
choices for
change
Impact Report 2025
Strengthening supply chain resilience through targeted, measurable impact
ofi
make it real

Contents

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ofi's sustainability strategy for delivering transformative change by 2030

ofi make it real

Making it real from plant to palate

ofi's global sourcing strength and ingredients excellence come together in an integrated model that positions us to drive supply chain impact and deliver reliable, value-added solutions for customers and farming communities.

Diversified offering across cocoa, coffee, dairy, nuts, and spices

Global sourcing

- Global footprint and presence in all key origins
- Direct and indirect sourcing from 2.75 million farmers globally
- Multi-stakeholder programs with **ofi** country teams driving sustainability impact
- Farm-to-factory footprinting, risk monitoring, and traceability
- Deep market research and risk management expertise

Supply chain expertise and global presence enabling differentiated sustainability and traceability impact

ofi make it real

Ability to provide complete package to customers—from single ingredients to value-added finished products

Ingredients and solutions

- 110+ manufacturing facilities in origin and destination markets
- Strong innovation capabilities across the value chain, from plant science to customer solutions
- Ecosystem partnerships and co-creation with customers
- Categories and channel expertise with strong customer franchise

One-stop, vertically integrated and value-added solutions with global footprint and strong innovation capabilities, serving customers globally

"ofi's inaugural Choices for Change Impact Report reflects decades spent building a deep origin footprint—investing in long-term farmer relationships, local teams, and digital traceability. Across cocoa, coffee, dairy, nuts, and spices, our integrated sourcing and ingredient manufacturing capabilities enable us to offer reliable, sustainable choices and demonstrate the impact highlighted in this report."

A. Shekhar

A. Shekhar,
Executive Director and CEO

2025 year in review

574,000
farmer households supported with livelihood interventions

100%
coverage of human rights due diligence systems

342,000
individuals received nutrition or health support

SBTi
climate targets validated

16.9 million
beneficial trees distributed

We are proud of the progress we delivered in 2025 as we advance the four ambitions of our Choices for Change strategy and our vision to be the preferred partner for positive change, even in a year that once again tested the resilience of global supply chains.

This inaugural impact report brings together progress towards targets on farmer livelihoods, living income, protecting human rights, and forest-positive sourcing across our value chains. It demonstrates clear delivery against our 2025 milestones and trajectory toward 2030 and is complemented by our product-specific impact reports.[i]

Co-creating impactful partnerships to unlock long-term impact

Working with our customers, NGOs, and other partners, we developed 26 new projects across 15 origins in 2025. A standout example is our four-year global cocoa agroforestry partnership with Nestlé, launched last year to scale regenerative agriculture and improve farmer livelihoods across cocoa landscapes.

Protecting availability and quality through heightened volatility

We continued investing in farmer resilience, climate adaptation, and regenerative practices, even as tough market conditions and major cuts to development donor funding affected several of our largest multi-stakeholder programs. Our origin teams reached over 570,000 farmer households with livelihood support last year and exceeded our 2025 milestones on living income, nutrition and health support, and distribution of beneficial trees; actions that help stabilize long-term ingredient availability and quality.

Strengthening transparency and risk management

Behind these outcomes, we strengthened systems for human rights due diligence, child labor monitoring and remediation, and deforestation risk management. These controls help us manage risk where it starts, reduce reputational exposure in high-risk supply chains, and support customers' needs to meet emerging requirements and procurement standards.

Delivering credible, actionable ESG data for decision-making and reporting

Carbon Trust certification of AtSource's Digital Footprint Calculator and SBTi validation of our climate targets support Scope 3 reporting and our ability to provide robust, science-based carbon footprint data. This gives customers credible farm-to-factory emissions data to inform sourcing decisions and support emissions-reduction strategies. **ofi** also received B ratings for both Climate Change and Water Security from CDP, with underlying year-on-year improvements in Climate Change, reflecting the impact of our enhanced strategy and reporting.

Staying the course to 2030

Since launching Choices for Change in 2024, our strategy has sharpened alignment across our teams, strengthened how we measure progress, and deepened collaboration with customers and partners—despite significant and ongoing headwinds for sustainability. And while 2025 showed that progress isn't always linear, our shared strategy kept us focused on supporting farmers, building resilient supply chains, and applying what we learn on the path to 2030.

R. van Poppel

Roel van Poppel,
Chief Sustainability Officer, **ofi**

i Cocoa Compass, Coffee LENS, Dairy Tracks, Nut Trails, and Spice Maps provide customers with a deeper view of sustainability outcomes and priorities within the individual ingredients they source from **ofi**.

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Progress at a glance

Impact area	2025 target	2025 progress[i]
Prosperous farmers	**600,000 ofi** farmer households received livelihood support	574,000
	100% product platforms delivered livelihood programs customized to farmers' realities or needs	100%
	80,000 ofi farmer households achieve a living income	202,000
	115,000 ofi women farmers received livelihood support	131,000
	35,000 youth in farming communities received livelihood support	23,000
Thriving communities	All high-risk supply chains have **systems in place** to identify, prevent, and remediate child labor[ii]	100%
	50,000 children received education support	50,000
	All supply chains have **systems in place** to address human rights	100%
	300,000 individuals received nutrition or health support	342,000

100%+ Less than 100%

i 2025 actuals are rounded to the nearest 1,000.

ii **ofi** digital Child Labor Monitoring and Remediation System operational in 12/13 (92%) high-risk supply chains, with 69% of these achieving an internal sampling target of 10% of program-supported farmers.

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Progress at a glance

Impact area	2025 target	2025 progress
Climate action	**New Science Based Targets** submitted following SBTi FLAG and GHG Protocol guidance	SBTi targets validated
	Increase renewable energy use to >40% of total energy use in Tier 1 operations	41%
Regenerating the living world	**Regenerative agriculture toolkit** in place for all **ofi** supply chains	Toolkit in place
	15 million beneficial trees distributed	16.9 million
	10 living landscape partnerships established	10
	Living landscape framework in place for regenerating natural capital at scale: ecosystems, soils and water, and carbon in key landscapes	Framework established with metrics in progress
	Transparent monitoring across all **ofi** high-risk supply chains[i] for deforestation risks	Established in all high-risk supply chains[ii]
	Deforestation action plans in place across **100%** of high-risk supply chains	100%

100%+ Less than 100%

i **ofi** deforestation-risk commodities in scope for deforestation monitoring and action plans in 2025: Cocoa, Coffee and Cashew.
ii 100% of high-risk supply chains covered by a deforestation risk assessment. Work in progress to report aligned deforestation-free KPIs in 2026.

Prosperous farmers

Many of the 2.75 million farmers that ofi sources from globally are smallholders whose livelihoods are increasingly strained by market volatility and climate impacts. Strengthening their resilience by supporting a decent income and basic household needs helps protect long-term ingredient availability and quality for our customers.

Our impact

2025 progress

- **574,000 ofi** farmer households received livelihood support *(2025 target: 600,000)*
- **100% ofi** product platforms delivered one or more customized programs *(2025 target: 100%)*
- **202,000 ofi** farmer households achieved a living income *(2025 target: 80,000)*
- **131,000 ofi** women farmers received livelihood support *(2025 target: 115,000)*
- **23,000** youth in farming communities received livelihood support *(2025 target: 35,000)*

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Our local teams expanded support for farmers year-on-year, increasing access to Good Agricultural Practices training and services such Village Savings & Loans Associations (VSLAs). Growth was driven by scaling onboarding to cocoa programs in Côte d'Ivoire and Ghana and expanding partnership-led projects in key cashew origins. Increased support specifically for women farmers was enabled in part by 13 new initiatives in 11 countries launched through **ofi**'s Inclusion Kickstarter Fund.[i] In 2025, **ofi** was recognized for the second consecutive year by the Platform for Living Wage Financials (PLWF) for demonstrating the most advanced commitment to living income among companies in the food, agriculture, and food retail sectors.

This year also saw significant movement on living income outcomes, heavily influenced by sharp cocoa and coffee price increases, which enabled us to reach our 2030 target ahead of schedule. However, despite these gains, our data indicates persistent gaps for farmers facing structural constraints like small farm sizes, low yields, and limited income opportunities, reinforcing the need for targeted, context-specific interventions to strengthen farmers' resilience and income over time. Meanwhile, extending support to youth beyond our supplier network requires a targeted, partnership-led, and well-funded approach to scale, which has been difficult to secure within the current donor landscape.

"We have been pleased to collaborate with **ofi** and welcome them into key discussions with EU decision-makers. In a policy landscape filled with noise and where some narratives challenge the value of due diligence and living incomes, **ofi** has strongly emphasized that responsible business conduct is essential for supply chain resilience and long-term competitiveness."

Alena Kahle,
Senior Policy and Project Coordinator,
Fair Trade Advocacy Office

Fair Trade ADVOCACY OFFICE

i The Women's Inclusion Kickstarter Fund, launched in 2025 and embedded in **ofi**'s Women's Inclusion Toolkit, funds local projects to address barriers to women's participation and empowerment across cocoa, coffee, and nuts supply chains.

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Case studies

Improving coffee livelihoods in Honduras with ALDI SOUTH Group

Impact snapshot 2021-2025:

- **1,000** farmers registered and provided direct market access via the **ofi** Direct app, supporting profitability by bypassing intermediaries
- **400+ farmers trained on Good Agricultural Practices** and helped to achieve Rainforest Alliance certification
- **Tailored support packages** of literacy training, crop seedling kits, and tools delivered

Read more

"Strong partnerships empower us to achieve greater impact, develop better solutions, and broaden our positive influence—as demonstrated by our Living Income Project with **ofi**. Providing direct market access, agricultural training, and tailored guidance helped farmers increase productivity, enhance livelihoods, and support their communities."

Rachel Vujovic,
Sustainability Director, **ALDI SOUTH Group**

Income diversification for women cocoa farmers with Nestlé in Côte d'Ivoire

As a strategic partner in Nestlé's Income Accelerator Program in Côte d'Ivoire, **ofi** co-launched UBEES with local cooperatives to diversify and strengthen women cocoa farmers' incomes through beekeeping. By 2025, UBEES supported **250** women with **1,750** hives and six months' practical training, building skills and local ambassadors in cocoa-growing communities.

Read more

"My first harvest of 24kg of honey marked a turning point. The sale generated immediate additional income for buying medicine, providing food for the family, and purchasing school supplies for my children. My ambition now is to expand to 15 hives and pass on my knowledge to young people in my village."

Adom Takra Marie Jeanne, 43,
Participating cocoa farmer

Upskilling farmers to achieve Rainforest Alliance certification

Many of **ofi**'s programs include certification support as a key intervention. In Chu Puh, Gia Lai, Vietnam, our team is working with **420** pepper farmers, including 86 women, to achieve Rainforest Alliance certification. Farmers receive training, protective equipment, a **2,000** VND/kg premium, and biannual soil analysis, while customers can purchase certified sustainable black pepper.

Risk and opportunity management

ofi's approach to supporting prosperous farmers is grounded in robust, data-led risk assessments. Across our supply chains, we combine supplier-level due diligence with farmer-level diagnostics to understand both structural and household drivers of income vulnerability.

Using a risk-based sampling approach focused on the most material suppliers, we conduct field assessments, interviews, and data collection to identify systemic challenges affecting farmer livelihoods. These insights are consolidated to inform supply chain action plans and targeted supplier engagement, so that resources are directed to where they can drive the greatest improvement.

This is complemented by farmer-level analysis. Living income assessments quantify income gaps and identify key drivers—such as productivity, farm size, and access to markets—while our inclusion assessment evaluates barriers to women's participation and scores supply chains across women inclusion dimensions. Together, these tools provide a clear, prioritized view of where intervention is most needed.

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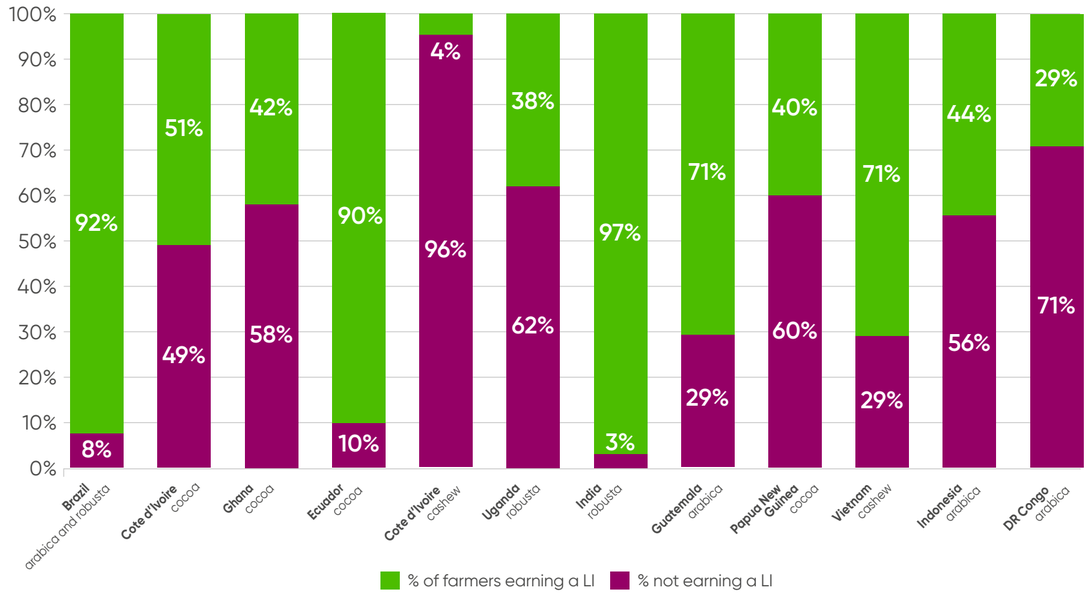
Snapshot of 2025 living income assessments from selected ofi supply chains



Our 2025 living income assessments highlight persistent hotspots in origins such as Côte d'Ivoire and Papua New Guinea, where a significant proportion of farmers remain below living income thresholds. This has informed targeted interventions focused on reducing production costs, improving productivity, and enabling income diversification.

In 2025, ofi was recognized by the Platform for Living Wage Financials (PLWF) for the second consecutive year for demonstrating the most advanced commitment to living income among companies in the food, agriculture, and food retail sectors.

2030 strategy

Data-led action on living income gaps

Insights from data-driven risk assessments are translated into action by ofi's multidisciplinary teams, including specialists in living income, livelihoods, and inclusive sourcing, working closely with origin teams. Rather than applying uniform solutions, programs are designed to address the specific drivers of risk in each supply chain—whether through productivity support, access to finance, market linkages, or targeted inclusion initiatives.

Our Living Income Calculator, part of ofi's sustainable sourcing solution AtSource, supports this process by enabling consistent analysis of income gaps and facilitating collaboration with customers and partners. Partnerships, including with TRACT and IDH, further strengthen the scalability and transparency of this approach.

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Collaborating for systemic change

- **Industry leadership: ofi** actively participates in industry platforms including the IDH Living Income Roadmap as a founding member of the Business Action Committee. In 2025, we also joined the Living Income Community of Practice Advisory Board, reinforcing our commitment to collective action and shared learning.
- **Piloting new living income approaches:** Building on joint research with Wageningen University & Research on "Return on Household Labor," we launched pilots in 2025 to test interventions that improve farming efficiency. In Côte d'Ivoire, with IDH, we are expanding access for cashew farmers to mechanized weeding services; in Honduras, we are supporting coffee farmers with "motocultor" tools and knapsack applicators to save time and improve precision.
- **Strengthening women's inclusion: ofi** joined the FAO's Commit to Grow Equality initiative as one of its first private-sector partners, helping advance gender equality in agricultural supply chains. More than 60 field staff have now been trained on the **ofi** Women's Inclusion Toolkit, used across 13 programs in cocoa, coffee, and nut supply chains, spanning 11 countries to improve women's access to training, inputs, services, finance, and infrastructure.

"By combining GIZ's development knowledge and local presence with **ofi**'s market access and sourcing networks, we scale practical solutions that empower women farmers and reinforce resilient communities."

Birte Jaster,
Key Account Manager,
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Near-term priorities

- Expand roll-out of customized support programs using living-income-gap analysis and processes such as the "Stepwise approach,"[ii] which we've piloted in our Uganda Mwanyi Women and Youth project, to involve farmers in program design and tailor intervention mixes with customers and partners
- Address the widening technology gap between professional/large-scale farmers and traditional smallholders by scaling low-tech, hand-held mechanization and other practical tools for farmers with limited access to technology
- Scale inclusion programming for women and youth through supporting market access where evidence shows the strongest outcomes.

i The Women's Inclusion Kickstarter Fund, launched in 2025 and embedded in **ofi**'s Women's Inclusion Toolkit, funds local projects to address barriers to women's participation and empowerment across cocoa, coffee, and nuts supply chains.

ii **ofi** contributed to: A stepwise approach to facilitate adoption of climate smart practices for smallholder coffee production in Uganda.

Thriving communities

Many of our supply chains begin in rural areas with limited access to education and health services. These conditions can heighten community-level risks, from poverty and food insecurity to unsafe working environments, which in turn can increase the likelihood of child labor and other human rights issues. When such risks persist, they can create legal, reputational, and operational challenges for businesses, including supply disruption and loss of customer trust.

Our farm-level presence helps us identify issues and work with partners to design practical solutions. Stronger, healthier communities ultimately enable more secure ingredient supply with lower reputational risk.

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Our impact

2025 progress

- **100%** high-risk supply chains[i] with systems established to identify, prevent, and remediate child labor[ii] *(2025 target: 100%)*
- **50,000** children received education support *(2025 target: 50,000)*
- **100%** supply chains have systems in place to address human rights *(2025 target: 100%)*
- **342,000** individuals received nutrition or health support *(2025 target: 300,000)*

In 2025, our field teams continued to strengthen human-rights due-diligence delivery, including the **ofi** Agri Supplier Code verification[iii] process, the Forced Labor Monitoring System, and the independently facilitated Hello **ofi** grievance mechanism. Through CLMRS household visits, they identified 21,771 cases of child labor and worked directly with families to implement remediation actions, including removing children from hazardous tasks, supporting school enrollment, and providing sensitization training for farmers. Funding constraints in cocoa programs contributed to slower progress on education support, while digital malnutrition screening in Côte d'Ivoire's cocoa and cashew supply chains expanded our ability to identify and respond to nutrition and health needs.

Hear from our partner:

"Our collaboration with **ofi** has been extremely fruitful. They've become a lighthouse leader for the Workforce Nutrition Alliance, showcasing their expertise through compelling case studies, and played a key role in testing innovations on the ground."

Bärbel Weiligmann,
Global Lead Workforce Nutrition,
Global Alliance for Improved Nutrition (GAIN)

gain Global Alliance for Improved Nutrition

i Based on Wageningen University & Research Forced Labor Risk scores.
ii **ofi** digital Child Labor Monitoring and Remediation System (CLMRS) operational in 12/13 (92%) high-risk supply chains, with 69% of these achieving an internal sampling target of 10% of program-supported farmers. A specific donor-funded program covers the final high-risk origin not covered by CLMRS.
iii ASC verification covers all ASC requirements including human rights requirements for suppliers who are not part of third-party certified schemes.

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Case studies

Strengthening child protection systems in farming communities

Ghana

27 Community Child Protection Committees (CCPCs) established in 2025 to support **1,025** children identified at risk of child labor in cocoa supply chains last year.

Read more

India

780+ children in chili and cumin supply chains enrolled in **35** Child Learning Centres in 2025, established in partnership with ChildFund India and supported by the Dutch Government's Fund against Child Labor (FBK), as part of our joint efforts in Telangana to protect children and support community investment.

Creating safe spaces for children to enable parents to work

ofi ran **30** "Coffee Kindergartens" last year across Guatemala, Honduras, and Nicaragua providing free care, learning activities, and meals to **718** children aged 6–13 during the school holidays, which coincide with the peak harvest period.

Award-winning innovation in malnutrition screening

In partnership with Côte d'Ivoire's National Nutrition Programme (PNN), **ofi**'s field teams geolocated and screened over **115,600** children for malnutrition in cashew and cocoa farming communities in 2025, using our Infant Malnutrition System Alert (IMSA) application. The app won the 2025 Edie Social Sustainability Project of the Year Award.

Risk and opportunity management

ofi's approach to supporting farming communities is built on a structured, evidence-led understanding of risk. Across our supply chains, we combine country-commodity human rights risk mapping, developed with Wageningen University & Research to identify exposure to eight types of human rights risks including the risk of child and forced labor. In parallel, nutrition and health risks are assessed through field-based approaches drawing on community insights, local health expertise, and partner collaboration. Together, this enables us to identify where vulnerabilities are most acute and prioritize action accordingly.

These insights guide the deployment of targeted systems and resources to address underlying drivers of risk—whether through education and child protection, or integrated nutrition and health initiatives—so that support is both preventative and responsive.

Supplier assessments against the **ofi** Agri Supplier Code, alongside independent verification, further strengthen oversight and refine our understanding of risk exposure.

Refer to ofi's annual Modern Slavery Statement for further details on how we are addressing modern slavery in our supply chains.

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2030 strategy

Implementation of child labor monitoring systems in high-risk supply chains

In higher-risk supply chains, we implement our Child Labor Monitoring and Remediation System (CLMRS), which uses structured household engagement to identify risks, understand root causes, and track remediation.

CLMRS now covers households in the following **ofi** supply chains:

- **Cocoa:** Brazil, Cameroon, Côte d'Ivoire, Ecuador, Ghana, Indonesia, Nigeria, Papua New Guinea (PNG), Uganda.
- **Coffee:** Côte d'Ivoire, Democratic Republic of Congo (DRC), Guatemala, Honduras, Mexico, Nicaragua, PNG, Uganda, Vietnam.
- **Nuts:** Côte d'Ivoire, Ghana, Nigeria, Turkey, Vietnam.

Field-driven tools for targeted action on health and nutrition

Our Nutrition & Health Toolkit enables origin teams to assess community-level vulnerabilities and implement locally relevant interventions. By integrating health and nutrition modules into existing agronomy trainings and multi-stakeholder landscape programs, teams can assess risks, prioritize needs, embed nutrition within wider sustainability goals, and deliver field-ready training materials.

This work is supported by **ofi**'s global network of specialists in human rights, modern slavery, and nutrition and health, including the International Labor Organization's Child Labor Platform and the Child Learning and Education Facility (CLEF), who work alongside origin teams so that approaches are grounded in best practice and adapted to local contexts.

By linking risk assessment closely with program delivery, we can make our actions more focused, practical and scalable—supporting stronger, more resilient farming communities over time.

Near-term priorities:

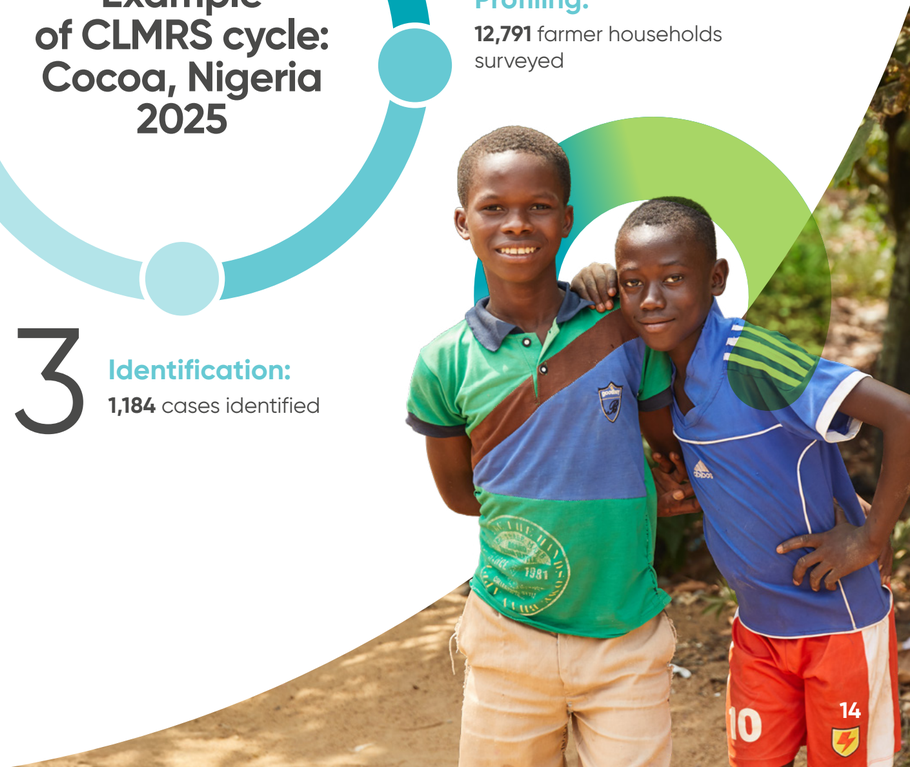
- Scaling education support across new and existing sustainability programs
- Continued CLMRS implementation in 23 origins, with expansion to 3 additional origins in 2026 and achieving our ≥10% sampling target in high-risk origins
- Rolling out a forced labor investigation response and evaluation protocol as a systematic approach to monitoring in high-risk origins

1 **Training:**
248 data collection field agents trained on monitoring requirements and techniques

2 **Profiling:**
12,791 farmer households surveyed

3 **Identification:**
1,184 cases identified

4 **Remediation:**
100% identified cases received remediation actions (Sep '25-Apr '26): Sensitization for parents/farmers, provision of school materials, health referrals



Climate action

Last year's climate shocks, from droughts in Brazil that drove up coffee prices to frosts that hit hazelnut and almond harvests, signaled the increasing risk for global food and drink supply chains. Climate disruption affects availability, quality, and cost, as well as farmers' livelihoods. Understanding where and how these impacts materialize and acting on them is critical to protect farmers' income and secure reliable, low-carbon ingredients that maintain taste, texture, and performance.

Our impact

2025 progress

- **SBTi** targets validated *(2025 target: Science Based Targets submitted following SBTi FLAG and GHG Protocol guidance)*
- **41%** Share of renewable energy use (Tier 1) *(2025 target: >40%)*

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Our Science-Based Targets initiative (SBTi) validated targets commit us to cut Scope 1 and 2 emissions by 50% and Scope 3 by 30% by 2030 (with a 2020 baseline), and to reach net zero by 2050.

Credible targets, robust GHG accounting, and transparent data help us build customer confidence, while our digital tools and methodologies remain central to driving measurable reductions through nature-based solutions, stronger traceability, and deforestation prevention. In our operations, efforts last year to improve resource efficiency and shift to renewable energy included switching to green electricity in facilities in Malaysia, Spain, and Turkey, and installing solar at our cocoa site in Ghana and nuts facility in Vietnam.

ofi's AtSource Digital Footprint Calculator (DFC) and the methodology behind it achieved Carbon Trust certification[i] in 2025, attesting to our ability to generate farm-to-factory carbon footprints that adhere to ISO 14067 and other international standards. Using the DFC, our customers can access carbon footprints for the products they purchase, based on primary data collected across **ofi**'s cocoa, coffee, nuts, and spices supply chains.

CERTIFIED MODEL CARBON TRUST

i The Digital Footprint Calculator (DFC) model by **ofi** has been certified by The Carbon Trust. Model outputs do not constitute a certified product/organization footprint.

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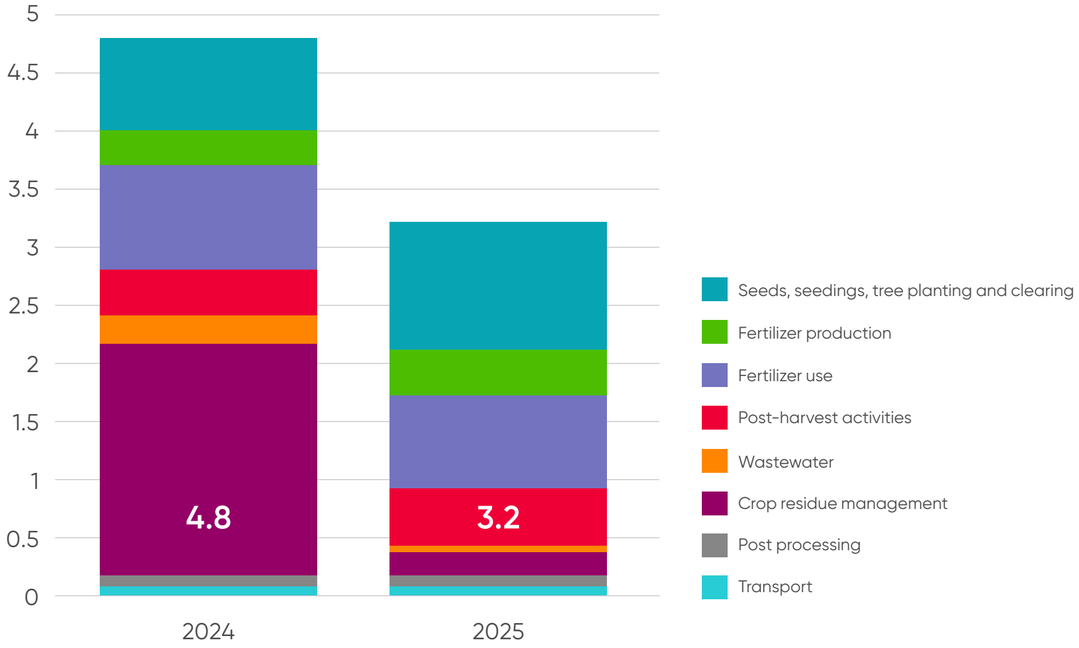
Case studies

Improving crop-residue management to cut coffee emissions

In Ayarza, Guatemala, our team is working with **220** coffee farmers across 639 hectares to replace unmanaged coffee pulp and wastewater with aerated composting, solar-powered water treatment ponds, and biodigesters. The project cut CO_2 emissions intensity by **34%** in 2025 versus 2024 and produces high-quality compost ready for field application within six to nine weeks.

Supply chain GHG emissions ($kgCO_2e/mt$): Coffee, Ayarza, Guatemala



Data source: AtSource Digital Footprint Calculator (DFC)

i Tier 1 facilities are large manufacturing plants.

Lowering dairy-farm emissions through natural feed supplements

Our feed supplement programs in New Zealand and Poland target enteric methane emissions from dairy cows, with an expected reduction of approximately **127,300** metric tons of CO_2 by 2030, covering over two million metric tons of milk.

Read more

Using biomass boilers to cut processing emissions

ofi operates circular biomass boilers in cocoa, coffee, and dairy facilities. Fueled by by-products like cocoa shells and spent coffee grounds, they generate steam and cut emissions, helping deliver lower-carbon ingredients such as premium deZaan cocoa for customer applications. Between 2024–2025, the boilers reduced CO_2 by **70%** at our New Zealand dairy facility and **27%** at our German cocoa site.

Risk and opportunity management

Climate-related risk management is embedded within **ofi**'s enterprise risk management (ERM) framework and aligned with the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD). Climate risks are identified and assessed through a combination of scenario analysis, site-level assessments, and ongoing engagement across business units, ensuring both strategic oversight and operational insight.

23 physical climate risks are evaluated using forecast climate data, and scenario analysis is used to stress-test the possible impacts across a representative sample of key operational and supply chain locations over the short-, medium-, and long-term. This assesses exposure to a range of acute and chronic hazards—such as heat, water stress, and flooding—with risks prioritized based on likelihood, severity, and possible financial impact, supported by sector-specific expertise.

Transition risks and opportunities are assessed using Network for Greening the Financial System (NGFS) climate scenarios alongside internal analysis, enabling **ofi** to evaluate potential impacts from policy, market, technology, and regulatory changes associated with the low-carbon transition.

Identified risks are regularly reviewed, prioritized, and managed through defined controls and governance oversight. Further detail is provided in **ofi**'s full TCFD report.

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2030 strategy

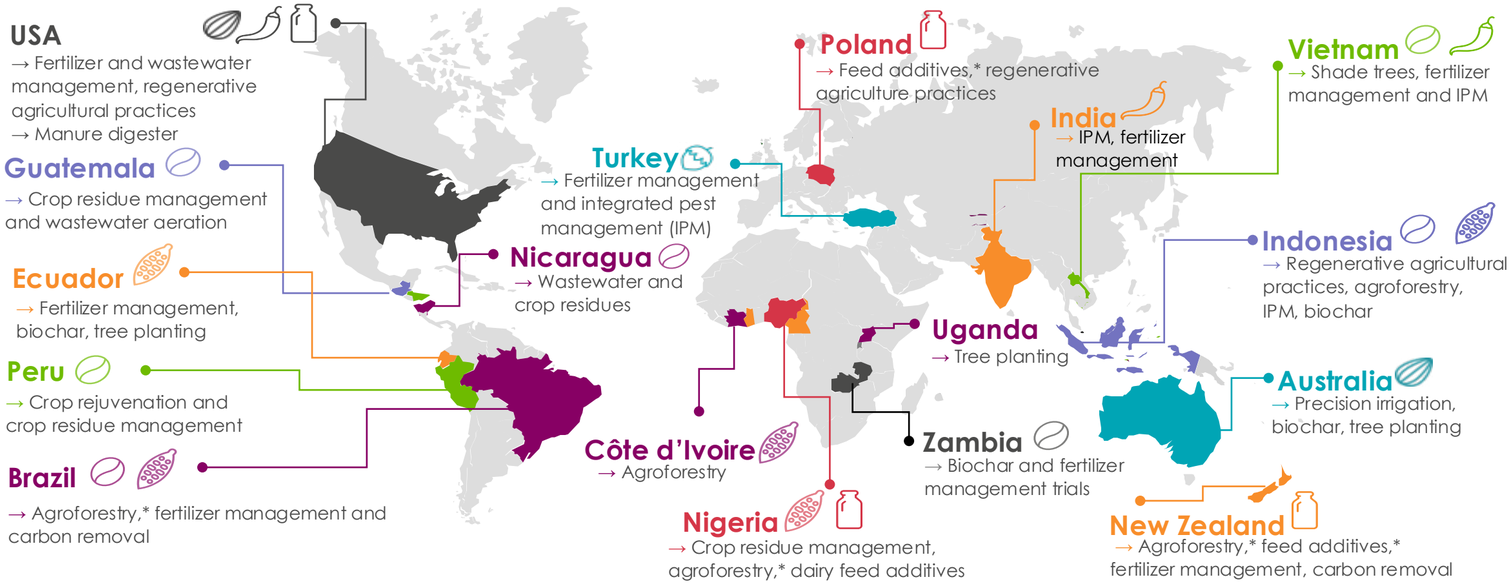
Reducing agriculture and land-use emissions

Scope 3 emissions from Forest, Land, and Agriculture (FLAG) on supplier farms are by far the largest contributor to our carbon footprint (>80%) and that of our customers. We work closely with farmers and suppliers to support adoption of climate-smart farming practices and to end unacceptable land-use change such as deforestation.

We are running FLAG decarbonization programs across six continents and all product platforms to help deliver a derisked, more reliable supply of cocoa, coffee, dairy, nuts, and spices through climate-smart practices and improved farmer resilience. Interventions focus on:

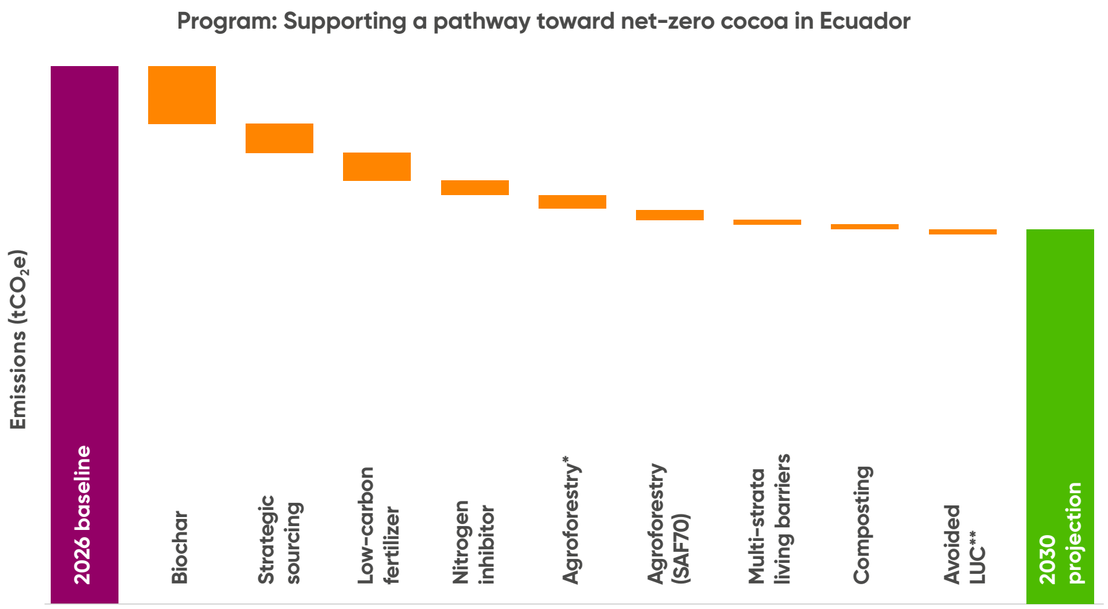
- **Smarter nutrient use:** Precision fertilization and the 4R principles (right source, right rate, right time, right place) help farmers cut synthetic inputs and use organic alternatives more effectively.
- **Better crop-residue management:** Improved handling of cocoa pods, coffee pulp, and cattle manure to reduce methane emissions and support renewable energy generation.
- **Lower emission inputs:** Using additives and inhibitors such as slow-release fertilizers in Brazilian coffee and natural feed supplements that cut methane from dairy cows in Poland and New Zealand.
- **Nature-based carbon removal:** Expanding agroforestry, tree planting, and biochar initiatives that lock carbon into soils while improving farm productivity and resilience.

Our growing portfolio of active decarbonization programs spanning multiple countries, supply chains, customers, and partners:



*Projects adhere to internationally recognized methodologies from **Verra** for agroforestry and **Gold Standard** for the application of feed supplements to reduce methane emissions on dairy farms. Independent validation by **SustainCERT** confirms these project methodologies meet the requirements of their respective standards.

Generating data-led carbon reduction scenarios



*Shade tree planting and multi-strata living barriers
**Land-use change (deforestation)

Using our AtSource Digital Footprint Calculator and other tools, we can identify emissions hotspots and model interventions on-farm and in-factory, giving customers precise GHG footprints to track progress against net-zero commitments.

From these programs, we can co-create choices for product formulations with a climate edge, such as verifiable low-carbon chocolate, beverages, or upcycled coffee and nut products.

Decarbonizing our operations

Climate action in our operations focuses on reducing greenhouse gas emissions at our highest-emitting sites through three priority levers. We improve resource efficiency by recovering waste heat, treating water, repurposing by-products, and embedding sustainability into operational excellence programs. We're also working to reduce reliance on fossil fuels by shifting to lower-carbon energy sources such as biomass and electrification, while increasing the use of renewable electricity, including on-site solar where feasible.

Near-term priorities

- Scale targeted carbon-reduction and removal interventions across priority supply chains, focusing on key levers such as precision nutrient management, improved crop-residue handling, lower-emission inputs, and nature-based solutions including agroforestry and biochar.
- Strengthen data and traceability systems by increasing the collection of primary emissions data and improving land-use change monitoring to support more robust, verifiable reporting.
- Embed climate considerations into business decision-making, including product-level net-zero strategies, climate resilience planning, and procurement, to drive consistent delivery of lower-carbon solutions for customers.

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Regenerating the living world

ofi **operates in biodiverse, carbon-rich landscapes that face increasing pressure from agriculture and other human activities. Because our supply chains depend on healthy soils, biodiversity, stable climates, and reliable water, protecting nature is essential for farmer livelihoods and long-term business resilience.**

Our approach to regenerative agriculture focuses on restoring natural capital—soil, water, biodiversity, and carbon—while reducing harmful practices.

The context-specific programs and actions underway that support our targets help us manage nature-related risks and impacts, strengthen supply chain resilience, and enable credible sustainability claims to meet growing expectations for traceable and deforestation-free sourcing.

Our impact

2025 progress

- **Regenerative Agriculture Toolkit** in place for all supply chains[i]
- **16.9 million** beneficial trees distributed
  (2025 target: 1 5 million)
- **10** living landscape partnerships established
  (2025 target: 10)
- **Living Landscape Framework**[ii] established, landscape metrics in progress
  (2025 target: Framework in place for regenerating natural capital at scale)
- **Deforestation risk assessment**[iii] established in all high-risk supply chains[iv]
- **Deforestation action plans** in place across **100%** of high-risk supply chains

Our Track & Trace[v] system now covers ~730,000 geolocated farms and all directly sourced cocoa, forming the backbone of our deforestation action plans, which set out clear risk scoring, traceability expectations, escalation steps, and accountability. We continued to scale regenerative agriculture across our global supply chains in 2025, even as partner dynamics evolved and created customer value by linking regenerative agriculture with carbon reduction outcomes (see map on p18). We also benchmarked 36 strategic sourcing areas against our Landscape Framework, identifying 10 priority cocoa and coffee landscapes for detailed mapping and landscape metric baselines in 2026.

i Global framework, implementation guidelines, and practices available for all product platforms, archetypes, and tailored surveys completed for Cocoa, Coffee, and Dairy).

ii **ofi**'s Living Landscape Framework is a strategic approach that guides our origin teams to implement landscape initiatives aligned to industry best practices.

iii Work in progress to publish **ofi**'s global deforestation metrics aligned with leading practice.

iv **ofi** deforestation-risk commodities in scope for deforestation monitoring and action plans in 2025: Cocoa, Coffee, and Cashew.

v Track and Trace integrates information from **ofi**'s on-the-ground digital apps and Enterprise Resource Planning (ERP) systems. It enables traceability from farm plots to customers and supports compliance with evolving regulations, such as the EU Deforestation Regulation (EUDR).

choices for change

Case studies

Cocoa agroforestry with Nestlé 2025-2030

- **Locations:** Brazil, Nigeria, Côte d'Ivoire
- **Goal:** Support 25,000 smallholder cocoa farmers in adopting regenerative agroforestry to increase incomes, biodiversity, and carbon sequestration
- **Key activities:** Training (crop residue management, intercropping, tree planting), supplying planting materials, and providing credit access
- **Targeted outcomes:** 72,000 hectares of agroforestry established; 1.5 million tons CO_2 reduction over 30 years

"Agroforestry is key to helping farmers become more climate-resilient. We're working with **ofi** to provide seedlings and training to farmers to assist them in this transition. It helps farmers, supports the resilience of our supply chain, and helps progress towards our shared climate goals for 2030 and beyond."

Darrell High, Cocoa Plan Manager, Nestlé **Read more**

Piloting technology in regenerative agriculture

ofi's agronomy team in California is trialing several technologies to drive operational efficiency through improved forecasting, direct soil carbon measurement, and reduced on-farm inputs in our US operations. These include:

- Using drones on onion farms to enhance forecasting, crop monitoring, and precision agriculture, generating data that enables early detection and efficient use of water and fertilizer.
- Tracking soil health with carbon sensors that provide real-time agronomic insights for irrigation and nutrition.
- Adopting precision laser weeders and smart-sprayers for better yields with reduced chemical inputs, including AI-powered WEED-it technology, which is helping to cut herbicide use by up to 80% when used in the row middles and around trees in almond, pistachio, and walnut orchards.

Finding value in crop waste through innovative upcycling

In 2025, **ofi** expanded practical, farmer-centered innovations that turn crop residues into sources of carbon reduction, soil regeneration, and economic value.

ofi teams are working with coffee farmers in four origins to rescue discarded coffee fruit (cascara) and upcycle it through our R&D teams into Upcycled Certified KOFEFRUT—a convenient, ready-to-use soluble extract powder that retains the beneficial components of coffee and introduces a distinctive new flavor for food and beverage applications.

Read more

Risk and opportunity management

Aligned with the Taskforce on Nature Related Financial Disclosures (TNFD), we assessed 95 sourcing and processing locations in 2025 to identify sites in ecologically sensitive areas. Using public datasets and operational insights, we also completed country-level assessments to map our impacts, dependencies, and exposure to nature-related risks. These initial findings allow us to prioritize key supply chains that are the most susceptible to nature and biodiversity loss, and conduct detailed analysis to better understand nature-related DIROs.[i] For further information on our risk analysis, refer to our full TNFD report.

2030 strategy

Our framework for action

Practice	Impact type	Soil health	Water	Biodiversity	Climate
Use of renewable energy, low-carbon technology	Minimize	-	-	-	★★★
Holistic grazing	Minimize	★★★	★★	★★★	★★
Soil erosion control	Minimize	★★★	★★★	★	★★
4R fertilizer use	Minimize	★★★	★★	★★	★★★
Permanent soil cover	Restore	★★★	★★	★★★	★★
Promote grassland species diversity	Restore	★★★	★★	★★★	★
Agroforestry and trees on the farm	Restore	★★★	★★	★★★	★★★
Biochar use	Enhance	★★★	★★	★	★★★
Intercropping and crop rotations	Enhance	★★★	★★	★★★	★★

Selection of implementation practices from **ofi**'s Regenerative Agriculture Toolkit.

Each crop and production system can benefit from a unique combination of key regenerative practices, skills, training, and field tools. **ofi**'s **Regenerative Agriculture Toolkit** sets out a pathway from minimizing harm to restoring and enhancing nature on and around farms, and translates these universal principles into practical, local actions that **ofi**'s farmer suppliers can adopt and that our teams can monitor. In 2025, we trained 90 agronomists in West Africa, Uganda, and Turkey on the principles of the Toolkit to guide their training with farmers.

We follow the definitions and measurement methodologies of WBCSD and SAI's Regenerating Together program, for consistency and scalability.

i Dependencies, Impacts, Risks, and Opportunities (DIROs).

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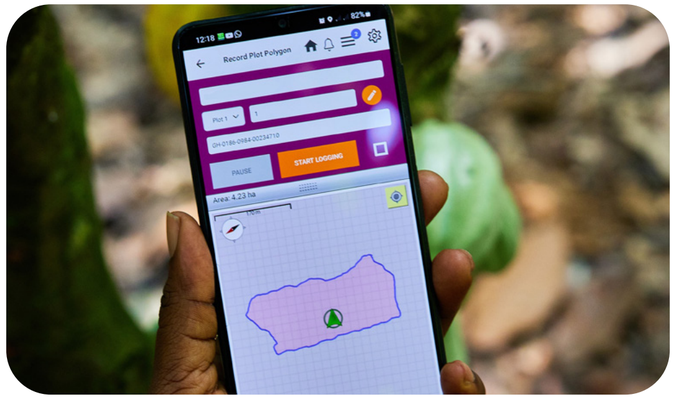
Actions on the ground

Farmer-centric interventions

Co-designing agronomy toolboxes with farmers, including crop forecasting protocols and tools for nutrient diagnosis, soil liming, cover crops and weed control, and pest and disease monitoring, to promote productivity and more environmentally sound practices.

Expanding farm mapping and land-use monitoring

Farmer and geospatial land data captured on the **ofi** Farmer Information System (OFIS), enables teams to track practice adoption, monitor deforestation risks, and measure environmental footprints. Customers can access data through AtSource to support transparent reporting.



Developing living landscape partnerships

Looking beyond the farm to conserve and enhance the ecosystems that support farming communities, providing them with critical services (e.g. water and climate regulation). Designed to regenerate natural capital at scale and strengthen landscape governance.

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Near-term priorities

- Deepen regenerative agriculture adoption through targeted farmer support and integration into customer partnerships. Complete the Regenerative Agriculture Toolkit for priority products (almonds, cashew, black pepper)
- Accelerate delivery of deforestation action plans and finalize volume traceability systems required for reporting on deforestation-free supply chains, in line with Accountability Framework guidance
- Deliver baseline metrics for priority **ofi** landscapes to support stakeholder engagement, program development, and long-term impact monitoring, informed by continued engagement with independent experts

Partner perspectives

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Harper McConnell, Chief Growth and Impact Officer, **Rainforest Alliance**

Q. What initiative(s) did you undertake with ofi in 2025?

During 2025, we wrapped up the Resilient Ecosystems and Sustainable Transformation of Rural Economies (RESTORE) program, implemented in the Béki-Bossématié and South Taï landscapes in Côte d'Ivoire and the Sui River landscape in Ghana. The program aimed to improve livelihoods for cocoa farmers while increasing tree cover and reducing GHG emissions.

Q. Why did you want to partner with ofi?

ofi has long been a strong partner for the Rainforest Alliance, especially when it comes to working with farming communities. We have worked together to implement several landscape-level programs employing the Landscape Management Board approach, which supports farming communities to organize a governance mechanism to sustainably manage and protect the land they depend on. While these programs have always focused on forest protection and restoration, over time they have also evolved to include the most relevant interventions for the farmers in the landscape, with the latest evolution of RESTORE including regenerative farming practices.

RAINFOREST ALLIANCE

Q. From your perspective, where is ofi making the most meaningful progress and where do you see the biggest gaps or risks to address?

ofi has made particularly meaningful progress in the area of uplifting farmers and their families through supporting the Landscape Management Board model to strengthen cocoa-growing communities' capacities to sustainably manage their land, and to protect and restore forests.

The biggest risk for **ofi**'s current and future success in implementing sustainable farm and landscape management, at the moment, is insufficient cross-sectoral partnerships, which include bringing competitors to the table. Any long-term success at scale in this space will require all actors to work together to address the complex challenges farming communities face.

Q. What advice can you give ofi to accelerate progress for farmers, nature, and climate towards their 2030 Choices for Change targets?

Ensure partnerships include farmers and farming communities, customers, competitors, and non-governmental and civil society organizations to support the regenerative transition. Many different kinds of support are required to help farmers make the regenerative transition, including financial, technological, agronomic, and in-kind, among others, which can and should be a shared responsibility for those involved. A partnership that does not involve these different actors will not reach its full impact potential.

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Zakaria Dahkoun, SVP Cocoa Enterprise, **Mondelēz International**

Q. Why is working with ofi important to Mondelēz International's sustainability strategy and what value do you see in working together at origin?

Working with **ofi** is important to us because of their on-the-ground presence and deep expertise in cocoa origins, enabling us to collaborate with experts in various countries. Working together allows us to combine Mondelēz's cocoa sustainability ambitions and scale with **ofi**'s supply chain infrastructure to help tackle systemic challenges more effectively than either company could alone.

Q. From Mondelez's perspective, where has the work with ofi made the most meaningful progress for farmers, communities, climate, or nature?

Throughout our many years of working with **ofi**, we've collaborated on Cocoa Life program initiatives across various countries. For example:

- In Brazil, we've done important work together to help protect and restore forests and empower women cocoa farmers. With **ofi** and others, we launched an agroforestry project in the Amazon, restoring around 2,900 hectares of degraded areas between 2019 and 2023. We also co-launched "Cacau Delas" to expand women's participation in cocoa farming and entrepreneurship, and build networks of women leaders in cocoa-growing regions.
- In Indonesia, our work with **ofi** aims to help cocoa farmers revitalize cocoa productivity and build more climate resilience through initiatives focused on soil health improvement, tree rehabilitation, tree seedling nurseries, and irrigation systems to support farmers during dry seasons.
- In West Africa, our latest collaboration is a new pilot project which supported around 2,300 farming families in Côte d'Ivoire with cash incentives in 2025 to encourage investment in professional labor support and help send children to school.

Q. What will it take for companies like Mondelēz International and ofi to accelerate impact at scale across global supply chains over the next five years?

We believe collaboration with supply chain organizations and other sector participants is key to addressing the interconnected challenges in the cocoa supply chain, and that focusing on the quality of project implementation is essential to support meaningful outcomes. We are working with **ofi** and others to explore new collaborations, and we encourage others across the cocoa sector and beyond to explore ambitious public-private collaborations that seek to address systemic challenges and seek to integrate sustainable sourcing practices into end-to-end business practices.

Mondelēz International
SNACKING MADE RIGHT

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Our 2030 targets

1. Prosperous farmers

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

2. Thriving communities

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

3. Climate action

- Scope 1 and 2: ≥ 50% reduction in line with our SBTi commitments
- Scope 3: ≥ 30% reduction in line with our SBTi commitments

4. Regenerating the living world

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

Supply chain excellence

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

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Sustainability governance

Effective governance is central to how ofi oversees environmental and social impacts, risks, opportunities, and progress against its Choices for Change targets. Oversight is embedded across the ofi Group Limited's Board of directors (the "Board"), its committees, and executive leadership, so that nature considerations are integrated into strategic decisions and operational delivery.

The Board holds ultimate responsibility for aligning **ofi**'s strategic priorities with its sustainability objectives and is supported by the Executive Committee (ExCo), which is accountable for delivering the Group's strategy and monitoring progress against sustainability goals. The Chief Sustainability Officer (CSO), a member of ExCo, leads the integration of sustainability considerations into business planning and decision-making.

The Sustainability and Governance Committee (SusCo) provides dedicated oversight of sustainability performance including review of **ofi**'s progress against the targets set out above. The SusCo assesses the effectiveness of policies and programs and helps ensure alignment between sustainability initiatives and the wider business strategy. Matters requiring escalation are referred to the full Board. SusCo meets at least four times a year and comprises six non-executive directors and one executive director.

The Audit & Risk Committee (ARC) oversees enterprise-wide risk management, including sustainability risks, allowing for them to be appropriately identified, assessed, and mitigated, and reflected in financial reporting and disclosures where necessary. The ARC meets at least three times annually and is composed of four non-executive directors.

Management oversight and delivery

Each of **ofi**'s five product platforms—cocoa, coffee, dairy, nuts, and spices—has a Head of Sustainability with dual reporting lines to the CSO and the platform CEO. Together, they form part of an extended Sustainability Leadership Team, responsible for tracking the product platforms' contribution to the overall Choices for Change targets.

ofi also maintains a global network of specialists responsible for implementing on-the-ground actions. These regional teams work directly with farmers, suppliers, and communities to deliver real impact. Their work provides critical on-the-ground insight into the challenges of meeting targets, and supports with risk identification and mitigation across sourcing origins. Feedback is provided through regional managers to product sustainability heads, allowing for bottom-up risk-based identification which provides a more complete and comprehensive risk matrix.

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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 Labor 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.

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ofi Sustainability Glossary (D-F)

Decarbonization

The process by which CO_2 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 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 31 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 interrelated 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 and 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.

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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 (CO_2); methane (CH_4); nitrous oxide (N_2O); hydrofluorocarbons (HFCs); perfluorocarbons (PFCs); and sulfur hexafluoride (SF_6).

Scope 1: GHG emissions from sources that are owned or controlled by the organization. Example: CO_2 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 post-production 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.

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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.

Livelihood program

A program delivering livelihood support.

Livelihood support

At least one support of any type that helps increase or protect a farmer's income from main crops, food crops, or other farm or off-farm activities, e.g. training, services, inputs and 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 a 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).

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ofi Sustainability Glossary (L-N)

Living landscape partnerships

A living landscape partnership is a multifunctional 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 and 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 socioeconomic 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 includes 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, and 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, and any GHG emissions released into the atmosphere thereafter. (Source: SBTi Glossary **I** Version 1.0 **I**)

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 and 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 five years to count, and each household is counted only once.

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ofi Sustainability Glossary (O-R)

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 one 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.

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 while 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 which is incentivized (through financial or non-financial mechanisms), and at least two 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.

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ofi Sustainability Glossary (S-Y)

Supply chain

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

Sustainable choices/sourcing

All certified and/or AtSource Plus volumes.

Tier 1 and 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.

Total energy use

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

Traceable sourcing/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)

Youth

Individuals aged 15-24.

UK office
Level 5, The Adelphi, 1-11 John Adam St
London WC2N 6HT

Singapore office
7 Straits View #14-01 Marina One East Tower
Singapore 018936

www.ofi.com
www.linkedin.com/company/ofi-group

ofi
make it real