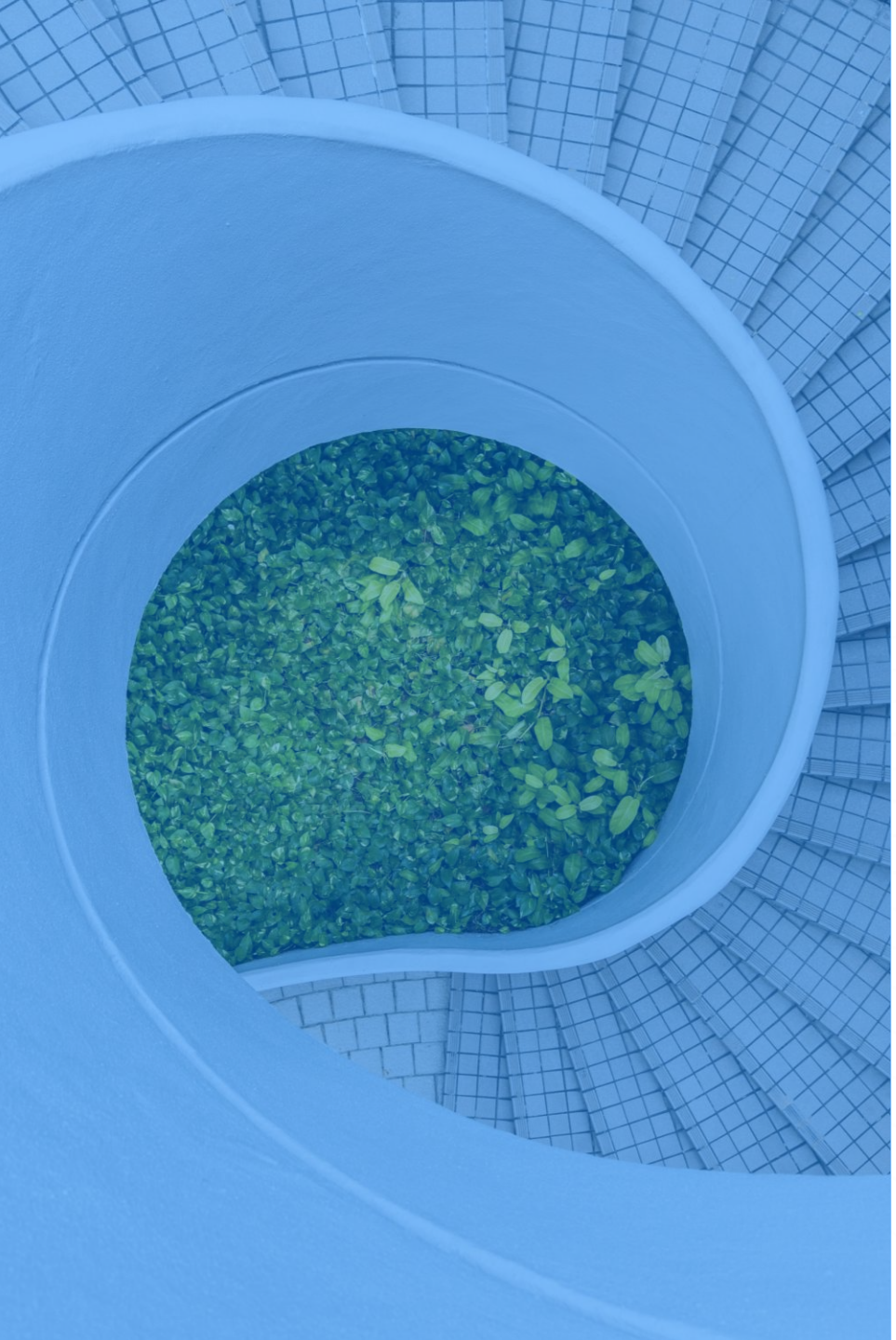
IMPACT
ECONOMY
FOUNDATION

ANNUAL PLAN

2026

Accelerating the transition
to the Impact Economy.



IMPACT ECONOMY FOUNDATION

1. STRATEGIC FOCUS 2026

STRATEGIC FOCUS 2026

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Scaling True Profits-based advocacy.

In 2026, IEF will build on the strong positive response to the True Profits initiative and the solid advocacy groundwork laid in 2025:

- **Building out advocacy on True Profits**: Guided by the True Profits Policy Roadmap (which focuses on embedding impact pricing within fiscal, financial, and accounting systems) IEF will engage in strategic advocacy interventions, strengthen its international network with public affairs and economic think tanks, and attract impact-driven companies as endorsers for its advocacy.
- **Strengthening thought leadership and recognizability:**
  - By leveraging the momentum around combining competitiveness and impact, IEF will position its mission of making impact profitable through excellent papers and reports. By establishing a clear participation infrastructure it connects with leading impact-driven corporates and thinktanks on advocacy.
  - By Collaborating with strategic partners: IEF will initiate collaborations with key players at the European level.
- **Preparing for breakthrough growth**: IEF will sharpen the focus of its work package to facilitate breakthrough growth. We do this by:
  - Strenghtening operational excellence across recurring projects (CVO, Conference, 2100).
  - Pursuing strategic collaborations with partners, such as II, on activities that are aligned but not core to our primary strategy (e.g. nature-inclusive mortgages).

It's time to design an economy where the most *impactful companies* are also the most *profitable ones*.

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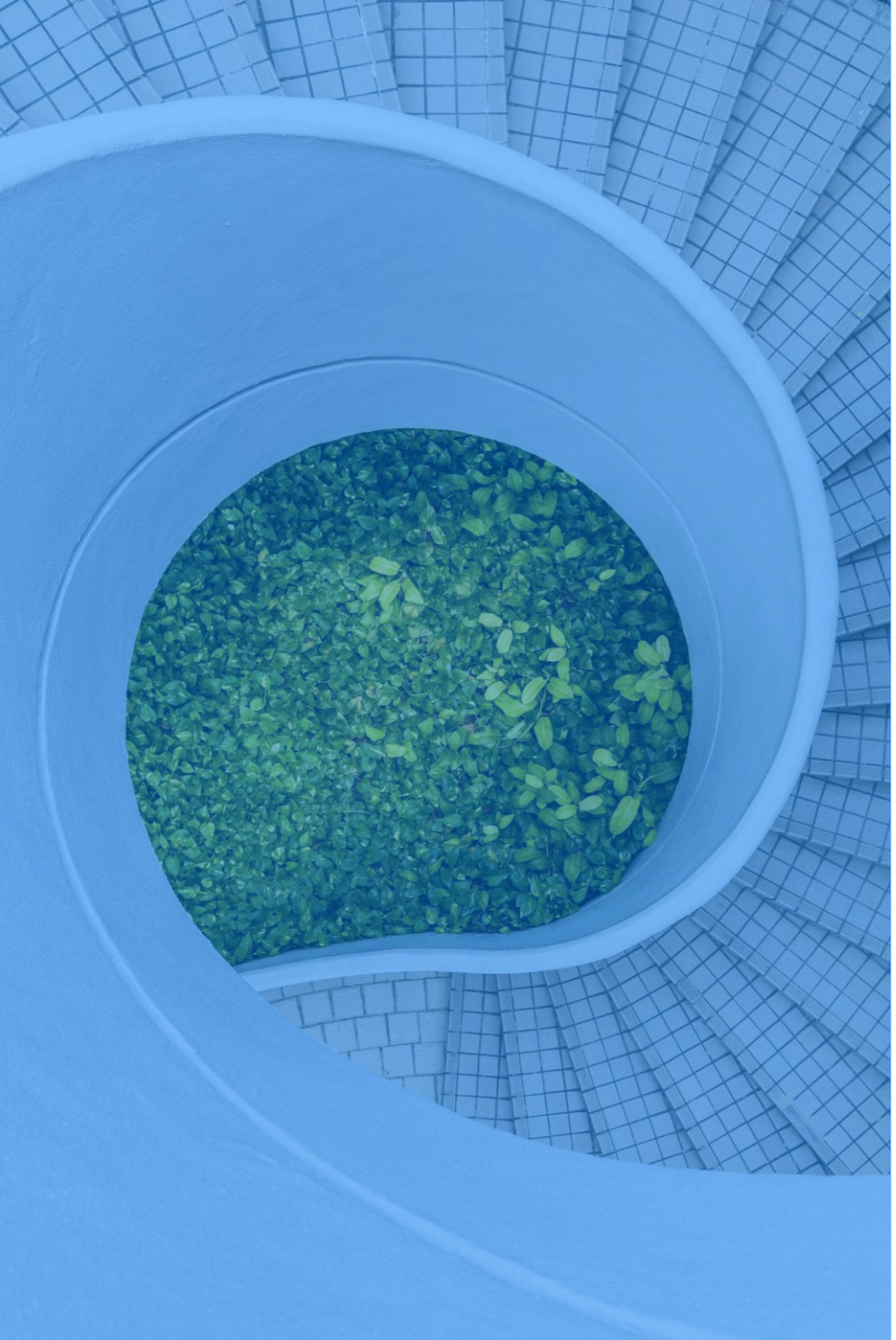

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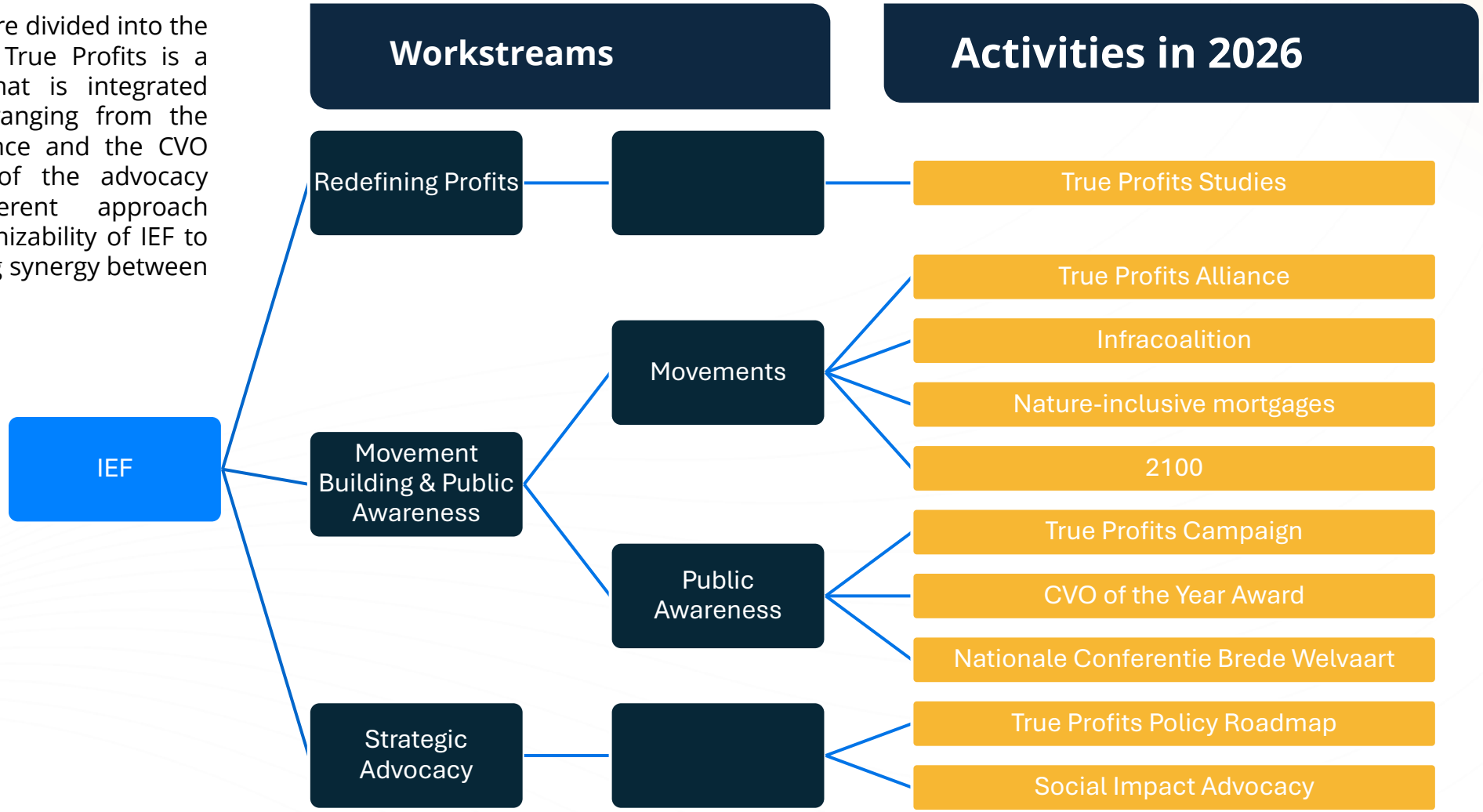
2. ACTIVITIES 2026

The activities for 2026 are divided into the 3 workstreams of IEF. True Profits is a cross-cutting theme that is integrated across the activities, ranging from the theme of the conference and the CVO Award to the basis of the advocacy activities. This coherent approach ensures a strong recognizability of IEF to outsiders and improving synergy between different projects.



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THEORY OF CHANGE

IMPACT ECONOMY FOUNDATION

Activities

Rethinking Profits
*Through case studies, state-of-the-market reports, starter packs, and pilot programmes, we demonstrate the benefits, versatility, and opportunities of True Profits, and support business adoption. **

Movement Building
We launch a True Profit communications campaign across Europe, organise flagship events, including the True Profit Conference and executive roundtables, and grow the True Profits Alliance.

Advocacy
Through EU policy labs, consultations, and targeted campaigns, we promote and bring the True Profits Policy Roadmap to the forefront of fiscal, financial, and disclosure reform.

Outputs

True Profits at company-level
A growing number of frontrunning companies recognise the benefits of True Profits, integrate them into strategy, investment, and procurement, and report their True Profit.

True Profits at market-level
Awareness of True Profits among corporate executives in the EU grows, with increasing public endorsements of the True Profit Policy Roadmap.

True Profits at society-level
The True Profits Policy Roadmap gains traction in EU and national stages, and is endorsed by key actors (e.g. MEPs) and institutions (e.g. regulators, financial supervisors).

Outcomes

Widespread corporate adoption of True Profits
With increasing company- and market-level momentum, as well as increasing coverage in policy, True Profits become the new standard for corporate value creation and transparency.

Market dynamics guided by True Profits
Sectors no longer compete on the lowest cost, but on the highest True Profit, and tenders, investments, and market access increasingly favour organisations with strong True Profit performance.

Policy integration of True Profits
True Profits are institutionalised in EU-level reporting standards (CSRD+, IFRS), fiscal rules (e.g. True Profit tax), and impact-based market incentives (e.g. impact-adjusted interest rate, nature & impact assets)

Impact

Impact is profitable
Positive impact is incentivised and rewarded in the market.

Impact Economy

Profits are impactful
Profits reflect companies' contribution to society and the planet.

2025 — ***Launch of True Profits Alliance in Europe*** — ***Kick-off of the True Profit Tax advocacy campaign***

2030 — ***Implementation of key True Profits market incentives***

2035 — ***Binding True Profits reporting, and impact-based taxation and subsidy frameworks***

*: support of business adoption is done in collaboration with and lead by Impact Institute.

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RETHINKING PROFITS

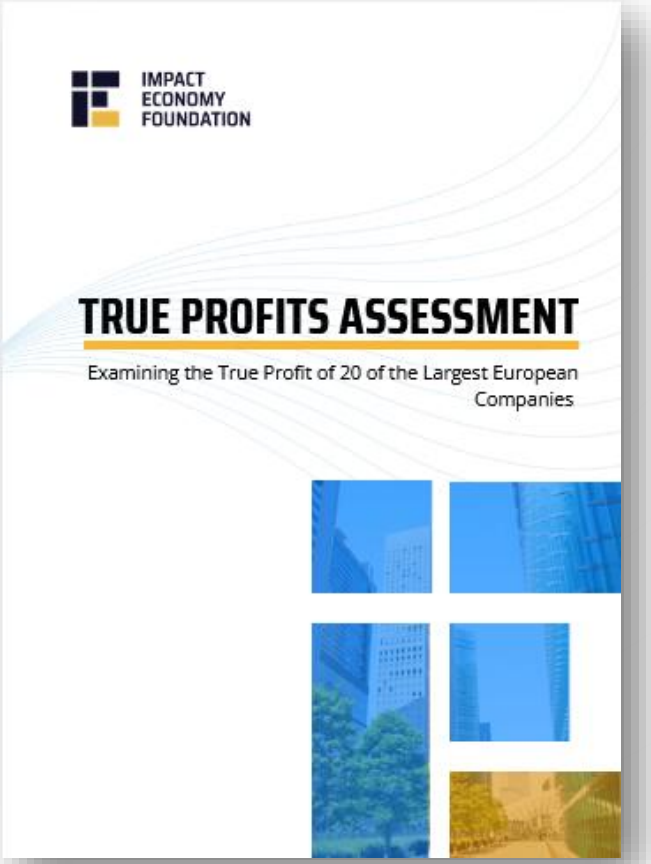
REDEFINING PROFITS

True Profits studies

In 2025, we developed a case study on the True Profit of twenty of Europe's largest companies together with Impact Institute, using the Global Impact Database. The report provides policymakers with a strategic compass for aligning competitiveness with impact. The report has been reviewed by academic advisors, and we have agreed to publish it in partnership with Singapore Management University in Q1 of 2026.

In 2026, the True Profit Assessment will be published. We plan to further strengthen our thought leadership in line with our advocacy agenda and explore opportunities for future studies. A few ideas include:

- **Mapping sectoral True Profit performance** through a State of the Market analysis, showing how different industries create or externalise societal value and identifying which policy levers could shift entire sectors toward more positive True Profits.
- **Studies on closing the Profitability Gap**, modelling how targeted incentives, such as impact-adjusted interest rates, carbon pricing, or nature on the balance sheet, could close the profitability gap for specific business models.
- **Papers on True Profit cases**, showing historical examples of how the implementation of pricing mechanisms has enhanced the competitiveness and growth of impact-driven technologies and business models in Europe, creating a positive and entrepreneurial narrative on pricing impact and the benefits it brings.
- **Impact of True Profits Policy Roadmap,** study on the economic impact of various policy suggestions that are part of the True Profits Policy Roadmap, possibly together with Herman Vollebergh.



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IMPACT ECONOMY FOUNDATION

MOVEMENT BUILDING

TRUE PROFITS ALLIANCE

IMPACT ECONOMY FOUNDATION

Movement building

In 2025, we built the foundation for a strong True Profits Alliance by engaging with frontrunner organisations. After the launch of the alliance at the National Conference for Broad Prosperity, we held numerous follow-up calls with interested businesses. We received strong positive feedback, early commitments and clear endorsement from companies eager to join and actively contribute. We are now developing the exact setup, frequency and format of the Alliance sessions.

In 2026, the Alliance will form a cross-sectoral expert group of enterprises, investors and thought leaders who collectively shape the incentives for next-generation markets and build the support for the True Profits Policy Roadmap. Together we will:

- **Connect 20+ frontrunners** across business, finance and policy through structured Alliance workstreams and quarterly roundtables, bringing policy interventions and true profits cases to the table. Together shaping the True Profits Policy Roadmap.
- **Identify True Profits cases** showing the business potential of making impact profitable in the market. These bottom-up cases provide strong support for the advocacy activities.
- **Advocate for incentives** by engaging jointly with EU institutions and national policymakers, positioning the Alliance as a trusted source of evidence and practical pathways for reform.
- **Foster market leadership** on True Profits by sharing insights and best practices. This inspires organisations to get started with True Profits and integrate it in business decision-making with the help of an implementation partner (e.g. Impact Institute).

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NATURE INCLUSIVE MORTGAGES

- **Goal:** Encourage nature-inclusive measures in real estate by simplifying financing options for homeowners (for example, through the nature-inclusive mortgage) and raising awareness of the benefits of nature-inclusive real estate.
- **Results 2025:**
  - Launch of the coalition of mortgage providers at PROVADA.
  - In 2 sprint sessions (together with II), a coalition of mortgage providers developed the basic structure of nature inclusive mortgages (list of nature inclusive measures, impact/risk analysis which they
- **Ambition 2026:** we are currently exploring the extension of the coalition to 2026 with the following goals:
  - Implementation of nature inclusive mortgage by the participating mortgage providers.
  - Implementation of advocacy action agenda in NL and EU - The goal is to influence policy and regulatory frameworks to better support nature-inclusive housing and make it financially appealing for mortgage providers.
  - Inspiration and Information Campaign for Homeowners – Coalition members will launch a comprehensive campaign targeting homeowners. This campaign aims to inspire and inform them about the benefits and possibilities of nature-inclusive living.
  - Organizing the Supply Side - To strengthen the ecosystem around nature-inclusive housing, we will focus on organizing and improving the supply side. This includes training advisors and appraisers to recognize and value nature-inclusive measures, as well as further developing financing options.

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2100 MOVEMENT

Over the past years, IEF has built a valuable movement of talented, future leaders and current executives. The members have been onboarded in an innovative participation structure in which: (i) people commit their careers to 2100; (ii) collaborate for the long-term (till 2100); (iii) develop a shared strategic agenda for the Impact Economy and well-being in 2100.

- **Results 2025**
  - Introduced a new two-tiered participation structure to reduce workload and future-proof member participation.
  - 2100 achieved 3rd place in the Trouw Sustainable 100, a significant recognition of the movement's social relevance and impact.
  - In total, more than 20 young pioneers have been appointed to supervisory boards, advisory councils, and public committees (including Trimbos Institute, Greenpeace, PFZW, MIT, and ASN).
  - These members actively bring age diversity, broad prosperity, and the ethos of 2100 into practice within governance contexts.
  - A Social Impact Dialogue Card Game was developed to help organizations systematically discuss social value.
- **Ambitions 2026**
  - Expand the implementation of the two-tiered structure, focusing on delivering fewer but more impactful high-level intergenerational events to maximize engagement and effectiveness.
  - Recruit a new cohort of 2100 members, prioritizing diversity, fresh perspectives, and active participation in the organization's mission.
  - Assess the potential to spin out 2100 into an independent organization and/or pursue a strategic merger with an existing initiative to scale impact and ensure long-term sustainability.

2100

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IMPACT ECONOMY FOUNDATION

PUBLIC AWARENESS

TRUE PROFITS CAMPAIGN

Public awareness

In 2025, we laid the groundwork for the True Profits Campaign with a soft launch in early October: the website went live, accompanied by news updates and a LinkedIn announcement. This was followed by a hard launch during the National Conference for Broad Prosperity. After the launch, we built steady momentum through a subtle but consistent flow of LinkedIn communications, interviews, podcasts and op-eds introducing the concept of True Profits to a broader audience.

In 2026, we will maintain a continuous communication stream around True Profits. As we enter 2026, our communications will increasingly shift from introduction towards more content on our advocacy plans, highlighting policy-relevant incentives and True Profits cases. January will mark the launch of the True Profits Study, and throughout the year we will continue publishing True Profit case studies to shape the public dialogue and showcase frontrunners. Through the publication of reports, posts, and opinion pieces (in international media) on True Profits we aim to reach an international audience of 5M+ people.

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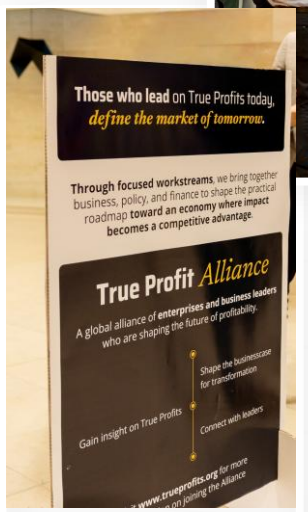
NATIONALE CONFERENTIE BREDE WELVAART

Public awareness

In 2025, the National Conference for Broad Prosperity marked a key milestone with the successful launch of True Profits. The concept resonated strongly with participants, who spoke enthusiastically about its potential to grow into a powerful movement. The conference highlighted the unique strength of connecting sustainability and economic competitiveness, creating a space where frontrunners across business, policy and finance could explore how impact and profitability can reinforce each other.

In 2026, we will continue on this trajectory by placing a sharper focus on closing the Profitability Gap and making impact profitable through True Profits. The programme will highlight concrete examples and case studies from Alliance members and other leaders, giving visitors clear, practical guidance on how to apply True Profits in their own work. Furthermore, we aim to deepen the focus on True Profit Policies as well. Building on the conference's core strength, bridging sustainability and economic decision-making, we aim to deepen inspiration, accelerate adoption and strengthen the community shaping the next generation of business models.



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CHIEF VALUE OFFICER AWARD

- **Results 2025**
  - High-level jury consisting of Adrian De Groot Ruiz, Barbara Baarsma, Jaap Winter, Josefien Kursten, Hanneke van de Vijfeijke, and Vincent Timmers.
  - 77 nominated CFOs – increase in diversity of sectors and types of leaders (background, education, and leadership style).
  - Media reach > 1.1 million, thanks in part to a radio commercial on Sky Radio via Ebbinge and content partnerships with CFO.nl.
  - Award Ceremony during the National Conference on Broad Prosperity with the 3 winners: Jasper de Wit (Haskoning), Marieke Bonhof (Ymere), and Arnold Mars (AFAS).
  - Boardtalk event with 50 executives in collaboration with Ebbinge, introducing True Profits to a relevant audience of impact-driven CFO's.
- **Ambitions 2026**
  - 4th award edition with target of 80 candidates
  - Development of CVO Community with 2 CVO Boardtalks, webinar and publication CVO Best Practices.
  - Renewed media approach aiming for visibility at FD, BNR Zakelijk en RTL Z.

CHIEF VALUE OFFICER
VAN HET JAAR

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IMPACT ECONOMY FOUNDATION

STRATEGIC ADVOCACY

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True Profits Policy Roadmap

In 2025, we laid the advocacy groundwork to advance our overarching objective: driving policy reform and embedding True Profits into corporate transparency frameworks and market incentives at local, national and EU levels. We conducted a comprehensive stakeholder analysis, identified key policy trains, and established partnerships with ecosystem actors. All support the development of policy proposals under True Profits.

In 2026, we take the next step towards impact-aligned markets with concrete policy campaigns and EU-level visibility by:

- **Developing & launching the True Profit Policy Roadmap:** outlining how Europe can competitively transition to a market with True Profits by 2035, presented at both the European Parliament and Commission. The Roadmap is developed within our True Profit Alliance workstreams consisting of economists, policymakers, impact-driven corporates.
- **Launching an initial international advocacy campaign on impact-aligned fiscal systems**, embedding impact-adjusted taxation (True Profit Tax, Impact border tariffs, impact levies) into fiscal reform debates through direct engagements, workshops and policy labs.
- **Expand European strategic collaborations** with thinktanks and lobby groups

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IMPACT ECONOMY FOUNDATION

ORGANISATION

FINANCIAL MANAGEMENT

Scaling True Profits-based advocacy.

Method of acquiring income

The Impact Economy Foundation does not rely on a single, uniform funding model: each project within the organisation has its own income profile, tailored to the nature and stage of the activity. As a foundation, IEF's ambition is to secure a healthy combination of income streams on an ongoing basis, consisting of corporate sponsorship, contributions from philanthropic funds, and support from government bodies. By combining these diverse sources of funding, the foundation safeguards its independence and continuity, while remaining able to flexibly meet the financing needs of the varied projects across its three workstreams.

Management and expenditure of assets

The management and expenditure of the foundation's assets take place in accordance with this policy plan and the strategic priorities set out for 2026. The treasurer is closely involved in decision-making regarding financial management, ensuring that income and resources are carefully allocated to the activities within the Redefining Profits, Movement Building & Public Awareness, and Strategic Advocacy workstreams. This approach ensures that the use of the foundation's assets aligns with its objectives and is carried out in a responsible and accountable manner.

It's time to design an economy where the most *impactful companies* are also the most *profitable ones*.

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