

**ORIGIN MATERIALS, INC.**  
**CHARTER**  
**OF THE OPERATIONAL EXCELLENCE COMMITTEE**  
**OF THE BOARD OF DIRECTORS**

**APPROVED BY THE BOARD OF DIRECTORS**  
**ON OCTOBER 30, 2025**

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**PURPOSE AND POLICY**

The primary purpose of the Operational Excellence Committee (the “*Committee*”) of the Board of Directors (the “*Board*”) of Origin Materials, Inc. (the “*Company*”) shall be to act on behalf of the Board in fulfilling the Board’s oversight responsibilities with respect to the Company’s manufacturing capabilities and processes. In connection with this oversight function, the Committee will review and discuss with management the Company’s disclosures regarding its production targets and goals in any of the Company’s earnings releases, or its quarterly reports on Form 10-Q, annual reports on Form 10-K, registration statements, proxy statements, or information statements filed with the SEC.

**COMPOSITION**

The Committee shall consist of at least two (2) members of the Board, each of whom should have a background and experience appropriate and applicable to their charged responsibilities. All members of the Committee shall satisfy (i) the independence requirements imposed by any stock exchange on which any of the Company’s capital stock is listed as applicable to committee members, as in effect from time to time, when and as required, including any exceptions permitted by these requirements, (ii) any other qualifications determined by the Board or the Nominating and Corporate Governance Committee of the Board of the Company from time to time, (iii) unless otherwise approved by the Board, the “non-employee director” standard within the meaning of Rule 16b-3 promulgated under the Securities Exchange Act of 1934, as amended (the “*Exchange Act*”), and (iv) any other requirements imposed by applicable law. The members of the Committee shall be appointed by and serve at the discretion of the Board. Vacancies occurring on the Committee shall be filled by the Board. The Board shall designate the Committee’s chairperson. The Chairperson shall have the delegated authority to act on behalf of the Committee in connection with (a) the negotiation and execution of engagement letters of consultants, legal counsel, or other advisers to be retained by the Committee and (b) as may otherwise be determined by the Committee.

**MEETINGS AND MINUTES**

The Committee shall hold at least two (2) regular meetings per year and additional or special meetings as its members shall deem necessary or appropriate. Minutes of each meeting of the Committee shall be prepared and distributed to each director of the Company and the Secretary of the Company promptly after each meeting. The chairperson of the Committee shall report to the Board from time to time and whenever requested to do so by the Board. In addition, the chairperson of the Committee or his or her delegate shall be available to answer any questions the other directors may have regarding the matters considered and actions taken by the Committee.

**AUTHORITY**

The Committee shall have access to all books, records, facilities and personnel of the Company as deemed necessary or appropriate by any member of the Committee to discharge his or her responsibilities hereunder, including draft public statements referencing the Company’s production capabilities, goals, or

targets. The Committee shall have the authority to obtain, at the expense of the Company, advice and assistance from internal or external legal, accounting or other advisors and consultants. In addition, the Committee shall have sole authority to retain and terminate any industry consultants and outside legal counsel, as appropriate, including sole authority to approve such consultants' or legal counsel's reasonable fees and other retention terms. The Committee shall also have authority to pay, at the expense of the Company, ordinary administrative expenses (including expenditures for external resources) that the Committee deems necessary or appropriate in carrying out its duties. Except as limited by applicable law, rules and regulations, the Committee shall have authority to require that any of the Company's personnel, counsel, accountants or investment bankers, or any other consultant or advisor to the Company, attend any meeting of the Committee or meet with any member of the Committee or any of its special, outside legal, accounting or other, advisors or consultants.

The Committee may form and delegate authority to subcommittees as appropriate, including, but not limited to, a subcommittee composed of one or more members of the Board or officers of the Company to oversee the Company's key technological initiatives, including the design, development, implementation, and maintenance of the Company's core products, and the remediation of problems, issues, and/or related challenges concerning technological initiatives and core products. Delegation by the Committee to any subcommittee shall not limit or restrict the Committee on any matter so delegated, and, unless the Committee alters or terminates such delegation, any action by the Committee on any matter so delegated shall not limit or restrict future action by such subcommittee on such matters. The operation of the Committee shall be subject to the Bylaws of the Company as in effect from time to time and Section 141 of the Delaware General Corporation Law. The approval of this Operational Excellence Committee Charter by the Board shall be construed as a delegation of authority to the Committee with respect to the responsibilities set forth herein.

## **RESPONSIBILITIES**

To implement the Committee's purpose, the Committee shall have the following responsibilities. The Committee may supplement and, except as otherwise required by applicable law or the requirements of any stock exchange on which any of the Company's capital stock is listed, deviate from these activities as appropriate under the circumstances:

1. ***Manufacturing and Production Oversight.*** The Committee shall:
  - oversee the Company's efforts to improve performance across all aspects of the production and capital execution processes, and monitoring reliability, quality, cost, delivery, safety, and environmental impact through the systematic application of lean principles, process optimization, and a strong culture of continuous improvement;
  - ensure that the Company's manufacturing capabilities and processes conform to its target production goals as expressed in public statements;
  - consider the production capabilities of the Company, and/or any of its partners, including the sufficiency of its technological, human labor, and equipment necessary to meet any stated production goals;
  - review and recommend, at least quarterly, short-term and long-term operational strategies, and Key Performance Indicators ("***KPIs***") and action plans for improvement of manufacturing performance to ensure business objectives are met, such KPIs, such KPIs and action plans to be compared to best-in-class benchmarks;
  - provide oversight of the Company's efforts to ensure alignment of operational strategies and "on the shop floor" activities support the overall business objectives;

- review the Company’s operations risk matrix to ensure sufficient resources are available and appropriately prioritized;
- provide guidance regarding CapEx as related to operational or capacity improvements; and
- support and monitor the Company’s establishment and maintenance of a continuous improvement culture from the “shop floor” to the CEO.

**2. *Review and Approval of Public Statements Regarding Production.*** The Committee shall review and approve, prior to, or contemporaneously with, any public statement made or authorized by the Company referencing its production capabilities, goals, or targets. Prior to granting any such approval, the Committee shall first fully consider the Company’s abilities to meet any such goals or targets and determining that an authorized public statement with respect to the foregoing is true and accurate.

**3. *Selection of Consultants, Independent Legal Counsel and Other Advisors.*** The Committee will have direct responsibility for the appointment, compensation and oversight of the work of consultants, independent legal counsel or any other advisors engaged for the purpose of advising the Committee. Such consultants, independent legal counsel or other advisors and consultants shall report directly, and be accountable, to the Committee. The Committee may select consultants, independent legal counsel and other advisors to the Committee only after assessing their independence in accordance with the requirements of any stock exchange on which any of the Company’s capital stock is listed.

**4. *Committee Self-Assessment.*** The Committee shall review, discuss and assess its own performance at least annually. The Committee shall also periodically review and assess the adequacy of this charter and shall recommend any proposed changes to the Board for its consideration.

**5. *General Authority.*** The Committee shall perform such other functions and have such other powers as may be necessary or appropriate in the discharge of any of the foregoing.