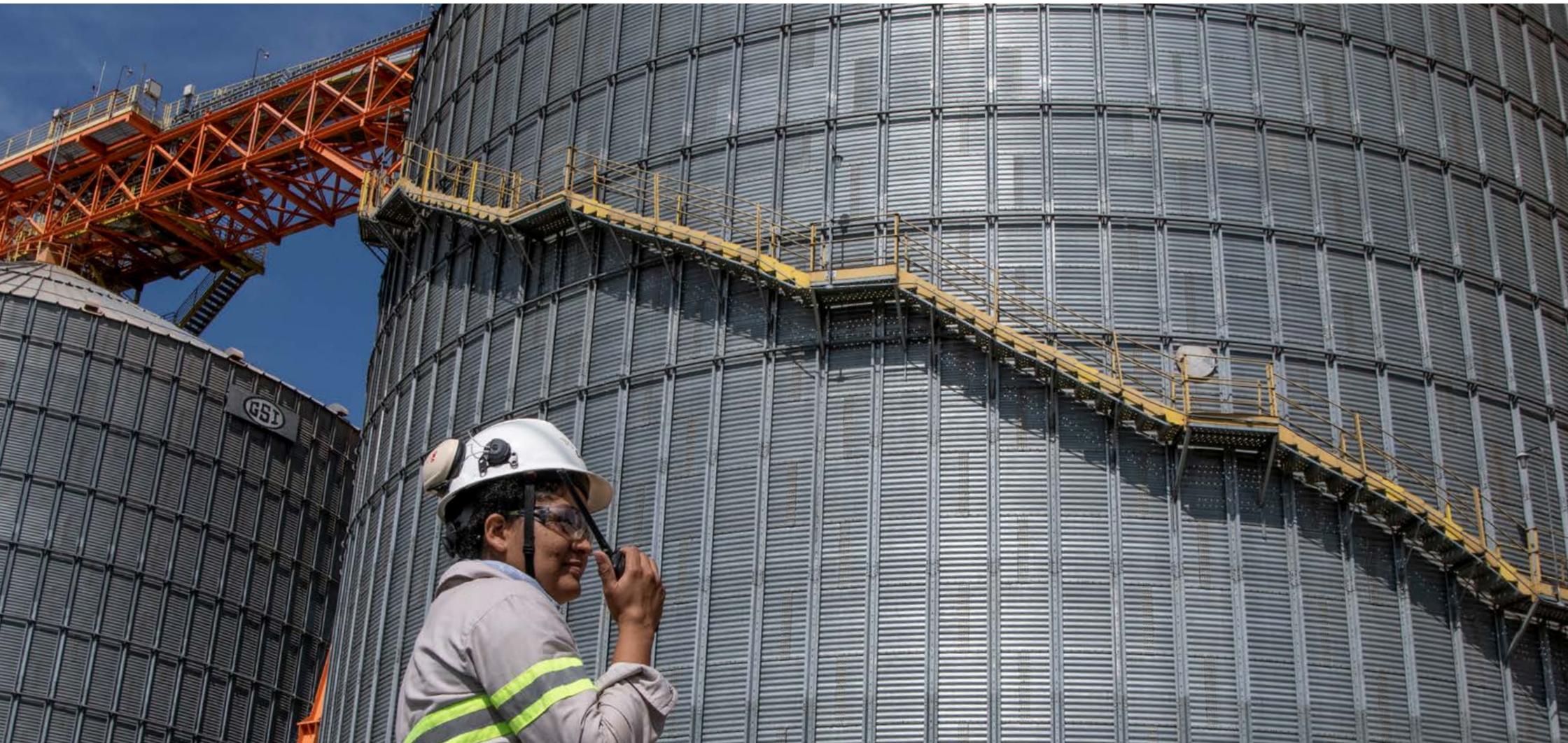


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2021  
Sustainability  
Report

# Brazil



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## About the Report

**GRI 102-45, 102-50, 102-53, 102-54**

This is Cargill in Brazil's 2021 Sustainability Report, in which we present the year's leading initiatives, actions and results.

The data reported involve Cargill Agrícola Cargill Alimentos and all of the company's units throughout Brazil, and cover the period stretching from January 1 to December 31, 2021. The content of the report has been developed in compliance with the 'GRI Standards: Core option', with no external verification of the reported data. Furthermore, it provides SASB (Sustainability Accounting Standards Board) data with the aim of making the sector content that much more transparent. **GRI 102-50, 102-54**

For comments, criticism and suggestions on this material, please write to: [sustentabilidade@cargill.com](mailto:sustentabilidade@cargill.com). **GRI 102-53**

**We hope you enjoy the report!**

# Message from the President of Cargill Brazil

GRI 102-14



**Paulo Sousa**  
Cargill Agricultural Supply Chain Group Leader  
and President of Cargill in Brazil

Our achievements in 2021 have made us optimistic about the future being set out for Cargill in Brazil. It was yet another challenging year due to the effects of the pandemic, with the new waves of contamination, whilst it was also extremely complex: the first semester saw excellent volumes due to the record soybean harvest but the drought affecting the production of corn in the second semester. Furthermore, there was a rise in inflation in the food sector and changes in the consumption behavior in relation to those of our products developed for final consumers, with a drop in purchases in the medium price band and a polarization between the segments with most and least purchasing power.

This optimism, despite the challenges, can be explained by the great effort we have made in adapting ourselves to the current scenarios, without losing the long-term vision that drives our business. The ability of our teams to continue working, whilst being entirely protected to prevent the spread of Covid-19, reinforced our clients' understanding that we are a reliable partner, despite the enormous challenges.

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**We have made every effort to adapt to the new scenarios, without losing our long-term vision**

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The year showed how the clarity of our proposal, ethical principles and values leave no doubt as to our direction in how things should be done and where we want to get to, allowing us to make important decisions regardless of how difficult the path.

The optimism also arises from the advances made in our strategies, allowing us to achieve our global sustainability targets. Across the year we undertook numerous important actions providing support for producers to be able to adopt sustainable agricultural practices, with a view to achieving our goal of ensuring our chains are free from deforestation. One of the highlights was the launch of the Land Innovation Fund, focused on funding projects that help protect the forests of South America. The fund, that involves an initial financial investment from Cargill of US\$ 30 million, is managed by Chemonics International.

Our commitment to the sustainable development of our business and working towards achieving the 17 Sustainable Development Goals (SDGs) was strengthened even more by our entry into the Global Compact Local Network in Brazil, in alignment with Cargill globally, since the group is a member of this initiative organized by the UN (United Nations Organization).

In market terms, the year was notable for the high demand for our products, with different countries looking to replenish their stocks, be this due to the pandemic, or due to the predicted limitations on the harvests, and the ability of the Brazilian producer to meet the demand. Doing our job of successfully joining these two points allowed us to achieve an impressive financial result. For the first time in our history, we surpassed the R\$ 100 billion mark in operating revenue. Despite a 15% drop in our profitability in comparison with 2020, due to factors such as the cost pressures felt in the sector, exchange rate volatility and the previously mentioned reduction in the corn harvest, we found ourselves at an excellent level of business generation, which has been consolidated year after year.

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**We have undertaken numerous important actions in support of farmers, assisting them in adopting sustainable agricultural practices**

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**For the first time in our history, we surpassed the R\$ 100 billion mark in operating revenue.**

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#### **Investments**

Over the course of 2021, we invested R\$ 1.023 billion in Brazil. We inaugurated our pectin manufacturing plant in Bebedouro, in the interior of São Paulo state, which, in 2021 alone, received investment of R\$ 229 million. We are actively working to increase the competitive standing of our factories, through the adoption of 4.0 industry technologies and actions structured to ensure gains in efficiency, as we seek to do more with the same assets. It is forecast that significant gains in productivity will be achieved as early as 2022. We have also continued with our ongoing investments in the safety of our personnel and operations.

#### **Providing food for the world**

We see Brazil as the planet's big food provider and, to fulfill our mission of feeding the world, we have continued increasing our investments in the country. We believe in the strength of the agriculture here, due to its fully complete chain and use of local raw materials and services, its creation of employment and distribution of income to the community as a whole in all sorts of different regions, including the most economically fragile locations.

Our businesses are well-managed by talents that we have as part of our internal structure, and we understand that to maintain our relevance we need to guarantee that our assets continue to grow. By doing so, we can continue to offer new jobs and provide our professionals with opportunities for career development, whilst creating a working environment that is increasingly diverse, equal and inclusive. We are able to continue responding to the enormous trust that our clients have placed in us, foreseeing and meeting their demands. We can certainly retain our place on Brazilians' tables with our line of consumer products.

It is with this optimistic vision of the future that we invite you to read this sustainability report, that presents all that we achieved in 2021.

#### **Paulo Sousa**

President of Cargill in Brazil

# 2021 Highlights

**10,348**  
employees in 2021

**R\$ 100 billion+**  
in operating revenue

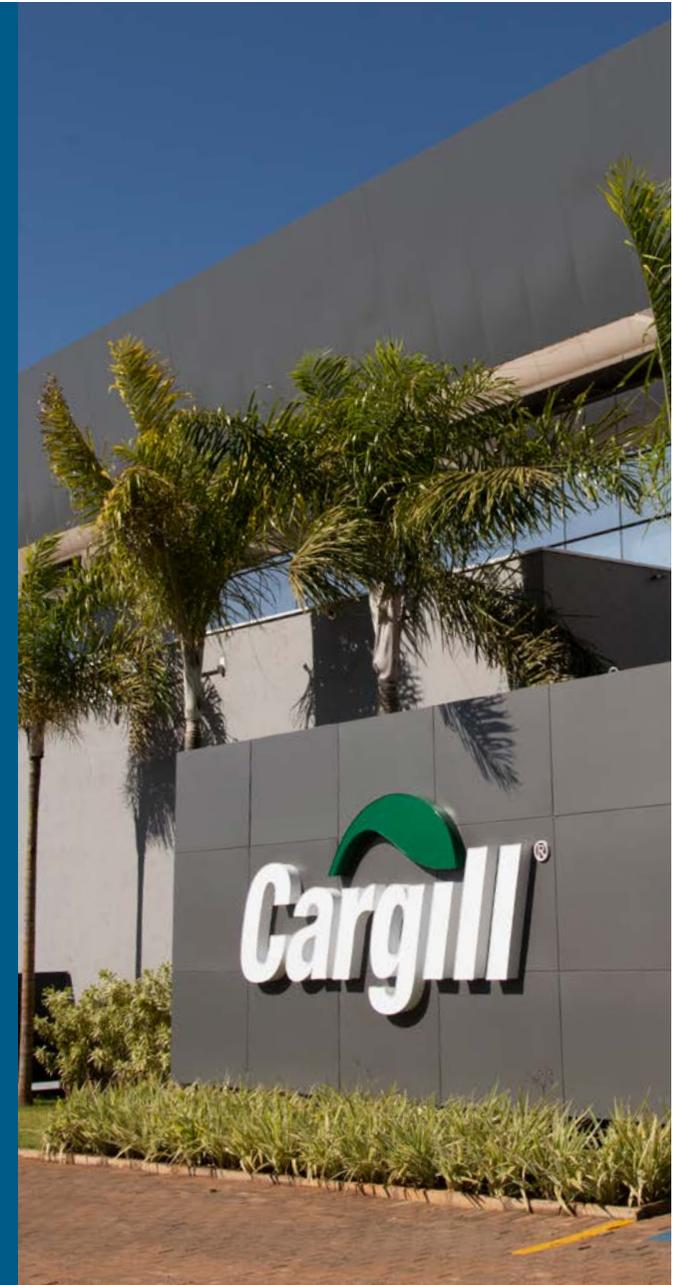
**R\$ 1 billion+**  
invested in Brazil

Cargill Brazil joined the  
**UN Global Compact**  
in Brazil

Inauguration of the  
**pectin plant,**  
using thermal energy

**100%** drawn from  
**biomass and biogas**

Investment of  
**US\$ 30 million**  
to kick start the **Land Innovation**  
**Fund for Sustainable Livelihoods,**  
created to protect South  
American ecosystems





**Working  
to nourish  
the world**

We work to make the global food system more sustainable, resilient and accessible. We lie at the center of the supply chain, connecting rural producers, clients and consumers. We are a global company, having been in operation for more than a century and a half, providing us with extensive knowledge and ample experience in the sectors in which we operate. We do the right thing, not only thinking of today, but to leave a legacy for future generations. Through innovation, we foresee our clients' needs and help them in building successful businesses. For us, sustainability is a business imperative and it is in this that we base our decision-making and our growth strategies. We are Cargill.

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**Material topics:**

- Ethics, compliance and transparency
  - Engagement and development of communities
  - Focus on clients' needs
  - Management of natural resources and a resilient food system
- 



# Cargill in Brazil

Cargill is one of the world's biggest food companies. Founded in 1865, it started its operations in the United States and, over the years, has expanded its activities. With its global headquarters in Minneapolis, in the United States, it currently has operations in 70 countries, involving 155,000 employees, and offers products, services and innovative solutions for clients in more than 125 countries.

We have been in Brazil since 1965. Operating as Cargill Agrícola S.A. e Cargill Alimentos Ltda., we are a closed corporation. Our Brazilian head offices are located in São Paulo (SP) and our operations are distributed across 111 municipalities in 17 states and the Federal District. We have 24 factories; 84 warehouses, and transshipment and distribution facilities; 6 port terminals; two innovation centers and three offices, generating around 10,000 direct jobs. [GRI 102-1](#), [102-3](#), [102-5](#), [102-7](#)

In our agricultural operations, we process and market soybean, corn, cocoa, cotton and palm, whilst we also produce sugar and ethanol as part of a joint venture with the São João Group, called SJC Bioenergia. We operate in the food sector, offering a wide range of ingredients to the food and beverage industry, as well as developing solutions for food service and providing a line of products bearing widely-recognized brands to the



final consumer. We are present in the bio-industrial segment, supplying industries with vegetable oils, esters, polyols, acidulants and emulsifiers amongst other bio-solutions. Our activities are also focused on animal nutrition, with an extensive portfolio of products and services designed to promote the health and performance of poultry, pigs, and beef and dairy cattle. To support the development of the sectors in which we operate, we also offer funding to rural producers, whilst

also managing risks, a service that we also offer to companies in the agricultural and food industry sectors. In all these areas of business, we position ourselves to offer innovative, transformative and sustainable solutions. [GRI 102-2](#), [102-6](#)

GRI 102-16

## OUR OBJECTIVE

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**Cargill will be the leader in nourishing the world in a safe, responsible and sustainable way.**

## OUR VISION

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

## OUR VALUES

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**Put people first  
Do the right thing  
Reach higher**

## OUR VALUE PROPOSAL

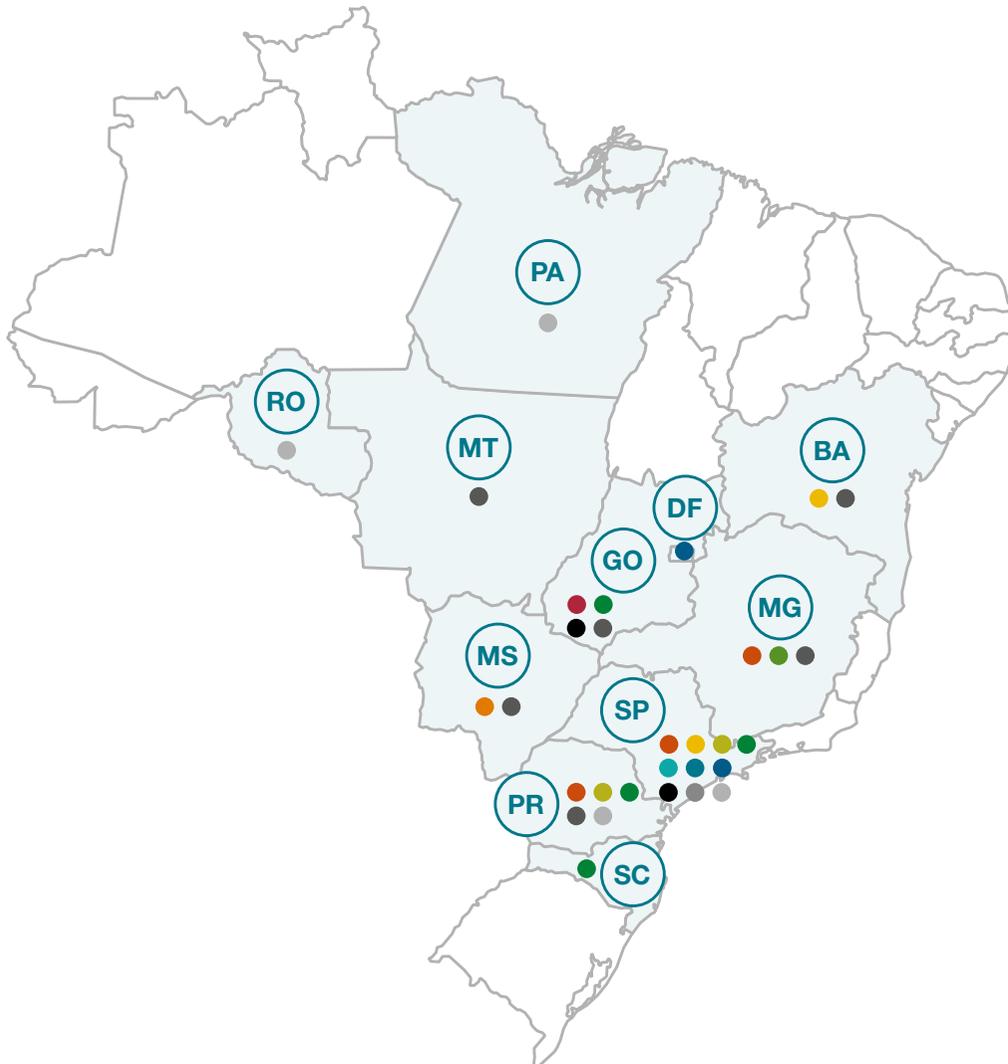
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**A world of expertise delivered locally, quickly and reliably –creating value together with our customers**

# Cargill's presence in Brazil

GRI 102-4



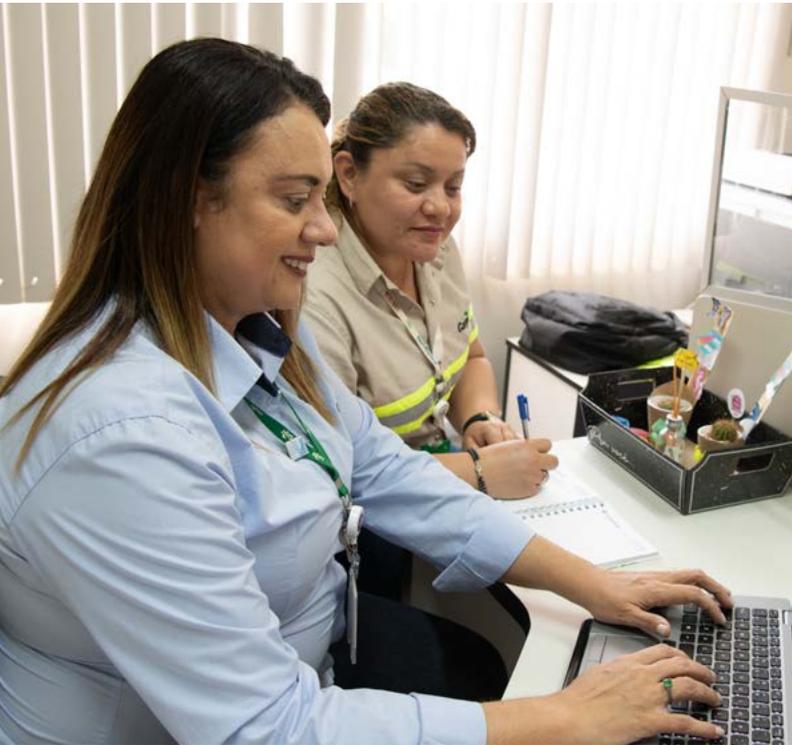
Cargill also has storage facilities in another seven Brazilian states.

|  |                                 |   |
|--|---------------------------------|---|
|  | <b>Sugar and Ethanol</b>        | <b>GO</b> Cachoeira Dourada*, Quirinópolis*   |
|  | <b>Starches and Sweeteners</b>  | <b>MG</b> Uberlândia<br><b>SP</b> Bebedouro, Porto Ferreira<br><b>PR</b> Castro   |
|  | <b>Biodiesel (soybean)</b>      | <b>MS</b> Três Lagoas   |
|  | <b>Cocoa and Chocolate</b>      | <b>BA</b> Ilhéus<br><b>SP</b> Porto Ferreira  |
|  | <b>Cargill Bioindustrial</b>    | <b>SP</b> Mairinque<br><b>PR</b> Ponta Grossa   |
|  | <b>Shared Services Center</b>   | <b>MG</b> Uberlândia  |
|  | <b>Cargill Animal Nutrition</b> | <b>GO</b> Goiânia<br><b>SP</b> Campinas, Itapira<br><b>PR</b> Toledo<br><b>SC</b> Chapecó   |
|  | <b>Animal Innovation Center</b> | <b>SP</b> Mogi Mirim  |
|  | <b>Innovation Center</b>        | <b>SP</b> Campinas  |
|  | <b>Head Office</b>              | <b>SP</b> São Paulo   |
|  | <b>Office</b>                   | <b>DF</b> Brasília  |
|  | <b>Foods</b>                    | <b>SP</b> Mairinque<br><b>GO</b> Goiânia, Itumbiara   |
|  | <b>Grains</b>                   | <b>BA</b> Barreiras<br><b>MG</b> Uberlândia<br><b>GO</b> Rio Verde<br><b>MT</b> Primavera do Leste<br><b>MS</b> Três Lagoas<br><b>PR</b> Ponta Grossa |
|  | <b>Terminal (sugar)</b>         | <b>SP</b> Guarujá*  |
|  | <b>Terminal (grains)</b>        | <b>PA</b> Miritituba, Santarém<br><b>RO</b> Porto Velho<br><b>SP</b> Guarujá*, Santos*<br><b>PR</b> Paranaguá   |

\* joint venture

# Governance - Our way of doing things

GRI 102-18



In Brazil, the highest level of governance is the Board of Directors, made up of the President of Cargill Brazil (who is also responsible for one of the businesses) and six directors (each of whom represent the other businesses and the operational areas).

In 2021, the Diversity, Equity and Inclusion Committee was operating, supporting the Board in the decision-making related to this matter, which is considered as being strategic.

## Global priorities and commitments

Cargill's ambition is to ensure the most sustainable food supply chains in the world. To achieve this, definition of the global priorities is directed by the different environmental, social and economic impacts of our operations. We work internally and together with our partners towards reducing these impacts and train farmers to be able to develop increasingly more sustainable agricultural practices.

Cargill encourages responsible land use, innovating and implementing solutions for the sustainable use of the land. We recognize that agriculture is the path towards a sustainable world and believe that it is possible to combine food production with environmental protection. We are committed to transforming our agricultural supply chains to be deforestation-free by 2030. [GRI 304-2](#)

We believe that the efficient management of water contributes to a safe and sustainable food system and we have assumed a leadership role, working with partners throughout our value chain, accelerating sustainable solutions that protect the quality, quantity and access to healthy drinking water. Water is a complex global issue that requires a local approach, considering that the water challenges vary between each of the regions where we operate. [GRI 103-2, 103-3](#) [303, 303-1, 303-2, 103-2, 103-3](#) [304 SASB-FB-PF-140a.3](#)

Respect for human rights is an essential part of our way of doing things. Cargill has made a public commitment to the Universal Declaration of Human Rights, a manifesto that forms a core part of our policies and codes of conduct. Our Suppliers' Code allows us to bring this commitment to all our business partners.

## Our global targets



### Climate

- To reduce our absolute greenhouse gas emissions by 10% (against a 2017 base line) by 2025, including the direct emissions from sources belonging to or controlled by Cargill (scope 1), and indirect emissions generated by the energy that we acquire (scope 2)
- To reduce emissions from our extended supply chain by 30% per ton of product sold by 2030



### Earth and Water

- Transform our agricultural supply chains to be deforestation-free by 2030
- Achieve sustainable water management in our operations and all priority watersheds by 2030
- Restore 600 billion liters of water in priority watersheds
- To reduce water pollutants in priority watersheds by 5 million kg
- Implement our Water Stewardship program at all 81<sup>1</sup> priority facilities
- Improve access to safe drinking water in 25 priority watersheds

<sup>1</sup> Water stress and the use of water were used to select Cargill's 81 priority units. Together, they are responsible for more than 80% of our total operational use of water.



### People

- Improve the livelihoods of 10 million farmers by 2030, through training in sustainable agriculture and better access to markets.
- Promote and respect human rights as outlined in the Universal Declaration of Human Rights and the UN Sustainable Development Goals

## Our policies

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



### Policy on Forests

[In Portuguese](#) | [In English](#)



### Commitment on Human Rights

[In English](#)



### Policy on Sustainable Soy - South American Origins

[In Portuguese](#) | [In English](#)



### Cocoa promise

[In English](#)



### Policy on Sustainable Palm Oil

[In English](#)

## Transparency in the results

We make the ESG Score Card available to the public, this being a panel that consolidates all the advances made by Cargill in relation to its global targets, and can be accessed [here](#).

We publish sector reports detailing the progress made with each of Cargill's action plans for our main supply chains, such which can be accessed [here](#). In order to enable the monitoring and centralizing of information, as of 2022, data found in the different publications are to be centralized in the global Cargill ESG Report.

## External initiatives

GRI 102-12

We participate in various different external initiatives designed to promote and improve dialog in search of actions focused on the appreciation, development and creation of positive and long-lasting impacts together with our priority publics (employees, rural producers, local communities and suppliers).



### Diversity, Equity and Inclusion

- **Fórum de Empresas e Direitos LGBTI+ (Companies and LGBTI+ Rights Forum)**  
Mobilization of companies committed to respecting and promoting the human rights of the LGBTI+ community
- **Iniciativa Empresarial pela Igualdade Racial (Business Initiative for Racial Equity)**  
Platform for articulation between companies and institutions committed to the promotion of racial inclusion and overcoming racism.
- **MOVER**  
A movement involving large companies from different sectors with the common aim of eliminating racism and inequality in the labor market.
- **Mulher 360 (Woman 360)**  
Corporate movement aimed at achieving women's economic development.
- **Paradigm for Parity**  
Signed by Cargill's CEO in 2016, aimed at establishing gender parity by 2030.

### Human Rights

- **InPACTO**  
Developing out of the National Pact for the Eradication of Slave Labor Institute, this initiative mobilizes different sectors in the promotion of decent working conditions.
- **Na Mão Certa (In the Right Hands Program)**  
Arising out of the Corporate Agreement Against Sexual Exploitation of Children and Adolescents on Brazilian Highways, this initiative works to transform truck drivers into agents protecting the rights of children and adolescents.



## Production chain

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- **Cocoa Action**

This initiative collaborates for the alignment and sustainable development of the cocoa chain, promoting an exchange of knowledge and synergies with existing projects.

- **Moratória da Soja (Soy Moratorium)**

Managed by the Soybean Working Group, this initiative monitors deforestation connected to the soybean chain in the Amazon biome in Brazil. One important differential is that Cargill refuses to purchase any products whatsoever from these areas, not just soybean.

- **Protocolo Verde dos Grãos do Pará (Pará Green Protocol for Grains)**

Managed by the Public Prosecutor's Office, this initiative monitors illegal deforestation and adherence to existing laws, and establishes criteria for the responsible purchase of grains from farms in Pará state.

- **Soft Commodities Forum**

This is a global platform of food commodities companies created to encourage the advancement of collective actions to address the challenges commonly faced by sustainability in South America.

## Climate changes

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- **Science Based Target Initiative (SBTi)**

This is a group of corporate actions designed to reduce the emissions of greenhouse gases (GHG), using science-based targets.



Globally, Cargill is a member of the UN Global Compact for Sustainable Development (SDGs), established by the United Nations (UN) since 2017. In 2021, in line with this commitment, Cargill Brazil joined the **UN Global Compact Local Network in Brazil**, an initiative organized by the UN that is focused on mobilizing the business community on behalf of ten universally accepted principles related to human rights, labor, the environment and combating corruption.

## Awards and recognition in 2021

- ★ Top 10 in the 'Valor 1000' ranking of the biggest companies in Brazil
- ★ 7<sup>th</sup> in the "2021 Biggest and Best" general ranking published by the 'Exame - Melhores e Maiores 2021' magazine
- ★ Elected, for the 6<sup>th</sup> time, the Biggest of the 500 Agricultural Companies in the *Globo Rural* magazine and *Editora Globo's* Best Agribusiness Awards, being recognized, for the 9<sup>th</sup> consecutive year, as the winner in the Animal Nutrition category
- ★ Received special mention in the '2021 Exame Diversity Guide' amongst companies with the highest scoring in categories such as General, Disabled, Gender, Racial and LGBTQI+
- ★ Included amongst the 100 companies highlighted in the Merco Responsibility and Corporate Governance Rankings
- ★ Top 5 Agribusiness in the Open Corps Top 100 rankings
- ★ Recognized in the '2020 Merco Companies and Leaders with the Best Reputation' rankings in the agribusiness sector
- ★ Awarded as one of the 'Companies that Best Communicates with Journalists' (EMCJ Research)
- ★ The Elefante brand was awarded the 'Folha Top of Mind' trophy in the 'Tomato Sauce' category for the 6<sup>th</sup> consecutive year, whilst also being the most recalled brand in the same category. The Pomarola brand was awarded second place.
- ★ Named Suppliers of the Year by ABRAS and by ABAD and the Pão de Açúcar group and Carrefour clients.
- ★ Top 15 Companies by the SA Vareja magazine
- ★ HR Top 5 in the Health Care Promotion category in the HR Top of Mind rankings
- ★ Bloomberg Línea recognized Paulo Sousa, CEO of Cargill in Brazil, as being one of the leaders who most generate value in Agribusiness
- ★ Top 5 in the '2021 Valor Innovation Brazil Award' - Strategy - Cargill Animal Nutrition
- ★ Nutron, one of Cargill Animal Nutrition's brands, was recognized in the 'Agroleite Trophy'

# Ethics and Compliance



Cargill Ethics Line is available  
**24 hours** per day, seven  
days per week, worldwide, in a  
number of different languages

Since it was founded in 1865, Cargill has acted in the belief that doing the right thing, always, is the basis of long-term success. We are committed to conducting our business ethically and consistently.

The [Cargill Code of Conduct](#), sets out our company's standards of ethics and compliance for conducting business throughout the world and serves as a guide for our employees. It presents the standards for proper behavior and lists the issues that may have significant legal consequences for Cargill, as well as for the individuals involved, such as corruption. **GRI 102-17**

The [Suppliers' Code of Conduct](#), meanwhile, sets out what we expect of farmers, companies and all those who work in partnership with us, providing directives for working in an ethical manner in compliance with the law.

The Cargill Anti-corruption Policy prohibits employees from offering or receiving bribes. The Cargill Contributions to Charity Policy guarantees that donations help to build the communities where Cargill operates and do not unduly benefit government employees or their families. The Gifts and Entertainment Policy describes the standards relating to how gifts and entertainment can be used to promote good will and strengthen commercial relations rather than unduly influence commercial relations. We have an anti-corruption program based upon these policies. This is used to perform due diligence on suppliers, thus guaranteeing that Cargill works with suppliers and third parties which have good reputations and that these partners understand and comply with our ethical and compliance standards. Furthermore, it involves the monitoring of government donations and any gifts received, as a means of ensuring that the regulations are being applied. **GRI 103-2, 103-3 | 205**

## Open Ethics Line

We have a rigorous process implemented for the management of the doubts and concerns that we receive from our professionals and third parties: the Open Ethics Line. A critical element of Cargill's Ethics and Compliance program, it offers a confidential means for both the internal and external publics to express their concerns and seek guidance.

The accusations and/or requests for guidance are received and addressed by an outsourced company in order to guarantee honesty in the handling process. The Cargill Ethics Line is available 24 hours per day, seven days per week, worldwide, in a number of different languages. Access is made through the [Cargill website](#), where one can fill in an online form or raise an issue by means of a telephone call. Anyone who makes an accusation has the option to provide contact information or remain anonymous (whenever permitted by the laws of the individual country). **GRI 102-17**



## Crisis Management

GRI 102-11

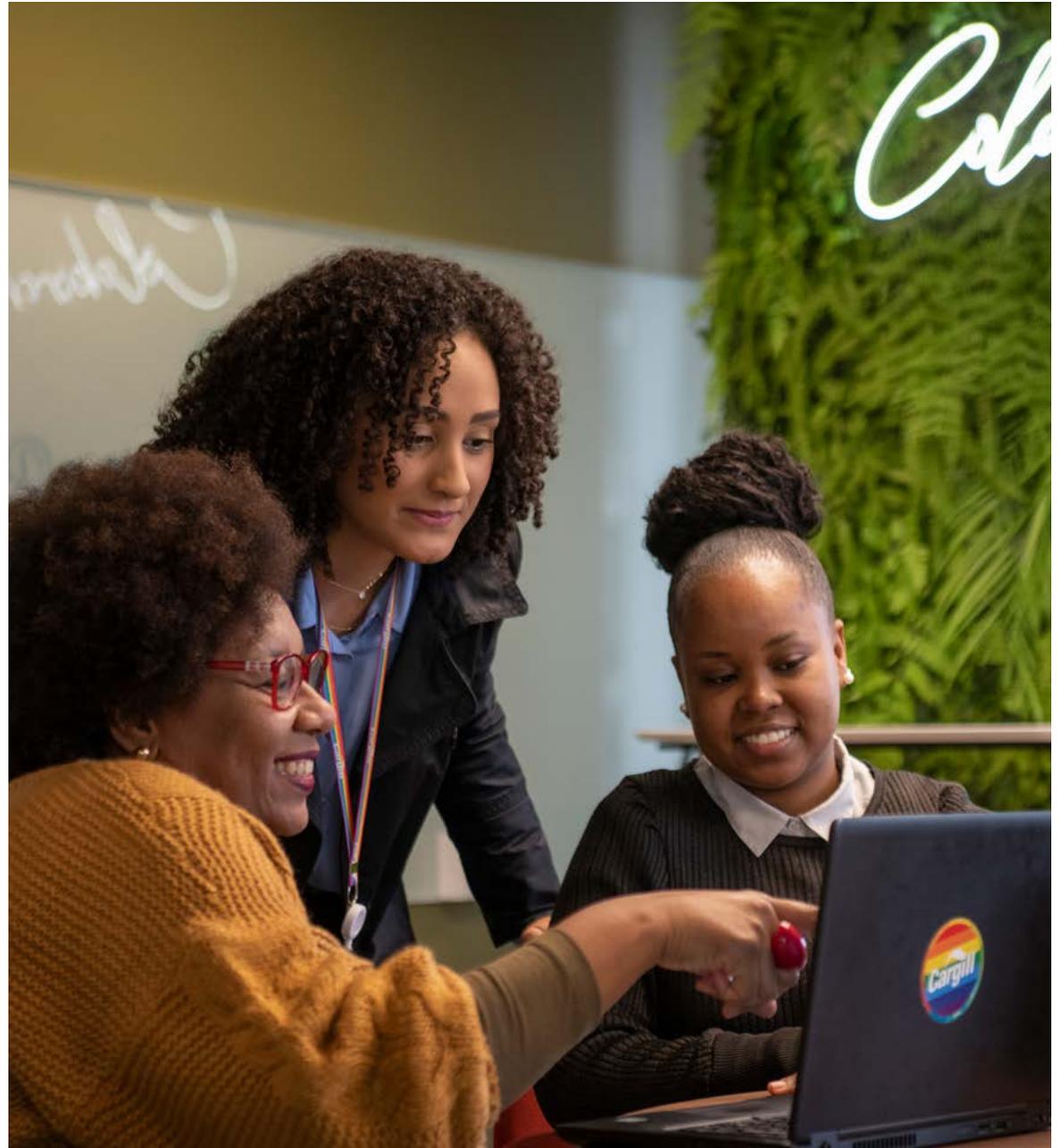
Our crisis management system has been improved to further strengthen our contribution to the integrity of the supply chains in which we participate, forming part of the company's global objectives. In 2020, Brazil was selected for implementation of Cargill's new Crisis Management Program. At that time, the program was implemented at six plants and involved the training of 213 employees at factory, business unit and country level management. In 2021, the program was extended to another five plants and two ports, thus totaling 13 covered units and 443 trained employees. The aim was to prepare them to work in a more integrated manner in the management of crises, in order to find fast responses to critical situations, allowing activities to resume quickly and safely, guaranteeing that we can continue to serve our clients and consumers. It is expected that the program will continue to be expanded in 2022.

**Employees are well prepared to work together for the management of crises, in order to quickly find solutions to critical situations**

# Putting people first

Putting people first is one of our most important values. Over the course of 2021, this was permanently reinforced due to the effects of the prolonged period necessary to tackle the Covid-19 pandemic. Due to the new waves of infection, we intensified our communication on the importance of maintaining prevention measures to guarantee the safety of our professionals, reviewed and updated our protocols for the manufacturing units, and developed communication campaigns encouraging vaccination. We once again turned our attention to the mental health of our employees, developing structured actions as part of our *'Essencial para Você'* ('Essential for You') program. Everything was designed to meet the needs of each public considering their realities, both for those working on the front line of production and who continued working in-person, and for the almost 3,000 employees who continued working from home.

We have continued to make the Cargill Cares Employee Disaster Relief Fund available. This fund was created in 2020 to offer loans in cases of financial difficulty. We have also included extra luncheon vouchers and bonuses in our benefits packages to improve the conditions experienced when working from home. We developed a stress management program for our senior management, thus providing our leaders with the opportunity to take better care of themselves and their teams.



During the pandemic, we set about planning the future of the work place, structuring our remote working policy and actions for a change in the culture, and adapting the global directives to the regional context. At the end of 2021 we started publishing the results. We drafted a return-to-work plan, establishing four modes: in-person, partial remote-working (at home up to three times per week), full-time remote working (working entirely remotely) and home office (remote working up to twice a week). The managers were trained to understand the different modes and, after management training in the individual characteristics, brought in their teams to jointly define the most suitable format for each employee.

We believe that the care implemented over the course of the pandemic has been reflected in the results of our working atmosphere research, performed simultaneously all over the world, every year. In Brazil, we achieved a general satisfaction rate of 83%, with 87% of those receiving the study responded to the questions. A total of 92% of the responses were positive in relation to the employees' level of engagement with the company, a rate that was higher than that achieved in 2020. It should be highlighted that the results and impressions collected as part of the Cargill Global Engagement Survey are used in the construction of action plans designed individually for each team, in order to improve on the negative points identified and strengthen the positive ones.

# 92%

of our employees are engaged,  
according to our survey



## Leadership for those making a difference

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Our internal communication strategy increasingly seeks to distribute leadership to those individuals involved in the day-to-day running of Cargill and who contribute to achieving our results and positive impacts.

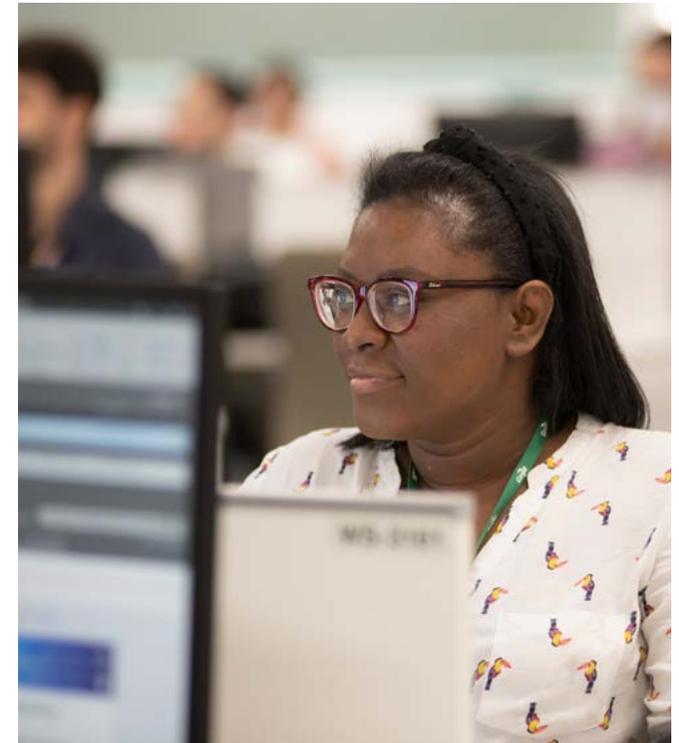
The idea is to show that even initiatives that may be considered as being highly specific, due to the scale of our operations, are transformative and, as such, we invite people to share their experiences and projects. We believe that these examples can inspire others whilst also creating connections and exchanges between teams facing similar challenges.

## #gratidão (#thanks)

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The “#gratidão (#thanks)” campaign was a highlight of 2021. The aim was to demonstrate Cargill’s thanks for the effort made by each one of our employees at such a difficult time as that experienced during the pandemic, and to open up space for those employees wishing to express their own thanks for whatever they feel to be important. Videos, live-broadcasts, talks, releases and the distribution of a gift certificate all formed part of this initiative.





### Employees by employment category GRI 102-8

| Employment category         | 2019          | 2020          | 2021          |
|-----------------------------|---------------|---------------|---------------|
| Directors                   | 87            | 89            | 103           |
| Middle Management           | 1,120         | 1,151         | 904           |
| Technicians/<br>Supervisors | 3,495         | 3,523         | 2,788         |
| Administrative Staff        | 986           | 1,035         | 1,723         |
| Operational staff           | 4,217         | 3,770         | 4,271         |
| Apprentices                 | 38            | 344           | 345           |
| Interns                     | 86            | 214           | 208           |
| Trainees                    | -             | -             | 6             |
| <b>Total</b>                | <b>10,029</b> | <b>10,126</b> | <b>10,348</b> |

### Employees by type of employment agreement (permanent or temporary) and region GRI 102-8

| Region       | 2019          | 2020          | 2021*         |
|--------------|---------------|---------------|---------------|
|              | IT            | IT            | IT            |
| North        | 702           | 570           | 377           |
| Northeast    | 802           | 836           | 764           |
| Center-West  | 4,413         | 4,744         | 4,355         |
| Southeast    | 2,708         | 2,617         | 3,249         |
| South        | 1,404         | 1,359         | 1,603         |
| <b>Total</b> | <b>10,029</b> | <b>10,126</b> | <b>10,348</b> |

IP = Indeterminate period

# Diversity, Equity and Inclusion (DEI)

GRI 103-2, 103-3 | 405

**Cargill appreciates and promotes a culture of diversity, equity and inclusion as part of its values of putting people first and doing the right thing. We seek to establish an environment that allows everyone to feel valued, respected and have opportunities for development. In Brazil, we have a Committee which is responsible for developing and implementing actions designed to promote a more inclusive, diverse and equal working environment. The initiatives undertaken in 2021 contributed to consolidating the new global strategy on this issue, one that is shared by all the businesses and that forms a part of all our human resources processes.**

## Race and ethnicity

We started the Anti-Black Racism project, a global Cargill initiative designed to fight social and systematic racism. As a means of focusing the study, planning and creation of strategies designed to increase the presence of people of color, a working group was created, which involves the support of an external consultation firm for development of a three-year action plan. Also in 2021, we joined the *Movimento pela Equidade Racial no Brasil* - MOVER (Movement for Racial Equity in Brazil), allying ourselves with 45 other large companies, whilst also continuing to support 'LIFT' (Language, Inspiration, Focus and Transformation), an action working on behalf of racial equity that aims to teach English as a tool for social mobility.

## LGBTQIA+ community

The Pivô Project was established in the Animal Nutrition segment. Aiming to include transgender individuals in the company, the Pivô project involves holding awareness-raising sessions with managers to explain in detail why the initiative exists and the ways it can be deployed in practical terms, whilst also seeking to prepare the internal environment to receive transgender people through training and communication with the teams.

## People with disabilities

We have started to offer special cover for the purchase of prostheses and orthoses for those employees and their dependents who meet the established criteria. The idea is to provide greater comfort in the performance of the work activities performed by those employees with disabilities, whilst also encouraging leadership in the areas of health care and quality of life.

## Gender equity

We have continued implementing actions designed to promote women's professional development and rise to leadership positions to achieve our target of achieving gender equity in senior management roles by 2030, whilst also preparing the best environment for this to take place. In 2021, one of the initiatives was an interactive game focusing on issues of gender equity, with the aim of presenting useful content and practical tips applicable to the day-to-day and work routine.

## Relationships network



One of the biggest efforts to provide support for the Diversity, Equity and Inclusion Committee in Brazil are the relationship networks. Made up of volunteers interested in or in some way connected with this issue, the networks work with offices, factories, ports and storage facilities, organizing workshops, discussion groups, talks and other ways of communicating messages that help to raise awareness, thereby increasing engagement and contributing to the consolidation of our culture of diversity, equity and inclusion.

There exist five relationship networks, each of which reflect our strategic pillars:

- **AfroCargill**

Encourages respect for racial and ethnic equity

- **Pride**

Promotes an environment that is safe and appreciative for members of the LGBTQIA+ community

- **IN Network**

Supports the integration of disabled persons

- **Mulheres Operando no Brasil - MOB (Women Working in Brazil)**

Encourages gender equity, professional development and the rise to leadership positions

- **Working Parents Brazil**

Promotes actions and discussions concerning parenthood, analyzing and influencing internal policies, contributing to the improved performance of employees at home and at work



## An environment and activities that are favorable to everyone



We are dedicated to creating spaces that are favorable to everyone. As such, we have been making improvements to our sites, with such alterations including rooms designed for breastfeeding (offering a calm environment and equipment for the pumping and storage of breast milk); installation of female bathrooms and changing rooms at our storage facilities (locations where where women have not traditionally worked in the past); rest spaces with rooms exclusively for women, amongst other initiatives. Furthermore, we are looking into and evaluating solutions designed to overcome the limitations imposed by certain tasks, such as those that require physical strength (such as opening a freight car, for example), in order to allow anyone to be able to perform them.

### Employees by type of employment agreement and gender GRI 102-8

| Gender       | 2019         |            |               | 2020         |            |               | 2021*        |            |               |
|--------------|--------------|------------|---------------|--------------|------------|---------------|--------------|------------|---------------|
|              | IP           | DP         | Total         | IP           | DP         | Total         | IP           | DP         | Total         |
| Men          | 6,913        | 355        | <b>7,268</b>  | 6,896        | 248        | <b>7,144</b>  | 6,719        | 399        | <b>7,118</b>  |
| Women        | 2,650        | 111        | <b>2,761</b>  | 2,650        | 332        | <b>2,982</b>  | 2,843        | 387        | <b>3,230</b>  |
| <b>Total</b> | <b>9,563</b> | <b>466</b> | <b>10,029</b> | <b>9,546</b> | <b>580</b> | <b>10,126</b> | <b>9,562</b> | <b>786</b> | <b>10,348</b> |

IP = Indeterminate period

DP = Determined period

### Employees by type of employment and gender GRI 102-8

| Gender       | 2019         |            |               | 2020         |            |               | 2021*         |           |               |
|--------------|--------------|------------|---------------|--------------|------------|---------------|---------------|-----------|---------------|
|              | FT           | PT         | Total         | FT           | PT         | Total         | FT            | PT        | Total         |
| Men          | 7,759        | 67         | <b>7,826</b>  | 6,915        | 229        | <b>7,144</b>  | 7,093         | 25        | <b>7,118</b>  |
| Women        | 2,146        | 57         | <b>2,203</b>  | 2,653        | 329        | <b>2,982</b>  | 3,163         | 67        | <b>3,230</b>  |
| <b>Total</b> | <b>9,905</b> | <b>124</b> | <b>10,029</b> | <b>9,568</b> | <b>558</b> | <b>10,126</b> | <b>10,256</b> | <b>92</b> | <b>10,348</b> |

FT = Full time

PT = Part time

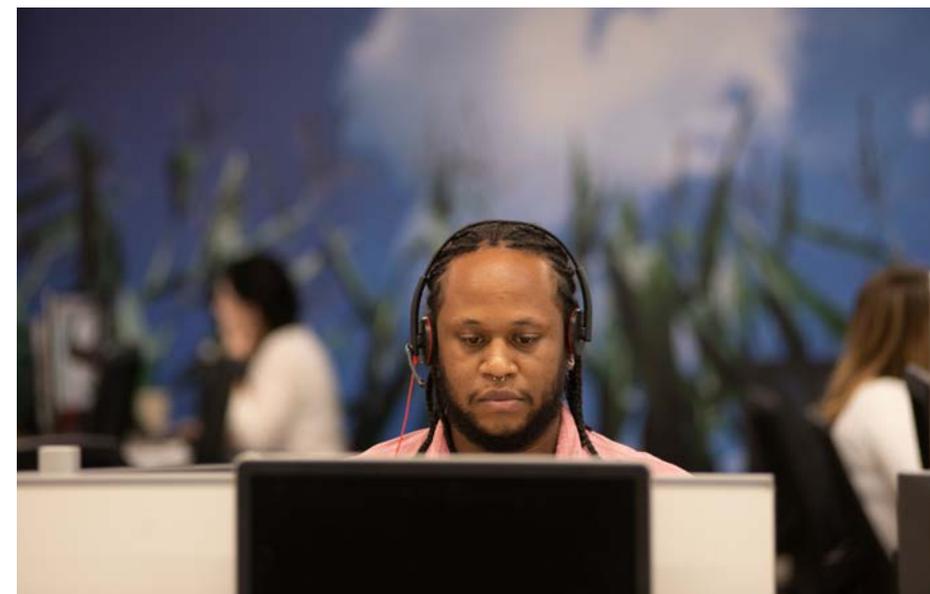
### Employees by age group in 2021 GRI 102-8



**51.1%** under 35

**47.5%** Between 35 and 60

**1.4%** over 60



# Social Strategy

GRI 103-2, 103-3 | 413

Our social activities are guided by Cargill's aim to feed the world safely, responsibly and sustainably. The Corporate Responsibility Department and the Cargill Foundation are responsible for directing and supporting the implementation of the group's social strategy in Brazil, in line with Cargill's Global Communities Strategy.

Our Corporate Responsibility Department aims to establish and maintain our relationship with the communities around our operations, always employing processes designed to contribute to local development. Covering all the company's different lines of business, the area provides methodologies that ensure that the actions are structured around the pillars of shared construction, respect for the community's activities and time frames, and an open and transparent dialog, involving listening closely to all parties involved. Furthermore, to optimize our activities at our different locations, we look to establish local, regional, national and international partnerships, with institutions, investors and/or development funds.

## Cargill Foundation

**With its own oversight board, audit committee and board of directors, the Cargill Foundation was created in 1973 with Cargill Agrícola S.A. as its main supporting body. Despite being an independent entity, it acts in connection with Cargill's policies, public commitments, targets and sustainability priorities. Similar to our social responsibility area, the Foundation underwent a process of transformation in 2021, in the form of strategic planning. As a result, certain new pillars of activity were identified and a system was structured for the monitoring of the impacts of the projects undertaken, using indicators that are common to the area of corporate responsibility, to understand the sum of the efforts performed.**

In 2021, a formal process was begun for a complete review of our processes and methodologies, involving the mapping of the biggest challenges, implementation of management of projects and programs, as well as monitoring and accompaniment of indicators of results and impacts. These models are to be developed and verified during 2022 and then implemented over the course of 2022 and 2023.



During this process in which we reviewed the proposals and objectives, we identified the family farmer as being the one social profile that is common to all of our operating sectors. After studies had been undertaken to understand the reality of the family farmer in Brazil, we developed the basic directives of a program that seeks to generate both work and income, and which is to be implemented in those locations where we are present, with the flexibility necessary to respect the specific characteristics of each region.

## Cargill Foundation - highlighted initiatives

GRI 413-1, 413-2, FP4

### Semeando Futuro (Sowing the Future)

This is a corporate volunteer program, aimed at promoting the social engagement of Cargill's employees through activities focused on safe, sustainable and accessible food. The actions are defined and performed through volunteer committees, made up of the employees and management from each location. There are currently 101 active committees in 82 towns, involving 1,321 volunteers, benefiting more than 40,000 people. Amongst the initiatives are those focused on education and food (through workshops, group dynamics and games); access to food (classes teaching how to create and tend to nursery gardens); conscientious consumption (raising awareness on how to make full use of foods). The Internal Volunteer Policy guides the volunteer activities of all Cargill's employees in Brazil, authorizing the volunteer work during working hours, up to a maximum of four hours per month, provided that this is agreed upon in advance with the employee's immediate superior.



### Fundo Emergencial de enfrentamento à insegurança alimentar (Emergency fund to fight food insecurity)

We have continued to offer the humanitarian fund that was created in 2020, providing prompt emergency action to assist the communities where we operate to tackle the situation of food insecurity that intensified due to the Covid-19 pandemic. In 2021, 130 small business and rural producers and 190 institutions benefited from the fund, assisting 41,100 people. The initiative received recognition, being awarded first place in the "Connections that Inspire" awards, organized by the Cooperation for Humane Development and Housing (CDM), aiming to appreciate the efforts and member companies of the Minas Gerais Corporate Volunteering Committee (CMVC).

### Nutrindo soluções locais (Nourishing local solutions)

Created with the aim of strengthening grassroots institutions, the second edition of this bidding process selected eight socio-environmental projects in the area of safe, sustainable and accessible food, developed by Civil Society Organizations in municipalities located in the states of Maranhão, Tocantins and Bahia. Support was provided for projects expected to continue for up to six months (undertaken between November 2021 and April 2022), with forecasts suggesting that 6,948 people would be directly benefited.



## Prêmio Alimentação em Foco (Food in Focus Award)

Developed in partnership with 'Enactus Brasil', this annual award selects transformative and innovative projects related to healthy eating, and sustainable production and consumption, developed by teams of young university students around the country. A total of 15 social entrepreneurship projects were developed by the university students participating in the Award, directly benefiting 842 people.

## Call for Proposals

This process seeks to identify, stimulate the development and support the management of projects, businesses with a social impact, and studies focused on safe, sustainable and accessible food. One of the projects started in 2021, selected during the sixth edition of the Call for Proposals, was entitled "*Comer e brincar na escola: promovendo hábitos saudáveis e evitando o desperdício*" ("Eating and playing at school: promoting healthy habits and avoiding waste)", developed in partnership with the Avisa Lá Institute. The initiative is expected to last two years and aims to develop and include educational activities focused on food, movement and sustainability in the primary and secondary schools of three municipalities in the state of Paraná (Castro, Paranaguá and Ponta Grossa) and two in the state of São Paulo (Bebedouro and Porto Ferreira).

Another example of a project that was approved by the Bidding process was "*Raízes na Cozinha*" ("Roots in the Kitchen"). Developed by Migraflax, this project supports immigrant refugees in their generation of income and development of their own businesses, through training in culinary entrepreneurship, including mentoring and the offering of sales channels, digital technical support and micro-credit. In the cycle supported by the Cargill Foundation, a group of 150 immigrants received training, resulting in 72 business plans being validated and a 30% increase in the monthly income of 124 of the participating businesses.

In its seventh edition, the Call for Proposals received 578 entries. Eleven projects were approved, being located in 12 towns distributed across seven states, lasting for periods of between 12 and 24 months and an expectation of providing direct assistance to 1,943 beneficiaries and 69,186 indirect beneficiaries.

**50,000**  
people directly benefited  
in 129 municipalities

**40** projects

**1.347** volunteers and  
**101** Volunteer Committees

**3.6 million**  
accesses on social media platforms



# How we operate in Brazil



**We support the development of sustainable agricultural practices**

Rural producers of\*:

- Soybean
- Palm
- Cocoa
- Tomato
- Corn
- Cotton



**We transform raw materials into finished products**

- Food ingredients
- Animal feed
- Bio-industrial
- Foods for consumption



**We aim to predict and meet our clients' needs**

- Food and beverage industries
- Cattle breeders
- Industries
- Bar and restaurant chains
- Handmade chocolate manufacturers
- Final Consumer



**We provide insights for our partners**

- Data analysis
- Risk management
- Market experience
- Financial solutions



**We supply raw materials for agricultural production**

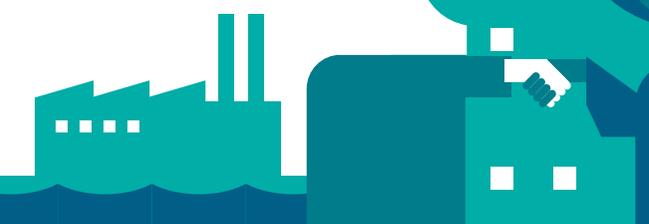
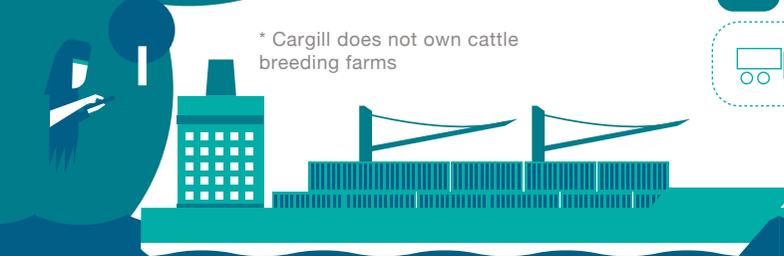
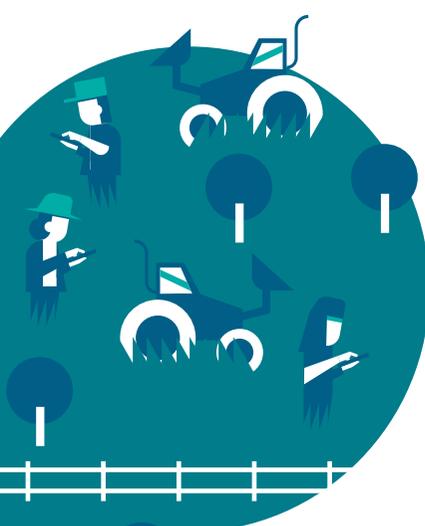
- Seeds
- Fertilizers



**We move products around the world**

- Highways
- Railways
- Rivers
- Oceans

\* Cargill does not own cattle breeding farms





21

# From the field to the table

We lie at the heart of the agricultural supply chain. We connect farmers with different markets, allowing them to prosper. We develop ingredients enabling the food industries to offer quality products. We provide families with essential items for their daily lives. Be it through our clients or our own brands, we are present in Brazilian homes. We are socio-environmentally responsible, from start to finish. We put people first and work for the continued increase in productivity and the operational and environmental efficiency of our operations.

This is a long-term vision that guides us listen to all those involved and make the adaptations necessary to be able to always offer ourselves as a reliable partner in line with the evolution of our world. This is how we meet the demands made of us - from the people, who we call our neighbors, and the planet, that we call home – now and in future generations.

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#### Material topics:

- Management of natural resources and a resilient food system
  - Quality and safety of foods
  - Responsible management and innovation in agricultural practices
  - Engagement and development of communities
  - Focus on clients' needs
  - Land use
- 



# In the field: proximity, partnership and support

GRI 103-2, 103-3 | 308, 308-1, 308-2



**Making the food system more sustainable and resilient is a matter of urgency. We work with farmers to improve regenerative agriculture and reduce the environmental impact. We do not have any agricultural production farms, but we see each property with the same degree of interest and care as their owners. As a result of all this, we have established a close relationship with our rural producers, so that, through innovative ideas, technology, technical support, provision of raw materials and funding for production, we can engage them in sustainable practices and in the protection of the environment and natural resources.**

## Care in the soy chain

In 2021, we recorded significant advances in the actions involved in our soy chain, in line with the actions embedded in our [Policy on Sustainable Soy - South American Origins](#) and in our aim to transform the supply chains to be deforestation-free by 2030.

We completed the polygon mapping of the farms of all our direct suppliers in the 66 municipalities defined as being priority\* (located in the states of Bahia, Goiás, Maranhão, Minas Gerais, Mato Grosso do Sul, Mato Grosso, Piauí and Tocantins). This task, performed using cutting-edge technology, allows us to follow activities in the region, identifying risks and opportunities, and more effectively monitor the land conversion. By analyzing

\* The criteria used for definition of the priority municipalities were defined together with The Nature Conservancy, taking into consideration criteria such as: municipalities that have at least 1% of their area in the Cerrado and which directly provide Cargill with soybean, as well as exhibiting a greater risk of land conversion.

the data from the study, it was possible to conclude that 94% of the volume of soybean that we purchase from these municipalities has been unrelated to deforestation or conversion since 2008. With these data, we are able to develop projects that are more in line with the realities of the municipalities.

In 2021, we continued with the **'3S'** project, a sustainability program created by Cargill and implemented by the BioSistêmico Institute (IBS). The 3S is an ongoing improvement program that offers technical assistance and supports the soybean farmers to improve their social, environmental, management and production indicators. One of the criteria for participation is the requirement that there has been a zero

level of deforestation since 2008. The program, participation in which is voluntary, also trains farmers to implement regenerative agricultural practices into their operations.

Furthermore, the program provides payment of a premium for all 3S soy that is marketed, boosting the changes in the production methods, and thus creating a virtuous circle. Across Latin America as a whole, our 3S program involves around 400 farms, of which 231 are in Brazil, covering almost 1.2 million hectares.

Also in relation to our support for the development of farmers, we restarted the field work (which had been temporarily suspended due to the Covid -19 pandemic) of the **'Agro Plus Program'** (previously referred to as 'Soy Plus'). Organized by the Brazilian Association of Plant Oil Industries (Abiove), the program offers free training and technical guidance to those farmers who are directly supported by Cargill in the states of Goiás, Maranhão and Minas Gerais and indirectly in the other states, through support for Abiove.

Another highlight of the year was the launch of the [Land Innovation Fund for Sustainable Livelihoods](#), aimed at financing projects that help to protect the ecosystems of South America. Administrated by Chemonics International, it takes an active and integrated approach to developing projects together with different stakeholders and generates innovative solutions for the soybean sector. Providing support in the form of US\$30 million, Cargill is the fund's first investor. Over the course of 2021, two rounds of analysis were held to select the projects that were to benefit. One of the objectives, moreover, is to involve players that have not previously been involved in the issue, with the aim of providing news ways of perceiving the issue. Along these lines, in partnership with AgTech Garage, the 'Sustainable Soy for the Cerrado Program' was launched, attracting the innovative ecosystem and selecting 10 startups

to take part in networking activities, receiving mentoring and funding for the development of innovative and scalable solutions. Amongst other projects supported by the fund, of special mention are an initiative that aims to construct a carbon baseline for us to start taking measurements that should, in the future, allow us to monetize the conserved areas, including producers in the carbon credits market.

Investment of  
**US\$ 30 million**  
from Cargill for the  
**Land Innovation Fund,**  
designed to protect  
**South American ecosystems**





## Transformative support for the cocoa chain

We aim to strengthen the cocoa chain, spreading the concepts and values of sustainability for producers of all sizes. To do so, we work together with sector associations and institutions which bring together other companies to spread a common message enabling transformation throughout the chain. We wish to have an increasingly closer relationship with the producers, especially with those which are certified and lie within our tracking strategy.

In 2021, all the actions performed were focused on meeting the requirements of Cargill's global strategy for cocoa, called the [Cocoa Promise](#), the aim of which is to ensure a prosperous and sustainable cocoa sector for future generations.

As well as the initiatives that seek to provide the farmers with technical support, combining the sustainable management of the cocoa farmer with an increase in productivity and income, management of agroforestry systems, we also pursue specific actions designed to monitor the activities, develop studies for the sector, and encourage greater participation of women in the chain.

We implemented the pilot phase of the '**Farmforce Project**', an application developed by Cargill, designed to increase the traceability of the raw material used in the Brazilian cocoa chain. By means of the labels attached to the sacks, the producer includes the information concerning the lot and name of the producing farm in the application. The information is analyzed and monitored by the Cargill team through until the lots arrive at the storage units and purchasing stations. By pursuing this method, we are reinforcing our commitment to the control and transparency of our processes and products. The pilot was

performed in partnership with two cooperatives in Bahia state, allowing for the features to be tested and adjustments to be made to the application.

We continued with the actions involved in the **'Cacau Fértil' ('FertileCocoa')** research project, performed by the implementing partner 'Solidaridad', focusing on the economic viability and assessment of the effects of managing the fertility of the earth and nutrition in the cocoa crops. Focused on 10 producers within the 'Coopercau' cooperative in Pará state, the results showed that fertilizing practices allowed for a 39% increase in the productivity of the crops. The study provided us with directives that can serve as a base for an initiative that enables these benefits to reach a higher number of farmers.

In partnership with Imaflora, we continued with the implementation of the **Women of Xingu Entrepreneurship School Project**, involving the participation of 30 women, all of whom belong to the Association of Women Fruit Pulp Producers (AMPPF) located in São Felix do Xingu (PA). A fruit orchard was planted on the lot where the association's agribusiness is



performed, training sessions and workshops were held, and research into the projects was started aiming to adjust the fruit pulp agribusiness to meet the criteria enabling it to receive the Pará state pulp production seal. It is expected that the project will be finalized in 2022.

Just as in all of our chains, we encourage the cocoa farmers to obtain sustainability certifications, such as that issued by the Rainforest Alliance, a global leader in sustainability certification. Our Rainforest Alliance-certified producers receive personalized consultations on management and legislation relating to their business, and courses in good agricultural practices, as well as purchase and marketing guarantees with a differentiated market premium. In 2021, our group of certified producers in the states of Bahia and Pará increased with the certification of three producer cooperatives and 199 farms.

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**We provide the farmers with technical support, combining the sustainable management of the cocoa farmer with an increase in productivity and income**

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## Sustainability in the Palm Oil Production Chain

We are firmly committed to operating with deforestation-free chains. We encourage responsible production that benefits the farmers and their neighboring communities, incorporating the philosophy of “no deforestation, no peat and no exploitation” (NDPE Policy), for our sustainable acquisition of palm oil.

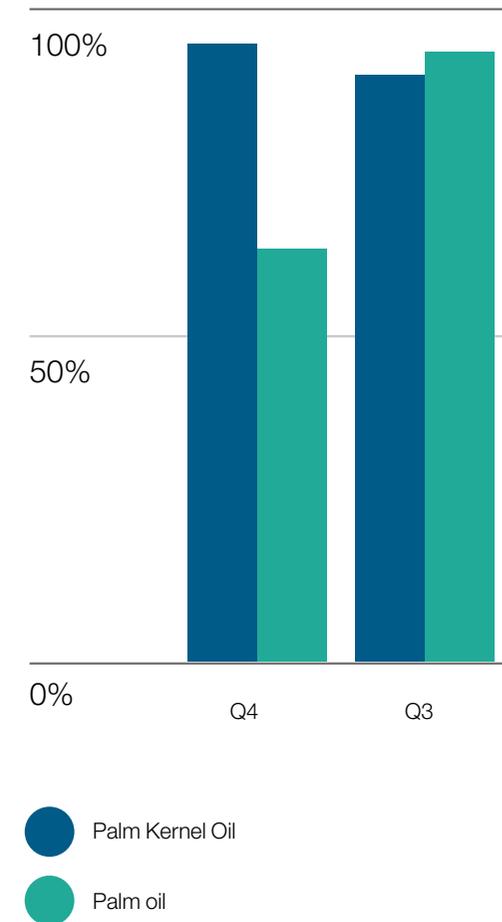
Cargill's [Policy on Sustainable Palm Oil](#) regulate our actions.

In Brazil, in 2021, we achieved 100% traceability in relation to the mills and 95% traceability in relation to the palm oil plantations (final quarter of 2021). We also monitor deforestation alerts, using satellite images, to track 100% of our palm suppliers in Brazil.

We made great headway in 2021 in the certification of our plants in relation to the Round Table on Sustainable Palm Oil (RSPO) certification criteria. This certification establishes the requirements for the sustainable production of palm oil, from the cultivation of the fruit through until the production of products using the palm oil, thus ensuring the sustainability of the processes involved.

Our units located in Mairinque (SP) and Itumbiara (GO) renewed their certifications. The units located in Porto Ferreira (SP) and Ponta Grossa (PR), meanwhile, received their certifications for the first time, thus strengthening our ongoing efforts to increase the availability of ingredients with sustainable origins.

### Tracking through to the Plantations - 2021



## A kinship with the tomato chain

We track all of our tomato producers, who are located in the areas surrounding our tomato products factory in Goiânia (GO), thus guaranteeing the monitoring and responsible management of our raw material.

On our experimental farm, agricultural researchers test more than 100 varieties of tomato to identify those most suitable for the conditions of each harvest. We monitor the application of pesticides, controlling the periods such are necessary in order to ensure that residues do not remain on the fruit before harvesting. We also share techniques for biological pest control that are studies on the experimental farm to reduce the use of chemical processes.

**100%**  
traceability of our  
tomato suppliers



# Processing and industrialization: innovation and excellence



In order to meet the needs of the agricultural, food, Bio-industrial and animal nutrition segments to the very highest of standards, our processes are performed with the utmost care. They involve safety in the operations and in our products, the relationship with our suppliers, our pursuit of productivity, efficiency and socio-environmental responsibility.

## Safety in our operations

GRI 103-2, 103-3 | 403, 403-1, 403-2, 403-3

In relation to the safety of our operations, employees and service providers, one of the central focuses in 2021 was the consolidation of the global *EHS Transformation* program, that unified processes and practices, across the corporation, that had previously been conducted within each business department. By doing so, it was possible to develop the activities outlined in our Annual Business Plan (ABP), named Focus on LIFE, in a standardized and aligned fashion, based in risk analysis and the establishment of priorities. We identified, prioritized and directed investments both to programs that are to be implemented at all the 127 sites in Brazil, and to those

specific to each location, depending upon the risk and needs. There were a total of 12 programs covering a wide range of aspects, not only concerning safety, but also environment and the safety of the processes. Over the course of the year, there was a focus on improvements to the automation of the emergency response systems and adaptations to electrical regulations and the risks involving internal movement equipment, as well as focusing on the continued training of the EHS (Environment, Health and Safety) teams.

Cargill has implemented a system for its management of health, safety, environment and processes security called 'Enablon', within which we record all inspections, assessments, preventative reports and incidents, and which feeds *Power BI* dashboards, making the analyses more assertive and allowing us to monitor each individual location. We adhere to all current legislation and use tools to evaluate high-potential risks. All our activities are analyzed using a severity and likelihood matrix, with monthly critical analyses of the safety, and redefinition of plans whenever deemed necessary.

Furthermore, we make the 'RDS' ('Relato de Desvio de Segurança') 'Safety Deviation Report' tool available, enabling employees and contractors to communicate any risk they may identify in their activities in order that they may be properly addressed. Taking a preventative approach and highlighting our opportunities and weaknesses forms part of our day-to-day activities, thus allowing us to keep our environment and personnel safe.



## Full review of procedures

In 2021 we altered the way in which welding activities are performed. We began a process of inspections in Cargill workshops around the world. The aim was to detect and prevent possibly unsafe situations, identify areas where improvements can be made and find benchmarks for good practices. The result was a revision of the procedure and the creation of a specific guide to the proper conditions for performing these activities.

## Occupational health

Our Occupational Health team carries out the exams required by law in accordance with the risks identified in the different activities, whilst it also includes others it considers necessary for monitoring the affects of the work on the health of our employees, involving protocols to properly address any possible exposure beyond that permitted or in addition to the protection provided.\* All of the plants are equipped with benchmark occupational health support services that are provided either internally or externally, depending upon the complexity of the site. We make a number of basic requirements that all plants must follow relating to the health care programs, which are systematically monitored by the EHS team and verified as apart of the regular corporate audits.

We work with the concept of comprehensive health care, aligning our initiatives, programs and benefits concerning the health care of our employees in the “Essencial para Você” (“Essential for You”) program. We develop actions in support of mental health such as ‘EssenciCall’, as well as provide medical and health care assistance, pharmacy benefits, sporting activities, and family events, amongst others. All our employees have access to these programs that are communicated widely on our communications channels.

‘EssenciCall’ is a support hotline that is open 24 hours a day, seven days a week, and is free and unlimited, so that Cargill employees and their families can take care of their health. The service provides psychological, legal, nutritional and financial advice, as well as physiotherapy and guidance on physical education.

\* Personal information relating to the programs and individual services is confidential, and there are specific clauses that regulate this matter in the agreements signed with health care providers.



### Health and safety indicators

| Operations                        | SIFR <sup>1</sup> | RIFR <sup>2</sup> | Hierarchy of Control <sup>3</sup> | SIFp Observation <sup>4</sup> | Maturity Index <sup>5</sup> |
|-----------------------------------|-------------------|-------------------|-----------------------------------|-------------------------------|-----------------------------|
| Animal Nutrition & Health         | 0.22              | 0.67              | 100%                              | 17.64                         | 2.94                        |
| Food Ingredients & Bio-Industrial | 0.07              | 0.36              | 75%                               | 15.76                         | 3.32                        |
| Agricultural Supply Chain         | 0.15              | 0.57              | 100%                              | 30.37                         | 3.17                        |

<sup>1</sup> SIFR: Rate of reportable accidents that lead to a ‘SIF’ (Federal Inspection Service) (the injury should be debilitating - altering/threatening life or fatal) or show high potential. Reference: 0.07 (when lower than the reference level, this is considered good).

<sup>2</sup> RIFR: Rate of reportable accidents (injuries involving medical treatment or time off work). Reference: 1.00 (when lower than the reference level, this is considered good).

<sup>3</sup> Hierarchy of Control: Gauges the level to which we are implementing levels of firm defense designed to control the risk identified following an event. Reference: 60% (the lower the better).

<sup>4</sup> SIFp Observation Rate: Gauges the culture and to what degree people are reporting acts/conditions with SIF 10 potential. Reference: 10.0 (the lower the better).

<sup>5</sup> Maturity Index: Gauges the maturity of the programs. References: 3.2 (the higher the better); The highest level is 4, with 1<2 being emergent, 2<3 transitional, 3<4 proactive, and 4 leading.

## Product safety

We pay special attention to the safety of our processed and industrialized foods, with highly structured controls. We have a Food Safety Policy and a Critical Control Points and Hazards Analysis (APPCC) system. The Quality Management system covers the process from beginning to end and establishes standards for the handling of complaints and involves certifications recognized by the Global Food Safety Initiative (GFSI). We also adhere to the legislation and guidance established by 'Mapa' (Ministry of Agriculture, Livestock and Supply), Anvisa (National Sanitary Surveillance Agency) and Inmetro (National Institute of Metrology, Quality and Technology). Cargill's laboratories follow Laboratory Good Practices regulations and we only work with outsourced laboratories that are ratified and accredited with the ISO 17025 norm. Our system for the ratification of suppliers results in performance indicators and service levels that meet the normative requirements and involves audits focused on food safety.

We have teams that are dedicated to food safety management, quality, and the regulations and procedures implemented for recall and crisis management. Any client complaints, food safety warnings or deviations from standard processes lead to compliance indexes that are monitored by the senior management. Furthermore, 100% of the products are submitted to an evaluation of the impact on the consumer's health and safety. In 2021, we recorded no cases of noncompliance concerning impacts on health and safety caused by our products.

**GRI 103-2, 103-3 | 416, 416-1, 416-2, 103-2, 103-3 | 304, FP5, FB-AG-250a.1, FB-AG-250a.2**

In relation to the labeling of our products, we adhere to the legislation and regulatory requirements of the countries for which they are intended, ensuring full legal compliance. We are 100% in legal compliance for checked products categories and with sanitary registration fully up-to-date, where applicable. Generally speaking, the main regulatory requirements for labeling include: Sale name of the product; list of ingredients and

amounts; identification of origin; full data of the manufacturer or importer in the case of imported foods; identification of the lot; sell-by date; instructions for the preparation and serving of the foods and nutritional labeling, when necessary, amongst others, according to the product category.

**GRI 103-2, 103-3 | 417, 417-1, FP8**



## Relationship with our suppliers

Suppliers of agricultural raw-materials, industrial products, chemicals, office supplies and service provision are all involved in supplying Cargill in Brazil. **GRI 102-9**

Our suppliers are ratified and systematically assessed by the Supplier Quality Management & Audit department. The agreements are reviewed by the Procurement team and periodically submitted for evaluation of compliance with [our suppliers' policy and code of conduct](#). We reserve the right to terminate our commercial relationship in the event of deviations in ethical behavior and non-compliance with our quality requirements. **GRI 103-2, 103-3 | 308, 308-1, 308-2, 103-2, 103-3 | 414, 414-1, 414-2, FP1**

According to the established directives, purchases should be made from responsible suppliers, in accordance with national regulations and laws, and which meet the technical and contractual requirements agreed upon for each type of product. Depending upon the type of product acquired, international certificates may be requested and audits performed using globally-recognized criteria based on the Codex Alimentarius, FDA, norms, local regulations and up-to-date scientific knowledge. **FP2**

In 2021, we started implementation of a global initiative to guarantee greater safety for employees of outsourced companies: the Contractor's Safety Management System (CSMS) & Avetta. By means of this system, outsourced companies will undergo pre-qualification prior to bidding for any long-term service related to activities identified as being of high-risk in our operations.



### Quality requirements for Cargill partner suppliers:

**Maintenance of strict quality standards in their processes and products**

**Respect for the principle of free, prior consent relating to resources and the property rights of indigenous communities**

**Protection of hydro-resources and reduction of the use and waste of water in their operations**

**In partnership with Cargill, implementation of sustainable processes promoting continued improvement and social value**



## Industry 4.0: productivity and operational efficiency

The modernization and digitization of processes is one of Cargill's strategic global premises. In 2021, one standout example in this area was the start of the **Smart Manufacturing** program in some plants located in the South America region. Based upon the triumvirate of collection, handling and analysis of data, it involves investments in connectivity for the factory "floor" (wi-fi and implementation of tablets), installation of sensors, modernization of the control systems and implementation of advanced analytics. In practical terms,

through machine learning and artificial intelligence models, for example, the digitization allows for analyses of historical data to be performed and for operational parameters to be identified that lead to better results, with the models being made available to the operating team, in the form of monitors and dashboards, with a view to the digitization being repeated more often. The access to the specific information from each piece of equipment is made possible by digitization. By scanning QR Codes included in the machinery, it is possible to access descriptions of emergency procedures, manuals, quick operating guides, etc.



## Pectin plant

In September, we started the operations of our newest and most modern factory in Brazil, focused on the production of pectin, a soluble fiber obtained using orange peel as a stabilizer, thickener and gelling agent. Located in Bebedouro, in the heart of the "orange belt" in the interior of São Paulo state, the unit created 120 new jobs and received investment of R\$ 229 million, fulfilling the R\$ 550 million plan announced for its implementation in 2019. Built in line with Cargill's global sustainability directives, the plant consumes thermal energy that is entirely generated from biomass and biogas (arising from the treatment of the effluents created by the plant itself), whilst also integrating energy systems such as a solution that preheats the water heading to the steam generation system's cooling tower, thus increasing efficiency.



## The environment in our operations

We are committed to the efficient management of the resources used in our operations, working on various fronts to achieve our global sustainability targets (*see more on page 13*).

We pursue actions structured around the pillars of hydro-resources, waste, and climate change and air emissions. We have a system designed specifically to manage environmental events, which records and directs internal incidents, complaints and notifications. In 2021, Cargill received five notifications, that were duly forwarded to the responsible areas. Of this total, four were resolved and only one is still under analysis. **GRI 103-2**

In 2021, we improved the management of our legal requirements, such as licenses and restrictions, with a project designed to consolidate the general understanding of the legislation applicable to our installations and the means by which we demonstrate our compliance. We developed a system to be able to manage these licenses, involving the registration of all the information relating to the license and its conditioning factors, including the listing and description of the procedures needing to be completed to meet these conditions, and warnings of approaching renewal expiry dates.



## Water resources

GRI 103-2, 103-3 | 403, 403-1, 403-2, 403-3

Water management is one of Cargill's priority concerns, as explained in our global commitments ( see page 13). The investments made in the digitization of our factories has been contributing enormously to the continued development of efficient management. In 2021, we started water consumption measurement processes at some of our plants, taking into account the different lines and manufacturing equipment, a procedure which had previously been performed by large departments. By taking this approach, it is possible to establish reliable data which can be used to optimize our processes and support the structuring of assertive projects aimed at reducing consumption. |

Also in 2021, we continued with our planned investments for improving the treatment of effluents, as well as operational improvements for the reduction of generation of waste and treatment of effluents, performed using the ' kaizen' application, that aims to eliminate waste, leading to increased productivity and operational efficiency.

Also in relation to the matter of effluents, on of the standout projects that started in 2021 was called 'Ferti-irrigation', being implemented at our factories in Barreiras (BA), Primavera do Leste (MT) and Rio Verde (GO), and using part of the treated effluent to irrigate areas of the unit, based upon technical viability studies to guarantee that the effluent distributed provides the nutrients that the earth requires.

Another important initiative that took off in 2021 was the 'Guardiões do Meia Ponte' project, that aims to protect the Meia Ponte river that supplies the state of Goiás, and from which we draw our water to supply our operations in Goiânia. The result of a land analysis performed in 2018, the network brings together the government, the private sector, the academic world and civil society for the development of recovery and preservation

actions. Cargill is one of the supporters of the project and, over the course of the year, one of the main tasks developed concerned the institutionalization of the project, involving: formal creation and management of the association; strategic planning and economic viability; mapping of market opportunities; construction of a roadmap with planning through to 2030; connection and raising of funds with other companies.



### Total volume of water collected in all areas and in hydro-stress areas, per source (ML) GRI 303-3

|  | 2019            | 2020            | 2021            |
|--|-----------------|-----------------|-----------------|
| Surface waters (total)                       | 4,253.00        | 4,952.86        | 4,484.07        |
| Underground water (total)                    | 2,728.00        | 2,341.00        | 2,156.00        |
| Water from third parties (purchased) (total) | 1,884.00        | 1,781.00        | 1,940.55        |
| <b>Total volume of water withdrawn</b>       | <b>8,865.00</b> | <b>9,074.86</b> | <b>8,580.63</b> |

The measurements are taken using flow measurement tools installed at the collection site and all the information is stored in the 'PIMS' (Plant Information Management Systems) and monitored by the Environment and Sustainability department. We use the Enablon system to consolidate the information.

### Water disposal (ml) GRI 303-4

|                         | 2019     | 2020     | 2021     |
|-------------------------|----------|----------|----------|
| Total disposal of water | 2,598.00 | 7,115.00 | 4,849.33 |

### Water consumption (ml) GRI 303-5

|           | 2019     | 2020     | 2021     |
|-----------|----------|----------|----------|
| All areas | 8,865.00 | 9,075.00 | 3,621.03 |

## Waste

Taking proper care of the waste we generate forms part of our day-to-day operations. We continued to study strategies which would improve our waste treatment, especially for those locations which do not have locations certified to receive such waste nearby. We began studies to identify the best solutions employing a macro-vision, that considers the challenge we face of having units that are geographically widespread, each generating small volumes of waste. We developed an online waste management platform, allowing the sites to inform the amount and type of waste generated and the current disposal costs, thus allowing us, through this centralization, to identify opportunities for synergy. Launched in 2021, for factories and ports, the plan is for this system to also be implemented in our storage facilities in 2022.



## Climate change and greenhouse gas emissions

GRI 103-2, 103-3 | 305, 201-2, FB-AG-110a.2

We are committed to working for a constant reduction in the environmental impact of our activities, developing initiatives that range from the reduction of emissions on our global supply chains to the creation of sustainable practices in agricultural processes all over the world. In parallel with this, we support and train rural producers, whose means of production are being increasingly affected by the impacts of climate change. Amongst the most important actions taken to tackle the urgent climate situation,:

- Development of initiatives focusing on the innovation of processes and implementation of new technologies, such as increasing investment in renewable energy and projects designed to improve the quality of the land, with the aim of reducing emissions in the supply chain.
- Partnerships with clients, suppliers, academics, and the private sector, amongst others, to develop products with a low carbon footprint using more sustainable raw materials.
- Incentives for the creation of new and diverse opportunities for income that reward farmers for adopting healthy land-management practices and which result in offering the market options of bio-based products and protein alternatives.
- We take part in discussions concerning public policies and support for legislation and incentives designed to tackle climate change, through the promotion of decarbonization in agriculture, manufacturing and energy.
- We fully support the Paris Climate Agreement, with the Scope 1, 2 and 3 targets approved by the Science Based Target Initiative (SBTi), a globally accepted standard designed to ensure that the targets for emissions reductions are aligned with the Agreement. [GRI 102-12](#)

Specifically concerning the emissions generated through our operations, we have established a target to reduce our absolute emissions by 10% by 2025 against a 2017 baseline. We have implemented a plan involving initiatives and projects through which we raise opportunities for energy efficiency with the aim of reducing our steam, electricity and fuel consumptions. One example is the installation (just as was done with water) of a means of gauging electricity consumption by line and manufacturing equipment. By doing so, we can analyze trends with the aim of optimizing the manufacturing process and keeping the operations team informed, in real time, of the level of consumption, thus assisting in decision-making.



For each initiative in this sphere we calculate how much CO<sub>2</sub> we are cutting. These calculations are performed by taking the current emission factors (kgCO<sub>2</sub>/MWh, kgCO<sub>2</sub>/GJ natural gas, etc.) as a base. Each year we undertake an forecasting exercise taking into account our strategic projects and their impacts in terms of CO<sub>2</sub> by 2025. Every month we feed information into a business tool concerning the amount of primary energy consumed by each plant (natural gas, biomass, liquefied petroleum gas, amongst others). Into this same system we also report the amount of electricity imported from the national grid. Once we have these data, the system calculates the amount of Scope 1 and 2 emissions. We monitor the evolution of these indicators on a monthly basis using online dashboards.

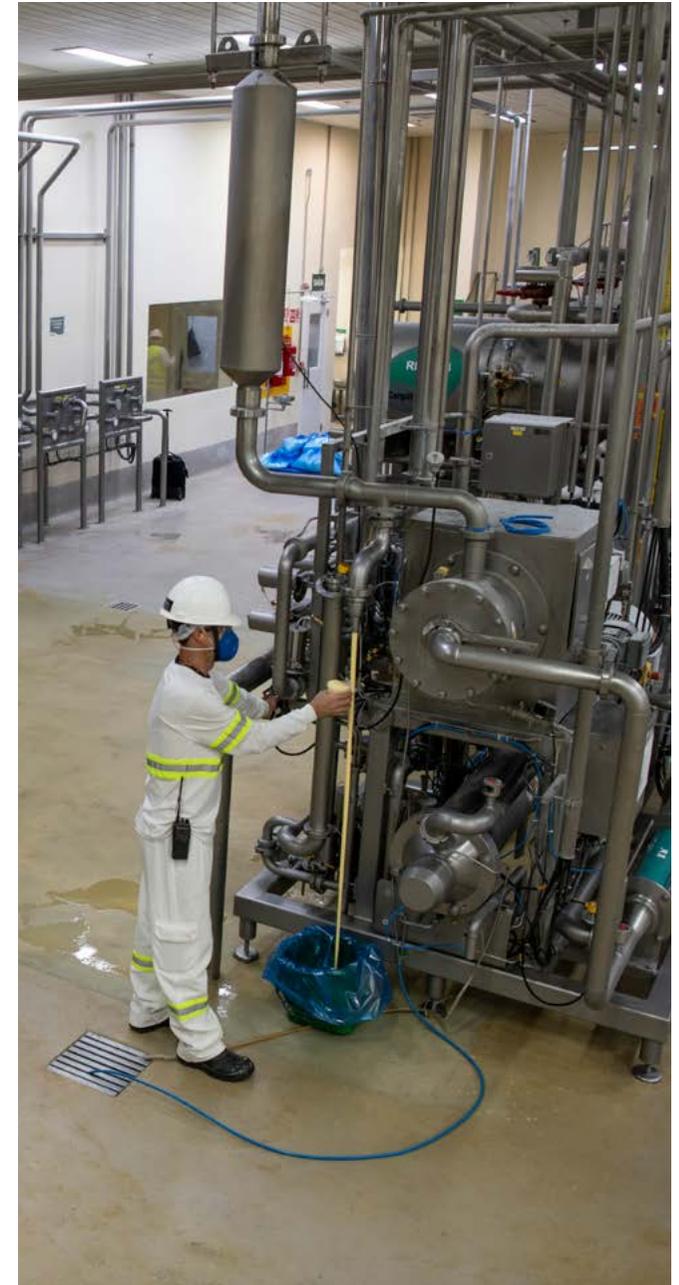
# 10%

is our target for the reduction in our absolute emissions by 2025



## A change in the energy network

In an innovative move, we performed a thermal replacement in our plant located in Mairinque (SP), by converting a natural gas boiler so that it now uses reforested biomass, a renewable fuel. The project was designed to minimize the generation of solid and gaseous waste, involving cutting-edge video technology to monitor and control the burning of biomass. It also contains the first multi-variable control of ultra-high temperatures implemented in Cargill boilers in South America. As well as the cost reductions, the implementation represents a potential reduction of 8,000 tons of CO<sub>2</sub> equivalent emissions per year. We acquire wood chip biomass from certified eucalyptus forests and, to ensure regular supply and greater cost control, we have started planting our own forest.



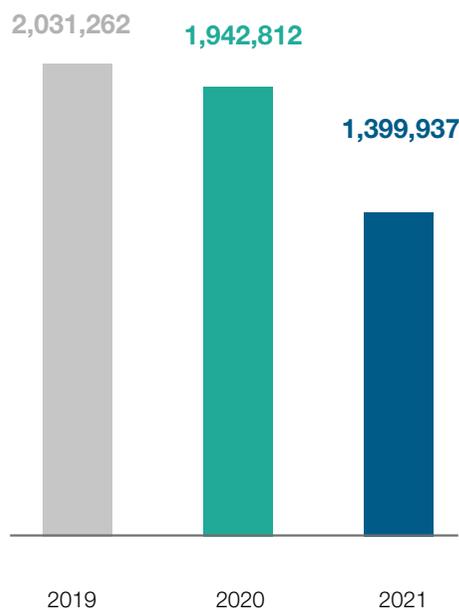
**Direct emissions of GHG emissions (tCO<sub>2</sub> equivalent) GRI 305-1**

|  | 2019          | 2020          | 2021            |
|--|---------------|---------------|-----------------|
| Electricity generation (heat or vapor)                                 | 88,354        | 87,020        | 92,905.6        |
| Transportation of materials, products, waste, employees and passengers | 2,972         | 3,660         | 1,546           |
| <b>Total gross emissions of CO<sub>2</sub></b>                         | <b>91,326</b> | <b>90,680</b> | <b>94,451.6</b> |

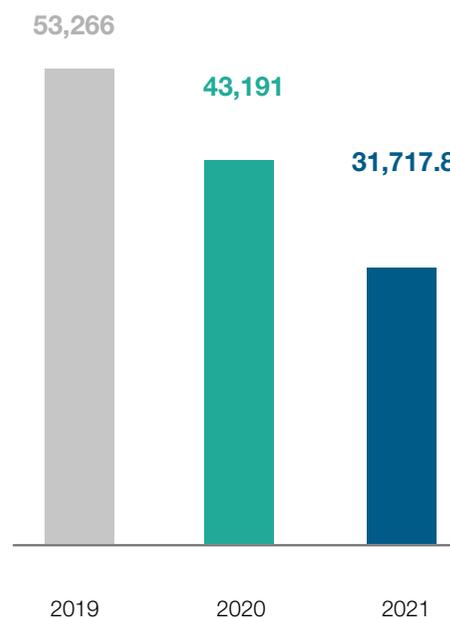
**Reductions in GHG emissions (tCO<sub>2</sub> equivalent) GRI 305-5**

|   | 2021         |
|---|--------------|
| Reductions of direct emissions (Scope 1)  | 6,067        |
| Reductions arising from indirect emissions from the acquisition of energy (Scope 2) | 3,728        |
| <b>Total reduction of GHG emissions</b>   | <b>9,795</b> |

**Biogenic emissions of CO<sub>2</sub> (tCO<sub>2</sub> equivalent) GRI 305-1**



**Indirect emissions arising from the acquisition of energy (tCO<sub>2</sub> equivalent) GRI 305-2**



*The variations in emissions are directly related to the variation in the level of production of our plants, as well as to the implementation of energy efficiency projects. A third factor that justifies the variations, in this case focused on Scope 2 emissions, is the year-to-year updating of the index concerning the kgCO<sub>2</sub>/MWh drawn from the national grid.*

# Clients and Consumers: we deliver value

**Our clients and consumers provide us with our greatest motivation. It is for them that we work every day, seeking to predict their requirements rather than simply meet them. We invest in order to offer innovative services and solutions. Through our sustainability actions, we contribute to allowing our corporate clients to be able to achieve their own goals in this aspect. Our clients include Brazilian and multinational companies from the agricultural sector, from the food and beverage industry, rural producers, cattle farmers, bar and restaurant chains, handmade chocolate manufacturers, as well as supplying the end consumer with our own line of products.**



## Agricultural segment

We process, store, market and transport grains and oilseeds, connecting producers with domestic and international clients. We work to enable farmers to prosper, providing them with access to the market and making products available, such as seeds and fertilizers, as well as services, such as data analysis, risk management and financial services, assisting them in both the diversification of their crops and increasing the sustainability of their agricultural production. The rural producers aggregate a high level of value to our business and we aim to provide them with similar return, offering innovative solutions and meeting their current needs and foreseeing future demands.

In the domestic market, the majority of our clients are cattle breeders, food companies, feed manufacturers, retailers and energy companies (which acquire biodiesel). With a view to excellence in meeting the needs of these different groups, we have continued with our processes that are structured to listen to our clients, analyzing their levels of satisfaction and

developing action plans aimed at improving the areas identified. In 2021, our NPS analysis (the index that gauges our clients' levels of satisfaction) relating to demand clients was 72.1.

We are investing in the creation of platforms that align us more closely with our clients, allowing us closer communication and improving their experience with Cargill.

In 2021, we implemented the 'Cargill Frame' digital platform, focused on serving the soy bran segment by facilitating and expediting the pricing process performed by clients with whom Cargill has signed long-term contracts. Amongst the functions offered is the possibility of simulating quotes and programming alerts, that are sent by email, whenever a desired price level is available; monitoring quotes in real time and performing the entire pricing process directly using the application. The Cargill Frame platform is soon to be expanded to cover the corn and soy oil segments.

Another new development is a 'chatbot' providing information (such as addresses and safety instructions pertaining to all of Cargill's units, data on orders and invoicing, for example) that can be accessed directly by the client. It is available for clients with demand (in the domestic market) for grains and products arising from soybean processing in the states of Minas Gerais, Espírito Santo and Rio de Janeiro, whilst there are plans to expand the service to other regions.

The GPS Portal, meanwhile, implemented for the client to keep track of their most important commercial operations with Cargill, is gradually being made available, in stages, for more than 5,000 clients. In this first phase, the clients involved can use the portal to register themselves (in accordance with the General Personal Data Protection Law), study the progress of their purchase orders, issue duplicates of invoices and check their financial situation.

# 72.1

**was the result of the NPS indicator in 2021**





## Animal nutrition

We have continued striving to offer complete products and solutions for our livestock clients and, in 2021, we continued the expansion of our portfolio in the poultry, pork, and dairy and beef cattle markets, with 11 product launches. As well as feed that contributes to productivity and animal wellbeing, we offer technical support and have been working on innovation, facilitating access to technologies such as the use of drones and management software to help the producers develop their businesses.

The highlight of the year, however, was the greater attention paid to sustainability actions. In 2021, we established a sustainability committee made up of professionals from different areas, with monthly meetings and methodologies for the monitoring of projects, designed to recognize synergies, propose actions and monitor the initiatives developed in our animal nutrition business. One of the committee's aims to provide the internal team with input on debates, trends and innovations, working as an active study group and a space where content can be shared. The aim of all this is to provide our clients with up to date information, as well as develop products and solutions that align productivity, animal wellbeing and sustainability.

The committee's activities are focused on the following strategic axes: mapping the animal nutrition chain; communication and educational actions; establishment of strategic partnerships with institutions and companies that aggregate knowledge; and the offering of solutions for clients.

One example of an initiative monitored by the committee, and connected to the Strategic Partnerships axis, is the **'Programa de Produção Sustentável de Bezerros do Pantanal'** (**'Sustainable Production of Calves in the Pantanal Program'**). Launched in 2021, in Cáceres (MT), the aim of the program is to monitor one hundred livestock breeders in the region with regard to the transition from low-technology calf producing properties to high performance properties, increasing income and ensuring greater sustainability in the supply chain.

Three projects were launched in the Communication and Education axis. The **'Carne do Bem'** (**'Good Meat'**) project aims to add value to the meat production chain, with the publication of data about the market, sharing tips "from the roaster" (about how to cook meat well), and focusing on the farmer, by telling our clients' stories and the business challenges they face. Focused on dairy cattle, **'Nutron Bem + Leite'** is a program for certification in animal wellbeing, developed in partnership with QIMA/QWS and recognizes those milk producers who pay particular attention to sustainable production and animal wellbeing. **'Elas Vivem o Agro' - EVA** (**'They live the Agro'**) meanwhile, is a women's leadership program, involving actions aimed at boosting initiatives concerning women's leadership in the form of events focused on training, development and networking for producers and employees; sharing of remarkable stories and experiences of women in the agricultural field, with inspiring videos of invited clients; and the sharing of relevant content through interviews and debates in a podcast format with monthly episodes.

In relation to actions in the Offers and Solutions axis, one of the main objectives is the reduction of the impact of the emission of methane in cattle production, supporting our clients in mapping the impact of their production; in finding ways of reducing it and improving their governance of the business; and in developing

monetization strategies (such as carbon credits). In 2021, the first steps were taken towards the development of actions along these lines.

It is worth highlighting that, as part of our target to establish deforestation-free chains, we work with initiatives that aim to provide support for the livestock chain in this area. To do so, in 2021, we started studies that will be taking advantage of our experience in other chains to adapt them and offer solutions for our animal nutrition clients.

**In 2021, we established a sustainability committee, designed to recognize synergies, propose actions and monitor the initiatives developed in our animal nutrition business**



## Upgrading of the Research and Development Center

In 2021, the modernization of our Research and Development Center (CPNA) was completed. The center, located in Mogi Mirim (SP), focuses on animal nutrition and the modernization involved investment in the order of R\$ 2 million. Many different improvements were made, including the acquisition of electronic troughs for the monitoring in real time of the consumption of supplements or feed, increasing our ability to create increasingly reliable data for the development of solutions and sharing of good practices with our clients. Furthermore, in 2021, the Cargill global head office approved an investment for research into the measurement of cattle methane which is to be performed at the CPNA.

## Bioindustry

In the bioindustrial segment, we have continued our efforts to support the market in its increased use of renewable inputs, offering alternatives of plant origin as substitutes for mineral solutions, making products available that are less harmful to the environment but offering equal or superior levels of performance. As such, we have grown in terms of volume, creating demand principally for products created using vegetable oils. One example is the ester that is used in lines of adjuvants for agricultural pesticides and is being increasingly adopted by manufacturers seeking renewable plant options. Over the course of 2021, we put an investment plan into action at our unit in Mairinque (SP) aimed at increasing the manufacturing capacity of this product by 30%, with the plan forecast for completion in 2022.

The strategy has been to anticipate trends and develop solutions in response to our clients needs to transform their supply chains in order to meet the institutional targets for the reduction of environmental impacts. In 2021, we launched the Biovero® line of plasticisers, a substance used in flexible PVC applications, such as flooring, paving, tarpaulins and synthetic leathers, plastic films, wiring and cables. Free of phthalates, the plasticisers have been developed using plant oil-based ingredients, providing our clients with more sustainable solutions, improved performance and better cost competitiveness.



## Food and beverage and food service businesses

Our factories manufacture a wide range of ingredients and finished products for the food and beverage and food service industries. These are important inputs, that help the food industries in their strategies to reduce production costs, improve the quality of their products and meet the new demands expressed by consumers. In 2021, we recorded a number of successful developments with our clients, increasing shares and signing new contracts. Amongst many different examples, we became McCain's Partner of Choice for the implementation of its first factory in Brazil and, in record time, delivered a solution for Kerry, confirming us as their sole supplier.

We structured a new integrated strategy to meet the needs of our business clients, altering our approach from one that was previously based upon each business segment (plant oils, starches and sweeteners, and cocoa), to a sales team that takes a much broader approach to working with our portfolio of products and services. Our sales teams are now organized in terms of client segments rather than products. We believe that, by taking this approach, we can strengthen the relationship, centralizing points of contact and specializing our understanding of each client, understanding their different demands and potential new business, increasingly positioning ourselves as an innovative partner that can contribute to the growth of their businesses. Developed over the course of the year, this new configuration involved the creation of a Sales and Training Operations team designed to drive this cultural change, analyze performance and equip the sales teams with the right tools, something which has also involved the launch of a unified client relationship management system (CRM).

In the area of food service, we launched the [www.cargillfoodservice.com.br](http://www.cargillfoodservice.com.br) website, providing technical explanations of our products, guidance on applications and recipes, as well as other information designed to bring us closer to the thousands of operators throughout Brazil. Also for this segment, we launched the Pomodoro tomato sauce in a 1.02 kilo package, with an extremely attractive price that has proven essential at this moment in time when the sector is once again finding its feet after the difficulties suffered as a result of the Covid -19 pandemic. For handmade chocolate manufacturers, our Genuine brand has been providing a chocolate icing in the form of 'coins', which facilitates the handling of the product since it no longer needs to be chopped.



### Innovation Center

Our innovation center celebrated its tenth anniversary and continues working on studies, foreseeing trends and needs, and meeting the specific demands of our clients. The Center includes open innovation processes, experiments in sensory rooms, expiry studies and more. Here, our commercial partners can test prototypes and solutions before implementing them in their production lines.

Over the course of these 10 years, partnerships have been established with universities, our relationships with clients have grown and strengthened, and the wide range of initiatives have led to different benefits for our clients and consumers. More than 250 projects have been pursued each year, totaling more than 270,000 working hours by our technical team.

With the center's support, we have also worked on solutions for our clients to be able to respond to the growing vegan market. For example, amongst our many different projects, we have developed a formula for the Lowko brand that can be used in a line of low-calorie, sugar-free, topping-free, vegan ice-cream. The product was launched in three flavors just six months after its development began.

## Final consumer

We have made our way directly into consumers' homes in the form of products bearing well-known brand names, many of which are market leaders. We have lines of refined and composite oils, tomato extracts and pulps, salad dressings, mayonnaises and olive oils. In 2021, we launched Instagram channels for the Liza, Pomarola and Elefante brands, attracting hundreds of millions of views. We continued presenting the retail market with innovative new products, with special mention going to the the new Purilev Avocado Oil, Liza Cottonseed Oil and Elefante 'Só Tomates' (Just Tomatoes). We revived the Pomodoro brand through the presentation of more accessibly priced tomato sauces.

In an action that was pioneering for the segment, the traditional cardboard boxes used to transport the Liza brand oils were replaced with plastic film. The change was undertaken following a study designed to analyze the life cycle, comparing the cardboard boxes with the plastic film made of green polyethylene, which testified that there was a 68% reduction in GHG emissions and a 70% reduction in water consumption in the production process. The polyethylene used is made from cane sugar, which is a renewable source and 100% recyclable.



### Ação Renove o Meio Ambiente (Renew the Environment Action)

With its strategy focused on sustainability, the Liza brand boasts the biggest cooking oil reverse logistics program in Brazil, providing for the correct disposal of oil used for frying by transforming it into a raw-material for new products such as biodiesel.

The 'Ação Renove o Meio Ambiente' ('Renew the Environment Action') celebrated its tenth anniversary in 2021 becoming a benchmark action in the market. The project provides locations for the voluntary depositing of used cooking oil, whilst also running a door-to-door collection scheme for homes and condominiums.

The program also provides support for our food service clients. As part of this project, we issue "Correct Disposal Guarantee" certificates and have enabled generation of revenue for more than 300 restaurants. In 2021, we signed an agreement for a partnership with 75 restaurants under the Outback and Abbraccio chains for the collection of waste oil and vegetable fat.



Program in operation for **10 years**

**6.9 million** liters of cooking oil recycled

**3,500+** oil delivery points across the country,

**17** states, **214** towns and cities

**450** supporting schools



# Economic and Financial Performance

We are one of the leading companies in the Brazilian agribusiness sector, contributing to the generation of wealth in the country. In 2021, for the first time in our history, we surpassed the R\$ 100 billion mark in operating revenue. The record soybean harvest, the increase in the price of commodities and the export-favorable exchange rate led to a growth of approximately 50% in relation to 2020, totaling R\$ 103 billion. However, despite this, the profitability was lower, registering a drop of 15% compared to 2020, due to factors such as the downturn in the corn harvest due to droughts and frosts, greater pressure from operating costs and more expensive energy.

Over the course of the year, we invested R\$ 1.023 billion in the country, an increase of 11% on the sum invested the previous year. One of the highlights was the sum of R\$ 229 million invested in the new pectin factory in Bebedouro (SP). Other investments were made in the improvement and maintenance of plants, as well as the expansion of the units focused on soybean processing, with more than 20 projects developed over the course of the year. Our continued and greater commitment to technology and innovation increases the efficiency of our operations and aligns Cargill with the constant changes in the market.

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### Material topics:

- Management of natural resources and a resilient food system **GRI 103-2, 103-3 | 201**
- 



## Direct economic value generated (R\$ thousands)

GRI 201-1



## Economic value distributed (R\$ thousands) GRI 201-1

| Distributed                   | 2019                 | 2020                 | 2021*                |
|-------------------------------|----------------------|----------------------|----------------------|
| Operating costs               | 47,798,057.00        | 59,078,521.00        | 97,561,758.00        |
| Employee wages and benefits   | 1,518,384.00         | 1,763,057.00         | 1,872,000.00         |
| Payments to capital providers | -                    | 170,000.00           | 223,840.00           |
| <b>Total</b>                  | <b>49,316,441.00</b> | <b>61,011,578.00</b> | <b>99,657,598.00</b> |

## Economic value retained (R\$ thousands) GRI 201-1

|  | 2019       | 2020         | 2021         |
|--|------------|--------------|--------------|
| "Direct economic value generated"<br>less "Economic value distributed" | 384,289.00 | 7,607,175.00 | 3,388,682.00 |

## Economic value distributed (%) GRI 201-1

|                               | 2019       | 2020       | 2021       |
|-------------------------------|------------|------------|------------|
| Operating costs               | 96.92      | 96.83      | 97.90      |
| Employee wages and benefits   | 3.08       | 2.89       | 1.88       |
| Payments to capital providers | -          | 0.28       | 0.22       |
| <b>Total</b>                  | <b>100</b> | <b>100</b> | <b>100</b> |

# Materiality and topics that are essential to the business

GRI 102-40, 102-42, 102-43, 102-44, 102-49, 103-1

The content of this report was defined following a materiality process conducted by an external consultancy in 2021, which identified priority (material) topics for management of sustainability at Cargill, reflecting its economic, social and environmental impacts. One material topic is that which could influence the actions and decisions of our stakeholders and, consequently, impact on the ability of the organization to generate long-term value.



The materiality process was divided into four stages:

## 1. Identification

After mapping of the principal stakeholders and analysis of the secondary sources (internal documents, policies and strategic directives, impact studies and sector evaluations, amongst others) 17 initial topics were identified and their respective definitions established.

## 2. Prioritization

Our target publics were consulted to list the topics which, from their perspective, Cargill should be prioritizing. The consultations were performed in the form of on-line interviews and studies, to enable presentation of the 17 initially identified topics and definition of the seven priority topics in the opinion of each of the individuals consulted.

## 3. Analysis

A materiality matrix was created, providing graphic representation of the perspective of our main publics (external view) and Senior Management (internal view), consolidating the results obtained from the consultations for creation of the list of priority topics.

## 4. Validation

In order to ensure that the priority topics were in line with Cargill's strategy, a detailed presentation of the process was made to the Senior Management, who approved the matrix.

## Material topic

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

## Why the issue is relevant

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### Management of natural resources and a resilient food system

To leverage regenerative agriculture considering climate and water risks, aiming to establish better operational eco-efficiency and mitigation of emissions of greenhouse gases (GHGs), for the longevity of the business and provide the growing population with safe access to nutritious food.

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### Ethics, compliance and transparency

To ensure the ethical and transparent conduct of the company in relation to the entire value chain. To guarantee adherence to the compliance policy, involving full compliance with laws, regulations and fair business practices.

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### Land Use

To promote practices that encourage the transformation of the sector so as to do away with illegal deforestation and provide incentive for sustainable land management.

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### Food safety and quality

To work for the highest standards of product quality to ensure safety for both direct and indirect consumers. To provide clarity and transparency on the product labeling and packaging.

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### Responsible management and innovation in agricultural practices

To practice and encourage management that is responsible and aligned with human rights internally and in all links of the value chain, as well as enable access to, and development of, technology in agricultural production and in the tracking of origins.

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### Engagement and development of communities

To promote qualified dialog with communities in order to appreciate them and develop them with respect to their socioeconomic aspects and encourage engagement actions aimed at positive, long-lasting impacts with the priority publics (rural producers, employees, local communities and suppliers, for example).

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### Focus on clients' needs

To strengthen commercial relations and develop solutions directed towards clients' needs (rural producers, commercial partners, retailers and consumers) on both a local and global scale.)

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**The impacts mapped may occur within or outside the organization, without any specific limitation regarding the limits. Management of the impacts is assessed and monitored by the responsible departments, with the participation and involvement of the senior management.**

# GRI content index

| GRI Standards                     | Contents  | Page/URL   | Omission | SDGs  |
|-----------------------------------|---|--|----------|-------|
| <b>General disclosures</b>        |   |  |          |       |
| <b>GRI 101: Foundation 2016</b>   |   |  |          |       |
| GRI 101 has no Content            |   |  |          |       |
| <b>Organizational profile</b>     |   |  |          |       |
|                                   | 102-1 Name of the organization                                      | 9  |          |       |
|                                   | 102-2 Activities, brands, products and services                     | 9  |          |       |
|                                   | 102-3 Location of headquarters                                      | 9  |          |       |
|                                   | 102-4 Location of operations  | 11   |          |       |
|                                   | 102-5 Ownership and legal form                                      | 9  |          |       |
|                                   | 102-6 Markets served  | 9  |          |       |
| GRI 102: General disclosures 2016 | 102-7 Scale of the organization                                     | 9  |          |       |
|                                   | 102-8 Information on employees and other workers                    | 23, 98   |          | 8, 10 |
|                                   | 102-9 Supply chain  | 43   |          |       |
|                                   | 102-10 Significant changes to the organization and its supply chain | There was no significant change in the chain of suppliers. |          |       |
|                                   | 102-11 Precautionary principle or approach                          | 19   |          |       |
|                                   | 102-12 External initiatives   | 15, 48   |          |       |
|                                   | 102-13 Membership of associations                                   | 74   |          |       |

| GRI Standards                     | Contents   | Page/URL | Omission                 | SDGs |
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| <b>Strategy</b>                   |  |          |                          |      |
| GRI 102: General disclosures 2016 | 102-14 Statement from senior executive                               | 4        |                          |      |
| <b>Ethics and integrity</b>       |  |          |                          |      |
| GRI 102: General disclosures 2016 | 102-16 Values, principles, standards and norms of behavior           | 10       |                          | 16   |
| <b>Governance</b>                 |  |          |                          |      |
|                                   | 102-18 Governance structure  | 12       |                          |      |
| GRI 102: General disclosures 2016 | 102-38 Ratio of the annual total compensation                        |          | Confidential information |      |
|                                   | 102-39 Ratio of the percentage increase in annual total compensation |          | Confidential information |      |
| <b>Stakeholder engagement</b>     |  |          |                          |      |
|                                   | 102-40 List of stakeholder groups                                    | 61       |                          |      |
| GRI 102: General disclosures 2016 | 102-41 Collective bargaining agreements                              |          | Confidential information | 8    |
|                                   | 102-42 Identification and selection of stakeholders                  | 61       |                          |      |
|                                   | 102-43 Approach for engagement of stakeholders                       | 61       |                          |      |
|                                   | 102-44 Key topics and concerns raised                                | 61       |                          |      |

| GRI Standards                     | Contents  | Page/URL  | Omission | SDGs |
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| <b>Reporting practices</b>        |   |   |          |      |
| GRI 102: General disclosures 2016 | 102-45 Entities included in the consolidated financial statements | 03  |          |      |
|                                   | 102-46 Definition of report content and topic boundaries          | 62  |          |      |
|                                   | 102-47 List of material topics                                    | 62  |          |      |
|                                   | 102-48 Restatements of information                                | The methodology used to calculate disclosures 303-3, 303-4 and 303-5 was given an overhaul, meaning that the totals published in 2019 and 2020 have been altered. |          |      |
|                                   | 102-49 Changes in reporting                                       | N/A   |          |      |
|                                   | 102-50 Reporting period   | January 1 to December 31, 2021  |          |      |
|                                   | 102-51 Date of most recent report                                 | 2020  |          |      |
|                                   | 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 in accordance with the GRI Standards "Core" option.  |          |      |
|                                   | 102-55 GRI content index  | 63  |          |      |
|                                   | 102-56 External assurance   | N/A   |          |      |

| <b>GRI Standards</b>               | <b>Contents</b>  | <b>Page/URL</b> | <b>Omission</b>           | <b>SDGs</b> |
|------------------------------------|--|-----------------|---------------------------|-------------|
| <b>Material topics</b>             |  |                 |                           |             |
| <b>Economic performance</b>        |  |                 |                           |             |
| GRI 103: Management approach 2016  | 103-1 Explanation of the material topic and its Boundary                             | 62              |                           |             |
|                                    | 103-2 The management approach and its components                                     | 59              |                           |             |
|                                    | 103-3 Evaluation of the management approach  | 59              |                           |             |
| GRI 201: Economic performance 2016 | 201-1 Direct economic value generated and distributed                                | 60              |                           | 8, 9        |
|                                    | 201-2 Financial implications and other risks and opportunities due to climate change | 48              |                           | 13          |
| <b>Anti-corruption</b>             |  |                 |                           |             |
| GRI 103: Management approach 2016  | 103-1 Explanation of the material topic and its Boundary                             | 62              |                           |             |
|                                    | 103-2 The management approach and its components                                     | 18              |                           |             |
|                                    | 103-3 Evaluation of the management approach  | 18              |                           |             |
| GRI 205: Anti-corruption 2016      | 205-1 Operations assessed in terms of the risks relating to corruption               |                 | Information not available | 16          |
|                                    | 205-3 Confirmed incidents of corruption and actions taken                            |                 | Information not available | 16          |
| <b>Water and Effluents</b>         |  |                 |                           |             |
| GRI 103: Management approach 2016  | 103-1 Explanation of the material topic and its Boundary                             | 62              |                           |             |
|                                    | 103-2 The management approach and its components                                     | 12, 46          |                           |             |
|                                    | 103-3 Evaluation of the management approach  | 12, 46          |                           |             |

| <b>GRI Standards</b>              | <b>Contents</b>   | <b>Page/URL</b> | <b>Omission</b> | <b>SDGs</b> |
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| GRI 303: Water and effluents 2019 | 303-1 Interactions with water as a shared resource                              | 12              |                 | 6, 12       |
|                                   | 303-2 Management of water discharge related impacts                             | 12              |                 | 6           |
|                                   | 303-3 Water withdrawal  | 47              |                 | 6, 8, 12    |
|                                   | 303-4 Water disposal  | 47              |                 | 6           |
|                                   | 303-5 Water consumption   | 47              |                 | 6           |
| <b>Biodiversity</b>               |   |                 |                 |             |
| GRI 103: Management approach 2016 | 103-1 Explanation of the material topic and its Boundary                        | 62              |                 |             |
|                                   | 103-2 The management approach and its components                                | 12, 14, 42      |                 |             |
|                                   | 103-3 Evaluation of the management approach                                     | 12, 14, 42      |                 |             |
|                                   | 304-2 Significant impacts of activities, products, and services on biodiversity | 12, 14          |                 | 6, 14, 15   |
| <b>Emissions</b>                  |   |                 |                 |             |
| GRI 103: Management approach 2016 | 103-1 Explanation of the material topic and its Boundary                        | 62              |                 |             |
|                                   | 103-2 The management approach and its components                                | 48              |                 |             |
|                                   | 103-3 Evaluation of the management approach                                     | 48              |                 |             |

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| GRI 305: Emissions 2016                         | 305-1 Direct (Scope 1) emissions of greenhouse gases (GHGs)                    | 50              |                           | 3, 12, 13, 14, 15 |
|   | 305-2 Indirect (Scope 2) greenhouse gas (GHG) emissions                        | 50              |                           | 3, 12, 13, 14, 15 |
|   | 305-3 Other indirect (Scope 3) GHG emissions                                   |                 | Information not available | 3, 12, 13, 14, 15 |
|   | 305-5 Reduction of GHG emissions   | 50              |                           | 13, 14, 15        |
| <b>Supplier environmental assessment</b>        |  |                 |                           |                   |
| GRI 103: Management approach 2016               | 103-1 Explanation of the material topic and its Boundary                       | 62              |                           |                   |
|   | 103-2 The management approach and its components                               | 33, 43          |                           |                   |
|   | 103-3 Evaluation of the management approach                                    | 33, 43          |                           |                   |
| GRI 308: Supplier environmental assessment 2016 | 308-1 New suppliers selected following consideration of environmental criteria | 33, 43          |                           |                   |
|   | 308-2 Negative environmental impacts in the supply chain and actions taken     | 33, 43          |                           |                   |
| <b>Occupational Health &amp; Safety</b>         |  |                 |                           |                   |
| GRI 103: Management approach 2016               | 103-1 Explanation of the material topic and its Boundary                       | 62              |                           |                   |
|   | 103-2 The management approach and its components                               | 39              |                           |                   |
|   | 103-3 Evaluation of the management approach                                    | 39              |                           |                   |

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| GRI 403: Occupational health and safety 2019  | 403-1 Occupational health and safety management system   | 39              |                          | 8           |
|   | 403-2 Hazard identification, risk assessment and incident investigation                          | 39              |                          | 3, 8        |
|   | 403-3 Occupational health services   | 39              |                          | 3, 8        |
| <b>Diversity and equal opportunity</b>        |  |                 |                          |             |
| GRI 103: Management approach 2016             | 103-1 Explanation of the material topic and its Boundary   | 62              |                          |             |
|   | 103-2 The management approach and its components   | 24              |                          |             |
|   | 103-3 Evaluation of the management approach  | 24              |                          |             |
| GRI 405: Diversity and equal opportunity 2016 | 405-1 Diversity of governance bodies and employees   |                 | Confidential information | 5, 8        |
|   | 405-2 Ratio of basic salary and remuneration of women to men                                     |                 | Confidential information | 5, 8, 10    |
| <b>Local communities</b>                      |  |                 |                          |             |
| GRI 103: Management approach 2016             | 103-1 Explanation of the material topic and its Boundary   | 62              |                          |             |
|   | 103-2 The management approach and its components   | 27              |                          |             |
|   | 103-3 Evaluation of the management approach  | 27              |                          |             |
| GRI 413: Local communities 2016               | 413-1 Operations with local community engagement, impact assessments, and development programs   | 28              |                          |             |
|   | 413-2 Operations with significant - actual and potential - negative impacts on local communities | 28              |                          | 1, 2        |

| GRI Standards  | Contents   | Page/URL | Omission | SDGs     |
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| <b>Social assessment of suppliers</b>                          |  |          |          |          |
| GRI 103: Management approach 2016                              | 103-1 Explanation of the material topic and its Boundary   | 62       |          |          |
|  | 103-2 The management approach and its components   | 43       |          |          |
|  | 103-3 Evaluation of the management approach  | 43       |          |          |
| GRI 414: Social assessment of suppliers 2016                   | 414-1 New suppliers that were screened using social criteria   | 43       |          | 5, 8, 16 |
|  | 414-2 Negative social impacts in the supply chain and actions taken  | 43       |          | 5, 8, 16 |
| <b>Customer Health and Safety</b>                              |  |          |          |          |
| GRI 103: Management approach 2016                              | 103-1 Explanation of the material topic and its Boundary   | 62       |          |          |
|  | 103-2 The management approach and its components   | 42       |          |          |
|  | 103-3 Evaluation of the management approach  | 42       |          |          |
| GRI 416: Customer health and safety 2016                       | 416-1 Assessment of the health and safety impacts of product and service categories  | 42       |          |          |
|  | 416-2 Cases of non-compliance concerning the health and safety impacts of products and services  | 42       |          | 16       |
| Food Processing Sector Disclosures– Consumer health and safety | FP5 - Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards. | 42       |          | 3        |

| GRI Standards                        | Contents  | Page/URL | Omission   | SDGs |
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| <b>Marketing and labeling</b>        |   |          |  |      |
| GRI 103: Management approach 2016    | 103-1 Explanation of the material topic and its Boundary                                  | 62       |  |      |
|                                      | 103-2 The management approach and its components  | 42       |  |      |
|                                      | 103-3 Evaluation of the management approach   | 42       |  |      |
| GRI 417: Marketing and labeling 2016 | 417-1 Requirements for product and service information and labeling                       | 42       |  | 12   |
|                                      | 417-2 Incidents of non-compliance concerning product and service information and labeling |          | In 2021, Cargill received seven infringement notifications relating to labeling , which are still under way in the courts, without any imposition of penalties.  | 16   |
| GRI 417: Marketing and labeling 2016 | 417-3 Incidents of noncompliance concerning marketing communications                      |          | No legal cases were identified in 2021, considering those under the direct management of the legal department, either having been handled or in the process of being handled by an organ with responsibilities covering investigation of communication of the marketing and advertising. | 16   |

| GRI Standards  | Contents  | Page/URL | Omission | SDGs          |
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| Financial Sector Supplement - Marketing and Labeling             | FP8 Policies and practices on communication to consumers about ingredients and nutritional information beyond legal requirements  | 42       |          | 16            |
| <b>Procurement and sourcing</b>                                  |   |          |          |               |
| Food Processing Sector Disclosures - Procurement and sourcing    | FP1 Purchased volume from suppliers compliant with company's sourcing policy  | 43       |          |               |
| Food Processing Sector Disclosures - Procurement and sourcing    | FP2 Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard   | 43       |          | 2, 12, 14, 15 |
| <b>Healthy and affordable food</b>                               |   |          |          |               |
| Food Processing Sector Disclosures - Healthy and affordable food | FP4 Nature, scope and effectiveness of any programs and practices that promote access to healthy lifestyles; the prevention of chronic disease; access to healthy, nutritious and affordable food; and improved welfare for communities in need | 28       |          | 3, 4          |

# SASB Disclosures

|                           | Indicator  | Page   |
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|                           | FB-AG-110a.2<br>Agricultural products   Emission of greenhouse gases | 42   |
|                           | FB-AG-250a.1<br>Agricultural products   Food safety                  | 42   |
|                           | FB-AG-250a.2 Agricultural products   Food safety                     | 48   |
| Food and beverages sector | FB-AG-430b.1<br>Agricultural products   Management of GMOs           | Through its legal team, Cargill participates in sector discussions concerning the matter of GMOs (Genetically Modified Organisms), led by the Brazilian Food Industry Association – ABIA. Cargill has an internal strategic group focused on discussion and assessment of the matter, involving the senior management of the businesses and technical departments, which is coordinated by the legal team. |
|                           | FB-PF-140a.3<br>Processed foods   Water management                   | 12   |

## Membership of associations

GRI 102-13

- Asociación de las Industrias de Alimentos para Animales de America Latina Y Caribe – FeedLatina
- Associação Brasileira da Indústria de Ácido Cítrico e Derivados (Abiacid)
- Associação Brasileira da Indústria de Chocolates, Cacau, Amendoim, Balas e Derivados (Abicab)
- Associação Brasileira da Indústria de Óleos Vegetais (Abiove)
- Associação Brasileira da Propriedade Intelectual (ABPI)
- Associação Brasileira das Entidades dos Mercados Financeiro e de Capitais (Anbima)
- Associação Brasileira das Indústrias da Alimentação (ABIA)
- Associação Brasileira das Indústrias de Biscoitos, Massas Alimentícias e Pães & Bolos Industrializados (Abimapi)
- Associação Brasileira das Indústrias de Suplementos Minerais (ASBRAM)
- Associação Brasileira de Atacadistas e Distribuidores de Produtos Industrializados (Abad)
- Associação Brasileira de Automação (GS1)
- 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 Produtores, Importadores e Comerciantes de Azeites de Oliveira (OLIVA)
- Associação Brasileira de Proteína Animal (ABPA)
- Associação Brasileira de Supermercados (ABRAS)
- Associação Brasileira de Terminais Portuários (ABTP)
- Associação Brasileira do Agronegócio (Abag)
- Associação Brasileira dos Comercializadores de Energia (Abraceel)
- Associação Brasileira dos Criadores de Zebu (ABCZ)
- Associação Brasileira dos Produtores de Pinto de Corte (Apinco)
- Associação Brasileira dos Terminais Portuários (ABTP)
- Associação Brasileira Pró-Desenvolvimento Regional Sustentável (ADIAL BRASIL)
- Associação Comercial e Empresarial de Santarém (Aces)
- Associação Comercial, Industrial e Agrícola de Paranaguá (ACIAP)
- Associação dos Terminais Portuários e Estações de Transbordo de Cargas da bacia Amazônica (AMPORT)
- Associação dos Terminais Portuários Privativos (ATP)
- Associação Mineira de Supermercados (AMIS)
- Associação Nacional das Indústrias Processadoras de Cacau (AIPC)
- Associação Nacional dos Consumidores de Energia (ANACE)
- Associação Nacional dos Exportadores de Algodão (ANEA)
- Associação Nacional dos Exportadores de Cereais (ANEC)

- Associação Paulista de Criadores de Suínos (APCS)
- Associação Pró-Desenvolvimento Industrial do Estado de Goiás (Adial/GO)
- American Chamber of Commerce (Amcham Campinas)
- American Chamber of Commerce (Amcham São Paulo)
- Childhood Brasil (Programa na Mão Certa)
- Coalizão Empresarial pelos Portos do Paraná
- Colégio Brasileiro de Nutrição Animal (CBNA)
- Conselho de Autoridade Portuária do Porto de Paranaguá (CAP)
- Conselho Regional Sul Export/Brasil Export
- Federação Brasileira de Bancos (FEBRABAN)
- Federação das Indústrias do Estado de São Paulo (FIESP)
- Fundação APINCO de Ciência e Tecnologia Avícola (FACTA)
- Grupo de Estudos Tributários Aplicados (GETAP)
- Grupo de Institutos, Fundações e Empresas (GIFE)
- Aiba Institute
- Instituto Brasileiro de Direito Tributário (IBDT)
- Grupo de Estudos de Voluntariado Empresarial (GEVE)
- International Life Sciences Institute of Brazil (ILSI Brazil)
- MB Associados
- Sindicato das Agências de Navegação do Paraná (SINDAPAR)
- Sindicato das Indústrias de Produtos Avícolas do Estado do Paraná (Sindiavipar)
- Sindicato Nacional da Indústria de Alimentação Animal (Sindirações)
- Sindicato Nacional da Indústria de Produtos para Saúde Animal (Sindan)
- Sociedade Brasileira de Alimentação e Nutrição (SBAN)



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Ricardo Correa and the Cargill Collection

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