

Heidi Matheys is a private equity board director and former public company C-suite leader with experience across CPG, B2B and retail in the automotive, medical devices and healthcare sectors. On the executive team 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 \$800 million CPG business, she drove record profit, helping enable Valvoline's separation from parent company and IPO in 2016. She was one of the executives that negotiated and executed the divestiture of 50% of the Valvoline business to Aramco in 2023 for \$2.65B. Earlier, Matheys was commercial lead for the global launch of Dailies Total1 contact lenses at Alcon (NYSE: NVS) and had various brand management roles at Johnson & Johnson (NYSE: JNJ).

Matheys is known for her ability to help consumer businesses mitigate commercial risks and drive growth through innovation and business transformation. She has a breadth of functional leadership experience including P&L management, sales and commercial operations, global marketing, digital/eCommerce, IT, product strategy, training, customer support and business incubation. Key strengths include:

- **P&L leadership; investor and board relations:** Matheys led the \$800 million 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 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, 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 customer needs.
- Consumer go to market: Matheys has led innovation and launch execution globally and across multiple categories and channels and has deep experience with mass, eCommerce and specialty retail partners. 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.
- **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.

Matheys currently **serves on the board of Velocity Auto Care**, a Franchise Equity Partners portfolio company; and is vice-chair of the board and nominating and governance committee member 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





