

VOTING INSTRUCTIONS AND FAQ FOR SHAREHOLDERS

[We look forward to hosting the Amrize 2026 Annual General Meeting.](#)

The meeting will be held at the Theater Casino Zug, Artherstrasse 4, 6300 Zug, Switzerland on April 21, 2026 at 09:00 am CEST. The doors open at 08:00 am CEST.

Whether or not you plan to attend the 2026 Annual General Meeting, your vote is important, and we encourage you to take the steps provided so that your shares are represented at the 2026 Annual General Meeting.

To help ensure a smooth process, please review the below information and frequently asked questions. We value your input and any questions can be submitted to investors@amrize.com.

Note for shareholders who received Amrize shares as a result of the spin-off from Holcim:

Holcim shareholders who received Amrize shares at the time of the spin-off are not automatically registered in Amrize's Share Register, which is administered by Computershare.

You are therefore a "Recorded Shareholder" only if you actively contacted Computershare and submitted the required documentation to be registered in the Share Register in your own name.

- **If you registered your Amrize shares in your own name in the Share Register, please see information for Recorded Shareholders on how to vote at the AGM on page 2.**
- **If you did not register your Amrize shares in your own name in the Share Register, please see information for Beneficial Shareholders on pages 3 and 4.**

2026 Annual General Meeting



FOR RECORDED SHAREHOLDERS (shareholders registered in the Share Register in their own name)

How can I vote as a Recorded Shareholder?

- If you are a Recorded Shareholder you will receive a Proxy Card or a Notice of Internet Availability of Proxy Materials, and can appoint the Independent Voting Representative as your proxy and provide your voting instructions either by:

- Completing, signing and returning your proxy card by mail as per instructions in the proxy statement;
- Using the website www.proxyvote.com by logging in with your 16-digit control number found on the proxy card; or
- Giving your voting instructions by telephone by dialing the telephone number found on the proxy card.

AMRIZE LTD
 10000 BURNHAMTHORPE AVE
 CARLETON PLACE
 VANCOUVER, BRITISH COLUMBIA, CANADA V3J 3K6

SCAN TO VIEW MATERIALS & VOTE

VOTE BY WEBSITE - www.proxyvote.com or scan the QR Barcode above
 Use the Internet to transmit your voting instructions and for electronic delivery of information on or after 11:59 pm, Eastern Time on April 16, 2026. Have your proxy card in hand when you access the website and follow the instructions on the website for voting and to create an electronic voting instruction form.

INSTRUCTIONS: DELIVERY OF FUTURE PROXY MATERIALS
 If you would like to receive the materials by mail, please contact your proxy materials provider, you can contact the company's Investor Relations Department, please email investor@amrize.com or call 1-800-466-4863. If you would like to receive the materials by mail, please contact your proxy materials provider, you can contact the company's Investor Relations Department, please email investor@amrize.com or call 1-800-466-4863. If you would like to receive the materials by mail, please contact your proxy materials provider, you can contact the company's Investor Relations Department, please email investor@amrize.com or call 1-800-466-4863.

VOTE BY MAIL
 Mark, sign and date your proxy card and return it in the postage-paid envelope we have provided or return it to Vote Processing, Inc. Attn: AMRIZE, 10000 Burnhamthorpe Ave., Vancouver, BC V3J 3K6.

VOTE BY PHONE - 1-800-466-4863
 Call 1-800-466-4863 to receive the control number you will need to use to vote on April 16, 2026. Have your proxy card in hand when you call and then follow the instructions.

THIS PROXY CARD IS VALID ONLY WHEN SIGNED AND DATED.

TO VOTE, MARK BLOCKS BELOW IN BLUE OR BLACK INK AS FOLLOWS: V88899-PAG279-PS0210

AMRIZE LTD

Annual General Meeting of Shareholders of Amrize - Agenda Items

The Board of Directors recommends you vote FOR the following proposal's and/or	For	Against	Abstain	158	Re-election of Kaja Ruth Nelands	For	Against	Abstain
1. Approval of the Annual Report, including the Consolidated Financial Statements and the Summary Financial Statements of Amrize for fiscal year 2025	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	159	Re-election of Maria Cristina A. Wilbur	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Approval to re-sign the compensation of Independent Director (Chairman for fiscal year 2026) ("Open Pay Vote")	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	160	Election of Dan S. Neuman	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Advisory vote on the frequency of "Say on Pay Vote"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	161	Election of Jacques Wolf Sauche	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Advisory vote on the frequency of "Say on Pay Vote"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	11	Re-election of Ian Jenich as Chairman of the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Approval of the 2026 Director Remuneration Report for fiscal year 2025	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	12	Re-election of the Compensation Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Approval of the 2026 Director Remuneration Report for fiscal year 2025	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	12A	Re-election of Nick Gangstedt	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Approval of the 2026 Director Remuneration Report for fiscal year 2025	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	12B	Re-election of Kaja Ruth Nelands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Approval of a special distribution of legal reserves from capital contribution in the amount of USD 1.5M as follows:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	12C	Re-election of Maria Cristina A. Wilbur	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Approval of the regular distribution of legal reserves from capital contribution in the amount of up to USD 1.5M per individual share in up to four (4) installments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	13	Approval of the maximum aggregate compensation for the Board for the fiscal year 2026 Annual General Meeting for the 2027 Annual General Meeting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Discharge of the members of the Board and the Executive Management from liability for actions during fiscal year 2025	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	14	Approval of the maximum aggregate compensation for the Director Management for fiscal year 2027	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10A. Re-election of Ian Jenich	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	15	Re-election of Fred S. Young as Amrize's Statutory Auditor and re-election of the appointment of Fred S. Young as Amrize's Independent Voting Representative (subjecting time for full execution in reporting for fiscal year 2026)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10B. Re-election of Nick Gangstedt	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	16	Re-election of Adriana Zurich, IBA as Independent Voting Representative (one will personally attend the 2026 Annual General Meeting)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10C. Re-election of Dwight Gibson	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10D. Re-election of Matt Ludlum	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10E. Re-election of Michael E. Nicklavy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10F. Re-election of Gary Olson	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10G. Re-election of Robert Reiss	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Signature (PLEASE SIGN WITHIN BOX) _____ Date _____

- Your instructions must be received no later than 23:59 PM Eastern Time Zone on April 16, 2026.
- An example of the Proxy Card you will receive is shown to the right.

How can I attend the AGM in person as a Recorded Shareholder?

- If you wish to attend the 2026 Annual General Meeting in person, you may register in advance by marking the respective field on the proxy card or by using the website "www.proxyvote.com" and logging in with the 16-digit control number found on your proxy card or notice of internet availability of proxy materials. Registration must be made no later than April 14, 2026.
- You will need to provide government-issued personal identification documentation (eg. passport) to be admitted to the 2026 Annual General Meeting.

Can someone else attend the 2026 Annual General Meeting on my behalf?

- You may appoint a third-party to attend the 2026 Annual General Meeting and vote on your behalf. Such third-party must bring proper identification documents and a power of



2026 Annual General Meeting

attorney from you to the 2026 Annual General Meeting. The requirements for the power of attorney are specified in the Proxy Statement on page 23, under "Recorded Shareholders."

FOR BENEFICIAL SHAREHOLDERS (shareholders not registered in the Share Register in their own name)

Note: There are two types of Beneficial Shareholders.

- A **DTC Beneficial Shareholder** holds its shares through a brokerage firm, bank, or other nominee through the Depository Trust Company settlement system. An example of this is a shareholder who purchased Amrize shares on the open market through a brokerage firm that is DTC eligible - and did not register their shares in the Share Register in their own name.
- A **SIX Beneficial Shareholder** holds shares through a brokerage firm, bank, or other nominee through the SIX SIS settlement system. An example of this would be a Holcim shareholder who received shares of Amrize following the execution of the spin-off and did not register their shares in the Share Register in their own name.
- If you are unsure if you are a DTC or SIX Beneficial Shareholder; we encourage you to contact your bank or brokerage firm directly.

How can I vote as a DTC Beneficial Shareholder?

- If you are a DTC Beneficial Shareholder, you may vote by following the instructions provided by your brokerage firm, bank or other nominee. Depending on personal settings with your brokerage firm, bank, or other nominee, you may receive instructions by mail or email.
- If you receive instructions to vote on the website www.proxyvote.com, you may do so by logging in with your 16-digit control number provided to you.
- Your broker may also provide you instructions to vote by other means, such as mail or telephone.
- An example of the Voting Instruction Form you may receive via your brokerage firm or bank is shown to the right



The image shows a proxy voting card for AMRIZE LTD. At the top, it says "Your Vote Counts! AMRIZE LTD 2026 Annual General Meeting Vote by April 16, 2026 11:59 PM ET". There is an AMRIZE logo and a photo of hands putting a ballot into a box. Below this, it says "You invested in AMRIZE LTD and it's time to vote! You have the right to vote on proposals being presented at the 2026 Annual General Meeting. This is an important notice regarding the availability of proxy materials for the shareholder meeting to be held on April 21, 2026." It then provides instructions on how to get informed before voting, including visiting the website, calling, or emailing. At the bottom, there are instructions for smartphone users to point their camera at the control number and for those voting in person at the meeting in Zurich, Switzerland. A control number input field is also visible.

How can I vote as a SIX Beneficial Shareholder?

- If you are a SIX Beneficial Shareholder your brokerage firm, banks, or other nominee **may** proactively send attendance and voting instructions directly to you.
- Some brokerage firms, banks, or nominees, however, may only send you voting instructions upon your express request; or may not provide such services.

2026 Annual General Meeting

- We encourage you to contact your bank or brokerage firm directly to confirm.

I am a SIX Beneficial Shareholder and my bank does not provide any services that enable me to vote. How can I vote at the 2026 Annual General Meeting?

- If you are a SIX Beneficial Shareholder and your brokerage firm, bank, or other nominee, does not provide any services to enable you to participate in the 2026 Annual General Meeting and if you want to ensure that you are able to participate in the 2026 Annual General Meeting, you can
 - (i) either become a Recorded Shareholder by no later than April 6, 2026 or
 - (ii) instruct your brokerage firm, bank, or other nominee to move the shares to a DTC-eligible account.
 - *Please note that you must ensure that you initiate the process to register your shares with our Share Register or to become a DTC Beneficial Shareholder well in advance of the Second Record Date (April 6, 2026).*

How do I become a Recorded Shareholder?

- Instruct your brokerage firm, bank, or other nominee, through which you hold your shares, to transfer and register your shares directly in your name in our Share Register.
- Computershare needs to complete your registration by the Second Record Date (April 6, 2026) for you to be registered in the Share Register with voting rights for the 2026 Annual General Meeting. Then you can proceed as outlined above under “Registered Shareholder”.

How do I move my shares to a DTC-eligible account?

- Instruct your brokerage firm, bank, or other nominee, through which you hold your shares, to move the shares to a DTC-eligible account.
- If your brokerage firm, bank, or other nominee does not have any DTC-eligible account, you will have to transfer your shares to a brokerage firm, bank, or other nominee with a DTC-eligible account.
- If you become a DTC Beneficial Shareholder before April 6, 2026, you may receive instructions from your brokerage firm, bank, or other nominee in order to be able to participate in the 2026 Annual General Meeting.

How can I attend the 2026 Annual General Meeting in person as a DTC or SIX Beneficial Shareholder?

- If you would like to attend the 2026 Annual General meeting in person, you will need to obtain a “legal proxy” from your brokerage firm, bank or other nominee that holds your shares, giving you the right to vote the shares at the 2026 Annual General Meeting.
- In order to be valid for your entry, the legal proxy must
 - (i) state that it is *issued as of April 6, 2026* (the Second Record Date),
 - (ii) bear your *name as a holder of the legal proxy* and
 - (iii) state the *number of shares that the holder is representing*.
- You need to present the legal proxy as a printed copy or original together with valid identification documentation.
- If you cannot provide the original copy of your legal proxy and valid identification documentation, you might still be able to follow the AGM as a guest, but will not be able to vote.

Can someone else attend the 2026 Annual General Meeting and vote on my behalf if I am a DTC or SIX Beneficial Shareholder?

- You may grant power of attorney to any third-party to exercise your voting rights on your behalf. To appoint your third-party proxy, you must first obtain a "legal proxy" from your brokerage firm, bank, or other nominee that holds your shares. Then, you must issue a written power of attorney authorizing such third-party proxy to vote your shares at the 2026 Annual General Meeting.
- The power of attorney that you issue for the third-party proxy will have to bear your name (in block letters), the number of shares you wish such a third-party proxy to vote on your behalf, your signature and the name of the third-party proxy (in block letters).
- On the day of the 2026 Annual General Meeting, the third-party proxy will have to present (i) the "legal proxy" from the brokerage firm, bank, or other nominee that holds your shares, (ii) the third-party proxy and (iii) proper identification documentation in order to be admitted to the 2026 Annual General Meeting.
- The requirements for the power of attorney are specified in the Proxy Statement on page 23, under "Beneficial Shareholders."

GENERAL INFORMATION

When and where is Amrize's 2026 Annual General Meeting taking place?

- The 2026 Annual General Meeting of Amrize will be held physically at the Theater Casino Zug, Artherstrasse 4, 6300 Zug, Switzerland, on April 21, 2026, at 09:00 AM CEST. Doors will open at 8:00 AM CEST.

Will the 2026 Annual General Meeting be held in person, virtually, or in a hybrid format?

- The 2026 Annual General Meeting will be held physically. Shareholders can vote by proxy or in person.

Where can I find the agenda for the 2026 Annual General Meeting?

- The agenda for the 2026 Annual General Meeting is published in the Amrize Proxy Statement on the Amrize investor page at <https://investors.amrize.com/governance/annual-general-meeting>

Where can I receive copies of the Annual Report?

- You can view electronic copies at <https://investors.amrize.com/financial-info/annual-report-and-proxy-statement>
- Hard copies can be requested with an email to investors@amrize.com

What language will the 2026 Annual General Meeting be in?

- The AGM will be in English; and German translation will be available.



2026 Annual General Meeting

Can I ask questions during the 2026 Annual General Meeting?

- Shareholders attending the 2026 Annual General Meeting physically, can ask questions about or comment on the agenda items.
- You will be required to submit an ID and a valid proxy and register your question at the question desk adjacent to the plenary room.

Will a coffee or lunch be served?

- Yes. There will be a welcome coffee and an apero-style lunch will be served.

Will the 2026 Annual General Meeting be broadcast online?

- The 2026 Annual General Meeting will not be broadcast live.

Will minutes of the 2026 Annual General Meeting be available?

- Yes, the minutes of the meeting will be made available on Amrize's investor website.

Will a recording of the 2026 Annual General Meeting be available?

- No. The minutes of the meeting will be made available on Amrize's investor website.

Does the 2026 Annual General Meeting follow Swiss or US law?

- The 2026 Annual General Meeting will comply with Swiss, as well as applicable U.S. regulations and requirements.

What language will shareholder materials be in?

- All Amrize shareholder documents will be in English, consistent with our approach following the spin-off.