Thomas®
CONCRETE GROUP

Team Thomas
Sustainability Report 2025

Introduction

At Thomas Concrete Group, care for people and the environment is crucial. That's why sustainability is and has been important to Team Thomas for a long time – a fact that is best illustrated in our Group's Mission statement "To be close to customers and together actively contribute to building a sustainable society". Our company has highly competent and committed employees who develop and produce ready-mixed and pre-cast concrete. We care and want to make a difference.

2025 was marked by continued global uncertainty. Geopolitical tensions intensified, climate impacts became more visible, and several economies remained under pressure as global trade tariffs amplified the situation. At the same time, lower inflation and gradually reduced interest rates offered some relief. In Europe, energy challenges persisted, with stable electricity access remaining difficult despite ongoing investment plans. These conditions continued to affect societies, companies, and people.

Despite these challenges, Team Thomas remained focused on leading the industry in sustainable products and services. We prioritized initiatives where our impact is greatest. As cement accounts for more than 90 % of the CO_2 footprint of concrete, we continued to develop and deliver products with alternative binders to reduce reliance on traditional cement. Our deliveries of THOMAGREEN® products increased, and together with architects, developers, contractors, material suppliers, and other partners across the value chain, we see strong potential to accelerate the transition toward a more sustainable built environment.

Concrete is an amazing and sustainable construction material. It is natural, beautiful, and creative. Unlike most other material being used that might only last fifty years, concrete can be described as a symbol of sustainability. After all, what other buildings stand for more than 2,000 years, such as the ancient concrete buildings in Rome?

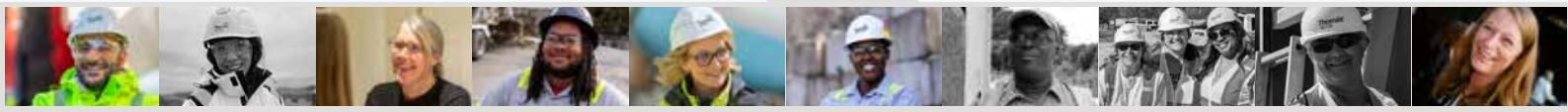
Together with all other companies in the construction industry, we have a great responsibility to be transparent and honest in our efforts to continuously improve sustainability performance. Every material used in construction has its own merits. Hence, it's important to always look at the facts and proven data when making a choice.

I'm proud of what our Group has done in the area of sustainability, but every day we have to actively continue improving. Hopefully, you'll find this report inspiring, and a good way to share with others what we do and what matters most at Thomas Concrete Group.

Hans Karlander
CEO and President
Thomas Concrete Group AB

In this report you will find:

This Is Us

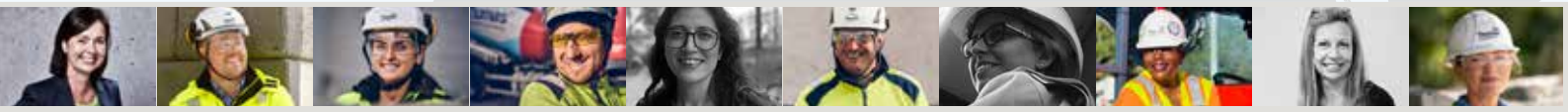


We are an independent, family owned Group producing and distributing high quality ready-mixed concrete and precast concrete elements to commercial and private customers. Our success is built on the added value we offer in exceptional personal service and technical competence. Our entire Group has a strong focus on environmental responsibility and employee welfare.

We are Thomas Concrete Group
– The Concrete Specialists.

"We are Team Thomas, small enough to be quick and flexible, big enough to be efficient and professional"

– Hans Karlander



10.6 billion SEK in consolidated turnover
(approx. MUSD 1,200 MEUR 1,000)

170 concrete plants

5 plants for precast concrete elements (4 in SE, 1 in PL)

1 plant for precast concrete blocks (DE)

5 import terminals for binders and other raw materials (SE)

1 accredited central testing laboratory (SE)

3 national testing laboratories (DE, PL, US)

5.0 million m³ of concrete produced

5 countries

2,400 employees

Thomas®
CONCRETE GROUP

Our Strategic Platform

It is all about us

Our customers determine our future

Our Heritage

We are an independent, family-owned Swedish company,

with high entrepreneurial and local spirit,

and with reliable, persistent long term thinking.

Our Culture

We are a committed team ...

- that cares and acts in the best interest of our customers, colleagues and company.
- that constantly seeks possibilities, having high focus on profit and results.
- that is responsible and alert, always striving to be the best.
- that supports each other, sharing energy and having fun.

Our Vision

To be perceived as being the best in our industry.

Best in terms of:

- Customer service
- Safety
- Quality
- Mindset
- Way of working
- Financial results

Our Mission

To be close to our customers and together actively contribute to building a sustainable society.

Our Customer Offer

High quality concrete, knowledge and reliable services provided by a committed team.

- On time
- At site
- At agreed price

Karlatornet in Gothenburg, Sweden.
Low-carbon concrete Thomagrön supplied by Thomas Betong.

Concrete is Essential for Building Sustainable Societies

We live in a rapidly developing world where urbanization is at the forefront. There already is, and will continue to be, an increasingly growing need for infrastructure, tunnels, bridges, power plants, homes, schools, hospitals, and office buildings. Concrete is essential for building resilient and sustainable societies. At the same time, all building materials used today have an environmental impact. This creates the challenge of balancing economic growth, social responsibility, and environmental protection.

Determining the degree to which a building material is sustainable requires the evaluation and balance of the economic, social, and environmental aspects of the structure over its entire life cycle. From a life cycle perspective, concrete meets high sustainability demands. Concrete is strong, durable, fire resistant, affordable, and locally available. A concrete structure has a service life that exceeds 100 years, during which it requires minimal maintenance. Concrete has many properties that serve as prerequisites for sustainable construction.

At Thomas Concrete Group, we believe that sustainability creates value for our business, our employees, our customers, our owners, and society. As The Concrete Specialists, we are determined to maximize this value and committed to continuously minimize the negative impact throughout the life cycle of concrete.

The Key Step to Reduce Climate Impact

Concrete is, for many good reasons, the world's most used building material. Concrete is durable, long-lasting, and resistant to extreme weather, fire, moisture, and mold. For many structures, concrete is the only material that can meet essential quality and durability requirements. Concrete is essential for building resilient and sustainable societies, today and in the future.

At the same time, the construction industry must transition to climate neutrality while staying competitive, and the pace of this transition needs to accelerate. Low-carbon concrete is the most impactful measure for reducing climate impact. With low-carbon concrete, the carbon footprint can be reduced by 50 % or more. We play a leading role in developing and supplying low-carbon concrete, and we are fully committed to making it the industry standard today. In parallel, we are advancing research and development on mix design optimization and new alterative binders to enable zero-carbon concrete over its life cycle.

Across the stages of a construction project; planning, design, procurement, construction and operation and maintenance; the earlier sustainability is integrated, the greater the potential for reducing the carbon footprint. Effective early-collaboration between developers, designers, architects, contractors and material suppliers is key. As The Concrete Specialists we are committed and happy to share our knowledge and expertise through the entire construction process.

I am pleased to share our Sustainability Report 2025 with you. It outlines our focus areas, targets and KPIs, and highlights the actions we are taking to help build a sustainable society.

Throughout 2025, our KPIs remained stable. With additional effort and attention to safety, our Lost Time Injury (LTI) rate has returned to a downward trend after rising in 2024. Over the past years, we have reviewed our data, KPIs, and targets, and in the Sustainability Report 2026, we will publish our updated 2030 targets.

Karin Gäbel
Chief Sustainability Officer (CSO)
Thomas Concrete Group AB

Sustainability Governance

Sustainability is closely linked to Thomas Concrete Group's core business through our mission, and we integrate sustainability into all aspects of our business. Our overall objective is to create value for all our stakeholders, both by generating and maintaining the company's economic value and by building a sustainable society with added environmental and social value. Our Strategic Development Committee, consisting of the Group's top management, ensure that the sustainability agenda, long-term targets, and policies are aligned with the company's strategic framework.

To drive and coordinate our sustainability agenda and to guarantee a consistent approach across our Group, we have several Group-wide committees and networks. The Sustainability Work Group focuses on environmental sustainability, the Safety Council on safety and risk-elimination, the HR Network on employees and their well-being, the Technical Meetings on research and development, and the International Marketing and Communications Meetings on sustainability communication.

Thomas Concrete Group has set specific sustainability objectives and KPIs in areas deemed highly relevant for our overall strategy. The KPIs provide clear targets and make it easy to track our progress and development. To ensure that the targets are met, Thomas Concrete Group also has several policies with principles to guide decisions. These include a Safety Policy, Environmental Policy, Finance Policy, and a Purchasing Policy.

Management teams in our subsidiaries ensure that development projects, target setting, and reporting processes are aligned with the Group's sustainability agenda and adapted to local business and market conditions. They also report on local sustainability performance and progress.

Our Code of Conduct describes the expected behavior of every employee in interaction with colleagues, customers, local communities, and other stakeholders. The Code of Conduct serves as a baseline for personnel in their day-to-day work and is supported by education, routines, and instructions. All members of Team Thomas must adhere to the Code of Conduct.

Our Ambition

To be an industry leader in providing sustainable products and services.

Supporting Global Initiatives

Sustainable Development Goals

Thomas Concrete Group supports the United Nations' Sustainable Development Goals and we focus on the goals where we can contribute the most. Throughout this report we have visualized how our actions are connected to the different goals.

Green Taxonomy

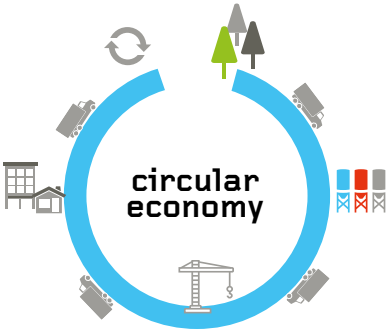
Thomas Concrete Group views EU´s green taxonomy as a driving force, an important step, and an important tool in enabling the climate transition.

Climate Change

Thomas Concrete Group supports the Paris Agreement. We are working towards a vision of zero carbon concrete to contribute to the construction industry's climate transition.

Circular Economy

Buildings and infrastructure made of concrete are built to last. With an average service life that exceeds 100 years, concrete is an important building material in achieving circularity. Resource efficiency, reduced and circular use of materials, and minimized waste are important aspects of Thomas Concrete Group's contribution to a circular economy.



Digitalization

At Thomas Concrete Group, we firmly believe that digitalization of the construction industry is key to finding more efficient ways of working. Better transparency and real-time data will help us make more sustainable choices in the future.

Balancing the Pillars of Sustainability

To successfully achieve our sustainable development commitments, we base our work in the three pillars of sustainability: society, environment, and economy. By focusing our efforts on these areas, we can assure our contributions embody the entire sustainability spectrum.

Due to its characteristics, concrete provides strong, durable and safe constructions that are energy efficient and require a minimum need for maintenance during their lifetime. Concrete is locally produced. The environmental footprint of concrete can today be reduced by 50 %, with even greater potential moving forward. Besides, concrete is a material that can be used long term – and has so been. Concrete structures that were built over 2,000 years ago are still functional today. Additionally, it is 100 % recyclable.

Concrete is literally the foundation on which we build our sustainable societies. Therefore, concrete is, at its core, a sustainable material.


The three pillars
of sustainability:
environment,
social and
economy

Our Focus Areas and KPIs

Binder Optimization

In order to provide low-carbon products, we are optimizing the binder content in our ready-mixed and precast concrete. By introducing alternative binders and reducing the content of cement, the climate impact can be reduced significantly.

Read more on page 44.

Alternative Binders

TARGET 2025 > 50 %

ACTUAL 2025 32 %

2024	2023
30 %	28 %

Energy and Emissions

We are taking action on reducing our energy consumption in terms of making our production and transportation fleet more energy efficient, and by reducing our fossil fuel dependency.

Read more on page 48.

Energy Consumption

(kWh/m³)

TARGET 2025 < 5

ACTUAL 2025 9.1

2024	2023
8.6	8.7

Safety

We put safety first and engage employees in the importance of it. All employees are educated in safety procedures in order to stay safe and avoid risks at our plants and at construction sites.

LTI rates for 2021-2024 were adjusted to our Group's reportable LTI definition.

Read more on page 58.

LTI (Lost Time Injury)

TARGET 2025 **< 14.25**

ACTUAL 2025 **13**

2024	2023
14.8	13.7

Engagement Index

We care for the health and well-being of all employees. We aim to become the best in our industry by building a strong Team Thomas.

The most recent survey was conducted in 2024, and the next one is scheduled for 2026.

Read more on page 62.

EI (Engagement Index)

TARGET 2025 **> 86**

ACTUAL 2025 **85**

2024	2023
85	83

Economy

In order to have a sustainable development of our company, we need to have a solid base and a profitable business securing the future of the Group.

Read more on page 75.

Solvency

TARGET 2025 **> 40 %**

ACTUAL 2025 **51 %**

2024	2023
53 %	52 %

Our Green Offer

Our Green Offer

We have developed Our Green Offer to facilitate the choice and use of low-carbon concrete. The offer brings together products, knowledge, and services offered by Thomas Concrete Group, to contribute to sustainable and low-carbon concrete construction.

As The Concrete Specialists, we are continuously developing Our Green Offer products and services.

Products

THOMAGREEN

is a type of concrete that has a lower CO_2 footprint than traditional concrete, while maintaining the same high quality, function, and performance. This is achieved by replacing parts of the cement with alternative binders and optimizing the amount of binder in the concrete. Admixtures are used to optimize the use of cement and the performance of the concrete, while aggregates are used to improve binder usage, water usage, performance, and environmental footprint. Recycled aggregates can also be used. In addition to using alternative binders, CarbonCure Technology™ is offered on the U.S. market.

THOMABLOCs

are smooth concrete blocks that come in a variety of sizes and are casted with residual concrete. They are a sustainable way of reusing concrete and can be used for multiple applications, such as storage bins and security barriers. THOMABLOCs work like large building blocks for stacking and interlocking.

Services

Across our Group we offer a range of services that complement our sustainable and low-carbon products. These services are designed to help customers choose the right products. For example, we assist customers with concrete optimization regarding strength, alternative binders, and environmental footprint. We also offer different CO_2 savings estimations and simulations of heat and strength development of the concrete to foresee necessary actions to be taken at the construction site.

We can provide specialized advice during the design phase, optimizing concrete designs and proactively addressing construction issues. We cover all aspects of concrete performance, leveraging the latest technology. Additionally, we create or review specifications to enhance durability and constructability.

We also offer Environmental Product Declarations (EPDs) across the Group for our products and projects to increase transparency and help customers make more sustainable choices. An EPD is an official disclosure of the environmental performance of a product or material. The declaration is reviewed by a third party, verified, and registered in an EPD system.

In addition, we offer digital services such as MyConcrete customer portal, digital strength monitoring, and forecast of future strength development to support easy and effective use of Our Green Offer.

Digitalization

Digitalization is closely connected to Our Green Offer as it facilitates and supports our customers in using low-carbon products. At Thomas Concrete Group, we believe that the digitalization of the construction industry will be key to finding more efficient ways of working. Better transparency and real-time data will help us make more sustainable choices. Therefore, we invest in business development projects and actively seek out new possibilities to create digital services for our customers on our digital platforms.

Digital Services

Data is a crucial component in the journey towards sustainability

The vast amount of concrete data collected from different jobsites under various conditions is an invaluable asset for further improving the sustainability characteristics of our concrete.

We work closely with our R&D department and customers to understand what data is needed to facilitate sustainable choices, such as moisture and consistency data. We continuously investigate how this data can be extracted by evaluating different sensors and performance tests, and by investigating how AI can be used to gain further insight into the data. We strive to make the results easily available for our customers via digital services.

We are convinced that the need for services that help customers reduce waste, save time and money, and become more sustainable will continue to grow. We are committed to being at the forefront of this development.

MyConcrete®

Our customer portal MyConcrete is our platform for providing digital services to our customers. The application facilitates and streamlines order and delivery management, offers real time tracking and push notifications about deliveries, and gives our customers the opportunity to download digital delivery tickets. With the help of MyConcrete, customers can better plan and coordinate their work at construction sites, thus optimizing concrete transportation and placement time.

Monitoring Maturity with Sensors

We offer an easy to use plug-and-play service that allows our customers to monitor, in real time, the maturity development of their concrete. In-depth information about the maturity progress is sent directly to the MyConcrete portal for our customers to view, and a maturity report is available for download for each measurement. This allows for our customers to better plan their construction schedule, save time and money, and reduce waste.

Real-time insights of concrete properties and performance on the jobsite will help the customer take the right actions to ensure quality of the cast and reduce potential energy losses and waste.

Forecast of Future Strength Development in Real-Time

We are also offering real-time forecasts of future maturity developments. By using AI and weather data, we can provide a forecast of when the concrete will reach its target strength. In doing so, we help our customers fine-tune their construction schedule and reduce waste, saving both time and money on the jobsite.

Combining local weather data with real time insights and forecasts on concrete maturity also make it easier for our customers to select more sustainable concrete mix designs with a higher content of alternative binders.

In Practice

Poland

In 2025, Thomas Beton in Poland strengthened their green offering by focusing on products with reduced CO_2 emissions. Their efforts centered on selecting cements with the lowest possible carbon footprint, often combined with additives such as fly ash or mineral fillers. All concepts were verified through preliminary tests to confirm the required performance.

As a result, many of their products have been used in projects covered by green building certification systems like LEED and BREEAM, which are increasingly common on Polish construction sites. In most of these projects, they work with customers early in the process to select products that meet sustainable construction criteria, for example, from the THOMAGREEN product group.

Thomas Beton in Poland advanced sustainable construction by expanding low-carbon concrete solutions and increasing the use of recycled aggregates across several important projects.

For infrastructure projects involving new roads and bridges, which have strict Polish technical requirements, they have continued to supply structural concrete with CEM II cement instead of CEM I, contributing to CO_2 reductions. Poland's shift away from CEM I and positive experience with other cement types have also led to a major update in the Technical Specifications for prestressed structures, allowing the use of cements other than CEM I.

There have also been important updates in concrete standardization. The permitted use of recycled coarse aggregate has increased, and new rules for recycled fine aggregate have been defined. With this foundation in place, the coming years will show how the availability of high-quality recycled aggregates can support concrete production aligned with a circular economy model.

U.S.

Thomas Concrete, U.S., offers THOMAGREEN products with reduced clinker cement, alternative binders, and CarbonCure technology. During 2025, a sustainability training session was held in each division to elevate awareness on performance-based concrete specifications. The teams discussed concrete optimization strategies that include durability enhancements from supplementary cementitious materials such as fly ash and slag, and reviewed new developments in LEEDv5.

To meet documentation requirements for LEEDv5 and other green certifications, Thomas Concrete has developed a Project Sustainability Packet in which a customer's total project concrete data is organized. The packet provides material transparency on all concrete used for the project, including raw material extraction location, % of recycled content, EPDs, and total project concrete GWP.

Continuing the conversation on performance-based specs and highlighting early design phase collaboration, Thomas Concrete presented to structural engineers and contractors at a July after-hours event in Atlanta, and in September, led a technical discussion on the material science of low-carbon concrete at the American Institute of Architects' ASPIRE Conference in Asheville, North Carolina.

THOMABLOC continues to be an important product, and in total, 22,403 blocks were produced in 2025.

Sweden

Thomas Betong, Sweden, continued to expand its low-carbon product offerings in 2025 for both ready-mix and precast products, further strengthening its portfolio in response to market demand. Demand for Environmental Product Declarations has now stabilized, and the existing portfolio largely meets customer needs across a wide range of projects. During the year, approximately 10 EPDs were produced, supporting transparency and informed decision-making for customers.

Thomas Betong has worked systematically for several years to reduce binder use and maintained this focus in 2025. The objective is to minimize raw material variation in concrete production in order to achieve more consistent quality, improve production stability, and further optimize product performance.

Thomas Betong is working proactively to engage early in the design process to deliver tailored, cost-efficient, low-carbon solutions.

Thomas Betong also strives to be involved at an early stage of the design process to enable tailored solutions that meet specific project requirements. Early collaboration supports improved cost efficiency while contributing to a reduced carbon footprint for construction projects. Sales of low-carbon concrete continued to increase, and in 2025 approximately 40 % of all concrete produced by Thomas Betong was low-carbon concrete.

Germany

Thomas Beton in Germany offers CSC-certified concrete, enabling customers to earn credits in green building rating systems like BREEAM, DGNB, QNG, and Envision. Certified by the Concrete Sustainability Council, 15 plants are currently certified.

THOMAGREEN Bronze guarantees the use of hard coal fly ash as an alternative binder in our standard mix design. We calculate the A1-A3 (cradle-to-gate) emissions using our GCCA software and record the carbon footprint on the delivery ticket. If customers want to significantly reduce CO_2e emissions, they can order THOMAGREEN SILVER or THOMAGREEN GOLD. For both versions, customers can choose Level 1 (30-39 % reduction), Level 2 (40-49 % reduction), or Level 3 (50-59 % reduction).

For THOMAGREEN SILVER, the emission reduction level is verified through a Self-Declaration Certificate generated by the GCCA software. For THOMAGREEN GOLD, an external company provides a third-party EPD to support this self-declaration. Additionally, both the reduction level and the actual CO_2e emissions for THOMAGREEN SILVER and GOLD are stated on the delivery ticket.

The second stream of sustainable concretes involves the reuse of recycled aggregate. Customer demand and CO_2 reduction are equally important, as investors can secure low-interest loans. The concrete industry's demand for RC aggregate has surged, but supplies are limited. Thomas Beton, having started early, has secured reliable suppliers across Germany.

Additionally, 12,037 m^3 of THOMAGREEN and 1,245 THOMABLOC units with residual concrete were produced in 2025.

Mobilitetshuset Makrillen

Borås, Sweden

Product:
Thomavakuum, Thomagrön

Customer:
RO-Gruppen

Volume:
1,000 m^3

Savings:
40 % CO_2 emissions

Construction of the Municipal Wastewater Treatment Plant

Świecie, Poland

Product:
THOMAGREEN – low-carbon air-entrained concrete for the foundation slab

Customer:
MELBUD S.A

Volume:
1,057 m^3

Savings:
37 % CO_2 emissions*

*compared to OPC (CEM I 42,5)

Arthur M. Blank U.S. Soccer National Training Center

Atlanta, GA, U.S.

Product:
1L, Fly Ash Mixes and Fly Ash-Slag Mixes

Customer:
Brasfield & Gorrie

Volume:
9,120 cy

Savings:
14,86 % CO_2 emissions

Orchideenquartier

Buxtehude, Germany

Product:
C30/37 THOMAGREEN Silver Level 2

Customer:
Richard Ditting GmbH & Co. KG

Volume:
15,000 m^3

Savings:
40 % CO_2 emissions

Takryttaren
Uppsala, Sweden

Product:
Plattbärlag Thomagrön level 5
Skalvägg Thomagrön level 6
Thomagrön level 6

Customer:
NCC

Volume:
20,000 m^2 precast
3,500 m^3 concrete

Savings:
60 % CO_2 emissions

Emil-von-Behring-Straße
Itzehoe, Germany

Product:
C25/30 THOMAGREEN Silver Level 1

Customer:
Ed. Züblin AG

Volume:
1,500 m^3

Savings:
30% CO_2 emissions

The modernization of Rudowe Quay

Gdańsk, Poland

Product:
THOMAGREEN - low-emission frost-resistant concrete for quay slab structure

Customer:
PORR S.A.

Volume:
5,719 m^3

Savings:
58% CO_2 emissions*

***compared to OPC (CEM I 42,5)**

Novo Nordisk Expansion

Raleigh, NC, U.S.

Product:
1L, Fly Ash, Carbon Cure Mixes

Customer:
Lithko Contracting

Volume:
17,776 cy

Savings:
19,44 % CO_2 emissions

Image: Novo Nordisk

Environment

Environment

Environmental Policy

Thomas Concrete Group has a vision to reduce our long term environmental impact in all local and global processes. We will continually strive to develop solutions for a sustainable society of tomorrow.

Our Team mission is to integrate all business measures to reach this goal. With clearly defined objectives, compliance accountability, common development, and good dialogue, we desire to be our customer's first choice concrete producer.

We clearly care for the environment of the present and future generations.

Permits, Regulations, and Industry Requirements will always be treated as our minimum level of environmental performance.

Environmental Objectives 2025

> 50 % alternative binders

< 5 kWh per produced m^3 concrete

Life Cycle Assessment of Concrete

At Thomas Concrete Group, we have worked with Life Cycle Assessments (LCA) for many years. By assessing the environmental impact at all stages of the concrete life cycle, we can prioritize and adapt our sustainability work and our process and product development.

Raw Materials

The LCA of concrete shows that most of the environmental impact originates from the production of required raw materials. The impact is mainly due to the significant emissions of carbon dioxide from cement, which is one of the binders in concrete. When limestone, the main raw material in cement, is heated during cement manufacturing, carbon dioxide is released. As much as 90% of the carbon emissions connected to concrete production comes from cement production.

Read more on page 42.

Production and Distribution

The production of the concrete itself has relatively low environmental impact. Energy is used to mix the concrete and to heat or cool water and aggregates depending on season.

Concrete is produced near the construction site with local raw materials, which reduces the impact of transportation on the environment and society.

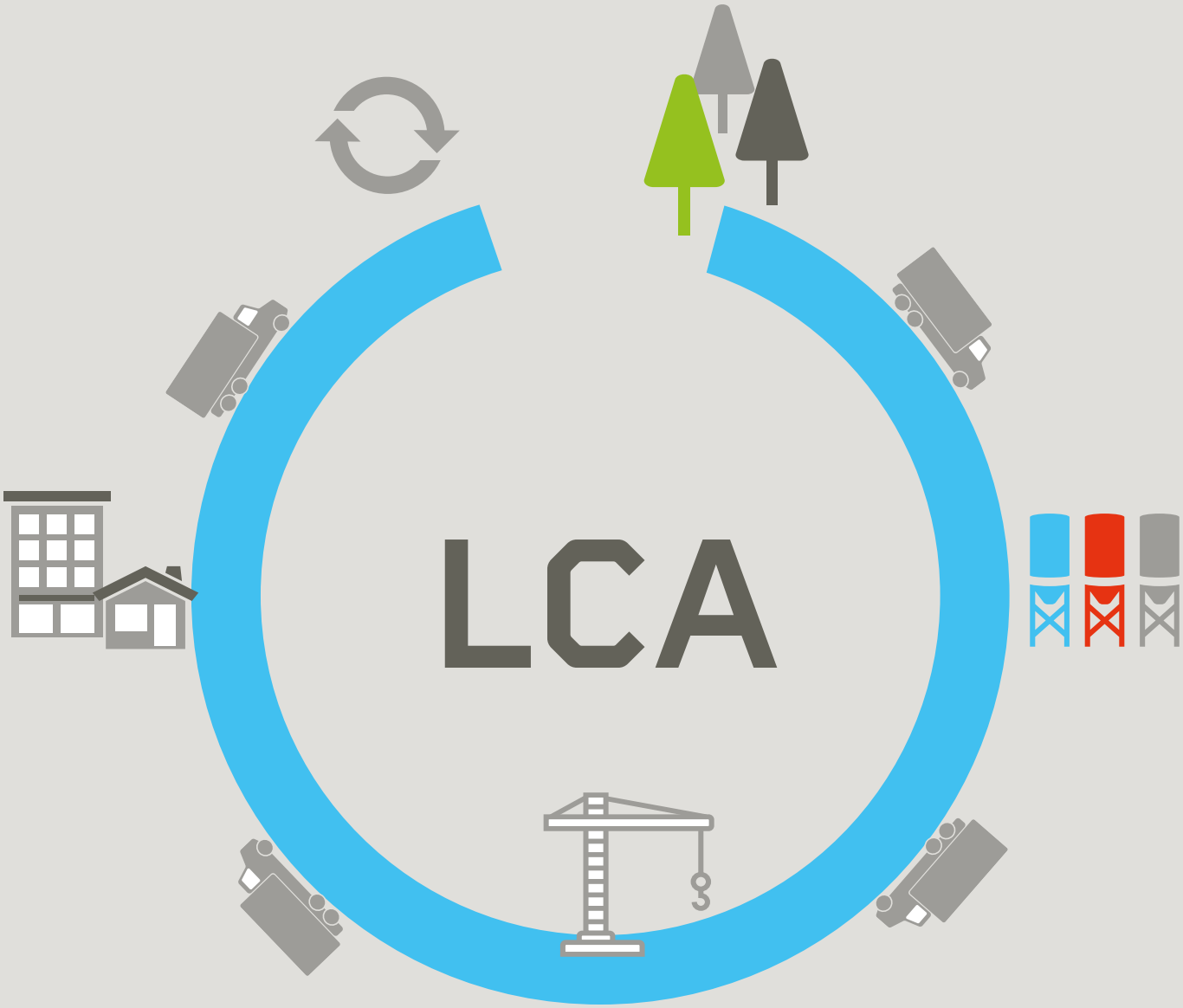
Read more on page 48.

Operation, Maintenance and Use of Concrete Structures

Concrete is a durable material with a long service life. It requires little to no maintenance, and its ability to store both heat and cold saves energy. A concrete structure absorbs carbon dioxide throughout its entire life cycle. This completely natural process is called carbonation, and it does not affect the properties of the structure. Up to 20% of the carbon dioxide released during the production of the structure can be absorbed over its life cycle. From a life cycle perspective, concrete structures have low environmental impact.

End of Life

Concrete is 100% recyclable and crushed concrete absorbs CO_2 at an even faster rate.

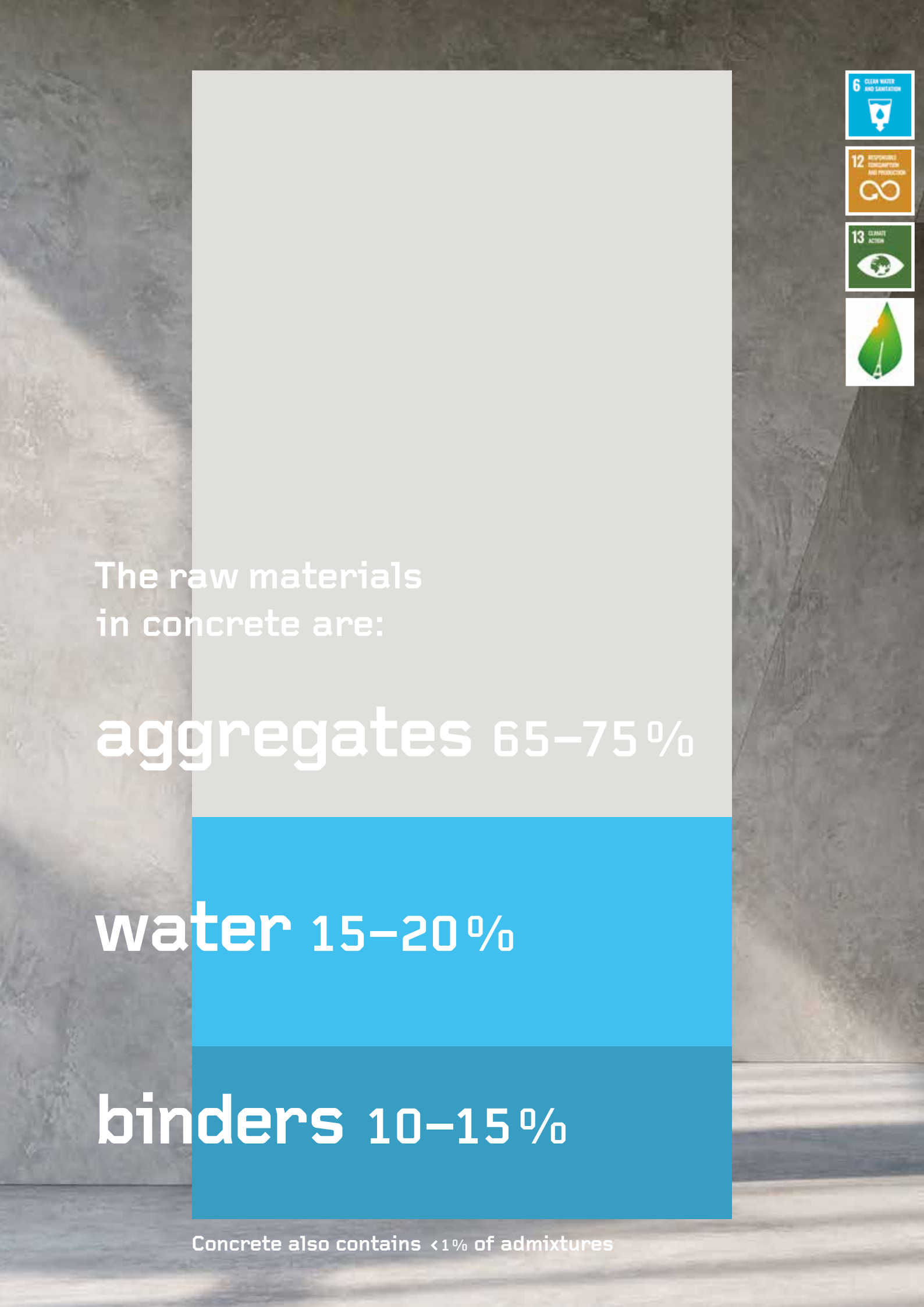

LCA

Raw Materials

Concrete mainly consists of three natural raw materials: aggregates, binders, and water. Additionally, various admixtures that improve the properties of the concrete are included in small doses.

Thomas Cement continues to import ground granulated blast-furnace slag (GGBS), which significantly reduces the CO_2 footprint of the concrete.

The company also imports raw materials via its subsidiary, Stockholms Bulkhamn, which enables them to optimize the quality and improve the environmental performance of the concrete.



The raw materials in concrete are:

aggregates 65–75%

water 15–20%

binders 10–15%

Concrete also contains <1% of admixtures

Binders

One precast plant at Thomas Betong in Sweden has started using CEM II/B-M, making it possible to reduce the carbon footprint.

For ready-mix concrete, a new type of near-zero-carbon cement, marketed as Re-ment Massive, has been tested at full scale together with a customer. The product replaces limestone with recycled industrial by-products and uses fossil-free electricity in manufacturing, reducing both process-related and energy-related emissions.

In 2025, Thomas Concrete, U.S., increased slag use in Raleigh and Charlotte, with adoption growing in the Upstate and Low Country. Demand rose through major commercial projects seeking lower-carbon binder solutions, while Atlanta remained the top market.

In 2025, Thomas Beton in Germany responded to limited hard coal fly ash and unavailable GBFS by shifting to alternative binders. Slag-cement combinations like CEM III/A 32,5 N and CEM III/B 42,5 L supported significant CO_2 reductions in mass-concrete applications and THOMAGREEN Silver products. The introduction of CEM II/C-M (S-LL) 42,5 N, produced with 20 % limestone, helped conserve scarce resources while delivering a CO_2 footprint comparable to earlier CEM III/A solutions.

Water

Water is a crucial component in the production of concrete, and it is also necessary for maintaining clean trucks and plant mixers to avoid concrete build-up. Thomas Concrete Group aims to achieve a circular water economy.

At 72 % of all its plants, Thomas Concrete Group has implemented water recycling systems, and installing these systems is now a standard procedure at their new establishments. In the recycling systems, water that has been used to clean the trucks and mixers is separated from concrete residues in sedimentation ponds. The treated water is then reused in concrete production to reduce the use of fresh water.

Alternative Binders

TARGET 2025 > 50 %

ACTUAL 2025 32 %

2024	2023
30 %	28 %

At Thomas Betong, Sweden, the water recycling system consists of several ponds between which the water is pumped to allow for further separation between the water and the concrete residue.

In 2025, Thomas Beton in Germany focused on optimizing the use of rest water. Four plants introduced OLAS sensor technology, enabling continuous control of rest water density so that more rest water can be safely incorporated without compromising concrete quality.

Today, 27 of 33 plants are able to reuse rest water, and 16 plants can wash and recover rest concrete.

At Thomas Concrete, U.S., recycling water systems for batching were installed, with 2 systems added in Atlanta and 1 in the Coastal Carolinas.

Aggregates

The choice of aggregate determines not only the quality of our product but also its environmental impact. The texture of the aggregate surface affects the amount of water needed in the composition, which in turn affects the need for additional binder. Aggregates have changed from natural stone to quarried, which often increases the water demand due to the altered texture. Therefore, we are actively searching for new compositions of aggregates that have textures that will reduce the amount of binder needed.

In 2025, Thomas Concrete, U.S., tested carbonated returned crushed concrete as an aggregate replacement, strengthening the material while storing CO_2. Early lab results were promising, and tracking efforts are underway to increase reuse of returned concrete.

Thomas Beton in Germany is working toward zero waste by maximizing the reuse of return concrete in fresh concrete, THOMABLOC, or as washed aggregate. RC-aggregate also supports QNG requirements, and when no CO_2 criteria apply, these mixes are offered as THOMAGREEN Bronze R.

Concrete Admixtures

Admixtures are added to concrete to improve its properties and provide functional, economic, and environmental benefits.

Thomas Concrete, U.S., is expanding its use of strength-enhancing admixtures (SEAs) to enable deeper cement reduction, while educating sales teams to better support customers and specifiers seeking additional embodied-carbon reduction options.

At Thomas Beton in Germany, mix-design optimization with admixtures remains a key part of our R&D roadmap. Mix-design development in 2025 continued using new plasticizers and strength enhancers.

Reinforcement Steel

At Thomas Betong, Sweden, the precast products include steel, which is a common form of concrete reinforcement. About 90 % of the reinforcement steel used in slabs is manufactured in-house, allowing them to fabricate the mesh and girders exactly according to the drawings, virtually eliminating waste for these products. Furthermore, 100 % of the steel used in-house is recycled.

They are currently working on the procurement and replacement of reinforcing steel with lower climate impact.

Production and Distribution

Our concrete plants are primarily powered by electricity. Additional energy may be required to heat or cool aggregates and water during cold or hot seasons and is almost exclusively driven by heating oil, except for a few plants which have natural gas as an energy source. We also conduct energy audits at all our plants to assess and improve our energy performance.

In 2025, Thomas Concrete, U.S., improved energy efficiency by adding new ready-mix trucks and loaders and introducing Fleetio, a digital fleet system that centralizes performance data and automates maintenance to extend asset life and reduce emissions.

In 2025, Thomas Betong, Sweden, opened the new Stäket plant in Stockholm, expanding capacity and supporting the rising demand for low-carbon concrete.

The Logistics organization also completed the shift to HVO for all concrete trucks and pumps across Sweden, reducing emissions and improving conditions on construction sites.

During 2025, Thomas Concrete Group continued to work to reduce energy use throughout the organization. Both energy- and diesel-saving programs are ongoing throughout the Group. In addition, replacements of light with LED is continuing.

Concrete is a local product made with locally sourced raw materials. It is distributed within one hour from the concrete plant, which allows for short transportation distances and low-carbon emissions. We work actively at further optimizing our deliveries and transportation distances.

Thomas Concrete Group is committed to continually investing in its fleet by replacing old trucks with new ones to reduce CO_2-emissions, as well as oil and fuel usage.

Energy and Emissions

kWh/produced m³ concrete

		2024	2023
TARGET 2025	< 5		
ACTUAL 2025	9.1	8.6	8.7

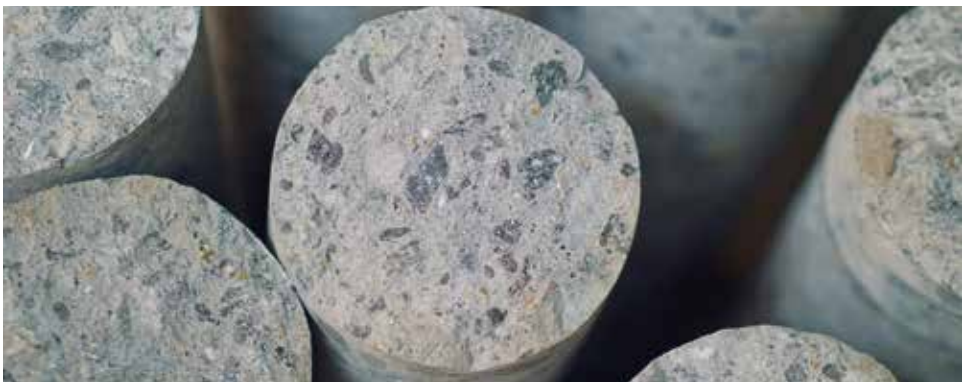

100 % BIOGAS

Research and Development

C-lab®

C-lab® is based in Gothenburg, Sweden, and is Thomas Concrete Group's accredited (ISO/IEC 17025) centre for material and laboratory testing, technical consultation, and research and development. We are one of a few global concrete suppliers to operate our own research and development facility.

During 2025, 5,521 accredited testing assignments of concrete, aggregates, and binders were conducted according to national and international standards.



Low-carbon concrete – the potential of natural and man-made pozzolans

At Thomas Concrete Group, we are exploring how natural and man-made pozzolans can help reduce concrete's environmental impact. By combining historical methods with modern technology and scientific innovations, we believe we can achieve climate neutrality by 2030. Using pozzolans is not a new idea—in fact, it's quite the opposite. As early as the Roman Empire, volcanic ash was mixed into concrete together with slaked lime, which has resulted in enduring structures like the Pantheon and aqueducts that still stand today. Roman concrete was both durable and resilient, largely thanks to these natural pozzolans[1].

Today, there is a rising need for alternative binders and pozzolanic materials are seen as a promising solution. These can be either naturally occurring or man-made. At Thomas Concrete Group, we have evaluated volcanic pozzolans, calcined clay, ground waste glass, and industrially produced pozzolans from byproducts. However, solutions must be tailored to local demand, available material feedstocks, and policy environments.

Ingemar Löfgren
R&D Manager
Thomas Concrete Group AB

[1] *Vaserman, E., Weaver, J.C., Hayhow, C. et al. An unfinished Pompeian construction site reveals ancient Roman building technology. Nat Commun 16, 10847 (2025). https://doi.org/10.1038/s41467-025-66634-7*

Research Projects

C-lab®
Thomas Concrete Group

Alternative binders

In collaboration with Boliden we have been researching a new binder from Boliden's copper smelters which is pozzolanic and can be used as a cement substitute in concrete. Previous studies have shown that Boliden's product (SCMentum) performs very well when replacing up to about 30 % of the cement. We have now explored technologies that increase the product's proportion while maintaining performance, especially carbonation resistance. Together with Chalmers University of Technology a master's thesis was conducted[2] to explore how special concrete admixtures can increase the carbonation resistance. The outcome of this study shows that admixtures can improve the carbonation resistance and thus enable higher replacement levels.

In close cooperation with Chalmers University of Technology and a project financed by the Family Thomas Foundation[3] we are further examining the effect of carbonation on concrete containing pozzolanic materials. This research aims at increasing our understanding of the carbonation process and its affect on porosity and durability. Additionally, we will explore binder designs with higher substitutions that optimize AFm formation (hydrated calcium aluminate phases) and increase aluminum uptake in the C-A-S-H gel (calcium-alumina-silicate hydrates), which would improve the carbonation resistance.

New methods for evaluating concrete properties

Beyond developing new materials, we are also researching improved ways to measure and understand concrete properties. In collaboration with Chalmers University of Technology, we are investigating embedded sensor systems that can continuously monitor concrete's electrical conductivity development[4] (indirect porosity) and how this can be correlated to strength—without damaging the material. This is a non-destructive testing method that provide valuable real-time data and which also can be used to monitor the carbonation process[5].

[2] Effect of Strength Enhancer Admixtures on Carbonation Resistance of Concrete. http://hdl.handle.net/20.500.12380/310571

[3] Evolution of pozzolan incorporated concrete: Resistance to carbonation, Carbo-Crete. https://research.chalmers.se/en/project/11047

[4] Monitoring the early-age properties of cement-based concrete by electrical conductance in combination with isothermal calorimetry. https://research.chalmers.se/publication/548634

[5] Babaahmadi, A., Tang, L., Huang, L. et al. Non-destructive lab-scale monitoring of carbonation propagation in cementitious systems using the measurement of intrinsic electrical property. Mater Struct 58, 55 (2025). https://link.springer.com/article/10.1617/s11527-025-02576-2

Associations and Certifications

We strengthen our business processes and methods by following key standards and certifications outlined by the industry and through our participation in sustainability driven associations.

International Organization For Standardization (ISO)

Thomas Betong, Sweden, and Thomas Concrete, U.S., are quality and environmentally certified in accordance with ISO 9001 and ISO 14001. Their progress is audited annually by an external party, holding their performance to a high standard of continuous improvement.

Svensk Betong – The Swedish Concrete Association

Thomas Betong, Sweden, is a member of Svensk Betong. They are conducting several activities to promote sustainability in the construction industry, with a large focus on long term thinking.

European Ready-Mixed Concrete Organization – ERMCO

Thomas Concrete Group is a member of the ERMCO, which is active in a number of initiatives to make the industry more sustainable.

National Ready-Mixed Concrete Association (NRMCA)

Thomas Concrete, U.S., is a member of the NRMCA, which is active in a number of initiatives to make the industry more sustainable.

Bundesverband Transportbeton (BTB) – Vero Association

Thomas Beton, Germany, is a part of a regional association for building materials named "Vero". Vero is a member of the ready-mix concrete Association BTB. BTB is the national provider for the CSC-certification. Additionally, they are involved in training initiatives for operators and drivers.

Ready Mixed-Concrete Producers Association (SPBT)

Thomas Beton, Poland, is part of the SPBT, which for almost twenty years has been promoting concrete as an economical, sustainable, safe, and durable construction material.

Byggföretagen / The Swedish Construction Federation

In Sweden, Thomas Betong AB is a member of the Swedish Construction Federation. The Federation works to ensure that the construction industry is attractive, healthy, and safe, with a vision of achieving world-class sustainable construction.

Team Thomas

Social

Social

Our Culture

We are a committed team...

- that cares and acts in the best interest of our customers, colleagues and company.
- that constantly seeks possibilities, having high focus on profit and results.
- that is responsible and alert, always striving to be the best.
- that supports each other, sharing energy and having fun.

Social Objectives 2025

EI (Engagement Index) > 86
LTI (Lost Time Injury) < 14.25

Safety First

We always put safety at the top of our agenda. Thomas Concrete Group is working towards making safety much more than compliance. Safety is about our people, our customers, our teamwork, and our culture. In addition to keeping up with mandated government requirements, we continuously implement new safety measures.

Lost Time Injury

LTI rates for 2021-2024 were adjusted to our Group's reportable LTI definition.

TARGET 2025 < 14.25

ACTUAL 2025 13

2024	2023
14.8	13.7

Safety Vision

We are a committed team that cares and acts in the best interest of our customers, colleagues and company.

Our company vision is to be perceived as being the best in our industry, including safety first.

We lead with safety and promote a culture where all employees value safety as a way of life.

Safety Policy

We ensure that safety is a value in every aspect of our business and measure it regularly.

We insist on a safe operating environment, application of safe operating procedures, and employee compliance with all company safety policies and governmental regulations.

Hans Karlander
CEO and President, Thomas Concrete Group AB

Safety Awareness

At Thomas Concrete Group, we believe that an important step to increasing safety is to be aware of the risks in our surroundings and actively work to prevent them. We also highlight safe behavior and safe actions.

We ensure that safety is a value in every aspect of our business and measure it regularly.

A well-celebrated tradition at Thomas Concrete, U.S., is the annual safety banquet where the concrete delivery professionals who qualify as safe drivers are honored. These banquets took place across the U.S. footprint where all employees were invited.

In 2025, Thomas Beton in Germany continued its annual Cleanest and Safest Plant competition, with Husum winning after scoring 148 out of 160 points across two audits. Labour safety was further strengthened through LOTOTO training for all plant operators on World Labour Safety Day and by inspecting and upgrading safety equipment. Following a serious accident in Hamburg, all plants reviewed and revised risk assessments and work instructions, supported by targeted training to further embed a strong safety culture across the organization.

In 2025, employees at Thomas Beton in Poland completed first aid and health and safety training, reinforcing the importance of quick, automatic responses in emergencies. The program combined practical first aid skills with essential safety guidelines, ensuring employees are prepared to act confidently when needed.

Additionally, the company marked World Day for Safety and Health at Work, highlighting how digitalization and AI influence workplace safety. These technologies bring new opportunities for efficiency but also raise challenges around ergonomics and risk management. The campaign explored ways to reduce risks and maximize benefits, helping shape a future where innovation supports safe working conditions. Employees are encouraged to review resources on health and safety in the context of digitalization and AI.

In 2025, Thomas Betong in Sweden launched several key initiatives to strengthen safety and engagement across the organization. The company expanded its team of safety representatives to ensure full coverage throughout all operations. To further enhance collaboration, Thomas Betong introduced quarterly safety representative meetings. These meetings are designed to empower representatives in their role and ensure their insights actively contribute to the company's safety efforts.

Thomas Betong also introduced a more structured approach to managing workplace risks. The new risk management model is built on four distinct levels that together form a comprehensive safety net, aimed at preventing serious incidents and safeguarding the well-being of employees across all areas of the business.

Well-Being and Health

At Team Thomas, we strive to create a sound working environment for all our employees. We work to establish an atmosphere that emphasizes physical safety and encourages a creative exchange that allows us to speak our mind and influence our work. We believe this will contribute to healthy and happy colleagues.

Engagement Index

The latest survey was conducted in 2024; the next is planned for 2026.

		2024	2023
TARGET 2025	> 86		
ACTUAL 2025	85	85	83

Team Thomas

Prosperous Employees and Teams

At Thomas Concrete Group, we believe that healthy and prosperous employees create a win-win situation when we work together to improve ourselves, our working environment, and Team Thomas. We are committed to offering a great workplace where all employees thrive. Collaborations between employees in different teams, locations, and professions have contributed to increased production, improved working conditions, gained knowledge, and thriving employees.

In Poland, Thomas Beton provides financial support for screen glasses and protective eyewear at its plants. Employees are also offered group life insurance through Warta and medical insurance through Compensa, providing added security and easy access to medical specialists.

In 2025, the logistics department at Thomas Betong in Sweden, was offered health checks, including key health indicators and questions about their work environment. The results provided valuable insights and sparked discussions on how to further improve workplace conditions and employee well-being.

The Swedish organization also launched a cycling challenge to encourage sustainable commuting. Over two weeks, employees chose bikes instead of cars, covering an impressive total distance and reducing CO_2 emissions significantly.

This initiative shows that small everyday choices make a big difference. Together, we demonstrate that sustainability starts with us, and this is just the beginning of more actions to come.


Thomas
BETONG

Sharing Knowledge

In 2025, Thomas Concrete Group strengthened safety, skills, and culture worldwide through focused training and engagement initiatives, putting our people at the center of everything we do.

At Thomas Concrete Group, we believe that our success depends on our personnel, their engagement, and their ability to perform. We are committed to sharing knowledge along with daily tasks to lead the way for our personnel and make us the leader in our field as The Concrete Specialists.

In 2025, Thomas Betong in Sweden continued its work with SilaSnacket, an initiative aimed at strengthening our culture by improving how we communicate and act together to ensure everyone feels included and welcome. Several workshops were held, and newly appointed ambassadors guided colleagues through the process, helping to foster openness and understanding across the organization.

Additionally, a Lockout/Tagout training module was introduced across the Swedish organization. This safety procedure prevents accidental machine startup or release of hazardous energy during maintenance by isolating equipment and applying a lock and tag. It is essential for protecting workers from serious injuries and reinforces our commitment to creating a safe work environment.

In 2025, Thomas Beton in Poland organized an energy training program to help selected employees obtain or renew G2 licences, mandatory for operating thermal energy equipment. The initiative covered all company locations, ensuring compliance with regulations and strengthening operational expertise.

The training focused on equipment that generates, processes, and consumes heat, including boilers, heating networks, and heat exchangers. By enhancing knowledge and skills, the program aimed to improve safety, efficiency, and reliability in energy management.

In 2025, at Thomas Concrete, U.S., the Coastal Carolinas and Georgia divisions participated in CPR and First Aid trainings. These classes created an opportunity for employees to become certified to perform these duties throughout the Thomas Concrete footprint. The training covered critical skills such as responding to cardiac arrest, learning how to use an AED, treating burns and cuts, and supporting individuals with seizures. In an industry where safety is at the heart of every operation, having multiple employees certified assures faster response times, stronger team awareness, and an added layer of protection for employees and customers. Here at Team Thomas, we care about our people and creating a safe work environment.


Gemenskap
Roligt
Att inte bara snacka om jobb
Att man ställer upp för varandra
Respekt för varandra
Teamkänsla
Snällhet
Att man har stöttning från kollegor
Känna inkluderad
Respekt
Utvecklas
Lyssnad på
Att man lyssnar på varandra
Respekt
Hjälpsamma
Skratt
Lyssnande kollegor
Att man bjuder på sig själv
Lyssnande
Vänlighet
Att man kan vara sig själv
Respekterad
Bra samarbete
Någon att skratta med
Hjälpsamhet
Respekt
Att känna sig accepterad
Glädje
Respekt
Öppenhet
Humor
Inkluderad
Respekt för vad man jobbar med
Respekt
Lättsamhet
Respekt
Kemi
Samarbete
Kamratskap
God jargong
Att det är en bra jargong
Att man har roligt tillsammans
Att man kan ge varandra feedback
Att man är snälla och vänliga mot
Att man peppar varandra
Att man har roligt (inte)
Hjälpsam
Äter tillsammans under lunchen
Våga säga
Snällhet
Ärlighet
Hjälpa varandra
Har kul tillsammans
Samarbete
Bli lyssnad på
Omtanke
Samarbete
Hjälpa varandra
Stöttande kollegor
Kan diskutera & bolla idéer
Skratta & ha roligt på jobbet
Teamwork
Positivt
Glada kollegor
Positivitet
Öppenhet
Samarbete
Att man respekterar varandra
Snällhet
Trygghet
Goa kollegor
Inkluderande
Respekt
Hjälpa varandra
Skratt
Teamwork
Humor
Hjälpande hand
Pedagogisk
Inkluderande
Omtänksam

Community Involvement

We support UNHCR´s work in Ukraine

Thomas Concrete Group has supported the United Nations High Commissioner for Refugees (UNHCR) in Ukraine by donating to their cause in 2025. The company recognizes the importance of UNHCR's work during the ongoing crises in Ukraine.

We support The World Childhood Foundation

In addition, Thomas Concrete Group has continued to support the World Childhood Foundation's work with children's rights in 2025. The foundation was founded by Her Majesty Queen Silvia of Sweden in 1999 to support children at risk around the world and to fight for every child's right to a childhood.

Thomas Concrete sponsored the 2025 Meyer Center Polo Classic

The Thomas Concrete Upstate Team sponsored the 2025 Meyer Center Polo Classic. The event was held at the Historic Hopkins Farm in Simpsonville, South Carolina on October 23, 2025. The Meyer Center is a nonprofit organization specializing in early education and intensive therapy services to empower children with disabilities to reach their full potential. The event this year raised over $500,000 to support a new Baby Room at the Center. Thomas Concrete is proud to partner with a local organization that is having such a huge impact on the Upstate Community.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od betonu

Human Rights and Anti-Corruption

Our Code of Conduct is a policy document that serves as a baseline for our personnel in their day-to-day work. It is supported by education, routines, and instructions.

Our Code of Conduct includes the following principles:

- We provide equal opportunities without regard to nationality, skin color, gender, religion, sexual orientation, social or ethnic origin.
- We do not allow discrimination or harassment.
- We provide a safe and healthy working environment and work for continual improvement.
- We work against corruption in all its forms, including extortion and bribery.

In 2025, the group Code of Conduct was reviewed and updated. While no major changes were introduced, the process served as an important opportunity to reconnect and ensure everyone is aligned with this central policy. Regular reviews help maintain clarity and reinforce shared standards across the organization.

In January the same year, Thomas Beton in Poland joined an online training on "Price Fixing as an Act of Unfair Competition." The session covered the definition and exceptions of price fixing, key regulations, case law examples, and the consequences of UOKiK findings for businesses and affected parties.

Additionally, Thomas Concrete, U.S., joined an Anti-Trust Training webinar for area managers and sales team members. The session focused on behaviors that could appear as coordination with competitors, covering topics like pricing, plans, customers, territories, and other sensitive information. It emphasized risks tied to informal conversations and trade events, and included real-life scenarios for discussion.

Economy

Economy

Financial Responsibility

For Thomas Concrete Group to act responsibly, both socially and environmentally, we must maintain a strong financial foundation. Without a profitable business, we cannot invest in the research and innovation that ultimately enable the development of more sustainable societies.

Thomas Concrete Group is an independent, family-owned company. It was founded by Mr. Martin Thomas, and the Group remains owned by the Thomas family, a family with a genuine commitment to nurturing and developing the company for the future as a strong, international, and independent organization.

In 2025, the Family Thomas Foundation decided to fund another research project at Chalmers University of Technology in Sweden, focusing on next generation design and how to create even more CO_2 efficient structures. The five year project aims to deepen the understanding of how concrete structures and floors can be designed with greater resource efficiency, thereby further reducing their environmental footprint.

The Thomas family has always aimed to build a company for future generations, reinvesting the majority of profits back into the business. From the outset, Thomas Concrete Group has pursued a sustainable business model, one that is profitable over the long term and provides a high quality workplace for its employees. By valuing accountability, compliance, clear objectives, and open dialogue, we strive to be our customers' preferred concrete supplier.

Our long term financial objectives are ambitious. Annual targets are established and aligned through our forecasting process, enabling continuous improvement and supporting our vision of being recognized as the best in our industry.

Solvency

TARGET 2025 > 40 %

ACTUAL 2025 51 %

2024	2023
53.0 %	52.0 %

Our Business Model

Team Thomas' core business is to develop, produce and distribute concrete products. The Group has a total of 170 ready-mix concrete plants as well as five plants for production of precast concrete elements. The Group also offers services, such as concrete pumping, quality controls and technical advisory, making Team Thomas a complete concrete supplier.

Thomas Concrete Group values long term investments and focuses on developing its business responsibly. This means that Thomas Concrete Group has an ambitious sustainability agenda with human and environmental focus in every detail.

We have served the market and our customers well in the past and we will continue with this, keeping a long-term focus to expand and to maintain our position as The Concrete Specialists.


Thomas
BETON


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Our Challenge

The general economic landscape can shift rapidly, and it is not always possible to anticipate these changes in time. The current global situation clearly illustrates this. Sharp downturns in the broader economy, rising raw material prices, higher interest rates, and a decline in construction project starts all represent significant risks to our company's continued success.

Today, global uncertainty is more pronounced than it has been for many years. Russia's invasion of Ukraine, ongoing since 2022, has created a profound humanitarian crisis that continues to affect millions of people. The instability and conflict in the Middle East, combined with uncertainty surrounding global trade tariffs, further intensify global economic challenges. These developments are felt also in Europe, and our Group is no exception. Costs for energy, transportation, and raw materials, including binders and aggregates, have continued to rise. Production and financing costs remain high across the construction industry, resulting in persistently weak residential construction activity in both Europe and the United States.

For our business, this means that our cost base has increased and is expected to continue rising into 2026. As a result, we will maintain our focus on improving efficiency and reducing costs, while also implementing necessary price adjustments. At the same time, as an independent, family-owned company with a long term perspective, we are committed to bridging the current downturn and positioning ourselves for an anticipated market recovery in the coming years. In the short term, however, we face a challenging and uncertain market environment, particularly in Europe, characterized by fewer project starts, project delays, and continued cost pressures.

Regardless of the economic situation and upcoming challenges, we will handle it together as a strong Team Thomas – The Concrete Specialists. Engaged team members with high-level of expertise, education, and sales competence is imperative to ensuring that we are the closest to the customers and their go-to supplier.


Thomas
Thomas

How We Have Reported

THIS IS THOMAS CONCRETE GROUP

This sustainability report constitutes the Group's and the company's statutory sustainability report and is part of the administration report for Thomas Concrete Group AB with organization number 556062-2812. The board is responsible for the sustainability report and for its preparation in accordance with the Swedish Annual Accounts Act, in accordance with the earlier versions that applied prior to 1 July 2024. This year's sustainability report refers to the financial year of 2025 and contains information about the Group's sustainability work. The reported information and figures are aggregated for the whole group, containing information from all five main subsidiaries: Thomas Betong AB (Sweden), Thomas Concrete, Inc. (U.S.), Thomas Beton GmbH (Germany), Thomas Beton Sp. z o.o. (Poland) and Thomas Cement AB (Sweden). The report covers the ready-mixed concrete and precast concrete businesses. A selection of KPIs and main activities have been highlighted. All areas are more thoroughly followed up country-wise.

ENVIRONMENT

Binder Optimization

In this report we focus primarily on binders since they have the greatest environmental impact. The cement and alternative binder use is based on purchased volumes, volumes from our production systems, and manual analyses. When we measure binder optimization, we summarize the volume of purchased alternative binders with preblended alternative binders in our purchased cement.

The share of alternative binders has remained quite stable over the past years, but it is still only halfway to our target. This is mainly due to the lack of availability of fly ash and slag, as well as the market's convention of using tranditional concrete.

Energy

Figures on energy consumption are derived from invoices and suppliers from our ready-mix plants as well as our precast plants. Energy consumption is measured in kWh from electricity, diesel, and heating oil in liters. Total energy consumption is calculated using table values of energy content. We present usage per produced cubic meter. We have a few plants with natural gas in Germany and a few in the U.S., and a few with district heating in Sweden.

Since the target was set, we have included our precast operation in the energy consumption calculations. This inclusion has increased the KPI but has also made it more accurate.

Water Recycling

Plants with water recycling systems are calculated as a percentage of our plants. In parallel to upgrading existing plants, we continuously upgrade and restructure our plant network. This leaves us with a varying number of plants.

*Traditional concrete is a concrete that is produced without alternative binders.

SOCIAL RESPONSIBILITIES AND PERSONNEL

"To us, people and environment are crucial" – it is not just a saying. We invest a lot in our personnel, in international charity, and in making Team Thomas a positive change in local communities. We measure this through our Employee Surveys and to some extent also through our Customer Surveys.

SAFETY

Safety statistics are calculated with LTI (Lost Time Injury) and are presented as an aggregated number for the whole Group.

LTI rates for 2021-2024 were adjusted after an internal review showed that injuries were being over-reported according to our Group's reportable LTI definition.

A history of poor safety results has led us to raise focus on safety and over the last few years we've seen a rapidly changing positive trend toward better physical safety performance. Our five-year goal is to be recognized as being the best in our peer group, with our safety performance in the top quartile.

EMPLOYEE SATISFACTION

Health and satisfaction statistics for our employees are measured with Engagement Index (EI). EI is based on surveys handed out to all employees. The latest survey was conducted in 2024; the next is planned for 2026.

ANTI-CORRUPTION

Corruption is a risk that we keep under constant focus. For the moment we do not see it as a high-risk issue. With our Code of Conduct, which we continuously review and update, as well as our training in competition law, we feel secure that we maintain our business ethics on a high level.

HUMAN RIGHTS

We run a local business no matter where we operate. We have 100 percent traceability of our materials and products which most certainly leaves us in a good position of saying that we fulfill, along with our main suppliers, the Universal Declaration of Human Rights. Our challenge is to make sure that our evaluation of suppliers is good and thorough enough, that it is being carried out at given intervals, and that we succeed in tracing those few suppliers who operate in countries outside of those from our subsidiaries.

Today our follow-up varies within the Group, partly because some of our plants are ISO certified and others not. We are evaluating a common method of setting our goal for Human Rights.

WHERE DO WE GO FROM HERE?

Launching our first Team Thomas Sustainability Report in 2016 was a great step. For the financial year 2027, we will report according to the European Sustainability Reporting Standards (ESRS).

Finally, I wish to thank you for taking your time to read Team Thomas' Sustainability Report, and I hope that you will follow our journey. Please, feel free to contact us if you have any questions.

Hans Karlander
CEO and President, Thomas Concrete Group AB
hans.karlander@thomasconcretegroup.com

Report written by Louisa Thomas with input from
the Team Thomas organization and various surveys.

March 2026

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CONCRETE GROUP

www.thomasconcretegroup.com