
2019
Annual report

Brazil



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Welcome

Welcome to the Cargill 2019 Annual Report in Brazil. Here we present the main initiatives and actions of the year, mainly those related to our sustainability strategy, based on the following pillars: Nourish the world, Protect the planet and Enrich our communities.

In case of doubts or comments about this document, please write to assuntos_corporativos@cargill.com **GRI 102-53**

Enjoy your reading!



Message from the president

GRI 102-14

We took decisive steps to advance our commitment to protect forests and biodiversity

The year of 2019 brought a very prosperous harvest to Brazil, and Cargill was the largest soy and corn exporter in the country, for which we are very proud. This period of 12% growth in originated, processed and commercialized grain volume was coupled with a great willingness of the company to make investments. Initially, we had foreseen investments of around R\$ 500 million, but finished the year with R\$ 656 million in acquisitions, factory improvements and new projects.

Cargill aims at the future, but keeps its focus on the present to act now. And it is in the sustainability scope of our operations that we were led to invest in policies and programs that involve the entire value chain. In this sense, this year we took even more decisive steps to advance in our commitment to protect forests and biodiversity in our productive chains. We launched the Sustainable Soy Policy for South America and a Commitment to Human Rights, which also cover our partners and suppliers.

Our Sustainable Soy Policy includes measures to protect forests, transform our supply chain to be free of deforestation and without conversion of new areas for agriculture. Furthermore, offer farmers access to markets and promote rural economic development.

This is our proposal: Cargill will be leader in nourishing the world in a safe, responsible and sustainable fashion. We are aware of the need to produce more food to guarantee food safety for people, but at the same time caring for the environment and contributing to mitigate climate change

that can already be felt, for example, in the change of rain regimes, which affect to a greater or lesser extent production in certain regions.

We want Brazil to produce more and better, by offering *commodities* to the world and safe food by means of consolidated and reliable brands for the population.

To place people first is one of our values and this is true both inside and outside our company. We have invested strongly in diversity and promoted discussions and events about this, involving all of Cargill at all hierarchical levels.

We also look around us and to the positive social impacts we can provide throughout our chain. Our suppliers are committed to the Cargill Supplier Code of Conduct and are submitted to a thorough evaluation regarding the use of child labor and that analogous to slavery, and we continue to follow our partners periodically during our entire partnership.

I believe that this respect to people, to land use, to the environment and to the market in which we act are some of the main factors that place us as one of the largest global companies in the food sector. I invite you to read this Annual Report to learn about the projects and accomplishment along this year of 2019.

Enjoy your reading!

Paulo Sousa
President of Cargill in Brazil

About this report

We follow the
standards
of the *Global
Reporting Initiative*

This Cargill 2019 Annual Report was created by following the standards of the *Global Reporting Initiative* (GRI) Essential option. The reported content is directly related to the company's material topics, after consulting our internal and external *stakeholders* and validation by senior leadership.

GRI 102-1, 102-54

The materiality matrix that guides the content of this report was created in 2018, in a consultation process that involved internal and external *stakeholders*. The Cargill materiality study was divided into four phases:

- identification: analysis of internal and departmental documents that allowed for the selection of the main relevant topics and audience mapping;
- prioritization: audience consultation (*on-line* survey and interviews);
- analysis: topic analysis and weighting per audience;
- validation: definition of the strategic topics by senior leadership.

The *multistakeholder* consultation, during the prioritization phase, was done by means of:

a- interviews with six external *stakeholders*, consisting of sector associations, non-governmental organizations and clients;

b- *online* consultation with responses from the internal and external audience, including clients, workers, communities, suppliers and government.

As a result of Senior Leadership validation, the following nine material topics of the Cargill materiality matrix were highlighted as being related to the company sustainability pillars.



Material topics

GRI 102-40, 102-42, 102-43, 102-44, 102-46, 102-47, 103-1

Pillars of the sustainability strategy	Material topics	Commitments	Where the impact occurs
Nourish the world	Good agricultural practices	Sponsor the use of technologies that promote the use of good agricultural practices.	Farmers / Suppliers / Institutional partners / Environment
	Food safety and nutrition	Promote access to food by means of sustainable logistics.	Society / Clients / Consumers
	Innovation in the food system	Use of innovative technologies in food production, transportation and consumption and.	Farmers / Society
Enrich communities	Support projects with positive social-environmental impacts	Promote projects that increase access to safe, healthy and sustainable food.	Society
	Volunteer work in local communities	Strengthen partnerships with other organizations that focus on community development.	Collaborators/ Society
	Health and safety	Create innovative solutions to change the way we work to promote the health and safety of our workers.	Collaborators
	Employees	Ensure a safe and inclusive work environment.	Collaborators
Protect the planet	Climate change	Reduce the intensity of greenhouse gas emissions in productive, industrial and transportation processes.	Society / Institutional partners / Environment
	Land use	Promoting the construction of financial mechanisms that promote forest protection and the development of Brazilian agriculture.	Society/ Institutional partners/ Customers / Environment
	Water resources	Water preservation (reducing impacts on withdrawal from sources and ensuring that effluents are in adequate condition for release into water bodies).	Society/ Institutional partners/ Environment
	Suppliers and farmers	Evaluate the performance of suppliers and farmers based on sustainability criteria.	Suppliers / Farmers

Our material topics are related to the pillars of our sustainability strategy



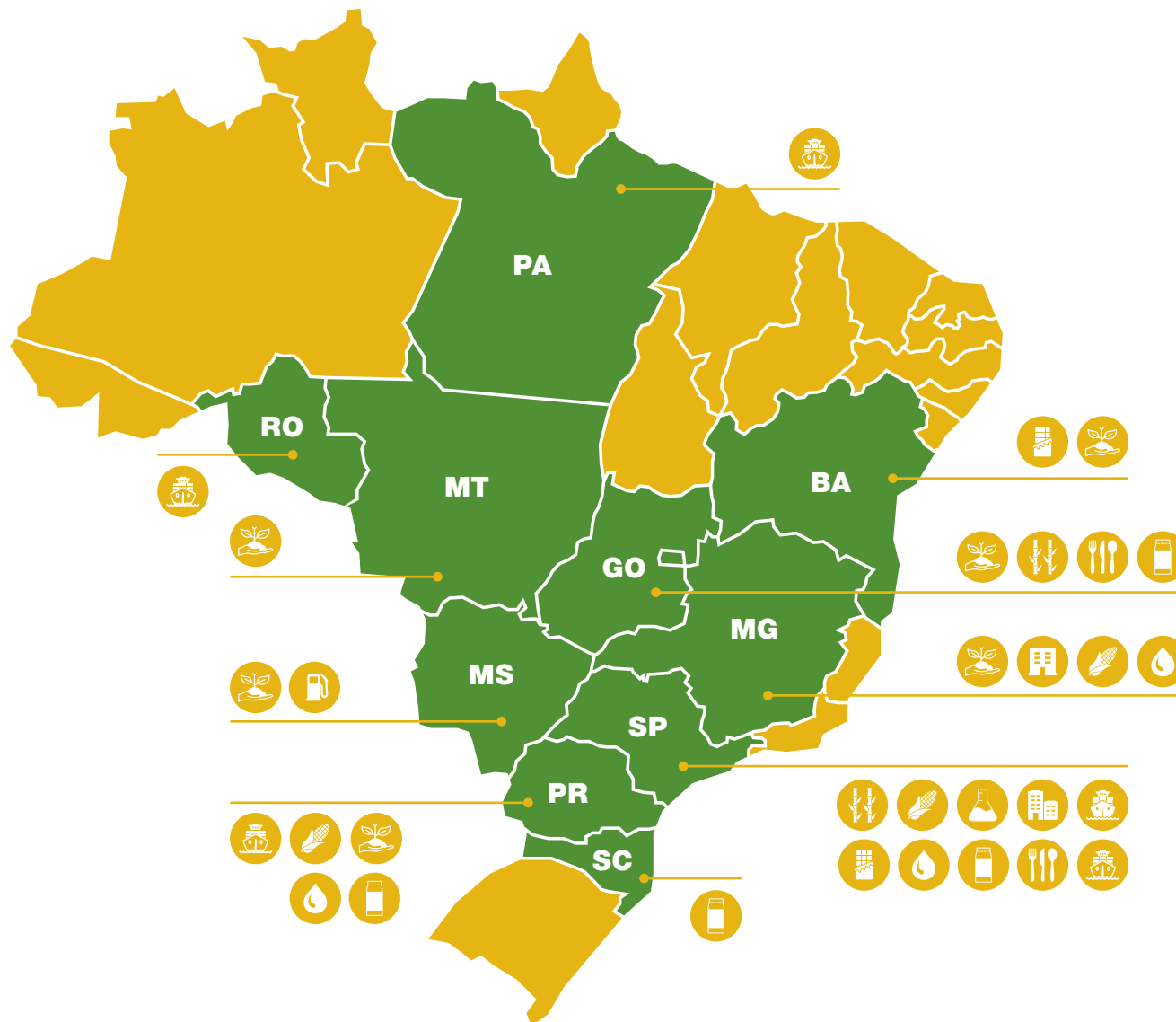
Cargill

A privately held, multinational company with more than 155,000 employees in 70 countries, Cargill operates in Brazil since 1965. With its global headquarters in Minneapolis (Minnesota), it was founded in the United States in 1856. The headquarter of its operations in Brazil is located in São Paulo, and the company is present in 17 Brazilian states and in the Federal District, in 147 cities and generating 10,029 direct jobs. In 2019, it was the largest exporter of soy and corn in the national territory, with products purchased by 125 countries.

GRI 102-1, 102-3, 102-5, 102-6, 102-7, 102-45

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, Mogi Mirim (SP), Chapecó (SC), Goianira (GO), Toledo (PR)
-  **Innovation Center**
– Campinas, Mogi Mirim Animal Innovation Center (SP)
-  **Central Office**
– São Paulo (SP)
-  **Foods**
– Goiânia, Itumbiara, 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)**
– Guarujá, Santos (SP), Miritituba, Santarém (PA), Paranaguá (PR), Porto Velho (RO)



*Cargill also has warehouses in another seven Brazilian states.

Game Plan for Success 2.0 GRI 102-16

GPS 2.0 (*Game Plan for Success*) is a strategic orientation plan that guides Cargill in its aspirations (purpose and vision), in decision-making (values), in the scope of what it offers to its clients (client value proposition) and how to achieve the expected results more quickly (accelerators).

Our purpose

Cargill will

Our vision

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

Our values

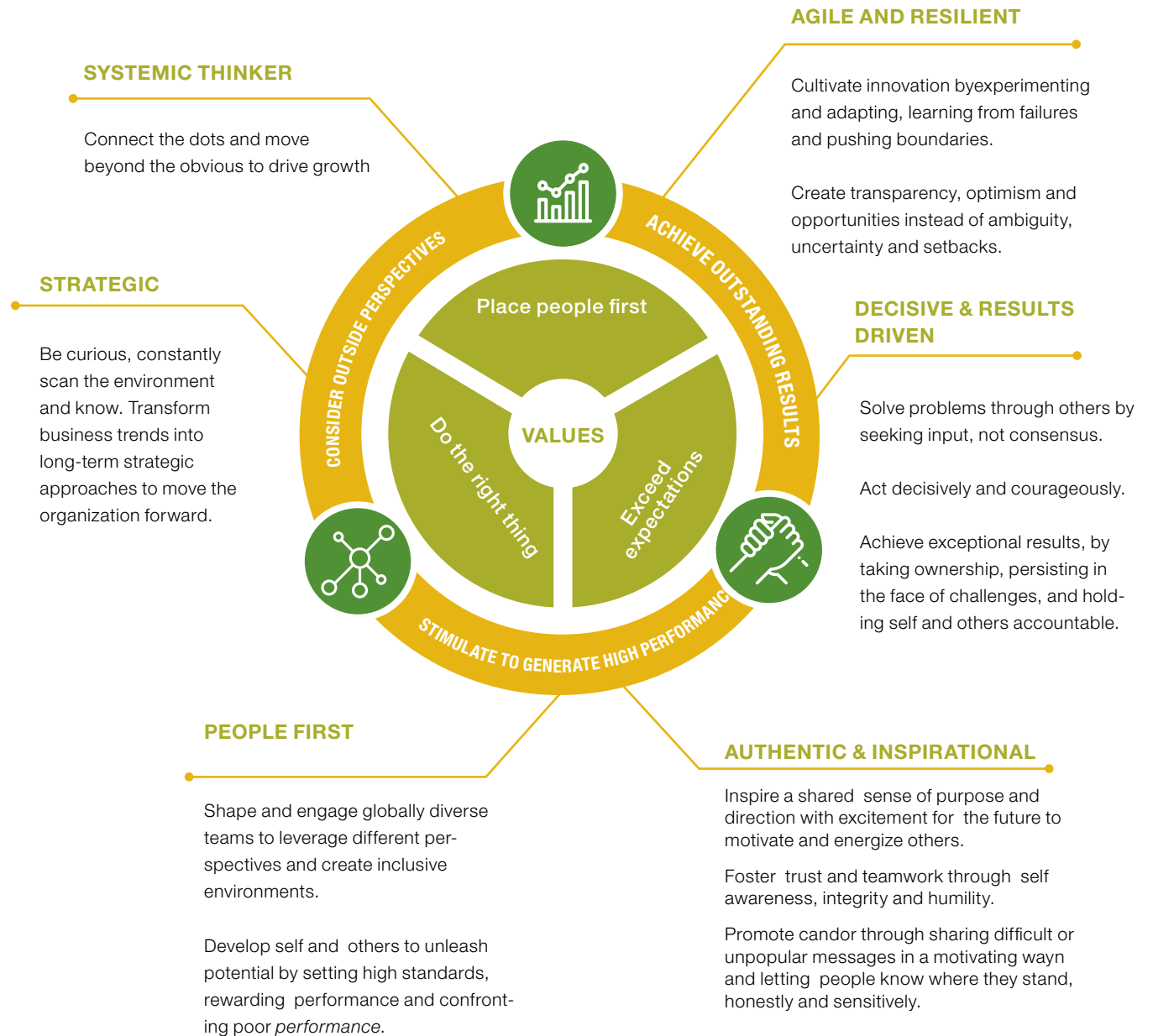
Place people first, do the right thing, reach higher

Our customer value proposition

A world of expertise delivered locally, quickly and reliably - creating value together with our customers.

Our accelerators

Innovate what matters, unlock Cargill's full potential and grow markets and margins



Areas of activity GRI 102-2

Agriculture

Cargill is one of the largest buyers, processors and traders on the planet for grains (wheat, corn, oilseeds, cotton and sugar).

Food

It offers ingredients such as acidulants, sweeteners, thickeners and others for the food and beverage industry. It also has self consumer retail product brands, sold directly to consumers and *food service* markets.

Own brands: quality for consumers

Cargill has traditional brands that are well-known by Brazilian consumers, such as Elefante, Liza, Maria, Purilev, Tarantella and Pomarola, among others.

Bioindustrial

It develops and commercializes a great variety of vegetable oils, esters, polyols, fatty acids and emulsifiers for the industrial market. 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.

Animal nutrition

It develops ingredients intended for animal nutrition and offers services to the animal production sector, intended for feeding, health, well-being and performance *improvement*.

Financial

It provides financial solutions, such as financing and risk management, specially intended for farmers, companies of the agricultural sector and the food industry.

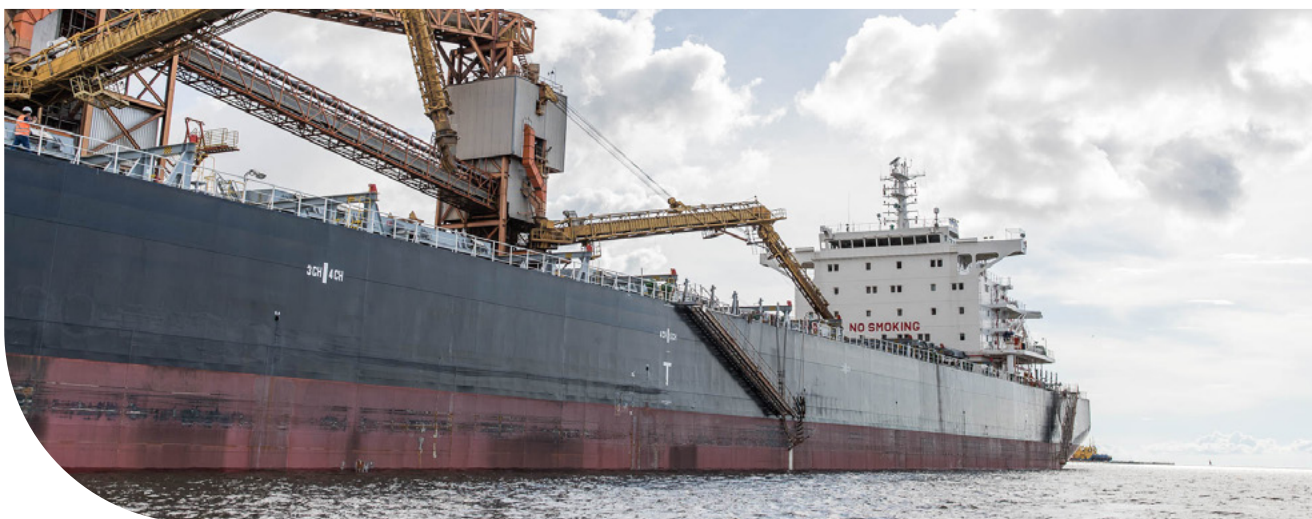
Governance GRI 102-18

In Brazil, the highest governance instance is the Executive Board, led by the president and formed by six other directors. To support them on strategic topics, cross-functional Committees are formed. Currently, there are the Diversity and Sustainability committees.

Globally, the Brazilian Board, as well as the Executive Board of each country, receives support from committees (seven permanent and temporary, when needed) formed by Cargill executives from various parts of the world.

Diversity Committee – It develops and executes actions intended to promote a more inclusive and diverse work environment. Employees from several areas and hierarchical levels are responsible for following the metrics, validate guidelines, actions, goals and indicators, and report to leadership. Furthermore, they follow and leverage the activities of the *Business Resource Groups* (BRG), volunteer networks of Cargill professionals who perform actions to promote diversity. Currently, there are four BRGs in Brazil: *Pride Network* (sexual orientation and gender identity), *AfroCargill* (race/ethnics), *Mulheres Operando no Brasil* [Women Operating in Brazil] (gender) and *IN* (handicapped people). The BRGs organize lectures, events, training and debates for company leaders, as well as communication and informational campaigns for the entire company.

Sustainability Committee – Assists the Executive Board regarding strategies that are in line with the global corporate purpose of being acknowledged as a reliable source of sustainable products and services. Promote local priorities in conformity with global policies and goals. It is also responsible for monitoring indicators and goals and articulating with other company teams.





2019 awards and acknowledgments

Top of Mind

Elefante was elected the most recalled brand by consumers in the Tomato Sauce and Extract category, followed by Pomarola. Elefante was the Spotlight brand in the South region of the country.

Exame Diversity Guide

In its first edition, this Guide elected Cargill as the most inclusive and diverse company of Brazilian agribusiness. This initiative is of "Exame" magazine in partnership with the Ethos Institute and intends to acknowledge companies that work in favor of gender and racial equality, including handicapped people and LGBTQIA+ rights.

The most loved

Cargill was listed among the 50 best companies chosen by professionals, organized by *Love Mondays*.

Innovation value

The Cargill Animal Nutrition unit was acknowledged as the 4th most innovative agribusiness company in the annual ranking organized by "Valor Econômico".

15th Top Agribusiness Award of Globo Rural

Cargill is first place in the Animal Nutrition and Soy and Oilseed Industry. It was also chosen as the greatest among the 500 companies of the sector for the seventh consecutive year.

Best places to work in 2020 Cargill was chosen as one of the Best Places to Work, according to the evaluation done between October 2018 and October 2019 by Glassdoor.



Transition in the presidency

After eight years leading Cargill in Brazil, Luiz Pretti has left the president's office, during which he promoted a great growth cycle for the company, and will now dedicate himself to personal projects and to Councils of other great companies. On December 16, 2019, Paulo Sousa took over, who will accumulate this function together with his role as leader of the Agricultural Business Division in South America. Sousa started at Cargill as a *trainee* in 1990 and has already worked in several areas and businesses of the company.

Ethics GRI 103-2, 103-3 | 406

Cargill has a Code of Conduct that must be followed by employees in all countries in which the company acts. This Code was developed based on the ethical principles of the company.

Any deviation from the Code must be reported by means of the Ethics Line, managed by a third-party company, which ensures whistleblowers remain anonymous if they so prefer.

The third-party company does an initial analysis of the information and, based on it, an investigative process is initiated to ascertain the facts, verify documents, conduct surveys and interviews. Afterwards, recommendations are elaborated as well as an action plan, discussed and created by professionals from the Human Resources, Legal, Health, Safety, among other areas.



Cargill guiding 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



Ethics Line

This channel is available for employees, suppliers, partners and society at large to report any situation that violates the company's Code of Conduct.

On-line

Telephone (Brazil) – 0800-892-0726



Financial performance

GRI 103-2, 103-3 | 201

In 2019, we continued to grow our net operational revenue, by R\$ 50 billion, a 7% increase when compared to the previous year, and saw a drop in our net profit, which was of R\$ 354 million. Investments grew, jumping from R\$ 520 million to R\$ 675 million and involved acquisitions, projects and improvements at our factories. GRI 102-7

Direct generated economic value (R\$) 2019
GRI 201-1

Revenues	49,700,730,000.00
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Distributed economic value (R\$) GRI 201-1

Distributed	2019
Operating costs	47,798,057,000.00
Employee salaries and benefits	1,518,384,000.00
Payments to capital providers	-
Total	49,316,441,000.00

Retained economic value (R\$) GRI 201-1

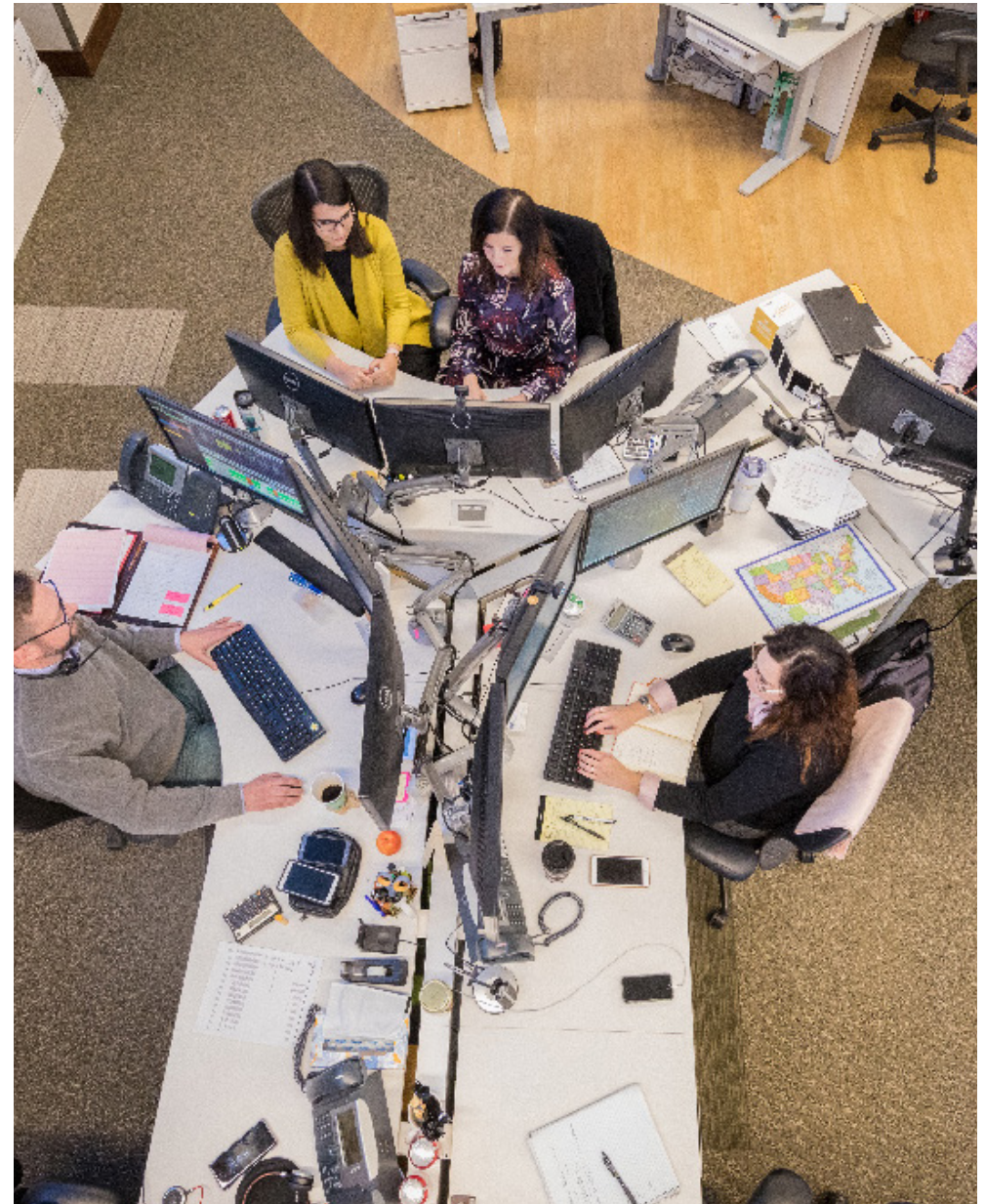
	2019
"Direct generated economic value" minus "Distributed economic value"	384,289,000.00

Distributed economic value (%) GRI 201-1

Employee salaries and benefits



Operating costs



Investments



R\$ 150 million

invested in Uberlândia (MG), to implement a new production line to process modified starch and wet feed for beef and dairy cattle, besides a water treatment plant. Inaugurated in April, the new facilities position this city of Minas Gerais as the largest company *site* outside the United States, consolidating a group of five factories.

The animal feed unit has a productive capacity of 60,000 tons, with potential of doubling production. The modification unit has the capacity of producing 30 types of starches to supply small and mid-sized producers in the Triângulo Mineiro and Paranaíba (MS) regions. The treatment station will allow for a 30% potable water consumption reduction.



R\$ 550 million in three years

for the construction of the Bebedouro (SP) pectin plant, intended to strengthen the supply of the global demand for this input, which grows between 3% and 4% a year. Cargill already produces pectin at factories in Germany, France and Italy. Initially, we expect to create 120 jobs in the production and support areas. This new factory, which will be the first in the Americas, is expected to start operations in 2021. HM pectin, which will be produced at this unit, is a texture agent produced from fruits. Demand for this product is constantly growing around the world, mainly leveraged by the dairy beverage, juice, jelly and other bakery ingredients sector, with a strong focus on the Asian market.



Purchase of 100%

of the Integral Nutrição Animal assets, with the factory in Goianira (GO) and product portfolio ranging from mineral supplements to feed.

100%

of Beckers Indústria de Nutrição Animal Ltda, producer of piglet feed, located in Paraná.



Sustainability strategy

Cargill established its global sustainability strategy by focusing on three pillars that it believes will sustain the future of its businesses and of the world.

- Nourish the world
- Protect the planet
- Enrich our communities

The company is committed to feed the world in a safe, responsible and sustainable way by preserving natural resources and causing positive impact on the communities in which we operate.

Nourish the world

Improve food safety and nutrition, evolve regarding innovations of the food system and strengthen the subsistence of farmers

Cargill is one of the largest companies of the agricultural and food sector in the world and its activities have a great impact and importance on feeding more than 7 billion people on the planet - and the 210 million Brazilians. And this is our purpose: to be leader in nourishing the world in a safe, responsible and sustainable way

Besides investments in infrastructure to increase productivity and empower farmers, the company also seeks to improve the safety and nutritious power of food, besides animal performance and well-being.

Operational performance

The company invests in all phases of the supply chain in order to ensure the quality and safety of our final products. A cycle that starts with the supply of food, inputs and technical knowledge to the supply chain farmers, ensuring their subsistence by also buying their production.

For partnering industries, Cargill provides know-how and *insights* by means of data analysis, market information and financial and risk management solutions. It also transforms raw materials into final products in the areas of animal nutrition, food ingredients, animal protein, self food brands and inputs for the bioindustrial sector.

Agriness conquers clients in the international market

Agriness, a company from Santa Catarina state, leader in pig production technology in Latin America and a Cargill partner since 2018, has implemented its solution to test 20 pig breeders in Vietnam. Agriness supplies a cloud-based solution that combines data analysis and real-time management technology resources to pig farms, which allows to improve *performance*, productivity, sanitary *status* and animal health care. In Brazil, this solution is already being adopted by 90% of the swine market.

In 2020, together with Cargill, this technology, which is being adapted, will be used as a pilot in poultry and dairy farms.

Supply chain **GRI 102-9, 103-2, 103-3 | 414**

Cargill works with suppliers from various sectors - from raw materials to packaging. Some purchases are centralized by the *Strategic Sourcing & Procurement* area, and others, as is the case of the agricultural procurement area, are done by each business unit according to their need.

All negotiations are guided by the Supplier Code of Conduct, which requires knowledge and fulfillment of the company's seven ethical principles. In order to guarantee *compliance* of partners regarding fair labor, safety and occupational health practices and good practices when using natural resources, the environment and social responsibility. The purpose is to guarantee that the company work with ethical and irreproachable suppliers regarding their business and their employees. All contracts include social-environmental clauses, with requirements relative to defending Human Rights and legal requirements. **GRI 414-2**

Besides this, Cargill also has a Code of Ethics - Procurement and Strategic Sourcing, a document that guides Cargill departments and professionals who purchase and contract goods and services. This document provides information on what the company understands as being an ethical relationship with suppliers, conflicts of interest and the expected behavior from professionals that will deal with these partners.

Food safety **GRI 103-2, 103-3 | 416**

Supply food that contributes to a balanced, healthy and safe diet for our consumers - end or industrial - is non-negotiable. The regulatory area determines the requirements to be observed, according to the product category and legislation of the destination country, and our plants guarantee the implementation of the mandatory requirements, as well as the specifications defined by the clients. Besides this, the company acts jointly with associations representing the industry, and to obtain specific certifications, such as the *Food Safety System Certification* (FSSC 22000), recognized by the *Global Food Safety Initiative*, to attest the quality and safety of food.

Cargill is constantly present in forums and debates to improve sector regulations, and also maintains partnerships with universities to develop new products and improve those already existing, with the intent of being more and more healthy, nutritious and cause less negative impact to the environment and with positive effects for communities.

As the main metrics to ensure and measure safety, we have indicators that measure incidents involving food safety, cost of non-conformities and compliance with quality requirements. Monitoring is done in a global and local fashion. Results are discussed in local critical analysis meetings and - as needed - in meetings of the business leadership teams. Plants are audited at least once a year and have all the food safety certifications required by law and by clients. **GRI 416-1**

Effective communication with consumers **FP8**

Consumers are ever more keen on their food, both regarding its nutritional value as well as its safety.

Cargill is committed to inform in a transparent fashion our consumers about the products we make. This includes special care with our labels and efficient customer service via communication channels, such as Customer Service (SAC) for retail products, as well as corporate *sites* containing information intended for this audience. Besides this, in all our brand *sites*, we have a section "Talk to Us" where it is possible to send *e-mails* that will be forwarded to SAC.

We use acknowledged legislation food databases that contemplate the legislation of Latin American countries. A digital platform is being developed for Cargill Latam containing applicable documents, regulations and complementary guidelines organized by food category and subtopics related to *sanitary* compliance. There are also *links* included for legislation on guides that focus on a local product portfolio in order for internal professionals to be able to quickly access information.

We inform, with transparency, about our products to consumers

Product launches

Lévia+c

New fat with technology developed in partnership with the Campinas State University(Unicamp). Used in ice creams, creams, dairy drinks, it allows to reduce the content of saturated fat without the products losing their ideal creaminess, consistency and texture.

Skimo and Genuine

The line of chocolates, chocolate powder and toppings produced by Cargill added new products to its portfolio. The liquid Skimo topping is ideal for covering popsicles, produce flakes and reduce the humidity barrier on ice cream cones and is available in 4 kilogram buckets in milk, dark and white chocolate flavors. The second novelty is *Genuine*, chocolate pieces intended for the chocolate market in general. It is available in 7 kilogram packages, in milk, dark and white chocolate.

Probeef Semi

The Cargill Animal Nutrition unit launched, by means of the Nutron and Integral brands, a unique solution that substitutes part of the energy source (corn and sorghum, among others) of partial feedlot animal diets. The objective is to improve the thickness of subcutaneous fat (carcass finishing) of the animals, generating positive results in carcass cooling.

NutronMilk

A new line of vitamin mineral nuclei for lactating cows, supplying a more nutritious product containing additives that promote health and animal well-being improvements.

Pomarola

This tomato product line was renewed in terms of its brand, recipe and new ingredients. The 340 gram Pomarola Tradicional Sachet, for example, underwent a 45% salt reduction. The portfolio was simplified to three lines - Tradicional, practical everyday recipe; Sabores, for special recipes with basil and bolognese flavors; and Chef, with *premium* sauces and select ingredients. All products are made using controlled origin tomatoes which producers receive technical support from Cargill specialists regarding fertilizer use, seed distribution and water consumption needed for production.

Food safety, which ensures a healthy diet, is non-negotiable



Protect the planet

Care in land use, advancement of climate solutions and protection of water resources

GRI 103-2, 103-3 | 304

Cargill promotes [or upholds or incentivizes] sustainable agriculture in order to achieve more balanced and efficient land use.

With the company's global support of the New York Declaration on Forests in 2014, Cargill committed to having supply chains free of deforestation until 2030, published in the [Cargill Forest Policy](#). In 2019, it also launched another two policies: the [Policy on Sustainable Soy - South American Origins](#) and the [Commitment on Human Rights](#).

The company has also worked together with internationally renown non-governmental organizations, governments and communities to find sustainable, transparent, scalable and socially fair solutions, specially in the cocoa, soy and palm oil chains.

Monitoring

GRI 103-2, 103-3 | 307

Cargill relies on a legal requirement management system, by means of which it monitors and evaluates the legislation in effect applicable to its businesses, as well as newly published legislation, licenses and their conditioning factors. A second platform allows us to also monitor the supply chain regarding environmental and social aspects, including work analogous to slavery. Any illegality is analyzed and may result, among other things, in supplier impediment.

By means of its policies and partnerships, Cargill commits to:

- Transforms our supply chain to be deforestation free while protecting native vegetation beyond forests;
- Promotes responsible production, which benefits farmers and surrounding communities;
- Respects and upholds the rights of workers, indigenous peoples and communities;
- Upholds high standards of transparency through reporting of key metrics, progress and grievances;
- Address external *stakeholder* claims in a timely fashion, and in case incidents are identified, take the necessary corrective measures including, but not limited to, disciplinary or commercial measures;
- Bring an external perspective to the sustainability efforts of the company by means of an External Consultive Council.

Sustainability in the soy supply chain

In February, Cargill published its Sustainability in the soy supply chain for South America in which it ascertains its belief in the coexistence of forests and agriculture and how both are indispensable for life on the planet. In June, it published a new action and investments plan to reach the goal of having its chains free of deforestation by 2030.

In the Amazon, purchases are made in conformity with the Soy Moratorium, a commitment to not trade soy coming from areas deforested after 2008 in the Amazon. For the Cerrado, Cargill was one of the companies to sign the agreement, this year, under the scope of the Soft Commodities Forum (SCF), and promote a common structure among companies to communicate and monitor the progress of transparent and traceable soy chains in this biome. [GRI 102-12](#)

The requirement of good practices and deforestation-free production demands efforts, not only on behalf of the company, but of the entire chain. For this reason, the [Cargill South American Soy Action Plan](#) is based on six elements:

It is founded on our belief that farming and forests can and must coexist

Assess and plan implementation

- Define policies, action plans and key performance indicators and train internal teams that will help promote them.

Understand the supply chain risks

- Identify the origin of all soy originated by the company in South America and the deforestation risks in these areas, by means of mapping and analysis.

Engage supplier partners

- Work in close collaboration with producers to supply resources, ensure that their concerns are met and engage them in leading the sector transformation.

Deploy action levers

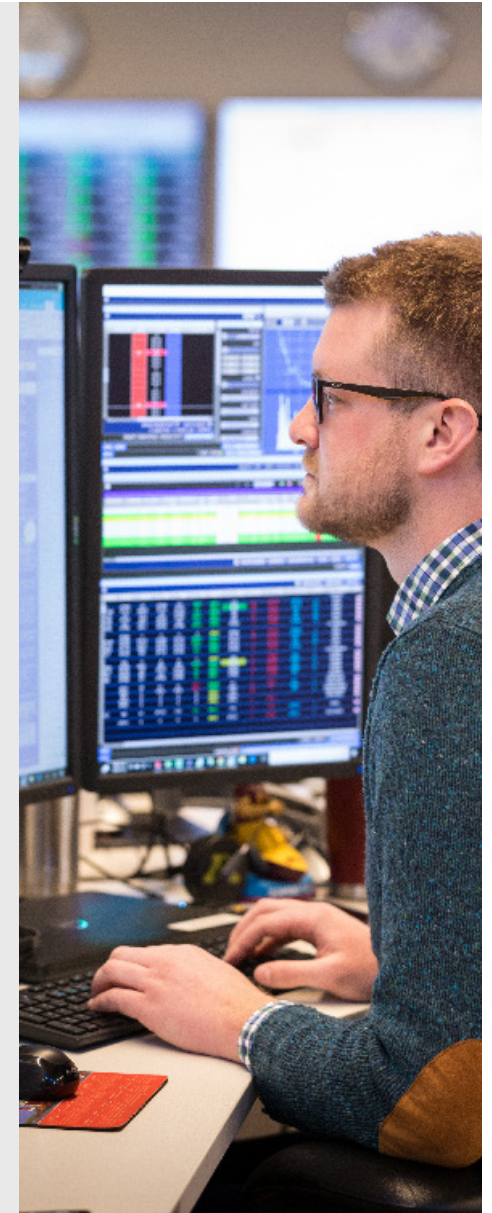
- Leverage progress by creating solutions that reduce deforestation and supply farmers with alternatives while seeking to maintain their means of subsistence.

Advancing transformational partnerships

- Engage with various groups of *stakeholders*, including producers, processors, *traders*, NGOs and governments, to create lasting protection for forests and indigenous vegetation.

Monitor, verify and report

- Use advanced systems to confirm that the change the company wants to see is occurring, promote transparency and take corrective actions whenever necessary.



Cargill actions to reach its soy chain goals



Policy

Place accountability into effect



Practice

Train producers to be sustainable and successful



Partnership

Work together to leverage a large-scale change



Initiatives with farmers

Cargill is committed, as made explicit in its Sustainability in the soy supply chain for South America, to contribute to make producers prosper and expand their markets. Towards this effect, in 2019 Cargill trained more than 3,000 producers in Brazil on sustainable agricultural practices and certification programs, by means of various programs. In September of 2018 the second cycle of the 3S Program was started with 200 farmers from the states of Goiás, Mato Grosso, Pará and Paraná, with the addition of Mato Grosso do Sul and Rondônia. In total, 400,000 hectares of land are monitored by this program. 3S is in line with various European Union standards and programs, such as RTRS, ISCC and others, in accordance with the FEAC (*European Feed Manufacturers' Federation*) sustainability guidelines.

3S Program

The 3S (Solutions for Sustainable Supply) Program is an agricultural, environmental and social management platform. It offers tools and technical consultancy to support agricultural property management and production control. This program is developed in partnership with the BioSistêmico Institute (IBS) and works as free and volunteer certification of soy producers, which engages in a continuous improvement process in three areas (agriculture, environment and social).

Soja Plus, an educational and volunteer program for farmers for continuous improvement of economic, social and environmental management has already involved 2,000 farms in the states of Bahia, Goiás, Mato Grosso, Mato Grosso do Sul and Minas Gerais. This work is a partnership of Cargill with Abiove (Brazilian Association of Vegetable Oil Industries) and Aprosoja - MT (Soy and Corn Producers Association of Mato Grosso). In two years, the investments in Soja Plus have helped farmers improve by 11.6% environmental indicators and 10.2% productivity indicators.

To learn more about Cargill's commitments to the soy chain, access the 2019 Report with the [Sustainability in the soy supply chain South America](#).

Movement towards dialog

Cargill is a member of the Brazil Climate, Forests and Agriculture Coalition, a multi-sector movement formed by more than 300 entities of the private sector, financial area, non-governmental organizations and academia to deal with issues arising from climate change, mainly those related to land use. [GRI 102-12](#)

Sustainability in the cocoa chain

Cargill has encouraged, in its cocoa productive chains around the world, the development of the agroforestry technique also known as Agroforestry System (SAF - Sistema Agroflorestal), which consists of agricultural plantations together with silviculture. Besides improving the climate, soil quality and water regulation on farms producing cocoa, it can guarantee extra income with an alternative product.

Since 2012, Cargill has made public its commitment – *Cargill Cocoa Promise* - so that farmers and communities of the cocoa chain can increase their income and improve their living conditions. In this sense, it has acted to increase the social, economic and environmental resilience of these small producers in order for the cocoa chain to be fairer and more sustainable.

In Pará, a pilot program is being conducted in partnership with the Agricultural and Forestry Certification and Management Institute (Imaflora - Instituto de Manejo e Certificação Florestal e Agrícola), which has already trained and offered support to 150 cocoa farms to reclaim degraded pasture areas. Also in partnership with Imaflora, *Farmer Coaching* trains more than 50 producers on good practices of sustainable production, covering pruning, more efficient use of fertilizers, disease control, fermentation, work safety, use of inputs and personal protection equipment (PPEs).

In 2019, we also implemented the Cacao Fértil project in partnership with *Solidaridad*, by installing ten experimental units to demonstrate the technical and economical feasibility of applying fertilizer to this crop in the city of Novo Repartimento (PA). This partnership counted with the Amazon Reforestation and Bionergy Cooperative (COOPERCAU - Cooperativa de Reflorestamento e Bioenergia da Amazônia). Cargill was responsible for Barter contracts (exchange of fertilizers for cocoa beans).

Sustainability in the palm oil chain

Cargill's Global Policy for the palm oil chain dates back to 2014 and, since then, it has contributed to make it more sustainable. Also known in Brazil as dendê oil, it is one of the most widely consumed oils in the world, since it is used to produce several foods, such as chocolate, cosmetics, energy and cleaning products, among other industries.

In this chain, our priorities are to ensure plantation traceability in order to guarantee they are not linked to deforestation; improve grievance mechanisms; engage suppliers; restore landscaping, involve small producers; invest in self plantations; protect human rights and decent work; and verify *compliance*.

In Pará, the company is united with Nestlé, *Earthworm Foundation* and others in the *Rurality* project, which helps small producers sell palm to the Biopalma oil supplier. The objective is to increase chain productivity to decrease pressure by opening new areas.

Climate change

Cargill has committed worldwide to reduce its impact regarding climate change. For this, it has focused on interventions in its supply chains, specially soy, palm and cocoa, in scheduling solutions and policies that benefit farmers, clients and the entire food system. In 2019, it expanded its goals, declaring its commitment to reduce greenhouse gas (GHG) emissions from its global supply chains (scope 3) by 30% per product ton by 2030, using fiscal year 2017 as the baseline.

These actions will occur by:

Promoting soil health – Soil health is essential to delay climate change and for farmers and breeders to prosper. Cargill is dedicated to helping producers implement regenerative agricultural practices that improve soil health, increase productivity, reduce GHG emissions, improve the quality and decrease the volume of water used.

Carbon reduction in sustainable transportation – The company seeks solutions in new technologies to contribute for the global transportation sector to move towards the zero carbon goal by 2050, according to the goals of the International Maritime Organization.

Protect forests in partnership with farmers – According to the Forest policy and all commitments made with the productive chains.

Emissions GRI 103-2, 103-3 | 305

Cargill has set as a goal to reduce absolute emissions by 10% until 2025, using as its baseline year 2017. In order to achieve this, every year the factory energy use plans are revisited and analyzed by means of initiatives and projects in which energy efficiency expansion opportunities are evaluated with the intention of reducing steam, electricity and fuel consumption. For each planned initiative, the CO₂ reduction calculation is performed, having as a basis the most current emission factors.

Less plastic, less emissions

The Liza brand reduced the amount of plastic in its 900 ml vegetable oil bottles, from 17.7 grams to 16.7 grams, annually avoiding the use of 161 tons of plastic. This amount avoided 390 tons of GHG emissions into the atmosphere in one year.

1st SDG Tech Awards Brazil

Cargill supported the awards ceremony, promoted by the Danish organization Sustainary, in Curitiba (PR), which acknowledged *startups* with initiatives in line with the Sustainable Development Goals (SDG) of the United Nations (UN). 106 projects participated and the six best placed in the Digital Solutions category were invited to participate in the Cargill mentoring program, with the innovation team and business managers from São Paulo.

Direct emissions of greenhouse gases (t CO ₂ equivalent) – Scope 1 <small>GRI 305-1</small>		
	2018	2019
Electricity, heat or steam generation	95,497	88,354
Transportation of materials, products, waste, employees and passengers	2,736.00	2,972.00
Total gross CO₂ emissions	98,233	91,326

Biogenic CO₂ emissions (t CO₂ equivalent)



Indirect emissions arising from energy acquisition (t CO₂ equivalent) Scope 2 - GRI 305-2



Water and effluents

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

Cargill has a unique policy with regard to water use with goals established for the use of this resource to become increasingly efficient. Besides this, each business unit has specific policies for water management.

Water reuse in Uberlândia

Cargill launched a new residual water reuse project with the purpose of reducing potable water consumption by 30%. For this, R\$ 40 million were invested. This project consists of using filtration membranes in cooling towers to purify water arising from industrial processes at the Uberlândia site and make it suitable for reuse. The expected savings are of 2.5 million liters of water per day, an amount sufficient to supply a city with 17,000 inhabitants.

Total volume of water consumed from all areas (ML)¹ GRI 303-5



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

Total withdrawn water volume in all areas and water-stressed areas, per source (ML) GRI 303-3		
	2018	2019
Source	All areas	All areas
Surface water		
Fresh Water (≤1000 mg/l of Total Dissolved Solids)	848,607.12	836,292.76
Underground water		
Fresh Water (≤1000 mg/l of Total Dissolved Solids)	424,739.90	334,233.11
Third-party water		
Fresh Water (≤1000 mg/l of Total Dissolved Solids)	2,372.00	1,884.00
Total	1,275,719.02	1,172,480.87

Waste

GRI 103-2, 103-3 | 306

Cargill manages its waste by means of the Environmental Waste Program, with the purpose of establishing global requirements, procedures and guidelines for waste management at all *sites*, besides fulfilling all local legislations in effect. One of the Program procedures provides guidance on waste generation in productive processes. The data relative to waste generation and destination are stored in a global data management system, by means of which they are monitored and analyzed to ensure legal compliance and seek continuous improvement projects.

In this sense, the company seeks productive efficiency and disposes all waste in an eco-friendly fashion. In 2019, a partnership was celebrated for the destination of soy waste from four soy factories. What previously was sent to composting will be used as biomass in cement furnaces, adding value to the waste and to the process.

There also are initiatives per business units or brands. One example is the Cargill Ação Renove o Meio Ambiente (Renew the Environment Action) Program, signed by the Liza oil brand, which collected 4.3 million liters of spent vegetable oil (one million liters in 2019 alone) and transformed them into raw materials for new products, such as biodiesel, a clean source and renewable fuel.

This Program offers a practical and sustainable alternative to correctly dispose of spent cooking oil and is done in partnership with supermarket chains, *shopping malls*, companies, city halls, schools and other institutions in order to implement more than 1,000 spent oil collection points in ten Brazilian states (São Paulo, Rio de Janeiro, Minas Gerais, Goiás, Santa Catarina, Paraná, Rio Grande do Sul, Mato Grosso do Sul, Bahia and Pará).

Also this year, Cargill closed a partnership with the Burger King chain, which implemented the Ação Renove o Meio Ambiente program at 90 restaurants to collect and dispose in an eco-friendly way the vegetable fat and oil waste, thus assuring traceability of the process and allowing that the chain receive for the disposed waste.

Consumers can also find collection points at retail chains. The list of venues is available [at our website](#).

In terms of post-consumption waste, 96% of Cargill (B2C) packaging is recyclable. In 2019, we recovered 5,600 tons of packaging by means of reverse logistics programs. For this, we have partnerships with the entities Reciclar pelo Brasil, Cidade+Recicleiros and Programa EnCicla/Abiove.

Total volume of planned and unplanned water disposal GRI 303-5, 306-1

Total generated effluents (m³)



The Ação Renove o Meio Ambiente program collected 4.3 million liters of spent vegetable oil in 2019

Total nonhazardous waste generated, per destination (t)* - GRI 306-2		
	2018	2019
Reuse	38,356.98	38,717.00
Recycling	7,656.25	18,968.20
Composting	88,881.08	187,657.64
Recovery (including energy recovery)	593,539.99	655,724.05
Incineration (mass burning)	2,325.86	4,274.09
Landfill	60,339.09	69,630.58
Total	791,099.25	974,971.56
Total hazardous waste generated, per destination* (t)	2018	2019
GRI 306-2		
Recycling	-	-
Recovery (including energy recovery)	3292.39	4641.26
Incineration (mass burning)	290.04	350.91
Landfill	737.74	715.54
Total	4,320.17	5,707.71

* Consolidated data between Cargill Brazil and Usina Cevasa operations.

Transported hazardous waste

GRI 103-2, 103-3 | 306

All transportation and hazardous waste destination service providers are submitted to prior qualification before being contracted. The evaluation process consists of documentation analysis, *on site* visits done by the Environment, Health and Safety (EHS) team, and due diligence done by the Procurement team. After contracting, periodic *on site* audits are foreseen by the Cargill Environmental Waste Program, besides documentation revision.

Total hazardous waste transported and treated (t) ¹ GRI 306-4		
	2018	2019
Transported hazardous waste that was treated	34.84	30.22
Transported hazardous waste	2,388.90	5,677.51
Total transported hazardous waste	2,423.74	5,707.73

¹ Data referring to Cargill Brazil operations. All shipments are accompanied by the bill of sales and MTR (Waste Transportation Manifest).

Enrich our communities

Strengthen the community economy and development, besides sponsoring a lasting impact by means of employee engagement

Employees

Cargill has invested heavily in initiatives related to diversity and inclusion topics so that its 10,029 professionals have a healthy, welcoming environment that reflects the plurality of Brazilian society.

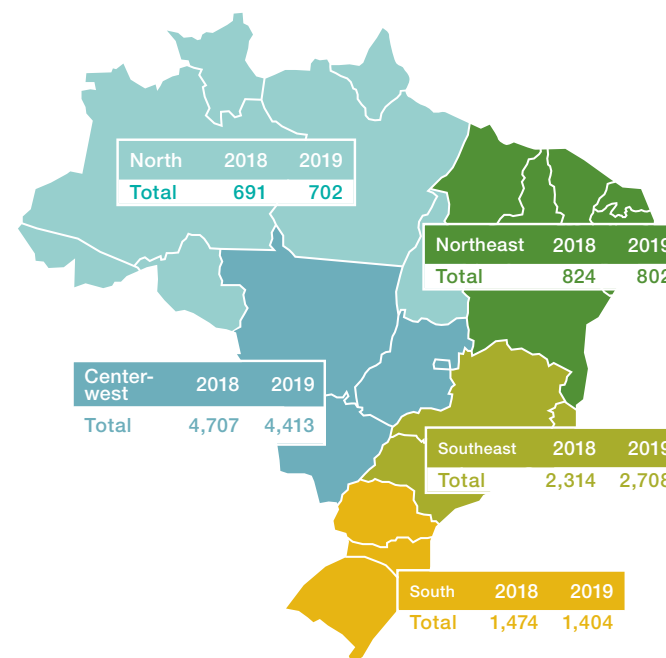
Employees per functional category GRI 102-8	2018	2019
Directors	82	87
Managers	1,127	1,120
Technicians/supervisors	3,766	3,495
Administrative	866	986
Operational	3,708	4,217
Apprentices	330	38
Interns	131	86
Total	10,010	10,029

Employees per type of job GRI 102-8

Type of job	2018			2019		
	Males	Females	Total	Males	Females	Total
Full-time	7,191	2,358	9,549	7,759	2,146	9,905
Part-time	219	242	461	67	57	124
Total	7,410	2,600	10,010	7,826	2,203	10,029

More information about our professionals

Employees per region GRI 102-8	2018	2019
Total	10,010	10,029



Diversity and inclusion

GRI 103-2, 103-3 | 406

Our goal is to have 50% women in leadership by 2030. This rate in 2019 was 29%.

We have implemented actions for this purpose along the entire professional trajectory at Cargill, including attraction and selection. Initiatives such as the blind resume evaluation, assertive communication of openings and structured selection processes, among others, are proving to be effective to attract more and more diverse candidates. The practice of blind resume evaluation intends to prevent possible discriminatory behaviors during the selection phase, preventing the selecting manager from identifying gender, university where the candidate graduated, regional traits and other peculiarities. This way, the focus is exclusively on the candidate's competencies.

As part of the formation of an adequate environment for diversity and inclusion, in the *My Learning* Portal, through which training is offered, there are courses, reading materials, videos and other educational formats available on these topics.

Our initiatives have already been validated. The Exame Diversity Guide has recognized Cargill as the most inclusive and diverse company in Brazilian agribusiness. Our governance also counts on a Diversity Committee (learn more on page 10).

Employees per type of labor contract and gender GRI 102-8

Type of contract	2018			2019		
	Males	Females	Total	Males	Females	Total
Fixed period	348	273	621	355	111	466
Undetermined time	7,062	2,327	9,389	6,913	2,650	9,563
Total	7,410	2,600	10,010	7,268	2,761	10,029

Workers per functional and gender category GRI 102-8

	2018			2019		
	Males	Females	Total	Males	Females	Total
Directors	62	20	82	66	21	87
Managers	807	320	1,127	795	325	1,120
Technicians/supervisors	2,152	1,614	3,766	2,310	1,185	3,495
Administrative	510	356	866	585	401	986
Operational	3,660	48	3,708	4,003	214	4,217
Apprentices	141	189	330	26	12	38
Interns	78	53	131	41	45	86
Total	7,410	2,600	10,010	7,826	2,203	10,029

Due to practices in line with the LGPD (Brazilian Data Protection Law) Cargill does not manage its workers by age range classification.

LIFT (LANGUAGE, INSPIRATION, FOCUS AND TRANSFORMATION)

We are one of the companies that helps make possible, by means of sponsorship, LIFT, an affirmative action intended for racial equality 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.

STORK PROGRAM (PROGRAMA CEGONHA)

It follows our employees, both male and female, during gestation and arrival of their babies. The program offers co-participation exemption for medical appointments and exams, follow-up and telephone guidance during pregnancy.

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.

The topic of diversity and inclusion is taken seriously at Cargill. From selection process to training, we want everyone to feel comfortable, respected and with access to the same opportunities.

Openings exclusive for trans professionals

Cargill opened, in Uberlândia, a selection process for transsexual professionals in the foreign trade area. This is the second contracting cycle focusing on this profile. The company believes that profile specification is important to break the marginalization cycle with which trans professionals are commonly treated, who traditionally are kept out of selection processes.

Health and safety

GRI 103-2, 103-3 | 403, 410

Our labor Health and Safety management has three great goals:

- Ensure that People, Operations, Assets and the Environment are safe and in conformity
- Think and operate as only one Cargill, focusing on the global and local action
- Promote a culture focused on zero damage across all of Cargill

To achieve them, we mapped risks and planned actions in total alignment with senior management. Responsible persons and time frames are defined to reach partial and total goals. Monitoring is done by the Committees of Health, Safety and Environment, which hold frequent meetings with the participation of leaders and representatives from all sectors of that location. **GRI 102-11**

Cargill follows the legislation and only contracts qualified and skilled professionals to elaborate the health and hazard reports. The high potential risk assessment process counts with an in-house tool and takes into account a severity and probability matrix. Safety inspection frequency is monthly. **GRI 403-2**

Professionals from all company teams are encouraged to report risks they may identify, whether regarding health and safety, operations or the environment. These reports are important sources of information to assess trends and possible fragilities and to identify where interventions are needed. **GRI 403-4**

All those contracted by Cargill are covered by the health and safety management programs and are trained on these topics during their induction process, prior to starting their activities. **GRI 403-1**

Also regarding health, our entire monitoring and management system is linked to the basic corporate requirements, to legal demands and all regulatory standards of the ministry of labor.

Besides the basic requirements, corporate campaigns are conducted such as, for example, potential risk assessments, risk assessment with moving equipment and electrical safety risk assessment, among others. **GRI 403-7**

Health services **GRI 403-3**

Regarding the occupational health of its employees, Cargill does the exams required by law in accordance with the risks identified in different activities, besides including exams it considers technically valid to monitor the effects of work on the health of its workers. In case alterations are identified in clinical or complementary exams related to labor activities, the responsible person for Health, Safety and Environment of that location is informed in order to provide the adequate measures. In this case, the professional may be relocated to other tasks until the risks are dealt with or reduced.

All Cargill units offer reference occupational health services, which may be internal or external, depending on the *site* complexity. There are basic requirements that all units must follow in their health programs and these are checked during corporate audits.

There is an Environment, Health and Safety Management Committee at all *sites* and it is responsible for discussing and defining actions based on statistical data, experiences, good practices and opportunities. All management of the Health, Safety and Environment topic is based on the following pillars: identify risks, analyze causes, define actions, implement measures and assess their efficacy.

Training on the topic is done by the Internal Accident Prevention Commission (CIPA), and uses the communication channels of each location and other available tools. Every month, all new employees undergo training related to the regulatory standards. **GRI 403-5**



Health promotion actions and programs **GRI 403-6**

Cargill offers the Essential for You Program, a well-being initiative with the purpose of presenting in a coordinated fashion all the health, well-being and quality of life actions, develop a health-based culture and stimulate seeking a healthier lifestyle in an integral manner.

By means of this program, besides offering a health plan, dental care and pharmacy benefits, Cargill also provides EssenciCall, a free 24-hour service for support; psychological, legal, nutritional and financial guidance; physical education and physical therapy.

For families expecting a baby, we offer the Stork Program, which offers information and provides good experiences during this new life phase. This program foresees exemption of co-participation in medical appointments and exams, follow-up and telephone guidance and webinars during pregnancy, besides designated rooms for breast feeding to support employees returning to work after their leave period.

These and other programs, events and actions are informed to workers by means of various specific internal communication channels, a *website* and app that allow professionals to have access to the main information regarding health directly from their mobile or private computer.

Freedom of association and collective bargaining **GRI 103-2, 103-3 | 407**

Cargill's union relations policy covers topics related to union freedom and collective bargaining. It also describes the company's commitment to maintain a respectful and harmonious relationship with unions and share in a transparent manner the collective bargaining with professionals.

Union freedom management is assessed and monitored by area managers at the times when collective bargaining is communicated, with support from the Human Resources area and by means of meetings held with the unions.



Cargill Foundation

GRI 103-2, 103-3 | 413

Created in 1973, the Cargill Foundation is a privately held institution whose main sponsor is Cargill Agrícola S.A. This organization acts in a responsible fashion to promote and disseminate knowledge, sponsor innovation in the food sector and contribute with the social transformation of the country. To learn more, access our *website* www.alimentacaoemfoco.org.br.

The Foundation is also responsible for Semeando Futuro (Sowing the Future), a corporate volunteering program of Cargill, that involves company employees in projects and their communities.

The Cargill Foundation Statute is one of the forms of activity by means of which the institution supports relevant social projects developed by civil society organizations, *start-ups* and research institutions that are in line with its mission.

The Foundation is also responsible for the Alimentação em Foco Award, offered in partnership with Enactus Brasil. This award supports Brazilian university projects that act locally and contribute to leverage the social transformation of their communities by means of entrepreneurship.



Cargill Foundation Numbers in 2019

79,411
benefited
people

1,392
volunteers

31
projects

70
cities

63 corporate volunteer
committees

Highlight projects

Alto Arapiuns Food Safety and Environmental

Conservancy Project: 17 smallholders are monitored in Santarém (PA), with farmer training and construction of an agricultural training and facilitation center.

1000 hortas – Environmental education and healthy eating: Together with the Scouts Union of Brazil (São Paulo chapter), the Foundation carried out interventions at 39 communities in the cities of São Carlos, Itapira, Campinas, Sorocaba, Iperó and Mairinque. Workshops, courses and social-educational activities are offered. 2,730 multipliers concluded the works.

Sponsorship for fish net cage production: Work done with 15 families of the Family Agriculture and Solidarity Cooperative of West Paraná (Coafaso - Cooperativa da Agricultura Familiar e Solidária do Oeste do Paraná), in Foz do Iguaçu, for the production of larva and juvenile fish at the fattening fishing point in nursery net cages. Currently 80 nursery net cages are in operation.

Bread and Bug Project: The Enactus Team, from the Federal University of Uberlândia, developed an alternative organic fertilizer production system based on raising insects of the *Tenebrio molitor* species in six months. This allows to eliminate expenses with conventional fertilizers for organic gardens, generating savings for small agricultural community farmers.

To learn more about these and other projects, [access our website.](#)

Projects with local engagement

GRI 413-1

In 2019:



36.78% are local development programs



We promoted **active listening** in the communities to design specific projects



We communicated the **results of environmental and social** impact assessments to all those involved



Human Rights

GRI 103-2, 103-3 | 408 | 409 | 411 | 412

Cargill works in partnership with governments and social well-being organizations to deal with issues related to Human Rights, including the fight against forced labor, child labor and other illegal practices. Also, the rights of indigenous people are covered by our policies, such as the Commitment to Human Rights and the Sustainable Soy Policy for South America, both launched in 2019.

All contracts and agreements celebrated by the company have clauses that contemplate these issues. To put its commitment into effect, the company has an automated system that blocks employers listed on slave work dirty lists. By doing so, they are unable to purchase, sign contracts or receive goods from companies or people included in such list. This system is also integrated with other requirements that go beyond social issues, such as the soy moratorium and the green grain protocol, among other examples. Furthermore, the company is a partner of InPacto - National Compact to Eradicate Slave Work, which develops sector-based strategies to fight this problem in productive chains. [GRI 409-1, 412-1, 102-12](#)

For the risk related to transportation of goods, we are part of the commitment to the Mão Certa Program since 2007 and have developed awareness actions for employees and truckers that haul shipments for Cargill. This program was created by *Childhood Brazil* and focuses on fighting child sexual exploitation. [GRI 408-1](#)

Content summary GRI GRI 102-55

GRI Standards	Content	Page	Omission	Sustainable Development Goals
General content				
GRI 101: 2016 Foundation				
	GRI 101 no Content available			
Organizational profile				
GRI 102: general disclosures 2016	102-1 Name of the organization	5, 7		
	102-2 Activities, brands, products, and services	10		
	102-3 Location of headquarters	7		
	102-4 Location of operations	8		
	102-5 Ownership and legal form	7		
	102-6 Markets served	7		
	102-7 Scale of the organization	7		8, 10
	102-8 Information on employees and other workers	28, 29		
	102-9 Supply chain	18		

GRI Standards	Content	Page	Omission	Sustainable Development Goals
GRI 102: general disclosures 2016	102-10 Significant changes to the organization and its supply chain	None		
	102-11 Precautionary Principle or approach	31		
	102-12 External initiatives	21, 23, 34		
	102-13 Membership of associations	50		
Strategy				
GRI 102: 2016 general disclosures	102-14 Statement from senior decision-maker	4		
Ethics and integrity				
GRI 102: general disclosures 2016	102-16 Values, principles, standards and norms of behavior	9		
Governance				
GRI 102: general disclosures 2016	102-18 Governance structure	10		
	102-38 Annual total compensation ratio		Confidential information	
	102-39 Percentage increase in annual total compensation ratio		Confidential information	

GRI Standards	Content	Page	Omission	Sustainable Development Goals
Stakeholder engagement				
GRI 102: General disclosures 2016	102-40 List of <i>stakeholder groups</i>	6		
	102-41 Collective bargaining agreements		100% of employees are covered by collective bargaining agreements.	
	102-42 Identifying and selecting <i>stakeholders</i>	6		
	102-43 Approach to <i>stakeholder</i> engagement	6		
	102-44 Key topics and concerns raised	6		

GRI Standards	Content	Page	Omission	Sustainable Development Goals
Reporting practice				
GRI 102: general disclosures 2016	102-45 Entities included in the consolidated financial statements	7		
	102-46 Defining report content and topic Boundaries	6		
	102-47 List of material topics	6		
	102-48 Restatements of information	None		
	102-49 Changes in reporting	None		
	102-50 Reporting period	Jan/01/2019 to Dec/31/2019		
	102-51 Date of most recent report	2018		
	102-52 Reporting cycle	Annual		
	102-53 Contact point for questions regarding the report	3		
	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	35		
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 and its boundary	6		
	103-2 The management approach and its components	13		
	103-3 Evaluation of the management approach	13		
GRI 201: 2016 Economic performance	201-1 Direct economic value generated and distributed	14		8, 9
Water and Effluents				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic and its boundary	6		
	103-2 The management approach and its components	25		
	103-3 Evaluation of the management approach	25		
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	25		6, 12
	303-2 Management of water discharge-related impacts	25		6
	303-3 Water withdrawal	25		6, 8, 12
	303-4 Water discharge	264,422 m ³		6
	303-5 Water consumption	25, 26		6

GRI Standards	Content	Page	Omission	Sustainable Development Goals
Biodiversity				
	103-1 Explanation of the material topic and its boundary	6		
GRI 103: 2016 Management approach	103-2 The management approach and its components	20		
	103-3 Evaluation of the management approach	20		
	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 and its boundary	6		
GRI 103: 2016 Management approach	103-2 The management approach and its components	24		
	103-3 Evaluation of the management approach	24		
GRI 305: 2016 Emissions	305-1 Direct (Scope 1) greenhouse gases (GHG) emissions	24		3, 12, 13, 14, 15
	305-2 Energy indirect (Scope 2) greenhouse gases (GHG) emissions	24		3, 12, 13, 14, 15
	305-4 Greenhouse gas (GHG) emissions intensity	Due to the diversity of Cargill products and services, there is no single factor to monitor the intensity of the greenhouse gas emissions. Therefore, monitoring is related to the absolute value, with a reduction goal of 10% of the total GHG emissions by 2030.		13, 14, 15

GRI Standards	Content	Page	Omission	Sustainable Development Goals
	305-7 NO _x , SO _x , and other significant air emissions		The measurements of NO _x and SO _x emissions are done following the frequencies and limits established by the environmental agencies of each state in which industrial facilities are installed. Consolidated data not available.	3, 12, 14, 15
Waste and effluents				
	103-1 Explanation of the material topic and its boundary	6		
GRI 103: 2016 Management approach	103-2 The management approach and its components	26, 27		
	103-3 Evaluation of the management approach	26, 27		
GRI 306: Waste 2016	306-1 Water disposal, discriminated by quality and destination	26		3, 6, 12, 14
	306-2 Waste, discriminated by disposal type and method	27		3, 6, 12
	306-4 Hazardous waste transportation	27		3, 12
Environmental compliance				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic and its boundary	6		
	103-2 The management approach and its components	20		
	103-3 Evaluation of the management approach	20		

GRI Standards	Content	Page	Omission	Sustainable Development Goals
GRI 307: 2016 Environmental compliance	307-1 Non-compliance with environmental laws and regulations	In the reference year, Cargill received three sanctions and penalties for environmental issues totaling R\$ 80,165.55. Two suits continue in conduct of proceedings/defense and one of them has already been closed with the competent agencies.		16
Labor health and safety				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic and its boundary	6		
	103-2 The management approach and its components	31		
	103-3 Evaluation of the management approach	31		

GRI Standards	Content	Page	Omission	Sustainable Development Goals
GRI 403: 2018 Labor safety and health	403-1 Occupational health and safety management system	31		8
	403-2 Hazard identification, risk assessment and incident investigation	31		3, 8
	403-3 Occupational health services	31		3, 8
	403-4 Worker participation, consultation and communication on occupational health and safety	31		8, 16
	403-5 Worker training on occupational health and safety	31		8
	403-6 Promotion of worker health	32		3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	31		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.	Non-discrimination
	GRI 103: 2016 Management approach	103-1 Explanation of the material topic and its boundary	6	
103-2 The management approach and its components		12, 29		
103-3 Evaluation of the management approach		12, 29		
GRI 406: 2016 Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	In 2019, three cases relative to discrimination were analyzed and concluded.		5, 8

GRI Standards	Content	Page	Omission	Sustainable Development Goals
Freedom of association and collective bargaining				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic and its boundary	6		
	103-2 The management approach and its components	32		
	103-3 Evaluation of the management approach	32		
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	This information cannot be externally disclosed.		8
Child labor				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic and its boundary	6		
	103-2 The management approach and its components	34		
	103-3 Evaluation of the management approach	34		
GRI 408: 2016 Child labor	408-1 Operations and suppliers at significant risk for incidents of child labor	34		8, 16
Forced or compulsory labor				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic and its boundary	6		
	103-2 The management approach and its components	34		
	103-3 Evaluation of the management approach	34		
GRI 409: 2016 Forced or compulsory labor	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	34		8

GRI Standards	Content	Page	Omission	Sustainable Development Goals
Security practices				
	103-1 Explanation of the material topic and its boundary	6		
GRI 103: 2016 Management approach	103-2 The management approach and its components	31		
	103-3 Evaluation of the management approach	31		
GRI 410: 2016 Security practices	410-1 Security personnel trained in human rights policies or procedures		Information not available. However, our employees that join Cargill undergo training on the Code of Conduct that contemplates human rights issues.	16
Rights of indigenous peoples				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic and its boundary	6		
	103-2 The management approach and its components	34		
	103-3 Evaluation of the management approach	34		
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.	2

GRI Standards	Content	Page	Omission	Sustainable Development Goals
Human rights assessment				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic and its boundary	6		
	103-2 The management approach and its components	34		
	103-3 Evaluation of the management approach	34		
GRI 412: 2016 Human rights assessment	412-1 Operations that have been subject to human rights reviews or impact assessments	34		
	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.	
Local communities				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic and its boundary	6		
	103-2 The management approach and its components	33		
	103-3 Evaluation of the management approach	33		

GRI Standards	Content	Page	Omission	Sustainable Development Goals
GRI 413: 2016 Local communities	413-1 Operations with local community engagement, impact assessments and development programs	34		
	413-2 Operations with significant actual and potential negative impacts on local communities		Cargill monitors the impacts of its operations but does not disclose any information on this.	1, 2
Supplier social assessment				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic and its boundary	6		
	103-2 The management approach and its components	18		
	103-3 Evaluation of the management approach	18		
GRI 414: 2016 Supplier social assessment	414-1 New suppliers that were screened using social criteria		Indicator not monitored in a consolidated way.	5, 8, 16
	414-2 Negative social impacts in the supply chain and actions taken	18		5, 8, 16
Customer health and safety				
GRI 103: 2016 Management approach	103-1 Explanation of the material topic and its boundary	6		
	103-2 The management approach and its components	18		
	103-3 Evaluation of the management approach	18		
GRI 416: 2016 Customer health and safety	416-1 Assessment of the health and safety impacts of product and service categories	18		

GRI Standards	Content	Page	Omission	Sustainable Development Goals
Food Sector Supplement - Consumer health and safety	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 team, which ensures that all products are in conformity with internationally recognized standards of food and safety management systems, as well as with our policy.	3
Outsourcing and procurement	FP8 Communication with consumers policies and practices about ingredients and nutritional information beyond legal requirements	18		2
Food Sector Supplement - Outsourcing and procurement	FP1 Volume percentage procured from supplier in conformity with the organization's procurement policy	Conformity with the Supplier Code of Conduct and the Procurement Policy is set forth in all our contracts.		

Membership of associations GRI 102-13

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

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