At Valvoline Inc., she relaunched Full Synthetic High Mileage, a strategic move that solidified Valvoline's share and shelf position as the category evolved.
- **Digital marketing and omnichannel:** Matheys understands both the challenges that organizations face with digital transformation and the value that it brings. Through implementations of eCommerce, Salesforce, B2B customer portals, websites and digital asset management systems, Matheys has experience evaluating tech stack options for the specific needs of the business.

Outside of work, Matheys is passionate about helping the disadvantaged. She is currently on the Board of Directors for Big Brothers Big Sisters of the Bluegrass. She previously served on boards for both The Nest Center for Women, Children & Families and the Lexington, KY Chamber of Commerce. Matheys holds an MBA from The Wharton School and a bachelor's degree from the University of Missouri School of Journalism.

References: Sam Mitchell- CEO/Director Valvoline Inc. (former); Lori Flees- CEO/Director Valvoline Inc.; Steve Macadam- CEO Enpro (former), Director Sleep Number, Atmus Filtration, LP Building Products