



2025 Sustainability Report

**Forging a Sustainable Future
Through Responsible Action**



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About This Sustainability Report

AZZ Inc.’s (“AZZ” or the “Company”) 2025 Sustainability Report provides its stakeholders with an overview of its corporate sustainability initiatives and progress. This report provides sustainability data for AZZ’s fiscal years 2023 (“FY2023”) through 2025 (“FY2025”), covering the period from March 1, 2023 to February 28, 2025, unless otherwise indicated. Going forward, AZZ will continue to refine its data collection and expand on its sustainability disclosures to provide additional details on its methodology, performance goals, targets and strategy for achievement.

The data contained in this Sustainability Report includes AZZ’s U.S. and Canadian locations. In preparing this Sustainability Report we referenced the Global Reporting Initiative (“GRI”) Sustainability Reporting Standards and the Sustainability Accounting Standards Board (“SASB”) Standards for the Industrial Machinery and Goods Industry, as relevant to AZZ’s operations for the period covered by this Sustainability Report. An index for AZZ’s GRI and SASB disclosures can be found beginning on page [74](#).

The content in this Sustainability Report was reviewed and approved by AZZ’s Chief Executive Officer, executive leadership team, the Sustainability Council, as well as by the Company’s Nominating and Corporate Governance Committee of the Board of Directors (the “Board”). The Company’s sustainability initiatives and progress is reviewed and discussed each quarter at each of the Nominating and Corporate Governance Committee meetings of the Board.

Third-Party Limited Assurance

In 2025, we engaged a third-party to review our GHG emissions data (total Scope 1 and Scope 2 emissions). As part of this process, the independent party reviewed our data collection, calculation methods, and controls to ensure the accuracy and reliability of our reported emissions. This assessment aligns with best practices for transparency in environmental reporting. For further details on the scope, standards, and methodologies applied, please refer to the Basis of Reporting section of this report, and the GHG Emissions Assurance Statement.

For questions or comments about this Sustainability Report, please contact Tara D. Mackey, Chief Legal Officer and Corporate Secretary or Kevin Lyons, Director of Analytics and Sustainability at:

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Message From the President & CEO

“I’m proud and energized by the meaningful progress we’ve made on our sustainability journey—growing our understanding, improving how we manage our environmental impact, and achieving record-breaking sales and production along the way.”



Dear Valued Stakeholders,

Since our founding in 1956, AZZ has remained steadfast in its mission to protect and enhance a broad range of metal structures and components, including critical infrastructure across North America. As the leading provider of hot-dip galvanizing and advanced metal coating solutions, we continue to deliver high-quality services that contribute to a safer, more resilient, and sustainable future.

I am pleased to present AZZ’s **FY2025 Sustainability Report**, which reflects our ongoing commitment to integrating environmental, social, and governance (ESG) principles into our operations and strategic vision. FY2025 was another record year for AZZ. Our teams delivered record financial results, marking our 38th consecutive year of profitability from continuing operations. We advanced short-term growth priorities, optimized working capital, and reduced leverage all while navigating a dynamic economic landscape.

Over the past year, we enhanced the depth and scope of our ESG reporting across all business segments and improved our data collection methodologies. Notably, more than 37% of AZZ’s FY2025 sales were in low-carbon segments—a 17% increase over FY2024—supporting the transition to a low carbon economy.

We are especially proud of our progress in reducing greenhouse gas emissions, improving energy efficiency, and enhancing workplace safety. AZZ has already achieved a 8.8% reduction in Scope 1 and 2 emissions intensity, nearly reaching our 10% target for FY2033 based on FY2023 levels. This early achievement underscores our commitment to sustainability and operational excellence.

Safety remains a top priority for AZZ. Our incident rates continue to outperform industry averages, and we’ve continued to invest in third-party safety audits, and specialized training to ensure a safe and supportive workplace.

AZZ is committed to fostering an inclusive culture that values the unique backgrounds, experiences, and talents of our employees, customers, suppliers, and stakeholders. Over half of our workforce represents diverse backgrounds, and we strive to create an environment where everyone feels valued and empowered. Our community engagement and philanthropic initiatives build employee engagement and further reflect our dedication to social responsibility.

In FY2025, we expanded our collaboration with the U.S. Department of Energy through the Industrial Assessment Centers (IAC) program, completing additional IAC audits and launching several new energy-saving projects that will yield long-term efficiency and cost saving benefits. These efforts align with our goal to reduce Scope 1 and 2 emissions intensity and advance toward our broader climate targets.

Our Board of Directors continues to play a vital role in guiding our ESG strategy and ensuring sound governance practices. Their active oversight helps drive long-term value creation and reinforces our commitment to transparency and accountability.

We are honored to be recognized once again by Newsweek as one of “America’s Most Responsible Companies”—a testament to the dedication and excellence of our entire team.

Looking ahead, AZZ remains focused on continuous improvement. We will continue to challenge ourselves to innovate, lead with integrity, and deliver sustainable value to our stakeholders.

Thank you for your continued trust and partnership.

Tom Ferguson
President and Chief Executive Officer

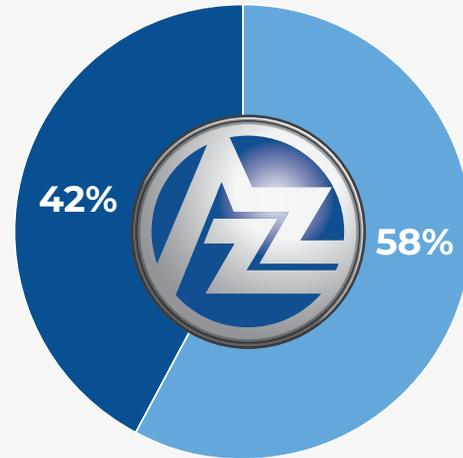
About AZZ Inc.

AZZ provides comprehensive metal coating and finishing capabilities to protect North America’s infrastructure.

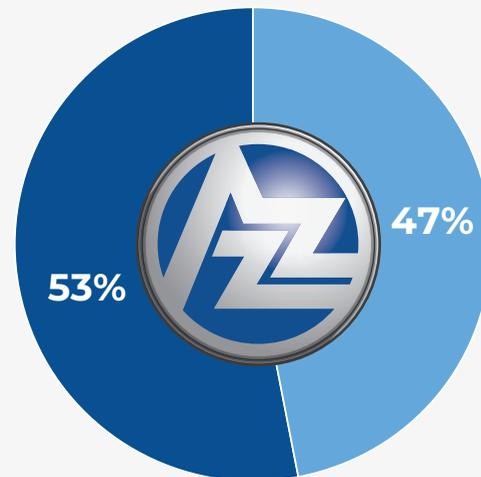
AZZ Inc. is the leading independent provider of hot-dip galvanizing and coil coating solutions to a broad range of end markets. Collectively, our business segments provide sustainable, unmatched metal coating solutions that enhance the longevity and appearance of buildings, products and infrastructure that are essential to everyday life.

FY2025 FINANCIAL RESULTS

SALES⁽¹⁾



ADJUSTED EBITDA⁽¹⁾



■ Precoat Metals Segment
 ■ Metal Coatings Segment

⁽¹⁾ Segment Sales and Adjusted EBITDA based on AZZ FY2025 full year operating results for the period ended February 28, 2025.

FORT WORTH, TX

Headquarters

<p>3,684</p> <p>Employees</p>	<p>47</p> <p>Metal Coatings Locations⁽¹⁾</p>
<p>13</p> <p>Coil Coatings Locations⁽²⁾</p>	<p>~\$1.58B</p> <p>Sales</p>
<p>\$384M</p> <p>Adj. EBITDA (Incl. Corporate Costs)⁽³⁾</p>	<p>24.4%</p> <p>Adj. EBITDA Margin (Incl. Corporate Costs)</p>

⁽¹⁾ 41 galvanizing locations and 6 surface technologies locations.

⁽²⁾ 13 locations with 15 coating lines.

⁽³⁾ Adjusted EBITDA excludes corporate costs and AVAIL JV equity income.

AZZ End Markets



57%
Construction

(Non-residential and Residential)



8%
Industrial



9%
Transportation



8%
Consumer



8%
Electrical

Secular Drivers
Enhancing Outlook



Infrastructure
and Renewables
Investment



Reshoring
Manufacturing



Pre-painted Steel
and Aluminum
Migration



Conversion
from Plastics to
Aluminum

Uniquely Positioned to Capitalize on Generational Infrastructure Investment in the U.S.



Roads, Bridges and Major Projects

+\$110bn

Government investment to repair over 45,000 bridges and roughly 1 in 5 miles of highways currently in poor condition



Our Metal Coatings segment provides hot-dip galvanizing for many end uses including guardrails, signs, bridges and light poles



Clean Energy and Power

+\$73bn

Government investment in clean energy transmission and grid by building thousands of miles of transmission lines



Our Metal Coatings segment provides hot-dip galvanizing for transmission, distribution and solar, including monopoles and lattice towers



Water, Airports and Other

+\$80bn

Government investment to improve critical infrastructure for water including both waste and drinking water, airports and data centers among many other areas



Our Precoat Metals segment provides aesthetic coatings for the metal used in data centers, airports and other critical infrastructure

Follow us on Social Media



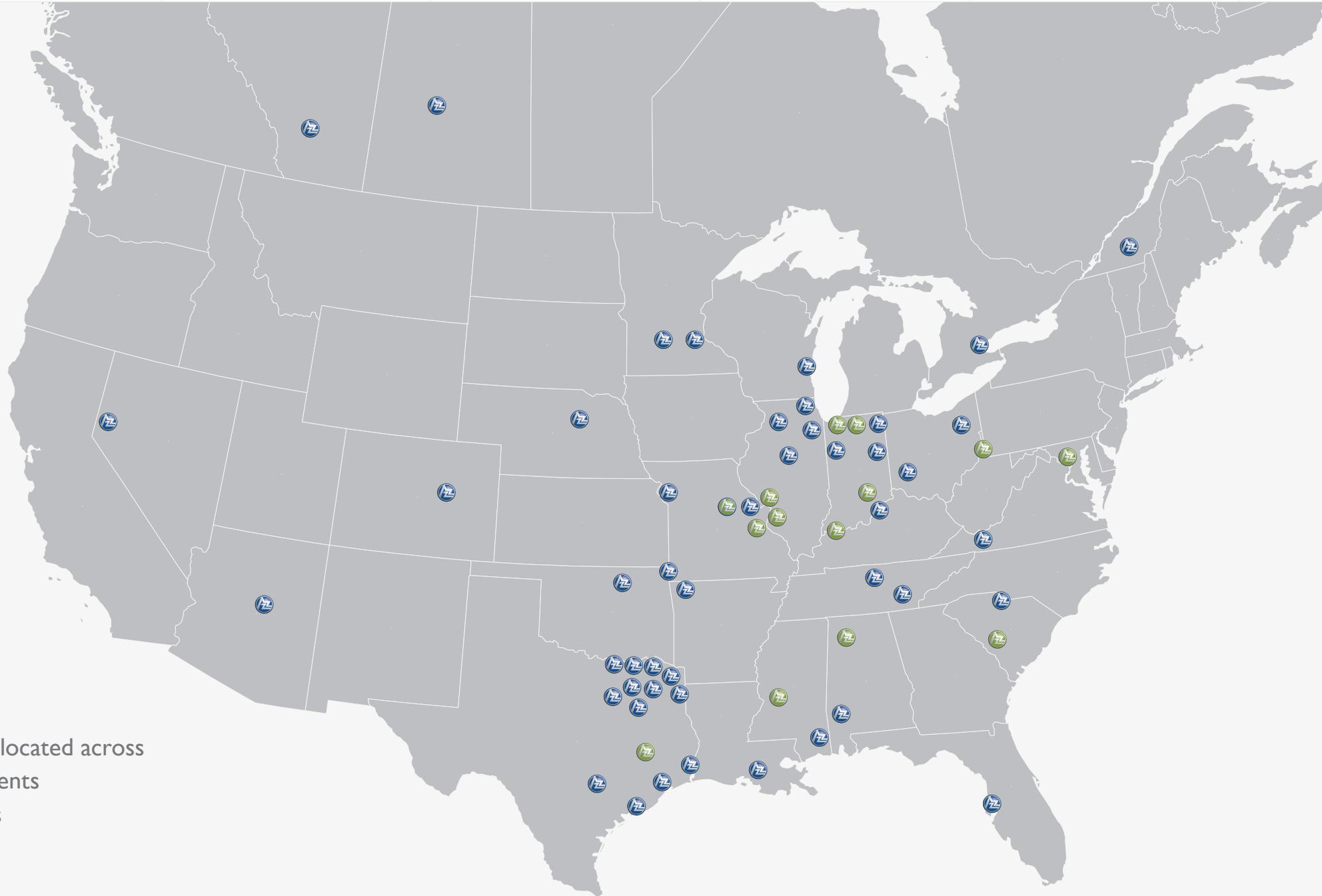
@AZZ-inc



@AZZincorporated



@AZZincorporated



Operations Map

With 60 current facilities strategically located across North America, AZZ’s business segments deliver essential products and services reliably and efficiently.

Metal Coatings Precoat Metals

Our History

1956

Aztec Manufacturing establishes its headquarters in Fort Worth, Texas

Aztec Manufacturing designs and distributes steel, iron, metal and plastic products for the oil field industry.

1966

Galvanizing expands Aztec's portfolio

Aztec builds its first hot-dip galvanizing plant in Crowley, Texas.

1970-85

Galvanizing provides a strong base for growth

Additional state-of-the-art galvanizing facilities are built in:

- Jackson, Mississippi (1970)
- Houston, Texas (1975)
- Waskom, Texas (1982)
- Moss Point, Mississippi (1985)

1990

A new direction leads to new acquisition

Seeking to expand into adjacent industries, Aztec acquires Rig-A-Lite Inc., a leading manufacturer of industrial lighting for oil, gas and other hazardous environments.

The Calvert Company becomes part of Aztec's growth plan

Acquisition of The Calvert Company takes Aztec into the field of electrical bus duct systems design and installation.

1993

The Electrical Product Platform is born

By combining Atkinson, Calvert and Rig-A-Lite Inc., The Electrical Products Platform is formed and Aztec moves into fabricated enclosure systems.

1994-96

Expansion and consolidation spur growth

With a total of eight hot-dip galvanizing operations, Aztec establishes itself as the largest galvanizing company in the U.S.

1997

Aztec is listed on the NYSE and changes its name to AZZ Incorporated

1999

Compressed Gas Insulated Transmission (CGIT) business takes AZZ into new territory

AZZ acquires a CGIT business and becomes involved in long-distance power transmission.

2001

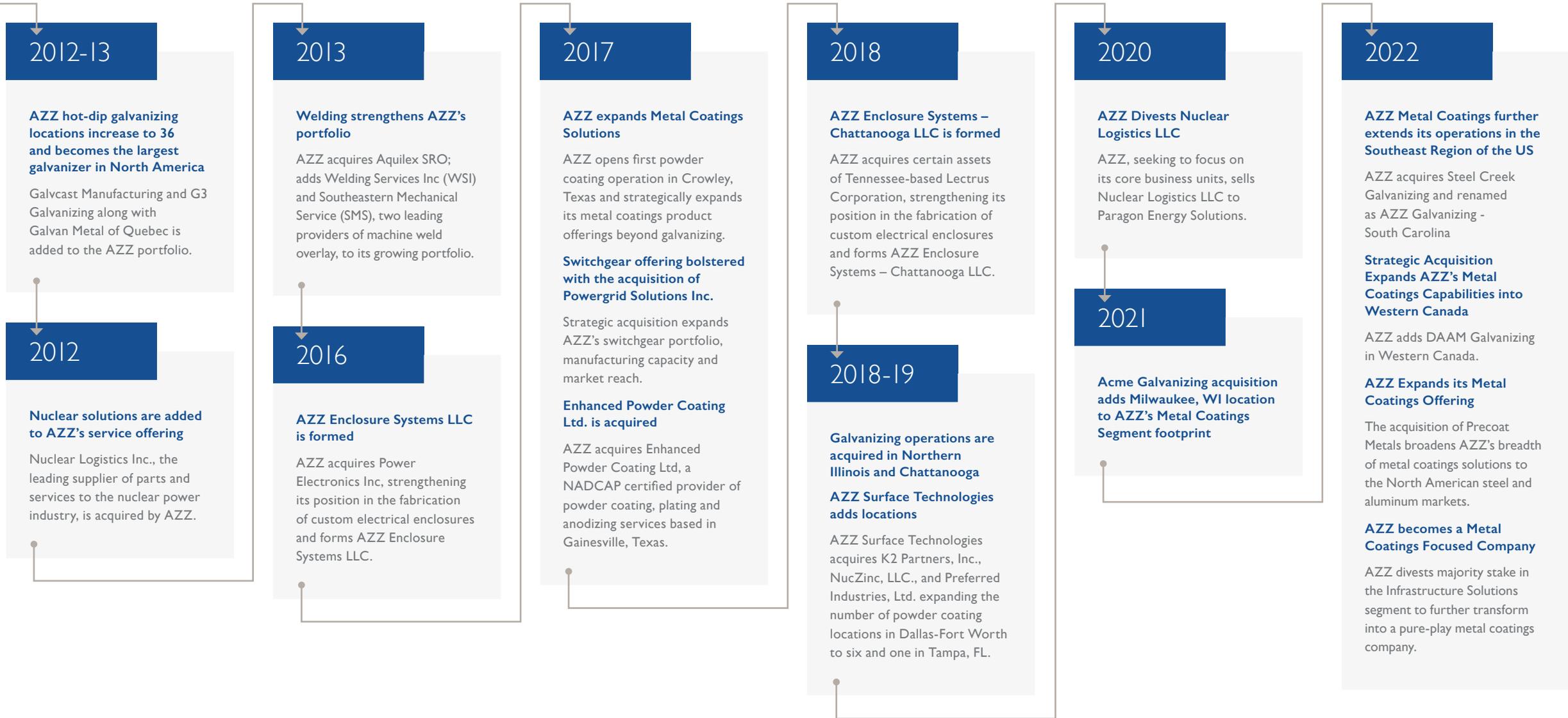
Central Electric Manufacturing is added to AZZ's portfolio

With the acquisition of Central Electric Manufacturing, AZZ adds metal-clad switchgear to its growing electrical product portfolio.

2010

Galvanizing operations continue to grow

AZZ acquires North American Galvanizing Company which operates 11 facilities in eight states.





Precoat Metals

North America's Leading Provider in Metal Coil Coating Solutions

The AZZ Precoat Metals segment provides protective and decorative coatings and related value-added solutions for steel and aluminum coils. Primarily serving the construction, appliance, heating, ventilation, and air conditioning (HVAC), container, transportation and other end-markets, the coil coating process emphasizes sustainability and enhanced product lifecycles. As of fiscal year end 2025, AZZ Precoat Metals operated 13 strategically located manufacturing facilities located in the United States, with 15 coating lines and 17 value-added processing lines. The Precoat Metals segment generated 58% of AZZ's annual sales in FY2025.

The new greenfield facility in Washington, Missouri (pictured above) became operational during the first quarter of fiscal year 2026 and adds one coil coating line and two value-added processing lines. The 215,000 square foot greenfield facility was constructed to serve the aluminum container market with a new aluminum coil coating line, equipped with value-added pre- and post-processing capabilities. The new facility is AZZ's most sustainable facility yet, boasting a range of eco-friendly features, including solar reflective coatings on the building, 100% capture VOC oxidizer system, and industry-leading safety guarding systems.

New Sustainable Features of the Washington Precoat Metals Facility



Best-in-class safety guarding systems utilizing interlocked gates for safe access to automatically de-energize equipment



100% LED lighting & translucent panel for natural light to improve employee visibility



100% capture VOC oxidizer system which utilizes recovered waste heat from exhaust gases



High efficiency chemical coating equipment eliminates or reduces hazardous waste water



Innovative process replacing paper cores with recyclable steel & aluminum cores



Maximized metal recycling & re-use of waste, by-products and pallets



Coil Coating Industry

Coil coating represents a leading-edge advancement in pre-paint technology, transforming how metal materials are finished prior to manufacturing or construction. Recognized as the fastest, most efficient, and environmentally responsible method for applying coatings to metal substrates, coil coating significantly reduces waste, energy consumption, and emissions. This process not only enhances the aesthetic and functional properties of materials but also delivers measurable benefits such as cost savings, operational efficiency, and shortened production timelines. By adopting coil coating, our customers can improve product quality, lower environmental impact, and integrate sustainable practices into their operations—aligning with modern standards for responsible industrial manufacturing.

Building on the environmental advantages of coil coating, the use of pre-painted metal in product manufacturing further amplifies sustainability across multiple dimensions. Using pre-painted metal in the manufacturing of products provides environmental benefits on many levels.

First, tests have shown that prepainted metal products can have a longer service life and often are up to 100 percent recyclable at the end of their service life. That means recycled prepainted metal is transformed into new products instead of contributing to the volume of waste being delivered to overburdened landfills. The steel or aluminum used in prepainted metal is often made of fully or partially recycled metal in the first place, creating a sustainable life cycle.

Another green benefit inherent in prepainted metal is the manufacturing process itself. By centralizing paint operations from many locations to high-tech coil coating lines, a host of green benefits are realized. The coil coating industry has pioneered controlled processes that focus on reducing VOC emissions, lowering energy use with efficient curing processes and maximizing resource usage. Prepainting also results in the use of less paint while achieving better performance compared with other painting methods.

The coil coating process is the method of choice for today’s most advanced metal coatings, producing even additional green benefits. For example, “cool metal roofing” systems feature coatings specifically designed to reflect heat, helping to reduce energy consumption and mitigate environmental problems like urban heat islands (UHI) and smog. The latest state-of-the-art architectural coatings are applied using the coil coating process as well. These include new self-cleaning, smog-eating coatings for buildings; solar panel coatings; and color-changing coatings that help store and reflect heat.

In addition, products manufactured from prepainted metal do not “leach” or emit harmful substances into the air, an important benefit for indoor consumer goods.

Sustainability Leadership in the Coil Coating Industry

AZZ Precoat Metals is a founding member of the Sustainability Committee of the National Coil Coaters Association (NCCA) formed to promote environmental best practices throughout the coil coating industry, collect member sustainability data and promote the sustainability of coil coating to end markets.



Eco-Friendly Coil Coating Process

VOC Capture: Closed-loop coil coating process burns VOCs and utilizes them as fuel, saving energy and eliminating pollutants.

Centralized Operations: Centralized paint operations reduce the environmental impact of production, allowing for better control and elimination of environmental issues.

Recyclable & Recycled: Prepainted metal products are fully recyclable and often made of recycled content.



FEATURED STORY

Precoat Metals Customer Sustainability Spotlight: Fortified Solar

Fortified Solar is transforming how renewable energy is deployed across the built environment—empowering commercial and residential rooftops with sustainable, high-performance solar technologies that support long-term environmental goals and AZZ Precoat Metals is proud to play a hands-on role. At Precoat’s Columbia, South Carolina plant, a durable polyester coating is applied to Fortified Solar’s 22-gauge structural-steel coils, building a thicker-than-standard film for toughness and long service life. The coated coil is then slit to the exact profile width the customer needs. Downstream, Fortified Solar roll-forms the material into metal roof panels and laminates a high-efficiency solar film—creating a sleek, building-integrated photovoltaic (BIPV) roof that produces energy without the bulk of rack-mounted modules.

This partnership delivers two layers of sustainability value:

- Precoat’s advanced coil coating services deliver durable protection against corrosion, preserve material aesthetics, and minimize the need for rework or early replacement—contributing to reduced waste and extended product life cycles. Additionally, our localized production facility in Columbia, SC strengthens supply chain resilience while lowering transportation-related emissions and supporting regional economic development.
- Fortified Solar’s BIPV panels generate on-site renewable electricity directly from the roof surface, enabling building owners to reduce operational carbon emissions and lower utility costs. By integrating solar functionality into the roofing panel itself, projects require fewer ancillary materials and penetrations compared to traditional solar arrays—enhancing aesthetics, simplifying installation, and reducing resource use. At the end of life, the steel substrate is fully recyclable, supporting circularity and material recovery in both the roofing and solar industries.

Together, Precoat Metals and Fortified Solar are making clean energy more attractive, durable, and accessible—proving that thoughtfully engineered materials and finishes can unlock better performance for people, buildings, and the planet.

Metals Coatings

North America's Leading Hot-Dip Galvanizer of Fabricated Metal

For nearly seven decades, AZZ has been protecting critical infrastructure from the destruction of metallic corrosion as North America's leading provider of galvanizing for fabricated steel. In addition to hot-dip galvanizing, AZZ offers a wide range of high-quality metal finishing and coating services such as powder coating, duplex coating and plating. AZZ's comprehensive metal coating capabilities create enduring infrastructure for constructing a stronger, safer and sustainable world.

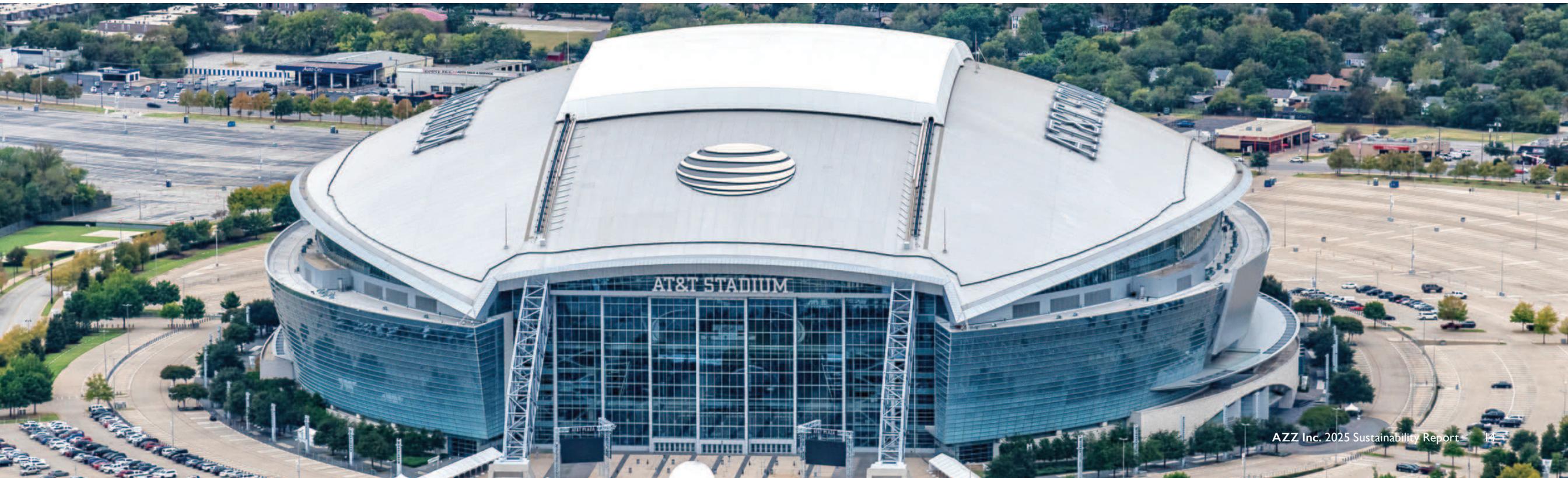
The Metal Coatings segment provides hot-dip galvanizing, powder coating, anodizing duplex coating and plating and other surface coating applications

to steel fabrication and other industries through facilities located across the U.S. and Canada. The zinc alloying renders corrosion protection to fabricated steel for extended periods of up to 75 years.

As part of the Metal Coatings segment, the AZZ Surface Technologies group (AST) performs several services for metal customers, including powder coating, painting, blasting, e-coat and plating. AST incorporates certifications across several industries including AAMA, NADCAP, PACCAR and ISO certifications.

As of February 28, 2025, AZZ operated 48 Metal Coatings facilities, including 41 galvanizing facilities, 6 Surface Technologies facilities and one tubing facility in various locations throughout the U.S. and Canada. The AZZ Tubular Products facility serving the oil and gas industry was closed in 2024.

The Metal Coatings segment generated 42% of AZZ's annual sales in FY2025.



FEATURED STORY

Bradley County Renewable Natural Plant - AZZ Galvanizing – Chattanooga

The Bradley County Renewable Natural Gas (RNG) facility in Tennessee began operation in 2024 and now produces clean fuel daily, equivalent to 6,000 gallons of gasoline. By converting landfill waste into energy, RNG transforms methane—a greenhouse gas over 25 times more potent than carbon dioxide—into a valuable resource. With the U.S. sending 140 million tons of waste to landfills each year, RNG represents a critical opportunity to reduce emissions while powering local economies.

Unlike intermittent renewable sources like wind or solar, RNG provides a consistent energy supply that integrates directly into existing natural gas infrastructure. It can fuel generators, boilers, engines, and turbines while creating jobs in engineering, construction, and operations. Government and market incentives further support RNG adoption, helping corporations meet decarbonization goals and leveraging methane emissions to create more efficient energy.

The Bradley County facility's long-term success also relies on durable infrastructure. Stakeholders chose hot-dip galvanizing to protect 60 tons of steel pipe supports and structural components exposed to the landfill's harsh environment. Fabricated and installed by Industrial Air & Mechanical of Dalton, Georgia and galvanized by AZZ Galvanizing – Chattanooga, galvanizing delivers resilience, exterior durability, and the lowest lifetime maintenance costs. Its proven corrosion resistance ensures decades of reliable service, eliminating costly repairs and supporting safe operations. Thanks to the use of hot-dip galvanizing, the 60 tons of piping and structural supports will carry the weight of the RNG facility for many years to come and play a pivotal role in this fascinating tale of turning trash into treasure.



Hot-Dip Galvanizing Industry

Hot-dip galvanizing is a sustainable method of protecting metal from corrosion. The process involves cleaning the metal, immersing it in a bath of hot molten zinc, and then allowing it to cool. This process creates a protective layer of zinc on the surface of the metal, which acts as a barrier against corrosion.

One of the key benefits of hot-dip galvanizing is its longevity. Zinc coating can last for several decades, and depending upon the environment, up to 75 years, with minimal maintenance required. This means that steel structures that have been hot-dip galvanized will require less frequent maintenance or replacement, thereby reducing the overall environmental impact of these metal structures.

Another benefit of hot-dip galvanizing is its recyclability. The zinc used in the process can be recycled and reused for further galvanizing. Hot-dip galvanizing is an environmentally friendly method of protecting metal structures from corrosion, with a long lifespan and recyclability. It is a great choice for any organization that is committed to maintaining its corporate responsibility and reducing its carbon footprint.

AZZ is committed to providing products and services in an efficient and environmentally sustainable manner. A cornerstone of AZZ's commitment is to provide products and metal solutions that support sustainable infrastructure while continuously striving to reduce the amount of raw materials, energy and waste consumed during its manufacturing process.

Hot-Dip Galvanized Steel Environmental Product Declaration

The American Galvanizer's Association (AGA) has developed an industry-wide, third-party verified Environmental Product Declaration (EPD) for hot-dip galvanized steel after fabrication, based on a life-cycle assessment (LCA) to meet ISO 14025, 14040, 14044 standards. The EPD is available from AZZ or by contacting the AGA. AZZ is a founding member of the AGA's Environmental Subcommittee, as well as the AGA's Carbon/Climate Task Group.

AZZ is committed to the AGA Sustainable Development Charter which lists the principles by which all AGA members are guided. This charter may be found at www.galvanizeit.org.



FEATURED STORY

AZZ Galvanizing – Rockford Contributes to Innovative Stadium Seating System

The Solara Stadium Seating system by Irwin Seating Company is a premium solution designed to meet the demands of high-traffic venues such as arenas, stadiums, and outdoor event spaces. A key feature of the Solara Stadium Seating system is the use of clamps galvanized through a specialized spin galvanizing process by AZZ Galvanizing – Rockford. This advanced technique involves immersing steel parts into molten zinc and spinning them to remove excess material, resulting in a uniform and tightly bonded zinc coating. Spin galvanizing offers distinct advantages, including complete coverage of intricate parts and edges, ensuring even the most complex components are thoroughly protected. The process also enhances durability by creating a robust barrier against corrosion and wear, making it particularly effective for outdoor stadium seating systems exposed to environmental elements.

By leveraging this innovative method, AZZ Galvanizing – Rockford and Solara deliver exceptional longevity and reliability, minimizing maintenance needs and extending the life of its components.



FEATURED STORY

AMC Team Wins FY2025 Sustainability Cup for Industry-Leading Acid Recovery and Recycling

The FY2025 AZZ Sustainability Cup was awarded to the AZZ Metal Coatings team for their exceptional leadership in Acid Optimization and Beneficial Reuse, achieving substantial savings last year. This initiative has delivered far-reaching benefits beyond cost reduction, including significantly lowering new acid consumption, extending equipment life, improving air quality for employees, and reducing future hazardous waste disposal costs.

This program exemplifies how innovation, collaboration, and scientific precision can transform operational challenges into sustainability leadership—setting a benchmark for the industry and reaffirming AZZ’s commitment to environmental stewardship.

2025 CEO Cup Winners

AZZ CEO Cups are awarded annually to plants and teams based on the following factors:

1. Safety First
2. Active AZZ Care Team
3. Outstanding financial results
4. Supported AZZ’s environmental, social and governance efforts

For FY2025, AZZ’s CEO Cups were awarded to the following plants and teams:

Metal Coatings:

- Baton Rouge, LA
- Beaumont, TX
- Chelsea, OK
- Hamilton, IN
- Plymouth, IN
- Reno, NV
- Metal Coatings EHS & Engineering (Sustainability Cup)

Precoat Metals:

- Birmingham, AL (3rd consecutive year)
- Columbia, SC
- Washington, MO New Site Project Team

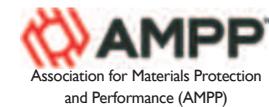


Professional Membership Associations

Please see AZZ's website for more details on additional memberships and/or groups we support and participate in at www.azz.com/accreditations.

Precoat Metals Membership Associations

Metal Coatings Membership Associations



Our Culture

At AZZ, our culture is defined by our corporate values of Trust, Respect, Accountability, Integrity, Teamwork and Safety, which we commonly refer to as our TRAITS. We value our employees by continuously investing in their training and development, including a healthy work-life balance, offering competitive compensation and benefit packages and rigorously encouraging a team-oriented and collaborative environment.

We strive to build, maintain and create a work environment that attracts and retains employees who are high contributors, have outstanding interpersonal and business skills, are engaged in our culture and communities, and who embody our company mission: to create superior value in a culture where people can grow both professionally and personally and where TRAITS matter.



Trust	We conduct ourselves with honesty, openness and in a manner that is predictable and builds trust.
Respect	We treat each other as we want to be treated (golden rule). When appropriate, we disagree without being disagreeable.
Accountability	We take responsibility for our actions and ownership of results. We do what we commit to, both personally and as a team.
Integrity	We are honest, trustworthy and respectful to each other and ethical in all our activities.
Teamwork	We value collaboration at all levels. We believe that working as a team is more impactful and efficient than working alone.
Safety	We are committed to keeping our employees safe while we continue to build a stronger, more sustainable infrastructure worldwide.

Guiding Values

We Value Our Dedicated Employees

by fully training and equipping them, and providing a safe environment to grow professionally, personally and spiritually.

We Value Our Customers

by producing reliable high-quality metal coating products and solutions while providing outstanding customer service.

We Value Our Shareholders

by consistently providing outstanding returns above our peer group.

FEATURED STORY

PEOPLE WITH PURPOSE, CREATING COMMUNITY IMPACT Adriane Louis—Building a Culture of Care in Jackson, Mississippi

As Regional HR for AZZ Precoat’s Jackson, Mississippi and Houston, Texas facilities, Jackson-based Adriane Louis brings the same energy to people operations that she brings to her community. A member of the Junior League of Jackson, Mississippi since 2010, Adriane co-chaired the 2022 Mistletoe Marketplace, helping raise more than \$1 million for local causes. She mentors youth through the Hope Rising program at the Methodist Children’s Home and supports the Mississippi Children’s Museum—most recently co-chairing the “Bollywood Nights” fundraiser and planning a summer reading camp to boost third-grade literacy.

Inside AZZ, Adriane is a driving force on the AZZ Care Team, partnering with officers Gloria Thompson (treasurer), Jan Lewis (coordinator), and Queen Norwood (plant representative) to turn employee generosity into action. This year the team’s annual school-supply campaign equipped local students with backpacks and classroom essentials, complemented by a raffle fundraiser to enhance the impact. The group also organized a Thanksgiving food drive, supported CARA animal rescue, and provided gifts and snacks to recognize volunteer participation and strengthen employee engagement across the plant.

Adriane’s focus on outcomes extends to philanthropy: the local Jackson, Mississippi Care Team directed its 2024 CEO Cup funds and last year’s Sustainability Award proceeds—\$2,500—to the local Ronald McDonald House, supporting families with children in need of medical care. Whether she’s guiding employees, mentoring kids, or mobilizing colleagues to serve the community, Adriane models AZZ’s values in action—combining professional excellence with heartfelt community leadership.



Sustainability Oversight Structure

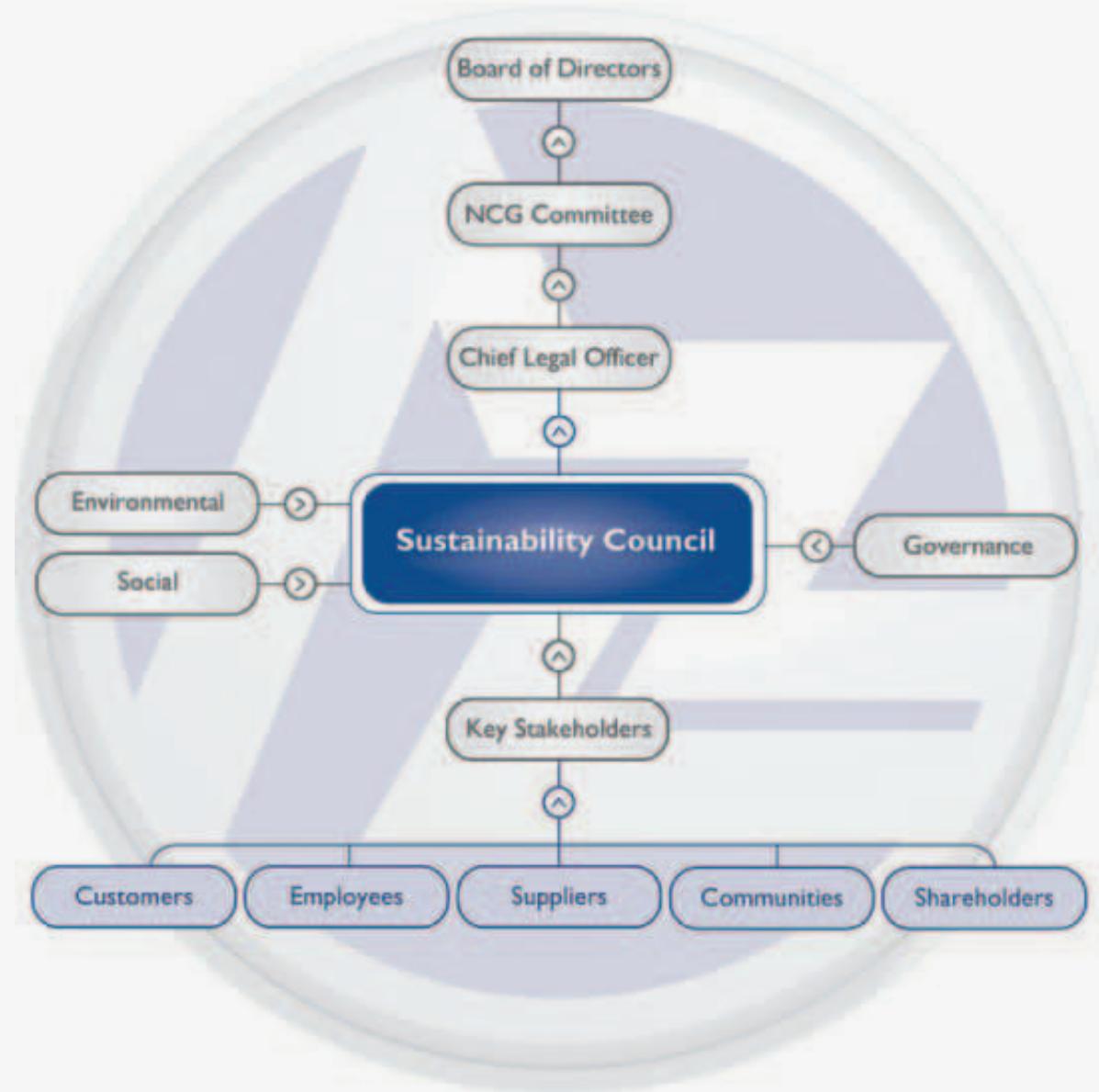
AZZ is committed to growing its business in a sustainable and socially responsible manner. Our approach to sustainability is structured around a comprehensive framework that emphasizes environmental stewardship, social responsibility, and best practices in corporate governance. We have integrated this framework into our overall business strategy to help ensure that our sustainability initiatives support AZZ's long-term value creation for our shareholders and other stakeholders.

Approach to Sustainability

AZZ's sustainability framework is integrated into its overall business strategy through its focus areas of environmental stewardship, social responsibility and corporate governance.

AZZ continuously strives to improve the efficiency of its operations, including increasing energy and resource efficiency, lowering greenhouse gas emissions, reducing water consumption, conserving natural resources and offering products and solutions with superior sustainability attributes that meet or exceed our customer's needs.

AZZ formed a Sustainability Council in 2019 with members selected based on their knowledge of sustainability issues, their functional expertise and their ability to integrate sustainability into our operations and corporate culture. The Board's Nominating and Corporate Governance Committee provides oversight of the Company's sustainability policies and practices. AZZ's Chief Legal Officer and various members of the Sustainability Council update the Nominating and Corporate Governance Committee on the progress of the Company's sustainability efforts on a quarterly basis.



Fiscal Year 2025 Sustainability Highlights

During fiscal year 2025, AZZ made significant progress on a number of Sustainability initiatives.

✓	Published our fourth corporate sustainability report, covering fiscal years 2023 through 2025.
✓	Improved TRIR workplace incident rate by 26% from FY2024, DART by 44% and LTIR by 47%.
✓	In only two years AZZ has achieved 88% of its goal to reduce Scope 1 and 2 GHG emissions intensity within 10 years.
✓	AZZ was named as One of America's Most Responsible Companies in 2025 by Newsweek; for the third consecutive year.
✓	Completed four Industrial Assessment Center ("IAC") audits during FY2025 to identify several capital investment projects that will enhance energy usage and produce future energy costs savings.
✓	Achieved our goal of developing methodologies for AZZ's business segments to identify and track their green sales into low carbon economy markets. During FY2025, we increased sales into the low carbon economy markets by 17%.

Sustainability Framework Focus Areas



Environmental Stewardship

AZZ strives to provide high quality products and solutions while maintaining compliance with environmental requirements and using raw materials in an environmentally conscious and sustainable manner.



Social Responsibility

AZZ believes that investing in its people, communities, and business sustainably will continue to drive long-term value for AZZ and its shareholders.



Corporate Governance

The Nominating and Corporate Governance Committee provides Board-level oversight to AZZ's Sustainability Council, ESG policies and practices, and receives quarterly reports on the progress of AZZ's sustainability initiatives, targets, and scores.

OUR FOCUS CONTINUES TO BE TO ENHANCE OUR SUSTAINABILITY PERFORMANCE BY:

- 1 developing and setting targets for AZZ's ESG focus areas;
- 2 enhancing strategies for performance efficiency improvements; and
- 3 evaluating various clean technology investment opportunities that are consistent with our corporate strategy.

WE STRIVE TO:

- 1 improve the efficiency of our operations;
- 2 focus on increasing energy and natural resource efficiency;
- 3 lower greenhouse gas emissions;
- 4 reduce water consumption; and
- 5 provide sustainable, unmatched metal coating solutions that enhance the longevity and appearance of buildings, products and infrastructure that are essential to everyday life.

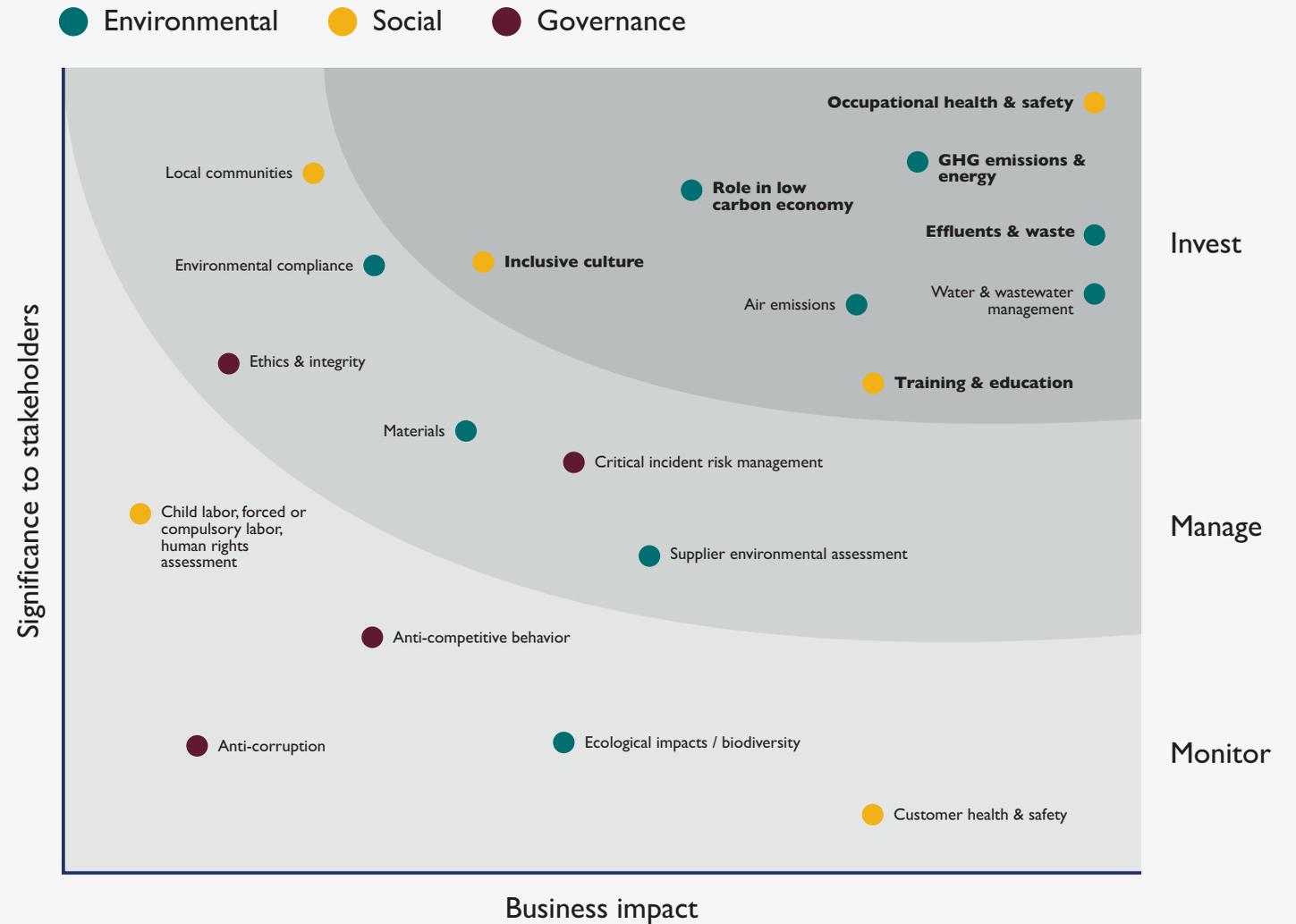
During the past fiscal year, we focused our sustainability efforts on identifying and evaluating opportunities to reduce energy consumption and carbon emissions, enhance workplace safety, and improve operations efficiency. We also engaged third-party auditors to assess AZZ's internal controls, data collection process and sustainability disclosures. We believe that investing in our people and operating our business safely and sustainably will drive long-term value for AZZ and its shareholders. We are committed to continuously improving our sustainability policies and practices.

Sustainability Strategy & Materiality Matrix

In fiscal year 2023, AZZ engaged a third-party sustainability consultant to strengthen its sustainability strategy and also integrate the Precoat Metals segment (acquired during the same fiscal year) into AZZ's broader sustainability framework. A comprehensive materiality assessment was conducted for Precoat Metals and revisited for the Metal Coatings segment to refine AZZ's sustainability roadmap for the coming years. This assessment involved stakeholder interviews, peer benchmarking, and industry research. Key stakeholders included AZZ's executive leadership, the Sustainability Council, major customers, critical suppliers, and investors. The material topics identified through this process, illustrated in the adjacent matrix, serve as strategic focus areas for AZZ's Sustainability Council and leadership team as they work to enhance the Company's sustainability program and deliver long-term value to stakeholders.

AZZ's sustainability strategy emphasizes practical, high-impact initiatives that benefit our operations, workforce, communities, and the environment. For each material topic, AZZ defined strategic opportunities, identified risk mitigation measures, and established key performance indicators (KPIs) to monitor progress and ensure accountability.

With executive-level sponsorship and Board oversight of the program, sustainability receives strong top-down support and is a priority across the entire Company. As part of our commitment to responsible corporate citizenship, we have implemented a Vendor Code of Business Conduct, Environmental Health and Safety Policy and a Human Rights Policy. These documents are available online, in all languages of the regions where we operate, at www.azz.com/ESG.





Six Areas of Focus for AZZ's Top Sustainability Priorities

1	Occupational Health & Safety is a top priority for all stakeholders given the nature of work in AZZ's facilities. New developments in best practices must be continually tracked and embedded within the Company's processes and corporate culture.
2	GHG Emissions & Energy is a driver for energy efficiencies, lower production costs and the Company positioning itself as a low-carbon solution in the market for green energy focused customers and investors.
3	Further defining AZZ's growing role in the transition to a low carbon economy will help the Company market its solutions and product offerings as the green alternative to other metal coating options. Additionally, this supports AZZ's sustainability value proposition to customers and investors. AZZ will continue to invest in climate-related transition opportunities.
4	Effluents & Waste is an area where AZZ considers itself to be an industry leader. New regulations, technological developments and practices will need to be monitored and embedded so that the Company can continue to manage risks, drive corporate value and increase reporting and data disclosure.
5	Training & Education will continue to ensure the Company's workforce has the skills and engagement needed to address future labor needs and can serve as a reinforcement of the Company's safety culture.
6	Culture building initiatives will expand inclusion viewpoints within AZZ and will be supplemented by the Training & Education to potentially impact AZZ's future leadership.

AZZ regularly assesses its sustainability strategy and the material sustainability topics in the matrix to ensure they remain relevant and effective. We acknowledge that the importance of sustainability topics is constantly evolving as we advance in our sustainability journey and implement further environmental improvements in our industrial manufacturing processes. Risks, impacts and priorities evolve over time, and as a result, the matrix may be adjusted according to feedback received from our key stakeholders.



Sustainability Targets

In fiscal year 2023, AZZ established its initial ESG targets, set to launch in fiscal year 2024, for each material topic identified through its sustainability assessment. These targets are designed to support AZZ's commitment to measurable progress and accountability. These targets align with stakeholder expectations and include both public goals and internal aspirational benchmarks for potential future disclosure. This dual approach enables the Company to drive meaningful progress while remaining agile in its sustainability strategy.

Targets	Progress
<p>GHG Emissions & Energy</p> <p>A 10% Scope 1 and 2 emissions intensity reduction of FY2023 baseline by 2033.</p>	<p>➤ In only two years AZZ has achieved 8.8% of its 10% goal as of FY2025.</p>
<p>Occupational Health & Safety</p> <p>Committed to third-party audits for safety, energy efficiency and waste streams for FY2024 as well as sharing audit results and best practices across all facilities.</p>	<p>➤ Third-party audits for energy and safety continue to be conducted for both segments. Since FY2024, AZZ has conducted third-party energy and safety audits across both business segments—seven completed or still in progress in Metal Coatings (with two more planned for FY2026) and four in Precoat Metals (with one additional scheduled for FY2026).</p>
<p>Effluents & Waste</p> <p>Report hazardous waste intensity based on tons produced and absolute values for recycled products and byproducts starting in FY2024.</p>	<p>➤ AZZ reported hazardous waste intensity and total recycled products a year earlier than its target.</p>
<p>Role in Low-Carbon Economy</p> <p>Tracking sales into low-carbon end markets beginning in FY2024 & report the data in the 2024 Sustainability Report.</p>	<p>➤ In close coordination with sales teams and customers, AZZ met its target of tracking sustainability and disclosing sales into low-carbon end markets by FY2024.</p>

Our Growing Role in the Transition to a Low-Carbon Economy

AZZ is an active participant in the global transition to a low-carbon economy, with products and services that support sustainable infrastructure, conserve energy, promote sustainable buildings (both residential and commercial), bridges, stadiums and optimizes the use of steel and aluminum materials for everyday products. These capabilities create climate change opportunities by enabling customers to reduce carbon intensity and align with the circular economy. We continue to expand our product offerings for renewable energy, electrification, and other low-carbon industries, ensuring our portfolio supports both the transition to a low carbon economy and further advances our commitment to environmental progress and enhance shareholder value by executing on our long-term business strategy.

We actively invest in low-carbon opportunities through dedicated resources, product development, and partnerships that help customers achieve their decarbonization goals. Our sales organization reinforces this strategy with targeted prospecting campaigns to engage companies with net-zero commitments, partner programs with clean energy innovators, and joint pilot projects that demonstrate our solutions' effectiveness in enabling the energy transition. To sustain momentum, we embed low-carbon growth into our sales incentive structures and pipeline reporting, to ensure accountability and measurable impact.

Oversight of these efforts is provided by AZZ's Board of Directors, which receives quarterly updates on all of AZZ's sustainability initiatives, revenue growth from its low-carbon markets, as well as broader climate-related risks and opportunities that could impact the business. This governance framework ensures climate considerations are integrated into AZZ's corporate strategy, resource allocation, and long-term value creation for its shareholders.

Through this combination of strategic investment, customer and investor engagement, and strong governance practices, AZZ has demonstrated its commitment to advancing climate solutions, while positioning itself to gain benefits from the global transition to a lower-carbon economy.

AZZ currently sells into several low carbon end markets through its Precoat Metals and Metal Coatings business segments. In fiscal year 2025, AZZ's sales into low carbon markets grew by 17% over last year.

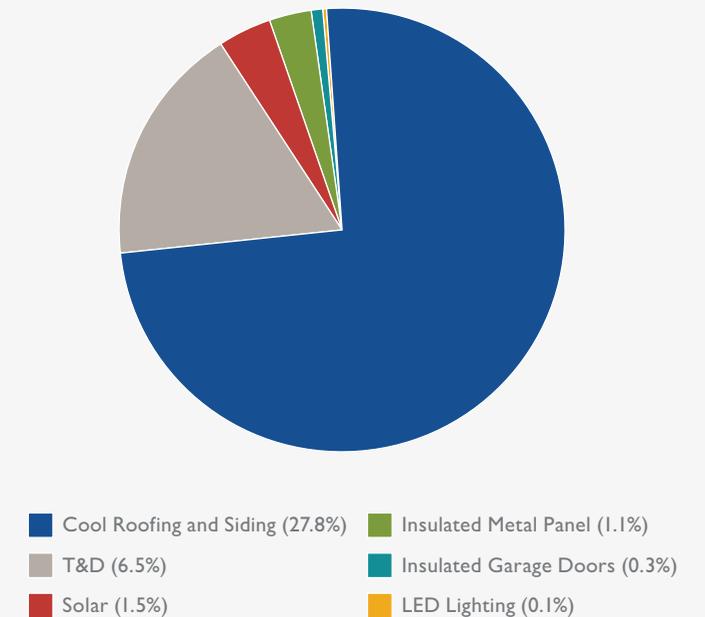
Environmental, Health And Safety Goals

- ✓ Meet or exceed all applicable EHS regulations and company standards and continuously monitor and document AZZ's progress on a quarterly basis.
- ✓ Train and equip our employees to identify and mitigate safety hazards associated with their job.
- ✓ Implement AZZ's comprehensive waste reduction strategy to conserve and minimize raw material use. Focus on reducing waste generation at the source. For any waste that remains, prioritize finding the highest-value reuse or recycling solutions.
- ✓ Contribute to the development and administration of technically and economically sound environmental standards and compliance procedures through seeking input from professional trade groups, regulatory agencies, citizens' organizations, subject matter experts and our stakeholders.
- ✓ Continuously improve AZZ's environmental performance by monitoring its progress against stated EHS and sustainability targets which promote energy efficiency and protect the environment.
- ✓ Reduce AZZ's environmental impact by minimizing emissions, energy consumption, water usage, and recycling materials where possible.
- ✓ Focus on sourcing environmental solutions that will decrease AZZ's carbon footprint.
- ✓ Communicate AZZ's EHS performance and sustainability progress to stakeholders by reporting its performance results against stated targets.

Thirty-Seven Percent

of AZZ's FY2025 sales were in low-carbon markets

Sales into Low-Carbon Customer Segments



Commitment to Human Capital Management

AZZ believes its employees are its greatest asset and AZZ’s success is dependent on the expertise and engagement of all of its people.



Our Culture

- AZZ understands the importance of employees who feel valued and united through shared values and guiding principles in which we interact with each other, our customers and the communities in which we operate our facilities.
- AZZ’s values shape its corporate culture, attract highly skilled employees and help them live and perform at their best.
- At AZZ, employees’ well-being is a priority. We offer Marketplace Chaplains, Employee Assistance Programs, health insurance and 401(K) benefits to all employees.
- We take pride in offering incentives that recognize employee efforts and programs to help improve our employees quality of life.
- We previously established the AZZ Cares Foundation which provides financial assistance to our employees and their families when a personal tragedy, disaster or personal hardship occurs.
- We have incorporated AZZ Care Teams at each facility which supports local charities and provides assistance to employees in their time of need.
- AZZ Alertline is available 24/7/365 in three languages which allows employees and external stakeholders to anonymously address concerns and increase accountability.



Our Commitment to Health and Safety

- AZZ strives to incorporate continuous improvement in the health and safety of its facilities by establishing and monitoring progress against its EHS and sustainability targets.
- AZZ trains and equips its employees to identify and mitigate safety hazards associated with their job.
- AZZ’s management teams oversee the implementation of training programs for operational safety and hazard reduction and communicate safety results to its employees on a quarterly basis.



Our Commitment to an Inclusive Culture

- Approximately 53% of AZZ’s employees are diverse, as reported to the Equal Employment Opportunity Commission on an annual basis. See AZZ’S EEO-I Report in the Appendix on page 87 of this Sustainability Report.
- AZZ embraces the diversity of its employees, customers, vendors, suppliers, stakeholders and consumers, including their unique backgrounds, experiences, education, creative solutions, skills and talents.
- AZZ seeks to continuously improve its hiring, development, advancement and retention of a diverse talent pool and increase its diversity representation across AZZ, which ultimately contributes to shareholder value creation.



AZZ Inc. was named in Newsweek’s list of America’s Most Responsible Companies in 2023, 2024 and 2025

Governance

AZZ's Board of Directors believes that strong corporate governance is critical to achieving long-term growth and maintaining the trust and confidence of AZZ's stakeholders.





The Board believes that strong corporate governance is essential to the continued success of the Company. The Board has adopted formal, written Corporate Governance Guidelines designed to strengthen the Company’s corporate governance practices, ensure accountability and promote effective functioning of the Board, its committees and the Company’s management team. Among other things, the guidelines contain standards for determining whether a director is independent, based upon the independence requirements of the New York Stock Exchange (the “NYSE”). The Nominating and Corporate Governance Committee is responsible for overseeing and reviewing the Company’s Corporate Governance Guidelines and Code of Conduct at least annually and recommending any proposed changes to the full Board for its approval. The Company’s Code of Conduct is applicable to all of our directors, officers and employees, to provide greater emphasis on evolving legal and regulatory requirements and best practices. The Corporate Governance Guidelines, Code of Conduct, Vendor Code of Business Conduct, Environmental Health and Safety Policy, Human Rights Policy, Compensation Recovery Policy, Executive Officer Compensation Recovery Policy and Charters for the Audit, Compensation and Nominating and Corporate Governance Committees are available on the Company’s website at www.azz.com, under the heading “Investor Relations—Corporate Governance.”

For a more detailed discussion of the Company’s corporate governance practices and the Corporate Governance Guidelines, please see AZZ’s 2025 Proxy Statement beginning on page [17](#).

azz.com/investor-relations or sec.gov 

Committee Oversight

In addition to the presentation of information to the full Board of Directors, the Board has delegated responsibility for the oversight of certain risks to the proper Board committees. These committees regularly meet and report to the full Board of Directors at each quarterly Board meeting. In particular:

- The Audit Committee oversees the integrity of the financial statements of the Company, the independent auditor’s qualifications and independence, the performance of the Company’s internal audit function, its independent auditors, and the Company’s compliance with legal and regulatory requirements and regularly reviews enterprise risks, including cyber security. Any concerns relating to AZZ’s financial statements or accounting matters should be communicated to the Audit Committee. Any such communications may be made on an anonymous basis. Any concerns or complaints may be reported to the Audit Committee through our third-party vendor, NAVEX Global Inc., which has been retained by the Audit Committee for this purpose. The AZZ Alertline may be accessed toll-free at 1 (855) 268-6428 or via the website at <https://azz.alertline.com> and is available 24/7/365. Outside parties, including customers, vendors, suppliers or shareholders may raise issues regarding accounting matters to the attention of the Audit Committee by writing to the Chair of the Audit Committee, AZZ Inc., 3100 West 7th St., Suite 500, Fort Worth, TX 76107. All complaints and concerns will be reviewed under the direction of the Audit Committee and oversight provided by the Board of Directors and other appropriate persons as determined by the Audit Committee.
- The Compensation Committee oversees the risks relating to the Company’s compensation philosophy and programs and generally evaluates any potential effect the Company’s compensation structure may have on management risk taking. The Compensation Committee reviews the recommendations of the Company’s management regarding adjustments to the Company’s executive compensation program. The Compensation Committee has retained and regularly meets with Meridian Compensation Partners, LLC (“Meridian”), its independent executive compensation consultant, which assists the Compensation Committee in evaluating the Company’s compensation program and adherence to the philosophies and principles as discussed under “Executive Compensation—Compensation Discussion and Analysis.” The Compensation Committee also monitors risks relating to the overall management and organizational structure, as well as succession planning at the executive officer and key leadership levels.

- The Nominating and Corporate Governance Committee provides oversight on the composition of the Board of Directors and its committees and provides leadership to the Board in maintaining best corporate practices in the Company's corporate governance principles and practices. Many of our corporate policies are summarized in AZZ's Code of Conduct, including our policies regarding conflict of interest, zero tolerance for retaliation, insider trading, related-party transactions, environmental health and safety, human rights, confidentiality and compliance with laws and regulations applicable to the Company's business. The Nominating and Corporate Governance Committee also provides oversight and strategic guidance on AZZ's sustainability policies and initiatives, including energy efficiency, climate-related risks and opportunities including, its progress on various ESG targets and its rating agency scores.
- All officers, directors, employees and representatives are required to acknowledge and agree to be bound by the Company's Code of Conduct and are subject to disciplinary action, including termination, for violations thereunder. The Code of Conduct is published on our website at www.azz.com under the heading "Investor Relations." Any amendments to the Code of Conduct or the grant of a waiver from a provision of the Code of Conduct requiring disclosure under applicable SEC rules will be disclosed on our website, www.azz.com. Under our Code of Conduct, directors, officers and employees are expected to report any violation or waiver of any provision of the Code of Conduct to the Company's Chief Legal Officer. Anyone may report matters of concern through our anonymous, confidential toll-free AZZ Alertline at 1 (855) 268-6428, online at <https://.azz.alertline.com>, or by writing to the Chief Legal Officer, AZZ Inc., 3100 West 7th St., Suite 500, Fort Worth, TX 76107.

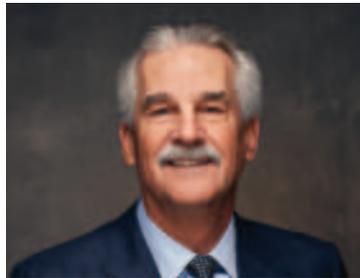
As indicated above, the Board of Directors' proper role is risk oversight as opposed to the day-to-day management of enterprise risks, which is solely the focus and the responsibility of the Company's management team.

The Board of Directors believes this division of responsibility provides an effective means for addressing the full spectrum of risks applicable to the Company's business. Furthermore, the Board of Directors believes that its leadership structure, with an independent, non-management chair of the Board of Directors and of each committee, properly supports its risk oversight function.

[Board Committee Charter](#)



Current Board Composition



Daniel E. Berce

Age: 71
 Director Since: 2000
Board Committees:
 Audit Committee (Chair)
 Compensation Committee



Daniel R. Feehan

Age: 74
 Director Since: 2000
Board Committees:
 Compensation Committee
 Nominating and Corporate
 Governance Committee



Thomas E. Ferguson

Age: 68
 Director Since: 2013
Board Committees:
 None



Clive A. Grannum

Age: 59
 Director Since: 2021
Board Committees:
 Audit Committee
 Compensation Committee



Carol R. Jackson

Age: 53
 Director Since: 2021
Board Committees:
 Compensation Committee
 Nominating and Corporate
 Governance Committee (Chair)



Ed McGough

Age: 64
 Director Since: 2017
Board Committees:
 Compensation Committee (Chair)
 Audit Committee



Steven R. Purvis

Age: 60
 Director Since: 2015
Board Committees:
 Audit Committee
 Nominating and Corporate
 Governance Committee

Director's Skills & Experience

CEO/Senior Executive Leadership Experience



Financial Expertise



Manufacturing & Distribution Expertise



International Experience



Strategic Planning & Oversight



Corporate Governance



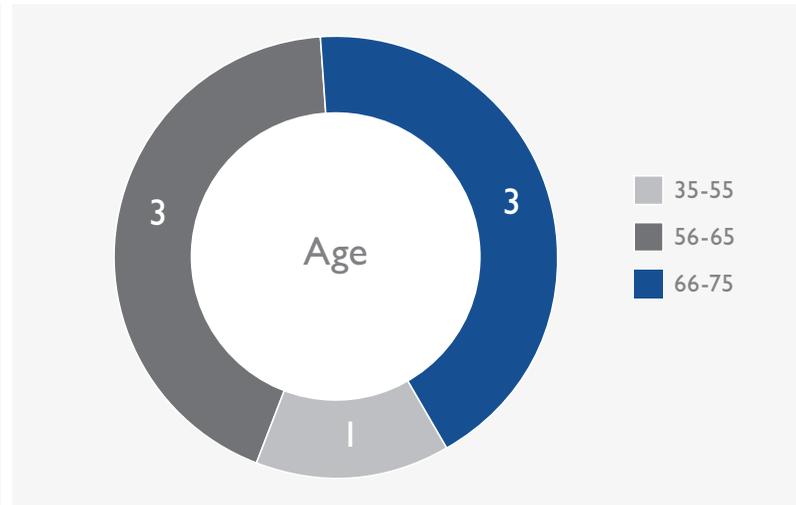
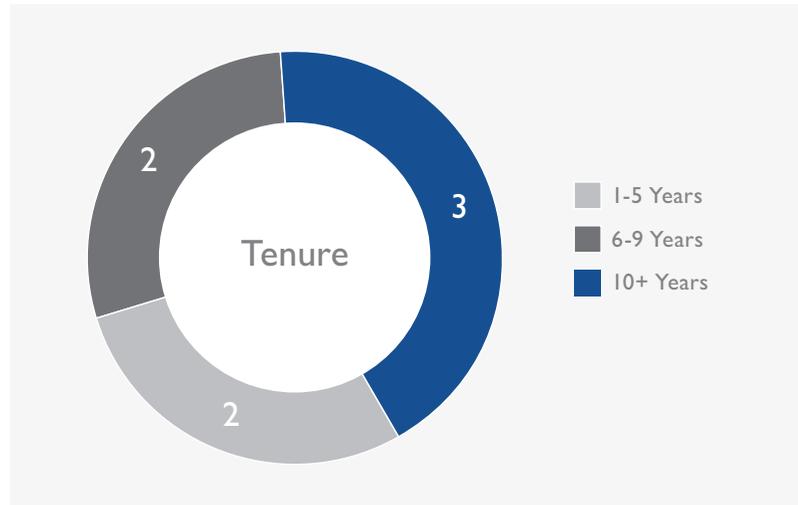
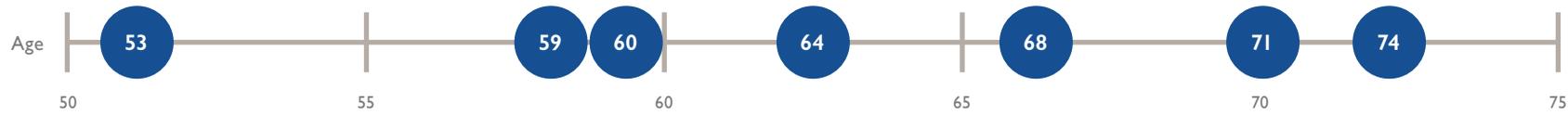
Mergers & Acquisitions



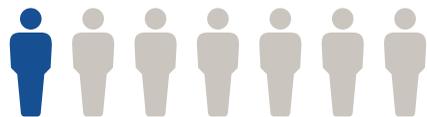
Digital Technology



Key Statistics Regarding AZZ's Directors as of FY2025



Gender



Female Male

Race/Ethnicity



African American White/Caucasian

Independence



Independent Non-Independent

At AZZ We Encourage Both Professional and Personal Growth

FEATURED STORY

AZZ was Recognized for Leadership in Religious Inclusion

AZZ is honored to report that for the second consecutive year it has earned recognition from the Religious Freedom and Business Foundation (REDI) with the Top A award for dedication to providing a Faith-Friendly Workplace! The foundation measures an organization’s commitment to including religion and faith based belief as part of its overall people and belonging initiatives. The REDI Index characterized AZZ to be a wonderful representation of spiritual freedom and opportunity at work.

AZZ provides opportunities for our employees to grow spiritually by offering Marketplace Chaplains at every operating facility. This personalized and proactive employee care service is voluntary to use, neutral from company operations, and strictly confidential. Our Chaplains offer many services, including emotional and spiritual counseling, referrals to local charities, hospital visits, and funeral condolence services.

- AZZ values servant leadership and making a difference in the communities in which we live and work by organizing local AZZ Care Teams at each plant across the country. Through this organization, AZZ volunteers are able to demonstrate their servant hearts by giving back and fulfilling needs within their local communities and beyond.
- AZZ strives to build a safe and supportive environment for all employees to practice and grow their faith based freedoms and gain support from likeminded and like-spirited individuals through channels like the Teams Prayer Communities and weekly prayer calls.





Board Oversight of Enterprise Risk Management

AZZ’s Board effectively reviews and provides oversight of the Company’s enterprise risk management, including:

- macro and micro economic trends;
- changes in market factors and industry dynamics;
- cyber threats;
- business operations across North America;
- governance;
- sustainability;
- litigation; and
- implementing strategic growth initiatives.

This oversight function focuses on the most significant risks facing AZZ and is deemed an important priority by the Board. The Board does not attempt to view in isolation risks applicable to AZZ’s business but tries to manage various enterprise risks holistically and as a proper component of the Company’s short- and long-term strategy. The Board does not believe it is possible, nor even desirable, to eliminate all business risk. Rather, reasonable and calculated risk-taking by the management team is deemed appropriate and necessary for AZZ to remain competitive and successfully grow its end markets.

The Company has established robust internal processes and controls for identifying and managing risk, including comprehensive internal and external audit processes. These processes have been designed to allow management to effectively identify and manage risks and to timely communicate the results of such activities to the Board.

Management routinely communicates with the Board, its committees and individual directors, as appropriate, regarding various risks as discussed

above. All directors have direct and open access to the Company’s executive officers and other members of the management team. The Company’s strategic and operational risks are presented and regularly discussed with the Board during the Chief Executive Officer’s quarterly operational report and the financial, operating results, and market trends are specifically addressed during quarterly presentations to the Audit Committee.

Ethics Alertline

The AZZ Alertline allows employees, customers, vendors, contractors or any other third parties to ask questions, raise concerns and report any potential unsafe, illegal or unethical behavior related to the operations of AZZ’s business, and do so anonymously. AZZ’s global hotline is available twenty-four hours a day, seven days a week, and offers support in the three languages in which the Company operates. All submissions are confidential and are investigated promptly and thoroughly, consistent with applicable law. AZZ’s Chief Legal Officer provides a summary report to the Audit Committee of the Board each quarter regarding the number, nature and status of all claims reported.

Calls and electronic submissions to the AZZ Alertline can be made pursuant to the following:

AZZ Alertline:
(855) 268-6428

AZZ Alertline Website:
<https://azz.alertline.com>

Email:
AZZ Chief Legal Officer at TaraMackey@azz.com

Corporate Policies

AZZ has strong beliefs on ethics, business conduct and compliance with the laws and regulations applicable to its business. Adherence to AZZ's corporate policies is key in maintaining its corporate integrity. AZZ has adopted the following policies related to its corporate culture of ethics, integrity and compliance:

- Code of Conduct;
- Vendor Code of Business Conduct;
- Environmental, Health and Safety Policy;
- Human Rights Policy;
- Anti-Corruption Policy;
- Export Management and Compliance Policy; and
- Conflict Minerals Policy.

[Corporate Policies](#) >

Code of Conduct

AZZ is committed to the highest standards of honest and ethical behavior and integrity in carrying out its business activities. AZZ's Code of Conduct reflects its commitment to compliance and corporate citizenship at every level of the Company. The Board's Nominating and Corporate Governance Committee annually reviews the Code of Conduct relating to any recent developments in the law, so that the appropriate revisions can be made. The Board's Audit Committee reviews all AZZ alertline activity on a quarterly basis, including any Code of Conduct concerns.

We are committed to ensuring that all our employees, including directors and executive officers, know and understand their obligations under AZZ's Code of Conduct. Additionally, all employees are required to affirm their commitment to compliance to AZZ's Code of Conduct upon their date of hire and once every three years thereafter.

[Code of Conduct](#) >

Anti – Corruption Policy

AZZ is committed to being a responsible corporate citizen and conducting all of its business transactions with integrity, ethics and transparency. It is essential for AZZ, its employees and any third parties who are engaged to act on AZZ's behalf to comply with all applicable laws and regulations in the jurisdictions in which it conducts business. All AZZ employees (including management and executive officers) who have international, financial, bookkeeping or sales responsibilities receive bi-annual training on anti-bribery, anti-corruption and trade compliance. Prior to the engagement of third parties to conduct business on AZZ's behalf internationally, it conducts pre-screening due diligence and requires contractual compliance with U.S. and international anti-corruption and anti-bribery laws. AZZ's Legal Department and Internal Audit Department also conduct periodic testing and audits of its processes for compliance with domestic and foreign transactions in an effort to mitigate any potential enterprise-wide risks.

[Anti – Corruption Policy](#) >



Political Contributions

AZZ policy prohibits the use of corporate funds for the purpose of political contributions. As such, there are no corporate political contributions to report. In FY2025 and the previous five fiscal years, AZZ did not contribute funds to any political candidates and did not engage in any lobbying activities, state or federal.

Human Rights

Respecting human rights in the workplace is a fundamental principle in AZZ's operations. AZZ is committed to conducting its business in a manner that includes: respecting the dignity and personal worth of all individuals; encouraging all individuals to reach their full potential; and providing equal opportunity for both personal and professional development to all employees.

Specifically, AZZ recognizes its responsibilities regarding:

- Preventing forced labor, human trafficking, or slavery;
- Providing a good standard of living, reasonable working hours, fair and competitive wages and offering above market benefits;
- Allowing for freedom of association and collective bargaining;
- Fostering an inclusive corporate culture;
- Zero tolerance for discrimination and harassment in the workplace; and
- Providing a safe and healthy workplace.

AZZ respects human rights principles, and its commitment to human rights is guided by the United Nations Guiding Principles to Business and Human Rights, Ten Principles of the United Nations Global Compact and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work.

[Human Rights Policy](#) >



More than 98% of AZZ's employees completed cybersecurity training in FY2025.

Cybersecurity and Information Technology

AZZ recognizes the critical importance of cybersecurity in today's digital focused landscape and acknowledges the inherent risks associated with cyber threats. As such, cybersecurity is an integral component of our overall enterprise risk management strategy and corporate governance framework.

To meet business objectives, we rely on both internal information technology systems and networks, and those of third parties and their vendors, to process and store sensitive data, including confidential research, strategic business plans, financial information, intellectual property, and personal data that may be subject to legal protection, and to ensure the continuity of our information technology supply chain.

AZZ maintains a cybersecurity risk management program designed to identify, assess, manage, mitigate, and respond to cybersecurity threats. The underlying controls of this program are based on recognized best practices and standards for cybersecurity and information technology, including those set forth in the National Institute of Standards and Technology ("NIST") Cybersecurity Framework. Among the key elements of our cybersecurity risk management program are the following:

- **Security Awareness and Training:** We use an IT security awareness program consisting of training on the fundamentals of information security protection. These training courses are required to be completed annually by all employees.

- **Annual Risk Assessment:** An annual risk assessment is conducted by a third party, which is designed to assess the effectiveness of the Company's security controls and to identify key cyber risks.
- **Network Protection:** Network protection, detection, and monitoring technologies have been deployed on all external and internal network connections, in order to segment different sections of the business from each other, which strengthens key protection capabilities.
- **Identity and Access Management:** We have implemented user authentication controls on AZZ's systems, devices, data and applications. In addition, multi-factor authentication is implemented for all personnel who remotely access or have privileged account access to AZZ systems and networks.
- **Penetration Testing:** We have partnered with a third-party penetration testing company to help identify new vulnerabilities and continuously improve the security posture of the Company through annual testing.
- **Endpoint Detection and Response (EDR):** EDR is an integrated, layered approach to endpoint protection that uses continuous IT monitoring and data analytics. We have partnered with a third-party security operations center, to provide critical support in monitoring, identifying and assessing cyber threats such as malware, ransomware, breaches, and denial of service attacks.
- **Security Incident Management:** In the event of a cybersecurity incident, we have established and adopted a thorough incident response plan,

which outlines clear protocols for incident detection, containment, investigation, resolution, and if applicable, triggered disclosures, all of which aim to minimize the impact on our operations, customers, and stakeholders.

- **Third Party Risk Management (“TPRM”)** - Integrating TPRM into the broader enterprise risk program enhances data security, regulatory compliance, and governance. It strengthens enterprise resilience by identifying and mitigating risks from external vendors, enforces security standards, and reduces exposure to information technology breaches.

We do not believe that any risks from cybersecurity threats, including any as a result of prior cybersecurity incidents we have experienced, have had a material adverse impact on our operations, business or financial condition. For more information regarding any potential risks we could face from cybersecurity threats, see “Item 1A. Risk Factors” of our Form 10-K filed with the SEC on April 21, 2025.

Our approach to cybersecurity governance is embedded within the broader governance structure of the Company. The Audit Committee of the Board of Directors is tasked with reviewing our policies and procedures related to cybersecurity risks, including the Company’s cybersecurity risk management program discussed above, to ensure AZZ’s alignment with industry best practices and regulatory standards. The Audit Committee and the Board of Directors (“Board”) regularly engages with management to assess cybersecurity risks, ongoing mitigation efforts, and the overall effectiveness of our cybersecurity program.

Our Director of Enterprise Applications leads a dedicated management committee responsible for overseeing all cybersecurity matters. The Information Security committee contributes decades of experience in technology, cybersecurity, architecture, and incident response in both military and private sector with certifications including Certified Information Systems Security Professional (“CISSP”), Certified Ethical Hacker (“CEH”), CompTIA Secure Infrastructure Specialist (“CSIS”), and

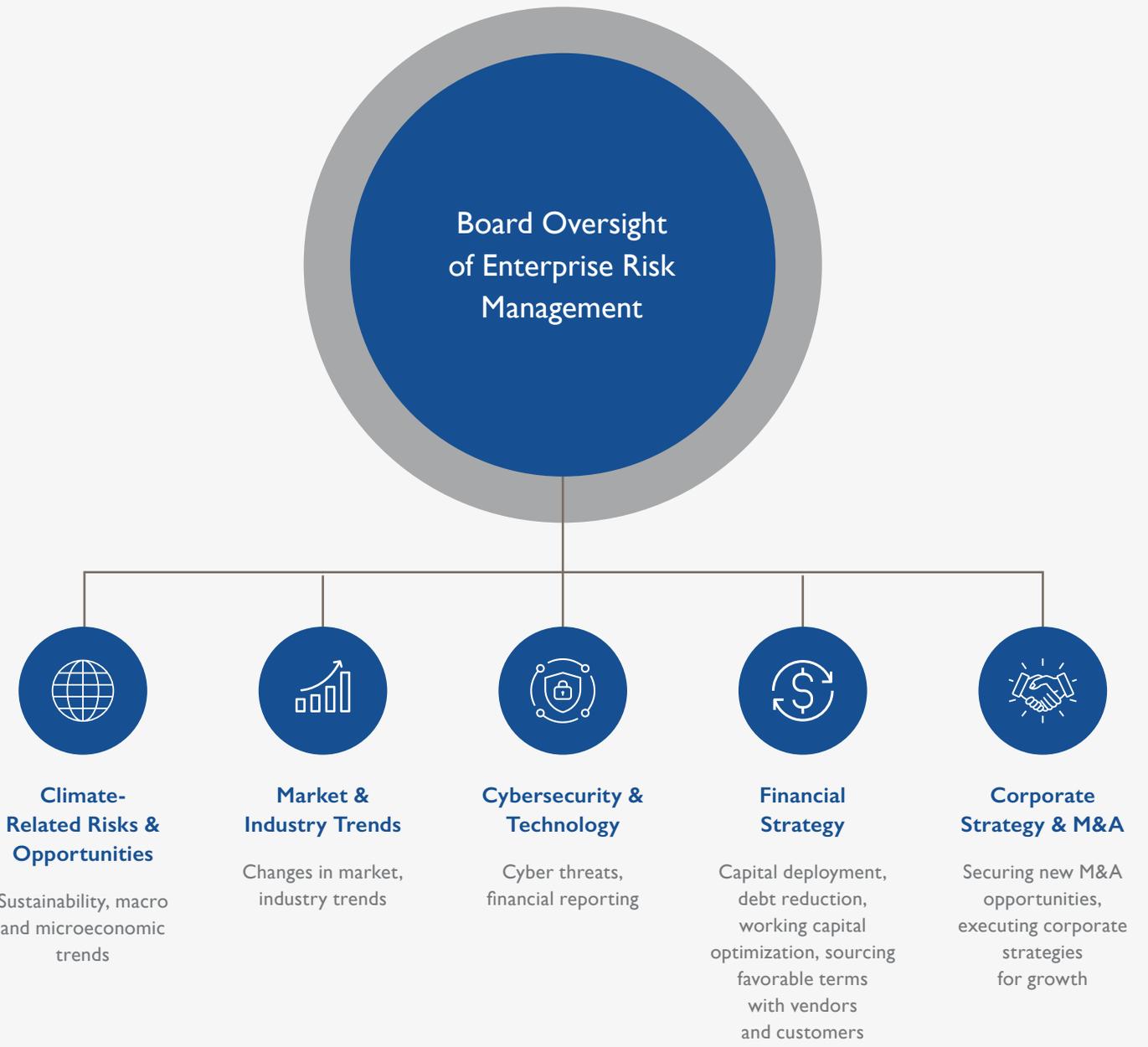
degrees in cybersecurity, data science, and computer science. Collectively, this Committee has served in various large, publicly traded companies, implementing and managing robust IT and cybersecurity programs, developing cyber safety protocols and fortifying internal networks, business applications, any customer-facing applications, and payment systems. This committee consists of members with diverse expertise, including information technology, legal, risk management and finance, who collaborate to provide strategic guidance, evaluate potential risks and ensure the adequacy of our cybersecurity measures. On a quarterly basis, the committee regularly provides updates to the leadership team and the Audit Committee, as well as the full Board, which includes information regarding AZZ’s cybersecurity program initiatives, program performance, and any assessments provided by third-party subject matter expert service providers.

[Biometric Information Security Policy](#) >



Enterprise Risk Management

AZZ's Board is responsible to provide oversight of the Company's enterprise risk management, including: climate-related risks and opportunities; macro and micro economic trends; changes in market factors and industry trends; cyber threats; financial reporting; capital deployment; debt reduction; sourcing more favorable financial terms; securing new M&A opportunities; and executing the Company's short- and long-term corporate strategy. This oversight function necessarily focuses on the most significant risks facing the Company and is deemed an important priority by the Board of Directors. Neither the Board of Directors nor the management team attempts to view risks applicable to the Company's business in isolation, but rather considers various enterprise risks holistically and as a proper component of execution on the Company's short-and long-term strategy. Neither the Company's leadership team nor the Company's Board of Directors believe it is possible, nor even desirable, to eliminate all business risk. Rather, well-reasoned and calculated risk-taking by management is deemed appropriate and necessary for the Company to remain competitive and successfully grow its market share in its various end markets.



While the Board of Directors generally oversees risk management, the overall responsibility for daily management of the Company’s risk resides with the Company’s Chief Executive Officer and other members of AZZ’s executive team who are responsible for the ongoing assessment and management of Company risk, including risks relating to: operations; financing; working capital optimization; governance; sustainability; cybersecurity; litigation; micro and macro economic trends and tariffs; developing and implementing strategic growth initiatives; the smooth integration of acquisitions into the Company’s existing operations; the Company’s public company compliance programs; financial reporting; and public disclosures. The Company has established robust internal processes and controls for identifying and managing risk, including comprehensive internal and external audit processes. These processes have been designed to allow management to effectively identify and manage risks and to timely communicate the results of such activities to the Board of Directors. Management routinely communicates with the Board of Directors, its committees and individual directors. As a result, throughout the year, the Board of Directors and its committees regularly communicate with each other and with management. The Company’s strategic and operational risks are presented and regularly discussed with the Board of Directors during the Chief Executive Officer’s quarterly operational report. The Company’s financial and operating results are specifically addressed during the quarterly presentations at each Board meeting. The Board of Directors also weigh additional risks when considering specific transactions proposed by management.

Biometric Information Security Policy

AZZ’s Enterprise Risk Management Structure and Process

The Company’s Vice President of Internal Audit conducts a biennial enterprise risk management assessment for each business segment and the Company as a whole and presents its findings to the Audit Committee. This presentation includes identifying the top risks to the Company that could potentially have a considerable adverse impact on the Company’s operating performance and reputation. Throughout the year, management reviews these risks and considers any new events or emerging trends (engaging with outside advisors, where appropriate) that may impact the top risks or likelihood of such risks occurring.

This comprehensive risk evaluation process assists the Company’s leadership team to identify, assess and prioritize potential enterprise risks effectively, leading to improved risk management practices and safeguarding the Company’s long-term interests.

The Company’s annual enterprise risk assessment is structured as described below:

Responsibility & Knowledge

The leadership team and Board participate due to their knowledge of the Company’s industry, market trends, business operations, financial condition and business reputation.

Risk Identification & Measurement

Risks are identified by the leadership team, evaluated based on their likelihood and potential impact to AZZ, and subsequently reviewed by the Board.

Criteria for Significant Risk

Significant risks are those that could have a major negative impact on the Company’s cashflow, operations, financial condition or business reputation.

Action Plans & Progress Measurement

Action plans are developed based on the assessment, with progress tracked periodically and compared to previous years.

Velocity & Mitigation

Risks are categorized by their speed of manifestation and the Company’s ability to quickly mitigate them, using shapes and color coding for clarity on a heat matrix.

Biennial Risk Assessment Survey

Leadership and the Board are surveyed every other year to evaluate risk management effectiveness unless there is a material change or event that occurs that could potentially impact AZZ’s risk profile. Results are reported to the Audit and Disclosure Committees, with risks scored and ranked based on impact, likelihood, management effectiveness, residual risk and risk direction. A risk heat map is used to prioritize risks.

This comprehensive risk evaluation process assists the leadership team and the Audit Committee to effectively identify, assess and prioritize risks, improving risk management practices and safeguarding the Company’s interests.

Climate-Related Risk Management

AZZ's leadership team, in coordination with the Sustainability Council and Legal Department, regularly evaluates potential, emerging and current climate-related risks that could impact operations. Key risks include:

- **Increased Regulation:** Increased Regulation: Several governments and regulatory bodies have introduced or are considering regulatory changes in response to climate change, including regulations aimed at reducing greenhouse gas ("GHG") emissions through more stringent emission standards, renewable energy targets, carbon emission pricing, and similar initiatives while requiring heightened environmental monitoring and disclosures. These initiatives aimed at reducing GHG emissions could potentially negatively impact AZZ's operations directly or indirectly through our customers or suppliers and may require increased environmental reporting, more emissions controls, the purchase of future capital equipment, and other costs to comply. Although the SEC has withdrawn its proposed climate disclosure rule, various states have taken independent steps to implement climate-related reporting requirements. Notably, California has enacted climate disclosure legislation, and several other states—including Colorado, Illinois, New York, and Washington—have introduced similar proposals. In addition, Canada has proposed its own federal climate disclosure requirements, signaling a broader trend toward increased environmental reporting obligations across North America.
- **Physical Risks:** Climate change impacts, like extreme weather and natural resource shortages, could disrupt operations, supply chains, end markets and product shipments.

The financial impact of future environmental regulations for all industrial companies and the corporate responsibility to increase efficiencies in their consumption of resources will depend upon future legislation regarding GHG emissions, and will be impacted by several factors including, but not limited to:

- the sectors covered;
- future permitted levels for GHG emissions;
- the extent to which we would be entitled to receive emission allowance allocations or would need to invest in additional emissions equipment or compliance instruments, either on the open market or through auctions;
- the price and availability of variable emission allowances and carbon reduction credits; and
- the impact of future legislation or other environmental regulations on our ability to recover any increased costs incurred through future price increases for our products.

Environmental

AZZ has pledged its commitment to move towards a low-carbon economy, manage its business in an environmentally responsible manner and create ways to minimize the environmental impact of its business operations.





All AZZ employees are expected to produce high quality products and provide excellent customer service, while maintaining compliance with all applicable environmental regulation, and to use AZZ’s materials in an environmentally conscientious and sustainable manner.

Energy Reduction Approach

AZZ is committed to reducing energy consumption through a structured and data-driven approach. We partner with a third-party Utility Bill Management (UBM) provider to compile and analyze utility-based energy data across our business operations. This information is presented to AZZ’s plants and operations teams with comparisons by year, quarter, and month, enabling visibility into spikes, trends and progress achieved against reduction targets normalized by production output.

Targets and Tracking

Plant-level energy reduction targets are aligned with AZZ’s goal of reducing its Scope 1 and 2 GHG emissions intensity. We employ baseline and year-over-year tracking of energy intensity by source, including electricity and natural gas. In FY2025, AZZ partnered with a third-party assurance firm

to conduct a third-party assurance assessment of our energy and emissions data collection process, internal controls on data compilation and annual disclosures of this information in AZZ’s FY2025 Sustainability Report. This third-party assessment included interviews and analysis at both the plant and corporate levels. This assessment was intended to discover any external suggested procedures that could potentially strengthen internal controls around our data collection or compilation efforts and reporting processes and procedures.

Energy Efficiency Initiatives

AZZ actively pursues energy efficiency through capital improvement projects and process optimization. Capital projects include LED retrofits, industrial equipment upgrades, high-efficiency boilers, and the installation of variable frequency drives (VFDs). Process optimization initiatives include heat recovery systems, compressed air optimization, and other lean manufacturing practices. Additionally, AZZ participates in the IAC/DOE program, which invites energy assessment teams from local universities into our facilities to identify potential opportunities for capital improvements that would generate future energy savings for AZZ.

Featured Precoat Metals segment-specific initiatives:

As North America’s largest coil coating company, Precoat Metals has developed a wide array of inspection checklists and audit procedures for its environmental and energy equipment, including:

- Six Sigma Green Belt teams to focus on operational excellence projects including several topics under environmental and energy areas;
- oven automation and efficiency program to optimize the use of natural gas, and maximize the capture and reuse of waste heat;
- VOC thermal oxidizer upgrades to improve capture and destruction of VOC’s;
- implementation of a coating temperature control system that reduces the need for solvent;

Featured Metal Coatings segment-specific initiatives:

As North America’s largest hot-dip galvanizing company, over several decades, Metal Coatings has developed a wide array of inspection checklists and audit procedures for its environmental and energy equipment, including:

- furnace inspections;
- boiler preventive maintenance checklist;
- air compressor preventive maintenance checklist;
- kettle covers deployed during downtime to minimize heat loss and reduce energy use;
- regular furnace tune-ups to optimize natural gas utilization; and
- waste heat recovery systems employed to heat process water tanks.

Energy Audits

AZZ is proud to participate in the U.S. Department of Energy’s Industrial Assessment Centers (IAC) program, which supports energy efficiency and sustainability in manufacturing. Since joining this program in FY2024, five AZZ facilities have received IAC audits, identifying several projects with more than \$1,000,000 in potential annual energy savings. As of the end of FY2025, three of these facilities have secured grant funding to implement some of the recommended improvements, while four are awaiting final award determination. Additional facility audits are scheduled for FY2026, and AZZ remains committed to advancing energy-saving initiatives through continued engagement in the IAC program.

Energy and Emissions Data

To monitor and measure AZZ’s environmental impact on GHG emissions, energy use and water consumption, AZZ utilizes a third-party platform to collect and manage its environmental usage data. The platform partner provides AZZ with the ability to analyze progress towards its goals, and to assist with prioritizing areas for greater operating efficiencies in the future. As AZZ has acquired or divested certain businesses over the past four years, the number of active operating plants has fluctuated. The fluctuation in the aggregate number of operating facilities creates a challenge in making year-to-year comparisons, and the changes in the number of operating facilities has been noted in this Sustainability Report where applicable.

The results below include Scope 1 and Scope 2 GHG emissions for FY2025 as compared to those values from FY2023 and FY2024. FY2023 includes partial year data from May 2022 to February 2023 for the 13 manufacturing facilities associated with the acquisition of Precoat Metals on May 13, 2022.

FY2025 Change to Scope 1 Emissions

For this FY2025 report, AZZ’s Scope 2 emissions data now include the following fleet fuels: diesel (mobile), gasoline, and propane (mobile). These fleet fuel sources were not included in the data originally reported in the FY2023 and FY2024 reports. Upon discovery by our GHG emissions



FEATURED STORY

Precoat Metals St. Louis, Missouri – Modernizing Plant #1 for People, Performance, and Community

Known as Plant #1 for its role as the original Precoat facility, the St. Louis plant has undergone extensive modernization in recent years, particularly following its acquisition by AZZ. These projects showcase a legacy facility that has been steadily upgraded to enhance employee safety, comfort, and productivity, while delivering measurable environmental benefits for both the workforce and surrounding community.

One of the most impactful upgrades was the replacement of the facility’s wet treatment system with a chem coater. This innovation reduced hazardous waste generation by more than 95%, dramatically lowering environmental impacts and disposal requirements. The conversion set a benchmark for sustainable coating practices that other Precoat facilities are now following. The plant also transitioned from metal halide to LED lighting, improving visibility on the floor and contributing to significant energy savings.

Air quality inside the plant has been a continued focus. A new air handler was installed to create positive pressure that directs fumes into the ovens for more complete combustion. Combined with a new quench exhaust hood and recently completed oven duct improvements, these investments reduce odors, humidity, and fumes for employees while also improving oven thermal efficiency and lowers natural gas usage.

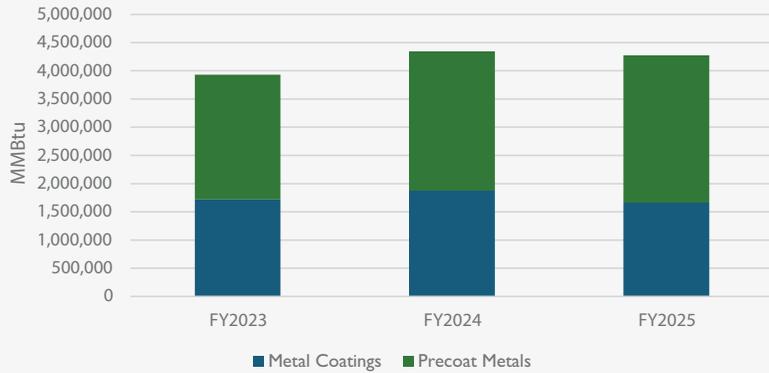
Employee safety has been strengthened through a Green Belt project focused on material handling practices. Tailored especially for newer employees, the initiative produced best practices, new onboarding processes, and training materials to reduce risks potential in the plant.

Operational reliability and efficiency have also advanced. Line 1’s oxidizer burner and stack upgrades have improved combustion efficiency and further dispersed emissions. Meanwhile, ongoing automation upgrades on Line 2 are replacing outdated analog drives with digital controls. Beyond reliability and uptime benefits, the new system will reduce natural gas usage during downtime maintenance events, cutting wasted energy.

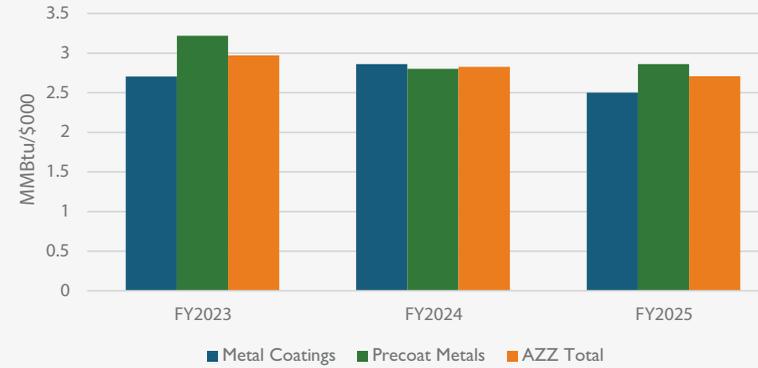
Together, these modernizations highlight how Plant #1 continues to evolve. From reducing hazardous waste by more than 95%, to improving safety, atmosphere, and energy efficiency, the St. Louis facility exemplifies how AZZ is modernizing legacy operations while upholding its ESG commitments to employees, customers, and the community.

ENERGY

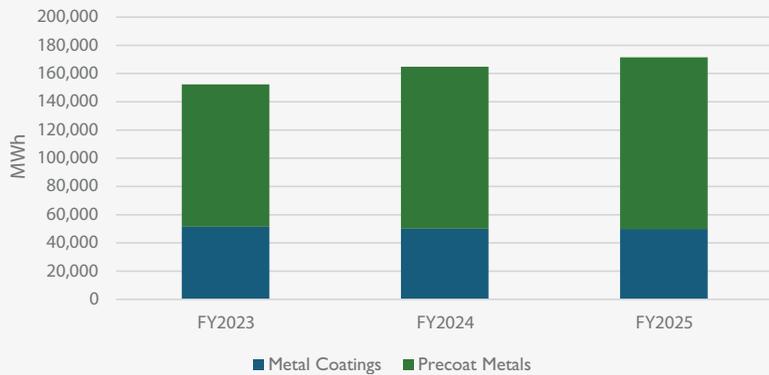
Natural Gas Usage by Segment



Natural Gas Intensity (\$) by Segment



Electricity Usage by Segment



Electricity Intensity (\$) by Segment



verification partner, AZZ utilized invoice and credit card data as well as facility surveys to determine FY2025 fleet fuels volumes. FY2023 and FY2024 fleet fuel volumes and corresponding emissions were estimated from FY2025 data via sales revenue differentials. Details are provided in the *Basis of Reporting Appendix* found on page 89, which outlines AZZ’s data sources, scope, and calculation methods.

Definitions:

Scope 1 - Direct emissions: occur from sources that are controlled or owned by AZZ (e.g., emissions associated with fuel combustion). Absolute emissions and emissions intensity are reported.

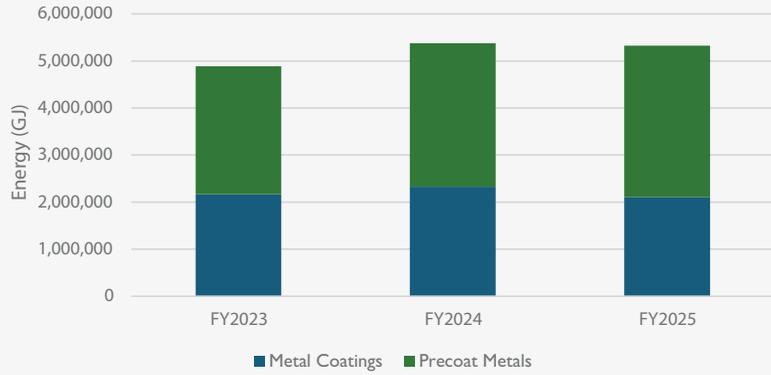
Scope 2 - Indirect emissions: occur from the purchase of electricity, steam, heat or cooling. Market-based absolute emissions and emissions intensity are reported.

Intensity - A measurement of the total usage of each resource per sales revenue. AZZ employs a market-based method for intensity calculations.

Energy Usage and Intensity

Coating metal, whether by hot-dip galvanizing or paint, is an energy-intensive industrial manufacturing process. In particular, natural gas is the critical energy source for both business segments, as it is used in the drying ovens at Precoat Metals and in heating the zinc kettles for Metal Coatings. AZZ has an ongoing focus on driving efficiency and reducing energy consumption through the entire enterprise, from the facility level to its corporate office.

Combined Energy by Segment



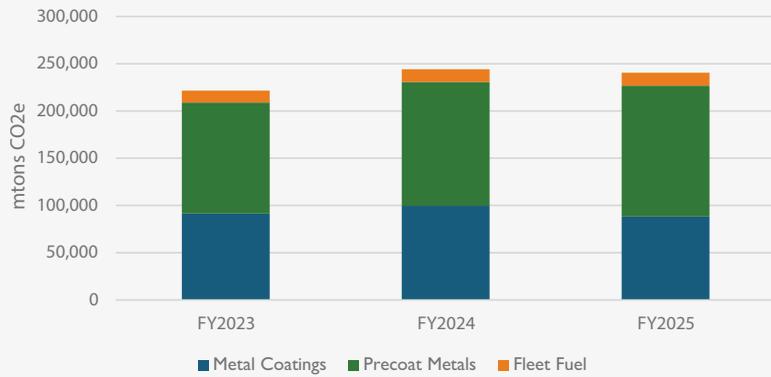
Combined Energy Intensity (\$) by Segment



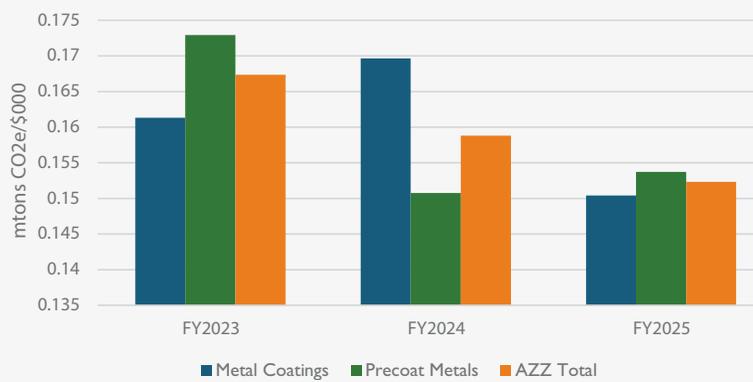
AZZ has decreased its combined energy intensity by 8.5% from its FY2023 baseline.

EMISSIONS

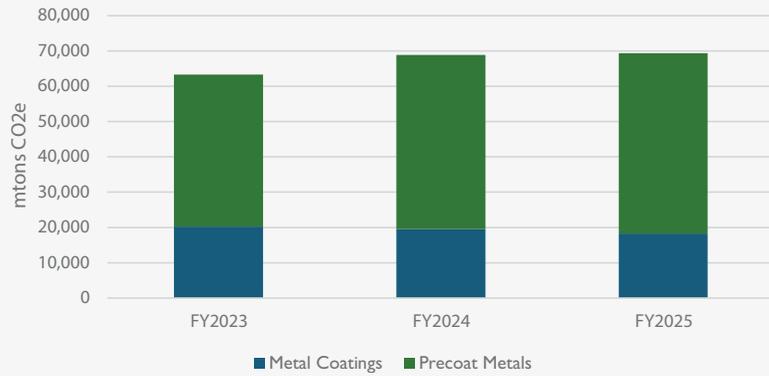
Scope I Emissions by Segment



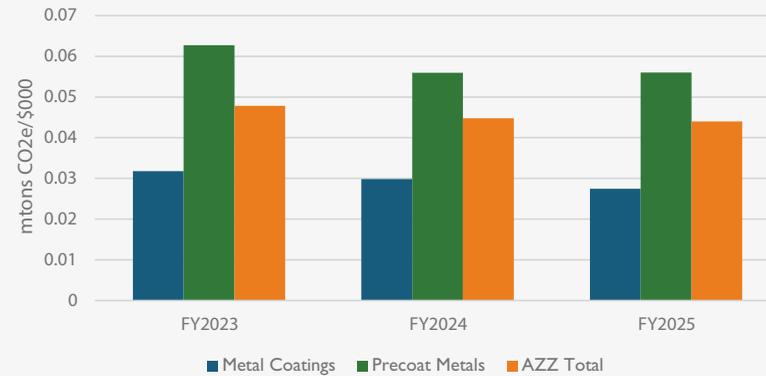
Scope I Emissions Intensity (\$) by Segment



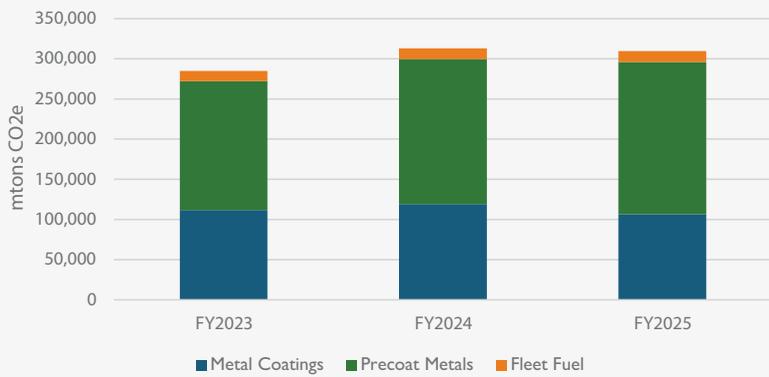
Scope 2 Emissions by Segment



Scope 2 Emissions Intensity (\$) by Segment



Scope 1 & 2 Emissions by Segment



Scope 1 & 2 Emissions Intensity (\$) by Segment



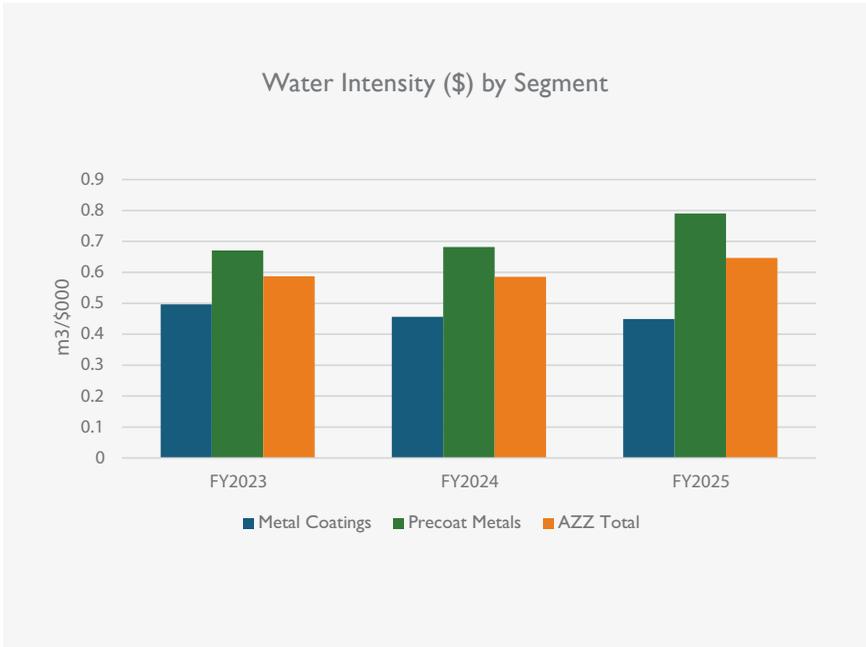
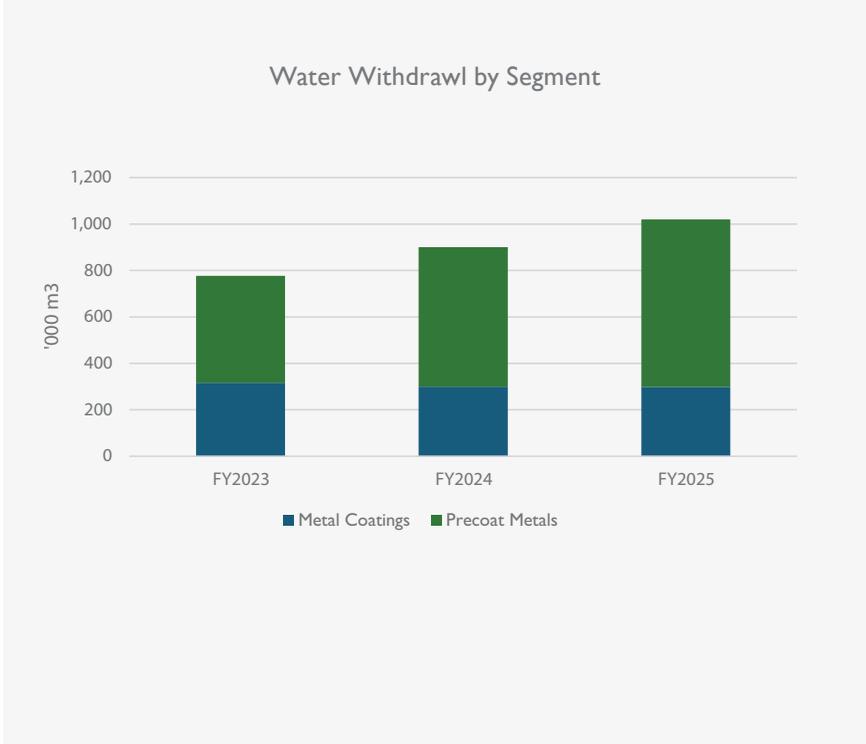
AZZ has decreased its Scope 1 & 2 emissions intensity by 8.8% from its FY2023 baseline.

Water Usage

Water used in the process of coating metal needs to be cleaned and treated so that AZZ can either reuse it in its own operations or discharge it to publicly owned treatment plants for additional processing. AZZ tracks all water usage in its coating and hot-dip galvanizing facilities and has achieved substantial annual decreases in water consumption in the past three years in AZZ's Metal Coatings segment. For the Metal Coatings segment, water consumption is minimized by recycling rinse water in the steel pickling tanks.

The Precoat Metals segment uses water in its operations primarily for the cooling, as well as for the cleaning and pre-treatment of metal and for boilers.

AZZ Metal Coatings Water Intensity has decreased by 10% from its FY2023 baseline.



Wastewater

Both AZZ business segments employ water treatment systems through advanced effluent treatment technologies. Filter presses are extensively utilized to minimize wastewater treatment filter waste. Pursuant to Title 40, Code of Federal Regulations, Part 465 - Coil Coating Point Source Category, the Precoat Metals business segment is required to comply with certain discharge regulations that relate to waters in the U.S. or a publicly owned treatment works. Precoat Metals is in full compliance with the special monitoring and permit requirements subject to these specialized regulations.

Wastewater ('000 m3)	FY2023	FY2024	FY2025
Precoat Metals Segment ⁽¹⁾	—	334.0	379.0
Metal Coatings Segment	282.4	260.7	262.4
Enterprise Total	614.3	594.7	641.5

(1) AZZ acquired Precoat Metals on May 13, 2022.



The Metal Coatings business segment has reduced its water intensity by 10% in the last three years.



AZZ Galvanizing - Denver facility is located in a high water stress area and was able to reduce its water usage by 41% in FY2025 to become one of the lowest water intensity plants.



FEATURED STORY

Building Resilient Bridges with Hot-Dip Galvanized Steel

The FARM (Feasible, Accelerated, Resilient, and Modular) Bridge Program is transforming rural infrastructure with innovative modular bridge construction. In partnership with the Missouri Department of Transportation (MODOT), DeLong's, Inc., and AZZ Galvanizing – St. Louis, the program is delivering durable, cost-effective infrastructure solutions to underserved communities.

With a limited budget and dozens of rural bridges in need of replacement, MODOT prioritized specifications around corrosion resistance and long-term durability. While alternative proposals relied on concrete or mixed materials, DeLong's design utilized only hot-dip galvanized steel—totaling 527 tons of fully protected bridge components. This approach ensured superior corrosion resistance, extended bridge life spans, and reduced long-term maintenance costs, aligning with MODOT's sustainability goals.

AZZ Galvanizing – St. Louis played a critical role by collaborating with DeLong's to optimize designs for galvanizing, achieving uniform coating and safe welding practices. The result is a proven model for resilient, sustainable infrastructure that strengthens rural communities for generations to come.



In FY2025, AZZ improved its Waste Diverted from Disposal by 11% from FY2024.

Waste Streams

AZZ has a long history of responsible waste management and recycling processes dating back to the mid-1960’s, when it deployed its first zinc recovery equipment at its Crowley, Texas hot-dip galvanizing facility. AZZ’s waste management approach ensures that all waste, including hazardous and non-hazardous waste, is disposed of in compliance with national, state and local waste management requirements, including the EPA’s Resource Conservation and Recovery Act (RCRA), the Canadian Environmental Protection Act (CEPA) and other applicable Canadian provincial requirements. We dispose of waste at approved Treatment, Storage or Disposal Facilities (TSDFs) that have obtained and maintain proper environmental permits for disposal.

The EHS managers at each AZZ facility maintain detailed inspection protocols for regulatory agency inspections to ensure full compliance and cooperation with all regulatory agencies, whether EPA, OSHA or state and local municipalities.

Facility-level environment management activities include:

- ✓ Checklists for hazardous and non-hazardous waste and environmental inspection log;
- ✓ Daily inspection logs of hazardous waste bulk storage tanks;
- ✓ Documentation of industrial waste streams and corresponding classification as to whether the waste stream is hazardous or non-hazardous, whether the material is recycled or beneficially reused and documentation on the disposal or recycle facility; and
- ✓ Implementation of a business waste management program, which includes a company-wide practice for recycling paper and numerous recycling procedures for electronics, various chemicals, glass, metals, plastics, cardboard and wooden pallets.

Hazardous Waste (tons)	Absolute FY2025	Intensity FY2025 (tons/ton production)
Precoat Metals Segment	3,294	0.002
Metal Coatings Segment	14,174	0.016
Enterprise Total	17,468	0.007

Waste and Scrap Diverted from Disposal (tons)	Absolute FY2025
Precoat Metals Segment	66,063
Metal Coatings Segment	24,568
Enterprise Total	90,631



Metal Coatings Segment

The Metal Coatings segment has led the way over several decades in the hot-dip galvanizing industry by significantly reducing the volume of characteristically hazardous waste generated at a galvanizing facility. These industry best practices extend from the process chemistry for cleaning the steel to kettle procedures for hot-dip galvanization of the steel.

The galvanizing kettle creates (i) zinc oxide skims which float to the surface of the kettle and (ii) iron-zinc compounds which fall to the bottom of the kettle as dross. The skims and dross are both removed from the kettle periodically throughout the galvanizing process. The dross is sent to a zinc supplier for recycling, while the skims are placed into a zinc recovery machine which separates any usable zinc from the zinc oxide. The usable zinc is returned to the kettle and the zinc skims are sent to third parties for reuse in various industrial processes and applications. The zinc recovery machines allows our galvanizing facilities to recycle zinc on-site instead of sending it off-site.

The Metal Coatings segment utilizes a number of company and industry best practices to reduce emissions and minimize waste streams, including:

- **High-Grade Zinc Usage:** Exclusive use of special high-grade zinc with low lead and contaminants.
- **Rinse Water Reuse:** Reuse of rinse water in process tanks, resulting in zero disposal.
- **Acid Regeneration & Recycling:** Acid regeneration with recycling units.
- **Raw Material Optimization:** Optimize raw material usage with pickling curves to reduce acid waste.
- **Wet Scrubber for Emissions:** Wet scrubbers are used to treat emissions from process tanks.
- **Filter Press for Sludge:** Filter press minimizes sludge waste and improves quality.
- **Kettle Enclosures:** Kettle enclosures improve working conditions and help maintain heat.
- **Baghouses for Emissions Control:** Baghouses reduce particulate emissions.
- **Stormwater Control:** Stormwater control to minimize runoff pollutants.
- **Recycling of Rejected Steel & Components:** Recycle rejected galvanized steel, chain and wire components.



AZZ has coordinated with certain suppliers to jointly develop and deploy fume suppressant additives for its galvanizing process tanks which has reduced emissions by approximately 95% in those tanks, thereby reducing acid usage, benefiting worker safety and enhancing product quality.



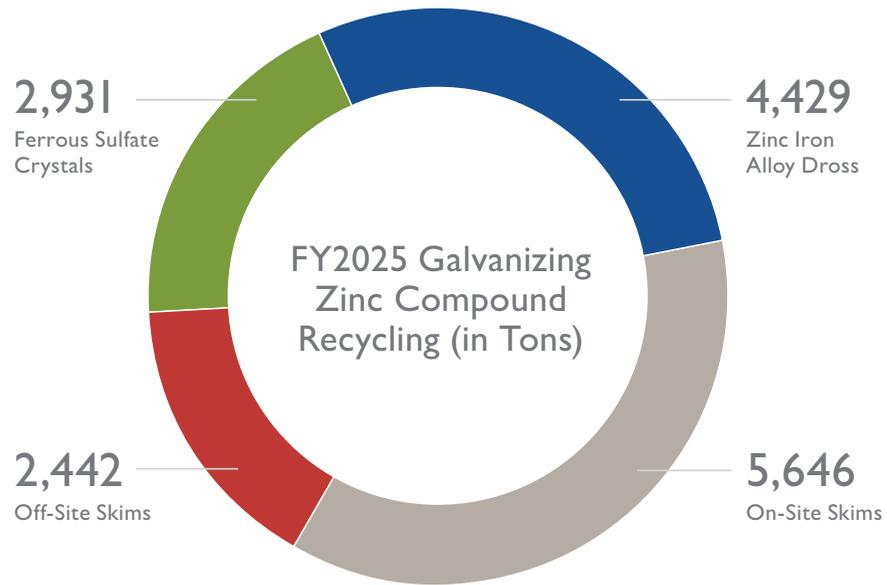
AZZ recorded zero significant spills in FY2025.



FY2025 beneficial reuse of spent acid diverted from hazardous waste disposal was 6.9 million pounds.

Recycling Zinc Compounds

The hot-dip galvanizing process generates recyclable products such as ferrous sulfate crystals caused from sulfuric pickle solution, zinc oxide skims that are removed from the surface of the hot molten galvanizing bath, and zinc iron alloy dross that is removed from the bottom of the galvanizing bath.



Cougar Creek Debris Flood Retention Structure in Edmonton, Canada.



Onsite recovery of zinc compounds from dross increased by 46% in fiscal year 2025 while total zinc compound recycling generated more than \$11 million in revenue.



FEATURED STORY

Chattanooga Plant Profile: Modernizing for Reliability, Safety, and Compliance

AZZ Galvanizing – Chattanooga, Tennessee has recently undergone a series of major upgrades designed to strengthen reliability, efficiency, and environmental compliance while improving safety and air quality for employees.

One of the most significant investments this past fiscal year was the replacement of the plant’s aging side-fired centrifuge furnace. The outdated unit struggled to maintain stable kettle temperatures, consumed excess natural gas, and was prone to unplanned downtime. The new four-burner end-fired furnace—equipped with the industry-leading Burner Insight System™—provides precise temperature control, faster temperature recovery times, and improved energy efficiency. Additional enhancements, such as a ceramic fiber-lined flue and advanced control panel, increase system durability while reducing maintenance demands. Safety upgrades, including automated monitoring and temperature safeguards, further support a safer operating environment.

To complement furnace modernization, the Chattanooga plant also completed a baghouse replacement project aimed at improving air quality and ensuring regulatory compliance. The old baghouses suffered from corrosion and performance issues, creating challenges in properly filtering fugitive emissions from the zinc kettles. The new ISO 9001–certified baghouses feature epoxy-lined interiors for long-term corrosion resistance and reliable filtration. The result is cleaner workplace air, reduced maintenance burden, and confidence in meeting emissions permit requirements.

These improvements highlight Chattanooga’s role as a model for sustainable modernization across AZZ’s galvanizing network. By addressing core systems that drive reliability, safety, and compliance, the plant is better positioned for long-term performance while advancing AZZ’s commitment to continuous improvement and environmental stewardship.

Precoat Metals Segment

The Precoat Metals segment has led the growing use of coil coated metal for over 60 years. Coil coating is recognized for its cost-effectiveness, aesthetics, field performance and sustainability. The coil coating process is a closed loop system with greater than 98% VOC capture and conversion to fuel. Over the years, Precoat has led the industry in process improvements to improve product quality and minimize hazardous waste generation.

Process wastewaters generated from the cleaning and pretreatment of metals coils is collected and treated at on-site wastewater treatment plants. These plants convert wastewater that would otherwise be considered hazardous waste to clean treated effluent that is discharged directly to a surface water body or to a local publicly owned treatment works or a surface water body. In the coating process, cleaning of the coater pans and coater rolls generates waste solvent that is managed as hazardous waste. The waste solvent is either sent for solvent recovery by distillation process or sent to a kiln for fuel blending and energy recovery. VOCs generated from the coating process are collected and destroyed in onsite thermal oxidizers. These thermal oxidizers achieve greater than 98% destruction efficiencies. The off gas from the thermal oxidizers is utilized to generate steam for the production process, resulting in preservation of natural resources (natural gas)

and reduction in the emissions of criteria pollutants to the environment. Scrap metals generated from the coil coating process are collected and recycled.

The Precoat Metals segment utilizes a number of company and industry best practices to reduce emissions and minimize waste streams, including:

- **Thermal Oxidizer & Energy Recovery:** On-site thermal oxidizers destroy greater than 98% of VOCs and recovers energy to generate steam for production.
- **Solvent Reclamation:** Reclaims waste solvent from the coating process.
- **Fuel Blending for Energy Recovery:** Energy recovery from waste solvent by fuel blending.
- **Chemical Coater for Waste Minimization:** Minimizes chromium waste generation with a chemical coater.
- **Wastewater Treatment:** On-site treatment plants clean and process wastewater.
- **Baghouses for Emission Control:** Baghouses reduce particulate emissions.
- **Recycling of Scrap Metal:** Recycling of scrap steel and aluminum.

The Precoat Metals segment recycled 66,000 tons of steel and aluminum in FY2025, an increase of 29% over FY2024.



Environmental Management System

Both the Precoat Metals and the Metal Coatings business segments employ a centralized environmental management system (“EMS”) to collect and monitor a myriad of environmental, health and safety (“EHS”) metrics. The information is submitted by individual facilities and then audited, tracked and reported by the EHS teams for each business segment. AZZ’s EMS allows operations and the Company’s leadership team to manage risks related to employee health and safety and to mitigate near misses, accidents, occupational illnesses and various environmental impacts to minimize AZZ’s carbon footprint.

Each of the Company’s business segment’s EMS is designed to encourage and enable executive oversight of EHS matters, ensure compliance with all applicable local, state and federal regulations and to facilitate EHS environmental targets.

To ensure compliance with environmental obligations, AZZ’s EMS is integrated into all business processes, including the assessment of environmental impacts for each project. AZZ collects environmental data at each facility, which is then reviewed by corporate EHS and reported to the Company’s leadership team on a quarterly basis. AZZ’s EMS fosters open communication, cross pollination of best practices across both business segments and all corporate functions, and engages all employees in environmental improvement initiatives.

To guarantee the proper implementation and utilization of the EMS, periodic internal audits are conducted at each facility, aligning with its established procedures. AZZ acknowledges the significance of adhering to applicable environmental laws and regulations in the locations in which AZZ operates and to meet or surpass all relevant industrial operating standards.

More than 50% of the facilities in the Precoat Metals segment are ISO 14001 certified. Regular ISO audits are conducted to ensure ongoing certification. Eleven percent (11%) of AZZ’s total facilities are ISO 14001 certified.



FEATURED STORY

Community Recreation That Lasts for Decades

With a reputation for reliable durability in providing sporting equipment, and transportation/infrastructure lighting since 1976, Musco chose hot-dip galvanizing for lasting corrosion protection in its heavy use and high-impact applications.

Across the U.S., many communities face a shortage of safe parks and recreational spaces. Even where facilities exist, poor maintenance, broken equipment, and unsafe conditions can discourage use and raise safety concerns.

To address this, Musco Sports Lighting developed the Mini-Pitch System™, an all-in-one modular sport court created with the U.S. Soccer Foundation. Designed for underutilized or abandoned spaces. The system provides youth and families with a safe, durable, and engaging place to play.

Available in multiple sizes and surfaces, the Mini-Pitch supports soccer and can be adapted for basketball, pickleball, or tennis. Custom signage and add-ons, such as smart-phone controlled lighting, further expand its versatility.

Durability was central to the design. Musco chose hot-dip galvanizing to protect the court’s steel structures from corrosion in heavy-use and high-impact environments. A galvanized finish withstands harsh climates, offering decades of low-maintenance service and ensuring cost-effectiveness for urban areas with limited resources. The product also carries a 10-year parts and labor warranty, made possible by galvanizing’s proven durability.

Beyond safety and strength, galvanizing adds long-term aesthetic value. Its natural zinc patina integrates seamlessly into park designs, while proper fabrication and drainage ensure quality coating and lasting protection.

Since its launch, the Mini-Pitch has grown in popularity, strengthening communities, inspiring more social interaction, and demonstrating how AZZ’s hot-dip galvanizing supports safe, sustainable recreational spaces.

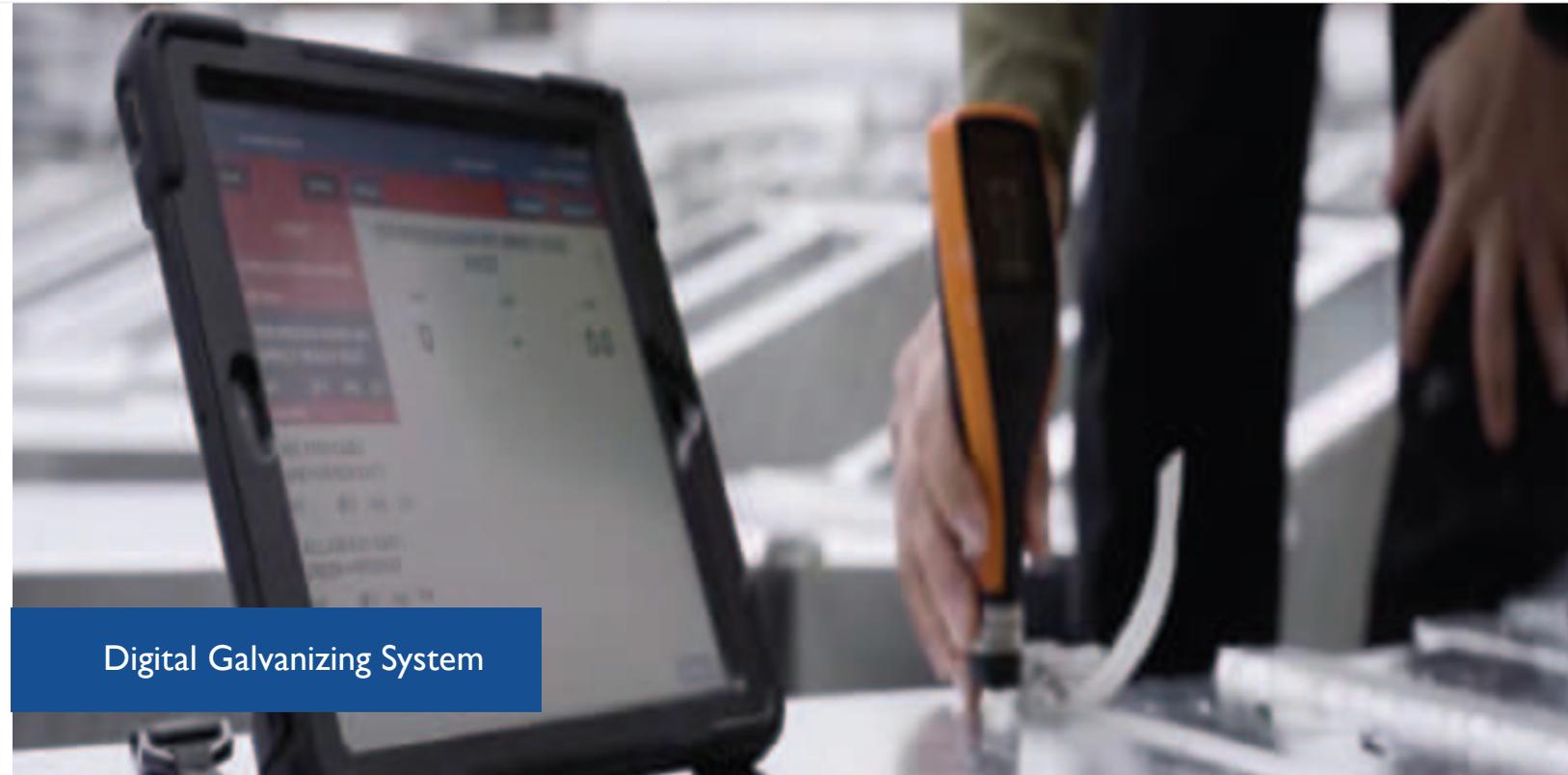
Research & Development

AZZ has developed a proprietary Digital Galvanizing System (“DGS”) which is used throughout the metal coatings segment, including operations, procurement, and environmental health and safety. The results of the proprietary platform have been tremendous, leading to reductions in emissions and the optimization of chemicals, kettle additives, natural gas and zinc usage.

Operations and Environmental Benefits – DGS allows the operations teams to monitor the use of zinc for improved forecasting, which ultimately lowers zinc inventory levels. The use of paper by plant personnel has been virtually eliminated with the use of DGS on hand-held tablet devices. DGS has also automated customer invoicing and improved turn-around time on customer payments. Recent enhancements focus on EHS benefits to enable optimal operating parameters and alerts when values are out of range, as well as, improved safety recording and reporting to senior management.

Customer Benefits – DGS enables AZZ facilities to provide real-time project status updates and generates ready-to-ship notifications to customers. Net Promoter Score (NPS) customer surveys are also generated from DGS to gauge customer satisfaction and timely follow up on any outstanding issues.

Sales Benefits – DGS generates automated quotes and enhances customer communications resulting in faster quoting to customers and higher levels of customer service and satisfaction. The sales team saves fuel by efficiently planning production inventory and delivery routes using the DGS system.



Digital Galvanizing System





Texas A&M Materials Science and Engineering Department Projects

Each year, hundreds of engineering students at the Texas A&M Materials Science and Engineering Department participate in senior capstone projects as part of their degree requirements. Senior capstone projects provide students with opportunities to collaborate on team projects sponsored by various industries and to apply their knowledge and skills in developing design solutions which meet sponsor requirements. Since 2019, AZZ has collaborated with Texas A&M on a series of research and development initiatives aimed at enhancing the efficiency and sustainability of its hot-dip galvanizing processes. This partnership has yielded significant results, including the mitigation of corrosion and degradation of metallic fixtures during the pickling process, and reductions in the use of chemicals, kettle additives, natural gas, and zinc. Research conducted jointly by Texas A&M students and AZZ’s engineering team has also led to improved standard operating procedures across AZZ’s Metal Coatings facilities—enhancing employee safety, increasing product quality, extending the lifespan of production fixtures, and reducing both replacement costs and the disposal of non-recycled resources.



CoilZone: AZZ Precoat Metals’ Digital Customer Portal

CoilZone, developed by Precoat Metals, is a digital customer portal designed to streamline business and processing needs with real-time visibility into critical production data. As a leading platform for coil-coating productivity and customer engagement, CoilZone offers the following comprehensive tools to enhance operational efficiency:

- customer portal for real time visibility for all inventory transaction updates (materials receipts, production and shipments);
- customer has access to open orders and material status changes to orders as they occur;
- fully integrated with Precoat’s ERP system;
- paperless scheduling with a customer portal for schedule visibility;
- provides customer ability to arrange and release shipments; and
- heavily integrated with customers operations through Electronic Data Interchange (EDI).



Non-Chromate Pretreatments and Paint

Although Precoat Metals does not specify the paint that will be applied to its customers’ steel coils, Precoat Metals’ engineers are working extensively with paint and chemical suppliers, customers and the National Coil Coating Association (NCCA) to work on viable solutions to transition to non-chromate pretreatments and paint, as well as other persistent chemicals.

Supply Chain

AZZ recognizes that its supplier practices are an extension of our own commitment to sustainability and human rights. We require all vendors and suppliers to adhere to our Supplier Code of Business Conduct and Vendor Code of Conduct (the “Vendor Code”), which establishes AZZ’s expectations on environmental management, labor practices, and ethical compliance. These standards are further reinforced by our Human Rights Policy, which aligns with the (i) the United Nations Universal Declaration on Human Rights; (ii) the Ten Principles of the United Nations Global Compact; (iii) the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work; (iv) the OECD Guidelines for Multinational Enterprises, as well as (v) all applicable laws of the jurisdictions in which we operate.

As part of our supplier engagement, AZZ conducts risk-based reviews of supplier sustainability practices through its procurement process and reserves the right to undertake on-site monitoring and inspections to assess compliance with the Vendor Code. Our suppliers are expected to implement environmental management controls and to proactively identify and mitigate sustainability risks, effectively creating a form of sustainability risk assessment within their own operations.

Suppliers must also meet our standards for human rights, labor, and workplace conditions, and we recognize this as a form of social auditing, as suppliers are encouraged to document and communicate their compliance practices and provide their employees with confidential reporting channels.

In cases of non-compliance, AZZ works with suppliers to implement corrective actions and continuous improvement plans, reserving the right to discontinue relationships when issues remain unresolved. While we do not currently publish detailed statistics, our governance framework requires suppliers to promptly address issues, and we track instances of supplier non-compliance to inform our procurement decisions and supplier engagement.

Finally, AZZ requires suppliers to respect internationally recognized human rights, including prohibitions on forced labor, child labor, slavery, commitments to freedom of association, non-discrimination, and safe working conditions. These supplier expectations are embedded into purchase agreements and supplier onboarding processes.

Vendor Code of Business Conduct

AZZ seeks to maintain high ethical standards and to comply with all applicable laws and regulations in all of the jurisdictions in which it operates, which

extends to all of its vendors, suppliers, representatives, agents, contractors and any other third-parties acting on AZZ’s behalf. The Vendor Code outlines our expectations of our third-party vendors to adhere to our Vendor Code and to help AZZ maintain its ethical and socially responsible culture.

AZZ’s Vendor Code is available at www.azz.com/ESG.

Conflict Minerals Policy

AZZ supports efforts to end human suffering and environmental harm associated with the mining of certain minerals that may have originated in the Democratic Republic of Congo (the “DRC”) and adjoining countries, and it is committed to the ethical sourcing of all minerals used in its manufacturing processes and supply chain. AZZ is dedicated to complying with all legislative and regulatory requirements to help end civil conflict and human rights abuses in the DRC region.

The process of tracing the origin and chain of custody of minerals through a global supply chain is sometimes challenging because some equipment component suppliers or sub-suppliers state they lack the resources to trace their purchased minerals all the way back to their original source. AZZ endeavors in good faith to continue to have its suppliers exercise reasonable due diligence to evaluate their respective supply chains to reduce the risk that minerals in AZZ’s supply chain come from mines that finance or benefit armed groups in the DRC region. AZZ evaluates its suppliers annually and reports its findings to the SEC. The Company designed its due diligence processes to conform, in all material respects, with the nationally recognized due diligence framework in the OECD, Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, and the related Supplements for gold, tin, tantalum and tungsten (the “OECD Guidance”). The OECD Guidance is commonly used among its publicly-traded industry peers. AZZ remains committed to complying with the requirements of the SEC and upholding its responsible sourcing practices. As such, AZZ has implemented a due diligence program to address human rights issues and responsible practices across its supply chain.

AZZ Conflicts Mineral Policy and Form SD filings are available at www.azz.com/ESG.



Social

AZZ believes all of its employees desire personally fulfilling work, to be treated with dignity and respect and to work for a company where they can grow personally and professionally.





Employees

AZZ believes all employees desire personally fulfilling work, to be treated with dignity and respect and to work for a company they have pride and passion for. AZZ understands the importance of employees who feel valued and united through shared values and guiding principles on how we interact with each other, and with our customers and vendors. AZZ’s values shape its corporate culture, attracts highly talented people, amplifies their personal abilities, fosters accountability and helps them live and work at their best.

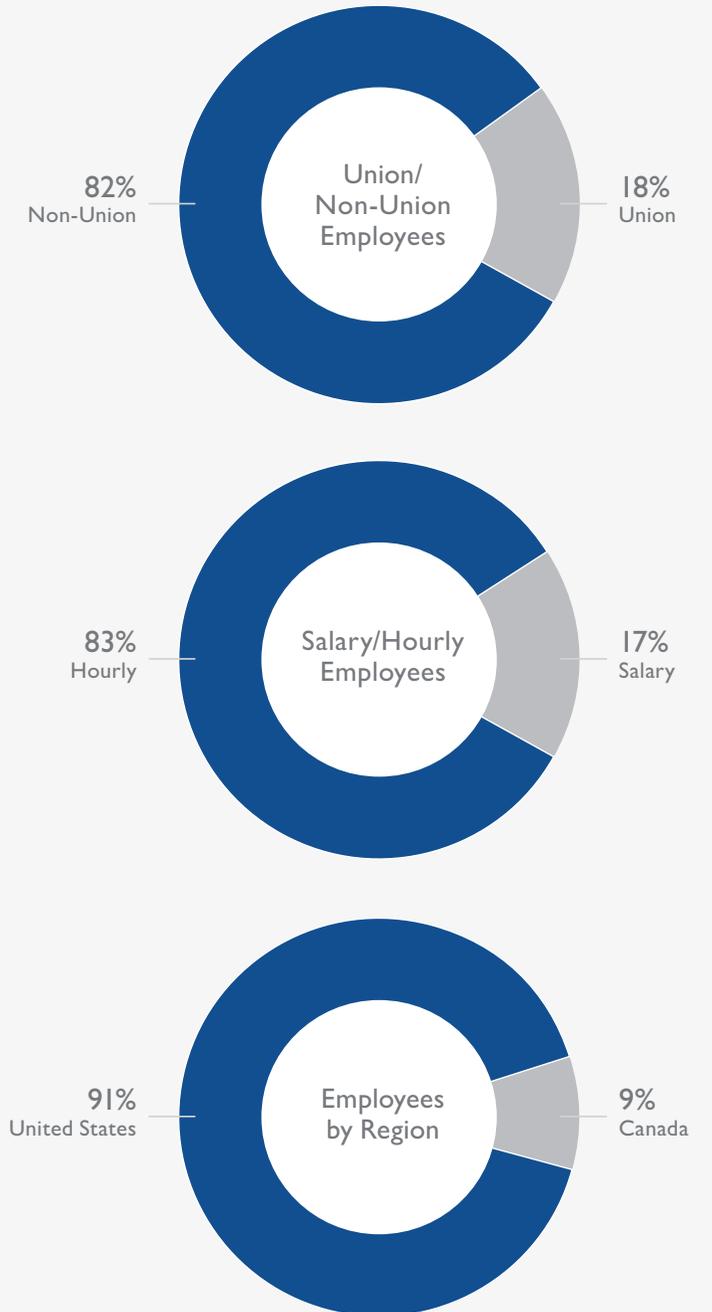
Enhancing the Well-Being of Our Employees

At AZZ, our employees’ well-being is a top priority. We take pride in offering incentives to our employees that recognize their efforts and provide programs to help improve their quality of life through all-embracing stewardship that encourages servant leadership practices and an inclusive corporate culture.

As of AZZ’s 2025 fiscal year end, AZZ employed 3,684 employees worldwide, of which 3,358 were employed in the U.S. and 326 were employed in Canada. AZZ’s total workforce consisted of approximately 83% hourly employees and 17% salaried employees. Of AZZ’s total employee population as of February 28, 2025, 18% were covered by collective bargaining agreements.



7.6 Years is the Average Tenure for AZZ Employees



Employee Compensation & Benefits

AZZ is committed to paying its employees competitive and fair compensation that is commensurate with their position and performance and is competitive in the geographical markets in which they work. AZZ conducts regular surveys of the market rates for jobs to ensure that its compensation is competitive. AZZ offers annual merit-based increases, as well as annual short- and long-term incentive packages that are aligned with the Company’s key business objectives and are intended to motivate and reward excellent work, superior customer service and align employee goals with its shareholders.

AZZ believes its employees are critical to the success of its business and it structures its benefits package to attract and retain a highly talented and engaged workforce. AZZ is continuously evaluating its wellness programs to adapt to its employees’ and their family’s needs, market trends, and to provide comprehensive health, wellness and life insurance coverage.

AZZ’s programs vary by location, but most include the following benefits:



Health

- Medical, Dental and Vision
- Medical Insurance Premium Reduction
- Annual Health Screenings
- Prescription Drug Coverage
- 24/7/365 Virtual and Telehealth Services including mental health awareness
- Annual Free Flu Immunizations and Bio Screenings
- Employee Assistance Program



Financial

- Competitive Base Salaries
- Hourly Overtime and Shift Differential Pay
- Annual Cash Incentive Program
- Employee Stock Purchase Plan
- 401(k) Match Programs
- Pre-tax Contributions to Eligible Savings Accounts
- Tuition Reimbursement
- Financial assistance form AZZ Cares Foundation when impacted by an emergency, natural disaster or personal tragedy



Work/Life

- Company/Voluntary Life Insurance
- Paid Time Off, Holiday Pay and Flexible Work Arrangements
- Accidental Death & Dismemberment
- Paid Short-Term and Long-Term Disability
- Paid Sick and Safe Leave
- Family Medical Leave
- Military Leave
- Marketplace Chaplains



74%

of AZZ’s employees take advantage of its 401K Plans



83%

of AZZ’s employees opt into AZZ or Union sponsored health insurance



28,000

Marketplace Chaplains conducted more than 28,000 confidential conversations with our employees during FY2025

Inclusive Culture

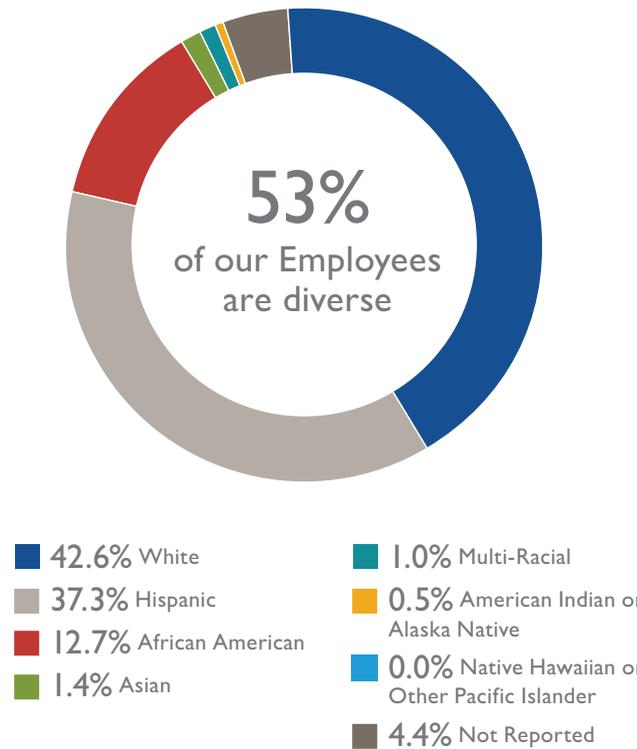
At AZZ, we're committed to building an inclusive culture where every individual feels respected, supported, and empowered to contribute to AZZ's mission to provide metal coating solutions to North America's infrastructure and to provide excellent customer service. We value the unique backgrounds, experiences, and talents of our employees, customers, suppliers, and stakeholders—and we believe those differences make us a stronger company.

Equal opportunity is a core principle at AZZ. Employment decisions are based on qualifications and capabilities, without discrimination of any kind. Inclusion is woven into every part of our employee experience—from hiring and development programs to promotions and benefits. We continuously strive to improve how we attract, retain, and grow a workforce that reflects the communities and customers we serve.

Everyone at AZZ is appreciated for the distinct contributions they bring to our continued success and sustainability.

For FY2025, AZZ's U.S. employees had the following race and ethnicity demographics:

As of February 28, 2025, our U.S. employees had the following race and ethnicity demographics:



Percentage of Employees by Gender for Fiscal Year 2025

U.S. EMPLOYEES	
14.7%	85.3%
Women	Men
CANADIAN EMPLOYEES	
4.6%	95.4%
Women	Men
TOTAL AZZ EMPLOYEES	
14%	86%
Women	Men

Percentage of Employees by Age for Fiscal Year 2025

1.3%	18.1%
Under 20	21-30
24.9%	23.6%
31-40	41-50
21.7%	10.4%
51-60	>61

Talent Development

AZZ invests in and provides ongoing development and continuous learning opportunities for all AZZ employees. AZZ supports enterprise-wide training and development by offering a variety of instructor-led and self-paced learning programs ranging in audience from individual contributors to supervisors and executive leadership. AZZ also provides a variety of resources to help its employees grow professionally and personally and build new skills, including (i) online development courses containing unlimited access to more than 5,800 learning modules, (ii) continuing education credits and (iii) learning preferences such as in-person conferences and seminars, videos and webinars. AZZ also provides a tuition assistance program for employees enrolled in higher education programs directed at improving their performance or helping them prepare for future leadership roles within AZZ. AZZ also emphasizes individual development training as part of its annual performance goal setting process.

All employees have the opportunity and are encouraged to provide feedback through regular one-on-one meetings, skip-level meetings and group discussions with various leaders outside of their departments. The feedback is used to assist management in the evaluation of employee engagement and training topics as well as to support continuous improvement in leader succession and to fortify the corporate culture.



Over 5,800 professional development courses are available to all employees in several categories including leadership, communication and computer skills.



Average EHS training hours per employee in FY2025 was 36.5 hours.



Health & Safety

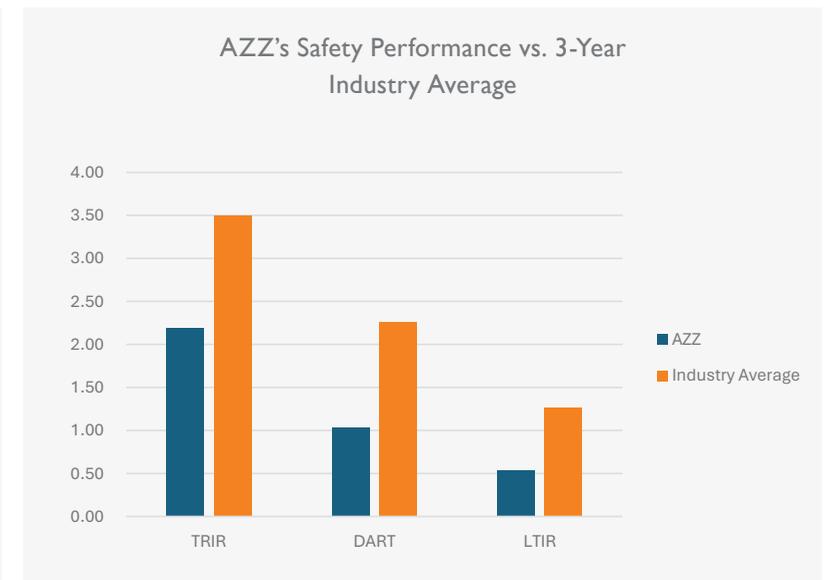
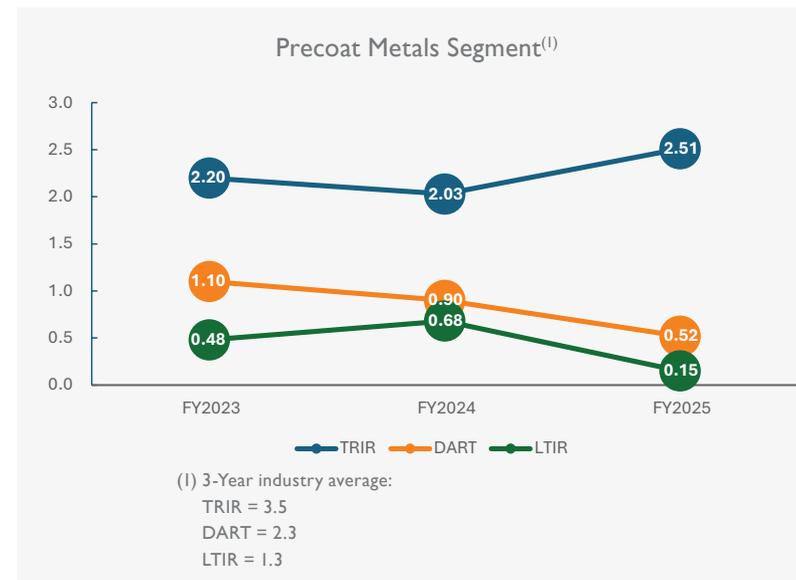
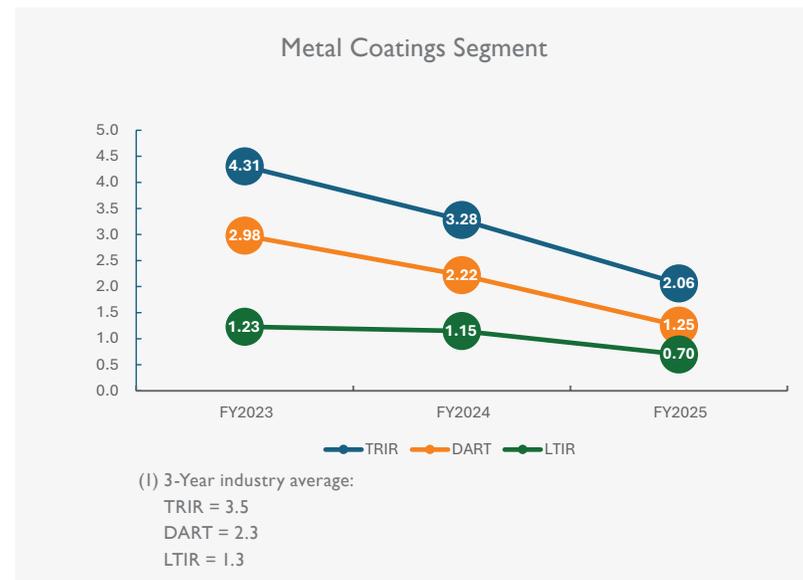
Core to AZZ’s corporate values and TRAITS, AZZ emphasizes safeguarding its people and fostering a culture of safety awareness that promotes the well-being of its employees, contractors and business partners. AZZ maintains a safety culture grounded on the premise of eliminating workplace risks, hazards, and incidents while operating its business responsibly and sustainably. AZZ has created and implemented safety training, audit processes, near miss and actual incident learning communications to help mitigate future safety events and to reduce the frequency and severity of potential accidents. AZZ has safety teams and has a formal mentor training program that includes a diverse group of management and hourly employees that contribute to the overall safety culture of its facilities.

AZZ reviews and monitors safety performance closely. AZZ’s ultimate goal is to achieve zero serious work injuries or deaths through continued investments in, and focus on, core safety programs and potential injury reduction initiatives. AZZ utilizes a mixture of leading and lagging indicators to assess the health and safety performance of its operations. Lagging indicators include the Occupational Safety & Health Administration: (i) Total Recordable Incident Rate (“TRIR”); (ii) Lost Time (or Lost Workday) Incident Rate (“LTIR”) based upon the number of incidents per 100 employees. (or per 200,000 work hours); and (iii) Days Away, Restricted or Transferred Rate (“DART”). Leading indicators include internal tracking of all near miss events, as well as environmental, health and safety coaching and engagement.

AZZ’s occupational health and safety performance metrics cover all of its operations.



Compared with last year AZZ achieved a 47% reduction in its TRIR, a 39% reduction in its LTIR and a 44% reduction in DART.



AZZ Safety Initiatives:

Safety Teams are established at all facilities to solicit employee suggestions and feedback on their daily work environment.

Mentor Program is mandatory for all production new hires to supplement our formalized safety and operations protocol training.

Injury Rate Improvement Plan to improve overall safety program quality, efficiency and efficacy at targeted facilities.

Custom Safety Training for specific job skills and hazard training utilizing actual past incidents. A state-of-the-art Learning Management System assigns training and tracks results of required comprehension tests to ensure all locations are complying with AZZ’s safety protocols.

Regional Monthly EHS Calls are conducted to discuss injury and incident trends, provide further program training, and to develop local facility EHS coordinators.

Injury-Free Facilities

	FY2023	FY2024	FY2025
Precoat Metals Segment	2	3	3
Metal Coatings Segment	12	12	19
AZZ Total	14	15	21

34% of AZZ Facilities were incident free during FY2025

FY2025 Incident Free All-Star Facilities

Precoat Metals

1,217 Days - AZZ Precoat Metals – Birmingham

656 Days - AZZ Precoat Metals – Weirton

344 Days - AZZ Precoat Metals – Houston

Metal Coatings

2,283 Days - AZZ Surface Technologies – Gainesville

1,834 Days - AZZ Galvanizing – St. Louis

1,403 Days - AZZ Galvanizing – Bristol

34% of all AZZ Facilities were incident free during FY2025.



FEATURED STORY

Community Heroism in Action: Judice Flute’s Brave Response

On the evening of Tuesday, April 2, 2025, a remarkable act of courage took place near AZZ Galvanizing – Chelsea, Oklahoma. Judice Flute, a dedicated night shift forklift operator, demonstrated extraordinary bravery and quick thinking when he noticed a nearby home engulfed in flames. Without hesitation, Judice rushed to the scene and entered the burning house, rescuing an elderly neighbor who was disoriented and trapped inside. He also ensured the safety of her pet dog, bringing both to safety.

In recognition of his heroic actions, the AZZ Galvanizing – Chelsea Care Team presented Judice with a specially commissioned Hero Award during the next week’s safety meeting. In a touching moment, the elderly woman and her daughter attended the presentation to personally thank Judice for his life-saving efforts.

Judice’s selflessness and courage exemplify the values we strive to uphold and celebrate at AZZ, not only in the operation of our business but in the communities in which we live and operate our facilities. We extend our heartfelt gratitude to Judice for his inspiring actions and to our Care Team for honoring this extraordinary heroism.

ACF AZZ CARES FOUNDATION

Caring is part of AZZ's culture. In 2019, AZZ established the AZZ Cares Foundation (the "ACF"), a 501(c)(3) non-profit organization dedicated to providing charitable support and assistance to AZZ employees and their families when they have been impacted by an emergency, natural disaster, or personal tragedy. The ACF also provides charitable financial support to other non-profits located in the communities in which AZZ employees live and work.

Since its formation through the date of this publication, the ACF has diligently received and processed over 170 applications for assistance, demonstrating a commitment to helping its employees who have faced serious life-event challenges.

The ACF is dedicated to providing financial support to AZZ employees and their families. As a result, the ACF has granted over \$300,000 in assistance since its formation, addressing critical needs and making a positive difference in the lives of those it serves.

The ACF is committed to transparency and efficiency. Administrative costs are fully covered by AZZ Inc., enabling 100% of the donations made by employees to be re-donated directly to AZZ employees and their families. This means that every dollar contributed by AZZ employees goes directly towards helping their colleagues and loved ones in times of need.

The ACF is committed to community and employee welfare. Providing financial assistance, coupled with efficient and conservative use of the Foundation's resources, underscores the ACF's dedication to the welfare of AZZ's employees and making a positive impact within the communities where AZZ employees live and work.



Community Involvement

Our commitment to supporting the welfare of our employees extends beyond just our plant operations. Many of our employees are connected and involved in the numerous communities where we either operate our facilities or our employees live. AZZ and its employees donate money, time, skills and resources to support many local non-profit organizations and charitable programs in the communities in which we live and work. This includes youth development programs, university research endowments, internships with local universities and trade schools, local food pantries, back to school programs, and several other charitable organizations.



Make-A-Wish Foundation

Since 1980, Make-A-Wish has granted hundreds of thousands of one-of-a-kind wish experiences worldwide. It is because of generous donors, dedicated volunteers and valuable partners in the medical community that each wish becomes a reality in Texas. Last year, Make-A-Wish of North Texas granted 630 wishes with the help of volunteers, donors and the community. Each wish journey is an opportunity to make a lasting impact on a child and their family. The organization has two major fundraisers every year—Wranglers and Wishes and Wish Upon a Par.



Ronald McDonald House of Fort Worth

Ronald McDonald House of Fort Worth is a local charitable organization that provides a home away from home for families of critically ill children that are admitted into one of the local hospitals in Fort Worth. The Ronald McDonald House co-located with the Cook Children’s Hospital in Fort Worth hosts qualifying families of hospitalized children for meals and a gathering place when not at the hospital with their child. Additionally, the Ronald McDonald House has two major fundraisers every year—Roadhouse and Wild Game Dinner—for which AZZ is a contributor.



Texas A&M Scholarship (Engineering Program)

AZZ believes in investing in the next generation of industry professionals. This commitment led AZZ to establish two fellowships in the Department of Materials Science and Engineering at Texas A&M University. The AZZ Faculty Fellowship in Materials Science and Engineering and the AZZ Graduate Fellowship in Materials Science and Engineering provide funds to support faculty and students in these departments.

The AZZ Care Teams are employee-led groups dedicated to supporting both their local communities and coworkers. Through organizing volunteer activities, donation drives, and community outreach, these local teams embody AZZ's commitment to social responsibility. AZZ Care Teams play a vital role in creating positive change, fostering teamwork, and providing aid during times of need.

Mission

The AZZ Care Teams enhance AZZ's culture by voluntarily serving our coworkers, and the communities in which we live and work.



AZZ has established AZZ Care Teams across all locations in the U.S. and Canada.



Over 600 AZZ employees are actively engaged as AZZ Care Team volunteers, receiving training in servant leadership and dedicating themselves to caring for their AZZ family, customers, and communities.



During FY2025, AZZ Care Teams participated in over 70 local community events.

AZZ Precoat Metals – Jackson, Mississippi Supports Families in Need during Christmas Drive

During its annual Christmas drive, the AZZ Precoat Metals – Jackson, MS Care Team once again demonstrated the spirit of giving by collecting and purchasing items for the Jackson Victim Services Shelter. Thanks to the heartfelt generosity of plant employees, the team provided toys, games, pajamas, blankets, and personal care items to several local families in need.

This marks the third consecutive year the Jackson plant has partnered with this impactful organization. The Jackson Victim Services Shelter offers a safe haven and vital resources to women and children affected by domestic violence, helping them rebuild their lives with dignity and hope. The shelter expressed sincere appreciation for the AZZ Care Team's continued support, noting that these efforts are a visible reflection of compassion and community care.

A special thank you goes out to all AZZ Precoat Metals – Jackson employees who participated in this year's collections and raffle. Your kindness makes a meaningful difference in the lives of those in need—right in the community where you live and work.

**Houston AZZ Precoat Care Team Donates School Supplies to Support Employees After Hurricane Beryl**

After Hurricane Beryl impacted the Houston, Texas area in July 2025, many AZZ Precoat Metals – Houston employees faced challenges as they prepared for the new school year. In a generous show of support, the Houston Care Team stepped up and donated more than 35 bags of school supplies to help employees' children get ready for the back-to-school season.

This thoughtful gesture reflects the Care Team's ongoing commitment to supporting their colleagues and the local community—especially during difficult times.

A special thank you goes out to the AZZ Precoat Metals – Houston Care Team for their compassion, generosity, and the positive impact they continue to make at the plant and beyond its borders.



AZZ Precoat Metals – Northgate Care Team Supports Local Youth After Tragic Accident

The Northgate Care Team demonstrated extraordinary compassion and community spirit in supporting Dean, a young boy from Granite City who was injured in a tragic car accident that claimed his mother’s life.

To help Dean during this difficult time, the AZZ Care team organized a lottery tree raffle and raised an impressive \$2,250. The funds were used to provide Dean with meaningful gifts and essentials tailored to his personal interests and needs, including:

- Gift cards for Walmart, Schnucks, Roblox, Minecraft, and Academy Sports;
- A Harry Potter Lego set with animation features;
- A Kansas City Chiefs jersey—his favorite team and player;
- A Chiefs-themed tote and Build-a-Bear; and
- Full payment of his 2026 football registration fees.

Recognizing Dean’s dream of becoming a police officer, the AZZ Care Team went a step further by hosting a special luncheon with the Granite City Police Department. The event brought together approximately 50 local police officers, firefighters, EMTs, and community members, creating an unforgettable experience while he explored fire trucks and an ambulance, surrounded by support and encouragement from his local community.

One especially moving moment came when Northgate employee Fred Haddox gifted Dean the jersey off his own back—identical to the one worn by Dean’s favorite player.

This initiative exemplifies how empathy and community engagement can bring hope and healing. It reflects Northgate’s commitment to social responsibility and the power of collective community action in times of tragedy.



AZZ Galvanizing – Plymouth, Indiana Care Team Creates Donation Box for Coworkers in Need

The AZZ Galvanizing – Plymouth Care Team has introduced a thoughtful initiative to support their coworkers. They’ve set up a donation area where team members can bring nonperishable goods they don’t need and take items they do need. This simple but impactful system encourages generosity and ensures that everyone in the team has access to essential items when they need them.



AZZ Surface Technology – Gainesville, Texas Provides Supplies to Tornado Victims

In a remarkable display of compassion and community spirit, our AZZ Surface Technology - Gainesville Care Team stepped up to support those affected by the recent tornado in Marietta, Oklahoma. They provided essential supplies including food, water, pet food, paper goods, and various other items to assist those in need during this challenging time.



AZZ Chattanooga and Bristol Care Teams Unite for Hurricane Relief in Appalachia

In response to the recent hurricane that impacted Appalachian communities, the AZZ Galvanizing – Chattanooga, Tennessee Care Team launched a meaningful donation drive to support those affected by the challenges facing survivors, the team connected with Daniel Hughes, Plant Manager at AZZ Galvanizing – Bristol, Virginia facility, to explore potential ways we could help.

Through a powerful collaboration with the AZZ Galvanizing - Bristol Care Team, Chattanooga employees donated over 800 pounds of essential supplies, including non-perishable food, clothing, baby items, and everyday necessities. Thanks to the generous support of Southeastern Freight Lines, which provided complimentary freight and shipping, the donations quickly reached Bristol, where they were distributed to families in need.

This initiative is a testament to AZZ's commitment to community care and the strength of our internal partnerships. Together, we're making a meaningful difference in the lives of people in the communities where we live and work.



AZZ Galvanizing – Houston, Texas Care Team Volunteers at BBQ Fundraiser for Cancer Fighters

When challenges arise, the AZZ Galvanizing – Houston Care Team shows up with heart and purpose. Recently, the team volunteered at a local BBQ fundraiser in support of a couple courageously battling cancer together. Team members helped serve BBQ plates and contributed the proceeds to aid in their fight.

Their efforts reflect the belief that no one faces hardship alone. Through their generosity and compassion, the Houston Care Team made a meaningful impact during a difficult time of a co-worker.

A heartfelt thank you to everyone who came together to support this important cause—you continue to embody the spirit of AZZ caring about its employees and community.



AZZ Galvanizing – Kansas City, Missouri Brings Comfort to Families at Ronald McDonald House

The AZZ Galvanizing – Kansas City Care Team recently made a meaningful impact by hosting a raffle at their facility, raising funds to provide lunch for families staying at the Ronald McDonald House in Kansas City. Ronald McDonald House Charities offers a “home away from home” for families of seriously ill children receiving treatment, giving their families a place to stay close to the hospital during surgeries, treatments and difficult times.

AZZ volunteers served a comforting meal of Philly cheesesteak sandwiches, chips, and cookies—bringing a taste of home and a moment of relief to the families facing serious medical challenges.

This thoughtful initiative reflects the Kansas City Care Team’s ongoing commitment to supporting their community and making a difference in the lives of those in need.



AZZ Precoat Metals – Kingsbury, Indiana Plant Brings Holiday Cheer Through Angel Tree Giving

Every holiday season, many families face the challenge of creating a joyful Christmas while still meeting essential needs of their families. Employees at AZZ’s Precoat Metals - Kingsbury plant located in La Porte, Indiana, came together to make the season brighter for local community children through the Angel Tree program, led by the Salvation Army of LaPorte County.

Coordinated by Janet Thomas and the Kingsbury Cares Team, employees sponsored 19 children, fulfilling each child’s holiday wish list. The result: 19 large gift bags filled an entire van, delivering not just toys, but also hope and holiday joy to families in need.

And the generosity didn’t stop there. Team members also donated two large boxes filled with twin sheet sets, blankets, hats, and gloves to help families stay warm through the winter months.



AZZ Galvanizing – Hamilton, Indiana Volunteers Clean Up Local Roads & Parks

When the Town of Hamilton called on the community to help clean up local roadways and city parks, our Hamilton team did not hesitate to step up. On a chilly Saturday morning, several dedicated employees volunteered their time to walk through public areas, collect bags of litter and help beautify the town.

The Town of Hamilton and the Hamilton Recreation Board expressed their heartfelt appreciation for our employees’ efforts. Thank you to our AZZ Galvanizing – Hamilton team for making a meaningful impact in the community where they live and work!



Stakeholder Engagement

Board-Driven Engagement

Our Board of Directors oversees the shareholder engagement process and regularly reviews and assesses shareholders’ analyst reports and feedback. Our Compensation Committee receives feedback on AZZ’S compensation programs. Both our Chair of the Board and our executive officers play a central role in our Board of Directors’ shareholder engagement efforts.

Commitment Codified in Governing Documents

Our Corporate Governance Guidelines and our Nominating and Corporate Governance Committee’s charter codify our Board of Directors’ oversight of shareholder engagement; reflecting our Board’s understanding of the critical role shareholder engagement has on our governance best practices.

Our Chair of the Board and members of our executive management team regularly engage with shareholders on a variety of topics and carefully consider the feedback we receive to take action when appropriate.

Process Overview

We have increased our shareholder engagement communications, enhanced the Company’s strategic disclosures and built stronger relationships with the investor community through our Chief Marketing Officer, Communications and Investor Relations.

The feedback we receive from our shareholder engagement meetings provides our Board and executive management team with insights into the scope of topics important to our shareholders.

Key Engagement Topics Discussed with Shareholders

- Board Composition and Continuous Refreshment
- Board Oversight of Corporate Strategy and Enterprise Risk Management
- Human Capital Management
- Sustainability Disclosure and Reporting
- Environmental and Social Matters
- Shareholder Engagement and Activism

Year-Round Engagement and Board Reporting

Our Investor Relations team conducts regular, year-round outreach to shareholders through in-person meetings, video conferences and by phone to obtain their feedback on AZZ’s short- and long-term strategies and how our strategic initiatives align with macro and micro economic trends in the markets that we sell into and service. Our Investor Relations team provides periodic Company updates throughout the year to our institutional shareholders, driving awareness of our significant corporate initiatives, any changes in corporate governance, environmental and social matters and any applicable changes in its executive officers.

Transparent And Informed Governance Enhancements

Our Nominating and Corporate Governance Committee routinely reviews and provides feedback on our governance practices and policies, including our shareholder engagement practices. Shareholders’ feedback is shared with our Board of Directors, its committees and management on a quarterly basis. In addition to shareholders’ sentiments, our Board of Directors considers trends in governance practices and regularly reviews the voting results of our annual shareholders’ meetings, the governance practices of our peers and current best practices in governance.

Communication

We proactively communicate with shareholders, providing clear and concise information on our financial performance, strategies, and corporate responsibility and sustainability initiatives.



32 press releases issued during fiscal year 2025 that provided timely updates about AZZ to our shareholders

Interaction

354

shareholders represent 92% of our total institutional ownership



59%

of our total shares outstanding are held by our top 10 institutional investors



14

shareholder engagement conferences attended during the fiscal year



273

current and prospective investors met with during the fiscal year



Effective shareholder engagement fosters trust, transparency, and accountability, leading to better corporate decision-making and long-term value creation.

How we Communicate with our Stakeholders

Our key stakeholders include our employees, customers, investors and the members of the communities in which we live and work. We engage with our stakeholders on an ongoing basis and we utilize the feedback that we receive to provide both the Board and the leadership team with deeper insights into the dynamic topics that are important to our investors' goals and investment objectives.

	Employees	Customers	Investors	Community
Method of Communication	Employee Surveys Internal Social Media Annual Performance Reviews Employee Bulletins CEO Town Halls	Informal Conversations Customer Satisfaction Surveys Social Media Company Website Negotiations	Investor Calls and One-on-One Meetings Quarterly Earnings Calls Annual Shareholders Meeting Investor Conferences and Events Company Website Press Releases SEC Filings	Volunteering Philanthropy Disaster Preparedness Social Media Company Website AZZ Cares Foundation AZZ Care Teams
Topics	Benefits Compensation Safety Career Development/ Succession Planning Training	Customer Service Products Pricing Policies Safety	Financials Capital Investments Strategy Execution Corporate Governance Mergers & Acquisitions	Volunteering Disaster Relief Community Involvement

Appendices



GRI Index

Statement of Use	AZZ has prepared this Sustainability Report in accordance with the GRI Standards of the period March 1, 2024 to February 28, 2025.
GRI I Used	GRI I: Foundation 2021

GRI Indicator	Description	Page
GRI 2: General Disclosures 2021		
2-1	Organizational details	a. AZZ Inc. b. Public Company Listed on the NYSE c. 3100 W. 7th St., Fort Worth, TX, 76107 d. U.S. and Canada
2-2	Entities included in the organization’s sustainability reporting	Form 10-K , Exhibit 21.1 filed with the SEC on April 21, 2025.
2-3	Reporting period, frequency and contact point	a. Reporting Period: March 1, 2024 to February 28, 2025; Frequency: Annually b. Financial Reporting Period: March 1, 2024 to February 28, 2025 c. November 7, 2025 d. Page 3 of this FY2025 Sustainability Report
2-4	Restatements of information	Restated FY2023 - FY2024 Scope 1 and 2 GHG emissions to include fleet fuel.
2-5	External assurance	See page 91 for FY2025 Limited Assurance
2-6	Activities, value chain and other business relationships	Pages 5-18 , 56-57
2-7	Employees	Pages 59-62
2-9	Governance structure and composition	Pages 28-32
2-10	Nomination and selection of the highest governance body	Pages 29-30
2-11	Chair of the highest governance body	Page 31
2-12	Role of the highest governance body in overseeing the management of impacts	Pages 29-30 , 34 , 38-40
2-14	Role of the highest governance body in sustainability reporting	Page 21 , 30

GRI Index (continued)

GRI Indicator	Description	Page
2-15	Conflicts of interest	Page 29-30
2-16	Communication of critical concerns	Page 30, 34
2-17	Collective knowledge of the highest governance body	Pages 31-32
2-18	Evaluation of the performance of the highest governance body	2025 Proxy Statement filed with the SEC on May 27, 2025; Pages 14-31
2-19	Remuneration policies	2025 Proxy Statement; Pages 32-82
2-20	Process to determine remuneration	2025 Proxy Statement; Pages 32-82
2-21	Annual total compensation ratio	2025 Proxy Statement; Page 76-77
2-22	Statement on sustainable development strategy	Page 4 – CEO Letter
2-23	Policy commitments	Page 35-36
2-24	Embedding policy commitments	Page 19-27
2-25	Processes to remediate negative impacts	Page 35-36
2-26	Mechanisms for seeking advice and raising concerns	Page 30, 34
2-27	Compliance with laws and regulations	AZZ operates with integrity and expects all employees and anyone acting on AZZ's behalf to uphold the same ethical standards.
2-28	Membership associations	Page 18
2-29	Approach to stakeholder engagement	Pages 71-72
2-30	Collective bargaining agreements	Approximately 18% of AZZ's employees located in the U.S. and Canada are represented by unions. No individual unionized facility produces more than 10% of AZZ's consolidated revenues.
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	Pages 21-24
3-2	List of material topics	Pages 23-24

GRI Index (continued)

GRI Indicator	Description	Page
3-3	Management of material topics	Pages 21-26
Economic Performance		
201-2	Financial implications and other risks and opportunities due to climate change	Page 38-40
Anti-Corruption		
205-2	Communication and training about anti-corruption policies and procedures	Page 35
Anti-Competitive Behavior		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There were no legal actions for anti-competitive behavior, anti-trust or monopoly practices in FY2025.
Environmental		
Materials		
301-2	Recycled input materials used	The steel and aluminum coated by AZZ are infinitely recyclable materials. Zinc used in the hot-dip galvanizing process is a 100% recyclable natural element and the acid and excess point used by the Precoat Metals segment is recycled.
301-3	Reclaimed products and their packaging materials	Pages 49-53 , Environmental Data Index
Energy		
302-1	Energy consumption within the organization	Pages 42-45 , Environmental Data Index 19% of AZZ's electricity consumption is from utility-based renewable sources.
302-3	Energy intensity	Pages 42-45 , Environmental Data Index
302-4	Reduction of energy consumption	Pages 42-44
302-5	Reductions in energy requirements of products and services	Page 42-44

GRI Index (continued)

GRI Indicator	Description	Page
Water		
303-2	Management of Water-related impacts	AZZ optimizes usage of water during metal coating operations to minimize water use, with a focus on limiting water use in areas with high water stress. AZZ's risk evaluation encompasses water accessibility, availability and quality specifically in areas of high water stress.
303-3	Water withdrawal	Page 47 , Environmental Data Index Groundwater: 44.5 ML Third-party water: 915 ML Regions with water stress: 5% of locations as determined by Aqueduct Water Risk Atlas for total 10.3 ML or 1.6% of total water withdrawal
303-4	Water discharge	Page 48 , Environmental Data Index
303-5	Water consumption	Page 47 , Environmental Data Index Water consumption of water withdrawal less water discharge was 312,781 m3 in FY2025
Emissions		
305-1	Direct (Scope 1) GHG emissions	Pages 45 , Environmental Data Index
305-2	Energy indirect (Scope 2) GHG emissions	Pages 46 , Environmental Data Index
305-4	GHG emissions intensity	Pages 45-46 , Environmental Data Index
305-5	Reduction of GHG emissions	Pages 42-46
Effluents and Waste		
306-1	Waste generation and significant waste-related impacts	Pages 49-53 , Environmental Data Index
306-2	Management of significant waste-related impacts	Pages 49-53 , Environmental Data Index
306-3	Waste generated	Pages 49-53 , Environmental Data Index
306-4	Waste diverted from disposal	Pages 49-53 , Environmental Data Index
306-5	Waste directed to disposal	Pages 49-53 , Environmental Data Index

GRI Index (continued)

GRI Indicator	Description	Page
Supplier Environmental Assessment		
308-1	New suppliers that were screened using environmental criteria	100% of suppliers are required to agree to AZZ'S Vendor Code which requires vendors to fully comply with all applicable environmental laws, regulations and practices, as well as, pursue ways to conserve natural resources and energy, reduce waste and the use of hazardous substances, and minimize adverse impacts on the environment. In addition to initial screening of new suppliers, Vendors must acknowledge that AZZ may periodically engage in monitoring activities to assess compliance with the Vendor Code, including on-site inspection of facilities.
308-2	Negative environmental impacts in the supply chain and actions taken	During FY2025, no suppliers were identified of having significant actual or potential negative environmental impacts.
Social		
Employment		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 60
401-3	Parental leave	Page 60
Occupational Health and Safety		
403-1	Occupational health and safety management system	Pages 63-64
403-2	Hazard identification, risk assessment, and incident investigation	Pages 63-64
403-3	Occupational health services	Pages 63-64
403-4	Worker participation, consultation, and communication on occupational health and safety	Pages 63-64
403-5	Worker training on occupational health and safety	Pages 63-64
403-6	Promotion of worker health	Pages 63-64
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 63-64

GRI Index (continued)

GRI Indicator	Description	Page
403-8	Workers covered by an occupational health and safety management system	Pages 63-64
403-9	Work-related injuries	Pages 63-64
403-10	Work-related ill health	Pages 63-64
Training and Education		
404-1	Average hours of training per year per employee	Page 62-63 Average annual structured training hours per employee in FY2025 was 37.4 hours, which includes professional development and EHS training.
404-2	Programs for upgrading employees skills and transition assistance programs	Page 62
404-3	Percentage of employees receiving regular performance and career development reviews	67% in FY2025
Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	Pages 32 and 61 13% of AZZ's Leadership Team (ALT) are women. The ALT does not include all management positions.
Freedom of Association and Collective Bargaining		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	None
Child Labor		
408-1	Operations and suppliers at significant risk for incidents of child labor	None
Forced or Compulsory Labor		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	None
Rights of Indigenous Peoples		
411-1	Incidents of violations involving rights of indigenous peoples	None

GRI Index (continued)

GRI Indicator	Description	Page
Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	Pages 65-72
413-2	Operations with significant actual and potential negative impacts on local communities	None
Public Policy		
415-1	Political contributions	Page 36 AZZ policy prohibits the use of corporate funds for the purpose of political contributions. As such, there are no corporate political contributions to report. In FY2025 and the previous three fiscal years, AZZ did not contribute funds to any political candidates and did not engage in any lobbying activities.
Customer Health and Safety		
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	None
Marketing and Labeling		
417-2	Incidents of non-compliance concerning product and service information and labeling	None
417-3	Incidents of non-compliance concerning marketing communications	None
Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	None

SASB Index

SASB - Industrial Machinery and Goods

SASB Code	Topic	Accounting Metric	Page
RT-CH-110a.1	Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Pages 47-48 , Environmental Data Index
RT-CH-110a.2	Greenhouse Gas Emissions	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets and an analysis of performance against those targets	Pages 22-26 , 42-46
RT-IG-130a.1	Energy Management	(1) total energy consumed; (2) percentage grid electricity; (3) percentage renewable	Pages 44-45 , Environmental Data Index 19% of AZZ's electricity consumption is from utility-based renewable sources and 81% from non-renewable sources. Total aggregated energy consumption from all non-renewable electricity sources was 5,209,305 GJ in FY2025.
RT-IG-320a.1	Employee Health and Safety	(1) Total recordable incident rate ("TRIR"), (2) fatality rate, and (3) near miss frequency rate ("NMFR")	Pages 63-64 ; AZZ does not currently report NMFR.
RT-IG-440a.1	Materials Sourcing	Description of the management of risks associated with the use of critical materials	See Risk Management (p. 38-40) & Supply Chain (p. 57) sections for discussion of supply chain risk management. Also see Conflict Minerals Policy (p. 57). AZZ does not purchase critical materials as defined by DOE, particularly steel or aluminum. AZZ customers purchase the steel or aluminum & AZZ applies a product (primarily zinc or paint) to their metal.
RT-IG-440b.1	Remanufacturing Design & Services	Revenue from remanufactured products and remanufacturing services	We do not presently report the individual or combined revenue from these specific products and services. Therefore, we have answered – Not Reported.
RT-IG-000.B	Number of Employees	Activity Metrics	Page 59

Environmental Data Index

	FY2023 ⁽¹⁾⁽²⁾	FY2024 ⁽²⁾	FY2025 ⁽²⁾
Environmental Impact			
Natural Gas Usage (MMBtu)			
Precoat Metals Segment	2,208,813	2,468,735	2,610,396
Metal Coatings Segment	1,722,265	1,876,474	1,662,771
Enterprise Total	3,931,078	4,345,209	4,273,168
Natural Gas Intensity (Scope 1) (MMBtu/\$000 Revenue)			
Precoat Metals Segment	3.217	2.801	2.860
Metal Coatings Segment	2.704	2.860	2.500
Enterprise Total	2.970	2.826	2.708
Electricity Usage (Scope 2) (MWh)			
Precoat Metals Segment	100,844	114,809	121,689
Metal Coatings Segment	51,523	50,085	49,847
Enterprise Total	152,367	164,893	171,536
Electricity Intensity (Scope 2) (MWh/\$000 Revenue)			
Precoat Metals Segment	146.860	130.257	133.34
Metal Coatings Segment	80.885	76.326	74.95
Enterprise Total	115.111	107.241	108.81

⁽¹⁾Environmental Data Index Includes data for FY2025 as compared to those values from FY2023 and FY2024. FY2023 includes partial year data from May 13, 2022 to February 28, 2023 for the 13 manufacturing facilities associated with the acquisition of Precoat Metals.

⁽²⁾Fleet fuel consumption data is reported for the first time in FY2025 to improve the accuracy of scope 1 emissions. For FY2023 and FY2024, fleet fuel usage was estimated using reasonable assumptions due to the absence of actual consumption data for those years.

Environmental Data Index (continued)

	FY2023 ⁽¹⁾⁽²⁾	FY2024 ⁽²⁾	FY2025 ⁽²⁾
Fleet Fuel Energy Usage (G)			
Precoat Metal Coatings Segments Segment	24,088	29,189	30,262
Metal Coatings Segment	162,889	168,097	170,413
Enterprise Total	186,976	197,287	200,675
Energy Usage (Scope I & 2) (GJ)			
Precoat Metals Segment	2,719,347	3,047,154	3,222,799
Metal Coatings Segment	2,166,857	2,328,186	2,104,178
Enterprise Total	4,886,204	5,375,341	5,326,977
Energy Intensity (Scope I & 2) (GJ/\$000 Revenue)			
Precoat Metals Segment	3.96	3.46	3.53
Metal Coatings Segment	3.40	3.55	3.16
Enterprise Total	3.69	3.50	3.38
Scope I Emissions (mtons CO₂e)			
Precoat Metals Segment	118,752	132,867	140,297
Metal Coatings Segment	102,762	111,318	100,033
Enterprise Total	221,514	244,185	240,330
Scope I Emissions Intensity (mtons CO₂e/\$000 Revenue)			
Precoat Metals Segment	0.173	0.151	0.154
Metal Coatings Segment	0.161	0.170	0.150
Enterprise Total	0.167	0.159	0.152⁽³⁾

⁽¹⁾Environmental Data Index Includes data for FY2025 as compared to those values from FY2023 and FY2024. FY2023 includes partial year data from May 13, 2022 to February 28, 2023 for the 13 manufacturing facilities associated with the acquisition of Precoat Metals.

⁽²⁾Fleet fuel consumption data is reported for the first time in FY2025 to improve the accuracy of scope I emissions. For FY2023 and FY2024, fleet fuel usage was estimated using reasonable assumptions due to the absence of actual consumption data for those years.

⁽³⁾Metric was assured.

Environmental Data Index (continued)

	FY2023 ⁽¹⁾⁽²⁾	FY2024 ⁽²⁾	FY2025 ⁽²⁾
Scope 2 Emissions (mtons CO₂e) (market-based)			
Precoat Metals Segment	43,080	49,334	51,132
Metal Coatings Segment	20,256	19,571	18,250
Enterprise Total	63,336	68,905	69,382⁽³⁾
Scope 2 Emissions Intensity (mtons CO₂e/\$000 Revenue)			
Precoat Metals Segment	0.063	0.056	0.056
Metal Coatings Segment	0.032	0.030	0.027
Enterprise Total	0.048	0.045	0.044
Scope 1 & 2 Emissions (mtons CO₂e)			
Precoat Metals Segment	161,831	182,201	191,429
Metal Coatings Segment	123,018	130,889	118,283
Enterprise Total	284,850	313,091	309,712
Scope 1 & 2 Emissions Intensity (mtons CO₂e/\$000 Revenue)			
Precoat Metals Segment	0.236	0.207	0.210
Metal Coatings Segment	0.193	0.199	0.178
Enterprise Total	0.215	0.204	0.196

⁽¹⁾Environmental Data Index Includes data for FY2025 as compared to those values from FY2023 and FY2024. FY2023 includes partial year data from May 13, 2022 to February 28, 2023 for the 13 manufacturing facilities associated with the acquisition of Precoat Metals.

⁽²⁾Fleet fuel consumption data is reported for the first time in FY2025 to improve the accuracy of scope 1 emissions. For FY2023 and FY2024, fleet fuel usage was estimated using reasonable assumptions due to the absence of actual consumption data for those years.

⁽³⁾Metric was assured.

Environmental Data Index (continued)

	FY2023 ⁽¹⁾	FY2024	FY2025
Water Usage ('000 m³)			
Precoat Metals Segment	460.7	601.1	720.9
Metal Coatings Segment	316.3	299.3	298.7
Enterprise Total	777.0	900.4	1,019.6
Water Intensity (m³/\$000 Revenue)			
Precoat Metals Segment	0.67	0.68	0.79
Metal Coatings Segment	0.50	0.46	0.45
Enterprise Total	0.59	0.59	0.65
Wastewater ('000 m³)			
Precoat Metals Segment	331.8	334.0	379.0
Metal Coatings Segment	282.4	260.7	262.4
Enterprise Total	614.3	594.7	641.5

⁽¹⁾Environmental Data Index Includes data for FY2025 as compared to those values from FY2023 and FY2024. FY2023 includes partial year data from May 13, 2022 to February 28, 2023 for the 13 manufacturing facilities associated with the acquisition of Precoat Metals.

Environmental Data Index (continued)

	FY2023 ⁽¹⁾	FY2024	FY2025
Hazardous Waste Totals (tons)			
Precoat Metal Coatings Segments Segment	3,091	3,547	3,294
Metal Coatings Segment	13,407	13,220	14,174
Enterprise Total	16,498	16,767	17,468
Hazardous Waste Intensity (tons/ton production)			
Precoat Metal Coatings Segments Segment	0.002	0.002	0.002
Metal Coatings Segment	0.015	0.015	0.016
Enterprise Total	0.007	0.007	0.007
Waste and Scrap Diverted from Disposal			
Precoat Metal Coatings Segments Segment	44,680	51,753	66,063
Metal Coatings Segment	20,652	30,382	24,568
Enterprise Total	65,332	83,430	90,631

⁽¹⁾Environmental Data Index Includes data for FY2025 as compared to those values from FY2023 and FY2024. FY2023 includes partial year data from May 13, 2022 to February 28, 2023 for the 13 manufacturing facilities associated with the acquisition of Precoat Metals.



EEO-I Report

U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION (EEOC) 2024 EMPLOYER INFORMATION REPORT (EEO-I COMPONENT 1)											<small>EEOC Standard Form 100 (SF 100) Revised 08/2023 OMB Control Number: 3046-0049 Expiration Date: 11/30/2026</small>				
SECTION A – TYPE OF REPORT CONSOLIDATED REPORT															
SECTION B – EMPLOYER IDENTIFICATION															
OFS COMPANY ID 7631663			EMPLOYER NAME AZZ INCORPORATED												
ADDRESS 3100 WEST 7TH STREET, SUITE 500						CITY/TOWN FORT WORTH			STATE TX		ZIP CODE 76107				
SECTION C – HEADQUARTERS OR ESTABLISHMENT-LEVEL IDENTIFICATION (if applicable)															
HQ/ESTABLISHMENT-LEVEL UNIT ID			HEADQUARTERS OR ESTABLISHMENT-LEVEL NAME												
HEADQUARTERS OR ESTABLISHMENT-LEVEL ADDRESS						CITY/TOWN			STATE		ZIP CODE				
SECTION D – EMPLOYER IDENTIFICATION NUMBER (EIN) 752403898															
SECTION E – EMPLOYER FILING ELIGIBILITY <input checked="" type="checkbox"/> YES (Employer Is Eligible to File) <input type="checkbox"/> NO (Employer Is Not Eligible to File) <input type="checkbox"/> EMPLOYER NO LONGER IN BUSINESS															
SECTION F – FEDERAL CONTRACTOR DESIGNATION (if applicable) Unique Entity ID (UEI): Not Applicable <input type="checkbox"/> YES (Single-Establishment Employer is Federal Contractor) <input type="checkbox"/> YES (Multi-Establishment Employer is Federal Contractor) <input type="checkbox"/> YES (Headquarters is Federal Contractor) <input type="checkbox"/> YES (Non-Headquarters Establishment is Federal Contractor) <input type="checkbox"/> YES (One or More Non-Headquarters Establishments is Federal Contractor)															
SECTION G – NAICS INFORMATION 335999 - All Other Miscellaneous Electrical Equipment and Component Manufacturing															
SECTION H – WORKFORCE DEMOGRAPHIC DATA															
JOB CATEGORIES	Race/Ethnicity														
	Hispanic or Latino		Not Hispanic or Latino												Row Total
			Male						Female						
Male	Female	White	Black or African American	Asian	Native Hawaiian or Other Pacific Islander	American Indian or Alaska Native	Two or More Races	White	Black or African American	Asian	Native Hawaiian or Other Pacific Islander	American Indian or Alaska Native	Two or More Races		
Executive/Senior Level Officials and Managers	1	0	20	0	0	0	0	5	0	0	0	0	0	26	
First/Mid-Level Officials and Managers	38	13	240	9	0	3	0	1	74	3	0	0	1	1	383
Professionals	3	9	63	8	1	0	0	0	60	5	1	1	0	1	152
Technicians	10	1	77	26	0	0	1	1	11	5	0	0	0	0	132
Sales Workers	2	3	25	0	1	0	0	0	6	0	0	0	0	0	37
Administrative Support Workers	14	35	21	0	1	0	0	0	70	6	0	0	2	2	151
Craft Workers	148	8	197	40	6	0	2	5	5	0	0	0	1	0	412
Operatives	99	6	441	246	8	3	5	13	24	12	0	1	0	0	858
Laborers and Helpers	747	81	229	182	20	1	10	7	24	5	0	0	0	0	1306
Service Workers	0	2	12	6	0	0	0	0	0	1	0	0	1	0	22
CURRENT 2024 REPORTING YEAR TOTAL	1062	158	1325	517	37	7	18	27	279	37	1	2	5	4	3479
PRIOR 2023 REPORTING YEAR TOTAL	997	142	1206	474	29	7	22	38	262	30	0	3	6	4	3220
SECTION I – WORKFORCE SNAPSHOT PERIOD 10/7/2024 - 10/13/2024															
SECTION J – HEADQUARTERS OR ESTABLISHMENT-LEVEL COMMENTS (optional) Not Applicable															

EEO-I Report (continued)

U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION (EEOC) 2024 EMPLOYER INFORMATION REPORT (EEO-1 COMPONENT 1)		<small>EEOC Standard Form 100 (SF 100)</small> <small>Revised 08/2023</small> <small>OMB Control Number: 3046-0049</small> <small>Expiration Date: 11/30/2026</small>	
SECTION K – OFFICIAL CERTIFICATION OF SUBMISSION			
EMPLOYER IDENTIFICATION			
<small>OFS COMPANY ID</small> 7631663		<small>EMPLOYER NAME</small> AZZ INCORPORATED	
<small>ADDRESS</small> 3100 WEST 7TH STREET, SUITE 500		<small>CITY/TOWN</small> FORT WORTH	<small>STATE</small> TX
		<small>ZIP CODE</small> 76107	
CERTIFICATION COMMENTS (optional)			
No Certification Comments Provided			
CERTIFICATION STATEMENT			
<i>"I certify that the information, including any workforce demographic data, provided in this report is correct and true to the best of my knowledge and was prepared in conformity with the directions set forth in the form and accompanying instructions."</i> Knowingly and willfully false statements on this report are punishable by law, US Code, Title 18, Section 1001.			
DATE OF CERTIFICATION			
6/23/2025 2:39 PM [EST]			
EMPLOYER'S CERTIFYING OFFICIAL			
<small>Name of Employer's Certifying Official</small> Emma Alvarez		<small>Title of Certifying Official</small> HR Manager	
<small>Email Address of Certifying Official</small> emmaalvarez@azz.com		<small>Telephone Number of Certifying Official</small> 817-810-5040	
PRIMARY POINT OF CONTACT (POC) FOR EEO-1 COMPONENT 1 REPORTING			
<small>Name of Primary POC</small> Emma Alvarez		<small>Title and Employer of Primary POC</small> HR Manager AZZ Inc	
<small>Email Address of Primary POC</small> emmaalvarez@azz.com		<small>Telephone Number of Primary POC</small> 817-810-5040	

Basis of Reporting

<p>Guidance and Boundary</p>	<p>The environmental data included in this report relates to all 60 of our manufacturing facilities that were operational in FY2025. The two non-manufacturing headquarter offices were excluded due to utility data limitations related to leases. These in-scope locations represent 100% of AZZ's FY2025 net sales revenue. The data covered in this report spans the period from March 1, 2024 to February 28, 2025.</p> <p>The company's environmental data, as well as its Scope 1 and Scope 2 Greenhouse Gas (GHG) emissions, are measured and disclosed consistent with the following standard and guidance:</p> <ul style="list-style-type: none"> • Global Reporting Initiative (GRI) • Sustainability Accounting Standards Board (SASB) • Greenhouse Gas Protocol (GHG Protocol) <p>When facilities are acquired or divested and the scope of our sustainability reporting changes, we recalculate and restate any relevant data and goal baselines, where possible. This applies if the inclusion or removal of facilities' data results in more than a 5% difference compared to previously disclosed figures. These adjustments help ensure a more current goal baseline and enable a meaningful comparison of data and trends over time. We intend to explain any adjustments and resulting differences in future sustainability publications.</p>
<p>GHG Emissions – Basis of Reporting</p>	<p>Our reported carbon dioxide equivalent (CO₂e) emissions include carbon dioxide (CO₂). Other GHGs—such as methane (CH₄), nitrous oxide (N₂O) and hydrofluorocarbons (HFCs) are not currently covered. Process and fugitive emissions are also excluded from our sustainability reporting as they have been deemed immaterial to our total emissions. Emissions related to the use of hand tools (welding torches, power tools) are infrequent, and given the nature of our operations, any such emissions—if present—are expected to represent an immaterial portion of our overall GHG emission footprint, and therefore also excluded from our sustainability reporting. We regularly assess all potential emission sources to ensure our reporting remains accurate, transparent, and aligned with our materiality principles.</p>
<p>Scope 1 Emissions</p>	<ul style="list-style-type: none"> • Scope 1 GHG emissions were calculated using the latest emission factors available from factors published by the U.S. Environmental Protection Agency (EPA) as of December 31, 2024. This reporting methodology is consistent with the GHG Protocol. • Scope 1 GHG emissions include emissions associated with natural gas, diesel, gasoline, and liquefied petroleum (LPG) utilized for production, heating our buildings, powering forklifts and for company-leased and owned trucks. • AZZ does not disaggregate Scope 1 emissions by individual greenhouse gases. All values are therefore reported in metric tons (MT) of CO₂e using applicable emission factors. Given the composition of our emissions and the nature of our operations, CO₂ represents the vast majority of our Scope 1 emissions, and further disaggregation is not considered material to understanding our emissions profile. • AZZ does not cause direct emissions from the combustion of biomass/biofuels.
<p>FY2025 Change to Scope 1 Emissions</p>	<p>For this FY2025 report, AZZ's Scope 2 emissions data now include the following fleet fuels: diesel (mobile), gasoline, and propane (mobile). These fleet fuel sources were not included in the data originally reported in the FY2023 and FY2024 reports. Upon discovery by our GHG emissions verification partner, AZZ utilized invoice and credit card data as well as facility surveys to determine FY2025 fleet fuel volumes. FY2024 and the FY2023 fleet fuel volumes and corresponding emissions were estimated from FY2025 data via sales revenue differentials.</p>

Scope 2 Emissions

All reported Scope 2 emissions reference the market-based methodology, unless otherwise stated.

- Market-based emissions were calculated using utility emission factors (UEF), eGrid 2025 and Canada National Inventory Report emissions factors.
- Scope 2 GHG emissions include emissions associated with the electricity purchased to power our operations.
- AZZ does not disaggregate Scope 2 emissions as the vast majority of these emissions result from the combustion of fossil fuels in third-party power generation, where CO₂ is the predominant greenhouse gas. CH₄ and N₂O emissions from electricity generation are typically minimal and already reflected through their CO₂e values using the applicable emission factors. As such, further disaggregation is not considered material to our emissions profile or necessary for decision-useful disclosure. All values are therefore reported in MT CO₂e.

Environmental Data Collection and Validation

AZZ gathers environmental data, including GHG emission data, from all sites within the scope of our sustainability reporting.

- Each month, the prior month's energy consumption and environmental data is compiled from individual plants, EHS directors and a third-party utility bill management (UBM) partner.
- Data collected includes but is not limited to the consumption of mobile fuels, electricity, natural gas, water, waste generation and recycling. Where applicable, primary data is captured from invoices supplied by utility providers.
- Associated invoices for utilities, mobile fuels and waste are reviewed by the site manager, providing an added layer of validation and verification.
- The data is initially collected using the relevant local Units of Measure (UOM). Once gathered and submitted in our data collection tool, the data is programmatically converted into a single, standardized UOM.
- On a quarterly basis, the Sustainability Director reviews the data for completeness and accuracy and liaises directly with regional operations managers and plant managers on any trends where there is a significant change in data (10% or more YoY) and any other data or site-related questions that may arise. This process helps us identify and address potential errors, while enabling meaningful comparisons across sites within the same business sector, regardless of their geographic location. It also fosters dialogue with the sites, enhancing transparency around our methodology and deepening our understanding of the company's overall emissions footprint and environmental impact.



Independent Limited Assurance Report

ERM Certification & Verification Services Incorporated ("ERM CVS") was engaged by AZZ Inc. ("AZZ") to provide limited assurance in relation to the Selected Information set out below and presented in the AZZ 2025 Sustainability Report (the "Report").

ENGAGEMENT SUMMARY

<p>Scope of our assurance engagement</p>	<p>Whether the following Selected Information for FY25 are fairly presented in the Report, in all material respects, in accordance with the reporting criteria.</p> <p>Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.</p>
<p>Selected Information</p>	<ul style="list-style-type: none"> • Total Scope 1 GHG emissions [metric tonnes CO2e] • Total Scope 2 GHG emissions (market-based) [metric tonnes CO2e]
<p>Reporting period</p>	<p>1st March 2024 to 28th February 2025</p>
<p>Reporting criteria</p>	<ul style="list-style-type: none"> • AZZ's Basis of Reporting • The GHG Protocol Corporate Accounting and Reporting Standard (WBCSD/WRI Revised Edition 2015) for Scope 1 and Scope 2 GHG emissions • GHG Protocol Scope 2 Guidance (An amendment to the GHG Protocol Corporate Standard (WRI 2015) for Scope 2 GHG emissions)
<p>Assurance standard and level of assurance</p>	<p>We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information.'</p> <p>The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.</p>
<p>Respective responsibilities</p>	<p>AZZ is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the gathering, compilation, preparation and presentation of the Selected Information.</p> <p>ERM CVS' responsibility is to provide a conclusion to AZZ on the agreed assurance scope based on our engagement terms with AZZ, the assurance activities performed and exercising our professional judgement.</p>

OUR CONCLUSION

Based on our activities, as described on the next page, nothing has come to our attention to indicate that the Selected Information for FY25 is not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

OUR ASSURANCE ACTIVITIES

Considering the level of assurance and our assessment of the risk of material misstatement of the Selected Information, a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but were not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the Selected Information;
- Performing an analysis of the external environment, including a media search, to identify sustainability risks and issues in the reporting period that may be relevant to the assurance scope;
- Interviewing management representatives responsible for managing the Selected Information at AZZ;
- Interviewing relevant staff at AZZ to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information;
- Reviewing a sample of qualitative and quantitative evidence supporting the Selected Information at a corporate level;
- Performing an analytical review of the year-end data submitted by all locations included in the consolidated FY25 group data for the Selected Information, which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary;
- Conducting virtual visits at two (2) AZZ facilities/production sites in the United States to review source data and local reporting systems and controls;
- Evaluating the conversion factors, emission factors and assumptions used by AZZ;
- Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings.



November 4, 2025

Malvern, PA

ERM Certification & Verification Services Incorporated

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THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the Selected Information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

OUR INDEPENDENCE, INTEGRITY AND QUALITY CONTROL

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly, we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

ERM CVS has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to AZZ in any respect.



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