Be the most ethical and trusted source of sustainable products and services, differentiating Cargill in a way that drives our performance.

The Current State:

Net Trust* in Institutions
Average of 23 Countries,** 2013

**"A lot of trust" and "Some trust" minus "Not much trust" and "No trust at all"
**Includes Australia, Canada, China, France, Germany, India, Indonesia, Kenya, Mexico, Nigeria, Russia, Spain, Turkey, UK, and USA
Cargill Sustainability Focus Areas

We are leveraging our unique expertise and global scale to drive positive change, with a focus on four areas.

**Land use**
- Seek to end deforestation linked to our supply chains
- Improve use of degraded and under-performing lands

**Water Resources**
- Conserve water in areas of water scarcity
- Improve water quality in areas impacted by agriculture
- Promote access to clean water in communities where we live and work

**Climate change**
- Reduce greenhouse gas emissions in our operations and in our supply chains
- Partner with farmers to help agriculture adapt to climate change

**Farmer livelihoods**
- Promote sustainable agricultural practices to help farmers increase efficiencies, yields and incomes
- Promote the social well-being of agricultural communities we serve
We’ve been practicing good stewardship for generations, and we are sustainable, but we must tell our story, too.

*Debbie Lyons-Blythe, Kansas Cattle Producer*
Our Story: Sustainability Leadership
What is Cargill doing in its own protein business for sustainability?

- Identifying opportunities for improved sustainability throughout our supply chain on a **global scale** with social, economic and environmental factors in mind.
- Investing in **research** to make informed decisions to advance animal welfare and environmentally responsible practices within our business.
- Incorporating **responsible land management** practices at our facilities, and finding ways to improve **water conservation** and efficiency.
- Investing in **technology** to provide energy savings, improve our processes and create renewable energy in our facilities.
Regional Roundtables for Sustainable Beef

Affiliated roundtables in beef producing regions around the world are now in various stages as they interpret the GRSB Principles & Criteria and develop locally-relevant sustainable beef indicators and verification frameworks:

Cargill has been a key mover in the U.S. and Canadian roundtables, and in helping develop ways to track and measure sustainability indicators across the entire beef value chain in these countries over time.

• Chair of the USRSB
• Active member of the USRSB’s Indicator and Verification Working Groups
• Member of the CRSB Council
• Co-chairing the CRSB’s Verification Committee and actively participating in the CRSB’s Indicator Committee
Cargill Cattle Feeders Sustainability Assessment

Cargill embarked on the first-ever exhaustive project to identify, document and measure dozens of indicators at eight feedlots. This pioneering work will provide cattle feeders with measurement capabilities and benchmarks to take targeted actions to improve sustainability efforts moving forward.
Reduction of shared-class antibiotics in our cattle

Cargill announced its decision to eliminate 20 percent of shared-class antibiotics used in its U.S. beef cattle, which are also used for human health.

- **Shared-class antibiotics reduced in cattle** at Cargill’s feedlots and its partner feedlots owned by Friona Industries
- **Involves a total number of approximately 1.2 million cattle**
- **Cattle covered by this change do not use any antibiotics for growth promotion** that are medically important for human health
- **Decision builds upon the decision to eliminate growth-promoting antibiotics from our U.S. turkey business**, which was completed prior to the 2015 holiday turkey season
How does this align with Cargill’s Sustainability Focus Areas?

Our sustainable beef efforts are strongly aligned with our focus on Farmer Livelihoods

“The world is changing and we can be out front and be leaders. I am excited about being part of this process.”
- Stephen Hughes, Chinook Ranch Pilot Participant

Stephen Hughes and family
The Challenge to Do More
Cargill Turkey & Cooked Meats

Cargill’s turkey business is leading the way in producing **Food with a Story**

- No use of growth promoting antibiotics in raising our turkeys
- Expanding product line of ‘No Antibiotics Used Ever’ within Honeysuckle White
- #keepgivingthanks program with our farmers where fans posted ‘thank you’ comments on our brands’ Facebook pages and we turned those into special gifts for farmers.
- “More Beautiful Barn” – videos showcasing 700 independent family farms.
Introducing Pasture Crafted Beef

• Grass-fed, Grain finished
• Humanely Raised in the USA
• Traceable to birth
• 100% Guaranteed Tender
Cage-free Egg Supply

McDonald’s USA and Canada Commit to Cage-Free Eggs

Cargill is helping McDonald’s transition to cage-free eggs by 2025 for its nearly 16,000 restaurants in the U.S. and Canada

“Through this effort Cargill has an opportunity to help McDonald's align with their ongoing commitment of listening to their customers and supporting animal welfare.”

- Hugues Labrecque
GM, Cargill Kitchen Solutions, MBU

13 MILLION
Number of cage-free eggs we currently source per year in the U.S.

10 Years
Timeline to fully transition to cage-free eggs.
For the Love of Meat