

Section 3

ACCELERATING EXPANSION IN BUILDING ENVELOPE

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Amrize inside



AMRIZE

BUILDING ENVELOPE OVERVIEW



\$3.4B

2024 Revenues



BUILDING ENVELOPE HIGHLIGHTS

1

Advanced building envelope systems with iconic brands

2

State-of-the-art operational platform

3

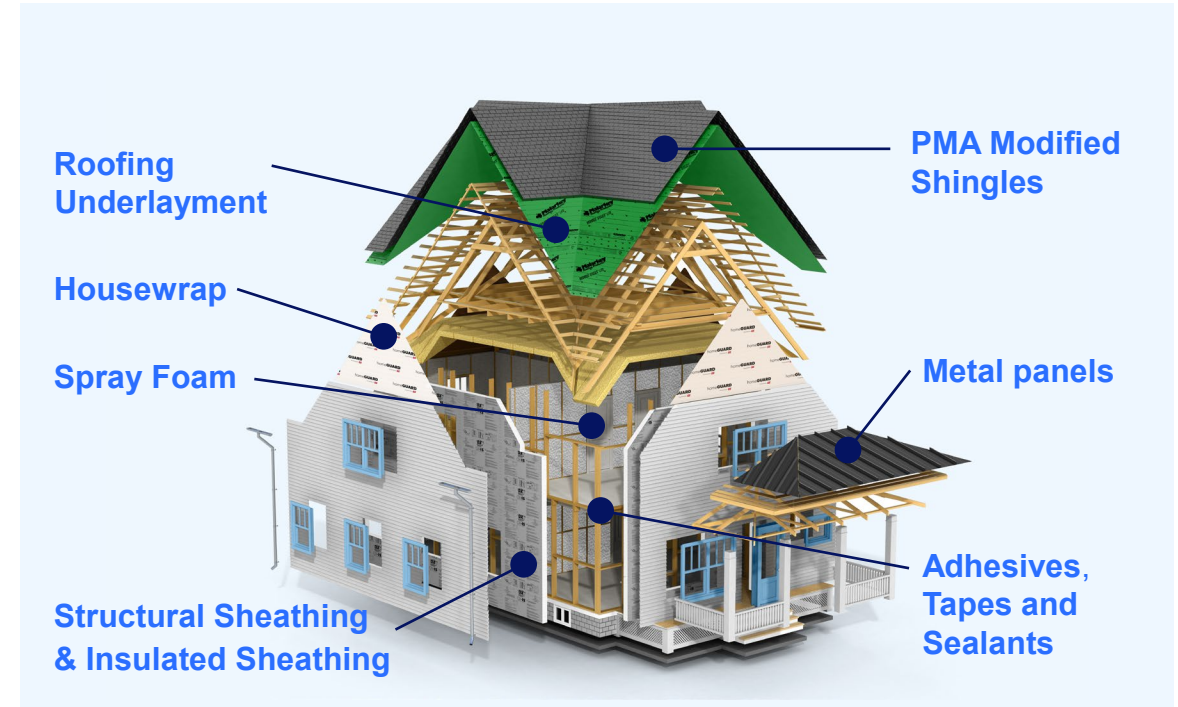
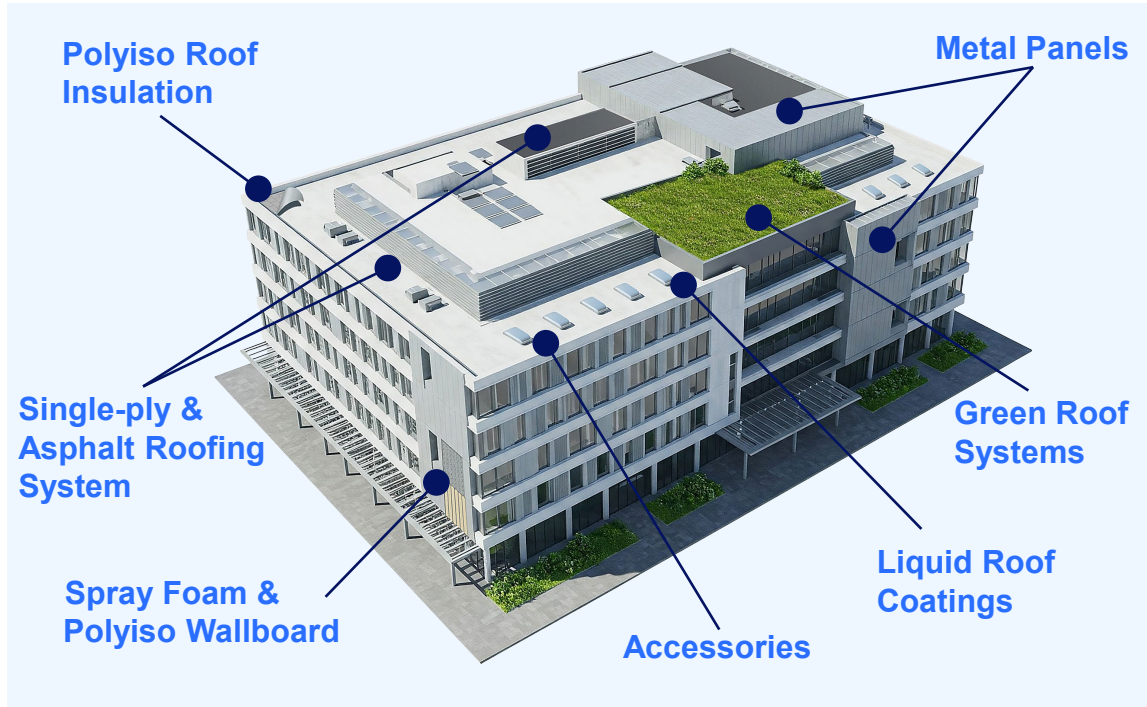
Uniquely innovative solutions to meet market needs

4

Positioned for above market growth



1 ADVANCED BUILDING ENVELOPE SYSTEMS WITH ICONIC BRANDS LEADING BRANDS IN BOTH COMMERCIAL AND RESIDENTIAL APPLICATIONS



Commercial roofing systems, with an expansive portfolio of products



Commercial PVC roofing systems



Provider of high-quality innovative weatherization systems



Spray foam insulation provider



Broad portfolio of coatings, adhesives and sealant solutions



Leader in sustainable, high performance, residential roofing products

1 ADVANCED BUILDING ENVELOPE SYSTEMS WITH ICONIC BRANDS SYSTEMS DRIVE VALUE AND INCREASE CUSTOMER LOYALTY

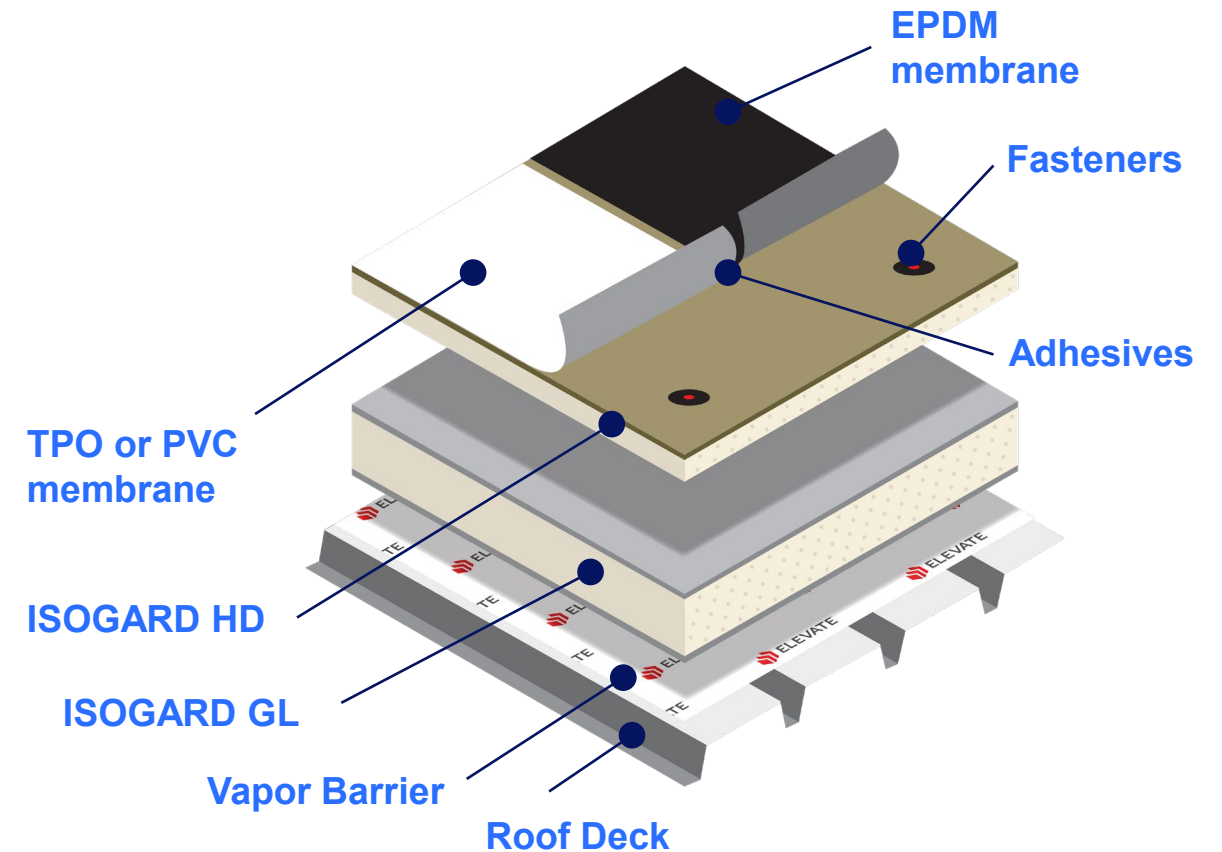
Commercial roofing advanced system selling

~33% of revenue generated from the membrane, with 67% of revenue from system components

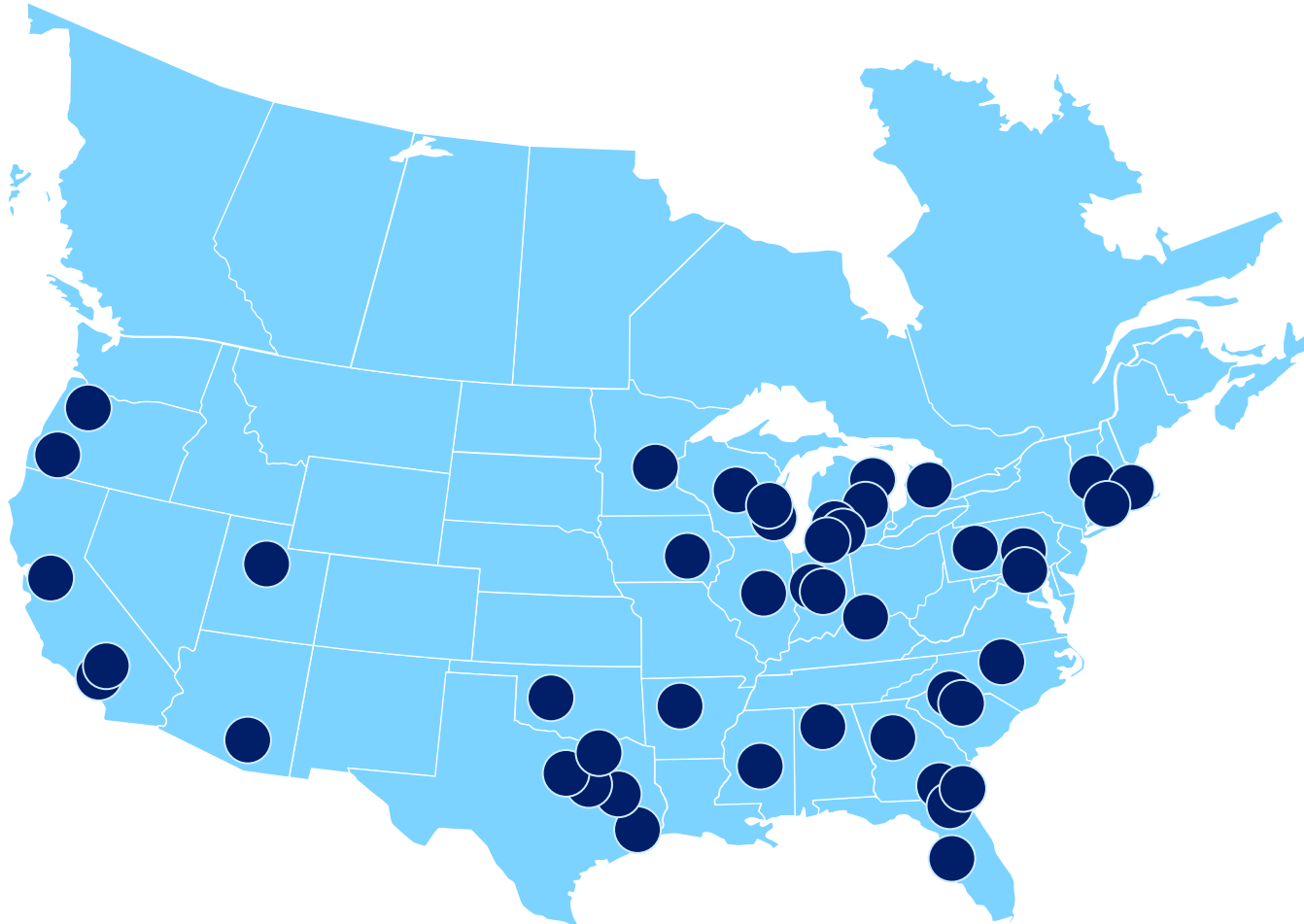
Systems components are specified and sold together, increasing the dollar take per square foot

Driven by long-standing customer relationships and strong partnerships

Amrize self-adhered roofing system



2 STATE-OF-THE-ART OPERATIONAL PLATFORM STRONGLY POSITIONED FOR CONTINUED PROFITABLE GROWTH



● Building Envelope facilities

45

manufacturing and distribution facilities

100%

of North America serviced

Built a \$3.4B Business

in just 4 years

**Over \$200M Capital
Deployed**

for growth and efficiency since 2021

2 STATE-OF-THE-ART OPERATIONAL PLATFORM INVESTING IN GROWTH AND REACHING NEW MARKETS



New Elevate Plant & Warehouse Utah

LEED-certified ISOGARD manufacturing and distribution center; opened H2 2024

2x

ISO capacity increase in Western US



New Duro-Last Fabrication Plant North Carolina

Expanded PVC custom and metal edge fabrication; opened H1 2025

1-Day

delivery service into the fast growing Southeast markets



New Malarkey Shingles Plant Indiana

New entry into Midwest and Eastern markets; opening H2 2026

over 50%

shingle capacity increase

2 STATE-OF-THE-ART OPERATIONAL PLATFORM INVESTING IN SUPPLY CHAIN CAPACITY AND AUTOMATION

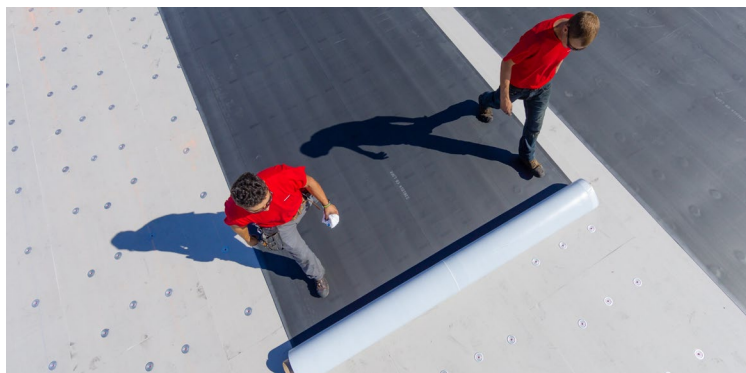


Acquired Glassmat Plant Maryland

Expanded Malarkey's fiberglass mat production capabilities; acquired in H1 2023

90%

of fiberglass mat needs are now sourced internally



New EPDM Packaging Automation Arkansas

Added fully automated finishing line; operational in H1 2024

5x

faster processing, while improving quality



New TPO Self-Adhered In-Line Coating Production Alabama

Automated coating line for TPO single-ply membrane; operational in H2 2024

3x

increase in capacity and significant cost reduction

3 UNIQUELY INNOVATIVE SOLUTIONS TO MEET MARKET NEEDS MEGATRENDS DRIVING DEMAND



Strong re-roofing demand expected to continue



Increase of aging building stock

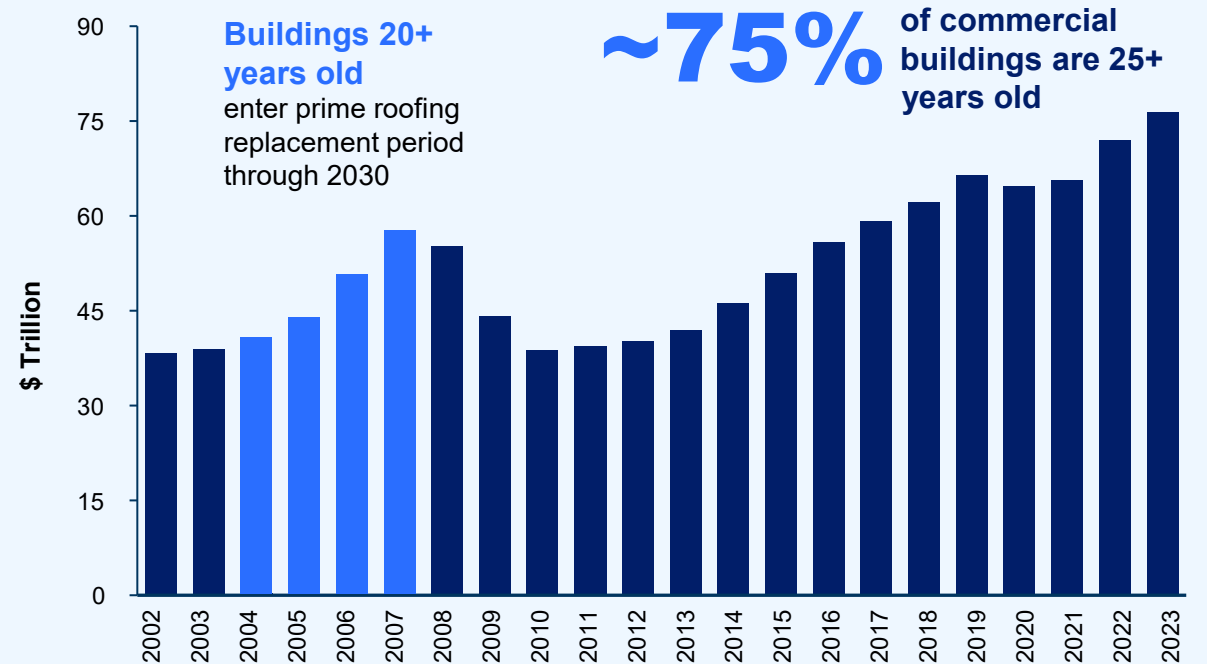


More frequent severe weather events



Demand for **greater energy efficiency and more functional roofs** (e.g., solar, green, cool)

Aging US building stock



Structures built in the mid-2000s are entering prime replacement age
Commercial construction put-in-place (ex. manufacturing)¹

3 UNIQUELY INNOVATIVE SOLUTIONS TO MEET MARKET NEEDS DELIVERING INNOVATION – FASTER, STRONGER, GREENER



Faster

Tight labor market is driving demand for solutions that are easier and quicker to install

Custom Fabrication

- Eliminates time consuming steps in the installation process
- Up to 50% reduction in accessories installation time



Stronger

More frequent severe weather events are driving demand for stronger solutions

PMA Shingles

- Superior all-weather durability
- Up to 35x greater tear strength
- Up to 65% greater granule adhesion
- Highest impact rating possible



Greener

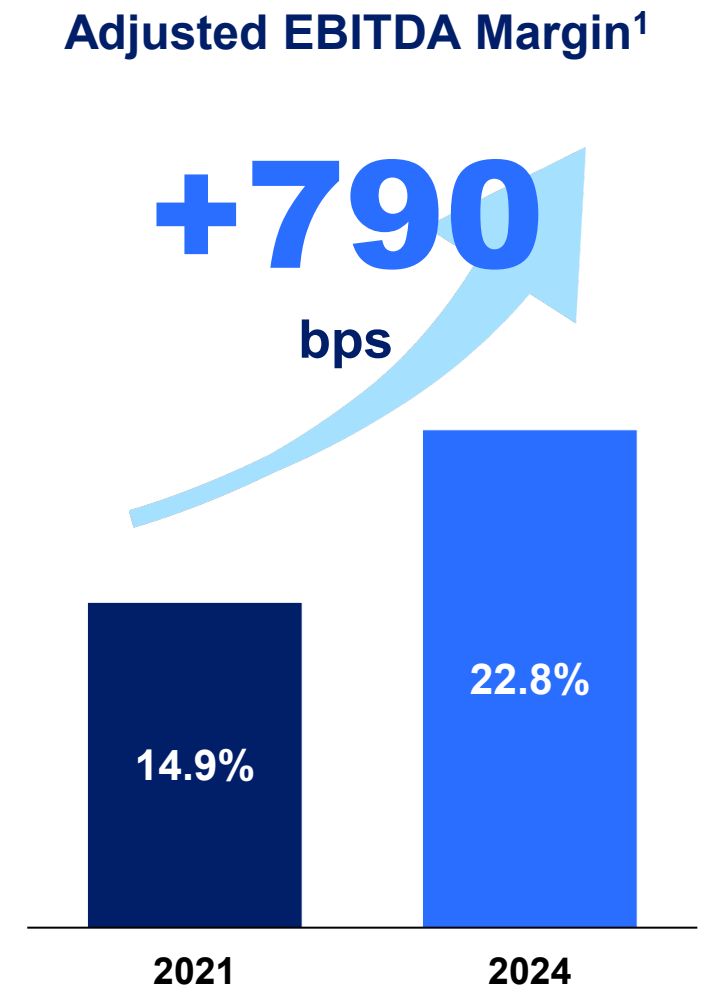
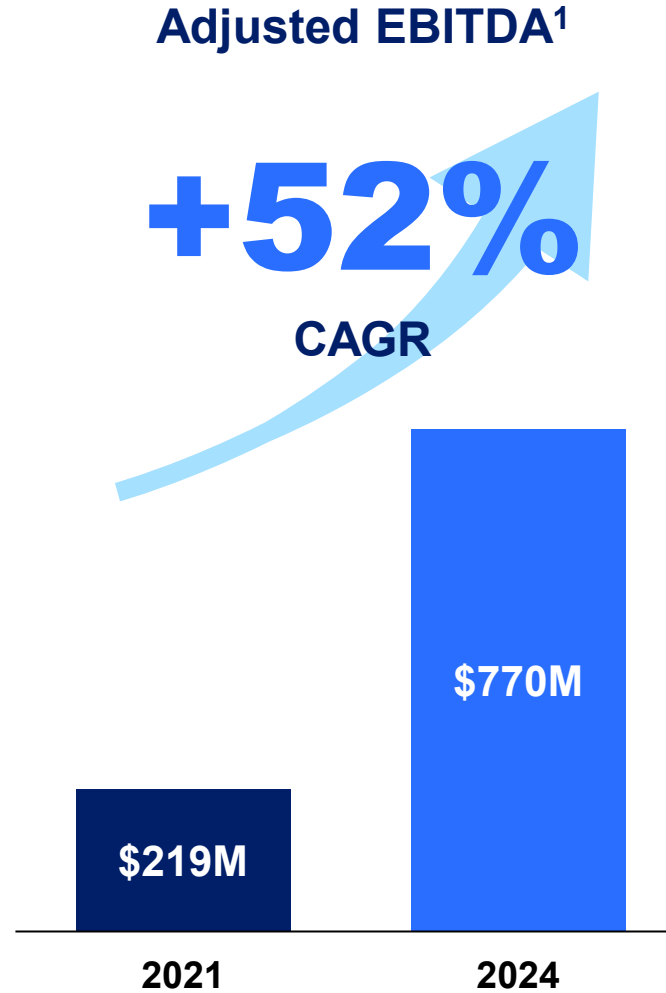
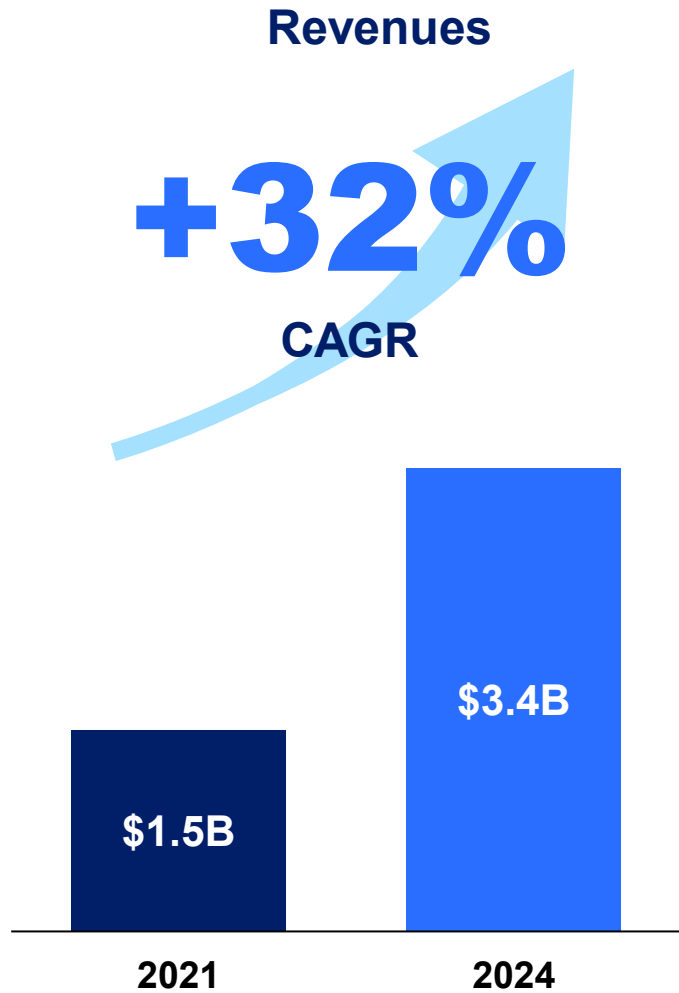
Customers are demanding more energy efficient solutions

ISOGARD Polyiso Insulation

- Up to 40% better performance in lower temperatures
- Highest R-Value insulation performance per inch



4 POSITIONED FOR ABOVE MARKET GROWTH TRACK RECORD OF REVENUE GROWTH AND MARGIN EXPANSION



4 POSITIONED FOR ABOVE MARKET GROWTH SIGNIFICANT POTENTIAL FOR GROWTH IN COMPLEMENTARY SOLUTIONS



Proven track record of successful M&A



With significant runway to expand into adjacent markets

7

Acquisitions in Building Envelope platform since April 2021

15% > 23%

Adjusted EBITDA margin¹ expansion since April 2021

\$60B+

Total addressable market

BUILDING ENVELOPE KEY TAKEAWAYS



Advanced building envelope systems with iconic brands



State-of-the-art operational platform



Uniquely innovative solutions to meet market needs



Positioned for above market growth



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