

Section 2

MARKET LEADERSHIP IN BUILDING MATERIALS

Jaime Hill
President, Building Materials

Mario Cuomo Bridge, NY
Amrize inside



AMRIZE

BUILDING MATERIALS OVERVIEW

\$8.3B

2024 Revenues¹

~50%

Cement

18 Cement plants

141 Cement terminals

55 Cementitious product operations

~50%

Aggregates & Other Construction Materials²

462 Aggregate operations

269 Ready-mix concrete plants

50 Asphalt operations

35 Concrete product sites

BUILDING MATERIALS HIGHLIGHTS

1

Unparalleled scale and attractive industry fundamentals

2

Leading cement positions, mineral reserves and logistics

3

Strong aggregate positions with complementary ready-mix

4

Superior track record of profitable growth



1 UNPARALLELED SCALE AND ATTRACTIVE INDUSTRY FUNDAMENTALS THE MARKET LEADER IN NORTH AMERICAN BUILDING MATERIALS

North America's #1 Cement Company

with a highly efficient and extensive logistics network

#1 or #2 Market Positions

in 85% of Aggregate markets served¹

71 Years and 46 Years

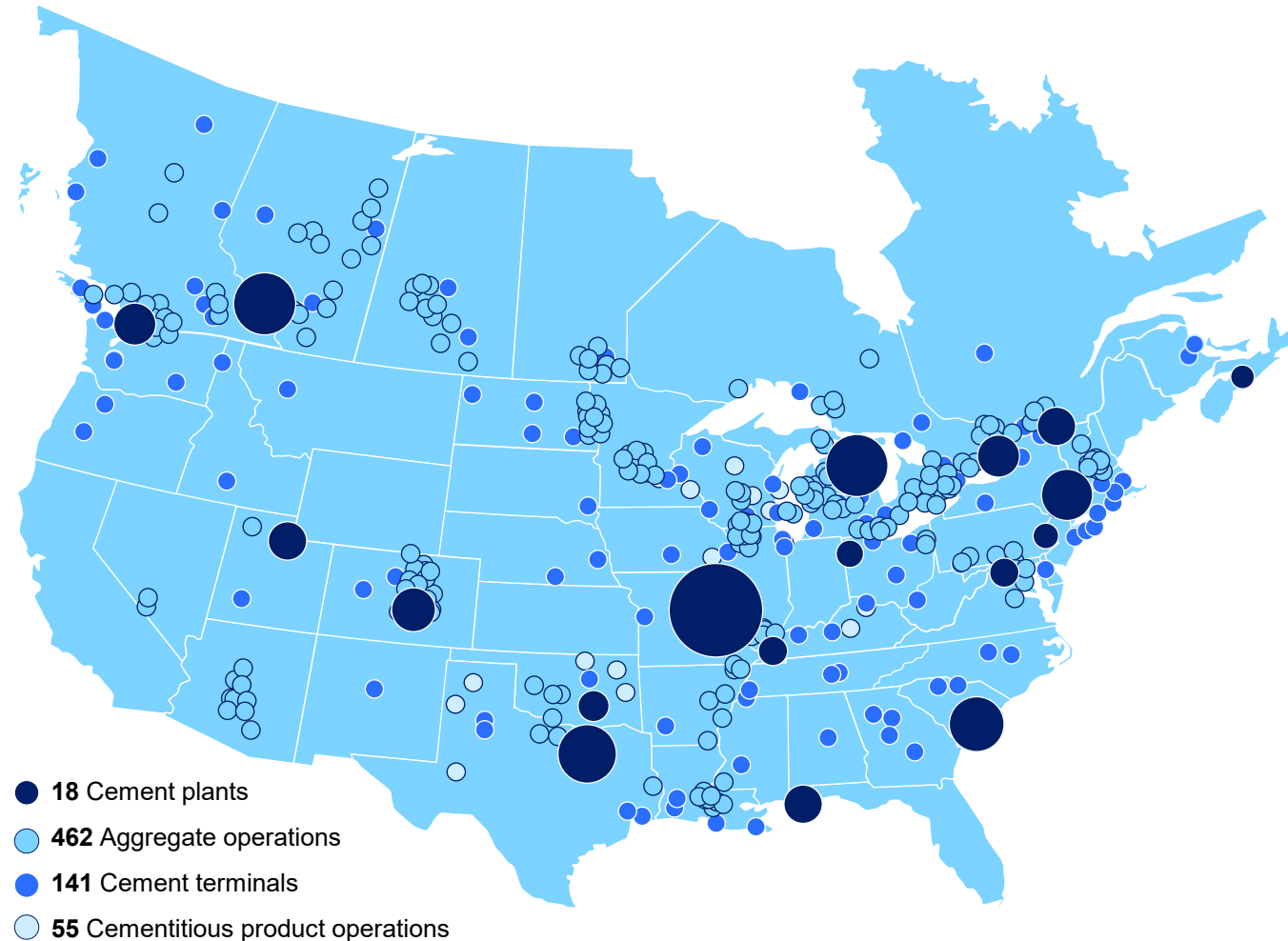
of Cement and Aggregate mineral reserves, respectively

Leading Manufacturing Capabilities

with the scale to reliably serve growing demand

Serving Growing Markets

with attractive supply and demand dynamics



1 UNPARALLELED SCALE AND ATTRACTIVE INDUSTRY FUNDAMENTALS PRICING GROWTH DRIVEN BY MARKET DYNAMICS AND LOCAL LEADERSHIP

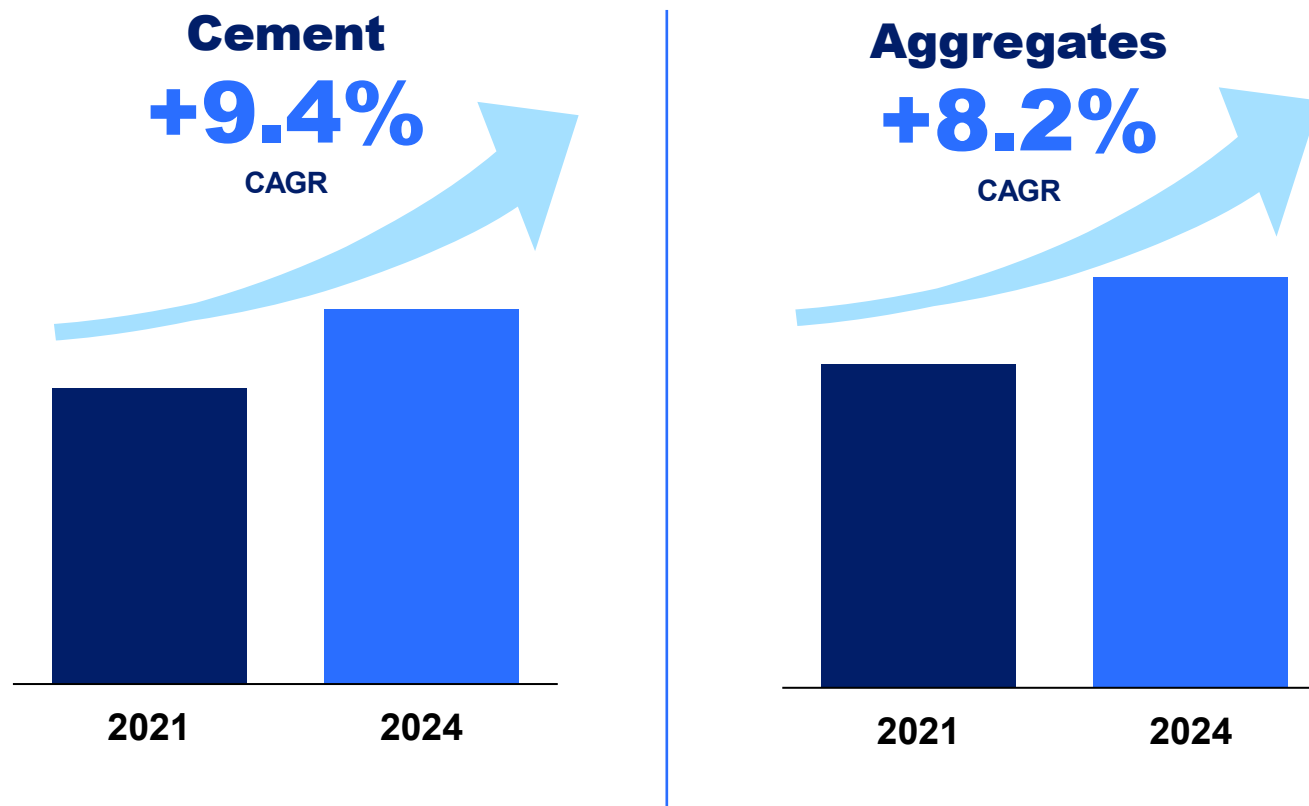
Limited Natural Resources: Cement and Aggregates are non-renewable and increasingly in demand

Highly Regulated: Strict permitting and limited raw material access

Logistical Advantage: Customers value local supply due to costs of transporting heavy materials

Local Leadership Model: Strategy to be a leader in our markets assures superior customer service and quality of supply

Average Selling Price (USD/ short ton)¹



1 UNPARALLELED SCALE AND ATTRACTIVE INDUSTRY FUNDAMENTALS OUR TRACK RECORD OF EXECUTING ON MEGA PROJECTS



Golden Pass — Sabine Pass, TX

130K tons of cement
590K cy ready-mix
1.7M tons of aggregates

Three natural gas liquefaction trains with export capacity of 18M tons per year

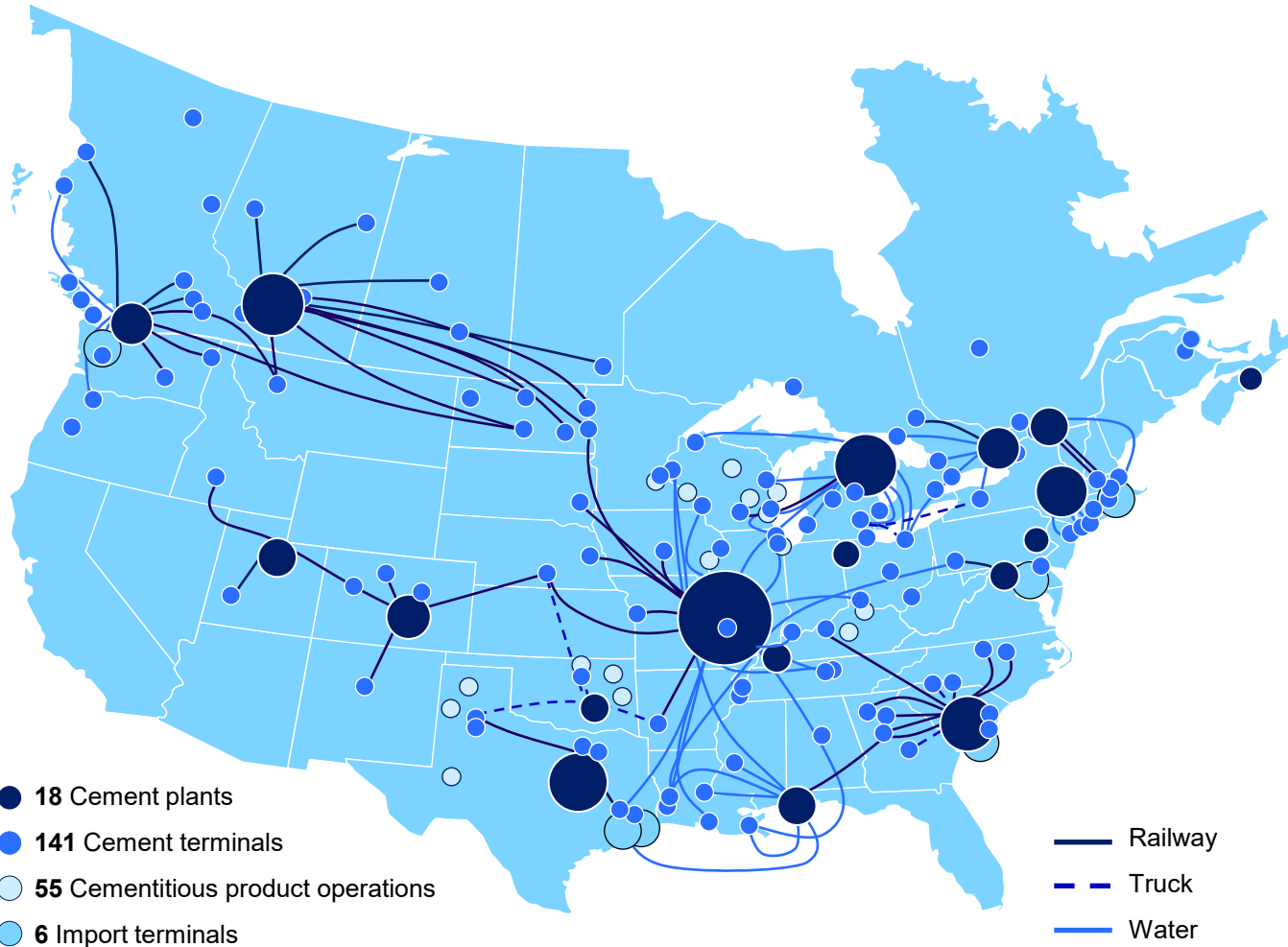


Port Arthur — Port Arthur, TX

170K tons of cement
410K cy ready-mix
300K tons of aggregates

Two natural gas liquefaction trains and two LNG storage tanks with export capacity of 13M tons per year

2 LEADING CEMENT POSITIONS, MINERAL RESERVES AND LOGISTICS NORTH AMERICA'S #1 CEMENT COMPANY



25M

Tons sold in 2024

71 years

of reserves

Leading Water and Rail Transportation Network

providing unrivalled flexibility and reliability of supply

Ste. Genevieve at the Heart

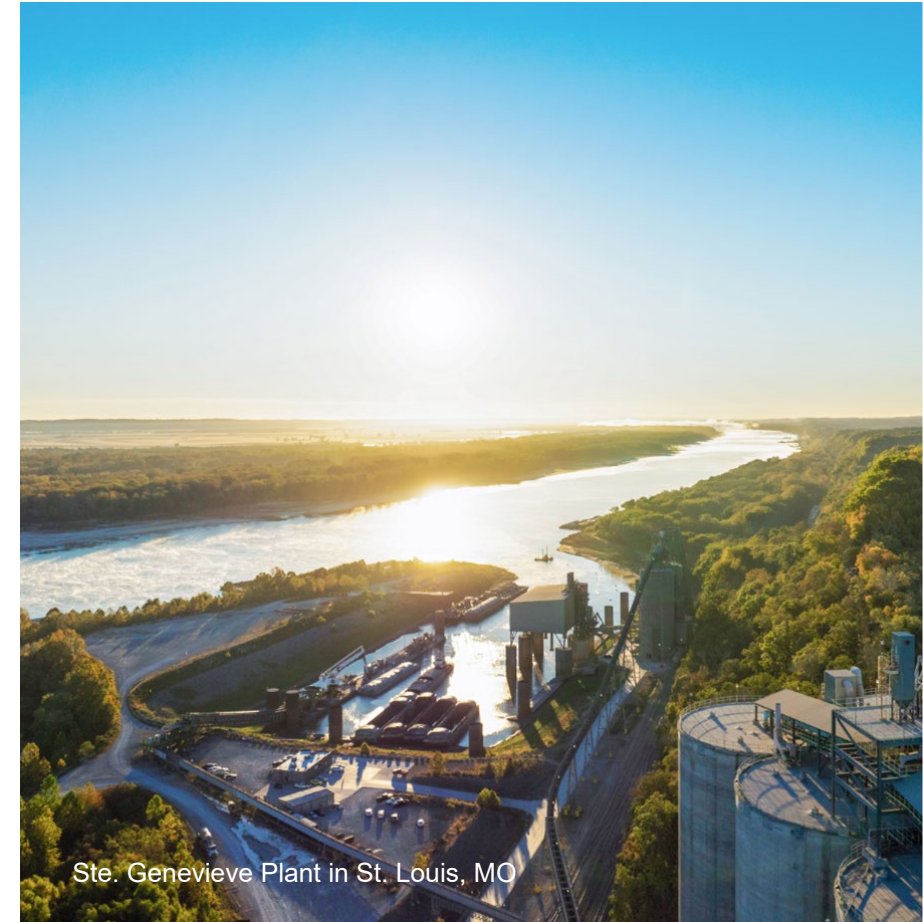
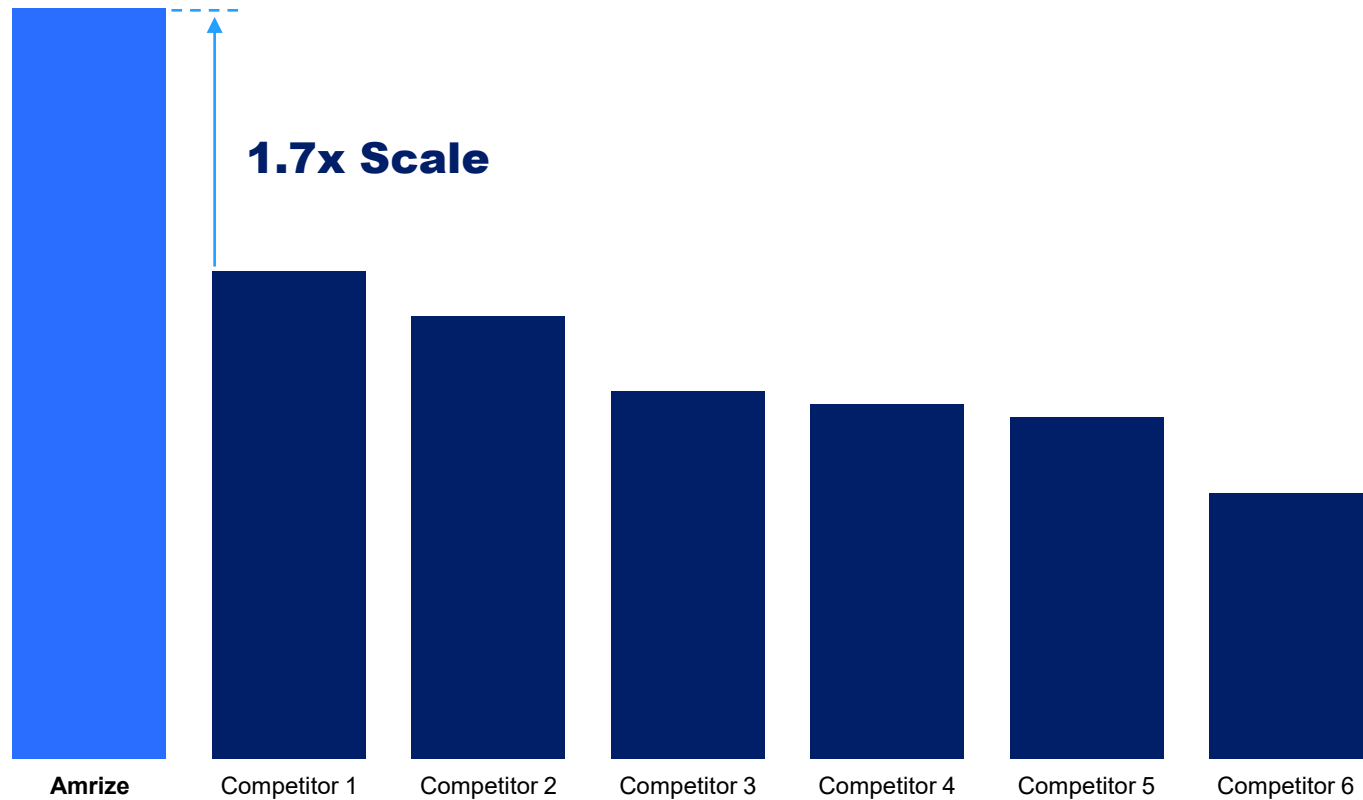
North America's largest cement plant located on the Mississippi River with barge and rail access

Close Proximity to Customers

to provide them with an unparalleled level of service

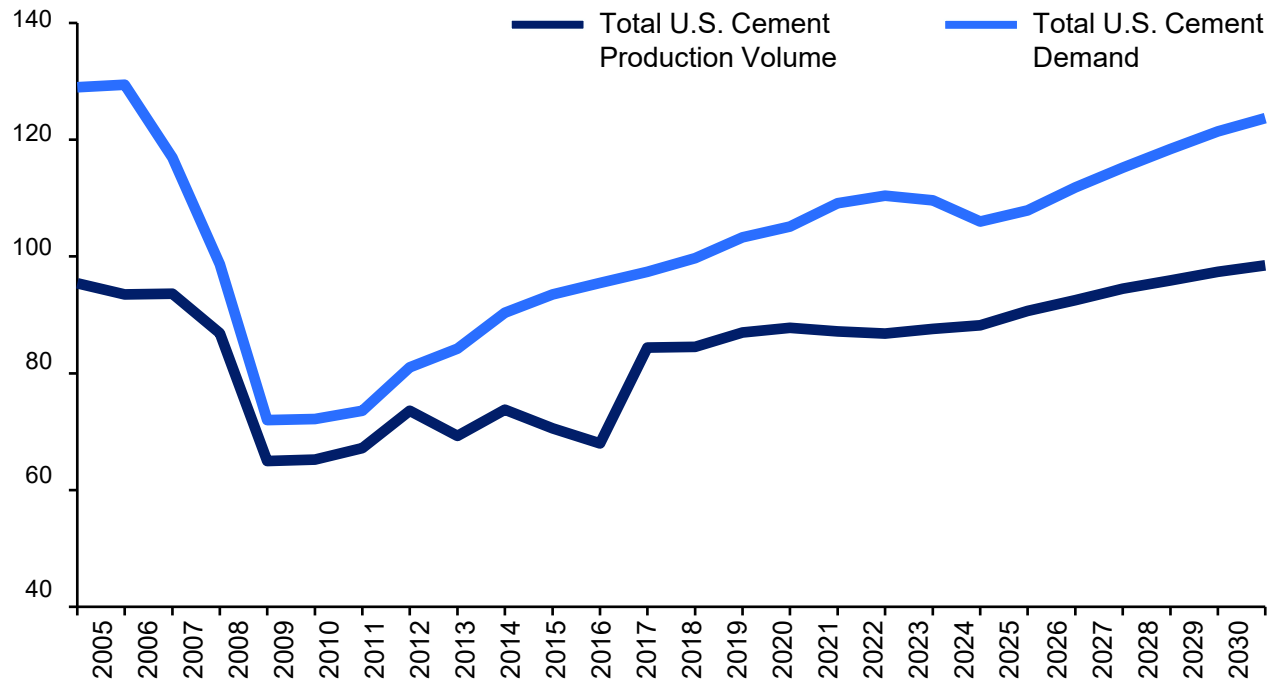
2 LEADING CEMENT POSITIONS, MINERAL RESERVES AND LOGISTICS UNMATCHED SCALE AND PRODUCTION CAPACITY

North America Share of Cement Production Capacity¹



2 LEADING CEMENT POSITIONS, MINERAL RESERVES AND LOGISTICS ATTRACTIVE INDUSTRY STRUCTURE

U.S. Cement Production Volume and Demand (MT)¹



Attractive cement market outlook with **demand forecasted to outpace supply**

Limited increase of production capacity

~75% of cement imports from established producers; needed to satisfy demand

2 LEADING CEMENT POSITIONS, MINERAL RESERVES AND LOGISTICS KEY INVESTMENTS TO INCREASE PRODUCTION CAPACITY & EFFICIENCIES



Hagerstown Plant Maryland

Implemented alternative fuel system to replace 45% of fuel capacity in H1 2024

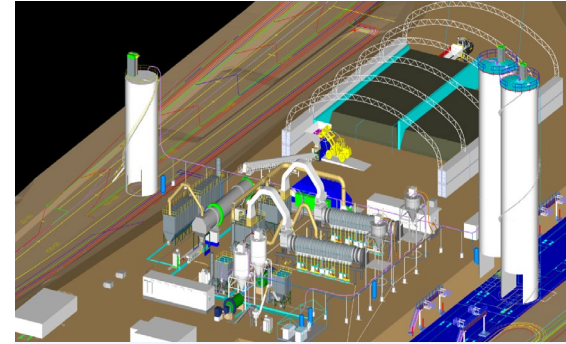
\$4/ton
of cost savings



Ste. Genevieve Plant Missouri

Expansion of flagship plant will add 660,000 tons of production capacity annually by H2 2025

5.5M+ tons
of total cement capacity



Skippers Plant Virginia

Beneficiating landfilled ash to replace raw materials used in cement and concrete by H1 2026

~8M tons
of repurposed landfilled ash

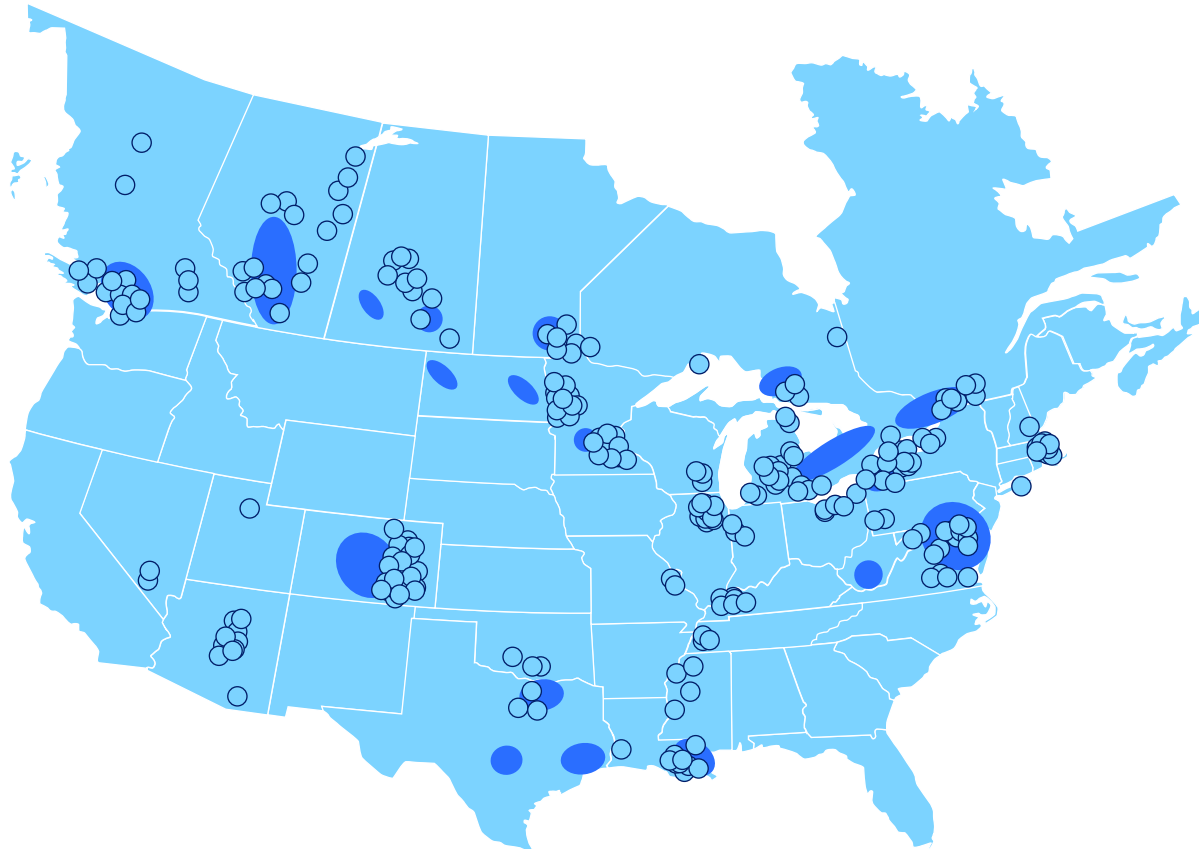


St. Constant Plant Quebec

Installing new clinker line, expanding capacity ~30% and reducing costs ~35% by H2 2027

~300K tons
of incremental cement capacity

3 STRONG AGGREGATE POSITIONS WITH COMPLEMENTARY READY-MIX SCALED AGGREGATES BUSINESS



● Aggregate operations ● Ready-mix clusters

462

Aggregate operations

269

Ready-mix concrete plants

11B tons

Proven Aggregate reserves and resources

#1 or #2 Market Positions

in 85% of Aggregate markets served¹

Extensive Logistics Network

70+ distribution hubs including 20 docks

3 STRONG AGGREGATE POSITIONS WITH COMPLEMENTARY READY-MIX PIPELINE OF MINERAL RESOURCES DRIVES FUTURE GROWTH

Available Aggregates (tons)

~5.5B

Reserves

~5.4B

Resources

11B

Total

46 years of proven reserves
in our aggregate business

Additional **5.4B tons of
resources** to be converted to
reserves

3 STRONG AGGREGATE POSITIONS WITH COMPLEMENTARY READY-MIX THE PARTNER OF CHOICE IN READY-MIX



Value added
high performance
ready-mix offering



Footprint that includes
269 ready-mix concrete
plants, of which 26 are
portable plants



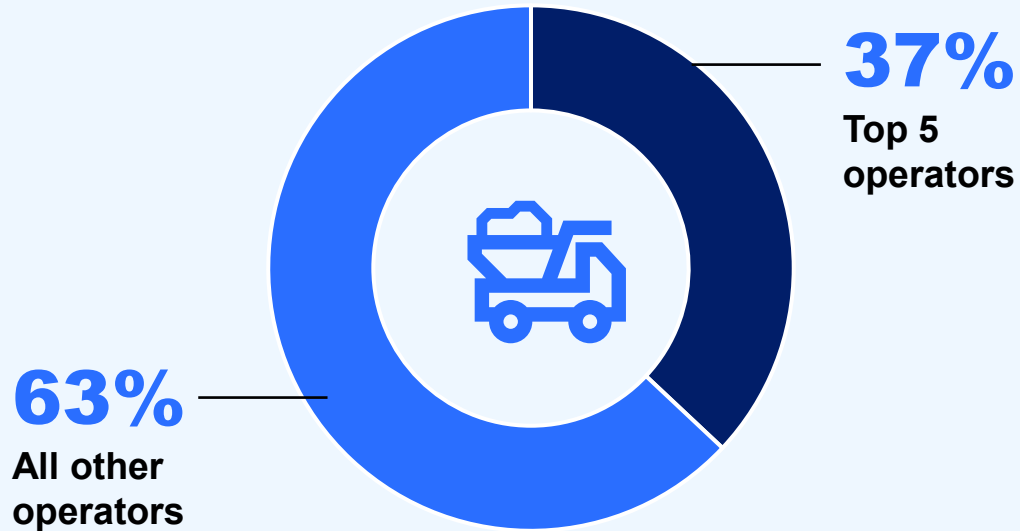
Ready-mix direct
technology offering
drives customer loyalty



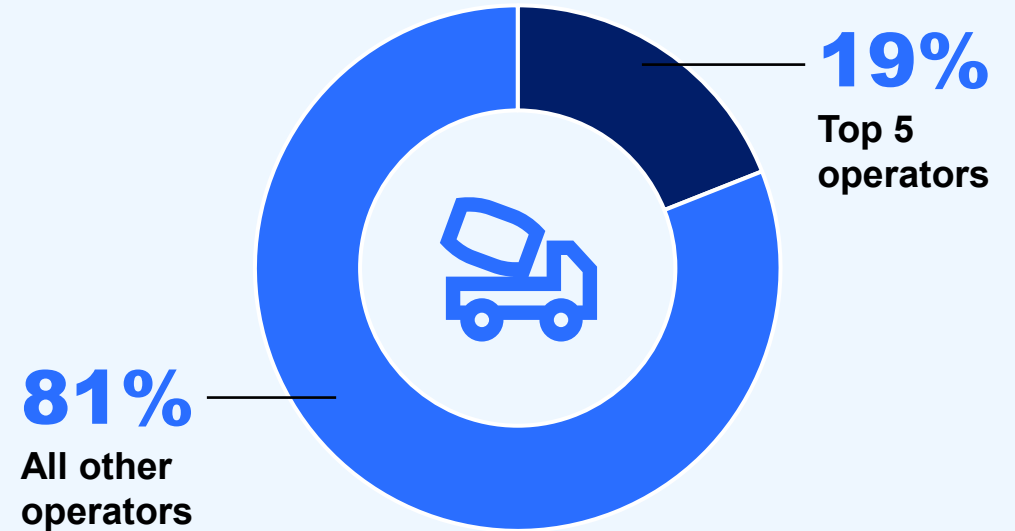
Innovation experts and
laboratories to support
our customers' ambitions

3 STRONG AGGREGATE POSITIONS WITH COMPLEMENTARY READY-MIX FRAGMENTED MARKETS CREATE ATTRACTIVE BOLT-ON OPPORTUNITIES

Aggregate Market Share



Ready-Mix Market Share



28

Acquisitions completed since 2018

3 STRONG AGGREGATE POSITIONS WITH COMPLEMENTARY READY-MIX EXPANSION PROJECTS SUPPLEMENT GROWTH STRATEGY



Quarry Extension Ontario

Unlocked new reserves for largest quarry in the Toronto market in H1 2024

~75M tons

of new reserves

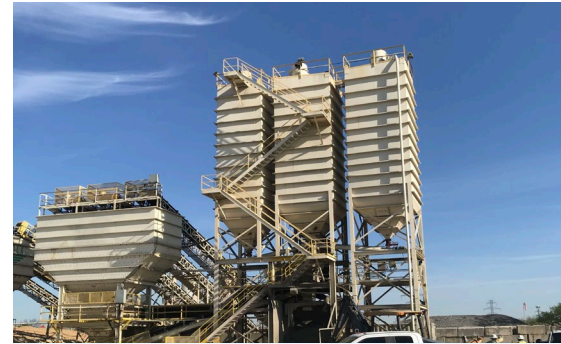


Greenfield Quarry Oklahoma

Develop quarry to supply fast growing Dallas-Fort Worth market by H2 2025

~200M tons

of permitted reserves



New Ready-Mix Plant Texas

Install new greenfield plant to support Dallas-Fort Worth expansion by H2 2026

~120K cy

of annual ready-mix production



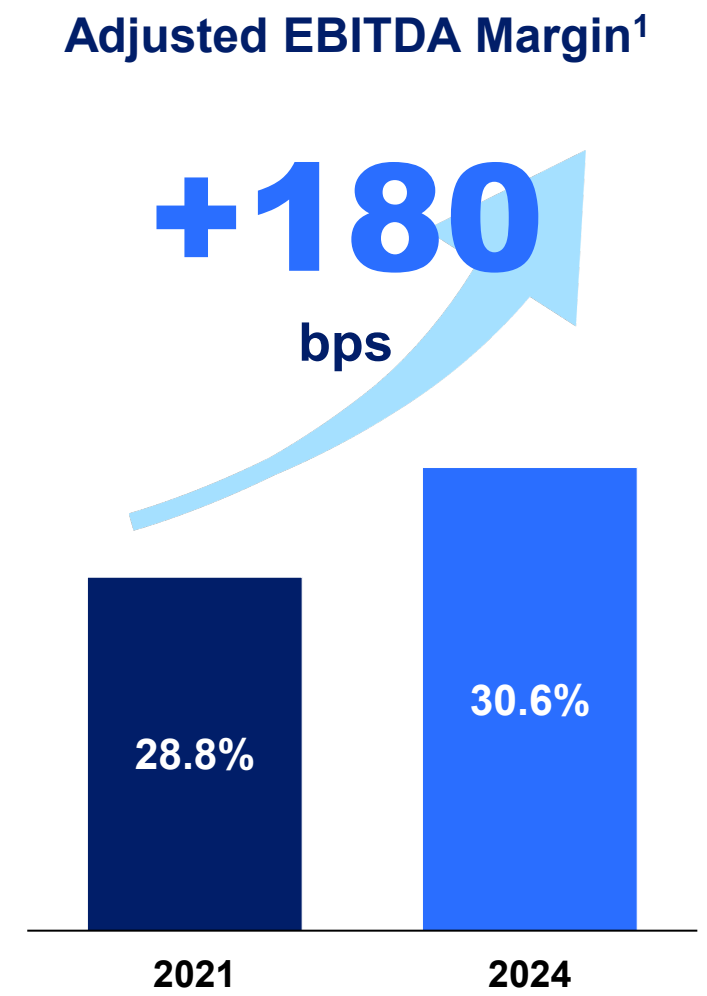
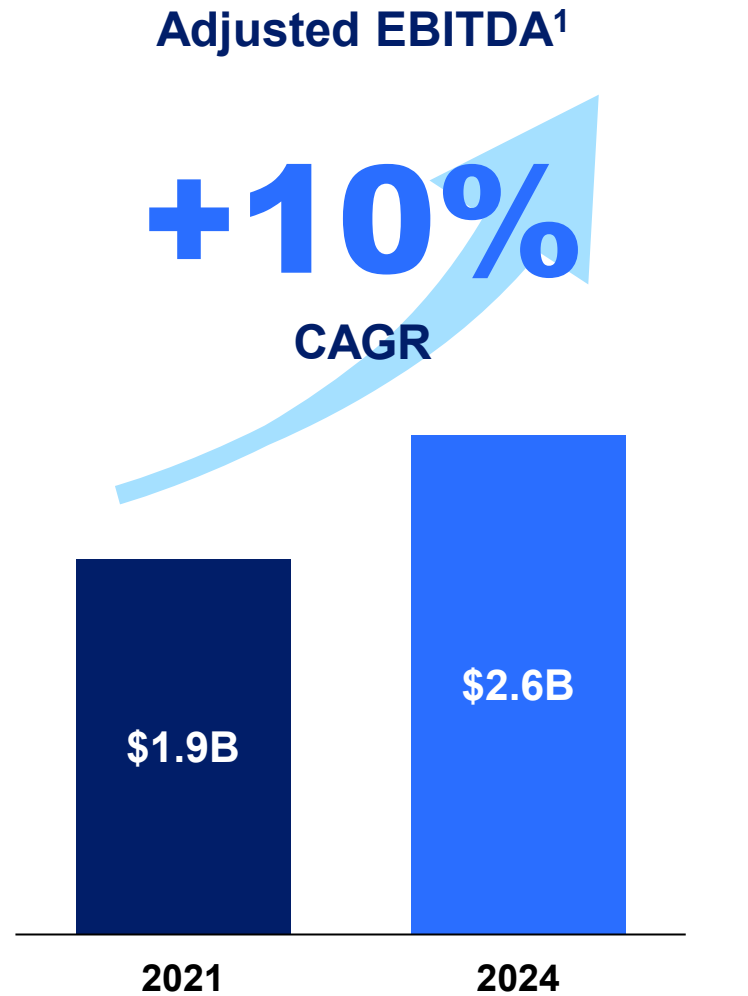
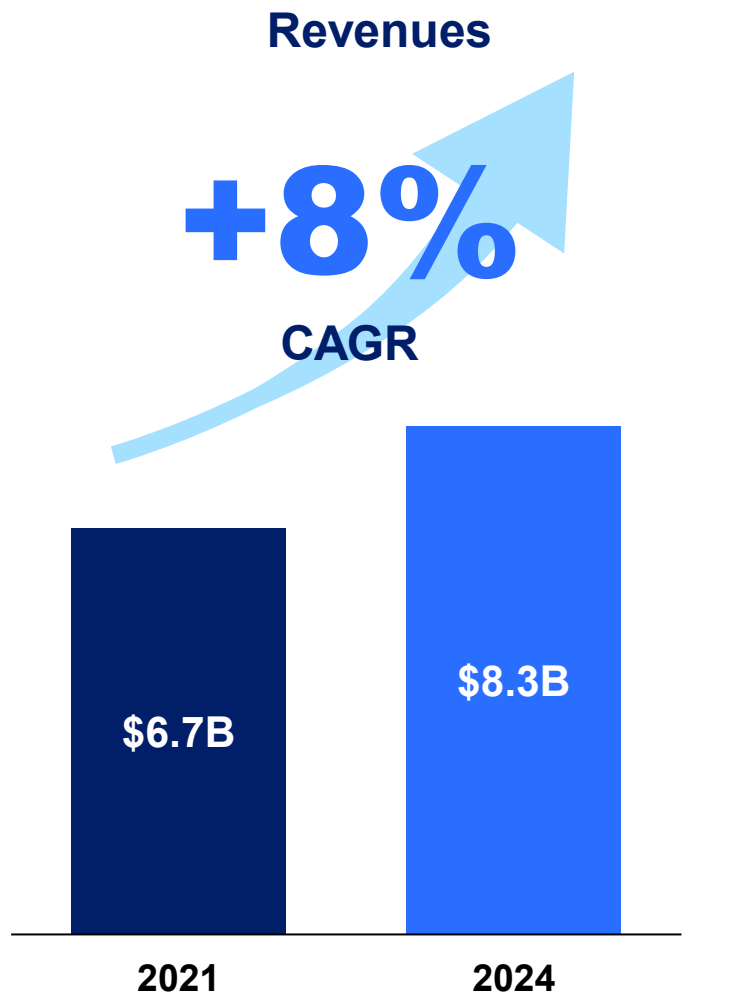
Plant Upgrades West Virginia

Increase throughput and rail load-out efficiency in the Washington D.C. market by H1 2027

~4M tons

of annual aggregate sales

4 SUPERIOR TRACK RECORD OF PROFITABLE GROWTH STRONG GROWTH AND MARGIN EXPANSION IN BUILDING MATERIALS



BUILDING MATERIALS KEY TAKEAWAYS



Unparalleled scale and attractive industry fundamentals



Leading cement positions, mineral reserves and logistics



Strong aggregate positions with complementary ready-mix



Superior track record of profitable growth

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