Our sustainability strategy

“When it comes to urgent challenges facing people and the planet, Cargill’s connections across the food system give us the opportunity – and responsibility – to deliver meaningful solutions.”

Brian Sikes
President and Chief Executive Officer

“Trusted relationships with our customers, food producers, and stakeholders empower Cargill to deliver greater impact than any of us can alone; it’s the power of partnership that’s fueling our progress.”

Pilar Cruz
Chief Sustainability Officer

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**Climate**

Our climate action includes aggressive measures to expand farmer-led adoption of regenerative agriculture and decarbonize how we grow, process, and move the world’s food.

**Land and Water**

Our work to preserve critical ecosystems and water resources is grounded in nature-based solutions and accelerated through partnerships with farmers, customers, industry groups, non-governmental organizations (NGOs), and governments.

**People**

Working alongside our employees, farmers, customers, and communities, we seek to improve livelihoods, and build a more equitable, inclusive, and resilient food system.
About Cargill

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.

We connect farmers with markets, customers with ingredients, and families with daily essentials. Our work spans:

Origination & Processing
- Partner with farmers growing crops.
- Originate and source commodities.
- Store, process, and transport goods around the world.

Food & Bioindustrial
- Sell ingredients, finished solutions, and services to manufacturers, foodservice customers, and retailers.

Animal Nutrition & Protein
- Feed and process animals.

Agricultural Supply Chain
- Process commodities into branded food, feed, fuel, ingredients, and bioindustrials.

Trade & Capital Markets
- Provide insights to our partners.

1 All financial amounts are presented in U.S. dollars.
2 For the fiscal year beginning June 1, 2022, and ending May 31, 2023.
2023 highlights

$78 million invested in efficiency and sustainability projects within our operations

More than 870,000 farmer trainings delivered in 2023

Provided more than 20 million meals globally through our corporate giving efforts

More than 9 billion liters of water restored

Advanced regenerative agriculture practices on 880,000 acres of North American farmland since 2020

Improved nutrition and economic livelihoods of more than 21 million people through Hatching Hope since inception in 2018

10.97% reduction of Scope 1 & 2 emissions from 2017 baseline

Distributed more than $115.5 million to our partners and local communities

Increased representation of women in leadership to 34.8%

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* The aim of the Hatching Hope Global Initiative is to improve nutrition and economic livelihoods by reaching 100 million people by 2030 through the production, promotion, and consumption of poultry.
Awards and recognition

We seek to produce best-in-class products and innovative solutions that advance our purpose of nourishing the world in a safe, responsible, and sustainable way – all while being a great place to work. We’re proud of the external recognition we received this year:

- **America’s Most Innovative Companies 2023 – Fortune**
  - Product innovation, process innovation, and innovation culture

- **2022 Brands That Matter Award – Fast Company**
  - Communicating and demonstrating brand purpose

- **2023 BIG Innovation Award**
  - Food and agricultural product innovation

- **2023 Edison Awards™**
  - Product innovation – four awards (two Gold, one Silver, one Bronze)

- **HRC Corporate Equality Index 2022**
  - 100% rating by Human Rights Campaign for the 18th consecutive year

- **CES Innovation Award**
  - Chekt smart food locker takeout and delivery pickup system

- **2023 Diversity, Equity, and Inclusion Award – NAMI**
  - Promoting and implementing a DEI strategy (Honorable Mention)

- **Best Places to Work in Latin America, 2022**
  - Cargill Argentina, Top 50 places to work

- **Top 50 Corporate Sustainability Award 2022 – Nhip Cau Dau Tu Magazine**
  - Cargill Vietnam, implementation of sustainability initiatives
ESG scorecard

Fiscal year 2023

Cargill's purpose is to nourish the world in a safe, responsible, and sustainable way. We have set science-based targets and invested in bold action to deliver on our ambition. We are committed to reporting progress against those goals, and to expanding transparency about the impacts of our operations, products and services, and supply chains around the world. The following chapters within this report contain additional details around our progress against these targets. We are actively investing in and accelerating our progress against the targets that are listed as needs attention.

<table>
<thead>
<tr>
<th>Target metrics</th>
<th>Status</th>
<th>Progress by end of fiscal year 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope 1 and 2 (Operations): Reduce absolute operational greenhouse gas (GHG) emissions 10% by 2025</td>
<td></td>
<td>-10.97% reduction from 2017 baseline</td>
</tr>
<tr>
<td>Scope 3 (Supply Chain): Reduce global GHG emissions from our global supply chain by 30% by 2030, measured per ton of product</td>
<td></td>
<td>-0.43M MT CO2e reduced through supply chain sustainability programs</td>
</tr>
</tbody>
</table>

Our targets contribute to the following SDGs:

Climate

<table>
<thead>
<tr>
<th>Target metrics</th>
<th>Status</th>
<th>Progress by end of fiscal year 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transform our agricultural supply chains to be deforestation-free</td>
<td></td>
<td>Please see the Sustainable Supply Chains section of Cargill’s ESG report for detailed land use reporting. Each of our priority supply chains provides a dashboard of progress against key land use metrics</td>
</tr>
</tbody>
</table>

Land and Water

<table>
<thead>
<tr>
<th>Target metrics</th>
<th>Status</th>
<th>Progress by end of fiscal year 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enable a water positive impact in our operations, supply chains, and communities</td>
<td></td>
<td>Please see the Sustainable Supply Chains section of Cargill’s ESG report for detailed land use reporting. Each of our priority supply chains provides a dashboard of progress against key land use metrics</td>
</tr>
</tbody>
</table>

Cargill defines a water positive impact as effectively improving watershed health by addressing the shared water challenges of availability, quality, and access to safe drinking water, sanitation, and hygiene (WASH), using an approach that is informed by our footprint and the severity of local water challenges.

Key:

- Needs attention
- On track
- Achieved
## ESG scorecard

**Fiscal year 2023 continued**

Our targets contribute to the following SDGs:

<table>
<thead>
<tr>
<th>People</th>
<th>Status</th>
<th>Progress by end of fiscal year 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Partner with farmers to help their businesses and communities thrive for generations to come</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide 10 million farmer trainings in sustainable agricultural practices by 2030</td>
<td></td>
<td>6.4 million</td>
</tr>
<tr>
<td>Improve nutrition and economic livelihoods by reaching 100 million people by 2030 through the production, promotion, and consumption of poultry</td>
<td></td>
<td>21 million</td>
</tr>
<tr>
<td><strong>To be a respected global leader in diversity, equity, and inclusion</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achieve gender parity in leadership by 2030 globally</td>
<td></td>
<td>34.8%</td>
</tr>
<tr>
<td><strong>Build vibrant communities through partnerships, philanthropy, economic development, and employee volunteerism</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invest 2% global pre-tax earnings to advance social and environmental impact priorities and support local communities*</td>
<td></td>
<td>$115.5 million</td>
</tr>
</tbody>
</table>

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