DAWN MEATS GROUP
www.planfourzero.com

PLAN FOUR ZERO

WORKING TOGETHER FOR A BETTER FUTURE

CORPORATE SUSTAINABILITY REPORT 2025

DAWN MEATS

dunbia

2025

WELCOME

Our company purpose is to provide consistent quality meat products from sustainable sources to support our rural communities, human health and nature's ecosystem.

This 6th Corporate Sustainability Report details our progress and activities from January to December 2025.

Find out more at: https://www.planfourzero.com/

EXECUTIVE SUMMARY

CHIEF EXECUTIVE OFFICER
Niall Browne

SUSTAINABILITY DIRECTOR
Gill Higgins

REFLECT ON PROGRESS IN 2025

AT DAWN MEATS AND DUNBIA, we recognise that our future relies on the resilience of our natural resources, the wellbeing of our communities and the stability of our economies and markets. Environmental, Social and Economic Sustainability has been central to our business plan for over 46 years and we collaborate with others to reach shared goals.

Around the world, governments, producers, businesses and consumers face significant pressures from the rising cost of living, uncertainty in global trade and a rapidly evolving landscape of legislation and regulation. Significant cooperation is necessary to produce enough nutritious food to support the global population, scaling up protein production to meet the needs of future generations, while reducing food waste.

>34,000
REGULAR FARMER SUPPLIERS

>12,000
EMPLOYEES
72 Nationalities / 30 Sites

€4.75 Billion
TURNOVER
50 Markets

On grass-based livestock production systems in Ireland and the UK, cattle and sheep convert plants into highly nutritious, naturally produced protein, and demand for our regionally sourced, quality meat products is expected to increase. As climate change and water scarcity increasingly impact global supply chains, the agrifood industry must maintain its focus on continuous improvement to manage environmental performance, using technology and knowledge exchange at farm and supply chain level to actively demonstrate progress, and research and deliver a pipeline of new solutions for the future. Beyond the environment and nutrition, the red meat sector is intrinsic to the social fabric of rural communities and economies in Ireland and the UK, contributing significantly to local employment, and providing confidence for farms, businesses and skills to be passed down from one generation to the next.

For us, sustainability means planning for future business success, identifying risks and opportunities for business growth, strengthening financial performance, attracting and retaining talent, and building resilient supply chains. Our Sustainability Executive continues to develop our business strategy, Plan Four Zero, to ensure we are doing everything we can to address the most pressing challenges and our inhouse sustainability subject experts work to implement it. We are proud of the exceptional teamwork and collaboration which executes our business strategy and delivers against our objectives and goals.

In Q4 2025 Dawn Meats and Alliance Group announced a new strategic partnership, with Dawn Meats taking 65% shareholding in the New Zealand business, and farmer-shareholders retaining 35%. The investment positions Dawn Meats, Dunbia and Alliance as a unified industry competitor with a substantial presence in the Northern and Southern hemispheres, and ensures we can maximise this combined strength to provide existing and new customers with a year-round supply of sustainable, high-quality grass-fed lamb, beef and venison. From 2026 will we integrate Alliance into Plan Four Zero to align and unify our business and supply chain strategies.

As our business presence and sphere of influence expands, we will continue to work together with industry and supply chain partners to improve the sustainability of our products and remain competitive in the global marketplace. To maintain business resilience and deliver the right impact, we will continue to adapt and invest in Plan Four Zero, ensuring it is fit for the future. ■

HIGHLIGHTS 2025

77%
ABSOLUTE EMISSIONS REDUCTION

77% reduction in Scope 1 and 2 operational emissions

8.8%
EMISSIONS INTENSITY REDUCTION

8.8% Reduction in Emissions Intensity from Purchased Goods and Services

3.28 MILLION
CUBIC METERS WATER SAVED

1,314 Olympic size swimming pools of water saved since 2016, equivalent to 3.28 million meters cubed

CATTLE EMISSIONS MONITORING PROGRAMMES

58%

CATTLE SUPPLIERS

>424K

CATTLE ANNUALLY

58% of cattle suppliers are covered by emissions monitoring programmes, representing approximately 424,000 cattle annually

>168K
HOURS TRAINING

>168k hours of employee training completed

100%

All factories and sites powered by 100% Purchased Renewable Electricity

68%

Volume of waste recycled, reused and recovered reached 68% by end of 2025

HIGHLIGHTS 2025

24,874
HOMES

Saved enough energy to power 24,874 homes for a year

29
BIODIVERSITY INITIATIVES

29 biodiversity initiatives supported on our sites and in our communities

>3,000
TONNES

3,000 tonnes of plastic removed from supply chains

>€850k
CONTRIBUTED

€850,000 contributed to not for profits, community groups and charities

>2,400
VOLUNTEER HOURS

2,400 volunteer hours undertaken by employees

BORD BIA
IRISH FOOD BOARD

95.6%

62.2%

Sourced 95.6% of cattle and 62.2% of lambs from farms who are members of SBLAS

RED TRACTOR

99.5%

93.7%

Sourced 99.5% of cattle and 93.7% of lambs from Red Tractor Assured Farms

<1%
FOOD WASTE

Food waste from production as a percentage of finished product is consistently below 1%

BRONZE | Top 35%
ecovadis
Sustainability Rating
AUG 2025

Awarded an EcoVadis Bronze Sustainability Rating in 2025

Origin Green
IRELAND
Sustainability Programme
GOLD MEMBER
2025

Achieved Origin Green Gold Membership in 2025

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Approved Science-Based Targets aligned to 1.5ºC

AMTIVO ISO 14001 Certified Environmental Management
AMTIVO ISO 50001 Certified Energy Management

All production sites ISO14001 and ISO50001 Certified

87%
SOIL TESTING

87% of ACTVATE Ireland farmers took action to improve soil health and optimise soil pH

OUR COMMITMENTS

Dawn Meats Group acquired a 65% shareholding in Alliance, a New Zealand beef and lamb processor

Our Executive will set a new baseline and near and long term FLAG and Non-FLAG Science-Based Targets in 2026, to include Alliance's value chain footprint.

ALLIANCE
SINCE 1948

2030

Reduce scope 1 and 2 Absolute Emissions by 59%.

Reduce Scope 3 emissions intensity of Purchased Goods and Services by 28%.

Replace f-gas refrigeration systems with net zero systems.

Switch 100% of our company fleet to zero emissions powered vehicles.

Water usage intensity will reduce year on year and all production sites will be evaluated against a set of initiatives such as rainwater harvesting and greywater reuse.

Increase the volume of waste recycled, reused and recovered (excluding refuse derived fuel) to 70%.

Eliminate problematic or unnecessary single use plastic.

As part of the UK Food and Drink Pact and EPA Food Waste Charter, reduce food waste in the UK and Ireland by 50%.

Source 100% of our lambs from Bord Bia or Red Tractor assured Farms.

Ensure 100% of our plastic packaging is reusable, recyclable or compostable.

RED TRACTOR CERTIFIED STANDARDS

BORD BIA
IRISH FOOD BOARD

2050

Net Zero Operational Emissions.

Switch to renewable and carbon neutral sources of thermal energy generation.

Continue building a climate-smart, sustainable business and supply chain.

PLAN FOUR ZERO

ENVIRONMENT

OPERATIONAL EMISSIONS

Our Environment pillar outlines plans to reduce Scope 1 and 2 operational emissions, improve water efficiency and quality, optimise energy use, reduce waste and pollution and increase recycling.

Our packaging actions focus on increasing recycled content and recyclability, while reducing waste and unnecessary plastic volumes.

To support biodiversity on sites and in the community, we install beehives, plant trees and permit areas to go wild, and support educational programmes.

Target

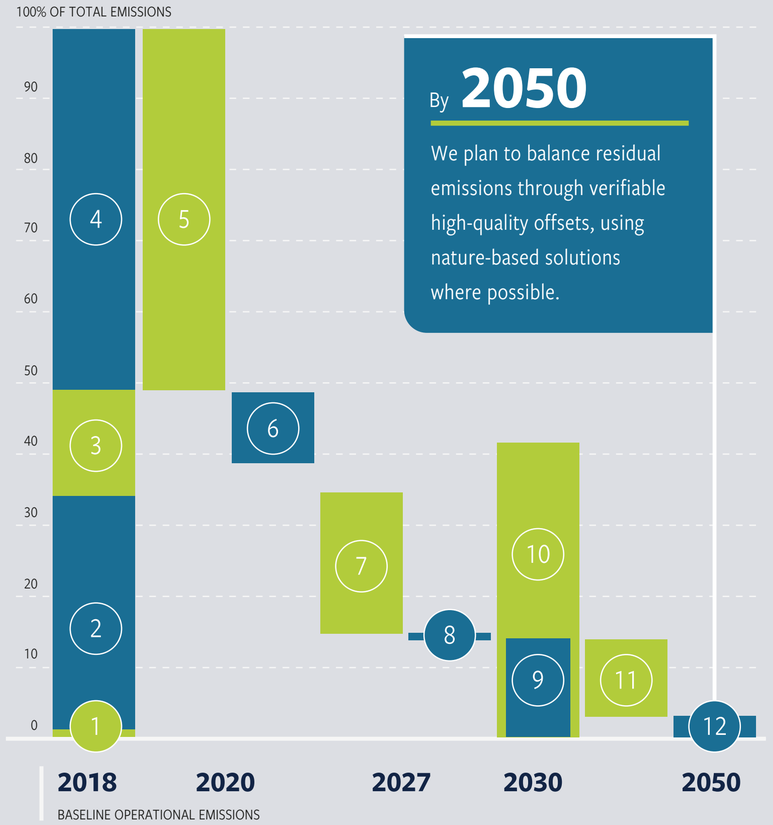
We have a science-based target aligned with 1.5°C to reduce Scope 1 and 2 absolute emissions by 59% by 2030 and to net zero by 2050.

Progress

In the period 2018 to 2025, we achieved a 45% and 77% absolute reduction in Scope 1 and 2 emissions following the location-based and market-based approach, respectively.

EMISSIONS MEASURES 2018–2025

- Procuring 100% of electricity requirements across our sites in the UK and Ireland from renewable sources.
- Progressing on-site renewable energy generation across our production sites with the first installation of solar PV panels completed at our headquarters in Waterford, Ireland and other projects underway.
- Upgrading refrigeration systems and reducing fugitive emissions.
- Upgrading equipment and boilers to burn lower carbon fuels.
- Switching to renewable sources of thermal energy generation to heat water and renewable sources of heat recovery such as heat pumps.
- Employing lean management principles in daily operations.
- Leveraging ISO14001 certification for environmental management and ISO50001 certification for energy management across the site network.



1 Our Fleet
2 Thermal Energy for Heating Water
3 F-gases from Refrigeration
4 Electrical Energy
5 Renewable Electricity
6 Upgrade Refrigeration Systems
7 Renewable Thermal Energy
8 Zero emission powered vehicles
9 Estimated Remaining Emissions
10 Science Based target
11 Drive down remaining emissions as close to zero as possible
12 Residual Emissions

ENERGY & WATER

Moving to low and zero emission sources of energy is crucial to achieving our target by 2050.

AMTIVO ISO 50001 Certified Energy Management

Electrical energy is used to power a range of activities at our facilities, including refrigeration systems, wastewater treatment, mechanical services, water pumping, processing equipment and general services such as lighting. Natural gas, oil and liquid petroleum gas (LPG) and other fuels are used to produce energy for hot water and steam generation.

All production sites are ISO14001 and ISO50001 certified for environmental and energy management and real-time performance is observed through our Energy Management System, with metering systems in place on the main users of water, electricity and fuel.

Target

Since 2020 we have sourced 100% renewable electricity to power our sites and as we further electrify thermal energy generation into the future, we will continue to procure or generate from renewable sources.

Progress

In 2025 we implemented 18 capex projects and system upgrades which saved 7.8million kWh per year. Since 2016, we have saved enough energy to power 24,874 homes for a year.

Water is critically important for all food processing, where it is primarily used for sterilisation, washing and general hygiene.

AMTIVO ISO 14001 Certified Environmental Management

As part of our meat production process, water is accessed through wells on our sites, the public water supply and by harvesting rainwater.

We are signatories to WRAP's Food and Drink Pact and Water Roadmap, which sets out pathways to address collective challenges in protecting water for food supply, nature and communities. The food industry vision is for 50% of the UK's fresh food to be sourced from areas with sustainable water management.

Target

All production sites will be evaluated against a variety of initiatives such as rainwater harvesting and greywater reuse, with suitable projects rolled out by 2030, and water usage intensity will be reduced year on year.

Progress

In 2025, through capital expenditure projects completed and system upgrades we saved 115,700m³ per year. Since 2016 we have saved enough water to fill 1,314 Olympic size swimming pools, equivalent to 3.28 million meters cubed.

CASE STUDIES

CASE STUDY

Heat Recovery

▶ **TREBURLEY | ENGLAND**

Following the rollout of a centralised CO^2 refrigeration system, the site installed a heat recovery system to capture waste heat and reuse it for hot water, reducing reliance on gas-fired boilers, thus lowering our carbon footprint.

The system has been operating consistently since September 2025, with improved gas performance.

Based on current operations, the system is expected to recover 289,812 kWh in 2026, reducing gas usage by 49%.

CASE STUDY

Refrigeration System Upgrade

▶ **CHARLEVILLE | IRELAND**

The low-temperature refrigeration system was upgraded to a more efficient ammonia-based solution, replacing the previous F-gas system and improving overall performance. This transition is particularly significant as F-gases are thousands of times more potent than carbon dioxide, meaning even small emissions can have a substantial environmental impact.

The upgrade is expected to deliver energy savings of 155,264 kWh per year in cold storage and 1,400,241 kWh per year in blast freezing.

Total savings are equivalent to 369 tCO^2e annually.

CASE STUDY

Wastewater Treatment Plant Upgrade

▶ **CARROLL'S CROSS | IRELAND**

The site upgraded its wastewater treatment system from an Integrated Constructed Wetland, which is a nature based solution that mimics natural wetlands, to a fully mechanical treatment plant, built for purpose solution. This was done to improve discharge performance and ensure compliance with EPA limits.

The new, fully automated system allows for tighter control of flow rates, pH, temperature, dissolved oxygen levels and other key operating conditions as well as improved effluent quality reducing environmental impact on surrounding water bodies.

WASTE

By adopting a LEAN approach, we have been a zero waste to landfill business since 2016.

AMTIVO ISO 50001 Certified Energy Management

AMTIVO ISO 14001 Certified Environmental Management

We have a streamlined site waste reporting system together with agreed Key Performance Indicators (KPI's). Progress is shared through monthly calls, site reports and site operations meetings. This communication strategy provides insights into opportunities for improvement across our sites. As part of this management system, each site completes waste audits to ensure good segregation, adherence to the waste hierarchy and to identify opportunities for waste reduction.

Target

Increase the volume of waste recycled, reused and recovered (excluding refuse derived fuel) to 70% by 2030.

Progress

In 2025 we implemented 20 initiatives, including capex and employee engagement projects, resulting in the volume of waste recycled, reused and recovered reaching 68%.

EMPLOYEE TRAINING & ENGAGEMENT

As part of our ongoing commitment to achieving our Plan Four Zero environmental targets and objectives, we make significant investments in employee training and engagement to enhance operational sustainability across our sites in the UK and Ireland.

OUR TRAINING PROGRAMME INCLUDES:

- Emergency spillage response training to ensure rapid and effective containment of environmental incidents.
- Effluent operation training to support responsible wastewater management.
- Refrigeration efficiency training to reduce energy consumption and emissions.
- ISO 14001 and ISO 50001 Lead Auditor training, which equips key personnel with the expertise to uphold and audit against globally recognised standards in environmental and energy management.
- ISO 14001 and ISO 50001 Training, which equips new starters on the environmental team to gain an understanding of the requirements for the standards.
- EPA Licensing Training, which equips new starters on the environmental team to understand the requirements of the EPA licence for the site which they are managing.
- Water Stewardship Training to equip staff with a comprehensive understanding of water sourcing, usage, and management across sites, including the development of water maps and site-specific water charters.

BIODIVERSITY

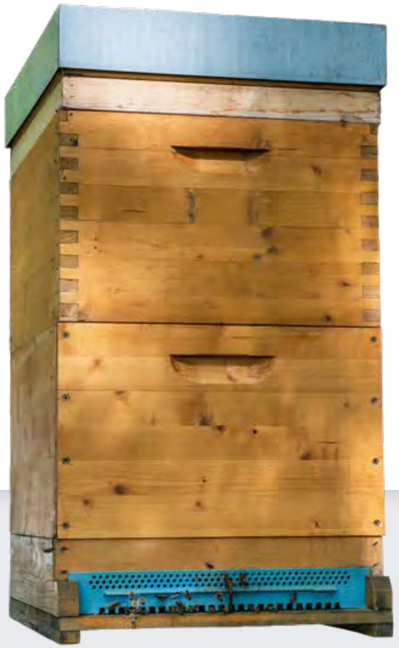
We support biodiversity at our sites and in our communities.

Depending on the size and the location of our sites, the scope for biodiversity projects varies. A consultant ecologist was engaged to develop Biodiversity Actions Plans for our sites. To date we have installed beehives, planted trees and permitted areas to go wild to help sustain pollinators, and manage water ways close to our sites.

We are members of the All-Ireland Pollinator Plan and support initiatives such as Tidy Towns Ireland and Keep Britain Tidy, which are key partners in local community projects, improving landscapes and biodiversity and reducing the incidence of litter.

Target

Increase the number of site and community biodiversity initiatives supported to 40 per year by 2030.



Progress

In 2025, we supported 29 initiatives on sites and in the community across Ireland and the UK.

As part of Environmental Week 2025, we hosted a talk for employees about the All-Ireland Pollinator Plan and discussed ways to implement business-relevant actions across sites.

A biodiversity champion was appointed to lead biodiversity plans within the Group, and each site plans and implements its own biodiversity actions.

Photography competitions increase awareness and wildlife cameras have been installed to monitor the impact of sites' activities on biodiversity.

CASE STUDIES

CASE STUDY

Footpath Maintenance

▶ **SAWLEY | ENGLAND**

We partnered with Ribble Rivers Trust to maintain footpaths at Primrose Lodge Nature Reserve in Clitheroe.

FOOTPATHS MAINTAINED:
100m

PARTNER:
Ribble Rivers Trust

CASE STUDY

Habitat Restoration

▶ **CARDINGTON | ENGLAND**

In collaboration with The Conservation Volunteers and National Grid, volunteers cleared scrub and brambles to restore natural habitats and support native wildflowers.

VOLUNTEERS:
8

AREA RESTORED:
5 Hectares

SPECIES SUPPORTED:
Centaury, Yellow-wort and even Orchids

PARTNERS:
The Conservation Volunteers and the National Grid

CASE STUDY

Bug Hotels and Pollinator-Friendly Planting

▶ **CHARLEVILLE | IRELAND**

As part of the All-Ireland Pollinator Plan, the site installed a bug hotel using recycled and natural materials to support insects and pollinators. A targeted planting scheme at the site entrance and lairage areas enhanced biodiversity and created a more welcoming environment.

SPECIES SUPPORTED:
Solitary Bees, Daffodils and Tulips

MATERIALS USED:
Recycled pallets, timber, cardboard and natural materials

PACKAGING

Essential for safely storing, transporting food, protecting and preserving our products.

Creating and manufacturing fit for purpose packaging requires sophisticated innovation and engineering so that food stays fresh, quality is maintained, food waste is minimised and packaging is operationally efficient to manufacture.

Strong partnerships with our packaging suppliers allows us to work in collaboration making sure any new solutions introduced will have long-term sustainability benefits.

We are members of REPAK in Ireland and have signed up to the new WRAP UK Packaging Pact 2035, and are committed to working together to unlock opportunities to improve.

The packaging industry is changing and we will work with customers and suppliers to find the right solutions to meet new criteria and deliver against new objectives.

Strategy

Designed to respond to these changes and support our long-term sustainability ambitions, our packaging plan focuses on 5 key ambitions:

UK PACKAGING PACT WRAP

REPAK

COLLABORATIVE APPROACH

We are committed to collaboration to find solutions which will protect the future of meat packaging.

FLEXIBLES FOR THE FUTURE

Together with industry we must determine when new materials may be comparable to current barriers and properties.

OPTIMISATION

Optimise materials, processes and machinery, reduce material where possible and share knowledge across our business.

INNOVATION

Solving longer term product and process challenges such as 100% recyclable flexible packaging.

DATA ANALYSIS

Ensuring our IT infrastructure is ready for new regulations and set up to manage data capture and processing.

PACKAGING

TARGET ONE

Target

100% of our plastic to be re-usable, recyclable, or compostable by 2030.

Over the last 8 years, we have made significant changes to make rigid plastic packaging easier to recycle, by moving to mono materials and clear options. Whilst substantial progress has been made, achieving 100% recyclability remains difficult as the infrastructure is not yet available at scale to recycle laminate packaging. Maintaining product safety, shelf life and performance remains a priority as we explore solutions.

Progress

Currently, over 90% of our packaging is recyclable.

We moved a significant amount of our rigid plastics from carbon black, multi laminate materials containing no recycled content into a clear, mono solution with up to 100% recycled content. These new structures will support a circular economy in tray to tray recycling

We introduced a vacuum packaging solution for mince in a recycle ready flexible pack, delivering up to 63% less plastic as well as increasing shelf life by 25%, helping to reduce food waste.

The target will continue to evolve in line with new regulatory requirements and industry developments from 2026.

TARGET TWO

Target

30% average recycled content across all plastic packaging by 2025

Where possible we have included at least 30% recycled content back into materials, supporting circularity in our materials. More complex structures and flexibles are challenging due to the availability of recycled content. We are investigating how recycled content can be included in future design and will be ready to trial materials when solutions are found, with the aim of understanding if application and functionality remains the same.

Progress

All our rigid trays contain minimum 50% recycled content, in some cases up to 100% recycled content is possible.

Our modified atmosphere packaging lidding film contains 30% recycled content, as do liners and pallet wrap.

The target will continue to evolve in line with new regulatory requirements and industry developments from 2026.

PACKAGING

TARGET THREE

Target

Prioritise the prevention of plastic packaging waste, eliminate problematic or unnecessary single use plastic by 2030.

Plastic is an important material for our products, delivering food safety, maintaining quality and reducing waste. Our strategy is to remove plastic where possible and reduce overall packaging and plastic usage through a range of value engineering projects. We delivered reductions across our supply chain through targeted programs and total packaging format changes.

Progress

Reducing the weight of plastic used as far as possible while maintaining pack and product performance is our key objective when delivering value engineering projects.

We introduced fibre based options for meat trays, to meet customer requirements and enable plastic reduction. However, these fibre trays are not without operational complexity and we are gathering data to support decision-making in selecting the most sustainable packaging.

We removed unnecessary plastics throughout the supply chain and developed a right size tray for right size product solution.

With the support of our suppliers, our teams removed approximately 3,000 tonnes of plastic from our supply chain, and we will continue to challenge packaging formats and machinery to reduce plastics and packaging further.

We have transitioned more products into vac pac solutions, a lighter format that delivers plastic reduction and improved shelf life.

REDUCE

PREFORM TRAYS UP TO 35% LIGHTER

LIDDING FILM UP TO 12% LIGHTER

VAC PAC BAGS UP TO 17% LIGHTER

MINCE PACKAGING UP TO 63% LIGHTER

CIRCA 3,000 TONNES OF PLASTIC REMOVED

PACKAGING

TARGET FOUR

Target

All cardboard packaging to be Forest Stewardship Council (FSC) certified, or equivalent, by 2025.

Our paper packaging is primarily corrugated and solid board boxes which are used to transport our products.

Progress

98% of our paper packaging volumes are FSC certified, with 100% of corrugated and solid board packaging FSC certified.

FSC FORESTS® FOR ALL FOREVER

FARMING

INTRODUCTION

Across our 24 production sites we have a processing capacity of over 1m cattle and 3.5m sheep a year. We source from 30,000 farmers across the UK and Ireland.

Our Farming Strategy describes how we work with farmers, customers, industry and government to promote the adoption of more sustainable practices covering 8 key topics, in support of a resilient supply chain.

Through our innovation projects, we identify best practice and solutions, and we work directly with farmer suppliers to accelerate progress. Through Farm Green, our supplier engagement initiative, we share knowledge to inspire sustainable farming at scale.

We collaborate at every step along the way to ensure solutions and changes in practice will deliver long term beneficial impact.

FARMING STRATEGY

Innovate for Best Practice	Newford Sign Post Farm	Tipperary Sign Post Farm	Activate UK Leaders	Climate
Accelerating Progress	Activate Ireland	Integrated Supply Chains	Activate UK	Water
Collaborate and Scale Action	Bord Bia SBLAS Farming for Water	Red Tractor AHDB QMS HCC LMC	Farm Green and Young Farmers	Biodiversity
				Soil
				Genetics
				Nutrition and Feed
				Animal Health and Welfare
				Meat Quality

WORKING TOGETHER, SHARING KNOWLEDGE, DELIVERING IMPACT

SUSTAINABLE SOURCING

In 2025, we sourced 99.5% of cattle and 93.7% of lambs from UK Assured Farms. In Ireland we sourced 95.6% of cattle and 62.2% of lambs from farms who are members of the Bord Bia Sustainable Beef and Lamb Assurance Scheme.

IRISH SUSTAINABLE BEEF AND LAMB ASSURANCE SCHEME

BORD BIA QUALITY ASSURANCE ORIGIN-IRELAND

95.6% BEEF

62.2% LAMB

UK FARM ASSURED

RED TRACTOR

99.5% BEEF

93.7% LAMB

Target

Our science-based target is to reduce Scope 3 emissions intensity by 28% per tonne of finished product by 2030.

- Our target relates to emissions from the sourcing of live cattle and sheep from 30,000 regular farmer suppliers across the UK and Ireland, and other meat products, which account for 95% of our total emissions.
- In 2026 we are setting FLAG and non-FLAG targets, and incorporating Alliance.

Progress

We achieved an 8.8% reduction in emissions intensity between 2018–2025, driven primarily by a reduction in our weighted average carbon footprint of the Irish and UK assured farms we sourced from, and an increase in finished product yield.

In Ireland and the UK, farm carbon footprints are undertaken every 18–24 months and farmers receive feedback reports explaining their emissions sources, along with recommended actions and practice changes to reduce emissions and improve efficiencies. Recommendations are aligned with scientific Marginal Abatement Cost Curves and are bespoke to each farmers' enterprise type and risk appetite.

BORD BIA IRISH FOOD BOARD | agrecalc | Promar™ Your Trusted Partner

ACTIVATE UK

Activate UK is our farming programme run in collaboration with Promar and Agrecalc, with a focus on measuring and reducing emissions through the adoption of actions which also support farm efficiency and productivity.

Goal

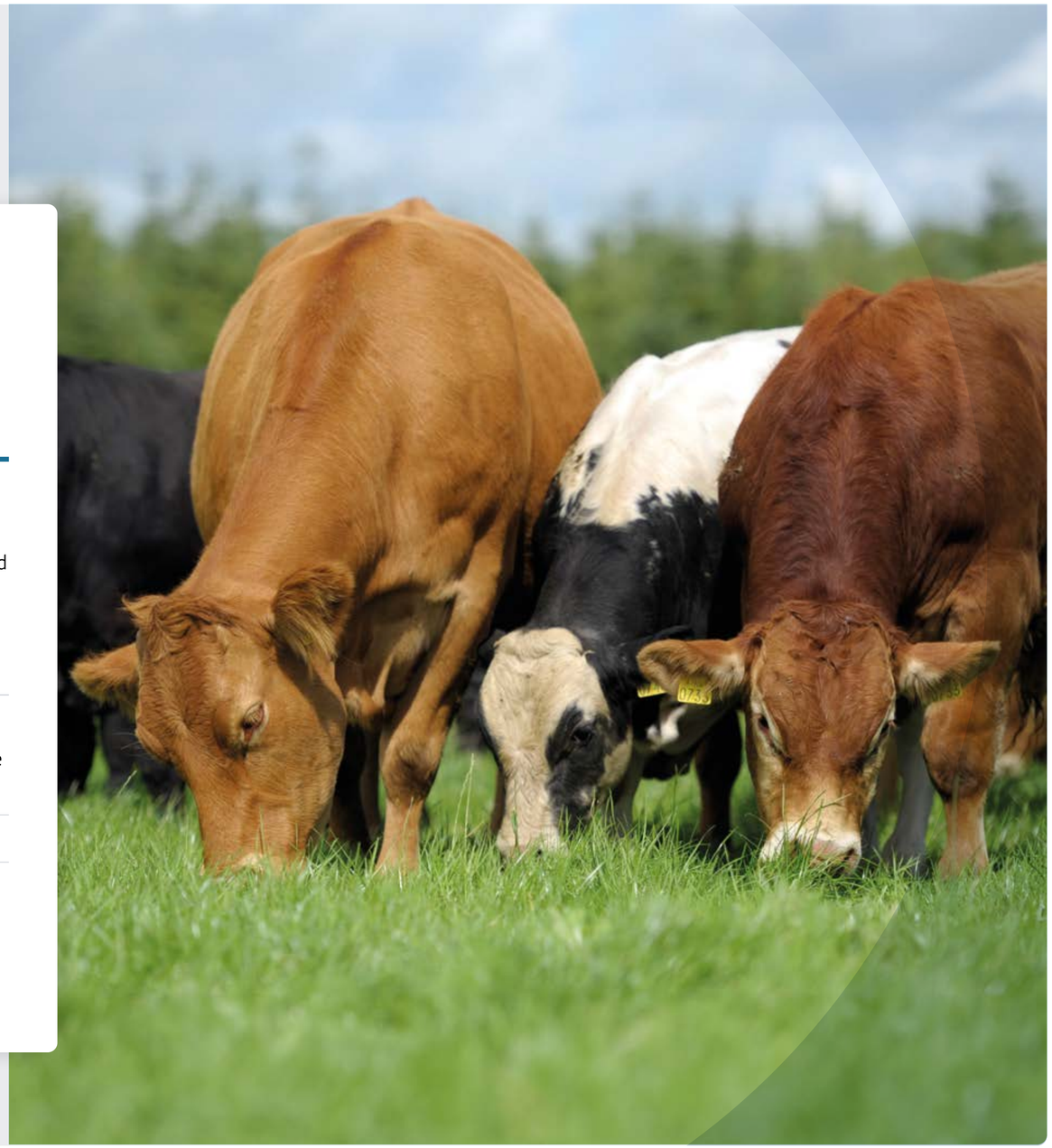
To drive measurable improvements in on-farm sustainability and accelerate climate action by providing farms with the quality data, tools, benchmarking insights and bespoke advice needed to improve sustainability and productivity.

Progress

In Round One, Promar collected data during 2021–2022 from 487 farming enterprises, and in Round Two during 2023–2025 from 631 enterprises. This data has been used to calculate weighted average emission factors which in turn are used to calculate our business' baseline and 2025 value chain carbon footprints.

The results of Activate UK have helped us to:

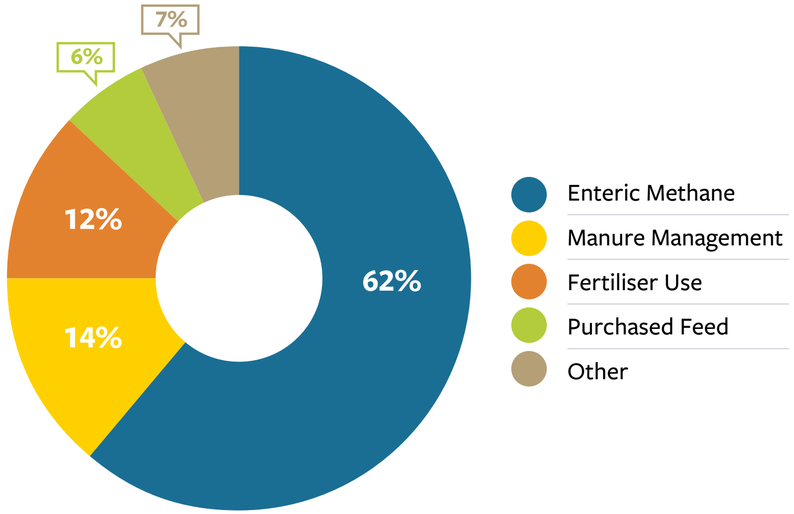
- establish key emissions sources from a representative proportion of farmer suppliers
- track changes in farm carbon footprints over time
- identify external factors impacting farm carbon footprints, such as market forces, farm gate prices, input costs, weather conditions, disease and agricultural policy.



ACTIVATE UK

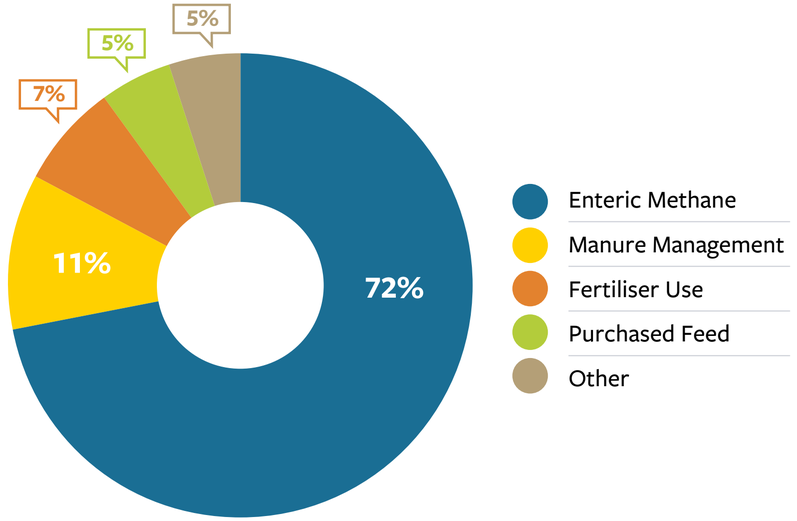
The Carbon Trust Assurance has independently verified these UK Beef and Lamb cradle-to-farm gate carbon footprints to a reasonable level of assurance in accordance with ISO 14064-3, ISO 14067:2018, and the Carbon Trust's Requirements for Assurance for product carbon footprints.

ACTIVATE UK ROUND 2 BEEF EMISSIONS SOURCE BREAKDOWN



Dunbia Weighted Average UK Beef Carbon Footprint	
BASELINE	2025
22.42 $KgCO^2e$ / Kg DWT	**20.73** $KgCO^2e$ / Kg DWT

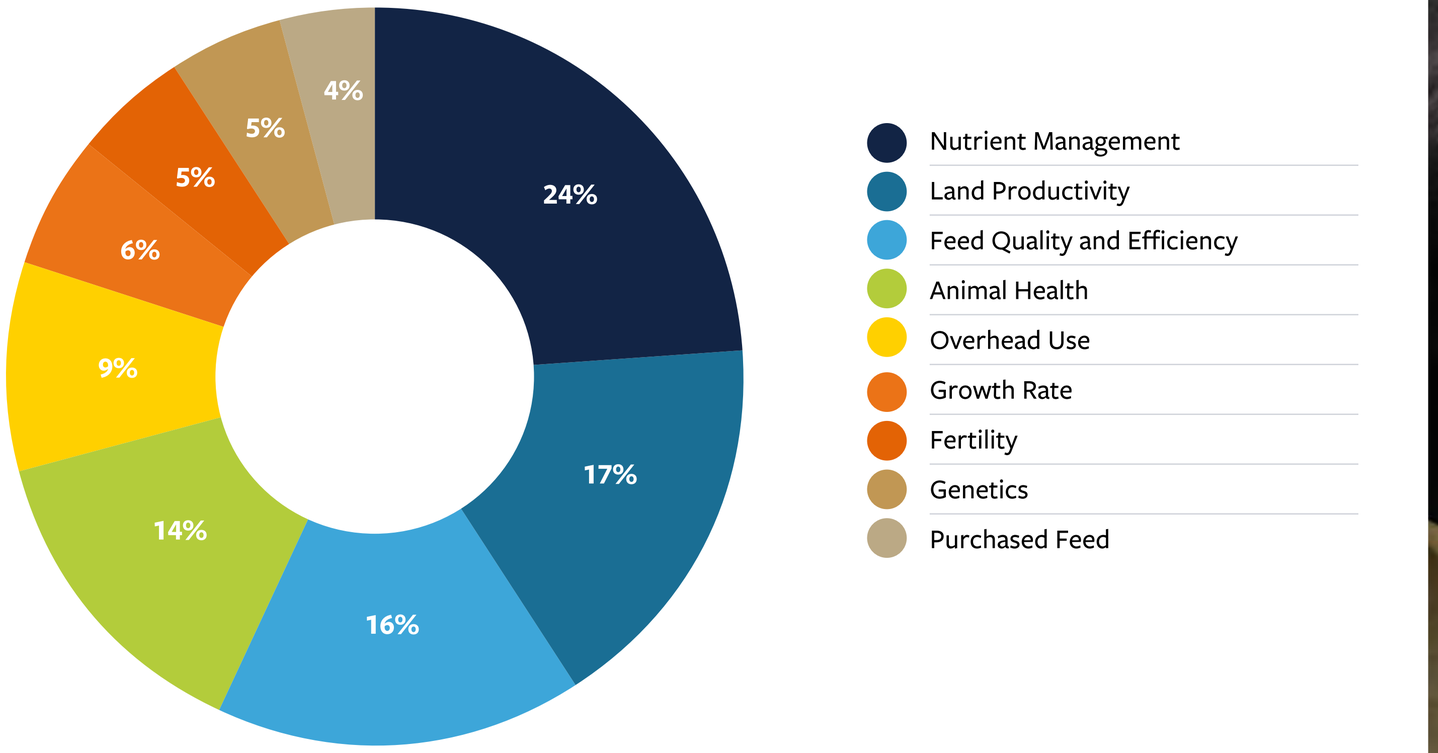
ACTIVATE UK ROUND 2 LAMB EMISSIONS SOURCE BREAKDOWN

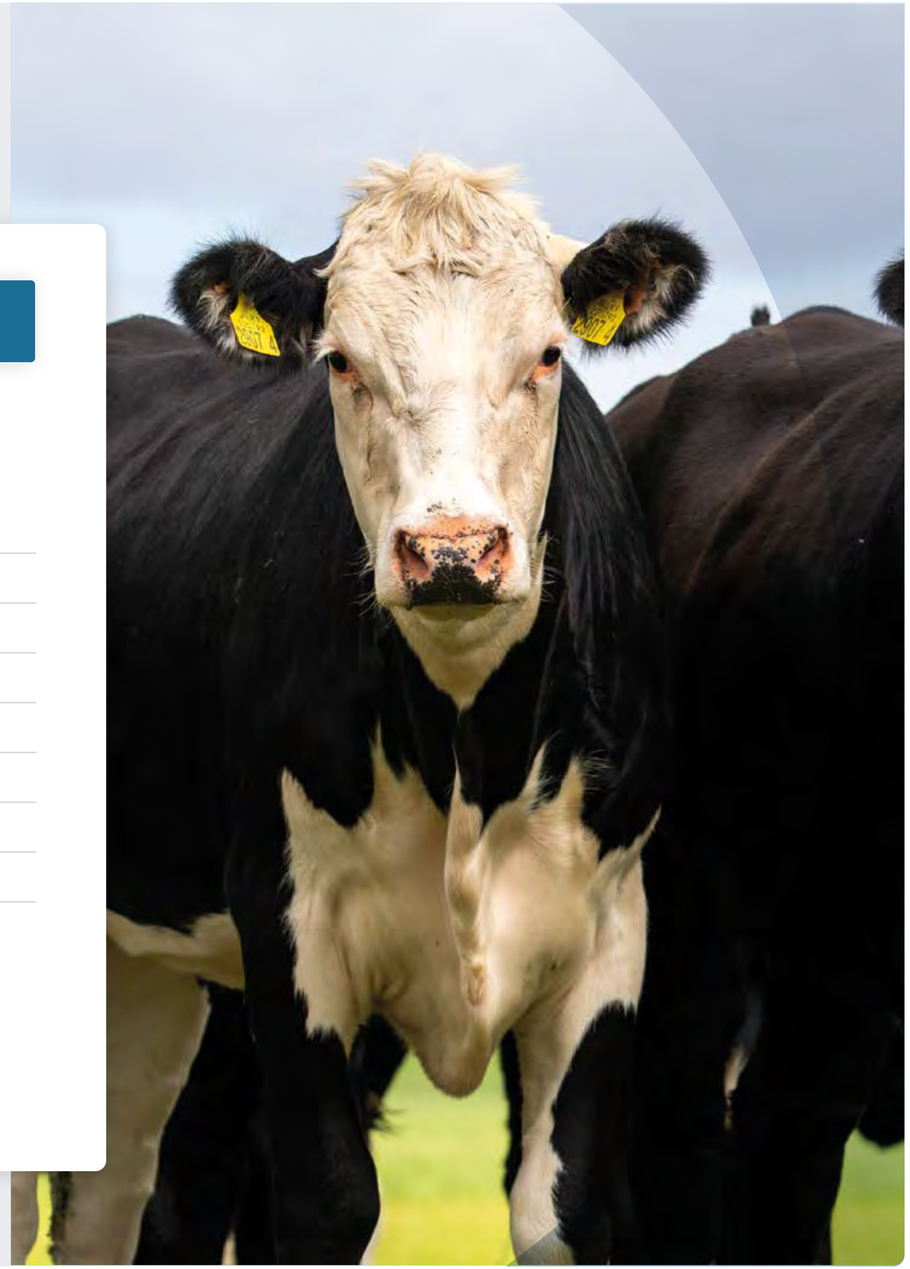


Dunbia Weighted Average UK Lamb Carbon Footprint	
BASELINE	2025
25.97 $KgCO^2e$ / Kg DWT	**25.13** $KgCO^2e$ / Kg DWT

ACTIVATE UK

TOP RECOMMENDATIONS FROM ACTIVATE UK ROUND 2





ACTIVATE UK

Promar Consultants provide farmers with recommendations relevant to their farm system, in order to reduce their emissions.

THESE INCLUDE:

- Improving technical performance and efficiency.
- Changing management practices.
- Reducing inputs and cost saving practices.
- Improving compliance or agricultural scheme eligibility.
- Identifying funding opportunities.
- Potential need for investment on farm.
- Short-term vs Long-term planning.
- Identifying co-benefits for biodiversity, water, soils and removals.

We can categorise recommendations made by their potential impact on the predominant sources of emissions on our beef and lamb farms.

Recommendations linked to reducing emissions from Enteric Fermentation:

- Feed Quality and Efficiency is key for improved digestibility, productivity and reducing enteric methane.
- Animal Health is key for productive livestock, improving growth rates, and reducing energy losses.
- Improved Growth Rates link to productivity outcomes such as age at slaughter and carcase quality.
- Improved Fertility is key for breeding enterprise efficiency.
- Genetics can impact of all the above, reducing enteric methane from healthy, feed efficient, productive livestock.
- Purchased Feed management can contribute to feed efficiency, productivity and reducing enteric methane.

Recommendations linked to reducing impact of Fertiliser:

- Nutrient Management Planning is key to reduce reliance on purchased fertiliser inputs.
- Optimising soil health and fertiliser use can improve Land Productivity and yields, while reducing emissions associated with fertiliser production and environmental losses.
- Feed Quality – optimal fertiliser use can improve forage quality, digestibility and reduce enteric methane.
- Overhead Use, such as diesel, can be reduced by optimised fertiliser regimes.

Recommendations linked to optimising Manure Management:

- Nutrient Management Planning is key to optimise utilisation of nutrients within farmyard manures, emissions from storage and spreading, reducing reliance on imported fertilisers.
- Optimising manure management can improve Land Productivity, build soil organic matter and nutrient cycling, increase forage or arable yields and reduce reliance on purchased feeds.

Recommendations linked to reducing impact of Purchased Feed:

- Improving Land Productivity can reduce reliance on purchased feed and its associated emissions.
- Feed Quality & Efficiency can be impacted by types of purchased feed used.
- Growth Rates and productivity may be impacted by purchased feed use, requiring nutrition planning to optimise daily liveweight gain.
- Purchased Feed can have varying imbedded emissions. Strategic sourcing of feed can influence a farm's emissions profile, as well as impacting feed efficiency and growth rates.

ACTIVATE UK LEADERS

In the UK, we partnered with the Soil Association Exchange on the Activate Leaders' programme, consisting of a focus group of 9 suppliers, who are farming a range of systems and land types.

Goal

Show how net emissions on farms may be reduced by increasing carbon storage and reducing emissions while improving farm economic sustainability, productivity, water quality, soil condition and biodiversity.

Progress

All 9 Farms, which represent a cross section of locations and systems, have undertaken their first-year baselining assessments with Soil Association Exchange.

Farms use this baseline data for decision making, and the Soil Association Exchange and Dunbia provide support with tools, advice and expertise to establish improvement plans and link measures and actions to sources of funding.

What's Next?

Over the next 4-years, the Leaders will pioneer change in key areas to build more resilient, sustainable and profitable farms, without reducing productivity, with decisions based on science and farmers' expert knowledge of what they do.

Farms are being provided with expert advice and insights, enabling data-based decisions and the adoption of techniques tailored to their individual farms, including best practice management such as testing and monitoring soil health, adoption of practices such as multispecies swards and adapting grazing rotations, amongst other key measures.

The Activate Leaders will serve as an inspiring example of what can be achieved through collaboration, and we will build case studies from which other farms may benefit.

INTEGRATED BEEF CALF SCHEMES

Since the removal of export markets for dairy bull calves Dunbia has been working on solutions to integrate calves from the dairy herd into the beef supply chain.

We have been working with dairy farmers, genetics companies and beef rearers and finishers, to find the optimum supply chain solution for dairy beef calves. The Integrated Beef Calf Scheme (IBCS) was established in 2015 in North West England, Scotland, the Midlands and Wales, to facilitate controlled Supply Chain Integration with the aim of improving productive, economic and environmental sustainability, as well as consistency in meat quality.

CASE STUDY

Cape of Good Hope Farm

▶ **CHESHIRE | ENGLAND**

Overview

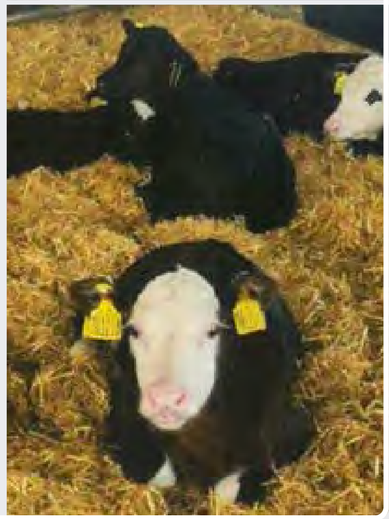
Davina and Dan Richardson operate an 80ha farm in Cheshire. They previously reared youngstock for a local dairy herd but following a change in this arrangement, they explored new opportunities and were introduced to Dunbia's IBCS.

Approach

- Rearing c.1,000 dairy-bred calves annually.
- Aiming for a 16 week system, targeting c.150kg liveweight.
- Phased feeding system from electrolytes and milk with creep feed through to a balanced concentrate diet.
- Dunbia provide the calves, veterinary inputs such as vaccines and structured payment arrangements
- Use of Breedr to monitor performance

Outcomes

- The integrated calf-rearing system provided a consistent and predictable income for the Richardsons, reducing exposure to volatile markets while improving cash flow through staged payments.
- By fully utilising existing housing and labour, they maximised resource efficiency and increased overall farm productivity.
- Performance monitoring with Breedr supports data-led decision making and continuous improvement, while maintaining a strong focus on animal welfare.
- This collaborative model strengthens supply chain relationships and enhances farm resilience.



INTEGRATED BEEF CALF SCHEMES

CASE STUDY

Block Farm

▶ POWYS | WALES

Overview

Prosser and Steph James operate Block Farm, a 24ha holding in Powys. Seeking to build a scalable enterprise without significant upfront investment, they joined our IBCS.

Approach

- Rearing c.1,500 dairy-bred calves annually.
- Aiming for 16 week system targeting c.150kg liveweight.
- Calves fed milk for c.50 days before transitioning to pellets and straw.
- Flexible system including grazing cattle to optimise grass utilisation.
- Supported by Dunbia through calf supply, vaccines, specification protocols and price agreements.

Outcomes

- The system provided the farm with financial certainty, supporting major business decisions, including securing lending and investing in infrastructure expansion.
- Consistent calf throughput ensures an even workload across the year, while integration with grazing allows the farm to make effective use of grass resources.
- The partnership model provides practical support for more challenging periods, such as during a bovine TB outbreak where we assisted with cashflow and cattle movement, thus enabling operations to continue with minimal long term impact.

ACTIVATE IRELAND

Goal

To accelerate climate action by supporting a 3% annual reduction in on farm carbon footprints through knowledge transfer, training, high-quality data and the development of bespoke farm sustainability plans.

Progress

We launched Activate Ireland in 2024 in partnership with McDonald's, Bord Bia, Teagasc, the Irish Cattle Breeders Federation and Herdwatch, committing an initial investment of €4.4 million for 3 years.

Farmers complete the Bord Bia Sustainability Survey and online training designed by Dawn Meats and Bord Bia, enhancing knowledge in key areas including climate, soil health, water quality and biodiversity.

Farmers develop a bespoke sustainability plan tailored to their enterprise, aimed at reducing emissions and improving productivity. Plans are developed and monitored using the AgNav tool, which models the impact of selected actions and informs decision-making.

Recommended actions are based on the 12 measures from the Teagasc MACC, which identify cost-effective interventions on-farm, and implementation plans are tracked and verified to ensure progress.

Activate Ireland is an industry-leading initiative, offering farmers a dividend of up to 10c/kg for achieving a 3% annual reduction in their beef carbon footprint.

The initial pilot group of 52 farms onboarded in 2024 have now completed 2 rounds of carbon foot-printing and achieved a weighted average 4.2% reduction in emissions intensity, compared to baseline. The remaining farms who joined in 2025 have established baselines and will be reported upon in the next update. As of June 2026, there are 240 participants in the programme, with the latest phase of recruitment due to commence over the coming months.

OVER 1,000 ON FARM ACTIONS ACROSS 6 PRIORITY AREAS

- Slurry Management
- Soil Health & Grassland Management
- Water Quality
- Animal Health & Performance
- Energy Management
- Biodiversity

Key Measures adopted on Activate Ireland Farms

- 95% use Low Emissions Slurry Spreading.
- 87% apply lime to balance soil acidity and improve soil health.
- 72 % using Protected Urea instead of CAN based fertilisers.
- 35% expanding clover usage in swards.
- 4.2% decrease in average farm footprint.

teagasc
Agriculture and Food Development Authority

AGNAV

BORD BIA
IRISH FOOD BOARD

icbf

SIGNPOST DEMONSTRATION FARMS IRELAND

PROGRAMME OVERVIEW

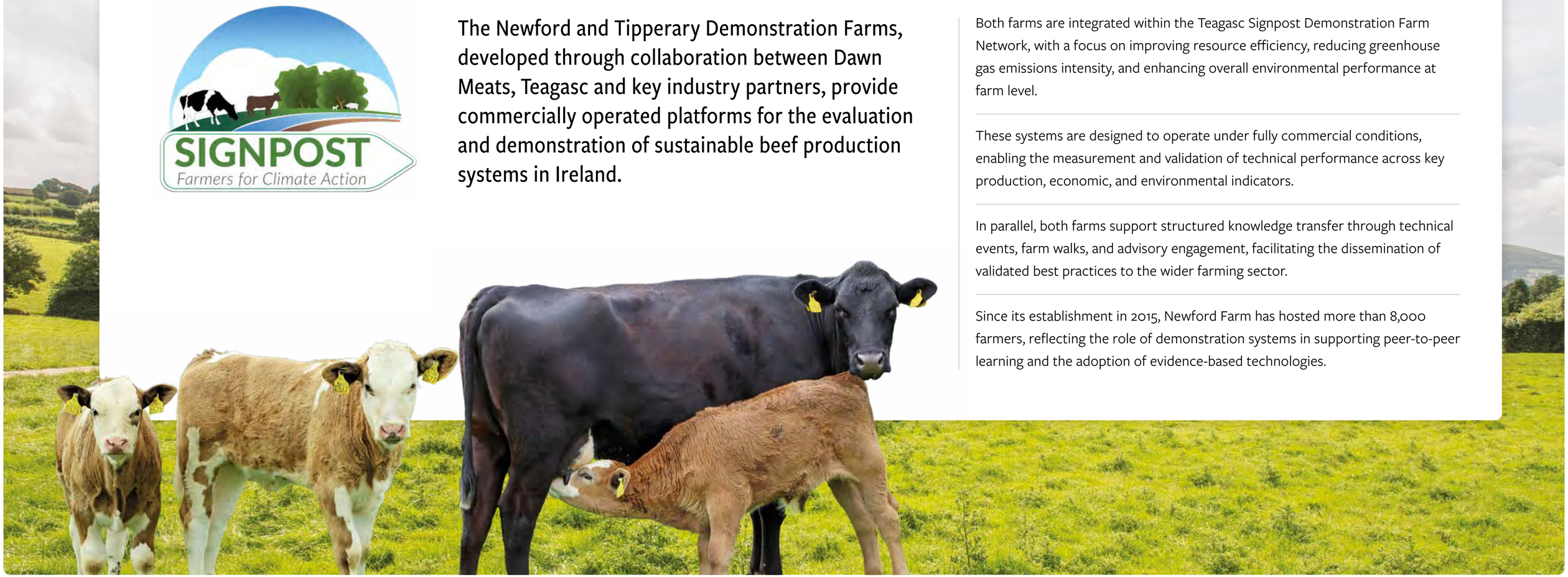
The Newford and Tipperary Demonstration Farms, developed through collaboration between Dawn Meats, Teagasc and key industry partners, provide commercially operated platforms for the evaluation and demonstration of sustainable beef production systems in Ireland.

Both farms are integrated within the Teagasc Signpost Demonstration Farm Network, with a focus on improving resource efficiency, reducing greenhouse gas emissions intensity, and enhancing overall environmental performance at farm level.

These systems are designed to operate under fully commercial conditions, enabling the measurement and validation of technical performance across key production, economic, and environmental indicators.

In parallel, both farms support structured knowledge transfer through technical events, farm walks, and advisory engagement, facilitating the dissemination of validated best practices to the wider farming sector.

Since its establishment in 2015, Newford Farm has hosted more than 8,000 farmers, reflecting the role of demonstration systems in supporting peer-to-peer learning and the adoption of evidence-based technologies.



SIGNPOST DEMONSTRATION FARMS IRELAND

Newford Suckler Beef Demonstration Farm

A 75ha, spring-calving suckler-to-beef system located in Athleague, Co. Roscommon. Operated jointly by Dawn Meats and Teagasc, with support from McDonald's, the farm forms part of the Teagasc Future Beef Programme and is focused on the development of a low-cost, grass-based production model delivering high levels of technical and environmental performance.

The farm carries c.90 suckler cows and operates a closed production system, with all progeny finished on-site as prime cattle between 18-22 months.

The herd consists primarily of first-cross beef animals derived from dairy dams, reflecting a strategic shift toward improved maternal efficiency and system adaptability.

The production system is underpinned by a 100% artificial insemination (AI) breeding policy using high genetic merit (5-star terminal) sires.

Grassland management is a primary driver of system performance, maximising pasture utilisation and reducing external inputs through the integration of clover into swards.

Nitrogen fertiliser use is optimised, supporting both cost control and emissions reduction.

Winter housing duration is maintained below 110 days to improve overall system efficiency.

In 2025, Newford implemented European Innovation Partnership funded water quality interventions, including water diversion systems, improved yard wash-down infrastructure, settlement tanks, and vegetated bunded drainage. Measures are designed to improve segregation and management of clean and contaminated water, reducing nutrient and sediment losses to adjacent water bodies.

Newford provides a validated model of a technically efficient suckler system, integrating genetics, grassland management, and environmental controls to deliver a commercially viable and lower-emissions production system.

PERFORMANCE TARGETS INCLUDE:

>80% 6-Week Calving Rate	Maintain 10-Week Breeding Season	365-Day Calving Interval	Replacement Heifers Calve @ <24 Months	Finishing Heifers @ 20 Months Steers @ 22 Months

SIGNPOST DEMONSTRATION FARMS IRELAND

Tipperary Dairy Calf-to-Beef Demonstration Farm

A 112ha farm established in May 2024 and located at Ballyvadin, Fethard, Co. Tipperary. This commercial-scale system is designed to evaluate the technical and economic performance of dairy calf-to-beef production, and operates as a partnership between Dawn Meats, Carbery and Shinagh Estates Ltd., with Teagasc providing independent technical oversight.

The system is based on the annual procurement of c.380-400 spring-born dairy-bred calves from a defined supply base.

- Calves are sourced at 2–4 weeks of age and selected based on minimum four-star Commercial Beef Value (CBV) criteria to ensure genetic suitability for efficient beef production.
- Both steers and heifers are reared through to finishing.

Production is centred on a grass-based system, with perennial ryegrass and clover swards forming the core of the forage platform.

- Nitrogen application rates are maintained at c.125 kg N/ha with a focus on input efficiency and environmental compliance.

Animal performance is optimised through high-quality grazed grass and conserved forage, with finishing ages at 20-26 months, depending on gender and genetic potential.

- All animals are slaughtered at a minimum carcass fat score to ensure compliance with market specifications.

The farm operates under a structured share-farming model, ensuring clear allocation of land, labour, and capital inputs across stakeholders.

The system is designed to deliver a financially sustainable enterprise while maintaining high standards of animal health, welfare, and technical performance.

A key component of the model is the integration between dairy and beef sectors, supporting efficient calf sourcing and improved value capture across both enterprises.

Sustainability is embedded within system design and management:

- Measures focus on reducing nitrogen and phosphorus losses and GHG and ammonia emissions, and minimising reliance on veterinary inputs such as antibiotics and anthelmintics.
- Incorporation of high-diversity landscape features supports biodiversity and contributes to overall environmental resilience.
- Finishing of 2024-born cattle commenced in September 2025 and continued through to March 2026. ▶

SIGNPOST DEMONSTRATION FARMS IRELAND

Tipperary Dairy Calf-to-Beef Demonstration Farm

Overall animal performance improved relative to the previous year due to more favourable grazing conditions, enhanced genetic merit, and more refined finishing strategies.

- Average Commercial Beef Value (CBV) of calves increased to €145, up €13 on 2023, reflecting continued genetic progress.
- A targeted feeding approach was applied, with concentrate supplementation allocated based on animal type, liveweight, and finishing potential, resulting in average concentrate inputs of 300 kg for heifers and 437 kg for steers.
- Slaughter performance remained aligned with system targets. Heifers finished at approximately 20 months and steers at 21 months, achieving satisfactory carcass weights, fat cover, and conformation across CBV categories.

In spring 2026, 442 calves were sourced from nine farms, with an average arrival weight of 55 kg, and selected based on CBV and liveweight using a structured pricing mechanism.

- Breeding strategy for subsequent cohorts maintains a balance of early- and late-maturing genetics to optimise both finishing efficiency and carcass weight output within the system.

Tipperary provides a scalable model of dairy calf-to-beef production, demonstrating how optimised genetics, grassland management and system integration deliver efficient, low-emissions beef within a commercially viable framework. ■

SUMMARY

Newford and Tipperary provide complementary system-level evidence on suckler and dairy-beef production models, highlighting the role of genetic selection, grass-based feeding strategies, input optimisation and targeted environmental measures in improving production efficiency and reducing emissions intensity. Through structured knowledge transfer, these farms support the adoption of technically robust and sustainable practices across the wider beef sector.

WATER

INTRODUCTION

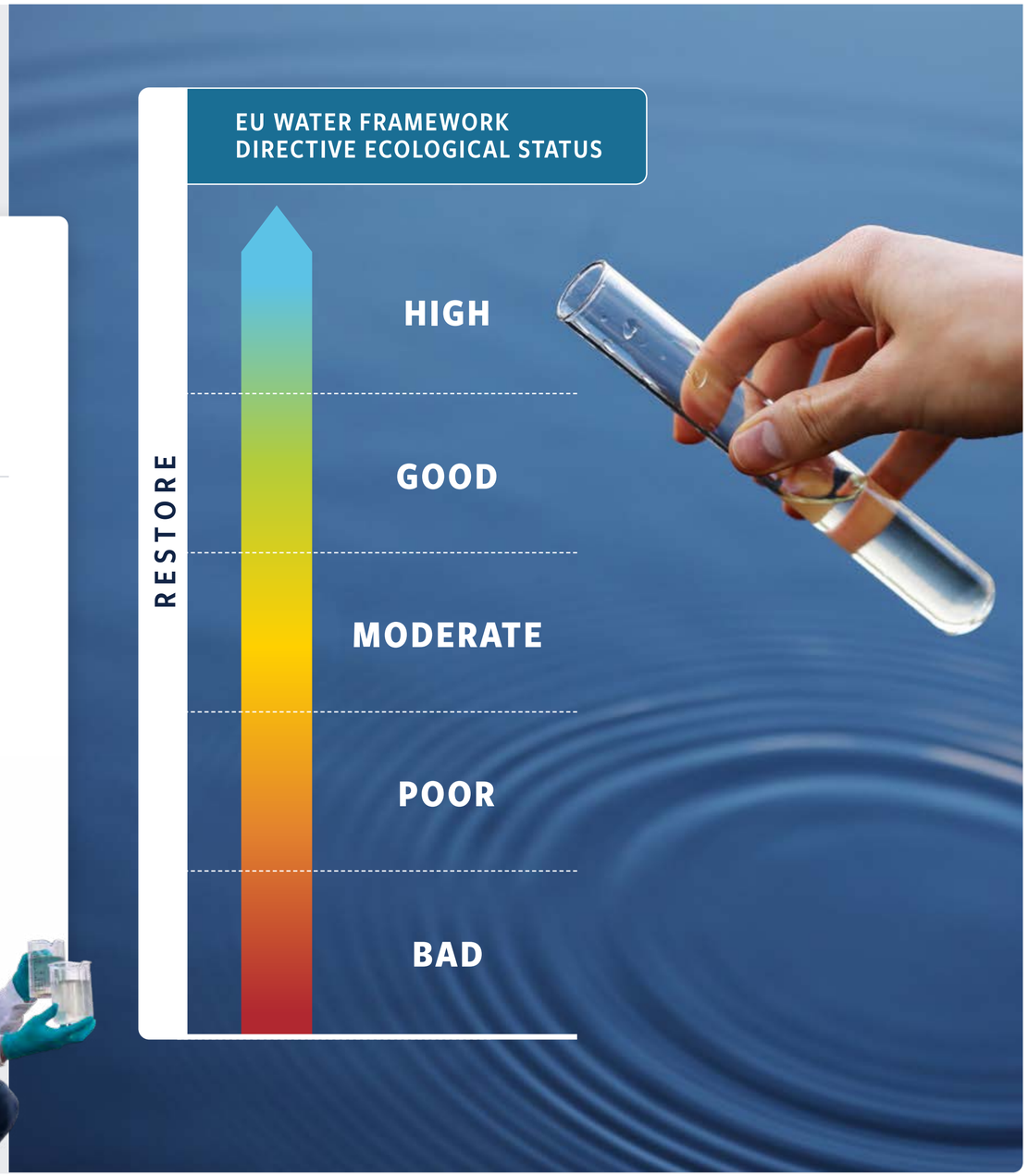
Water is essential to support all life on Earth and critical for our global food system.

According to the UNESCO UN World Water Development Report published in April 2024, “approximately 72% of the freshwater withdrawals globally” are used for agriculture. The quality and availability of freshwater is at risk due to climate change and unsustainable human use.

In Ireland and the UK, improving water quality is an immediate priority, while we simultaneously plan for future water scarcity and flooding driven by the changing climate. The EU Water Framework Directive (WFD) underpins an important mechanism for assessing and managing water environments. Water bodies are assigned an ecological status such as “water quality”, which ranges from High to Bad.

Good or High ecological status is important for sustaining healthy aquatic ecosystems to support abundant communities of fish, insects and plants. Achieving and maintaining at least Good water quality requires planned and coordinated action across agriculture, urban wastewater, industry and forestry.

A water risk assessment has been undertaken of our UK and Irish supply chains, mapping sourcing volumes and overlaying risk maps from the WFD to determine priority areas to target in order to have greater impact. Water risk mapping is an evolving practice, requiring more accurate data to reliably track progress over a number of years, and we are engaging with key stakeholders to improve our methodology.



WATER

Catchment Approach

A catchment is an area of land where water collects and drains into a common outlet e.g. rivers, lakes or streams

Catchments are broken up into sub catchments and then further divided into waterbodies.

Successfully improving the ecological status of a waterbody, sub catchment and eventually a catchment, requires all of the key actors and stakeholders to work together and implement change on the ground.

Such collaborations of stakeholder groups are referred to as Catchment Action Programmes or Collective Action Projects, or CAPs.

We are active in 14 CAPs across the UK and Ireland.

Benefits of Catchment or Collective Action Projects

Participants learn which interventions are needed across a range of jurisdictions, producer types, contexts and catchment types.

CAPs provide scientific evidence and data to support the changes needed in supply chains.

Scaling action required this evidence so that practice changes can be embedded in agriculture standards.

The collective voice brings credibility and influence to advocacy for change.

Improvements in water quality restoration and catchment conditions occur on multi-year timescales of up to 10–30 years

Up to date data difficult to acquire – Water Framework Directive updates occur every 3–6 years

Food businesses and farmers only control a portion of activities in a catchment

WATER

Ireland

We are working collaboratively with the red meat sector to support the Farming for Water European Innovation Partnership (FWEIP).

In 2023 Teagasc, Dairy Industry Ireland and the Local Authority Waters Programme (LAWPRO) secured funding to drive on-farm improvements in water quality, while also benefiting climate change mitigation and biodiversity protection. The project focuses on reducing Phosphorous, Nitrogen, sediment and pesticides entering watercourses through surface runoff and groundwater.

Goal

National goal is to achieve at least Good status, as defined by EU WFD, in all surface water and groundwater bodies.

FARMING for WATER
Water European Innovation Partnership - AGRI

Progress

- Nationally, €75 million is allocated for 4,300 farmers in priority areas, with €8.5 million paid out.
- We employ two Farming Water Quality Advisors to work alongside the Teagasc Advisors and recruit farms into FWEIP.
- We are active in 7 Catchment Action Programmes, working with farms to complete water risk assessments and establish improvement plans, and we are members of the CAP steering and implementation groups.
- Specifically, we are active in the Blackwater, Bandon, Lee, Nore, Barrow, Slaney and Suir.
- Active in special projects such as the Giant Hogweed Eradication Programme, we are visiting supplier farms and mapping invasive species, and are supporting farmers to be compliant for County Council inspections in line with the Good Agricultural Practice.
- In addition to facilitating knowledge sharing and training events such as the Newford and Tipperary Open Days, we are working with the Activate Ireland farms to develop sustainable water management plans.

WATER

112
Farm Plans Submitted

25
Farm Plans Approved by FWEIP

€1.6m
Supplier Measures

8 ACTIONS FOR CHANGE

Nutrient Management

1. Reduce purchased nitrogen (N) and phosphorus (P) surplus per hectare.
2. Ensure soil fertility is optimal for lime, phosphorus and potassium.
3. Ensure application of fertiliser and organic manure at appropriate times and conditions.

Farmyard Management

4. Have sufficient slurry and soiled water storage capacity.
5. Manage and minimise nutrient loss from farmyards and roadways.

Land Management

6. Fence off watercourses to prevent bovine access.
7. Promote targeted use of mitigation actions such as riparian margins, buffer strips and sediment traps to mitigate nutrient and sediment loss to water.
8. Maintain over-winter green cover to reduce nutrient leaching from tillage soils.

WATER

UNITED KINGDOM

Dunbia are members of The UK's Food and Drink Pact, signatories to the Water Roadmap and members of the Water Oversight Panel, collaborating with NGOs and Rivers Trusts.

CASE STUDY

West Cumbria Collective Action Project

▶ UNITED KINGDOM

The Challenge

In the West Cumbria catchment, environmental and farming challenges are intrinsically linked, and addressing them brings benefits for everyone.

6 Key Environmental Issues

- Poor Water Quality
- Drought and Water Availability
- Flood Risk and Sea Level Rise
- Heavily Managed and Modified Watercourses
- Lack of Biodiversity
- Invasive Species

CAP Impact Date	Metric
Farmers Receiving Advice in Waver Wampool Catchment	30%
Nutrient Management Plans	28
Length of Watercourse Fencing Erected (km)	4.85
Hectares of Trees Planted	1.64

Actions / Solutions

The project aims to encourage collective action towards sustainable soil and water management in the Waver Wampool Catchment through the following objectives:

- **Farm Advice:** Working with advisors and consultants, providing expert advice to farm businesses. Supporting farmers through the application process to utilise private and public funding.
- **Farmer Training:** Peer-to-peer learning and knowledge sharing through cluster groups and workshops.
- **Farm Delivery:** Delivering a broad range of 'nature friendly' interventions to address issues with soil health and resilience, reduce input costs and sustain yields, while improving water quality.
- **Advocacy:** Working closely with a group of producers to provide insights and on-the-ground data for stakeholders to inform effectual incentive design for environmental activities.
- **Monitoring and Research:** Establishing baseline metrics to track progress and create a more accurate picture of the 'true' cost recovery of improving soil health.
- **Consumer Education:** Raising awareness of important issues surrounding public goods and services. Engaging with communities to reconnect to the local landscape and promote a sense of stewardship.

WATER

CASE STUDY

South West Collective Action Project

▶ UNITED KINGDOM

The Challenge

The South West region has a large number of grazing livestock, with areas of high livestock density. Elevated regional demand for water in the summer through tourism also puts demand on existing water resources.

Alongside this there are WFD Failures from point and diffuse sources including nutrients and sediment, there are also issues with soil compaction erosion and loss, leading to decline in some aquatic species such as salmon. The region also experiences intense rainfall and periods of drought.

Actions / Solutions

Improving catchment and climate resilience is complex and requires multiple stakeholders to work together in a joined-up approach.

The CAP is focused on:

- Working with agri-food supply chains to enhance certification standards and incorporate more water standards.
- Encouraging and supporting local collective water stewardship and governance by knowledge sharing and creating case studies.
- Advocating for sustainable water management by providing and sharing best practice information with farmers and supply chains.
- Farmer engagement through visits, advice and farm plans.
- Water resilience activities and priority capital works such as nature based solutions – leveraging funding where possible.

Impact to Date

Farmers are being engaged in target areas and have received soil testing and nutrient management advice, alongside soil health surveys and advice.

Opportunities to leverage funds have been identified with matched funding provided through countryside stewardship.

WRAP farmer workshop event in East Devon looking at experiences from regenerative grazing systems on host farm and innovative and efficient fertiliser application to reduce application rates.

Westcountry Rivers Trust

“The South West and the priority catchments for delivery are areas dominated by livestock farming including beef and sheep. Therefore, working closely with red meat supply chains is key for the region. Building water resilience in these catchments will be critical given the growing pressures on water and impacts from climate change over the century. By working with Dunbia, this provides a new avenue and a different approach to engage with livestock farms in the region and identify solutions and provide advice on their farms that help to improve soil health, reduce runoff and balance nutrients.”

Giles Rickard
HEAD OF NATURAL CAPITAL,
WESTCOUNTRY RIVERS TRUST

SOIL

Regular soil analysis and nutrient management planning are needed to optimise and maintain soil health and fertility, which in turn is essential to retain water and nutrients, support biodiversity and to produce healthy crops and grass for our livestock, while simultaneously storing carbon below ground.

Goal

Engage with farmers to restore soil health, condition and fertility, improving its ability to support plants and animals, store carbon and produce quality grass for our livestock.

Progress

IRELAND

Farmer suppliers who are members of the Bord Bia Sustainable Beef and Lamb Assurance Scheme were undertaking a range of actions in 2025 as a result of soil testing.

SPECIFICALLY:

- 71% were applying lime to improve soil pH.
- 55% had a targeted fertiliser programme.
- 53% were improving their Phosphorus and Potassium Index.
- 32% were establishing a Nutrient Management Plan.

Soil health is a key priority within the Activate Programme, featuring as a component of the online training modules and is a central focus of farm sustainability plans.

In 2025, 87% of Activate farmers in Ireland applied lime as a targeted measure to improve soil health and optimise soil pH.

UNITED KINGDOM

We are engaging with Activate UK farmers to improve soil management practices, including soil nutrient testing, soil management planning and nutrient management planning to optimise grassland performance, while also protecting and improving water quality.

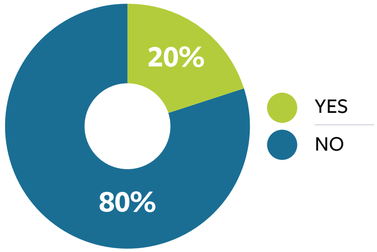
ACTIONS INCLUDE:

- Providing farmers with the tools and support to understand soil nutrients and carbon stocks.
- Completing soil testing including organic matter, bulk density, carbon nitrogen ratio, pH and number of earthworms.
- Developing a tailored action plan for each farm to drive efficiency and profitability by enhancing soil health, grassland productivity and soil carbon storage. Once a baseline has been established.
- Funding for tree planting to support agroforestry practices.

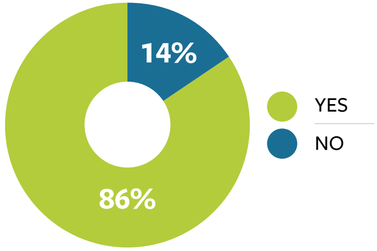
Soil tests will be repeated in 3–5 years time to analyse sequestration and health.

Actions taken by our Irish farmer suppliers as a result of soil testing

RESEEDING USING MULTI SPECIES SWARDS



RESEEDING USING CLOVER



SOIL

CASE STUDY

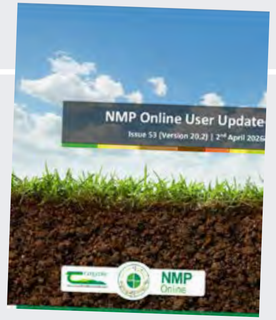
Activate Leader, Abbey Farm

▶ UNITED KINGDOM

- One of the Activate Leaders, Abbey Farm, is targeting improved grass production to build resilience into their farming system.
- The aim is to do this without increasing purchased nitrogen fertilisers or ploughing up grazing land to reseed.
- The farm has sought advice from soil and grassland experts, alongside undertaking data collection, such as Solvita soil tests on every field. This will inform management changes that will improve the structure of their soils and their grass growth.
- The toolbox to achieve this includes lime and phosphate, harrowing and aeration, slot-seeding and over-sowing, as well as rotational and mob grazing. Into this mix might go tetraploid ryegrasses, modern cocksfoot, timothy, clovers, herbal leys and other specialist mixes.
- The long-term goal is that improved grass yields may allow for a reduction of inputs, such as purchased feed, which should in turn aid profitability of the enterprise.
- Actions should support other focus areas such as biodiversity, water quality, emissions reductions and carbon storage.
- Through the next few years of engagement with the Soil Association Exchange, the farm will be able to monitor changes in these key indicators.

CASE STUDY

Better Farming for Water, FWEIP and Activate Ireland



▶ IRELAND

- Through Ireland's Better Farming for Water campaign, we are supporting farmers to improve soil fertility as a key step towards protecting water quality and strengthening farm resilience.
- As part of the campaign's "8 Actions for Change," farmers are encouraged to ensure soil fertility is maintained at optimal levels, particularly through the application of lime and the targeted management of phosphorus and potassium.
- 102 Dawn Meats farmer suppliers, including Activate farms, are completing a Nutrient Management Plan, which will provide a structured approach to understanding soil nutrient status and will inform management decisions.
- In practice, improving soil fertility involves building a clearer picture of soil nutrient requirements through soil testing and taking targeted action to address imbalances.
- Key measures under the FWEIP are having a nutrient management plan, slurry testing, setting multi species and establishing buffer zones.

BIODIVERSITY

Given the nature of our business, we are intrinsically linked to the environment and the eco-systems in which we operate.

On a national scale, biodiversity is typically monitored using indicator species such as birds and pollinators. Protecting these species indirectly protects many other species that share the same habitats. Measuring biodiversity at an individual farm level remains logistically challenging with most indicators being tracked at a regional or national level.

Goal

Support farmers to protect nature and restore biodiversity and ecosystems which are the foundation of a stable food system.

Progress

IRELAND

The focus for the beef and lamb sector centres around the quantity and quality of habitat areas. SBLAS data demonstrates a continued increase in biodiversity measures deployed across livestock farms to enhance the quality of habitats, particularly hedgerows, trees and field margins.

Biodiversity is a priority within Activate Ireland. It is delivered as a dedicated module in the online training programme, and participating farmers are encouraged to implement practical actions that enhance and improve biodiversity on their farms.

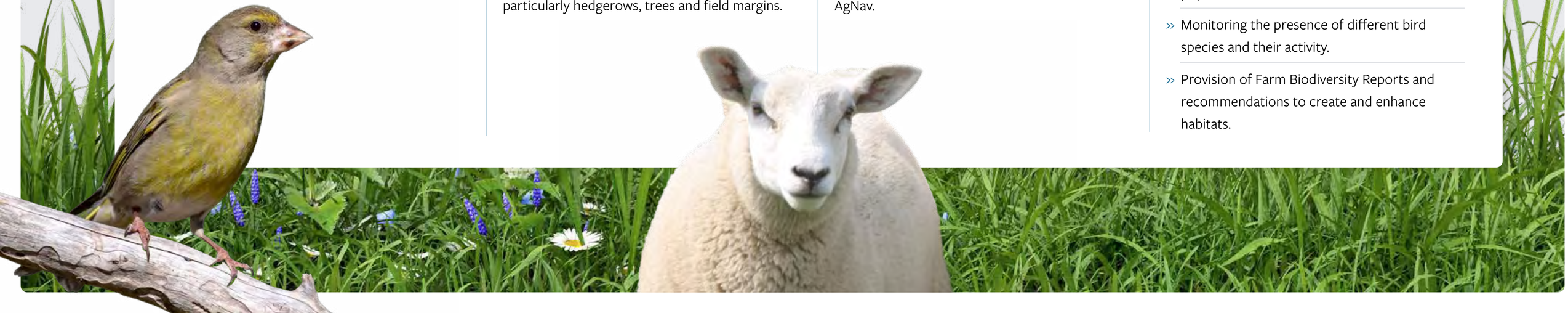
Developing a robust, credible and consistent approach to measuring and monitoring the impact of on-farm actions on habitats, as well as a roadmap or practical implementation guide are important next steps. We are exploring the use of a GPS remote assessment tool to assist in this regard, as well as working with Bord Bia and Teagasc to trial and scale a solution through AgNav.

UNITED KINGDOM

We are working directly with more than 160 Activate UK farmers to measure, manage and improve biodiversity and habitat creation.

ACTIONS INCLUDE:

- Farm Baseline Habitat Mapping and Assessments being undertaken both remotely and in-person.
- Data collection included bird species, flora, hedgerow structure, crop and livestock density, habitat management, Space for Nature and habitat connectivity.
- Soil sampling and counting earthworm populations.
- Monitoring the presence of different bird species and their activity.
- Provision of Farm Biodiversity Reports and recommendations to create and enhance habitats.



BIODIVERSITY

CASE STUDY

Using LandApp to understand On-Farm Habitats

▶ **UNITED KINGDOM**

We have been mapping habitats using LandApp across 160 Activate UK farms, and using this data to implement targeted action with specific project groups.

Across a project group of 17 farms we mapped:

- 4,694 hectares of habitat.
- 29 different habitats.
- 187 hectares of woodland.
- 82 hectares of fen marsh and swamp.
- 212 hectares heathland and shrub.
- 3,219 hectares of grassland, with 8 classifications.

Following farm mapping and farm walks, consultants provided recommendations through bespoke Biodiversity Action Plans, which explained how farmers can optimise existing habitat to improve biodiversity.

Examples include improving connectivity by gapping up hedgerows and engaging in agri-environment schemes to plant pollinator feed.

CASE STUDY

Using a Robotic Sensor Arm

▶ **NORTHAMPTONSHIRE | ENGLAND**

A sensor is attached to the front of a tractor and as the tractor moves the sensor surveys grass/crop and notifies the driver of any ground nesting birds or wildlife in the tractor's path.

ANIMAL NUTRITION & FEED

In the UK and Ireland, grass is the primary component of our livestock's diet. Cattle convert this plant protein into highly nutritious, naturally produced protein, which is rich in essential vitamins and minerals.

We work with farmers to enhance their knowledge on different varieties of grass, multi-species swards and clovers, measuring tools and management techniques, from rotational to multi-paddock grazing systems. Alongside grass and forage, cattle are generally fed a concentrate ration. The type and quantity will depend on the animals' nutritional needs, the farming system in operation, and weather conditions which influence grass growth. Rations may include soya, and the amount of soya contained in animal diets will vary hugely between species, feed type, feed manufacturers and the finishing stage of the animal. Expanding soya production is driving deforestation and conversion of native vegetation in other parts of the world, depleting biodiversity, increasing emissions, altering natural water systems and damaging human health.

Goal

As part of Plan Four Zero, we are working with Activate Ireland and Activate UK farms to enhance animal nutrition so that livestock finish at an earlier age, reducing lifetime emissions and imported feed requirements.

From 2026, in compliance with the requirements of the European Deforestation Regulation, we will support the transition to deforestation free supply chains.

Progress

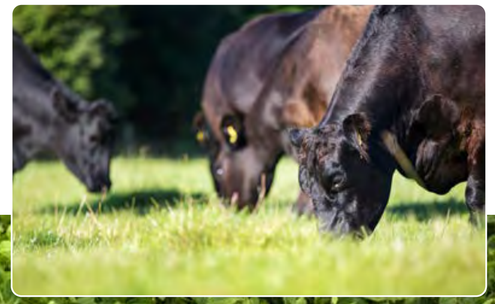
We are signatories to the UK Soy Manifesto, working with industry, importers, traders and manufacturers, to identify opportunities for improvement. Latest industry reports show the usage of soya in cattle and sheep diets in the UK and Ireland is relatively low as animals are raised on predominantly grass fed diets, and the UK imports less than 1% of global soya consumed.

We use a small volume of animal feed in our farming projects and feedlots, and purchase Roundtable on Responsible Soya Credits, which ensure soya has been produced sustainably with zero deforestation and conversion of native vegetation, and in compliance with high social and human rights standards. Progress is reported on annually to the UK Roundtable for Sustainable Soya and 3Keel.

Through Activate Ireland and Activate UK, farms are provided bespoke measures to improve animal nutrition and optimise feed efficiency

WHICH INCLUDE:

- Optimising animal growth and performance through daily liveweight gain monitoring and related nutrition.
- Increasing the proportion of home-grown protein where possible or reducing purchased feed in particular non-sustainable soya.
- Promoting higher quality forage.
- Optimising grass species for higher protein production.
- Optimising grazing strategies.



ANIMAL NUTRITION & FEED

Progress

We are working with Activate UK farmers to assist them in establishing and growing multispecies swards (MSS)

MSS not only help improve soil health and provide environmental benefits, but also provide a more diverse ration for livestock with increased digestibility.

Participating farmers receive a discount towards MSS seed ordered from Germinal as well as the opportunity to receive funding towards soil testing.

Farmers also have access to support on establishing and growing MSS. This includes farm walks, webinars and a WhatsApp group with other farms sowing MSS and experts from Germinal to answer any queries.

Over the last three years, participating farmers have sown more than 665 acres of MSS.

ANIMAL HEALTH & WELFARE

Good animal health and welfare greatly influences meat quality and is vital to our business and our reputation.

Our understanding of animal welfare encompasses the Five Freedoms and the Five Domains and applies these principles to the slaughterhouse setting to ensure that we meet welfare requirements and provide an enriched welfare experience for our livestock. All our processing sites are Red Tractor or Bord Bia approved, and audited annually, offering external assurance that we meet required animal welfare standards.

Two fulltime vets oversee all animal welfare activities and our sites each have fully trained animal welfare teams. We are founding members of the Food Industry Initiative on Antimicrobials, a group of retailers, manufacturers, processors and food service companies working to promote and support responsible antimicrobial use and action on antimicrobial resistance.

Goal

As part of Plan Four Zero, we will continue to maintain high standards of animal health and welfare, to help reduce mortality and food waste.

Progress

We are working to improve on-site facilities to provide a degree of enrichment for the animals.

Sites are encouraged to try new ideas and share them with the rest of the Group; past successes include the addition of brushes or ‘scratchers’ in our cattle pens and the use of a life-sized plastic sheep to encourage sheep movement in the lairages.

We have an internal welfare recognition award for individuals across our sites who go above and beyond in their efforts to improve animal welfare.

TRAINING

- Bespoke external training delivered by the University of Bristol.
- Internal training including self-directed e-learning, in-person training and welfare webinars.
- Availability of multiple training formats accommodates different learning styles and the inclusion of specific media and examples from our sites allows for more personalised employee training.
- Host annual webinars for site welfare teams and operations managers which provide an open environment to share challenges, solutions and goals.

ANIMAL HEALTH & WELFARE

Progress

IRELAND

The SBLAS scheme includes strong health and welfare criteria across animal husbandry, housing and stockmanship, and all participating farms implement a herd health plan.

Over the last 10 years, Animal Health Ireland has achieved a 20 fold decrease in incidents of calves born with Bovine Viral Diarrhea (BVD), equivalent to almost €90 million to the cattle sector annually through better animal performance and reduced mortality.

UNITED KINGDOM

MSD Animal Health Lamb Project

Concluded a 3-year sheep health project with MSD Animal Health in the UK, which explored the benefits of vaccination against endemic diseases following the NOAH Category One Livestock Vaccination Guidelines.

IMPACT:

- lameness was halved across 10 Welsh lamb farms
- approximately £54,000 saved per year
- antibiotic use significantly reduced

Following this success, the 10 farmers have continued with lameness visits by MSD to support lameness management strategies. The Industry 5-point plan for managing lameness is being reviewed as a result of the project. Farmers across the Dunbia supply chain have benefitted from the outputs of the project through articles in national farming press and our Farm Green webinars.

Liver Fluke Cattle Project

Concluded a 3-year cattle health project which involved working with 546 beef farmers to develop a plan to reduce the incidence of liver fluke in their cattle.

Participating farmers completed a questionnaire on their liver fluke control strategies, including on farm prevention, monitoring and treatment.

A targeted engagement plan was developed, encompassing education, forecasting and innovation.

Performance benchmarking was undertaken using the “Fluke O Meter” tool to inform progress.

IMPACT:

- 73% of farmers improved liver fluke incidence, resulting in environmental and financial benefits.
- due to the success of the project, we implemented the ‘Pneum O Meter’ sharing similar benchmarked information on pneumonia, the second highest priority from the animal health KPI’s collected in Dunbia’s factories.

Following the success of these initiatives, the Fluke O Meters and Pneum O Meters have gone to 127 farmers, providing information on key animal health topics, above the standard information at the point of processing.

FARM GREEN

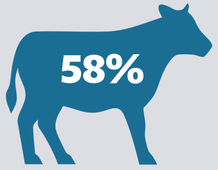
Farm Green is our communication platform used to share knowledge, inspire sustainable farming and demonstrate our activities and progress under Plan Four Zero.

Succession planning is essential for the future of our industry, and we support young farmer groups in the UK and Ireland in developing their skills, sharing knowledge and encouraging their passion for agriculture.

Through sponsorship of national conferences, programmes and walk the chain events, we have established integrated supply chains with premium branded product offerings, and we actively engage with and support groups such as the Young Farmers Clubs.

CATTLE EMISSIONS MONITORING

424,000+



58% of cattle suppliers are covered by emissions monitoring programmes, representing approximately 424,000 cattle annually

FARM GREEN

COMMUNICATIONS WITH FARMERS

130,000

Farm Green is our supplier engagement initiative, through which we share learnings via videos, webinars and case studies.

OBJECTIVES

- Increase Awareness and Amplify Recognition
- Highlight Supplier Leadership
- Build Customer Trust and Recognition
- Foster Internal Engagement
- Measure to Strengthen Success

FOOD

NUTRITIONAL BENEFITS

Feeding the global population sustainably means working together to produce nutritious food in optimum conditions, in the natural environment best suited to growing specific crops and plants, and to rearing livestock.

Our meat products make a valuable contribution to human nutrition as part of a balanced diet, and we actively raise awareness via regular social media engagement on the important role red meat plays in maintaining enhanced human health.

Nutrition

Over 80% of our finished products are natural unprocessed raw meat sourced from extensively reared livestock where grass is converted into a highly nutritious naturally produced protein.

We actively raise awareness of the important role red meat plays in maintaining good human health throughout the stages of life and regularly emphasise red meats' nutritional benefits through social media, agricultural shows and traditional media engagements.

Health Benefits

To help inform and make healthy choices easier for consumers, we raise awareness of the health benefit of red meat as part of a balanced diet, and of the high standards of sustainable livestock production in the UK and Ireland.

Ethical and sustainable choices for both human health and the health of the planet are increasingly prioritised by consumers, and we actively partner with Bord Bia in Ireland and AHDB, HCC, LMC and QMS in the UK, to promote the many diverse benefits of livestock and meat products.

Lean red meat consumed in the right proportions, can play an important role in a healthy, balanced diet.

It is naturally rich in protein, low in sodium and provides eight vitamins and minerals that contribute towards good health and well-being. One of these vitamins B12 can help reduce tiredness and fatigue and is an essential nutrient not naturally present in a vegan diet.

We believe that through better communication, consumers understanding of the contribution beef and lamb can make to a healthy balanced diet, can be greatly improved and we are engaged at European level with UECBV on this important topic providing a platform for informed discussion and debate through https://meatthefacts.eu/

NEW PRODUCT DEVELOPMENT (NPD)

Our New Product Development team have delivered many projects to advance the health benefits of our value-added products and work to make them more sustainable, healthier and nutritious.

We look at ways to address obesity through improved portion control and reduced sugars and salts in added ingredients, working well beyond FSA 2024 guidelines on salt reduction. We are committed to helping all customers have a healthy and sustainable diet that is rich in protein and a variety of fruits and vegetables. As such we will look for opportunities to increase the nutritional benefits of all our products through the inclusion of vegetables, where suitable and beneficial to the product.

Building on this commitment our NPD projects continue to evolve in response to changing consumer preferences, customer requirements and emerging food trends. Throughout the reporting period, we have worked in partnership with retail customers to deliver a broad range of innovative products.

EXAMPLE:

- Seasonal and event ranges for occasions such as Christmas, Valentines Day, Easter and Summer BBQ, with refreshed and innovative products launched each year to meet evolving consumer demand.
- We expanded our slow cooked product ranges including lines inspired by different cuisines and premium chef collections.
- We are working on simpler ingredient formulations, focusing on reduced ingredient concepts to support clearer labelling and greater transparency.

Sustainability is embedded within our NPD process, with a focus on reducing waste, improving efficiency and supporting responsible sourcing. By extending product shelf life through technical innovation and optimised packaging, we contribute to reducing food waste both within our operations and in the home.

As a private label supplier, progress in NPD is delivered through strong collaboration with our customers. We actively share insights, provide science-based nutritional information and support the development of product ranges that enable consumers to make more informed, balanced dietary choices.

Alongside this, we continue to invest in research into the role of red meat across life stages, ensuring our innovation is grounded in evidence and aligned with long-term health and sustainability goals.

GENETICS AND MEAT QUALITY

Using genetics which are right for specific farming systems, can significantly influence animal performance and meat quality.

Breeding livestock which finish within specification at an earlier age can improve farm efficiency and profitability as well as generating a positive influence on the farms carbon footprint.

Goal

We will continue to improve animal genetic performance, breeding more carbon efficient livestock which finish at an earlier age whilst achieving optimum carcase gain and delivering consistently great meat quality.

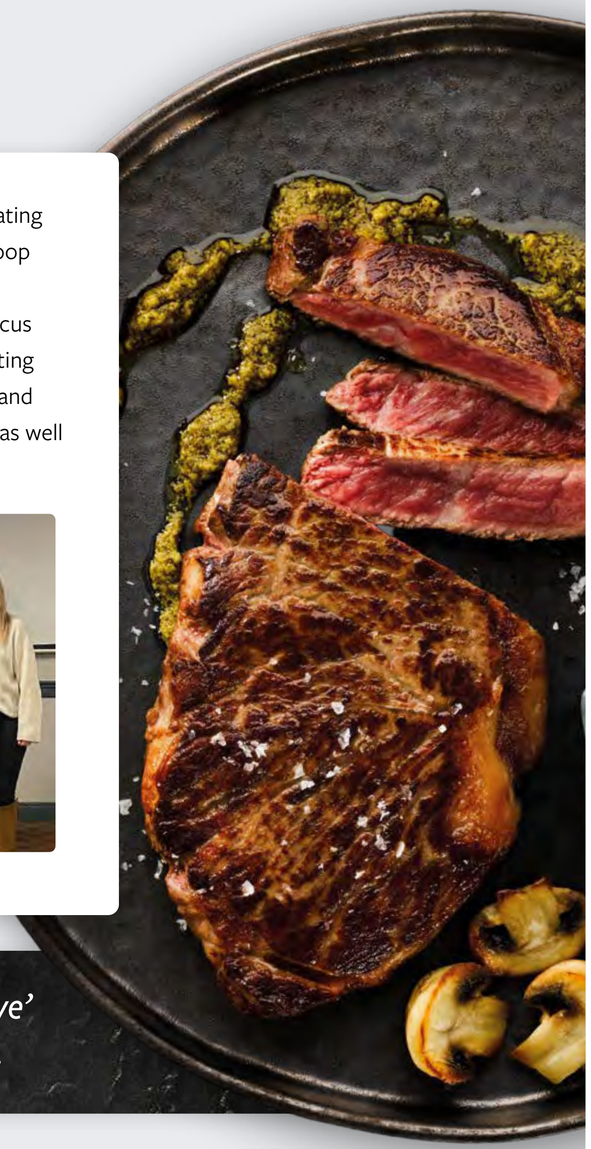
Progress

Through Activate Ireland and Activate UK, farms are provided bespoke measures to optimise animal performance.

WHICH INCLUDE:

- Selecting the genetics that are right for their specific enterprises.
- Selecting for feed efficiency, health traits, and fertility.
- Progressively targeting earlier age at finishing.

In late 2024 we established a new program to deliver more consistent quality meat products using beef cross dairy calves, built with a bespoke and unique support network from calf sourcing, rearing and finishing, adhering to a set of strict protocols which cover animal health, welfare, diet and performance. We will be monitoring animal and carcass performance and eating quality traits, utilising data to support a feedback loop to the farms, to further optimise performance and quality. Detailed meat eating quality trials, which focus on measuring attributes in the live animal contributing to tenderness, juiciness and flavour are prioritised and correlated to both carcase and cut measurements as well as breed characteristics.



We are proud to have been awarded *'World's Best Steak'* and *'World's Best Grass-Fed Ribeye'* at the World Steak Challenge 2025 reaffirming the world-class quality of our meat products.

FOOD WASTE

c.835,000 tonnes of food waste generated in Ireland every year.

In the UK, nearly 25% of food produced is lost or wasted every year, which includes good, edible food worth over £21 billion, enough to feed the entire population 3 meals a day for 3 months.

Food waste is costing businesses money and contributing to climate change, accounting for up to 10% of global greenhouse gas emissions.

In Ireland, Dawn Meats are signatories of the EPA Food Waste Charter and in the UK Dunbia are signatories to WRAP's UK Food and Drink Pact. Food waste from production as a percentage of finished product is consistently below 1%.

We are committed to playing our part in achieving Ireland's 2030 goals as outlined in the National Food Waste Prevention Roadmap to reduce national food waste by 50% and in the Waste Framework Directive to reduce food waste by 10% in the processing and manufacturing sector.

We are also committed to playing our part in achieving the UK food sector's 2030 goals as outlined in WRAP's Food Waste Reduction Roadmap to halve food waste per capita by 2030.

These initiatives and actions contribute to the United Nations' Sustainable Development Goal 12.3, which aims to halve global food waste by 2030.

Processes and Technology

We follow the highest standards of food safety and are continuously working on a range of innovative storage technologies to ensure consistent meat quality, maximise product shelf life, all the while working to progressively eliminate complex plastic laminates and reduce food waste.

We continue to conduct extensive research in process, equipment, materials and packaging to deliver new and exciting innovations to our operations.

Innovating helps us to reduce food waste by delivering consistent product quality for excellent on-plate experience, managing seasonal imbalances in supply and demand, and optimising inventory and carcass balance.

We use advanced scientific research and assessments to ensure consumers receive quality products with the maximum possible shelf life, reducing the occurrence of in-store and at home food waste, and have increased the available life of retail product by up to 50%.

Dawn Meats are industry members in the Meat Technology Ireland Tech Centre, who are conducting pre-competitive research on meat quality, shelf life and best in class technology.

FIND OUT MORE

SOCIETY

INCLUSIVE WORKPLACE

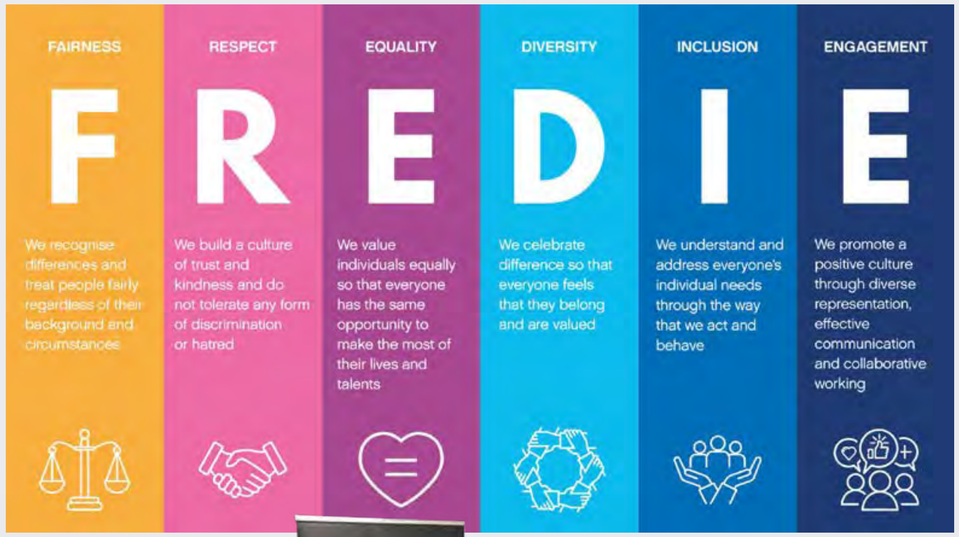
Our Diversity and Inclusion Steering Committee convened 7 times in 2025 to ensure our recruitment, retention and career progression strategies are aligned with best practice and underpinned by effective communication, awareness and engagement.

We are in the Meat Business Women global network and participate in Community Connect Events which bring human resources practitioners together to align on priorities, share best practice and strengthen leadership capability.

To ensure fairness during recruitment, we updated our interview skills programme, with learnings covering understanding unconscious bias, preparing for a competence-based interview, and why careful candidate selection is beneficial for business.

We are committed to FREDIE principles, and continue to promote and support an inclusive and respectful working environment through ongoing awareness and engagement across all sites.

We are working toward Irish Centre for Diversity's Bronze Award in Ireland, reinforcing our commitment to build a more diverse and inclusive workplace. In 2025 we attended the ICFD conference, gaining valuable insights to support and strengthen our inclusion initiatives across the business.



AgDIF Diversity and Inclusion in the Irish Food, Drink and Horticulture Industry

MEAT BUSINESS WOMEN

BORD BIA IRISH FOOD BOARD

IRISH CENTRE FOR DIVERSITY

LEARNING & DEVELOPMENT

In partnership with University College Dublin, 37 employees participated in our award-winning Management Development Programme, designed to support personal and professional development through a combination of management, leadership and sustainability modules.

23 employees participated in the Graduate Accelerator Programme, created in collaboration with the Waterford Chamber Skillnet and certified by the Learning Development Institute. This industry-led training focused on building emotional intelligence, time management, networking and silencing the inner critic.

43 colleagues attended our Dunbia Graduate Weeks, delivered in partnership with Harper Adams University, providing valuable opportunities to enhance knowledge, build networks and develop key professional skills.

In Ireland 35 participants completed Supervisory Training, providing them with skills to lead teams effectively, supporting day-to-day performance.

36 employees across the business participated in LEAN training, helping to drive operational efficiencies and support a culture of waste reduction across our sites.

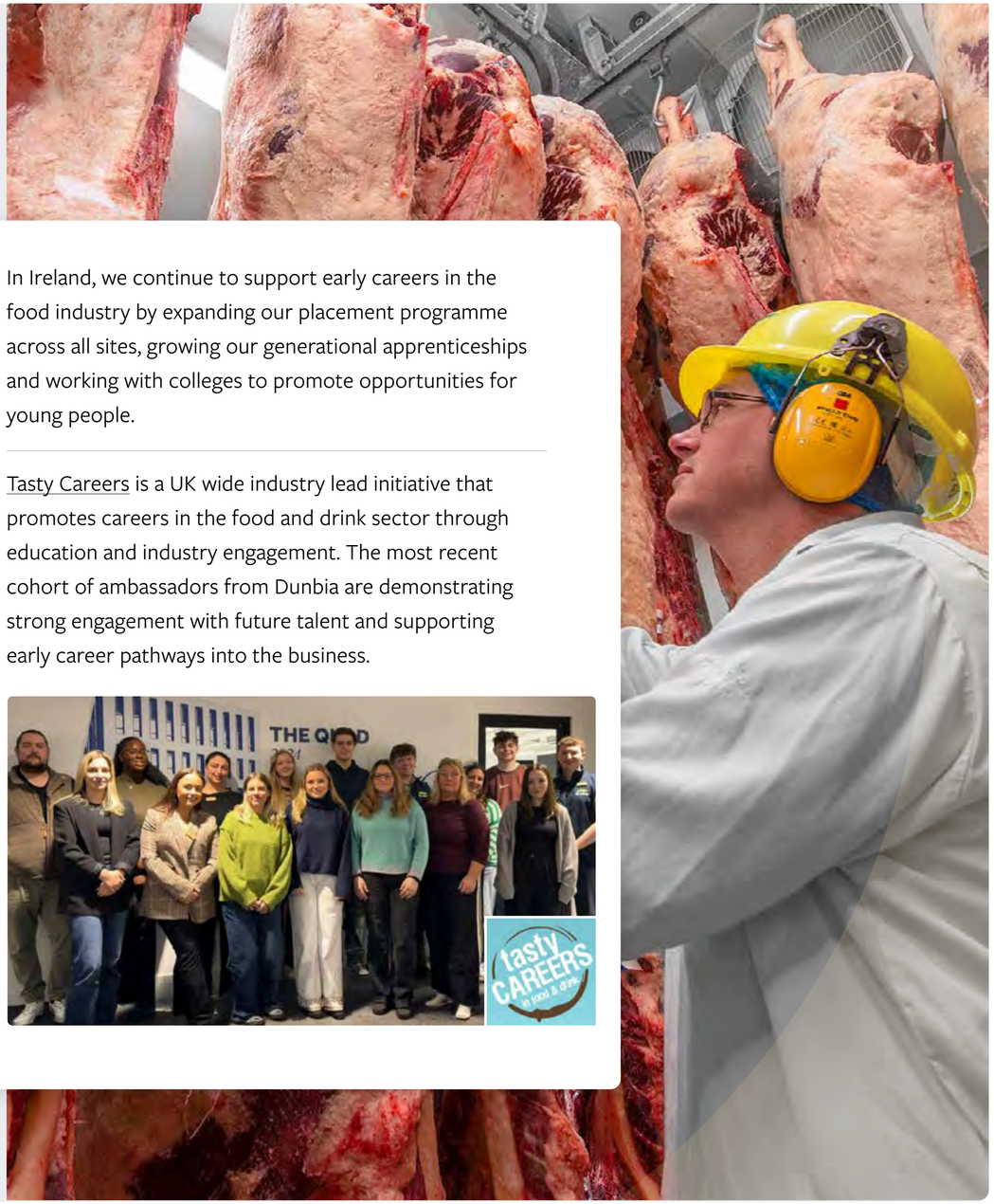
In 2025 we launched the Operational Placement Programme to provide third-year students with hands-on experience within the industry.

27 students participating. We plan to expand the programme in 2026 and beyond.

We offer mentoring as part of our Brighter Futures Graduate Programme and Graduate Accelerator Programme. These one-to-one mentoring sessions provide graduates with support to further develop emotional intelligence, enhance communication skills and address professional challenges. Mentor training is delivered in partnership with IBEC, with 253 employees trained to date.

168,637 hours of employee training delivered in 2025

RECRUITMENT



To attract new talent, we introduced the Next Generation scheme, which enables employees to refer people they know to entry-level roles. The Next Generation employee shadows their referee as they progress with the goal of advancing within the organisation in the first year.

To retain and fast-track the progress of existing talent, we implemented the Trainee Team Leader scheme, which enables team members to progress through roles to team leader within 18 months while undertaking additional training.

To enhance the new candidate experience, we built upon the established Applicant Tracking System by adding text engagement, a digital assistant, and an onboarding module, which have provided broader options of communication, resulting in increased engagement.

Beyond improving the new candidate experience, we also enhanced the compliance of our recruitment system, ensuring that the process is consistent, fair, safe, and equitable for all parties involved.

In June 2025, following the full implementation of the iCIMS candidate tracking system, the Recruitment Compliance update was launched. The update provides added reassurance against the rising issue of recruitment fraud from a candidate and company perspective.

The Butchery Academy was launched in Dungannon, Carnaby and Treburley, creating a structured pathway to develop butchery skills, strengthen capability, and support long term talent across sites.

Dunbia supported the launch of the Young Butchers Network, in partnership with the Worshipful Company of Butchers and Institute of Meat. This professional network and development platform aims to develop, connect and inspire the next generation of butchery talent across the industry.

In Ireland, we continue to support early careers in the food industry by expanding our placement programme across all sites, growing our generational apprenticeships and working with colleges to promote opportunities for young people.

Tasty Careers is a UK wide industry lead initiative that promotes careers in the food and drink sector through education and industry engagement. The most recent cohort of ambassadors from Dunbia are demonstrating strong engagement with future talent and supporting early career pathways into the business.

HEALTH, SAFETY & WELLBEING

The protection of physical and mental wellbeing are of equal importance and we have measures in place which promote this throughout the year in addition to Health, Safety and Wellbeing Week which is held annually.

Our goal to work towards zero workplace accidents, and our Health & Safety Strategy aims to reduce workplace accidents and reportable accidents by 10% and 20%, respectively. To track progress, we have several proactive and reactive indicators, with the information regularly reported to senior management to inform decision making on interventions.

Progress in 2025

- We deliver Mental Health First Aid training to help people managers gain the necessary skills for meaningful discussions about mental health. In 2025, we held a workshop with Senior Managers focused on understanding the dynamics of a multigenerational workforce, inclusive language, and inclusive recruitment.
- Employees can access Spark, an app that provides many benefits which support wellbeing.
- We continue to make processes safer for employees, for example, using blade stop bandsaws which are a dual-sensing system combining body-sensing and visual detection to immediately stop a blade if contact with an operator is detected.
- Musculoskeletal injuries have reduced using technology to replace human intervention.
- Investing heavily in workplace transport safety and putting in physical controls to keep pedestrians safe.
- We will continue embracing new technology and innovation in relation to mechanical handling equipment.
- Every year we hold Health, Safety, and Wellbeing Week. In 2025, topics covered included manual handling, transport, safety and general health and well-being, emphasising their importance throughout the production process. Activities included Smoothie Bikes, HGV driving simulators, quizzes, and manual handling training.

ETHICAL TRADE & HUMAN RIGHTS

As a member of both the Food Network for Ethical Trade and SEDEX our production sites undergo SMETA 4 Pillar Version 7 Ethical Audits.

Ongoing training of team members within compliance and procurement ensures awareness of current human rights challenges, threats, risks and the evolving landscape.

To equip team members with the knowledge and skills to prevent and address modern slavery risks across our operations and supply chains, we provide bespoke training that covers principles of modern slavery awareness, practical strategies for risk mitigation, and the legal and ethical obligations of managers and employees.

Our Human Resource teams undertook bespoke training on the evolving risks around the right to work, onboarding and impostering.

As part of our Future Business Leaders Development Programme, a “Lived Experience” survivor of modern slavery and human trafficking met with the 2025 cohort to discuss in granular detail the traumatic and abhorrent nature of the lived journey.

All employees complete modern slavery awareness and stronger together training as part of their onboarding.

COMMUNITY ENGAGEMENT

To foster careers in food and agriculture, promote innovation in sustainability, increase local biodiversity, and support communities, we provide financial and resource assistance to local community groups, charities, and not-for-profits.

This support is reinforced with volunteer hours by employees and in-kind donations.

Each year a company-wide calendar of events is arranged by our Community Engagement leads and sites will support and fundraise for a select number of these events.

In tandem with the Community Engagement Leads, each site has a Community and Charity Champion, who is responsible for coordinating activities at a local level, encouraging team members to participate in initiatives, and having a positive impact on local biodiversity and communities.

We raised and donated €850k to charities, community groups and not-for-profit organisations, and employees volunteered for over 2,400 hours.

COMMUNITY ENGAGEMENT

CASE STUDY

Great Agri-Food Debate

▶ IRELAND

Inspiring the next generation of agri-food leaders.

The Great Agri-Food Debate, organised by Dawn Meats and co-sponsored by McDonald's, encourages the next generation of agri-food talent to engage with the major issues shaping agriculture, food and sustainability. In its 10th year, the competition brought together seven teams from colleges and universities across Ireland and the UK to debate topical sector challenges, including AI, education, renewable energy and sustainable productivity.

The 2026 Grand Final, held at SETU Arena, saw UCC named winners after proposing that artificial intelligence can help farms improve productivity sustainably and should be adopted as national policy. By providing students with a platform to develop research, communication and leadership skills, the debate strengthens industry links with education and helps inspire future agri-food leaders.

CASE STUDY

Scarlets Community Foundation

▶ UNITED KINGDOM

Delivering community impact through sport.

In 2025, Dunbia became the first official community partner of the Scarlets Community Foundation, helping to extend the reach of the Foundation's programmes which already engage around 40,000 people each year across West Wales. Through grassroots rugby, school-based activity, wellbeing initiatives and inclusion projects, the partnership is creating more opportunities for young people and underrepresented groups to get active, build confidence and develop life skills.

This partnership shows how focused community investment can create meaningful social value beyond the business. By supporting the Foundation, Dunbia is helping to increase participation, encourage healthier lifestyles and bring people together. It also underlines our commitment to the communities where our people live and work, ensuring sustainability is reflected not only in environmental progress, but also in lasting benefits for local people.

COMMUNITY ENGAGEMENT

CASE STUDY

South Sudan Agricultural Development

▶ **SOUTH SUDAN**

In 2025, South Sudan continues to face a complex humanitarian landscape shaped by conflict, economic instability, and climate-related shocks. The country remains heavily affected by the ongoing conflict in neighbouring Sudan, which has significantly increased the number of refugees in border states like Northern Bahr eh Gazal (NBeG).

NBeG is experiencing severe food insecurity, with recurrent flooding, unpredictable rainfall and prolonged dry spells making farming unreliable.

We partnered with Concern Worldwide on the Building Sustainable Livelihoods in Aweil North Project in Northern Bahr eh Ghazal.

The project focused on improving agricultural productivity, strengthening climate change adaptation, and promoting sustainable farming practices among rural households vulnerable to food insecurity.

75 female farmers were supported in collaboration with the State Ministry of Agriculture, Forestry and Environment.

Programme Objective & Outputs

Improving agriculture productivity and promote sustainable farming practices:

- Training in Climate-smart agriculture (CSA) practices (transitioning from more traditional farming methods using hand tools and land clearance through cut and burn).
- Improved production: introduction of flood-tolerant lowland rice varieties and early-maturing crops.
- Expansion into dry-season vegetable production.

Improving incomes and linking farming activities with savings schemes and markets:

- Strengthening of 2 Village Savings & Loan Associations (VSLAs).
- Integration of farming with savings and micro-credit systems.
- Record-keeping, financial literacy and business skills training.

Results & Achievements

- 372 community members reached
- 75 female farmers trained in agriculture and vegetable production
- 62 female farmers trained in rice cultivation with government support
- 3 women-led producer groups and 3 community gardens established which enabled access to affordable green vegetables
- Expansion into year-round vegetable cultivation, increased cultivated land and improved yields, increased household income from surplus vegetable and crop sales
- Enhanced economic empowerment and independence for women farmers participating in the programme

RESPONSIBILITY

We work with others to drive change for a more sustainable and resilient supply chain, and accelerate action as knowledge and technology evolves, while producing natural, nutritious food.

We are investing an initial €100 million in Plan Four Zero and our Sustainability Executive will continue to monitor progress, ensuring our strategy is fit for the future.

Our achievements to date are a result of the hard work and dedication of our people, supported by strong governance and leadership.

Origin Green Ireland

Reporting progress annually to Origin Green against 8 sustainability targets including raw material sourcing, supplier engagement, packaging, emissions, water, waste, biodiversity, health and nutrition, community engagement and diversity and inclusion.

EcoVadis

The EcoVadis rating methodology is based on international sustainability standards including the Global Reporting Initiative, United Nations Global Compact, ISO26000 and is supervised by a scientific committee of sustainability and supply chain experts, to ensure reliable third-party assessments.

Sustainable Development Goals

The 2025 iteration of Plan Four Zero contains a progress update on our strategies, goals, and initiatives, as well as examples of how we are supporting the United Nations Sustainable Development Goals: THE 17 GOALS | Sustainable Development.

RESPONSIBILITY

	UN SDG	DAWN MEATS & DUNBIA ALIGNMENT / CONTRIBUTION
1	No Poverty	In 2025, we raised and donated €850k to charities, community groups and not-for-profit organisations, and employees volunteered for over 2,400 hours, including to organisations aiming to tackle poverty, aligning with Goal 1.
2	Zero Hunger	Through our partnership with Concern Worldwide in South Sudan, we are supporting agricultural productivity, strengthening climate change adaptation, and promoting sustainable farming practices among rural households vulnerable to food insecurity, contributing to Goal 2.
3	Good Health and Well-Being	By working to improve animal genetic performance, breeding more carbon efficient livestock which finish at an earlier age whilst achieving optimum carcase gain and delivering consistent meat quality, our grass-fed, naturally produced meat products provide protein and essential vitamins and minerals, and make a valuable contribution to human nutrition as part of a balanced diet. By procuring 100% of electricity requirements across our sites in the UK and Ireland from renewable sources, we reduce ambient air pollution. These actions contribute to Goal 3.
4	Quality Education	As part of our work with Junior Achievement Ireland, we help young people to realise their potential through education, supporting Goal 4. Our employee training programmes facilitate upskilling and career progression with 168,637 hours of employee training delivered in 2025.
5	Gender Equality	We are committed to FREDIE principles, and continue to promote and support an inclusive and respectful working environment through ongoing awareness and engagement across our business. As members of the Meat Business Women global network, we are collaborating to attract and retain the best possible talent, by inspiring women, building an empowered, connected community and providing the tools needed for successful careers.
6	Clean Water and Sanitation	We are signatories to WRAP's Food and Drink Pact and Water Roadmap, which sets out pathways to address collective challenges in protecting water for food supply, nature and communities. The food industry vision is for 50% of the UK's fresh food to be sourced from areas with sustainable water management, an ambition which aligns with Goal 6. All business sites are ISO 14001 certificated. We are active in 14 water catchments, working with farmer suppliers to management water quality.
7	Affordable and Clean Energy	By progressing with on-site renewable energy generation across our production facilities, including the first installation of solar PV panels at our headquarters in Waterford, Ireland, we are contributing to Goal 7. By leveraging ISO50001, an international framework which enables organisations to improve their energy efficiency and reduce consumption, we contribute to Goal 7.3.
8	Decent Work and Economic Growth	As a member of both the Food Network for Ethical Trade and SEDEX our production sites undergo SMETA 4 Pillar Version 7 Ethical Audits, aligning with Goal 8. Our Diversity and Inclusion Steering Committee ensure our recruitment, retention and career progression strategies are aligned with best practice and underpinned by effective communication, awareness and engagement.
9	Industry, Innovation and Infrastructure	We are upgrading our refrigeration systems and reducing fugitive emissions, as well as upgrading equipment and boilers to burn lower carbon fuels, supporting Goal 9. Through our two demonstration farms in Ireland and nine Activate leader farms in the UK, we trial innovations in sustainable farming and share knowledge and best practice with our supply base.

RESPONSIBILITY

	UN SDG	DAWN MEATS & DUNBIA ALIGNMENT / CONTRIBUTION
10	Reduced Inequalities	We are working toward the Irish Centre for Diversity's Bronze Award in Ireland, reinforcing our commitment to build a more diverse and inclusive workplace, contributing to Goal 10. We are committed to FREDIE principles, and continue to promote and support an inclusive and respectful working environment through ongoing awareness and engagement across our business. As a member of both the Food Network for Ethical Trade and SEDEX our production sites undergo SMETA 4 Pillar Version 7 Ethical Audits.
11	Sustainable Cities and Communities	We partnered with Concern Worldwide on the Building Sustainable Livelihoods in Aweil North Project in Northern Bahr eh Ghazal. The project focused on improving agricultural productivity, strengthening climate change adaptation, and promoting sustainable farming practices among rural households vulnerable to food insecurity, supporting Goal 11.
12	Responsible Consumption and Production	Currently, over 90% of our packaging is recyclable, and we have moved a significant amount of our rigid plastics from carbon black, multi laminate materials containing no recycled content into a clear, mono solution with up to 100% recycled content, aligning with Goal 12. We are committed to playing our part in achieving both Ireland's and the UK's 2030 goals as outlined in the National Food Waste Prevention Roadmap and WRAP's Food and Drink Pact Food Waste Reduction Roadmap, respectively, contributing to Goal 12.3.
13	Climate Action	Our climate transition plan has enabled us to reduced Scope 1 and 2 emissions by 77% between 2018-2025. We work directly with suppliers across the UK and Ireland to measure emissions and take action to reduce them, with such actions linked to co-benefits for improving soil condition, water quality, biodiversity and animal health, performance and welfare. Our Newford and Tipperary Demonstration Farms in Ireland provide commercially operated platforms for the evaluation and demonstration of sustainable beef production systems. Through our Activate UK Leaders initiative, we trial innovations in sustainable farming and share knowledge and best practice with our supply base.
14	Life Below Water	We are active in 14 water catchments, working with farmer suppliers to manage and improve water quality, efficiency and restore water bodies to a Good ecological status. In Ireland, we work collaboratively through the Farming for Water European Innovation Partnership. In the UK, we work collaboratively through WRAP's Water Roadmap and Catchment Action Projects.
15	Life On Land	We are members of the All-Ireland Pollinator Plan and support initiatives in community projects, improving landscapes and biodiversity. Working with suppliers in Ireland, the focus centres around the quantity and quality of habitats. Biodiversity is a priority within Activate Ireland and is delivered as online training, with farmers implementing practical actions that enhance and improve biodiversity. In the UK, we are working with more than 160 Activate UK farmers to measure, manage and improve biodiversity and habitat creation.
16	Peace, Justice and Strong Institutions	We are part of many collaborative groups, and have formed strong and impactful partnerships with institutions and organisations, including but not limited to: Origin Green, Bord Bia, Teagasc, Meat Industry Ireland, Irish Cattle Breeders Federation, Farming for Water EIP, WRAP's Food and Drink Pact, EPA Food Waste Charter, British Meat Processors' Association, Promar, Soil Association Exchange, European Roundtable for Beef Sustainability, UK Soy Manifesto, The Food Data Transparency Partnership, Carbon Removals Taskforce, Food Network for Ethical Trade, SEDEX, REPAK, UK Packaging Pact, Meat Business Women and the Irish Centre for Diversity.
17	Partnerships for the Goals	