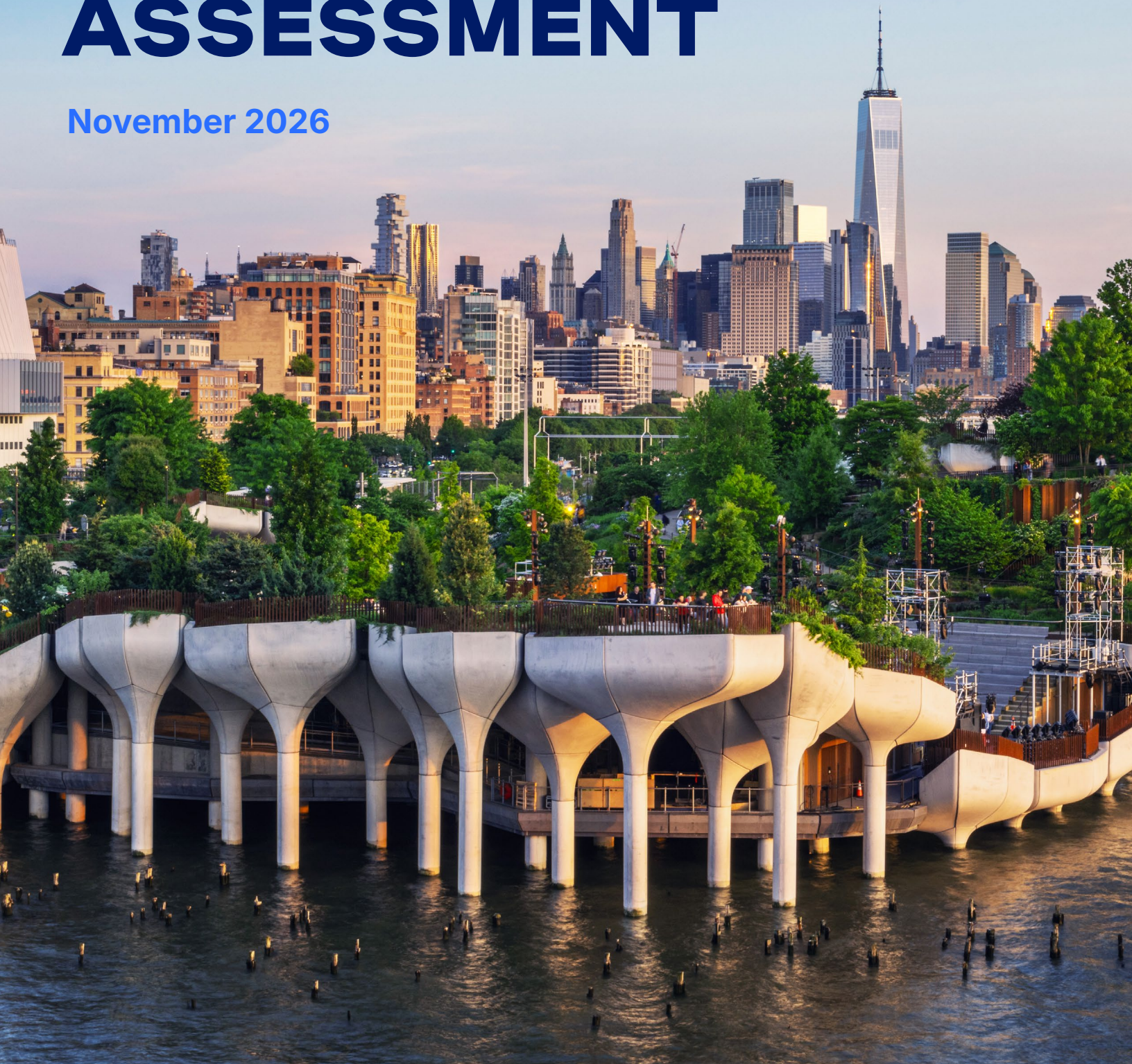
AMRIZE

DOUBLE MATERIALITY ASSESSMENT

November 2026



DOUBLE MATERIALITY ASSESSMENT

Introduction & Scope

In 2026, Amrize conducted its first double materiality assessment ("DMA") to identify the sustainability matters that are most material to Amrize from both impact and financial perspectives. The assessment considered the viewpoints of internal and external stakeholders and aligned the results with broader industry themes. The DMA will provide a foundation for the Amrize sustainability strategy for reporting and target setting.

DOUBLE MATERIALITY ASSESSMENT FACTORS

The DMA was conducted using the preparation basis outlined below.

Organization and Value Chain Scope

Assessment conducted at the Amrize enterprise level, covering relevant Impacts, Risks and Opportunities (IROs) across upstream activities, operations and downstream product use.

Assessment Basis

Impact and financial materiality were evaluated using defined criteria and thresholds aligned with the Amrize Enterprise Risk Management framework. Materiality thresholds were informed by discussions with Amrize staff and leadership.

Topic Universe

Topics were based on established sustainability categories and supplemented by international reporting standards, Amrize internal sources, peer disclosures, stakeholder input and industry research.

Known Limitations

Results reflect information available at the time of the assessment and have not been externally assured. The assessment of Impacts, Risks and Opportunities relies on qualitative judgment, proxy evidence and limited quantitative data, and may be refined in the future.

DOUBLE MATERIALITY ASSESSMENT

AMRIZE

Methodology

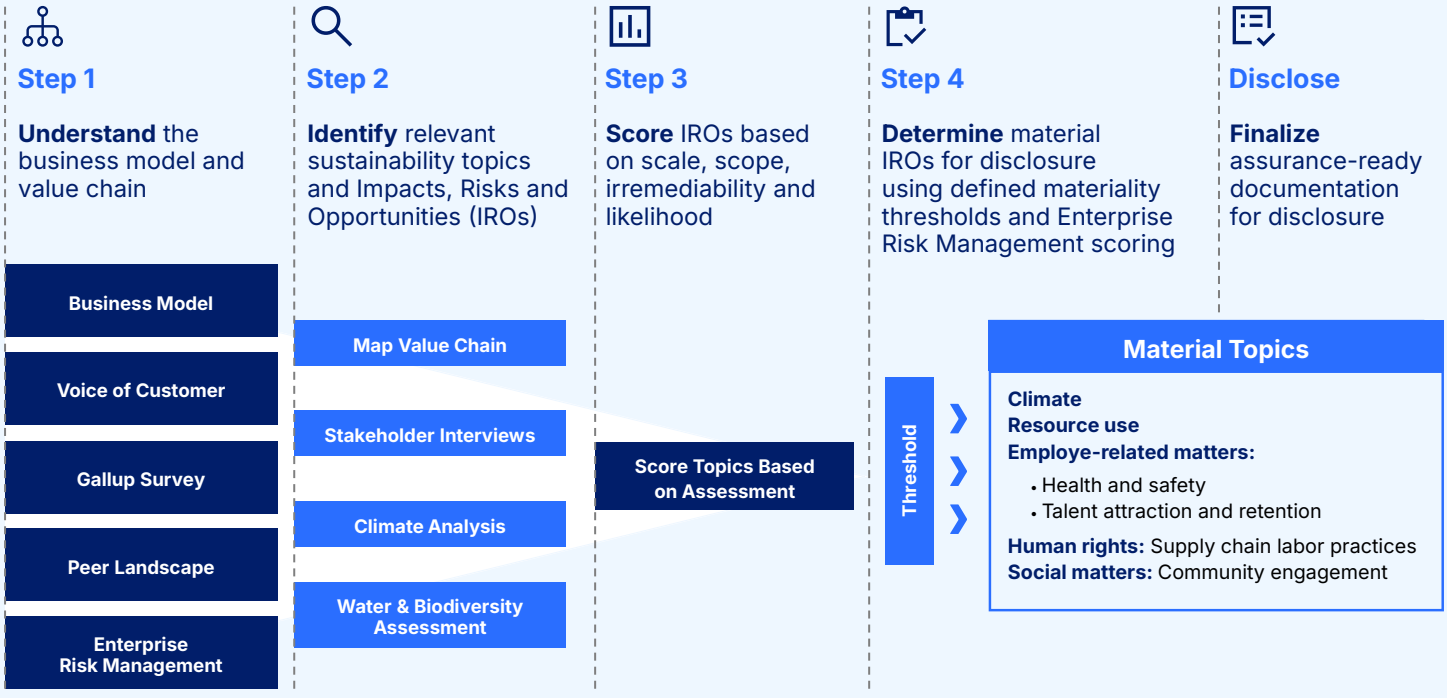
Amrize aligned its assessment with international reporting standards and assessed all topics in two ways:

Impact Materiality (Inside-Out): How Amrize's operations, products and supply chain affect the environment, society and human rights. Impacts were evaluated based on severity, likelihood of occurrence and irremediability.

Financial Materiality (Outside-In): How external Environmental, Social and Governance factors affect Amrize's overall business strategy. Amrize evaluated how these factors affect enterprise value and cash flow over short-, medium- and long-term horizons.

Amrize reviewed the current business model and value chain through an evaluation of company disclosures, internal employee surveys, Voice of Customer interviews and analysis of the peer landscape. An inventory of relevant sustainability topics and IROs was then developed by mapping the company value chain, interviewing internal and external stakeholders and conducting extensive climate analysis aligned with the Task Force on Climate-related Financial Disclosures ("TCFD") recommendations, as well as water and biodiversity assessments.

The IROs were then scored based on their scale, scope, irremediability and likelihood to identify those considered material.



Analysis & Results

Our DMA results inform the Amrize sustainability strategy and nonfinancial disclosures. The assessment of topics identified risks and supporting rationale was tailored to Amrize's business model and value chain, accounting for both Building Materials and Building Envelope operations.

TOPIC	SUBTOPIC	RATIONALE
Environment	Climate	Cement production is energy- and greenhouse gas emissions-intensive, creating exposure to carbon-related regulations and energy price volatility. Shifting policies may create uncertainty around investment in low-carbon solutions. Select operations could face growing exposure to physical risk. Customer demand could increase for low-carbon, energy-efficient and resilient solutions.
	Resource Use	Limestone, aggregates and raw material inputs are finite resources critical to Amrize's product offerings.
Workforce	Health and Safety	The Amrize workforce faces inherent operational hazards across cement production, quarrying, ready-mix operations, manufacturing and mobile equipment activities.
	Talent Attraction and Retention	Labor availability and competition for technical and skilled-trade talent may create risks for business continuity, raising the importance of attracting and retaining skilled and engaged employees.
Human Rights	Supply Chain Labor Practices	Lack of oversight of supplier labor practices may expose Amrize to reputational and legal risks.
Social Matters	Community Engagement	Quarry operations may raise local concerns related to dust, noise, traffic and land use that could affect community trust and social license to operate.