



choices for change

ofi's sustainability strategy for delivering transformative change by 2030



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ofi's sustainability strategy for delivering transformative change by 2030



This version of our Choices for Change sustainability strategy was updated in 2025 to ensure it reflects the most accurate and up-to-date information about how we deliver impact across our supply chains. Since launching Choices for Change in 2024, several elements of our approach have evolved, including streamlined metrics following a harmonization process and updates to our terminology and glossary. These updates strengthen the clarity, consistency, and operational alignment of the strategy without changing our ambitions.

A message from our CEO

It's over thirty years since I visited my first farming village in West Africa. I was struck by how little the farmers got for their hard labour through the year. And how much we could transform their lives by offering access to timely farm inputs and pre-financing, and effective training to help improve their yields and incomes. We did not call these efforts 'sustainability programs' at that time, but that acute realization and focus to 'be the change' for farming communities is still at the core of our business model and guides the **ofi** Purpose even today.

Beyond impacting farmer livelihoods, which remains a key imperative, our expert teams are working with our many partners, including customers, NGOs, certification agencies, development finance institutions, local governments and of course, the farmers themselves to tackle the entrenched social issues in the communities where we work and climate change, which is increasingly affecting farmers and their crops. Regenerating landscapes where agriculture and nature co-exist is equally vital.

We are able to do this because of our presence in the heart of farming communities, and the integrated capacity that we have built to deliver the final ingredients and solutions to our customers globally through our manufacturing plants and innovation centres in the major consumption markets. This enables us to create real impact across the supply chain and equip customers with a powerful provenance narrative for their consumers, while also catering to the increasing regulatory reporting and compliance requirements.

Our purpose – to 'Be the change for good food and a healthy future' – constantly guides us in making these choices and driving the major change that the farmers, communities, and nature need.

I am proud to share with you our Choices for Change strategy including our concrete **ofi** wide 2030 sustainability targets. Our ambition is to be the preferred partner for positive change for every stakeholder in our value chain, from plant to palate.

So come 'Be the change' with us.



A. Shekhar, Executive Director & CEO

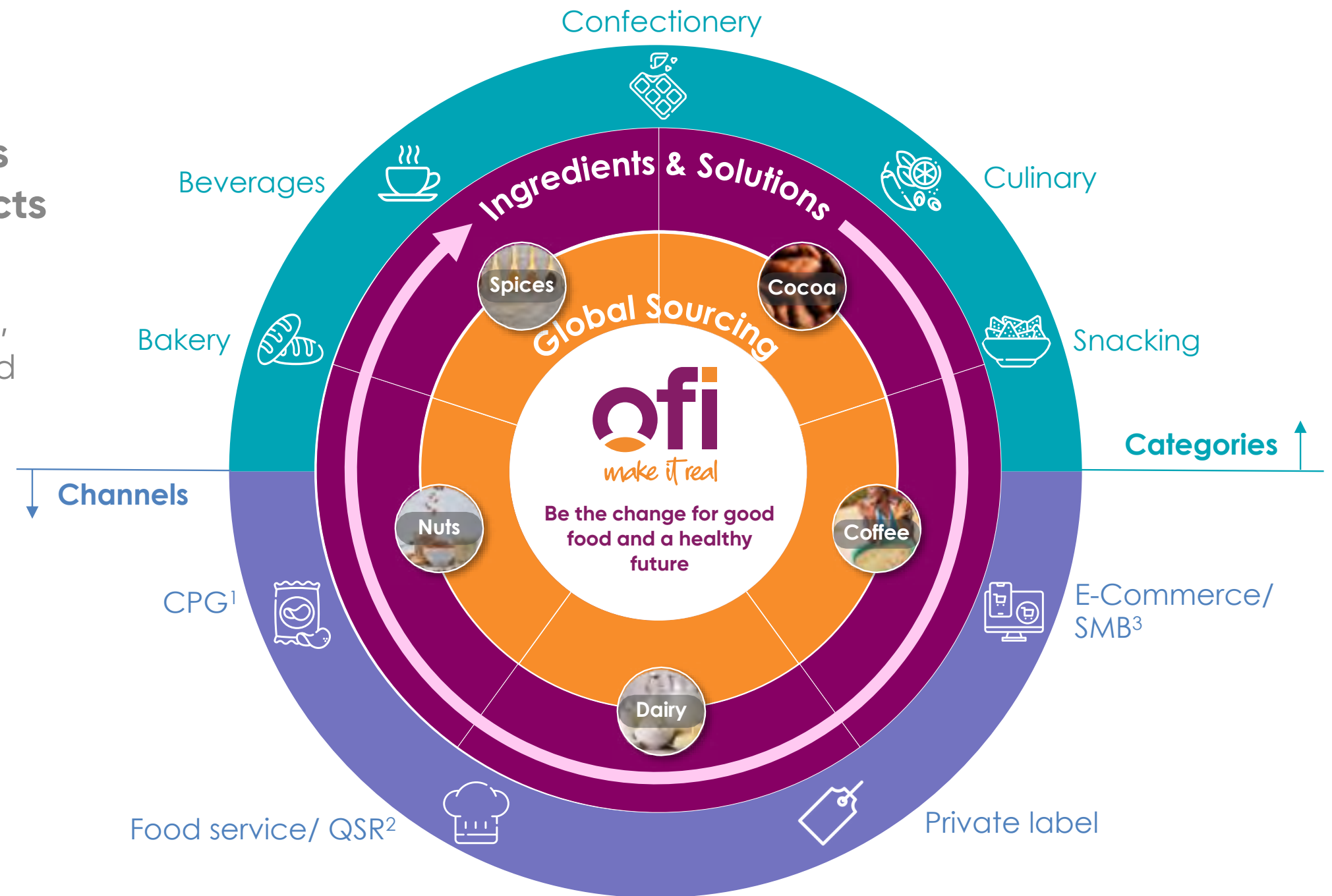
Who we are

ofi is a global leader offering naturally good food and beverage ingredients and solutions. Pioneers at heart, we operate at the forefront of consumer trends to provide food & beverage manufacturers with products and ingredients that will delight their consumers.

With our exciting portfolio of cocoa, coffee, dairy, nuts and spices, we can offer sustainable, natural, value-added food products and ingredients across multiple categories, from bakery to snacking.



* Direct and indirect ** Primary workforce



1. CPG = Consumer Packaged Goods
2. QSR = Quick Service Restaurants
3. SMB = Small & Medium Business

Our sustainability journey started two decades ago

AtSource

Award-winning sustainable sourcing solution AtSource developed to support customers' own sustainability journeys

ofi formed as a distinct operating group born out of Olam

ofi develops first-ever living income reference values for five cocoa-growing countries

Launch of **ofi**'s Purpose to 'Be the change for good food and a healthy future'

2030 sustainability targets set for coffee business: Coffee LENS 2.0
Launch of **ofi** sustainability strategy and 2030 targets Choices for Change

2004

First dedicated customer sustainability program

2010

Launch of award-winning Olam Livelihood Charter

2014-2017

Launch of digital farmer information and traceability tools

2018

Launch of Cocoa Compass – first dedicated sustainability strategy with public goals for a single product

2019

2020

Dedicated product sustainability strategies launched for coffee (Coffee LENS) and nuts (Nut Trails), addressing farmer poverty, human rights and climate action

2021

2022

Launch of Living Income Calculator

2023

Product sustainability strategies set for almond operations and dairy – Almond Trail and Dairy Tracks
131 active sustainability programs
Carbon Scenario Planner built into AtSource

2024

We partner at every step to create real change from plant to palate

Sourcing at farmgate

Long-standing heritage in sourcing origins, with deep-rooted presence across major cocoa, coffee, nuts, and spices origins, offering reliability and security of supply

Convening partnerships for impact

Multi-stakeholder programs, with expert **ofi** country teams, help drive the right practices, building resilience in farming communities, sustainability impact, and risk reduction for customers

Manufacturing with care

Global manufacturing teams deliver high-quality ingredients, while focusing on decarbonization

Delivering good food choices

Sustainable ingredients and solutions from a globally integrated supply chain help delight consumers as well as help support corporate and regulatory requirements

Processing at origin

Processing facilities in origin help to improve market access for local farming communities, enhance chain of custody, and reduce waste transportation

Innovation everywhere

Sustainability and culinary expertise enables innovation across the value chain, from enhancing transparency with digital tools, to responding to latest health, nutrition, and flavor trends



Introduction from our CSO

As sustainability experts embedded in farming communities, we offer our partners and customer the traceability, capability, insights and choices to drive positive change.

Every day, we make choices. Many of these choices depend on others: consumers rely on the makers of their chocolate bar, chilli sauce or cappuccino to make the right choices when it comes to ethical production. Those manufacturers and retailers rely on the choices made further down the value chain, including those made by their ingredient partners, who in turn rely on choices made by governments, and their own suppliers, including farmers. But farmers facing a daily struggle with poverty, lack of knowledge, and climate change, may have few if any choices that are good for both them and for nature.

Choices create both opportunities and consequences. Enabling better choices to be made, right across the value chain, is the essence of this strategy. We aim to view every choice we make through the lens of our Purpose to **'Be the change for good food and a healthy future'**. And every choice must seek to deliver an impact that is real and measurable. This has driven our focus on four priority areas: Prosperous farmers, Thriving communities, Climate action and Regenerating the living world.

Success relies on a strong foundation of **supply chain excellence**. This means traceability through the supply chain, the collection of data which can be shared with farmers and with customers, and the understanding of risks and ways to mitigate them, so we can collectively drive positive impact.

ofi can only make these positive choices today because of the investment choices we have already made, building a 500 people-strong sustainability team across multiple supply chains, origins, and products.

This strategy lays out what our ambitions are, what we aspire to deliver by 2030 and how we aim to make this real – with our farmers, our customers and other partners across our supply chains. It is how we will achieve our vision to be the **preferred partner of choice for positive change**.

R. van Poppel

Roel van Poppel, Chief Sustainability Officer

As sustainability experts embedded in farming communities, we offer our customers and partners the traceability, capability, insights and choices to drive positive change.

Through this collaborative approach, we aim to continue:

1. Helping **farmers and workers** in our supply chains to **prosper**

2. **Safeguarding** human and children's rights in **thriving communities**

3. Achieving **net zero GHG emissions** by 2050

4. **Regenerating** the living world in farming **landscapes**

And realize our vision to be the preferred partner for positive change.

Introduction

**Vision and
goals**

Prosperous
farmers

Thriving
communities

Climate
action

Regenerating
the living world

Supply chain
excellence

Making
sustainability
real for our
customers

Summary

Looking to 2030

Focused on four
interconnected pillars,
built on the foundation
of supply chain excellence



Our 2030 targets

1. Prosperous farmers

- 1 million **ofi** farmer households received livelihood support
- 200,000 **ofi** farmer households achieve a living income

2. Thriving communities

- 100% identified human rights cases received remediation actions
- 100% identified child labor cases received remediation actions
- 750,000 individuals received nutrition or health support

3. Climate action

- Scope 1 & 2: $\geq 50\%$ reduction in line with our SBTi commitments
- Scope 3: $\geq 30\%$ reduction in line with our SBTi commitments

4. Regenerating the living world

- 2m ha brought under regenerative agricultural practices in our supply chains
- All **ofi** direct supply chains are deforestation free
- 20 living landscape partnerships established

Supply chain excellence

Traceability | Supplier engagement | Risk and compliance | Data and insights | Verification

How we set our targets and action plans

Choices for Change is the culmination of years of experience and expertise. It represents learnings from the successes and setbacks of programs and partnerships spanning hundreds of farming communities across our products and origins.

ofi's different product businesses already have specific strategies or programs to help address the challenges and opportunities of their respective supply chains. For the first time, Choices for Change creates an overarching strategy that makes it easy for customers and stakeholders to understand our approach, progress, and impact across all products and ingredients.

The sections that follow show the deep dive we have taken into each of the four pillars and our supply chain excellence foundations. Our ambitious 2025 and 2030 targets, set for the whole of ofi, are based on the best available data and insights from each product platform. Given the incredible diversity of ofi's crops and origins, this required intensive technical work across our whole field of expertise, including data collection, governance, and verification for each set of metrics, to help drive consistency and reporting integrity. Behind our comprehensive glossary lies a meticulous job to align definitions across products for key terms such as regenerative agriculture and living income, where different views from across the sector inform industry approaches.

Critically, we have taken a highly structured approach to laying out the 'how' – outlining in each pillar our action plan to achieve the targets and deliver impact. This gives extra clarity to our customers and partners when first establishing partnerships with us. However, we know that these action plans are more powerful in combination. The wide view we take across the value chain means we know how to bring those individual plans together, and set targets that deliver interconnected benefits – farmer livelihoods influence every link of the chain from safeguarding children's rights to restoring the ecosystems that regulate global climate. These action plans are further supported by a suite of policies, specialist manuals, digital tools and our sustainable sourcing solution AtSource. Read our case studies to know more.



Dr Christopher Stewart, ofi Global Head, Sustainability Impact

Prosperous farmers

To create positive change that impacts our long-term ambitions, the farmers who supply our crops and products must prosper.



Hear from our expert

"Climate change, rising production costs, and lack of diverse economic opportunities are making it increasingly hard for farmers to afford a decent standard of living. Our approach is designed to tailor support to farmers' realities or needs and build resilience in farming communities.

"Our field staff and agronomists continually seek the best techniques and interventions to help farmers optimize their crop yields, quality and efficiency. By segmenting farmers, for example, based on farm size and yield, we can customize interventions to address more specifically farmers' realities or needs and help them get closer to achieving a living income.

"In 2023, together with our partners, our in-country field teams helped enhance farmer livelihoods by providing support such as training, agricultural inputs, credit and infrastructure to nearly 500,000 farmers across our global supply chains. And we've seen that when supported farmers earn a decent income, they're more likely to invest in their farms, send their children to school and cover essential costs like food, clothing and healthcare, all of which can support other benefits like improving soil health or reducing the risk of child labor."

Yves-Pascal Suter, ofi Social Sustainability Lead



Here's what we're doing



Training

The right training can help farmers improve yield and quality, yet many smallholder farmers lack access to it. Our programs include:

- Good Agricultural Practices (GAP), post-harvest techniques and inclusion of women and youth
- Personalized farm development plans for cocoa farmers via **ofi**'s farmer information system
- Intercropping and agroforestry to promote a whole-farm approach
- Diversification, regenerative agriculture and professionalizing farmer groups
- Literacy, numeracy and business skills to improve planning and cost management



Resources

Access to adequate resources is vital to farmer success. Through many of our sustainability programs, we provide our farmers with improved varieties, credit, fertilizer inputs, tools and other equipment to help reduce production costs.



Social and economic support

In addition to supporting farmer incomes, we're helping other members of the farming community thrive through tailored outreach like setting up Village Savings & Loan Associations (VSLAs), vocational traineeships, and scholarships for women and youth.



Living Income Calculator

ofi has developed an innovative Living Income Calculator to assess the spread, size and nature of the living income gap. This work has been used to identify living income gap hotspots, simulate the impact of specific income drivers, and assess progress of livelihood programs.



Prosperous farmers: our targets

Impact area	By 2030	By 2025	Where we are today*
Livelihoods	1 million ofi farmer households received livelihood support	600,000 ofi farmer households received livelihood support	499,000
	All ofi livelihood programs are customized to farmers' realities or needs	All product platforms delivered livelihood programs customized to farmers' realities or needs	Coffee and Nuts product platforms are delivering customized livelihood programs
Living income	200,000 ofi farmer households achieve a living income	80,000	>50,000**
Women	250,000 ofi women farmers received livelihood support	115,000 ofi women farmers received livelihood support	94,000 have received livelihood support
Youth	85,000 youth in farming communities received livelihood support	35,000	20,000

*As of June 2024, impact numbers are undergoing final review at the publication time of this document and subject to change. 'Where we are today' was upon publication of this document in 2024.

**For coffee and cocoa only, based on Coffee LENS 2.0 and Cocoa Compass 2022. Assessment underway for other platforms.

Introduction	Vision and goals	Prosperous farmers	Thriving communities	Climate action	Regenerating the living world	Supply chain excellence	Making sustainability real for our customers	Summary
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How we make it real:



Improving coffee quality and livelihoods in Guatemala



Farmer segmentation – success stories in Africa



Creating female entrepreneurs within the cocoa community

Collaborating for change: our partners for prosperous farmers

The Living Income
Community of Practice

100WEEKS
Temporary cash for permanent change

ANKER
RESEARCH
INSTITUTE

*"We're grateful for the active involvement of **ofi** in our community. Since its inception, they have funded publicly available living income benchmarks, created open-source tools, such as the forthcoming LIGHT tool, shared best practices and openly discussed challenges they've encountered. Their thoughtful involvement in numerous meetings, webinars and research with partners helps to move the conversation forward and we look forward to their continued support."*

Kaitlin Sampson Murphy,
Sustainable Food Lab for LICOP

Our action plan for prosperous farmers

Strategic goals

Governance and key policies

Risk assessment and diagnostics

Actions

Impacts and outcomes

Customize livelihood support to the specific realities or needs of farmer households

Help farmer households achieve a living income

Improve work choices and opportunities for women in farming communities

Provide vocational and work opportunities for youth in agriculture

ofi Supplier Principles

ofi Agri Supplier Code

AtSource system documentation

Program verification

Collect farmer program data in real time via **ofi** Direct and digital systems

Design customized support packages using farmer segmentation model based on data from **ofi**'s farmer information system

Use **our Living Income Calculator** to identify living income gap hotspots, simulate impact of specific income drivers and assess progress

Improve yield and quality
GAP training, inputs, tools, finance, farming services

Conserve and maximize harvest value
Post-harvest tools, storage facilities, logistics, premiums

Build resilience
Whole-farm approach (including crop diversification), improved food crops, social capital, regenerative agri-practices training

Be inclusive
Identify opportunities for better inclusion of women and youth providing tailored support

Impact areas
Improved income / reduction of the living income gap

More resilient farmers and supply chains

More productive farmers delivering better quality raw materials

Capacity to invest in farms / in climate smart practices and other income generating opportunities

Better nutrition and health

Ability to provide better education to children / reduced risk of child labor

Further outcomes
Supplier loyalty and positive community impact

Products with living income benefits

Opportunity to scale up

Reporting



Thriving communities

Many of our supply chains start in rural areas with limited or hard-to-access education and health infrastructure. Safeguarding human rights requires looking at the enabling environment needed for people to thrive and taking a holistic approach at individual, community and national levels to address the barriers.

Hear from our expert

"We continue to roll out systems to identify and address human rights issues and promote improved livelihoods, the inclusion of women and youth, good nutrition and health and access to education to support communities to thrive.

"Together with our partners, we've pioneered solutions to tackle the multiple drivers of child labor, while our education support efforts reached 34,000 children in 2023. By taking a holistic and collaborative approach, we can make a difference in peoples' lives."

Yves-Pascal Suter, ofi Social Sustainability Lead



Here's what we're doing



Child labor monitoring and change

Increasing the number of farmer households covered by Child Labour Monitoring and Remediation Systems (CLMRS) to identify children at risk and tailor remediation actions; building partnerships with government and local authorities to tackle root causes.



Safeguarding workers' rights

Creating formal labor contracts, training farmers on good labor practices, distributing PPE, and improving access to grievance processes.



Improving access to education

Supporting farmers to obtain birth certificates, providing school materials and improving school infrastructure, delivering numeracy and literacy training, and access to scholarships.



Improving rural nutrition and health

Supporting rural access to healthcare, nutrition, water, sanitation and hygiene; delivering nutrition and health education; prevention, testing and treatment for infectious and chronic diseases; offering health check-ups and insurance schemes.



Improving workers' nutrition

Using the Workforce Nutrition Alliance's scorecard and guidance to improve access to healthy food at work, nutrition education, nutrition-focused health checks and support for pregnant and breastfeeding women.



Thriving communities: our targets

Impact area	By 2030	By 2025	Where we are today*
Protecting children	All identified child labor cases received remediation actions	All high-risk supply chains have systems in place to identify, prevent, and remediate child labor	31% high-risk supply chains with systems in place to identify, prevent and remediate child labor
	150,000 children received education support	50,000	34,000
Protecting human rights	All identified human rights cases received remediation actions	All supply chains have systems in place to address human rights	Human rights risk assessment completed for all supply chains 99% of directly sourced volumes covered by the ofi Agri Supplier Code ofi 's new grievance platform globally accessible
Nutrition and health	750,000 individuals received nutrition or health support	300,000 individuals received nutrition or health interventions	187,000 individuals receiving nutrition or health support

* As of June 2024, impact numbers are undergoing verification at the publication time of this document and subject to change.
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How we make it real:



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Child labor monitoring and remediation



↓
Creating safe spaces for children during the harvest period



↓
Helping farming communities meet their own health and nutrition needs

Collaborating for change: our partners for thriving communities

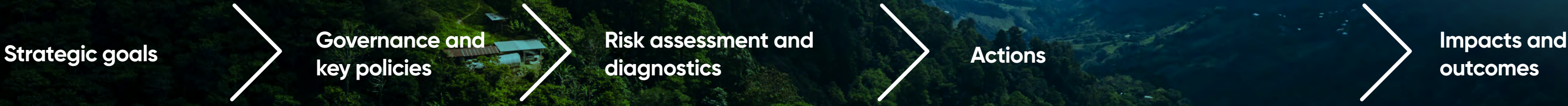


*"We are delighted to count **ofi** amongst our funding partners in the CLEF coalition. We are an active coalition committed to improving education for children in cocoa-growing regions of Côte d'Ivoire. We came together for three simple reasons: we want to see children in school instead of working on farms, we want to ensure that children learn, and we want to achieve impact at scale."*

Mr. Faustin Koffi, Inspector General,
Ministry of National Education
and Literacy, Côte d'Ivoire



Our action plan for safeguarding children's and human rights



Protect children's rights and human rights in our supply chains



ofi Supplier Principles

ofi Agri Supplier Code

ofi Code of Conduct

ofi Whistleblowing Policy

ofi Anti-Bribery & Corruption Policy

AtSource system governance

Wageningen University & Research (WUR), human rights risk assessments (updated regularly)

Community surveys

Agri Supplier Code compliance and verification assessments, in-depth human rights risk assessments and management systems e.g. CLMRS (Child Labour Monitoring and Remediation Systems) or FLMRS (Forced Labour Monitoring and Remediation Systems)

AtSource system verification

Sensitization and capacity building

Sensitization at individual, household and community level, grievance mechanism promotion, building capacity of child protection committees, age-verification systems

Access to education

School materials and fees, scholarships, birth certificates, literacy for women, infrastructure, education funds, kindergartens

Labor services

Mechanization, labor-saving equipment, community service groups, self-help groups

Social protection

Health insurance, community grievance mechanism, labor contracts, health centers, potable water facilities

Tackling farmer poverty

Tailored support packages, Village Savings and Loans Associations (VSLAs), community empowerment programs

Reduced risk of child labor

Reduced risk of human rights incidents

More inclusive and resilient communities

Transparent and granular data to support

- Customer reporting
- Annual reporting
- Regulatory compliance and due diligence

Tools CLMRS and FLMRS to identify, remediate and monitor human rights

Introduction

Vision and
goals

Prosperous
farmers

**Thriving
communities**

Climate
action

Regenerating
the living world

Supply chain
excellence

Making
sustainability
real for our
customers

Summary



Our action plan for improved nutrition and health

Strategic goals



Governance
and key policies



Risk assessment
and diagnostics



Actions



Impacts and
outcomes

Support households in
the communities where
we operate to improve
their nutrition and health

WHO and UNICEF nutrition
and health global guidelines

Joint monitoring programme
for WASH standards

Workforce Nutrition Alliance
guidance and tools

Country-level nutrition
and health risk analysis

Farmer household data
collected through **ofi**'s
farmer information system

Nutrition assessment

Infrastructure, Screening, Supplies, Training

Preventing and treating chronic and infectious diseases

Health sensitization, testing, mobile clinics,
water sanitation, vaccination

Enabling wellbeing

PPE, equipment safety training, clean cook stoves,
health insurance, eye and dental checks, mental health

Promoting women's health

Maternity services, family planning, menstrual health
and hygiene, breastfeeding, vitamin supplements

Improving access to nutritious foods

Nutrition training, cooking demos, vegetable gardens,
farm diversification, biofortified crop seeds,
school canteens

Tackling malnutrition

Malnutrition screening, micronutrient supplements,
therapeutic foods, deworming tablets,
breastfeeding support

Verified program impacts

Increased productivity

Healthier and happier
communities

Annual reporting



Introduction	Vision and goals	Prosperous farmers	Thriving communities	Climate action	Regenerating the living world	Supply chain excellence	Making sustainability real for our customers	Summary
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Climate action

Impacts of climate change, like drought, heatwaves and flooding, may affect crop yield and quality. That’s a threat to farmers, businesses and consumers alike. To bring about real change, we’re working hard across the supply chain, finding ways to reduce emissions and sequester carbon – as well as helping our customers meet their own targets.

Hear from our expert

“Emissions on farms (Scope 3) are by far the biggest part of our footprint. We work closely with farmers to incentivize and apply climate-smart practices and our award-winning Carbon Scenario Planner—built into AtSource – is allowing us to model and recommend the most cost-effective way to reduce or remove carbon. It’s a key activation tool supporting decarbonization projects across our products, including improved agroforestry in cocoa and coffee, improved fertilizer and wastewater management in spices, and testing regenerative agricultural practices in our own almond orchards.

“Beyond the farm, we’re finding ways to reduce Scope 1 and 2 emissions in our processing facilities with the introduction of renewable and clean energy initiatives including biomass boilers.”

Brenda Makona, **of**i Climate Action Manager



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Here's what we're doing



Developing smart tools to measure and monitor carbon footprint

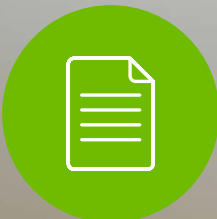
We're able to offer customers climate insights through the footprint calculator on AtSource+, providing data on 28 different metrics across the supply chain, from the farm through to processing and final delivery. These include land-use change, fertilizer, transportation, electricity and machinery use, as well as how much carbon is sequestered in soil and trees.

Additionally, our Carbon Sequestration Monitoring (CSM) tool uses AI-powered analysis to provide high-quality data on tree cover and loss. This also enables us to understand and monitor the impact of interventions like agroforestry and shade tree planting on carbon capture.



Helping customers to act on their carbon footprints

Our Carbon Scenario Planner allows us to model and propose the most efficient ways to reduce emissions and store carbon, building on the granular farm data in AtSource, and has been used with multiple customers to design programs to reduce supply chain emissions with impact.



Sector program participation and corporate reporting

Participation in alliances such as the Cocoa & Forests Initiative, Agriculture Sector Roadmap to 1.5°C, Global Coffee Platform and Food and Land Use Coalition to scale our impact. Public commitment and reporting via the Science-based Target Initiative (SBTi) and CDP.



Building resilience with climate-smart agriculture (CSA)

Supporting farmers to improve yields and crop health to generate cost savings and reduce GHG emissions, building climate-smart practices into a regenerative agriculture approach, including varietal selection, nutrient management, shade trees and cover crops, residue management, water management, renewable energy and energy efficiency. Crop residue management, such as composting, mulching and recycling residues prevent methane emissions, while wastewater treatment systems and eco-filters promote aerobic decomposition.



Minimizing emissions, maximizing renewables

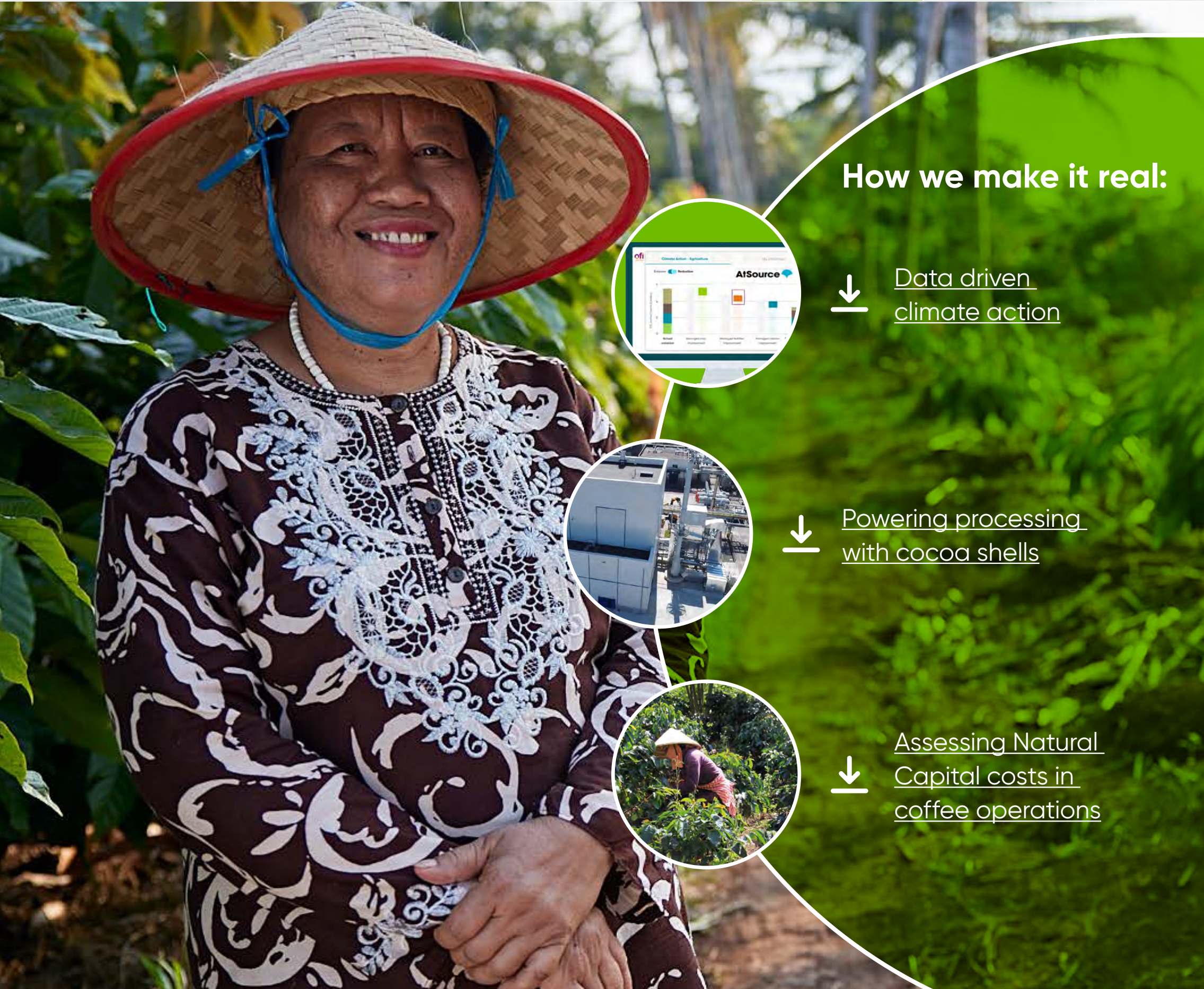
Installing biomass boilers and fitting solar panels in selected **ofi** processing facilities, switching to green grid energy where available, powering more equipment on our own farms with renewable energy, supporting decarbonization agendas of local business and governments.



Climate action: our targets

Impact area	By 2030	By 2025	Where we are today*
Climate action toward net zero	Scope 1,2 & 3 emissions reduced in line with our approved SBTi targets • Scope 1 & 2: ≥ 50% reduction in line with our SBTi commitments • Scope 3: ≥ 30% 30% reduction in line with our SBTi commitments	New Science Based Targets submitted following Science Based Targets following SBTi FLAG & GHG Protocol guidance	10% reduction Scope 1 & 2 emissions (2023 v 2022) 13% reduction Scope 3 emissions (2023 v 2022)
	Renewable energy use increased to 50% of total energy use in Tier 1 & 2 operations	Renewable energy use increased to 40% of total energy use in Tier 1 operations	Renewable energy use is 27% of total energy use in Tier 1 operations

* As of June 2024, impact numbers are undergoing verification at the publication time of this document and subject to change.
 "Where we are today" was upon publication of this document in 2024.



How we make it real:



↓
Data driven
climate action



↓
Powering processing
with cocoa shells



↓
Assessing Natural
Capital costs in
coffee operations

Collaborating for change: our partners for climate action



*"The CGIAR's Excellence in Agronomy Initiative, facilitated by IITA, has been privileged to work with **ofi** on farming systems and topics that matter to smallholder farmers in the tropics. In the climate action space, efforts have focused on the sustainable intensification of cocoa production, the scaling of climate-smart coffee systems, and the development of metrics for regenerative agriculture and decarbonization of production systems."*

Bernard Vanlauwe, IITA (CGIAR) Research Director and Global Lead of EIA

Our climate action plan

Strategic goals

Governance and key policies

Risk assessment and diagnostics

Actions

Impacts and outcomes

Accelerate decarbonization on a path to net-zero

Offer our customers a verified carbon footprint and a pathway to low-carbon food

SBTi

GHG Protocol

Land sector and removals guidance

Carbon footprint and hotspot analysis via AtSource Digital Footprint Calculator (DFC)

ofi traceability system and spatial database

Polygon mapping

Land use change analysis

Reduce farm emissions
Varietal selection, soil health, nutrient management and composting, integrated pest management, crop-residue management, no-till or low-till, wastewater treatments, farm energy use and water management

On- and off-farm carbon removal and insets
E.g. soil carbon management, agroforestry, beneficial tree planting, conservation and catchment protection, living landscapes and forest restoration

Reducing emissions in our facilities
Concrete emission reduction plans in place across all Tier 1 & 2 operating facilities, renewable energy targets set and development plans in place, and focused plans in place to increase our circularity in Tier 1 & 2 operating facilities

Verifiable, low carbon products and ingredients

Emissions reductions in ongoing supply chains

Corporate reporting and regulatory compliance

Tools AtSource data system and Digital Footprint Calculator for verified footprints

Carbon Scenario Planner to plan and cost climate actions

Carbon Sequestration Monitoring tool for scaled monitoring of removals

Regenerating the living world

Agriculture must shift from an extractive model, where cheap food is produced at the expense of nature, to a regenerative model, where food is produced in balance with nature in living landscapes.



Hear from our expert

"We have to find ways to partner to restore nature by working with farmers and their communities. Implementing regenerative agriculture needs to be context-specific, promoting nature-friendly practices that help farmers improve their incomes. Farming affects soil health, water use, biodiversity and carbon, so together with farmers we co-design practices ranging from precision soil management, to recycling the nutrients in crop residues, and planting to attract beneficial insects.

"In the landscapes where our cocoa, coffee and some nuts originate, deforestation is a key risk. It is often caused by poverty: farmers clear more land so they can earn enough to survive. Simply pulling out of high-risk supply chains does not solve the underlying problems.

"Last year, our teams delivered sustainability support to half a million farmers across **ofi** supply chains to help make their existing land more profitable and incentivize more environmentally-sound practices. In turn, this can help our customers comply with deforestation-free policies and laws, and ultimately deliver real change."

Piet van Asten,
ofi Head of Sustainable Production Systems



Introduction	Vision and goals	Prosperous farmers	Thriving communities	Climate action	Regenerating the living world	Supply chain excellence	Making sustainability real for our customers	Summary
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Here's what we're doing



Promoting conservation on and around farms

Implementing agroforestry systems with farmer training, access to rural credit and planting materials to integrate beneficial trees in farming and help maximise crop value on existing land

Working with farming communities to conserve and restore trees around farms, including windbreaks, hedgerows and protection buffers, tree lots, working forests and conservation areas

Protecting and conserving valuable ecosystems including wetlands, water catchments and protected areas



Acting to end deforestation

Using geo-spatial technology for more accurate risk assessments of farms and the surrounding landscape

Progressively rolling out polygon mapping and end-to-end traceability to track the history of deforestation in suppliers' farms and comply with emerging regulations

Implementing alert system to warn managers of active deforestation events detected by satellites in near-real time

Engaging with our suppliers to end deforestation and working to ensure that our customers are supplied with all required due diligence, including traceability data

Working with local stakeholders in high-risk landscapes to end deforestation through tailored programs



Promoting a regenerative approach to farming

Working with farmers to understand the context specific solutions which benefit soil, water, biodiversity and climate e.g.:

- Nurturing healthy soil through fertility management, composting, cover cropping and erosion control
- Implementing smart irrigation to reduce water use and wastewater treatment to prevent pollution
- Applying integrated pest management to reduce or even eliminate the use of farm chemicals
- Reducing carbon impact through slow-release or low carbon fertilizers and other measures



Generating holistic change in living landscapes

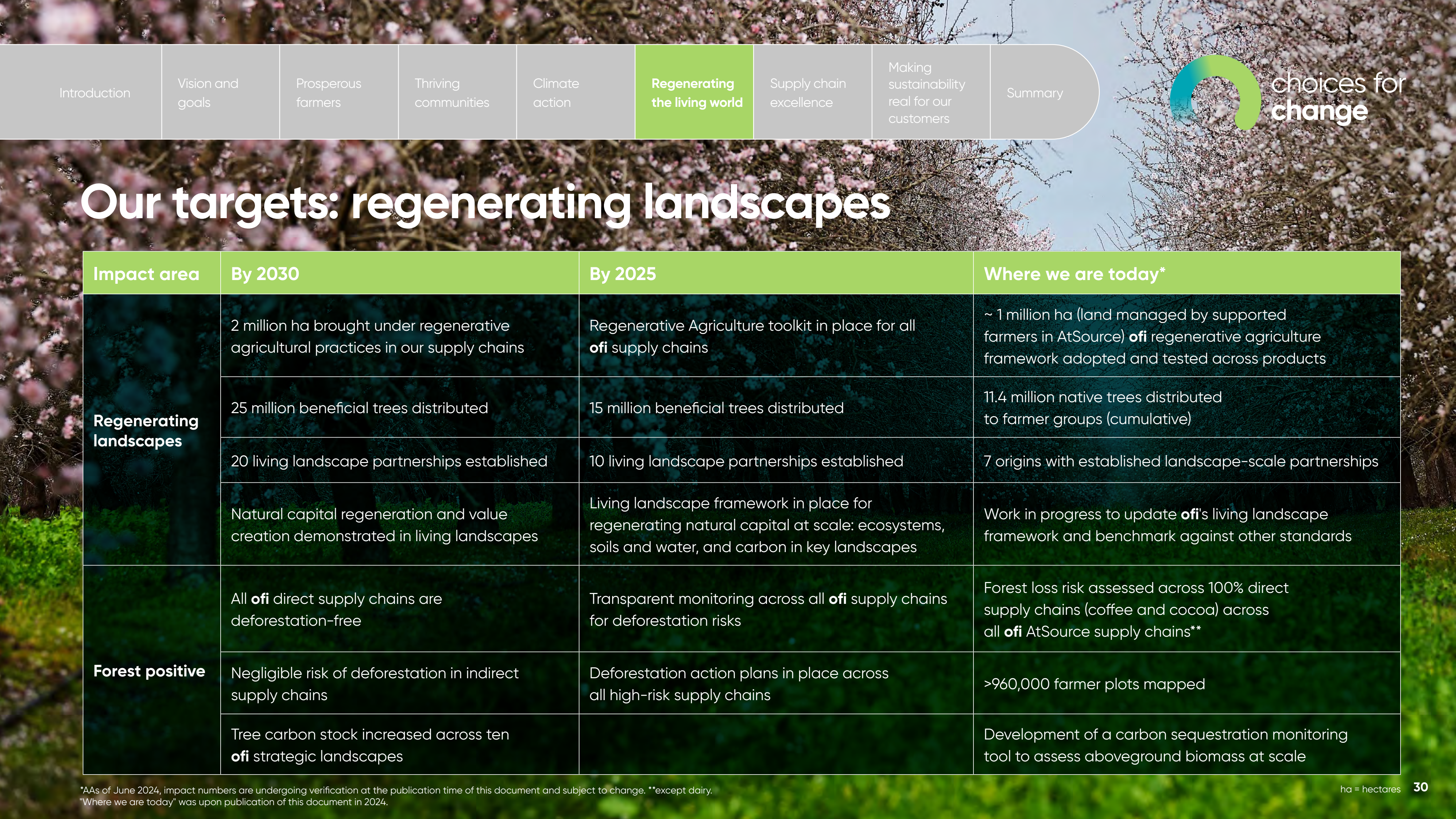
Forming multi-stakeholder partnerships to scale up program impacts beyond the farm and supply chain, resulting in better governance and effective protection of nature while supporting community needs for essential services like nutrition, health, sanitation and education



Embedding natural capital accounting

Starting with cocoa, tracking natural capital costs, from the farmers or farmer groups we work with in sustainability programs to our global cocoa processing operations





Our targets: regenerating landscapes

Impact area	By 2030	By 2025	Where we are today*
Regenerating landscapes	2 million ha brought under regenerative agricultural practices in our supply chains	Regenerative Agriculture toolkit in place for all ofi supply chains	~ 1 million ha (land managed by supported farmers in AtSource) ofi regenerative agriculture framework adopted and tested across products
	25 million beneficial trees distributed	15 million beneficial trees distributed	11.4 million native trees distributed to farmer groups (cumulative)
	20 living landscape partnerships established	10 living landscape partnerships established	7 origins with established landscape-scale partnerships
	Natural capital regeneration and value creation demonstrated in living landscapes	Living landscape framework in place for regenerating natural capital at scale: ecosystems, soils and water, and carbon in key landscapes	Work in progress to update ofi 's living landscape framework and benchmark against other standards
Forest positive	All ofi direct supply chains are deforestation-free	Transparent monitoring across all ofi supply chains for deforestation risks	Forest loss risk assessed across 100% direct supply chains (coffee and cocoa) across all ofi AtSource supply chains**
	Negligible risk of deforestation in indirect supply chains	Deforestation action plans in place across all high-risk supply chains	>960,000 farmer plots mapped
	Tree carbon stock increased across ten ofi strategic landscapes		Development of a carbon sequestration monitoring tool to assess aboveground biomass at scale

Introduction	Vision and goals	Prosperous farmers	Thriving communities	Climate action	Regenerating the living world	Supply chain excellence	Making sustainability real for our customers	Summary
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How we make it real:



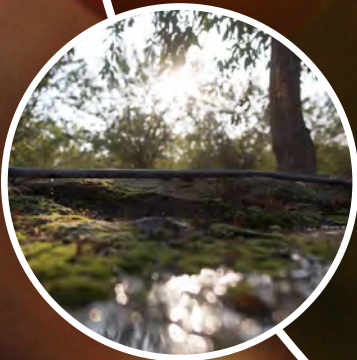
The KIND Almond Acres Initiative



A landscape approach to climate-proofing cocoa and coffee



Water conservation in California's Central Valley



Collaborating for change: our partners for regenerating the living world



Solidaridad

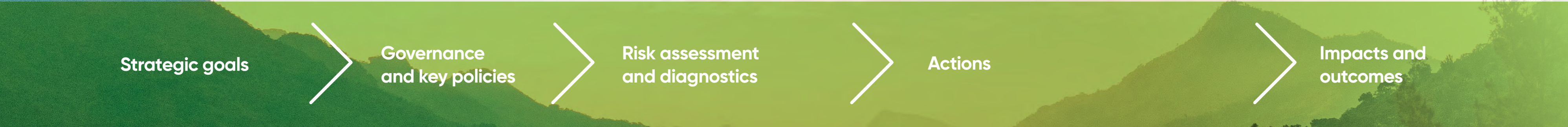


*"Wageningen University & Research is very pleased with its longstanding collaboration with **ofi**, in which we created a better understanding of the key social and environmental risks in various agricultural supply chains, globally. The purpose of our collaboration is to improve farmer livelihoods, empower communities, and ensure global environmental conservation."*

Willem Ruster,
Program Leader Wageningen Food Views



Our regenerative agriculture action plan



Support our farmers and suppliers to adopt regenerative agricultural practices

Develop living landscape multi-stakeholder partnerships to regenerate natural capital at scale

Living Landscapes Policy

Agri Supplier Code

Code of Conduct

ofi traceability system

AtSource system governance and regenerative agri framework

ofi farmer household surveys

Farmer and land data

ofi spatial data, forest mapping, bespoke and shared risk indices

Improving soil health
Fertility management, composting, cover crops, erosion control, sustainable biochar

Water management
Irrigation technology, riparian buffers, catchment management

Biodiversity on farm
Crop varieties, pruning and green manure, intercropping, agroforestry, wildlife corridors, Integrated Pest Management (IPM) and avoidance of banned pesticides

Carbon
Other climate-smart practices

Nature-friendly farms, and healthy soils and crops

Long term farm resilience to climate related and natural disturbance

Products with verified positive natural impact

Forest-positive outcomes

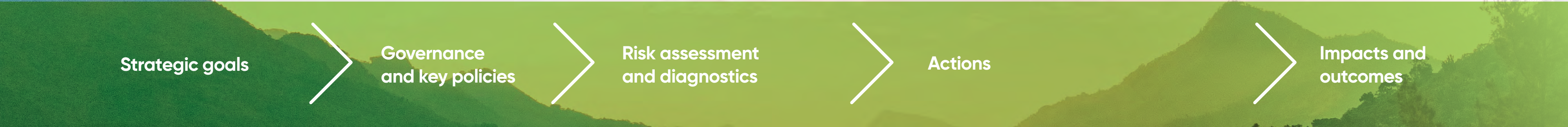
Impact at scale in living landscapes

Environmental and social reporting

Reputation management



Our forest-positive action plan



Becoming forest positive

EU Deforestation Regulation
 SBTi / GHG Protocol
 FLAG Commitments to aim for zero deforestation
 Living Landscapes Policy, Agri Supplier Code
 AtSource system and traceability governance

Deforestation risk benchmarking across **ofi** sourcing
 Hotspot analysis and priority setting for action and impact
ofi farmer mapping and traceability roll-out
 Participation in major stakeholder alliances to end deforestation and promote landscape restoration

Targeted expansion of farm mapping, improved remote sensing of **ofi** crops with machine learning
 Global Forest Watch Premier monitoring alerts and compliance dashboard
 Create deforestation action plans for all high-risk areas
 Convene durable forest partnerships in high-risk sourcing areas

More beneficial trees on and around farms
 Deforestation-free products and verifications
 Forest conservation and restoration in landscapes
 Increased CO₂ removal in trees and soils
 Food production decoupled from deforestation
 End Scope 3 emissions due to Land Use Change (LUC)
 Reduced reputational risk and due diligence costs



Supply chain excellence

The social and environmental challenges faced by the world's food systems are a matter of survival—for our suppliers, our customers, ourselves and, ultimately, our planet. Necessarily, governments are passing laws on human rights and environmental due diligence. So there's only one real choice: create supply chains that meet new levels of excellence.

Hear from our expert

"Our teams on the ground in all major growing countries engage with suppliers often in very remote areas to help drive the right practices and mitigate risks. Whether it's our extension workers conducting farm inspections and household surveys, or program coordinators engaging local authorities and community leads, this presence gives us a deep understanding of the realities on the ground."

"But customers and regulatory bodies also need to see the big picture. This is where technology can play a crucial role in making our supply chains more transparent and traceable and why we deploy proprietary digital tools like AtSource offering access to actionable data, to help deliver the impact and traceability the law demands and the Earth needs."

Flora Coffi Sika,
ofi Africa Sustainability Head



Here's what we're doing



Traceability

Continual investment in putting teams on the ground in all major growing countries – including 9 cocoa, 18 coffee, 15 nuts and 10 spices origins

Investing in digital tools to drive traceability and transparency right back to farmer groups and estates



Supplier engagement

Engaging suppliers through the **ofi** Agri Supplier Code, detailing the environmental, social and governance principles stated in our corporate policies that we require suppliers to uphold

Sourcing from **ofi** direct suppliers under the Code (99% of volumes in 2023)

Investing in farming communities through bespoke training programs, infrastructure, healthcare, sanitation and education



Verification

We are using independent, third-party auditors to verify data on our AtSource sustainable sourcing solution

AtSource Verification Protocol ensures that audits are conducted consistently, with decisions based on a truthful, accurate and fair representation of the level of implementation vs. requirements



Risk and compliance

Keeping regulation and law developments in our sights, being ready and helping, where possible, customers to meet certain requirements, such as the EU Deforestation Regulation (in force end of 2026), the European Commission's Corporate Sustainability Due Diligence Directive, and similar global regulations, and US Customs' increased enforcement of human rights

Rolling out initiatives to ensure compliance with relevant local and regional laws – such as the Child Labour Monitoring and Remediation Systems (CLMRS) in our cocoa origins

Delivering on our Purpose to *Be the change for good food and a healthy future*, by supplying healthy, nutritious and delicious food from sustainable food systems and regenerative agriculture, free from contamination, fertilizers, pesticides, fungicides and heavy metals, following strict quality and food safety standards



Data and insights

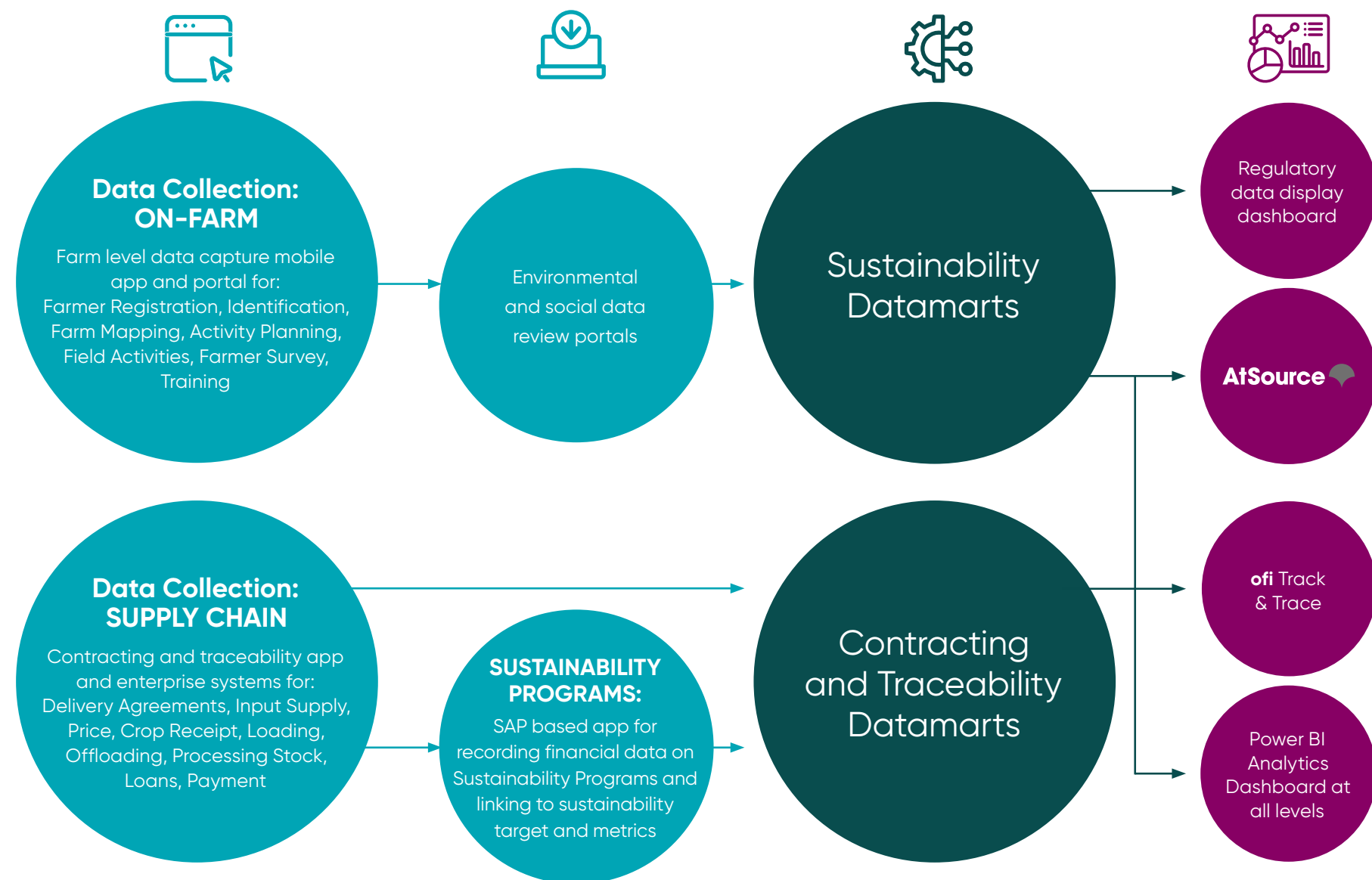
Offering our customer rich, granular social and environmental data via our sustainable sourcing solution, AtSource

Working with global experts on data and measurement to develop insights that drive action



The technology supporting supply chain excellence

How we deliver data and insights through the supply chain



Alongside our global sourcing network and on the ground intel, data plays a key role in our ability to offer a safe, secure supply of traceable and sustainable ingredients. This is why we are constantly innovating and developing new tools to gather even better data, improve traceability, and deliver more efficient and impactful sustainability programs.

ofi's farmer information system helps us gather, process and analyze information about farmers and the first mile of the supply chain. The data is collected by field teams and includes farm GPS locations, yields, and information about communities like the nearest schools.

ofi Direct is a mobile app that allows farmers to transact directly with **ofi** and gives them more control over their sales and earnings. It also offers farmers access to advice, financing and supplies, as well as the ability for **ofi** to digitally trace crops back to them.

ofi Track and Trace integrates information from our on-the-ground digital apps and ERP systems to enable traceability from farm plots to customers and provide visibility into across the supply chain. The enhanced Track and Trace system is the backbone of meeting EUDR compliance.



Offering sustainable choices to customers with AtSource

AtSource



Find out more [here](#)

Making our impact real measurable comes down to the vast wealth of data that we're collecting from across the full supply chain. From this data, we can generate relevant insights and verified traceability that customers can access through our sustainable sourcing solution **AtSource**.

It provides customers with key sustainability metrics which can support corporate reporting and help them better understand their environmental, social, and economic impact, as well as enabling better choices on how to partner with **ofi** and scale positive impacts where it matters most.

AtSource allows our customers to:

- Manage and take action to reduce sustainability risks
- Efficiently improve performance and impact through a combination of verified and data-based insights
- Report on metrics relevant to sustainability commitments
- Effectively communicate the impact of in-origin sustainability programs and partnerships

It offers a three-tier solution, with each level providing increasingly enhanced data, metrics, and insights to support customers' particular areas of sustainability focus:

AtSourceV	AtSource+	AtSource∞
For customers starting out on their sustainability journey and /or those who want to manage reputational risk: • Traceability back to farmer group level or our estates • Assurance through risk and performance assessment • Targeted action plans for continuous improvement • Country-level risk profiles and generic carbon and water footprints • Deforestation due diligence • Third-party verification every three years	For customers wanting a more detailed picture on the conditions at the source of their products. In addition to AtSourceV: • Risk and performance assessment in additional sustainability requirements that go beyond our reference practices • Granular metrics with comprehensive insights specific to each supply chain • Advanced environmental footprints based on primary data • Annual third-party verification • Impact through targeted programs with stories from the field covering sustainability outcomes	For customers who want to drive transformative, net-positive impact at scale. In addition to AtSourceV and AtSource+, this tier includes bespoke programs co-created with communities, customers and other partners like NGOs and government bodies. These are designed to regenerate landscapes in which farmers prosper and communities thrive, benefitting wider populations and the earth's ecosystems.



Generating actionable insights with industry-recognized AtSource tools

AtSource is constantly evolving with new metrics and features that better equip us and our customers to make effective interventions and account for impact.

Our award-winning **Carbon Scenario Planner**—built into AtSource—allows us to model and recommend the most cost-effective way to reduce greenhouse gas emissions. Our climate footprinting experts have also developed a **Carbon Sequestration Monitoring** tool, a finalist in the edie 2024 “Net-Zero Innovation of the Year” Award, with Google geospatial partner NGIS, to measure carbon gains and losses across supply chains. It uses satellite imagery and machine learning to track changes in forest cover and carbon stocks, helping us identify areas at risk of deforestation and prioritize our conservation efforts.



These tools support multiple **ofi** programs to decarbonize our supply chains, targeting farm-level (Scope 3) emissions which make up >95% of the total **ofi** GHG footprint, with customers able to access key results, calculations and outputs via AtSource+ performance metrics.

“We created our AtSource sustainable sourcing solution to deliver sustainability to our customers. Our extensive primary data and our suite of tools developed with world-class technical partners – such as our Living Income tool, Digital Footprint Calculator and award-winning Climate Scenario Planner – are driving granular insights into specific supply chains that enable us, together with our customers and partners, to deliver more targeted interventions for real and measurable impact towards our mutual sustainability goals.”

Juan Antonio Rivas, **ofi** Global Head – Sustainable Business Development



AtSource  [Find out more here](#)

Introduction	Vision and goals	Prosperous farmers	Thriving communities	Climate action	Regenerating the living world	Supply chain excellence	Making sustainability real for our customers	Summary
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Summary

Thank you for reading Choices for Change. It takes a collaborative approach to drive the transformational change we all want to see, so we hope we’ve inspired you with choices on how to be the change with us. Together we have the expertise, partnerships, and strategy to make our collective ambitions real.

**Now it’s time to scale our efforts.
Let’s join forces in making a positive change.**

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Appendix

[Aligning our targets to material sustainability topics](#)

[Targets and metrics hub](#)

[ofi Glossary](#)

Materiality assessment

Aligning our targets to material sustainability topics

We wanted to ensure that the focus areas within our new sustainability strategy reflected the expectations of our stakeholders and are guided by where we can have the greatest impact and mitigate our most material risks. To be able to do this, a comprehensive double materiality assessment was completed, allowing us to identify our most material sustainability topics. In addition, the assessment aimed to forecast the scale of the potential impact (represented by the size of each bubble). Through the performance of the double materiality assessment, five distinct topics were identified as being material to **ofi** and our stakeholders: Economic opportunity, Human rights, Climate action, Ecosystems & biodiversity and Traceability

Each of these five material areas can be linked back to the five interconnected sustainability pillars of **ofi**'s Choices for Change strategy.

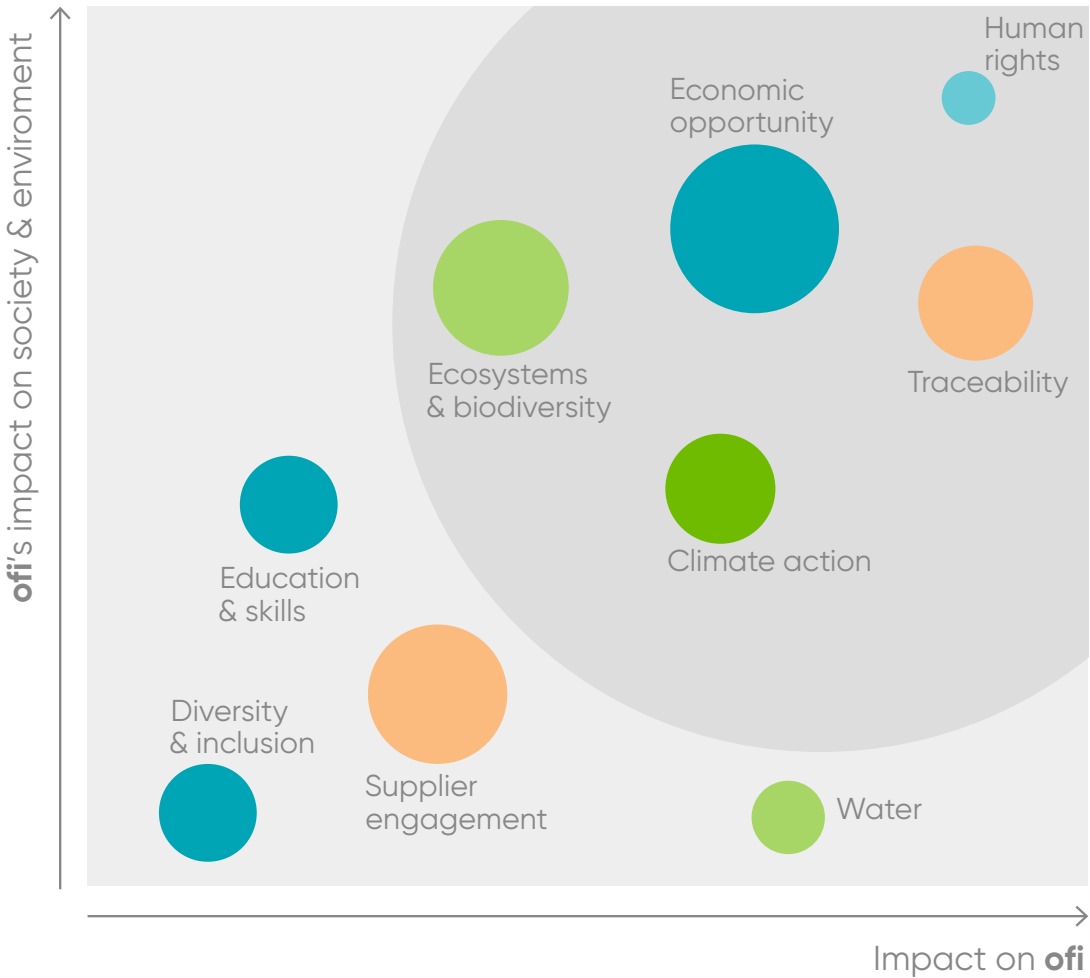
Prosperous farmers	Thriving communities	Climate action	Regenerating the living world	Supply chain excellence
Economic opportunity	Human rights	Climate change	Ecosystems & biodiversity	Traceability

Having identified our material topics, we developed targets for each topic, along with associated metrics to track our annual performance. In doing so, we have set ambitious, yet realistic targets that we believe will maximise our positive impacts on society and the environment, while helping **ofi** to monitor and mitigate some of its most important risks.

Our material areas will form the basis of our sustainability reporting.

Data governance

One of the fundamentals underpinning our Choices for Change strategy and the targets we have set will be robust data, governed by sound processes and controls.



Prosperous farmers: targets and metrics

Impact area	2025 targets	2030 targets	Primary metrics
Livelihoods	600,000 ofi farmer households received livelihood support	1m ofi farmer households received livelihood support	# ofi farmer households that received livelihood support # ofi farmer households that received livelihood support % product platforms that delivered customized livelihood programs % ofi livelihood programs that are customized to farmers’ realities and needs
	All product platforms delivered livelihood programs customized to farmers' realities and needs	All ofi livelihood programs are customized to farmers’ realities and needs	
Living income	80,000 ofi farmer households achieve a living income	200,000 ofi farmer households achieve a living income	# ofi farmer households that achieve a living income
Women	115,000 ofi women farmers received livelihood support	250,000 ofi women farmers received livelihood support	# ofi women farmers that received livelihood support # ofi women farmers that received livelihood support
Youth	35,000 youth in farming communities received livelihood support	85,000 youth in farming communities received livelihood support	# youth in farming communities that received livelihood support



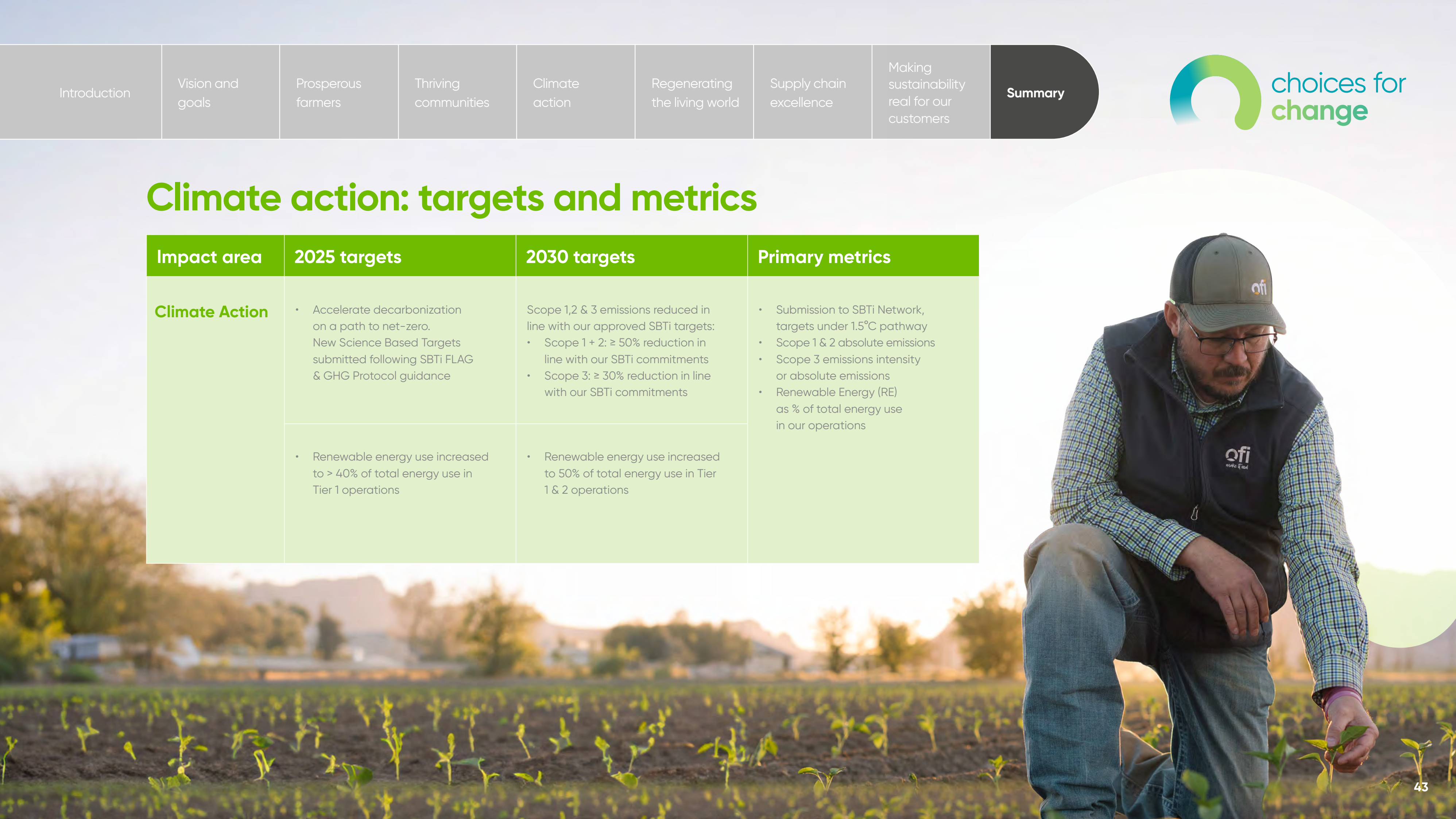
Thriving communities: targets and metrics

Impact area	2025 targets	2030 targets	Primary metrics
Protecting children	All high-risk supply chains have systems in place to identify, prevent, and remediate child labor	All identified child labor cases received remediation actions	% high-risk supply chains covered by CLMRS % identified child labor cases that received remediation actions
	50,000 children received education support	150,000 children received education support	# children that received education support
Human rights	All supply chains have systems in place to address human rights	All identified human rights cases received remediation actions	% supply chains covered by ASC verification % supply chains with grievance procedures in place to protect human rights % identified human rights cases that received remediation actions % high-risk supply chains covered by Forced Labor Monitoring
Nutrition and health	300,000 individuals received nutrition or health interventions	750,000 individuals received nutrition or health support	# ofi farmer individuals that received nutrition or health support # community individuals that received nutrition or health support # ofi farmer individuals that received nutrition or health interventions # community individuals that received nutrition or health interventions



Climate action: targets and metrics

Impact area	2025 targets	2030 targets	Primary metrics
Climate Action	Accelerate decarbonization on a path to net-zero. New Science Based Targets submitted following SBTi FLAG & GHG Protocol guidance	Scope 1,2 & 3 emissions reduced in line with our approved SBTi targets: - Scope 1 + 2: ≥ 50% reduction in line with our SBTi commitments - Scope 3: ≥ 30% reduction in line with our SBTi commitments	- Submission to SBTi Network, targets under 1.5°C pathway - Scope 1 & 2 absolute emissions - Scope 3 emissions intensity or absolute emissions - Renewable Energy (RE) as % of total energy use in our operations
	Renewable energy use increased to > 40% of total energy use in Tier 1 operations	Renewable energy use increased to 50% of total energy use in Tier 1 & 2 operations	



Regenerating landscapes: targets and metrics

Impact area	2025 targets	2030 targets	Primary metrics	Supporting metrics
Regenerating landscapes	Regenerative Agriculture toolkit of place for all ofi product platforms	2m ha brought under regenerative agricultural practices in our supply chains	# Ha brought under regenerative agricultural practices in our supply chains	
	15 million beneficial trees distributed	25 million beneficial trees distributed	# of non-ofi crop trees distributed	
Living landscape	10 living landscape partnerships established	20 living landscape partnerships established	# Partnerships leveraging investment in living landscape programs	
	Living Landscape framework in place for regenerating natural capital at scale: ecosystems, soils and water, and carbon in key landscapes	Demonstrating natural capital regeneration and value creation in living landscapes		
Becoming forest positive	- Transparent monitoring across all ofi supply chains for Deforestation risks - Deforestation action plans in place across all high-risk supply chains	- All ofi direct supply chains are deforestation free - Negligible risk of deforestation in indirect supply chains - Increase in tree carbon stock across 10 ofi strategic landscapes	- Direct supply chains: % of ofi volumes from high deforestation risk supply chains that are under deforestation monitoring - Indirect supply chains: % of ofi volumes from high deforestation risk supply chains that are under deforestation monitoring % of high deforestation risk supply chains reporting on action plan progress % change in tree carbon stock across ofi sourcing areas	# of beneficial trees distributed



ha = hectares

ofi Sustainability Glossary (A–C)

Agri Supplier Code

Agri Supplier Code (ASC): details the environmental, social, and governance principles stated in our corporate policies that we expect all our suppliers to respect (including respect for laws; corporate governance and integrity; quality and safety; labor rights; respecting the natural environment; and human rights).

Beneficial trees

Please refer to the non-**ofi** crop tree definition

Child

Any person under the age of 18 (as per the UN's definition of a child).

Child labor

Work that deprives children of their childhood, their potential and their dignity, and that is harmful to physical and mental development (work that interferes with schooling or is hazardous) (ILO convention 138). The worst forms of child labor include children being enslaved, separated from their families, exposed to serious hazards and illnesses, and/or left to fend for themselves on the streets of large cities – often at a very early age.

Child labor remediation actions

Child labor remediation actions refer to actions taken to remove a child from child labor or mitigate the consequences of child labor by providing alternatives and promoting their safety and wellbeing.

Child Labour Monitoring and Remediation Systems (CLMRS)

A system used to identify and target prevention, mitigation and remediation actions to children involved in, or at-risk of, child labor. This can be the implementation of the digital CLMRS available on OFIS or an alternative set of activities aimed at child labor sensitization, case identification, prevention and remediation.

Climate-smart practices

Climate-smart agriculture (CSA) practices aim to tackle three main objectives: (i) sustainably increasing agricultural productivity and incomes; (ii) adapting and building resilience to climate change; and (iii) reducing and/or removing greenhouse gas emissions, where possible.

Community individual

Individuals living in a household where no household member is an **ofi** farmer.

Customized support

Where **ofi** has developed different tools to assess farmers' needs and realities and tailor support accordingly.

ofi Sustainability Glossary (D-F)

Decarbonization

The process by which CO₂ emissions associated with production activities of a company or the industry e.g.; Energy use, farm inputs use, transport are reduced or eliminated. (Source: SBTi Glossary | Version 1.0 |).

Deforestation action plan

A customized document outlining specific actions and expected outcomes to address a known deforestation risk or a reported or recorded instances of deforestation by ofi suppliers.

Deforestation-free

Deforestation-free supply chains do not cause or contribute to deforestation, as defined by the Accountability Framework Initiative. The EU Deforestation Regulation requires a deforestation-free cut-off date of 31st December 2020.

Direct supply chain

A supply chain from where volumes are procured directly from farmers, farming cooperatives, farmer groups, or local buying agents, or aggregators restricted to a specific group of farmers. This includes sourcing from ofi's owned estates, orchards, and farms.

Due diligence

Due diligence means, in the context of supply chains, a bundle of inter-related processes through which enterprises can identify, prevent, mitigate and account for how they address their actual and potential adverse impacts on their supply chains including people, the environment and society, as an integral part of business decision-making and risk management systems.

Education support

An intervention aiming to improve children's access to quality education. Examples of interventions that are considered are the facilitation of birth certificates, building or repairing school infrastructure and the distribution of school material & equipment (school kits, schoolbooks, etc.).

Farmer

Any individual that (1) owns / co-owns a farm holding, (2) is a member of the farmer household who is working on the family farm, or (3) is employed to manage a farm or is a tenant farmer (sharecropper). This does not include hired farm labor.

Farming community

The set of the people who live in rural areas in the origins where ofi operates.

ofi Sustainability Glossary (F–G)

FLAG

Forest, Land and Agriculture. GHG emissions from Agriculture, Forestry, and Other Land Use, including:

1. GHG emissions associated with land use change (LUC)
2. Emissions from land management (i.e., nitrous oxide and methane from enteric fermentation, biomass burning, nutrient management, fertilizer use and manure management); and
3. Biogenic removals (i.e., forest restoration, silvopasture, improved forest management, agroforestry and soil carbon sequestration)

Forced Labor Monitoring

The process of completing a forced labor survey defined by **ofi** to detect cases of forced labor or risks of forced labor among farm stakeholders in **ofi**’s supply chain. The survey can be taken digitally on OFIS or manually.

Forest positive

We define this by the Consumer Goods Forum (CGF) – Forest Positive Coalition definition: 1. accelerate efforts to end deforestation in our own supply chains, 2. set higher expectations for suppliers to end deforestation across all their supply chains, 3. drive transformational change in strategic landscapes, and 4. track and report using common metrics.

GHG emissions

Refers to the release of greenhouse gases (GHGs) into the atmosphere. They include the six gases covered by the United Nations Framework Convention on Climate Change (UNFCCC) i.e. Carbon dioxide (CO₂); Methane (CH₄); Nitrous oxide (N₂O); Hydrofluorocarbons (HFCs); Perfluorocarbons (PFCs); and Sulphur hexafluoride (SF₆).

Scope 1: GHG emissions from sources that are owned or controlled by the organization.
Examples: CO₂ emissions from fuel consumption.

Note: A GHG source is any physical unit or process that releases GHG into the atmosphere.

Scope 2: Greenhouse gas (GHG) emissions that result from the generation of purchased or acquired electricity, heating, cooling, and steam consumed by the organization.

Scope 3: Indirect GHG emissions not included in energy (Scope 2) GHG emissions that occur in the value chain of the reporting company, including both upstream and downstream emissions.

Good Agricultural Practices (GAP)

As defined by Food and Agriculture Organization (FAO), a GAP is a “collection of principles to apply for on-farm production and postproduction processes, resulting in safe and healthy food and non-food agriculture products, while taking into account economic, social and environmental sustainability”.

Grievance procedure to protect human rights

A global complaints platform available in all origins for all **ofi** supply chain stakeholders.

ofi Sustainability Glossary (H-L)

High-risk sourcing supply chain

A sourcing origin with a Landscape Deforestation Risk Index (LDRI) score of at least 4% (the recommended threshold according to Olam’s 2018 White Paper) is considered high-risk.

High-risk supply chain for child labor

An **ofi** sourcing origin (product country combination) where there is a significant risk of child labor as identified through the Wageningen University (WUR) risk scores.

High-risk supply chain for forced labor

An **ofi** sourcing origin (product country combination) where there is a significant risk of forced labor.

Human rights remediation

Remediation refers to the process or act of providing remedy, aiming to restore individuals or groups that have been harmed by business activities to the situation they would have been in had the impact not occurred. If the latter is not possible, it can involve compensation or other forms of remedy that try to make amends for the harm caused. Examples: mediation, apologies, repatriation, financial or non-financial compensation, and punitive sanctions as well the prevention of harm through, for example, sanctions or guarantees of non-repetition.

Indirect supply chain

Volumes not procured directly from farmers, farming cooperatives, farmer groups, or local buying agents or aggregators restricted to a specific group of farmers. This may include sourcing from exchange traded volumes, government entities, large national aggregators, or primary processing partners.

Integrated Pest Management (IPM)

Also known as integrated pest control and is a broad-based approach that integrates both chemical and non-chemical practices for economic control of pests. IPM aims to suppress pest populations below the economic injury level. This requires sound understanding and monitoring (i.e. scouting) of pests and their natural enemies.

A livelihood program

A program delivering livelihood support.

Livelihood support

At least 1 support of any type, that helps increase or protect a farmer's income from main crop, food crops, or other farm or off-farm activities, e.g., Training, Services, Inputs & Tools, Infrastructures:

- **Training:** An activity that promotes a farmer household’s knowledge, or skillset to directly improve a farmer’s livelihood (e.g. Good Agriculture Practices, sewing, beekeeping, or financial training)
- **Livelihood Service:** A support provided to a farmer in the form of work accomplished directly on their farm that may or may not include supplies (e.g. a pruning service). A service is also any non-material support that is not of a training nature (e.g. financial loans). The service might be provided for free, be subsidized, or not.
- **Input/Tool:** An item provided to aid farmer’s work, in most cases this will be farm tools (e.g. tarpaulin, pruning shears, moisture meter) but it can be any tool helping farmers to improve their revenue for farming or non-farming. Inputs and tools might be provided for free, be subsidized, or not (e.g. fertilizer, pesticide)
- **Infrastructure:** A structure or facility provided to a farmer or a farmer group to help generate more income, save costs, or keep production value (e.g. drying tables, a road, warehouse, chicken coop)

ofi Sustainability Glossary (L-N)

Living landscape partnerships

A Living Landscape Partnership is a multi-functional sourcing area where **ofi** has a long-term and large-scale plan to achieve holistic transformational change for nature and people by leveraging multi-stakeholder partnerships that co-design & foster a common vision and goal for managing the landscape sustainably. Living landscapes are strongly rooted in a theory of change that seeks to address root causes of unsustainable outcomes across environmental and socio-economic dimensions, therefore aiming to demonstrate impact beyond program implementation.

Living income

We adopt the guidance of the Living Income Community of Practice (LICOP): “The net annual income required for a household in a particular place to afford a decent standard of living for all members of that household. Elements of a decent standard of living include food, water, housing, education, healthcare, transport, clothing, and other essential needs including provision for unexpected events.”

Natural Capital

Capital has traditionally been thought of as financial capital. However, capital describes any resource or asset that stores or provides value to people. Stocks of the elements of nature that provide benefits to society, such as forests, fisheries, rivers, biodiversity, soils, minerals, the atmosphere and oceans, as well as natural processes and functions. Natural Capital include both the living and non-living aspects of ecosystems (Source [BSI NCA Standard pg. 12](#)). Natural capital works in much the same way as traditional capital – if companies invest in them, they create value, and if companies degrade them, they limit their value.

Natural Capital Accounting

Natural Capital Accounting follows a holistic systems approach to understanding the true value of nature, people, society for humans. The economy must be recognized as parts within a deeply interconnected global system and addressed together to deliver value across the capitals. It is an approach to measure the changes in the stock of natural capital at a variety of scales and to integrate the value of ecosystem services into accounting and reporting systems at national, corporate, project and product levels. This will result in better management of natural capital by these different entities.

Net-zero

Reducing scope 1,2 and 3 emissions to zero or residual level consistent with reaching global net-zero emissions in eligible 1.5°C – aligned pathways AND permanently neutralizing any residual emissions at the net-zero target year & any GHG emissions released into the atmosphere thereafter.(Source: SBTi Glossary | Version 1.0 |)

ofi Sustainability Glossary (N-P)

Non-ofi crop tree

Non-**ofi** crop trees refer to native or non-native tree species that are not part of the core traded crop portfolio of the implementing ofi business unit. These trees are planted in or around farms for a variety of beneficial purposes—such as shade, timber, fodder, fruit, medicinal use, biological control, windbreaks, soil stabilization, or hedging. Each **ofi** business unit (e.g., cocoa, coffee, almonds, hazelnuts) may plant trees associated with other **ofi** crops, as long as they are not the same crop that the unit trades or sources. These trees are considered “non-**ofi** crops” within the context of that specific business unit.

Non-renewable energy consumption

Consumption of energy sources that cannot be replenished, reproduced, grown or generated in a short time period through ecological cycles or agricultural processes.

Examples: coal; fuels distilled from petroleum or crude oil, such as gasoline, diesel fuel, jet fuel, and heating oil; fuels extracted from natural gas processing and petroleum refining, such as butane, propane, and liquefied petroleum gas (LPG); natural gas, such as compressed natural gas (CNG), and liquefied natural gas (LNG); nuclear power.

Nutrition and health support

A nutrition or health intervention is an activity that is aimed at contributing to improved nutrition or health. This can include trainings, supplies, screening & services, and infrastructure. Nutrition support includes at least one nutrition training support or any other type of nutrition support provided to anyone in the communities where we operate. Similarly, health support considers one health training or one other type of health support. The 2030 target is cumulative: support cannot be older than 5 years to count, and each household is counted only once”.

ofi farmer

An ‘**ofi** farmer’ consists of a farmer that is registered within **ofi**’s supplier base, whether it be in OFIS or outside of OFIS.

ofi farmer household

A group of people living in the same dwelling who farm at least one plot together, and where 1 or more household members is an **ofi** farmer. An ‘**ofi** farmer’ consists of a farmer that is registered within ofi’s supplier base, whether it be in OFIS or outside of OFIS.

ofi woman farmer

A female farmer, member of a farming household engaged in farm work or short-term/long-term farm worker working on the farm. Women farmers are registered within **ofi**’s supplier base, whether it be in OFIS or outside of OFIS.

ofi Farmer Information System (OFIS)

OFIS is a survey tool used by field teams to collect data, manage training activities, and track financing, input distribution and purchases precisely.

ofi Sustainability Glossary (P-T)

Product platform

An **ofi** Business Unit (BU) including Cocoa, Coffee, Dairy, Nuts, and Spices.

Regenerative agriculture

Regenerative agriculture is an approach to food production, working with nature to build and restore Natural Capital (Soil, Water, Biodiversity and Carbon) on and around farms whilst optimizing inputs and ending harmful and destructive practices. Regenerative practices are context specific, adapted to agro-ecological conditions.

Regenerative agriculture program

A program consisting of any type of structured support activities (internal and/or with a customer or other partner support) in implementation of regenerative agricultural practices is incentivized (through financial or non-financial mechanisms), and at least 2 of the following pillars are addressed: Climate (farm carbon footprint), Soil Health, Biodiversity, and Water.

Renewable energy consumption

Consumption of energy from sources that are capable of being replenished in a short time through ecological cycles or agricultural processes.
Examples: biomass, geothermal, hydro, solar, wind.

Strategic landscapes

Strategic landscapes are geographic sourcing areas where **ofi** has a long-term interest and a commitment to participate in multi-stakeholder efforts to drive positive impacts at scale for farmers, farming communities, the farming environment and associated natural ecosystems.

Supply chain

The combination of a product and its origin that **ofi** is directly or indirectly sourcing from.

Sustainable sourcing

All certified and/or AtSource Plus volumes.

Tier 1 & Tier 2 operations

ofi's operating facilities are classified in tiers, depending on the nature and scale of operations. Tier 1 operating facilities are ofi's most complex, large-scale manufacturing plants. Tier 2 operating facilities are smaller manufacturing facilities, these may include processes such as cleaning, grading, sorting and packing.

ofi Sustainability Glossary (T-Y)

Total energy consumption

Sum/aggregate of renewable and non-renewable energy consumption.

Traceable volumes

Volumes that can be traced back to their specific producers (e.g. farmers, farming cooperatives, farmer groups) through chain of custody documentation.

Transparency

Supply chain transparency refers to the strategy of how to disclose supply chain and sourcing information to stakeholders. Transparency is defined by what data you are going to be transparent about, to whom, and how often, or when. Any company pursuing visibility needs to consider transparency upfront. (Source: BSR, 2019)

Tree carbon stock

Carbon Stocks, pools or carbon sequestration is directly related to the above ground biomass of the trees. This only considers additional number of trees delivered in our programs or conservation areas where ofi shows a positive impact.

Untraceable volumes

Volumes that cannot be traced back to their specific producers (e.g. farmers, farming cooperatives, farmer groups) through a chain of custody documentation.

Youth

Individuals aged 15-24.



choices for change

ofi's sustainability strategy for delivering transformative change by 2030
Version 4: Feb 2026

ofi
make it real