

Strategy

As a company that sits at the center of the global food system, Cargill plays a unique role in connecting farmers, food producers, and consumers. This vantage point makes it clear that the future of food depends on a system that is productive, sustainable, and resilient.

Our strategy reflects how growing food impacts natural resources; how it moves from where it's grown; and how we partner to expand access to nutrition, improve farmer and community livelihoods, and accelerate our customers' progress on sustainability. The three focus areas where we believe we can make the greatest impact in creating a more resilient food system are Climate, Land and Water, and People.



Our focus areas

We prioritize three key areas — Climate, Land and Water, and People — with an integrated strategy that aligns with our purpose and aims to deliver multiple benefits, from reducing emissions and improving soil health to strengthening farmer livelihoods and advancing food security.

Climate

We support the adoption of agricultural practices and technology that aim to reduce greenhouse gas (GHG) emissions across food production, processing, and distribution — working toward climate resilience and more secure food systems for the future.

Land and Water

We pursue opportunities to employ nature-based solutions and develop strategic partnerships with farmers, customers, industry groups, non-governmental organizations (NGOs), and governments in an effort to protect and restore natural resources essential for long-term food security.

People

We work with employees, farmers, customers, and communities in an effort to improve livelihoods and create more equitable food systems that can adapt to a changing world.



Reporting approach

As ESG regulations evolve, we proactively monitor current and emerging reporting requirements to inform and strengthen our strategy and [disclosures](#).

We are actively preparing to comply with upcoming regulations: the Corporate Sustainability Reporting Directive (CSRD), EU Regulation on Deforestation-free Products (EUDR), the Corporate Sustainability Due Diligence Directive (CSDDD), and the climate disclosure requirements under the Australian Corporations Act 2001 amended legislation. We are engaging in a double materiality assessment¹ (DMA) and a comprehensive review of our current policies and practices to identify and address our sustainability impacts and financial risks and opportunities and ensure alignment with the European Sustainability Reporting Standards and International Sustainability Standards Board (ISSB). The DMA will undergo validation and the material topics will be disclosed as a part of our future CSRD statement. The content in our report reflects our previous materiality assessment; the results of that assessment align with our focus areas of Climate, Land and Water, and People.

Additionally, we are enhancing our data collection processes and controls to meet disclosure requirements and building processes that are informed by regulatory standards to drive progress against our sustainability goals.

This report addresses topics across our three focus areas — Climate, Land and Water, and People — and highlights environmental and social outcomes in our operations, supply chains, and communities. Additional ESG performance details are available in our [2025 Impact Scorecard](#) and [Appendix](#).

¹ Double materiality refers to the material impacts a company has on the environment and society, and the material financial risks and opportunities posed to a company.

ESG governance

Overall accountability for sustainability and ESG rests with the chief executive officer (CEO), who also serves as chair of Cargill’s board of directors. The CEO works closely with the chief sustainability officer (CSO) to evaluate and address ESG risks, opportunities, and impacts corresponding with the company’s overarching business strategy and reporting practices.

Reporting to the CEO, our CSO leads Cargill’s comprehensive sustainability strategy — integrating material ESG issues into business decision-making and delivering customer-focused sustainability solutions while monitoring progress against Cargill’s sustainability goals.

The CSO also chairs the executive-level ESG committee that assists in strategic planning and alignment across Cargill. The board of directors oversees progress against sustainability goals.

Cargill also integrates sustainability-related risks into its enterprise risk management (ERM) framework through a structured risk assessment process. The Cargill sustainability team utilizes insights from several detailed risk assessment activities. The results of these assessments help identify and prioritize ESG risks, which are incorporated into Cargill’s Corporate Risk Register. As part of the ERM oversight process, ESG risks may be escalated to the board of directors dependent on their overall risk exposure and impact.

Stakeholder engagement



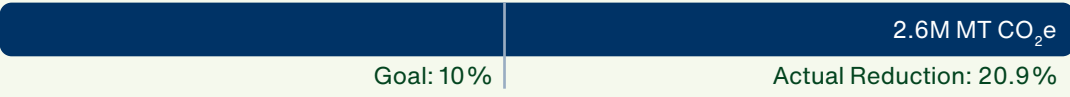















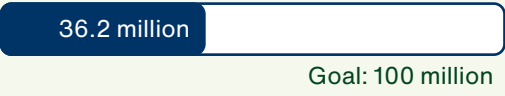

Stakeholder engagement is critical to driving our strategy forward. We connect with internal and external stakeholders in several ways to understand their priorities, concerns, and perspectives. We then apply this input and feedback to help inform our sustainability approach and strategy.

Learn more about how we engage with stakeholders on sustainability topics in the [Appendix](#).



Impact scorecard

Cargill's purpose is to **nourish the world in a safe, responsible, and sustainable way**. Our strategy and goals are aligned with the United Nations (U.N.) Sustainable Development Goals (SDGs) as indicated below.

	GOAL	METRIC	PROGRESS ¹
Climate²  	Scope 1 and 2: Reduce absolute operational GHG emissions by 10% by 2025	CO ₂ e reduction from 2017 baseline	 Goal: 10% Actual Reduction: 20.9%
	Scope 3³: Reduce global GHG emissions from our global supply chain by 30%, measured per ton of product	Millions of MT CO ₂ e reduced	1.06M MT CO₂e reduced through supply chain sustainability programs
Land and Water  	Eliminate deforestation across our agricultural supply chain by 2030	Detailed dashboards of progress against land use metrics can be found in the cocoa, palm oil, and soy Supply Chain chapters; these are the priority supply chains that comprise our global land use commitment	
	Water (Operations): Implement water stewardship practices at all 68 priority facilities by 2025	Average implementation of water stewardship practices across all priority facilities	 96% Goal: 100%
	Water (Supply Chain and Communities): Enable a water positive impact ⁴ in all priority regions by 2030	Progress toward enabling a water positive impact	 40.7% Goal: 100%
People          	Farmer Livelihoods (Trainings): Provide 10 million farmer trainings in sustainable agricultural practices by 2030	Farmer trainings delivered since 2017	 7.7 million Goal: 10 million
	Farmer Livelihoods (Hatching Hope): Improve nutrition and economic livelihoods by reaching 100 million people by 2030 through the production, promotion, and consumption of poultry	People reached since 2018 ⁵	 36.2 million Goal: 100 million
	Global Contributions: Invest in programs and projects that advance social and environmental impact priorities and support local communities	Invested across 72 countries this year	 \$110 million

¹ Progress based on achievements as of fiscal year 2025 across our sustainability focus areas.

² Scope 1 and 2 refers to GHG emissions from our operations and from energy purchased from the grid, respectively. Scope 3 refers to upstream and downstream supply chain emissions.

³ Cargill is tracking its Scope 3 progress based on a metric of reductions on an annual basis. Cargill will transition to reporting a % reduction against Scope 3 baseline following issuance of applicable external GHG accounting standards.

⁴ 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. For more information on supply chain water goal accounting, please read [here](#).

⁵ People reached includes farmers, market actors, household members, and consumers.