

**Sustainability  
Report 2019**





# Welcome to the Glencore Agriculture Sustainability Report 2019

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# A message from our Chief Executive Officer



I'd like to introduce you to our 2019 Sustainability Report. As a global leader in the sourcing, handling, processing and marketing of agricultural commodities and products, we take very seriously our responsibility towards our people, our communities, the environment and the quality of the food and feed we supply.

This is Glencore Agriculture's second public sustainability report and reflects our efforts to both increase and improve our activity and refine our sustainability reporting. We have set new reportable goals, provided assured data and revealed some very positive results. The report lays out our approach to being a sustainable business and describes our activities and performance during 2019 in each of the four pillars of our strategy: health and safety, environment, community and human rights, and food and feed safety.

The health and safety of our workforce is our number one priority and it is immensely pleasing that in 2019 our health and safety improvement plan has seen our workplaces become safer, with a significant reduction in the number of workplace injuries and a lower recordable injury frequency rate.

We are focused on minimising the environmental impact of our operations and supporting the environmental sustainability of our supply chains. This year, we are reporting for the first time on our performance in a range of areas against a 2018 baseline. Over the coming years we will put in place the structural improvements needed to improve our performance even further.

In the communities where we operate we aim to be a trusted employer, customer and partner and this year, as every year, local Glencore Agriculture businesses have supported their communities through an array of programmes, fundraising and assistance, of which there are many examples in this report. We are also committed to upholding human rights wherever we work, and in 2019 we published our first Modern Slavery statement.

We continue to emphasise the safety and quality of the products we handle through our membership of international initiatives and a clear focus on quality control and food and feed safety management, with no serious incidents reported during the year.

## COVID-19

As I write, we are in the midst of the COVID-19 pandemic, the worst global crisis for many generations. It is at times like these that businesses show their true strengths, and I am very pleased with how Glencore Agriculture has risen to the challenge. We have continued to supply the world with food and feed, without any material disruptions, while maintaining hygiene and strict measures to ensure the health and safety of our workforce and

our communities. Throughout our operations we are doing what we can to help local communities combat the effects of the virus: supplying personal protective equipment to medical and fire services, providing food supplies to local communities hard hit by the economic consequences of the international lockdown and donating funds or products where needed.

## Looking forward

It is likely that COVID-19 will continue to affect how we run our business for most of 2020. We are taking steps to pre-emptively strengthen our operations and logistics to provide timely delivery of products and maintain our high standards of quality and food safety, without compromising on the health and safety of our employees, contractors and visitors. These measures are designed to ensure business continuity, with a focus on keeping our supply chains operational so we can continue to meet the needs of our customers.

A handwritten signature in black ink, which appears to read "David Mattiske". The signature is written in a cursive style and is positioned above the printed name and title.

**David Mattiske**  
Chief Executive Officer  
Glencore Agriculture

# Who we are

We are Glencore Agriculture, a global leader in the sourcing, handling, processing and marketing of agricultural commodities and products.

With operations in more than 35 countries and a workforce of more than 16,000, we create value for producers at origin and customers at destination.

Our business covers the whole supply chain from the farm gate to the customer.

We source commodities such as grains, oilseeds, pulses, rice, sugar and cotton from producers.

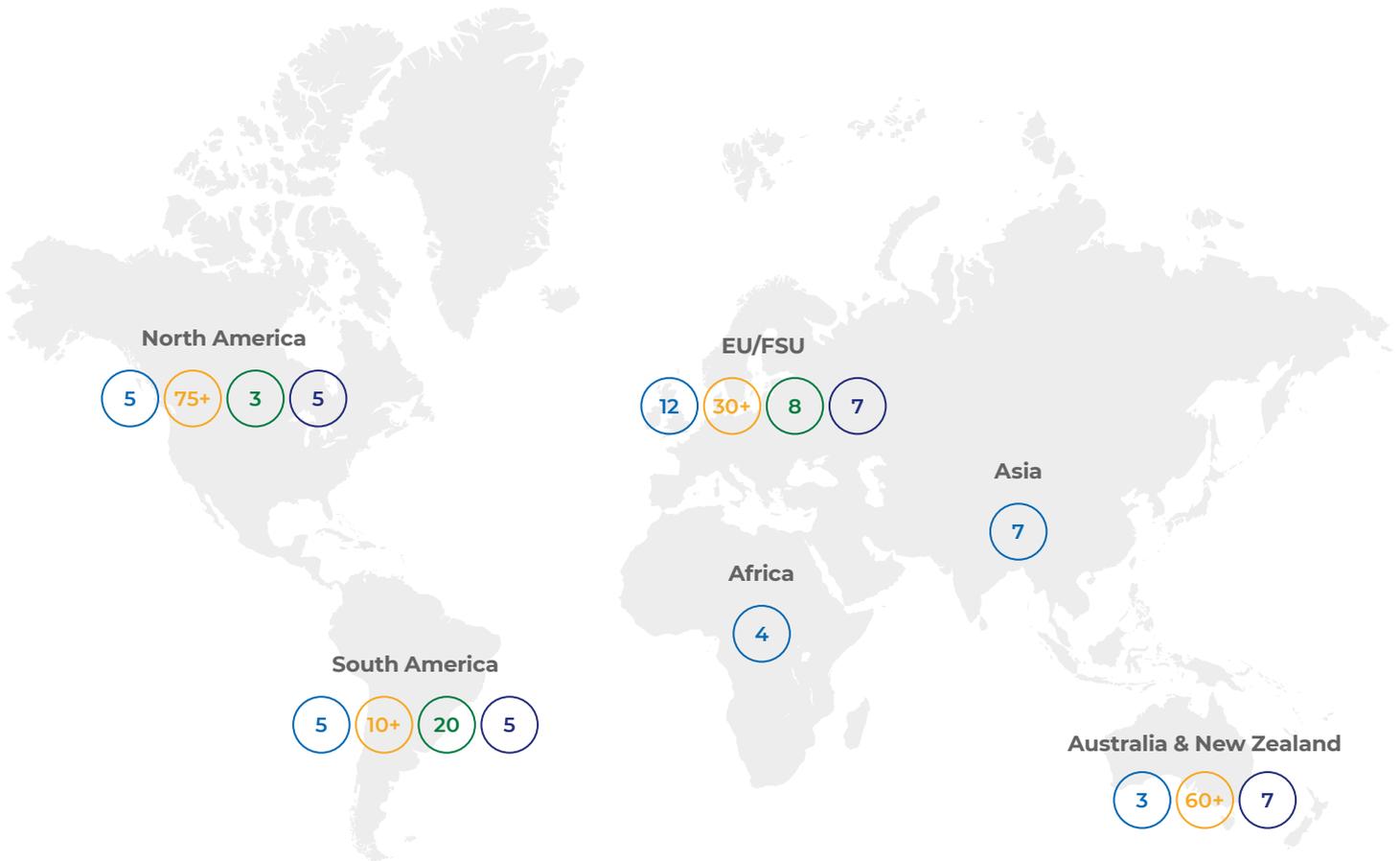
Using our network of storage facilities, processing plants and transport assets we process, manage and supply these commodities and products to our customers around the world.

Our customers include the processing industry (food, animal feed and consumer products), local importers and distributors and governments.

Through our industry insight, strong relationships and network of assets, we focus on the sustainability, safety, quality and reliability of everything we do.

We are wholly owned by three shareholders who are investing for the long-term: Glencore, the Canada Pension Plan Investment Board (CPPIB) and British Columbia Investment Management Corporation (BCI).





### Marketing

We combine our insight and experience with our network of assets and strong relationships with producers to source agricultural commodities and supply them to our customers around the world.

Marketing offices in **33** countries



### Storage and handling

We have storage and handling facilities in key growing regions, enabling the quality of produce to be maintained and available when customers need it.

**180+** storage assets in **14** countries



### Logistics

Our comprehensive logistics network allows us to oversee our commodities from the producer's gate to the hands of the customer.

**180+** ocean-going vessels (voyage and time charter)  
**2000+** leased/owned rail wagons



### Processing and refining

We own a range of processing and refining facilities that enable us to ship some of the agricultural commodities we supply as a range of useful products ready for our customers to use.

**31** processing and refining facilities in **11** countries



### Port terminals

We own a network of 24 port terminals in nine of the main exporting countries from which we supply bulk shipments to destination markets all over the world.

**24** port terminals in **9** countries

# About this report

## Boundaries and scope

This report includes information and data from our operations and marketing activities. It only covers assets where we have operational control, and it excludes investment and holding companies. Our marketing offices do not report on environmental data.

The report contains data for the full year 2019. Acquisitions are only included if they were integrated before 1 October 2019. Our 2019 report does not incorporate data from our December 2019 majority acquisition of Renova. Data from divestments is included until the month before disposal.

## Data and information

Glencore Agriculture's internal reporting systems capture and retain the data in this report. The metrics in this report are primarily based on Global Reporting Initiative (GRI) indicators.

All figures stated in this report represent the latest available data unless referenced in the text. Some of the totals shown may reflect the rounding up or down of subtotals. In rare cases we may have restated figures from previous years to reflect improvements in our data collection, analysis and validation systems.

Glencore Agriculture seeks to report on every incident in the period in which it occurs. Occasionally, our

incident reporting may take place later due to an improved understanding of the incident or revisions to its classification. Where this results in a material restatement of previously reported data, we will publicly disclose the restatement and its rationale.

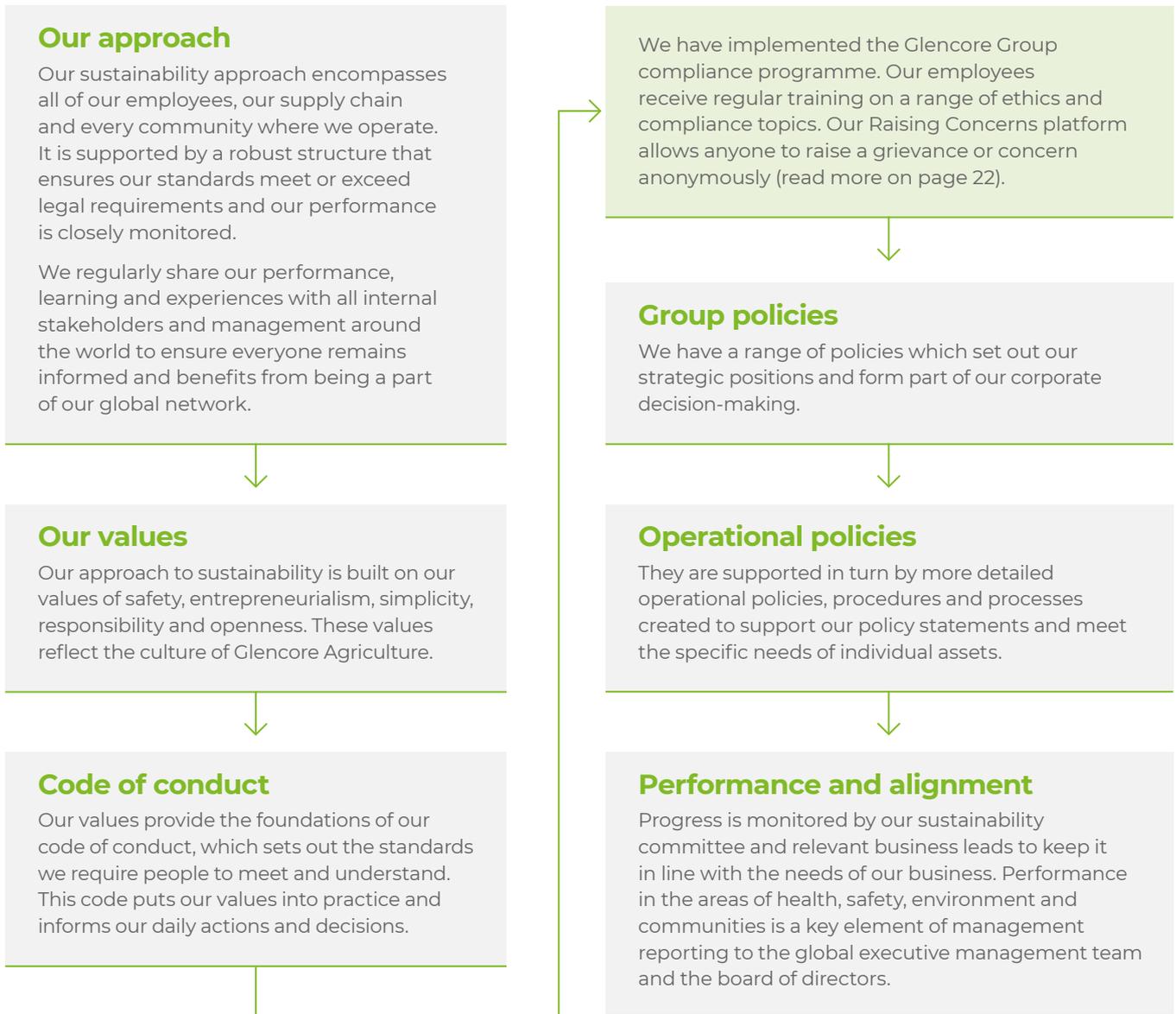
EY has performed a limited assurance engagement on the 2018 and 2019 figures for the key performance indicators (KPIs) total recordable injury frequency rate (TRIFR), disabling injury severity rate (DISR), total energy consumption, share of renewable energy, total water withdrawal and total greenhouse gas (GHG) emissions as included on page 30 of this sustainability report. Refer to page 27 for the assurance report of the independent auditor.

We may change our approach to how we report our data in future sustainability reports without prior announcement; we may also change the reporting of specific data and its interpretation.



# Our sustainability approach

As a socially responsible business we make sure we act in a transparent and responsible way that protects our people, our customers, our communities and the environment.



## Sustainability committee

Reflecting the importance we place on sustainability, the committee is led by our Chief Executive Officer David Mattiske, and includes Chief Financial Officer Peter Mouthaan, Health and Safety Manager Matthew Mann, Environment Manager Rob Groeliker, and Executive Manager Human Resources/Communications Mieke Pattenier.

The committee works to an established charter. It is responsible for establishing policy and strategy and monitoring of relevant risk management and performance.



# Our sustainability strategy

Our sustainability strategy is designed to safeguard our people and communities, protect the environment and ensure all our food and feed products meet the highest international standards.

As a global leader in agricultural commodities we understand the vital role we play in the lives of those who work for us, in the communities they live in, in the safety of those we serve through the commodities we supply and in supporting the environment we all share. We aim to meet our responsibilities to our people, customers, communities and the environment, ensuring we fulfil our legal requirements and go beyond them to manage the risks inherent in our business and maintain our social licence to operate.

## Our strategy organises our activity into four pillars:



### Health and safety

Lead the industry in health and safety, eliminating injuries and fatalities



### Environment

Minimise any impact on the environment from our operations



### Community and human rights

Support the long-term development of local communities and uphold human rights



### Food and feed safety

Meet the highest standards in all our food and feed products



## Sustainable development goals

We support the 17 United Nations Sustainable Development Goals which are mapped on to our sustainability pillars. We take active measures to contribute to the following:

**2 Zero hunger**  
 End hunger, achieve food security and improved nutrition and promote sustainable agriculture

**3 Good health and wellbeing**  
 Ensure healthy lives and promote wellbeing for all at all ages

**5 Gender equality**  
 Achieve gender equality and empower all women and girls

**6 Clean water and sanitation**  
 Ensure access to water and sanitation for all

**8 Decent work and economic growth**  
 Promote inclusive and sustainable economic growth, employment and decent work for all

**12 Responsible consumption and production**  
 Ensure sustainable consumption and production patterns

**13 Climate action**  
 Take urgent action to combat climate change and its impacts

**15 Life on land**  
 Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss

**17 Partnerships**  
 Revitalise the global partnership for sustainable development

# Our partners

We work with a range of organisations and businesses in our industry and beyond so that together we can build the most sustainable future possible.

## United Nations Global Compact

We are participants in the United Nations Global Compact, an initiative to generate a global movement towards sustainable development. It calls for companies to align their operations with universal principles on human rights, labour, environment and anti-corruption.

## World Business Council for Sustainable Development

We are a member of the World Business Council for Sustainable Development (WBCSD), a global advocacy association made up of 200 international companies that have a focus on sustainable development. It provides leadership to drive change and improve sustainability within each business and will increase the opportunities for us to collaborate with like-minded companies in creating a sustainable future.

## Soft Commodities Forum

We are members of the Soft Commodities Forum (SCF), a global platform for leading soft commodities companies, convened by the WBCSD. We participate in a common framework for reporting and monitoring progress on transparent and traceable supply chains for soy in Brazil's Cerrado region. The initiative aims to turn the commitments made by its members into accountable and measurable action.

## Cerrado Working Group

We are a member of the Cerrado Working Group, which brings together stakeholders such as major retailers groups, financial institutions, civil society members, agri-industry and commodity exporting associations. The group, formed in 2017, is seeking solutions to end legal conversion of natural areas by developing an environmental compensation mechanism that would compensate farmers to keep native vegetation inside their lands beyond the legal requirements.

## Round Table on Responsible Soy

As members of the Round Table on Responsible Soy, an international organisation that promotes the responsible production, processing and trading of soy globally, we are part of a joint effort to increase production of soy while reducing environmental harm.

## Amazon Soy Moratorium

As long-term signatories of the Amazon Soy Moratorium, we do not source soybeans from lands deforested after 2008 in Amazon Biome or from producers who are not compliant with other socio-environmental requirements across Brazil.

Since the start of the Amazon Soy Moratorium in 2006, deforestation in the Amazon has significantly reduced. Recent increases in deforestation are being closely monitored and do not seem related to any commodities we source from the region. We continue to work with the industry, producers, governments and many other interested parties to bring solutions to the sector in order to fully eliminate deforestation from our value chains.

## Better Cotton Initiative

The Better Cotton Initiative (BCI) is the largest cotton sustainability programme in the world and aims to make global cotton production better for the people who produce it, better for the environment it grows in and better for the sector's future. It trains producers in sustainable practices to reduce the amount of fertiliser, pesticides and water they use. Our goal is to increase the volume of sustainably produced cotton in our supply chains.

## International Sustainability and Carbon Certification

We are members of the ISCC, a globally leading certification system that certifies the sustainable origins of the agricultural produce we market and supply.

## Global sustainability summit

We held our first global sustainability summit in October 2019. More than 60 senior managers and health, safety, environment and community (HSEC) leaders from across the business attended the event in The Hague, Netherlands.

The summit concentrated on how sustainability works in our business and the role of our leaders in supporting our focus areas, programmes and goals. It also saw the launch of Glencore Agriculture's global HSEC policy.

Speakers from across the business covered a range of health, safety, environment, community and human rights related topics. Presenters showcased their local activities which demonstrate progress towards our company-wide HSEC objectives.

The summit was successful as a means of exchanging ideas and raising the profile of sustainability in the business.

# At a glance

Percentages show 2019 performance versus 2018 performance



**16,000**

workforce

**80m+**

tonnes of commodities marketed

**zero**

reported serious food or feed safety incidents

**zero**

reported human rights breaches

**6**

catastrophic risk management audits conducted

**101%**

improvement in near miss and hazard reporting

**13%**

increase in hours worked

**18%**

reduction in reported injuries to employees and contractors

**27%**

reduction in total recordable injury frequency rate (TRIFR)

**14%**

reduction in disabling injury severity rate (DISR)

**30%**

reduction in lost time injury frequency rate (LTIFR)

**6.7%**

reduction in total energy consumption

**13.1%**

reduction in total greenhouse gas (GHG) emissions

**2.6%**

increase in share of renewable energy

**15.7%**

reduction in total water withdrawal



## Health and safety

The health and safety of our people is our highest priority. We want to be an industry leader in both health and safety outcomes. Our ultimate goal is for all our workplaces to be free from incidents and injuries.

### Why it matters

A safe and healthy working environment is essential to the long-term wellbeing of our people and the sustainability of our business. Our goal is for zero health and safety incidents and injuries.

### Our approach

Our global health and safety programme, SafeAgri, enables everyone in our business to focus consistently on creating safer workplaces.

We have a health and safety improvement plan to guide us towards our ultimate goals of zero catastrophic events, zero fatal incidents and a 50% reduction in our injury rate by 2023.

The plan has three priorities:

- prevent catastrophic events
- eliminate fatal incidents
- reduce the rate of common injuries.

This improvement plan and our approach to health and safety create steady and sustainable improvement through three key programmes:

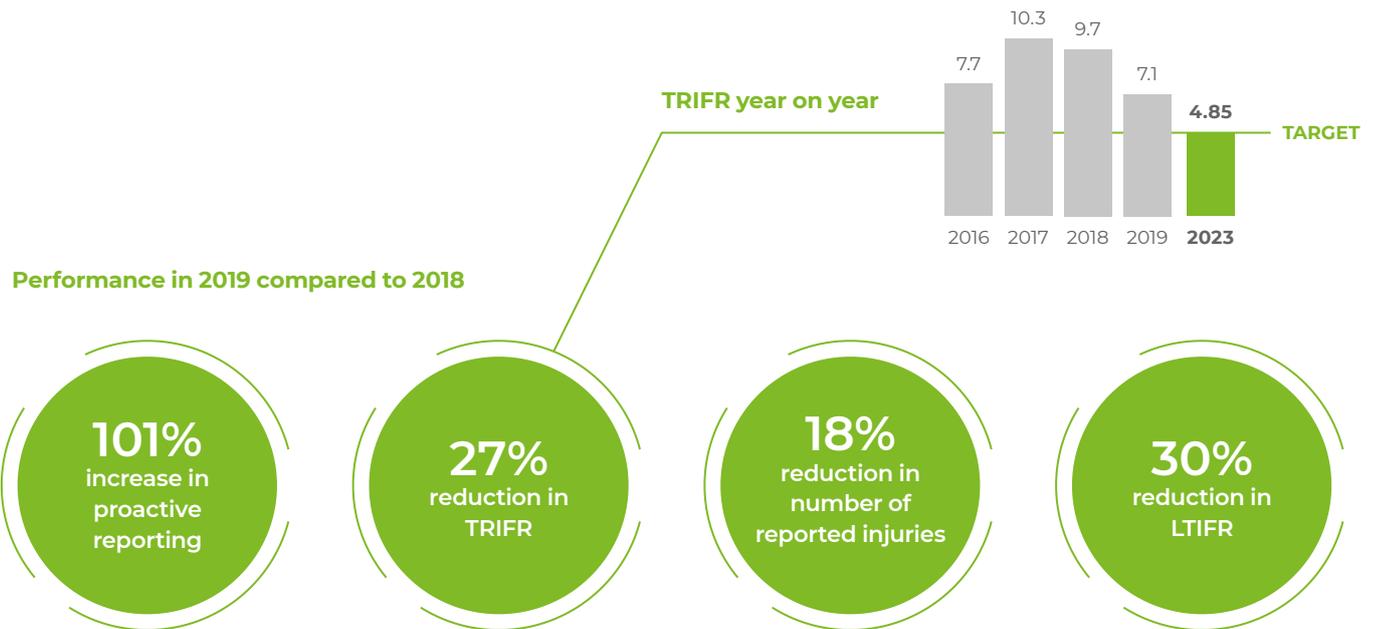
- developing our safety culture
- developing our risk management capabilities
- maintaining effective systems and processes.

We concentrate on doing the things which make a positive impact on safety performance and improve our safety culture. Our current focus is on driving a culture of reporting, which enables us to identify and correct unsafe conditions or situations prior to causing an incident or injury.

Global programmes are a key feature of our approach, but there is also a need for a localised focus on safety issues. Each region develops an annual safety improvement plan, focused on achieving global targets as well as improving local factors that contribute to injuries and incidents.

Alignment to  
UN Sustainable  
Development Goals





## Our performance in 2019

In 2019 we have made our workplaces safer. As a business, we saw improvements in all our key health and safety metrics, including an 18% reduction in the number of reported work related injuries, a 14% reduction in disabling injury severity rate (DISR), and a 27% reduction in the total recordable injury frequency rate (TRIFR).

The TRIFR measures the overall harm caused by our activities. We also saw a 30% reduction in the lost time injury frequency rate (LTIFR), but feel this is a less effective measure of safety. From January 2020 we are introducing an additional measure, for significant injuries, which will become an important measure in our reporting.

Our focus on learning from serious near-miss incidents saw our near-miss reports across the globe more than double in 2019.

Throughout 2019 we reviewed and updated our global fatal hazard protocols. These 16 protocols provide for consistent standards across all business areas where those risks are present, regardless of country or operation.

The most common causes of injuries in our business are slips, trips and falls. Consequently we developed a slips, trips and falls prevention guideline which provides industry-specific guidance for our sites and offices on how to reduce the likelihood of these types of incidents.

We retained our catastrophic risk management assurance programme, focusing on:

- bussing
- dust explosion
- vapour explosion.

We augmented our assurance programme with targeted assessment of health and safety management systems. Each region conducted self-assessments of compliance to five of our fatal hazard protocols which most often contribute to 'near miss' incidents.

The monitoring of health and safety performance and emerging issues is the responsibility of our global sustainability committee. Standard health and safety reporting is conducted routinely and reported globally.

**We expanded the scope of our SafeAgri programme, with new protocols for:**



**Pandemics**



**Personnel lifts**



**Stacking and storage**



**Structural failure**



**Security**



## Employee wellness

We encourage our employees to maintain good health and we run wellness programmes in many of our regions.

LiveUp is a health and wellness campaign launched in our Ukrainian business in 2019 with the aim of improving the health, safety and wellbeing of employees and those in the local communities. Dozens of activities and events during the first year of the campaign covered areas such as living a greener lifestyle, health checks and community improvement.

The programme improved staff health, morale and engagement and enhanced the company's reputation internally and locally.

A year-long 2019 wellness programme in India was initiated after a couple of health events among employees highlighted the need. It had a very local flavour, with yoga lessons, a celebration of pulses day, box cricket, monsoon trek added to health checks, marathon running, and regular fitness and healthcare sessions. It has been so well-received that it is set to be a permanent feature.

At our plant at Bodaczow, Poland, regular Health at Work days give employees the opportunity to refresh their understanding of emergency procedures at the plant and improve their personal health awareness. The training covers a range of topics including operating fire extinguishers and smoke chambers, first aid training and how to administer CPR. Health checks that test blood pressure, sugar content, cholesterol and body mass index are also available, enabling employees to become more aware of their health and any concerns that may need further investigation.



## Life-saving behaviour campaign

Our rapeseed crush and biodiesel plant in Magdeburg, Germany, has produced a range of posters to remind colleagues to follow our life-saving behaviours.

The business felt a more personal approach would encourage staff to take ownership of their own safety and that of their colleagues, as well as raising awareness of the SafeAgri programme.

We asked colleagues what the effect would be on their loved ones if they were involved in a serious incident and asked members of their families how important it is for them that their parents, spouses and children come home safely each day.

From these conversations we made posters featuring the employees involved in the discussions with safety reminders and messages. Even dogs made an appearance!

Overall the posters were well received around the plant, reminding employees of important safety messages and providing a little light-hearted entertainment.





## Using technology to track health and safety

Locations around the world are using information technology to promote training, audit health and safety programmes and track compliance.

At Viterra North America a new programme is being used to store training records. It houses the online training available to the employees and records all training undertaken. This means employees and managers can easily see what training is required to ensure compliance to laws, regulations and company requirements. Employees can also see what training is available in different regions, while managers can track and schedule training quickly and easily.

Across Europe, Australia and New Zealand, we are using an inspection app to create health, safety and environmental checklists and manage safety and environmental audits. The easy to use software on mobiles and tablets allows the collection of consistent data, standardising of operations and real time data capture and reporting.

In Australia and New Zealand, the business has been using the app for many years to manage safety and environmental audits and in 2019, started using it for regular dust inspections across our grain storage sites. Tablets were rolled out across every site and staff trained to undertake the inspections. The business has benefited from the electronic data capture, which reduces duplication and allows photos to be taken and immediately uploaded. Supervisors can easily identify issues and take corrective action. Data is presented on a dashboard and easily segmented across groups and regions to analyse for compliance, trends and performance.

In 2019, our Hungarian crush and extraction plant at Fokto introduced new software for managing the inspection programme for explosion-proof equipment and cataloguing the results. It is proving a solid and reliable system for managing one of our catastrophic hazards.

Thousands of pieces of equipment are required to be periodically safety-checked to ensure they will continue to operate safely in a potentially explosive environment. The new software replaces the previous spreadsheet system and serves as a register of the explosion-proof equipment as well as a document filing system to store all explosion prevention documents, including management plans and qualifications.



## Safety training for non-operational employees

Safety training has been underway across the whole company globally for non-operational employees who visit our sites and other operational locations.

The business has developed this training to ensure that all employees involved in site visits are made aware of potential risks and know to always follow life-saving behaviours. It is critical that our office-based employees are trained and aware of risks and what to look for when they are outside of their normal working environment.

During sessions, employees looked at different work environments to identify potential hazards and the steps they can take to stay safe when away from the office.



# Environment

We aim to minimise our impact on the environment wherever we operate and to improve environmental sustainability right along our supply chain.

## Why it matters

As the world's population grows and becomes richer there is a rising demand for food and agricultural commodities, which puts pressure on the environment through increased use of land, fertilisers, energy and water. This has an impact on communities, agriculture, biodiversity and health.

As one of the world's largest marketers of food and animal feed, we play an important role in global commodity markets and can contribute to the environmental sustainability of agricultural production and of food supply worldwide. Our licence to operate depends on our effective management of environmental challenges.

## Our approach

We work to improve our environmental performance year on year, reducing our impact on the external environment and communities where we operate, those we source from and those where we supply our commodities.

We show our leadership through continuous monitoring of our impact and collaborate with leaders in our industry and external organisations.

Each of our assets manages its own environmental plans in line with our environmental policy, which is based on global and industry standards.

This policy defines how to mitigate, manage or eliminate environmental risk; and determines environmental plans and management systems.

We have four environmental goals:

- contribute to sustainable supply chains
- eliminate deforestation in our value chains and look after valuable and protected areas
- reduce emissions and energy consumption
- minimise impact on water.

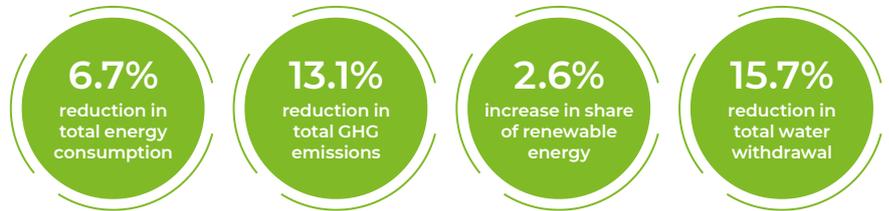
**Alignment to UN Sustainable Development Goals**

## Commitment to improve global performance

We have committed to improve our global performance on four environmental key performance indicators at processing facilities and farms under our operational control. In 2019, we added Moinhos Cruzeiro do Sul in Brazil to our consolidated processing companies. We set a target to improve our performance by 5% over the next five years until 2023, using our results in 2018 as the base year.

Some of our five-year targets have been met by our 2019 results. Weather and asset utilisation contributed to our performance in 2019; processing volumes increased and we achieved improved environmental performance per tonne processed. Our focus will be on continued long term structural improvements to maintain these results.

### Performance in 2019 compared to 2018



## Our performance in 2019

### Sustainable supply chains

We take a risk-based approach when sourcing commodities from regions that may have a higher risk of unsustainable practices.

There are continued concerns over deforestation relating to the soybean supply chain, especially in the Amazon and Cerrado regions of Brazil and in Gran Chaco, Argentina. Glencore Agriculture works with both producers and our customers to ensure that increasing global demand is not met at a cost to the environment.

In the Amazon, we follow the Amazon Soy Moratorium and have successfully passed the annual audit in 2019. Since the start of the Moratorium in 2006, soybean production has been contributing significantly less to Amazon deforestation.



In Cerrado, our first step has been to increase our direct sourcing of soy from known farms. Using satellite information, we can observe if the expansion of the farm occurs illegally and block any possible purchases from those areas. Collective industry-wide efforts focus on landscaping, value chain dialogues and yield improvement.



In Argentina, for many years over 90% of our soy has been sourced from areas that bear no deforestation risk, from states outside the Argentine Gran Chaco. We aim to certify a larger share of our soy originating from South America as deforestation free.



Our goal is to continually increase our volume of cotton traded under the BCI or Cotton Made in Africa (CMiA) certification programmes. Due to the nature of the cotton supply chain, our direct involvement with growers is limited and visibility into their production practices, particularly in the case of small-scale producers in the developing world, is constrained. Nevertheless, we seek to work with producers, ginners and other industry participants to encourage greater participation.

In 2019, 24,246 tonnes of our invoiced cotton was BCI certified, which included cotton from West Africa, Brazil and, for the first time, the US. In addition, we continue to trade niche volumes of organic cotton from India.



Our sources of palm kernel expeller (PKE) rely mostly on Roundtable on Sustainable Palm Oil (RSPO) certified suppliers – over 80% of supplies come from RSPO certified palm oil producers and RSPO members.

### Energy consumption and GHG emissions

We achieved improved energy consumption and GHG emissions per tonne processed. Our ongoing focus will be on structural improvements to achieve these results beyond volume fluctuations.

The share of renewably sourced energy consumed in our processing assets has increased from 72% to 74% of total energy consumption. The majority of renewable energy comes from our own biomass-to-energy systems in South America and Europe and we continue to implement similar solutions across the business when opportunities arise.

### Water extraction

Water extraction includes all water taken from basin and river systems across our processing and farming activities.

Fluctuations are driven by local conditions such as rainfall and ambient temperatures and by processing efficiency. We do not extract any water at our facilities in water scarce areas, as indicated by Aqueeduct platform from the World Resource Institute.

Several facilities have implemented water-saving programmes to ensure optimal use and to strive for reductions where possible.



## Native vegetation restoration

Glencore Agriculture, through our Brazilian operation Glencane Bioenergia, which owns the sugarcane plants Rio Vermelho and Nova Unialco, is conducting many projects to restore deforested areas near its operations. These projects protect watercourses from human activity, help to repair the impact in this region and recover fauna and flora.

At Rio Vermelho, we have recovered 155 hectares of land on the margins of watercourses or springs, which has been planted with nearly 300,000 seedlings.

Recovery began in 2007; however, when we took over the handling of those areas in 2011, up to 90% of what had been done previously, had been lost due to lack of maintenance.

The reforested areas are in a region where the natural resources had been overexploited up to the 20th century. To remedy this loss the 2012 Brazilian Forest Code states that 20% of properties located in the Atlantic Forest biome must be preserved, recovered or compensated with similar fauna and flora in regions with remnants of native vegetation in the same biome.

Through projects to recover degraded areas and by seeking sustainable solutions for our operations, we are committed to preserving the balance of the environment.



## External certification of assets

The International Sustainability and Carbon Certification (ISCC) system is a global certification system which covers the entire supply chain for all types of biobased feedstocks and renewables and aims to reduce greenhouse gas emissions, protect natural biospheres and encourage the sustainable use of land. It has to be completed by all producers selling produce within Europe and around the world.

We are continuing to achieve certification within our business and improve our processes. More than 80% of our assets have an externally verified quality management system, including ISCC.

In 2019, Kolos, one of our crush facilities in Ukraine, achieved ISCC certification, enabling it to supply crude sunflower oil as sustainable raw material for the production of biodiesel.

To meet the standard, the facility developed a way of verifying the amount of greenhouse gas emissions produced during the production process, taking into account all electricity and chemical use, wastewater treatment and other relevant factors.

The calculation was audited and approved by an independent inspection, verification, testing and certification company.

Our Hungarian office has simplified the ISCC certification process by introducing software for partners to complete online and upload the relevant documents. The application is then reviewed by Glencore Agriculture and passed to the ISCC for certification. The new system has sped up approvals and partners are reporting faster transactions as a result.



## Solar power trial

At our Grassy Lake Elevator, Alberta, Canada, we are installing solar panels to produce the 500 megawatt hours annual power usage at the facility, with the help of a rebate from the provincial government.

The solar project aims to achieve net-zero annual electricity usage at the site from environmentally friendly and sustainable energy sources. The facility will remain tied into the provincial electricity grid and during hours when the panels are generating more electricity than the facility needs, the excess electricity will feed back to the grid. During hours when the panels are generating less than the facility requirements, additional power from the grid will supplement any generation from the panels.



## Sourcing sustainable soybeans

Glencore Agriculture has published its first two reports on the traceability of its soy supply chains in Brazil, after signing up to the Soft Commodities Forum (SCF) in February 2019.

The reports include information on the percentage of soy within the 25 priority municipalities in the Cerrado region that is sourced directly from producers and indirectly from third parties.

This traceability is a critical success factor to identify possible land-use challenges and engage producers in ways to promote sustainable soy production. The SCF expects that the rate of native vegetation conversion will reduce in the targeted municipalities as a result of concerted action and the adoption of improved sustainable land management practices. The SCF members will work together to develop targeted interventions to support sustainable intensification and tackle native vegetation conversion in the priority municipalities, alongside and in collaboration with relevant local stakeholders.

Glencore Agriculture has focused on engaging with key stakeholders at either end of the supply chain – from producers to end customers. Mutual understanding of the challenges each of our stakeholders face is vital to create cooperation, to implement a successful strategy and ultimately to achieve progress.

Through our membership of the SCF we aim to ensure increasing demand is met by higher crop yields, landscaping decisions and efficient supply chains rather than using a greater area of land for cultivation, particularly the conversion of valuable conservation areas.

The reports can be read at [glencoreagriculture.com/Sustainability/Our-approach](http://glencoreagriculture.com/Sustainability/Our-approach)



## Renewable energy partnership

Viterra North America is working with renewable energy producer DP Energy and the provincial government to develop two solar projects on Viterra land in Calgary, Alberta. This project puts to use 320 acres of land which would otherwise have limited development potential. When it is fully up and running the project will contribute 62 megawatts of energy – enough to power 14,000 homes – to Alberta's target of sourcing 30% of the province's electricity supply from renewables by 2030.





# Community

We support the sustainable, long-term development of the local communities in which we operate.

## Why it matters

We are a major employer in many of the areas where we operate and have a responsibility for the health, prosperity and sustainability of those communities.

We also play a key role in feeding people and animals around the world and ensuring the security of the food supply is vital.

## Our approach

We contribute to the communities where we operate – by employing people, purchasing commodities, goods and services, paying taxes – and through continued investment in our infrastructure. This contributes to the success of local businesses and economies.

Our supply chains are considered essential services to transport food and feed products for communities around the world. We operate reliably and

efficiently to provide timely delivery of products and maintain our high standards of quality and food safety to meet the needs of customers.

Our operations also bring social benefits to local communities through donations, sponsorship and fundraising activities and the expertise and support of our staff who volunteer their time. We support many local initiatives and projects that contribute positively to the wellbeing of the local communities surrounding our operations and offices.

We aim to deal openly, transparently and inclusively with our communities and stakeholders, listening to and working with anyone impacted by our operations.

## Our performance in 2019

We have continued to operate as a responsible corporate citizen and worked constructively with a range of stakeholders at a local, regional, national and international level.

We have supported many initiatives in the communities where we operate. Across the business, total reported community investment was US\$2.9 million, most of which supports education and health initiatives with each region having discretion to contribute to activities in their local communities. This contribution may include donations, sponsorships, donation of goods and in-kind support. The impacts of our community activities are measured locally.

**Alignment to UN Sustainable Development Goals**



# Human rights

We are committed to upholding human rights, wherever in the world we work.

## Why it matters

We respect the dignity, liberty and equality of everyone we work with and of all those in the communities where we operate.

## Our approach

Our approach is aligned to Glencore's human rights policy, code of conduct and global anti-corruption policy. We also take part in and benefit from Glencore's Raising Concerns programme and compliance e-learning programme.

We evidence our commitment through our participation in international conventions, including the United Nations Global Compact, a set of principles covering human rights, labour, environment and anti-corruption and the standards set out by the International Labour Organisation (ILO).

We do not tolerate any form of workplace discrimination, harassment or physical assault, or any form of child, forced, or compulsory labour. We seek to reflect the diversity of the communities in which we operate in our workforce. We value and respect people from all backgrounds, and we have a culture of diversity and inclusion. This includes – but is not limited to – nationality, cultural identity, religious beliefs, sexual orientation, gender and age. We respect the rights of our employees and contractors, including the freedom of association and collective bargaining.

Throughout our operations, we seek to avoid complicity in human rights abuses, and to uphold relevant international standards. We have grievance mechanisms in place which can be used by our stakeholders. These include the Raising Concerns programme as well as local systems at our operations.

## Our performance in 2019

We published our first Modern Slavery Statement in 2019, reporting on activities in 2018 and as part of our ongoing commitment to preventing the violation of human rights in our operations and supply chains.

We had no reported human rights breaches in 2019.

We had 68 concerns raised to us through the Raising Concerns platform which are investigated through our compliance team. There were a further 41 minor community complaints, a majority of which related to dust and odour. We take all complaints seriously and seek to minimise any impacts of our operations.

We are continuing to work with offices and assets across the business to ensure they have appropriate grievance mechanisms and reporting processes in place.

**Alignment to  
UN Sustainable  
Development Goals**





## Helping communities through art

Viterra grain silos in South Australia are being turned into canvases for dramatic artworks that are helping to boost tourism and community pride in rural towns.

In 2019 we sponsored the painting of silos in Waikerie, Karoonda and, most recently, in Cowell, where New Zealand/Australian artist Austin 'NITSUA' Moncrieff worked with the Franklin Harbour Community Development Group to paint the local silos. The mural features local man Lionel Deer and one of his many pet camels as well as a local Port Lincoln parrot and a nearby farmhouse ruin.

We also worked with projection art organisation Illuminart on their 'Travelling Light' tour of South Australia, which visited 17 towns projecting on to seven of our silos along the way.

Since 2017, the seven silo art projects we have supported in South Australia have all won awards for the benefits they have brought to local communities.



## Raising concerns

To ensure we maintain high standards of human rights, we have empowered all our people to report any situation that appears to breach our human rights policies to our Raising Concerns programme. This allows the reporting of any unresolved concerns, anonymously if necessary, and is publicised widely across all our work sites. Nobody working for Glencore Agriculture suffers demotion, penalty or any other disciplinary action for raising a concern in good faith.



## Supporting young people at risk

Glencore Agriculture has signed up as a platinum member of the On the Right Track Program (Programa Na Mão Certa), an initiative by Childhood Brazil which aims to unite governments, companies, and third-sector organisations in promoting rights and protecting children and adolescents against sexual violence, prevalent on Brazil's highway network.

The networks that benefit from child and adolescent sexual exploitation often operate along Brazil's federal highways, where children and young people are at risk from international drug and human trafficking gangs. The On the Right Track programme develops campaigns to educate truck drivers about the issue and to enable them to safeguard young people in danger. Advertising, informative guides, presentational workshops and action guidelines are all used to raise awareness among drivers and communities.

We are committed to upholding the rights of children and adolescents. Our platinum-level support for On the Right Track is a public declaration that we understand our social responsibility for the development and the wellbeing of children and adolescents.





## Modern slavery

We have zero tolerance towards any form of forced labour, child labour, physical assault or harassment within our workplace. We care greatly about our performance in health and safety, compliance, environment and human rights, and comply as a minimum with standards set by the International Labour Organisation (ILO) across all our assets and offices.

All our employees receive training in compliance and human rights, and are encouraged to raise any concerns via our Raising Concerns programme.

We do not accept modern slavery practices in any of our business activities, from our third parties, or our suppliers. We work with a vast number of suppliers and third parties, some of which are located in remote and rural locations where there is a lack of regulation to uphold human rights among small, local businesses.

We are working to introduce a supplier standard and due diligence process into our future contracts with third parties.



## Educating children out of poverty

For the last two years our business in India has supported a charity in Lucknow, Uttar Pradesh, which educates children dwelling in slums, streets, construction sites and villages with the aim of removing abject poverty through the education and skilling of children.

Based in the largest state in India, with one of the highest number of children working as labourers, and the lowest literacy rates in the country, the Sarthak Foundation has set up seven Yellow Rooms in communities in Lucknow to provide quality education and life skills and prepare children aged 3 to 18 to enrol in formal schooling. It also has a 12-classroom rural village school. The charity started in 2013 for a handful of children and today it provides education for over 1000 young people.

Our donations have assisted with digitising the charity's classrooms, teachers' salaries, uniforms and food for the children, ensuring exposure activities for children, preparing brighter children for professional careers, rent and course structure costs.



## Inspiring young people

Over several years, our employees in Poland have built a relationship with the local Siedliszcze orphanage. They first began donating Christmas presents to children at the orphanage a few years ago – the children would write to Santa and employees would do their best to fulfil their Christmas wishes.

In 2019, our employees decided they could further help the young people by showing them the kind of career opportunities that might be available to them locally when they were ready to go to work.

Together with the Bodaczow crushing plant, Glencore Polska Sp. z o. o. invited a group of teenagers from the orphanage on a tour of the two facilities, where they heard from people in different departments about their jobs and what it was like working for our business. The tour was followed by lunch, during which our people talked to the children about their plans for the future and opportunities that can be offered locally.

The hope is that through this event and the conversations that took place, the children will see a path through which if they work hard and are motivated they would be rewarded in the future.



# Food and feed safety

We aim to meet the highest standards in all our food and feed products.

## Why it matters

We want the products and commodities we supply to customers to be of the right quality, and safe for people and for the environment – in line with evolving rules and standards. Our approach to product quality helps to achieve this.

We carry out wide ranging food safety and quality management procedures so that customers can be confident that all our food and feed products meet the highest international standards.

## Our approach

As we manage the whole supply chain, we can ensure the products our customers receive meet their specific requirements and are consistent, reliable and high quality. All products are tested for quality and food safety by accredited authorities.

We employ the best practice in quality control and food and feed safety management in all our operations and activities. These include:

- Good Manufacturing Practice Feed Safety Assurance
- International Featured Standards
- ISO 22000 Food Safety Management
- ISO 9001 Quality Management Systems
- Skal Biocontrol (organic products).

## Our performance in 2019

Our food and feed safety programmes were strictly adhered to during 2019 which led to us achieving our most important goal – ensuring that the products we supply to our customers and markets are safe. We had zero reported serious food or feed safety incidents during the year.

Alignment to  
UN Sustainable  
Development Goals





## Viterra Australia continues to invest in its food safety and quality

Viterra Australia has invested in new chemical residue testing equipment as part of our focus on meeting end use customer demands and maintaining food safety and quality management standards.

The investment is in response to changing customer needs and importing countries' requirements.

Countries are tightening their maximum residue limits and end use customers are becoming increasingly concerned with food safety and quality management standards.

The equipment has been installed in Viterra's purpose-built laboratory which was opened in 2018 and is enabling the business to continue to meet grower and end use customers' needs well into the future.

Viterra previously outsourced chemical residue testing to an external laboratory, which could take up to ten working days. The efficiency of being able to do this in our own laboratory, means we save valuable time during peak season, when the business is bringing in grain and needs to outturn it quickly while maintaining standards.



## HACCP educational programme

As an active member of the Ukrainian Grain Association, Glencore Agriculture Ukraine took part in a programme of educational workshops to increase awareness of the Hazard Analysis and Critical Control Points (HACCP) programme introduced by the Ukrainian government as it adapts its food safety system to European norms.

The new system requires all food producers to identify any and all potential risks associated with their production processes and facilities and take the necessary steps to minimise these risks.

The programme aimed to increase awareness of the HACCP, the potential threats to food and feed commodities and what the new system requires food businesses to do and when, as well as showing the competitive advantage that they would achieve by complying. Producers are now able to develop their own systems for improving food safety, and are in the process of doing so.



## Biopetrol expands laboratory capability

Our Biopetrol Rotterdam business has expanded its laboratory capability to detect traces of the chemical 3-monochloropropane diol (3-MCPD) in refined oil and glycerine to ensure we continue providing customers with the highest quality products.

In recent years, there has been increasing concern about traces of the chemical and related substances in some processed foods, vegetable oils and refined glycerine, which are formed unintentionally particularly during oil refining processes.

We are a leading supplier of the highest quality refined glycerin in Europe. In order to continue to guarantee that quality standard to our customers in the food, pharmaceutical and cosmetics industries, our Biopetrol Rotterdam business has expanded its laboratory capabilities with our own equipment capable of detecting even minor traces in both refined oil and glycerin.

The quality of raw materials and final products can now be monitored and assured in a timely manner.



## Glencore Agriculture Italy gains Good Trading Practices certification

Our business in Italy has achieved certification under the Good Trading Practices (GTP) code, demonstrating our commitment to delivering safe food and feed products to our customers. It is the most recent part of Glencore Agriculture to be certified under the code and adds to the growing list of regions which have achieved an equivalent type of food and feed safety certification.

GTP is a certification system designed to ensure safe food and feed products are supplied to the market in Europe. One of its most important principles is application of the HACCP system to ensure that hazards which may be present in food and feed products are properly considered and mitigated.

To achieve certification, Glencore Agriculture Italy reviewed its quality management system, ensured all requirements of the GTP code were implemented, and successfully completed a certification audit. The certification is valid for three years and an independent auditing body will perform a yearly verification audit to ensure our business practices meet customer requirements.

# Assurance report of the independent auditor



## Assurance report of the independent auditor

To: the management board of Glencore Agriculture B.V.

### Our conclusion

We have performed a limited assurance engagement on selected indicators for the years 2018 and 2019 in the sustainability report for the year 2019 of Glencore Agriculture B.V. at Rotterdam (hereinafter: Glencore Agri).

Based on our procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the selected indicators are not prepared, in all material respects, in accordance with the reporting criteria as included in the section Reporting criteria.

The selected indicators are included in the overview on page 30 of the sustainability report and consist of:

- ▶ Energy use
- ▶ Percentage renewable energy
- ▶ CO<sub>2</sub> emissions
- ▶ Water input per ton processed
- ▶ TRIFR
- ▶ DISR

### Basis for our conclusion

We have performed our limited assurance engagement on the selected indicators in accordance with Dutch law, including Dutch Standard 3000A "Assurance-opdrachten anders dan opdrachten tot controle of beoordeling van historische financiële informatie (attest-opdrachten)" (Assurance engagements other than audits or reviews of historical financial information (attestation engagements)). Our responsibilities under this standard are further described in the section Our responsibilities for the assurance engagement on the selected indicators.

We are independent of Glencore Agri in accordance with the "Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten" (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. This includes that we do not perform any activities that could result in a conflict of interest with our independent assurance engagement. Furthermore, we have complied with the "Verordening gedrags- en beroepsregels accountants" (VGBA, Dutch Code of Ethics).

We believe that the assurance evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

### Reporting criteria

The selected indicators need to be read and understood together with the reporting criteria. Glencore Agri is solely responsible for selecting and applying these reporting criteria, taking into account applicable law and regulations related to reporting.

The reporting criteria used for the preparation of the selected indicators are the reporting criteria developed by Glencore Agri and are disclosed on page 30 of the sustainability report.

The absence of an established practice on which to draw, to evaluate and measure the selected indicators allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time.

#### Limitations to the scope of our assurance engagement

Our assurance engagement is restricted to the selected indicators. We have not performed assurance procedures on any other information as included in the sustainability report.

References to external sources or websites are not part of our assurance engagement on the selected indicators. We therefore do not provide assurance on this information.

#### Responsibilities of the management board for the selected indicators

The management board is responsible for the preparation of reliable and adequate selected indicators in accordance with the reporting criteria as included in the section Reporting criteria. In this context, the management board is responsible for the identification of the intended users and the criteria being applicable for their purposes. The choices made by the management board regarding the scope of the selected indicators and the reporting policy are summarized on page 30 of the sustainability report.

The management board is also responsible for such internal control as the management board determines is necessary to enable the preparation of the selected indicators that are free from material misstatement, whether due to fraud or errors.

#### Our responsibilities for the assurance engagement on the selected indicators

Our responsibility is to plan and perform the limited assurance engagement in a manner that allows us to obtain sufficient and appropriate assurance evidence for our conclusion.

Procedures performed to obtain a limited level of assurance are aimed to determine the plausibility of information and vary in nature and timing from, and are less in extent, than for a reasonable assurance engagement. The level of assurance obtained in a limited assurance engagement is therefore substantially less than the assurance obtained in a reasonable assurance engagement.

We apply the "Nadere voorschriften kwaliteitssystemen" (NVKS, Regulations for Quality management systems) and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and other applicable legal and regulatory requirements.

We have exercised professional judgement and have maintained professional skepticism throughout the assurance engagement, in accordance with the Dutch assurance standards, ethical requirements and independence requirements.

The procedures of our limited assurance engagement included amongst others:

- ▶ Performing an analysis of the external environment and obtaining an understanding of the sector, insight into relevant social themes and issues, relevant laws and regulations and the characteristics of the company as far as relevant to the selected indicators
- ▶ Evaluating the appropriateness of the reporting criteria used, their consistent application and related disclosures on the selected indicators. This includes the evaluation of the reasonableness of estimates made by the management board
- ▶ Obtaining an understanding of the reporting processes for the selected indicators, including obtaining a general understanding of internal control relevant to our assurance engagement

- ▶ Identifying areas of the selected indicators with a higher risk of misleading or unbalanced information or material misstatements, whether due to fraud or errors. Designing and performing further assurance procedures aimed at determining the plausibility of the selected indicators responsive to this risk analysis. These further assurance procedures consisted amongst others of:
  - ▶ Interviewing management and relevant staff at corporate and business level responsible for the strategy, policy and results relating to the selected indicators
  - ▶ Interviewing relevant staff responsible for providing the information for, carrying out internal control procedures on, and consolidating the data in the selected indicators
  - ▶ Determining the nature and extent of the assurance procedures for the group components and locations. For this, the nature, extent and/or risk profile of these components are decisive. Based thereon we selected the components to perform additional procedures on. These procedures are aimed at, on a local level, validating source data and evaluating the design and implementation of internal controls and validation procedures
  - ▶ Obtaining assurance information that the selected indicators reconcile with underlying records of the company
  - ▶ Reviewing, on a limited test basis, relevant internal and external documentation
  - ▶ Performing an analytical review of the data and trends
- ▶ Evaluating the consistency of the selected indicators with the information in the sustainability report which is not included in the scope of our assurance engagement

We communicate with the management board regarding, among other matters, the planned scope and timing of the assurance engagement and significant findings that we identify during our assurance engagement.

Rotterdam, 13 July 2020

Ernst & Young Accountants LLP

signed by Jan Niewold

# Key performance indicators (KPIs)

KPI	Definition	Formula	Value 2018	Value 2019	Rel. change
<b>TRIFR</b>	The total recordable injury frequency rate (TRIFR) - excluding occupational diseases is the sum of: 1. employee medical treatment injuries (MTIs) 2. employee restricted work injuries (RWIs) 3. employee lost time injuries (LTIs) 4. fatalities in relation to the total hours worked.	$TRIFR = \frac{\text{Total number of recordable incidents} \times 1,000,000}{\text{total hours worked}}$	9.68	7.07	-27.0%
<b>DISR</b>	The disabling injury severity rate (DISR) is the number of days lost for LTIs and restricted for RWIs in relation to the total hours worked.	$DISR = \frac{\text{Number of days lost or restricted} \times 1,000,000}{\text{total hours worked in a year}}$	204.1	175.4	-14.1%
<b>Total hours worked</b>	Sum of all hours worked during period by employees and contractors during on-premises working hours as well as during company-organised transportation to/from site.	hours / year			
<b>Total energy consumption</b>	Total energy is the sum of all direct and indirect energy from all sources, both renewable and non-renewable, related to total tonnes processed.	MJ / mt processed	2221.6	2071.9	-6.7%
<b>Share of renewable energy</b>	The share of renewable energy includes consumption of biomass, energy from geothermic and generated electricity from solar, wind and hydro and the electricity or heat purchased from these renewable sources. This number is a percentage of our total energy consumption.	MJ renewable / MJ total [%]	72.2%	74.1%	+ 2.6%
<b>Total water withdrawal</b>	Total water withdrawal is the sum of all water drawn from surface water, groundwater, seawater, drinking water or a third party for any use, related to total tonnes processed.	Volume (m <sup>3</sup> ) of all sources per metric ton processed	16.3	13.8	-15.7%
<b>Total GHG emissions</b>	Total Scope 1 + 2 GHG emissions of our processing assets expressed in kg CO <sub>2</sub> e/mt processed. All sources of energy consumed at our sites are included and according to the table below. GHG monitored are CO <sub>2</sub> , CH <sub>4</sub> and NO <sub>x</sub> . Fuel consumed by company cars are not included in Scope 1. For Scope 2 emissions the local grid emissions location-based method are applied as defined by IEA, NGA Australia, eGrid USA and Environment Canada. Emission are calculated as per the GHG Protocol, a Corporate Accounting and Reporting Standard (Revised edition).				
	<b>Fossil fuel - Scope 1 emission factors</b>				
	<b>Type of fuel</b>	<b>Emission factors</b>	<b>Unit</b>		
	Natural gas	56.27	g CO <sub>2</sub> e/MJ		
	Liquefied petroleum gas	63.27	g CO <sub>2</sub> e/MJ		
	Petrol/gasoline	69.29	g CO <sub>2</sub> e/MJ		
	Diesel, incl. light fuel oil	74.07	g CO <sub>2</sub> e/MJ		
	Coal	98.98	g CO <sub>2</sub> e/MJ		
<b>Total tonnes processed</b>	Total weight of processed raw materials including weight of further downstream processed intermediary products of assets under our operational control.	mt (metric tonne)			
<b>Applied method of registration</b>	All health and safety incidents notified are recorded and included in the calculation of the indicator. Employee hours worked are registered by time registration, contractual hours or estimated. Contractor hours are registered by invoice, time registration or estimated (in order of preferred and applied method when available). Environmental data is registered (in order of preferred and applied method) by third party invoice, internal measurement, calculation or estimation.				
<b>Period</b>	Year of report from 1 January to 31 December.	Calendar years 2018 and 2019			
<b>In scope</b>	All processing assets under our operational control during the period. For safety indicators (TRIFR and DISR) all storage and handling facilities are also included. As of 2019, all marketing offices are included as well.				

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