C0. Introduction

C0.1

(C0.1) Give a general description and introduction to your organization.

Cargill’s 155,000 employees across 70 countries work relentlessly to achieve our purpose of nourishing the world in a safe, responsible and sustainable way. Every day, we connect farmers with markets, customers with ingredients, and people and animals with the food they need to thrive. We combine over 155 years of experience with new technologies and insights to serve as a trusted partner for food, agriculture, financial and industrial customers in more than 125 countries. Side-by-side, we are building a stronger, sustainable future for agriculture.

Cargill’s businesses are organized around four major segments:

- Agriculture: Cargill buys, processes and distributes grain, oilseeds and other commodities to makers of food and animal nutrition products. Cargill also provides crop and livestock producers with products and services.
- Food: Cargill provides food and beverage manufacturers, foodservice companies and retailers with high-quality ingredients, meat and poultry products, and health-promoting ingredients and ingredient systems.
- Financial: Cargill provides its agricultural, food, financial and energy customers around the world with risk management and financial solutions.
- Industrial: Cargill serves industrial users of energy, salt, starch and steel products. We also develop and market sustainable products made from agricultural feedstocks.

Reporting Boundary Note: Cargill has set the following reporting threshold for determining if a facility is considered material for reporting: locations that emit less than 600 MT of CO2e/year or a facility (warehouse or office) with less than 200 FTE. As a result, the number of countries mentioned above does not correspond with the number of countries listed in C0.3 or subsequent questions.

C0.2

(C0.2) State the start and end date of the year for which you are reporting data.

<table>
<thead>
<tr>
<th>Reporting year</th>
<th>Start date</th>
<th>End date</th>
<th>Indicate if you are providing emissions data for past reporting years</th>
<th>Select the number of past reporting years you will be providing emissions data for</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 1 2021</td>
<td>December 31 2021</td>
<td>Please select</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
</tr>
</tbody>
</table>

C0.3
(C0.3) Select the countries/areas in which you operate.
- Argentina
- Australia
- Belgium
- Bonaire, Sint Eustatius and Saba
- Brazil
- Canada
- Chile
- China
- Colombia
- Costa Rica
- Côte d'Ivoire
- Ecuador
- Egypt
- France
- Germany
- Ghana
- Guatemala
- Honduras
- Hungary
- India
- Indonesia
- Ireland
- Italy
- Malaysia
- Mexico
- Netherlands
- Nicaragua
- Norway
- Paraguay
- Peru
- Philippines
- Poland
- Republic of Korea
- Romania
- Russian Federation
- Spain
- Taiwan, China
- Thailand
- Turkey
- Ukraine
- United Kingdom of Great Britain and Northern Ireland
- United States of America
- Viet Nam

(C0.4) Select the currency used for all financial information disclosed throughout your response.
- USD

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.
- Operational control

(C-AC0.6/C-FB0.6/C-PF0.6) Are emissions from agricultural/forestry, processing/manufacturing, distribution activities or emissions from the consumption of your products – whether in your direct operations or in other parts of your value chain – relevant to your current CDP climate change disclosure?

<table>
<thead>
<tr>
<th>Relevance</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture/Forestry</td>
<td>Both own land and elsewhere in the value chain [Agriculture/Forestry only]</td>
</tr>
<tr>
<td>Processing/Manufacturing</td>
<td>Direct operations only [Processing/manufacturing/Distribution only]</td>
</tr>
<tr>
<td>Distribution</td>
<td>Both direct operations and elsewhere in the value chain [Processing/manufacturing/Distribution only]</td>
</tr>
<tr>
<td>Consumption</td>
<td>Yes [Consumption only]</td>
</tr>
</tbody>
</table>

(C-AC0.7/C-FB0.7/C-PF0.7)
Which agricultural commodity(ies) that your organization produces and/or sources are the most significant to your business by revenue? Select up to five.

<table>
<thead>
<tr>
<th>Agricultural commodity</th>
<th>% of revenue dependent on this agricultural commodity</th>
<th>Produced or sourced</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cattle products</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Soy</td>
<td></td>
<td>Sourced</td>
<td></td>
</tr>
<tr>
<td>Other, please specify (Corn)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Palm Oil</td>
<td></td>
<td>Both</td>
<td></td>
</tr>
<tr>
<td>Other, please specify (Cocoa)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Cargill considers % of revenue for different activities proprietary information.

(C0.8) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

<table>
<thead>
<tr>
<th>Indicate whether you are able to provide a unique identifier for your organization</th>
<th>Provide your unique identifier</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
</tbody>
</table>

C1. Governance

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes
(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

<table>
<thead>
<tr>
<th>Position of individual(s)</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Chair</td>
<td>i) How responsibility is related to climate issues: Members of the executive leadership team who are also on the board are actively involved in climate-related issues; particularly, the CEO/Chairman of the Board. The Board Chair and Chief Sustainability Officer regularly engage with the Corporate Governance Committee of the Board of Directors on progress against our ESG goals and priorities, including our Scope 1, 2 and 3 targets. ii) Examples of climate-related decisions: The CEO and Board Chair approved the publication of the company’s ESG Scorecard, a performance tracking report on the company’s corporate websites. The Scorecard reports progress against the company’s Scope 1 and 2, and Scope 3 climate goals. The Scorecard was also reviewed by the Corporate Governance Committee of the Board of Directors.</td>
</tr>
</tbody>
</table>

(C1.1b) Provide further details on the board’s oversight of climate-related issues.

<table>
<thead>
<tr>
<th>Frequency with which climate-related issues are a scheduled agenda item</th>
<th>Governance mechanisms into which climate-related issues are integrated</th>
<th>Scope of board-level oversight</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled – some meetings</td>
<td>Reviewing and guiding strategy</td>
<td>&lt;Not Applicable&gt;</td>
<td>The CEO and Chairman of the Board reviews and guides our climate strategy, including setting targets and measuring progress against targets. The company has also introduced a process to assess ESG impacts of major capital investments. Our Board Chair supports broader committee or full board updates on climate issues on a regular (average quarterly) basis.</td>
</tr>
</tbody>
</table>

(C1.1d) Does your organization have at least one board member with competence on climate-related issues?

<table>
<thead>
<tr>
<th>Board member(s) have competence on climate-related issues</th>
<th>Criteria used to assess competence of board member(s) on climate-related issues</th>
<th>Primary reason for no board-level competence on climate-related issues</th>
<th>Explain why your organization does not have at least one board member with competence on climate-related issues and any plans to address board-level competence in the future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Cargill is a privately held business. We recruit and appoint independent members to our board of directors to help guide and inform our corporate strategy. Prospective board members are experienced senior executives who are established leaders in their field. They are assessed against a broad set of criteria, including knowledge and experience on ESG matters, which includes climate. Across the current board more than one board member has competence on climate-related issues.</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
</tbody>
</table>

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

<table>
<thead>
<tr>
<th>Name of the position(s) and/or committee(s)</th>
<th>Reporting line</th>
<th>Responsibility</th>
<th>Coverage of responsibility</th>
<th>Frequency of reporting to the board on climate-related issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Sustainability Officer (CSO)</td>
<td>&lt;Not Applicable&gt;</td>
<td>Both assessing and managing climate-related risks and opportunities</td>
<td>&lt;Not Applicable&gt;</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Chief Executive Officer (CEO)</td>
<td>&lt;Not Applicable&gt;</td>
<td>Both assessing and managing climate-related risks and opportunities</td>
<td>&lt;Not Applicable&gt;</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>
(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).

i) Description of the responsibilities of each position and/or committee with regard to the assessment and monitoring of climate-related issues

Overall responsibility for managing climate issues is centered at the company’s executive team level, led by the Chief Executive Officer (CEO) who is also the Board Chair. The CEO partners with the Chief Sustainability Officer to understand climate risks, opportunities and impacts to guide the company’s overall business strategy and reporting.

Chief Sustainability Officer: The Chief Sustainability Officer (CSO) is responsible for driving Cargill’s overall sustainability strategy, including climate, as well as monitoring progress against climate-related targets. The CSO works ensure executive level alignment and a coordinated cross-Cargill approach. This includes evaluating and approving corporate Scope 1, 2, and 3 targets and engaging with other Executive Team-members to ensure action plans are in place to achieve those goals, and that appropriate response and resourcing for climate-related risks and opportunities. The CSO reports to the CEO/Chairman of the Board. Together, the CEO and CSO report to the board on a regular basis (on average, quarterly).

The CSO serves as Senior Corporate Vice President leading the company’s sustainability, corporate responsibility and corporate communications functions (together called the “Global Impact Team”). At the level below the CSO, there is a Global Impact leadership team with specific leads designated for Environmental Sustainability, Social Sustainability, Data and Analytics, Corporate Responsibility, ESG Reporting and Portfolio Management, and Corporate Communications. There are also designated Finance and Human Resources leads. Each of these leads has specific and clearly articulated objectives for advancing the company’s climate strategy, targets and programs, whether that be through setting goals, developing and implementing climate strategy, supporting climate education through stakeholder engagement, or promoting climate action through nonprofit partnerships (among others). These leads work with sustainability practitioners across Cargill’s businesses and regions to deploy climate solutions and measure and report progress.

C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

<table>
<thead>
<tr>
<th>Provide incentives for the management of climate-related issues</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1</td>
<td>Yes</td>
</tr>
</tbody>
</table>

C1.3a

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

<table>
<thead>
<tr>
<th>Entitled to incentive</th>
<th>Type of incentive</th>
<th>Activity incentivized</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate executive team</td>
<td>Monetary reward</td>
<td>Emissions reduction target</td>
<td>The Executive Team’s compensation is based on a set of financial and performance metrics, and then adjusted based on select ESG targets</td>
</tr>
</tbody>
</table>

C2. Risks and opportunities

C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Yes

C2.1a

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

<table>
<thead>
<tr>
<th>From (years)</th>
<th>To (years)</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-term</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Medium-term</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Long-term</td>
<td>10</td>
<td>30</td>
</tr>
</tbody>
</table>

C2.1b
(C2.1b) How does your organization define substantive financial or strategic impact on your business?

Substantive Risk Definition

Climate risk is assessed using the same framework as other types of identified business risk using Cargill’s risk rating framework. The below risk rating framework is aligned to our overall risk assessment criteria we use for audit and compliance issues that we escalate to senior leadership and ultimately the Board when necessary (e.g., everything rated Important / Significant / Critical gets reported to the Audit Committee of the Board).

The financial impact calculations you see below are based on Cargill Adjusted Operating Earnings (AOE), as follows:

- Low: < 0.04% of projected AOE
- Moderate: 0.04% - 0.2% of projected AOE
- Important: 0.2% - 1% of projected AOE
- Significant: 1% - 3% of projected AOE
- Critical: >3% of projected AOE

i) Definition of substantive financial or strategic impact: Cargill’s risk rating framework is aligned to our overall risk assessment criteria used for audit and compliance issues. The framework defines substantive impacts and related risks as those escalated to senior leadership and ultimately the Board e.g., risks rated Important / Significant / Critical gets reported to the Audit Committee of the Board. The framework is underscored by a definition of substantive financial or strategic impact based on our values and obligations to deliver to our customers.

ii) Quantifiable indicator(s) used to identify substantive change and thresholds: We measure strategic impact through the risk of disruptions in our supply chain and possible disruptions to deliver to customers; these are assessed through considering likelihood of occurrence and potential impacts using scales tailored to the impact criteria (e.g. financial, business disruption, reputation). A substantive impact would be those rated Important / Significant / Critical.

Thresholds of impact are dependent on the risk type and specific risk criteria. For example, a risk posing over $50 million in potential impact would be considered Significant to Critical based solely on financial criteria. Should some customers and suppliers be affected by a risk, including possible loss of strategic customers or suppliers and substantial loss to market share, then the risk would be considered significant in terms of business disruption criteria. Assessments of likelihood are aligned with the time horizons which business leaders use to make investment decisions.

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

**Value chain stage(s) covered**
- Direct operations
- Upstream
- Downstream

**Risk management process**
- Integrated into multi-disciplinary company-wide risk management process

**Frequency of assessment**
- Annually

**Time horizon(s) covered**
- Medium-term
- Long-term

**Description of process**

i) Process used to determine if risks pose substantive impact: Cargill’s corporate compliance is led by a board-level audit committee, an Executive Team committee, and a Global Ethics & Compliance Office (GECO) function. GECO coordinates and manages the compliance risk assessment process, which is deployed at a business group level. Part of this process is to classify risks based upon three criteria: risk likelihood, risk impact, and control effectiveness. In addition, Cargill also has an outward-looking process for analyzing issues as they relate to the interest of stakeholders. Stakeholders within Cargill, including our Chief Sustainability Officer and members of the Sustainability and EHS functions, stay apprised of climate-related risks and opportunities and in some cases, collaborates with other organizations with relevant expertise, to conduct assessments. The Chief Sustainability Officer ensures executive level alignment and a coordinated cross-Cargill approach, including evaluating risks and opportunities to ensure appropriate response and resourcing. Members of the Sustainability function then support development and implementation of strategies to respond, including those implemented in pursuit of targets created to address the identified risks. Sustainability has been identified as a key priority of Cargill’s overall 2025 business strategy.

ii) Physical risk case study: Cargill is aware that climate change poses physical risk to our assets and our ability to operate our business. In order to better understand these risks, we have begun assessing our physical risk exposure utilizing Climanomics, a third-party software tool. We have assessed risk at decadal scales through 2050 under two scenarios: RCP 8.5 (4 degree warming) and RCP 2.6 (2 degree warming). Based on the outcomes of the Climanomics assessment, we have prioritized the most at risk facilities and have begun working with the appropriate business units to build mitigation plans. Ultimately, those mitigation plans will be incorporated into existing risk management/business continuity processes. ii) Transitional risk case study: Cargill faces a variety of potential transitional risks associated with addressing climate change. In order to better understand these risks, we have begun implementing a transition risk evaluation process. As part of that process, we assessed transition risk within our protein business in Asia and Europe. One of the key transition risks identified was the potential for changing customer/consumer expectations for animal protein. As we assessed mitigation options for that risk, we identified several existing programs within the business that were mitigating much of that risk by design. The outcome was an acknowledgement that continued/increased investment in those programs is essential.
(C2.2a) Which risk types are considered in your organization’s climate-related risk assessments?

<table>
<thead>
<tr>
<th>Risk Type</th>
<th>Relevance &amp; Inclusion</th>
<th>Please explain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current regulation</td>
<td>Relevant, always included</td>
<td>Example of risk type: An example could be cost risks associated with complying with the Carbon Reduction Commitment Energy Efficiency Scheme in the UK. Once a requirement is identified a local/national/international process is set up, compliance is monitored and reporting requirements are observed.</td>
</tr>
<tr>
<td>Emerging regulation</td>
<td>Relevant, always included</td>
<td>Example of risk type: The current consultation undertaken by the European Commission in relation to their Responsible Business Conduct and Due diligence requirements for businesses, is a good example of how Cargill tracks and responds to emerging regulation. We are also following potential carbon pricing regulations in the US and in China, where we have a significant Scope 1 footprint. Emerging policy and regulations are monitored by the global Government Relations team. Cargill often responds to new emerging regulation consultations by participating in a wide range of industry bodies and business associations.</td>
</tr>
<tr>
<td>Technology</td>
<td>Relevant, always included</td>
<td>Example of risk type: Cargill's strategy is underpinned by the role of technology, digitalization and R&amp;D to evolve the food and agricultural industries and change the way we feed the world's growing population while also protecting the planet. Our global research and development team includes more than 1,500 research, development, applications, technical services and intellectual property specialists working in more than 200 locations. Together, they provide a spectrum of services encompassing technical service, applications, development, research, intellectual asset management, and scientific and regulatory affairs. Examples of Cargill technologies include Satellite monitoring to track commodities to their point of origin and storage, or they are being grown sustainably. The company's research and development efforts are designed to help it stay ahead of the changing consumer preferences. Climate-related risk management are integrated into the risk management process of the company.</td>
</tr>
<tr>
<td>Legal</td>
<td>Relevant, always included</td>
<td>Example of risk type: As part of normal business operations, Cargill is continually evaluating risk associated with regulation and our physical assets. Cargill Environment, Health and Safety (EHS) provides leadership and support for Cargill in environmental, occupational health and safety, process safety and risk management and vehicle safety areas on a global basis. EHS is a critical component of our approach to environmental responsibility and our commitment to our communities. We strive to achieve ZERO Harm through focus on: 1. compliance with environmental laws, 2. reduction of major environmental impacts, and 3. managing environmental risks. The company's commitment to sustainability is driven by its vision to nourish the world while protecting the planet.</td>
</tr>
<tr>
<td>Market</td>
<td>Relevant, always included</td>
<td>Example of risk type: Climate-related risks in trading and market risks include commodity sourcing, funding, insurance, liquidity, pricing, product claims, trade and country regulations, changing consumer preferences etc. Climate-related risk management are integrated into the risk management process of the company.</td>
</tr>
<tr>
<td>Reputation</td>
<td>Relevant, always included</td>
<td>Example of risk type: Reputation risks include damage to brand equity, increase in legislation, risk to local license to operate, employee engagement, and recruiting talent. These risks are managed by teams within the businesses and specialist teams in the following disciplines: global communications, corporate responsibility and sustainable development, and government relations. Working closely with the business/local leaders, these teams set their business strategies annually to address the top priority issues that have the potential to impact the business, and that matter most to the interest of stakeholders. They report on progress quarterly against the overall business strategy.</td>
</tr>
<tr>
<td>Acute physical</td>
<td>Relevant, always included</td>
<td>Example of risk type: Acute physical risks include extreme weather-related events that have the capacity to impact operations, markets, and communities. Early in 2019, weeks of flooding on large parts of the Midwest, wrecked communities and rendered farms inoperable. In addition, a near record number of tornadoes whipped through the region, after the wettest 12 months in the US since records began. In addition to managing the physical and safety risks posed to operations as mentioned previously, Cargill has a process for managing long-term response to disasters, working directly with local community organizations and Cargill Cares Councils to provide those affected with immediate support.</td>
</tr>
<tr>
<td>Chronic physical</td>
<td>Relevant, always included</td>
<td>Example of risk type: Food security is a complex issue affected by a wide range of chronic physical risks. Long-term natural factors, like flooding, drought, and warmer temperatures can reduce the amount of food produced, causing far-reaching effects. Therefore, the management of such issues is deeply embedded in Cargill's business, our purpose is to nourish the world in safe, responsible and sustainable way, our sustainability strategy is grounded in our purpose to nourish the world. We're committed to working with our partners around the world to improve their environmental impact and to supporting and empowering farmers, whose livelihoods are increasingly affected by the impacts of climate change. An example of exploring some of these long-term risks in partnership with governments and civil society, include the global food security simulator, Food Chain Reaction. The simulation uses scenarios set in the future in a world where population growth, rapid urbanization, extreme weather and political crises combine to threaten global food security. The simulation is designed to help high-level decision makers – representing nations, international institutions and the private sector - better understand the interdependencies within the system and the cascading effects of our decisions and actions. The simulation elevates awareness about these complex relationships.</td>
</tr>
</tbody>
</table>

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.3a
(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.

<table>
<thead>
<tr>
<th>Identifier</th>
<th>Risk 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Where in the value chain does the risk driver occur?</td>
<td>Direct operations</td>
</tr>
</tbody>
</table>
| Risk type & Primary climate-related risk driver | Emerging regulation  
Carbon pricing mechanisms |

**Primary potential financial impact**
Increased indirect (operating) costs

**Climate risk type mapped to traditional financial services industry risk classification**
<Not Applicable>

**Company-specific description**
Cargill has current and potential exposure to carbon pricing mechanisms due to the size of our operational footprint.

**Time horizon**
Medium-term

**Likelihood**
About as likely as not

**Magnitude of impact**
Medium

**Are you able to provide a potential financial impact figure?**
Yes, an estimated range

**Potential financial impact figure (currency)**
<Not Applicable>

**Potential financial impact figure – minimum (currency)**
55395220

**Potential financial impact figure – maximum (currency)**
110790440

**Explanation of financial impact figure**
The financial impact is the cost of a price on carbon in the US. Range was calculated using a lower ($20/ton) and higher ($40/ton) price: US Scope 1 emissions * $20/ton (minimum) and US Scope 1 emissions * $40/ton (maximum)

**Cost of response to risk**
0

**Description of response and explanation of cost calculation**
Our efforts to reduce our GHG emissions will help mitigate the impact of a US carbon price. However, those investments are already being made in order to meet our GHG reduction commitments. Therefore, there is no incremental risk response cost

**Comment**

---

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes

(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.

<table>
<thead>
<tr>
<th>Identifier</th>
<th>Opp1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Where in the value chain does the opportunity occur?</td>
<td>Downstream</td>
</tr>
<tr>
<td>Opportunity type</td>
<td>Products and services</td>
</tr>
<tr>
<td>Primary climate-related opportunity driver</td>
<td>Development of new products or services through R&amp;D and innovation</td>
</tr>
<tr>
<td>Primary potential financial impact</td>
<td>Increased revenues resulting from increased demand for products and services</td>
</tr>
<tr>
<td>Company-specific description</td>
<td>Across industries, manufacturers are looking for smarter ways to formulate their products in order to improve performance and/or gain total cost efficiencies. Cargill believes that more sustainable, bio-based alternatives to fossil-based products and chemicals provide a range of benefits to these manufacturers as well as society—including reduced ecological risks, enhanced energy efficiency, fewer environmental emissions and less waste. Cargill is set to expand the production and use of bio-based products</td>
</tr>
</tbody>
</table>
that provide performance and sustainable benefits when compared to non-renewable alternatives. For example, in 2020, we committed $150 million to construct a multi-waste-and residues-based biodiesel plant at our existing integrated oilseeds crush and Bioro biodiesel site in Belgium to produce renewable fuels and provide customers with more sustainable, responsible, and safe solutions. The site design began in 2021 and is planned for construction in 2023.

<table>
<thead>
<tr>
<th>Time horizon</th>
<th>Short-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Likelihood</td>
<td>Virtually certain</td>
</tr>
<tr>
<td>Magnitude of impact</td>
<td>High</td>
</tr>
</tbody>
</table>

Are you able to provide a potential financial impact figure?
No, we do not have this figure

<table>
<thead>
<tr>
<th>Potential financial impact figure (currency)</th>
<th>&lt;Not Applicable&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential financial impact figure – minimum (currency)</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Potential financial impact figure – maximum (currency)</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
</tbody>
</table>

**Explanation of financial impact figure**
While the development of these products is expected to increase revenues as customers look for sustainable solutions, Cargill considers specific financial metrics to be proprietary information.

**Cost to realize opportunity**
118000000

**Strategy to realize opportunity and explanation of cost calculation**
i) Case study to realize the opportunity: Cargill created a dedicated global bio-industrial business group, operational in June 2018, to address the growing demand for these bio-based solutions. The bio-industrial group will draw on the whole Cargill portfolio of products and services to create solutions to help our customers increase performance, and lower costs – all in a responsible, more sustainable manner. For example, in the United States the nation's infrastructure poses a sustainability challenge because millions of miles of paved roads are surfaced in asphalt. Asphalt produces greenhouse gas emissions when applied and much of the American road system requires regular repair in the form of new layers of asphalt. In response to this challenge, Cargill developed its line of Anova™ Asphalt Solutions for modifying asphalt to enhance the performance and to extend the life, making it more environmentally friendly. The product line features a product called Anova Rejuvenator that uses modified vegetable oils and other bio-based agricultural components from Cargill's domestic resources to restore oxidized and cracked asphalt surfaces. Road crews can take existing asphalt, grind it up, add Rejuvenator, then lay it back down—in effect recycling up to 60% of road surfaces. In December 2021, Cargill announced our agreement with Croda to acquire the majority of its performance technologies and industrial chemicals business for EUR 915,000,000 (1.03bln USD) on a cash-free, debt-free basis. The investment would dramatically expand Cargill’s bio-industrial footprint to better serve industrial manufacturers. ii) Cost calculation: As an example of costs associated with realizing this opportunity for products and services, we are providing the committed funds of $150 million to construct a multi-waste-and residues-based biodiesel plant at our existing integrated oilseeds crush and Bioro biodiesel site in Belgium to produce renewable fuels and provide customers with more sustainable, responsible, and safe solutions.

**Comment**

<table>
<thead>
<tr>
<th>Identifier</th>
<th>Opp2</th>
</tr>
</thead>
</table>

**Where in the value chain does the opportunity occur?**
Direct operations

**Opportunity type**
Resource efficiency

**Primary climate-related opportunity driver**
Use of more efficient production and distribution processes

**Primary potential financial impact**
Reduced indirect (operating) costs

**Company-specific description**
Cargill has science-based targets covering our scope 1, 2, and 3 emissions. These targets are driving investments in renewable energy, energy efficiency, and other low-carbon technologies. Specifically, Cargill Sugars, Starches and Sweeteners (CSST) is a large contributor to our overall operational emissions due to the consumption of energy to remove water during processing. The technologies used in our production processes also pose an opportunity to innovate and reduce the associated environmental impacts, while realizing cost savings.

<table>
<thead>
<tr>
<th>Time horizon</th>
<th>Short-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Likelihood</td>
<td>Virtually certain</td>
</tr>
<tr>
<td>Magnitude of impact</td>
<td>Medium</td>
</tr>
</tbody>
</table>

Are you able to provide a potential financial impact figure?
Yes, a single figure estimate

<table>
<thead>
<tr>
<th>Potential financial impact figure (currency)</th>
<th>30000000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential financial impact figure – minimum (currency)</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Potential financial impact figure – maximum (currency)</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
</tbody>
</table>
**Explanation of financial impact figure**
The potential financial impact figure of $30,000,000 represents the potential 1-2% savings as a result of implementing ISO 50001 at all facilities, this estimate is based off success we have seen from CSST sites that have received ISO 50001 certification smart control system installations, electrification, and installation of combined heat & power.

**Cost to realize opportunity**
3000000

**Strategy to realize opportunity and explanation of cost calculation**
i) Case study to realize the opportunity: Multiple CSST sites have implemented ISO50001 energy management standards to understand where we use energy, regulate our performance, and establish processes to review and improve our performance. These standards help us to identify potential projects to reduce our impacts. These processes are supplemented by a $40/mtCO2e shadow price of carbon when evaluating these capital expenditures. The internal shadow price of carbon is a mechanism for Cargill to assess the GHG impacts associated with a new capital expenditure in our operations and drive low-carbon and energy efficiency investments. In 2021, CSST sites implemented technologies to increase energy efficiency and aid in the transition to renewable energy. For example, by investing in a smart control system our technicians can run evaporators and dryers faster and pursuing electrification by replacing thermal vapor recompression with mechanical recompression allows us to replace fuel energy with renewable electricity. This project is expected to reduce approximately 4,000 mtCO2e annually.

ii) Cost calculation: The example projects required approximately $3,000,000 to implement; we expect a payback of 4-10 years.

**Comment**

**Identifier**
Opp3

**Where in the value chain does the opportunity occur?**
Direct operations

**Opportunity type**
Energy source

**Primary climate-related opportunity driver**
Use of lower-emission sources of energy

**Primary potential financial impact**
Reduced indirect (operating) costs

**Company-specific description**
Cargill has science-based targets covering our scope 1, 2, and 3 emissions. These targets are driving investments in renewable energy, energy efficiency, and other low-carbon technologies. Originating renewable electricity allows Cargill to help green the grid and reduce the effects of climate change related to our operations. Additionally, procuring renewable energy allows Cargill to plan for potential future carbon regulation. Our renewable energy strategy includes pursuing electrification opportunities in our manufacturing processes allowing us to switch some of our non-renewable fuel use to renewable electricity, contractual agreements to bring renewable electricity to our facilities, and the installation of onsite generation of renewable electricity. These efforts are realizing cost savings, while also contributing to our efforts to meet our science-based targets.

**Time horizon**
Long-term

**Likelihood**
Virtually certain

**Magnitude of impact**
Medium

**Are you able to provide a potential financial impact figure?**
No, we do not have this figure

**Potential financial impact figure (currency)**
<Not Applicable>

**Potential financial impact figure – minimum (currency)**
<Not Applicable>

**Potential financial impact figure – maximum (currency)**
<Not Applicable>

**Explanation of financial impact figure**

**Cost to realize opportunity**

**Strategy to realize opportunity and explanation of cost calculation**
i) Case study to realize the opportunity: Cargill is committed to reducing its operational emissions by pursuing emissions-reducing technology and investing in renewable energy to power our operations or offset our emissions. For example we signed a corporate power purchasing agreement (CPPA) with Vattenfall in the Netherlands to buy 2.7 terawatthours from Vattenfall under a 10-year CPPA. As a result, the renewable energy generated from 13 of the wind farm’s wind turbines will power more than 90% of Cargill’s grid based electrical consumption in the Netherlands. This project represents 0.45% of our 10% reduction target for emissions reductions in our global operations. The project is under construction and will go into full commercial operation in 2023.

**Comment**

---

**C3. Business Strategy**

**C3.1**
(C3.1) Does your organization’s strategy include a transition plan that aligns with a 1.5°C world?

Row 1

Transition plan
No, our strategy has been influenced by climate-related risks and opportunities, but we do not plan to develop a transition plan within two years.

Publicly available transition plan
<Not Applicable>

Mechanism by which feedback is collected from shareholders on your transition plan
<Not Applicable>

Description of feedback mechanism
<Not Applicable>

Frequency of feedback collection
<Not Applicable>

Attach any relevant documents which detail your transition plan (optional)
<Not Applicable>

Explain why your organization does not have a transition plan that aligns with a 1.5°C world and any plans to develop one in the future
While we do not have a formal transition plan that aligns with a 1.5 degree world, we are making decisions with a changing climate landscape in mind. We are diversifying our product portfolio, including growing our bio-industrial business, investing in alternative proteins, and expanding our biofuels business. We are also working to reduce our GHG footprint in both our operations and supply chain. Our actions are focused on accelerating actions and progress towards our existing science-based targets to reduce our carbon footprint in our operations and across our supply chains.

Explain why climate-related risks and opportunities have not influenced your strategy
<Not Applicable>

(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?

<table>
<thead>
<tr>
<th>Use of climate-related scenario analysis to inform strategy</th>
<th>Primary reason why your organization does not use climate-related scenario analysis to inform its strategy</th>
<th>Explain why your organization does not use climate-related scenario analysis to inform its strategy and any plans to use it in the future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, qualitative and quantitative</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
</tbody>
</table>

(C3.2a) Provide details of your organization’s use of climate-related scenario analysis.

<table>
<thead>
<tr>
<th>Climate-related scenario</th>
<th>Scenario analysis coverage</th>
<th>Temperature alignment of scenario</th>
<th>Parameters, assumptions, analytical choices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical climate scenarios</td>
<td>Company-wide</td>
<td>&lt;Not Applicable&gt;</td>
<td>This scenario was selected to test exposure to climate-related risk in a low-warming world, particularly transition risks. The primary quantitative metric we assessed is exposure to carbon prices under regulatory schemes. We also qualitatively assessed other transition risk such as shifting customer/consumer preferences.</td>
</tr>
<tr>
<td>RCP 2.6</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Physical climate scenarios | Company-wide              | <Not Applicable>                  | This scenario was selected to test exposure to climate-related risk in a much warmer world, particularly physical risks. We assessed the financial impacts of risks including sea-level rise, severe weather events, drought/water stress and excessive heat. Risk assessment was based primarily on asset value. |
| RCP 8.5                  |                           |                                  |                                             |

(C3.2b) Provide details of the focal questions your organization seeks to address by using climate-related scenario analysis, and summarize the results with respect to these questions.

Row 1

Focal questions
What forces and developments have the greatest ability to shape future performance?

Results of the climate-related scenario analysis with respect to the focal questions
We are currently using a combination of low-warming and high-warming scenario to better understand both transition and physical risk globally across Cargill’s operations. Under both scenarios, water availability is a potentially significant risk for both our operations and our supply chains. Under a high-warming scenario, extreme weather events and rising sea levels pose a potential risk to our ability to operate our global logistics network. Water risk in numerous geographies, including Thailand and Poland, is potentially significant under the high warming scenario. Under a low-warming scenario, transition risks play a bigger role in our risk profile. In particular, a price on carbon in the United States and changing customer/consumer demands, particularly in the US, Canada and Europe, will created both risk and opportunities for Cargill.
C3.3 Describe where and how climate-related risks and opportunities have influenced your strategy.

### Products and services

- **Yes**

  - **Description & time horizon:** Cargill considers climate change both in how we reduce impacts during product development and how we innovate to develop products that reduce environmental impacts. For example, to reduce emissions, save water, and reduce costs in our operations, we work to ensure our products themselves are grown sustainably. Our position within the global food system provides both the opportunity and the responsibility to work at the intersection of sustainability, food security and nutrition to find practical and scalable solutions for our customers.

  - **Most substantial business decisions to date:** Cargill supports the adoption and implementation of projects that address environmental impacts, including reducing emissions. Cargill has committed to reduce absolute Scope 1 & 2 greenhouse gas (GHG) emissions in its operations by 10% by 2025, against a 2017 baseline. Cargill’s commitment is approved by science-based targets initiative aligned with a 2 degrees Celsius pathway and encompasses our Scope 1 and 2 emissions. This translates to a reduction of about 1.25 million metric tons of carbon dioxide equivalents (CO2e) annually as our business continues to grow (amount not adjusted for possible future changes to the baseline related to mergers, divestitures and acquisitions).

  - **Most substantial business decisions to date:** Cargill utilizes a voluntary $40/mtCO2e shadow price of carbon in evaluating technical, environmental, economic, and market risk of long-term commodity transactions. We consider this impact to be long-term given its ongoing influence to the business.

  - **Most substantial business decisions to date:** Cargill recognizes the necessity of reducing emissions and building resilience in our supply chain so we have adopted a Scope 3 target of reducing greenhouse gas emissions in its global supply chains by 30% per ton of product by 2030. We are making progress toward meeting this goal by working with farmers on projects like improving soil health and reducing emissions across our North American beef global supply chains. We consider this impact to be long-term given its ongoing influence on the business.

### Supply chain and/or value chain

- **Yes**

  - **Description & time horizon:** Cargill recognizes the necessity of reducing emissions and building resilience in our supply chain so we have adopted a Scope 3 target of reducing greenhouse gas emissions in its global supply chains by 30% per ton of product by 2030. We are making progress toward meeting this goal by working with farmers on projects like improving soil health and reducing emissions across our North American beef global supply chains. We consider this impact to be long-term given its ongoing influence on the business.

  - **Description & time horizon:** Cargill recognizes the necessity of reducing emissions and building resilience in our supply chain so we have adopted a Scope 3 target of reducing greenhouse gas emissions in its global supply chains by 30% per ton of product by 2030. We are making progress toward meeting this goal by working with farmers on projects like improving soil health and reducing emissions across our North American beef global supply chains. We consider this impact to be long-term given its ongoing influence on the business.

### Investment in R&D

- **Yes**

  - **Description & time horizon:** Cargill’s strategy is underpinned by the role of technology, digitalization and R&D to evolve the food and agricultural industries and change the way we feed the world’s growing population while also protecting the planet. Our position within the global food system provides both the opportunity and the responsibility to work at the intersection of sustainability, food security and nutrition to find practical and scalable solutions, which requires continual investment in R&D. Our global research and development team includes more than 1,500 research, development, applications, technical services and intellectual property specialists working in more than 200 locations. Together, they provide a spectrum of services encompassing technical service, applications, development, research, intellectual asset management, and scientific and regulatory affairs. We consider this impact to be long-term given its ongoing influence to the business.

  - **Most substantial business decisions to date:** Cargill launched a dedicated global bio-industrial business unit to address the growing demand for bio-based solutions. The creation of this group reflects our current and future investment in products and services that address environmental impacts, including reducing emissions. In December 2021, Cargill announced our agreement with Coruda to acquire the majority of its performance technologies and industrial chemicals business EUR 915,000,000 (1.03bn USD) on a cash-free, debt-free basis. The investment would dramatically expand Cargill’s bio-industrial footprint to better serve agricultural manufacturers.

### Operations

- **Yes**

  - **Description & time horizon:** Cargill has committed to reduce absolute scope 1 & 2 greenhouse gas (GHG) emissions in its operations by 10% by 2025, against a 2017 baseline. Cargill’s commitment is approved by science-based targets initiative aligned with a 2 degrees Celsius pathway and encompasses our Scope 1 and 2 emissions. This translates to a reduction of about 1.25 million metric tons of carbon dioxide equivalents (CO2e) annually as our business continues to grow (amount not adjusted for possible future changes to the baseline related to mergers, divestitures and acquisitions).

  - **Most substantial business decisions to date:** Using 15 different renewable energy sources around the world – including wind power – Cargill is reducing its operational emissions. That includes both renewable thermal fuels that reduce emissions coming directly from Cargill operations, and renewable power purchases that reduce emissions from the electricity Cargill purchases from the grid. For example, we are projected to spend over $200 million through 2024 on capital projects for energy efficiency and GHG emissions reduction alone – a figure that does not include contractual agreements with suppliers. We also signed a virtual power purchasing agreement (VPPA) with National Grid Renewables to purchase solar energy from its Prairie Wolf solar facility in Illinois. This transaction achieved commercial operation in November 2021 and represents over 250,000 MT CO2e of annual Scope 2 emissions reduction.

### Financial planning elements that have been influenced

<table>
<thead>
<tr>
<th>Row</th>
<th>Description of influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Case studies: As an example of how climate-related risks and opportunities have influenced our capital allocation and expenditures, Cargill utilizes a voluntary $40/mtCO2e shadow price of carbon when evaluating financial planning. The internal shadow price of carbon is a mechanism for Cargill to assess the GHG impacts associated with its capital expenditure in our operations and drive low-carbon and energy efficiency investments. Cargill’s long-term renewable energy purchases greater than 2 years in tenure are approved by Cargill’s Commodity Risk Committee (CRC). The CRC’s focus is on evaluating market risk of long-term commodity transactions. Additionally, Cargill’s Value Guidelines used to evaluate projects does permit a Cost Avoidance (soft savings) to be considered for avoided/reduced carbon on a project. We are projected to spend over $100 million through 2024 toward renewable energy capital projects alone – a figure that does not include contractual agreements with suppliers. Over this same time period, we are projected to invest an additional 550+ million in energy efficiency capital projects. These projects are using our potential for reducing their emissions, among other metrics. These combined projects could reduce our emissions by over 2 million mtCO2e ever time. The internal shadow price of carbon supports evaluation of these potential and planned initiatives. In addition, we recognize that our growing business places challenges on achieving our Science Based Target. As a result, all proposed projects (within our US operations) are reviewed and rated based on this internal shadow price of carbon, and depending on the rating, additional steps are necessary to achieve approval. For example, a project which increases Cargill GHG emissions by 20,000 MT CO2e or more is rated red, in which case technology alternatives must be reviewed and a plan to mitigate the project’s emissions must be included for approval so that the full impact of the project is considered in the approval process.</td>
</tr>
</tbody>
</table>

### C4. Targets and performance
(C4.1) Did you have an emissions target that was active in the reporting year?

Absolute target
Intensity target

(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.

Target reference number
Abs 1

Year target was set
2018

Target coverage
Company-wide

Scope(s)
Scope 1
Scope 2

Scope 2 accounting method
Market-based

Scope 3 category(ies)
<Not Applicable>

Base year
2017

Base year Scope 1 emissions covered by target (metric tons CO2e)
7132818

Base year Scope 2 emissions covered by target (metric tons CO2e)
5011174

Base year Scope 3 emissions covered by target (metric tons CO2e)
<Not Applicable>

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)
12143992

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1
100

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2
100

Base year Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)
<Not Applicable>

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes
100

Target year
2025

Targeted reduction from base year (%) 10

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]
10929592.8

Scope 1 emissions in reporting year covered by target (metric tons CO2e)
7287595

Scope 2 emissions in reporting year covered by target (metric tons CO2e)
4186061

Scope 3 emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)
11473656

% of target achieved relative to base year [auto-calculated]
55.1989823445206

Target status in reporting year
Underway

Is this a science-based target?
Yes, and this target has been approved by the Science Based Targets initiative
Target ambition
2°C aligned

Please explain target coverage and identify any exclusions
Building on nearly 20 years of climate action, Cargill has committed to reduce absolute greenhouse gas (GHG) emissions in our operations by a minimum of 10% by 2025, against a 2017 baseline. That means that even as our business grows, our emissions will shrink. Cargill's commitment is aligned with science-based targets, and encompasses emissions in our operations, known as Scope 1 and 2 emissions. The target has been approved by the Science Based Target Initiative.

Plan for achieving target, and progress made to the end of the reporting year
Cargill's approach to reducing operational GHG emissions has focused in three areas. First, we continue to improve our management systems around energy and GHG emissions. This involves elevating the level of focus on energy and GHG emissions in our facilities. Second, we are investing in efficiency efforts. Cargill has a proud history of efficiency improvement and operational excellence to drive cost out of our system. We have added a focus on GHG reduction into this process to improve our efficiency relative to GHG emissions. Finally, we are migrating to cleaner sources of energy where possible. This has involved some switching to cleaner fuels where they have been available, but it has primarily come from pursuing renewable electricity where possible. In some cases, we have originated renewable electricity through utility based green tariffs, but these are not widely available. We have pursued power purchase agreements (and virtual power purchase agreements) with utility scale renewable generating assets to supply renewable electricity to our facilities at scale. This has enabled large-scale reductions in some of our most carbon intensive operations and geographies.

List the emissions reduction initiatives which contributed most to achieving this target
<Not Applicable>

(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).

Target reference number
Int 1

Year target was set
2019

Target coverage
Company-wide

Scope(s)
Scope 3

Scope 2 accounting method
<Not Applicable>

Scope 3 category(ies)
Category 1: Purchased goods and services
Category 2: Capital goods
Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)
Category 4: Upstream transportation and distribution
Category 5: Waste generated in operations
Category 6: Business travel
Category 7: Employee commuting
Category 8: Upstream leased assets
Category 9: Downstream transportation and distribution
Category 10: Processing of sold products
Category 11: Use of sold products
Category 12: End-of-life treatment of sold products
Category 13: Downstream leased assets
Category 14: Franchises

Intensity metric
Metric tons CO2e per metric ton of product

Base year
2017

Intensity figure in base year for Scope 1 (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 2 (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3 (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for all selected Scopes (metric tons CO2e per unit of activity)
<Not Applicable>

% of total base year emissions in Scope 1 covered by this Scope 1 intensity figure
<Not Applicable>

% of total base year emissions in Scope 2 covered by this Scope 2 intensity figure
<Not Applicable>

% of total base year emissions in Scope 3 (in all Scope 3 categories) covered by this Scope 3 intensity figure
<Not Applicable>

% of total base year emissions in all selected Scopes covered by this intensity figure
100

Target year
2030

Targeted reduction from base year (%)

CDP
Intensity figure in target year for all selected Scopes (metric tons CO2e per unit of activity) [auto-calculated]
-Calculated field-

% change anticipated in absolute Scope 1+2 emissions
0

% change anticipated in absolute Scope 3 emissions
0

Intensity figure in reporting year for Scope 1 (metric tons CO2e per unit of activity)
-Not Applicable-

Intensity figure in reporting year for Scope 2 (metric tons CO2e per unit of activity)
-Not Applicable-

Intensity figure in reporting year for Scope 3 (metric tons CO2e per unit of activity)

Intensity figure in reporting year for all selected Scopes (metric tons CO2e per unit of activity)

% of target achieved relative to base year [auto-calculated]
-Calculated field-

Target status in reporting year
Underway

Is this a science-based target?
Yes, and this target has been approved by the Science Based Targets initiative

Target ambition
2°C aligned

Please explain target coverage and identify any exclusions
With a global footprint and presence in major food and agriculture supply chains around the globe, Cargill is committed to protecting the earth's vital natural resources and reducing its environmental impact. In alignment with its climate commitment, Cargill has adopted a Scope 3 target of reducing greenhouse gas emissions in its global supply chains by 30% per ton of product by 2030. The commitment to reduce greenhouse gas emissions (GHG) from its global supply chain by 30% per ton of product by 2030, in combination with the previously announced operational goal to reduce absolute emissions by 10%, has been approved by the Science Based Target initiative (SBTi), a collaboration between CDP, the United Nations Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF). We have been actively working over the past two years to calculate our Scope 3 baseline, footprint and progress against target and intend to report a % reduction by next year’s CDP response deadline.

Plan for achieving target, and progress made to the end of the reporting year
We are currently on track to meet our Scope 3 climate target. We’re currently building programs to reduce emissions in our key supply chains, including: Cargill RegenConnect for row crops, and BeefUp for our beef supply chain. We intend to continue scaling these programs and anticipate our progress to follow an exponential curve, increasing the magnitude of reductions as the target period progresses.

List the emissions reduction initiatives which contributed most to achieving this target
-Not Applicable-

(C4.2) Did you have any other climate-related targets that were active in the reporting year?
No other climate-related targets

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.
Yes

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

<table>
<thead>
<tr>
<th>Stage of Development</th>
<th>Number of Initiatives</th>
<th>Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked*)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under investigation</td>
<td>159</td>
<td>1200000</td>
</tr>
<tr>
<td>To be implemented*</td>
<td>35</td>
<td>1300000</td>
</tr>
<tr>
<td>Implementation commenced*</td>
<td>25</td>
<td>300000</td>
</tr>
<tr>
<td>Implemented*</td>
<td>16</td>
<td>492621</td>
</tr>
<tr>
<td>Not to be implemented</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.
## Initiative category & Initiative type

<table>
<thead>
<tr>
<th>Initiative category &amp; Initiative type</th>
<th>Solar PV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low-carbon energy consumption</td>
<td></td>
</tr>
<tr>
<td><strong>Estimated annual CO2e savings (metric tonnes CO2e)</strong></td>
<td>4543</td>
</tr>
<tr>
<td><strong>Scope(s) or Scope 3 category(ies) where emissions savings occur</strong></td>
<td></td>
</tr>
<tr>
<td>Scope 2 [market-based]</td>
<td></td>
</tr>
<tr>
<td><strong>Voluntary/Mandatory</strong></td>
<td></td>
</tr>
<tr>
<td>Voluntary</td>
<td></td>
</tr>
<tr>
<td><strong>Annual monetary savings (unit currency – as specified in C0.4)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Investment required (unit currency – as specified in C0.4)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Payback period</strong></td>
<td></td>
</tr>
<tr>
<td>No payback</td>
<td></td>
</tr>
<tr>
<td><strong>Estimated lifetime of the initiative</strong></td>
<td></td>
</tr>
<tr>
<td>1-2 years</td>
<td></td>
</tr>
<tr>
<td><strong>Comment</strong></td>
<td></td>
</tr>
<tr>
<td>Annual monetary savings and investment required is considered confidential for this project.</td>
<td></td>
</tr>
</tbody>
</table>

## Initiative category & Initiative type

<table>
<thead>
<tr>
<th>Initiative category &amp; Initiative type</th>
<th>Waste heat recovery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy efficiency in production processes</td>
<td></td>
</tr>
<tr>
<td><strong>Estimated annual CO2e savings (metric tonnes CO2e)</strong></td>
<td>3147</td>
</tr>
<tr>
<td><strong>Scope(s) or Scope 3 category(ies) where emissions savings occur</strong></td>
<td></td>
</tr>
<tr>
<td>Scope 1</td>
<td></td>
</tr>
<tr>
<td><strong>Voluntary/Mandatory</strong></td>
<td></td>
</tr>
<tr>
<td>Voluntary</td>
<td></td>
</tr>
<tr>
<td><strong>Annual monetary savings (unit currency – as specified in C0.4)</strong></td>
<td>381311</td>
</tr>
<tr>
<td><strong>Investment required (unit currency – as specified in C0.4)</strong></td>
<td>601504</td>
</tr>
<tr>
<td><strong>Payback period</strong></td>
<td>1-3 years</td>
</tr>
<tr>
<td><strong>Estimated lifetime of the initiative</strong></td>
<td>6-10 years</td>
</tr>
<tr>
<td><strong>Comment</strong></td>
<td></td>
</tr>
</tbody>
</table>

## Initiative category & Initiative type

<table>
<thead>
<tr>
<th>Initiative category &amp; Initiative type</th>
<th>Waste heat recovery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy efficiency in production processes</td>
<td></td>
</tr>
<tr>
<td><strong>Estimated annual CO2e savings (metric tonnes CO2e)</strong></td>
<td>2546</td>
</tr>
<tr>
<td><strong>Scope(s) or Scope 3 category(ies) where emissions savings occur</strong></td>
<td>Scope 1</td>
</tr>
<tr>
<td><strong>Voluntary/Mandatory</strong></td>
<td></td>
</tr>
<tr>
<td>Voluntary</td>
<td></td>
</tr>
<tr>
<td><strong>Annual monetary savings (unit currency – as specified in C0.4)</strong></td>
<td>234586</td>
</tr>
<tr>
<td><strong>Investment required (unit currency – as specified in C0.4)</strong></td>
<td>149925</td>
</tr>
<tr>
<td><strong>Payback period</strong></td>
<td>&lt;1 year</td>
</tr>
<tr>
<td><strong>Estimated lifetime of the initiative</strong></td>
<td>16-20 years</td>
</tr>
<tr>
<td><strong>Comment</strong></td>
<td></td>
</tr>
</tbody>
</table>

## Initiative category & Initiative type

<table>
<thead>
<tr>
<th>Initiative category &amp; Initiative type</th>
<th>Machine/equipment replacement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy efficiency in production processes</td>
<td></td>
</tr>
<tr>
<td><strong>Estimated annual CO2e savings (metric tonnes CO2e)</strong></td>
<td>2546</td>
</tr>
<tr>
<td><strong>Scope(s) or Scope 3 category(ies) where emissions savings occur</strong></td>
<td>Scope 1</td>
</tr>
<tr>
<td><strong>Voluntary/Mandatory</strong></td>
<td></td>
</tr>
<tr>
<td>Voluntary</td>
<td></td>
</tr>
<tr>
<td><strong>Annual monetary savings (unit currency – as specified in C0.4)</strong></td>
<td>234586</td>
</tr>
<tr>
<td><strong>Investment required (unit currency – as specified in C0.4)</strong></td>
<td>149925</td>
</tr>
<tr>
<td><strong>Payback period</strong></td>
<td>&lt;1 year</td>
</tr>
<tr>
<td><strong>Estimated lifetime of the initiative</strong></td>
<td>16-20 years</td>
</tr>
<tr>
<td><strong>Comment</strong></td>
<td></td>
</tr>
<tr>
<td>Initiative category &amp; Initiative type</td>
<td>Solar PV</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Low-carbon energy consumption</td>
<td></td>
</tr>
</tbody>
</table>

**Estimated annual CO2e savings (metric tonnes CO2e)**

| 210000 |

**Scope(s) or Scope 3 category(ies) where emissions savings occur**

| Scope 2 (market-based) |

**Voluntary/Mandatory**

| Voluntary |

**Annual monetary savings (unit currency – as specified in C0.4)**

| 537901 |

**Investment required (unit currency – as specified in C0.4)**

| 817000 |

**Payback period**

| <1 year |

**Estimated lifetime of the initiative**

| 16-20 years |

**Comment**

<table>
<thead>
<tr>
<th>Initiative category &amp; Initiative type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low-carbon energy consumption</td>
</tr>
</tbody>
</table>

**Low-carbon energy consumption**

| Wind |

**Estimated annual CO2e savings (metric tonnes CO2e)**

| 44000 |

**Scope(s) or Scope 3 category(ies) where emissions savings occur**

| Scope 2 (location-based) |
| Scope 2 (market-based) |

**Voluntary/Mandatory**

| Voluntary |

**Annual monetary savings (unit currency – as specified in C0.4)**

| 70000 |

**Investment required (unit currency – as specified in C0.4)**

|  |

**Payback period**

| No payback |

**Estimated lifetime of the initiative**

| 16-20 years |

**Comment**

<table>
<thead>
<tr>
<th>Initiative category &amp; Initiative type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low-carbon energy consumption</td>
</tr>
</tbody>
</table>

**Low-carbon energy consumption**

| Biogas |

**Estimated annual CO2e savings (metric tonnes CO2e)**

| 11000 |

**Scope(s) or Scope 3 category(ies) where emissions savings occur**

|  |
### Low-carbon energy generation

**Solar PV**

- **Estimated annual CO2e savings (metric tonnes CO2e):** 35000
- **Scope(s) or Scope 3 category(ies) where emissions savings occur:** Scope 2 (market-based)
- **Voluntary/Mandatory:** Voluntary
- **Annual monetary savings (unit currency – as specified in C0.4):** (Confidential)
- **Investment required (unit currency – as specified in C0.4):** (Confidential)
- **Payback period:** No payback
- **Estimated lifetime of the initiative:** 1-2 years
- **Comment:** Annual monetary savings and investment required are considered confidential for this project.

### Energy efficiency in production processes

**Waste heat recovery**

- **Estimated annual CO2e savings (metric tonnes CO2e):** 3000
- **Scope(s) or Scope 3 category(ies) where emissions savings occur:** Scope 1
- **Voluntary/Mandatory:** Voluntary
- **Annual monetary savings (unit currency – as specified in C0.4):** 800000
- **Investment required (unit currency – as specified in C0.4):** 300000
- **Payback period:** 4-10 years
- **Estimated lifetime of the initiative:** 11-15 years
- **Comment:**

### Energy efficiency in production processes

**Smart control system**

- **Estimated annual CO2e savings (metric tonnes CO2e):** 45000
- **Scope(s) or Scope 3 category(ies) where emissions savings occur:** Scope 1
- **Voluntary/Mandatory:** Voluntary
- **Annual monetary savings (unit currency – as specified in C0.4):** (Confidential)
- **Investment required (unit currency – as specified in C0.4):** (Confidential)
Investment required (unit currency – as specified in C0.4)
Payback period
<1 year
Estimated lifetime of the initiative
3-5 years
Comment
Investment required is considered confidential for this project.

<table>
<thead>
<tr>
<th>Initiative category &amp; Initiative type</th>
<th>Other, please specify (ISO50001 implemented at 21 locations globally)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy efficiency in production processes</td>
<td></td>
</tr>
</tbody>
</table>

**Estimated annual CO2e savings (metric tonnes CO2e)**

20000

**Scope(s) or Scope 3 category(ies) where emissions savings occur**
Scope 1

**Voluntary/Mandatory**
Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**
1500000

**Investment required (unit currency – as specified in C0.4)**
Payback period
No payback

**Estimated lifetime of the initiative**
3-5 years

**Comment**
Investment required is considered confidential for this project.

<table>
<thead>
<tr>
<th>Initiative category &amp; Initiative type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low-carbon energy consumption</td>
</tr>
</tbody>
</table>

**Estimated annual CO2e savings (metric tonnes CO2e)**

20000

**Scope(s) or Scope 3 category(ies) where emissions savings occur**
Scope 1

**Voluntary/Mandatory**
Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**
1500000

**Investment required (unit currency – as specified in C0.4)**
Payback period
No payback

**Estimated lifetime of the initiative**
11-15 years

**Comment**
Annual monetary savings and investment required are considered confidential for this project.

<table>
<thead>
<tr>
<th>Initiative category &amp; Initiative type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy efficiency in production processes</td>
</tr>
</tbody>
</table>

**Estimated annual CO2e savings (metric tonnes CO2e)**

2239

**Scope(s) or Scope 3 category(ies) where emissions savings occur**
Scope 1

**Voluntary/Mandatory**
Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**
200000

**Investment required (unit currency – as specified in C0.4)**
1341287
Payback period
4-10 years

Estimated lifetime of the initiative
11-15 years

Comment

Initiative category & Initiative type

Energy efficiency in production processes  Other, please specify (Decommission)

Estimated annual CO2e savings (metric tonnes CO2e)
515

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 2 (location-based)
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
47257

Investment required (unit currency – as specified in C0.4)

Payback period
<1 year

Estimated lifetime of the initiative
<1 year

Comment
Investment required is considered confidential for this project.

Initiative category & Initiative type

Company policy or behavioral change  Supplier engagement

Estimated annual CO2e savings (metric tonnes CO2e)
72125

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 3 category 1: Purchased goods & services

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

Investment required (unit currency – as specified in C0.4)

Payback period
Please select

Estimated lifetime of the initiative
6-10 years

Comment
The annual financial investment, savings, and payback period are considered confidential. Soil and Water Outcomes Fund (SWOF). The SWOF is a market-based program to accelerate soil health and water conservation on farmland across six states in the U.S., and provide an important new source of financial incentives to farmers. Healthy soil is critical to helping slow climate change, protect water resources, and is also fundamental to the long-term prosperity of farmers and ranchers.

Initiative category & Initiative type

Energy efficiency in production processes  Product or service design

Estimated annual CO2e savings (metric tonnes CO2e)
5000

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 1

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

Investment required (unit currency – as specified in C0.4)

Payback period
No payback

Estimated lifetime of the initiative
>30 years

**Comment**
Annual monetary savings and investment required are considered confidential for this project.

### Initiative category & Initiative type

<table>
<thead>
<tr>
<th>Initiative category</th>
<th>Initiative type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy efficiency in production processes</td>
<td>Process optimization</td>
</tr>
</tbody>
</table>

### Estimated annual CO2e savings (metric tonnes CO2e)

10000

### Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1

### Voluntary/Mandatory

Voluntary

### Annual monetary savings (unit currency – as specified in C.0.4)

**Voluntary**

### Investment required (unit currency – as specified in C.0.4)

**Voluntary**

### Payback period

No payback

### Estimated lifetime of the initiative

11-15 years

**Comment**
Annual monetary savings and investment required are considered confidential for this project.

---

**C4.3c**

(C4.3c) What methods do you use to drive investment in emissions reduction activities?

<table>
<thead>
<tr>
<th>Method</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial optimization calculations</td>
<td>Pursuant to Cargill's capital allocation process, projects are evaluated based on energy and carbon market conditions. As a result, emission reduction activities frequently take the form of energy reduction initiatives, which translate into reduced GHG emissions.</td>
</tr>
<tr>
<td>Internal price on carbon</td>
<td>Cargill utilizes a $40/mtCO2e shadow price of carbon when evaluating Capital expenditures. The internal shadow price of carbon is a mechanism for Cargill to assess the GHG impacts associated with a new capital expenditure in our operations and drive low-carbon and energy efficiency investments. Time horizon of influence is 1-20 years or more depending on the lifespan of the capital project.</td>
</tr>
<tr>
<td>Dedicated budget for other emissions reduction activities</td>
<td>In order to facilitate GHG reduction projects, a dedicated capital pool of $130MM was established for sustainability projects including both energy efficiency and GHG reduction initiatives specifically.</td>
</tr>
<tr>
<td>Internal incentives/recognition programs</td>
<td>A portion of senior executive incentive compensation is tied to the company’s GHG performance targets.</td>
</tr>
</tbody>
</table>

---

**C-AC4.4/C-FB4.4/C-PF4.4**

(C-AC4.4/C-FB4.4/C-PF4.4) Do you implement agriculture or forest management practices on your own land with a climate change mitigation and/or adaptation benefit?

Yes

---

**C-AC4.4a/C-FB4.4a/C-PF4.4a**
Specify the agricultural or forest management practice(s) implemented on your own land with climate change mitigation and/or adaptation benefits and provide a corresponding emissions figure, if known.

**Management practice reference number**
MP1

**Management practice**
Agroforestry

**Description of management practice**
Cargill’s Policy on Sustainable Palm Oil calls for no deforestation of high conservation value (HCV) lands or high carbon stock (HCS) areas, no development on peat, and no exploitation of land or labor rights.

**Primary climate change-related benefit**
Increase carbon sink (mitigation)

**Estimated CO2e savings (metric tons CO2e)**
0

**Please explain**
Cargill is in the process of evaluating emissions associated with land-use-change.

---

**C4.5**

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products?

Yes

**C4.5a**

(C4.5a) Provide details of your products and/or services that you classify as low-carbon products.

**Level of aggregation**
Group of products or services

**Taxonomy used to classify product(s) or service(s) as low-carbon**
Other, please specify (GHGP and state-of-the-art deforestation assessment methodology)

**Type of product(s) or service(s)**
Other, please specify (Cocoa Supply Chain)

**Description of product(s) or service(s)**
Promise Cocoa, i.e. cocoa derived through our sustainability program, the Cargill Cocoa Promise. The Promise Cocoa beans are entirely sourced through our direct networks from known and trusted farmers and farmer organizations benefitting from the Cargill Cocoa Promise. Promise Cocoa is always verified sustainable by an independent auditor. Customers can gain visibility into their carbon emission data and insights through the CocoaWise™ Portal. Using our online Carbon Footprint Calculator, they can calculate their reduction potential and assess how Promise Cocoa can help them reduce their own carbon footprint (Scope 3 emissions).

**Have you estimated the avoided emissions of this low-carbon product(s) or service(s)**
Yes

**Methodology used to calculate avoided emissions**
Other, please specify (Economic Allocation)

**Life cycle stage(s) covered for the low-carbon product(s) or service(s)**
Cradle-to-gate

**Functional unit used**
1 metric ton of Promise Cocoa

**Reference product/service or baseline scenario used**
1 metric ton of non-Promise Cocoa has a carbon footprint of 9.9 metric ton CO2e

**Life cycle stage(s) covered for the reference product/service or baseline scenario**
Cradle-to-gate

**Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario**
5.7

**Explain your calculation of avoided emissions, including any assumptions**
1 metric ton of Promise Cocoa has a carbon footprint of 4.2 metric ton CO2e, 1 metric ton of non-Promise Cocoa has a carbon footprint of 9.9 metric ton CO2e. Therefore, 1 metric ton of promise cocoa uses 5.7 metric tons less of CO2e than non-promise cocoa. These results vary as per the usage of LUC methods. There is a +/- 10% uncertainty/tolerance range from Life Cycle Assessment method used. Promise Cocoa products are likely to have a lower carbon footprint than their non-Promise Cocoa alternatives - from a few percentage points up to 50% lower depending on the cocoa content*. This is due to the Land Use Change (LUC) and deforestation risk assessment and mitigation capabilities we have established within the Promise Cocoa sourcing network. The higher the cocoa content in the product, the higher the difference observed in the carbon footprint between Promise Cocoa and non-Promise Cocoa products. In fact, Promise Cocoa liquor, butter, powder and dark chocolate have on average half (50%) the carbon footprint of their non-Promise alternatives.* * assuming non-Promise Cocoa alternatives land use change is best represented at the country-level and similar sourcing for other ingredients.

**Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year**

---

*C* assuming non-Promise Cocoa alternatives land use change is best represented at the country-level and similar sourcing for other ingredients.
C5. Emissions methodology

C5.1

(C5.1) Is this your first year of reporting emissions data to CDP?
No

C5.1a

(C5.1a) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Row 1

Has there been a structural change?
Yes, an acquisition
Yes, a divestment
Yes, a merger

Name of organization(s) acquired, divested from, or merged with
In 2021 Cargill completed many acquisitions, divestitures, and mergers due to the nature of our portfolio of businesses.

Details of structural change(s), including completion dates
The portfolio of Cargill’s business is constantly changing. Due to the nature of these activities this level of detail is considered confidential.

C5.1b

(C5.1b) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

<table>
<thead>
<tr>
<th>Change(s) in methodology, boundary, and/or reporting year definition?</th>
<th>Details of methodology, boundary, and/or reporting year definition change(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, a change in boundary</td>
<td>The base year emissions are recalculated annually due to the Merger Acquisition and Divesture activity that happens each year. Many of these are minor changes compared to the total emissions and reporting boundary from the previous year and with a mix of acquisitions and divestitures it is not easy to determine if there has been a change to the boundary, as a result we recalculate the base year emissions annually.</td>
</tr>
</tbody>
</table>

C5.1c

(C5.1c) Have your organization’s base year emissions been recalculated as result of the changes or errors reported in C5.1a and C5.1b?

<table>
<thead>
<tr>
<th>Base year recalculation</th>
<th>Base year emissions recalculation policy, including significance threshold</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>The base year emissions are recalculated annually due to the Merger Acquisition and Divesture activity that happens each year. Many of these are minor changes compared to the total emissions and reporting boundary from the previous year and with a mix of acquisitions and divestitures it is not easy to determine if there has been a change to the boundary, as a result we recalculate the base year emissions annually. Cargill does not have a defined threshold to determine if a base year needs to be recalculated.</td>
</tr>
</tbody>
</table>

C5.2

(C5.2) Provide your base year and base year emissions.

Scope 1

Base year start
June 1 2016

Base year end
May 31 2017

Base year emissions (metric tons CO2e)
7132818

Comment
Scope 2 (location-based)
Base year start
June 1 2016
Base year end
May 31 2017
Base year emissions (metric tons CO2e)
4764819
Comment
Scope 2 (market-based)
Base year start
June 1 2016
Base year end
May 31 2017
Base year emissions (metric tons CO2e)
5011174
Comment
Scope 3 category 1: Purchased goods and services
Base year start
June 1 2016
Base year end
May 31 2017
Base year emissions (metric tons CO2e)
Comment
Since the original 2017 baseline, we have substantially improved our methods and data sources, making the comparison of base year (2017) versus current year (2021) challenging. As such, we are in the process of updating our baseline for 2020 to incorporate these improved approaches.

Scope 3 category 2: Capital goods
Base year start
Base year end
Base year emissions (metric tons CO2e)
Comment
Since the original 2017 baseline, we have substantially improved our methods and data sources, making the comparison of base year (2017) versus current year (2021) challenging. As such, we are in the process of updating our baseline for 2020 to incorporate these improved approaches.

Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)
Base year start
Base year end
Base year emissions (metric tons CO2e)
Comment
Since the original 2017 baseline, we have substantially improved our methods and data sources, making the comparison of base year (2017) versus current year (2021) challenging. As such, we are in the process of updating our baseline for 2020 to incorporate these improved approaches.

Scope 3 category 4: Upstream transportation and distribution
Base year start
Base year end
Base year emissions (metric tons CO2e)
Comment
Since the original 2017 baseline, we have substantially improved our methods and data sources, making the comparison of base year (2017) versus current year (2021) challenging. As such, we are in the process of updating our baseline for 2020 to incorporate these improved approaches.

Scope 3 category 5: Waste generated in operations
Base year start
Base year end
Base year emissions (metric tons CO2e)
Comment
Since the original 2017 baseline, we have substantially improved our methods and data sources, making the comparison of base year (2017) versus current year (2021) challenging. As such, we are in the process of updating our baseline for 2020 to incorporate these improved approaches.
Scope 3 category 6: Business travel

Base year start
Base year end
Base year emissions (metric tons CO2e)
Comment
Since the original 2017 baseline, we have substantially improved our methods and data sources, making the comparison of base year (2017) versus current year (2021) challenging. As such, we are in the process of updating our baseline for 2020 to incorporate these improved approaches.

Scope 3 category 7: Employee commuting

Base year start
Base year end
Base year emissions (metric tons CO2e)
Comment
Since the original 2017 baseline, we have substantially improved our methods and data sources, making the comparison of base year (2017) versus current year (2021) challenging. As such, we are in the process of updating our baseline for 2020 to incorporate these improved approaches.

Scope 3 category 8: Upstream leased assets

Base year start
Base year end
Base year emissions (metric tons CO2e)
Comment
Since the original 2017 baseline, we have substantially improved our methods and data sources, making the comparison of base year (2017) versus current year (2021) challenging. As such, we are in the process of updating our baseline for 2020 to incorporate these improved approaches.

Scope 3 category 9: Downstream transportation and distribution

Base year start
Base year end
Base year emissions (metric tons CO2e)
Comment
Since the original 2017 baseline, we have substantially improved our methods and data sources, making the comparison of base year (2017) versus current year (2021) challenging. As such, we are in the process of updating our baseline for 2020 to incorporate these improved approaches.

Scope 3 category 10: Processing of sold products

Base year start
Base year end
Base year emissions (metric tons CO2e)
Comment
Since the original 2017 baseline, we have substantially improved our methods and data sources, making the comparison of base year (2017) versus current year (2021) challenging. As such, we are in the process of updating our baseline for 2020 to incorporate these improved approaches.

Scope 3 category 11: Use of sold products

Base year start
Base year end
Base year emissions (metric tons CO2e)
Comment
Since the original 2017 baseline, we have substantially improved our methods and data sources, making the comparison of base year (2017) versus current year (2021) challenging. As such, we are in the process of updating our baseline for 2020 to incorporate these improved approaches.

Scope 3 category 12: End of life treatment of sold products

Base year start
Base year end
Base year emissions (metric tons CO2e)
Comment
Since the original 2017 baseline, we have substantially improved our methods and data sources, making the comparison of base year (2017) versus current year (2021) challenging. As such, we are in the process of updating our baseline for 2020 to incorporate these improved approaches.

Scope 3 category 13: Downstream leased assets

Base year start
Base year end
Base year emissions (metric tons CO2e)
Comment
Since the original 2017 baseline, we have substantially improved our methods and data sources, making the comparison of base year (2017) versus current year (2021) challenging. As such, we are in the process of updating our baseline for 2020 to incorporate these improved approaches.
Scope 3 category 14: Franchises

Base year start
Base year end
Base year emissions (metric tons CO2e)

Comment
Since the original 2017 baseline, we have substantially improved our methods and data sources, making the comparison of base year (2017) versus current year (2021) challenging. As such, we are in the process of updating our baseline for 2020 to incorporate these improved approaches.

Scope 3 category 15: Investments

Base year start
Base year end
Base year emissions (metric tons CO2e)

Comment
Since the original 2017 baseline, we have substantially improved our methods and data sources, making the comparison of base year (2017) versus current year (2021) challenging. As such, we are in the process of updating our baseline for 2020 to incorporate these improved approaches.

Scope 3: Other (upstream)

Base year start
Base year end
Base year emissions (metric tons CO2e)

Comment

Scope 3: Other (downstream)

Base year start
Base year end
Base year emissions (metric tons CO2e)

Comment

C5.3

(C5.3) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

C6. Emissions data

C6.1

(C6.1) What were your organization’s gross global Scope 1 emissions in metric tons CO2e?

Reporting year

Gross global Scope 1 emissions (metric tons CO2e)
7287595

Start date
<Not Applicable>

End date
<Not Applicable>

Comment

C6.2

(C6.2) Describe your organization’s approach to reporting Scope 2 emissions.

Row 1

Scope 2, location-based
We are reporting a Scope 2, location-based figure

Scope 2, market-based
We are reporting a Scope 2, market-based figure

Comment
C6.3

(C6.3) What were your organization’s gross global Scope 2 emissions in metric tons CO2e?

Reporting year
Scope 2, location-based
4265746
Scope 2, market-based (if applicable)
4186061

Start date
<Not Applicable>
End date
<Not Applicable>

Comment

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

No

C6.5

(C6.5) Account for your organization’s gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
157949000

Emissions calculation methodology
Average product method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
We use average emissions factors multiplied by the volume of product procured. This estimate does not include emissions from land-use change, which we know to be material. We intend to incorporate these emissions when WRI publishes accounting methodologies. This number was calculated using 12 months of sourcing data and does not align directly to a fiscal or calendar year reporting boundary.

Capital goods

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
995000

Emissions calculation methodology
Spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
We multiply our annual capital spend in USD by an environmentally extended input-output derived sector-specific value of kg CO2e/USD. We use the Carnegie Mellon EIO-LCA dataset, the source data for the Quantis Scope 3 Evaluator to generate an estimate for Scope 3 emissions associated with Capital Goods. The Scope 3 Evaluator is built on the Quantis SUITE 2.0 software and uses the GHG Protocol Scope 3 Accounting and Reporting Standard.
Fuel-and-energy-related activities (not included in Scope 1 or 2)

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
2149875

Emissions calculation methodology
Fuel-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
100

Please explain
We quantify transmission and distribution losses as well as generation emissions for all purchased electricity as reported in Scope 2. We use DEFRA’s annual reported country-specific factors for both categories (CO2e/kWh). We quantify well-to-tank emission for all fuel use as reported in Scope 1. We use DEFRA’s annual reported fuel-specific emissions factors for each type of fuel use (CO2e/kWh).

Upstream transportation and distribution

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
9404000

Emissions calculation methodology
Fuel-based method
Distance-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
Emissions are currently quantified for contracted ocean transport. Emissions are calculated in accordance with the Global Maritime Forum Sea Cargo Charter which provides a standardized guidance on calculation of GHG emissions from ocean transport. We are currently building out a process to better quantify our land-based transport emissions and intend to report on this in the coming year.

Waste generated in operations

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
4090000

Emissions calculation methodology
Waste-type-specific method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
We collect data on both solid waste and wastewater from our operations globally, distributed by disposal method. We calculate GHG emissions using disposal method-specific emissions factors as provided by DEFRA and WRI.

Business travel

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
8592

Emissions calculation methodology
Fuel-based method
Distance-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
100

Please explain
Emissions include both private and commercial air travel. For private jet travel, we receive a total annual fuel use for Cargill’s fleet. We multiply this by a jet fuel emissions factor as published by the EPA. For commercial travel, emissions are calculated by our external travel management provider by multiplying miles flown by average per-mile emissions factors as published by DEFRA.
Employee commuting

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
185000

Emissions calculation methodology
Distance-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
This figure is based on Cargill’s total global workforce of 155,000. We use the following calculation to quantify employee commuting emissions, considering regional transport mode distributions and average commuting distances: (# of employees) x (average commuting distance, distributed by mode) x (emissions factor per transport mode (e.g. bike, car etc). We source emissions factors from WRI’s compilation of regionally specific transport emissions factors.

Upstream leased assets

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Any significant leased facilities are included in Scope 1 and 2. We do have smaller leased assets (e.g., warehouses and offices), but they are very small relative to our overall footprint and are therefore considered de minimis.

Downstream transportation and distribution

Evaluation status
Relevant, not yet calculated

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
We have estimates of emission from downstream transportation and distribution that indicate they are material. However, the error on these numbers is significant and we are working to refine to the point where we are comfortable reporting.

Processing of sold products

Evaluation status
Relevant, not yet calculated

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
We have estimates of emission from processing and use of sold products that indicate they are material. However, the error on these numbers is significant and we are working to refine to the point where we are comfortable reporting.

Use of sold products

Evaluation status
Relevant, not yet calculated

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
We have estimates of emission from processing and use of sold products that indicate they are material. However, the error on these numbers is significant and we are working to refine to the point where we are comfortable reporting.
End of life treatment of sold products

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
20573000

Emissions calculation methodology
Waste-type-specific method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

Please explain
Based on industry averages, we assume 1/3 of the food we sell ends up in landfills. Emissions are calculated based on this assumption using the EPA WARM model. Emissions estimate is likely very high, as the products we sell tend to have less waste than other food categories. We are currently working to refine this estimate for next year’s reporting.

Downstream leased assets

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
We lease out few, if any, facilities, and therefore this category is considered de minimis.

Franchises

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Cargill does not have franchises.

Investments

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
2082088

Emissions calculation methodology
Hybrid method
Investment-specific method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
We calculate emissions from equity investments by multiplying our share of equity with the investee company total net sales in USD and with an emission factor from an environmentally extended input-output derived sector-specific value of kg CO2e/USD. The source data for the emission factors is the Quantis Scope 3 Evaluator and Quantis references the WIOD 2007 as the source dataset. The Scope 3 Evaluator is built on the Quantis SUITE 2.0 software and uses the GHG Protocol Scope 3 Accounting and Reporting Standard. For selected material investments, we refine the calculation using the investment-specific method from the GHG protocol, where we multiply our share of equity with the Scope 1 and Scope 2 emissions of the equity investment using reliable estimates.

Other (upstream)

Evaluation status

Emissions in reporting year (metric tons CO2e)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Other (downstream)

Evaluation status
Emissions in reporting year (metric tons CO2)
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain

C-AC6.8/C-FB6.8/C-PF6.8

(C-AC6.8/C-FB6.8/C-PF6.8) Is biogenic carbon pertaining to your direct operations relevant to your current CDP climate change disclosure?
Yes

C-AC6.8a/C-FB6.8a/C-PF6.8a

(C-AC6.8a/C-FB6.8a/C-PF6.8a) Account for biogenic carbon data pertaining to your direct operations and identify any exclusions.

CO2 emissions from land use management
Emissions (metric tons CO2)
Methodology
Please select
Please explain

CO2 removals from land use management
Emissions (metric tons CO2)
Methodology
Please explain

Sequestration during land use change
Emissions (metric tons CO2)
Methodology
Please explain

CO2 emissions from biofuel combustion (land machinery)
Emissions (metric tons CO2)
Methodology
Please explain

CO2 emissions from biofuel combustion (processing/manufacturing machinery)
Emissions (metric tons CO2)
7944939
Methodology
Default emissions factors
Please explain
Cargill uses Biofuel Emission Factors that are from the EPA and from laboratory energy analysis of specific biofuels before they were widely in use.

CO2 emissions from biofuel combustion (other)
Emissions (metric tons CO2)
Methodology
Please explain

C-AC6.9/C-FB6.9/C-PF6.9
Do you collect or calculate greenhouse gas emissions for each commodity reported as significant to your business in C-AC0.7/FB0.7/PF0.7?

Agricultural commodities
- Cattle products
  - Do you collect or calculate GHG emissions for this commodity?
    - No, not currently but intend to collect or calculate this data within the next two years
    - **Please explain**
      - We are in the process of calculating this data and hope to be able to report in the next 2 years.

Agricultural commodities
- Palm Oil
  - Do you collect or calculate GHG emissions for this commodity?
    - No, not currently but intend to collect or calculate this data within the next two years
    - **Please explain**
      - We are in the process of calculating this data and hope to be able to report in the next 2 years.

Agricultural commodities
- Soy
  - Do you collect or calculate GHG emissions for this commodity?
    - No, not currently but intend to collect or calculate this data within the next two years
    - **Please explain**
      - We are in the process of calculating this data and hope to be able to report in the next 2 years.

---

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

- Intensity figure: 0.00008537
- Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e): 11473656
- Metric denominator: Unit total revenue: 134400000000
- Scope 2 figure used: Market-based
- % change from previous year: 17
- Direction of change: Decreased
- Reason for change: From 2020 to 2021, our overall emissions decreased from 11,786,558 MT CO2e in 2020 to 11,473,656 MT CO2e in 2021 while our revenue increased from 114,600,000,000 in 2020 to 134,400,000,000 in 2021. Cargill implemented numerous energy efficiency and carbon reduction projects across the company during the reporting period, including low carbon installations, electrification, waste heat recovery, and more, to help achieve these reductions. The decrease in emissions combined with an unchanged revenue denominator results in a lower intensity metric. Note: Emissions for CY2021 are divided by revenues for FY2021. We have used our FY21 revenue as the denominator as FY22 results have not been released as of the CDP deadline.

---

C7. Emissions breakdowns

C7.1

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?
- Yes

---

CDP
(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used greenhouse warming potential (GWP).

<table>
<thead>
<tr>
<th>Greenhouse gas</th>
<th>Scope 1 emissions (metric tons of CO2e)</th>
<th>GWP Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO2</td>
<td>693177</td>
<td>IPCC Fifth Assessment Report (AR5 – 100 year)</td>
</tr>
<tr>
<td>CH4</td>
<td>325407</td>
<td>IPCC Fifth Assessment Report (AR5 – 20 year)</td>
</tr>
<tr>
<td>N2O</td>
<td>31010</td>
<td>IPCC Fifth Assessment Report (AR5 – 20 year)</td>
</tr>
</tbody>
</table>

(C7.2) Break down your total gross global Scope 1 emissions by country/region.

<table>
<thead>
<tr>
<th>Country/Region</th>
<th>Scope 1 emissions (metric tons CO2e)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Argentina</td>
<td>348421</td>
</tr>
<tr>
<td>Australia</td>
<td>23118</td>
</tr>
<tr>
<td>Belgium</td>
<td>75389</td>
</tr>
<tr>
<td>Brazil</td>
<td>78771</td>
</tr>
<tr>
<td>Canada</td>
<td>218420</td>
</tr>
<tr>
<td>China</td>
<td>10283</td>
</tr>
<tr>
<td>China</td>
<td>96389</td>
</tr>
<tr>
<td>Colombia</td>
<td>27204</td>
</tr>
<tr>
<td>Costa Rica</td>
<td>15064</td>
</tr>
<tr>
<td>Côte d’Ivoire</td>
<td>16774</td>
</tr>
<tr>
<td>France</td>
<td>147455</td>
</tr>
<tr>
<td>Germany</td>
<td>408090</td>
</tr>
<tr>
<td>Ghana</td>
<td>8542</td>
</tr>
<tr>
<td>Guatemala</td>
<td>4101</td>
</tr>
<tr>
<td>Honduras</td>
<td>23742</td>
</tr>
<tr>
<td>Hungary</td>
<td>3326</td>
</tr>
<tr>
<td>India</td>
<td>258721</td>
</tr>
<tr>
<td>Indonesia</td>
<td>468607</td>
</tr>
<tr>
<td>Ireland</td>
<td>162</td>
</tr>
<tr>
<td>Italy</td>
<td>194592</td>
</tr>
<tr>
<td>Malaysia</td>
<td>37430</td>
</tr>
<tr>
<td>Mexico</td>
<td>72970</td>
</tr>
<tr>
<td>Netherlands</td>
<td>33655</td>
</tr>
<tr>
<td>Nicaragua</td>
<td>15491</td>
</tr>
<tr>
<td>Norway</td>
<td>18302</td>
</tr>
<tr>
<td>Paraguay</td>
<td>988</td>
</tr>
<tr>
<td>Peru</td>
<td>146</td>
</tr>
<tr>
<td>Philippines</td>
<td>4113</td>
</tr>
<tr>
<td>Poland</td>
<td>103300</td>
</tr>
<tr>
<td>Romania</td>
<td>856</td>
</tr>
<tr>
<td>Russian Federation</td>
<td>107373</td>
</tr>
<tr>
<td>Republic of Korea</td>
<td>9662</td>
</tr>
<tr>
<td>Spain</td>
<td>112399</td>
</tr>
<tr>
<td>Taiwan, China</td>
<td>1359</td>
</tr>
<tr>
<td>Thailand</td>
<td>64338</td>
</tr>
<tr>
<td>Turkey</td>
<td>96955</td>
</tr>
<tr>
<td>Ukraine</td>
<td>917</td>
</tr>
<tr>
<td>United Kingdom of Great Britain and Northern Ireland</td>
<td>182333</td>
</tr>
<tr>
<td>United States of America</td>
<td>2769761</td>
</tr>
<tr>
<td>Viet Nam</td>
<td>1686</td>
</tr>
<tr>
<td>Curacao</td>
<td>677</td>
</tr>
<tr>
<td>Ecuador</td>
<td>1124</td>
</tr>
</tbody>
</table>

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

By business division

C7.3a
(C7.3a) Break down your total gross global Scope 1 emissions by business division.

<table>
<thead>
<tr>
<th>Business division</th>
<th>Scope 1 emissions (metric ton CO2e)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agricultural Supply Chain</td>
<td>1636018</td>
</tr>
<tr>
<td>Animal Nutrition</td>
<td>205616</td>
</tr>
<tr>
<td>Food Ingredients and Bio-Industrial</td>
<td>4501233</td>
</tr>
<tr>
<td>Joint Ventures/Other</td>
<td>267</td>
</tr>
<tr>
<td>Protein and Salt</td>
<td>955460</td>
</tr>
</tbody>
</table>

C-AC7.4/C-FB7.4/C-PF7.4

(C-AC7.4/C-FB7.4/C-PF7.4) Do you include emissions pertaining to your business activity(ies) in your direct operations as part of your global gross Scope 1 figure?
  Yes

C-AC7.4a/C-FB7.4a/C-PF7.4a

(C-AC7.4a/C-FB7.4a/C-PF7.4a) Select the form(s) in which you are reporting your agricultural/forestry emissions.
  Total emissions

C-AC7.4b/C-FB7.4b/C-PF7.4b

(C-AC7.4b/C-FB7.4b/C-PF7.4b) Report the Scope 1 emissions pertaining to your business activity(ies) and explain any exclusions. If applicable, disaggregate your agricultural/forestry by GHG emissions category.

- **Activity**
  - Agriculture/Forestry
    - **Emissions category**
      - <Not Applicable>
    - **Emissions (metric tons CO2e)**
      - 857522
    - **Methodology**
      - Please select
    - **Please explain**

- **Activity**
  - Processing/Manufacturing
    - **Emissions category**
      - <Not Applicable>
    - **Emissions (metric tons CO2e)**
      - 6278069
    - **Methodology**
      - Please select
    - **Please explain**

- **Activity**
  - Distribution
    - **Emissions category**
      - <Not Applicable>
    - **Emissions (metric tons CO2e)**
      - 134271
    - **Methodology**
      - Please select
    - **Please explain**

C7.5
**C7.5** Break down your total gross global Scope 2 emissions by country/region.

<table>
<thead>
<tr>
<th>Country/Region</th>
<th>Scope 2, location-based (metric tons CO2e)</th>
<th>Scope 2, market-based (metric tons CO2e)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Argentina</td>
<td>39801</td>
<td>39801</td>
</tr>
<tr>
<td>Australia</td>
<td>22650</td>
<td>22650</td>
</tr>
<tr>
<td>Belgium</td>
<td>18141</td>
<td>17143</td>
</tr>
<tr>
<td>Brazil</td>
<td>28342</td>
<td>28342</td>
</tr>
<tr>
<td>Canada</td>
<td>130843</td>
<td>130843</td>
</tr>
<tr>
<td>China</td>
<td>709313</td>
<td>709313</td>
</tr>
<tr>
<td>Colombia</td>
<td>11473</td>
<td>11473</td>
</tr>
<tr>
<td>Costa Rica</td>
<td>1313</td>
<td>1313</td>
</tr>
<tr>
<td>Curagao</td>
<td>523</td>
<td>523</td>
</tr>
<tr>
<td>France</td>
<td>12198</td>
<td>11541</td>
</tr>
<tr>
<td>Germany</td>
<td>77700</td>
<td>116279</td>
</tr>
<tr>
<td>Ghana</td>
<td>6280</td>
<td>6280</td>
</tr>
<tr>
<td>Guatemala</td>
<td>2912</td>
<td>2912</td>
</tr>
<tr>
<td>Honduras</td>
<td>20840</td>
<td>20840</td>
</tr>
<tr>
<td>Hungary</td>
<td>3787</td>
<td>4647</td>
</tr>
<tr>
<td>India</td>
<td>31901</td>
<td>31901</td>
</tr>
<tr>
<td>Indonesia</td>
<td>96538</td>
<td>96538</td>
</tr>
<tr>
<td>Ireland</td>
<td>561</td>
<td>913</td>
</tr>
<tr>
<td>Italy</td>
<td>11526</td>
<td>19631</td>
</tr>
<tr>
<td>Côte d'Ivoire</td>
<td>12038</td>
<td>12038</td>
</tr>
<tr>
<td>Malaysia</td>
<td>34969</td>
<td>34969</td>
</tr>
<tr>
<td>Mexico</td>
<td>24581</td>
<td>24581</td>
</tr>
<tr>
<td>Netherland's</td>
<td>137969</td>
<td>163209</td>
</tr>
<tr>
<td>Nicaragua</td>
<td>12862</td>
<td>12862</td>
</tr>
<tr>
<td>Norway</td>
<td>1326</td>
<td>39121</td>
</tr>
<tr>
<td>Paraguay</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Peru</td>
<td>299</td>
<td>299</td>
</tr>
<tr>
<td>Philippines</td>
<td>29517</td>
<td>29517</td>
</tr>
<tr>
<td>Poland</td>
<td>160455</td>
<td>199837</td>
</tr>
<tr>
<td>Romania</td>
<td>1132</td>
<td>1138</td>
</tr>
<tr>
<td>Russian Federation</td>
<td>122209</td>
<td>122209</td>
</tr>
<tr>
<td>Republic of Korea</td>
<td>33364</td>
<td>33364</td>
</tr>
<tr>
<td>Spain</td>
<td>19095</td>
<td>29046</td>
</tr>
<tr>
<td>Taiwan, China</td>
<td>3644</td>
<td>3644</td>
</tr>
<tr>
<td>Thailand</td>
<td>133103</td>
<td>133103</td>
</tr>
<tr>
<td>Turkey</td>
<td>14098</td>
<td>14098</td>
</tr>
<tr>
<td>Ukraine</td>
<td>7154</td>
<td>7154</td>
</tr>
<tr>
<td>United Kingdom of Great Britain and Northern Ireland</td>
<td>80007</td>
<td>92193</td>
</tr>
<tr>
<td>United States of America</td>
<td>2178910</td>
<td>1928135</td>
</tr>
<tr>
<td>Viet Nam</td>
<td>25904</td>
<td>25904</td>
</tr>
<tr>
<td>Ecuador</td>
<td>4191</td>
<td>4191</td>
</tr>
<tr>
<td>Egypt</td>
<td>2478</td>
<td>2478</td>
</tr>
</tbody>
</table>

**C7.6**

**C7.6a** Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

By business division

**C7.7a** Break down your total gross global Scope 2 emissions by business division.

<table>
<thead>
<tr>
<th>Business division</th>
<th>Scope 2, location-based (metric tons CO2e)</th>
<th>Scope 2, market-based (metric tons CO2e)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agricultural Supply Chain</td>
<td>1061740</td>
<td>1529819</td>
</tr>
<tr>
<td>Animal Nutrition</td>
<td>299866</td>
<td>348004</td>
</tr>
<tr>
<td>Food Ingredients and Bio-Industrial</td>
<td>2128354</td>
<td>2046809</td>
</tr>
<tr>
<td>Joint Ventures/Other</td>
<td>3367</td>
<td>2482</td>
</tr>
<tr>
<td>Protein and Salt</td>
<td>772418</td>
<td>758947</td>
</tr>
</tbody>
</table>
(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?
Decreased

C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

<table>
<thead>
<tr>
<th>Change in emissions (metric tons CO2e)</th>
<th>Direction of change</th>
<th>Emissions value (percentage)</th>
<th>Please explain calculation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in renewable energy consumption</td>
<td>128042</td>
<td>Decreased</td>
<td></td>
</tr>
<tr>
<td>Other emissions reduction activities</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Divestment</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acquisitions</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mergers</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in output</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in methodology</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in boundary</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in physical operating conditions</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unidentified</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>&lt;Not Applicable&gt;</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?
Market-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?
More than 0% but less than or equal to 5%

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Indicate whether your organization undertook this energy-related activity in the reporting year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumption of fuel (excluding feedstocks)</td>
<td>Yes</td>
</tr>
<tr>
<td>Consumption of purchased or acquired electricity</td>
<td>Yes</td>
</tr>
<tr>
<td>Consumption of purchased or acquired heat</td>
<td>No</td>
</tr>
<tr>
<td>Consumption of purchased or acquired steam</td>
<td>Yes</td>
</tr>
<tr>
<td>Consumption of purchased or acquired cooling</td>
<td>No</td>
</tr>
<tr>
<td>Generation of electricity, heat, steam, or cooling</td>
<td>Yes</td>
</tr>
</tbody>
</table>
(C8.2a) Report your organization’s energy consumption totals (excluding feedstocks) in MWh.

<table>
<thead>
<tr>
<th></th>
<th>Heating value</th>
<th>MWh from renewable sources</th>
<th>MWh from non-renewable sources</th>
<th>Total (renewable and non-renewable) MWh</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumption of fuel (excluding feedstock)</td>
<td>HHV (higher heating value)</td>
<td>6107653</td>
<td>34124871</td>
<td>40232523</td>
</tr>
<tr>
<td>Consumption of purchased or acquired electricity</td>
<td>&lt;Not Applicable&gt;</td>
<td>855171</td>
<td>7525301</td>
<td>8308472</td>
</tr>
<tr>
<td>Consumption of purchased or acquired heat</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Consumption of purchased or acquired steam</td>
<td>&lt;Not Applicable&gt;</td>
<td>144038</td>
<td>2209030</td>
<td>2353068</td>
</tr>
<tr>
<td>Consumption of purchased or acquired cooling</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Consumption of self-generated non-fuel renewable energy</td>
<td>&lt;Not Applicable&gt;</td>
<td>6432</td>
<td>&lt;Not Applicable&gt;</td>
<td>6432</td>
</tr>
<tr>
<td>Total energy consumption</td>
<td>&lt;Not Applicable&gt;</td>
<td>7113294</td>
<td>43859201</td>
<td>50972495</td>
</tr>
</tbody>
</table>

(C8.2b) Select the applications of your organization’s consumption of fuel.

| Consumption of fuel for the generation of electricity | Yes |
| Consumption of fuel for the generation of heat | No |
| Consumption of fuel for the generation of steam | Yes |
| Consumption of fuel for the generation of cooling | No |
| Consumption of fuel for co-generation or tri-generation | Yes |

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

**Sustainable biomass**

**Heating value**

**HHV**

**Total fuel MWh consumed by the organization**

5618377

**MWh fuel consumed for self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

0

**MWh fuel consumed for self-generation of steam**

5416234

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self- cogeneration or self-trigeneration**

202143

**Comment**

**Other biomass**

**Heating value**

**Total fuel MWh consumed by the organization**

**MWh fuel consumed for self-generation of electricity**

**MWh fuel consumed for self-generation of heat**

**MWh fuel consumed for self-generation of steam**

<Not Applicable>

**MWh fuel consumed for self- cogeneration or self-trigeneration**

**Comment**
<table>
<thead>
<tr>
<th>Fuel Type</th>
<th>Heating value</th>
<th>Total fuel MWh consumed by the organization</th>
<th>MWh fuel consumed for self-generation of electricity</th>
<th>MWh fuel consumed for self-generation of heat</th>
<th>MWh fuel consumed for self-generation of steam</th>
<th>MWh fuel consumed for self-generation of cooling</th>
<th>MWh fuel consumed for self- cogeneration or self-trigeneration</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other renewable fuels (e.g. renewable hydrogen)</td>
<td>HHV</td>
<td>489275</td>
<td>0</td>
<td>0</td>
<td>488008</td>
<td>&lt;Not Applicable&gt;</td>
<td>0</td>
<td>Biodiesel (1,267 MWH) used internally for plant vehicles</td>
</tr>
<tr>
<td>Coal</td>
<td>HHV</td>
<td>4094276</td>
<td>0</td>
<td>0</td>
<td>3826776</td>
<td>&lt;Not Applicable&gt;</td>
<td>267499</td>
<td></td>
</tr>
<tr>
<td>Oil</td>
<td>HHV</td>
<td>1020619</td>
<td>1020619</td>
<td>0</td>
<td>0</td>
<td>&lt;Not Applicable&gt;</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>
Gas

Heating value
HHV

Total fuel MWh consumed by the organization 29009976

MWh fuel consumed for self-generation of electricity 0

MWh fuel consumed for self-generation of heat 0

MWh fuel consumed for self-generation of steam 27074865

MWh fuel consumed for self-generation of cooling <Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration 1935111

Comment

Other non-renewable fuels (e.g. non-renewable hydrogen)

Heating value

Total fuel MWh consumed by the organization

MWh fuel consumed for self-generation of electricity

MWh fuel consumed for self-generation of heat

MWh fuel consumed for self-generation of steam

MWh fuel consumed for self-generation of cooling <Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration

Comment

Total fuel

Heating value

HHV

Total fuel MWh consumed by the organization 40232523

MWh fuel consumed for self-generation of electricity 1020619

MWh fuel consumed for self-generation of heat 0

MWh fuel consumed for self-generation of steam 36805883

MWh fuel consumed for self-generation of cooling <Not Applicable>

MWh fuel consumed for self- cogeneration or self-trigeneration 2404754

Comment

C8.2d

(C8.2d) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.

<table>
<thead>
<tr>
<th>Sourcing method</th>
<th>Total Gross generation (MWh)</th>
<th>Gross generation from renewable sources (MWh)</th>
<th>Generation that is consumed by the organization (MWh)</th>
<th>Generation from renewable sources that is consumed by the organization (MWh)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>1020619</td>
<td>272029</td>
<td>649516</td>
<td>272029</td>
</tr>
<tr>
<td>Heat</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Steam</td>
<td>39211904</td>
<td>5618377</td>
<td>38930001</td>
<td>5618377</td>
</tr>
<tr>
<td>Cooking</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

C8.2e

(C8.2e) Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero or near-zero emission factor in the market-based Scope 2 figure reported in C8.3.

Sourcing method
Direct procurement from an off-site grid-connected generator e.g. Power purchase agreement (PPA)

**Energy carrier**
Electricity

**Low-carbon technology type**
Solar

**Country/area of low-carbon energy consumption**
United States of America

**Tracking instrument used**
US-REC

**Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)**
18414

**Country/area of origin (generation) of the low-carbon energy or energy attribute**
United States of America

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**
2021

**Comment**

---

**Sourcing method**
Direct procurement from an off-site grid-connected generator e.g. Power purchase agreement (PPA)

**Energy carrier**
Electricity

**Low-carbon technology type**
Wind

**Country/area of low-carbon energy consumption**
United States of America

**Tracking instrument used**
US-REC

**Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)**
201473

**Country/area of origin (generation) of the low-carbon energy or energy attribute**
United States of America

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**
2019

**Comment**

---

**Sourcing method**
Green electricity products from an energy supplier (e.g. green tariffs)

**Energy carrier**
Electricity

**Low-carbon technology type**
Wind

**Country/area of low-carbon energy consumption**
Chile

**Tracking instrument used**
Contract

**Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)**
25257

**Country/area of origin (generation) of the low-carbon energy or energy attribute**
Chile

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**
2020

**Comment**

---

**Sourcing method**
Direct line to an off-site generator owned by a third party with no grid transfers

**Energy carrier**
Electricity

**Low-carbon technology type**
Solar

**Country/area of low-carbon energy consumption**
Colombia

**Tracking instrument used**
Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
8683

Country/area of origin (generation) of the low-carbon energy or energy attribute
Colombia

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2020

Comment

Sourcing method
Direct procurement from an off-site grid-connected generator e.g. Power purchase agreement (PPA)

Energy carrier
Electricity

Low-carbon technology type
Renewable energy mix, please specify (Solar and Wind)

Country/area of low-carbon energy consumption
India

Tracking instrument used
Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
37141

Country/area of origin (generation) of the low-carbon energy or energy attribute
India

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2019

Comment

Sourcing method
Default delivered electricity from the grid (e.g. standard product offering by an energy supplier), supported by energy attribute certificates

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
United States of America

Tracking instrument used
US-REC

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
346081

Country/area of origin (generation) of the low-carbon energy or energy attribute
United States of America

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2017

Comment

Sourcing method
Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier
Electricity

Low-carbon technology type
Wind

Country/area of low-carbon energy consumption
Argentina

Tracking instrument used
Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
10035

Country/area of origin (generation) of the low-carbon energy or energy attribute
Argentina

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2020

Comment
<table>
<thead>
<tr>
<th>Sourcing method</th>
<th>Energy carrier</th>
<th>Low-carbon technology type</th>
<th>Country/area of low-carbon energy consumption</th>
<th>Tracking instrument used</th>
<th>Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)</th>
<th>Country/area of origin (generation) of the low-carbon energy or energy attribute</th>
<th>Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Default delivered electricity from the grid (e.g. standard product offering by an energy supplier) from a grid that is 95% or more low-carbon and where there is no mechanism for specifically allocating low-carbon electricity</td>
<td>Electricity</td>
<td>Large hydropower (&gt;25 MW)</td>
<td>Paraguay</td>
<td>No instrument used</td>
<td>34032</td>
<td>Paraguay</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green electricity products from an energy supplier (e.g. green tariffs)</td>
<td>Electricity</td>
<td>Wind</td>
<td>United States of America</td>
<td>US-REC</td>
<td>43183</td>
<td>United States of America</td>
<td>2021</td>
<td></td>
</tr>
<tr>
<td>Direct procurement from an off-site grid-connected generator e.g. Power purchase agreement (PPA)</td>
<td>Electricity</td>
<td>Sustainable biomass</td>
<td>China</td>
<td>Contract</td>
<td>32309</td>
<td>China</td>
<td>2021</td>
<td></td>
</tr>
<tr>
<td>Green electricity products from an energy supplier (e.g. green tariffs)</td>
<td>Electricity</td>
<td>Solar</td>
<td>United States of America</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Tracking instrument used
US-REC

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
48195

Country/area of origin (generation) of the low-carbon energy or energy attribute
United States of America

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2021

Comment

Sourcing method
Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier
Electricity

Low-carbon technology type
Renewable energy mix, please specify (Brazil Incentivized would primarily be small scale hydro that qualifies in Brazil as “incentivized power” which is a Brazilian term.)

Country/area of low-carbon energy consumption
Brazil

Tracking instrument used
Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
87471

Country/area of origin (generation) of the low-carbon energy or energy attribute
Brazil

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Other, please specify (Electricity co-generated onsite from sustainable biomass)

Energy carrier
Electricity

Low-carbon technology type
Sustainable biomass

Country/area of low-carbon energy consumption
Brazil

Tracking instrument used
No instrument used

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
236514

Country/area of origin (generation) of the low-carbon energy or energy attribute
Brazil

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2010

Comment

Sourcing method
Other, please specify (On Site Solar)

Energy carrier
Electricity

Low-carbon technology type
Solar

Country/area of low-carbon energy consumption
Belgium

Tracking instrument used
No instrument used

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
3.2

Country/area of origin (generation) of the low-carbon energy or energy attribute
Belgium

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2021

Comment
Sourcing method
Other, please specify (On site solar)

Energy carrier
Electricity

Low-carbon technology type
Solar

Country/area of low-carbon energy consumption
Ghana

Tracking instrument used
No instrument used

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
750

Country/area of origin (generation) of the low-carbon energy or energy attribute
Ghana

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2017

Comment

Sourcing method
Other, please specify (On site solar)

Energy carrier
Electricity

Low-carbon technology type
Solar

Country/area of low-carbon energy consumption
Thailand

Tracking instrument used
No instrument used

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
3253

Country/area of origin (generation) of the low-carbon energy or energy attribute
Thailand

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2020

Comment

Sourcing method
Other, please specify (steam generator using biomass generated steam)

Energy carrier
Electricity

Low-carbon technology type
Sustainable biomass

Country/area of low-carbon energy consumption
Canada

Tracking instrument used
No instrument used

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
3415

Country/area of origin (generation) of the low-carbon energy or energy attribute
Canada

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
2012

Comment

Sourcing method
Other, please specify (On site solar)

Energy carrier
Electricity

Low-carbon technology type
Solar

Country/area of low-carbon energy consumption
Nicaragua
Tracking instrument used
No instrument used

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
1403

Country/area of origin (generation) of the low-carbon energy or energy attribute
Nicaragua

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

(C8.2g) Provide a breakdown of your non-fuel energy consumption by country.

Country/area
Belgium

Consumption of electricity (MWh)
3.2

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
3.2

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Ghana

Consumption of electricity (MWh)
750

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
750

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Thailand

Consumption of electricity (MWh)
3253

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
3253

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
United States of America

Consumption of electricity (MWh)
657346

Consumption of heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
657346

Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Chile

Consumption of electricity (MWh)
25257

Consumption of heat, steam, and cooling (MWh)
0
<table>
<thead>
<tr>
<th>Country/area</th>
<th>Consumption of electricity (MWh)</th>
<th>Consumption of heat, steam, and cooling (MWh)</th>
<th>Total non-fuel energy consumption (MWh) [Auto-calculated]</th>
<th>Is this consumption excluded from your RE100 commitment?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colombia</td>
<td>8683</td>
<td>0</td>
<td>8683</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>India</td>
<td>37141</td>
<td>0</td>
<td>37141</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Argentina</td>
<td>10.03</td>
<td>0</td>
<td>10.03</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Paraguay</td>
<td>34032</td>
<td>0</td>
<td>&lt;Calculated field&gt;</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>China</td>
<td>32.3</td>
<td>0</td>
<td>32.3</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
<tr>
<td>Brazil</td>
<td>323985</td>
<td>0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Total non-fuel energy consumption (MWh) [Auto-calculated]
323985
Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Canada
Consumption of electricity (MWh)
3415
Consumption of heat, steam, and cooling (MWh)
0
Total non-fuel energy consumption (MWh) [Auto-calculated]
3415
Is this consumption excluded from your RE100 commitment?
<Not Applicable>

Country/area
Nicaragua
Consumption of electricity (MWh)
1403
Consumption of heat, steam, and cooling (MWh)
0
Total non-fuel energy consumption (MWh) [Auto-calculated]
1403
Is this consumption excluded from your RE100 commitment?
<Not Applicable>

C9. Additional metrics

C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

C10. Verification

C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

<table>
<thead>
<tr>
<th>Scope</th>
<th>Verification/assurance status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope 1</td>
<td>Third-party verification or assurance process in place</td>
</tr>
<tr>
<td>Scope 2 (location-based or market-based)</td>
<td>Third-party verification or assurance process in place</td>
</tr>
<tr>
<td>Scope 3</td>
<td>Third-party verification or assurance process in place</td>
</tr>
</tbody>
</table>

C10.1a
(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement
GHGVerificationStatement Cargill 2021.pdf

Page/section reference
pg. 1

Relevant standard
ISO14064-1

Proportion of reported emissions verified (%)
100

(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Scope 2 approach
Scope 2 market-based

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement
GHGVerificationStatement Cargill 2021.pdf

Page/section reference
pg. 1

Relevant standard
ISO14064-1

Proportion of reported emissions verified (%)
100

Scope 2 approach
Scope 2 location-based

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement
GHGVerificationStatement Cargill 2021.pdf

Page/section reference
pg. 1

Relevant standard
ISO14064-1

Proportion of reported emissions verified (%)
100

(C10.1c)
(C10.1c) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.

Scope 3 category
Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2)

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement
GHGVerificationStatement Cargill 2021.pdf

Relevant standard
ISO14064-1

Proportion of reported emissions verified (%)
100

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5? No, but we are actively considering verifying within the next two years

C11. Carbon pricing

C11.1

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)? Yes

C11.1a

(C11.1a) Select the carbon pricing regulation(s) which impacts your operations.
China national ETS
EU ETS
UK ETS

C11.1b

(C11.1b) Complete the following table for each of the emissions trading schemes you are regulated by.
China national ETS

% of Scope 1 emissions covered by the ETS 100
% of Scope 2 emissions covered by the ETS 0
Period start date January 1 2021
Period end date December 31 2021
Allowances allocated 750000
Allowances purchased 0
Verified Scope 1 emissions in metric tons CO2e 734603
Verified Scope 2 emissions in metric tons CO2e 0
Details of ownership Facilities we own and operate

Comment

EU ETS

% of Scope 1 emissions covered by the ETS 17
% of Scope 2 emissions covered by the ETS 0
Period start date January 1 2021
Period end date December 31 2020
Allowances allocated 703063
Allowances purchased 550000
Verified Scope 1 emissions in metric tons CO2e 1233465
Verified Scope 2 emissions in metric tons CO2e 0
Details of ownership Facilities we own and operate

Comment

UK ETS

% of Scope 1 emissions covered by the ETS 2
% of Scope 2 emissions covered by the ETS 0
Period start date January 1 2021
Period end date December 31 2021
Allowances allocated 55624
Allowances purchased 120000
Verified Scope 1 emissions in metric tons CO2e 154709
Verified Scope 2 emissions in metric tons CO2e 0
Details of ownership Facilities we own and operate

Comment
C11.1d

(C11.1d) What is your strategy for complying with the systems you are regulated by or anticipate being regulated by?

For systems where we have regulatory obligations, we have teams that are accountable for ensuring compliance with those obligations. In some of cases, such as the EU ETS, we have teams that are actively working to optimize our position in those markets on a regular basis. Regarding emerging regulations, our government relations and EHS teams are continually monitoring potential new regulatory systems. These teams give updates to potentially impacted businesses on an ad hoc basis, but those updates happen roughly quarterly.

On a global basis, whether involved in trading schemes or not, Cargill invests in people, process and technical solutions to improve energy efficiency and increase renewable energy use to reduce GHG emissions. Many of the operations that participated in the former Chicago Climate Exchange (CCX) and European Union Emissions Trading System (ETS) have successfully deployed energy modelling to identify opportunities to conserve energy through capital projects. In addition, behavior-based energy management programs are deployed to optimize current operations. We also use a shadow-price on carbon to help businesses understand the potential financial impact of regulation of emissions, regardless of whether a facility is currently covered under regulatory scheme.

C11.2

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?

Yes

C11.2a

(C11.2a) Provide details of the project-based carbon credits originated or purchased by your organization in the reporting period.

<table>
<thead>
<tr>
<th>Credit origination or credit purchase</th>
<th>Credit purchase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project type</td>
<td>Agriculture</td>
</tr>
<tr>
<td>Project identification</td>
<td>Soil and Water Outcomes Fund (theoutcomesfund.com)</td>
</tr>
<tr>
<td>Verified to which standard</td>
<td>Other, please specify (Credits purchased are for carbon insets derived from new regenerative agriculture practice adoption in our supply shed and verified by Sustainable Environmental Consultants.)</td>
</tr>
<tr>
<td>Number of credits (metric tonnes CO2e)</td>
<td>72125</td>
</tr>
<tr>
<td>Number of credits (metric tonnes CO2e): Risk adjusted volume</td>
<td>72125</td>
</tr>
<tr>
<td>Credits cancelled</td>
<td>Yes</td>
</tr>
<tr>
<td>Purpose, e.g. compliance</td>
<td>Other, please specify (Voluntary insets)</td>
</tr>
</tbody>
</table>

C11.3

(C11.3) Does your organization use an internal price on carbon?

Yes

C11.3a
C11.3a Provide details of how your organization uses an internal price on carbon.

**Objective for implementing an internal carbon price**
- Change internal behavior
- Drive energy efficiency
- Drive low-carbon investment

**GHG Scope**
- Scope 1
- Scope 2

**Application**
The internal price on carbon is applied for projects at a site level; the overall application is corporate-wide.

**Actual price(s) used (Currency /metric ton)**
- 40

**Variance of price(s) used**
- Uniform pricing is used

**Type of internal carbon price**
- Shadow price

**Impact & implication**
Cargill utilizes a voluntary $40/mtCO2e shadow price of carbon when evaluating Capital expenditures for projects at a site level. The internal shadow price of carbon is a mechanism for Cargill to assess the GHG impacts associated with a new capital expenditure in our operations and drive low-carbon and energy efficiency investments. The shadow price of carbon is used to justify green energy purchases. Time horizon of influence is 1-20 years or more depending on the lifespan of the capital project.

C12. Engagement

C12.1

**(C12.1) Do you engage with your value chain on climate-related issues?**
- Yes, our suppliers
- Yes, our customers/clients
- Yes, other partners in the value chain

C12.1a

**(C12.1a) Provide details of your climate-related supplier engagement strategy.**

**Type of engagement**
- Engagement & incentivization (changing supplier behavior)

**Details of engagement**
- Other, please specify (educate and support producers to implement regenerative agriculture practices)

**% of suppliers by number**
- 1

**% total procurement spend (direct and indirect)**
- 1

**% of supplier-related Scope 3 emissions as reported in C6.5**
- 1

**Rationale for the coverage of your engagement**
Rationale: Cargill partners with suppliers around the globe on climate-related initiatives. Cargill is ideally positioned to leverage its connectivity and partnerships to help producers implement regenerative agriculture practices that improve soil health—boosting farm productivity and the overall economic resiliency of the farm. One example of this engagement is the Soil and Water Outcomes Fund (SWOF). Cargill supported the Iowa Soybean Association and Quantified Ventures to establish/develop the Soil & Water Outcomes Fund (SWOF). Farmers were selected for inclusion in the SWOF based on geographic location, farm parameters, and willingness to participate in the program. The SWOF is a market-based program to accelerate soil health and water conservation across six states, including Iowa, U.S., farmland and provide an important new source of financial incentives to those farmers. Healthy soil is critical to helping slow climate change, and is also fundamental to the long-term prosperity of farmers and ranchers.

**Impact of engagement, including measures of success**

i) Measures of success: The SWOF compensates farmers for implementing agricultural management best practices on their farms. The resulting environmental improvements, including enhanced water quality and carbon sequestration, are independently monitored, verified and purchased by municipal, corporate, and governmental entities who are seeking innovative ways to reduce their environmental impacts and costs. Cargill considers an increase in acreage enrolled in the SWOF and the resulting environmental improvements to be measures of success. ii) Impact according to measures of success: SWOF is engaging farmers across six states, Cargill supported SWOF by purchasing carbon insets that are generated in the State of Iowa. Specifically insets from 81,473 acres of Iowa farmland that sequestered 72,125 metric tons of CO2e. The intent is to scale the SWOF to additional states and regions to realize even greater positive environmental impacts and farmer benefits.

**Comment**
- % of suppliers engaged, % of procurement spend, and % of supplier-related emissions for this example engagement is less than 1.
C12.1b

(C12.1b) Give details of your climate-related engagement strategy with your customers.

<table>
<thead>
<tr>
<th>Type of engagement &amp; Details of engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaboration &amp; innovation</td>
</tr>
<tr>
<td>Run a campaign to encourage innovation to reduce climate change impacts</td>
</tr>
</tbody>
</table>

% of customers by number
1

% of customer-related Scope 3 emissions as reported in C6.5
1

Please explain the rationale for selecting this group of customers and scope of engagement
Rationale: Cargill collaborates with multiple customers to reduce emissions from across the agricultural supply chain, including on-farm interventions for regenerative agricultural practices that result in enhanced soil health and carbon drawdown, as well as reduced emissions through animal feed or transportation. We also develop innovations that allow customers to reduce emissions from their own operations and/or supply chains. Cargill engages with numerous customers on climate-related activities globally. Programs are selected based on proximity to Cargill supply sheds, scale of opportunity, potential for scalability, and value to the farmer/rancher. Customer collaborators are selected by shared strategic objectives and focus on a given geography.

Impact of engagement, including measures of success
i) Measures of success: The measure of successes for specific projects varies depending on the project goal and design and may include # of acres enrolled or metric tonnes of CO2e sequestered and/or avoided. Our overall measure of success for customer engagement is to continually increase and innovate this engagement to promote ongoing environmental impact mitigation and conservation. ii) Impact of engagement according to measures of success: Cargill seeks to provide customers with more sustainable solutions that reduce carbon emissions or sequester carbon in the soil. As one example, Cargill is working together with two customers to drive adoption of cover crops and no-till in animal feed production in Nebraska. Over its lifetime, the project aims to enroll 100,000 acres in regenerative practices and reduce or sequester 150,000 metric tons of CO2e.

C12.1d

(C12.1d) Give details of your climate-related engagement strategy with other partners in the value chain.

i) Explanation of other partners: Cargill participates in a wide range of partnerships and advocacy initiatives in support of the company's climate strategy. Other value-chain partners include academic institutions, NGOs and industry-led initiatives such as the Ecosystem Services Market Consortium, the Soil Health Institute, UNGC, the World Business Council for Sustainable Development, the World Trade Organization, The World Maritime Forum, etc.

ii) Case study: Cargill is partnering with researchers at Texas Tech to increase the adoption of beef-dairy cross-breeding strategies. The North American beef and dairy industry is already one of the most efficient in the world, with producers achieving larger volumes of high-quality protein with lower resource inputs than those in other countries. One innovative solution making this possible is crossbreeding dairy and beef cattle to produce more efficient hybrid calves, a process known as “beef on dairy.”

To advance understanding of this technique, Cargill has teamed up with partners from across the industry to establish the Dairy Beef Accelerator. The program, which will run for three years, will serve to accelerate learning and adoption of crossbreeding techniques among producers, highlighting the unique opportunities that “beef on dairy” can unlock.

Initial research by Texas Tech University indicates that, when compared to purebred dairy calves, hybrid cattle produce more and higher-quality beef products without impacting milk production efficiency.

Additionally, “beef on dairy” calves exhibit greater feed efficiency, which lowers greenhouse gas (GHG) emissions associated with feed production and reduces operational impacts.

C12.2

(C12.2) Do your suppliers have to meet climate-related requirements as part of your organization’s purchasing process?

No, and we do not plan to introduce climate-related requirements within the next two years

C-AC12.2/C-FB12.2/C-PF12.2

(C-AC12.2/C-FB12.2/C-PF12.2) Do you encourage your suppliers to undertake any agricultural or forest management practices with climate change mitigation and/or adaptation benefits?

Yes

C-AC12.2a/C-FB12.2a/C-PF12.2a

CDP
Specify which agricultural or forest management practices with climate change mitigation and/or adaptation benefits you encourage your suppliers to undertake and describe your role in the implementation of each practice.

Management practice reference number
MP1

Management practice
Other, please specify (Multiple: Regenerative agriculture, carbon reduction, land use change, permanent soil cover, fire control, etc.)

Description of management practice
Our purpose is to nourish the world in a safe, responsible and sustainable way. Our commitment to protect the planet is multifold, addressing priorities such as climate change, water, land use, farmer livelihoods, and more. As one example, Cargill has a goal to advance regenerative agriculture practices across 10 million acres of North American row crop farmland by 2030; our engagement approach and success is therefore centered around this commitment as well as commitments around carbon reduction and water quality. We set targets to reduce greenhouse gas emissions from our global supply chains (Scope 3) by 30% by 2030, measured per ton of product, as well as ambitious, context-based goals for priority watersheds in regions in our agricultural supply chain. Our BeefUp Sustainability™ initiative in North America is working with ranchers, customers, NGOs and innovators to meet the Scope 3 target for our beef business. Projects are focused on grazing management, feed production, innovation and food waste reduction. In 2021, Cargill launched Cargill RegenConnect, a regenerative agriculture program in North America that pays farmers for positive climate outcomes driven by changes in production practices, including adoption of reduced- or no-till and planting of cover crops.

Your role in the implementation
Financial
Knowledge sharing
Operational
Procurement

Explanation of how you encourage implementation
Suppliers may receive compensation for participating in and reporting through various conservation programs. For example, Cargill is working together with two customers to drive adoption of cover crops and no-till in animal feed production in Nebraska through financial incentives to farmers to support practice adoption. Over its lifetime, the project aims to enroll 100,000 acres in regenerative practices and reduce or sequester 150,000 metric tons of CO2e.

Climate change related benefit
Emissions reductions (mitigation)
Other, please specify (water stewardship)

Comment

C-AC12.2b/C-FB12.2b/C-PF12.2b

Do you collect information from your suppliers about the outcomes of any implemented agricultural/forest management practices you have encouraged?
Yes

C12.3

Does your organization engage in activities that could either directly or indirectly influence policy, law, or regulation that may impact the climate?

Row 1

Direct or indirect engagement that could influence policy, law, or regulation that may impact the climate
Yes, we engage directly with policy makers
Yes, we engage indirectly through trade associations

Does your organization have a public commitment or position statement to conduct your engagement activities in line with the goals of the Paris Agreement?
Yes

Attach commitment or position statement(s)
2017 commitment to Paris Climate Agreement
USDA-2021-0010-0261_attachment_1.pdf
Cargill committed to Paris Climate Agreement.pdf

Describe the process(es) your organization has in place to ensure that your engagement activities are consistent with your overall climate change strategy
Cargill’s global Government Relations team engages with government officials and stakeholders in countries where we operate. Where there are opportunities to support policies and regulations consistent with our climate strategy, the GR team will coordinate with our business and sustainability leaders on the appropriate engagement.

Primary reason for not engaging in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate
<Not Applicable>

Explain why your organization does not engage in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate
<Not Applicable>

C12.3a

On what policy, law, or regulation that may impact the climate has your organization been engaging directly with policy makers in the reporting year?

Focus of policy, law, or regulation that may impact the climate
Other, please specify (Clean/renewable energy)

Specify the policy, law, or regulation on which your organization is engaging with policy makers
EU Renewable Energy Directive
Policy, law, or regulation geographic coverage
Regional

Country/region the policy, law, or regulation applies to
EU27

Your organization’s position on the policy, law, or regulation
Support with minor exceptions

Description of engagement with policy makers
Cargill engaged with policymakers directly through meetings and through trade for example in the EU, Cargill engaged directly and through trade associations on a number of ongoing policy initiatives including – the review of the Renewable Energy Directive and EU’s Emission Trading Scheme (part of the Fit for 55 Package), the European Commission proposal to combat deforestation – including public participation to European Commission roundtables and high level panels- the Commission proposal on Corporate Sustainability Due Diligence. Cargill is also a signatory to the EU Code of Conduct on Responsible Food Business and Marketing Practices, which sets a series of actions that companies can voluntarily commit to undertake in order to tangibly improve and communicate their sustainability performance.

Details of exceptions (if applicable) and your organization’s proposed alternative approach to the policy, law or regulation
Supporting the ambition of the EU Renewable Energy Directive and the role of renewable energy to reduce fossil fuel imports. Ad-hoc dedicated engagement on measures related to the EU overall transport target and dedicated consideration of renewable fuels.

Have you evaluated whether your organization’s engagement is aligned with the goals of the Paris Agreement?
Yes, we have evaluated, and it is aligned

Focus of policy, law, or regulation that may impact the climate
Other, please specify (Land use and forest protection)

Specify the policy, law, or regulation on which your organization is engaging with policy makers
EU Regulation on deforestation-free products

Policy, law, or regulation geographic coverage
Regional

Country/region the policy, law, or regulation applies to
EU27

Your organization’s position on the policy, law, or regulation
Support with major exceptions

Description of engagement with policy makers
Cargill engaged with policymakers directly through meetings and through trade association letters of support for various legislative and regulatory initiatives. For example, in the EU, Cargill engaged directly and through trade associations on a number of ongoing policy initiatives including – the review of the Renewable Energy Directive and EU’s Emission Trading Scheme (part of the Fit for 55 Package), the European Commission proposal to combat deforestation – including public participation to European Commission roundtables and panels- the Commission proposal on Corporate Sustainability Due Diligence. Cargill is also a signatory to the EU Code of Conduct on Responsible Food Business and Marketing Practices, which sets a series of actions that companies can voluntarily commit to undertake in order to tangibly improve and communicate their sustainability performance.

Details of exceptions (if applicable) and your organization’s proposed alternative approach to the policy, law or regulation
Advocating for a ‘smart mix’ of measures by the EU to help tackle the negative impacts on forests associated with the production of forest risk commodities rather than just ensuring clean supply chains

Have you evaluated whether your organization’s engagement is aligned with the goals of the Paris Agreement?
Yes, we have evaluated, and it is aligned

Focus of policy, law, or regulation that may impact the climate
Other, please specify (clean/renewable energy)

Specify the policy, law, or regulation on which your organization is engaging with policy makers
EU Emissions Trading System Directive

Policy, law, or regulation geographic coverage
Regional

Country/region the policy, law, or regulation applies to
EU27

Your organization’s position on the policy, law, or regulation
Support with minor exceptions

Description of engagement with policy makers
Cargill engaged with policymakers directly through meetings and through trade association letters of support for various legislative and regulatory initiatives. For example, in the EU, Cargill engaged directly and through trade associations on a number of ongoing policy initiatives including – the review of the Renewable Energy Directive and EU’s Emission Trading Scheme (part of the Fit for 55 Package), the European Commission proposal to combat deforestation – including public participation to European Commission roundtables and panels- the Commission proposal on Corporate Sustainability Due Diligence. Cargill is also a signatory to the EU Code of Conduct on Responsible Food Business and Marketing Practices, which sets a series of actions that companies can voluntarily commit to undertake in order to tangibly improve and communicate their sustainability performance.

Details of exceptions (if applicable) and your organization’s proposed alternative approach to the policy, law or regulation
Supporting the ambition of the EU Renewable Energy Directive and the role of renewable energy to reduce fossil fuel imports. Ad-hoc dedicated engagement on measures related to the EU overall transport target and dedicated consideration of renewable fuels.

Have you evaluated whether your organization’s engagement is aligned with the goals of the Paris Agreement?
Yes, we have evaluated, and it is aligned

Focus of policy, law, or regulation that may impact the climate
Other, please specify (Agriculture as a climate solution)

Specify the policy, law, or regulation on which your organization is engaging with policy makers
U.S Farm Bill
Policy, law, or regulation geographic coverage
National

Country/region the policy, law, or regulation applies to
United States of America

Your organization’s position on the policy, law, or regulation
Support with minor exceptions

Description of engagement with policy makers
Cargill engaged with policymakers directly through meetings and through trade association letters of support for various legislative and regulatory initiatives. For example in the U.S., Cargill submitted comments to US Department of Agriculture and US Department of Transportation supporting climate actions; Cargill participated in informational meetings with US legislators on the FOREST Act, introduced by Sen. Schatz and Rep. Blumenauer; Cargill participated in a panel with US Secretary of Agriculture Tom Vilsack at COP26 in support of agriculture as a climate solution; Cargill participated in meetings with US and UK governments around deforestation surrounding COP26. We undertake the same level of engagement also in other regions.

Details of exceptions (if applicable) and your organization’s proposed alternative approach to the policy, law or regulation
We support a safety net for U.S. farmers and ranchers and voluntary incentives to advance regenerative agriculture and research, and investments in food security. We will engage with lawmakers as the new legislation is drafted over the coming era and evaluate specific provisions once the text is released.

Have you evaluated whether your organization’s engagement is aligned with the goals of the Paris Agreement?
Yes, we have evaluated, and it is aligned

Focus of policy, law, or regulation that may impact the climate
Other, please specify (Land use and forest protection)

Specify the policy, law, or regulation on which your organization is engaging with policy makers
FORESTS Act

Policy, law, or regulation geographic coverage
National

Country/region the policy, law, or regulation applies to
United States of America

Your organization’s position on the policy, law, or regulation
Support with major exceptions

Description of engagement with policy makers
Cargill engaged with policy-makers directly through meetings and through trade association letters of support for various legislative and regulatory initiatives. For example in the U.S., Cargill submitted comments to US Department of Agriculture and US Department of Transportation supporting climate actions; Cargill participated in informational meetings with US legislators on the FOREST Act, introduced by Sen. Schatz and Rep. Blumenauer; Cargill participated in a panel with US Secretary of Agriculture Tom Vilsack at COP26 in support of agriculture as a climate solution; Cargill participated in meetings with US and UK governments around deforestation surrounding COP26. We undertake the same level of engagement also in other regions.

Details of exceptions (if applicable) and your organization’s proposed alternative approach to the policy, law or regulation
We support a ‘smart mix’ of measures by the US government to address forest risk commodities, rather than requiring import-specific certifications for every commodity. We also support an incentive-based approach for the US government to engage with foreign governments that enable trade, not creating new trade barriers.

Have you evaluated whether your organization’s engagement is aligned with the goals of the Paris Agreement?
Yes, we have evaluated, and it is aligned
(C12.3b) Provide details of the trade associations your organization engages with which are likely to take a position on any policy, law or regulation that may impact the climate.

**Trade association**
US Chamber of Commerce

**Is your organization’s position on climate change consistent with theirs?**
Mixed

**Has your organization influenced, or is your organization attempting to influence their position?**
We are attempting to influence them to change their position

**State the trade association’s position on climate change, explain where your organization’s position differs, and how you are attempting to influence their position (if applicable)**
From the Chamber’s website: Combating climate change requires citizens, governments, and businesses to work together. Inaction is simply not an option. American businesses play a vital role in creating innovative solutions and reducing greenhouse gases to protect our planet. A challenge of this magnitude requires collaboration, not confrontation, to advance the best ideas and policies. Together, we can forge solutions that improve our environment and grow our economy—leaving the world better for generations to come. Cargill supports much of the Chamber’s position on climate, including market-based, bipartisan, and durable climate solutions. Like the Chamber, we supported the Bipartisan Infrastructure Act which included new funding for a variety of climate actions. Through participation in the Chamber Task Force on Climate Actions, we have influenced the Chamber to support additional investments in clean energy and renewable thermal and supporting agriculture as a climate solution.

**Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)**

**Describe the aim of your organization’s funding**
<Not Applicable>

**Have you evaluated whether your organization’s engagement with this trade association is aligned with the goals of the Paris Agreement?**
Yes, we have evaluated, and it is aligned

---

**Trade association**
Other, please specify (Corn Refiners Association)

**Is your organization’s position on climate change consistent with theirs?**
Consistent

**Has your organization influenced, or is your organization attempting to influence their position?**
We publicly promote their current position

**State the trade association’s position on climate change, explain where your organization’s position differs, and how you are attempting to influence their position (if applicable)**
The Corn Refiners Association Climate Change Policy Principles guide the industry’s advocacy to ensure a more sustainable future for corn refining, agriculture, and consumers. These five principles include: 1. Reduce the overall carbon footprint of corn refining products and processes; 2. Greenhouse gas reduction goals must be clear, measurable, and achievable; 3. Supporting the adoption of agricultural practices that sequester carbon into soil; 4. Energy-intensive industries must adapt; 5. Agricultural feedstocks in industrial processes are key to advancing greenhouse gas reductions. As one of the largest members of the Corn Refiners Association, Cargill had a key role in influencing the organization’s climate policy principles. We encouraged CRA to be bold in advocating for climate action and solutions that support the transition to low carbon economy from the farm gate to the consumer. Examples of this include supporting agriculture as a climate solution to advancing biobased products with lower GHG emissions compared to their fossil fuel alternatives.

**Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)**

**Describe the aim of your organization’s funding**
<Not Applicable>

**Have you evaluated whether your organization’s engagement with this trade association is aligned with the goals of the Paris Agreement?**
Yes, we have evaluated, and it is aligned

---

C12.4
Have you published information about your organization’s response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Publication
In voluntary communications

Status
Underway – previous year attached

Attach the document
FY 2021 ESG Scorecard.pdf

Page/Section reference
page 1

Content elements
Strategy
Emissions figures
Emission targets

Comment
ESG Scorecard reports on Fiscal Year 2021 progress, reporting boundary is different between our CDP Response and ESG Scorecard, due to the timing of the CDP response deadline.

Publication
In voluntary sustainability report

Status
Underway – this is our first year

Attach the document
n/a

Content elements
Governance
Strategy
Emissions figures
Emission targets
Other metrics

Comment
Cargill is publishing our first Global ESG Report in second half of 2022, reporting on Fiscal Year 2022. This will include some data from 2021, as our fiscal year is June 1 – May 31.

C13. Other land management impacts

C-AC13.1/C-FB13.1/C-PF13.1

(C-AC13.1/C-FB13.1/C-PF13.1) Do you know if any of the management practices implemented on your own land disclosed in C-AC4.4a/C-FB4.4a/C-PF4.4a have other impacts besides climate change mitigation/adaptation?

Yes

C-AC13.1a/C-FB13.1a/C-PF13.1a
Management practice reference number
MP1

Overall effect
Positive

Which of the following has been impacted?
Other, please specify (Labor and human rights)

Description of impact
Cargill has partnered with UNICEF to protect children living on our palm plantations and in surrounding palm growing communities. We participated in an assessment conducted by LINKS in collaboration with the RSPO and trained Cargill palm plantation employees about the UNICEF 10 Business Principles of Children’s Rights and mitigation of potential risks. Expectant mothers have full access to a comprehensive suite of healthcare services in our plantations. This service is open to both employees and communities living in the vicinity of our plantations.

Have you implemented any response(s) to these impacts?
No

Description of the response(s)
We have not implemented any response as we did not identify any negative impacts caused by this management practice.

C-AC13.2/C-FB13.2/C-PF13.2

Do you know if any of the management practices mentioned in C-AC12.2a/C-FB12.2a/C-PF12.2a that were implemented by your suppliers have other impacts besides climate change mitigation/adaptation?
Yes

Management practice reference number
MP1

Overall effect
Positive

Which of the following has been impacted?
Soil
Water
Yield

Description of impacts
Our commitment to protect the planet is multifold, addressing priorities such as climate change, water, land use, farmer livelihoods, and more. As one example, Cargill has a goal to advance regenerative agriculture practices across 10 million acres of North American row crop farmland by 2030. We set targets to reduce greenhouse gas emissions from our global supply chains (Scope 3) by 30% by 2030, measured per ton of product, as well as ambitious, context-based goals for priority watersheds in regions in our agricultural supply chain. To help row-crop farmers implement practices with positive environmental benefits, Cargill supported the Iowa Soybean Association and Quantified Ventures to establish/develop the Soil & Water Outcomes Fund (SWOF). The carbon insets generated through SWOF in the state of Iowa are purchased by Cargill. Farmers receive $24 to $40 an acre for adopting practices like planting cover crops, reducing tillage and optimizing nutrient management. These techniques have been shown to improve the quality of water, soil and air.

Have any response to these impacts been implemented?
No

Description of the response(s)
We have not implemented any response as we did not identify any negative impacts caused by this management practice.

C15. Biodiversity

C15.1

Is there board-level oversight and/or executive management-level responsibility for biodiversity-related issues within your organization?

<table>
<thead>
<tr>
<th>Board-level oversight and/or executive management-level responsibility for biodiversity-related issues</th>
<th>Description of oversight and objectives relating to biodiversity</th>
<th>Scope of board-level oversight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, executive management-level responsibility</td>
<td>Executive management is responsible for Land Use commitments and restoration of ecosystems.</td>
<td>&lt;Not Applicable&gt;</td>
</tr>
</tbody>
</table>
(C15.2) Has your organization made a public commitment and/or endorsed any initiatives related to biodiversity?

<table>
<thead>
<tr>
<th>Row</th>
<th>Does your organization made a public commitment or endorsed any initiatives related to biodiversity?</th>
<th>Biodiversity-related public commitments</th>
<th>Initiatives endorsed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Yes, we have made public commitments and publicly endorsed initiatives related to biodiversity</td>
<td>Commitment to not explore or develop in legally designated protected areas</td>
<td>SDG</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Commitment to respect legally designated protected areas</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Commitment to avoidance of negative impacts on threatened and protected species</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Commitment to no conversion of High Conservation Value areas</td>
<td></td>
</tr>
</tbody>
</table>

(C15.3) Does your organization assess the impact of its value chain on biodiversity?

<table>
<thead>
<tr>
<th>Does your organization assess the impact of its value chain on biodiversity?</th>
<th>Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1</td>
<td>Yes, we assess impacts on biodiversity in our upstream value chain only</td>
</tr>
</tbody>
</table>

(C15.4) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

<table>
<thead>
<tr>
<th>Have you taken any actions in the reporting period to progress your biodiversity-related commitments?</th>
<th>Type of action taken to progress biodiversity-related commitments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1</td>
<td>Yes, we are taking actions to progress our biodiversity-related commitments</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(C15.5) Does your organization use biodiversity indicators to monitor performance across its activities?

<table>
<thead>
<tr>
<th>Does your organization use indicators to monitor biodiversity performance?</th>
<th>Indicators used to monitor biodiversity performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1</td>
<td>Yes, we use indicators</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(C15.6) Have you published information about your organization’s response to biodiversity-related issues for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

<table>
<thead>
<tr>
<th>Report type</th>
<th>Content elements</th>
<th>Attach the document and indicate where in the document the relevant biodiversity information is located</th>
</tr>
</thead>
<tbody>
<tr>
<td>In voluntary sustainability report or other voluntary communications</td>
<td>Biodiversity strategy</td>
<td>Biodiversity information begins on page 15. Cargill Palm Report 2020.pdf</td>
</tr>
</tbody>
</table>

C16. Signoff

C-FI

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization’s response. Please note that this field is optional and is not scored.

C16.1

(C16.1) Provide details for the person that has signed off (approved) your CDP climate change response.

<table>
<thead>
<tr>
<th>Job title</th>
<th>Corresponding job category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1</td>
<td>Corporate Senior Vice President and Chief Sustainability Officer (CSO)</td>
</tr>
</tbody>
</table>
SC. Supply chain module

SC0.0

If you would like to do so, please provide a separate introduction to this module.

Cargill’s 155,000 employees across 70 countries work relentlessly to achieve our purpose of nourishing the world in a safe, responsible and sustainable way. Every day, we connect farmers with markets, customers with ingredients, and people and animals with the food they need to thrive. We combine over 155 years of experience with new technologies and insights to serve as a trusted partner for food, agriculture, financial and industrial customers in more than 125 countries. Side-by-side, we are building a stronger, sustainable future for agriculture.

As mirrored in the CDP program, supply chain discussions have evolved from the entity level to requests or requirements for product-level analysis. While many product-level carbon footprint requests are received from customers, some regulatory agency requirements requiring similar analyses are emerging. The company, in cooperation with some of its major customers, has determined the carbon footprint of select products and production processes with the goal of improving energy efficiency and reducing emissions. In recent years, Cargill has worked with global food brands and a worldwide food service company. Cargill also responds regularly to information requests (scorecards, sustainability questionnaires, etc.) from its customers. The company’s strategic sourcing organization has enacted strategies and programs to improve the environmental sustainability of products the company purchases from outside suppliers.

The company will continue to engage with its key stakeholders and collaborate to help ensure solutions are based on sound science for vital agriculture and energy supply chains. It also will work with its customers and suppliers to assess opportunities and implement new strategies and processes to improve GHG intensity as well as energy and water efficiency.

Over the past several years, Cargill has collaborated with academic institutions, third-party organizations and customers to complete carbon footprint requests. The knowledge the company has gained from this analysis has been invaluable to help address some of the complex issues the company and its customers may face as a result of climate change. It is applying this knowledge to its business-to-business collaborations and to meet regulatory agency requirements. The experience also has strengthened Cargill’s understanding of the potential benefits and current limits, and the resources required to complete carbon footprints.

SC0.1

What is your company’s annual revenue for the stated reporting period?

<table>
<thead>
<tr>
<th>Annual Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>134400000000</td>
</tr>
</tbody>
</table>

SC1.1

Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.

SC1.2

Where published information has been used in completing SC1.1, please provide a reference(s).

SC1.3

What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?

<table>
<thead>
<tr>
<th>Allocation challenges</th>
<th>Please explain what would help you overcome these challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doing so would require us disclose business sensitive/proprietary information</td>
<td></td>
</tr>
</tbody>
</table>

SC1.4

Do you plan to develop your capabilities to allocate emissions to your customers in the future?

Yes
SC1.4a

(SC1.4a) Describe how you plan to develop your capabilities.

SC2.1

(SC2.1) Please propose any mutually beneficial climate-related projects you could collaborate on with specific CDP Supply Chain members.

SC2.2

(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives? Yes

SC2.2a

(SC2.2a) Specify the requesting member(s) that have driven organizational-level emissions reduction initiatives, and provide information on the initiatives.

SC4.1

(SC4.1) Are you providing product level data for your organization’s goods or services? No, I am not providing data

Submit your response

In which language are you submitting your response? English

Please confirm how your response should be handled by CDP

<table>
<thead>
<tr>
<th>I understand that my response will be shared with all requesting stakeholders</th>
<th>Response permission</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Public</td>
</tr>
</tbody>
</table>

Please confirm below

I have read and accept the applicable Terms