



MODERN SLAVERY REPORT FOR AMRIZE CANADA

1. INTRODUCTION

This report is made on behalf of Amrize Canada Inc. (“Amrize Canada”, or the “Company”) and describes the actions taken by Amrize Canada during the financial year beginning January 1, 2025 and ending December 31, 2025 (“**Reporting Period**”) to assess, prevent and reduce the risk that forced labour or child labour is used at any step in its operations and supply chains pursuant to the requirements of *Canada’s Fighting Against Forced Labour and Child Labour in Supply Chains Act* (“**Act**”). In this report, Amrize Canada uses the term “**Forced Labour**” to encompass instances of both forced labour and child labour. This Report constitutes the third report prepared by Amrize Canada under the Act. The previous two reports were issued under Amrize Canada’s prior name, Lafarge Canada Inc.

Amrize Canada is committed to respecting human rights and to preventing Forced Labour from occurring in any of its own operations or throughout its supply chains. Amrize Canada is also committed to continuously improving its systems and controls to better identify, assess and address risks of Forced Labour across its business and supply chains. During the Reporting Period, Amrize Canada further enhanced its procurement framework by refining its key procurement policies and procedures.

Amrize’s (as defined hereinafter), and in turn Amrize Canada’s, sustainable procurement and due diligence practices and methodologies are aligned with internationally recognized standards including: the United Nations’ Guiding Principles on Business and Human Rights, the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work, and the Organization for Economic Cooperation and Development’s Guidelines for Multinational Enterprises. These principles and standards inform Amrize’s approach to human rights, labour practices, environmental responsibility and ethical governance and supplier engagement.

2. AMRIZE CANADA STRUCTURE, ACTIVITIES, AND SUPPLY CHAINS

In June 2025, the Holcim Group completed the spin-off of 100% of its North American business. As a result, Amrize Canada (formerly, Lafarge Canada Inc.), is now a wholly-owned subsidiary of Amrize Ltd. (“**Amrize**”). Amrize 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 to cover any need across infrastructure, commercial and residential, new build and repair and refurbishment projects. Amrize has two business segments: “Building Materials” and “Building Envelope”, earning revenue from the sale of cement, aggregates, ready-mix concrete, asphalt, roofing systems, insulation, weatherization products, adhesives and sealants and other building solutions. Amrize also prioritizes innovation, with an R&D approach that starts with its team of experts covering all fields of construction. Further, Amrize partners with leading academic institutions and the most advanced building technology labs across North America, while also investing and partnering with startups and incubators to advance construction and reinvent how the world builds for a net-zero and sustainable future. Amrize’s vision is to be the partner of choice for the professional builders of North America. 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.



Amrize operates across more than 1,000 sites and facilities in the United States and Canada, with over 19,000 employees serving 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. In 2025, Amrize increased its revenues to USD\$11.8 billion, delivered USD\$1.2 billion of net income and USD\$3.0 billion of adjusted EBITDA.

Amrize Canada serves as the Canadian arm of Amrize's North American operations. Amrize Canada is a leading building materials company operating across Canada, and its local-to-local model ensures the delivery of quality, consistency and reliability while creating economic vitality and jobs. Amrize Canada has a presence across Canada, serving 10 provinces and having over 7,500 Canada-based employees. Amrize Canada has more than 450 sites across the country. Amrize Canada's main activities are the manufacturing and sale of construction materials and building solutions, the research and development of innovative and sustainable construction materials, as well as providing general contracting services. Some of Amrize Canada's core products include aggregates, cement, cementitious materials including supplementary cementitious materials, ready mix concrete, pipe and precast concrete products, asphalt and paving, and specialty building solutions and products such as roofing and spray-foam (Amrize Canada's "**Products and Solutions**"). Amrize Canada's construction services include general contracting, subcontracting and material supply services, across several sectors. Amrize Canada is dedicated to domestic manufacturing, local expertise and high performance standards.

Amrize Canada operates a complex supply chain designed to support its production and distribution of its Products and Solutions, as well as to support both its own operations and those of Amrize in connection with civil construction services and other specialized projects, business lines, and innovative ventures. Amrize Canada sources its materials and equipment from an extensive network of primarily Canadian and American suppliers and distributors. Vendors from regions outside of Canada and the United States represent less than approximately 5% of the vendors listed in Amrize Canada's supplier database and utilized across the Company's overall supply chain.

3. GOVERNANCE, POLICIES, DUE DILIGENCE PROCESSES, GRIEVANCE MECHANISM

Governance

Amrize (and in turn, Amrize Canada) is committed to creating value for all its stakeholders through responsible, ethical, and sustainable business practices. Amrize and Amrize Canada's approach to procurement reflects this commitment. It is designed to promote transparency, integrity, and accountability across Amrize's supply chain. Responsibility for identifying, assessing, and responding to Forced Labour risks within the supply chain is shared across a cross-functional group comprising the legal & compliance, health & safety, and procurement teams. These teams collaborate to identify potential risks, assess their severity and likelihood, and develop appropriate mitigation and remediation measures. At the supplier level, these expectations are reinforced through the Amrize Supplier Code of Conduct. Senior-level oversight and final accountability for Forced Labour and broader human rights risks rest with Amrize's leadership team, which provides governance oversight and ensures that such risks are appropriately escalated and addressed.¹ Through this governance structure, Amrize and Amrize Canada integrate forced labour and broader human rights considerations into decision-making and business

¹Further information on Amrize's governance structure is available in Amrize's public filings.



practices, supported by policies, procedures, and due-diligence measures designed to identify, assess, manage, and remediate risks as appropriate. Key policies are described in further detail below.

Policies

“BuyWays” User’s Guide

Amrize’s procurement process is detailed in the “BuyWays” User’s Guide (“**BuyWays Guide**”). The BuyWays Guide standardizes Amrize’s (and therefore Amrize Canada’s) procurement policies and procedures across North America. The BuyWays Guide defines and explains procurement procedures, including due diligence, evaluation, and monitoring. The document describes methodology for the supplier’s qualification and performance evaluation processes as per minimum control standard, as well as outlines standards for implementing corrective actions and methods to monitor supplier’s deficiencies. The BuyWays Guide requires that its compliance standards be formalized in all contracts and purchase orders with the suppliers through contractual terms and conditions.

Supplier Code of Conduct: Responsible Sourcing in our Supply Chain

Amrize’s business strategy emphasizes responsible and sustainable operations across its value chain. This approach is reflected in its procurement practices, which guide Amrize Canada’s sourcing activities and are intended to promote integrity, transparency, and accountability throughout the supply chain. Amrize and Amrize Canada are committed to meeting social, human rights, environmental, health, safety and security standards, including for certainty with respect to Forced Labour, and expect their suppliers to meet the same standards.

All Amrize and Amrize Canada suppliers are required to adhere to the standards of the Amrize Supplier Code of Conduct (“**Supplier Code of Conduct**”) and apply the same principles throughout their own supply chains. The Supplier Code of Conduct applies to all Amrize and Amrize Canada suppliers.

The Supplier Code of Conduct directly addresses Forced Labour risks and holds that suppliers shall not use labor provided involuntarily under threat of penalty, including, but not limited to: forced overtime, human trafficking, slavery or servitude, debt bondage or forced prison labor. Suppliers shall also not withhold migrant workers’ identification documents. With respect to the issue of child labour specifically, the Supplier Code of Conduct states that the Company’s commitments are aligned with the principles outlined in the International Labor Standards on child labor, which includes the Minimum Age Convention and the Worst Forms of Child Labor Convention. The Supplier Code of Conduct further states that Suppliers are expected to adhere to these same standards, or to local law, whichever is more stringent. The Supplier Code of Conduct mandates that Amrize and in turn, Amrize Canada, suppliers prohibit all forms of child labor. It strictly defines the minimum working age as the age of completion of compulsory schooling, but never less than 15 years old. Furthermore, employees between the ages of 15-18 years must not be exposed to work that is likely to harm their physical or mental health, safety or morals.

All suppliers of Amrize, and in turn Amrize Canada, are expected to operate in a manner consistent with the standards set out in the Supplier Code of Conduct, which establishes the Company’s baseline expectations for ethical conduct, legal compliance, and responsible business practices across the supply chain. Compliance with the Supplier Code of Conduct is included in the Company’s supplier agreements and the Company expects full compliance with its requirements.

Due Diligence



Suppliers are prioritized based on the potential ESG/H&S impact related to the goods and services provided, and are required to demonstrate compliance with the standards described in the Supplier Code of Conduct in their operations and supply chain by taking part in the Company's supplier qualification process.

The supplier qualification process consists of risk and performance-based evaluations, which may include third-party due diligence, self-assessments, fact finding or audits, in accordance with Amrize (and Amrize Canada) standards and procurement processes. Amrize (and Amrize Canada) provides suppliers with guidelines regarding its expectations, the criteria against which suppliers will be evaluated, and the identification of "Zero Tolerance Breaches". During the tendering process, Amrize (and similarly, Amrize Canada) reserves the right to exclude suppliers that are not compliant with local, national or international laws and regulations, or that fail to meet the expected requirements set out in the Supplier Code of Conduct.

Supplier Assessment

Amrize Canada monitors supplier's compliance with the requirements of the Supplier Code of Conduct through self-assessment questionnaires and additional fact-finding processes.

The self-assessment questionnaires are calibrated based on the risk threshold identified under the supplier prioritization stage of the analysis. The fact-finding process includes collection of evidence pertaining to supplier's compliance with the Supplier Code of Conduct, as well as documentation of any identified breaches. Field audits may be performed to confirm breaches and also for all new contractors providing services that have been classified as "high risk", as well as for suppliers of materials that are extracted from earth through mining in countries or regions that have been identified as "high risk".

Supplier performance assessments may also include the collection of information from internal systems and key internal stakeholders, meetings with the supplier, as well as evaluations of the supplier's activities and practices.

Risk Mitigation and Performance Improvement

In situations where Amrize (or Amrize Canada) identifies any instances of non-compliance with the requirements of the Supplier Code of Conduct, corrective action plans are developed in coordination with the supplier and implemented within a timeframe appropriate to the severity of the issue. The Company will monitor progress and may conduct follow-up assessments to verify implementation. If a supplier fails to implement a corrective action plan or demonstrates repeated non-compliance, the Company reserves the right to escalate the issue, up to and including termination of the relationship.

Amrize (and Amrize Canada) may support suppliers in developing their capabilities and improving their performance. However, the Company 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.

A Zero Tolerance Breach is a breach of the Supplier Code of Conduct that will not be tolerated. Such breaches may lead to an immediate termination of the business relationship with the breaching supplier. Where immediately termination does not occur, the breach is to be addressed via action plans and ongoing performance evaluation.



Communication

When carrying out procurement duties and responsibilities, all Amrize (and Amrize Canada) employees who are in contact with suppliers are expected to share with them the Company's commitments to high legal, ethical and moral standards. Our internal guidance sets norms of behavior in procurement activities in the areas of courtesies, conflicts of interest, corruption, competition law, and confidential information (including data protection).

Grievance Mechanisms

Amrize (and in turn Amrize Canada) offers an independent channel for all employees, as well as external stakeholders, including suppliers, to raise questions and concerns about Amrize's and Amrize Canada's business practices. The [Amrize Integrity Line](#) is hosted by a fully independent third party service provider. Amrize Canada respects the right of all employees and suppliers to speak up and raise grievances without fear of retaliation.

External Stakeholders Engagement

Amrize (and Amrize Canada) supports engagement with external stakeholders through accessible reporting and escalation mechanisms. The [Amrize Integrity Line](#) is open to external third parties, including suppliers and other business partners, and provides a channel to raise concerns or report potential Supplier Code of Conduct violations, including those relating to Forced Labour, human rights, and supply-chain risks. Matters reported through the Integrity Line are subject to review and follow-up in accordance with the Company's compliance and governance framework.

4. RISK OF FORCED LABOUR BEING USED AND REMEDIATION MEASURES

As described in this Report, Amrize Canada is committed to an ongoing program of assessing potential Forced Labour risks in its supply chain and to using appropriate measures to address and remediate any adverse effect or incident identified. In addition to the due diligence processes already described, Amrize Canada suppliers and their compliance with the Company standards are periodically reviewed throughout the duration of the business relationship. The methodology for this review is based upon an assessment of: (i) the risks related to the specific product or services being provided, (ii) the risks associated with the specific business activities (i.e. size of spend, job-site hazards, location of services provided etc.) and (iii) the country-level risk to evaluate the overall business risk environment. Given that the Company's supplier base is almost exclusively located in North America, Amrize Canada's potential risk exposure to Forced Labour incidents in its supply chain is low. Any such risks or incidents would more likely arise in connection with non-North American suppliers, which represent less than 5% of Amrize Canada's overall database of suppliers.

The ongoing assessments of Amrize's suppliers provide the opportunity to identify, prevent and address breaches of the Supplier Code of Conduct and in turn evaluate the risk of Forced Labour arising in the Company's supply chain. As mentioned above, Amrize (and in turn Amrize Canada), requires suppliers to complete self-assessment questionnaires during the due diligence process. Responses are then reviewed and validated, including, where appropriate, through the review of external certifications or the use of external qualification platforms and digital tools.

Any concerns raised in the self-assessment process, or any breaches of the Supplier Code of Conduct during the supplier relationship, are then investigated further through a fact-finding process that includes



requests for further information and supporting documentation. Specifically, if any incident of Forced Labour is flagged through this due diligence and ongoing supplier assessment process, the Company's procurement team, alongside any other relevant business function, will take steps to investigate and mitigate such incident(s). Mitigation measures may include working with the non-compliant supplier to develop and implement corrective action plans, setting KPIs to monitor remediation efforts, and/or applying appropriate consequences for non-compliances. Suppliers that commit a Zero Tolerance Breach (as described above) or do not collaborate to close identified breaches may have their business relationship with Amrize terminated.

Within the Reporting Period, Amrize (and therefore Amrize Canada) did not identify any instances or complaints of Forced Labour in its activities and supply chains. Further and more specifically, within the Reporting Period Amrize did not identify any instances of loss of income of the vulnerable families in Canada. For this reason, no remediation measures were required during this Reporting Period.

5. TRAINING

Amrize (and in turn Amrize Canada) currently provides ongoing training to its procurement professionals on Amrize's procurement processes, which, as described above, cover Forced Labour issues. Although this ongoing training is not mandatory, it is available at all times to all not only procurement employees, but also other business professionals within the Company. Additionally, as noted above, relevant training is provided as part of the onboarding process for all applicable employees.

6. ASSESSING EFFECTIVENESS

As part of Amrize's (and in turn Amrize Canada's) governance processes, Amrize monitors the effectiveness of its policies and procedures on an ongoing basis. This includes reviewing compliance with applicable policies and standards, as well as monitoring all reports and inquiries raised through its independent grievance platform, the [Amrize Integrity Line](#), which is available to both employees and external stakeholders. Matters raised through the Amrize Integrity Line are reviewed and addressed in accordance with established escalation and governance processes.

The ongoing operation of these monitoring and reporting mechanisms enables the Company to identify potential issues, assess whether its existing measures remain appropriate, and determine whether enhancements to policies, procedures, or controls are warranted. To date no significant concerns or complaints relating to Forced Labour have been identified through these processes.

7. APPROVAL AND ATTESTATION

This Report was approved pursuant to subparagraph 11(4)(a) of the Act by the Board of Directors of Amrize Canada Inc.

In accordance with the requirements of the Act, and in particular section 11 thereof, the signatories below attest that they have reviewed the information contained in the report for the entity listed above. Each of the signatories below attests that the information in the report is true, accurate and complete in all material respects for the purposes of the Act, for the reporting year listed above.



Full name: Jaime Hill
Title: President, Building Materials
Date: May 28, 2026

Signed by: 
Signature: _____
I have the authority to bind Amrize Canada Inc.

Full name: James Jake Gosa II
Title: President, Building Envelope
Date: May 28, 2026

Signed by: 
Signature: _____
I have the authority to bind Amrize Canada Inc.