Evolving our approach

Transforming our supply chain as we protect the environment and human rights

Cargill’s palm oil supply chain footprint extends from our own mills and plantations in Indonesia to trading and refining palm oil around the world. With this global presence comes a deep responsibility to protect the planet and its people and ensure a cleaner, safer future for generations to come. This report provides an update on our progress and looks ahead to the steps we are taking to fulfill our commitment to build a transparent, traceable and sustainable palm oil supply chain.

Throughout the report, ‘2021’ is written to enhance readability. Unless stated otherwise, the reported data and KPIs cover Q4 2021, which runs from October 2021 until the end of December 2021.
Our approach to palm oil sustainability
**Letter to stakeholders**

**Evolving our approach to transform the palm oil supply chain**

At Cargill, our ambition is to have the most sustainable and resilient food supply chains in the world. We work with customers and communities to build more secure food systems and we advance market-led solutions that help people and the planet thrive. Within our palm supply chain, we continue to evolve our approach focused on protecting the environment and human rights.

Our actions in the palm oil supply chain support Cargill’s global sustainability commitments in our priority areas of Climate, Land & Water and People. We are committed to climate action and are doing everything we can to mitigate the impact of climate change on the global food system: from reducing emissions across our global supply chains to building sustainable practices into farming processes around the world. Cargill is supportive of the Paris Climate Agreement, and we continue to focus our efforts on driving emissions reductions through 2030 by focusing on the supply chains and regions where we have the most potential for impact, allowing us to meet our existing climate commitments.

**2021 achievements**

Despite the challenges of the past year – initially COVID-19 travel restrictions that further delayed field visits, supplier engagement and project implementation in origin countries, and other challenges that added even greater pressure on supply chains, such as the Ukraine crisis and other geopolitical conflicts – we have made important progress.

**Our roadmap:** As part of our commitment to regularly update our roadmap to meet our palm oil sustainability ambitions, we are sharing our roadmap to 2025 and 2030 in this report. Our 2025 and 2030 goals are aligned with Cargill’s global sustainability targets and priorities.

**Traceability:** We made progress toward our commitment to traceability in our palm oil supply chain. In 2021, we achieved the following increases: 99% traceability to the mill level (up from 98% last year); 65% traceability to plantation level (compared to 48% last year); and 57% traceability to plantation in high-priority landscapes (up from 52% last year) for the palm and palm kernel oil we sourced globally.

**Transparency:** We moved forward to increase transparency through verification, certification and greater visibility with our customers. As one of the co-conveners for the creation of the No Deforestation, No Peat and No Exploitation Implementation Reporting Framework (NDPE IRF), Cargill continues to play an active role in the further improvement of the IRF and its wider adoption by palm oil companies throughout the supply chain. To that end, for the second year in a row, Cargill completed NDPE IRF profiles for all of our refineries globally to share with our customers. This year we conducted an independent verification of all profiles and increased transparency by publishing them on Cargill.com for all stakeholders to access.

In order to scale up the IRF beyond the No Deforestation and No Peat modules, Cargill participated in a pilot for the No Exploitation module focused on collecting labor and land rights data in the palm supply chain. Insights from the pilot helped the Palm Oil Collaboration Group – an industry initiative, convened by Cargill and PepsiCo, consisting of more than 30 companies that have come together to accelerate effective implementation of NDPE commitments – to align on an approach to collect information on current practices and support improvements where needed.

We also advanced implementation of the Cargill Environmental Compliance Verification Guideline, developed last year, by completing a pilot in Colombia. And in Cargill’s own operations in Indonesia, for the first time 100% of our nine palm oil mills and three palm kernel crush plants are RSPO certified.*

*RSPO = Roundtable of Sustainable Palm Oil.
To deliver greater value to our customers, we scaled up the capabilities of PalmWise, Cargill’s digital customer portal. Our major palm customers are being onboarded to the portal to access detailed data and reporting about supply chain performance, traceability and grievance management.

**Landscape initiatives:** We expanded our landscape-level interventions in 2021 by scaling up existing projects and launching new programs to drive meaningful change for multiple stakeholders across commodities in a given geographical area. We continue our active role in the Production and Protection Beyond Concessions (PPBC) Action Group by implementing the PPBC protocol in the Siak/Pelalawan and Sungai Linau projects.

**Human rights:** We intensified our efforts to protect the human rights of workers, indigenous peoples and local communities in our supply chains. In Guatemala, we successfully completed our first pilot for the Ulula Worker Voice Tool and are now preparing for a second pilot with another supplier. We continued to implement projects to strengthen our own and our suppliers’ processes to make sure human rights are respected, including through participation in the Labor Transformation Program in Malaysia and the Social Performance Program in Guatemala.

**Looking ahead**

As we continue moving forward, the work we are doing to transform our palm oil supply chain is guided by our updated roadmap and Cargill’s global sustainability commitments. We are operating in a global regulatory and compliance environment where due diligence obligations are becoming increasingly important. Cargill supports legislative efforts to further environmental and social sustainability, including the European Commission proposals for a regulation on deforestation-free products and for corporate sustainability due diligence. We are working toward complying with new requirements. Our global presence gives us a unique understanding and insights on how we can work together with supply chain actors and industry experts in designing due diligence approaches that transform the supply chain and enable real transparency and accountability.

Cargill committed to transparency – in our own operations and across our global supply chains. As we continue to increase our transparency, we expect to publish a new companywide environmental, social and governance (ESG) report in late 2022. The upcoming report will integrate our supply chain progress reports into a global, unified report – providing updates on Cargill’s ESG strategy as well as palm oil-specific details previously found in the annual Palm Oil Sustainability Report. In the interim, we are sharing an abbreviated version of our Palm Oil Sustainability Report to provide a timely update on key metrics and progress.

As we focus on meeting our sustainability goals and advancing collaborative efforts, we will continue moving the industry to the next level of transparency and sustainability.

Robert Horster
Global Sustainability Lead for Agricultural Supply Chains, Food Ingredients and Bioindustrial

---

**Cargill palm sustainability timeline**

- **‘14**
  - Published Cargill Policy on Sustainable Palm Oil, began reporting mill traceability

- **‘15**
  - Published first progress report and action plan including goals and key performance indicators (KPIs), launched Palm Grievance Procedure

- **‘16**
  - Launched Palm Sustainability Dashboard, supported the High Carbon Stock Approach (HCSA) convergence, began reporting plantation traceability

- **‘17**
  - Published 2020 Roadmap, established key processes, policies, procedures

- **‘18**
  - Convened industry peers to collaborate on Siak/Pelalawan landscape initiative and development of NDPE Implementation Reporting Framework (IRF)

- **‘19**
  - Initiated formation of Palm Oil Collaboration Group with partners to pursue scale and evaluate impact

- **‘20**
  - Improved monitoring in partnership with Descartes Labs and supported remaining suppliers to develop action plans

- **‘21**
  - Increased IRF use by suppliers, launched PalmWise customer portal, strengthened landscape initiatives and worked with Verité Southeast Asia to advance human rights protection

- **‘22**
  - Expanded rollout of PalmWise, developed 2025/2030 roadmap, improved traceability, published NDPE IRF profiles

- **‘23...**
  - Advance collection of traceability to plantation data, work with industry peers to finalize NDPE IRF labor and land rights approach, accelerate landscape initiatives
Cargill palm oil operations

Cargill operates a global palm oil supply chain with physical assets in the form of plantations, palm oil mills, kernel crushing plants and refineries. As a trader of major commodities around the world, our key activities in the palm supply chain include sourcing, trading and refining oil from third-party mill suppliers. We buy some of the oil directly from mills; the majority of the oil is sourced indirectly via traders and refiners on the open market. We also purchase from smallholders through cooperatives and indirectly from independent smallholders.

1 Our mill list can be found on our Palm Sustainability Dashboard.
Cargill buys directly from mills

Cargill buys indirectly from mills through traders/refiners on the global market

Proportion of RSPO certified volumes out of global volumes

- **31%** of all Cargill volumes physically certified (RSPO segregated and mass balance)
- **51%** RSPO segregated sold in Europe
- **55%** RSPO mass balance sold in Europe and U.S.

Origin of the volumes at destination

- **41%** Malaysia
- **29%** Indonesia
- **17%** Latin America*
- **13%** Others**

Direct and indirect mills sourcing

- **1,300** Indirect mills
- **125** Direct mills

*Brazil, Colombia, Costa Rica, Guatemala, Honduras, Mexico, Nicaragua, Panama, Peru.
**Cambodia, Papua New Guinea, Thailand.
Our commitments

See more details in the About Cargill section of this report.

Let's protect forests.

We are taking steps to protect forests in our palm oil supply chain in line with the High Carbon Stock Approach (HCSA) and consistent with Cargill’s companywide commitment detailed in our Forest Policy.

Let’s protect human rights.

We treat people with dignity and respect, provide equitable, safe and supportive workplaces and take action to promote human rights in our supply chains as described in our Human Rights Commitment.

Let’s help ensure a traceable, transparent and sustainable palm oil supply chain.

Cargill’s commitment to producing and sourcing palm oil in an economical, environmentally sustainable and socially responsible manner is detailed in our Policy on Sustainable Palm Oil. In accordance with “No Deforestation, No Peat and No Exploitation” (NDPE) practices, Cargill commits to a supply chain that:

• Protects high conservation value (HCV) areas, high carbon stock (HCS) forests and peatlands regardless of depth
• Respects and upholds the rights of workers, indigenous peoples and local communities
• Enables smallholders to become successful businesspeople, improving their livelihoods through responsible production, maximizing yields and improving quality
• Upholds high standards of transparency through reporting of traceability, time-bound implementation plans, resolving grievances and achieving third-party verified policy compliance

The U.N. Sustainable Development Goals

Cargill is committed to using our global reach within the agriculture, food and nutrition sector to help achieve the U.N. Sustainable Development Goals (SDGs), which are aimed at ending poverty, improving food security, promoting gender equality, advancing sustainable economic development, addressing climate change and ensuring prosperity for all. For more information visit Cargill.com/SDGs.
Our progress
2021 goals and achievements
## 2021 impact dashboard

### Protecting forests and human rights

<table>
<thead>
<tr>
<th>Goal</th>
<th>Key performance indicators (KPIs)</th>
<th>Progress</th>
<th>More info</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cargill plantations</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cargill-owned mills/plantations (and smallholders supplying to them) compliant with NDPE policy</td>
<td>Percentage of mills, plantations and managed smallholders RSPO certified</td>
<td>● ● ● 100% of mills</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percentage of fresh fruit bunches (FFBs) originate from NDPE-compliant sources</td>
<td>● ● ● 100%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percentage of Cargill operations and surrounding communities covered by a fire prevention and awareness program</td>
<td>● ● ● 100%</td>
</tr>
</tbody>
</table>

### Third-party supply chain

<table>
<thead>
<tr>
<th>Traceability</th>
<th>Key performance indicators (KPIs)</th>
<th>Progress</th>
<th>More info</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traceability to mills and plantations in our global supply chain</td>
<td>Percentage of suppliers traceable to the mill</td>
<td>● ● ● 99%</td>
<td>page 15</td>
</tr>
<tr>
<td></td>
<td>Percentage of suppliers traceable to plantation level</td>
<td>● ○ ○ 65%</td>
<td></td>
</tr>
<tr>
<td>Traceability to plantations in high-priority landscapes</td>
<td>Percentage of direct mills traceable to plantation level (We began transitioning to risk-calibrated approach in 2019)</td>
<td>● ○ ○ 57%</td>
<td>page 15</td>
</tr>
</tbody>
</table>

(continued)
## 2021 impact dashboard

### Protecting forests and human rights

(continued)

<table>
<thead>
<tr>
<th>Goal</th>
<th>Key performance indicators (KPIs)</th>
<th>Progress</th>
<th>More info</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Monitoring and verification</strong></td>
<td>NDPE compliance verified across Cargill supply chain</td>
<td>Percentage of traceable mills covered by satellite and/or radar monitoring</td>
<td>● ● ● 96%*</td>
</tr>
<tr>
<td><strong>Grievances</strong></td>
<td>Report on all grievances in our supply chain transparently and publicly</td>
<td>Percentage of verified grievances have an action plan</td>
<td>● ● ● 91%**</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Updates provided on management and monitoring</td>
<td>● ● ● 100%**</td>
</tr>
<tr>
<td><strong>Supplier engagement</strong></td>
<td>Direct and indirect suppliers compliant with NDPE policy</td>
<td>Direct mills</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percentage of direct mills formally aligned with our NDPE policy</td>
<td>● ● ● 87%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percentage of direct mills have completed self-assessments</td>
<td>● ● ● 82%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percentage of direct supplier high-priority mills assessed and covered by continuous improvement plan</td>
<td>● ● ● 66%</td>
</tr>
<tr>
<td></td>
<td>Direct traders/refiners</td>
<td>Percentage of direct suppliers (traders/refiners) with credible NDPE policy and implementation plan to cover their mill supply base</td>
<td>● ● ○ 75%</td>
</tr>
</tbody>
</table>

*The change in percentage of mills covered by satellite monitoring was due to the addition of new mills linked to Cargill’s supply chain toward the end of the reporting year. Moving forward, these mills will be part of the scope of satellite monitoring for our internal monitoring system.

**Referring to all grievances registered up to the end of December 2021.
## 2021 impact dashboard
### Protecting forests and human rights

(continued)

<table>
<thead>
<tr>
<th>Goal</th>
<th>Key performance indicators (KPIs)</th>
<th>Progress</th>
<th>More info</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Landscape initiatives</strong></td>
<td>Common environmental, land and labor issues addressed through relevant landscape programs and case studies</td>
<td>●●○ 9****</td>
<td>page 20</td>
</tr>
<tr>
<td></td>
<td>Number of landscape projects</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Improving labor and human rights in Cargill supply chains</strong></td>
<td>Direct traders/refiners that have human rights commitments in their NDPE policy</td>
<td>●●○ 90%</td>
<td>page 21</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Smallholders</strong></td>
<td>Smallholders included in supply chain and their livelihoods improved</td>
<td>●●○ 648****</td>
<td>page 22</td>
</tr>
<tr>
<td></td>
<td>Number of RSPO-certified smallholders in a Cargill program</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of farmers preparing to attain RSPO certification in a Cargill program ***</td>
<td>●●○ 4,437****</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of direct mills which performed an assessment of their smallholder supply base and engage smallholders in sustainable practices</td>
<td>●●○ 17****</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Projects aiming to improve farmer livelihoods</td>
<td>●●○ 13****</td>
<td></td>
</tr>
</tbody>
</table>

*** Cargill program is focused on impacting smallholders in our direct supply chain.

**** As of August 2022.
Cargill has been advancing sustainable practices in our palm plantations in Indonesia since joining the RSPO in 2004, including working directly with smallholders in the surrounding communities. At our nine plantations, located in South Sumatra and West Kalimantan, we maintain new developments in line with the High Carbon Stock Approach (HCSA) and peat conservation commitments and we continue to protect human rights.

Our goal: Cargill-owned mills/plantations (and smallholders supplying to them) are compliant with our NDPE policy.
To achieve industry-wide change, we take a two-track approach focused on ensuring compliance within our own supply chain and transforming practices beyond our supply chain.

We continue advancing our efforts to improve the sustainability of our third-party supply chain, which accounts for more than 95% of Cargill’s palm oil volume. We are committed to protecting forests and human rights across our entire supply chain – both within and outside of commercial palm concessions.

We are working to transform our supply chain through traceability, monitoring and verification, addressing grievances, supplier engagement, landscape initiatives and smallholder programs.
Traceability

Our goal: Traceability to plantations in high-priority landscapes.

Our approach

We have been using a risk-calibrated approach since 2019. We map the fresh fruit bunch supply base of palm oil mills and identify areas of higher risk for not meeting NDPE criteria based on the extent of forest, protected areas and uncultivated peat areas surrounding the mill. We prioritize those high-risk mills for engagement.

Traceability to mill level

99% Global score

Traceability to plantation level

65% Global score*

57% High-priority landscape score

*See corresponding market data for palm and kernel

** Read Cargill's statement about the situation in Eastern Europe.

*** Includes Indonesia and other countries.
**Monitoring and verification**

Our goal: NDPE compliance verified across the Cargill supply chain.

**96% monitored**

Cargill is using satellite imagery to monitor for potential land use changes in our palm supply chain.*

**Our approach**

To ensure suppliers are adhering to our no-deforestation and peat commitments, we use satellite technology to remotely monitor and detect any changes to forested areas.

We verify compliance with our NDPE policy using our own guidelines and industry frameworks. (For more information, see the graphic below.)

---

**Verifying compliance with NDPE commitments**

Using plantation location data, we conduct remote monitoring of palm plantations and adjacent areas using satellite technology to help ensure there are no signs of deforestation or planting on peat lands, then we verify the results to confirm compliance with our NDPE policy and take action as needed.

**Traceability**

- Tracing palm to the plantations where it is grown (see p. 15) guides remote monitoring and verification

**Remote monitoring**

- Radar (RADD) forest monitoring system and Global Forest Watch data
- Cargill radar and satellite system supported by Descartes Lab

**Verification**

- NDPE Implementation Reporting Framework Data Verification Protocol: validates environmental data
- Cargill Environmental Compliance Verification Guideline: on-the-ground verification of environmental compliance
- RSPO certification: on-the-ground verification of environmental and social compliance

**Actions**

- Grievance process (see p. 17)
- Supplier engagement (see p. 19)

**Communication**

- PalmWise customer portal
- Grievance reporting on Cargill.com
- Sustainability reporting

---

*The change in percentage of mills covered by satellite monitoring was due to the addition of new mills linked to Cargill’s supply chain toward the end of the reporting year. Moving forward, these mills will be part of the scope of satellite monitoring for our internal monitoring system.
Addressing grievances

Our goal: Report on all grievances in our supply chain transparently and publicly.

KPI PROGRESS*

Location of grievances

- 70% Indonesia
- 17% Malaysia
- 7% Latin America
- 5% Papua New Guinea
- 1% Myanmar

Grievances logged

- 24 Direct third parties
- 76 Indirect third parties

Addressing grievances

Deforestation

- 13% Investigation
- 5% Verification
- 9% Developing action plan
- 27% Monitoring implementation
- 17% Closed
- 29% Suspended

Labor/human rights

- 24% Investigation
- 0% Verification
- 4% Developing action plan
- 20% Monitoring implementation
- 28% Closed
- 24% Suspended

*Referring to all grievances registered up to the end of December 2021.
Our approach

When an issue is identified through our monitoring efforts, we immediately take action to address it. For example, when deforestation grievances are identified and validated, we immediately suspend suppliers and work with them to define an action plan with clear timelines and milestones. Our supplier suspension process is outlined in our Palm Grievance Procedure.

We recognize that a range of issues affecting labor and human rights occur in the palm oil supply chain with varying levels of severity and impact. To be able to tackle these issues effectively, we believe in prioritizing engagement to drive long-term capability and compliance improvements – in most situations banning producers is not a productive first step. When a supplier is unable or unwilling to make progress within the agreed upon timeframe, or has repeated non-compliances, we take action to remove them from our supply chain in cooperation with our upstream supply chain partners.

We hold ourselves and our suppliers accountable to respond to grievances, set time-bound action plans to ensure progress and close the grievance in a timely manner as agreed to by the complainant. We do not tolerate retaliation against anyone who, in good faith, raises a concern or participates in an investigation or whistleblowing.

Our Palm Grievance Procedure

1. Identification
2. Investigation
3. Verification
4. Engagement
5. Action plan
6. Progress tracking
7. Resolution
8. Suspension with incentive to change practices
Supplier engagement

Our goal: Direct and indirect suppliers are compliant with Cargill’s NDPE policy.

KPI PROGRESS

Sustainability program impact

| Volume covered by NDPE policy | 93% |
| Direct trader/refiner | 93% |
| Developed refinery action plan | 78% |
| Developed group action plan | 70% |

Total number of third-party suppliers

- **34** Third-party refinery
- **1,416** Third-party mills
- **143** RSPO segregated mills

Mill prioritization for engagement

Cargill is using the Global Forest Watch Pro Palm Risk Tool Methodology to categorize the mills from high to low prioritization for engagement.

- **338** high
- **513** medium
- **574** low

**Our approach**

To ensure our suppliers are operating in compliance with our NDPE policy commitments and our Supplier Code of Conduct, we engage with them through visits, assessments and workshops. Our risk-calibrated approach for traceability helps us prioritize the most important areas and suppliers for action. Our supplier engagement programs address both environmental and social sustainability challenges as we work to end deforestation and protect human rights in our supply chain.

**Supplier engagement components**

1. Due-diligence questionnaire and desk-based due diligence
2. Self-assessments
3. Field assessments
4. NDPE policy and implementation plan
5. Continuous improvement plan
6. Training
Landscape initiatives

Our goal: Common environmental, land and labor issues are addressed through relevant landscape programs and case studies.

KPI PROGRESS*

<table>
<thead>
<tr>
<th>Landscape Program</th>
<th>Cargill Mill Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Siak/Pelalawan, Indonesia landscape program</td>
<td>87% High, 13% Medium</td>
</tr>
<tr>
<td>Lebrija River Basin, Colombia landscape program</td>
<td>33% High, 33% Medium, 33% Low</td>
</tr>
</tbody>
</table>

46 Number of mills in Cargill supply chain engaged in Siak/Pelalawan Landscape Program

3 Number of mills in Cargill supply chain engaged in Lebrija River Basin Landscape Program

Our approach

We collaborate through landscape-level initiatives and platforms, such as the Tropical Forest Alliance (TFA), to address challenges that span physical and political boundaries and involve multiple commodities as issues related to deforestation and social exploitation often are not limited to a single supplier or sector.

Total number of landscape projects:

- **Indonesia**
  - Ketapang Verified Sourcing
  - Siak/Pelalawan
  - Hindoli Landscape Project
  - Sungai Linau Landscape Conservation and Livelihoods Project

- **Malaysia**
  - Southern Central Forest Spine Project

- **Colombia**
  - Intel4Value
  - Lebrija River Basin
  - Colombia Land Initiative

- **Brazil**
  - Tomé Açu

* As of August 2022.

---

20 Cargill Palm Oil, 2021 Sustainability Report
Improving labor and human rights

Our goal: Human rights are protected in Cargill supply chains.

KPI PROGRESS

90%
Direct traders/refiners that have human rights commitments in their NDPE policy

Our approach

Cargill is committed to protecting the human rights of workers, indigenous people and local communities in our supply chains as detailed in our Human Rights Commitment and our Policy on Sustainable Palm Oil and in line with international human rights principles and local applicable laws. We support the work being done to address labor and human rights issues by governments and organizations, including the International Labour Organization and the United Nations.

We publicly list supplier grievances on our Palm Sustainability Dashboard. We hold ourselves and our suppliers accountable to respond to grievances, set time-bound action plans to ensure progress and close the grievance in a timely manner as agreed to by the complainant. Cargill’s Palm Grievance Procedure provides a transparent, open and robust process for dealing with grievances.
Smallholder programs

Our goal: Smallholders are included in our supply chain and their livelihoods are improved.

KPI PROGRESS*

648
Number of RSPO-certified smallholders in a Cargill program

4,437
Number of smallholders preparing to attain RSPO certification in a Cargill program

17
Number of direct mills which performed an assessment of their smallholder supply base and are engaging smallholders in sustainable practices

13
ongoing projects aimed at improving farmer livelihoods

Our approach

We work strategically with select mills in our supply chain to help smallholders deliver on their transformation plans and participate in programs focused on building smallholder capacity and promoting responsible farm development.

* As of August 2022.
Since the launch of our Policy on Sustainable Palm Oil in 2014, we have made solid progress toward our commitment to help ensure a traceable, transparent and sustainable palm oil supply chain. To guide our future actions, we have updated our KPIs* and developed a roadmap to help us address the complex challenges facing the palm sector and our planet with new 2025 and 2030 goals in the areas of Climate, Land & Water and People.

*The 2021 progress KPIs in this report correspond with our previous roadmap. We will report progress against the 2025 roadmap starting in 2023.
**Cargill palm oil sustainability roadmap**

### Purpose

**Nourish the world in a safe, responsible and sustainable way**

### Priorities

- **Climate**
- **Land & Water**
- **People**

### Goals

#### 2025

<table>
<thead>
<tr>
<th>Climate Change</th>
<th>Land Use</th>
<th>Water</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Direct mills:</strong> 100% traceable to plantation (TTP) and 100% deforestation-free with no development on peat</td>
<td><strong>Improving access to safe drinking water in our priority watersheds in Indonesia for 25,000 beneficiaries</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Indirect mills:</strong> 100% TTP and 100% of mills are engaged to achieve deforestation free and no development on peat by 2030</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&quot;Direct&quot; refers to Tier 1 suppliers while &quot;indirect&quot; refers to Tier 2+</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Support our Science Based Targets Initiative (SBTi) goal to reduce Scope 1 and 2 absolute greenhouse gas (GHG) emissions in our operations by 10% against a 2017 baseline**

**Direct mills:** 100% traceable to plantation (TTP) and 100% deforestation-free with no development on peat

**Indirect mills:** 100% TTP and 100% of mills are engaged to achieve deforestation free and no development on peat by 2030

"Direct" refers to Tier 1 suppliers while "indirect" refers to Tier 2+

#### 2030

<table>
<thead>
<tr>
<th>Climate Change</th>
<th>Land Use</th>
<th>Water</th>
<th>Farmer Livelihoods</th>
<th>Human Rights</th>
</tr>
</thead>
</table>
| **Support our Science Based Targets Initiative (SBTi) goal to reduce our Scope 3 GHG emissions from our extended supply chain by 30% per ton of product, relative to a 2017 baseline** | **100% TTP** | **Maintain sustainable water management in all priority watersheds in operations and supply chains** | **60,000 farmers supported through services and partnerships** | **Human Rights due diligence (HRDD) processes activated at 100% of Cargill-owned palm plantations**
| | **100% of supply is verified deforestation free, with no new development on peat** | | | **100% of direct suppliers have human rights commitments in their NDPE policy**
| | **100% of supply is verified deforestation free, with no new development on peat** | | | **HRDD processes activated at 100% of direct suppliers’ operations**
| | | | | **100% of indirect suppliers have been trained on how to create and implement a HRDD action plan**

"Direct" refers to Tier 1 suppliers while "indirect" refers to Tier 2+

**Support our Science Based Targets Initiative (SBTi) goal to reduce our Scope 3 GHG emissions from our extended supply chain by 30% per ton of product, relative to a 2017 baseline**

**100% TTP**

**100% of supply is verified deforestation free, with no new development on peat**

**Maintain sustainable water management in all priority watersheds in operations and supply chains**

**60,000 farmers supported through services and partnerships**

**Human Rights due diligence (HRDD) processes activated at 100% of Cargill-owned palm plantations**

**100% of direct suppliers have human rights commitments in their NDPE policy**

**HRDD processes activated at 100% of direct suppliers’ operations**

**100% of indirect suppliers have been trained on how to create and implement a HRDD action plan**
About Cargill

Our purpose is to nourish the world in a safe, responsible and sustainable way.

How we work
Every day, we connect farmers with markets, customers with ingredients, and people and animals with the food they need to thrive. Our integrated operating approach enables our businesses to provide industry-leading products and services in their specific sectors while also drawing on the full world of Cargill’s expertise. We deliver this expertise locally, quickly and reliably through world-class capabilities and operations everywhere we do business. Doing business ethically is key to our long-term strategy and relationships. Our seven Guiding Principles make up the core of our Code of Conduct. We require all employees and contractors to follow them, and expect our suppliers to do the same.

Our approach to sustainability
Our ambition is to build the most sustainable food supply chains in the world. From small family farms to global shipping lanes, Cargill works every day to implement new sustainable practices to reduce our impact on the planet and protect people. Through our long history, we have seen agriculture be part of the solution to the world’s most urgent challenges. We know that we must address climate change and conserve water and forests, while meeting the rising demand for food.

Our sustainability priorities
We’ve set priorities that account for the diverse environmental, social and economic impacts of our business with clear goals to ensure progress in line with what science says is needed to keep our people and planet thriving. Learn more about our global commitments and progress.

We are
- 155K employees
- With more than 155 years of experience

Working in
- 70 countries
- Delivering for customers in more than 125 countries

We aim to be the most trusted partner for food, agriculture, financial and industrial customers.

We are

155K employees

Working in

70 countries

Delivering for customers in more than 125 countries

We aim to be the most trusted partner for food, agriculture, financial and industrial customers.
This report outlines our efforts to improve transparency, engagement and verification within our palm oil supply chain. We welcome your feedback as we collaborate with others to transform the palm industry and make it more traceable, transparent and sustainable. To report a grievance related to our sustainable palm oil commitments, visit Cargill.com. Please direct other comments, suggestions and inquiries to: Cargill, Incorporated, Attention: Corporate Affairs/Palm Oil Sustainability, P.O. Box 9300, Minneapolis, MN, 55440-9300, United States.