

2025 NON-FINANCIAL MATTERS REPORT



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ABOUT THIS REPORT

Amrize's Non-Financial Matters Report reflects our commitment to sharing information about our environmental and social initiatives with our clients, customers, shareholders, employees, business partners, and the communities where we operate.

As Amrize became a standalone company on June 23, 2025, following our spin-off from Holcim, this report covers the period between January 1, 2025 and December 31, 2025, and includes Amrize businesses both before and after the spin-off.

Amrize is in the process of developing our dedicated non-financial matters strategy reflecting our standalone business operations. To design and implement our strategy, programs, policies, key performance indicators, and related disclosures, Amrize is currently in the process of conducting a standalone double materiality assessment. This process will be completed during fiscal year 2026 as it requires sufficient data over a certain period of operations as a standalone company in order to meaningfully assess Amrize's impacts, risks, and opportunities across our markets. In the meantime, for the purposes of this Report, Amrize is applying certain Holcim frameworks and concepts where relevant.

This Non-Financial Matters Report has been prepared in accordance with the requirements of Article 964b of the Swiss Code of Obligations. Amrize's report was developed in alignment with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, as detailed in Appendix B. Key Performance Indicator (KPI) data are tracked, and information is compiled, in Appendix A.¹

To best disclose the effectiveness of its programs across its key material topics Amrize followed industry specific SASB (Sustainability Accounting Standards Board) indicators, key cement industry indicators based on the sector's 2050 net zero roadmap, and further standard industry social impact indicators.

This Non-Financial Matters Report 2025 has been approved by the Board of Directors of Amrize in accordance with Article 964c of the Swiss Code of Obligations.

Cautionary Note Regarding Forward-Looking Statements

The information provided in this report differs from Amrize's mandatory reporting under U.S. Securities and Exchange Commission (SEC) rules and regulations, and may consider

¹ To accelerate the reporting process and align with the financial reporting timeline, some data is based on eleven months of data (as of November 30) and extrapolated to estimate annual values.

different and broader definitions of materiality promulgated by other frameworks and reporting guidelines that take into account a wider range of factors. The term significance used in this report should not be read as necessarily rising to the level of materiality used for the purposes of complying with the U.S. federal securities laws and regulations. The statements in this report, which is unaudited, reflect Amrize's views and estimates based on data and information available as of the date of its publication. Changes in circumstances or new information may have occurred since its publication, which could impact the accuracy of certain details. Certain statements in this report are "forward-looking statements" within the meaning of the U.S. Private Securities Litigation Reform Act of 1995. These statements, including those regarding Amrize's initiatives to optimize energy efficiency and water conservation and efficiency, as well as its CO₂ goals, are based on management's current expectations and are subject to known and unknown risks, uncertainties, changes in circumstances, and assumptions (such as management's estimates and assumptions related to climate-related matters) that are difficult to predict and are often beyond Amrize's control and inherently uncertain. These statements are not guarantees of future results, occurrences, or performance. Actual results and outcomes may differ materially from those included in this report due to a variety of factors, including the effect of political, economic and market conditions and geopolitical events; the logistical and other challenges inherent in Amrize's operations; the actions and initiatives of current and potential competitors; the outcome of pending or future litigation; potential green claims and their impact on Amrize's reputation; climate-related conditions and weather events; energy prices and technological innovations; legislative, regulatory and policy changes; risks related to talent attraction/retention; market acceptance for low-carbon products and solutions; feasibility of new technologies; risks related to natural catastrophes; supply chain disruption; Amrize's ability to derive the benefits from the investment in its operations; Amrize's ability to successfully implement its initiatives, such as expanding its LEED-enabling solutions; as well as those factors described in the Cautionary Note Regarding Forward-Looking Statements and Risk Factors section included in Amrize's Annual Report for the year ended December 31, 2025 filed with the SEC on Form 10-K. In addition, many of the forward-looking statements in this report, including Amrize's commitments, goals and targets set forth herein, are based on assumptions, standards, metrics, measurements, methodologies, data, and internal frameworks believed to be reasonable at the time of preparation, but that continue to evolve, vary across jurisdictions and regulatory bodies, and are the subject of proposed regulatory changes in multiple jurisdictions. In particular, we note that standards for accounting for and measuring impact and greenhouse gas (GHG) emissions, as well as measuring GHG emissions reductions or avoidance, and how the use of voluntary carbon offsets may feature in GHG accounting, vary, including due to the underlying emissions factors, assumptions or other methodological features. In addition, certain information and metrics in these disclosures are reliant on methodologies and third-party information, including data provided by clients and suppliers, that we do not independently verify. To the extent that such methodologies or third-party information we use is subsequently determined to be erroneous or otherwise not in keeping with best practices or regulatory requirements, it may affect our disclosures and our reported progress on our emissions-

reduction goals. Readers should not regard any of these forward-looking statements as a representation or warranty by Amrize or any other person or place undue reliance on any such forward-looking statements. Any forward-looking statement speaks only as of the date on which it is made, and Amrize does not undertake any obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future developments, or otherwise, except as required by law. While future events discussed in this report may be significant, any significance should not be read as necessarily rising to the level of materiality of the disclosures required under U.S. federal securities laws or other mandatory disclosure requirements.

THIRD PARTY ASSURANCE

SCV Consulting Ltd. provided Limited Assurance Verification in accordance with ISO 14064-3: 2019 on select KPIs. See assurance report in Appendix C.

Amrize provides Environmental Product Declarations (EPD), which are independently verified documents that serve as a means of providing transparent and reliable product information to meet customer needs.

OUR BUSINESS

Amrize Ltd (the "Company") is a building solutions company focused exclusively on the North American market, offering customers a broad range of advanced building solutions from foundation to rooftop. We earn revenue from the sale of cement, aggregates, ready-mix concrete, asphalt, roofing systems, and other building solutions. Operating across more than 1,000 sites and facilities in the United States (U.S.) and Canada, our 19,000-plus employees serve more than 23,000 customers across the infrastructure, commercial, and residential construction markets. Amrize is listed on the New York Stock Exchange and on the SIX Swiss Exchange under the symbol "AMRZ."

OUR SOLUTIONS

Amrize's vision is to be the partner of choice for the professional builders of North America to build their ambition across all construction markets— from commercial and infrastructure to residential, as well as from new build to repair and refurbishment. With our two business segments, Building Materials and Building Envelope, we offer our

customers a broad range of advanced building solutions from foundation to rooftop with billion-dollar brands from OneCem to Elevate. Our teams of experts understand the entire building lifecycle, and continuously advance our broad range of solutions, technologies, and open innovation partnerships to meet our customers' needs with reliability and scale.

Building Materials

Amrize's Building Materials offerings include cement and aggregates, as well as a variety of downstream products and solutions such as ready-mix concrete, asphalt, and other construction materials. In 2025, our operating footprint included 18 cement plants, 143 terminals, 56 cementitious product operations, 273 ready-mix concrete plants, 467 aggregates operations, 37 concrete product sites, and 50 asphalt operations.

- **Cement:** Amrize provides high-quality cement products developed through our professional knowledge and experience. These products are customized to satisfy our clients' specific requirements.
- **Aggregates:** Amrize is strategically located to supply crushed stone, sand, and gravel to the construction market. Solutions within the primary natural aggregates division consist of extracted hard rock from quarries, as well as deposits of sand and gravel. Our alternative aggregates consist of recycled concrete and secondary aggregates from other industrial waste, such as slag. These products are engineered for use in ready-mix concrete, asphalt, and as a base material for street and road construction.
- **Ready-Mix Concrete:** Ready-mix concrete is a combination of cement, fine and coarse aggregates, admixtures, and water. We tailor our ready-mix concrete to fit our customers' specific needs. By changing the proportion of cement, aggregates, admixtures, and water, we modify our concrete's resistance, manageability, and finish, among other properties. From our low-carbon concrete to our innovative ultra-high performance line, we produce a broad variety of specially designed concrete to meet the many challenges of modern construction.

Building Envelope

Our Building Envelope segment offers advanced roofing and wall systems, including single-ply membranes, insulation, shingles, sheathing, waterproofing and protective coatings, along with adhesives, tapes, and sealants that are critical to the application of roofing and wall systems. Products are sold individually or in warranted systems for new construction or for repair and refurbishment in commercial and residential projects. Products for commercial projects are primarily sold under the Elevate and Duro-Last brands, while products for residential projects are primarily sold under the Malarkey

brand. These products are sold either directly to contractors, through authorized distributors, or through a network of sales representatives in North America.

We offer wide-ranging roofing expertise and solutions that are fully customizable to meet commercial and residential building requirements.

- **Elevate:** Elevate offers a broad range of advanced roofing systems for commercial buildings, including industry-leading energy-efficient insulation boards. Elevate offers solutions for every system, building, and budget with innovative and sustainable products including RubberGard™ EPDM membrane, UltraPly™ TPO SA with SecureBond technology, Max PVC membrane, and ISOGARD™ polyiso insulation.
- **Duro-Last:** Duro-Last is a full system roofing provider, offering a wide range of thermoplastic single-ply solutions, from Edge-to-Edge to Deck-to-Sky™. As the largest manufacturer of custom-fabricated single-ply roofing systems in the United States, Duro-Last custom-fabricates high-quality PVC roofing membranes, accessories, edge metal, and fasteners in-house, providing superior waterproofing and long-term leak protection.
- **Malarkey:** For steep-slope roofing, our Malarkey brand provides a complete residential roofing solution, from premium roofing shingles to ice and water barriers. Malarkey's polymer-modified asphalt shingles are aligned with our commitment to driving high performance roofing systems. Malarkey has always prioritized innovation, launching the first SBS polymer-modified asphalt shingle, the first shingle with a larger nailing area for easier installation, and the first shingle using upcycled rubber and plastics to reduce landfill waste.
- **OX Engineered Products:** OX develops and manufactures a range of wall insulation and sheathing solutions, with proprietary technologies ranging from house wraps and structural sheathing to integrated wall systems.
- **Enverge:** Enverge, our spray foam insulation brand, includes both open-cell and closed-cell spray foam products. The product portfolio includes our OnePass superior yield insulation and our SucraSeal™ open-cell insulation made from up to 17% sucrose content.
- **Gaco:** Our Gaco brand offers a portfolio of proven liquid-applied coating systems for roof restoration, decking and waterproofing, and anti-slip protection. We also offer adhesives, tapes, and sealants critical to weatherproofing the building envelope.

LEED-Enabling Solutions for High-Performance Buildings

Amrize offers our customers a broad range of solutions that enable Leadership in Energy and Environmental Design (LEED) certification, from our innovative materials to our advanced envelope systems to optimize a building's energy efficiency, water conservation, material use and recovery, resiliency, and occupant experience.

The LEED building rating system is the most widely recognized framework for best-in-class building strategies and practices in the U.S. and Canada. It is used to design, construct, and operate efficient, healthy, and sustainable building structures that excel in energy, water, materials and indoor environmental quality, offering significant operational savings and benefits for people and planet.

Amrize empowers our customers with our sector's broadest range of LEED-enabling solutions and product transparency for high performance buildings. Our advanced solutions include:

- **Low-Carbon Materials:** Amrize provides innovative cement and concrete ranges, which have a lower CO₂ footprint. Mechanisms include the addition of supplementary cementitious materials like ground granulated blast furnace slag, fly ash, and silica fume, as well as optimized design for efficient material use.
- **Operational Energy Performance and Resiliency:** Elevate MAX PVC membranes for roofing systems offer long-term reliability with high resistance to punctures, tearing, and breaking, in addition to being resistant to fire and harsh chemicals. Elevate ISOGARD™ polyiso insulation offers the highest R-value per inch at colder temperatures for optimized energy-efficiency.
- **Water Use and Occupant Experience:** Green roofs enabled by Elevate support rainwater recovery and reuse, reduce heat island effects, and provide access to nature, particularly in city environments.
- **Material Efficiency:** Malarkey pioneered the use of upcycled rubber and upcycled plastic in shingles—diverting approximately 935,000 rubber tires and 600 million plastic bags from landfills in 2025. By integrating smog-reducing granules in our shingles, Malarkey helps clean the air of emission-based pollutants. In 2025, Malarkey installed roofs have helped clean the air equivalent to the smog-mitigating potential of approximately 320,000 trees.
- **Product Transparency:** Amrize LEED-enabling solutions are supported by third-party validated Environmental Product Declarations, providing customers with product impact transparency.

AI-Optimized Advanced Concrete Mix for Meta Data Center

Amrize partnered with Meta to create a first-of-its-kind AI-optimized concrete mix that was 43% faster in early strength and 35% less carbon intensive—while delivering 100% performance. Winner of the "Most Innovative Partnership" award at the 2025 Building Innovation Awards, the mix was tailored to meet the specific needs of Meta's data center in Rosemount, Minnesota. This customized solution was designed to deliver high strength, maintain set-time, and reduce embodied carbon, helping Meta meet its performance, speed, and sustainability targets. The solution harnesses Amrize's material engineering expertise and Meta-developed open-source artificial intelligence (AI) models. It was created in partnership with The Grainger College of Engineering at the University of Illinois Urbana-Champaign to create the data for the AI model.

Next-Generation Cement Formulation at Amazon's New Bellevue Tower

Amrize collaborated with Amazon to introduce its next-generation cement formulation at Amazon's Bellevue 600 office tower. The solution uses advanced chemistry to replace 99% of traditional materials with low-emission raw materials, while meeting and exceeding strength, durability, and finishing expectations. The concrete placements made with Amrize's advanced formulation achieve a 60% lower embodied carbon footprint. This marks the first large-scale application of Amrize's proprietary formulation technology, developed by the Company's research and development experts. The project also provides valuable insights for the potential use of this advanced material solution in other future applications. See cover page photo.

State-of-the-Art Manufacturing

With over 1,000 sites and a highly efficient distribution network, Amrize delivers for our customers in every U.S. state and Canadian province with speed and scale.

We launched our 'Made in America' label, starting with our cement range, to offer builders the guarantee of American manufacturing and quality—supporting American jobs and local communities. This 'Made in America' label signifies that all aspects of the cement are made in the U.S. from our raw materials and processing to manufacturing, meeting

rigorous U.S. performance standards. The label started to be rolled out across Amrize’s U.S. cement operations in 2025 at our flagship sites of Ste. Genevieve, Missouri; Midlothian, Texas; Devil’s Slide, Utah; Holly Hill, South Carolina; and Portland, Colorado. We are planning to bring the 'Product of Canada' label to Canada in 2026.



In 2025, Amrize invested \$700 million in our manufacturing footprint to better serve our customers, employees, and communities with state-of-the-art operations. These investments were used to increase production capacity and improve operational efficiency at our major cement plants, ranging from Ste. Genevieve, Missouri, to Midlothian, Texas, while expanding our footprint in residential roofing with Malarkey's new plant in Franklin, Indiana.

FRANKLIN, IN

Amrize is constructing a new shingles plant, slated to open in 2026. This new Malarkey facility will expand our customer reach in the Midwest and Eastern markets.

MIDLOTHIAN, TX

Amrize is investing \$50M to expand cement production by 100,000 short tons and modernize plant logistics. This increase in operational efficiency will better serve customers.

STE. GENEVIEVE, MO

Amrize expanded production capacity by 660,000 short tons at North America’s largest and market-leading cement plant, while improving operational and material efficiency.

INNOVATION

Amrize's Technology & Innovation Hub is driven from our core Research and Development (R&D) Center with a range of experts working across the following disciplines:

- Material Science: From product formulation to nanotechnologies
- Engineering Technologies: From industrial development to automation
- Digital & AI: From predictive maintenance to computational design
- Construction: From masonry to roof assembly

Amrize operates 10 innovation labs across the U.S. and Canada to support specific market application needs across our range of solutions. The Technology & Innovation Hub is supplemented by strategic partnerships with leading start-ups and academic institutions to scale up our impact.



As a leading partner and Industry Leadership Council member of North America's largest climate-tech incubator, Amrize and Greentown Labs collaborate to accelerate the development of startups in the built environment. This work spans new material development, building resiliency, and efficiency in energy, raw materials, circularity, and operational technology.



MIT Climate and Sustainability Consortium (MCSC)

Amrize, a founding member of the MCSC, partners with like-minded organizations from Amazon to Prologis to advance the built environment with a focus on linking value chains across industry, implementing disruptive technology, and educating workforces.

MIT Concrete Sustainability Hub (CSHub)

Bringing together leaders from academia, industry, and government, MIT CSHub uses a holistic approach to develop breakthroughs in durable and sustainable homes, buildings, and infrastructure in increasingly demanding environments.



Plantd manufactures next-generation building materials from perennial grass. Their carbon-negative structural sheathing product is higher performing and more efficient to produce than traditional oriented strand board (OSB). Amrize has been a strategic investor and partner to Plantd since 2025.



Amrize is a founding investor in this startup, which is developing an ultra-low-carbon cement based on an electrochemical process using renewable electricity, basaltic rock (a carbon-free raw material), and industrial waste.



Amrize is an investor in this startup, which is repurposing phosphate gypsum waste as a low-emission raw material for low-carbon cement manufacturing. Travertine's process addresses industrial environmental footprints, upcycles rare and scarce metals, and captures CO₂.

OUR APPROACH

Amrize's vision is to be the partner of choice for the professional builders of North America with the most advanced building solutions from foundation to rooftop. With our research and development network, Amrize's experts are constantly innovating to advance construction in the U.S. and Canada, offering a broad range of LEED-enabling solutions for high-performance building.

Our unmatched operational footprint, including over 1,000 facilities, and highly efficient distribution network serve Amrize's customers in every U.S. state and Canadian province with speed and scale. As a responsible corporate citizen, Amrize invests in our manufacturing footprint to operate state-of-the-art facilities to best meet the needs of our customers, people, and communities.

Amrize holds health and safety as a core value and cultivates a culture of high performance and engagement across our 19,000-plus employees to be an employer of choice. We invest in our teams' training and development, championing continuous learning and a growth mindset.

GOVERNANCE

BOARD OVERSIGHT

As a standalone public company, Amrize operates with a Board of Directors (the "Board") and committees thereof, which comply with U.S. federal securities laws and rules, New York Stock Exchange and SIX Swiss Exchange requirements, as well as Swiss corporate law.

The Organizational Regulations contain rules governing the Board's decision-making and delegation process. These are based on Article 716b of the Swiss Code of Obligations and Article 18, section (2) of the Articles of Association of the Company.

The Board is responsible for the ultimate direction of the Company and oversight of its management. This responsibility includes the determination of our strategy and selection, instruction, and strategic oversight of the Chief Executive Officer and the other members of Executive Management.

Our Board takes an active role in risk oversight, both as a full board and through our committees, each of which has primary risk oversight responsibility with respect to all matters within the scope of its duties as contemplated by its charter. The Board oversees the Company's Enterprise Risk Management (ERM) and monitoring, including non-financial risk. In addition, the Audit Committee of our Board (the "Audit Committee") supports the Board in its oversight of risk management.

Our Chairman and Chief Executive Officer collaborates with the Presidents of Amrize's Building Materials and Building Envelope segments, as well as the Chief Marketing and Corporate Affairs Officer, to define the Company's non-financial strategy, including the selection of priority projects, provision of sponsorship and funding, and to ensure execution of such strategy in cooperation with other executive business leaders. Our executive leadership is responsible for the day-to-day management of the various risks facing Amrize's operations. The Chief Marketing and Corporate Affairs Officer presents progress on non-financial matters to the Board at least annually.

MANAGEMENT REVIEW

Our Chief Marketing and Corporate Affairs Officer, in collaboration with the broader executive leadership team, is responsible for assessing and managing Amrize's non-financial matters and identifies further opportunities for growth and program evolution in the forthcoming year. We perform this review within the context of the external landscape and incorporate our understanding of how mega-trends and macro-developments may impact our sector and activities.

Amrize's operations are subject to and affected by federal, state, provincial, and local laws and regulations relating to, among other things, environmental matters (including climate and greenhouse gas emissions), health and safety matters, and other regulatory matters. Environmental operating permits, which are subject to modification, renewal and revocation, may be required for Amrize's operations. Amrize regularly monitors and reviews our operations, procedures, and policies for compliance with these laws and regulations.

ENTERPRISE RISK MANAGEMENT

Amrize's Enterprise Risk Management process provides the Board, including its Audit Committee, with a comprehensive view of the business risks in support of its oversight obligations. Our ERM process seeks to identify and control risks in order to ensure business growth, effective risk reporting, and compliance with legal requirements. Risks are assessed based on their likelihood of occurrence and potential impact on our non-financial matters, including their potential for negative impact on our reputation, financial performance, or our capacity to meet commitments. Risk mitigation measures are planned, implemented, and monitored on an ongoing basis.

Our comprehensive ERM process is supported by governance and tools that identify, assess, mitigate, and monitor risk exposure in our strategy and decision-making processes. Key components of our ERM process include:

- Risk identification and assessment
- Risk response and mitigation, including existing control identification
- Monitoring and reporting

Amrize includes climate and sustainability-related matters in our multidisciplinary Company-wide ERM process. We have customized our approach to align with the best practices and recommendations of TCFD, allowing for a bottom-up assessment of climate-related risks and opportunities. The bottom-up assessment included a survey of leadership and evaluation by our ERM team.

Management must make estimates and assumptions concerning the future, including those related to climate matters. These assumptions are consistently evaluated to align with the Company's risk management strategy and commitments made to stakeholders.

Management periodically re-evaluates assumptions on non-financial matters and their potential impacts on operations and cash-flow projections. This re-evaluation is consistent with the assessment of climate-related matters, commitments to investors and other stakeholders, and existing climate-related regulations.

Management must also consider the potential material adverse effects on business, financial condition, liquidity, and results of operations caused by adverse weather conditions and natural disasters. For example, severe weather conditions could increase operational costs if they occur with unusual intensity, during atypical periods, or persist longer than normal, especially during the peak of construction seasons.

The ERM team conducts a risk assessment process, covering all operating segments and functions, with participation from senior leaders and their management teams. In accordance with Amrize's ERM methodologies, we analyze both the inherent risk level (before mitigation) and the residual risk level (after mitigation). Remaining residual risk that is not covered by existing mitigations requires documented action plans.

Management is responsible for establishing and maintaining adequate processes, internal controls, and compliance with applicable laws and regulations. Our system of internal control supports our ERM process and provides assurance to our Board, senior leaders, and their management teams regarding reliable financial reporting and regulatory compliance.

Every Amrize employee is crucial in maintaining our system of internal control, ensuring its proper implementation and continued effectiveness. Amrize is committed to fostering a strong internal control and risk management culture at all levels, actively supported by the Board and executive leadership.

STAKEHOLDER ENGAGEMENT

At Amrize, we engage with a wide range of stakeholders, including community members, employees, non-governmental organizations, and government representatives. Through this engagement, we share our business priorities, build trust, understand expectations, and listen to grievances and opportunities for improvement. We use a broad range of methods, including surveys, town halls, open houses, workshops, formal consultations, and bilateral meetings, to reach each of our stakeholder groups with the aim of building and sustaining constructive relationships with those who could influence our business

activities or be impacted by them. Additional details can be found in the People and Culture section of this report.

To support transparency in our conduct and business integrity, Amrize is committed to a culture of speaking up. The Integrity Line is a tool established to provide an anonymous and confidential environment in which anyone (internal employees or external parties) can raise concerns regarding Amrize’s business practices. The Integrity Line is accessible at www.amrize.com. Guided by our SpeakUp & Investigations Policy, we encourage employees and stakeholders to raise concerns regarding any misconduct or breaches of our Code of Business Conduct, applicable laws, and internal policies.

DOUBLE MATERIALITY ASSESSMENT

During the reporting period, Amrize’s double materiality assessment was based on Holcim’s 2024 double materiality assessment, adjusted to ensure that only those topics relevant to Amrize’s specific business model, asset base, and operations were taken into account. As outlined at the beginning of this report, we anticipate completing our first standalone double materiality assessment in 2026, once sufficient data over a certain period of operations is available to meaningfully assess Amrize’s impacts, risks, and opportunities—to ensure a robust and complete evaluation of our non-financial impacts. Our evaluation is described in the following table.

ENVIRONMENTAL MATTERS		
Subtopic	Risk/Opportunity	Amrize Response
CLIMATE	New or changes to existing greenhouse gas laws and regulations, including carbon market mechanisms and mandatory disclosure obligations may have an adverse effect on our business, finances, reputation, and ability to achieve targets.	Greenhouse gas management practices that address laws and regulations, inclusive of carbon market mechanisms and mandatory disclosure obligations.
	In the course of our operations, we generate greenhouse gas emissions.	
	Adverse weather conditions and natural disasters may have an adverse effect on our business, finances, reputation, and ability to achieve targets.	We anticipate completing our standalone climate analysis in 2026 as it requires sufficient data over a certain period of operations for the assessment. We will conduct our climate analysis aligned with the TCFD recommendations which will allow us to complete our disclosures based on said recommendations. We will use this analysis to evaluate the establishment of additional KPIs to track our progress.
	As demand for energy increases so will the market demand for innovative, energy-efficient products.	
NATURE (BIODIVERSITY AND WATER)	New or changes to laws and regulations may have an adverse effect on our business, finances, reputation, and ability to achieve targets. Amrize manufacturing processes rely on water which could limit access to water in water scarce areas.	Water management practices that address laws and regulations and potential impacts to the environment.
	We consume water and extract raw materials in the course of our business operations.	Management of sites to ensure correct procedures concerning environmental and biodiversity management regulations.

SOCIAL AND EMPLOYEE RELATED ISSUES AND RESPECT FOR HUMAN RIGHTS

Subtopic	Risk/Opportunity	Amrize Response
PEOPLE AND CULTURE	Inadequate efforts to support employee engagement and development may negatively impact our ability to attract, retain, and motivate skilled employees which can result in high turnover, reduced innovation and lower productivity.	An inclusive and fair workplace for employees and contractors, which does not discriminate on the basis of gender, religion, sexual orientation, or race.
TALENT ATTRACTION AND RETENTION		The talent attraction, development, and retention strategies aim to build a high-performance culture. Through our employee engagement survey, we assess what matters most to employees to make Amrize an employer of choice. The early career, leadership, and technical training programs drive employee development and retention. The Employee Stock Purchase Plan further promotes employee engagement and ownership, all contributing to long-term company performance.
HEALTH AND SAFETY	Lack of a comprehensive health and safety program that is consistently implemented across our operations could result in increased incident rates, serious accidents, and even fatalities for employees and contractors.	A business environment that promotes and protects the safety, health, and well-being of employees and contractors.
COMMUNITIES	Communities may develop adverse or negative interests or objectives that could result in legal or administrative proceedings, protests, negative media coverage, direct action or campaigns, potentially resulting in operational business disruptions.	A stakeholder engagement program that enhances Amrize values as a good corporate citizen and advances our community engagement at the local, state, provincial, and national level.
		Strong, sustained economic performance that allows investment and long-lasting partnerships in our local communities.

HUMAN RIGHTS AND LABOR	Supplier violations of employment and human rights laws could compromise the well-being, safety, freedom, and dignity of workers in our value chain.	Amrize supplier policies and procedures requiring adherence to employment and human rights laws.
COMBATING CORRUPTION		
Subtopic	Risk/Opportunity	Amrize Response
BUSINESS CONDUCT (INCLUDING ANTI-CORRUPTION)	If we fail to comply with applicable laws and regulations, the relevant government authorities have the power and authority to investigate us and, if necessary, impose fines, penalties and remedies, which could cause negative financial impacts and could cause us to lose customers, suppliers and access to debt and capital markets.	A responsible corporate culture with respect to business conduct matters, including anti-bribery and anti-corruption policies, whistleblower protection, compliance with legislation, transparency, and business ethics.

ENVIRONMENT

At Amrize, our employees, contractors, customers, and neighbors are at the heart of how we operate and our most important asset. Our Company takes distinct responsibility to ensure the well-being of our people and the protection of the environment at all our operations. We comply with applicable legal, regulatory, industry, and corporate requirements. We have a dedicated Environmental Team that directly supports our operations across North America. The team maintains a robust Environmental Management System, consistent with ISO 14000, designed to effectively manage environmental risks. See Key Performance Indicators in Appendix A.

CLIMATE

Under our Environmental Stewardship Policy, Amrize is pursuing a 2050 net-zero ambition in alignment with the American Cement Association’s Roadmap to Carbon Neutrality and the Cement Association of Canada’s Action Plan to Net Zero, which Amrize is adopting as its transition roadmap. Examples of the roadmap levers include investment in innovation, production of low-carbon cement blends, increased use of alternative raw materials and fuels, and increased use of renewable energy. Amrize’s interim climate

commitments will be evaluated following the completion of our standalone double materiality assessment and climate analysis which requires sufficient data over a certain period of operations.

We advance the built environment through our investments and partnerships in innovation, LEED-enabling advanced building solutions, and product transparency via Environmental Product Declarations. We comply with local, state, provincial, and federal regulations in all our operations and we advocate for collective actions with relevant stakeholders.

Our measures include:

- **Reducing Emissions:** Establishing plant-level plans related to direct and indirect emissions.
- **Accounting:** Ensuring rigorous emissions accounting for both our direct and indirect CO₂ emissions based on the latest emissions accounting protocols. We follow the Global Cement and Concrete Association (GCCA) Cement CO₂ and Energy Protocol version 3.1 for the monitoring and reporting of CO₂ emissions from cement manufacturing.
- **Target-Setting:** Continuously ensuring our targets remain aligned with industry developments.
- **Disclosures:** Pursuing transparency with regard to climate-related financial disclosures aligned with relevant frameworks such as TCFD.
- **Innovation:** Continuing to develop, manufacture, and promote LEED-enabling advanced building products and solutions. See the Our Solutions section for details on LEED-enabling products.
- **Collaboration:** We engage with a range of key stakeholders, from policy-makers to real estate and infrastructure developers to architects and engineers, to promote advanced building solutions to scale their specification and adoption together.

We are tracking the effectiveness of our measures through KPIs. For our progress in the last year, see Appendix A.

Climate Risks and Opportunities

We anticipate completing our standalone climate analysis in 2026 as it requires sufficient data over a certain period of operations for the assessment. We will conduct our climate analysis aligned with the TCFD recommendations which will allow us to complete our disclosures based on said recommendations. We will use this analysis to evaluate the establishment of additional KPIs to track our progress. Refer to the Enterprise Risk Management section and Double Materiality Assessment section of this report for information regarding our current climate matters and the Innovation section regarding opportunities.

NATURE

Consistent with our Environmental Stewardship Policy, Amrize strives to minimize our impact on nature—including water and biodiversity—implement actions, and develop products and solutions. We comply with local, state, provincial, and federal regulations in all our operations.

Water Conservation

Amrize promotes efficient water use practices at all our sites. We implement water stewardship in our own operations and beyond, working in partnership with relevant stakeholders, to the benefit of communities and nature.

Water is essential for our operations, and its availability is affected by local conditions. Amrize's water conservation measures are focused on two main areas:

- **Consumptive Water Use Reduction:** We improve our water usage efficiency by optimizing our on-site water processes, maximizing rainwater harvested, and shifting our water usage from freshwater to non-freshwater where possible. We aspire to increase our water use efficiency at all sites located in high water risk areas.
- **High Water Quality Standard:** We require all our sites to implement strict standards to ensure the discharge of high-quality water in accordance with federal, state, provincial, and local regulations.

Production sites monitor and report the volumes of water withdrawal, discharge, consumption, and the water quality of discharge.

We are tracking the effectiveness of our measures through KPIs. For our progress in the last year, see Appendix A.

Biodiversity Conservation

Our biodiversity measures are focused on four main areas:

- **Prioritization:** We assess the biodiversity importance of each of our extraction sites in order to prioritize actions and develop tailored solutions.
- **Rehabilitation:** We perform progressive rehabilitation alongside extraction activities whenever possible. We have rehabilitation plans in place where required by local regulations.

- **Increasing Recovered Resources:** We build more with less, preserving our ecosystems.
- **Stakeholder Approach:** We participate in and lead multi-stakeholder collaboration with all relevant parties.

Every quarry reports the extent of areas disturbed, rehabilitated, and undisturbed. Upon completion of our standalone double materiality assessment, we will evaluate establishing relevant KPIs.

SOCIAL

PEOPLE AND CULTURE

Consistent with our Code of Business Conduct, we recognize our responsibility to treat each other with dignity, which means appreciating diversity, whether that diversity exists because of race, religion, gender, sexual orientation, or any other difference. We value and promote a workplace that is inclusive and fair, and which fosters respect for all our employees, customers, and business partners.

We all strive to create an environment in which personal dignity, privacy, freedom of association and collective bargaining, and the personal rights and safety of every individual are part of our everyday work experience. We believe respect in the workplace is fundamental to performance and engagement.

All employees, without regard to job title or level, will be treated fairly in matters affecting promotion, training, hiring, compensation, and termination.

As Amrize has only been a standalone company since June 23, 2025, we do not have 2024 comparable data. The combined Holcim data available for periods prior to the spin-off does not allow for a meaningful or reliable comparison to Amrize as a standalone company. In particular, the total number of employees for 2024 does not include personnel which supported both Holcim and Amrize. Upon completion of our standalone double materiality assessment, we will evaluate establishing additional KPIs. In the meantime, refer to the KPIs in Appendix A.

TALENT ATTRACTION AND RETENTION

Amrize's success and resilience is tied to the growth and development of our people. We aim to build a high-performance, engaged and learning culture with a growth mindset, where all employees feel empowered to contribute and make meaningful impact.

Engagement Survey

In 2025, Amrize conducted a Gallup survey of employee engagement as we seek to be an employer of choice. Our employee engagement survey serves as a tool to help us listen, learn, and grow together as we build our performance-driven culture. The objective of the survey is to understand what matters most across our employee populations so we can make Amrize the best place to work and the highest performing company in our industry.

Learning and Development

Amrize is committed to attracting and retaining the best talent through leadership development, early career programs, learning opportunities, and fostering a performance-driven culture. Examples of these initiatives include the Build for Growth program, which provides early-career employees with exposure to the technical elements of the business while developing future leadership capabilities; sales training programs designed to strengthen commercial acumen and drive performance; and leadership development programs focused on enhancing the skills and effectiveness of managerial staff to support long-term organizational success.

Recruiting, developing, and retaining diverse and qualified employees is essential to implementing our strategy and maintaining our competitive position. We are a people-first company, and we believe that investing in training supports skill development, employee retention, and long-term business continuity. We take care of our team by providing them with the tools, training, and time to perform their work safely and successfully. This welcoming and productive workplace is achieved by providing competitive wages and benefits, and by ensuring a safe and respectful work environment. We embrace the diverse backgrounds and viewpoints of our team members so that we may learn from one another and continue to improve our culture.

As previously described, because Amrize has only been a standalone company since June 23, 2025, we do not have 2024 comparable data. The combined Holcim data available for periods prior to the spin-off does not allow for a meaningful or reliable comparison to Amrize as a standalone company. Upon completion of our standalone double materiality assessment, we will evaluate establishing additional KPIs. In the meantime, refer to the KPIs in Appendix A.

HEALTH AND SAFETY

As set out in our Code of Business Conduct and Health, Safety, and Environmental Policy, at Amrize we strive to create a healthy and safe environment for our employees, contractors, customers, and neighbors. Our Health, Safety, and Environmental Policy describes our approach to manage critical risks, strengthen stewardship and accountability, engage our stakeholders, and continuously improve. We take the utmost care to ensure the well-being of our people at all our operations.

Health and Safety (H&S) is a core value for Amrize, which means that every single employee and contractor who comes into contact with Amrize must know what to do to prevent a serious injury or fatality. Through our performance management system, we ensure that every employee understands what they are accountable for and what support they can rely on to achieve success. We are committed to providing a safe and healthy work environment. To achieve this, we work closely with our employees and contractors to foster a culture that encourages both personal and collective responsibility for H&S.

We integrate H&S into all business processes and encourage a culture where concerns are raised. This includes threatening behavior, unsafe practices, or potential acts of violence.

Our Health and Safety Rules:

- **Rule 1:** I abide by applicable safety policies and programs, and assess and control risks before starting any task.
- **Rule 2:** I only perform activities for which I am authorized.
- **Rule 3:** I never override or misuse health and safety devices, and I always use the required personal protective equipment.
- **Rule 4:** I do not work under the influence of alcohol or drugs.
- **Rule 5:** I report all incidents.

Living by these rules is a condition of employment.

We are tracking the effectiveness of our measures through KPIs. For our progress in the last year, see Appendix A.

COMMUNITY

As set out in our Code of Business Conduct, Amrize strives to be a trusted corporate citizen and to fulfill our responsibilities to the communities in which we operate. We seek to do this by contributing through investment and engagement, and building relationships based on mutual respect and trust with all stakeholders in the community. As community members ourselves, Amrize employees seek engagement in local schools, community groups, and organizations.

Community Investments

Our manufacturing plants serve as the cornerstone of their communities. Amrize provides high-paying jobs and enduring partnerships with local businesses, community organizations, and suppliers. Amrize operates over 450 sites in Canada and 600 sites in the U.S., supporting customers in all 50 states. With 18 cement plants and a highly efficient distribution network, we offer the greatest capacity to serve our customers from coast to coast. Our unparalleled distribution and logistics network and trusted relationships with Indigenous communities—including a 50-plus year partnership with the Whitefish River First Nation in Ontario—allows us to work in remote areas across our markets with speed and scale.

With our 'Made in America' label, we offer builders the guarantee of American manufacturing and quality, and support American jobs and local communities. Learn more under the Our Solutions section. We are planning to roll out the 'Product of Canada' label in Canada in 2026.

Community Engagement

We support our local communities through charitable donations, both cash and in-kind, and employee volunteerism with a focus on affordable housing and infrastructure, disaster relief, education, and health.

Examples of our 2025 measures:

- Amrize employees volunteered over 14,000 hours across 500 events in support of local charities.
- Malarkey donated its 500th roof to the Central Oklahoma Habitat for Humanity, enabling access to affordable housing.
- As a leading sponsor of the National Roofing Contractors Association's efforts with SkillsUSA, Elevate is committed to investing in programs that advance trade education and promote careers in roofing.

RESPONSIBLE OPERATIONS

Supply Chain Management

At Amrize, we recognize the critical role that supply chain management plays in our sustainability performance. We rigorously follow our Supplier Code of Conduct to set our supplier expectations to ensure they meet our standards, from sourcing raw materials responsibly to minimizing transportation emissions. Furthermore, we look for ways to use new technology to create more productive and effective solutions.

Our Supplier Code of Conduct is consistent with our Code of Business Conduct which ensures we carry out our business with integrity and to our highest standard. Amrize expects its suppliers to adhere to environmental, social and other regulatory requirements, including decent working conditions, environmental protection, and human rights standards.

They are required to demonstrate compliance with the standards described in the Supplier Code of Conduct by taking part in the supplier qualification process. The supplier qualification process consists of risk and performance evaluations, including third-party due diligence, self-assessments, fact-finding, or audits. These evaluations are conducted in accordance with Amrize standards and as determined by procurement processes.

We include our Supplier Code of Conduct in our supplier agreements and expect full compliance. Amrize provides guidelines to suppliers on how to meet our expectations, on how suppliers will be evaluated and what the Zero Tolerance Breaches of the requirements are. Amrize reserves the right to exclude suppliers that are not compliant with local, national, or international laws and regulations, or who do not fulfill the expected requirements of the Supplier Code of Conduct.

Human Rights and Labor

As Amrize, we aim to maintain good long-term relationships and continuous communication with the cities and communities in which we operate. As set out in our Supplier Code of Conduct, we utilize internationally recognized standards, including the United Nations Guiding Principles on Business and Human Rights (UNGPs), the International Labour Organization's Declaration on Fundamental Principles and Rights at Work (ILO Declaration), and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct.

We demonstrate respect for people and the planet and ask all our employees to consider, when making business decisions, the short- and long-term impacts on both. As responsible citizens, we are aware of our continuing obligations towards the environment and the need for active engagement to protect and enhance our natural resources.

Amrize's business involves numerous production facilities, requiring the transport of raw materials and delivery of finished products. We practice sustainable sourcing and require, from all our suppliers, respect for human rights. Amrize prioritizes contractors who respect decent working conditions, environmental protection, and human rights standards.

In all areas where we do business, we are committed to competing vigorously but fairly for suppliers and customers. Violations of antitrust and competition laws are never in Amrize's interest and are not tolerated. Amrize prohibits the following practices and will not knowingly do business with any individual or company that participates in such practices:

- Exploitation of children, including child labor
- Physical punishment
- Violence towards employees
- Forced or compulsory labor
- Unlawful discrimination in employment and hiring practices
- Provision of unsafe working conditions
- Salary payments (or deductions) that illegally result in wages below minimum wage
- Illegal overtime regulations

Compliance with the requirements, as set out in our Supplier Code of Conduct, is bonded through the implementation of contractual terms and conditions aligned with Amrize's internal standards and applicable legal and ethical principles, including internationally recognized human rights and labor standards.

The supplier qualification process consists of risk and performance evaluations in the form of third-party due diligence, self-assessments, fact-finding, or audits. Amrize may immediately terminate the relationship with suppliers who have committed a Zero Tolerance Breach, and/or suppliers who repeatedly and knowingly violate the Supplier Code of Conduct and refuse to implement improvement plans. During the tendering process, Amrize reserves the right to exclude suppliers that are not compliant with local, national, or international laws and regulations, or who do not fulfill the expected requirements.

See our Supplier Code of Conduct for more information. Upon completion of our standalone double materiality assessment, we will evaluate establishing relevant KPIs.

BUSINESS CONDUCT

Amrize strives to create an environment where honesty and accountability flourish and compliance is a central focus. Our Code of Business Conduct is designed to promote honest and ethical conduct. It contains references to Amrize policies, relevant laws, and regulations which provide background for acting with integrity in the workplace, in business practices, and in the community.

ANTI-CORRUPTION

Amrize considers high performance with high integrity key to sustainable success. We commit to putting our integrity into action by abiding by the rule of law and setting an example on how to conduct ethical business. We know that paying bribes—even small ones—causes tremendous harm to communities. It is never good business, nor is it sustainable. Bribery in any form does not fit with the Amrize culture of integrity.

International anti-corruption laws apply to all of our operations. It is never acceptable to offer, give, authorize, or receive any form of bribe or kickback, including to or from any public official or private person. We also do not hire third parties to engage in activities we are not allowed to do ourselves, such as paying bribes.

We are subject to anti-corruption, anti-bribery, anti-money laundering, antitrust, anti-boycott, economic sanctions, trade embargoes, and export control laws and regulations in the areas in which we do business. Any violation of any such laws or regulations could have a material adverse impact on our business, financial condition, liquidity, and results of operations, as well as harm our reputation.

Our Anti-Bribery and Anti-Corruption Policy, which is further described in the "Integrity in Business Practices" section of our Code of Business Conduct contains guidance and rules about how employees are to conduct ethical business, such as interactions with public officials, gifts, and payments.

All employees are required to comply with the Code of Business Conduct and receive introductory and regular ethics and compliance training. The Amrize Integrity Line is a tool to provide an anonymous and confidential resource for employees or external parties to raise concerns regarding our business practices. The Company maintains a zero-tolerance policy for retaliation against anyone who makes a good-faith report of suspected violations.

In 2025, more than 12,900 employees were trained on the Code of Business Conduct, including anti-corruption concepts. Because Amrize has only been a standalone company since June 23, 2025, we do not have 2024 comparable data. The combined Holcim data

available for periods prior to the spin-off does not allow for a meaningful or reliable comparison to Amrize as a standalone company. In particular, the total number of employees for 2024 does not include personnel which supported both Holcim and Amrize. Upon completion of our standalone double materiality assessment, we will evaluate establishing relevant KPIs.

APPENDIX A. KEY PERFORMANCE INDICATORS

TABLE 1. CLIMATE - ENERGY²	2025	2024	UNITS
TOTAL ENERGY CONSUMPTION	93,705,714	96,311,432	GJ
THERMAL ENERGY CONSUMPTION	78,237,674	80,489,171	GJ
ELECTRICAL ENERGY CONSUMPTION	15,468,040	15,822,260	GJ
ELECTRICAL ENERGY - RENEWABLES ³	1,111,052	955,381	GJ
THERMAL SUBSTITUTION RATE (TSR) - ALTERNATIVE FUELS PLUS BIOMASS	22	20	%

TABLE 2. CLIMATE - SCOPE 1 & 2 GREENHOUSE GAS EMISSIONS	2025	2024	UNITS
SCOPE 1 TOTAL GROSS CO ₂ EMISSIONS ⁴	14,637,414	15,252,329	t CO ₂
SCOPE 1 SPECIFIC NET CO ₂ EMISSION PER TON CEMENTITIOUS MATERIALS	613	614	kg CO ₂ /t
TOTAL SCOPE 2 GHG EMISSIONS (LOCATION-BASED)	1,060,619	1,218,431	t CO ₂
TOTAL SCOPE 2 GHG EMISSIONS (MARKET-BASED)	970,281	1,148,784	t CO ₂

TABLE 3. NATURE	2025	2024	UNITS
TOTAL FRESHWATER WITHDRAWAL - MANUFACTURING ⁵	46,889	47,452	1,000 m ³

² Energy and Greenhouse Gas Emissions, Water, and Health and Safety Reporting Methodology: Construction Materials Sustainability Accounting Standard, Sustainability Accounting Standards Board (SASB), 2023

Greenhouse Gas Accounting Methodology: The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Global Cement and Concrete Association (GCCA) Cement CO₂ and Energy Protocol version 3.1

³Electrical Energy- Renewables include electrical energy from renewable Power Purchase Agreements (PPA) and our own renewable generation but does not include renewables from the grid.

⁴ Gross CO₂ emissions are the total emissions resulting from the calcination of limestone and the emissions resulting from the burning of fossil-based fuels and pre-treated waste-derived fuels. Compared with gross CO₂ emissions, net CO₂ emissions do not include CO₂ from alternative fuels. Units of "t" refers to metric tons.

⁵ Total Freshwater Withdrawal includes water from all business segments except captive power plants. In 2025 Captive Power Plant Total Freshwater Withdrawal was 114 million m³ compared to 111 million m³ in 2024 due to increased electricity generation.

TABLE 4. PEOPLE AND CULTURE - SOCIAL INITIATIVES	2025	2024	UNITS
TOTAL DONATIONS (CASH AND IN-KIND) ⁶	1,599,500	1,573,500	\$USD

TABLE 5. TALENT ATTRACTION AND RETENTION - GENDER AND EMPLOYMENT TYPE	2025	UNIT
TOTAL NUMBER OF EMPLOYEES	19,544	#
PERCENTAGE OF EMPLOYEES WHO ARE FEMALE	15.9	%
PERCENTAGE OF EMPLOYEES WHO ARE MALE	84.0	%

TABLE 6. HEALTH AND SAFETY	2025	2024	UNIT
LOST TIME INJURY FREQUENCY RATE - EMPLOYEES ⁷	0.29	0.44	RATE
LOST TIME INJURY FREQUENCY RATE - CONTRACTORS	0.00	0.35	RATE
LOST TIME INJURY FREQUENCY RATE - EMPLOYEES AND CONTRACTORS ON-SITE	0.25	0.43	RATE
TOTAL INJURY FREQUENCY RATE - EMPLOYEES	4.29	4.77	RATE
TOTAL INJURY FREQUENCY RATE - CONTRACTORS	1.82	4.49	RATE
TOTAL INJURY FREQUENCY RATE - EMPLOYEES AND CONTRACTORS ON-SITE	3.92	4.43	RATE

⁶ For 2025, the total includes a \$250K donation to MIT Concrete Sustainability Hub effectively made via the American Cement Association, following Amrize direction.

⁷ Frequency Rate data is per 200,000 hours.

APPENDIX B. DISCLOSURES

TCFD DISCLOSURE TABLE	
GOVERNANCE	SOURCE
A) DESCRIBE THE BOARD'S OVERSIGHT OF CLIMATE-RELATED RISKS AND OPPORTUNITIES.	PAGE 12 & CODE OF BUSINESS CONDUCT
B) DESCRIBE MANAGEMENT'S ROLE IN ASSESSING AND MANAGING CLIMATE-RELATED RISKS AND OPPORTUNITIES.	PAGE 13
STRATEGY	
A) DESCRIBE THE CLIMATE-RELATED RISKS AND OPPORTUNITIES THE ORGANIZATION HAS IDENTIFIED OVER THE SHORT, MEDIUM AND LONG TERM.	PAGES 13-19
B) DESCRIBE THE IMPACT OF CLIMATE-RELATED RISKS AND OPPORTUNITIES ON THE ORGANIZATION'S BUSINESSES, STRATEGY, AND FINANCIAL PLANNING.	PAGES 13-19
C) DESCRIBE THE RESILIENCE OF THE ORGANIZATION'S STRATEGY, TAKING INTO CONSIDERATION DIFFERENT CLIMATE-RELATED SCENARIOS.	PAGES 13-14 & 18-19
RISK	
A) DESCRIBE THE ORGANIZATION'S PROCESSES FOR IDENTIFYING AND ASSESSING CLIMATE-RELATED RISKS.	PAGES 15-18
B) DESCRIBE THE ORGANIZATION'S PROCESSES FOR MANAGING CLIMATE-RELATED RISKS.	PAGES 13-14 & 18-19
C) DESCRIBE HOW PROCESSES FOR IDENTIFYING, ASSESSING, AND MANAGING CLIMATE-RELATED RISKS ARE INTEGRATED INTO THE ORGANIZATION'S OVERALL RISK MANAGEMENT.	PAGES 18-19
METRICS AND TARGETS	
A) DISCLOSE THE METRICS USED BY THE ORGANIZATION TO ASSESS CLIMATE-RELATED RISKS AND OPPORTUNITIES IN LINE WITH ITS STRATEGY AND RISK MANAGEMENT PROCESS.	PAGES 18-19 & 30
B) DISCLOSE SCOPE 1, SCOPE 2 AND, IF APPROPRIATE, SCOPE 3 GREENHOUSE GAS (GHG) EMISSIONS AND THE RELATED RISKS.	PAGE 30
C) DESCRIBE THE TARGETS USED BY THE ORGANIZATION TO MANAGE CLIMATE-RELATED RISKS AND OPPORTUNITIES AND PERFORMANCE AGAINST TARGETS.	PAGES 18-19

APPENDIX C. THIRD PARTY LIMITED ASSURANCE



Independent Assurance Statement

SCV Consulting Ltd. (SCV) has been engaged by Amrize Ltd. (Amrize) to independently verify its Scope 1 and Scope 2 greenhouse gas (GHG) emissions for the 2025 calendar year.

Amrize is solely responsible for the preparation of the data and any external reports. While SCV is accountable to Amrize's management in the conduct of our verification work, our assurance statement is an independent opinion designed to provide information to all stakeholders, including Amrize.

Verification Objective

The objective is to independently verify its Scope 1 and Scope 2 GHG emissions, limited to CO₂ emissions, and to confirm alignment with relevant verification standards. This includes reviewing the organization's GHG emissions inventory, assessing any significant changes to the GHG inventory since the previous reporting period, and evaluating the organization's GHG-related controls within the scope of the verification.

Verification Scope

The verification encompassed all of Amrize's North American activities and operations, following an operational control boundary, including all relevant physical infrastructure, processes, operations, production, activities, and technologies. The scope of the verification included an assessment of all potential GHG emission sources, sinks, and reservoirs (SSRs), and the quantified GHG emissions.

Verification conclusions and assurance are limited to reported CO₂ emissions only and do not extend to other greenhouse gases.

Verification Level of Assurance

The verification was conducted by SCV to a limited level of assurance.

Materiality Level

Errors / omissions that represent, single or aggregated, 5% of the total emissions are considered material.

Verification Criteria

Amrize's GHG statements were assessed in alignment with the World Resources Institute (WRI) / World Business Council for Sustainable Development (WBCSD) Greenhouse Gas Protocol, Corporate Accounting and Reporting Standard (Scope 1 and 2).

Verification Protocols

ISO 14064-3:2019 Greenhouse gases - Part 3: Specification with guidance for the verification and validation of greenhouse gas statements.



Inventory Boundary

Operational control; including North American sites and operations, Scope 1 and Scope 2 CO₂ emissions.

Reporting Period: 1st January 2025 to 31st December 2025.

Data Verified

Greenhouse Gas Emissions

Scope 1: Total CO ₂ Emissions	14,637,414 tCO ₂
Scope 2: Total Location-based CO ₂ Emissions	1,060,619 tCO ₂
Scope 2: Total Market-based CO ₂ Emissions	970,281 tCO ₂

Assurance Opinion

Based on the limited level assurance verification completed, SCV is able to issue a positive outcome, and **did not identify** any evidence that the assertions made by Amrize:

- were not materially correct;
- were not a fair representation of the GHG emissions information; and
- were not prepared in alignment with the Reporting Criteria.
- that the Reporting Criteria were not applied appropriately for material emissions, removals or storage; and
- that the effectiveness of controls were not sufficient.

Independence

SCV was not involved in the preparation of any part of Amrize's GHG emissions data or any subsequent reporting. SCV maintains a balanced approach to all stakeholders when performing our verifications. SCV's assurance engagements assume that all data and information provided by the client, including sales and acquisitions, square footage, data coverage, and operational control, are furnished in good faith. SCV explicitly disclaims any liability or shared responsibility for decisions made based on this Independent Assurance Statement by any individual or entity.

SCV Consulting Ltd.

09 February 2026

Lead Verifier
Mark Scaplen

Technical Reviewer
Kevin Poirier

Learn more at amrize.com

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