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 sustainability strategy reflects how growing food impacts natural resources; how it moves from where it's grown to where it's needed; 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**.

"Cargill works across the food and agriculture system — partnering directly with farmers and ranchers, processing crops into household ingredients and products, and helping our customers bring food to people around the world. That farm-to-fork perspective helps us develop solutions that work in practice and can scale, that are grounded in credible data, and that enhance the overall resilience of the value chain."

Eliza Clark
Senior Vice President, Sustainability
Cargill

Our focus areas

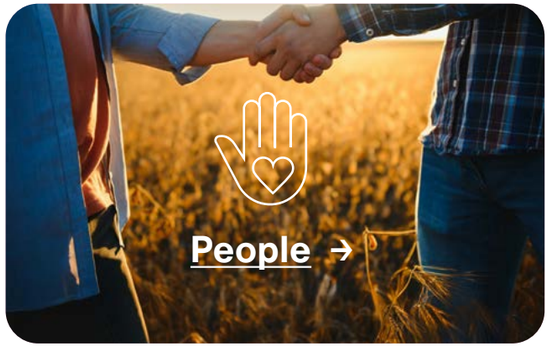
To work toward a more productive and resilient food system, we prioritize three focus areas through an integrated sustainability strategy designed to deliver multiple benefits — from reducing emissions and improving soil health to strengthening farmer livelihoods and advancing food security.



Climate action is linked to food security, as changing weather patterns can affect how and where food is produced. Cargill is working to reduce greenhouse gas (GHG) emissions across our operations and priority supply chains, invest in renewable energy and efficiency, and support farmers adopting new regenerative agriculture practices.



Healthy soil, forests, and water are all essential to growing the food the world needs. Cargill aims to protect land and water by working toward deforestation-free supply chains, advancing regenerative agriculture, and improving water stewardship — in partnership with farmers, customers, and other stakeholders.



Agriculture is powered by people. Cargill works to support employees, farmers, and communities by advancing human rights, improving worker safety, strengthening farmer livelihoods, and expanding economic opportunities in agricultural communities.

Building resilience across food and agriculture

From farms and ranches to global supply chains, and from Cargill's operations to the communities where we live and work, we prioritize efforts that can support multiple benefits across our focus areas: climate, land and water, and people.

On farms and ranches

- Farmer training, technical support, and market access
- Regenerative agriculture
- Animal nutrition and livestock management

Across global supply chains

- Human rights and environmental due diligence
- Deforestation- and conversion-free sourcing
- Landscape-level programs

In communities

- Food access and nutrition
- Employee volunteering
- Water access and sanitation

In our operations

- Employee safety and well-being
- Energy efficiency and renewable electricity
- Water stewardship, reuse, and treatment



Progress and challenges: Reflecting on our 2025 goals

Over the past several years, Cargill's sustainability goals helped advance action across climate, water, land use, and farmer livelihoods. This work has driven meaningful progress while embedding sustainability more deeply into how we source ingredients, operate our facilities, support farmers, and help customers advance their own goals.

As several of our goals reached their target date in 2025, we took stock of the progress we've made, the challenges we're facing, and how our approach is continuing to develop. The results highlighted reflect important milestones, hard-earned progress, and lessons that will help guide the next phase of our work.

Where we delivered on our goals

We achieved our 2025 operational climate and water goals through meaningful investments in efficiency and renewable energy, strong water management practices, and sustained action across our facilities. We're proud of these important milestones and the strong foundation they provide for continued progress.

Climate (Scope 1 and 2)

Goal: Reduce absolute operational GHG emissions by 10% by 2025 (against a 2017 baseline)

Outcome: Reduced emissions by 20.9% by the end of fiscal year 2025 — more than double the target. Read more in our **Climate** chapter

Water (operations)

Goal: Implement water stewardship practices at all priority facilities by 2025

Outcome: Achieved implementation across all priority water facilities. Read more in our **Land and Water** chapter

Where we did not meet our goals

Our 2025 palm goals were designed to accelerate progress in a complex global supply chain, where outcomes depend on Cargill's actions as well as engagement across the broader value chain.

Palm supply chains (NDPE and traceability)

Goal: Achieve 100% No Deforestation, No Peat, and No Exploitation (NDPE) Implementation Reporting Framework (IRF) delivering volumes and 100% traceability to plantation (TTP) in 2025

Outcome: Reached 70% NDPE IRF Delivering and 76% TTP in calendar year 2025

While we did not reach 100%, we continue to make important progress through investments in traceability, supplier engagement, satellite monitoring, certification, and smallholder inclusion. Read more in our **Palm** chapter.

Where reporting is still underway

Cargill has put the sourcing controls, traceability systems, geospatial monitoring, and supplier engagement in place to implement our 2025 row crop deforestation- and conversion-free (DCF) goal.

South America row crop supply chains — DCF

Goal: Be deforestation- and conversion-free in our corn, cotton, soy, and wheat supply chains in Argentina, Brazil, and Uruguay by the end of 2025, using a Jan. 1, 2025, cutoff date

Because comparable post-cutoff data are not yet available across all crops, we plan to report results in 2027 when crop cycles are complete and the necessary geospatial data are available. Read more in our **Land and Water** and **Soy** chapters.

Where we're building on our progress

Reaching our 2025 operational climate goal provided an opportunity to evolve our climate approach across both our operations and value chain to:

- **Scope 1 and 2 (operations):** Reduce absolute emissions by 25% by 2035 (against a 2020 baseline)
- **Scope 3 (value chain):** Reduce absolute emissions by 25% by 2035 (against a 2020 baseline)

Together, these new goals align our climate strategy across our operations and value chain, with a consistent target date for absolute emissions reductions across Scope 1, 2, and 3. Our updated Scope 3 approach replaces our prior 2030 Scope 3 intensity-based target. This update reflects our move toward absolute emissions reductions — aiming to reduce total value chain emissions even as our business grows — and continued work to improve Scope 3 data, methodologies, and accounting for land-sector emissions. Read more in our **Climate** chapter.

IMPORTANT MILESTONES

South America row crops

100% traceability to first aggregation point

For indirectly sourced volumes across the three countries (all row crops).

98.5%+ DCF performance

Preliminary 2025 data across Argentina, Brazil, and Uruguay, using a 2020 reference date (soy only).

Impact scorecard

Progress based on achievements as of fiscal year 2026 (June 1, 2025 – May 31, 2026) across our sustainability focus areas.

	GOAL	METRIC	PROGRESS
Climate	**Scope 1 and 2:** We aim to reduce absolute Scope 1 and 2 emissions by 25% by 2035	Percent reduction from 2020 baseline	18.5% / Goal: 25%
	Scope 3[1]**:** We aim to reduce absolute Scope 3 emissions by 25% by 2035	Percent reduction from 2020 baseline	0.1% / Goal: 25%
Land and Water	**Be deforestation-free across our agricultural supply chains 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 constitute our global land use commitment	
	Water — Supply Chain (Availability): Enable restoration of 600 billion liters of water by 2030	Billion liters of water restored	152 B / Goal: 600 billion liters
	Water — Supply Chain (Quality): Enable reduction of 5,000 metric tons of water pollutants[2] by 2030	Metric tons nitrogen equivalent reduced	1,770 MT / Goal: 5,000 metric tons
	Water — Communities (Access): Enable improved access to safe drinking water and sanitation, reaching 500,000 people by 2030	People reached	580,000 / Goal: 500,000 people
People	**Farmer Livelihoods (Trainings):** Provide 10 million farmer trainings in sustainable agricultural practices by 2030	Farmer trainings delivered since 2017	8.2 M / Goal: 10 million
	Farmer Livelihoods (Hatching Hope[3]**):** Improve nutrition and economic livelihoods by reaching 100 million people by 2030 through the production, promotion, and consumption of poultry	People reached since 2018[4]	43.3 M / Goal: 100 million people
	Global Contributions: Invest in programs and projects that advance social and environmental impact priorities and support local communities	US $ invested across 71 countries this year[5]	$95 M

[1] Despite being flat relative to baseline, many impacts in our supply chain, such as those related to regenerative agriculture and land use change, will take years to decades to be reflected in our emissions inventory. See **Climate** chapter for more details. Scope 3 refers to GHG emissions from category 1 (purchased goods and services) and categories 4 and 9 (upstream transportation and distribution).

[2] Progress is measured in enabled nitrogen reduction (metric tons).

[3] In fiscal year 2026, Cargill decided to conclude formal involvement in Hatching Hope, while continuing to make remaining grant disbursements so local implementation partners can complete their work.

[4] People reached includes farmers, community members, and consumers.

[5] Funds invested includes financial and in-kind donations.

ESG governance

Cargill's sustainability strategy is supported by executive accountability, board oversight, and enterprise-wide risk management processes that continually evolve to help integrate sustainability considerations into business decision-making. Accountability for sustainability rests with Cargill's Chief Executive Officer (CEO), who also serves as chair of the company's board of directors. Day-to-day sustainability initiatives are overseen by the Senior Vice President (SVP) of Sustainability, who reports directly to the Chief Legal, Compliance, and Corporate Affairs Officer (CLCCAO). Together, the CLCCAO, the SVP of Sustainability, and each of Cargill's Enterprise leaders collaborate to set the strategy for how Cargill will drive meaningful impact through sustainable solutions globally — ensuring that sustainability is deeply integrated across the business and aligned with Cargill's broader goals around governance, stakeholder engagement, and reporting practices.

Cargill's board of directors oversees the company's sustainability strategy, performance, progress toward its sustainability goals, and significant sustainability-related risks and opportunities. The CLCCAO regularly updates the board on these and other sustainability-related matters.

The SVP of sustainability also chairs Cargill's ESG Committee, a group of senior leaders that supports management review of strategic planning, governance, and cross-functional alignment on sustainability priorities.

Cargill's enterprise risk management (ERM) framework complements these governance processes by providing a structured approach to identifying and evaluating key risks across the company, including sustainability-related risks. Information from the ESG Committee and ERM process helps senior leaders and, where appropriate, the board of directors review sustainability-related risks within Cargill's broader enterprise risk profile.

Together, these governance processes help connect sustainability-related risks and opportunities with enterprise decision-making, business planning, and customer-facing execution.



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**.

