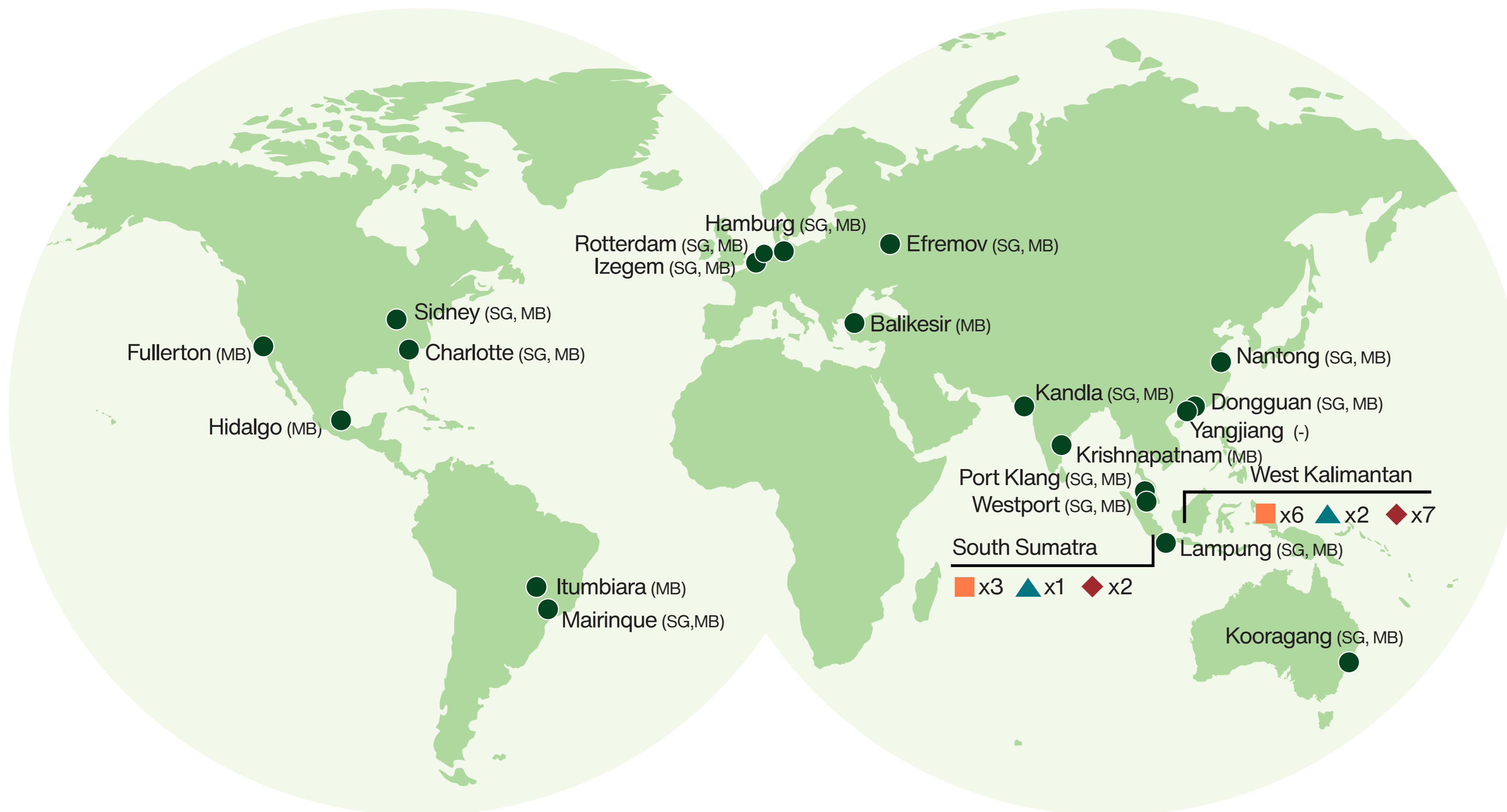


Supply chain overview

Cargill palm oil operations



● Refineries (RSPO Certification)
 ■ Mills
 ▲ Kernel crushing plants
 ◆ Plantations
 (SG) Segregated
 (MB) Mass balance
 (-) Not certified

Note: Map updated October 2025


Origin countries

Brazil, Colombia, Costa Rica, Guatemala, Honduras, Indonesia, Malaysia, Mexico, Papua New Guinea, Peru, and Thailand



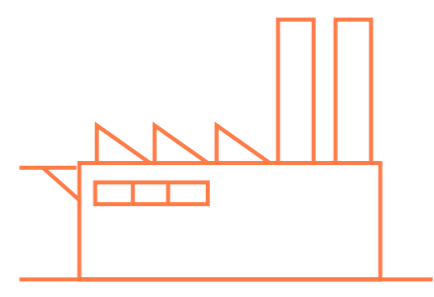
Destination regions and countries

Australia, Brazil, China, Europe, India, Indonesia, Malaysia, Mexico, Pakistan, Russia, Turkey, and United States



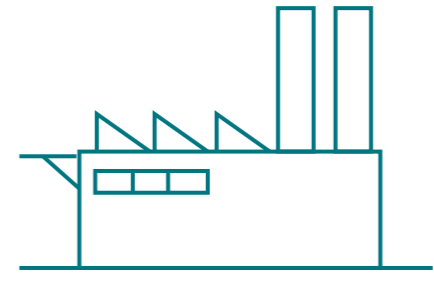
20

Refineries



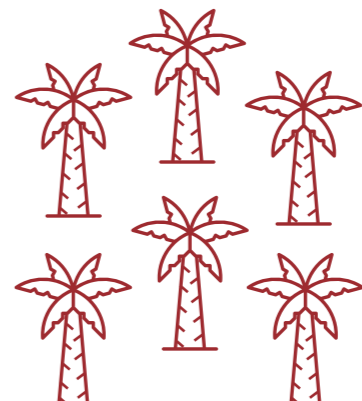
9

Mills




3

Kernel crush plants



9

Plantations




24,700+

Smallholders

Smallholders we partner with in our own operations

Not part of Cargill's operations



1,600+

Third-party mills