



# 2015 ANNUAL REPORT

**150 years of history  
and 50 years in Brazil**

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HIGHLIGHTS

# Cargill's achievements and development in 2015

Tradition combined with innovation, commitment to sustainability and society, as well as gains in efficiency and capacity marked Cargill's year.



Cargill celebrates 150 years of evolution in the world and 50 years of trust in Brazil p. 14



The launch of the Forest Policy reinforces the Company's commitment to sustainability p. 71



Cargill Business Services (CBS) brings more synergy to the Company's operations p. 40



New grain terminal in Santos (SP) will expand the Company's export channels p. 41



Cargill's Sustainability Committee in Brazil progresses and shows consistency in its performance p. 28



Corn-based ethanol increases productivity p. 40



Growth: expansion of the biodiesel plant in Três Lagoas (MS) increases grain processing capacity p. 40



Fundação Cargill seeks social transformation with new focus on corporate volunteering p. 57

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# Message from the President

Luiz Pretti, president of Cargill Brazil talks about the Company's performance highlights in 2015 and the importance of the achievements, investments and results for its strategy and sustainability.

**Challenging.** This is how I would define 2015.

However, despite the political and economic adversities throughout the country, we had a year with many developments and achievements. For Cargill, 2015 was marked by very special celebrations. We have completed 50 years of having a presence in Brazil and 150 years of global operations! These are major milestones that reinforce our commitment, values and principles which have led our business so far in a responsible and sustainable way and guided us into the future to fulfill our mission as a global nourishment leader.

Cargill has maintained its growth, with net revenues 24% higher than in 2014. And this was only possible because we were well positioned and our investments are planned in a structured and consistent way. Cargill Brazil is the Company's 2nd largest investment outside the United States, and in 2015 alone, more than R\$600 million were invested, mainly in logistics and infrastructure, focusing on the northern part of the country.

In addition to the capacity expansion of the Santarém Terminal (PA), the construction works of the transshipment station in Miritituba (PA) have begun, as well as pioneering project for the construction of its own fleet of barges and tugboats, which will make a route in Pará, between

Miritituba and Santarém, through the Tapajós river.

In Santos (SP), we have leased a plot for a new port operation through a consortium. In Mato Grosso do Sul, we will increase the grain processing capacity in our Três Lagoas plant, construct a glycerin refinery and expanding railways and waterways that have access to the plant. Another important investment was allocated to an innovative project to produce ethanol from corn in the sugarcane plant in Quirinópolis (GO).

In our consumer products segment, we invested in the plant in Goiânia (GO), which produces the tomato products line, and the expansion of the fat line production of the Mairinque (SP) and Itumbiara (GO) plants.

Regarding efficiency, we began the year with the inauguration of the CBS – Shared Services Center in Uberlândia (Minas Gerais). The center consolidates the overall strategy of bringing together financial, accounting, tax and administrative activities in one location in Brazil.

And we could not have accomplished many of these achievements without a key ingredient: our people. I am proud to say that we work in a company where employees are committed not only with the results but mainly with the ethical business behavior and safety in all our oper-

ations. Our goal is zero fatalities – a goal that we have been achieving and we will continue to achieve.

As I said, we have been operating for 150 years! And, for a Company to achieve that, its business must have been guided by the principles of sustainability. The past year was also marked by significant results in sustainability, both globally and locally. Launched in September, Cargill's Forest Policy, a year after the company signed the New York Declaration on Forests, at the United Nations (UN) Climate Summit. The policy establishes the Company's commitment to the protection of the forests in regions with the highest concentrations of biodiversity on the planet.

In Brazil, we have consolidated the Sustainability Committee performance, which is composed of nine of the Company's directors and I. The Committee is responsible for monitoring the social and environmental impacts of Cargill's operations in Brazil, in order to minimize negative impacts and identify opportunities for the adoption of best practices in all our value chains. And, through the Fundação Cargill's projects, we have been working in a brilliant way, promoting social justice for more than 45 thousand people in the communities where we operate.

I cannot see how it would be possible to face the challenge of feeding billions of people without Brazil.

Our country has a fundamental role in the mission of feeding the world in a safe way and everyone in Cargill works towards the achievement of this goal.

In closing this message, I would like to highlight a mindset I consider very important in these present times, which is tolerance. We must be tolerant, respect differences and continue to believe in the growth of our country. We will keep investing in Brazil because we recognize the potential of its promising future.

I would also like to thank our employees, suppliers, customers, shareholders and other partners contributing to this long history of success.

Enjoy your reading,

**LUIZ PRETTI**  
*President of Cargill Brazil*





## Profile

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# A globally recognized food company

With global headquarters in Minneapolis (Minnesota, USA), Cargill operates in 70 countries and is synonymous of quality products and ethical business conduct. In Brazil, it is based in São Paulo and operates in 15 states and 137 cities through 18 plants, 191 branches and 8,500 employees.



Operates in 70 countries



In Brazil, operates in 15 states and 137 cities



Through 18 plants and 191 branches



8,500 employees

## VISION

Cargill's efforts are driven by a Vision that expresses the collective aspiration of its workers. The four items comprising these guidelines summarize what Cargill wants to be and the path it has chosen to set itself apart from other companies.

## OUR OBJECTIVE

To be a global nourishment leader.

## OUR MISSION

To create distinctive value.

## OUR APPROACH

To be trustworthy, creative, and enterprising.

## OUR PERFORMANCE METRICS

- Engaged employees
- Satisfied customers
- Enriched communities
- Profitable growth



# Main locations in Brazil



## PLANTS, PORTS AND OFFICES IN THE SOUTHEAST REGION

- Uberlândia (MG)**  
Soybean, acidulants and corn processing (to produce starches and other ingredients).
- Shared Services Center, in Uberlândia (MG)**
- CEVASA - Patrocínio Paulista (SP)**  
Sugar, ethanol and power plant.
- Porto Ferreira (SP)**  
Production of maltodextrin and glucose; manufacture of chocolates and toppings for the industrial and Food Service market.
- Mairinque (SP)**  
Production and sale of vegetable fats; mayonnaise; oils; oil compounds; and industrial specialties.
- São José do Rio Pardo (SP)**  
Fruit preparation for the yoghurt industry, production of ice cream and bakery; ice cream toppings for Fast Food chains; and salad dressing.
- TEG - Terminal de Exportação do Guarujá (SP)**  
Export of grain.
- TEAG - Terminal de Exportação de Açúcar do Guarujá (SP)**  
Export of sugar.
- Innovation Center - Campinas (SP)**
- São Paulo Headquarters (SP)**

## PLANTS AND PORT IN THE SOUTH REGION

- Castro (PR)**  
Process and production of corn-based ingredients.
- Ponta Grossa (PR)**  
Milling and soybean degumming, production of crude oil and meal for animal feed.
- Paranaguá (PR)**  
Grain export port terminal.

## PORTS IN THE NORTHERN REGION

- Porto Velho (RO)**  
Grain transshipment.
- Terminal Portuário de Santarém (PA)**  
Grain export.

## PLANTS IN THE NORTHEAST REGION

- Barreiras (BA)**  
Soybean crushing for the production of meal; soybean oil refining and supplying for biodiesel production.
- Ilhéus (BA)**  
Cocoa derivatives processing for the food industry.

## PLANTS IN THE MIDWEST REGION

- Primavera do Leste (MT)**  
Soybean processing, meal and crude and refined oil production, bottling, sale and distribution of oil.
- Três Lagoas (MS)**  
Soybean processing; production of degummed vegetable oil and biodiesel and soybean meal manufacturing.
- Goiânia (GO)**  
Tomato products processing.
- Itumbiara (GO)**  
Production of vegetable fat.
- Rio Verde (GO)**  
Soybean crushing; production of meal; production of crude oil; refining, bottling, sale and distribution of oil.
- SJC - Cachoeira Dourada (GO)**  
Sugar plant.
- SJC - Quirinópolis (GO)**  
Sugar, ethanol and bioenergy plant.

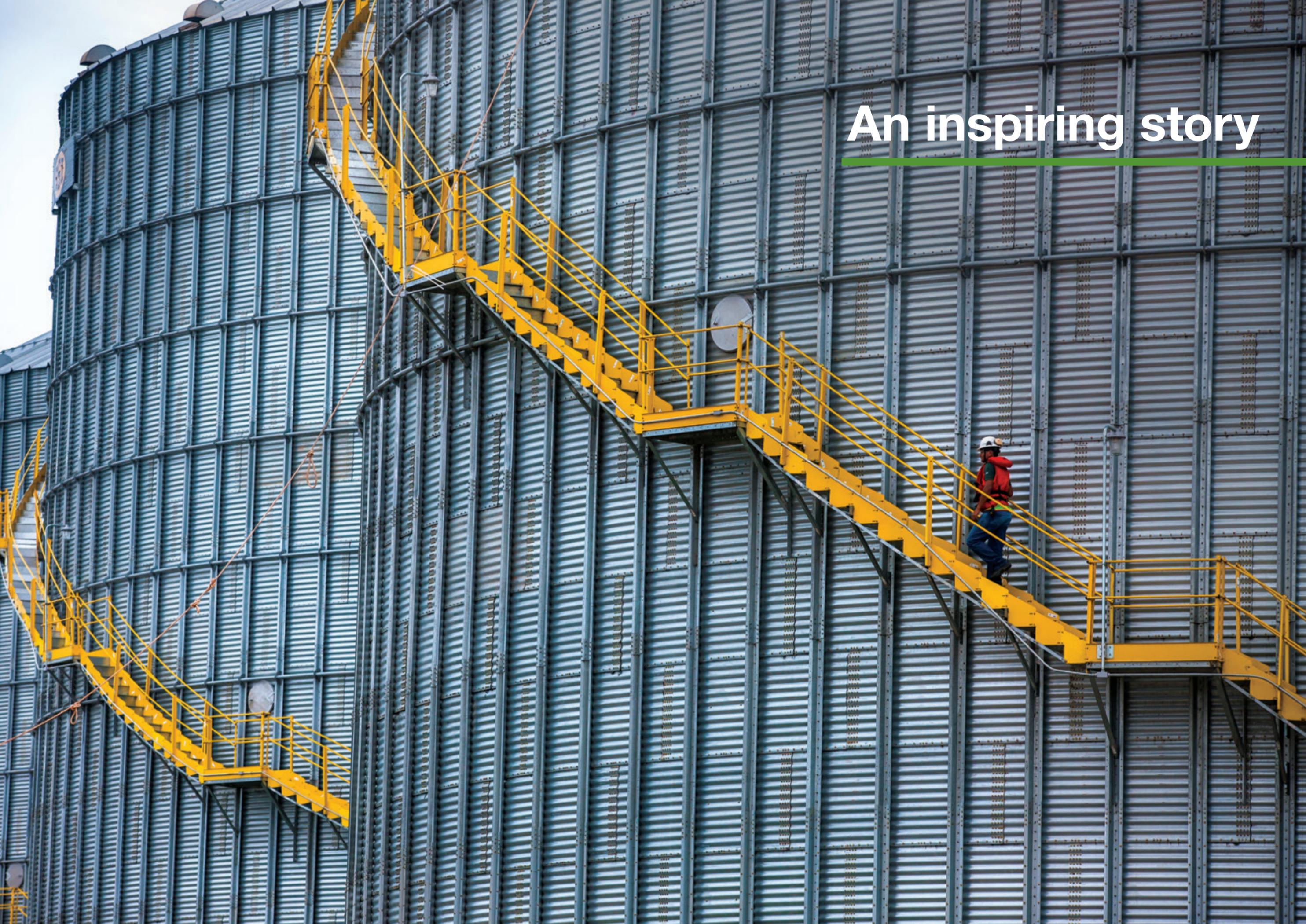
### KEY

- Biodiesel (soybeans)
- Cocoa and chocolate
- Foods
- Head Office
- Industrial oils and lubricants
- Innovation Center
- Shared Services Center
- Soybeans (grain)
- Starches and sweeteners
- Sugar and ethanol
- Terminal - grains
- Terminal - sugar

For over 50 years in Brazil,  
Cargill is now present  
in 15 states.

An inspiring story

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AN INSPIRING STORY

# Cargill 150 years: confidence to thrive

In 150 years, Cargill took its commitment and its brand to 70 countries in five continents – including Brazil, where the Company has completed 50 years of significant participation in national development.

# 150

150 years of helping the world thrive

**Confidence.** It was with confidence that young William Wallace Cargill decided to buy a small grain store in the city of Conover, Iowa, in the United States in 1865. And this became one of the key values in the culture of his business, from the initial investment to this day: in 2015, W. W. Cargill's company has completed 150 years of global operation and 50 years of presence in Brazil, plenty of reasons to celebrate.

To become the largest privately-held corporate in the world, the Cargill-MacMillan family's company had to face – and overcome – some adverse situations. The Company managed to remain solid in its activities even through international crises, always aligned to economic growth, and, especially, human development in the world, through universal access to food.

In a few years, the family has expanded its business throughout the United States, taking advantage of the railway extension. Through this expansion, it participated in the country's growth, with the sale of important commodities for the development of the global economy in the period, such as coal, seeds and animal feed, as well as investing in new railways, rural properties, land and innovative technologies.

Not even the strong economic crises in the beginning of the twentieth century were able to halt Cargill's significant progress. Proof of this is the first sign of expansion to other countries: in the 1930s, small offices were opened in Winnipeg (Canada), Rotterdam (Netherlands) and Buenos Aires (Argentina). In the 1950s, Cargill started a bold global expansion project.

## BRAZIL: 50 YEARS OF CONTRIBUTION

In the 1960s, Brazil was going through major social, political and economic transformations. Despite the beginning of the military coup of 1964, the national economy was developing, based on coffee and sugarcane export. The agricultural growth potential in the country was remarkable and Cargill's arrival in Brazil in 1965 represented a chance to positively explore that potential.

After inaugurating an office in the city center of São Paulo, the corporation took a small step that represented a significant advance in its growth in the country: the creation of the seed department. The so-called economic miracle, in the 1970s, brought a new perspective to the entire production chain, including agribusiness, in which Cargill played an important role.

During that period, soybean was already consolidated as the main crop of the sector. The processing and sale of soybean oil was seen as a great business opportunity for the market and Cargill made it one of its main activity. The result was the modernization of agricultural technologies, increased crops and, consequently, the country's economic growth.

Today, Brazil is one of the largest soybean exporters and Cargill is one of the sector's leading companies in the country – which opened doors for the production of items for the final consumer, such as the famous Liza cooking oil. Alongside this, with the Company's growth boosted by the soybean, Cargill began investing in other products: cotton, cocoa, poultry and beef processing, coffee, among others.



## NEW HORIZONS FOR THE SAME DESTINATION

In the 1990s, the Company was already well established in the country and adapted to the national culture, being a major partner of farmers and of Brazilian consumers, as well as being an active participant in socio-economic growth. At the turn of the century, the change in people's habits has brought new business prospects for Cargill.

The investment in the food fit for consumption sector, the so-called Food Service, was leveraged by the idea of combining practical and healthy eating, using modern technologies that could satisfy these two needs of the growing Brazilian population. And, once again, Cargill has managed to reach a (large) space in the routine of consumers.

Its established brands demonstrate how the Company operates in various food segments. Pomarola, Elefante, Gallo, Mazola, Liza, Ovomaltine, among others, are examples that reflect the alignment between the Company's growth and its commitment in operating in a responsible manner in order to meet the country's needs.

Today, even with the recent economic crisis, Cargill continues investing and believing in Brazil. Examples are: the expansion works at the Port Terminal in Santarém (PA), the construction Transshipment Terminal in Miritituba (PA), the acquisition of own barges for the handling of grains between the two cities, increased grain processing capacity in Três Lagoas (MS), the project to produce ethanol from corn in the sugarcane plant in Quirinópolis (GO). We reinforce, every day, our commitment to the country of having a key role on the challenge of feeding the world responsibly.

## WE NEED TO CELEBRATE

Given this positive scenario, which clearly shows Cargill's precise actions to collaborate towards global development, the celebration of its 50 years in Brazil and 150 years of world history has, of course, engaged employees worldwide. Therefore, 2015 was the year in which the company presented its new brand expression: to thrive.

To live up to the concept of the new expression, several activities that demonstrate how Cargill operates to help the public involved with the Company to thrive were developed. From former employees to communities around the units, many people have expressed their successful relationship with Cargill, making the 150th anniversary a historical landmark for the rescue of memories.

Internally, employees around the world participated in integration and engagement actions, always connected to the Company's history, operation and results. In São Paulo, for example, a time tunnel was installed at the headquarters' entrance so that the people who walk through the doors could read testimonials from employees and former employees on achievements, stories and other facts since the establishment of the Company in South America.

The link between Cargill and the life of each employee was demonstrated through the engagement beyond the working relationship. For example, a drawing competition was organized so that children of employees around the world could express what the Company represented to them, from the perception they had about their parents' jobs. The best drawings were part of an itinerant exhibition.

Such global and national actions reinforced (and are still reinforcing)

the long-term commitment that the Cargill-MacMillan family proposed to build with this business. Units around the world have promoted local activities, decorated and customized their offices and plants to celebrate the Company's 150 years – and 50 years in Brazil – spontaneously plunging into the Company's universe.



## SOCIAL TRANSFORMATION

Since it arrived in Brazil, Cargill has always been committed to issues related to social development and environmental preservation. Therefore, the Fundação Cargill was established in 1973, to foster the development of Brazil's agricultural potential through the development of academic publications, focused on agricultural sciences, on subjects such as food production technologies, prevention and fighting diseases, as well as innovative methods for the responsible use of natural resources.

Later, Fundação Cargill has evolved into a body with potential direct actions on communities, focusing on the development of a culture aimed at food that is healthy, safe, sustainable, and accessible for small farmers.

Many of its projects have reached (and are still reaching) significant improvement results for families' living conditions. One example is the Grão em Grão Project, which trains producers, monitoring their production, supporting their distribution and contributing to the development of family farming. Learn more about Fundação Cargill's projects on the website [www.alimentacaoemfoco.com.br](http://www.alimentacaoemfoco.com.br)

The challenge of feeding 9 billion people in the world by 2050 – and Brazil's role in this – becomes a lot more tangible when this history is highlighted in the Company's culture, emphasizing its development to the planet in these 150 years of existence.

Cargill's establishment was only possible with confidence. And it is with confidence that Cargill wants to help the world to thrive.

Access [www.cargill.com/150/pt\\_br](http://www.cargill.com/150/pt_br) to know the stories of these 150 years.



**Unique  
characteristics**

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# Brands, awards, engaged employees and a solid commitment to sustainability

In addition to its physical structure, intangible assets make Cargill's operations in Brazil unique and lead the Company's differentiation, to continuous evolution and to solid results.

## CARGILL'S BRANDS



In the markets all over the country, Cargill's extensive portfolio is widely recognized through brands with great popularity, credibility and the confidence of millions of consumers.

In addition to the product brands, in its 150 years of worldwide operations and 50 years in Brazil, Cargill has built a solid corporate brand that is synonymous with tradition and trust, which is named after a family respected internationally and became an asset that qualifies the Company to act in dozens of markets.

## Cargill was considered to be an “organization that is changing the world for the better” and held 25<sup>th</sup> place in Fortune Magazine’s Change the World ranking.

### EXPERIENCED EMPLOYEES

Employees have, within their knowledge, skills and experience, the business expertise that ensures Cargill’s efficiency, quality and continuous evolution. They are also committed to the overall values and objectives of the company and are fundamental to the business success. Therefore, Cargill values the professional and personal development of its employees and recognizes their dedication and commitment through various attraction, training and retention actions.

### AWARDS AND RECOGNITIONS

The awards and recognitions won by Cargill Brazil are an important differential as they show, from the point of view of respect for the organizations, the importance and quality of its projects. In 2015, the main achievements were:

#### Supported cause: Nutrition

**Agroleite 2015 Award:** for the 13<sup>th</sup> time, best company in the nutrition category and better technician of the year, Alexandre Pedroso, technical consultant of dairy cattle.

#### Supported cause: Social development

**The Largest ICMS taxpayers:** recognized for the third consecutive year by the Department of Finance of the State of Goiás (Sefaz) as one of the companies that contributed most to the development of the State through the ICMS tax payment.

#### Supported cause: Sustainability

**Curuca Award:** with the Soja Mais Sustentável project, the Company has received the Curuca award, by the Feed & Food magazine, considered the “Oscars of the Agribusiness”.

**2015 Sustainability Ranking Benchmarking:** 2nd place in the Brazil Benchmarking Program ranking, which recognizes companies that promote sustainability through dissemination, strengthening and encouragement of the adoption of social and environmental best practices.

**2015 Sustaining Ranking:** the Pomarola Sustainability Recipe case, developed in the plant in Goiânia (GO), was featured in the Sustaining Institute ranking, which evaluates positive impacts of large companies’ sustainability initiatives in Brazil.

#### Supported cause: Transparency and ethics

**Companies that best communicate with journalists in 2015:** awarded in the Agriculture category by the Negócios da Comunicação magazine, which recognizes the relationship of companies with the media and the market.

#### Supported cause: Women’s empowerment

**“Working Woman Breastfeeding” Award:** awarded by the Ministry of Health in recognition of companies that provide six-months maternity leave, day care support or nursery in the workplace, as well as breastfeeding support room (more information on page 50).

## GLOBAL SOCIAL AND ENVIRONMENTAL COMMITMENTS (GRI G4-15)

With global reach, large scale and scope operations, Cargill is aware of the potential impacts of its business and, over the years, it has been working to mitigate the negative and maximize the positive effects, establishing partnerships and signing agreements to improve environmental practices globally. Learn about the main initiatives that the Company endorses and contributes worldwide below.

### New York Declaration on Forests

In 2014, during the United Nations (UN) Climate Summit, the Company globally committed to work to reduce the global loss of forests.

### Soy Moratorium

Signatory of the Soy Moratorium in Brazil, a commitment between the private and public sectors and civil society to eliminate the Amazon biome deforestation related to the soybean production chain, through the encouragement of responsible cultivation, aligning the economic development of the sector to environmental preservation.

### Green Grain Protocol

Cargill is a signatory of the Grain Green Protocol, which sets stricter guidelines and criteria for commercial transactions between companies and farmers of the state of Pará, to ensure that the grain traded does not come from illegally deforested areas.

### The Natural Conservancy (TNC)

With the support of TNC, it develops a series of initiatives to preserve nature in the Company’s value chain. They include the More Sustainable Cocoa and the More Sustainable Soybean programs in Pará and Mato Grosso.

### Brazilian Coalition on Climate, Forests and Agriculture

Cargill has joined the Brazilian Coalition on Climate, Forests and Agriculture following its launch in 2015. The company also took over the co-leadership of the Working Group for the implementation of the Brazilian Forestry Code. This multi-sectoral movement is aimed at proposing actions and influencing public policies that lead to the development of a low carbon economy, with the creation of quality jobs, stimulating innovation, Brazil’s global competitiveness and the generation and distribution of wealth throughout society.

### Roundtable on Sustainable Palm Oil

Cargill was certified in the Roundtable on Sustainable Palm Oil (RSPO), which ensures the palm oil traceability and the sustainability of the chain.

### National Pact for the Eradication of Slave Labor

Since 2006, Cargill has been a signatory of this pact, participating in annual meetings and submitting progress reports annually. The Pact implements measures to ensure that the business sector does not trade products from suppliers using slave labor.

### InPACTO

The Company is also part of InPACTO, an organization created by companies supporting the National Pact. In 2015, Cargill was recognized as a company engaged in fighting to eradicate slave labor at the “InPACTO Celebration Seminar – 10 years of the National Pact”.

### National Pact for the Eradication of Sexual Exploitation of Children and Adolescents

Cargill is part of the Na Mão Certa Program, an initiative created by Childhood Brazil to engage government, businesses, and third-sector organizations to the National Pact in order to fight sexual exploitation of children and adolescents on Brazilian roads, contributing to the protection of the rights of children and adolescents in Brazil.

### Empresa Amiga da Criança Program

Since 2007, the Company has been part of the Fundação Abrinq’s Program, designed to get companies involved in social initiatives to protect the rights of children and adolescents.

### Carbon Disclosure Project

The Carbon Disclosure Project is an international, nonprofit organization which provides the largest and most comprehensive global environmental disclosure system. Cargill, as a member of CDP, submits data concerning its greenhouse gases emissions, as well as its activities related to forest protection. In 2014, CDP named Cargill as the industry leader in the fight against deforestation.





**Business  
conduct**

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BUSINESS CONDUCT (GRI G4-34)

# Governance, principles and commitments that guide Cargill to be the global leader in nourishment

Widely disseminated ethical values and the conduct practiced by executives committed to the business are the basis of Cargill Brazil's governance.

The Executive Board, composed by the chairman and six directors, is at the top of the Company's conducting structure, and is responsible for executing the global strategies defined by the headquarters, in the United States, and make local decisions that boost Cargill's operations in the country.

The governance bodies of Cargill's top management are also supported by five permanent corporate committees and, eventually, non-permanent committees that are installed to meet specific and timely needs.

## Committees that support Cargill's governance in Brazil

### Business Ethics Committee

Ensures compliance of the Code of Conduct and manages any risks involving Cargill's brand and reputation. It also defines the company's position on public policies and in the interaction with its stakeholders, to ensure businesses are conducted with integrity and transparency.

### Human Resources Committee

Supports talent attraction, selection, and management, based on guidelines that promote diversity and inclusion. It also discusses and reviews policies for compensation, benefits, labor practices, pension fund investments, and career transition initiatives.

### Financial Risks Committee

Defines policies, standards, and procedures to properly manage risks and ensure business continuity in the face of economic and financial factors that can impact operations.

### Workplace Health and Safety Committee

Monitors indicators on employees' health and supports initiatives to comply with and improve safety standards and procedures within and outside the Company.

### Sustainability Committee

Composed of the Cargill's president and nine other leaders, its role is to disseminate the sustainability strategy to all of the Company's areas and communities in which it operates. The Committee reached important achievements, as described at the following page.

In 2015, Cargill has created the 100 Days Committee, led by the global CEO, with the specific purpose of identifying the most important sustainability issues, which should be monitored by the Company and taken into consideration in all business decisions. In just over three months, the body has fulfilled its mission and defined four material topics for Cargill's sustainability:

- Land use
- Water
- Climate changes
- Farmers Livelihood

# Achievements of the Sustainability Committee

In line with Cargill's global directions, the Sustainability Committee has been developing the sustainability strategy, focusing more on what is relevant and material, and expanding the scope of the monitoring of these subjects to, therefore, increasingly mitigate the negative impacts, potentialize the positive impacts and contribute to the continuity of the Company's business in Brazil.

In 2014, the Committee initiated an evaluation and monitoring process that was based on a plan of action to raise the level of the Company's operations regarding sustainability parameters. Advances followed the steps below:

<b>ASSESSMENT</b>	The Committee conducted an assessment of the Company's entire operation (including its value chain) to define the most relevant points for the business.
<b>DEFINITION OF TOPICS</b>	Based on the assessment, the Committee defined nine high-priority topics (as described below) that will be monitored by the body. Each topic was assigned to a member of the Committee, which is responsible for introducing the topic in a transversal manner throughout the Company.
<b>GOALS AND METRICS</b>	The next step was to set goals for each topic and the best way of monitoring it, so that the Committee could follow the Company's performance in a structured way and define actions.
<b>WORKING GROUP</b>	To assist the Committee in the monitoring and implementation of actions, a working group was created for each topic, which reports to the topic's leader within the Committee.

## THE COMMITTEE HAS IDENTIFIED NINE SUBJECTS RELEVANT TO SUSTAINABILITY, WHICH WERE DEVELOPED WITH MORE FOCUS AND SCOPE IN 2015:

<b>LAND USE</b>	Cargill's Forest Policy was launched, which supports the Company's mission to eliminate deforestation in all its value chains by 2030. In addition, the Committee monitors the Rural Environmental Registry in the value chain, initially focused on the implementation of the Brazilian Forestry Code.
<b>WATER</b>	The Cargill Award for the Rational Use of Water has invited and recognized employees who have created proposals and initiatives to reduce water consumption. Learn more on page 75.
<b>ENERGY</b>	Cargill constantly seeks energy consumption efficiency and focuses on the use of renewable sources, which currently represent 92% of the Company's energy matrix.
<b>CLIMATE CHANGES</b>	In addition to the efforts in renewable energy, with lower Greenhouse Gases (GHG) emissions, the Committee monitors the issue within a risk management perspective. Learn more on page 77.
<b>FARMERS LIVELIHOOD</b>	The Committee monitors the performance of Cargill's technical assistance programs, which seeks to increase the quality and productivity of agricultural producers. Learn more on page 72.
<b>HEALTH &amp; SAFETY</b>	The Committee monitors the indicators and engages in the development of initiatives to promote the safety of employees, such as the Life Altering Injury and Fatality Elimination (LIFE) Program. Learn more on page 49
<b>HEALTH &amp; SAFETY COMPLIANCE</b>	The Committee monitors labor issues to ensure compliance with the law. Learn more on page 49.
<b>COMMUNITIES</b>	Community engagement committees in strategic units, aligned with the Fundação Cargill guidelines, coordinate this relationship to support development projects and bring real benefits to the community.
<b>SUPPLIERS</b>	Processes are defined to assess the Company's suppliers regarding their sustainability performance. Learn more on page 52.

# Ethical conduct that guides Cargill's relationships (GRI G4-56)

Cargill's relationship with its stakeholders in all 70 countries where it operates is based on respect and transparency. To ensure the ethical conduct expected of everyone who works for the Company, Cargill has established clear rules, gathered in its Code of Conduct, which is widely available to key stakeholders in order to disseminate its Ethical Principles.

Besides being available online (at <http://goo.gl/hJtaCA>), every new employee participates in a course on the Code of Conduct and signs a compromise certificate.

Cargill's suppliers also rely on the Code of Conduct for Suppliers, which establishes the ethical standards required in their value chain, available at <http://goo.gl/zZjwP7>.

**All Cargill's employees know its Code of Ethics and follow the premise that guides the Company's business: "Our word is our commitment".**

This requires not only compliance with the law, but that all business transactions result from loyal and honest competitions, and that the business is conducted in an ethical and moral manner, in accordance with the following principles:

## OUR ETHICAL PRINCIPLES

- 1** We obey the law
- 2** We conduct our business with integrity
- 3** We keep accurate and honest records
- 4** We honor our business obligations
- 5** We treat people with dignity and respect
- 6** We protect Cargill's information, assets, and interests
- 7** We are committed to being a responsible global citizen





**Risk  
management**

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Corn-based ingredients processing and production plant - Castro (PR)

## RISK MANAGEMENT

# The Management anticipates potential risks and impacts on the business's sustainability

Cargill monitors the different risks that may impact its operations, always looking to anticipate and propose actions to mitigate future risks.

Below are the main monitored risks.

Cargill has a business unit responsible for providing risk management solutions to farmers, agricultural businesses, and the food industry.

Cargill Risk Management (CRM) is aimed at helping customers to avoid market risks regarding their product pricing. It offers unique solutions for the commercialization and risk mitigation (purchase and/or sale) of several agricultural commodities.

### CREDIT RISK

**What it is:** it represents the possibility of losses if the Company fails to receive funds transacted with financial institutions, borrowers, or counterparties in agreements.

**How the risk is mitigated:** Cargill analyzes the financial situation of the counterparties and predefines credit limits, with lower non-payment risk. Transactions with financial institutions rely on reports of credit rating agencies.

### INTEREST AND FOREIGN-EXCHANGE RATES RISK

**What it is:** results from unfavorable fluctuations in the currency exchange rate of exporting and importing countries between the time the price is quoted and the time the transaction is settled.

**How the risk is mitigated:** the Company hedges these transactions.

### LIQUIDITY RISK

**What it is:** results from the possibility of the Company lacking resources to honor its obligations due to a mismatch between assets and liabilities, which could result in the anticipated asset settlement.

**How the risk is mitigated:** the Company conducts an efficient financial management, reconciling the inflow and the outflow of cash to ensure the necessary liquidity to honor its obligations.

### COMMODITY PRICE RISK

**What it is:** possible negative impact on costs and revenues resulting from fluctuations in the market price of commodities traded by Cargill.

**How the risk is mitigated:** through hedging transactions based on the futures market of the Chicago and the New York stock exchanges.

### RISKS RESULTING FROM CLIMATE CHANGES

**What it is:** results from climate changes that can impact yields, demand, and, consequently, Cargill's businesses.

**How the risk is mitigated:** by fighting climate change and continuously monitoring them, in order to be able to forecast scenarios and plan its strategies to avoid negative impacts.

# Solid foundations



# Confidence, creativity and entrepreneurship in order to be a global nourishment leader

To achieve its vision, Cargill's strategy is to work on long-term goals and invest in its distinctive values: innovation of its products and processes, its employees and the Brazilian transport infrastructure.

## Innovation

In an increasingly competitive global trading environment, innovation stands out and continuously makes Cargill distinct. In Brazil, the great exponent of this issue is the Innovation Center in Campinas (SP), a research hub inaugurated in 2011 to promote the development of great ideas for the food and beverage industry, Food Service, retail products and starches for industrial use.

Located in an area of 20,000 m2, with architectural design guided by environmental responsibility, the Center has laboratories organized by categories, using the entire portfolio of Cargill ingredients.

**In 2015, Cargill launched product lines of already well-known Brazilian brands, meeting the demand for new flavors and high-quality products.**

### Elefante's newline flavors

Fans of the best-selling\* tomato paste brand of the country can now diversify its menu with the Onion and Garlic, the Bay Leaves and the Fine Herbs flavors.

### New tetra pak packages for tomato products

Some tomato sauce lines began to be sold in tetra pak packaging, which are more modern, easy to handle, practical, safe and sustainable, since its paper fibers, polymers and aluminum can be recycled and turned into new products.

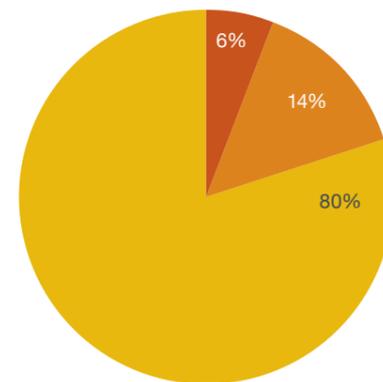
### New Pomarola lines

The top of mind tomato sauce brand in Brazil launched the Pomarola Tomate Pelado em Cubos, which offers more character and practicality to the consumers' recipes; the Pomarola Encorpado, which is a more consistent dressing option for dishes with a different texture; and the Pomarola Chef, created by the chef Carla Pernambuco, with a gourmet touch and excellent value for money.

\* According to Nielsen-Retail Index ON'14, the Elefante brand holds 38.1% market share in Brazil.

### INNOVATION CENTER IN 2015

244 Projects conducted  
2,206 Visitors



- Students and teachers
- Customers
- Cargill's employees from other units

### Healthier options for the consumer

The Lévia+e solution, a new product of Cargill's line of healthy fats and oils, launched in 2015, is the first in the Brazilian market with low contents of saturated ingredients that maintains the same structure and taste of the food. That is, it is possible to achieve the same flavor and structure with a maximum of 35% saturated ingredients, while other solutions in the market range from 45% to 65% saturated levels.

The product has the ideal consistency and texture to be used in fillings for cookies, cakes and ice cream, using oils produced from soybean, cottonseed and palm oil, among others, as a raw material. Lévia+e is the result of a year of partnership with the State University of Campinas (Unicamp), which had already been researching this type of solutions for more than five years.





With the expansion works, the Santarém terminal will have an annual shipment capacity of five million tons.

Port terminal in Santarém (PA) – Grain export

## Efficiency

In 2015, the Shared Services Center (CBS) located in Uberlândia (MG) was inaugurated, bringing efficiency gains to operations by concentrating financial activities, accounting, tax, administrative, human resources, information technology and purchasing. It also provides a more intense exchange of expertise between different businesses and generates important synergy, which has already been perceived by Cargill's suppliers and customers.

The increasingly efficiency in all stages of the business led the Company to gain market competitiveness and environmental responsibility by reducing the consumption of natural resources.

## Operation

In 2015, Cargill has invested R \$ 240 million in its biodiesel plant in Três Lagoas (MS), with three main focuses:

- expansion of grain crushing capacity from 2,100 to 3,200 tons/day.
- increase in the manufacture of glycerin, used in cosmetic and food applications.
- improvements in the logistics flow of local products.

Through SJC Bioenergia – joint venture with Usina São João (USJ) – the Company also invested R\$160 million in a project to produce ethanol from corn at the Quirinópolis plant (GO). The initiative allows the use of the production capacity all year long – since the harvest of sugarcane is seasonal and the plants are inactive for at least four months of the year – and encourages the development of producers who could have a new commercialization alternative. Besides fuel, the plant started to produce more electricity, corn oil, protein and fiber.

## Infrastructure

As part of the business strategy, investments in ports are essential for Cargill's and Brazil's continued growth. At the end of 2015, the Company was operating in five port terminals, (three own terminals and two in partnerships) in which it invested in infrastructure in the North, Southeast and South.

### Port terminal in Paranaguá (PR)

91 km from Curitiba.  
2 million tons of shipping capacity per year.

### Port terminal in Santarém (PA)

698 km from Belém.  
2 million tons of grain of shipping capacity per year and 60 thousand tons of storage.

The port is in the final stage of the expansion project that will increase the annual shipping capacity to five million tons. From 2016, Cargill's strategy involves the construction of a new road and river transshipment terminal in Itaituba (PA) and the acquisition of a tug and barge fleet to travel the 300 km of the Tapajós River that separates the municipalities of Itaituba and Santarém.

### Port terminal in Porto Velho (RO)

Located in the capital city of the State of Rondônia.  
2 million tons of shipping capacity per year.

In 2015, Cargill has invested R\$ 15 million in order to continue its operation in a safe and complete manner, especially after the damages resulting from the flooding of the Madeira River in 2014. During the same period, the Company acquired a port land of 500,000 m<sup>2</sup> in Porto Chuelo, a strategic move for a possible future expansion.

### Terminal Exportador de Açúcar do Guarujá (TEAG)

60 km from São Paulo.  
3.5 million tons of shipping capacity per year.  
Joint venture between Cargill Agrícola (50%) and Operadora Portuária de São Paulo (50%) through Louis Dreyfus Commodities (majority shareholder)

### Terminal Exportador do Guarujá (TEG)

60 km from São Paulo.  
5.5 million tons of shipping capacity per year.  
Joint venture between Cargill Agrícola (50%) and Louis Dreyfus Commodities (40%)

# Relationships

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RELATIONSHIPS

# Employees, suppliers, customers, communities, the government and sector organizations: relationships that build the Company's identity

Cargill's value chain profile, the principles guiding the relations, the dialogue that improves the operation and promotes the generation of value and benefits to society, stakeholders and the Company.

## OPEN TO LISTEN AND TALK

Cargill has communication channels open to receive criticism, praise, suggestions and any questions that its stakeholders may have.

**CONSUMERS** can use the Customer Service Center (SAC) by calling 0800-648-0808, which runs from Monday to Friday, from 8:00 a.m. to 6:00 p.m. In 2015, SAC has received 11.221 reports and resolved 95% within the period covered by this publication.

**SUPPLIERS** have their own Code of Conduct (available at <http://goo.gl/fVfuAV>) and phones numbers to contact the Company in 14 countries and in three diferente languages. In Brazil, the phone number is 1-800-357-6736.

As for the **EMPLOYEES**, an exclusive compliance channel is available: the Ethics Line at [www.Cargill-IOpenLine.ethicspoint.com](http://www.Cargill-IOpenLine.ethicspoint.com).

All **STAKEHOLDERS** can also contact the Company through the Contact Us section on our website (<http://goo.gl/a4Frjj>).



# Employees (GRI G4-9 | G4-10)

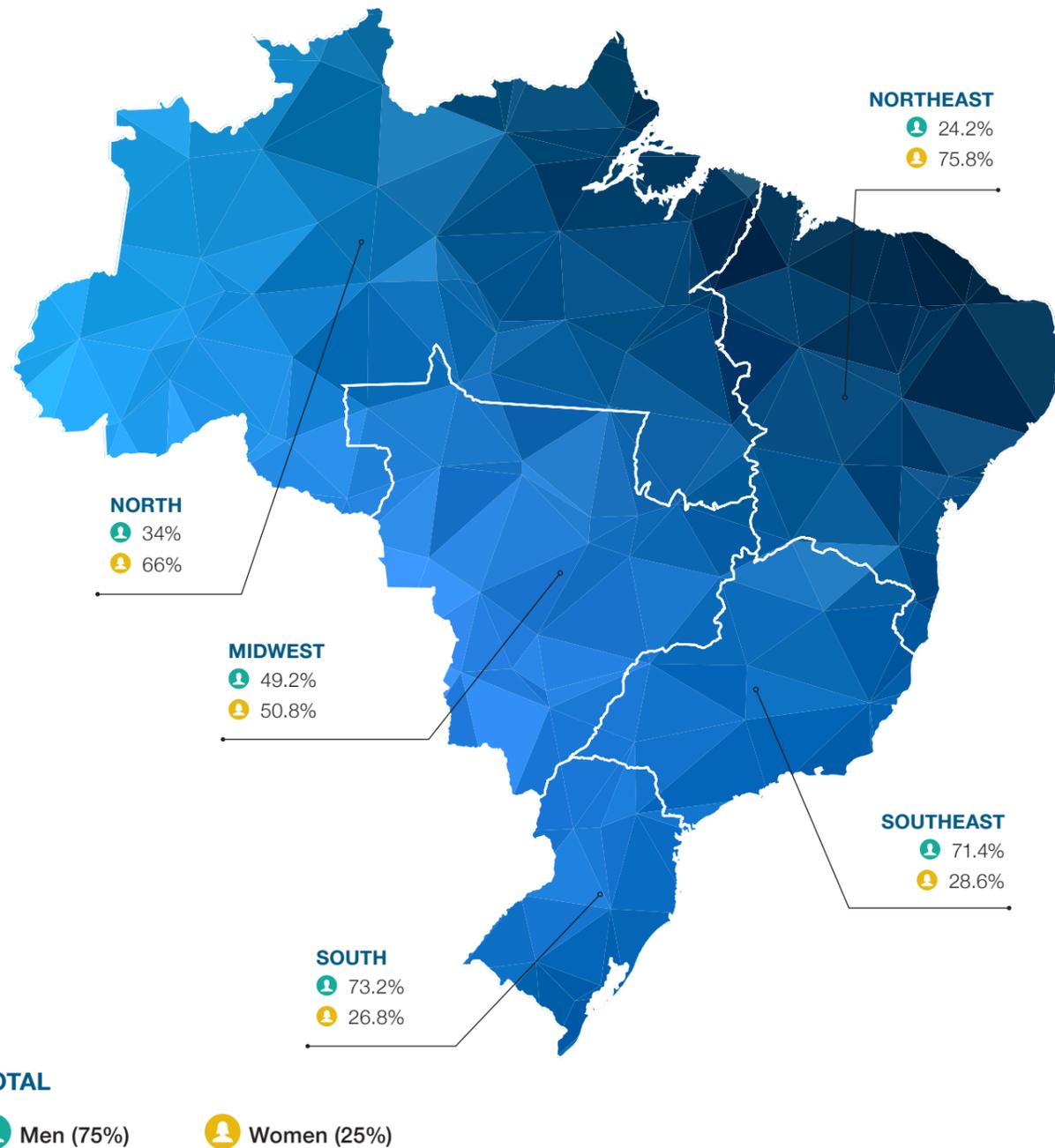
They are the ones that make Cargill's daily operations possible and carry the Company's culture and values in all their relations with other stakeholders. In 2015, the Company had 8,512 employees in 191 cities in Brazil, 6% more than in 2014.

EMPLOYEE BY JOB TYPE	
Full-time (40h per week)	8,263
Part-time (20h per week)*	219

\* Trainee

EMPLOYEE BY JOB CONTRACT	
CLT indeterminate term	8,024
CLT determinate term	269
Trainee	219

## EMPLOYEE BY REGION AND GENDER





## ATTRACTING AND RETAINING TALENT

Cargill invests in internship and trainee programs to develop leaders with extensive knowledge of the business and aligned with the Company's philosophy and values.

Following this strategy, the Company participates in recruitment fairs in several universities in Brazil to keep in contact with potential young workers.

Furthermore, by joining Cargill, the professional will have access to different career possibilities through the Internal Recruitment area, which is responsible to disclosure opportunities within the Company before seeking the market, valuing its internal talent.

In 2015, the Recruiting and Selection area implemented the Taleo, a Selection management tool that ensures more agility, assertiveness and standardization, thereby optimizing processes and the search for those looking for opportunities.

### Internship Program

The Program aims to develop potential young workers, aligned to Cargill's culture. Interns are monitored by tutors, who are responsible for guiding their activities and preparing semiannual reviews, and, along with the Training and Development area, receive training in an interactive platform about topics relevant to their current and future challenges, such as: Time Management, Authentic Communication, Project Management, Career Transition, Analysis and Problem Solving, Self Awareness, among others.

The 2015 Internship Program hired 102 interns from the second last or last graduation year of different courses and universities. It is worth highlighting that an average of 60% of the Company's interns are hired.

### Technical Internship Program

Developed in 2013, the Program is aimed at students of technical courses and seeks to train skilled workers for operational areas and to offer interns the opportunity to improve and apply their technical training. At the end of 2015, the Company had 48 technical interns in several different areas.

### Trainee Program

Aimed at newly graduates and young talents with high potential for development, the Development Program lasts for 18 months and seeks to prepare them to hold future key positions in the organization, challenging them on issues related to leadership of teams, projects and strategy. In 2015, 15 trainees were selected and allocated to different operations and areas.

## DEVELOPMENT AND TRAINING

The development and training of employees is crucial to Cargill's sustainability strategy and, therefore, the Human Resources department works to ensure that everyone has access to the necessary development tools to reach high level performances and are always engaged in the Company's global strategies.

### Leadership Academy

Aimed at training leaders of the present and the future, managers of all levels in various stages of their

careers, through online training and presential classes and coaching sessions. Each level follows a specific training, but all focused on people management, self awareness of the manager, situational leadership and achievement of results through teamwork.

### Plan Performance Management

Monitors the progress of each professional related to training, stimulating dialogue and constant alignment between employees and managers.

## COMPENSATION AND BENEFITS

Structured compensation policies are important for the attraction, retention and motivation of employees. Cargill adopts fixed or variable compensations, linked to the Company's financial performance and also to the professional and his/her team.

Every employee is also entitled to receive a package of benefits, which includes transport and meal vouchers, health and dental care plans, group life insurance, participation in credit unions, breastfeeding support, school supplies for the children of employees and private pension plans through CargillPrev.

## HEALTH AND SAFETY

For Cargill, the health and safety of those involved in its operation is a priority and an essential condition to pursue other business objectives and goals. Therefore, the Company carefully manages the issue in order to achieve the goal of having zero fatalities, always seeking continuous improvement and the engagement of all, key factors in the process of promoting safety day after day.

In order to always achieve and maintain a safe operation, the Company develops three working components that are fundamental for the Environmental, Health and Safety (EHS) management: culture, risk free and intrinsically safe facilities and working standards and procedures.

Culture is an essential factor for the maintenance of safe facilities and the management of effective standards and procedures, that is, it is only possible to continue reaching a safe routine with the awareness and engagement of every employee. Cargill's pillars for the promotion of the safety culture are:

### Operational discipline

Engage, train and supervise employees so that they adopt the established procedures in their daily routine.

### Inspiration for the adoption of good practices

Show, from the leadership, that safety is fundamental to the Company's operations and essential to achieve good results.

### Demonstrate values in practice

Leaders must demonstrate the importance and value of safety first in practice and during the day-to-day decision-making processes of the operations.

To guarantee safe facilities and working processes and procedures, one of the Company's highlight programs is the Life Altering Injury and Fatality Elimination – LIFE, launched in 2012, with focus on control and safety programs for the 12 areas or activities that represent the highest risk of workplace accidents, as identified by Cargill.

Another important aspect is the compliance with the law, one of Cargill's guiding principles in all aspects of the operation as well as in health and safety procedures. Therefore, to promote the appropriate management of the legislation, Cargill has been implementing, since 2013, the Integrated Management Online System (SOGI), which, until May 2015, was already in operation in 21 of 26 websites, allowing the monitoring of the compliance with the law situation and a more efficient management of historical information on the subject.

All units also hold, once a year, the Internal Accident Prevention Week (Sipat), which discusses health and safety issues, and have Internal Accident Prevention Commissions (CIPA), comprised by employees appointed by the Company and representatives chosen among themselves.

In 2015, the Reported Injury Frequency Rate\* of ports operations was reduced by 50% compared to the last fiscal year, reaching 0.65, and the Significant Injury and Fatality Rate\*\* was 0.06.

During the fiscal year, 60 people were trained as Occupational Safety & Health Agency (OSHA) Specialists and another 15 EHS corporate auditors and two EHS Certified corporate auditors became part of the Cargill's team.

**Between June 2014 and May 2015, Cargill did not register any fatality in Brazil.**

## QUALITY OF LIFE

In addition to concerns about safety, Cargill is aimed at providing better quality of life to its employees, encouraging the practice of sports, social and cultural activities, health and well-being.

### Sports

The Cargill running team brings together a group of employees to run through the streets of São Paulo. One of the main runs with the Company's support is the Pão de Açúcar Alternative Marathon engages many employees. Other activities such as weekly soccer matches, the soccer league and bowling and kart festivals are also held, and, in other locations where Cargill operates, championships and sports activities with local SESs (Industrial Social Service) are conducted.

### Sociocultural

One of the highlight events, held at Cargill's headquarters, is Cargill Junior, where the children of employees spend a day with their parents at work participating in special activities. Other sociocultural events such as theme parties (June Festival Party, Children's Day, etc.) are also periodically conducted at the Company's headquarters and other units. To promote culture and entertainment, Cargill employees also have discounts and opportunities to purchase tickets to concerts, theme parks, hotels, resorts and products and services websites, and some units have a collection of books and DVDs for loan.

### Health and well-being

The Company promotes the health of its employees through vaccination and awareness campaigns on issues such as smoking, H1N1, Zika, among others. It promotes the Pink October and the November Blue campaigns, for example, which address the prevention of serious diseases such as breast and prostate cancer, respectively.

However, the main highlight on the subject in 2015 was the support offered to mothers.

Pregnant employees now can rely on the Gerar Program, consisting of a telephone follow-up done by a team of nurses and doctors from the prenatal until the baby's first month. In addition, mothers who work in the units in São Paulo (SP) and Ponta Grossa (RS) have the Breastfeeding Support Room.

Besides the structure provided, Cargill periodically conducts the Pregnant Women Meeting, a specialized consultation that offers advice on pregnancy, childbirth and breastfeeding.

**Cargill's maternity support initiatives were recognized, and, in 2015, the Company received the "Working Woman Breastfeeding" award from the Ministry of Health.**

### Novo Tempo Program

Another important initiative to promote employees' quality of life is the Novo Tempo Program, developed by CargillPrev, which encourages managers to better plan their retirement process and prepare for this transition. In 2015, 25 managers participated in the Program, which is expected to last 18 months. All employees aged 50 years old, who have been working for the Company for one year, earning a specific Wage (position/function classification) and with the approval of a direct manager can participate.

\* Indicator monitored by Cargill as RIFR (Reported Injury Frequency Rate).

\*\* Indicator monitored by Cargill as SIF (Significant Injury and Fatality).

### GYM PASS

**The main news and highlight in 2015 was the implementation of the Gym Pass, with which employees have the option of attending more than 5 thousand partner gyms in several cities. The initiative began in São Paulo with good results – about 60 employees were taking advantage of Cargill's partnerships with local gyms before the Gym Pass, and now the number more than doubled, reaching about 150 employees. The Company is considering to expand the Gym Pass to all over Brazil.**



# Suppliers (GRI G4-HR1)

Cargill's relationship with its suppliers is very significant, as they directly influence the quality of the operation and on Cargill's compliance with sustainability commitments. Therefore, the Company requires strict standards to ensure the quality and safety of the food products it offers and ethics in the operation, as well as seeking to inspire best practices of all of its partners' businesses.

## ORIENTATION

The code of conduct specific for suppliers is the main ethical behavior guidance for these stakeholders, which also contains telephone numbers in case of any complaint. All contracts between the Company and its suppliers also reinforce these commitments and forbid the use of child or slave-like labor conditions, among others, seeking to ensure respect for human rights and alignment to Cargill's values.

## MONITORING

The Company evaluates its main suppliers and has several initiatives to ensure that they comply with the social and environmental legislation throughout their value chain.

 Access the code of conduct at <http://goo.gl/fVfuAV>

## NA MÃO CERTA PROGRAM

In addition to promoting good production practices, Cargill also acts in the logistics chain in order to combat the sexual exploitation of children and adolescents on Brazilian roads. Since 2007, the Company supports Childhood Brazil through the training personnel to guide drivers passing by the manufacturing plants, as the contracted transporters to fight this problem. In 2015, truck drivers who passed through Cargill's units received training, information about the Program and educational materials, and took part in actions aimed at their health in three special dates:

- May 18: National Day to Combat Sexual Abuse and Exploitation of Children and Adolescents;
- July 25: Drivers' Day; and
- September 16: Truck Drivers' Day.

In addition to these dates, Cargill continuously measures and monitors its business units to fight against child labor in their supply chains.



# Customers

With a diversified portfolio of products, with different levels of added value, the company serves customers that range from large food manufacturers to the final consumer, who directly buys products from Cargill's plants.

Even with so many different customer profiles, the company's relationship with all them is based on the same principle: trust. Whether in the export of *in natura* soybeans or in the sale of cooking oil in the supermarket, the customer knows that, besides the recognized quality, Cargill's products are from a reliable source and are not involved with issues such as corruption, forced labor or any other problem that is against the Company's ethical values.

## INTERACTIONS IN 2015

### Recipes with Pomarola on Youtube

Pomarola has invested in its YouTube channel and has published videos with recipes from culinary expert bloggers. The 32 videos received over 3.5 million views, advising many consumers on how to cook increasingly elaborate and tasty dishes.



### Elefante on Facebook, Instagram and Twitter

The brand debuted on social networks, giving tips and recipes to its customers, as well as sharing health and well-being content, strengthening the brand and interaction, and therefore, getting to know more about its audience in order to continue innovating.

-  Instagram: [instagram.com/elefantebrasil](https://www.instagram.com/elefantebrasil)
-  Facebook: [www.facebook.com/ElefanteBrasil](https://www.facebook.com/ElefanteBrasil)
-  Twitter: [twitter.com/ElefanteBrasil](https://twitter.com/ElefanteBrasil)

### Chocolate Genuine on Facebook

The Cocoa and Chocolate Business unit has launched its fan page on Facebook, a channel with videos, recipes, suggestions and tips to strengthen the brand's relationship with beginners and professionals who use Chocolate Genuine as an ingredient for the manufacturing of prod-

ucts that complement the family income, or for the success of a new homemade sweets business.

 Facebook: [www.facebook.com/chocolategenuine](https://www.facebook.com/chocolategenuine)

## FOOD SAFETY (GRI G4-PR1)

The concern with the health and safety of consumers is part of Cargill's entire production process, in all product categories. The Company has a Global Food Safety Policy, known by all employees, and the Food Safety, Quality and Regulatory (FSQR) staff receives regular training on care and aspects to be followed in order to comply with the policy and ensure its constant practical application.

Each raw material used by Cargill has a specification that describes the physical, chemical and microbiological technical standards, sensorial characteristics, identity and quality standards, among other factors that suppliers must strictly meet in order to work with Cargill. The control procedures in the use of these raw materials and in the manufacturing process of the products are also part of the Company's routine to ensure food safety and are defined by their own business units, who know their specific needs.

**100% of the products sold are produced in compliance with these food safety procedures.**

## LABELLING (GRI G4-FP8)

Cargill's entire production process includes a labeling review stage, which is also an important step towards food safety, as it ensures that consumers have the appropriate information at their disposal. In 2015, the Company worked on reviewing its labels based on a check list to ensure that all the mandatory requirements for general and nutritional labeling were met and also approved standardized procedures for labeling review by business units in Brazil.

In addition to the care within the plants, Cargill actively participates in discussions for the elaboration of public policies, contributing to the regulation of food labeling and other important issues for the sector, as shown in the following topic.

## Government and Sector Entities

Cargill actively participates in discussions for the elaboration of public policies through more than 60 entities it supports or is part of, and in partnership with government bodies such as the Ministry of Agriculture, Livestock and Supply, and the National Health Surveillance Agency (ANVISA).

The Company has a Government Relations team, based in Brasília (DF), which monitors issues of great scope and that may impact the business, such as transport, regulation for the food industry, taxation, environmental laws, among others. In addition, it assists business units in matters involving the government at state and municipal levels.

The team and all the employees who work in areas that relate to the public sector follow a series of internal policies that guide their relationships, dealing with authorities, prohibition of donation by companies to political parties, anti-corruption behavior, the rules for hiring of former public officials, among others, ensuring ethical conduct.

Up to the date of this publication, the debate on the regulation of allergenic food labeling was a highlight of the period, as well as the adaptation of Cargill's internal procedures to meet the new ANVISA legislation, published in 2015, regarding the recall of food products (learn more at: <http://goo.gl/tzLRg8>), which sets specific requirements and the need for a Products Collection Plan, which should be accessible to all employees involved.

## Communities (GRI G4-SO1)

Cargill has community engagement committees in strategic locations to coordinate, aligned with Fundação Cargill, its relationship with the communities living around its plants and ports. These committees receive and evaluate the demands and needs of the communities, identify the possible negative impacts of the Company and coordinate and implement actions in order to avoid these impacts and create opportunities and development, always in line with Cargill's guidelines: work focused on nourishment and/or the environment and bring real benefits to the community.

In addition to the committees, the Company significantly participates in the development and support of projects and initiatives in line with its sustainability commitment, which directly benefit not only the communities but the Brazilian society, through the Fundação Cargill (learn more in the following section).





**Social  
transformation**

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# Fundação Cargill has been transforming the lives of thousands of people for over 40 years

In the face of global challenges related to food, Fundação Cargill, created in 1973, has as mission the promotion of healthy, safe, sustainable and accessible food.

The Fundação Cargill believes that fostering healthy, safe, sustainable and accessible food is essential to overcome the challenge of: feeding 9 billion people by 2050 (FAO, 2013). In addition to the challenges of approximately 1.3 billion tons of food wasted every year in the world (FAO, 2013), home to 165 million malnourished children (Unicef, 2013) and that has shown growth of 70% in the number of obese children from 1990 to 2012 (WHO, 2012), in a trend that could reach 75 million children by 2025.

Therefore, it develops and supports projects and promote discussions to create a movement for healthy, safe, sustainable and accessible food, promoting the social transformation of the country and quality of life.

To achieve the goal of promoting social transformation through food, the Foundation is organized in three complementary areas of action: projects and programs, corporate volunteering and strengthening of the cause.

## FUNDAÇÃO CARGILL OPERATES IN THREE AREAS

PROJECTS AND PROGRAMS

+

CORPORATE VOLUNTEERING

+

STRENGTHENING OF THE CAUSE

## TO CARRY OUT FUNDAÇÃO CARGILL'S VALUE PROPOSITION

PROMOTE FOOD THAT IS



HEALTHY



SAFE



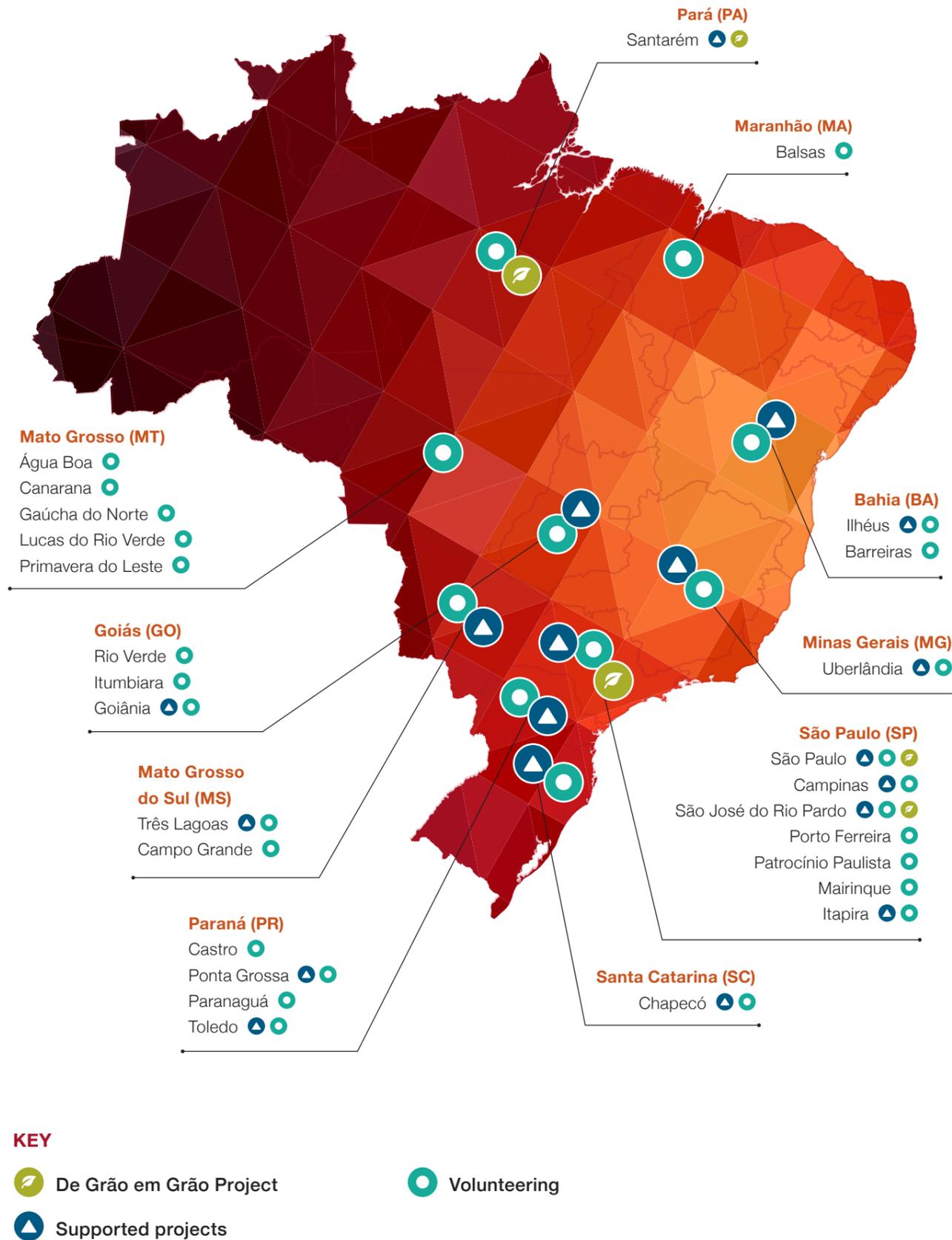
SUSTAINABLE



ACCESSIBLE



# Fundação Cargill Activities Map in 2015



## In 2015, Fundação Cargill and its...



492  
volunteers



developed  
14 initiatives



in 19 cities



benefiting



over 48,000  
people



## Projects and programs developed by the Foundation

The work of the Foundation takes place in two ways: developing own projects and by supporting third party projects through public notices.

### PROJECTS

#### De Grão em Grão

The project qualifies family farmers to improve the quality, diversification and support in the supply and distribution of vegetables through two lines of action: family agriculture and market and community. The initiative is highly relevant and benefits the society, as it allows greater availability of healthy, safe, sustainable and affordable food products with better quality and environmental care.

Besides the improvement in their production routine, farmers are encouraged to organize themselves into cooperative groups to expand their marketability through federal incentive programs such as PAA (Food Acquisition Program) and PNAE (National School Nourishment Program).



**Support for third party projects through public notices is strategic for the Fundação to bring innovation to the cause, achieving social transformation, recognizing and strengthening organizations that conduct relevant works related to food quality throughout Brazil.**

#### Cozinha Brasil e Alimente-se Bem

In partnership with SESI, the program promotes food education courses in mobile kitchens – adapted in a truck – to promote healthy eating habits. In 2015, 640 people attended the courses in Campinas (SP), Itapira (SP), Chapecó (SC), Toledo (PR), as well as 170 children in a children's special version in Uberlândia (Minas Gerais).

#### Comer, Dividir e Brincar

In partnership with Instituto Akatu, the project raises awareness of teachers and students towards responsible consumption with the educational track “Eating, Sharing and Playing”, an online tool that encourages discussions about healthy eating habits, malnutrition, child obesity, full use of food, among other topics. The project has already benefited about 3,000 students.



“Eating, Sharing and Playing” educational track

#### Crianças Saudáveis, Futuro Saudável

In partnership with Inmed Brasil, the project aims to improve the health and quality of life of children and families through nutritional counseling, studies and educational activities, and the monitoring, measurement and treatment of children. In 2015, the project benefited 4,184 children in Goiânia (GO).

#### Capacitação para produtores e trabalhadores rurais

In partnership with the National Farm Learning Service (SENAR), has the goal of training farmers and rural workers on new technologies in order to improve their productivity and profitability and, therefore, strengthen the cocoa production chain and generate the economic and social development of their families. The project is developed in the rural areas of Ilhéus Coaraci, Ibirapitanga and Ubatã (BA) and, in 2015, benefited 80 farmers and rural workers.

#### Conhecer para Nutrir

In partnership with Fundação Abrinq – Save the Children, the project was created to train community health workers, canteen staff and members of the School Lunch Council (CAE) to disseminate healthy eating habits and encourage the consumption of local high-nutritional food. Thus aims to improve nutrition and promote food security of children under five years old in educational institutions and it has already benefited 3,889 people in Barreiras (BA).



### **Eu Aprendi, Eu Ensinei - criando uma rede social no combate à má nutrição**

In partnership with the Recovery and Nutritional Education Center (CREN), it conducts training sessions and activities among young people of the Real Parque and Jardim Panorama communities in São Paulo (SP), to improve the diagnosis and care of children with primary nutritional disorders and to promote eating habits on social networks. In 2015, the project has benefited 1.100 people.

### **Prato Cheio de Saúde**

In partnership with the NGO Prato Cheio, the initiative has engaged about 2,000 people in 2015 in São Paulo (SP), São José do Rio Pardo (SP) and Uberlândia (MG), on the importance of responsible consumption and healthy and sustainable eating habits to improve quality of life, covering topics such as food security.



### **Horta Comunitária**

In partnership with Jocum Brasil, the project promoted the interaction between parents and children through the construction of a community vegetable garden, which also brings the benefit of giving greater nutritional value to the meals of the participating families. In 2015, the project reached 250 people in Ponta Grossa (PR).



### **Incluindo Novos Sabores**

In partnership with Associação Reciclázaro in São Paulo (SP), the project promotes the sustainable consumption and the full use of food for people in the surrounding community of the association. Four food production systems have already been developed (agroforestry, vertical and hanging vegetable gardens, as well as aquaponics), benefiting 270 people.

### **Inclusão**

In partnership with Asdown, the project promotes individualized outpatient care for people with Down Syndrome and raises awareness among them and their families about the benefits of a balanced diet. Conducted between 2014 and 2015 in Goiânia (GO), the project benefited 120 patients with Down Syndrome and recorded improvements in the nutritional status of 90% of them.



### **Horta Lar dos Idosos**

Developed in 2015 in Três Lagoas (MS), a vegetable garden was planted in the Grupo Fraternidade Espírita José Xavier to improve food conditions of the assisted elderly people, enabling a healthier diet. In all, 60 people benefited from the project.

### **Campanha Fonte da Juventude**

Launched in December 2015, the campaign has the support of 40 partners, including NGOs and companies, seeking to mobilize the society for a more conscious and healthy eating. The first step was the production of a short video to promote the consumption of fruits and vegetables by children. Learn more about the project at: [www.fontedajuventude.info](http://www.fontedajuventude.info)

### **Acompanhamento Nutricional em Pacientes com Câncer**

In partnership with the Support Group for Children and Adolescents with Cancer (GRAACC), the project promotes nutritional support, guidance and development of menus for children and adolescents during and after cancer treatment. In 2015, the project reached 350 patients and published six scientific papers related to the subject.



## CORPORATE VOLUNTEERING

Fundação Cargill's volunteering capacity is an important pillar for the expansion and multiplication of the scope of the benefits to society. Therefore, to increase the social engagement of the company's employees, the Fundação Cargill has reformulated its Volunteer Program in 2015 and started to invest in the training of volunteers so that they become multipliers of the Foundation's mission within their own communities.

During the year, training sessions were organized for volunteers in the following workshops:

### Interactive game board

Aimed at children aged 6 to 10 years, participants have to answer questions about healthy and balanced diet in order to move forward and reach the end of the route in the giant board game.

### Set up your meal

Elaborated based on the concept of food groups (energy, builders and regulators), the initiative encourages, in a simple way, the choice for a healthy and balanced meal.

### Access to food - Domestic Vegetable garden

Activity that shows volunteers and their families that it is possible to have access to their own food in a simple and inexpensive way.

### Responsible consumption - Cooking Workshop

workshop to raise awareness of participants about the possibility of preparing nutritious and tasty recipes taking advantage of the whole food and avoiding waste, at an affordable cost for most families.

## STRENGTHENING OF THE CAUSE

Fundação Cargill also works to disseminate its values and, therefore, strengthen the cause of a healthier, safe, sustainable and affordable food, benefiting more people. For this, it promotes, supports and participates in relevant discussions addressing food issues and seeks to educate and raise awareness among society through various communication tools.

Get to know the website at [www.alimentacaoemfoco.com.br](http://www.alimentacaoemfoco.com.br), and have access to more information on Fundação Cargill and its cause of promoting healthy, safe, sustainable and affordable food products.





**Sustainable  
operation**

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# Being the most reliable source of sustainable products and services is Cargill's sustainability vision, and to be a global leader in the nourishment sector

The significant evolution of Cargill's environmental management over the last year reinforces its commitment to the development of relevant aspects that have a high impact to the environment and society, such as land use and forest protection.

In Brazil, the Sustainability Committee has coordinated the evolution of the Company's sustainability commitments, through an assessment of the operation which indicated nine material topics for its sustainable development. Each of these topics were then closely followed by the Committee and action plans were elaborated to improve Cargill's operation and performance.

## MATERIAL TOPICS FOR CARGILL'S SUSTAINABLE DEVELOPMENT



Find out more about the topics and action plans on page 29 and learn more about Cargill's project to make its operation and value chain more sustainable below.

## Forest Protection Policy

In September 2015, a year after signing the New York Declaration on Forests (NYDF), Cargill launched its Forest Protection Policy, formalizing its commitment to protect the areas of greatest biodiversity on the planet and committing to reduce by half deforestation in its entire agricultural production chain by 2020 and completely end it by 2030.

The Policy establishes that the law should be 100% complied with throughout the Company's production chain, that family agriculture is encouraged, that environmental principles are always adopted in the Company's investments, that suppliers that do not meet Policy principles are suspended and seven practical steps are adopted to protect forests, supervised by the corporate departments and by Cargill's Sustainability Committee:

### PRINCIPLES

- ▶ Farmers and consumers are important partners in this debate. We respect farmers as managers of their lands and the environment, and the right of consumers to understand how the food that will go to the table of their families is produced. We are in an excellent position to work with all our stakeholders, shaping the debate and seeking pragmatic solutions.
- ▶ Market forces can help. Efforts to promote sustainability must make economic sense for the parties involved, especially farmers. Free trade and price mechanisms are not perfect, but they can help ensure that the right products are produced in the most suitable locations.
- ▶ Innovation in products and processes can help to find ways to produce more with less, reducing our impacts on the environment. New methodologies require a careful evaluation with stakeholders to ensure that their concerns are considered.
- ▶ The world needs scale solutions. Faced with the challenge of feeding 9.5 billion people by 2050, we need to think about sustainability on a global scale and turn our efforts to solutions that have a significant impact.

### SEVEN STEPS TO FOREST PROTECTION

- ▶ Conduct evaluations of current deforestation risks within value chains and determine the priorities for action;
- ▶ Assess the current procurement practices throughout the value chains and determine where they contribute to forest loss;
- ▶ Assess the current state of forest loss in the regions that are home to Cargill's production chain;
- ▶ Engage producers and suppliers on the Forest Policy principles;
- ▶ Establish procedures to monitor and identify local partners to help build skills;
- ▶ Contribute to the industry leadership and seek collaboration with business partners, government and civil society for the development of institutional solutions; and
- ▶ Disclose the results annually.

Learn more about the Forest Protection Policy in <http://goo.gl/dwhqxM>

## Sustainable supply chains

Cargill recognizes its reach and potential to stimulate its chains to overcome economic, environmental and social challenges and promote respect for human rights, the production of safe and healthy food, respect for animals, adherence to best agricultural practices and environmental protection.

Therefore, it operates in several programs together with producers and farmers to constantly improve performance and sustainability commitments throughout its chain.

### SOJA MAIS SUSTENTÁVEL (MORE SUSTAINABLE SOYBEAN) PROJECT



Since 2004, a year after the inauguration of the Santarém Terminal (PA), Cargill has been maintaining a partnership with The Nature Conservancy (TNC) with the initial objective of promoting the environmental regulation of agricultural production in the region, and later on in (2008) fostering the responsible purchasing of soybeans and stimulate the sustainable production through meetings with local producers, technical visits, technical assistance, establishing the responsible purchasing of soybeans and support to farmers to comply with the existing environmental legislation and sector agreements.

One of the main tools to combat deforestation was the effort to engage farmers to include their properties in the Rural Environmental Registry (CAR), a federal government instrument for the environmental regularization of rural properties and possessions. For this, farmers had to make an environmental diagnosis and identify Permanent Preservation Areas (APP), Legal Reserves (RL), environmental liabilities and the remaining vegetation of their properties.

The first farmer to comply with the Rural Environmental Registry (CAR) requirements in the State of Pará was a participant of the project in Santarém. The partnership is supported by municipal governments and unions in Pará and was expanded to the 10 municipalities of Mato Grosso.

In 2011, the part of the project that worked in the soybean chain was called “More Sustainable Soybean”, in order to continue the already developed activities and create new initiatives: the responsible management of the supply chain in Santarém, and incentive to good practice and the environmental governance of the trading and expansion of soybean in the north axis of the BR163.

In the last five years, the More Sustainable Soybean Project achieved important results: in Pará, the number of properties monitored regarding their environmental conservation, increased from 264 in 2011 (87,000 hectares) to 498 in 2014 (106,500 hectares).

In Mato Grosso, a detailed environmental analysis of 847 properties was conducted, which were generated individual reports delivered to unions and property owners.

**Deforestation has been continuously decreasing in the properties monitored by the More Sustainable Soybean Project. In 2004, when the partnership between Cargill and TNC started, 4,858 hectares were deforested, while in 2013, the deforested area was 21 hectares.**

With the CAR registration period finalized, the More Sustainable Soybean Project enters a new phase, which consists of the post CAR agenda. The project will support the government in the regulation of the Environmental Regularization Program (PRA) and in the development of technologies for the recovery of degraded areas.

### CACAU MAIS SUSTENTÁVEL (MORE SUSTAINABLE COCOA) PROJECT

**Since 2011, the More Sustainable Cocoa Project operates in São Félix do Xingu (PA), promoting the social and environmental development of the region through the generation of income from the cocoa production combined with actions for the recovery of degraded areas, compliance with legal reserves, the environmental regularization of the properties and compliance with environmental legislation.**



As part of Cargill's Cocoa Promise global project, the initiative is a partnership between the company, The Nature Conservancy (TNC), the Alternative Cooperative of Smallholders and Urban Farmers of São Félix do Xingu (CAPPRU) and CEPLAC, which includes actions focused on the implementation of new cocoa farming areas, irrigation system and seedling distribution.

### UTZ CERTIFICATION



Cargill is a pioneer in encouraging the adoption of the UTZ certification in the cocoa value chain, which requires producers to always act responsibly, in compliance with principles such as the implementation of safety procedures, correct handling of equipment and pesticides, ensuring good working conditions for its employees and promoting well-being and social dignity.

**In 2015, the number of certified properties reached 80, a major increase from the 34 properties in 2014, totaling 20,000 hectares. To goal is to have 200 certified farms by 2019. In addition to the growth in the number of certified farms, the more than 3.2 thousand tons of cocoa beans originated with the UTZ certificate showed a higher quality than those without the certificate.**

### New certified chocolate line

In 2015, Cargill launched Genuine, the chocolate line aimed at the Food Service and the first with the UTZ sustainability certificate, which guarantees the origin of the raw material and ensures that the best management, cultivation and safety practices have been adopted throughout the cocoa production chain, from the farms in Bahia to the plant in Porto Ferreira (SP), where the chocolate is produced.



# Sustainable operations performance

## CONSCIOUS USE OF WATER (GRI G4-EN8 | G4-EN9)

Chosen by the Sustainability Committee as one of the material topics for Cargill's sustainability, water management gained even more focus in 2015, due to the water crisis that hit a large part of Brazilian territory.

Aware of the crucial importance of the rational use of water, Cargill has the overall goal of improving by 5% the consumption of water by 2020, compared to 2015. In Brazil, it has already achieved an improvement of 14% in consumption between 2010 and 2015, but this is an ongoing process.

In the period covered by this publication, Cargill consumed 6,505,664 m<sup>3</sup> of water, 27% less than in 2014, a result achieved with efficiency gains. Of this total consumption, 38% came from surface sources – Cargill has the granting of all the places from which it captures water, always observing the volume limit.

WATER CONSUMPTION BY SOURCE (IN THOUSAND M <sup>3</sup> )*	
SOURCE	JUN/15 UNTIL FEB/16
Surface water	2,447.8
Underground water	1,971.4
Water supply companies	2,086.5
<b>TOTAL</b>	<b>6,505.65*</b>

\* Partial value.

## 2<sup>ND</sup> CARGILL AWARD FOR RATIONAL WATER USE

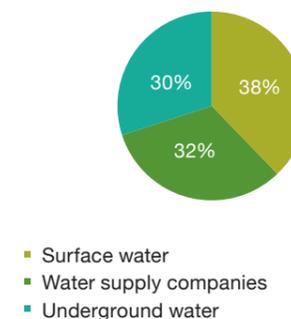
In addition to the progress made by the units, Cargill encourages employees, families and communities to reduce water consumption through initiatives such as the Cargill Award for Rational Water Use.

In its second edition in 2015, 26 projects were submitted in three different categories, which promoted the economy of more than 340 million liters of water:

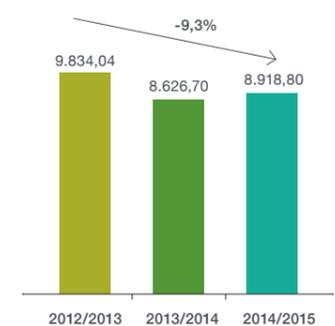
- **Company in Action:** for already implemented initiatives;
- **Company Innovation:** for projects that had not yet started or were in the early stage of implementation; and
- **House and Community in Action:** for initiatives employees applied at home or in their neighborhoods.

The competition was divided in two stages: the local stage, decided by the employees' vote, rewards the winners with a Participation Certificate; and the national stage, decided by a judging committee, rewards the winners with cash prizes, a trophy and a visit the Company's Headquarters in São Paulo.

### WATER CONSUMPTION FROM JUNE/15 TO FEB/16 BY SOURCE



### WATER CONSUMPTION HISTORY AT CARGILL (THOUSAND M<sup>3</sup>)



## AÇÃO RENOVE O MEIO AMBIENTE (RENEW THE ENVIRONMENT ACTION)

Created in 2010, the Renew the Environment Action Program articulates partnerships with supermarket chains, companies and NGOs to implement collection points for waste oil in several Brazilian states, offering to the consumer a convenient and sustainable alternative for the environmentally correct disposal of used cooking oil. The LIZA oil brand initiative has the objective of avoiding that the cooking oil is improperly disposed of in sinks or into drains, thereby preventing pollution of rivers and wellsprings. To get a sense of the impact, it is estimated that one liter of oil may contaminate up to 25 thousand liters of water.\*

In 2015, the Program reached the milestone of one million liters of oil collected. In 2015 alone, 430 thousand liters of used oil and vegetable fat were collected, representing an increase of 64% over the volume collected in the previous year. With the volume collected in 2015, the Program avoided the pollution of 10,750,000,000 liters of drinking water, enough to supply the basic needs of the population of the city of São Paulo (SP) for about nine days.\*\*

\* According to SABESP (Brazilian waste management company) one liter of used oil contaminates 25 thousand liters of water.

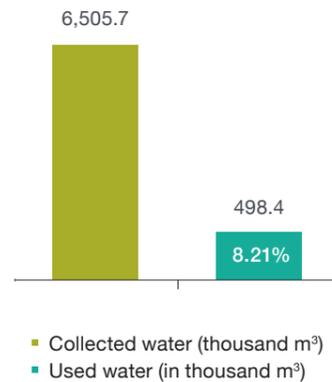
\*\* According to the UN, 110 liters of water are enough to meet the basic water needs of a person per day and according to the 2010 IBGE CENSUS, the city of São Paulo had 11,253,503 inhabitants.



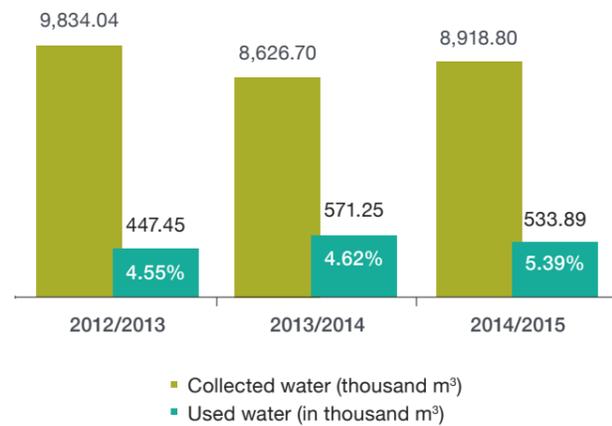
## REUSE (GRI G4-EN10)

In 2015, Cargill reused 533,890 m<sup>3</sup> of water, 8.21% of all the water consumed in its operation. In 2015, an important innovation regarding the reuse of water has helped the achievement of this result: the water removed from the tomato during the pulp extraction process\* is now condensed and used for other purposes at the plant in Goiânia, reducing the use of water collected.

### CARGILL'S WATER REUSE FROM JUN/15 TO FEB/16



### WATER CONSUMPTION VS REUSE HISTORY



\* The volume of water used from the tomato pulp operation is not directly measured but calculated from the production volume and mix.

## WASTEWATER (GRI G4-EN22)

Between June 2015 and February 2016, Cargill discharged 4,339,675 m<sup>3</sup> of water, 55% direct wastewater – generated in the operation and treated at the units' treatment station – and 45% indirect wastewater – generated from cleaning septic tanks and sent for external treatment at contracted dealership.

WASTEWATER (IN M <sup>3</sup> )						
JUN/15 TO FEB/16			2014/2015			
BUSINESS UNIT	DIRECT	INDIRECT	TOTAL	DIRECT	INDIRECT	TOTAL
Grains and Soybean Processing	291,096	152,266	443,362	378,847	186,700	565,547
Foods	1,080,168	25,288	1,106,456	1,177,978	39,944	1,217,922
Cocoa and Chocolate	26,904	0	26,904	36,316	0	36,316
Starches and Sweeteners	1,000,655	652,937	1,653,592	1,666,744	0	1,666,744
Sugar and Ethanol	0	1,098,672	1,098,672	0	1,393,910	1,393,910
Cargill Especialidades Industriais	7,205	3,484	10,689	29,750	0	29,750
<b>TOTAL</b>	<b>2,406,028</b>	<b>1,933,647</b>	<b>4,339,675</b>	<b>3,289,635</b>	<b>1,620,554</b>	<b>4,910,189</b>

## EMISSIONS (GRI G4-EN15)

### Direct Emissions

Direct greenhouse gases (GHG) emissions, generated by Cargill's operations with the burning of natural gas, liquid fuels, renewable energy and CH<sub>4</sub>. The variation of total emissions in the past two years, between 2012/2013 and 2014/2015, shows that Cargill has reduced its emissions by 26.4% as a result of improvements in the production process.

Between June 2015 and February 2016, the Company released 66,195 tons of CO<sub>2</sub>e.

DIRECT EMISSION OF GHG (IN TONS OF CO <sub>2</sub> E)				
BUSINESS UNIT	JUN/15 TO FEB/16	2014/2015	2013/2014	2012/2013
Grains and Soybean Processing	16,433	24,345	31,949	30,333
Foods	11,024	17,248	21,768	19,896
Cocoa and Chocolate	6,375	8,856	11,833	10,281
Starches and Sweeteners	25,336	26,429	37,577	44,030
Sugar and Ethanol	5,869	6,690	8,956	8,615
Cargill Especialidades Industriais	1,158	1,183	1,991	2,005
<b>TOTAL</b>	<b>66,195*</b>	<b>84,751</b>	<b>114,074</b>	<b>115,160</b>

\* Partial value, not directly comparable to the columns on the right.

### Indirect Emissions (GRI G4-EN16)

Cargill's indirect emissions, resulting from the Company's operations, but "outside its gates", are due to the consumption of electricity. Between June 2015 and February 2016, the Company was indirectly responsible for the emission of 30,275 tons of CO<sub>2</sub>e.

INDIRECT EMISSION OF GHG (IN TONS OF CO <sub>2</sub> E)	
BUSINESS UNIT	JUN/15 TO FEB/16
Grains and Soybean Processing	8,867
Foods	4,183
Cocoa and Chocolate	2,188
Starches and Sweeteners	14,728
Sugar and Ethanol	77
Cargill Especialidades Industriais	234
<b>TOTAL</b>	<b>30,275</b>

### GHG Emission Rate (GRI G4-EN18)

between June 2015 and February 2016, the Company's GHG emission rate – that is, the volume of GHGs that was released in relation to total production – ranged from 0.12%, in the case of grains and soybean processing operations, and 13.94%, in the case of cocoa and chocolate production.

EMISSIONS INTENSITY RATE*	
BUSINESS UNIT	JUN/15 TO FEB/16
Grains and Soybean Processing	0.12%
Foods	1.80%
Cocoa and Chocolate	13.94%
Starches and Sweeteners	5.84%
Sugar and Ethanol	0.35%
Cargill Especialidades Industriais	1.92%

\* This is the first Cargill report that publishes the indirect GHG emissions. So there is no history of the previous years.

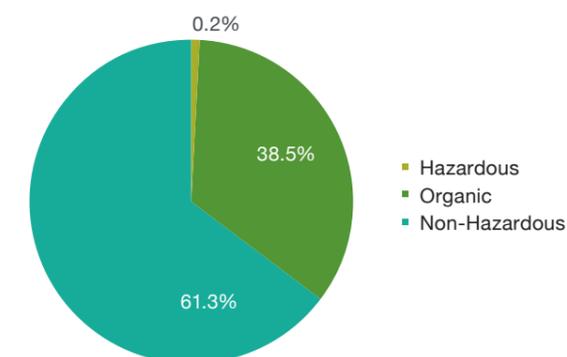
### Waste Management (GRI G4-EN23)

Cargill responsibly manages the waste from its entire operation and all materials are always disposed, monitored, stored, weighed and allocated with the approval of the responsible environmental agency.

Since 2015, the Company has been implementing the VG RESÍDUOS system, a tool already used in five plants to perform all the management of the waste generated within the localities.

Its waste is divided between hazardous, non-hazardous and organic and, together with the three categories, between June 2015 and February 2016, 232,234 tons of material were disposed: 38.5% organic, 61.3% non-hazardous and only 0.2% hazardous.

CARGILL'S WASTE GENERATION FROM JUN/15 TO FEB/16\*



### Air Emissions (GRI G4-EN21)

AIR EMISSIONS FROM JUN/15 TO FEB/16 (IN TONS)					
BUSINESS UNIT	VOC	MP	NO <sub>x</sub>	SO <sub>x</sub>	TOTAL
Grains and Soybean Processing	1,975	739	314	272	3,300
Foods	0	90	12	1	103
Cocoa and Chocolate	0	0	0	0	0
Starches and Sweeteners	1	254	125	26	406
Sugar and Ethanol	0	0	350	0	350
Cargill Especialidades Industriais	0	0	3	3	6
<b>TOTAL</b>	<b>1,976</b>	<b>1,083</b>	<b>804</b>	<b>302</b>	<b>4,165</b>

BUSINESS UNIT	WASTE (IN TONS)*							
	JUN/15 TO FEB/16				2014/2015			
	HAZARDOUS	NOT HAZARDOUS	ORGANIC	TOTAL	HAZARDOUS	NOT HAZARDOUS	ORGANIC	TOTAL
Grains and Soybean Processing	373	6,298	21,040	27,711	796	14,432	32,581	47,809
Foods	23	13,989	27,464	41,476	48	19,045	25,222	44,315
Cocoa and Chocolate	0	361	0	361	0	1,609	0	1,609
Starches and Sweeteners	29	1,117	38,871	40,017	78	12,393	98,723	111,194
Sugar and Ethanol	27	120,346	32	120,405	24	162,866	0	162,890
Cargill Especialidades Industriais	2	218	2,044	2,264	9	329	0	338
<b>TOTAL</b>	<b>454</b>	<b>142,329</b>	<b>89,451</b>	<b>232,234</b>	<b>955</b>	<b>210,674</b>	<b>156,526</b>	<b>168,155</b>

\* Only waste that have allocation cost are considered.

# About this report

(GRI G4-7 | G4-18 | G4-19 | G4-20 | G4-21 | G4-24 | G4-25 | G4-26 | G4-27 | G4-28 | G4-29 | G4-30 | G4-31)

This is the Annual Report of Cargill Agrícola S.A. in Brazil, including all its subsidiaries and joint ventures. The Company's initiatives and performance in 2015 are detailed in this report, an important tool that helps the Company to maintain transparency and the trust relationships with its stakeholders.

The report also supports the company in its continuous progress towards sustainability, as it is based, for the third consecutive year and voluntarily, on the Global Reporting Initiative (GRI) guidelines, the best global and multisectoral practice of reporting economic, social and environmental information.

## DEFINING THE CONTENT

In order to define the addressed topics in this publication, in 2015, Cargill conducted a survey with its stakeholders to know what they considered important and what subjects they are interested in, as well as what has been relevant to the Company's sustainability in recent years.

### Stakeholders consulted



- NGOs
- Associations
- Competitors
- Customers
- Suppliers
- Specialists

## RELEVANT SUBJECTS

This analysis led to a materiality matrix, which consolidated different views and listed the following relevant subjects for the business sustainability:

- Product (consumer health, quality, labeling, greenwashing).
- Suppliers and farmers in compliance with the procurement practices policy.
- Compliance with environmental and labor criteria and provisions, as well as regarding the society and human rights.
- Rights of water use and conservation of water in shortage areas.
- Impacts of chemicals (fertilizers and herbicides) and waste handling and disposal on the soil.
- Emissions and its reductions.
- Food Safety, Genetically Modified Organisms (GMOs), recalls, certifications.
- Efficient and sustainable agricultural practices.
- Business impacts on communities and engagement with the community.

- Quality of wastewater – impact of chemicals (fertilizers and herbicides) and wastewater disposal.
- Water consumption, efficiency in water consumption and reuse water sources.

For each of these topics, the Company applied the GRI's guidelines and indicators to give the reader more information about Cargill's management and performance, supported by its official documentation, interviews with senior leadership executives and also by the material provided by employees who actively participated in the process, raising indicators, providing inputs and coordinating the wording.

**To learn more about the topics disclosed herein, please contact the Corporate Affairs area at [assuntos\\_corporativos@cargill.com](mailto:assuntos_corporativos@cargill.com).**





# Social Responsibility Report

ANNUAL SOCIAL BALANCE SHEET						
2015			2014			
1 - CALCULATION BASIS	VALUE (THOUSAND OF REAIS)			VALUE (THOUSAND OF REAIS)		
Net revenues (RL)	32,087,455			26,150,664		
Earnings before Income Tax and Social Contribution (IR and CSLL)	400,624			477,277		
Gross payroll (FPB)	502,525			448,604		
2 - INTERNAL SOCIAL INDICATORS	VALUE	% ON FPB	% ON RL	VALUE	% ON FPB	% ON RL
Food	54,011	11%	0.17%	43,862	10%	0.17%
Compulsory social charges	202,530	40%	0.63%	188,154	42%	0.72%
Pension plan	31,670	6%	0.10%	19,043	4%	0.07%
Health	48,671	10%	0.15%	41,122	9%	0.16%
Occupational health and safety	17,263	3%	0.05%	11,693	3%	0.04%
Education	1,549	0%	0.00%	2,084	0%	0.01%
Culture	93	0%	0.00%	41	0%	0.00%
Professional qualification and development	7,550	2%	0.02%	6,195	1%	0.02%
Nursery and nursery allowance	170	0%	0.00%	152	0%	0.00%
Profit sharing	63,203	13%	0.20%	75,580	17%	0.29%
Other	16,948	3%	0.05%	12,654	3%	0.05%
<b>TOTAL - INTERNAL SOCIAL INDICATORS</b>	<b>443,658</b>	<b>88%</b>	<b>1.37%</b>	<b>400,580</b>	<b>89%</b>	<b>1.53%</b>
3 - EXTERNAL SOCIAL INDICATORS	VALUE	% ON RO	% ON RL	VALUE	% ON RO	% ON RL
Education	735	0.18%	0.00%	10	0.00%	0.00%
Culture	35	0.01%	0.00%	59	0.01%	0.00%
Health and sanitation**	1,115	0.28%	0.00%	224	0.05%	0.00%
Sport	48	0.01%	0.00%	53	0.01%	0.00%
Fight against hunger and food security	3,121	0.78%	0.01%	5,192	1.09%	0.02%
Other	99	0.02%	0.00%	609	0.13%	0.00%
<b>TOTAL CONTRIBUTIONS</b>	<b>5,153</b>	<b>1.28%</b>	<b>0.01%</b>	<b>6,147</b>	<b>1.29%</b>	<b>0.02%</b>
Taxes (excluding social charges)	578,819	144.48%	1.80%	724,157	151.73%	2.77%
<b>TOTAL - EXTERNAL SOCIAL INDICATORS</b>	<b>583,972</b>	<b>145.76%</b>	<b>1.81%</b>	<b>730,304</b>	<b>153.02%</b>	<b>2.79%</b>
4 - ENVIRONMENTAL INDICATORS	VALUE	% ON RO	% ON RL	VALUE	% ON RO	% ON RL
Investments in the company's production/operation	23,284	5.81%	0.07%	16,091	3.37%	0.06%
Investments in programs and/or external projects	342	0.09%	0.00%	893	0.19%	0.00%
<b>TOTAL ENVIRONMENTAL INVESTMENTS</b>	<b>23,626</b>	<b>5.90%</b>	<b>0.07%</b>	<b>16,984</b>	<b>3.56%</b>	<b>0.06%</b>
In relation to the definition of "annual goals" to reduce waste, the consumption in general in the production/operation and improve the effectiveness in the use of natural resources by the company	<input type="checkbox"/> no goals <input type="checkbox"/> compliance between 51 and 75% <input checked="" type="checkbox"/> compliance between 0 and 50% <input type="checkbox"/> compliance between 76 and 100%			<input type="checkbox"/> no goals <input checked="" type="checkbox"/> compliance between 51 and 75% <input type="checkbox"/> compliance between 0 and 50% <input type="checkbox"/> compliance between 76 and 100%		
5 - PERSONNEL INDICATORS	2015			2014		
Number of employees at the end of the period	8,512			8,023		
Number of admissions in the period	1,989			1,630		
Number of outsourced employees	1,696			1,920		

5 - PERSONNEL INDICATORS	2015			2014		
Number of interns	102			108		
Number of employees above 45 years	1,291			1,259		
Number of woman in the company	2,169			2,028		
% of head positions held by women	29%			29%		
Number of black employees in the company	2,391			2,145		
% of head positions held by black employees	13%			10%		
6 - SIGNIFICANT INFORMATION ON BUSINESS CITIZENSHIP						
	2015			2014		
Total number of labor accidents***	108			98		
The social environmental projects developed by the company were defined by	<input type="checkbox"/> executive officers	<input type="checkbox"/> executive officers and managers	<input checked="" type="checkbox"/> all employees	<input type="checkbox"/> executive officers	<input type="checkbox"/> executive officers and managers	<input checked="" type="checkbox"/> all employees
The security and hazard standards in the work environment were defined by	<input checked="" type="checkbox"/> executive officers and managers	<input type="checkbox"/> all employees	<input type="checkbox"/> all + Cipa	<input checked="" type="checkbox"/> executive officers and managers	<input type="checkbox"/> and employees	<input type="checkbox"/> all + Cipa
Trade union liberty, free collective negotiation and internal representation of employees by the company	<input checked="" type="checkbox"/> do not participate	<input type="checkbox"/> according to the ILO rules	<input type="checkbox"/> promote and comply	<input checked="" type="checkbox"/> do not participate	<input type="checkbox"/> according to the ILO rules	<input type="checkbox"/> promote and comply
The pension plan includes	<input type="checkbox"/> executive officers	<input type="checkbox"/> executive officers and managers	<input checked="" type="checkbox"/> all employees	<input type="checkbox"/> executive officers	<input type="checkbox"/> executive officers and managers	<input checked="" type="checkbox"/> all employees
The profit sharing includes	<input type="checkbox"/> executive officers	<input type="checkbox"/> executive officers and managers	<input checked="" type="checkbox"/> all employees	<input type="checkbox"/> executive officers	<input type="checkbox"/> executive officers and managers	<input checked="" type="checkbox"/> all employees
In relation to the employees participation in voluntary work programs, the company	<input type="checkbox"/> do not participate	<input type="checkbox"/> support	<input checked="" type="checkbox"/> organize and promote	<input type="checkbox"/> do not participate	<input type="checkbox"/> support	<input checked="" type="checkbox"/> organize and promote
Total number of claims and concerns by consumers	In company 11,691	in Procon 2	in Justice 48	In company 12,277	in Procon 7	in Justice 62
% of claims and concerns served or resolved	In company 95%	in Procon 50%	in Justice 13%	In company 97%	in Procon 0%	in Justice 5%
<b>Total value added to be distributed (in thousand of R\$)</b>	<b>14,590,668</b>			<b>6,441,578</b>		
<b>Distribution of value added (DVA)</b>	<b>5.41% Government, 4.65% Employees, 87.10% Retained, 2.85% Third Parties</b>			<b>12.65% Government, 10.75% Employees, 69.09% Retained, 7.51% Third Parties</b>		
7 - OTHER INFORMATION						
<b>Note 1:</b> The figures shown include Cargill Agrícola S.A. and its subsidiaries.						
* KPMG Financial Risk & Actuarial Services Ltda. applied the limited assurance procedures to the information disclosed in the Annual Balance Sheet of Cargill Agrícola S.A. for the fiscal year ended December 31, 2015, according to NBC TO 3000 (Assurance Work Other than Audit and Review), issued by the Federal Accounting Council - CFC. The assurance report is available at <a href="http://www.cargill.com.br">www.cargill.com.br</a> .						
** The variation in the External Social Health and Sanitation Indicator refers to compliance with TAC - Term of Commitment, Responsibility and Adjustment of Conduct between Cargill Agrícola S.A. and the Municipal Government of Goiânia, including the donation of 9 box trucks for the conduction of the selective collection. This agreement is the result of an accident in 2012 relating to a chemical leak (sulfuric acid).						
*** Since 2015, Cargill Agrícola S.A. has been using the number of incidents involving own and third-party employees as a way of controlling the number of accidents. In this context, the information disclosed related to 2014 has been updated for comparative purposes.						



**GRI**  
**Content Index**

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GENERAL STANDARD DISCLOSURES		
STRATEGY AND ANALYSIS		
#	INDICATOR	PAGE
G4-1	Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization.	Page 4.
ORGANIZATIONAL PROFILE		
G4-3	Name of organization.	Page 8.
G4-4	Main brands, products and/or services.	Page 20.
G4-5	Location of headquarters.	Page 8.
G4-6	Number of countries in which the organization operates.	Page 8.
G4-7	Nature of ownership and legal form.	Page 80.
G4-8	Markets served.	Page 8 to 11.
G4-9	Size of organization.	Page 8 and 46.
G4-10	Employees profile.	Page 46.
G4-11	Percentage of employees covered by collective bargaining agreements.	100% of employees are covered by collective bargaining agreements.
G4-12	Company's supply chain description.	There is no information available on the chain's profile, total number of suppliers or spending volume.
G4-13	Significant changes in the Company's structure during the period covered by the report.	Page 4.
G4-14	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Cargill Brazil does not formally adopt the Precautionary Principle, however, all operations potentially hazardous to the environment, people and communities follow procedures pre-established by law to prevent or mitigate any damage. All construction works, for example, are previously evaluated on environmental impacts that can identify potential risks, resulting in the implementation of contingency plans and mitigation for the most relevant aspects. In the event of environmental accidents, Cargill has documented procedures for the prevention and remediation of any possible damages caused to the environment. These procedures are part of the Company's formal verification processes for all its operations involving transport and storage of potentially hazardous materials to the environment.

G4-15	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Page 23.
G4-16	Significant participation in associations and/or national/international advocacy organizations in which the organization: has positions in corporate governance bodies; participates in projects or committees; provides substantive funding beyond associated organization dues.	<p>Cargill participates in associations and organizations to discuss infrastructure and transportation in Brazil. Among the main ones are:</p> <ul style="list-style-type: none"> <li>• Brazilian Association of Vegetable Oil Industry (ABIOVE), especially conditions of strategic federal highways for transportation of grain production, as well as railway investments;</li> <li>• Infrastructure Department (DEINFRA) of the Federation of Industries of the State of São Paulo (FIESP), general topics related to road, rail and waterway transportation;</li> <li>• Association of Private Use Terminals and Cargo Transshipment Stations of the Tapajós Waterway – port issues;</li> <li>• Association of Private Port Terminals – port topics</li> <li>• Port Authority Board of the Paranaguá Port – port issues;</li> <li>• Trade Union of Port Operators of Paraná – port issues;</li> <li>• Trade Union of Port Operators of São Paulo – port issues;</li> <li>• SUAMAR-PR – Sociedade Amigos da Marinha do Paraná – port issues.</li> </ul>
MATERIAL ASPECTS IDENTIFIED AND LIMITS		
G4-17	List of entities included in the financial statements.	Armazéns Gerais Cargill Ltda., Cargill Agro Ltda., Cargill Comercializadora de Energia Ltda., Cargill Brasil Participações Ltda., Cargill Nassau Limited, Cargill Prolease Locação de Bens Ltda., Cargill Specialties Indústria e Comércio de Produtos Alimentícios Ltda., Cargill Transportes Ltda., Casa & BSL Ltda., Innovatti - Indústria e Comércio de Ésteres Sintéticos Ltda., TEAG - Terminal de Exportação de Açúcar do Guarujá Ltda., Cargill Participações Ltda.
G4-18	Process for defining the report's content and limit.	Page 80.
G4-19	List of material aspects identified in the content definition process.	Page 80.
G4-20	Limit of each material aspect for the organization.	Page 80.
G4-21	Limit of each material aspect outside the organization.	Page 80.
G4-22	Explanation of the consequences of any restatements of information provided in earlier reports.	There were no reformulations.
G4-23	Significant changes from previous reporting periods regarding scope, limit the issues addressed.	There were no significant changes compared to previous years.
STAKEHOLDERS ENGAGEMENT		
G4-24	List of stakeholders engaged by the organization.	Page 80.
G4-25	Basis for identification and selection of stakeholders with whom to engage.	Page 80.
G4-26	Approach adopted by the Company to engage stakeholders and frequency of engagement.	Page 80.

<b>G4-27</b>	Key topics raised through stakeholder engagement and measures adopted by the Company to address them.	Page 80.
<b>REPORT PROFILE</b>		
<b>G4-28</b>	Period covered by the report.	The report covers the period between January 1 and December 31, with the exception of environmental indicators that, unlike economic and social information, are monitored in accordance with the Company's fiscal calendar, which begins on June 1 and ends on May 31. Therefore, these indicators, specifically, are presented with date covering the time interval between June 2015 and February 2016 (latest data available until the publication of the report). This period specifications are explained next to the indicator, whenever necessary.
<b>G4-29</b>	Date of most recent previous report.	Page 80.
<b>G4-30</b>	Reporting cycle.	Page 80.
<b>G4-31</b>	Contact point for questions regarding the report or its contents.	Page 80.
<b>G4-32</b>	Choice of application of guidelines (essential or comprehensive), GRI index and external assurance.	Core Option of Adherence and GRI content summary on page 88.
<b>G4-33</b>	Policy and current practice with regard to seeking external assurance for the report.	There was no external assurance of data.
<b>GOVERNANCE</b>		
<b>G4-34</b>	Governance structure, including committees.	Page 26.
<b>ETHICS AND INTEGRITY</b>		
<b>G4-56</b>	Values, principles, standards and norms of the organization, such as conduct and ethics codes.	Page 8 and 30.

<b>SPECIFIC STANDARD DISCLOSURES</b>		
<b>CATEGORY: ECONOMIC</b>		
<b>ASPECT: PROCUREMENT PRACTICES</b>		
<b>EC9</b>	Proportion of spending on locally-based suppliers at significant operating units.	In its monitoring, Cargill does not distinguish local suppliers.*
<b>CATEGORY: ENVIRONMENTAL</b>		
<b>ASPECT: WATER</b>		
<b>EN8</b>	Total water withdrawal by source.	Page 74.
<b>EN9</b>	Water sources significantly affected by water withdrawal.	Page 74.
<b>EN10</b>	Percentage and total volume of water recycled and reused.	Page 76.
<b>ASPECT: BIODIVERSITY</b>		
<b>EN12</b>	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	In 2015, Cargill's process management did not register any biodiversity impact in protected areas and areas of high biodiversity value located outside protected areas. Even so, to mitigate any impacts, the Company has a series of projects that confirm its commitment to feed the world responsibly. The projects' description are on pages 56 to 67 and 70 to 73.
<b>ASPECT: EMISSIONS</b>		
<b>EN15</b>	Direct emissions of greenhouse gases (GHG) emissions (Scope 1).	Page 77.
<b>EN16</b>	Indirect emissions of greenhouse gases (GHG) from the purchase of energy (Scope 2).	Page 78.
<b>EN18</b>	Intensity of greenhouse gas emissions (GHG).	Page 78.
<b>EN19</b>	Reduction of greenhouse gas emissions (GHG).	Cargill's emissions information collection system operates in accordance with the Company's fiscal year (from June to May). For this reason, the report is elaborated with partial information (June/15 to February/16), which have no comparison with the full report.
<b>EN21</b>	NOx, SOx, and other significant air emissions.	Page 78.
<b>ASPECT: EFFLUENTS AND WASTE</b>		
<b>EN22</b>	Total water discharge by quality and destination.	Page 77.
<b>EN23</b>	Total weight of waste by type and disposal method.	Page 79.
<b>ASPECT: PRODUCTS AND SERVICES</b>		
<b>EN27</b>	Extent of mitigation of environmental impacts of products and services*.	Information not available.

\* Omissions: in EC9, local segmentation of suppliers does not apply to Cargill's management. In EN27, the extent of mitigation is not reported but the initiatives for mitigation is.

**ASPECT: COMPLIANCE**

<p>EN29</p>	<p>Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.</p>	<p>In 2015, Cargill was accused in 10 cases of non-compliance with environmental laws and regulations, which generated a total liability of R\$390,000. The following are the cases involving the company:</p> <p><b>Uberlândia (MG) – R\$25,000</b>  <b>Reason:</b> emission of black smoke from the chimney  <b>Measures adopted:</b> the maintenance of the chimney and the gas scrubber have been arranged.</p> <p><b>Goiânia (GO) – R\$90,000</b>  <b>Reason:</b> irregularity in air emissions  <b>Measures adopted:</b> adjustment and monitoring have been arranged.</p> <p><b>Ibiá (MG) – R\$15,000</b>  <b>Reason:</b> operating activity subject to license without the adequate the environmental regularization  <b>Measures adopted:</b> not applicable as Cargill had already started the licensing process.</p> <p><b>Balsas (MA) – R\$10,000</b>  <b>Reason:</b> non-compliance with the legal deadline for the renewal of the operating license  <b>Measures adopted:</b> the request for the renewal of the license took place on the date and time determined by the environmental authority.</p> <p><b>Sambaíba (MA) – R\$7,000</b>  <b>Reason:</b> non-compliance with the legal deadline for the renewal of the operating license  <b>Measures adopted:</b> the monitoring system for the expiration of the license term was improved.</p> <p><b>Três Lagoas (MS) – R\$180,000</b>  <b>Reason:</b> Cargill would have exceeded the parameters laid down in legislation for groundwater and wastewater.  <b>Measures adopted:</b> not applicable as the regularity of its operations was demonstrated</p> <p><b>Terminal Exportador de Açúcar do Guarujá TEAG (SP) – R\$63,000</b>  <b>Reason:</b> release of liquid effluent, contaminated with sugar, in Santos waters.  <b>Measures adopted:</b> The Notice of Violation was issued due to a fire in the terminal. Although the Terminal had adopted all emergency measures, part of molasses reached the estuary.</p> <p><b>NON-MONETARY SANCTIONS</b></p> <p><b>Itabuna (BA)</b>  <b>Reason:</b> operating activity subject to license without the adequate the environmental regularization.  <b>Measures adopted:</b> environmental licensing was arranged.</p>
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**SOCIAL**

**HUMAN RIGHTS**

**ASPECT: INVESTMENT**

<p>HR1</p>	<p>Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.</p>	<p>Page 52.</p>
<p>HR2</p>	<p>Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.</p>	<p>Training was conducted in two stages:</p> <p>1 - Sustainability Journey: a 1-hour event with the participation of 100 employees to discuss the issue of slave labor in Cargill's value chains.</p> <p>2 - Events organized for drivers training and awareness of the elimination of child sexual exploitation. More information on page 52.</p>

**ASPECT: NON-DISCRIMINATION**

<p>HR3</p>	<p>Total number of discrimination cases and the actions taken.</p>	<p>In 2015, there were no registered cases of discrimination in Cargill's operations.</p>
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**ASPECT: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING**

<p>HR4</p>	<p>Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.</p>	<p>In 2015, no risk or violation of the right to exercise freedom of association and collective bargaining was identified.</p>
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**ASPECT: CHILD LABOR**

<p>HR5</p>	<p>Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.</p>	<p>In general, child labor is not a recurring problem in Cargill's operations in Brazil. Therefore, the subject is dealt with in a legal form and through encouragement and social investment programs to ensure the future of the children in the country. From a corporate point of view, Cargill has a socio-environmental clause in all its contracts establishing restrictions and penalties in case a supplier is accused of using child labor. This mechanism has never been used for this purpose, since there was never found cases of child labor in Cargill's operations and direct suppliers.</p>
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**ASPECT: FORCED AND COMPULSORY LABOR**

<p>HR6</p>	<p>Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.</p>	<p>Historically, the agricultural sector has the largest number of cases of slave labor identified in Brazil. Considering that most of Cargill's operations is directly related to the agricultural sector, especially for the origination of grain and raw materials, this issue is of great relevance for the Company. To mitigate this risk and manage its supply chains, in order to avoid incidents of this nature, the Company:</p> <ul style="list-style-type: none"> <li>• Has a central system that automatically blocks all CNPJ numbers included in the compulsory labor list issued by the Ministry of Labor and Employment (TEM).</li> <li>• Includes an environmental clause in its contracts, which assures Cargill the right to impose penalties such as the suspension and cancellation of contracts if this clause is violated.</li> </ul>
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ASPECT: SECURITY PRACTICES		
HR7	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Every employee who joins Cargill (including the Security Professional) goes through a corporate induction program that includes the content of the Company's Code of Conduct – which includes human rights aspects. In the case of outsourced security services, everyone involved receives information on Cargill's ethical principles.
ASPECT: INDIGENOUS RIGHTS		
HR8	Total number of cases of violations involving rights of indigenous people and actions taken.	In 2015, there were no identified cases of violations of rights of indigenous people in our operations during the period covered by this report.
ASPECT: ASSESSMENT		
HR9	Total number and percentage of operations subject to analysis and human rights assessments related to impacts related to human rights.	100% of operations are subject to analysis and human rights assessments.
ASPECT: SUPPLIER ASSESSMENT REGARDING HUMAN RIGHTS		
HR10	Percentage of new suppliers selected based on criteria related to human rights.	Cargill has a social and environmental clause in 100% of its contracts, which covers issues related to human rights, such as the elimination of forced and child labor
HR11	Actual and potential significant negative impacts on human rights in the supply chain and actions taken in this regard.	In 2015, Cargill did not identify any case of violation of human rights in its supply chain. However, the Company is aware that the agricultural sector has the largest number of cases of compulsory labor identified in Brazil. In this sense, the Company undertakes a series of actions as described in HR6 indicators and on pages 23 and 52.
ASPECT: COMPLAINTS AND CLAIMS MECHANISMS RELATED TO HUMAN RIGHTS		
HR12	Number of complaints and claims related to impacts on human rights recorded, processed and resolved through a formal mechanism.	In 2015, no formal complaints were recorded in Cargill's communication channels related to human rights.

CATEGORY: SOCIETY		
ASPECT: LOCAL COMMUNITIES		
SO1	Percentage of operations with implemented programs related to the engagement of the local community, impact assessment and local development*.	Page 54.
PRODUCT RESPONSIBILITY		
ASPECT: CUSTOMER HEALTH AND SAFETY		
PR1	Percentage of significant products and services categories in which health and safety impacts are assessed for improvement.	Page 53.
ASPECT: PRODUCT AND SERVICE LABELING		
PR5	Results of surveys measuring customer satisfaction*.	Information not available.
FOOD SECTOR SUPPLEMENT		
FP1	Percentage of the volume purchased from suppliers in accordance with the Company's procurement practices policy.	100% of the volume purchased from suppliers is in line with the practices policy.
FP5	Percentage of the production volume manufactured in operations certified by an independent organization in accordance with internationally recognized standards of food safety management system.	90.77% of production is certified within the Food Safety System Certification 22000. The Tetra Pak packaging process is the exception, as certification has not yet been performed.
FP8	Policies and practices to communicate to consumers about ingredients and nutritional information that go beyond legal requirements*.	Page 53.

\* Omissions: in SO1, the percentage is not specifically disclosed. In PR5, the results of surveys are not reported. In FP8, there is no numerical information of complaints and claims.

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## PHOTOS

Cargill's Image Bank  
Ricardo Teles

Cover photo: Time tunnel celebrating 50 years of Cargill's trajectory in Brazil, installed at the Company's headquarters in São Paulo, from April to December 2015.

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