
Origin
ENTERPRISES
CAPITAL
MARKETS
DAY 2026

ORIGIN ENTERPRISES

FORWARD-LOOKING STATEMENTS

This presentation contains forward-looking statements. These statements have been made by the Directors in good faith based on the information available to them up to the time of the preparation of this presentation.

Due to the inherent uncertainties, including both economic and business risk factors underlying such forward-looking information, actual results may differ materially from those expressed or implied by these forward-looking statements.

The Directors undertake no obligation to update any forward-looking statements contained in this presentation, whether as a result of new information, future events or otherwise.

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CAPITAL MARKETS DAY 2026

INTRODUCTION & WELCOME



JOHN HENNESSY
Chairman

NOVEMBER 17, 2026



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CAPITAL MARKETS DAY 2026

SHAPING THE FUTURE OF SUSTAINABLE LAND USE



SEAN COYLE
Group CEO

NOVEMBER 17, 2026



WHAT WE WILL COVER TODAY

9:35	**Shaping the Future of Sustainable Land Use**
10:00	**Agriculture Overview**
10:20	Video: A Year in Agriculture
10:30	Panel: Our Platform
10:50	Panel: Innovation & Investment
11:15	Q&A
11:30	*Break*
11:45	**Living Landscapes Overview**
12:15	Panel: The Living Landscapes Opportunity
12:40	**Financials and Capital Allocation**
13:00	CEO Closing Remarks and Q&A
13:15	Capital Markets Day Close (followed by lunch and tour)



TODAY WE'LL EXPLORE

Delivering on 2022-2026

To 2031:
Strategic Context

To 2031:
Our Ambitions



KEY TAKEAWAYS

- A proven platform of scale in sustainable land use
- A disciplined capital allocation framework
- A well invested, resilient and cash generative Agriculture segment
- A scalable growth platform in Living Landscapes
- Ambitious financial targets to 2031



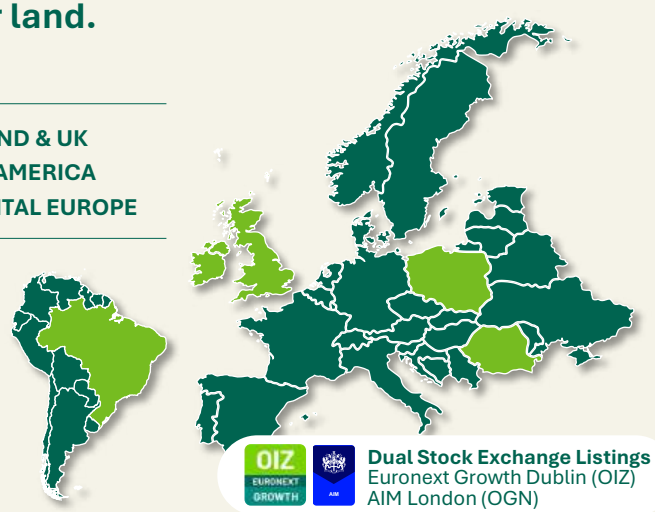
OUR BUSINESS TODAY

EVERYTHING STARTS WITH THE LAND

Origin delivers expert advice, technically-led products and services, and innovative solutions.

We operate across many types of land use, tailored to the unique needs of each customer and their land.

IRELAND & UK
LATIN AMERICA
CONTINENTAL EUROPE



Dual Stock Exchange Listings
Euronext Growth Dublin (OIZ)
AIM London (OGN)



AGRICULTURE

Sustainable Agronomy | Soil Nutrition | Animal Nutrition

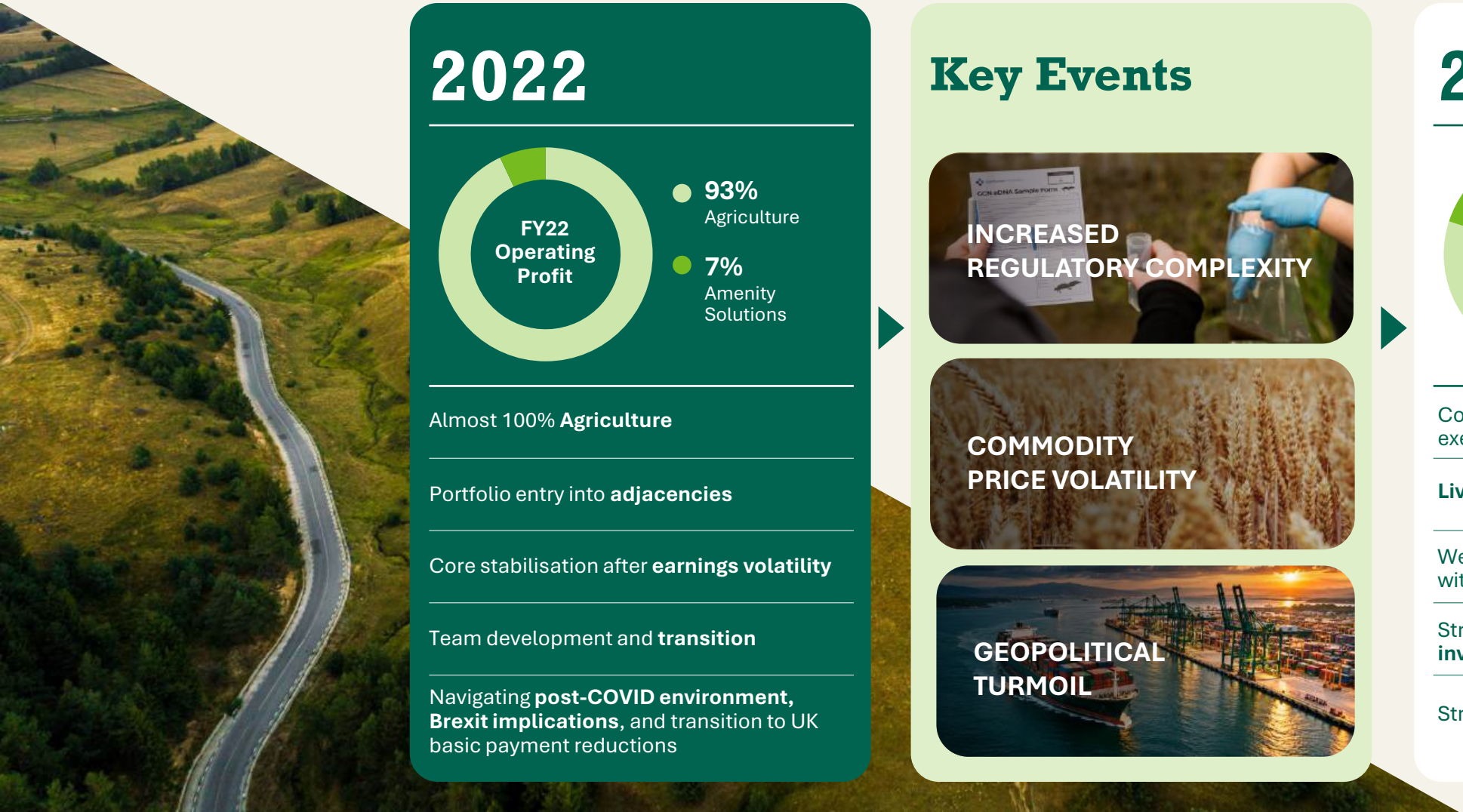
LIVING LANDSCAPES

Sports | Landscapes | Environmental

€2,118.2m	€100.7m	53.51c	5	28	3,200
FY26 Revenue	FY26 Group Operating Profit	FY26 EPS	Countries	Businesses	Employees

DELIVERING ON 2022–2026

OUR STRUCTURAL EVOLUTION



2022

- **93%** Agriculture
- **7%** Amenity Solutions

- Almost 100% **Agriculture**
- Portfolio entry into **adjacencies**
- Core stabilisation after **earnings volatility**
- Team development and **transition**
- Navigating **post-COVID environment, Brexit implications**, and transition to UK basic payment reductions

Key Events

2026



- **80%** Agriculture
- **20%** Living Landscapes

- Continued investment and operational execution in **Agriculture**
- **Living Landscapes** established
- Well diversified Group earnings stream with **improved earnings quality**
- Strong **cash generation** from a **well-invested capital base**
- Strengthened **market-leading positions**

DELIVERING ON 2022–2026

OUR STRATEGIC EVOLUTION

Significant investment in Agriculture core

New ERP systems, distribution footprint, manufacturing plants

R&D capabilities expanded and leveraged across business units

Major extension of sector, customer, and geographic reach in Living Landscapes

Investment in our people and strengthening our teams to build capability for growth

Digital investment prioritised

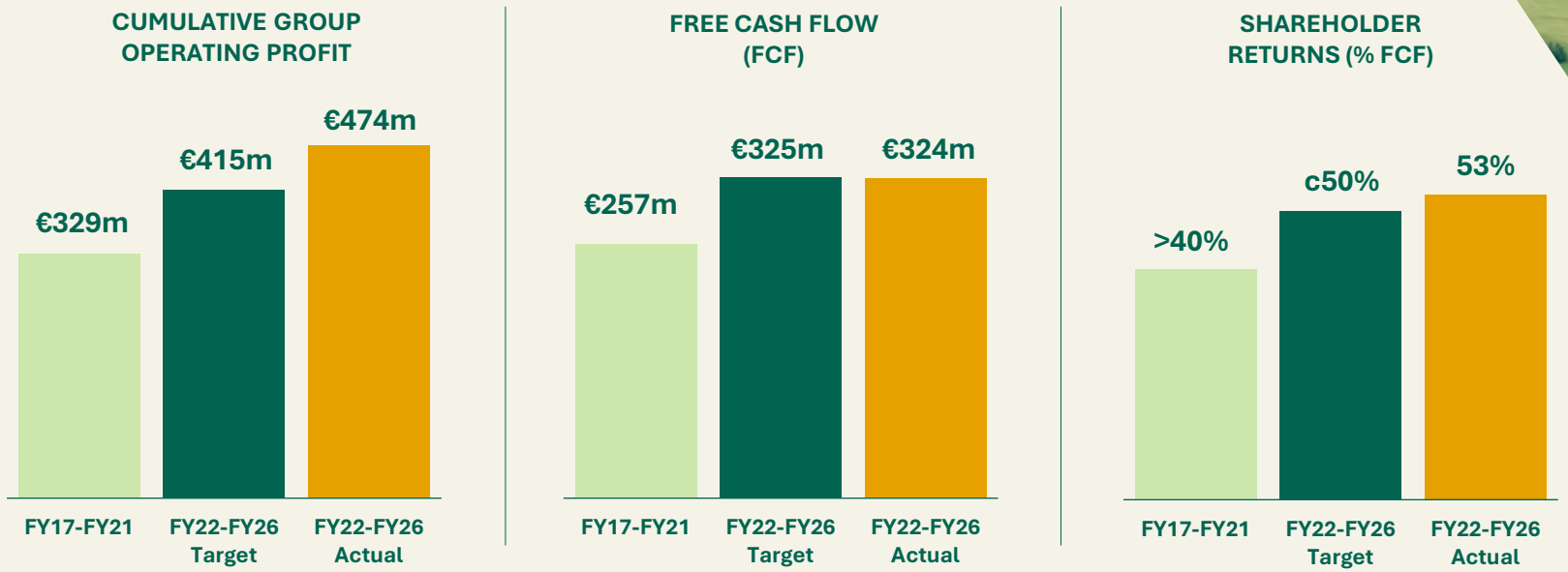
Contour platform enhanced, including farm management information systems (FMIS) integration, ERP rollout across Living Landscapes, including Kantata solution

Market leadership strengthened in multiple sectors and regions



DELIVERING ON 2022–2026

EXCEEDING OUR FINANCIAL AMBITIONS





+44%
Increase in cumulative Group operating profit (+26% target)

+26%
Growth of Free Cash Flow (notwithstanding working capital investment)

106%
Average cash conversion, exceeding our ambition of >80%

13%
Average ROCE

36%
Organic Operating Profit Growth

MARKET OVERVIEW

STRATEGIC CONTEXT

Managing land has become increasingly complex over the past five years.

Unprecedented changes have altered the market permanently.





Geopolitics

Supply chains
Energy
Raw materials



Economics

Inflation
Interest rates
Margins



Climate

Weather
Water
Resilience



Technology

Digital
Precision
Biologicals



Society

Food security
Biodiversity
Infrastructure



Policy

Regulation
Subsidies
Planning

THE ORIGIN ADVANTAGE

DEVELOPING INTEGRATED SOLUTIONS



- Deepening customer relationships
- Increasing share of wallet
- Building margin resilience
- Accessing adjacencies

THE ORIGIN ADVANTAGE

STRATEGY TO 2031



Trusted, customer-centric expertise



Evolving products and services



Broader market reach

INVESTING IN OUR PEOPLE | **PRODUCT INNOVATION AND MIX** | **IMPROVED USE OF TECHNOLOGY** | **WORKING CAPITAL DISCIPLINE** | **NURTURING GROWTH** SUSTAINABILITY FRAMEWORK

DELIVERING SHAREHOLDER VALUE



STRATEGIC PRIORITIES

AGRICULTURE

Trusted, customer-centric expertise

- Sustain and grow market share through increasing share of wallet
- Ensure businesses are placed to attract key talent
- Strengthen our distribution footprint
- Manage sustainable customer growth in CE and Brazil

Evolving products and services

- Target high-margin categories (e.g., biosolutions, specialty nutrition, digital tools)
- Digital integration with third party FMIS
- Leverage investments in the Foliq plant (Poland) and micro pack facility (Romania)
- Advance AI-assisted agronomy solutions

Broader market reach

- Actively participate in next wave of consolidation across sector
- Selective M&A and combinations/mergers
- Continue assessing opportunities to expand our reach
- Expand capabilities based on technical expertise and existing market positions

STRATEGIC PRIORITIES

LIVING LANDSCAPES



Trusted, customer-centric expertise

- Increase share of customer wallet and extend ecommerce capabilities
- Apply increased technical expertise to customer outcomes
- Optimise customer trade across portfolio
- Unlock efficiencies and enable scalability via operational excellence

Evolving products and services

- Grow and acquire in adjacent technical areas, creating additional cross-selling opportunities
- Explore manufacturing opportunity in selected product areas
- Synergy opportunities in cross-sell and harmonisation of suppliers (across wider portfolio)
- Targeted investment in back-office support, digital/technology, and talent

Broader market reach

- Continue to build share in UK and Ireland over short to medium term
- Potential to expand into Western Europe through scale acquisitions and bolt-ons
- Capture more of the profit pool across our value chains
- Expand our export capabilities

THE ORIGIN ADVANTAGE

CAPITAL ALLOCATION

Free Cash Flow

Balance Sheet Discipline

Strategic capex

M&A

Shareholder returns





THE ORIGIN ADVANTAGE

OUR AMBITIONS TO 2031

Trusted, customer-centric expertise

Evolving products and services

Broader market reach

INVESTING IN OUR PEOPLE

WORKING CAPITAL DISCIPLINE

PRODUCT INNOVATION AND MIX

IMPROVED USE OF TECHNOLOGY

NURTURING GROWTH
SUSTAINABILITY FRAMEWORK

DELIVERING SHAREHOLDER VALUE

Enhanced earnings quality/resilience

Expanding group margin & cash flow

Higher sustainable ROCE

Strong shareholder returns

€600m	€370m	35%+	12-15%
CUMULATIVE OPERATING PROFIT FY27-FY31	CUMULATIVE FREE CASH FLOW FY27-FY31	LIVING LANDSCAPES SHARE OF GROUP OPERATING PROFIT BY FY31	AVERAGE GROUP ROCE FY27-FY31

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AGRICULTURE



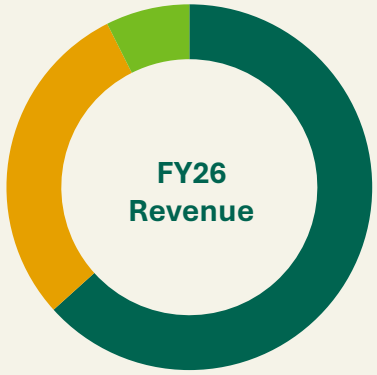
RONAN HUGHES
Managing Director Ireland & UK
Agriculture

NOVEMBER 17, 2026



ORIGIN AGRICULTURE

OUR BUSINESS TODAY



- **63%** Ireland and UK
- **29%** Continental Europe
- **8%** Latin America



- **58%** Ireland and UK
- **22%** Continental Europe
- **20%** Latin America



Sustainable Agronomy

Market-leading agronomy and distribution platform across the UK, Poland and Romania, combining research, digital tools and advice to improve farm performance



Soil Nutrition

Market leader in Ireland and the UK, with a fast-growing Brazilian platform in advanced soil nutrition and biological solutions



Animal Nutrition

The largest importer of feed grains into Ireland and Northern Ireland's leading feed manufacturer, integrated from port to farm

€1,919.2m	€71.8m	5	12	>2,500	55,000
FY26 Revenue	FY26 Operating Profit	Countries	Businesses	Employees	Field Trial Plots

Leading positions | **Differentiated capabilities** | **Multiple routes to growth**

MARKET LANDSCAPE

OUR KEY MARKETS

Leading positions and integrated capabilities

c.27%
Fertiliser market share (Ireland and UK)

50%
Animal nutrition market share (Island of Ireland)

1 in 3
UK arable hectares receive agronomy input from Agrii

Established scale and growing positions

#2
Agronomy inputs supplier (Romania)

Expanding
Product portfolio and technical offering across Central Europe

#3
Agronomy inputs supplier (Poland)

High growth environment

Top 5
Speciality agricultural inputs supplier (Brazil)

c.5% Market share

Ireland

Top 10
Global dairy exporter

> 90%
of agricultural land is grassland

UK

2.0x
Global average wheat yield per hectare

60%
Food self-sufficiency ratio

Romania

EU #1
Grain exporter and sunflower producer

28%
Below EU fertiliser consumption per arable ha

Poland

2.4x
Increase in agri-food export value over past decade

35%
Below EU average plant protection intensity

Brazil

World #1
Soybean exporter (c.60% global share)

4x
Global average biological inputs market growth

Source: Origin Enterprises management estimates (market positions and shares); CSO Ireland, Crops and Livestock Survey 2025 (grassland); ITC Trade Map / Government of Ireland (dairy exports); Defra, Agriculture in the UK 2025 (food self-sufficiency); FAOSTAT (wheat yields); Eurostat / European Commission (Romanian agricultural production and fertiliser use); Poland National Support Centre for Agriculture (agri-food exports); Eurostat (plant protection intensity); USDA (soybean exports); CropLife Brazil / Embrapa (biological inputs market growth).

AGRI-FOOD COMPLEXITY

WE OPERATE IN AN INCREASINGLY DYNAMIC AGRI-FOOD SYSTEM



Geopolitics

Supply chains
Energy
Raw materials



Economics

Inflation
Interest rates
Margins



Climate

Weather
Water
Resilience



Technology

Digital
Precision
Biologicals



Society

Food security
Biodiversity
Infrastructure



Policy

Regulation
Subsidies
Planning

Rising demand for food/calories

Regulatory constraints

Shift to new technologies

Diverging input markets

Focus on costs, yield enhancement, ROI

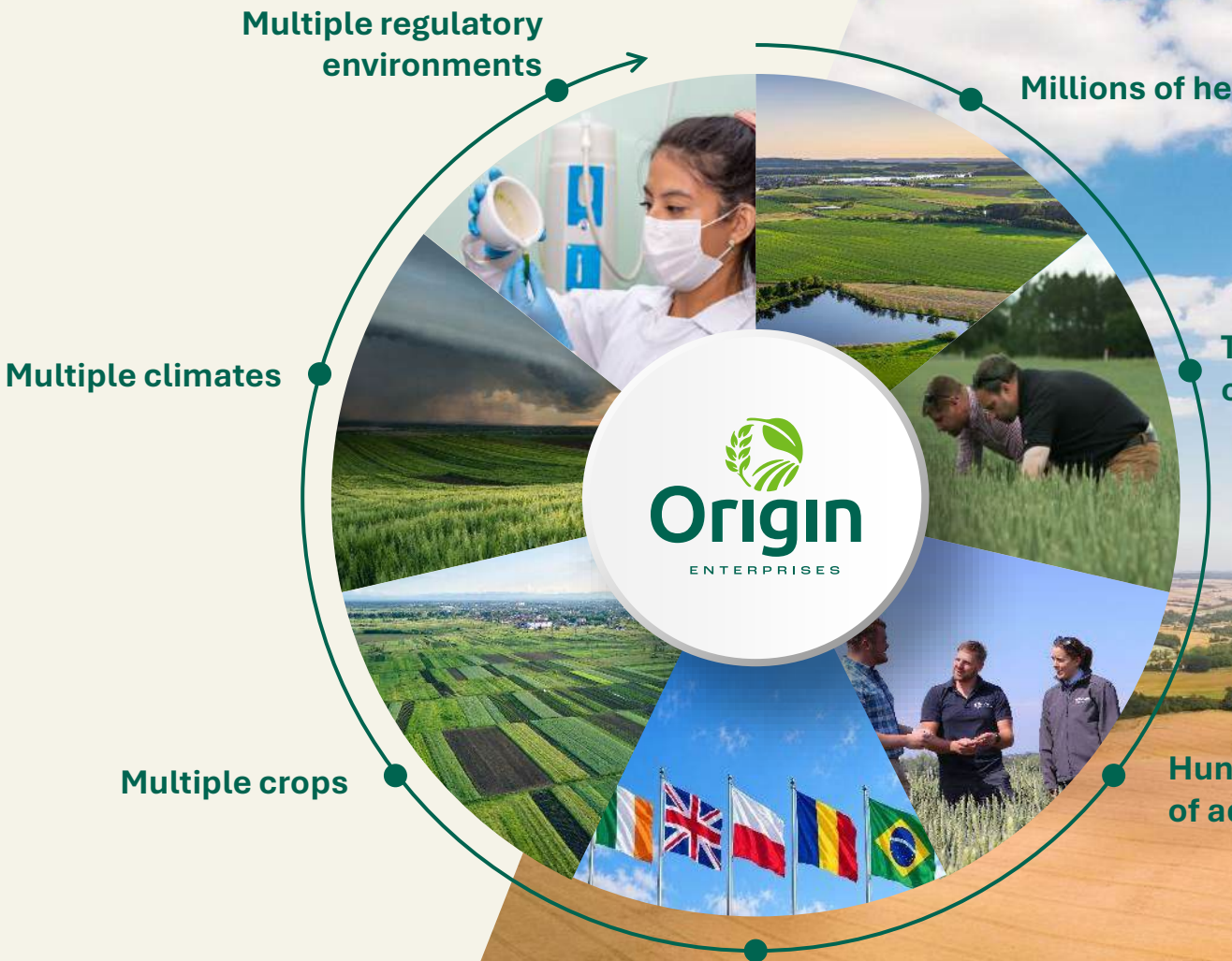
Winning solutions support farmer economics, drive innovation, and improve climate resilience

OUR POSITIONING

WE ARE IDEALLY POSITIONED TO NAVIGATE THIS LANDSCAPE

Our Agriculture business has grown one of the deepest agronomic datasets throughout our key markets.

Our platform of supply chain businesses ensures access to integrated, farmer-centric solutions that combine agronomy, technology, and sustainability



PLATFORM EXCELLENCE

SUSTAINABLE AGRONOMY

A trusted partner improving farm income and optimising ROI



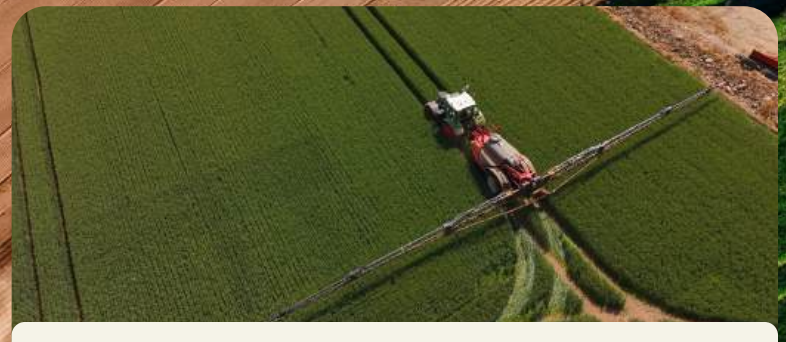
Enhanced Output

- Yield protection and optimisation
- Crop quality / specification
- Variety and market selection
- Premium / offtake opportunities



More Efficient Inputs

- Seed and variety choice
- Targeted bespoke nutrition
- Crop-protection programmes
- Rate, timing, and application expertise



Lower Cost to Execute

- Fewer unnecessary passes
- Labour and machinery efficiency
- Application planning
- Supply chain security and timeliness

The value of agronomy is the cumulative effect of well-connected decisions - not a single intervention

MAXIMISING ARABLE PERFORMANCE – UK CASE STUDY

WHERE WE ADD VALUE

Agrii Digital Technology Farm
2025 Harvest

+26% **HIGHER GROSS MARGIN**

£667/ha versus £530/ha under standard farm practice

+0.82t/ha
HIGHER WHEAT YIELD

15%
LOWER NITROGEN SPEND

60%
NITROGEN USE EFFICIENCY (NUE)

Digital tools + agronomic expertise + field validation
A practical demonstration of how integrated technology and agronomy can improve farm economics



Source: Agrii Digital Technology Farm, Revesby Estate, 2025 harvest
Results relate to a specific field trial and are not indicative of guaranteed outcomes.

PLATFORM EXCELLENCE

SOIL NUTRITION

Leading fertiliser manufacturing and distribution business across UK and Ireland, serving grassland and arable farming

#1 market position
in both markets

On farm support
technical/agronomy support, nutrient planning, and stewardship

Extensive blending and distribution network
with unrivalled supply chain capability

Turning nutrient-use efficiency
into yield, productivity, and environmental value

Prescription nutrition
18K+ bespoke formulations, micronutrients, and enhanced-efficiency products

Well-invested, strategically located
manufacturing sites with strong port access



2m
TONNES FERTILISER SOLD EACH YEAR

c27%
MARKET SHARE (UK/IRELAND)

18k+
UNIQUE FINISHED PRODUCTS

300+
RAW MATERIAL VESSELS RECEIVED (P.A.)

Integrated model improving nutrient efficiency, crop performance, and farm resilience

PLATFORM EXCELLENCE

ANIMAL NUTRITION

Wholly owned and JV businesses operating across the animal feed supply chain (island of Ireland)



Barnett-Hall

BARNETT-HALL

Ireland's leading importer and supplier of animal feed ingredients

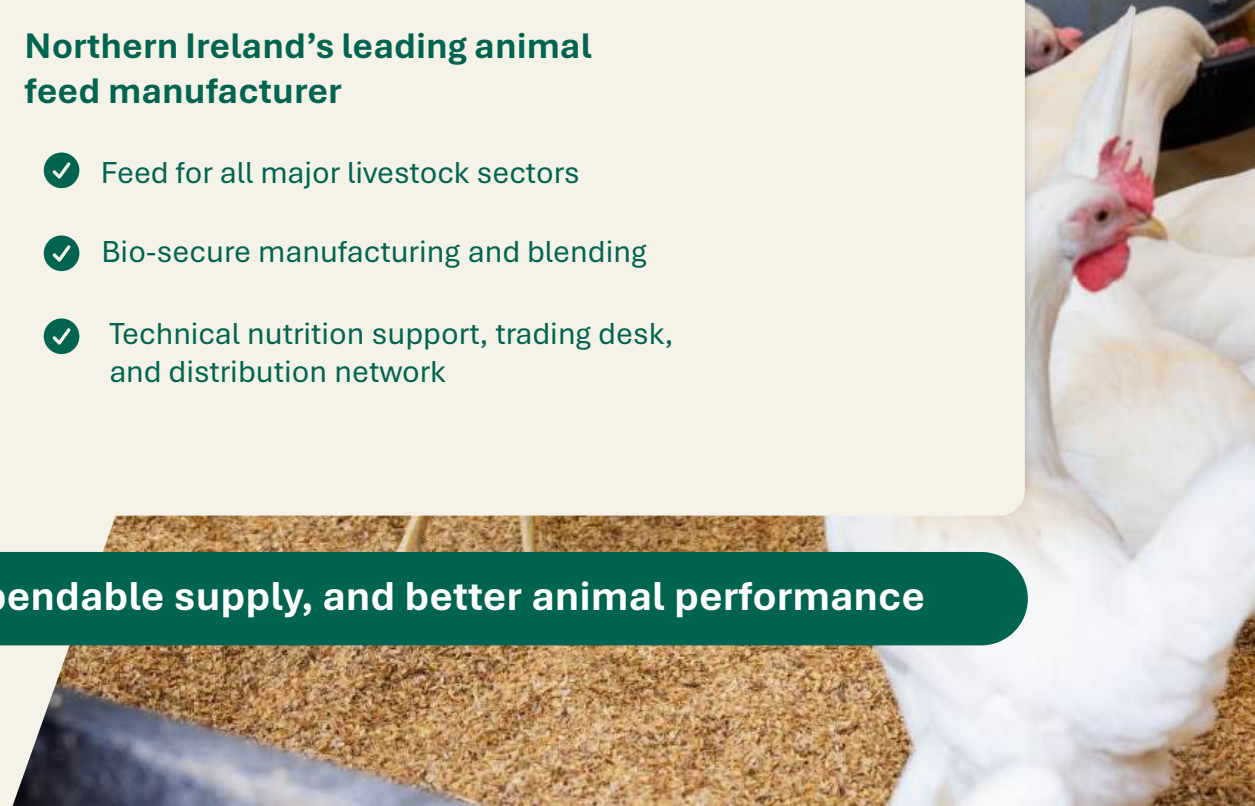
- 600+ vessels handled annually
- Deep-water port, best in class automated storage network
- Quality testing, logistics, and technical support
- Market-leading trading capabilities

Thompsons Feeding Innovation

THOMPSONS FEEDING INNOVATION

Northern Ireland's leading animal feed manufacturer

- Feed for all major livestock sectors
- Bio-secure manufacturing and blending
- Technical nutrition support, trading desk, and distribution network



End-to-end role supporting quality ingredients, dependable supply, and better animal performance

DELIVERING HIGHER-VALUE SOLUTIONS AND ENHANCING RETURNS

INNOVATION AND INVESTMENT



R&D

- Throws Farm Technology Centre
- iFarm network
- Digital Farmers Programme
- Nutri-Match bespoke fertilisers

› A point of difference in our markets, increasing customer engagement
› Fast-tracks product development and enables tailored local solutions at farm level
› Ability to assess real-world performance of new products in industry leading portfolio

Technology and Digital

- Smart Connected Farm
- FMIS Partnerships established
- GrassMax dairy benchmarking

› Embedding trials, digital tools, and diagnostics into local solutions
› Improves input efficiency, reduces environmental impacts, builds system resilience
› Expand testing capabilities at Agrii's Digital Technology Farm

Biosolutions

140+ Products trialed across regions in FY26

2.5x Increase in biosolutions trialed since FY22

› Innovation augments range of integrated crop-management solutions
› Formation of F1rstAg Biotech to develop in-house BioSolutions for the Brazilian market
› Agrii Poland launched three CE-marked biostimulants in FY26, all developed in-house

Innovation that delivers measurable and meaningful outcomes on-farm

HOW WE WIN

FROM PLATFORM ADVANTAGE TO VALUE CREATION



	Ireland and UK	Continental Europe	Latin America
Customer Engagement	Grow share of wallet through integrated agronomy and specialist solutions	Extend technical advisory capabilities and deepen customer relationships	Expand customer base via existing commercial networks
Product Mix	Grow higher-margin speciality categories, including biologicals and advanced nutrition	Broaden proprietary and speciality product portfolios	Expand controlled-release fertilisers, adjuvants, biostimulants, and foliar nutrition
Operational Efficiency	Continued focus on optimising cost to serve	Leverage investments including formulation and packaging capabilities	Leverage technical and commercial teams to develop/scale new products
Capital Efficiency	Maintain returns from well invested asset base and optimise working capital investment	Strengthen working capital and credit management	Focus on working capital management and capital expenditure

Our ambition is to drive customer growth, share of wallet, and improved mix across an established customer base

TO 2031

A CLEAR SET OF MILESTONES AHEAD

Leveraging our leading market positions

Organic

- Deepening customer engagement and expanding share of wallet
- Growing market share
- Scaling innovation to expand range of higher margin products and services
- Leveraging digital capabilities

Inorganic

- Opportunistic bolt-ons e.g. Clarendon
- Continued exploration of consolidation opportunities

Delivering to 2031

Organic Operating Profit Growth Assumptions

1%-2%	3%-6%	5%-10%
IRELAND/UK	CE	LATAM

Underpinned by disciplined working capital management

Strengthening Group profile

PROFITABLE REVENUE GROWTH | INCREASED RETURNS | BALANCED EARNINGS MIX | STRONG CASH GENERATION

Delivering growth, cashflow, and returns

CONCLUSION

COMPETITIVE ADVANTAGE IN AN EVOLVING SECTOR



Our core focus is unchanged

- Customer relationships
- Independent, local insights
- Farm ROI focus



Our offerings are unrivalled

With leading technical advice, local knowledge, and integrated agronomy solutions across all our regions



We innovate and invest

To develop a higher-value portfolio that delivers market leadership and technical differentiation

Our platform is ideally positioned to increase market share and generate sustainable returns

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VIDEO AND PANEL



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VIDEO

A YEAR IN AGRICULTURE

PANEL 1

OUR PLATFORM



LEONARDO PEREIRA



CHRIS TYE



MONALISA UNGUREANU

PANEL 2

INNOVATION & INVESTMENT



KIERAN HOLDEN



RUTH MANN



EMMA RALPH



DEREK WILSON

Q&A

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BREAK

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LIVING LANDSCAPES



TJ KELLY
Divisional Managing Director
Living Landscapes

NOVEMBER 17, 2026



TODAY WE'LL EXPLORE

- Overview
- Our progress to date
- Building growth platforms
- Value creation
- To 2031



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OVERVIEW



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OVERVIEW

STRUCTURAL CHANGES CREATING GROWTH OPPORTUNITY



A more strategic approach to land use

A critical asset underpinning environmental, economic, and social resilience

Increased recognition that land use is multifunctional: food production, climate, energy, urban development

Enhanced focus on biodiversity, and protection of natural capital



Increasing demand for end-to-end solutions

National incentives and legislation

Necessity for climate resilience

Desire for organic, eco-friendly alternatives



Expectations (consumer, societal, legislative)

Increasingly complex demands from infrastructure and urban development

Higher performance standards for public/sports areas; greater focus on domestic lawns/garden spaces

Legislative requirements
(e.g. BNG potentially extending to Scotland and Ireland)

OVERVIEW

IDEALLY POSITIONED FOR THIS MARKET INFLECTION

- Origin Group has a long-established, critical role at the **forefront of land stewardship**
- Proven technical capabilities deliver **high performance land-use systems**
- Trusted customer and supplier **relationships**
- Deep understanding of regulatory, economic, and environmental **factors impacting land use**
- Skillset in place to build an integrated model connecting **science, advisory, product innovation, and logistics**



VIDEO

THE LANDSCAPES AROUND US

OVERVIEW

A SECTOR-BASED MODEL WITH MULTIPLE GROWTH AREAS

SPORTS

Delivering high-performance, low-impact turf solutions for elite venues, residential and community spaces



- Seeds, irrigation systems, nutrition, and protection solutions
- Line-marking paint and equipment
- Services tailored for parklands and recreation spaces

~60%
FY26 LL REVENUE
4-6% MARGIN

LANDSCAPES

Supplying the products and expertise to create biodiverse, vibrant and resilient landscapes



- Professional grade landscaping materials and garden supplies
- Ground materials, reinforcement systems, and related solutions
- Sustainable drainage solutions
- Plants, trees, shrubs

~25%
FY26 LL REVENUE
8-10% MARGIN

ENVIRONMENTAL

Shaping land use outcomes through a broad range of environmental expertise and practical delivery



- Planning consultancy
- Specialist applied services including landscape architecture, arboriculture, forestry, habitat management
- Ecological assessments

~15%
FY26 LL REVENUE
10%+ MARGIN

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OUR PROGRESS TO DATE



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OUR PROGRESS

SIGNIFICANT GROWTH SO FAR

€199m
REVENUE FY26
3x INCREASE FY22-FY26

12
ACQUISITIONS FY22-FY26

€17.7m
OPERATING PROFIT FY26
~3.5x INCREASE FY22-FY26

20%
SHARE OF GROUP OPERATING PROFIT FY26 (UP FROM 7% IN FY22)

8.9%
OPERATING MARGIN FY26

+50bps
INCREASE IN OPERATING MARGIN FY22-FY26



OUR PROGRESS TO DATE

CASE STUDIES





ORIGIN AMENITY SOLUTIONS

- Initially a collection of individual business units
- Transition from BU-led to commercially led platform
- Strong LFL growth and sector leadership
- Operating profit growth of >80% since FY22



ge

- Leading environmental consultancy in SW England (acquired 2024)
- Specific investment to drive LFL growth
- Benefits from Group functional support
- Operating profit up c50% since acquisition

VIDEO

WINNING IN CHALLENGING ENVIRONMENTS

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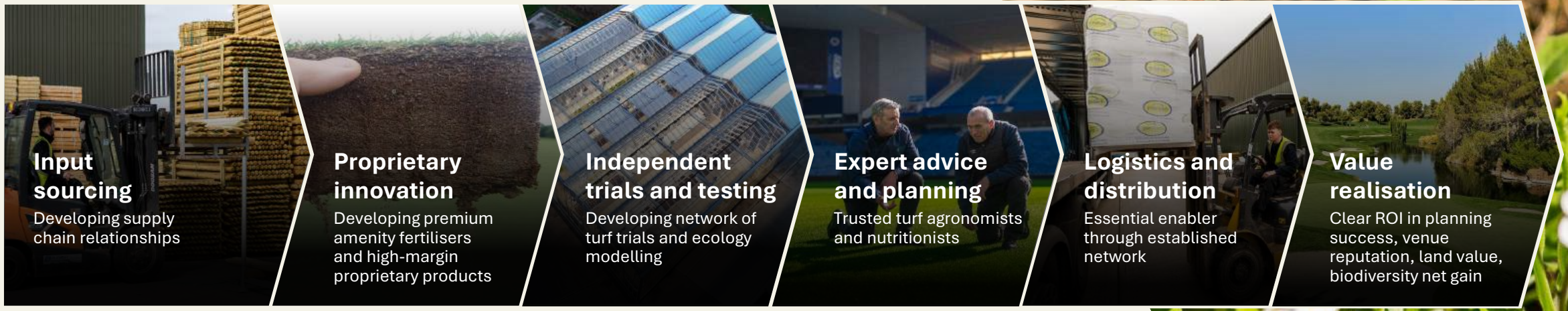
BUILDING GROWTH PLATFORMS



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BUILDING GROWTH PLATFORMS

AN EFFECTIVE BUSINESS AND ECONOMIC MODEL



Input sourcing
Developing supply chain relationships

Proprietary innovation
Developing premium amenity fertilisers and high-margin proprietary products

Independent trials and testing
Developing network of turf trials and ecology modelling

Expert advice and planning
Trusted turf agronomists and nutritionists

Logistics and distribution
Essential enabler through established network

Value realisation
Clear ROI in planning success, venue reputation, land value, biodiversity net gain

DIGITAL & DATA INTELLIGENCE | AI TOOLS INTEGRATED ACROSS PLATFORMS | GIS: GEOGRAPHIC INFORMATION SYSTEMS | DATA-LED DECISIONS

COMMERCIAL PLATFORM | RESOURCE EFFICIENCIES | SCALE BENEFITS | KNOWLEDGE SHARING

TARGETED M&A | NEW PRODUCTS, CHANNELS, REGIONS | ROCE DISCIPLINE

BUILDING GROWTH PLATFORMS

REINFORCED BY CUSTOMER-CENTRIC COMMERCIAL PLATFORMS



Sports

- OAS transition to commercially led strategy (no longer led by business unit)
- Increased customer share of wallet (through improved attachment rates)
- Solution and system selling via manufacturing, distribution and D2C capabilities



Landscapes

- Building on similar approach to OAS template
- Aligns sales and marketing around key customer segments
- Enables marketing of broader portfolio (to existing and new customers)



Environmental

- Commercial focus on local offerings, niche services, and cross-selling intra-businesses
- Sector-management team focusing on knowledge transfer, top-tier customer accounts
- ‘Gateway’ services to grow consulting offerings (long-term, product-led opportunities)

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VALUE CREATION

CAPITAL MARKETS DAY 2026



VALUE CREATION

KEY DRIVERS SUPPORTING ORGANIC GROWTH



Commercial excellence

Optimise customer trade across portfolio

Influence and guide customer at senior level in their decision-making process

Increase customer share of wallet

Operational excellence

Unlocking efficiency, cost, and resilience benefits

Enabling built-in scalability

Potential benefits across core themes (e.g. location, footprint optimisation, buying synergies)

Export opportunities

Focus on markets not serviced via core Agriculture distribution

Initial targets: Germany, France, Benelux, Poland, Scandinavia

Potential to double export revenue by 2031

People and infrastructure

Strengthened leadership capability

Systems integration: Kantata, Dynamics 365

Leadership and technical training

Ecommerce

Targeting one platform to support brands' digital storefronts

Investing in standardised operating systems and future-proof selling platforms

Launching new digital product offerings

VALUE CREATION

STRENGTHENING OUR PLATFORM VIA M&A

Core Approach

- Capture more of the profit pool across our value chains
- Target strong, specialist businesses with competitive moats
- Retain primacy of acquired brand for customers
- Seek above-average financial performance/potential
- Augment growth using Group capabilities
- Optimise ROCE

Objectives

- Become partner of choice for customers, strengthening existing category and sector reach
- Serve as top solutions provider to customers
- Target adjacent product categories
- Extend platform into Continental Europe

Strong reputation developed as an acquiror of choice in our sectors

VALUE CREATION

EXPANDING OUR TARGETED ADDRESSABLE MARKET



Growth opportunity

Markets projected to grow at mid-single digit CAGR

Current addressable market

Markets serviced by Living Landscapes today (UK and Ireland)

€2.9bn

Products: €1.6bn
Services: €1.3bn

New markets

Extending into adjacent products and channels in UK and Ireland, and initial targets markets in Europe (UK , Ireland, selected Europe)

€8.5bn

Products: €4.8bn
Services: €3.7bn

Long-term potential

Additional European markets in Sports, Landscapes, and Environmental (Europe)

>€8.5bn

STRUCTURAL GROWTH DRIVERS | **HIGHLY FRAGMENTED** | **LIMITED-SCALE OPERATORS** | **FOCUS ON SPECIALIST, LOCAL EXPERTISE**

Source: CIL, Environmental Analyst, Eden McCallum, Origin estimates, GBP/EUR 1.20

VALUE CREATION

A RICH PIPELINE OF OPPORTUNITIES

We use our market expertise, execution excellence, and returns discipline to identify M&A targets

Active M&A pipeline across UK and Europe generating aggregate revenues exceeding €1 billion



>€1bn REVENUE OF ACTIVE CONNECTIONS / PIPELINE

12 ACQUISITIONS COMPLETED IN LAST FIVE YEARS

13% AVERAGE GROUP ROCE FY22-FY26

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TO 2031

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TO 2031

A CLEAR SET OF MILESTONES AHEAD

Accelerating profitable growth

Organic

- Deliver on organic growth ambitions
- Implement operational excellence initiatives
- Establish unified ecommerce platform
- Ongoing revenue and cost/synergies extraction across portfolio
- Embed commercial excellence model in Landscapes and continue optimising overall segment

Inorganic

- Two acquisitions already in FY27
- Three opportunities currently in diligence

Delivering to 2031

Organic Operating Profit Growth Assumptions

2%-3%	3%-6%	5%-10%
SPORTS	LANDSCAPES	ENVIRONMENTAL

Organic Growth supplemented by M&A to deliver...

35%+ OF GROUP OPERATING PROFIT BY 2031

Strengthening Group profile

PROFITABLE REVENUE GROWTH | HIGHER MARGINS | INCREASED RETURNS | BALANCED EARNINGS MIX | EXTENDED GROWTH RUNWAY

Accelerating growth, cashflow, and returns

CONCLUSION

FROM EMERGING DIVISION TO GROUP GROWTH ENGINE



Accelerated growth

Increased contribution to future Group revenue

Earnings quality

Attractive, recurring, high-margin economics (driving cashflow and returns)

Long-term potential

Underpinned by structural demand drivers

Scalability

Rich pipeline of new products, customers, geographies, adjacencies



DELIVERING SHAREHOLDER VALUE

VIDEO

A CONNECTED PLATFORM

PANEL 3

THE LIVING LANDSCAPES OPPORTUNITY



MARK ANDREWS



JON GARNER



RICHARD WALTON



CLIVE WHINNETT

Origin ENTERPRISES

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FINANCIALS & CAPITAL ALLOCATION



COLM PURCELL
Group CFO

NOVEMBER 17, 2026

TODAY WE'LL EXPLORE

Overview of Origin

Evolution since 2022

Ambition to 2031



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OVERVIEW



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ORIGIN AT A GLANCE – FY26 REPORTED

SCALE BUSINESS WITH STRONG CASH GENERATION

€2.1bn
GROUP REVENUE

€100.7m
GROUP OPERATING PROFIT
WHOLLY OWNED: €89.5m
ASSOC & JV: €11.2m

53.51c
ADJUSTED EPS

4.2%
OPERATING MARGIN
AGRICULTURE: 3.7%
LIVING LANDSCAPES: 8.9%

€43.3m
FREE CASH FLOW
FCF CONVERSION: 87.7%



Portfolio

Market leading positions

Well diversified

More resilient business

Strategic progress

Increased scale of Living Landscapes

Broader earnings base

Improving profit/margin mix

Strong financial position

Robust balance sheet

Strong cash generation

Well invested businesses

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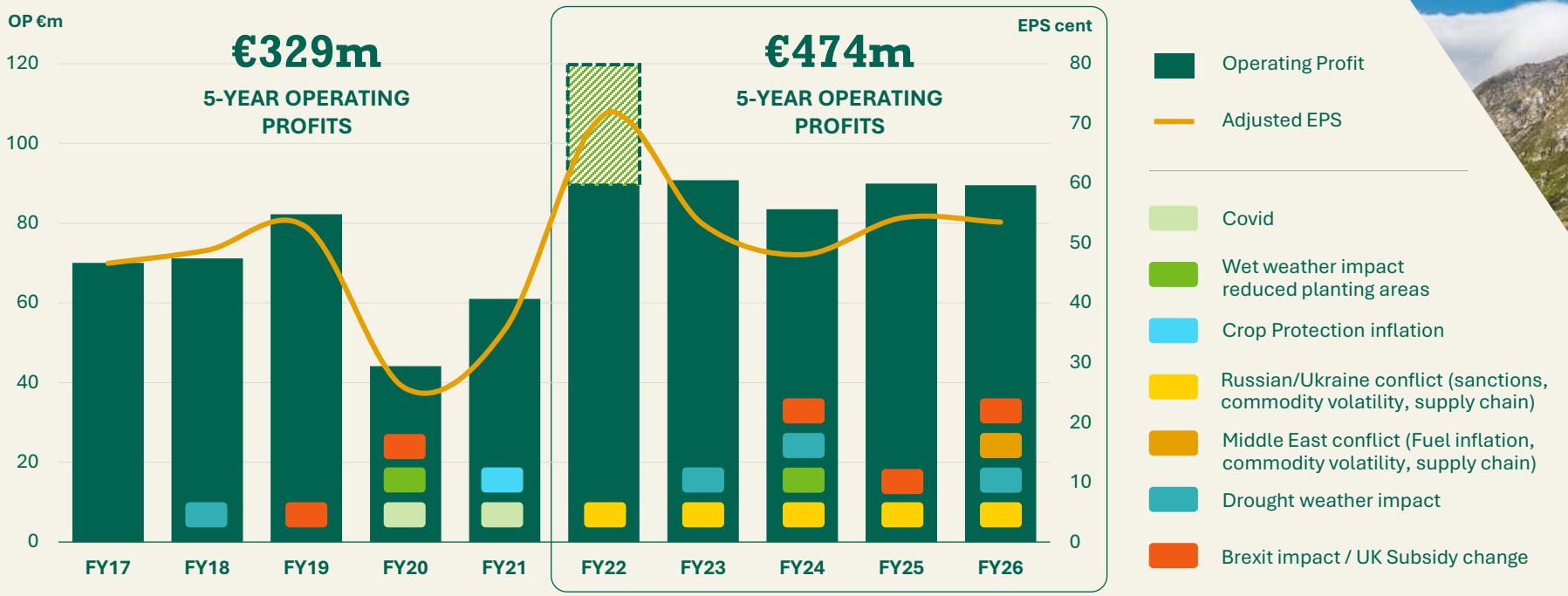
EVOLUTION SINCE 2022



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EVOLUTION OF BUSINESS

CONTINUED RESILIENCE AMID GLOBAL CHALLENGES



- Operating Profit
- Adjusted EPS
- Covid
- Wet weather impact reduced planting areas
- Crop Protection inflation
- Russian/Ukraine conflict (sanctions, commodity volatility, supply chain)
- Middle East conflict (Fuel inflation, commodity volatility, supply chain)
- Drought weather impact
- Brexit impact / UK Subsidy change

Less volatile earnings despite ongoing global challenges

Strong operating and supply chain execution

Disciplined management of working capital

Teams effectively navigating commodity spikes and declines

FY22: includes exceptional commodity-related gains of approximately €30m

EVOLUTION OF BUSINESS

STRONG PERFORMANCE OVER PAST 5 YEARS

Strategy execution

(vs. 2022 Capital Market Day ambitions)

- ✓ OPERATING PROFIT TARGET EXCEEDED
- ✓ FCF IN LINE WITH AMBITION
- ✓ STRONG FREE CASH FLOW CONVERSION (>80%)
- ✓ SHARE BUYBACK DELIVERED (€80m)
- ✓ STRONG DIVIDEND PAYOUT (35%+ RATIO)
- ✓ AVERAGE ROCE > 12%
- ✓ CREATION OF LIVING LANDSCAPES
- ✓ IMPROVED OPERATING PROFIT MIX

Cumulative Operating Profit



CUMULATIVE OPERATING PROFIT
at 114% of ambition
+44% vs. last 5 years

Cumulative Free Cash Flow Generation



CUMULATIVE FREE CASH GENERATION
in line with ambition
+26% vs. last 5 years

CAPITAL ALLOCATION 2022 – 2026

CASH DEPLOYMENT OVERVIEW

Strong free cash generation has supported investment in the business while delivering meaningful shareholder returns

RETURNED TO SHAREHOLDERS

€172m

- Dividends
- Buybacks

RETURNING VALUE

STRATEGIC CAPITAL INVESTMENT

€124m

- Capacity
- Capability
- R&D
- ERP

INVESTING IN THE PLATFORM

M&A

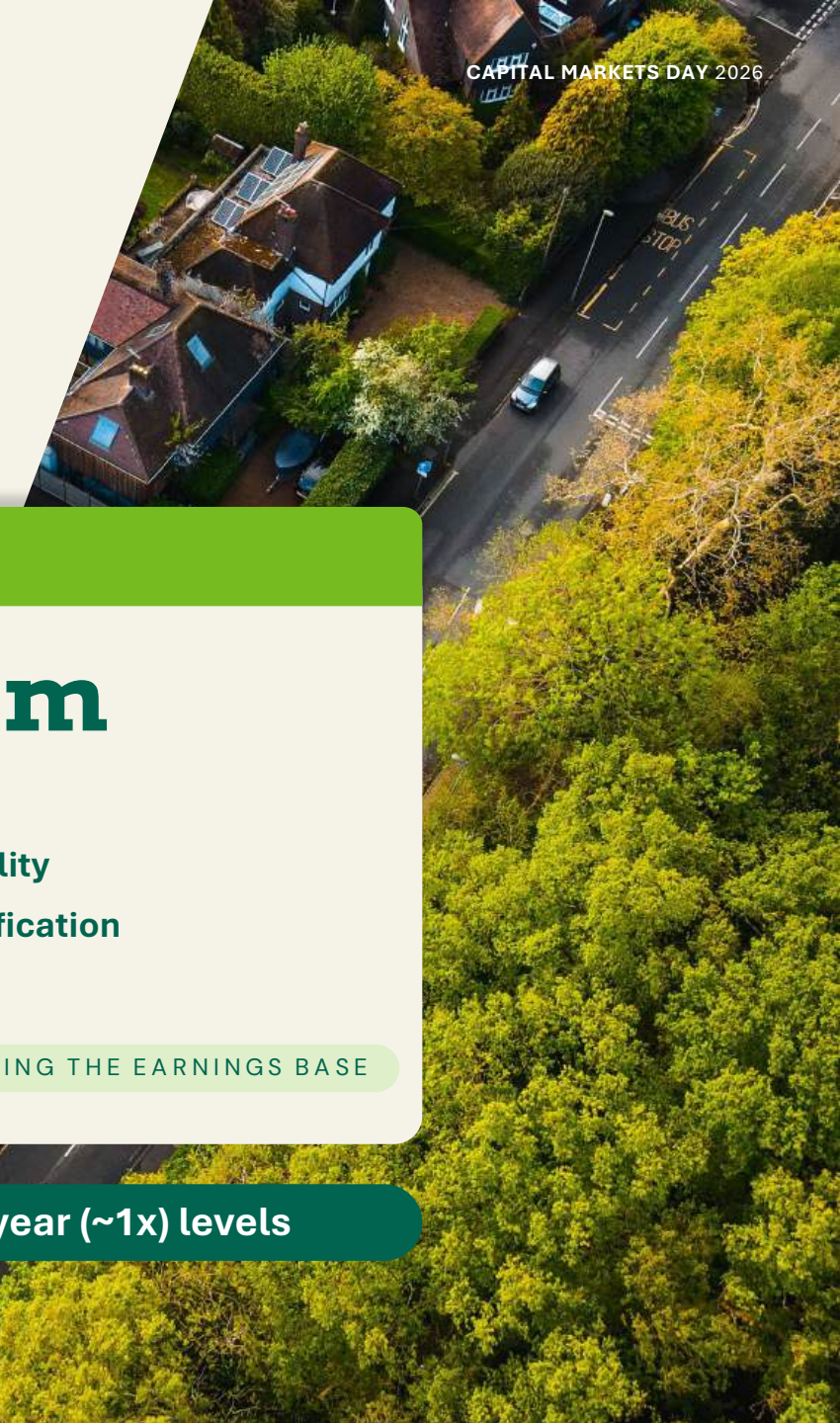
€99m

- Scale
- Capability
- Diversification

BROADENING THE EARNINGS BASE

Net Debt to EBITDA leverage delivered within target at half (~2.5x) and full year (~1x) levels

Group Leverage Covenant: 3.5x Net Debt to EBITDA



TWO SEGMENTS

DISTINCT, WELL-BALANCED PORTFOLIOS

Resilient, high cash generating Agricultural core



€71.8m

OPERATING PROFIT

(80% OF OPERATING PROFIT)

REVENUE: €1.9bn

3%-4% MARGIN

LEADING MARKET POSITIONS

STRONG CASH RETURN

HIGH WORKING CAPITAL

BROAD GEOGRAPHICAL SPREAD - EUROPE AND LATAM

Living Landscapes, now our second core business



€17.7m

OPERATING PROFIT

(20% OF OPERATING PROFIT)

REVENUE: €199m

7%-10% MARGIN

GROWING MARKETS

LOW CAPITAL EXPENDITURE

LOW WORKING CAPITAL

IRELAND/UK WITH MODEST EXPORT SALES

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AMBITION TO 2031

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AMBITION TO 2031 – FINANCIAL PRINCIPLES

ENHANCING SHAREHOLDER VALUE



Growth discipline

Delivery on our organic growth targets across Living Landscapes and Agriculture



Operational excellence

Continued focus on cost and margin management



Capital efficiency

Strong FCF conversion supported by disciplined working capital management to support investment and returns



Strong balance sheet

Appropriate debt capacity to support growth while maintaining leverage

Disciplined capital allocation and portfolio optimization

Strategic Cap Ex

(Return hurdles, strategic fit)

M&A

(Multiples, growth potential, capital requirements, people, strategic fit)

Dividends

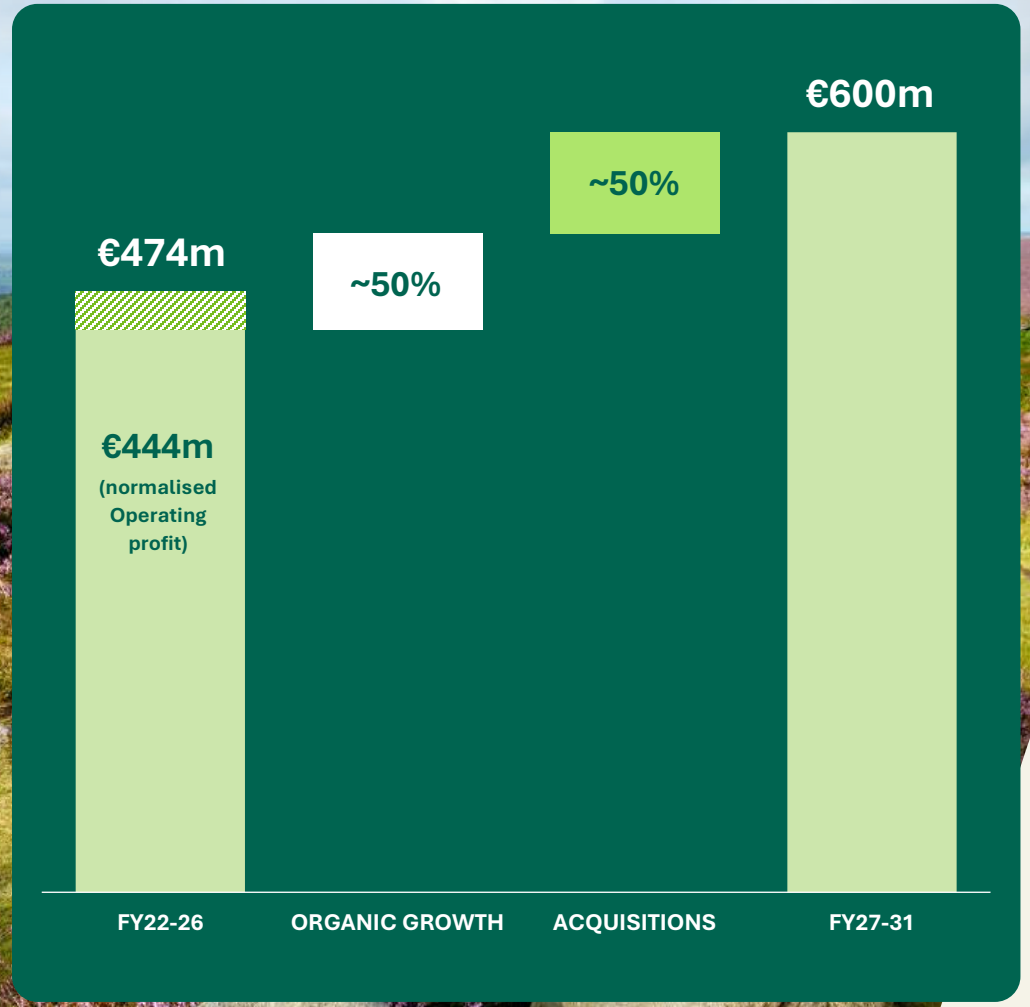
(Yield, payout and returns)

Buybacks

(Share price and returns)

5-YEAR OPERATING PROFIT

AMBITION TO 2031



Organic operating profit growth assumptions

AGRICULTURE	1%-2% IRELAND/UK	3%-6% CE	5%-10% LATAM
LIVING LANDSCAPES	2%-3% SPORTS	3%-6% LANDSCAPES	5%-10% ENVIRONMENTAL

Organic growth supported by

- Diligent cost / margin management
- Growing share of wallet
- Investment in digital and R&D
- Maintaining leading market positions
- Strong customer retention

Acquisition ambition

~€80m CUMULATIVE OPERATING PROFIT

35%+ OF OPERATING PROFIT OF GROUP FROM LL BY FY31

Maintaining targeted ND/EBITDA levels

FY27–FY31 CAPITAL ALLOCATION

SHORT TO MEDIUM TERM FOCUS ON M&A

Expected M&A

~50% of FCF

Short to medium term focus

Strong pipeline

Weighted to LL opportunities

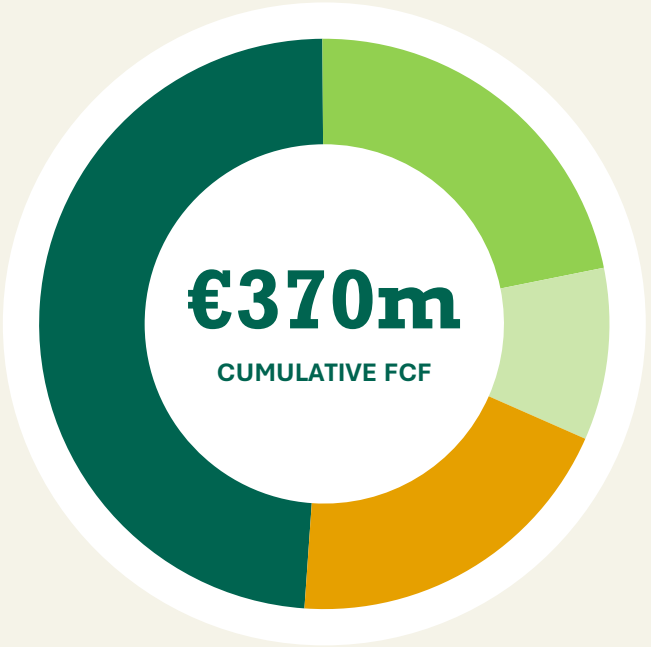
Strategic Cap Ex

~20% of FCF

~30% less than prior 5 years

Digital / R&D focus

Returns target of 12-15% within 3 years



Average FCF conversion of >85% over life of the plan

Dividends

17.30c

Minimum annual full year dividend over life of the plan*

Share buybacks

€40m

MINIMUM BUYBACK*

Timing based on M&A availability / share price

Net Debt / EBITDA

~2.5x

AT HALF-YEAR

~1x

AT YEAR-END

(COVENANT 3.5x)

12-15%

TARGET AVERAGE GROUP ROCE

* Assuming no material exceptional event (e.g. Covid)

AMBITION FY27-FY31

SUMMARY OF AMBITION

€600m

CUMULATIVE OPERATING PROFIT TARGET

€370m

CUMULATIVE FCF TARGET (CASH CONVERSION OF 85%+)

35%+

OF OPERATING PROFIT OF THE GROUP FROM LIVING LANDSCAPES BY FY31

12-15%

AVERAGE GROUP ROCE OVER PLAN

Delivering Shareholder Value



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CLOSING REMARKS



SEAN COYLE
Group CEO

NOVEMBER 17, 2026



KEY TAKEAWAYS

- A proven platform of scale in sustainable land use
- A disciplined capital allocation framework
- A well invested, resilient and cash generative Agriculture segment
- A scalable growth platform in Living Landscapes
- Ambitious financial targets to 2031

€600m
CUMULATIVE OPERATING PROFIT FY27-FY31

€370m
CUMULATIVE FREE CASH FLOW FY27-FY31

35%+
LIVING LANDSCAPES SHARE OF GROUP OPERATING PROFIT BY FY31

12-15%
AVERAGE GROUP ROCE FY27-FY31

Q&A

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