2026
SUSTAINABILITY REPORT

Creating Lasting Value
Responsibly and Sustainably



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About This Sustainability Report

AZZ Inc.'s ("AZZ" or the "Company") 2026 Sustainability Report provides its stakeholders with an overview of its corporate sustainability initiatives and progress for AZZ's fiscal years 2024 ("FY2024") through 2026 ("FY2026"), covering the period from March 1, 2023 to February 28, 2026, 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 targets and to advance its sustainability maturity.

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. An index for AZZ's GRI and SASB disclosures can be found beginning on page 73.

The content in this Sustainability Report was reviewed and approved by AZZ's Chief Executive Officer, Chief Legal Officer, 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 are reviewed and discussed every quarter at each of the Nominating and Corporate Governance Committee meetings of the Board.

Third-Party Limited Assurance

For the second consecutive year we engaged an independent third-party (ERM Certification & Verification Services Incorporated ("ERM CVS")) to provide limited assurance of our greenhouse gas (GHG) emissions data (Scope 1 and Scope 2 emissions) in accordance with ISAE 3000 (Revised). As part of this process, the independent party reviewed our data collection, calculation methods, and internal controls to ensure the accuracy and reliability of our reported emissions. For further details on the scope, standards, and methodologies applied, please refer to the Basis of Reporting section of this report, and ERM CVS's Assurance Report on page 101.

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

Dear Valued Stakeholders,

For 70 years, AZZ has played an important role in protecting and strengthening critical infrastructure through our metal coating solutions. Practical sense sustainability is fundamental to AZZ's business model. Through our metal coating solutions, we help customers extend the life of critical infrastructure assets, reduce material consumption, and lower lifecycle costs. By protecting steel and aluminum products from corrosion, we support the development of more resilient and sustainable infrastructure, while creating long-term value for our stakeholders.

I am pleased to present AZZ's **fifth Sustainability Report**, which reflects our continued commitment to integrating environmental, social, and governance principles into our daily business operations, corporate culture and long-term strategy. This report highlights our progress, accomplishments, and ongoing efforts to create value for our shareholders, customers, employees, and the communities in which we live and work.

Our environmental initiatives continue to deliver meaningful results. In just three years, AZZ has achieved 95% of its ten-year goal to reduce Scope 1 and Scope 2 greenhouse gas emissions intensity. This report also marks AZZ's first disclosure of Scope 3 greenhouse gas emissions, an important step in enhancing our climate reporting. This progress reflects the dedication of our team and our ongoing investment in energy efficiency and operational improvements across our facilities. During FY2026, we completed six industrial assessment audits that identified potential capital projects to further optimize energy consumption, generate long-term cost savings, and support our emissions reduction targets. Demand for sustainable infrastructure solutions continues to grow, demonstrated by a 17% year-over-year increase into our low-carbon economy markets.

Protecting the health and safety of our employees remains our highest operational priority. I am proud of the progress our teams achieved this year, improving our Total Recordable Incident Rate (TRIR) by 13.7% and our Lost Time Incident Rate (LTIR) by 18.5% compared to our FY2025 rates. These improvements reflect our ongoing commitment to maintain a strong safety culture through training, accountability, continuous improvement, and employee engagement.

Our success is driven by the dedication and expertise of our employees. Every day, our employees demonstrate the values that have defined AZZ for generations: Trust, Respect, Accountability, Integrity, Teamwork, and Safety. Whether working in our plants, offices or out in the field, our employees contribute to AZZ's continued success and enduring legacy. We remain committed to cultivating a workplace founded on respect, inclusion, collaboration, and opportunity. Through investments in employee development, leadership growth, and workforce engagement, we continue to build a culture that attracts, develops, and retains talented individuals across our organization. We also support the communities where we operate, helping strengthen the foundation of our business operations for long-term growth and shared success.

Strong governance remains central to our sustainability strategy and long-term success. Our Board of Directors actively oversees sustainability-related risks, opportunities, and priorities, and the management team integrates these considerations into the Company's strategic decision-making and enterprise risk management processes.

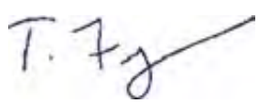
Our commitment to responsible business practices continues to be recognized externally. In FY2026, Newsweek named AZZ one of America's Most Responsible Companies for the fourth consecutive year. Additionally, we were named by USA Today as one of America's 2026 Climate Leaders. This recognition reflects the collective efforts of our employees and reinforces our commitment to operating our business responsibly, ethically, and sustainably.

While we are proud of the progress highlighted in this report, we recognize that sustainability is a continuous journey. As we begin our eighth decade, I am optimistic about AZZ's future. The markets we serve continue to benefit from infrastructure investment, reshoring of manufacturing back into the U.S., and increasing demand for durable and sustainable metal coating solutions. With exceptional businesses, talented employees, and a strong financial foundation, we are well positioned to capitalize on the opportunities ahead.

The next chapter of AZZ's story will be written by our people. Together, we will continue building on the legacy established in 1956, honoring the achievements of those who came before us, while creating new opportunities for future generations of AZZ employees, their families, and the communities we serve.

On behalf of the Board of Directors and management team, thank you for your continued trust, partnership, and support. Together, we are building a stronger and more sustainable future.





Tom Ferguson
President and Chief Executive Officer

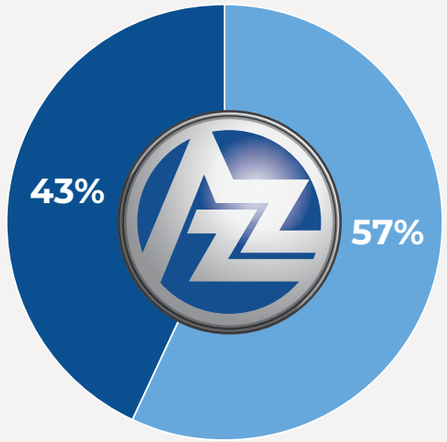
About AZZ Inc.

AZZ provides comprehensive metal coating and finishing capabilities to protect and extend the lifecycle of North America's infrastructure.

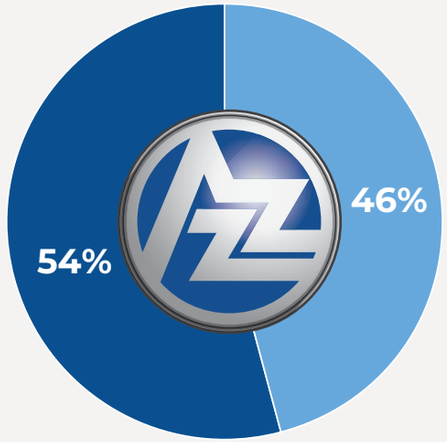
AZZ Inc. is the leading independent provider of hot-dip galvanizing and coil coating solutions to a broad range of end markets. Collectively, our business segments provide sustainable, unmatched metal coating solutions that enhance the longevity and appearance of buildings, products and infrastructure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

FY2026 FINANCIAL RESULTS

SALES[1]



ADJUSTED EBITDA[1]



Precoat Metals Segment

Metal Coatings Segment

[1] Segment Sales and Adjusted EBITDA based on AZZ FY2026 full year operating results for the period ended February 28, 2026.

Headquarters Located in

FORT WORTH, TX

3,767 Employees	46 Metal Coatings Locations[1]
14 Coil Coatings Locations[2]	~$1.65B Sales
$368M Adj. EBITDA[3]	22.3% Adj. EBITDA Margin[3]

[1] 42 galvanizing locations and 4 surface technologies locations.

[2] 14 locations with 16 coating lines.

[3] Adjusted EBITDA includes corporate costs and AVAIL JV equity income.

End Markets[1] & Drivers



Secular Drivers Enhancing AZZ's Outlook:

- Infrastructure Investment
- Reshoring Manufacturing
- Migration to Pre-painted Steel and Aluminum
- Conversion from Plastics to Aluminum
- Conversion to Coil Coating

[1] Based on AZZ FY2026 financial results for the period ended February 28, 2026.

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

+$65bn

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



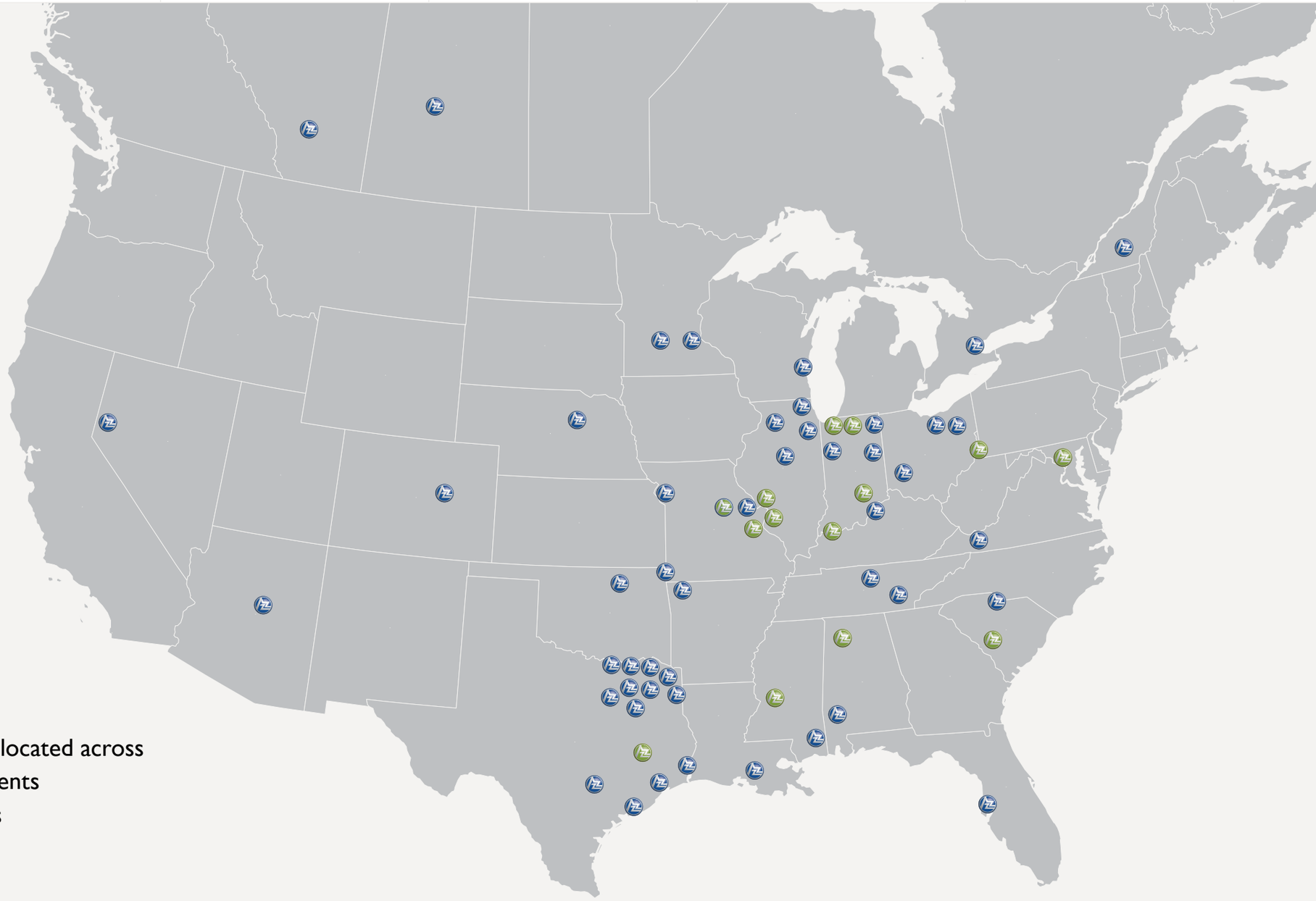
Water, Airports, Data Centers and Other

+$75bn

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





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, and other metal 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.

2012-13

AZZ hot-dip galvanizing locations increase to 36 and becomes the largest galvanizer in North America

Galvcast Manufacturing and G3 Galvanizing along with Galvan Metal of Quebec is added to the AZZ portfolio.

2012

Nuclear solutions are added to AZZ's service offering

Nuclear Logistics Inc., the leading supplier of parts and services to the nuclear power industry, is acquired by AZZ.

2013

Welding strengthens AZZ's portfolio

AZZ acquires Aquilex SRO; adds Welding Services Inc (WSI) and Southeastern Mechanical Service (SMS), two leading providers of machine weld overlay, to its growing portfolio.

2016

AZZ Enclosure Systems LLC is formed

AZZ acquires Power Electronics Inc, strengthening its position in the fabrication of custom electrical enclosures and forms AZZ Enclosure Systems LLC.

2017

AZZ expands Metal Coatings Solutions

AZZ opens first powder coating operation in Crowley, Texas and strategically expands its metal coatings product offerings beyond galvanizing.

Switchgear offering bolstered with the acquisition of Powergrid Solutions Inc.

Strategic acquisition expands AZZ's switchgear portfolio, manufacturing capacity and market reach.

Enhanced Powder Coating Ltd. is acquired

AZZ acquires Enhanced Powder Coating Ltd, a NADCAP certified provider of powder coating, plating and anodizing services based in Gainesville, Texas.

2018

AZZ Enclosure Systems – Chattanooga LLC is formed

AZZ acquires certain assets of Tennessee-based Lectrus Corporation, strengthening its position in the fabrication of custom electrical enclosures and forms AZZ Enclosure Systems – Chattanooga LLC.

2018-19

Galvanizing operations are acquired in Northern Illinois and Chattanooga

AZZ Surface Technologies adds locations

AZZ Surface Technologies acquires K2 Partners, Inc., NucZinc, LLC., and Preferred Industries, Ltd. expanding the number of powder coating locations in Dallas-Fort Worth to six and one in Tampa, FL.

2020

AZZ Divests Nuclear Logistics LLC

AZZ, seeking to focus on its core business units, sells Nuclear Logistics LLC to Paragon Energy Solutions.

2021

Acme Galvanizing acquisition adds Milwaukee, WI location to AZZ's Metal Coatings Segment footprint

2022

AZZ Metal Coatings further extends its operations in the Southeast Region of the US

AZZ acquires Steel Creek Galvanizing and renamed as AZZ Galvanizing - South Carolina

Strategic Acquisition Expands AZZ's Metal Coatings Capabilities into Western Canada

AZZ adds DAAM Galvanizing in Western Canada.

AZZ Expands its Metal Coatings Offering

The acquisition of Precoat Metals broadens AZZ's breadth of metal coatings solutions to the North American steel and aluminum markets.

AZZ becomes a Metal Coatings Focused Company

AZZ divests majority stake in the Infrastructure Solutions segment to further transform into a pure-play metal coatings company.

2025

Strategic acquisition expands AZZ's metal coatings capabilities in the midwest

AZZ acquired Canton Galvanizing, LLC and renamed as AZZ Galvanizing - Canton East



Precoat Metals

North America's Leading Provider in Metal Coil Coating Solutions

Coil coating is widely recognized as the fastest, most efficient, and most environmentally responsible method of applying paint to metal. Rather than painting parts one at a time after fabrication, the process cleans, treats, paints, and cures steel or aluminum coil as a flat material in a single, tightly controlled pass before the metal is cut, formed, and fabricated into finished products. Tight film control means less paint is used to achieve a more consistent and more durable finish than post-fabrication liquid spray painting, with no repainting in the field. For our customers, that translates into higher product quality, shorter production cycles, lower cost, and a smaller environmental footprint than painting finished parts in their own facilities.

AZZ Precoat Metals operates 14 coil coating plants in the United States, applying customer-specified protective and decorative coatings and related value-added services to steel and aluminum coil for the construction, appliance, HVAC, container, and transportation markets.

The environmental advantages of prepainted metal extend across its full life cycle. The steel and aluminum we coat often contain fully or partially recycled metal. Premium prepainted systems deliver a service life of 40-60+ years, and at the end of that life the material is fully recyclable. Unlike plastics and paper, which lose quality with each cycle and are effectively downcycled, steel and aluminum retain their properties through repeated recycling, so recycled prepainted metal becomes new products of equal quality instead of adding to the volume of waste delivered to overburdened landfills. According to the National Coil Coating Association, metal products rank second among all municipal solid waste in recycling rate, behind only paper.

The manufacturing process is a second source of environmental benefit. Centralizing paint operations from many downstream locations onto a small number of coil coating lines concentrates emissions at the source, where they can be captured and controlled. Industry curing ovens capture approximately 98.5% of volatile organic compounds and use them as fuel rather than releasing them to the atmosphere, and efficient curing lowers energy use per ton of coated metal.

The coil coating process is also the method of choice for today's most advanced metal coatings, which deliver additional benefits in use. Cool metal roofing systems use coatings designed to reflect solar energy, lowering roof surface temperatures by as much as 40 to 80 degrees Fahrenheit compared with shingle and concrete alternatives, reducing building cooling loads, and helping to mitigate urban heat islands. Over a full life-cycle assessment, prepainted metal roofing carries roughly 60% lower global warming potential than asphalt shingle or concrete roofing, and standing seam metal is widely regarded as the best roofing substrate for solar installations.



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.

Beyond coating, our value-added services reduce waste and freight in our customers' supply chains. Slitting, cut to length, embossing, shape correction, laminating, printing, and striping convert coated coil to the exact specification a fabricator needs, eliminating a processing step and a shipment. Our warehousing programs allow customers to hold bare substrate at our facilities and commit it to a specific color or coating only when downstream orders are firm, reducing the risk of obsolete painted inventory, and direct shipment to end users removes an additional freight leg.

As of February 28, 2026, AZZ operated 14 Precoat Metals facilities.

The Precoat Metals segment generated 57% of AZZ's annual sales in FY2026.

Washington, Missouri: Expanding Prepainted Aluminum Capacity

In fiscal year 2026, we began commercial production at our newest facility, a 220,000 square foot aluminum coil coating plant in Washington, Missouri. The facility operates a single coat line that applies protective and decorative coatings to aluminum coil and integrates value added processing onsite, including leveling, slitting coated coil to custom widths, and packaging, so customers receive finished, ready to form material from a single location. Customer contracts for more than 75% of the facility's capacity were secured before construction began, and the plant has already created more than 80 new skilled jobs in the Washington community.

Our Washington facility primarily serves the aluminum beverage and food container market, where the shift from plastic to aluminum packaging is gaining momentum. Aluminum can be recycled repeatedly without loss of quality, and according to the International Aluminum Institute roughly 75% of all the aluminum ever produced remains in use today.

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
- An oxidizer system that destroys 98.5% VOC and recovers waste heat from the exhaust gases for beneficial plant use
- High efficiency chemical coating system that eliminates generation of wastewater containing hexavalent chromium
- Innovative process replacing paper cores with recyclable steel & aluminum cores
- Maximized metal recycling & re-use of waste, by-products and pallets





FEATURED STORY

WEIRTON PAINT VAULT EXPANSION

Supporting Safety, Efficiency and Customer Service

AZZ Precoat Metals—Weirton, West Virginia, is implementing a major paint vault expansion designed to support growing customer demand while strengthening safety, operational efficiency, and responsible resource management. As one of Precoat Metals' key operating facilities, Weirton manages a significant volume and variety of coatings to meet customer specifications and increasingly responsive order requirements.

The prior paint vault was undersized for the volume of paint required to support the plant's growing operations. The expansion increased drum storage locations by approximately 67% and added capacity for 350-gallon totes, providing the facility with greater flexibility to safely store and manage the coatings needed for production.

The project also included significant fire-protection upgrades. The fire suppression system was updated and expanded to provide appropriate coverage for the increased paint-storage capacity, while additional improvements enhanced protection in the coater room. These investments strengthen the facility's safety infrastructure as its operations continue to grow.

Additional storage capacity will improve resource efficiency. Greater flexibility in paint storage and inventory management will help the facility better utilize available coatings, generate paint savings, and improve productivity. The project also included the construction of a new maintenance shop to support growing plant operations.

For customers, the expanded paint vault will provide greater flexibility to support paint-stocking programs, quick order-cycle requirements, and production schedule changes. Having the required coatings readily available and accessible onsite helps reduce the potential for production interruptions that could be associated with paint availability, while improving the plant's ability to respond to changing customer needs.

Together, the paint storage expansion, fire-protection improvements, and supporting facility upgrades demonstrate how Weirton is investing in improved safety, resource efficiency, operational improvements, and responsive customer service.

Metal Coatings

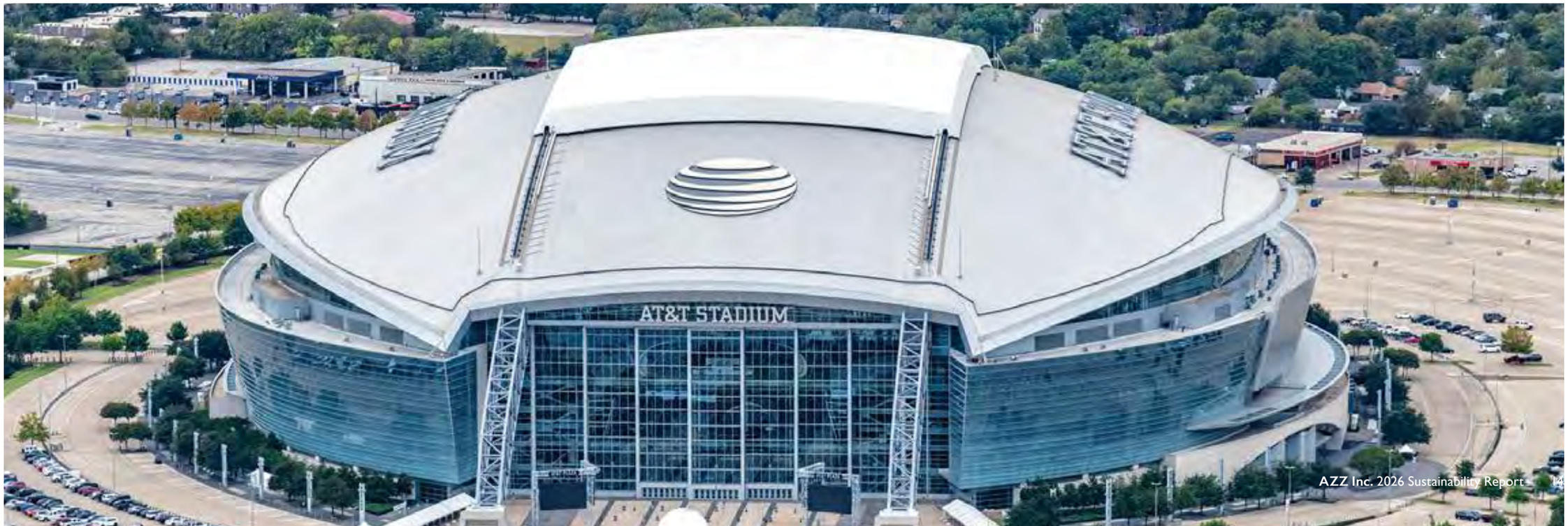
North America's Leading Hot-Dip Galvanizer of Fabricated Metal

For 70 years, AZZ has delivered corrosion protection and metal finishing solutions that help build and maintain critical infrastructure throughout North America. Through hot-dip galvanizing and a broad portfolio of specialized coating solutions, we help customers enhance asset durability, extend service life, reduce maintenance requirements, and lower lifecycle costs. Supported by an extensive network of facilities across the United States and Canada, our metal coatings solutions contribute to the resilience, reliability, and sustainability of the critical infrastructure that communities depend on every day.

In addition to hot-dip galvanizing, AZZ Surface Technologies facilities provide powder coating, painting, blasting, e-coating, plating, and other specialized finishing services designed to enhance corrosion protection, durability, and performance. To meet customer and industry requirements, AZZ Surface Technologies maintains certifications and accreditations across multiple industries, including AAMA, NADCAP, PACCAR, and ISO standards, reflecting our commitment to quality, reliability, and continuous improvement.

As of February 28, 2026, AZZ operated 46 Metal Coatings facilities, including 42 galvanizing facilities and 4 Surface Technologies facilities in various locations throughout the U.S. and Canada.

The Metal Coatings segment generated 43% of AZZ's annual sales in FY2026.





FEATURED STORY – GALVANIZED INFRASTRUCTURE BUILT FOR LONG-TERM PERFORMANCE

SMOGSTOP BARRIER PROJECTS At AZZ Galvanizing – Acton, Canada

The SmogStop Barrier Project in Barrie, Ontario is an innovative piece of highway infrastructure designed to do more than separate lanes. AZZ Galvanizing—Acton provided hot-dip galvanizing services for the SmogStop Barrier Project, installed along Highway 400 as part of an Ontario Ministry of Transportation trial project to combine noise control with air-pollution mitigation.

On site, barrier wall panels drop into place between galvanized steel posts, supported by a unique structural framing system. Both panel types use hot-dip galvanized frames to deliver long-term durability, corrosion resistance, and reliable performance under the demanding conditions of a major highway.

Each panel incorporates photocatalytic-coated aluminum and acrylic components within a galvanized steel framework. Although aluminum naturally resists corrosion, hot-dip galvanized steel was specified for the structural backbone of the barrier because of Ontario's harsh highway environment—including road salt, moisture, wind, UV exposure, vehicle emissions, and dramatic temperature swings. These conditions demand durable, corrosion-resistant, and low-maintenance materials.

The double-walled panels draw vehicle emissions into an internal channel and expose them to a sunlight-activated photocatalytic coating. The coating breaks down nitrogen oxides (NOx) and volatile organic compounds (VOCs) into harmless byproducts, helping clean roadside air without moving parts or requiring additional energy.

Hot-dip galvanizing extends the structure's service life by providing a robust, uniform coating that protects the steel framing from corrosion for decades. Its durability reduces future maintenance needs, supports long-term safety and reliability, and helps ensure the SmogStop technology can perform throughout the barrier's life cycle.

Because galvanized steel is durable, recyclable, and low impact over its life cycle, it strengthens the SmogStop Barrier Project's sustainability benefits. The Barrier Project installation demonstrates how hot-dip galvanizing can support innovative, multi-function infrastructure designed for longevity, resilience, and improved environmental performance.

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 up to 75 years, depending upon the environment with minimal maintenance required. This means that steel structures that have been hot-dip galvanized will require less frequent maintenance or replacement, thereby extending the life cycle of such metal structures.

In addition to providing long-lasting corrosion protection, hot-dip galvanizing supports sustainability through the recyclability of both zinc and steel. Zinc can be recovered and reused without compromising its properties, helping conserve resources and reduce waste. By extending asset life and minimizing the need for replacement and maintenance, hot-dip galvanizing offers an environmentally responsible solution for protecting critical infrastructure and reducing its carbon footprint.

AZZ is committed to delivering metal coating solutions that support durable and sustainable infrastructure while continuously working to reduce the consumption of raw materials and energy, as well as minimizing waste across all of its manufacturing facilities.

Hot-Dip Galvanized Steel Environmental Product Declaration

The American Galvanizers 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 – FURNACE DIGITALIZATION

AZZ GALVANIZING – ST. LOUIS

AZZ is constantly seeking continuous improvement innovations of equipment and processes to impact resource use, safety and product quality. AZZ Galvanizing – St. Louis modernized its new furnace system, which vastly improved the efficiencies at the kettle, the large vessel used to hold molten zinc during the hot-dip galvanizing process.

The kettle's new four-burner high velocity furnace features an innovation from AZZ's furnace partner CIC Pittsburgh – the Burner Insight System™. This industry-first system continuously monitors the air and gas flow to each of the burners and the combustion chamber temperature. Anticipated performance impacts include improved energy efficiency, lower emissions, better employee safety, increased productivity, and extended kettle lifespan.

Additional safety improvements have also been added to the furnace, equipping the system with a flue temperature controller to prevent over firing the kettle. A safety thermocouple is also utilized, and all controls are equipped for remote viewing, which minimizes manual interfacing and increases safety during operations.

These modernizations and safety enhancements to the kettle furnace not only align with AZZ's commitment to maximize efficiency and safety, but will also improve overall operation efficiency and reduce maintenance.

FEATURED STORY – PRECOAT METALS TEAM WINS THE FY2026 SUSTAINABILITY CUP FOR ITS PROCUREMENT-PAINT INVENTORY REDUCTION PROJECT

The FY2026 AZZ Sustainability Cup was awarded to the Precoat Metals team for successfully completing a multi-year Procurement-Paint Inventory Project. The initiative generated significant current and anticipated future cost savings for AZZ while creating a safer working environment for all Precoat employees.

Since paint is classified as a hazardous material (HAZMAT), excess inventory increases environmental risk, disposal costs, and potential safety hazards. In addition to the environmental and safety benefits achieved through this initiative, the team improved supply chain responsiveness while significantly reducing excess and obsolete paint inventory across Precoat Metals facilities.

FY2026 CEO Cup Awards

The AZZ CEO Cup Awards are given annually to plants and teams that have demonstrated excellence across the following key performance areas:

1. Safety
2. Active AZZ Care Team
3. Outstanding financial results
4. Supporting AZZ's sustainability issues

Each CEO Cup winner is awarded $5,000 to donate to any charities of their choice, making a meaningful impact in their local communities. For FY2026, the following facilities and teams were recognized with CEO Cup Awards:

Precoat Metals:

- Precoat Procurement – Procurement-Paint Inventory Reduction Project
- Birmingham, AL (CEO Cup for Consistently Outstanding Performance)
- Jackson, MS
- Portage, IN
- Marketing Project Team

Metal Coatings:

- Arkansas (Prairie Grove, AR)
- Baton Rouge, LA
- Cincinnati, OH
- Minneapolis, MN
- San Antonio, TX



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

- AHAM – Association of Home Appliance Manufacturers
- National Coil Coating Association
- MRA – Metal Roofing Alliance
- TTMA – Truck Trailer Manufacturers Association
- MCA – Metal Construction Association
- MBMA – Metal Building Manufacturers Association
- Metals Service Center Institute
- AHRI Certified
- DASMA – Thermal Performance Verification Program

Metal Coatings Membership Associations

- American Galvanizers Association
- American Society of Safety Professionals
- Manufacturers Alliance for Productivity and Innovation (MAPI)
- The American Institute of Architects
- AISC
- ARTBA – American Road & Transportation Builders Association
- AMPP – Association for Materials Protection and Performance (AMPP)
- Chemical Coaters Association International
- FEMA – Farm Equipment Manufacturers Association
- NATM – National Association of Trailer Manufacturers
- Short Span Steel Bridge Alliance

External Recognition









- Recognized by Newsweek as one of America's Most Responsible Companies for FY2026, marking our fourth consecutive year of achievement, driven by our sustainability disclosures
- Named one of USA Today's America's 2026 Climate Leaders
- Recognized by Metals & Mining Review Magazine as the Metal Coating and Galvanizing Solutions Company of the Year – 2025 (which was awarded in FY2026)
- Fort Worth Inc. magazine named AZZ Inc's. CEO Tom Ferguson as one of Fort Worth's Most Influential People for 2026



At AZZ We Encourage Both Professional and Personal Growth

FEATURED STORY – AZZ WAS AGAIN 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 & Business Foundation (RFBF) through the Religious Equity, Diversity, and Inclusion (REDI) Index, receiving the Top A distinction for its commitment to fostering a faith-friendly workplace. The REDI Index measures an organization's efforts to include religion, spirituality, and faith-based beliefs as part of its overall corporate culture. AZZ was recognized as a strong example of supporting religious freedom and creating opportunities where employees are encouraged to be themselves and contribute their unique perspectives.

AZZ provides opportunities for employees to grow spiritually by offering Marketplace Chaplains services at every operating facility. This voluntary employee care program is independent from Company operations, strictly confidential, and available to all employees. Marketplace Chaplains provide a variety of counseling services, including emotional and spiritual support, referrals to local community resources, hospital visitation, and bereavement support for employees and their families.

AZZ also values servant leadership and community engagement through local AZZ Care Teams at each facility across the country. Through these volunteer-driven teams, employees support charitable initiatives and help address needs within their local communities and beyond.

In addition, AZZ strives to foster a safe, respectful, and supportive environment where employees can freely practice their faith and connect with others who share similar values through resources such as Teams Prayer Communities and weekly prayer calls.



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 robust benefit packages and 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.

T · R · A · I · T · S

Trust Respect Accountability Integrity Teamwork Safety

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 the 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	Keeping ourselves and our colleagues protected everyday so we may continue building 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.

Sustainability Oversight Structure

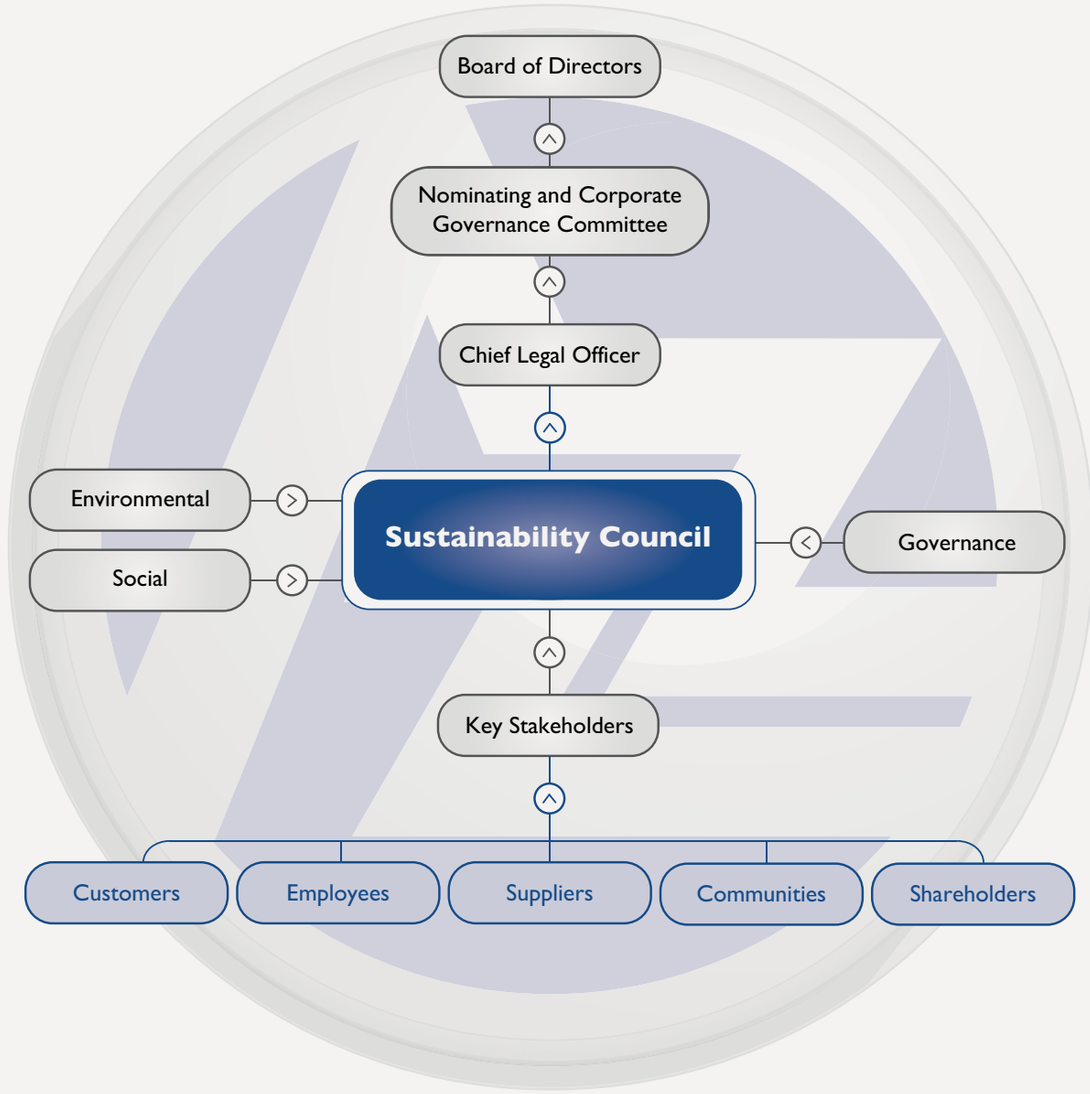
AZZ is committed to growing its business in a sustainable and socially responsible manner. Our approach to sustainability is structured around a comprehensive framework that emphasizes environmental stewardship, social responsibility, and best practices in corporate governance. We have integrated this 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 customers' 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 2026 Sustainability Highlights

During fiscal year 2026, AZZ made significant progress on a number of sustainability initiatives.

- Published our fifth corporate sustainability report, covering fiscal years 2023 through 2025.
- Improved TRIR workplace incident rate by 13.7% from FY2025 and LTIR by 18.5%.
- In just three years, AZZ achieved 95% of its 10-year goal to reduce Scope 1 and 2 GHG emissions intensity.
- In 2026, AZZ was named as One of America's Most Responsible Companies by Newsweek for the fourth consecutive year and One of America's 2026 Climate Leaders by USA Today.
- Completed six Industrial Assessment Center ("IAC") audits during FY2026 to identify several capital investment projects that will enhance energy efficiency and produce future energy cost savings.
- Launched enterprise-wide tracking of fleet fuel consumption to enhance data oversight and support emissions management efforts and engaged a third-party to support Scope 3 emissions assessment and initial disclosure development.
- During FY2026, AZZ completed its first greenhouse gas (GHG) emissions audit and obtained third-party limited assurance for its FY2025 Scope 1 and Scope 2 emissions disclosures.

Sustainability Framework Focus Areas

Environmental Stewardship

AZZ strives to provide high quality products and solutions while maintaining compliance with environmental regulations 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 oversees AZZ's Sustainability Council and the Company's sustainability policies and practices, and receives quarterly reports on the progress of AZZ's sustainability initiatives, targets, and performance ratings.

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

1. developing and setting targets for AZZ's sustainability priorities;
2. enhancing strategies for performance efficiency improvements; and
3. evaluating various clean technology investment opportunities that are consistent with our conservative 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 intensity;
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 our operating efficiency. We also engaged third-party auditors to assess AZZ's internal controls, data collection process and sustainability disclosures, and we retained a consultant to assist us with our initial Scope 3 data collection and 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 Assessment

In fiscal year 2023, AZZ engaged a third-party sustainability consultant to strengthen its sustainability strategy and support the integration of the Precoat Metals segment (acquired during the same fiscal year) into AZZ's broader sustainability framework. As part of this effort, 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 included stakeholder interviews, peer benchmarking, and industry research. Key stakeholders included AZZ's executive leadership, the Sustainability Council, major customers, critical suppliers, and Company shareholders. The material topics identified through this process, illustrated in the adjacent matrix, continued to guide the Sustainability Council and management in prioritizing initiatives that would support long-term value creation and sustainable business performance.

Recognizing that stakeholder expectations, business priorities, and the external environment evolve over time, AZZ periodically evaluates its material topics and sustainability priorities to ensure they remain relevant and aligned with the Company's strategic objectives and stakeholder interests.

AZZ's sustainability strategy focuses on practical, high-impact initiatives that support our operations, workforce, the environment, and the communities where we live and work. For each material topic, AZZ defined strategic opportunities, identified risk mitigation measures, and established key performance indicators (KPIs) to monitor progress and promote accountability.

With executive-level sponsorship and Board oversight of the program, sustainability remains an integral part of AZZ's business strategy. As part of our commitment to responsible corporate citizenship, we have adopted and implemented a Vendor Code of Business Conduct, Environmental Health and Safety Policy and a Human Rights Policy. These documents are available in the languages of the regions in which 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 in safety and occupational health must be continuously incorporated into 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.
4	Effluents & Waste is an area where AZZ considers itself to be an industry leader. New regulations, technological developments and practices are monitored and implemented so that the Company can continue to efficiently manage raw materials, drive corporate value and increase reporting and data disclosure.
5	Training & Education will continue to ensure the Company's workforce has the skills and employee engagement necessary to reinforce the Company's safety culture.
6	Corporate culture building initiatives that emphasize our TRAITS, training and development, and employee engagement are designed to grow AZZ's future leadership teams.

AZZ regularly assesses its sustainability strategy and its material sustainability priorities to ensure they remain relevant and effective. We acknowledge that the importance of sustainability priorities has evolved as we have advanced our sustainability journey and implemented further environmental improvements in our industrial manufacturing processes. Risks, impacts and priorities evolve over time, and as a result, our annual priorities may be adjusted according to feedback received from our key stakeholders.



Sustainability Targets

In fiscal year 2023, AZZ established sustainability targets for each of the priority categories identified through its sustainability assessment with initial implementation that began in fiscal year 2024. These goals are intended to support measurable progress, accountability and alignment with stakeholder expectations. These include both publicly disclosed targets and internal aspirational objectives that help guide decision making and position the Company for potential future disclosures. This balanced approach enables AZZ to drive meaningful progress while remaining flexible as its sustainability strategy and business priorities progress.

Targets	Progress
GHG Emissions & Energy A 10% Scope 1 and 2 emissions intensity reduction of FY2023 baseline by 2033.	As of FY2026, AZZ has reached 95% of its 10% reduction target.
Occupational Health & Safety Committed to conducting third-party audits for safety, energy efficiency and waste streams for each business segment and share audit recommendations and best practices across all facilities.	Since FY2024, AZZ has conducted 16 third-party energy efficiency audits, 4 industrial waste audits, and one safety audit across both business segments.
Effluents & Waste Report hazardous waste intensity based on tons produced and absolute values for recycled products and byproducts starting in FY2024.	AZZ reported hazardous waste intensity and total recycled products a year earlier than its target date, and continues to report this data.
Role in Low-Carbon Economy Tracking sales into low-carbon end markets beginning in FY2024 & tracking ongoing growth.	AZZ met its target of tracking and disclosing sales into low-carbon end markets by FY2024 and continues to disclose green sales by each business segment and year-over-year growth.

Our Growing Role in the Transition to a Low Carbon Economy

AZZ supports the transition to a low-carbon economy through offering products and metal coating solutions that enhance the durability, efficiency, and sustainability of critical infrastructure and industrial applications. Through our Metal Coatings and Precoat Metals businesses, we provide solutions that help extend asset life, conserve resources, improve energy efficiency, and support applications in renewable energy, electrification, sustainable construction, transportation, and other emerging low-carbon markets.

By helping customers extend the service life of their steel and aluminum components, reduce maintenance requirements, and optimize material use, our products contribute to lower lifecycle environmental impacts and support circular economy principles. As market demand evolves, we continue to evaluate opportunities to expand our participation in industries that support decarbonization and sustainable development.

Oversight of climate-related risks and opportunities is provided by AZZ's Nominating and Corporate Governance Committee of its Board of Directors, which receives quarterly updates on sustainability initiatives, growth in low-carbon end markets, and other environmental trends that may impact the business. This governance framework helps ensure climate-related considerations are incorporated into AZZ's annual and long-term strategy, capital allocation decisions, and risk management processes.

AZZ currently serves several low-carbon end markets through its Precoat Metals and Metal Coatings business segments. In fiscal year 2026, 36% of AZZ sales were into these low carbon markets, reflecting continued demand for solutions that support energy efficiency, infrastructure resiliency, and sustainable growth.

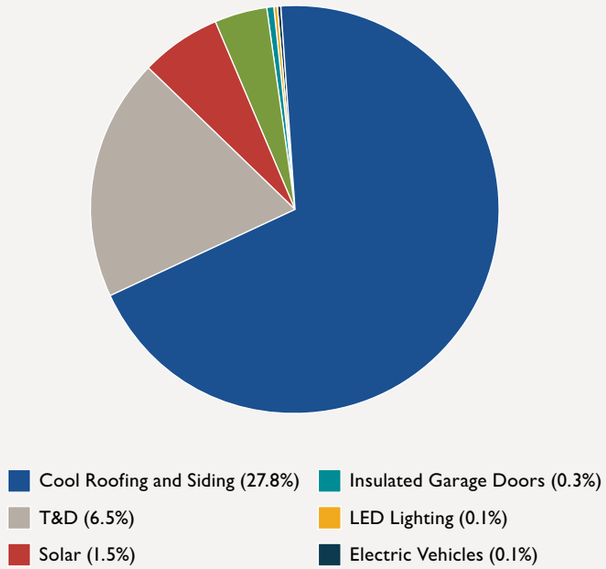
Environmental, Health and Safety Goals

Meet or exceed all applicable EHS regulations and company standards and continuously monitor, document and report on AZZ's progress on a quarterly basis.
Train and equip employees to identify and mitigate workplace hazards associated with their job responsibilities.
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 and using 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 goals which promote energy efficiency and protect the environment.
Reduce AZZ's environmental impact by minimizing emissions, energy consumption, water usage intensities, 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-Six Percent

of AZZ's FY2026 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 the Company's success depends on their expertise, dedication and engagement.

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 financial hardship occurs.
- We have incorporated AZZ Care Teams at each facility to provide assistance to employees in their time of need and also to support local charities.
- The AZZ Alertline is available 24/7/365 in three languages enabling employees and external stakeholders to anonymously report concerns, promote accountability, and support an ethical work place.

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.
- 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 which ultimately contributes to shareholder value creation.

FEATURED STORY



Julio's Legacy at Hurst: Driving Quality Through Teamwork and Experience

"Julio has been a cornerstone of our pickling department for more than 20 years. His experience, dedication, and commitment to quality have made him an invaluable member of the Hurst team. He consistently takes pride in his work and plays a key role in helping us achieve our production and quality goals."

– Alberto Collazo, Operations Manager

For more than 25 years, Julio Ortiz has been a valued member of the AZZ **Galvanizing – Hurst** team, bringing experience, dedication, and a commitment to quality to the pickling department. Known for his strong work ethic and positive attitude, Julio takes pride in producing high-quality material while helping the team meet daily production goals.

What Julio values most about AZZ is the camaraderie he shares with his coworkers. He credits the team's supportive environment and willingness to work together as key to long-term success.

One of Julio's most memorable experiences was helping dismantle the galvanizing kettle enclosure and kettle at the Hurst Plant 2. The project presented an unfamiliar challenge, but the team worked together to complete the work safely and on schedule, and built lasting bonds that remain strong even today. For Julio, the experience reinforced what can be accomplished when employees bring their knowledge, trust, and teamwork to a common goal.

Julio is also known for bringing humor and positive energy to the workplace. He enjoys joking with coworkers and helping create a welcoming atmosphere on the floor. Combined with his experience and commitment to doing the job well, that spirit has made him a respected teammate and positive influence at Hurst.

Julio's long career reflects the value of experience, teamwork, and employee commitment at AZZ. His contributions continue to support the Hurst team while demonstrating how long-term employees help strengthen both operational performance and workplace culture.

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 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 page 17 of AZZ's 2026 Proxy Statement.

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 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 and AI deployment and governance. 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" in the Company's Proxy Statement. 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 and raw materials efficiency opportunities, climate-related risks including, progress on various sustainability targets and its rating agency scores.

- All officers, directors, employees and Company 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 and oversight 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 Board committee, properly supports its risk oversight function.

Board Committee Charters

Current Board Composition[1]



Daniel E. Berce

Age: 72

Director Since: 2000

Chair of Board Since: 2026

Board Committees:

Audit Committee
Compensation Committee



Thomas E. Ferguson

Age: 70

Director Since: 2013

Board Committees:

None



Clive A. Grannum

Age: 61

Director Since: 2021

Board Committees:

Audit Committee
Compensation Committee



Carol R. Jackson

Age: 54

Director Since: 2021

Board Committees:

Compensation Committee
Nominating and Corporate Governance Committee (Chair)



Ed McGough

Age: 65

Director Since: 2017

Board Committees:

Compensation Committee (Chair)
Audit Committee



Steven R. Purvis

Age: 62

Director Since: 2015

Board Committees:

Audit Committee (Chair)
Nominating and Corporate Governance Committee



Aaron M. Schapper

Age: 53

Director Since: 2026

Board Committees:

Audit Committee
Nominating and Corporate Governance Committee



Charles L. Treadway

Age: 60

Director Since: 2026

Board Committees:

Compensation Committee
Nominating and Corporate Governance Committee

[1] As of October 30, 2026

Directors' Skills & Experience

CEO/Senior Executive Leadership Experience — 8

Financial Expertise — 6

Manufacturing & Distribution Expertise — 7

International Experience — 7

Strategic Planning & Oversight — 8

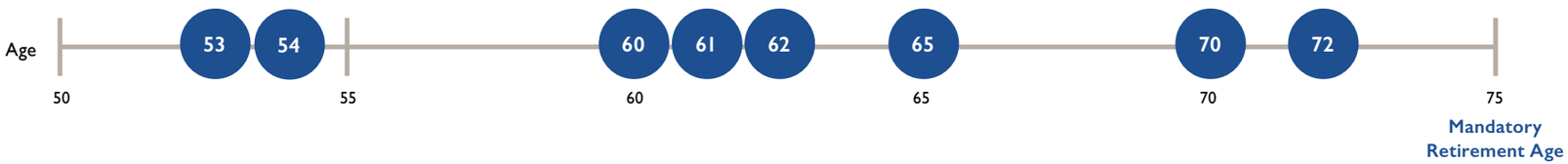
Corporate Governance — 6

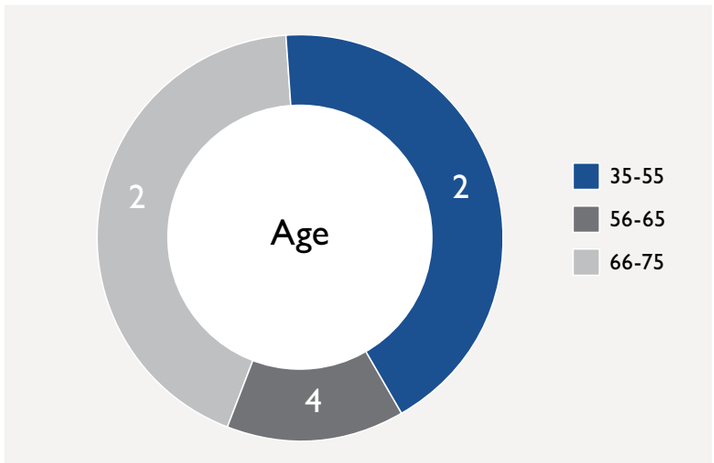
Mergers & Acquisitions — 8

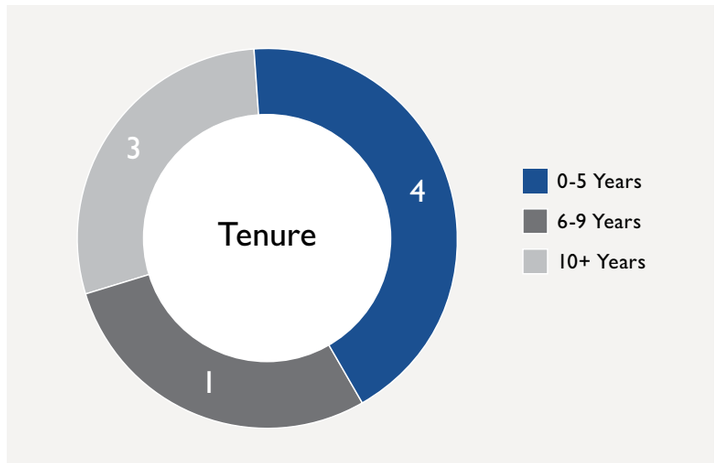
Digital Technology/Cybersecurity/ Information Systems — 5

Sustainability Knowledge — 4

Current Key Statistics Regarding AZZ's Board of Directors







Gender



Female Male

Race/Ethnicity



African American White/Caucasian

Independence



Independent Non-Independent

Enterprise Risk Management

AZZ's Board is responsible for providing oversight of the Company's enterprise risk management, including: climate-related risks and opportunities; macro and micro economic trends; geo political impacts; 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 successfully executing 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, the Board of Directors, its committees and management maintain quarterly communication throughout the year. 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 weighs additional risks when considering specific transactions proposed by the management team.

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 effectively identify, assess and prioritize potential enterprise risks, leading to improved risk management practices and safeguarding the Company's long-term interests.

The Company's biennial enterprise risk assessment is structured as described below:

Responsibility & Knowledge

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

Risk Identification & Measurement

The leadership team identifies and evaluates risks based on their likelihood of occurrence 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 cash flow, operations, financial condition or business reputation.

Action Plans & Progress Measurement

Action plans are developed based on the results of the assessment, and progress is tracked periodically and compared against prior year results.

Velocity & Mitigation

Risks are assessed and categorized based on the speed at which they may materialize and the Company's ability to implement mitigation measures. Volatility and mitigation ratings are displayed using a combination of shapes and color coding to facilitate interpretation of the risk heat matrix.

Biennial Risk Assessment Survey

The Company's leadership team 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. Survey results are reviewed by the Audit and Disclosure Committees, with identified risks evaluated and ranked based on factors including potential impact, likelihood, management effectiveness, residual risk and risk trend. A risk heat map is used to prioritize key enterprise 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:** 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 data collection and reporting, more emissions controls, the purchase of future capital equipment to increase operational efficiencies, 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 tornadoes, hurricanes, flooding, and other extreme weather, as well as natural resource shortages, could disrupt operations, supply chains, end markets and delay raw materials and customer 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 operating costs incurred through future price increases for our products and metal coatings solutions.



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 ethics, integrity and compliance culture:

- 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 violations, if applicable.

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 comply with 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

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



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

Cybersecurity and Information Technology

AZZ recognizes the critical importance of cybersecurity in today's digitally 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 22, 2026.



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 regularly engage 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 (the "IS Committee") contributes decades of experience in technology, cybersecurity, architecture, and incident response in both the military and private sectors 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, the members of the IS Committee have 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. The IS 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 IS Committee regularly provides updates to the Company's 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



Environmental

AZZ is committed to supporting the transition to a low-carbon economy, conducting its business in an environmentally responsible manner and identifying ways to minimize the environmental impact of its business operations.





Environmental Responsibility

AZZ is committed to conducting its manufacturing operations in compliance with applicable environmental regulations while using energy, materials, and other resources responsibly. Employees are expected to integrate environmental stewardship into daily operations, identify opportunities to improve efficiency, and support continuous improvement.

Energy Management and ISO 50001 Alignment

AZZ manages energy consumption through a structured, data-driven approach incorporating principles consistent with ISO 50001:2018. Through a third-party Utility Bill Management (UBM) provider, we consolidate and analyze energy consumption data across our operations. Monthly, quarterly, and annual reporting highlights energy trends, variances, and progress against reduction targets. Plant management teams and Corporate Sustainability are responsible for reviewing energy performance, evaluating deviations from established targets, and identifying corrective actions or investment opportunities to improve energy efficiency. These practices support systematic energy management and continuous improvement across our Metal Coatings and Precoat Metals segments.

Targets and Performance Tracking

Plant-level energy reduction targets support AZZ's goal of reducing Scope 1 and 2 greenhouse gas (GHG) emissions intensity. We track electricity and natural gas consumption and energy intensity, evaluate year-over-year performance against established baselines, and normalize energy consumption to production output to better assess operational efficiency. These measurements help identify improvement opportunities and inform facility-level decisions.

Energy Efficiency and Continuous Improvement

AZZ pursues energy efficiency through capital investments, preventive maintenance, and process optimization. Initiatives include LED lighting retrofits, industrial equipment upgrades, high-efficiency boilers, variable frequency drives (VFDs), heat recovery systems, compressed air optimization, and lean manufacturing practices.

Energy Audits

AZZ participates in the U.S. Department of Energy's Industrial Assessment Centers (IAC) program to identify energy efficiency opportunities across its manufacturing operations. Since joining the program in FY2024, 16 AZZ facilities have completed energy assessments, identifying projects with the potential to generate more than $2.6 million in annual energy savings based on assessment reports received to date. AZZ evaluates and prioritizes recommended projects based on operational needs, anticipated benefits, and available resources to support ongoing energy efficiency improvements.

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 the capture and destruction of VOCs;
- implementation of a coating temperature control system that reduces the need for solvent;
- third-party hazardous waste audits; and
- third-party energy efficiency audits with local universities and the Department of Energy.

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 and upgrades to optimize natural gas utilization;
- waste heat recovery systems employed to heat process water tanks;
- third-party hazardous waste audits; and
- third-party energy efficiency audits with local universities and the Department of Energy.

Data Governance and Independent Assurance

In FY2026, AZZ again engaged an independent third-party assurance provider, which issued a formal limited-assurance opinion on AZZ's reported Scope 1 and Scope 2 GHG emissions. The provider also assessed energy and emissions data collection processes, related internal controls, and sustainability reporting disclosures through facility- and corporate-level interviews and analysis. The assessment provided recommendations to strengthen data governance, reporting consistency, and internal controls. These activities support the accuracy, reliability, and continuous improvement of AZZ's environmental reporting.

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 sustainability targets, and to assist with prioritizing areas for greater operating efficiencies in the future. As AZZ has acquired or divested certain businesses over the past several years, the number of active operating plants has fluctuated. The fluctuation in the aggregate number of operating facilities creates a challenge in making year-over-year comparisons, and the changes in the number of operating facilities has been noted in this Sustainability Report where applicable.

Greenhouse Gas Emissions

The results below include Scope 1 and Scope 2 GHG emissions for FY2026 with comparative data for FY2025 and FY2024. Scope 3 GHG emissions are addressed in Appendix – Scope 3 GHG Inventory and Basis of Reporting on page 89.



FEATURED STORY – GALVANIZING FOR ALPINE PERFORMANCE

AZZ Galvanizing – Montreal and Mont Tremblant Ski Resort

In the Laurentian Mountains of Québec, Doppelmayr Canada relied on AZZ Galvanizing – Montreal to provide long-term corrosion protection for steel components used in lift systems at Mont Tremblant, one of North America's leading ski resorts.

The project included high-speed detachable chairlifts, gondolas such as the Télécabine Express, and the Cabriolet pedestrian gondola connecting the resort's base village to the slopes. Galvanized tower posts, hangers, and terminals must withstand heavy snowfall, prolonged moisture, and repeated freeze-thaw cycles—conditions that create an aggressive environment for exposed steel. Hot-dip galvanizing provides a metallurgically bonded zinc coating that protects the steel and supports long service life in these demanding conditions.

The scale and geometry of the lift components also required careful processing. Tall tower sections, broad structural frames, and closed shapes demanded precise handling, venting, and draining to achieve consistent zinc coverage on internal and external surfaces. With thousands of skiers relying on the lifts each day, coating quality, structural reliability, and long-term performance were essential.

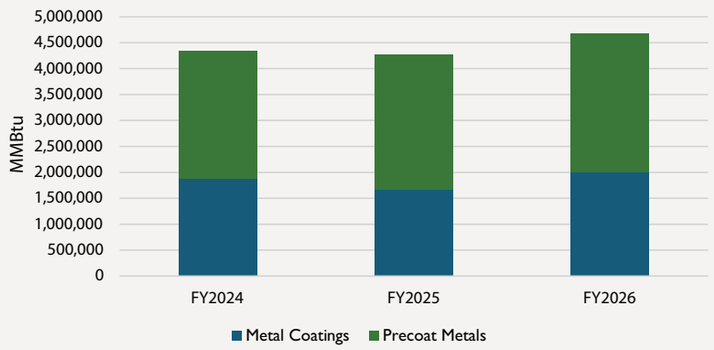
Compared with paint systems that require periodic repair and recoating, galvanizing can reduce maintenance demands, limit operational disruption, and extend replacement intervals. In similar alpine environments, galvanized steel can provide 70 years or more of service life, helping lower life-cycle costs while protecting the resort's investment and maintaining dependable lift infrastructure.

Galvanizing also supports sustainability by reducing the materials and resources associated with repeated recoating and premature replacement. At the end of service life, the galvanized steel assemblies remain recyclable, further supporting a long-term approach to responsible material use.

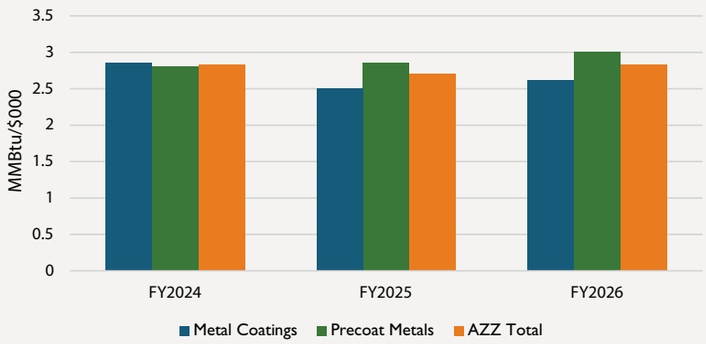
Today, Mont Tremblant's gondolas and chairlifts demonstrate how hot-dip galvanizing can combine corrosion performance, coating durability, quality, life-cycle value, and sustainability in one of the most demanding outdoor environments.

ENERGY

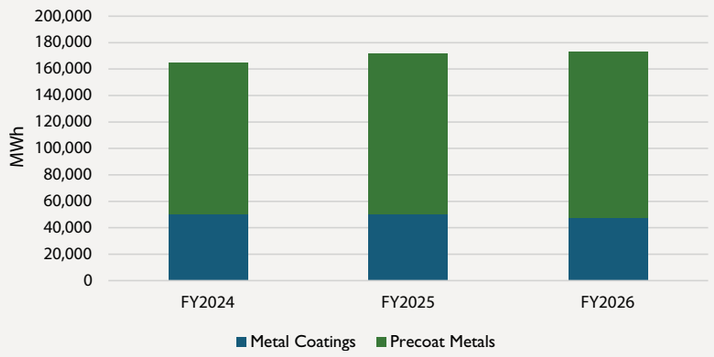
Natural Gas Usage by Segment



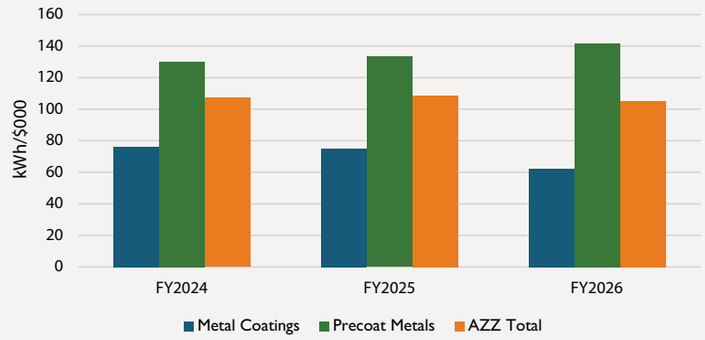
Natural Gas Intensity by Segment



Electricity Usage by Segment



Electricity Intensity by Segment



Introduction of Scope 3 GHG Emissions Reporting

Scope 3 emissions represent indirect emissions that occur across AZZ's value chain from sources not owned or controlled by the Company. The inclusion of Scope 3 data expands AZZ's understanding of its overall GHG emission profile and provides greater visibility into emissions occurring beyond its direct operations and purchased energy.

As this represents AZZ's initial Scope 3 inventory, the Company will continue to evaluate data availability, calculation methodologies and opportunities to enhance the completeness and accuracy of its Scope 3 reporting over time. Additional information regarding the Scope 3 categories included in AZZ's GHG inventory, including data sources, assumptions and calculation methodologies, is provided in the Scope 3 Basis of Reporting Appendix.

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.

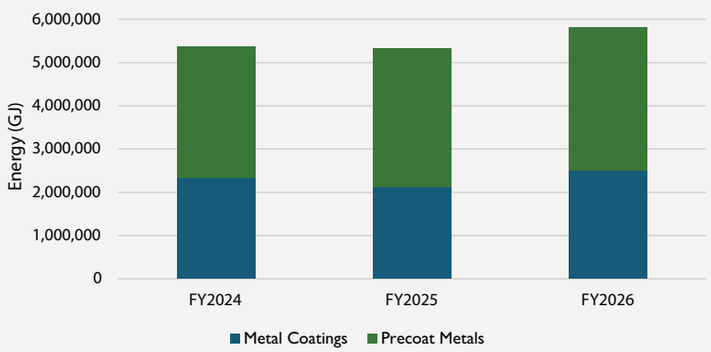
Scope 3 - All other indirect emissions occurring in the value chain.

Intensity - A measurement of the total resource usage or emissions relative to sales revenue. AZZ employs a market-based method for intensity calculations.

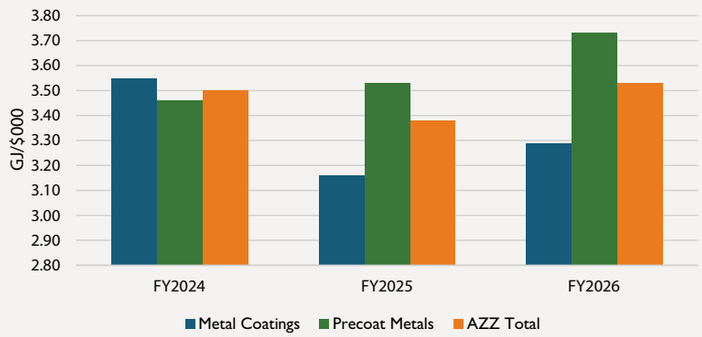
Energy Usage and Intensity

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 hot-molten 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

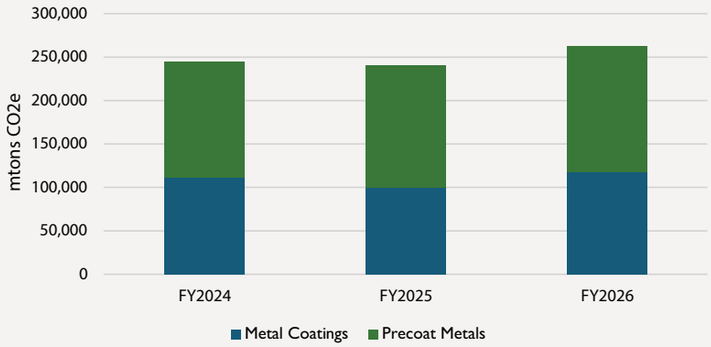


Combined Energy Intensity by Segment

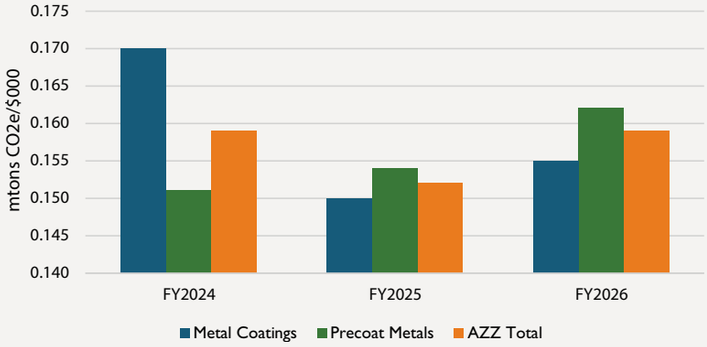


EMISSIONS

Scope 1 Emissions by Segment



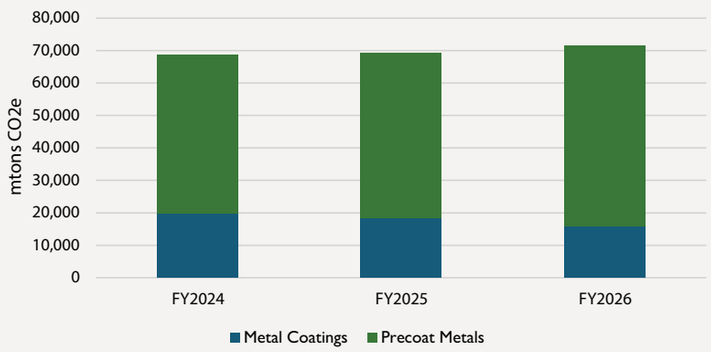
Scope 1 Emissions Intensity by Segment



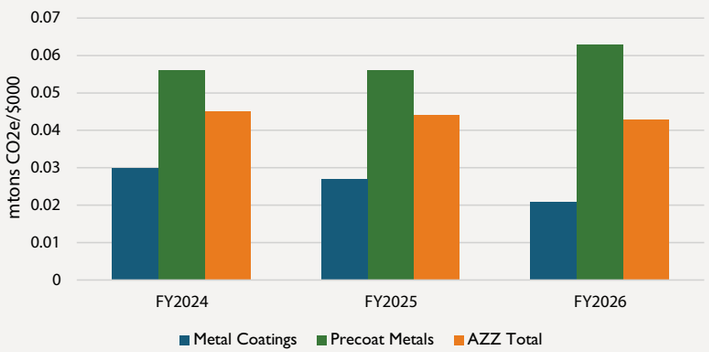


AZZ Metal Coatings decreased its Scope 2 emissions by 9% from FY2025 despite an 18% increase in production

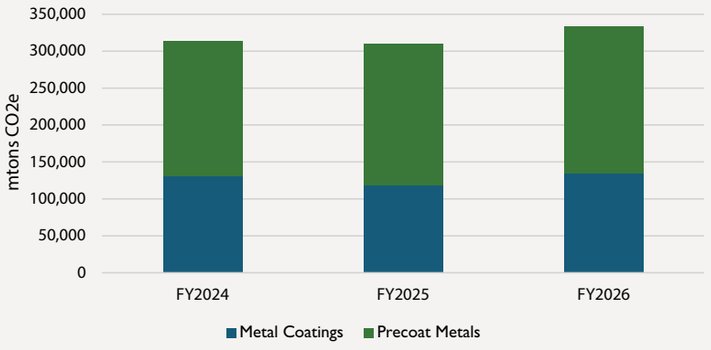
Scope 2 Emissions by Segment



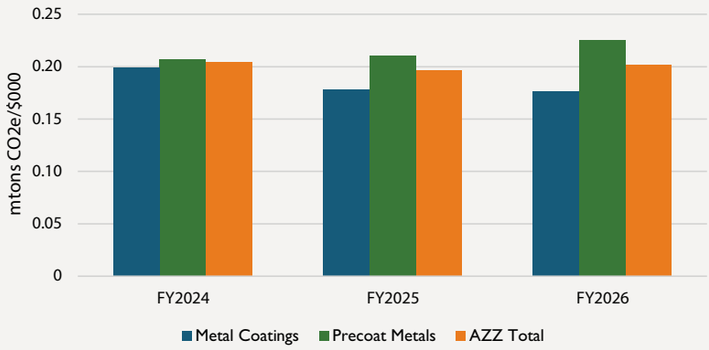
Scope 2 Emissions Intensity by Segment



Scope 1 & 2 Combined Emissions by Segment



Scope 1 & 2 Emissions Intensity by Segment



AZZ has decreased its Scope 1 & 2 emissions intensity by 9.5% from its FY2023 baseline.

Water Usage and Conservation

AZZ monitors water usage across its metal coating and hot-dip galvanizing facilities and works to minimize freshwater consumption and wastewater generation. Process water is cleaned and treated for reuse within operations or discharged to publicly owned treatment plants for additional processing. Over the past three years, AZZ's Metal Coatings segment has achieved substantial annual reductions in water consumption. Water-related risk evaluations consider water accessibility, availability, and quality, with particular emphasis on facilities located in areas experiencing high water stress.

Metal Coatings

Water conservation practices within our Metal Coatings segment include:

- **Rinse Water Recycling:** Recycling rinse water into steel pickling tanks to replenish process solutions and reduce freshwater requirements.
- **Countercurrent Rinsing:** Reusing water efficiently across successive rinse tanks while maintaining effective cleaning.
- **Automated Flow Controls:** Regulating water delivery to minimize unnecessary consumption and overflow.
- **Chemical Drag-Out Reduction:** Allowing excess acid or cleaning solution to drain back into its original tank before rinsing, reducing water requirements.
- **Mechanical Precleaning:** Reducing reliance on chemical cleaning and associated water-intensive rinsing, where appropriate.
- **Leak Detection and Monitoring:** Identifying overflowing tanks, excessive flows, and other avoidable water losses.

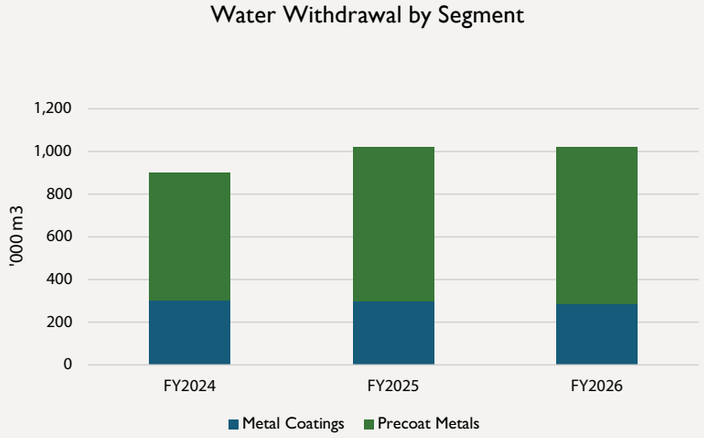
Precoat Metals

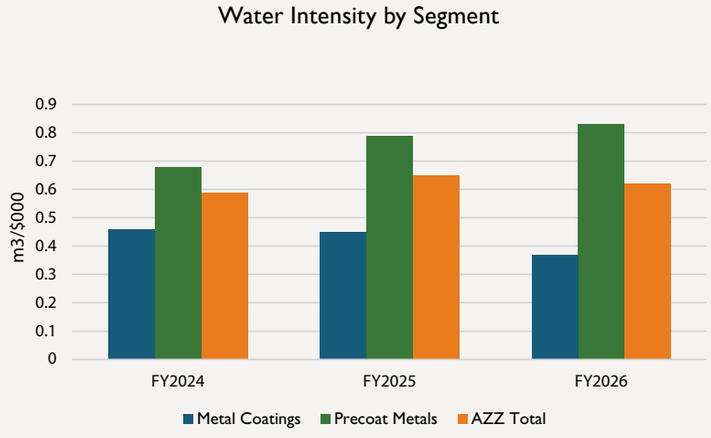
Water conservation practices within our Precoat Metals segment include:

- **Counterflow Rinsing:** Directing cleaner water from later rinse stages to earlier stages to reduce freshwater consumption.
- **Quench Water Filtration:** Filtering and recirculating quench water to extend bath life and reduce replacement needs.
- **Air Quenching:** Utilizing air quenching at the new Washington plant to reduce reliance on water-based cooling.
- **Closed-Loop Water Systems:** Where implemented, treating and recirculating process water to reduce freshwater demand and wastewater discharge.

Together, these initiatives support AZZ's commitment to operational efficiency, water conservation, and responsible environmental stewardship.

AZZ Galvanizing - Arizona facility is located in a high water stress area and was able to reduce its water usage by 19% in FY2026.







Wastewater

Both AZZ business segments employ water treatment systems through advanced effluent treatment technologies. Metals precipitation system and filter presses are extensively utilized to discharge clean effluent and minimize solid waste disposal. Pursuant to Title 40, Code of Federal Regulations, Part 465 - Coil Coating Point Source Category, the Precoat Metals segment is required to comply with regulations that relate to discharges to the 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)	FY2024	FY2025	FY2026
Precoat Metals Segment[1]	334.0	379.0	392.1
Metal Coatings Segment	260.7	262.4	215.7
Enterprise Total	**594.7**	**641.5**	**607.9**

The Metal Coatings segment reduced its water intensity by 17% from FY2025.

The Metal Coatings segment decreased its wastewater gallons by 18% from FY2025.



FEATURED STORY

Precoat Metals St. Louis Earns Gold and Platinum Wastewater Awards

Precoat Metals, St. Louis, Missouri—known as Plant #1—received the Missouri Water Environment Association's (MWEA) 2025 Gold and Platinum Pretreatment Awards for outstanding industrial wastewater pretreatment performance and permit compliance.

The MWEA Pretreatment Awards Program recognizes industrial facilities that demonstrate excellence in managing wastewater discharges and meeting environmental requirements. The Gold Award recipients must achieve full compliance with pollutant limitations, permit conditions, reporting requirements, and submission deadlines.

The Platinum Award recognizes sustained performance and is reserved for facilities that have earned Gold-level recognition for five or more consecutive years. Platinum recipients also receive the Gold Award for the current year, reflecting both annual compliance and a long-term record of environmental excellence.

These awards reflect the dedication of Precoat - St. Louis employees who help maintain reliable wastewater systems, accurate reporting, and consistent environmental compliance. This recognition reinforces AZZ's commitment to responsible water management, operational discipline, and continuous environmental improvement.



Waste Streams

AZZ has a long history of responsible waste management and recycling processes dating back to the mid-1960s, 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 recycling facility; and
- Maintaining a business waste management program that includes a company-wide practice for recycling paper and numerous recycling procedures for electronics, various chemicals, glass, metals, plastics, cardboard and wooden pallets.

Recycled Scrap Metal (tons)	FY2024	FY2025	FY2026
Precoat Metals Segment	51,662	65,953	62,399
Metal Coatings Segment	5,481	5,669	6,617
Enterprise Total	**57,143**	**71,622**	**69,016**

In FY2026, AZZ Precoat Metals reduced hazardous waste tons by more than 6% from FY2025.



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 allow our galvanizing facilities to recover and recycle zinc on-site, reducing waste and minimizing the need for off-site processing.

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.

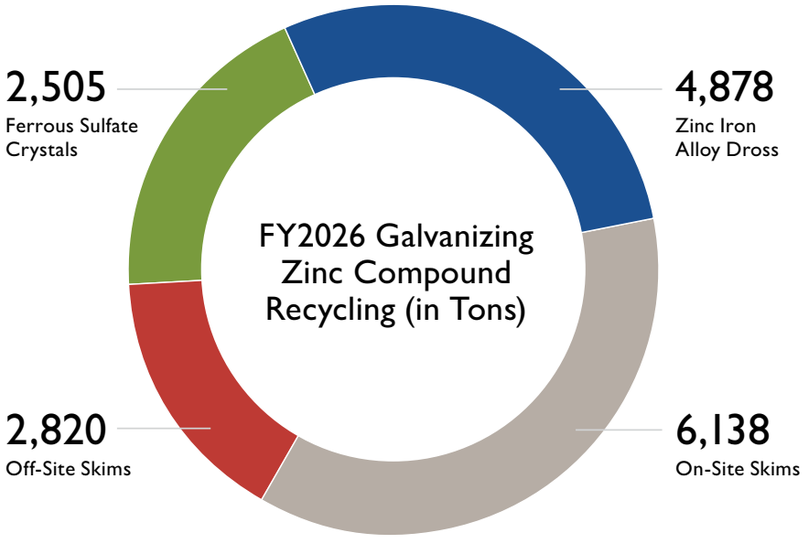
AZZ has coordinated with certain suppliers to jointly develop and deploy fume suppressant additives for its galvanizing process tanks which has reduced emissions by approximately 95% in those processing tanks, thereby reducing acid usage, benefiting worker safety and enhancing product quality.

AZZ recorded zero significant spills in FY2026.

FY2026 beneficial reuse of spent acid diverted from hazardous waste disposal was 9.8 million pounds, an increase of 42% from FY2025.

Recycling Zinc Compounds

The hot-dip galvanizing process generates recyclable products such as ferrous sulfate crystals generated 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.



Recovery of zinc compounds from dross increased 6% from FY2025, while total zinc compound recycling generated $14 million in revenue, an increase of 18% from FY2025.

FEATURED STORY – AZZ GALVANIZING – CANTON

Falls Edge Glass Walkway: Durable Protection Meets Environmental Stewardship

At Nelson-Kennedy Ledges State Park in Portage County, Ohio, the Falls Edge Glass Walkway combines innovative engineering, visitor access, and environmental stewardship. Opened in 2025 by the Ohio Department of Natural Resources, the 137-foot elevated bridge spans Sylvan Creek Gorge, offers views of sandstone formations, deep crevasses, and Minnehaha Falls while helping direct foot traffic away from sensitive terrain.

The curving, S-shaped walkway rises about 50 feet above the gorge floor and features transparent structural-grade glass decking, cable railings, and a cantilevered overlook. Its steel supports are protected with a duplex coating system that combines hot-dip galvanizing with a high-performance paint finish.

AZZ Galvanizing – Canton provided the galvanized protection. Hot-dip galvanizing creates a metallurgically bonded zinc coating that delivers durable corrosion protection in the park's humid, forested environment. The zinc layer's self-healing properties at exposed edges and welds help prevent rust, safeguarding the supports against freeze-thaw cycles and seasonal downpours. The added paint layer provides another protective barrier while allowing precise color control to complement the surrounding landscape.

Environmental considerations shaped construction as well. Aerial-access methods helped minimize disturbance to rock formations and vegetation, reinforcing the project's goal of expanding visitor access while protecting the landscape.

Today, the Falls Edge Glass Walkway demonstrates how hot-dip galvanizing, thoughtful design, and environmental stewardship can work together to create durable, visually sensitive public infrastructure.





FEATURED STORY

Crowley Plant Profile: Modernizing for Efficent, Responsible Growth

AZZ Galvanizing – Crowley is advancing a coordinated series of modernization projects designed to support customer growth while improving safety, energy efficiency, environmental performance, and operational reliability. Together, the furnace control upgrade, kettle change, new kettle enclosure, expanded baghouse system, and an additional filter press reflect a long-term approach to responsible and efficient plant investment.

A new digital furnace control platform enhances the plant's ability to monitor and manage furnace performance. The upgraded controls include enhanced safety checks, continuous burner-performance monitoring, and furnace gas metering, giving the Crowley team greater visibility into operating conditions and natural gas usage. More precise monitoring, improved control functionality, and easier in-house maintenance support efficient use of natural gas while reducing downtime and maintenance demands.

The control upgrade was coordinated with the plant's kettle change to consolidate major work and minimize production disruption. Replacing a kettle that had served for more than eight years and was approaching the end of its useful life strengthens operational continuity, reduces the risk of an unplanned shutdown, and supports responsible management of a critical plant asset.

Crowley is also adding a new all-electric furnace enclosure designed to improve fume collection at the source and direct process air into the plant's filtration system. More effective capture supports a cleaner, safer working environment while helping the baghouse operate efficiently. The updated enclosure is also expected to reduce maintenance and downtime while supporting increased production.

The expanded baghouse system will add a serviceable 60,000-cubic-feet-per-minute unit, reroute the existing baghouse, install new pleated filters, and repair key components. Reusing serviceable equipment supports a resource-efficient approach to expansion, while two reliable baghouses will provide the filtration capacity needed to support the plant's air permit. Variable-frequency-drive controls will allow the blower to operate at lower speeds during reduced-demand periods, lowering electricity use and noise while maintaining necessary airflow.

A new 30-cubic-foot filter press will operate alongside the existing unit to maintain proper preflux chemistry as production increases. By controlling iron levels and preserving process-solution quality, the additional capacity supports more efficient use of process chemicals, consistent coating performance, and reduced unnecessary waste.

Together, these projects demonstrate how Crowley is pairing growth with resource efficiency, environmental stewardship, employee well-being, and long-term operational resilience.

Precoat Metals Segment

For more than 60 years, the Precoat Metals segment has been the leader in the use of coil coated metal. Coil coating is recognized for its cost-effectiveness, aesthetics, field performance and sustainability benefits. 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 implementing process improvements to improve product quality and minimize hazardous waste generation.

Process wastewater generated from the cleaning and pretreatment of metal 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 facility. 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. The 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 more than 98% of VOCs and recover 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 more than 62,000 tons of steel and aluminum in FY2026.



Environmental Management System

Both the Precoat Metals and the Metal Coatings segments utilize a centralized environmental management system ("EMS") to collect, monitor and report environmental, health and safety ("EHS") metrics. Data are submitted by individual facilities and audited, reviewed, tracked and analyzed by each segment's EHS teams to support performance management and regulatory compliance. AZZ's EMS provides operational leaders and executive management with timely information to identify and manage EHS-related risks, reduce the likelihood of workplace incidents and occupational illnesses, and mitigate environmental impacts. The system also supports the Company's efforts to improve resource efficiency and reduce the overall environmental impacts of its operations.

Each business segment's EMS is designed to facilitate executive oversight of EHS matters, promote compliance with applicable local, state, and federal regulations, and support the achievement of environmental, health, and safety objectives and performance targets.

To help ensure compliance with environmental obligations, environmental considerations are integrated into operational and business processes across the organization, 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 also fosters open communication and the sharing of best practices across both business segments and corporate functions, while engaging employee participation in continuous 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.

Fifty percent (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

Hensley Bulk Feed Trailers: Built for Long-Term Performance

Agricultural transportation equipment operates in demanding environments where moisture, road salts, fertilizer dust, grain acids, abrasive materials, and constant outdoor exposure can accelerate corrosion. Left unprotected, steel components can deteriorate over time, affecting equipment performance, reliability, and potentially safety. For bulk feed trailers manufactured by Hensley Fabricating, hot-dip galvanizing provides durable corrosion protection designed to support reliable performance and long service life across agricultural operations in North America and Australia.

AZZ Galvanizing – Plymouth galvanizes key trailer components including discharge tubes, vertical tubes, subframes, and numerous brackets that feature many complex geometries that require careful processing to achieve consistent coating quality. Working closely with Hensley, the AZZ team has refined handling methods, hanging orientation, draining, and venting to support repeatable results, efficient production flow, and dependable turnaround across production runs.

For operators, galvanized components provide important life-cycle advantages. The zinc coating protects steel exposed to moisture, chemicals, abrasives, and outdoor storage, helping reduce repainting, structural repairs, and associated downtime. That combination of corrosion resistance, coating durability, extended service life, and lower maintenance requirements can help reduce life-cycle costs while giving agricultural fleets greater confidence in equipment reliability.

Longer service life and reduced maintenance also support sustainability by keeping equipment in service longer and reducing the materials and resources associated with repeated coating, repair, or premature replacement. The clean, consistent zinc finish also reinforces the quality and craftsmanship of the completed trailers.

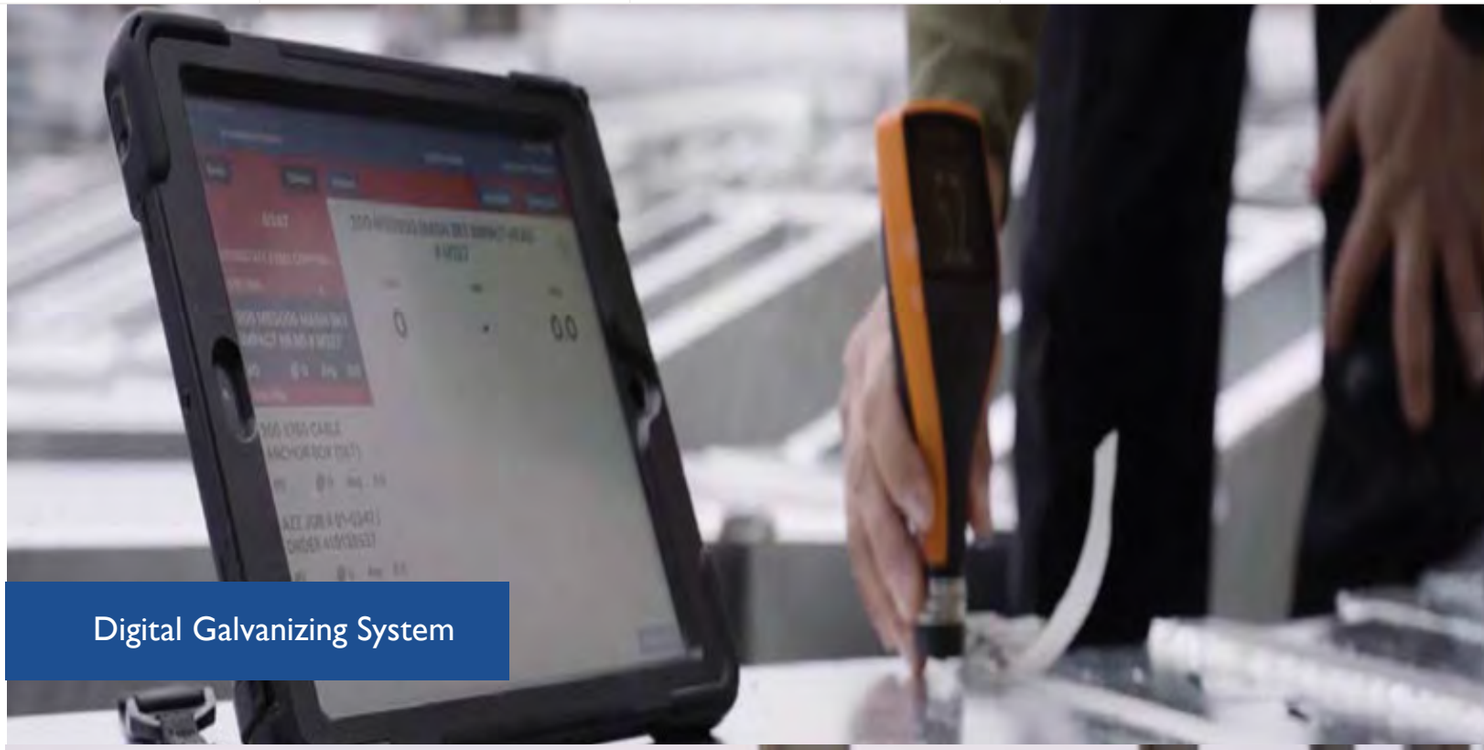
Research & Development

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 turnaround 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.

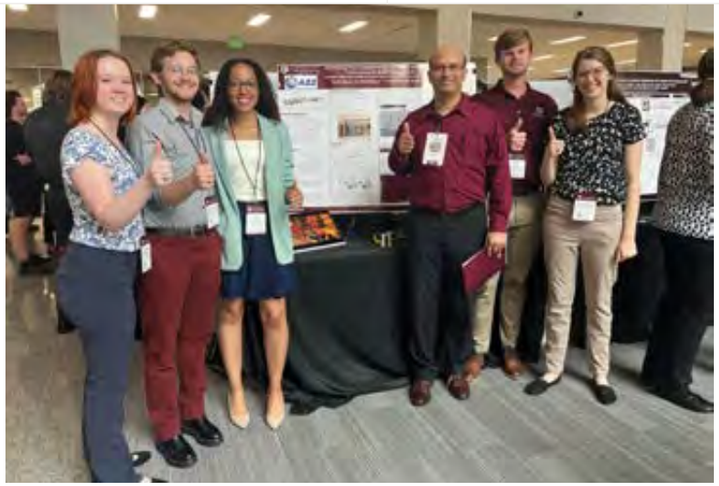
Customer Benefits – DGS enables AZZ facilities to provide real-time project status updates and generates ready-to-ship notifications to customers. Net Promoter Score (NPS) customer surveys are also generated from DGS to gauge customer satisfaction and timely follow up on any identified issues.

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







AZZ Metal Coatings Engineering and Texas A&M

Advancing Sustainable Manufacturing Through Research & Development

Since 2019, AZZ has collaborated with the Texas A&M Materials Science and Engineering Department on research and development initiatives focused on improving the efficiency, sustainability, and reliability of its hot-dip galvanizing operations. Through this partnership, Texas A&M engineering students and AZZ's engineering team combine academic research with practical manufacturing expertise to develop innovative solutions that support operational excellence, responsible resource management, and continuous improvement.

These initiatives have contributed to significant operational and environmental improvements, including reductions in chemical consumption, spent acid generation, kettle additives, natural gas usage, and zinc consumption. Research addressing corrosion and degradation of metallic fixtures during the pickling process has also helped extend fixture life, reducing replacement requirements, associated costs, and the disposal of non-recycled resources. Collectively, these advancements support more efficient use of materials and energy, waste reduction, and reduced environmental impacts associated with AZZ's manufacturing operations.

Beyond environmental benefits, the collaboration supports the social dimension of sustainability. Research conducted jointly by Texas A&M students and AZZ's engineering team has contributed to improved standard operating procedures across AZZ Metal Coatings facilities, strengthening employee safety, improving product quality, and enhancing operational consistency.

Through disciplined R&D and continuous improvement, AZZ integrates sustainability considerations into its manufacturing processes while maintaining a focus on operational performance and customer value. This approach helps identify opportunities to conserve resources, reduce waste, improve workplace safety, and advance responsible innovation while protecting proprietary technologies and processes.

"Although our work is primarily internal, the impact reaches every customer. The stability we build into plant operations, the improvements we implement, and the hands-on support we provide all contribute to a stronger, more reliable customer experience."

AZZ Metal Coatings Manufacturing Engineer, Robert Eubanks.

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 for Precoat Metals:

- 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, ethical business conduct, and respect for human rights. We require vendors and suppliers to adhere to our Vendor Code of Business Conduct (the "Vendor Code"), which establishes our expectations regarding environmental management, labor practices, human rights, and ethical compliance. These standards are reinforced by our Human Rights Policy, which aligns with the (i) United Nations Universal Declaration on Human Rights, (ii) Ten Principles of the United Nations Global Compact, (iii) International Labor Organization's Declaration on Fundamental Principles and Rights at Work, (iv) OECD Guidelines for Multinational Enterprises, and applicable laws in the jurisdictions in which we operate.

As part of our supplier engagement and procurement processes, AZZ conducts risk-based reviews of suppliers and may evaluate sustainability, human rights, ethical, and compliance-related risks based on the nature of the supplier relationship and other relevant factors. AZZ also reserves the right to conduct site visits, monitoring activities, or other assessments, as appropriate, to evaluate compliance with the Vendor Code.

Suppliers are expected to maintain appropriate environmental management practices and to identify and address environmental, social, and governance-related risks within their operations. Suppliers must also meet our standards relating to human rights, labor practices, and workplace conditions and are encouraged to maintain policies, procedures, and reporting mechanisms that support compliance with these expectations, including confidential channels for employees to raise concerns.

In cases of non-compliance, AZZ seeks to work collaboratively with suppliers to implement corrective actions and continuous improvement measures. When issues are not satisfactorily addressed, AZZ reserves the right to discontinue the supplier relationship. Information regarding supplier compliance issues is considered as part of our ongoing supplier management and procurement decision-making processes.

Finally, AZZ requires suppliers to respect internationally recognized human rights, including prohibitions on forced labor, child labor, human trafficking, and slavery, while supporting freedom of association, non-discrimination, and safe and healthy working conditions. These expectations are incorporated into our supplier onboarding processes and contractual arrangements, helping to promote responsible business practices throughout our supply chain.

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/Governance.

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 maintains a conflict minerals compliance program that promotes responsible sourcing and respect for human rights throughout its supply chain.

AZZ Conflict Minerals Policy and Form SD filings are available at www.azz.com/Governance.



Social

AZZ believes employees should be treated with dignity and respect and have opportunities to grow personally and professionally in an inclusive, supportive, and safe work environment.





Employees

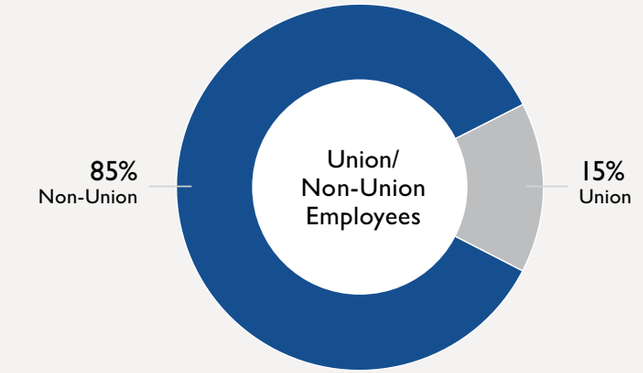
AZZ is committed to fostering a workplace where employees are treated with dignity and respect and have opportunities to contribute to meaningful work, professional and career development, and personal growth. Our TRAITS and guiding principles shape our corporate culture and set parameters in which we interact with one another, our customers, and our suppliers. By promoting trust, respect, accountability, teamwork, and continuous improvement, we seek to attract, develop, and retain talented employees while supporting their well-being and ensuring their success.

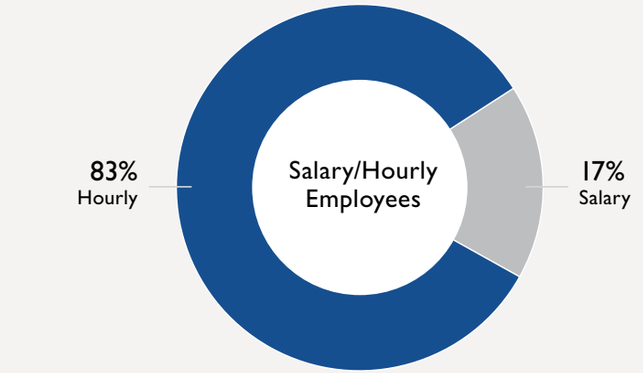
Enhancing the Well-Being of Our Employees

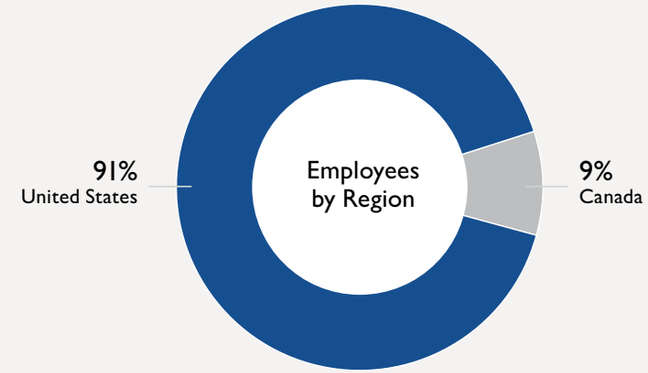
At AZZ, employee well-being is a top priority. We take pride in offering incentives to our employees that recognize their efforts and provide programs to help develop their careers and improve their quality of life through various benefit programs that encourage servant leadership practices and an inclusive corporate culture.

As of AZZ's 2026 fiscal year end, AZZ employed 3,767 employees worldwide, of which 3,422 were employed in the U.S. and 345 were employed in Canada. Of AZZ's total employee population as of February 28, 2026, 558 were covered by collective bargaining agreements. AZZ's total workforce consisted of approximately 83% hourly employees and 17% salaried employees.

6.8 Years is the Average Tenure for AZZ Employees









FEATURED STORY

Moments That Make a Difference: Employees Share 40 Years at AZZ Galvanizing - Canton

Ron Stokoe

During his 40 years of service, Ron Stokoe has witnessed many positive changes and played an important role in the plant's history. In fact, there has been a Stokoe at the plant since 1962, beginning with his father and continuing with Ron. While he says he has "plenty of stories but not one that really stands out," the lasting friendships he has built over the years are what he treasures most. As Ron shares, "They seem more like family through the years," a sentiment that reflects the strong relationships and sense of community that have defined his career.

Gary Boner

During his 40 years of service, Gary Boner has always looked out for those around him. One of his most memorable moments was noticing that a forklift driver, David, was struggling and that "something seemed off about his behavior." Gary drove him to the ER and stayed by his side, where doctors determined he had suffered a mild stroke. They later said that "without the quick medical treatment, the outcome for David could have been quite different," making it a powerful reminder of the importance of caring for one another. It is just one example of the dedication, care, and leadership Gary has demonstrated over the past four decades.



FEATURED STORY – DANIEL HUGHES AZZ JOURNEY

FROM THE PRODUCTION FLOOR TO NORTHEAST SALES DIRECTOR

When Daniel Hughes joined AZZ in 2016 as a Production Worker, he expected the job might last about a year. Before the end of that first year, he recognized the opportunities available to employees willing to learn, take initiative, and prepare to take on greater responsibility.

Over the next decade, Daniel progressed from Production Worker to Team Lead and Production Supervisor for shipping and handling. When the Plant Manager position became available at AZZ Galvanizing – Bristol, Virginia, he expressed interest and was selected for the role. He served as Plant Manager from 2019 until moving into his current position as Northeast Sales Director in 2026, where he now supports customers across Indiana, Ohio, Kentucky, Virginia, and South Carolina.

Daniel attributes his progression and success to paying attention beyond the boundaries of his immediate role and continuously pursuing opportunities to grow. He also credits supportive leadership and mentorship, particularly from Vice President – Operational Excellence, Jason Scarborough, with helping him develop the confidence and skills to take on new challenges.

During his time as Plant Manager, Daniel helped strengthen the Bristol facility's operational performance, customer relationships, and safety culture. Under Daniel's leadership, the plant achieved four consecutive injury-free years by building a close-knit environment in which employees looked out for one another and felt comfortable identifying and reporting potential risks.

That culture of care also extended beyond the plant. Daniel and the Bristol team supported community initiatives, including the Salvation Army Angel Tree program, even before the formal AZZ Care Teams were created. Those efforts later provided a foundation for the plant's Care Team activities supporting both the surrounding community as well as AZZ employees in need.

Daniel continued preparing for future opportunities while serving as Plant Manager, completing an MBA, earning a Lean Six Sigma Black Belt, and pursuing in depth sales training through Northwestern University's Kellogg School of Management. AZZ's tuition assistance program and encouragement of continuing education helped make these educational programs possible.

Daniel now encourages others to pursue the same opportunities: **"Always be willing to learn and actively seek opportunities to learn and grow."**

Employee Compensation & Benefits

AZZ is committed to providing its employees with competitive and fair compensation that is commensurate with employees' responsibilities and performance and is competitive in the geographical markets in which they work. To help ensure our compensation programs remain competitive, AZZ conducts regular surveys of the market data and compensation benchmarks to ensure that its compensation is competitive. AZZ offers annual merit-based increases, as well as annual short- and long- term incentive programs 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 and shareholder interests.

AZZ recognizes that its employees are critical to the success of its business and offers comprehensive benefit packages to attract and retain a skilled and engaged workforce. AZZ is continuously evaluating its benefit and wellness programs to address the evolving needs of its employees and their families, market trends, and opportunities to enhance health, wellness and life insurance coverage that help employees succeed both personally and professionally.

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

Health

- Medical, Dental and Vision
- Medical Insurance Premium Reduction
- Prescription Drug Coverage
- 24/7/365 Virtual and Telehealth Services including mental health awareness
- 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
- Post-Tax IRAs
- Tuition Reimbursement
- Financial assistance from 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



69%

of AZZ's employees take advantage of its 401(k) Plans



86%

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



>64,000

Marketplace Chaplains conducted more than 64,000 chaplain activities including more than 28,000 confidential conversations with our employees during FY2026



>500

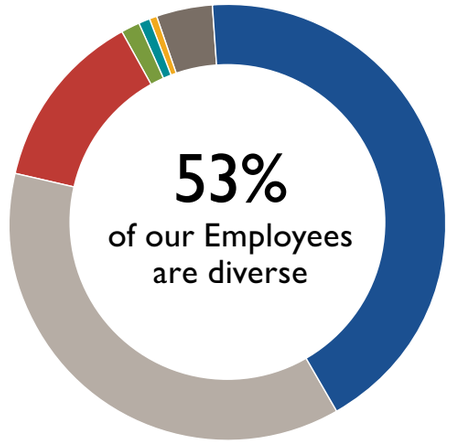
Employee and family support visits by MarketPlace Chaplains outside the workplace

Inclusive Culture

At AZZ, we are committed to building an inclusive culture where all employees are treated with respect, supported in their professional growth, and empowered to contribute to AZZ's mission of providing metal coating solutions that support North America's infrastructure and delivering excellent customer service. We value the unique backgrounds, experiences, skills and perspectives of our employees, customers, suppliers, and other stakeholders and believe these differences strengthen our company.

Equal opportunity is a core principle at AZZ. Employment decisions are based on qualifications, performance and business needs, without unlawful discrimination of any kind. Inclusion is woven into every part of the employee experience, from hiring and development programs to promotions and benefits. We continuously strive to provide employees with opportunities for development, advancement, and success throughout their career while seeking to attract, retain, and develop a workforce that reflects the communities and customers we serve.

As of February 28, 2026, AZZ's U.S. employees had the following race and ethnicity demographics:



- 42.8% White
- 37.1% Hispanic
- 13.1% African American
- 1.6% Asian
- 0.8% American Indian or Alaska Native
- 0.6% Multi-Racial
- 3.9% Not Reported

Percentage of Employees by Gender for Fiscal Year 2026

U.S. EMPLOYEES

14.4%	85.6%
Women	Men

CANADIAN EMPLOYEES

3.8%	96.2%
Women	Men

TOTAL AZZ EMPLOYEES

13.6%	86.4%
Women	Men

Percentage of Employees by Age for Fiscal Year 2026

2.5%	16.2%
Under 21	21-30
26.1%	24.5%
31-40	41-50
20.5%	10.3%
51-60	>61

Talent Development

AZZ invests in and provides ongoing professional development and continuous learning opportunities for all its 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 across the organization. This feedback helps management assess employee engagement, identify training topics, support leadership succession planning, and to fortify the Company's culture of continuous improvement.

Over 7,000 professional development courses are available to all employees in several categories including leadership, communication and computer skills.

Average EHS and professional training hours per employee in FY2026 was 37.6 hours.

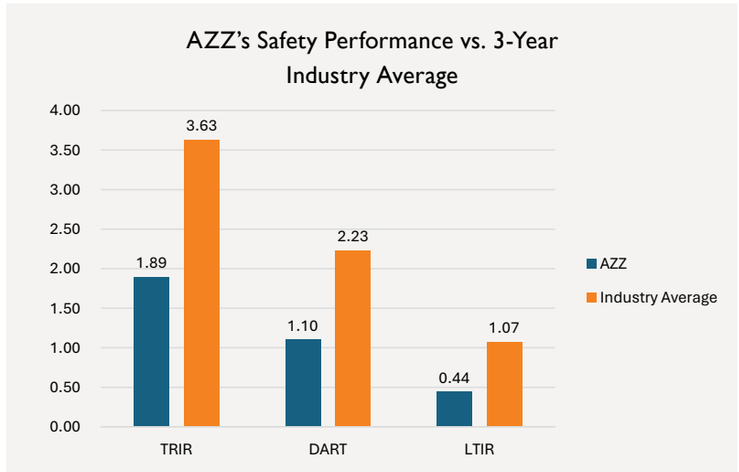


Health & Safety

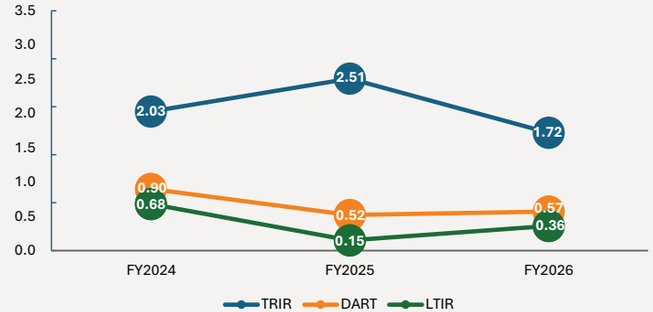
Core to AZZ's corporate values and TRAITS, AZZ emphasizes safeguarding its people and fostering a culture of safety awareness that promotes the well-being of its employees, contractors and business partners. AZZ maintains a safety culture grounded on the premise of identifying and eliminating workplace risks, hazards, and incidents while operating its business responsibly and sustainably. To support these efforts, AZZ has created and implemented safety training programs, audit processes, near miss and actual incident learning communications to promote learning and help reduce the frequency and severity of potential accidents. AZZ also maintains facility safety teams and a formal mentor training program that includes management and hourly employees, fostering engagement and contributing to a strong safety culture across its operations.

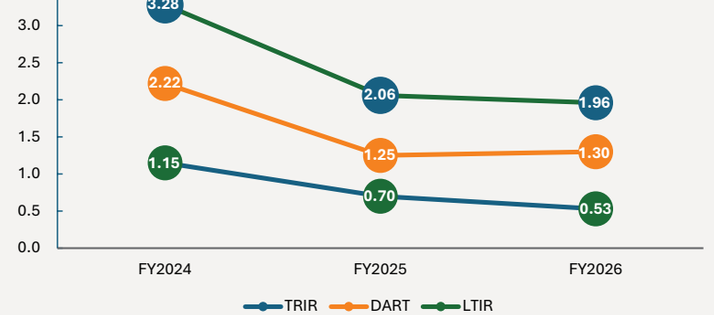
AZZ reviews and monitors safety performance closely. AZZ's ultimate goal is to achieve zero serious work injuries or fatalities through continued investments in, and focus on, core safety programs and injury prevention initiatives. AZZ utilizes a combination of leading and lagging indicators to assess the health and safety performance of its operations. Lagging indicators include 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, training and employee engagement activities.

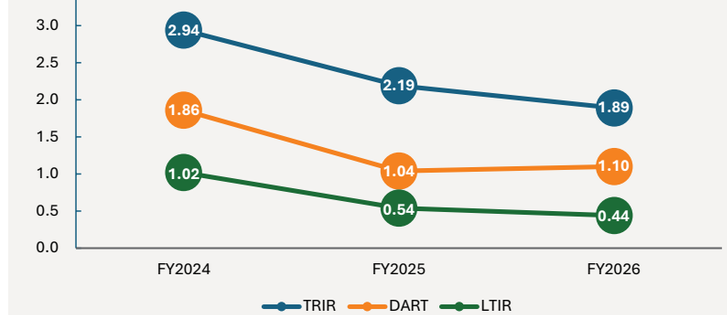
AZZ's occupational health and safety performance metrics cover all of its operations.



Compared with last year AZZ achieved a 13.7% reduction in its TRIR and an 18.5% reduction in its LTIR.







AZZ Safety Initiatives:

Safety Teams are established at all facilities to solicit employee suggestions and feedback regarding 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 the overall quality, effectiveness and consistency of safety programs at targeted facilities.

Custom Safety Training for specific job functions and hazard awareness training utilizing lessons learned from actual incidents. A state-of-the-art Learning Management System assigns training and tracks required comprehension assessments to ensure all locations comply 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

	FY2024	FY2025	FY2026
Precoat Metals Segment	3	2	3
Metal Coatings Segment	12	19	16
AZZ Total	15	21	19

32% of AZZ Facilities were incident free during FY2026

FY2026 Incident Free All-Star Facilities

Precoat Metals

1,582 Days - AZZ Precoat Metals – Birmingham

556 Days - AZZ Precoat Metals – Jackson

363 Days - AZZ Precoat Metals – St. Louis

Metal Coatings

2,654 Days - AZZ Surface Technologies – Gainesville

1,162 Days - AZZ Galvanizing – Nashville

966 Days - AZZ Galvanizing – Hurst



FEATURED STORY

AZZ Precoat Metals – Portage Earns NCCA Best Safety Program Award

AZZ Precoat Metals – Portage, Indiana, received the National Coil Coaters Association's Best Safety Program Award for a practical improvement that eliminated a pinch-point hazard during coil loading. After a customer changed skid sizes, the new skid did not fit the coil positioning equipment properly, requiring operators to hold it in place manually and use scrap wood to center the load. That process placed employees' hands near a potential pinch point and created an opportunity for a safer, more consistent solution.

The Portage team designed and installed a skid-stabilization bracket that securely holds the skid during loading. The control removes the need for employees to place their hands near the coil, reducing the potential for crush and caught-between injuries while improving consistency and efficiency. Completed by an eight-person team, the project demonstrates how proactive hazard recognition and employee engagement can produce meaningful safety improvements through a simple, practical solution.

One team member noted that employees previously worried about the skid falling and injuring a hand; with the bracket in place, they can secure the skid and move to a safe position. NCCA's annual safety awards recognize member companies for strong safety performance and programs that demonstrate excellence in protecting employees. Portage's recognition reflects a culture in which employees identify risks, develop effective solutions, and continually improve the workplace.

The project shows how a focused, low-cost improvement can strengthen employee well-being, operational consistency, and AZZ's commitment to a safe and responsible workplace.

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 190 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 $350,000 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.

AZZ Cares Foundation

AZZ Cares Foundation in Action

Five years ago, an employee joined AZZ as a contract worker for what was expected to be a three-month assignment. Just six weeks later, she was diagnosed with cancer. While undergoing tests and developing a treatment plan, she was offered a full-time position with AZZ—but faced a difficult transition period before her new health coverage would begin.

Medical expenses quickly became overwhelming. At the same time, she was supporting a granddaughter she had adopted and working to keep up with essential household expenses. When mounting medical bills threatened to delay her cancer treatment, she learned about the **AZZ Cares Foundation** from a colleague involved with the organization.

After submitting an application and supporting documentation, assistance came quickly. The Foundation's support helped her address medical expenses so she could move forward with treatment, while also helping her maintain housing, transportation, and a sense of normalcy for her family during an extraordinarily difficult time.

She describes the assistance as a lifeline—support that arrived when she was struggling simply to keep everything together. The Foundation has provided additional help since then, and today she continues her cancer journey while celebrating an important family milestone: the granddaughter she was raising at the time is now attending college.

Her experience also inspired her to give back. She later became involved with the AZZ Cares Foundation board, motivated by a desire to support other employees facing unexpected hardships.

For her, the Foundation demonstrates the power of employees helping employees. She encourages anyone facing a difficult situation to seek assistance—and offers sincere thanks to those who contribute, whose generosity can make a meaningful difference in the lives of their colleagues.

"The Foundation made a meaningful difference during one of the most challenging times in my life."



Community Involvement

Our commitment to supporting the welfare of our employees extends beyond just our operations. Many of our employees are actively involved in the numerous communities where we operate. AZZ supports local non-profit organizations and charitable initiatives by donating money, time, skills and resources. This includes supporting youth development programs, university research endowments, internship opportunities with local universities and trade schools, local food pantries, back to school programs, and 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.

AZZ Care Teams

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 700 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 FY2026, AZZ Care Teams participated in over 100 local community events.

AZZ Galvanizing – Gainesville, Texas Care Team Walks for Suicide Prevention and Awareness

The AZZ Galvanizing – Gainesville Care Team once again participated in the annual Walk for Suicide Prevention and Awareness, continuing a meaningful tradition of support and advocacy.

AZZ has been a proud sponsor of this event since 2019, with team members first joining the walk in 2018 to stand alongside coworkers personally affected by suicide. This year, 34 participants from the Care Team joined the walk in person, while several others supported from afar.

The event, organized by the Cook County LOSS Team, featured 32 sponsors and brought the community together in a shared commitment to prevention, awareness, and remembrance.

The Care Team was honored to take part once again, walking together to raise awareness, foster connection, and support those affected by suicide.



AZZ Galvanizing – Acton, Canada Care Team Supports Employees' Families Impacted by Hurricane Melissa

The AZZ Galvanizing – Acton Care Team recently held a raffle to support two employees whose families in Jamaica experienced significant home damage caused by Hurricane Melissa. The raffle raised $700, and the Care Team contributed an additional $500 from team funds, bringing the total donation to $1,200 for the Brown family.

Along with the financial support, the team provided the family with a Care Team package to assist with any additional needs as they recover and rebuild. Employees Radcliffe Brown and Andrew Brown will be traveling home to help their families restore their homes and community. The Acton Care Team is proud to stand by them during this challenging time and remains committed to caring for our AZZ family.



AZZ Galvanizing – San Antonio Supports Central Texas Flood Victims

When the July 2025 floods devastated parts of Central Texas, the AZZ Galvanizing – San Antonio Care Team stepped up in a big way. Employees rallied together to collect essential supplies for families impacted by the disaster, showing incredible compassion and generosity.

The team gathered a wide range of donations including hygiene products, nonperishable food, cleaning supplies, drinks, and diapers for both children and seniors. The collected items were delivered to Notre Dame Catholic Church in Kerrville, one of the communities hardest hit by the flooding.

The church staff expressed gratitude for the support. Thanks to the efforts of the San Antonio team, many families received much-needed relief during a difficult time. This act of service truly demonstrated what it means to care for our neighbors.



AZZ Precoat Metals – Baltimore, Maryland Very Active in FY2026

The AZZ Precoat Metals – Baltimore Care Team was particularly active during FY2026 involved in several activities supporting the Baltimore community as well as plant employees through the following activities:

- Food donation drives to the Maryland Food Bank;
- Adoption of Earle's Place local transitional home to provide clothing, bedding and personal care items for residents;
- Support for employees with new children;
- School backpack and supply giveaway;
- Easter Resurrection Baskets; and
- Bereavement items to families of employees.



AZZ Precoat Metals – Jackson, Mississippi Care Team Supports Schools Through Donations

Inspired by Random Acts of Kindness Day, the AZZ Precoat Metals – Jackson Care Team purchased donations for the PBIS store at Bolton-Edwards Elementary and Middle School. PBIS, which stands for Positive Behavioral Interventions and Supports, is a school-based program where students earn points and privileges that reinforce positive behavior.

The team donated snacks, small toys, coloring books, and games to help stock the store and encourage students' positive choices. The principal and assistant principal shared their appreciation and were thankful for the support provided to their students and school community.



AZZ Galvanizing – Hamilton Care Team Volunteers at Ronald McDonald Event

The AZZ Galvanizing – Hamilton Care Team selected the Ronald McDonald House Charities of Northeast Indiana as their annual community project. Two impactful projects included raising money to create 25 "Busy Bags" for children at the local hospital. Each bag was filled with fun activities to brighten a child's day and bring comfort during recovery.

A second event was the Care Team's participation in the Ronald McDonald House's Clays Classic fundraiser, uniting community members and supporters for a day of friendly competition.

The AZZ Galvanizing – Hamilton Care Team assisted with registration, kept score, and distributed ammunition to participants throughout the day.

The Clays Classic was a tremendous success, raising more than $127,000 to support the mission of the Ronald McDonald House Charities of Northeast Indiana.

The funds raised will help provide comfort, care, and critical support for families with hospitalized children across Northeast Indiana—continuing the mission of helping families stay close when it matters most.



Nebraska Care Team Supports First Responders

The AZZ Galvanizing – Nebraska Care Team recently made a generous donation of $1,000 to the Keogh 501 Memorial Foundation, a local organization dedicated to training and supporting youth pursuing careers as firefighters and EMTs.

The funds were raised during the Atkinson Hay Days Celebration last fall, where the Nebraska team hosted a free-will donation BBQ stand. Community members showed their support by enjoying delicious food while contributing to a cause that strengthens the future of emergency services in their area.

This effort is a great example of AZZ Care Teams living out their mission—giving back to their communities and supporting those who serve.



AZZ Galvanizing – Canton, Ohio Care Team Rallies Around a Coworker in Need

During FY2026, the AZZ Galvanizing – Canton Care Team demonstrated the true purpose of the Care Team.

After one of their coworkers became the victim of vehicle vandalism, the team recognized how essential reliable transportation is for everyday life. Employees came together to raise funds to help cover the cost of the repairs.

For many at Canton, this was the first time seeing the Care Team in action by directly supporting a fellow employee during a difficult time. The generosity highlighted what the Care Team is all about, coworkers supporting one another when it matters most.

This act of kindness not only helped one employee but also strengthened the sense of community throughout the Canton team.



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 regular reports on shareholders' input 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

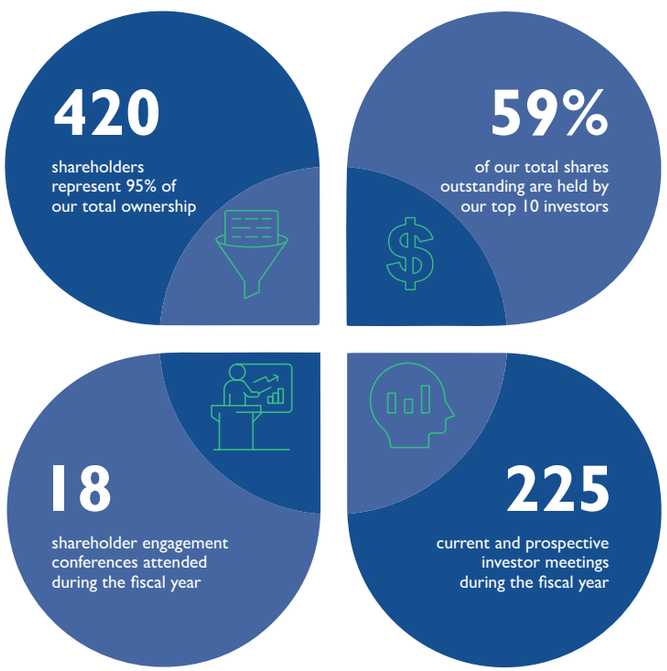
Our Nominating and Corporate Governance Committee routinely reviews and provides feedback on our governance practices and policies, including our shareholder engagement practices. Shareholders' feedback is shared with our Board of Directors, its committees and management on a quarterly basis. In addition 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.

28 press releases issued during fiscal year 2026 that provided timely updates about AZZ to our shareholders

Interaction



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 reported the information cited in this GRI content index for the period March 1, 2025 to February 28, 2026, with reference to the GRI Standards.
GRI 1 Used	GRI 1: 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, 2026.
2-3	Reporting period, frequency and contact point	a. Reporting Period: March 1, 2025 to February 28, 2026; Frequency: Annually b. Financial Reporting Period: March 1, 2025 to February 28, 2026 c. November 2, 2026 d. Page 3 of this FY2026 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 101 for FY2026 Limited Assurance Report
2-6	Activities, value chain and other business relationships	Pages 5-18, 56-57
2-7	Employees	Pages 58-62
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 22, 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	2026 Proxy Statement filed with the SEC on May 27, 2026; Pages 14-31
2-19	Remuneration policies	2026 Proxy Statement; Pages 32-82
2-20	Process to determine remuneration	2026 Proxy Statement; Pages 32-82
2-21	Annual total compensation ratio	2026 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 72-73
2-30	Collective bargaining agreements	Approximately 15% 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 21-25
Economic Performance		
201-2	Financial implications and other risks and opportunities due to climate change	Page 38-40, TCFD Appendix Page 95
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 FY2026.
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 paint used by the Precoat Metals segment is recycled.
301-3	Reclaimed products and their packaging materials	Pages 48-52, Environmental and Safety Data Index
Energy		
302-1	Energy consumption within the organization	Pages 41-44, Environmental and Safety Data Index 21% of AZZ's electricity consumption is from utility-based renewable sources.
302-3	Energy intensity	Pages 41-44, Environmental and Safety Data Index
302-4	Reduction of energy consumption	Pages 41-44
302-5	Reductions in energy requirements of products and services	Page 41-44

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 46, Environmental and Safety Data Index Groundwater: 63.3 ML Third-party water: 956.7 ML Surface Water Withdrawal: Not calculated Locations Assessed for Water Stress Factors: 60 Locations in Water-Stressed Regions: 3 or 5% Water Withdrawal in Water-Stressed Regions: 14.7 or 1.4%
303-4	Water discharge	Page 47, Environmental and Safety Data Index
303-5	Water consumption	Page 46, Environmental and Safety Data Index Water consumption of water withdrawal less water discharge was 804.2 ML in FY2026
Emissions		
305-1	Direct (Scope 1) GHG emissions	Pages 44, Environmental and Safety Data Index
305-2	Energy indirect (Scope 2) GHG emissions	Pages 45, Environmental and Safety Data Index
305-4	GHG emissions intensity	Pages 44-45, Environmental and Safety Data Index
305-5	Reduction of GHG emissions	Pages 41-45
Effluents and Waste		
306-1	Waste generation and significant waste-related impacts	Pages 48-52, Environmental and Safety Data Index
306-2	Management of significant waste-related impacts	Pages 48-52, Environmental and Safety Data Index
306-3	Waste generated	Pages 48-52, Environmental and Safety Data Index

GRI Index (continued)

GRI Indicator	Description	Page
306-4	Waste diverted from disposal	Pages 48-52, Environmental Data Index
306-5	Waste directed to disposal	Pages 48-52, Environmental Data Index
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 FY2026, no suppliers were identified as 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

GRI Index (continued)

GRI Indicator	Description	Page
403-6	Promotion of worker health	Pages 60, 63-64 Mental Health & Well-Being: AZZ integrates mental and emotional well-being into its approach to workplace safety. Employees and their household members have access to a confidential, no-cost Employee Assistance Program (EAP) that provides 24/7 mental health and work/life resources, including up to three in-person counseling sessions per issue with a licensed professional.
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 63-64
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 Average annual EHS training: 36.7 hours Average annual professional development training: 1.0 hour
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	68% in FY2026
Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	Pages 32 and 61 22% of AZZ's Leadership Team (ALT) and 14% of our non-employee Board members are female.
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

GRI Index (continued)

GRI Indicator	Description	Page
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
Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	Pages 65-71
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 FY2026 and for the previous three fiscal years, AZZ did not contribute funds to any political candidates and did not engage in any lobbying activities at the federal, state or local level.
Customer Health and Safety		
416-1	Assessment of the health and safety impacts of product and service categories	REACH Compliance Statement: The zinc-based coating applied during the hot-dip galvanizing process performed on products supplied by customers to AZZ complies with the European regulation concerning the Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH). However, AZZ has no knowledge of, nor responsibility for, the chemical composition of any product, nor any other coating or treatment applied to a product by a third party, nor the extent to which the actions or inactions of any third party may impact compliance with REACH. REACH List Update Declaration: Substances of Very High Concern (SVHCs) are not a constituent in the zinc hot-dipped galvanized coating provided by AZZ Galvanizing.
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 44-45, Environmental and Safety 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 22-25, 41-45
RT-IG-130a.1	Energy Management	(1) total energy consumed; (2) percentage grid electricity; (3) percentage renewable	Pages 43-44, Environmental and Safety Data Index 21% of AZZ's electricity consumption is from utility-based renewable sources and 79% from non-renewable sources. Total aggregated energy consumption from all non-renewable electricity sources was 491,617 GJ in FY2026.
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. AZZ recorded one (1) fatality during FY2026.
RT-IG-440a.1	Materials Sourcing	Description of the management of risks associated with the use of critical materials	See Risk Management (p. 33-35) & Supply Chain (p. 56) sections for discussion of supply chain risk management. Also see Conflict Minerals Policy (p. 56). 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 58

Environmental and Safety Data Index

	FY2024	FY2025	FY2026
Energy			
Natural Gas Usage (MMBtu)			
Precoat Metals Segment	2,468,735	2,610,396	2,686,278
Metal Coatings Segment	1,876,474	1,662,771	1,990,142
Enterprise Total	**4,345,209**	**4,273,168**	**4,676,420**
Natural Gas Intensity (MMBtu/$000 Revenue)			
Precoat Metals Segment	2.801	2.860	3.014
Metal Coatings Segment	2.860	2.500	2.623
Enterprise Total	**2.826**	**2.708**	**2.834**
Fleet Fuel (gal diesel/propane/gasoline)			
Precoat Metals Segment	304,250	308,500	331,499
Metal Coatings Segment	1,190,885	1,236,311	1,665,518
Enterprise Total	**1,495,135**	**1,544,811**	**1,997,017**
Electricity Usage (MWh)			
Precoat Metals Segment	114,809	121,834	126,308
Metal Coatings Segment	50,085	49,847	47,168
Enterprise Total	**164,893**	**171,681**	**173,476**
Electricity Intensity (kWh/$000 Revenue)			
Precoat Metals Segment	130.26	133.34	141.70
Metal Coatings Segment	76.33	74.95	62.17
Enterprise Total	**107.24**	**108.81**	**105.13**

Environmental and Safety Data Index (continued)

	FY2024	FY2025	FY2026
Fleet Fuel Energy Usage (GJ)			
Precoat Metals Segment	29,189	30,262	32,760
Metal Coatings Segment	168,097	170,413	230,630
Enterprise Total	**197,287**	**200,675**	**263,390**
Energy Usage (GJ)			
Precoat Metals Segment	3,047,154	3,222,799	3,321,709
Metal Coatings Segment	2,328,186	2,104,178	2,497,866
Enterprise Total	**5,375,341**	**5,326,977**	**5,819,575**
Energy Intensity (GJ/$000 Revenue)			
Precoat Metals Segment	3.46	3.53	3.73
Metal Coatings Segment	3.55	3.16	3.29
Enterprise Total	**3.50**	**3.38**	**3.53**
Emissions			
Scope 1 Emissions (mtons CO_2e)			
Precoat Metals Segment	132,867	140,297	144,657
Metal Coatings Segment	111,318	100,033	117,932
Enterprise Total	**244,185**	**240,330[1]**	**262,589[2]**
Scope 1 Emissions Intensity (mtons CO_2e/$000 Revenue)			
Precoat Metals Segment	0.151	0.154	0.162
Metal Coatings Segment	0.170	0.150	0.155
Enterprise Total	**0.159**	**0.152**	**0.159**

[1] FY2025 data was independently assured by ERM Certification and Verification Services Inc. ("ERM CVS") as part of the limited assurance engagement. The corresponding limited assurance report is included on page 91 of AZZ's 2025 Sustainability Report.

[2] FY2026 data was independently assured by ERM CVS as part of a limited assurance engagement. The corresponding limited assurance report is included on page 101 of this Report.

Environmental and Safety Data Index (continued)

	FY2024	FY2025	FY2026
Scope 2 Emissions - Market-Based (mtons CO_2e)			
Precoat Metals Segment	49,334	51,132	55,741
Metal Coatings Segment	19,571	18,250	15,797
Enterprise Total	**68,905**	**69,382**[1]	**71,538**[2]
Scope 2 Emissions - Location-Based (mtons CO_2e)			
Precoat Metals Segment	49,334	49,141	51,515
Metal Coatings Segment	19,685	17,600	16,687
Enterprise Total	**69,019**	**66,741**	**68,202**[2]
Scope 2 Emissions Intensity (mtons CO_2e/$000 Revenue)			
Precoat Metals Segment	0.056	0.056	0.063
Metal Coatings Segment	0.030	0.027	0.021
Enterprise Total	**0.045**	**0.044**	**0.043**
Scope 1 & 2 Emissions (mtons CO_2e)			
Precoat Metals Segment	182,201	191,429	200,398
Metal Coatings Segment	130,889	118,283	133,729
Enterprise Total	**313,091**	**309,712**	**334,127**
Scope 1 & 2 Emissions Intensity (mtons CO_2e/$000 Revenue)			
Precoat Metals Segment	0.207	0.210	0.225
Metal Coatings Segment	0.199	0.178	0.176
Enterprise Total	**0.204**	**0.196**	**0.202**

[1] FY2025 data was independently assured by ERM Certification and Verification Services Inc. ("ERM CVS") as part of the limited assurance engagement. The corresponding limited assurance report is included on page 91 of AZZ's 2025 Sustainability Report.

[2] FY2026 data was independently assured by ERM CVS as part of a limited assurance engagement. The corresponding limited assurance report is included on page 101 of this Report.

Environmental and Safety Data Index (continued)

	FY2024	FY2025	FY2026
Water			
Total Water Withdrawal ('000 m³)			
Precoat Metals Segment	601.1	720.9	735.6
Metal Coatings Segment	299.3	298.7	284.4
Enterprise Total	**900.4**	**1,019.6**	**1,020.0**
Water Intensity (m³/$000 Revenue)			
Precoat Metals Segment	0.68	0.79	0.83
Metal Coatings Segment	0.46	0.45	0.37
Enterprise Total	**0.59**	**0.65**	**0.62**
Wastewater ('000 m³)			
Precoat Metals Segment	334.0	379.0	392.1
Metal Coatings Segment	260.7	262.4	215.7
Enterprise Total	**594.7**	**641.5**	**607.9**
Waste			
Hazardous Waste Totals (tons)			
Precoat Metals Segment	3,547	3,294	3,089
Metal Coatings Segment	13,220	14,174	16,515
Enterprise Total	**16,767**	**17,468**	**19,604**

Environmental and Safety Data Index (continued)

	FY2024	FY2025	FY2026
Hazardous Waste Intensity (tons/ton production)			
Precoat Metals Segment	0.002	0.002	0.002
Metal Coatings Segment	0.015	0.016	0.016
Enterprise Total	**0.007**	**0.007**	**0.008**
Waste and Scrap Diverted from Disposal			
Precoat Metals Segment	51,753	66,063	62,470
Metal Coatings Segment	30,382	24,568	21,249
Enterprise Total	**83,430**	**90,631**	**83,719**
Scrap Metal Recycled (tons)			
Precoat Metals Segment	51,662	65,953	62,399
Metal Coatings Segment	5,481	5,669	6,617
Enterprise Total	**57,143**	**71,622**	**69,016**

Environmental and Safety Data Index (continued)

	FY2024	FY2025	FY2026
Safety			
Injury-Free Facilities			
Precoat Metals Segment	3	2	3
Metal Coatings Segment	12	19	16
Enterprise Total	**15**	**21**	**19**
Incident Rates			
Precoat Metals Segment			
TRIR	2.03	2.51	1.72
DART	0.90	0.52	0.57
LTIR	0.68	0.15	0.36
Metal Coatings Segment			
TRIR	3.28	2.06	1.96
DART	2.22	1.25	1.30
LTIR	1.15	0.70	0.53
AZZ Total			
TRIR	2.94	2.19	1.89
DART	1.86	1.04	1.10
LTIR	1.02	0.54	0.44

Scope 1 and 2 Basis of Reporting

Guidance and Boundary	The environmental data included in this report relates to all 60 of our manufacturing facilities that were operational in FY2026. 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 FY2026 net sales revenue. The data covered in this report spans the period from March 1, 2023 to February 28, 2026. 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: • Global Reporting Initiative (GRI) • Sustainability Accounting Standards Board (SASB) • Greenhouse Gas Protocol (GHG Protocol) 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.
GHG Emissions – Basis of Reporting	Our reported carbon dioxide equivalent (CO2e) emissions include carbon dioxide (CO2), methane (CH4) and nitrous oxide (N2O) expressed in metric tons of carbon dioxide equivalent (CO_2e). CH_4 and N_2O emissions are converted to CO_2e using 100-year global warming potentials from the IPCC Fifth Assessment Report: 28 for CH_4 and 265 for N_2O. Process and fugitive emissions are 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.
Scope 1 Emissions	• 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.
FY2025 Change to Scope 1 Emissions	Starting with the FY2025 report, AZZ's Scope 1 emissions data includes 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.

Scope 2 Emissions	Scope 2 emissions from purchased electricity are calculated and reported separately using both location-based and market-based methodologies. Location-based emissions are calculated using regional grid-average emission factors, including U.S. EPA eGRID2024 subregion factors for U.S. facilities and provincial electricity emission factors from Environment and Climate Change Canada's National Inventory Report for Canadian facilities. Market-based emissions are calculated using site-specific utility and supplier emission factors, including utility disclosures and EEI data, and Green-e residual-mix factors where assigned. The Green-e factors are sourced from the Adjusted System Mix column of the 2025 Green-e Residual Mix Emissions Rates, based on 2023 data. Canadian market-based calculations use supplier-specific factors where available and provincial factors where these are the documented fallback. • Electricity consumption is multiplied by the applicable factor using consistent units. Location-based and market-based results are presented as separate totals and are not added together.
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.

Scope 3 Greenhouse Gas Inventory Basis of Reporting

AZZ – FY2026

Prepared By Greenplaces, Inc.
October 2, 2026

Introduction	
Overview	This document outlines the principles, methodologies, and assumptions used by Greenplaces for evaluating the operational emissions of AZZ (also referred to as the reporting company) in the preparation and reporting of its Greenhouse Gas (GHG) emissions inventory for Scope 3 Categories 1, 2, 3, 4, and 9. Greenplaces recommends including this basis of reporting alongside disclosures of AZZ's GHG emissions inventory in order to ensure the intended audience has adequate context to understand the reported emissions data.
Principles of Reporting	This greenhouse gas emissions inventory follows the Greenhouse Gas (GHG) Protocol guidance and standards (World Resources Institute [WRI], 2003, 2015, 2018) and is calculated using global warming potential (GWP) values sourced from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6) (IPCC, 2021). Any deviations from the preceding statements are documented and justified within this report.
Consolidation Approach	The Operational Control approach has been applied to determine the organizational boundaries for this GHG emissions inventory. In line with GHGP's definition of operational control, the company has authority to introduce or implement operating policies at all locations with an operational lease.
Organizational Boundaries	The reporting company had 55 owned locations and 10 operating leases, all of which are considered to be within operational control. Direct emissions from fuel combustion and refrigerant gases at these controlled locations were reported under Scope 1 and indirect emissions from purchased energy were reported under Scope 2 (WRI, 2018). Scope 1 and 2 emissions are reported separately by AZZ and are outside of this basis of reporting. The locations were used to inform the emissions sources and data contained within the Scope 3 categories presented in this report.
Operational Boundaries	Refer to the Category Methodology table below for details on emissions source inclusions and exclusions.
Reporting Period	This GHG emissions inventory is an annual report that covers the period of March 01, 2025 to February 28, 2026.
Base Year & Restatements	AZZ has not formally established a Scope 3 base year or base year recalculation policy at this time. As FY2026 represents the Company's first year of Scope 3 emissions quantification and reflects a partial inventory, designation of a Scope 3 base year was not considered appropriate. A future reporting year with more comprehensive Scope 3 category coverage may provide a more representative baseline for tracking emissions trends and performance over time.
Documentation & Review Process	Documentation provided by AZZ for use in GHG emission calculations is stored in their Greenplaces software account. Where available, primary data records or other activity-based data sources were collected and used to calculate GHG emissions. All data provided has been reviewed by the Greenplaces team in an attempt to resolve uncertainties and data quality issues prior to use in calculations. Decisions on whether a document was included or excluded from the GHG inventory are noted in the files management section of the Greenplaces platform.

Introduction	
Uncertainty Statements	The GHG emissions information reflected in this report is subject to uncertainties resulting from limitations inherent in the nature and available methods for carbon accounting. Emissions data is, by necessity, based on estimates, and the selection of different but acceptable calculation methods can result in materially different results. The estimated emissions and the methods used to calculate AZZ's GHG emissions are good faith estimates based on Greenplaces' interpretation of reputable third-party guidance and standards. In an effort to be transparent about the degree of uncertainty reflected in the reported GHG emissions metrics, Greenplaces applies the following uncertainty rating scale: Low: Activity data is used for most or all emissions calculations and reflects actual activity levels (e.g., >80% of square footage calculated using activity data). Moderate: Activity data is used for a portion of emissions calculations; however, estimations based on secondary data were required (e.g., 50-80% of square footage calculated using activity data). High: More than half of the data used in calculations is from estimations, such as area-based estimations or spend-based calculations (e.g., <50% of square footage calculated using activity data).

Scope 3 Calculation Methodology			
Scope 3	**Relevance**	**Methodology**	**Works Cited**
Category 1: Purchased Goods and Services	Relevant, Included	Spend-based: Transaction data from AZZ's general ledger was mapped to an appropriate industry-specific (NAICS, 2017) spend-based emission factor from the US EEIO Supply Chain Emission Factor database (CSDI EEIOv1.4, 2025). Vendor-specific spend-based emission factors were applied where available, using vendor emissions data and revenue to derive vendor-specific $/USD emission factors (Roundarc, 2026). Emission factors were adjusted for inflation using country-specific rates (World Bank, 2025). Transaction data related to activities where supplier-specific data was provided was excluded from spend-based calculations to ensure no double-counting occurred. Supplier-Specific: Emissions reports were provided for the following vendors: Microsoft 365 and Azure. Activity: 56 locations provided primary water consumption data, and emissions were calculated using the BEIS, 2025 emission factors. Exclusions: Transactions that were not related to physical goods or emissions-generating services (e.g., payroll, taxes, bank fees, penalties, etc.) are excluded. Uncertainty: High	CSDI EEIOv1.4, 2025 NAICS, 2017 RoundArc, 2026 World Bank, 2025
Category 2: Capital Goods	Relevant, Included	Spend-based: Transaction data from AZZ's general ledger was mapped to an appropriate industry-specific (NAICS, 2017) spend-based emission factor from the US EEIO Supply Chain Emission Factor database (CSDI EEIOv1.4, 2025). Vendor-specific spend-based emission factors were applied where available using vendor emissions data and revenue to derive vendor-specific $/USD emission factors (Roundarc, 2026). Emission factors were adjusted for inflation using country-specific rates (World Bank, 2025). Exclusions: During the reporting period, the reporting company completed a business acquisition. Although the financial costs of this transaction were capitalized as Capital Expenditures (CapEx) in the financial reporting systems, these costs have been intentionally excluded from the Scope 3, Category 2 (Capital Goods) spend-based emissions calculations since the M&A transaction represents a structural change to the organizational boundary rather than the procurement of manufactured goods. Uncertainty: High	CSDI EEIOv1.4, 2025 NAICS, 2017 RoundArc, 2026 World Bank, 2025

Scope 3 Calculation Methodology			
Scope 3	**Relevance**	**Methodology**	**Works Cited**
Category 3: Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	Relevant, Included	Activity: AZZ provided fuel and energy consumption data included in their Scope 1 and 2. Emission Factors: Upstream well-to-tank (WTT) emissions from direct fuel consumption were calculated using fuel-specific factors for stationary combustion (BEIS, 2025) and fuel- and vehicle-type-specific factors for mobile combustion (BEIS, 2025). Well-to-tank emissions from purchased electricity were calculated using country-specific factors (IEA, 2025). Lifecycle transmission and distribution (T&D) loss emissions from purchased electricity and cooling were calculated using country-specific upstream T&D loss factors for all locations (IEA, 2025). Exclusions: No known exclusions. Uncertainty: Low	BEIS, 2025 IEA, 2025
Category 4: Upstream Transportation and Distribution	Relevant, Included	Spend-based: Transaction data from AZZ's general ledger was mapped to an appropriate industry-specific (NAICS, 2017) spend-based emission factor from the US EEIO Supply Chain Emission Factor database (CSDI EEIOv1.4, 2025). Emission factors were adjusted for inflation using country-specific rates (World Bank, 2025). Transaction data related to activities where activity-based or supplier-specific data was provided was excluded from spend-based calculations to ensure no double-counting occurred. Activity: Data was provided on individual shipment weights, distances, and transportation modes for PLS (Pittsburgh Logistics Services). Tank-to-wheel emissions were calculated using mode-specific factors (EPA, 2025a). Supplier-Specific: Emissions reports from FedEx were provided. The reported values represent tank-to-wheel emissions. Exclusions: No known exclusions. Uncertainty: High	EPA, 2025a CSDI EEIOv1.4, 2025 NAICS, 2017 World Bank, 2025
Category 5: Waste Generated in Operations	Not Evaluated	Exclusions: Not evaluated in this reporting period. This category is considered potentially relevant to AZZ's operations but was outside the scope of this engagement. AZZ Inc. does not report emissions data for this category at this time and may consider inclusion in future reporting cycles as data availability and reporting scope evolve.	Not Relevant
Category 6: Business Travel	Not Evaluated	Exclusions: Not evaluated in this reporting period. This category is considered potentially relevant to AZZ's operations but was outside the scope of this engagement. AZZ Inc. does not report emissions data for this category at this time and may consider inclusion in future reporting cycles as data availability and reporting scope evolve.	Not Relevant
Category 7: Employee Commuting (Commuters)	Not Evaluated	Exclusions: Not evaluated in this reporting period. This category is considered potentially relevant to AZZ's operations but was outside the scope of this engagement. AZZ Inc. does not report emissions data for this category at this time and may consider inclusion in future reporting cycles as data availability and reporting scope evolve.	Not Relevant
Category 7: Employee Commuting (Remote)	Not Evaluated	Exclusions: Not evaluated in this reporting period. This category is considered potentially relevant to AZZ's operations but was outside the scope of this engagement. AZZ Inc. does not report emissions data for this category at this time and may consider inclusion in future reporting cycles as data availability and reporting scope evolve.	Not Relevant
Category 8: Upstream Leased Assets	Not Evaluated	Exclusions: Not evaluated in this reporting period. This category is considered potentially relevant to AZZ's operations but was outside the scope of this engagement. AZZ Inc. does not report emissions data for this category at this time and may consider inclusion in future reporting cycles as data availability and reporting scope evolve.	Not Relevant

Scope 3 Calculation Methodology			
Scope 3	**Relevance**	**Methodology**	**Works Cited**
Category 9: Downstream Transportation and Distribution	Relevant, Included	Spend-based: For Precoat Metals, transaction data from AZZ's general ledger categorized as Freight Paid by Customer was mapped to an appropriate industry-specific (NAICS, 2017) spend-based emission factor from the US EEIO Supply Chain Emission Factor database (CSDI EEIOv1.4, 2025). Vendor-specific spend-based emission factors were applied where available, using vendor emissions data and revenue to derive vendor-specific $/USD emission factors (Roundarc, 2026). Emission factors were adjusted for inflation using country-specific rates (World Bank, 2025). Estimates: For Metal Coatings, an estimate of customer-paid shipping miles was provided by AZZ. Tank-to-wheel emissions were calculated using mode-specific factors (EPA, 2025). Exclusions: No known exclusions. Uncertainty: High	EPA, 2025a CSDI EEIOv1.4, 2025 NAICS, 2017 World Bank, 2025
Category 10: Processing of Sold Products	Not Relevant, Excluded	Exclusions: Not relevant. The reporting company does not manufacture or sell an intermediate product that undergoes further processing downstream.	Not Relevant
Category 11: Use of Sold Products	Not Relevant, Excluded	Exclusions: Not relevant. The reporting company does not manufacture or sell products which are energy-consuming. The coatings and finishes applied by AZZ are inert protective treatments that do not consume energy, combust fuel, or otherwise generate direct or indirect emissions during their in-service life.	Not Relevant
Category 12: End-of-Life Treatment of Sold Products	Not Relevant, Excluded	Exclusions: Not relevant. The reporting company's service function does not generate a distinct "sold product" whose disposal falls within AZZ's value chain, and this category is therefore considered not relevant.	Not Relevant
Category 13: Downstream Leased Assets	Not Evaluated	Exclusions: Not evaluated in this reporting period. This category is considered potentially relevant to AZZ's operations but was outside the scope of this engagement. AZZ Inc. does not report emissions data for this category at this time and may consider inclusion in future reporting cycles as data availability and reporting scope evolve.	Not Relevant
Category 14: Franchises	Not Relevant, Excluded	Exclusions: Not relevant. The reporting company does not operate any franchises.	Not Relevant
Category 15: Investments	Not Evaluated	Exclusions: Not evaluated in this reporting period. This category is considered potentially relevant to AZZ's operations but was outside the scope of this engagement. AZZ Inc. does not report emissions data for this category at this time and may consider inclusion in future reporting cycles as data availability and reporting scope evolve.	Not Relevant

Scope 3 GHG Inventory Results

Scope 3 Emissions by Category & Business Segment (mT CO_2e)

	Precoat Metals	Metal Coatings / Corporate	Enterprise Total
Purchased Goods and Services	144,764.14	45,363.02	190,127.17
Capital Goods	0.00	6,417.99	6,417.99
Fuel- and Energy-Related Activities	34,963.06	22,965.92	57,928.98
Upstream Transportation & Distribution	1,195.70	5,201.99	6,397.70
Waste Generated in Operations	-	-	-
Business Travel	-	-	-
Employee Commuting (Commuters)	-	-	-
Employee Commuting (Remote)	-	-	-
Upstream Leased Assets	-	-	-
Downstream Transportation & Distribution	154.74	21,857.67	22,012.41
Processing of Sold Products	-	-	-
Use of Sold Products	-	-	-
End of Life Treatment of Sold Products	-	-	-
Downstream Leased Assets	-	-	-
Franchises	-	-	-
Investments	-	-	-
Total Scope 3	**181,077.65**	**101,806.59**	**282,884.25**

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TCFD Index

Task Force on Climate-related Financial Disclosures

AZZ has prepared this index to align its climate-related disclosures with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). The index maps each of the eleven TCFD recommended disclosures, organized around Governance, Strategy, Risk Management, and Metrics and Targets, to information contained in AZZ's 2026 Sustainability Report, which covers fiscal years 2024 through 2026 (March 1, 2023 to February 28, 2026) for AZZ's U.S. and Canadian operations.

Pillar	TCFD Recommendation	AZZ Response	2026 Report Reference
Governance			
	a) Describe the board's oversight of climate-related risks and opportunities.	AZZ's Board of Directors oversees the Company's enterprise risk management, which expressly includes climate-related risks and opportunities with primary responsibility delegated to the Nominating and Corporate Governance Committee (NCGC). The NCGC provides oversight and strategic guidance on AZZ's sustainability policies and initiatives, including energy efficiency, climate-related risks and opportunities, progress on ESG targets, and rating agency scores. The NCGC also oversees AZZ's Sustainability Council and receives quarterly updates from management on sustainability initiatives, targets, performance, and ratings. Through these updates the Board receives information on growth in low-carbon end markets and other environmental trends that may affect the business, helping ensure climate-related considerations are incorporated into AZZ's long-term strategy, capital allocation decisions, and risk management processes. Each committee reports to the full Board at every quarterly meeting; the Audit Committee receives the biennial enterprise risk assessment; and the NCGC reviewed and approved the 2026 Sustainability Report.	Sustainability Oversight Structure, p. 22 Environmental, Health and Safety Goals, p. 26 Committee Oversight, pp. 29–30 Enterprise Risk Management, pp. 33–34
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	Day-to-day management of enterprise risk, including sustainability risk, rests with AZZ's Chief Executive Officer and executive team. AZZ formed its Sustainability Council in 2019, with members selected for their knowledge of sustainability issues, functional expertise, and ability to integrate sustainability into operations and corporate culture. AZZ's leadership team, in coordination with the Sustainability Council and the Legal Department, regularly evaluates potential, emerging, and current climate-related risks that could affect operations. At the operating level, each segment uses a centralized environmental management system (EMS); facility environmental data are reviewed by corporate EHS and reported to the leadership team quarterly. Plant-level energy reduction targets are aligned with AZZ's Scope 1 and 2 emissions intensity goal, and a third-party utility bill management provider supplies plant and operations teams with monthly, quarterly, and annual energy performance comparisons.	Sustainability Oversight Structure, p. 22 Enterprise Risk Management, pp. 34–35 Energy Reduction Approach, p. 41 Environmental Management System, p. 53

Pillar	TCFD Recommendation	AZZ Response	2026 Report Reference
Strategy: Risks and Opportunities			
	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	As part of AZZ's overall enterprise risk management processes, the company identifies potential risks and opportunities associated with climate change and how, if those risks were to occur, they could potentially impact business operations and supply chain in North America. AZZ has identified the following climate-related risks and opportunities that, if they were to occur, would likely have a moderate to significant impact on the Company over the short, medium, and long term: • **Short Term; Transition Risk – Policy and Legal:** The climate related regulatory landscape continues to shift, with ongoing changes at the state and national levels. Governments and regulators have introduced or are considering measures to reduce GHG emissions, including more stringent emission standards, renewable energy targets, carbon emission pricing, and heightened monitoring and disclosure. These measures could affect AZZ directly or indirectly through customers and suppliers and may require increased reporting, higher administrative costs, legal costs, additional emissions controls, and capital equipment purchases. • **Short to Medium Term; Energy Dependence:** Coating metal is energy intensive, and natural gas is the critical energy source for both segments — drying ovens at Precoat Metals and zinc kettles at Metal Coatings. Electricity grid reliability, natural gas availability and pricing could impact operations and operating costs. • **Medium to Long Term; Physical Risk:** Climate event-driven risks, extreme weather and natural resource shortages could disrupt operations, supply chains, end markets, and product shipments. Approximately 5% of AZZ locations are in water-stressed regions and long-term shifts in climate conditions may result in factors that negatively impact the business. • **Climate Related Mitigation and Opportunities:** Through our Metal Coatings and Precoat Metals businesses, AZZ provides solutions that help extend asset life, conserve resources, improve energy efficiency, and support applications in renewable energy, electrification, sustainable construction, transportation, and other emerging low-carbon markets. AZZ's coatings extend the service life of steel and aluminum infrastructure therefore reducing maintenance, replacement, and lifecycle impacts. AZZ will continue to invest in climate-related transition opportunities, reduce energy consumption through a structured and data-driven approach and pursue energy efficiency through capital improvement projects and process optimization. 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.	About AZZ Inc., pp. 5–7 Hot-Dip Galvanizing Industry, p. 16 Low Carbon Economy, p. 26 Climate-Related Risk Management, p. 35 Environmental, pp. 40–56

Pillar	TCFD Recommendation	AZZ Response	2026 Report Reference
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	In response to climate related risks and opportunities AZZ ensures climate-related considerations are incorporated into the Company's long-term strategy, capital allocation decisions, and risk management processes. • **Products and Markets:** AZZ is actively expanding participation in renewable energy, electrification, sustainable construction, and transportation; cool metal roofing and advanced architectural coatings delivered through coil coating. Thirty-six percent (36%) of AZZ's FY2026 sales were in low-carbon markets. • **Operations:** AZZ recognizes the metal coating industry is an energy intensive industrial manufacturing process, and as natural resource availability fluctuates, the Company is continuously adjusting and improving operations. AZZ has elected to invest innumerous capital improvement projects that reduce energy usage and/or intensity including LED retrofits, high-efficiency boilers, variable frequency drives, heat recovery, water recycling, and compressed air optimization; furnace digitalization at St. Louis and modernization at Crowley; and the Washington, Missouri greenfield facility, AZZ's most sustainable facility, with a 98.5% capture VOC oxidizer that uses recovered waste heat. • **Capital Improvements:** In 2024 AZZ began partnering with the Department of Energy (DOE) to conduct Industrial Assessments on certain AZZ facilities to identify potential capital improvements that could be made to increase future energy efficiency. AZZ has worked with the Industrial Assessment Center (IAC) and multiple local universities, including, but not limited to Texas A&M University, University of Missouri and Tennessee Tech, to conduct in depth and specialized assessments of each facility's equipment, production processes and energy consumption. From these inspections the universities in partnership with the IAC generated Industrial Assessment Survey Reports (IASR) that identified areas for capital improvements. Since 2024, AZZ has completed sixteen (16) IASR Assessments and implemented the recommended energy efficiency measures at four (4) of its facilities. These IAC Assessments and resulting operational improvements are evidence of AZZ's commitment to increase energy and resource efficiency in its operations, reduce greenhouse gas emissions intensity, optimize water usage, minimize waste streams, and maintain responsible manufacturing operations. Sustainability initiatives include emissions reduction projects, IAC Assessments, equipment upgrades, making capital investments in green technology and green equipment, creating paint blend cells to minimize paint inventory and disposal costs, continuously researching and improving our by-products recycling and reuse programs, process optimization efforts in hot-dip galvanizing, and ongoing investments in manufacturing technologies designed to improve operational performance and environmental efficiency. • **Financial Planning:** The Board incorporates climate-related considerations into capital allocation decisions. AZZ has identified the factors that will determine the financial impact of future GHG regulation: the sectors covered, permitted emission levels, allowance allocations and the need for emissions equipment or compliance instruments, allowance and credit prices, and AZZ's ability to recover increased costs through pricing.	Precoat Metals, pp. 11–13 Hot-Dip Galvanizing Industry, p. 16 Materiality Assessment, p. 24 Low Carbon Economy, p. 26 Climate-Related Risk Management, p. 35 Energy Efficiency Initiatives, p. 41 Crowley Plant Profile, p. 51

Pillar	TCFD Recommendation	AZZ Response	2026 Report Reference
Risk Management			
	a) Describe the organization's processes for identifying and assessing climate-related risks.	AZZ meets with functional and business leaders throughout the organization on a quarterly basis to discuss identified risks, dependencies, and impacts, including climate risks, and manage corresponding action plans. Risks are assessed and considered across the time horizon and reviewed throughout all aspects of the Company's business operations and supply chain. AZZ identifies and assesses climate-related risks through its enterprise risk management (ERM) process and the ongoing work of its leadership team, Sustainability Council, and Legal Department. The Vice President of Internal Audit conducts a biennial ERM assessment for each segment and the Company as a whole and presents the top risks to the Audit Committee. The leadership team and Board are surveyed every other year, or sooner following a material change or event. Risks are ranked on potential impact, likelihood, management effectiveness, residual risk, and risk trend; categorized by velocity and mitigation capability; and prioritized on a risk heat map. Significant risks are those that could have a major negative impact on cash flow, operations, financial condition, or reputation. Between assessments, management monitors emerging trends, engaging outside advisors where appropriate.	Materiality Assessment, p. 24 Enterprise Risk Management, pp. 34–35 GRI 303-3, p. 76
	b) Describe the organization's processes for managing climate-related risks.	All our facilities operate under a common Environmental, Health and Safety (EHS) Policy, which provides an overall foundation for environmental stewardship and maintaining sustainable initiatives to reduce waste and create products that respect the environment. The specific ways in which each location manages environmental risks varies due to the diversity of our business, the products we make and where we are located. To mitigate acute physical risks, we have created operational contingencies, which could include distributing production across multiple lines or facilities, and identifying alternate third-party suppliers. On an annual basis, every plant undergoes mandatory emergency preparedness training for weather-related emergencies. To mitigate short- and medium-term risks, the adequacy of supply is analyzed routinely in considering sourcing options and inventory planning. In addition, business interruption and property insurance is in place for significant losses. In addition, AZZ has implemented the following policies, procedures, and operational changes to manage climate-related risks: • **Energy and Emissions:** Data-driven energy program with plant-level targets and third-party utility data; since FY2024, 16 facilities have completed U.S. Department of Energy IAC Assessments, with recommended projects prioritized by operational need, expected benefit, and available resources. • **Environmental Management:** Centralized EMS in each segment with periodic internal facility audits; fifty percent (50%) of Precoat Metals facilities (11% of all AZZ facilities) are ISO 14001 certified. • **Water:** Rinse water recycling and a focus on limiting water use in high water-stress areas; the Arizona galvanizing facility reduced water use by 19% in FY2026. • **Regulation, Data, and Supply Chain:** Legal Department monitoring of climate regulation; third-party limited assurance of Scope 1 and 2 emissions; and a Vendor Code of Business Conduct requiring suppliers to maintain environmental management practices and address sustainability risks. Enterprise Risk Assessments are performed bi-annually and related action plans are tracked quarterly against prior-year results.	Enterprise Risk Management, pp. 34–35 Energy, pp. 41–43 Water Usage, p. 46 Environmental Management System, p. 53 Supply Chain, p. 56

Pillar	TCFD Recommendation	AZZ Response	2026 Report Reference
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Climate-related risks and opportunities are one of five categories within the Board's oversight of enterprise risk management. The Board and management consider enterprise risks, including climate-related risks, holistically as part of executing AZZ's short- and long-term strategy rather than in isolation. Strategic and operational risks are discussed with the Board through the CEO's quarterly operational report, and ERM results are presented to the Audit Committee.	Board Oversight of ERM, p. 33 Enterprise Risk Management, pp. 33–35
Metrics and Targets			
	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	AZZ reports the following metrics by segment in its Environmental Data Index: energy consumption and intensity by source (natural gas, electricity, and fleet fuel); Scope 1 and 2 GHG emissions and intensity per $000 of revenue; share of electricity from utility-based renewable sources (21%); water withdrawal and intensity and share of locations in water-stressed regions; wastewater; hazardous waste and waste diverted from disposal; and recycled scrap metal. AZZ also tracks sales into low-carbon end markets (36% of FY2026 sales) and energy savings identified through IAC assessments. Energy and environmental data are compiled monthly through a third-party data platform and utility bill management partner and validated at the site level.	Low Carbon Economy, p. 26 Energy and Emissions, pp. 41–45 Water and Waste, pp. 46–52 SASB Index, p. 80 Environmental Data Index, pp. 81–86
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	AZZ measures Scope 1 and market-based Scope 2 emissions consistent with the GHG Protocol, covering all 60 U.S. and Canadian manufacturing facilities (100% of FY2026 net sales). In FY2025, AZZ expanded Scope 1 to include fleet fuel and restated prior years using estimates. For the second consecutive year, ERM CVS provided limited assurance of Scope 1 and 2 emissions under ISAE 3000 (Revised). The 2026 Report is AZZ's first to include Scope 3 emissions. The related risks — principally GHG regulation and carbon pricing — are described under Strategy (a).	Emissions, pp. 42–45 Environmental Data Index, pp. 81–86 Basis of Reporting, pp. 87–94 Assurance Report, pp. 101–102

Metric tons CO_2e	FY2024	FY2025	FY2026
Scope 1	244,185	240,330	262,589
Scope 2 (market-based)	68,905	69,382	71,538
Total Scope 1 and 2	**313,091**	**309,712**	334,127
Scope 1 and 2 intensity (per $000 revenue)	0.204	0.196	0.202
Scope 3	—	—	282,884

Source: 2026 Report Environmental Data Index, which presents FY2024–FY2026 columns.

	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	AZZ's primary climate-related target is a 10% reduction in Scope 1 and 2 GHG emissions intensity by 2033 from a FY2023 baseline. As of FY2026, AZZ has reached 95% of its 10% reduction target resulting in a 9.5% reduction in Scope 1 and 2 emissions intensity from the FY2023 baseline. Plant-level energy targets are aligned to this goal. Related targets include third-party energy and safety audits across both segments (16 completed or in progress since FY2024, with one more planned for FY2027), reporting hazardous waste intensity and recycled products (achieved one year early), and tracking and disclosing sales into low-carbon end markets (achieved, with ongoing year-over-year disclosure).	FY2026 Highlights, p. 23 Sustainability Goals, p. 25 Targets and Tracking, p. 45

EEO-1 Data

EEO-1 Data Table

JOB CATEGORIES	Hispanic or Latino		Not Hispanic or Latino												Total
			MALE						FEMALE						
	Male	Female	White	Black or African American	Native Hawaiian or Other Pacific Islander	Asian	American Indian or Alaska Native	Two or more races	White	Black or African American	Native Hawaiian or Other Pacific Islander	Asian	American Indian or Alaska Native	Two or more races	
Executive/Senior Level Officials and Managers	1	0	16	0	0	0	0	0	5	1	0	0	0	0	**23**
First/Mid Level Officials and Managers	40	17	225	12	2	3	0	1	74	2	0	0	1	1	**378**
Professionals	4	7	73	5	2	0	0	0	50	5	1	1	0	1	**149**
Technicians	8	1	62	20	0	0	1	1	11	1	0	1	0	0	**106**
Sales Workers	2	6	25	0	1	0	0	0	6	0	0	0	0	1	**41**
Administrative Support Workers	14	31	24	2	1	0	0	0	62	6	1	0	2	2	**145**
Craft Workers	147	9	202	34	3	0	3	6	5	0	0	0	1	0	**410**
Operatives	97	8	342	195	9	3	3	12	20	5	0	1	0	1	**696**
Laborers and Helpers	805	85	206	162	22	2	5	9	22	6	0	0	0	0	**1324**
Service Workers	0	0	10	4	0	0	0	0	0	1	0	0	0	0	**15**
2025 REPORTING YEAR TOTAL	**1118**	**164**	**1185**	**434**	**40**	**8**	**12**	**29**	**255**	**27**	**2**	**3**	**4**	**6**	**3287**

Data report from October 13, 2025 through October 19, 2025

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 AZZ's 2026 Sustainability Report (the "Report").

ENGAGEMENT SUMMARY

Scope of our assurance engagement	Whether the following Selected Information for Fiscal Year (FY) 2026 is fairly presented in the Report, in all material respects, in accordance with the reporting criteria. Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.
Selected Information	• Scope 1 GHG emissions [metric tonnes CO_2e] • Scope 2 GHG emissions (location-based) [metric tonnes CO_2e] • Scope 2 GHG emissions (market-based) [metric tonnes CO_2e]
Reporting period	1 March 2025 to 28 February 2026
Reporting criteria	• AZZ's Basis of Reporting as described on page 87 • The GHG Protocol Corporate Accounting and Reporting Standard (WBCSD/WRI Revised Edition 2025) for Scope 1 and Scope 2 GHG emissions • GHG Protocol Scope 2 Guidance (An amendment to the GHG Protocol Corporate Standard (WRI 2025) for Scope 2 GHG emissions)
Assurance standard and level of assurance	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.' 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.
Respective responsibilities	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 preparation and presentation of the Selected Information. 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.

OUR CONCLUSION

Based on our activities, as described below, nothing has come to our attention to indicate that the Selected Information for FY2026 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 was not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the Selected Information;
- Interviewing management representatives responsible for managing the Selected Information;
- Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information;
- Obtaining an understanding of the procedures performed by the third-party data aggregator;
- Reviewing of a sample of qualitative and quantitative evidence supporting the Selected Information at a site and corporate level;
- Performing an analytical review of the year-end data submitted by all locations included in the consolidated FY2026 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;
- Evaluating the conversion factors, emission factors and assumptions used; and
- Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings.

ERMCVS

October 22, 2026
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. We did not undertake source data verification at any operated facilities.

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.

Congratulations to our AZZ employees for another great year!





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