
2020
Annual Report

Brazil



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For 16 years, Cargill of Brazil publishes its Sustainability Report. The information we provide gives a vision of how we have evolved along the corporate responsibility and sustainability trajectory and how we have worked on the positive and negative social-environmental impacts arising from our activities.

In this edition, the definition of the addressed topics had as a starting point the revision of the materiality study, and the defined topics express our vision and that of our *stakeholders*. The readers of this report will find here the data to clarify how we conduct our businesses – by placing people first – having as a reference the commitments made with regard to essential issues for our sustainable activities (see how we address our commitments on page 23).

The reported data cover Cargill Alimentos and all company units in the country and refer to the period from January 1 to December 31, 2020. We have elaborated the report contents in conformity with the GRI Standards: Essential option and no external verification was made of the reported data.

Comments, criticisms and suggestions are welcome. To send them, please use email: sustentabilidade@cargill.com

Enjoy your reading!



Message from the president

GRI 102-14



We responded to the challenge brought on the efficiency of Brazilian producers by processing a much greater quantity of grains than expected

We have a lot to celebrate with our victories along 2020, an exceptional year for our company in terms of results. However, it is inconceivable to celebrate without stopping and looking at the unprecedented global scenario we faced in 2020 extending into 2021, caused by the covid-19 outbreak. The pandemic, which caused thousands of lives to be lost and degraded social and economic conditions, totally changed our way of living and working. We deeply regret the lost lives.

We crossed highly complex moments, but kept our faith in our principles of placing people first and doing what is right, while we worked non-stop to nourish the world in a safe, responsible and sustainable fashion, as can be seen throughout this report.

Essential activity

Amidst the pandemic, the Brazilian agribusiness achieved a record grain production volume and the country reinforced its importance as one of the main food producers of the world. We were able to respond to the challenge brought on by Brazilian farmers' efficiency, and processed an amount of grains much greater than expected.

The increase in total originated, processed and sold volume throughout the year led to a growth in revenue of 38% when compared to the previous year. The financial results in 2020,

ended on December 31, indicate a net operational revenue of R\$ 68.6 billion, with R\$ 918 million invested in the country along the year.

Our commitment and performance were only possible due to the dedication of our employees, whose health and safety are our main priority. Even with the company working non-stop, we kept our employees safe and extended care to the communities connected to our units throughout the country.

We could not interrupt our operations, since we act in the food sector, considered an essential activity. Many people at Cargill fought to keep operations thriving, which contributed to the food safety by keeping a steady supply of our products throughout the country and the world. We had to face a global tragedy such as the pandemic to recall that there is a social function in the resilience of the food chain and how we depend on it.

Commitment to sustainability

The 2020 challenges demonstrated the importance of sustainability for corporate resilience. Among our strategic pillars, sustainable practices have become a decisive matter and source of differentiation. At Cargill, social and environmental issues are evaluated and considered in all initiatives developed by our business. These are a fundamental part of our strategy and impact our financial result.

The pandemic taught us that digital transformation and collaboration have a critical importance for the safety and well-being of our society

We know that consumers around the world are more aware and demanding more sustainable products than ever before; this change in consumer profile is a movement of no return. Aware of this demand, we have worked together with our chain to ensure that our products meet the consumer market requirements without, however, violating the rights of those who produce them.

We believe that conciliating agricultural production, community development and environmental preservation is perfectly possible and we have made our best efforts towards this. The first step to adapt our business strategy to this reality is to profoundly understand our chain, know what the areas of greater risk are and concentrate our efforts to mitigate them.

Collective effort

We consider that the sustainability of the productive chains, far from depending on sole will, is built by the collective action of different social actors, among which we are inserted under the condition of a special link between food producers and consumer markets.

We have invested so that our teams know how to deal with this situation, just like we have invested in technology to avoid deforestation from entering into our chain. Our goal is to eliminate deforestation from our supply chain until 2030 and we have achieved significant progress in 2020. With the methodologies we have developed to understand the risks of the supply chain and estimate our soy volumes free from area deforestation or conversion (DCF — *Deforestation/Conversion-Free*), we have reached 96.1% of DCF products in Brazil last year.

Digitization and collaboration

We knew that technology would have a transforming role for rural production and the industry as a whole. And this perception has become a reality. Brought on by the pandemic, the disruption that shook the productive chains and the global economy in 2020 served to remind Cargill and the industry in general that digital transformation and collaboration have a critical importance not just for business success. In many cases, it has proven vital for the safety and well-being of our society.

We are acting strongly regarding diversity in our workforce to make Cargill a company that mirrors Brazilian diversity

We had a vivid example of this strength within our company. When the pandemic started, we accelerated the infrastructure plans and collaboration tools and, for this, we changed our way of implementing digital projects. We did in three weeks what we set forth to do in one year. We moved at once almost three thousand people from our offices to work at home with a minimal operational interruption. This would be impossible to imagine prior to 2020.

We will follow along this investment journey in innovation and in value generation for consumers in order to meet the consumption growth via *e-commerce*, and our main brands like Liza, Elefante and Pomarola will also be even closer to consumers by means of continuous digital communication.

Internal transformation

Internally, we have three critical objectives - reduce emissions in scopes 1, 2 and 3; ensure the safety of our personnel in operations with zero accidents; and encourage diversity and inclusion among people who work for our company. We are acting strongly in favor of diversity in our workforce to make Cargill a company that mirrors the diversity of Brazilians.

We still have challenging times ahead of us. This will require greater strength from the Brazilian agribusiness so that the country may continue proving itself as a reliable supplier for the world. Cargill trusts in the food supply potential of Brazil and reinforces its commitment with investments in the country.

With this report, we wish to show how we crossed a year marked by uncertainty, fighting to preserve operational efficiency and our commitment to the country and the world. We thank our employees and suppliers for their determination in maintaining an essential sector operational. And we thank our clients for the proven partnership during this dramatic period. Enjoy your reading!

Paulo Sousa
President of Cargill in Brazil

2020 Highlights

GRI 102-7, 102-8

10,126
employees
in 2020

R\$ 68.6
billion
in net operational revenue

38%
of growth in revenue for
total originated, processed
and commercialized grain
volume in Brazil

R\$ 2
billion
in net profit

36 million
tons of total originated,
processed and
commercialized volume

R\$ 918
million
invested in continuous
improvement and growth
projects

R\$ 328
million
invested in the construction of
the pectin factory in Bebedouro/
SP

R\$ 5 million
in food donations
to more than 324,000
people impacted by the
covid-19 pandemic

75%
increase of
certified soy acquired
in Brazil

10 years
of the **Ação Renove
o Meio Ambiente
Program**, maintained
by the Liza® oil brand



R\$ 5.8 billion

invested in Brazil over the last eight
years in logistics, infrastructure,
production capacity and technology

**More than 3,500 of our
administrative employees
remained in home office due to
the covid-19 pandemic**

Actions to fight the pandemic

During a difficult moment for all of us, Cargill kept to its main objective - nourish the world in a safe, responsible and sustainable manner. Since March of 2020, after the World Health Organization (WHO) identified the covid-19 outbreak as a global pandemic, we responded to this unique emergency situation by implementing a contingency plan in Brazil.

We organized the Crisis Management Committee, which objectives were to preserve the health and integrity of our employees and of the people in our chain, besides guaranteeing our operational continuity to honor our commitment of nourishing the world. We guided our efforts to ensure the physical and mental health, integrity and safety of all professionals involved in our operations. The committee worked in line with other Cargill operations worldwide, sharing successful initiatives and practices.

Cargill, which sector is classified as essential, kept operations active at all manufacturing units, warehouses, distribution centers, port terminals, research and development centers, and administrative activities. We have a direct responsibility in the operations of the food chain in Brazil and abroad, and several industries depend on our supply of raw materials and ingredients to maintain their production. During the sanitary crisis, we worked non-stop with our clients and suppliers to ensure food safety.

Only essential employees continued to work at our physical facilities and, for them, we adopted the preventive and protective measures set forth by the WHO protocols and Brazilian authorities.





Employees

- We mobilized more than 3,500 administrative employees to work at home, under conditions that followed social distancing guidelines;
- At factories, we adopted the safety protocols recommended by the WHO: check temperatures upon entry; mandatory face mask use; make available oxymeters for confirmed cases; apply quick tests on groups having greater exposure; anyone presenting symptoms would stay home until the diagnosis had been established;
- The Human Resources and Environment, Health and Safety (EHS) areas would hold daily alignment meetings and get together weekly with leaders to put into effect the decided actions;
- We doubled the number of buses to maintain distancing between employees;
- The company adopted a benefit package that all received for the new work modalities;
- We reinforced programs and initiatives focusing on employee quality of life;
- We constantly disclosed on the progression of the disease and necessary care, relayed by a task force to all sites of our operations;

- Managers received daily technical information, via a meeting called Essential Encounters and received support to guide and clarify employee doubts;
- Employees received guidelines on how to create a work space at home and received support on how to equip this location;
- Reinforcement of the 0800 service to support employees, available for all workers and family members to seek information on health, mental health, legal issues, financial problems and contamination in the family, among other requirements.



Clients

We supported *Food Service* clients (bars and restaurants), which were among those mostly affected by the pandemic, by offering managerial knowhow and financial support via credit lines to maintain their cash flow.



Truckers

We distributed 2,300 snack and meal *kits* everyday to truckers when they had no access to food on highways during the restaurant shut-down period.



Community

To help deal with the food insecurity and emergency medical needs worsened during the pandemic, we provided a series of measures that favored vulnerable people across the country.

- We worked with partnering organizations, donating more than R\$ 5 million to charitable institutions in 15 Brazilian states, assisting 324,000 people;
- We donated 84 tons of food to 156,000 people by means of our Liza, Maria and Tarantella brands;
- By means of a global partnership between Cargill and *Global Foodbanking Network* (GFN), US\$ 50,000 were donated to Mesa Brasil Sesc, a national food bank organization that fights famine and waste in Brazil;
- The Cargill Foundation made available an emergency fund of more than R\$ 1.5 million to purchase food and donations for non-profit institutions that benefited more than 40,000 people;
- We donated more than 57 tons of products to 12 social organizations in São Paulo/SP, Mairinque/SP and Goiânia/GO, benefiting 4,350 families at an estimated market cost of R\$ 749,000;
- We articulated with international partners to deliver more than R\$ 1 million to the PPA Solidariedade Initiative to mitigate the covid-19 impacts among the most vulnerable populations of the Brazilian Amazon.

We sent baskets of essential goods to three cities in the West of Pará to supply more than 7,000 families and disseminated awareness campaigns in the region concerning the risks of the disease to around 100,000 people and supported prevention and control measures at health units and households.

In order to maintain its operations, the company injected working capital resources in three Santarém (PA) cooperatives.

Cargill global launched a fund, the *Cargill Cares Employee Disaster Relief Fund*, to assist employees in emergencies such as covid-19, disasters or other needs. To learn more, [click here](#).

Profile

Guided by the purpose of nourishing the world in a safe, responsible and sustainable manner, we always seek the best solutions in order to be the most reliable partner for our clients.

Cargill in Brazil

GRI 102-1, 102-2, 102-3, 102-4, 102-5, 102-6, 102-7, 102-8

Present in Brazil since 1965, Cargill Agrícola S.A., headquartered in São Paulo/SP, maintains operations in 17 states and in the Federal District. More than 10,000 employees work at our industrial and office sites, located in 147 cities. Our facilities in Brazil include 18 factories, six port terminals, one shared services center, one technology center and several branches.

Cargill's Brazilian operation processes, sells and negotiates globally soy, sugar, cotton, corn, cocoa and other grains and oilseeds and, by means of *joint ventures* and subsidiaries, does business in the ethanol and energy market. Our plants produce indispensable ingredients for the food industry, such as starches, sweeteners, chocolates, fats, texture agents and polyoils, among others, as well as industrial oil solutions for application in cosmetics, transformers, lubricants and paints. For final consumers, we make refined and compound oils, salad dressings, mayonnaise, tomato sauces and extracts, and distribute olive oil. Our operations also include financial, risk management and transportation activities.



Our presence in Brazil

GRI 102-2, 102-4, 102-7, 102-8



Since **1965**
in the country



147 cities



10,126
Employees



23 factories



Units in **17 states**
and the Federal District



7 port
terminals

Operations in



2 innovation
centers



Cargill in the world

We are one of the largest food companies in the world, founded in the United States, in 1865, with US\$ 114.6 billion annual revenue in 2020. Thanks to the company's 155,000 employees, we combine a century and a half of experience to constantly innovate in technologies, processes and products to service clients in the agricultural, food, industrial, commercial and financial sectors in more than 125 countries. As processors and *traders*, we are global leaders in soy and hold second place in corn. Everyday, we connect farmers to markets, clients to ingredients and people and animals to the food they need. Side by side, we are building a stronger and more sustainable future for agriculture.

Map of Cargill sites in Brazil

GRI 102-4



Sugar and Ethanol

– Cachoeira Dourada and Quirinópolis (GO), Patrocínio Paulista (SP)



Starches and Sweeteners

– Castro (PR), Porto Ferreira (SP), Uberlândia (MG)



Biodiesel (soy)

– Três Lagoas (MS)



Cocoa and Chocolate

– Ilhéus (BA), Porto Ferreira (SP)



Cargill Bioindustrial

– Mairinque (SP), Ponta Grossa (PR), Uberlândia (MG)



Shared Services Center

– Uberlândia (MG)



Cargill Animal Nutrition

– Campinas, Itapira (SP), Chapecó (SC), Goianira (GO), Toledo (PR)



Innovation Center

– Campinas, Animal Innovation Center - Mogi Mirim (SP)



Central Office

– São Paulo (SP)



Foods

– Goiânia, Itumbiara and Rio Verde (GO), Mairinque (SP)



Grains

– Barreiras (BA), Ponta Grossa (PR), Primavera do Leste (MT), Rio Verde (GO), Três Lagoas (MS), Uberlândia (MG)



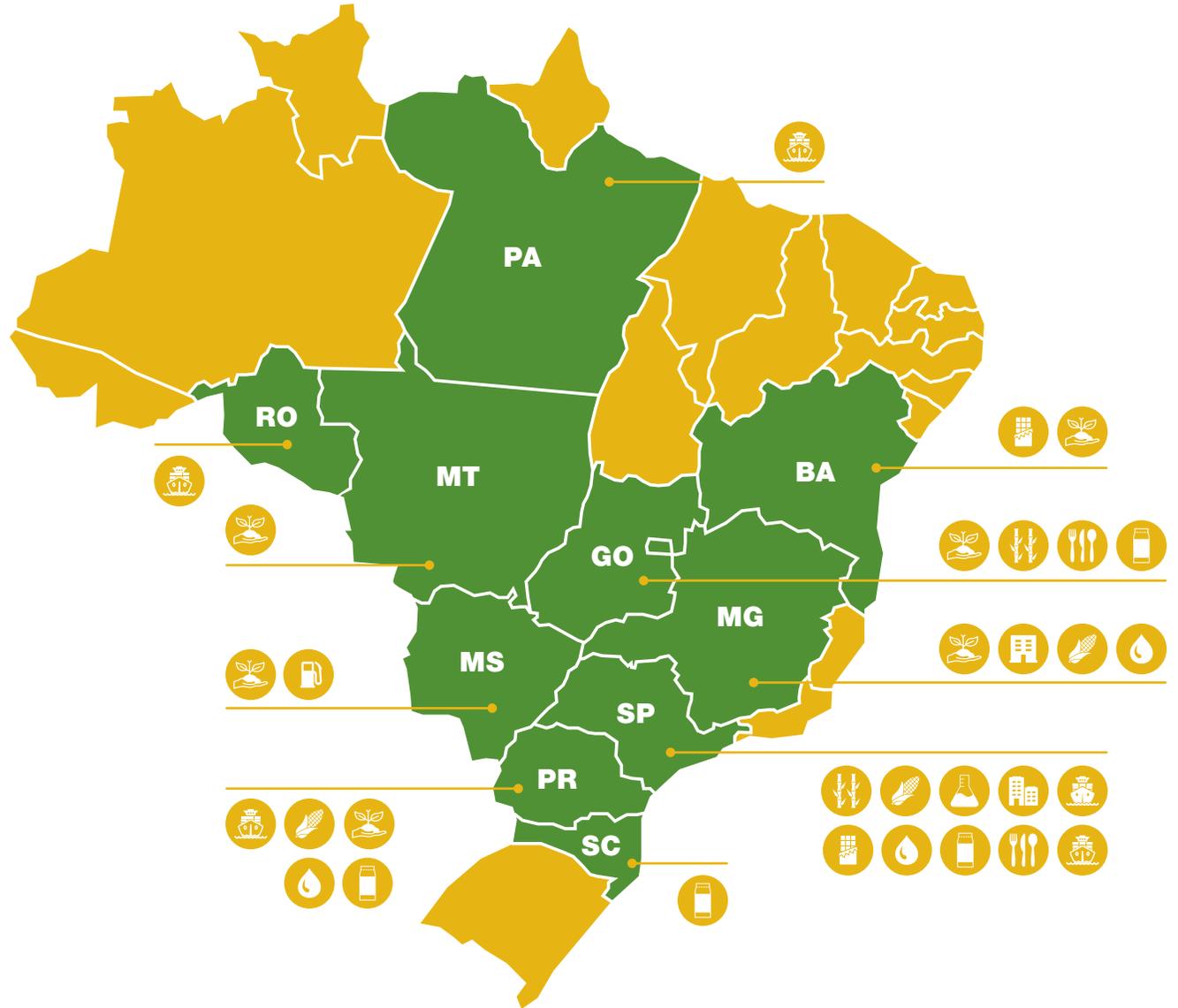
Terminal (sugar)

– Guarujá (SP)



Terminal (grains)

– Mirirituba, Itaituba, Santarém (PA), Guarujá, Santos (SP), Paranaguá (PR), Porto Velho (RO)



Our business

Everyday, we connect producers to markets, clients to ingredients, and people and animals to the food they need to prosper.

We provide *insights* to our partners



We transform raw materials into finished products



We haul products worldwide



For producers

We supply feed, other inputs and specialized knowledge to our farmers and buy harvests and cattle.



For clients

We deliver ingredients that serve as inputs to other industries and products intended for the final consumers of our *food service* clients and retail.



Ethical principles

1. We follow the law
2. We conduct business with integrity
3. We keep precise and honest records
4. We honor our commercial obligations
5. We treat people with dignity and respect
6. We protect Cargill's information, assets and interests
7. We are committed to being globally responsible citizens



Strategy and management

Material topics:

- Ethics, compliance and transparency
- Management of natural resources and resilient food system

How we work

Our businesses are guided by the strategy of alignment with policies and global goals as well as local priorities

Our integrated operational approach allows our businesses to supply products and services to the industry adapted to each segment while sharing the entire Cargill experience. We provide this knowledge at the locations where we are present, in a quick and reliable fashion, by means of world class resources and operations at all places where we do business. Our global activities prepare our companies to do this in an effective and efficient manner by providing process governance and broad experience involving issues that affect all of us, our clients and our partners.

Throughout the world, our businesses are guided by the strategy of alignment with policies and global goals with local priorities for operations and supply chains. The Cargill Executive Team is responsible for the company's strategic course, for developing talents and for the overall financial performance. Led by the global CEO and president, the members of the Executive Team represent all Cargill business units as well as the main global functions. Our executives add a diversified set of experiences both internally and outside the company to lead and achieve results.

In the agricultural segment, the challenge of connecting producers and consumer markets becomes even more relevant in a country of continental proportions like Brazil. Together with farmers, industry, governments, third sector organizations, academia and members of the communities in which we are present, Cargill works to find practical and scalable solutions to feed the world safely.

Collegiate management

GRI 102-18

The company's global uniqueness is anchored on a structure of permanent committees. These committees are formed by executives from various parts of the world, which allows room to consider the local characteristics of the businesses. One of the objectives of these collegiate bodies is to support regional leaderships when applying strategic planning to their operations. Whenever necessary, temporary committees are created.

In Brazil, the Executive Board is responsible for national leadership, formed by the president and six directors. This structure receives support from the corresponding regional committees.



We develop scalable solutions that **feed the world** while protecting the planet



Our ambition is to guarantee a more sustainable **food supply chain** in the world

Strategy

GRI 102-16

In 2020, we updated our global strategic planning and rolled out the Cargill 2025 plan. In it, we reassure our purpose of being the global leader in feeding the world in a safe, responsible and sustainable manner, since this is the only right thing to do. We believe that sustainable practices allow us to deliver value to our clients and is a competitive differential of our businesses regarding the food system across the entire globe.

Our position within the global food market allows us both the opportunity as well as the responsibility to promote transformational actions, necessary due to the huge challenges faced by all countries, from climate change to lack of food safety. Our growth and transformation will follow these principles:

Our global priorities

Our global strategy for operations, corporate responsibility and sustainability establishes clear priorities based on critical issues for the business. We have chosen to concentrate on topics that, due to our size and presence in the market, we believe to have a more significant effect: land use, climate change, water resources, farmer income, food safety and nutrition.

Together with our *stakeholders*, we have identified these issues through an analysis of environmental, social and economic impact produced by our various businesses and supply chains. As we move forward regarding these points, we seek to strengthen and disseminate our sustainable practices, always keeping agriculture as our focal point.

We believe that many of the solutions for the challenges we face have a point of convergence, and it is where our food system originates - agriculture. We intend to empower farmers and workers, provide a voice to local communities, promote safe and fair work conditions and ensure nutritious and abundant food for all.

Farmers are entrepreneurs that face a context filled with adversities. At Cargill, we believe that technology and innovation are essential to overcome these challenges of work in the field. To help agriculture produce more with less and adopt adequate farming practices for the productivity of each location creates the path to reach practical and scalable solutions, and thus, provide food safety to a growing global population. We believe that when farmers prosper, success is shared by all of us.



Our purpose

Why we exist

Cargill will lead in feeding the world in a safe, responsible and sustainable fashion



Our vision

Where we will go

We will be the most reliable partner in agriculture, food and nutrition



Our values

How we make difficult decisions

- Place people first
- Do the right thing
- Exceed expectations



Our value proposition

Why clients choose us

A highly specialized world, offered locally with speed and safety to create value for our clients



Follow the results

In our commitment towards transparency, besides our annual report, we produce sector-based reports that provide regular information on the progress of our action plans to the main supply chains we support. These updates provide a true snapshot, with KPIs, goals and time frames, of how we have moved forward regarding essential issues in order to guide the present and future actions of Cargill. The most recent reports can be [accessed here](#).



Impacting changes

We have made headway regarding priorities that preserve our planet and confirm that we are running our business in a sustainable fashion. By working with key partners, collaborative initiatives with clients and constant innovation of products and services we provide, we are committed to create impacting changes that leverage our scale of operations and territories.

In 2020, the company improved its governance in order to act in an ever more responsible way wherever it is present, with a strategic review of Cargill's social presence as well as in the area of Corporate Responsibility. Among the attributions of the sector are the promotion of actions to leverage knowledge on social-environmental topics among employees, disseminate this topic in a transversal fashion to all business areas and work to complement the Cargill Foundation. **GRI 102-18**

We have improved our governance in order to act in an ever more responsible manner

Ethics and compliance

GRI 102-16

Material topics:

- Ethics, compliance and transparency

We do business with ethics and consider this fundamental for long-term relationships and strategies. Our seven ethical principles form the groundwork of our Code of Ethics and Conduct and the Supplier Code of Conduct. We determine that all employees and third party workers follow them, and expect the same from our suppliers. GRI 103-2, 103-3 | 410

Our conduct principles

1. We follow the law
2. We conduct businesses with integrity
3. We keep precise and trustworthy records
4. We honor our commercial obligations
5. We treat people with dignity and respect
6. We protect Cargill's information, assets and interests
7. We are committed to being global responsible citizens

The clients, shareholders, employees, suppliers and communities count on us to uphold these commitments and we know that the company's longevity depends on this. Our Code of Conduct serves as a reference for the behavior expected from all employees. After familiarizing themselves with the content of this document, they participate in periodic training sessions to reinforce the importance of being in line with the company's commitments regarding ethics in business, the environment, people and communities.

For our supply chain, we put into effect the Code of Conduct for Suppliers, a conductive line on the way we expect our partners to act. With the Ethics Line, we maintain a confidential means of voicing complaints and concerns regarding witnessed or experienced inappropriate attitudes on behalf of any audience we relate with, whether internal or external.

Ethics line GRI 103-2

We encourage our employees to report any violation act or situation that is not in line with our Code of Ethics and Conduct. Cargill does not tolerate retaliations against anyone who, in good faith, reports having witnessed or having been a victim of an infraction, and also foresees sanctions against those who make false accusations. We take grievances on malpractice seriously and act as swiftly, impartially and confidentially as possible. Our codes of conduct explain how to identify situations of risk and how to report any manifestation thereof.

We have an exclusive channel for those who need to report problems, raise concerns in an anonymous way or fear for their safety and confidentiality. The Ethics Line refers the grievances it receives through this system by *e-mail* or telephone directly to an outside and independent institution, which analyzes the facts and makes recommendations to the *board* of Cargill.



Ethical support

The global ethics and conformity office (GECO) can be accessed by *e-mail* ethics@Cargill.com or by the [Cargill Ethics Line](#), available to any computer with internet access, 24 hours x 7 days a week, from any location in the world.

LEARN ABOUT THE CARGILL RECOMMENDATIONS ON ETHICS AND COMPLIANCE:

- [Code of Conduct](#)
- [Suppliers Code of Conduct](#)

Risk management

GRI 102-11

Material topic:

- Natural resource management and resilient food system

The priority pillars for Cargill are to operate to feed the world in a safe, responsible and sustainable fashion and be a trustworthy partner for food, agriculture, financial and industrial services clients. The impacts that in some form preclude these principles are considered as risks that threaten our businesses.

Risk management and financial instruments

We work in line with the company's global risk committee. The main factors we are exposed to reflect strategic-operational and economic-financial aspects. The strategic-operational risks are defined by our management model. Risk management and administration of financial instruments are the object of policies, definition of strategies and control systems.

We rely on financial instruments to protect ourselves from exposure to the effects of exchange rate variations on commitments indexed to foreign currency, interest rates and reduce the risks of price volatility of agricultural commodities in the international market. The management of these instruments is done by means of operational strategies, focusing on liquidity, profitability and security.



Climate change risks

Climate changes, with the exacerbation of events it causes, such as storms, extended droughts, water crises and unusual hot or cold weather, impose direct and indirect risks to farm production, to the income of farmers and to food safety. This can result in crop failure, soil erosion, herd loss, seed contamination and a series of other impacts.

According to the directives established by the global risks committee, we work to reduce emissions that cause climate imbalance, both in our operations (scope 1 and 2) as well as in the supply chain (scope 3). As part of our efforts to fight climate change and mitigate risks, we are developing solutions for our operations and our clients and suppliers (see more information on page 22).

We invest in renewable energy to replace technologies with high emissions of greenhouse gases (GHG) and encourage producers to adopt measures that reduce, for example, emissions in the meat chain, in fertilizer use and during transportation. We also act for norms and legislation to make sustainable agricultural practices economically feasible for farmers.

With this, we want to assist our clients, who want to reduce emissions in the supply chain, and the clients of our clients, who seek food produced in a sustainable manner.

Our operation in Brazil works in alignment with the company's global risks committee

Crisis management

In 2020, Cargill implemented the new Crisis Management Program in Brazil. During the initial phase, five factories indicated by the business units were chosen to serve as a pilot to develop this program, besides adopting this new model. After this phase, the program will be progressively implemented in all company factories and facilities. Employees trained on these procedures will act as multipliers during the initiative expansion phase.

In order to assume responsibility for the program development, the role of Crisis Management and Asset Protection Leader was created for Latin America. The implementation was done in the following phases:

- Definition of crisis scenarios and governance model
- Response development for the crisis scenarios
- Training on the Crisis Management Plans
- Performance of crisis simulation drills



13 TEAMS
trained in crisis management, totaling:



210
employees



31 MANUALS
for crisis management were developed

Materiality

GRI 102-46, 102-47, 103-1

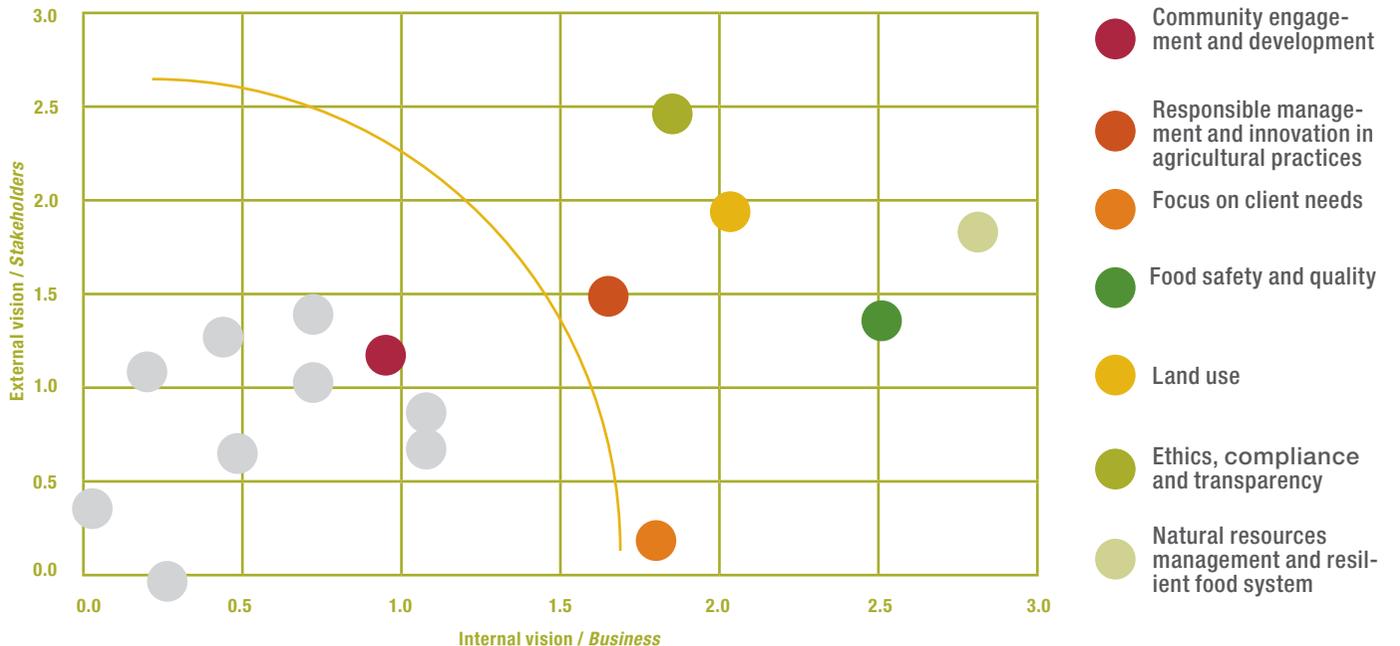
In order to select the content of the annual report, following the recommendation of the GRI methodology, Cargill conducted a new materiality process which, besides the analysis of internal documents, sector and sustainability studies and *benchmarking*, it once again consulted internal and external *stakeholders*, selected for being the relationship audiences and/or affected by the impacts of the company's operations.

Altogether, 148 people were involved in this new company materiality process, by means of *online* interviews and consultations. This prioritizing process counted on the

participation of the CEO and business leaders, as well as the team of specialists, besides employees, clients and communities. We also took into account the global corporate priorities to validate the most relevant topics for the national context. This new process will serve as a reference for the Cargill sustainability strategies and for the next reporting cycle. **GRI 102-42**

In 2021, of the 17 proposed topics, seven were prioritized, of which two were unique topics for the company, reflecting new demands for Cargill leadership and relationship audience. **GRI 102-43, 102-44**

Materiality matrix





Our stakeholders

GRI 102-40

- Clients and farmers
- Consumers
- Specialists in sustainability
- Employees
- Suppliers and service providers
- Commercial and project partners
- Competitors
- Communities
- Governments, parliament, regulatory agencies
- Sector associations
- Unions
- Press
- Civil Society Organizations

Stakeholder's Engagement

GRI 102-43, 102-44

Cargill follows the principles of ethics and transparency in the relationship with our *stakeholders* and promotes the culture of dialog. The engagement and relationship actions are guided by our codes of conduct. In our communication strategy, sustainability issues are dealt with in a transversal fashion and are upheld in all business areas and projects as a priority to inform and maintain a continuous relationship with the internal public, clients, suppliers and the market in general.

Cargill systematically discloses reports on pertinent topics to its *stakeholders*, to provide transparency regarding the progress of all commitments made. By means of events, press releases, publications and its presence in social networks, we disclose all our activities. In the relationship with the internal public, we use channels such as campaigns, murals and pamphlets, corporate TV, intranet, besides meetings, and conduct regular surveys to verify the internal atmosphere.

Our clients, besides access to the Cargill communication and reporting channels, rely on technical visits from our professionals to clarify doubts and share concerns and knowledge.



Value creation

Material topics:

- Natural resources management and resilient food system
- Food safety and quality
- Land use
- Ethics, compliance and transparency
- Responsible management and innovation in agricultural practices
- Focus on client needs
- Community engagement and development

Clients

Cargill has a broad spectrum of clients and has dedicated itself to constantly improve the dialog with everyone of them according to the specificity of their businesses.

Companies

Material topics:

- Food safety and quality
- Focus on client needs

Cargill corporate clients include food and beverage multi-nationals, farmers breeders, bar and restaurant chains, and even handmade chocolate stores. For all of them, our indisputable value is to ensure the quality of the food we produce and sell. We conduct our businesses based on their needs and expectations and our innovation centers uphold clients as their parameter, for which we foresee trends and seek solutions.

The food and drink industry, for decades anchored on a limited portfolio of massively manufactured products, has undergone a great transformation in recent years. Income growth has allowed greater access to food and the sector observed the advent of consumers avid for novelties and a market more and more questioned about its practices.

The countless diversity of new products, globalized competition with unexpected *players*, changes in consumer shopping patterns and new food habits required being met with more stringent regulations and demands for food safety, chain traceability and sustainability.

Faced with this scenario, the industry at large increasingly assesses if its partners are in line with its own sustainability principles. And if they are capable of anticipating trends and help it to reinvent itself.

We create specific and innovative solutions for our clients, in line with consumer values and preferences

Cargill responded to these transformations by using skills forged over decades to connect ideas to opportunities, having as a strategic guideline to generate value for clients and be their partner of choice. We offer to the food and beverage industry a diversified portfolio of basic and special ingredients and the technical resources and international know-how to move forward. For the *Food Service* market (bars and restaurants), we have developed innovations and finished food systems, designed to meet the sensory, functional and nutritional expectations of their consumers.

Having a complete ingredient portfolio and experience in formulations, we have created specific and innovative solutions for our industrial and commercial clients in line with consumer values and preferences. As an example, we have responded to the preference of a part of consumers wanting healthier foods while maintaining their flavor and texture with the research and development of less fatty meat, tomato sauce containing less salt, sweeteners made using natural ingredients, healthy oils, vegan chocolate and cereals with more vitamins or without genetically modified organisms (GMO). The innovation premise at Cargill is to help clients sell and grow, by offering options to their lines of products.

Client engagement

In the Cargill Food Service Relationship Program, entrepreneurs can access tips, recipes, video lectures, training materials and many other tools to strengthen their points of sale.

Selling to a consumer market with fragmented preferences requires changes in investments, logistics and distribution management. And also a fresh approach from *marketing*. Besides selling, we are now also requested to teach our clients on how to use our products and how to carry out their business well.

One example of this trend are the *Food Service* companies for which we have developed specific products. This segment also counts on a complete sales team and access to the *know-how* of business executives, who offer managerial support for daily activities, propose improvements and identify business opportunities.

We work in collaboration with farmers who share with us the purpose of nourishing the world in a safe manner

Farmers

Material topics:

- Responsible management and innovation in agricultural practices
- Community engagement and development

We share with farmers the purpose of nourishing the world in a safe, responsible and sustainable manner. In Brazil, we support farmers in producing soy, corn, cocoa, palm, cotton, cane, tomatoes and, starting in 2021, oranges. Before starting our business cycle — transform raw material into finished products —, even before purchasing their products, we work in close collaboration with producers. We provide resources and technical support, help them use new technologies and to identify risks, ensure that their concerns are being addressed and seek to engage them in sustainable practices and to protect *habitats* and natural resources.

In order to map the farms of our direct suppliers, we started adopting the polygon mapping methodology. We initiated this process at the farms located in the states of Maranhão, Tocantins, Piauí and Bahia, a large region known as Matopiba, a priority for Cargill.



Coexistence of forests and soy production

To understand where our food comes from has become more important than ever, considering the current and future demand for products produced with social-environmental responsibility. As highlighted in our Forest Policy, we are committed to ensuring that our supply chains are free from deforestation. At Cargill, we seek transparency for each link of the supply chain, including soy, the highest volume agricultural product in our operations. We purchase grains directly from farmers and indirectly from cooperatives, processors and retailers.

We operate with more than 15,000 soy producers in Brazil - including smallholders to large rural owners. We work side-by-side so that properties and communities achieve economic, social and environmental resilience. We believe that farmer prosperity makes the agribusiness more sustainable for all those involved.

Besides the mapping, which is done at all farms of direct suppliers, we have procedures to prevent that soy planted in restricted areas enters our supply chains. In the second semester of 2020, 620 farms were blocked for being on official lists, such as the IBAMA list of embargoed areas; we analyzed another 258 properties to avoid the risk of triangulation, i.e., rerouting of soy produced in restricted areas.

Soy and corn crop rotation

An advantage arising from the innovations brought to the soy chain, farmers were encouraged to plant corn in the soy fields, under rotation. Thanks to this initiative, winter corn has been cultivated six times since 2002, leveraging grain production in the country.

Transformational mindset

We act with distinct actors of the chain, such as producers, clients, non-governmental organizations (NGOs) and public organizations, which means dealing with different mindsets. Transformational moments like the one we are currently facing in the soy chain require that our teams have a deep understanding of the needs and expectations of all these groups, even on topics for which there is no consensus. The change of mindset necessary for us to move forward with

our sustainability vision implies achieving that both our team as well as the members of the value chain assimilate the complexity involving soy production.

In order to align our teams with this context, we carried out the *Learning Journey on Sustainable Soy* program, a set of webinars, over a two month period, on the social, environmental and economic context of producing soy in Brazil, Cargill's participation in the sector, *stakeholder* expectations regarding sustainability and the technology and tools we use to ensure our conformity.

We have a permanent work group that counts on the presence of leaders involved with soy, that meets monthly to debate the most relevant issues brought by team members about clients and regions in which we act.

Profile of the Cargill soy chain



Industrial production of soy
122.6 million
tons



72%
Volume produced by the
direct Cargill chain

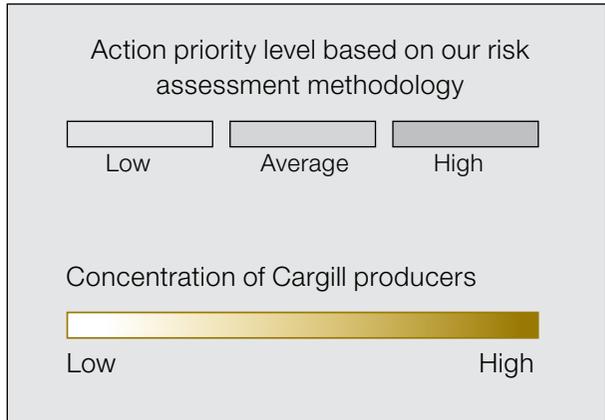
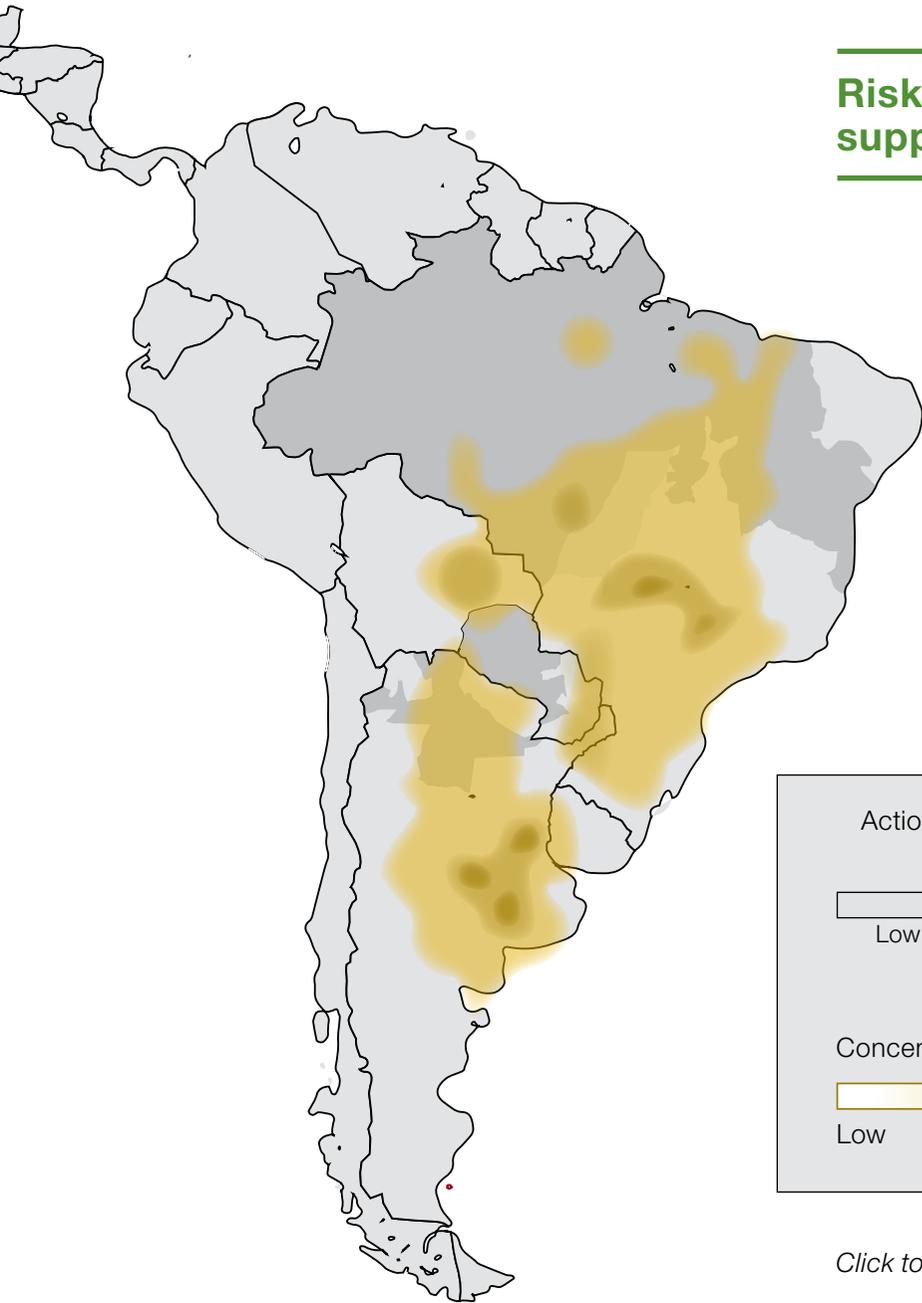


28%
Volume of the indirect
chain

Learn about our policies:

- [Sustainable Soy Policy](#)
- [Forest Policy](#)
- [Commitment to Human Rights](#)

Risk areas of our supply chain



Click to access the online version.

Solutions for the soy pathway

We consider Brazil as a priority region for sustainable soy based on the outstanding conditions it presents. The country holds two vital biomes for the planet, the Amazon and the Cerrado. Together with South America, Brazilian production increased rapidly over the last decades, where the country became one of the largest soy producers in the world, with potential of becoming first.

This growth track record has brought prosperity to many locations in various state countrysides and has benefited the Cerrado region. The heart of the Brazilian agricultural production, soy grown in this biome feeds the main markets in Europe and Asia.

We know, however, that there is not a sole solution that resolves the complex issues involving the biomes and productive land. We need to assess all ideas and apply them to find answers that will guide these essential issues in an inclusive and scalable fashion. To find solutions for this equation is what we and our partners are engaged in achieving. We take this into account when synthesizing the three pillars of our strategic approach for soy production:

- **Prioritize traceability** of the supply chain and the mapping efforts wherever there is greater risk
- **Channel resources** to greater risk suppliers located in areas of greater risk
- **Promote an inclusive transformation** throughout the entire sector to truly protect vital ecosystems

Grievance routing

Cargill maintains a Grievance Channel to report problems related to our supply chain. We take immediate action to investigate any arising concerns regarding conformity with the company's Soy Policy using a transparent process.

We assure that any person can speak up when seeing something they consider incorrect regarding our direct and indirect suppliers and make it clear that we do not tolerate retaliation for this initiative. In 2020, 83 complaints related to soy were reported using our system and 89% of them were not related to our operations or supply chain. Most of the grievances refer to environmental issues, such as suppression of indigenous vegetation.



The value of certified soy

The growing European demand for certified soy inspired Cargill to develop the 3S Program (Solutions for Sustainable Supply), with the purpose of assisting Brazilian producers interested in achieving the most stringent parameters of agricultural practices adopted by importers. The technical assistance offered by the 3S Program consists of a property diagnostic process and elaborating an individual action plan. Evaluated according to the European Feed Manufacturer's Federation (Fefac) standards for sustainable soy, the projects are verified by an independent agency.

To obtain 3S certification, producers commit to growing grains by observing five pillars:

- Sustainable land use and conversion of the area to agriculture prior to 2008 (DCF)
- Good agricultural practices
- Relations with the community and respect to human rights
- Engagement with continuous improvement processes
- Measurement of GHG emissions

Cargill also acts with other certifications, such as the *Round Table on Responsible Soy* (RTRS). To obtain this certification, our factories, ports and warehouses in Brazil are inspected, resulting in a transparent chain of custody. The international forum for the sustainable transformation of the soy chain, RTRS joins members from the agricultural and financial markets as well as specialized NGOs.

Good production practices

Soy and by-product producers, encouraged by Cargill to progress by means of good practices in order to access new markets, can obtain five types of certification in the company's portfolio:

- **3S Program**
Sustainable Supply Solutions for Soy
- **RTRS Certification**
Round Table on Responsible Soy
- **Femas**
Feed Materials Assurance Scheme
- **2BS**
Sustainability of Biomass Biofuels
- **ProTerra**
Netherlands NGO

See more details on page 26.

Oil with lineage

From supermarket shelves, consumers can participate closely in the 3S Program experience and evaluate the results. The Liza® Origens brand, by the traditional Liza oil brand, is produced with soy having the 3S certification, which means that the origin soy chain has a responsible production, carried out according to sustainability parameters. Available in most retail chains, the brand helps consumers learn further details of what makes the difference when the origin of the grains is known and what care must be taken in their production (see more about the sustainable initiatives of the brand on page 55).



Collective effort GRI 102-12

For Cargill, finding sustainable solutions for the complex issues arising from its production in Brazil implies in collective action from the sector — partners, direct and indirect suppliers, groups of farmers, competitors, clients and governments — with the collaboration of technical agencies to disseminate knowledge among all participants. We work with sector associations, industrial groups and renown institutions in order to provide *expertise* to support our supply chains and protect forests and indigenous vegetation. Some are listed below:



Associação Brasileira de Produtores de Óleos Vegetais (Abiove)

— Founded in 1981, the Brazilian Association of the Vegetable Oil Industries (Abiove) represents companies that produce bran, vegetable oils and biodiesel, cooperate in sanctioning sector policies, promote sustainability programs and generate statistical data used in studies of the sector .

Soy Work Group (GTS - Grupo de Trabalho da Soja)

— We actively participate in the voluntary sector agreement of the Soy Moratorium, celebrated in 2006, by means of which companies commit to not commercialize nor finance soy produced in areas that have been deforested in the Amazon biome after 2008, even if the deforestation was legal. Besides the sector associations — Associação das Indústrias de Óleo Vegetal (Abiove) and Associação Nacional dos Exportadores de Cereais (Anec) — the group includes financial institutions and environmental protection organizations — TNC, *World Wildlife Fund* WWF), *Greenpeace*, *Conservation International* and the Amazon Environmental Research Institute.

Cerrado Work Group (GTC - Grupo de Trabalho do Cerrado)

— An initiative that joins companies, governments, banks and consumer brands with the purpose of finding solutions that conciliate soy production with the conservation of the cerrado and social, environmental and economic development interests.

Soja Plus - Being members of Abiove, we are part of the Soja Plus initiative, the largest rural producer engagement program in the country, created to disseminate best practices and environmental conservancy, and promote producer and worker rights and wellbeing in the soy chain by means of technical assistance. The program has already reached more than 6,200 producers in Brazil, visited 2,841 rural properties and will expand this impact along 2021. Cargill's contribution is focused on the states of Minas Gerais, Goiás and Maranhão.

Brazil Climate, Forests and Agriculture Coalition – We participate in the work of task forces that act for the implementation of the Forest Code of this multi-sector group, which includes more than 300 companies and Civil Society Organizations.

Soft Commodities Forum (SCF) - A global platform of food commodities companies created to sponsor the advancement of collective actions for the common sustainability challenges as those faced in South America. SCF members have agreed to share the same format to report and monitor progress regarding transparency and traceability in the soy supply chain in the cerrado region.

Forestry and Agricultural Certification and Management Institute (Imaflora - Instituto de Manejo e Certificação Florestal e Agrícola) - We work with the institution to translate and distribute the Application Guide of the New Forest Code for Rural Properties in Brazil.

Round Table on Responsible Soy (RTRS) - Cargill is a member of RTRS, a work group dedicated to implement sustainable metrics for the global soy production market. The group counts on members of the agricultural and financial market and on NGOs acting to promote practices for the sector that are sustainable from an economic, social and environmental standpoint.

International Sustainability and Carbon Certification (ISCC) and Biomass Biofuels Sustainability voluntary scheme (2BSvs) - We participate in sustainable soy certification programs acknowledged by the European Union. We have certified soy supply chains in the United States, Canada, Paraguay, Argentina and Brazil according to one or more of these models. Several of our facilities have obtained ISCC certification.

ProTerra Foundation – This Netherlands institution offers certifications for soy production based on the non-GMO (without Genetically Modified Organisms or transgenic) criteria and also the DCF standard.

Transformation of the cocoa and chocolate chain

The first Cargill cocoa processing plant in the world was installed in Ilhéus, Brazil, more than 40 years ago and is connected to dozens of factories and development centers around the planet. Today, the management and operation of this chain in the country covers the cocoa bean origin, processing, chocolate factory and innovation centers installed in various states.

We act in the cocoa and chocolate market as a supplier of liquor, powder and butter to produce chocolate, both to large-sized industries as well as handmade production. Our broad presence in this sector favors the development of products and services that assist the entire chain.

In the country, the production we process follows the same policies that we apply to all supply chains.

Being the second largest cocoa bean processor in the world, Cargill identifies the peculiarities that make the Brazilian market unique with regard to world production, considering that the market still faces challenges involving sustainability and scale. The country is the only one to cover the complete chain, from producer to final consumer - it produces and processes cocoa and manufactures and consumes chocolate on a large scale. This causes the bean production to be insufficient, not just for exports, but also for local production.

Another point that differentiates the supply chain in Brazil is that it is spread out and follows a family production profile. With 90,000 producers spread among the states of Bahia, Pará, Espírito Santo, Rondônia and Mato Grosso, fragmentation requires greater capillarity of our team to maintain direct contact with producers.

Due to this spread, the advances achieved in other countries with the use of technology to obtain traceability and scale remain incipient, as well as certification attempts. In order to deliver more volume and add value, producers depend on investments in technology.

Technical advances

Techniques taught to producers to improve production and increase scale consist of: instructions on pruning, efficient use of fertilizers, disease control, fermentation, work safety, correct input application, use of PPEs and environmental management.

Due to these characteristics, we have concentrated our efforts on the beginning of the supply chain because we understand that it is at this point that some of the most urgent challenges are present and where we can cause the greatest impact. Besides studying how to develop cooperatives, we have started to test a set of services to stimulate certification, access to technical assistance via mobile phones and are preparing satellite traceability.

In 2020, the company supported with financial and managerial resources pilot projects in the cocoa plantation area of the State of Pará, in partnership with the Imaflores NGO. We started work with 150 producer families, associated in a cooperative for planting cocoa, a native Amazon species,

to reclaim areas converted into different land uses. When grown amongst other species, cocoa increases its resilience while promoting plant coverage, it recovers degraded areas and contributes to biodiversity. The project included support to identify liability areas and mapping of the productive areas, legal reserve and of the property itself.

Another 50 farmers were trained on better cultivation techniques and efficient use of inputs to meet the sustainable production standards and to become multipliers of good practices in the region.

With the support of *Solidaridad*, the implementation of experimental plots in the previous year generated as a result an average gain in cocoa productivity of 34% and 26% additional revenue for the ten selected families, by means of the Fertile Cocoa project.

In Bahia, a partnership was also signed with the Instituto Floresta Viva under the Aliança Cacau project. Its purpose is to make agro-forestry systems more productive and the cabruca, besides offering support to environmental management of the properties and management of the 30 family cooperative.

The initiatives are in line with the company's global goals and are part of *Cargill Cocoa Promise*'s commitment to economic prosperity of smallholders and forest protection. The projects follow our vision that the transformation of the supply chains must be addressed collectively, by joining companies, clients and specialized partners that know the local context and culture.

Special care with the tomato chain

The tomato productive chain at Cargill starts at an experimental farm and ends on the supermarket shelf, with the Elefante and Pomarola tomato sauce brands, of the company's consumer line. Intended for self production, the tomato chain can be totally monitored starting from the field.

At an exclusive experimental farm, our agricultural researchers test more than 100 tomato varieties and follow their development until they reach ideal quality. These parent plants are sent to the land of 50 producers who participate in the Cargill chain, centralized in the tomato factory surroundings in Goiânia/GO. The properties dedicated to this production are certified as deforestation and conversion free (DCF).

Among other factors, researchers seek to identify the precise water need that makes the tomatoes reach maturity and how to protect them without the use of agrochemicals. Obtaining the best *in natura* flavor of the fruit contributes to the target of decreasing the amount of sodium and sugars in tomato-based products without changing the flavor and quality.

Meteorological stations installed in the rural area supply the data to control crop irrigation; efficient irrigation management has proven to be key for plantation success. Biological plague control techniques studied at the experimental farm reduce the use of agrochemicals, allowing nature to provide the necessary care.

To be aware of the tomato development cycle and know in how many days it can be harvested allows to establish chemical waiting periods so that no residue is present, one of the most frequent concerns among consumers. All this information is transmitted by the Cargill team to producers, in a joint effort to achieve the ideal tomato.

Certification of the palm oil chain

The most widely used edible oil in the world, the production of palm oil (or dendê) provides income to three million smallholders around the world. This oil is consumed in over 130 countries, as food as well as in applications ranging from cosmetics to biofuels.

The palm oil processed and commercialized by Cargill is part of our commitments towards zero deforestation. Our global goal is sustainable production along the entire chain, which foresees biodiversity conservation, reduction of greenhouse gases, improvement in subsistence means and food safety. Cargill Brasil adhered in 2016 to the Round Table on Sustainable Palm Oil (RSPO) as the main global sustainability norm for this raw material and we support its efforts to differentiate the by-products produced according to the best practices, recognized by the RSPO certificate.

The palm oil originated in Brazil follows a procurement policy which allows 100% traceability and, with this, we know each farm that supplies it to our factories. We work with the *Earthworm* NGO in a process of supplier engagement to ensure fulfillment of the Cargill Sustainable Palm Policy, thereby fulfilling our social and environmental commitments for the oil extraction plants and development of a program for smallholders. With the perspective of improved income, product diversification and natural resource conservation, this initiative connects around 600 smallholders from Pará to our chain.

Our 2020-2021 Action Plan intends to close the remaining gaps in the chain and reach conformity by means of reporting mechanisms and visits to monitor progress.



Learn about our palm oil policy [here](#)

Suppliers

GRI 102-9, 103-2, 103-3 | 414, 414-1, 412-2

Material topic:

- Responsible management and innovation in agricultural practices

We work to achieve with our suppliers the same standard that Cargill follows in business and in the relationship with employees - integrity, ethics and transparency. We continuously improve the purchasing relations and have the Supplier Code of Conduct as a tool to clearly guide partnering companies, so that they treat their employees with dignity and respect and have the same consideration with the communities in which we act jointly.

Our procurement network covers a broad range of activities, among which are raw materials, packaging, IT, corporate supplies, industrial inputs, safety, transportation, communication and technical consultancy. Part of the contracting is centralized in the purchasing sector; agricultural procurement is done at each business unit.

During contracting and for the duration of the contract, we carry out due diligence actions and, in case abuses are reported concerning the Code of Conduct, we take immediate and necessary action to remedy the situation.

Employees from the purchasing sector can find in the Purchaser Code of Conduct the guidelines to deal with potential situations of ethical or interest conflicts. The document details how to act to solve this type of situation. The contracts have clauses concerning social-environmental issues determined by the company policies, and suppliers commit to them with no exceptions. These rules, for example, disallow contracting companies involved in degrading work exploitation or analogous to slavery and child labor (learn more on page 45).

We conduct due diligence actions for our suppliers with regard to our Code of Conduct



Innovation and digital transformation

Material topic:

- Responsible management and innovation in agricultural practices

Whether to integrate businesses and sustainability, help the world and our clients to prosper or produce more with less resources, innovation at Cargill provides the means to face some of the greatest challenges of the global food system.

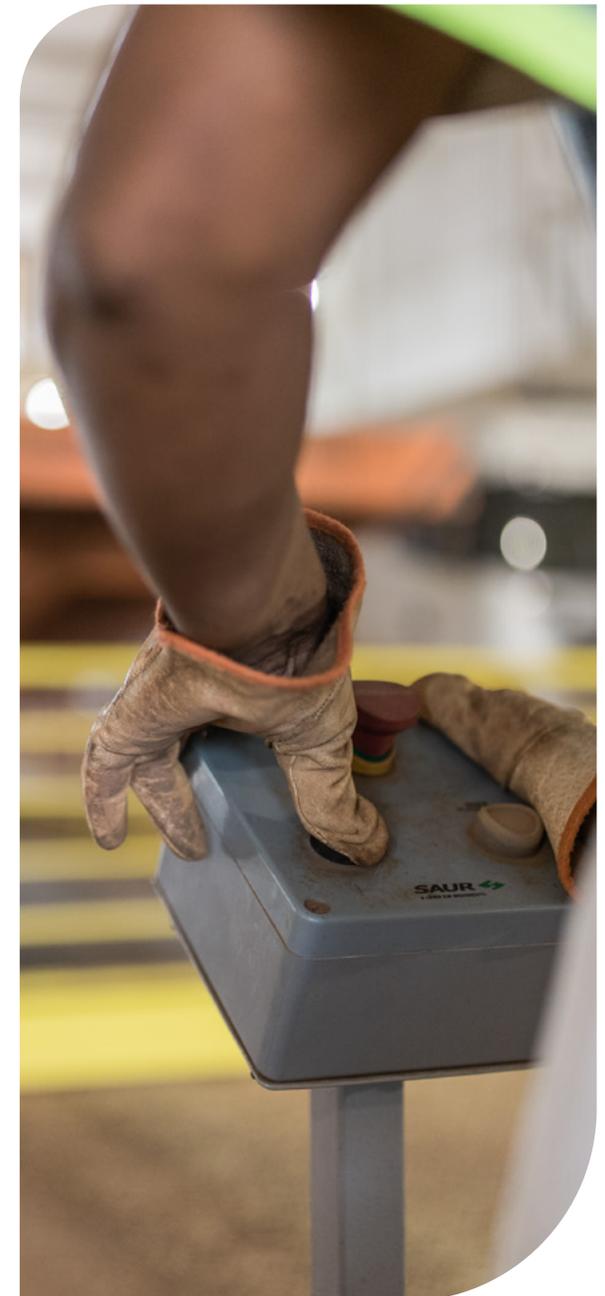
Our clients seek the technical expertise and global presence of the company to help them make their products and production feasible, promote more efficient processes, connect themselves to the supply chains globally or find a solution that becomes a pioneering innovation. With our strategy, we want to avoid the time and cost of reinvention and allow solutions to be more quickly applied by them.

We have developed ways of working to leverage both our *global expertise* as well as our regional focus. The Latin American Innovation Center, installed in Campinas/SP, is connected to the other 13 food technology and innovation centers that Cargill has throughout the world. Having complementary competencies, all of them are available to our clients that intend to accelerate the development process of new products or processes.

Since 2018, we have invested in Brazil approximately US\$ 150 million to acquire new technologies. We have modernized the Human Resources systems, from recruiting to performance evaluation, to simplify access to our 10,000 employees in Brazil, we have updated our management, manufacturing, transportation and distribution systems so that our clients have a better experience in the relationship with the company and a forecast of its transactions and we have reinforced the IT area team, which currently works with high performance systems and teams. These investments have also been applied to renew our cyber attack protection system.

We count on the coupling of innovation with new technologies to deal with challenges related to the commitments we have taken on: transparency and safety in producing food for consumers; responsible trade, sustainable nutrition; and farmer prosperity. We consider that the technological innovations not only allow, but also change market dynamics.

We know it is impossible for a single company, technology or platform to carry out this transformation alone. This is why we act in partnerships and whenever possible seek collaborative and open-code technologies. We share our lessons learned so that the entire innovation and new technologies ecosystem can benefit and contribute to leverage agriculture and food worldwide.



Value generation

We are continuously seeking new forms of generating value through digital technologies and want to make them accessible to our productive chains. Ever since we decided to prepare Cargill for the digital future, we have looked at new technologies to know how they can contribute to the food system and agriculture. Data analysis, big data, machine learning, artificial intelligence and blockchain have become part of our daily lives and are part of our investments and long-term strategy, and require the transformation of our internal culture.

We have chosen the path of strategic alliances to move forward. Besides partnerships with leading edge technology companies and universities, we have a relevant role in sponsoring *agtechs* and *foodtechs*, startups dedicated to the agribusiness and food production, whom we rely on to bring novelty to our innovation processes. Both globally and locally, we participate in acceleration programs with business participation and facilitation by the Cargill *Digital Labs*, as is the case with the co-founded by Cargill, *Farm to Fork*. Locally, we have established more than 100 specific connections with startups and around 15 executed initiatives.

We have already reaped results with the global harvest productivity prediction systems. With the use of big data and analytical intelligence, we were able to add satellite images, climate data and field information to act in a more efficient manner on the productive chain and on the global supply of agricultural products.

In another front, we participated in the co-creation of a digital platform in the shipping and transportation market to make shipment mobility more intelligent, transparent and accessible. This platform, based on artificial intelligence and data analysis, integrates the logistics chain by providing safety and efficiency in the purchase and sales operations of agricultural commodities.

Our investments in the food and agricultural supply chains go beyond simply supporting the growth of the company and its clients. We also want to strengthen responsible trade, improve the life of farmers and nourish the world in a safe, responsible and sustainable fashion.

To promote innovation, we participate in startup acceleration programs and have partnerships with universities and technology companies



Activities in Brazil

Agriculture

Cargill operates a global integrated base to process, store, sell and transport oleaginous grains and seeds and their by-products, such as vegetable oils and feeds. In Brazil, we have one of our largest operations. Thanks to our global presence, we connect producers and users, to whom we offer a range of technical assistance, management, logistics, financial and risk management solution services. We offer advice to producers regarding the most adequate seeds, fertilizers and chemical products. Our soy and grain production follows sustainability parameters and goals defined for indigenous vegetation and forest preservation, emission reductions and respect for human rights.

Animal Nutrition

We make available a broad portfolio of products and services to the productive chain of animal protein in our five factories in Brazil, meeting the needs of the world leading production country in the sector. We act in formulating ingredients for feed and in technical animal nutrition services, among other activities.

With the opening of two new business fronts — the mineral supplement segments for beef cattle and ready feed for swine —, the Animal Nutrition area has been growing above the national average.

Operating in a sector with fragmented competition, Cargill stands out due to the excellence of its technical team. Basically, animal nutrition consists of adding a mix of minerals, vitamins and additives to feed grains, such as corn, soy or sorghum. The differential is in the scientific knowledge that needs to be applied to each formulation and in the technical support at the farms.

Cargill offers more than 500 ingredients so that producers, with scientific and technical support, achieve efficiency in formulating the feed and obtain the best husbandry and financial results in their activities. One characteristic of the segment is the lack of chemical processes, which makes the production process clean, without waste generation or use of water.

To gain capillarity, the area tested a franchise model in 2020 under the Nutron Franchise brand, to act in conjunction with resellers of its products, mirroring our own team.

With significant efforts in digital transformation, Cargill Animal Nutrition was awarded in 2020 with the Innovation Value award as the most innovative company of the Brazilian agribusiness.

Bioindustrial

Cargill Bioindustrial (CBI) develops and commercializes to the industrial market a great variety of vegetable oils, esters, polyols, fatty acids and emulsifiers. Its technologies can be found in a broad range of industrial categories that include: power generation, asphalt, flexible foams, plastics, consumer staples, cosmetics, paints, coatings, lubricants, agrochemicals and food.

Consumer products

For clients from the retail sector across the country, we sell renown brand products and many of them are market leaders. We supply refined oils and compound oils, tomato extracts and pulps, salad dressings, mayonnaise, sauces and olive oils.

We stayed in pace with consumer behavioral changes in 2020, such as the rediscovery of the experience of eating at home and in a healthier fashion, motivated in part due to the



need of social isolation to contain the covid-19 pandemic. This observation led us to channel investments in healthy and sustainable innovations in the retail product portfolio. We created reusable packaging for the Elefante brand and renewed our entire portfolio of oils and fats, including the launch of Purilev Coconut Oil and Liza vinaigrette.

In our lines, we continued to pursue the goal of being perceived as healthier, with reduction in salt, sugar, preservatives, fats and dyes. The healthiness perception favored our olive oil line, thereby bringing greater added value.

Guided by consumers

We reformulated the packaging of the Elefante tomato sauce brand after learning from market research that consumers seek an option with a greater shelf life than that of the traditional can. We launched a plastic reusable packaging, with a lid to open and close it. We chose this material since it causes 6% less environmental impact and reduces by 18% CO₂ emissions over the product life cycle, according to studies done in partnership with the Espaço Eco Foundation.



Food and beverages

We produce several ingredients for the food and beverage industries. Our starch and sweetener area supplies breweries, the pop soda and ready to drink juice, food and ingredient industries. We develop specific products for the *Food Service* market, seeking better profitability and better costs.

We kept our investments in the line of fats, Lévia+c, intended for the B2B market. Developed in partnership with Unicamp for the ice cream, cream and dairy drink segment, this ingredient presents the same physical structure of traditional fat as to creaminess, consistency and texture, but with a significantly reduced level of saturated fats.

To offset the strong impact caused by the pandemic effects on the operations of bars and restaurants, we sought innovative solutions with the involvement of 500 students from the São Carlos College of Engineering of USP, and of the Food Engineering College of Unicamp. Formatted as a *hackathon*, this project intends to find feasible ideas to solve the problems faced by this sector during the pandemic. In another direction, Cargill gave support to clients from this sector to offer tastier, healthier and more profitable menus.

The *Food Service* revenue rupture was offset by the significant amount of food consumed at home. Both the ready to eat product line for retail as well as our Cocoa and Chocolate sector showed a significant increase in sales, especially dairy drinks, due to the presence of children at home. (Learn more about the Cocoa and Chocolate segment on page 27)

The valuable pectin

With an investment of R\$ 328 million, we advanced in 2020 with the construction of our HM pectin plant in Bebedouro/SP, a city located in the orange belt. This plant will be an export platform of an ingredient with high added value, which global demand presents a growth rate of 3% to 4% a year.

HM pectin is a versatile texture agent, produced from citric fruit. It is widely used in the food industry since it acts as a stabilizer, thickener and gelling agent in ice creams, dairy drinks, juices, sweets, fruit preserves and candy. Brazil was chosen to house this factory, among other factors, because it is one of the largest orange exporters in the world and has abundant supply of citric fruit.





Awards and acknowledgments

The awards received by Cargill in 2020 acknowledge the work and the results both in financial as well in social and sustainable aspects of large companies in Brazil. One of the fields in which we obtained important recognition, Diversity and Inclusion holds a highlighted position among the priority topics for our strategy and management.

- For the second year, Cargill was considered the **Most Inclusive and Diverse Company in the Agribusiness sector** by the Guia Exame de Diversidade
- In the traditional *ranking* of the Best and Greatest of Exame magazine, we hold **first place** among Agribusiness companies and the sixth position in the overall *ranking* of the **the greatest companies in the country**. We were also highlighted in the Consumer Goods category, being among the three best, due to the Cargill *Foods* portfolio, which includes traditional brands among Brazilian consumers, such as Elefante, Pomarola, Tarantella and Liza oils.
- For the fifth year, Cargill is **first place in the overall ranking of the Top 500 Agribusiness Companies** and, for the fourth year, **winner of the Animal Nutrition category**, in the awards ceremony organized by the Globo Rural vehicles. We were also awarded second place in the Soy Industry category
- Awarded as one of the **Greatest in Agro** by Forbes Brazil magazine
- Chosen as the **best supplier** in the Salted Groceries category in the Fornecedor Nota 10 Award, organized by the Brazilian Association of Wholesalers and Distributors (ABAD - Associação Brasileira de Atacadistas de Distribuidores) and by Nielsen consulting
- The Elefante brand received the trophy **Top of Mind of Folha** in the Tomato Sauce category
- The new packaging of the Elefante brand guaranteed the **Great Packaging Cases Award**, promoted by the publication “EmbalagemMarca”



Financial performance

GRI 103-2, 103-3 | 201, 201-1

Material topic:

- Community engagement and development

Favored by market conditions in Brazil and abroad in 2020, the Cargill businesses in the country expanded their net profit fivefold. Our financial performance benefited from the important conjunction between a record grain harvest, a favorable exchange rate for exports, high prices and great demand, as well as operational activity capable of absorbing all new demands in this scenario. We managed client expectations in the best possible way, guaranteeing a distinct position in our sector.

During the report period, the Cargill companies in Brazil achieved a net consolidated profit of R\$ 2.1 billion, a 503% growth over the 2019 result, of R\$ 354,39 million. The net operational revenue hit R\$ 58.15 billion during the period finishing in 2020, versus R\$ 49.7 billion in 2019. Based on this formidable performance in the production of grains in the country, we reached a total volume of 36 million originated, processed and commercialized tons. This super harvest resulted in a 38% increase in net revenue.

After fulfilling the five-year investment plan of R\$ 3.7 billion, our total assets in Brazil jumped from R\$ 21.8 billion in 2019 to R\$ 41.8 billion in 2020. The investments were concentrated in infrastructure and measures aimed at efficiency gains, such as improving digital processes, which prepared the company to maintain resilience and a sustainable growth pace. Of this total, we invested around R\$ 918 million in the country along the year.

Wealth formation

Our operational units are part of the local economy of 147 cities in 17 states and in the Federal District, by creating jobs, paying taxes, circulating monetary values, purchasing from local suppliers and generating income for farmers. We contributed to build wealth in Brazil as one of the main agri-business companies, the sector with the greatest export and national GDP share.

The reach of our participation in the life of the country can be dimensioned in the direct economic Value generated and distributed chart, published on page 69.

CASA + Animal Nutrition (R\$ x1,000)	2020	2019	
Revenues	68,618,753.00	49,700,730.00	38.06 %
Operating costs	59,078,521.00	47,798,057.00	23.60 %
Salaries	1,763,057.00	1,518,384.00	16.11 %
Payment to capital providers	170,000.00	-	100 %
TOTAL	61,011,578.00	49,316,441.00	23.71 %
RETAINED ECONOMIC VALUE	7,607,175.00	384,289.00	1,880 %

*CASA: Cargill Agrícola S.A.



Voluntario

Society

Material topics:

- Natural resources management and resilient food system
- Ethics, compliance and transparency
- Responsible management and innovation in agricultural practices
- Community engagement and development

Employees

Material topics:

- Ethics, compliance and transparency
- Responsible management and innovation in agricultural practices
- Community engagement and development

For Cargill in Brazil, as in the rest of the world, the covid-19 pandemic imposed unique rules to work relations, which needed to be put into practice in a matter of days.

Our first decision complied with the Cargill value of Putting people first. Part of our employees had to learn to manage their own work in home office, some field assignments were postponed and another part of the workforce adopted even more stringent safety procedures to continue on site. As a company considered to be in the essential services category, we could not interrupt our activities, which consist of guaranteeing supplies to feed the world.

Once faced with the global crisis, the speed of response to provide contingency plans, resources, equipment and training to the team proved decisive to keep our activities up to date. But our employees were responsible for safeguarding the Cargill operations in 2020, even when faced with uncertainties and unknown fears.

By the end of last year, 10,126 people comprised our workforce. They find in the company a fair, safe and welcoming environment. For Cargill, one measure of success in businesses is that all return home safely by the end of the day. We are committed to carrying out our activities so as to protect the health and safety of our employees.

We adopt fair hiring practices, offer competitive compensation and fulfill or surpass the work conditions set forth by legislation. We respect the freedom of union affiliation and collective bargaining.

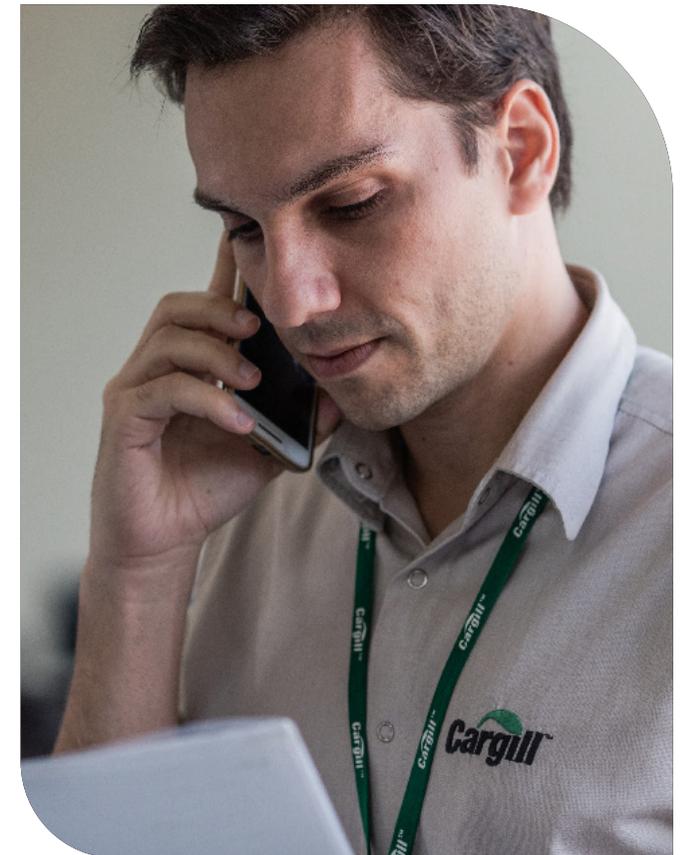
We committed to reaching gender equity in senior management until 2030, as well as racial diversity to ensure equal opportunities for LGBTQIA+ and handicapped people.

The restrictions during the pandemic did not prevent us from fulfilling the activities that are part of our annual agenda, such as the performance evaluation and the training sessions and qualification programs.

Compensation and benefits

Employee compensation includes participation in the businesses results, which premise is the fulfillment of individual and collective performance goals. All have the right to participate in the complementary pension plan managed by CargillPrev Sociedade de Previdência Complementar, a non-profit closed private pension entity.

The company offers medical assistance to employees and their dependents using a co-participation model, or also monthly contributions, depending on the eligibility plan.



Development and education

To meet the growth strategy we have planned for the company, we have the great challenge of anticipating the formation of leaders and talents we will need. The Human Resources area has concentrated its efforts in preparing the company to meet this demand. The leadership development programs were reformulated and have become fully digital as a means of expanding and improving the formation of around 1,000 executives to lead teams across the company.

With the *Catalyst* Program, Cargill has shown what it expects from leadership. The purpose of this action is to prepare professionals for the changes the company foresees, in order to act as an agent of change, without HR mediation and in direct interaction with their team. The good quality of the work environment, according to this strategy, is in the hands of the manager - they make decisions, they cause impact.

In 2020, we prepared the steps of this transformation with the training of the Human Resources team in order to be an example, and conducted diversity actions and created a candidate *pipeline* for the selection and recruiting processes that reflect plurality. Technicians combine concept with practice and follow the diversity networks.

They are able to define what is important, in case we are hiring, for example, LGBTQIA+ or the physically handicapped, show how to translate our contracting values, recruit blindly. They are ready to talk to managers and demonstrate to the team how to recruit. Among these actions are the resume blind evaluation, assertive communication of openings, structured selection processes and others, which are proving to be effective to attract more and more diverse candidates (See demographic data on the topic in the GRI 102-8 chart). **GRI 103-2, 103-3 | 406**

Diversity and inclusion **GRI 103-2, 103-3 | 406**

The purpose of our Diversity, Equity and Inclusion (DEI) strategy is to promote respect regarding differences, fair treatment and access to opportunities. We seek to create a work environment in which all feel welcome, valued and heard and are self-confident to be authentic. We want to have an inclusive culture that generates equal opportunities for all employees to be successful. We acknowledge, value and respect singularities and cherish the way in which talents and experiences can help people anywhere to prosper.

On a regular basis, we measure our progress regarding our objectives that we set forth to increase diversity. With regard to female workers, in 2020 there was a 14.4% increase compared to 2018 and 8% compared to 2019; we set the goal of reaching 50% women in leadership by 2030.

Impacted by the death of George Floyd in May, Cargill Global started work focusing specially on the racial issue and Cargill Brazil must reflect in the country, starting in 2021, the actions that are being laid out.

Our executives are committed to leading these changes large scale. Considered a priority in Cargill's activities, the topic of diversity and inclusion is set forth in the articles of the main company policies. Besides our Code of Conduct, which deals on the topic of diversity, we have created anti-discrimination, anti-harassment and anti-retaliation policies. Due to our progress in this field, we were recognized for the second time by Guia Exame de Diversidade as the most inclusive Brazilian agribusiness company.

In Brazil, our goal foresees to have 50% women in leadership by 2030



How to reach an inclusive and diverse culture

- We evaluate, transform and reformulate policies and processes to reduce any type of discrimination and guarantee equal experiences to all
- We establish partnerships with organizations to move forward and we use our knowledge, perspectives and experiences to serve our clients and communities
- We recruit talents that reflect the global communities we service, elaborating internal protocols to sustain the growth of our employees
- We integrate and apply inclusion and diversity principles to our behavior, decisions and negotiations everyday

Diversity, equity and inclusion

What do these concepts mean for Cargill?

- **DIVERSITY** refers to the existence of differences within a group
- **EQUITY** means equal access to opportunities
- **INCLUSION** expresses the sensation of being welcome, valued and heard

We sponsor a work environment free from disrespect and discrimination and value the range of perspectives of our employees. Our diversity vision includes ethnics, gender, language, physical skill, race, religion, sexual orientation, gender identity and expression, life experience and economic situation. We recognize the same labor rights and directives of diversity, equity and inclusion for migrants and temporary foreign workers.

Integrated to the governance structure, the Diversity Committee is responsible for assisting leadership in promoting a work environment that is more inclusive and diverse in their specific businesses. This is a multidisciplinary group formed by representatives of businesses and functional areas, besides counting on the leaders of the affinity networks.

This group is responsible for monitoring the quarterly metrics, making recommendations to leadership and validating directives, actions, goals and indicators. Among the goals the committee follows are the increase of female representation at the leadership level, allow the growth of under-represented groups in the company and approach to racism as a whole.

The committee is responsible for guiding and following the actions of volunteer networks that promote diversity.

There are four acting topical networks:

- **Pride** - It promotes a safe environment that values professionals identified as LGBTQIA+
- **AfroCargill** – It promotes respect to racial and ethnic equity
- **Mulheres Operando no Brasil (Women Operating in Brazil)** – It encourages gender equity professional development and growth to leadership
- **IN** – It supports the integration of handicapped people

Once a year, the committee meets with each group to elaborate an action plan intended to stimulate a favorable environment for engagement. Among the initiatives are: lectures, training and debates, diagnosis, internal communication campaigns and events for all employees.

We always seek a work environment free of discrimination

Unconscious bias free

GRI 103-2, 103-3 | 406

The company has objectively acted to curb discriminatory behaviors and favor the construction of an inclusive work environment. After testing the "blind resume" method in the internship selection programs, Cargill has adopted this model for other roles. Both for recruiting as well as for selection, the age, gender, school of graduation, regional nuances and other candidate peculiarities are omitted. The purpose of this practice is to concentrate the process on competencies the candidates have and minimize the effect of unaware bias.

To fight discrimination, we maintain grievance channels, open to the public that interacts with the company. Anyone can present their grievances in an anonymous or identified fashion.

After the initial analysis, the grievance undergoes an investigative process, in which the facts are determined by means of document verification, surveys and interviews. In sequence, professionals from the Human Resources, Legal, Health, Safety and other areas elaborate recommendations and suggest an action plan, considering the identified causes and the proposed resolution. The Cargill policy strengthened the protection mechanisms for those who do or participate in verifying the claims with a clear determination against retaliation actions.

Some of our Diversity and Equity initiatives

- The Paradigm for Parity®** – Since 2016, Cargill is a founding member of the *Paradigm for Parity®* coalition, an initiative that sheds light on the gender gap in corporate leadership and seeks to, until the year of 2030, make gender parity in leadership roles a reality. Global adherence has effects in all geographical regions in which we are present. Thus, since then, we have developed actions to sponsor a more inclusive work culture; we actively support women in their career development; we promote more women to leadership positions; and offer more opportunities to women who work in the food, agriculture and nutrition front line. Our efforts now focus on supporting the development and aspirations of the next generation of women leaders, with initiatives focusing on young and black women.
- LIFT (Language, Inspiration, Focus and Transformation)** – Cargill in Brazil is a company that helps make possible, by means of sponsorship, LIFT, and affirmative action intended for racial equity that uses English language teaching as a social mobility tool. The project offers free English language teaching and mentoring to 75 self-declared black university students, that are low income and are in the 3rd or 4th semester of undergraduate studies. Participants are followed by mentors and among these are some of our executives. With a two-year duration, the program includes courses and *workshops* for professional development.



Work safety and health

We treat safety as a priority commitment with our employees, made evident in the promotion of a culture focused on ZERO harm throughout Cargill. Continuous alertness concerning the risks of our activities has minimized incidents in a consistent fashion —

in the last 30 years, we reduced the injury rate at work by 88%.

The Zero Harm premise regarding safety issues covers all phases of operations and the supply chain. This means to ensure the safety and well-being of our people, the integrity of our products and environmental balance. Since 2013, this proposal is materialized in the Focus onLIFE (*Life Altering Injury and Fatality Elimination* = Elimination of Permanent Injuries and Fatalities) program, which objective is to identify and deal with hidden fatal hazards in our tasks and work location.

We carry out area management by means of a set of procedures: risk mapping, action planning, alignment with senior management, definition actions, definition of responsibilities and deadlines, monitoring via committees and effectiveness evaluation.

Cargill establishes reactive follow-up goals, with accident indicators, and proactive goals such as number of reported near misses, maturity index, observations of serious situations and hierarchy of controls in protection layers, among other goals.

We encourage our employees to report identified risks and, for this, we use a tool they feel comfortable with to share their concerns. We use this information to assess trends,

possible fragilities and where we should act, whether in a corporate fashion or on a specific unit. With this experience, we learn together and share knowledge and preventive measures. **GRI 103-2, 103-3 | 403**

All employees or contracted workers are covered by health and safety management programs and receive training prior to starting any work. They follow a monthly training schedule. Along the year, these instructions are reinforced via campaigns. In order to implement this system, the company sought to consolidate the basic internal requirements, the legal requirements and the regulatory standards of the Ministry of Labor. **GRI 403-1, 403-5, GRI 403-8**

Cargill's Global Environmental, Health and Safety Policy defines requirements based on the *Occupational Safety and Health Administration (OSHA)* guidelines and on the *ISO 14001 Environmental Management System*

Employees have at their disposal several instances to participate and be heard regarding work safety and health. All units have an EHS Management Committee, which discusses and defines actions based on statistical data, experiences, good practices and opportunities. They are informed of relevant issues by means of Cipa, local communication channels, the Cargill Comunica bulletin and other communication tools.

GRI 403-4

We have a strong culture of motivating our employees and contracted workers to observe and report behavioral deviations in the work environment and routine. During the day dedicated to the campaign See. Say. Stop (*See, Say, Stop*), at all units in the country, the teams reported 15,000 potentially insecure deviations. All those reporting received feedback on the reporting of the process.

For high potential risk assessments, we use a proprietary risk management tool. All activities and tasks are analyzed taking into account a severity and probability matrix during monthly safety inspections. In 2020, 10,171 notifications were recorded in the Safety Deviation Reporting (RDS) tool. In order to identify risks related to occupational hygiene, we use the legal programs, corporate audits, behavioral assessments and inspections. **GRI 403-2, 403-7**

Work health

Labor health activities include two fronts: perform the exams required by law and/or technically recommendable, according to the risks identified in different areas; and monitor the effects of work on workers' health. In the first case, whenever a change is identified, the responsible for EHS of that location is informed in order to carry out the adequate measures. The worker may be reassigned until the risks are dealt with or reduced.

All units have a reference occupational health service, which may be internal or external, depending on the complexity of the *site*. As to the quality and access to services, we are aware they vary greatly. We have basic requirements that all units must follow and we audit their fulfillment. These processes and programs were redesigned and we will seek to implement them over the next years, as well as unify the indicators that will be monitored. Medical records are considered confidential documents and access to them is restricted to health professionals. **GRI 403-3**

All our units in Brazil offer a reference occupational health service



Promotion of health and well-being

GRI 403-6

We endeavor to develop a culture of health and stimulate an active role in seeking a healthier lifestyle. We believe that, by promoting health and well-being, we have to think of individuals in their various dimensions, thereby working with the concept of integral health. This idea guides the program Essential For You, created with the purpose of presenting in a coordinated way all the health, well-being and quality of life actions we offer. Some are free and others, with a shared cost. These include:

EssenciCall - A support and guidance service, offered 24 hours a day, seven days a week, for psychological, legal, nutritional, financial, *fitness* and physical therapy assistance. In 2020, there were 12,000 events.

Gympass - Access to a complete health and well-being platform for regular practice (*online* or in-person) for exercising, meditation, therapies, nutritional guidance, among others, covering a large chain of gyms, studios and well-being apps throughout Brazil. Our employees recorded over 152,000 *check-ins*. The adoption rate by the end of the year was 29%.

Stork Program - It provides assistance to our employees during gestation and arrival of their babies. This program foresees exemption of co-participation in medical appointments and exams, follow-up and telephone guidance during gestation. We offered 20 hours of training during two editions of the Pregnancy Meet, with participation of around 50 people. Besides this, we offer a Support Room for Breast-Feeding at 20 locations.

Direct benefits - Our employees and their legal dependents have a health, dental assistance and pharmaceutical benefit plan.

Influenza vaccination campaign - More than 7,000 doses were applied at around 100 locations.

Communication - Programs, events and actions are informed using internal communication channels, besides counting on a *website* and specific application so that employees can have direct access to the main information on their smart phones or private computers.



Continuous surveillance and zero harm

Conceived in 2019, the global EHS *Transformation* program envisions a cultural change in health, safety and the environment and in process safety, by unifying processes and practices previously allocated to each business area. In 2020, we localized the program for Brazil, with the restructuring of teams, organized per functions and no longer per department, and adapted the team training under this new model. The purpose of this reformulation was to integrate the EHS processes and widespread their automation so that they depend minimally on human action.

This plan had to be executed in parallel to the fight against covid-19 and have reached its final phase, reaching a total of 170 specialists qualified in these new attributions. The ramification of this structure until the endpoints will allow the 138 company *sites* to work in an integrated fashion and adopt the same standards of safety and health. Since this was done during a time in which we were facing a serious crisis, with a strong need for collaboration, this changed benefited from the interaction of the teams and allowed for a deep EHS connection with operations and the support areas.

Barrier against covid-19

In 2020, this care was put to the test after the sudden outbreak of the coronavirus. We adapted the processes of our integrated operational approach to quickly put into effect a pandemic response plan. We created a corporate action team for critical cases and concentrated decisions and measures within this group.

The experience of the Cargill team in China proved most valuable to deal with the beginning of the outbreak. In order to stay ahead of the infection curve, we suspended travel and quickly closed our offices. We implemented extensive measures to protect the employees at our plants, which are essential for our capacity of maintaining food production. We would not be able to operate without their presence.

During this period, we encouraged employees to report any concerns by means of our independently managed Open Ethics Line. Despite our efforts, in some cases the virus affected our employees and operations. In order to guide us through the crisis, we followed a fundamental principle: we would only operate a plant if this could be done in a safe manner. (Learn more about our combat against the pandemic on pages 6 and 48)

Health and Safety management indicator

Besides the tools intended to record data required by regulation, we use at Cargill our own system called Enablon, in which all information pertaining to Work Health and Safety are inserted. This database contains, for example, communication of near misses, accident notifications, event investigations, action plans, audits, inspections, safety evaluation campaigns, electric safety and global action plans, among other functionalities. The database generated by this system feeds several information analysis systems.

Regarding proactive goals, Brazil has stood out when compared to regions around the world with significant employee participation. Regarding reactive goals, we continue to reduce the number of accidents along the years. (Learn more about Work Health and Safety on page 41)

To achieve positive results in the country, the safety area to improve protection in the work environment receives continuous investments to improve the safety programs, carry out corporate and local campaigns, implement control measures to reduce human error and strengthen our safety culture.

Health and Safety Indicators *

2020

SIFp observation rate (significant incident failure potential)	21.35%
Control hierarchy	81.32%
SIF maturity rate (implementation level of risk prevention programs)	3.20%
SIFr (frequency of risk events)	0.13%
RIFR (reportable injury frequency rate)	0.68 %
Retained economic value	7,607,175.00

* We use the OSHA definitions and legal requirements of the country to define reportable accidents.

Consumers FP8

Material topic:

- Food safety and quality

To know how our consumers evolved and respond to changes in consumer habits are permanent issues in our operational day-by-day. We make available to our retail consumers the Consumer Customer Service (SAC) and Speak With Us channels, present at all *sites* of our brands, to receive complaints or suggestions about our products. All grievances are forwarded to the responsible teams and help us create improvements in our product lines.

Among the transformations we follow is our quest for healthier food by reducing its sodium content, added sugars and saturated fats in ingredients for the industry and in final products.



Food safety and quality GRI 103-2, 103-3 | 416, 416-1

In the numerous food segments in which we operate, one of the common points is the commitment with food quality and safety. We act with the assurance that our products, from farm to supermarket shelf, can be consumed without offering any health risk and follow the best quality parameters, according to the Cargill Product Safety and Quality Policy.

We count on standard interventions along the entire production chain to verify the integrity of the goods. Our productive processes are covered by a Food Safety Management System based on international standards. In this system, we use the Critical Control Points and Hazards Analysis (APPCC) to identify the criticality of potential contaminants and the necessary mitigation actions in order to have a safe quality product according to legislation.

Internal (done by a specific team) and external (by renown certifiers) audits are an integral part of our management system, and are done annually at all our plants. From time to time, we are audited by our clients and inspected by the regulatory authorities. The annotations of each of these inspections, and the corresponding corrective actions, are formally recorded in our internal systems, and the execution is managed by the responsible teams.

Our processes and products are certified according the our clients needs, the market and regulations for each of our businesses, plants and product lines. Several of our factories have certifications relative to food safety (*Food Safety System Certification - FSSC 22000*) and quality (*ISO 9000*), religious certifications (*Kosher, Halal*) or sustainability (*Proterra*), among others.

As the main metrics, we have incident indicators regarding food safety (FSRI), cost of non-conformities (CONC) and compliance with quality requirements (RFT), tracked locally and globally.

One of our practices is to contribute with technical subsidies regarding relevant issues of the food industry. We actively participated in the public consultation regarding the review process of the nutritional label of packaged food, together with food and beverage sector associations. The objective of this initiative was to help consumers make more conscientious food choices. After being approved by the National Agency of Health Surveillance (Anvisa), the new legislation has been incorporated in our procedures for its fulfillment within the established time frames.

Listening to consumers

We participate in the annual **FATitudes** survey, done by Cargill global, to learn more about the vision, awareness and habits of consumers regarding fats and oils found in pre-fabricated foods. Among the results, almost three quarters of the Brazilians heard (71%) report closely following the types and quantities of fats and oils in food they buy and 60% indicated a greater probability of buying food products with low rates of saturated fat. Consumer comments contribute to the development of greater efficiency products.

Human Rights

Material topics:

- Ethics, compliance and transparency
- Responsible management and innovation in agricultural practices
- Community engagement and development

All across the globe, Cargill has a public commitment with the Universal Declaration of Human Rights. The principles set forth by this manifesto are incorporated in our policies and systems and are one of the foundations of the codes of conduct that determine how our employees and suppliers should act when exercising their activities.

All contracts and agreements signed by the company have clauses addressing issues related to this topic, such as eradication of slave and child work and other illegal practices. To follow the fulfillment of these commitments, we maintain agreements with governmental initiatives and NGOs dedicated to defending human rights. [GRI 103-2, 103-3 |408, GRI 103-2, 103-3 |409](#)

At a global level, Cargill designs a corporate strategy for human rights intended for our chains, which conclusion is expected in 2021. Action implementation will be done in a local fashion. [GRI 103-2, 103-3 |412](#)

We are committed to treat people with dignity and respect at work and in the communities where we do business. Cargill is a signatory of the international commitments proposed by the UN by means of its global headquarters and other organisms to ensure promotion and respect to human rights in the corporate environment. In Brazil, we are signatories of the National Compact Against Slave Labor since 2006. All suppliers must follow the Supplier Code of Conduct in which we do not tolerate any type of violation against human rights.

In Brazil, we support initiatives that unite the private sector, government and civil society organizations to prevent and eradicate slave labor in productive chains. Our procurement sector is connected to the National Compact Institute to Eradicate Slave Labor (InPacto), which provides an automated system that blocks any employer present in the "dirty list" regarding slave labor, published by the Ministry of Labor. This system makes it impossible to buy, sign contracts or receive goods from companies or natural people included in this list. [GRI 409-1, 412-1](#)

We are also signatories of the Mão Certa Program since 2007. Na Mão Certa, developed by *Childhood* Brazil, is a Corporate Compact against Child and Teenager Sexual Exploitation along Brazilian Highways. In this way, we are engaged in fighting child and teenager sexual exploitation on Brazilian waterways and highways. We are together with *Childhood* in its strategy to develop awareness among our truck fleet drivers and vessel crew members regarding the

seriousness of this problem. In 2020, classroom campaigns were suspended due to the pandemic and adapted to the *online* format. [GRI 408-1](#)

Our union relations policy covers topics related to union freedom and collective bargaining and in it is our commitment to maintain a respectful and harmonious relationship with unions, by sharing in a clear and transparent fashion all aspects of collective bargaining with our employees. Management of union freedom is evaluated and monitored by area managers, during times in which employees are informed about the progress of negotiations, with the support from the HR area. [GRI 103-2, 103-3 |407](#)

See further information at the *sites* of our partners regarding defending human rights:

- [InPacto](#)
- [Childhood](#)

Learn about the documents that guide ethical behavior at Cargill:

- [Code of Conduct](#)
- [Supplier Code of Conduct](#)

Cargill Foundation

GRI 103-2, 103-3 | 413

Material topic:

- Community engagement and development

The purpose of Cargill — nourish the world in a safe, responsible and sustainable way — inspires the mission of the Cargill Foundation to promote safe, sustainable and accessible food to the communities in where we are. Created in 1973, the Foundation has Cargill Agrícola S.A. as the main sponsor and has a curator and fiscal Council, besides an independent Board of Directors.

Social strategy

As our social pillar, the Foundation's strategic plan reflects our corporate planning and is guided by the nine topics established globally as priorities for Cargill to be a world leader in sustainable nutrition (see the Strategy chapter, page 12). Currently, we have defined three fields to develop our projects:

- Sponsorship to communities in which we are inserted
- Corporate volunteering
- Support to social-environmental projects created by universities, structured in 2020 to be implemented in 2021.

The Foundation intends to leverage progress among communities and, for this, we have standardized processes to move forward with projects, executed with local partners, and clear deadlines regarding the end of this support. These projects receive technical and financial support to develop their initiatives during a period varying between 12 and 24 months. The projects that extend beyond this period involve communities that also require to create access to basic issues, like health and education. The purpose is, by the end of the cycle, for communities to be self-sufficient.

Every year we choose up to 15 projects, selected based on the transformational impacts they can provide to the communities. These are added to the 33 projects underway, at different levels, which we support in 19 states. We allocate up to R\$ 200,000 per project. In 2020, the actions supported by the Foundation during the seventh bidding edition,

reached 65,000 people. Among the priority topics are family inclusion and female, indigenous populations and refugee inclusion.

In another front, the Foundation seeks to form an ecosystem for new generations to act in an entrepreneurial fashion regarding social-environmental issues. Focused on university projects, the Alimentação em Foco (Food in the Spotlight) Award is in its fifth edition and chooses 15 projects annually. The participants receive financial support and mentoring by Cargill volunteering professionals to create and structure their projects. By the end of one year, each team presents the results achieved by their solutions at the National Enactus Brazil Meet (Eneb - Encontro Nacional Enactus Brasil) and become candidates for the prize offered by the institution.



Our focus of activities

We work to influence the food system, since disseminating food education for a healthy life until supporting projects that generate innovative solutions for the agricultural sector. To exercise this role, the Foundation works as a network with NGOs, universities, institutions, associations, consultancies, governments, startups and, internally, with employees and volunteers.

Besides the company partnerships, we work directly with these institutions:

- Voluntary Entrepreneurial Studies Group (Geve - Grupo de Estudos de Voluntariado Empresarial)** – This association joins professionals and organizations with the purpose of sponsoring the volunteer culture to disseminate and professionalize the sector. More information [here](#).
- Group of Institutes, Foundations and Companies (Gife - Grupo de Institutos, Fundações e Empresas)** – This group articulates the main organizations that make strategic social investments in Brazil. More information [here](#).
- Enactus** - An international organization, present in 35 countries, dedicated to inspiring university students to act as social entrepreneurs. Its mission is "to engage the next generation of entrepreneurial leaders to use innovation and business principles to improve the world". Learn more [here](#).





Highlight projects in 2020

Prato Firmeza – Rodas de Distribuição

We supported the third edition of the School of Journalism Association project, an initiative that seeks to help youth from the suburbs to graduate using the appeal of gastronomic journalism. We supported the third edition of the Quebradas Gastronomy Guide, with the title Prato Firmeza III, on gastronomic establishments in the suburbs of São Paulo. Besides this, this project focused on developing distribution techniques of this publication in 2020. At the same time, it promotes the project methodology in the suburbs of Rio de Janeiro and São Paulo to replicate the value experience of gastronomy without social frontiers. Estimated benefited audience: 869 people.

Rubber and Cocoa Tree Plantation in the São Paulo State Highlands - Sustainable Entrepreneurship - in São José do Rio Preto

In the Paulista Highlands, the greatest natural rubber producing region in the country, the proposal of combining cocoa and rubber trees has two purposes: generate opportunities to improve social-economic conditions and offer an environmental gain to the entire region. This project was presented by the [São José do Rio Preto/SP Business and Commercial Association](#). Estimated benefited audience: 780 people.

Diagnosis of Rational Water Use in Tomato Production for Industrial Processing in Goiás - city of Goiânia

This initiative conceived by the Goiás Federal University (UFG) intends to improve the irrigation technique used in tomato production in the state. By means of an application, the project demonstrates that the correct use of water brings significant gains to farmers both regarding agronomics as well as environmental issues, compared to the current system. To stimulate this improvement, training will be offered to the Goiânia producers on the application's use, to assist them in this process. Estimated benefited audience: 200 people.

Project Q – in Rio Parnaíba

To give visibility to the handmade minas cheese from the Cerrado Mineiro region, a team of students from the Federal University of Viçosa - Rio Parnaíba Campus identified the points that need to be worked on. The project proposes consulting on obtaining regulatory certifications, how to promote better microbiological quality to the food and legal work for selling purposes. With these improvements, producers have the perspective of expanding their consumer market and leveraging family entrepreneurship. This initiative placed second in the Alimentação em Foco Award, promoted by the Enactus Brazil Program, and will be one of the country's representatives in the Enactus World Cup 2021.

Corporate volunteering

Organized in 71 committees, the Cargill employees throughout Brazil dedicate their time, work and talent to the corporate volunteer program called "Sowing the future". They participate in actions that promote food education, stimulate accessible production and mindful consumption of food by means of workshops and games. Participation includes remote activities such as mentoring of university student groups of the Alimentação em Foco Award and follow-up of projects supported by means of the Cargill Foundation bidding process.

Emergency fund to fight food insecurity

In 2020, 1,341 active volunteers worked on fighting the effects of the covid-19 pandemic, by means of the "Emergency Fund to fight food insecurity". They dedicated themselves to purchasing and delivering baskets of essential goods and family agriculture products to institutions that service our communities and that were impacted by the restrictions imposed by the pandemic. With this initiative, more than 40,000 people were benefited with investments of around R\$ 1.5 million.

Our employees get directly involved in voluntary actions to benefit the communities in which we act

Outreach of the Cargill Foundation - 2020



33 projects
in 92 cities and 19 states



65,000
benefited people



R\$ 5 million
annual budget



1,341
active volunteers



1,704
people benefited in the 15
semifinalist projects of the
Alimentação em Foco Award

Learn more about the Cargill Foundation and its projects [here at our site.](#)





Environment

Material topics:

- Land use
- Management of natural resources and resilient food system

Climate change

In our global operational strategy, we have defined as priority topics in the environmental sphere those that present critical impacts for the business and those we consider to be able to influence transformations. We have defined as priorities to protect forests, promote sustainable agriculture, reduce environmental impacts, help producers to adapt to climate changes and work to preserve and improve water quality.

Cargill relies on a legal requirement management system, by means of which it monitors and assesses all applicable valid legislation to its businesses, as well as new legislation that is published, licenses and their conditioning factors. This process is the responsibility of the Environmental, Health and Safety (EHS) department. In 2021, we will complete nine implementation phases of the *Compliance* Management Project. This initiative involves different professionals from the EHS and Legal departments, with the purpose of translating legal obligations into technical actions, monitor and take the necessary actions to ensure Cargill's legal conformity. **GRI 103-2, 103-3 | 307, 307-1**

Strong rains, off-average temperatures and prolonged droughts that affect water supply are events that threaten the quality of our raw materials and food production and can lead to supply crises. Faced with the risks brought on by climate change, we work to reduce our emissions and prepare farmers to adapt while they seek to mitigate their own impacts. We have a resilient food system, but the challenge of meeting the food requirements of a growing population intensify with this scenario.

In our market, the greatest impacts come from the supply chain. This is why we have set as our goal to reduce emissions among our suppliers by 30% per ton of product until 2030. On our side, we have committed to reduce absolute emissions by 10% until 2025, including direct emissions from sources belonging to or controlled by Cargill and indirect emissions generated by the energy we acquire. These objectives are in line with the Paris Agreement and with the goals presented by Science, which intend to not allow the global temperature increase to exceed 2 degrees Celsius.

Our short-term focus is to develop reduction plans for our transportation sector. We are working with partners in transportation, logistics and other company areas to optimize operations involving more efficient equipment and cleaner fuels. We participate in the Decarbonization Task Force of the Global Maritime Forum, which intends to achieve carbon neutrality until 2050, and have established this goal for our businesses in sea transportation.

Emissions **GRI 103-2, 103-3 | 305**

Due to its diversification of products and services, Cargill has opted for monitoring the emissions of greenhouse gases in relation to their absolute value, with a reduction goal of 10% of the overall GHG emissions until 2025 in relation to the parameter of fiscal year 2017.

The factories in Brazil have as a priority front energy consumption (thermal and electric). Our energy efficiency plan, updated annually, accounts for the reduction of CO₂ created by each consumption savings initiative. These calculations take into account current emission factors and also the impacts of strategic projects expected until 2025. **GRI 305-4**

See the data on emissions in the Attachments, page 74.



Use of soil

Responsible and sustainable land use for agriculture is a priority for Cargill. We are committed to develop innovative solutions that protect the planet and are economically feasible for rural producers. In this way, communities will have fair conditions for their development. According to our [Forest Protection Action Plan](#), we treat these areas as one of our most important action points. We are committed to ending deforestation in our agricultural chains until 2030. To transform the supply chain so it is free of deforestation and conversion (DCF or *Deforestation and Conversion Free*) means to not convert indigenous vegetation for production purposes. We understand that agriculture and forests can and must coexist, and that this can be done in an economically viable manner for farmers and local communities, as expressed in our global forest policy.

Our actions to eliminate deforestation must be specific for several contexts and offer proper incentives to engage farmers, promote best agricultural practices, stimulate the adoption of laws to protect forests and seek consensus among the many *stakeholders*, to allow both forests and agriculture to prosper.

We work together with farmers, governments, environmental organizations and members of the communities in which we act in order to find practical and scalable solutions, policies and commitments for forest protection and are proud of the progress we have made. However, we know a lot remains to be done.

We are committed to using our important presence in the market to contribute towards soil preservation

Bio diversity

GRI 103-2, 103-3 | 304, 304-2

In the State of Pará, Cargill supports the National Action Plan for Amazon Chelonia Conservancy (PQA), for protecting turtle offspring, an initiative that is part of the National Action Plan for Conservancy of Extinction Endangered Species (PAN), of Ibama, and complies with the Pará State Environmental Policy.

Currently, Tabuleiro de Monte Cristo, located on the Tapajós river, is the only reproduction site managed and monitored by this plan. Invested resources are intended to train municipal and community public servants involved with the management and monitoring activities. This initiative complies with the Forest Policy and Sustainable Soy Policy of South America, defined by the company.



Water resources

GRI 103-2, 103-3 | 303, 303-1

Access to potable water is essential for people and agriculture. We believe in our leadership role when working with our value chain to develop and leverage agricultural solutions that protect and encourage the sustainable use of water resources. In various regions of the world, the low availability of water and of quality water threaten local agriculture and communities. We believe that Cargill has a fundamental role along our entire chain to accelerate agricultural solutions and improve water resources.

Therefore, in 2020, Cargill launched its new global strategy for water which deals with the topic in an integrated fashion, considering both our operations as well as external factors. Besides the work already developed by eco-efficiency, water stress in water basins has become a key variable, as well as access to potable water and the impact in regions in which we are present. We are committed to develop sustainable water development in our operations, with goals intended to achieve, until 2030:

- **Restore** 600 billion liters of water to priority water basins;
- **Reduce** 5 million kilograms of pollutants in priority water basins;
- **Implement** our water management program in 81 priority facilities, four of which are in Brazil;
- **Expand** access to potable water in 25 priority water basins.

The priority units were identified by means of an analysis that considered the water stress of water basins in all Cargill operations compared to the water volume used. [GRI 303-2](#)

Total volume of impounded water in all areas and areas with water stress, per source (ML) [GRI 303-3](#)

Source	2018 All areas	2019 All areas	2020 All areas
Surface water			
Fresh Water (≤1000 mg/l of Total Dissolved Solids)	848,607.12	836,292.76	785,996.08
Underground water			
Fresh Water (≤1000 mg/l of Total Dissolved Solids)	424,739.90	334,233.11	373,215.92
Third-party water			
Fresh Water (≤1000 mg/l of Total Dissolved Solids)	2372.00	1884.00	1636.00
Total	1,275,719.02	1,172,409.87	1,160,848.00

* We use the OSHA definitions and legal requirements of the country to define reportable accidents.

Total volume of water consumed in all areas (ML)¹ [GRI 303-5](#)

Source	2018	2019	2020
	1,052,815.02	905,642.87	819,289.00

¹Measurements are done by means of flow meters installed at the impound location and all information is stored in the PIMS (*Plant Information Management Systems*) system by the Environment and Sustainability area.

Besides the good water resource management practices, Cargill follows the local legislation of where its operations are installed to ensure that effluent discharge is done in an adequate and legal manner. For this, we rely on effluent treatment plants at our sites, which treat and monitor the quality of the discharged effluent. [GRI 103-2, 103-3 | 306](#)

Total volume of discharged water planned and unplanned [GRI 303-4, 306-1](#)

Total generated effluents (m³)

2018	2019	2020
220,560	264,422	336,383

¹The adopted guidelines are Cetesb directives, according to the technical requirement of the project's operational license.

Energy

Within the strategy to fight climate change, we have established the objective of reducing emissions arising from technology, expand the use of renewable energy and increase energy efficiency at all our operations.

Our facilities have an energy plan in which initiatives and projects are updated annually. For this, the factories hold PISW (*Project Identification & Selection Workshop*) sessions to identify energy efficiency opportunities with the purpose of reducing steam, electricity and fuel consumption.

One project that stood out in 2020 was obtaining the Leed certification for the Freight Transshipment Stations (ETC - Estação de Transbordo de Carga) of Miritituba/PA, the first terminal to obtain it in Latin America. The *Leadership in Energy and Environmental Design* (Leed) is an initiative to give incentive to sustainable practices in the construction area. This facility was also evaluated on sustainability issues including location and transportation, space, water use efficiency, materials and resources, innovation and processes.

Expand the use of renewable energy and increase the energy efficiency at our operations are some of the objectives of our strategy to fight climate change

Waste GRI 306-2, 306-4

Globally, Cargill adopts the same requirements, procedures and guidelines for waste management, as well as comply with local legislation. Our standards are contained in the company's Environmental Waste Program, mandatory for all our facilities. With these standards we want to demonstrate that environmentally correct disposal is part of the productive efficiency we seek.

One of the procedures determines to minimize waste generation in productive processes. To meet this objective, between 2019 and 2020, we developed a new partnership in Brazil to deal with soy waste. Previously sent to composting, this waste has gained a more valuable destination as biomass in cement furnaces. Four of our grain processing plants have adopted this practice.

Hazardous waste transportation and destination receives a specific approach in this program. We follow a prior qualification process of service providers prior to contracting. This qualification consists of document analysis, on premise visits, done by the EHS team, and diligence conducted by the Procurement team. After contracting, the program establishes periodic on-site audits and revision of service provider documentation.

In Brazil, besides this program, we also follow the provisions of the National Policy on Solid Waste. See the data on waste treatment in the Attachments, page 75.

Cooking oil and circular economy

In line with Cargill's purpose of feeding the world in a safe, responsible and sustainable manner, we analyzed our impacts during all phases of the productive process and launched in 2011 a program to offer an alternative for consumers to correctly dispose of frying oil waste.

In our program Ação Renove o Meio Ambiente (Renew the Environment Action), we offer consumers a practical and sustainable way of disposing of spent frying oil in an environmentally-friendly fashion, by transforming it into raw material for the production of new products such as biodiesel. With this, Cargill articulated a complete chain so that this material would not be disposed of incorrectly, establishing partnerships, providing voluntary delivery points, stimulating growth and improving companies that collect spent vegetable oil. Year after year, the program breaks oil collection records, result of the measures we have adopted:

Partnership articulation – The need to create oil receiving outlets motivated Cargill to seek support within its own value chain. The articulation with retail chains, restaurant chains, city halls, NGOs *shopping malls*, public institutions, companies and *startups* contributed to expand the program outreach and, therefore, engaged *stakeholders* in this environmental preservation movement.

Reverse logistics expansion – This Cargill program extended its Liza line recycling process to packaging. It reduced the use of plastic in bottles and replaced cardboard with green plastic. With these innovations, the Liza packaging has become 100% recyclable.

Transformation of unwanted waste into premium and sustainable raw material – Most of the collected frying oil is used in biodiesel production, a cleaner fuel from a renewable source. Based on Resolution 16, of 2018, of the National Council on Energy Policy (CNPE - Conselho Nacional de Política Energética), all *diesels* sold in the national territory must necessarily have between 10% and 30% biodiesel and one of the ways of obtaining this raw material for biodiesel is to recycle post-consumption cooking oil.

Widespread of the circular economy concept - By means of this program, spent oil stops being waste and is transformed into a raw material for new products. Cargill produces oils and fats, and carries out this program to collect generated waste, thus transforming waste into raw material for the production of new products, thereby closing the cycle, reducing the environmental impact, generating income and improving people's lives. This program can leverage the value perception of spent oil and its correct disposal. Among the benefits perceived by the chain, it removes an unwanted compound from the environment and allows for the generation of a renewable energy source that is less polluting, therefore having a strong environmental appeal.

Strengthening of the recycling and reuse sector – In order to have a traceable collection and processing system, Cargill developed a specialized network that structured itself to meet the requirements of better practices. In 2020, 17 structured companies participated in collecting spent oil in the 16 serviced states. The contracting of a *startup* added the use of new technology and management systems that increase the efficiency and scalability potential, allowing for traceability of each liter of oil collected, since the onset of the program.

Awareness of new generations – Besides consumers, the program foresees student involvement with environmental education actions designed for classrooms. This learning increases child and teenager awareness, including the importance of recycling. With this, they are capable of involving their family and the community in this great network of environmental protection. The importance of this initiative is contextualized in a transversal manner in the syllabus and in lectures, activities, games and public interventions in more than 300 schools serviced by the program.

Circular economy

packaging
100% recyclable

12.8% of reduction in the use of plastic in packaging, corresponding to 1,000 tons or 60 million bottles of oil per year

115 million
of packaging recycled in 2020

30% less environmental impact and
81% less emissions of GHG by replacing cardboard with green plastic in packaging

Results of the Ação Renove o Meio Ambiente Program - 2020 – Liza Line of vegetable oils

1.07 million
liters collected

1,300
collection stations in the country

5.5 million
liters of oil collected since 2011

300 participating
schools

Content summary GRI GRI 102-55

GRI Standards	Content	Page/URL	Omission	Sustainable Development Goals
General content				
GRI 101: 2016 Fundamentals				
GRI 101 no Content available				
Organizational profile				
GRI 102: 2016 general disclosures	102-1 Name of the organization	09		
	102-2 Activities, brands, products, and services	09, 10		
	102-3 Location of headquarters	09		
	102-4 Location of operations	09, 10, 11		
	102-5 Ownership and legal form	09		
	102-6 Markets served	09		
	102-7 Scale of the organization	06, 09, 10		
	102-8 Information on employees and other workers	06, 09, 10, 39, 73		8, 10
	102-9 Supply chain	30		

GRI Standards	Content	Page/URL	Omission	Sustainable Development Goals
GRI 102: 2016 general disclosures	102-10 Significant changes to the organization and its supply chain	Regarding the supply chain, no significant changes occurred in size or structure.		
	102-11 Precautionary Principle or approach	18		
	102-12 External initiatives	27		
	102-13 Membership of associations	72		
Strategy				
GRI 102: 2016 general disclosures	102-14 Statement from senior decision-maker	04		
Ethics and integrity				
GRI 102: 2016 general disclosures	102-16 Values, principles, standards and norms of behavior	15, 17		16
Governance				
GRI 102: 2016 general disclosures	102-18 Governance structure	14, 16		
	102-38 Annual total compensation ratio		Confidential information	
	102-39 Percentage increase in annual total compensation ratio		Confidential information	

GRI Standards	Content	Page/URL	Omission	Sustainable Development Goals
Stakeholder engagement				
GRI 102: 2016 general disclosures	102-40 List of <i>stakeholder groups</i>	20		
	102-41 Collective bargaining agreements	100% of workers are covered by a collective bargaining agreement.	8	
	102-42 Identifying and selecting <i>stakeholders</i>	19		
	102-43 Approach to <i>stakeholder</i> engagement	19, 20		
	102-44 Key topics and concerns raised	19, 20		

GRI Standards	Content	Page/URL	Omission	Sustainable Development Goals
Reporting practice				
GRI 102: 2016 general disclosures	102-45 Entities included in the consolidated financial statements	03		
	102-46 Defining report content and topic Boundaries	19		
	102-47 List of material topics	19		
	102-48 Restatements of information	None		
	102-49 Changes in reporting	None		
	102-50 Reporting period	From Jan/01/2020 to Dec/31/2020		
	102-51 Date of most recent report	2019		
	102-52 Reporting cycle	Annual		
	102-53 Contact point for questions regarding the report	03		
	102-54 Claims of reporting in accordance with the GRI Standards	This report was prepared according to the GRI Standards "Essential" option		
102-55 GRI content index	57			
102-56 External assurance	None			

Material topics

GRI Standards	Content	Page	Omission	Sustainable Development Goals
Organizational profile				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic explanation and its boundary	18		
	103-2 The management approach and its components	36		
	103-3 Evaluation of the management approach	36		
GRI 201: 2016 economic performance	201-1 Direct economic value generated and distributed	71		8, 9
Water and Effluents				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic explanation and its boundary	18		
	103-2 The management approach and its components	54		
	103-3 Evaluation of the management approach	54		
GRI 303: water and effluents 2018	303-1 Interactions with water as a shared resource	54		6, 12
	303-2 Management of water discharge-related impacts	54		6
	303-3 Water withdrawal	54		6, 8, 12
	303-4 Water discharge	54		6
	303-5 Water consumption	54		6

GRI Standards	Content	Page	Omission	Sustainable Development Goals
Biodiversity				
	103-1 Explanation of the material topic explanation and its boundary	Xx		
GRI 103: 2016 Management approach	103-2 The management approach and its components	53		
	103-3 Evaluation of the management approach	53		
	304-2 Significant impacts of activities, products and services on biodiversity	Each unit manages its impacts on biodiversity.		6, 14, 15
Emissions				
	103-1 Explanation of the material topic explanation and its boundary	Xx		
GRI 103: 2016 Management approach	103-2 The management approach and its components	52		
	103-3 Evaluation of the management approach	52		
	305-1 Direct (Scope 1) greenhouse gases (GHG) emissions	76		3, 12, 13, 14, 15
GRI 305: 2016 emissions	305-2 Energy indirect (Scope 2) greenhouse gases (GHG) emissions	76		3, 12, 13, 14, 15
	305-4 Greenhouse gas (GHG) emissions intensity	52		13, 14, 15
	305-7 NO _x , SO _x and other significant air emissions		Emissions of NO _x , SO _x are not continuously monitored and measurements follow the periodicity and limits established by environmental agencies in each state where industrial facilities are located, without any data consolidation.	3, 12, 14, 15

GRI Standards	Content	Page	Omission	Sustainable Development Goals
Waste and effluents				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic and its boundary	18		
	103-2 The management approach and its components	54		
	103-3 Evaluation of the management approach	54		
GRI 306: Effluents and waste 2016	306-1 Water disposal, discriminated by quality and destination	54		3, 6, 12, 14
	306-2 Waste, discriminated by disposal type and method	55, 77		3, 6, 12
	306-4 Hazardous waste transportation	xx		3, 12
Environmental conformity				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic explanation and its boundary	18		
	103-2 The management approach and its components	52		
	103-3 Evaluation of the management approach	52		
GRI 307: 2016 environmental compliance	307-1 Non-conformity with environmental laws and regulations		In the reference year, Cargill received four sanctions and penalties for environmental issues totaling the value of R\$ 2,557,885.25. Three suits continue in conduct of proceedings/defense at the competent agencies and one of them has already been closed with a Term of Adjusted Conduct signed by Cargill.	16

GRI Standards	Content	Page	Omission	Sustainable Development Goals
Labor health and safety				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic explanation and its boundary	18		
	103-2 The management approach and its components	Xx		
	103-3 Evaluation of the management approach	Xx		
GRI 403: 2018 labor safety and health	403-1 Occupational health and safety management system	42		8
	403-2 Hazard identification, risk assessment and incident investigation	42		3, 8
	403-3 Occupational health services	43		3, 8
	403-4 Worker participation, consultation and communication on occupational health and safety	42		8, 16
	403-5 Worker training on occupational health and safety	42		8
	403-6 Promotion of worker health	43		3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	42		8
	403-8 Workers covered by an occupational health and safety management system	100% of workers are covered by a labor health and safety management system.		8
	403-10 – Work-related ill health			Information not available. We will work to unify systems and records so that these data can assist us in future decision-making.

GRI Standards	Content	Page	Omission	Sustainable Development Goals
Non-discrimination				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic explanation and its boundary	18		
	103-2 The management approach and its components	39		
	103-3 Evaluation of the management approach	39		
GRI 406: 2016 non-discrimination	406-1 Incidents of discrimination and corrective actions taken	In 2020, six cases relating to discrimination were analyzed and concluded. Two of them required a remediation plan.		5, 8
Union freedom and collective bargaining				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic explanation and its boundary	18		
	103-2 The management approach and its components	46		
	103-3 Evaluation of the management approach	46		
GRI 407: 2016 Freedom of association and collective bargaining	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		Confidential information	8

GRI Standards	Content	Page	Omission	Sustainable Development Goals
Child labor				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic explanation and its boundary	18		
	103-2 The management approach and its components	46		
	103-3 Evaluation of the management approach	46		
GRI 408: 2016 child labor	408-1 Operations and suppliers at significant risk for incidents of child labor	46		8, 16
Forced or compulsory labor				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic explanation and its boundary	18		
	103-2 The management approach and its components	46		
	103-3 Evaluation of the management approach	46		
GRI 409: 2016 forced or compulsory labor	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	46		8
Safety practices				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic explanation and its boundary	18		
	103-2 The management approach and its components	17		
	103-3 Evaluation of the management approach	17		
GRI 410: 2016 security practices	410-1 Security personnel trained in human rights policies or procedures		All employees that enter Cargill receive training on the Code of Conduct that contemplates human rights issues	16

GRI Standards	Content	Page	Omission	Sustainable Development Goals
Rights of indigenous peoples				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic explanation and its boundary	18	The rights of indigenous people are covered by our Human Rights and Sustainable Soy Production policies for South America	2
	103-2 The management approach and its components	Xx		
	103-3 Evaluation of the management approach			
GRI 411: 2016 rights of indigenous peoples	411-1 Incidents of violations involving rights of indigenous people		There have been no cases of violation of indigenous people rights.	
Human rights assessment				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic explanation and its boundary	18		
	103-2 The management approach and its components	46		
	103-3 Evaluation of the management approach	46		
GRI 412: 2016 human rights assessment	412-1 Operations that have been subject to human rights reviews or impact assessments	46		
	412-2 Employee training on human rights policies or procedures		All employees that enter Cargill receive training on the Code of Conduct that contemplates human rights issues.	
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening		All Cargill contracts have human rights clauses.	

GRI Standards	Content	Page	Omission	Sustainable Development Goals
Local communities				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic explanation and its boundary	18		
	103-2 The management approach and its components	Xx		
	103-3 Evaluation of the management approach	Xx		
GRI 413: 2016 local communities	413-1 Operations with local community engagement, impact assessments and development programs		In 2020, we had 174 operations in 22 states, of which 41.95% are local development programs based on community needs. 100% of the operations that have implemented engagement programs in the local community have public disclosure of the environmental and social impact assessment results.	
	413-2 Operations with significant actual and potential negative impacts on local communities			1, 2
Supplier social assessment				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic explanation and its boundary	18		
	103-2 The management approach and its components	30		
	103-3 Evaluation of the management approach	30		
GRI 414: 2016 supplier social assessment	414-1 New suppliers that were screened using social criteria	30		5, 8, 16
	414-2 Negative social impacts in the supply chain and actions taken	30		5, 8, 16

GRI Standards	Content	Page	Omission	Sustainable Development Goals
Customer health and safety				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic explanation and its boundary	18		
	103-2 The management approach and its components	Xx		
	103-3 Evaluation of the management approach	Xx		
GRI 416: 2016 customer health and safety	416-1 Assessment of the health and safety impacts of product and service categories	45		
	FP5 Production volume percentage manufactured at certified third-party locations, according to internationally acknowledged standards			Information not available. All Cargill production is controlled and monitored by the FSQR (<i>Food Safety Quality and Regulatory</i>) team, which ensures that all products are in conformity with internationally acknowledged standards of the food safety management system, as well as with our policy.
	FP8 Communication with consumers policies and practices about ingredients and nutritional information beyond legal requirements	45		2

GRI Standards	Content	Page	Omission	Sustainable Development Goals
Outsourcing and procurement				
Food Sector Supplement - Outsourcing and procurement	FP1 Volume percentage procured from supplier in conformity with the organization's procurement policy	100%		
Health and safety	Health and safety indicators	Xx		

Attachments

Financial Result

GRI 201-1 Direct economic value generated and distributed

Direct economic value generated (thousands of reais)	2019	2020
Revenues	68,618,753.00	49,700,730.00

Economic value distributed (R\$)		
Distributed	2019	2020
Operating costs	59,078,521.00	47,798,057.00
Employee salaries and benefits	1,763,057.00	1,518,384.00
Payments to capital providers	170,000.00	-
Total	61,011,578.00	49,316,441.00

Retained economic value (R\$)	2019	2020
"Direct generated economic value" minus "Distributed economic value"	7,607,175.00	384,289.00

Economic value distributed(%)	2019	2020
Operating costs	96.83%	96.92%
Employee salaries and benefits	2.89%	3.08%
Payments to capital providers	0.28%	-
Total	100%	100%

Associations GRI 102-13

- Associação Brasileira de Atacadistas e Distribuidores (ABAD)
- Associação Brasileira de Agronegócio (ABAG)
- Associação Brasileira de Bancos Internacionais (ABBI)
- Associação Brasileira de Comunicação Empresarial (ABERJE)
- Associação Brasileira da Indústria da Alimentação (ABIA)
- Associação Brasileira da Indústria de Chocolates, Cacau, Amendoim, Balas e Derivados (ABICAB)
- Associação Brasileira das Indústrias de Óleos Vegetais (ABIOVE)
- Associação Brasileira de Grandes Consumidores Industriais de Energia e de Consumidores Livres (ABRACE)
- Associação Brasileira dos Comercializadores de Energia (ABRACEEL)
- Associação Brasileira de Supermercados (ABRAS)
- Associação Brasileira da Cadeia Produtiva de Tomate Industrial (ABRATOP)
- Associação Brasileira de Terminais Portuários (ABTP)
- Associação Comercial e Empresarial de Guarujá (ACEG)*
- Associação Comercial e Empresarial de Santarém (ACES)
- Associação Comercial Industrial e Agrícola de Paranaguá (ACIAP)
- Associação Comercial e Industrial de Uberlândia (ACIUB)
- Associação Pro-Desenvolvimento Industrial do Estado de Goiás (ADIAL-GO)
- Associação dos Exportadores de Açúcar e Alcool (AEXA)
- Associação das Indústrias Processadoras de Cacau (AIPO)
- Câmara Americana de Comércio (AMCHAM-SP)
- Associação Mineira de Supermercados (AMIS)
- Associação dos Terminais Portuários e Estações de Transbordo de Cargas da Bacia Amazônica (AMPORT)
- Associação Brasileira das Entidades dos Mercados Financeiro e de Capitais (ANBIMA)
- Associação Nacional dos Exportadores de Algodão (ANEA)
- Associação Nacional dos Exportadores de Cereais (ANEC)
- Associação Paulista de Supermercados (APAS)
- Associação Paranaense de Supermercados (APRAS)
- Associação Brasileira de Indústrias de Suplementos Minerais (ASBRAM)
- Associação dos Terminais do Corredor de Exportação de Paranaguá (ATEXP)
- Associação de Terminais Portuários Privados (ATP)
- Câmara de Comércio Árabe Brasileira (CÂMARA ÁRABE)
- Conselho de Autoridade Portuária do Porto de Paranaguá (CAP)
- Colégio Brasileiro de Nutrição Animal (CBNA)
- Conselho de Informações sobre Biotecnologia (CIB)
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- Instituto Ethos de Empresas e Responsabilidade Social (ETHOS)
- Federação das Indústrias de Goiás (FIEG)
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- Associação Brasileira de Automação (GS1 BRASIL)
- Instituto Brasileiro de Direito Tributário (IBDT)
- Movimento Brasil Competitivo (MBC)
- Órgão de Gestão de Mão de Obra do Trabalhador Portuário do Porto Organizado de Santos (OGMO)
- Associação Brasileira de Produtores, Importadores e Comerciantes de Azeites de Oliveira (OLIVA)
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- Sindicato das Agências de Navegação Marítima do Estado do Paraná (SINDAPAR)
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- Sindicato dos Operadores Portuários do Paraná (SINDOP)
- Sindicato dos Operadores Portuários de São Paulo (SOPESP)*
- Sociedade Amigos da Marinha do Paraná (SUAMAR-PR)
- União do Distrito Industrial de Uberlândia (UNEDI)

* Participation via JV TEG/TEAG

Usaid

Parceiros pela Amazônia

Employees

GRI 102-8. Information on employees and other workers

Employees per type of labor contract and gender

Distributed	2018			2019			2020		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Fixed period	348	273	621	355	111	466	248	332	580
Undetermined time	7,062	2,327	9,389	6,913	2,650	9,563	6,896	2,650	9,546
Total	7,410	2,600	10,010	7,268	2,761	10,029	7,144	2,982	10,126

Employees per region

Region	2018	2019	2020
	Total	Total	Total
N	691	702	570
NE	824	802	836
CW	4,707	4,413	4,744
SE	2,314	2,708	2,617
S	1,474	1,404	1,359
Total	10,010	10,029	10,126

Employees per type of job

Type of job	2018			2019			2020		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Full-time	7,191	2,358	9,549	7,759	2,146	9,905	6,915	2,653	9,568
Part-time	219	242	461	67	57	124	229	329	558
Total	7,410	2,600	10,010	7,826	2,203	10,029	7,144	2,982	10,126

Employees per functional category

	2018	2019	2020
Directors	82	87	89
Managers	1,127	1,120	1,151
Technicians/supervisors	3,766	3,495	3,523
Administrative	866	986	1,035
Operational	3,708	4,217	3,770
Apprentices	330	38	344
Interns	78	86	214
Total	10,010	10,029	10,126

Due to practices in line with the LGPD (data protection) law, Cargill does not manage its workers by age-range classification.

Workers per functional and gender category	2018			2019			2020		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Directors	62	20	82	66	21	87	66	21	87
Managers	807	320	1,127	795	325	1,120	795	325	1,120
Technicians/supervisors	2,152	1,614	3,766	2,310	1,185	3,495	2,310	1,185	3,495
Administrative	510	356	866	585	401	986	585	401	986
Operational	3,660	48	3,708	4,003	214	4,217	4,003	214	4,217
Apprentices	141	189	330	26	12	38	136	208	344
Interns	78	53	131	41	45	86	93	121	214
Total	7,410	2,600	10,010	7,826	2,203	10,029	7,988	2,475	10,463

Environment

Biogenic emissions of CO ₂ (t CO ₂ equivalent)	2018	2019	2020
	1,819,791	2,031,262	1,942,812

GRI 305-2. Indirect emissions (Scope 2) of greenhouse gases (GHG) arising from energy acquisition

Indirect emissions arising from energy acquisition (t CO ₂ equivalent)	2018	2019	2020
	56,052	53,266	43,191

GRI 305-1. Direct emissions (Scope 1) of greenhouse gases (GHG)

Direct emissions of greenhouse gases (t CO ₂ equivalent) ¹	2018	2019	2020
Electricity, heat or steam generation	95,497	88,354	87,020
Transportation of materials, products, waste, employees and passengers	2,736.00	2,972.00	3,660
Total gross CO ₂ emissions	98,233	91,326	90,680

¹GWP values are provided by the EPA - United States Environmental Protection Agency: Emissions relative to fuels (anthropogenic) and biogenic emissions related to biomass.

GRI 306-2. Waste, discriminated by disposal type and method

Total generated hazardous waste, per destination (t)	2018	2019	2020
Recycling	-	1788.32	-
Recovery (including energy recovery)	3292.39	1297.52	4641.26
Incineration (mass burning)	290.04	575.9	350.91
Landfill	737.74	461.07	715.54
Total	4,320.17	4,122.81	5,707.71

¹ Consolidated data between Cargill Brazil and Cevasa operations.

GRI 306-4. Transported hazardous waste

Total transported and treated hazardous waste (t) ¹	2018	2019	2020
Transported hazardous waste that was treated	34.84	31.73	30.22
Transported hazardous waste	2,388.90	4,124.00	5,677.51
Total transported hazardous waste	2,423.74	4,155.73	5,707.73

¹ Data referring to Cargill Brazil operations. Cevasa does not transport waste. Transportation is done by a contracted third-party company, with an MTR (Waste Transportation Manifest).

Total generated non-hazardous waste, per destination (t) ¹	2018	2019	2020
Reuse	38,356.98	48,124.61	38,717.00
Recycling	7,656.25	1,841,649.76	18,968.20
Composting	88,881.08	171,535.45	187,657.64
Recovery (including energy recovery)	593,539.99	654,486.05	655,724.05
Incineration (mass burning)	2,325.86	4,382.75	4,274.09
Landfill	60,339.09	123,965.61	69,630.58
Total	791,099.25	2,844,144.23	974,971.56

Consolidated data between Cargill Brazil and Cevasa operations.

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