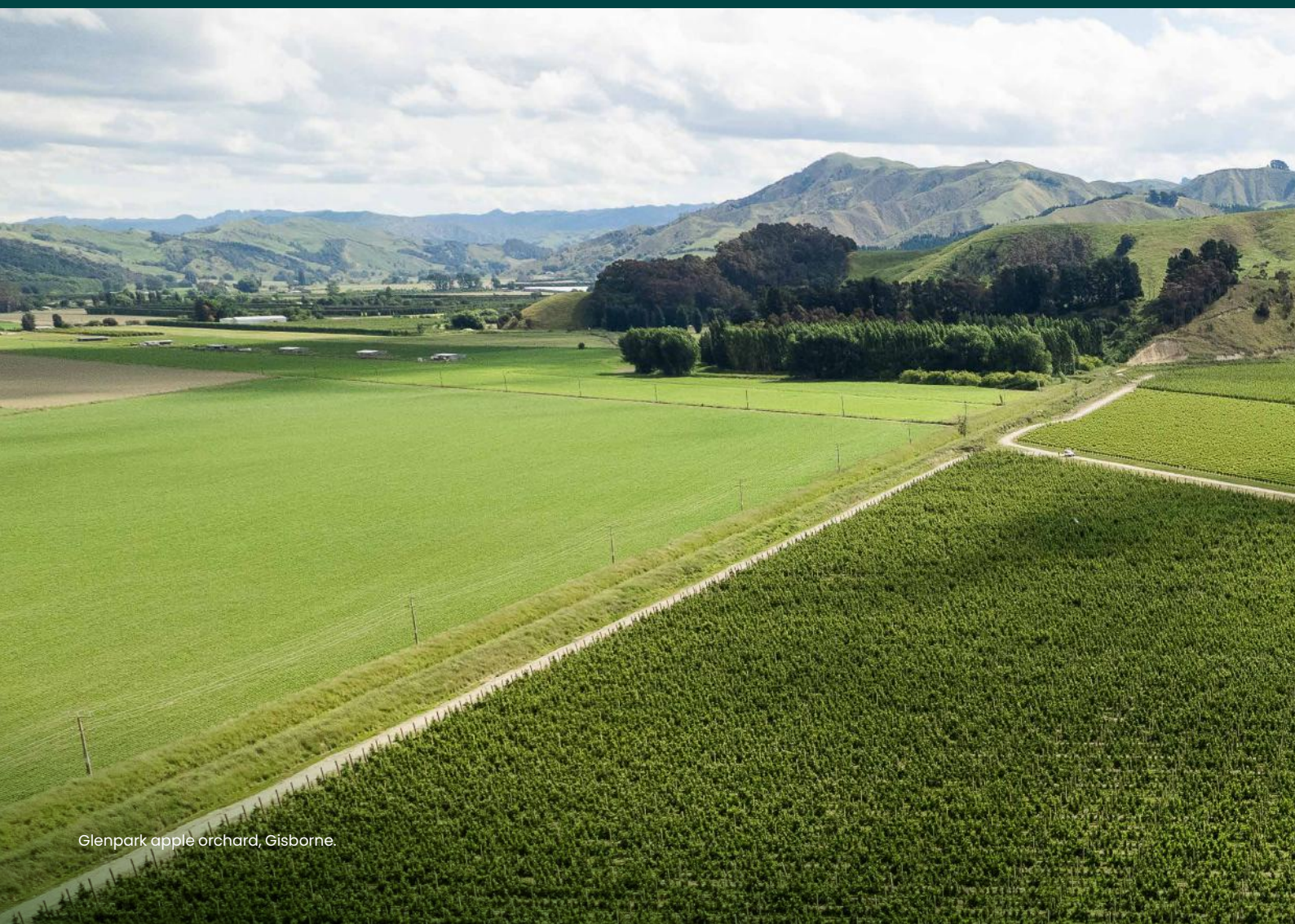


# Impact & Sustainability Report





# Nau mai, haere mai



Glenpark apple orchard, Gisborne.



Welcome to Craigmore's fifth Impact and Sustainability Report. We're excited to share the progress we have made in the last 12 months – a year of purposeful growth and deepened commitment right across Craigmore's operations.





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# About this Report

## Our year in review

This report highlights the influence and impact which Craigmore Sustainables has on the environment, communities and stakeholders, while bringing greater focus to the values, which drive us as a business.

This year, we are reshaping how we report to strengthen our commitment to the sustainability conversation and our responsibility to meet the needs of today without compromising the ability of future generations to meet their own needs or adapt to changing circumstances.

This report aligns to our values, which underpin who we are, the decisions we make and our vision for the future. We are proud of our achievements to date and are determined to maintain our commitment to the '*Sustainability Principles*', on which Craigmore was founded, more than a decade ago, as we build positive outcomes for our businesses, for our families and communities and for our supportive capital partners.

## Our values

Craigmore's values shape who we are and how we present ourselves to the world. We see it as our duty as kaitiaki (guardian) to leave the world in a better place and allow the generations that follow to continue to earn a living from the land.

### Understand Tomorrow, Act Today

Our environmental stewardship undertaking, emphasising foresight and deliberate steps for a better future.

### Connect and Empower

Our commitment to relationships, fostering empowerment, connection and collaboration within teams and with communities.

### Deliver with Integrity

Our responsible investment and governance focus, backed by honesty, transparency and accountability in all that we do.

## This report reflects on the financial year ending June 2025

This report looks back over the 12 months to June 2025 and is intended to assist stakeholders, investors and partners to understand our objectives, the impact we have already made, and the impact we aim to make in the future as a manager of capital. We are committed to being transparent and collaborative with our stakeholders and welcome any feedback you have on this report.

# CEO Statement

**Tēna koutou kātoa. Tuatahi, ngā mihi ki nga mātau kaitautoko. Tuarua, he mihi ki ngā kaimahi o Craigmore Sustainables mo ē rātou tautoko me pukengatanga o tēnei mahi whakahirahira.**

This year, we've taken a deliberate step to align our reporting structure with the values which define Craigmore: Understand Tomorrow, Act Today; Connect and Empower; and Deliver with Integrity. These values are not just guiding principles – they are the foundation of our operations, our culture and our long-term vision for growing the best of Aotearoa New Zealand. We illustrate this vision in the diagram you see to your right.

'Understand Tomorrow, Act Today' reflects our commitment to environmental stewardship and future-focused decision making. In 2025, we expanded our forestry footprint by 4,250 hectares, planting over 4.46 million trees and sequestering 96,063 tonnes of CO<sub>2</sub>e. Our dairy operations continued trials of Kowbucha™ and EcoPond, contributing to methane reduction, improved herd health and advanced our climate goals, including a 50% reduction in net GHG emissions by 2030 and the establishment of a net-zero emissions dairy farm by 2035.

'Connect and Empower' speaks to our belief in the power of relationships and community. With 374 direct employees across farming, horticulture and forestry, we are focused on creating meaningful employment in under-invested rural areas. Initiatives such as flexible working arrangements, internal training programmes and support for industry leadership – such as Kirsti Lovie's appointment as Associate Director at Horticulture NZ – demonstrate our commitment to growing talent and fostering inclusive workplaces. Our partnerships with iwi and local communities, including native planting and stream restoration at Opare Forest, show how collaboration can drive environmental and cultural outcomes.

'Deliver with Integrity' is our promise to be transparent, accountable, and responsible in all that we do. In 2025, we reached \$1.4 billion in assets under management and continued to uphold our sustainability principles through robust governance and risk management.

We maintained our commitment to the UN Principles for Responsible Investment and progressed toward a five-star rating. Our Responsible Investment Policy now sits alongside our foundational principles, guiding our approach to ESG integration and long-term value creation.

Across our sectors, we have seen tangible progress. In horticulture, we added 671 hectares of new orchards and vineyards, including organic kiwifruit, which now accounts for 34% of our production. In farming, we reduced nitrogen loss by 34% over five years and improved cow body condition and fertility rates. In forestry, we protected over 6,488 hectares of native vegetation and planted 341 hectares in native species this year alone.

These achievements are testament to the dedication of our teams, the strength of our partnerships, and the clarity of our purpose. As kaitiaki – guardians of the land – we remain committed to leaving the world better than we found it, ensuring that future generations can continue to thrive.

Thank you to our investors, stakeholders, and the people of Craigmore for your continued support. We welcome your feedback and look forward to continuing this journey together.



**Che Charteris**  
Chief Executive Officer



\* At maturity, Craigmore's current portfolio will produce 200 million apples, 80 million kiwifruit and 100 million litres of milk.

# 2025 by the Numbers

Data includes assets under direct management.  
It does not include investments in businesses,  
which Craigmore does not control.

# 39,168

Total hectares under  
direct management  
(including leases and  
forestry right areas)

# \$1,414 billion

Total assets (NZD)\*

\* Total assets include funds under management for  
Craigmore Sustainables Group and Craigmore Sustainables NZ

# 89

Craigmore manages  
89 properties across  
Aotearoa New Zealand  
(excluding minority  
interests)

# 6

Investment  
vehicles

# 374

Number of  
direct employees

Total sector assets:

# 36%

Horticulture

# 27%

Farming

# 37%

Forestry

# 70%

Our client capital is 70%  
institutional, 22% family offices,  
with the remainder private high  
net worth individuals/entities





Thinning at Glenpark apple orchard, Gisborne.





Glenpark apple orchard, Gisborne.



# About Craigmore Sustainables

Founded in 2009, Craigmore Sustainables is a specialist investor in and manager of rural assets in those sectors for which New Zealand enjoys a competitive advantage – permanent crop horticulture, pasture-fed dairy and forestry. We work with global capital partners to build and manage businesses in Aotearoa New Zealand, which produce the food, fibre and environmental services sought around the globe, while leading the way in sustainable practices and benefiting our rural communities. Our role is to raise capital, invest in opportunities and to build skilled teams to manage our investments successfully and sustainably for the long-term.

## Growing the best of Aotearoa New Zealand

It is our responsibility, as *Kaitiaki*, to protect and nurture our land, water, animals, people and communities for future generations. *Kaitiaki* in te reo Māori (the indigenous language of Aotearoa New Zealand) translates approximately as *guardian*.

Our role as guardian applies to everything we do. At the core, it's about creating positive, lasting impact across communities, environments and partnerships. Together this forms our vision for *Growing the best of Aotearoa New Zealand*.

People are at the heart of this vision, which is why we are prioritising the development and protection of our people and the creation of meaningful employment opportunities for under-investment communities.

We also take responsibility for actively addressing significant environmental challenges in our rural sectors, and working toward sustainable solutions, which benefit both the land and those who depend on it. This extends to improving public access and connection to the environment, ensuring it is protected, appreciated and accessible to all.

We are dedicated to being an active fiduciary for our capital partners, ensuring responsible financial stewardship and long-term value creation.

Our commitment to being *Kaitiaki* is also a promise to uphold the expectations set out in *Te Tiriti o Waitangi* (*The Treaty of Waitangi*), the founding agreement of New Zealand between the British Crown and Māori tribes, which governs the relationship between Māori and non-Māori.

## Our mission

In delivering on our vision, we aim to be locally, nationally and globally recognised as one of the best managers of natural assets by delivering strong, long-term financial returns and addressing the sustainability challenges facing our rural sector.

It is Craigmore's intention to exceed expectations of how land should be managed, to deliver operational excellence and profitability for our investors, to enhance environmental outcomes and to foster meaningful engagement with the communities we work with every day.

By investing well-managed, sustainability-focused capital, we can be instrumental in the reinvigoration of the rural communities in which we operate.

## Our investment partnerships

New Zealand is recognised as a high-quality investment destination, with secure property rights, a robust rule of law and straightforward business structures. For investors, New Zealand enjoys an excellent climate with plentiful rainfall and global low cost of production, with an exceptional pool of management talent.

Craigmore manages a portfolio of high quality and productive land assets on behalf of our international capital partners. For these investors, long-term sustainable oversight of natural real assets is an important element of their investment criteria. Craigmore manages six New Zealand Investment Vehicles, which gives our partners access to the permanent crop horticulture, dairy and forestry sectors.

## Craigmore investment vehicles

- Craigmore Farming Partnership
- Craigmore Dairy II Partnership
- Craigmore Permanent Crop Partnership
- Kauri Forestry Partnership (co-managed with GlenSilva GmbH)
- Tōtara Forestry Partnership
- Beehive Demetra Limited

# Milestones in Our Journey so Far

<b>2009</b> Craigmore is founded by New Zealand family farmers, the Elworthy and Cox families.	<b>2009</b>	
	<b>2010</b>	<b>2010</b> Craigmore Forestry Limited – The Forestry Fund established with \$26.4m committed capital.
<b>2011</b> The Craigmore Farming Partnership established.	<b>2011</b>	
	<b>2012</b>	<b>2012</b> Craigmore signs the UN Principles for Responsible Investment.
<b>2013</b> Craigmore Sustainability Principles introduced in 2012 and signed off in current form.	<b>2013</b>	
	<b>2014</b>	<b>2014</b> Craigmore established farm data integration platform Map of Ag.
<b>2015</b> Craigmore Dairy II Partnership established.	<b>2015</b>	
	<b>2016</b>	<b>2016</b> The first specialist horticulture business established with the Craigmore Permanent Crop Partnership.
<b>2018</b> Forestry business expanded with launch of Kauri Forestry Partnership.	<b>2018</b>	
	<b>2020</b>	<b>2020</b> The third Craigmore forestry business, the Tōtara Forestry Partnership established with capital raising ongoing.
<b>2021</b> Permanent Crop Partnership re-opened to new capital. Craigmore's inaugural Impact and Sustainability Report published.	<b>2021</b>	
	<b>2022</b>	<b>2022</b> First sustainability linked loan with ASB and Rabobank agreed, with a focus on tangible environmental, social and animal welfare benefits.
<b>2023</b> Beehive Demetra Limited established to invest in New Zealand horticulture assets. Craigmore joined New Zealand Ethical Employers as a funding partner.	<b>2023</b>	
	<b>2024</b>	<b>2024</b> Significant extension to Kauri Partnership. Engagement with recovery of the Hawke's Bay apple sector.
<b>2025</b> Reached \$1.4 billion in assets under management, with a total commitment for the Tōtara Forestry Partnership reaching \$100 million.	<b>2025</b>	

# 2009 → 25





Cat Creek vineyard development, Marlborough.

# Map of Operations

## 01 | Far North

**Haumanga**, Forestry, 216ha  
**Ngatieke**, Forestry, 708ha

## 02 | Northland

**Aponga**, Forestry, 241ha  
**Opape**, Forestry, 1,591ha  
**Kiwinorth**, Kiwifruit, 52ha  
 (11 properties)  
**Tahi**, Avocados, 78ha  
**Tukurua**, Forestry, 450ha  
**Wiroa**, Kiwifruit, 137ha  
**Wairere North**, Forestry, 791ha

## 03 | Whangārei

**Arapoka**, Forestry, 435ha  
**Caves**, Forestry, 626ha  
**Manganui**, Forestry, 1,171ha  
**Mangarata**, Forestry, 1,499ha  
**Otioro**, Forestry, 154ha  
**Piroa**, Forestry, 239ha  
**Ruarangi**, Forestry, 476ha  
**Tangowahine**, Forestry, 302ha  
**Titirangi**, Forestry, 702ha  
**Wheki**, Forestry, 693ha

## 04 | West Bay of Plenty

**Angus**, Kiwifruit, 4ha  
**Huakiwi**, Kiwifruit, 43ha  
**Mapua**, Kiwifruit, 18ha  
**Kirimini**, Kiwifruit, 40ha  
**Riwaka**, Kiwifruit, 61ha  
**Wainui**, Kiwifruit, 12ha

## 05 | East Bay of Plenty

**Blue Mountains**, Forestry, 2,670ha  
**Meremere**, Forestry, 948ha  
**Ngatimanawa**, Forestry, 326ha  
**Oponae**, Forestry, 1,359ha

## 06 | Tairāwhiti/East Coast

**Arawhata**, Forestry, 472ha  
**Coxco**, Cropping leases, 26ha  
**Craigmore Accommodation**,  
 Accommodation & citrus, 6ha  
**Glenpark**, Apples & Wine grapes, 59ha  
**Glen Tui**, Forestry, 849ha  
**Maunga-O-Rangi**, Forestry, 1,375ha  
**Pakowhai**, Forestry, 376ha  
**Patutahi**, Apples, 61ha  
**Punawai**, Forestry, 379ha  
**Sunpark**, Apples, 84ha  
**Tuakau**, Forestry, 550ha

## 07 | Hawke's Bay

**Blyth**, Apples, 111ha  
**CFP Apples**, Apples, 112ha  
 (3 properties)  
**Ikanui**, Forestry, 805ha  
**Ngaruroro**, Apples, 72ha  
**Springhill**, Apples & Wine grapes, 479ha  
**Te Papa**, Apples, 124ha  
**Kairākau**, Forestry, 1,518ha

## 08 | East Manawātū

**Misty Hills**, Forestry, 692ha

## 09 | West Manawātū

**Moaland**, Forestry, 410ha  
**Pōnui**, Forestry, 131ha  
**Rātā**, Forestry, 549ha

## 10 | Wairarapa

**Lagoon Hill**, Forestry, 3,609ha  
**Springrock**, Forestry, 208ha  
**Tora**, Forestry, 943ha

## 11 | Nelson/Tasman

**Battery Hill**, Hops, 300ha\*  
**Blue Rock**, Hops, 237ha\*

## 12 | Marlborough

**Boundary Creek**, Wine grapes, 123ha  
**Cat Creek**, Wine grapes, 419ha  
**Saltwater Creek**, Wine grapes, 117ha

## 13 | North Canterbury

**Caithness**, Dairy, 205ha  
**Darnley**, Dairy, 286ha  
**Glen Eyre**, Dairy, 426ha  
**Landsend**, Dairy, 263ha  
**Riverend**, Dairy, 173ha

## 14 | Mid Canterbury

**Kirikiri I & II**, Dairy, 377ha  
**Te Awa**, Dairy, 574ha  
**Wairepo Green**, Dairy, 286ha  
**Wairepo Yellow**, Dairy, 258ha

## 15 | Geraldine

**Ardwell**, Dairy, 256ha  
**Cairndale**, Dairy, 275ha

## 16 | South Canterbury

**Pareora**, Dairy, 301ha  
**Somerset**, Dairy, 764ha

## 17 | North Otago

**Arnmore**, Dairy, 348ha  
**Claybrooke**, Dairy, 166ha  
**Clydesdale**, Dairy, 275ha\*  
**Glencairn**, Dairy, 145ha  
**Pine Hill**, Dairy, 173ha  
**Waiaureka**, Dairy, 233ha  
**Windsor**, Dairy, 263ha

## 18 | Central Otago

**Taieri Lake**, Dairy support, 2,721ha

## 19 | South Otago

**Argyll Group**, Dairy, 845ha\*

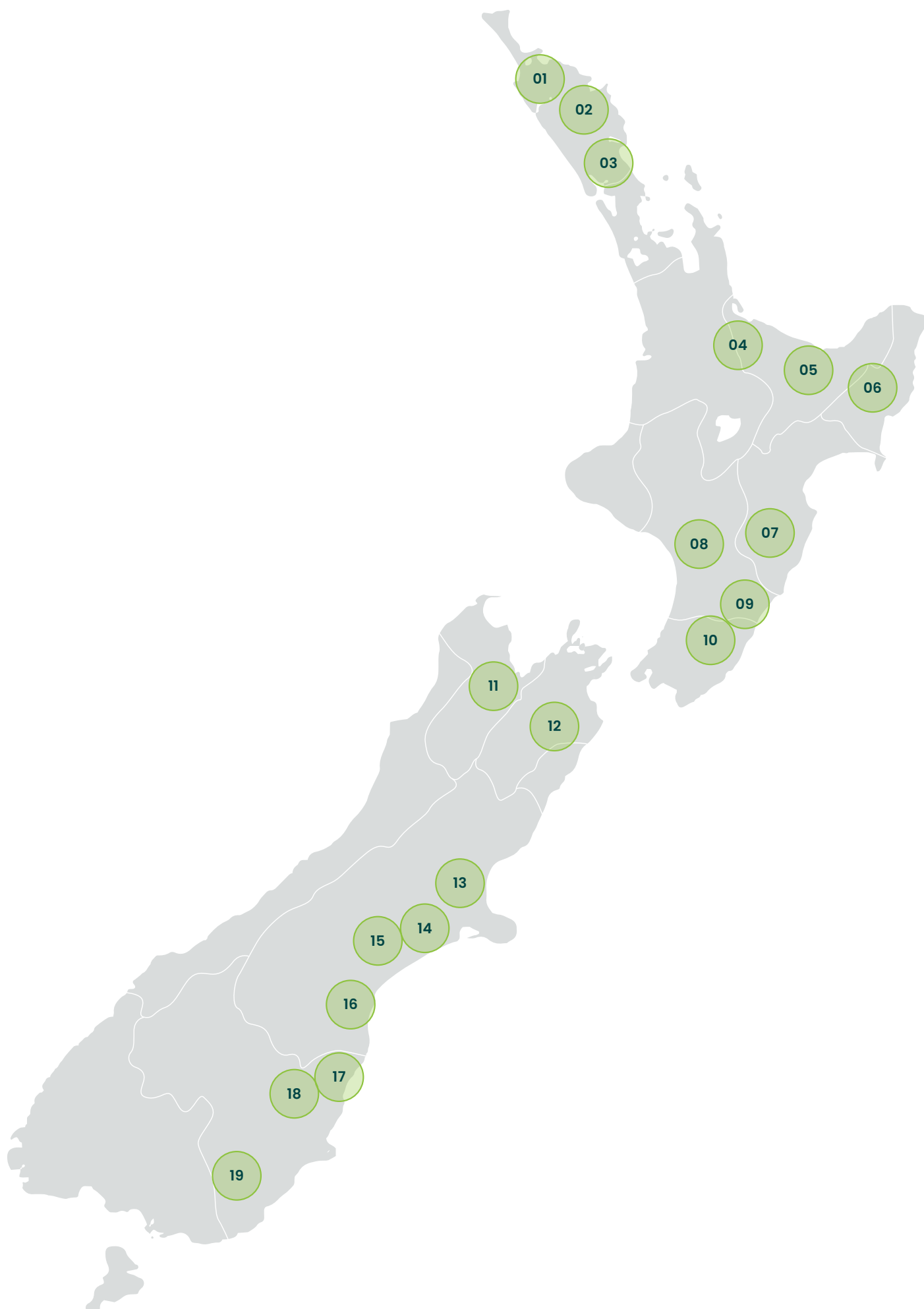
**Total Hectares Under Management: 39,168ha**

Farming: 8,493ha (20 properties)  
 Horticulture: 2,212ha (34 properties)  
 Forestry: 28,463ha (35 properties)

*Includes leases, excludes minority interests.*

*\* Minority interest*





# Farming

Grass-based farming is Craigmore's longest established business. We currently manage 19 milking platforms and one dairy support grazing farm across the South Island, producing 79 million litres of milk annually.

These properties are operated by dedicated teams and equity partners, who align with Craigmore's values and have demonstrated consistent performance. This ensures the delivery of high-quality milk for processing by New Zealand's leading dairy companies, supporting exports worldwide<sup>1</sup>.

Craigmore is committed to reducing the environmental impact of its dairy farming operations through investment in and trialling of new initiatives and technologies. We are targeting reductions in both absolute greenhouse gas emissions (measured as CO<sub>2</sub>e<sup>2</sup> per hectare) and emissions intensity (CO<sub>2</sub>e per kilogram of milk solids), with a soil carbon measurement programme and trials of EcoPond and Kowbucha™.

2024 was the third year of on-farm trials with Kowbucha™, Fonterra's research programme into probiotics for more productive and sustainable dairying. This year trials were extended to three farms, Glen Eyre (Oxford, Canterbury), Te Awa (Rakaia, Canterbury) and Darnley (Culverden, North Canterbury) as Fonterra scaled up the trial programme. The trials were designed to learn about the on-farm experience of using Kowbucha™, as well as contributing valuable data to Fonterra's research into how, when and why probiotics improve productivity and reduce methane footprint.

Activities to drive biodiversity improvements, improve water quality and reduce nitrogen leaching remain a core focus of the farming strategy, along with the highest standards of animal welfare, and the continued development of our people.

## \$393m

Total assets (NZD)

## 8,493ha

Total hectares including leased land

## 15,233

Total number of cows (dairy only)

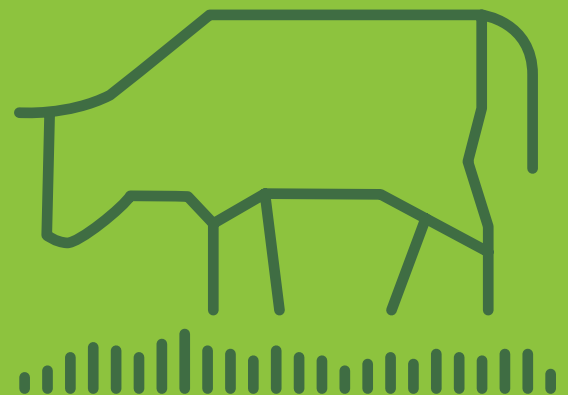
Annual milk production:

## 7,344,058kgms

Milk solids (fat and protein)

## 79m

Litres of milk



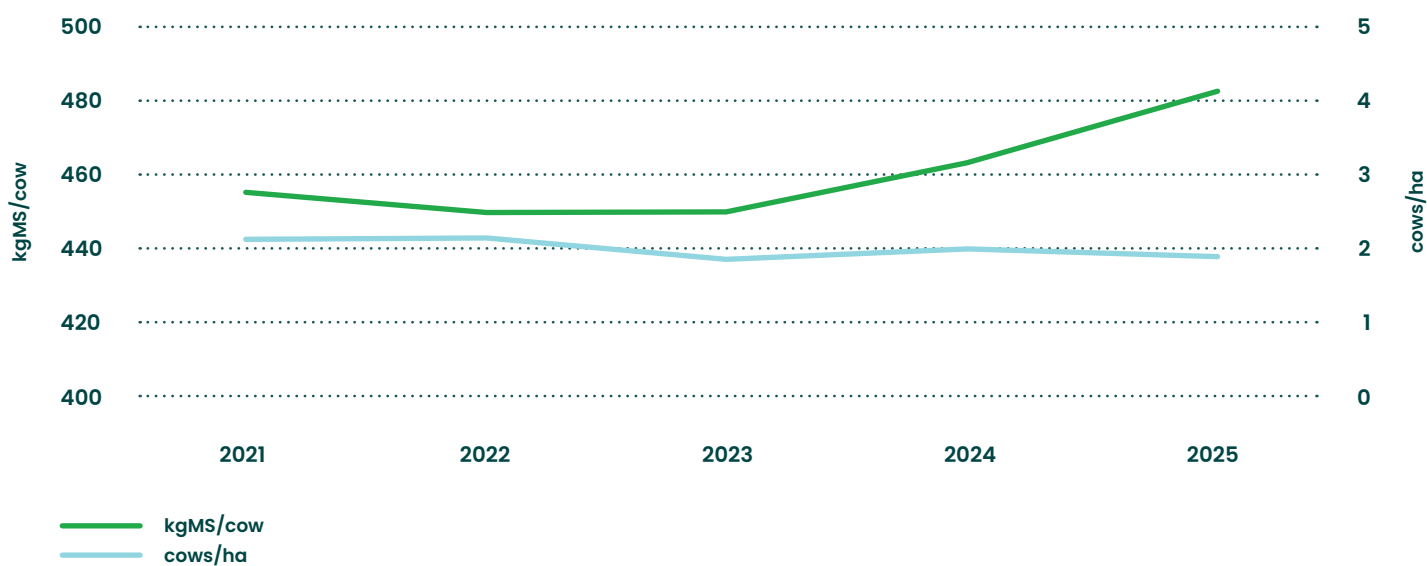
<sup>1</sup> New Zealand exported dairy products worth NZ\$23,231m in the year to 30 June 2024. Source: MPI SOPI June 2025.

<sup>2</sup> Carbon dioxide equivalent.





### Farming production 2021–2025



Data includes assets under direct management. It does not include investments in businesses, which Craigmore does not control.

# Horticulture

Craigmore's horticulture business continues to experience strong growth, with increasing demand for New Zealand-grown produce. We are building a diversified portfolio of assets in crops for which New Zealand holds a competitive advantage including kiwifruit, apples, and wine grapes<sup>3</sup>.

Our strategy focuses on investing in those regions, which can be expected to grow high-yielding and high-quality crops, where we can create new jobs and stimulate economic growth in under-developed rural communities. Capital investment in orchard and vineyard infrastructure is transforming land previously used for pastoral farming and annual cropping, thus generating substantial growth in New Zealand's export earnings.

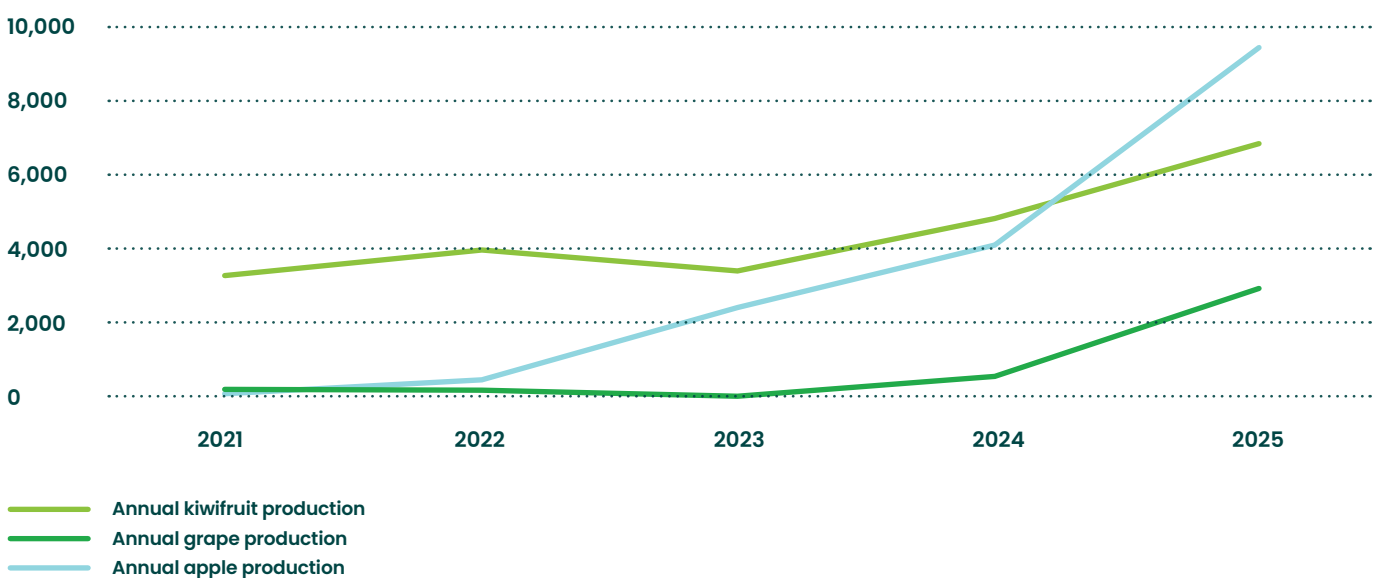
This year Craigmore has significantly expanded its horticultural footprint, with the acquisition of four apple orchards – two in each of Hawke's Bay and Gisborne.

Two further vineyards have been added in Marlborough, and another kiwifruit orchard in the Bay of Plenty. These properties add 786 hectares to our horticulture portfolio and include a mix of established crops and land for future development. We continue to seek additional kiwifruit opportunities in the competitive heartland of the Bay of Plenty.

We also continue our commitment to upskilling young people for careers in horticulture and providing pathways into employment. This includes internal training programmes and support for regional Young Grower of the Year events and the national New Zealand Young Horticulturist of the Year competition.

## Horticulture crop production (tonnes) 2021–2025

Kiwifruit and grape production in 2023 was impacted by Cyclone Gabrielle.



<sup>3</sup> New Zealand exported NZ\$2.844m of kiwifruit, NZ\$2.094m of wine and NZ\$932m of apples and pears in the year to 30 June 2024. Source: MPI SOPI June 2025.

**\$504m**

Total assets (NZD)

**2,212ha**Total hectares including leased land\*;  
683 cha apples, 527 cha grapes,  
226 cha kiwifruit**9,403t**

Annual apple production

**2,980t**

Annual grape production

**6,851t**

Annual kiwifruit production

**14%**Percentage of New Zealand's organic  
gold kiwifruit grown by Craigmore**34%**Percentage of Craigmore's kiwifruit  
production under organic management

\* Total hectares exclude Coxco leases which can fluctuate from year to year. Data includes assets under direct management. It does not include investments in businesses, which Craigmore does not control.



# Forestry

Craigmore first invested in forestry over a decade ago, and it remains a significant and growing part of our business. With a strong focus on afforesting marginal farmland, our strategy is to build mixed age portfolios of existing forests and land suitable for planting.

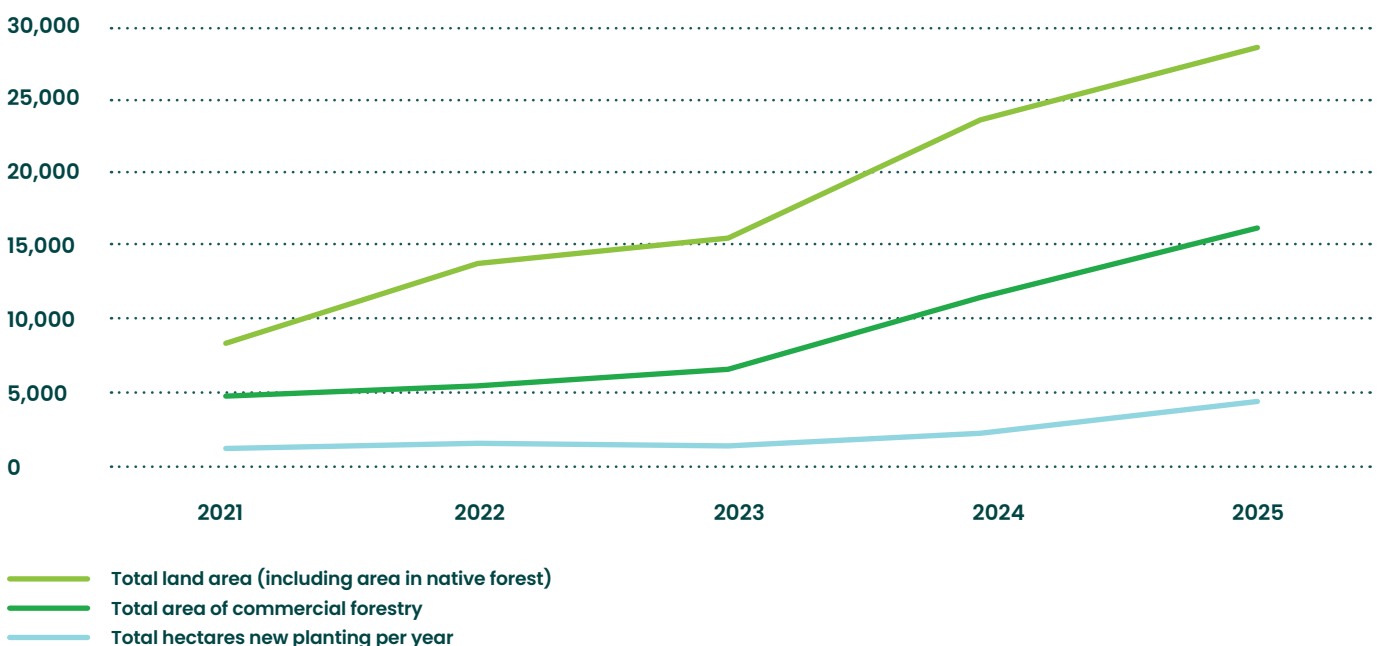
We establish new forests, where forestry is the most appropriate land use – typically on less productive grazing land, including properties which are steep, have poor soil fertility or are prone to erosion. These newly planted forests generate dual revenue streams: from the sale of carbon credits and from timber harvested at maturity. Where properties contain high-quality land better suited to farming, lifestyle blocks or residential development, we subdivide and sell these areas.

Craigmore operates two forestry investment vehicles: the Kauri Forestry Partnership, managed in collaboration with GlenSilva GmbH, and the Tōtara Forestry Partnership.

Since its establishment in 2018, the Kauri Forestry Partnership has built a diverse portfolio of forestland. Over the past 12 months, the Kauri Forestry Partnership has added new properties in the Northland and Wairarapa regions.

The Tōtara Forestry Partnership was launched in 2020 and initially acquired three farming properties for forest planting. In 2024, the partnership successfully raised an additional \$50 million, bringing total commitments to nearly \$100 million. This enabled the acquisition of three more properties in the Wairarapa and Manawatū regions. With a target of \$200 million, the partnership is making steady progress, with a final close confirmed for the end of January 2026.

## Craigmore's forestry business (hectares) 2021–2025



**\$517m**

Total assets (NZD)

**28,463ha**

Total hectares

**4,250ha**

Total hectares new planting this year

**4.46m**

Total number of trees planted this year

**15,988ha**

Total area of commercial forestry

**12,241ha**

Total Emissions Trading Scheme (ETS) registered area

**93,684t**

Total tonnes harvested this year

**96,063t**Tonnes CO<sub>2</sub>e sequestered this year\*

\* Data includes assets under direct management. It does not include investments in businesses that Craigmore does not control.

Image (right): John Barker at Ngatieke with 2.5 year old pines, February 2025.











# Impact Highlights



We 'look beyond the fence' and challenge today's norms. We believe in turning knowledge into action, sharing what we learn with others and having the courage to act now for a better tomorrow. The value is symbolised by the *Koru* (fern frond), which represents growth and regeneration.

# Understand Tomorrow, Act Today

# Climate Change & Emissions

Craigmore's ambition is to be a leader in reduction of Greenhouse Gases (GHG) through land-use based initiatives.

Our approach involves changing land-use, such as converting less productive hill country farms into forests, thereby reducing emissions by reducing livestock numbers and sequestering atmospheric carbon through tree growth. Another strategy focuses on changing operational practices on farms, orchards and forests to reduce GHG emission intensity. For example, enhancing herd genetics and making better operational decisions can improve the feed-to-milk conversion efficiency, thereby reducing GHG emissions per litre of milk produced.

Our specific climate goals are to achieve:

- 50% reduction in net GHG emissions by 2030 compared to emissions immediately prior to Craigmore management control
- An independently verified net-zero emissions dairy farm by 2035, with minimal offsetting, established in partnership or collaboration with other like-minded entities
- 35% reduction in GHG emission intensity for milk production across our farms by 2035
- Net-zero GHG emissions from the Craigmore-managed portfolio of assets by 2030, including all sources and sinks of GHG<sup>4</sup>
- Net-zero GHG emissions from the Craigmore-managed portfolio of assets by 2050<sup>5</sup>.

## Comparison to New Zealand GHG targets

Under the Zero Carbon Amendment Act 2019, New Zealand has committed to:

- Net emissions of all GHG (excluding biogenic methane) reduced to zero by 2050
- Biogenic methane reduction of 10% by 2030, and a provisional target reduction of 14–24% by 2050.

Craigmore is committed to go well beyond these national targets.

## The significance of methane

Globally, governments are increasingly differentiating between long-lived GHG such as carbon dioxide, which can last hundreds of years in the atmosphere, and short-lived gases such as methane, which has an average atmospheric lifetime of 12 years. While all gases contributing to climate change must be reduced, the impact of reductions is different for long-lived gases (e.g. CO<sub>2</sub>, at 100 to 1,000 years) compared to short-lived gases (e.g. methane at c. 12 years). Reducing CO<sub>2</sub> emissions results in a slower, but continued, warming of our climate, whereas reducing methane emissions has a cooling effect on climate<sup>6</sup>.

This distinction is relevant to Aotearoa New Zealand because methane is the primary GHG emission from dairy cows, and Aotearoa New Zealand agricultural methane emissions have only increased by 8% since 1990 (compared to a 35% increase for CO<sub>2</sub> emissions). The comparatively small increase in agricultural methane is due to a 56% decrease in sheep numbers since 1990, offset by a 26% increase in cattle numbers over the same period<sup>7</sup>.

4 This target includes all biological sources and sinks of GHG including those sold by the forestry sector and those indirectly offset by the supplier (e.g. fuel and electricity).

5 This target excludes any carbon credits (New Zealand Units or NZUs), which have been received by the forestry sector and sold to third-party emitters. It also excludes any indirect NZUs, which have been purchased by Craigmore properties through fuel and electricity. Suppliers of these products are required to purchase credits to offset their emissions. This cost then flows through to the consumer (i.e. Craigmore farms, orchards or forests).

6 Reference: [www.stats.govt.nz/indicators/new-zealands-greenhouse-gas-emissions](http://www.stats.govt.nz/indicators/new-zealands-greenhouse-gas-emissions)

7 Reference: [www.stats.govt.nz/indicators/livestock-numbers](http://www.stats.govt.nz/indicators/livestock-numbers)





The pathway to achieving our climate goals

Measurement

The complexity of biological processes, which drive GHG changes in our businesses, and the absence of widely accepted tools and methodology make accurate measurement of our GHG emissions and reductions more difficult. For this reason, we will sometimes rely on averaging and general estimates from published research. Some areas, such as soil carbon, embedded carbon in wooden products and important sources of and potential sinks for atmospheric CO<sub>2</sub>, have been excluded to date. For now, our focus is on estimating scope 1 and scope 2 cradle to property gate emissions on properties. The accuracy and scope of measurement will evolve over time.

Execution

Craigmore has a two-pronged strategy: land-use change and operational change. In addition to converting farmland to forests and orchards, we actively identify opportunities for innovation and experimentation (for example, to reduce methane emissions through feed supplements) and for increasing carbon sequestration in soils and trees on farms. Peer reviewed articles also suggest that we can make our horticulture operations carbon neutral through increased sequestration of carbon in soil.

Land-use change

The diagram on page 25 sets out the Craigmore impact on reducing GHG emissions through facilitating land-use change. Craigmore has changed land-use on a range of properties to either more GHG-efficient production systems (horticulture) or to net positive production systems (forestry). Based on net cradle to gate estimates, Craigmore investments can be estimated to have reduced emissions, when compared to the previous land-use by 1,739,000 tonnes of CO<sub>2</sub>e as grazing farms have been converted to orchards and forests.

Reducing emissions intensity

Given the importance of animal protein, particularly dairy, as a source of human nutrition, a critical challenge in addressing climate change is to invest in production systems, which have lower GHG emissions intensity. Milk is one of the most GHG-efficient forms of animal protein. Furthermore, New Zealand grass-based milk production is one of the most GHG-efficient dairy sectors in the world.

Craigmore’s net emission intensity measurement for 2024-25 is 0.74kgCO<sub>2</sub>e per kg Fat and Protein Corrected Milk (FPCM). This is below the US average (0.96kgCO<sub>2</sub>e) and on par with the NZ average, as estimated by Mazzotti, Falconer and Ledgard, 2022.

Net intensity of Craigmore managed dairy farms

	kgCO <sub>2</sub> e/kgFPCM *	kgCO <sub>2</sub> e/ha **
2020–2021	0.81	14,744
2021–2022	0.82	14,680
2022–2023	0.82	14,903
2023–2024	0.73	13,683
2024–2025	0.74	13,762

All numbers restated using Overseer model v6.5.11

\* Fat and protein corrected milk

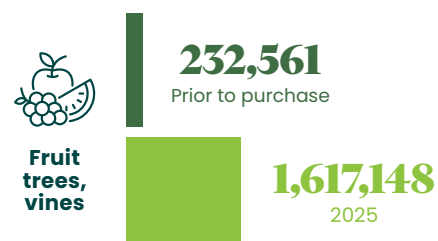
\*\* per hectare

Overall emissions

The tables provide a summary of our estimate of the net impact on GHG emissions for the year by sector. The emissions figures set out Craigmore estimates of GHG emissions:

- Net GHG emissions across businesses for which Craigmore has management responsibility
- Adjustment for the distinction between short-lived and long-lived gases.

## Impact of land-use change decisions made by Craigmore



## Craigmore's overall GHG emissions and removals across the three sectors 2024–25

	UoM	Craigmore Total†	Breakdown by Sector		
			Farming	Horticulture	Forestry‡
GHG emissions	tCO <sub>2</sub> e	83,349	70,627	12,722	0
GHG removals	tCO <sub>2</sub> e	-108,917	-687	-12,167	-96,063
<b>Net GHG emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>-25,568</b>	<b>69,940</b>	<b>555</b>	<b>-96,063</b>
Biogenic methane	tCO <sub>2</sub> e	46,190	46,190	0	0
<b>Net GHG emissions excl. methane</b>	<b>tCO<sub>2</sub>e</b>	<b>-71,758</b>	<b>23,750</b>	<b>555</b>	<b>-96,063</b>

†The total GHG emissions include emissions from Taieri Lake, support blocks and stock grazing off farm (including replacements and wintered cows).

‡Forestry averaging methodology. No consideration given to the eligibility for, or registration in, the New Zealand Emissions Trading Scheme (ETS).





## Case Study

# Towards a low emissions future – Craigmore & Zespri

Since 2022, Craigmore has been participating in Zespri's carbon neutral trial to better understand the initiatives available to reduce the carbon footprint of kiwifruit production.

The trial involved a group of 23 orchards producing Zespri's SunGold variety under conventional (non-organic) methods. Growers were tasked with measuring all carbon-emitting activities on their orchards using Zespri's orchard carbon footprint calculator, helping to benchmark emissions and identify opportunities for reduction.

Wiroa, Craigmore's largest kiwifruit orchard, spanning 137-hectares in Northland, was selected to take part in the trial. Converted from dairy farming to kiwifruit in 2019, Wiroa's participation offered a valuable opportunity to better understand environmental impact and benchmark progress in emissions reduction activities.

The 2022/23 season was used to establish a baseline. Over the following two seasons, growers were supported by Zespri with workshops and field days, sharing ideas and learnings alongside experts and innovators.

Encouragingly, the trial has demonstrated a significant level of emissions reduction possible through growers adopting more efficient practices and technologies. On average, a 22% reduction in orchard emissions was achieved across the trial group.

For Craigmore, the trial revealed that while overall emissions per hectare remained relatively stable over the three seasons, increased yields meant fewer emissions per tray – an encouraging sign of improved efficiency.

A key outcome was learning how to measure emissions more effectively and identifying simple changes, like reducing fuel use without compromising crop performance. It also demonstrated that once inputs are measured, easy wins become more visible.

Image (left): Carbon Neutral Trial Field Day at a trialist's orchard, Bay of Plenty.

## Case Study

### Clydesdale Dairy wins sustainability awards

The Ballance Farm Environment Awards are a showcase of excellence in sustainable farming and growing practices acknowledged across the regions annually.

This year François and Shelley Tillard from Clydesdale Dairy were named winners of the DairyNZ Sustainability and Stewardship Awards 2025 for the Otago Region. This award celebrates dairy farmers, who demonstrate outstanding commitment to environmental sustainability and responsible land stewardship, and recognise the long-term, positive on-farm actions, which contribute to improved environmental outcomes.

In receiving this award, François and Shelley were recognised for the efforts made towards improving the sustainability of their farm. A focus on innovative irrigation solutions were noted as key to their success. The award also acknowledges the role played by farmers in educating and engaging future generations in sustainable farming practices, while balancing environmental, financial and social goals to ensure resilient and productive farming systems.

Image (below): François and Shelley Tillard with Mark Todd (left), Director of NZ Dairy Board.









## Case Study

## Genetic gains and efficiency improvements in Craigmores dairy herd

Since 2013, Craigmores farming team has achieved measurable genetic gains in its dairy herd through a targeted breeding programme and improved reproductive performance. These efforts are part of a broader strategy to enhance herd efficiency and reduce greenhouse gas emissions per unit of production.

Genetic progress is driven using premium semen from carefully selected bull breeds, aimed at improving herd productivity and health. The team is also refining artificial insemination (AI) practices, comparing full AI programmes with mixed approaches involving various duration, technologies and suppliers to establish the most effective combinations for conception rates and overall herd outcomes.

The graph below shows the generic gains made in lifting genetic breeding worth (gBW) in the Craigmores herd from 34 in 2013 to 265 in 2024 – representing a greater rate of gain than the national average.

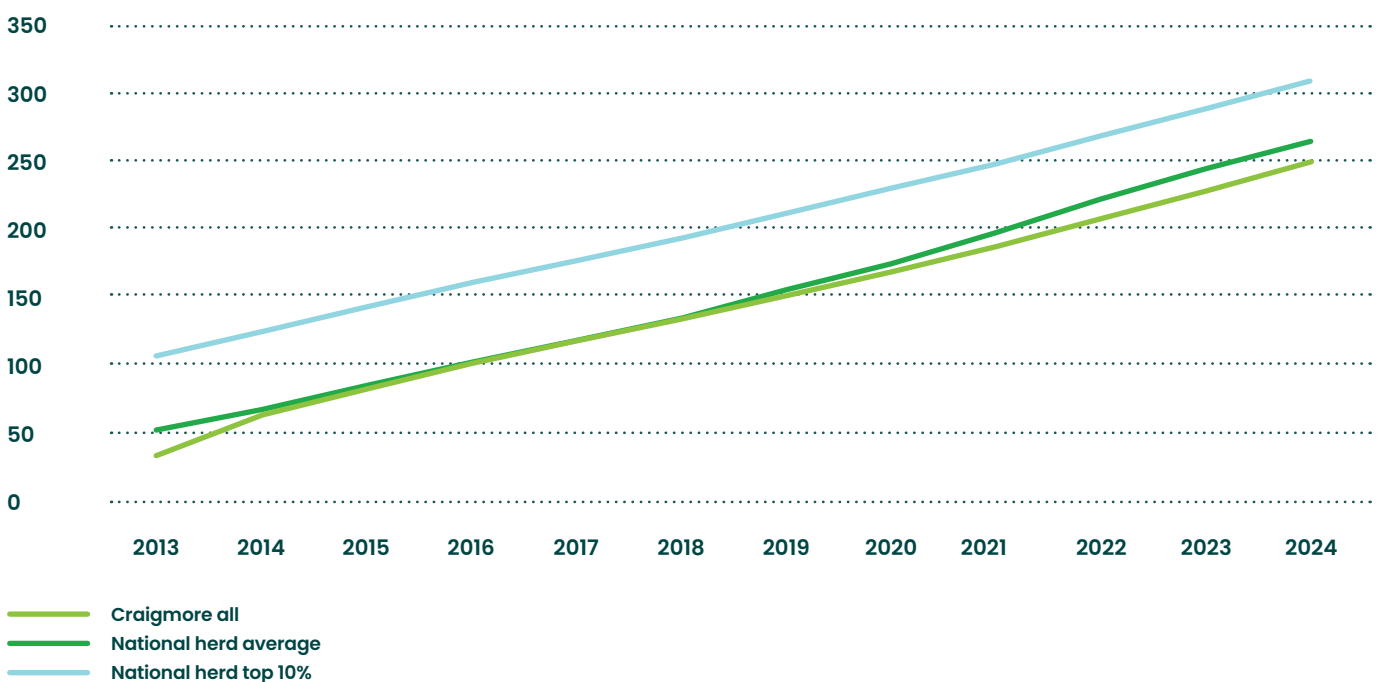
Improved reproduction metrics – such as faster conception and lower empty cow rates – mean more days in milk (longer lactation period) and fewer animals leaving during their peak production years. This directly contributes to lower emissions intensity and greater operational efficiency.

With no single technological solution currently available to reduce on-farm emissions, Craigmores is trialling a range of operational improvements. These include reducing cow replacement rates, improving gestation outcomes through selective breeding and increasing productivity per cow.

Craigmores approach is tailored to individual farms with some incorporating technology trials, such as Halter and smaXtec for health monitoring and reproductive timing. With veterinary support, the length of breeding programmes and bull selection strategies are customised to meet the specific needs of each herd.

This integrated strategy positions Craigmores as a leader in sustainable dairy farming, aligning genetic progress with environmental stewardship.

**Craigmores all gBW trend over time for herd**



# Soil & Water Management

## Soil

Soil plays a vital role in supporting plant growth, human nutrition, water filtration and climate regulation. However, erosion and declining biological health can compromise its ability to sustainably produce crops. In some cases, farmland has been abandoned due to severe erosion and loss of fertility.

Soil health is fundamental to our business. We implement a range of protective measures, including erosion-control plantings, no-tillage re-grassing and balanced fertiliser plans, which incorporate both synthetic and biological products. Most importantly, we ensure that land use is appropriate by mapping areas with high erosion risk and planting them with erosion-reducing vegetation, such as native species of trees and shrubs.

## Protected erodible land

All land identified as highly erodible on any Craigmore property is protected with planting. This includes farming and horticulture land, which is earmarked to be sold or planted with permanent crops.

## National environmental standard for plantation forestry

The Land-Use Capability (LUC) classification shows land capability and versatility for various uses. New Zealand's rural land is classified into eight classes, based on its physical attributes, such as climate, vegetation, soil, slope and erodibility.

- Classes 1–4 are generally suitable for a wide range of land-uses, such as arable or pastoral farming
- Classes 5–7 have serious limitations for arable production but can be suitable for pasture or forestry
- Class 8 is generally unsuitable for food and fibre production but can provide valuable biodiversity enhancement opportunities.

The graph below shows the forestry areas planted by Craigmore using LUC classification, showing that 94% of our forests are on steeper (LUC 6 and 7) land which is less suitable for farming. Any LUC 4 land in Craigmore's portfolio is land, which is either being prepared for sale or is mixed with a steeper class of land, which cannot be subdivided and on-sold for a more productive use.

## Forestry areas planted using LUC classification

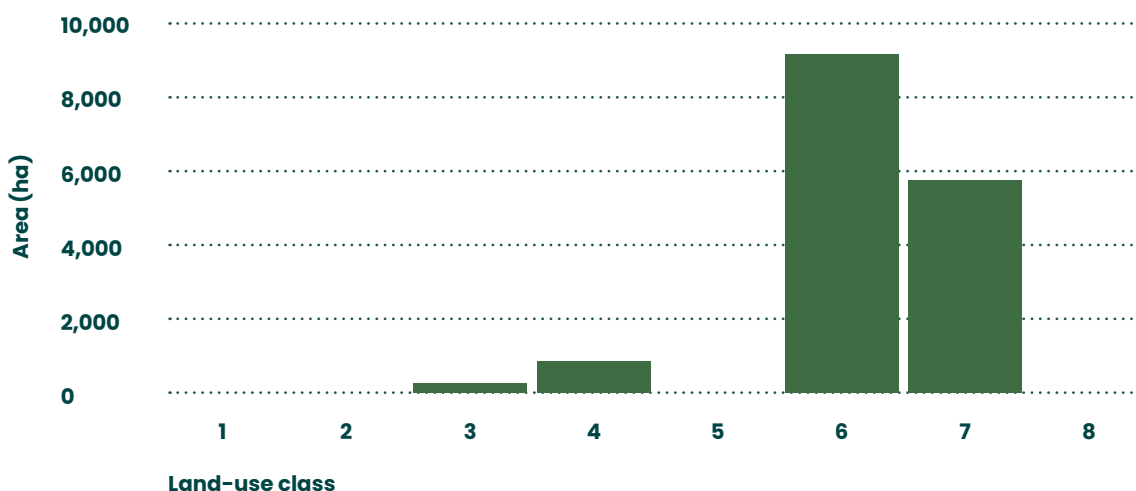


Image (right): Apple orchard development at Sunpark in Gisborne.









## Water

The availability, quality and biological health of freshwater are increasingly important global concerns, especially as climate change intensifies and demand for high-quality food and fibre continues to grow.

In New Zealand, where rainfall is generally high and consistent across a relatively small landmass, the focus is less on absolute water availability and more on local water quality. This includes ensuring safe water for human consumption and recreation, as well as maintaining the ecological health of waterways. Improvements often target a reduction in sedimentation caused by erosion and minimising nutrient loss to aquifers, streams and rivers.

## Managing nitrogen loss

Craigmore is committed to developing innovative approaches to improve water use efficiency and manage local impacts on water quality. We monitor our performance using a range of metrics, with nitrogen loss below the root zone being one of the most significant and measurable indicators.

Over the past five years, nitrogen loss from Craigmore's dairy farms has decreased by 34%, dropping from 31.8 kgN/ha to 20.9 kgN/ha. This is an excellent achievement and reflects the effectiveness of our water and nutrient management strategies.

## Nitrogen loss

	kgN/ha				
	2021	2022	2023	2024	2025
Forestry	0	0	0	0	0
Farming (dairy) <sup>^</sup>	31.8	28.6	23.9	20.0	20.9
Farming (sheep & beef) <sup>^</sup>	2.3	1.9	1.4	1.4	1.6
Horticulture (permanent crop)	7	7	7	6	6

<sup>^</sup> All numbers restated using Overseer model v6.5.11

## About the data

Farming numbers are property specific and estimated using Overseer – a model used by regulators across Aotearoa New Zealand for estimating nitrogen loss. Horticulture numbers are average numbers based on an independent report – *AgFirst: The value of nitrogen fertiliser to the Aotearoa New Zealand Economy report, 2019*. Horticulture data excludes Coxco, which is a cropping business and very difficult to model at this stage. Nitrogen loss on our forestry properties has not been reported due to the negligible expected nitrogen loss.

## Case Study

## Community gets behind native planting and stream restoration projects



Craigmore has partnered with iwi and the local community on a native planting and stream restoration project at Opare Forest near Kerikeri in Northland. We are committed to keeping the river clear for native species and are proud to be working alongside the community to restore and protect this important ecosystem.

The Waiharakeke Stream, which borders the forest, had been obstructed by crack willow – a fast-growing pest species, which formed debris dams, thereby increasing flood risk and creating swimming hazard.

Forest managers, PF Olsen, led the removal of the willow, guided by aerial surveys and input from Ngā Tirairaka o Ngāti Hine and the Northland Regional Council. The work was carried out successfully and with minimal disturbance to the stream bed.

In 2024, approximately two hectares adjacent to the Waiharakeke Stream was planted with 2,200 of locally-sourced mānuka, kahikatea and karamū seedlings to restore the riparian zone – taking the total native planted area at Opare to approximately 25 hectares. This year, an additional 2,700 seedlings were planted to supplement mānuka stands established in 2019. These native species help stabilise stream banks, filter water and support biodiversity.



Planting has been led by local Wiremu Keretene (Tāngata Kaitiaki/Tiaki) and Te Papa Pa Orooro, an award-winning community planting team. Wiremu sees the *kahikatea* (indigenous coniferous tree) forest as a legacy for his *whānau* (family), aligning with Craigmore's long-term commitment to environmental stewardship.

His input into a planting plan recognised the cultural significance and the importance of *kaitiakitanga* (guardianship). Under Wiremu's guidance, the *kahikatea* was planted in a pattern that acknowledges the significance of the existing elder *kahikatea* trees.

For Craigmore and PF Olsen, local engagement has been central to the project. Moerewa School students now regularly visit the stream for projects to monitor its health, which is showing signs of improvement.

We're committed to keeping the river clear from invasive species and are proud to be working alongside the community to restore and protect this important ecosystem.

Image (left): Waiharakeke Stream visited by local school children.  
Image (right): Craigmore's Forestry General Manager, John Barker (on left) with Wiremu Keretene.





Before treatment



After treatment

## Case Study

# Enhancing soil health and pasture productivity

Dion Gordon has been addressing soil compaction challenges on his South Canterbury dairy farm, Wairepo Yellow, through a focused soil health initiative. With 900 cows and intensive pasture use, maintaining soil structure is critical to sustaining productivity and resilience.

Over the past three years, Dion has trialled the use of EnviroCal, a calcium-based soil treatment applied during the winter, alongside mechanical aeration. The objective is to loosen compacted soils, improve water movement and support healthier plant growth.

Using penetrometer testing, Dion and his team measured soil compaction and tracked improvements in:

- Water drainage and absorption, reducing surface runoff
- Oxygen flow, boosting microbial activity and nutrient cycling

- Root development, leading to stronger, more resilient pastures

The results have been clear – better soil structure, healthier pasture, and improved overall farm performance. Dion's partnership with Agraforum NZ and soil expert Allan Piercy has helped validate the approach and guide ongoing improvements.

This project highlights how targeted soil management can deliver meaningful environmental and productivity gains.

→ *Watch: Allan Piercy from Agraforum speaks to Dion Gordon about tackling soil compaction and drainage issues using EnviroCal*  
[www.youtube.com/watch?v=yKf6V84d6vs](https://www.youtube.com/watch?v=yKf6V84d6vs)

Image (above): Impact of EnviroCal soil treatment before and after use.



## Case Study

# Reducing nitrogen use with Bio-N

To improve nitrogen management and environmental outcomes, the Farming team is trialling the use of Bio-N in its fertiliser programme.

This season, we applied Bio-N across 150 hectares in two rounds at Wairepo farms, aiming to reduce synthetic nitrogen use, while maintaining pasture productivity.

The fertiliser plans incorporate soil and pasture testing to determine nutrient needs and calculate the proportions and timing of applications of synthetic N products against those of Bio-N. Grass growth is monitored by paddock using Land and Feed<sup>8</sup>; nitrogen usage is tracked through Overseer and soil condition is assessed with both physical and chemical testing. A control area was maintained to compare results and validate the effectiveness of the approach.

Initial trials showed promising results, with 40 units less synthetic nitrogen applied per hectare (40kgN/ha) at approximately the same cost as in previous seasons. The reduction was split over two applications to reduce any negative impact on growth response to Nitrogen. Annual pasture production was maintained and the data collected during the season will inform future nutrient management decisions.

This project will run throughout the 2024/25 season, aligned with the farm's annual fertiliser plan.



## What is Bio-N?

Bio-N is a bio-fertiliser containing nitrogen-fixing bacteria, which help convert atmospheric nitrogen into a form usable by plants, reducing the need for synthetic nitrogen fertilisers.

Bio-N can offer several advantages over traditional fertilisers. It reduces environmental impact by lowering runoff and pollution, improves soil health through enhanced microbial activity and supports long-term sustainability by decreasing reliance on chemical inputs. While initial costs may be higher, Bio-N can be more cost-effective over time due to improved soil structure and reduced fertiliser requirements. It also contributes to lower greenhouse gas emissions and enhances plant resilience and yield.

<sup>8</sup> Land and Feed is a software platform for recording pasture management.

# Biodiversity & Ecosystems

Native biodiversity holds intrinsic value and plays a vital role in ecosystem services, such as erosion control and greenhouse gas reduction. It also contributes to the recreational and cultural richness of New Zealand.

Craigmore is committed to protecting and enhancing biodiversity by minimising practices, which harm ecosystems and by actively restoring native habitats. Our biodiversity policies include:

- Preventing livestock from grazing in areas with native vegetation and waterways
- Controlling mammalian pests to protect native flora and fauna
- Avoiding deforestation of native species during development
- Planting native trees and shrubs on erosion-prone, sensitive land and along waterways
- Using low-spray orchard management systems, including integrated pest and organic approaches.

Enhancing biodiversity also supports long-term Māori customary use of the land. This includes fostering populations of *taonga* (treasured natural resources) such as *tuna* (eels), *kōura* (freshwater crayfish) and other culturally significant species.

Over the past year Craigmore has planted an additional 177 hectares in native species (174 hectares in Forestry) and increased protection over 884 hectares of existing native forest (880 hectares in Forestry).

9 Integrated pest management is an effective and environmentally sensitive approach to pest management using information on the life cycles of pests and their behaviour. This information, combined with pest control methods, manages pests while minimising negative impacts on the environment, other animals, crops, property and people.

## Native vegetation under protection on Craigmore properties

Hectares					
	2021	2022	2023	2024	2025
Forestry	912	1,109	2,645	5,608	6,488
Farming	36	100	101	107	108
Horticulture	61	62	71	69*	72

\* 2.6 hectares of native plantings were lost at Springhill vineyard due to Cyclone Gabrielle, replanted in 2025.

## Planting of native species by Craigmore since inception

Hectares					
	2021	2022	2023	2024	2025
Forestry	18	64	67	167	341
Farming	89	103	104	110	111
Horticulture	21	25	31	31	33

## About the data

‘Under protection’ refers to an area of land managed for environmental protection and conservation. It includes land subject to either management or legal land-use restrictions for the purposes of maintaining biological diversity and natural resources. Many of our farms have small areas of native plantings.





Wetland development at Landsend.

## Case Study

### A collaborative approach to waterway preservation

Craigmore continues to explore innovative ways to improve water use efficiency and to protect water quality across its farming operations. In partnership with Amuri Irrigation Company, two farms in Culverden, Landsend and Riverend, have recently expanded their waterway preservation efforts.

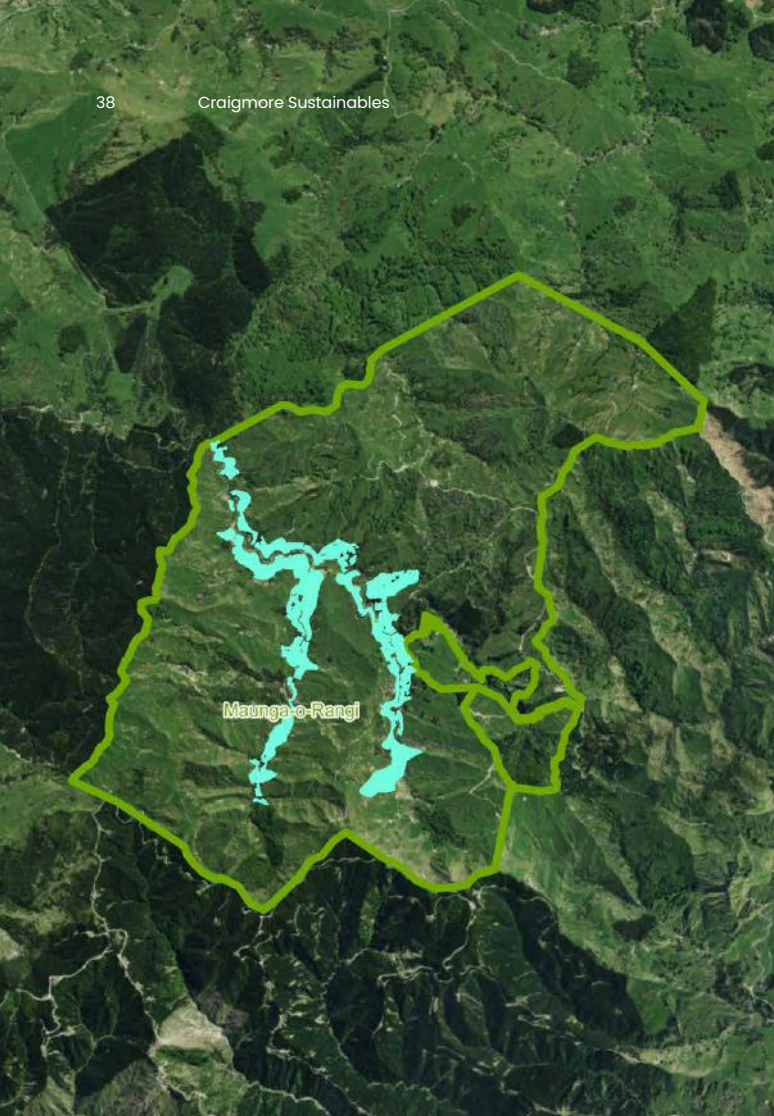
At Landsend Farm, a two-hectare wetland has been constructed in a naturally damp area. Designed with a three-pond system, it helps reduce nitrate levels in incoming water, which have exceeded 11 mg/m<sup>3</sup>. The Ministry of Health NZ has a maximum acceptable value of 11.3mg/L of nitrate in freshwater guidelines. Wetlands are highly effective natural filters for improving water quality by removing significant quantities of nitrate. The function is a combination of physical, chemical and biological processes, with de-nitrification being the primary mechanism of removal. Secondary to this is functions such as plant uptake, slowing water flow and trapping sediment.

This winter 1,500 Carax plants – a grass-like plant commonly found in wetlands – will be added, with further planting planned for next year. A well constructed wetland can remove between 55-80% of nitrate from inflow water. A natural wetland is typically 75-98% removal rates.

Meanwhile, Riverend Farm has installed a 40-metre bioreactor filled with wood chips to filter high-nitrate water. Both projects aim to enhance water quality, while supporting healthy ecosystems in surrounding streams and waterways, where Craigmore farms are part of wider catchments successfully working together to address water quality concerns in a collective manner.

These initiatives reflect Craigmore's commitment to environmental stewardship and its aspiration to lead in sustainable farming – caring for land, people, and animals alike.





Forest manager inspecting native plants at Maunga-o-Rangi.

## Case Study

# Native planting programme accelerates

Across New Zealand, about eight million hectares of forest are native, making up nearly 80% of the country's total forest area<sup>10</sup>.

Over the past three years, Craigmore's forestry business has made significant strides in contributing to the restoration of native ecosystems and planting native species where the environment is most suited to native vegetation.

We started native restorative planting, largely in riparian areas, in 2019. The scale of this work has really stepped up in the past couple of years. Since 2022, we have planted approximately 356,000 trees over 14 properties covering more than 324 hectares. This winter we're on track to plant a further 45 hectares across five properties with 50,000 trees.

We plant riparian setbacks on waterways and incised gullies in native species such as mānuka, kānuka, kahikatea, tōtara and karamū, to restore streamside ecosystems and support native wildlife. Water quality monitoring programs have been implemented, which will demonstrate the environmental benefits over the long-term.

Our biodiversity restoration actions also include planting native species on highway verges, which cannot be planted with tall species, thus avoiding road shading. We are also restoring low-lying areas, which historically would have been wetlands and planting lower height native species below power lines, often in areas which are hard to access.

A good example of a restoration site is Maunga-o-Rangi forest near Gisborne, where 68 hectares has been planted in manuka with approximately 75,000 trees – illustrated by the area marked in blue on this map.

Our native species planting programme is a shared responsibility, reflecting Craigmore's values in action – balancing productivity with care for the land. It is a collective effort, involving our forestry managers and their teams, local communities and our capital partners.

<sup>10</sup> The Parliamentary Commissioner for the Environment, April 2025. [https://pce.parliament.nz/media/5v0oorhb/alt-f-reset\\_examining-the-drivers-of-forestry-in-new-zealand\\_web.pdf](https://pce.parliament.nz/media/5v0oorhb/alt-f-reset_examining-the-drivers-of-forestry-in-new-zealand_web.pdf)





Native planting at Maunga-o-Rangi near Gisborne.



# Animal Welfare

At the heart of responsible livestock farming is the welfare of animals – from birth to beyond the farm gate. New Zealand was among the first countries to legally recognise animal sentience, enshrining it in law in 2015.

Thanks to New Zealand's temperate climate, livestock can graze outdoors year-round. These predominantly grass-fed, effectively free-range, dairy systems are less intensive than many northern hemisphere models, which often involve partial or full housing of animals.

Animal welfare is monitored using key indicators such as herd body condition and fertility, including the six-week in-calf rate. New Zealand's average livestock death rate is notably low by global standards.

All Craigmore farms align with the internationally recognised Five Freedoms framework, which promotes wellbeing across five key areas:

- Freedom from hunger and thirst
- Freedom from discomfort
- Freedom from pain, injury, or disease
- Freedom to express normal behaviour
- Freedom from fear and distress

These principles guide our approach to ensuring the health and condition of our herds. Notably, cow body condition has improved over the past year, with 90% of animals falling within the optimal range.

## About the data

### Body Condition Score

Body Condition Score (BCS) is a metric, which describes the visual condition of dairy cows. BCS is determined by an independent vet, who visits each farm and records the information based on visual inspection of the animals. BCS is measured on a scale of 1 to 10 – if the score falls below 3, urgent action must be taken to improve cow condition and a cow with a BCS over 6.0 is considered obese. High and low BCS predispose cows to disease, metabolic disorders, low productivity and low reproductive function, all of which indicate compromised welfare.

### Six-Week In-Calf Rates

The six-week in-calf rate is a measure of the percentage of in-calf cows, six weeks after the start of the mating season. A high six-week fertility rate is a reliable indicator of good on-farm management, body condition, quality of feed and general animal and herd health.

## Animal welfare metric

Benchmark	Craigmore Farming (Dairy) Operations				
	2021	2022	2023	2024	2025
<b>Body Condition</b> DairyNZ target at pre-mating: R3*: 4.5 – 5.0 MA**: 4.0 – 4.5	–	66% within range	77% within range	89% within range	91% within range
<b>Six-Week In-Calf Rate</b> DairyNZ average: 67.8%	68%	71%	72%	72%	72%

\* R3 is a rising three-year old cow

\*\* MA is a mixed aged cow







Empowerment is at the heart of Craigmore.

We believe that our people are best positioned to make decisions about operations, so we give them the space and support to do just that. The value is symbolised by the Pikorua (double twist), which represents an enduring bond between people in spite of barriers of time and distance.

# Connect & Empower

# People & Communities

## Growing the field

Most of Craigmore's operations are based in rural areas, where primary industries are key drivers of local economies. By creating employment opportunities, we help attract new families to under-invested rural communities and encourage more people to enter careers in farming, horticulture and forestry.

Employment is generated by Craigmore both through direct hires and in partnership with service providers. Throughout the year, we work with third-party contractors and their teams to support a wide range of seasonal activities – from harvest and pruning in horticulture to calving and forestry operations.

We are committed to ensuring that everyone who works with us feels valued and has opportunities to grow. Craigmore actively supports upskilling and training, helping people to build meaningful careers – whether with us or beyond. We also ensure fair remuneration for all workers.

Over the past year we have increased the number of internal roles by 16. This excludes the large increase in work undertaken by third party contractors in our growing forestry and horticulture estate.

2025	Farming	Horticulture	Forestry	Other	Total	Total %
<b>TOTAL</b>	111	219	3	41	374	–
<b>Full-time</b>	85	217	3	38	343	92
<b>Part-time</b>	26	2	0	3	31	8
<b>Female staff members</b>	37	43	1	22	103	28
<b>Male staff members</b>	74	176	2	19	271	72

Data includes people employed directly by a Craigmore-managed business in full-time or part-time roles, casual and seasonal work.

Data excludes contractors and other service providers.

Horticulture includes Coxco, a Craigmore Sustainability managed company.

Other includes New Zealand office-based staff and the London-based investor relations and compliance team.



### Growing our rural communities

Craigmore is committed to being a transformational employer in rural New Zealand. We believe there is a better way to support employment in communities, where traditional work structures – such as seasonal roles, split shifts, long hours, and physically demanding tasks – can make jobs inaccessible for many.

By embracing new technologies and fresh thinking, we aim to make careers in farming, horticulture and forestry more accessible, flexible and appealing.

Craigmore actively looks for opportunities for our team to grow outside of our business, including industry leadership roles.

Our commitment extends beyond our workforce to the communities in which they live. Craigmore-managed businesses have supported more than 90 community activities over the past year. We contribute to schools, sports clubs, and local initiatives through sponsorships and volunteer time, helping to foster stability and vibrancy in the regions.

The diagram below outlines the number of community activities Craigmore staff have supported this year.

#### Community activities





## Case Study

### Kirsti Lovie joins Horticulture NZ as Associate Director

Horticulture New Zealand<sup>11</sup> has welcomed Kirsti Lovie as its new associate director. With deep roots in the industry, Kirsti is set to bring a whole lot of passion and experience to the table.

As Craigmore's Business Performance and Sustainability Manager in the Farming team, she plays a key role in helping the business to grow responsibly and efficiently. She also helps her partner on his mixed arable and vegetable farm, so she knows the ins and outs of both hands-on growing and big-picture strategy.

Kirsti is no stranger to leadership, holding multiple advisory group positions across the primary sector. Right now, she is part of the Farmlands Advanced Directors course and stepping into the Associate Director role is the perfect next move.

For Kirsti, horticulture has been a large part of her professional development and provided her family with exciting opportunities, so she's keen to give back, doing her bit to contribute to growing a strong, sustainable future for our sector.

The associate director role is all about developing future leaders. It gives rising stars, like Kirsti, a chance to gain real boardroom experience, contribute to national strategy and to be mentored by experienced directors. Her term runs from July 2025 to December 2026 – and it is clear she is ready to make a difference.

Image (above): Inspecting apple growth at Glenpark apple orchard in Gisborne.

<sup>11</sup> Horticulture New Zealand (HortNZ) is the national body representing New Zealand's commercial fruit and vegetable growers. It plays a central role in advocating for the horticulture sector.





## Case Study

# Supplying food to communities in need

Craigmore's forest manager in the Wairarapa is proving there is an additional benefit to pest control. Pest control is an important operation while newly planted trees – both exotic and indigenous – are growing, as pests (particularly deer) can cause significant damage and mortality to young trees.

With recent changes to Ministry for Primary Industries regulations on gifting meat, Farman Turkington Forestry (FTF) saw an opportunity to utilise the meat from deer control.

Craigmore and FTF launched a community initiative in October 2024, donating wild venison to local food banks. During the first nine months FTF has donated two tonnes of high-quality meat to foodbanks in Masterton, Carterton, Featherston and Martinborough.

This contribution consisted of 1,716 bags of 500g minced meat and 1,142 kilograms of back steaks and shanks, helping to provide nutritious meals to individuals and families in need.

The community feedback reinforces the benefit and reflects our ongoing commitment to community wellbeing and sustainability. The Manager of the Masterton Foodbank shared their immense thanks, saying that the contributions have made a real difference, helping them to feed more people and stretch their limited resources during tough times.



## Case Study

### Improved access to public track for mountain bikers

Recent infrastructure improvements have enhanced public access to the Department of Conservation (DOC) Whakaumu Track near Craigmore's Blue Mountains Forest in Ōpōtiki, Bay of Plenty. Although the track itself is not located on Craigmore-managed land, we recognised the importance of supporting safe and inclusive access for the wider community.

Previously, walkers and cyclists faced a challenging entry point. To reach the track, they had to scramble down a steep bank to bypass a large, locked gate – an awkward and potentially unsafe route, particularly for those with bikes.

Craigmore and our forest managers, Waipa Forest Management, worked with the Ōpōtiki District Council to install a new squeeze gate, adjacent to our locked gate, which would allow pedestrian and cycle access, while maintaining restrictions to motor vehicles and motorbikes.

The newly installed gate now provides safe, direct access to the Whakaumu Track, located approximately 200 metres up the road. Signage in the area has also been improved to help guide users to the track entrance.



Squeeze gate (on left of image) installed at Craigmore's Blue Mountains Forest.



## Case Study

# Emma Taylor named Hawke's Bay Winegrowers Fellow Award

A love of research and study drew Emma Taylor into the wine industry, but it's the people who have kept her there. A consultant viticulturist, Emma is also Deputy Chair of New Zealand Winegrowers, Director of Bragato Research Institute, and in October 2024, was named a Fellow of Hawke's Bay Winegrowers.

For Craigmore, we are fortunate to have Emma on our team as Viticulture Business Manager, overseeing Craigmore's grape growing operations in Gisborne, Hawke's Bay and Marlborough.

Surrounding herself with great people and sharing knowledge has always been key for Emma. New Zealand Winegrowers describe her role with Craigmore as 'right in her wheelhouse – working with three different wine companies and three different vineyard teams, in three different provinces'.

For Emma sees the benefit in working with a variety of people or different organisations because of the opportunity to learn more.



Craigmore's Viticulture Business Manager,  
Emma Taylor.

## Case Study

# Forest Manager wins Wairarapa Business Awards

Craigmore is proud to acknowledge the outstanding achievements of Farman Turkington Forestry (FTF), managers of our Wairarapa forestry estate, who were honoured with two major accolades at the 2024 Spark Business Hub Wairarapa Awards: the Harcourts Hamill Realty Innovation Award and the Trust House Supreme Award.

These awards recognise FTF's 'ground-breaking approaches to environmental standards and land stewardship', a testament to their leadership in sustainable forestry practices. As Craigmore's operational partners in the Wairarapa, we see firsthand the impact of their work – from high quality forest management and riparian restoration to community engagement and innovative solutions to forestry challenges.

FTF's success builds on a year of innovation, including their earlier win in the FGR Harvesting Micro Innovation Challenge for the 'Blaze it Bridge' design – a practical and environmentally sensitive solution to forestry infrastructure. Their commitment to sustainability is not only reflected in award recognition but also in their day-to-day operations, which align with Craigmore's values of responsible land use and long-term environmental stewardship.

These achievements reinforce the strength of Craigmore's partnerships and our shared vision for forestry that delivers both commercial returns and environmental resilience.







Tree tagging during pruning at Sunpark apple orchard, Gisborne.



# Health, Safety & Wellbeing

At Craigmore, our people are at the heart of everything we do – and their health, safety, and wellbeing are paramount. We recognise that employees and contractors working across our farming, horticulture, and forestry operations face sector-specific risks on a daily basis. That is why we are committed to implementing best-practice health and safety protocols, which protect both physical safety and mental wellbeing.

We foster a strong safety culture across all areas of our business. Every team member is equipped with the tools, training, and guidance needed to understand the risks they may encounter, and the steps required to keep themselves and others safe. This includes tailored induction programmes, ongoing risk awareness training and clear communication of safety expectations.

Our core focus remains on the management of critical health and safety risks, building company-wide capability and confidence and partnering closely with contractors to ensure consistent standards. We also maintain a robust reporting framework to monitor performance and identify areas for improvement.

In our operations, our internal audits of critical risks continue to be regularly assessed to validate the

effectiveness of our risk reduction plans and controls. Our control verification programme confirms the ongoing effectiveness of the critical controls.

This proactive and collaborative approach ensures that Craigmore continues to lead in creating safe, supportive, and resilient workplaces across rural New Zealand.

## Injury recording and reporting

During 2024/25 there were no reported employee notifiable events.

A notifiable event is defined by the Health and Safety at Work Act as a death, notifiable injury or illness, or notifiable incident that arise from work. A notifiable incident is a situation where someone's health or safety is seriously endangered or threatened. The notifying body is WorkSafe NZ.

## About the data

Under the Health and Safety at Work Act 2015 a PCBU (Person Conducting a Business or Undertaking) must notify the regulator, when certain work-related events occur. This data includes all Craigmore entities but does not include contractor or contract manager performance.

## Critical risks focus

Farming	Horticulture	Forestry
Use of vehicles	Use of vehicles	Use of vehicles
Working at heights	Working at heights	Falling objects
Working in confined spaces	UV/heat exposure	Operating machines of steep slopes
Hazardous substances	Hazardous substances	Slips, trips and falls
Working safely around effluent ponds	Falling goods (loading/unloading areas)	Hazardous substances
Working with animals		Use of firearms (feral animal control)
Psychosocial risks		





### Looking ahead

In the 2025/26 season, the Craigmore Farming team will undertake a workplace wellbeing programme as part of our ongoing commitment to risk management and looking after our people. Created and facilitated by Scarlatti<sup>12</sup>, the programme will include workshops focused on assessing workplace wellbeing hazards and identifying practical ways to mitigate and manage these. This initiative offers a valuable opportunity to gain deeper insight into the wellbeing of our on-farm teams and to identify practical ways to manage psychosocial risks<sup>13</sup> more effectively.

During this period, the Craigmore Horticulture team will be advancing its health and safety strategy, which has been developed based on the SafePlus assessment completed in 2024. The recommendations from the assessment have been integrated into a three-year action plan. Responsibilities have been assigned to relevant project leads and working groups to ensure effective implementation across the horticulture sector.

Key areas of focus for 2025/26 include the development and implementation of critical risk standards and verification processes, as well as traffic management plans. The team will also be investigating and investing in key health and safety systems to support safer operations.

Additionally, there will be a strong emphasis on strengthening the health and safety capabilities, skills, and knowledge of our leadership teams. This will help build a culture of safety and ensure that leaders are equipped to support and drive continuous improvement in health and safety performance.

<sup>12</sup> Scarlatti Ltd is a New Zealand-based consultancy, which specialises in research, evaluation, analytics, and training, particularly within the primary industries and tertiary education sectors.

<sup>13</sup> Psychosocial risks are workplace stressors, the things at work, which may cause stress or negatively impact people's hauora (wellbeing), such as emotionally difficult work, high work loads, conflict at work or uncomfortable working spaces.





Sunpark apple orchard, Gisborne.







Get the job done right. We deliver on expectations and are honest and transparent, when we fall short. We lead by example and celebrate our achievements. The value is symbolised by the Waharoa (gateway), which demonstrates our commitment to 'go through the front gate' and be straight up with others.

# Deliver with Integrity



# Climate & Investment Commitments

Responsible investment integrates environmental, social, and governance (ESG) factors into investment analysis and decision making. It recognises that these factors can have an impact on the financial value of an investment and on the effect of that investment on the wider world.

Craigmore has relied on its foundational sustainability principles to guide our approach to responsible investment to date. We have now implemented a Responsible Investment Policy which sits alongside these principles to guide our approach in more detail. This can be found on our website.

## UN PRI

Craigmore has been a signatory to the United Nations Principles for Responsible Investment (UN PRI) since 2012. We were proud to be awarded four stars out of a possible five in the 2023 reporting results, and are delighted to have maintained this strong rating in 2024. This recognition reflects our ongoing commitment to responsible investment, and we continue to work towards achieving five stars under the updated ranking system. Our 2024 UN PRI Transparency Report is available on our website.

→ [www.craigmore.com/sustainability/reports](http://www.craigmore.com/sustainability/reports)

## Decent work and economic growth

**Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.**

Farming, horticulture and forestry contribute significantly to the economy of Aotearoa New Zealand, with profitability in these sectors creating employment opportunities, often in underinvested rural communities.

Craigmore brings capital to Aotearoa New Zealand to create economic growth, jobs and increased export earnings. We focus on building equity and safety in our workplaces, while addressing barriers to employment through local training programmes and government partnerships. In 2023, Craigmore joined New Zealand Ethical Employers as a funding partner.

## Responsible consumption and production

**Ensure sustainable consumption and production patterns.**

Craigmore has a clear commitment to sustainability throughout our strategy and aims to increase productivity, while using natural resources efficiently and reducing negative impacts. We advocate for sustainable practices in our industries and plan to lead the market in establishing a proof-of-concept net-zero dairy farm by 2035.

Where possible we are transitioning to organic production systems and are one of Aotearoa New Zealand's largest growers of organic gold kiwifruit. We encourage our people to innovate and align with third party certification of production systems, including Biogro for organic certification, Lead with Pride for dairy supply to Synlait Milk and Global GAP for the export of fruit.



## UN Sustainable Development Goals

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. The blueprint includes 17 Sustainable Development Goals (SDGs). Craigmore is in a strong position to deliver significant progress on goals 8, 12, 13, and 15.

## Climate action

### Take urgent action to combat climate change and its impacts.

Farming, horticulture and forestry play an important role in contributing to and mitigating climate change. Craigmore is committed to measuring and reducing greenhouse gas emissions, planting new forests to sequester atmospheric CO<sub>2</sub>, planting native species on our properties, undertaking responsible land use change and demonstrating a viable pathway to net-zero dairy farming.



## Life on the land

### Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

Craigmore is establishing new FSC-certified forests and is planting erodible land to protect biodiversity and improve ecosystem health. In our orchards and vineyards, less productive areas are planted with native species, creating habitats for wildlife and legally protected forest cover. We follow sustainable practices, partner with industry and community groups and encourage innovation to protect waterways and promote healthy ecosystems, all while upholding the principles of *Te Tiriti o Waitangi*.





# Governance Structure

## General Partner Boards

General Partner (GP) Board members are appointed by Craigmore Sustainable LLP (the Investment Manager) to provide governance of the partnerships managed by Craigmore.

GP Board members support and challenge management decisions to ensure that we are responsible in the management of our investors' capital. This includes reviewing and agreeing strategy, approving budgets, measuring performance and ensuring that we have the resources to deliver on our strategy and wider commitments to stakeholders. These Boards are also responsible for overseeing the strategic execution of sustainability and ESG activities.

Board members sit across each of our partnerships in farming, horticulture, and forestry. Among other roles, GP Boards also meet with senior management at least six times per year and attend specialist committees, as set out below.

## Investment Committee

A decision-making committee of the Investment Manager, Craigmore Sustainable LLP. The investment committee makes investment and divestment decisions on behalf of each partnership, overseeing the allocation of capital. This includes the monitoring and management of key strategy and sector risks. The Head of Acquisitions and Corporate Finance reports to the Investment Committee.

## Assurance and Risk Committee

The Assurance and Risk Committee is charged with oversight of Craigmore policies and processes. Members provide the assurance required on accounting and audit matters, external reporting, compliance, governance and related party transactions. This committee is chaired by an independent GP board member.

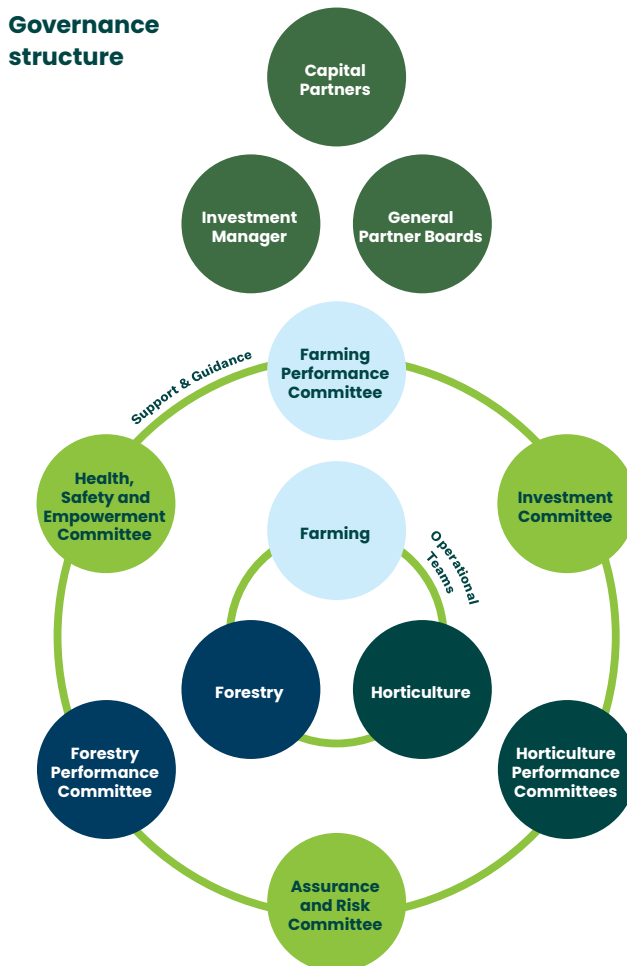
## Health, Safety and Empowerment Committee

A combined committee of board members and senior managers (CEO, General Managers) to ensure that we have the systems and resources to look after our people. This committee is responsible for health and safety planning, delivery, monitoring and review and

for ensuring that we have a strong culture, which is aligned with our company values. This committee is chaired by the Chief Operating Officer.

## Sector Performance Committees

Specialist sector Performance Committees provide advice and support for our General Managers and Business Managers. They facilitate and support operational excellence. These committees include two or three external experts with relevant, sector specific, technical, operational and financial experience. The sector performance committees are farming, forestry, apples, kiwifruit and wine grapes. The relevant General Manager for each sector chairs these committees.



# Governance Members

## Key Boards and Committees

	John Holland	Andrew Gibbs	Che Charteris	Forbes Elworthy	John Donkers	Annika Streefland	Nick Tapp	Josef Nägel
GP Board	●	●	●	Observer	●	●		
Investment Committee			●	●			●	●
Assurance & Risk Committee	●	●	●			●		
Health, Safety & Empowerment Committee	●	●	●			●		
Gender	M	M	M	M	M	F	M	M
Ethnicity	NZ/ European	NZ/ European	Māori	NZ/ European	NZ/ European	NZ/ European	British/ European	German/ European
Age	45–64	45–64	25–44	45–64	65+	45–64	65+	45–64

Governance committees also include Craigmore employees and specialist advisors.

## Senior Leadership Team

Che Charteris	Chief Executive Officer
Paul Burns	Head of Acquisitions and Corporate Finance
Sarah Farrelly	General Manager, Finance
Jane O'Connor	General Manager, People & Culture
Stuart Taylor	General Manager, Farming
John Barker	General Manager, Forestry
Con Williams	General Manager, Horticulture



# Governance Members



## John Holland

John joined the Craigmore GP Board in February 2021 and is also a director of Craigmore Sustainables Group. John has over 15 years governance experience, including six years on the board of leading New Zealand law firm Chapman Tripp, seven years as director of ASX/NZX listed Kathmandu and nine years as chair of the board of Southbase Construction. He also spent four years on the board of the New Zealand Securities Commission, the regulator of the securities market at the time.



## Andrew Gibbs

Andrew has been a member of the Craigmore GP Board since 2014. He currently chairs the Craigmore Assurance and Risk Committee. Andrew is a recently retired Partner of Deloitte NZ, where he worked as Leader of Primary Industry for over ten years.



## Che Charteris

Che joined Craigmore Sustainables in 2010. Prior to Craigmore, he worked in a range of roles within New Zealand's central government. He currently also chairs the investment committee for a large Ahu Whenua trust which affiliates to his iwi *Ngāti Tahu – Ngāti Whaoa*.



## Forbes Elworthy

Forbes began his career as shepherd, before pursuing studies in the UK and US. He subsequently founded a fintech company which he sold to Chicago Mercantile Exchange in 2007. Following this, he returned to the agri-food industry and went on to establish Craigmore Sustainables with Mark Cox and Che Charteris, and Map of Ag with Richard Vecqueray.



## John Donkers

John joined the Craigmores GP board in 2017 and is also a member of the farm performance committee. He has spent most of his career in the dairy industry, starting as a sharemilker on the West Coast. In 1994, John helped establish Camden Group, which owns and operates four large scale, irrigated, dairy farms in Central Canterbury. In 1996 he established a dairy farm consultancy business, Dairy Farm Management Services, which he still part owns and operates.



## Annika Streefland

Annika joined the Craigmores GP board in June 2023, bringing extensive experience in human capital and business development, having spent much of her career building leadership talent at CEO, C-suite and board level. She is also Chief People & Culture Officer at Todd Corporation and the founder/owner of Kopuwai Delta Vineyard in Central Otago.



## Nick Tapp

Nick joined Craigmores in 2013 to lead the London-based investor relations team. Nick spent 25 years managing a large cereal, vegetable and potato farming business and was chair of a grain storage and marketing company, both in Kent. He sits on the Board of Magyar Loan Instrument Trust Ltd, owner of a largescale diversified farming business in Hungary. Nick has recently stood down as a Trustee of The Royal Agricultural Society of England after eight years and remains a Trustee of the Society Pension Fund.



## Josef Nägel

Josef is a founding partner of GlenSilva GmbH, which is part of the Westphalen Estate, Germany. The Estate has owned and managed forest and farmland in Central Europe for many centuries and, during the last decade, it has expanded into New Zealand and the US. Previously, he spent many years in the financial services industry, principally at Deutsche Bank AG in Germany, South America, India and Eastern Europe.



# Risk Management

'Risk' is the potential for harm or loss from vulnerabilities in our business being exploited by a threat. In addition to normal process and market threats, which face any business, natural assets (such as farms, forests and orchards) face a range of climate and ecological threats, which create specific short and long-term risks.

## Key threats and risks, addressed and managed

### Ecological

Ecological risks include climatic variation, such as rainfall, temperature and wind, along with pest and disease risk to plants, crops and animals. Craigmore addresses many of these ecological threats through careful site selection, geographical diversification of the portfolio of assets, insurance, effective daily operational management and capital improvements for land and crop protection (such as hail nets or irrigation).

### Operational

Poor operational management can increase costs of production, lower output, reduce workplace safety and cause environmental harm. Strong operational teams can make assets perform to their potential. Craigmore's operational strategy focuses on the quality and support of local management teams, both as individuals and teams.

### Regulatory

While New Zealand has a lower level of political risk for those investing in land, when compared to many countries, nothing is entirely risk-free. As an example, New Zealand manages the access of offshore investment capital to farmland through the Overseas Investment Office (OIO). Craigmore manages this situation by staying fully abreast of the regulations, acting with confidence within the rules and by building a relationship of trust with the OIO.

### Transactional

Weak transactional processes may cause harm, such as the loss of private information, incorrect financial or other transactions or non-compliance with contractual and constitutional commitments. Craigmore manages these threats through separation of duties and a focus on secure processes.

### Market

Global and local markets materially affect the availability and prices for inputs and the farm gate price of products. Price-related risks for products grown on Craigmore farms are managed by a relentless focus on cost of production, so that the periodic downturns in global commodity prices can be contained with minimal downside damage.

While grouping risks is helpful for management, risks do not exist in isolation and often affect each other. For example, climatic changes may increase the risk of specific diseases or pests, which could result in reduced market access into countries, which wish to protect themselves from those risks.

## Allocation of risk management

Oversight and management of different risks is split between five separate internal entities – every risk must have a ‘home’. Outlined below are the entities responsible for each type of risk.

- *Investment Manager/GP board:*  
Strategic, sustainability (including climate risk) and reputation management
- *Assurance and Risk Committee:*  
Process, transactional and financial risks, cyber-crime, hedging, related party transactions and regulatory compliance
- *Health, Safety and Empowerment Committee:*  
Health and safety, people and culture
- *Investment Committee:*  
Portfolio mix and acquisitions, which include considerations around climate (short-and long-term), soil quality, diversification, irrigation and other factors
- *Performance Committees:*  
Operational, industry and market risks.

## Assessing Craigmores climate-related risks

Climate-related risks are of growing concern globally, and the story in New Zealand is no different.

The Craigmores portfolios were built with an awareness of the threats posed by climate change. Craigmores is undertaking a review of the potential impact of climate change on our operations, over different timeframes and for a range of warming scenarios, in line with the recommendations by the Task Force for Climate-Related Financial Disclosure (TCFD) and now the International Financial Reporting Standards for Sustainability.

Compulsory reporting standards were introduced for the largest New Zealand companies during 2023, with considerable variation in how the reporting was approached. Craigmores will take some time to assess what is most appropriate for our businesses as the reporting framework matures.





Tree tagging at Sunpark apple orchard, Gisborne.

Thank you to our Limited Partners, stakeholders, and the people of Craigmore for their ongoing commitment and support on our sustainability journey.

#### Feedback

We welcome any feedback you have on this report, please email: [investor.relations@craigmore.com](mailto:investor.relations@craigmore.com)

#### To find out more, visit

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