



2024 Sustainability Report

Forging a Sustainable Future

AZZ Inc.'s Continued Commitment to ESG Excellence

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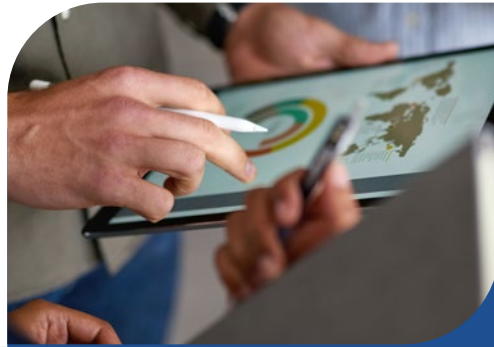
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About This Report

This is AZZ Inc.'s ("AZZ" or the "Company") 2024 Sustainability Report, which provides its stakeholders with an overview of its corporate sustainability initiatives and progress. This report provides sustainability data for AZZ's fiscal year 2024 ("FY2024"), which includes the period from March 1, 2023 to February 29, 2024, as compared to the previous two years, unless otherwise indicated. Going forward, AZZ will continue to refine its data collection and expand on its sustainability disclosures to provide additional details on its methodology, performance goals, targets and strategy for achievement.

The data contained in this Sustainability Report includes AZZ's U.S. and Canadian locations. In preparing this Sustainability Report we referenced the Global Reporting Initiative ("GRI") Sustainability Reporting Standards and the Sustainability Accounting Standards Board ("SASB") Standards for the Industrial Machinery and Goods Industry, as relevant to AZZ's operations for the period covered by this Sustainability Report. An index for AZZ's GRI and SASB disclosures can be found beginning on page 69.

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

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 ESG/Sustainability at:

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Message From the President & CEO

“I am both proud and inspired by substantial strides we have made in our sustainability journey, enhancing our understanding and management of our environmental impact, while generating record level sales and production volumes.”



Dear Valued Stakeholders:

For nearly six decades, AZZ has stood at the forefront of protecting critical infrastructure from metallic corrosion as North America’s premier provider of hot-dip galvanized fabricated steel. In addition to our renowned hot-dip galvanizing solutions, we proudly offer a comprehensive range of high-quality metal finishing and aluminum coating solutions. Our advanced metal coating capabilities contribute to the establishment of a stronger, safer, and more sustainable world.

I am pleased to present our 2024 Sustainability Report. This document illustrates our unwavering commitment to integrating environmental, social, and governance (ESG) initiatives into our daily business operations and long-term strategy. Fiscal year 2024 (“FY2024”) was marked by significant accomplishments for AZZ, including a full year integration of the Precoat Metals segment—which we acquired in fiscal year 2023—into our operational and sustainability framework. Additionally, we generated robust financial performance amid a challenging macroeconomic environment and continued to progress on our ESG journey.

As we reflect on the past year, I am both proud and inspired by substantial strides we have made in our sustainability journey, enhancing our understanding and management of our environmental impact, while

generating record level sales and production volumes. Our comprehensive strategy prioritizes employee safety, waste reduction, enhancing resource conservation and operational efficiencies, as well as promoting social equity across our operations. The health and safety of our employees remain our foremost priority, reflected in our health and wellness programs and our below industry average incident rates. We also foster a culture of continuous improvement in our health and safety programs, which includes third party safety audits, protective gear, and specialized training.

AZZ has cultivated a culture rooted in social responsibility. Notably, over 52% of our workforce is diverse. Furthermore, we have made commendable progress in reducing Scope 1 and 2 emissions intensity, thereby achieving 50% of our greenhouse gas emissions reduction target over the past year.

In FY2024, we developed tailored methodologies for our business segments to identify, track, and report critical sustainability metrics. This initiative enables us to effectively measure our progress against our ESG targets and monitor key trends. Additionally, we completed five Industrial Assessment Center Audits during the past year, identifying several energy efficiency enhancements and capital investment projects that are partially funded by the U.S. Department of Energy and will provide future energy cost savings once implemented.

Our Board of Directors plays a crucial role in enhancing decision-making processes and contributing to the overall success of our Company. The Board remains actively engaged in overseeing our progress toward both our environmental and social objectives and believes sound governance practices are vital for driving long-term value creation for our shareholders.

We are honored to have received the “America’s Most Responsible Companies 2024” award from Newsweek for the second consecutive year, alongside recognition from Forbes as one of America’s Most Successful Small Companies in 2024.

Looking ahead, we are excited about the opportunities that lie before us. We will continue to challenge ourselves to advance our sustainability efforts and ensure we reach and improve our ESG goals.

Thank you for your ongoing support and partnership.

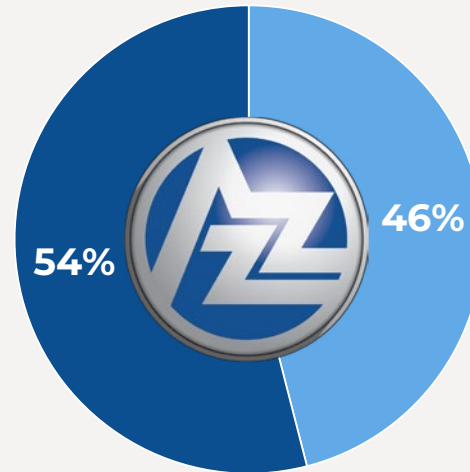
Tom Ferguson
President and Chief Executive Officer

About AZZ Inc.

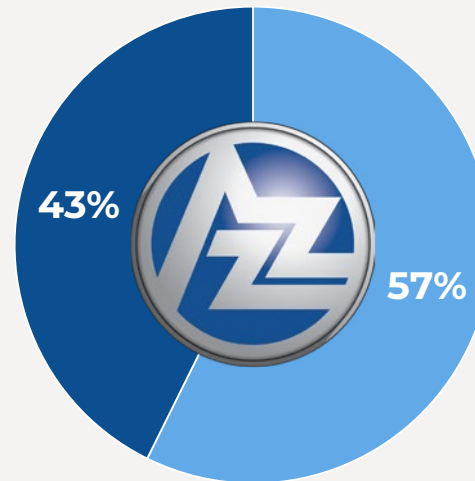
AZZ provides comprehensive metal coating and finishing capabilities to protect North America’s infrastructure.

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

EBITDA⁽¹⁾



SALES



■ Precoat Metals ■ Metal Coatings

⁽¹⁾Segment Adjusted EBITDA excludes corporate costs and Infrastructure Solutions results.

FORT WORTH, TX

Headquarters

3,873

Employees

48

Metal Coatings Locations¹

13

Coil Coatings Locations²

~\$1.5B

Sales

\$334M

Adj. EBITDA
(Incl. Corporate Costs)

21.7%

Adj. EBITDA Margin
(Incl. Corporate Costs)

¹ 41 galvanizing locations and 6 surface technologies locations; 1 tubular products location.

² Currently 13 plants with 15 processing lines, and new plant being constructed in Washington, MO.

³ Segment Adjusted EBITDA excludes corporate costs and Infrastructure Solutions results.

AZZ End Markets



55%
Construction
(Non-residential and Residential)



10%
Industrial



9%
Transportation



8%
Consumer



7%
Electrical

Secular Drivers
Enhancing Outlook



Infrastructure
and Renewables
Investment



Reshoring
Manufacturing



Pre-painted Steel
and Aluminum
Migration



Conversion
from Plastics to
Aluminum

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



Roads, Bridges and Major Projects

+\$110bn

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



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



Clean Energy and Power

+\$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 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

Follow us on Social Media



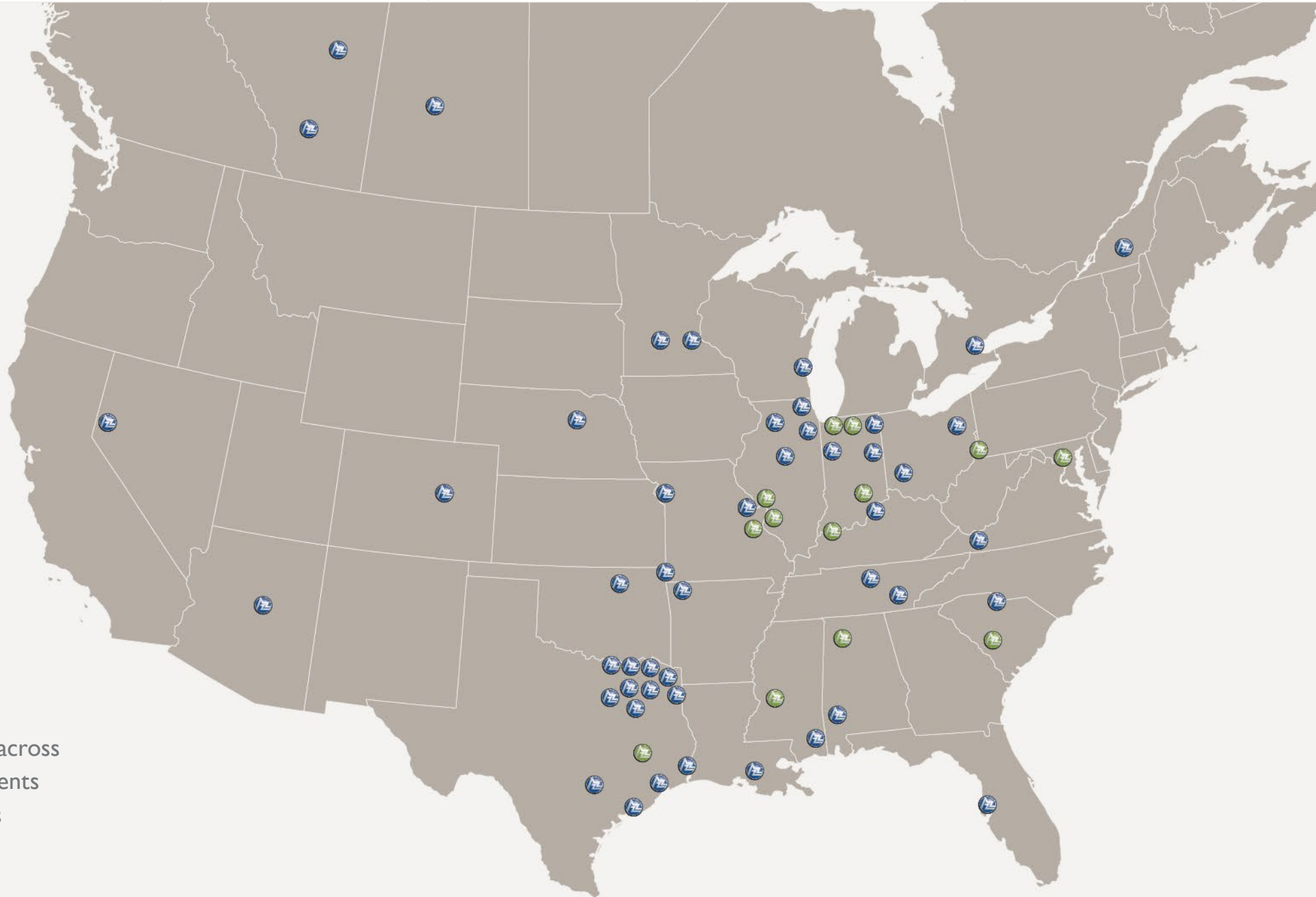
@AZZ-inc



@AZZincorporated



@AZZincorporated



Operations Map

With 61 facilities strategically located across North America, AZZ's business segments deliver essential products and services reliably and efficiently.

Metal Coatings Precoat Metals

Our History

1956

Aztec Manufacturing establishes its headquarters in Fort Worth, Texas

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

1966

Galvanizing expands Aztec's portfolio

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

1970-85

Galvanizing provides a strong base for growth

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

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

1990

A new direction leads to new acquisition

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

The Calvert Company becomes part of Aztec's growth plan

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

1993

The Electrical Product Platform is born

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

1994-96

Expansion and consolidation spur growth

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

1997

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

1999

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

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

2001

Central Electric Manufacturing is added to AZZ's portfolio

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

2010

Galvanizing operations continue to grow

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

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 Maryland-based 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 portfolio 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 (EPC), 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 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 its footprint

2022

AZZ Galvanizing 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 Company

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



Precoat Metals

North America’s Leading Provider in Metal Coil Coating Solutions

The Precoat Metals segment engages in the advanced application of protective and decorative coatings and related value-added services for steel and aluminum coil primarily serving the construction; appliance; heating, ventilation and air conditioning (HVAC); container; transportation; and other end markets. Precoat Metals has approximately 1,100 employees and operates a network of 13 strategically located manufacturing facilities with 15 coating lines and 17 value-added processing lines.

The Precoat Metals segment generated 57.3% of AZZ’s annual sales in FY2024.

In FY2024, AZZ began construction of a new aluminum coil coating facility in Washington, Missouri, equipped with value-added pre- and post-processing capabilities. The 25-acre facility encompasses 215,000 square feet and is expected to generate over 80 skilled jobs when it becomes operational in early 2025. The Washington coil coating facility is being constructed to serve the aluminum container market with a new aluminum coil coating line.

New Sustainable Features of the Washington Precoat Metals Facility



Highest efficiency drying oven & performance optimized & controls



100% LED lighting & translucent panel for natural light



100% capture VOC oxidizer system



High efficiency equipment minimizes water usage, eliminating waste treatment needs



Innovative process replacing paper cores with recyclable steel & aluminum cores



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



Coil Coating Industry

Using prepainted metal in the manufacturing of products provides environmental benefits on many levels.

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

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

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

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

Sustainability Leadership in Coil Coating Industry

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



Eco-Friendly Coil Coating Process

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

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

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



FY2024 CEO Sustainability Cup Winner

FEATURED STORY

Precoat Metals - Jackson, MS Plant Powers the HGTV Smart Home 2024 with Innovative Green Technology

The Precoat Metals - Jackson plant was awarded the inaugural AZZ CEO Sustainability Cup for their innovative use of blend cell technology in producing PVDF paint, supplied by Sherwin Williams, for energy efficient building panels. These panels, manufactured by McElroy Metal from steel supplied by U.S. Steel, were chosen for the HGTV Smart Home 2024, showcasing a growing demand for sustainable materials and ensuring that the Smart Home maintains its aesthetic appeal and structural integrity for years to come. They are also infinitely recyclable, making them a top choice for environmentally-conscious homeowners.

But the sustainability impact doesn't stop there. The Jackson plant's blend cell technology further enhances sustainability by minimizing waste in paint production. This process customizes paint batches for each project, significantly reducing the manufacturing carbon footprint. In fiscal year 2024 alone, the plant reused nearly 5,800 paint drums, thanks to the efficient use of blend cells.

The HGTV Smart Home 2024 highlights the benefits of these sustainable technologies, boosting the visibility of coil-coated metal panels in the marketplace. As more buyers recognize the value of low-maintenance, sustainable products, Precoat Metals continues to lead the charge toward a greener future in the construction industry. This project exemplifies the Jackson plant's dedication to innovative, sustainable practices that set new industry standards.

AZZ CEO Sustainability Cup Award

For this project, the Precoat Metals - Jackson plant won the AZZ CEO Sustainability Cup Award, which is presented annually to recognize outstanding achievements in sustainability and environmental stewardship. This award highlights the plant's leadership in eco-friendly innovation and its commitment to advancing sustainable practices in the manufacturing industry.



Metals Coatings

North America’s Leading Galvanizer

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

The Metal Coatings segment provides hot-dip galvanizing, powder coating, anodizing and plating and other surface coating applications to steel fabrication and other industries through facilities located across the U.S. and Canada. The zinc alloying renders corrosion protection to fabricated steel for extended periods of up to 75 years.

As part of the Metal Coatings segment, the AZZ Surface Technologies group (AST) performs several services for metal customers including powder coating, painting, blasting, e-coat and plating. AST incorporates certifications across several industries including AAMA, NADCAP, PACCAR and ISO certifications. There are currently 6 AST facilities in North America.

As of February 29, 2024, AZZ operated 48 Metal Coatings facilities, including 41 galvanizing facilities, 6 Surface Technologies facilities and one tubing facility in various locations throughout the U.S. and Canada. The AZZ Tubular Products facility serving the oil and gas industry was closed in June 2024.

The Metal Coatings segment generated 42.7% of AZZ’s annual sales in FY2024.

FEATURED STORY

Plymouth Galvanizing Plant: A Beacon of Sustainability and Safety

In fiscal year 2024, the Plymouth Galvanizing plant achieved significant milestones in sustainability and safety. The plant diverted 454 tons of spent acid from hazardous waste streams by repurposing it for beneficial reuse—about 80% of its total spent acid for the year. Additionally, a 15% year-over-year improvement in acid utilization per pound of galvanized steel placed Plymouth among the top three performers company-wide.

These successes were driven by meticulous tank management and best practices in process oversight. The plant also earned a utility rebate that enabled a conversion of 30% of the facility lighting to energy-efficient LEDs, further reducing its environmental footprint.

Resource conservation is a daily priority at Plymouth. The team repurposed old wire spools for storage, rebuilt a wire cutting machine and salvaged components from decommissioned equipment, maximizing efficiency.

Safety remains paramount, supported by the hiring of a dedicated Environmental, Health, and Safety (EHS) specialist overseeing all training and enforcement, contributing to 487 days without a recordable incident.

Beyond operations, the Plymouth team established the AZZ Care Team to raise funds for employee emergencies and community needs, including support for a local men’s addiction recovery center.

The Plymouth Galvanizing plant’s efforts in sustainability, safety and community engagement set a strong example for our organization, highlighting their dedication to creating a positive impact in fiscal year 2024.



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 creates a protective layer of zinc on the surface of the metal, which acts as a barrier against corrosion.

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

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

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

Hot-Dip Galvanized Steel Environmental Product Declaration

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

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



FEATURED STORY

AZZ's Galvanizing, Agpro's Sustainable Solutions

Agpro Waste Management, a leader in sustainable agricultural waste solutions, converts farm waste into valuable resources like organic fertilizers and biogas, thereby supporting the circular economy. To ensure the durability of their equipment in corrosive environments, Agpro partnered with AZZ to hot-dip galvanize (HDG) its steel structures.

AZZ's HDG solution provides corrosion resistance, extending the lifespan of Agpro's equipment and reducing maintenance costs. Additionally, HDG offers protection against pests and fire hazards, while being cost-effective and sustainable. AZZ's solutions helped Agpro deliver long-term efficiency and durability to their customers, enhancing agricultural operations. Beyond operations, the Plymouth team established the AZZ Care Team to raise funds for employee emergencies and community needs, including support for a local men's addiction recovery center.

The Plymouth Galvanizing plant's efforts in sustainability, safety and community engagement set a strong example for our organization, highlighting their dedication to creating a positive impact in fiscal year 2024.

Professional Membership Associations

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

Precoat Metals Membership Associations



Metal Coatings Membership Associations



Our Culture

At AZZ, our culture is defined by our corporate values of Trust, Respect, Accountability, Integrity, Teamwork and Sustainability (TRAITS). We value our employees by continuously investing in their training and development, including offering a healthy work-life balance, providing competitive compensation and benefit packages, encouraging a team-oriented and collaborative environment and open communication amongst our employees.

We strive to build, maintain and create a work environment that attracts and retains employees who are high contributors, have outstanding skills, are engaged in our corporate culture and communities and who embody our mission. AZZ's mission is 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 • Sustainability

Trust	We conduct ourselves with honesty, openness and in a manner that is predictable and builds trust.
Respect	We treat each other as we want to be treated (golden rule). When appropriate, we disagree without being disagreeable.
Accountability	We take responsibility for our actions and ownership of results. We do what we commit to, both personally and as a team.
Integrity	We are honest, trustworthy and respectful to each other and ethical in all our activities.
Teamwork	We value collaboration at all levels. We believe that working as a team is more impactful and efficient than working alone.
Sustainability	AZZ employees must work safely at all times and fully abide by safety, health and environmental policies of the Company while looking out for our co-workers.

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 providing them with reliable high-quality products and solutions while providing outstanding customer service.

We Value Our Shareholders

by consistently providing outstanding returns above our peer group.



FEATURED STORY

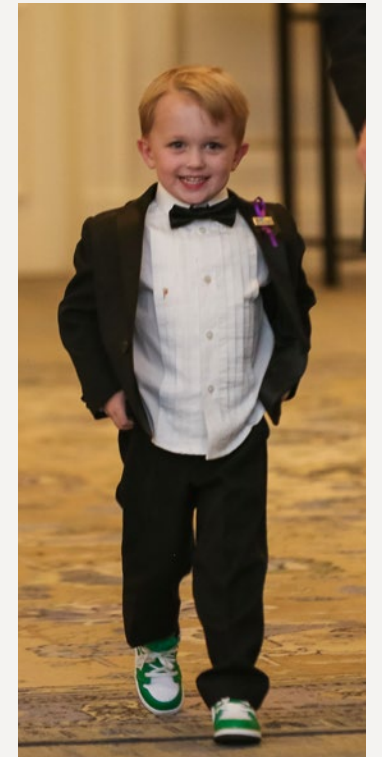
Spotlight on Compassion: Precoat Metals Employees Rally Around Cystic Fibrosis Awareness and Support

At Precoat Metals, community and support go beyond the workplace, exemplified by Molly, a dedicated employee, and her family. Molly’s youngest son, Ryan, was diagnosed with Cystic Fibrosis (CF) just 10 days after birth. Now five, Ryan lives with this challenging genetic disorder, which affects vital organs, particularly the lungs and pancreas. With no known cure and a range of mutations that can worsen over time, CF is a formidable challenge.

Molly and her husband Jeff, who also has a personal history with CF through his two sisters, have chosen to face the disease with determination, saying, “We will not let this define our family or who Ryan is as a little boy.” They are active volunteers with the Cystic Fibrosis Foundation (CFF), the world leader in the search for a cure, participating in events like the Great Strides walk and the CF gala, where Ryan was honored as an ambassador.

The Precoat Metals community has rallied around Molly’s cause. The company has sponsored the local chapter of the CFF and supported events like the Libations for a Cure fundraiser, chaired by Molly. Employees have contributed to the Great Strides walk, reinforcing the collective commitment to fighting CF.

As they continue to hope for a cure in Ryan’s lifetime, Molly and her family’s story inspires others to join the fight against Cystic Fibrosis, proving that together we can make a difference.



ESG Oversight Structure

AZZ is committed to growing its business in a sustainable and socially responsible manner and has integrated its ESG initiatives into the Company's overall business strategy.

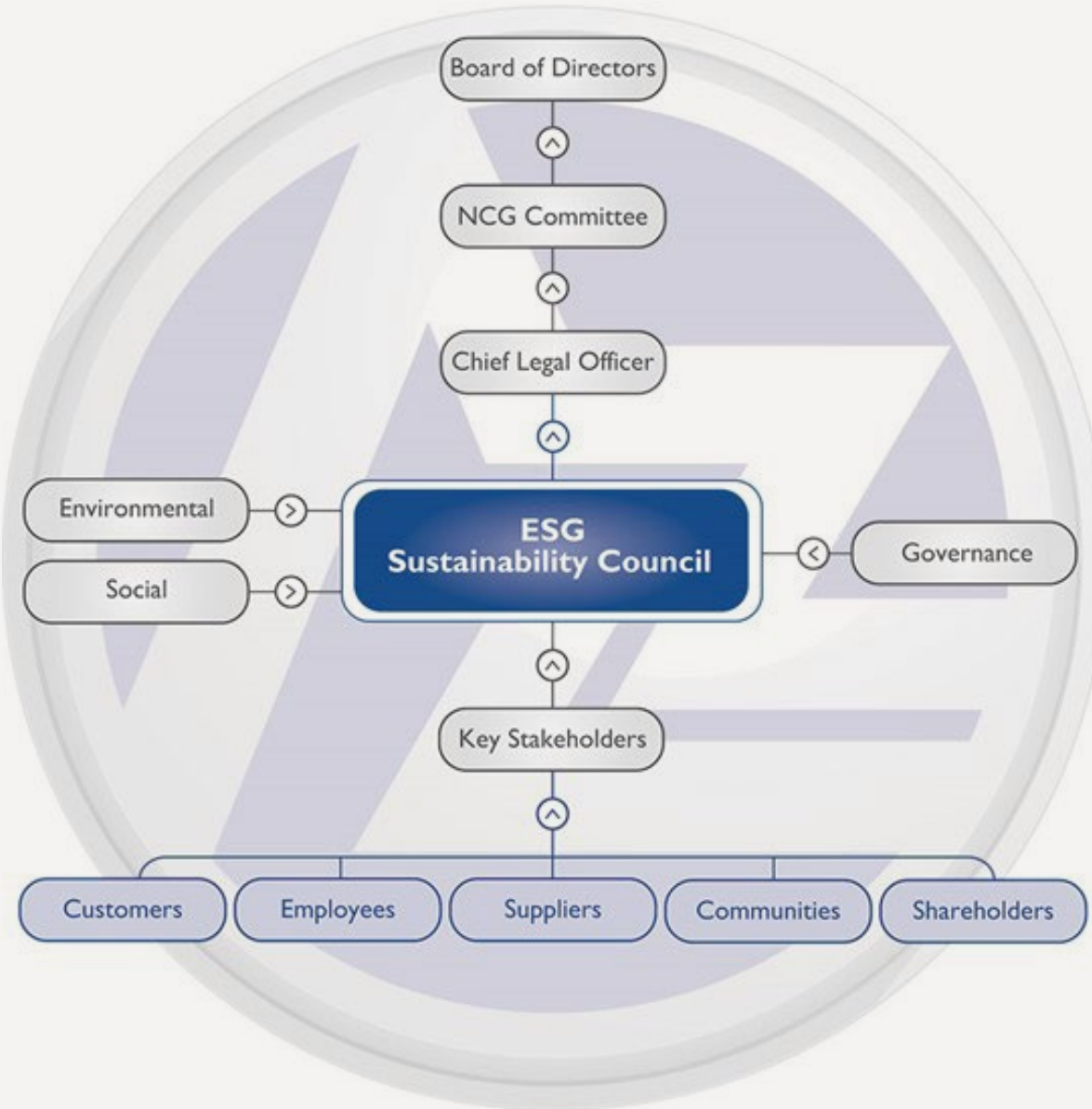
Approach to Sustainability

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

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

With executive-level sponsorship and Board oversight of AZZ's ESG program, sustainability has top-down support and is a company-wide priority. The Board has delegated to the Nominating and Corporate Governance Committee oversight of the Company's ESG and sustainability programs and goals, including strategies, initiatives, policies and disclosures.

At the management level, we have a Sustainability Council made up of a cross functional team selected based upon their knowledge of sustainability issues, their functional expertise and their ability to integrate sustainability into our operations and corporate culture. AZZ's Chief Legal Officer and various members of the Sustainability Council updates the Nominating and Corporate Governance Committee on a quarterly basis on the progress of the Company's sustainability efforts and recommendations to continue to advance the Company's ESG initiatives and strategies.



Fiscal Year 2024 ESG Highlights

During fiscal year 2024, AZZ made significant progress on a number of ESG initiatives.

✓	Published our third ESG Report, covering fiscal years 2021, 2022 and 2023.
✓	Completed five Industrial Assessment Center (“IAC”) audits during FY2024 to identify several energy efficiency enhancement capital investment projects that will provide future energy costs savings.
✓	Achieved our FY2024 ESG goal to begin to reporting hazardous waste and quantity of recycled products and by-products.
✓	In FY2024, AZZ developed methodologies for its business segments to identify and begin tracking and reporting our green sales into the low carbon economy markets.
✓	AZZ is honored to report that it was named as one of America’s Most Responsible Companies in 2024 by Newsweek for the second consecutive year.

Sustainability Framework Focus Areas



Environmental Stewardship

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



Social Responsibility

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



Corporate Governance

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



FEATURED STORY

Precoat Metals: New Precoat Facility in Washington, Missouri

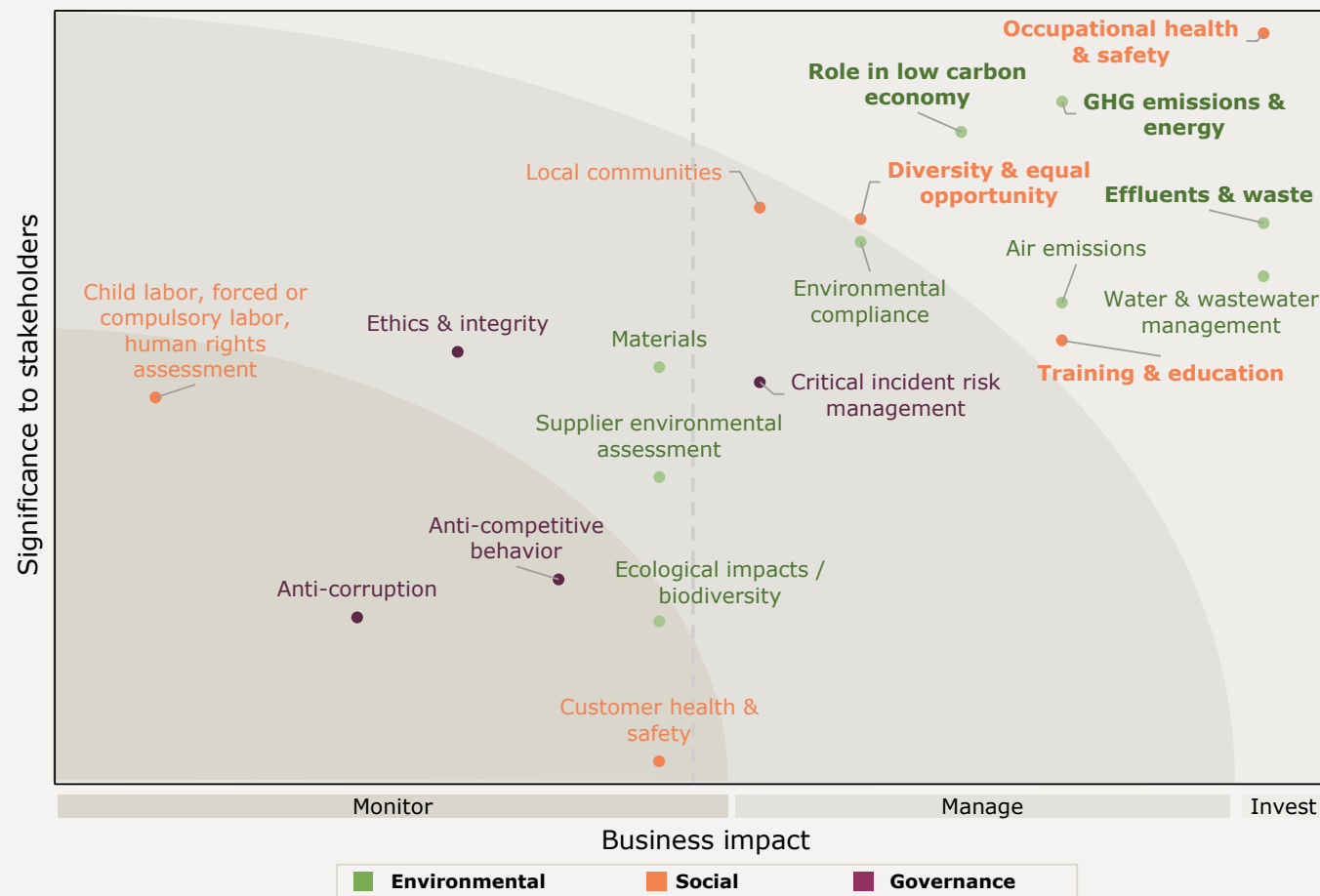
AZZ Precoat Metals continues to make progress on the new facility in Washington, Missouri. The 215,000 square foot facility is being constructed to serve the aluminum container market with a new aluminum coil coating line, equipped with value-added pre- and post-processing capabilities. Construction of the building was completed at the end of the summer of 2024 and focus has now shifted to installing process lines inside of the building. The new facility will be AZZ’s most sustainable facility yet, boasting a range of eco-friendly features, from solar reflective coatings on the building to high efficiency regenerative drives on the process lines.

ESG Strategy & Materiality Matrix

AZZ engaged a third-party sustainability consultant in fiscal year 2023 to further enhance its ESG strategy and to incorporate the Precoat Metals segment (which was acquired by AZZ during the same fiscal year) into its existing ESG and sustainability framework. AZZ conducted a materiality assessment on the Precoat Metals segment and revisited the Metal Coatings segment to identify and prioritize our ESG roadmap for the next few years. This assessment was conducted through stakeholder interviews, peer benchmarking and industry research. Stakeholders included AZZ’s leadership team, its Sustainability Council, key customers, critical suppliers and investors. Each material topic identified in the matrix to the top right corner serves as an area of focus for AZZ’s Sustainability Council and the leadership team to enhance its existing sustainability program and increase future value for AZZ’s stakeholders. AZZ’s strategy focuses on implementing sensible ESG initiatives in high-impact areas, delivering benefits to our facilities and workforce, while also generating significant advantages for our communities and the environment.

For each material topic identified, AZZ’s opportunity was defined, risk mitigation factors were identified and key performance indicators (“KPIs”) were defined to assist the Company with monitoring its progress with each priority topic.

AZZ identified the following six areas of focus believed to generate the greatest impact to our business, society and the environment:



Bolded items in top right corner indicate top priorities.



Six Areas of Focus for AZZ's Top ESG Priorities

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

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



ESG Targets

During FY2023, AZZ set its initial targets to begin in FY2024 for each of its material ESG topics to assist the Company in its pursuit to demonstrate ongoing improvement in line with stakeholder expectations. AZZ has public ESG targets as well as aspirational internal targets for potential future disclosure.

AZZ's initial targets will be refined as it implements further initiatives to achieve these goals.

AZZ's initial ESG targets are set forth to the right. AZZ selected FY2023 as its baseline year for its ESG goals to align with AZZ's future enterprise structure and its current disclosure practices.

Targets	Progress
<p>GHG Emissions & Energy</p> <p>A 10% Scope 1 and 2 emissions intensity reduction of FY2023 baseline by 2033.</p>	<p>AZZ has achieved half its GHG Emissions target the past year.</p>
<p>Occupational Health & Safety</p> <p>Committed to third-party audits for safety, energy efficiency and waste streams for FY2024 as well as sharing audit results and best practices across all facilities.</p>	<p>Third-party audits for energy were conducted for both business segments during FY2024 and safety audits for the Precoat Metals segment.</p>
<p>Effluents & Waste</p> <p>Report hazardous waste intensity based on tons produced and absolute values for recycled products and byproducts starting in FY2024.</p>	<p>AZZ reported hazardous waste intensity and total recycled products a year earlier than its target.</p>
<p>Role in Low-Carbon Economy</p> <p>Tracking sales into green/low-carbon end markets beginning in FY2024 & report the data in the 2024 Sustainability Report.</p>	<p>In close coordination with sales teams and customers, AZZ met its target of tracking sustainability and disclosing sales into low-carbon end markets for FY2024 which is presented in the 2024 Sustainability Report.</p>

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

AZZ is an active participant in the global transition to a low-carbon economy, dedicated to providing products and services that support sustainable infrastructure. We are proud of the environmental impacts of our product portfolio, which contributes to conservative energy use, promotes sustainable buildings and optimizes material use, aligning with our commitment to the circular economy. Through these efforts, we strive to continuously reduce raw materials, energy consumption and waste across our manufacturing processes and customer markets.

AZZ currently sells into several low carbon end markets for both the Precoat Metals and Metal Coatings segments. In fiscal year 2024, there was a 3.4% increase in sales into low carbon markets.

Environmental Stewardship

AZZ is committed to managing its business in an environmentally responsible manner and actively prioritizes the health and safety of its employees and the environment. AZZ's Board of Directors oversees the management team's environmental, health and safety ("EHS") practices and programs as the Company executes on its goals and initiatives.

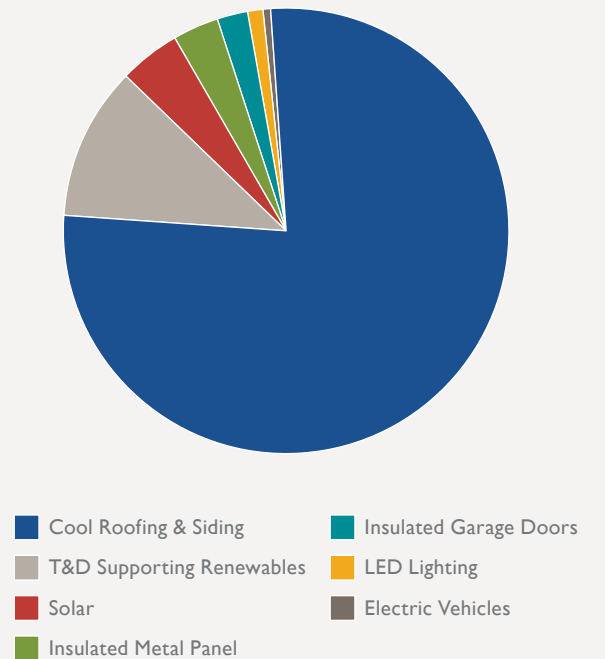
Environmental, Health And Safety Goals

- ✓ Meet or exceed all applicable EHS regulations and company standards and continuously monitor and document AZZ's progress.
- ✓ Train and equip our employees to identify and mitigate hazards associated with their job.
- ✓ Closely monitor AZZ's chemical consumption and waste generation in order to efficiently utilize raw materials and minimize and recycle non-product outputs.
- ✓ Contribute to the development and administration of technically and economically sound environmental standards and compliance procedures through seeking input from professional trade groups, regulatory agencies, citizens' organizations, subject matter experts and our stakeholders.
- ✓ Continuously improve AZZ's environmental performance by monitoring its progress against stated EHS and sustainability targets which promote energy efficiency and protect the environment.
- ✓ Reduce AZZ's environmental impact by minimizing emissions, energy and water usage and recycling materials where possible.
- ✓ Focus on sourcing environmental solutions that will decrease AZZ's footprint.
- ✓ Communicate AZZ's EHS performance and sustainability progress against its internal targets to its stakeholders.

One-third

of AZZ's FY 2024 sales were in low-carbon markets

Sales into Low-Carbon Customer Segments



Commitment to Human Capital Management

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



Our Culture

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



Our Commitment to Health and Safety

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



Our Commitment to Diversity and Inclusion

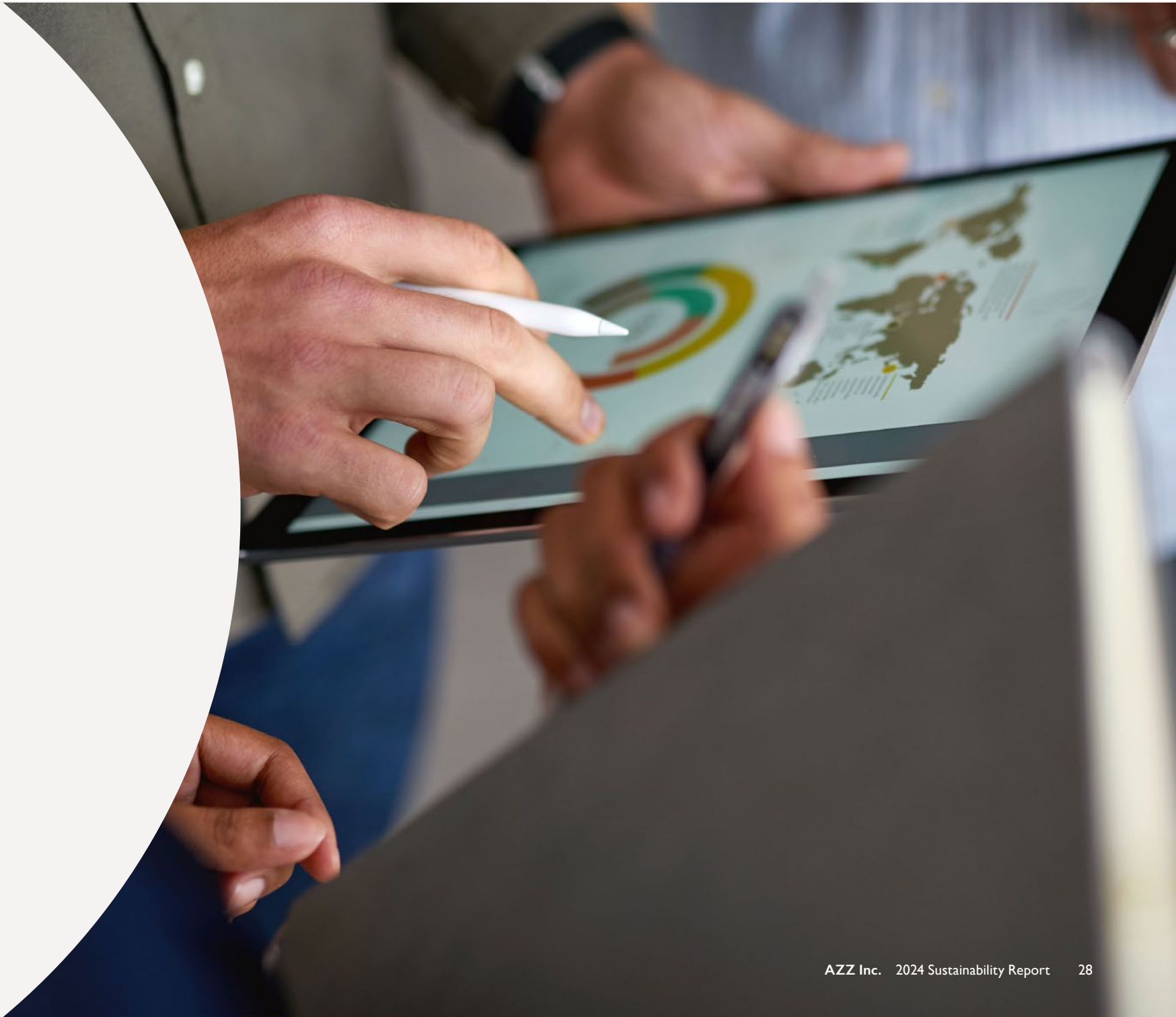
- More than 52.4% of AZZ’s employees are diverse, as reported to the Equal Employment Opportunity Commission on an annual basis.
- AZZ embraces the diversity of its employees, customers, vendors, suppliers, stakeholders and consumers, including their unique backgrounds, experiences, creative solutions, skills and talents.
- AZZ seeks to continuously improve its hiring, development, advancement and retention of a diverse talent pool and increase its diversity representation across AZZ.



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

Governance

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





The Board believes that strong corporate governance is essential to the continued success of the Company. The Board has adopted formal written Corporate Governance Guidelines designed to strengthen AZZ's corporate governance practices, to ensure accountability and to promote the effective functioning of the Board, its committees and the Company.

For a more detailed discussion of the Company's corporate governance practices and the Corporate Governance Guidelines, please see AZZ's 2024 Proxy Statement beginning on page 17.

azz.com/investor-relations or sec.gov >

Board Committees

The Board has established three standing committees: the Audit Committee; the Compensation Committee; and the Nominating and Corporate Governance Committee. Each Board committee is governed by a charter that is reviewed annually and revised as deemed necessary and in line with best practices.

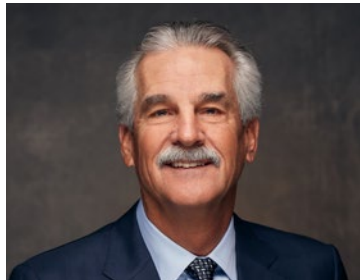
The Audit Committee oversees (i) the integrity of the Company's financial statements; (ii) the independent auditor's qualifications and independence; (iii) the performance of the Company's independent auditors internal audit function; (iv) the Company's compliance with legal and regulatory requirements; (v) guidelines and policies that govern the processes by which the Company assesses and manages its enterprise risk including financial, cybersecurity risk, and the steps management is taking to monitor and manage such exposures.

The Compensation Committee (i) oversees the Company's compensation philosophy and programs and regularly evaluates any potential effect the Company's compensation structure may have on management risk taking;

(ii) reviews the recommendations of its compensation consultant and the management team regarding adjustments to the Company's executive compensation programs; (iii) monitors risks relating to the overall management team and the organizational structure, including succession planning at the executive officer and key leadership levels; and (iv) assists the Board in its oversight of the development, implementation and effectiveness of our policies and strategies relating to our human capital management function.

The Nominating and Corporate Governance Committee (i) identifies potential individuals qualified to become members of the Board consistent with qualification criteria approved by the Board; (ii) recommends director nominees to the Board for each Board committee and the Chair of the Board; (iii) establishes and oversees AZZ's Corporate Governance Guidelines, Code of Conduct, Vendor Code of Business Conduct and the director nomination process; and (iv) provides oversight of the Company's ESG policies and sustainability practices, goals and targets, including climate-related risks and opportunities.

[Board Committee Charter](#) >



Daniel E. Berce

Age: 70
Director Since: 2000
Board Committees:
 Audit Committee (Chair)
 Compensation Committee



Daniel R. Feehan

Age: 73
Director Since: 2000
Board Committees:
 Compensation Committee
 Nominating and Corporate
 Governance Committee



Thomas E. Ferguson

Age: 67
Director Since: 2013
Board Committees:
 None



Clive A. Grannum

Age: 58
Director Since: 2021
Board Committees:
 Audit Committee
 Compensation Committee



Carol R. Jackson

Age: 52
Director Since: 2021
Board Committees:
 Compensation Committee
 Nominating and Corporate
 Governance Committee (Chair)



Ed McGough

Age: 63
Director Since: 2017
Board Committees:
 Compensation Committee (Chair)
 Nominating and Corporate
 Governance Committee



Steven R. Purvis

Age: 59
Director Since: 2015
Board Committees:
 Audit Committee
 Nominating and Corporate
 Governance Committee

Director's Skills & Experience

CEO/Senior Executive Leadership Experience



Financial Expertise



Manufacturing & Distribution Expertise



International Experience



Strategic Planning & Oversight



Corporate Governance



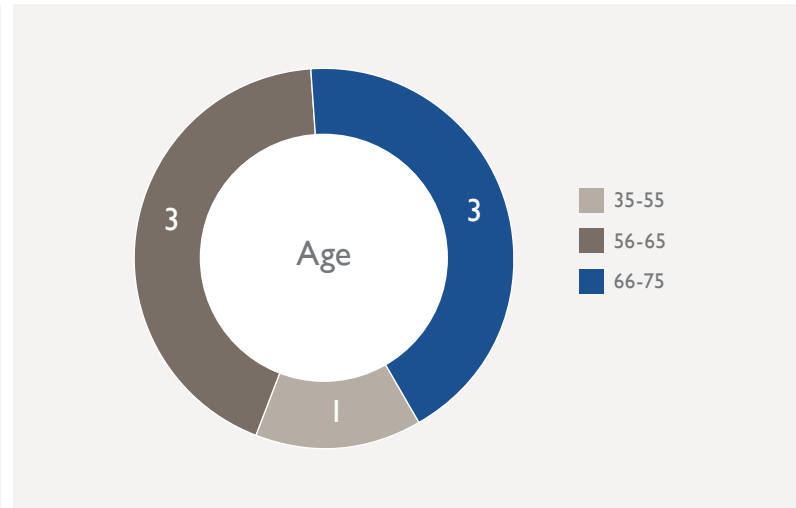
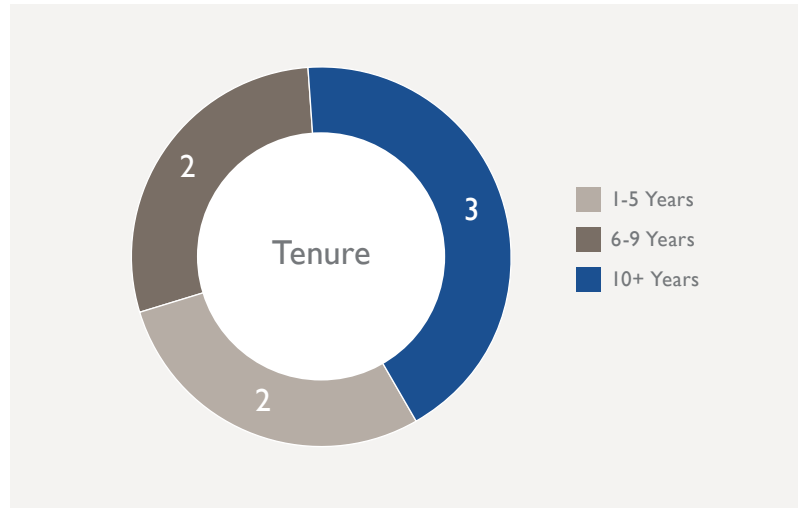
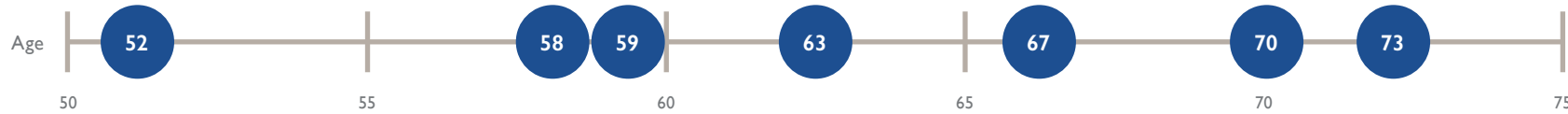
Mergers & Acquisitions



Digital Technology



Key Statistics Regarding AZZ's Directors as of FY2024



Gender



Female Male

Race/Ethnicity



African American White/Caucasian

Independence



Independent Non-Independent



FEATURED STORY

AZZ Recognized for Leadership in Religious Inclusion

AZZ was recently recognized for its commitment to religious inclusion at the “Dare to Overcome” conference in Washington, DC. Named to the 2024 Corporate Religious Equity, Diversity & Inclusion (REDI) Index for non-Fortune 500 companies, AZZ was honored by the Religious Freedom & Business Foundation (RFBF) for fostering a faith-friendly, discrimination-free workplace.

The REDI Index highlights companies that integrate religious diversity into their policies and culture. At the conference, research emphasized the link between religious inclusion and improved employee well-being and productivity. AZZ CEO Tom Ferguson expressed pride in the recognition, affirming the company’s dedication to growing servant leaders and promoting diversity and equity of opportunities.



Board Oversight of Enterprise Risk Management

AZZ’s Board has overall responsibility for effectively reviewing and providing oversight of the Company’s enterprise risk management, including:

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

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

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

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

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

Ethics Alertline

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

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

AZZ Alertline:
(855) 268-6428

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

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

Corporate Policies

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

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

[Corporate Policies >](#)

Code of Conduct

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

We are committed to ensuring that all our employees, including directors and executive officers, know and understand their obligations under AZZ's Code of Conduct. Additionally, all employees are required to affirm their

commitment to compliance to AZZ's Code of Conduct upon their date of hire and once every three years thereafter.

[Code of Conduct >](#)

Anti – Corruption Policy

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

[Anti – Corruption Policy >](#)



Political Contributions

AZZ policy prohibits the use of corporate funds for the purpose of political contributions. As such, there are no corporate political contributions to report. In FY2024 and the previous five fiscal years, AZZ did not contribute funds to any political candidates and did not engage in any lobbying activities.

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 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 and human trafficking
- 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
- Diversity, inclusion and equal opportunity
- Non-discrimination and anti-harassment
- A safe and healthy workplace

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

[Human Rights Policy](#) >



More than 98% of AZZ's employees completed cybersecurity training in FY2024.

Cybersecurity and Information Technology

Recognizing the critical importance of cybersecurity in today's digital landscape, we have integrated cybersecurity as a core component of our overall risk management strategy and corporate governance framework. This approach safeguards sensitive data, ensures the continuity of our supply chain, and aligns with our short- and long-term business objectives.

Our comprehensive cybersecurity risk management program is designed to identify, assess, manage, mitigate, and respond to cyber threats, adhering to industry best practices and standards, including the National Institute of Standards and Technology (NIST) Cybersecurity Framework. Key elements include:

- **Security Awareness and Training:** Annual information security protection training for all employees.
- **Annual Risk Assessment:** Annual third-party risk assessment to evaluate security controls and identify key risks.
- **Network Protection:** Deployment of advanced technologies to protect and monitor network connections.
- **Identity and Access Management:** Implementation of user authentication controls and multi-factor authentication.
- **Penetration Testing:** Annual third-party testing to identify potential network vulnerabilities and for continuous improvement in the Company's security procedures.

- **Endpoint Detection and Response (EDR):** We partner with a third-party security operations center to provide continuous monitoring and threat detection.
- **Security Incident Management:** Established an incident response plan that outlines protocols to minimize impact from cybersecurity incidents on our operation, customers and stakeholders.

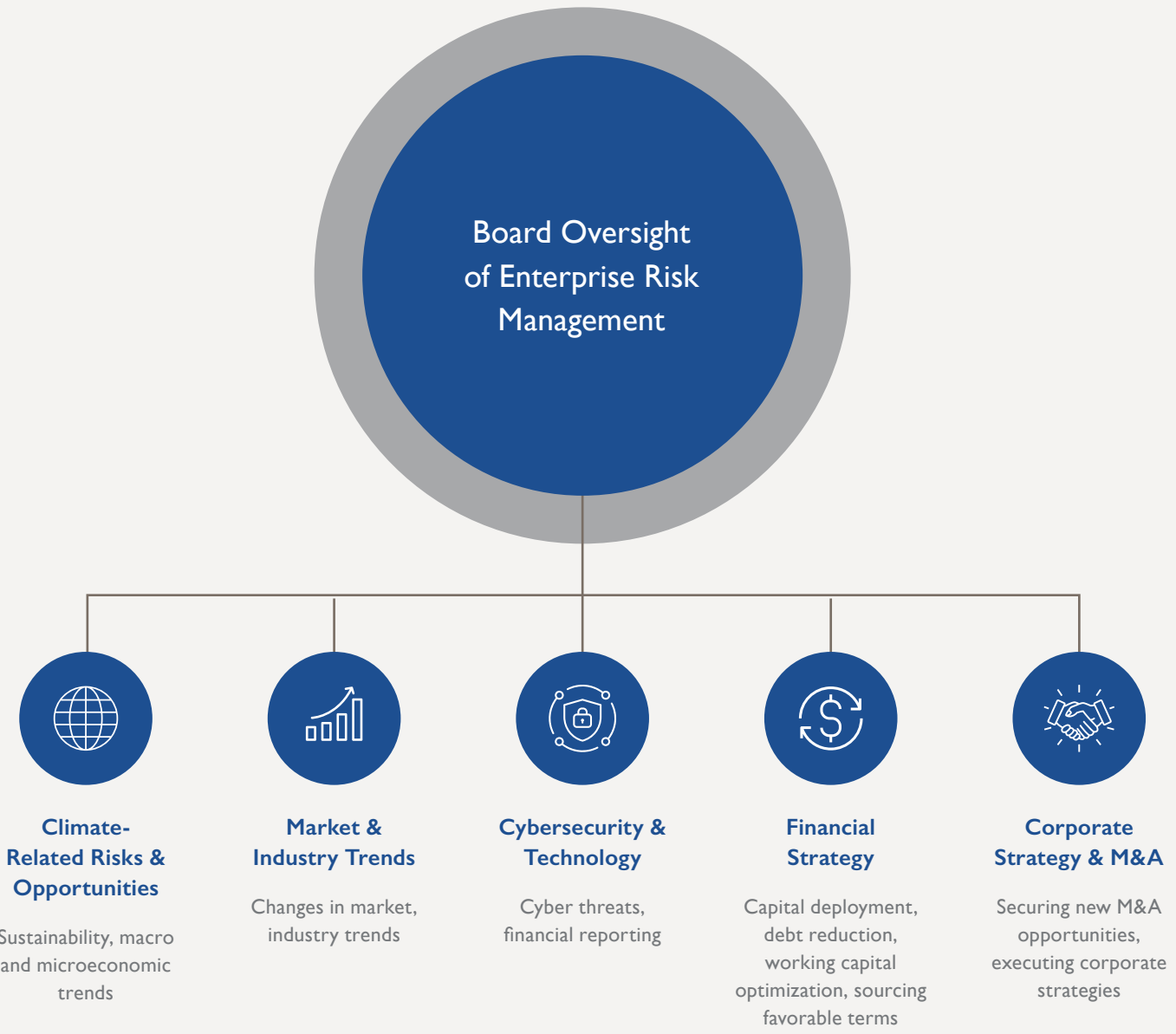
Cybersecurity governance is overseen by the Audit Committee of the Board, which regularly engages with management to review our cybersecurity policies and procedures, including the Company's cybersecurity risk management program to ensure alignment with industry best practices and changing regulatory standards. A dedicated Information Security Committee, led by our Director of IT Infrastructure, provides strategic guidance, evaluates risks, and ensures the adequacy of our cybersecurity measures. The Information Security Committee consists of members with diverse expertise in technology, cybersecurity, legal, risk management and finance. The Information Security Committee regularly provides updates to senior management and the Audit Committee of the Board, which includes cybersecurity initiatives, program performance and reporting provided by third-party providers.

[Biometric Information Security Policy](#) >

Risk Management

AZZ's Board oversees enterprise risk management, including climate-related risks, economic trends, market and industry changes, cyber security financial reporting, capital deployment, debt reduction, M&A opportunities and corporate strategy execution. The Board views risks holistically as part of the Company's short- and long-term strategy, recognizing that calculated risk-taking is necessary for competitiveness and growth.

While the Board oversees risk management, daily responsibility lies with the CEO and leadership team, who manage risks related to operations, financing, governance, sustainability, cybersecurity and strategic growth. The Company has robust processes and controls for identifying and managing risk, with regular communication between the leadership team, Board and its committees. Strategic and operational risks are discussed in the CEO's quarterly operational reports with the Board considering additional risks when reviewing management proposals.





AZZ's Enterprise Risk Management Structure and Process

Each year, the Director of Internal Audit conducts an enterprise risk management assessment for all business segments and the Company as a whole, identifying top risks that could significantly impact the Company's performance and reputation. These findings are presented to the Audit Committee. Throughout the year, management reviews these risks and considers new events or emerging trends that may impact the top risks or the likelihood and magnitude of such risks.

Responsibility & Knowledge

The leadership team and Board participate due to their knowledge of the Company's cashflow, operations, financial condition or business reputation.

Risk Identification & Measurement

Risks are identified by the leadership team, reviewed by the Board and assessed using both bottom-up and top-down approaches.

Criteria for Significant Risk

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

Action Plans & Progress Measurement

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

Velocity & Mitigation

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

Annual Risk Assessment Survey

Leadership and the Board are surveyed annually to evaluate risk management effectiveness. Results are reported to the Audit and Disclosure Committees, with risks scored and ranked based on impact, likelihood, management effectiveness, residual risk and risk direction. A risk heat map is used to prioritize risks.

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

Climate-Related Risk Management

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

- **Increased Regulation:** Governments and regulatory bodies are implementing or considering regulations to reduce greenhouse gas (GHG) emissions. These could increase AZZ's operational costs through stricter emission standards, renewable energy targets, carbon taxes and enhanced environmental monitoring. Compliance may require significant capital investments in emissions controls, additional investments in energy-efficient equipment and ESG data collection for disclosures.
- **Physical Risks:** Climate change impacts, like extreme weather and resource shortages, could disrupt operations, supply chains and product shipments.

The potential financial impact of these risks will depend on factors such as GHG emission limits, allocation of emission allowances, required investments in energy efficiency and the ability to pass on costs through product pricing.

Environmental

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





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

AZZ has implemented numerous initiatives and procedures to minimize the environmental impact of its operations. Some of these projects arose from recommendations from third-party energy and environmental audits that were conducted in accordance with AZZ’s ESG targets:

- conducting internal and third-party environmental audits, with a focus on facility operations, safety, air permits, solid waste, water permits, and stormwater permits;
- required training on identification and handling of waste for new employees and refresher training for existing employees;
- LED lighting upgrades;
- improvements in compressed air systems to reduce electricity usage; and
- upgrades to wastewater treatment and quench systems to positively impact water usage and wastewater.

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;
- VOC thermal oxidizer upgrades to improve capture and reuse of waste heat;
- implementation of a coating temperature control system that reduces the need for solvent;

Featured Metal Coatings segment-specific initiatives:

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

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

A number of AZZ facilities are proud to participate in the U.S. Department of Energy’s Industrial Assessment Centers (IAC) program. Under the program, five of our facilities received IAC audits with over \$930,000 in recommended potential annual energy savings. As of the end of FY2024, three of the five facilities have received grant funding to implement the recommendations. Additional facility audits have been scheduled for FY2025 and AZZ will continue its efforts to implement further recommendations from the program in FY2025.

To monitor and measure AZZ’s environmental impact on GHG emissions, energy use and water consumption, AZZ utilizes a third-party platform to collect and manage its environmental usage data. The platform partner provides

AZZ with the ability to analyze progress towards its goals, and to assist with prioritizing areas for greater operating efficiencies in the future. As AZZ acquires or divests businesses, the number of active locations has fluctuated. This creates challenges in accurately making year-to-year comparisons and have been noted in this Sustainability Report where applicable.

The results below include Scope 1 and Scope 2 consumption for FY2024 as compared to those values from FY2022 and FY2023. FY2023 excludes the AZZ Infrastructure Solutions (AIS) segment as the company divested the AIS segment in September 2022, while adding partial year data from May 2022 to February 2023 for the 13 manufacturing facilities associated with the acquisition of Precoat Metals.

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. Absolute emissions and emissions intensity are reported.

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



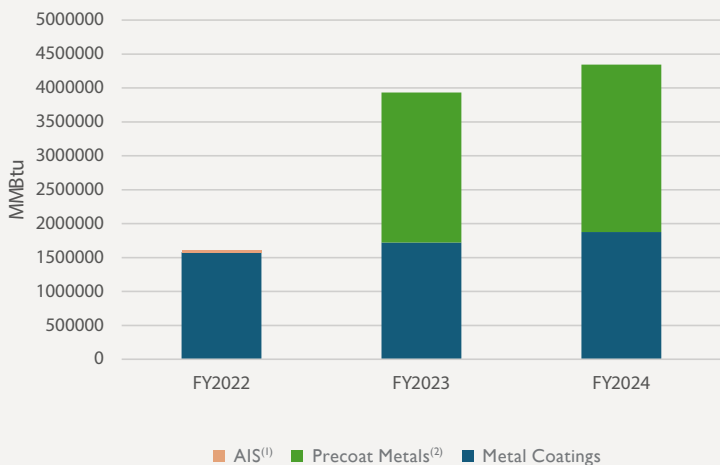
FEATURED STORY

AZZ Supports Pavilion Project at Ryan Gray Playground

The Ryan Gray Playground, Kansas’ first ADA-accessible playground, gained a colorful new shade pavilion with the help of AZZ. The pavilion provides much-needed shade for children and families, blending seamlessly with the vibrant playground.

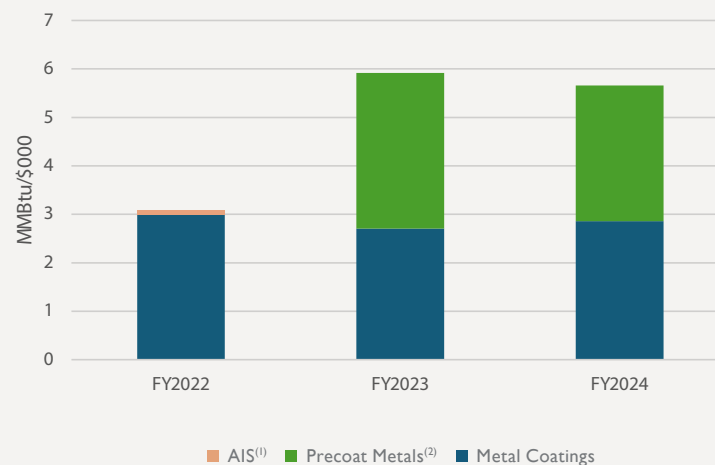
To ensure long-term durability with minimal maintenance, AZZ’s hot-dip galvanizing was chosen for the pavilion’s structure. Architecture students worked closely with AZZ to design and fabricate the galvanized components, creating a lasting and visually appealing addition to the ADA-accessible playground that will serve the community for decades.

Scope I Natural Gas Usage by Segment



(1) Controlling interest in AIS was divested on September 30, 2022.
 (2) AZZ acquired Precoat Metals on May 13, 2022.

Scope I Natural Gas Intensity (\$) by Segment

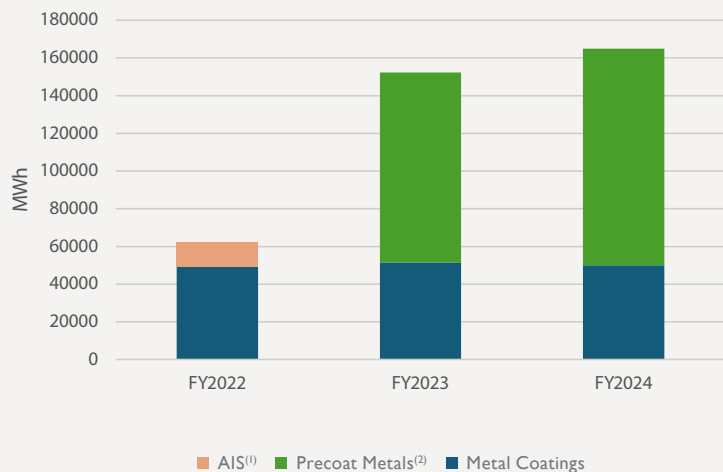


(1) Controlling interest in AIS was divested on September 30, 2022.
 (2) AZZ acquired Precoat Metals on May 13, 2022.

Energy Usage and Intensity

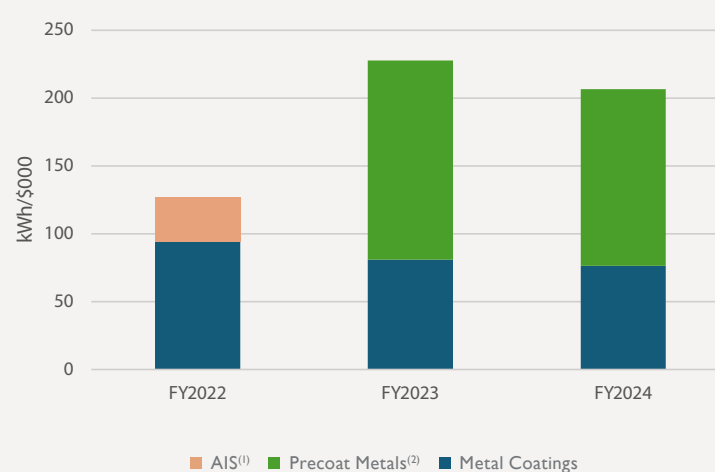
Coating metal, whether by hot-dip galvanizing or paint, is an energy-intensive industrial manufacturing process. In particular, natural gas is the critical energy source for both business segments, as it is used in the drying ovens at Precoat Metals and in heating the zinc kettles for Metal Coatings.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

Scope 2 Electricity Usage by Segment



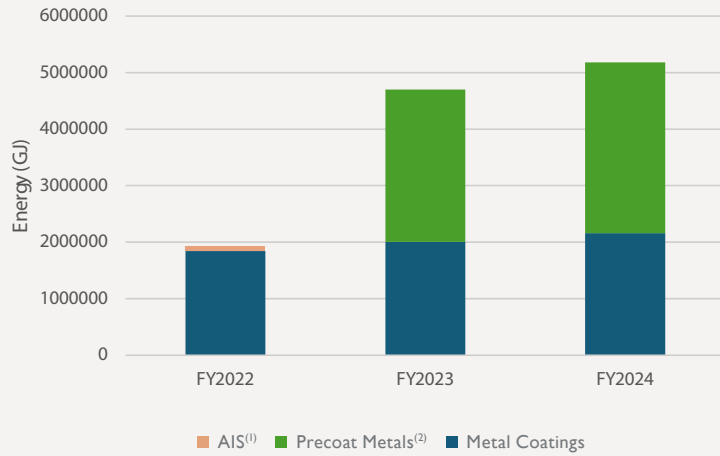
(1) Controlling interest in AIS was divested on September 30, 2022.
 (2) AZZ acquired Precoat Metals on May 13, 2022.

Scope 2 Electricity Intensity (\$) by Segment



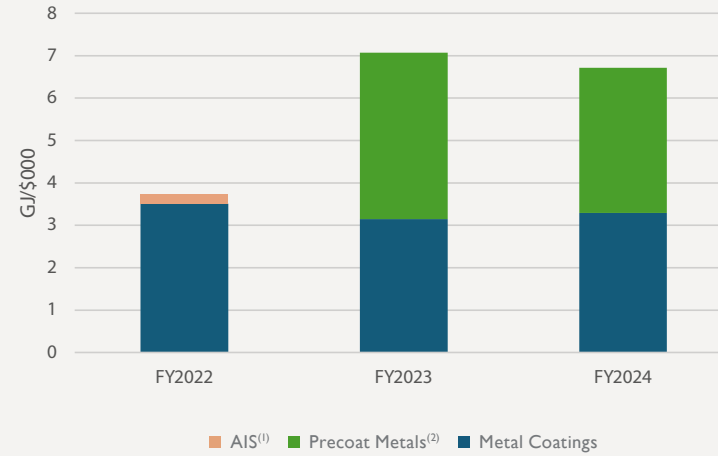
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Scope 1 & 2 Energy Usage by Segment



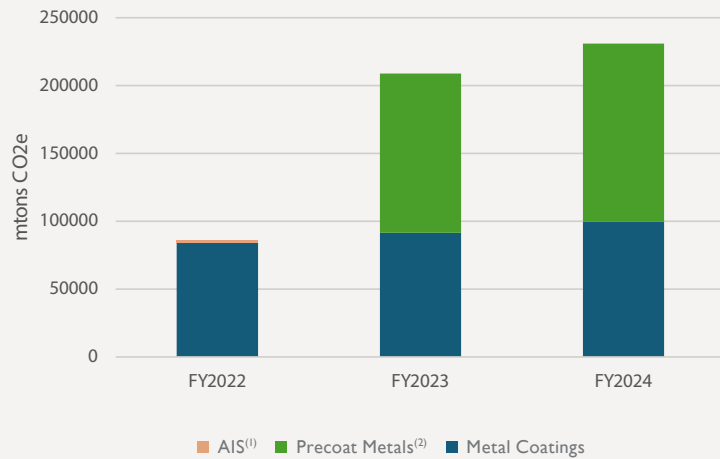
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Scope 1 & 2 Energy Intensity (\$) by Segment



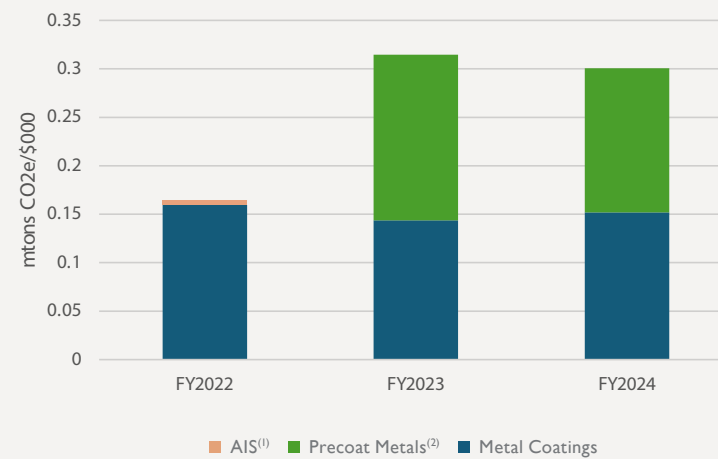
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Scope 1 Emissions by Segment



(1) Controlling interest in AIS was divested on September 30, 2022.
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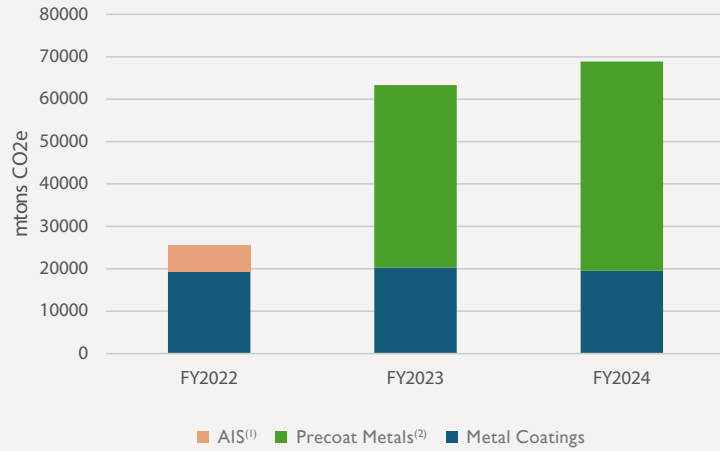
Scope 1 Emissions Intensity (\$) by Segment



(1) Controlling interest in AIS was divested on September 30, 2022.
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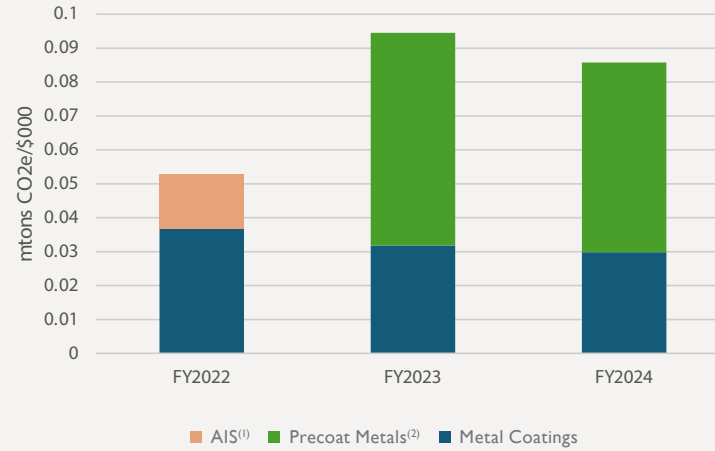


Scope 2 Emissions by Segment



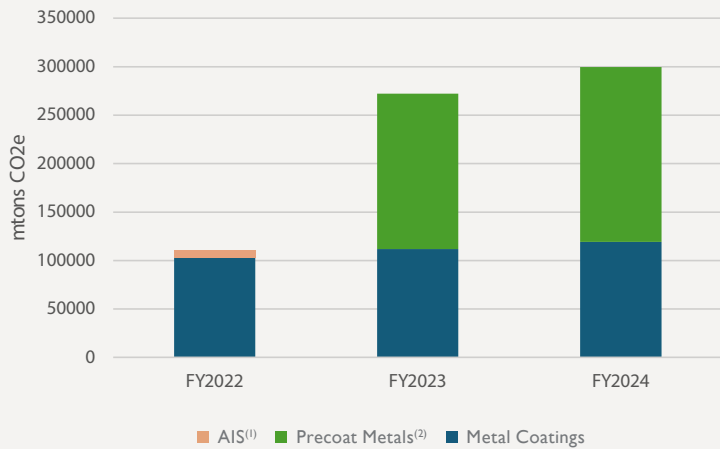
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Scope 2 Emissions Intensity (\$) by Segment



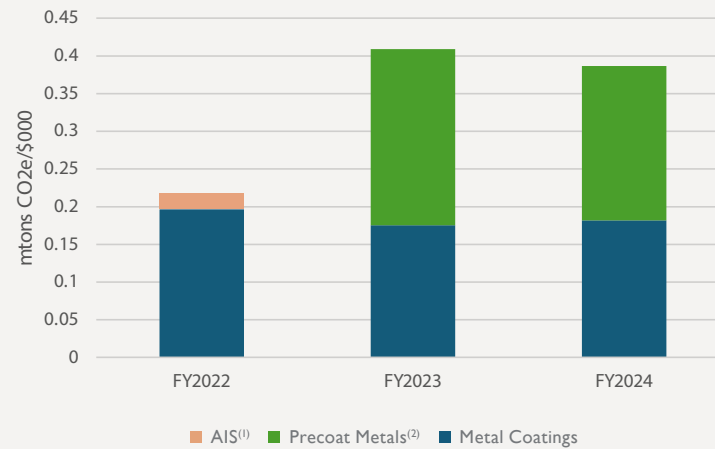
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Scope 1 & 2 Emissions by Segment

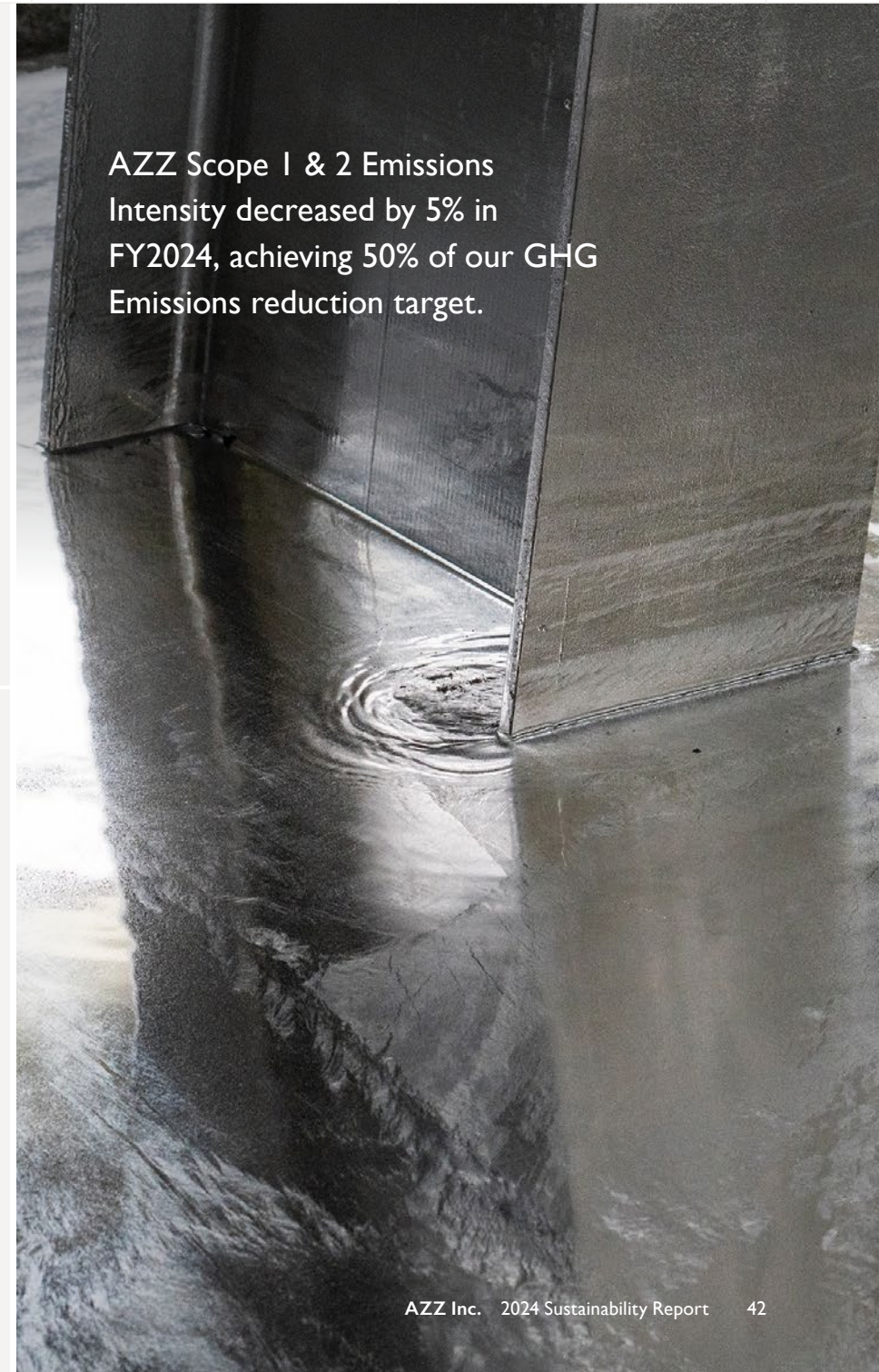


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Scope 1 & 2 Emissions Intensity (\$) by Segment



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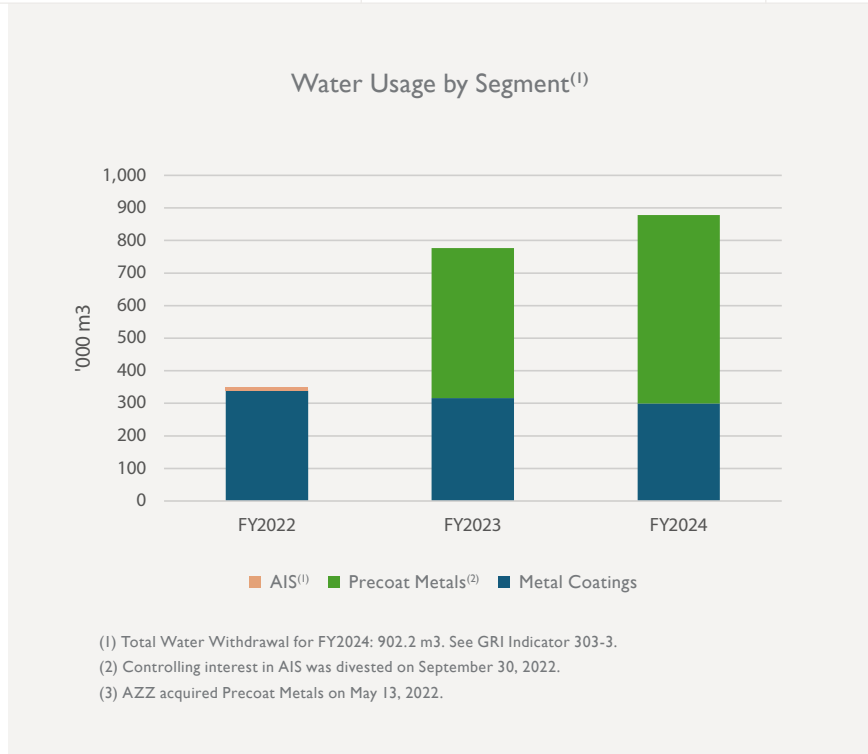
AZZ Scope 1 & 2 Emissions Intensity decreased by 5% in FY2024, achieving 50% of our GHG Emissions reduction target.

Water Usage

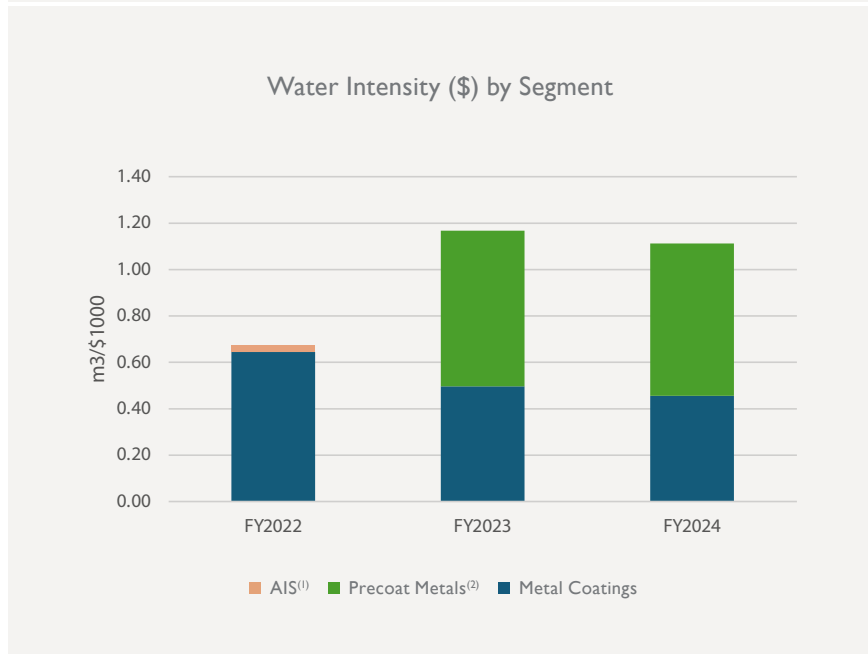
Water used in the process of coating metal needs to be cleaned and treated so that AZZ can either reuse it in its own operations or discharge it to publicly owned treatment plants for additional processing. AZZ tracks all water usage in its coating and hot-dip galvanizing facilities and has achieved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

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

AZZ's Water Intensity decreased 3% as both business segments reduced their normalized water use in FY2024.



(1) Total Water Withdrawal for FY2024: 902.2 m3. See GRI Indicator 303-3.
 (2) Controlling interest in AIS was divested on September 30, 2022.
 (3) AZZ acquired Precoat Metals on May 13, 2022.



(1) Controlling interest in AIS was divested on September 30, 2022.
 (2) AZZ acquired Precoat Metals on May 13, 2022.



Wastewater

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

Wastewater ('000 m3)	FY2022	FY2023	FY2024
Precoat Metals Segment ⁽¹⁾	—	331.8	334.0
Metal Coatings Segment	306.3	282.4	260.7
Infrastructure Solutions Segment (AIS) ⁽²⁾	6.2	—	—
Enterprise Total	312.5	614.2	594.7

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

(2) Controlling interest in AIS was divested on September 30, 2022.



Despite increased production in FY2024, AZZ's Metal Coatings segment was able to reduce its overall water usage by 5% from the previous year and wastewater by 8%. The Metal Coatings segment's water intensity declined by 8% in FY2024.



AZZ Galvanizing - Milwaukee facility reduced their plating water usage by 31% in FY2024 by reducing the process water flow by half without impacting production.



FEATURED STORY

AZZ Galvanizes Historic Yellowstone River Bridge Renovation

The Kinsey Bridge, spanning the Yellowstone River since 1907, recently underwent a critical renovation to restore its safety and longevity. Deterioration had compromised the bridge, a vital link for residential, agricultural and commercial traffic in Custer County, Montana.

AZZ's hot-dip galvanizing was selected for the project due to its durability and corrosion resistance. The new galvanized open grid deck design ensures efficient drainage, lightweight construction and minimal maintenance. By using galvanized steel, the bridge will withstand harsh weather conditions, including road salts and extreme seasonal changes, for decades to come.

The renovation has reopened the bridge, enhancing safety and connectivity for Miles City's 9,000 residents, while minimizing future maintenance costs. AZZ's galvanizing solutions ensure the historic bridge will serve the community for many decades to come.



In FY2024, AZZ improved its Waste Diverted from Disposal by 28% from FY2023.

Waste Streams

AZZ has a long history of responsible waste management and recycling processes dating back to the mid-1960's, when it deployed its first zinc recovery equipment at its Crowley, Texas hot-dip galvanizing facility. AZZ's waste management approach ensures that all waste, including hazardous and non-hazardous waste, is disposed of in compliance with national, state and local waste management requirements, including the EPA's Resource Conservation and Recovery Act (RCRA), the Canadian Environmental Protection Act (CEPA) and 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 bodies whether EPA, OSHA or state and local municipalities.

Facility-level environment management activities include:

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

Hazardous Waste (tons)	Absolute FY2024	Intensity FY2024 (tons/ton production)
Precoat Metals Segment	3,547	0.002
Metal Coatings Segment	13,407	0.016
Enterprise Total	16,954	0.007

Waste and Scrap Diverted from Disposal (tons)	Absolute FY2024
Precoat Metals Segment	51,753
Metal Coatings Segment	31,677
Enterprise Total	83,430



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 galvanizing 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 industrial processes. The zinc recovery machines allows our galvanizing facilities to recycle zinc on-site instead of sending it off-site.

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

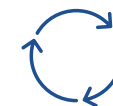
- **High-Grade Zinc Usage:** Exclusive use of special high-grade zinc with low lead and contaminants.
- **Rinse Water Reuse:** Reuse of rinse water in process tanks, resulting in zero disposal.
- **Acid Regeneration & Recycling:** Acid regeneration with recycling unit.
- **Raw Material Optimization:** Optimize raw material usage with pickling curves to reduce acid waste.
- **Wet Scrubber for Emissions:** Wet scrubber 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.
- **Baghouses for Emissions Control:** Bagoes reduce particulate emissions.
- **Stormwater Control:** Stormwater control to minimize runoff pollutants.
- **Recycling of Rejected Steel & Components:** Recycle rejected galvanized steel, chain and wire components.



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



AZZ recorded zero significant spills in FY2024.



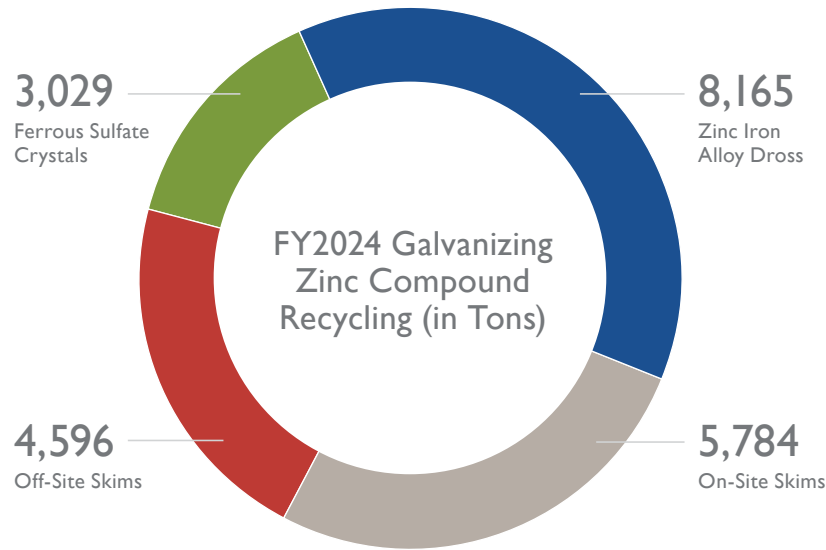
FY2024 beneficial reuse of spent acid diverted from hazardous waste disposal was 6.7 million pounds.



FY2024 AGA Excellence Award Winner

Recycling Zinc Compounds

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



Zinc compound recycling increased by 23% in fiscal year 2024, and generated \$10 million in revenues last year.

FEATURED STORY

AZZ's Hot-Dip Galvanizing Supports Cincinnati Zoo's Elephant Trek

AZZ's hot-dip galvanizing played a crucial role in the construction of the Cincinnati Zoo's new 5-acre Elephant Trek habitat, designed for endangered Asian elephants. The zoo chose galvanized steel for its unmatched corrosion resistance and durability, ensuring the long-term safety and strength of the barn structures, gates and enclosures.

Working closely with the fabricator, AZZ provided galvanized steel that withstands the heavy wear of the elephants while reducing the need for ongoing maintenance. This durable, low-maintenance solution not only ensures the elephants' well-being but also supports the zoo's environmental goals by minimizing future maintenance repairs and extending the lifespan of the exhibit.

This project demonstrates AZZ's commitment to delivering sustainable, high-quality solutions that support both conservation and long-term operational efficiency.

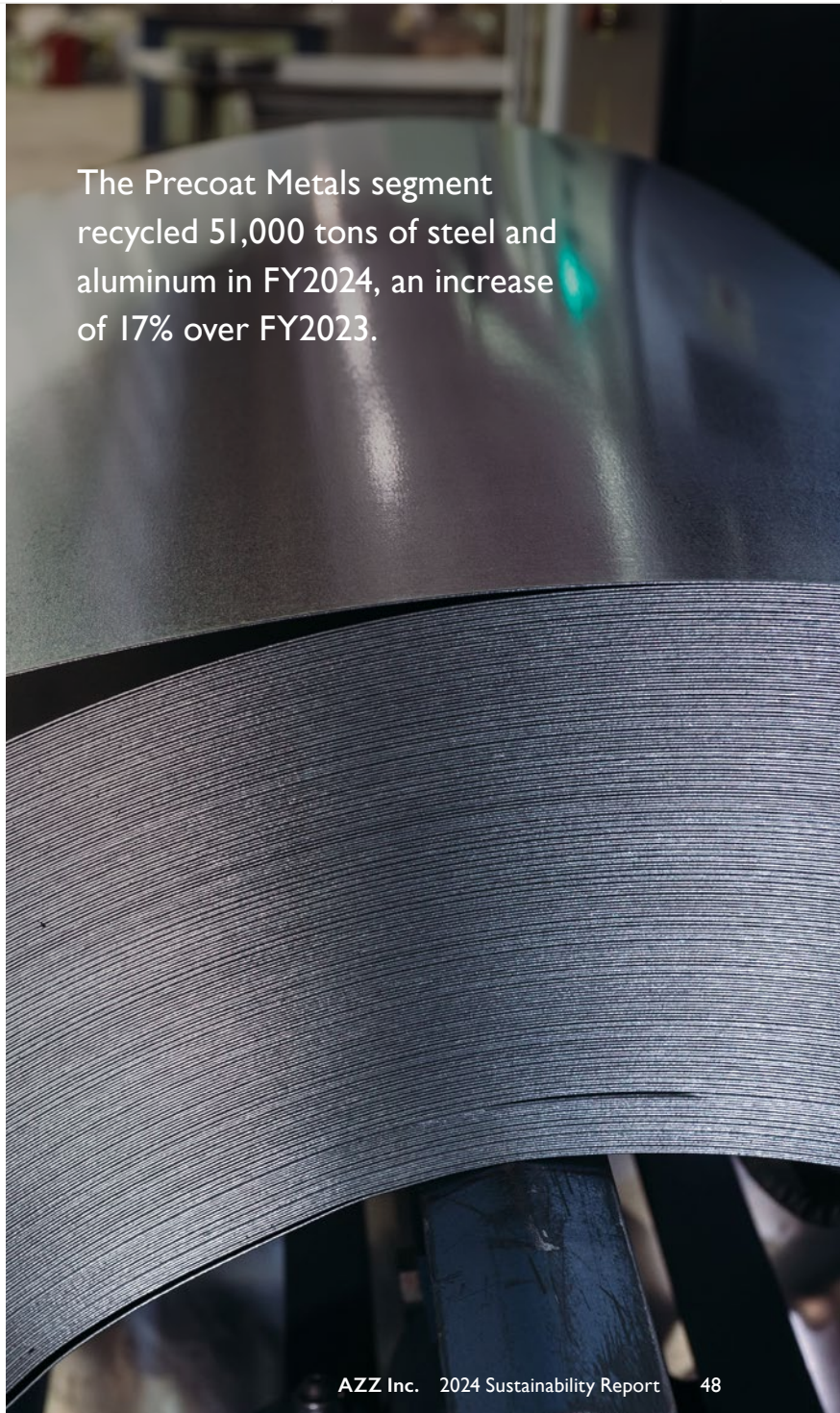
Precoat Metals Segment

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

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

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

- **Thermal Oxidizer & Energy Recovery:** On-site thermal oxidizers destroy up to 99% of VOCs and recovers energy to generate steam for production.
- **Solvent Reclamation:** Reclaims waste solvent from the coating process.
- **Fuel Blending for Energy Recovery:** Energy recovery from waste solvent by fuel blending.
- **Chemical Coater for Waste Minimization:** Minimizes chromium waste generation with a chemical coater.
- **Wastewater Treatment:** On-site treatment plants clean and process wastewater.
- **Baghouses for Emission Control:** Baghouses reduce particulate emissions.
- **Recycling of Scrap Metal:** Recycling of scrap steel and aluminum.



The Precoat Metals segment recycled 51,000 tons of steel and aluminum in FY2024, an increase of 17% over FY2023.

Environmental Management System

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

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

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

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

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



FEATURED STORY

Enhancing Efficiency and Sustainability: Rockford Galvanizing’s Air Compressor Upgrade

Our teams across AZZ have completed continuous improvement of operations and cost efficiency to further AZZ’s ESG priorities while enhancing quality and procuring lower industry costs for our customers. The AZZ Galvanizing – Rockford facility did an incredible job of showcasing these strides with the modernization of a new air compressor and accompanying systems.

Replacement of the existing air compressor system improved efficiency and air flow to optimize the rotor profile, delivering up to a 16% improved efficiency and 21% greater airflow capacity.

The piping rework reduces stress on the compressors by tying them together and allowing for easier maintenance, ensuring that the plant has a reliable working air supply to maintain production at maximum efficiency and ensure baghouse environmental compliance.

The newer air compressor system produces significant energy savings by utilizing a variable speed drive. Remote intelligent control of the compressor delivers increased control functionality through an intuitive user interface and remote online access. This innovation minimizes manual user interface and decreases safety risks.

With the realization of energy savings from the use of higher efficiency air systems, AZZ plans to modernize all air compressor systems at the end of their lifecycle to enhance operating capabilities, quality, risk mitigation and energy efficiency across its domain.

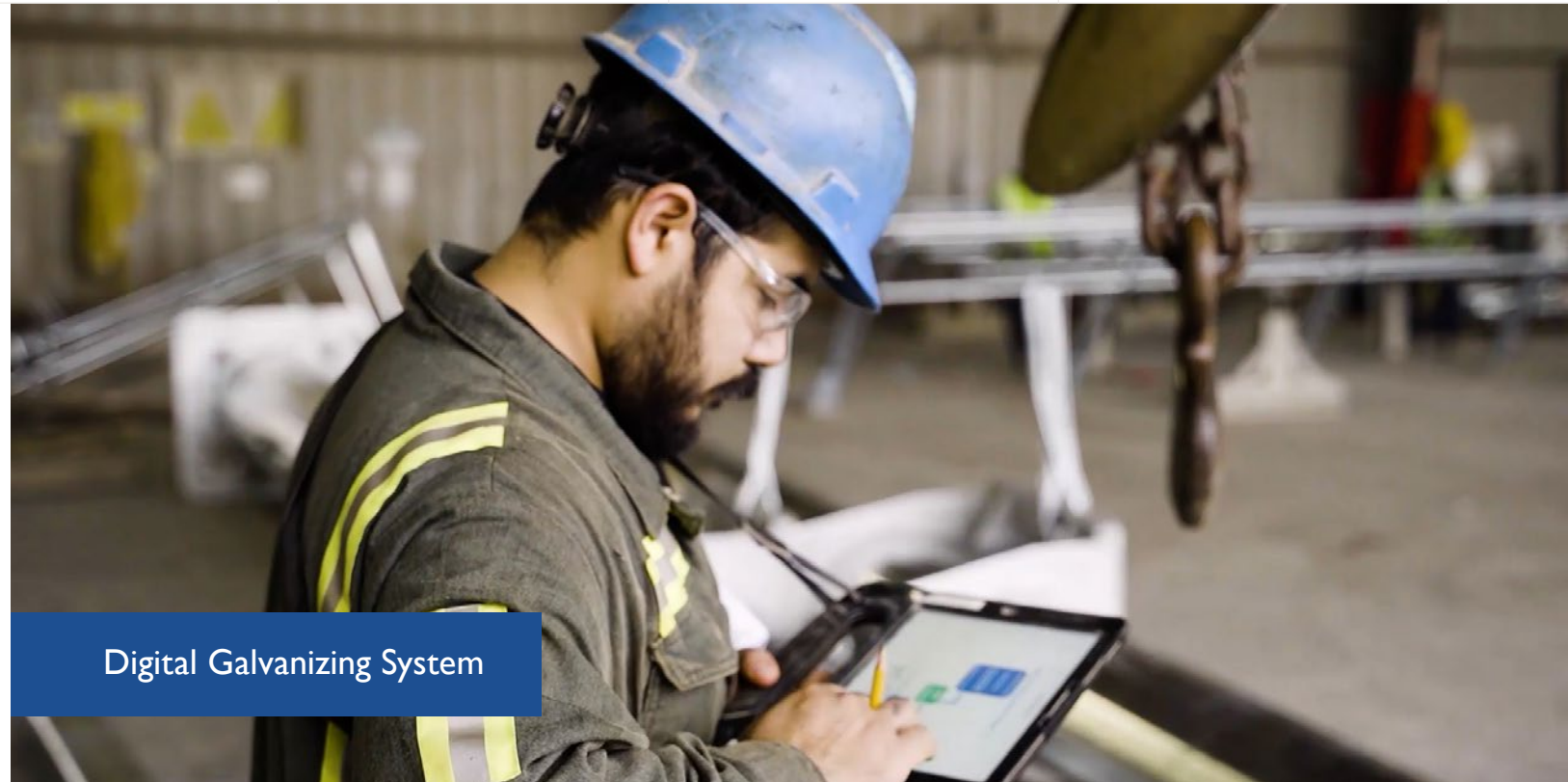
Research & Development

AZZ has developed the proprietary Digital Galvanizing System (“DGS”) which is used throughout the Galvanizing organization from operations to sales to environmental health and safety. The results of the research have been tremendous, leading to reductions in emissions and the usage of chemicals, kettle additives, natural gas and zinc.

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. Recent enhancements focus on EHS benefits to enable optimal operating parameters and alerts when values are out of range, as well as, improved safety recording and reporting to senior management.

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

Sales Benefits – DGS generates automated quotes and enhances customer communications resulting in faster quoting to customers and higher levels of customer service and satisfaction. The sales team is able to save fuel by efficiently planning sales and delivery routes in DGS.



Digital Galvanizing System





Texas A&M Materials Science and Engineering Department Projects

Each year, hundreds of engineering students at the Texas A&M Materials Science and Engineering Department participate in senior capstone projects as part of their degree requirements. Senior capstone projects provide students with opportunities to collaborate on team projects sponsored by various industries and to apply their knowledge and skills in developing design solutions which meet sponsor requirements. AZZ has partnered with Texas A&M since 2019 to conduct R&D projects related to improving AZZ's hot-dip galvanizing process with the goal of designing more efficient production processes, including the reduction of resource usage and emissions mitigation. The initial results of the research have been tremendous, leading to the mitigation of corrosion and degradation of the metallic fixtures used in production that occur during the pickling process, and reductions in the usage of chemicals, kettle additives, natural gas and zinc.

The research conducted by the students at Texas A&M and the AZZ engineering group has led to improved standard operating procedures utilized by AZZ's Metal Coatings facilities impacting safety for its employees, increased product quality, increased production fixture lifespan, reduced usage and replacement costs and reduced disposal of non-recycled resources.

CoilZone: AZZ Precoat Metals' Digital Customer Portal

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

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

Non-Chromate Pretreatments and Paint

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

Supply Chain

A well-managed supply chain is crucial to AZZ's long-term success. AZZ is committed to engaging with its suppliers as valued partners and expects its suppliers to comply with AZZ's commitment to corporate social responsibility. Suppliers working with AZZ are expected to comply with AZZ's Vendor Code of Business Conduct, and to ensure that those policies are reflected in their daily business activities. Suppliers are also expected to report any non-compliance that they may observe while conducting business with AZZ. AZZ reserves the right to audit its supplier records, including on-site inspections of their facilities to ensure that they are in compliance with AZZ's Vendor Code of Business Conduct.

Vendor Code of Business Conduct

AZZ seeks to maintain high ethical standards and to comply with all applicable laws and regulations in all 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. This policy outlines our expectations of our third-party vendors to adhere to our Vendor Code of Business Conduct to help AZZ maintain its ethical and socially responsible culture.

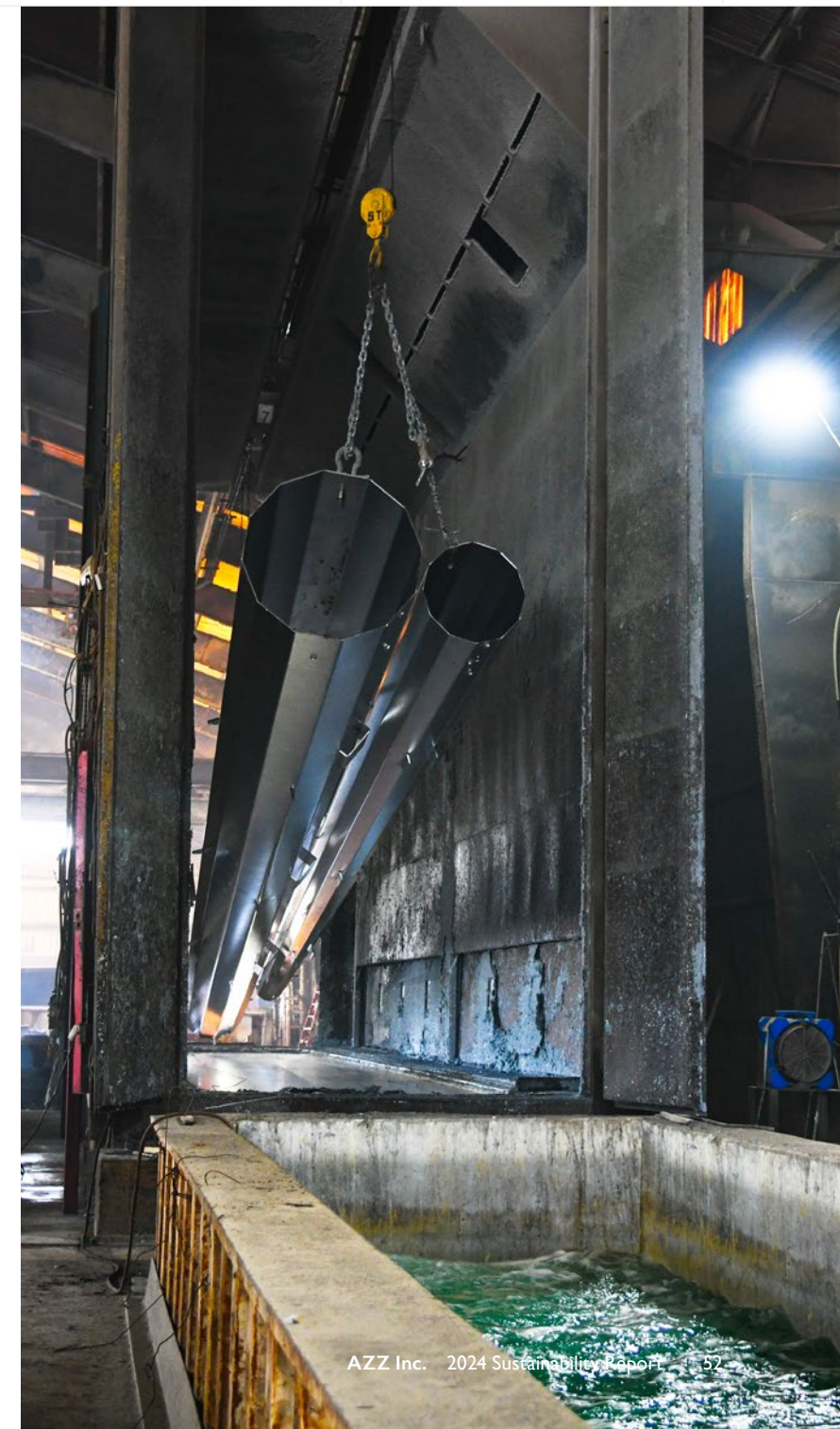
AZZ's Vendor Code of Business Conduct is available at www.azz.com/ESG.

Conflict Minerals Policy

AZZ supports efforts to end human suffering and environmental harm associated with 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 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 responsible sourcing practices. As such, AZZ has implemented a due diligence program to address human rights issues and responsible practices across its supply chain.

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



Social

AZZ believes all employees desire personally fulfilling work, to be treated with dignity and respect and to work for a company they are proud of.





Employees

AZZ believes all employees desire personally fulfilling work, to be treated with dignity and respect and to work for a company they have pride and passion for. AZZ understands the importance of employees who feel valued and united through shared beliefs and guiding principles. AZZ’s values shape its corporate culture, attracts amazing people, amplifies their abilities, fosters accountability and mentoring and helps them live and work at their best.

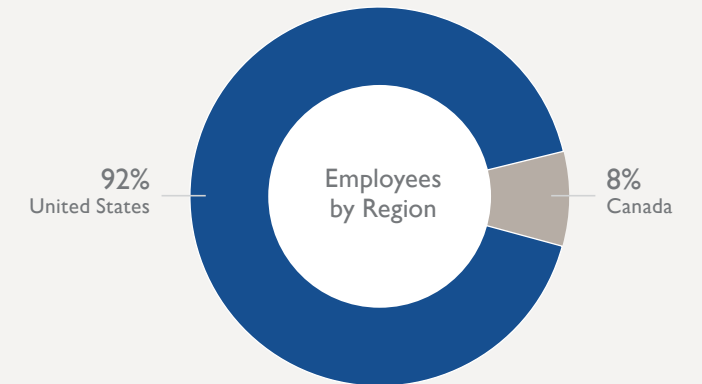
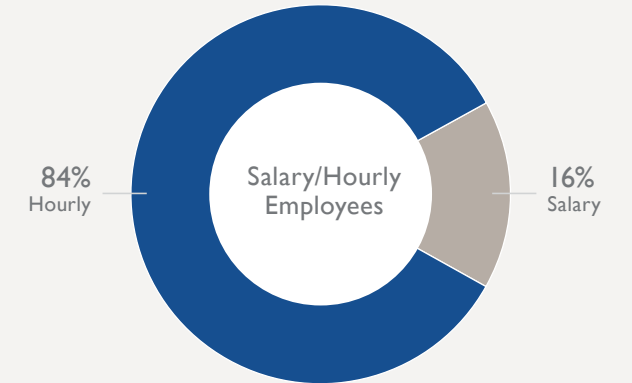
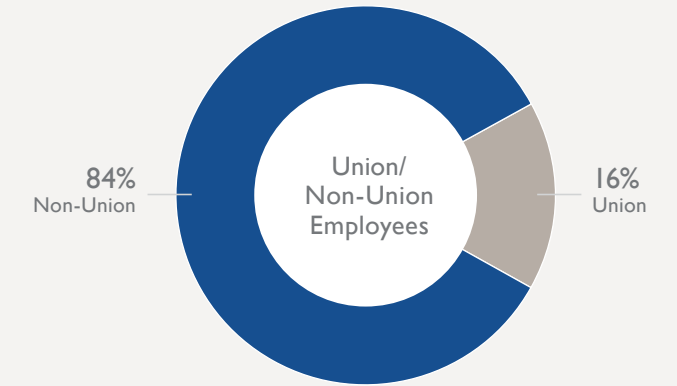
Enhancing the Well-Being of Our Employees

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

As of February 29, 2024, AZZ’s fiscal year end, AZZ had 3,873 employees worldwide with 3,575 of them employed in the U.S. and 268 employed in Canada.



7.5 Years is the Average Tenure for AZZ Employees



Employee Compensation & Benefits

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

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

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



Health

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



Financial

- Competitive Base Salaries
- Hourly Overtime and Shift Differential Pay
- Annual Cash Incentive Program
- Employee Stock Purchase Plan
- 401(k) Match Programs
- Pre-tax Contributions to Eligible Savings Accounts
- Tuition Reimbursement



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



67%

of AZZ's employees take advantage of its 401K Plan



55%

of AZZ's employees opt into AZZ sponsored health insurance



30,000

Marketplace Chaplains conducted more than 30,000 confidential conversations with our employees during FY2024

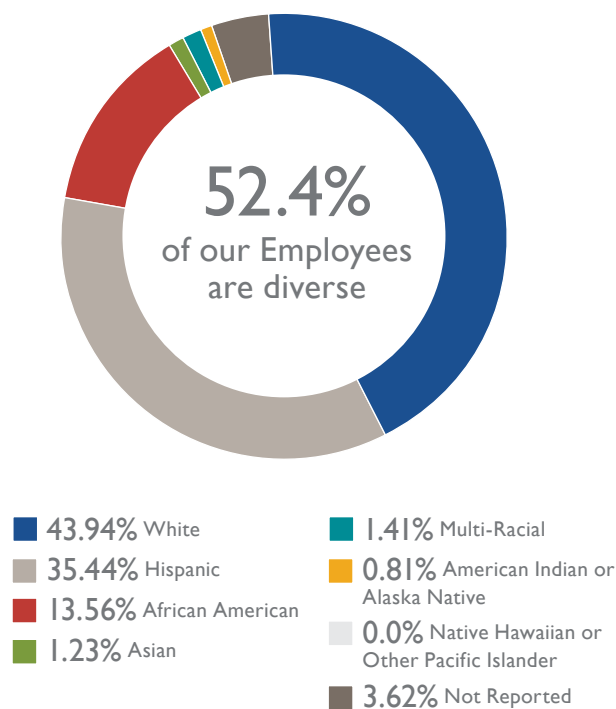
Diversity, Equity & Inclusion

AZZ embraces the diversity of its employees, customers, vendors, suppliers, stakeholders and consumers, including their unique backgrounds, experiences, creative solutions, skills and talents. Everyone is valued and appreciated for their distinct contributions to the continued growth and sustainability of AZZ's business.

Equal opportunity employment is a fundamental principle of AZZ where employment and applications for employment are evaluated based upon an applicant's capabilities and qualifications without discrimination based on actual or perceived race, color, religion, sex, age, national origin, disability, genetic information, marital status, veteran status, sexual orientation or any other protected characteristic as established by applicable local, state, federal or international laws. Equal opportunity and inclusion are incorporated into all of AZZ's policies and procedures relating to recruitment, hiring, succession planning, retention, promotions, compensation, benefits, discipline, termination and any other terms and conditions of employment. AZZ seeks to continuously improve its hiring, development, career advancement and retention of a diverse talent pool and increase its overall diversity representation.

For FY2024, AZZ's U.S. employees had the following race and ethnicity demographics:

As of February 29, 2024, our U.S. employees had the following race and ethnicity demographics:



Percentage of Employees by Gender for Fiscal Year 2024

U.S. EMPLOYEES

15.0% Women 85.0% Men

CANADIAN EMPLOYEES

14.3% Women 85.7% Men

Percentage of Employees by Age for Fiscal Year 2024

1.5% Under 20 19.7% 21-30

24.5% 31-40 22.8% 41-50

21.9% 51-60 9.6% >61



FEATURED STORY

Jacqueline Cobos: A Rising Star at AZZ Inc.

Jacqueline Cobos began her AZZ career in customer service roles at AZZ Surface Technologies in Dallas, Texas. Her proactive approach to understanding customer needs and suggesting performance improvements inside the plant caught the attention of upper management as part of AZZ's emphasis on identifying future leaders.

Jacqueline's passion for plant operations positioned her as an excellent candidate for the role of operations manager, the plant's second-in-command. Her ability to quickly grasp the plant's business aspects, including financial metrics and budgets, impressed the regional manager and she was soon promoted to plant manager.

Under Jacqueline's leadership, the plant became the second-highest rated in profit margin in the Surface Technologies division. She focused on growing revenue, enhancing safety measures and implementing best practices, earning third-party safety recognition. She also aims to reduce energy usage and waste, inspired by energy audits conducted at other AZZ plants.

Jacqueline's influence is evident in the renewed purpose among the plant's mostly Hispanic female workforce. By participating in production, encouraging staff ideas, and forming an AZZ Care Team, she has driven significant improvements across the plant and particularly in employee motivation. In less than a year, Jacqueline Cobos transformed the Terrell powder coating plant, demonstrating exceptional leadership and a commitment to excellence. Jacqueline Cobos exemplifies how passion and dedication can lead to promotion and remarkable success at AZZ Inc.



FEATURED STORY

Spotlight on Legacy: Three Generations, One Great Company

The Faulkner family's legacy at Precoat Metals spans over 55 years, beginning with Don Faulkner in 1969. Don's dedication saw him rise from operator roles to production/plant manager at the St. Louis plant, where he transformed the facility into the light gauge container facility it is today.

Following in his father's footsteps, Mike Faulkner joined Precoat in 1989. Over his 35 years, Mike has navigated economic recessions and the COVID-19 pandemic, crediting Precoat's stability and employee-first culture for his long tenure. Mike values the friendships he's built and believes Precoat offers ample growth opportunities, advising other employees, "You get out of it what you put in."

The legacy continues with Jake Faulkner, who started in the Maintenance Department at the Granite City facility in 2023 and quickly moved to the Washington, MO plant to help prepare for its opening. Jake is inspired by the careers his father and grandfather built and is eager to learn and contribute, confident that hard work will lead to his success as well.

The Faulkner family's story is a testament to how dedication and commitment can create a lasting legacy. As Jake steps into his role, he carries forward the values passed down by his father and grandfather, ready to make his mark at Precoat Metals.

Growth & Development

AZZ invests in and provides ongoing development and continuous learning opportunities for all AZZ employees. AZZ supports enterprise-wide training and development by offering a variety of instructor-led and self-paced learning programs ranging in audience from individual contributors to supervisors and executive leadership. AZZ also provides a variety of resources to help its employees grow professionally and personally and build new skills, including (i) online development courses containing unlimited access to more than 5,900 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. The feedback is used to assist management in the evaluation of engagement and training topics as well as to support continuous improvement in leader succession and to enhance its corporate culture.



Over 5,900 professional development courses are available to all employees in several categories including leadership, communication and computer skills.



Average structured training hours per employee in FY2024 was 30 hours.



Health & Safety

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

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

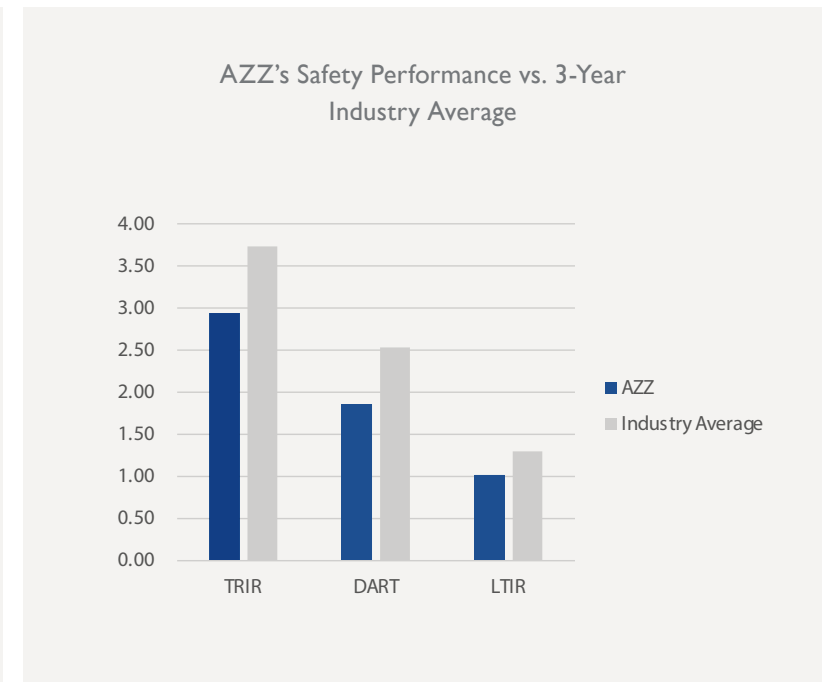
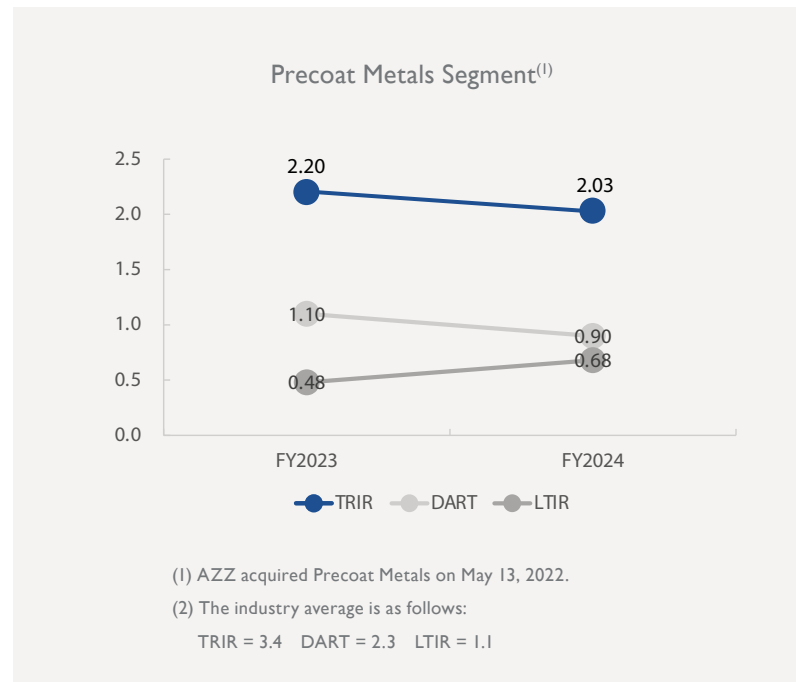
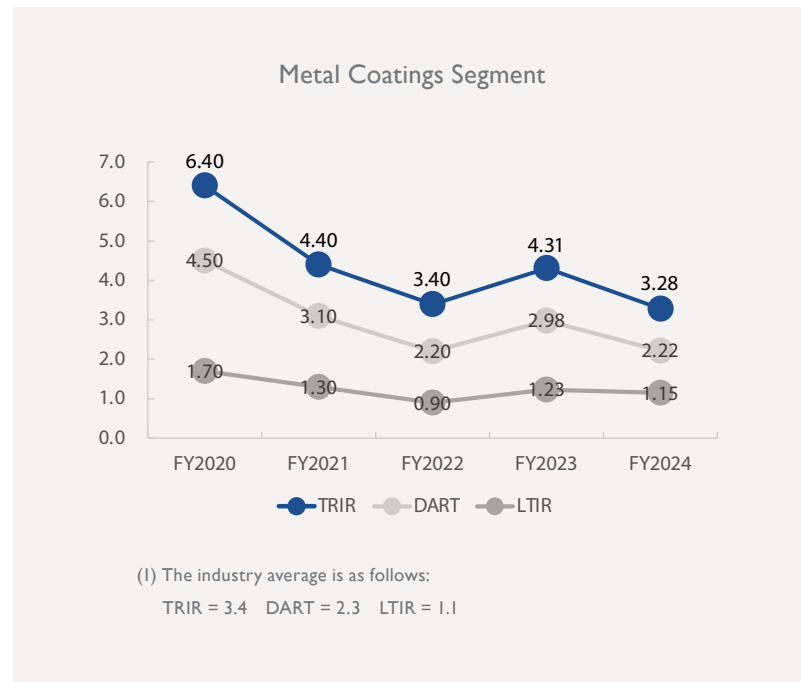


From FY2022 to FY2024, AZZ’s Metal Coatings Segment generated a 49% reduction in TRIR, 32% reduction in LTIR and 51% reduction in DART.



AZZ had zero work-related fatalities in its business operations during FY2020 through FY2024.

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



AZZ Safety Initiatives:

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

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

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

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

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

Injury-Free Facilities

	FY2022	FY2023	FY2024
Precoat Metals Segment	—	2	3
Metal Coatings Segment	11	12	12
Infrastructure Solutions Segment (AIS) ⁽¹⁾	7	—	—

⁽¹⁾The controlling interest in AIS was divested on September 30, 2022.

FY2024 Incident Free All-Star Facilities

Precoat Metals

852 Days - AZZ Precoat Metals – Birmingham

420 Days - AZZ Precoat Metals – Columbia

406 Days - AZZ Precoat Metals – MMC

Metal Coatings

1,556 Days - AZZ Surface Technologies – Gainesville

1,471 Days - AZZ Galvanizing – St. Louis

1,040 Days - AZZ Galvanizing – Bristol

25% of all Metal Coating Facilities were incident free during FY2024.



FEATURED STORY

AZZ Precoat Metals – Birmingham Wins the FY2024 CEO Cup Award for Safety

The AZZ Precoat Metals – Birmingham plant was nominated for the inaugural CEO Sustainability Cup Award for achieving an exceptional record in safety. With more than 850 days injury-free, translating to approximately 400,000 man-hours without a safety incident as of the end of FY2024, the plant has demonstrated a steadfast commitment to maintaining a safe working environment. This milestone not only reflects the effectiveness of Birmingham’s safety protocols, but also underscores a culture of vigilance and continuous improvement in its safety practices.

Additionally, Birmingham’s recognition as a top-three finalist for the National Coil Coating Association (NCCA) safety award highlights its role as a leader in safety within the industry. This acknowledgment from a prestigious professional association confirms the plant’s success in implementing and sustaining effective safety measures, setting a benchmark for excellence in operational safety across the sector.

AZZ Cares Foundation

Caring is part of AZZ's culture. AZZ established the AZZ Cares Foundation in 2019 (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, the ACF has diligently received and processed over 200 applications for assistance, demonstrating a commitment to helping its employees who have faced various 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 \$225,000 in assistance, 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 substantial assistance, coupled with efficient use of 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](#)



Community Involvement

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



Make-A-Wish Foundation

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



Ronald McDonald House of Fort Worth

Ronald McDonald House of Fort Worth is a local charitable organization that provides a home away from home for families of critically ill children that are admitted into one of the local hospitals in Fort Worth. The Ronald McDonald House co-located with the Cook Children’s Hospital in Fort Worth frequently hosts 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.



Tarrant Area Food Bank (“TAFB”)

Through TAFB’s network of over 500 partner agencies, TAFB provides access to over one million nutritious meals weekly to children and adults facing hunger. TAFB’s work resulted in access to more than 47 million nutritious meals in their past fiscal year. The AZZ Care Team in Fort Worth supported these efforts with its TAFB Food Drive Challenge at AZZ’s corporate headquarters during fiscal year 2024.

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 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 businesses, coworkers, and communities in which we live and work.



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



Over 400 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 FY2024, AZZ Care Teams participated in over 50 local community events.



A Hole of Hope: The AZZ Louisville Care Team's Commitment to Cure Cystic Fibrosis

For years, the AZZ Louisville Care Team has been a proud sponsor of Hole #11 at the annual Cure Cystic Fibrosis Golf event, a gesture rooted in personal stories of loss, resilience and unwavering hope. This sponsorship is more than just a donation; it's a tribute to the strength and compassion of the Louisville team, who have turned their personal challenges into a beacon of support for others.

Kim Herbert, Louisville's Office Manager, has a connection to the cause. Her two grandkids, Weston and Emerson, are living with Cystic Fibrosis.

The significance of Hole #11 is personal for AZZ Louisville's Plant Manager, TD Taylor, who lost his six-year-old son to cancer. The number 11 was his son's sports number. By sponsoring Hole #11, the AZZ Louisville Care Team honors his son's memory while offering support to Kim Herbert's family and others affected by Cystic Fibrosis.

This annual sponsorship is a testament to the power of community and kindness. The AZZ Louisville Care Team stands together in its desire to turn personal suffering into hope for a brighter future for all those affected by Cystic Fibrosis.

AZZ Galvanizing – Winsted Recognized as The Community's Business of the Year in 2024

AZZ Galvanizing – Winsted was honored with their community's "Business of the Year" award. The Winsted Care Team has been a driving force for good, delivering holiday meals to those in need and organizing events that bring joy to residents at the local assisted living facility. Their efforts didn't stop there—they also raised over \$5,300 to equip the Winsted Police Department with essential first responder equipment and active shooter kits, ensuring the safety and preparedness of their community.

Their actions embody the spirit of AZZ, demonstrating AZZ's commitment to the communities where our employees live and work.





Stepping Out of the Darkness: AZZ Surface Technologies – Gainesville Care Team Joins the Fight Against Suicide

The AZZ Surface Technologies – Gainesville Care Team made a powerful statement in their community by participating in the American Foundation for Suicide Prevention’s #OutoftheDarkness Community Walk. Over 30 AZZ employees, along with many of their family members, came together to support this cause, demonstrating their commitment to mental health awareness and community well-being.

Their participation in the walk highlights the Gainesville team’s dedication to making a difference, not just within the walls of their facility, but in the broader community as well. By coming together to raise awareness and funds for suicide prevention, the AZZ Gainesville team has shown that they stand united in the fight against one of the most pressing issues facing our society today.



AZZ Galvanizing – Houston West: Bringing Joy to H-Town Dream Center

The AZZ Galvanizing – Houston West Care Team made a visit to the H-Town Dream Center in Splendora, Texas. This center provides a safe and nurturing environment for children and families in need, offering various programs and support to help them thrive. During their visit, the AZZ team delivered donated items and spent quality time engaging with the children. The interaction was so impactful that the children mentioned that they are eagerly anticipating another fun visit from AZZ.

The success of this visit underscores the meaningful difference the Houston West team is making in their community. Their efforts in supporting local organizations and building connections with those they serve are truly inspiring.



AZZ Corporate: Turning Competition into Compassion

The AZZ Corporate Care Team made a significant impact on their community by addressing a critical need: food insecurity. The Care Team creatively organized a canned food challenge to support the Tarrant Area Food Bank, located in Fort Worth, Texas and turned it into a spirited competition among each department. This friendly rivalry not only boosted engagement and morale within the headquarters, but also resulted in the collection of over 3,000 food items.

These donations will provide much-needed nourishment to thirteen counties across North Texas, making a tangible difference in the lives of those facing hunger. The success of this initiative underscores the commitment of the AZZ Corporate team to support their community, particularly those in need of basic necessities.



AZZ Precoat Metals – Portage: Going Above and Beyond for their Community

When AZZ Precoat Metals – Portage learned of a critical need at St. Joseph’s Carmelite Home in East Chicago, Indiana, they didn’t hesitate to take action. The home, which provides a safe haven for children in crisis from birth to age 18, reached out to the local community for food donations. The Portage AZZ Care Team saw this as an opportunity to make a difference in their community.

Instead of simply gathering canned goods, the team took it a step further. They pooled their resources, collected money and personally purchased food for the children. The night and mid-shift members even made it a group activity, shopping together with their families. Their collective efforts resulted in over 900 lbs. of food being donated to the Carmelite Home.

The staff at the home was grateful for this generous contribution, which will provide much-needed nourishment for the children currently in their care and for future residents as well.



AZZ Galvanizing – Crowley Care Team Donates CEO Cup Charity Award Funds to Wings of Hope Equitherapy

The AZZ Galvanizing – Crowley Care Team generously donated their CEO Cup charity award funds to Wings of Hope Equitherapy. AZZ’s CEO Cup is awarded to the highest performing plants in multiple categories both inside the facility and within the community. Wings of Hope Equitherapy was founded in 1996, and fosters inclusion for individuals with disabilities, particularly children and adults facing physical, mental or emotional challenges, by harnessing the power of horse partnerships. AZZ Crowley decided to use their well-deserved earnings to give back to the local charity and positively impact the lives and well-being of their community members that face unique challenges.

Stakeholder Engagement

Board-Driven Engagement

Our Board of Directors oversees the shareholder engagement process and regularly reviews and assesses shareholders' feedback. Our Compensation Committee receives regular reports on shareholders' input on compensation. Both our Chair of the Board and our executive management team play a central role in our Board of Directors' shareholder engagement efforts. Our other directors may also participate in meetings with shareholders.

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; they reflect our Board's understanding of the critical role shareholder engagement has on our governance.

Process Overview

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 they receive to take action when appropriate.

We have increased our shareholder engagement communications, enhanced the Company's strategic content and built stronger relationships with the investor community through our Senior Vice President of Marketing, 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 that are important to our shareholders.

Key Engagement Topics Discussed with Shareholders

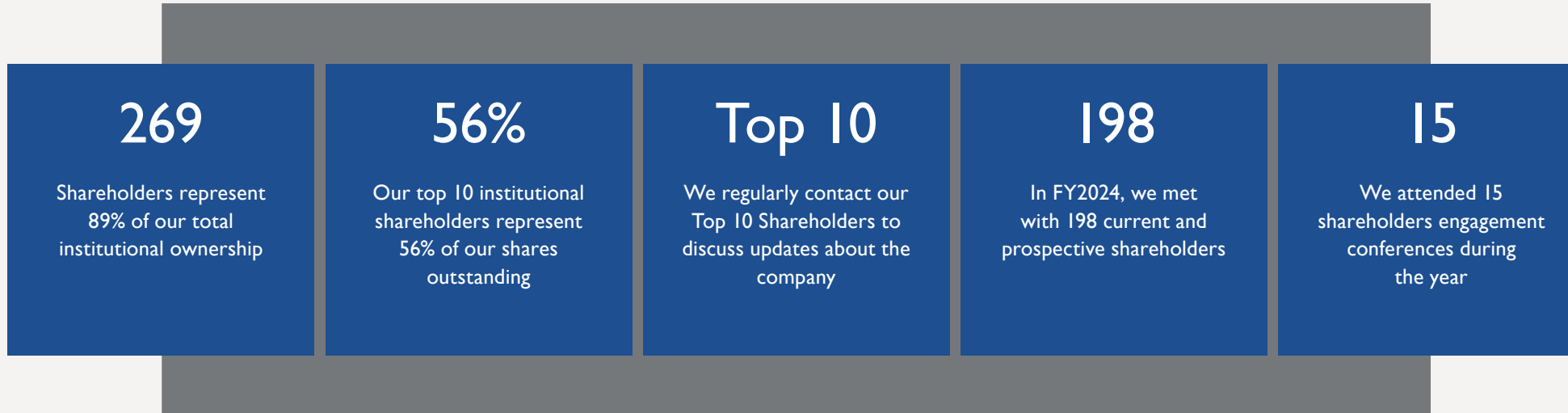
- Board Composition, Refreshment and Diversity
- Board Oversight of Corporate Strategy and Risk Management
- Human Capital Management
- ESG Disclosure and Reporting
- Environmental and Social Matters
- Shareholder Engagement and Activism

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 our 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, corporate governance, environmental and social matters and any applicable changes in our Board or executive management team.

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 regularly shared with our Board of Directors, its committees and management. In addition to shareholders' sentiments, our Board of Directors considers trends in governance practices and regularly reviews the voting results of our shareholders' meetings, the governance practices of our peers and current trends in governance.



Also, during fiscal year 2024:

- we met with and participated in various evaluations, ratings and ranking surveys, such as the S&P Global, Sustainalytics, Institutional Shareholder Services, Inc. (“ISS”) and MSCI Inc.; and
- the Company increased the number of sell-side analysts that provide coverage by 66%, which positively impacts shareholder awareness.

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 management team with deeper insights into the dynamic topics that are important to their 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

Appendix



GRI Index

Statement of Use	AZZ has prepared this ESG Report in accordance with the GRI Standards of the period March 1, 2023 to February 29, 2024.
GRI I Used	GRI I: Foundation 2021

GRI Indicator	Description	Page
GRI 2: General Disclosures 2021		
2-1	Organizational details	a. AZZ Inc. b. Public Company Listed on the NYSE c. 3100 W. 7th St., Fort Worth, TX, 76107 d. U.S. and Canada
2-2	Entities included in the organization’s sustainability reporting	Form 10-K , Exhibit 21.1 filed with the SEC on April 25, 2023.
2-3	Reporting period, frequency and contact point	FY2024 (March 1, 2023 - February 29, 2024) FY2024 (March 1, 2023 - February 29, 2024) October 2024 Page 4
2-4	Restatements of information	No restatement of information since last report.
2-5	External assurance	N/A
2-6	Activities, value chain and other business relationships	Pages 6-18 , 51-52
2-7	Employees	Pages 54-58
2-9	Governance structure and composition	Pages 28-31
2-10	Nomination and selection of the highest governance body	Pages 29
2-11	Chair of the highest governance body	Page 30
2-12	Role of the highest governance body in overseeing the management of impacts	Pages 29 , 32 , 35-36
2-14	Role of the highest governance body in sustainability reporting	Page 21

GRI Index (continued)

GRI Indicator	Description	Page
2-15	Conflicts of interest	Page 29
2-16	Communication of critical concerns	Page 32
2-17	Collective knowledge of the highest governance body	Pages 30-32
2-18	Evaluation of the performance of the highest governance body	2024 Proxy Statement filed with the SEC on May 28, 2024; Pages 17-42
2-19	Remuneration policies	2024 Proxy Statement; Pages 44-83
2-20	Process to determine remuneration	2024 Proxy Statement; Pages 44-64
2-21	Annual total compensation ratio	2024 Proxy Statement; Page 77
2-22	Statement on sustainable development strategy	Page 5 – CEO Letter
2-23	Policy commitments	Page 33-34
2-24	Embedding policy commitments	Page 19-27
2-25	Processes to remediate negative impacts	Page 33
2-26	Mechanisms for seeking advice and raising concerns	Page 32
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 66-67
2-30	Collective bargaining agreements	Approximately 16% 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 23-25
3-2	List of material topics	Pages 23-24

GRI Index (continued)

GRI Indicator	Description	Page
3-3	Management of material topics	Pages 21-26
Economic Performance		
201-2	Financial implications and other risks and opportunities due to climate change	Page 35-36
Anti-Corruption		
205-2	Communication and training about anti-corruption policies and procedures	Page 33
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 FY2024.
Environmental		
Materials		
301-3	Reclaimed products and their packaging materials	Pages 45-48
Energy		
302-1	Energy consumption within the organization	Pages 40-41 Based on a survey of the utilities serving our 61 locations, AZZ estimates that 10% of our electricity is from renewable sources. AZZ has contracted with a third party to explore renewable energy options.
302-3	Energy intensity	Pages 40-41
302-4	Reduction of energy consumption	Pages 38-40
302-5	Reductions in energy requirements of products and services	Page 38-40

GRI Index (continued)

GRI Indicator	Description	Page
Water		
303-3	Water withdrawal	Page 43 Groundwater: 24.2 m3 Third-party water: 878 m3 Regions with water stress: 5% of locations as determined by Aqueduct Water Risk Atlas; Total: 10.1 ML or 1.1% total water withdrawal
303-4	Water discharge	Page 44
303-5	Water consumption	Page 43
Emissions		
305-1	Direct (Scope 1) GHG emissions	Pages 41-42
305-2	Energy indirect (Scope 2) GHG emissions	Pages 41-42
305-4	GHG emissions intensity	Pages 41-42
305-5	Reduction of GHG emissions	Pages 38-42
Effluents and Waste		
306-1	Waste generation and significant waste-related impacts	Pages 45-48
306-2	Management of significant waste-related impacts	Pages 45-48
306-3	Waste generated	Pages 45-48
306-4	Waste diverted from disposal	Pages 45-48
306-5	Waste directed to disposal	Pages 45-48

GRI Index (continued)

GRI Indicator	Description	Page
Social		
Employment		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 55
401-3	Parental leave	Page 55
Occupational Health and Safety		
403-1	Occupational health and safety management system	Pages 49, 59-60
403-2	Hazard identification, risk assessment, and incident investigation	Pages 49, 59-60
403-3	Occupational health services	Pages 49, 59-60
403-4	Worker participation, consultation, and communication on occupational health and safety	Pages 49, 59-60
403-5	Worker training on occupational health and safety	Pages 49, 59-60
403-6	Promotion of worker health	Pages 49, 59-60
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 49, 59-60
403-8	Workers covered by an occupational health and safety management system	Pages 49, 59-60
403-9	Work-related injuries	Pages 59-60
403-10	Work-related ill health	Pages 59-60

GRI Index (continued)

GRI Indicator	Description	Page
Training and Education		
404-1	Average hours of training per year per employee	Page 58
404-2	Programs for upgrading employees skills and transition assistance programs	Page 58
404-3	Percentage of employees receiving regular performance and career development reviews	67% in FY2024
Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	Pages 31 and 56 19% of AZZ's Leadership Team (ALT) are women. The ALT does not include all management positions.
Freedom of Association and Collective Bargaining		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	None
Child Labor		
408-1	Operations and suppliers at significant risk for incidents of child labor	None
Forced or Compulsory Labor		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	None
Rights of Indigenous Peoples		
411-1	Incidents of violations involving rights of indigenous peoples	None
Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	Pages 61-67
413-2	Operations with significant actual and potential negative impacts on local communities	None

GRI Index (continued)

GRI Indicator	Description	Page
Public Policy		
415-1	Political contributions	<p>Page 34</p> <p>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 FY2024 and the previous three fiscal years, AZZ did not contribute funds to any political candidates and did not engage in any lobbying activities.</p>
Customer Health and Safety		
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	None
Marketing and Labeling		
417-2	Incidents of non-compliance concerning product and service information and labeling	None
417-3	Incidents of non-compliance concerning marketing communications	None
Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	None

SASB Index

SASB - Industrial Machinery and Goods

SASB Code	Topic	Accounting Metric	Page
RT-CH-110a.1	Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Pages 41-42
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 24-25 , 38-42
RT-IG-130a.1	Energy Management	(1) total energy consumed; (2) percentage grid electricity; (3) percentage renewable	Pages 38-41 ; Based on a survey of the utilities serving our 61 locations, AZZ estimates that 10% of our electricity is from renewable sources. AZZ has contracted with a third party to explore renewable energy options.
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 59-60 ; AZZ does not currently report NMFR.
RT-IG-440a.1	Materials Sourcing	Description of the management of risks associated with the use of critical materials	See Risk Management (p. 35-36) & Supply Chain (p. 52) sections for discussion of supply chain risk management. Also see Conflict Minerals Policy (p. 52). 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 54

Environmental Data Index⁽¹⁾

	FY2022	FY2023	FY2024
Environmental Impact			
Natural Gas Usage (Scope 1) (MMBtu)			
Precoat Metals Segment	—	2,208,813	2,468,735
Metal Coatings Segment	1,578,079	1,722,265	1,876,474
Infrastructure Solutions Segment (AIS)	34,927	—	—
Enterprise Total	1,613,007	3,931,078	4,345,209
Natural Gas Intensity (Scope 1) (MMBtu/\$000 Revenue)			
Precoat Metals Segment	—	3.217	2.801
Metal Coatings Segment	3.002	2.704	2.860
Infrastructure Solutions Segment (AIS)	0.091	—	—
Enterprise Total	1.779	2.970	2.826
Electricity Usage (Scope 2) (MWh)			
Precoat Metals Segment	—	100,844	114,809
Metal Coatings Segment	49,496	51,523	50,085
Infrastructure Solutions Segment (AIS)	12,693	—	—
Enterprise Total	62,189	152,367	164,893
Electricity Intensity (Scope 2) (MWh/\$000 Revenue)			
Precoat Metals Segment	—	146.860	130.257
Metal Coatings Segment	94.171	80.885	76.326
Infrastructure Solutions Segment (AIS)	33.080	—	—
Enterprise Total	0.069	115.111	107.241

⁽¹⁾Environmental Data Index Includes data for FY2024 as compared to those values from FY2022 and FY2023. FY2023 excludes the AZZ infrastructure solutions (AIS) segment as the Company divested the AIS segment on September 30, 2022, while adding partial year data from May 13, 2022 to February 28, 2023 for the 13 manufacturing facilities associated with the acquisition of Precoat Metals.

Environmental Data Index⁽¹⁾ (continued)

	FY2022	FY2023	FY2024
Energy Usage (Scope I & 2) (GJ)			
Precoat Metals Segment	—	2,695,259	3,017,965
Metal Coatings Segment	1,844,432	2,003,969	2,160,089
Infrastructure Solutions Segment (AIS)	82,573	—	—
Enterprise Total	1,927,005	4,699,228	5,178,054
Energy Intensity (Scope I & 2) (GJ/\$000 Revenue)			
Precoat Metals Segment	—	3.93	3.42
Metal Coatings Segment	3.51	3.15	3.29
Infrastructure Solutions Segment (AIS)	0.22	—	—
Enterprise Total	2.12	3.55	3.37
Scope I Emissions (mtons CO₂e)			
Precoat Metals Segment	—	117,320	131,132
Metal Coatings Segment	83,819	91,477	99,673
Infrastructure Solutions Segment (AIS)	1,855	—	—
Enterprise Total	85,674	208,797	230,805
Scope I Emissions Intensity (mtons CO₂e/\$000 Revenue)			
Precoat Metals Segment	—	0.171	0.149
Metal Coatings Segment	0.159	0.144	0.152
Infrastructure Solutions Segment (AIS)	0.005	—	—
Enterprise Total	0.094	0.158	0.150

⁽¹⁾Environmental Data Index Includes data for FY2024 as compared to those values from FY2022 and FY2023. FY2023 excludes the AZZ infrastructure solutions (AIS) segment as the Company divested the AIS segment on September 30, 2022, while adding partial year data from May 13, 2022 to February 28, 2023 for the 13 manufacturing facilities associated with the acquisition of Precoat Metals.

Environmental Data Index⁽¹⁾ (continued)

	FY2022	FY2023	FY2024
Scope 2 Emissions (mtons CO₂e)			
Precoat Metals Segment	—	43,080	49,334
Metal Coatings Segment	19,373	20,256	19,571
Infrastructure Solutions Segment (AIS)	6,161	—	—
Enterprise Total	25,534	63,336	68,905
Scope 2 Emissions Intensity (mtons CO₂e/\$000 Revenue)			
Precoat Metals Segment	-	0.063	0.056
Metal Coatings Segment	0.037	0.032	0.030
Infrastructure Solutions Segment (AIS)	0.016	—	—
Enterprise Total	0.028	0.048	0.045
Scope 1 & 2 Emissions (mtons CO₂e)			
Precoat Metals Segment	—	160,400	180,466
Metal Coatings Segment	103,192	111,734	119,244
Infrastructure Solutions Segment (AIS)	8,016	—	—
Enterprise Total	111,208	272,133	299,710
Scope 1 & 2 Emissions Intensity (mtons CO₂e/\$000 Revenue)			
Precoat Metals Segment	—	0.234	0.205
Metal Coatings Segment	0.196	0.175	0.182
Infrastructure Solutions Segment (AIS)	0.021	—	—
Enterprise Total	0.123	0.206	0.195

⁽¹⁾Environmental Data Index Includes data for FY2024 as compared to those values from FY2022 and FY2023. FY2023 excludes the AZZ infrastructure solutions (AIS) segment as the Company divested the AIS segment on September 30, 2022, while adding partial year data from May 13, 2022 to February 28, 2023 for the 13 manufacturing facilities associated with the acquisition of Precoat Metals.

Environmental Data Index⁽¹⁾ (continued)

	FY2022	FY2023	FY2024
Water Usage ('000 m³)			
Precoat Metals Segment	—	460.7	578.7
Metal Coatings Segment	338.9	316.3	299.3
Infrastructure Solutions Segment (AIS)	10.1	—	—
Enterprise Total	349.0	777.0	878.0
Water Intensity (m³/\$000 Revenue)			
Precoat Metals Segment	-	0.67	0.66
Metal Coatings Segment	0.64	0.50	0.46
Infrastructure Solutions Segment (AIS)	0.03	—	—
Enterprise Total	0.38	0.59	0.57
Wastewater ('000 m³)			
Precoat Metals Segment	—	331.8	334.0
Metal Coatings Segment	306.3	282.4	260.7
Infrastructure Solutions Segment (AIS)	6.2	—	—
Enterprise Total	312.5	614.3	594.7

⁽¹⁾Environmental Data Index Includes data for FY2024 as compared to those values from FY2022 and FY2023. FY2023 excludes the AZZ infrastructure solutions (AIS) segment as the Company divested the AIS segment on September 30, 2022, while adding partial year data from May 13, 2022 to February 28, 2023 for the 13 manufacturing facilities associated with the acquisition of Precoat Metals.



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