MANNOK

2030 VISION

Sustainability Strategy 2021 - 2030

AN INTERIM REVIEW OF OUR NET ZERO CARBON JOURNEY

FIRST PUBLISHED MAY 2022

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An interim review of our net zero carbon journey

CONTENTS

CEO MESSSAGE

Dara O'Reilly | Chief Executive Officer

Dara O'Reilly succeeded Liam McCaffrey as Mannok CEO on July 1st, 2024. Dara came into the role having gained a wealth of experience as a long-serving Chief Financial Officer with the company.

MANNOK

2030 VISION

Sustainability Strategy 2021 - 2030

JOURNEY

'Fear Manach' or People of Manach. Mannok is born of the place and deeply rooted in the community in which it serves.

This is an exciting time for Mannok as we look to push on with our sustainability goals, and those ambitions will only be further enhanced by the 94.7% acquisition of the company by CIMSA.

Cimsa, a Turkish-listed global building materials company, and a subsidiary of publicly listed global conglomerate Sabanci Holdings, has sustainability at the heart of its business, just like Mannok, and it aims to accelerate our sustainability ambitions.

We believe the potential for collaboration, and the sharing of sustainability ideas between the two companies, will prove hugely beneficial as we strive to meet the goals laid out in our updated 2030 Vision.

With the initial publication of our Mannok 2030 Vision over 2 years ago Mannok aspired to be leaders in sustainability, and this continues to be the case. We set out our strategy and commitment to take bold and urgent action, together with our community-wide partners, to significantly reduce our emissions, protect and enhance our biodiversity and take steps to improve the quality of the air we breathe for the benefit of future generations.

In the intervening period, we have commenced this journey, made significant investments and developed innovative world first new technologies together with our suppliers and technology partners. This has resulted in significant improvements in our emissions levels and started arming us with vital information to facilitate our planned initiatives in the future.

However, despite these and other achievements over the last 2 years, there is no time to rest upon these accomplishments. While we've made a good start on our journey to transform Mannok into a sustainability leader, there is still a long way to go. In particular, we must continue to explore opportunities to accelerate existing programs and enter new areas where we can also make a significant impact.

I am therefore pleased about how we have further enhanced our Mannok 2030 Vision. We have increased our targeted CO_2 emissions reduction levels. Furthermore, we are embedding our social responsibilities more deeply into our ways of working and decision-making.

However, embedding sustainability into every part of our business is still not enough. In parallel, we must do even more to find opportunities to help our customers, partners, suppliers, and industry peers advance their own sustainability targets for the greater good of all. This is required to ensure we fulfil our responsibility for the long-term environmental, social and economic sustainability of our region.

I would like to take this opportunity to thank all those involved in collaborating on the development of this strategy and continuing to implement the many measures required to fulfil our ambitions. It is only with the commitment and effort of our people rising to the challenge ahead of us, that our business will continue to be sustainable by achieving our ambitious targets.

MANNOK 2030 VISION, ENERGY VALLEY & THOUGHT LEADERSHIP

Paul Monaghan | Head of Sustainability

In response to the Climate crisis, and to secure the company's long-term future, Mannok published its ambitious sustainability business strategy, Mannok 2030 Vision in the summer of 2022. This was a first for the cement industry in Ireland.

Building on the successful launch of the strategy document and the positive feedback it received, a routine annual review was conducted 12 months later. The output of this multi-stakeholder review was a revised and updated set of decarbonisation projects with an increased emissions reduction target of 35% by 2030 (up from 33% in the original version). The current revision of this document reflects these changes. This is aligned with the industry targets set out in the National Climate Action Plan.

Mannok, as a group, is one of the largest energy users in the country. Against the backdrop of the recent war in Ukraine and the subsequent energy price inflation (≤400%), it is a true statement to say the availability of decarbonised energy in sufficient quantities, at reasonable prices, is existential to the future prosperity of the business.

Out of this necessity, the Energy Valley Concept was born. This is a forward-thinking multi-phase deployment of large-scale new renewable energy assets over the next 15+ years to decarbonise the company's industrial base and extensive fleet of vehicles, which complements the overall group's 2030 Vision strategy. Once delivered, this will put Mannok within touching distance of energy independence.

Mannok aspires to be leaders in sustainability. This is a core value of the organisation. We passionately believe this is the best way to safeguard our current employment base, create new green skill-based opportunities, deliver low carbon products and services to our customers to meet growing market demand and help the government meet its national sectoral emission targets.

To this end, we are currently developing industry-leading projects in the areas of solar PV, green hydrogen and wind energy. We are actively engaged with all the relevant government agencies in Northern Ireland, Ireland and the UK who are key delivery partners, supporting Mannok in unlocking these significant long-term financial investments.

This represents a paradigm shift, permanently moving away from fossil fuel dependence with Mannok becoming a green energy producer of green electrons in the form of renewable electricity and green molecules in the form of hydrogen.

In addition, this will relieve pressure on an already constrained system by displacing grid electricity and providing significant flexibility in the form of making available dispatchable excess energy, supporting peak demand and national grid decarbonisation targets (80% by 2030), all within a hi-tech smart grid network ecosystem.

MANNOK HAS BECOME A LEADING VOICE ON A WORLD STAGE FOR AMBITIOUS GOALS IN CEMENT SUSTAINABILITY.

To reach our ultimate goal of Net Zero Carbon no later than 2050, incorporating the key elements of the 2030 Vision strategy and Energy Valley Concept, Mannok estimates that it will require a total investment of at least €500m. To add value to this scale of investment Mannok is developing a Responsible Innovation and IP Strategy that aligns with its Business and Sustainability Plans.

Mannok believes this will not only transform the business but also help shape the wider region, which has the real potential to become an Industrial Decarbonisation Cluster & Green Energy Mobility HUB exemplar that can be replicated both nationally and internationally.

Aligned with our foundational pillars of People, Plant & Partners and working collaboratively in the true spirit of innovation, Mannok is fully committed to embracing its role as a force for good in business, leading with purpose and being a driving force of transformational change during these unprecedented times.

DECARBONISATION PROJECT UPDATE

Paul Carron | Engineering Manager Decarbonisation and Sustainability

The Mannok 2030 Vision was conceived during 2021 and published in 2022. It contains a considered series of major capital decarbonisation projects that will enable Mannok to achieve its original goal of 33% reduction in carbon emissions by 2030.

As the team has grown into the task, we have expanded the scope and scale of these projects, aligned with our increased target ambition of 35% carbon emission reduction over the same period.

To this end, we have critically evaluated each project with an eye not just on the practicality of each project but on what realistically can be achieved to allow us to reach our 2030 target.

With that in mind, some of the projects identified early on in our process have been deferred for certain reasons, such as low technology readiness level (TRL). An example of this would be the deployment of large-scale carbon capture (CCUS) projects, especially in the absence of a supporting national policy framework. It is likely that CCUS will be deployed post-2030.

Another example is electric plasma technology which will be developed over the next decade. The TRL level for large-scale deployment is low and the renewable energy required to power a cement kiln deployment is very high. For Mannok, the time is not right to focus on this technology. Even with a higher TRL level, the electrical grid is currently not sufficiently developed or robust for the impact of using this type of system.

Supplementary cementitious materials (SCM's) are an important decarbonisation pathway for the cement industry and Project Plus, an early research project co-funded by Innovate UK with Mannok, delivered promising results in identifying regional deposits of suitable material that could be used to produce calcined clays.

However, the logistics of extracting and transporting this material and activation through flash calcination proved uneconomical.

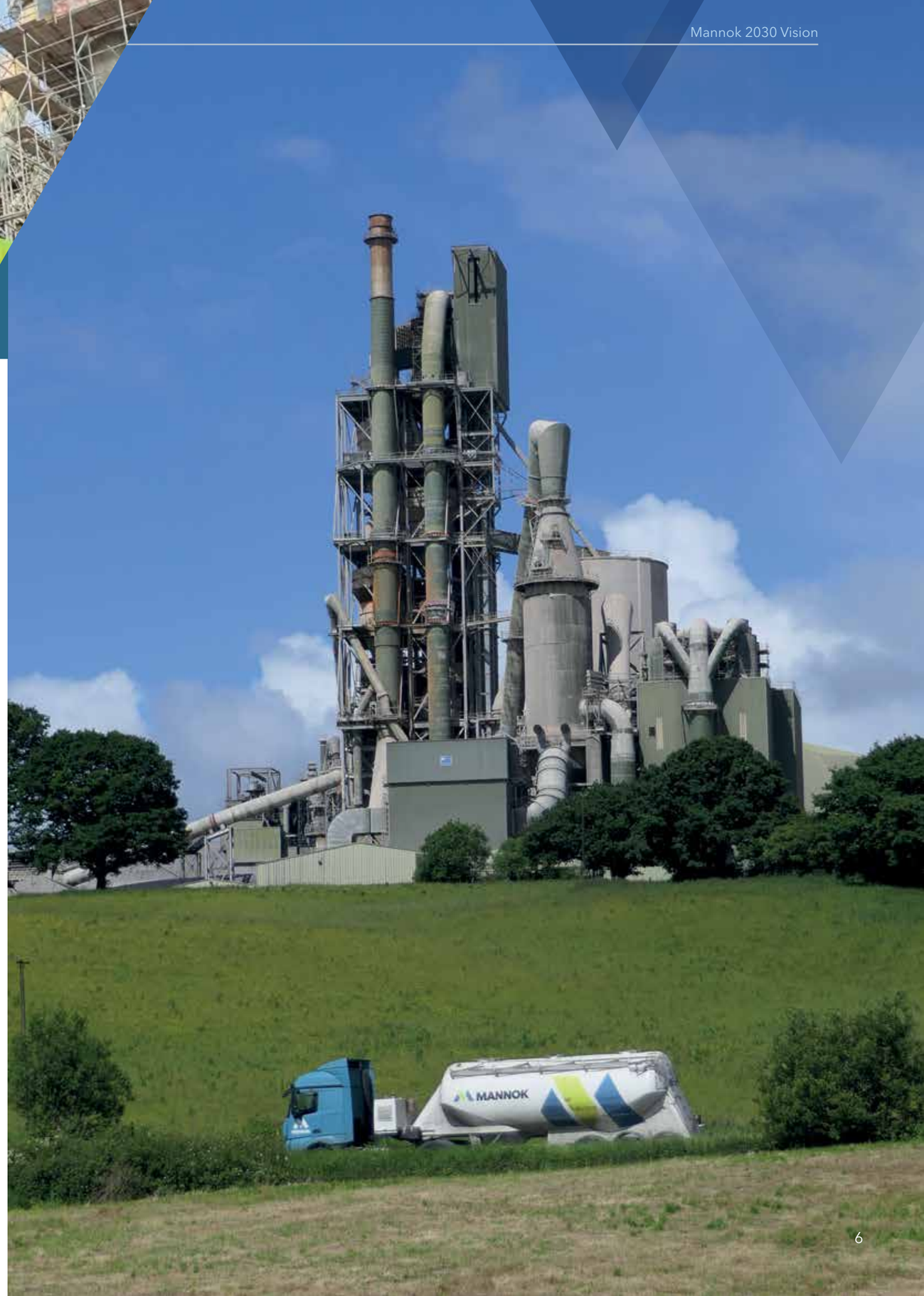
Therefore, Mannok is pursuing other innovative technologies through a series of national and international consortia-funded research projects. These have the potential to use a variety of alternative raw materials, that are more readily available local to the Cement plant, to produce SCMs that can match the decarbonisation performance of calcined clays.

Projects like Solid Recovered Fuel (SRF) drying and the cooler ABC inlet have been added to the list. These technologies are well-established and readily available in both cases. Drying SRF using the medium of waste heat, which is readily available from the plant, will significantly increase the calorific value of the SRF, enabling greater use and is a relatively low-cost option.

The ABC grate cooler inlet conversion helps to improve the reliability of the plant as well as reduce the thermal heat requirement per ton of clinker produced.

This technology has a high TRL and comes as standard in new cooler installations. In both cases, it will have a beneficial impact on reducing our carbon emissions by displacing significant quantities of fossil fuels.

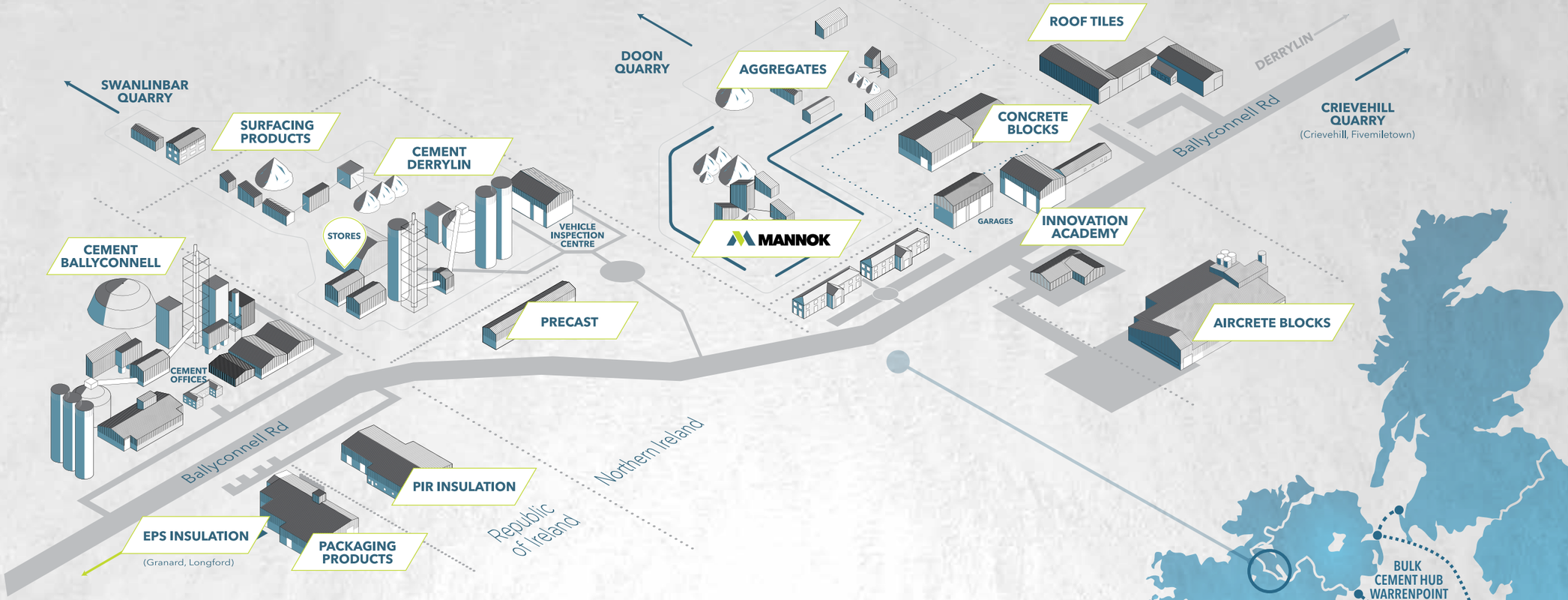
Finally, we have expanded our hydrogen projects per the Mannok Energy Valley concept, to incorporate fleet decarbonisation of our truck and mobile quarry plant.



WHO WE ARE

Mannok is one of the UK and Ireland's most diverse and experienced manufacturers of construction products and consumer packaging solutions, producing a wide range of premium sustainable solutions. With a heritage of over 50 years, the Mannok name is synonymous with manufacturing and service excellence coupled with a passion for sustainability and innovation. Its main operations base occupies a 3km stretch of road that straddles the border between Northern Ireland and the Republic of Ireland, and it is one of the largest employers and contributors to the social and economic prosperity of the region.

OUR MANUFACTURING FACILITIES



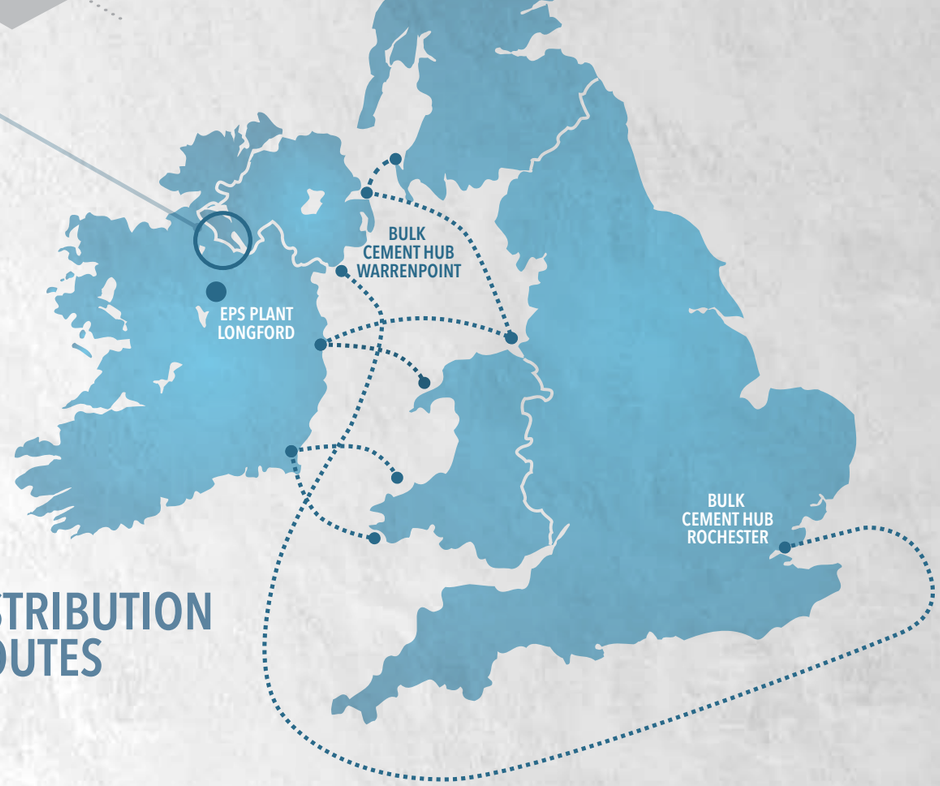
830
Employees 2020

€312m
Turnover 2023

€100m
Investment 2015-2023

The Mannok name, like the company itself, is deeply rooted in the region of Cavan and Fermanagh. The word is derived from the gaelic Fear Manach – the origin of 'Fermanagh'– meaning "People of Manach". It reflects our enormous pride in our place - our heritage, products, and especially, our people. The name Mannok recognises two of our most valued strengths: our people, the backbone of our organisation and the power behind our successes; and the places and communities where we live and work, from the heart of our business in Fermanagh and Cavan, to every town and village where we have a presence in Ireland and the United Kingdom, the places we all call home.

OUR DISTRIBUTION ROUTES



WHO WE ARE

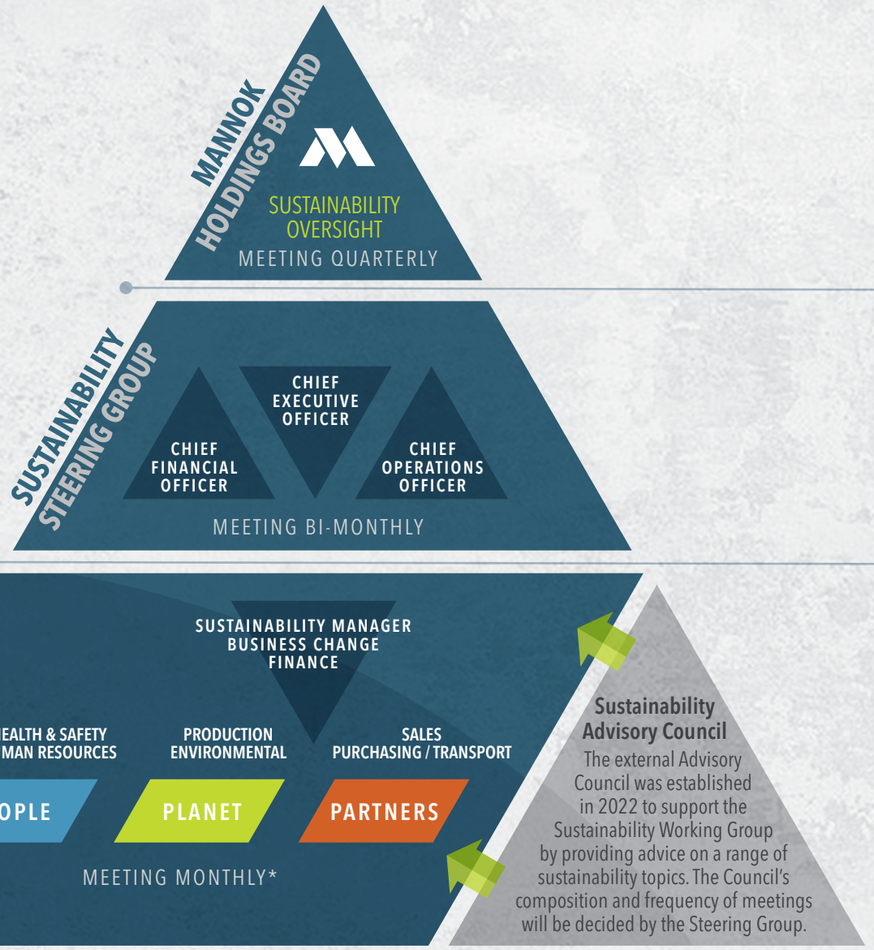
To benefit our local economy and community for the long term, providing sustainable employment opportunities and making a meaningful contribution to the economic, social and environmental prosperity of our local region.

To provide quality products and excellent customer service and to grow our business through continuous innovation, sustainability leadership and the development of our people. We are proud of our roots and are focused on the success of our local community.

To be trustworthy
To respect people
To be committed to our community
To be sustainability leaders

To be sustainability leaders in our community and the industries in which we operate and the employer and supplier of choice.

GOVERNANCE



*Meeting a minimum of 10 times annually

Mannok Holdings Board

- Overall responsibility for achievement of Mannok 2030 Vision
- Ensure provision of adequate resources
- Oversight of objectives, scope, roles and risk

Sustainability Steering Group

- Point of escalation for the Sustainability Working Group
- Provide quarterly updates to the Board
- Present investment decisions to the Board
- Review and approve all relevant sustainability reporting
- Co-ordinate the annual review of the Mannok 2030 Vision and approve any subsequent changes
- Champion key sustainability practices, objectives and messaging as a group and as individual members
- Ensure sustainability is added to the business risk register as part of its management systems

Sustainability Working Group

- Mannok 2030 Vision implementation oversight
- Ensuring all areas of the business are on track to achieve agreed targets
- Appointing relevant resources to ensure effective implementation of the Vision
- Engage employees on the sustainability strategy delivery
- Provide bi-monthly updates to Sustainability Steering Group
- Conducting annual review of Mannok 2030 Vision
- Develop budget recommendations and management of agreed budgets
- Compliance and risk oversight

Sustainability Reporting

Mannok currently reports on its Scope 1 and 2 emissions under the Streamlined Energy and Carbon Reporting (SECR) regulation on an annual basis. In addition, as a condition of BES 6001, the Cement division produces an Annual Sustainability Report which is published on the company website. BES 6001 is a certified standard for responsible sourcing in the construction products manufacturing sector.

We will extend our reporting to include:

- Overall company annual sustainability reporting
- Voluntary sustainability performance disclosure
- Report on compliance with relevant new directives and regulations

PILLARS OF SUSTAINABILITY

We will contribute to sustainable development in our manufacturing operations and the built environment by supplying energy efficient and lower carbon products and services. Our sustainability goals fall under three foundational pillars of **People**, **Planet** and **Partners**.

PEOPLE

The safety and wellbeing of our people is our top priority, and we are committed to ensuring every team member has the opportunity to develop a fulfilling work life, enabling professional progression.

PLANET

We commit to continuing and increasing our efforts to protect our planet's valuable resources, decarbonise our business and work to restore and protect biodiversity

PARTNERS

We will work with our partners to achieve our shared vision of a more sustainable planet and continue our work locally to support the long-term social and economic prosperity of this region

SUSTAINABLE DEVELOPMENT GOALS

The **U.N. Sustainable Development Goals** have their origins in the 1992 Earth Summit held in Rio de Janeiro, Brazil, and were subsequently adopted and ratified by its 193 members in 2015.

The 17 Goals set out a pathway for governments, organisations and citizens to work towards a sustainable future and have been used as a common standard for framing the direction of organisational sustainability. They are intended to be a 'blueprint to achieve a better and more sustainable future for all' and are an urgent call for action in a global partnership.

1 PEOPLE

PILLAR 1: This, above all else, is what we are most proud of, the calibre of our people. Our commitment to them and our responsibility to protect those who make our business a success supersedes all else.

2 PLANET

PILLAR 2: As stewards of the environment, we will take bold actions and set ambitious targets to protect the environment and our planet's valuable resources, whilst actively preserving and enhancing biodiversity in the rich landscape where we operate.

3 PARTNERS

PILLAR 3: We support the local community that supports us, and the community of people in our value chain who enable us to build a sustainable business and collaborate with like-minded groups who share our vision of a safer, more sustainable and inclusive world.

> "We will reduce our emissions in line with the target to keep global temperature rise to 1.5° above pre-industrial levels"

MANNOK

2030 VISION

Sustainability Strategy 2021 - 2030

PEOPLE

“

It is our duty to respect, develop, protect and care for every individual member of our team.

”

Our goal is

... to keep our people safe and injury free, enhance their mental and physical wellbeing and provide rewarding career opportunities through continuous learning and skills development that will enrich their lives and help all employees achieve their career goals.

OUR PRIORITIES

- SAFETY
- WELLBEING & RESILIENCE
- CONTINUOUS LEARNING & PROFESSIONAL DEVELOPMENT

SAFETY

Ensuring the safety and wellbeing of everyone in our organisation is the most important thing we can do, and in recent years we have undertaken a programme of works to significantly reduce the number and severity of workplace accidents and injuries.

We have invested heavily in the development of our Safety and Environmental Hub, which has been recognised as a leading example in health and safety and environmental management with the achievement of multiple awards. The implementation of such an extensive management system, coupled with the roll out of a comprehensive induction programme, has resulted in a significant reduction in lost time accidents across our facilities.

Through the Covid-19 pandemic, we introduced a comprehensive series of measures to mitigate risk to staff and contractors on site. We also worked closely with the local community to do our part for local hospitals and care facilities. In further working towards our goals, in 2024 we also released our People: Safety Strategy document.

WELLBEING & RESILIENCE

We have established a partnership with local mental health charity, AWARE, and introduced a new Mental Health Charter to outline our commitment to the mental wellbeing of our employees.

We have trained mental health first aiders across our business and all managers receive mental health training. Activities and advice on looking after your mental wellbeing is actively promoted through our internal communication channels and we provide signposting to support services available. We have an Employee Assistance Programme (EAP) with Legal & General that is a day-to-day wellbeing and counselling service that provides in the moment support to employees and their immediate family, 24/7 and 365 days a year. Our partner charity, Aware, also provides a wellbeing platform that we can access.

CONTINUOUS LEARNING & PROFESSIONAL DEVELOPMENT

Every Mannok employee is encouraged and supported throughout their career journey through a range of development opportunities to enable them to achieve their personal career goals and ensure they are fully equipped to succeed.

Our flagship, award-winning Skills Development Programme has been recognised as best in class as an innovative employee focused, digitally led programme. Working in partnership with higher level education institutions, we have well-established apprenticeship and graduate opportunities and structured learning programmes to enable our employees to gain higher level qualifications.

As part of the company's Leading Excellence Programme, a comprehensive programme focused on the achievement of operational excellence, we work with the Institute of Technology (IT) Sligo and the University of Limerick to deliver training programmes that enable staff to gain knowledge, skills and qualifications within the areas of lean and operational excellence.

CIPD Chartered Institute of Personnel and Development

Engineers Ireland

CIM The Chartered Institute of Marketing

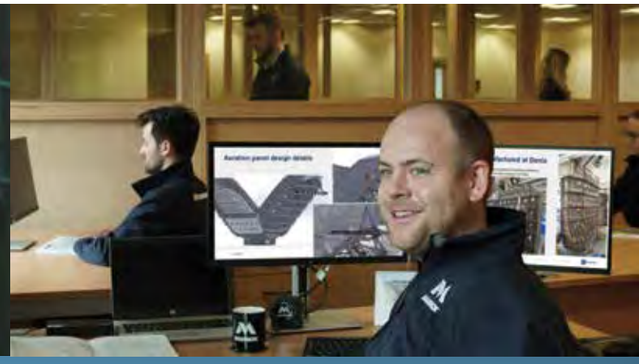
Timoney Leadership Institute Advanced Leadership Programme

iosh Institution of Occupational Safety & Health

MANNOK FUTURES

LEADING EXCELLENCE

SKILLS DEVELOPMENT PROGRAMME



QUEEN'S UNIVERSITY BELFAST

AIT Institiúid Teicneolaíochta Bhaile Átha Luain Athlone Institute of Technology

Ulster University

SouthWest College

IRELAND BEST MANAGED COMPANIES WINNER: BEST MANAGED COMPANY

mpa British Precast HEALTH & SAFETY AWARDS

mpqc Behavioural Safety, Safety Culture & Leadership WINNER

HR LEADERSHIP & MANAGEMENT AWARDS MOST INNOVATIVE USE OF TECHNOLOGY

IQ Excellence Awards STANDARDS AND PROFESSIONALISM AWARD WINNER

AWARE OVERCOMING DEPRESSION CHANGING LIVES

TARGETS

SAFETY

Our Objective

... is to keep our employees, contractors and visitors safe while on-site or engaged in Mannok sponsored activities.

We will:

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Extend ISO 45001 Safety Management System accreditation to all business divisions by 2022				✓						
Ensure all employees complete Safer by Competence training by 2025										
Achieve zero lost time accidents by 2030	Safety Strategy Published 2024									

> “Safety is more than a priority; it is a core value deeply embedded in our workplace culture.”

WELLBEING & RESILIENCE

Our Objective

... is to create a diverse and inclusive workplace, enhance the mental and physical wellbeing of every Mannok team member and provide support to help sustain our people and build resilience into our business systems.

We will:

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Develop a comprehensive Occupational Health Programme by 2023				✓						
Develop an Equality, Diversity & Inclusion (ED&I) strategy by 2025										
Implement the main objectives as set out in the Health & Wellbeing strategy published in Q3 2024										

CONTINUOUS LEARNING & PROFESSIONAL DEVELOPMENT

Our Objective

.... is to invest in the future workforce of our business and our region, providing excellent employment opportunities with structured career pathways and industry leading continuous development opportunities with recognised professional memberships.

We will:

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Launch a sustainability engagement programme for employees with a calendar of activities by 2024										
Ensure all management complete a certified sustainability leadership training programme by 2025										
Extend our employee focused certified Skills Development Programme to core manufacturing facilities of our business by 2025 and extend it to support functions by 2027					PHASE ONE		PHASE TWO			
Establish a measured competency-based framework for Operational Excellence at all levels of the organisation by 2027										

MANNOK

2030 VISION

Sustainability Strategy 2021 - 2030

PLANET

"We have a collective responsibility to restore and protect our planet for future generations."

Our goal is

... to decarbonise our business by taking measures to significantly reduce our emissions, enhance local biodiversity using nature-based solutions and ensure the efficient and responsible use of limited resources through the deployment of lower emission and innovative technologies, fuels and raw materials.

OUR PRIORITIES

- CLIMATE CHANGE
- BIODIVERSITY
- RESOURCE EFFICIENCY & CIRCULAR ECONOMY

PLANET

CLIMATE ACTION

We are committed to achieving net zero carbon by 2050 and are investing heavily in innovation to accomplish this, working with international partners on industry leading research and development to find new solutions to decarbonise our business.

To date, we have achieved a reduction of 53% fossil fuel use through the integration of alternative fuels in our cement manufacturing process. The ongoing research and testing work in our cement plant will see us make significant improvements in the coming years. We have taken our first steps to decarbonise our vehicle fleet with the addition of zero emission, 100% electric powered light commercial vehicles, the switch to only electric forklifts in our packaging plant and the installation of a number of EV Chargers across our sites.

We have undertaken a full study of our carbon assets to ensure we can maximise the carbon sequestration (the capture and long-term storage of carbon dioxide (CO_2) from the atmosphere in plants and soil) of our lands and have started a significant tree planting programme.

BIODIVERSITY

The development and enhancement of our surrounding natural environment is a priority for us and we have implemented a range of initiatives to nurture and impact nature positively.

NATURAL ASSETS ACTION PLANS

Working in collaboration with Ulster Wildlife, we have developed Natural Assets Action Plans for all our landholdings following an extensive land and biodiversity survey. The survey identified an extensive increase in biodiversity in the area surrounding Mannok, with many previously unseen butterflies and insects identified since the creation of our wildflower meadows. With circa 2,000 acres of biodiversity rich lands in 47 separate locations, both north and south of the Irish border, we have a unique responsibility to restore, protect and enhance the flora and fauna using nature-based methods and are working closely with our partners to implement the plans now in place.

ALL-IRELAND POLLINATOR PLAN

We are proud business supporters of the All-Ireland Pollinator Plan, a nationwide initiative to address the decline in pollinator numbers across Ireland (including the bee population), which are crucial to preserving native Irish ecosystems. To date, we have planted a total of over 500K nectar rich flowers and native trees to benefit Ireland's pollinators, including1,000m^2 of wildflower meadows, and have preserved approximately seven acres of ground for the natural reversion to wildflower meadows. We have practically eliminated the use of herbicides and pesticides across our sites by mulching, strimming and letting areas of land grow wild.

With our very own beehives on site, looked after by members of our team, we have successfully increased our colonies and have almost trebled the number of native Irish dark honeybees on our sites to around 140,000.

Our environmental team engage with a range of partners to help protect the wildlife on our land and support scientific study of endangered species. From the careful re-location of protected butterfly species, to partnering with Queen's University on an observational study of kestrels nesting in a Mannok quarry. As part of our kestrel partnership, we ran a campaign to raise awareness of the recently red-listed species with coverage in national and local media and a comprehensive local school's engagement project.

RESOURCE EFFICIENCY & CIRCULAR ECONOMY

Through our Leading Excellence Programme, we are continuously improving the way we operate in every process across our business, with a focus on reducing waste, energy and water usage and finding ways to repurpose waste, including all quarrying activity residue. Successful initiatives include the reduction of water usage in our Roof Tiles paint station cleaning process by 50% with the achievement of zero waste by reusing run-off water in manufacturing processes; a 50% reduction in energy usage in our Precast stairs curing process; and the installation of a new chilled water system in our packaging plant which resulted in a 34% reduction in energy consumption.

Our consumer food packaging division has emerged as a leader in the pursuit of sustainable packaging solutions with the development of industry leading, circular designed solutions, creating a range of brands designed to tackle specific recyclability issues or to maximise recycled content.

- Detecta by Mannok is the first fully recyclable black plastic packaging material, designed to stop the waste of black plastics which previously could not be recycled;
- Orbital by Mannok is produced using 100% recycled PET material, eliminating the non-recycled plastic found in the majority of PET food packaging;
- Signum by Mannok offers a viable solution to achieving a true circular economy for PET fresh meat packaging with a superior quality, mono material packaging product;
- Recur by Mannok is a truly circular economy food packaging solution made from jazz PET material – a mixed coloured PET material derived from post-consumer bottles, pots, tubs and trays. This previously "forgotten waste" was typically down cycled into non-food packaging applications.
- Turloc by Mannok is a food tray solution that aids recycling by eliminating the requirement for non-recyclable absorbent soaker pads. The tray design enables liquid retention through the incorporation of specialised features in the base of the tray.

WE HAVE PLANTED OVER
HALF A MILLION
NECTAR RICH FLOWERS &
NATIVE TREES INCLUDING:

REDUCED WATER USAGE BY
50%
IN ROOF TILES PAINT STATION CLEANING PROCESS

180,000
SPECIALLY SELECTED SPRING FLOWERING BULBS

OUR AIRCRETE THERMAL BLOCKS ARE MADE FROM UP TO
80%
RECYCLED RAW MATERIALS

20.4k
NATIVE TREES PLANTED

REDUCED ELECTRICITY USAGE BY
50%
IN PRECAST STAIRS CURING PROCESS

Ulster Wildlife

NATURAL ASSETS ACTION PLANS
DEVELOPED FOR OUR 2,000 ACRES OF LAND HOLDINGS IN PARTNERSHIP WITH ULSTER WILDLIFE TO HELP US CONSERVE, RESTORE AND ENHANCE EACH AREA OF LAND

ISO 14001 ENVIRONMENTAL MANAGEMENT

PAK MAN AWARDS Excellence in Waste Management & Recycling — SILVER AWARD WINNER

BUSINESS IN THE COMMUNITY — BUSINESS & BIODIVERSITY CHARTER 2021-2024 GOLD AWARD WINNER

UK Construction Week — BEST SUSTAINABILITY INITIATIVE

1000 M²
OF WILDFLOWERS MEADOWS

REDUCED FOSSIL FUEL USE BY ALMOST
53%
IN CEMENT MANUFACTURING PROCESS

KESTREL CAM
CONSERVATION AWARENESS

we use around
1 BILLION
RECYCLED PET BOTTLES EACH YEAR IN PACKAGING MANUFACTURING

OUR BEEHIVES ARE HOME TO
140,000
BEES

OUR FIRST
ZERO
EMISSIONS
100% ELECTRIC POWERED VEHICLES HAVE JOINED OUR FLEET

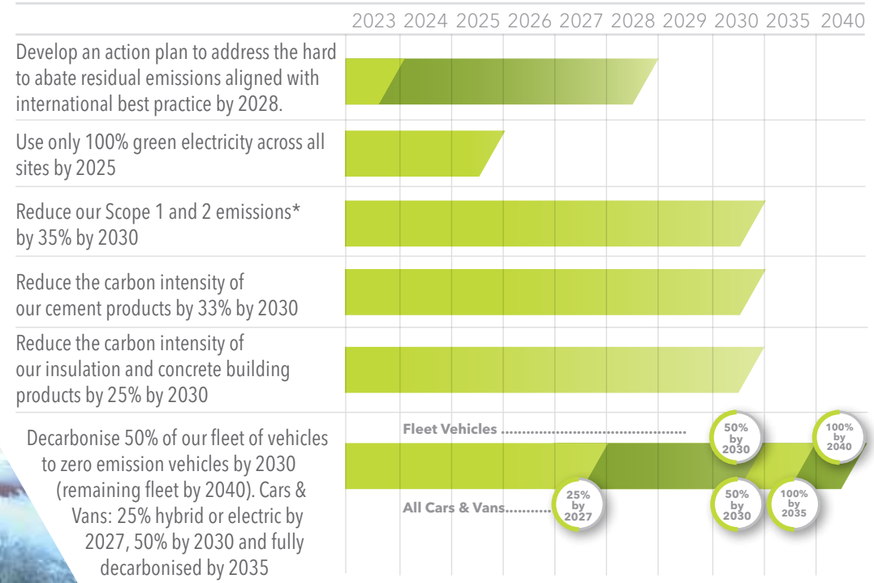
TARGETS

CLIMATE ACTION

Our Objective

... is to make a meaningful contribution to combating the worst effects of climate change by achieving net zero carbon emissions by 2050 and developing a suite of lower carbon products to contribute to a more sustainable built environment.

We will:



* Scope 1 Emissions: Direct emissions that occur from sources that are controlled or owned by an organisation.
Scope 2 Emissions: Indirect emissions associated with the purchase of electricity, steam, heat, or cooling.

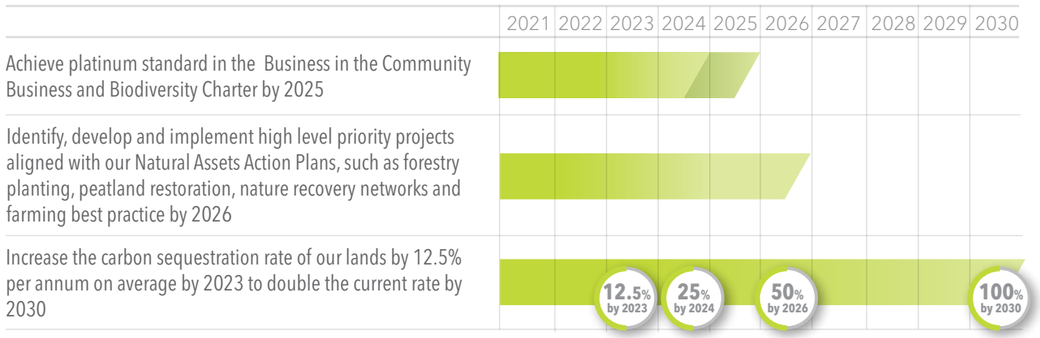
** Subject to the availability of suitable vehicles & technology platforms in the supply chain.

BIODIVERSITY

Our Objective

... is to help re-balance nature and impact positively on the biodiversity rich landscape where we operate through an ambitious programme of restoration, protection and enhancement.

We will:

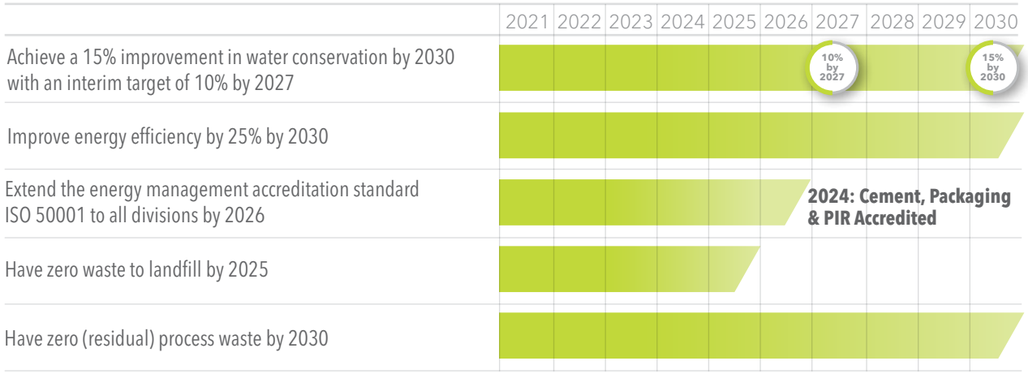


RESOURCE EFFICIENCY & CIRCULAR ECONOMY

Our Objective

... is to ensure the efficient use of valuable resources, eliminate waste and ensure all the materials we use and products we manufacture support a sustainable and circular future.

We will:



MANNOK
2030 VISION
Sustainability Strategy 2021 - 2030

PARTNERS

“We are committed to the local community that supports us, and the community of people in our value chain who enable us to do business every day.”

Our goal is

... to provide the widest possible development and employment opportunities through our local community educational partnerships, be an advocate for responsible sourcing and an industry leader in customer service excellence and innovative lower carbon products

OUR PRIORITIES

- COMMUNITY
- SUPPLIERS
- CUSTOMERS

PARTNERS

COMMUNITY

Our location in the heart of the border regions of Cavan and Fermanagh is a rural area which lacks the investment of prosperous urban regions, so as one of the region's largest employers, we are committed to supporting this area through investment and involvement in the community which supports us. Providing excellent employment opportunities goes hand in hand with supporting the local suppliers of this region.

One of our most significant local initiatives is our schools' partnerships which are designed to help retain local talent in this region for the social and economic benefit of all. Over the last eight years, we have established five comprehensive formal partnerships with local schools that have been recognised as leading examples of business and education partnerships through multiple awards successes.

INNOVATING COMMUNITIES

We are financial partners for the delivery of Innovating Communities' Cavan Programme, which aims to enhance innovation and creativity among communities and is set to bring exciting benefits to local towns and villages. The Cavan project is delivering innovative and creative training modules to 900 people locally that will help support the development of initiatives to meet current challenges, whilst building capabilities to harness future opportunities through the adoption of new techniques and increasing problem-solving capability and confidence.

SOCIAL & HERITAGE

We provide substantial support through our community sponsorship scheme to the social activities which matter to the people here and help make this region such a thriving community. From sports teams and individuals, social groups and local awards, to community events and building and facilities enhancement, our support of the local region involves significant investment and resource commitment annually.

We are proud to operate in a location with a unique heritage, which we have dedicated to preserving. This includes the restoration of Slieve Rushen House, an old Victorian building located on the Mannok land holdings. A company has been formed in partnership with Cavan County Council and local community groups to transform the building and surrounding lands into a community asset for interpretation and walks.

INDUSTRY PARTNERS

We pride ourselves on our service excellence and strong customer relationships, built on trust and integrity with open and honest communication. We have established a reputation as an agile and fair company, reflected in the achievement of the National Buying Group (NBG) Lockdown Hero Award for our response to the Covid pandemic and the achievement of multiple awards voted for by the industry we serve.

We also believe in sharing our experiences and expertise for the benefit of the wider industry and have collaborated with industry bodies such as Mineral Products Association (MPANI) and the Health & Safety Executive (HSENI) to share our advances in health and safety with our industry peers, with a focus on our bespoke digitised health and safety management system.

Ulster Wildlife

All-Ireland Pollinator Plan www.pollinators.ie

Innovating Communities

AWARE OVERCOMING DEPRESSION CHANGING LIVES

BUSINESS IN THE COMMUNITY AWARDS HIGHLY COMMENDED

NBG

NBG SUPPLIER OF THE YEAR | GENERAL BUILD SUPPLIER OF THE YEAR | ROOFING & INSULATION SUPPLIER OF THE YEAR | BRICK & BLOCK SUPPLIER OF THE YEAR

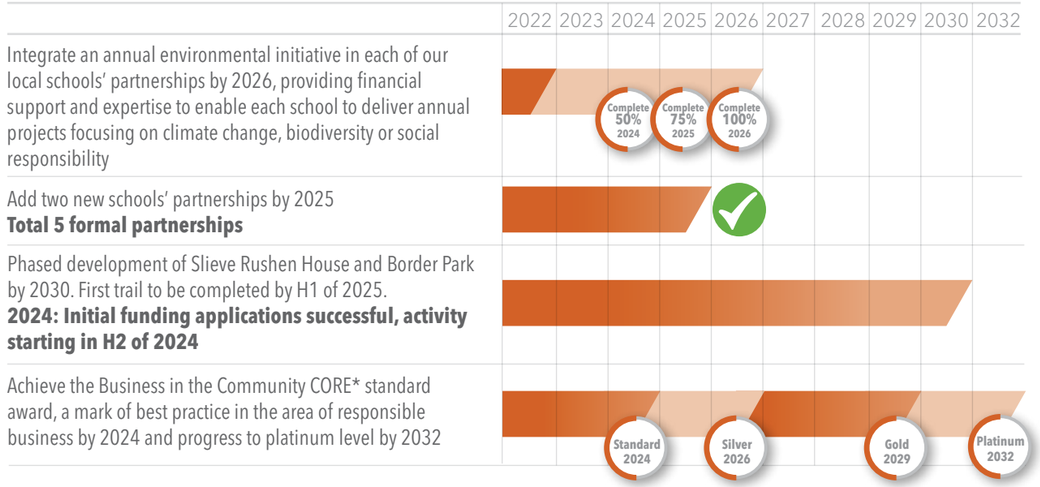
TARGETS

COMMUNITY

Our Objective

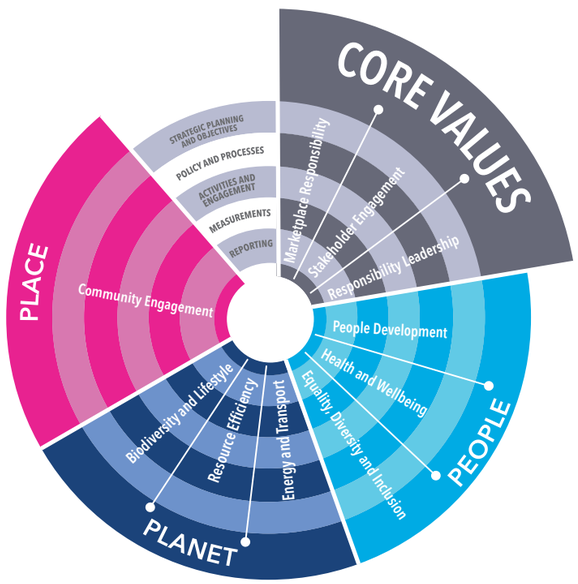
...is to make a meaningful contribution to the social, economic and cultural prosperity of our region by extending our educational partnerships, offering sustainable employment opportunities and developing the region's heritage potential.

We will:



BUSINESS IN THE COMMUNITY

*CORE
The Standard for Responsible Business
Gold Level

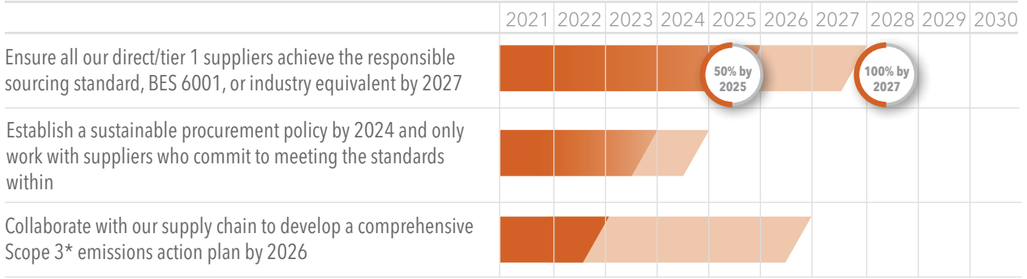


SUPPLIERS

Our Objective

... is to work with responsible suppliers and contractors who are as committed as we are to living within our planetary boundaries and, in collaboration with our suppliers, build a sustainable supply chain focused on responsible sourcing and lowering its carbon impact.

We will:



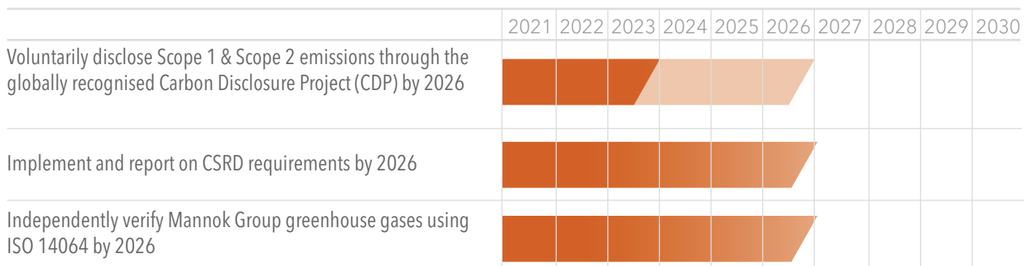
* Scope 3 Emissions: Indirect emissions resulting from the assets not owned or controlled by the organisation, but which impacts on its value chain.

CUSTOMERS

Our Objective

.. is to help reduce the environmental impact of our industry by providing sustainable products to the markets we serve through continued innovation, and ensuring transparency about the environmental impact of our business and products, whilst maintaining the highest standards of service excellence for our customers.

We will:



2030 VISION ROADMAP

PEOPLE
PLANET
PARTNERS
Intellectual Property (IP)

2023

- Occupational Health Programme *(Completed)*
- ISO 45001 Safety Management System across all sites *(Completed)*
- Increase land carbon sequestration rate by 12.5% *(Completed)*

2024

- Employee sustainability engagement programme *(Roll out Q4 2024)*
- Increase land carbon sequestration rate by 25%
- Business in the Community (BITC) CORE- Standard Award
- Establish a Sustainable Procurement Policy
- Deploy new IP employee induction training in 2024
- Develop a C-Suite approved IP policy document in 2024
- Launch the Mannok Invention capture system platform in 2024

2025

- All Employees complete Safer by Competence training
- Develop an Equality, Diversity & Inclusion (ED&I) strategy
- Implement the main objectives as set out in the Health & Wellbeing strategy
- Sustainability Leadership Training *(Roll out from Q4 2024)*
- Skills Development Programme to core manufacturing facilities *(extend to support functions by 2027)*
- 100% green electricity across all sites
- BITC Business & Biodiversity Charter Platinum Standard
- Zero waste to landfill.
- 2 new schools' partnerships
- 50% Direct/tier 1 suppliers to achieve BES 6001 or industry equivalent *(to be completed by mid 2027)*
- Achieve the ISO 56005 & ISO 27001 standards for IP and Innovation Management in 2025

2026

- Implement priority projects aligned with NAAP
- Increase land carbon sequestration rate by 50%
- ISO 50001 Energy Management accreditation to all sites *(Update 2024: Cement, PIR & Packaging all accredited)*
- Annual schools' environmental initiative
- BITC CORE - Silver Award
- Supply Chain Scope 3 emissions action plan
- Independently verify Mannok Group greenhouse gases using ISO 14064 by 2026
- Voluntary emissions disclosure through Carbon Disclosure Project (CDP)
- Implement and report on CSRD requirements

2027

- Competency-based framework for Operational Excellence at all levels of the organisation
- Decarbonise 25% of cars & vans
- 10% Water Reduction
- All direct/tier 1 suppliers to achieve BES 6001 or industry equivalent

2028

- Residual emissions action plan

2029

- BITC CORE - Gold Award

2030

- Zero lost time accidents - Safety Strategy Published 2024
- Reduce Scope 1 and 2 emissions by 35%
- Reduce the carbon intensity of cement products by 33%
- Reduce the carbon intensity of insulation and concrete products by 30%
- Decarbonise 50% of cars & vans
- Decarbonise 50% of fleet
- Increase land carbon sequestration rate by 100%
- Improve energy efficiency by 25%
- Zero (residual) process waste
- 15% Water Reduction
- Slieve Rushen House development

(Funding applications successful, activity starting in H2 of 2024).

2032

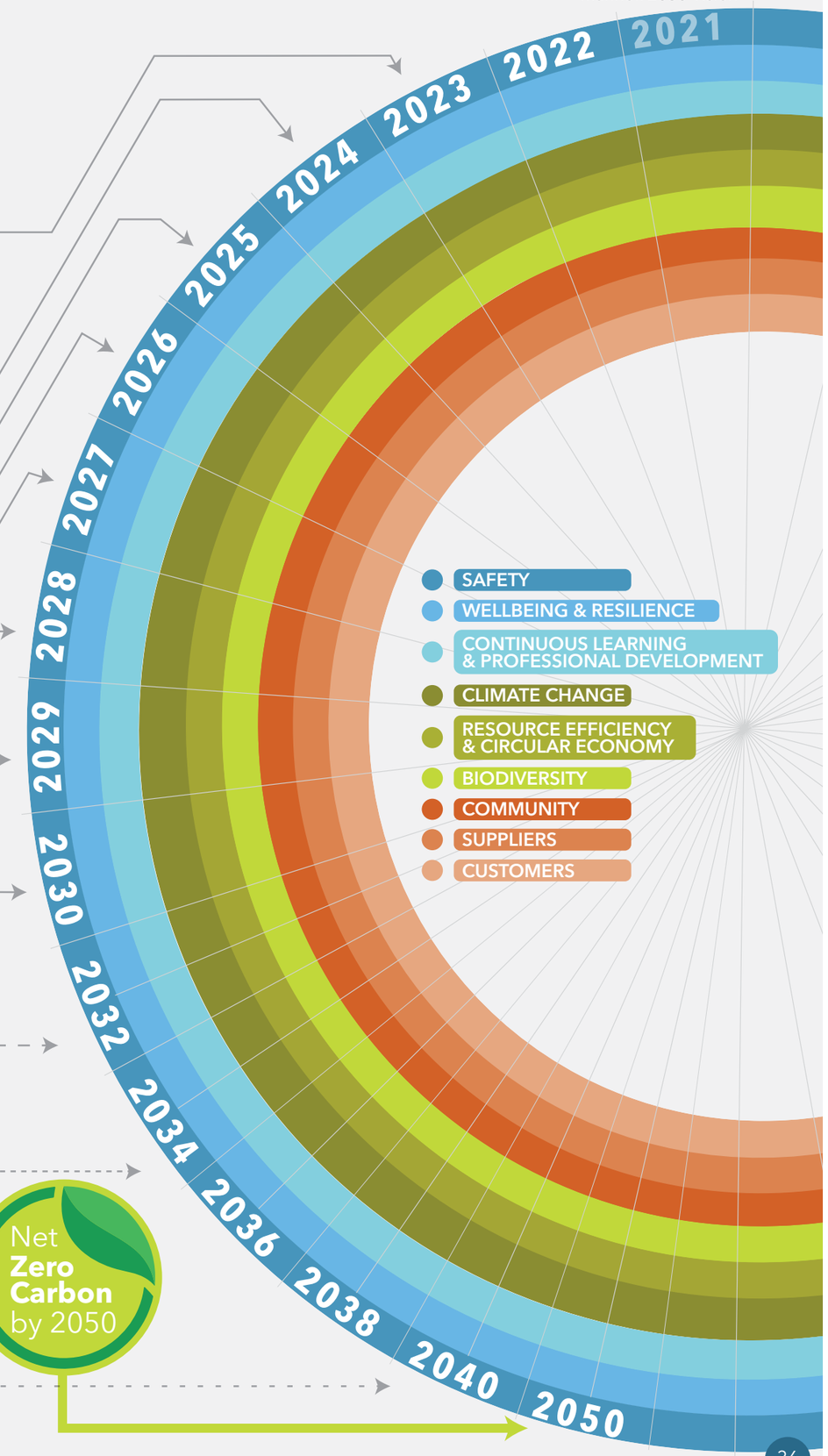
- BITC CORE Platinum Award

2035

- Decarbonise 75% of fleet
- Decarbonise all cars & vans

2040

- Decarbonise 100% of fleet



CEMENT

THE CARBON CHALLENGE

After water, cement is the most widely used substance on Earth. Its use is essential in the manufacture of building products and in infrastructure. It provides resilience in our society and businesses supporting construction, including renewable energy projects.

Since 1990 the cement industry has reduced its relative CO_2 emissions by approximately 20%. However, today the manufacture of cement still accounts for up to 8% of all CO_2 emissions. If the cement industry was a country, it would be the third largest CO_2 emitter, surpassed only by China and the United States.

Typically, the calcination process, i.e. the melting of limestone to produce clinker, the intermediary stage of cement production, emits around 60% of the total production emissions. The 40% balance of emissions comes from the direct burning of fossil fuels.

The calcination process is necessary in cement production, and it is very difficult to reduce these emissions. Consequently, the cement industry is categorised as 'hard to abate' and requires extra effort and investment to decarbonise and reduce emissions. For the direct Scope 1 fuel emissions which we have some control over, the main decarbonisation pathway deployed is through the use of alternative, non-fossil fuels.

In recent years we have displaced over half of the fossil fuels in the production of our cement with locally sourced alternative fuels (SRF – Solid Recovered Fuel). This SRF is waste which cannot currently be reused or recycled, which is diverted from landfill and is used as an alternative to fossil fuels in the cement production process. Our adoption of SRF has had a direct impact on emissions from our cement production:

- **We have increased alternative fuel use by 53% of our total fuel use by weight between 2014 and 2023**
- **We have achieved 14.5% CO_2 reduction per t/clinker (2013 – 2023)**

Cement manufacturing still accounts for 98% of our overall carbon emissions. We are therefore acutely aware of the need to significantly reduce our cement carbon emissions to ensure the long-term sustainability and viability of our business and for the benefit of the planet. To achieve this, we must significantly scale up our decarbonisation efforts through collaboration, innovation and strategic new investments in order to align with The European Cement Association's 'CEMBUREAU 2050 Carbon Neutrality Roadmap'.

Our Mannok 2030 Vision defines how we will accelerate our efforts to decarbonise our business and assist in making the transition to net zero carbon.

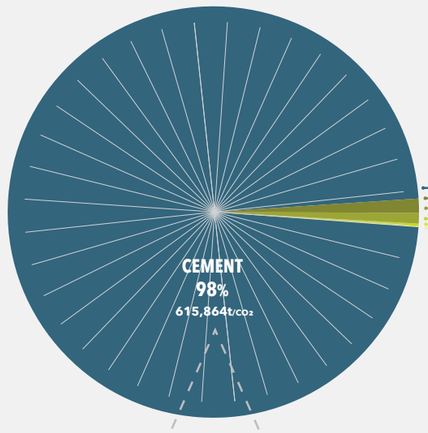
MANNOK
2030 VISION
Sustainability Strategy 2021 - 2030

MANNOK
2030 VISION
Sustainability Strategy 2021 - 2030

OUR CARBON EMISSIONS

FIG 1 highlights how cement manufacturing makes up 98% of our total emissions, highlighting the need to prioritise the carbon reduction in order to achieve our net zero goal.

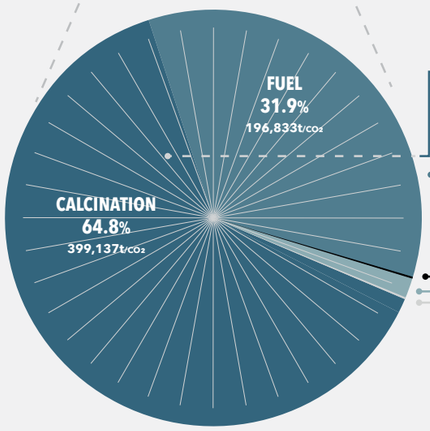
FIG 1: ALL COMPANY EMISSIONS



	t/CO_2	
CEMENT CEMENT, EPS INSULATION*	615,864	98%
MANNOK BUILD LTD PRECAST, ROOF TILES, AIRCRETE, SURFACING, ANCILLARY SERVICES	6,928	1.1%
AGGREGATES	6,573	<1%
PIR INSULATION	1,122	<1%
PACKAGING	257	<1%
MANNOK CEMENT NI BULK CEMENT TERMINALS	182	<1%
TOTAL	630,926	

FIG 2 illustrates the breakdown of emissions from our cement manufacturing operations. With the calcination process accounting for over 65% of emissions, and fuel making up a further 32%, these are key areas of focus for our decarbonisation projects.

FIG 2: CEMENT EMISSIONS



	Baseline Year 2018 t/CO_2		2023 t/CO_2	
CALCINATION	506,251	62.7%	399,137	64.8%
FUEL	283,391	35.1%	196,833	31.9%
FLUE DUST PORTLAND CEMENT (FDPC)	977	0.12%	638	0.10%
NON-CARBONATE CARBON (NCC)	16,017	1.99%	12,948	2.1%
TRANSPORT	8,001	0%	6,308	1.02%
ELECTRICITY	0	0%	0	0%
TOTAL	814,637/CO_2		615,864t/CO_2	

SCOPE 1 SCOPE 2

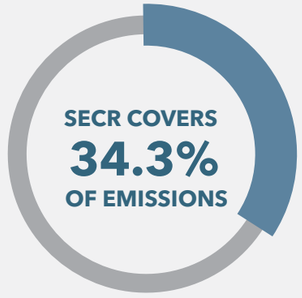
* EPS Insulation emissions negligible.

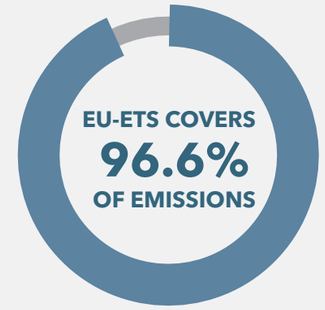
CARBON EMISSIONS DATA

As a cross-border business, we report our carbon emissions in two ways. For our UK emissions, we report under Streamlined Energy and Carbon Reporting (SECR) regulation and for EU (Republic of Ireland) emissions, we report under the EU Emissions Trading Scheme (EU-ETS) regulation. Neither report covers all of our carbon emissions, e.g. SECR does not include disclosure of the emissions from the calcination process in cement manufacturing, which makes up around 60% of our cement emissions. Whilst calcination is covered under EU-ETS, it does not require us to report transport fuel or electricity emissions. Therefore, to ensure complete transparency, we have included the data from both reporting mechanisms.

We have included both Scope 1 and Scope 2 emissions:

Scope 1: Direct emissions from owned or controlled sources
Scope 2: Indirect emissions from the generation of purchased electricity





CARBON EMISSIONS BY SCOPE		CEMENT CARBON EMISSIONS	CARBON EMISSIONS REPORTING REQUIREMENTS	
2023 Data	Carbon Emissions t/CO_2	Cement Carbon Emissions t/CO_2	SECR Reporting t/CO_2	EU-ETS Reporting t/CO_2
Scope 1 - Direct/Fuels*	203,527	194,863	203,527	196,833
Scope 1 - Direct/ Transport	10,275	6,308	10,275	N/A
Scope 1 - Direct Process/Calcination	399,137	399,137	N/A	399,137
Scope 1 – Direct Process/NCC & FDPC**	13,586	13,586	N/A	13,586
Scope 2 - Indirect/ Electricity***	2,432	0	2,342	N/A
TOTALS:	628,957	613,894	216,243	609,556

* There is a delta of 1,970 t/CO_2 between the Scope 1 Direct/Fuels emissions because there are two different methodologies used to calculate this figure. Under the ETS the emission factors are derived from site specific material analysis. Under SECR the standard IEA emission factors are used for the emissions calculation. Both methods are valid but yield different figures for the above reason.

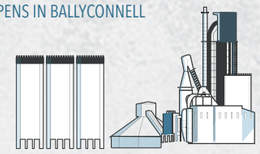
** NCC – Non Carbonate Carbon, FDPC – Flue Dust Portland Cement

*** Our current electricity supply for our Cement, Packaging and PIR facilities is 100% green as that is the energy mix from the grid. In the absence of a power purchase agreement, there is no guarantee that this will remain 100% green in the future, so there may be an increase in electricity emissions before we achieve our 100% green target through contract agreements. Calculated emissions if 2023 usage was not 100% green is 38,534 t/CO_2 for the three facilities combined, 29,571t/CO_2 of which is used in cement manufacturing.

OUR CARBON JOURNEY
KEY MILESTONES

1989
CEMENT PRODUCTION BEGINS IN DERRYLIN

2000
MORE EFFICIENT CEMENT FACTORY OPENS IN BALLYCONNELL



2005
EU EMISSIONS TRADING SYSTEM* ESTABLISHED

2008
GLOBAL ECONOMIC CRASH

2013
LESS EFFICIENT DERRYLIN FACTORY MOTHBALLED

2014
LOCALLY SOURCED SRF INTRODUCED

2020
SRF USE REACHES ONE THIRD OF COAL SUBSTITUTION

2022
14.5% CO_2/t CLINKER REDUCTION FROM 2013

2023
FUELFLEX PYROLYZER OPERATIONAL

2024
NEW SATELLITE BURNER

2025
NEW JETFLEX® BURNER

POST RECESSION PRODUCTION DECREASE

2004-2007: PEAK PRODUCTION AND EMISSIONS PERIOD

2009-2012: CEMENT PRODUCTION IN LESS EFFICIENT DERRYLIN PLANT REDUCES AND CEASED IN 2012

2014-2020: SRF USE INCREASES OVER TIME, DISPLACING FOSSIL FUELS

2019-2022: RESEARCH PROJECT AND COMBUSTOR ADAPTATION TO ENHANCE ALTERNATIVE FUELS USE IN PARTNERSHIP WITH FL SMIDTH WHICH WILL SUBSTANTIALLY REDUCE COAL USE

2018-2030: PROJECTED 35% EMISSIONS REDUCTION

2018-2030
35%
CO_2 REDUCTION PER T/CLINKER

2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030

Trendline of CO_2 per t/clinker with indicative trend from 2018-2030 based on 2030 target reduction.

The illustrated trendline clearly demonstrates the impact of our recent efforts to reduce our carbon emissions in our cement facilities.

This is primarily due to the introduction and gradual increase in the use of alternative fuels in the production process and the mothballing of our original, less efficient cement plant in Derrylin.

With higher production levels total CO_2 output increased over time. To reach our ambitious target of 35% reduction in carbon emissions by 2030, the coming years will require a much greater rate of decarbonisation.

A key milestone on our journey was the official launch in April 2023 of the Fuel Flex®. This was the result of an international collaboration between Mannok and FLSmidth and has significantly impacted our carbon emissions.

This was followed in June 2024 with the installation and commissioning of a new Satellite burner, which introduced alternative fuels to the kiln for the first time. This was Phase 1 of a two-phase approach to upgrade the kiln pyro system. Phase 2 includes a new Jetflex® burner (January 2025), which will further enhance our ability to use alternative fuels in the kiln.

This, along with a number of other decarbonisation initiatives, will help us achieve our objective as laid out in our 2030 Vision.

* EU-ETS is an international, cross-sector carbon marketplace which aims to reduce emissions by placing a cap on permitted levels which reduces over time. Carbon credits can be traded and exceeding the cap results in heavy fines, providing a financial incentive for businesses to reduce their carbon emissions.

EMISSIONS REDUCTION TO 2030

By 2030 we aim to reduce our overall Scope 1 and 2 emissions by 35% compared to 2018 levels. To achieve this, nine key projects are already underway. This includes research and development opportunities, innovation and new technology deployment focusing on lower carbon materials, products and engineering solutions. A further target for cement production is a commitment to reduce our carbon intensity to ≤550 kgCO_2 per tonne of cementitious material by 2030.

PROJECT	GREEN HYDROGEN (KILN)		
PROJECTED CARBON REDUCTION	65,000 t/CO_2	% TARGET REDUCTION	8.1%

As a high density energy carrier, hydrogen has the potential to be used as a green energy source. We have commissioned a feasibility study with support from Invest NI to investigate the potential for locally generated hydrogen use, particularly to displace diesel fuel for our fleet, and potentially to support the cement manufacturing process along with oxygen, which is a by-product of hydrogen production. In addition, we are working with the wider industry and academia on Ireland's green hydrogen transition project, HyLIGHT.

PROJECT	KILN COAL DISPLACEMENT: ALTERNATIVE FUELS (SRF)		
PROJECTED CARBON REDUCTION	49,000 t/CO_2	% TARGET REDUCTION	6.1%

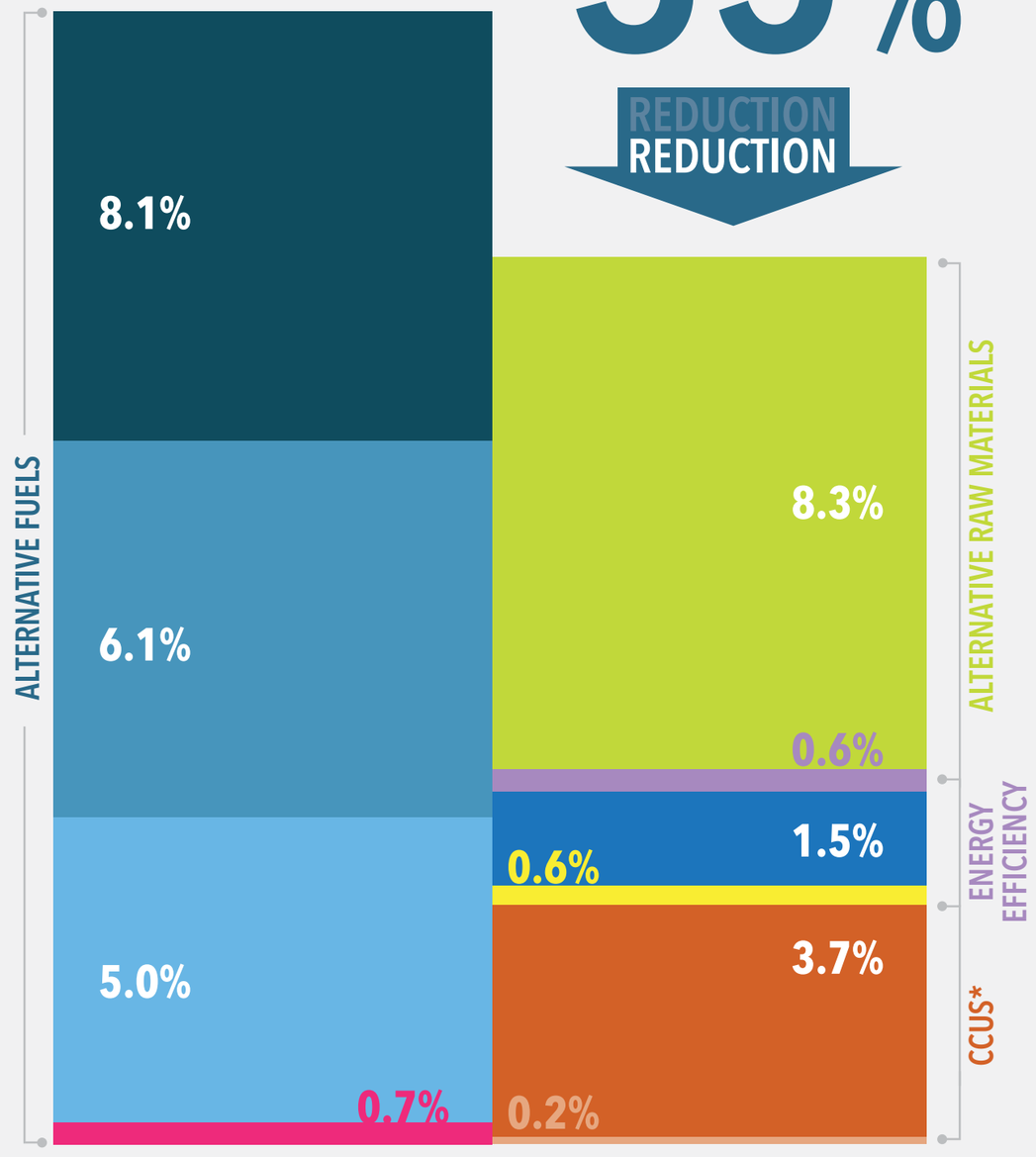
Gasification is a process that converts organic or fossil-based carbonaceous materials at high temperatures (>700°C), without combustion and in a controlled environment, into carbon monoxide, hydrogen, and carbon dioxide. Waste gasification and co-incineration of the resulting gas energy in a combustion plant, such as a cement kiln, is one of the best proven techniques to increase the energy efficiency of waste-to-energy processes and optimise their contribution to our climate action and energy targets. Adopting SRF gasification in our cement production is currently under investigation.

PROJECT	CALCINER COAL DISPLACEMENT - FUEL FLEX ™		
PROJECTED CARBON REDUCTION	40,000 t/CO_2	% TARGET REDUCTION	5.0%

With the completion of the Fuel Flex Pyrolyzer project we have exceeded our expectations of 80% displacement of coal in the calciner. The Fuel Flex has enabled us to displace up to 95% of our coal in the calciner resulting in a reduction of approximately 40000tpy coal. This will remove in the range of 34 – 58,000 tons of CO_2 from our emissions. Future development will see 100% displacement of our fossil fuels in the calciner.

PROJECT	FLEET REPLACEMENT DISPLACEMENT		
PROJECTED CARBON REDUCTION	5,360 t/CO_2	% TARGET REDUCTION	0.7%

Mannok is currently engaged in a detailed design FEED Study supported under the Net Zero Hydrogen Fund to develop a 5MW green hydrogen project that is capable of displacing 70% of the 4 million litres of diesel we use annual in our road fleet. We are also exploring the potential beneficial uses of the by – products of the hydrogen electrolysis process i.e. oxygen & waste heat.



PROJECT	SUPPLEMENTARY CEMENTIOUS MATERIALS (SCM's)		
PROJECTED CARBON REDUCTION	67,000 t/CO_2	% TARGET REDUCTION	8.3%

SCMs are materials used as a partial replacement of Portland Cement to improve both fresh and hardened concrete properties. This reduces the carbon emissions associated with cement production through the displacement up to 20 – 25% of the carbon Intensive clinker (Cement Intermediary) with suitable SCM's. Mannok is currently exploring the feasibility of a number of suitable locally sourced materials Including waste materials, calcine clays (Natural pozzolans) and shales.

PROJECT	HEAT RECOVERY		
PROJECTED CARBON REDUCTION	5,000 t/CO_2	% TARGET REDUCTION	0.6%

The production of cement is a very heat intensive process. We aim to capture any excess or waste heat from the process, from the kiln and grate cooler specifically, and reuse this in the cement manufacturing process. We are investigating the potential to use this heat to generate electricity and thermal energy (combined heat and power - CHP) including the potential for combined heat and power, making it a more efficient process and reducing emissions.

PROJECT	SRF DRYING		
PROJECTED CARBON REDUCTION	12,000 t/CO_2	% TARGET REDUCTION	1.5%

With the addition of our new satellite burner, we aim to ultimately displace 100% of the coal being used to fire the kiln. To help in this journey we will install a new SRF drying system which will reduce the moisture content of the SRF and thereby unlock additional calorific value potential of the SRF allowing us to reduce further the coal consumption and the associated CO_2 emissions.

PROJECT	ABC COLLER REFURB		
PROJECTED CARBON REDUCTION	5,000 t/CO_2	% TARGET REDUCTION	0.6%

The ABC inlet is the only proven method for prevention of snowmen and the costly downtime that is required to remove the snowmen (Undesirable build-up of clinker). With the advances in cooling efficiency that the ABC provides, heat consumption savings in the range 10 to 30Kcal/Kg clinker can be achieved and as a result a reduction in the associated CO_2 emissions. The ABC will also help to reduce the energy consumption in the clinker grinding process and provide energy efficient cooling and air blasting.

PROJECT	FLUE STACK CARBON CAPTURE		
PROJECTED CARBON REDUCTION	30,000 t/CO_2	% TARGET REDUCTION	3.7%

We aim to utilise oxygen from the hydrogen electrolysis process to optimise the clinker burning process, resulting in exhaust gases that contain a higher percentage of CO_2 and can be captured in a more energy efficient way, which can then be stored or re-used. In addition, we are collaborating with the wider industry and academia as steering committee members of an SEAI funded CCUS research project.

PROJECT	FLUE DUST PORTLAND CEMENT (FDPC) – CARBON8		
PROJECTED CARBON REDUCTION	2,000 t/CO_2	% TARGET REDUCTION	0.2%

FDPC is a by-product of the manufacture of Portland cement which contains CO_2 in its composition. We aim to capture a percentage of this CO_2 using a patented mineralization technology and transform it into an aggregate to be used downstream in the production of our range of building products.

* CCUS – CARBON CAPTURE, UTILISATION & STORAGE
The aim of CCUS is to prevent carbon reaching the atmosphere by capturing it at source and either reusing it as a resource or permanently and safely storing it.

MANNOK
2030 VISION
Sustainability Strategy 2021 - 2030

ACTION PLAN

PEOPLE | SUSTAINABILITY IMPLEMENTATION ACTION PLAN

	TARGETS	BASELINE	KPI	STATUS 2024	ACTIONS
SAFETY	Extend ISO 45001 Safety Management System accreditation to all business divisions by 2022	50%	% Completion	Completed in April 2023 ✓	• Develop action plan • Set target dates for each outstanding division
	Ensure all employees complete Safer by Competence training by 2025	50%	% Completion	Ongoing	• Develop Safer by Competence action plan aligned with Skills Development Programme • Set target completion date for each division
	Achieve zero lost time accidents by 2030	33%	% LTA Rate reduction	Ongoing - People: Safety Strategy released	• Schedule leadership safety walkabouts • Develop roadmap
WELLBEING & RESILIENCE	Develop an Equality, Diversity & Inclusion (ED&I) strategy by December 2025	New Initiative	Completion		• Publish a company ED&I policy by 2024 • Establish working group • Engage BITC • Perform GAP analysis and develop an action plan with suitable KPI's - publish results and make them publicly available where possible • Establish a best practise forum to engage employees on ED&I by 2026 • Achieve external recognition through an approved body by 2027
	Develop a comprehensive Occupational Health Programme by 2023	Regular online events and various activities scheduled.	Employee Engagement Target 50%	Completed ✓	• Occupational Health Programme rolled out and will be ongoing into the future. • Recent survey 25% participated. • Wellbeing Committee established. • Management trained on Mental Health
	Implement the main objectives as set out in the Health & Wellbeing strategy published in Q3 2024	New Initiative	Completion	An employee committee has been established and meets on a regular basis	• Deliver on the year 1 action plan by 2025 • Review and update the action plan on an annual basis • Apply for external recognition of the programme by 2026

PEOPLE | SUSTAINABILITY IMPLEMENTATION ACTION PLAN

CONTINUOUS LEARNING & PROFESSIONAL DEVELOPMENT

TARGETS	BASELINE	KPI	STATUS 2024	ACTIONS
Launch a sustainability engagement programme for employees with a calendar of activities by 2024	New Initiative	Employee Engagement Target 100%	To be rolled out in Q4 2024	• Establish working group • Develop an effective ongoing internal communication strategy on sustainability performance to enable knowledge sharing across all divisions • Develop and communicate a calendar of events
Ensure all management complete a certified sustainability leadership training programme by 2025	New Initiative	Completion	To be rolled out in September 2024 and finished in September 2025	• Select suitable training delivery partners and delivery format • Develop a proposal for Board/Management approval
Extend our employee focused certified Skills Development Programme to core manufacturing facilities of our business by 2025 and extend to support functions by 2027	15% Overall	Completion	Ongoing	• Develop action plan • Set target dates for each site
Establish a measured competency-based framework for Operational Excellence at all levels of the organisation by 2027	New Initiative	Completion	Ongoing	• Establish a working group • Identify best delivery format • Benchmark with industry peers (best practise) • Develop a roadmap and certification targets • Establish a panel of competency based subject matter experts in disciplines which are materially important to the future of the business

PLANET | SUSTAINABILITY IMPLEMENTATION ACTION PLAN

CLIMATE

TARGETS	BASELINE	KPI	STATUS 2024	ACTIONS
Develop an action plan to address the hard to abate residual emissions aligned with international best practice by 2028.		Completion	Ongoing	• Establish a working group with expert input • Generate action plan which considers full range of options e.g. nature based solutions, carbon capture, utilisation and storage, carbon sequestration
Use only 100% green electricity across all sites by 2025	89%	% Completion	Ongoing	• Identify appropriate suppliers, tender and contract
Reduce our Scope 1 and 2 emissions by 35% by 2030	765,959 t/CO_2 (Group estimate: 823,099; Cement: 806,637 - 2018)	Set Carbon Budgets	Ongoing	• Develop project plan to identify greatest potential emission reduction and carbon capture opportunities. ***[Completed]*** • Achieve at least 80% alternative fuel use by 2026 through the utilisation of SRF, plant adaptation, renewable energy and fuels, innovative / new technology • Include CAPEX and permit/licence impacts and timelines • Perform a renewable energy feasibility study by 2022. ***[Completed]*** • Sign up to Climate Pledge by 2022. ***[Completed]*** • Set annual carbon budgets for each site based on industry benchmarks and appropriate government targets
Reduce the carbon intensity of our cement products by 33% by 2030	804 kgCO_2/t cementitious material (801 kgCO_2/t - 2018)	% Reduction	Ongoing	
Reduce the carbon intensity of our insulation and concrete building products by 30% by 2030	Product / Kg CO_2/m² PIR 13.1 EPS 6.62 Aircrete 26.5 Roof Tiles 12.7 Precast 56	% Reduction	Product / Kg CO_2/m² PIR 10.09 EPS 5.33 Aircrete 19.19 Roof Tiles 10.85 Precast: Due 2025	
Decarbonise 50% of our fleet of vehicles to zero emission vehicles by 2030 (remaining fleet by 2040). Cars & Vans: 25% hybrid or electric by 2027, 50% by 2030 and fully decarbonised by 2035	Three zero emission 100% electric light commercial vans	All cars & vans by 2035, 50% fleet by 2030, 75% fleet by 2035, 100% fleet by 2040,	Five hybrid cars and vans, four electric vans and one electric pool car out of 70 cars/vans (14% hybrid/electric, 7% electric)	• Establish a working group • Develop a phased action plan based on electrification and alternative renewable fuels • Develop a hydrogen strategy for the business based on the output of research project(s) and feasibility studies

PLANET | SUSTAINABILITY IMPLEMENTATION ACTION PLAN

BIODIVERSITY

TARGETS	BASELINE	KPI	STATUS 2024	ACTIONS
Achieve Platinum standard in the Business in the Community Business and Biodiversity Charter by 2025	Silver Standard	Completion	Gold Standard now achieved. Initiated engagement with supply chain (integrated through deployment of the Sustain IQ system)	• Conduct an evidenced based gap analysis. ***[Completed]*** • Review and validate entry level with BITCNI and Ulster Wildlife • Communicate the company's Biodiversity Charter by 2022 ***[Completed]*** • Put a system in place to assess the biodiversity impact from our suppliers • Determine a rating/scoring criteria leading to a qualification decision matrix
Identify, develop and implement high level priority projects aligned with Natural Assets Action Plans, such as forestry planting, peatland restoration, nature recovery networks and farming best practice by 2026	New Initiative		Completion	• Establish a working group • Generate a rolling 5 year action plan for priority projects based on the natural assets action plan (NAAP) • Report on main outputs and findings annually
Increase the carbon sequestration rate of our lands by 12.5% per annum on average by 2023 to double the current rate by 2030	2,600 t/CO_2e per annum	2023: 2,925 t/CO_2e p.a. 2024: 3,250 t/CO_2e p.a. 2026: 3,900 t/CO_2e p.a. 2030: 5,200 t/CO_2e p.a.	**2023** 2,925 t/CO_2 Complete	

RESOURCE EFFICIENCY & CIRCULAR ECONOMY

TARGETS	BASELINE	KPI	STATUS 2024	ACTIONS
Improve energy efficiency by 25% by 2030	New Initiative	Agreed Site Targets		• Integrate energy performance KPI's into the Divisional Management structure
Achieve a 15% improvement in water conservation by 2030 with an interim target of 10% by 2027	Mains water: 24,223m^3; Borehole water: 414,633m^3;	Agreed Site Targets		• Develop a mass balance of water data set for the Group by 2024 • Develop an approved action plan with site targets and KPIs by 2025 - Integrate water performance KPI's into the Divisisional Management structure
Extend the energy management accreditation standard ISO 50001 to all divisions by 2026	Cement only	Agreed Site Targets	Packaging & PIR are now accredited	• Develop action plan with target date for each site
Zero waste to landfill by 2025	75%	Agreed Site Targets		• Identify any offending waste streams • Put in place a system to eliminate, reuse or re-purpose
Zero (residual) process waste by 2030	New Initiative	Agreed Site Targets		

PARTNERS | SUSTAINABILITY IMPLEMENTATION ACTION PLAN

	TARGETS	BASELINE	KPI	STATUS 2024	ACTIONS
COMMUNITY	Integrate an annual environmental initiative in each of our local schools' partnerships by 2026, providing financial support and expertise to enable each school to deliver annual projects focusing on climate change, biodiversity or social responsibility	New Initiative	Completion 50% by 2024 75% by 2025 100% by 2026	Implemented in 2/4 schools Mt Lourdes and St Michael's	• Set an annual target based on agreed sustainability initiatives
	Add two new schools' partnerships by 2025	3 Schools Partnerships	Completion	Completed - 5 formal school partnerships: St Aidan's, St Patrick's, St Michael's, Mt Lourdes and St Kevin's	• Identify and engage with schools • Develop partnership themes
	Phased development of Slieve Rushen House and Border Park by 2030. First trail to be completed by H1 of 2025.	New Initiative	Completion	Ongoing - Funding applications successful, activity starting in H2 of 2024	• Establish working group - CLG. ***[Completed]*** • Develop roadmap with key milestones and completion dates • Identify potential funding opportunities • Identify consortium of local community allies & support groups
	Achieve the flagship BITC CORE standard, a mark of best practice in the area of responsible business, by 2024 and progress to platinum level by 2032	New Initiative	BITC CORE Standard 2024, Silver 2026, Gold 2029, Platinum 2032	Ongoing	• Develop and submit application by 2024 ***[Completed]***
SUPPLIERS	Ensure all our direct/tier 1 suppliers achieve the responsible sourcing standard, BES 6001, or industry equivalent by mid 2027	New Initiative	50% Completion by mid 2025	Ongoing	• Establish a working group; • Identify direct/tier 1 suppliers • Identify relevant industry standards e.g. ISO 20400 • Develop a roadmap and action plan to help suppliers on their net zero journey
	Establish a sustainable procurement policy by 2024 and only work with suppliers who commit to meeting the standards within	New Initiative	Completion	Ongoing	• Establish a sustainability questionnaire aligned with the Company Code of Conduct for all new suppliers from 2022 and on a phased basis for existing suppliers by 2025 • Agree procurement criteria by supplier classification • Track non-compliances and corrective actions on a suitable automated platform
	Collaborate with our supply chain to develop a comprehensive Scope 3 emissions action plan by 2026	New Initiative	Completion	Ongoing	• Identify suitable expert consultants ***[Completed]*** • Establish a process to estimate emissions • Generate EPDs for all major products or convert Life Cycle Assessments to EPDs by 2025

PARTNERS | SUSTAINABILITY IMPLEMENTATION ACTION PLAN

CUSTOMERS

TARGETS	BASELINE	KPI	STATUS 2024	ACTIONS
Voluntarily disclose Scope 1 & Scope 2 emissions through the globally recognised Carbon Disclosure Project (CDP) by 2026	New Initiative	Annual Submission	Ongoing	• Publish an Annual Sustainability Report by 2025 • Establish reporting process to submit disclosure data to the Carbon Disclosure Project or equivalent by 2026 • Engage in a process to submit agreed targets for validation by the Science Based Target initiative by 2027
Implement and report on CSRD requirements by 2026	New Initiative	Completion	Ongoing - identified external partner	• Set up working group • Identify external partner *[Completed]* • Perform double materiality assessment • Publish first report in 2026
Independently verify Mannok Group greenhouse gases using ISO 14064 by 2026	New Initiative	% Completion	Ongoing	• Identify service provider by 2024 • Create implementation action plan

GOVERNANCE

Establish a best practice governance structure to oversee the implementation of the Sustainability Strategy on an ongoing basis.

Ongoing - have developed governance structure and set up steering committee and non-executive advisory group

- Develop an agreed company sustainability governance structure **[Completed]**
- Perform double materiality assessment as per CSRD requirements
- Identify training requirements for climate literacy and related financial/non-financial risk management
- Set up Steering Committeee **[Completed]**
- Set up Non-Executive Advisory Group **[Completed]**

INTELLECTUAL PROPERTY (IP) & INNOVATION POLICY & STRATEGY

Ongoing - have prepared a PPT on Mannok's IP Policy, this will be ready by end of November 2024. Invention Capture system to be purchased and in place by Mid November 2024. ISO 56005 document in preparation; working with Business Change Unit on the ISO 27001 IP aspects.

- Deploy new IP employee induction training in 2024
- Develop a C-Suite approved IP policy document in 2024
- Launch the Mannok Invention capture system platform in 2024
- Develop a Responsible IP and Innovation strategy aligned with the Mannok 2030 Vision in 2025
- Achieve the ISO 56005 & ISO 27001 standards for IP and Innovation Management in 2025

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