

NURTURING GROWTH

Sustainability Report 2025



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Our sustainability strategy, Nurturing Growth, integrates our environmental and social responsibilities for the benefit of our customers, communities, and future generations.

Our strategy is centred on two core programmes, Nurturing Our Environment and Nurturing Our Society, overseen by a robust governance structure, ensuring that our sustainability goals are integrated into our business strategy.



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WELCOME TO OUR SUSTAINABILITY REPORT 2025

HIGHLIGHTS

- On Track for Science-Based Targets Initiative (SBTi)**
 26% cut in Scope 1 & 2 emissions and 17% cut in Scope 3 since FY19 – progress aligned to our 2032 targets.
- Renewable Energy**
 63% of Group electricity from certified renewable sources (Ireland & UK: 96%).
- Soil Health at Scale**
 UK soil samples benchmarked using Soil Health Indices to boost resilience and productivity.
- Nitrogen Use Efficiency**
 300+ NUE measurements across 47 UK trial sites, scaling data to optimise fertiliser use and cut emissions.
- Biodiversity & Ecology Expertise**
 Five new consultancy acquisitions, growing our Environmental team to include 175 ecologists.
- Inclusive Leadership**
 29% of leadership and management roles are now held by women, up from 18% in 2018 and surpassing our FY26 target, ahead of schedule.
- Health, Safety & Wellbeing**
 Zero fatalities, zero prosecutions; enhanced reporting lifted reportable incident rate to 10.77 as part of a stronger safety culture.

Everything starts with the land.

How we understand, nurture, and optimise it shapes the future for people, businesses, and nature.

We provide the expertise, technology, and solutions to help landowners, farmers, and industries become better stewards of the land, unlocking its true potential while ensuring resilience for generations to come.

From precision agronomy that enhances food production to ecological consultancy that regenerates the land, we work in partnership with our customers, empowering them to create lasting value. By combining scientific expertise with practical know-how, we enable them to deliver sustainable, productive, and thriving landscapes – where people, businesses, and nature can coexist and flourish.

With a dedicated team across multiple geographies and sectors, we develop long-lasting relationships that deliver knowledge, solutions, and innovation wherever they are needed.

We aim to ensure that every decision made on the land today shapes a better tomorrow.

Driven by how we make a difference

OUR VISION

A world where land achieves its true potential for people, businesses, and nature.

OUR PURPOSE

Enriching lands. Empowering lives.

WHAT WE DO

We deliver expert advice, leading products and services, and innovative technologies, tailored to the unique needs of each customer and their land.

Guided by strong governance

We operate with integrity, transparency, and accountability. Robust governance structures underpin our business model, ensuring ethical conduct, compliance, and long-term value creation for all stakeholders. We are committed to responsible leadership, stakeholder dialogue, and transparent Environmental, Social, and Governmental (ESG) performance reporting.



The Origin Way Our Values



FOREWORD



Every day, I see the impact of the pressure that our land, water, and biodiversity is under – on our business, on the people and communities we work with, and on nature itself. Climate change is not a distant risk – it is shaping how we live and work today.

Longer dry spells, heavier rainfall, and more frequent extremes are now part of the cycle in which we operate, disrupting planting windows, stressing landscapes, and testing resilience. For a Group active in agriculture, environmental services, and landscape management, these conditions are not background risks – they directly affect productivity and how we plan for the future. They increasingly mean our specialist advice in these areas is more and more sought after.

The regulatory environment has evolved in parallel. The EU Carbon Border Adjustment Mechanism (CBAM), effectively a carbon tariff on energy-intensive imports, is reshaping the cost base for these goods, with direct implications for fertiliser pricing and, ultimately, food security. The expansion of the Corporate Sustainability Reporting Directive (CSRD) through the Omnibus Directive has given companies additional time to prepare, and we are using it to strengthen our foundations. Over the past year, we have invested in enhanced data monitoring, creating a proprietary greenhouse gas (GHG) data platform to improve the timeliness and accuracy of reporting. This is not without challenges – harmonising data across geographies and business models takes time, and consistency will remain a focus. However, while built to ensure compliance, the system is already providing insights that improve supply chain efficiency and support better decision-making. These developments reflect what stakeholders expect: financial performance delivered alongside responsible stewardship of natural capital.

This is the foundation of our *Nurturing Growth* strategy. Growth, resilience, and responsibility are inseparable. Our diversification into Living Landscapes and environmental services reflects structural demand for ecological restoration, biodiversity net gain, and sustainable land use. At the same time, our soil nutrition and agronomy businesses remain central to enabling efficient, low-impact farming systems – ensuring we can support sustainable land management across the full spectrum of needs.

In FY25 we advanced on several fronts. On climate, we expanded Scope 1–3 emissions measurement, progressed transition planning, and set a Group water reduction target of 20% by 2032. On biodiversity, our dual-track strategy gained momentum: embedding nature within agricultural systems through BioSolutions, nitrogen use efficiency, soil resilience, and integrated pest management, while scaling nature-based solutions in Living Landscapes – growing our environmental operations from a standing start in FY23 to more than 240 employees, including 175 ecologists. This work aligns with evolving EU and global frameworks, including the new EU Nature Restoration Regulation.

On circularity, while we did not meet our original zero waste to landfill target, we have now set phased landfill diversion and packaging reduction goals through FY28. These milestones give us a stronger baseline for progress, and we remain committed to accelerating action in this critical area.

Our commitment to people is equally strong. Employee engagement remained high at 89%, and females now hold 29% of leadership roles as we progress toward our 2030 goal of 30%. Initiatives such as *Let's Talk* continue to strengthen a culture where dialogue, adaptability, and collaboration drive performance. Ultimately, our people and culture are what make delivery of our ambitions possible – they are the foundation for progress on climate, biodiversity, and circular practices. Recognising that our responsibility extends further, we are at the early stage of mapping and assessing human rights risks across our value chain, to guide where stronger due diligence will be required.

I expect the year ahead will bring further regulatory change and shifting geopolitical priorities, with some governments stepping back from environmental commitments. Our focus remains clear: we are taking action because it strengthens the business, supports our stakeholders, and safeguards the resources on which economies, communities, and ecosystems depend. Expanding biodiversity and nature-based infrastructure, improving water and nutrient management, and embedding circularity across our products and services are central to how we create value. Equally, we recognise our responsibility to respect human rights and promote social resilience across our value chain. By pursuing growth in a way that protects people and the environment, we are building a resilient business ready to shape the future of sustainable land use.

I want to thank our employees, customers, suppliers, and shareholders for their commitment. Together, we are building a business that performs today while shaping tomorrow.

Sean Coyle
Chief Executive Officer





CREATING VALUE

Our Sustainability Strategy: *Nurturing Growth*

Our sustainability strategy, *Nurturing Growth*, rests on two interdependent pillars: **Nurturing Our Environment** and **Nurturing Our Society**. We believe long-term resilience and value creation stem equally from safeguarding natural systems and uplifting people and communities. Together, these pillars support our purpose, our vision, and our business model, helping us enable land to reach its true potential for people, businesses, and nature alike.

Nurturing Our Environment

Meeting the challenge of feeding a growing population while safeguarding natural systems defines our business. We deliver food productivity through technically-led agronomy, soil nutrition, and animal feed solutions. Both our Agriculture and Living Landscapes businesses play a significant role in advancing environmental outcomes across carbon reduction, soil health, biodiversity, and climate adaptation through the following:

- Supporting customers with solutions that improve carbon efficiency, soil health, and biodiversity
- Deploying precision tools, digital innovation, regenerative practices, and extensive field trials to guide productivity and sustainable land stewardship
- Leveraging global partnerships and data platforms to inform decision-making and manage risk; and
- Anchoring our approach in recognised frameworks (SBTi, GRI, SDGs) to embed both commercial resilience and environmental responsibility.

Nurturing Our Society

We recognise that sustainable outcomes depend on both environmental stewardship and the advancement of people. This includes investing in our own people, and supporting communities and partners across our value chain to build skills, wellbeing and opportunity. By embedding inclusive, equitable and ethical practices across our workforce, supply chain, communities, and customer solutions, Origin is:

- Creating conditions for employees to thrive and communities to prosper;
- Strengthening wellbeing, equity, and skills across our workforce and value chain;
- Protecting value chain workers and advancing human rights, supported by new supply chain risk assessments; and
- Expanding partnerships with communities and biodiversity initiatives to deliver shared value and trust.

Governance and oversight ensure sustainability is embedded across the business and aligned with internationally recognised standards. Our 2025 progress report reflects insights from our 2023 Double Materiality assessment, keeping our strategy rooted in stakeholder priorities and impact-based targets.

Ultimately, *Nurturing Growth* positions us to achieve long-term success by ensuring sustainable, responsible and inclusive growth that benefits our business, society, and the environment.

For more details, visit www.originenterprises.com





ABOUT THIS REPORT

Our sustainability reporting process began in FY19 when we initiated formal sustainability reporting, focusing on our impacts at an aggregate level. This commitment was solidified with the publication of our inaugural sustainability report, **Nurturing Growth**, in FY21.

Our Reporting Approach

Although not legally required to produce a sustainability report, we continue to do so each year in recognition of stakeholder expectations, and our responsibility to disclose transparently on material environmental and social issues. Since 2021, we have reported annually via our Group website alongside our results, ensuring transparency and accessibility for all stakeholders.

Frameworks and Standards

Our reporting is guided by the GRI (Global Reporting Initiative) Standards (Core level) and informed by the UN Sustainable Development Goals (UN SDGs). While we are not yet reporting in full accordance with the European Sustainability Reporting Standards (ESRS), we are progressively using them as a framework to shape disclosures, strengthen data quality, and prepare for future compliance under the Corporate Sustainability Reporting Directive (CSRD). We adopt an operational control approach in our non-financial reporting, ensuring boundaries are consistent with our operational and financial reporting.

Materiality and Risk Management

Insights from our 2023 Double Materiality assessment, and subsequent gap analysis, continue to shape the scope and priorities of this report. Risk assessments now extend beyond our own operations to capture both physical and transition risks across our value chain – from raw material sourcing to product use and disposal. In FY25, we also advanced our climate scenario planning process, using Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA) reference scenarios to test the resilience of our business model under a range of plausible climate futures. This methodological work strengthens our strategic thinking, enhances risk awareness, and underpins long-term value creation.

Scope of Reporting

While climate and environmental topics are central to our disclosures, our reporting equally covers social and governance issues. This includes employee health and safety performance, workforce diversity, equity and inclusion, employee wellbeing and engagement, supply chain human rights due diligence, and community partnerships.

Our social disclosures are informed by the UN Guiding Principles on Business and Human Rights, the International Labour Organization (ILO) standards, and the OECD Guidelines for Multinational Enterprises, reflecting our commitment to respect human rights across our value chain.

By broadening our non-financial key performance indicators (KPIs) in FY25, we are ensuring that both environmental and societal dimensions of our *Nurturing Growth* strategy are measured and reported consistently.

Continuous Improvement

We are investing in the systems needed to support credible, decision-useful reporting. In FY25 we completed the first phase of our in-house carbon data warehouse and reporting platform, integrated with ERP systems and supported by OCR invoice scanning. This strengthens audit trails and traceability, while laying the foundation for more timely, accurate, and actionable disclosures. Looking ahead, we will continue to refine data quality, expand coverage across geographies and business units, and strengthen governance processes, ensuring that Origin's sustainability reporting evolves with stakeholder needs and regulatory expectations.

Voluntary Reporting
since FY21

Guided by GRI,
informed by ESRS – preparing for CSRD.

Transparent Reporting,
stronger systems, stakeholder-driven priorities.



Stakeholder Engagement and Materiality

Strategic Context

Our sustainability priorities are shaped by continuous stakeholder dialogue and materiality analysis, aligned with the ESRS and the CSRD. This ensures that our reporting focuses on the issues most relevant to stakeholders and most material to Origin’s long-term performance.

In 2023, we undertook our first Double Materiality assessment, guided by ESRS principles. This assessment considered both impact materiality (where our business affects people or the environment) and financial materiality (where sustainability-related risks and opportunities influence enterprise value).

In 2024, our strategy was further refined through an ESRS Gap Analysis, which highlighted areas for improvement – particularly around human rights practices, policies, and pollution (air and water quality). These topics were reviewed and accepted by the Board for inclusion in our Materiality Matrix.

In 2025, stakeholder engagement reflected Origin’s expanded footprint and reinforced these priorities. Dialogue is increasingly focused on climate resilience, biodiversity, and responsible sourcing, while pollution and human rights are increasingly shaping business priorities.

The table below summarises the main stakeholder groups we engaged with, the key topics raised, and how these map to our Environmental and Societal focus areas. This alignment structures the report around what matters most – from soil health, biodiversity, and climate action to community impact, responsible sourcing, and farmer resilience.

The full detail of our engagement processes, assessment methodology, governance oversight, and Materiality Matrix is set out in a later chapter of this report, **Stakeholder Engagement and Materiality – Process and Methodology (p.87)**.

| Stakeholder Group | How We Engage | Key Concerns Raised | Materiality Assessment | Where Addressed in Sustainability Report |
|---------------------------|--|--|------------------------|---|
| Employees (3,074 in FY25) | Town Hall meetings, and our employee engagement strategy 'Let's Talk' | Engagement, inclusion, health and safety, development opportunities | Financial | Societal: People & Culture |
| Board | Regular meetings, strategic alignment sessions, specialised committees, Board evaluations, development programmes | Governance, oversight of sustainability, long-term risk, value creation | Financial | Governance: Oversight & Risk |
| Customers | Ongoing engagement by agronomists and technical sales teams | Sustainable farming, input performance, reliability of service | Impact & Financial | Environmental: Soil & Nature; Societal: Farmer Resilience |
| Consumers | Responsible communication through marketing and brand programmes | Responsible marketing, brand assurance, traceability | Impact | Societal: Value Chain |
| Policymakers/Regulators | Submissions to CDP, MSCI and Sustainalytics; applying the Task Force on Climate-related Financial Disclosures (TCFD) framework and aligning with the principles of the EU Taxonomy and GRI Standards | Climate disclosures, compliance with reporting standards, CSRD readiness | Impact & Financial | Governance: Regulatory Compliance |
| Civil Society | Support for community projects, local volunteering, financial contributions | Community impact, biodiversity, social value | Impact | Societal: Communities & Environment |
| Academia | Collaboration through Innovar, Marie Curie and Innovate UK programmes | Innovation, sustainability research, knowledge transfer | Impact | Environmental: Innovation & Circularity; Societal: Farmer Resilience |
| Investors | One-on-one meetings, video calls, conferences with institutional investors | Climate risk, ESG performance, governance strategy | Impact & Financial | Governance: ESG Oversight; Environmental: Climate & Emissions |
| Industry Partners | Forums and collaborations with AIC, Amenity Forum, UK Business & Biodiversity Forum | Sector collaboration on biodiversity, reducing GHG emissions | Impact | Environmental: Climate & Nature Partnerships |
| Suppliers | Partnership approach based on our Code of Conduct | Clear expectations, responsible sourcing, long-term relationships | Financial | Societal: Value Chain; Governance: Responsible Sourcing |



PROGRESS AGAINST COMMITMENTS

Sustainability is central to Origin’s strategy and long-term value creation.

We measure progress against defined targets that are embedded in our strategic roadmap and aligned with the priorities identified through our Double Materiality assessment.

The table below summarises FY25 performance on the material topics most significant to Origin and our stakeholders. It sets out key targets and outcomes across Environmental, Social, and Governance (ESG) themes, demonstrating how sustainability is embedded in the way we operate.

| Material Issue | Impacts | Target | FY25 Performance Update |
|---|---|--|---|
| Climate Change Resilience | Climate-related risks – including extreme weather events, biodiversity loss, and temperature increases – pose significant challenges to our business and global food production. Our carbon footprint is heavily influenced by Scope 3 emissions, particularly nitrous oxide from fertiliser use, with varying trends in agricultural emissions across different regions. | <ul style="list-style-type: none"> Commitment to SBTi within our Nurturing Growth strategy. | <p>Climate Transition Plan under implementation:</p> <ul style="list-style-type: none"> Scope 1 & 2: 26% reduction vs. FY19 baseline, on track for 2032 target. Scope 3: 17% reduction vs. FY19, on track for 2032 target. |
| Energy Efficiency and GHG Emissions | Energy efficiency and GHG emissions management are crucial for cutting operational costs and addressing climate impact, with poor practices and high emissions posing significant risks to environmental sustainability and regulatory compliance. By investing in energy-efficient technologies and robust GHG reduction strategies, Origin can improve operational performance and avail of opportunities for enhanced sustainability and regulatory alignment. | <ul style="list-style-type: none"> Path to reduce Scope 1 & 2 GHG emissions by 54.9% by 2032, from a 2019 baseline (market-based), aligned with 1.5°C target. Path to reduce absolute Scope 3 GHG emissions from purchased goods and services, upstream transportation and distribution and use of sold products by 32.5% within the same time frame. Increase nitrogen use efficiency (NUE) of crops by 20% by 2030. | <p>Scope 3: FY25 emissions were 17% below FY19, with reductions from fertiliser use (–31%) and purchased goods (–9%), supported by enhanced data quality and supplier engagement.</p> <p>Renewable electricity: 63% Group consumption certified renewable (Ireland/UK 96%, Brazil; two facilities at 100%).</p> <p>NUE: >300 measurements across 47 UK trial sites; new glasshouse trials launched Sept 2025; DEFRA-backed NUE-Leg project scaled to field activity.</p> |
| Sustainable Food Systems | The shift towards sustainable food systems presents both risks and opportunities for Origin, as climate change, resource scarcity, and biodiversity loss threaten food security and supply chains. By embracing sustainable practices, such as reducing emissions and enhancing soil health, Origin can mitigate these risks while positioning itself as a leader in the transition to resilient, sustainable food systems. | <ul style="list-style-type: none"> Fast-track the development of biologicals. Protect water quality by delivering best-practice plant protection application training to 75% of all spray operators across our CE markets. | <p>BioSolutions: 142 products under trial in FY25 (86 biostimulants, 56 bioprotectants), up from 44 in FY22 (25 biostimulants, 19 bioprotectants), representing a 223% increase in the pipeline, with biostimulant trials up 244% and bioprotectants up 195%.</p> <p>Sprayer Operator Training: reached 4,252 farmers in Romania (71% of customers) and 910 in Poland (23%), giving 52% coverage across Central Europe toward the 75% by 2030 target. In the UK, 2,392 growers completed programmes focused on reducing drift, protecting watercourses, and optimising water use in plant protection.</p> |
| Soil Health | Soil health is critical to sustainable agriculture, with risks such as soil degradation and nutrient depletion threatening long-term crop productivity and ecosystem stability. However, by implementing strategies like improved nutrient use efficiency and soil resilience initiatives, Origin can enhance soil health, reduce environmental impacts, and capitalise on opportunities to lead in sustainable land management practices. | <ul style="list-style-type: none"> Original KPI: Benchmark all soil analysis using Soil Health Indices through the Soil Resilience Strategy across the Group by FY25. Revised KPI: Full Group-wide adoption of Soil Health Indices by 2030, with phased roll-out across CE and other markets. | <p>Soil Health Indices: Initial implementation has been in the UK, where soils are being benchmarked for key parameters including organic matter, pH, nutrient levels, and active carbon. Findings highlight nutrient deficiencies, risks of diffuse pollution, and the influence of pH on fertiliser efficiency and crop performance. The integration of results with the Contour digital platform is advancing, enabling farm-level application to support nutrient planning and environmental management.</p> |
| Biodiversity | Biodiversity loss and land degradation pose significant risks to ecosystem services and crop production, impacting our business and society. Our nature-positive approaches and innovative strategies like BioSolutions and habitat restoration present an opportunity to enhance ecosystem resilience and support sustainable land management. | <ul style="list-style-type: none"> Develop our Living Landscapes division, contributing to meeting all environmental KPIs and 30% of the Group’s operating profit by 2026. Help create 1,000 miles of biodiverse wildlife corridor by 2030. | <p>Living Landscapes: Division contributed 18.4% of the Group’s operating profit, a 4.2% year-on-year increase, with capacity expanded through five specialist ecological consultancy acquisitions and a minority investment in BioGains, a UK habitat banking specialist.</p> <p>Wildlife Corridors: Launched connectivity pilots at Throws Farm; supported habitat creation through the supply of 2.3 million native trees, seed for 3,500 acres of wildflower meadows, and wetland/grassland projects, laying the groundwork for the 1,000-mile corridor commitment.</p> <p>Operational Sites: Piloted a Biodiversity Action Plan at Agrii UK’s Alconbury Hill logistics centre, integrating habitat creation, providing a blueprint for roll-out across other Group sites from FY26.</p> |
| Protecting Human Rights across the Value Chain | Protecting human rights across the value chain is essential for mitigating risks related to labour practices and ethical standards, which can impact reputation and operational stability. By implementing rigorous human rights policies and ensuring compliance throughout the supply chain, Origin can enhance ethical practices and build stronger, more resilient business relationships. | <ul style="list-style-type: none"> Implement the Supplier Code of Conduct across all markets. Establish human rights due diligence, including monitoring, escalation, and remediation. | <p>Supplier Code of Conduct: issued Group-wide, setting clear standards on labour rights, health and safety, and ethical practices.</p> <p>Supply chain hotspotting: exercise launched to identify higher-risk areas; findings will guide targeted action in FY26.</p> |



NURTURING OUR ENVIRONMENT



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OUR APPROACH

Environmental sustainability is at the heart of our vision for a world where land achieves its true potential for people, businesses, and nature.

We are driving the transition to sustainable land management, innovating across all areas of our operations to integrate commercial results for our customers with nature-positive outcomes.

Our direct landholdings are research and innovation sites where we are developing products and best practice modelling, and at our Alconbury site we are preparing a Biodiversity Strategy that will inform our entire business.

However, our potential to spearhead the transition to nature-positive growing is far broader than our own sites. We can enable sustainability action across thousands of hectares by equipping farmers and landowners with the tools, knowledge, and services to deliver tangible outcomes on the ground.

We are deploying our scientific and technical advice, products and innovation to improve productivity for our growers and help address global environmental challenges. This has opened up opportunities to grow our business and portfolio in ways that are nature-positive, improving our resilience, and that of our customers.

Our customers are central as we help them to navigate today's challenges and prepare for those of tomorrow. Our solutions are carbon-smart and support soil regeneration, water conservation, and biodiversity initiatives, ensuring that land use remains profitable, resilient, and aligned with global sustainability goals.

Our integrated land management approach is cross-organisational, involving our whole management team and all of our businesses. It is informed by the Corporate Sustainability Reporting Directive (CSRD) and also supports compliance with current (e.g. Nitrates Directive, EU Birds and Habitats Directives) and evolving (e.g. EU Nature Restoration Law) regulatory frameworks, as well as emerging disclosure standards, including the Taskforce on Nature-related Financial Disclosures (TNFD). The CSRD and ESRS (European Sustainability Reporting Standards) guide our targets, metrics, and monitoring programmes, and we have committed to the Science-Based Targets initiative (SBTi).

In FY25, our strategy continued to be informed by an ESRS Gap Analysis, in preparation for CSRD reporting from FY28, and we have been updating our reporting metrics, targets and monitoring in line with relevant disclosure datapoints.

The Gap Analysis identified five environmental topics and matters for inclusion:

- Climate Change;
- Biodiversity and Ecosystems;
- Pollution;
- Water and Marine Resources; and
- Circular Economy.

Our approach correlates these topics with the environmental themes identified in our FY23 Double Materiality exercise:

- Biodiversity;
- Soil Health;
- Sustainable Food Systems;
- Climate Change Resilience;
- Energy Efficiency & Greenhouse Gas (GHG) Emissions;
- Water Stewardship; and
- Circular Economy.

Our approach is guided by the Global Reporting Initiative (GRI) Guidelines, and our most material themes, and is aligned with the following environmental UN Sustainable Development Goals (SDGs): 2. Zero Hunger; 6. Clean Water and Sanitation; 12. Responsible Consumption and Production; 13. Climate Action; 14. Life Below Water; 15. Life on Land.

Navigating the changing policy landscape and improving integrated reporting across all of our business necessitates a searching review and standardisation of data collation and presentation, bringing new acquisitions on stream as required. This process is not linear, and recalibration or other adjustments to measurements and targets will be required from time to time. The rigour of this approach will provide the best and most transparent reflection of Origin's impacts, to inform our strategic priorities and KPIs in an iterative process of refinement and improvement.





Risk Assessments

We have expanded on current risks in our Enterprise Risk Management System to include physical and transition risk assessment beyond our own operations, to account for our wider value chain and better understand where they might impact the business, from raw material sourcing to product disposal.

Balancing our climate ambitions and other environmental KPIs with the need to maintain a stable and secure food supply is crucial.

Climate Scenario Planning

Our climate scenario planning process has been developed in line with recognised international frameworks, to assess the resilience of our business model and strategy under a range of plausible future climate conditions. Using reference scenarios from leading sources (e.g. IPCC and IEA), including pathways consistent with both a well-below 2°C transition and higher-emissions outcomes, the analysis considers transition and physical risks across short, medium, and long-term horizons aligned with our strategic and capital planning cycles.

The scope covers all core geographies and business segments in which we operate, combining qualitative insights with quantitative modelling to evaluate potential business impacts and opportunities. The findings help inform strategic thinking, strengthen risk awareness, and support the ongoing evolution of our sustainability approach in response to a changing climate.

Science-Based Targets

Our commitment to reduce our direct and indirect emissions, as well as the emissions from the use of our products and services, is focused on our SBTi-validated targets across Scope 1, 2 & 3 emissions. These targets are anchored in KPIs within our Climate (Carbon) Transition Plan to 2032.

Suppliers' and Contractors' Codes

Responsible sourcing is key to sustainable land use. We continue to collaborate across our value chain, enhancing measurement and tracking across all suppliers. Our evolving Code of Conduct reinforces our commitment to environmental standards.

EMS

Our Group environmental management system (EMS) has been developed in line with the principles and framework of ISO 14001, providing a structured and internationally recognised approach to identifying, managing, and reducing the environmental impacts of our operations. While not currently audited or certified to the standard, the EMS establishes robust processes for performance monitoring, continuous improvement, and informed decision-making, embedding environmental considerations into operational practice.

The initial implementation covers selected Ireland and UK businesses and serves as a key enabler in delivering our science-based targets and broader ESG objectives. It also underpins our commitment to protecting natural capital – including land, biodiversity, air, and water – across the Group.

Automation of Data Collection for Carbon Reporting

In FY25, we completed the first phase of an in-house data warehouse and reporting platform for Scope 1, 2, & 3 GHG emissions. Fully integrated with our ERP systems, and supported by OCR invoice scanning, the platform strengthens audit trails and traceability. The first year focused on establishing the infrastructure, with the next 12 months dedicated to refining data quality to deliver more accurate, timely, and actionable carbon reporting. Beyond reporting, the platform is beginning to provide insights that inform operational decisions, helping us better target reduction efforts and prioritise investment.

Soil Resilience at the Heart of our Approach

Origin takes an integrated, evidence-led approach to managing soils, combining advanced products, precision digital tools, and tailored agronomic advice. Our work focuses on improving soil fertility, building carbon reserves, and enhancing structure to reduce risks from compaction, erosion, flooding, and drought. By promoting sustainable practices such as minimal tillage, cover cropping, and regenerative soil management, we help safeguard water quality, boost biodiversity, and contribute to climate change mitigation.

Decades-long partnerships with farmers and growers give us a unique insight into soil performance over time. We conduct detailed physical, chemical, and biological assessments, supported by laboratory analysis and digital platforms, to diagnose challenges and identify the most effective interventions. This enables us to deliver customised solutions for each soil type and farming system.

Our digital services transform soil analysis into an accessible, interactive process, empowering farmers with timely, actionable data to improve productivity, resilience, and long-term soil health.

Agronomist Advisory Services

Our Agronomist Advisory Services play a central role in delivering Origin's climate and biodiversity commitments. By integrating scientific expertise, digital tools, and long-term partnerships with farmers, we help build more climate-resilient and environmentally responsible farming systems.

Our approach addresses both mitigation and adaptation, supporting emissions reduction through enhanced efficiency fertilisers, optimised nitrogen use, and reduced reliance on carbon-intensive inputs. We also enable adaptation by building soil resilience, improving structure, and increasing organic matter – reducing vulnerability to compaction, erosion, drought, and flooding.

Through integrated pest, weed, and disease management, we minimise chemical dependency, aligning with objectives for ecosystem health and reduced pesticide impact. Our Variety Sustainability Ratings (VSR) guide the selection of resilient cereal varieties, lowering plant protection needs and supporting biodiversity.

We further leverage advanced monitoring technologies – drones, satellite imagery, and digital agronomy platforms – to deliver real-time insights for targeted interventions. This evidence-led approach improves productivity, reduces environmental pressures, and supports nature-positive outcomes at field scale.

By combining agronomy, digital innovation, and measurable sustainability outcomes, our advisory services strengthen the resilience of our customers' businesses while contributing to Origin's broader climate transition plan and nature-based solutions strategy.



Innovation

Our digital platforms, near-market R&D, and advanced analytics enable precise nutrient use, targeted crop protection, and optimal biological control. Building on our experience in the UK market, we are rolling out *Agralytics* across our continental European markets, where adoption is accelerating. The platform analyses multiple field characteristics to deliver tailored recommendations to meet the specific needs of each farm, across every acre, throughout the year.

This data-driven approach reduces waste, improves nitrogen use efficiency (NUE), supports the adoption of BioSolutions, and enhances water quality – delivering both environmental benefits and cost savings for growers.

At our four Digital Innovation Technology Farms, we collaborate with growers and technology partners to trial and scale these solutions, accelerating the transition from research to practical, field-ready applications that deliver measurable gains.

Strategic Partnerships and Collaborations

Through partnership, we can achieve the full impact of our sustainability strategy and address the very complex issues around sustainable land use. These partnerships range from thought leadership, research projects, and technology development to product supply and application.

We actively participate in various collaborations that bring together diverse expertise and perspectives, including representation on the Agricultural Industries Confederation (AIC), the UK Business & Biodiversity Forum, Business for Biodiversity Ireland, and the Amenity Forum Committees, in addition to participation in initiatives such as NUE-Leg, a research collaboration aimed at optimising nitrogen from legumes to reduce emissions in grassland farming.

Living Landscapes Division

The Living Landscapes division represents one of the most significant transformations within Origin in recent years, bringing together Sports, Landscapes, and Environmental services under a single platform. Its purpose is to enhance the value of green spaces while protecting biodiversity, natural habitats, and the wider ecosystem services on which society depends. Whether in urban environments, recreational venues, or rural landscapes, these spaces deliver measurable benefits, including improved wellbeing, cleaner air and water, and richer biodiversity.

In FY25, we expanded the division’s capability through the integration of five leading ecological consultancies – Avian Ecology, Bowland Ecology, Brooks Ecological, GE Consulting, and Scott Cawley. Collectively, they grow our Environmental team to c.175 ecologists, and extend our reach across the UK and Ireland. This provides customers with coordinated, end-to-end expertise in areas such as biodiversity and habitat surveys, ecological impact assessments, habitat restoration and creation, renewable energy and infrastructure projects, and biodiversity net gain strategies.

By applying a natural capital approach, the Living Landscapes division guides landowners, developers, councils, and contractors to make informed, sustainable decisions that protect ecosystem services while delivering climate resilience and long-term value.

Strategic Partnership: BioGains and the BNG Market

As part of strengthening our capability in biodiversity services, Origin has acquired a minority interest in BioGains, a UK-based habitat banking specialist. BioGains develops and registers habitat banks under the UK’s Biodiversity Net Gain (BNG) Site Register, established by the Environment Act 2021. These banks generate BNG units that can be purchased by developers to offset residual biodiversity impacts from projects that cannot be fully mitigated on-site.

All BNG units registered by BioGains are required to demonstrate ecological credibility, provide additional biodiversity uplift, and be maintained for a minimum of 30 years. This approach ensures compliance with regulatory requirements and reinforces the integrity of the UK’s BNG system.

This partnership extends Origin’s ability to provide credible, long-term biodiversity solutions, complementing the wider Living Landscapes offering and supporting the integration of nature into land management at scale.







Nurturing Our Environment Roadmap

| Material Issue ESRS Theme | Impact | Risks & Opportunities | Near-Term Roadmap to 2032 | |
|--|--|---|---|---|
| Cross-Cutting Themes: Sustainable Food Systems / Facilitating Healthy and Sustainable Diets / Product Research and Innovation | Climate Action/Resilience Energy Efficiency and GHG Emissions | <ul style="list-style-type: none"> Our commitment to Climate Action reflects our leading role in sustainable land use and food production. Mitigation: By reducing our Scope 1-3 emissions, we reduce the carbon footprint of the agri-food industry. We also support our growers in adapting to climate change, by working with them to develop soil and plant resilience. | <ul style="list-style-type: none"> Reputation and regulatory. Global warming and severe weather events disrupting global food production and jeopardising livelihoods along the value chain. Loss of biodiversity and ecosystem services such as water supply. | <ul style="list-style-type: none"> Commitment to Science-Based Targets. Reduce Origin's GHG emissions, Scope 1 & 2: <ul style="list-style-type: none"> Electric Vehicle fleets; and Sustainable energy sources. Reduce absolute Scope 3 GHG emissions across the value chain: <ul style="list-style-type: none"> Increase NUE of crops; Adopt zero/low emission fertiliser; and Build soil climate resilience by benchmarking all soil analysis, using Soil Health Indices, across the Group by 2025. |
| | Air and Water Quality | <ul style="list-style-type: none"> We support our growers by developing sustainable products where possible, and helping them to use all products efficiently to avoid unintended consequences for watercourses and non-target species, and to avoid waste. | <ul style="list-style-type: none"> Reputation and regulatory. The agri-food industry is obliged to protect air and water quality under country-specific and EU regulations. Origin also needs to support its growers and address priority material issues for stakeholders. | <ul style="list-style-type: none"> Develop a roadmap by 2026 detailing steps to eliminate microplastics in our products. Use nutrient-targeting technology and digital tools to reduce waste and environmental contamination. Increase sales of enhanced efficiency fertilisers (EEFs) and additives that minimise GHG losses. Improve spray application to reduce negative effects on aquatic organisms. Fast-track the development of BioSolutions. |
| | Water Resource Management/Stewardship | <ul style="list-style-type: none"> Our growers rely on sustainable water supplies. Through our products and services we can help them to conserve this resource. Overuse of water in agriculture can lead to environmental issues such as water pollution, loss of aquatic ecosystems, and soil degradation. Additionally, excessive water extraction from rivers and aquifers can harm aquatic habitats and disrupt ecosystems. | <ul style="list-style-type: none"> Water stress exposure in Agriculture and Living Landscapes markets. Reputation and regulatory, (e.g. EU Water Framework Directive). Loss of water-based ecosystem services. Reduced food production and loss of agri-food livelihoods. | <ul style="list-style-type: none"> Reduce Group water use by 20% by 2032, using FY25 as the baseline year. Reduce indirect water usage through spray operator training. Adopt and promote targeted irrigation technologies. Innovation around new product opportunities that might improve water retention of soils. Supplier engagement. |



Nurturing Our Environment Roadmap - Continued

| Material Issue ESRS Theme | Impact | Risks & Opportunities | Near-Term Roadmap to 2032 | |
|--|---|--|---|---|
| Cross-Cutting Themes: Sustainable Food Systems / Facilitating Healthy and Sustainable Diets / Product Research and Innovation | Biodiversity and Ecosystems  | <p>Through our BioSolutions, NUE, IPM, soil resilience approach, and expansion of our environmental services, we are well placed to support:</p> <ul style="list-style-type: none"> • Pollinators and their habitat; • Soil invertebrates, micro-organisms, organic matter and nutrient balance; and • Water quality and ecosystem biodiversity and resilience. | <ul style="list-style-type: none"> • Reputation and regulatory. • As a leader in sustainable food production, Origin is expected by stakeholders to be an exemplar in supporting the regulatory and non-regulatory framework that conserves biodiversity, (e.g. EU Biodiversity Directives, UK's Biodiversity Net Gain initiative and the EU's proposed Nature Restoration Law, UNSDG 4 and 5). • Loss of biodiversity and ecosystem services adversely affects food production, the agri-food industry and communities. | <ul style="list-style-type: none"> • Expanding Environmental Services through Living Landscapes. • Increase NUE of crops. • Fast-track the development of BioSolutions. • Improve spray targeting through training spray operators to minimise negative effects on biodiversity. • Support 1,000 miles of wildlife corridor project. |
| | Resource Use and the Circular Economy  | <ul style="list-style-type: none"> • Our monitoring and data innovations encourage crop and field-specific treatments, tailored in real time to farm objectives and weather conditions. This work is supported by ongoing agronomist advice and training opportunities. • We are committed to embedding circular principles and adopting best practice to effectively manage waste streams within our own operations. Our objective, within our facilities and operations, is to divert as much non-hazardous waste as possible from landfills, and to ensure that all hazardous waste is managed appropriately and, at minimum, in full compliance with regulations governing the safe and responsible handling of waste materials. | <ul style="list-style-type: none"> • Reputation and regulatory. • Higher landfill taxes and waste costs increasing exposure. • Stakeholder pressure on waste reduction and recyclability. • Efficiency gains from recycling, recovery, and lower disposal costs. • Innovation opportunities in circular products and recycled packaging. | <ul style="list-style-type: none"> • ≥85% diversion of non-hazardous waste from landfill by FY26, rising to ≥95% by FY28 across all markets. • Waste recycling programmes across all of our operations worldwide. • Ensure 100% of hazardous waste is managed in compliance with regulation across all markets. • ≥40% recycled content across Group packaging by FY28. • Accelerate circular economy adoption in product lines. |



CLIMATE ACTION

Our Approach

Climate change is a material issue for Origin, both in terms of how our activities contribute to climate change (mitigation) and how changing climate conditions may affect our operations and value chain (adaptation).

Our Double Materiality assessment has identified climate change as one of the most significant topics for our business, stakeholders, and the systems we serve. Climate change presents risks that have the potential to affect our supply chain, production sites, customer demand, and regulatory environment, but it also presents opportunities for improvement and growth.

Governance, Strategy and Business Model Integration

Climate-related risks and opportunities are overseen at Board level, with the Sustainability Committee and Central Executive responsible for reviewing climate strategy, transition planning, and scenario analysis outcomes. Management accountability sits with the Group CEO and divisional leadership, supported by functional teams in sustainability, risk management, and operations. Scenario planning outputs are incorporated into strategic planning reviews and capital allocation discussions.

Our strategy focuses on mitigating physical and transition risks, capturing related opportunities, and embedding climate considerations into decision-making at all levels of the business.

We have assessed the implications of climate-related risks and opportunities for each of our operating divisions, ensuring our strategic priorities remain resilient under a range of future climate conditions. These considerations inform product innovation, operational adaptation, and investment priorities. We have designed our Climate Transition Plan (CTP) to manage these risks and unlock these opportunities.

Climate Transition Plan

We are implementing a phased transition plan for climate change mitigation to achieve our validated science-based targets, focusing on operational decarbonisation, supplier engagement, product portfolio shifts, and enhanced circularity. It allows for ongoing refinement as technologies evolve, data quality improves, and regulatory expectations increase.

Our focus remains on delivering measurable emissions reductions and supporting the broader transition to more resilient and lower-carbon agricultural and amenity landscape systems.

Defined KPIs and a structured approach support continuous improvement, with actions across our operations and supply chain to reduce emissions in a practical, measurable, and accountable way.

As a technical services provider, we have a role to play in supporting customers to adopt more climate-resilient practices. Through our agronomy, trials work, and product development, we aim to reduce emissions intensity across cropping systems and amenity land use, and to promote the uptake of low-emission alternatives.

Assessing the Resilience of Our Strategy and Business Model

Our climate scenario planning process is developed in line with recognised international frameworks to assess the resilience of our business model and strategy under a range of plausible future climate conditions. Scenario planning outputs help prioritise near-term and long-term measures, ensuring actions are robust across multiple climate futures.

Referencing scenarios from leading sources, including the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA), the analysis examines pathways consistent with both a well-below 2°C transition and higher-emissions outcomes. It addresses transition and physical risks over short, medium, and long-term horizons, aligned with our strategic and capital planning cycles.

The scope covers our principal operating geographies – Ireland, the UK, Continental Europe, and Latin America – across the Agriculture and Living Landscapes segments. Using a combination of qualitative insights and quantitative modelling, the analysis considers potential implications for our markets, supply chains, and customer needs under different climate futures. The findings help inform strategic thinking, strengthen risk awareness, and support the ongoing evolution of our sustainability approach in response to a changing climate.



Climate Transition Plan

Our Climate Transition Plan is at the centre of our Nurturing Our Environment Strategy.

Scope 1-3 inventory calculation aligned with the SBTi method and the international GHG Protocol Corporate Standard.

Submission of SBTi targets for validation: Scope 1 & 2 emissions (1.5°C aligned) – 54.9% reduction by 2032 (from 2019 baseline).

Scope 3 emissions (well below 2°C aligned) –32.5% reduction by 2032 (from 2019 baseline).



Business unit engagement: EMS development, hotspot review, process assessment, and KPIs agreed.

Development of Climate Transition Plan: Presented by Executive Team and approved by Board.



Communication of targets: New Sustainability Policy targets allocated across business units.



COMMUNICATION

Publishing results and progress against targets (CDP and sustainability report).

Aligning on shared objectives throughout the Group and with our partners to collectively decarbonise the supply chain.

ENGAGEMENT

MEASUREMENTS

Tracking progress: EMS – carbon, risks and opportunities (TCFD) identification and monitoring.

VERIFICATION

Assurance of our data every year for CDP submission.

REPORTING

Internally: Quarterly across all business units.
Externally: Annually for the consolidated Group.



Impacts, Risks, and Opportunities

Our Climate Impacts

Our largest outward impact is through greenhouse gas emissions, with over 99% of our footprint arising in Scope 3 – particularly from the manufacture, transport, and use of fertilisers and crop inputs. While we do not directly control these emissions, we influence them through the products we supply, the advice we provide, and the trials we run. We are actively working to reduce these emissions by promoting lower-emission input alternatives, improving nitrogen use efficiency, and advancing BioSolutions through research and development. We are also prioritising efforts to strengthen the quality of underlying data – prioritising engagement with suppliers and partners to address emissions linked to the purchase and use of products.

Our Scope 1 & 2 emissions, although smaller in scale, are a direct area of operational responsibility. We are taking action to mitigate these emissions through vehicle and equipment upgrades, improved energy efficiency, and a phased transition to renewable electricity across our sites.

We also face inward climate impacts driven by changing weather patterns, increasing volatility, and long-term shifts in growing conditions. These factors can affect crop performance, input demand, logistics, and service delivery. To address this, we are supporting climate change adaptation – both within our own operations and in the advice we provide to customers – by developing and promoting more resilient cropping systems, seasonal planning tools, and field-level decision support.

Climate-Related Risks

Our response to climate change is shaped by both transition and physical risks, as well as emerging commercial opportunities linked to sustainability performance.

Key transition risks include:

- Policy and regulatory change, such as increased emissions disclosure obligations, fertiliser use restrictions, and carbon pricing mechanisms;
- Market shifts, driven by customer and end user demand for more sustainable products and services; and
- Input and energy cost pressures, particularly in emissions-intensive parts of the supply chain.

Physical risks are becoming more prominent due to climate variability, with implications for logistics, operational continuity, and customer needs across agricultural and Living Landscapes markets.

Climate-Related Opportunities

Our scenario analysis process has identified potential growth areas, including increased demand for crop inputs, biodiversity services, and low-carbon product solutions in agriculture and environmental markets. These opportunities align with our innovation strategy and the expansion of our BioSolutions and Living Landscapes businesses.

- Mitigation opportunities through the development and scale-up of lower-emission products, improved nutrient management, and more efficient logistics.
- Adaptation opportunities through technical services that help customers manage changing weather, build soil resilience, and plan with greater certainty.
- Strategic differentiation, achieved by embedding sustainability and climate expertise into customer-facing roles and using data to drive continuous improvement.



We are supporting climate change adaptation – both within our own operations and in the advice we provide to customers – by developing and promoting more resilient cropping systems, seasonal planning tools, and field-level decision support.





Our Progress

Targets and Measures

Target:

- Reduce Origin’s Scope 1 & 2 GHG emissions by 54.9% by 2032 from a 2019 baseline, aligned with 1.5°C target.
- Reduce absolute Scope 3 GHG emissions from purchased goods and services, upstream transportation and distribution, and use of sold products by 32.5% by 2032 from a 2019 baseline, aligned with 2°C target (under review).
- Increase NUE of crops by 20% by 2030 from an FY24 baseline established in FY25.
- Build soil climate resilience through Group-wide adoption of Soil Health Indices, with phased roll-out across CE and other markets by 2030.

| KPI | FY19 Baseline | FY21 | FY22 | FY23 | FY24 ¹ | FY25 | 2032 Target |
|--|-----------------|-------------------|---|--|--|---|---------------------|
| Commitment to SBTi | | | | | | | |
| Innovation Examples: Climate Transition Plan. | | • Commenced work. | • Applied relevant protocols. • Undertook inventory. | • Climate Transition Plan prepared. • SBTi targets set, submitted and approved. | • Advanced the implementation of the Group Climate Transition Plan. • Initiated a plan to improve data collection quality for more accurate reporting and analysis. | • Completed first phase of in-house GHG data warehouse and reporting platform (Scope 1-31-3), integrated with ERP and OCR scanning. | • SBTi targets met. |
| Scope 1 Emissions Absolute CO₂ Emissions (tonnes) | | | | | | | |
| Innovation Examples: Reduce Group fleet emissions by changing from fossil fuels to hybrid/electric and alternative fuels. | 19,346 | 17,220 | 17,678 | 14,424 | 15,993 ¹ | 16,125 | 8,783 |
| Scope 2 Emissions Absolute CO₂ Emissions (tonnes) | | | | | | | |
| Innovation Examples: Switch to renewable electricity throughout Origin's Ireland, UK, Poland, and Romania business units. | 4,386 | 3,065 | 2,972 | 1,746 | 1,460 | 1,350 | 1,921 |
| Scope 1 & 2 Emissions Absolute CO₂ Emissions (tonnes) | | | | | | | |
| | 23,732 | 20,285 | 20,649 | 16,170 | 17,454 ¹ | 17,475 | 10,704 (-54.9%) |
| Scope 3 Emissions Absolute CO₂ Emissions (tonnes) | | | | | | | |
| Innovation Examples: • Increase nitrogen use efficiency (NUE) in crops. • Shift to enhanced efficiency fertiliser / inclusion of urease inhibitor products. • Supply chain collaborations with tier 1 suppliers. • Adopt zero/low emission fertiliser alternatives. | 9,507,602 | n/a | n/a | 11,695,661 | 10,980,254 | 7,864,071 | 6,417,631 (-32.5%) |

1. Scope 1 emissions for FY24 have been recalculated to reflect methodological improvements introduced to align with the GHG Protocol Corporate Standard. The recalculation resulted in an increase of 897tCO₂e compared with the figure previously reported. Calculations now use 100% actual fuel volume data for agronomy services, replacing mileage-based estimates. This restatement applies only to Scope 1 FY24 data and does not affect Scope 2 or Scope 3 figures. The change enhances the accuracy, reliability, and comparability of reported emissions.



Our Progress - Continued

Targets and Measures

Target:

- Reduce Origin’s Scope 1 & 2 GHG emissions by 54.9% by 2032 from a 2019 baseline, aligned with 1.5°C target.
- Reduce absolute Scope 3 GHG emissions from purchased goods and services, upstream transportation and distribution, and use of sold products by 32.5% by 2032 from a 2019 baseline, aligned with 2°C target (under review).
- Increase NUE of crops by 20% by 2030 from an FY24 baseline established in FY25.
- Build soil climate resilience through Group-wide adoption of Soil Health Indices, with phased roll-out across CE and other markets by 2030.

| KPIs | FY21 Baseline | FY22 | FY23 | FY24 | FY25 | 2030 Target |
|--|---|--|---|---|---|---|
| Benchmark all soil analysis, using health indices | | | | | | |
| <p>Innovation Examples: From our FY21 baseline, increase the numbers of farm customers benchmarked using Soil Health Indices.</p> | <ul style="list-style-type: none"> • Baseline established and a farm-specific action plan to 2030 developed. | <ul style="list-style-type: none"> • Work commenced to benchmark customers in the UK. | <ul style="list-style-type: none"> • Increased the number of soil indices and increased organic matter tests on farms by 50% since 2021. | <ul style="list-style-type: none"> • Improved accuracy of indices and continued to benchmark analyses. | <ul style="list-style-type: none"> • Initial implementation has been in the UK, where soils are being benchmarked for key parameters including organic matter, pH, nutrient levels and active carbon. Findings highlight nutrient deficiencies, risks of diffuse pollution, and the influence of pH on fertiliser efficiency and crop performance. The integration of results with the Contour digital platform is advancing, enabling targeted farm-level advice to support nutrient planning and environmental management. | <ul style="list-style-type: none"> • Original KPI (by 2025): Benchmark all soil analysis using Soil Health Indices through the Soil Resilience Strategy across the Group. • Revised KPI (by 2030): Achieve full Group-wide adoption of Soil Health Indices, with phased roll-out across Continental Europe and other markets. |
| Increase NUE of crops by 20% | | | | | | |
| <p>Innovation Examples:</p> <ul style="list-style-type: none"> • Enhanced efficiency crop nutrition products and precision agricultural tools. • Agronomist skills development. | | <ul style="list-style-type: none"> • Working with the AIC, NFU, CLA, and DEFRA to agree an industry-wide definition of NUE. • Fertiliser Advisers Certification & Training Scheme (FACTS) provided to agronomists. | <ul style="list-style-type: none"> • Industry definition agreed. • Benchmarking protocols developed. • Scoping of digital tool development to increase adoption of precision agriculture tools to support NUE. | <ul style="list-style-type: none"> • Digital NUE tool to aid measurement developed. • Benchmarking has been undertaken to provide accurate baseline data. | <ul style="list-style-type: none"> • Baseline established through 300+ measurements across 47 UK trial sites; new glasshouse trials launched in September. • DEFRA-backed NUE-Leg project scaled to field activity. | <ul style="list-style-type: none"> • Demonstrate a 20% increase in NUE in crops. |



Greenhouse Gas Emissions

Scope 1 & 2

In FY25, Origin’s combined Scope 1 & 2 greenhouse gas (GHG) emissions totalled 17,475tCO₂e, a year-on-year increase of 5.5%. Emissions are reported on a financial control basis, in line with the GHG Protocol Corporate Standard (IPCC AR5, 100-year GWP factors). Scope 2 disclosures are both market-based and location-based.

The rise reflects three principal factors:

- Higher activity levels in the Group’s sports turf fertiliser operations;
- Emissions associated with newly acquired businesses in the Living Landscapes segment; and
- Improved capture of fuel usage data within our UK agronomy operations.

Despite the FY25 increase, Origin has delivered an absolute reduction of 26% in combined Scope 1 & 2 emissions since FY19, supported by:

- Increased procurement of renewable electricity across operations;
- Fleet decarbonisation through deployment of low and zero-emission vehicles; and
- Site-level operational efficiency programmes.

Absolute and Intensity-Based Performance

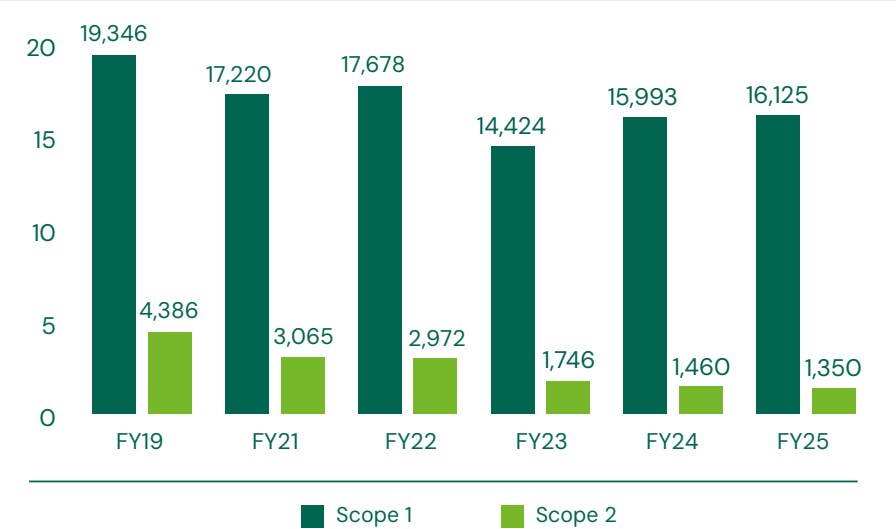
Emissions intensity, measured as tCO₂e per €m revenue, has decreased by 37% from the FY19 baseline, evidencing partial decoupling of emissions from revenue growth. All figures are reported on a gross basis; Origin does not apply carbon credits or offsets to Scope 1 or Scope 2 totals.

We remain committed to our SBTi-validated target of a 54.9% reduction in combined Scope 1 & 2 emissions by 2032 (vs. FY19 baseline). The Group remains on track with its SBTi-aligned emissions reduction trajectory. The actions underway are designed to ensure performance continues to align with our 1.5°C climate pathway (IEA NZE) and to support further progress from FY26 onwards, as outlined in our Climate Transition Plan on p.17.

Target:

- Reduce Origin’s Scope 1 & 2 GHG emissions by 54.9% by 2032 from a 2019 baseline, aligned with 1.5°C target.

FY25 performance vs. FY19 base year



✓ **26%**
Reduction in Group FY25 absolute Scope 1 & 2 emissions vs. FY19 baseline.

✓ **37%**
Reduction in Group FY25 Scope 1 & 2 emission intensity vs. FY19 baseline.



Scope 1 Emissions

In FY25, Scope 1 emissions represented 92% of the Group’s combined Scope 1 and Scope 2 operational footprint. On a full GHG inventory basis, including Scope 3, Scope 1 accounts for a relatively small share of total Group emissions. Calculations are based on a financial control approach, in line with the GHG Protocol (IPCC AR5, 100-year GWP factors).

In FY25, Scope 1 emissions were 16,125tCO₂e, compared to 15,993tCO₂e in FY24. This increase has been fully examined and attributed to the following factors:

- Higher diesel and gas oil consumption in the Agriculture segment, reflecting expanded fleet operations and logistics;
- More accurate fuel usage reporting achieved by capturing actual litre data for the sprayer and farm-saved seed fleet, replacing previous mileage-based estimates;
- Increased natural gas demand at the amenity fertiliser manufacturing facility; and
- Updated emission factors, contributing an additional ~200tCO₂e.

We remain on track to achieve our interim FY27 milestone of a c.36.6% reduction, while our long-term decarbonisation pathway remains intact. Targeted measures are being implemented in FY26, including:

- Fleet Transition – expansion of electric and alternative-fuel vehicles;
- Stationary Energy Transition – phasing out higher-emission fossil fuels where commercially and technically viable; and
- Precision Reporting – see *Key Actions in FY25*.

Data Quality and Reporting Improvements

During FY25, methodological improvements for the calculation of Scope 1 emissions from UK agronomy operations became possible, enabling alignment with the GHG Protocol Corporate Standard. Calculations now use 100% actual fuel volumes for these operations, replacing mileage-based estimates. Across the Group, 78% of Scope 1 activity data is now actual, with the remainder based on supplier or modelled estimates.

FY24 comparatives have been recalculated on this basis also. The FY19 baseline has not been revised due to insufficient historical data, in line with ESRS 1 §122, which allows baseline retention when restatement is impractical.

Over the past 12 months, we have strengthened reporting controls, advanced ERP integration, and automated fuel and energy data capture across the Group. These actions materially reduce the risk of timing variances in future reporting periods and improve the precision of our GHG inventory.

Strategic Focus

Origin’s validated science-based target commits to a 67% reduction in fleet-related Scope 1 emissions by 2032 (vs. FY19). Delivery will be driven by light commercial fleet electrification, the introduction of low-emission HGV technologies, and the assessment of renewable fuel alternatives such as hydrogen, and HVO – with HVO adoption subject to cost and sustainable feedstock availability.

Key Actions in FY25

- 17% of Agrii UK’s commercial fleet now fully electric (0% in FY19 baseline year).
- Deployment of the Group’s first electric articulated HGV.
- Installation of 6 additional EV charging points, with further rollout planned for FY26.
- Feasibility study initiated to convert the sports turf fertiliser facility to biogas.
- Group-wide GHG data automation programme launched to improve accuracy and timeliness of fuel reporting, particularly for smaller business units.

Electric HGV Development

Agrii Introduces Its First Fully Electric Articulated Truck

In August 2025, Agrii took delivery of a Mercedes-Benz eActros electric articulated truck – marking a sector-first in UK agri-input logistics. Deployed on a key trunking route, the truck demonstrates the potential for practical decarbonisation of high-mileage delivery operations.

Key Benefits

- **Emissions Reduction**
~18–22tCO₂e avoided per truck annually.
- **Cost Performance**
Lower fuel and maintenance costs improve long-term ownership economics.
- **Operational Feedback**
Enhanced driver experience and route reliability.
- **Air Quality**
Zero tailpipe emissions benefit urban and depot-adjacent zones.

What’s Next

- Two electric Volvo FM trucks and five rigid EVs ordered for FY26.
- Charging infrastructure rollout at regional depots.
- Learnings will inform Group-wide fleet transition plans.





Scope 2 Emissions

In FY25, Origin’s Scope 2 emissions totalled 1,350tCO₂e (market-based) and 2,858tCO₂e (location-based), representing 8% of the Group’s total operational GHG emissions footprint. Calculations follow a financial control approach in accordance with the GHG Protocol (IPCC AR5, 100-year GWP factors).

Electricity consumption increased by 13% to 14,412 MWh, driven by:

- Significant growth in the Living Landscapes segment, where consumption doubled year-on-year, reflecting organic expansion in Sports and new acquisitions in Landscaping and Environmental businesses; and
- A 28% rise in usage across Latin America, following the addition of the F1rst Agbiotech facility, and a full year of expanded capacity at Fortgreen.

Despite higher consumption, market-based Scope 2 emissions fell 8% year-on-year, and are now 69% lower than the FY19 baseline, exceeding our near-term target of 1,921tCO₂e. Location-based emissions rose, reflecting increased activity, acquisitions, and updated grid emission factors.

Renewable Electricity Sourcing

- 63% of total electricity consumption in FY25 was certified renewable.
- In Ireland and the UK, renewable supply reached 96%, narrowly missing the 100% target. This was due to portside and leased sites outside direct control and the integration of newly acquired businesses.
- Brazil transitioned to renewable electricity contracts in FY25, increasing Group-wide renewable sourcing to ~86% entering FY26.

Impact of Efficiency Measures

Our efficiency programme, including LED lighting upgrades, process optimisation, and general awareness, reduced site electricity demand by an estimated 724 MWh/year, equivalent to 63tCO₂e market-based savings.

Strategic Focus

Our Climate Transition Plan commits to:

- Achieving 100% renewable grid electricity in Ireland, the UK, and Continental Europe;
- Implementing renewable sourcing strategies for all LatAm operations, with Brazil having secured I-REC-certified renewable supply in FY25; and
- Evaluating opportunities to expand on-site renewable generation – including solar deployment – while continuing to lower electricity intensity per unit of output. Implementation timelines at certain blending facilities are influenced by COMAH (Control of Major Accident Hazards) status, which requires additional safety and compliance considerations.

These actions support our validated science-based target to reduce combined Scope 1 and Scope 2 emissions by 54.9% by 2032 (vs. FY19).

Fortgreen, Brazil

In FY25, Fortgreen migrated its Paiçandu and Varginha production units from Brazil’s regulated energy market (ACR) to the free energy market (ACL). This enables both units to source 100% renewable electricity – including solar, wind, and hydro – supported by I-REC (International Renewable Energy Certificates) for traceability.

Varginha completed migration in February 2025, with Paiçandu added in June 2025. Renewable supply for both sites has already been secured on the futures market (2025–2026), delivering an estimated 25–30% reduction in energy costs.

This initiative aligns local operational improvements with Origin’s global sustainability goals – reducing emissions while improving long-term cost efficiency.





Scope 3 Emissions

Target:

Reduce absolute emissions by 32.5% by 2032 from a FY19 baseline in GHG Protocol Scope 3 (Categories 1, 4 and 11).

Scope 3 emissions remain the dominant component of Origin’s GHG footprint, accounting for over 99.8% of total emissions. Our validated science-based target commits to reducing absolute Scope 3 emissions from purchased goods and services (3.1), upstream transportation and distribution (3.4), and the use of sold products (3.11) by 32.5% by 2032, versus an FY19 baseline.

Performance Trends

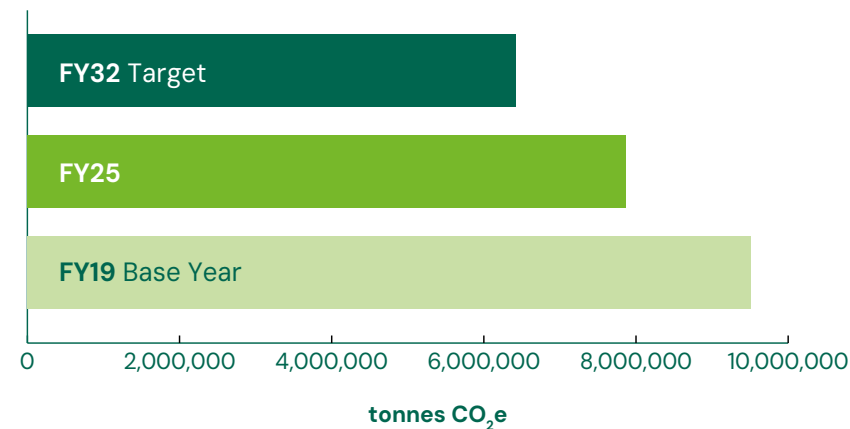
In FY25, Scope 3 emissions were 17.3% below FY19, reflecting:

- **Use of Sold Products (3.11)** – Down 31% since FY19, driven by lower fertiliser volumes during recent price inflation and increased adoption of enhanced efficiency fertilisers (EEFs) and urease inhibitors, particularly in Ireland;
- **Purchased Goods and Services (3.1)** – Down 9% since FY19, supported by improved supplier-level GHG data, procurement shifts towards lower-emission inputs, and greater supplier focus on product-level footprints;

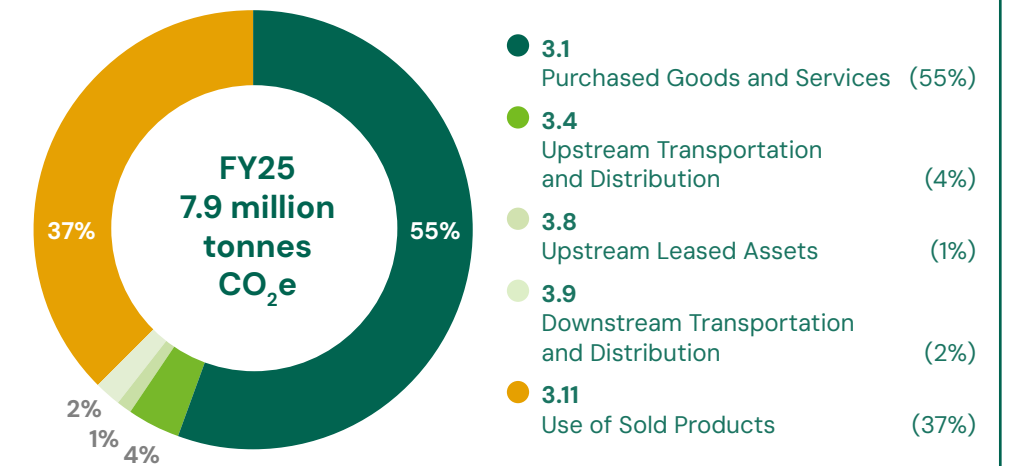
- **Data Quality** – Enhanced through ERP integration, automated category-level data capture, and greater use of primary supplier data, supplemented by recognised secondary databases such as Ecolvent and SimaPro; and
- **Upstream Transportation and Distribution (3.4)** – Ongoing work to replace estimated activity data with actual mileage and distance information from purchasing and sales ledgers. This remains a priority for further refinement in FY26.

While the overall trajectory is positive, performance remains sensitive to changes in raw material volumes, market demand, supplier mix, product portfolio, and sales patterns. Continued system development and supplier engagement will further improve accuracy over time.

Scope 3 Emissions



Scope 3 Emissions: Sources



The five Scope 3 categories presented account for more than 99% of the Group’s total Scope 3 emissions. While the Group captures and reports emissions across 12 of the 15 relevant categories, the remaining eight categories contribute only immaterial amounts and have therefore not been disclosed separately in the chart above.



Scope 3 Emissions

Strategic Approach and Growth Considerations

Our Scope 3 reduction pathway focuses on:

- Achieving a 20% improvement in nitrogen use efficiency (NUE) by 2030 (~11% of total target reduction);
- Expanding the share of EEFs and urease inhibitors (~10% of reductions);
- Partnering with suppliers to decarbonise purchased goods and services (~3% of reductions); and
- Introducing low/zero-carbon fertilisers, including lower-carbon ammonia, where viable.

Growth in higher-intensity categories, such as fertiliser, has the potential to increase emissions. We are proactively managing this risk through portfolio balance and product mix optimisation – accelerating adoption of enhanced efficiency fertilisers, promoting measurable improvements in NUE, and strengthening supplier collaboration to reduce upstream impacts. In parallel, we are expanding our Living Landscapes division, particularly environmental services, to deliver earnings growth with a significantly lower Scope 3 footprint.

This dual approach enables operating profit to grow without emissions increasing at the same pace, while supporting agricultural expansion on a lower-carbon trajectory. Upstream, climate performance is a regular part of supplier discussions and engagement, helping to identify lower-emission options and influence longer-term decisions. Downstream, we work directly with farmers, greenkeepers, and other end users to drive adoption of lower-emission products and ensure optimal application practices that deliver both commercial and environmental gains.

Policy Developments and Potential Impacts

The EU Carbon Border Adjustment Mechanism (CBAM), due to apply from January 2026, will levy embedded carbon costs on imported nitrogen fertilisers across Europe. For urea – a key measure in Ireland’s Climate Action Plan – charges could range from c.€30/t in 2026, potentially rising to €315/t by 2034. While CBAM may improve the competitiveness of lower-carbon ammonia, it could also shift demand towards EU-produced calcium ammonium nitrate (CAN), which generally carries higher use-phase (Category 11) emissions.

We are modelling these potential market shifts to understand their implications for our emissions profile and for national decarbonisation objectives. We are also engaging with policymakers and industry bodies to mitigate unintended consequences, ensuring that the transition to lower-emission fertilisers remains both affordable and achievable for farmers.



Growth in higher-intensity categories, such as fertiliser, has the potential to increase emissions. We are proactively managing this risk through portfolio balance and product mix optimisation – accelerating adoption of enhanced efficiency fertilisers, promoting measurable improvements in NUE, and strengthening supplier collaboration to reduce upstream impacts.

Digital Tools Driving Scope 3 Reduction

In FY25, Origin Digital launched **Contour Grass**, the first smartphone app in Ireland approved by the Department of Agriculture, Food and the Marine (DAFM) for:

- Nutrient management planning under the Nitrates Regulations (S.I. No. 113 of 2022); and
- Nutrient plans to support derogation applications.

The app provides automated, field-specific nutrient recommendations for slurry, lime, and fertiliser, enabling farmers to improve compliance, optimise nutrient use, and reduce avoidable Scope 3.11 emissions.

By lowering nitrogen surplus and reducing reliance on higher-emission fertilisers, Contour Grass supports national climate targets, the EU Farm to Fork strategy, and Origin’s Scope 3 commitments.

Winner of Enterprise Ireland’s **Innovation of the Year 2023**, the app demonstrates how digital innovation can translate complex regulatory requirements into practical, actionable farm-level decisions.





Nitrogen Use Efficiency (NUE)

Target:

Increase NUE of crops by 20% by 2030 from an FY24 baseline established in FY25.

Improving nitrogen use efficiency (NUE) is one of the most impactful actions available to reduce Scope 3 Category 11 emissions from the use of sold products. A 20% improvement in NUE by 2030 has the potential to deliver ~11% of the Group’s total Scope 3 reduction target, making it a cornerstone of our decarbonisation strategy.

NUE measures the proportion of available nitrogen that is taken up and utilised by crops. Higher efficiency means more of the nitrogen applied contributes to yield and quality, and less is lost to the environment as nitrous oxide (N₂O) emissions – a potent greenhouse gas – or nitrate leaching into water systems. For farmers, this translates into lower fertiliser costs, optimised returns on investment, and reduced environmental risk.

Definition of NUE

| Nitrogen Outputs | Nitrogen Inputs | |
|---|--|---|
| N in harvested crop, the amount of N removed in grain, oilseed, grass, etc. | N in the soil; N from manures, slurries, digestates, etc.; N from fertilisers. | $\frac{\text{N outputs}}{\text{N Inputs}} \times 100 = \text{NUE \%}$ |

Progress in FY25

FY25 marked a significant step in building the data foundation needed to track, benchmark, and improve NUE at scale.

- **Benchmarking:** Over 300 NUE measurements were taken at harvest 2024 across 47 trial sites and farm fields, covering winter wheat, winter oilseed rape, winter barley, spring barley, and forage crops. This first phase provides a robust baseline for assessing progress and identifying opportunities.
- **Data Insights:** Initial analysis indicates significant variability in NUE across crops, regions, and farming systems, underscoring the importance of targeted interventions.
- **Glasshouse Trials:** With the opening of our new glasshouse in May 2025, the first controlled-environment NUE trials began in September, testing the impact of enhanced efficiency fertilisers (EEFs) on nitrogen uptake and utilisation. These trials are designed to complement field data and fast-track product validation.
- **Product Innovation:** EEFs and urease inhibitors continue to be deployed more widely, particularly within our Ireland and UK businesses, reducing Category 11 emissions while supporting yields.

Translating NUE Strategy into On-Farm Action

Delivering our target to improve NUE by 20% by 2030 requires more than research and trials – it depends on practical changes in field practice. Working alongside farmers, greenkeepers, and land managers, we translate science into tailored on-farm actions, supported by Origin’s agronomy, digital tools, and specialist services. The examples set out opposite illustrate how this integrated approach connects soil health, crop nutrition, and fertiliser management to deliver measurable NUE gains.

| | On-Farm Actions | Origin Support |
|------------|--|--|
| SOIL | Broad-Spectrum Soil Health Analyses | Soil Resilience Strategy |
| | Soil Management Plans | Digital Tools |
| | Application of lime where soil pH is sub-optimal | Origin’s R&T Liming service |
| NUTRITION | Integrated broad-spectrum analyses of soil, crop tissue and harvested crop (e.g. grain and forage) | Analysis Service and Advice |
| | Nutrient Management Plans | Digital Tools |
| | Fertiliser Spreader Calibration | Independent Calibration Service |
| FERTILISER | Switch to Prescription Nutrition | NUTRI-MATCH® |
| | Use of urease inhibitors and other enhanced efficiency fertilisers | OEN, SUSTAIN®, ENHANCE, LIQUISAFE, NUE-TRITON® |
| | Request fertiliser carbon footprint | NUTRI-CO ₂ OL® |



Strategic Delivery Pathway

Our NUE programme is designed to integrate seamlessly with our Scope 3 reduction strategy and broader portfolio management.

- **Carbon-Efficient Agricultural Growth:** While agricultural volumes may grow, we are actively shifting the mix towards higher-NUE products and practices, including EEFs, nitrification inhibitors, and low-carbon ammonia.
- **Knowledge Transfer:** FACTS-qualified advisors and agronomists are being trained and equipped with tools to deliver on-farm NUE improvements at scale.
- **Digital Enablement:** Tools such as Contour Grass are enabling field-specific nutrient planning and optimised application, reducing nitrogen losses and emissions.
- **Collaboration and Policy Influence:** We work with the Agricultural Industries Confederation (AIC), DEFRA, and industry bodies to embed NUE into national frameworks.

Looking Ahead

By combining robust baseline data, product innovation, and advisory capability, we are building the capacity to deliver consistent NUE improvements across diverse cropping systems. Over the next five years, our focus will be to:

- Validate and scale proven NUE-enhancing products and practices;
- Integrate NUE metrics into farm management software for real-time decision support; and
- Expand glasshouse and field trial programmes to cover a broader range of crops and geographies.

NUE is both a commercial opportunity and a climate imperative. By improving nitrogen efficiency, we can enhance agricultural productivity, strengthen farmer profitability, and make measurable progress towards our Scope 3 science-based target.

Applying NUE in Practice: The NUE-Leg Project

Having set a clear target to improve nitrogen use efficiency (NUE) in combinable crops by 20% by 2030, we recognise that achieving this ambition requires both innovation and practical application at scale. While our target applies to combinable crops, collaborative work in grassland systems is extending these principles.

One of the most promising opportunities to advance NUE in grassland systems is through optimising the use of legumes – particularly clover – to naturally fix atmospheric nitrogen and reduce emissions in grassland farming.

This principle underpins our participation in NUE-Leg (Nitrogen Use Efficiency – Legumes), a four-year, £4.7 million DEFRA-backed programme launched in 2024. The project brings together leading expertise in plant breeding, soil microbiology, agronomy, and digital technology to deliver measurable reductions in the carbon footprint of UK grassland farming, particularly within Scope 3.11 emissions.

Our role in NUE-Leg spans both Origin Soil Nutrition and Origin Digital.

- **Origin Soil Nutrition** is leading the development of tailored nutrition strategies for new legume varieties, using our Nutri-Match service to design prescription-based programmes that enhance establishment, persistence, and biological nitrogen fixation.
- **Origin Digital** is developing farmer-friendly tools to assess soil nutrient profiles, match suitable clover varieties to specific sites, and track legume performance using smartphone-based monitoring.

In FY25, the project has progressed from planning into large-scale field activity and data collection.

- Demonstration plots established across 13 dairy, beef, and sheep farms (nine conventional, four organic) are now being sampled and analysed to assess forage quality and inform ongoing nutrient planning.

- A replicated small plot trial at IBERS, Aberystwyth, is testing new legume varieties under standard and prescription nutrition, with multiple harvests and mineral analyses throughout the season.
- Glasshouse research is exploring the role of micro-nutrient fertiliser coatings (metallo-catalysts) in accelerating biological nitrogen fixation, with early results showing potential for on-farm application.
- Origin’s Nutri-Match product range is already delivering visible improvements in clover establishment and maintenance, pointing towards measurable gains in both productivity and environmental outcomes.

By integrating agronomic expertise with digital innovation, NUE-Leg demonstrates how our science-based targets translate into action on the ground. The project is building the knowledge base, tools, and farmer engagement needed to embed legume-based nitrogen strategies into mainstream grassland management – helping to cut emissions, improve nutrient efficiency, and support farm profitability in parallel.





Soil Health

Target:

Increase the number of farm customers benchmarked using Soil Health Indices from FY21 baseline.

Healthy soils are a foundation for agricultural productivity, climate resilience, and Scope 3 emissions reduction. Building on our nitrogen use efficiency (NUE) programme, this KPI focuses on benchmarking farm customers using Soil Health Indices to track and improve physical, chemical, and biological performance – supporting carbon storage, nutrient retention, and reduced fertiliser dependency.

In FY25, Soil Health Indices were embedded into our UK agronomy soil analysis services, enabling consistent measurement of key indicators such as soil organic matter (SOM) and active carbon – both proven predictors of resilience, nutrient availability, and long-term cropping potential.

Progress in FY25 included:

- 24% year-on-year increase in soil organic matter testing within our UK agronomy operations, driven by R&D-led farmer engagement, alignment with England’s Environmental Land Management Scheme (ELMS), and expanded laboratory reporting;
- Full integration of Soil Health Indices into our Contour digital platform, providing farmers with field and farm-level benchmarking and decision support;
- Rise in uptake of active carbon testing, giving earlier visibility of biological soil health trends and enabling targeted interventions;

- Aggregated lab analysis from UK operations that showed 21% of soils require phosphate (P) applications, while 16.1% are at high risk of diffuse pollution (Index 4<) and must be managed under Farming Rules for Water;
- Testing that found 26% of soils need potassium (K) applications, while magnesium (Mg) levels are generally high – supporting nutrient balance but requiring targeted K management to sustain crop performance; and
- Soil sample analysis that demonstrated suboptimal pH levels can significantly reduce fertiliser efficiency, particularly for key nutrients such as phosphate – underlining the importance of benchmarking to improve nutrient use efficiency and minimise losses.

While farm-level results remain commercially sensitive to protect customer value, these aggregated findings demonstrate how benchmarking is enabling more precise nutrient management, supporting higher NUE, and reducing environmental losses – all contributing to Category 11 emissions reduction.

We are building our programme from the UK, where it is already fully embedded, and progressively broadening adoption into our Central European agronomy markets. This expansion will be accompanied by a broader range of indices and the piloting of real-time data capture and analytics. Over the next five years, these capabilities will be scaled within our agronomy markets to give more farmers timely, data-driven insights to optimise nutrient planning. By 2030, our aim is for improved soil health to be firmly established as a measurable driver of productivity and emissions reduction.



In FY25, Soil Health Indices were embedded into our UK agronomy soil analysis services, enabling consistent measurement of key indicators such as soil organic matter (SOM) and active carbon – both proven predictors of resilience, nutrient availability, and long-term cropping potential.



BIODIVERSITY AND ECOSYSTEMS

Our Approach

Healthy, biodiverse ecosystems are essential to the long-term resilience and competitiveness of Origin’s business, and that of our customers.

We are committed to addressing the drivers of biodiversity loss, including climate change, land-use intensification, and pollution, not only on our own sites, but across our value chain, working with our suppliers and customers. Biodiversity has emerged as a clear priority for Origin from our Double Materiality assessment, and we recognise its wider societal importance in the provision of essential ecosystem services.

The challenges facing biodiversity also provide opportunities for Origin – as leaders in integrated land management – to make best use of our advanced technical expertise, land management data, and relationships with growers. This will better enable us to understand impacts, identify ways forward, and help drive nature-positive land use. Our strategy is dual-track across our business:

- Embedding biodiversity within agricultural systems, through Integrated Pest Management (IPM) with a special focus on BioSolutions, enhanced soil resilience, and improved nitrogen use efficiency (NUE). **(See also our Climate Transition Plan on p.17).** These interventions are supported by a growing suite of environmental advisory services and underpinned by science and field data.
- Scaling nature-based solutions through our Living Landscapes division, to provide ecological consultancy, habitat creation, and on-the-ground delivery of biodiversity projects across rural and urban settings.

Our ambition is to help protect and improve pollinator habitats, soil biodiversity, water quality, and ecological connectivity – while supporting long-term food productivity and amenity land use.

Our approach is cross-organisational, involving our whole management team and all of our businesses. It aligns with CSRD, particularly ESRS E4 on Biodiversity and Ecosystems. It also supports compliance with evolving regulatory frameworks such as the EU Nature Restoration Law and emerging disclosure standards, including the Taskforce on Nature-related Financial Disclosures (TNFD).

Although this work is ongoing, our direction is clear: to act as an enabler of biodiverse and productive agricultural and amenity land, grounded in science, delivered through partnerships, and focused on the future of land use systems.



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Risks and Opportunities

Risks

Healthy ecosystems underpin many of the services upon which Origin and its customers rely – including pollination, nutrient cycling, soil structure, and water regulation. The decline of these systems presents clear and material risks across our value chain.

- **Input Dependency and Agronomic Vulnerability:** Biodiversity loss can erode ecosystem services, increasing pressure on crops and turf systems and potentially raising reliance on external inputs. Evolving regulation and rising cost pressures are reinforcing the need for resilient systems that integrate both traditional and nature-based solutions.
- **Policy and Compliance Risk:** The shift toward mandatory biodiversity disclosure (e.g. TNFD), restoration targets (e.g. EU Nature Restoration Law), and land use requirements (e.g. Biodiversity Net Gain in the UK) introduces compliance risk for both Origin and our customers.
- **Reputational Exposure:** As a supplier of inputs and advice, Origin faces reputational risk if our products or services are perceived to contribute to biodiversity decline, especially in sensitive landscapes or high-profile sectors like sports turf and infrastructure.
- **Supply Chain Disruption:** The degradation of natural ecosystems – including pollinator decline and soil degradation – can reduce agricultural productivity and disrupt supply chains.
- **Client Delivery Risk:** For our Living Landscapes division, failure to meet ecological outcomes or regulatory expectations (e.g. for habitat banking or biodiversity units) could impact client relationships and commercial viability.

Opportunities

The transition to biodiversity-positive practices also opens new commercial pathways. For Origin, this presents a material opportunity to create value across five interconnected areas.

- **Resilience:** Integrating biodiversity-enhancing practices across agronomy, environmental services, and landscape management supports long-term ecosystem function and climate adaptation – reducing risk for both Origin and our customers.
- **Growth:** Our Living Landscapes division continues to scale in response to demand for nature-based solutions and aims to contribute over 30% of Group operating profit by FY26.
- **Innovation:** Our BioSolutions platform is expanding the input toolkit for farmers and land managers – combining conventional chemistry with rigorously trialled biopesticides, biostimulants, and biologicals. This positions Origin as the partner of choice for customers seeking high-performance, sustainability-aligned products, and for manufacturers looking to bring best-in-class technologies to market.
- **Access to Incentives:** Our advisory teams help landowners and developers access biodiversity-linked funding mechanisms – including agri-environment schemes, BNG units, and emerging habitat and carbon markets.
- **Investor Alignment:** Biodiversity is increasingly viewed alongside climate as a proxy for long-term value. Origin is pivoting towards services that enable nature-positive outcomes – strengthening our position with customers, regulators, and investors.

By embedding biodiversity into our business model – from product development and technical advice to ecological service delivery – Origin is addressing both the risks of nature loss and the opportunities of nature restoration. Our strategy is grounded in science, driven by customer needs, and aligned with a changing policy and investment landscape.



By embedding biodiversity into our business model – from product development and technical advice to ecological service delivery – Origin is addressing both the risks of nature loss and the opportunities of nature restoration.



Our Progress

Targets and Measures

Target:

- Fast-track the development of BioSolutions
- Develop our Living Landscapes division to help contribute to meeting all environmental KPIs and >30% of Group operating profit by FY26.
- Help create large-scale (1,000 miles) biodiverse wildlife corridor by 2030.



See also Climate Action and Water Quality Targets & KPIs relevant to Biodiversity, [p.19](#) and [p.47](#).

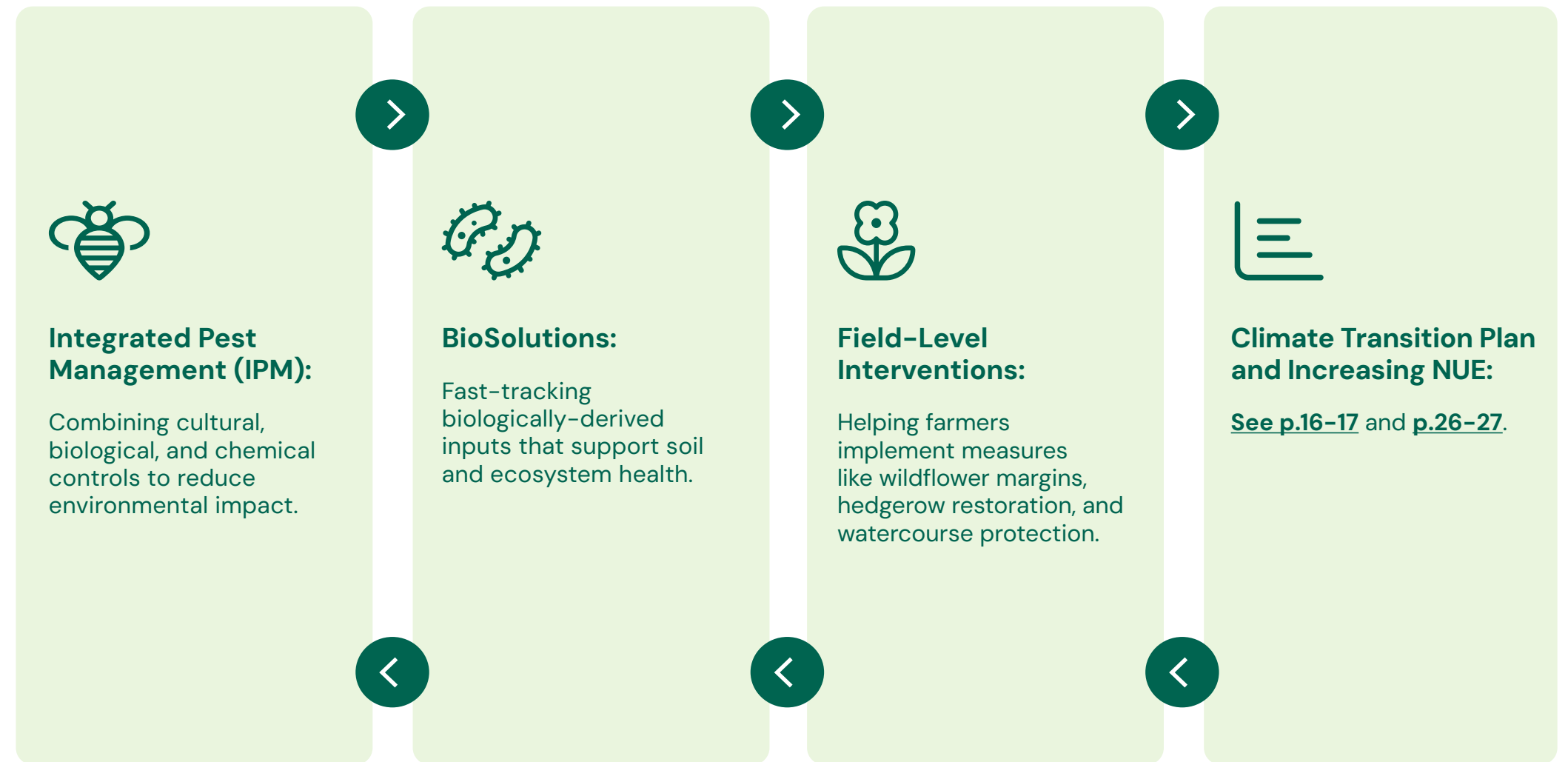
| KPIs | FY21 Baseline | FY22 | FY23 | FY24 | FY25 | 2030 Target |
|---|--|--|---|--|--|--|
| Fast-track the development of BioSolutions | | | | | | |
| <p>Innovation Examples: Prioritising the development and market introduction of the most reliable BioSolutions, using fast-track/fast-fail techniques, in order to become market leader.</p> | <ul style="list-style-type: none"> • Gap analysis completed across the Group to identify key sectors where BioSolutions may assist. | <ul style="list-style-type: none"> • Identified and liaised with suppliers of technology to fill those gaps and prioritise the best BioSolutions for testing. | <ul style="list-style-type: none"> • 117 products and concepts tested in field trials. Testing procedures reviewed and best approach agreed. Construction of state-of-the-art glasshouse approved. | <ul style="list-style-type: none"> • Further farm testing of top 40 performers conducted. • Glasshouse constructed to reduce testing time. | <ul style="list-style-type: none"> • 55,000+ field trial plots across the Group. • New glasshouse opened at Throws Farm. • 17% increase in number of BioSolutions under test in FY25 vs. FY24. • On-farm BioSolutions protocols developed. • Formulation partnerships expanded. • BioSolutions embedded in IPM across all of our operations. | <ul style="list-style-type: none"> • Origin recognised as leading distributor and innovator of BioSolutions. |
| Establish a Core 2 business division centred on amenity, environmental and ecology | | | | | | |
| <p>Innovation Examples: Accelerating investment in products and services that enhance environmental and ecological benefits in sustainable land use.</p> | | | <ul style="list-style-type: none"> • Completion of five acquisitions, building capabilities within Origin's landscapes and environmental product and service offering. | <ul style="list-style-type: none"> • Following the addition of two acquisitions in FY24, Living Landscapes represented 14.2% of the Group's Operating profit. Post-year-end, the division bolstered its environmental services offering with the acquisitions of Avian and Bowland Ecology. | <ul style="list-style-type: none"> • Contributed 18.4% of the Group's Operating profit (up 4.2% YoY). • Five specialist ecology acquisitions, growing our Environmental team to 175 ecologists. • Expanded BNG, habitat, and stewardship capacity. • Strategic stake acquired in BioGains. | <ul style="list-style-type: none"> • Contribution to all environmental KPIs. • Contributing >30% of Group operating profit. |
| Improve biodiversity | | | | | | |
| <p>Innovation Examples: Contributing digital innovation and ecological services to wildlife corridor project.</p> | | | <ul style="list-style-type: none"> • Commitment to set year-on-year targets to 2030. | <ul style="list-style-type: none"> • Engaged with internal stakeholders to develop wildlife corridors across the UK; roadmap is in progress. | <ul style="list-style-type: none"> • Corridor mapping trial launched at Throws Farm. • Ongoing contribution to biodiverse habitats through supply of 2.3 million native trees, seed for 3,400 acres of wildflower meadows, and habitat/wetland creation, some of which may be included in the wildlife corridor project. | <ul style="list-style-type: none"> • 1,000 miles of interconnected habitat / wildlife corridor created. |

Embedding Biodiversity within Agricultural Systems

We understand that agriculture both depends on and influences biodiversity. Productive crops rely on healthy soils, pollinators, and functioning ecosystems – but farming can also place pressure on these natural systems. That’s why we’re taking active steps to embed biodiversity into the way we support growers.

Across our Agrii businesses in the UK, Poland, and Romania, we work with over 34,000 farmers. This gives us a unique opportunity to promote practices that improve biodiversity at scale, grounded in practical field knowledge and real-world outcomes.

Our approach is centred on four interconnected pillars.



By aligning environmental benefits with agronomic performance, we aim to deliver measurable outcomes for biodiversity while helping farmers stay productive, without compromising farm productivity or commercial viability.



Integrated Pest Management

Integrated Pest Management (IPM) is a foundational element of Origin’s approach to more resilient, biodiversity-supportive land management. From arable and horticultural crops to managed landscapes like golf courses and sports turf, IPM offers a structured, science-based framework that brings together multiple strategies – cultural, biological, mechanical, and chemical – to maintain crop and turf health while minimising unintended impacts on surrounding ecosystems.

Agriculture

Across our Agrii network, we embed IPM into daily field practice. Our agronomists deliver crop-specific guidance informed by local data, real-time observations, and decades of trial experience. This approach allows us to reduce reliance on routine prophylactic use of plant protection products (PPPs) and instead apply targeted interventions based on thresholds, timing, and crop need.

Key components of our IPM programmes include:

- **Cultural Controls:** Crop rotation, inter-row cultivation, delayed drilling, and selection of pest or disease-resistant crop varieties to disrupt life cycles and reduce pest pressure;
- **Mechanical and Physical Methods:** Techniques such as stale seedbed preparation, mechanical weeding, and pest-exclusion netting to limit infestation without chemical input;
- **Biological Solutions:** Conservation of natural enemies (e.g. hoverflies, ladybirds, parasitic wasps) and deployment of biological control agents to suppress pest populations; and
- **Chemical Treatments Only When Necessary:** Where PPPs are required, we focus on threshold-based use, product rotation to mitigate resistance, and techniques that reduce off-target exposure and preserve beneficial organisms.

Our Contour digital platform complements agronomic advice with real-time data on pest pressure, weather, and field conditions. This helps optimise the timing and necessity of interventions – improving biodiversity outcomes, reducing input costs, and strengthening crop protection strategies.

IPM also underpins Origin’s wider environmental initiatives. It supports pollinator health, protects aquatic ecosystems by reducing runoff, and contributes to improved soil microbiology when integrated with soil resilience and nitrogen use efficiency (NUE) strategies.

To enhance IPM’s effectiveness, we are actively expanding the role of BioSolutions such as biopesticides, biostimulants, and natural elicitors. These inputs offer alternative modes of action and are particularly well suited to high-care crops and systems that face restrictions on synthetic chemistry. They are being rapidly trialled through Origin’s R&D platform and are increasingly integrated into practical field recommendations.

IPM is more than a technical framework – it’s a shift in how we think about and manage agricultural risk. By combining scientific rigour with practical application, we are supporting farmers to adopt cropping systems that are productive, resilient, and more in harmony with the natural processes on which agriculture depends. This is key to building the next generation of sustainable food systems – at scale, in partnership with growers, and grounded in results.

Extending IPM to Managed Landscapes

Our commitment to IPM does not end at the farm gate. Through Origin Amenity Solutions, we apply the same principles across a wide range of managed landscapes – from golf courses to sports fields and green infrastructure projects. Here too, the goal is to maintain healthy, high-performing turf, while reducing chemical inputs and supporting soil and ecosystem health.

Our Amenity team works closely with professional grounds managers to integrate practices such as species selection, mechanical turf management, and BioSolutions – including mycorrhizal inoculants and microbial treatments – into routine turf care programmes. These strategies enhance root strength, improve nutrient uptake, and reduce the need for synthetic inputs, while fostering biodiversity across intensively used landscapes.

This cross-sector application of IPM – spanning food production, recreation, and environmental management – is a hallmark of Origin’s broader approach to land stewardship. Whether on farms or fairways, the focus remains the same: practical, locally adapted solutions that support healthier soils, resilient ecosystems, and long-term land value.





Fast-Tracking BioSolutions: A Targeted, Evidence-Led Approach

BioSolutions – including biopesticides, biostimulants, natural elicitors, and endophytes – are becoming an essential part of the modern agronomy toolkit. Rather than replacing conventional chemistry, they offer complementary benefits, improving crop resilience, enhancing biodiversity, and supporting more sustainable production systems.

Our approach is built on one core principle: understanding what works, where, and why. That means moving beyond distribution to validation – investing in trials, refining application protocols, and building the agronomic knowledge that gives farmers and growers confidence to adopt these products effectively.

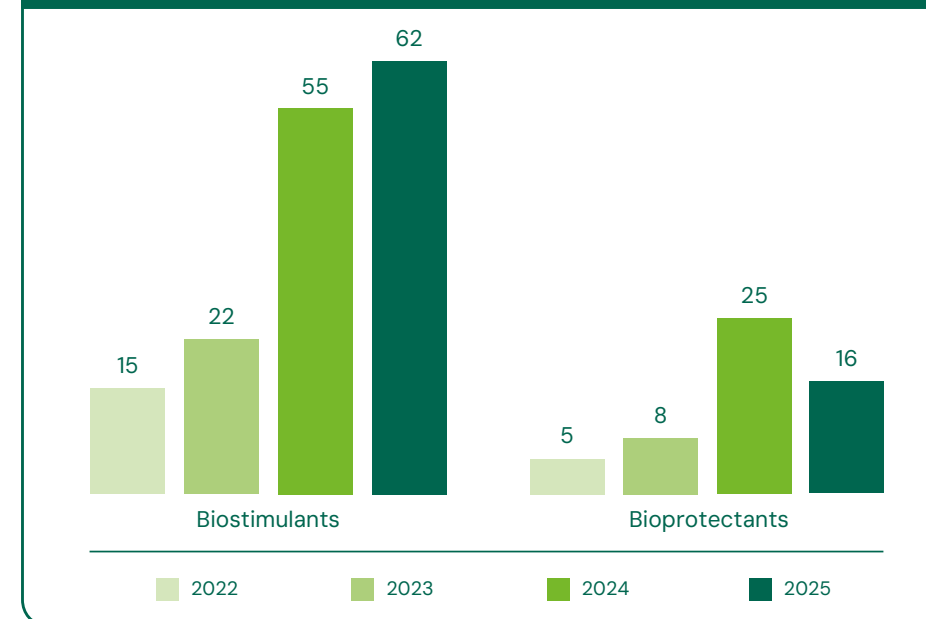
We test BioSolutions in the same way we would any input we recommend. Through our trials facilities, our controlled environment infrastructure, and our digital decision support tools, we generate independent, real-world data – and use it to shape practical advice that reflects local conditions and on-farm realities.

In FY25, our work included:

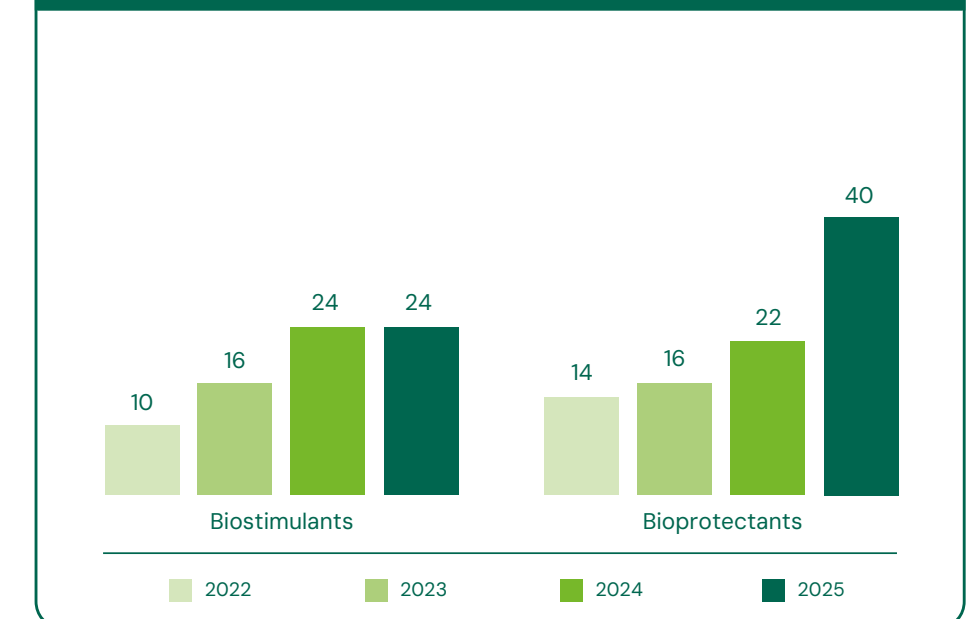
- Running over 55,000 trial plots across the Group, covering a portfolio of over 150 BioSolutions, including head-to-head comparisons under varying soil types, climates, and pest pressures;
- Opening our new controlled environment glasshouse at Throws Farm, enabling year-round testing under tightly controlled climatic and nutritional conditions;
- Developing compatibility protocols to integrate BioSolutions within existing spray programmes, ensuring performance is not compromised; and
- Collaborating with manufacturers and ag-tech innovators to improve product formulations based on field feedback and agronomic performance.

These trials are designed with real-world application in mind. For example, our protocols for endophyte application now incorporate detailed guidance on factors such as water pH, leaf surface characteristics, humidity levels, and micronutrient availability – all of which influence product uptake and overall effectiveness in the field.

Numbers of BioSolutions under test 2022–2025 (combinable crops)



Numbers of BioSolutions under test 2022–2025 (non-combinable crops)





Why BioSolutions Matter – and Where They Fit

The environmental benefits of BioSolutions are increasingly clear with:

- Lower toxicity and shorter environmental persistence reducing risks to non-target species, such as pollinators and aquatic life;
- Alternative modes of action helping to mitigate resistance to synthetic chemistries;
- Improved plant health and stress tolerance, especially under drought or waterlogged conditions, that can protect yields and reduce input dependency; and
- Reduced residues at harvest support compliance with tightening regulatory standards and retailer expectations.

At the same time, we know BioSolutions are not a plug-and-play solution. Many are sensitive to timing, conditions, and tank-mix compatibility. Performance can be inconsistent without informed guidance – which is why our focus remains on testing, tailoring, and supporting implementation on the ground.

This is where our role comes in, bridging the gap between promising innovation and practical application. By grounding adoption in robust evidence and real-world trial results, we help de-risk decisions for growers and ensure BioSolutions are used where they add most value.

BioSolutions are part of a wider transition – towards crop production that is more adaptive, regenerative, and in tune with natural systems. We are not simply observing that shift – we are actively enabling it, through targeted investment, technical expertise, and close collaboration with manufacturers, as well as a clear focus on what delivers results for growers and nature alike.



Our role is bridging the gap between promising innovation and practical application.



Field-Level Biodiversity Interventions

Alongside input strategies such as Integrated Pest Management (IPM) and BioSolutions, we work directly with farmers to implement land management practices that enhance biodiversity and support more resilient ecosystems. These field-level interventions are guided by practical agronomic advice and tailored to individual farm contexts.

Our agronomists help farmers identify areas of land best suited for biodiversity enhancement – often underproductive or marginal areas – and provide end-to-end support in designing, establishing, and managing habitat features. Common interventions include:

- Wildflower and nectar-rich margins, to support pollinators and beneficial insects;
- Buffer strips and beetle banks, providing refuge and corridors for predatory species;
- Hedgerow restoration and native tree planting, enhancing connectivity and shelter; and
- Wetland creation, sediment traps, and grassed waterways, to improve water quality and aquatic habitat.

Many of these interventions are delivered through our Agrii Environmental Services team, which combines ecological expertise with access to a wide portfolio of seed mixes, management plans, and compliance knowledge. We also work closely with partners and suppliers to provide access to tailored mixes for specific goals – such as stewardship compliance, pollinator support, or bird food provision.

Aligning Biodiversity with Farm Economics

We understand that biodiversity cannot be separated from the economics of farming. To support long-term adoption, our agronomists integrate biodiversity recommendations with potential funding sources and commercial opportunities. In FY25, this included helping farmers access:

- **Public funding schemes** such as England’s Countryside Stewardship and Sustainable Farming Incentive (SFI), and similar schemes across Ireland, Poland, and Romania;
- **Private supply chain programmes**, including collaborations with Whitworths and Bunge (See feature on page 84), where biodiversity action is rewarded through ESG-aligned sourcing agreements; and
- **Emerging environmental markets**, including biodiversity net gain (BNG) units and carbon credits, working alongside partners such as BioGains.

We also deliver specialist support in habitat planning and implementation through our **Keystone Environmental** and **GE Consulting** teams, helping bridge the gap between farm practice, regulation, and market access.

Measuring What Matters

To ensure transparency and track impact, we are advancing how we measure biodiversity on-farm. This includes combining qualitative field assessments with remote sensing, drone imagery, and geospatial modelling to quantify habitat extent, quality, and ecological uplift over time.

We are currently piloting methodologies aligned with:

- DEFRA Environmental Land Management (ELM) monitoring framework;
- EU Farm to Fork and Biodiversity Strategy targets; and
- Private verification standards for BNG and biodiversity credits.

As our database of biodiversity interventions grows, so too does our ability to benchmark performance, share learnings, and adapt approaches to meet both environmental and economic objectives. This focus on measurable outcomes is helping embed biodiversity as a core component of farm management – not as a stand-alone add-on, but as an integrated part of how land is stewarded for long-term value.



Scaling Nature-Based Solutions Through Living Landscapes

Our work on biodiversity extends well beyond agricultural systems. Through our Living Landscapes division, we design and deliver nature-based solutions across a diverse range of environments – from farmland and wetlands to residential developments, transport corridors, and public green infrastructure.

Two sectors within the division play a particularly active role in biodiversity delivery.

- **Environmental:** Established in 2023, the business now comprises seven operating companies with more than 240 employees, including 175 in-house ecologists. This sector offers a full suite of ecological services – from baseline assessments and biodiversity planning to habitat creation, compliance support, and long-term stewardship. These services align with national and European biodiversity frameworks, including Biodiversity Net Gain (BNG), the EU Nature Restoration Law, and TNFD-aligned disclosure frameworks; and
- **Landscapes:** This sector complements ecological services by supplying the physical infrastructure needed to implement nature-based interventions – including native trees and shrubs, ground stabilisation systems, sustainable drainage components, and urban greening materials. These inputs are essential to delivering practical biodiversity improvements at scale.

Within the context of biodiversity, the Sports sector – though part of the Living Landscapes division – operates through a delivery model more closely aligned with our agronomy business. Its focus on Integrated Pest Management (IPM), soil health, and BioSolutions contributes to more sustainable land management across sports and amenity settings. Drawing on Origin’s wider agronomic expertise, the sector supports biodiversity outcomes by piloting new technologies and enhancing ecological performance on managed landscapes.

In FY25, Living Landscapes accounted for approximately 18.4% of the Group's Operating profit – c.4.2 percentage points increase year-on-year. This marks meaningful progress toward our strategic ambition of reaching 30% by 2026, while also highlighting the increasing relevance of the platform in shaping nature-based solutions. Beyond its financial contribution, the division plays a pivotal role in enabling credible, measurable biodiversity outcomes. By integrating ecological expertise with on-the-ground delivery, Living Landscapes strengthens our capacity to embed nature into infrastructure, land use, and development – supporting more resilient ecosystems and reinforcing our position as a trusted partner in the transition to nature-positive practices.

Expanding Our Biodiversity Capability Through Targeted Growth

In FY25, we expanded our Environmental segment with the addition of five specialist ecological consultancies, each enhancing our technical depth and delivery capacity in biodiversity services:

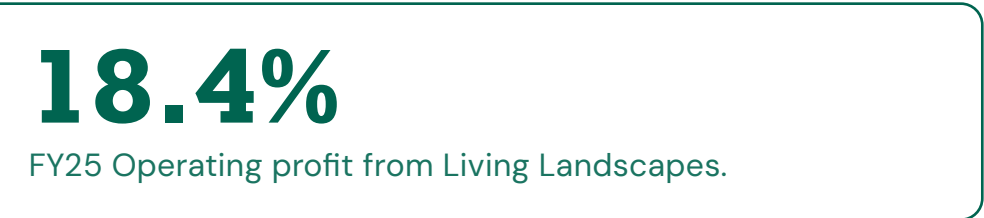
- Meeting growing biodiversity requirements in infrastructure, development, and regulated land use;
- Delivering measurable ecological outcomes aligned with regulation and voluntary commitments;
- Advancing best practice in monitoring, data quality, and long-term habitat stewardship;
- Supporting ecosystem resilience through place-based, nature-positive interventions; and
- Providing support for Biodiversity Net Gain habitats.

Strategic Partnership:

BioGains and the BNG Market

To further accelerate nature-positive outcomes, we acquired a minority interest in BioGains, a UK-based habitat banking specialist. BioGains plays an enabling role in the delivery of measurable biodiversity uplift, through its registration of habitat banks under the UK’s Biodiversity Net Gain (BNG) Site Register.

These banks offer BNG units to developers seeking to offset residual biodiversity impacts in line with the Environment Act 2021. BioGains ensures that these units are ecologically credible, additional, and maintained for a minimum of 30 years – reinforcing the integrity of the UK’s BNG system.





1,000 Miles of Connected Wildlife Corridors:

Scaling Impact Through Product, Practice, and Place

As part of our integrated approach to land management, we have committed to a strategic initiative to enable large-scale wildlife corridor connectivity. The initiative highlights Origin’s capabilities in new approaches to combining agronomic insight with ecological planning, across large areas of mixed-use land. We are currently piloting new approaches to habitat connectivity within productive farmland at Throws Farm.

The intention is to maximise the biodiversity impact of our products and services (including native trees and shrubs, wildflower seeds, and ecological contracting) by developing a cohesive approach across swathes of countryside, working closely with our customers and other landowners.



Integrating Biodiversity On Site:

Alconbury as a Blueprint for Group-Wide Action

As part of our commitment to embed biodiversity management within our operations, FY25 saw the launch of a pilot Biodiversity Action Plan (BAP) at Agrii UK’s Alconbury Hill logistics centre in Cambridgeshire. As the Group’s largest agrochemical distribution hub, Alconbury is a high-traffic, highly operational site – making it a meaningful location to test how biodiversity uplift can be delivered within a commercial setting.

The pilot is designed to serve as a model for site-level biodiversity action across Origin’s footprint, integrating habitat enhancement with staff engagement and operational practices.

Insights from Alconbury will inform a scalable framework for BAP implementation across priority sites from FY26 onward.





POLLUTION (AIR AND WATER QUALITY)

Our Approach

Origin manages pollution risks through site-level environmental assessments, including Control of Major Accident Hazards (COMAH) processes at fertiliser and chemical storage facilities. Insights from these assessments – together with operational learnings across our network – guide how we monitor, manage, and reduce potential releases to air, water, and soil.

Our approach reflects the dual materiality of pollution.

- **Environmental and Societal:** Nutrient runoff, microplastics, and nitrous oxide emissions affect soil health, air and water quality, biodiversity, and human health.
- **Financial:** Tightening regulations, including EU REACH restrictions on microplastics, NVZ rules, the Water Framework Directive, and pesticide regulation, increase compliance obligations for our customers, while creating opportunities for Origin to provide sustainable, compliant alternatives.

We recognise both the localised impacts of our operations and the wider footprint of the products we supply. To address these, we are strengthening monitoring, developing clearer metrics, and aligning with evolving regulation – ensuring our activities support sustainable food production and minimise unintended impacts on ecosystems and communities.





Impacts, Risks, and Opportunities

Impacts and Risks:

Microplastics

Microplastics in agriculture can arise from seed coatings, polymer-coated fertilisers, tree and landscaping protection products, and packaging. While controlled-release and coating technologies improve establishment and nutrient efficiency, particles from non-biodegradable polymers may persist in soils. Regulatory developments are accelerating a shift to alternatives, with EU restrictions under REACH (2023/2055) and the Fertilising Products Regulation (2019/1009) introducing phased biodegradability requirements from 2026. Research increasingly points to agricultural soils as potential reservoirs of microplastics, with possible effects on soil health and ecosystem function, underlining the importance of transitioning to biodegradable solutions.

Nutrient Enrichment of Watercourses

Excess nitrogen and phosphorus from agriculture can enter water systems via leaching and runoff, contributing to eutrophication, harmful algal blooms, and biodiversity decline (FAO, OECD). While fertiliser application rates have fallen in several regions over recent decades, nutrient surpluses remain a concern and water quality improvements have been limited. Organic manures and slurry are now significant contributors to nutrient loading (EEA, UNEP). These pressures represent a material impact for the sector, with consequences for aquatic ecosystems, potable water resources, and compliance with tightening regulation.

Air Pollution from Nitrous Oxide and PPPs

Nitrous oxide emissions from soils are both a greenhouse gas and a contributor to atmospheric pollution, influencing climate, air quality, and human health (IPCC, UNEP). Plant protection products (PPPs) can also generate diffuse emissions to air, soils, and non-target habitats, with potential effects on pollinators, soil organisms, and ecosystems (EFSA, FAO). Within Origin's direct operations, emissions are typically limited in scale and relate mainly to dust from blending activities and transport. Where applicable, emissions are managed in line with regulatory requirements.

Opportunities:

To reduce pollution-related impacts, and align with the CSRD, Nitrates Directive, Water Framework Directive, and EU NVZ requirements, Origin is:

- Promoting targeted nutrient delivery and integrated pest management through enhanced efficiency fertilisers, BioSolutions, and digital tools such as soil scanning and Contour mapping;
- Increasing nutrient use efficiency to reduce nitrate losses ([see Climate Action, p.26](#));
- Investing in R&D to develop biodegradable alternatives to polymer-based fertiliser and seed coatings ([see p.44](#));
- Committing to a Group-wide roadmap by 2026 to phase out microplastics through supplier engagement and product portfolio review; and
- Training spray operators to minimise drift and point-source contamination, including the use of biobeds, biofilters, and field buffer strips to protect watercourses ([see p.43](#)).





Our Progress

Targets and Measures

Target:

- Develop a roadmap by FY26 for eliminating microplastics in our products.
- Microplastics will be eliminated from all seed treatments by 2030.
- 75% of all operators in our CE markets will be trained by 2030.
- SHVC-compliant.



See also Targets and KPIs for Increasing NUE [p.26](#), BioSolutions Innovation [p.31](#), and Water Resources [p.47](#).

| KPIs | FY22 | FY23 | FY24 | FY25 | 2030 Target |
|--|--|--|--|--|---|
| Reduce microplastics in seed coatings | | | | | |
| Innovation Examples: Develop the Roadmap. | | | | <ul style="list-style-type: none"> • Roadmap commenced reviewing and assessing products and transitioning them as required. | <ul style="list-style-type: none"> • Roadmap developed by FY26. |
| Innovate to replace Microplastics with alternatives in seed coatings collaboration with suppliers. | | <ul style="list-style-type: none"> • Began transition from traditional plastics to biodegradable materials in CRFs. | <ul style="list-style-type: none"> • Launched a microplastic-free seed coating in Romania, developed in collaboration with Fortgreen, Brazil. | <ul style="list-style-type: none"> • 100% of ATLAS seed in Romania treated with biodegradable coating (Agrii Start PolyZn ST). • UK portfolio transition >70% on track for 100% by FY26. • Biodegradable, CRF coating piloted in turf with commercial roll-out expected in FY26. | <ul style="list-style-type: none"> • Microplastics eliminated from all seed treatments. |
| Reduce spray drift to protect water quality | | | | | |
| Innovation Examples: Improve spray targeting | <ul style="list-style-type: none"> • 100 sprayer operator workshops held. | <ul style="list-style-type: none"> • Rolled out to Central European market. | <ul style="list-style-type: none"> • >2,500 farmers and operators trained across our global operations. | <ul style="list-style-type: none"> • >4,000 farmers trained in spray efficiency and drift reduction across Europe. | <ul style="list-style-type: none"> • 75% of all operators in our CE markets will be trained. |
| Ensure SVHC compliance | | | | | |
| Innovation Examples: Review product register. | | | | <ul style="list-style-type: none"> • No SVHC produced or sold. | <ul style="list-style-type: none"> • Full compliance. |





Our Commitment

Our Commitment to Improving Water Quality in Agriculture

Nutrient losses and pesticide drift are recognised as important pressures on water quality in agricultural landscapes. As part of our Agronomy business, we play an important role in helping farmers and growers manage these pressures responsibly and protect local ecosystems.

Our approach centres on Integrated Pest Management (IPM) and precision agriculture techniques. Through agronomist-led advice, soil testing, and tailored nutrient management plans, we support efficient use of fertilisers and pesticides – helping to minimise the risk of runoff into watercourses.

We also encourage nature-based solutions that act as protective buffers. Strips of vegetation along field edges capture sediment, nutrients, and pesticides before they reach water, while cover crops reduce erosion, improve soil structure, and enhance water infiltration. These practices strengthen water quality outcomes and build resilience in farming systems.

Alongside farm-level advice, we participate in catchment-sensitive initiatives, collaborating with farmers, water companies, and regulators to identify local risks and implement targeted mitigation measures. These partnerships support cleaner catchments and help farmers meet regulatory requirements, including those under the EU Water Framework Directive.

Investment in precision tools and digital decision-support systems is further improving application accuracy, reducing drift and off-target contamination while boosting productivity. Across our markets, training programmes extend this expertise to thousands of farmers each year, enabling safer and more efficient use of inputs.

By combining innovation, farmer education, and partnerships, we are contributing to improved water quality outcomes, while supporting growers in meeting both current compliance requirements and the long-term sustainability goals of agriculture.





Advanced Spray Targeting and Training

Proactively Protecting Water Quality through Advanced Spray Targeting and Training

Spraying is a vital part of crop protection and food security, but if not managed precisely it can also contribute to diffuse pollution through drift and runoff, affecting water quality, biodiversity, and regulatory compliance. This makes it a critical area for advancing sustainable practices.

Through Agrii, part of our Agronomy business, we operate one of the largest contract spraying fleets in Europe. Our modern equipment – operated by trained professionals – ensures accurate application of plant protection products (PPPs), fertilisers, and other treatments. This supports compliance with stewardship requirements such as Local Environmental Risk Assessments for Pesticides (LERAPs), while also reducing on-farm storage, lowering costs, and freeing up labour during peak seasons.

Training underpins this approach. In the UK, more than 1,000 sprayer operators are trained each year on techniques such as nozzle selection to minimise drift, the use of adjuvants to improve spray retention, and optimised water use. In Romania, over 3,000 farmers have taken part in hands-on workshops, while in Poland, agronomists have been trained directly by Agrii UK specialists.

In parallel, we are advancing the use of adjuvant technologies that improve spray efficiency and reduce drift. With an established adjuvant business in Latin America, we are bringing this expertise and product innovation into our European operations, supported by local training and demonstration programmes.

These programmes deliver measurable benefits with:

- Improved spray efficiency and reduced waste;
- Lower risk of nutrient and pesticide runoff into watercourses; and
- Closer alignment with EU water protection objectives, including the Water Framework Directive.

Through advanced equipment, focused training, and global expertise, we are equipping farmers to reduce pollution risks and maintain productivity. In FY25, we expanded training across Continental Europe and integrated drift-reduction measures into our Climate and Biodiversity strategies, ensuring water protection is addressed in practice as part of our wider sustainability commitments.

Improving Spray Practices in Romania

Agrii Romania – one of Origin’s Sustainable Agronomy businesses – has expanded training programmes to help farmers adopt safer, more efficient spraying practices that protect water resources. Delivered through the Agrii Practic and Picătura Perfectă (“Perfect Drop”) initiatives, the programme combines classroom learning, field demonstrations, and on-farm sessions.

Over FY24–25, more than 3,000 farmers attended indoor workshops, with a further 1,100 joining field demonstrations. An additional 18 small-group trainings provided hands-on guidance in equipment checks, nozzle maintenance, and drift reduction.

These sessions highlight the role of adjuvants in improving spray retention, reducing drift, and ensuring compliance with environmental regulations. By giving farmers the knowledge and confidence to use equipment correctly, the workshops help lower the risk of pesticide runoff into waterways, while also improving crop protection outcomes.

By improving spray efficiency and reducing the risk of runoff, these workshops are helping farmers protect watercourses and strengthen sustainable crop protection in Romania.





Addressing Microplastics

Microplastics are increasingly recognised as a source of pollution in agricultural soils, with potential impacts on water quality, soil health, and biodiversity. For a business involved in fertiliser blending, seed treatments, and sports turf products, this is a material issue within our value chain and a priority area under ESRS E2 (Pollution).

Work is underway at business unit level to review seed treatments, fertilisers, and tree protection products for potential microplastic content. Certain lines, including selected seed treatments, are already being transitioned to alternative solutions. These assessments will underpin the 2026 roadmap, which will define phased options for further reduction and replacement, aligned with regulatory requirements, technical feasibility, and customer needs.

In seed treatments, we are actively replacing polymer coatings containing microplastics with sustainable alternatives. In FY25, all seeds produced under the ATLAS brand in Romania were treated with microplastic-free formulations, marking full replacement in that portfolio. In the UK, our portfolio transition is well advanced, with legacy products being phased out as replacements are introduced. These changes are supported by the development of products that combine polymer functionality with added agronomic benefits, such as zinc nutrition to address soil deficiencies.

In fertilisers, microplastic inputs are primarily linked to small quantities in anti-caking agents and polymer coatings used in controlled-release fertilisers (CRFs). While CRFs are not widely used in broad-acre agriculture, they are produced in our sports turf operations and in Brazil. We are working with suppliers to transition these products to biodegradable coatings, in line with the EU Fertilising Products Regulation (2019/1009) and the EU REACH restriction on intentionally added microplastics (2023/2055), while monitoring developments in the UK where regulation is still under review.

Progress depends on the commercial availability of viable biodegradable materials and alignment across the supplier base. We are addressing this through early collaboration with partners and investment in product development.

By replacing microplastic-based products, we are reducing the risk of plastic residues persisting in soils and entering watercourses, while supporting farmers with effective alternatives. We are targeting the elimination of microplastics from seed treatments ahead of regulatory deadlines, and working to transition all fertiliser coatings to biodegradable alternatives as technologies become available.

Across the Group, these actions are helping to lead the transition away from microplastics in agriculture, balancing regulatory compliance with product performance and contributing to the long-term sustainability of agricultural systems.

Integration with Wider Strategy

Pollution reduction is not treated in isolation but embedded across Origin’s wider sustainability commitments.

- **Climate:** lowering nitrous oxide emissions through improved nutrient use efficiency.
- **Water:** using precision application and catchment-sensitive practices to protect water resources.
- **Biodiversity:** reducing nutrient and PPP runoff to safeguard ecosystems.
- **Circular Economy:** advancing biodegradable fertiliser and seed coating technologies.

By integrating pollution prevention into product innovation, farmer training, and supply chain engagement, we are reinforcing environmental outcomes and building the resilience of our business model. Oversight of this integration sits with the Group Sustainability/Central Executive Committee, ensuring pollution management is aligned with Origin’s long-term strategy and value creation.

Phasing Out Microplastics in Seed Treatments in Romania

Through our Agrii business in Romania, we have taken a leading step in replacing conventional polymer seed coatings. In FY25, all ATLAS brand seeds were treated with Agrii Start PolyZn ST, a formulation developed to replace products such as Peridiam. This solution is built on Soldier technology, an innovation originally developed by our Latin American operations, which provides a biodegradable polymer base now transferred into European markets. Combined with zinc, it addresses both the need for sustainable coatings and widespread micronutrient deficiencies in cereals.

This transition has delivered clear outcomes including::

- Reduced microplastic use – eliminating non-biodegradable polymers from the ATLAS portfolio;
- Improved agronomic performance – zinc nutrition supporting crop resilience and yield; and
- Accelerated portfolio change – declining legacy product volumes and growing adoption of sustainable alternatives.

As remaining legacy stocks are depleted, both Romanian and UK seed treatment portfolios will be fully microplastic-free, in line with EU restrictions on intentionally added microplastics (Regulation [EU] 2023/2055).

This initiative illustrates how innovation developed in Latin America is being scaled across our Group, combining product reformulation with on-the-ground implementation to reduce environmental risk and safeguard productivity.





WATER RESOURCE MANAGEMENT

Our Approach

Water is fundamental to land use and therefore central to Origin’s business model across Agriculture and Living Landscapes.

It governs how crops perform, how soils retain nutrients, how habitats regenerate, and how landscapes adapt to climate extremes. For our customers, water availability and quality are therefore decisive factors – and for Origin, a material resource that we must help manage responsibly.

Management Approach

Our stewardship approach is structured across three dimensions:

- **Direct Operations** – Monitoring withdrawals and consumption, and improving efficiency in water-intensive processes;
- **Value Chain** – Providing agronomy services and product solutions that reduce nutrient leaching, improve soil water retention, and optimise irrigation practices; and
- **Ecosystems** – Working with local partners to safeguard water quality and aquatic health through our environmental services in the UK.

We use the WWF Water Risk Filter – alongside local data-sets – to identify regional water-related risks across our footprint. This work is helping us to prioritise where water stress may be most material to our operations and customers. While several of our existing products and services already support improved nutrient use, soil health, and water efficiency, we are at an early stage of incorporating these risk insights into systematic planning and future product development.

Governance

Responsibility for water stewardship lies with business unit management teams, who track withdrawals, discharges, and local compliance. Group Sustainability coordinates data collection and reporting. Oversight is provided by the Group Executive Committee, with material water risks escalated to the Board Sustainability & Risk Committee through the enterprise risk management framework.





Impacts, Risks, and Opportunities

Our direct operational water use is modest – largely at our sports manufacturing facilities (speciality fertiliser and line paint) in the UK, micro-pack sites in Romania, and in agricultural contract spraying – but our indirect exposure and influence are material, given that water availability underpins both agricultural productivity and the resilience of managed landscapes. In Agriculture, our agronomy advice, fertiliser and seed strategies, and BioSolutions directly affect how water is retained in soils, how nutrients interact with water systems, and how crops respond to stress. In Living Landscapes, our products and services support water management through sustainable drainage systems (SuDS), ecological design, forestry and habitat creation, and irrigation efficiency in sports and amenity settings. In both markets, our role is to enable land managers to reduce water risks and enhance resilience in a changing climate.

In Europe, agriculture is shaped by tightening regulatory frameworks such as the EU Water Framework Directive, the Nitrates Directive, and national river basin management plans. These measures influence how fertilisers and crop protection products are applied, with implications for both water quality and abstraction. They are an important consideration within our agronomy and advisory services and inform how we support land managers in practice, as well as how we prioritise product development.

FY25 again underlined the volatility of water conditions across our markets. The UK recorded its driest spring in over 50 years, with reduced soil moisture affecting crop development and advancing harvest timelines, while Ireland faced localised flooding following heavy winter rainfall. Romania benefitted from exceptional spring rains, producing record forecasts for winter cereals, though drought stress persists in the southwest. In Poland, climate projections indicate rising water stress as rainfall variability and evapotranspiration increase. In Brazil, water resources remain abundant in some regions, while recurring drought continues to affect parts of the northeast and southeast, where availability is under greater pressure. These dynamics highlight the dual nature of water dependency across land use – climate change is amplifying both scarcity and surplus, often within the same season or geography.

Regional Water Context

Water conditions differ across our footprint, shaping both risks and opportunities. While Origin’s direct withdrawals are limited, our customers’ productivity is highly dependent on water availability, making regional dynamics material to our business.

Ireland and the UK (67% of the Group's Operating profit)

- **Ireland:** Low water stress overall, though flooding and infrastructure constraints pose localised risks. Focus on nutrient-use efficiency to protect water quality.
- **United Kingdom:** Increasing drought risk, especially in the southeast, alongside recurring winter floods. Response includes drought-tolerant seed traits, optimised spraying technologies, and sustainable drainage systems (SuDS).

Continental Europe (18% of the Group's Operating profit)

- **Romania:** Above-average spring rainfall supported record harvest forecasts, but drought remains in the southwest. We support resilience through seed technologies, tailored crop programmes, and soil management practices.
- **Poland:** Projected increases in water stress heighten exposure for farmers. Our focus is on agronomy advice and products that improve soil water retention and nutrient efficiency.

Latin America (15% of the Group's Operating profit)

- **Brazil:** Regional contrasts are high, with abundant water in the Amazon but recurring drought and competition in the northeast and southeast. Our product portfolio supports nutrient efficiency, soil health, and crop resilience, helping farmers to optimise water use under variable conditions.

Marine Resources

Marine resources are assessed as non-material to Origin’s direct operations, reflecting our inland footprint. Environmental performance at portside fertiliser facilities is monitored locally to ensure regulatory compliance. Potential downstream impacts, such as agricultural runoff and microplastic pathways, are addressed through nutrient-use efficiency measures, responsible application of plant protection products, and the phase-out of microplastics in seed coatings (see p.44). Broader nutrient management is supported through our advisory services and by helping customers comply with national regulations

Risks and Opportunities

- **Physical Risks:** Drought in the UK, persistent scarcity in Romania, projected stress in Poland and Brazil, and recurring floods in Ireland and the UK.
- **Transition Risks:** Stricter regulation on abstraction, nutrient use, and water quality may affect customer compliance and product mix.
- **Opportunities:** Expanding demand for water-efficient agronomy solutions, irrigation technologies, and urban water management systems; differentiation through enabling customers to strengthen resilience and compliance.



Our Progress

Targets and Measures

Target:

- Reduce water use by 20% by 2032, from FY25 baseline.
- Advance water stewardship, including training 75% of spray operators in Central Europe by 2030.

Water Usage Improved Measurement and FY25 Baseline

Reported water use increased by 67% in FY25, primarily due to expanded metering and more comprehensive data capture, with additional increases linked to higher production volumes in our sports operations, notably line marking and our speciality fertiliser facility. While full metering coverage is still being established across global operations and an estimated 6% of reported usage is based on calculation rather than direct measurement, data quality and coverage advanced materially during the year. Oversight of this programme rests with the Head of Sustainability and the ESG Committee, who are focused on further enhancing accuracy and comparability.

Operational Drivers

Water consumption in FY25 reflected both increased production and efficiency measures. Higher throughput at our PB Kent speciality fertiliser facility and greater demand in line marking contributed to higher volumes, aligned with productivity growth. Contract spraying water use is governed by agronomic requirements – typically around 200 litres per hectare – in line with industry guidance. Volumes therefore scale directly with cropping patterns – in FY25, increased winter cropping in the UK led to higher spraying volumes and associated water use. Rainwater harvesting at several facilities helps reduce reliance on mains supply.

Beyond our own operations, our product portfolio also contributes to improved water efficiency. The Impact™ line marking system, for example, uses up to 89% less water than traditional methods, helping end users reduce water intensity and operating costs.

| KPIs | FY22 | FY23 | FY24 | FY25 | 2030 Target | 2032 Target |
|--|---|---|--|---|---|--|
| Protect water quality through improved spray targeting | | | | | | |
| Innovation Examples: Operator training on latest legislation, maximising PPP performance and reducing risk to water and non-target organisms | 100 sprayer operator workshops held. | Rolled out to CE market. | Trained over 2,500 farmers and operators across our global operations. | 4,252 | 75% of all operators in our CE markets will be trained. | |
| Reduce water usage | | | | | | |
| Water usage measured in million litres. | 22.3 | 22.2 | 24.2 | 40.4 ¹ | | 32.3 (20% reduction on FY25 baseline). |
| Incidents/Compliance | | | | | | |
| | Business unit oversight in place; no material incidents identified. | Business unit oversight in place; no material incidents identified. | Business unit oversight in place; no material incidents identified. | Centralised Group log introduced to strengthen oversight; no material incidents identified. | Full compliance. | Full compliance. |

1. In FY25 we established a baseline year for water usage and introduced a Group-wide reduction target of 20% by 2032. This milestone reflects our focused effort to expand and improve the capture of water use data across our operations. While our measurement processes are still evolving, FY25 provides our most reliable data-set to date and a working baseline from which we will continue to refine and develop our long-term plans.



Progress to Date

With the establishment of a Group KPI and reduction target, the focus is now moving from measurement to action – identifying feasible opportunities to improve internal efficiency and continuing to support customers in managing water more effectively.

- **Data Quality:** Expanded metering improved visibility of water use, with 6% of reported volumes still based on estimates.
- **Target setting:** A Group target has been established to reduce water use by 20% by 2032, with FY25 as the baseline.
- **Operational Initiatives:** Selective site-level measures currently provide supplementary reductions. The priority is to review higher-using facilities and identify practical opportunities for efficiency gains.
- **Product Portfolio:** BioSolutions, controlled-release fertilisers, micronutrients, and adjuvants already contribute to more efficient use of water and nutrients.

Supporting Customers

Water availability and quality directly affect customer productivity, compliance, and resilience. Farmers, growers, sports turf managers, and landscape professionals face increasing pressure from climate volatility and regulation – Origin’s role is to provide solutions that enable more efficient water use and protection of watercourses.

- **Efficient Irrigation:** Precision scheduling can reduce on-farm water use by up to 40%. In amenity markets, our partnership with Rain Bird delivers irrigation systems capable of cutting consumption by up to 50%, with mobile-enabled control through Cirrus Pro™.
- **Digital Agronomy:** Origin Digital’s agronomy product suite provides real-time soil and crop moisture insights, enabling irrigation to be matched to actual need.
- **Training and Stewardship:** In FY25, over 2,392 growers in the UK, 4,252 farmers in Romania, and 910 participants in Poland received training focused on reducing drift, safeguarding watercourses, and optimising water application rates for plant protection applications by up to 50%.
- **Innovative Inputs:** Controlled-release fertilisers, adjuvants, BioSolutions and micronutrients help improve nutrient efficiency, soil health, and resilience under variable conditions.
- **Resilient Landscapes:** Through our Landscapes businesses, we provide sustainable drainage systems (SuDS), rain gardens, and irrigation aids that improve water retention, reduce surface runoff, and build resilience against flooding and drought.

Together, these initiatives demonstrate how water stewardship is embedded in Origin’s customer offer. By combining agronomy expertise, digital tools, and innovative products, we enable customers to use water more efficiently, safeguard ecosystems, and adapt to the long-term challenges of water stress and climate change.

Looking Ahead

As metering coverage expands and data collection improves, further progress in accuracy and comparability is expected. Short-term fluctuations may occur as measurement systems are refined, but FY25 provides a baseline from which to track progress. Over the next 12 months we will continue to strengthen data quality, embed water considerations more systematically into portfolio planning, and prepare for delivery of our 2032 reduction target.

Adjuvants – Enhancing Application Efficiency to Safeguard Water Resources

Adjuvants are an established part of Origin’s portfolio, supported by our in-house manufacturing capabilities and complemented by products sourced from other leading suppliers. These specialist additives improve the efficiency of crop spraying by enhancing how water and active ingredients reach the target crop. By reducing drift, runoff and evaporation, adjuvants make applications more precise, conserving water and helping to protect the quality of surrounding watercourses.

In FY25, Origin expanded structured trials following the opening of our Throws Farm glasshouse in the UK, and through our in-house development programmes we are testing a range of adjuvant formulations under controlled and field conditions. Early results show measurable improvements in spray coverage and indications of lower water volumes required per hectare. Beyond application efficiency, certain formulations also improve soil water retention, reducing irrigation demand and supporting crop resilience under variable rainfall conditions. These outcomes are particularly relevant in regions such as Romania, Poland, and parts of Brazil, where rising water stress is intensifying the need for more efficient input use.

Trial outcomes are reviewed by Agrii’s R&D technical specialists and integrated into our stewardship programmes, ensuring lessons are applied consistently across advisory services and our wider portfolio. By combining longstanding experience with rigorous validation, Origin is strengthening the evidence base for adjuvant use and supporting thousands of farmers and land managers each year to conserve water, optimise inputs, and reduce diffuse pollution risks.





RESOURCE USE AND CIRCULAR ECONOMY

Our Approach

Managing resources efficiently and embedding circular economy practices are an increasingly important part of how Origin creates value and manages risk. Our Double Materiality assessment confirmed resource use and circularity as material, reflecting stakeholder expectations, tightening regulation, and the dependency of both Agriculture and Living Landscapes on sustainable inputs and materials.

Governance

Responsibility for waste and resource efficiency lies with business unit management, who oversee waste generation, segregation, and local compliance. Group Sustainability consolidates data and coordinates Group-wide initiatives. As data quality improves, reporting will be strengthened and integrated into Group management processes. Oversight ultimately rests with the Executive Team, with material issues escalated to the Board Sustainability & Risk Committee through the enterprise risk management framework.





Impacts, Risks, and Opportunities

Across our operations, and through the products and services we deliver, we are working to reduce waste, limit dependence on finite resources, and provide solutions that strengthen environmental outcomes and resilience for our customers. The most material impacts across our footprint are:

- **Packaging** – fertiliser, seed, pallets, and landscaping products, where reducing virgin plastics and increasing recycled content are priorities;
- **Manufacturing Waste** – non-hazardous and hazardous outputs from fertiliser, BioSolutions and input production; and
- **Landscaping Products** – where design innovations, such as biodegradable alternatives, reduce waste at end of life.

In Agriculture, we help growers improve nutrient-use efficiency through products and advisory services that reduce over-application, protecting soil health and water quality. In Living Landscapes, we are expanding the use of recycled materials, biodegradable alternatives, and sustainable design solutions in habitat creation and landscape management.

Our approach is shaped by both operational responsibility and external drivers, including the EU Packaging and Packaging Waste Regulation, national Extended Producer Responsibility (EPR) schemes such as Repak in Ireland, and WRAP guidelines on plastics and packaging reduction. As EPR requirements evolve under forthcoming EU and UK legislation, and equivalent frameworks in Latin America, we are aligning our packaging strategy to anticipate future standards and mitigate cost and compliance risks.

Risks

- **Operational Constraints:** Recycling and diversion infrastructure remains uneven across regions, limiting progress and raising disposal costs.
- **Regulatory Change:** Tightening EU and UK rules on packaging, plastics and EPR, alongside CSRD disclosure requirements, increase compliance costs and demand stronger data management.
- **Integration of Acquisitions:** Newly acquired businesses often carry legacy systems and practices not aligned with Group standards, delaying progress.
- **Reputational Expectations:** Stakeholders expect transparent delivery of public commitments such as zero waste to landfill; failure risks eroding trust.

Opportunities

- **Circular Product Innovation:** Biodegradable tree guards, enhanced efficiency fertilisers, and water-efficient BioSolutions extend product lifecycles, reduce waste at the end of use, and align with customer sustainability goals.
- **Packaging Transition:** Increasing recycled content and reducing virgin plastics reduces long-term compliance costs, builds resilience, and strengthens market differentiation.
- **Operational Efficiency:** Improved segregation and higher recycling rates reduce landfill costs and support more resilient supply chains.
- **Customer and Market Value:** Farmers, landscapers and local authorities face rising regulatory requirements; circular solutions embedded in our products and services create measurable customer value and deepen long-term partnerships.
- **Data and Reporting Capability:** Improved measurement enhances transparency and decision-making, reducing assurance risks and strengthening investor confidence.
- **Direct Financial Potential:** Avoided landfill fees through improved diversion, and new revenue opportunities from circular product innovation in both Agriculture and Living Landscapes.





Our Progress

Targets and Measures

Target:

We have updated our 2025 targets to reflect Group-wide ambitions and the impact of acquisitions. Our new 2028 targets are:

- 5% non-hazardous waste to landfill across Group-wide global operations;
- Non-hazardous waste recycling programmes in place across all of our operations;
- ≥40% recycled content across Group packaging; and
- All packaging material is 100% recyclable.

| KPIs | FY21 | FY22 | FY23 | FY24 | FY25 | 2025 Target | 2028 Target |
|--|------|---|--|---|---|--|---|
| % Non-hazardous waste to landfill UK and Ireland | | | | | | | |
| | 66% | 59% | 50% | 12% | 16% | 0% | • This target has been expanded across the whole Group – see below. |
| % Non-hazardous waste to landfill across Group-wide global operations (New Target introduced) | | | | | | | |
| | | | | | 17% | n/a | 5% |
| Non-hazardous waste recycling programmes | | | | | | | |
| | | • Waste recycling programme launched in Brazil. | | • Group-wide waste segregation initiatives and recording implemented with recycling programmes being established across all businesses. | | • Waste recycling programme in place across all of our operations. | • Waste recycling programme in place across all of our operations. |
| % Recycled content in Group packaging | | | | | | | |
| | | • Origin Soil Nutrition launched its own bags made from 30% recycled plastic. | • All Agrii UK and Origin Soil Nutrition bags contain 30% recycled material. | | • Group-wide recycled packaging content target set for FY28. • All UK packaging contains >30% recycled material. | n/a | • ≥40% recycled content across Group packaging. • All packaging material is 100% recyclable. |

Progress and Challenges

In FY25, while material progress was made, the Group did not fully achieve the goal of zero waste to landfill, reflecting:

- integration of newly acquired businesses with legacy systems not yet aligned to Group standards; and
- regional limitations in suitable landfill diversion services.

These challenges highlight the complexity of delivering zero landfill consistently across a diverse footprint, while also clarifying structural barriers that must be addressed. For example, several UK and Irish business units transitioned to national waste providers with zero-landfill capability, improving diversion rates and data reliability.

Across the Group, waste reporting also improved materially. In FY25, Origin generated 3,016 tonnes of non-hazardous waste (64% recycled, 17% landfill, 17% recovery/incineration) and 3,198 tonnes of hazardous waste (100% managed in line with regulation).

In FY25, 96% of reported waste volumes were derived from actual invoices and site-level reporting, covering business units that account for 85% of Group revenue. The remaining 4% was estimated, with half relating to smaller or newly acquired operations.

Landfill diversion continued to improve in the UK and Ireland through transitions to national waste providers, while recycling rates increased across several business units. Packaging initiatives advanced further, with higher recycled content and strengthened compliance through schemes such as Repak and the Green Tractor Scheme. These improvements establish a more reliable baseline from which to deliver phased diversion and packaging targets through FY28.



Ireland and UK Operations

Over 90% of Agriculture and Living Landscapes sites now operate zero waste to landfill plans. Reported landfill volumes increased modestly from 12% to 16% in FY25, reflecting higher production activity, the integration of newly acquired entities, and enhanced reporting coverage. These factors provide a more accurate picture of waste generation and highlight where structural barriers remain.

Partnerships with specialist providers, such as Agri-Cycle in the UK, continue to demonstrate the benefits of dedicated recycling solutions, improving segregation, and generating revenue streams. Where challenges persist – such as space constraints or limited local diversion infrastructure – Origin is working with alternative providers and implementing regular waste audits to identify practical efficiency opportunities.

Rest of World

Rest of World operations also advanced. In Latin America, total waste volumes decreased by 21% following process optimisation, with a centralised waste centre scheduled for September 2025. In Brazil, Origin’s Fortgreen business implemented an industry-leading reverse logistics programme (see case study on next page), ensuring that packaging placed on the market is matched with verified recycling.

Sustainable Packaging Initiatives

Packaging is not identified as a priority impact under Origin’s Double Materiality assessment, but it is an area of clear regulatory focus and stakeholder expectation. Our approach is to take practical, scalable steps to reduce virgin plastic use, increase recycled content, and improve recyclability – always ensuring quality and safety standards are maintained for agricultural and landscaping applications.

- **United Kingdom:** All fertiliser and seed packaging now contains a minimum of 30% recycled plastic. Origin’s UK agriculture businesses are members of the Green Tractor Scheme, which targets full recycling of agricultural plastics by 2030. To support this transition, we subsidise recycling costs for farm plastics purchased through Agrii, helping customers reduce on-farm waste and meet their own sustainability commitments. Sustainable print standards and event practices have also been introduced.
- **Ireland:** Goulding Fertilisers contributes to Repak, the national Extended Producer Responsibility scheme. Through these contributions, Origin supports the collection and recycling of packaging placed on the Irish market, directly aligning with EU requirements and reducing reliance on virgin plastics.
- **Latin America:** In Brazil, 95.7% of packaging waste from our operations is recyclable, with work underway to address the remaining 4.3%. Fortgreen has also introduced a reverse logistics programme in partnership with Eureciclo (see case study on next page), ensuring packaging placed on the market is matched with verified recycling.
- **Continental Europe:** In Poland and Romania, packaging processes are being reviewed to increase recycled content and strengthen compliance with EU and national standards.

The EU Packaging and Packaging Waste Regulation (PPWR), which came into force in February 2025 and will apply from August 2026, sets higher requirements for recycled content, recyclability, and extended producer responsibility contributions. While this will increase compliance costs across the sector, Origin is well placed due to the steps already taken across our businesses, particularly in the UK and Ireland. At the same time, opportunities remain to build on this foundation through the expansion of biodegradable landscaping products and the development of more consistent Group-wide packaging standards.

Together, these initiatives establish a strong starting point for a more consistent Group packaging approach, aligned with the new regulation. They also deliver customer benefits by reducing environmental impact, supporting compliance, and promoting more circular use of materials.

Timber and Pallet Use

Timber is not a material resource for Origin in a Double Materiality sense, but it is relevant in certain parts of our business and is managed responsibly. Timber use represents less than 1% of Group procurement spend and is confined largely to pallets and selected landscaping products.

In Agriculture, our Goulding Fertilisers business in Ireland is the Group’s largest user of new pallets, all sourced from certified, sustainably managed forests. Agrii UK operations primarily use second-hand pallets, extending their life cycle and reducing demand for virgin timber. Our UK fertiliser operations use timber only at an immaterial scale.

In Living Landscapes, businesses such as Green-tech, British Hardwood Tree Nursery, and Suregreen source timber products including tree stakes, fencing, and sleepers. These businesses maintain supply chain traceability and are affiliated with organisations such as Grown in Britain, Confor, the Forestry Commission, DEFRA, and the HTA, ensuring responsible sourcing standards are met.





Circular Economy Roadmap

Origin's roadmap for embedding circularity is structured around three levers.



Brazil: Reverse Logistics with Eureciclo

In FY25, Fortgreen partnered with Eureciclo, Brazil's leading reverse logistics provider, to strengthen compliance with federal law. Under this initiative, 754,109 kg of packaging placed on the market in 2025 will be matched with verified recycling in the regions where Fortgreen operates.

The programme enables Fortgreen to display the Eureciclo seal on packaging and product materials, giving customers visible assurance of environmental responsibility. Beyond compliance, it helps expand Fortgreen's recycling infrastructure, supports circularity at scale, and demonstrates how Origin's international businesses contribute directly to Group sustainability goals.





NURTURING OUR SOCIETY



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OUR APPROACH



Social responsibility is inseparable from environmental sustainability in Origin’s vision for a world where land achieves its true potential for people, businesses, and nature.

We recognise that delivering sustainable outcomes requires not only stewardship of the environment but also the advancement of people and communities across our value chain.

Under *Nurturing Our Society*, we are committed to ensuring that our business operations positively impact our employees, workers in the value chain, customers, and the communities in which we operate, while supporting future generations.

As we prepare for alignment with the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS), we are structuring our social responsibility approach around the four ESRS Social categories.

- **ESRS S1 – Own Workforce**
- **ESRS S2 – Workers in the Value Chain**
- **ESRS S3 – Affected Communities**
- **ESRS S4 – Consumers and End-Users**

These standards guide our strategy, targets, and monitoring programmes, enabling us to report transparently and manage our social impacts and opportunities across the Group.

Key Priorities

Informed by our Double Materiality assessment, we have identified the following social priorities.

- **Inclusive Growth and Diversity:** Creating a workplace where diversity, equality, and inclusion are embedded in culture and practice. We are proud that women now represent 29% of colleagues in leadership and management roles – surpassing our FY26 target of 26%. We are continuing to work towards our ambition of 30% representation in leadership and management by FY30, supported by mentoring, leadership development, and inclusive policies.
- **Human Rights and Fair Work:** Upholding international human rights standards across our operations and supply chain. Our Supplier Code of Conduct requires partners to comply with robust standards on non-discrimination, labour rights, and safe working conditions.
- **Community Wellbeing and Resilience:** Supporting the success of the communities where we operate through investment in education, training, and wellbeing initiatives. We collaborate with local stakeholders to foster vibrant, resilient, and prosperous communities.
- **Future Generations:** Empowering the next generation of farmers, agronomists, and land stewards with training and resources to adopt sustainable and profitable practices. This focus ensures that our contribution endures beyond immediate business cycles.

Assessing Impacts and Risks

We assess our social impacts and risks through structured stakeholder engagement, workforce surveys, and supplier assessments, aligning our approach with international frameworks such as the UN Guiding Principles on Business and Human Rights. Insights from this process feed directly into our Double Materiality assessment, guiding the prioritisation of actions across ESRS social categories S1–S4. By strengthening data collection and monitoring, we are laying the foundations for consistent, year-on-year reporting on both outcomes and commitments.



Nurturing Our Society: Strategy 2025

In FY25 we strengthened our social responsibility strategy to ensure that governance, due diligence, and performance metrics are at the heart of our disclosures. Our ambition is to move beyond policy alignment into transparent, measurable reporting on impacts, risks, and opportunities under the European Sustainability Reporting Standards (ESRS S1–S4).

Governance and Oversight

The overall responsibility for Origin’s sustainability goals and social impacts lies with the **Board of Directors**, which delegates authority to the **Environmental, Social, and Governance (ESG) Committee**. The Committee supports the Company’s commitment to human rights and social impacts, health and safety, corporate responsibility, governance, and sustainability.

At the executive level, responsibility is shared to ensure that all social aspects are addressed.

- The **Head of Sustainability** reports directly to the Executive Directors and leads the Group’s sustainability strategy, ensuring that environmental and social priorities – including value chain and customer impacts – are embedded in decision-making across the business.
- The **Chief People Officer** leads on our people strategy. This includes diversity, inclusion, and wellbeing, with clear HR targets and KPIs. The Chief People Officer also reports directly to the CEO and collaborates with the Head of Sustainability and operational teams to align people priorities with the wider sustainability agenda.
- The **Group Head of Health & Safety** holds overall responsibility for health, safety, and wellbeing across all operations, reporting directly to the CEO. The role drives a proactive safety culture, ensures compliance with legislation, and oversees consistent application of risk management and training across the Group.

- **Managing Directors** are accountable for performance in their respective businesses, embedding Group objectives in local strategies. They are responsible for social, health and safety, and HR performance within their areas, ensuring accountability throughout the organisation.

Targets are set by the CEO and monitored by the ESG Committee and the Board. Group-wide reporting systems are being developed to track key social metrics – including health and safety, diversity, wellbeing, and human rights – supported by internal audits and whistleblowing mechanisms.

This governance framework ensures that human rights and social performance are considered both in terms of their impact on people and their financial materiality to Origin, in line with the principle of Double Materiality.

Building a Performance-Driven Culture

In FY25, we extended our social reporting systems to generate quantifiable performance data across all four ESRS social categories. This includes:

- Group-wide KPIs on workforce diversity, safety, and wellbeing;
- Supplier human rights due diligence metrics, and disclosure of outcomes;
- Community Action Days tracking; and
- Consumer and customer engagement monitoring.

Alignment with Global Standards and SDGs

Our social responsibility strategy is guided by the UN Universal Declaration of Human Rights, the UN Global Compact, and the UN Sustainable Development Goals, with a particular focus on:

- **SDG 2 (Zero Hunger);**
- **SDG 5 (Gender Equality);**
- **SDG 8 (Decent Work and Economic Growth); and**
- **SDG 12 (Responsible Consumption and Production).**

By embedding robust governance, due diligence, and performance-driven disclosure, Origin aims to deliver not only compliance with CSRD and ESRS, but also a measurable, positive impact on people, communities, and future generations.

Looking Ahead

We recognise that Nurturing Our Society is an iterative process that requires continuous review, collaboration, and improvement. As we expand our global footprint, we are committed to ensuring that our growth strengthens the resilience of our people, partners, and communities, aligning commercial success with positive social impact.

Guidance and Policies

We adhere to the 10 principles of the UN Universal Declaration of Human Rights, the UN Global Compact initiative, the UN Guiding Principles on Business and Human Rights, and the ILO Declaration on Fundamental Principles and Rights at Work.

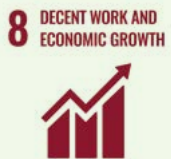



The policies informed by these principles are:

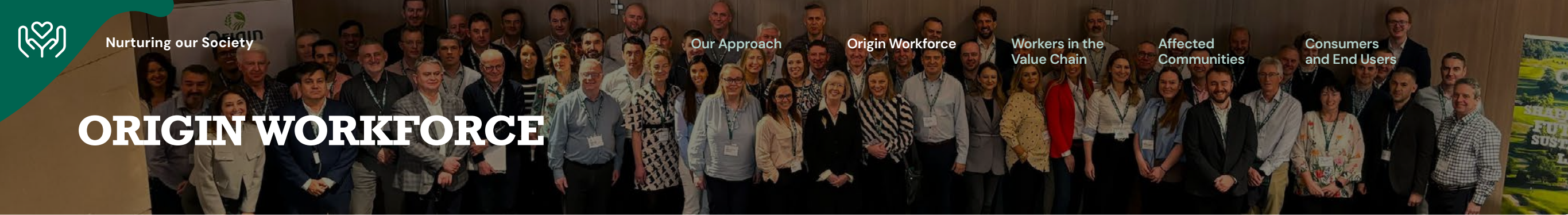
- Code of Conduct to ensure respect for human rights across our global operations;
- Whistleblowing Policy;
- Group Health, Safety, and Wellbeing Policy, etc.;
- You Make Our Difference Policy (Commitment to Diversity, Equality, and Inclusion); and
- Group-Wide Grievance Policy.



Nurturing Our Society Roadmap

The matrix below shows how we have developed our Society roadmap, following a consideration of these Impacts, Risks, and Opportunities.

| Material Issue | Impacts | Risks and Opportunities | Near-Term Roadmap/Actions (2024 - 2026) |
|---|---|---|---|
| Protecting Human Rights Across The Value Chain | <ul style="list-style-type: none"> The Origin Integrated People Strategy and our commitment to human rights builds stronger, more resilient relationships and partnerships. | <ul style="list-style-type: none"> Risk of dissatisfaction, low morale, and mistrust among employees, impacting organisational culture. | <ul style="list-style-type: none"> Integrate OECD Guidelines into human rights policies. Implement remedies for human rights impacts. Group-wide anti-discrimination procedures. |
| Health, Safety, and Wellbeing  | <ul style="list-style-type: none"> Enhanced employee safety and wellbeing leads to a healthier, more motivated workforce. A strong commitment to health and safety builds a positive reputation for Origin as a responsible employer, attracting top talent and fostering trust among stakeholders. A safe work environment improves operational efficiency. | <ul style="list-style-type: none"> Non-compliance with health and safety regulations, increasing the risk of accidents and injuries; impacting employee turnover and absenteeism. | <ul style="list-style-type: none"> Build on already robust health and safety policies, and measures in place. Work towards FY30 reportable incident rate (RIR) target of <4.5. Track wellbeing and work-life balance as part of annual culture metrics. |
| Fair and Inclusive Work Environment  | <ul style="list-style-type: none"> Increased employee engagement. Diverse perspectives and innovation: Promoting diversity and inclusion brings varied perspectives and experiences, driving creativity and innovation. Positive organisational culture. Annual survey results remained strong across key cultural indicators. | <ul style="list-style-type: none"> Challenges in relation to employee morale and increased turnover. | <ul style="list-style-type: none"> Continued focus on diversity and inclusion strategy. Increased diversity data collection and reporting. |
| Transparency and Accountability in Social Sustainability Practices | <ul style="list-style-type: none"> Origin provides transparent and compliant employment terms and benefits to employees, building trust with stakeholders. | <ul style="list-style-type: none"> Origin's commitment to transparency reduces regulatory risks while enhancing employee trust and workforce retention. | <ul style="list-style-type: none"> Disclose how Origin manages and mitigates risks and opportunities related to the workforce. Reporting to include additional data points. |
| Cross-Cutting Themes: Sustainable Food Systems / Facilitating Healthy and Sustainable Diets | <ul style="list-style-type: none"> Origin plays a vital role in unlocking the land's potential to grow strong and thrive – supporting Living Landscapes and sustainable farming practices and strengthening food security. | <ul style="list-style-type: none"> Despite our efforts, we acknowledge logistical challenges can impact the scale and reach of our initiatives. The adverse effects of climate change on agriculture require ongoing adaptation and innovation. | <ul style="list-style-type: none"> Origin is committed to strengthening partnerships, enhancing collaborations with governments, NGOs, and other stakeholders to amplify our impact and address systemic challenges in food security. |
| Enabling People and Communities   | <ul style="list-style-type: none"> Origin supports its people and the communities where we operate, especially farming communities and the areas in which our employees and customers are based. | <ul style="list-style-type: none"> Without community engagement and support, there can be challenges in maintaining resilient food supply chains (lack of alignment between local agricultural practices and sustainable food production goals). | <ul style="list-style-type: none"> Engage with local communities to understand and address their priorities. Implement initiatives for education, economic development, and sustainability, via our Community Action Volunteering Programme. |



Integrated People Strategy

Workforce Highlights FY25

29%
of leadership and management roles held by women (up from 18% in 2018).

89%
employee engagement, in line with global high-performance benchmark.

87%
employee net promoter score (eNPS).

10.2%
voluntary turnover, well below the 15% target.

At Origin, we integrate workforce considerations – including human and labour rights – into our business model and strategic priorities. Our Integrated People Strategy is designed to foster stronger, more resilient relationships and partnerships by prioritising transparency, compliance, and fair employment practices. This creates a workplace environment that promotes trust, employee satisfaction, and positive morale, ensuring our business is future-ready.

We are committed to providing diverse, future-oriented roles with competitive conditions and opportunities for personal growth. By investing in skills, leadership, collaboration, and wellbeing, we support employees at every stage of their careers and strengthen Origin’s ability to deliver sustainable value.

Impacts, Risks, and Opportunities

Our Double Materiality assessment identified workforce-related topics as material both in terms of impact on people and financial risk to Origin.

- Impacts: Inclusive growth, reduced turnover, improved work-life balance.
- Risks: Safety incidents, retention challenges, wellbeing pressures.
- Opportunities: Higher productivity, stronger engagement, greater resilience.

We have set clear workforce targets to:

- Reduce Recordable Incident Rate (RIR) to <4.5 by FY30;
- Achieve 26% leadership and management roles held by women by FY26 and 30% by FY30; and
- Track wellbeing outcomes through annual employee surveys.

Progress in FY25

This year, we focused on building a future-ready, people-centred organisation by strengthening learning, leadership, inclusivity, and technology. Key highlights include:

- **29% of leadership and management positions held by women**, up from 18% in 2018, supported by our Female Potential programme;
- **Employee engagement at 89%**, in line with the global high-performance benchmark, and an **eNPS of 87%**;
- **Voluntary turnover at 10.2%**, well below our 15% target;
- Launch of the **Origin Leadership Development Programme** and completion of the **Female Potential** programme, with the **Stretching Beyond (Leading Others)** programme now underway;
- Roll-out of online performance reviews across most businesses, and commenced 360-degree feedback in some business units for senior leadership;
- Continued implementation of HR systems across the Group (96% coverage);
- Development of a Group-wide intranet and vacancies portal to strengthen collaboration and communication, and to provide wider access to career opportunities for our internal talent; and
- Expansion of compliance training to include whistleblowing.

Workforce Pillars

Our Integrated People Strategy is anchored around six key pillars, which are detailed on the right.

By embedding these priorities, we are building an organisation where employees feel engaged, supported, and motivated, enabling Origin to attract, retain, and develop the talent needed for long-term success.

Continuous Improvement and Collaboration

In FY25, we continued to strengthen our HR systems and reporting across the Group. These improvements are central to supporting robust performance management and ensuring consistency across all businesses. We also enhanced collaboration by creating opportunities to share best practice and align leadership.

As part of this, we hosted a leadership conference in Lisbon in February 2025, bringing together 70 senior leaders from across the Group. The event was designed to inspire a shared vision, strengthen collaboration, and build cross-business networks. Six leadership collaboration groups were formed, each led by a member of the Central Executive, with defined actions tracked post-event. Feedback was very positive, with the conference receiving an overall score of 4.6 out of 5.



Social Dialogue and Employee Engagement

Let's Talk

We aim to continuously improve the employee experience at Origin. Core to this is a culture of open engagement.



Learning and Skills Development

Origin IQ, Management Development and Group-Wide Leadership Development

We encourage all employees to further their careers through professional development, and offer them the tools and opportunities to do so.



Health, Safety, and Wellbeing

We are committed to protecting our employees and all in our supply chains, as well as ensuring our products meet rigorous safety and quality standards. We believe that a safe and healthy workplace is an essential part of ensuring broader personal wellbeing, with benefits for individual employees, wider society, and our business.



Equality, Diversity, and Inclusion

We are developing a diverse workforce and driving a culture of inclusion and belonging within Origin.



Community Action

Supporting the communities where we operate.



Working Conditions

We are committed to creating a positive and productive work environment, by continually improving working conditions and supporting employee wellbeing, which enables, supports and encourages all employees.



Performance Snapshot

| Ambition | KPI | Target | Status (FY25) |
|---|--|---|--|
| >26% of leadership and management roles held by women by 2026 (30% by 2030) | % of leadership and management roles held by women | 26% by 2026; 30% by 2030 | <ul style="list-style-type: none"> • 29% of leadership and management roles held by women (up from 18% in 2018). Female Potential Programme in place. • 30% of participants in Group Leadership Development Programme are women. |
| Increase overall workforce diversity | HR system/data capture | 100% of businesses with HR systems by 2026 | <ul style="list-style-type: none"> • 96% of businesses now have HR technology implemented. |
| Maintain belonging and inclusivity | Diversity and Inclusion Index | >75% favourable | <ul style="list-style-type: none"> • 84%, up from 74% in 2019. |
| Maintain high employee engagement | Engagement Index | >75% favourable, and at/above Global High-Performance benchmark | <ul style="list-style-type: none"> • 89% engagement, in line with GHP norm. • eNPS: 87%, up from 84% in 2019. |
| Invest in employee skills and development | Employee survey score on training and development | >75% favourable | <ul style="list-style-type: none"> • 76%, up from 69% in 2019. • Trainee and IQ programmes in place across all businesses. • New Group Leadership Development Programme launched with 20 senior leaders. |
| Retain a high-performing workforce | Voluntary turnover | <15% voluntary turnover | <ul style="list-style-type: none"> • 10.2% voluntary turnover. • Total turnover 23% (including managed leavers at 12.8%). |

Our People – Workforce Composition

In FY25, the workforce grew to 3,074 employees, with 96% being permanent staff. Employee turnover was 23%, of which 10.2% was voluntary, tracking ahead of our goal of 15% by FY26.

Our commitment to diversity and inclusion is demonstrated through our ongoing work to improve gender diversity and the representation of underrepresented and minority groups.

In 2025, 29% of leadership and management positions across Origin were held by women, supported by our Female Potential programme.

| Data Point | | By Gender | By Age | By Reporting Region |
|--|-------|--|---|--|
| Number of Employees | | | | |
| Total Employees: | 3,074 | <ul style="list-style-type: none"> Male: 2,168 Female: 905 Other gender identity: 1 | <ul style="list-style-type: none"> Under 30: 640 Age 30–50: 1,582 Age 50+: 852 | <ul style="list-style-type: none"> Agriculture: 2,501 Ireland and UK: 1,300 Continental Europe: 770 Latin America: 431 Living Landscapes: 573 |
| New Starters | | | | |
| | | <ul style="list-style-type: none"> Male: 67% Female: 33% Other gender identity: 0% | | |
| Employee Turnover | | | | |
| Voluntary Turnover: | 10.2% | <ul style="list-style-type: none"> Male: 77% Female: 23% Other gender identity: 0% | | |
| Involuntary (managed) Turnover: | 12.8% | | | |
| Employees Eligible for Hybrid Working Pattern | | | | |
| 1,405 | (46%) | | | |
| Employees Eligible for Flexible Working Hours | | | | |
| 2,001 | (65%) | | | |

Social Dialogue and Employee Engagement

Employee Engagement

Employee engagement is central to building a fair and inclusive workplace. At Origin, we foster a culture of open communication and ensure that engagement is prioritised across all business units and levels of the workforce. We continuously assess and enhance the employee experience by identifying areas for improvement and benchmarking against recognised industry standards, including the Global Agricultural/Crop Science norm and the Global High-Performance (GHP) norm. Independent survey providers supply the data, enabling us to track progress objectively and make informed improvements.

In FY25, we continued to roll out our Group-wide employee voice and engagement programme, *Let's Talk*. With new acquisitions within the Living Landscapes division – including ScottCawley, GE Consulting, and Brooks Ecological – alongside wider organisational change, the programme has been central to integrating new colleagues, strengthening a cohesive culture, and maintaining strong engagement across our diverse geographies.

The *Let's Talk* programme gathers input from across the Group and at every level of the workforce, ensuring that employee perspectives are considered in business decisions. It is structured around three core goals: connecting, engaging, and fostering meaningful two-way dialogue. Dialogue covers key topics such as strategic direction, organisational culture, major initiatives, challenges, and the work environment.

Survey results in FY25 remained strong, with consistently positive scores across the Group in areas such as sustainable engagement, health and safety, diversity and inclusion, wellbeing, development and growth, teamwork and collaboration, and communication – all of which were key focus areas during the year.

Social Dialogue in Practice

To deepen engagement, the Origin Board conducted four *Let's Talk* visits during FY25 to Agrii Romania, Agrii UK, Origin NI, and IFL. Across all businesses, regular Town Halls and *Let's Talk* sessions continue to provide forums for updates, Q&A, and transparent communication, helping to build a sense of community across the Group.

Ambition:

- To continuously measure and enhance the employee experience at Origin.

Material Impacts:

- Protecting human rights across the value chain.

Agrii Polska

In FY24, the *Let's Talk* survey in Agrii Polska highlighted communication as a key area for improvement. In response, Agrii Polska's leadership team held a Q&A session with the entire organisation in November 2024. The session helped align priorities, promote transparency, and strengthen collaboration – demonstrating how survey feedback translates into tangible actions at business unit level.

The session involved over 200 employees and led to a follow-up action plan on internal communication, with progress reviewed in subsequent surveys. So far, Agrii Polska has held communication training for all employees, and has commenced company-wide presentations on different topics, such as benefits, which will run twice a year and which every employee will be able to join.

| KPI | FY21 | FY22 | FY23 | FY24 | FY25 | Sector Norm |
|--|------|------|------|------|------|-------------|
| Response Rate | 80% | 74% | 74% | 76% | 74% | 78% |
| Employee Engagement Index | 87% | 89% | 89% | 88% | 89% | 88% |
| Employees Who Recommend Origin as a Good Place to Work | 87% | 87% | 89% | 87% | 87% | 85% |
| Empowerment Index | 75% | 78% | 79% | 76% | 78% | 77% |

* % scores shown are the total per cent favourable responses from the employee survey.



In FY25, when asked whether “I feel able to openly and honestly communicate my views upwards”, Origin employees gave an 85% favourable score – 4% above the sector norm and 1% ahead of the Global High-Performance norm.

Employee Survey

The FY25 Origin Group Employee Engagement study surveyed 2,243 employees across five countries. Communicating in four languages, the survey measured the employee experience through 60 questions across 13 categories, including strategic direction, culture, key initiatives, challenges, work environment, and wellbeing. The survey achieved a 74% response rate.

Results show continued progress compared with FY24, with overall sentiment remaining strong and stable. Many employees are proud to work at Origin, feel engaged, and would recommend Origin as an employer. Of the 13 categories measured, seven showed increased favourable responses, four remained stable, and two recorded a decline. Across 10 categories, Group scores either matched or exceeded the agriculture sector benchmark, and in six categories we are on a par with, or just below, the Global High-Performance norm.

Our sustainable employee engagement index remains very strong at 89%, reflecting a one-point increase on FY24. This is one point ahead of the sector benchmark and in line with the Global High-Performance norm. We also see consistently high engagement scores across all 27 businesses.

In FY25, employees' willingness to recommend Origin as a good place to work exceeded the sector norm by one percentage point. Most employees expressed pride in working at Origin, with a 91% favourable score – one point above the sector benchmark and in line with the Global High-Performance norm.

| | | |
|------------------------------|--|---|
| 89% (+1 on FY24) | 91% (+1 on FY24) | 87% (same as FY24) |
| Sustainable Engagement Index | "I am proud to be associated with this company." | "I would recommend this company as a good place to work." |

Key Insights from the FY25 Survey

Overall Strengths in Our Culture

- Strong working relationships
- Positive atmosphere and team spirit
- Supportive management
- Flexibility in working hours

Highest Scoring Questions (≥ 85% favourable, with largest positive gaps to benchmarks)

- Health and safety
- Wellbeing
- Customer focus
- My manager
- Communication

Employee Voice – Open Comments

When asked "What do you value most about working for this company?" we received 3,620 comments. The most frequent themes were strong working relationships, the positive working environment, and flexibility and autonomy, reinforcing the strengths highlighted in the survey scores.





2,243

Employees Surveyed

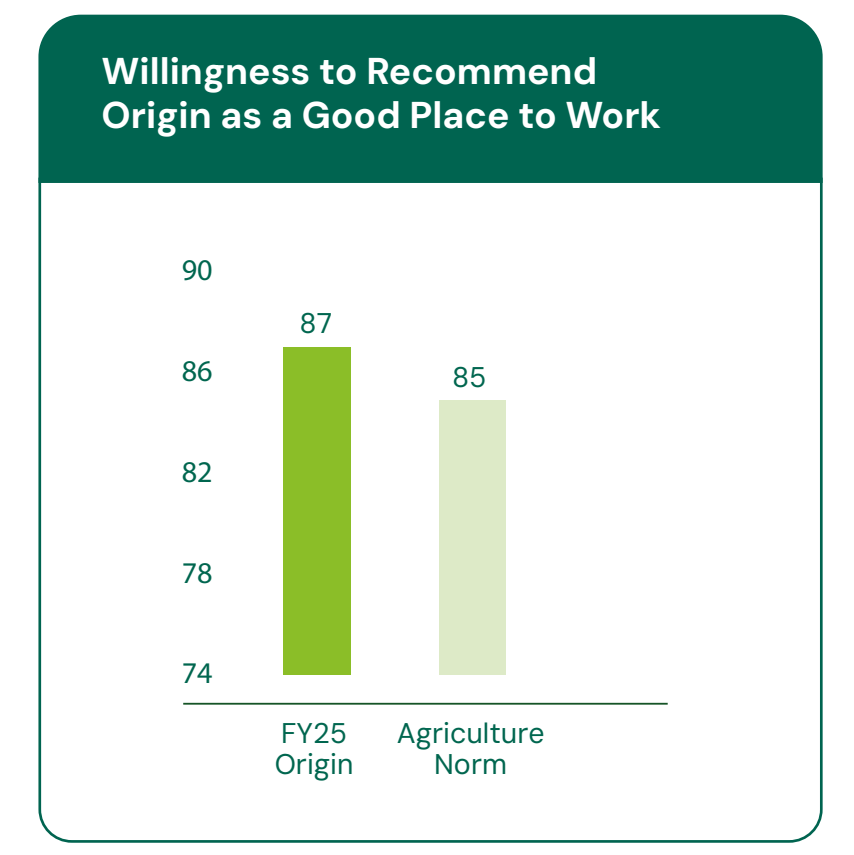
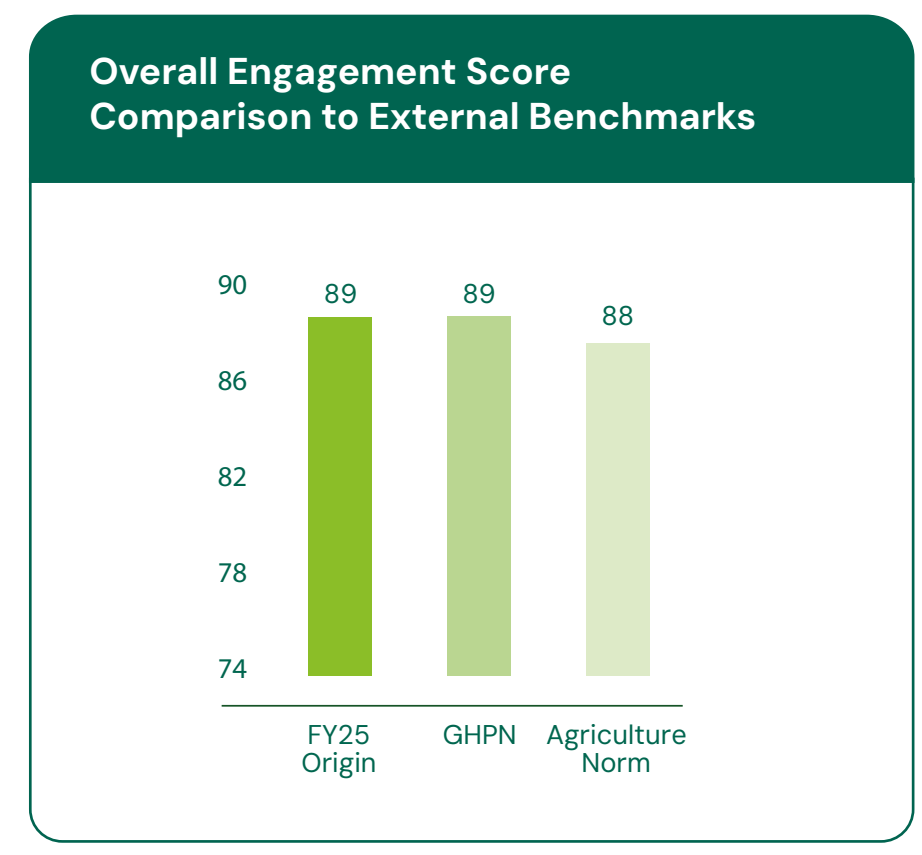
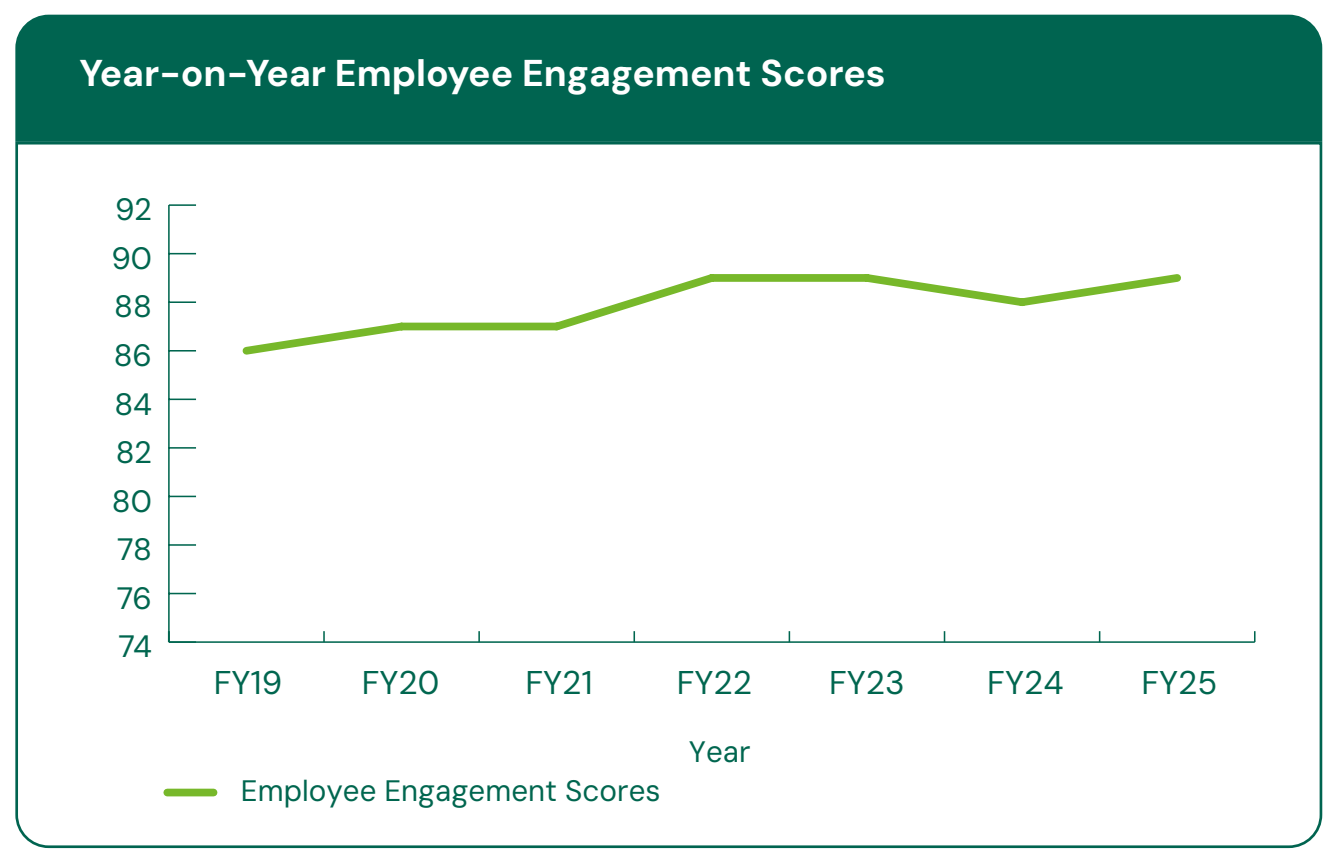
74%

Response Rate

Countries Represented:

| | | |
|---|--|---|
|  UK |  Ireland | |
|  Poland |  Romania |  Brazil |

Employee Survey - Continued



“
In FY25, employee engagement at Origin remained very strong at 89%, one point above the sector benchmark and in line with the Global High-Performance norm. Over 90% of employees said they are proud to work here, highlighting strong relationships, our positive working environment, and flexibility as the most valued aspects of our culture.”

Employee Learning and Skills Development

Ambition:

- To empower individuals to harness their full potential and ensure equitable access to opportunities as we build capabilities across the Group.

Our Approach to Learning and Skills Development

Our people are central to Origin’s success. We believe that developing skills, leadership capability, and resilience is fundamental to building a future-ready, people-centred organisation. Our approach combines Group-wide leadership development with tailored local training, ensuring employees are supported to grow in their careers while contributing to our strategic objectives.

In FY25, we strengthened our focus on leadership development, technical training, and mentoring. This included the launch of our Group Leadership Development Programme, the expansion of performance review systems, and targeted investment in the next generation of agronomists. Our *Let’s Talk* survey confirmed that Development and Growth scores improved year-on-year, reflecting the positive impact of this work.

Leadership and the Future

In FY25 we launched the 18-month Group Leadership Development Programme for 20 senior leaders across the Group, designed to build capability, innovation, and resilience.

A similar programme for high-potential employees will commence in FY26, further extending our leadership pipeline and ensuring Origin is equipped with the skills and talent needed to deliver long-term success.

| KPI | FY21 | FY22 | FY23 | FY24 | FY25 | Sector Norm |
|--|------|------|------|------|------|-------------|
| Development and Growth Index Score ¹ | 71% | 75% | 75% | 74% | 76% | 74% |
| Employee Survey Favourable Score ¹ “My manager develops people’s abilities.” | 74% | 80% | 80% | 81% | 82% | 81% |

1. % scores shown are the total per cent favourable responses from the employee survey.

Training Statistics FY25

| By Gender | | By Reporting Region | | By Employee Function | |
|--|--------|-----------------------|------------------|----------------------|--------|
| Number of training participants² | | | | | |
| • Male: | 4,829 | Agriculture: | 5,985 | • Leadership: | 150 |
| • Female: | 1,998 | • Ireland and UK: | 2,171 | • Managerial: | 1,329 |
| • Other gender identity: | 2 | • Continental Europe: | 3,814 | • Commercial: | 4,692 |
| | | • Latin America: | n/a ³ | • Supply Chain: | 390 |
| | | Living Landscapes: | 844 | • Central Support: | 268 |
| Number of training hours completed | | | | | |
| • Male: | 31,194 | Agriculture: | 36,724 | • Leadership: | 714 |
| • Female: | 12,505 | • Ireland and UK: | 18,802 | • Managerial: | 11,310 |
| • Other gender identity: | 4 | • Continental Europe: | 17,922 | • Commercial: | 27,538 |
| | | • Latin America: | n/a ³ | • Supply Chain: | 1,976 |
| | | Living Landscapes: | 6,979 | • Central Support: | 2,165 |

2. A training participant is an employee who engages in a training course, workshop, or programme with the aim of acquiring new skills or knowledge. An employee may be counted as a training participant multiple times within a year if they attend more than one training event.

3. A new HRIS was being implemented in LATAM during FY25, so these trainings were not recorded

34

Local leadership programmes delivered across business units

119

Managers engaged in Agrii UK’s Culture Shift resilience programme

10

Trainee agronomists achieved BASIS qualifications

1

Six-month mentoring programme launched in Agrii Romania for high-potential employees

Building Resilience – Agrii UK

Our UK business launched a five-year Culture Shift programme to strengthen resilience and readiness for change. To date, 119 managers have embarked on this journey, which will continue to expand in the coming years.



Developing the Next Generation – Agrii UK

In FY25, 10 trainee agronomists achieved their BASIS qualifications, with two nominated for the prestigious Barrie Orme Shield. Additionally, in May 2025 BASIS named Amy Hardwick, Sustainability and Environmental Services Manager at Agrii, as the winner of the 2024 Barrie Orme Shield. These achievements highlight the strength of Origin's commitment to training the next generation of agronomists and developing future leaders in sustainable agriculture.



Mentoring in Romania – Agrii Romania

A structured six-month mentoring initiative supported high-potential employees by pairing them with experienced leaders. The programme built confidence, enhanced skills, and aligned personal growth with our long-term goals.



Leadership and People Management

Our managers and leaders play a critical role in shaping culture and performance across Origin. We therefore invest in their growth at every stage – from first-time managers to senior executives.

In FY25, this investment was reflected in improved employee survey results, particularly in areas such as teamwork, feedback, communication, and personal development.

| Survey Items | FY24 | FY25 |
|---|------|------|
| "My manager develops people's abilities." | 81% | 82% |
| "My manager does a good job of building teamwork." | 81% | 83% |
| "My manager gives me regular feedback on my performance." | 77% | 79% |
| "This company does a good job developing people to their full potential." | 71% | 72% |
| "My manager communicates effectively." | 86% | 87% |
| "I believe I have the opportunity for personal development and growth in this company." | 75% | 77% |

In the same year, we launched our Group Leadership Development Programme (GLDP), an 18-month initiative for 20 senior leaders across the Group. The programme is designed to build capability, innovation, and resilience in the face of change. As one participant reflected: *"When leaders are well-equipped to mentor and develop their teams, they can identify and nurture future leaders within Origin."*

Alongside the GLDP, local leadership and skills programmes continued across our businesses. Mentoring, 360-degree assessments, and psychometric tools have been incorporated to strengthen feedback and collaboration. Looking ahead, in FY26 we will launch a similar Group-wide programme for 20 high-potential employees, extending our leadership pipeline and ensuring Origin remains equipped with the talent required for long-term success.

| Training and Development Metrics (FY25) | Data |
|---|-------------|
| Functional Trainings (Origin IQ) | 137 courses |
| Leadership and Managerial Trainings | 34 courses |
| Online Courses Completed | 14,795 |

FY25 Highlights

20 Senior Leaders enrolled in the 18-month GLDP.

All 6 survey responses to management-related statements improved year-on-year.

87% employee net promoter score (eNPS).

FY26 launch of new Group-wide leadership development programme for 20 high-potential employees.

Health, Safety, and Wellbeing

Our Approach

Protecting people and ensuring the safe stewardship of our products are fundamental to how we operate. We prioritise the health, safety, and wellbeing of our employees, recognising the inherent risks of machinery, manufacturing, and vehicle use in our industry. Our commitment goes beyond compliance. Through robust governance, disciplined product stewardship, and a strong culture of safety, we drive continuous improvement so people can work – and our products can be used – safely and responsibly.

Our **Group Health & Safety Strategy**, launched in FY24, continues to provide the framework for this work. Its mission is “Protecting our people. Protecting our business. Protecting our future” and its vision is to ensure that everyone “arrives safe, works safe, and goes home safe every day – safe by choice, not by chance.” Each business unit develops annual Health & Safety Improvement Plans linked to the strategy, while a Group-level implementation plan ensures alignment and progress monitoring across all operations.

In FY25, our focus was on embedding this strategy into newly acquired businesses, strengthening reporting systems, and promoting best practice beyond compliance. Key initiatives – from Group driving standards to life-saving rules for forklift operations – reflect our commitment to applying consistent, high standards across diverse geographies.

Governance

The overall responsibility for Group health, safety, and wellbeing lies with the Origin Board, which delegates authority to the Audit and Risk Committee to review and evaluate risk, prioritise objectives, and monitor performance across the Group.

Managing Directors are accountable for safety performance in their respective businesses, embedding health and safety into local strategies and leadership competencies. Directors, Board members, and senior managers are accountable for the safety and wellbeing performance of the areas they lead.

Origin’s Group Head of Health & Safety develops and manages the overarching strategy, reporting directly to the CEO and working with operational teams to ensure consistent standards and continuous improvement across the Group. Targets are set by the CEO and tracked by the Audit and Risk Committee and the Board. Quarterly reporting tracks ongoing performance against targets and is shared with senior leadership, business leaders, and all employees via SharePoint. Complementary newsletters provide narrative context, case studies, and best practice examples. Health and safety metrics are also embedded into executive KPIs and MD objectives across the Group.

Ambition:

- To prioritise safety, wellbeing, and quality at every level of our organisation, ensuring that all individuals return home unharmed each day, while upholding product compliance and positively impacting employee health and the wider community.

Target:

- RIR (reportable incident rate) < 4.5
- LTIFR (lost time injury frequency rate) < 1.0

| KPIs | FY21 | FY22 | FY23 | FY24 | FY25 |
|--|-------|-------|-------|-------|-------|
| Health and Safety (H&S) | | | | | |
| Reportable Incident Rate (RIR) ¹ | 6.12 | 6.41 | 2.91 | 4.16 | 10.77 |
| Fatality Rate | 0 | 0 | 0 | 0 | 0 |
| Lost Time Injury Rate (LTIR) ² | 11.10 | 13.80 | 8.73 | 6.77 | 17.80 |
| Lost Time Injury Frequency Rate (LTIFR) ³ | 1.01 | 1.07 | 0.80 | 0.46 | 1.50 |
| High-Potential Incident Rate | N/A | 5.28 | 5.15 | 6.31 | 7.29 |
| Work-Related Ill-Health Rate | N/A | 0 | 0.36 | 0.35 | 0.63 |
| Total Number of Days Lost | 547 | 409 | 382 | 146 | 1273 |
| Near-Miss Rate (UK & Ireland) | 41.64 | 46.78 | 42.60 | 61.01 | 40.14 |
| Near-Miss Rate (Global) | N/A | N/A | 24.80 | 51.30 | 49.77 |
| Favourable H&S Index Score | 87 | 88 | 87 | 87 | TBC |

¹ RIR calculated as number of incidents reportable to enforcing authority (in accordance with local legislation) per 1,000 employees.

² LTIR / HiPo Rate / Ill-Health Rate calculated as number of incidents per 1,000 employees.

³ LTIFR calculated as number of lost time incidents per 200,000 hours.

Product Safety & Compliance

As a provider of crop inputs and agronomy services, we have a duty to manage agrochemicals safely across their life cycle – sourcing, storage, transport, advice, application, and end-of-life – so that farmers, end users, communities, and the environment are protected.

Our product stewardship framework combines regulatory compliance, accredited training, and independent assurance to ensure safe handling and use of agrochemicals and related inputs. Key elements include:

- **Major Hazard Control** – Compliance with Seveso III/COMAH requirements, supported by site-level risk management, emergency planning, and regular testing of controls;
- **Professional Advice and Competence** – BASIS and FACTS accreditation across agronomy and relevant sales roles; ongoing CPD to maintain competence in safe product selection, storage, handling, and application;
- **Supply Chain Assurance** – Adherence to the Fertiliser Industry Assurance Scheme (FIAS) for production, storage, supply, and transport.
- **Seed and Treatment Integrity** – Compliance with ESTA and TASCC schemes to safeguard product quality and minimise environmental and operator risk;
- **Customer Safety in Use** – Clear label and SDS communication, on-farm guidance on PPE and application practice, and targeted training to support Integrated Pest Management and responsible use; and
- **Continuous Improvement** – Internal audits, incident learning, and policy updates aligned with evolving legislation and best practice.

Continuous Improvement and Collaboration

In FY25, we continued to enhance our reporting systems and ensured that health and safety is integral to corporate governance. We embed best practice beyond compliance, recognising that legislative requirements are a baseline, not a limit. For example, businesses in Brazil, Romania, and Poland implemented safety policies aligned with ISO 45001, exceeding local requirements.

We also expanded collaboration across the Group, sharing expertise, learning from incidents, and driving common standards. This collective approach strengthens our safety culture, enabling measurable improvements and greater transparency.

Health & Safety Performance

There were no employee fatalities during the reporting year and no prosecutions or enforcement actions. There were 33 reportable incidents, 21 more than the prior year, exceeding our RIR target of <4.5. RIR is calculated as the number of reportable injuries per 1,000 employees.

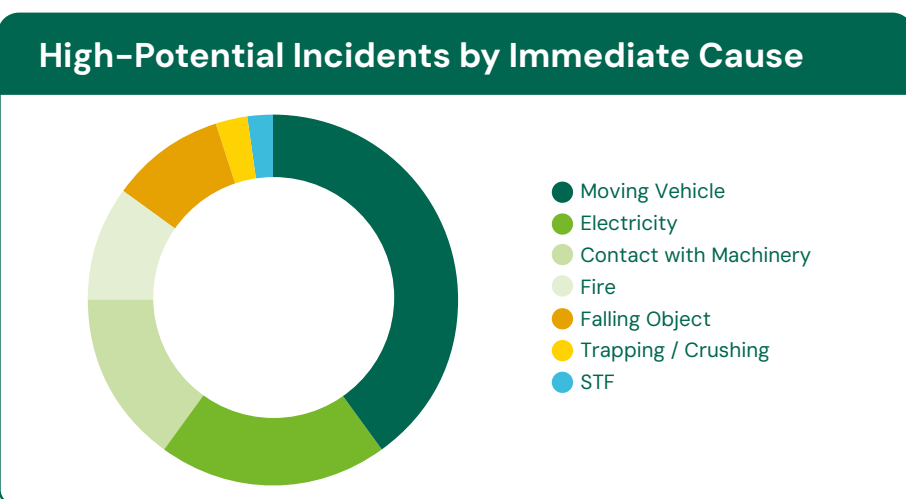
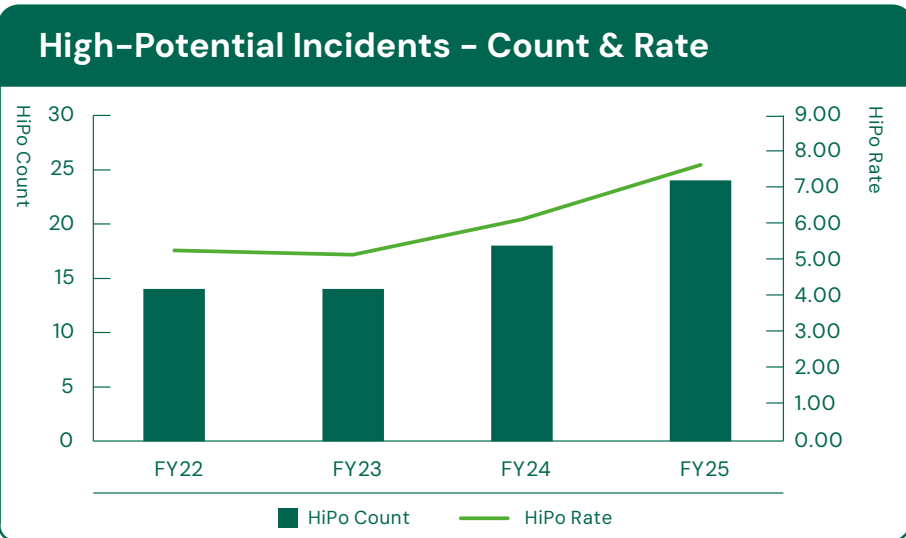
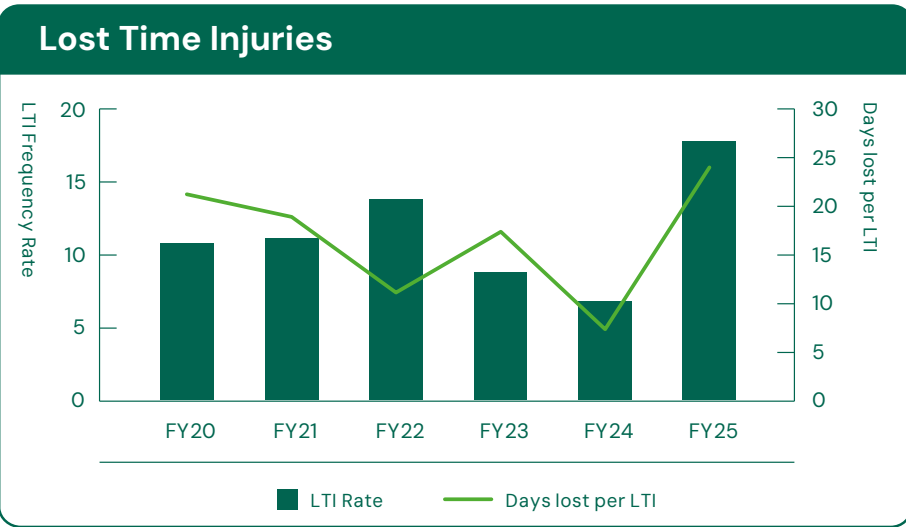
This increase must be viewed in context – in FY25 Origin expanded through several acquisitions, resulting in a larger and more diverse workforce. At the same time, reporting systems were strengthened, and a more transparent safety culture encouraged incident reporting. As such, while absolute numbers have risen, they reflect greater workforce coverage and improved transparency rather than a decline in safety standards.

Proactive reporting rose 78% year-on-year, with near misses, hazard reports, and improvement suggestions logged across the Group – evidence of a maturing safety culture.

Lost Time Injuries (LTI)

53 LTIs were reported, giving an LTI rate of 17.8 (per 1,000 employees), higher than in the prior four years. A total of 1,273 days were lost, compared to 146 in FY24 and 382 in FY23. Four long-term absences accounted for nearly 60% of this figure, highlighting the impact of individual cases on the overall trend.

The third chart illustrates the immediate causes of our high-potential incidents during FY25. The top direct cause was identified as moving vehicles. Risk control and mitigation strategies have been implemented in each business relevant to their specific risk profile (e.g. improved vehicle circulation routes and improved separation strategies to keep pedestrians out of vehicle operational areas). Additionally, we have introduced forklift truck (FLT) ‘Lifesaving Rules’ at Group level to ensure consistency in application of control measures for FLT operations.



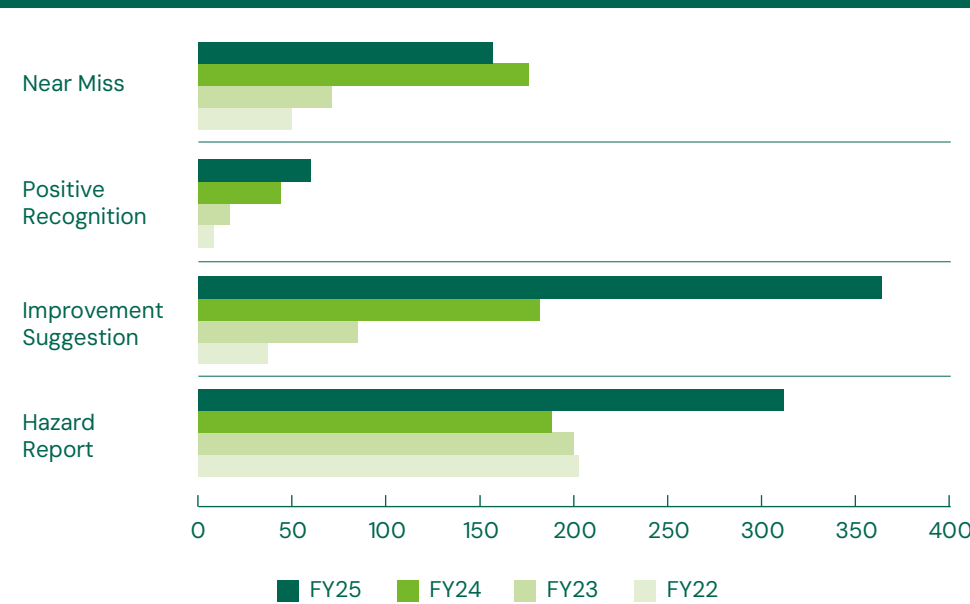
Key Achievements in FY25

Building on the foundations laid in FY24, we made further progress in FY25. Key highlights include:

- **Launch of Origin Driving Standards** setting out our approach and commitment to safe driving practices across all businesses. The standards define two levels: Level One, the minimum requirements each business must commit to; and Level Two, the best practice standards to be implemented where possible or aspired to;
- **Introduction of life-saving rules for forklift truck operations**, addressing one of our key risks: moving vehicles on site. These rules will be implemented across all Origin businesses from FY26, complementing existing arrangements;
- **Delivery of annual Health & Safety Improvement Plans** in every business unit, linked back to the Group H&S Strategy, ensuring focused objectives and proactive monitoring against common strategic aims;
- **Continued rollout of the EcoOnline Health & Safety platform**, now embedded across Central Europe and Latin America, giving more employees direct access to incident reporting and auditing; and
- **Ongoing collaboration between H&S leads** in each business, supported by central resources and peer-to-peer knowledge sharing, helping to raise common standards and embed best practice across the Group.

These achievements also reflect the integration of newly acquired businesses into Origin's health and safety framework during FY25.

Safety Observations and Near-Miss Reports



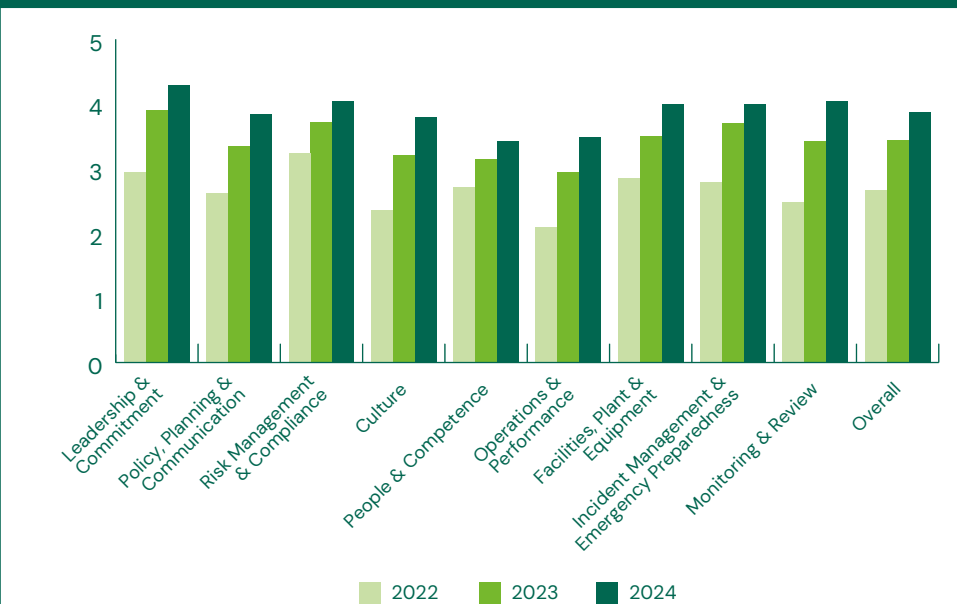
Proactive Reporting

A total of 157 near-misses, 312 hazard reports, 364 improvement suggestions, and 60 positive recognitions were logged in FY25. Fortgreen (Brazil) showed the strongest improvement, recording 252 improvement suggestions compared with 87 in FY24 and none in FY23.

Reduction in Work-Related Musculoskeletal Absences – Fortgreen, Brazil

Vacuum lifters were introduced to reduce repetitive strain in palletising operations. The initiative cut musculoskeletal complaints and absences, improved workflow, and enabled broader workforce participation.

Internal Audit Scores by Category 2022-2024



Internal Audits

Origin's in-house audit process measures performance against nine health, safety and wellbeing standards, aligned with ISO 45001. The 2024 overall Group score for larger businesses was 3.88/5, up from 3.44 in 2023. Smaller businesses averaged 3.47, also improving year-on-year. The 2025 audit round is in progress, with a Group target of 4.04 and a stretch goal of 4.41.

Forklift Truck Life-Saving Rules – Group

Group-level rules for forklift truck operations were launched in July 2025 following several near-misses. These supplement local traffic management systems and raise awareness of priority controls, ensuring consistent standards across all businesses.

Ambition:

- Create a culture where employees feel valued, supported, and empowered.

Target:

- >75% favourable score in the Wellbeing category of the Employee Survey.

Wellbeing KPIs – FY25 Baseline

FY25 represents the first year of consistent, Group-wide wellbeing reporting, providing a baseline against which we will track future progress.

Focus Areas

- **Mental Wellbeing:** Employee Assistance Programmes, counselling, training, and 55 certified Mental Health First Aiders.
- **Physical Wellbeing:** Initiatives such as *Move with Agrii*, *Green-tech's 500 miles in 5 days*, and *Keystone's 28 miles challenge*, combining activity with community fundraising.
- **Social Wellbeing:** Team-building activities and a culture of belonging.
- **Community Engagement:** 10 Community Action Days in FY25 supported volunteering and fundraising across our businesses.
- **Financial Wellbeing:** Financial training and webinars provided across the Group, supporting employees to build resilience and manage change.

| KPIs | FY25 |
|--|----------------------|
| Wellbeing | |
| Wellbeing Index Score | 83% |
| Working Environment: "This company promotes a healthy working environment." | 85% |
| Employee Assistance Programmes (EAPs) available | Yes (all businesses) |
| Leadership: "Senior Leadership is interested in the wellbeing of employees." | 80% |
| Resources: "Resources are in place to support the wellbeing of my team." | 79% |
| Communication: "I understand the wellbeing resources available to me." | 82% |
| Training: Mental health training sessions delivered | 7 |
| Training: Mental health e-learning modules completed | 413 |
| Mental Health First Aiders | 55 |

Employee Wellbeing

We believe a safe and healthy workplace is essential for wellbeing, with benefits for individuals, society, and the business. We aim to create a culture where employees feel valued, supported, and empowered to perform at their best. Our approach spans physical, mental, social, and financial wellbeing, and is closely aligned with employee feedback from our Group-wide survey.

Survey Results

Survey results confirm the positive impact of our wellbeing strategy.

Highlights include:

- 86% of employees reporting they can balance work and personal responsibilities;
- 88% feeling well-connected to their teams;
- 86% agreeing they have the resources they need to do their job effectively; and
- 80% reporting that senior leadership shows interest in employee wellbeing.

These results confirm that our wellbeing priorities – flexibility, respect, inclusion, and strong leadership – are having a tangible impact across the Group.

83%

Wellbeing Index Score

85%

of employees say Origin promotes a healthy working environment

Working Conditions

Work-life balance is vital to engagement, productivity, and retention. Flexible and hybrid working models are now available to 46% of employees. In the 2025 survey, 86% agreed *“I am generally able to balance my work and personal responsibilities.”*

When asked *“What do you value most about working for this company?”*, employees highlighted flexibility, autonomy, and our positive working environment. These factors, alongside trust from managers and a positive workplace culture, underpin a strong sense of belonging and purpose.

Employee Volunteering

Employee volunteering also contributes to wellbeing by strengthening social connections and building a sense of purpose. In FY25, 10 Business Unit Community Action Days were held across the Group, enabling employees to contribute to their communities while enhancing teamwork and engagement



Diversity and Inclusion

Our Approach

At Origin, we are committed to providing equal opportunities for all employees, regardless of gender, age, ethnicity, religion, disability, sexual orientation, personal outlook, or social status. Diversity and Inclusion (D&I) remain central to our values, with initiatives focused on gender balance, age distribution, representation of underrepresented groups, and pay equity.

In line with CSRD requirements, we have commenced reporting on diversity and compensation metrics, including gender pay gap disclosures and local compensation. Internal reporting systems progressed strongly in FY25, supported by HR system rollouts across 96% of businesses.

Our commitment extends beyond data – we embed inclusivity in training, policies, and leadership development, ensuring it is lived through everyday behaviours across the Group.

Governance

Responsibility for Origin’s D&I strategy lies with the Board, delegated to the ESG Committee. Managing Directors are accountable for performance in their business units, with Group HR providing strategic oversight and reporting directly to the CEO. Targets are tracked by the ESG Committee and the Board, with progress communicated through quarterly reporting and best practice newsletters.

Target:

- Fair and inclusive work environment, measured by >75% Diversity and Inclusion index score (*% score from employee survey).
- 30% female representation in leadership and management positions by 2030.

Material Impacts:

- 30% female representation in leadership and management positions.

| KPIs | FY21 | FY22 | FY23 | FY24 | FY25 |
|---|------|------|------|------|------|
| Diversity and Inclusion KPIs | | | | | |
| Diversity and Inclusion Index Score | 77% | 82% | 84% | 84% | 84% |
| % favourable: “Working environment is accepting of everyone.” | n/a | 88% | 89% | 88% | 89% |
| Gender Balance (Female Workforce) | 27% | 27% | 27% | 27% | 29% |
| Female Board Membership | 38% | 38% | 33% | 33% | 36% |
| Women in Leadership and Management | 23% | 24% | 25% | 25% | 29% |
| Training & Compliance KPIs – FY25 baseline | | | | | |
| Equality, Diversity and Inclusion Training (All employees) – Completion | - | - | - | - | 89% |
| Unconscious Bias Training (Managers) – Completion | - | - | - | - | 80% |

Note: Training completion metrics are new Group-wide KPIs in FY25 and will be tracked annually from FY26 for trend reporting. Annual training stats as at 30 May 2025.

Performance and Progress

In FY25, we maintained strong performance on diversity and inclusion, with our Group Diversity and Inclusion Index stable at 84%, well above our 75% ambition. Survey results showed that 89% of colleagues believe Origin provides a working environment accepting of everyone.

Women now represent 29% of our workforce and 29% of leadership and management positions, moving us closer to our FY26 target of 26% and our 2030 ambition of 30%. Female Board representation rose to 36%.

We advanced mandatory training across the Group, with 89% of employees completing Equality, Diversity and Inclusion training and 80% of managers completing Unconscious Bias training. We also continued to strengthen our gender pay gap reporting, building consistent systems to enable enhanced disclosure from FY27.

D&I at a Glance – FY25

- **D&I Index:** 84% favourable score (stable, above target).
- **Workplace Inclusion:** 91% of employees say the workplace is free of discrimination and harassment.
- **Equal Opportunity:** Scored 78%.
- **Women in Leadership and Management:** 29% representation, on track for FY26 and FY30 targets.
- **HR Systems:** Diversity data collection embedded in 85% of businesses, where allowed by law.
- **Female Potential Programme:** Phase one completed with 18 participants; phase two launches September 2025.
- **Gender Pay Gap Reporting:** Continued rollout; first consolidated disclosure due FY27.

Ambitions: Workforce Strategic Priorities 2024–2026

Looking ahead, our workforce strategic priorities to FY26 and beyond are as follows:

- **Women in Leadership:** Achieve more than 26% women in leadership and management roles by FY26, moving towards 30% by FY30;
- **Diversity and Inclusion:** Enhance workforce diversity and strengthen inclusive hiring practices across the Group;
- **Belonging and Empowerment:** Maintain a culture where employees feel valued and supported, contributing to SDG 5 (Gender Equality);
- **Female Career Development:** Continue structured initiatives such as the Female Potential programme; and
- **Employee Growth:** Ensure equal access to development programmes, mentoring, and leadership opportunities.

“
Female Board representation rose to 36% in FY25.”

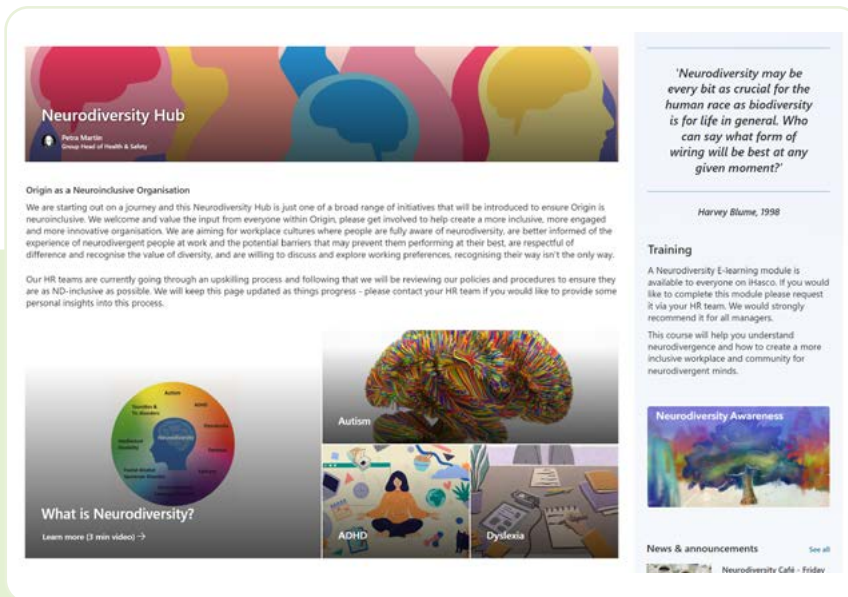




Origin's Neurodiversity Hub

In May 2025, Origin launched a Neurodiversity Hub to expand understanding of neurodivergent conditions and support inclusivity. A linked Neurodiversity Café provides a safe space for discussion and shared learning.

These initiatives will expand in FY26, reinforcing Origin's ambition to become a neuroinclusive employer. This not only supports employees, but also enhances creativity and collaboration, reinforcing the value of diversity for business performance.



Exploring Inclusivity with the Young Farmers' Club

Through engagement with younger talent, we are exploring how to broaden career opportunities and highlight the importance of diversity within the agricultural sector.



Whistleblowing and Compliance Training

In FY25, whistleblowing was added to the mandatory HR compliance suite, ensuring employees can report wrongdoing without fear of retaliation. Alongside training on anti-bribery & corruption, equality, unconscious bias, and bullying & harassment, this reinforces a culture of transparency and accountability.



Impacts, Risks, and Opportunities

Origin’s people strategy continues to deliver tangible progress while navigating the complexities of a diverse and international workforce. The following section outlines the key impacts achieved during FY25, the risks we are actively managing, and the opportunities we see to further strengthen engagement, wellbeing, diversity, and capability across the Group.

Impacts

Origin’s workforce is central to the delivery of sustainable growth and resilient food systems. Our people provide the expertise, relationships, and innovation that underpin both agricultural productivity and community wellbeing. In FY25, strong engagement levels, improved wellbeing scores, and increasing female representation in leadership reflected the positive impact of our Integrated People Strategy.

- Employee engagement at 89% and eNPS at 87% reflect high levels of commitment and pride.
- Women now represent 29% of leadership and management positions, up from 18% in 2018, supported by targeted programmes.
- Wellbeing performance is strong, with an 83% Wellbeing Index score and 85% of employees confirming Origin promotes a healthy working environment.
- Investment in leadership, training, and HR systems continues to build a future-ready workforce.

Risks

Managing a large and growing workforce across multiple geographies presents inherent challenges. Safety and wellbeing remain paramount, with higher Reportable Incident and Lost Time Injury rates in FY25 highlighting operational risk. Competitive labour markets and cultural integration across acquisitions create pressure on retention and consistency.

- Safety incidents remain a material risk, with RIR and LTIR above long-term targets.
- Retention and wellbeing pressures could rise in a tight labour market.
- Uneven culture and system integration following acquisitions may dilute engagement.
- Failure to advance diversity and inclusion could limit talent attraction and create reputational risk.

Opportunities

A highly engaged and diverse workforce provides Origin with opportunities to drive resilience, innovation, and long-term value creation. Investments in leadership and learning strengthen capability, while wellbeing and inclusion initiatives foster collaboration and adaptability.

- Leadership and mentoring programmes expand the pipeline of future leaders.
- Strong engagement culture provides a platform for higher productivity and innovation.
- Wellbeing initiatives and mental health support strengthens resilience to change.
- Continued progress on diversity enhances employer brand, creativity, and collaboration.
- Community volunteering opportunities build purpose and strengthen social impact.





WORKERS IN THE VALUE CHAIN

Our Approach

Within our value chain, workers include both direct and indirect roles.

- **Direct workers** employed by Origin are covered under S1: Own Workforce (p.58 – 76).
- **Indirect workers** include contractors, seasonal workers, supply chain employees, logistics and distribution personnel, field workers, technical staff, and subcontracted labour.

Origin is committed to improving labour practices, protecting worker welfare, and fostering ethical supply chain partnerships. As a signatory to the UN Global Compact, we draw on international frameworks such as the UN Guiding Principles on Business and Human Rights (UNGPs) and the OECD Guidelines for Multinational Enterprises to shape our approach.

In FY25, we advanced our human rights programme by:

- Issuing the Origin Supplier Code of Conduct to all suppliers, setting clear expectations on labour rights, health and safety, and ethical practices;
- Initiating a human rights hotspotting exercise across our supply chain to identify areas of higher risk, which will inform more detailed analysis and targeted action in FY26;
- Laying the groundwork for due diligence processes, including monitoring, escalation protocols, and opportunities for supplier engagement; and
- Planning supplier engagement, recognising that capacity-building will be key to addressing risks in a collaborative way.

Target:

- To uphold the highest human rights standards across our value chain by ensuring fair labour practices, protecting worker welfare, and fostering ethical supply chain partnerships.

Material Impacts:

- Protecting human rights across the value chain.

| KPIs | FY24 | FY25 | Roadmap 2030 |
|---|---|--|---|
| Compliance with Supplier Code of Conduct | <ul style="list-style-type: none"> • All suppliers issued with the Origin Supplier Code of Conduct. | <ul style="list-style-type: none"> • Supply chain hotspotting exercise initiated to identify higher-risk areas. | <ul style="list-style-type: none"> • Regularly review and update the Code. • Embed full monitoring/remediation cycle across all suppliers. |
| Stakeholder Engagement | <ul style="list-style-type: none"> • Agrii UK hosted the first supply chain conference with 50 partners. | <ul style="list-style-type: none"> • Extended dialogue in FY25, with focus on OECD alignment. | <ul style="list-style-type: none"> • Ongoing industry collaboration on human rights; full integration of OECD Guidelines across Group supply chains. |

As this work progresses, we will phase in monitoring, audits, and escalation mechanisms, and participate in cross-industry platforms, where applicable, to promote fair labour practices and resilience. Our focus at this stage is on building a credible baseline and prioritisation framework, which will support a more robust due diligence system over the coming reporting cycles.



Upholding human rights is integral to every aspect of Origin's operations.

Key Areas of Impact

1. Human Rights and Ethical Standards

We have made progress in embedding our Supplier Code of Conduct across markets, ensuring suppliers are aware of our standards. In FY25 we also initiated a supply chain hotspotting exercise to identify areas of higher risk, providing the foundation for more targeted monitoring and due diligence in the years ahead.

2. Supplier Engagement and Capacity-Building

Our approach is pragmatic, focusing initially on higher-volume suppliers and progressively extending expectations across all tiers. This work is guided by international frameworks, including the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises.

3. Industry Collaboration

We recognise that building a resilient value chain depends on cross-sector collaboration. Through industry platforms and one-to-one engagement, we work with processors, retailers, and farmers to address shared challenges in land use, food security, and worker welfare.



Impacts, Risks, and Opportunities

Origin recognises the vital role of workers across our value chain, and is committed to managing risks, driving improvements, and collaborating to uphold rights, fair standards, and resilience.

Impacts

Origin’s value chain engagement promotes human rights and responsible labour standards.

- Fair wages, safe working conditions, and stronger worker protection.
- Collaboration that raises standards across the agricultural sector.

Risks

Human rights and labour standards in supply chains are complex, multi-jurisdictional challenges.

- **Supplier Non-Compliance:** Without monitoring, suppliers may fail to uphold minimum standards, exposing Origin to reputational, legal, and operational risk.
- **Hidden Labour Risks:** Agricultural supply chains carry risks of seasonal worker exploitation, unsafe conditions, or lack of representation if not proactively addressed.
- **Climate and Market Pressures:** Rising costs, extreme weather, and land pressures may exacerbate labour challenges, pushing suppliers toward short-term practices that compromise human rights.
- **Fragmented Oversight:** A highly distributed supply base increases the risk of inconsistent implementation of Origin’s standards.

Opportunities

Strengthening supply chain resilience creates shared value and advances global sustainability goals.

- Expanding monitoring and supplier capacity-building will embed fair labour practices.
- Using technology and data systems will improve traceability and transparency.
- Scaling cross-industry collaboration will address systemic issues collectively.
- Supporting suppliers with training and innovation will help them adapt to climate and market pressures.





AFFECTED COMMUNITIES



Our Approach

We are dedicated to making a meaningful impact on the communities where we operate, enhancing overall wellbeing and driving positive change.

Our community-centred approach is integral to both our Agriculture and Living Landscapes businesses, where we support farming, retail, and local communities. Our expanded footprint in FY25 increased our ability to deliver positive outcomes in agronomy, wellbeing, biodiversity, and education.

Our vision is to:

- **Build resilient food systems** that withstand climate and market challenges;
- **Promote sustainable agronomy** that balances productivity with environmental care;
- **Enhance food security** through knowledge, tools, and innovation;
- **Foster environmental stewardship** by supporting biodiversity and sustainable land use; and
- **Promote the nature economy** by integrating natural capital into decision-making.



We are dedicated to making a meaningful impact on the communities where we operate, enhancing overall wellbeing and driving positive change.

Target:

- To support the communities where we operate, especially farming communities and the areas where our employees and customers are based.

Material Impacts:

- Enabling people and communities.

| KPIs | FY24 | FY25 | Roadmap 2030 |
|----------------------------------|--|---|--|
| Community Engagement | <ul style="list-style-type: none"> • Engagement with local communities around blending/manufacturing facilities; support for conservation initiatives. | <ul style="list-style-type: none"> • Extended engagement across new acquisitions; increased collaboration with NGOs on biodiversity and wellbeing projects. | <ul style="list-style-type: none"> • Strengthen engagement mechanisms to understand community needs; collaborate with conservation organisations to support ecological balance. |
| Community Investment | <ul style="list-style-type: none"> • Continued farmer wellbeing initiatives; support for mental health through Farm Safety Foundation (FSF) and Farming Community Network (FCN) partnerships. | <ul style="list-style-type: none"> • Expanded wellbeing reach into younger/different audiences; additional investment in community green infrastructure (e.g. Keystone Trust). | <ul style="list-style-type: none"> • Continue to support farmer wellbeing and education; align local practices with sustainable food production goals. |
| Food Security | <ul style="list-style-type: none"> • Provided sustainable agronomy advice and tools to farmers, supporting resilient production. | <ul style="list-style-type: none"> • Expanded R&D into climate-resilient practices and piloted connectivity corridors for biodiversity in farmland. | <ul style="list-style-type: none"> • Enhance partnerships with governments, NGOs, and stakeholders; invest in R&D to adapt practices to climate change. |
| Environmental Stewardship | <ul style="list-style-type: none"> • Local biodiversity projects delivered through Living Landscapes division. | <ul style="list-style-type: none"> • Pilot BAP at Alconbury site; strategic partnership with BioGains. | <ul style="list-style-type: none"> • Deliver biodiversity and habitat management initiatives across operational sites and customer landscapes. |

Key Areas of Impact

Building on our commitment to community-centred values, we have a structured, Group-wide approach that focuses on three key elements to enhance our positive impact.

1. Addressing Environmental Impacts

We work to minimise the environmental footprint of our operations and protect the health and quality of life of local communities. In FY25, we strengthened energy efficiency programmes, continued investment in renewables, and enhanced biodiversity initiatives through our Living Landscapes division. These actions safeguard air, soil, and water quality while contributing to climate resilience.

2. Supporting Local Communities

We engage actively with stakeholders around our facilities and across our footprint to ensure a two-way dialogue. This informs our support for conservation, education, and skills development. New acquisitions in FY25 expanded our ability to invest in local communities, particularly through biodiversity services and green infrastructure.

3. Supporting Farmers' Mental Health and Wellbeing

Recognising the unique challenges faced by farmers, we facilitate access to mental health resources, awareness campaigns, and support networks. In FY25, we continued partnerships with the Farm Safety Foundation (FSF) and Farming Community Network (FCN), expanding our reach into younger and more diverse farming audiences. These initiatives raise awareness, build resilience, and reduce stigma around mental health in agriculture.

Farmer Wellbeing Partnerships (FSF & FCN)

Through Agrii UK, Origin supports farmer wellbeing by working with the FSF, FCN, and sector-wide collaborations such as the AgriWellbeing Alliance.

In FY25, through our Agrii UK operations, we contributed to several initiatives.

- **Awareness:** Participation in FSF's *Mind Your Head* campaign, raising the profile of mental health challenges in farming.
- **Support Access:** Promotion of FCN's confidential helpline and resources, ensuring farmers and their families are signposted to trusted support services.
- **Industry Collaboration:** Active involvement as a founding member of the AgriWellbeing Alliance, launched at LAMMA 2025, which unites charities, advisory groups, and agribusinesses to strengthen wellbeing provision across UK agriculture.

This partnership approach strengthens support networks for rural communities and reflects Agrii's role in promoting safety, wellbeing, and resilience across the agricultural sector.



Linked Case Studies

- Strategic Partnership with BioGains (habitat banking and BNG market). [p.37](#)
- Alconbury Hill Biodiversity Action Plan (biodiversity at logistics site). [p.38](#)

Impacts, Risks, and Opportunities

Origin works in partnership with communities to manage impacts, address risks, and create opportunities that strengthen local resilience and wellbeing.

Impacts

Origin contributes positively to communities through sustainable agronomy, wellbeing initiatives, biodiversity services, and investment in education and skills.

- Advice and innovation help farmers improve productivity and resilience.
- Mental health support addresses critical challenges in farming.
- Community engagement strengthens trust and local partnerships.
- Biodiversity projects enhance landscapes, habitats, and green spaces.

Risks

Operating across multiple geographies brings challenges that require strong management and oversight.

- **Local Environmental Impacts:** Without robust stewardship, our operations could adversely affect air, soil, and water quality, reducing community trust and undermining sustainability objectives.
- **Climate Change Adaptation:** Failing to adapt farming practices and land use to changing climate conditions could lead to lower yields, resource stress, and greater vulnerability for farming communities.
- **Community Engagement Gaps:** If engagement with local communities is inconsistent or insufficient, Origin risks eroding its social licence to operate and missing opportunities to align with local needs.
- **Logistical and Supply Chain Challenges:** Disruptions in transport, labour availability, or infrastructure could limit our ability to deliver timely support, particularly in remote or underserved areas.

Opportunities

Working closely with affected communities, Origin can scale its positive impact and create shared value by:

- Partnering with conservation groups, NGOs, and local authorities;
- Expanding biodiversity and ecosystem services across more regions;
- Scaling farmer wellbeing programmes to improve resilience; and
- Investing in education and training to support the next generation of land managers.





CONSUMERS AND END USERS

Our Approach

Origin’s consumers and end users depend on our solutions to produce food more sustainably, manage landscapes responsibly, and deliver healthier environments for people and nature.

We provide innovative products and services that improve agricultural productivity, strengthen food security, and enhance the quality of green spaces.

Our consumer and end user base includes:

- **Farmers and Growers** – the primary users of agronomy services, seed, fertilisers, crop protection, and digital tools;
- **Food Producers and Processors** – benefiting from reliable, sustainably produced crops and raw materials;
- **Urban Planners, Sports Turf and Green Space Managers** – drawing on our Living Landscapes expertise to manage parks, sports facilities, and amenity land with specialist turf, nutrition, and irrigation solutions;
- **Landscape Contractors and Local Authorities** – delivering biodiversity, habitat creation, and green infrastructure with Origin’s tree nursery, wildflower, and ecology businesses; and
- **Communities and the General Public** – indirect beneficiaries of secure food systems, resilient landscapes, and accessible green spaces that support wellbeing.

We integrate responsible practices across our value chain by combining **55,000+ field trial plots each year, digital decision-support platforms** such as Contour and ClearSky, and **ecological and biodiversity services** including BioGains, habitat creation, and biodiversity net gain advisory. These ensure that our solutions remain safe, effective, and sustainable for customers and society.

Target:

- To provide innovative, sustainable solutions that enhance agricultural productivity, food security, and green space quality, while promoting healthy and sustainable diets.

Material Impacts:

- Facilitating healthy and sustainable diets.

| KPIs | Roadmap 2030 |
|--|--|
| Product and Service Quality | • 100% of portfolio covered by the chemical management platform; stewardship dashboards embedded across agriculture and amenity markets. |
| Support for Sustainable Practices | • Global scaling of sustainable grain, carbon, and landscape programmes with transparent data available to end users. |
| Access and Affordability | • Affordability embedded into product design and pricing; Living Landscapes services scaled across Europe. |
| Compliance and Performance | • Full life cycle stewardship reporting across all products, including amenity inputs. |

Progress in FY25

- **Product and Service Quality:** Operation and enhancement of the chemical management platform across our manufacturing and distribution network, underpinned by 55,000+ R&D trial plots to validate agronomy and amenity products.
- **Supporting Sustainable Practices:** Expanded sustainable grain contracts with Bunge and GB Seeds, providing food brands with low-carbon supply options. In Living Landscapes, supported biodiversity net gain compliance, ecological surveys, and habitat creation for clients across commercial, infrastructure, and utilities.
- **Access and Affordability:** Strengthened smallholder affordability through retail outlets in Romania and farmer training programmes across our Agrii markets, reaching thousands of growers. In Living Landscapes, increased access to native trees and wildflower seeds supports regeneration and community wellbeing.

- **Compliance and Transparency:** Maintained comprehensive health and safety product data and ensured all new products were validated through multi-site trials. Extended stewardship into amenity markets to ensure safe use in public spaces.

“ We deliver innovative, sustainable solutions that optimise agricultural productivity, strengthen food security, and improve the health and quality of green spaces for our consumers and end users. ”

Linking Farm Practice with Consumer Confidence

In FY25, Agrii UK partnered with Bunge to expand a sustainable grain supply chain programme rewarding farmers for adopting lower-carbon practices such as reduced tillage, cover cropping, and efficient nutrient use. Farmers meeting baseline sustainability standards received a guaranteed premium of £5/t (≈£50/ha), with higher rewards for enhanced practices.

- **Farmer Participation and Incentives:** Tiered premiums gave growers a financial incentive for both compliance and ambition, supporting adoption across diverse farm sizes.
- **Digital Integration and Data Integrity:** Participation required use of Contour and the Cool Farm Tool, providing reliable carbon footprint data and comparable reporting across farms.
- **Consumer Assurance:** Verified farm-level data was shared with food companies such as Whitworths, giving downstream customers confidence in sustainability credentials and aligning production with consumer expectations.

Through these initiatives, we are supporting resilient farming systems, reinforcing trust along the food value chain, and accelerating the integration of sustainability into everyday agricultural practice.



Living Landscapes – Supporting Biodiversity and Community Wellbeing

In FY25, our Living Landscapes businesses partnered with local authorities, contractors, and developers to deliver nature-positive outcomes that combined practical habitat creation with specialist ecological expertise.

- **Tree Planting and Green Infrastructure:** Nursery operations supplied millions of trees and hedgerow plants, expanding woodland cover, improving air quality, and providing shade and shelter.
- **Wildflower and Habitat Corridors:** Seed supply and restoration services supported the establishment of biodiverse meadows and habitat corridors, boosting pollinator populations and enabling biodiversity net gain compliance.
- **Ecological Assessment and Advisory:** Bowland and Avian Ecology delivered surveys and management plans to ensure housing, infrastructure, and utilities projects met regulatory obligations while protecting local ecosystems.
- **Community Wellbeing:** Landscape and amenity businesses created accessible recreational spaces, improving health and wellbeing while fostering closer connections with nature.

Through these initiatives, our aim is to bring ecological stewardship and landscape services together to support biodiversity and community wellbeing.



Impacts, Risks, and Opportunities

Through the integration of stewardship across both our Agriculture and Living Landscapes businesses, Origin is demonstrating how commercial solutions can deliver consistent value for landowners, food companies, and communities, while supporting wider goals of food security, biodiversity enhancement, and resilient landscapes. This approach reinforces trust with customers, safeguards compliance, and positions the Group to create long-term value for end users and society.

Impacts

- High-quality, safe products strengthen customer trust across agriculture and amenity markets.
- Sustainable solutions reduce environmental impacts and contribute to long-term food security and biodiversity.
- Affordable inputs and advisory services improve resilience for smallholders and communities.
- Green infrastructure projects deliver social and wellbeing benefits for local populations.

Risks

- Regulatory non-compliance could undermine consumer confidence.
- Rising input costs may reduce affordability and inclusivity.
- Weak communication of sustainability benefits may limit customer trust.

Opportunities

- Scale sustainable programmes in agriculture (grain contracts, carbon schemes) and amenity (biodiversity net gain, habitat creation).
- Leverage digital platforms to provide real-time stewardship and sustainability data to customers.
- Expand partnerships with local authorities, NGOs, and developers to strengthen biodiversity outcomes.
- Innovate eco-friendly products and life cycle solutions to anticipate regulation and consumer demand.



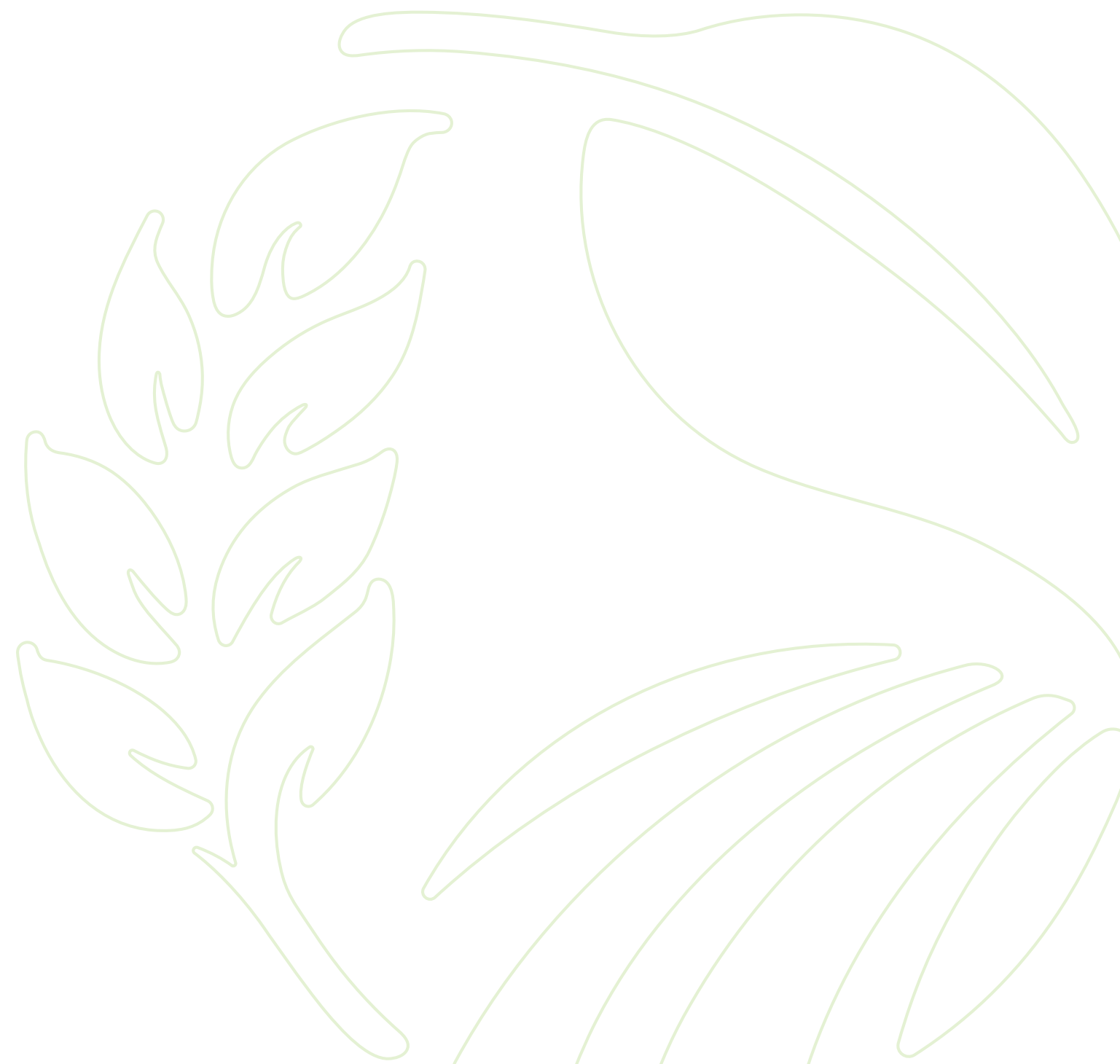


STAKEHOLDER ENGAGEMENT AND MATERIALITY



Process and Methodology
FY25 Stakeholder Engagement

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PROCESS AND METHODOLOGY

Stakeholder engagement and materiality analysis are central to how Origin identifies sustainability priorities, manages risks and opportunities, and ensures alignment with evolving standards and regulations. This chapter sets out our approach, methodology, and governance, providing the detailed process behind the Strategic Context summary on p.8.

Governance and Oversight

The Board shoulders responsibility for ensuring effective engagement with stakeholders across economic, environmental, and social dimensions.

- The **ESG Committee**, chaired by **Lesley Williams (Non-Executive Director)**, provides oversight of sustainability, human rights, and stakeholder engagement. It ensures feedback from stakeholders is incorporated into strategic decision-making.
- The **Head of Sustainability** coordinates Group-level stakeholder engagement, working with Managing Directors to integrate local insights into business strategy.
- Engagement outcomes are reported quarterly to the ESG Committee and Board, ensuring material issues are addressed at the highest level.

Stakeholder Mapping and Engagement Process

Origin maintains a structured stakeholder mapping process, reviewed annually, to ensure coverage of all groups with influence on, or affected by, our business. This includes employees, farmers, customers, consumers, suppliers, policymakers, investors, industry partners, civil society, and academia.

Engagement Channels

- Formal: employee surveys, supplier audits, investor calls, regulatory consultations, CDP/GRI submissions, and more.
- Informal: one-to-one agronomist-farmer dialogue, community volunteering, customer feedback loops, and more.
- Collaborative: cross-industry forums, joint R&D with academia, innovation partnerships, and more.

This multi-channel approach ensures Origin captures diverse perspectives and integrates them into decision-making at Group and business unit level.

Double Materiality Methodology

In 2023, Origin undertook its first **Double Materiality assessment**, applying ESRS and CSRD guidance. This methodology assessed:

- **Impact Materiality** – where Origin’s activities have actual or potential positive/negative impacts on people and the environment; and
- **Financial Materiality** – where sustainability-related risks and opportunities could reasonably influence enterprise value.

Inputs to the assessment included:

- Structured stakeholder interviews and surveys;
- Scenario analysis (climate, biodiversity, social risks);
- Internal workshops with senior leaders and Board members; and
- Alignment with UN SDGs, TCFD, and EU Taxonomy.

The 2023 assessment produced Origin’s first **Materiality Matrix**, which has since guided the structure of our Environmental and Societal reporting.

2024 ESRS Gap Analysis

To strengthen alignment with ESRS, we conducted a **Gap Analysis in 2024**. This highlighted:

- The need for enhanced **human rights due diligence** and disclosure across the value chain;
- **Pollution (air and water quality)** as an additional environmental topic requiring systematic monitoring and disclosure; and
- Opportunities to refine data collection on **labour practices, wellbeing, and community investment**.

The Board approved these refinements for inclusion in the Materiality Matrix and for expanded reporting from FY25.

Materiality Themes in 2025

In 2025, Origin did not repeat a full Double Materiality assessment. Instead, we built on the foundation established in 2023 and refined through the 2024 ESRS Gap Analysis. Stakeholder engagement in 2025 reinforced these priorities, particularly around:

- **Farmer Resilience** – wellbeing, access to sustainable agronomy, adaptation to climate change;
- **Pollution and Water Quality** – identified as a growing area of concern by regulators, civil society, and local communities;
- **Human Rights** – driven by supplier engagement, OECD alignment, and investor expectations; and
- **Climate Action and Biodiversity** – continued focus from customers, regulators, and investors.

These themes are reflected in the Environmental and Societal chapters of this report, with KPIs, roadmaps, and case studies addressing the most material issues.

Strategic Response

Our stakeholder engagement and materiality process directly inform strategic actions, including:

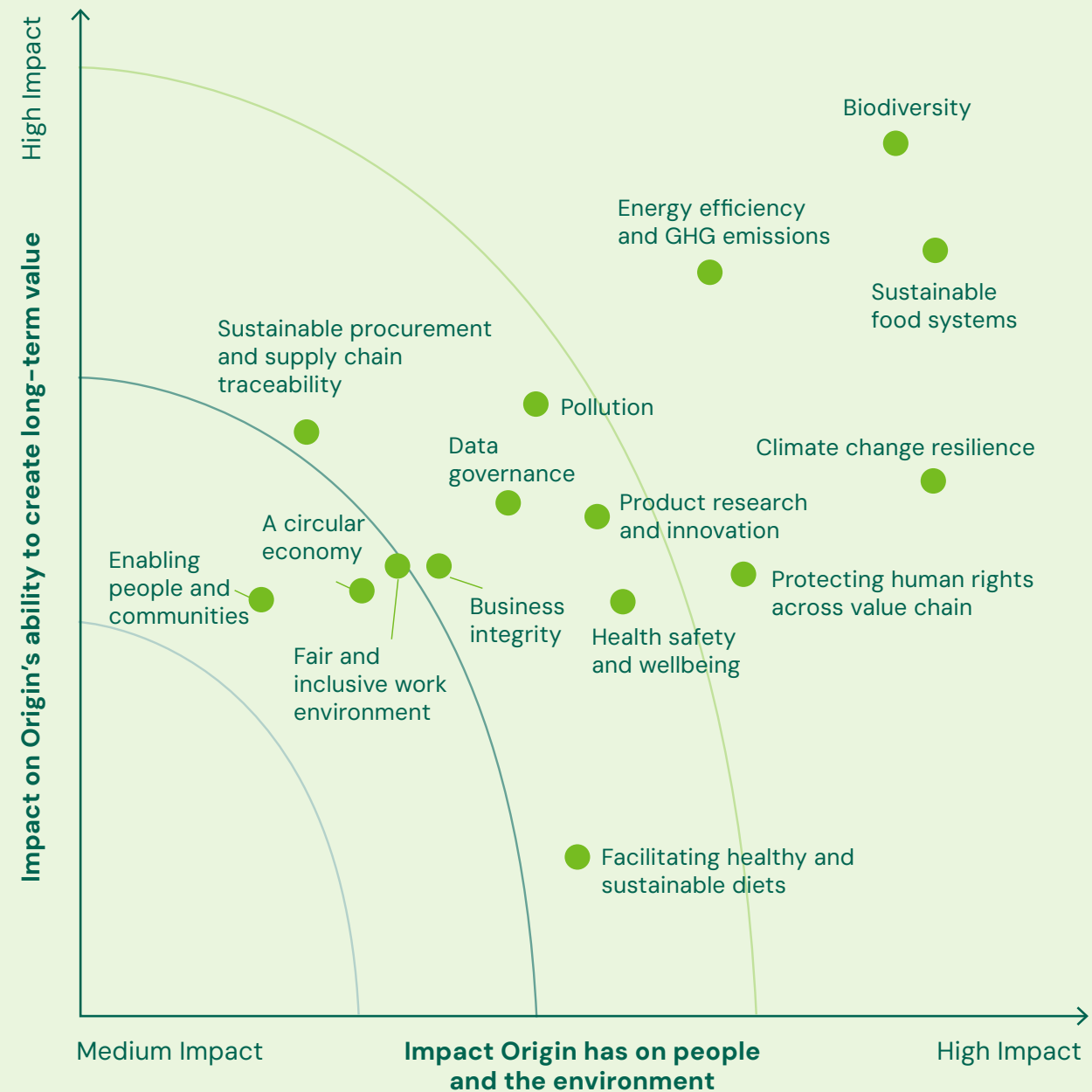
- Integrating stakeholder priorities into **Origin's 2030 Nurturing Growth Roadmap**;
- Expanding **human rights due diligence** across the value chain, supported by supplier training and monitoring;
- Scaling **biodiversity and pollution management initiatives** across operations and customer landscapes;
- Enhancing **data collection and reporting systems** to strengthen transparency under ESRS; and
- Embedding materiality outcomes into **Board oversight and risk management** processes.

Materiality Matrix

The 2025 Materiality Matrix defines the sustainability topics most significant to Origin's stakeholders and long-term value creation. High-priority themes, positioned in the upper-right quadrant, underpin the structure of this Sustainability Report and inform the delivery of the Group's 2030 Nurturing Growth Roadmap.

Building on the comprehensive assessments completed in FY23 and updated in FY24, the Matrix reflects the evolving balance of stakeholder expectations and business impact across our value chain. Each topic is mapped to the relevant ESRS topical standard, ensuring consistency with regulatory disclosure requirements and comparability across reporting periods.

Origin Materiality Matrix



FY25 Stakeholder Engagement

| Employees | Customers | Consumers | Policymakers & Regulators | Civil Society | Academia | Investors | Industry Partners | Suppliers |
|---|---|--|---|--|--|---|--|---|
| Our Stakeholders | | | | | | | | |
| We believe in empowering our 3,074 employees and strive to create a culture that cultivates an open, collaborative, diverse, and inclusive workplace. | We have developed long-term partnerships as trusted advisors and input providers to over 50,000 customers in five countries. This includes farmers, agri-businesses, growers, landscapers and amenity professionals. | In addition to the amenity, farming, environmental, ecology, and horticultural sectors, we are conscious of the wide-ranging number of end consumers for our products and services. | Origin liaises with relevant policymakers and regulators, as well as government agencies and ratings agencies, on all matters relating to our ESG agenda. | We respect the views of all stakeholders in the private realm with whom we interact – community groups, non-governmental organisations [NGOs], labour unions, charitable and professional associations. | We partner with leading academics and research institutes, serving as important drivers of innovation for our business. These enduring partnerships are integral to our R&D strategy, contributing to both foundational knowledge for future crop solutions and serving as an extended ‘workbench’ to solve short-term problems facing the wider agricultural sector. | We are committed to sustainable shared value creation for our investors and providers of capital. | Origin is conscious of the growing demand for new models of multi-stakeholder collaboration to achieve food security, sustainable development, and other global goals outlined in the UN SDGs. We are committed to working collaboratively with other industry partners. | We recognise that our suppliers also have a major role to play in delivering our Nurturing Growth strategy. |
| Our Approach | | | | | | | | |
| We continue to invest in our people and in fostering a Nurturing Growth culture. Our employee engagement strategy, <i>Let’s Talk</i> , continued with Town Hall meetings, etc. We also included a sample number of employees from different geographies in our materiality process. | Through our agronomists and technical sales teams, we listen to our customers and ensure regular engagement. We included a sample of customers in our materiality process. We expanded virtual iFarm events and trial tours and created a crowd-sourcing programme for innovation sharing with customers. | We monitor and respond to the fast-changing expectations of consumers worldwide, by delivering sustainable agronomy, amenity, environmental and ecology products and services. We adhere to responsible communication in our marketing and brand programmes. | Origin submits responses to CDP, MSCI, and Sustainalytics as part of its ongoing ESG disclosure and benchmarking process, supporting transparency for stakeholders and alignment with external standards. We have commenced implementing the recommendations outlined by the Task Force on Climate-related Financial Disclosures (TCFD), as well as the EU Taxonomy and GRI reporting standards. | We continued to engage with development partners and farmers’ groups in raising awareness of resource-smart techniques. Our business units continued to support local and community projects through local volunteering and financial contributions. | Origin actively participates in various research programmes, including the EU-funded ‘Innovar’, enhancing European crop testing with integrated genomics and machine learning. We are also engaged in the Marie Curie programme, ‘Rooted’, for soil microbiome innovation, and we collaborate on multiple Innovate UK projects to promote sustainable farming practices. | We maintain investor relationships through multiple avenues, including extensive one-on-one meetings, participation in roadshows, and engagement at equity conferences. Throughout FY25, we held meetings with 147 institutional investors, with our Chairman actively involved in several one-on-one sessions. These interactions occurred through a combination of face-to-face meetings and virtual connections, including conferences and video calls. | Origin is engaged in shaping the future of sustainable land use through its participation in industry fora like the Agricultural Industries Confederation (AIC), The Amenity Forum, and the UK Business and Biodiversity Forum. Within these fora, Origin, through its representative business units, plays a role in advancing initiatives to promote biodiversity, circular practices, and the reduction of greenhouse gas emissions within the realm of land use. | We foster a partnership approach with our suppliers and, through our Code of Conduct, clearly communicate how our suppliers should operate as partners. |

Looking Ahead

In 2026, Origin plans to refresh its Double Materiality assessment, ensuring alignment with the final ESRS standards and evolving stakeholder expectations. This will provide the foundation for future strategy cycles and disclosures, ensuring Origin remains responsive, accountable, and transparent.



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ENVIRONMENTAL, SOCIAL, AND GOVERNANCE FRAMEWORK

Origin is committed to embedding sustainability across its operations and decision-making by implementing rigorous governance and transparent reporting practices.

Strong governance is the cornerstone of Origin Enterprises plc’s sustainability strategy, enabling effective goal-setting, improving reporting processes, strengthening stakeholder relationships, and ensuring overall accountability.

Governance Structure

The Board holds ultimate responsibility for managing both financial and non-financial risks and opportunities, including those posed by climate change. To embed a culture of best practices in Environmental, Social, and Governance (ESG) and ensure the successful delivery of the Nurturing Growth strategy, the Origin Board has empowered the ESG Committee. This Committee is tasked with shaping the Company’s ESG strategy, as well as supporting, challenging, and overseeing the development, implementation, and long-term evolution of ESG policies, programmes, targets, and initiatives.

Comprised of four independent Non-Executive Directors, the ESG Committee ensures a strong, diverse governance structure. Its members are:

- Lesley Williams (Non-Executive Director, Chair of the ESG Committee);
- Aidan Connolly (Non-Executive Director);
- Pam Powell (Non-Executive Director); and
- Christopher Richards (Non-Executive Director).

The Committee convenes at least three times annually, with meetings attended by the Chief Executive Officer (CEO), Chief Financial Officer (CFO), and the Head of Investor Relations and Sustainability. For more on the Directors’ backgrounds and experience, please refer to the Board of Directors section in the FY25 Annual Report.

Duties and Responsibilities

The principal duties and responsibilities of the ESG Committee include:

- **Overseeing and Recommending ESG Strategy** – Ensuring alignment with the Company’s culture, purpose, and values;
- **Policy and Target Development** – Overseeing the creation, implementation, and ongoing review of policies, codes of practice, and targets related to ESG matters, ensuring their continued relevance and effectiveness;
- **Performance Metrics and KPIs** – Supporting the development of metrics for setting ESG targets and tracking performance, while overseeing the measurement and reporting of the Group’s performance against KPIs;
- **External Disclosures and Reporting** – Reviewing and recommending to the Board on external disclosures related to ESG matters, including the annual Sustainability Report and sections of the Company’s Annual Report;
- **Promoting Diversity and Inclusion** – Supporting and monitoring the Company’s progress in fostering a culture of diversity, inclusion, and equal opportunity in the workplace;
- **Monitoring ESG Trends and Compliance** – Ensuring the Company stays updated on ESG developments, emerging trends, industry standards, and legal requirements, and integrating these into the Group’s ESG strategy, policies, and objectives;
- **Stakeholder Engagement** – Overseeing the Company’s engagement with stakeholders on ESG matters; and
- **Terms of Reference and Committee Evaluation** – Annually reviewing the Committee’s Terms of Reference and conducting a performance evaluation of the ESG Committee.

Executive Directors

Chief Executive Officer (CEO)

The CEO holds overall responsibility for leadership, strategic direction, and managing the overall operations, including monitoring and management of climate-related risks and responsibilities.

Chief Financial Officer (CFO)

The CFO oversees all climate-related matters tied to capital expenditure, business risks, and M&A activities, ensuring alignment with the development of low-carbon plans to meet science-based targets and broader sustainability objectives. Working closely with the CEO, the CFO drives the pace of ESG initiatives, helping shape areas of focus to achieve enterprise-wide alignment on ESG priorities and strategy.

Executive Compensation and Sustainability

Executive compensation is linked to advancing the Company’s sustainability agenda and embedding sustainability as a fundamental part of the Group’s strategy. A connection is maintained between Executive Directors’ remuneration and sustainability targets. (For further details, refer to the Remuneration Report within the FY25 Annual Report, p.110.)



Sustainability Governance

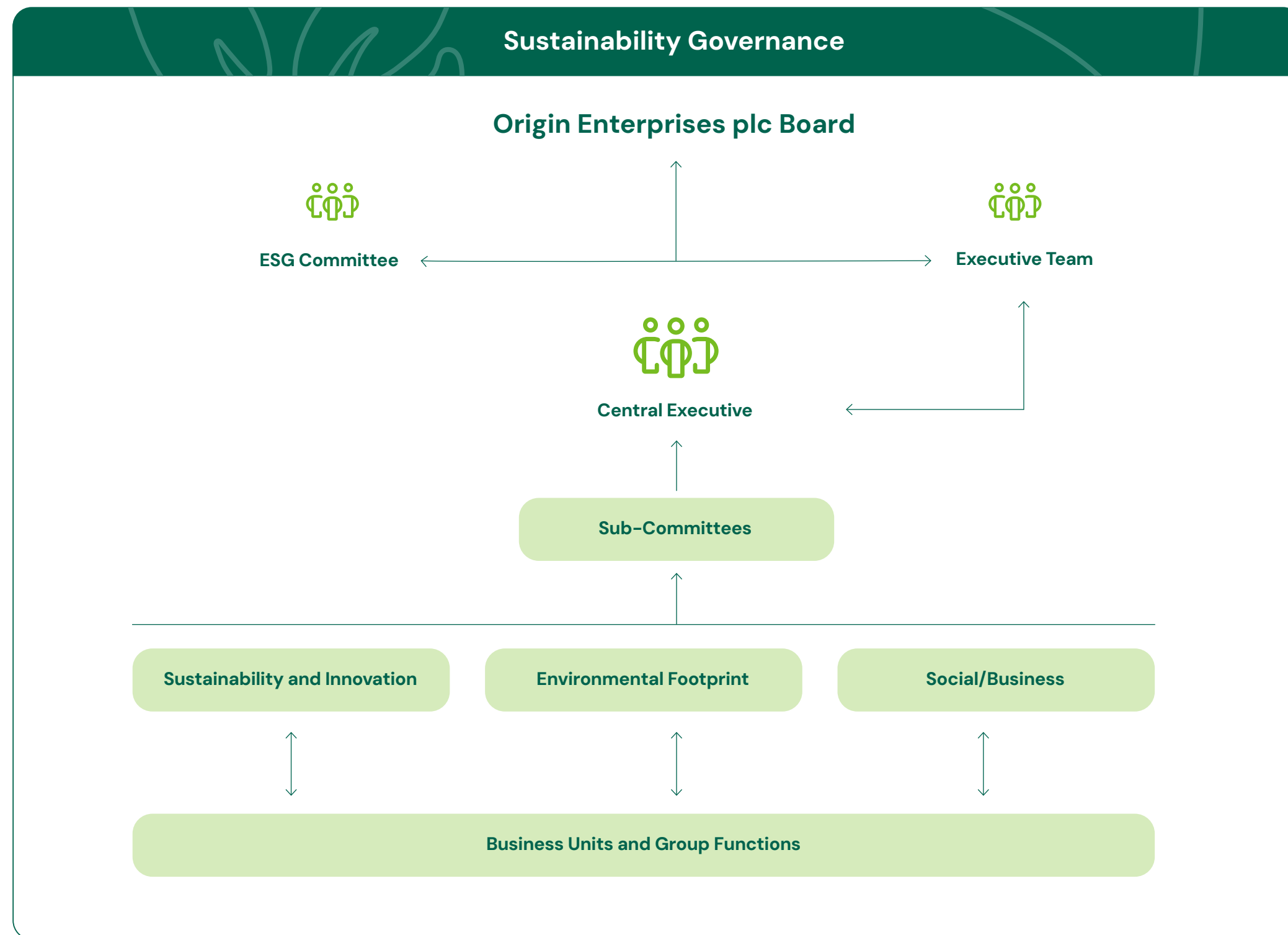
Responsibility for the development and implementation of ESG policies, codes of practice, targets, and external reporting now rests directly with the Central Executive, reflecting the strategic importance of sustainability to the Group.

By assuming the role of the former Sustainability Steering Committee, the Executive Team ensures that decision-making on sustainability is embedded at the highest level of the organisation. This evolution strengthens accountability and aligns sustainability with overall business strategy.

Supporting the Central Executive are three dedicated sub-committees focused on delivering the *Nurturing Growth* framework, providing the structure needed to advance specific initiatives and maintain momentum across the Group.



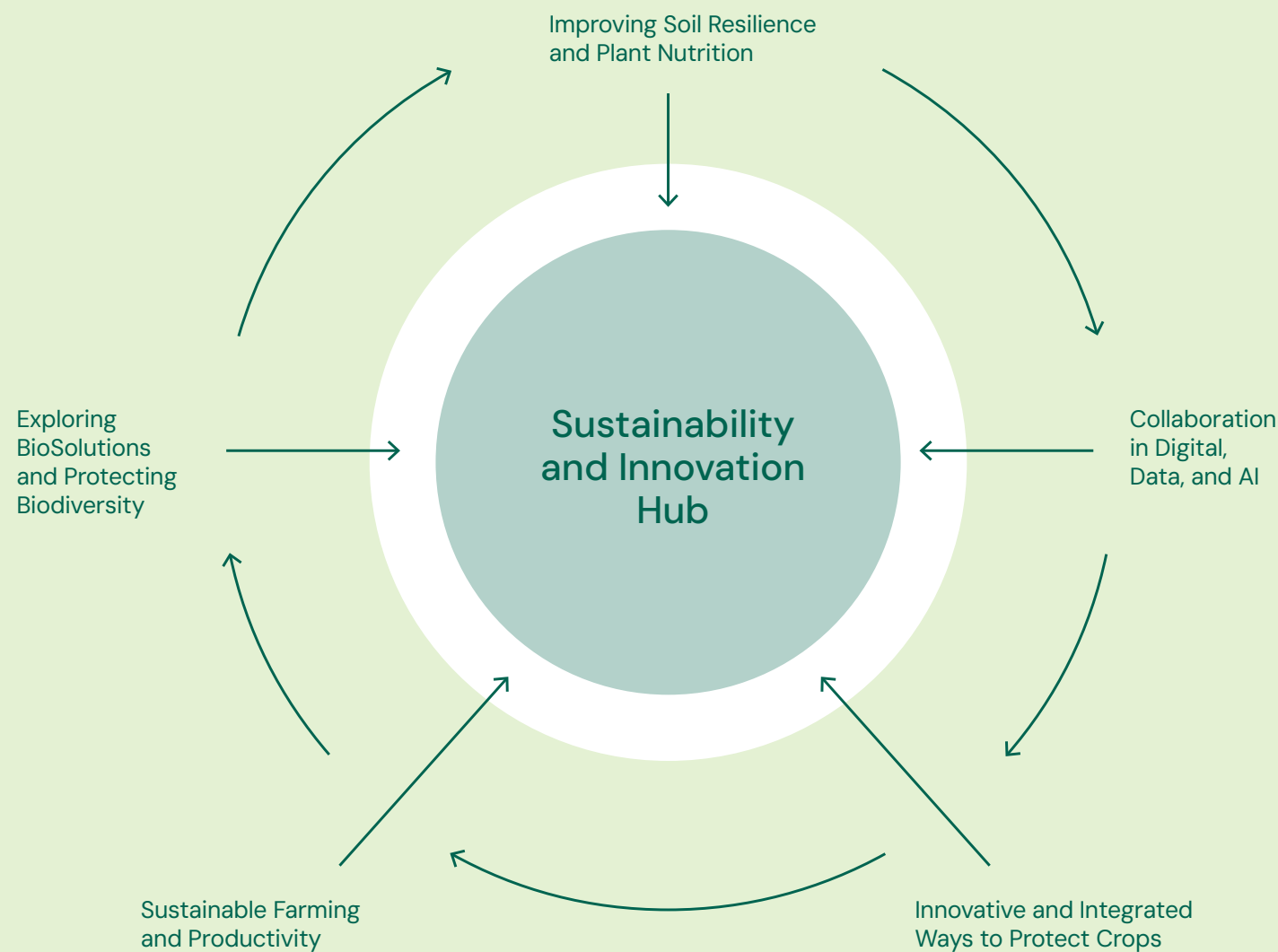
We continue to invest in building a long-term framework for measuring and reducing our environmental footprint. The Board retains accountability, with oversight by the Central Executive to guide delivery in line with the Group’s strategic ambitions.





Sustainability and Innovation Group (SIG)

The SIG is made up of multidisciplinary teams across all business units, dedicated to driving the adoption of innovative, integrated solutions to accelerate the widespread implementation of sustainable land use practices.



Environmental Footprint Group

This group oversees the evaluation of our resource efficiency performance, implementing an Environmental Management System to ISO 14001 standards, and developing Origin's strategy for reducing GHG emissions in alignment with science-based targets.

Social/Business Group

This group is tasked with embedding the 10 principles of the UN Global Compact, supporting Group-wide objectives for employees' physical, mental, and social health, and ensuring the adoption of best practice governance and reporting standards as part of risk and opportunity analysis.

External Recognition and Benchmarks

We recognise the importance of enabling our stakeholders to benchmark Origin's ESG performance against leading international standards and industry peers. Each year, Origin's governance, ESG initiatives, and overall performance are independently evaluated by several prominent sustainability rating agencies. These assessments help us ensure that we maintain the highest standards and continue to advance our commitment to sustainability.

| Benchmark | FY25 | FY24 | FY23 | FY22 | FY21 |
|--|------------------|------------------|------------------|------------------|------------------|
| <p>CDP DISCLOSURE INSIGHT ACTION</p> <p>B</p> | B | B | B | C | C |
| <p>MSCI ESG RATINGS</p> <p>AA</p> | AA | AA | A | BBB | BBB |
| <p>SUSTAINALYTICS a Morningstar company</p> <p>13.5 Low Risk</p> | Low Risk 13.5 | Low Risk 13.5 | Low Risk 13.4 | Low Risk 14.7 | Low Risk 15.4 |



KEY PERFORMANCE INDICATORS AND METHODOLOGIES APPLIED

As part of our governance framework, the Board actively monitors sustainability performance, ensuring that our sustainability objectives align with long-term business goals. Key performance indicators (KPIs) are used to track progress across critical Environmental, Social, and Governance (ESG) areas. These KPIs are reviewed regularly by the Board and senior management, to ensure their relevance and alignment with evolving industry standards, regulatory requirements, and stakeholder expectations. Any significant changes or updates are approved by the Board, ensuring ongoing accountability.

Examples of our Environmental and Social KPIs, which enable us to monitor, report, and improve our performance, are below.

| Examples of Environmental KPIs | Methodologies |
|--|--|
| <p>Greenhouse Gas (GHG) Emissions Reduction</p> <p>This KPI tracks the reduction in our Scope 1-3 GHG emissions by FY32 from a FY19 baseline, aligned with 1.5°C.</p> | <p>GHG Emissions Calculation</p> <p>GHG emissions are calculated following the Greenhouse Gas Protocol guidelines and SBTi criteria. Scope 1 emissions are direct emissions from owned or controlled sources; Scope 2 emissions are indirect emissions from the generation of purchased energy; and Scope 3 emissions include all other indirect emissions occurring in our value chain.</p> |
| <p>Energy Consumption from Renewable Sources</p> <p>This KPI measures the percentage of our total energy consumption that is sourced from renewable energy.</p> | <p>Energy Consumption</p> <p>Energy consumption is measured by tracking energy usage across all operations, distinguishing between renewable and non-renewable sources.</p> |
| <p>Nitrogen Use Efficiency</p> <p>This KPI sets our course to increase NUE of crops by 20% by FY30, so reducing the GHG, nitrous oxide, and nutrients leaching from soil, with related impacts to mitigate the effects of climate change and improve water quality.</p> | <p>Nitrogen Use Efficiency</p> <p>In collaboration with industry stakeholders and government, we have established a robust framework for defining and calculating NUE. Working with our growers, our approach is based on using Soil Health Indices and real-time data, effective nutrient planning, and informed fertiliser choices.</p> |

| Examples of Social KPIs | Methodologies |
|---|--|
| <p>Employee Health and Safety</p> <p>This KPI tracks the number of workplace incidents and the overall safety performance within our operations.</p> | <p>Health and Safety Metrics</p> <p>We calculate the frequency and severity of workplace incidents using standard health and safety reporting frameworks, such as the Occupational Safety and Health Administration (OSHA) guidelines.</p> |
| <p>Diversity and Inclusion Metrics</p> <p>These KPIs measure the representation of diverse groups within our workforce, including gender diversity at different organisational levels.</p> | <p>Diversity Metrics</p> <p>Diversity is measured by analysing workforce demographics, with data collected through internal HR systems, ensuring compliance with privacy and equal opportunity standards.</p> |

Independent Assurance

In FY25, we engaged Goodbody Clearstream, a third party organisation, to provide independent assurance of our Scope 1, 2, & 3 emissions.



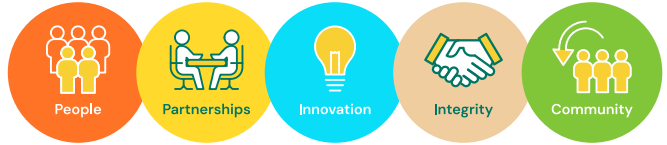
ETHICS

Origin is committed to applying the highest standards of ethical conduct and integrity across all regions in which we operate.

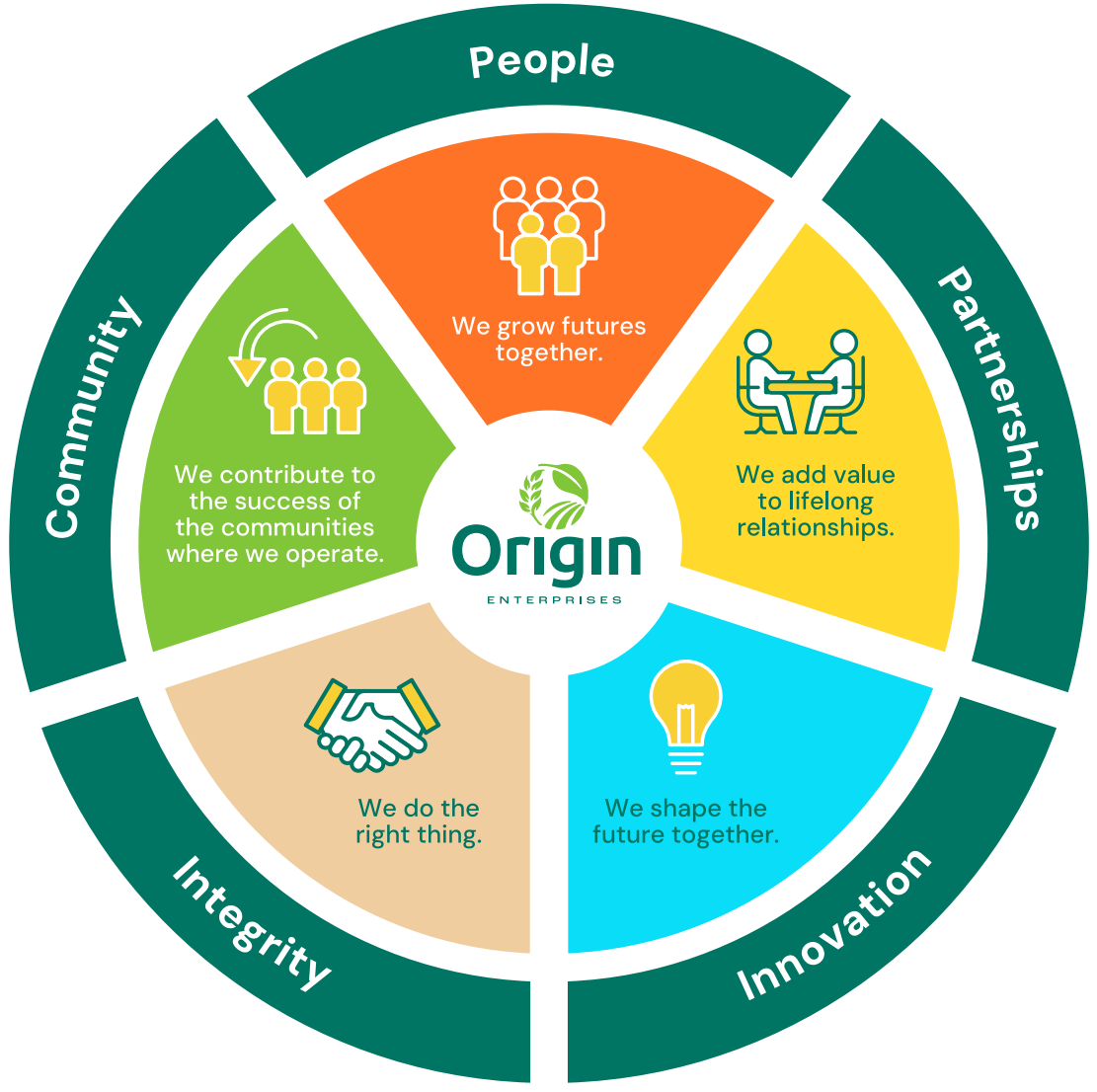
Our Code of Conduct, supported by Group policies, establishes the business conduct standards expected of everyone working within Origin—across all functions, geographies, and roles.

We adhere to internationally recognised Environmental, Social, and Governance (ESG) standards, grounded in the 10 principles of the UN Universal Declaration of Human Rights, the UN Global Compact initiative, the UN Guiding Principles on Business and Human Rights, and the ILO Declaration on Fundamental Principles and Rights at Work. Our Code of Conduct is informed and guided by these principles.

The Group’s five core values – people, partnerships, innovation, integrity, and community – are underpinned by the Origin Code of Conduct. At its core, the value of *Integrity* aligns with our commitment to ethical standards, reflecting our dedication to doing the right thing, both personally and professionally. These values set the standards for how Origin’s leaders and employees should operate on a wide range of important issues, and provide a framework for consistent and principled conduct throughout the organisation.



The Origin Way Our Values



The Group’s five core values – people, partnerships, innovation, integrity, and community – are underpinned by the Origin Code of Conduct.



GOVERNANCE POLICIES

Anti-Bribery and Corruption

Origin Enterprises maintains a zero-tolerance policy against bribery, fraud, money laundering, and corruption in any form. This stance is not only a legal obligation, but a core ethical commitment. All employees, suppliers, and business partners are expected to adhere strictly to these standards, ensuring that our operations worldwide remain transparent, compliant, and free from any unethical practices.

People

We are dedicated to fostering an inclusive work environment that attracts, retains, and develops diverse talent. By promoting equal opportunities, we empower employees to thrive throughout their careers at Origin. Our focus on inclusivity extends to creating a culture where everyone is respected, differences are valued, and the unique skills and perspectives of all team members contribute to our overall success.

Human Rights and Labour

Origin is fully committed to upholding international human rights, embedding these values throughout the Group. This commitment is reflected in our policies and actions towards all stakeholders, from employees and suppliers to clients and communities. By ensuring fair treatment, respect for human dignity, and adherence to ethical labour standards, we uphold our core values in all markets and operations.

Wage and Hour Practices

We are committed to fair compensation and compliance with all international and national regulations governing pay and working hours. Regardless of individual beliefs or characteristics, all employees are paid fairly for their contributions. This approach reinforces our dedication to upholding human rights and ensures a respectful, equitable work environment.

Discrimination and Harassment

Origin operates a zero-tolerance policy towards any form of discrimination, bullying, or harassment. Such behaviours are not tolerated, nor is facilitation of, or complicity in them. We aim to create a workplace where all individuals feel safe, respected, and valued, fostering a culture of mutual respect and accountability.

Freedom of Association

While we encourage open dialogue between employees and leadership to cultivate an engaged workforce, we also respect employees' rights to freely associate and collectively bargain. We are committed to fostering open and inclusive workplaces, where representatives are free from discrimination and can effectively fulfill their roles.

Employee Data Protection

Respecting employee privacy is fundamental. We comply with all relevant data protection legislation, ensuring that personal data is collected and processed transparently, lawfully, and for specific purposes. Our approach to data protection ensures the confidentiality and security of sensitive information.

Community Relations

Origin is committed to contributing positively to the communities in which we operate. We encourage our respective businesses and employees to engage in social, educational, and charitable activities that support local communities. By actively participating in these initiatives, we aim to strengthen our community relationships and make meaningful social contributions.

Through these governance policies, Origin upholds ethical conduct, transparency, and accountability, laying a strong foundation for sustainable business growth and community engagement. For more detailed information, please refer to our [Code of Conduct](#).

Supplier Code of Conduct

We believe that strong, transparent relationships with our suppliers are essential to upholding our commitment to ethical conduct and sustainability. We expect our suppliers to adhere to the standards set out in our Supplier Code of Conduct, covering key areas like people and labour, business ethics and compliance, as well as health, safety, and the environment. These standards are not just guidelines – they are the foundation for building partnerships grounded in trust, integrity, and shared values. By working closely together, we can drive sustainability and create mutual benefits throughout the entire value chain.

Suppliers are required to have the appropriate policies, processes, and systems in place to adhere to these standards, proportionate to their business size and nature. They are also expected to identify and manage risks associated with all areas covered by the Code. We encourage suppliers to adopt industry best practices and international standards, driving continuous improvement throughout the supply chain.

Open communication is essential to maintaining an ethical partnership. Suppliers are encouraged to foster a culture where employees feel empowered to raise concerns about misconduct without fear of retaliation. To support this, Origin offers access to an independent whistleblower service – available 24/7 – providing a confidential platform for reporting any unethical, illegal, or non-compliant behavior. This resource underscores our dedication to transparency, ethical conduct, and accountability within our supply chain.

By upholding these principles, Origin and its suppliers work together to enhance ethical practices, ensure compliance, and build a sustainable foundation for long-term success. For further details, please refer to our [Supplier Code of Conduct](#).



We are dedicated to fostering an inclusive work environment that attracts, retains, and develops diverse talent. By promoting equal opportunities, we empower employees to thrive throughout their careers at Origin.



APPENDICES





2025 GREENHOUSE GAS VERIFICATION STATEMENT



Period Covered by GHG emissions verification

1st August 2024 – 30th July 2025.

GHG Verification Standard used to conduct the verification

ISO – 14064–3:2019 Specifications with Guidance for the Validation and Verification of Greenhouse Gas Statements.

The GHG Protocol: Corporate Standard Revised Edition was used to guide the calculation of the GHG inventory

Level of Assurance

The opinion expressed in this verification statement has been formed on the basis of a limited level of assurance and at a materiality of the professional judgement of the verifier. ISO – 14064–3:2019 Specifications with Guidance for the Validation and Verification of Greenhouse Gas Statements.

The GHG Protocol: Corporate Standard Revised Edition was used to guide the calculation of the GHG inventory.

Opinion

In Goodbody Clearstream’s opinion nothing has come to the attention of the verifier that would cause us to believe that the Scope 1, Scope 2 and Scope 3 CO₂e emissions

Table 1. Breakdown of total verified emissions by each scope

| Scope | Activity | GHG emissions (tCO ₂ e) |
|---------|---|------------------------------------|
| Scope 1 | Stationary combustion | 3,413 |
| | Mobile combustion | 12,291 |
| | Fugitive emissions | 421 |
| Scope 2 | Purchased electricity (Location-based) | 2,858 |
| | Purchased electricity (Market-based) | 1,350 |
| | Purchased steam, heat, cooling | 0 |
| Scope 3 | Cat.1: Purchased goods & services | 4,337,019 |
| | Cat.2: Capital goods | 12,706 |
| | Cat.3: Fuel-and-energy related activities | 3,972 |
| | Cat.4: Upstream T&D | 329,974 |
| | Cat.5: Waste generated in operations | 1,985 |
| | Cat.6: Business travel | 1,718 |
| | Cat.7: Employee commuting | 1,996 |
| | Cat.8: Upstream leased assets | 43,000 |
| | Cat.9: Downstream T&D | 153,396 |
| | Cat.10: Processing of sold products | 0 |
| | Cat.11: Use of sold product | 2,933,993 |
| | Cat.12: End-of-life treatment of old products | 33,496 |
| | Cat.13: Downstream leased assets | 0 |
| | Cat.14: Franchises | 0 |
| | Cat.15: Investments | 7,817 |

GHG Verification Methodology

- Interviews with key personnel at Origin Enterprises
- Review of Origin Enterprises’ methodology for data collection, aggregation, and appropriate classification of emission sources.
- Review of Origin Enterprises’ data and information systems and controls

To our knowledge this report represents faithfully the greenhouse gas emissions produced by Origin Enterprises and its associated businesses.

Signed

Patti Walshe

Patti Walshe, Lead Verifier, Goodbody Clearstream

Dated: 28th August 2025



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