

Integrating Decarbonization into your long-term Investment Strategy

■
Project Equus – Performance Technologies
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Our purpose is
to nourish the
world in a safe,
responsible and
sustainable way.

At a glance

155,000
employees

Working in 70
countries

More than 155 years
of experience

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



Agriculture



Food



**Animal nutrition
and protein**



**Financial and
industrial**

Fiscal 2021 \$134.4 billion revenues

Cargill reports financial results in accordance with U.S. generally accepted accounting principles (GAAP).
The company also reports adjusted operating earnings, a non-GAAP financial measure that provides additional insight into the underlying financial performance of the company's ongoing operations.

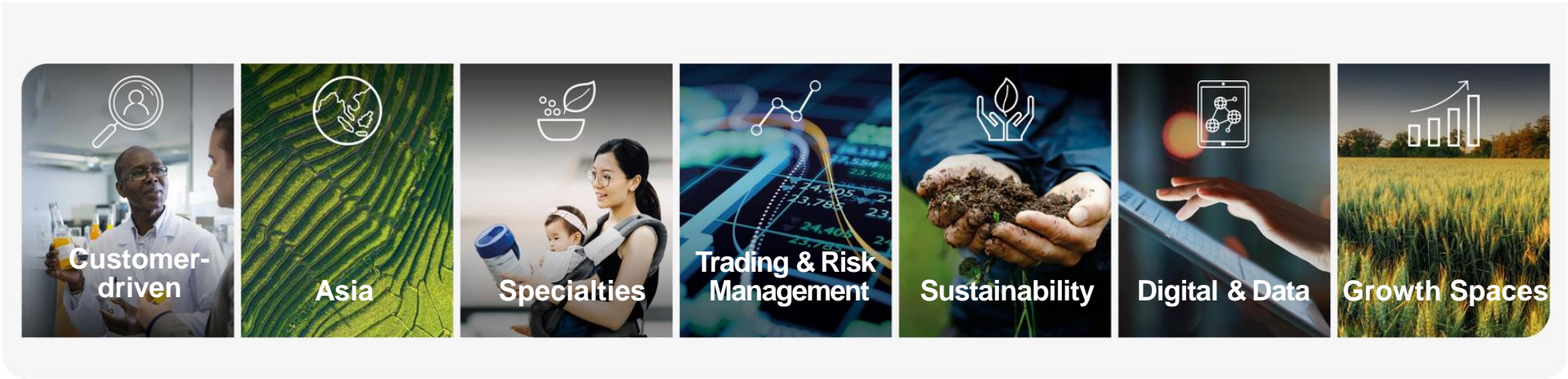
OUR VALUES

Put people first
Do the right thing
Reach higher



OUR VISION: Cargill 2025 is about growth

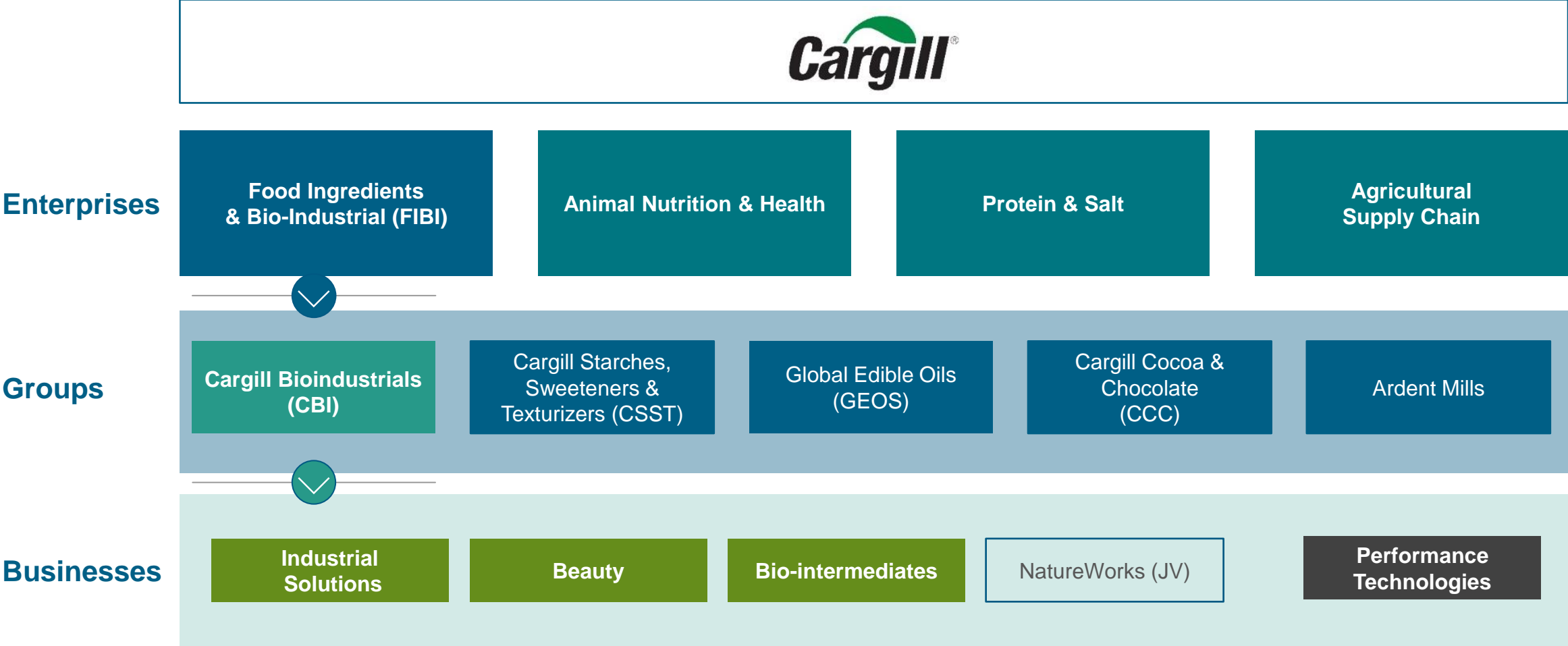
Strategic Themes



Strategic Enablers



Cargill Bioindustrials (CBI) is integrated in the broader Cargill universe



CBI builds on a rich history of bio-industrial solutions



1940s

Soy / Linseed Oil Based Resins

1986

Co-location partner, Ajinomoto Heartland (Lysine)



1990

First fermentation-based product, citric acid

1999

Lubes Esters



2001

Polylactic acid

2002

C☆ Platform technology

Synthetic ester technology

Ester Plant in Brazil



2008

Low pH lactic technology



2010

De-dust and insulation binders

2011

Dextrin (paper coating)

FR3™ natural ester

2014

Fatty Amine (emulsification)
Dalton acquisition

Hydrogenation
Alemdar acquisition
Turkey



2016

Anova® Asphalt Rejuvenator

NatureWax®

2017

Cargill Beauty

BioBased Technologies® (polyols)



2018

Creation of Cargill's bioindustrial business (CBI)

2020

Floritech Acquisition

QIRA® for bio-intermediates

FR3 site in China

Hydrogenation capacity in India



2021

& beyond

NatureWorks 2nd plant in Thailand

Acquisition of Arkema's epoxides business in Minnesota, US

Equus – Performance Technologies integration and path towards bio-based specialty company



The ingredients of our ambitions

Supporting customers with innovative, nature-based solutions

- Croda Performance Technologies' talent
- Combing complementary markets
- Enhanced product offering and technical capabilities
- Strengthening supply chain

Reducing Emissions

We will achieve our SBTs in line with the 1.5°C scenario



Sustainable Innovation

We will accelerate the transition to bio-based products

Carbon Cover

We will enable the transition to a low-carbon economy

Performance Technologies Commitment:
Climate Positive
Croda 2021

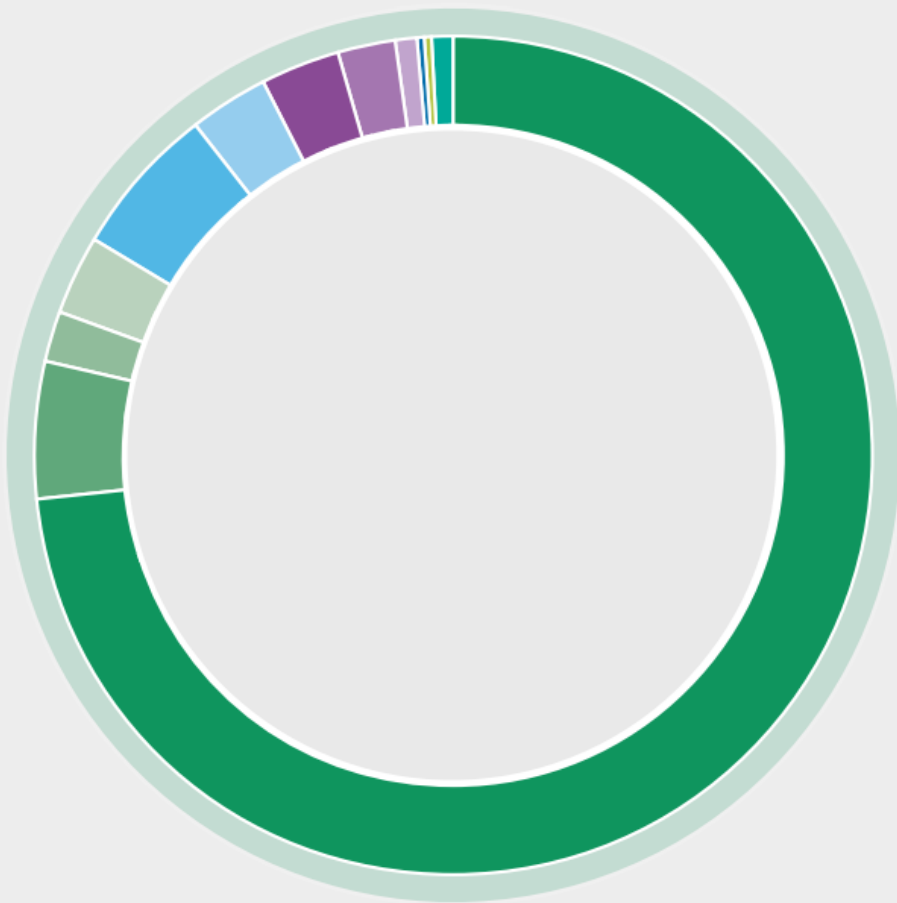


Turning Commitments into Action

Integration in Investment Planning

- Regional Business Strategies
- Product Sector Strategies
- Operations Decarbonization Roadmaps
- Carbon pricing for CAPEX & OPEX
- Transparency Programs

2021 scope 3 emissions by category



- Purchased goods and services - 83%
- Raw materials – 73%
- PFR/tolling/semi-finished – 5%
- Packaging – 2%
- Other – 3%
- Capital goods – 6%
- Fuel- and energy-related – 3%
- Upstream transportation and distribution – 6%
- Road – 3%
- Sea – 2%
- Air – 1%
- Waste generated in operations – <1%
- Business travel – <1%
- Employee commuting and home working – <1%



Importance of Supply Chain
Croda 2021



Farms
where crops
are grown



Cargill
crush plants
and refineries

UPSTREAM

Cargill
Bioindustrial
production
facilities



DOWNSTREAM



Packaging



Transportation

**Environmental
impact in our
value chain**

Cargill has committed to a 30% reduction in greenhouse gas emissions from our supply chain by 2030.*



**Cargill Climate
Commitment:
Sustainable Supply
Chain**

Soil Health

Working with farmers to adopt resilient agriculture practices that increase the ability to store carbon in the soil and improve water quality and storage capacity.

Farmer Prosperity

Helping farmers realize shared economic and environmental benefits through innovative agricultural practices, inclusive market access and resilient agricultural communities.

Beef

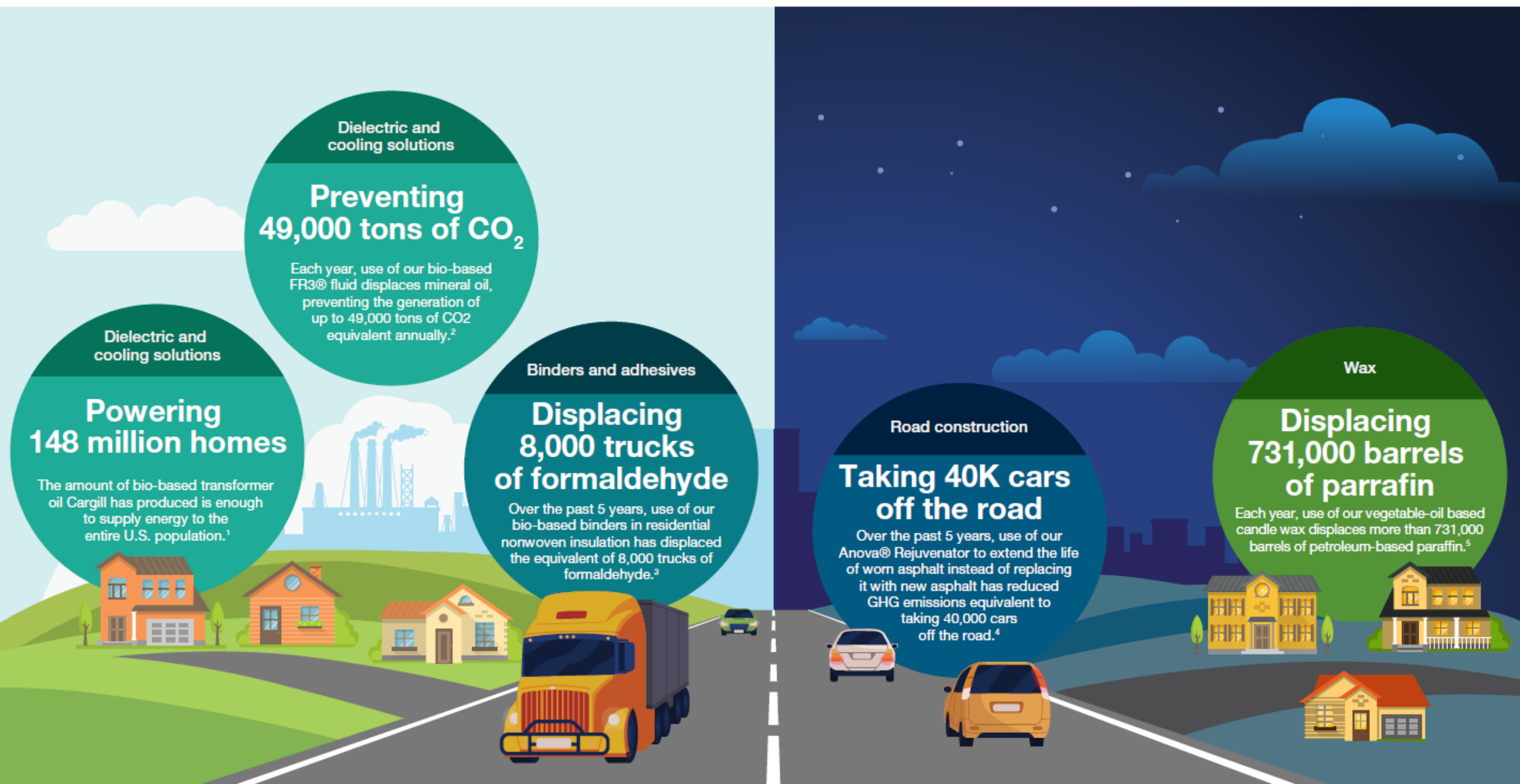
Partnering across the supply chain to reduce emissions through grazing management, feed production, innovation and food waste reduction.

Transportation

Reducing our transportation emissions across all businesses and supply chains.

*Relative to a 2017 baseline.

Impact of Cargill Bioindustrial solutions





Merging Strategies

Changes to Climate Approach

- Greater Integration of Raw Material Emissions
- Already approved NetZero Projects continue
- Product & Business Strategies re-aligned
- Increased focus on growth



Helping the world *thrive*