



2024 ESG REPORT

Setting the Standard.

BIG Headquarters, Copenhagen



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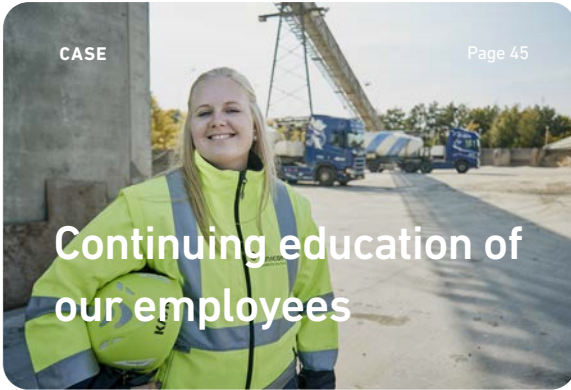
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About This Report

At Unicon A/S we are proud to present our second published Environmental, Social and Governance (ESG) Report reflecting our dedication to accountability, innovation, and continuous improvement as we work towards a more sustainable and responsible future.

The report covers Unicon Denmark's activities related to concrete production across 33 plants and company offices in Denmark. Activities in other legal entities within the Aalborg Portland Holding Group, owned by the Cementir Holding Group, are not covered in this report. All information in this ESG report is in accordance with the consolidated sustainability statements of the Group given in Cementir's Sustainability Report 2024, which also constitutes Unicon's compulsory statement on corporate social responsibility, cf. section 99a of the Danish Financial Statements Act.

The report covers the financial reporting year from 1 January 2024 to 31 December 2024.





Casper Mathiasen,
Managing Director

LETTER FROM MANAGEMENT

I am delighted to present Unicon’s 2024 ESG report, highlighting our commitment to transparency and accountability. This report offers a detailed overview of Unicon, highlighting our significant achievements and the challenges we continue to tackle in our pursuit of sustainability. Reporting on ESG factors is an evolving process for us, and we are committed to continuous learning and improvement.

In line with our commitment, we published our first ESG report last year, two years ahead of the CSRD legislation’s requirements, showcasing our proactive stance towards future regulatory standards.

As a market leader, we embrace the responsibility this report carries and are determined to lead by example, inspiring others towards increased focus on sustainability and responsibility.

In our previous report, we initially planned to include Scope 3 emissions in this year’s ESG report. However, the extensive process of gathering data from our suppliers and the need for quality assurance have delayed this goal. We are actively refining our processes to ensure future inclusion, working closely with our suppliers to increase their readiness and maturity. Meanwhile, we continue to strengthen our data foundation to ensure precise and reliable reporting.

Setting new standards in CO₂ reduced concrete

As a market leader, Unicon embraces the responsibility to reduce the CO₂ footprint of concrete, setting an example for the industry to follow. Our commitment was exemplified in 2024 with the introduction of our new product series, UNI-PLUS based on FUTURECEM, which significantly reduces CO₂ emissions by leveraging the potential of declaring the 56-day compressive strength and an optimised product mix.

A crucial milestone in the Danish ready-mix concrete industry

A significant milestone in our quest to deliver CO₂ reduced concrete can be achieved through our cement supplier, Aalborg Portland A/S. By 2030, Aalborg Portland will be able to supply CO₂ neutral cement, significantly reducing the overall CO₂ footprint of concrete. This development is a crucial step in our ongoing efforts to promote a more sustainable and responsible construction industry.

Taking the lead in zero waste and biodiversity

At Unicon, our deep commitment to environmental management drives us to conserve scarce materials and extract only what is necessary, supporting the circular agenda and promoting biodiversity. We believe concrete has untapped potential and

can be part of off-site solutions, fostering biodiversity through our suppliers and our

”We believe concrete has untapped potential and can be part of off-site solutions, fostering biodiversity through our suppliers and our own commitment.”



Casper Mathiasen, Managing Director

own commitment. That was exemplified in 2024, as we strengthened our zero waste strategy and initiated additional efforts to recycle and reuse surplus concrete. This approach reduces waste and enhances resource efficiency, aligning with our dedication to sustainable practices and the protection of natural ecosystems. Recognising the importance of biodiversity, we have developed a roadmap in collaboration with our subsidiary Kudsk & Dahl to guide our efforts in our quarries. Moving forward, we are dedicated to continuously improving our biodiversity initiatives, ensuring that both Unicon and Kudsk & Dahl contribute positively to the environment.

Part of a community through a more sustainable fleet

Unicon has cemented its position as an

industry leader in sustainable practices. Our fleet now includes a diverse range of hybrid and fully electric trucks, and we are steadily progressing towards our goal of achieving a zero-emission fleet by 2035. Noise reduction has also been a major focus for us, as we recognise our role within the local community. Each day, we deliver concrete and make an impact, so we are grateful for the positive feedback from our neighbors and fellow citizens regarding the lower noise levels from our electric trucks.

In 2024, we expanded our fleet of electric trucks, still managing one of Europe’s largest active fleet of electric vehicles in the RMC industry. This initiative reduces emissions and enhances safety and health on construction sites, benefiting surrounding communities. Our commitment aligns with fostering sustainable urban development and reducing our carbon footprint through local production.

Our greatest asset – people and collaboration

Our employees are the heart of our business. In 2024, we placed a strong emphasis on employee training, recognising that continuous development and upskilling are vital for growth. We conducted a comprehensive satisfaction survey to ensure our employees are thriving, implementing measures to address challenges and enhance

job satisfaction based on the feedback.

We take immense pride in our steadfast commitment to safety. By implementing advanced safety protocols and conducting regular safety walks, we ensure that our employees are exceptionally well-prepared to perform their tasks safely. Our unwavering goal is to foster a work environment where safety is the top priority, guaranteeing that every employee returns home safely each day. We firmly believe that a safe workplace is not only a fundamental right but also a critical driver of high morale and productivity.

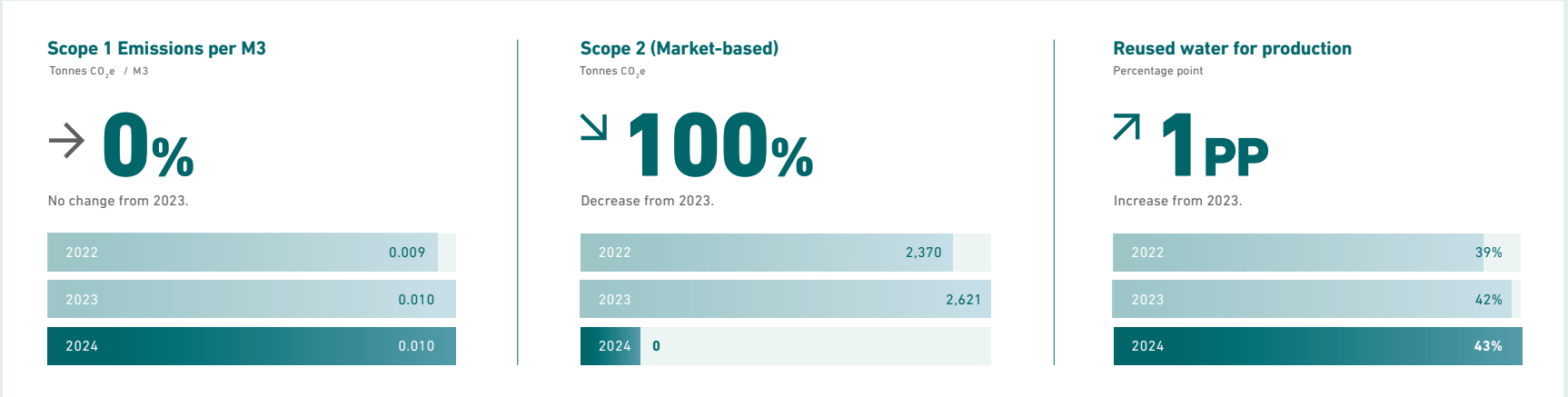
Pioneering a greater tomorrow

Sustainability continues to shape our business as we collaborate with customers and partners to create a positive impact on the surrounding community. With numerous initiatives in the pipeline aimed at reducing our environmental footprint, we are committed to building a future where our operations benefit both the environment and society. As we present this report, we invite you to join us in celebrating this significant milestone on our journey toward a more sustainable, socially responsible future.

Sincerely,
Casper Mathiasen
Managing Director, Unicon

ESG HIGHLIGHTS 2024

Environment



UNICON IN BRIEF

Unicon A/S was founded in 1926 and is the leading producer and partner for ready-mix concrete, for both private and professional customers in Denmark. With 33 concrete plants, we are the only ones capable of delivering concrete throughout the entire country, and thanks to our advanced production and logistics systems, we can guarantee concrete of the right quality and on-time delivery.



1926

Unicon was founded in 1926



400

Unicon employs up to 400 employees located throughout Denmark.



33

Unicon has 33 plants throughout Denmark.



200

Unicon operates its own fleet of up to 200 trucks and trailers.



1 mio.

Unicon produces more than 1 million cubic meters of concrete annually.



Setting the standard

Ready-mix concrete is a concrete product specially tailored by Unicon A/S to suit the unique requirements of each customer's construction project. The concrete is delivered in a fresh, moldable, and unset state from one of our 33 plants in Denmark.

Since our establishment in 1926, we have developed extensive technical expertise and a well-documented product range, enabling us to offer customised concrete solutions for all types of construction projects. Our wide range of concrete

pumps and pumping accessories means that no concrete pouring task is impossible.

At Unicon, we recognise that every concrete pour presents a single chance for success, regardless of its size. Every pour holds significance, and when customers only have one chance to get it right, Unicon is the clear choice. We are dedicated to consistently delivering the best solution for our customers every time.

Part of a Group

Unicon A/S is a part of Aalborg Portland Holding A/S, owned by Italian, Cementir Holding N.V.

Cementir is a multinational Group operating in 18 countries across the building materials sector, employing around 3,000 people globally. The Group's annual production capacity amounts to more than 13 million tonnes of grey and white cement, around 10 million tonnes of aggregates and 5 million cubic meters of ready-mix concrete.

The Group has several affiliated companies, including Unicon AS in Norway, AB Sydsten in Sweden and our subsidiary, Kudsk & Dahl A/S, which operate two aggregate quarries in southern Denmark.

For more information on Cementir Group, see www.cementirholding.com, on Unicon AS, see www.unicon.no, on AB Sydsten, see www.sydsten.se, on Kudsk and Dahl A/S, see www.kudsk-dahl.dk and on Unicon A/S, see www.unicon.dk.



CONCRETE PRODUCTION AT UNICON

While concrete might seem like a straightforward construction material, it plays a crucial role in building strong and long-lasting structures, like bridges, houses, commercial buildings and more. In the following we will take a closer look at the concrete production process of Unicon A/S and describe the stages involved in the production of concrete.

Supply of raw materials

The main materials in our concrete products are cement and aggregates, comprising materials such as sand, stone, and gravel. These materials are carefully sourced and processed to meet the highest quality standards in the construction industry.

Our location throughout Denmark enables us to extract raw materials locally and thereby avoid having to transport raw materials from afar. In this way, we achieve a more sustainable supply of raw materials that takes the environment into consideration.

Production of concrete

At our plants the raw materials are accurately measured and batched to achieve the desired concrete mix design. The proportions of each component are carefully calculated to meet specific project requirements. Hereafter the materials are combined in a concrete mixer with water, among other things. The mixing process ensures distribution and the creation of a homogeneous mixture.

Testing and quality control are implemented throughout the production process to ensure that the concrete meet specified standards, enabling Unicon to deliver high quality concrete solutions.

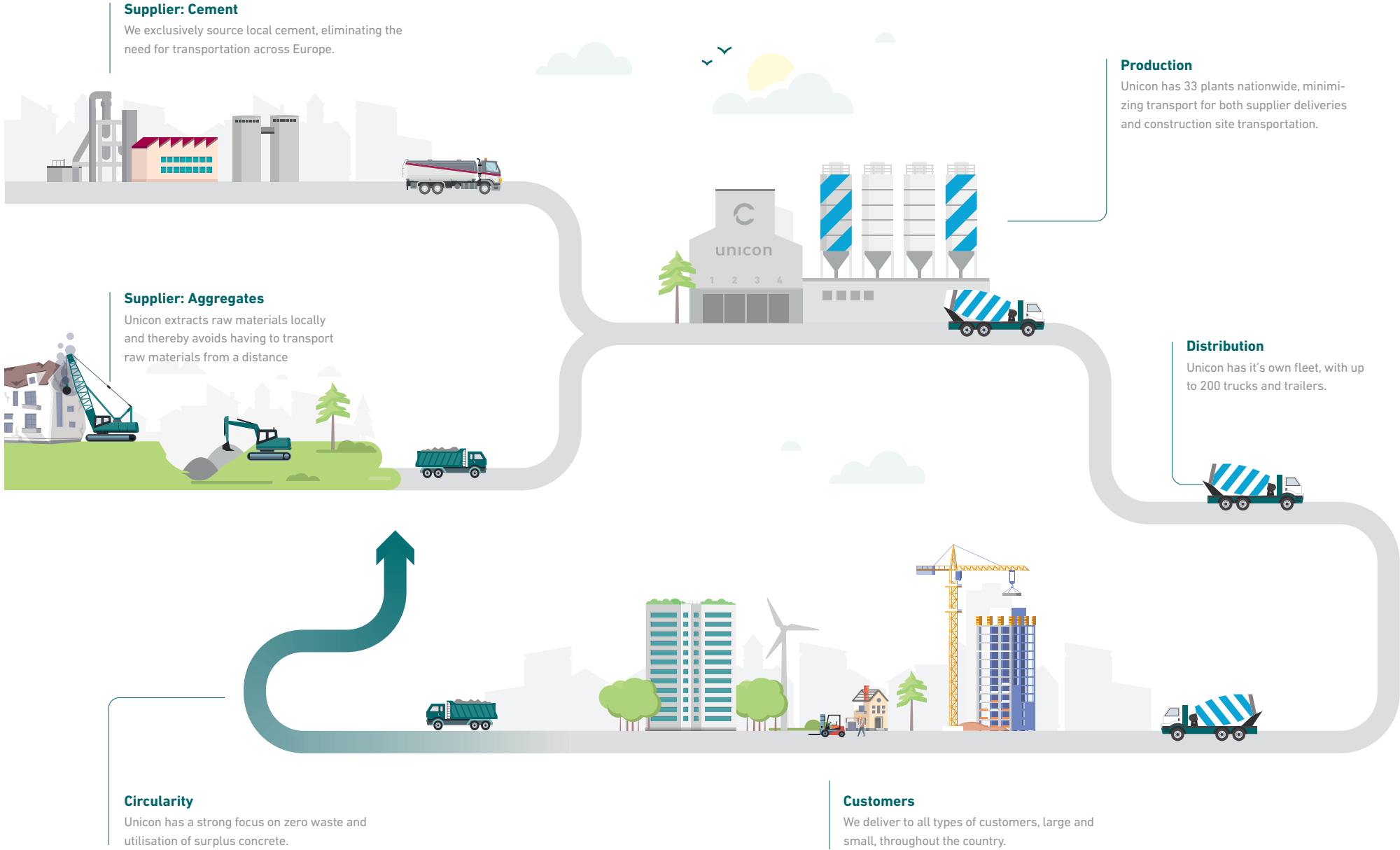
Distribution

The location of our plants enables us to deliver concrete solutions to customers nationwide. This extensive reach is supported by our dedicated fleet, which comprises up to 200 trucks and trailers, along with 22 pumps, which ensure that we consistently provide timely and efficient concrete delivery services, meeting the demands of various construction projects, both large and small. To achieve a more sustainable distribution of ready-mix concrete we are striving towards a complete electrification of our truck mixer.

Circularity

Delivery of concrete may result in surplus concrete after casting. In effort to minimize waste and take responsibility towards the environment, Unicon retrieves the excess concrete from the construction site. The management of surplus concrete varies, yet there remains a steadfast commitment to its reuse or recycling. Fresh surplus concrete is reused in new concrete whenever possible, reused into concrete blocks, or crushed and reused in new concrete mixtures in collaboration with quarries and crushing companies. This practice not only helps reduce construction waste but also promotes sustainability by giving new life to materials that would otherwise go to waste. This commitment is an integral part of Unicon’s strategy for achieving zero waste.

For more information on Unicon A/S, see www.unicon.dk





Strategy and Governance

At Unicon, our commitment to providing more sustainable concrete solutions in the construction industry and fulfilling corporate responsibility is a cornerstone of our business education. At Unicon we know that the use of concrete has an impact on the environment. However, concrete is indispensable when it comes to modern high-strength and durable construction.

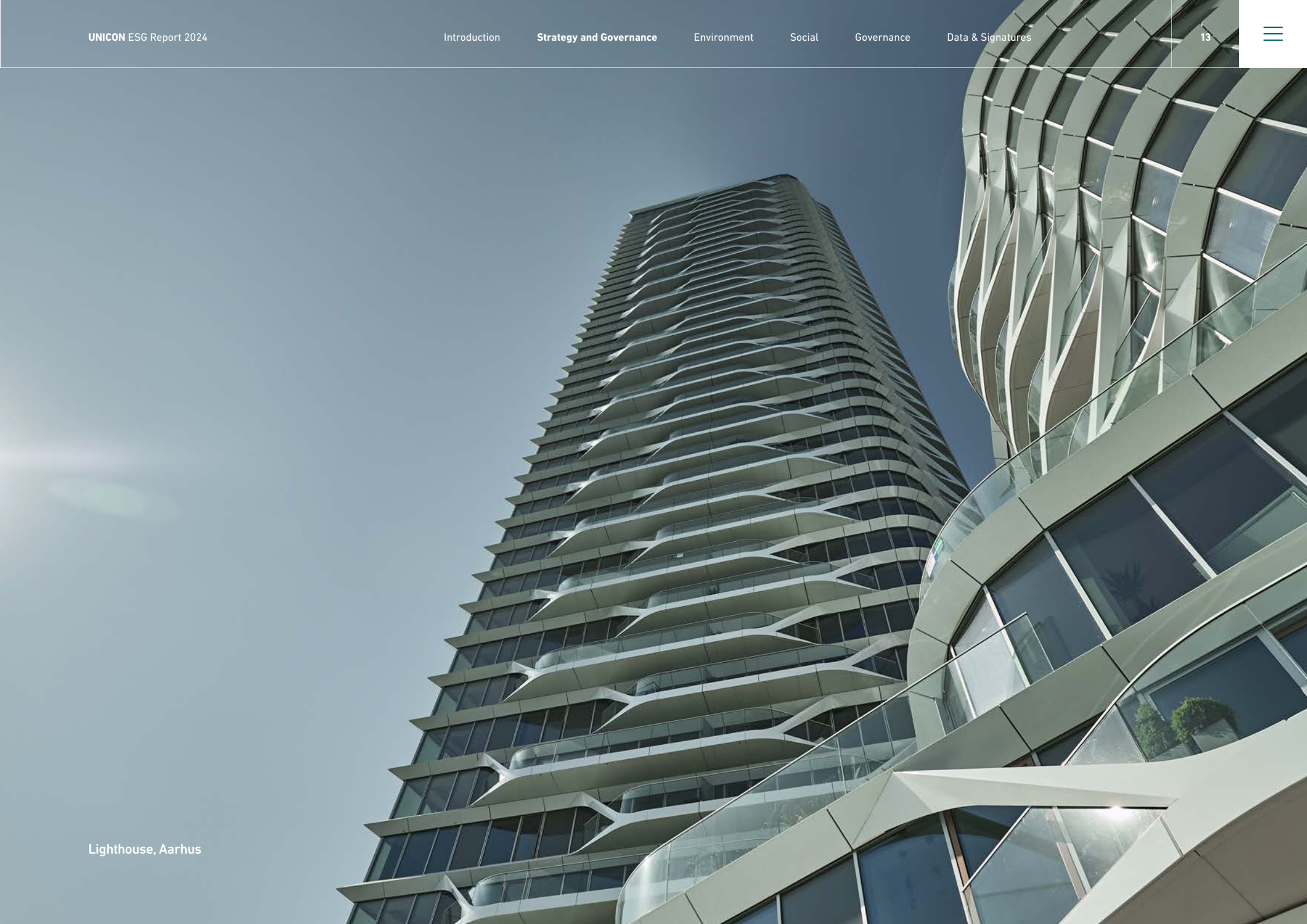
Therefore, our biggest focus is to shift towards more sustainable production and operations, and our ESG strategy focuses on reducing or mitigating negative environmental impacts and strengthening governance structures.

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Lighthouse, Aarhus





ESG FRAMEWORK

At Unicon A/S, we are committed to advancing sustainability through a comprehensive Environmental, Social, and Governance (ESG) framework. Recognizing the critical importance of themes tailored to our industry, we have carefully as-sessed and identified key priorities that align with our core values and the unique challenges and opportunities in the ready-mix concrete sector.



Environment

We recognise the pressing necessity to protect the environment and actively work towards reducing our environmental footprint. We aim to play a proactive role in our industry in addressing climate change.

Greenhouse gas emission

Innovation

Circular economy

Biodiversity

Social

We acknowledge the importance of our employees and strive to enhance the future workforce in the construction industry by offering a secure and inclusive work environment with opportunities for development.

Health and Safety

Diversity and Inclusion

People development and training



Governance

We prioritise governance, spotlighting a robust management system, steadfast commitment business ethics, and active industry-community engagement. Our approach is designed to ensure streamlined processes, build trust, and showcase our dedication to responsible corporate citizenship.

Management system

Business ethics

Industry and community engagement



Based on these themes, we have established specific ambitions, and activities organised into three areas that form the foundation of our ESG strategy. These elements will be further elaborated in the respective sections for each of the three components.



ESG AMBITIONS

Our ambitions are rooted in a thorough understanding of our industry’s challenges and opportunities, as well as our commitment to sustainability and responsible business practices. By setting ambitions, we aim to drive positive change, enhance stakeholder value, and contribute to a more sustainable future for all, by being a part of the solution. Unicon A/S aims to:

Environment

Ambitions	Focus areas
Reduce our Scope 3 CO2 emissions by 70% by 2030 compared to 2019, in accordance with both Aalborg Portland's and Dansk Beton's Roadmap.	• CO₂ reduced concrete. • Product innovation. • Minimise over performance at the construction site and in the tender process in collaboration with the industry. • Environmental product declarations on all our products. • 95% of our EPDs outperform competitors.
Have a complete emission and fossil-free delivery and pumping of ready-mix concrete by 2035.	• Electrification of our fleet. • Keep up developments and implement new technologies.
Create a sustainable and circular future in the construction industry in symbiosis with the rest of the industry.	• Zero waste strategy. • Recycling of materials across the industry (aggregates, concrete etc.) • Reduce unnecessary use of natural resources. • Reclaim water.
Enhance our focus on biodiversity.	• Incorporate biodiversity initiatives at our plants and offices. • Leave our quarries in a better condition than when we acquired them. • Set requirements for our suppliers to focus on biodiversity, where we aim to assist and guide. • Participate in cross-industry biodiversity projects and contribute with expertise.

Social

Ambitions	Focus areas
Create a safe workplace where employees feel secure and confident in their daily work environment.	• Safety instructions for all employees. • Zero accidents. • No unsafe behavior. • Analyze and learn from near miss reporting. • Safety inspections at all factories. • Safety requirements for our suppliers. • Be the safest workplace in the industry. • ISO 45001 and ISO 14001 certification in 2027.
Create an inclusive workplace where everyone feels welcome and valued, and where diversity is recognized and celebrated.	• Focus on diversity in recruitment. • Senior Program. • Collaboration across generations. • Work with the Diversity Pledge. • Inspiring young people to join our journey. • Increase the number of women in our workforce.
Prioritize employee training and development to foster continuous growth and skill enhancement within our workforce.	• Employee development. • Leadership program. • Apprentices. • Employee engagement surveys. • Pulse Surveys.

Governance

Ambitions	Focus areas
Maintain an effective management system that fosters clear communication.	• ISO 9001 • Continues improvement and update of our management system. • Improve and maintain high customer satisfaction. • Well-defined processes.
Ensure compliance with policies and regulations to maintain integrity and accountability across all aspects of our operations.	• Comply with The Group’s Code of Ethics and relevant policies. • Comply with international accounting standards. • Product certification according to DS 206. • Internal and external audit.
Actively engage with the industry and community, recognizing that this interaction is crucial to our ongoing success, particularly in terms of sustainability.	• Participation in relevant development projects and networks. • Share experiences with key stakeholders.

GOVERNANCE MODEL

As a local business unit in a global group, we rely on clear governance and strong alignment with the Group sustainability strategy to realise our ESG ambitions and commitments.

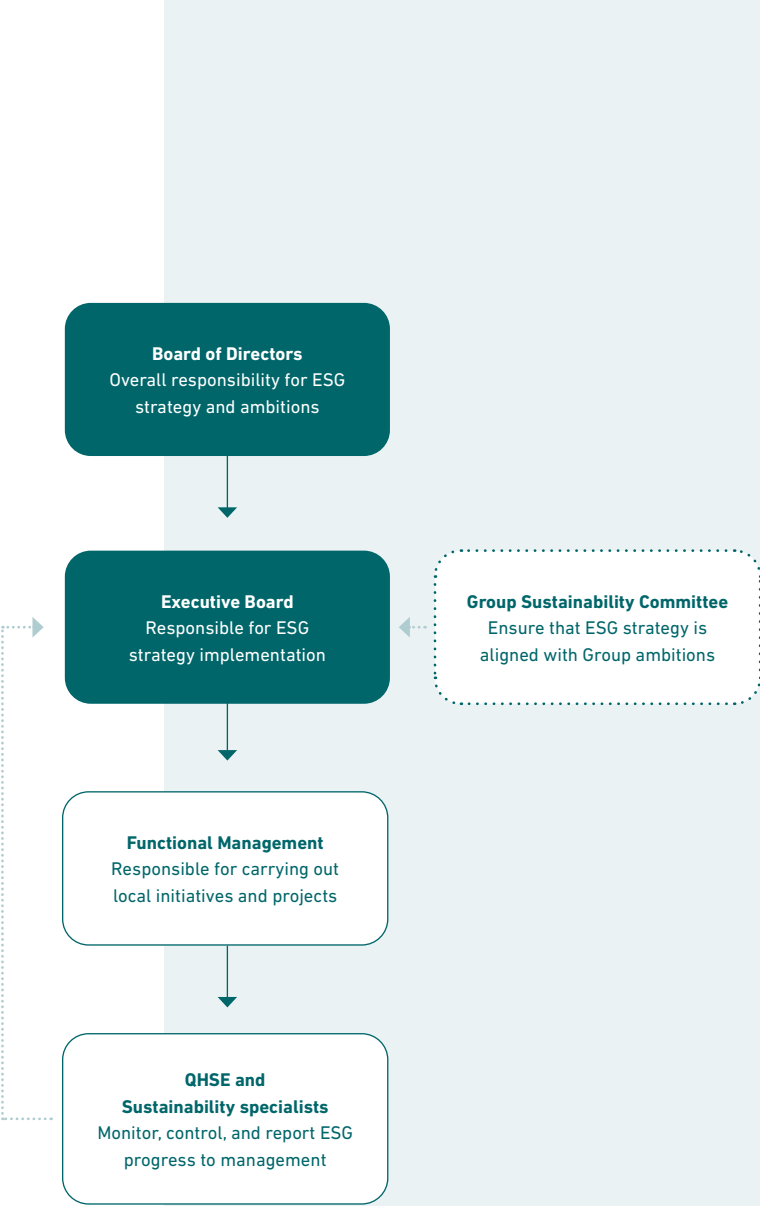
Our Board of Directors is responsible for establishing strategic direction for our business. Together with the Executive Board, it shapes the overall ESG ambitions and commitments in alignment with the business strategy.

A Group Sustainability Committee is formed by the Group Board of Directors to ensure that our ESG ambitions, priorities and progress are properly linked to the Group’s sustainability strategy and related policies.

Our Executive Board drives ESG strategy updates and implementation in alignment with the Board of Directors.

Functional Management has the local responsibilities for implementing the ESG strategy. Quality, Health & Safety, and Environment (QHSE) and sustainability specialists support the strategy, ensuring each function focuses on relevant sustainability projects and that actions are anchored in the business.

QHSE and Sustainability specialists are responsible for regular monitoring and progress reports on our ESG priorities and KPIs to the Executive Board and relevant Group entities.



Environment

The production and utilisation of concrete significantly impact the environment, primarily due to the consumption of cement and raw materials. Additionally, the production and distribution processes are energy-intensive.

At Unicon, we are committed to minimising our environmental footprint across the entire value chain while promoting the use of building materials with a lower carbon footprint within the Danish construction industry. We have already implemented several initiatives to help us achieve these goals.

☐

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ENVIRONMENT HIGHLIGHTS 2024

Scope 1 Emissions per M3
Percentage development

0%

Compared to 2023.

Scope 2 (Location-based) Emissions
Percentage development

13%[↗]

Compared to 2023.

Scope 2 (Market-based)
Tonnes CO₂e

↘ 100%

Decrease from 2023.



Re-used water
Percent of total water
consumption for production

43%

Ambitions

- + Reduce our Scope 3 CO₂ emissions impact by 70% by 2030 compared to 2019, in accordance with both Aalborg Portland's and Dansk Beton's Roadmap.
- + Have a complete emission and fossil-free delivery and pumping of ready-mixed concrete by 2035.
- + Create a sustainable and circular future in the construction industry.
- + Enhance our focus on biodiversity.

GREENHOUSE GAS EMISSIONS

Last year, Unicon took a pioneering step as the first ready-mix concrete producer in Denmark to publish an ESG report that included our Scope 1 and Scope 2 emissions. We recognize the significant challenge of reducing greenhouse gas emissions and are committed to incorporating Scope 3 emissions into our reporting as soon as possible. Naturally, we are proud to continue representing our Scope 1 and Scope 2 emissions this year.

Reducing fossil fuels is crucial for CO₂ reduction

The production and distribution of concrete is a highly energy-intensive process, with the primary sources of greenhouse gas emissions being fuel for truck mixers and electricity used in both production and transport. The energy consumed at Unicon's plants, including heating and electricity, not only contributes to climate change but also accelerates the depletion of the planet's non-renewable resources and increases pollution. As a result, transitioning from fossil fuels to renewable energy is crucial for Unicon's climate goals.

Direct GHG emissions (Scope 1)

The reporting of Scope 1 emissions is based on the Greenhouse Gas Protocol and covers direct emissions of greenhouse gasses from Unicon. This includes the emissions from transport using Unicon's vehicles and the energy for heating all plants. Direct emissions are calculated as energy consumption multiplied by an emission factor to calculate CO₂e. Data for Scope 1 is based on invoice information, online supplier platforms and meter readings at each site.

Unicon does not account for energy losses, therefore all energy purchased is included in the figures.

Unicon operates 33 plants throughout Denmark, utilising various sources of heating that contributes to the greenhouse gas emissions. Consumption of fuel oil, district heating & natural gas for heating is reported as one with CO₂e.

Alternative fuels and electricity will reduce our emissions

Unicon uses a mix of both traditional fossil-, alternative fuels and electricity, for our fleet of truck mixers and pumps. The use of alternative fuel consists of our consumption of the renewable fuel HVO (Hydrotreated Vegetable Oil) that was introduced in 2020 in Unicon. Today, a portion of our fleet operates on HVO, reducing CO₂ emissions upwards to 90% compared to traditional fuel.

To further reduce our Scope 1 emissions, Unicon increased the number of fully electronic trucks in 2024, now totalling ten in Denmark, delivering concrete with no direct emissions. This achievement makes Unicon one of the concrete producers with the most electric truck mixers in operation across Europe, with more to come.

Indirect GHG emissions (Scope 2)

The reporting of indirect Scope 2 emissions is based on the Greenhouse Gas Protocol and is composed of emissions linked to Unicon's purchase of electricity.

The use of electricity for production of concrete is one of the largest contributors to emission of greenhouse gases at Unicon. Therefore, this is also a focus point in the green transition at Unicon, although it is difficult to optimise the electricity consumption as this is largely related to the activity level of Unicon. In recent years the consumption of electricity has increased with the introduction of electric and hybrid vehicles, to reduce the use of traditional fuels as reported in Scope 1. This development is expected to continue in line with our ambition for a fully emission free fleet by 2035.

Electricity will be reported as CO₂e using two methods: by country-specific emission factors (location-based), which reflect the average emissions intensity of grids on which energy consumption occurs, and by market-based emission factors, which reflect emissions from electricity that companies have purposefully chosen.

Scope 1
TONNES CO₂e



The increase in Scope 1 emissions from 2023 to 2024 is primarily due to the acquisition of NB Beton and higher fuel consumption, which results from higher production volume and longer transportation distances from our plants to the construction site. For further details, please refer to "Development of ESG performance".

Scope 2 (market-based)

TONNES CO₂e



The rise in Scope 2 (market-based) emissions in 2023 compared to 2022 is mainly attributed to the purchase of electricity certificates. In 2022, certificates were acquired for only a portion of the electricity consumption. However, in 2024, Unicon has pledged to purchase electricity certificates from wind turbines for the entire consumption.

Scope 2 (location-based)

TONNES CO₂e



The increase in Scope 2 (location-based) emissions is mainly due to the acquisition of NB Beton, higher volume and the expansion of electric vehicles in Unicon's fleet. Despite the increase, this represents a positive step towards reducing our Scope 1 emissions and achieving an emission-free and fossil-free fleet by 2035.

TOWARDS EMISSION FREE TRANSPORT



In 2018, Unicon started working targeted with sustainability in our fleet of approximately 200 vehicles, which in 2020 was specified in Unicon’s 2030 roadmap for sustainability. In this roadmap, a goal was formulated to be able to offer complete emission and fossil-free delivery and pumping of ready-mix concrete by 2030.

- Since then, more specific objectives have been set as follows:
- Unicon will reduce CO₂ emissions from our fleet by 30% in 2025 compared to 2019
 - Unicon has a clear strategy that our fleet of truck mixers must be emission-free by 2035.

Back in 2018, the main focus of our work was the optimisation of our vehicles with a view to fuel reduction. In 2020, the next chapter was launched, where certified palm oil-free HVO (90% CO₂ reduction in relation to diesel) was used as a transitional solution towards a full electrification of our fleet. Today, Unicons pumps primarily operates on HVO, which is a great step towards reducing the emissions from our fleet and improving air quality on the construction site improving the health and safety of both workers

on site and the public. For the remaining part of our fleet, we have prepared to transition to HVO as soon as there is sufficient market demand. Going forward our main focus is a complete electrification of our fleet of truck mixers that we consider possible.

Since 2020, Unicon has aggressively visited all major European truck and body manufacturers and announced our interest in development projects and relevant serial products. Against this background, Unicon has succeeded in becoming “first mover” within our industry worldwide, which e.g. could be seen when Unicon in September 2021 introduced the world’s first serial produced electric truck mixer, which of course runs on electricity.

It is important to understand that the truck mixers and mobile pumps that Unicon will need for the complete electrification of the fleet do not exist in full today. Therefore, this requires prioritisation and greater development work by the relevant manufacturers and a customer such as Unicon, who is willing to take a risk and invest in new products.

Having gained good experience with the world’s first serial produced electric truck mixer and the world’s first electric tractor and concrete semitrailer, Unicon in 2024 took the next step towards emission-free distribution by introducing a newly developed electric 4 axle truck mixer, ensuring that Unicon is still pioneering the electrical development within ready-mix truck mixers. The truck is the tenth electric truck mixer in the fleet, making Unicon one of the concrete producers with the most electric truck mixers in operation across Europe — and more are on the way.

ROAD TO NET-ZERO

At Unicon, we actively work towards achieving an emission-free fleet of truck mixers by 2035, demonstrating our dedication to the environment and our commitment to leading the industry towards a greener future.



CONSTRUCTION SITES OF THE FUTURE



Unicons expanding fleet of electric truck mixers and vehicles running on HVO significantly reduces CO₂ emissions, aligning with our broader sustainability goals. This initiative not only lowers our overall carbon footprint on-site but also benefits the surrounding communities.

Our electric fleet, primarily operating in the capital region at present, plays a crucial role in improving working conditions on construction sites while also being mindful of the local communities nearby.

Improved working conditions on construction sites

Our fleet of electric truck mixers notably improves working conditions by addressing several key factors:

- **Reduced noise** – The quieter operation of electric trucks creates a less disruptive work environment, leading to lower stress levels for workers and reduced risk of noise-related health issues. This also enables more efficient communication on-site, especially in busy, high-risk areas.

- **Improved air quality** - Electric trucks eliminate harmful exhaust fumes, common with vehicles running on diesel, ensuring a cleaner air surround the trucks. This is particularly important in reducing respiratory issues and other possible health problems arising from prolonged exposure to pollutants.
- **Increased operational reliability** – Electric trucks require less maintenance compared to traditional diesel trucks, reducing the risk of mechanical breakdowns and unexpected delays. This brings a smoother operation, fewer disruptions, and a more predictable work schedule.

Part of a community

We are dedicated to considering the surrounding community, particularly local neighborhoods close to construction sites within the cities. By utilising electric truck mixers and vehicles running on HVO, we demonstrate our commitment to lowering local pollution and support sustainable urban development. This transition helps create a healthier environment not only for on-site workers but also for nearby living residents, by reducing emissions and noise pollution.

Creating better conditions on-site and off-site.

Overall, the utilising of electric truck mixers and vehicles running on HVO enhances operations, promotes cleaner and more efficient transportation both on-site and within the community, a goal crucial to us. The development marks a significant step toward a more sustainable construction practice and fosters a healthier work environment for both employees and local communities.



Hillerød plant

CONCRETE OF THE FUTURE

Unicon’s product portfolio strives to be ever evolving and adapt to our customers current needs. Therefore, Unicon always have been first mover with new products and services.

For many decades we pride ourselves on having a sturdy product portfolio, which could be used for any construction at hand. The focus rested on ensuring our customers need within the fresh properties, and the concrete standards requirements for a high 28 days compressive strength and secure a confident durability, so constructions would have a long service life.

However, within the last years a significant change in demand has occurred. Not only from our customers and the industry, but also from ourselves. The question of global warming generated a fast-track for new solutions in order to reduce the global CO₂ emissions and now we are also experiencing pressure from a legislative standpoint, that drives us as an industry to raise the standard.

In 2020 this new demand made way for introducing our line of products with a reduced CO₂ footprint, called the UNI-Green series, renamed UNI-Versal in 2025. In 2023 the UNI-Versal series became the new standard in Unicon, and in 2024 we introduced our new series of UNI-Plus products.



Copenhagen Metro Tunnel

The UNI-Plus series challenges the traditional way of thinking on the construction process, resulting in a reward of a significantly reduced CO₂ footprint down to approx. 90 kg CO₂ eq. pr. m³ concrete. The new series uses the potential of declaring the 56 days compressive strength, hence unlocking the possibility of a longer hardening time, which is realised by FUTURECEM™ cement and pozzolanic materials.

Pozzolanic materials as fly ash and silica fume actually have been used in Unicon for more than 50 years for their excellent effect on workability and durability. But since the CO₂ footprint of concrete has gained focus, the pozzolanic materials also have been used due to their contribution of a significantly reduction in the CO₂ footprint. But the pozzolanic materials in question have become a scarce resource, so our strategy in Unicon has been to use all the material we have, when available.

Alongside the use of pozzolanic materials to reduce the CO₂ footprint in our concretes, we also have a determined focus on minimising overperformance of our concretes. We have a continuing mission to lower the cement content to a minimum level needed for the required compressive strength, workability and water to cement ratio. In this quest we are also testing new and possible revolutionising admixtures for our concretes and participating in cross-industry development projects, such as the CALLISTE project for development of a new cement type with a 50% CO₂ eq. reduction compared to the traditional RAPID cement.

Tightened climate requirements

In 2025, a new agreement on a national strategy for sustainable construction will come into effect, which will impose entirely new requirements on us as an industry over the coming years. The agreement sets limits for the building’s lifespan, meaning the total CO₂e consumption throughout the building’s lifetime — essentially the building’s life cycle assessment—will face a significantly lower threshold. Unicon works actively to support our customers in meeting these new requirements by selecting the right types of concrete and avoiding overperformance. In addition to assisting our customers in meeting the new legislation, Unicon can also support customers with points-earning initiatives for BREEAM, DGNB, and the Nordic Swan Ecolabel.

Climate requirements for construction (Measured in CO₂e)

Climate requirements for buildings	2025	2027	2029
Holiday home under 150 m ²	4,0	3,6	3,2
Single-family homes, townhouses, tiny houses, and holiday homes over 150 m ²	6,7	6,0	5,4
Apartments	7,5	6,8	6,1
Office buildings	7,5	6,8	6,1
Institutions	8,0	7,2	6,4
Other new constructions, e.g. stores, warehouses, and parking garages	8,0	7,2	6,4

Source: The Ministry of Social Affairs and Housing.



Case



Unicon x Energinet

Energinet, the Danish state-owned energy company, has begun work to strengthen the high-voltage grid in Western Jutland, with Unicon supplying concrete for this ambitious project. Together with the main contractor Arkil, Unicon has developed an environmentally conscious approach that reduces CO₂ emissions considerably compared to the original project design.

As Denmark's leading producer of ready-mix concrete, Unicon is supplying up to 40,000 cubic meters for Energinet's network upgrade, which is already underway. The project is essential to support the increasing renewable energy production anticipated to expand through 2040 in Western Jutland and the North Sea.

In close collaboration with other project stakeholders, we have reached a solution that allows us to use our CO₂-reduced concrete, UNI-Versal, based on FUTURECEM™ cement, in the areas of the project where feasible. This concrete has a significantly lower CO₂ footprint compared to conventional concrete, resulting in a reduction of approximately 4,700 tons of CO₂ equivalents, which corresponds to about a 30 percent decrease compared to the originally planned use of conventional construction concrete.

Unicon is proud to supply concrete for this significant project in Western Jutland, which is crucial for securing the energy supply locally and nationally. We view it as an important contribution to the green transition, aligning with our strategy of electrifying our production and truck fleet.

The high-voltage grid upgrade involves casting approximately 430 mast foundations along a 146-kilometer stretch between Tønder and Holstebro. Unicon's extensive network of plants in Jutland is crucial for ensuring impact during delivery.

This project represent a significant and sustainable advancement in upgrading Denmark's power transmission network and promoting the green transition.

BETTER THAN BENCHMARK

EPDs are preferred documentation when performing a LCA (life Cycle Analysis), which is mandatory in the building regulations for all new buildings in Denmark by 1 July 2025, with only a few exceptions. The LCA method is a tool for identifying and evaluating substantial effects or footprints of a product, a service or constructing a building throughout its entire lifecycle.

Environmental Product Declarations (EPD) from Unicon are a tool for our customers and other stakeholders to evaluate the footprint of constructions made with ready-mix concrete from Unicon. An EPD is not a certificate of a sustainable product, but rather a clear-cut and transparent declaration with information on the product's effect on the environment based on energy- and resource consumption, waste generation and general emissions. One of these emissions is the equivalent carbon footprint, GWP, which has received great interest regarding sustainable construction processes. An EPD from Unicon can therefore enter into the needed documentation of the carbon footprint

by stating the amount of carbon dioxide equivalents pr. cubic meter of concrete (kg CO₂ eq. /m3).

Ambition: 95% of all EPDs outperform those of our competitors

In Unicon we declare our products footprint by gathering vast amounts of information on all our raw materials and their individual transport distances to Unicon's production plants, as well as the energy consumption and waste generation during production. This information is compiled and processed in the EPD-tool of LCA Norway. This tool is used by a unanimous Danish concrete business with an agreement facilitated through the association Dansk Beton.

Alongside this agreement, all members of Dansk Beton have collectively written a guideline on how to produce EPDs, which ensures a common foundation for data and calculation across the industry.

In Unicon we use the EPD-tool to produce two types of declarations of our footprint.

- Specific Product EPD**
This type of EPD represents our most sold products, covering approx. 80% of all produced concrete in 2024 in Unicon. We have 38 specific product EPDs made public in EPD Norways database following an external third-party verifica-

tion, so they are available for all stakeholders free of charge. The data is collected for an entire year across all Unicon production plants and are averaged according to the produced volume at each plant.

- Project EPD**
For projects, we are able to produce project EPDs upon request. This type of EPD is based on a specific mix design of a product and is from a certain production plant. The data is therefore not averaged in any way and fully represents the delivered concrete in question.



Facts about Unicon EPD

Produced conforming according to	EN ISO 14025 DS/EN 15804:2012+A2:2019 DS/EN 16757:2022 EPD Norway – General Programme Instructions Dansk Beton's EPD Guidelines
Certified users at Unicon	Four employees
Period of Validity	5 years from publication
Third-Party Verified	Yes – EPD Norway
Published	Yes – EPD Norway Download here: 
Location of Validity	Denmark
Declared Unit	1 m3 ready mixed concrete
Included Phases	A1, A2, A3, A4, C1, C2, C3, C4, D



CIRCULARITY

To Unicon resource efficiency is a must, why we increasingly prioritize the use of recycled materials. Our plants already to the extent possible, use reclaimed water and we are incorporating more and more recycled aggregates into the concrete mixes. As there is an increasing scarcity in natural resources, we again find that reducing reliance on natural resources and minimising waste is an absolute must.

To enable the increase in use of recycled materials, a collaboration on circularity is necessary. Recognising the importance of industry-wide efforts, we actively collaborate with suppliers, customers and research institutions to develop and adopt best practices in circular economy principles. This includes sharing knowledge and resources to facilitate broader implementation of sustainable practices.

Further to facilitate this, we explore innovative methods and recipes that reduces unnecessary use of natural resources, improves durability and facilitates end-of-life recycling. This includes looking into concrete that can be easily deconstructed and reused, closing the loop in the product lifecycle. This also demands that we refine production process continuously to increase efficiency and reduce emissions. This may in example be optimising mix designs and improving transportation

routes, to ensure lower carbon footprints and enhanced resource utilization.

We are committed to the responsible disposal and recycling of concrete. Our focus extends to educating customers on sustainable disposal and actively participating in concrete recycling initiatives. Through these efforts, we are not only adhering to our ESG commitments but also paving the way for a more sustainable and circular future in the ready-mix concrete industry.



Water reservoir, Odense



ZERO WASTE STRATEGY

As a part of our circularity targets, we have a zero waste strategy. The main waste product generated by Unicon is our own concrete. Therefore it is also imperative that we continue to implement processes and work with the local municipalities, to allow for us to recycle the concrete either directly on our own plants or nearby in collaboration with partners.

Reuse of surplus concrete

A key focus in our zero waste strategy is to reuse surplus concrete into new concrete whenever possible. In 2024, an initiative was launched to automate our process for reusing surplus concrete into new batches. Until now, it has been a manual process for our dispatchers to assess whether returned concrete could be used in new mixes. Automating the process means that our system quickly evaluates which mixes the surplus concrete, registered by our drivers, can be used in, so that our dispatchers only need to validate. This initiative will be instrumental in achieving our zero waste strategy and ensuring that surplus concrete is reused in the right batches.

Concrete blocks from reused concrete

In 2024, Unicon made an investment in molds for producing concrete blocks from

surplus concrete, when it is not possible to use the concrete in fresh mixes. Currently, concrete blocks are being cast at the plant in Skovby and Avedøre. These blocks have many applications, including use in material yards, ports, recycling centers etc. and enables the reduction of concrete waste.

Crushed concrete as aggregate

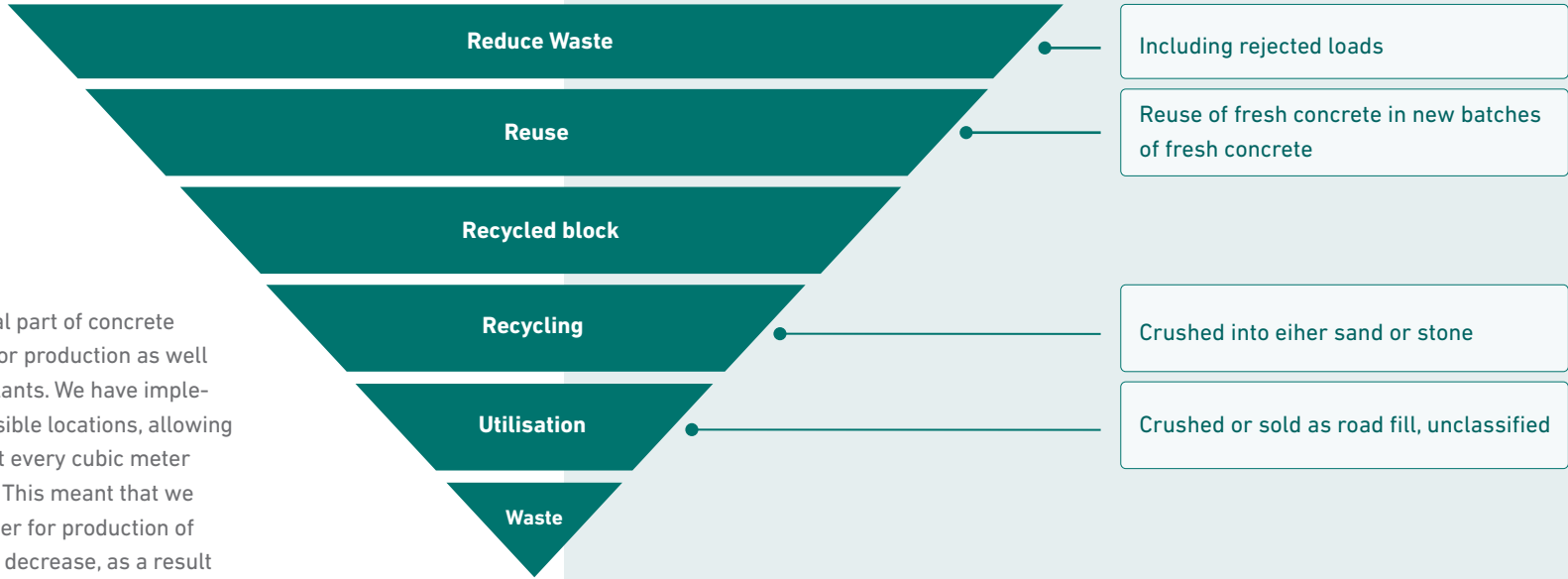
As part of our zero waste strategy, we also focus on recycling returned concrete by crushing hardened concrete and using this material as a substitute for sand or gravel in new concrete. Given that sand and gravel are limited resources, this approach is crucial for future production of concrete and continues to support our ambition of zero waste. Unicon performs crushing at selected plants and has strong partnerships with collaborators who support this process.

Water consumption

Water consumption is an essential part of concrete production, as it is used directly for production as well as for washing both trucks and plants. We have implemented sediment pools at all feasible locations, allowing us to reuse water and ensure that every cubic meter is utilised in concrete production. This meant that we in 2022, reused 53,000 m3 of water for production of concrete. In 2024 we saw a slight decrease, as a result of a lower activity level with 50,000 m3 of water being reused for production. Aside from production, the water from our sediment pools is also for washing the inside of the concrete drums and re-circulated back to sediment pools for production.

Future focus

To achieve zero waste, we must ensure that no waste is generated if we can avoid it. Therefor we must review our entire production lifecycle and evaluate every stage of our process, from raw material sourcing to end-of-life product management, to identify and implement steps that removes the generation of waste. This requires that we engage with our customers to find new ways to only produce what is absolutely necessary, using only the materials that are required and the accurate volume that is needed.



Water withdrawal
LITER

2022	213,159,000
2023	147,978,000
2024	143,668,000

Net waste generated
TONNES

2022	7,078
2023	6,076
2024	5,843

ENHANCING BIODIVERSITY TOGETHER

Unicon and Kudsk & Dahl are partnering to integrate biodiversity into raw material extraction. In 2023, Kudsk & Dahl became Denmark’s first gravel pit to publish a Biodiversity Roadmap, setting new standards for sustainable quarrying.

The collaboration between Unicon and Kudsk & Dahl as a supplier of aggregates, while simultaneously being an integral part of Unicon Denmark as a whole, offers unique opportunities to enhance and support biodiversity efforts. In 2023 our partnership resulted in Kudsk & Dahl becoming Denmark’s first gravel pit to publish a Roadmap for Biodiversity and Responsible Raw Material Extraction. The Roadmap contains several initiatives aimed at enhancing biodiversity and on leaving the quarries in a better condition than when they were acquired and thereby, take biodiversity and environmental considerations into account throughout the entire extraction period.

At Unicon we are committed to taking responsibility in our work with biodiversity, why we have an ambition to enhance our focus on biodiversity with the following focus areas:

- Incorporate biodiversity initiatives at our plants and offices.
- Leave our quarries in a better condition in terms of biodiversity than when we acquired them.
- Set requirements for our suppliers to focus on biodiversity, where we aim to assist and guide.
- Participate in cross-industry biodiversity projects and contribute with expertise.



Empowering the next generation: Biodiversity partnership with local schools

As a part our commitment, Kudsk & Dahl in collaboration with Unicon, annually shares knowledge on biodiversity with a local school through an educational partnership. As a part of this collaboration, the school visit Kudsk & Dahl’s gravel pits every year, where students learn about biodiversity through hands-on activities, such as building temporary habitats for birds, insects and other wildlife. External experts, including biologists from Aabenraa Municipality and bird experts from the Danish Ornithological Society, have helped facilitate presentations to deepen students’ understanding of local wildlife and environmental conservation.

Kudsk & Dahl and Unicon aim to inspire the next generation to actively engage with nature, fostering lasting awareness and respect for local ecosystems.

For more information on our Roadmap, please scan the QR code:



School Trip, Nørre Hostrup - Kudsk & Dahl

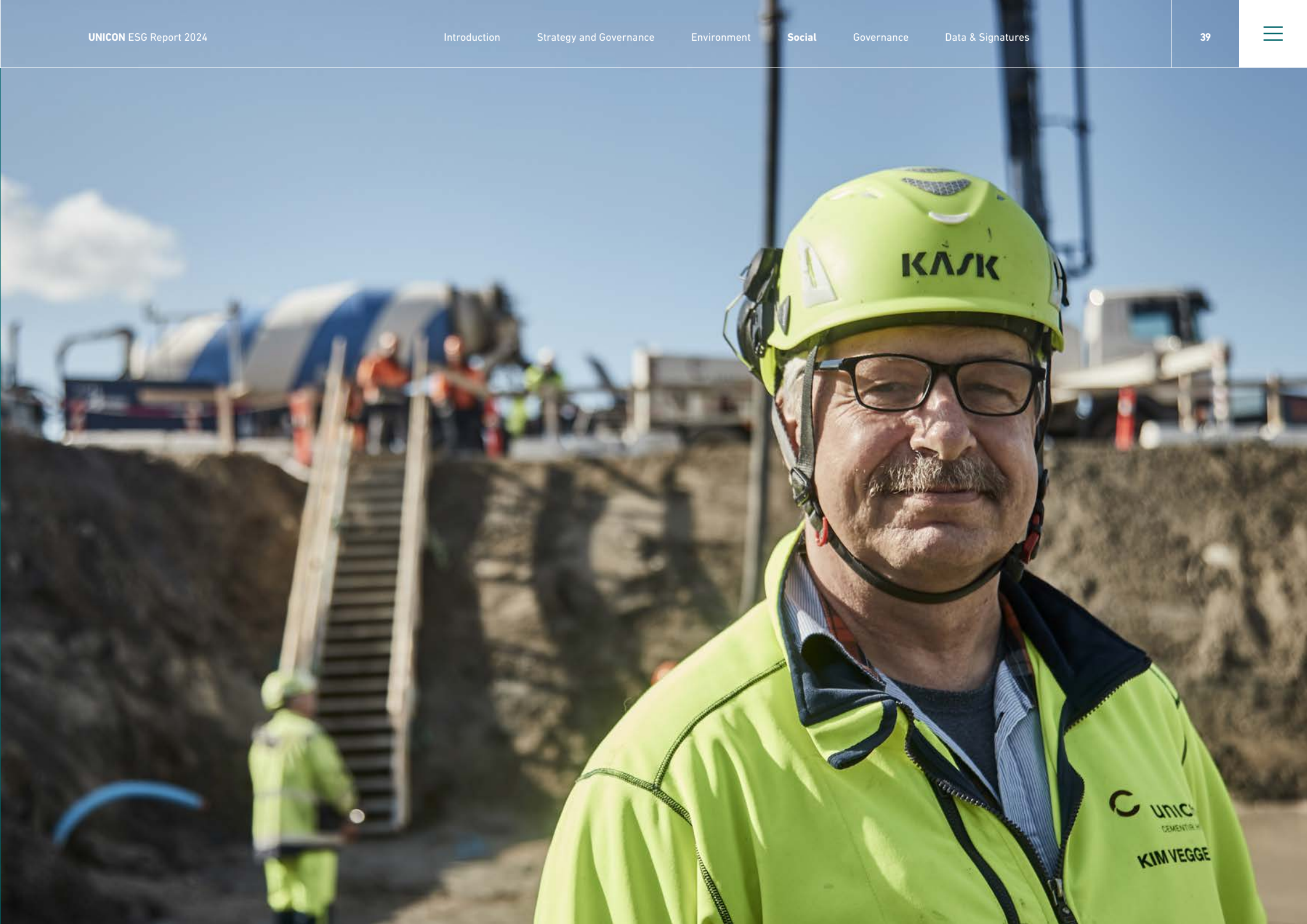
Social

At the heart of Unicon’s enduring success lie its dedicated employees, whose expertise and unwavering commitment serve as the cornerstone of our company. Whether in the past or present, Unicon is always at the forefront of development, thanks to the people behind it. Ambition and innovation are simply embedded in Unicon’s DNA, materialising through the dedication of our many talented employees.

We take responsibility for building a learning and growing workforce and creating an open and inclusive working environment that protects everyone in and around the plants from occupational safety risks, as we believe that a socially responsible approach is fundamental to our long-term success – and to continue being a company of ambitions and innovations.

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SOCIAL HIGHLIGHTS 2024

5.6% ↘

Voluntary turnover reduced to 5.6% in 2024, down from 13.9% in 2023.

9,017

Total training hours in 2024.

Age Distribution

2024



24

In 2024 we had 24 young WC and BC talents in development

Ambitions

- + Create a safe workplace where employees feel secure and confident in their daily work environment.
- + Create an inclusive workplace where everyone feels welcome and valued, and where diversity is recognised and celebrated.
- + Prioritize employee training and development to foster continuous growth and skill enhancement within our workforce and where diversity is recognised and celebrated.

HEALTH AND SAFETY

Health, Safety and Environment (HSE) is a priority in Unicon A/S and we strive to ensure that everyone gets home safely from work.

We plan our work with a focus on minimising risks and meeting the legislation, internal demands, and requirements from interested parties.



Environmental and working environment policy

Our policy on environment and working environment has in cooperation with the Occupational Health & Safety Organisation (AMO) been clarified in relation to ensuring spaciousness, a good physical and mental working environment for our employees with the lowest possible risk. It also states that we work to prevent accidents, work-related illnesses, and environmental incidents.

The Occupational Health & Safety Organisation (AMO)

The Occupational Health and Safety Organisation at Unicon supports the development of the internal working environment and protection of the external environment and is a central part of preventing risk in our working day and to our environment, through effective communication and action with our employees and other interested parties.

The organisation, with the CEO as chairman, meets quarterly to discuss and to follow-up on objectives and targets as well as initiate new actions to ensure ongoing improvements.

Hazard identification and risk assessment

All our plants and offices have been evaluated in relation to the working environment and environmental risk factors and action plans have been established to manage risk factors. On regular basis we assess the facility and the behavior of our employees to ensure compliance and safety in general.

HSE training

In 2024, we initiated new training programmes on conflict management and documentation to prevent work injuries, this work is part of our continuously improvement and training of our employees.

- Easy registration of risks and incidents.
- HSE related training of newcomers.
- Training in first aid and fire fighting for a broad number of employees.
- AMO's participation in the annual working environment summit.
- Safety talks, new programme, conducted by newly trained managers and soon also Occupational Health and Safety representatives.

Upcoming certification of ISO 45001 and ISO 14001

Unicon A/S is working forward to an ISO certification of our processes in relation Occupational Health and Safety Management as well as Environmental Management. The process is initiated. Hence our large number of plants the goal is to be certified end of 2027.

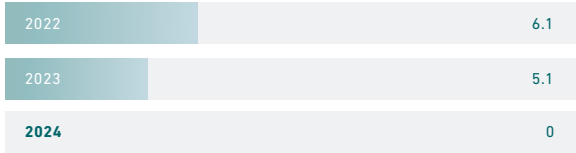
Our HSE performance

Over the recent years, we have had a positive decrease in the number of work-related accidents with absence and the total number of work-related accidents. Our Lost Time Injury Frequency (LTIFR) has decreased from 6.1 per million working hours in 2022 down to 0 in 2024. We focus on preventing incidents. In case an employee is injured we try to keep the injured person occupied with relevant work.

To maintain the positive trend, we will keep our focus on the involvement of managers and employees, relevant campaigns, risk assessment, reporting of accidents, near misses and observations, in-depth accident analysis and training of our employees.

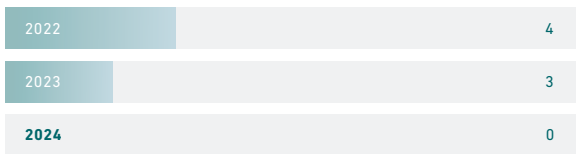
Lost Time Injury Frequency (LTIFR, direct employees)

PER MILLION WORKING HOURS



Lost Time Injury (LTI, direct employees)

NUMBER



DIVERSITY AND INCLUSION

In Unicon, we prioritise an inclusive environment that celebrates diversity in all its forms. Our workforce is a diverse group with unique perspectives, backgrounds, and experiences. We prevent discrimination by adhering to the Cementir Group policies that promote diversity and inclusion, ensuring equal treatment for all, regardless of gender, ethnicity, age, religion, or other factors.

The construction industry faces challenges with a lack of diversity at all levels. Recognising this, we are actively engaged in the important agenda of leveraging all talents, as we believe diversity is key to workforce development and growth.

Diversity purpose

In accordance with section 139a of the Danish Companies Act, the Group’s policy on diversity, equity and inclusion promotes a culture of respect for diversity, work equality, non-discrimination, and the inclusion of all labour groups. Our focus is to find the best qualified people for all positions without discrimination. We believe that diverse, equitable, and inclusive companies drive better results, which is why we have an ambition to increase the number of women in our workforce, especially female managers, to provide a more balanced gender composition.

We are proud of the many nationalities represented within our organisation. This diversity boosts our creativity and innovation, demonstrating our commitment to building a truly inclusive workplace at Unicon.

Concrete activities for diversity and inclusion

To support our efforts in diversity and inclusion, Unicon is proud to be part of the Danish Industry’s Diversity Pledge, which assist companies in advancing diversity, inclusion and gender equality. Throughout 2024, we have focused on strengthening our recruitment strategies to attract female candidates for various positions and enhancing our

internal promotion processes. This is an important task not only for Unicon but also for the entire concrete and construction industry.

In Unicon we have an age distribution from 20 to 79 years of age. We believe that having a diverse range of ages and a higher representation of women in our workforce are strengths that are key to our future growth and success.

In 2025, we will continue our efforts to strengthen diversity at Unicon. Additionally, we will deepen our dedication to maintaining an inclusive environment where every employee feels valued and respected.

Total headcount
NUMBER



Female employees

%



Female senior managers

%



In 2024, the proportion of female employees was 9,1% of the total workforce in Unicon. While this proportion is currently low, it highlights the significant opportunity for improvement. The low proportion of women is partly due to the strongly gendered labor market in Denmark and the male dominated professions Unicon represent. In our management team 18,8% are women. Addressing this, we are committed to strengthening diversity by increasing the representation of women in our workforce. This is an important task not only for Unicon but also for the entire concrete and construction industry.

In Unicon we have an age distribution from 20 to 79 years of age. We believe that having a diverse range of ages and a higher representation of women in our workforce are strengths that are key to our future growth and success. In 2025, we will continue our efforts to strengthen diver-

sity at Unicon. Additionally, we will deepen our dedication to maintaining an inclusive environment where every employee feels valued and respected.

Collaboration across Generations

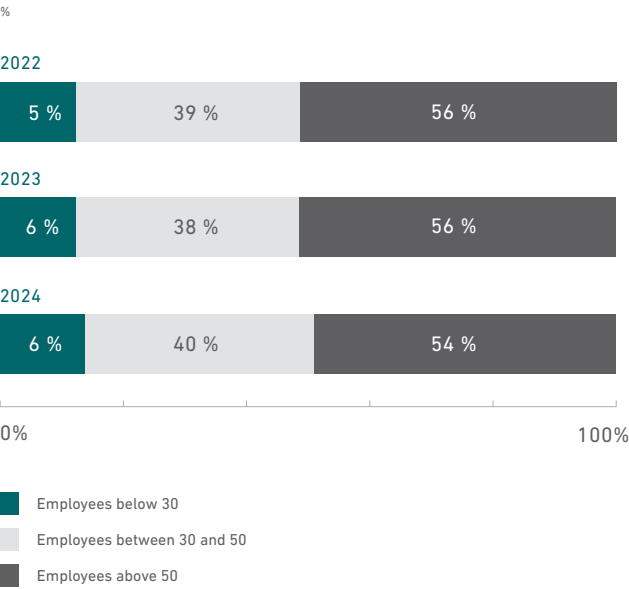
Our workforce spans generations, creating a rich blend of experiences and ideas. We recognise the value that different age groups bring to the table, and we actively promote an age-inclusive workplace that encourages collaboration across generations.

We are proud to have employees who have been here for more than 40 and even 50 years and are currently experiencing a high level of employees who are reaching the retirement age. We have created an effective strategy to manage retirement of our aging workforce to ensure prolonged sustainability in the future.

We will ensure the knowledge is transferred to new generations in the most effective way and that our senior employees feel confident to handover the flag while getting ready for their well-deserved retirement after contributing to the company for so many years and being such valuable culture bearers in the company.

It has been part of the development in Unicon for years that a major part of our employees has a high seniority. We have good experience in making senior agreements for smooth transition and knowledge transfer and enter into senior agreements with both White Collar and Blue Collar employees.

Age distribution



Case

Continuing education of our employees

At Unicon, we understand the necessity and importance of training and upskilling our employees.

Qualified and well-trained employees are essential to our success at Unicon. As employees, we all need the right skills to perform our work, and we must understand why and how to do it correctly, safely, and efficiently. Skills development is also important to ensure we have a workplace where we thrive and enjoy working.

Competence Development as a foundation

At Unicon, we have a long tradition of a strong focus on continuous training and upskilling for all employees across all areas of the business. This is essential to maintaining our position as Denmark’s leading ready-mix concrete producer, and it enables us to retain and attract the most skilled employees in the industry.

Training and development activities consist of both internal and external instruction. We have great success in combining external instruction with contributions from our own specialists and leaders. In collaboration with the AMU Center in South Denmark, we have developed education and skill development programs, including internal and external training courses tailored to each participant, based on input and feedback from our employees. In addition, we also offer a range of specialized education to our employees through external educational institutions. In 2024, we held multiple courses for both our blue- and white-collar colleagues, with great success and positive feedback.

Looking ahead to 2025, we will continue to focus on competence development and provide further training opportunities for our employees.

Internal and external training in 2024 for major groups of employees:

- Communication and Conflict Mangement
- Customer Service and Business Understanding
- Pump Course
- Safety Course
- IT Course
- Danish Language Training
- Mentor Traning for employees responsible for onboarding new employees

PEOPLE DEVELOPMENT

Investing in our people is at the core of our business strategy. Through robust people development programmes, we empower our employees to enhance their skills, embrace leadership roles, and contribute meaningfully to the organisation’s success. This is how we maintain the Unicon DNA, ambition and innovation through the dedication of our many talented employees.



We know the importance of aligning our business practices with the needs of an evolving labor market and recognize that motivated and engaged employees are essential to the success of our business. Therefore, we have continued the progress of several initiatives to develop our employees and the organisation. People engagement and development is key to Unicon’s overall strategy – to ensure Unicon is always at the forefront of development, thanks to the people behind it.

Talent Development

Within Cementir Group, we have a global process for talent review and succession planning, which helps us to identify internal talents and evaluate their readiness to step into more complex roles or leadership positions. The process ensures that we conduct thorough employee and manager evaluations to assess their ability to take on more responsibility.

To enhance the development of our talents, Cementir Group has created global talent programmes for both young future leaders and middle managers. These programmes, named NextGen Development Programme – Shaping Tomorrow and Middle Managers Programme consist of learning modules, where participants gain knowledge about business, innovation, and people management.

Stronger managers with Concrete Leadership

To ensure effective leadership at all levels in Unicon, we have continued a regional leadership development programme called “Concrete Leadership”. The leadership programme trains all managers in various leadership concepts to create a common managerial language and boost networks and knowledge sharing.

Employee Engagement

As a way of understanding the sentiments and perspectives of our employees we carry out both a Global Engagement Survey within Group and a more frequent Pulse Survey at local level.

Our surveys enable us to measure our employees’ wellbeing and motivation while securing the continuous improvement and growth of both our employees and the organisation. By actively seeking feedback, we aim to continuously improve our company culture and overall employee satisfaction. We are working diligently to involve all employees in making our workplace even better. Our actions focus on both collaboration and community, and on how we ensure the well-being of each individual employee. Employee engagement contributes to the overall success and sustainability of the company.



“People engagement and development is key to Unicon’s overall strategy – to ensure Unicon is always at the forefront of development, thanks to the people behind it.”

Employee Development and Training

As part of our performance management process for white collar employees company targets are annually translated to the individual employee level. Having individual employee objectives linked to the overall strategy ensures that focus and efforts revolve around the right priorities.

To ensure wellbeing and development for employees, the employee development process (MUS) for blue collar employees is also carried out annually and follows the

same purpose as the performance management process.

Development plans, feedback and dialogues ideally focus on personal and professional development across hands-on (on-the-job) experiences, formal training programmes and social interactions and internal networks. We utilise face-to-face sessions and an e-learning platform to confirm all employees receive the required training.

Learn & Grow

Talented employees at all levels have always been a focus area in Unicon. To learn and grow is a prerequisite for driving innovation and supporting a market leading role wherever you are in the organisation. We take responsibility for building a learning and growing workforce.

We create valuable education and training sessions for all groups of employees together with education institutions. By collaborating with formal education institutions, we succeed in combining theory and practice for deeper understanding and competency development.

Young talents

We successfully hire and develop young talents in our innovative Technology & Quality Department, the Production Area, the Procurement Area, Sales and for Management Support. Young talents in Unicon are graduates, student workers and interns coming directly from the university for a development path in Unicon and Cementir Group. In 2024 we had 24 young WC and BC talents in development. They bring theory, practical skills and young energy to the business to be our next specialists and managers. We combine this with experience and operational knowledge from our senior specialists close to retirement. Our seniors act as mentors ensuring effective

knowledge transfer. Seniors are mentors and we ensure knowledge transfer. The Unicon Young Talent Programme is a main part of our succession planning and retirement plan for the aging workforce.

Total training hours
HOURS

2022	2,107
2023	9,396
2024	9,017

In 2024, we experienced a slight decrease in training hours compared to 2023. This decrease is due to the strong focus on skill development in 2023 following the suspension of training in 2021 because of COVID-19. In 2023, each employee had an average of 26 training hours, while in 2024, each employee had an average of 23 training hours. However, we still maintain a high level of training hours in 2024.

Voluntary turnover rate
%

2022	15.5%
2023	13.9%
2024	5.6%



Apprentices

In 2022 we implemented apprenticeship concepts across many occupations. Apprentice programmes are to be integral to our succession planning for key positions such as drivers, production assistants, dispatchers, administration personnel, and more. Our work with apprentices is a part of our social responsibility, as we ensure quality education within specific occupational groups that lack trained personnel. We are very proud to contribute to the general lack

of apprenticeships and skilled employees in general in Denmark by training substantially more apprentices than required from the authorities.

Apprenticeships are also a development opportunity for experienced employees in Unicon. In a 1-2 year period a driver develop from unskilled to skilled driver in a high quality training programme. The formalised driver education is crucial for the business. The education is not only heightening

competencies but is also an investment in employees' future careers in Unicon. The education is not only heightening competencies but is also an investment in employee future career in Unicon.

Young talents in apprenticeships are also part of the Unicon business in all areas. In 2024 we had 5 apprentices, 3 driver apprentices, a logistics apprentice and a procurement apprentice.

Attraction of New Talents bringing the next generation

In order to make sure that we are attractive to young talents we strive to be visible at various career fairs promoting our sustainability agenda and showing that we are an interesting employer for future generations.



Governance

At Unicon, we uphold high standards of responsible business practices, which form the foundation of our corporate social responsibility and sustainability efforts, as well as the services we provide to our customers.

We recognise that establishing a robust governance structure centered on integrity and accountability is fundamental to fostering trust and forging strong partnerships across our value chain, including suppliers, customers and our own workforce.

By embedding ethical values into every aspect of our operations and strategy, we aim to conduct business sustainably and responsibly, delivering excellence to our clients while creating shared value for society and our partners over the long-term.

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Postbysen, Copenhagen



GOVERNANCE HIGHLIGHTS 2024

#1 Dancert

We hold certificate number 1 at Dancert, as we were the first to receive such a certificate when it became available in 1992.

Group Code of Ethics

The Group Code of Ethics serves as our most important instrument for business operations guidance.

Industry and community engagement

For Unicon, engagement with the industry and community is pivotal to our continued success, especially regarding sustainability.

Ambitions

- + Maintain an effective management system that fosters clear communication.
- + Ensure compliance with policies and regulations to maintain integrity and accountability across all aspects of our operations.
- + Actively engage with the industry and community, recognising that this interaction is crucial to our ongoing success, particularly in terms of sustainability.



MANAGEMENT SYSTEM DS/EN ISO 9001:2015

Unicon, as the only Danish RMC producer, is accredited and certified with a Quality Management System according to DS/EN ISO 9001. We hold certificate number 1 at Dancert, as we were the first to receive such a certificate when it became available in 1992.

There are no standard requirements for a producer of ready-mix concrete to have such a Quality Management System. Only few clients, such as Femern, CPH Metro, and VD at Nordhavnstunnelen, require ISO 9001 certification for their projects.

Unicon has, as a strategic decision, chosen to implement the Quality Management System within the organisation. The reason for this is a goal to:

- Supplement the Product Standard EN 206, to focus on quality and customer satisfaction in all processes and throughout the organisation, not just in Production and R&D.
- Ensure continuous monitoring and documentation of compliance and quality parameters, so we can maintain the right level of quality and identify focus areas, that can form the basis for improvements.
- Ensure efficiency and improvements.

- Focus on a process approach, so that the interaction between individual processes can be optimally organized.
- Ensure that all employees, including top management, understand their importance and role regarding the influence everyone in the organisation has on quality and customer satisfaction.
- Unicon's geography with over 30 locations poses a challenge in terms of implementing changes and using the same procedures everywhere. The Quality Management System supports addressing this challenge.
- Cross-organisational benchmarking will be possible and accurate, as the same methods and systems are used everywhere.
- Internal and external audits are mandatory. Although they can be "troublesome," they are obligatory, and having an impartial party review, forms the basis for ongoing improvement that one (probably) would not have made themselves.

- Transparency in work methods and procedures, as all significant ones must be documented.
- Maintaining the trust of the outside world.
- Smoother onboarding of new employees and a systematic approach to education and training.
- Having a known and adhered-to Quality Policy.

And then there is the added benefit that Unicon has an advantage in the few, but often very large, construction projects where an ISO 9001 system is mandatory.



PRODUCT CERTIFICATION ACCORDING TO DS 206



The European standard with common European mandatory requirements for concrete properties and for the production of concrete, as well as rules for assessing conformity, is called DS 206.

In Europe, there are very different climatic conditions, regionally there are different established good experiences, and the raw materials available in each country vary. Therefore, not all requirements can be the same across Europe. Hence, DS 206 sometimes uses the term that requirements should be described by Regulations applicable at the place of use. This is, for example, regarding frost-thaw effects, which are not a problem in Southern Europe, or alkali-silica reactions, which are only a problem in countries where there is reactive flint in the sand. The Danish supplementary Regulations applicable at the place of use are described in the National Annex DS 206. Neither of the two standards can stand alone, and

therefore both must be complied with together.

For over 40 years, Unicon has actively participated in standardisation work to gain early knowledge of upcoming changes and to influence the changes that are implemented.

Building authorities naturally have an interest in ensuring that building structures can bear the loads they are subjected to and that their lifespan is "long enough" to avoid unnecessary repairs and maintenance. Moreover, this ensures that the quality can be immediately compared, as all concrete is made according to the same standard.



"Unicon, of course, has the necessary certificate, which is number 1, as we were the first to receive such a certificate when it became possible in 1992."

Therefore, the two standards are made mandatory by the Building Regulations, issued by the Social- and Housing Ministry. To ensure the best possible compliance with the requirements, one of the standards' requirements is that producers must be monitored and certified by an accredited certification body. The only exception to this is the supply of low-strength concrete in a reduced control class for Construction class 1, which may include some sheds,

carports, garages, and single-family houses, etc.

It is therefore necessary to be accredited and certified according to the aforementioned two standards. One could almost say that certificates are a necessary "License to Mix." Unicon, of course, has the necessary certificate, which is number 1, as we were the first to receive such a certificate when it became possible in 1992. The certificate is

issued by Dancert. Before 1992, Unicon was included in the industry-driven voluntary Plant Concrete Control.

To hold an accredited product certificate means that Dancert conducts an audit once a year at all production sites and examines in detail whether we have complied with the requirements of the two standards.

As a kind of musketeer's oath, Unicon has one common Product Certificate, which covers all plants. We have always had this, but it greatly obligates the individual plants. If one plant steps out of line, it will also have consequences for all the other plants. However, we have never had problems with this, and customers can fully trust the quality of our products and their compliance with the two concrete standards.

BUSINESS ETHICS

The Cementir Code of Ethics serves as our most important instrument for business operations guidance. Our Code of Ethics ensures that we conduct all activities with a framework of integrity, correctness, and compliance, and with a view towards social responsibility and environmental protection. The Code of Ethics applies to anyone who acts in the name and on behalf of Unicon A/S, including all employees and partners.

Whistleblower system
We recognise that a genuine commitment to detecting and preventing illegal and other misconduct must include a mechanism whereby employees and third parties (customers, suppliers, sub-contractors, or other stakeholders) can report their concerns freely and without fear of reprisal or intimidation.

Employees or third parties can send reports of illegal or undesirable behavior by filling in a digital form on the Group website www.cementirholding.com; by sending an ordinary mail or email to the Group address; or by using other internal channels.

The Group's Chief Internal Audit Officer will conduct the verification of receipt, analysis and initiation. The Group's Ethics Committee assesses the results and potential actions of any violations, whereafter relevant employees will be notified.

Respect for human rights
The respect for human rights is a basic tenet of our beliefs. It is included in our business values and goals to be more economically, socially and environmentally sustainable as a company. The Group endorses the principles set out in the Universal Declaration of

Human Rights, the European Convention on Human Rights and the International Labour Organization (ILO). For this reason, the Group has published a Human Rights Policy drafted in compliance with international and European treaties and principles. The Policy aims to support and guide management and employees to achieve their goals.

We communicate the Humans Rights Policy to all employees through internal communication channels and training sessions, and externally to customers, suppliers and subcontractors during contract negotiations. We require all employees and suppliers to acknowledge and comply with the policy during their entire employment relationship or partnership, respectively. Our people must include in contracts the confirmation of having read the policy and the expressed obligation to abide by the principles contained therein. Any alleged human rights violations can be reported through our whistleblower system.

Zero tolerance for bribery and corruption
Bribery and corruption undermine Unicon's fundamental values and our ability to act in a framework of integrity, correctness and compliance as mandated by our Code of Ethics. Our Anti-Bribery Policy sets the

framework for how we work to prevent, detect and handle cases of bribery and similar unlawful conduct. Our policy defines roles, responsibilities, operating procedures, and behavioral principles, guiding all Group employees and third parties.

Adequate documentation requirements and controls are put in place to support the effectiveness of the policy. Risk assessments are conducted periodically in order to identify areas of potential weakness and exposure to bribery. Based on the risk assessment a plan for enforcing the anti-bribery policy shall be developed and discussed with local management.

The Group has established an anti-bribery training program for all employees in high-risk areas determined by the Legal Business Partner supported by Human Resources. Based on the level of risk, the training program is conducted via e-learning or through in-depth training programmes. All employees and third parties are obliged to report any suspicions or knowledge of bribery to the relevant supervisor or through our whistleblower system.

INDUSTRY AND COMMUNITY ENGAGEMENT



Unicon's history dates to 1926, and from the early beginning, it was clear that Unicon is a company in constant development. From Denmark's and Europe's first plant for the production of ready-mix concrete, as well as the development of some of the world's earliest concrete trucks with a rotating drum, to in 2023 being able to present the world's first electric tractor and concrete trailer.

There have been many milestones in between, but it is certain that Unicon will always strive to be an innovator and role model in the Danish construction and concrete industry. One of the key factors in this pursuit, is to engage with the industry and community. Unicon is therefore, a member of Dansk Beton (Under DI Construction), where annual meetings and conferences are held, where experiences and knowledge are shared across the RMC-Concrete, Concrete-Element, and Concrete-Goods Associations. Notably, in 2023 and 2024, Unicon's Managing Director, Casper Mathiasen, served as the Chair of the Board in Dansk Beton.

Unicon continuously seeks to be represented in all relevant development projects in the concrete industry. In recent years, Unicon was part of the Green Concrete II (Grøn Beton II) innovation consortium, which assisted to develop the CO₂ reduced cement type FUTURECEM™. Most recently, Unicon is an active partner of the research project CALLISTE, which aim to develop a new cement type with even greater CO₂ reductions. In 2024, Unicon conducted full-scale experiments at our plant in Fredericia. Project partners in CALLISTE include Technological Institute (project leader), Technical

University of Denmark, Danish Road Directorate, Aalborg Portland A/S, and Technical University of Munich.

To share experiences with other key stakeholders in the construction industry, Unicon is a Premium member of the Council for Sustainable Construction. In this community, members can discuss and gain knowledge on the certification of construction (DGNB), where the system is based on a holistic approach to sustainability. The membership also grants Unicon the opportunity to participate in various courses and education.

For Unicon, engagement with the industry and community is pivotal to our continued success, especially regarding sustainability. New relevant partnerships are always welcomed.

List of some of our collaborations:

Projets	NGO
CALLISTE (Teknologisk Institut)	Dansk Beton (Dansk Industri)
Green Concrete II (Grøn Beton II)	Beton Talenterne (Dansk Beton)
BIG Headquarters	Rådet for Bæredygtig Byggeri (Premium member)
EUDP project	EPD ERFA Group (Dansk Beton)
Collabroation with local school on biodiversity	ESG Network for construction and civil engineering (Dansk Industri)
	Nordic ERMCO
	Technical Committee (Dansk Beton)

Data & Signatures

In this section we highlight our ESG performance in numbers as well as reporting principles.

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Unicon RMC Plant, Hillerød



OUR ESG PERFORMANCE IN NUMBERS

Environment	Unit	2022	2023	2024	See more
Greenhouse gas emissions					
Scope 1	T CO ₂ e	10,475	8,924	9,877	Page 21
Scope 2 (Location-based)	T CO ₂ e	882	815	921	Page 21
Total GHG emissions	T CO ₂ e	11,357	9,740	10,798	Page 21
Scope 1	T CO ₂ e / M3	0.009	0.010	0.010	Page 21
Scope 2 (Location-based)	T CO ₂ e / M3	0.001	0.001	0.001	Page 21
Total GHG emissions	T CO ₂ e / M3	0.010	0.011	0.011	Page 21
Scope 2 (Market-based)	T CO ₂ e	2,370	2,621	0	Page 21
Scope 2 (Market-based)	T CO ₂ e / M3	0.002	0.003	0.000	Page 21
Fuel consumption					
Fuel consumption	T CO ₂ e	9,807	8,333	9,310	
Fuel consumption	T CO ₂ e / M3	0.008	0.009	0.010	
Electricity					
Electricity consumption (Production)	T CO ₂ e	877	805	875	
Electricity consumption (Transport)	T CO ₂ e	5	10	46	
Electricity consumption (Production)	T CO ₂ e / M3	0.001	0.001	0.001	
Electricity consumption (Transport)	T CO ₂ e / M3	0.000	0.000	0.000	

Environment	Unit	2022	2023	2024	See more
Energy for heating					
Energy for heating	T CO ₂	669	591	566	
Energy for heating	T CO ₂ e / M3	0.001	0.001	0.001	
Raw materials					
Raw materials consumption (Total)	TONNES	2,459,915	1,940,241	2,034,088	
Water					
Water withdrawal	LITER	213,159,000	147,978,000	143,668,000	Page 35
Water consumption for production	LITER	137,579,236	112,571,381	117,060,180	Page 35
Reused water (Water consumption for production)	LITER	53,468,753	46,760,571	50,275,000	Page 35
Reused water (Water consumption for production)	%	39%	42%	43%	Page 35
Waste					
Net waste generated	TONNES	7,078	6,076	5,843	Page 35

Social	Unit	2022	2023	2024	See more
Health and safety					
LTIFR, direct employees	PER MILLION WORKING HOURS	6.1	5.1	0	Page 42
LTIFR, contractors	PER MILLION WORKING HOURS	22.2	0	0	Page 42
LTI, direct employees	NUMBER	4	3	0	Page 42
LTI, contractors	NUMBER	1	0	0	
Working days of absence	NUMBER	46	19	0	
Employee headcount					
Total headcount	HEADCOUNT	393	359	395	Page 43
Gender diversity					
Female employees	%	7.1%	8.9%	9.1%	Page 43
Female senior managers	%	17.7%	7.7%	18.8%	Page 43
Age distribution					
Under 30 years old	NUMBER	20	23	25	Page 44
30-50 years old	NUMBER	153	137	158	Page 44
Over 50 years old.	NUMBER	220	199	212	Page 44

Social	Unit	2022	2023	2024	See more
Training					
Total training hours	HOURS	2,107	9,396	9,017	Page 48
Turnover					
Voluntary turnover rate	%	15.5%	13.9%	5.6%	Page 48
Apprentices					
Apprentices	NUMBER		4	5	Page 49
Unskilled to skilled	NUMBER		5	3	Page 49

For insights into our financial performance, please see our Annual Report 2024.



DEVELOPMENT OF ESG PERFORMANCE

In the following section, we will provide explanations for the trends observed in relevant data points. These insights will help clarify the factors driving changes in our ESG metrics.

Environment data:

Scope 1 – The increase in Scope 1 emissions from 2023 to 2024 is primarily due to the acquisition of NB Beton and higher fuel consumption, which results from higher production volume and longer transportation distances from our plants to the construction site. For further details, please refer to the explanation under ‘Fuel’.

Scope 2 (Location-based) – The increase in Scope 2 (location-based) emissions is mainly due to the acquisition of NB Beton, higher volume and the expansion of electric vehicles in Unicon’s fleet. Despite the increase, this represents a positive step towards reducing our Scope 1 emissions and achieving an emission-free and fossil-free fleet by 2035.

Scope 2 (Market-based) – The rise in Scope 2 (market-based) emissions in 2023 compared to 2022 is mainly attributed to the purchase of electricity certificates. In 2022, certificates were acquired for only a portion of the electricity consumption. However, in 2024, Unicon has pledged to purchase electricity certificates from wind turbines for the entire consumption.

Electricity consumption (transport) – Emissions from electricity consumption for transport have increased as Unicon has expanded its fleet of electric truck mixers.

Fuel consumption – Fuel emissions have increased due to higher production volume and longer distances driven per load of concrete between our plants and construction sites compared to 2022 and 2023. Additionally, the inclusion of the Skovby plant this year has led to some fuel being allocated there. Furthermore, the utilisation of internal trucks from the Skovby plant to collect raw materials, a practice not implemented at our other locations, has also contributed to this increase.

Energy for heating – Weather conditions significantly influence our energy consumption for heating our facilities. This factor largely explains the observed changes in energy usage from 2023 to 2024.

Reused water for production – The proportion of reused water for production has increased as we have focused on this area in 2024 and invested in a sediment pool in Skovby.

Social data:

Training hours – In 2024, the accounting of training hours was updated to include training hours for employees who left during the year in the total calculation. This means that the figures for 2022 and 2023 have also been updated compared to last year’s report.

In 2024, we experienced a slight decrease in training hours compared to 2023. This decrease is due to the strong focus on skill development in 2023 following the suspension of training in 2021 because of COVID-19. In 2023, each employee had an average of 26 training hours, while in 2024, each employee had an average of 23 training hours. However, we still maintain a high level of training hours in 2024.



REPORTING PRINCIPLES

Reporting scope

The report covers Unicon’s activities related to concrete production across 33 plants and company offices in Denmark. Activities in other legal entities within the Aalborg Portland Holding Group, owned by the Cementir Holding Group, are not covered in this report. All information in this ESG report is in accordance with the consolidated sustainability statements of the Group given in Cementir’s Sustainability Report 2024, which also constitutes Unicon’s compulsory statement on corporate social responsibility, cf. section 99a of the Danish Financial Statements Act.

The report covers the financial reporting year from 1 January 2024 to 31 December 2024.

Materiality assessment

This report is grounded in a materiality assessment based on the concept of “double materiality”, where we have assessed and prioritised the key sustainability themes relevant to our operations. Through this process, we identified and focused on the most significant issues, ensuring that our sustainability efforts align with the priorities that matter most to our stakeholders and have the greatest impact on our business and the wider community. By centering our report on the outcomes of this materiality assessment, we aim to provide a targeted and meaningful overview of our sustainability journey.



Glossary

(Description of all ESG KPI's/accounting practice)

Environmental indicators

Direct GHG emissions (Scope 1)

The reporting of direct scope 1 emissions is based on the Greenhouse Gas Protocol and covers direct emissions of greenhouse gasses from Unicon. This includes the emissions from transport using Unicon’s vehicles. Direct emissions are calculated as energy consumption multiplied by emission factor to calculate CO₂e. Data for scope 1 is based on invoice information, online supplier platforms and meter readings at each site. Unicon does not account for energy losses, therefore all energy purchased is included in the figures.

Indirect GHG emissions (Scope 2)

The reporting of indirect Scope 2 emissions is based on the Greenhouse Gas Protocol and is mainly composed of emissions linked to Unicon’s purchase of electricity. Emissions are calculated as power volumes purchased multiplied by a country-specific emission factor (location-based), which reflects the average emissions intensity of grids on which energy consumption occurs. Additionally, electricity will be reported as CO₂e using market-based emission factors, which reflect emissions from electricity that companies have purposefully chosen (or their lack of choice).

If a company does not purchase electricity certificates, the market-based method will show significantly higher CO₂ emissions compared to the

location-based method. This is because the location-based method reflects the actual energy mix, while the market-based method only accounts for the “black” portion of electricity that remains after the “green” portion has been sold to companies that purchase certified green power.

Electricity consumption

Electricity consumption is reported as tonnes CO₂e with a split on production (plants) and transport (trucks). Emissions are calculated as power volumes purchased multiplied by a country-specific emission factor (location based).

Fuel consumption

Fuel consumption is reported as CO₂e. This is a calculated figure, with actual consumption being obtained from fuel supplier multiplied with emission factor. HVO fuel is reported with a factor of 0,014 tonnes CO₂ pr. GJ. Traditional fuel is reported with a factor of 0,074 tonnes CO₂ pr. GJ.

Energy for heating

Energy for heating is reported as tonnes CO₂e and covers consumption of fuel oil, district heating and natural gas for heating.

Raw materials

Raw materials consumption is reported as the wet mass used in manufacturing of concrete. Both natural resources and recycled materials are included in the reporting.

Water withdrawal

Unicons water consumption is reported as the total inflows of water used to production of concrete, washing of trucks and to operate the factory. Water consumption data is based on monthly manual input, from manual meter readings from sites. To mitigate the risk of manual errors, data go through thorough internal validation centrally at Unicon.

Water consumption for production

Water consumption for production covers all water used for the production of concrete, i.e., everything that goes through the mixer.

Reused water for production

Reused water is reported as the proportion of reused water used for production compared to the total water consumption for production. Included is only water passing through the mixer.

Net waste generated

Net waste generated is reported as the share of waste that is not reused or recycled, also defined as waste that no longer serves a purpose.

Health and Safety data

Lost Time Injury (LTI)

LTI is reported as the number of work-related injuries where the person has absence from the work (one day or more beyond the day of the injury) as a result of an injury.

Lost Time Injury Frequency Rate (LTIFR)

LTIFR is reported as the number of work-related injuries per one million hours worked where the person has absence from the work (excluding the day of the injury occurs) as a result of the injury with and without medical treatment.

Working days of absence

Number of days of absence in relation to LTI, beyond the day of the injury.

Social indicators

Headcount

Headcount is reported as the total number of employees at the end of the reporting period.

Age distribution

Age distribution is reported as the share of employees in each age category (below 30 years old, between 30 and 50 years old, and above 50 years old) at the end of the reporting period.

Gender diversity

Gender diversity is reported as the share of women compared to total headcounts at the end of the reporting period. Gender diversity is expressed per senior managers (Executive Board and other directors and managers).

Voluntary Employee Turnover

Employee turnover rate is reported as the number of employees leaving voluntary the company during the reporting period divided by the total headcount.

Training hours

Training hours include all types of internal and external training and instructional sessions. The main categories of training are health & safety, technical and functional, management education, leadership development, and cultural and corporate training.

In 2024, the accounting of training hours was updated to include training hours for employees who left during the year in the total calculation. This means that the figures for 2022 and 2023 have also been updated compared to last year’s report.

Apprentices

Apprentices include all new apprentices hired to Unicon.

Unskilled to skilled

Unskilled to skilled employees include all employees in education to a skilled job.



STATEMENT FROM THE MANAGEMENT

The Executive Board has today discussed and approved the ESG Report of Unicon A/S for 2024. The data in the ESG Report has been prepared in accordance with the stated reporting principles. It is our opinion that the ESG Report gives a fair and balanced presentation of Unicon’s ESG activities and performance in the reporting period.

Vejle,
23 April 2025

Søren Holm Christensen
Chief Executive Officer

Henrik Jeppesen
Chief Financial Officer

Casper Mathiasen
Managing Director



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This report contains information intended for the general public, and is as such not a scientific document it may contain averaged numbers, aggregations, simplifications. This report contains forward-looking statements, based on current expectations and projections of the Group regarding future events and, by their very nature, are exposed to inherent risks and uncertainties. These statements relate to events and depend on circumstances that may or may not occur or exist in the future. Actual results may differ materially from those stated due to multiple factors, including: the volatility and deterioration of capital and financial markets, changes in commodity prices, changes in macroeconomic conditions and economic growth and other changes in business conditions, changes in atmospheric conditions, floods, earthquakes or other natural disasters, changes in the regulatory and institutional framework, production difficulties, including constraints on the use of plants and supplies and many other risks and uncertainties, most of which are outside the Group's control. Accordingly, readers should not place undue reliance on the report, as it were a proper investment proposition.