


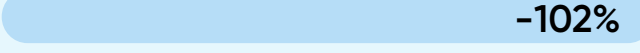












# Sustainability






## Progress Against Our Key Targets

Topic	Target	Status (2025 estimates - data validation under way)	Progress Towards Target
<b>Advancing Climate Solutions</b>	Energy	Increase share of energy from renewables to 50% across Tier 1 & Tier 2 facilities <sup>1</sup>	49% renewables  98%
	Scope 1 & 2 (non-FLAG) Emissions	Reduce absolute emissions by 42% from 2022 baseline	41% decrease <sup>2</sup>  98%
	Scope 1 (FLAG) Emissions	Reduce absolute emissions by 30.30% from 2022 baseline	38% decrease <sup>2</sup>  125%
	Scope 3 (FLAG) Emissions <sup>3</sup>	Reduce absolute emissions by 30.30% from 2022 baseline	31% increase <sup>2</sup>  -102%
	Scope 3 (non-FLAG) Emissions	Reduce absolute emissions by 42% from 2022 baseline	26% decrease <sup>2</sup>  62%
<b>Preserving &amp; Regenerating Nature</b>	Regen Agri	Advance regenerative agriculture across 500,000 hectares	286,112 ha certified  57%
	Ecosystems	Protect ecosystems in priority landscapes	3 initiatives undertaken in identified landscapes <sup>3</sup>
	Water	Reduce water use intensity by 10% in high water use processing facilities	4% reduction in targeted facilities since 2024 <sup>4</sup>  40%
	Waste	Divert 100% of operational waste from landfills, towards circular uses	79% put to circular use <sup>5</sup> (Tier 1 only <sup>1</sup> )  79%

## Supporting & Improving Livelihoods

Topic	Target	Status (2025 estimates - data validation under way)	Progress Towards Target
Income	Increase net incomes for 500,000 farmer households	306,533 smallholders supported <sup>6</sup>	 61%
Post-Harvest Loss	Reduce harvest and post-harvest losses by 50% for 20,000 farmers	50% reduction in harvest and post-harvest losses for 1,500 farmers	 7.5%
Equity	Improve access to economic opportunities for 200,000 women, youth and marginalised groups	58,928 women supported <sup>6</sup>	 29%
Food Security	Improve food security for 200,000 vulnerable farmer households	59,798 households supported	 30%
Workforce Nutrition	100% of workforce has access to nutrition programmes	78% meeting minimum targets	 78%
Fortified Foods	Produce 1 trillion servings of fortified food from 2022 to 2030	395 Billion servings of fortified food produced	 40%

## Conducting Business Responsibly

Safety	50% reduction in LTIFR from 2022 baseline (0.22)	36% reduction	 72%
	50% reduction TRFR from 2022 baseline (0.83)	35% reduction	 70%
Diversity and Inclusion	Achieve 30% women in management roles globally	16% women managers	 53%
	Achieve 60% national talent in management roles in Africa	37% national managers in Africa	 62%
	60% national managers in Asia	83% national managers in Asia	 138%
Responsible Sourcing <sup>4</sup>	<b>Responsibly source all our raw materials;</b>		
	• Soy	100% DCF soy origination volumes in priority biomes	
	• Rubber	90% of rubber from Côte d'Ivoire and Indonesia is traceable and EUDR compliant <sup>7</sup>	
	• Palm	100% of all palm oil is TTM and 90% is TTP <sup>8</sup>	

1. Tier 1 facilities are defined as large and complex processing operations, encompassing most of our agri-processing facilities. Tier 2 operations include upstream and ancillary operations such as cotton ginning, farms and concessions, fleet, and some rice and oil facilities.
2. With the release of the 'Land Sector and Removals Standard' by GHG Protocol, effective 1 January 2027, we plan to prepare our greenhouse gas inventory for alignment with the updated accounting requirements.

3. We are implementing ecosystem protection programmes in landscapes in Chad, Congo and Indonesia, prioritised based on forest, biodiversity and water risk assessments.
4. Target applies to specific facilities identified as relatively high water use, due to the nature of operations such as rubber washing, rice parboiling and sugar refining.
5. Applies to non-hazardous waste from Tier 1 facilities.

6. Progress numbers currently reflect the number of people supported through our livelihoods, equity and food security programmes. Baseline and impact surveys are conducted to assess progress.
7. We apply enhanced due diligence to palm, rubber and soy because these commodities are often associated with deforestation. These commodities make up approximately 58% of our total volumes. 22% of total volumes meet both OASC and enhanced screening requirements.
8. Traceability percentage for palm reflects 2024 data.