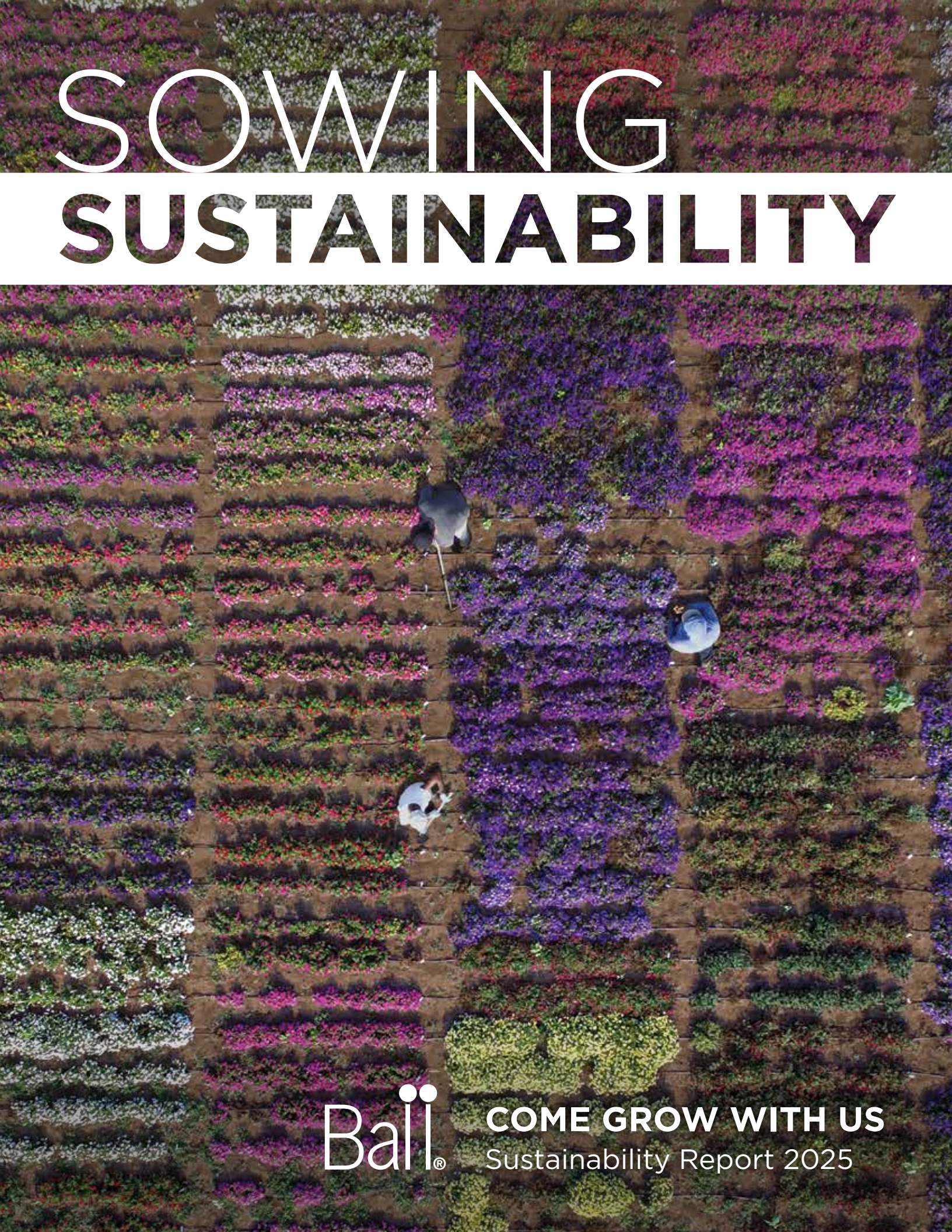




SOWING **SUSTAINABILITY**

Baï®

COME GROW WITH US
Sustainability Report 2025

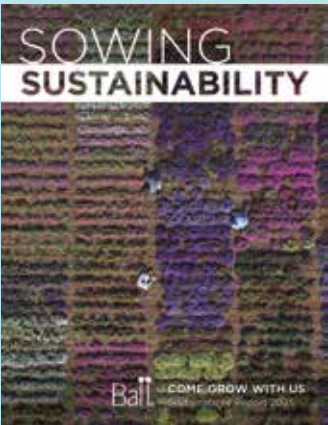


ABOUT THIS REPORT

In 2021, Ball Horticultural Company launched a 10-year sustainability roadmap setting out our commitment to contribute to a sustainable future. *Sowing Sustainability* describes for the first time the story of our global programs, initiatives and goals, and our progress toward them. It represents our evolution to a more formalized approach to sustainability disclosure and lays the foundation for future reporting in alignment with international standards and requirements.

We have structured this report according to three categories of sustainability: Products, People and Planet. All information is provided as of December 31, 2024, and all currency is in US dollars unless otherwise stated.

ON THE COVER



Aerial view of our PanAmerican Seed trial gardens in Elburn, Illinois.

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A MESSAGE FROM BALL LEADERSHIP

Welcome,

We are pleased to present Ball Horticultural Company's Sustainability Report, *Sowing Sustainability – Come Grow With Us*. The report's title reflects our global team's care for **people, community and the planet** and their remarkable contributions to our ambition to become a **more sustainable company**.

Ball is a **fourth-generation, family-owned business**. For more than a century, since George J. Ball founded our company in 1905, we have remained true to our core values to **operate with respect for the health of the planet and the quality of life of our employees, partners and the communities** on which our success depends. Our Seeds of Success – to never sacrifice the long-term for the short-term and to always do the right thing, among others – underlie our principled approach to growth. With over **4,000 employees** and a considerable presence in **20 countries on six continents**, we are gratified to be recognized around the globe for the excellence of our products that make the world a more colorful and beautiful place.

In 2021, we launched our 2030 sustainability strategy, uniting our global operations around three corporate-wide goals, and now, nearly five years in, we have much to be proud of. Ball is among the first employers in our industry to **establish a living wage program**. We are progressing on our goal to **reduce our corporate carbon footprint by 50%**, and we are advancing our efforts to **conserve water** and **eliminate the discharge** of hazardous pollutants and chemicals.

Our journey has not been without its challenges, but we believe it is critical to recognize and confront the risks that lie ahead for our people and the planet – to **run to the hard stuff**, as we like to say – when making difficult choices about where to invest our time, energy and dollars.

We would like to **thank the Ball team everywhere and our many partners** with whom we collaborate for joining us on our journey. It is our hope that this report not only **showcases our accomplishments** and the work ahead, but that it also **inspires others** in our industry to take bold steps to **create a more sustainable future**.

We welcome your feedback at sustainability@ballhort.com.

Anna Ball
Chairman & CEO

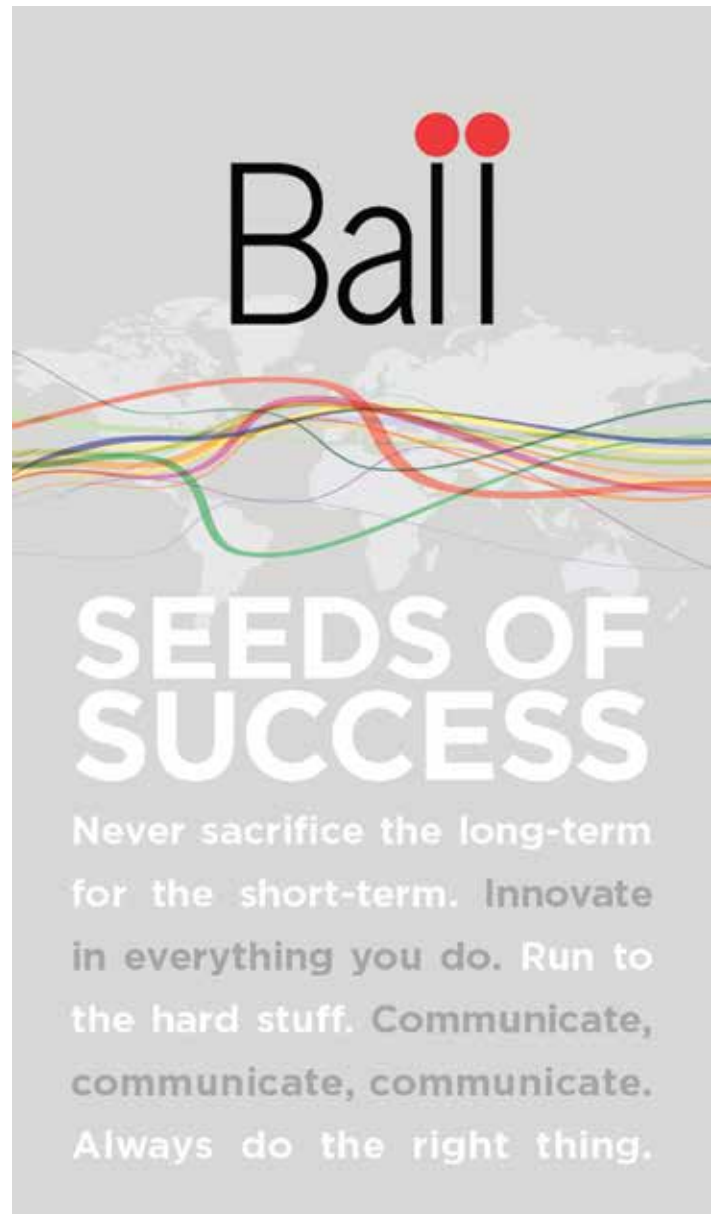
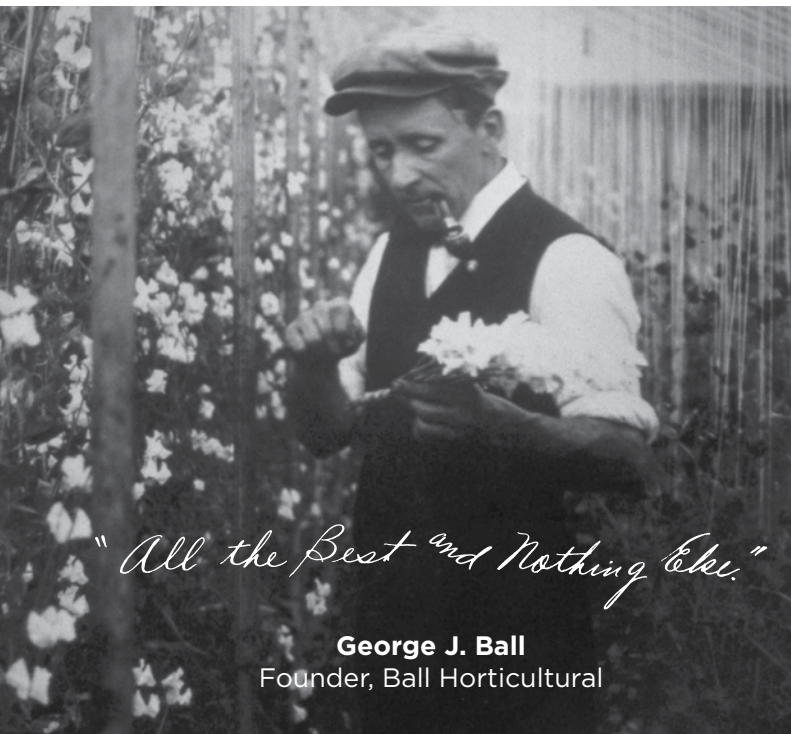
Susannah Ball
Sustainability Lead

Al Davidson
President



WHO WE ARE

Ball Horticultural Company is a fourth-generation, family-owned business headquartered in West Chicago, Illinois. With a mission to color the world, we develop, produce and sell award-winning flowers, perennials, shrubs and vegetables through our global network of breeders, research and development teams, suppliers, and distribution companies. We have run our company according to our founder's motto, "All the best and nothing else." We are guided by our core values of high quality and service excellence, and our approach to business is firmly rooted in our Seeds of Success.



GENERATION 1: 1905-1949

2 locations near Chicago, IL

1905

George J. Ball starts his own business growing cut flowers

1910

Adding breeding, he releases the Ball Aster

1923

Ball moves to its current location in West Chicago, IL

1932

First edition of the *Ball Redbook* technical guide is published

1949

George J. Ball passes away, leaving the business to the second generation

GENERATION 2: 1949-1995

Business expands to 12 locations

1953

First annual Field Day opens the trial gardens to growers and visitors

1962

Footprint expands with acquisition of PanAmerican Seed and its Linda Vista production farm in Costa Rica

BALL AT A GLANCE

4,000+
Employees

120
Years

20
Countries

6
Continents

BALL AROUND THE WORLD

Ball's global network of companies is comprised of wholly owned entities, joint ventures and partnerships.



GENERATION 3: 1995–PRESENT

Business expands to 34 locations

1984

Ball enters the Asian market with a joint venture in Japan

1995

The third generation of the Ball family takes the helm, with 12 locations under the Ball corporation

1998

Ball Helix division begins conducting advanced research and development to assist breeders in cultivating exciting new genetics

2001

The purchase of Colegrave expands Ball's presence in Europe and adds distribution in Australia and South Africa

2025

New automated seed distribution system added in West Chicago

HOW WE WORK



ORGANIZATIONAL STRUCTURE

We describe our company as an Armada, with each of our 34 locations represented by a ship in our "fleet." While each ship is piloted by its own captain, we are all sailing to the same North Star.

PARTNERSHIPS

Partnerships are key to helping us advance our sustainability ambitions. We work with industry associations and sustainability certification bodies to promote good sustainability practices, encourage collaboration and drive continuous improvement.

Our key sustainability partners include:

MPS: A non-profit organization committed to making the horticultural sector more sustainable, MPS provides certification for standards such as Good Agricultural Practices (GAP). Ball has been using MPS certification for over 20 years. As of 2025, 15 Ball locations are MPS certified.



Floriculture Sustainability Initiative: FSI was founded in 2012 as a multi-stakeholder initiative with the goal to develop sustainable solutions for the floriculture industry. FSI promotes 16 voluntary standards and schemes that comply with GAP.



IDH Sustainable Trade Initiative: IDH convenes the Floriculture Sustainability Initiative and is a catalyst for addressing sustainability issues in the floriculture industry. Ball works with IDH on our living wage initiative, and most recently, on a closed-loop water containment and recirculation system at our Las Limas farm in Nicaragua.



Wage Indicator Foundation: Wage Indicator aims to improve labor market transparency by collecting and sharing information on living wages for nearly 3,000 regions across 173 countries.



“ Horticulture is an **incredibly rewarding** industry to work in, **delivering color** to make our world more beautiful. However, we must acknowledge not only the opportunities but also the impacts that our business has on people and the planet. Every day at Ball we confront this tension – to **balance our global business interests** with our unwavering **commitment to operate sustainably**. Our team’s work in the past five years has strengthened that commitment, **centering sustainability at the heart of our business**. ”

**Al Davidson, President,
Ball Horticultural Company**

INDUSTRY ENGAGEMENT

We engage with our industry peers to encourage continuous learning, share best practices and demonstrate sustainability leadership. Ball is a founding member of SustainaBloom, an industry-wide initiative to promote sustainable practices in the greenhouse industry.



We are also members of additional trade associations, such as FSI, where we serve on committees and host and sponsor industry events. Our Ball Publishing division provides the horticulture industry with the latest news and information through its flagship product *GrowerTalks* magazine (first published in 1937). We also contribute to dialogue on sustainability through our *greenTalks* e-newsletter, which provides news and trends on the topics of sustainability and organic growing.

CERTIFICATIONS

Certifications confirm our commitment to the health and wellbeing of our employees, our communities and the planet. Ball locations have notable certifications, including MPS, GAP, My Green Labs and Great Place to Work.



ETHICS AND COMPLIANCE

In July 2023, Ball issued a formal Global Anti-Corruption Policy. This policy establishes the framework to ensure company compliance with all applicable laws and regulations covering bribery, anti-corruption and money laundering. In 2024, we developed a custom online training module deployed to the company's international general managers. In 2025, we anticipate rolling the training out to over 700 employees, focusing on general management, human resources, sales, customer service, supplier relations, distribution and finance employees at our headquarters in West Chicago and across our global operations. The policy is available in English and Spanish. We are developing a Spanish translation of the online training.



George J. Ball published the first *Ball Redbook* in 1932 to share his knowledge with the industry. Now in its 19th edition, *Ball Redbook* is still considered the “bible” for greenhouse growers, academics, researchers and horticulture students.

Geo. J. Ball

SUSTAINABILITY AT BALL

A Q&A WITH BALL'S SUSTAINABILITY LEADERSHIP TEAM



Susannah Ball



Bill Doeckel



Kees van Petersen

Q: Why is sustainability important to Ball?

A: Sustainability is embedded in how we do business and has been part of Ball's "Grow a Green Future" strategy for many years. Horticulture has significant environmental benefits, such as absorbing carbon dioxide (CO₂) and contributing to biodiversity by supporting pollinators. Flowers also have proven therapeutic value, helping to alleviate stress and anxiety. However, our industry also uses considerable amounts of energy, water and chemicals. We use peat as a growing medium, which releases CO₂, and the containers, trays and packaging we grow our plants in generate substantial amounts of waste. We recognize our responsibility to minimize these impacts. And, because we know that increasingly retailers and consumers want to purchase products produced in a sustainable way, we want to ensure that we are able to meet these market needs with the most sustainable products possible.

Q: What does sustainability look like for Ball?

A: Sustainability begins with our Seeds of Success principle that reminds us to never sacrifice the long-term for the short-term. Then, we have our rich history, family ownership and loyal employees that enable us to take actions that can drive sustainability for our people, the industry and the world around us. In 2021, inspired by the United Nations Sustainable Development Goals – specifically, those focused on decent work and economic growth, climate action and responsible consumption and production – we announced our 10-year Sustainability Roadmap. The roadmap outlines Ball's approach to sustainability. It is underpinned by our companywide Armada Goals, which we launched in the same year. The goals commit us to ensure all employees earn a living wage by 2025, reduce our corporate carbon footprint by 50% by 2030, and achieve zero discharge of hazardous pollutants and chemicals by 2025. To help us achieve our Armada Goals, we tap into the creativity and passion of our people around the world.

Q: What is the biggest challenge you faced in the roll-out of the Sustainability Roadmap?

A: The decentralized nature of our company, operating at 34 locations in 20 countries, is unique to our industry, and it poses some challenges. Getting everyone unified around our Armada Goals, which are set at the leadership level, hasn't always been easy. But we believe that new and innovative ideas can come from everywhere within our company, and each of our sites has the autonomy to execute on the Armada Goals and to create and roll out their own site-specific Ship Goals to respond to the local issues most relevant to their location, culture and people.

Also, in the spirit of one of our Seeds of Success principles, we "communicate, communicate, communicate." In 2022, we introduced our *SustainaBALL NEWS* e-newsletter, and in 2023, we launched our Sustainability Summits, annual virtual meetings where we celebrate the incredible work that is being done to advance sustainability at our sites around the world. By showcasing best practices, we hope to cross pollinate – pun intended – and inspire the adoption of new ideas for continuous improvement.

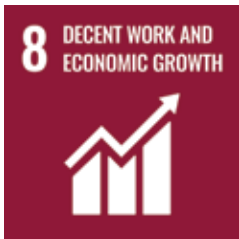
BALL'S ARMADA GOALS

AMBITIONS FOR A DECADE OF ACTION

In January 2021, Ball announced our 10-year Sustainability Roadmap. The roadmap was underpinned by three global sustainability goals, each inspired by a UN Sustainable Development Goal, and each requiring engagement and action from our businesses across the globe. The Armada Goals are supported by local Green Teams who also set Ship Goals to advance complementary sustainability efforts appropriate to their locations.

100%

**of Employees
Earning a Living
Wage by 2025**



50%

**Reduction of our
Corporate Carbon
Footprint by 2030**



ZERO

**Discharge of
Hazardous Pollutants
and Chemicals by 2025**



2025 PROGRESS ON OUR COMMITMENTS

COMMITMENT	STATUS
Announce Armada Goals by December 2020	Complete
Establish Ship Goals at all locations by January 2021	Complete
Establish Sustainability Grants program for Armada-aligned projects by Q1 2021	Complete
All locations to initiate sustainability certification by 2022	Complete
Develop Water Stewardship plan by 2025	In progress
Zero discharge of hazardous chemicals and pollutants by 2025	In progress
All farms GAP certified by end of 2025	In progress
Ensure all employees earn a living wage by 2025	74% of locations
Complete 5-year progress report and communicate future vision by 2025	Complete



PRODUCTS

OUR PRODUCTS ARE OUR PURPOSE.

Worldwide, our products deliver on our mission to create excitement in the world of flowers and our commitment to “rise above the rest” to serve our customers through research, breeding, production, sales, distribution and the marketing of ornamentals, cut flowers and vegetables.

The values under which we operate have deep roots. Our founder, George J. Ball, was determined to find solutions for growers and the problems they faced to ensure they were successful with the company’s products. More than a century on, with our Seeds of Success principle to “never sacrifice the long-term for the short-term” in mind and the environmental pressures on the planet at our doorstep, we are more committed than ever to deliver on our purpose with sustainable plant solutions to color the world.

The Gardens at Ball, West Chicago, Illinois



OUR APPROACH

Building on a broad scientific base of applied genetics, pathology, and molecular and cellular biology, our four primary breeding companies are headquartered in West Chicago, Illinois, and West Grove, Pennsylvania. They discover, develop, breed and produce vegetative annual cuttings; vegetative and tissue-culture-propagated perennials; bedding, cut flowers and vegetable seeds; and roses and woody ornamentals.

Ball FloraPlant®

Founded in 1990. A leading breeder and producer of vegetatively propagated annuals, with its principal breeding location in Guadalupe, California, **Ball FloraPlant** sells millions of cuttings annually from our YecaFlora production location in Mexico and Las Limas location in Nicaragua.

DarwinPerennials®

Founded in 2009. A breeder and producer of vegetatively propagated perennials, **Darwin Perennials** provides distribution companies and partners around the world with unrooted cutting supply from its Darwin Colombia farm and tissue culture supply from tissue culture labs around the world.

PanAmerican Seed®

Founded in 1946, acquired by Ball in 1962. A leading breeder and producer of ornamentals from seed, **PanAmerican Seed** has breeding locations in California and Illinois in the US, as well as in Costa Rica, Thailand and the Netherlands. It also has production locations in Chile, China, Costa Rica, Guatemala, Mexico and the Netherlands.

star®

ROSES and PLANTS

Founded 1897, acquired by Ball in 2015. A breeder of roses, edibles and woody ornamentals, **Star Roses and Plants** has greenhouses and breeding fields in Pennsylvania and production fields in California.

PRODUCTS

BREEDING FOR SUSTAINABILITY

At any one time, Ball's breeding teams may have as many as 200 breeding programs underway in our research and development labs, breeding greenhouses and trial fields. While the inspiration for our initiatives comes from many sources, our focus is to find solutions for our growers. Ensuring the solutions are sustainable is an important part of our approach.

Bringing Impatiens Back into Production

For nearly a decade, beginning in 2011, *Impatiens walleriana* were destroyed by a global outbreak of Impatiens downy mildew, an aggressive plant pathogen. With the resulting poor performance in production operations and for consumers, the industry lost a profitable and beloved garden staple.



Beacon Coral, Rose and White Impatiens

We started to look for a solution immediately. Our search was led by a collaboration of PanAmerican Seed breeding teams in the Netherlands and the US and was conducted with support from the Plant Pathology team at our Helix research and development center in West Chicago. A source of resistance to the pathogen was found and used to breed into our Impatiens parent lines. Later, the molecular biology team at Helix helped to develop molecular markers for our unique source of resistance. These markers enabled our intellectual property claims and are used today to accelerate our plant breeding process.

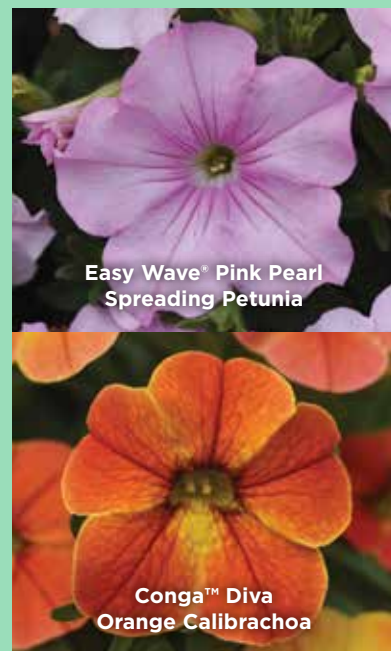
In 2019, PanAmerican Seed was thrilled to re-launch Impatiens to the horticultural industry through its new Beacon® Impatiens with high resistance to the pathogen causing Impatiens downy mildew.

Since its re-introduction, Beacon Impatiens has again become a top choice among gardeners, providing a swath of color in borders and baskets while also offering environmental benefits by significantly lowering the need for fungicides in seed production and by growers using susceptible varieties.

BREEDING FOR SUSTAINABLE GROWTH

Sustainability in the breeding cycle can take many forms. For example, we breed for:

- **Low energy inputs:** Our flagship seed petunia series, Wave®, is continually being improved for more cold tolerance, thereby reducing energy inputs and related costs for the grower.
- **Drought tolerance:** Drought-tolerant plants need less water, which benefits growers, retail sellers and consumers. A gardener's favorite, Sombbrero® Echinacea, was bred by Darwin Perennials for a better garden habit.
- **Plant growth control:** We breed varieties that grow more slowly or have a naturally more compact habit. For example, Conga™ Calibrachoa, developed by Ball FloraPlant, provides naturally compact, uniform growth while eliminating the use of plant growth regulators.
- **Disease resistance:** The resilient Knock Out® Roses, created by Star Roses and Plants, have a high level of resistance to powdery mildew and, most recently, to rust.



Easy Wave® Pink Pearl
Spreading Petunia

Conga™ Diva
Orange Calibrachoa

ISSUE FOCUS: LEADERSHIP IN PRODUCT INNOVATION

Ball was one of the first horticultural companies to embrace advanced technology to support our breeders. In 1998, these efforts led to the formation of Ball Helix, a centralized research and development team designed to enable innovative product development. Today, Ball Helix employs close to 100 scientists and technicians with capabilities in plant pathology, cell biology, tissue culture, molecular biology and bioengineering at our lab in West Chicago, Illinois, and at locations in California and Pennsylvania in the US, as well as in Thailand and the Netherlands. Ball Helix's purpose is to maintain a pipeline of advanced technology tools and skillsets that Ball plant breeders can access to solve the needs of our future grower customer.



SPOTLIGHT: BALL'S COMMITMENT TO SUSTAINABLE SCIENCE

Labs are some of the most resource-intensive spaces in any industry, known for their use of chemicals and plenty of energy and water. Since 2023, Ball Helix and each of our regional labs in California and Pennsylvania in the US, and in Thailand and the Netherlands internationally, have achieved My Green Lab Certification. Considered the gold standard for laboratory sustainability best practices, the My Green Lab Certification program covers 14 topics, including energy, water, waste, chemistry and materials, and engagement, with five levels of certification to encourage continuous improvement.



“ We are making exciting advances to breed stronger, more resilient plants for disease resistance or drought tolerance. The future holds incredible possibilities to transfer the attributes from plants that naturally have disease-resistant or drought-tolerant genes to species that don't. ”

**Jason Jandrew,
Chief Product Development Officer**

PRODUCTS

SPOTLIGHT: BIOLOGICALS

Reducing the use of pesticides and fungicides for pest and disease control is a key priority on Ball's sustainability roadmap.



Biological controls, or biologicals, use beneficial insects, such as predators and parasitoids, or pathogens, such as fungi or nematodes, to control unwanted insects or diseases. Biologicals cause no pollution, do not harm the environment and, importantly, improve employee safety by reducing the risk of chemical exposure for applicators. At Ball, we continue to learn about biologicals to, with the help of experts, produce our seeds and plants more safely and sustainably, with as few chemicals as possible.

For example, biologicals are an important tool at PanAmerican Seed as the farms aim to achieve MPS A+ ratings. A farm's MPS certification level is based on the types and quantities of pesticides it uses. An A+ is the highest level of certification, signaling the use of comparatively benign pesticides in comparatively lower quantities. In 2024, seed production using biologicals at PanAmerican Seed topped two billion seeds.



SPOTLIGHT: BALL PREMIER LAB AND SEED TUNING

Ball Premier Lab, located at Ball's headquarters in West Chicago, Illinois, and Seed Tuning, located at PanAmerican Seed's Venhuizen location in the Netherlands, perform seed enhancements, including pelleting, priming and coating, on more than 80% of our seed inventory. Billions of seeds are enhanced each year to deliver superior seed performance from rapid, uniform germination to improve "flowability" through seeders.

For nearly two decades, we have offered Ball Controlled Growth, a proprietary enhancement that applies a tiny dose of plant growth regulators (PGR) to seed. This allows growers to reduce the amount of chemical PGR they use in plant production.

We have also decreased our fungicide usage and, in most cases, have replaced it with seed cleaning methods using OMRI Listed® materials, such as hydrogen peroxide and hypochlorous acid, which leave no residue on the seed.

All of Ball's enhancements are free of micro-plastics.



Ball Seed® Technical Services, based in West Chicago, Illinois, solves grower issues with global, 24/7 technical production guidance from our team of experts in crop culture, plant physiology and pathology, clean environment protocols, and chemical and biological control agents. We offer an online library of videos and podcasts, as well as a dedicated Facebook group to engage with thousands of growers across the globe.



BALL AROUND THE WORLD

We salute some best practices for sustainable products by our teams around the world.

Innovations in Fighting Fungi

The AGA Agro team in Thailand cultivates its own *Trichoderma*, a beneficial fungus, to incorporate into its growing media. *Trichoderma* grows fast to out-compete other pathogenic fungi, blocking them from reaching a plant's roots or, in some cases, attacking and feeding off them. This sustainable additive provides long-lasting defenses to many root pathogens and reduces usage and dependence on chemical applications of fungicides.



Creating Sustainable Landscapes

When a decade of drought in Chile resulted in downsized or disappeared public gardens, Ball Chile partnered with local landscape architect Cristobal Elgueta, who specializes in low-water, low-maintenance perennial gardens. Cristobal designed demonstration gardens at the Ball Chile trials facility to educate customers on this new type of garden and showcase a line of drought-resistant, deep-cell plugs to be used in them, thus offering a solution for customers faced with the prospect of abandoning their public parks and gardens due to water restrictions.



Pollinator Bees

Bees are used at PanAmerican Seed locations, in combination with Integrated Pest Management, as pollinators in seed production and breeding. PanAmerican Seed encourages the use of bees because it is cost effective and, in combination with sustainable crop culture, the application of pesticides is kept to a minimum. In 2023, our PanAmerican Seed farms at Linda Vista in Costa Rica, Venhuizen in the Netherlands, Semillas PanAmerican in Chile, and Floricultura in Guatemala produced more than 1.6 billion seeds pollinated by bees.

PEOPLE

OUR PEOPLE DEFINE OUR SUCCESS.

At Ball, we believe that our more than 4,000 global employees are among the most talented and passionate in the industry. Our company's success relies on their creativity and commitment to help make the world a more colorful place.

As a family-run company, it is important to us to create an inclusive and dynamic work environment that cultivates positive relationships, collaboration and a sense of belonging and that fosters a spirit of innovative thinking and continuous learning. Our Armada Goal - to ensure 100% of employees earn a living wage - underlines our commitment to them.



Las Limas, Nicaragua

OUR APPROACH

To ensure that we attract and retain high-quality talent, we offer compensation and benefits packages adapted to each location and jurisdiction around the globe. We also provide training and educational opportunities to foster continuous learning and to build resilient teams with broad skillsets. For example, in Mexico, employees can take English classes, and in the US, we offer tuition support for higher learning.

The well-being of our employees is also a key consideration. For example, we renovated our campus building in West Chicago, Illinois, according to LEED (Leadership in Energy and Environmental Design) principles. We installed individually controlled mini split HVAC units for ambient comfort, and dimmable lighting with auto shut-off switches, which have the additional benefit of reducing energy consumption. We also created personal and communal workspaces to foster both productivity and collaboration.

We encourage our employees to be involved in driving our sustainability initiatives by becoming members of local Green Teams. Our commitment encompasses the communities where our people live and work. At the local level, our teams are encouraged to develop and participate in Ship Goals that support and strengthen their communities.



Linda Vista Green Team, Costa Rica



AGA Agro Green Team, Thailand



Floricultura, Guatemala

PEOPLE



West Chicago



Darwin Colombia Team



Las Limas Team

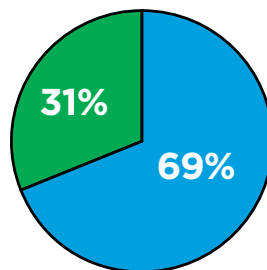


PanAmerican Seed Santa Paula Team

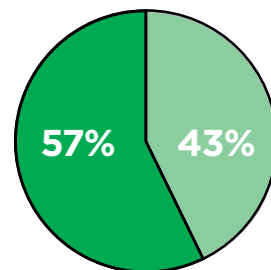


Star Roses and Plants Team

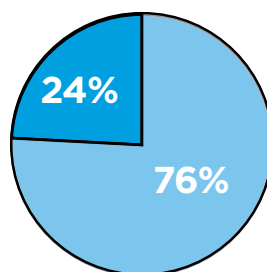
WORKFORCE COMPOSITION



■ Permanent
■ Seasonal



■ Male
■ Female



International Managers

■ Male
■ Female

SNAPSHOT: EMPLOYEE ENGAGEMENT

At Ball, we aim to have a highly engaged workforce where every employee feels their voice is heard. The Great Place to Work® annual survey evaluates companies based on camaraderie, credibility, fairness, pride and respect of employees and allows us to measure year-over-year improvement in employee engagement and satisfaction. We use feedback from the survey to advance our employment practices.



We are proud to have 11 Ball Horticultural locations certified as a Great Place to Work®:

- Ball FloraPlant, Arroyo Grande, CA, US
- Ball Horticultural, West Chicago, IL, US
- Darwin Colombia, Colombia
- Las Limas, Nicaragua
- Linda Vista, Costa Rica
- PanAmerican Seed, Elburn, IL, US
- PanAmerican Seed, Guadalupe, CA, US
- PanAmerican Seed, Santa Paula, CA, US
- Star Roses and Plants, Dinuba, CA, US
- Star Roses and Plants, West Grove, PA, US

LIVING WAGE EXPLAINED

WHAT IS A LIVING WAGE?

A living wage is the minimum income a worker needs to meet basic needs and ensure a decent standard of living for the worker and their family.

WHAT'S INCLUDED IN CALCULATING A LIVING WAGE?

The cost of food, housing, healthcare, clothing, transportation, childcare, education and savings for unexpected circumstances. Part of the Living Wage, such as food, healthcare, transportation and childcare, can be offered as an in-kind contribution (up to a maximum of 30% of the Living Wage).

IS A LIVING WAGE THE SAME EVERYWHERE?

Living wages vary across geographies depending on the local cost of essential goods and services.

WHAT IS THE DIFFERENCE BETWEEN A LIVING WAGE AND A MINIMUM WAGE?

A living wage is voluntary, while minimum wages are mandated by governments. Living wages are often higher than minimum wages, in part because minimum wages often might not keep up with cost-of-living increases.

ARMADA GOAL: LIVING WAGE

As a family-run company, we believe that every Ball employee deserves to earn a wage that allows them to meet their basic needs, from food, housing and healthcare to essentials like transportation, childcare and education. When we were establishing our Armada Goals, we recognized that in some jurisdictions where we operate, the minimum wage does not cover these needs. We also understood that enabling a better standard of living for our employees not only supported their families and their communities, but it was simply the right thing to do.

OUR LIVING WAGE GOAL, ESTABLISHED IN 2020, COMMITS OUR GLOBAL OPERATIONS TO HAVE 100% OF BALL EMPLOYEES EARN A LIVING WAGE BY 2025.



Leading the Industry

As one of the first employers in our industry to establish a living wage program, deploying a strategy was challenging. The field is complex and still evolving. Our aim was to identify a tool, from a variety to choose from, that was best suited to providing a reliable annual living wage benchmark for all of the countries where we operate. We also needed to understand the influence of macroeconomic factors, such as inflation, that require users to recalculate the benchmarks annually. Importantly, we quickly understood that we needed to take a thoughtful and judicious approach to raising wages over a period of time, especially where larger gaps existed between current wages and a living wage.



PEOPLE



Thailand

Tools for Change

To help us in our work, we sought out the expertise of the Wage Indicator Foundation (WIF), an Amsterdam-based nonprofit. We chose the WIF benchmark for our living wage calculations because it has teams in many regions where Ball operates who monitor and verify prices and adjust the living wage benchmark yearly. This provides estimates of the cost of a decent lifestyle for a worker and their family in a given geographic location. We use the IDH (Sustainable



Trade Initiative) Salary Matrix, a calculation tool that allows all Ball locations to quickly and accurately measure their wages against the benchmark annually. The Salary Matrix also allows locations

to calculate the value of benefits offered when they fall within the living wage basket, for example, when services such as transportation and healthcare are provided.

At the outset, we reviewed 31 of our locations and found that 16 provided a living wage. As of 2024, an additional seven locations had achieved a living wage, and the remaining locations have implemented strategies to close the gap. We use the IDH Roadmap on Living Wages to measure our progress on Ball's Living Wage program and measure Ball wages against WIF data annually.

“ We are proud that Ball was one of the first companies in our industry to implement a Living Wage program. ”

**Kees van Petersen,
Sustainability
Co-Lead**



Marigold breeding, Thailand



Linda Vista, Costa Rica

SPOTLIGHT: CLOSING THE GAP AT LINDA VISTA

At our Linda Vista seed production farms in Costa Rica, we are expanding our Living Wage program by augmenting our employee benefits through a holistic approach to employee wellness. To augment the on-site healthcare we provide, we are working on adding physiotherapy services and mental health support. Our goal is to help employees stay healthy and reduce employee sick days and absenteeism due to stress, mental health issues and on-the-job injuries. Once in place, these services will be considered as in-kind benefits for the Linda Vista Living Wage calculations.



At our **Sodsai Lanna breeding location in Thailand**, we rolled out our living wage strategy between 2022 and 2023. **As of 2024, all salaries have been adjusted, and the wage gap was closed.** As measures of success, we are seeing a workplace culture strengthened by **increased job satisfaction, lower employee turnover, reduction in training time and costs** and the ability to **attract higher-skilled labor**.



PanAmerican Seed Chile



Ball Helix

ISSUE FOCUS: HEALTH AND SAFETY

Health and safety are top priorities at Ball. We comply with all safety regulations. We go above and beyond what is required by law and apply standards as prescribed by the GAP, OHAS Grower Standard, Florverde and My Green Lab certifications we hold. Site-specific safety committees are responsible for implementing regional health and safety policies and initiatives adapted to local legislation and requirements.

Safety Training

We provide online training modules in English and Spanish – accessible on demand to all employees on their computers or mobile devices – that cover a wide range of safety topics, from basic safety awareness to hazard prevention.

Safety Management

Our PanAmerican Seed breeding stations in the US have adopted Velocity EHS, a cloud-based safety management platform, to streamline incident reporting and to apply standardized tools to track and complete internal safety audits. The platform also gives the stations the ability to mutually support each other with effective program documentation and safety best practices.

UV Protection

At Semillas PanAmerican Chile, where most of the seed production work is conducted in open fields, employees receive training on UV radiation protection. Daily WhatsApp messages update workers on UV levels and send reminders to wear long sleeves and company-provided hats and sunscreen. In addition, worker shifts have been modified to avoid the most sun-intensive period of the day.

Lab Safety

In 2021, our Ball Helix team launched the Helix Laboratory Safety Program. We introduced mandatory safety training for all Helix employees, developed a handbook on chemical handling safety and protocols for the safe disposal of hazardous chemical waste, and implemented routine testing of safety equipment.



PanAmerican Seed Chile



Thailand

COMMUNITY MATTERS

We are deeply rooted in the communities where we live and work, and we aim to be good neighbors, helping to build healthy, vibrant and beautiful communities by supporting local organizations that promote education, health, beauty and nature.

SPOTLIGHT: BEACONS OF HOPE

When our breeding teams set out to create the next generation of garden Impatiens, we wanted to make sure our hard work made a difference – not just in the world of horticulture, but in the broader world as well. So, in the spirit of bringing colorful “light” back to shade gardens everywhere, our charitable giving program was developed to shine a light on lesser-known charities.

Since 2020, Beacon donations from sales have supported the following charitable partners:

- Osteogenesis Foundation, US
- The Canadian Pulmonary Fibrosis Foundation and the Dutch Association of Pulmonary Fibrosis Patients
- Spectrios Institute for Low Vision in Illinois, US, and the Macular Society in the United Kingdom
- The Friedreich’s Ataxia Research Alliance in the US and Friedreich Ataxia Research Association in Australia
- National Multiple Sclerosis Society in the US



Canadian
Pulmonary
Fibrosis
Foundation



Macular Society
Beating Macular Disease



Multiple Sclerosis
Bike Ride 2024



SPOTLIGHT: GROWING RESILIENT COMMUNITIES THROUGH REFORESTATION

We believe that we have a shared commitment to preserving and enhancing the natural environment of our communities. In support of this commitment, several Ball locations have undertaken reforestation initiatives to help restore natural habitats, reduce the effects of climate change, and improve air, water and soil quality.



Reforestation using native trees is a cornerstone of Ball's Las Limas community engagement initiatives. In partnership with the Nicaraguan National Ministry of Environment and Natural Resources, the Las Limas team planted 2,000 trees in 2024, for a total of over 9,700 trees planted since 2014.



Since 2019, as part of their "Coloreando el Jumay" initiative, Floricultura employees in Guatemala have planted more than 8,350 trees on the lower slopes of the Jumay volcano with the aim of creating a wooded area for hiking and other recreational activities.



In their first tree-planting foray, Ball's YecaFlora team in Mexico were provided with t-shirts and hats to protect against the sun while planting a total of 83 trees in Yecapixtla.



Ball Akiko employees in Mexico were joined by their families to support a local conservation project, planting native trees – *Prunus serotina*, *Quercus rugosa* and *Crataegus mexicana* – that attract bees and other insects to support pollination.



Since 2022, Ball SB in Colombia, in partnership with Asocolflores, the Colombian flower exporters association, has donated 4,000 native trees from our propagation initiative. We also have planted approximately 400 trees from a variety of native species in the Los Alisos natural reserve, all chosen to thrive in the Colombian highlands.

BALL AROUND THE WORLD

We salute some best practices for our communities by our teams around the globe.

Sowing Goodwill

PanAmerican Seed in Guadalupe, California, provides greenhouse space and volunteers to start seedlings for vegetables that are then grown at First Fruits Farm for donation to community members facing food insecurity. At Semillas PanAmerican Chile, we host an annual open house for employees' family members, offering a hands-on seed production experience with the aim of inspiring the next generation of horticulture enthusiasts.

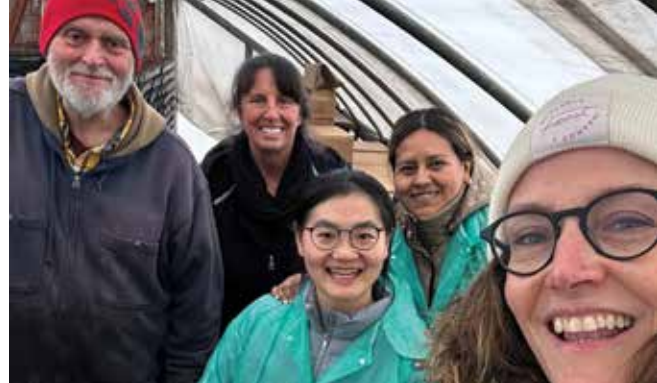
Partnering with Local Schools

At several of our locations, Ball employees volunteer with educational institutions:

- Our M&B Flora team recently delivered 3,600+ pots of flowers to elementary and preschools in Yamanashi Prefecture, Japan.
- In Bogota, Colombia, Ball SB supported the renovation of a community sports field.
- The Ball do Brasil team funded a new athletic court for the Teiji Kita School in Santa Isabel, Brazil.
- Star Roses and Plants provides financial support to Walter B. Saul High School of Agricultural Science in Philadelphia, Pennsylvania.
- Our Sodsai Lanna team teaches science at schools in Chiang Mai, Thailand; and, in DuPage County, Illinois, our West Chicago team offers plant breeding classes at the College of DuPage and local high schools.
- The Floricultura team renovated the school kitchen and purchased classroom projectors for Achiotes Jumay Elementary School in Jalapa, Guatemala.

Lending a Helping Hand

Ball Akiko employees in Mexico donated food for disaster relief after Hurricane Otis caused devastating damage. Our West Chicago employees have donated their time to We Grow Dreams, a nonprofit that provides work in horticulture for people with disabilities. And our employees in the US and Canada receive eight hours of paid volunteer time annually to support charitable community initiatives, recently donating 1,400+ hours of their time to non-profit organizations.



PLANET

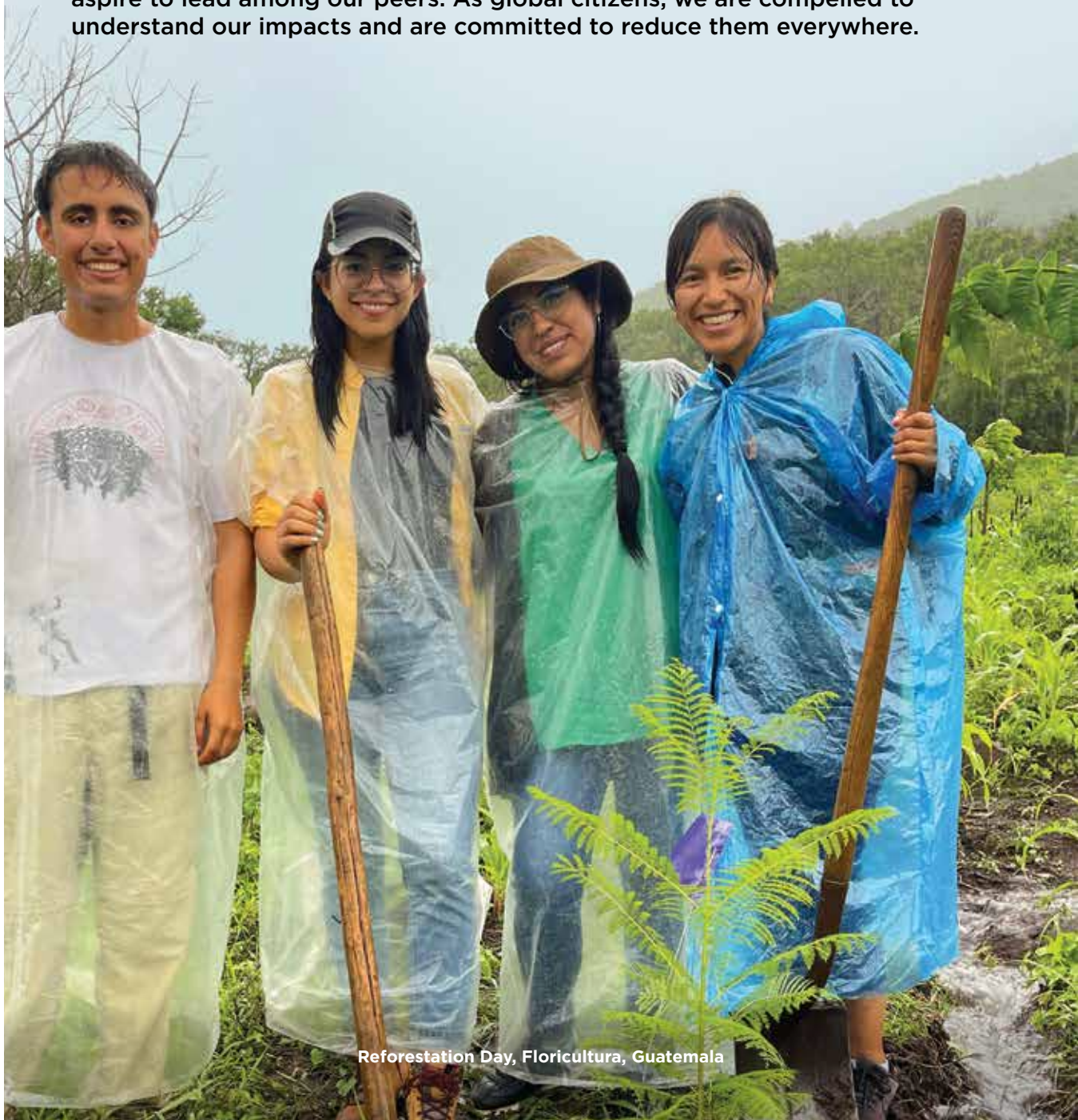
THE PLANET IS OUR COMMITMENT.

Nature has given us the opportunity to develop our mission to color the world. We rely on it for the air, earth, water and sun that serve as essential ingredients of our service and our success. It is our responsibility to tend it with care.

While horticultural production provides deeply rewarding beauty, it also demands the intensive use of resources.

- **Energy** - for light and heat in our facilities, and to distribute our products
- **Water** - to carry nutrients to our plants
- **Chemicals** - to support their health and vigor
- **Materials** - from the media to grow our seeds and cuttings, to trays and pots in which to nurture them

As responsible citizens, we aim to excel in our communities, and we aspire to lead among our peers. As global citizens, we are compelled to understand our impacts and are committed to reduce them everywhere.



Reforestation Day, Floricultura, Guatemala

OUR APPROACH

In 2020, we established two Armada Goals to advance our commitment:

- Reduce our corporate carbon footprint, and
- Achieve zero discharge of hazardous pollutants and chemicals.

Our goals require each part of our organization to address the impacts of energy use, water use and disposal, and chemical use. In 2024, we expanded our approach to water responsibility to encompass stewardship of the watersheds in which we operate. In addition, many of our global locations have adopted Ship Goals to manage material use and waste reduction as primary focus areas.



Waste classification system, Floricultura, Guatemala



Reed beds for wastewater filtration, Linda Vista, Costa Rica



Pot washing, Linda Vista, Costa Rica

ARMADA GOAL: CLIMATE

As a business reliant on the planet's natural resources for our success, we are acutely aware of the disruption human activity is having on the climate, and we recognize our responsibility to reduce the impact of our activities.

OUR CLIMATE GOAL, ESTABLISHED IN 2020, COMMITS OUR GLOBAL OPERATIONS TO REDUCE OUR CARBON FOOTPRINT BY 50% BY 2030.

We Started from the Ground Up

Establishing our climate goal was a daunting task: What might success look like a decade into the future? Setting a reduction strategy for our operating units was even more formidable. As a first step, we needed to understand our energy-use profile – which of our activities were the biggest energy draws, using which fuels, and in which locations? We adopted tools, gathered baseline data and planned site-specific remediation and mitigation measures to address our areas of biggest Scope 1 and Scope 2 impact: electricity for lighting, and energy to heat greenhouses. The latter, especially in locations where we grow in the winter, presents a significant challenge. We've invested in solar arrays at 11 facilities, supported the installation of heat pumps and biomass boilers to replace gas heaters at five locations and facilitated the transition to LED lighting at various locations.

We Are Making Progress

We are proud of our accomplishments of the past four years, and we're making progress. But, we recognize we have much work to do. A key step in 2025 is to ensure our data collection is consistent and complete, including strengthening reporting at each of our sites. We are also working with the developers of Envirometer, the calculator we use to monitor our carbon footprint, to fine-tune the emission factors and local energy mix in the countries in which we operate.

“ We’ve had success **reducing our emissions with **solar installations**, but less so finding alternatives to heating greenhouses. While we’ve had small-scale success with heat pumps, and we’ll continue with that, converting to a new energy source in big greenhouse locations is expensive and difficult. It’s a challenge that keeps me awake at night. ”**

Susannah Ball, Sustainability Lead



REDUCING OUR EMISSIONS WITH SOLAR POWER

Since 2022, Ball’s \$496,500 investments in solar have scored us consistent success. Accelerated by our corporate Sustainability Grant Program, we have supported the installation of arrays at 10 global locations. Together, they are projected to deliver 1.2 million kilowatt-hours (kWh) of energy savings annually. When project installation is completed, we estimate our investment in solar will yield annual energy savings across our locations totaling approximately \$700,000.

Our PanAmerican Seed Venhuizen location in the Netherlands illustrates the payback. Venhuizen operates more than five hectares of greenhouse space. In 2022, Venhuizen installed 550 rooftop solar panels that produce 189,000 kWh of electricity annually. Despite a 30% increase in area for its energy-intensive breeding operations (which account for 90% of its CO₂ footprint), the location has reduced 15% of this CO₂ footprint with the installation of solar panels. The return on its investment in solar was achieved in less than two years (in part because of rising fuel costs), with savings in energy costs accruing for years ahead.

The table below summarizes the solar installations at our global locations.

LOCATION (YEAR)	ARRAY SIZE (KWH)	% OF LOCATION ENERGY
Guadalupe, California (2012)	98,000	10
Venhuizen, The Netherlands (2022)	189,000	16
Novo Sol Plantas, Portugal (2022, 2023)	59,000	24
Ball Straathof, South Africa (2023)	100,000	60
Darwin Colombia (2023)	80,000	30
PAS China (2022)	46,000	20
PAS China (2023)	46.800	24
AGA Agro (2024)	80,000	40
Ball SB, Colombia (2023)	110,000	50
Ball do Brasil – Mogi (2024)	99,000	60
Ball do Brasil – Holambra (2024)	88,000	100
Ball do Brasil – Santa Isabel (2023)	204,000	50

In 2022, with the support of Ball’s Sustainability Grants Program, the Ball **Straathof GroPlug production facility** in South Africa installed 200 solar panels, a project that has resulted in significant electricity cost savings and is providing electricity in daylight hours during times of frequent electrical grid failures.

SPOTLIGHT: BALL SUSTAINABILITY GRANT PROGRAM

Ball’s Sustainable Armada Corporate Grant Program provides funding to our locations of up to \$100,000 each per year to facilitate projects that advance our Armada Goals. Over three years, we have awarded 16 grants to 10 unique Ball facilities, totaling over \$800,000. Most have supported progress toward our Armada climate goal, accelerating the installation of solar arrays (eight awards); LED lighting (two awards); biomass burners (two); heat pumps and hybrid vehicles (one award each).



ARMADA GOAL: ZERO DISCHARGE

Water is the lifeblood of our business, but the future of this finite resource is at risk. The World Resources Institute projects that, by 2030, water demand will exceed supply by 56%. With 14 of Ball's 31 locations located in water-stressed areas, our interest in being good water citizens is both pragmatic and deeply personal as a neighbor in the communities where we operate. We are committed to using water wisely, reducing what we use and managing its release.

OUR WATER GOAL, ESTABLISHED IN 2020, COMMITS OUR GLOBAL OPERATIONS TO ACHIEVE ZERO DISCHARGE OF HAZARDOUS POLLUTANTS AND CHEMICALS BY 2025.

We Wanted to Understand and Address Our Impact

Our aim for this goal was to ensure that we were not discharging anything from our properties that would be harmful to downstream ecosystems and communities. Our first step was to understand our impact. We traced where water entered and exited our properties. We then installed monitoring systems, tested wells and analyzed run-off for contaminants. Then we mitigated, remediated and updated our systems, including installing biobeds and bio towers – natural wastewater systems – and closed-loop water capture and recirculation systems.

Broadening the Scope

In April 2024, we celebrated our progress in water use reduction and zero discharge solutions at our Sustainable Water Summit, attended by global sustainability leaders from across our locations. In November 2024, we announced a new Water Stewardship goal, which broadens our understanding of risks as a seed and plant producer and our approach to encompass watersheds and water assuredness for the long-term.



SPOTLIGHT: BIOBED NATURAL FILTRATION SYSTEMS

Biobeds offer natural, chemical-free water treatment options designed to remove chemicals from greenhouse water run-off before being tested and discharged into local waterways. In the remediation process, sunlight and soil microbes break down pesticide compounds, and reeds help filter nutrients entering surface and groundwater. Our teams at Bordon Hill Nurseries in the UK and Ball Australia are among locations that have implemented these man-made ecosystems. While biobeds use nature to treat wastewater, the systems need to be monitored, measured and maintained at the point where run-off enters filtration and the point of discharge.

In addition to their implementation in the UK and Australia facilities, we have biobeds in place or planned at our locations in Brazil, Chile, Colombia, Costa Rica, Guatemala, Mexico and Portugal.



Rainwater collection pipes,
Darwin Colombia

SPOTLIGHT: RAINWATER HARVESTING

Our Darwin Colombia farm in Tenjo operates a thirsty business, annually producing millions of vegetative perennial cuttings in its eight hectares of greenhouses. Darwin's ambitious objective is to be net water positive, and it is relying on rainwater collection to get there. Using this time-tested sustainable water management tool over the three years from 2021 to 2023, Darwin increased the percentage of rainwater it collects from greenhouse roofs to 88% of its water use (from 70%) and reduced the draw on its on-site well to 5% (from 23%). Darwin's goal is to acquire 100% of the water it needs to operate from rainwater. In addition to Darwin, additional Ball locations are implementing this valuable tool to reduce their reliance on local groundwater resources.



Rainwater reservoir, Linda Vista, Costa Rica



Rainwater reservoir, Linda Vista, Costa Rica

SPOTLIGHT: MEASURING THE IMPACT OF OUR WATER PROGRAMS

Linda Vista in Cartago, Costa Rica, is PanAmerican Seed's largest seed production facility. Its three farms span 117 hectares, including 33 hectares of greenhouses and two hectares of open field. Linda Vista has been working hard to reduce water usage for many years, achieving a 64% decrease in use since 2009. It is now embarking on the next step in water savings: collecting drain water from their greenhouses and recirculating it. Already in use on one of its three farms, with implementation on the other two in the works, the system captures 5,400 cubic meters of water per year, treating it through biobeds and then circulating it for reuse. This practice captures and recirculates all of the water used on the farm site and is expected to facilitate a further 30% reduction in water and fertilizer use.

Expanding Closed-Loop Water Systems

Closed-loop water systems like the one in place at Linda Vista have clear environmental benefits: water savings, fertilizer savings and zero impact on ecosystems. At Ball, we have or are implementing closed-loop systems – in some cases, across entire farms.

- **PanAmerican Seed Venhuizen, the Netherlands:** As at Linda Vista, we've made a major investment in water capture and recycling at our Venhuizen facility to catch, clean and reuse water, resulting in zero runoff.
- **Floricultura, Guatemala:** Our team at Floricultura is building a closed-loop water system to collect and reuse water from its 78 greenhouses on 20 hectares, in accordance with regulatory requirements on discharge. A subsequent phase will collect discharge from rainwater outlets and farm dining areas.
- **Las Limas, Nicaragua:** In collaboration with IDH, we are developing a wastewater management system for our Las Limas farm, which ships millions of cuttings annually. The system will collect and treat water from the entire farm, complementing the location's 18-hectare fully enclosed, closed-loop hydroponic production facility.

BALL'S WATER STEWARDSHIP GOAL

Ball's water stewardship goal is designed to address water as the strategic business priority that it is. The goal requires Ball businesses and locations to develop future-focused water stewardship plans that assess, prepare for and monitor the following from a long-term perspective:

WATER NEEDS:

How many liters/gallons will they need each year?

WATER ASSUREDNESS:

How do they work with their stakeholders to ensure water will continue to be available?

WATER RISK:

What physical, regulatory and reputational risks lie ahead?

As a first step, in 2025, we are assessing what implementation of water stewardship plans would entail at four of our locations, with the aim to establish a common model to roll out across our global operations.



Nothing happens at Ball without water, so water assuredness is a critical aspect of our water stewardship goal. Our future depends on understanding the potential for, and preparing for, water risk.

Bill Doeckel, Global Sustainability Lead



Above-ground rainwater reservoir, PanAmerican Seed China



Water treatment, Floricultura, Guatemala



Water collection tanks, Venhuizen, Netherlands

ISSUE FOCUS: REDUCING WASTE

Material inputs and waste reduction are issues universal to our operations around the world. Although the challenges vary by business and location, the recognized tiered waste hierarchy informs a united approach to achieving zero waste across borders and cultures.



Zero Waste, Guatemala

Since 2019, our Floricultura Guatemala farms have developed a comprehensive waste management program to achieve zero waste to the landfill. Our local team championed steps to:

- Separate waste, segregating recyclable materials such as organics, plastic, glass, cardboard, paper, wood and scrap metal by establishing sorting stations to make it easier for everyone to participate.
- Partnering with recycling companies to transform our approach from paying to dispose of waste to getting paid to recycle it.

In 2024, we recycled 71% of our waste stream, with 29% sent to fuel a local cement plant. This shift has helped conserve natural resources, reduce energy consumption, minimize waste, promote a circular economy and reinforce the importance of sustainability within our organization.

By sharing our experience and success, we've become a model for other organizations that want to implement similar initiatives.

Some additional waste management strategies Ball facilities have implemented include:

Ball do Brasil

Working with customers, sales representatives and their local logistics team, Ball do Brasil has established a successful return system for their plug trays, which they clean, disinfect and reuse at their facility in Santa Isabel. Over three years (to March 2023), Ball do Brasil achieved an 86% return rate on trays, saving more than \$260,000 and keeping 400,000 plastic trays out of the waste stream.

Headquarters

In 2024, we put a spotlight on waste at Ball's US locations, linking reduction in waste to landfill to our all-employee bonus goal. Through efforts like increasing recycling and green waste separation, finding new avenues to recycle common waste streams, and reducing single-use plastic in the café, we achieved a 45% year-over-year reduction, keeping over 130 tons of waste out of landfills.

Semillas PanAmerican Chile

Our team at Semillas PanAmerican Chile has recently had success encouraging a key supplier to create a recycling program for the facility's production waste. This represents an important win in a country that lacks a robust recycling infrastructure, and it benefits not only our Semillas crew but other growers and producers in the area.



SPOTLIGHT: FOCUS ON PLANT WASTE

The largest waste stream from the horticultural industry is green waste, in the form of plant remains, plant debris and old growing media in which the plants have been grown. At Ball, our aim is to process this material so it can be used or sold as compost. In many Ball locations, we have programs to compost this material.

But there are challenges. For example, composting takes a long time and requires a lot of space, which is not readily available at all locations. Composting also requires know-how to produce a quality product (i.e., free of pathogens, free of weeds, free of plastic debris) for use and sale. Moreover, in all cases, the compostable material needs to be extracted from the pots it started in, which is a labor-intensive exercise.

Especially in the breeding process, relatively few plants are selected to advance from a large group, and the unused plants (mostly in small pots) are discarded. Because it is costly to remove the compostable material from the pots, the unused plants often end up in the residual wastestream. The use of biodegradable pots rather than plastic is being investigated in some breeding locations but also comes with challenges. In other cases, we are exploring cooperation with waste companies that can physically separate the pots from organic matter.

We know that we have more to learn, and we hope that we do this at least in part through our shared experiences. Our ongoing efforts at various Ball locations aim to ensure that we are capturing the majority of the organic material we produce to be composted and re-used at our facilities, sold to third parties or delivered to waste companies that can separate pots from the composted plant material.



Tissue culture agar
composting process,
Darwin Colombia





Olive pits, Novo Sol Plantas, Portugal



Solar installation, Ball Straathof, South Africa



Santa Paula, California

BALL AROUND THE WORLD

We salute some best practices for the planet by our teams around the world.

Olive Augmentation

Novo Sol Plantas, in Portugal, which produces vegetative cuttings and liners for sales through Ball Colegrave in the UK market, sources olive pits from local growers as a source of fuel for its biomass burners.

Energy Alternatives

In China, we decommissioned our coal boilers, replacing them with heat pumps and solar panels. M&B Flora's plug production farm in Chiba, Japan, uses waste heat from a nearby waste incineration facility to heat their greenhouses.

Scope 3 Emissions

Our 2030 climate goal requires us to account for and reduce our Scope 1 and Scope 2 greenhouse gas emissions. While measuring and minimizing Scope 3 emissions are not part of our current goal, we recognize that the transportation of our seeds, cuttings and tissue culture using leased vehicle and air transit services has a significant impact. Initiatives at our locations in Colombia (hybrid vehicles for our Ball SB sales team), Mexico (Ball Akiko route optimization), the UK (Ball Colegrave packaging design innovation for shipping efficiency), and the US (Ball Seed shipment consolidation and truck shares) are helping us identify best practices to reduce our impact.

Peat

Peat is an excellent substrate – some call it the gold standard in horticultural media. But peat is also the world's largest terrestrial organic carbon stock, and its harvest and use release carbon dioxide. Concerns over the environmental impact of peat extraction have led to initiatives to ban its use in horticulture in the UK beginning in 2024. Ball operations in the UK, Portugal, the US and elsewhere are hard at work transitioning to replace peat as a growing media – already at Linda Vista in Costa Rica, Floricultura in Guatemala, as well as Semillas PanAmerican Seed Chile and PanAmerican Seed China, our facilities are almost peat free. And while it is difficult to replace the superior consistency and moisture retention peat offers, especially for plug production, we are optimistic after recent successful peat-free trials in Bordon Hill, UK.

1.2 Million Gallons

PanAmerican Seed Chile contracted a third party to install moisture and water flow sensors to provide continuous monitoring and weekly recommendations for the facility's and open-field contract growers' irrigation systems, with savings estimated at 1.2 million gallons of water annually and an increase to crop yields of 5%.

A Lot of a Little Is a Lot

Star Roses and Plants aims to reduce the water it uses per year at its West Grove, Pennsylvania, operations by 30% by applying basic water reduction techniques, such as low-flow nozzles and drip irrigation. At our breeding station in Santa Paula, California, our team has stemmed water waste by replacing faulty valves, adjusting the water volumes in the tanks of our greenhouse cooling operations and ensuring the station's closed-loop system is leak-free.

Zero Waste Heroes

Helix employees in West Chicago load up their vehicles with everything made of Styrofoam and drive it to a local company specializing in transforming used Styrofoam into decorative molding.

Everything in Its Place

Our colleagues in Guadalupe, California, up the ante on waste reduction with their lunchroom composter that collects food scraps by day and dries and grinds them at night into a compost-like soil additive for landscape beds. The process saves an average of 35 pounds of food a month from going in the trash.

Ingenuity in Action

The Korea-America Seed & Seeding team in South Korea invented a reusable blanket cover for Lisianthus, a slow-to-germinate cut flower that requires continuous moisture in the soil mix. The innovation replaced Ball's one-off use of polyethylene to wrap these delicate biennials and has been adopted by Ball's young plant production facilities.

Nitrile Glove Recycling

In 2021, we introduced a recycling program for disposable nitrile gloves at our Elburn, Illinois, breeding facility. We use a significant amount of these gloves to help protect seeds and cuttings from contamination, but they are not recyclable through traditional municipal waste collection schemes. Working with TerraCycle, a business specialized in recycling complex waste, we have diverted 675 pounds of nitrile gloves from landfill since 2021.



Plug production, Tagawa, Denver, Colorado



Recycling, Floricultura, Guatemala



Plug trolley covers, Korea-America Seed and Seedling (KASS)

LOOKING TO THE FUTURE

We are **proud of the sustainability seeds we have sown** and the **progress we have made toward our Armada and Ship Goals**. But we recognize there is still much to accomplish. At Ball, we do not shy away from work that is difficult. Rather, we are guided by the principle of our Seeds of Success that encourage us to **“run to the hard stuff.”** So that’s what we are doing as we continue to pursue our 2030 sustainability goals with purpose and determination.

In 2025, we anticipate conducting a materiality assessment to help us identify additional issues that matter most to our business, society and the planet. **We are committed to setting targets, developing key performance indicators and measuring our progress** in alignment with international reporting requirements such as the European Sustainability Reporting Directive (CSRD) and other international frameworks and standards.

We’re delighted that you’ve read this far and we look forward to sharing our progress with our stakeholders in future reports.



ACKNOWLEDGEMENTS



OUR PEOPLE

Sustainability is a complicated topic. Without the time and support of countless individuals, the ideas and actions captured in this report would not have been possible. Consultants, professors and subject-matter experts provided us with a foundational understanding of sustainability topics and principles, helping us define our direction and identify the most impactful areas to focus on. Many companies, both within and outside the horticulture industry, gave generously of their time to demonstrate what putting sustainable principles into action looks like in their businesses. And, of course, Ball employees across the globe have put in thousands of hours, defining their plans and putting them into action. Without their support, hard work and perseverance, there would simply be nothing to report. Our hope is that this report inspires all its readers, as we have been inspired by those who came before us, to take action toward a more sustainable world.

SALUTING BILL DOECKEL

It is with immense gratitude that we recognize Bill Doeckel, who retired in January 2025, for his 36 years of service to Ball and the industry. Bill's steadfast commitment to "always do the right thing" made him a tireless champion of sustainability in horticulture for over two decades. Without his perseverance and commitment, this report and the achievements within it would not have been possible. Thank you, Bill, for pushing the industry forward, for always keeping the big picture in mind, and for always being the best steward for the company, the planet and its people.



“Sustainability is not
an option; it’s a mindset.
We must think long-term
and make choices that
prioritize the health
of our planet.”
— *Isatou Ceesay*

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