Palm oil

ABOUT THIS CHAPTER

This chapter pertains to calendar year 2025 unless otherwise noted. Cargill's palm oil KPIs reflect volumes associated with all palm oil refining operations and key palm oil trading activities, unless otherwise specified.



Supply chain overview

As a leading producer of palm oil, we strive for sustainable sourcing and responsible trading in our operations. Our palm oil production supply chain includes plantations, mills, palm kernel crushing plants, and refineries located across the globe. See a detailed map of our operations here.

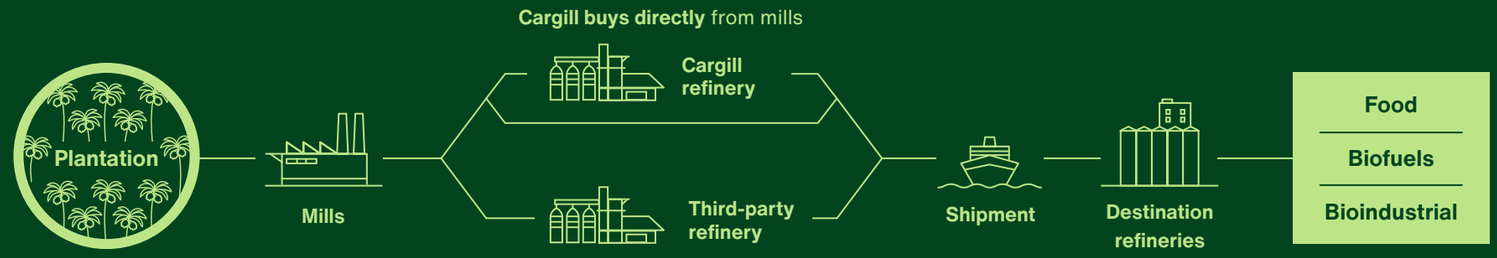
We uphold high standards on our palm plantations in alignment with our **Policy on Sustainable Palm Oil**, including in the areas of human rights, labor issues, and an inclusive workforce. We work to minimize operational waste by converting byproducts into renewable electricity and soil amendments, helping reduce GHG emissions and improve soil health.

While we directly purchase some oil from mills, most is acquired indirectly through traders and refiners. We promote the inclusion of smallholders by striving to purchase via cooperatives and independently operated facilities to supply the mills we own and operate in Indonesia. This engagement with smallholders is particularly significant as we believe it supports the creation of a more diversified and resilient supply chain that, in turn, empowers local communities and provides access to economic opportunities. We have partnered with more than 26,900 smallholders across more than 50,300 hectares in our own operations.

Building resiliency in our third-party supply chains

In 2025, we continued to focus on building the resiliency of our third-party supply chain, which represents more than 95% of our total production volumes.

The palm oil supply chain



Direct and indirect mills sourcing

1,396
Indirect mills

270
Direct mills

Leveraging the latest technologies and third-party verifications, we have improved traceability, made progress toward a deforestation-free supply chain, and reduced our operational GHG emission footprint through innovative methane-capture initiatives and partnerships. We report progress in alignment with the **No Deforestation, No Peat, and No Exploitation (NDPE) Implementation Reporting Framework (IRF)** and advance deforestation- and conversion-free sourcing, adapting to regulations such as the European Union Deforestation Regulation (EUDR) and the German Supply Chain Due Diligence Act (LkSG) to improve respect for human rights and the environment.

We are actively participating in global sustainability platforms such as the Roundtable on Sustainable Palm Oil (RSPO) and the Palm Oil Collaboration Group.

Investing in our owned and managed plantations

Across our nine palm plantations in South Sumatra and West Kalimantan, Indonesia, we aim to uphold rigorous labor and environmental standards in alignment with our **Policy on Sustainable Palm Oil**. Collaborating directly with smallholder communities, we support the protection of human rights and conservation of peatlands, and align our developments with the **High Carbon Stock Approach (HCSA)**. One hundred percent of the fresh fruit bunches (FFB) originate from sources compliant with our Policy on Sustainable Palm Oil and 100% of our operations and surrounding communities are covered by a fire prevention and awareness program.

Advancing certification

Cargill continues to maintain **RSPO certification** for every mill and palm kernel crush plant in our operations. Eighty-five percent of our owned and managed plantations and 78% of managed smallholder land area in Indonesia are RSPO certified. Additionally, our refinery in Lampung operates in compliance with RSPO and **International Sustainability and Carbon Certification** certifications. All of our Indonesian facilities remain Indonesian Sustainable Palm Oil (ISPO) certified.

Improving plantation safety

We are committed to maintaining high standards of occupational health and safety across all plantation and mill operations. Our approach is grounded in preventive risk management, ongoing efforts to build capabilities, and strict adherence to operational safety controls, in line with international frameworks such as GRI 403 and RSPO Principles and Criteria.

We implement structured safety management systems, including hazard identification and risk assessment, mandatory use of personal protective equipment, and regular safety training for employees and contractors. In mills, critical controls such as lock-out tag-out, mechanical integrity checks, and emergency preparedness are enforced. On plantations, focus areas include safe harvesting practices, agrochemical handling, and field supervision.

Safety performance is tracked and monitored through key indicators, which are reviewed regularly to drive accountability, identify trends, and implement corrective and preventive actions. We promote a proactive safety culture through transparent reporting, incident investigation, and continuous improvement initiatives to help embed safety as a core operational value and shared responsibility across our workforce and partners.

Empowering women

We launched the CARE-Cargill Resilience Building for Women in Palm Oil Communities project in 2022, using a comprehensive approach to support and empower women in South Sumatra, Indonesia. The project is strengthening leadership skills for women, promoting good health and nutrition, and boosting community resilience. As of August 2025, we have reached more than 5,700 people (79% women) directly and more than 116,000 people (56% women) indirectly with programs that expand economic opportunity for women.

As part of this project, the national Women's Farmer Group program has supported 62 village-level farmer groups with over 1,100 members. The program created 135 household nutrition gardens covering more than 220 square meters, supplying equipment, seeds, and extension workers. Additionally, the program provided financial access to 13 women-led Village Savings and Loan Associations (VSLAs) with 514 members.

In the palm oil supply chain, Cargill owns:

20
refineries

3
kernel crush plants

9
mills

9
plantations

We partner with:

26,900+
smallholders on 50,300+ hectares of land

"Through mentoring from Cargill, we have not only gained additional income but also increased our awareness of the importance of environmental management. The utilization of palm waste and the optimization of our home gardens into vegetable plots have brought positive impacts to our family's economy and well-being."

Ibu Anggraini
Member of KUEP (Women-led Economic Business Group) Perempuan Mandiri Sejahtera, Cipta Praja Village, Musi Banyuasin

Our focus areas

We continue to take action to help advance sustainability within the palm oil industry by increasing transparency, improving stakeholder engagement, and verifying progress on NDPE practices. Together with farmers, customers, suppliers, employees, and communities, we work every day to deliver on our purpose of nourishing the world in a safe, responsible, and sustainable way.



Climate

We work toward our climate goals of reducing absolute Scope 1 and 2 emissions by 25% by 2035 and reducing absolute Scope 3 emissions by 25% by 2035 (all against a 2020 baseline) with reduction efforts in our operations and supply chains.

Read more



Land and Water

We aspire to conserve forests, prevent land conversion and deforestation, and protect high conservation value (HCV) areas, high carbon stock (HCS) forests, and peatlands, regardless of depth within our global supply chain, through the High Carbon Stock Approach (HCSA).

Read more



People

We support human rights and pursue fair treatment, safe working conditions, and ethical conduct across our global supply chains. This is detailed in our **Human Rights Policy** and is a core aspect of our sustainability practices.

Read more

Building a more traceable and transparent supply chain

Across all our focus areas, we work to maintain traceability and high transparency standards through:

- Alignment with NDPE and Deforestation- and Conversion- Free (DCF) practices
- Empowering smallholders by improving their livelihoods through responsible production, maximizing yields, and improving quality
- Respecting and upholding the rights of workers, indigenous peoples, and local communities
- Rigorous reporting and third-party verified compliance

We offer RSPO, International Sustainability and Carbon Certification (ISCC), or equivalent certified products in support of customer demands and legal requirements. All customers buying palm oil from our U.S. refineries receive 100% RSPO-certified palm oil sourced from **mass balance** or **segregated** supply chains.

Dashboard

We use key performance indicators (KPIs) to monitor progress toward our goals, as shown in the sustainability dashboard below. In regard to our Land KPI for Cargill's palm refineries' volumes, the transition from NDPE IRF 5.8 to 6.0 reflects a sector-wide shift toward more rigorous and comprehensive expectations. As a result, our score appears to decline — not because our practices have regressed, but because the updated framework raises the bar for what qualifies as "Delivering" under NDPE IRF.

Cargill's palm oil KPIs reflect volumes associated with all palm oil refining operations and key palm oil trading activities, unless otherwise specified.

PILLAR	SUB PILLAR	YEAR	GOAL/KPI	2022	2023	2024	2025
Climate	**Climate change**	2035	Reduce absolute Scope 1 and 2 emissions by 25% by 2035 (against 2020 baseline)	See Climate section			
		2035	Reduce absolute Scope 3 emissions by 25% by 2035 (against 2020 baseline)	See Climate section			
Land and Water	**Land**[41]	2025	100% Traceability to Plantation (TTP[42])	72%	77%	74%	76%
		2025	All Cargill's palm refineries' volumes are in the "Delivering" category of the NDPE IRF	54% delivering	74% delivering	89% delivering	70% delivering[43]
	Water	2030	Enable improved access to safe drinking water in our priority communities in Indonesia for 25,000 beneficiaries	1,193 beneficiaries	3,184 beneficiaries	3,184 beneficiaries	3,192 direct beneficiaries 4,926 indirect beneficiaries
People	**Farmer livelihoods**[44]	2030	60,000 farmers supported through services and partnerships by 2030	27,167	36,817	40,173	45,856
			Number of farmers who received training	23,149	30,850	35,382	33,954
			Number of farmers who are certified/verified under a sustainability program	9,837	15,652	15,312	15,678
			Number of landscape programs in which Cargill participates	9	8	8	7
	Human rights	2025	100% of Cargill-owned palm operations have implemented our Human Rights Due Diligence process	100%	100%	100%	100%
			100% of direct suppliers have human rights commitments in their NDPE policy	72%	82%	79%	92%

[41] We are currently assessing the evolution of our DCF and TTP strategy following our 2025 goals.
[42] Traceability to plantation (TTP) is measured as identifying the sources of fresh fruit bunches (FFB) within one's supply chain.
[43] 2025 data reflects the transition to NDPE IRF 6.0, while data for 2022–2024 is based on NDPE IRF 5.8.
[44] Referring to all programs registered up to the end of December 2025.

Supplier engagement

Our approach

Our due diligence process was developed in collaboration with Daemeter and Proforest to enhance our commitment to sustainable sourcing. Our process begins with a required questionnaire for all suppliers. We continue to improve our processes and align with evolving regulations and customer requirements.

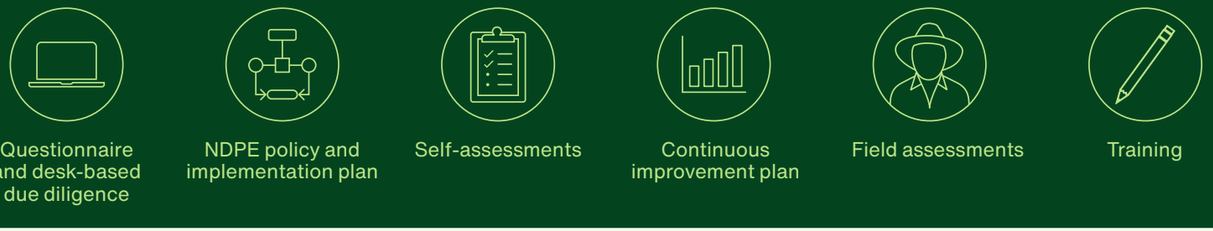
We monitor third-party suppliers' compliance with our **Policy on Sustainable Palm Oil** and **Supplier Code of Conduct** through site visits, assessments, and hands-on workshops.

Our actions

Brazil: The Aggregator Refinery Transformation (ART) program, in partnership with Earthworm Foundation, supports the improvement of Brazilian suppliers' practices to meet our **Policy on Sustainable Palm Oil**. In 2025, we saw continued progress from suppliers to address and close the gaps outlined in their action plans, with increased awareness of human rights due diligence, stronger understanding of grievance mechanisms, and clearer approaches for implementing corrective actions. This year the program aimed to strengthen monitoring systems, including traceability and deforestation alert mechanisms linked to supplier management. With these efforts we strive to improve risk identification and management processes while increasing supplier readiness to meet sustainability, NDPE, and responsible sourcing expectations.

Colombia, Guatemala, Honduras, and Nicaragua: We advanced our work with palm oil suppliers in these countries to strengthen our Continuous Improvement Program, supporting 11 high-risk suppliers to drive compliance with our **Policy on Sustainable Palm Oil** and NDPE principles. We also helped suppliers implement EUDR requirements with an emphasis on legal compliance and advancing DCF supply chains efforts.

Supplier engagement components



Indonesia: We conducted a workshop in 2026 for Indonesian palm suppliers covering topics such as NDPE implementation, traceability, and human rights due diligence, as well as regenerative agriculture. Facilitated by Daemeter, the workshop was held in Lampung and attended by 64 participants. The training aimed to strengthen the capacity of Lampung refinery suppliers by helping them understand our supplier assessment process, identify and address gaps in meeting NDPE IRF requirements, and learn about human rights due diligence expectations. The workshop also featured a panel discussion with suppliers, who shared their experiences collaborating with smallholders to promote more sustainable and inclusive supply chains. The workshop included a session by Inovasi Digital on deforestation monitoring, demonstrating how the platform and its insights can support suppliers in meeting NDPE requirements and enhancing supply chain transparency.

Malaysia: Through our partnership with Earthworm Foundation, we continued working with our Malaysian suppliers on labor and human rights. See more in our **People** section.

Mexico: The Holistic Program for Sustainable Palm Oil in Mexico — developed in collaboration with the RSPO, Proforest, the Mexican Federation of Palm Oil (FEMEXPALMA), our customers, and suppliers — continued to generate significant impact across the Mexican palm oil sector in 2025. Through the program, more than 620 stakeholders from 54 organizations strengthened their knowledge and technical capacities through field-based training activities focused on sustainable palm oil production, certification requirements, and the implementation of agricultural, environmental, and social best practices.

Progress

96%
volumes covered by NDPE policy

89%
direct suppliers (traders/ refiners) with NDPE policy

Direct mills

73%
completed self-assessments

96%
with NDPE policy

Third-party suppliers

57
refineries

1,657
mills

Addressing grievances

Our approach

When an issue arises through our monitoring efforts, we take action. For example, when deforestation grievances are identified and validated, we suspend impacted suppliers and work with them to define an action plan with clear timelines and milestones.

Our supplier suspension process is outlined in our **Palm Grievance Procedure**.

To address labor and human rights issues in the palm oil supply chain, we prioritize engagement based on the severity and impact of issues, with a focus on remediation for affected people while driving long-term capability and compliance improvements.

When a supplier is unable or unwilling to make progress within the agreed timeframe, or has repeated non-compliances, we remove the supplier from our supply chain.

As articulated in our Palm Grievance Procedure, we hold ourselves and our suppliers accountable to respond to grievances, set time-bound action plans to ensure progress, and close the grievance in a timely manner as agreed to by the complainant.

Our actions

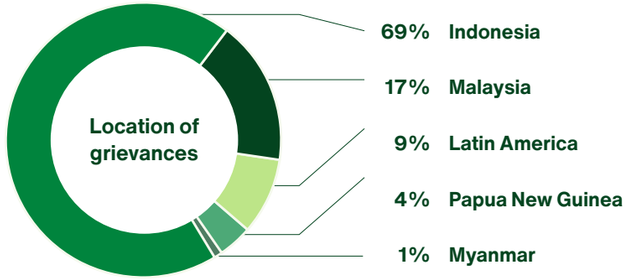
Guatemala: In collaboration with Earthworm Foundation, we launched the Social Performance Project to strengthen responsible practices at NaturAceites, a Cargill supplier, by addressing land tenure risks and supporting the resolution of community-level conflicts. An initial diagnostic and documentary review reached 55 individuals in 11 local communities through direct and indirect engagement. The process included assessing the existing framework for managing public grievances and identifying opportunities to strengthen conflict resolution mechanisms. As a result, we developed recommendations to improve community engagement, reinforce grievance management systems, and support continuous improvement in alignment with due diligence expectations.

KPI progress

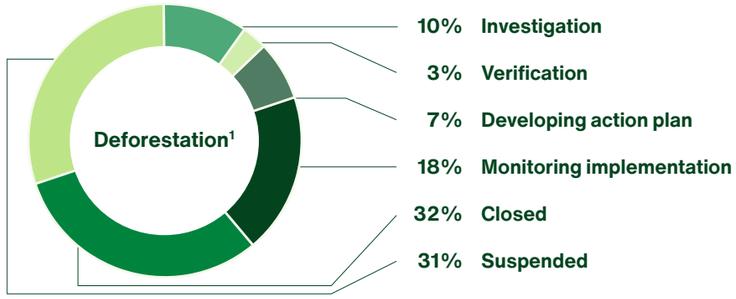
Grievances logged

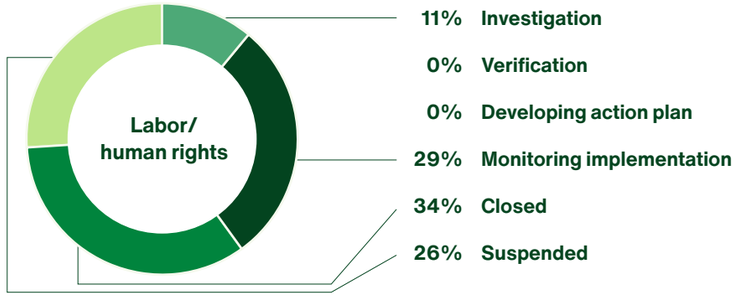
36
direct third-parties

79
indirect third-parties



Addressing grievances





[1] Percentages do not total 100% due to rounding of decimals.

Climate

Our approach

Cargill has a company-wide goal of reducing absolute Scope 1 and 2 emissions by 25% by 2035 and reducing absolute Scope 3 emissions by 25% by 2035 (all against a 2020 baseline).

Our actions

Harnessing power from methane

Seven methane capture plants are now operational at our mills in Indonesia, collecting methane from our wastewater treatment facilities and turning it into usable energy. To date, our efforts have led to a reduction of more than 126,200 metric tons of carbon dioxide equivalent (CO_2e) emissions, approximately 38% against the 2020 project baseline. Captured methane at our Manis Mata mill in Kalimantan provides residential electricity while captured methane at our Sei Kerandi mill powers the kernel crushing plant operations.

Assessing emissions from palm production

As part of our three-year global partnership with Solidaridad, we are working to advance tools that support more resilient palm oil production with reduced carbon emissions. In Colombia and Malaysia, the partnership has generated key insights to guide future Scope 3 emissions reduction strategies and promote the adoption of sustainable agricultural practices across the palm oil supply chain.

Using the ECOPALMA tool developed by CENIPALMA, we established a greenhouse gas emissions baseline for 100 palm producers in Colombia. The assessment identified a mitigation potential of over 15,900 metric tons of CO_2e per year in avoided emissions and an estimated carbon sequestration capacity of 16.5 metric tons of CO_2e per hectare per year.

In Malaysia, the initiative has implemented strategies among small-holder farmers, including composting, integrated pest management, and model farm demonstrations, which aim to improve the agronomic management of over 2,600 hectares.

"The measurement of GHG emissions through the ECOPALMA calculator enables the establishment of a baseline for understanding, managing, and reducing the carbon footprint of oil palm production. This information supports the implementation of mitigation strategies, improves production efficiency, and enhances producers' adaptive capacity linked to Cargill's supply chain to address the challenges posed by climate change."

Viviana Dueñas
Senior Program Coordinator, Solidaridad



Land and Water

Our approach

In our palm oil supply chain, we aspire to conserve forests, prevent land conversion and deforestation, and protect high conservation value (HCV) areas, high carbon stock (HCS) forests, and peatlands, regardless of depth within our global supply chain, through the High Carbon Stock Approach (HCSA).

Our actions

Reforestation and conservation on Cargill-owned plantations

The coexistence of productive landscapes and forest ecosystems requires sustained investment in reforestation and conservation. In 2025, we continued to strengthen our efforts to protect and restore high-value ecosystems across our operations.

Through our riparian rehabilitation program in HCV areas in West Kalimantan, Indonesia, we have restored 320 hectares of buffer zone areas since 2023, supporting ecosystem connectivity and helping to protect critical habitats. Ongoing biodiversity monitoring recorded 192 sightings of protected and endangered species, underscoring the ecological significance of these landscapes.

In South Sumatra, Indonesia, we continue our long-term peatland restoration following a fire originating from a neighboring concession. Over the past seven years, restoration efforts have focused on improving vegetation cover and restoring hydrological balance, including maintaining an average water table level of 45 centimeters to reduce fire risk and support peat ecosystem recovery.

Through these initiatives, Cargill aims to contribute to enhanced biodiversity outcomes, improved climate resilience, and the protection of carbon-rich ecosystems, in line with our **Policy on Sustainable Palm Oil**.

Strengthening water access, sanitation and hygiene (WASH)

Now in its second phase, Cargill's RESILIENCE program with Save the Children in Indonesia is improving livelihoods through youth programming, farmer training, loan mobilization, and providing access to WASH services in 26 villages and eight schools across Ketapang, West Kalimantan. The program aims to strengthen household economic resilience, create opportunities for vulnerable youth, and promote healthier communities within Cargill's palm oil supply chain.

As of June 2026, the program has reached more than 2,400 direct beneficiaries and more than 4,000 indirect beneficiaries. Community-led sanitation activities are underway in target villages and schools, with four village water access systems currently under construction and 120 household toilets ready for deployment.

Additionally, the program has:

- Engaged 360 youths to strengthen workforce readiness, expand employment opportunities, and support self-employment through livelihood activities across multiple sectors, including horticulture and WASH-related enterprises such as soap production and toilet manufacturing
- Mobilized loans for 23 active Village Savings and Loan Associations (VSLAs) with 414 members (82% women) to support entrepreneurship and alternative income-generating activities
- Engaged 287 farmers in livelihood diversification through horticulture, composting, and business development training
- Additionally, our ongoing involvement in the Nanga Lauk community forestry conservation project in West Kalimantan supports indigenous communities in protecting biodiversity and critical ecosystems across more than 1,400 hectares through sustainable land use practices and monitoring



Traceability

We have been using a risk-calibrated traceability approach since 2019. We map the fresh fruit bunch (FFB) supply base of palm oil mills and identify areas of higher risk for not meeting NDPE criteria based on the extent of forest, protected areas, and uncultivated peat areas surrounding the mill. We prioritize high-risk mills for engagement. **Learn more**.

Monitoring and verification

To support verification of suppliers' adherence to NDPE practices, we use satellite technology to remotely monitor and detect changes to forested areas. We verify compliance with our **Policy on Sustainable Palm Oil** using our own guidelines and industry frameworks. Cargill is working with Inovasi Digital and Satelligence to enhance our robust monitoring capabilities in support of our goal to be deforestation-free in the palm oil supply chain.

We leverage satellite technology combined with precise plantation location data to conduct remote monitoring of palm plantations and their adjacent areas. This process supports compliance by identifying potential indications of deforestation or unauthorized activity on peat or forested lands. Today, 100% of traceable mills are covered by satellite monitoring. **Learn more**.



KPI progress

In 2025, we made strides toward improved traceability.

99%

traceability to mill level, global score

Destination markets	Palm	Palm kernel
All other markets	100%	100%
China	98%	90%

76%

traceability to plantation level, global score

Australia/ New Zealand	99%	56%
Brazil	94%	52%
China	72%	82%
Europe	94%	87%
India	52%	N/A
Indonesia	85%	60%
Malaysia	68%	53%
Mexico	78%	73%
Pakistan	86%	N/A
Russia	97%	81%
Türkiye	51%	27%
United States	98%	76%
All other markets	83%	93%

Landscape initiatives

Through landscape-level initiatives and platforms, we address challenges that span geographical and jurisdictional boundaries. By actively collaborating with a broad spectrum of stakeholders, including mills, growers, buyers, and public institutions, we aim to address complex, widespread challenges and support systemic change. We currently participate in seven palm-related landscape programs worldwide.

Colombia: *Intel4Value landscape program* — In partnership with Solidaridad, we continue to provide support for compliance with environmental goals among palm producers and workers in the Catatumbo region with adoption of digital tools, technical assistance, and access to finance within the palm oil sector. This enabled over 2,100 producers and their families to strengthen their access to markets through tailored training and targeted support to close gaps in sustainable practices. Additionally, we supported the implementation of the first Payment for Ecosystem Services scheme, which provided financial incentives to palm producers who protect HCV areas, primarily forests, and benefitted 42 palm-producing families.

Brazil: *Tomé Açu landscape program* — Since 2023, we have supported the Tomé Açu landscape initiative convened by Earthworm Foundation. This integrated initiative brings together mills, commodity producers, smallholders, authorities, and local communities in northeastern Pará to regenerate supply chains and empower smallholder palm producers. To date, more than 1,000 people have received training and technical assistance on rural entrepreneurship, women's empowerment, income diversification, improved food security, and strengthened land rights through property registration and access to credit. This includes:

- 352 people trained in regenerative agriculture, agroforestry, financial education, crop protection, food security, and nutrition
- 152 farmers assisted with environmental compliance through the Rural Environmental Registry
- 308 farmers obtained key land tenure documents

The program has also contributed to strengthening farmer association cooperatives and supporting the formalization of 10 businesses.

Mexico: *La Encrucijada landscape program* — In 2024, we started a program with Earthworm Foundation aimed at strengthening responsible sourcing and introducing regenerative agricultural practices in the Chiapas Landscape intervention area that encompasses La Encrucijada Biosphere Reserve, a hotspot of biodiversity.

In 2025, we engaged two independent palm producer associations and enrolled 27 farmers in the program. Together they have committed to adopting regenerative agriculture practices for land covering 204 hectares. This year, we reached 55 farmers through 18 technical workshops on topics including regenerative agriculture, organic fertilizers, field management, pest control, safety, and more. Additionally, we have identified secondary forest within productive plots that participating farmers now have a management plan to conserve under NDPE policies.

Indonesia: *Ketapang verified sourcing landscape program* — In 2025, we concluded our three-year program with IDH — The Sustainable Trade Initiative, JDE Peet's, and FORTASBI (the Indonesian Sustainable Oil Palm Smallholders Forum) focused on helping independent smallholders in Ketapang, West Kalimantan, obtain ISPO and RSPO certification. As part of this program, Cargill trained more than 5,600 smallholder farmers on sustainable palm oil practices and supported more than 1,700 farmers in achieving RSPO certification, covering 3,500 hectares. This initiative is intended to strengthen smallholder capacity, enhance traceability, and reinforce alignment with Cargill's NDPE ambitions, while improving farmers' access to sustainable markets and long-term livelihoods.

A key milestone from this program was the achievement of the independent smallholder cooperative Sinar Beraduk Jaya, which successfully delivered certified fresh fruit bunches (FFB) to Cargill's Identity Preserved (IP) mills — marking one of the first instances in Indonesia where an independent smallholder group has physically supplied RSPO-certified FFB to an IP-certified mill.

In April 2026, we launched a new, three-year landscape initiative in Ketapang in collaboration with Rainforest Alliance to extend support to 3,500 independent smallholders supplying Cargill mills and promote continued alignment with certification requirements. See more on **page 76**.



Hindoli landscape program — This program is intended to support over 2,500 independent smallholders managing nearly 7,000 hectares of plantations that supply our Tanjung Dalam mill in the Musi Banyuasin region near our Hindoli plantation in South Sumatra. In 2025, we supported 557 farmers in achieving RSPO certification, covering over 1,400 hectares and producing more than 32,500 metric tons of certified FFB.

Siak Pelalawan landscape program (SPLP) — Alongside nine other companies, we continued our landscape program in Riau, Indonesia, that supports the government Green Growth District (Siak) and implementation of the Sustainable Palm Oil National Action Plan in Indonesia (Siak and Pelalawan). The SPLP initiative aims to protect forests, enhance smallholder livelihoods, reinforce labor and land rights, and promote more sustainable practices.

In 2025, the SPLP entered its second implementation phase, engaging 47 mills in Cargill's supply chain and supporting 52 villages with activities to reduce deforestation and promote sustainable land use. Key actions included:

- Strengthening village regulations to protect forests, peatlands, and mangroves through mapping remaining natural ecosystems
- Establishing and deploying village monitoring teams to verify alerts
- Identifying more than 152,000 hectares of unprotected peat forest and mangrove areas across 20 villages, which will be prioritized for engagement from 2026 onward
- Engaging with two village forest institutions to strengthen community-based forest protection and restoration
- Training 542 smallholder farmers in Good Agricultural Practices (GAP) and facilitating the processing and issuance of 802 land certificates by the Indonesian Land Authority

Impact of first five-year cycle of the Southern Central Forest Spine (SCFS) landscape program in Malaysia (2020-2025)

85
mills operationalized NDPE commitments

40
mills fully traceable to plantation, 64 partially traceable to plantation

1,600+
palm oil farmers trained in agricultural practices and alternative livelihood support

8,300+
workers engaged through initiatives focused on improving working conditions and responsible labor practices

8,400+
hectares of farmland, natural areas, and settlements covered under the Human-Elephant Coexistence program

1,300+
hectares of land in one village mapped and submitted to authorities for land ownership approval

Malaysia: *Southern Central Forest Spine (SCFS) landscape program* — 2025 marked the completion of the first five-year cycle of the SCFS landscape program by Earthworm Foundation. The SCFS has a strong connection to Cargill's supply chain in Pahang and Johor and represents a collective action initiative, providing a co-funding opportunity alongside other industry actors to address systemic challenges in key sourcing regions across Peninsular Malaysia. The first cycle demonstrated continued progress across transforming the supply chain, protecting and restoring forests, and building resiliency for farmers, workers, and families. In the next cycle, we will focus on expanding outreach efforts and advancing targeted interventions in high-risk areas.

People

Labor and human rights

Our approach

We support human rights and pursue fair treatment, safe working conditions, and ethical conduct across our global supply chains. We are committed to protecting the human rights of workers, indigenous peoples, and local communities in our supply chains as detailed in our **Human Rights Policy** and our **Policy on Sustainable Palm Oil** and in line with international human rights principles and applicable local laws. We support efforts to address labor and human rights issues by governments and organizations, including the International Labour Organization (ILO), the United Nations Children's Fund (UNICEF), and RSPO Human Rights Working Group.

Our actions

Colombia: *Labor Formalization Project* — We implemented the second phase of this project in collaboration with the ILO, the National Federation of Oil Palm Growers (Fedepalma), and other entities. Together we aim to educate companies on the importance of labor formalization and compliance with regulations to help protect workers' rights and improve working conditions. Our strategic interventions with 198 companies and 202 smallholder farmers since 2023 resulted in 904 workers accessing formal labor contracts for the first time, with 90% continued employment and compliance. The program also provided 14 Cargill suppliers with tailored technical assistance to strengthen regulatory compliance.

Malaysia: *Labor and Human Rights Program* — As part of our ongoing three-year partnership with Earthworm Foundation, we expanded targeted capacity building efforts reaching 40 mills and seven plantations, strengthening Cargill's human rights due diligence across Malaysia's palm oil supply chain. The program focuses on improving labor management systems through training on forced labor risks, ethical recruitment, child protection, and worker engagement. It also supports suppliers in implementing practical improvements, including enhanced recruitment practices, stronger grievance mechanisms, and improved worker protections. In parallel, the program helps suppliers strengthen policies and internal systems to better identify, prevent, and remediate labor risks. This approach translates policy commitments into on-the-ground action, enabling suppliers to build more robust systems and improve working conditions across the supply chain.

KPI progress

92%

of direct suppliers with human rights commitments in their NDPE policies



Supporting smallholder farmers

Our approach

We empower smallholders to build capacity and promote responsible farm development by strategically working with select mills in our supply chain. We support sustainability in agricultural practices by offering training programs and assisting with the development of action plans to determine the key actions that need to be taken to achieve RSPO certification. We conduct land use analysis and pre-certification audits to assess smallholder readiness to facilitate their capacity to achieve certification.

Our actions

Increasing farmer certification

Partnering with organizations around the world, we continue to work to increase the number of farmers certified under a sustainability program:

- **Indonesia:** In 2026, we launched a new three-year program with Rainforest Alliance. This partnership aims to support the implementation of sustainable palm oil practices, protection, and restoration efforts in Ketapang, West Kalimantan. The collaboration intends to provide comprehensive support to 3,500 Cargill-linked smallholder farmers, promote a sustainable landscape approach, strengthen the conservation of HCV areas through multi-stakeholder partnerships, enhance sustainability adoption across the supply chain, and improve jurisdictional governance through regular coordination to promote consistent commitment and implementation by all parties.
- **Mexico:** As part of the Holistic Program for Sustainable Palm Oil in Mexico — developed in collaboration with the RSPO, Proforest, the Mexican Federation of Palm Oil (FEMEXPALMA), our customers, and suppliers — we supported the certification journey of PALMOSUR, a palm oil mill that successfully completed its RSPO certification audit during the year, representing an important milestone for the sector. In addition, 117 independent smallholder farmers managing approximately 1,300 hectares of palm oil achieved RSPO Milestone B, the highest level under the RSPO Independent Smallholder Standard. This certification reinforces their progress toward more sustainable production and enables continued access to the benefits associated with RSPO certification.
- **Malaysia:** Since 2015, we have partnered with Wild Asia Group Scheme (WAGS) to support independent smallholders in Perak. Through the purchase of physical Certified Sustainable Palm Oil (CSPO) products, Cargill helps sustain demand for certified volumes and reinforce incentives for smallholder participation. The partnership also supports independent smallholders' transition to regenerative agriculture, with 21 farmers today in Kampar working to improve soil health, reduce input dependency, and build long-term resilience.

Driving progress with Solidaridad

Launched in 2023, Cargill's three-year, $4.6 million partnership with Solidaridad is engaging farmers in five countries, including palm oil producers in Colombia and Malaysia. So far, our support has helped more than 4,500 farmers, workers, technicians, and other stakeholders in Malaysia and Colombia receive training on topics such as health and safety, labor formalization, and regenerative agriculture.

In Colombia, the project is providing technical assistance, training, and continuous improvement plans in line with the National Federation of Oil Palm Growers' (Fedepalma's) Sustainability Index (IDS), a sector-wide tool that evaluates the social, environmental, and economic performance of farms. In 2025, adoption of best practices on participating farms increased from 51% to 58%, contributing to a progressive reduction in farm risk levels and improvements in sustainable production conditions.

In Malaysia, the project has expanded sustainability assessments and large-scale capacity building while strengthening legal compliance and social protection by supporting access to government subsidies and Malaysian Palm Oil Board licensing. Going forward, a new multi-stakeholder collaboration with Kuala Lumpur Kepong Berhad, Cargill's crude palm oil supplier, will expand smallholder engagement across Cargill's supply chain in Selangor and Perak states.



Additionally, the program has worked with farmers in both countries to establish baseline soil and greenhouse gas measurements. Learn more in our **Climate** section.