



CARGILL PLC

(Company No: 01387437)

STATEMENT BY THE DIRECTORS IN THE PERFORMANCE OF THEIR STATUTORY DUTIES IN ACCORDANCE WITH s172(1) COMPANIES ACT 2006

Each of the directors of Cargill PLC (the "Company") is aware of their responsibility to promote the success of the Company in accordance with section 172 of the Companies Act 2006.

The Company's operations span three of the Cargill group's businesses: agricultural supply chain ("Agricultural"), cocoa and chocolate ("Cocoa"), and starches, sweeteners and texturizers ("Starches"). Day to day management of the Company is delegated to executives, although the Board ensures it has oversight and input into decisions. The Chairman of the Company is also the Cargill group's UK country representative. His role includes collaborating with our key stakeholders and representing the Company internally and externally. For example, engaging with UK managers to ensure key topics such as health and wellbeing remain on local agendas. Board meetings of the Company are held regularly and as part of those meetings the Board receives information in a range of formats from department representatives on areas such as HR and Environmental, Health and Safety.

The Company has identified its key stakeholders as described below. The Board will sometimes engage directly with stakeholders on certain issues but, as the Company is part of a large organisation with a broad range of stakeholders, stakeholder engagement also takes place at a group or operational level.

Our People

The Company recognises that its employees are critical to its success and proactively engages with its employees in a number of ways including via Cargill's HR portal, internal communications and Town Hall meetings. There is also a range of internal social media channels available, through which employees can engage in discussions and express ideas.

The Company also uses engagement surveys to keep abreast of the views and opinions of its employees. The Board is committed to Cargill's Wellbeing Policy to establish, promote and maintain the physical and mental health and wellbeing of all its workforce (whether working in the office or remotely).

The safety and wellbeing of our employees remains a key priority for the Company. The Company continues to embrace a blended working environment which allows our employees to benefit from working together in our facilities and offices, whilst giving them the flexibility to work from home when appropriate. Two Board members are part of the Company's UK environment, health and safety (EHS) team. Its purpose is not only to ensure compliance with legislation, but also to identify and manage the EHS risks of the Company's businesses, and to ensure alignment and best practice across those businesses. At each regular quarterly Board meeting the Board receives a report from the Company's UK EHS lead on key issues, compliance and priority initiatives in the EHS area. The work of the UK EHS team covers both the physical and mental health of our employees and has included the organisation of company-wide employee events such as events during Mental Health Awareness Week.

Our Customers

Our customers are at the heart of our businesses and the Company has a "customer intimacy" strategy which focuses on delivering excellence in customer engagement and service. This requires multiple and regular interaction between the Company and our customers. There is daily interaction between the Company and our customers in relation to day-to-day operations. Regular meetings with key customers also focus on long-term relationships. Members of the Board are engaged with the wider industry through trade associations. For example, a number of directors participate in the Food and Drink Federation and the British Starch Industry Association. The Company is also an active participant in other trade associations such as the Seed Crushers and Oil Processors Association and the National Edible Oils Distributors Association. These activities ensure that the Company remains engaged with customers, other stakeholders and the wider industry.



Our Suppliers

Principal suppliers to the Company provide both raw materials, such as wheat, cocoa beans and oilseeds, which the Company then processes in order to manufacture food and feed products, and also ancillary services. These ancillary services include energy, customs broking, storage and transportation. As is common in large organisations, many of these relationships are managed centrally on behalf of the Company or regionally or globally within the wider Cargill group, with Board involvement as appropriate. The Board also approved the annual Modern Slavery Statement confirming its commitment to operating responsible supply chains. The Company's interaction with suppliers is guided by the Cargill Code of Conduct. The Cargill Supplier Code of Conduct is also used to ensure similar levels of ethical compliance from the Company's suppliers.

Our Communities

To discover more about Cargill's commitment to its local communities, please visit <https://www.cargill.com/about/community/local-communities>.

The Company encourages its employees to volunteer their time and expertise to benefit their communities through employee-led Cargill Cares Councils. For the financial year ending 31 May 2023, the Company and its employees, have engaged with their local communities in a number of ways:

- Provision of both financial and employee volunteering support to a charity through our "Eat Well, Play Safe" programme which helps local primary schools in areas of deprivation teach children the importance of healthy eating and exercise.
- A donation of over 800 books to a book appeal. The books are distributed in primary schools in areas of deprivation.
- A donation of over 100 sleeping bags to a local homeless charity.
- A donation of 150 Christmas presents to underprivileged children.

Our Environment

Sustainability is embedded in Cargill's purpose to nourish the world in a safe, responsible and sustainable way. Our sustainability strategy at Cargill focuses on three strategic priorities: Climate, Land and Water, and People. Each of these priorities has a clearly defined approach to advance resilient supply chains, generate shared value for our customers, and drive positive change in our operating and sourcing communities. To discover more about Cargill's sustainability priorities, please visit <https://www.cargill.com/sustainability>.

Cargill continues to actively partner with customers and suppliers globally to reduce greenhouse gas (GHG) emissions and continues to support North West HyNet, an industrial decarbonisation project.

Cargill continue to work closely with joint venture Frontier Agriculture Limited to engage in initiatives that financially support UK farmers to facilitate changes in farming practices in favour of more regenerative agriculture. The programs seek to improve soil quality, whilst achieving a reduction of carbon emissions and increased carbon sequestration from the atmosphere to the soil. Helping UK farmers is part of a global program enabling the scaling-up of regenerative agricultural practices throughout Cargill's supply chain.

The Company continues to be an active participant in the UK Roundtable on Sustainable Soya, an initiative which enables industry to work to achieve a shared goal of a secure, resilient, sustainable soya supply chain to the UK. It also commits to the sustainable sourcing of cocoa, including addressing industry issues such as deforestation and child labour through the Cargill Cocoa Promise, which can be found at <https://www.cargill.com/sustainability/cocoa/the-cargill-cocoa-promise>. The Company is also preparing for implementation of the EU Deforestation Regulation which will ban the import or export of commodities linked to deforestation by 2025.

Our Streamlined Energy and Carbon Reporting (SECR) Statement contained elsewhere within this strategic report contains further details of our approach to energy efficiency and reducing greenhouse gas emissions.

Approved by the Board of Directors
on the 23 November 2023