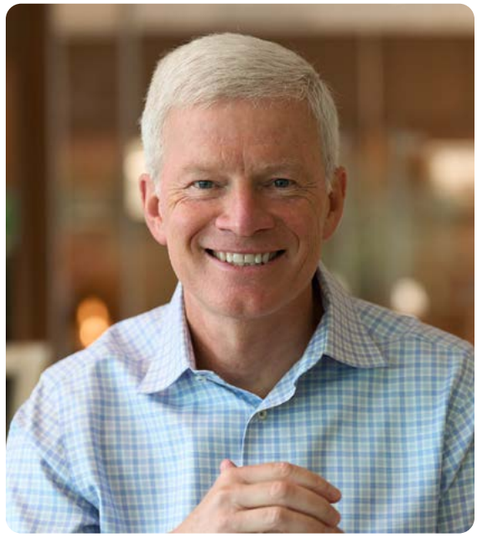
A message from Brian Sikes



The world's food systems are under increasing pressure. Climate disruptions and growing demands on natural resources are intensifying challenges for farmers, customers, and communities. Shifting demographics and changing consumer preferences are reshaping demand. Trade fragmentation and geopolitical realignment are disrupting supply chains. And new technologies are accelerating change.

These challenges are real. And still, I've never been more optimistic about our ability to meet them. Because we have better tools, stronger partnerships and more powerful technologies than ever, and enormous opportunities to put them to work building more resilient and sustainable food systems.

For decades, Cargill has integrated sustainability into our operations and supply chains. In doing the work, we've learned that lasting progress is only possible when our ambitions are matched with practical approaches, sustained investment, and measurable results. More than that, the solutions we advance must work for the people who depend on agriculture for their livelihoods — farmers, food workers, and rural communities who keep the world fed.

This report reflects that approach. It provides a clear-eyed account of the progress we've made, what we've learned, and the hard work ahead. We're proud of the results we've delivered alongside our customers and partners. And we're not satisfied. We're determined to keep advancing meaningful solutions that strengthen environmental outcomes and drive commercial growth.

That means sharpening our focus on where we can make the biggest difference. Because our consequential role in food and agriculture enables us to drive impact at scale — bringing together farmers, customers, technology, and data in ways that turn shared goals into practical action. From fuel-efficient transport solutions to regenerative agriculture, water conservation, and more, we're leading solutions that matter.

None of us can do this alone. Meaningful progress requires farmers, businesses, governments, NGOs and communities to work together across sectors and borders. Cargill will continue doing our part — investing, innovating, collaborating, and measuring our progress with discipline. Because building a more resilient food system is essential to the future of agriculture, the livelihoods of farmers, and our shared ability to nourish generations to come.



Brian Sikes
Board Chair and Chief Executive Officer
Cargill

A message from Rishi Varma



Building a more resilient food and agriculture system requires turning ideas into solutions that work in the real world. For Cargill, that means solutions must be practical for farmers, support our customers' goals, and be financially viable — and scalable.

This report showcases what that looks like in action. This year, we introduced new 2035 climate ambitions focused on absolute emissions reductions across our operations and supply chains. We achieved our 2025 operational water goal and continue to advance water outcomes across our agricultural supply chains, enabling the restoration of 152 billion liters in water-stressed regions. Since 2017, we have delivered 8.2 million farmer trainings. And this year, we invested $95 million in communities around the world, alongside 50,000 volunteer hours from our employees and alumni. These are meaningful outcomes. But just as important is what we're learning about how to turn progress into lasting change.

Regenerative agriculture is a good example. Since 2020, Cargill has helped advance regenerative agriculture practices across 3.2 million acres in North America. Reaching more farmers requires the sector to address barriers to adoption. Farmers need solutions that make sense for their operations, supported by financial incentives, agronomic expertise, and market opportunities. At the same time, scaling these solutions requires customer demand, credible measurement, and policy and market conditions that can unlock additional incentives.

That kind of progress also requires us to bring the right capabilities together inside Cargill. We are strengthening how sustainability is integrated across the company, connecting strategy and execution more closely with our legal, compliance, and policy expertise. And while compliance provides the foundation for responsible business conduct, this alignment is about so much more — helping us navigate risk and a changing external environment, engage critical stakeholders, across our businesses — and with farmers, customers, and partners — to turn ambition into action.

To help guide this work, we recently appointed a new senior vice president of sustainability to steward the evolution of our sustainability strategy and portfolio. Just as important are the Cargill team members around the world whose dedication, innovation, and commitment bring this work to life every day.

We are proud of the progress reflected in this report and energized by what comes next. We will continue working across Cargill and alongside our customers, farmers, and partners to turn shared sustainability priorities into practical solutions that can both create value and help build a more resilient food and agriculture system for the future.



Rishi Varma
Executive Vice President, Chief Legal, Compliance and Corporate Affairs Officer and Corporate Secretary
Cargill

About Cargill

Sitting at the heart of global supply chains, we join farmers, ranchers, manufacturers, foodservice customers, and retailers in sourcing, making, and delivering products that are vital for living. Every day, our more than 155,000 team members come to work:

- Driven to improve lives through food, nutrition, and health
- Looking for ways to innovate with purpose
- Committed to nourishing our growing world by providing access to life's essentials

This is how we create new opportunities for our customers to grow, communities to prosper, and consumers to live well.

We are a family company founded in 1865 as a single grain warehouse in Iowa that has grown into a global agricultural supply chain partner. Every day, we connect farmers with markets, customers with ingredients, and people and animals with the food they need.

From climate change to food insecurity, the challenges to today's food system are greater than ever before. Our end-to-end supply chain capabilities position us to transform food and agriculture, creating a more resilient food system for current and future generations.

Connecting global supply chains

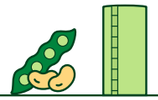
Our end-to-end supply chain capabilities and logistics:

Source and trade

Partner with farmers and ranchers growing crops and raising animals.



Originate, source, store, and trade commodities.

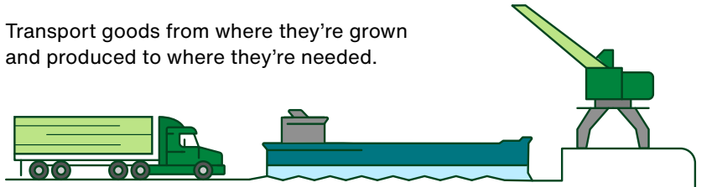




Provide global insights and risk management solutions.

Make and transport

Transport goods from where they're grown and produced to where they're needed.

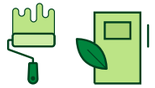


Craft meat, egg, and alternative protein products, salt, oils, starches, cocoa, and sweeteners.

Formulate feed to support animal health and productivity.







Create nature-derived, bio-based products and biofuels.

Deliver for customers





Sell food products and ingredients, agricultural solutions, and bio-based industrial products to manufacturers, farmers and ranchers, foodservice customers, retailers, and consumers.

2026 by the numbers

155,000+
employees around the world

70
countries where we operate

161
years of experience

125
markets served

$164 billion
annual revenue

2026 highlights

18.5%
reduction in Scope 1 and 2 emissions from 2020

$95 million
invested in local communities around the world

152 billion
liters of water restored in water-stressed regions

50,000+
employee and alumni global volunteer hours

8.2 million
farmer trainings delivered since 2017

1.17
companywide Recordable Injury Frequency Rate for fiscal year 2026

3.2 million
acres engaged in regenerative agriculture practices across North America since 2020

45 million
meals provided globally through our corporate giving efforts

Results reflect progress achieved during fiscal year 2026 (June 1, 2025 to May 31, 2026) unless otherwise noted.

Awards and recognition

FORBES AMERICA'S BEST

Employers for Company Culture (2025)

Employers for Women (2025)

Employers for Engineers (2026)

EDISON AWARDS

NextCoa™ Gold
NextCoa confectionary alternative to chocolate

CarVe Bronze

WORKPLACE AWARDS 2026

Best Place to Work — Cargill
Vietnam, Colombia

FAST COMPANY

Most Innovative Companies

HR ASIA

Best Company to Work for in Asia — Cargill Meats Thailand

CUSTOMER AWARDS

SYSCO

Supply Chain Supplier of the Year (North America)

Sustainability Supplier of the Year (North America)

TACO BELL AND RESTAURANT SUPPLY CHAIN SOLUTIONS

Global Sustainability Supplier of the Year

MCDONALD'S

Global Supplier of the Year

BUSINESS INTELLIGENCE GROUP

Top 10 Innovator

Artificial Intelligence