

Letter from our CEO

David MacLennan,

Board Chair and Chief Executive Officer



Since Cargill was founded 157 years ago, our global food and agriculture system has evolved significantly to meet the needs of a growing, global population. Driven by our values and Guiding Principles, we have worked throughout the decades to make this system safer and more sustainable.

We are proud of all the ways we've helped people thrive by nourishing the world—and have learned many important lessons along the way.

Today, from our place at the center of the agricultural supply chain, Cargill is uniquely positioned to lead the transformation of our food and agriculture system to help address many of our world's most pressing needs—from climate action to supply chain continuity and food security. That's exactly what we're doing—with sustainability ambitions that are firmly anchored in science, strategic partnerships that are driving measurable results, new investments in innovation, and more than a century of experience in helping solve big, global challenges.

While sustainability has long been a business priority at Cargill, in order to better share our strategy and actions we have produced our first-ever comprehensive Environmental, Social, and Governance (ESG) report. This report details the progress we've made to date in our operations, and across our supply chains, toward achieving our goals for reducing greenhouse gas (GHG) emissions, supporting farmer livelihoods, advancing human rights, and amplifying our company's broader global impact.

Progress through partnership

Throughout our history, Cargill has kept food moving from where it's grown to where it's needed—no matter the obstacles. We've always followed through on our responsibility to keep people fed because access to safe, nutritious food is a basic human right.

To fulfill our purpose of nourishing the world in a safe, responsible, and sustainable way, Cargill is continuing to embrace the power of strategic partnerships—working hand-in-hand with our customers, farmers, governments, NGOs, and even our competitors—to drive industry-wide impact on some of the most pressing issues facing people and the planet.

Empowering farmers and food producers

The partnerships that are driving our progress begin, as they should, at the farm gate. Because if farmers and ranchers aren't successful, none of us will be.

That's why Cargill is working with growers and ranchers at every level of production, empowering them with the support they need to sustainably produce food the world depends on while helping their families and communities thrive.

To date, we've provided valuable training for more than 5 million farmers globally since 2017. From regenerative agriculture practices that sequester carbon, improve soil health, and increase crop yields, to biosecurity measures that keep livestock healthy, to information sharing, technical resources, and financial support, we're creating progress and prosperity at the roots of our agricultural supply chains.

A diverse and inclusive approach

For far too long, systemic racism has prohibited people of color from contributing their talents and achieving their aspirations in agriculture.

That cannot continue. This is the moment when our sincere, shared commitment to equity must follow through to deliver real and lasting change. That's our aim with efforts like the Black Farmer Equity Initiative, the Cargill University Thrive program, our long-standing partnerships that empower women and girls in agriculture, our ongoing efforts to invest in the diversity and inclusion of our teams, and more.

Make no mistake: this is hard work. And it will take all of us, collaborating with conviction, to correct the endemic inequities in our industry and society. Cargill has embraced that fundamental responsibility, and we're in it for the long haul.

Leading with safety, in everything we do

Our most important responsibility is keeping our people safe, as well as the countless people who consume our products every day around the world. That's why we are firmly committed to ensuring safe work environments through education and intervention. And it's why our teams work around the clock to ensure the highest standards of health and safety in the products we make, move, and sell.

These and other efforts that Cargill is undertaking to deliver a positive global impact aren't just the right thing to do; they're business critical. Our ability to safely and sustainably nourish a growing population into the future will depend on how we execute new and disruptive thinking, uncommon partnerships, and truly innovative solutions.

In service to our customers, and for the long-term prosperity of people and the planet, Cargill has embedded these values and actions in how we do business. And we'll leverage the full extent of our business—our considerable connections, deep experience, and continued growth—to scale-up solutions that transform food and agriculture systems and improve lives.

David MacLennan



Board Chair and Chief Executive Officer



About Cargill

We connect farmers with markets, customers with ingredients, and families with daily essentials—from the foods you eat, to the floors you walk on.

Our industries



Food Ingredients & Bioindustrial



Animal Nutrition & Health



Protein & Salt



Agricultural Supply Chain



Financial Services & Metals

\$165 billion¹ in revenues in fiscal year 2022²

Our team

We are **155k** employees

Operating in **70** countries

Selling to **125** countries

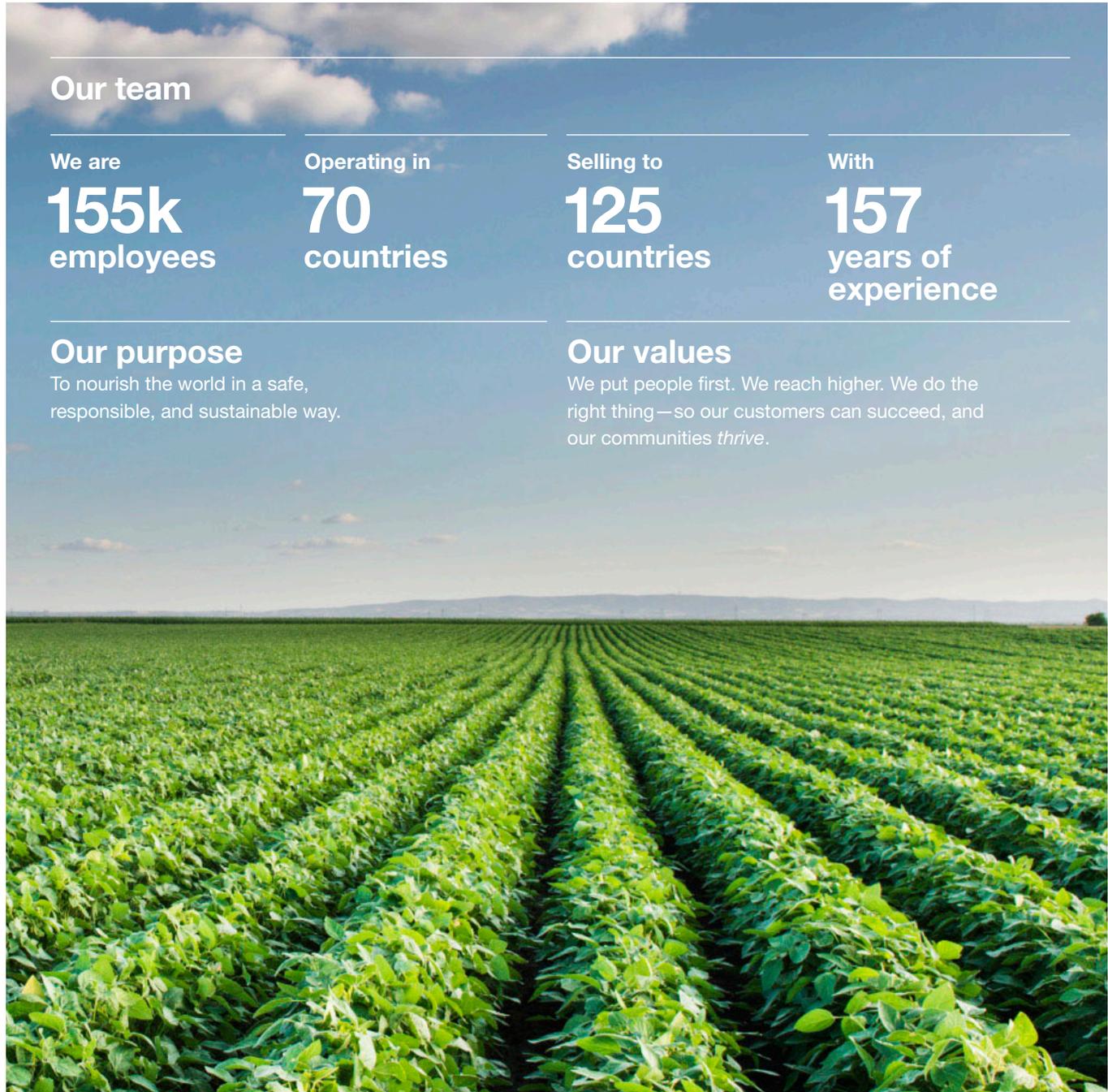
With **157** years of experience

Our purpose

To nourish the world in a safe, responsible, and sustainable way.

Our values

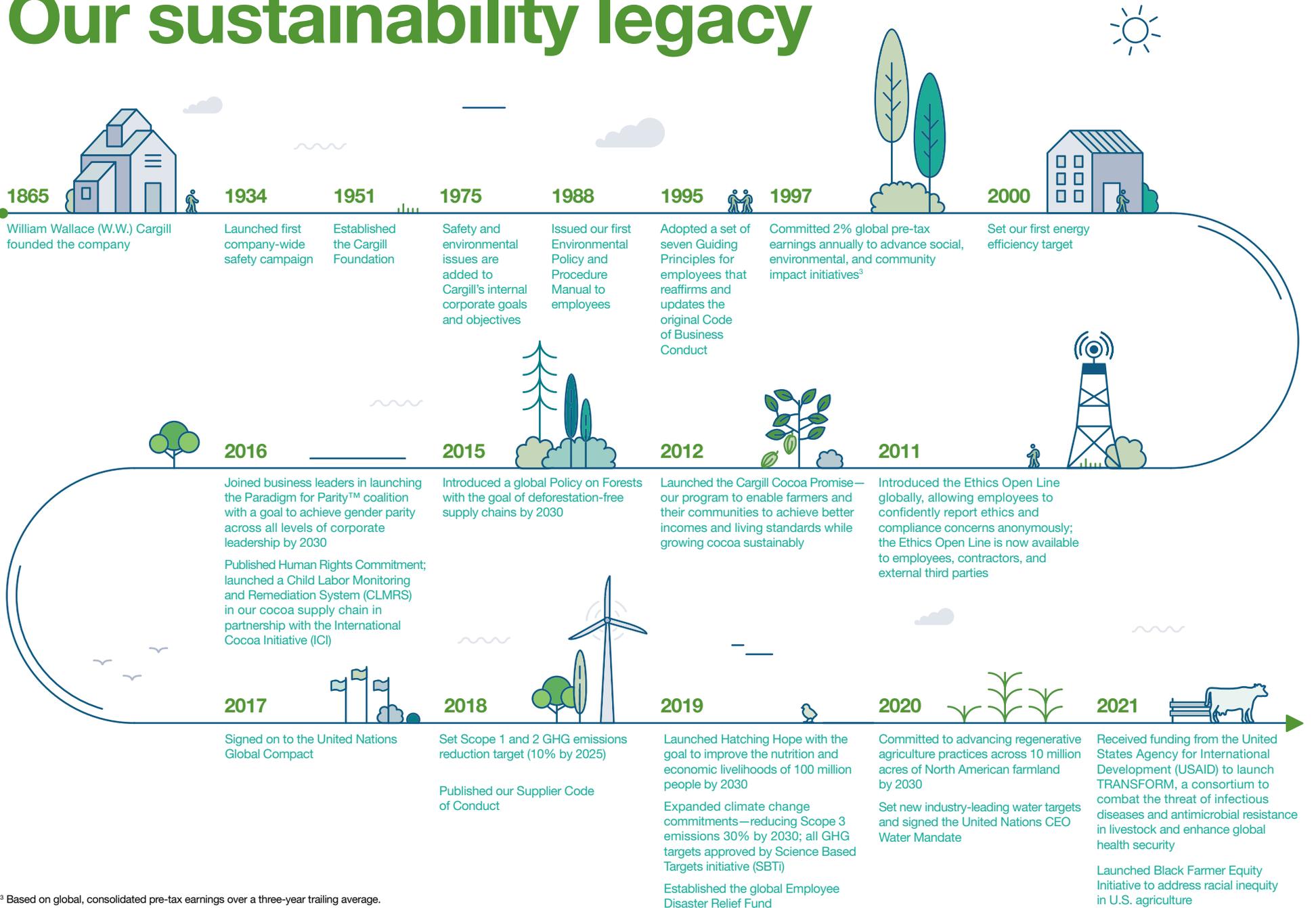
We put people first. We reach higher. We do the right thing—so our customers can succeed, and our communities *thrive*.



¹ All financial amounts are presented in U.S. dollars.

² For the fiscal year beginning June 1, 2021 and ending May 31, 2022.

Our sustainability legacy



³ Based on global, consolidated pre-tax earnings over a three-year trailing average.

2022 highlights



More than
\$70 million
invested in energy efficiency
and GHG emissions reductions
in our operations

More than
5 billion
liters of water restored



55%
progress towards our
Scope 1 and 2 goal



More than
1.4 million
farmer trainings delivered
in 2022



Advanced regenerative
agriculture practices on
158,000 acres
of North American farmland
since 2020⁴



Distributed more than
\$163 million
to our partners and local
communities

\$40 million
committed to support humanitarian
relief efforts in Ukraine and
neighboring countries



More than
14 million
people positively impacted by
Hatching Hope since inception
in 2016



Increased representation
on our executive team to
46%
women⁵



⁴ Agreements are already in place to implement practices on more than 700,000 acres over the next year.

⁵ As of June 2022.