

May 30, 2024

**Hamilton Enterprises Holding Corporation
Nominating Committee Recommendation Report – 062424 - A**

re: Private Director Nomination for re-appointment to Board of Hamilton Enterprises Holding Corporation

Background:

The Board of Directors of Hamilton Enterprises Holding Corporation (“HEHCo”) is comprised of six (6) private Directors and the Mayor’s surrogate for a total composition of seven (7) board members.

On June 23, 2021, the Shareholders resolved Greg McCamus be appointed as Director of HEHCo for a 3-year term, expiring June 30, 2024. Mr. McCamus is the Chair of the Audit and Risk Management (ARM) Committee, and is a highly valued Board member, bringing experience and expertise in strategic financial planning and risk oversight. Please find attached as *Appendix a) CV of Mr. McCamus*.

As the term for Greg McCamus is expiring in June 2024, the Nominating Committee of HEHCo seeks a reappointment for another three-year term.

Recommendation:

Inasmuch as Mr. McCamus has previously gone through the approval process of HEHCo, under the Shareholder’s Direction given to HEHCo by the City of Hamilton (the “City”) pursuant to 4.07 and 4.08 and 4.09 (iii) of the Unanimous Shareholders Declaration, dated June 6, 2018, it is recommended by the HEHCo Nominating Committee and the HEHCo Board of Directors the City’s approval for the reappointment of Mr. McCamus for a three-year term as a private director of the HEHCo Board. Please find attached as *Appendix b) a current bio for Mr. McCamus*.

Attachments:

Appendix a) CV of Mr. McCamus
Appendix b) Biography of Mr. McCamus

Greg L. McCamus, MBA ICD.D

- A proven operational business leader with multi-industry experience driving change and implementing new strategic growth pathways.
- A leader in distribution logistics with a track record of implementing operational changes to improve productivity and customer execution through improved talent, technology, and operational discipline.
- A “go-to-market” innovator with extensive sales and marketing expertise in developing organic growth strategies from concept to execution with a focus on building differentiation for competitive advantage and implementing digital transformation.
- An authentic leader with a deep understanding of the actions necessary to drive strategic change and ability to build and attract talent.
- Extensive experience in M&A with more than 20 tuck-in acquisitions completed along with several strategic acquisitions and integrations.
- A clear understanding of the role of Directors through involvement on numerous Business and Volunteer Boards, through the ICD.D program, and through participation in the Superior Plus Board process.

Board Memberships

Business Boards

Director	Shared Technologies of Canada	1998 - 2000
Director	Canada Payphone Inc.	1998 - 2000

Volunteer Boards

Director	National Propane Gas Association (USA)	2017 - present
Director and Co-Chairman of the Roundtable on Technology	The Learning Partnership	2000 - 2006

Career Summary

Superior Plus Corporation

2005 - 2021

A \$2.9B EV TSX listed corporation with a focus on Energy Distribution and Specialty Chemicals

President, Superior Propane and Superior Plus Energy Distribution

2012 - 2021

Responsible for overall leadership and strategy for the \$800M Energy Distribution segment including Superior Propane (Canada) and Superior Plus Energy Services (US).

Major Achievements:

- Led the successful turnaround of the Superior Propane business in Canada from a declining \$55M EBITDA business in 2011 to a growing \$135M EBITDA business in 2017 through a series of business improvement initiatives and strategic acquisitions.

- Improved operational efficiency by implementing sophisticated logistics, a new management system, and improved talent and leadership resulting in industry leading operating ratio improvements.
- Developed a new sales and marketing strategy based on the “digital advantage” digitization strategy leading to improvements in organic growth and customer retention through differentiation.
- Led a customer experience evolution that supported the highest customer growth in the industry and a 40-point improvement in customer net promoter score over 4 years.
- Introduced key talent initiatives to top grade leadership and implemented succession planning and career development resulting in double digit improvements in employee engagement
- An active participant at the Superior Plus Board over 12 years attending all board meetings, annual board strategy reviews and attending board committee’s as required.

President, Superior Plus Energy Services and SEM

2005 - 2012

Led Superior Plus Corp expansion into the US through acquisition building a solid and growing presence in the marketplace where Superior is now in the top 10 propane companies in the US.

Major Achievements:

- Led the acquisition and integration of more than 20 propane and fuel distribution companies to form a coherent, integrated division operating in target US markets with more than \$40M in EBITDA
- Built a leadership team, sales and operations team with top talent to build and scale the US business, bringing Superior Propane’s industry leading solutions to the US market
- Expanded Superior’s SEM energy marketing business from start-up phase to exceed \$20M in EBITDA in 4 years and then oversaw the divestiture of this division which was deemed non-core.

Callnet Enterprises (dba Sprint Canada)

2000 - 2004

An \$800M TSX listed corporation that provided voice and data services to commercial and residential customers across Canada under the Sprint brand.

President, Sprint Canada Business Solutions

Responsible for the \$330M Sprint Canada division selling voice and data networking solutions to Canadian businesses.

Major Achievements:

- Developed a new focussed strategy that revamped the existing organization, channel strategy, and management team resulting in industry leading growth in the wireline marketplace in Canada.
- Successfully completed the integration of new acquisitions that improved the strategic positioning of Sprint in the business segment.
- Strong performance led to the sale of Callnet to Rogers Communications Inc.

AT&T Canada / Unitel Communications

1990 - 2000

Unitel (formerly CNCP Telecommunications) was a telecom company that broke the long distance monopoly in Canada and was acquired by AT&T Corp and ultimately sold to MTS Allstream during the rapid growth of the competitive telecom business during the 1990s.

Sr VP Carrier Services and Affiliate Companies

1998 - 2000

Responsible for wholesale sales to other telecom carriers in North America and also for AT&T’s investments in affiliate companies

Major Achievements:

- Lead AT&T executive and board member responsible for AT&T's investments in Canada Payphone Corp. and Shared Technologies of Canada.
- Led the new venture investment effort to expand AT&T's value proposition by buying positions in companies with value added solutions.

Other roles at AT&T Canada/ Unitel

1990 - 1998

- Sr VP National, Government and Major Accounts
- Vice President Customer Service
- Sales VP General Business Market
- Direct of Marketing, GBM segment

Previous Experience

TIE Communications – President, TSI Midwest

1987 - 1990

Canadian Telecommunications Group (CTG) - Director of Marketing

1983 - 1987

Education

ICD.D designation from the Institute of Corporate Directors

2017

Masters of Business Administration, York University

1983

Honours Bachelor of Arts, Huron College, University of Western Ontario

1981

Biography – Mr. Greg McCamus

Chair, Audit and Risk Management Committee

Greg McCamus - Greg McCamus is a retired executive with senior operational leadership experience in the telecommunications and energy industries. Most recently he was President of Superior Plus Energy Distribution, a division of Superior Plus (TSX SPB.TO) and led the strategic transformation of Superior Propane in Canada and the entry of Superior into the US market where the company is now one of the largest propane distributors in North America. Prior to joining Superior in 2005 he held a number of senior executive roles in the competitive telecommunications industry with Call-Net Enterprises (Sprint Canada), AT&T Canada, and Unitel Communications.

Mr. McCamus holds an HBA from Huron University College (University of Western Ontario), an MBA from York University's Schulich School of Business, and the ICD.D designation from the Institute of Corporate Directors. He is a past member of the board of directors of the National Propane Gas Association and of The Learning Partnership.