

## W0. Introduction

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### W0.1

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**(W0.1) Give a general description of and introduction to your organization.**

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

Cargill's businesses are organized around four major segments:

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

Cargill has set the following reporting threshold for determining if a facility is considered material for reporting: facility uses less than 1000m<sup>3</sup>/month or a non-industrial facility (e.g. warehouse or office) with less than 200 FTE. As a result, the number of countries mentioned above does not correspond with the number of countries listed in W0.3.

### W0.2

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**(W0.2) State the start and end date of the year for which you are reporting data.**

	Start date	End date
Reporting year	January 1 2021	December 31 2021

### W0.3

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**(W0.3) Select the countries/areas in which you operate.**

Argentina  
Australia  
Belgium  
Bolivia (Plurinational State of)  
Brazil  
Bulgaria  
Cameroon  
Canada  
Chile  
China  
Colombia  
Costa Rica  
Côte d'Ivoire  
Ecuador  
Egypt  
France  
Germany  
Ghana  
Guatemala  
Honduras  
Hungary  
India  
Indonesia  
Ireland  
Italy  
Japan  
Jordan  
Kenya  
Malaysia  
Mexico  
Netherlands  
Nicaragua  
Norway  
Paraguay  
Peru  
Philippines  
Poland  
Portugal  
Republic of Korea  
Romania  
Russian Federation  
South Africa  
Spain  
Sri Lanka  
Switzerland  
Taiwan, China  
Thailand  
Turkey  
Ukraine  
United Kingdom of Great Britain and Northern Ireland  
United States of America  
Uruguay  
Venezuela (Bolivarian Republic of)  
Viet Nam

**W0.4**

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**(W0.4) Select the currency used for all financial information disclosed throughout your response.**

USD

**W0.5**

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**(W0.5) Select the option that best describes the reporting boundary for companies, entities, or groups for which water impacts on your business are being reported.**

Companies, entities or groups over which operational control is exercised

**W0.6**

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**(W0.6) Within this boundary, are there any geographies, facilities, water aspects, or other exclusions from your disclosure?**

No

W0.7

(W0.7) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization.	Provide your unique identifier
No	<Not Applicable>

W1. Current state

W1.1

(W1.1) Rate the importance (current and future) of water quality and water quantity to the success of your business.

	Direct use importance rating	Indirect use importance rating	Please explain
Sufficient amounts of good quality freshwater available for use	Important	Important	Primary use/why chosen importance rating was selected (Direct): Water is important for operations to run our facilities. Cargill uses water for utilities and in some processes, including manufacturing and maintaining food safety. Future water dependency: Reliance on good water quality is expected to remain the same due to the need for maintaining food safety standards for our own operations. Cargill has processes and equipment in place to ensure standards are met. Fluctuations in water quality or deteriorating quality is within the limits of what can be processed to ensure food quality standards. Primary use/why chosen importance rating was selected (Indirect): Water is important for indirect use as it is needed to grow the crops sourced and processed by Cargill. Many of the crops rely on rainwater and are not grown in water-stressed areas. Future water dependency: We do not expect major changes to future dependency on sufficient water quality because the main use is related to the water needed to grow the crops, which is primarily driven by rainwater. Regarding our reliance on irrigation, we do not foresee deteriorating quality as a risk, as the fluctuations in natural water bodies are not at a level that influences the ability for crops to grow. From mapping our supply chain, we do not see material origination regions that face saltwater intrusion that would significantly impact our future indirect use in our supply chain.
Sufficient amounts of recycled, brackish and/or produced water available for use	Not very important	Not very important	Primary use/why chosen importance rating was selected (Direct): Brackish water is used in some locations for cooling purposes. The use of brackish water is limited across Cargill's portfolio and is therefore not critical to the company's operations overall. Future water dependency: Dependency is not expected to differ in direct or indirect operations due to Cargill's very limited use of this type of water. Primary use/why chosen importance rating was selected (Indirect): The use of brackish water in the agricultural supply chain is very limited because crops typically have a low tolerance for brackish or salt water and is therefore not very important for our indirect use applications. Recycled water can be used, but the use is very limited as the main source is rainwater. Future water dependency: Dependency is not expected to differ in direct or indirect operations due to Cargill's very limited use of this type of water.

W1.2

(W1.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?

	% of sites/facilities/operations	Please explain
Water withdrawals – total volumes	76-99	Frequency and method of measurement: Water withdrawals are reported monthly in a water tracking system at the site-level. Data is sourced from water meters, water bills, and in some cases, calculations are derived from other available water data. All sites are required to have a water inventory that includes water intake volumes by source. For very small sites that are immaterial water users, this responsibility is limited to monitoring total water use.
Water withdrawals – volumes by source	76-99	Frequency and method of measurement: Water withdrawals by source are reported in a water tracking system monthly at the site-level. Data is sourced from water meters, water bills, and in some cases, calculations derived from other available water data. All sites are required to have a water inventory that includes water intake volumes by source. For very small sites that are immaterial water users, this responsibility is limited to monitoring total water use.
Entrained water associated with your metals & mining sector activities - total volumes [only metals and mining sector]	<Not Applicable>	<Not Applicable>
Produced water associated with your oil & gas sector activities - total volumes [only oil and gas sector]	<Not Applicable>	<Not Applicable>
Water withdrawals quality	76-99	Frequency and method of measurement: The quality of water withdrawals is measured and monitored at site level ranging from inline continuous monitoring to daily sampling, depending on water use and legal requirements. Cargill has additional requirements in its Global EHS requirements that go beyond legal obligations to measure and monitor access to safe drinking water at the sites. Monitoring coverage applies to sites where water withdrawals quality is relevant and not guaranteed by third party suppliers e.g., in case of direct intake by Cargill operations or due to food safety standards.
Water discharges – total volumes	76-99	Frequency and method of measurement: Water discharges are reported in a water tracking system monthly at the site level and aggregated at corporate level. At the site-level water discharges are monitored more frequently, ranging from inline flow meters for large water users to monthly totals for smaller sites. Data is sourced from water meters, water bills, and in some cases, calculations derived from other available water data. All sites with material water usage are required to have a water inventory that includes water discharge volumes by destination.
Water discharges – volumes by destination	76-99	Frequency and method of measurement: Water discharges by destination are reported in a water tracking system monthly at a site level and aggregated at the corporate level. At the site-level, water discharges are monitored more frequently, ranging from inline flow meters for large water users to monthly totals for smaller sites. Data is sourced from water meters, water bills, and in some cases, calculations are derived from other available water data. All sites with material usage are required to have a water inventory that includes water discharge volumes by destination.
Water discharges – volumes by treatment method	76-99	Frequency and method of measurement: Water discharges are reported in a water tracking system monthly at the site level and aggregated at the corporate level. At the site-level, water discharges are monitored more frequently, ranging from inline flow meters for large water users to monthly totals for smaller sites. Data is sourced from onsite monitoring, test, permits or other sources. Unless otherwise required by regulation, detailed water discharge tracking is required at sites based on water withdrawal volume and water stress criteria.
Water discharge quality – by standard effluent parameters	76-99	Frequency and method of measurement: Water discharge quality is monitored at the site level in accordance with legal requirements. Water discharge quality is reported in a water tracking system monthly at the corporate level for priority sites operating in areas that face water quality challenges. Data may be sourced from onsite monitoring, test, permits or other sources. Unless otherwise required by regulation, detailed water discharge tracking is required at sites based on water withdrawal volume and water stress criteria.
Water discharge quality – temperature	76-99	Frequency and method of measurement: Water discharge quality – temperature is monitored at the site level in accordance with legal requirements. Temperature of water discharged is monitored for all facilities where temperature is relevant, in case of direct discharges. This applies to facilities relying on large volumes of water for cooling purposes, like zero-contact cooling and facilities that might discharge process water at elevated temperatures. Onsite inline monitoring is used and may be integrated in operating systems or, if not integrated, detailed in Standard Operating Procedures for monitoring on site and documenting in daily report. Coverage applies to sites where water discharge quality - temperature is relevant.
Water consumption – total volume	76-99	Frequency and method of measurement: Water consumption is reported in a water tracking system monthly at the site-level. Data is sourced from water meters, water bills, and in some cases, calculations are derived from other available water data. For small sites that are immaterial water users, the water consumption is estimated based on reported intake and discharge volumes.
Water recycled/reused	51-75	Frequency and method of measurement: Water recycled/reused is reported in a water tracking system monthly at the site-level and aggregated at the corporate level. Data is sourced from water meters, water bills, and in some cases, calculations are derived from other available water data. Additionally, site level monitoring exists as part of water management practices, benchmarking, KPI's and regulatory requirements. Coverage applies to sites where water recycle/reuse is relevant. Small sites that are immaterial water users are exempt from this requirement.
The provision of fully-functioning, safely managed WASH services to all workers	100%	Frequency and method of measurement: Per Cargill Global EHS Requirements, for all employees under Cargill's direct control, control measures are identified and monitored to ensure access to safe water, sanitation, and hygiene at an appropriate level of standard. All sites are required to review and audit their performance against the Global EHS requirements at least every three years, based on risk assessments.

W1.2b

**(W1.2b) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, and how do these volumes compare to the previous reporting year?**

	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
Total withdrawals	339837	About the same	i) Explanation as to why or why not the volume has changed from the previous reporting year: The facilities with the largest water use are the salt production facilities that rely on ocean water as input material. The second-largest category are facilities that rely on once-through cooling water. Both volumes are not associated with material water impact and are therefore not expected to change significantly. ii) Description of how future volumes may vary: Cargill operates a diverse portfolio of facilities in more than 55 countries. Due to the diversity of operations and locations, we expect generally stable water withdrawals, discharges, and consumption from year to year.
Total discharges	200909	Lower	i) Explanation as to why or why not the volume has changed from the previous reporting year: Cargill updated its reporting system to align with the water inventory accounting. As a result, we have found some inconsistencies in our reporting. We are improving our water data quality control as part of our continued focus on water stewardship. The difference in reported data is primarily driven by changes in reporting at our salt facilities, where large volumes of water are used and consistency in reporting standards have been applied. ii) Description of how future volumes may vary: Cargill operates a diverse portfolio of facilities in more than 55 countries. Due to the diversity of operations and locations, we expect generally stable water withdrawals, discharges, and consumption from year-to-year. Future changes in volume will primarily be driven by acquisitions and divestitures. A large part of this total discharges is driven by Once-Through Cooling and is not expected to vary significantly.
Total consumption	138928	Higher	i) Explanation as to why volume changed from the previous reporting year: Cargill updated the Cargill reporting system to align with the water inventory accounting. As a result, we have found some inconsistencies in our reporting. We are improving our water data quality control as part of our continued focus on water stewardship. Due to this improvement in accounting, we have discovered some consumption values that were not included previously increasing our overall consumption from last year. For example, one of our salt plants had not included the salt water in their input as part of the total withdrawal. The water is evaporated using sunlight and therefore adds a significant volume to total consumption. ii) Description of how future volumes may vary: Cargill operates a diverse portfolio of facilities in more than 55 countries. Due to the diversity of operations and locations we expect generally stable water withdrawals, discharges, and consumption from year to year. Total consumption is mainly driven by our salt business where saltwater is evaporated. Other businesses that have significant consumption are the Cargill Starches, Sweeteners and Texturizer businesses due to utilities and cooling water evaporation. Future volumes won't change significantly as we primarily focus on reduction of water consumption in water-stressed regions which accounts for a small portion of the total consumption.

**W1.2d**

**(W1.2d) Indicate whether water is withdrawn from areas with water stress and provide the proportion.**

	Withdrawals are from areas with water stress	% withdrawn from areas with water stress	Comparison with previous reporting year	Identification tool	Please explain
Row 1	Yes	11-25	Lower	WRI Aqueduct	i) A company-specific explanation of how the selected tool was applied to evaluate whether the water has been withdrawn from stressed areas. Aqueduct Global Maps 3.0 Data was downloaded from <a href="https://www.wri.org/aqueduct/data">https://www.wri.org/aqueduct/data</a> . The shape file which includes baseline water stress by basin was spatially joined to a file containing the geolocations of all Cargill sites. The results include a baseline water stress percent for all sites. A 40% threshold, meaning watersheds in which total annual withdrawals represent 40% or more of renewable supply, are deemed a priority due to severity of the water challenge. Cargill updated its reporting system to align with the water inventory accounting. The volume of water withdrawn in water stressed regions has decreased. We are implementing our water stewardship program at priority facilities, including all material water users in water stressed regions. The increased focus on water monitoring has led to a reduction in withdrawal. A large part of this total volume withdrawn in water stressed regions is driven by Once Through Cooling from facilities that are classified as water stressed according to the Aqueduct maps. These facilities are located next to a large river or rely on saltwater, and have little consumptive use; therefore, the future amount of water withdrawn in water stressed areas is expected to remain about the same, but will also be influenced by acquisitions and divestitures. For example, an acquisition in China in a water-stressed region will add to our future water withdrawal in water-stressed regions.

**W1.2h**

(W1.2h) Provide total water withdrawal data by source.

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
Fresh surface water, including rainwater, water from wetlands, rivers, and lakes	Relevant	108140	About the same	i) Why water withdrawal from this particular source is relevant: The availability of water is critical for operations. Most of the facilities that rely on direct fresh surface water are located in regions with abundant water resources. In some cases, alternative sources might not be available, or only available at higher cost. The volumes are reported as part of our water inventory requirements and to help each location understand its impact in the local context. ii) Why or why not the volume has changed from the previous reporting year: Due to the diversity of operations and locations we expect generally stable water withdraws, discharges, and consumption from year to year. Most of the withdrawal of groundwater volume is discharged in the watershed after treatment and is withdrawn in areas that are not facing water stress. These volumes fluctuate but on average stay about the same.
Brackish surface water/Seawater	Relevant	93861	Higher	i) Why water withdrawal from this particular source is relevant: Cargill's water strategy focuses on driving change based on where it is needed most and where we can drive positive change. Cargill's use of brackish water and seawater is not facing depletion. The volumes are reported as part of our water inventory requirements and to help each location understand its impact in the local context.
Groundwater – renewable	Relevant	53017	About the same	i) Why water withdrawal from this particular source is relevant: Cargill facilities rely on renewable groundwater as they use shallow wells. Only a few sites rely solely on direct withdrawal from ground water. The availability of water is critical for operations and in some cases alternative sources might not be available, or only available at higher cost. Monitoring of groundwater availability is integrated into our water risk assessment. ii) Why or why not the volume has changed from the previous reporting year: Our use of groundwater has decreased slightly, due to the divested plants in Venezuela that were relying on groundwater, however, overall the usage is about the same. Due to the diversity of operations and locations, we expect generally stable water withdraws, discharges, and consumption from year to year. Most of the withdrawal volume from renewable groundwater consist of zero-contact water. These volumes fluctuate but on average stay about the same.
Groundwater – non-renewable	Not relevant	<Not Applicable>	<Not Applicable>	Cargill does not source groundwater from non-renewable sources i.e., water from sources with a negligible rate of natural recharge (more than 50 years), instead Cargill sources from groundwater from aquifers that can replenish through rainfall and hydrologic connectivity to surface water sources.
Produced/Entrained water	Relevant	325	Higher	i) Why water withdrawal from this particular source is relevant: We track produced/entrained water to facilitate sites tracking these volumes to close their water balance. Our corn processing facilities track water entering the process through raw material. At a Cargill-level, this volume is not material for our overall water usage and impact on water resources. Future produced/entrained water is expected to be about the same, although we may see minor changes.
Third party sources	Relevant	84528	About the same	i) Why water withdrawal from this particular source is relevant: Cargill facilities require a secure and reliable water source with consistent good quality to assure food safety standards. Municipal water supply is often used for food processing steps. Due to the diversity of operations and locations we see some changes in water sources that are used and some sites use different sources depending on the quality standard required for the specific process step, thus combining city water with e.g., fresh surface water. ii) Why volume has changed from the previous reporting year: Cargill updated its reporting system to align with the water inventory accounting. As a result, the water withdrawn is reported more consistently. Overall, we see about the same levels of water supply from third party sources.

W1.2i

(W1.2i) Provide total water discharge data by destination.

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
Fresh surface water	Relevant	127264	About the same	i) Relevance of destination: Direct discharge is relevant due to the regulatory requirements that are associated with discharge to surface water. Also, it is important to understand the discharge volumes by destination to understand the environmental impact. Most of the volume is associated with zero-contact water, which has the same composition as the withdrawal and only a change in temperature. ii) The volume has gone up slightly due to changes in production and acquisitions, but overall the total volume is about the same. From the newly acquired sites, we see that most of the water use is associated with sanitation and food safety standards, which has little consumptive use associated, therefore close to the entire volume of the water use is returned to the source it was withdrawn from. Due to the increased focus on water consumption, we see an increase in the discharge volumes being reported and increased understanding of the site footprint in the local watershed context.
Brackish surface water/seawater	Relevant	16962	About the same	i) Why water discharges to this particular destination is relevant; A number of our facilities are located close to the sea. The discharge volumes to saltwater are important to understand the site footprint in the local context and have an accurate calculation of the consumptive use of a facility. A recent update was made to the reporting scheme to aggregate the data at the global level. ii) Why volume has changed from previous reporting year: Volumes have stayed consistent from the previous reporting year, because we did not have a change in reporting scheme and reporting boundary for this discharge type the volume has stayed consistent. The two largest sites rely on once through cooling and we do not expect fluctuations
Groundwater	Relevant	8791	Lower	i) Why water discharges to this particular destination is relevant: This volume is tracked to ensure that we understand the impact of the facility on groundwater and can calculate the consumptive use of the facility. For example, our Tropical Palm facilities in Indonesia discharge to land to keep the water available in the local watershed. ii) Why volume has changed from the previous reporting year. Cargill updated its reporting system to align with the water inventory accounting. As a result, water discharge is reported more consistently. Due to a divestiture in South America during 2021 our groundwater discharge has reduced.
Third-party destinations	Relevant	56240	About the same	i) Why water discharges to this particular destination is relevant: Many of our facilities discharge to an external wastewater treatment plant, (e.g. municipal treatment works, POTW). Most of our facilities are small water users, where discharge to an external wastewater treatment is the preferred option. In the case of larger facilities external treatment is often combined with internal pre-treatment. Collaboration and alignment are important to optimize both our internal treatment and the external wastewater treatment steps. ii) Why volume has changed from the previous reporting year: Volumes have stayed consistent from the previous reporting year, because we did not have a change in reporting scheme and reporting boundary for this discharge type has stayed consistent.

W1.2j

**(W1.2j) Within your direct operations, indicate the highest level(s) to which you treat your discharge.**

	Relevance of treatment level to discharge	Volume (megaliters/year)	Comparison of treated volume with previous reporting year	% of your sites/facilities/operations this volume applies to	Please explain
Tertiary treatment	Relevant	134897	About the same	41-50	Due to the nature of our business, our wastewater streams often include nutrients. In the design of the wastewater treatment plants, we optimize for both nutrient removal and removal for organic matter; therefore, we don't differentiate between tertiary treatment and secondary treatment. Cargill's Global Environmental Health and Safety (EHS) requirements for water ensures that Cargill meets or exceeds applicable national, state and local water-related laws and regulations. For example, our internal EHS audits review compliance programs at minimum every three years, and more often if water risk exposure has been identified. The audit includes performance against regulatory compliance and overall governance of the water compliance systems requirements.
Secondary treatment	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	Due to the nature of our business, our wastewater streams often include nutrients. In the design of the wastewater treatment plants, we optimize for both nutrient removal and removal for organic matter; therefore, we don't differentiate between tertiary treatment and secondary treatment.
Primary treatment only	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	As part of our updated water strategy, we focus on shared water challenges and our contribution to these challenges. In the case of sites operating in regions that face water quality challenges, sites are required to monitor their monthly pollutant loads after final discharge. Cargill's wastewater treatment streams often contain easily degradable organic matter that is an essential component for the optimized treatment and nutrient removal of a wastewater treatment plant.
Discharge to the natural environment without treatment	Relevant	0	About the same	Less than 1%	This is part of our Environmental Health and Safety (EHS) Water requirements and water commitments to eliminate all discharge to the natural environment without treatment. Cargill's Global EHS requirements for water ensures that Cargill meets or exceeds applicable national, state and local water-related laws and regulations, this is inclusive of discharge to the natural environment without treatment. For example, our internal EHS audits review compliance programs at minimum every three years, and more often if water risk exposure has been identified. The audit includes performance against regulatory compliance and overall governance of the water compliance systems requirements.
Discharge to a third party without treatment	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	As part of our updated water strategy, we focus on shared water challenges and our contribution to these challenges. In the case of sites operating in regions that face water quality challenges, sites are required to monitor their monthly pollutant loads after final discharge. Cargill's wastewater treatment streams often contain easily degradable organic matter that is an essential component for the optimized treatment and nutrient removal of a wastewater treatment plant. For example, in Bergen op Zoom, Netherlands, we align with the receiving municipal treatment plant on the actual load, as well as the ratio of organic matter to other nutrients and suspended solids to optimize the treatment for all stakeholders.
Other	Please select	<Not Applicable>	<Not Applicable>	<Not Applicable>	

**W1.3**

**(W1.3) Provide a figure for your organization's total water withdrawal efficiency.**

	Revenue	Total water withdrawal volume (megaliters)	Total water withdrawal efficiency	Anticipated forward trend
Row 1	13440000000	339876	395438.336334428	About the Same. Shifts in portfolio might influence the overall balance; for example, our salt business is the largest water user due to the ocean water intake for salt production. We expect an improvement in water efficiency in water-stressed regions, however the amount of water withdrawn in water stressed regions is small compared to the ocean water intake. We have used our FY21 revenue as the denominator as FY22 results have not been released as of the CDP deadline.

**W1.4**

**(W1.4) Do you engage with your value chain on water-related issues?**

- Yes, our suppliers
- Yes, our customers or other value chain partners

**W1.4a**

**(W1.4a) What proportion of suppliers do you request to report on their water use, risks and/or management information and what proportion of your procurement spend does this represent?**

**Row 1**

**% of suppliers by number**

1-25

**% of total procurement spend**

1-25

**Rationale for this coverage**

i) Supplier selection: Cargill prioritizes a subset of suppliers to drive change in regions facing water challenges as informed by our water risk assessment where we used data models to determine water footprints for the different origination regions. Suppliers are selected based on geographic region, product sourced, and involvement in various conservation programs. ii) Incentivization: Suppliers may receive compensation for participating in and reporting through various conservation programs. For example, farmers participating in the Central Nebraska Irrigation Project (CNIP), launched in May 2018 by The Nature Conservancy along with Nestlé Purina and Cargill to improve the sustainability of the beef supply chain, are provided with a suite of irrigation technology, technical support, training, Field to Market enrolment, and a platform to share their conservation stories. In exchange producers provide feedback and data around irrigation.

**Impact of the engagement and measures of success**

i) Type of information requested: Information collected from suppliers is determined by the specific program requirements. Depending on the program goals, requests may include adoption of conservation practices, volume of water saved/reduced, and/or volume of nutrient application reduced. ii) How information is used: Information from suppliers is used for reporting and tracking progress against Cargill water targets. With supplier approval, information may be shared with customers or other program stakeholders. iii) Success metrics: Metrics vary across programs, and may include: # of acres enrolled, # of acres with practices adopted, kg of nitrogen reduced, volume of water restored or reduced. At the launch of CNIP, Cargill and our partners aimed to support farmers to conserve up to 2.4 billion gallons of irrigation water over the course of the initiative. Across 4 irrigation seasons, from 2018 to 2021, the project's university partner estimates through modelling that farmers have achieved the target to save the estimated 2.4 billion gallons of water.

**Comment**

Cargill has set ambitious, context-based targets for priority watersheds in regions in our agricultural supply chain. Setting these targets has required us to have a thorough understanding of our origination regions, the water challenges, and our footprint. We have used global models to map more than 80% of our agricultural supply chain. Because of the risk assessment of our supply chain, we can focus our effort on those regions that face water challenges and where we can drive positive change.

**W1.4b**

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**(W1.4b) Provide details of any other water-related supplier engagement activity.**

**Type of engagement**

Incentivizing for improved water management and stewardship

**Details of engagement**

Offer financial incentives to suppliers improving water management and stewardship across their own operations and supply chain

**% of suppliers by number**

Less than 1%

**% of total procurement spend**

Less than 1%

**Rationale for the coverage of your engagement**

i) Engagement coverage: Cargill has set ambitious, context-based targets for priority watersheds in regions in our agricultural supply chain. Our commitment is to restore 600 billion liters of water and reduce 5 million kg of pollutants in priority watersheds. We have used global models to map more than 80% of our agricultural supply chain to understand our origination regions, the water challenges and our footprint and focus our efforts. To achieve our targets, we will drive change by connecting with farmers and producers to pursue identified opportunities to address shared water challenges in the local context. For example, to advance water use efficiency, farmers participating in the Central Nebraska Irrigation Project (CNIP), launched in May 2018 by The Nature Conservancy along with Nestlé Purina and Cargill to improve the sustainability of the beef supply chain, are provided with a suite of irrigation technology, technical support, training, Field to Market enrolment, and a platform to share their conservation stories. In exchange producers provide feedback and data around irrigation.

**Impact of the engagement and measures of success**

Since the launch of CNIP, Cargill and our partners aimed to support farmers to conserve up to 2.4 billion gallons of irrigation water over the course of the initiative. Across 4 irrigation seasons, from 2018 to 2021, the project's university partner estimates through modelling that farmers have achieved the target to save the estimated 2.4 billion gallons of water.

**Comment**

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**W1.4c**

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**(W1.4c) What is your organization's rationale and strategy for prioritizing engagements with customers or other partners in its value chain?**

i) Engagement partners and rationale: Cargill prioritizes engagement with partners, customers and other stakeholders across the supply chain to help implement sustainable agriculture practices that unlock the climate change mitigating potential in farmland and natural ecosystems, which directly ties to Cargill's commitment to mitigate climate change, protect and enhance water resources and promote farmer livelihoods. Specifically, we work with customers and partners toward our goal to advance regenerative agriculture practices across 10 million acres of North American row crop farmland by 2030. Prioritization is based on strategic alignment with the customer and/or partner, and may include priority alignment, geographic alignment, and/or alignment of desired outcomes.

ii) Method of engagement: Cargill identifies partnership opportunities to encourage sustainable agriculture practices that improve water quality and availability, while supporting farmer livelihoods and community resilience. For example, in 2018 Cargill initiated a 3-year partnership with Nestlé Purina and The Nature Conservancy to improve the sustainability of the beef supply chain. Using cutting-edge smart weather sensors, farmers will conserve up to 2.4 billion gallons of irrigation water.

iii) Success measures: Depending on the project, success metrics may include volume of water resorted, kg of pollution reduced, and/or improved access to safe drinking water. These metrics may be directly measured or estimated depending on project type and data availability. Farmers have saved 1.98 billion gallons of water over the course of their participation in this project. Additionally, farmer value is a core success measure for all Cargill sustainability activities to help make the business of agriculture more sustainable for all involved.

**W2. Business impacts**

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**W2.1**

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**(W2.1) Has your organization experienced any detrimental water-related impacts?**

Yes

**W2.1a**

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**(W2.1a) Describe the water-related detrimental impacts experienced by your organization, your response, and the total financial impact.**

**Country/Area & River basin**

Germany	Other, please specify (Main River)
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**Type of impact driver & Primary impact driver**

Acute physical	Flood (coastal, fluvial, pluvial, groundwater)
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**Primary impact**

Supply chain disruption

**Description of impact**

i) A company-specific description for the primary impact chosen: Cargill operates a plant in Germany within an industrial park that has an off-site ship unloading dock located in the flood risk zone of the Main River. The Main River is subject to flooding in the summer and low water levels in the dry season. The production site is not within the Main River flood risk zone, but if flooding does occur, the inability to use the unloading dock will prevent the raw material oil from being able to enter the site. This supply chain disruption may eventually stall production. This is one example of Cargill facilities that are located along waterways that are at risk for production and or supply chain disruption due to water level fluctuations. ii) An indication of the scale of the impact, e.g. whether the impact is substantive: The inability to use the unloading dock will prevent the raw material oil from being able to enter the site. This will eventually stall production. The average standstill due to flooding or high-water level in the Main River is 2-3 days per year, the reserve oil tanks on site can sustain the production for at most a week. The financial impact – in terms of the cost required to manage supply chain disruptions – is not considered substantive for Cargill as it presents 0.09% of our total Adjusted Operating Earnings (AOE).

**Primary response**

Amend the Business Continuity Plan

**Total financial impact**

5000000

**Description of response**

i) How cost estimate was derived: Cost estimate was derived by the cost of shipping raw material via rail rather than river. Referencing both past drought events that drastically reduced production due to drop in available supply and estimated rail delivery costs to match quantity received via river. The sum of these scenarios is reported as our cost estimate. ii) Explanation of response strategy to address the impact reported: Due to the uncertain weather patterns that impact water levels along the Main River, Cargill established a reliable alternative route via train to secure the delivery of raw materials during periods of high and low water levels in the Main River.

**Country/Area & River basin**

Côte d'Ivoire	Sassandra - Davo
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**Type of impact driver & Primary impact driver**

Reputation & markets	Inadequate access to water, sanitation, and hygiene services
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**Primary impact**

Constraint to growth

**Description of impact**

i) A company-specific description for the primary impact chosen: Our global ambition is to achieve sustainable water management in our operations and all priority watersheds by 2030. This includes efforts on providing access to clean drinking water. In 2021, Cargill launched Cargill Currents, a partnership with the Global Water Challenge. This community water initiative was developed to address water challenges faced by local communities in priority watersheds. We are proactively working within our supply chain to address growth constraints by developing resiliency through water access programs to maintain sustainable growth in the region and continue to serve our customers. ii) An indication of the scale of the impact, e.g. whether the impact is substantive: The Global Water Challenge is designed to build community resilience, promote economic development and deliver multiple socio-economic and sustainability co-benefits beyond just water access, including improved farmer livelihoods, improved community health, women's empowerment and climate change resilience. The financial impact – in terms of the cost required to manage the program– is not considered substantive for Cargill as it presents 0.002% of our total AOE.

**Primary response**

Engage with NGOs/special interest groups

**Total financial impact**

125000

**Description of response**

i) How cost estimate was derived: Cargill worked with our partner CARE to implement our WASH programming. The specific project will provide families with 5 high-need cocoa farming communities with reliable access to drinking water. The project will construct 5 solar pumps and support community WASH committees in water point management, sanitation and hygiene promotion. The project will also empower women by promoting leadership opportunities and increasing participation in WASH decision making. The estimated cost for this infrastructure and training is \$125,000. ii) Explanation of response strategy to address the impact reported: The Global Water Challenge is designed to build community resilience, promote economic development and deliver multiple socio-economic and sustainability co-benefits beyond just water access, including improved farmer livelihoods, improved community health, women's empowerment and climate change resilience. By strengthening communities in Cote d'Ivoire through safe water access we support our cocoa supply chain.

**W2.2**

**(W2.2) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?**

Yes, fines, enforcement orders or other penalties but none that are considered as significant

## W2.2a

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(W2.2a) Provide the total number and financial value of all water-related fines.

### Row 1

**Total number of fines**

7

**Total value of fines**

26135

**% of total facilities/operations associated**

0.98

**Number of fines compared to previous reporting year**

Higher

**Comment**

Cargill operates a diverse portfolio of facilities in more than 55 countries. Cargill continues to improve their global environmental compliance requirements and associated monitoring and investigations. Our goal is to cause zero harm and adhere to our guiding principle to obey the law.

## W3. Procedures

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### W3.3

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(W3.3) Does your organization undertake a water-related risk assessment?

Yes, water-related risks are assessed

### W3.3a

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(W3.3a) Select the options that best describe your procedures for identifying and assessing water-related risks.

**Value chain stage**

Direct operations

**Coverage**

Full

**Risk assessment procedure**

Water risks are assessed as a standalone issue

**Frequency of assessment**

Annually

**How far into the future are risks considered?**

More than 6 years

**Type of tools and methods used**

Tools on the market

**Tools and methods used**

WRI Aqueduct

**Contextual issues considered**

Water availability at a basin/catchment level

Water quality at a basin/catchment level

Stakeholder conflicts concerning water resources at a basin/catchment level

Implications of water on your key commodities/raw materials

Water regulatory frameworks

Status of ecosystems and habitats

Access to fully-functioning, safely managed WASH services for all employees

**Stakeholders considered**

Customers

Employees

Local communities

NGOs

Regulators

Suppliers

Water utilities at a local level

**Comment**

Water stress dataset from WRI Aqueduct 3 are applied with a 40% threshold, meaning watersheds in which total annual withdrawals represent 40% or more of renewable supply are deemed a priority due to severity of the water challenge Hofste, R., S. Kuzma, S. Walker, E.H. Sutanudjaja, et. al. 2019. "Aqueduct 3.0: Updated Decision-Relevant Global Water Risk Indicators." Technical Note. Washington, DC: World Resources Institute. Available online at: <https://www.wri.org/publication/aqueduct-30>.

#### Value chain stage

Supply chain

#### Coverage

Full

#### Risk assessment procedure

Water risks are assessed as a standalone issue

#### Frequency of assessment

Annually

#### How far into the future are risks considered?

More than 6 years

#### Type of tools and methods used

Tools on the market

#### Tools and methods used

WRI Aqueduct

Other, please specify (OECD (2017), Water Risk Hotspots for Agriculture, Beusen, A.H.W., et al. 2015, White et al., 2015))

#### Contextual issues considered

Water availability at a basin/catchment level

Water quality at a basin/catchment level

Stakeholder conflicts concerning water resources at a basin/catchment level

Implications of water on your key commodities/raw materials

Water regulatory frameworks

Status of ecosystems and habitats

#### Stakeholders considered

Customers

Employees

Local communities

NGOs

Regulators

Suppliers

Water utilities at a local level

Other water users at the basin/catchment level

#### Comment

Our water risk assessment for our supply chain is an integral part of our water strategy and target setting. WRI and Cargill jointly developed an approach to setting enterprise water targets that strived to balance scientific rigor and pragmatism. • Cargill and WRI prioritized two sections of Cargill's global value chain: the upstream agricultural crop supply chain and direct operations. Cargill's agricultural supply chain as well as our direct operations were identified as the most essential given the impact and dependency on water resources and ability to drive change in these sections of the value • WRI and Cargill assessed risks most important to Cargill's business, people and agriculture: water availability, water quality, and access to water. Using WRI's Aqueduct suite of tools, we assessed global indicators for these water risks for each catchment in which Cargill operates or from which Cargill sources agricultural crops. • In response to factors such as data availability and direct control, Cargill set a combination of outcome- and process-oriented targets for each of its priority catchments and facilities. A globally applicable threshold for desired conditions was set for each water challenge and compared to current conditions to calculate the change required at a catchment scale. Then, for each priority watershed, this percentage change required was multiplied by the relevant footprint to quantify each Cargill- and catchment-specific target. The detailed methodology is described in the practice note published by WRI: Developing Enterprise Water Targets Informed by Local Contexts: Cargill's Approach | World Resources Institute (wri.org)

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W3.3b

**(W3.3b) Describe your organization's process for identifying, assessing, and responding to water-related risks within your direct operations and other stages of your value chain.**

i) Our water risk assessment for our supply chain is an integral part of our water strategy and target setting. The detailed methodology is described in the practice note published by WRI: [Developing Enterprise Water Targets Informed by Local Contexts: Cargill's Approach | World Resources Institute \(wri.org\)](#) WRI and Cargill jointly developed an approach to setting enterprise water targets that strived to balance scientific rigor and pragmatism. Our water risk assessment is integrated into our water strategy and target setting process that consist of three steps.

Step 1 is to assess and prioritize the sections of the value chain that have the most important dependencies or impacts on water resources. Cargill and WRI prioritized two sections of Cargill's global value chain: the upstream agricultural crop supply chain and direct operations. Cargill's agricultural supply chain as well as our direct operations were identified as the most essential given the impact and dependency on water resources and ability to drive change in these sections of the value chain.

Step 2 is to assess water-related risks and prioritize locations within the sections of the

value chain identified in Step 1. This water risk assessment for operations and supply chains is incorporated in this step. WRI and Cargill assessed risks most important to Cargill's business and to people and agriculture: water availability, water quality, and access to water. Using WRI's Aqueduct suite of tools, we assessed global indicators for these water risks for each catchment in which Cargill operates or from which Cargill sources agricultural crops. Catchments whose water risk values exceeded the predetermined desired condition threshold were prioritized for the severity of the water challenge. We also determined materiality thresholds, such as the proportional share of water consumption attributable to Cargill's agricultural supply chains in the catchments, to prioritize action based on Cargill's value chain footprint. Catchments exceeding both thresholds were prioritized for target-setting.

ii) Step 3 is to set targets for the sections of the value chain identified in Step 1 and for the water challenges and locations identified in Step 2. Enterprise water targets should drive action at the local level that is at least proportional to the severity of the water challenge and the company's contribution to that challenge. In response to factors such as data availability and direct control, Cargill set a combination of outcome- and process-oriented targets for each of its priority catchments and facilities.

By 2030, Cargill will:

- Restore 600 billion liters of water in priority watersheds.
- Reduce 5 million kg of water pollutants in priority watersheds.
- Implement our Water Stewardship program at 74 priority facilities.
- Improve access to safe drinking water in 25 priority watersheds. Priority facilities and priority watersheds will be re-assessed on a regular basis to reflect best available science and shifts in operations and supply chains. They may change over time due to acquisitions, divestitures, or significant changes to our operations.

iii) & iv) We do additional separate water risk assessments for operations. For operations we include scenario analysis that include community concerns, customer concerns for product supply, employee access to WASH, changes in regulations, utility water capacity and NGO and community concerns around surrounding water bodies and ecosystems (such as water availability and quality). For supply chains, we use the risk assessment and prioritization as part of our strategy and target setting to tailor our action to the local context, and commodity, using additional local risk assessments. As agricultural commodities are central to our business, in our prioritization we place particular consideration to the impact of a local water context on our key commodities such as corn, soy, cattle, canola and sunflower oil. In the priority watersheds we work together with local stakeholders, like NGO's, regulators and partners in our supply chains to identify possible pathways to drive change at a local level. This process allows us to leverage local knowledge and expertise to for an overview of the shared water challenges. Depending on the local conditions, this includes additional studies into local hydrology, landscape assessment of ecosystems and/or regulatory landscape assessment for upcoming regulations. The ownership of this refinement lies with the local teams that are empowered to identify solutions that align with the local conditions in the watershed. For example, stakeholder conflicts between improving farmer livelihood through increased water efficiency and sustainable water use at a watershed level requires new pathways to enable scalable solutions to achieve sustainable water resources.

## W4. Risks and opportunities

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### W4.1

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**(W4.1) Have you identified any inherent water-related risks with the potential to have a substantive financial or strategic impact on your business?**

No

### W4.1a

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**(W4.1a) How does your organization define substantive financial or strategic impact on your business?**

i) Definition of substantive financial or strategic impact: Cargill's risk rating framework is aligned to our overall risk assessment criteria used for audit and compliance issues. The framework defines substantive impacts and related risks as those escalated to senior leadership and ultimately the Board, e.g. risks rated Important / Significant / Critical gets reported to the Audit Committee of the Board. The framework is underscored by a definition of substantive financial or strategic impact based on our values and obligations to deliver to our customers. Our threshold for determining risk level is as follows: Low: < 0.04% of projected Adjusted Operating Earnings (AOE); Moderate: 0.04% - 0.2% of projected AOE; Important: 0.2% - 1% of projected AOE; Significant: 1% - 3% of projected AOE; Critical: >3% of projected AOE.

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

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

iv) Scope of definition: Our definition and metrics apply to our operations, supply chain and communities.

v) Example of substantive impact: An example of potential substantive impact is the situation where the external wastewater treatment capacity that treats industrial wastewater is limited, due to our contribution. This can cause disruptions due to restrictions in discharge. In the case where there are limited other operating facilities in the same geography this could lead to a situation where customers are affected. Another example would be the reputational and brand risk associated with sourcing in specific geographies that could affect our brand. Through the geographic diversification of our operations and sourcing regions we prevent impact in most of the regions where we operate.

**W4.2b**

**(W4.2b) Why does your organization not consider itself exposed to water risks in its direct operations with the potential to have a substantive financial or strategic impact?**

	Primary reason	Please explain
Row 1	Risks exist, but no substantive impact anticipated	Why risk exposure is not considered substantive: Cargill is a geographically and operationally diverse company operating in more than 70 countries across numerous agricultural supply chains. Due to our size and revenues, individual sites exposed to water-related risks are not likely to pose a substantive financial or strategic risk to the company as a whole. We screen for water risk using the Aqueduct water risk assessment, followed with a site water risk assessment for sites with material water use. 214 sites what material water use have been identified. The sites with water risk exposure assess both likelihood, impact and risk mitigation actions in place for risk driver related to water. The risk assessment are completed at least every 3 years, in accordance with our global water policy. For example, our protein processing plant in Thailand faces seasonal water scarcity that can result in additional cost for water supply to keep operations running. Cargill is implementing its water stewardship program in response at this location, aligned to our corporate water strategy. Even though the cost is material at a local level, these increased costs associated with the alternative water supply don't reach the threshold for a substantive impact for Cargill, defined at 50 million USD.

**W4.2c**

**(W4.2c) Why does your organization not consider itself exposed to water risks in its value chain (beyond direct operations) with the potential to have a substantive financial or strategic impact?**

	Primary reason	Please explain
Row 1	Risks exist, but no substantive impact anticipated	Why risk exposure is not considered substantive: Cargill is a geographically and operationally diverse company operating in more than 70 countries across numerous agricultural supply chains. Due to our size and revenues, individual sites exposed to water-related risks are not likely to pose a substantive financial or strategic risk to the company as a whole. We have mapped our supply and screened all main agricultural materials against water depletion, excess nutrients and limited access to safe drinking water at a HydroBoasin6 level. Origination regions that have exposure to any of these global water challenges where we have a material footprint are included in our target setting. The value chain risk assessment shows that we have exposure to water depletion in our supply chain, however our calculations show that the potential impact does not meet the threshold for substantive financial or strategic impact. We based our calculations on the value at risk and a likelihood for the risk to materialize, based on the level of depletion in the watershed. For example, our risk analysis in the supply chain has led to identifying priority watersheds in Mexico, while this risk does not fit our definition of substantive impact defined as 50 million USD, we have set targets to improve water availability. We have committed to restore 600 billion litres across priority watersheds, including the identified priority watersheds in Mexico.

**W4.3**

**(W4.3) Have you identified any water-related opportunities with the potential to have a substantive financial or strategic impact on your business?**

Yes, we have identified opportunities, and some/all are being realized

**W4.3a**

**(W4.3a) Provide details of opportunities currently being realized that could have a substantive financial or strategic impact on your business.**

**Type of opportunity**

Other

**Primary water-related opportunity**

Other, please specify (Resilience to future regulatory changes)

**Company-specific description & strategy to realize opportunity**

i) Why opportunity is considered strategic: Cargill's strategy is underpinned by the role of technology, digitalization and innovation to evolve the food and agricultural industries and change the way we feed the world's growing population while also protecting the planet. ii) Action to realize opportunity: Our Global Research and Development team includes more than 1,500 research, development, applications, technical services, and intellectual property specialists working in more than 200 locations. Together, they provide a spectrum of services encompassing technical service, applications, development, research, intellectual asset management, and scientific and regulatory affairs. Specifically, the teams look in our product development and operations into technologies that reduce the negative impact on water quality and improve water efficiency in our products and processes. iii) An example of the strategy in action: Within our operations, we connect our R&D teams and manufacturing excellence teams on best practices and innovative solutions related to water treatment and technology. Recent topics have covered membrane technology in wastewater treatment and optimization of wastewater treatment plants for sludge treatment and energy consumption. We see these innovations as having a strategic impact because of the connection between energy and water for operations.

**Estimated timeframe for realization**

1 to 3 years

**Magnitude of potential financial impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, an estimated range

**Potential financial impact figure (currency)**

<Not Applicable>

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

50000

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

1000000

**Explanation of financial impact**

Our analysis to build in resiliency in wastewater treatment to prepare for future regulations and achieve more stable operations has showed significant opportunities to improve reliability. The cost savings associated with the optimization were relatively small and the opportunity is more strategically driven, than driven by financial impact. We estimated the potential financial impact by looking at which other facilities in similar regions could benefit from improved reliability in the wastewater treatment plant.

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**W6. Governance**

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**W6.1**

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**(W6.1) Does your organization have a water policy?**

Yes, we have a documented water policy, but it is not publicly available

**W6.1a**

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**(W6.1a) Select the options that best describe the scope and content of your water policy.**

	Scope	Content	Please explain
Row 1	Company-wide	Description of business dependency on water Description of business impact on water Description of water-related performance standards for direct operations Description of water-related standards for procurement Reference to international standards and widely-recognized water initiatives Company water targets and goals Commitment to align with public policy initiatives, such as the SDGs Commitments beyond regulatory compliance Commitment to water-related innovation Commitment to stakeholder awareness and education Commitment to water stewardship and/or collective action Commitment to safely managed Water, Sanitation and Hygiene (WASH) in the workplace Commitment to safely managed Water, Sanitation and Hygiene (WASH) in local communities Acknowledgement of the human right to water and sanitation Recognition of environmental linkages, for example, due to climate change	i) A rationale for the scope selected: Cargill's approach toward water stewardship is published on our website: <a href="https://www.cargill.com/sustainability/priorities/water-resources">https://www.cargill.com/sustainability/priorities/water-resources</a> and applies company-wide. The webpage describes how we focus our efforts on improving water availability and quality in the supply chains and regions where we can drive positive change. The company wide approach also describes our activities within our own facilities, across our supply chain, and within our communities, including our 2030 goals. ii) An overview of the policy content selected in the "Content" column: Our Water Resources page describes how Cargill's role within the value chain presents us with a leadership role to drive positive change. This change is driven through our 2030 goals, addressing our operations, supply chain, and communities. Within our operations, we have implemented a set of global requirements for water that address our commitment toward access to safe drinking water, sanitation and hygiene, and understanding compliance and reporting of water usage, impact and risk. Cargill is committed to working with farmers and other partners to advance sustainable agriculture practices that improve soil health, and water resiliency and quality. Many of those practices also reduce greenhouse gas emissions and increase farmer livelihoods. Enhancing soil health yields multiple benefits for the farmer and directly ties to other Cargill key sustainability priorities of climate change and farmer livelihoods. Finally, access to clean and safe water, is fundamental for communities to thrive. We will take action to improve community access to water in alignment with the U.N. Sustainable Development Goal 6. Cargill is also, a proud signatory of the CEO Water Mandate and a member of the Water Resilience Coalition. Both are UN Global Compact initiatives that mobilize business leaders on water, sanitation and the Sustainable Development Goals. Our strategy aligns with the six core focus areas outlined by the CEO Water Mandate.

**W6.2**

**(W6.2) Is there board level oversight of water-related issues within your organization?**

Yes

**W6.2a**

**(W6.2a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for water-related issues.**

Position of individual	Please explain
Board Chair	i. How responsibility is related to water issues: The CEO is also the Board Chair. The CEO and Board Chair assesses and approves water targets and monitors progress against those targets. The Board Chair regularly updates the Board of Directors on progress against ESG targets, including the company's water targets. ii. A water-related decision made during the reporting year: The CEO/Board Chair and Chief Sustainability Officer received support from the company's Executive Team and Governance Committee of the Board of Directors to publish the company's ESG Scorecard, which provides an update on progress on the company's key ESG goals, including the two primary water goals.



W6.2b

(W6.2b) Provide further details on the board’s oversight of water-related issues.

	Frequency that water-related issues are a scheduled agenda item	Governance mechanisms into which water-related issues are integrated	Please explain
Row 1	Scheduled - some meetings	Monitoring implementation and performance Reviewing and guiding strategy	The CEO is also the Board Chair. The CEO and Chairman of the board approves water targets and monitors progress against those targets, as well as provides oversight and guidance related to the mechanisms selected.

W6.2d

(W6.2d) Does your organization have at least one board member with competence on water-related issues?

	Board member(s) have competence on water-related issues	Criteria used to assess competence of board member(s) on water-related issues	Primary reason for no board-level competence on water-related issues	Explain why your organization does not have at least one board member with competence on water-related issues and any plans to address board-level competence in the future
Row 1	Yes	Cargill is a privately held business. We recruit and appoint independent members to our board of directors to help guide and inform our corporate strategy. Prospective board members are experienced senior leaders who are established leaders in their field. They are assessed against a broad set of criteria, including knowledge and experience on ESG matters, which includes water.	<Not Applicable>	<Not Applicable>

W6.3

(W6.3) Provide the highest management-level position(s) or committee(s) with responsibility for water-related issues (do not include the names of individuals).

**Name of the position(s) and/or committee(s)**

Chief Executive Officer (CEO)

**Responsibility**

Assessing future trends in water demand  
Assessing water-related risks and opportunities  
Managing water-related risks and opportunities

**Frequency of reporting to the board on water-related issues**

Quarterly

**Please explain**

i. The CEO is the highest- ranking management level position with responsibility for water. The CEO partners with the Chief Sustainability Officer (CSO) to assess and monitor water risks, opportunities and impacts, and progress against water goals. The Chief Sustainability Officer (CSO) serves as Senior Corporate Vice President leading the company’s sustainability, communications and corporate responsibility functions and reports to the CEO/Chairman of the Board. ii. The CEO and CSO participate in regular board committee meetings to report on progress toward the company’s water strategy and progress against its water targets. iii. Cargill’s CEO and CSO oversee progress on the company’s sustainability goals, including our water targets. This includes engaging with other Executive Team-members to ensure appropriate planning and resourcing for water-related initiatives, risks and opportunities.

W6.4

(W6.4) Do you provide incentives to C-suite employees or board members for the management of water-related issues?

	Provide incentives for management of water-related issues	Comment
Row 1	Yes	Cargill’s strategic direction, the Game Plan for Success (GPS) brings Cargill together around a common set of goals to advance both our purpose and performance in an integrated and balanced way. The quarterly integrated performance scorecard includes progress toward land use commitments.

W6.4a

**(W6.4a) What incentives are provided to C-suite employees or board members for the management of water-related issues (do not include the names of individuals)?**

	Role(s) entitled to incentive	Performance indicator	Please explain
Monetary reward	No one is entitled to these incentives	<Not Applicable>	Progress on select ESG targets is used to determine executive compensation. In addition, all executive leaders have unique and specific sustainability goals and objectives related to their business and/or functional responsibility, and a portion of their compensation is tied to the progress made against those targets.
Non-monetary reward	Corporate executive team	Improvements in efficiency - direct operations Improvements in efficiency - supply chain Supply chain engagement Implementation of water-related community project	i) Details on the indicators: Cargill's strategic direction, the Game Plan for Success (GPS) brings Cargill together around a common set of goals to advance both our purpose and performance in an integrated and balanced way. The quarterly integrated performance scorecard includes specific indicators related to progress toward our water targets. ii) Threshold of success: Progress targets are established for each quarter of the fiscal year that each supply chain is expected to meet as a threshold and report against. iii) Method of measurement: Progress against the KPIs is measured using a variety of software tools and collected by data and analytics teams who then report progress to business leaders, the CSO and ultimately the CEO.

**W6.5**

**(W6.5) Do you engage in activities that could either directly or indirectly influence public policy on water through any of the following?**

Yes, funding research organizations

**W6.5a**

**(W6.5a) What processes do you have in place to ensure that all of your direct and indirect activities seeking to influence policy are consistent with your water policy/water commitments?**

i) Process to ensure consistency: Cargill's strategy prioritizes sustainability and climate action, and we are committed to advancing water stewardship in both our operations and broader agricultural supply chain. Cargill's Government Relations function builds its legislative agenda and policy positions to align with the company's business strategy and sustainability priorities.

Our Government Relations team members are in regular contact with each other across regions about ESG and water legislation, and key legislative updates are shared with executive leaders as needed. Government Relations also works directly with the Corporate Sustainability team to develop and advocate on behalf of water policy recommendations and positions. Finally, our Global Head of Government Relations reports to our General Counsel in the Executive Team and regularly coordinates with business and other functional leaders to ensure a consistent approach to ESG advocacy, within a complex global policy landscape.

ii) An explanation of which action is taken if inconsistency is discovered: If an inconsistency is discovered, leadership from appropriate functions and businesses are engaged to assess the issue and develop an appropriate plan of action.

**W6.6**

**(W6.6) Did your organization include information about its response to water-related risks in its most recent mainstream financial report?**

Yes (you may attach the report - this is optional)

Cargill Annual Report 2021.pdf

**W7. Business strategy**

**W7.1**

**(W7.1) Are water-related issues integrated into any aspects of your long-term strategic business plan, and if so how?**

	Are water-related issues integrated?	Long-term time horizon (years)	Please explain
Long-term business objectives	Yes, water-related issues are integrated	11-15	i) Which water issues are integrated and examples of how: Consumptive water use, water pollution, and access to safe drinking water are integrated into Cargill's long-term strategic business plan. Additionally, Cargill's strategy is underpinned by the role of technology, digitalization, and R&D to evolve the food and agricultural industries and change the way we feed the world's growing population while also protecting the planet. The strategic business plan considers water as a priority focus area for which the company must address specific objectives to help ensure long-term success. To this end, the company has set global water targets to achieve sustainable water management in its operations and all priority watersheds by 2030, including: *Restore 600 billion liters of water in priority watersheds; *Reduce 5 million kg of water pollutants in priority watersheds; *Improve access to safe drinking water in 25 priority watersheds; *Implement our Water Stewardship program at 74 priority facilities.
Strategy for achieving long-term objectives	Yes, water-related issues are integrated	11-15	i) Which water issues are integrated and examples of how: Overall, sustainability has been identified as a top priority and focus area of Cargill's 2025 business strategy. Cargill's long-term objectives related to water are reflected in the company's context-based water targets. These targets address consumptive water use, water pollution and access to safe drinking water, among other issues. To achieve its water targets and improve access to clean water, Cargill will: *Restore 600 billion liters of water in priority watersheds; *Reduce 5 million kg of water pollutants in priority watersheds; *Improve access to safe drinking water in 25 priority watersheds; *Implement our Water Stewardship program at 74 priority facilities. Our strategy to accomplish these commitments include: *Advancing water stewardship at Cargill facilities. *Driving industry-wide change. *Supporting adoption of regenerative agriculture practices to improve soil health, restore water and reduce nutrient runoff. Cargill has a wide network of sustainability practitioners that engage at global regional and local level. Working groups are established to develop local strategies that integrate with other sustainability priorities, such as the programs that support our North American 10 million acre regenerative agriculture target and BeefUp Sustainability initiative.
Financial planning	Yes, water-related issues are integrated	11-15	i) Which water issues are integrated and examples of how: Cargill operations exposed to water stress may integrate water-related issues into financial planning to ensure appropriate funding for site operations. Additionally, Cargill's strategy is underpinned by the role of technology, digitalization and R&D to evolve the food and agricultural industries and change the way we feed the world's growing population while also protecting the planet. Our global Research and Development team provide a spectrum of services encompassing technical service, applications, development, research, intellectual asset management, and scientific and regulatory affairs; these teams look in our operations into technologies that reduce the amount of evaporation and improve water efficiency in our products, and consider financial objectives in related decisions.

**W7.2**

**(W7.2) What is the trend in your organization's water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?**

**Row 1**

**Water-related CAPEX (+/- % change)**

0

**Anticipated forward trend for CAPEX (+/- % change)**

50

**Water-related OPEX (+/- % change)**

0

**Anticipated forward trend for OPEX (+/- % change)**

3

**Please explain**

i) Why CAPEX/OPEX changed: Cargill began tracking water related CAPEX in a project tracking tool during FY 2022, as a result we only have forward trending data available, and the measurements are on a fiscal year (June 1 – May 31) rather than the calendar year that we are using for the remainder of the report. ii) Water-related expenditures: Cargill implemented several water-related projects during the reporting year. For example, we replaced vacuum pumps nozzles to reduce water usage in our protein business and assessed water recycle and reuse potential in our oil seeds business.

**W7.3**

**(W7.3) Does your organization use scenario analysis to inform its business strategy?**

	Use of scenario analysis	Comment
Row 1	No, but we anticipate doing so within the next two years	Cargill has commenced a water scenario analysis, but results are not yet available. We incorporate Scenario analysis in our engagement with customers. For example, we assess future scenarios for changes in water stress and depletion to understand how that will impact crops that are currently rain-fed

**W7.4**

**(W7.4) Does your company use an internal price on water?**

**Row 1**

**Does your company use an internal price on water?**

No, but we are currently exploring water valuation practices

**Please explain**

Cargill is exploring how we can enable water-related environmental benefits, at scale, by incentivizing and financing farmers to implement agricultural practices that deliver sustained water-related environmental benefits. Pricing water-related environmental benefits is explored as part of the strategy development.

**W7.5**

**(W7.5) Do you classify any of your current products and/or services as low water impact?**

	Products and/or services classified as low water impact	Definition used to classify low water impact	Primary reason for not classifying any of your current products and/or services as low water impact	Please explain
Row 1	No, but we plan to address this within the next two years	<Not Applicable >	Other, please specify (Reliable methods to quantify impact in a consistent way that align with customers expectation and awareness is lacking )	We have mapped our agricultural supply chain data and calculated the impact associated with these agricultural commodities. The impact of a crop depends on the local context. A crop with a similar footprint grown in a water stressed region has a different impact. Reliable methods to quantify impact in a consistent way, that align with customer expectations and consumer awareness are lacking. We are actively contributing to alignment on terminology related to positive water impact. We will continue to investigate how terminology and methodologies apply to agricultural supply chains and will align and classify accordingly.

**W8. Targets**

**W8.1**

**(W8.1) Describe your approach to setting and monitoring water-related targets and/or goals.**

	Levels for targets and/or goals	Monitoring at corporate level	Approach to setting and monitoring targets and/or goals
Row 1	Company-wide targets and goals Activity level specific targets and/or goals Basin specific targets and/or goals	Targets are monitored at the corporate level Goals are monitored at the corporate level	Cargill's approach to setting context-based water targets follows the latest guidance from the World Resources Institute (WRI), WWF, The Nature Conservancy, Pacific Institute, CDP, and CEO Water Mandate. This jointly developed guidance by leading NGOs calls for effective water targets to: • prioritize action where it's needed most, based on the specific water challenges faced by the local community and watershed. • reflect the severity of the water challenges faced by that community and watershed, and Cargill's contribution to those challenges. • reflect the best available science, policy objectives, leading practice. Grounded in this guidance and in partnership with WRI, Cargill followed these 3 steps to set global, company-wide context-based water targets. 1. Scoping: Our first step was to assess and prioritize where water is a material issue along the value chain. We mapped company impacts and dependencies on water across the value chain, then identified sections of the value chain for setting water targets. Cargill identified upstream suppliers of agricultural commodities as having significant impact and dependencies on water, based on the materiality assessment. Cargill has the largest footprint, and the greatest ability to drive positive change, in its agricultural supply chain – which depends on and impacts water resources. Cargill operations, where Cargill has ownership to drive sustainable water management and mitigate water-related risks, are included in target setting to ensure responsible and sustainable water use in its owned operations and to align actions with Cargill's values. 2. Prioritization: Our next step was to identify priority watersheds and their water challenges. We screened for water-related risk across locations in sections of the value chain; WRI and Cargill identified three types of material water challenges: water availability, water quality, and water access. These water issues are most material to Cargill's business – due to level of risk and importance to stakeholders - and most essential for people and agriculture. We also prioritized locations based on two factors: Cargill's materiality footprint and the severity of the water challenge. 3. Target setting: Our final step was to set context-based targets that drive actions at the local level with ambition at least proportional to the company contribution to the shared water challenge. Cargill set a combination of outcome- and process-oriented targets for each of its high priority watersheds identified in Step 2. We also developed implementation strategies and means to measure and report progress towards meeting the targets.

**W8.1a**

**(W8.1a) Provide details of your water targets that are monitored at the corporate level, and the progress made.**

**Target reference number**

Target 1

**Category of target**

Other, please specify (Water restored)

**Level**

Company-wide

**Primary motivation**

Water stewardship

**Description of target**

Restore 600 billion liters of water in priority watersheds. Cargill's global ambition is to achieve sustainable water management in all priority watersheds in operations and supply chains by 2030 by applying a context-based approach. We define sustainable water management as effectively balancing and addressing the shared water challenges of availability, quality and access to safe drinking water, sanitation and hygiene (WASH), using an approach that is informed by local context. Priority watersheds are selected through a global assessment of our supply chains and operational footprint for exposure to the water challenges. Our target setting approach, was developed in close partnership with WRI.

**Quantitative metric**

Other, please specify (Absolute volume of water restored across priority watersheds)

**Baseline year**

2020

**Start year**

2020

**Target year**

2030

**% of target achieved**

0.3

**Please explain**

We have restored water through 4 projects in priority watersheds for water availability that contribute to our targets. A project counts as a qualifying project if the project has a quantifiable volumetric water benefit in the HydroBasin5 watershed that is identified as a Cargill priority watershed. We follow the Volumetric Water Benefit Accounting Standard to identify projects and calculate the associated water impact. The progress listed is for calendar year data boundary of January 1, 2021-December 31, 2021. We announced these new targets in June 2020 and began collecting data at that time.

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**Target reference number**

Target 2

**Category of target**

Water pollution reduction

**Level**

Company-wide

**Primary motivation**

Water stewardship

**Description of target**

Reduce 5 million kg of water pollutants in priority watersheds Cargill's global ambition is to achieve sustainable water management in all priority watersheds in operations and supply chains by 2030 by applying a context-based approach. We define sustainable water management as effectively balancing and addressing the shared water challenges of availability, quality and access to safe drinking water, sanitation and hygiene (WASH), using an approach that is informed by local context. Priority watersheds are selected through a global assessment of our supply chains and operational footprint for exposure to the water challenges. Our target setting approach was developed in close partnership with WRI.

**Quantitative metric**

Other, please specify (Absolute reduction of water pollutants in priority watersheds, expressed as Nitrogen, or Nitrogen equivalents)

**Baseline year**

2020

**Start year**

2020

**Target year**

2030

**% of target achieved**

2.5

**Please explain**

We have reduced pollutants in 5 projects in priority watersheds for water quality that contribute to our targets. A project counts as a qualifying project if the project has a quantifiable water quality benefit in the HydroBasin5 watershed that is identified as a Cargill priority watershed. We follow widely accepted water quality impact calculation models like SWAT and NTT-APEX if data are available and in scope of the project. In case of limited data availability, we apply a baseline footprint multiplied by a relative change, based on established models like RUSLE, or CurveNumber to quantify the change in impact. The progress listed is for calendar year data boundary of January 1, 2021-December 31, 2021. We announced these new targets in June 2020 and began collecting data at that time.

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**Target reference number**

Target 3

**Category of target**

Water, Sanitation and Hygiene (WASH) services in the community

**Level**

Company-wide

**Primary motivation**

Water stewardship

**Description of target**

Improve access to safe drinking water in 25 priority watersheds. Cargill's global ambition is to achieve sustainable water management in all priority watersheds in operations and supply chains by 2030 by applying a context-based approach. We define sustainable water management as effectively balancing and addressing the shared water challenges of availability, quality and access to safe drinking water, sanitation and hygiene (WASH), using an approach that is informed by local context. Priority watersheds are selected through a global assessment of our supply chains and operational footprint for exposure to the water challenges. Our target setting approach was developed in close partnership with the World Resources Institute.

**Quantitative metric**

Other, please specify (Number of priority watersheds that have projects in place that improve access to safe drinking water, sanitation and/or hygiene, in the local context)

**Baseline year**

2020

**Start year**

2020

**Target year**

2030

**% of target achieved**

24

**Please explain**

We have continued the collaborations in 5 priority watersheds for access to safe drinking water in Ivory Coast, Ghana, Cameroon and Indonesia and reached new communities to improve access to water, sanitation and hygiene and build community resilience. The progress listed is for calendar year data boundary of January 1, 2021-December 31, 2021. We announced these new targets in June 2020 and began collecting data at that time.

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W8.1b

(W8.1b) Provide details of your water goal(s) that are monitored at the corporate level and the progress made.

Goal

Other, please specify (Implement our Water Stewardship program at all priority facilities by 2025)

Level

Company-wide

Motivation

Water stewardship

Description of goal

i) Why goal is important to the company: Within our operations, we have implemented a set of global requirements for water that address our commitment ensuring access to safe drinking water, sanitation and hygiene, and guarantee understanding, compliance and reporting of water usage, impact and risk. Cargill has completed water risk assessments for our operations and identified 74 priority facilities, based on water stress and water usage, to implement our Water Stewardship program by 2025. Our Water Stewardship program is a set of best practices and goals aligned to the Alliance for Water Stewardship standard. This goal helps us mitigate potential risks in our operating sites. ii) How Cargill is implementing the goal: In addition to meeting all requirements described in Cargill's Global EHS Requirement – Water document, all priority locations must meet all guidance as described in the Natural Resource Operating Standard, which is aligned with Cargill's water targets. Progress towards commitments and targets are monitored at the location and business levels and reported to corporate at minimum of twice a year. Additionally, all priority locations shall have the following targets, at minimum: No increase in water use per ton of product as per the water resource efficiency calculation model; No increase in emissions to WWTP per ton of product as per water resource efficiency calculation model; and no untreated discharge, direct or indirect, going into a natural water body.

Baseline year

2020

Start year

2020

End year

2025

Progress

i) Indicators used to assess progress: Cargill considers an increasing percentage of our 74 priority facilities reporting progress toward implementation of our Water Stewardship Program as the main indicator used to assess progress against our goal. Implementation involves meeting all guidance as described in Cargill's Natural Resource Operating Standard, as well as making progress against quantitative targets as required by the standard. ii) The threshold of success AND progress against the threshold: Cargill aims to implement the Water Stewardship Program at 74 priority facilities by 2025. The 74 Cargill priority facilities were selected based on water stress and water usage. Together they account for more than 80% of our total operational water use. As of the end of 2020, we have achieved a 49% average implementation rate toward our goal.

W9. Verification

W9.1

(W9.1) Do you verify any other water information reported in your CDP disclosure (not already covered by W5.1a)?

No, we do not currently verify any other water information reported in our CDP disclosure

W10. Sign off

W-FI

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

W10.1

(W10.1) Provide details for the person that has signed off (approved) your CDP water response.

	Job title	Corresponding job category
Row 1	Corporate Senior Vice President and Chief Sustainability Officer (CSO)	Chief Sustainability Officer (CSO)

W10.2

(W10.2) Please indicate whether your organization agrees for CDP to transfer your publicly disclosed data on your impact and risk response strategies to the CEO Water Mandate's Water Action Hub [applies only to W2.1a (response to impacts), W4.2 and W4.2a (response to risks)].

Yes

Submit your response

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**In which language are you submitting your response?**

English

**Please confirm how your response should be handled by CDP**

	I understand that my response will be shared with all requesting stakeholders	Response permission
Please select your submission options	Yes	Public

**Please confirm below**

I have read and accept the applicable Terms