

April 3, 2023

RE: Holcim completes acquisition of Oscoda Plastics® and Protect-All® Flooring

Dear Valued Protect-All Customer,

It's official! Today marks our first business day operating under the Holcim umbrella. The acquisition was finalized Friday, March 31, and included the sales of all JRB companies, including Oscoda Plastics and Protect-All Flooring, to Holcim. 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 Protect-All.

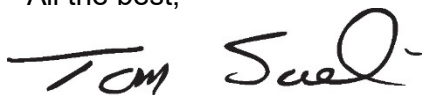
Holcim is a Swiss-based public company with \$30 billion net sales per year with approximately 60,000 employees. Its vision is to become the global leader in innovative and sustainable building solutions. With its "Strategy 2025 – Accelerating Green Growth", Holcim's goal is to expand its Solutions & 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, waterproofing and construction, for which Protects-All 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 Protect-All remaining true to the roots which have helped make us successful. We will continue to manufacture the same products, retain our brand 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 Protect-All employees. And above all else, our partnership with you 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
Oscoda Plastics and Protect-All Flooring