

ESG Report 2025

Setting the Standard

About This Report

At Unicon A/S we are proud to present our third 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 2025, 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 2025 to 31 December 2025.



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Case

Unicon x Aarhus Amtssygehus

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Enhancing Biodiversity Together

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Supportive Working Environment

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Letter from Management

We are pleased to present Unicon's 2025 ESG report, which reflects our continued efforts to strengthen transparency, data quality and responsible business practices. This year's report provides an updated and comprehensive picture of our sustainability journey and highlights both the progress we have made and the areas where we are still determined to improve. ESG reporting continues to evolve for us, and we aim to deepen our insights each year.

When we introduced our first ESG report in 2023, well in advance of the CSRD requirements, it marked an important milestone in our proactive approach to future regulations. As a market leader, we understand the responsibility that follows, and we remain committed to showing leadership in the way we measure, document and communicate our sustainability performance.

A central focus for us has been to broaden our emissions reporting. Our intention was to include Scope 3 emissions in the 2025 report, but the extensive work involved in collecting reliable data from our suppliers and ensuring the necessary level of quality means that this effort will continue in the coming reporting cycles. Together with our suppliers, we are making steady progress in strengthening their data readiness, and we are refining our internal processes to ensure the right foundation for future inclusion of Scope 3. Until then, we continue to improve the accuracy and transparency of the data already included in our reporting.

Stricter regulation continues to shape the industry's need for sustainable development

The new Danish building regulation introduces significantly lower CO2 limits across all building types to ensure that construction practices align with national climate objectives and the transition toward a low carbon society. These requirements were introduced to reduce the environmental impact of buildings throughout their entire lifespan, and they place high-



er demands on documentation, material choices and collaboration across the value chain. The regulation encourages more precise design decisions and promotes solutions that minimise overperformance and unnecessary use of resources. As these expectations continue to evolve, our ambition remains to stay ahead of regulatory developments and to support our customers in navigating the transition toward more sustainable construction

Raising the bar in CO2 Reduced Concrete

Unicon continues to take an active leadership role in advancing concrete with a lower environmental footprint. In 2025, we expanded our UN-PLUS series built on FUTURECEM and optimized mix designs that leverage 56-day compressive strength declarations to unlock further CO2 reductions without compromising performance or durability. This approach demonstrates how precise material engineering and extended strength development can meaningfully reduce emissions while meeting customers' technical requirements

Delivering on Future Requirements Through Innovation Across the Value Chain

As the industry adapts to sharper regulatory demands and lower CO2 thresholds, continuous innovation across the entire value chain becomes essential. Meeting future requirements depends on coordinated development in cement technology, material selection, mix design, production, logistics and onsite execution. By driving product innovation end-to-end, we ensure our solutions not only comply with upcoming standards but also help customers build more sustainably. Our aim is to stay ahead

of these developments and remain a trusted partner in the transition toward a low-carbon built environment.

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 Circular Practices

As access to natural resources becomes more constrained, the existing building stock must be viewed not as waste from past construction but as a future source of high-value materials. Unlocking this potential requires strong and coordinated partnerships across the entire value chain to ensure that materials can be harvested, processed and reintegrated efficiently and responsibly.

Parallel to our focus on recycling and strengthening collaboration across the value chain, we continue to advance the zero-waste strategy we introduced in 2024. This includes ongoing improvements to the way we prevent, reduce and repurpose waste throughout our production processes. At the same time, we are intensifying our efforts within biodiversity. Together with our subsidiary Kudsk & Dahl, we have developed a dedicated roadmap that sets the direction for how we protect and enhance

biodiversity in our quarries and surrounding environments. Our commitment to biodiversity continues through both Unicon and Kudsk & Dahl, reflecting a shared ambition to ensure that our activities contribute positively to local ecosystems.

Leading the transition with a greener fleet

Unicon continues to strengthen its position as an industry leader in sustainable transport solutions. Our fleet now spans a wide range of hybrid and fully electric trucks, and we are steadily moving toward our ambition of operating a zero-emission fleet by 2035. Reducing noise levels remains an important priority, as we recognise the role our daily operations play in local communities.

In 2025, we further expanded our fleet of electric trucks, maintaining one of Europe's largest active electric fleets within the ready-mix concrete industry. This development not only reduces emissions but also contributes to improved health and safety on construction sites and in surrounding areas. Our continued investments align with sustainable urban development and reinforce our commitment to lowering our carbon footprint through efficient and environmentally responsible distribution.

Our Greatest Asset – People and Collaboration

Our employees remain at the core of everything we do. In 2025, we continued to invest in learning and development across the organization, recognizing that ongoing upskilling is essential for both individual growth and our long-term success as a company. As part of this, we also trained a significant portion of our

customer-facing organization in sustainability to ensure they can support both Unicon's own transition and help guide our customers through theirs.

Safety continues to be one of our most deeply rooted priorities. Through improved safety protocols, frequent safety walks and continuous training, we ensure that our employees are well-equipped to work safely and responsibly in every part of our operations. Our unwavering ambition is to maintain a work environment where safety always comes first, ensuring that every employee returns home safely at the end of the day. We firmly believe that a safe workplace is not only a fundamental responsibility but also a crucial driver of engagement, pride and long-term performance.

Shaping a responsible tomorrow

Sustainability increasingly defines how we operate and how we work together with our customers, partners and communities. Throughout 2025, we continued to strengthen initiatives that reduce our environmental footprint and ensure that our operations contribute positively to the areas where we produce and deliver concrete. This includes both long-term innovation projects and practical measures that support a more responsible use of resources.

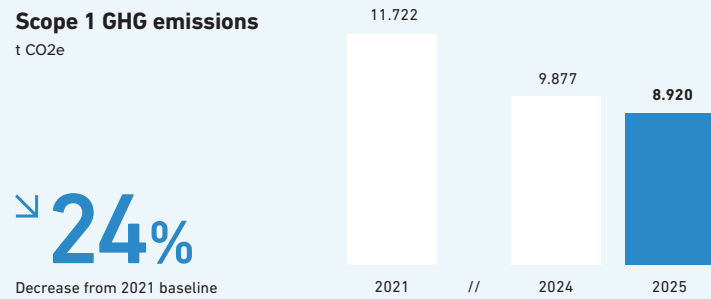
Sincerely,

Søren Holm Christensen, CEO
Henrik Jeppesen, CFO
Jesper Knudsen, Managing Director

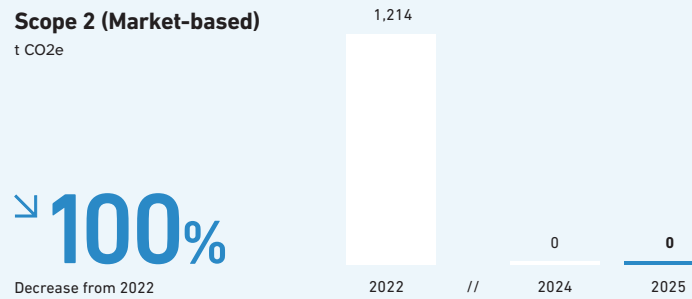


Highlights 2025

Scope 1 GHG emissions



Scope 2 (Market-based)



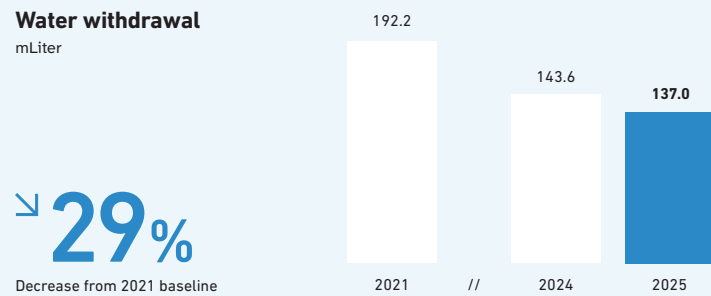
Net Revenue

DKKkM

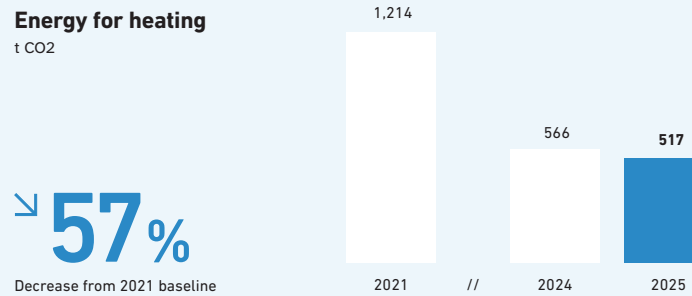
1,287

9% increase from 2021 baseline

Water withdrawal



Energy for heating



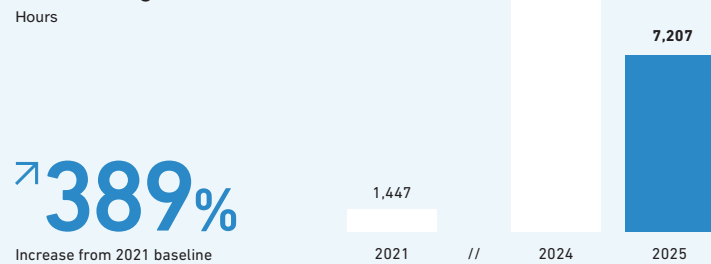
Total Headcount

Number

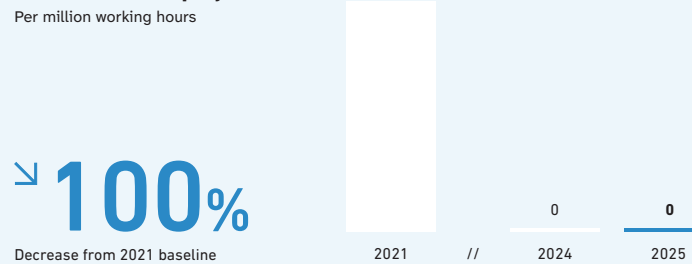
388

As of December 1, 2025

Total training hours



LTIFR, direct employees







Unicon in Brief

↓
1926

Unicon was founded in 1926.

↓
400

Unicon employs approximately 400 employees located across Denmark.

↓
33

Unicon has 33 plants across Denmark.

↓
200

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

↓
900.000

Unicon produces approximately 900,000 m³ 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 customized 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 recognize 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, owned by the Italian Cementir Group. 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 tons of grey and white cement, around 10 million tons of aggregates and 5 million cubic metres of ready-mixed concrete. The group has several affiliated companies, including Unicon AS in Norway, AB Sydsten in Sweden and our

subsidiary, Kudsk & Dahl A/S, which operates two aggregate quarries in southern Denmark.

For more information on the 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.

1926

Our founder, engineer **Kristian Hindhede**, establishes KH Beton and built Europe's first RMC (Ready-Mixed Concrete) plant.



1927-1987

KH Beton grows and becomes one of the **largest RMC** (Ready-Mixed Concrete) producers in Denmark.



2004

Italian **Cementir Holding** acquires Aalborg Portland and Unicon. Unicon becomes a part of Aalborg Portland Holding.



2008

Unicon acquires the raw material company **Kudsk & Dahl**.



2024

Unicon acquires parts of **NB Beton's** operations, thereby expanding its network of concrete plants in Denmark.



1927

KH Beton becomes a part of the FLSmidth Group.



1998

Eight RMC companies within the FLSmidth Group, including KH Beton, are merged under the name Unicon A/S.



2006

Unicon acquires **4K Beton** and becomes the largest producer and supplier of RMC (Ready-Mixed Concrete) on the Danish market.



2021

Unicon introduces the first mass-produced, **100% electric** truck mixer.



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 so on. 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 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 concrete trucks.

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

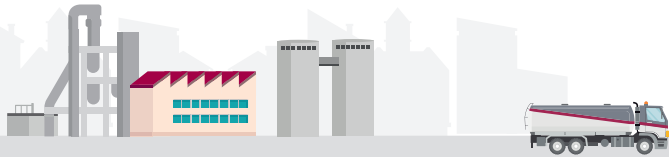
sustainability by giving new life to materials that would otherwise go to waste. This commitment is an integral part of Unicon's strategy for achieving zero waste.

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



Supplier: Cement

We exclusively source local cement, eliminating the need for transportation across Europe.



Supplier: Aggregates

Unicon extracts raw materials locally and thereby avoids having to transport raw materials from a distance



Production

Unicon has 33 plants nationwide, minimizing transport for both supplier deliveries and construction site transportation.

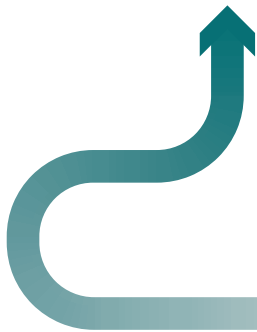
Distribution

Unicon has it's own fleet, with up to 200 trucks, trailers and pumps.



Circularity

Unicon has a strong focus on zero waste and utilization of surplus concrete.



Customers

We deliver to all types of customers, large and small, throughout the country.



At Unicon, our commitment to providing sustainable more 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 remaining embedded in our lives responsibility and strengthening of governance structures.

Strategy and Governance

In this Chapter

- 14 ESG framework
- 15 ESG ambitions
- 16 Governance model



ESG Framework

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

Based on these themes, we have established specific ambitions and activities organized 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.



Environment

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

[Greenhouse Gas emission](#)

[Innovation](#)

[Circular economy](#)



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 prioritize 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](#)

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.

Environment

Ambitions	Focus areas
Reduce our Scope 3 CO ₂ emissions impact by 90% by 2030 compared to 2019, in accordance with both Aalborg Portland's and Dansk Beton's Roadmap.	<ul style="list-style-type: none"> CO₂ reduced concrete. Product innovation. Minimize 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 of ready-mixed concrete by 2035.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Zero waste strategy. Recycling of materials. (aggregates, concrete etc.) Reduce unnecessary use of natural resources. Reclaim water.
Enhance our focus on biodiversity.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Employee development. Leadership program. Apprentices. Employee Engagement Surveys. Pulse Surveys.

Governance

Ambitions	Focus areas
Maintain an effective management system that fosters clear communication.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Comply with The Group Code of Ethics and relevant policies. Comply with International Accounting Standard. Product certification according to DS/EN 203. 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.	<ul style="list-style-type: none"> 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 realize our ESG ambitions and commitments.

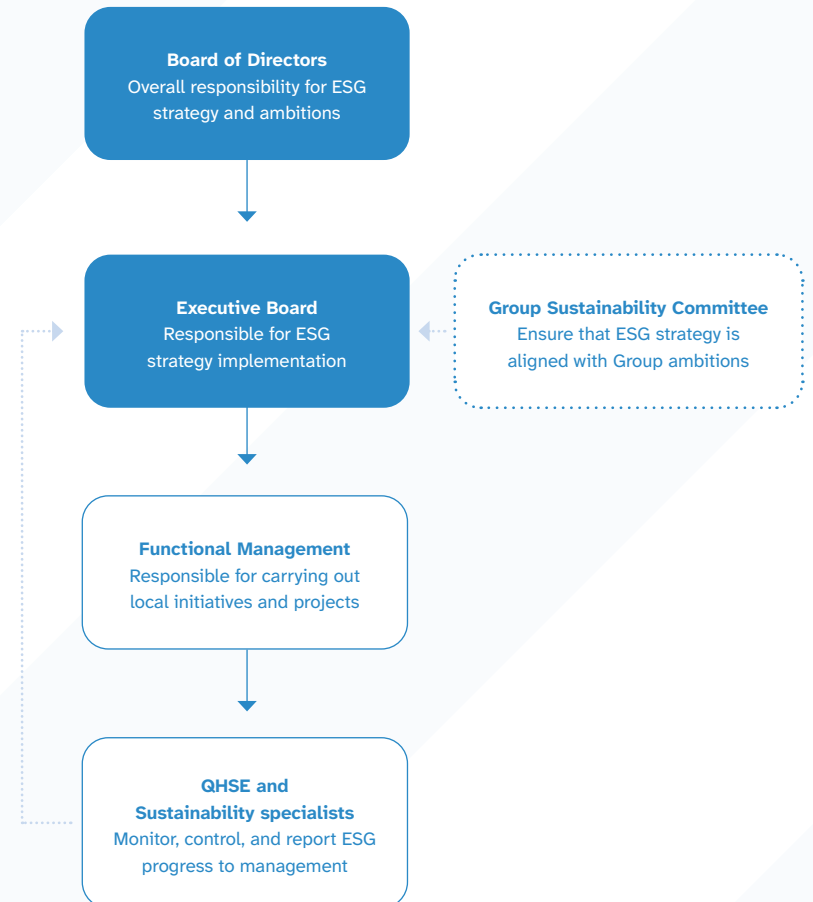
Our **Board of Directors** is responsible for establishing strategic direction for our business. Together with the Executive Board, it shapes the overall ESG ambitions and commitments in alignment with the business strategy.

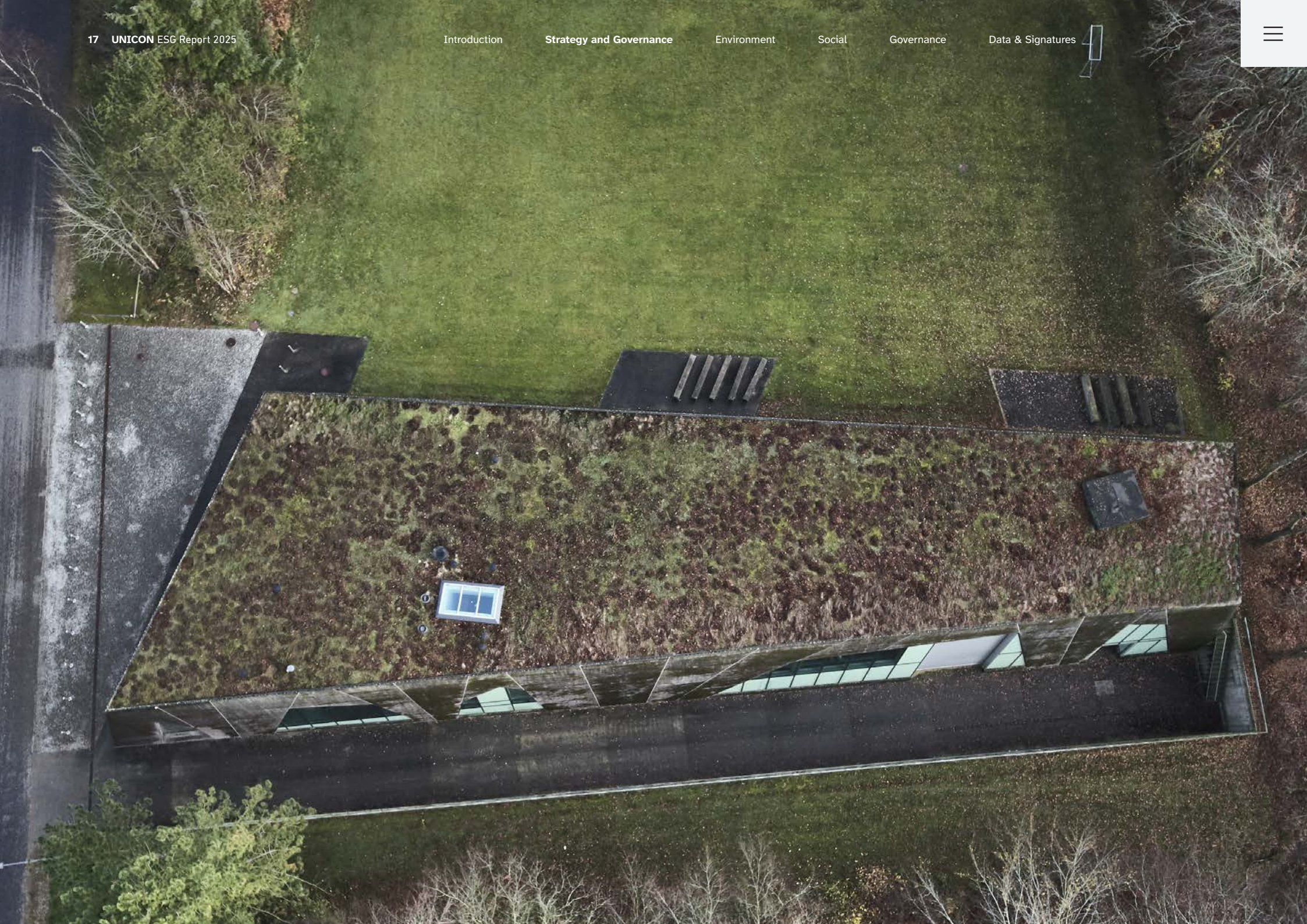
A **Group Sustainability Committee** is formed by the Group Board of Directors to ensure that our ESG ambitions, priorities and progress are properly linked to the Group's sustainability strategy and related policies.

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.







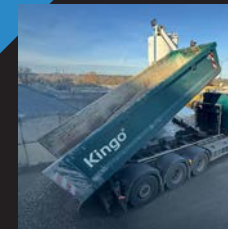
The production and utilization of concrete significantly impact the environment, primarily due to the consumption of cement and raw materials. Additionally, the production and distribution processes are energy-intensive.

At Unicon, we are committed to minimizing 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.

Environment

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Case

**Unicon x
Aarhus
Amtssygehus**

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Environment Highlights 2025

Scope 1 GHG Emissions

Percentage development.
Compared to 2021 baseline.

↓ 24%

Total GHG emissions

Percentage development.
Compared to 2021 baseline.

↓ 22%

Scope 2 (Marked Based)

Percentage development.
Compared to 2021 baseline.

↓ 100%

Energy for heating

Percentage development.
Compared to 2021 baseline.

↓ 57%

Ambitions for 2026

- + Reduce our Scope 3 CO₂ emissions impact by 90% 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

Even though the entire ESG framework have been up for review by the Omnibus package, we believe in a constant focus on reducing our emissions regardless of the legislative framework. Unicon, again this year, are proud to present our greenhouse gas emissions by Scope 1 and Scope 2 emissions.

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 concrete trucks and electricity used in both production and transport. The energy consumed at Unicon's facilities, 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, utilizing 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 concrete trucks 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 by upwards to 90% compared to traditional fuel.

To further reduce our Scope 1 emissions, Unicon increased the number of fully electronic trucks in 2025, now totalling eleven in Denmark, delivering concrete with no direct emissions, maintaining a position as one the European concrete producers, whom have the most electric concrete trucks in operations.

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 optimize 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 electronic 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 GHG emissions

TONNES CO₂

2021	11,722
2024	9,877
2025	8,920

Last year we experienced an increase in Scope 1 emissions compared to the previous year. In 2025 we are back on track and have even reduced our Scope 1 emissions below the level of 2023 by focusing on our energy and fossil fuel consumption as well as traveled distances. Our efforts lead to a 24% reduction compared to baseline emissions in 2021.

Scope 2 GHG emissions (marked-based)

TONNES CO₂

2021	-
2024	0
2025	0

Unicon has pledged to purchase electricity certificates from wind turbines for the entire consumption. Henceforth marked-based Scope 2 GHG emissions are registered as zero as previous year.

Scope 2 GHG emissions (location-based)

TONNES CO₂

2021	959
2024	921
2025	950

The increase in location-based Scope 2 GHG emissions is mainly due to the continuing expansion of electric vehicles in Unicon's fleet. Despite the increase, this represents a positive step towards reducing our Scope 1 emissions and achieving a fossil-free fleet by 2035. And put into perspective regarding our baseline in 2021, a 1% reduction can be reported.

Towards Emission Free Transport

In 2025, Unicon continued its strong path and vision, which have been maintained since 2018. The continued efforts are to systematically improve the sustainability performance of its fleet of approximately 160 trucks. Unicon's 2030 sustainability roadmap, remain unchanged, with ambitions to offer fully emission- and fossil-free delivery and pumping of ready-mix concrete by 2035.

The approach has evolved over time in line with technological maturity and market availability. In the initial phase, the primary focus was on optimizing existing vehicles to reduce fuel consumption and emissions. From 2020 onwards, this was complemented by the introduction of certified palm-oil-free HVO as a transitional solution, enabling substantial CO2 reductions compared to conventional diesel while supporting a gradual shift towards full electrification. By 2025, the majority of Unicon's concrete pumps operated on HVO,

representing a significant step in reducing fleet emissions and improving local air quality at construction sites. This transition contributed positively to health and safety conditions for both on-site workers and the surrounding public. For the remaining parts of the fleet, Unicon has prepared for a broader HVO transition as market availability and demand continue to develop. At the same time, full electrification remains the long-term strategic direction for the fleet, particularly for truck mixers.

To support this ambition, Unicon has, since 2020, engaged proactively with major European truck and body manufacturers, participating in development dialogues and pilot projects for new vehicle solutions. Through these efforts, Unicon has established itself as a first mover within the ready-mix concrete industry. This was demonstrated in 2021 with the introduction of the world's first serial-produced electric truck mixer, marking an important milestone in the electrification of concrete transport.

The electrification of heavy concrete vehicles remains a complex challenge, as fully mature solutions for all required truck mixers and mobile pumps are not yet widely available. Achieving this transition requires close collaboration between manufacturers and customers willing to invest early and accept development risks in order to accelerate technological progress.

Building on the experience gained from operating the world's first serial-produced electric truck mixer, as well as the first electric tractor and concrete semitrailer, Unicon continued its pioneering role in 2024 by introducing a newly developed electric four-axle concrete truck. By 2025, the fleet includes eleven electric concrete trucks, positioning Unicon among the concrete producers in Europe with the highest number of electric concrete vehicles in operation. Further expansion of the electric fleet remains a key focus going forward.

Supercharger facility in Avedøre

In 2025, Unicon commissioned a new high capacity charging facility in Avedøre to support the continued electrification of its concrete transport operations. The supercharger represents an important infrastructure investment, enabling the reliable daily operation of electric concrete trucks and supporting further expansion of the electric fleet.

The charging facility has been designed to meet the operational demands of heavy-duty concrete transport, where availability, charging speed, and operational flexibility are critical. By establishing dedicated super charging infrastructure at one of Unicon's key locations, the company strengthens its ability to integrate electric vehicles into core logistics flows without compromising productivity or delivery reliability even during winter periods and daily changing conditions.



Construction Sites of the Future

Unicons expanding fleet of electric concrete trucks 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 concrete trucks 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.

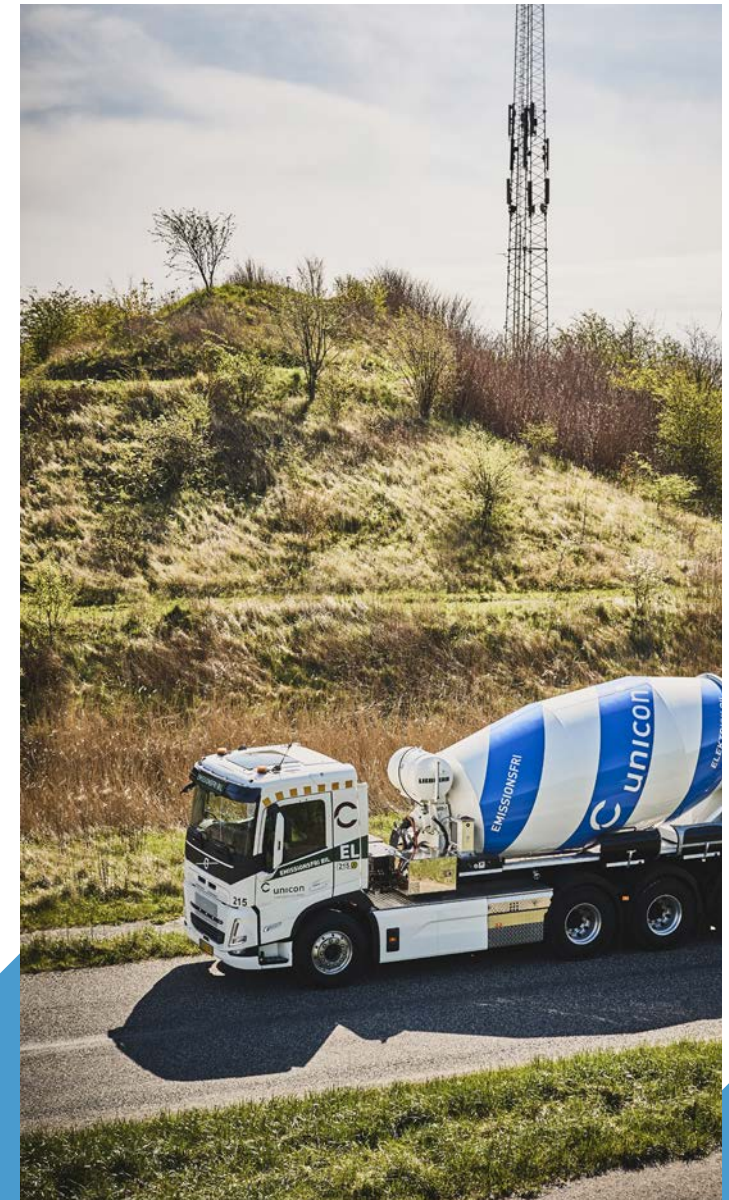
- **Increased operational reliability** – Electric trucks require less maintenance compared to traditional diesel trucks, reducing the risk of mechanical breakdowns and unexpected delays. This brings a smoother operation, fewer disruptions, and a more predictable work schedule.

Part of a community

We are dedicated to considering the surrounding community, particularly local neighborhoods close to construction sites within the cities. By utilizing electric concrete trucks 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 utilization of electric concrete trucks 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.



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' needs within the fresh properties, and the 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 surfaced. 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.

Pozzolanic materials as fly ash and silica fume actually have been used in Unicon during the last 40 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 minimizing 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 revolutionizing admixtures for our concretes and participating in cross-industry development projects.

One initiative where Unicon has significantly raised the bar is the UNI-PLUS series, which challenges the traditional way of thinking on the construction process. The products introduce a reward of a significantly reduced CO₂ footprint down to approx. 80 kg CO₂ eq. pr. m³ concrete. The series uses the potential of declaring the 56 days compressive strength, hence unlocking the possibility of a longer hardening time, which is realized by FUTURECEM™ cement and pozzolanic materials. And as a new initiative in 2025, these reductions can now be documented by a specific product EPD available free of charge in EPD Global portal.

Since Unicon in 2020 introduced our new line of products with a reduced CO₂ footprint, called the UNI-GREEN series, the legislation of marketing and the use of statements concerning sustainability have been ever evolving. As Unicon has the ambition to be marked leader and set the standard, we have chosen to adapt our product portfolio. Therefore we relaunched 2025 with new product names – welcoming the UNI-VERSAL series, before known as the UNI-GREEN series. New and improved, but with the same well-known beneficial properties in reducing the CO₂ footprint.

Continuous Advancement in Converting the Industry

The effect of launching a new CO₂ reducing product is only as good as long as it is actually used by the market. This line of thought is the key stone in our approach to reducing CO₂ emissions and we therefore always strive to introduce products that are compliant with the product standard and secure a stable durability. A product we launched following this approach is the UNI-VERSAL series. We have had a continuous focus on advancement in conversion rate for all possible deliveries. Impacting the CO₂ footprint of the industry one cubic meter at the time and not focusing on pioneer projects.

In 2025 a special focus was given to all deliveries of concrete in a passive environment. This focus realized a conversion of 60% of all cubic meters of concrete for a passive environment and therefore reaching an all time high. This achievement was only possible due to a strong collaboration with our costumers and the courage to challenge the traditional way of thinking. A such conversion does not happen overnight, but we have an ambition to keep pushing on and set the standard.

Case ↘

Unicon × Aarhus Amtssygehus

As part of Aarhus Municipality's ambitious transformation of the former Aarhus Amtssygehus site, a hospital building from 1979 is being carefully dismantled to make room for a new urban park and more than 2,000 homes. Rather than viewing demolition as the end of a building's life cycle, the project has been designed as the beginning of a new circular value chain — with materials given new purpose.

Through a forward-looking procurement strategy, Aarhus Municipality has required documented off-take agreements for materials before demolition could begin. In close collaboration with the demolition contractor Kingo and engineering consultancy NIRAS, Unicon has committed to reusing approximately 1,800 tons of crushed concrete directly in the production of new ready-mix concrete. Instead of being downcycled as road fill, the material replaces virgin aggregates in fresh concrete, allowing former walls and floors to become part of new construction.

By reintegrating the crushed concrete into our production, the project conserves scarce natural aggregates from Danish gravel pits and reduces CO₂ emissions associated with extraction and transport. It demonstrates how circular principles can create



measurable impact already today — when supported by ambitious clients and strong cross-value-chain collaboration.

Concrete plays a particularly important role in this project, as it represents a promising circular value chain at scale. At Unicon, we have built solid experience in recycling returned concrete and materials from demolition projects, and we are proud to bring this expertise into partnerships that accelerate circular construction in practice.

In addition to concrete, at least 70% of the handled bricks — corresponding to a minimum of 175 tons — are cleaned and prepared for reuse in future building projects, while glass and timber are also carefully sorted for high-value recycling.

This project illustrates how targeted procurement, documented material flows, and committed collaboration can turn demolition into a resource opportunity — and serve as a catalyst for more circular construction across Denmark.

↘ [Read more on unicon.com](https://www.unicon.com)

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 for all its members. 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.

1 Specific Product EPD


This type of EPD represents our highest selling products, covering approx. 80% of all concrete produced in 2025 in Unicon. We have 46 specific product EPDs made public in EPD Global's database following an external third-party verification, so they are available for all stakeholders free of charge. The data is collected for an entire year across all Unicon production plants and is averaged according to the produced volume at each plant.

2 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 Global
Published	Yes – EPD Global
	Download here: 
Location of Validity	Denmark
Declared Unit	1 m ³ ready mixed concrete
Included Phases	A1, A2, A3, A4, C1, C2, C3, C4, D



APPROX. 80% of annual production covered by product EPDs

Circularity

To Unicon resource efficiency is a must, why we increasingly prioritize the use of recycled materials. Our facilities already to the extent possible, use reclaimed water and we're 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 minimizing waste is an absolute must.

To enable the increase in use of recycled materials, a collaboration on circularity is necessary. Recognizing 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 life-cycle. This also demands that we refine production process continuously to increase efficiency and reduce emissions. This may in example be optimizing 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.



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 plant or nearby in collaboration with partners. We are committed to be the leading partner for builders, contractors and municipalities in the recycling of concrete from existing buildings for direct use in our production as recycled crushed aggregates.

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.

Our dispatchers take ongoing training in the recycling of excess concrete, so we ensure that everyone has the latest knowledge of rules and requirements. In this way, we achieve maximum utilization of our resources. 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, Avedøre and Herning. 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. Unicon collaborates with a number of recycling companies in reusing of concrete from existing buildings. In 2025, we received, among other things, recycled aggregates from Aarhus County Hospital, which will thereby get new life in fresh concrete.





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've implemented sediment pools at all feasible locations, allowing us to reuse water and ensure that every cubic meter is utilized in concrete production. This meant that we in 2024, reused 50.000 m3 of water for production of concrete. For 2025 we have seen a slight decrease, as a result of a lower activity level with 44.000 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. Cooperation with our sister companies by sharing good practice, ensures that we have the necessary knowledge and technology to achieve our goal of zero waste, not only in Denmark, but also in the countries around us.



Water withdrawal

LITER

2021	192,197,000
2024	143,668,000
2025	137,004,000

Net waste generated

TONNES

2021	7,297
2024	5,769
2025	4,884

Enhancing Biodiversity Together

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 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 & Dahls 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:



The school visit Kudsk & Dahls gravel pits every year, where students learn about biodiversity through hands-on activities



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, materializing 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.

Social

In this Chapter

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- 35 Health and safety
- 37 Diversity and inclusion
- 40 People development



Case

Supportive Working Environment

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Social Highlights 2025

Training

Total Training Hours

7,207

Turnover

Voluntary turnover reduced to 7.7% in 2025, down from 15.5% in 2022.

7.7%

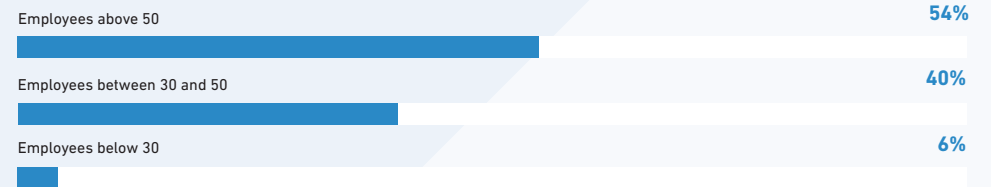
Female Employees

In Percent

10.7%

Age Distribution

2025



Ambitions for 2026

- + 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 minimizing 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.

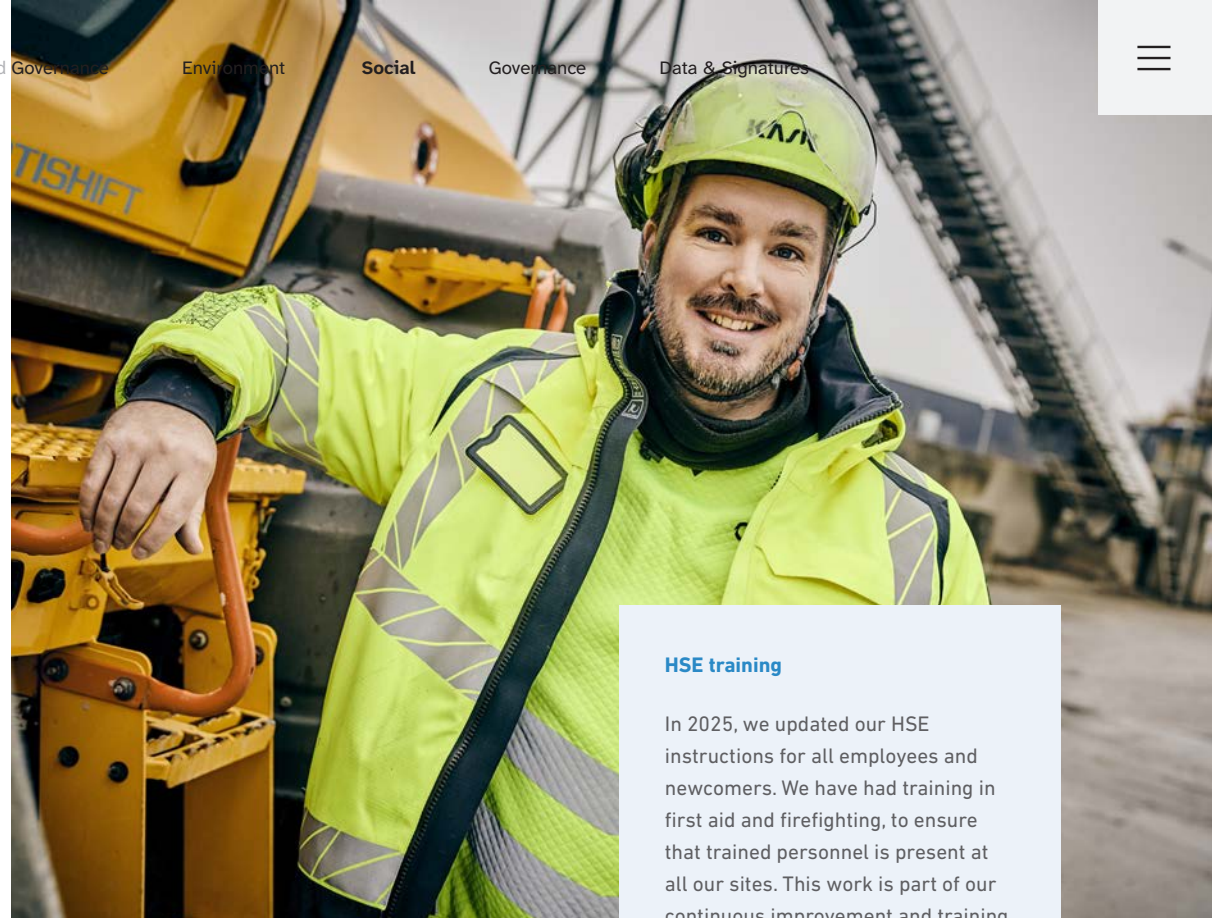
The Occupational Health & Safety Organisation (AMO)

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 Managing Director 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. In 2025 we have had focus on LOTOTO during washing and maintenance of our equipment. Late 2025 we implemented a new system for easy registration of observations and incidents together with all Cementir.



HSE training

In 2025, we updated our HSE instructions for all employees and newcomers. We have had training in first aid and firefighting, to ensure that trained personnel is present at all our sites. This work is part of our continuous improvement and training of our employees.

- HSE related training of newcomers.
- Training in first aid and fire fighting for a broad number of employees.
- Evacuation drills on all sites.
- AMO's participation in the annual working environment summit.
- Safety Talks, 12 for all managers in 2026 and 2 for Occupational Health and Safety representatives



Upcoming certification of ISO 45001 and ISO 14001

Unicon A/S is still working forward to an ISO certification of our processes in relation to Occupational Health and Safety Management as well as Environmental Management. Furthermore, legislation requires us to implement Energy Management on our energy consumption on transportation. The process is initiated. Hence our large number of plants the goal is to be certified at the end of 2027.

In this process our management system in D4 is to be implemented nationally.

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 both 2024 and 2025. 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. For this we use our new system implemented together with Cementir, for registration of incidents, near misses, observations and positive feedback.

Lost Time Injury Frequency (LTIFR, direct employees)

PER MILLION WORKING HOURS

2021	15.0
2024	0
2025	0



Diversity and Inclusion

In Unicon, we prioritize an inclusive environment that celebrates diversity in all its forms. Our workforce is a diverse group with unique perspectives, backgrounds, and experiences. We see it as both our obligation and utmost responsibility to promote diversity and inclusion, regardless of gender, ethnicity, age, religion, sexuality or other differences. The construction industry faces challenges with a lack of diversity at all levels. Recognizing this, we have actively engaged in the important agenda of leveraging all talents, as we believe diversity is key to workforce development and growth.

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.

We are continuously enhancing our recruitment practices to attract more women across a diverse range of roles, and we are examining our hiring processes to ensure they remain inclusive and supportive. Our goal is to select the most qualified candidates for every position, free from any form of bias or discrimination. In addition, we are reviewing our internal policies and procedures to expand our talent pipeline and minimise unconscious bias throughout our operations.

In 2025, 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 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.

Through training in cultural awareness and diversity and inclusion, we deepen our understanding of one another and appreciate the different perspectives and working styles we each bring. By valuing these diverse viewpoints, we work to integrate them more effectively, creating an environment where everyone feels supported, valued, and welcomed.

In 2025 The Nordic & Baltic Region (including both Unicon Denmark, Unicon Norway and Aalborg Portland) hosted the annual European Workers Council (EWC) meeting. The meeting included delegates from Norway, Belgium, Denmark and Rome.

Total headcount

NUMBER

2021	403
2024	395
2025	388

Female employees

%

2021	6.7%
2024	9.1%
2025	10.6%

Female senior managers

%

2021	23.5%
2024	18.8%
2025	16.7%



The annual two-day event brings together employee representatives to receive updates and engage in dialogue about the company's strategy and performance. This year's programme also included training on Diversity and Inclusion, with a focus on generational and cultural dynamics in the workplace.

Collaboration across generations

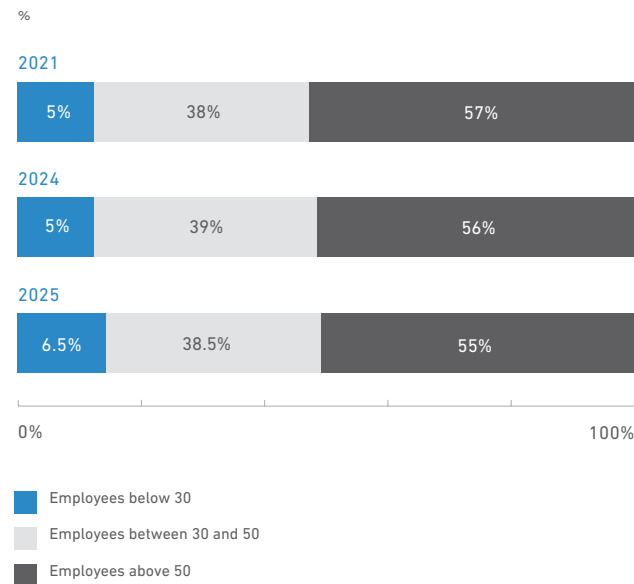
In Unicon we have an age distribution from 18 to 82 years of age. Our workforce spans generations, creating a rich blend of experiences and ideas. We recognize the value that different age groups bring to the table, and we actively promote an age-inclusive workplace that encourages collaboration across generations.

We are proud to have employees who have been here for more than 40 and even 50 years. The average seniority among all employees in 2025 was 10 years. We 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. Within the period 2026-2028 up to 10% of our employees are expected to retire. 46 employees will be above the retirement age of 68.

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 ↘

A Supportive Working Environment - and you can start on the ground floor and work your way to the top

In 2025, the collective agreements in the industrial sector were renegotiated and renewed. In Unicon, 80% of our employees are drivers and production assistants, and the implementation of new collective agreements and the negotiation of new local agreements is a major and important task. Unicon is a company setting employees first, which is reflected in the agreements we make with each other. A good working environment, great colleagues, and strong conditions for work life are highlighted as the most important factors by colleagues across the organization.

Employee well-being and development are top priorities. If you have passion and drive, Unicon offers the best conditions for development. For example, many of our area managers in production started as drivers, then became production assistants, and have continued to grow in the organization.

Driver and union representative Günay Vural says: "I already knew Unicon from back when I was an

apprentice [Günay is trained as a bricklayer and has moved from the construction industry to the driver profession] – and in a positive way. I had heard that it was hard to get a job in Unicon because people never left once they were hired. That's also why the seniority is so high. Normally, being a driver involves a lot of physical work. You have to get out of the truck and load and unload goods, but that's not the case in Unicon, which was great given my injury history. The flexibility is probably the best part. I'm allowed to take time off when I want. And I'm not dependent on an external haulier. After my first month, I told my wife, 'I'll probably retire here.' It's great that you can work more if you want to – or take time off. I no longer come home from work completely exhausted."

Our drivers and production assistants also particularly highlight that we have an excellent agreement regarding workwear: Unicon pays for both the clothing and the laundry service, and the workwear is of the highest quality in terms of both comfort and safety.



People Development



Investing in our people is at the core of our business strategy. Through robust people development programs, we empower our employees to enhance their skills, embrace leadership roles, and contribute meaningfully to the organization'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 organization. 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.

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 AMU, 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 2025, we held multiple courses for both our blue- and white-collar colleagues, with great success and positive feedback.

Next generation development

We have a global process for talent review and succession planning that helps us identify employees' readiness to take on more complex roles or leadership positions. In 2025 we ran our Next

Internal and external training in 2025 for major groups of employees:

- Communication and Conflict Management
- Customer Service and Business Understanding
- Sustainability and ESG knowledge
- Safety Training, First Aid and firefighting
- Concrete Technology
- Business Process Reengineering

Generation Talent Program. The program focused on gathering a better understanding of the organisation globally. The team participated in training led by department representatives covering key topics in corporate strategy, leadership, technical processes, financial performance, commercial challenges and soft skills development.

With a mixture of presentations, group work and facilitation, the group was introduced to all areas of the business and got the chance to meet their colleagues from across the world. At the end of 2025 we launched our Global Management Program, aimed at middle manager level and this course will run throughout 2026.

Stronger managers with Concrete Leadership

In 2025 we finalised our Regional Leadership Program- "Concrete Leadership". It is designed to equip leaders with tools for self-development and people management. The approach behind the program builds on a belief that change happens through involvement and the most effective way to change mindset or introduce new behaviour is to actively engage participants. Workshops have been delivered through a combination of storytelling, process design and gamification. In 2025 we have designed a new leadership training focused on Leadership Foundations. This will be rolling out throughout 2026.

Employee engagement surveys

In 2026 we will conduct our next Global Engagement Survey. Our survey in 2024 indicated a strong engagement culture and saw suggestions of improvement areas in strategic communication, decision making, and collaboration.

The high-level data gives us an initial indication of engagement across the organisation, and we supplement this by holding consultation sessions with employees to gain deeper insight into the results. In addition to our main engagement survey, we conduct Pulse surveys every two months to capture ongoing aspects of



engagement. These Pulse results are intended to spark conversations within teams, helping us identify what is working well and where there is room for improvement. Together, the insights gathered throughout the year enable meaningful discussions about the factors influencing employees' experiences.



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 Cemen-tir Group. In 2025, we had 25 young talents under the age of 30 in development within the business. 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 knowl-edge transfer. The Unicon Young Talent Program is a main part of our succession planning and retirement plan for the aging workforce.

Apprentices

In 2022 we implemented apprenticeship concepts across many occupations. Apprentice programs are to be integral to our succession planning for key positions such as drivers, production assistants, logistics coordinators,

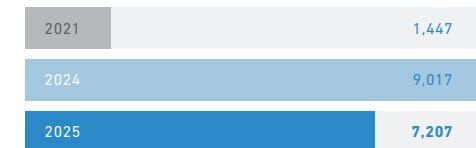
sales representatives, and more. Our work with apprentices is part of our social responsibility, as we ensure quality education within specific occupational groups that lack trained personnel. We are very proud to contribute to the general lack of apprenticeships and skilled employees in general in Denmark by training substantially more apprentices than required from the au-thorities. In 2025 we had 5 apprentices, 3 driver apprentices, a logistics apprentice and a sales apprentice.

Apprenticeships are also a development op-portunity for experienced employees in Unicon. In a 1-2 year period a driver develops from unskilled to skilled driver in a high quality train-ing program. The formalized 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.



Total training hours

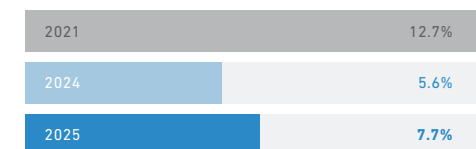
HOURS



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

%







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 recognize 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.

Governance

In this Chapter

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47 Management system DS/EN ISO 9001:2015

48 Product certification according to DS 206

50 Business ethics

51 Industry and community engagement





Governance Highlights 2025

#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.

#1

Industry and community engagement

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

Group Code of Ethics

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

Ambitions for 2026

- + 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.



Quality 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 a very 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 organization. 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 organization, 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 organization has on quality and customer satisfaction.
- Unicon's geography with over 30 l rmc plants poses a challenge in terms of implementing changes and using the same procedures everywhere. The Quality Management System supports addressing this challenge.
- Cross-organizational 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's 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/EN 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 DS/EN 206.

In Europe, there are very different climatic conditions, regionally there are different established good experiences, and the aggregates available in each country vary. Therefore, not all requirements can be the same across Europe. Hence, DS/EN 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 standardization 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.

Therefore, the two standards are made mandatory by the Building Regulations, issued by the Social affairs - 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 afore mentioned 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 external audit once a year at all rmc plants and assess in detail that 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.

▾ Hængset, Aarhus

So far, we have delivered approximately 6,500 cubic meters of concrete, of which 2,100 cubic meters – corresponding to 32% – is CO₂-reduced.



Business Ethics

The Group 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 recognize 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 programs. 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-mixed concrete, as well as the development of some of the world's earliest concrete trucks with 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, from 2023 to 2025, Unicon's Managing Director, Casper Mathiasen, served as the chairman 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:

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



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

Data & Signatures

In this Chapter

- 54 Our ESG performance in numbers
- 56 Development of ESG performance

- 58 Reporting principles
- 60 Statement from management





Our ESG Performance in Numbers

Environment	Unit	2021	2024	2025	See more
Greenhouse gas emissions					
Scope 1 GHG emissions	T CO ₂	11,722	9,877	8,920	Page 21
Scope 2 GHG emissions	T CO ₂	959	921	950	Page 21
Total GHG emissions	T CO ₂	12,681	10,798	9,870	Page 21
Scope 1 GHG emissions	T CO ₂ / M3	0.010	0.010	0.010	Page 21
Scope 2 GHG emissions	T CO ₂ / M3	0.001	0.001	0.001	Page 21
Total GHG emissions	T CO ₂ / M3	0.010	0.011	0.011	Page 21
Fuel consumption					
Fuel consumption	T CO ₂	10,508	9,310	8,403	
Fuel consumption	T CO ₂ / M3	0.009	0.010	0.009	
Electricity					
Electricity consumption (Production)	T CO ₂	959	875	882	
Electricity consumption (Transport)	T CO ₂	-	46	68	
Electricity consumption (Production)	T CO ₂ / M3	0,001	0,001	0,001	
Electricity consumption (Transport)	T CO ₂ / M3	-	0,000	0,000	

Environment	Unit	2021	2024	2025	See more
Energy for heating					
Energy for heating	T CO ₂	1,214	566	517	
Energy for heating	T CO ₂ / M3	0,001	0,001	0,001	
Raw materials					
Raw materials consumption (Total)	TONNES	2,597,713	2,034,088	1,895,200	
Water					
Water withdrawal	LITER	192,197,000	143,668,000	137,004,000	
Water consumption for production	LITER	150,505,563	117,060,180	113,884,000	
Reused water (Water consumption for production)	LITER	64,942,549	50,275,000	44,709,000	
Reused water (Water consumption for production)	%	43%	43%	39%	
Waste					
Net waste generated	TONNES	7,297	5,769	4,884	



Social

	Unit	2021	2024	2025	See more
Health and safety					
LTIFR, direct employees	PER MILLION WORKING HOURS	15.0	0		
LTIFR, contractors	PER MILLION WORKING HOURS	0	0		
LTI, direct employees	NUMBER	10	0		
LTI, contractors	NUMBER	0	0		
Working days of absence	NUMBER	71	0		
Employee headcount					
Total headcount	HEADCOUNT	403	395	388	Page 37
Gender diversity					
Female employees	%	6.7%	9.1%	10.6%	Page 37
Female senior managers	%	23.5%	18.8%	16.7%	Page 37
Age distribution					
Under 30 years old	NUMBER	19	25	29	Page 38
30-50 years old	NUMBER	155	158	145	Page 38
Over 50 years old	NUMBER	229	212	214	Page 38

Social

	Unit	2021	2024	2025	See more
Training					
Total training hours	HOURS	1,447	9,017	7,207	Page 42
Turnover					
Voluntary turnover rate	%	12.7%	5.6%	7.7%	Page 42
Apprentices					
Apprentices	NUMBER	-	5	5	
Unskilled to skilled	NUMBER	-	3	3	

For insights into our financial results, please see our Annual Report 2025.

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 – Scope 1 emissions decreased from 2024 to 2025. This development was driven partly by a lower activity level in 2025. At the same time, Unicon continued its efforts to reduce fossil fuel consumption through route and energy optimisation, as well as the continued transition towards alternative fuels and electrification of the fleet. For further details, please refer to the explanation under ‘Fuel consumption’.

Scope 2 – Scope 2 emissions increased slightly from 2024 to 2025. The increase is mainly due to the continued expansion of electric vehicles in Unicon’s fleet and the related electricity consumption for transport. Although this leads to higher electricity-related emissions, it supports the reduction of direct emissions from fuel and is an important step towards Unicon’s ambition of a fossil-free fleet by 2035.

Electricity consumption (transport) – Emissions from electricity consumption for transport increased in 2025 due to the further expansion of Unicon’s electric concrete truck fleet. This development reflects Unicon’s continued electrification of transport operations.

Fuel consumption – Fuel-related emissions decreased from 2024 to 2025. This was partly due to a lower activity level. However, the lower fuel consumption compared to the previous

year should also be seen together with Unicon’s continued work on reducing fossil fuel use and increasing the share of electric and alternative-fuel vehicles in the fleet.

Energy for heating – Emissions related to heating decreased slightly from 2024 to 2025. As in previous years, weather conditions and site-specific heating needs significantly influence energy consumption for heating across Unicon’s facilities.

Reused water for production – The volume of reused water for production decreased in 2025, and the share of reused water fell from 43% in 2024 to 39% in 2025. This was mainly due to a lower activity level in 2025, resulting in less reused water in production compared to the previous year.

Waste – Net waste generated decreased from 2024 to 2025. The decrease is primarily due to lower production activity in 2025. At the same time, it also reflects Unicon’s continued focus on its zero-waste strategy, including the reuse of surplus concrete in new batches, production of concrete blocks from surplus concrete, and recycling of hardened concrete as aggregate.

Social data:

Training hours: Total training hours decreased from 2024 to 2025, however remained at a high level. In 2025, Unicon continued to invest in internal and external training across major employee groups, including communication, customer service, sustainability and ESG, safety training, concrete technology and business process reengineering.





Reporting Principles

Reporting scope

The report covers Unicon's activities related to concrete production across 34 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 2025 to 31 December 2025.

Materiality assessment

This report is grounded in a materiality assessment based on the concept of "double materiality", where we have assessed and prioritized 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 gases from Unicon. Direct emissions are calculated as energy consumption multiplied by emission factor to calculate CO₂. 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 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).

Electricity consumption

Electricity consumption is reported as CO₂ 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 CO₂. 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 CO₂ 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

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.

Social indicators

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. LTIFR is calculated as LTI per million hours worked = $LTI \times 106 / \text{hours worked by direct employees/contractors}$. LTIFR is calculated for a period of 12 month rolling.

Lost Time Injury (LTI)

Number of injuries with lost working days (excluding the day of the injury occurs) as a result of work-related accidents.

Working days of absence

Number of days of absence for direct employees in relation to LTI.

Headcount

Headcount is reported as the total number of employees at the end of the reporting period. The headcount is expressed per blue collars, white collars (including employees with formal people management responsibilities) and as a total.

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.

Nationality

Nationality is reported as the number of employees in the workforce, who is born outside of Denmark.

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.

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 Management

The management team have today discussed and approved the ESG Report of Unicon A/S for 2025. 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,
22 April 2026

Søren Holm Christensen
Chief Executive Officer

Henrik Jeppesen
Chief Financial Officer

Jesper Knudsen
Managing Director



