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Sustainability at BTE

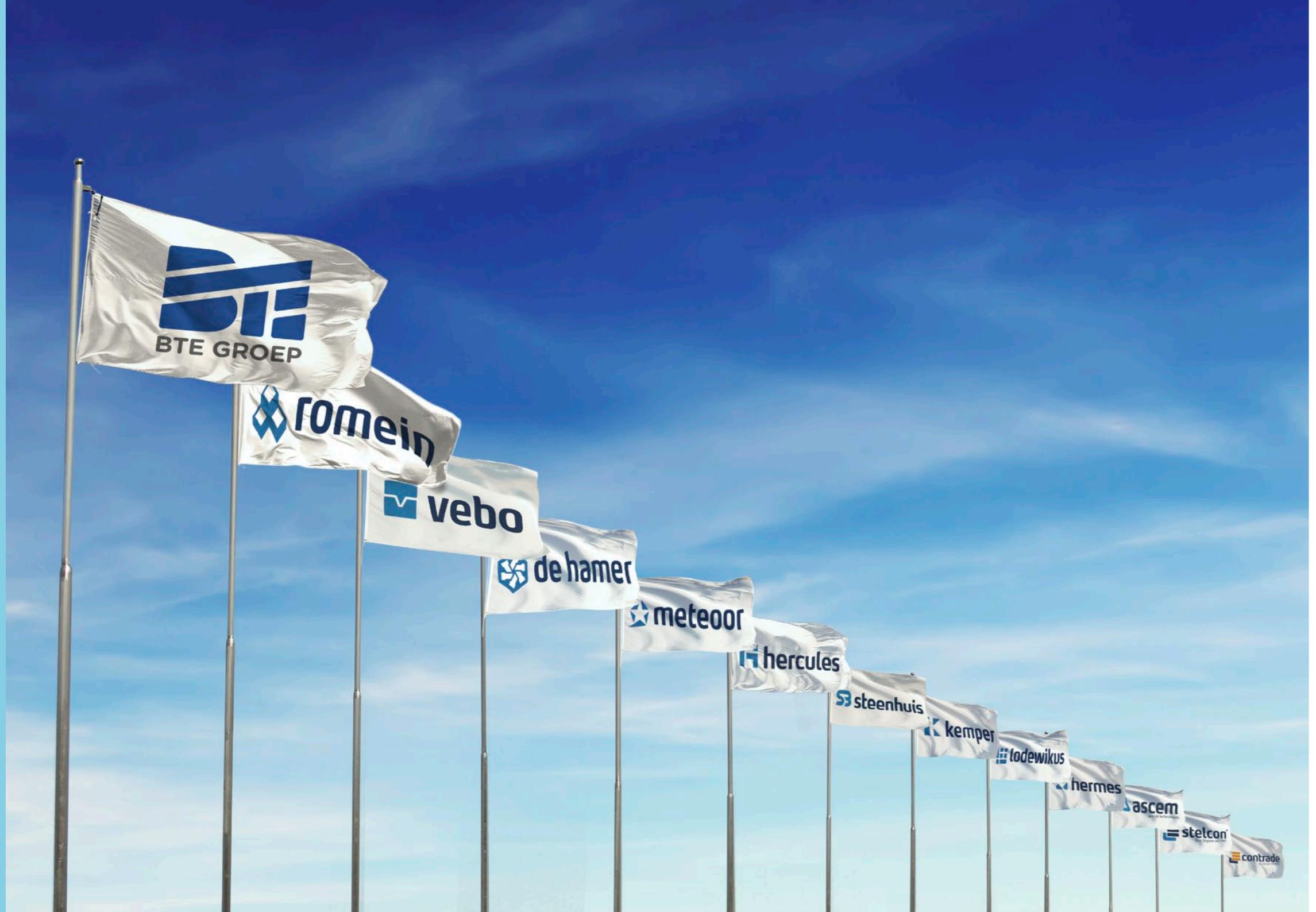
Sustainability is about making choices that are good for now and the future. It means that as an organisation, we strive for a healthy balance between care for the environment, social responsibility and economic progress. In doing so, we look not only at what works now, but also at what is needed to provide future generations with a liveable world.

This sustainability report covers the entire BTE Group, including the companies of both BTE Netherlands and BTE Germany. In this report, we refer to 'BTE' to mean the entire BTE Group, unless otherwise stated. When referring specifically to BTE Netherlands, this will be explicitly indicated.

For BTE, sustainability is not a separate theme, but an integral part of who we are and how we work. It is reflected in the way we develop our products, how we use raw materials, energy and water, and how we care for our employees and the society around us.

In this sustainability report, we show the steps we are taking to reduce our impact, make the chain more sustainable and create social value. These include CO₂ reduction, circular use of materials, social inclusion and innovative leadership. Our choices are conscious and well-considered, because every step, no matter how small, contributes to a fairer, more sustainable future.

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“We continue to invest in our sustainability ambition”

For us, drawing up this sustainability report is not only a moment to look back, but also an opportunity to reflect on how we as an organisation contribute to a greener future.

CONNECTIVITY PROVIDES DIRECTION

What we have experienced in recent years is that sustainability, which once began with isolated initiatives (such as making processes or products more sustainable), has now grown into an integrated approach. This means that, as a company, we need to better understand the impact of our sustainability measures. It is now clearer where we stand and what steps we still need to take to move forward.

The world around us is changing rapidly. In the Netherlands and Europe, political shifts mean that the urgency of sustainability sometimes seems to be diminishing. Regulations are becoming more flexible, which invites

delay. But one thing is certain: climate change is not slowing down. It is therefore essential that we maintain our focus and pace. Especially now.

INTRINSICALLY MOTIVATED

At BTE, we remain committed to our ambition: to become CO₂ neutral. The road ahead is long. But we remain determined. And where possible, we are accelerating our efforts. We continue to invest in our sustainable ambition, both for the future of our organisation and for the world around us. It is a joint journey, in which every step counts, big or small. Together, we are building a sustainable future.

economic opportunities. We see that the market is demanding even more 'green' solutions.

This enables us to distinguish ourselves as a supplier and partner. While the economic benefits of sustainability are important, at BTE we are convinced that you can only truly succeed in sustainability if you are intrinsically motivated. And we are!



Bart van Melik, CEO BTE

This is BTE

BTE is an ambitious and healthy company that brings together specialised companies and focuses on sustainability, knowledge, people and innovation. This focus is clearly reflected in our vision. We consist of twelve specialised companies: ASCEM, Romein, Kemper, De Hamer, Hercules, Lodewikus, De Meteoor, Steenhuis, Vebo Beton & Staal, Hermes, Stelcon and contrade. From twelve production locations, we work on the development and production of prefab concrete products, steel products and related solutions.

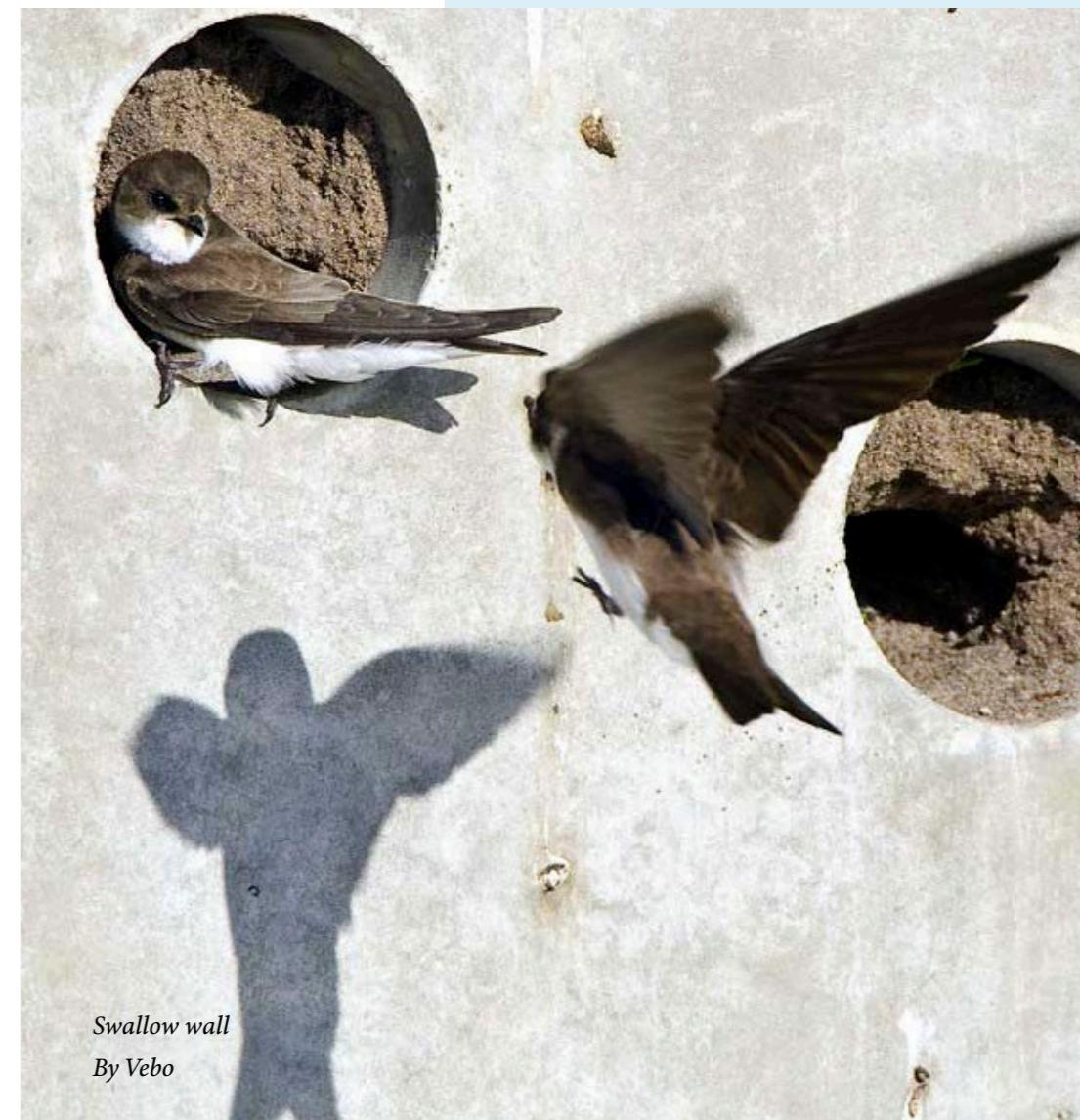
For many years, we have been successful in various sectors, such as infrastructure, civil engineering, rail, the agricultural market, and residential and non-residential construction. We are proud of our special expertise, scale and our research and knowledge institute ASCEM, which enables us to consistently come up with the best solutions. This enables us to play an important role in the construction

sector, both in the Netherlands and in the rest of Europe. What sets us apart is that we have many specialised companies, most of which have a rich history and a wealth of experience. Companies such as De Meteoor, founded in 1903, and De Hamer, founded in 1938, are excellent family businesses that have come together over the years to form a strong group of concrete companies.



BTE was established in 2002 when Readymix's prefab concrete companies joined forces. Since then, several companies have joined us, such as De Meteoor Beton B.V., Stelcon GmbH, Prefab Beton Vebo B.V., Vebo Staal B.V., ASCEM B.V. and Betonindustrie Monshouwer B.V. In 2014, BTE underwent further centralisation and in 2018, important mergers took place, including that of Kemper Beton B.V. with Hermans Beton B.V., and of De Hamer Beton B.V. with Beton-industrie Monshouwer B.V.

In 2022, Hercules Beton B.V. - based in Tienray - joined us, and at the end of 2024, the Kemper Beton B.V. site, also in Tienray, continued as Hermes Beton B.V. At the end of 2024, the new initiative BTE Energy gave a boost to the energy transition, making us and BTE Energy the point of contact for prefab concrete in this growing market.



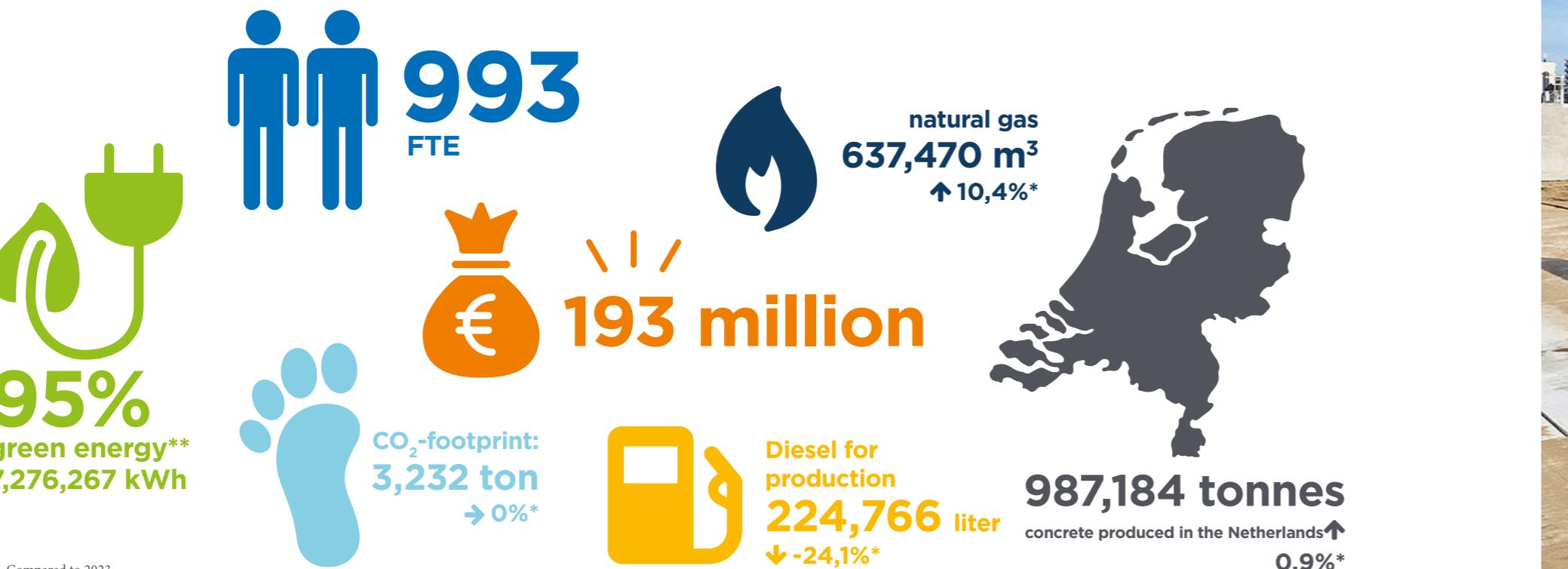
Swallow wall
By Vebo

“Knowledge is the driving force behind our organisation. We’re committed to entrepreneurship, safety and sustainability. Together, we’re building a company to be proud of!”

Bart van Melick, CEO BTE

Highlights BTE

We believe in corporate social responsibility because we feel we must take responsibility for keeping the world liveable, also for our children and grandchildren. In recent years, we have therefore made every effort to work in the most socially responsible way possible.

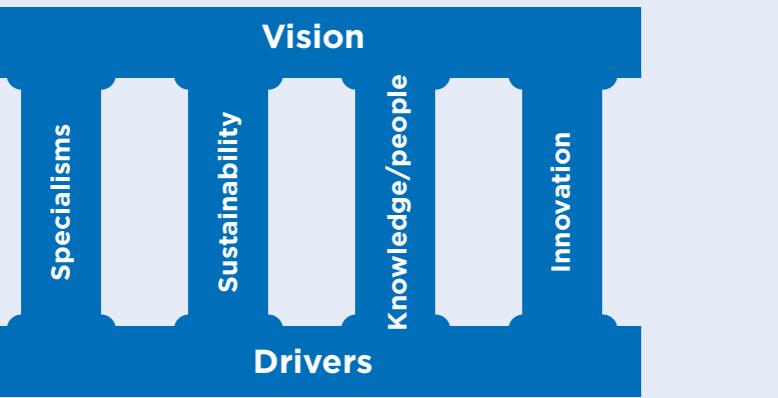


* Compared to 2023

** Electric lease cars are not charged with 100% green energy.



A glance at our strategic pillars



Based on our core values of **strengthening, innovating, trusting and connecting**, we have defined a number of strategic pillars: **specialisms, sustainability, knowledge/people and innovation**.

SPECIALISMS: each of our brands has its own specialism. When necessary, they work together to tackle difficult and complex issues. In our experience, this always leads to better solutions for the customer.

SUSTAINABILITY: for us, sustainability is not a trend, but an irreversible process. A process that is supported throughout the organisation and is an integral part of every policy and decision-making process. We want to make a positive contribution to the image of concrete as a sustainable building material.

We see sustainability as one of the most important priorities for the coming years.

KNOWLEDGE/PEOPLE: knowledge is an important pillar of our organisation. That is why we believe it

is important to give our people the opportunity to continue to develop. We also encourage personal development, such as collaboration and leadership. In this way, we not only increase their knowledge, but also inspire them with new insights and thus strengthen their bond with our company. We have set up the BTE Academy.

INNOVATION: we can only be successful if we continue to innovate. With our own research and innovation centre and internal engineering departments, among other things, we work daily on smart solutions. In addition, we are busy modernising our production facilities and further improving automation.

We are investing heavily in this.

Building a fair and sustainable future together



BTE's finances

Strengthening our turnover through sustainability:

- Optimising and utilising economies of scale within BTE.
- We focus on the sales margins of our products and companies.
- We focus on long-term cooperation contracts.
- Strengthening our market position by supplying sustainable concrete products.

BTE and sustainability

We are structurally reducing our footprint:

- 35% reduction in CO₂ emissions by 2028 (compared to 2021).
- CO₂ reduction of 50% by 2030 (compared to 2021).
- We supply products with the lowest possible footprint.
- By 2030, we will be using up to 30% secondary raw materials.

BTE als organisatie

We offer a safe environment and work efficiently:

- Knowledge and processes are integrated and documented.
- Data management is optimised and guaranteed to be included in the decision-making process.
- By 2028, the average age of our permanent employees will have been reduced by two years.
- The goal is to reach level 3 on the PSO ladder.

Our customers

Our BTE companies are the best choice for customers:

- Our customers recognise BTE as a sustainable manufacturer and reliable partner.
- At BTE, we share knowledge and work together effectively to meet our customers' needs.

Our employees

BTE employees are enthusiastic and feel connected:

- Within the organisation, the right people are in the right place.
- Our people are proud of BTE and the products we make.
- Data management is optimised and guaranteed to be included in the decision-making process.
- By 2028, the average age of our permanent employees will have been reduced by two years.
- The goal is to reach level 3 on the PSO ladder.

In this sustainability report, we demonstrate how we, as an organisation, are working towards a more sustainable, fairer and future-proof way of doing business. In doing so, we align ourselves with the three central themes of the CSRD: Environment, Social and Governance. Together, these form the framework with which we map and improve our impact.

Our efforts are also firmly anchored in our own OGSM objectives, in which we have set specific targets in areas such as CO₂ reduction, energy efficiency, sustainable mobility and social responsibility.

Double materiality analysis: truly understanding the world around us

To focus our sustainability efforts, we have conducted a double materiality analysis. This allows us to identify the issues that really matter, both to us as an organisation and to the world around us.

We look at this from two perspectives:

1. Impact materiality: how do our activities affect people, the environment and society?
2. Financial materiality: which sustainability factors could in turn influence our business value and performance?

Combining both perspectives gives us a clear picture of the themes where BTE can make a difference. This helps us to make choices, manage more effectively and report more transparently based on the CSRD guidelines

THE ROLE OF THE VALUE CHAIN

Sustainability is not limited to our production locations. We explicitly look at the entire chain: from the origin of raw materials to transport, use and end-of-life processing. For example, we examine the effects of CO₂ emissions in the chain, working conditions at suppliers or waste after use of our products. At the same time, we analyse how developments outside our direct influence (consider fluctuating raw material prices or stricter regulations) that could affect our business operations.

By actively involving the chain, we gain a more complete picture of risks and opportunities. In this way, we are building a strategy that is not only good for today, but also future proof.

Themes that are a priority for BTE:

• Safety and health	• Innovation
• Energy consumption	• Circularity
• CO ₂ emissions	• Water consumption
• Training and obligations	• Good governance
	• Developing rights and employees



Focus on sustainability helps BTE stay on course towards 2050

Within BTE, the Sustainability Steering Group plays a central role in realising our ambitions. Under the direction of management, we focus on three pillars: **sustainable processes, sustainable products and a sustainable company**.

We take our responsibility seriously and strive to be completely CO₂ neutral by 2050, in line with the European Climate Law. In doing so, we base ourselves on the *Sustainable Development Goals* (SDGs) established by the United Nations in 2015.

SIX PRIORITIES FOR SUSTAINABLE GROWTH

During a series of brainstorming sessions in 2021, management and the steering group selected the six SDGs that are most relevant to BTE.



Industry, innovation and infrastructure (SDG 9): we are making our processes more sustainable, modernising factories, stimulating innovation and accelerating the digital transition. We are also working on sustainable transport within our chain, for example, by electrifying our vehicle fleet and forklift trucks.

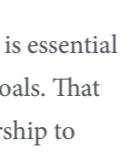


Sustainable cities and communities (SDG 11): by using circular raw materials, utilising alternative energy sources and

promoting electric transport, we contribute to the sustainability of urban areas. We do this, for example, by installing solar panels on our buildings

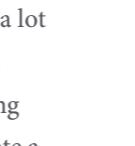


Climate action (SDG 13): we are reducing of fossil fuels step by step. In doing so, we are fully committed to alternative fuels, we support the climate agreement, and we are looking for circular solutions, such as INVIE and products that contribute to the energy transition (BTE Energy).

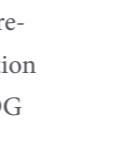


Collaboration is essential to achieving goals. That is why partnership to achieve goals (SDG 17) is our fourth priority. BTE is actively working on collaborations and partnerships that accelerate sustainable development. For example, we have var-

ious collaborations with the major contractors in our country.



In addition, we pay a lot of attention to good health and well-being (SDG 3). We promote a safe and healthy working environment with flexible working hours, home working options and ergonomic workplaces to support the vitality of our employees.



Lastly, we focus on responsible consumption and production (SDG 12). This means conscious use of consumables and responsible procurement and use of sustainable raw materials, such as recycled aggregate.

Rebuildable culvert: building a circular and sustainable system

Within the project on the removable culvert, TNO, ProRail, BAM and BTE are joining forces to work on an innovative, rebuildable culvert solution. Each company contributes its own expertise, with a shared ambition: to develop, engineer and test a future-proof culvert system.

Traditional culverts are usually manufactured with conventional materials and produced and used in fixed forms. This project seeks to develop a system that is designed to be circular, constructed from standardised 'building blocks' such as wall and floor elements. This design makes it possible to construct culverts in a modular way, with advantages in terms of reusability, maintenance and service life.

An important goal within the project is to realise environmental benefits, both in terms of MKI score and CO₂ reduction. By experimenting with alternative reinforce-

ment and innovative concrete mixtures, we are taking steps towards a circular concrete concept. For example, the new culvert elements are produced with BFRP reinforcement in combination with geopolym concrete.

Together, we are building a circular future in which sustainability, collaboration and innovation go hand in hand.





BTE Energy: Sustainable prefab concrete solutions for the energy transition

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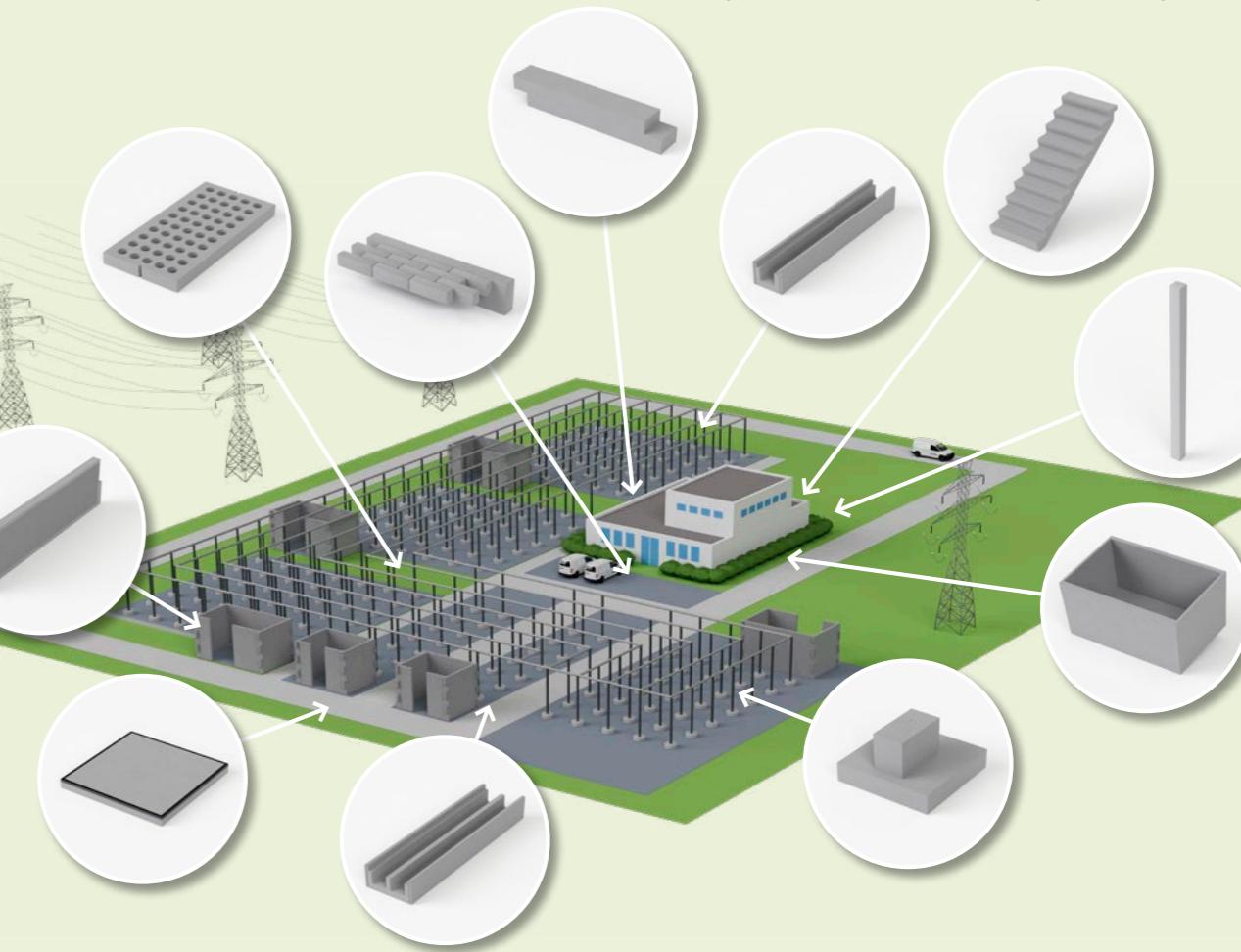
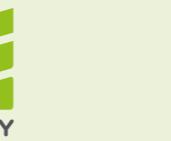
BTE Energy is a new initiative within BTE that focuses on supplying innovative and sustainable prefab concrete products for projects in the energy transition. At a time when the transition to renewable energy sources is becoming increasingly urgent, BTE Energy plays a crucial role by offering reliable, sustainable concrete solutions for the infrastructure of the future. These range from retaining walls and cable ducts to foundations and customised solutions, all with a focus on sustainability and efficiency.

The energy transition is driving the move from fossil fuels to sustainable energy sources such as solar, wind and water. The construction sector has an important role to play in this, especially in the construction of new infrastructure such as high-voltage substations and energy storage facil-

ties. BTE Energy supplies prefab concrete products that not only meet the highest technical requirements, but also contribute to lower CO₂ emissions through the use of green concrete mixes.

What makes BTE Energy special is its integrated approach: from advice and engineering to production and installation, everything is done under one roof. This enables customers to save time and limit failure costs. The combination of prefab concrete, fast delivery times and a focus on sustainability makes BTE Energy a reliable partner in the energy transition.

BTE Energy offers various prefab concrete products that are essential for the energy transition, such as concrete footings for high-voltage pylons, robust cable ducts and foundations for transformer stations. Thanks to an efficient production process, with locations throughout the United Kingdom, we can deliver fast and at the same time contribute to the sustainability of the construction sector.



“New energy brings new ideas. And I can assure you: at BTE Energy, we’re bursting with them.”

Jörgen Hernise, Commercial Manager BTE Energy (Ranei),

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Extraction of construction raw materials by our supplier Teunesen Zand & Grint

Sustainable procurement: building trust, connection and progress

For BTE, sustainable business starts with the choices we make. And that starts with procurement. Every procurement decision has an impact on the entire chain, from raw materials to end products. That is why sustainable procurement is firmly embedded in our policy and in our daily activities.

We consciously work with suppliers who not only deliver what is requested, but also contribute to quality, sustainability and transparency.

Our partners are assessed annually on fixed criteria such as timely delivery, environmental performance, sustainability policy, product quality and cost transparency. Most suppliers score

above 9, confirming that our partners share our ambitions.

Our approach goes beyond price and delivery time. We choose partners who contribute to a sustainable future. We do this based on international guidelines such as the OECD and the Sustainable Development Goals, with a focus on CO₂ reduction, circularity and

respect for human rights. Apart from procurement, collaboration with our clients (contractors and government agencies) also contributes to this. For example, the KIA project we are carrying out with TNO, BAM and RWS, or the project involving the development of removable bog girder with Heijmans and RWS. But also the project with BAM in the field of redesigning standard cable ducts with Tencate. In this way, we are building more than just concrete products together. We are building a fair, future-oriented chain in which trust, connection and joint progress are central.

Towards green concrete: the promise of INVIE

Concrete is still the most widely used material in the construction sector. At the same time, the associated CO₂ emissions pose a major challenge to the sustainability of our living environment. At BTE, we are constantly looking for innovative solutions that really make a difference.

One of the most promising developments is INVIE: a circular and cleaner cement technology that, in our view, is a symbol for the concrete industry of tomorrow. The development of INVIE is part of the European CIRRCON project (Circular Reinforced Concrete with Upgraded Waste). This project is made possible in part by a grant from the European Union's LIFE programme.

INVIE uses, among other things, waste streams from the steel industry and ash from combustion processes and converts it

into a new type of cement. The base material is formed, ground and mixed under controlled conditions.

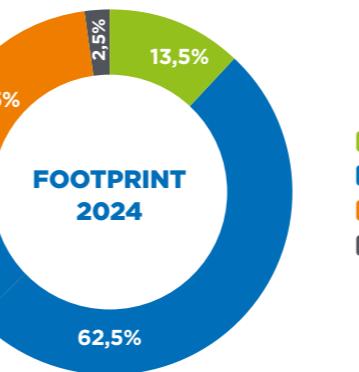
The result? A sustainable cement that significantly reduces emissions and is circular. INVIE is currently being used in pilot projects for various prefabricated concrete products, such as hollow-core slabs, retaining walls, pipes and industrial floor slabs. Together with our customers, we are closely monitoring its long-term performance. Our goal: broad applicability and ultimately, a completely emission-free concrete sector.



Retaining walls made with INVIE

/N V/E

INVIE proves that change is possible. It requires vision, knowledge and courage. We believe that green concrete is not a dream, but within reach.



- Passenger transport fleet 330 tonnes of CO₂ (13.5%)
- Fuels for heating 1,532 tonnes of CO₂ (62.5%)
- Fuel production 527 tonnes CO₂ (21.5%)
- Grey electricity 62.9 tonnes CO₂ (2.5%)

Reduction target	2021	2022	2023	2024	% difference 2024 compared to 2021
Tons of CO ₂ emissions per ton of concrete	119,728	122,993	100,226	106,648	▼ 13%
Target CO ₂ reduction of 35% in 2028 compared to 2021, CO ₂ reduction of 50% in 2030 compared to 2021.					

Subject	2023	2024	Difference	Explanation
Number of tonnes	978,740	987,184	▲ 0.9%	More produced
Green electricity kWh	7,206,505	7,276,267	▲ 1.0%	More electric transport
Natural gas in m ³	577,408	637,470	▲ 11.1%	More heated
Diesel production in litres	296,482	224,766	▼ 24.1%	More electrical equipment
Diesel car in litres	40,903	35,820	▼ 12.4%	Two additional company vans
Petrol car in litres	81,439	67,646	▼ 16.9%	More electric cars
Declared kilometres	353,187	418,297	▲ 18.4%	More transport movements
Total CO ₂ emissions in tonnes	3,230	3,230	0.0%	

LEGISLATION

We naturally comply with the latest laws and regulations. We periodically assess this compliance through both internal and external audits. We are also proactively fulfilling our duty of care, for example by testing the process waste that is discharged.

CO₂ FOOTPRINT

Every year, a CO₂ footprint is calculated for each BTE location. This shows how much CO₂ we emit. It gives us sufficient information on which to base our reduction targets. We publish the CO₂ footprints on our website.

Valuable use of water and waste: building circularity

At BTE, we believe that sustainable entrepreneurship starts with being conscious of what you use. Water and raw materials are not to be taken for granted. That is why we are committed to smarter consumption, reuse and circular thinking.

By 2024, we will have installed new water meters at all our locations. This will give us real insight into our total water consumption for the first time, which is an important step towards raising awareness and targeted sustainability. In total, we consumed more than 103,000 m³ of water, of which approximately 85% was spring water and 15% was tap water. Most of the spring water is used in Waspik, where it is needed for washing 30x30 tiles. It is exactly there that we have started an innovative project to make this process circular: with a closed rinsing system, we want to reuse the water instead of discharging it. A great step towards less waste and more efficiency.

We mainly use tap water for concrete production, cleaning of installations and sanitary facilities.

By measuring more accurately, we can take more targeted action. This is how we make a difference: with greater insight, we are reducing our consumption and making our production processes more sustainable, step by step.

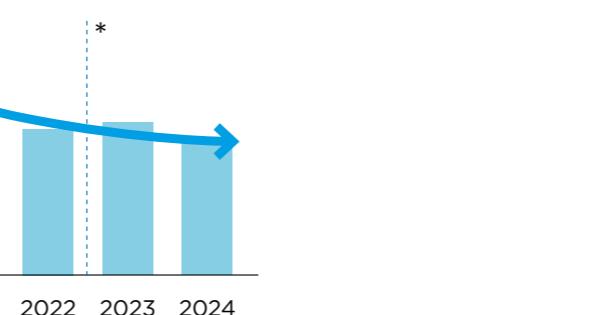
We are also making good progress in the area of waste. Concrete waste, originating from rejected products or mixed batches, for example, is collected by regular chain partners and reused as a substitute for primary raw materials. In this way, we close the concrete cycle.

The released reinforcing steel is collected as scrap and reused in new steel products. Most of the steel we purchase already consists of 85% recycled material, a percentage we would like to increase further.

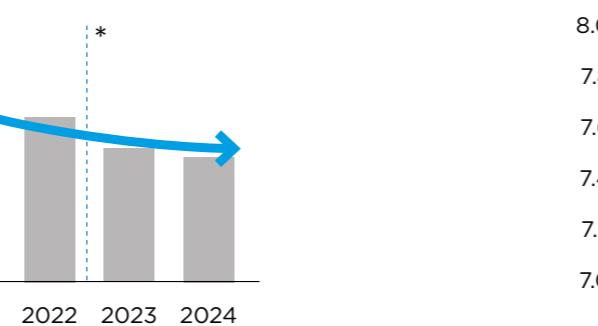
Used wood from moulds and special products is shredded and processed into wood fibres, which are used for chipboard, among other things. This gives wood a second life. Plastic remains a point of attention. Where possible, we limit its use and work with our chain partners to find more sustainable alternatives for packaging materials.

Step by step, we are reducing our ecological footprint. By measuring, improving and reusing, we are helping to build a circular future. And we are doing this together.

Water consumption relative to tonnes of production (%)



Concrete waste (tonnes)



* Before 2023, these figures are only from BTE Nederland B.V.
From 2023 onwards, the figures include our German companies.

ENERGY CONSUMPTION: SUSTAINABLE STEPS FOR A GREENER FUTURE

forward in energy efficiency: We have replaced around 95% of our lighting with energy-efficient LED lighting, which contributes to both lower costs and a lower ecological impact.

Electricity consumption

Electricity consumption at BTE has remained fairly stable in recent years. This is not surprising, given the growing electrification of transport and mobility, such as the increasing use of electric vehicles.

In addition, we have taken a significant step

Gas consumption

We are seeing a positive change in gas consumption. Our gas consumption has fallen significantly in recent years, with the most important result being the adjustment in

2022-2023, when we implemented a winter

Diesel consumption

Our diesel consumption is also showing a clear decline. We are phasing out more and more diesel trucks and replacing them with

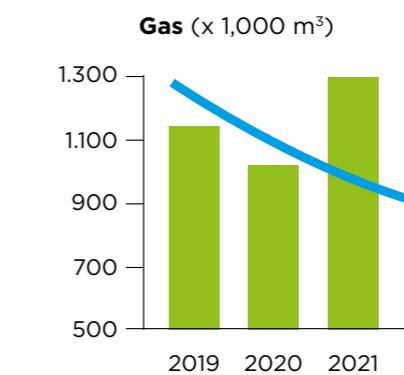
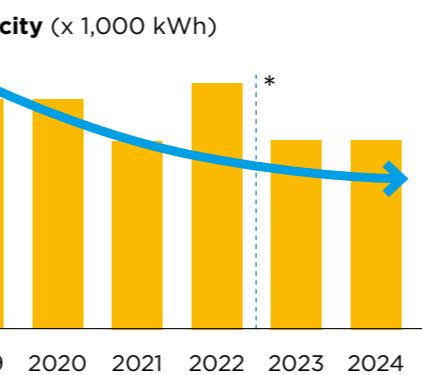
plan that improved efficiency. The biggest reduction can be seen at De Meteoor, where we have switched to a much more sustainable way of heating. Since 2021, gas consumption at this location has even fallen by more than half, which is an important step in achieving our sustainability goals.

more sustainable alternatives, such as electric trucks. In 2025, we will take an important step by partially switching to IVO10, a renewable biofuel produced from waste materials, residual oils and used cooking oil.

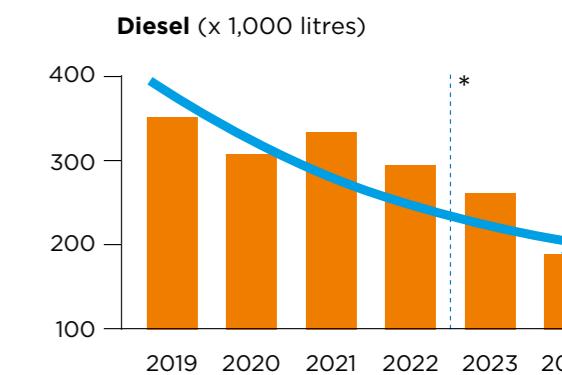
This fuel can be used directly in existing diesel engines and offers a powerful solution for making our mobility more sustainable.

This contributes to our broader objectives for a greener future.

Energy consumption BTE



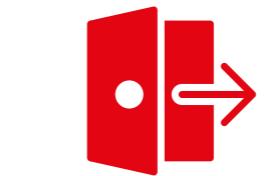
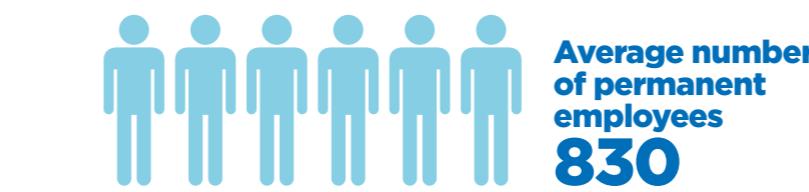
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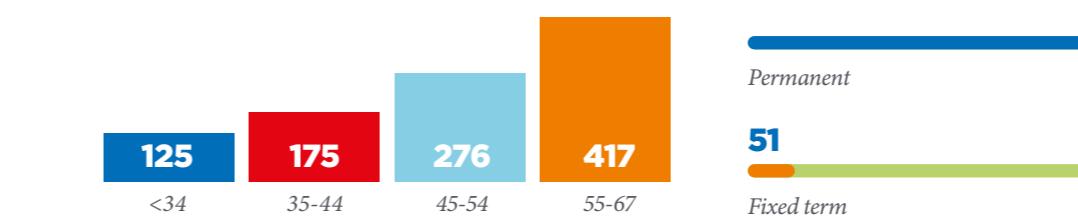
Society



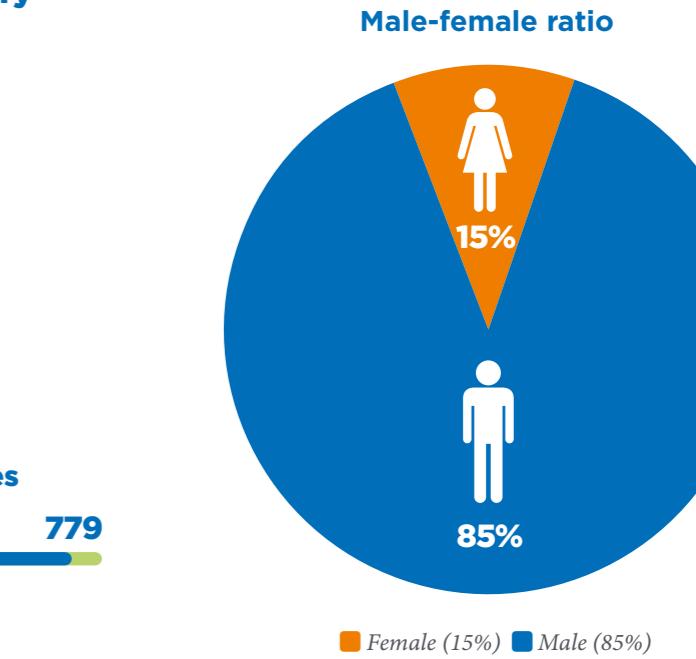
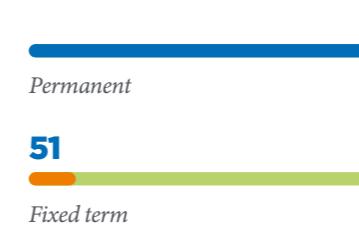
Employees



Age structure of BTE employees



Distribution by contract type in number of permanent employees





Our people are at the heart of it all

VFIER:

LEADERSHIP WITH COURAGE

Good leadership is crucial for a strong, future-oriented organisation. Based on this conviction and the needs of our managers, BTE developed the VFier leadership programme. The name refers to our four core values: trust, innovation, connection and reinforcement, as well as pride in who we are and how we work together.

VFier consists of two parts: a solid foundation and an annual assurance programme.

The foundation starts with a TMA analysis and intake interview, followed by three training days, three masterclasses and three in-depth peer reviews. The assurance programme is shorter and focuses on repetition, deepening and current themes.

After management and managers, it is now the turn of the team leaders. Every year, two groups of ten team leaders start the programme. The programme revolves around personal development, connecting with others and effective team leadership. Inter-

active sessions such as masterclasses and peer reviews keep insights alive.

VFier is part of a broader movement within BTE. For example, our HR cycle has been expanded to include digital appraisal interviews. With a focus on leadership and development, we are building an organisation that will remain strong tomorrow.

VERA:

DIGITISATION AS AN ACCELERATOR: TOWARDS STABLE AND EFFICIENT HR PROCESSES

At BTE, we are building a future-proof organisation with systems that are both reliable and agile. That is why we launched the VERA project in 2024: an important step towards simplicity, stability and efficiency in our HR processes.

Our previous AFAS system was increasingly crashing due to complex customisation. That is why we opted for a powerful approach: back to the standard, based on the ESD method: simple, straightforward and

clear. By letting go of unnecessary customisation and rebuilding on a solid, clear basis, we are making the system robust and future-proof again.

And that is exactly what VERA stands for: Strengthen, Connect, Trust and Renew with AFAS.

With VERA, we not only simplify and improve the reliability of our HR processes, but also create space for growth, collaboration and enjoyment at work. Less complexity, more impact!

2023 and 2024 were dominated by the reform and modernisation of the academy. Safety was the most important theme here, with a focus on certifying colleagues and training prevention officers. Safety also remains an important theme: the e-learning safety programme has been completely revamped and people with a key role in the safety of electrical installations have received extensive training.

BTE ACADEMY:

THE BTE ACADEMY IS GROWING: INVESTING IN LEARNING AND DEVELOPMENT

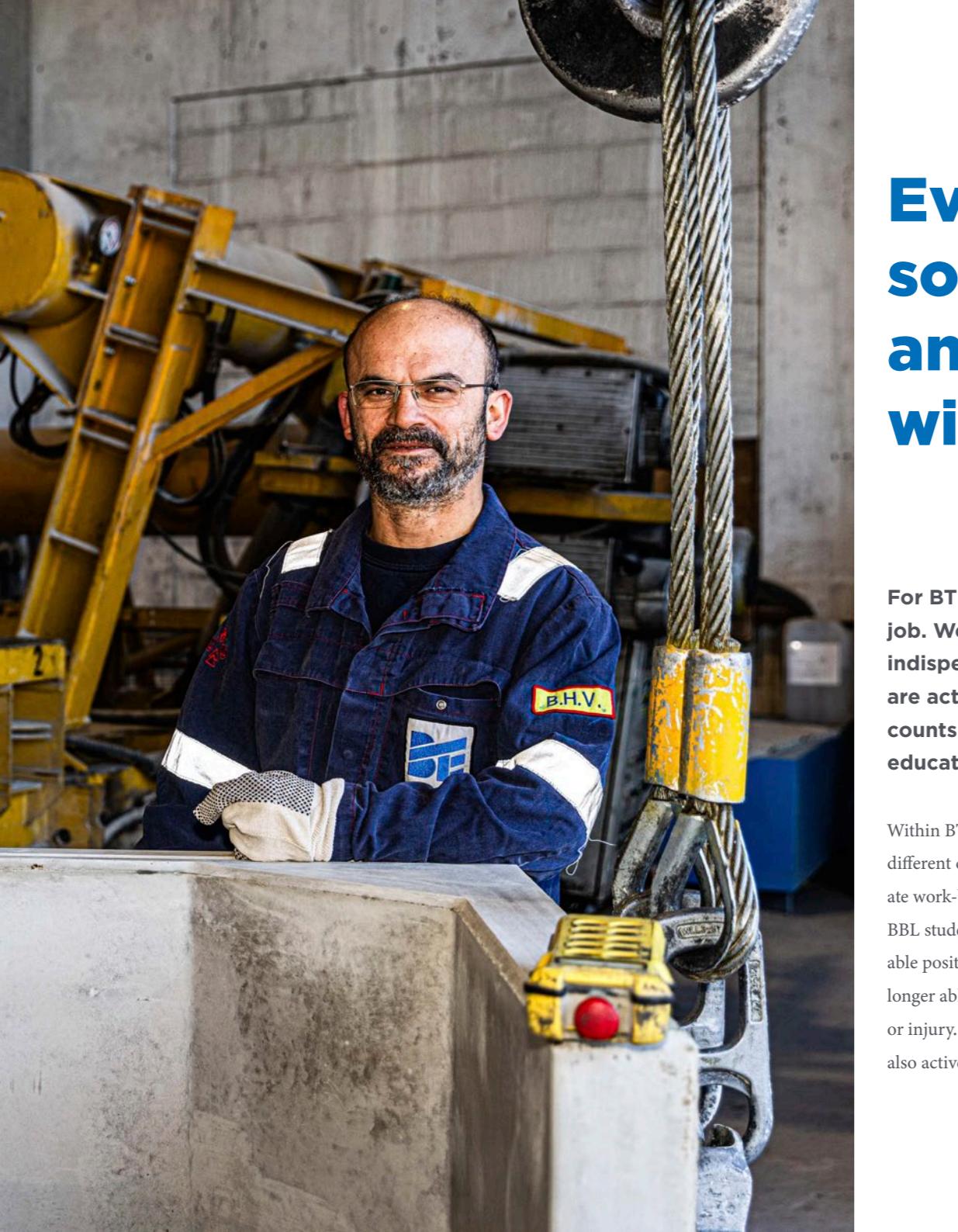
Continuous learning, growth and improvement are central to BTE. The academy plays

an important role in this. Due to growing demand and ambitions, the academy team has been strengthened. We are extremely pleased with this reinforcement, which makes it possible to arrange and organise more training courses, but also to design our own training courses. In this way, we ensure the possibility of lifelong learning within BTE.

NUMBER OF TRAINING COURSES

BTE ACADEMY 2024

Health and safety training	392
Personal training	
Leadership development	247
Subject-specific training	
Skills training	108
Total	747



Everyone counts: social entrepreneurship and equal opportunities within BTE

For BTE, being a good employer goes beyond simply offering a job. We take good care of our people, because they are indispensable in making our products and building the future. We are actively committed to creating an organisation where everyone counts and feels at home, regardless of their background, health or education.

Within BTE, there is room for people with different qualities and backgrounds. We create work-based learning places for BOL and BBL students and, where possible, offer suitable positions to colleagues who are no longer able to do their old jobs due to illness or injury. When hiring new employees, we also actively look for people receiving Wa-

jong, WIA or WAO benefits, the long-term unemployed and people with a history of social assistance.

PSO CERTIFICATE

Our social commitment is confirmed by our PSO certificate at level 2 of the Performance Ladder for Social Entrepreneurship.

This is the second-highest level and indicates that BTE contributes more than average to the labour participation of people who are distanced from the labour market. Social procurement is also part of this.



A BALANCED MALE-FEMALE RATIO

In addition, we strive for an inclusive and diverse work culture in which equality and fairness are central. We have set ourselves

the goal of achieving a balanced male-female ratio in the highest management positions. By embracing diversity at all levels of the organisation and actively working to promote equal opportunities, we want to create an environment in which all employees can realise their full potential. This not only promotes fairness, but also innovation and business success.

Our commitment in this area is not an obligation, but a conscious choice. Because at BTE, everyone counts: in thinking, doing and developing. In this way, we are building a strong, social organisation together, where people are central.

BTE AND SROI

SROI (Social Return on Investment) means social profit in addition to financial value. It is about offering opportunities to people and making an impact on society.

WHY IS THIS IMPORTANT FOR BTE?

The prefab concrete sector offers excellent opportunities to meet SROI objectives. In various roles (in production, logistics, assembly or the office), there are opportunities at different levels and with a range of skills. In this way, we give people with poor job prospects, young people and elderly teachers a chance and strengthen inclusivity and local communities.

BUILDING PEOPLE

We don't just build concrete, we also build people. In practice, this means collaborating with social workshops, work placements and internships, and supporting people returning to work and/or stakeholders as part of our SROI.

More and more companies within BTE are using SROI, which is reflected in figures and stories.



“Safety is not a project with an end date, but an ongoing process.”

Klaas Huijgen, QHSE Manager at BTE



**Safety first:
a working culture
everyone can
build on**

At BTE, safety is not an isolated issue, but an essential part of our working culture. With the slogan 'We work safely!', we emphasise the importance of a safe working environment for all our employees on a daily basis. Because safety is not a project with an end date, but an ongoing process of awareness, commitment and improvement.

WORKING TOGETHER TO CREATE A SAFE WORKING ENVIRONMENT

Our employees are the strength of our company. That is why we invest structurally in creating a pleasant, challenging and safe workplace. We do this not only through

policy, but also through the active involvement of everyone on the work floor. For example, we encourage employees to report dangerous situations or areas for improvement using yellow report cards, via app or by telephone. These reports help us to quickly identify and address risks.

“Behaviour is the key to safety. That is why we’re fully committed to raising awareness and taking specific actions that really contribute to better working conditions.”

Janno Voets, Operations & Commercial Manager, Vebo

FIGURES, AWARENESS AND BEHAVIOUR

Although the number of accidents resulting in absenteeism remained virtually unchanged in 2023 (27) and 2024 (28), the analysis shows that behaviour plays an important role. Two-thirds of the incidents appear to be attributable to carelessness or recklessness. This underlines the importance of behavioural change. That is why we are strongly committed to awareness, training and clear communication.

An important tool in this regard is our annual health and safety plan. It includes specific actions to improve working conditions. These include dust and noise measurements, risk assessments, company emergency response and additional training.

LOCAL COMMITTEES AND AUDITS

HSE committees (Health, Safety and the Environment) are active at every site, meeting regularly to discuss developments and identify improvements.

In addition, the QHSE department carries out internal safety audits, with action points being addressed immediately.

BTE is also well organised in the area of prevention. Every location has emergency response officers and a prevention officer.

In Germany, we work with an external occupational health and safety company that helps us maintain and improve safety. The emphasis here is on attitude and behaviour.

FOCUS ON TRAINING AND CERTIFICATION

To increase safety awareness, we offer targeted training courses for high-risk tasks such as hoisting, using forklift trucks, aerial work platforms or shovels. Employees at external construction sites have a SCC

certificate and follow the Generic Gate Instruction (GPI) annually. This makes them versatile and familiar with the safety standards of different construction sites. The organisation also focuses on certification according to the Safety Culture Ladder (SCL), a method for making the safety awareness of organisations measurable, transparent and comparable. The SCL focuses on a company's safety culture and the safety awareness of its employees. The emphasis here is on

NEW RULES AND SMART TOOLS

BTE continues to improve. For example, two new safety rules have recently been added to our policy:

1. Mandatory reverse parking

A simple behavioural change with a big impact. It contributes to arriving at work safely and leaving safely.

2. No eating or drinking in the workplace

To prevent exposure to quartz dust, extra attention has been drawn to this rule.

To support this policy, all BTE employees were able to order a luxury lunch box, printed with our most important safety rules. A tangible and practical reminder during the lunch break.

DIGITAL SAFETY: CAREFUL HANDLING OF INFORMATION

At BTE, we give digital security the highest priority. In a world where data is becoming increasingly important, it is essential to handle sensitive information with care. Carelessness can lead to data breaches, with personal data or confidential company information falling into the wrong hands. This can entail major risks, such as reputational damage, financial losses and legal consequences for both the individuals involved and the organisation.

To manage these risks and increase our digital resilience, we continuously invest in security measures, awareness and clear procedures. We also have an incident response plan in place, enabling us to respond quickly and appropriately in the event of a cyber attack, so we can limit its impact.

Digital security is an essential part of our risk management. We take various measures to prevent data breaches and cyber attacks and to minimise their consequences. Clear procedures and a well-thought-out plan enable us to respond quickly and effectively to digital threats, so we can guarantee the security of our information and systems.





The BTE Business Guide forms the basis for the expected behaviour of all employees within BTE, including contract workers and temporary workers. This guide covers a wide range of important topics, such as BTE values, safety, human rights, the prevention of bribery and/or corruption, and the protection of personal data and privacy. Compliance with these guidelines is not only crucial for ensuring a safe and ethical working environment, but also for creating a sustainable culture that protects the future of BTE.

The Business Guide sets out clear rules on how we behave, not only towards each other as colleagues, but also towards our customers, business partners, shareholders, suppliers and society at large.

This includes matters such as complying with anti-corruption policy, ensuring transparency in credit management, and showing responsible payment behaviour and creditworthiness. Sincerity, integrity and purity

are the core values that BTE holds dear. We expect these values to be reflected in all our relationships and business activities.

BTE strives to put these standards and values into practice by providing employees with the necessary resources and knowledge

to act ethically and with integrity. In 2025, an e-learning programme will be introduced to create constant awareness of the impor-

tant topics covered in the Business Guide. This programme will ensure that our employees remain well informed and are always aware of the expectations regarding integrity and compliance.

In addition, audits will be carried out in 2025 that focus specifically on the conclusion of agreements. This includes audits for fraud and other risks, enabling us to identify any weaknesses in our processes and improve them where necessary. As part of their employment contract, employees will also sign a statement confirming their commitment to the guidelines of the Business Guide, further underlining BTE's commitment to ethical business practices.

The Business Guide emphasises the importance of acting with integrity and honesty,

BTE Business Guide

complying with laws and regulations and respecting generally accepted social standards. In addition to e-learning and audits, we are working on broader risk management processes, including a compliance risk assessment, which will be rolled out in 2025.

These initiatives ensure that BTE continuously improves its business operations, identifies risks in a timely manner and remains committed to transparency and responsibility in all its activities.



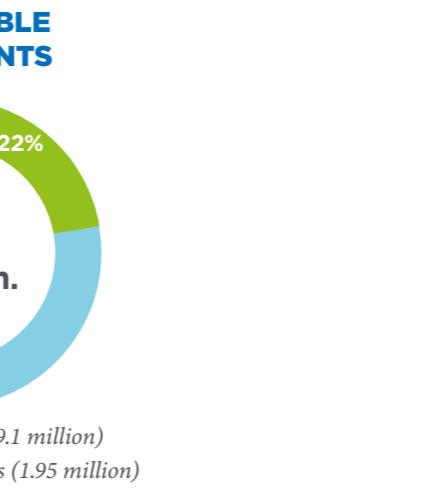
Bridge girders
By Romain

Sustainable investments and financing: building long-term value

We consciously make sustainable choices within our financial strategy too. In 2024, we took significant steps to further align investments and financing with our social responsibility and ambition to create sustainable value: economic, ecological and social.

INVESTING WITH IMPACT
We are increasingly focusing on investments that contribute to the transition to a sustainable economy. In 2024, 22% of our new investments were labelled as 'sustainable', based on internal criteria and recognised frameworks such as the EU taxonomy. Examples include investments in energy efficiency, circular business processes and sustainable mobility. These choices not only deliver environmental benefits but also make us more future proof in a rapidly changing market.

SUSTAINABILITY AS THE BASIS FOR (RE)FINANCING
Sustainability is also playing an increasingly important role in our financing structure. In 2024, we successfully invested in this, for example, in an ESG-linked loan or green bond. This strengthens our financial position and directly links our sustainability goals to financing conditions. From now on, we will apply an ESG assessment as standard when (re)financing projects.



The EU taxonomy considers six key environmental objectives:

- Combating climate change
- Adapting to climate change
- Sustainable use of water
- Transition to a circular economy
- Preventing pollution
- Protecting and restoring biodiversity

EU TAXONOMY: FOCUSING ON TRANSPARENCY

The EU taxonomy helps us to better measure and account for our sustainability efforts. In 2024, we conducted our first comprehensive analysis of our activities based on these guidelines. This gives us a clearer picture of the extent to which our business operations are considered environmentally sustainable, based on six key environmental objectives.

This transparency enables us to better guide our ambitions and communicate openly with our stakeholders.

WHAT DOES THIS MEAN FOR BTE?

At BTE, we work with a long-term investment plan. This plan has been assessed by the Sustainability Steering Group, which has identified the environmental impact of each investment (where possible). This helps us to make more conscious choices in the future about investments that actually contribute to reducing our ecological footprint.

Some examples of investments that fit within this approach:

- A project plan to recycle spring water as rinsewater.

- The switch from Coal to Gas in our products.

- Investments in electric equipment.

- Initiatives to work with circular materials.

By strategically embedding these projects in our investment policy, we're strengthening the link between financial choices and sustainable impact. In this way, we are purposefully building a future in which economic growth goes hand in hand with care for the environment and society.

“Sustainability isn't a cost item, but an investment in future-proof value.”

Erwin Leuven, CFO BTE

Certifications: building trust and improvement

At BTE, we do not view certifications as an end in themselves, but as a valuable means of making our commitment to quality, sustainability and social responsibility tangible. They give direction to our ambitions, confirm our working methods and encourage us to keep moving forward.
Independent assessment based on clear standards helps us in this regard; it shows us where we stand and where we can grow.



SYSTEM CERTIFICATIONS

Various system certifications are used based on market needs and product categories. However, this does not mean that if a location does not have this certification, it does not have good quality management or environmental management, for example.

Our management systems are certified according to international standards at several locations:

ISO 9001 (quality management) Certified at four locations – De Meteoor and De Hamer in Nijmegen, Heumen and Waspik.

ISO 14001 (environmental management) Certified at four locations – Vebo Beton & Staal in Bunschoten and De Hamer in Nijmegen, Heumen and Waspik.

Certified at four locations – Vebo Beton & Staal in Bunschoten and De Hamer in Nijmegen, Heumen and Waspik.

CO₂ Performance Ladder Level 3

Certified at three locations – De Hamer in Nijmegen, Heumen and Waspik. These certifications demonstrate that we are working in a structured manner to continuously improve our quality, environmental performance and reduce CO₂ emissions.

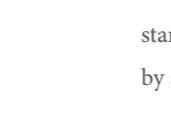
PRODUCT CERTIFICATIONS

Across all our locations, we have more than 50 KOMO product certificates. Most of

these relate to our concrete products, with a few relating to steel products. They confirm that our products meet the applicable technical and sustainable quality standards, as customers and clients would expect.

Certified at four locations – Vebo Beton & Staal in Bunschoten and De Hamer in Nijmegen, Heumen and Waspik.

Certified at four locations – Vebo Beton & Staal in Bunschoten and De Hamer in Nijmegen, Heumen and Waspik.



OTHER CERTIFICATIONS

CSC (Concrete Sustainability Council) All locations are CSC certified: ten with gold, one with silver. This certification makes our contribution to sustainable construction concrete and measurable.



PSO

(Performance Ladder for Social

Entrepreneurship)

BTE is certified at level 2. This demonstrates that we actively offer opportunities to people who are distanced from the labour market. All branches contribute to this.



These certifications demonstrate what we stand for: building a responsible future, step by step.





Cable ducts Musselkanaal
By BTE Energy

“Innovation as a process: building together towards renewal and sustainability”

At BTE, we believe that innovation does not arise by chance, but from commitment, collaboration and structure. It is a process in which ideas grow, are tested and ultimately become reality. It is by connecting employees from different disciplines that we create the space to innovate and at the same time contribute to a sustainable future.

Innovation often starts with recognising a need. Sometimes, this comes from the market: customers ask for more sustainable solutions or bring new applications to our attention. Sometimes, innovation arises internally, for example, from the desire to make processes more efficient, use fewer raw materials or reduce the footprint of our

products. In many cases, this is the result of targeted research by our R&D teams.

Every employee at BTE can submit an idea via an accessible system. These ideas are then assessed by a specialist group and checked against various criteria: is it technically feasible? Does it align with our

strategic goals? Can it contribute to CO₂ reduction or circularity? And, not unimportantly, is it economically viable? The best ideas end up in a project portfolio in which projects with different risk classes coexist. This allows us to spread risks and use resources effectively. This structured process allows us to maintain focus and leave room for creativity.

What makes innovation within BTE particularly special is its connection to our CSR objectives. Many new products or process improvements focus on sustainability: lower CO₂ emissions, circular raw materials and/or energy-efficient production. In this way,

innovation contributes directly to our ambition to structurally reduce our footprint as an organisation.

But innovation is more than just technology and sustainability. It is also about culture: daring to think in terms of possibilities, being open to feedback and taking joint responsibility for improvement. Every step, no matter how small, can be the start of a big change. Because ultimately, real progress does not come from above, but from within.

From craftsmanship, commitment and the belief that together we can build something that really matters.

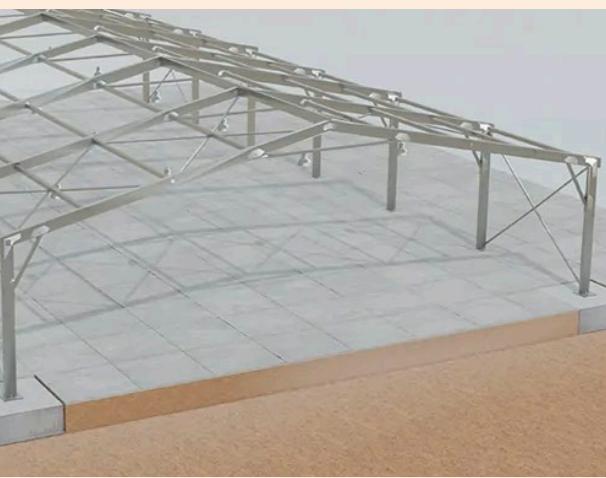
“Innovation is collaborating in a new way. It requires creativity and courage, but it generates energy and satisfaction when it succeeds.”

Guillaume Doudart de la Grée, Product and Process Innovation Manager at BTE

Sustainable construction with Stelcon® GROUND BASE

A smart and sustainable foundation is the basis for future-proof construction. The innovative Stelcon GROUND BASE foundation system makes it possible to build temporary units and structures quickly, safely and circularly, without traditional concrete pouring or moving soil.

The prefab concrete slabs are reusable and fully recyclable, significantly reducing waste and CO₂ emissions are significantly reduced.



GROUND BASE
BY BTE STELCON GMBH

Smarter and cleaner production: PU as a sustainable alternative to EPS sections in moulds

The prefab concrete sector is constantly looking for ways to produce more sustainably: with less waste, less manual labour and higher product quality. Sustainability is not only about large, visible changes, but also about small improvements that together make a big difference. Seemingly 'insignificant' innovations can have a major impact in the long term.

A good example of this can be seen at Hercules, where innovative work is being done on such an improvement: replacing traditional EPS sections (known under the brand name Tempex) with a more sustainable alternative made of PU (polyurethane).

WHAT IS A SECTION AND WHY IS IT IMPORTANT?
In the production of prestressed lintels (load-bearing prefabricated concrete elements above windows and doors), so-called sections are used - panels that are placed to create different lengths of lintels in the 6 to 7-metre-long moulds into which the concrete is poured.

These ensure that the concrete is shaped exactly as required, down to the smallest detail. Until recently, these panels were often made from EPS (expanded polystyrene). Although functional, EPS is environmentally unfriendly in terms of both production and processing, and is also quite labour-intensive: it requires manual removal and often results in a rough finish that requires additional processing of the concrete. For production employees, working with PU means a safer, cleaner and less labour-intensive working method. No more cutting EPS, less dust, less physical strain and a more efficient production process; this makes work more pleasant and productive.

PU: MORE SUSTAINABLE, MORE PRECISE AND MORE EFFICIENT

Together with Innovation Project Managers Peter van der Heijden (BTE) and Bert Lettink (Hercules), Hercules is now experimenting and working extensively with an alternative: PU sections, made from polyurethane, a plastic that is used in sustainable industrial applications.

The sections are reusable, last longer and can be accurately shaped. And that is precisely where the benefit lies: PU can be used to produce much tighter elements that require little or no finishing or repair. This not only saves time and material, but also reduces

the risk of errors. In addition, there is no longer any need to purchase EPS and the waste that is produced no longer needs to be disposed of. Because this is always contaminated with concrete, recycling is no longer possible.

Bert: "We learn from every application and continuously adapt our designs. It may not be feasible to completely abandon EPS right away, but we'll soon be able to replace most of it with PU. The experience we gain here can soon be used by other BTE companies as well."

OTHER BTE COMPANIES WILL ALSO BE TESTING

The results at Hercules are promising. De Hamer has also taken its first steps in this direction: PU sections are being tested for

the positioning of recesses. In addition, the first moulds with PU sections can also be found at Vebo. Peter and Bert expect that several branches within BTE will benefit from this approach. Not only because of the environmental advantages, but also thanks to the improved product quality and efficiency.



From design to production: the images show how a PU section is created. First, a precise mould is printed using a 3D printer. This mould is then used to manufacture a PU section. The section is then placed in the production mould of the lintel, creating a sleek and durable concrete element without the disadvantages of Tempex.



Our driving forces

Despite the diversity of cultures, backgrounds and expertise of our brands and production locations, we share a number of important driving forces. We have summarised them below. These are, as it were, in our DNA.

STRENGTHEN

Knowledge and inspiration

Knowledge is the driving force behind our organisation. Only by inspiring each other, developing knowledge and sharing new insights can we earn appreciation and be successful in producing the best products and delivering the smartest solutions for our customers.

INNOVATE

Modern and innovative

With the help of advanced production facilities, we proactively respond to economic, societal and social needs to constantly innovate and improve. Always focused and alert. This requires clear agreements with each other, focused on clear goals and results.

TRUST

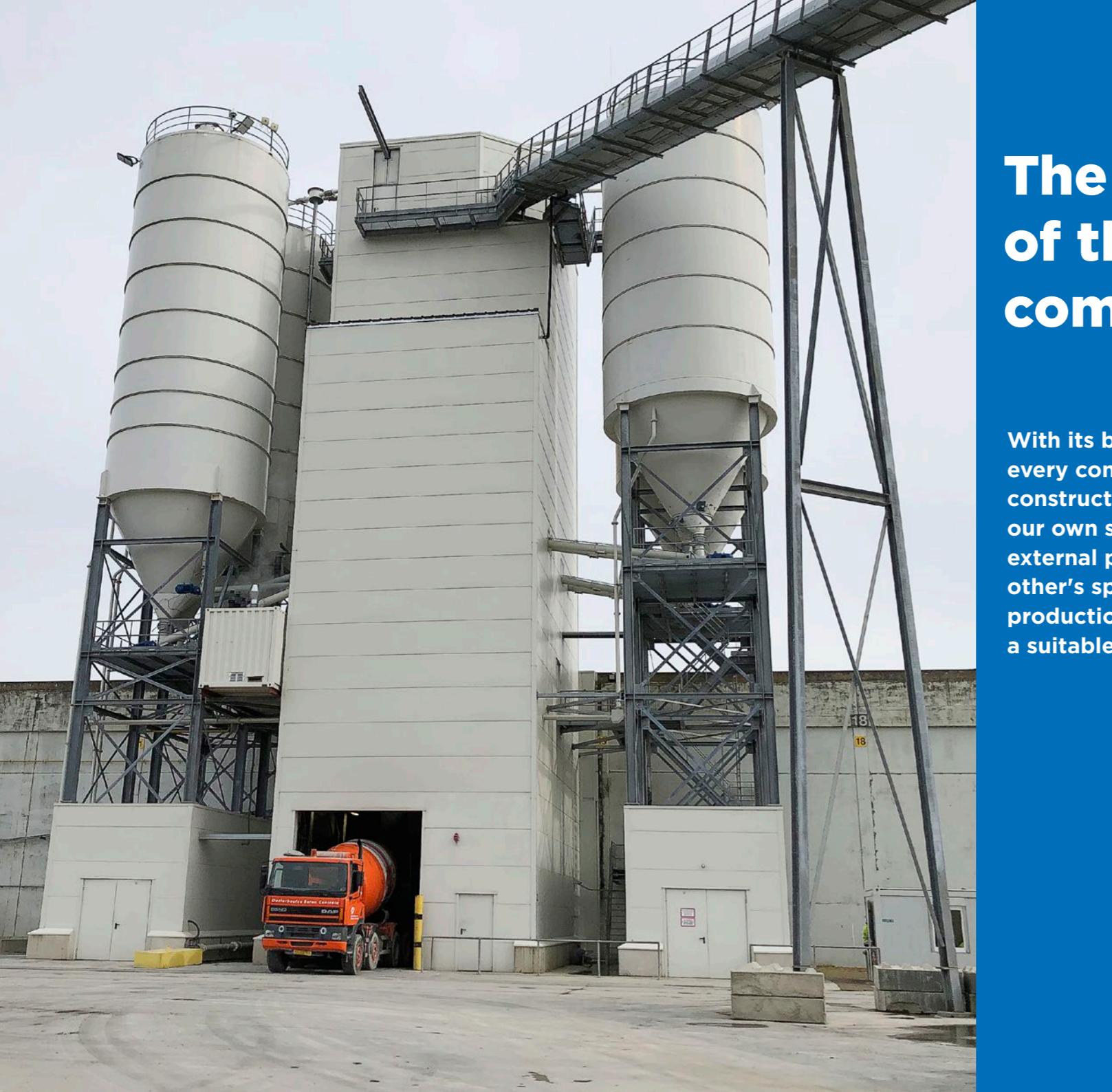
Safety, entrepreneurship and sustainability

We work in an environment that encourages our own ideas, ideals and entrepreneurship. We are critical of ourselves and our environment. Safe (working) conditions are central to this, as are care for people, the environment and reducing CO₂ emissions.

CONNECT

Building together

Everyone counts. We draw strength and enjoyment from our relationships and shared interest. We listen to each other and offer each other help and guidance. In this way, we build a company together that we can be proud of!



The strength of the combination

With its brands, BTE is active in every conceivable market within the construction sector. We combine our own strengths with those of external partners. By utilising each other's specialist knowledge and production facilities, we can provide a suitable solution for every issue.



Rail industry, Stelcon® and wells

De Meteoor stands for high-quality, tailor-made prefab concrete products. De Meteoor is known for its Stelcon slabs: the 2x2 concrete slabs with or without steel angle reinforcement. De Meteoor also produces manholes and prefab concrete for heavy rail, light rail and infrastructure projects in Western Europe.



Foundation technology

Lodewikus has been supplying prefabricated piles (standard and customised) for residential, non-residential and infrastructure construction projects for decades. Consistent high quality has become its trademark.



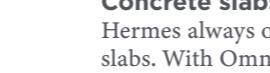
Residential and non-residential construction

Vebo offers a range of products and solutions in prefab concrete and steel for facades and buildings in residential and non-residential construction. Vebo distinguishes itself by supplying just-in-time customised products based on standard products wherever possible.



Concrete slabs

Hermes always offers the perfect solution in concrete slabs. With Omnicon®, Agricon® and Hydrocon® (yard paving, water-permeable and industrial slabs), Hermes always supplies the right concrete slab for every project and every environment.



Concrete elements
Hercules is involved in the production and trade of prefab concrete elements for residential and non-residential construction, civil engineering and infrastructure.



Sewerage and paving

De Hamer specialises in prefab concrete for sewerage systems and paving. In addition to standard sewerage and paving materials, De Hamer offers innovative concrete products for the design of public spaces and civil engineering.



Stairs and landings

Steenhuis specialises in the production of concrete stairs and landings. With its own weaving, modelling, casting and engineering departments, Steenhuis delivers quality and can respond flexibly to different requirements and delivery times.



Civil engineering

Romein produces prefab concrete for civil engineering structures. Romein can be involved in every phase of the construction process and distinguishes itself by offering integrated engineering, production and installation of concrete elements. It provides both standard and customised solutions for viaducts, bridges, tunnels and culverts.



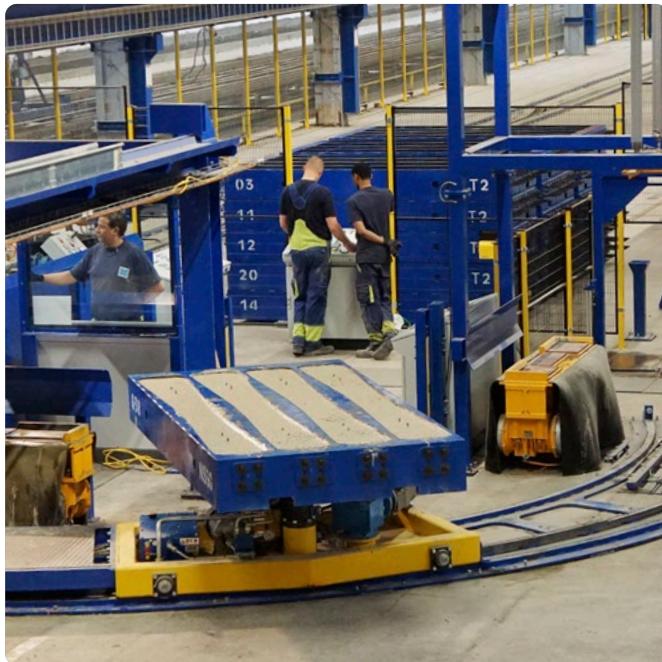
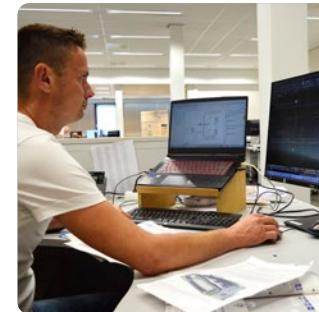
Surface paving and railway systems

In addition to Stelcon's slabs, BTE Stelcon GmbH also supplies track systems and other prefab concrete elements in Germany and neighbouring countries. The company is a partner for innovative and sustainable solutions in infrastructure, industry and agriculture.



Prefab concrete and anchor plates

The German subsidiary trades in prefab concrete and steel anchor plates with our BTE companies.



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