

Eco Material Technologies

Qualifications Summary



Eco Material Technologies is the leading producer and supplier of supplementary cementitious materials in North America, with the industry's only true national footprint of terminals, storage, and distribution channels.



COMPANY HISTORY

Eco Material Technologies was formed in February 2022 from the merger of Boral Resources—formerly Boral Limited’s North American fly ash business—and Green Cement Inc., a manufacturer of near-zero-carbon cement alternatives. These combined companies have vast resources and experience in the North American supplementary cementitious materials industry. In September 2025, CRH, a leading provider of building materials, acquired Eco Material Technologies.

Eco Material’s roots extend to the very foundations of the coal ash management industry. Boral Material Technologies traces its U.S. lineage through Monex Resources, Monier Resources, AMAX Resource Recovery Systems, and Dayton Fly Ash Co. Inc., which began processing coal ash in the early 1960s. With the entry into the U.S. by Monier, JTM Industries was founded and eventually became part of ISG Resources Inc. in 1997. In 2002, Headwaters acquired ISG Resources, which had successfully integrated numerous regionally focused coal combustion products (CCP) managers and marketers to form a national network with premier customer relationships. Some of the key regional CCP management companies that formed the backbone of ISG include the following:

- JTM Industries, originally based in Kennesaw, Georgia, began marketing concrete-grade fly ash and other coal combustion products in the 1970s
- Michigan Ash Sales Company, doing business as U.S. Ash Company (and subsidiaries U.S. Stabilization Inc. and FLO FIL Inc.) commenced sales of fly ash in 1968

- Pozzolanic International (and subsidiaries St. Helen’s Investments Inc., Pozzolanic Northwest Inc., and Pozzolanic Northwest Bulk Carriers Inc.)
- Power Plant Aggregates of Iowa Inc. (and subsidiaries Midwest Fly Ash & Materials Inc. and Livestock Waste Management Inc.)
- Fly Ash Products Inc.
- Mineral Specialties Inc.
- VFL Technology Corporation

In 2014, Headwaters Resources acquired the assets of Sinew Inc. and LA Ash Products and Services. In 2016, Headwaters Construction Materials acquired the assets of Synthetic Materials, LLC (SynMat). The following year, Boral Limited acquired Headwaters Incorporated, including all of its coal combustion products and services businesses.

Green Cement Inc. commenced operations in 2011 as VHSC Cement, LLC. Based in The Woodlands, Texas, the company developed and introduced a concrete binder, PozzoSlag®, capable of 50 percent or higher portland cement replacement, plus performance characteristics that included early set times and long-term strength development. Produced in an environmentally friendly way, PozzoSlag® enabled reductions in carbon dioxide emissions approximately 99 percent below those associated with the manufacture of ordinary portland cement. The newest generation of PozzoSlag®, trade named PozzoCEM®, can replace up to 100 percent of the ordinary portland cement in concrete and generates up to 90 percent less CO2 emissions.

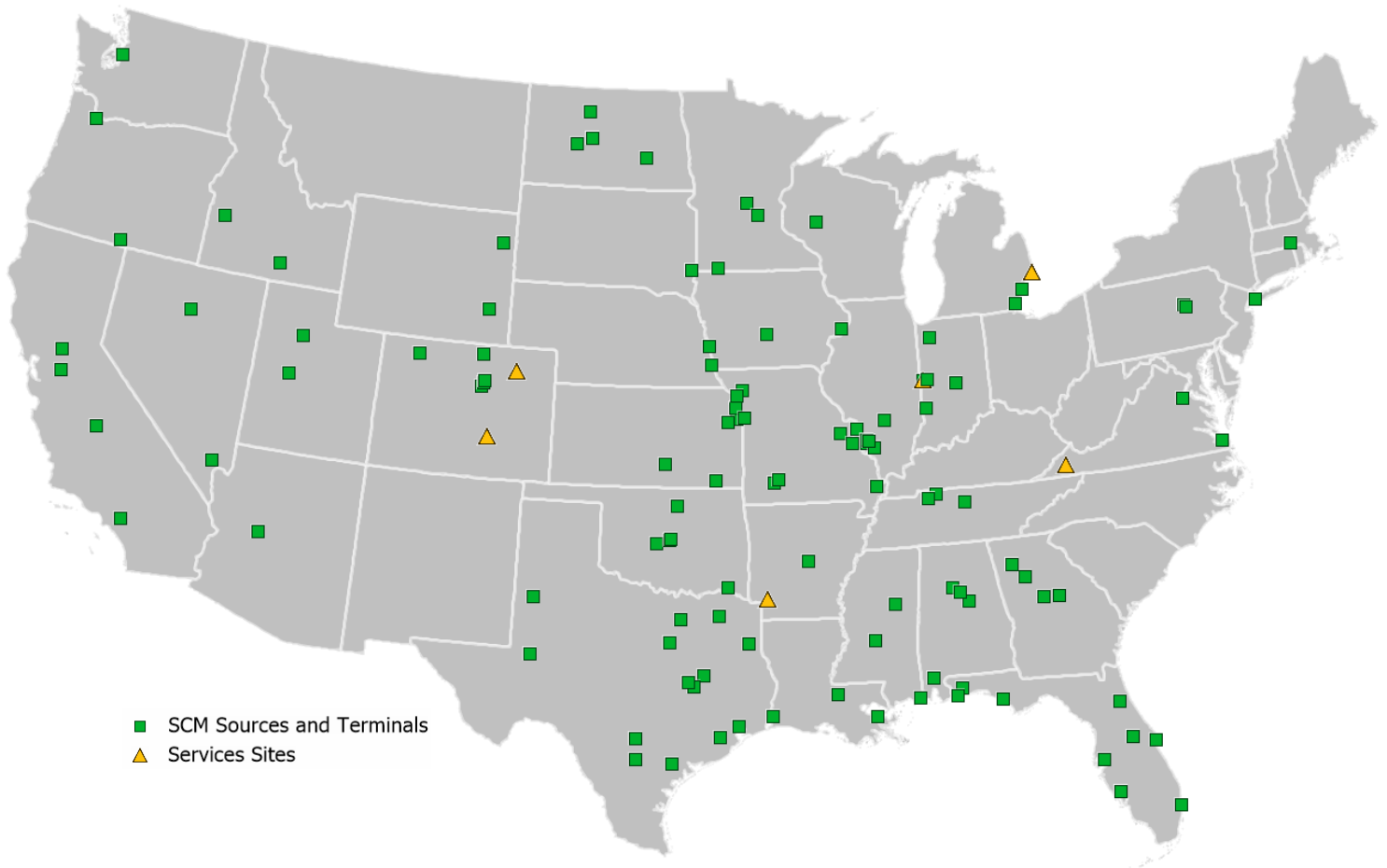
Eco Material Technologies offers utility services tailored to the needs of individual clients, ranging from managing specific aspects of CCP disposal to providing complete turnkey operations and maintenance services.



COMPANY ORGANIZATION

Eco Material's corporate management directly supervises sales, services, technical services, quality control, research and development functions, and commercialization of new technologies. This includes oversight of the company's Materials Testing and Research Facility (MTRF) and manufacturing facilities in Georgia and Texas. The engineering, supply chain, and transportation functions provide additional support to operational regions. Legal and risk management, human resources, and safety functions report directly to corporate officers.

Operations are organized into three major regions: East, Central, and West. These regions are responsible for bulk SCM management and marketing operations within specified geographic areas. Additionally, the LA Ash division manages and markets the SCMs produced from petroleum coke (petcoke) and other coal-fueled circulating fluidized bed (CFB) boilers within the U.S. The business maintains offices in Bryan, Texas, and South Jordan, Utah. Operational regions efficiently serve local utility clients and end-use customers. Green Cement, LLC operates processing facilities in Jewett, Texas, and Lakeview, Oregon. LA Ash and SynMat are supported through the South Jordan, Utah, office.



SOURCES OF SUPPLY

Fresh Fly Ash—Eco Material is the largest marketer of U.S. fresh fly ash and maintains relationships with many of the country’s largest utilities.

Landfill Harvesting—Eco Material currently harvests approximately 100,000 tons of coal ash annually from a northeastern monofill site, with plans to increase production to 200,000 tons per year. In 2023, the company initiated bottom ash harvesting and grinding operations in Texas, expected to contribute an additional 600,000 tons annually. A large-scale harvesting operation currently underway at a southeastern U.S. utility site is designed to produce approximately 1 million tons per year of specification-grade ash. Beginning in 2026, deployment of beneficiation technology at a separate utility site in the region is expected to support an additional 600,000 tons of recovered ash annually. The company is also commissioning a new processing facility in the southeastern United States to beneficiate previously disposed fly ash, adding approximately 600,000 tons per year and bringing regional harvested ash production to about 2 million tons annually. Separately, new beneficiation and harvesting facilities under development in the northern Plains are expected to supply approximately 400,000 tons of supplementary cementitious materials annually over the long term.

Manufactured Product—Eco Material’s PozzoSlag® and PozzoCEM® cements can replace a significant portion of the portland cement required to make high-strength, durable concrete. In July 2025 Eco Material opened its newest PozzoSlag® facility in Lakeview, Oregon, which manufactures PozzoSlag® cement from natural pozzolan minerals. At full capacity, this manufacturing plant will have the capacity to produce up to 300,000 tons of PozzoSlag® cement annually. It is anticipated that the Jewett, Texas, processing facility will embark on an automation and expansion project that will enable moving 200,000 tons of green cement products annually.

Synthetic Gypsum—As production of synthetic gypsum in the U.S decreases, the distance from source to end user is increasing. This is providing new opportunities for delivery from sources of synthetic gypsum production that were not economically viable in the past. Eco Material’s gypsum division, SynMat, uses portable technology to process synthetic gypsum produced at utility sites. An additional portable system added in 2022 at Prairie State Generating Station, in Marissa, Illinois, has doubled the capacity of processed material to 700,000 tons annually. Also in 2022, an additional site was established at an existing harvesting site with a production capacity of 150,000 tons per year. In 2025 SynMat partnered with a utility in southeast Indiana that is expected to distribute over 100,000 tons per year of gypsum into the cement and agriculture markets.



FOCUS ON QUALITY

Eco Material's Materials Testing and Research Facility (MTRF) is an AASHTO-accredited cementitious and concrete laboratory that actively participates in annual Cement Concrete Reference Laboratory (CCRL) inspections. MTRF tests more SCMs, including coal ash and natural pozzolans, than any other laboratory in the United States. In addition, the facility provides customers an array of concrete testing services for aggregates, cements, concrete alkali reactivity analysis, concrete sulfate testing, hardened concrete petrography, etc. The facility is staffed with American Concrete Institute (ACI)-certified personnel managed by innovative leaders in the SCM industry. Eco Material also has two full-time quality control managers and technical services personnel available to support customers in training and making use of our products. MTRF also routinely collaborates with utility partners, conducting detailed assessments of how modifications to a power plant's operating conditions can impact the chemical properties, physical performance, and overall reliability of the produced material.

Through these collaborative efforts, MTRF provides utilities with actionable insights that help optimize combustion efficiency, maintain emissions compliance while also ensuring the products comply with industry specifications, and safeguard the integrity of downstream construction applications. By combining real-time sampling, advanced analytical testing, and historical performance modeling, MTRF identifies operational variables that may introduce variability into the material stream and recommends adjustments to stabilize quality. This proactive approach not only supports consistent product reliability but also strengthens long-term partnerships by ensuring coal ash products can confidently meet both regulatory and market expectations.

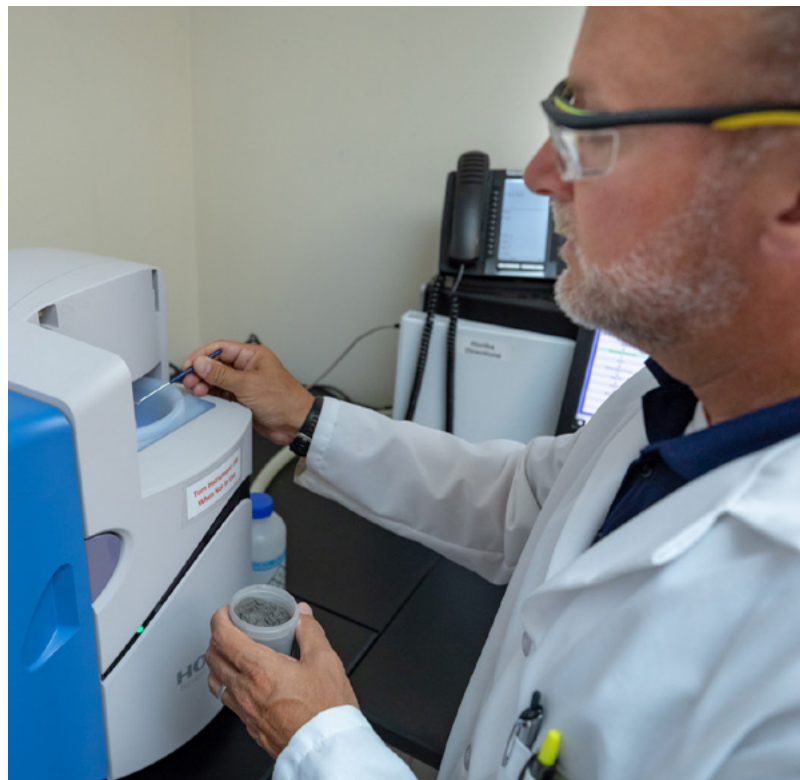
MTRF also provides comprehensive technical support to concrete customers by delivering expert guidance on material performance, mix optimization, and application-specific requirements. Our team assists producers and contractors by evaluating fly ash characteristics, conducting laboratory testing, and recommending mix adjustments that enhance workability, strength development, and long-term durability. Whether supporting field performance, reviewing specifications, or offering jobsite support, MTRF ensures customers have reliable, data-driven insights to achieve consistent, high-quality concrete. This hands-on partnership approach reinforces product confidence and helps customers meet both engineering standards and project performance goals.

FOCUS ON SAFETY

Eco Material Technologies is built on a strong commitment to safety, ensuring that every product, process, and project reflects our responsibility to protect people and the environment. Safety is not just a priority for us, it is a core value that drives our innovation, decision-making, and operational excellence.

Our organization embeds safety into every stage of our operations, from research and product development to field implementation and customer support. Through rigorous training, continuous improvement initiatives, and adherence to industry-leading standards, Eco Material Technologies ensures that our teams and partners operate with the highest level of confidence, consistency, and care.

The safety process is a continuous improvement system that concurrently achieves organizational and individual behavioral change in the uncompromising pursuit of zero incidents. This is achieved through total employee involvement and management's commitment to provide resources and support on a company-wide basis. Employee engagement in hazard identification and reduction, training, safety meetings, audits, behavioral safety, and committee work has resulted in significant reductions in recordable incidents over the past decade. Eco Material's Total Recordable Incident Rate (TRIR) for calendar year 2025 is 0.89, with a Lost Time Incident Rate (LTIR) of 0.24; both rates are significantly below the industry average.





LEVERAGING ECO MATERIAL'S NATIONAL SCM FOOTPRINT

Eco Material Technologies:

- Markets over 6 million tons of SCMs and ~4 million tons of other CCPs annually
- Serves over 6,000 unique customer locations from 100+ sites across 46 states and Canada
- Operates more than 60 free-standing terminals, a fleet of over 4,000 railcars, and a fleet of 100 trucks
- Maintains a fleet of over 670 pieces of heavy mobile equipment that includes bulldozers, excavators, dump trucks, forklifts, loaders, graders, railcar movers, service trucks, smooth drums, vacuum trucks, trailers, sweepers, tractors, and water trucks
- Maintains inland barge capabilities and delivery terminal networks for customer supply chains located adjacent to the U.S. inland waterways

As the only SCM marketer with a national presence, the company enjoys advantages in both logistics and sales. Due to the volumes of material that the company moves, Eco Material is able to negotiate favorable rail rates on a national basis and enjoys similar purchasing power with trucking contractors where their services are required.

Eco Material's extensive infrastructure of rail, barge, and truck transportation; storage facilities; and knowledgeable people experienced in SCM distribution and marketing means greater market reach. This allows the shipment of SCMs to more distant markets and sales to a wider range of applications and manufacturers—including concrete, cement, and wallboard producers—with whom Eco Material has established customer relationships.

PLANT SERVICES

Eco Material's Plant Services division is the largest disposal contractor in the United States for coal combustion residuals (CCRs). The division has over 30 years of experience and has provided services at over 100 utility sites, handling all types of CCRs as well as coal and limestone.

Eco Material has experience in constructing and operating landfills of all sizes up to 200 acres. No other company possesses the historical perspective, national scale, operating experience, and political and regulatory expertise that reside within the company.

Our experienced management team emphasizes decision-making on the regional and local levels. Support services are unparalleled and include a materials research laboratory near Atlanta, Georgia, providing a full range of research and testing capabilities; ability to work with local engineering groups throughout the United States and Canada; and a

national logistics team that negotiates competitive freight rates with railroad, barge, and trucking companies while coordinating operations of the company's extensive transportation fleet.

Our Plant Services division enjoys a strong financial base and supportive structure. Eco Material's national footprint helps insulate against the financial consequences of regional economic downturns, regional weather disturbances, and the effects of quality or operational outages at individual plants. Comprised of personnel from our utility and industrial services practice, the division has more than three decades' experience designing, permitting, constructing, operating, and closing solid waste disposal facilities for coal-fueled utilities and other industrial clients. Plant Services employs over 150 people serving utility clients and end-use customers across the United States and Canada.



Utility services are tailored to the needs of individual clients, ranging from managing specific aspects of CCR disposal to providing complete turnkey operations and maintenance services. Comprehensive quality control systems and rigorous health, safety, and environmental standards ensure best practices company-wide. By stressing these program attributes, Plant Services is able to build solid long-term customer relationships.

More important than size, though, is our experience in developing and using industry best practices to ensure regulatory compliance and cost-effective operations. For instance, advanced GPS equipment is utilized to ensure that disposal facilities are constructed according to plans and at the lowest cost. Strategic relationships are maintained that ensure access to the most up-to-date equipment, including partnering agreements with two national heavy equipment suppliers and a leading national truck supplier.

Some of the services offered include:

- CCR impoundment excavation, remediation, and closure
- CCR laboratory testing and analysis
- Market studies
- Marketing and utilization
- Operation and maintenance of FGD fixation facilities
- Research and development services
- Sales
- CCR transportation and logistics
- Site assessments
- Solid waste management consulting
- Pond beneficiation and encapsulation
- Wet-to-dry conversions
- Coal treatment facility management and operations



RESEARCH SERVICES

Material Characterization Studies. Eco Material offers material characterization services to evaluate a byproduct's potential for beneficial use. Characterization involves developing a material sampling plan, sample collection, physical testing, chemical analysis, and interpretation of results. Our newly expanded Material Testing and Research Facility's capabilities include microscopy, particle size analysis, carbon content, magnetic content, X-ray fluorescence, atomic absorption, and various wet chemistry analyses, in addition to conventional construction material testing.

Material Handling/Processing Evaluations. Evaluations of material handling and processing requirements are conducted based on material characteristics, bench or pilot-scale processing, and experience with similar materials.

Market Studies. Eco Material's market study team evaluates product capabilities, explores market opportunities, and recommends the most environmentally and economically sound approaches to marketing or disposal scenarios. Our experience in design and operations has led to many innovative approaches to waste stream minimization by placing an emphasis on reuse and recycling.

ENVIRONMENTAL CONSULTING SERVICES

Environmental Planning and Environmental Site Assessments. Eco Material's team of environmental professionals typically works with project planners to review proposed projects for environmental considerations early in the planning stage. Early review of environmental considerations helps to produce a project that minimizes environmental concerns and allows for realistic project scheduling.

Project Permitting and Compliance Audits. Eco Material's experience includes the permitting process for storm water, wetlands, air, stream alteration, solid waste utilization, and all aspects of landfill permitting. We also perform facility compliance audits to ensure that operations are in accordance with applicable laws and permits. Operations audited include stabilization plants, material handling facilities, landfills, and various utilization projects.

WET-TO-DRY CONVERSIONS

Eco Material helps utilities to facilitate converting their plant's ash handling system from a wet ash handling system for disposal to a dry system for fly ash and bottom ash sales. Our company's vast experience in material handling systems, equipment, and engineering and design provides the utility with turnkey systems. Eco Material oversees the entire operation, coordinating the design, engineering, and construction of the conversion with all appropriate utility personnel. When the conversion is complete, the dry ash can be marketed for beneficial use.

COAL TREATMENT FACILITY MANAGEMENT

Eco Material provides personnel to operate coal treatment facilities on a 7-days-per-week, 24-hours-per-day basis to treat up to six million tons of coal per year.

ENGINEERING AND DESIGN SERVICES

Material Handling Systems and Equipment. Our specific design experience covers systems that include dry material silos, pneumatic and dense phase transfer, baghouses, belt and screw conveyors, mixing, pelletization, screening, dewatering equipment, and related instrumentation and control systems. Eco Material also has engineering services capabilities for the design, procurement, and installation of bulk powder storage facilities and rail-to-truck terminals.

CONSTRUCTION MANAGEMENT SERVICES

Field Representation and Contract Administration. Eco Material provides construction services by acting as the owner's agent during civil or industrial construction projects. This arrangement ensures that construction activity progresses smoothly and that the construction conforms to the design specifications.

Landfill, Civil, and Mechanical Industrial Construction. Eco Material provides construction management for heavy construction projects, particularly in the field of solid waste disposal and land reclamation. Our industrial construction management services cover mechanical and vertical constructions for equipment modifications or new plant construction.



GREEN CEMENT, LLC

Green Cement, LLC has patented technology to convert fly ash and natural pozzolan materials into value-added manufactured products such as its proprietary PozzoSlag®, a cementitious material that enhances the strength, durability, and performance of concrete. Green Cement's production process does not rely on a kiln, greatly reducing the energy requirements and the emissions associated with its production. Since commencing manufacturing operations at its Jewett, Texas, facility in 2012, Green Cement has sold over 1 million tons of PozzoSlag®, which has been specified for interstate highway, airport runway, and other heavy/civil concrete projects. As part of the national technology rollout, Eco Material has opened a plant in Lakeview, Oregon, that uses natural pozzolan feedstock to produce PozzoSlag® green cement. The facility has the capacity to produce 300,000 tons of PozzoSlag® annually. The plant also has the capability to produce an ASTM C618-quality natural pozzolan in lieu of PozzoSlag® should that product offer economic advantages over PozzoSlag® for specific construction projects.



LA ASH

Through its LA Ash division, Eco Material has a national license and cooperation agreements with a major circulating fluidized bed (CFB) boiler manufacturer. The LA Ash division has also expanded its range of CFB-related products by offering current and future national CFB clients an environmentally sound method for converting ash into usable products. The new offering provides international CFB owners and operators with an alternative to disposal by beneficially utilizing these CFB products.



SYNTHETIC MATERIALS, LLC

Eco Material's Synthetic Materials, LLC (SynMat) subsidiary expands Eco Material's flue gas desulfurization (FGD) byproduct and synthetic gypsum markets. SynMat is responsible for approximately 20 percent of all the synthetic gypsum that is consumed in the U.S. A leader in the industry, our expert staff works aggressively with our partners to identify and realize significant cost savings and process improvements.

Experience in the design and operation of FGD dewatering plants across the United States has enabled SynMat to optimize the design of its horizontal belt filter system. The design not only meets but exceeds the gypsum production requirements—and provides the added reliability of a filtration system to continue operation with minimal maintenance and downtime. Having hands-on experience in the operational and maintenance aspects of the FGD dewatering process, SynMat understands the importance of providing a system that can operate efficiently under the 24/7 demands of the power industry.

SynMat specializes in:

- Engineering, procurement, and construction of gypsum dewatering systems
- Reducing production risks to utilities by taking ownership of the gypsum in slurry form
- Operation and maintenance services for new and existing FGD systems
- Water treatment operations and maintenance
- Dewatering of gypsum to produce a quality gypsum cake to meet the needs of customers in the wallboard, cement, and agricultural industries



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