



TOUTON

Going the extra mile

SUSTAINABLE SOURCING REPORT

2017-2018

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A Word from our CEO

GOING THE EXTRA MILE

Our efforts to increase sustainability in our supply chains started over 30 years ago. So much has changed during this period. A greater recognition of the challenges faced by smallholder farmers, coupled with growing expectations from consumers and clients alike have led us to rethink our business models. This in turn has driven sectorial change in most major commodity markets.

We all strive to do better and more. Yet so much remains to be done if we are to help lift smallholders out of poverty and assist them in becoming true agri-entrepreneurs.

We learn from our errors. We learn to stop making assumptions about what can or cannot work. We need to dare rethink our sustainability programme models to make them more impactful and better tailored to farmers' needs first and foremost. And that includes the way we collect and use data on smallholder farming practices.

Important commitments were made by the cocoa industry in respect to tackling deforestation in cocoa producing countries. Touton is proud to have been among the first signatories of the Cocoa and Forests Initiative Commitment that was announced during COP23 in Bonn.

Over the past year we engaged in a critical process with civil society and consultancy partners to review the efficacy and impact of our programmes on the ground. We have received valuable insights and recommendations which we will be implementing in existing programmes and taking into account as we scale-up activities in cocoa and implement new programmes in our coffee and ingredients departments.

In keeping with our ambition to grow our sustainability activities in cocoa and to apply best lessons to our Coffee and Ingredients divisions, we have further strengthened

our Sustainability Team both in Bordeaux and in producing countries.

Our Landscape Governance programme in Ghana is making good progress and we are fortunate to have received considerable support from producing country authorities as well as donors.

A tangible demonstration of Touton's dedication to upholding its shareholders' commitment to sustainability is our recently joining the United Nations Global Compact. We support the Ten Principles of the United Nations Global Compact on human rights, labour, environment and anti-corruption, and commit to engage in collaborative projects which advance the broader development goals of the United Nations, particularly the Sustainable Development Goals.

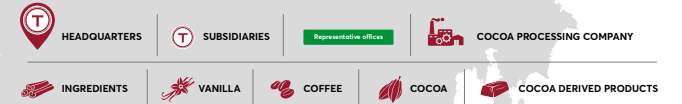
So far, most of our sustainability programmes have been connected to our sourcing activities. That is a given if we want to align our sustainability efforts with our business-model.

However, we see the need to go beyond that if we want to truly drive greater, more sustainable impact overtime. In other words, we believe we need to go beyond the € or \$/ton approach.

In doing so, our aim is to go the extra mile in better reaching and servicing our stakeholders, from farmer to customer.

Patrick de Boussac
Touton CEO

Global presence



T TOUTON U.S.A.

T BORDEAUX
Moscow

T TOUTON GHANA

T TOUTON NIGERIA

T TOUTON COTE D'IVOIRE
Accra
Douala

T TOUTON UGANDA
Addis-Abbeba
Tamatave

T TOUTON VIETNAM
Pakse
Ho Chi Minh City

T TOUTON FAR EAST
Lampung

1 000
 Employees

15
 Offices Worldwide

170
 Years

400 000 MT
 Cocoa Beans

11 000 MT
 Spices & Ingredients

150 000 MT
 Green Coffee

52 000 MT
 Cocoa Products

80 MT
 Vanilla



3



2



Protecting Basic Rights

4



5





CROSS-CUTTING ISSUES

We need to ensure that workers' and partner farmers' basic rights are protected.

Respect of core human includes the protection of children and non-discrimination based on gender or race. It also means providing decent working conditions – both for our work force and for those engaged in the communities we work with.

While the need for gender equality and equity is widely accepted, a lot remains to be done to see them fully operationalised on the ground.

And yet, women have a truly transformational role to play when it comes to improving the livelihood of their families and communities.

According to the UN, investing in women's economic empowerment sets a direct path towards gender equality, poverty eradication and inclusive economic growth. Women make enormous contributions to economies, whether in businesses, on farms, as entrepreneurs or employees, or by doing unpaid care work at home.

Protecting Children

In 2018 we entered into a new and exciting partnership with the Jacobs Foundation and the Bernard van Leer Foundation as part of their TRECC (Transforming Education in Cocoa Communities) programme in Côte d'Ivoire.

Key project objectives include:

- Improving parenting skills and behaviours towards young children.
- Providing access to quality pre-primary education with significant community engagement.
- Active involvement of Ministry partners in project and contribution to expected outcomes.

We are working with the International Rescue Committee (IRC) on piloting the 'Family makes the Difference' (FMD) approach in 3 Communities in Côte d'Ivoire.

FMD is a parenting intervention that aims to promote the wellbeing of young children by reducing harsh punishment, improving parenting practices, and improving child development. It has been successfully trialled in numerous countries in Asia and in Africa. The FMD interventions will be conducted in communities where we are also running International Cocoa Initiative (ICI) Child Labour Monitoring and Remediation Services (CLMRS).

The project aims to improve the physical, intellectual, and social-emotional well-being of children in cocoa growing communities of Côte d'Ivoire. We also wish to assess to what extent the combined FMD/CLMRS approaches can lead to a scalable sustainable model that helps to tackle child labour from a positive stance and fosters a healthy and supportive family environment for the prosperity of future generations.

The pilot will run until mid 2019 and aims to reach over 240 households, of which approximately 675 children. In order to ensure the programme's sustainability, the objective is also to increase local capacity by working with 16 regional and national government representatives.





The CLMRS approach

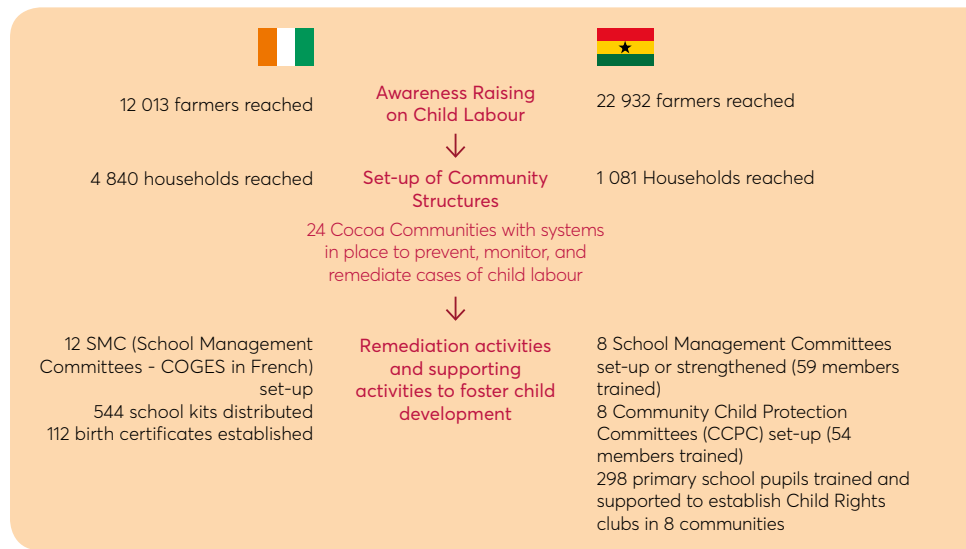
Touton has adopted a hybrid approach for monitoring child labour. A supply chain approach using ICI's CLMRS, and a community based approach using Child Rights International (CRI)'s Ghana Child Labour Monitoring System (GLCMS). The latter aims to reduce risks that a child could be exposed to beyond our supply chain by monitoring households and supply chains in the entire community.

Last season we worked with ICI and CRI to:

- raise awareness within communities on child protection and the risks of child labour,
- set-up community-based structures to promote child protection and identify and address potential cases of child labour,
- develop community activities that support a nurturing environment for children and facilitate access to education.



As an active member of the Sustainable Vanilla Initiative (SVI) platform, we also support the SAVABE project in Madagascar, that is funded by the US DoL (Department of Labour) and coordinated by the ILO (International Labour Organisation) and Madagascar authorities. "Supporting Sustainable, Child Labor Free Vanilla-Growing Communities in Sava", (SAVABE) aims to significantly reduce the prevalence of child labour in the vanilla producing areas of the SAVA region. A Code of Conduct and sensitisation material have been developed to raise awareness in the sector.



Promoting Safety and Health

Food security and nutrition

In 2017 we started a Cocoa Nutrition Improvement Programme (CNIP) in partnership with GAIN (Global Alliance for Improved Nutrition) and IDH (Sustainable Trade NL).

The aim of the project is to promote dietary diversity and elementary hygiene practices in cocoa growing communities in Ghana. And ultimately, to foster nutrition behaviour change through small-scale food production.

Inspired by the permaculture and bio-intensive micro-farming concepts, we believe that even on a small portion of land, farmers can grow crops and rear animals in an efficient manner, thus providing their households with the necessary nutrients and inputs for a better health, while generating additional income for the family to reduce monoculture dependency.

Vegetable production and animal rearing can be carried out on relatively small surfaces without compromising efficacy, provided careful preliminary planning and appropriate coaching are offered to interested farmers. In addition to promoting own-grown fruits and vegetables, which are rich in micronutrients, we are piloting training on animal husbandry which can provide households with necessary proteins and also generate some additional income. We are

piloting this approach with guinea fowls, snails and grass-cutters, which all have high marketability and nutritional value.

Key project objectives:

Sensitisation:

- On the importance of aiming for greater dietary diversity and basic hygiene such as hand-washing before cooking meals.
- Farmers are encouraged to set-up small garden plots with a variety of vegetables for own-consumption.
- Touton assists on growing practices and facilitates access to seeds.

Animal rearing

- 3 options are proposed to farmers in respect to animal rearing: grasscutters, guinea fowls and snails.
- Farmers are coached and supported for initial set-up costs and small infrastructure investments.

Market Access

- Should vegetable or animal-rearing pilots prove successful and provide beyond a household's own needs, Touton will assist in identifying markets for additional production

The pilot is being conducted in the Ashanti region in Ghana with 200 households, with a particular focus on empowering women.





Safety and health in communities

Touton is committed to mainstreaming safe and dignified working conditions in the communities where it sources products. It supports workers' rights through training, distribution of appropriate equipment, secured input storage and awareness raising campaigns.

The training and coaching provided through our certification programmes and bespoke projects include modules on safe farming practices.

Explicative posters on safe working conditions are distributed to farmers and posted in cooperatives and rural centres.

Every year we additionally invest in a variety of activities that increase access to health for our workers and partner farmers

- In 2018, Touton contributed to the construction of a maternity clinic in Gagoré. The clinic will be available to support 162 cocoa-farming households in addition to other village dwellers, ultimately reaching 2500 beneficiaries in the area.

- Touton Côte d'Ivoire offers employees and workers the opportunity to see a general practitioner weekly.

- We run yearly vaccination campaigns (notably against typhoid fever and meningitis).

- In Honduras, we contributed to the construction of a clinic and dispensary that were set-up with the help of NGO Manos Amigas. The project benefits both coffee and cocoa producers in a cooperative located in the area of Entrada de Copan. Over 1500 families will be able to access these health services.

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Adapting to Changing Conditions





The cocoa sector's commitment to ending deforestation in the supply chain was announced in May 2017. We are proud to have been among the 12 first signatories of The Cocoa and Forests Initiative declaration that was prepared jointly by the World Cocoa Foundation (WCF) and IDH under the auspices of Prince Charles' International Sustainable Unit development activities.



The Cocoa and Forests Initiative

The Declaration was a first step in a process that has brought together producing country governments, civil society and industry to agree on a strategy to tackle deforestation, initially in Côte d'Ivoire and in Ghana.

We are particularly heartened by this development as it is aligned with Touton's strategy when it comes to Landscape Governance. This is an area where we have been active for several years, especially in Ghana. We have been working with Forest and Cocoa authorities as well as with implementing partners to develop a holistic approach which goes beyond the impact of climate change at cocoa-farm level. Our 3PRCL – Partnership for Productivity, Protection and Resilience in Cocoa Landscapes was officially launched in the presence of the President of Ghana during the country's second REDD + Forum that took place in October 2017.

3PRCL: Touton's Landscape Approach

The Western region of Ghana, which holds the largest area of remaining primary forest products, produces over 50% of the country's cocoa beans. However, despite the strong link between forests and cocoa productivity, Ghana is losing its forest at a rate of 3.2% pa. Underlying causes for this include: limited financial and technical support for sustainable cocoa production leading to expansion into forest areas; legal disincentives to maintaining trees on farms; and lack of collaborative land use planning and landscape management..

As part of efforts to reverse this trend, Touton, through the Partnership for Productivity Protection and Resilience in Cocoa Landscapes (3PRCL) project, is leading a consortium of partners – the Ghana Forestry Commission, the Ghana Cocoa Board (COCOBOD), SNV, AgroEco, the Nature Conservation Research Centre and communities – to develop and pilot a landscape-wide governance framework in the Juabeso-Bia landscape in the Western region. In collaboration with IDH Sustainable Trade Initiative, local NGOs and CBOs, District Assemblies, and Traditional Authorities, the project will provide farm-level support to 60 000 cocoa farmers to improve their livelihoods through increasing productivity in an environmentally sustainable manner, and developing incentive mechanisms for communities and cocoa farmers to sustain this over time.





multi-stakeholder landscape governance structures for prevention and remediation of deforestation caused by cocoa farming and other activities. This approach sets the example of an innovative, comprehensive and bottom-up answer to address the root causes of deforestation.

Thanks to the combined use of field data collection and remote-sensing technology developed by partnering organisations, Touton is working on a system that will allow the accurate identification of cocoa farms in forest zones and transparently offer long-term remediation solutions (progressive reforestation and alternative livelihoods) while limiting the social and economic prejudice to local communities.

Understanding the needs and concerns of all landscape actors, from farm to community to landscape levels, was crucial to identifying where the private sector needed to intervene to reduce deforestation. Participatory Three Dimensional Model Maps (P3DM) served as an integral tool to engage farmers and local authorities around common objectives. Working alongside traditional authorities, farmers are also gaining legal literacy and becoming more involved in defending land tenure.

We are building a Community of Good Will, notably through the Forest Caretakers Bia Juabeso (FCBJ) club that organises football events between forest-fringe communities in the presence of traditional authorities.

The UK government funded Partnerships for Forests is supporting the 3PRCL project to adopt a multi-stakeholder, landscape-wide, governance approach to eliminating deforestation in the cocoa supply chain.

This will result in measurable reductions in deforestation, enhanced resilience, significant increases in farmers' yields and incomes and the marketing of climate-smart cocoa beans.

The expected outcome of the project is to catalyse investment from the private sector to preserve approximately 160 000 hectares of protected forest reserve and deliver socioeconomic benefits to an estimated 150 000 people by 2020.



The 3PRCL is the first pilot of the Ghana Cocoa Forest REDD+ Programme (GCFRP) and contributes to the objectives of the Cocoa and Forests Initiative.

The project seeks to establish a landscape forest governance board at the district level with oversight of land use management and forest protection. The partnership adopts a jurisdictional approach which ensures that all stakeholders across the cocoa sector commit to and collaborate on achieving climate-smart cocoa.

Touton is adopting a multi-level approach, including on-farm extension support and service delivery for greater productivity, support to drive community social and economic development and support to





Access to water

Access to water is a key enabler for rural communities. It is essential for health and hygiene, as well as for farming.

Touton uses the Participatory Three Dimensional Model Maps (P3DM) tool to educate farmers on landscape and lifescape interrelationships. Through the model, farmers are informed on water management, watershed as well as influence of forest cover on rainfall, and also negative consequences of certain activities (eg mining) on other stakeholders.

Last season, Touton worked with a technical partner in Côte d'Ivoire to set-up solar-powered hydraulic pumps in the village of Gnipi providing access to water for over 6 000 Inhabitants.

In much the same way, Projet Kasava (Kakao Sambirano Vanona) in Madagascar - which is conducted by Helvetas - foresees the set-up of solar-powered potable water adduction systems.

In 2018, 2 systems were inaugurated in the districts of Maevatanana & Anjiabory, reaching 4 000 households (32 000 beneficiaries), and servicing the local primary school, college, and health centre.

In 2019 a further system will be set up for an additional 700 households in the Marovato Centre.



Agroforestry

One of our industry commitments in fulfilling the objectives of the Cocoa and Forests Initiative is to promote agroforestry techniques which are proven to bring both economic and ecological benefits.

We are working with experts such as the Agro Eco Louis Bolk Institute in Ghana on identifying region-based agroforestry models.

We are also looking at partnering with research institutes, notably the CIRAD (Centre International de Recherche Agricole) to run trials of different models in our own plantations in Côte d'Ivoire and in partner farming communities in Ghana.

Beyond the agronomic aspects of intercropping, shade-tree cover, and rational use of phytosanitary products, we will be testing farmer-acceptability of suggested systems.

Too often, well intended service packages have met with farmer resistance. It is key we understand and respond to farmers' needs while ensuring we are providing truly sustainable models.

Traceability and satellite imagery technological solutions are also under consideration with our 3PRCL partners in Ghana.

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Professionalisation & Economic Growth





We believe that the best way to strengthen farmers' ability to become agri-entrepreneurs requires a multipronged approach. Our Service Delivery Model was initially developed for cocoa in Ghana. We are now starting to roll it out in other origins and other supply-chains.

3 033
farmers (including 35% women) attended FBS in 3 districts in Ghana, in partnership with Advans Savings & Loans.
2 253 were supported to open savings accounts.

3 439
cocoa farmers trained on farming as a business (incl. 2 847 farmers with access to development of a farm business plan)

Training and coaching remain at the core of our service delivery model to farmers. In addition to Good Agricultural, Environmental and Social Practice curricula we are increasingly looking at cost-efficient ways of delivering tailored farm business plans to farmers.

The Farmer Business School (FBS) curriculum that was initially developed by GIZ, takes participants through the basics of growing cocoa as a business (planning, accounting, profit and loss, sensitisation to banking terms, etc). By the end of the session, farmers are linked to partnering financial institutions to open savings accounts and to acquaint themselves with other digital financial products such as mobile banking.

36 613
cocoa farmers trained on GAP

555
youths and women trained on additional income-generating activities

Training and marketing services are provided to support crop diversification for nutrition improvement, food security and additional income, that all ultimately contribute to increasing farmers' resilience. Touton is particularly well positioned to provide market access as an offtaker of several additional crops (such as spices, ingredients etc).

We are stepping up our training and coaching activities in the Vanilla sector in Madagascar with our Me'vanilla programme that will reach 320 producers during its pilot phase to increase product traceability and quality.



Professionalisation & Economic Growth

Access to quality inputs remains a challenge in many remote rural communities.

In Ghana, our Rural Service Centres have an integrated input sales desk. Touton teams negotiate bulk rates with fertiliser and pesticide manufacturers. The suppliers provide inputs that are stocked in the centres and then sold to the farmers at a competitive price.

In Côte d'Ivoire, the Ghanaian model was adapted in partnership with Callivoire, while in Madagascar, we work with CTHT (Technical Horticultural Centre of Tamatave).

13 218 farmers provided with access to quality inputs and professional farming services

Central and community-based nurseries are set-up each season, offering quality improved varieties of planting material to farmers to replace their aged, unproductive or diseased trees.

1 155 690 cocoa seedlings,

5 000 clove seedlings

4 000 cinnamon seedlings

distributed to partner farmers

Our Productivity Investment Menu demo plots showcase to farmers how combined treatments in Good Agricultural Practices, use of compost, agrochemicals and fertilizer can optimise yield, depending on the site-specific soil and climatic conditions. Each treatment is a possible way to invest in the farm, depending on the farmer's capacity in time and or cash.

212 demo plots set up to showcase improvements



9



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Industry & Innovation





As a global trader and processor of tropical commodities, we regularly invest in logistics and infrastructure in the countries where we source products. These investments are designed to further strengthen quality control of our sourcing operations but also to add value at origin.

In 2017/2018 we considerably increased our storage and handling capacity in Uganda and Vietnam for coffee, and in Bordeaux for vanilla.

In Ghana we entered into a new partnership with Licensed Buying Company Eliho. This has allowed us to go the extra mile in reaching more farmers for our sustainable sourcing operations.

We also plan to increase our storage and handling capacity in the country. In 2017 we refurbished our vanilla warehouse in Bordeaux with the help of French company Sofrinnov. The warehouse, which is built almost entirely from recycled wooden pallets, has won several prizes in France. We are also pushing green technology in our offices and rural service centres. In 2018, for instance, we equipped our two new RSCs in Ghana with solar panels. Lastly, in 2018 we became ISO 9001 compliant in Bordeaux, in order to further increase quality of our processes and services to clients.

Technology

The pace of technological change is fast. As new data needs appear, both to inform our operations and to report to our stakeholders, we constantly need to challenge the status quo.

Touton's sustainability department is proud to be spearheading the revamping of the group's IT solutions.

Building on years of experience working with specialists to collect and treat data related to our cocoa activities, we are now developing a bespoke multi-product data collection software, with the aim of developing a more transparent – client-friendly interface which can also help feedback valuable data to farmers we work with on the ground.

The system we are developing addresses our key requirements when it comes to data collection and storage and restitution to stakeholders.

Rethinking data collection

Like most sector actors, we have traditionally collected data on our sustainable sourcing operations following a linear approach that provides for data points from farmer to delivery of products to customers.

We have taken a step back and challenged our initial assumptions.

In working with partners we realise our data needs to be much more flexible and agile, looking at farming operations in a much more systemic manner in order to capture more granularity on the agronomic and socio-economic complexities behind smallholder farming.

Data integration and interfacing

Many of our customers and implementing partners already use data platforms that inform their measurement metrics. These metrics are also valuable to us to cross-check our own results and to further strengthen our own activities.

An intelligent interface is necessary to be able to import external data and execute searches that capture not only our own data but also what has been imported, while maintaining data traceability, and importantly quality.

Data confidentiality and security are of course paramount for legal and commercial reasons. That is why we are looking at state of the art secure platforms.

Lastly, we are working on significant data usability improvements.

Data query and aggregation options need to be flexible in order to allow multiple reporting formats. By 2020 our aim is to have a direct access point for our clients to all their programme metrics.

Satellite Imagery to support FDPs

In 2018 we entered into the new SAT4Farming partnership in Ghana with RainForest Alliance, the Grameen Foundation, Satelligence and Waterwatch.

It is designed to use digital technology and satellite imagery to create individual Farm Development Plans (FDPs) that guide farmers over a seven-year period. The digital FDPs provide a planning and monitoring tool, available over mobile devices. Advice on farm practices and investments, climate-adaptation, certification training, and ongoing monitoring provide farmers, including women and youth, and field agents with unprecedented data-based guidance to a more sustainable future.

SAT4Farming builds on a pilot in Indonesia where Mars, the Rainforest Alliance and Grameen Foundation partnered to create the digital FDP. In Ghana, the integration of satellite imagery is expected to streamline the process of creating an FDP, facilitate monitoring, and provide greater insights into dynamic environmental conditions. Touton is testing the SAT4Farming tools in communities where it sources cocoa in Ghana.







Partnerships

In order to meet the steady growth in demand for sustainable products the past decade has seen the multiplication of initiatives and programmes to support smallholder producers. This has created the need for harmonized initiatives, uniform procedures and consensus on what sustainability in this sector really means, to improve common understanding and to create a level playing field.

Touton staff members participate in a number of industry and multistakeholder platforms to share the company's insights and to learn from best practices that are being codeveloped by the sector.



Touton was an active member of the International Standards Organisation (ISO) and the European Committee for Standardization (CEN) Technical Committee that is now finalising the CEN-ISO Standard for Sustainable and Traceable Cocoa.

Touton is a contributing member of the ECA/FCC/Caobisco Joint Cocoa Quality & Productivity Working Group. Since 2013, this WG has been responsible for the management of a Joint Research Fund that allows its members to conduct up to three bespoke research projects at a given time (that typically run over a two to five year time span).

As a supply chain approach is crucial to tackling quality and productivity issues in the cocoa supply chain, the joint WG has a regular exchange of information and cooperates with cocoa producing countries governments, research institutes, the International Cocoa Organization (ICCO) and European institutions.

In 2018 we worked closely with IDH and Rabo Partnerships to review our current service delivery model in Ghana. Rabo Partnerships also provided us with valuable support on the development and branding of our Landscape Governance approach in the Bia-Juabeso district.



Rabo Partnerships

In 2018 we entered into a partnership agreement with l'Ecole Supérieure d'Agronomie (ESA), of the Institut National Polytechnique Houphouët Boigny (INPHB) in Côte d'Ivoire to support higher education for aspiring agronomists.



Touton is proud to work in partnership with the University of Political Sciences Bordeaux (Institut d'Études Politiques de Bordeaux). Every year, 'Sciences Po', as it is known to students, encourages Master degree students to work on an analysis of a given sustainability challenge in our supply chains and to provide concrete advice for project implementation to our company. This partnership offers real-life case studies to students while providing Touton with an external 'fresh' look on its activities.



Credits

Photos and infographics:

Cover page & pp. 16-17 : Women march in favour of potable water adduction systems in Madagascar – Courtesy of Clara Cador

p. 4 : Touton Global Presence – RobbyGraphics & Atelier Franck Tallon

p. 5 : Infographic - Atelier Franck Tallon

p. 6 : Empowering Women – Courtesy of TAKT

p. 7: Farming families Ghana – Maël G. Lagadec for the Power Station

pp. 8-9: A Touton employee engages with school-children in Ghana

pp. 10-11: CNIP Workshop in Ghana – Touton

p. 11: Safety poster partner Cooperative in Côte d'Ivoire – Touton

p. 11: Maternity in Gagoré, Côte d'Ivoire

p. 12: Landscape Madagascar - Courtesy of Clara Cador

p. 13: Courtesy of Maël G. Lagadec for the Power Station

pp.14-15: Participatory Three Dimensional Model Map exercise Touton Ghana

pp. 14-15: Touton Forest Caretakers Bia-Juabeso Football challenge

p. 15: Land Tenure information session Ghana

p. 18: Touton's SAO plantation in Côte d'Ivoire

p. 19 : Professionalisation of Touton Cinammon workers in Madagascar

p.20: Training session at Touton's Rural Service Centre in Kofikrom/Proso, Ghana

p. 21: Community Nursery Ghana

p. 22: Port of San Pedro – Courtesy of TAKT

pp. 23-25: Touton Vietnam coffee warehouse – Courtesy of TAKT

TOUTON logo development:

Robbygraphics

Brochure design:

Atelier Franck Tallon

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Touton is a leading agro-industrial actor. Our know-how builds on 170 years' experience of providing our customers with high quality commodities. In addition to delivering responsibly-sourced cocoa, coffee, vanilla and natural ingredients, we are now increasing our engagement in commodity-producing countries through processing operations in cocoa. With subsidiaries in originating regions, and agents in key locations, Touton's strength lies in the skills of its workers, the cultural diversity of its teams, and a deep understanding of the countries in which the company operates.



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