

# Supply Chains in a Modern Geopolitical Environment

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## Agenda

- introduction to Cargill
- supply chains
- sustainability
- empowering people



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

## At a glance

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160,000 employees

Working in 70 countries

More than 155 years of experience

A trusted partner for food, agriculture, financial and industrial customers in more than 125 countries.



**Agriculture**



**Food**



**Animal nutrition and protein**



**Financial and industrial**

2022 Fiscal Revenue: US\$165 billion

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# Our integrated supply chain

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**We provide insights  
to our partners**



**We transform  
raw materials into  
finished goods**

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**We move products  
around the world**



# Supply chain resilience

From the pandemic to geopolitical dynamics, the global food system has faced a significant amount of disruption in recent years.

- Hunger is real
- Its getting worse
- This impacts everyone, but....
- Access to food is a basic human right

## Our ambition

### **To have the most sustainable food supply chains in the world**

Through our long history, we have seen agriculture be part of the solution to the world's most urgent challenges. We know that we must address climate change and conserve water and forests, while meeting the rising demand for food.

# Open markets

Trade is our best means to end hunger

Price signals are important for encouraging farmers to manage supply

Food should never be used as a weapon

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**Trade restrictions only worsen hunger**

# Agriculture is how we will address climate change, protect our land and water and sustainably feed a growing population.



## Climate

Reduce greenhouse gas emissions in our operations **by 10% by 2025.**

Reduce greenhouse gas emissions in our supply chain **by 30% per ton of product sold by 2030.**



## Land & Water

Transform our agricultural supply chains to be **deforestation-free** by 2030.

Enable a **water positive impact** in our operations, supply chains, and communities by 2030.



## People

**Respect internationally recognized human rights.**

Work alongside our employees, farmers, customers and communities to improve livelihoods and build a more **equitable, inclusive and resilient** food system.



# Our Operations

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## Scope

# 1 & 2

**By 2025, we will reduce greenhouse gas emissions caused directly or indirectly by our operations by 10%, compared to a 2017 baseline.**

We are investing in emissions reducing technology and renewable energy to power our operations.





# Our Supply Chains

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## Scope

# 3

**By 2030, we will reduce greenhouse gas emissions produced from sources in our extended supply chain by 30% per ton of product.**





Mitsubishi Corporation  
Cargill

BAR  
WIND WINGS  
YARA  
Co-funded by the European Union

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PYXIS OCEAN

# Water

- More than **70%** of the world's fresh water is used for agriculture.
- To drive climate resiliency and adaptation, we need smart water solutions that:
  - Support soil health,
  - Preserve biodiversity, and
  - Protect watersheds across the food system.

## Our Commitment

Cargill's global ambition is to enable a water positive impact across our operations, supply chains, and communities. By 2030, we will:

- Implement our Water Stewardship practices at all 72 priority facilities.
- Enable the restoration of 600 billion liters of water and the reduction of 5,000 metric tons of water pollutants in water-stressed regions
- Enable improved access to safe drinking water and sanitation, reaching 500,000 people in priority communities



## People

Agriculture is powered by people. We work alongside our employees, farmers, customers, and communities to improve livelihoods and build a more equitable, inclusive, and resilient food system

We focus our People efforts in these critical areas: farmer livelihoods; human rights; and community impact.

### Our Commitment

**Respect human rights and build a more equitable, inclusive and resilient food system**

We're bringing together diverse people, ideas, and resources to fulfill our purpose of nourishing the world in a safe, responsible, and sustainable way.



Helping the world *thrive*