

A new finance mechanism for progress

Innovation for sustainability takes many forms, including the models we use to fund and drive sector-wide efforts. In 2023, Cargill joined with WWF, Finance Earth, and several other major companies to conceptualize, design, and launch the Fisheries Improvement Fund (FIF), an innovative blue finance mechanism to accelerate progress with FIPs. The FIF, which is managed by Finance Earth, aims to catalyze more than \$100 million in new funding for fisheries improvement by 2030, enabling trusted partners to realize improvements on the water through a range of tools, technologies, and local partnerships.

Cargill was able to lend our commercial, supply chain, and marine ingredient expertise to test and prove the financing model for a pilot project in Chile. In March 2024, an important step in this pilot was announced. A new FIP in the Central-South region focusing on anchoveta and sardine was formally registered and approved with **FisheryProgress**, the authoritative FIP database. The FIP has now started, and Cargill is purchasing fish oil from it.

The new FIP is the first to be supported by the FIF, initially utilizing funding provided by a repayable finance provider. With every metric ton of marine ingredients that Cargill and other participating companies buy from the FIP, a levy will be paid that contributes to ongoing FIP delivery and eventually repays the initial investment.

Meanwhile, WWF Chile will be working jointly with actors from the artisanal and industrial fishing sectors, government representatives, NGOs, and scientists to contribute to the FIP's overall objective. This includes implementing an ecosystem-based approach to fisheries management and reducing both bycatch and illegal, unreported, and unregulated (IUU) fishing. As with all FIPs, tracking mechanisms and reporting deadlines through the registration with FisheryProgress will keep stakeholders on track to achieve these outcomes — in this case, by March 2029.

“Cargill has been a cornerstone partner in the development of the Fisheries Improvement Fund. Their commitment to pay a multi-annual, volume-based fee was critical to enabling the launch of the FIF and will provide necessary support for implementation of the pilot FIP in Chile.”

Lucy Holmes,
Senior Director of Blue Finance
for WWF US



Using scientific collaboration to solve systemic issues

We take a science-based approach to sustainability, and we are proud to work with others in the industry to use science in creating change. SeaBOS brings together nine of the world's largest seafood companies with leading scientists to drive a science-based, global transformation toward sustainable seafood production and a healthy ocean. We are a proud member of this group and a leading participant in its task forces and dialogues, which are catalysts for action on some of global aquaculture's most pressing topics.

Helene Ziv-Douki, SeaBOS vice chair and president of Cargill's aqua nutrition business, attended the 2023 CEO summit in Busan, South Korea, and endorsed the **Busan Statement**. Among the outcomes of that dialogue was the launch of two new keystone projects: first, to investigate antimicrobial resistance in aquaculture settings; and second, to use collective action to advance traceability and transparency in fishing supply chains along the west coast of Africa and address the risks of IUU fishing and modern slavery.

The latter topic is one we are already focused on through our work with a FIP off the coast of Mauritania, as well as our work with the Global Roundtable on Marine Ingredients. To help accelerate collaboration and progress, this year Dave Robb, Group Sustainability Lead for our aqua nutrition business, took over leadership of the larger **SeaBOS task force** on IUU fishing and



modern slavery, issues that are both prevalent in fisheries off the west coast of Africa.

Research has shown considerable overlap between these two unacceptable issues, and Cargill is committed to do our part in ending both. Although the solutions will vary depending on each location, we believe that concerted action by industry, governments, and local communities can solve the problem. The new SeaBOS keystone project in Africa was launched in 2024 and will continue into 2025, building tools to enable better traceability of complex seafood supply chains. Cargill has a leadership role in this project, which will support development of our supply chains against our goals.

“With our mission to lead a global transformation towards sustainable seafood production and a healthy ocean, Cargill’s ambition is helping drive our collective efforts forward.”

Wenche Grønbrekk,
Director of Strategy and Partnerships
for SeaBOS

Her Royal Highness, Crown Princess Victoria of Sweden (front row, fifth from left), meets with SeaBOS executives at an annual technical working meeting in Stockholm. SeaBOS®



An ecosystem of organizations driving change

Because sustainability issues are often much larger than any one company's supply chain, collective action — supported by NGOs, academic researchers, and governments — can be a necessary foundation for driving change. That's why Cargill has long worked with multiple stakeholders across a range of sustainability topics, strengthening work activities and creating greater impact than any organization could achieve alone. A leading example of this approach is in the sustainability of marine ingredients — a focal point in aquaculture feeds.

- For nearly 20 years, we have worked with SFP. We were an early adopter of SFP's **FishSource** program to analyze the sustainability of the fisheries in our sourcing network. Since 2013, we have provided funding for the publication of SFP's **Reduction Fisheries Report**, which provides important insights into the stocks and management of key fishery resources.
- We have long leveraged certification programs from MSC, an important end goal for many fishery improvement efforts, and MarinTrust, which spans the value chain from fisheries to fishmeal and oil production mills, assuring a certain minimum level of responsible fishing entering the supply chain.

- As members of The Marine Ingredients Organisation (IFFO), we work closely with our peers to develop responsible fishmeal and fish oil supply chains. IFFO's continuous tracking of marine ingredient production, regulations, and markets helps companies like us develop sustainability strategies and work programs to implement them.
- These and other partnerships led to a collaboration breakthrough in 2021: the Global Roundtable on Marine Ingredients. Established and jointly run by SFP and IFFO, the Roundtable comprises 14 members — Cargill among them — working to increase the availability of sustainable marine ingredients.

A key area of shared interest among Roundtable members is sustainable fisheries in West Africa. As fish oil production has grown in the region over the past several years, it's become clear that the environmental and governance requirements vary across national boundaries. A FIP was established in 2018 to develop a MarinTrust-certified supply chain of fish oil from Mauritania — an action financially supported by Cargill. With a clear plan for improvement, the FIP provided Cargill the confidence we needed to begin sourcing material.

In 2023, the Roundtable engaged Partner Africa to carry out a human rights impact assessment, resulting in the publication of the **Track the Fish report**. It's an important analysis that will inform how we can make joint progress in this region, even as individual companies like Cargill work directly through the FIP we support. Cargill also encouraged SeaBOS to establish its new keystone project for the west coast of Africa (**see previous page**).

These examples demonstrate how stakeholders working together can more effectively drive change. See **Cargill's 2023 aqua nutrition sustainability report** for a full list of our involvement with various organizations, partnerships, and initiatives.

Cocoa

About this chapter

The content in this chapter pertains to crop year 2023/2024 unless otherwise noted.



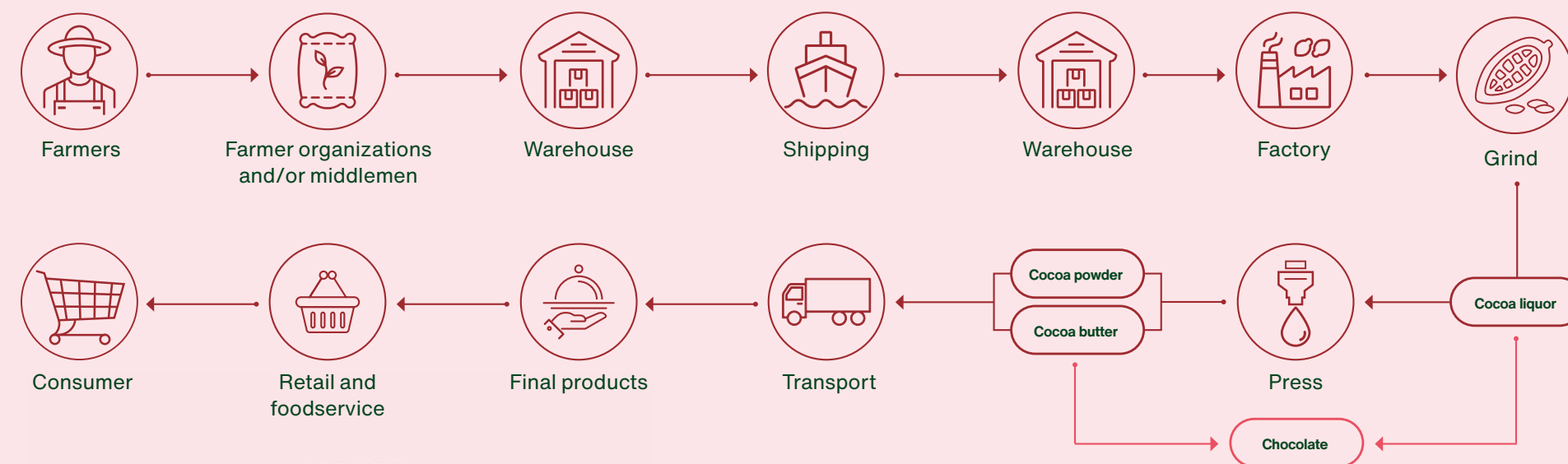
Supply chain overview

We create cocoa and chocolate products that meet our customers' demand for quality, sustainability, transparency, and innovation.

- Bringing 45 years of expertise in the cocoa and chocolate industry, our passion for quality and innovation has made us the second-largest producer of cocoa and chocolate globally.
- We directly source cocoa from six producing countries: Brazil, Cameroon, Côte d'Ivoire, Ecuador, Ghana, and Indonesia. But our reach extends even further, with 19 additional origins where we source indirectly.
- Our 24 state-of-the-art processing facilities span the continents, including two in West Africa where most of the world's cocoa is produced. We also offer the option for fully segregated cocoa ingredients, traced from farm to facility.
- We have innovation at the heart with our three dedicated cocoa & chocolate innovation centers — the Cocoa Development Center in Indonesia, the Aalst Chocolate Academy in Singapore, and the House of Chocolate in Belgium — which are hubs of creativity. Here, we blend tradition with cutting-edge techniques to create the chocolate products of tomorrow.
- With over 4,300 employees, we have a depth of knowledge in-house, from bean experts to chocolatiers.

The journey from farmer to consumer

How we make our products




Dashboard

In this year’s edition of the Cargill Impact Report, we are disclosing results for the crop year 2023-24 (October 2023 up to and including June 2024). To enable a unified approach across chapters, the dashboard is structured according to Cargill’s three ESG focus areas climate, land & water, and people. As cocoa contributes to the company commitments on climate, please consult those KPIs in the [Strategy section](#). As our approach is ever evolving, some metrics might not be directly comparable due to changes in definitions versus [last year’s report](#).

For comparative metrics to understand our progress overtime, we refer to last year's report!



We work with an external assurance provider, KPMG N.V., to provide limited assurance on the selected sustainability KPIs in the table below. This assurance applies to our Cargill Cocoa Promise, which is part of our direct supply chain, and accounts for about one third of the cocoa we source. KPMG N.V.’s assurance report is included on [pages 82-83](#).

FOCUS AREAS	ASSURED KPIS	DEFINITION	SCOPE OF ASSURANCE: COUNTRY OF ORIGIN			
			Côte d’Ivoire	Ghana	Cameroon	Global ¹
 People	1. # of farmer organizations in Cargill Cocoa Promise (CCP)	The number of farmer organizations in Côte d’Ivoire/Ecuador, farmer groups in Ecuador, districts in Ghana, buying stations in Cameroon, and cooperatives in Brazil defined as organized associations of farmers in CCP	147	14	13	178*
	2. # of farmers certified through CCP activities	The number of farmers that are sustainability certified and take part in at least one Cargill Cocoa Promise activity, such as training or coaching	143,054	32,556	34,053	211,434*
	3. # and % of farmers coached ²	The number and percentage of farmers that received one-on-one coaching on Good Agricultural Practices (GAPs)	78,426 55%	7,960 24%	1,676 5%	89,433* 42%
	4. # and % of farmers GAP compliant	The number and percentage of farmers that are successfully implementing the Pruning GAP, as well as three out of the other four GAPs. The percentage is calculated compared to the number of farmers surveyed via our agronomics survey.	5,734 52%	5,182 65%	801 48%	11,717 57%
	5. % of farmers using insecticide	The percentage of coached farmers that have reported using insecticide on their cocoa farm	60%	73%	88%	67%
	6. % of farmers using fungicide	The percentage of coached farmers that have reported using fungicide on their cocoa farm	12%	36%	92%	28%
	7. # of farmer organizations covered by a Child Labor Monitoring and Remediation Systems (CLMRS) or comparable due diligence system to prevent and address child labor	The number of farmer organizations in Cargill Cocoa Promise in which a CLMRS or comparable due diligence system to prevent and address child labor is rolled out	147	14	13	178*
	8. # and % of farmers monitored through CLMRS	The number and percentage of farmer households that received a CLMRS monitoring visit ³	81,799 87%	10,447 32%	7,229 21%	101,130* 62%

1 Global values represent the combined values for the metrics for WAF and in certain cases also our Brazil and Ecuador supply chain. Whenever you see a * next to the value, it means the Brazil and Ecuador values are included in the Global column.

2 Coaching in Ghana and Cameroon is taking place late during the reporting year. As the cut-off date for the data is June 30, 2024, not not all our efforts conducted until end of September 2024 are included in metrics.

Dashboard continued

FOCUS AREAS	ASSURED KPIS	DEFINITION	SCOPE OF ASSURANCE: COUNTRY OF ORIGIN			
			Côte d'Ivoire	Ghana	Cameroon	Global
	9. # and % of farms polygon mapped as part of our Promise supply chain ⁴	The number and percentage of cocoa plots that have been polygon mapped in our Promise supply chain ⁴	143,554 99.9%	81,406 96.0%	32,097 65.1%	257,856* 92.2%
	10. # and % of certified farmers mapped (=fully mapped) part of our Promise supply chain	The number and percentage of farmers for which all cocoa plots have been polygon mapped in our Promise supply chain	130,983 99.9%	30,302 93.1%	20,944 62.6%	183,027* 91.9%
	11. hectares of primary forest loss after January 2014 within mapped farm polygons part of our Promise supply chain (only significant [>0,5 ha] is taken into account)	Total size of primary forest loss from cocoa plots polygon mapped associated with farmers certified through CCP in crop year 2023/2024 and in our Promise supply chain, whose cumulative primary forest loss from January 2014 overlaps more than 0.5 ha with primary forest baseline of 2001	1	2	1,977	2,270*
	12. % of farms with primary forest loss after January 2014 relative to all mapped farms part of our Promise supply chain (only significant [>0,5 ha] is taken into account)	The percentage of cocoa plots in our Promise supply chain with primary forest loss after January 2014 relative to all polygon mapped cocoa plots	0.0%	0.0%	4.4%	0.8%*
	13. Farmers applying agroforestry ⁵	Farmers enrolled in an agroforestry program during crop year 2022/2023 ⁶	11,475	5,231	–	17,210*
	14. Cocoa agroforestry (in ha)	Farm area where non-cocoa trees were planted during crop year 2022/2023	22,883	6,635	–	29,518
	15. Multi-purpose trees distributed for on-farm planting	Total number of multipurpose trees distributed for on-farm planting during crop year 2022/2023	1,127,304	247,783	–	1,375,087
	16. # and % of farmers delivering volume through First Mile Traceability (1ML) within the Promise supply chain	The number and percentage of farmers in our Promise supply chain who have delivered cocoa beans through our first mile digital traceability system	101,735 78%	19,817 61%	11,800 35%	133,352 68%
	17. # and % of sustainable volume managed through digital First Mile Traceability	The number and percentage of Rainforest Alliance or Promise Verified beans sourced through our first mile digital traceability system	83,134 100%	8,845 100%	25,919 42%	117,898 76.6%
	18. % of sustainable cocoa volume sold (per calendar year) Jan-Jun 2024	The percentage of cocoa and chocolate products in bean equivalent sold as sustainable (Rainforest Alliance, Fairtrade, Promise Verified, or customers' own programs)	54%	54%	54%	54%

3 In Ghana and Cameroon, our Child Labor Monitoring and Remediation system program was launched late in the reporting year. As the cut-off date for the data is June 30, 2024, not all our efforts conducted until end of September 2024 are included in metrics. Percentage in Côte d'Ivoire considers total of farmers identified via Cargill Child Labor prediction model.

4 Cargill is not sourcing beans from all farmers supported/registered within Cargill Cocoa Promise network. On top of having an RA or PV certification, Cargill has also activated additional measures in Ghana and CIV to exclude, as much as possible, farmers not having all their cocoa plots polygon mapped or showing signs of deforestation since December 2014 from our sourcing activities.

5 Data related to the Agroforestry programs we implement is coming from partners we work with. These partners follow Cargill's Supplier Code of Conduct, which includes keeping accurate and honest records.

6 The agroforestry programs we conduct with our partners for crop year 2023/2024 run until end of September and therefore numbers were not available at the time of creation of this report.