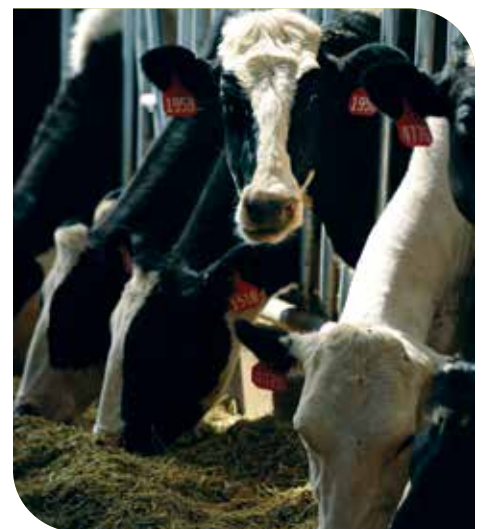




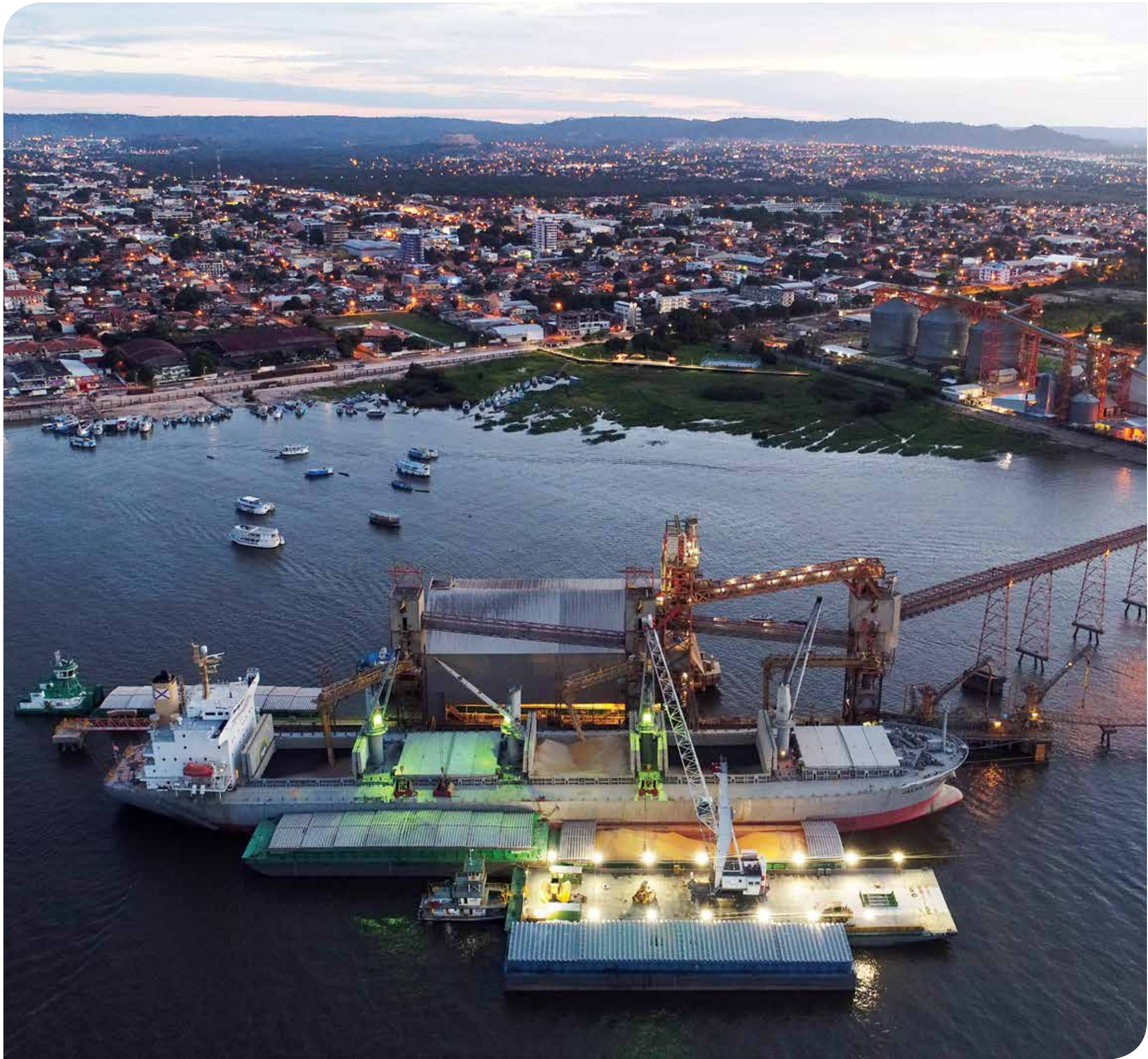
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ANNUAL  
REPORT

2018  
2019







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## MESSAGE FROM THE PRESIDENT

GRI 102-14



Attentive to the constant changes in the market and on the planet, Cargill strives to bring innovations and strategic changes to all its operations. In this sense, we had important renovations in 2018, with significant changes that are already enabling us to achieve excellent results during the fiscal year: a 33% growth over the previous year, the milestone of half a billion reais in net income, and net operating revenue of approximately R\$ 47 billion.

With this vision – which follows trends and values sustainability, our partners and customers, always combining the soundness of our activities with the ability to reinvent ourselves – we have kept a leading position and excellence in the agricultural and food sector in Brazil.

Among the innovations implemented this year, it should be noted that the Supply Chain area has undergone changes in the way it organizes its processes, activities, and talents, seeking to increase efficiency and more business opportunities. We have also incorporated a new global strategy in Human Resources, modernizing and redesigning the structure, processes, and systems of this area. The restructuring aligned all activities from HR to EHS (Environment, Health, and Safety), which integrated its programs into all of the company's businesses.

Another innovation was the review of the GPS (Game Plan for Success), which now operates in version 2.0, with a greater emphasis on the customer. The update was intended to refine and guide our strategic direction for the coming years.

Among the actions aimed at the sustainable use of natural resources, one major highlight was the launch of the South America Sustainable Soy Policy and the Commitment on Human Rights, as well as the updating of the Policy on Forests. Through these measures, we have reinforced our commitment to protecting forests and promoting sustainable agricultural development across

all of the company's production chains. In addition, a project was implemented at the Starches and Sweeteners unit in Uberlândia (MG), through which we intend to achieve a 30% reduction in water use at this plant. This target corresponds to the daily consumption of a city with 17,000 inhabitants.

In 2018, significant investments were also made, totaling approximately R\$ 520 million in the consolidation of acquisitions, projects and improvements to the plants, creating 100 new jobs. In the last eight years, our contributions totaled R\$ 5.2 billion in the search for more efficient operations. We are also continuously looking for strategic opportunities in our market of operation. In 2019, we intend to invest approximately R\$ 550 million in a new HM Pectin plant in order to strengthen and diversify our portfolio in Brazil and worldwide.

Also throughout the year, the impacts of the implementation of the new freight road haulage table for the country gave us the opportunity to rethink our logistics structure, seeking greater integration in our business operations.

Attention to customer satisfaction is another key topic for the year. In this sense, Cargill's consumer area presented several innovations: restructuring of the Elefante brand's visual and verbal language, the launch of new salad dressings and olive oils, the launch of a new line of the Nutron brand mineral supplements, and the launch of Rapid Neopigg, a customized solution for pig raising in the nursery stage.

This was also the year of celebration of the 45th anniversary of the Fundação Cargill, a significant milestone in our history. To celebrate it, we delivered even more improvements to society: nine projects selected through a call notice received contributions from R\$ 50,000 to R\$ 200,000 to carry out works involving social transformation and value generation in the food chain, which will directly benefit over 2,000 people.

In the context of diversity and respect for differences, we remain committed and working to make Cargill increasingly inclusive. Our Diversity Committee has networks that articulate and develop essential actions in this area: AfroCargill, for race/ethnicity equality; Pride, for the promotion of a safe environment and appreciation of LGBTI+ professionals; MOB, the acronym for the *Mulheres Operando no Brasil* (Women Operating in Brazil) network, whose mission is to encourage women and their potential for growth and leadership within the company; and the recently-created IN network, aimed at persons with disabilities. In recognition of our performance, we were awarded in the agribusiness sector by the Exame Diversity Guide 2019, which identifies the best inclusion and diversity practices adopted by Brazilian companies.

Thus, with all these achievements in fiscal year 2018/2019, Cargill reinforces its vision to nourish the world in a safe, responsible and sustainable way, in partnership with farmers, producers, manufacturers, retailers, governments, and other organizations, in order to fulfill its purposes in an efficient way and help communities thrive.

Finally, we would like to thank all of Cargill's employees, customers and business partners, whose support has been crucial in achieving the expected results. With a team prepared to handle possible industry fluctuations and carry out the company's activities with quality, we follow our paths with confidence. I would like to invite everyone to learn more about our actions and performance in the following chapters.

Enjoy your reading!

**Luiz Pretti**  
President of Cargill in Brazil





Cargill has 160,000 employees worldwide who are committed to nourish the world in a safe, responsible and sustainable way.



**ABOUT  
CARGILL**



## 2018/2019 HIGHLIGHTS

Net operating revenue of **R\$ 47** billion in 2018, a **33%** increase over the previous year



Announcement of the **construction of a new HM Pectin plant** in the city of Bebedouro (SP).

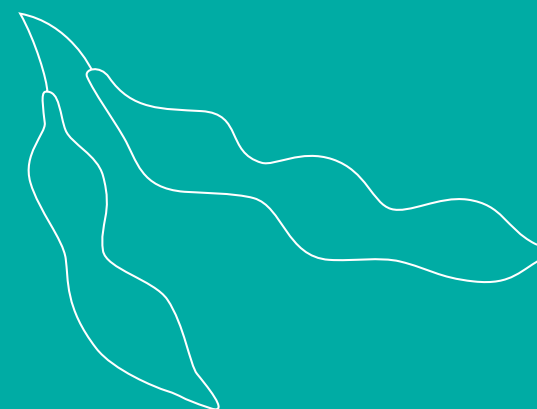


Renovation of the **Elefante brand**, with a language that is more modern, accessible and close to the consumer.

Implementation of a project to **reduce drinking water consumption by 30%** at the Starches and Sweeteners unit in Uberlândia (MG).



Updating of the **Policy on Forests** and launch of the **South America Sustainable Soy Policy** and the **Commitment on Human Rights**.



**853,000 liters** of used vegetable oil collected and disposed of correctly, with the Ação Renove o Meio Ambiente Program.

Participation of **more than 1,000** employees per day in **Diversity Month** activities.



Launch of **Rapid Neopigg**, a specific product for pig raising in the nursery stage.

Celebration of the **45<sup>th</sup> anniversary of the Fundação Cargill**.

# AWARDS, ACKNOWLEDGMENTS, AND PARTICIPATION AT EVENTS

In fiscal year 2018/2019, Cargill stood out for its excellence in its work, receiving a number of awards and acknowledgments, as well as participating in important industry events and events on diversity.



## Exame Sustainability Guide 2018

Among the companies with the best agribusiness sustainability ratings.

## Supplier No. 1

Pennacchi, Baia Norte, and DIEFS.

## Companies that best communicate with journalists 2018

Cargill – Agribusiness Category.



## Exame Diversity Guide 2019

The most diverse agribusiness company.

## 2018 Brazilian Packaging Award

190 g tomato sauce mini pack.

## Natural Capital Business Management Cases Award

Cargill's Triple S Program highlighted.

## FazLog Carrefour 2018 Award

Best supplier.



## Restaurantes, Bares & Cozinha Magazine 2018, by Folha de São Paulo

Top of Mind brand for oils.

## Viva Voluntário Award 2018

Semeando Futuro – Best Corporate Volunteering.



## The Best of Dinheiro Rural 2018

Corporate management.

## ABRAS Award for leading sales brands

Liza, Pomodoro, Pomarola, and Maria.

## 5<sup>th</sup> Corporate Vox Award

Among the most remembered companies in the city of Santarém (PA).

## MERCO 2018

Cargill among the 100 companies with the best corporate reputation in Brazil.

## Agroleite Trophy 2018

Animal Nutrition category.



## Best Agribusiness Award 2018 (Globo Rural):

Awarded in the categories "Animal Nutrition," "Oil and Soy Industries," "Largest among the 500," and "Champion of Champions."

## Forbes

Cargill among the top 10 agribusiness companies in Brazil.

## Ranking Indeed

Cargill among the 25 top-rated companies to work for in Brazil.

## CRM 2019 Group

Cargill elected the best supplier in quality and delivery.

## Love Mondays

Among the 50 most beloved companies according to employees.

## International Taste & Quality Institute (iTQi)

Genuine White Chocolate receives top award in international certification.

## Meio & Mensagem

Cargill among the 50 most reputable companies in Brazil.

## Participation in events

In 2018, Luiz Pretti, President of Cargill in Brazil, was one of the speakers at the 3rd National Congress of Agribusiness Women, in São Paulo. The company also participated in other events during the year: WILL (Women in Leadership in Latin America), inviting men to a debate on female leadership and profit generation; ABAG, on limits and opportunities for foreign trade; International Food Service Congress 2018; *Caminhos da Safra*, and the Financial Times Commodities Summit.

## Exame's Best and Biggest 2018

Brazil's largest agribusiness company.



## Valor Econômico

Executive of the Year: Luiz Pretti, President of Cargill.



## Top of Mind 2018 (Datafolha)

Elefante brand.

# ORGANIZATIONAL PROFILE

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

Founded in 1865 in the United States, Cargill offers worldwide food, agricultural, financial and industrial products, and services. Headquartered in Minneapolis, Minnesota, this privately held company is currently present in 70 countries and has 160,000 employees worldwide who are committed to nourishing our world in a safe, responsible and sustainable manner.

Present in Brazil since 1965, Cargill operates in 17 Brazilian states and in the Federal District through industrial units and offices in 147 municipalities. Its headquarters are based in São Paulo (SP) and, as of the end of fiscal year 2018/2019, the company had 10,029 internal employees.

## AREAS OF OPERATION

**GRI 102-6**

- **Agricultural** – it purchases, processes and markets soy and other commodities world-

wide. It also trades sugar and cotton in the global market.

- **Food** – it offers the food and beverage industries a wide range of ingredients. It introduces innovations for the retail and food service markets and offers its own brands of high-quality consumer products.

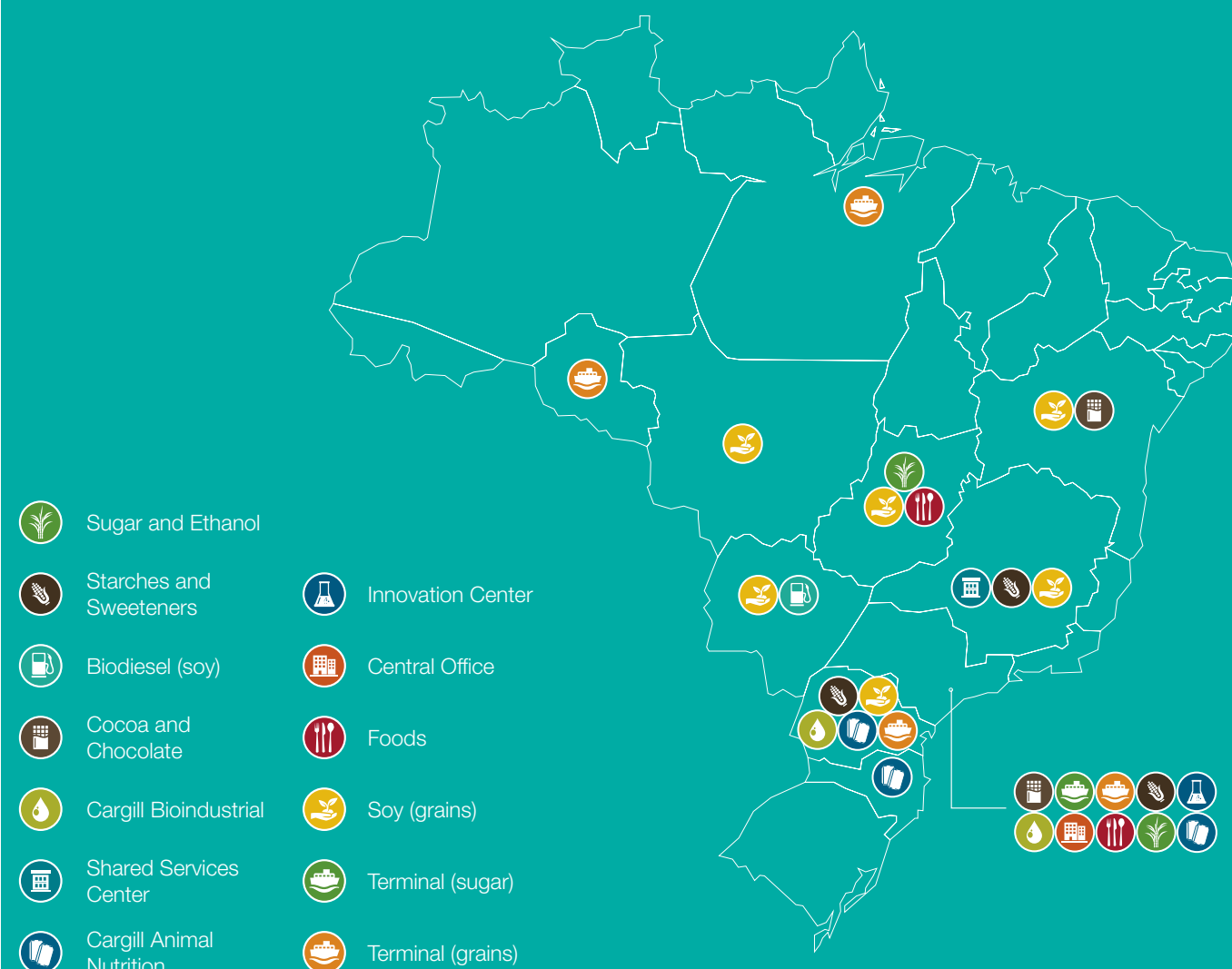
- **Animal nutrition** – it provides innovative, transformative and sustainable solutions for the livestock sector and offers a comprehensive portfolio of products and services that promote animal health and performance.

- **Industrial** – it develops and markets renewable and biodegradable specialties, such as vegetable oils, esters, polyols, acidulants, and starches, among other sustainable solutions, for the lubricant, liquid dielectric, agrochemical, paint, asphalt, foam, cosmetics, paper and mining sectors, among others.

- **Finance** – in this area, Cargill offers financial solutions, developed especially for farmers, companies in the agricultural sector and the food industry, through financing and risk management

## MAP OF THE OPERATION IN BRAZIL

**GRI 102-4**



### PLANTS, PORTS AND OFFICES IN THE SOUTHEAST REGION



Uberlândia (MG): Soybean and corn processing (for production of starches and derived ingredients) and production of acidulants



Shared Services Center – Uberlândia (MG)



Cevasa Patrocínio Paulista (SP): Sugar, ethanol and energy plant



Porto Ferreira (SP): Production of maltodextrins and glycoses; chocolate and topping manufacturing for the industrial food service market



Mairinque (SP): Production and sale of vegetable fats, mayonnaise, oils, compound oils and industrial specialties



Itapira (SP): Animal nutrition



CAN Mogi Mirim Innovation Center (SP): Animal nutrition



Campinas Innovation Center (SP)



São Paulo Central Office (SP)



TEG\* Guarujá Export Terminal (SP): Grain export



TEAG\* Guarujá Sugar Export Terminal (SP): Sugar export



TES\* Santos Export Terminal (SP): Grain export

### PLANTS AND PORT IN THE SOUTH REGION



Toledo (PR): Animal nutrition



Castro (PR): Processing and production of corn-based ingredients



Ponta Grossa (PR): Grinding and degumming of soybeans; production of crude oil and soybean meal for animal nutrition; emulsifiers and industrial specialties



Paranaguá (PR): Grain export port terminal



Chapecó (SC): Animal nutrition

### PLANTS IN THE NORTHEAST REGION



Barreiras (BA): Soybean crushing for meal production; soybean oil refining and supply for biodiesel production



Ilhéus (BA): Processing of cocoa byproducts for the food industry

### PLANTS IN THE CENTER-WEST REGION



Primavera do Leste (MT): Soybean processing; production of soybean meal and crude and refined oil; oil packing, marketing and distribution



Três Lagoas (MS): Soybean processing; production of degummed vegetable oil and biodiesel; soybean meal manufacturing



GoIânia (GO): Production of tomato products



Goianira (GO): Animal nutrition



Itumbiara (GO): Vegetable fat production



Rio Verde (GO): Grinding of soybeans; meal production; crude oil production; refining, packing, marketing and distribution of oil



SJC Cachoeira Dourada (GO): Sugar plant



SJC Quirinópolis (GO): Sugar, ethanol and bioenergy plant

### PORTS IN THE NORTH REGION



Porto Velho (RO): Grain terminal



Santarém (PA): Grain export port terminal



Mirituba District, Itaituba (PA): Road-to-water grain transshipment terminal

\*In these units, Cargill has interests through joint ventures



**STRATEGIC MANAGEMENT**

GRI 102-16

Cargill's strategic management is directly linked to its purpose of nourishing our world in a safe, responsible and sustainable manner. To achieve its mission, the company has developed the Game Plan for Success (GPS), a strategic direction plan that guides it in your highest aspirations (purpose and vision), decision making (values), the scope of what it offers to customers (customer value proposition), and the presentation of means to achieving results faster (accelerators).

In the GPS, Cargill focuses collectively on strategies that are able to deliver more results in

achieving performance goals and objectives. Each year, priorities are set to drive the business and the roles, driving progress in what matters most to the company.

The first GPS was launched in 2015 and resulted in major breakthroughs for Cargill, aiding its alignment and integrated operation. In 2018, the GPS underwent a review, and is now called GPS 2.0. In this process, it was found that the company is on the right track, and new ideas were incorporated to achieve the goals and stimulate growth for the coming years.

**GAME PLAN FOR SUCCESS 2.0****OUR PURPOSE**  
Why we exist

**CARGILL WILL BE THE LEADER IN NOURISHING THE WORLD IN A SAFE, RESPONSIBLE AND SUSTAINABLE WAY.**

**OUR VISION**  
Where we are going

**WE WILL BE THE MOST TRUSTED PARTNER IN AGRICULTURE, FOOD AND NUTRITION.**

**OUR VALUES**  
How we make tough decisions

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

**OUR CUSTOMER VALUE PROPOSITION**  
Why customers choose us

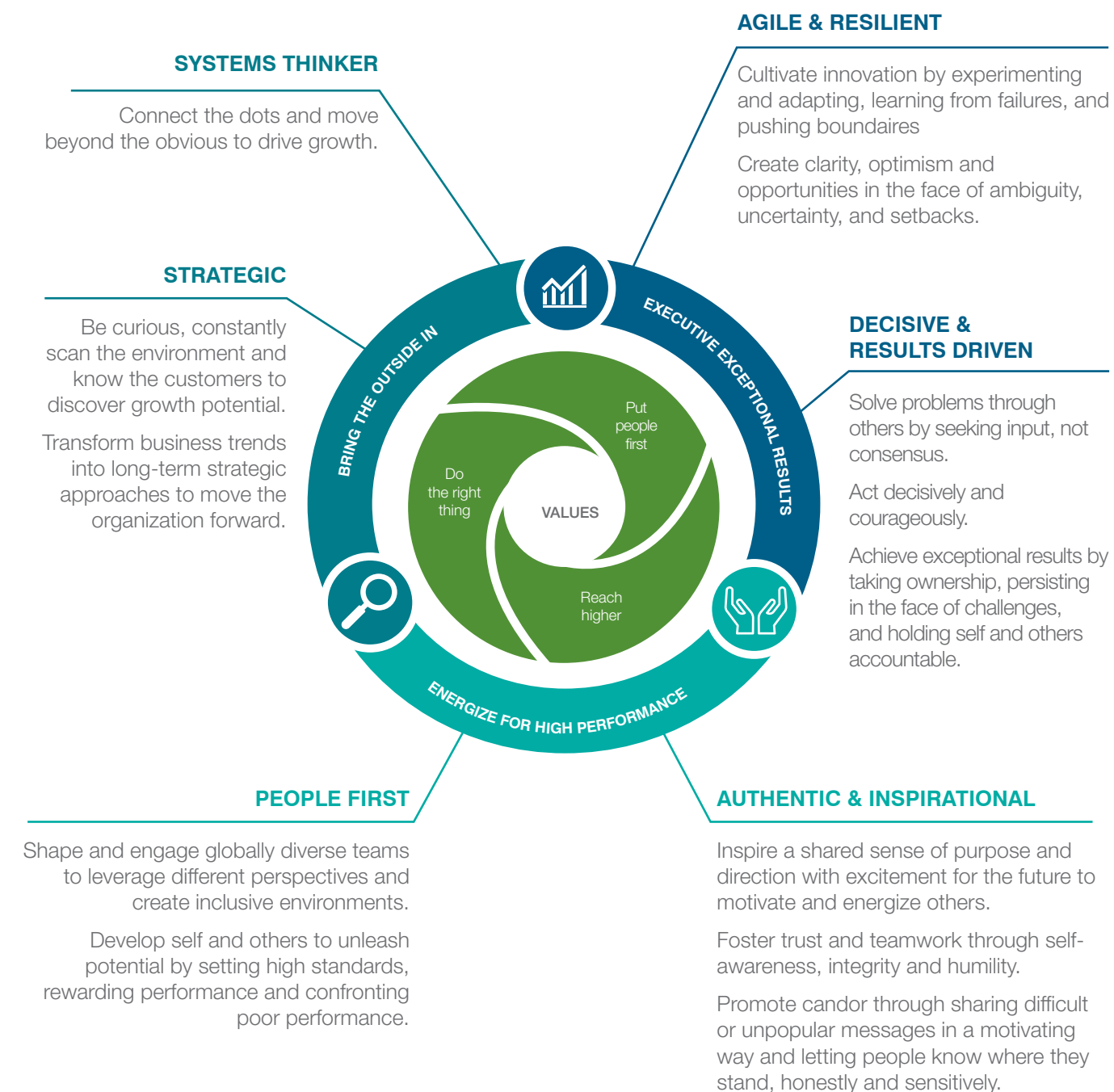
A world of expertise delivered locally, quickly and reliably – creating value together with our customers.

**OUR ACCELERATORS**  
How we drive growth

- Innovate what matters
- Unlock Cargill's full potential
- Grow markets and margins

**CARGILL LEADERSHIP EXPECTATIONS**

We are all expected to demonstrate leadership behaviors to drive high performance.





**CODE OF CONDUCT**

GRI 102-16

Cargill's Code of Conduct<sup>1</sup> is inspired by global ethical standards. The document has guiding principles that underlie how the company and its employees worldwide should conduct business and summarizes key compliance policies and issues that may have legal/ethical consequences if not addressed in the correct manner. All employees who join the company receive training in the Code of Conduct. In addition, refresher training is given each year for employees who already work at Cargill.

An example of a misconduct reporting tool is the Ethics Line, an anonymous channel operating on a 24/7 basis. Available to all employees anywhere in the world, the channel addresses moral/ethical issues and is managed by an external partner who confidentially shares information for internal investigation purposes.

For labor issues, Cargill makes available the MyHR Portal, through which employees may report any practice that is not in compliance with the labor law or company principles. This is the ideal channel for the Human Resources department's Employee Relations team to initiate an investigation directly with the employee in situations involving possible misconduct that have an impact on this audience.

**GUIDING PRINCIPLES**

1. We obey law.
2. We conduct our business with integrity.
3. We keep accurate and honest records.
4. We honor our business obligations.
5. We treat people with dignity and respect.
6. We protect Cargill's information, assets and interests.
7. We are committed to being a responsible global citizen.

1. <https://www.cargill.com/doc/1432076403886/guiding-principles-pt.pdf>

**GOVERNANCE**

GRI 102-18

Globally, there are seven standing committees, with temporary committees being established as necessary to address specific and local issues. These committees consist of executives from various parts of the world, allowing them to consider local business specificities. One of its purposes is to support regional boards in the execution of operations and strategies.

Cargill's Board of Directors in Brazil is responsible for the company's national leadership and is composed by the president and six directors. It is also supported by some local committees, such as the Diversity Committee and the Sustainability Committee, as detailed below.

**DIVERSITY COMMITTEE**

Cargill's Diversity Committee aims to develop and execute actions that promote a more inclusive work environment. A multidisciplinary group of employees from all areas and hierarchical lev-

els is responsible for monitoring quarterly metrics, submitting recommendations to the leaders, validating guidelines, actions, goals, and indicators, and monitoring the actions of the Business Resource Group (BRG) – voluntary networks of employees who perform actions aiming at diversity. They are: Pride Network (sexual orientation and gender identity), AfroCargill (race/ethnicity), *Mulheres Operando no Brasil* (gender), and IN (persons with disabilities).

Moreover, the Committee has developed a roadmap – a tool used to plan and chart paths to encourage inclusion and diversity. Each year, the Committee prepares an action plan with the main initiatives of each network, addressing the intersectional aspects of diversity. Initiatives include lectures, training, and debates for company leaders, internal communication campaigns, diagnostics, and events.





### SUSTAINABILITY COMMITTEE

The purpose of the Sustainability Committee is to advise and recommend to the Board of Directors strategies that are aligned with the company's overall purpose of being acknowledged as the most reliable source of sustainable products and services. It supports priority sustainability issues in an integrated manner for different businesses to mitigate risks and create value for Cargill.

The Committee aligns Cargill's global sustainability policies and goals with local priorities within operations and supply chains. In the second half of fiscal year 2018/2019, the Committee underwent a strategic review, based on a participatory process between members and key internal stakeholders to define priorities for the coming years.

To monitor the progress of the strategy, the company checks the key indicators on a quarterly basis, which allow it to analyze progress on each of

## The Sustainability Committee aligns Cargill's global sustainability policies and goals with local priorities within operations and supply chains

the monitored topics and take steps to improve its performance. The progress of the actions is a consequence of the work of several teams, involved in the search for greater efficiency in the use of natural resources and in the appreciation of employees, suppliers, and communities.

TOPICS	STRATEGIC OBJECTIVE	Target	2017/2018	2018/2019	Performance
Energy	Increasing energy efficiency	5%	9.22%	12.48%	↗
	Increasing renewable energy use	18%	92.61%	88.14%	↗
Water	Increasing water use efficiency	5%	17.15%	9.47%	↘
Health and Safety	Eliminating the occurrence of reportable accidents associated with employee and contractor health and safety	0.10	0.12	0.11	↗
Communities	Improving relationships with communities through engagement and measures that promote their economic and social development	>70%	87%	96%	↗
Suppliers	Assessing supplier sustainability performance	75%	79%	79%	→

Legend – Performance:  
 ↗ The number analyzed has increased/improved.  
 ↘ The number analyzed has decreased/worsened.  
 → The indicator has remained the same.

## FINANCIAL PERFORMANCE

### GRI 102-7, GRI 201-1, GRI 103-2, GRI 103-3

In 2018, Cargill posted net operating revenues of approximately R\$ 47 billion, a 33% increase over the previous year. Net income also grew by 15% compared to 2017, ending the year at R\$ 680 million.

In all, 2018 investments totaled R\$ 520 million, distributed in the consolidation of acquisitions, projects, and improvements of plants, creating over 100 new jobs. Considering the last eight years, Cargill has invested in logistics, infrastructure, production capacity, and technology, totaling over R\$ 5.2 billion.

### CARGILL ALIMENTOS CONSOLIDATED FINANCIAL RESULTS FOR 2018 (CASA\* + ANIMAL NUTRITION) - R\$/MM

CARGILL ALIMENTOS LTDA.	2017	2018	Variation
Net Operating Revenue	34,955	46,533	33%
Net Income for the Year	593	680	15%
Net Equity	4,193	4,880	16%
Investments (Fixed Assets)	793	520	-34%
<b>Total Assets</b>	<b>14,590</b>	<b>20,210</b>	<b>39%</b>

\* CASA = Cargill Agrícola, S.A.

### CONSOLIDATED CARGILL ALIMENTOS

NET REVENUE (THOUSANDS)	2017		2018	
Internal Market	10,311,634	29%	12,103,368	26%
External Market	24,643,544	71%	34,430,382	74%
<b>Total Net Operating Revenue</b>	<b>34,955,178</b>	<b>100%</b>	<b>46,533,750</b>	<b>100%</b>

GROSS REVENUE (THOUSANDS)	2017		2018	
Internal Market	11,528,724*	32%	13,370,839	28%
External Market	24,643,544	68%	34,430,382	72%
<b>Gross Operating Revenue</b>	<b>36,172,268</b>	<b>100%</b>	<b>47,801,221</b>	<b>100%</b>

\* The Gross Domestic Market Revenue published in the 2017 Annual Report (R\$ 11,258,724/MM) is incorrect. The number has been corrected in this report to 11,528,724 - R\$/MM.



## INVESTMENT AND INNOVATION

In 2018, Cargill pursued its growth strategy based on investments and innovations. The year 2019 started keeping the same pace, with the implementation of three innovative projects in the city of Uberlândia (MG):

- New plant for the manufacture of wet diet items for ruminants with a capacity to produce 60,000 metric tons per year;
- Plant opening for production of modified starches;
- Start of treated wastewater reuse project, reducing drinking water consumption in the unit by more than 30%.

With these initiatives, the goal is to increase the added value of marketed products and ingredients and achieve operational excellence with efficiency and sustainability.

For 2019, Cargill will invest in a new HM Pectin plant in Bebedouro (SP). The project, expected to receive an investment of R\$ 550 million, is part of the company's plan to strengthen and diversify its portfolio, which also includes improvements to its three plants located in Europe (Germany, France, and Italy). HM Pectin is a versatile texturizing agent made from citrus and used in the production of jams, juices, and dairy drinks. The new plant will contribute to Cargill's production expansion by increasing the premium pectin offering to customers worldwide.

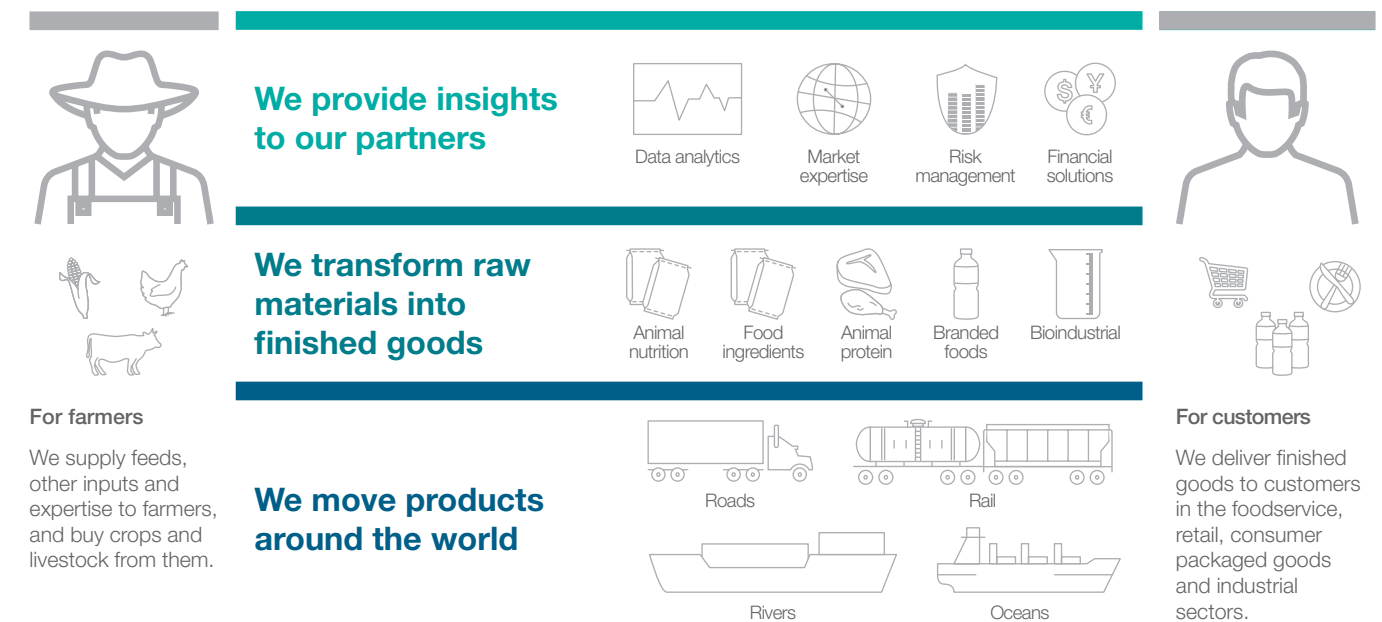


# OPERATIONAL PERFORMANCE

## SUPPLY CHAIN

GRI 102-9, GRI 414-1, GRI 414-2, FP1, GRI 103-2, GRI 103-3, MATERIAL TOPIC: GOOD  
AGRICULTURAL PRACTICES / SUPPLIERS AND FARMERS

In order to ensure the best practices and strengthen sustainability within the supply chain, Cargill offers a range of services, inputs and food products to its partner network, handling all stages in the countries where it operates: processing, storage, and distribution of finished products.



## SUSTAINABILITY IN THE PRODUCTION CHAIN

The company works hand-in-hand with its suppliers, continually enhancing purchasing relationships to fulfill its commitment to nourishing our world in a safe, responsible and sustainable manner. It has suppliers from various sectors such as raw materials, packaging, and other services. Some purchases are made in an integrated manner by the Strategic Sourcing & Procurement area, while agricultural supply is carried out by each business unit.

Through the Supplier Code of Conduct<sup>2</sup>, Cargill ensures that its suppliers conduct their business with integrity, ethics, and transparency, treating its employees with dignity and respect, as well as the communities in which they operate. In the Strategic Sourcing & Procurement area, for example, an assessment questionnaire is applied, addressing labor practices, occupational safety and health, environment, and corporate responsibility, as one of the ways to analyze compliance with the Code of Conduct.

2. [https://www.cargill.com/doc/1432101086971/supplier-code-of-conduct-pdf\\_pt.pdf](https://www.cargill.com/doc/1432101086971/supplier-code-of-conduct-pdf_pt.pdf)



For all procurement and contracting of goods and services, the company provides the Buyer Code of Ethics<sup>3</sup>, which guides employees in preparing themselves to deal with potential conflicts of interest or ethical situations and what actions and attitudes should be taken to remedy this type of situation.

Cargill also has socio-environmental clauses, considering the applicable policy of the company, in 100% of contracts with suppliers in order to ensure, for example, that the company does not hire companies that operate with degrading or compulsory labor.

Committing to the defense of human rights and the elimination of all forms of compulsory labor in its production chain, Cargill has been a signatory to the National Pact for the Eradication of Slave Labor in Brazil since 2006. It is also a board member of the National Pact Institute for the Eradication of Slave Labor (InPACTO), whose mission is to promote the prevention and eradication of slave labor in the production chains of

Brazilian and international companies. To operationalize its commitment, the company has an automated system that blocks all employers on the slave labor blacklist so that it is not possible to make purchases, sign contracts or receive goods from companies or individuals on this list (for more details on this topic, please refer to the “Human Rights” chapter on page 49).

In line with these assumptions of socio-environmental responsibility, Cargill is committed to promoting more sustainable agriculture in the agricultural supply chains, working with producers, governments, tertiary-sector organizations and members of the communities where it operates in order to find practical and scalable solutions. The following are examples of actions and partners in the chains that are considered a priority for the company.

### SUSTAINABILITY IN THE SOY CHAIN

Cargill takes a number of steps to advance its commitment to protecting native forests and promoting rural agricultural development while providing deforestation-free production chains and the prosperity of producers. Specific to the soy chain, the company works closely with industry partners and implements the Triple S Program.



### TRIPLE S PROGRAM

The Triple S (Sustainable Supply Solutions) Program is a complete agricultural, environmental and social management platform that provides farmers with tools that support the management of their property and the control of their production with practicality, responsibility, and transparency.

This Cargill's Program acts, in partnership with the BioSystemic Institute (IBS), as a free and voluntary certification for soybean producers and offers engagement in a process of continuous improvement to comply with Brazilian labor, social and environmental legislation.

In 2018, the Triple S was one of the cases awarded by the Natural Capital Business Management Cases initiative, created to demonstrate how natural capital management creates value for companies and for the ecosystems of which they are

a part. The award is granted by FGVces in partnership with projects coordinated by the Ministry of the Environment, National Industry Confederation (CNI) and the Grupo Boticário Foundation.

Further, in August 2018, the first phase of the program was completed with positive results. Throughout the two-year cycle, the actions undertaken provided support to ensure that producers could have more sustainability and efficiency in their business.

Cargill is  
committed to  
promoting more  
sustainable  
agriculture in  
the agricultural  
supply chains

3. [https://www.cargill.com.br/pt\\_BR/doc/1432099120657/code-of-ethics-strategic-sourcing-procurement-pdf-pt\\_br.pdf](https://www.cargill.com.br/pt_BR/doc/1432099120657/code-of-ethics-strategic-sourcing-procurement-pdf-pt_br.pdf)

### HIGHLIGHTS OF THE FIRST STAGE OF THE TRIPLE S PROGRAM

- Total area of engaged farms: **392,000 hectares**.
- **4 Brazilian states** (Goiás, Paraná, Mato Grosso, and Pará) have joined the Triple S sustainable soy certification.
- **600 field visits** for technical assistance to the properties.
- **130** signaling board kits distributed.
- **5 e-books** on rural construction and good agricultural practices distributed via WhatsApp and through the website.
- **4 workshops**.

In September 2018, a new cycle began. In addition to the entry of new producers, two more states were included (Mato Grosso do Sul and Rondônia) and the monitoring of emissions from some producers was initiated.

In addition, Cargill has valuable initiatives and partnerships, joining forces with industry partners, direct and indirect suppliers, customers, governments and farmer groups, given that deforestation and land conversion practices are driven by complex economic forces encompassing the globe. The following is a brief description of each partnership undertaken under the new sustainability policies:

#### SOY WORKING GROUP AND MORATORIUM (GTS)

Cargill actively participates in all meetings of the Soy Working Group (GTS), composed of companies linked to the Brazilian Vegetable Oil Industry Association (ABIOVE), the Brazilian Cereal Exporters Association (ANEC), Banco do Brasil, and other civil society organizations, such as Greenpeace and WWF-Brazil. The Soy Moratorium is a sectorial agreement signed in 2006, in which companies undertake not to market or finance soy produced in areas that were deforested in the Amazon biome after 2008. Thus, through robust procedures, Cargill ensures that



For 15 years Cargill has been working with TNC globally, promoting sustainable agricultural practices and protecting forests with farmers

it does not market or even finance soy produced in areas deforested in the Biome after July 22, 2008, the reference date of the Forest Code.

#### CERRADO WORKING GROUP (GTC)

Established in 2017, the Cerrado Working Group (GTC) is coordinated by the Brazilian Vegetable Oil Industry Association (ABIOVE) alongside WWF-Brazil and brings together national and international NGOs, companies, government, banks, and consumers. The group was formed with the aim of seeking solutions to eliminate, as soon as possible, deforestation in the Cerrado biome, reconciling soy production with environmental, economic and social interests.

#### SOJA PLUS

It is a free and voluntary educational program for continuous improvement of the economic, social and environmental management of rural properties, preparing them for sustainable production in line with market demands. The initiative began in 2011 through a partnership between ABIOVE and the Mato Grosso Soybean and Corn Producers Association (APROSOJA-MT) and is carried out in the states of Mato Grosso, Mato Grosso do Sul, Minas Gerais, Bahia, and Goiás.

In fiscal year 2018/2019, Cargill continued to support the initiative, focusing on the program in Minas Gerais and Goiás, which received extra funding from the company.

#### THE NATURE CONSERVANCY (TNC)

Cargill has worked with TNC globally for 15 years, promoting sustainable agricultural practices and protecting forests with farmers. In 2018, the partnership was extended to the project "Boosting Sustainable Agriculture and Protecting Biodiversity in Areas of Agricultural Expansion," which strengthens socio-environmental governance for grain production in the state of Maranhão.

With operations also in Pará (PA), Cargill aims to use this partnership to strengthen education for local technicians in the restoration of degraded areas and provide rural technical assistance. Thus, the company addresses the issue of the low availability of qualified human resources to guide forest restoration processes in the Santarém region, one of the points identified by the Strategic Forest Restoration Plan, prepared during the fiscal year 2018/2019 by TNC, with the support of Cargill.

#### SOFT COMMODITIES FORUM (SCF)

SCF is a global platform of leading agricultural commodity companies organized by the World Business Council for Sustainable Development (WBCSD) with the purpose of promoting collective action in light of common sustainability challenges. Cargill is one of the founding members of the initiative.



In June 2019, SCF members presented public reports on soy from the Cerrado biome in Brazil. In total, six reports were published – one from each member company – including reports on transparent and traceable soy in Brazil. Published information includes the percentage of soybean that these companies obtain from the Cerrado in relation to the total volume of Brazil (based on 2018 data) and the percentage of soybean purchased directly by farmers or indirect suppliers, such as cooperatives and third parties, from 25 priority municipalities.

#### **TROPICAL FOREST ALLIANCE 2020 (TFA 2020)**

The global public-private partnership, in which members take voluntary action on an individual and joint basis, was established to reduce tropical deforestation associated with the supply of commodities such as palm oil, soy, meat, paper, and pulp. Cargill is a member of the TFA Global Steering Committee and the TFA LATAM Regional Steering Committee.

#### **SUSTAINABILITY IN THE COCOA CHAIN**

Established in 2012, Cargill Cocoa Promise is a commitment that permeates the company's work in the cocoa chain. Through it, Cargill reaffirms its commitment to promote a more sustainable production chain, leveraging the efforts already existing in cocoa-producing countries where it operates, including Brazil.

Through this initiative, Cargill is improving farmers' living conditions, contributing to income generation and the well-being of communities and providing its customers with high-quality products, always focusing on the conservation of natural resources.

Cargill Cocoa Promise reflects the company's commitment to the evolution of sustainability in the cocoa chain by 2030. It is in line with the UN Sustainable Development Goals (SDGs), focusing on generating long-term solutions, along with partners to benefit farmers, communities, and ecosystems by increasing transparency in the cocoa supply chain and helping it thrive.

Recently, Cargill started two pilot projects focusing on sustainability in the cocoa production process. The goal is to increase producers' productivity and income, as well as promoting responsible socio-environmental practices in the cultivation of the product. One of the projects is the "Fertile Cocoa", developed in the Tuerê settlement region, in Novo Repartimento (PA), in partnership with the NGO Solidaridad. Another project is the "Farmer Coaching", implemented in partnership with the NGO Imaflora in the region of Mecilândia (PA) with the aim of providing technical assistance for the exchange of good cultivation practices, as well as training leaders who will disseminate the knowledge acquired.

Cargill is also a signatory to the Cocoa Action Brazil multi-sectoral initiative launched in October 2018 by the World Cocoa Foundation. The platform acts on the definition of priorities, goals, and indicators for sustainability actions in the cocoa production chain in the country, as well as seeking the engagement and articulation of various stakeholders. The last meeting of the National Committee was held in June 2019, in Brasília (DF), and, on the occasion, representatives of the companies and entities participating in the platform discussed the challenges of the cocoa chain alongside representatives of the federal government and the state governments of Bahia, Pará, Espírito Santo, Rondônia, and Mato Grosso. The goal of the meeting was to identify joint action opportunities to promote the increase of sustainable cocoa production. There is also an agenda for upcoming meetings in 2019: Cargill will attend the 6th Cocoa Action Technical Group Meeting and the 2nd Annual Cocoa Forum.



**Cargill Cocoa Promise reflects the company's commitment to the evolution of sustainability in the cocoa chain by 2030**

## SUSTAINABILITY IN THE PALM OIL CHAIN

A product of great versatility, palm oil – also known in Brazil as azeite de dendê – is one of the most widely used products in the world today, being used in the food, cosmetics, hygiene and cleaning, agri-energy, and biofuel industries. Its raw material comes from palm trees grown in tropical areas of the planet, and Brazil is a place of great potential for planting.

Cargill has a strict purchasing policy for this raw material, which includes 100% traceability on palm oil originating from Brazil. The company also offers its customers a palm certified by the RSPO (Roundtable on Sustainable Palm Oil),

ensuring that it has been produced in a sustainable manner. Customers who purchase Cargill's certified oil may include the certification seal on their packaging, informing their consumers that the product contributes to sustainable palm production.

In 2019, in partnership with the Earthworm Foundation, a training course was held in Pará, aimed at producers in the field of socio-environmental management, with the participation of companies, NGOs, public organizations, associations and communities representing different links in the palm production chain. There were three days of training with the participation of 32 people, an important moment for companies and communities to discuss the main problems of the territory, responsibilities, and ways to address the issues raised in order to implement assertive solutions.



## INNOVATION CENTERS

Cargill has two Innovation Centers for Latin America, one located in Campinas (SP), to serve food, bioindustrial and personal care customers, and one in Mogi-Mirim (SP), to serve animal nutrition customers.

The Campinas Innovation Center is dedicated to research and development actions to benefit customers and integrate work between food ingredient business units across the continent.

Highlights in this area include:

- **42 customer** visits to the Innovation Center in Campinas;
- **139 customer projects**, 20 of which developed alongside the customers in the labs;
- **7 Innovation Days**, in addition to an **Innovation Fair** for a strategic customer, in

which 19 prototypes were presented in several categories;

- **1 Innovation Workshop** presented to 5 strategic customers in the dairy category, in partnership with two suppliers. Innovative concepts that are ready to be launched in the market were addressed.
- **5 Roadshows** in different regions of Brazil, bringing prototypes and technical information of the company's products to customer and universities.

In turn, the Animal Nutrition Research Center (CPNA), located in Mogi-Mirim, conducts several technical studies in the area of poultry and swine nutrition, and soon grazing beef cattle, focusing on modeling, intestinal health, additives, and nutritional requirements.

## INTEGRATED BUSINESS PLANNING

In the search for increased operational efficiency and attentive to other business opportunities, Cargill's Supply Chain area began a reorganization process in 2018. In addition to changes in structure, the area now has a new way of organizing its processes, activities, and people. The restructuring will provide more horizontalization and even more opportunities for integration and development for professionals in the area.

To align all elements in this new organization, the Integrated Business Planning (IBP) was created with the aim of increasing the visibility of new possibilities, allowing the reassessment of the

courses of action and the search for efficiency gains. In addition to innovating in the way the company plans its supply chain, the new supply chain process design is in line with Cargill's global model.

The change process was supported by an external consulting firm, hired to work on restructuring with the teams for 18 weeks.

The changes began to be implemented in January 2019 and are expected to be completed within eight months.





Fiscal year 2018/2019 featured many product innovations and new strategic partnerships for Cargill.

PRODUCTS



# PRODUCT LAUNCHES AND NEW PARTNERSHIPS

## GRI 103-2, GRI 103-3, MATERIAL TOPIC: INNOVATION IN THE FOOD SYSTEM

Always attentive to the needs and preferences of its customers, in 2018, Cargill invested on product launches that meet the demand for more affordable prices, smaller portions to avoid waste, new flavors, and brand renewal, as well as prioritizing the needs of consumers who seek sophistication and sustainability. In the same period, strategic partnerships were also established with important new customers.

### TOMATO PRODUCTS

The overhaul of the Elefante brand was accompanied by the motto “Elefante, viver junto rende mais” (“Elefante, living together yields more”). The brand has evolved into a more informal and intimate tone, featuring a modern, accessible, consumer-friendly language. In addition, with the support of Maurício de Sousa, Cargill updated the character Jotalhão.

There was also the launch of new retail products, with innovative features: in tomato extract, Elefante Sabores now features the Pizza version and Extratomato, a 540 g pack. For sauces, new releases include the new 520 g packs focusing on the Cash & Carry channel; a new premium line of Pomarola made in Italy and sold in glass containers that can be re-used after consumption or sent for recycling; and the special edition of Pomarola Chef, with a recipe by the winner of the last edition of the Master Chef Brazil, Maria Antonia Russi.



### INNOVATIVE TECHNOLOGY SOLUTIONS

The company also announced in 2018 a strategic partnership with Agriness, the technology leader in pork production in Latin America to drive industry-wide transformation and bring emerging digital technologies to customers around the world. This should enable the improvement of livestock production and profitability of properties.

### SALAD DRESSINGS

In the summer season, two new salad dressings were launched in the Liza Red Berries and Liza Oriental versions. The choice of flavors was made based on studies on consumption habits and culinary trends. Practical and with striking flavors, both sauces are low-calorie products with reduced sodium levels and gluten- and lactose-free.



### ANIMAL NUTRITION

Under the Nutron brand, Cargill Animal Nutrition launched the Rapid Neopigg, a pig-specific product for the nursery stage. The tailored solution focuses on the challenges and difficulties of adapting freshly weaned piglets (which are no longer on a liquid diet and eating feed) due to stress during the maturing phase of the immune and digestive systems at the start of the nursery stage. A digital platform for poultry customers, the Poultry Enteligen, which integrates the Nutron Poultry solutions platform and brings more technology into livestock production, has also been launched, supporting decision-making and optimizing and improving production profitability.

### OLIVE OIL

The Borges Olive Oil line featured the launch of the Organic Borges Olive Oil, an extra virgin olive oil made using organic farming methods – without the use of pesticides, chemical fertilizers or GMOs in its production process. Consumers can find the seal that proves this “organic” denomination in the packaging of the product itself.



### CHOCOLATE

The Genuine line introduced new packaging and sizes for all topping products. Now available in 2.1 kg and 1 kg sizes in the milk, white and dark chocolate flavors.



### VEGETABLE OIL AS AN INSULATING AND COOLING FLUID

The companies EDP and Neoenergia, which operate in the Brazilian electric power sector, now enjoy the benefits of Cargill's FR3™ insulating vegetable oil in new transformers in their power distribution networks. This is a reliable, sustainable, safe and efficient solution for transformers. With biodegradable characteristics, the FR3™ is a non-toxic fluid made from renewable sources, helping to protect the environment. In this line, Cargill also provides all the technical support to validate the application of the technology, ratifying the operational and financial benefits of replacing mineral oil with vegetable oil.



## FOOD SAFETY

GRI 416-1, FP5, FP8, GRI 103-2, GRI 102-3, MATERIAL TOPIC: FOOD SYSTEM INNOVATION / FOOD SAFETY AND NUTRITION / SUPPORT FOR SOCIO-ENVIRONMENTAL PROJECTS

For Cargill, food safety is crucial, permeating all actions in its production chain, and is reflected in its commitment to providing safe, high-quality products. To this end, it has the Cargill Product Safety and Quality Policy, revised in 2019, as well as specific certifications, such as the Food Safety System Certification (FSSC 22000), which attests food quality and safety.

To serve retail consumers, Cargill has a Customer Service Center (SAC) and websites with de-

tailed product information. All its online brands' platforms include a "Contact Us" session.

It should be noted that the company contributes significantly with technical support on important topics for the food industry and monitors the constant improvement of regulations and self-regulation. The company also acts alongside the food industry, academia, and government representative associations.

In 2018, Cargill provided a technical contribution for the discussions on Public Subsidy Acquisition (TPS) for the review of nutrition facts labeling by the National Health Surveillance Agency (ANVISA), the primary purpose of which is to facilitate the use of nutritional information for food choices



by Brazilian consumers. Academics, healthcare and industry professionals and consumers have participated in the discussion on the subject, and the information will be consolidated in a Public Hearing, which will present proposal on the product labeling for the sector.

### HEALTHINESS

Eating habits are the foundation of healthy living and well-being. For this reason, Cargill, in partnership with food industries around the world, works to develop healthier alternatives for its consumers, such as the Lévia+e line, innovations in recipes, and presentation of tomato products.

#### Lévia+e

The Lévia+e line is the newest solution in the company's oils and fats portfolio, employing innovative patented technology that enables it to reduce saturated fat content without increasing the trans fats content in its products. Intended for application in fillings of cookies and chocolates, cakes, and ice cream, among other foods,

Lévia+e was developed with the aim of meeting the growing demand for products that contribute to a healthier diet.

#### Tomato products

The company is also working to reduce the amount of sodium and sugars in its tomato products both in its tomato extract and pre-made sauce lines but without changing its taste and quality. Another noteworthy action is the complete elimination of preservatives in tomato sauces in packs (other packages no longer used food additives).

Food safety permeates all actions in Cargill's production chain and is reflected in its commitment to providing safe and high-quality products



At Cargill, everyone is important. Inclusion and diversity are themes that permeate all the company's actions.

PEOPLE



# EMPLOYEES

GRI 102-8, GRI 103-2, GRI 103-3, MATERIAL  
TOPIC: OFFICIALS

Always thinking of how to improve the relationship with its employees, last year, Cargill redesigned the entire Human Resources area. The structure is in line with the company's new global HR strategy, launched globally in 2015. The restructuring aims to further encourage and enhance the potential of employees through the engagement and development of culture, leaders, and the entire staff.

With the change, all activities in the area were aligned based on process structure, technology, people and culture – innovations that proposed

a new way of delivering Human Resources products and services to businesses and functional areas. The area's new structural design was supported by the launch of a technology platform for the management of service delivery data.

In addition, during the year, the Employee Experience area was created, with work focusing on a more empathic and strategic look at the company's initiatives, considering employees' decision-making experience and seeking solutions that benefit everyone.

In fiscal year 2018/2019, Cargill reported a total of 10,029 internal employees.

## PERCENTAGE OF EMPLOYEES BY REGION



## EMPLOYEES BY CONTRACT TYPE

CONTRACT TYPE	Total staff
Apprentice	353
Intern	86
Undefined term*	9,248
Temporary	342
Total	10,029

\* Includes employees + trainees.

## EMPLOYEES BY SENIORITY

CONTRACT TYPE	Total staff
Full-time	9,590
Part-time*	86
Apprentice	353
Total	10,029

\* Interns – hourly pay.

## ESSENCIAL PARA VOCÊ PROGRAM

Bringing together benefits, partnerships, and actions for the self-care, well-being, and quality of life of employees and their dependents, Cargill launched the Essencial para Você ("Essential for You") Program in October 2017.

In 2018, under the Program, the launch of the **Saúde de Bolso ("Pocket Health") Program** (financial lectures and workshops organized by CoopCargill), the **Partnership Program** (discounts and exclusive partnerships at [www.essencialcargill.com.br](http://www.essencialcargill.com.br)), and **Gympass** (a network of facilities for sports activities).

## ESSENCIAL PARA VOCÊ WALK!!

To celebrate these achievements and innovations for employees, the company's units in various locations were invited to conduct the Essencial para Você Walk!

Organized and planned in conjunction with the Essencialistas (program ambassadors), local leaders, the EHS team and the quality of life/local association areas, the action took place in November and December 2018 with 29 events, bringing together over 4,500 people (including staff, friends and family) in 37 different locations, thereby forming a collective celebration of leadership, health, well-being, and quality of life.

## HEALTH PANEL – PINK OCTOBER AND BLUE NOVEMBER

In October 2018, Cargill promoted light and positive dialogue on breast and prostate cancer at the Health Panel, an event that celebrated a year of the Essencial para Você program (for more information, please refer to the "Employees" chapter).

In lectures with medical specialists, the focus was on diagnosis, treatment, personal strength, and support from family, friends, and co-workers. In addition, in October and November, employees were exempt from the co-participation of preventive exams.



With an average attendance of 1,000 employees in each lecture given by the networks, the event featured interactive group activities and debates.

Previously, Cargill had held the Diversity Week for two consecutive years. In 2018, the event presented the theme “Empathy Opens Doors,” addressing in all locations of the company in Brazil the importance of an empathic look at work relationships, as well as emphasizing subjects related to gender equality and gender identity, sexual orientation, ethnicity/race, and persons with disabilities.

#### • Blind selection

In 2018 Cargill began a pilot project to hire professionals for leadership positions through the “blind curriculum” method. The recruitment model aims to eliminate unconscious bias and boost the hiring of professionals according to their qualifications and competencies. Thus, the company intends to increase the number of women, black people, people with disabilities and LGBTI+ by leading teams, people and businesses.

It should be noted that in 2017, Cargill implemented a “blind curriculum” pilot project with its interns. During recruitment, it was defined that candidates would not be able to indicate in their résumés which school they attended, not even to the recruiters during the final interview.

#### • Mulheres Operando no Brasil (MOB)

Established in 2015, the *Mulheres Operando no Brasil* (“Women Operating in Brazil”) (MOB) initiative invites

men and women to encourage the company’s female audience to perform their duties with excellence and courage, increasing the visibility of their leadership and execution capabilities. The group’s goal is to turn Cargill into women’s favorite company.

Acting as an open channel for information exchange, the MOB conducted in the first quarter of 2018 two nationwide surveys with the internal public. The first one assessed the perception of the female audience regarding Cargill’s gender equity challenges. The second one was applied in specific units with the aim of mapping the main difficulties to retain and/or hire new women who work in operational areas. Today, the results are being contemplated in the action plans of each locality.

Initially focused on the Operations area, a culturally male-dominated sector regarding gender equality, the MOB network has expanded its boundaries, and today, the group’s initiatives are shared with all employees who are interested in participating and contributing to the cause. Currently, 19% of MOB members are men.

#### • Pride Network

The Pride Network acts in the LGBTI+ promotion and inclusion through networking, development and knowledge exchange, and the construction of a network of relationships, providing a welcoming and inclusive working environment for employees who identify with this group.

One of Pride Network’s educational programs is the formation of Allies, open to all company employees. Upon enrolling in the program, employees are invited to an initial training session and receive educational materials and invitations to other forums, which will help them understand the topic in a more appropriate manner and adopt more inclusive behaviors towards their LGBTI+ coworkers, friends, and family. In June 2018, the milestone of over 1,000 allies in the program was reached.

#### • AfroCargill

The group works to build an environment in which everyone can have equal conditions, irrespective of ethnicity, with a greater focus on black professionals. To achieve its goal, AfroCargill seeks to observe equity with regard to the color or ethnicity of employees of the company’s different hierarchical levels and develop a work plan to promote equality and ethnic-racial appreciation.

In 2019, the company became a signatory to the Racial Equality Business Initiative, a platform for articulation between companies committed to seeking even more significant performance in addressing the issue.

#### • IN

In April 2019, the IN, a network that focuses on topics related to persons with disabilities, was launched. The group’s mission is to follow Cargill’s ethical principles to promote an inclusive and diverse work environment in which people with different skills have the opportunity to achieve high performance, delivering results for the company’s business.

## INCLUSION AND DIVERSITY

For Cargill, more diversity means more wealth in directing its actions and business. The range of human and organizational characteristics is encouraged within the workplace, and to this end, a number of policies and initiatives have been undertaken throughout the year, as described below.

In addition, tools such as the Global Anti-Discrimination Policy, the Company’s Code of Conduct, the Global Anti-Harassment Policy, the Global Anti-Retaliation Policy and Cargill’s Commitment on Human Rights, launched in early 2019, have led the company to being recognized as the **most inclusive company in Brazilian agribusiness** in the first edition of the Exame Diversity Guide 2019.

#### • Diversity Month

In April 2019, Cargill invited a number of specialists to discuss alongside employees the aspects of inclusion and diversity. The main theme set for the diversity month was “Balance to Thrive,” based on the global theme of International Women’s Day, “Balance for Better.”

Cargill was recognized as the most inclusive company in Brazilian agribusiness, according to the first edition of Exame Diversity Guide 2019



HEALTH AND SAFETY  
GRI 403-2, GRI 103-2, GRI 103-3, MATERIAL TOPIC: EMPLOYEES / HEALTH AND SAFETY

Safety is a priority for Cargill in Brazil and world-wide. To develop its strategy in this area, the company follows the Global Environment, Health and Safety Policy, whose goal is to define requirements based on OSHA (Occupational Safety and Health Administration) and ISO 14001 (Environmental Management System), which set out criteria and practices to be followed by the business.

In this sense, Cargill continually works to reduce serious injuries and fatalities to zero. Since 2010, the company has partnered with other leading safety companies to understand why workplace injuries occur and to improve the understanding of what it means to reach level zero. The results of this study led to the creation of the Focus on LIFE program (elimination of life-altering injuries and fatalities), implemented to help achieve the

goal of zero fatalities by identifying and eliminating risks in their tasks and the workplace.

In fiscal year 2018/2019, Cargill maintained its focus on prevention through the identification and correction of exposures that could cause serious injuries and fatalities (SIF). Initiatives that prevent such events are detailed below.

For the next year, Cargill intends to further prioritize the zero harm strategy, so that the environment, process safety, and food safety gain greater visibility. One of the already started projects, according to this new vision, is the continuous improvement cycle of the Waste, Water and Air programs.

PROGRAMS THAT FOCUS ON THE  
ELIMINATION OF SERIOUS INJURIES  
AND FATALITIES (SIF)

- **Human Organizational Performance:** The company is introducing a concept known as “Human Organizational Performance (HOP),” which helps companies to better understand why injuries happen and how systemic thinking helps build a strong and effective safety culture.

Training on this concept is being offered across the company, and principles are being integrated into the daily operations, with the specific goal of avoiding human error and ensuring that all work is performed safely.

- **Plant Inspection:** An inspection method implemented in each area of the locations, using both the observation of the condition of the area and the tasks performed. When any non-compliance is found, immediate corrective action is taken and, where necessary, an action plan is created.
- **Risk Assessment:** The tool is aimed at planning with emphasis on safety before the start of the performance of tasks. The assessment considers the relationship between workers, the task, the equipment, and the work environment, identifying risks and implementing control measures while reinforcing HOP concepts such as the identification of error traps. The tool also helps employees focus on exposures that may cause serious injuries or fatalities (SIF).
- **SIF Risk Assessment:** A methodology that guides the steps to a qualitative assessment

and prioritization of the potential for SIFs in routine occupational tasks. It also provides action for applying new controls, as well as reviewing the reliability of controls already in place.

- **LIFEsaver Field Check and Deep Dive:** *LIFEsavers are the 12 riskiest activities for employees and contractors in all Cargill businesses. Each LIFEsaver identifies the key risks and minimum requirements for performing these activities in a safe manner. Field Checks are conducted to assess the implementation of LIFEsavers and related corporate requirements through employee interviews and observation of conditions. If a major gap in program compliance is found, a guideline is then provided to conduct a Deep Dive on the subject.*

HEALTH AND SAFETY IN NUMBERS

Following the implementation of the aforementioned programs, with an emphasis on eliminating serious injuries and fatalities, Cargill has achieved the improvement of its health and safety indicators marked in green, as shown in the table below.

HEALTH AND SAFETY INDICATORS	2019 target	2017/2018	2018/2019	
SIFp Compliance Rate	> 10.00	5.27	15.19	⬆️
Control Hierarchy	60.00%	58.3%	50.0%	⬆️
SIF Maturity Index	2.50	2.03	3.24	⬆️
SIFR	0.12	0.11	0.10	⬆️
RIFR	1.00	0.76	0.76	➡️

Grades:  
- SIFp Compliance Rate: Risk situations reported by employees. This indicator enables corrective actions to be taken before accidents occur and the evaluation of the culture in reporting the identified risks.  
- Control Hierarchy: Measures the robustness of control measures to eliminate/replace or isolate exposure to risks that have caused a Reportable SIF/p accident (where there was medical treatment, lost time, or fatality).  
- SIF Maturity Index: Provides a photograph of the maturity of programs for reducing serious injuries and fatalities. Locations are rated on a scale from 1 (emerging) to 4 (leader) every three months, and action plans are created to achieve leader maturity.  
- SIFR: frequency rate of reportable serious injuries and fatalities or potentially serious injuries.  
- RIFR: frequency rate of reportable accidents occurred.

With support from the Focus on LIFE program, Cargill is continually working to achieve the goal of zero fatalities

## COMMUNITY

GRI 413-1, GRI 103-2, GRI 102-3, MATERIAL TOPIC: SUPPORTING SOCIO-ENVIRONMENTAL PROJECTS / VOLUNTEERING IN LOCAL COMMUNITIES

### FUNDAÇÃO CARGILL

#### Promoting safe, sustainable and affordable food

With the mission of promoting safe, sustainable and affordable food, the Fundação Cargill invests in the communities where the company operates. One of its forms of action is through the Fundação Cargill call for proposals, through which the institution supports the development of social projects carried out by civil society organizations in line with its mission.

The Foundation is also responsible for the Alimentação em Foco ("Food in Focus") Award, an

initiative implemented in partnership with Enactus Brazil to support projects developed by university students in the country, who act locally and drive the social transformation of their communities. In addition, in order to strengthen the cause of food and disseminate knowledge and information, the Foundation makes its website [www.alimentacaoemfoco.org.br](http://www.alimentacaoemfoco.org.br) available and has a corporate volunteer program called Semeando Futuro ("Sowing the Future"), which encourages employees to act positively on their communities.

In 2018, the Fundação Cargill celebrated its 45<sup>th</sup> anniversary, an important milestone for the institution. To celebrate this special date, the Foundation has produced a video<sup>4</sup> that briefly presents its trajectory of transformations and achievements.

4. <https://www.youtube.com/watch?v=KH9ar0VOiIA>



## TIMELINE – FUNDAÇÃO CARGILL KEY MOMENTS

1973

CREATION OF THE FUNDAÇÃO CARGILL WITH THE PURPOSE OF "CONTRIBUTING TO THE DEVELOPMENT AND PROMOTION OF AGRICULTURE-RELATED TECHNOLOGY AND SCIENTIFIC STUDIES".

+ 240 published books

570,000 copies distributed

Access the full list and get your copy at [alimentacaoemfoco.org.br](http://alimentacaoemfoco.org.br)

1999

THE FUNDAÇÃO CARGILL BEGINS ITS MISSION OF "PREPARING THE NEXT GENERATION TO SUCCEED IN EDUCATION, WORK, AND LIFE!".

+ MORE THAN 1 MILLION students assisted by educational programs between 1999 and 2012.

2012

THE FUNDAÇÃO CARGILL HAS THE MISSION OF PROMOTING HEALTHY, SAFE, SUSTAINABLE AND AFFORDABLE FOOD FROM THE FIELD TO THE CONSUMER.

About 50,000 people assisted annually since 2012



## FUNDAÇÃO CARGILL CALL FOR PROPOSALS

In 2018, the Fundação Cargill selected nine projects through its Call. Located in seven Brazilian cities, the institutions responsible for implementing these projects received financial and management support for social transformation and value creation in the food chain in their communities. What determined the selection of these initiatives was the possibility of having a positive impact on the food area and the potential for these practices to multiply to other locations and institutions. These projects, alongside those started in the previous year, have benefited more than 24,000 people.

Among the supported projects, the following stand out:

### Frutos do Cerrado Project

In western Bahia, the Instituto Avançado de Ensino Superior de Barreiras has set up a research and technology generation structure to add value to the fruits of the Cerrado biome, enabling and promoting entrepreneurship in the rural community.

In 2018, the Frutos do Cerrado Project received support from the Fundação Cargill for research on a seasonal fruit from the region known as cajuí. The idea is to extend the program to other typical fruits of the region, thereby increasing the understanding and mapping the economic viability and nutritional properties of the fruits, as well as training local farmers to produce them, conserving the native species of this biome.

### Alto Arapiuns Project

The project carries out initiatives with an emphasis on improving the well-being of the riverside population of the Arapiuns River drainage basin region, one of the main regions of the Amazon rainforest in Pará, 130 kilometers from the city of Santarém. For the third consecutive year, the project – which is part of the Programa Alto Arapiuns de Desenvolvimento Sustentável (PAADS), conducted by the Social Directorate of the CTA Flying Club of São José dos Campos (SP) – re-

ceived technical and financial support from the Fundação Cargill.

### Comer na escola serve pra quê? Project

Developed by Instituto Avisa Lá, the project contributes to the development of healthier eating practices in the network of preschools in the city of Itapira, in the interior of São Paulo. The initiative supported the Municipal Department of Education in the training of professionals responsible for the school meals, which contributed to the change of procedures, services and eating routines in the schools. In addition, activities were carried out so that the children could build knowledge, attitudes, and procedures related to eating to achieve healthier habits, a work that was also extended to the families of these children.

### Bota na Mesa Project

Developed by Fundação Getúlio Vargas, the Bota na Mesa Project sought to include family farming in food chains in large urban centers. The main goal was the mobilization of several food chain stakeholders to talk about the main challenges of the inclusion of family farming, building action guidelines regarding priority challenges, identifying innovative solutions for the agri-food system, and connecting them to the project network, in addition to supporting and disseminating the adoption of guidelines built throughout the development of the initiative.

### Fazenda Aquapônica Urbana Project

Developed by the Associação Reciclázaro, the Fazenda Aquapônica Urbana Project aimed to implement two new urban food production techniques, combining fish and plant breeding with the use of vertical aquaponics and aeroponics. The goal was to provide knowledge on the processes and expansion of the technique, by providing training to the students of the institution, as well as stimulating the increase in food production and optimization of spaces in urban areas.

## ALIMENTAÇÃO EM FOCO AWARD

Developed by the Fundação Cargill in partnership with Enactus Brasil, the Alimentação em Foco Award has the main goal of recognizing community entrepreneurship initiatives by university students that contribute to safe, sustainable and affordable food in communities located in various regions of Brazil. The initiatives have a direct and indirect impact on communities, generate income, move the vegetable distribution chain, increase the cultivation structure of farmers, and encourage local entrepreneurship.

Each year, 15 teams are selected to receive financial support and technical mentoring for the full development of the projects. At the end of the cycle, two winners are selected and granted a financial subsidy to continue and improve the project.

## SEMEANDO FUTURO – CARGILL'S CORPORATE VOLUNTEERING PROGRAM

A volunteer is a person who, out of interest and community spirit, devotes part of their time, work and talent, without any compensation, to activities aimed at social well-being. Since 1997, Cargill's employees have sought to enrich the communities where they live through the Corporate Volunteering Program – Semeando Futuro.

With workshops, games, and lectures that address food in a simple and objective manner, employees make a difference in the communities. The Semeando Futuro volunteers also act as "mentors" to tertiary-sector organizations during the Fundação Cargill call for proposals Process and to student teams in the Alimentação em Foco Awards.

In 2018, 1,051 volunteers worked 2,666 hours and assisted 19,739 people across Brazil.

## NUTRIQUIZ

The NutriQuiz app, launched in 2016, is used by the Fundação Cargill to interact with the public and identify relevant topics. Available on Google's Play Store and on Apple's App Store, it consists of a questions & answers game for food education, with 400 questions grouped by subject, in which knowledge on balanced eating habits is presented free of charge to anyone interested. Since its launch, the app has been downloaded more than 7,000 times.

To learn more about the work and cause of the Fundação Cargill, please visit <https://alimentacaoemfoco.org.br>.



## SOCIAL GASTRONOMY MOVEMENT

Gastromotiva – a Brazilian nonprofit organization – and Cargill joined forces in 2018 to globalize the Social Gastronomy Movement, which uses the power of food to address social inequality, improve nutrition education, eliminate food waste, and create jobs.

Given that hunger, waste, lack of opportunity and poor nutrition are global challenges that require joint action, Cargill believes that gastronomy can play a key role in tackling these issues. The company is a founding partner of the Movement and has signed a three-year commitment, offering a total investment of \$1.5 million worldwide.

The partnership was announced at the World Economic Forum in Davos, Switzerland, and will feature the launch of an online platform and the establish-

ment of new Social Gastronomy Centers in communities around the world, increasing the positive impact on a global scale.

Gastromotiva, a pioneer in the Social Gastronomy Movement, was founded in 2006 by chef David Hertz and offers free vocational training in cooking, entrepreneurship lessons, and nutrition education. More than 5,000 students have been trained.

The benefits of their actions can be seen at Refetório Gastromotiva, a community kitchen in Rio de Janeiro that serves as a school and a restaurant. In addition to preparing delicious and healthy meals made from surplus food that would otherwise be wasted, the meals are served to individuals in social vulnerability conditions. In 2018, more than 54,000 meals were served.

Both Cargill and Gastromotiva focus on the following purposes: ensuring access to food, avoiding food waste, creating opportunities in the food and agricultural sector and providing sustainable nutrition while promoting healthier living and stronger communities. The action is in line with the United Nations Sustainable Development Goals (SDGs).



## HUMAN RIGHTS COMMITMENTS

GRI 102-12, GRI 408-1, GRI 409-1, GRI 412-1, GRI 412-2, GRI 412-3, GRI 103-2, GRI 103-3

Cargill works in partnership with governments and social welfare organizations to address human rights issues, including forced labor, child labor, and other illegal practices.

Following its Code of Conduct, Cargill is committed to treating people with dignity and respect, both in the workplace and in the communities where it operates. All company operations are subject to verification processes: direct purchase of materials and inputs, for example, are governed by the Supplier Code of Conduct, which sets the rules for supply and whose formal acceptance is a condition for participation in any purchasing process within Cargill. Additionally, all contracts and agreements signed by the company have clauses that address human rights issues, such as the eradication of slave and child labor.

Regarding training, all employees who join Cargill are trained in the ethical principles of the Code of Conduct. Training and awareness-raising events

are also implemented on specific causes, such as child sexual abuse on Brazilian highways, slave labor, and awareness of LGBTI+, women, black people and disabled persons in the labor market.

To reinforce its commitment and performance in this area, in February 2019, the company launched its Commitment on Human Rights<sup>5</sup>, a policy that contains principles and guidelines for conducting its business in three main areas: at work, in the supply chain, and in the communities where it is present.

In early 2019  
Cargill launched  
its Commitment  
on Human  
Rights, which  
came to reinforce  
the company's  
commitment and  
performance in  
this area

5. <https://www.cargill.com/doc/1432136529974/cargill-commitment-on-human-rights.pdf>



### National Pact for the Eradication of Slave Labor

Cargill is a signatory of this initiative that brings together Brazilian companies committed not to negotiate with those who exploit slave labor. Therefore, the company follows 10 commitments as a line of action to combat slave labor in its production chains.

As a member of the Pact since 2006, Cargill is an institutional partner and founding member of the National Pact Institute for the Eradication of Slave

Labor (InPACTO), which aims to unite the private sector and civil society organizations to prevent and eradicate slave labor in production chains. In addition, the company plays an active role on the board of InPACTO.

Through an automated blocking system for all employers on the slave labor blacklist, Cargill ensures that no partnerships are established with suppliers included on the official list of the Labor Prosecution Service. Thus, it is not possible to make purchases, sign agreements or receive goods from companies or individuals involved in slave labor.

Consequently, if a company sells goods to Cargill and it is included in the slave labor list at any time between the signing of the agreement, delivery of goods and/or payment of debts, the company may terminate all negotiations carried out until then with this supplier. This is all thanks to the sanction clauses described in the agreements with suppliers.

Additionally, the standard draft agreement for raw materials, products and services currently has a specific clause that establishes compliance with public policies regarding slave labor as a basic condition of the business relationship, as well as restrictions and sanctions in the event that the supplier is accused of using slave or similar labor.

### Business Pact Against Sexual Exploitation of Children and Adolescents on Brazilian Highways

Established by Childhood Brazil and the Ethos Institute, the Business Pact Against Sexual Exploitation of Children and Adolescents on Brazilian Highways encourages companies to commit publicly to this cause. Signatory companies carry out a number of actions systematized by the Na Mão Certa ("On the Right Track") Program.

2,331 truck drivers and 881 employees participated in the Na Mão Certa Program campaigns

As part of the initiative since 2007, Cargill carried out, in fiscal year 2018/2019, three campaigns in its units, spreading the goals of the Na Mão Certa Program to 2,331 truck drivers and 881 employees.

The company also conducted the Amigo Fiel ("Loyal Friend") Program, aimed at truckers' health, with the presence of health professionals who promote blood pressure measurements, vaccinations, labor massage, and lectures on traffic safety and child sexual exploitation, among other activities. The event, which took place during the celebration of Truck Drivers' Day, was held at the Barreiras (BA), Primavera do Leste (MT), Uberlândia (MG) and Três Lagoas (MS) units.







Climate change, land use, water resources, farmer prosperity and food loss and waste are Cargill's priority sustainability topics.

PLANET



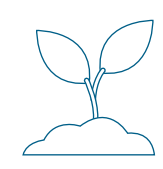
Based on the vision of “being the most trustworthy partner in agriculture, food, and nutrition,” Cargill focuses on five key sustainability priorities: climate change, land use, water resources, farmer prosperity and food loss and waste.

As a differential, Cargill delivers to its customers products whose value includes quality and sustainability, fostering a healthy production and

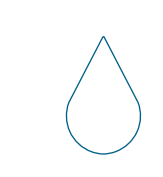
consumption cycle that, in addition to corroborating the company’s objectives, contributes to the conservation of natural resources.


The company works worldwide with customers, NGOs, farmers and other stakeholders to accelerate strategic planning and actions for each of the five focus areas, always taking global and local factors into account.


GLOBAL PRIORITY SUSTAINABILITY TOPICS

 **Land Use**  
Transforming our supply chain to be deforestation-free by 2030.

 **Climate Change**  
Reducing absolute emissions in our operation by 10% by 2025, with the 2017 baseline.

 **Water Resources**  
Increasing water use efficiency by 5% by 2020 with the 2015 baseline.

 **Farmer Prosperity**  
Providing training on good agricultural practices and improving market access for 10 million farmers by 2030.

 **Food Loss and Waste**  
Driving food system innovation to prevent food loss and waste of food and other materials.

In Brazil, in addition to the global priority topics, the Sustainability Committee has defined local priority aspects. For the “land use” and “food loss and waste” topics, strategies, goals and a business action plan will be outlined. The “water” and “energy” topics are currently undergoing quarterly follow-ups, as these are subjects around which

the company has developed its operation and management methods in recent years.

In the next chapters, Cargill discloses the main environmental indicators in each of its business units and operations in Brazil, according to their materiality.

BUSINESS UNIT	OPERATIONS
Sugar and Ethanol*	Cevasa
Grains and Processing	- Plants: Ponta Grossa, Barreiras (BA), Primavera do Leste (MT), Três Lagoas (MS), Rio Verde (GO)
	- Ports
	- Warehouses
Cocoa and Chocolate**	Ilhéus (BA) and Porto Ferreira (SP)
Animal Nutrition	Chapecó (SC), Itapira (SP), Toledo (PR) and Goianira (GO)
Foods	Mairinque (SP), Itumbiara (GO) and Goiânia (GO)
Starches and Sweeteners	Uberlândia (MG) and Castro (PR)
Bioindustrial	Mairinque (SP) and Ponta Grossa (PR)

\* In the 2017 Annual Report, Cargill contemplated, for the Sugar and Ethanol unit, the operations of the Cevasa Plant (100% operated by Cargill) and the SJC Plant (Joint Venture). This year, the company chose to report environmental data only from its own unit (Cevasa).  
\*\* To improve EHS performance, the Cocoa and Chocolate units have implemented the Management System with a focus on ISO 14000 and 45000, whose scope is Porto Ferreira (SP): maltodextrin spray drying and corn syrup; chocolate and topping manufacturing; production of functional systems (dry mixtures). Ilhéus (BA): receipt and processing of cocoa almonds for the production, storage, and shipment of cocoa liquor, powder, and butter.







## LAND USE

GRI 102-11, GRI 102-12, GRI 304-2, GRI 103-2, GRI 103-3, MATERIAL TOPIC: LAND USE

Cargill believes that forests and agriculture can and must coexist to sustain the health of people and the planet. Therefore, it is committed to working in partnership with suppliers, customers, NGOs, and governments to innovate and scale real solutions in this regard.

The company is committed to ending deforestation in its supply chains, respecting people and defending human rights through its policies and action plans.

One of Cargill's major highlights in this area in fiscal year 2018/2019 was the updating of its Policy on Forests<sup>6</sup>, whose main innovation was the preparation of a forest-related management model that goes beyond a public commitment. The new policy provides definitions of processes, analyses, risk assessments and implementation of actions that are effective in the territories, as well as a holistic look at all areas of the company, not only the soy production sector.

Other highlights were the launch of the South America Sustainable Soy Policy<sup>7</sup> and the Commitment on Human Rights<sup>8</sup>, reinforcing Cargill's intention to make the necessary changes to reach deforestation-free supply chains.

To learn more about the company's key actions to eliminate deforestation and improve sustainability in its priority chains, please refer to the "Supply Chain" chapter on page 21.

### CARGILL'S FOREST PROTECTION PRINCIPLES

#### INCLUDE:

- Ensuring supply transparency and practices to identify the most pressing issues and creating practical solutions based on the shared understanding of the challenges;
- Balancing the needs of the planet and people, encompassing inclusive growth and sustainable development;
- Transforming supply chains through collaborative efforts that drive change on scale.

6. <https://www.cargill.com/doc/1432136544290/cargill-policy-on-forests.pdf>  
7. <https://www.cargill.com/doc/1432136544508/cargill-policy-on-south-american-soy.pdf>  
8. <https://www.cargill.com/doc/1432136529974/cargill-commitment-on-human-rights.pdf>



## WASTE

GRI 306-2, GRI 306-4

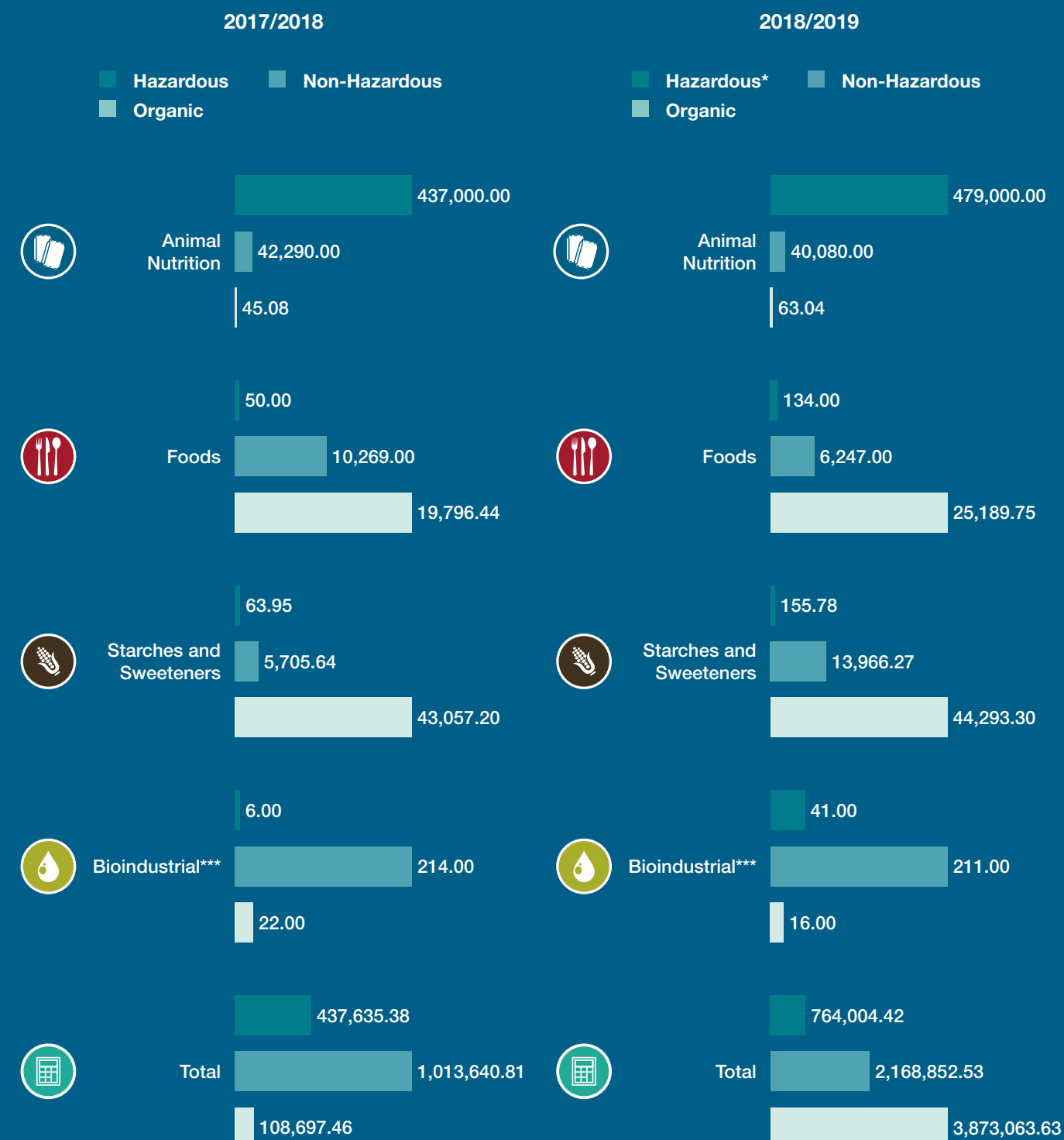
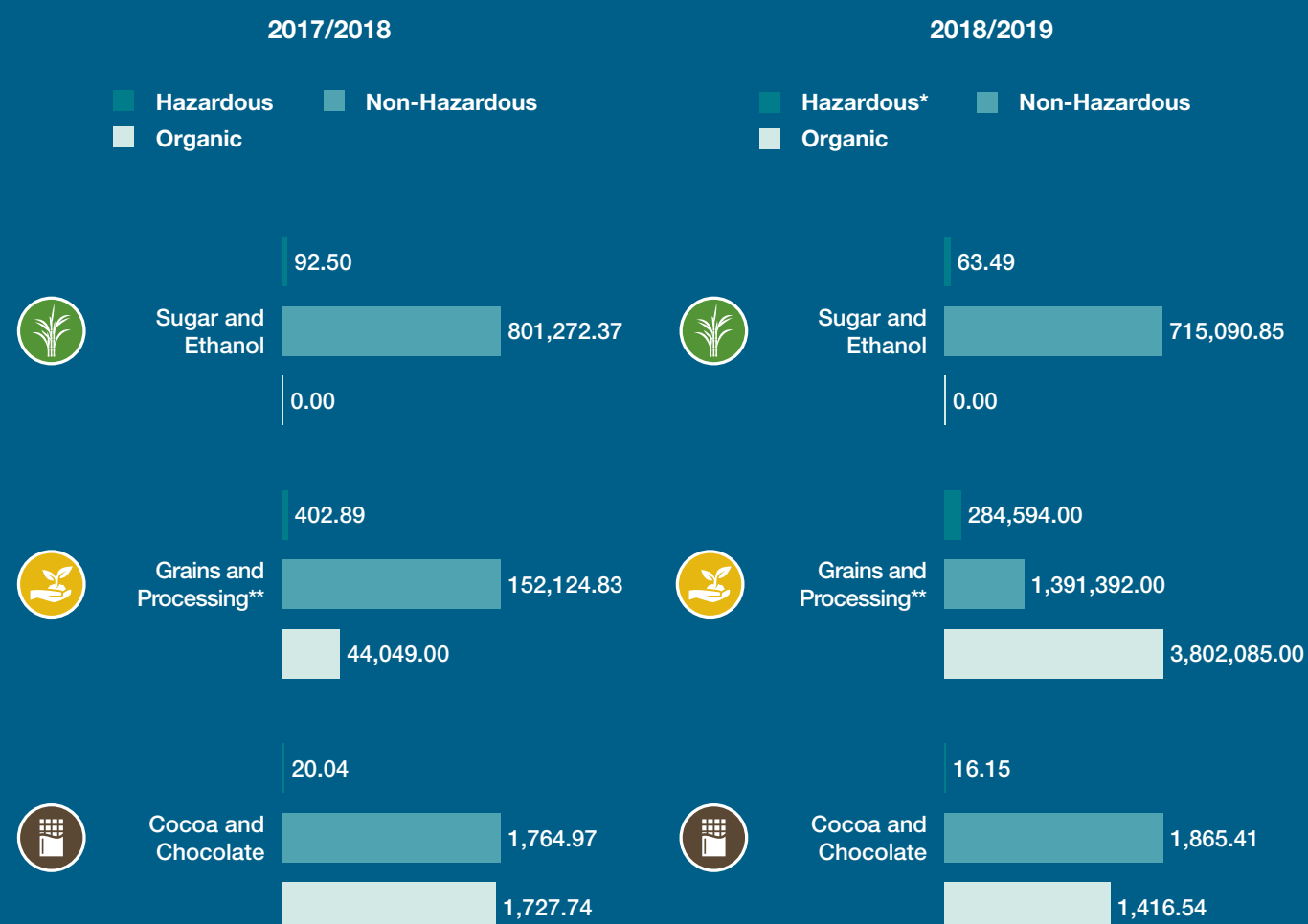
Cargill's strategic waste management is based on the guidelines of the EHS (Environment, Health, and Safety) Policy, the company's global policy, and the National Solid Waste Policy (PNRS) of the Ministry of the Environment.

All waste is duly treated and disposed of according to the specifications for each type. Hazardous waste is intended for co-processing, reverse

logistics, landfills, autoclaves, decontamination (lamps), controlled incineration, reprocessing, reuse, blending, re-refining, and recycling. Non-hazardous waste is sent for recycling, industrial landfills, construction waste landfills, reuse, co-processing, composting, biological treatment, reuse, and recovery. Organic waste, in turn, is sent for composting, fertigation, landfills and industrial landfills, and recycling.

## WASTE DISPOSAL BY TYPE (T)

GRI 306-2



\* GRI 306-4: 100% of hazardous waste transportation is carried out nationwide, and 100% of this waste is treated. The total weight for transportation of this type of waste for each unit is the same as reported in the table above.

\*\* The variation in values between fiscal years in the Grains and Processing unit is due to the change in information management of plants, which were migrated to another system, making it impossible to enter data during the migration period.

\*\*\* Data for fiscal year 2017/2018 include only the Mairinque operation. The fiscal year 2018/2019 includes Mairinque and Ponta Grossa, which is why the variation is greater between the years.

## AÇÃO RENOVE O MEIO AMBIENTE PROGRAM

Since 2011, Cargill has carried out the Ação Renove o Meio Ambiente Program, which offers consumers a practical and sustainable alternative for the environmentally sound disposal of vegetable oils and fats. The program is developed through the Liza brand and works as a front for education and environmental awareness. It has over 1,000 collection points distributed across 10 Brazilian states (São Paulo, Rio de Janeiro, Minas Gerais, Goiás, Santa Catarina, Paraná, Rio Grande do Sul, Mato Grosso do Sul, Bahia, and Pará)<sup>9</sup> and has collected to date over 3.5 million liters of vegetable oil and fat residues. Of this total, 853,078 liters corresponds to 2018.

Last year, besides the collection points available in shopping malls, supermarkets, and bakeries, there has been an intensification of environmental education actions in schools. There are already 20 municipalities with oil collection in schools, the main highlight being the city of Mairinque, in the interior of São Paulo: it features collection points for oil in all 39 municipal schools, and the Program has an exclusive Environmental Educator, who works in partnership with the Secretariat of Education and the Secretariat of the Environment of the Municipality.

In addition to making oil delivery points available to communities, the company offers the Program to Food Service customers who use Cargill products in restaurants across Brazil.

The Ação Renove o Meio Ambiente Program, in 2018, led to the correct destination of more than 850 thousand liters of used cooking oil

The company also offers a reverse logistics management service, ensuring the collection, final disposal, issuance of certificates of destination, indicators, and full traceability of the collected waste. The last step is the production of biodiesel, which is a cleaner and renewable source fuel.

## REVERSE PACKAGING LOGISTICS

To ensure compliance with the National Solid Waste Policy, Cargill works on a circular economy model, fostering its recycling chain and encouraging communities to recycle. Some examples of actions that promote the recycling of company packaging are:

### • Casa Soma Vantagens

Casa Soma is a “house” based in the district of Grajaú, in the São Paulo state capital, which is part of the Soma Vantagens Program, whose goal is to change the behavior of the population through incentives. After applying and receiving a card, people can deliver packaging for recycling and earn points, which can be redeemed for courses, exams, basic food items, supermarket discounts, and other benefits.

Today, more than 700 families are registered, and more than 1,000 exchanges have been made. Many people have been able to exchange their waste for courses such as manicure and pedicure, cutting and sewing, coding for non-programmers, and services such as ophthalmology consultations.

### • Retorna Machine

To encourage consumers to recycle the Liza, Pomarola, and Elefante product packaging, Cargill has invested in innovation and technology and has partnered with Triciclo, deploying 7 Return Machines in the São Paulo Metro Area, in supermarkets, universities, and subway stations. These machines, common in Europe, offer an extra option for people to participate in the recycling process.

Its operation is very simple: the registration is made on the machine itself, by the app, or on the Internet. After registration, the consumer enters their Taxpayer ID (CPF) number on the machine and inserts their packages, earning points in a Loyalty Program. Points can be redeemed for mobile credits, Bilhete Único credits (public transportation), electricity bill discounts, and bookstore discounts, among other benefits. So far, more than 41,000 packages have been collected.

### • Cooperativas de catadores

The recycling system in Brazil is highlighted by the work of the Recycling Cooperatives, scattered across the country. Typically, they need support to improve their structures and technical capacity to absorb a larger volume of material and generate better income for their members.

For this reason, Cargill, alongside ABIOVE (Brazilian Association of Vegetable Oil Industries),

has partnered with Boomera to make investments in Recycling Cooperatives in various regions of the country. There are currently 14 Cooperatives supported in nine Brazilian states.

The project makes a diagnosis of cooperatives to identify their needs and, based on the results, develop an action plan that includes regularization, infrastructure investments, capacity building, management, and support to members.

Cargill also has a partnership with the NGO Recicleiros, which develops the CIDADE+ Program, a benchmark in the development of the Reverse Logistics system in various Brazilian municipalities.



<sup>9</sup> The complete list with all collection points is available at <https://liza.com.br/sustentabilidade/>



# CLIMATE CHANGE

GRI 305-1, GRI 305-2, GRI 305-4, GRI 305-7, GRI 103-2, GRI 103-3,  
MATERIAL TOPIC: CLIMATE CHANGE

Reducing greenhouse gas emissions in production, industrial and transportation processes is Cargill's main goal in this area.

By 2017, the company had a global target of 5% reduction in greenhouse gas (GHG) emissions intensity by 2020, considering fiscal year 2014/2015 as the basis. In February 2018, it committed itself to a more ambitious target: a 10% reduction in the absolute value of its global emissions by 2025, considering fiscal year 2016/2017. This means that, even as the company grows, emissions are expected to reduce.

Cargill's commitment is in line with the goals presented by the scientific community of keeping global temperature increases below 2 degrees Celsius. The company's targets encompass emissions known as Scope 1 and 2 and correspond to reductions of about 1.25 million metric tons of carbon dioxide equivalent (CO<sub>2</sub>eq) each year.

In this sense, during fiscal year 2018/2019, Cargill advanced on the topic and created a new type of reporting in its management system, enabling the monitoring and management of its absolute emissions, according to the new target.

Also related to the topic, Cargill has goals of increasing energy efficiency and increasing the use of renewable energy – strategies that also contribute to reducing emissions.

The results of the company's emission indicators, as well as variations between fiscal years, are detailed in the following tables.

## SCOPE 1\* GRI 305-1

DIRECT GREENHOUSE GAS EMISSIONS (TCO <sub>2</sub> EQ)	2017/2018	2018/2019	Variation
Sugar and Ethanol	12,064.32	11,052.97	-8%
Grains and Processing	23,704.00	20,764.00	-12%
Cocoa and Chocolate	5,332.23	5,861.14	10%
Starches and Sweeteners**	3,498.00	2,912.00	-17%
Bioindustrial***	1,976.00	8,047.00	307%
Total	46,574.55	48,637.11	4%

BIOGENIC EMISSIONS (TCO <sub>2</sub> EQ)	2017/2018	2018/2019	Variation
Sugar and Ethanol	575,213.45	549,467.42	-4%
Grains and Processing	745,401.00	605,196.00	-19%
Cocoa and Chocolate****	9,105.33	10,471.00	15%
Foods*****	115,000.95	116,828.33	2%
Total	1,444,720.73	1,281,962.75	-11%

\* Calculations include the CO<sub>2</sub>, CH<sub>4</sub>, NH<sub>3</sub>, N<sub>2</sub>O, and HFC gases. Cargill Animal Nutrition has no direct emission sources.

\*\* Includes only the Starches and Sweeteners unit of Castro. The Uberlândia unit does not control direct emissions.

\*\*\* Data for fiscal year 2017/2018 include only the Mairinque operation. Data for fiscal year 2018/2019 include Mairinque and Ponta Grossa, which is why the variation is greater between the years.

\*\*\*\* Includes only the Cocoa and Chocolate unit of Ilhéus. The Porto Ferreira unit does not control biogenic emissions.

\*\*\*\*\* The Foods unit does not measure direct GHG emissions, only biogenic emissions. Accordingly, the amount published in the 2017 Annual Report is incorrect.

## SCOPE 2\* GRI 305-2

INDIRECT EMISSIONS DERIVED FROM ENERGY ACQUISITION (TCO <sub>2</sub> EQ)	2017/2018	2018/2019	Variation
Sugar and Ethanol**	78.68	153.57	95%
Grains and Processing	19,208.00	16,411.00	-15%
Cocoa and Chocolate***	2,621.00	2,911.00	11%
Animal Nutrition	2.46	2.48	1%
Foods	7,373.00	7,845.00	6%
Starches and Sweeteners****	11,800.00	10,615.00	-10%
Bioindustrial*****	570.00	1,224.00	115%
Total	41,653.14	39,162.05	-6%

\* Calculations include CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O gases.

\*\* The significant variation is due to higher energy consumption in fiscal year 2018/2019, caused by factors such as increased production and plant maintenance.

\*\*\* Includes only the Cocoa and Chocolate unit of Ilhéus. The Porto Ferreira unit does not control indirect emissions.

\*\*\*\* Includes only the Starches and Sweeteners unit of Castro. The Uberlândia unit does not control indirect emissions.

\*\*\*\*\* Data for fiscal year 2017/2018 include only the Mairinque operation. Data for fiscal year 2018/2019 include Mairinque and Ponta Grossa, which is why the variation is greater between the years.



**INTENSITY OF GHG EMISSIONS (T CO<sub>2</sub>/T PRODUCTION)\*****GRI 305-4**

BUSINESS UNIT	2017/2018	2018/2019	Variation
Grains and Processing	0.0013	0.0013	0%
Cocoa and Chocolate	1,699.2000	1,716.4200	1%
Foods**	0.2600	0.2900	12%
Starches and Sweeteners***	0.0400	0.0300	-25%
Bioindustrial****	0.0700	0.4700	571%
<b>Total</b>	<b>1,699.5713</b>	<b>1,717.2113</b>	<b>1%</b>

\* The Sugar and Ethanol unit does not perform this measurement. Accordingly, the amount published in the 2017 Annual Report is incorrect.

\*\* The calculation for the Foods unit emissions intensity was based on biogenic emissions since there is no control of direct gross GHG emissions.

\*\*\* Includes only the Starches and Sweeteners unit of Castro. The Uberlândia unit does not control the intensity of emissions.

\*\*\*\* Data for fiscal year 2017/2018 include only the Mairinque operation. Data for fiscal year 2018/2019 include Mairinque and Ponta Grossa, which is why the variation is greater between the years.

**NOX AND SOX EMISSIONS AND OTHER SIGNIFICANT ATMOSPHERIC EMISSIONS (T)\*****GRI 305-7**

SUGAR AND ETHANOL	2017/2018	2018/2019	Variation
NOx	722.94	564.04	-22%
SOx	0.00	0.00	-
Volatile Organic Compounds (VOC)	0.00	0.00	-
Particulate Matter (PM)	159.21	165.33	4%
<b>Total</b>	<b>882.15</b>	<b>729.37</b>	<b>-17%</b>

GRAINS AND PROCESSING	2017/2018	2018/2019	Variation
NOx	442.00	361.00	-18%
SOx	72.00	73.00	1%
Volatile Organic Compounds (VOC)	1,169.00	873.00	-25%
Particulate Matter (PM)	402.00	322.00	-20%
<b>Total</b>	<b>2,085.00</b>	<b>1,629.00</b>	<b>-22%</b>

COCOA AND CHOCOLATE**	2017/2018	2018/2019	Variation
NOx	77.84	188.69	142%
Sox	0.00	0.00	-
Volatile Organic Compounds (VOC)	0.00	0.00	-
Particulate Matter (PM)	997.81	1,242.18	24%
<b>Total</b>	<b>1,075.65</b>	<b>1,430.87</b>	<b>33%</b>

ANIMAL NUTRITION***	2017/2018	2018/2019	Variation
NOx	0.00	0.00	-
SOx	0.00	0.00	-
Volatile Organic Compounds (VOC)	0.00	0.00	-
Particulate Matter (PM)	4.48	3.40	-24%
<b>Total</b>	<b>4.48</b>	<b>3.40</b>	<b>-24%</b>

\* The Bioindustrial unit does not measure atmospheric emissions.

\*\* NOx and SOx data include only the Ilhéus unit. The significant increase in NOx emissions is due to the higher biomass consumption of this unit in 2018/2019. It should be noted that, despite this increase, emissions are within the acceptable limits under the legislation.

\*\*\* Animal Nutrition data do not include distribution centers and plants in Goianira, Chapecó, and Itapira.

FOODS****	2017/2018	2018/2019	Variation
NOx	52.09	81.90	57%
SOx	0.00	0.00	-
Volatile Organic Compounds (VOC)	9.58	9.58	0%
Particulate Matter (PM)	52.10	105.95	103%
<b>Total</b>	<b>113.77</b>	<b>197.43</b>	<b>74%</b>

STARCHES AND SWEETENERS	2017/2018	2018/2019	Variation
NOx	148.60	104.45	-30%
SOx	106.09	115.70	9%
Volatile Organic Compounds (VOC)	5.03	0.06	-99%
Particulate Matter (PM)	447.02	348.26	-22%
<b>Total</b>	<b>706.74</b>	<b>568.47</b>	<b>-20%</b>

\*\*\*\* Significant variations of NOx and PM are explained by the system's operational variation at the time of collection, which is used on an ad-hoc basis.

**5<sup>TH</sup> CARGILL SUSTAINABILITY AWARD**

Targeted at employees, interns and third parties, the Cargill Sustainability Award is a competition sponsored by the company in Brazil to acknowledge and reward sustainable practices and projects at Cargill or in the communities where the company operates. In its 5th edition, held in 2019, the award presented the theme "Green-house Gases."

The authors of the winning projects received a trophy and a gift certificate of R\$ 1,000. In addition, they were invited to attend a management meeting at the headquarters in São Paulo to present their projects to Cargill's directors. Learn more about the awarded projects below:

**Fertile Compound**

The project proposes the generation of value from the destination to the cocoa almond integument (seed husk that is removed during the grinding process) and the boiler ash that generates energy,

in addition to the waste generated from the cocoa almond processing at the Ilhéus plant. The waste is mixed at a specific location and later processed and distributed on the plantations as fertilizer, reducing costs for the purchase of synthetic fertilizers and lowering GHG emissions. Previously, the waste was sent to landfills and/or incineration plants.

**RESULTS ACHIEVED**

**1,123**  
metric tons of organic  
compost produced per  
year

Emission reduction: 330  
metric tons CO<sub>2</sub>eq/year  
in production (compared  
to what would be emitted  
using chemical fertilizer)

**396**  
families benefited

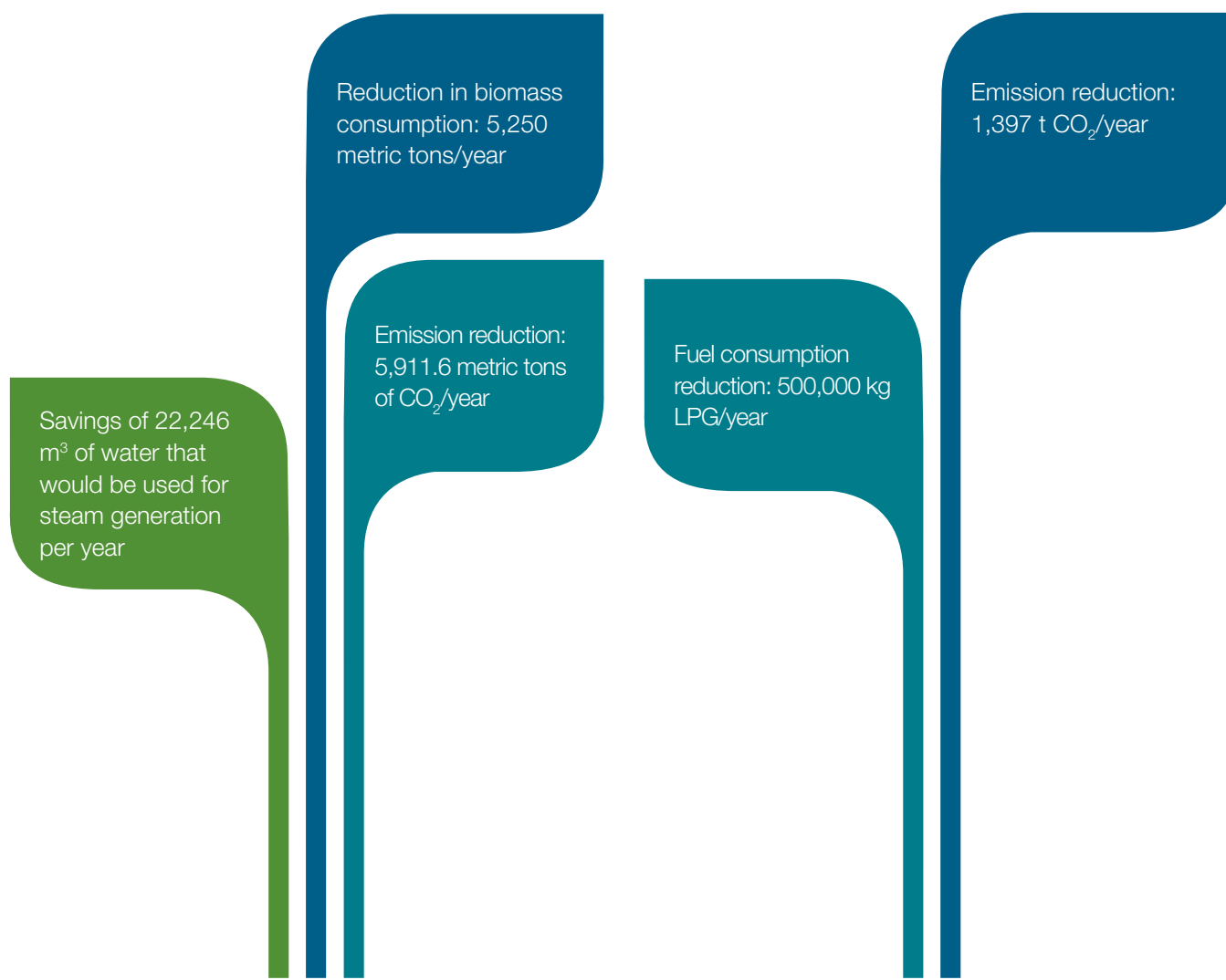


**Energy Efficiency**

The goal of this project is to improve the monitoring control of atmospheric emissions and boiler combustion, increase the condensate return rate of the primary process, and reduce deaerator steam consumption, thereby reducing biomass and atmospheric emissions. Developed at the Goiânia unit, the project implemented the following actions: installation of two oximeters, three opacimeters and frequency inverters in the boiler engines, automation in the boiler combustion control loop, and installation of a heat exchanger in the condensed tank flash steam outlet.

**Biogas Reuse**

The idea is to reuse biogas produced in the wastewater treatment process in anaerobic reactors as fuel for the high-pressure boiler at the soybean oil refinery in Uberlândia (MG). Today, the boiler uses LPG (Liquefied Petroleum Gas) as its fuel for burning and steam generation, and the biogas produced is burned and discharged into the atmosphere. The project aims to eliminate LPG consumption and install a process for the capture and treatment of sulfur residues and to pump and transport gas from the Wastewater Treatment Plant (WWTP) to the refinery boiler, which will be adapted with a burner for the new biofuel.

**RESULTS ACHIEVED****EXPECTED RESULTS**

## WATER

**GRI 303-1, GRI 303-3, GRI 306-1, GRI 103-2, GRI 103-3, MATERIAL TOPIC: WATER RESOURCES**

In addition to specific water management policies in its different business units, Cargill has a unique policy to conduct all its activities to protect the environment and the health and safety of employees, contractors, customers, and communities. The company's overall goal is to increase water use efficiency by 2020 and achieve a reduction compared to the consumption for the year 2015, which was 8.9 million m³.

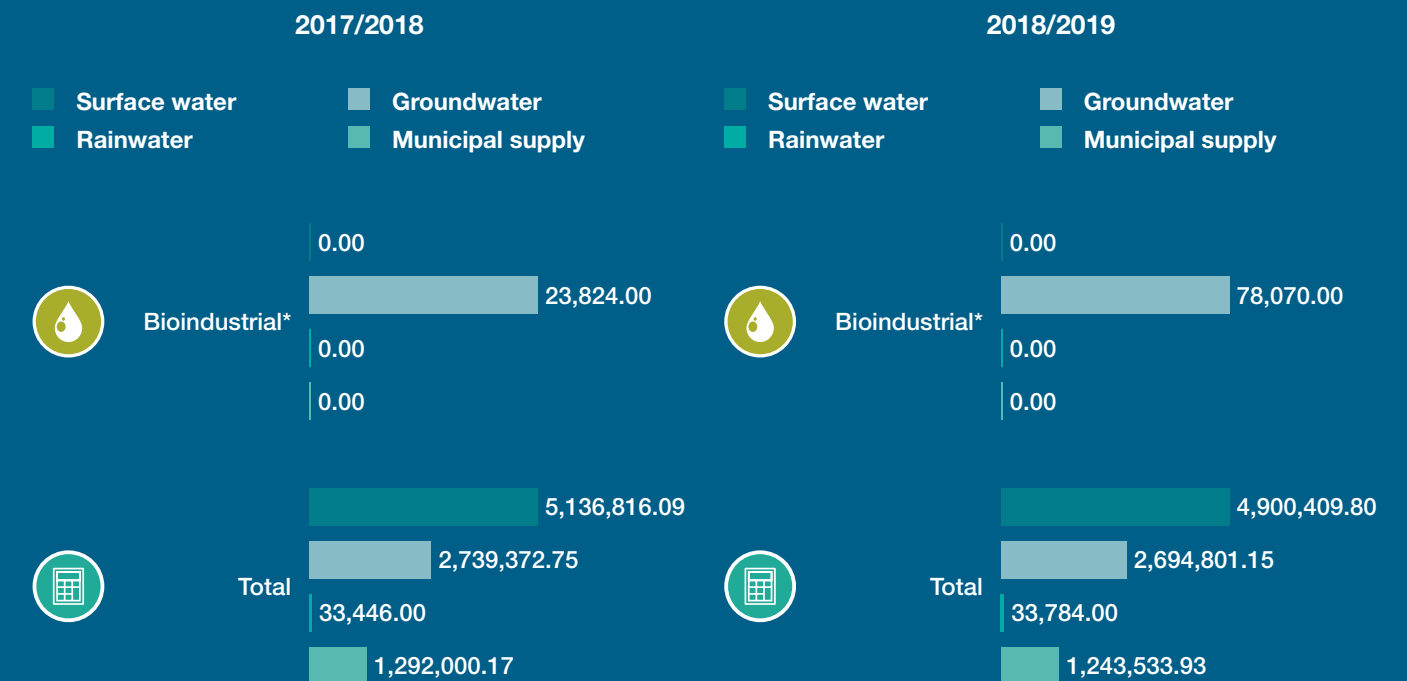
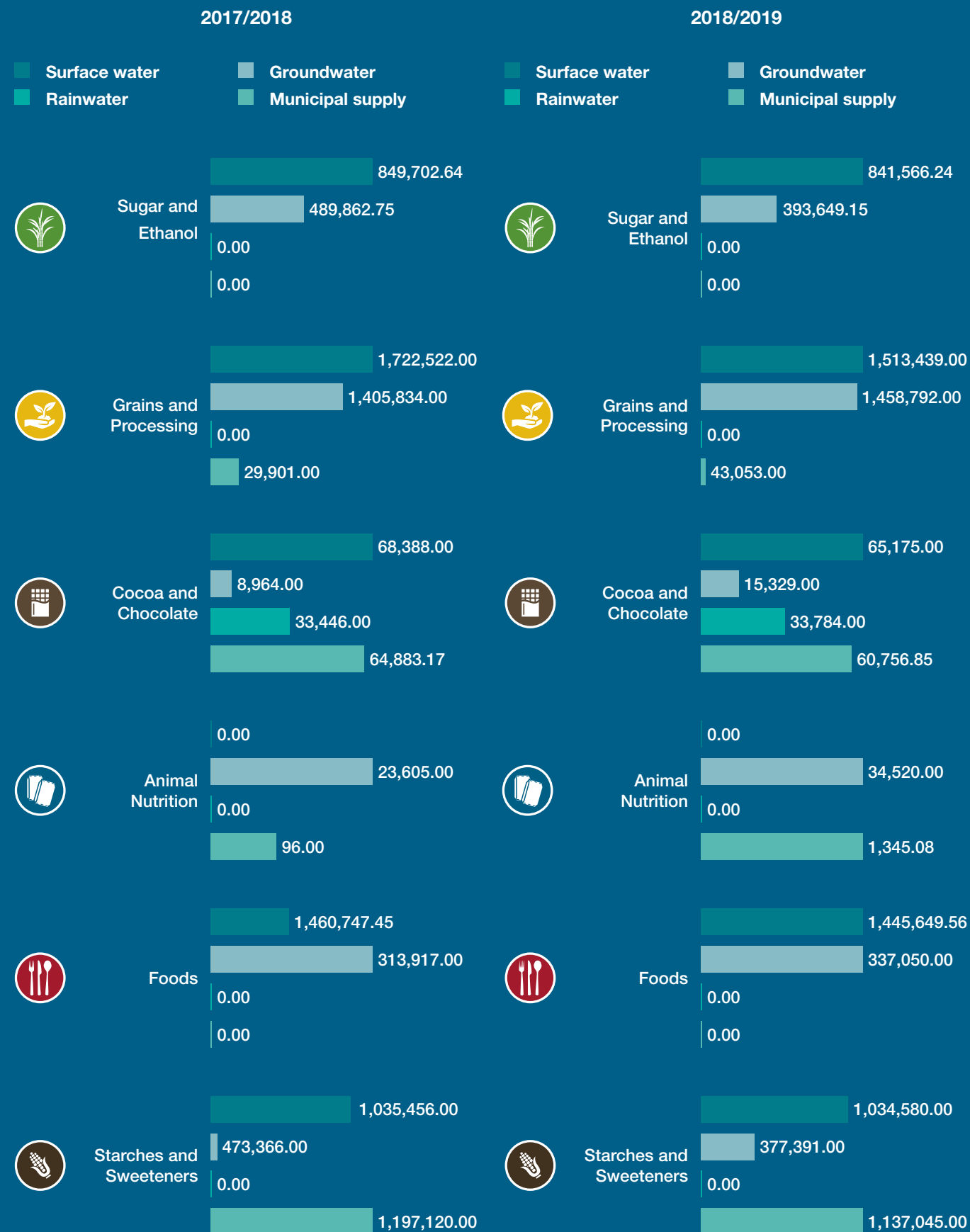
In Brazil, in fiscal year 2018/2019, Cargill reported a 4% reduction in water consumption compared to the previous year. The reduction in water consumption between fiscal years was due to the increased efficiency of water-related processes in business units, exceeding the target for the fiscal year (see the following tables).

A major highlight of the period was the creation of a water reuse project at the Starches and Sweeteners unit in Uberlândia (MG). The initiative treats wastewater through purification processes, and the idea is to reuse 95 m³/h of treated water in cooling towers and reduce the unit's drinking water consumption by 30%. This amount is equivalent to the daily consumption of a city with 17,000 inhabitants.

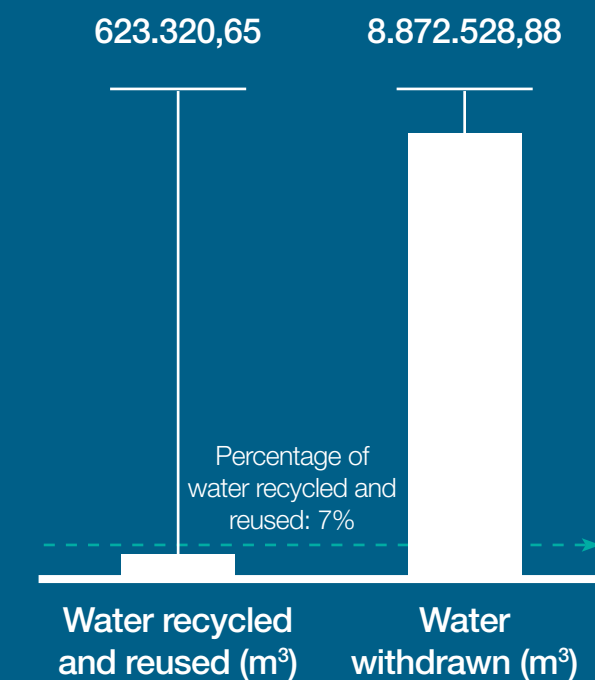


## WATER WITHDRAWN BY SOURCE (M³)

GRI 303-1

WATER RECYCLED AND REUSED IN  
2018/2019\*\*

GRI 303-3



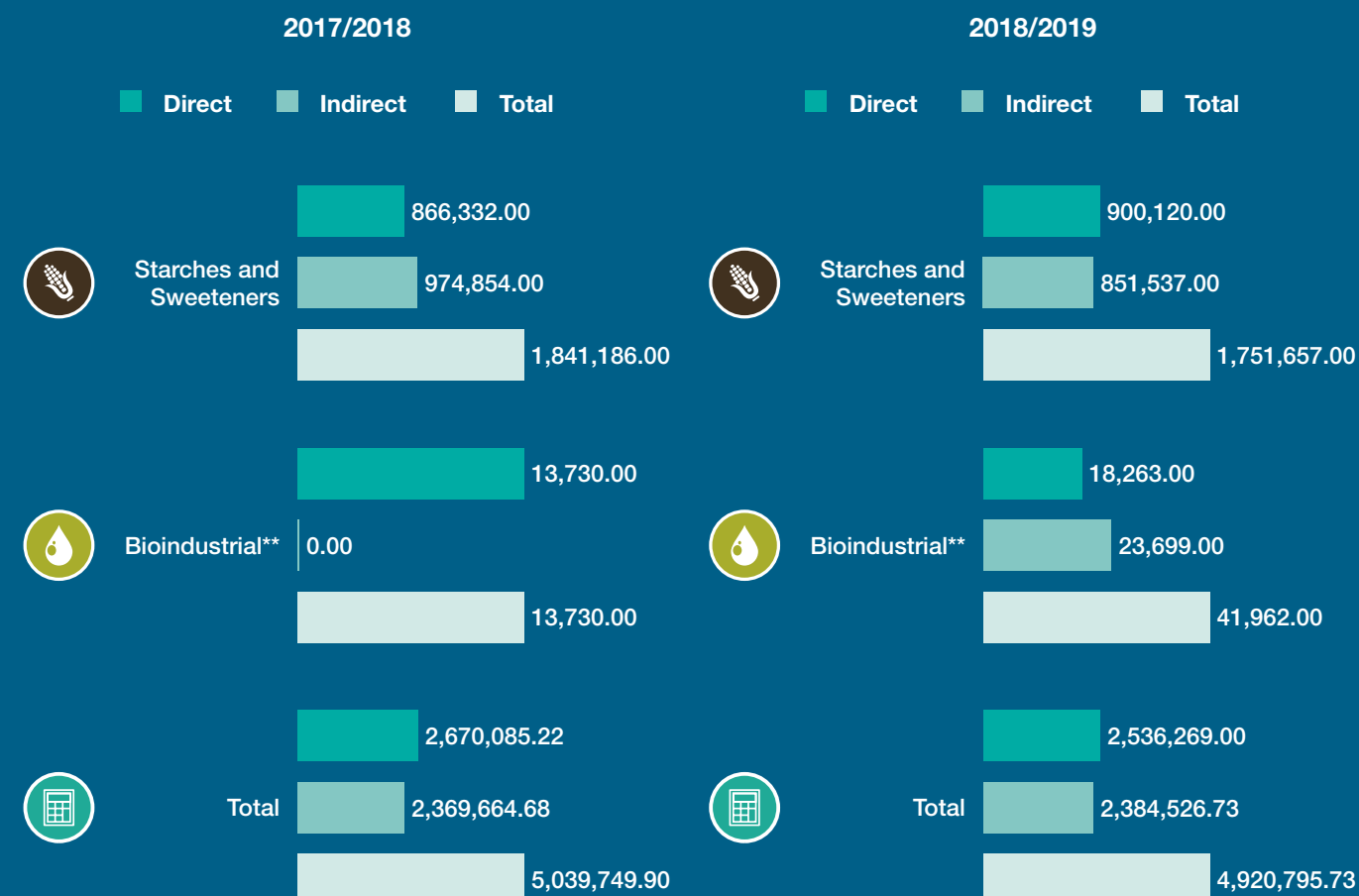
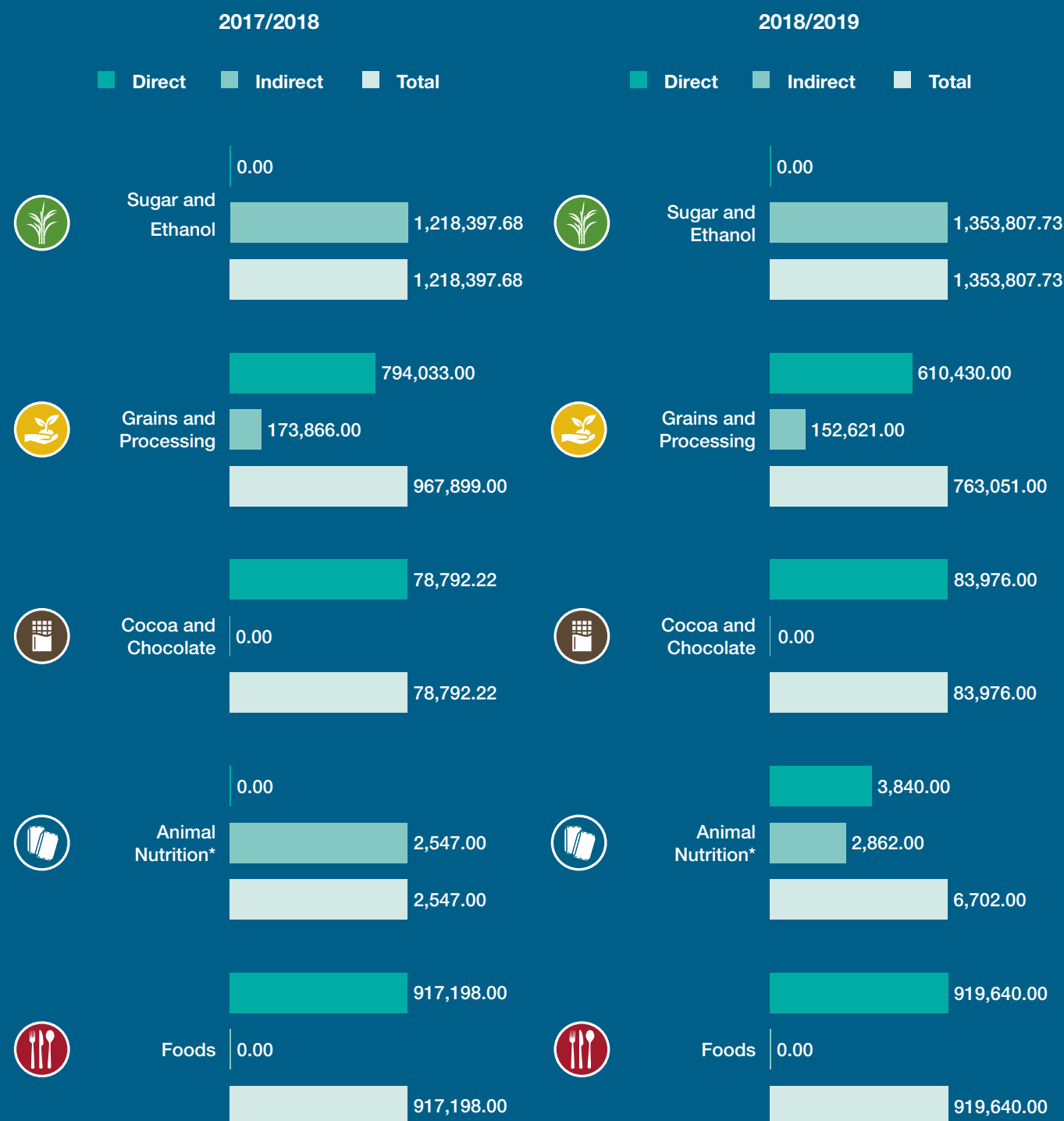
\* Data for fiscal year 2017/2018 include only the Mairinque operation. Data for fiscal year 2018/2019 include Mairinque and Ponta Grossa, which is why the variation is greater between the years.

\*\* The total amount of recycled and reused water refers to the Sugar and Ethanol, Cocoa and Chocolate (Ilhéus), Animal Nutrition (Chapecó), Foods (Goiânia and Mairinque) and Starches and Sweeteners (Uberlândia) business units. Other units do not reuse/recycle water in their processes or do not currently manage this data.



## DIRECT AND INDIRECT WATER DISPOSAL

GRI 306-1



\* Animal Nutrition data do not include the Itajaí (SC) and Cuiabá (MT) plants and the Goiás Distribution Center, as these facilities only generate domestic sewage. The increase in effluent disposal between fiscal years is due to the purchase of a plant in 2018, in Goianira (GO).

\*\* Data for fiscal year 2017/2018 include only the Mairinque operation. Data for fiscal year 2018/2019 include Mairinque and Ponta Grossa, which is why the variation is greater between the years.

## SUSTAINABILITY IN THE TOMATO CHAIN

In partnership with Fundação Espaço Eco, Cargill conducts the Life Cycle Analysis (LCA) of all products in its tomato line. Research is a valuable management tool that indicates the eco-efficiency of the supply chain, considering environmental and economic factors at all stages of the process, from the extraction of natural resources to the distribution of the fin-

ished product and the packaging recycling index. Based on this analysis it was possible to reduce, for example, the use of water by 68% in the production of Extrato Elefante between 2014 and 2017. Today, the company knows exactly the impact of each product and each package and knows where actions are needed to act to reduce this impact.



ABOUT THE  
REPORT



GRI 102-45, GRI 102-48, GRI 102-50, GRI 102-52, GRI 102-53, GRI 102-54, GRI 102-56

Based on the Global Reporting Initiative (GRI) methodology – considered the main international tool for disclosing sustainability issues – Cargill presents its 11th Annual Report, prepared in accordance with GRI Standards: Core option.

The information reported here is based on indicators of Cargill Alimentos Ltda. and its main subsidiaries in Brazil, including Cargill Agrícola S.A., Banco Cargill, and Cargill Animal Nutrition. This year, the company chose not to perform the external verification of the document.

Until the previous year, Cargill reported data following the calendar year (January to December).

Notwithstanding, to ensure more effective measurement of its management model and the way information is analyzed, the company first produced its fiscal year-based report (June 2018 to May 2019). Future reports will also be produced according to this new model – with the exception of financial information, which will continue to be reported according to the calendar year.

Regarding the report's chapters structure, Cargill opted for a new form of presentation, based on the global communication tool for Corporate Responsibility and Sustainable Development (CR+SD), which is based on 3 pillars: People, Products, and Planet.

Published annually, in Portuguese and English, the document is addressed to all Cargill stakeholders and provides transparent and objective information, demonstrating the company's strategic evolution and its positive and negative social and environmental impacts.

Questions, suggestions or requests for more information about Cargill's Annual Report 2018/2019 can be sent to the email [assuntos\\_corporativos@cargill.com](mailto:assuntos_corporativos@cargill.com).



MATERIALITY

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

To define the content of the Annual Report and its GRI indicators, in 2018, Cargill carried out a structured process of consultation with its stakeholders, who responded on the topics of the company's sustainability strategy.

Over two months, online consultations were conducted with employees and external audiences, including suppliers and professionals involved in corporate responsibility, environment, and government, among others. In addition, interviews were conducted with industry experts and non-governmental organizations.

With this work of qualified listening to stakeholders, Cargill mapped the priority topics, based on

the three pillars of its sustainability strategy:

- 1) Nourshing the world
- 2) Protecting the planet
- 3) Enriching our communities

According to a prioritization analysis methodology, the Corporate Affairs area took into account the company's global guidelines to validate the most relevant topics and their respective indicators. Cargill's functional and business areas also indicated their stakeholders, and the Corporate Affairs area was responsible for consolidating the stakeholders consulted for the preparation of this report.

PILLARS OF THE SUSTAINABILITY STRATEGY	MATERIAL TOPICS	COMMITMENTS	WHERE THE IMPACT OCCURS GRI 103-1	GRI STANDARDS TOPICS
Nourshing our world	Good agricultural practices	Encouraging the use of technologies that promote the application of good agricultural practices.	<ul style="list-style-type: none"><li>• Farmers</li><li>• Suppliers</li><li>• Institutional partners</li><li>• Environment</li></ul>	-
	Food safety and nutrition	Promoting access to food through sustainable logistics.	<ul style="list-style-type: none"><li>• Society</li><li>• Customers</li><li>• Consumers</li></ul>	416: Customer safety and health
	Innovation in the food system	Use of innovative technologies in food production, transportation and consumption.	<ul style="list-style-type: none"><li>• Farmers</li><li>• Society</li></ul>	-
Protecting our planet	Land use	Promoting the construction of financial mechanisms that promote forest protection and the development of Brazilian agriculture.	<ul style="list-style-type: none"><li>• Society</li><li>• Institutional partners</li><li>• Customers</li><li>• Environment</li></ul>	304: Biodiversity 307: Environmental compliance 411: Rights of indigenous and traditional peoples
	Water resources	Water preservation (reducing impacts on withdrawal from sources and ensuring that effluents are in adequate condition for release into water bodies).	<ul style="list-style-type: none"><li>• Society</li><li>• Institutional partners</li><li>• Environment</li></ul>	303: Water 306: Effluents and waste

PILLARS OF THE SUSTAINABILITY STRATEGY	MATERIAL TOPICS	COMMITMENTS	WHERE THE IMPACT OCCURS GRI 103-1	GRI STANDARDS TOPICS
Protecting our planet	Climate change	Reducing the intensity of greenhouse gas emissions in production, industrial, and transportation processes.	<ul style="list-style-type: none"><li>• Society</li><li>• Institutional partners</li><li>• Environment</li></ul>	305: Emissions
	Suppliers and farmers	Evaluating the performance of suppliers and farmers based on sustainability criteria.	<ul style="list-style-type: none"><li>• Suppliers</li><li>• Farmers</li></ul>	411: Rights of indigenous and traditional peoples 412: Human rights assessment 414: Supplier social assessment
Valuing communities	Support for socio-environmental projects	Promoting projects that increase access to safe, healthy and sustainable foods.	<ul style="list-style-type: none"><li>• Society</li></ul>	413: Local communities
	Volunteering in local communities	Strengthening partnerships with other organizations that focus on community development.	<ul style="list-style-type: none"><li>• Employees</li><li>• Society</li></ul>	413: Local communities
	Health and safety	Creating innovative solutions to change the way we work to promote the health and safety of our employees.	<ul style="list-style-type: none"><li>• Employees</li></ul>	403: Occupational health and safety
	Employees	Ensuring a safe and inclusive work environment.	<ul style="list-style-type: none"><li>• Employees</li></ul>	406: Nondiscrimination 407: Freedom of association and collective bargaining 408: Child labor 409: Forced or compulsory labor

# GRI CONTENT INDEX

GRI 102-55

GRI STANDARDS	DISCLOSURE	NOTES / REPORT PAGE	OMISSION
GRI 101: FOUNDATION 2016			
GENERAL DISCLOSURES			
GRI 102: GENERAL DISCLOSURES 2016	ORGANIZATIONAL PROFILE		
	GRI 102-1	Name of the organization	Pag. 12
	GRI 102-2	Activities, brands, products, and services	Pag. 12
	GRI 102-3	Location of headquarters	Pag. 12
	GRI 102-4	Location of operations	Pag. 12
	GRI 102-5	Ownership and legal form	Pag. 12
	GRI 102-6	Markets served	Pag. 12
	GRI 102-7	The scale of the organization	Pag. 12, 19
	GRI 102-8	Information on employees and other workers	Pag. 38  Confidential information: Due to Cargill's data privacy policy, it is not possible to report employee information by gender and age group.
	GRI 102-9	Supply chain	Pag. 21
	GRI 102-10	Significant changes to the organization and its supply chain	There were no significant changes in fiscal year 2018/2019.
	GRI 102-11	Precautionary Principle or approach	The precautionary principle is not formally adopted by Cargill in Brazil, but the company follows legally prescribed procedures to prevent or mitigate any damage to its operations that are potentially harmful to the environment, people or communities. In the event of environmental accidents, Cargill has documented procedures for the prevention and remediation of any environmental damage. These procedures are part of the company's formal verification processes in all its operations involving the transportation and storage of potentially environmentally harmful materials.
	GRI 102-12	External initiatives	Pag. 49, 57
	GRI 102-13	Membership of associations	Pag. 86



GRI STANDARDS	DISCLOSURE	NOTES / REPORT PAGE	OMISSION
GRI 102: GENERAL DISCLOSURES 2016	<b>STRATEGY</b>		
	GRI 102-14	Statement from senior decision-maker	Pag. 4
	<b>ETHICS AND INTEGRITY</b>		
	GRI 102-16	Values, principles, standards, and norms of behavior	Pag. 14, 16
	<b>GOVERNANCE</b>		
	GRI 102-18	Governance structure	Pag. 17
	<b>STAKEHOLDER ENGAGEMENT</b>		
	GRI 102-40	List of stakeholder groups	Pag. 75
	GRI 102-41	Collective bargaining agreements	100% of employees are covered by collective bargaining agreements.
	GRI 102-42	Identifying and selecting stakeholders	Pag. 75
	GRI 102-43	Approach to stakeholder engagement	Pag. 75
	GRI 102-44	Key topics and concerns raised	Pag. 75
	<b>REPORTING PRACTICE</b>		
	GRI 102-45	Entities included in the consolidated financial statements	Pag. 74
	GRI 102-46	Defining report content and material topic boundaries	Pag. 75
	GRI 102-47	List of material topics	Pag. 75
			Pag. 74
	GRI 102-48	Restatements of information	In this report, Cargill reported health and safety data on a consolidated basis, as opposed to by business unit, as in previous years.
	GRI 102-49	Changes in reporting	There were no adjustments to the material topics and their boundaries.
	GRI 102-50	Reporting period	Pag. 74
	GRI 102-51	Date of the most recent report	The latest report published by Cargill corresponded to the year 2017.
	GRI 102-52	Reporting cycle	Pag. 74
	GRI 102-53	Contact point for questions regarding the report	Pag. 74
	GRI 102-54	Claims of reporting in accordance with the GRI Standards	Pag. 74
	GRI 102-55	GRI content index	Pag. 77
	GRI 102-56	External assurance	Pag. 74

GRI STANDARDS	DISCLOSURE	NOTES / REPORT PAGE	OMISSION
<b>MATERIAL TOPICS</b>			
<b>ECONOMIC PERFORMANCE</b>			
GRI 103: MANAGEMENT APPROACH 2016	GRI 103-1	Explanation of the material topic and its boundaries	Pag. 75
	GRI 103-2	Management approach and its components	Pag. 19
	GRI 103-3	Evaluation of the management approach	Pag. 19
GRI 201: ECONOMIC PERFORMANCE 2016	GRI 201-1	Direct economic value generated and distributed	Pag. 19
<b>WATER</b>			
GRI 103: MANAGEMENT APPROACH 2016	GRI 103-1	Explanation of the material topic and its boundaries	Pag. 75
	GRI 103-2	Management approach and its components	Pag. 67, 68, 69
	GRI 103-3	Evaluation of the management approach	Pag. 67, 68, 69
GRI 303: WATER 2016	GRI 303-1	Water withdrawal by source	Pag. 67, 68
	GRI 303-3	Water recycled and reused	Pag. 67, 69
<b>BIODIVERSITY</b>			
GRI 103: MANAGEMENT APPROACH 2016	GRI 103-1	Explanation of the material topic and its boundaries	Pag. 75
	GRI 103-2	Management approach and its components	Pag. 57
	GRI 103-3	Evaluation of the management approach	Pag. 57
GRI 304: BIODIVERSITY 2016	GRI 304-2	Significant impacts of activities, products, and services on biodiversity	Pag. 57
<b>EMISSIONS</b>			
GRI 103: MANAGEMENT APPROACH 2016	GRI 103-1	Explanation of the material topic and its boundaries	Pag. 75
	GRI 103-2	Management approach and its components	Pag. 62, 63, 64
	GRI 103-3	Evaluation of the management approach	Pag. 62, 63, 64
GRI 305: EMISSIONS 2016			Pag. 62 , 63
	GRI 305-1	Direct (Scope 1) GHG emissions	The total reported emissions are an approximate number, as the units use different methodologies or standards for calculating emissions: Sugar and Ethanol, Grains and Processing, and Starches and Sweeteners use the GHG Protocol; the Ilhéus Cocoa and Chocolate unit follows CONAMA Resolutions 382/06 and 436/11; the Porto Ferreira unit uses Article 5 of COP 3 (United Nations Framework Convention); the Foods unit follows the annual emissions inventory for stationary sources of the State of São Paulo, 2009; The Bioindustrial unit uses the GHG Protocol methodology; and Animal Nutrition follows SEMA Resolution 016/14.

GRI STANDARDS	DISCLOSURE	NOTES / REPORT PAGE	OMISSION
GRI 305: EMISSIONS 2016	GRI 305-2	Energy indirect (Scope 2) GHG emissions	Pag. 62, 63  Regarding the calculation methodology, consider the observation of indicator 305-1.
	GRI 305-4	GHG emissions intensity	Pag. 62, 64  Regarding the calculation methodology, consider the observation of indicator 305-1.
	GRI 305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Pag. 62, 64  Regarding the calculation methodology, consider the observation of indicator 305-1.
EFFLUENTS AND WASTE			
GRI 103: MANAGEMENT APPROACH 2016	GRI 103-1	Explanation of the material topic and its boundaries	Pag. 75
	GRI 103-2	Management approach and its components	Pag. 58, 59, 67, 70
	GRI 103-3	Evaluation of the management approach	Pag. 58, 59, 67, 70
GRI 306: EFFLUENTS AND WASTE 2016	GRI 306-1	Water discharge by quality and destination	Pag. 67, 70  Information unavailable: Cargill does not have information on the quality of wastewater, including its treatment method.
	GRI 306-2	Waste weight by type and disposal method	Pag. 58
	GRI 306-4	Transportation of hazardous waste	Pag. 58, 59
ENVIRONMENTAL COMPLIANCE			
GRI 103: MANAGEMENT APPROACH 2016	GRI 103-1	Explanation of the material topic and its boundaries	Pag. 75
	GRI 103-2	Management approach and its components	Our policy on environmental compliance requires us to maintain compliance with applicable laws and regulations.
	GRI 103-3	Evaluation of the management approach	

GRI STANDARDS	DISCLOSURE	NOTES / REPORT PAGE	OMISSION
GRI 307: ENVIRONMENTAL COMPLIANCE 2016	GRI 307-1	Non-compliance with environmental laws and regulations	Total amount: R\$ 8,102,832.20  Descriptions:  1. Date of receipt: 3/22/2018 Amount: 500,000.00 Unit: Santarém Description: causing pollution of any kind, at levels that result or may result in damage to human health. Status: Cargill has filed an appeal and is awaiting a statement from the relevant environmental agency.  2. Date of receipt: 3/23/2018 Amount: 40,000.00 Unit: Goiânia Description of the violation: carrying out the activity of collecting, sacrificing and disposing of fish species found in the WWTP, in disagreement with the authorization obtained. Status: Cargill has filed an appeal, and the environmental agency upheld the arguments presented, pledging to file the proceeding.  3. Date of receipt: 4/26/2018 Amount: 5,000,000.00 Unit: Balsas Description: Purchase of 10,000 bags of soybeans produced in an embargoed area. Status: Cargill has filed an appeal proving that it had no commercial relationship with the embargoed area.  4. Date of receipt: 1/8/2019 Value: 21.946,95 Unit: Uberlândia Description: Failure to fulfill the determination of the accredited agent regarding the analysis of particulate matter and nitrogen oxide in the company's boiler emissions. Status: Cargill has filed an appeal and is awaiting a statement from the relevant environmental agency.  5. Date of receipt: 4/2/2019 Amount: 2,505,000.00 Unit: Guarujá – Shipping Agency Description: Causing, through the emission of effluents and release of oil waste, perishing of biodiversity specimens. Status: Cargill has filed an appeal proving that, as a shipping agency, it did not participate in the event that caused the damage.  6. Date of receipt: 4/15/2019 Amount: 35,885.25 Unit: Uberlândia Description: Contributing to alterations in the quality of the waters of Córrego do Salto. Status: Cargill has filed an appeal and is awaiting a statement from the relevant environmental agency.



GRI STANDARDS	DISCLOSURE	NOTES / REPORT PAGE	OMISSION
<b>OCCUPATIONAL HEALTH AND SAFETY</b>			
GRI 103: MANAGEMENT APPROACH 2016/2016	GRI 103-1	Explanation of the material topic and its boundaries	Pag. 75
	GRI 103-2	Management approach and its components	Pag. 42
	GRI 103-3	Evaluation of the management approach	Pag. 42
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2016	GRI 403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Pag. 42
	GRI 403-3	Workers with high incidence or high risk of diseases related to their occupation	Not applicable: The requirements of the GRI 403-2 indicator do not apply to Cargill, as the company has its own health and safety indicators. Thus, the company chose to report only the health and safety data for which it has its own management.
<b>NON-DISCRIMINATION</b>			
GRI 103: MANAGEMENT APPROACH 2016	GRI 103-1	Explanation of the material topic and its boundaries	Pag. 75
	GRI 103-2	Management approach and its components	Pag. 49
	GRI 103-3	Evaluation of the management approach	Pag. 49
GRI 406: NON-DISCRIMINATION 2016	GRI 406-1	Incidents of discrimination and corrective actions taken	There were no such cases in the fiscal year 2018/2019.
<b>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>			
GRI 103: MANAGEMENT APPROACH 2016	GRI 103-1	Explanation of the material topic and its boundaries	Pag. 75
	GRI 103-2	Management approach and its components	
	GRI 103-3	Evaluation of the management approach	There is no interference from Cargill: each worker is free to found or join a trade union or even to participate in collective bargaining under the applicable law.
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016	GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	

GRI STANDARDS	DISCLOSURE	NOTES / REPORT PAGE	OMISSION
<b>CHILD LABOR</b>			
GRI 103: MANAGEMENT APPROACH 2016	GRI 103-1	Explanation of the material topic and its boundaries	Pag. 75
	GRI 103-2	Management approach and its components	Pag. 49
	GRI 103-3	Evaluation of the management approach	Pag. 49
GRI 408: CHILD LABOR 2016	GRI 408-1	Operations and suppliers at significant risk for incidents of child labor	Pag. 49
<b>FORCED OR COMPULSORY LABOR</b>			
GRI 103: MANAGEMENT APPROACH 2016	GRI 103-1	Explanation of the material topic and its boundaries	Pag. 75
	GRI 103-2	Management approach and its components	Pag. 49
	GRI 103-3	Evaluation of the management approach	Pag. 49
GRI 409: FORCED OR COMPULSORY LABOR 2016	GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Pag. 49
<b>RIGHTS OF INDIGENOUS PEOPLE</b>			
GRI 103: MANAGEMENT APPROACH 2016	GRI 103-1	Explanation of the material topic and its boundaries	Pag. 75
	GRI 103-2	Management approach and its components	Not applicable: the company does not take a specific management approach to this topic, but intends to start monitoring indigenous lands in its soy chain.
	GRI 103-3	Evaluation of the management approach	
GRI 411: RIGHTS OF INDIGENOUS PEOPLE 2016	GRI 411-1	Incidents of violations involving rights of indigenous peoples	No situations were found relating to the violation of the rights of indigenous peoples. It should be noted that Cargill will begin monitoring indigenous lands in its soy chain.
<b>HUMAN RIGHTS ASSESSMENT</b>			
GRI 103: MANAGEMENT APPROACH 2016	GRI 103-1	Explanation of the material topic and its boundaries	Pag. 75
	GRI 103-2	Management approach and its components	Pag. 49
	GRI 103-3	Evaluation of the management approach	Pag. 49

GRI STANDARDS	DISCLOSURE		NOTES / REPORT PAGE	OMISSION
GRI 412: HUMAN RIGHTS ASSESSMENT 2016	GRI 412-1	Operations subject to human rights impact analysis or assessments.	Pag. 49	Information not available: Cargill does not have the total number of hours of Human Rights training conducted in the reporting period. Notwithstanding, 100% of employees receive Code of Conduct training upon joining the company.
	GRI 412-2	Employees trained in human rights policies and practices.	Pag. 49	
	GRI 412-3	Significant investment agreements and contracts that include human rights clauses or that have undergone human rights assessment.	Pag. 49	
LOCAL COMMUNITIES				
GRI 103: MANAGEMENT APPROACH 2016	GRI 103-1	Explanation of the material topic and its boundaries	Pag. 75	
	GRI 103-2	Management approach and its components	Pag. 44	
	GRI 103-3	Evaluation of the management approach	Pag. 44	
GRI 413: LOCAL COMMUNITIES 2016	GRI 413-1	Operations with local community engagement, impact assessments, and development programs	Pag. 44	
SUPPLIER SOCIAL ASSESSMENT				
GRI 103: MANAGEMENT APPROACH 2016	GRI 103-1	Explanation of the material topic and its boundaries	Pag. 75	
	GRI 103-2	Management approach and its components	Pag. 21	
	GRI 103-3	Evaluation of the management approach	Pag. 21	
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016	GRI 414-1	New suppliers screened using social criteria	Pag. 21	Information not available: Cargill does not have the details required by the indicator regarding the total number of suppliers evaluated and identified with negative social impacts.
	GRI 414-2	Negative social impacts in the supply chain and actions taken	Pag. 21	

GRI STANDARDS	DISCLOSURE	NOTES / REPORT PAGE	OMISSION
CUSTOMER HEALTH AND SAFETY			
GRI 103: MANAGEMENT APPROACH 2016	GRI 103-1	Explanation of the material topic and its boundaries Pag. 75	
	GRI 103-2	Management approach and its components Pag. 34	
	GRI 103-3	Evaluation of the management approach Pag. 34	
GRI 416: CUSTOMER HEALTH AND SAFETY 2016	GRI 416-1	Assessment of the health and safety impacts of product and service categories Pag. 34	
FOOD SECTOR – CUSTOMER HEALTH AND SAFETY	FP5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards Pag. 34	
MARKETING AND LABELING			
FOOD SECTOR – MARKETING AND LABELING	FP8	Policies and practices on communication to consumers about ingredients and nutritional information beyond legal requirements Pag. 34	
PROCUREMENT AND SOURCING			
FOOD SECTOR – PROCUREMENT AND SOURCING	FP1	Percentage of purchased volume from Suppliers compliant with the company's sourcing policy Pag. 21	





ANNEX

## LIST OF ASSOCIATIONS

### GRI 102-13

- |  |  |   |  |
|--|--|---|--|
| • Brazilian Association of Wholesalers and Distributors (ABAD)                           | • Paranaguá Industrial and Agricultural Commercial Association (ACIAP)                         | • Paranaguá Association of Export Corridor Terminals (ATEXP)    | • Brazilian Bar Association – São Paulo (OAB/SP)   |
| • Brazilian Agribusiness Association (ABAG)  | • Uberlândia Commercial and Industrial Association (ACIUB)                                     | • Private Port Terminal Association (ATP)                       | • Santos Organized Port's Manpower Management Agency (OGMO)                              |
| • Brazilian Association of International Banks (ABBI)                                    | • Pro-Industrial Development Association of the State of Goiás (ADIAL-GO)                      | • Arab Brazilian Chamber of Commerce (ARAB CHAMBER)             | • Brazilian Association of Olive Oil Producers, Importers, and Traders (OLIVA)           |
| • Brazilian Business Communication Association (ABERJE)                                  | • Sugar and Alcohol Exporters Association (AEXA)   | • Port of Paranaguá Port Authority Council (CAP)                | • Integrated Nucleus for Junior Entrepreneurs (SIFE)                                     |
| • Brazilian Food Industry Association (ABIA)   | • Cocoa Processing Industry Association (AIPC)   | • Brazilian School of Animal Nutrition (CBNA)                   | • Union of Maritime Navigation Agencies of the State of São Paulo (SINDAMAR)             |
| • Brazilian Chocolate, Cocoa, Peanut, Candy and Byproducts Industry Association (ABICAB) | • American Chamber of Commerce (AM-CHAM-SP)  | • Business Commitment to Recycling (CEMPRE)                     | • Union of Maritime Navigation Agencies of the State of Paraná (SINDAPAR)                |
| • Brazilian Vegetable Oil Industry Association (ABIOVE)                                  | • Minas Gerais Association of Supermarkets (AMIS)  | • Biotechnology Information Council (CIB)                       | • Union of the National Food Industry (UNION)  |
| • Brazilian Association of Large Industrial Energy Consumers and Free Consumers (ABRACE) | • Association of Port Terminals and Cargo Transshipment Stations of the Amazon Basin (AMP-ORT) | • São Paulo State Industry Center (CIESP)                       | • Union of the Vegetable Oil and Byproduct Industry of the State of São Paulo (SINDOLEO) |
| • Brazilian Association of Energy Traders (ABRA-CEEL)                                    | • Brazilian Association of Financial and Capital Market Entities (ANBIMA)                      | • São Paulo Regional Accounting Council (CRCSP)                 | • Union of Port Operators of Paraná (SINDOP)   |
| • Brazilian Association of Supermarkets (ABRAS)  | • National Cotton Exporters Association (ANEA)   | • Ethos Institute of Business and Social Responsibility (ETHOS) | • Union of Port Operators of São Paulo (SOPESP)*   |
| • Brazilian Association of the Industrial Tomato Productive Chain (ABRATOP)              | • National Cereal Exporters Association (ANEC)   | • Goiás Federation of Industries (FIEG)                         | • Amigos da Marinha Society of Paraná (SUAMAR-PR)  |
| • Brazilian Association of Port Terminals (ABTP)   | • São Paulo Association of Supermarkets (APAS)   | • Federation of Industries of Minas Gerais (FIEMG)              | • Union of the Industrial District of Uberlândia (UNEDI)                                 |
| • Guarujá Commercial and Business Association (ACEG)*                                    | • Paraná Association of Supermarkets (APRAS)   | • Federation of Industries of São Paulo (FIESP)                 | • Union of the Sugar and Alcohol Industry (ÚNICA) **                                     |
| • Santarém Commercial and Business Association (ACES)                                    | • Brazilian Association of Mineral Supplement Industries (ASBRAM)                              | • Applied Tax Study Group (GETAP)                               |  |
|  |  | • Group of Institutes, Foundations, and Companies (GIFE)        |  |
|  |  | • Brazilian Automation Association (GS1 BRAZIL)                 |  |
|  |  | • Brazilian Institute of Tax Law (IBDT)                         |  |
|  |  | • Competitive Brazil Movement (MBC)                             |  |

\* Participation via JV TEG / TEAG

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