



choices for  
**change**  
Summary

Summary of **ofi**'s sustainability strategy for delivering transformative change by 2030





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ofi's sustainability strategy for delivering transformative change by 2030



## 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.



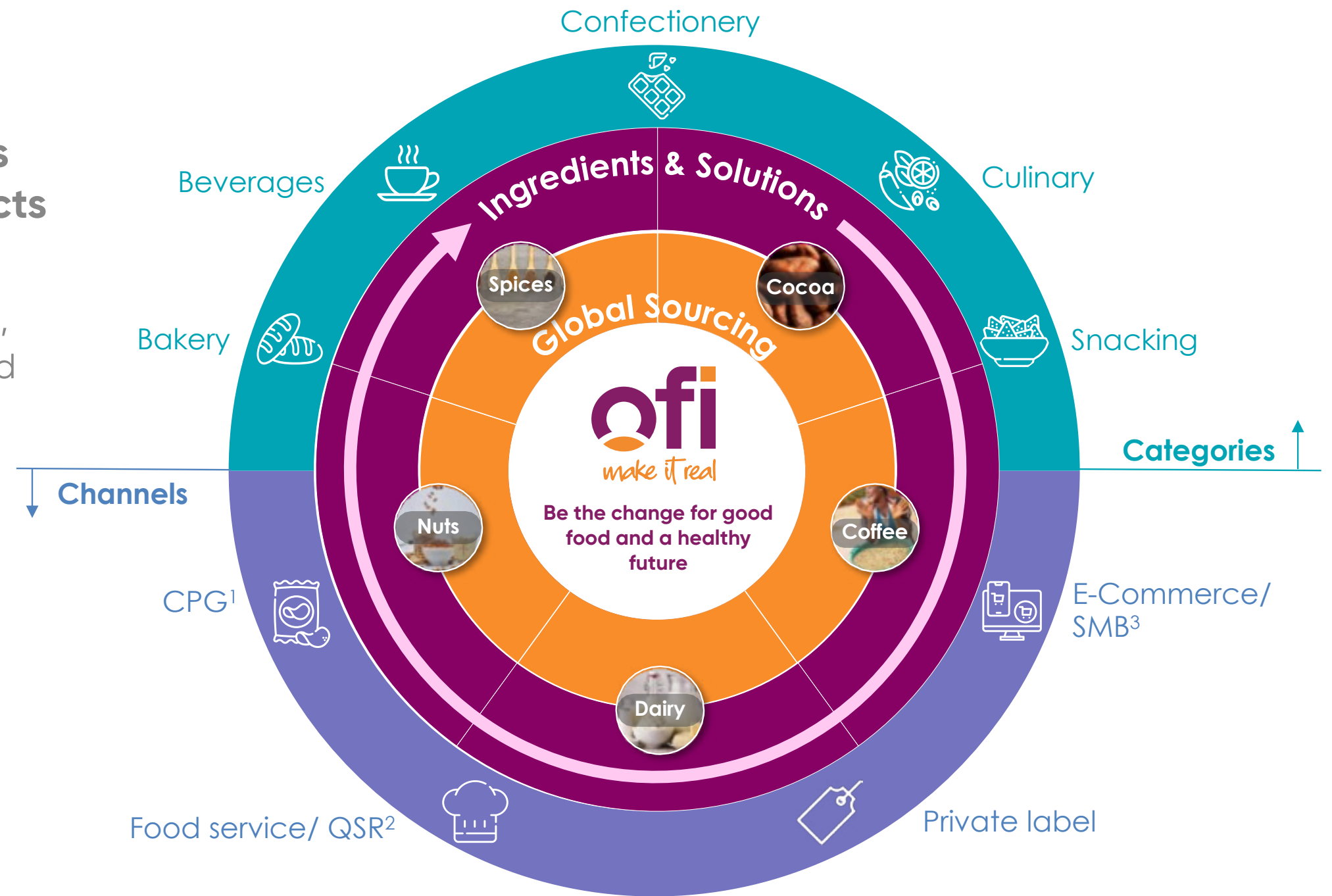
A. Shekhar, Executive Director & CEO



# 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.



- Sourcing from **2.4** million farmers\*
- 120+** manufacturing facilities
- 15** innovation centers
- 11.6** \$US billion in revenue
- ~50** countries

- ~18,000** employees\*\*
- 500,000+** farmers getting sustainability support

\* Direct and indirect \*\* Primary workforce

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



# 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 customers 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



Introduction

**Vision and goals**

Prosperous farmers

Thriving communities

Climate action

Regenerating the living world

Supply chain excellence

Making sustainability real for our customers

Contact details and additional information



**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.**





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Supply chain excellence

# 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 enhanced livelihood support
- 200,000 **ofi** farmer households achieve a living income

## 2. Thriving communities

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

## 3. Climate action

- Scope 1 & 2: > 50% reduction
- Scope 3: > 30% reduction

## 4. Regenerating the living world

- 2 million ha under regenerative agricultural practices
- Becoming forest positive across our business
- 20 living landscapes partnerships to regenerate nature

### Supply chain excellence

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



# Prosperous farmers: our targets

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

\*Impact numbers are undergoing external verification at the publication time of this document and subject to change.

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



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# 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 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





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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

**10 WEEKS**  
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



SUSTAINABLE **FOOD LAB**



# Thriving communities: our targets

Impact area	By 2030	By 2025	Where we are today*
<b>Protecting Children</b>	All identified child labor cases have 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
<b>Protecting human rights</b>	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 <b>ofi</b> Agri Supplier Code <b>ofi</b> 's new grievance platform globally accessible
<b>Nutrition and health</b>	750,000 households received enhanced nutrition or health support in the communities where we operate	300,000 households received nutrition or health interventions	187,000 households receiving nutrition or health support

\*Impact numbers are undergoing external verification at the publication time of this document and subject to change.



# Our action plan for safeguarding children's and human rights

## Strategic goals

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

## Governance and key policies

- ofi Supplier Principles
- ofi Agri Supplier Code
- ofi Code of Conduct
- ofi Whistleblowing Policy
- ofi Anti-Bribery & Corruption Policy
- AtSource system governance

## Risk assessment and diagnostics

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

## Actions

### 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

## Impacts and outcomes

Children no longer in situations 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



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# 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





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**How we make it real:**



↓ 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





# Climate action: our targets

Impact area	By 2030	By 2025	Where we are today*
<b>Climate action toward net zero</b>	Reduce our scope 1, 2 & 3 emissions in line with our approved SBTi targets <ul style="list-style-type: none"> <li>• Scope 1 &amp; 2: &gt; 50% reduction</li> <li>• Scope 3: &gt; 30% reduction</li> </ul>	Submit our new 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)
	Increase renewable energy use to 50% of total energy use in Tier 1 & 2 operations	>40% (Tier 1 Operations)	27% (Tier 1 Operations)

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 ofi



# 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 sites, renewable energy targets set and development plans in place, and focused plans in place to increase our circularity in Tier 1 & 2 sites

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



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### 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 targets: regenerating landscapes

Impact area	By 2030	By 2025	Where we are today*
<b>Regenerating landscapes</b>	2 million ha brought under regenerative agricultural practices in our supply chains	Regenerative Agriculture playbook of practices in place for all <b>ofi</b> product platforms	~ 1 million ha (land managed by supported farmers in AtSource) <b>ofi</b> regenerative agriculture framework adopted and tested across products
	25 million beneficial trees distributed for agroforestry systems	15 million beneficial trees distributed for agroforestry systems	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
	Demonstrating natural capital regeneration and value creation 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 <b>ofi</b> 's living landscape framework and benchmark against other standards
<b>Forest positive</b>	All <b>ofi</b> direct supply chains are deforestation-free	Transparent monitoring across all <b>ofi</b> supply chains for deforestation risks	Forest loss risk assessed across 100% direct supply chains (coffee and cocoa) across all <b>ofi</b> 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
	Increase in tree carbon stock across ten <b>ofi</b> strategic landscapes		Development of a carbon sequestration monitoring tool to assess aboveground biomass at scale

\*Impact numbers are undergoing external verification at the publication time of this document and subject to change.

\*\*except dairy.



# Our regenerative agriculture action plan

## Strategic goals

## Governance and key policies

## Risk assessment and diagnostics

## Actions

## Impacts and outcomes

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

## Strategic goals

## Governance and key policies

## Risk assessment and diagnostics

## Actions

## Impacts and outcomes

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 CO<sub>2</sub> 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





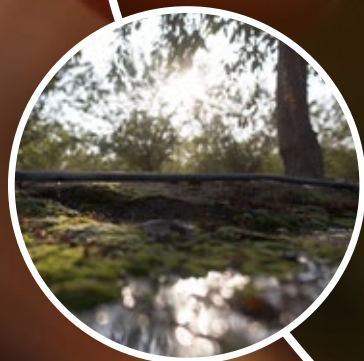
### How we make it real:



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



\* USAID/Indonesia is **ofi**'s implementation partner for the LASCARCOCO project



# 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 sustainability management system

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 2024), 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 sustainability management system, AtSource

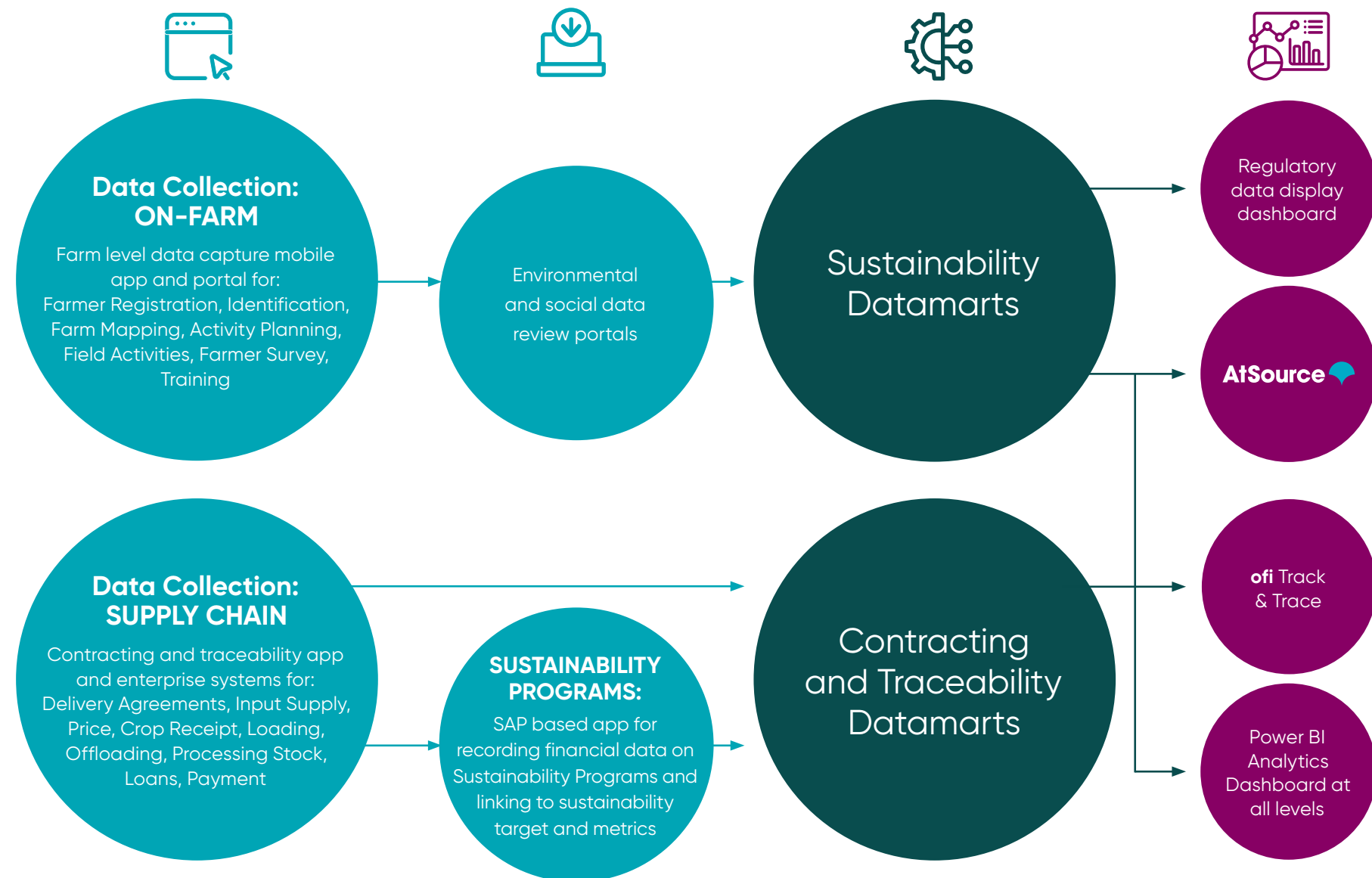
Working with global experts on data and measurement to develop insights that drive action





# 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 sustainability management system **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

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

#### AtSource+

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

#### AtSource∞

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.





Introduction	Vision and goals	Prosperous farmers	Thriving communities	Climate action	Regenerating the living world	Supply chain excellence	Making sustainability real for our customers	<b>Contact details and additional information</b>
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**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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**Refer to the complete Choices for Change brochure for additional detail on**  
Sustainability topics and material areas  
Targets and metrics hub  
**ofi** sustainability glossary







# choices for change

Summary of **ofi**'s sustainability strategy for delivering transformative change by 2030  
Version 1: June 2024

