

Olam Food Ingredients

Additional
Sustainability
Disclosures

2025





Additional Sustainability Disclosures 2025

Introduction and general disclosures

About this document

The **ofi** Group of companies (the “Group”, the “Company”, “**ofi**” or “we”) aims to report on the governance, environmental, social and economic dimensions of its business activities in a transparent and balanced manner. This report has been prepared to provide sustainability disclosures in accordance with the Global Reporting Initiative (“GRI”) Standards (2021). Where appropriate, the GRI-based disclosures are supplemented with additional information aligned with other recognized sustainability and reporting standards, including the Sustainability Accounting Standards Board (“SASB”) standards and the Singapore Exchange (“SGX”) Core ESG Metrics.

The report should be read in conjunction with the **ofi**’s [Choices for Change Impact Report 2025](#), which provides additional detail on sustainability strategy, programmes, methodologies and performance.

This report focuses on disclosures related to **ofi**’s material sustainability topics and provides supplementary information where these are not fully covered in other public disclosures.

Organisational details

Legal name:

OFI Group Limited (“OFIGL”)

Nature of ownership and legal form:

The company’s immediate and ultimate parent company is Olam Group Limited, a company registered and incorporated in Singapore

Headquarters location:

The Adelphi, Level 5, 1-11 John Adam Street,
London
WC2N 6HT

Countries of operation:

ofi operates in approximately 50 countries across Africa, Asia, Europe and the Americas.

Reporting period:

1 January 2025 to 31 December 2025

Publication date:

11th June 2026

Reporting cycle:

Annual

Restatements of information:

None

External assurance:

None

For questions regarding this report or **ofi**’s sustainability disclosures, please contact:



Name: Kirsty Law
Position: CFO Sustainability
Email: kirsty.law@ofi.com

About ofi

ofi is a global food and beverage ingredients company, providing naturally derived ingredients and solutions across a range of categories including cocoa, coffee, dairy, nuts and spices, with these ingredients used in multiple end use categories, including bakery, beverages, confectionery, dairy and culinary applications.

The company operates across the full value chain, from sourcing agricultural raw materials (including through smallholder farmers and third-party suppliers) to manufacturing and delivering value-added ingredient solutions to customers worldwide.

With operations in approximately 50 countries, **ofi** combines global scale with local expertise to manage quality, traceability, food safety and supply chain resilience, while supporting customers through product innovation and formulation capabilities.

Sustainability is integral to **ofi**'s business strategy and long-term value creation. The Company's sustainability priorities are structured around four material topics (Prosperous Farmers, Thriving Communities, Climate Action, Regenerating the Living World), all built on the foundation of Supply Chain Excellence. These five interconnected topics reflect the most significant impacts, risks and opportunities across **ofi**'s operations and value chains.

Policies and commitments

ofi maintains a range of policies and standards that guide responsible business conduct across its operations and supply chains. These include the **ofi** Code of Conduct, Anti-Bribery and Corruption Policy, Human Rights Position Statement, Fair Employment Policy and the **ofi** Agri Supplier Code, with an Environmental Policy in development. These policies are communicated to employees and relevant third parties and are supported by training, monitoring and internal controls.

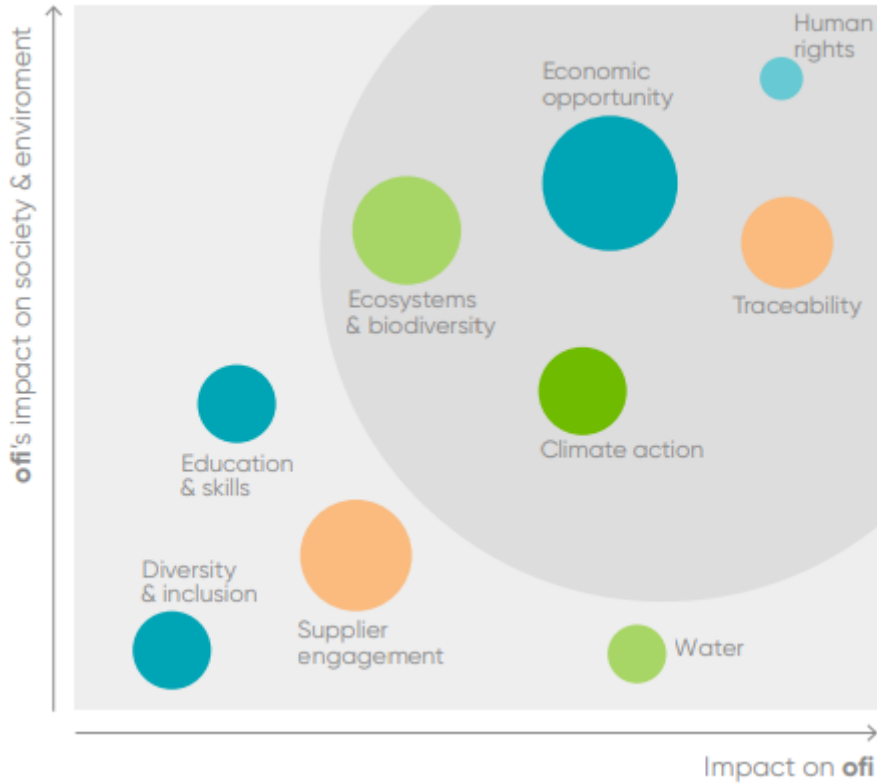
Our Material Topics and Stakeholder Engagement

Insights from stakeholder engagement inform the identification and prioritization of material sustainability topics and the development of management approaches. Stakeholder engagement is conducted through a variety of channels, including surveys, interviews, partnerships and ongoing dialogue. **ofi** engages with a broad range of internal and external stakeholders, including employees and leadership, customers, suppliers, NGOs, industry bodies and regulators. Insights from stakeholders are further complemented by internal analysis and external research to ensure a robust and balanced outcome.

To align stakeholder expectations with its sustainability strategy, **ofi** focuses on areas where it can deliver the greatest positive impact while managing its most significant risks.

This prioritization is informed by a double materiality assessment, which considered both the impacts of **ofi**'s activities on society and the environment, and the financial risks and opportunities these areas present to the business.

Each topic was assessed based on the severity and likelihood of impacts, risks and opportunities, while the sizes of the bubbles illustrate the potential scale of impact on affected stakeholders, providing an additional measure of significance. The resulting prioritization identifies five key areas of focus for **ofi**.



Each of these five key areas of focus was further refined and can be linked back to the five interconnected sustainability topics in **ofi**'s Choices for Change sustainability strategy as follows:

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

Having identified our four material topics, we developed targets for each, along with associated metrics to track our annual performance. In doing so, we have set ambitious, yet realistic targets that we believe will maximize our positive impacts on society and the environment, while helping **ofi** to monitor and mitigate some of our most important risks and capitalize on opportunities. These material areas form the basis of **ofi**'s sustainability reporting.

Governance

Ethics and compliance

Upholding high standards of behaviour is central to the values and culture of **ofi** and supports the Group's engagement with customers, employees and other stakeholders.

ofi's approach to ethical business conduct is grounded in the **ofi** Code of Conduct (the "Code"), which sets out the principles and standards that guide how the Company conducts business and engages with stakeholders, including employees, customers, suppliers, business partners, communities and governments.



The Code applies globally to all individuals working for or on behalf of **ofi**, including directors, employees, contractors, temporary workers and relevant third parties. It establishes clear expectations for lawful, ethical and responsible behaviour and is a condition of employment. Compliance with the Code, internal policies and applicable laws is mandatory across **ofi**'s operations.

ofi is committed to acting with integrity and transparency and to preventing unethical or unlawful conduct across all business activities. This includes a zero-tolerance approach to bribery, corruption, facilitation payments, fraud and tax evasion, as set out in the Anti-bribery and Corruption (“ABC”) Policy and related compliance policies.

Employees and associated persons are required to avoid conflicts of interest, comply with competition and antitrust laws, protect confidential and proprietary information, and ensure accurate financial and business records. Gifts and entertainment must be reasonable, proportionate, transparent and compliant with defined approval thresholds, with additional safeguards and prohibitions applying to interactions with public officials.

ofi also maintains controls to manage legal, regulatory and reputational risks, including counterparty due diligence, sanctions screening, data protection and responsible marketing practices.

Anti-Corruption

Operations assessed for risks related to corruption

ofi maintains a global Compliance Program that covers all operations. Internal Audit prepares a quarterly Integrated Risk Assessment Framework (“IRAF”) which includes bribery and corruption risk. The IRAF covers **ofi**'s global businesses and is presented by Internal Audit to the Board of Directors (the “Board”) of OFIGL and the Audit and Risk Committee of the Board.

Significant risks related to corruption, identified through risk assessment

Risks relating to bribery and corruption may arise in areas such as counterparty onboarding, gifts and entertainment, and political donations. In preparing the IRAF, Internal Audit engages all **ofi** businesses and reviews core areas of bribery and corruption to track how the risks are being managed. The main bribery and corruption risks facing **ofi** globally are addressed through **ofi**'s Compliance Program which includes policies, training, systems and controls to ensure these risks are mitigated.

Communication and training on anti-corruption policies and procedures

All members of the Board and Executive Committee receive the Group's Code of Conduct and ABC Policy, which outlines expectations regarding ethical conduct and compliance. The **ofi** Board is responsible for reviewing and approving the Code and **ofi**'s ABC Policy. All members of the Board and the Executive Committee attest to the Code annually.

The Code of Conduct is communicated to employees through onboarding processes, internal communications and training programs. All new employees are required to read and attest to the Code, and those with system and email access complete ABC training within one month of joining, with refresher trainings every three years. The ABC Policy and Code of Conduct are made available to all employees on the company's internal employee platforms and externally on the Company's Compliance and Ethics webpage. Of the 7,218 employees assigned training in 2024–2025, 6,716 (93%) had completed it by the end of 2025.

The compliance team also provides periodic communications regarding the Code and ABC Policy and procedures to all employees with system access via **ofi**'s internal communications webpage.

The **ofi** ABC Policy and Code of Conduct requirements on anti-bribery and corruption are also set out in the **ofi** Agri Supplier Code (“ASC”), shared with our agricultural suppliers, and **ofi** Supplier Principles, shared with our non-agricultural suppliers, including pictorial versions for suppliers sourcing from farmers with limited literacy in developing countries.

Confirmed incidents of corruption and actions taken



During 2025, **ofi** recorded two confirmed cases of corruption. These incidents were addressed through disciplinary actions against the relevant employees. There was one confirmed incident of employees being dismissed for corruption and one case of services with a business partner being terminated.

There were no public legal cases regarding corruption brought against **ofi** or its employees in 2025.

Whistleblowing

ofi has a whistleblowing policy that allows employees and external stakeholders to report concerns relating to fraud, bribery and corruption, money laundering, anticompetitive behaviour, misuse of company assets, harassment or discrimination, data breaches, health and safety or environmental risks, and other potential misconduct or breaches of company policies.

Reports may be made through management channels or via **ofi**'s confidential and anonymous Speak Out! reporting system.

Reports received through this platform are reviewed and investigated where appropriate. Depending on the outcome of the investigation, actions may include disciplinary measures or other remedial steps.

In 2025, **ofi** launched a new grievance mechanism 'Hello **ofi**' whereby external stakeholders can raise concerns via scanning a QR code, web reporting or over phone lines.

Tax Governance

ofi operates across numerous tax jurisdictions and maintains tax-related approaches, governance frameworks, internal controls, risk management processes and a suite of related policies, to ensure full compliance with relevant jurisdictional requirements.

ofi seeks to pursue a healthy relationship with tax authorities in jurisdictions for which it has operations. We understand that the amount of tax we pay is important to the development of countries, and we believe in paying the right amount of tax on the right amount of profit in countries in which we operate. **ofi** achieves this by:

- complying with the applicable tax legislation, regulations and obligations of each jurisdiction;
- paying the right amount of tax on a timely basis; and
- proactively maintaining open communication with tax authorities.

The global nature of the Group means that **ofi** operates across many jurisdictions and is subject to periodic challenges by local tax authorities on various matters. This area is managed through consistent and centrally monitored transfer pricing policies for all entities.

ofi participates in discussion sessions on tax issues and new tax policies through direct feedback channels with tax authorities, government agencies and tax advisers.

The **ofi** tax team regularly engages with internal stakeholders in various departments within the organization, as well as external stakeholders. Feedback received is carefully considered and incorporated into tax strategies or processes (if required). This ensures that **ofi**'s tax practices and strategy remain aligned with both internal and external stakeholders' expectations and regulatory requirements.

Accountability, training and continuous improvement

Accountability for governance and compliance is embedded across **ofi**, with ultimate responsibility resting with the Board and senior leadership. Dedicated functions, including Legal, Compliance, Internal Audit, Human Resources and Sustainability, support implementation, monitoring and continuous improvement. Through its governance and training frameworks, **ofi** aims to uphold high standards of ethical conduct, manage risks transparently and responsibly, and reinforce trust with employees, suppliers, customers and other stakeholders across our global operations.



Prosperous Farmers

ofi depends on a network of over 2.75 million smallholder farmers and agricultural communities. Many face challenges in achieving stable and sufficient incomes due to structural constraints, market volatility and climate-related risks. This can contribute to poverty, increased vulnerability to shocks and reduced capacity to invest in farming, which in turn may impact the long-term resilience, quality and security of **ofi**'s supply chains.

We manage this impact through sustainability programmes and supplier engagement designed to improve productivity, strengthen market access and enhance income resilience. These programmes are informed by ongoing risk assessments using farmer-level and supply chain data, enabling us to prioritise interventions in higher-risk contexts.

We monitor effectiveness through defined indicators, including farmer reach, improvements in productivity and quality, and progress towards living income. These insights are used to refine programme design and delivery over time.

Further detail on programme design, methodologies, stakeholder engagement, targets and progress is provided in the Choices for Change Impact Report 2025.

Thriving Communities

Human Rights and Safe & Decent Work

ofi is committed to respecting human rights and promoting safe and decent work across its operations and supply chains. Key risks include child labour, forced labour and other unacceptable labour practices.

We manage these impacts through a human rights due diligence approach aligned with international standards, including the UN Guiding Principles on Business and Human Rights, ILO Conventions, the OECD Guidelines for Multinational Enterprises and the International Bill of Human Rights. This includes risk assessments across country-commodity combinations, supplier requirements, monitoring systems and grievance mechanisms.

Based on these assessments, we prioritise higher-risk supply chains and implement targeted interventions, including monitoring and remediation systems and supplier engagement processes. Where issues are identified, we work with suppliers and partners to implement corrective actions and address root causes.

We maintain grievance mechanisms at global and local levels to enable individuals and communities to raise concerns safely and confidentially and provide training to employees to strengthen awareness of human rights risks and responsibilities.

Further detail on our human rights due diligence approach, including risk assessment methodologies, monitoring systems, grievance mechanisms, partnerships and remediation activities, is provided in the Choices for Change Impact Report 2025 and our [2026 Modern Slavery Statement](#), prepared in accordance with the UK Modern Slavery Act 2015 and Australian Modern Slavery Act 2018.

Rights of indigenous peoples

ofi is committed to respecting the rights of Indigenous Peoples and Local Communities, including land and resource rights. We require the application of Free, Prior and Informed Consent ("FPIC") processes where our activities may affect these groups and we expect suppliers to uphold these requirements.



We manage related risks through our human rights due diligence processes, including risk assessment, supplier requirements, monitoring and grievance mechanisms.

No incidents of violations involving the rights of Indigenous Peoples were identified in 2025.

Climate Action

Climate change presents both physical and transition risks to **ofi**'s operations and supply chains, including impacts on agricultural productivity, supply chain stability and reputational or legal challenges. The Group's exposure to these risks is the driving force behind its ongoing efforts to reduce greenhouse gas ("GHG") emissions associated with sourcing, processing and logistics.

ofi manages these risks and the associated impacts on the environment through a combination of emissions reduction initiatives, energy efficiency measures and supply chain engagement. Climate-related risks are integrated into enterprise risk management processes and are overseen by appropriate governance structures.

We monitor performance through defined indicators, including energy consumption, GHG emissions (Scope 1, 2 and 3) and emissions intensity, and use these to track progress against our climate targets.

As part of our climate action strategy towards net zero, **ofi** has committed to reducing GHG emissions and increasing renewable energy use in line with the following targets:

- Scope 1 and 2: >50% reduction by 2030 from a 2020 baseline
- Scope 3: >30% reduction by 2030 from a 2020 baseline
- Increase renewable energy use to 50% of total energy use in Tier 1 & 2 operations

The first two targets have been validated by the Science Based Targets initiative ("SBTi").

Further information on climate-related governance, risks, scenario analysis and strategy is provided in **ofi**'s Taskforce for Climate Related Financial Disclosures (TCFD) Report¹.

Energy consumption within ofi

ofi's processing facilities are reliant upon various fuels for their daily operations. The table below shows fuel and energy consumption across Tier 1² facilities.

Scope 1: Fuel consumption (GJ)	2024	2025	Fuel types used
Non-renewable sources	6,206,803	4,443,155	Diesel, Natural Gas, LPG, LNG, Coal, Petrol, Propane, Furnace oil
Renewable sources	3,764,541	2,782,123	Biomass eg. Cocoa Shells, Nut Shells, Wood pellets etc.

¹ [ofi's TCFD Report is available under the Sustainability Reporting section of our website.](#)

² Tier 1 Facilities are large manufacturing plants



Total **9,971,344** **7,225,278**

Scope 2: Purchased electricity, heating, cooling, and steam consumption (GJ)

	2024	2025	Energy types consumed
Grid electricity	1,333,101	1,325,982	Mixed grid
Heating	0	0	
Cooling	0	0	
Steam	77,345	97,409	Steam generated offsite
Renewable energy	1,069,377	1,236,554	Solar, geothermal, green grid electricity
Total	2,479,823	2,659,945	

Total energy consumption (GJ)

	2024	2025
Non-renewable sources	8,332,418	5,769,137
Renewable sources	4,911,263	4,116,086
Total	13,243,681	9,885,223

For 2025, renewable energy (including biomass) comprised 41% of **ofi**'s total energy consumption in Tier 1 facilities.

Energy intensity

The energy intensity ratio of gigajoules (GJ) per metric tonne (MT) of product processed in our operations has been determined to be the appropriate metric to measure energy intensity for **ofi**. Metric tonnes (MT) of product processed is the unit of measurement across our businesses that underpins and drives our variable energy cost and consumption requirements. The scope of energy types included in the intensity calculation reflects all energy types used in Tier 1 processing facilities. The calculation only considers energy consumption directly measurable within **ofi**'s processing facilities and does not include energy consumption from the supply chain. **ofi**'s 2025 energy intensity ratio was 5.65 GJ/MT, decreasing 13% from the 2024 intensity of 6.51 GJ/MT of product processed in operations across Tier 1 facilities.

Reduction of energy consumption

ofi implements energy efficiency and decarbonization initiatives across its operations, including:

- Process optimization and equipment upgrades
- Increased use of renewable energy sources
- Transition to lower-emission fuels



These initiatives are designed to reduce energy consumption and associated emissions over time. **ofi** has already delivered multiple live carbon-reduction projects across its processing facilities, introducing solar panels for renewable energy generation at sites in Germany, Indonesia, Nigeria, Turkey and Vietnam, and biomass boilers at its facilities in New Zealand, Netherlands and Germany. Further details on energy reduction initiatives are provided in the Choices for Change Impact Report 2025.

GHG emissions

As we grow our business, we must prioritize the avoidance of emissions from our operations growing at the same pace. **ofi** aligns with the GHG Protocol to measure carbon emissions: direct emissions from owned or controlled sources (Scope 1); indirect emissions from purchased energy (Scope 2); and indirect emissions that occur in the value chain (Scope 3). In addition, **ofi** also measures its inventory across the three scopes as FLAG (Forest, Land and Agriculture) and non-FLAG emissions. Adequate measurements and carbon accounting are key to track progress on our decarbonization journey. Furthermore, **ofi** is committed to deforestation-free supply chains, thus restricting further emissions from land-use change (“LUC”).

To improve the accuracy of carbon footprint measurements, **ofi** uses corporate footprint accounting tools. This includes Terrascope, a digital platform that enables companies to measure emissions comprehensively and accurately for GHG baselines and annual updates.

In 2025, our Scope 3 (supply chain) emissions account for 96% of our total GHG emissions. Most Scope 3 emissions arise from purchased goods and services.

Emission category	Baseline (2020)	2024	2025
Total - FLAG	29,224	27,349	27,989
Total non-FLAG	1,601	915	864
Total emissions	30,825	28,264	28,853*

*For a more detailed emissions breakdown please see our TCFD report

Reduction of GHG emissions

ofi implements emissions reduction initiatives across its operations and supply chains. These include energy efficiency improvements, increased use of renewable energy and engagement with suppliers to reduce supply chain emissions.

For further information on the Group’s carbon reduction programmes, refer to the Choices for Change Impact Report 2025.

GHG emissions intensity

	2024	2025
Emissions intensity by production (tCO ₂ e/ MT product)*	0.23	0.24
Emissions intensity by revenue (tCO ₂ e/ million SGD)**	87.6	61.42



*This accounts for Scope 1 and 2 (market-based) emissions in Tier 1 and Tier 2 processing facilities only.

This accounts for full Scope 1 and 2 (market-based) emissions across **ofi, comprising processing facilities, estates, concessions, farms and freight.

GHG methodology

In general, the GHG Protocol Suite of Standards is used to calculate our corporate GHG emissions, covering the accounting and reporting of seven greenhouse gases covered by the Kyoto Protocol. The main standards relevant to our GHG accounting are the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard for Scope 1 and 2 emissions, the Corporate Value Chain (Scope 3) Accounting and Reporting Standard and associated Technical Guidance for Calculating Scope 3 Emissions (version 1.0), and the Land Sector and Removals Standard (“LSRS”). Following the release of the GHG Protocol’s LSRS (effective January 1, 2027), we will review and prepare our GHG inventory for alignment with the revised accounting requirements. **ofi** is already aligned with the LSRS, with only minor amendments to our existing methodologies.

The consolidation approach selected by **ofi** for GHG inventory accounting is the operational control approach. The basis for this decision is that it most appropriately reflects the degree of influence and control we can have as a Group on our direct emission sources. Scope 2 emissions have been calculated and reported using a market-based approach. The GHG footprint is reported based on metric tonnes of CO₂-equivalent, which includes CO₂, CH₄ and N₂O as our key emitted greenhouse gases. More details on specific methodologies applied are provided below.

For owned Estates:

- Primary data on inputs and volumes of crop harvested are collected from the origin operations team.
- Agriculture-specific GHG computation tools such as the AtSource Digital Footprint Calculator (“DFC”) and Cool Farm Tool are used to compute agricultural Scope 1, 2 and 3 emissions based on the farm activity data inputs.
- GHG intensity values are derived from AtSource, which uses crop-specific models and Ecoinvent data on emission factors. For crops not represented on AtSource, Cool Farm Tool is used.
- Absolute value of GHG emissions = GHG Intensity X Harvested volumes

For processing facilities:

- Primary input data on energy, waste and processing volume is collected by the **ofi** sustainability operations team from global processing facilities.
- GHG emissions are calculated using ‘best fit’ emission factors with guidance from the GHG Protocol Standard. The primary sources of emission factors incorporated into the calculation are from DEFRA 2025 and IEA 2025.
- Scope 1 and 2 emissions are categorised as per the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard.

For the supply chain:

- Most of our Scope 3 emissions stem from sourced agricultural commodities, which fall under the ‘Purchased Goods and Services’ Scope 3 category, as per the GHG Protocol Corporate Value Chain (Scope 3) Standard.
- Purchased commodity volumes from each business unit are validated by the respective finance teams. From the emission factor databases, Ecoinvent version 3.12 (2025) and Agri footprint version 6.3 (2023), country, rest of the world, and global emissions factors for each product are used to calculate absolute supply chain GHG emissions. The application of ‘best fit’ emission factors follows this general approach: matching activity description and boundaries, verifying geographical location, checking the recency of the emission factor database, and assessing the consistency of emission factor data being applied.

Improvements in GHG accounting

For cocoa and coffee volumes sourced and traded by **ofi**, historical land-use change (“LUC”) is the major single source of Scope 3 emissions, and the choice of LUC methods in key origins therefore has a major impact. **ofi** continued its collaboration with AdAstra, an expert in LUC modelling and Geographic Information Systems (“GIS”), to update LUC



emissions, carry out methodology quality control and ensure **ofi** can fully replicate AdAstra’s methodology in-house across all supply chains. This work strengthens our long-term capability and consistency, while ensuring alignment with emerging best practices - including the World Cocoa Foundation’s LUC guidelines and the GHG Protocol’s Land Sector and Removals guidance. **ofi** is focused on improving the accuracy of CO₂ removal estimates by trees planted in customer agroforestry programmes, through field verifications and remote sensing.

ofi is focused on upgrading the accuracy and credibility of GHG emissions reductions in sustainability programmes, providing evidence for climate impact to customers. In 2025, SustainCert, a climate verification body, validated three **ofi** climate projects against the recognised Verra and Gold standards, focussing on agroforestry and afforestation on cocoa, coffee and nuts supply chains, with verification due in 2026.

Regenerating the Living World

Nature-related impacts and management approach

ofi’s operations and supply chains depend on natural ecosystems and can contribute to environmental impacts, particularly within upstream agricultural activities.

Key impacts include land-use change and deforestation, biodiversity loss, water use and availability, soil degradation, and pollution from agricultural inputs. These impacts are most pronounced within upstream sourcing, including both direct and indirect supply chains. We acknowledge that several of **ofi**’s commodity products are included within the SBTN’s³ high impact commodity list, namely cocoa, coffee, and dairy.

We manage these impacts through responsible sourcing practices, regenerative agriculture programmes, traceability systems and supplier engagement. These approaches aim to reduce environmental impacts, support ecosystem resilience and strengthen long-term supply chain sustainability.

This includes the promotion of practices such as improved soil management and integrated pest management to reduce reliance on chemical inputs.

We use these insights to evaluate the effectiveness of our approach and to inform programme design and prioritisation.

Further detail on policies, targets, methodologies and performance is provided in the [ofi Group TNFD Report](#) and [Choices for Change Impact Report 2025](#).

Biodiversity

Biodiversity impacts are primarily associated with agricultural production in sourcing regions where commodities are grown. These include risks related to habitat loss and ecosystem degradation linked to land-use change, as well as pressures from agricultural inputs and farming practices.

These impacts are most relevant in sourcing regions for key commodities such as cocoa, coffee, nuts and spices, particularly in areas with high biodiversity value or historical deforestation risk.

ofi identifies and prioritises these risks through supply chain mapping and traceability systems, enabling targeted action in higher-risk locations.

³ [Science Based Targets Network \(SBTN\) High Impact Commodity list](#)



Further detail on biodiversity-related risks, priority locations and mitigation approaches is provided in the **ofi** Group TNFD Report.

Water

Water is a critical resource for both agricultural production and processing activities. **ofi**'s water use occurs across upstream agricultural activities and processing operations, where it is used for cleaning, cooling and production.

Water-related impacts may include pressure on local water resources and effects on water quality where not effectively managed.

We manage water use through efficiency initiatives across processing facilities, targeted water reduction efforts in our coffee and almond supply chains, and engagement with suppliers and farmers to promote sustainable water management practices.

Water withdrawn for estates and processing stages (m³)

Stage	2024	2025
Processing	11,287,310	11,139,552
Estates	242,402,115	337,037,130
Total	253,689,425	348,176,682

Water withdrawn for Tier 1 processing facilities

Water Source	Unit of measure	2024	2025
Surface water (m ³)	m ³	4,828,926	4,241,328
Groundwater (m ³)	m ³	3,525,929	3,700,065
Seawater (m ³)	m ³	0	0
Produced water (m ³)	m ³	0	0
Third-party water (m ³)	m ³	2,932,454	3,198,159
Total	m³	11,287,310	11,139,552
Water intensity	m³/MT	5.90	6.37

Further detail on water use, risks and mitigation actions is provided in the **ofi** Group TNFD Report.

Supply Chain Excellence

Supply chain excellence underpins **ofi**'s Choices for Change sustainability strategy and enables delivery across our four priority pillars: Prosperous Farmers, Thriving Communities, Climate Action and Regenerating the Living World. As social, environmental and regulatory expectations on food and agriculture supply chains continue to increase, **ofi** focuses on building supply chains that are transparent, traceable, risk-aware and resilient.



ofi's sustainability approach is supported by systems and processes that enable supply chain transparency, risk management and performance monitoring across its operations and sourcing networks.

These systems support the identification, assessment and management of social and environmental risks, including those related to human rights, climate and nature.

Supplier engagement and assessment

ofi sets expectations for suppliers through the **ofi** Agri Supplier Code (“ASC”) and Supplier Principles, which define requirements on environmental performance, labour standards, human rights and business ethics.

Supplier alignment with these requirements is supported through ongoing engagement, verification activities and corrective action processes. In 2025, nearly all of **ofi's** directly sourced agricultural volumes were covered by the ASC. Beyond contractual requirements, **ofi** engages suppliers through training, capacity-building and, where needed, corrective action plans to support continuous improvement. Persistent or severe non-compliance may result in suspension or termination of sourcing relationships.

ofi screens the suppliers subject to the ASC using defined environmental and social criteria, which are included within the **ofi** ASC and Supplier Principles, to identify and prioritise risks within its supply chains.

In 2025, suppliers in 42 of **ofi's** 43 global sourcing origins across Asia, Africa and Latin America were covered in an assessment of our conventional suppliers through ASC Verification - a process to assess gaps in compliance with the code. The process led to the development of 42 action plans (one for each origin) to support suppliers to close gaps. Where gaps are identified, we work with suppliers to implement corrective action plans addressing identified risks, including those related to child labour.

Further detail on supplier requirements, verification and corrective action processes is provided in the Choices for Change Impact Report 2025.

Traceability and data systems

Digital technology enables **ofi** to scale impact, improve transparency and deliver actionable insights. Our technology ecosystem includes:

- **ofi's farmer information systems**, which capture farm-level data such as GPS locations, yields, household profiles and access to services
- **ofi Direct**, enabling farmers to transact digitally, access services and support traceability
- **ofi Track & Trace**, integrating farm-level and supply-chain data with enterprise systems to enable end-to-end traceability and deforestation monitoring
- **AtSource**, our sustainable sourcing solution, providing customers with verified sustainability metrics, risk assessments and impact insights

Together, these tools form the backbone of supply chain excellence, supporting regulatory compliance, risk management, customer transparency and delivery of **ofi's** 2030 Choices for Change sustainability targets.

In 2025, 83% of **ofi's** sourcing volumes were traceable up to at least community / cooperative level, reflecting continued progress in strengthening supply chain transparency.

Traceability enables **ofi** to strengthen due diligence processes, support regulatory compliance - with emerging requirements such as the EU Deforestation Regulation - and enhance transparency for customers and stakeholders.



Further detail on traceability systems, methodologies and coverage is provided in the Choices for Change Impact Report 2025 and TNFD Report.

Risk management and compliance

ofi applies a risk-based approach to supply chain management, using data and assessments to prioritise action in higher-risk geographies, commodities and supplier groups.

This includes the use of monitoring systems, supplier assessments and grievance mechanisms to identify and address risks, with escalation processes applied where necessary.

Further detail on risk assessment methodologies and mitigation actions is provided in the ofi Group Choices for Change Impact Report 2025.

Data, verification and reporting

Robust data underpins supply chain excellence. ofi collects primary social, environmental and supply chain data directly at farm, community and supplier level through digital tools operated by our in-country teams.

This data is consolidated through AtSource and used to:

- Identify sustainability risks and hotspots
- Track progress against targets under the Choices for Change strategy
- Generate verified insights to support customer reporting, due diligence and impact claims

ofi also works with external technical experts to continuously improve methodologies and ensure alignment with recognised standards and emerging regulatory expectations.

Sustainability data is subject to internal controls and, where applicable, independent, third-party verification to support accuracy and credibility.

Further detail on data systems, methodologies and verification processes is provided in the ofi Group Choices for Change Impact Report 2025.

Additional disclosures

Waste generated, diverted, and directed to disposal

We aim to improve operational performance by preventing waste generation, reducing waste-related impacts and enhancing resource recovery. Across the Group, actions are underway to cut waste output, increase resource efficiency and support energy security, including using biomass waste as fuel at processing facilities across our cocoa, coffee, nuts, and spices businesses. We continue to explore opportunities to strengthen waste management. In 2025, trials in West Africa showed yield increases of up to 20% from returning cocoa pods to the field.

Total waste volumes from our Tier 1 processing facilities decreased by 39% in FY25 compared with FY24.

Waste generation from Tier 1 processing facilities

Indicators	Unit of measure	2024	2025
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Non-hazardous waste	MT	108,326	64,144
Hazardous waste	MT	1,869	2,822
Total waste	MT	110,195	66,966
Intensity	MT waste /MT production	0.06	0.04
Waste sent for recycling*	MT	8,172	4,160
Other recovery options**	MT	87,117	28,234
Waste directed to disposal	MT	14,906	34,572

*Does not include diverted biomass burnt for energy. Please refer to the energy consumption section of this document for information on biomass burnt for energy which has been reported in GJ

**Other recovery options include waste sold for repurposing and aerobic digestion. Data reported for the first time due to improvements in data collection method allowing for further disaggregation of waste treatment options.

Customer safety and health

The safety and integrity of **ofi**'s products is critical to protecting consumers, maintaining customer trust and complying with regulatory requirements. Failures in product safety could result in health risks, product recalls and reputational damage.

ofi manages these risks through quality and food safety systems designed to prevent contamination and adulteration across its supply chains.

As most of the farmers from whom we procure are smallholders not covered by Global Food Safety Initiative ("GFSI") certification, we support product safety at origin through Good Agricultural Practices ("GAP") training, improved input provision and strengthened post-harvest handling practices.

At the processing stage, we apply microbiological, chemical and physical hazard controls in line with Hazard Analysis Critical Control Point ("HACCP") principles. We continue to invest in technology across our facilities, including laboratory testing equipment, metal detectors, X-ray systems, optical sorting and screening technologies.

ofi applies internationally recognised food safety standards across its operations. Four GFSI-recognised standards are currently adopted: FSSC 22000 (v6), BRCGS (v9), SQF (v9) and IFS (v8). In 2025, 97% of **ofi**'s Tier 1 manufacturing and processing facilities were certified to GFSI-recognised standards. Two facilities – Bouaké and Qingdao Nuts – are undergoing scope expansion or new-site certification and are expected to complete certification audits in 2026.

We monitor product safety performance through defined indicators and review quality and compliance performance monthly across businesses. We also maintain close collaboration with customers to meet evolving regulatory and market requirements.

Product recalls



In 2025, **ofi** recorded one food safety-related recall, involving approximately 500 kg of product. On 27 February 2025, a customer notified our spices business that product 261-02-1159 Ground Marjoram tested out of specification for lead in the State of New York. The affected quantity was 642 cases (~500 kg).

This was an isolated incident limited to New York State, with no impact on other U.S. markets, and was assessed as non-material. Corrective and preventive actions were implemented in line with internal incident management protocols.

People and culture

Fair employment and workforce governance

ofi's fair employment policy requires fair, safe and inclusive working conditions for all employees in our own operations. The policy further outlines minimum global standards across five key areas: prohibition of child and forced labour, workplace conditions, wages and benefits, diversity and inclusion, and freedom of association and collective bargaining.

These standards apply to all **ofi** employees and are reflected in internal policies, training programmes and management systems. Managers are accountable for implementation, supported by monitoring, record-keeping and periodic review processes.

ofi respects employees' rights to freedom of association and collective bargaining, and where such rights are restricted under local law, alternative mechanisms for employee representation and dialogue are established.

Information on employees and other workers

As a Group, we employ 40,482 people. The Group's workforce comprises both employees (primary workforce) and non-employees (secondary workforce), including contract, temporary and seasonal workers engaged across our operations. Reflecting the seasonal and cyclical nature of agricultural supply chains, a significant proportion of our workforce comprises secondary workforce employees. In 2025, approximately 54% of our total workforce was classified as secondary workforce.

The size of this workforce fluctuates throughout the year in line with harvesting cycles, crop volumes and processing requirements across origins. The figures in the tables below represent actual headcount and have been determined as at the end of the reporting period.

Workforce by gender	Female	Male	Not Disclosed	Total
Primary workforce	6,937 (17%)	11,612 (29%)	7 (0%)	18,556 (46%)
Secondary workforce	N/A	N/A	N/A	22,126 (54%)
Total workforce				40,482 (100%)

Workforce by region	Africa	Asia, Middle East & Australia (AMEA)	Americas	Europe	Total
Primary workforce	2,280 (12%)	8,597 (46%)	6,112 (33%)	1,567 (8%)	18,556 (46%)
Secondary workforce	N/A	N/A	N/A	N/A	22,126 (56%)



Total workforce	40,482 (100%)
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Collective bargaining agreement

	Number of employees covered by collective bargaining agreements	Total number of employees	Percentage of employees covered by collective bargaining agreements
Percentage of primary workforce covered by collective bargaining agreements	9,924	18,556	53%

Employment

As a Group, we depend on the engagement, motivation and safety of our workforce to deliver sustainable growth. Across our supply chains, we also work closely with suppliers to uphold human rights and promote fair and responsible labour practices. Our commitment is guided by internationally recognised standards, including the United Nations Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work, alongside other relevant international covenants. Our Global Fair Employment Policy sets out our management approach and expectations across all operations.

Notes on remuneration

Across all regions in which we operate, our primary workforce is provided with core benefits, including life insurance, healthcare coverage, disability and invalidity protection, and parental leave. **ofi's** expectations regarding minimum wage compliance are outlined in our Fair Employment Policy.

New employee hires and employee turnover

New hires and resignations tend to be more prevalent in estate, concession and farming operations, where employment is often seasonal and workers may balance formal employment with responsibilities on their own smallholdings.

Employee turnover is monitored through new hire and resignation data across the primary workforce. **ofi's** overall new hire and resignation rates were 19% and 10% respectively.

The tables below reflect workforce movement data for our primary workforce.

By age category	Unit	Under 30 years old	30-50 years old	Over 50 years old	Total
New hires	Number	1,567	1,757	289	3,613
		(43%)	(49%)	(8%)	(100%)
Resignations	Number	994	105	837	1,936
		(51%)	(5%)	(43%)	(100%)

By gender	Unit	Male	Female	Total
New hires	Number	2,103	1,510	3,613
		(58%)	(42%)	(100%)
Resignations	Number	845	1,091	1,936
		(44%)	(56%)	(100%)



By region	Unit	Africa	Asia, Middle East & Australia (AMEA)	Americas	Europe	Total
New hires	Number	319 (9%)	1513 (42%)	1649 (46%)	132 (4%)	3,613 (100%)
Resignations	Number	178 (9%)	346 (18%)	1099 (57%)	313 (16%)	1,936 (100%)

Minimum notice periods regarding operational changes

As with any organisation, significant operational changes may from time to time be required. In such instances, we are committed to ensuring that affected employees and, where applicable, their representatives are informed in a timely manner, with a minimum notice period of two weeks.

Parental leave

	2024	2025
Number of male employees entitled to parental leave (primary workforce)*	9,574	9,670
Number of male employees who took parental leave (primary workforce)	426	396
Number of male employees who returned to work following parental leave	383	301
Return to work rate for male employees	90%	76%
	2024	2025
Number of female employees entitled to parental leave (primary workforce)*	5,663	5,467
Number of female employees who took parental leave (primary workforce)	369	336
Number of female employees who returned to work following parental leave	312	244
Return to work rate for female employees	85%	73%

*Employees entitled to parental leave means those primary workforce employees that are covered by organisational policies, agreements or contracts that contain parental leave entitlements.

Inclusion, Diversity and Equity

ofi is committed to fostering an inclusive, diverse and equitable workplace where all individuals are treated with dignity and respect and have equal access to opportunities. We believe that a diverse workforce and inclusive culture contribute to stronger decision-making, innovation and long-term value creation across our global operations.

Our approach to inclusion, diversity and equity (“IDE”) is underpinned by respect for human rights, compliance with applicable legal requirements and the promotion of fair and objective employment practices across the employee lifecycle.

Governance and policy framework

ofi has established a global Inclusion, Diversity and Equity Policy, which applies to all employees, including senior leadership and other individuals working for or providing services to ofi and its subsidiaries. The policy is derived from UK legal standards and guidance and sets minimum global expectations, while recognising that local laws or regulations may impose stricter requirements in certain jurisdictions.

Overall responsibility for the policy rests with the Chief Human Resources Officer, with managers accountable for its effective application within their areas of responsibility. All employees are expected to comply with the policy and to contribute to a workplace free from discrimination, harassment, and victimisation.



Equal opportunity and non-discrimination

ofi is committed to being an equal opportunities employer and opposes all forms of unlawful discrimination. Employment-related decisions, including recruitment, remuneration, promotion, training and performance management, are based on objective, job-related criteria such as skills, experience and capability.

As a global employer operating across multiple legal jurisdictions, **ofi** complies with applicable anti-discrimination legislation in the countries in which it operates. As a minimum standard, the policy prohibits discrimination based on protected characteristics recognised under UK law, including sex, race, nationality, religion or belief, sexual orientation, disability, age, pregnancy or maternity, marriage or civil partnership, and gender reassignment. The policy also recognises that discrimination may occur unintentionally and reinforces that lack of intent does not negate responsibility.

Reasonable adjustments are made, where required, to support individuals with disabilities and to ensure equitable participation in recruitment processes and employment.

Fair employment practices

The Inclusion, Diversity and Equity Policy outlines expectations across key stages of the employment lifecycle:

- **Recruitment:**
Vacancies are advertised and filled using fair and inclusive processes designed to avoid bias and stereotyping. Selection criteria are defined objectively, and reasonable accommodations are considered to support candidates with disabilities or health conditions.
- **Pay, benefits and working practices:**
ofi aims to provide equitable pay and benefits to employees unless a justified and lawful reason exists for differentiation. Where practicable, the organisation seeks to accommodate cultural or religious practices, including flexibility around working hours and public holidays.
- **Training, development and promotion:**
Employees are provided with equitable access to training and development opportunities. Career progression decisions are based on merit, without stereotypical assumptions about individuals' ambitions, availability, or career paths.
- **Performance management, disciplinary and redundancy processes:**
Performance, conduct, and redundancy decisions are expected to be applied consistently and objectively to avoid disadvantaging individuals or groups with protected characteristics.

Awareness, training and accountability

ofi provides training to employees globally on preventing discrimination and harassment, reinforcing expected behaviours and responsibilities. Managers involved in recruitment and people management are expected to apply the learning from this training in their decision-making and actions.

Breaches of the Inclusion, Diversity, and Equity Policy are taken seriously and may result in disciplinary action, in line with local procedures.

Speaking up and grievance mechanisms

ofi encourages employees and other workers to raise concerns where they believe discrimination, harassment or unequal treatment has occurred within the workplace. Concerns may be raised through line management, local HR teams, country level grievance mechanisms or via **ofi**'s *Speak Out!* confidential and anonymous reporting line. Reports are handled in accordance with established procedures, with safeguards in place to prevent retaliation.

Learning and development

We foster a culture of continuous learning across all levels of the organisation, supporting the integration of new colleagues, strengthening technical and leadership capabilities, and embedding our values and behaviours throughout the business. Our approach to learning and development is grounded in the principle of equal opportunity, ensuring employees have fair access to development pathways regardless of role, geography or background.



In 2025, the average number of formal training hours provided per employee was 10.7 hours. This figure reflects structured training programmes delivered through internal and external platforms. It does not include informal learning opportunities facilitated by our Learning & Development teams, such as digital learning modules, knowledge-sharing sessions, on-the-job coaching and in-person informal workshops, which continue to expand across regions.

Transition assistance and career support

We recognise that career transitions - whether due to restructuring, retirement or other business changes - require responsible management and appropriate support. In line with our commitment to fair employment practices, transition assistance programmes are made available in relevant regions to support continued employability and dignified career endings. Below we list some of the specific actions taken across **ofi**'s global operations:

- **LATAM:** Outplacement support has been provided in cases involving senior managers to assist with career transition following departure from the company.
- **North America:** Severance pay is offered in line with local requirements. In Canada, outplacement services are provided to managers to support job transition or job replacement, and retraining opportunities are also made available.
- **EMENA:** A range of measures may be considered, including pre-retirement planning, retraining for continued employment, severance arrangements that consider age and years of service, job placement services, and transition assistance such as training and counselling to support adjustment to non-working life.
- **APAC:** Outplacement support has been offered in cases involving senior managers to assist with post-employment career transitions.

Through these initiatives, we aim to support employees not only during their tenure with **ofi** but also at key career transition points, reinforcing our commitment to responsible workforce management.

Safety and health

ofi is committed to providing a safe and healthy workplace for employees, contractors and visitors across all operations. Our approach is grounded in prevention, continuous improvement and leadership accountability.

Occupational health and safety management system

Across **ofi**, safety is governed through an internal Safety Management System, "An Even Safer **ofi**", which is based on the principles of internationally recognised occupational health and safety management standards, including ISO 45001 and relevant OSHA requirements. The system is implemented in line with applicable legal and regulatory requirements in the countries where **ofi** operates and is supported by internal standards and procedures for consistent risk management. The Safety Management System applies to all employees and contractors across **ofi**'s operations.

As a global organisation with approximately 300 facilities spanning multiple tiers, **ofi** has established a structured safety governance model. This includes oversight from a Global Head of Safety, supported by Regional Heads of Safety across North America, Central America, Africa, Europe, MENATI and Asia Pacific. Safety implementation is coordinated through Country Safety Managers in key operating countries and facility level safety professionals, complemented where required by safety contractors and consultants, particularly for new projects or specialised activities.

Performance of the Safety Management System is reviewed through monthly safety steering committee meetings, and continuous improvement is driven through the annual prioritisation of safety objectives and the rollout of dedicated safety pillars. Each facility is required to develop an annual safety action plan to address identified risks and improvement opportunities, with capital expenditure approved where infrastructure upgrades or engineering controls are necessary.

Hazard identification and risk management

Occupational health and safety management systems have been implemented across the Group and are used to identify hazards through structured risk assessments conducted on both routine and non-routine activities. These



assessments are informed by legal requirements, internal standards and lessons learned from safety events and near-misses. We apply the hierarchy of controls - elimination, substitution, engineering controls, administrative controls and personal protective equipment (“PPE”) - to minimise risks.

During the reporting period, no identified work-related hazards contributed to cases of occupational ill health. Work-related hazards are reported by employees and contractors through formal reporting channels, including digital tools designed to simplify hazard identification and escalation. Reported hazards are tracked to ensure corrective actions are implemented and closed. Workplace inspections are conducted as routine and mandatory processes, and employees receive training and refresher programmes focused on risk awareness, safe work practices and remedial actions. Each location adopts a defined disciplinary process to address unsafe behaviours or actions that may endanger others, reinforcing personal accountability within our safety culture.

High-consequence injury risks and mitigation

The hazards that contributed most significantly to high-consequence injuries during the reporting period were associated with:

- Driving vehicles;
- Operating machinery;
- Handling products; and
- Working at height.

To mitigate these risks, we have embedded our 7 Life Saving Rules across operations and reinforced behavioural programmes such as *Stop.Think.Protect*. These initiatives focus on strengthening hazard awareness, encouraging safe decision-making and promoting proactive risk management.

Additional mitigation measures include fall protection systems in loading bays and elevated work areas, strengthened permit-to-work systems, improved engineering controls, enhanced supervision, infrastructure upgrades and defensive driving programmes. Targeted training and awareness campaigns are conducted for employees and contractors engaged in higher-risk activities.

Work-related injuries

Metric	Number/rate
Total number of fatalities	1
The rate of fatalities because of work-related injury	0.0027
The number of high-consequence work-related injuries (excluding fatalities)	8
The rate of high-consequence work-related injuries (excluding fatalities)	0.02
The number of recordable work-related injuries	213
The rate of recordable work-related injuries (TRIFR)	0.58
Lost time injury frequency rate (LTIFR)	0.32

The rates above have been calculated based on 200,000 hours worked.

Occupational health services and emergency preparedness

Emergency preparedness and occupational health response remain a priority across all **ofi** locations. Each facility is required to identify and mitigate occupational health risks relevant to its activities. Where applicable, sites provide onsite medical support, such as nursing services, while others maintain access to occupational health doctors, clinics or external medical providers.

Facilities located in remote areas maintain emergency transportation arrangements, including ambulance access where required. Occupational health risk assessments may result in improvements such as strengthened engineering controls or enhanced PPE usage, including hearing protection or respiratory protection where exposure risks are present. Improvements are implemented in response to identified risks to safeguard employee health.



Through our integrated management systems, structured governance and continuous improvement initiatives, the Group remains committed to reducing workplace incidents, protecting employee wellbeing and embedding a strong and proactive safety culture across our global operations.

Contractors Covered by the Health and Safety System

	Number	%
Contractors covered by the Health & Safety system	38,459	100%
Contractors covered by a system that has been internally audited	9,619	25%
Contractors covered by a system that has been externally audited or certified	3,133	8%