

# Letters from our CEO and CSO

## A message from Brian Sikes

Cargill has an important job to do: feed a fast-growing population safely, responsibly, and sustainably. And we're doing it with a finite amount of land and water in a world increasingly challenged by climate change.

These challenges are real and they're urgent. But they aren't insurmountable. From Cargill's unique position at the heart of the global food system, we're determined to meet this moment by advancing solutions that transform how the world grows, makes, and moves the food and daily essentials we all depend on.

Many of the strategies that make agriculture more sustainable can also make it more productive and efficient, while improving the health and vibrance of our communities. That's why we see this as more than a challenge; it's an opportunity the world is counting on Cargill to capture.

Working hand-in-hand with our customers and partners around the world, we're proud of the progress we're making to decarbonize the food system, help farmers and food producers succeed, and create long-term sustainable value in the communities where our people live and work.



This report to our global stakeholders isn't just a means to share Cargill's successes or the impact we're making in people's lives. It's a critical tool to track our progress and challenge all of us to reach even higher for the sustainable solutions our customers, communities, and world so urgently need.

Cargill is committed to building on the progress we've outlined here. And we're convinced, as ever, that agriculture is how we'll get it done.

**Brian Sikes**  
Board Chair, President and Chief Executive Officer  
Cargill

## A message from Pilar Cruz

Cargill depends on both nature and people to do our business. Protecting the earth's resources — and those who rely on them — is embedded into our company's purpose.

Our sustainability journey starts with farmers, whose actions influence the entire food ecosystem. In fiscal year 2024, we leaned into programs and partnerships that support farmers to adopt sustainable practices and secure stable livelihoods for individuals and communities. Here are a few highlights of what we've accomplished:

- Innovated to decrease greenhouse gas emissions from our operations by 15.8% from our 2017 baseline, exceeding our goal
- Advanced partnerships to support farmer adoption of regenerative agriculture across more than 1.1 million acres in North America since 2020
- Accelerated our commitment to eliminate deforestation and land conversion in supply chains for key crops in Brazil, Argentina, and Uruguay by 2025
- Invested \$130 million in our partners and local communities across 70 countries to amplify our impact



- Delivered more than 700,000 farmer trainings this year focused on sustainable agricultural practices and increasing market access

Cargill recognizes the complex social, economic, and environmental issues facing our world — and we know we can't do this work alone. With the help of our customers and partners, we are working together to make the world's food system more sustainable, resilient, and accessible.

**Pilar Cruz**  
Chief Sustainability Officer  
Cargill

# About Cargill

**We are a family-owned company providing food, ingredients, and agricultural solutions to nourish the world in a safe, responsible, and sustainable way.**

Now more than ever, there is an urgency to make the world's food system more sustainable and resilient. While there are no easy answers to solving problems like climate change and food security, these global issues call for big thinking and bold action in reimagining what's possible for food and agriculture.

Cargill is uniquely situated to drive transformation and make connections from our position at the heart of the global food supply chain. Through new innovations, strategic partnerships, and 159 years of experience, we help businesses grow and communities and people around the world flourish — today and for generations to come.

## Our purpose

**We strive to nourish the world in a safe, responsible, and sustainable way.**

- Every day, we connect farmers with markets, customers with ingredients, and people and animals with the food they need.
- We combine our experience with new technologies and insights to serve as a trusted sustainable partner for food, agriculture, financial, and industrial customers.

## Connecting the global supply chain

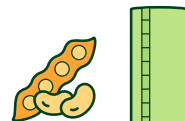
Our end-to-end supply chain capabilities and logistics:

### 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

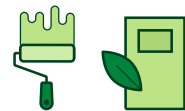
Transport goods from where they're grown and produced to where they're needed.



Craft meat, egg and alternative protein products, and 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—to nourish the world in a safe, responsible, and sustainable way.



# Our global impact

Bringing access to life's essentials so our customers, communities, and planet can prosper.

## Europe, Middle East, and Africa

14% of Cargill employees

### 2024 BY THE NUMBERS:

160,000+  
employees

70  
countries where  
we operate

125  
countries where we  
deliver to our customers

159 years  
of experience

\$160 billion  
in annual revenue

## North America

31% of Cargill employees

## Asia/Pacific

33% of Cargill employees

## Latin America

22% of Cargill employees





# 2024 highlights

**\$100** million  
invested in efficiency and  
sustainability capital projects  
within our operations

**38** billion  
liters of water restored in  
water-stressed regions

**35.7%**  
of leadership roles are filled  
by women

**\$130** million  
invested in local communities  
around the world

**15.8%**  
reduction in Scope 1 and 2  
emissions from 2017 baseline,  
exceeding our goal

**1.1** million  
acres transitioned to regenerative  
agriculture practices across  
North America since 2020

**7.2** million  
farmer trainings delivered  
since 2017

**34** million  
meals provided globally through  
our corporate giving efforts



# Collective action

Solving the complex challenges of food security and climate change requires all of us to reimagine what's possible together. From our unique role in the agriculture supply chain, we help bring new possibilities for people and the planet through partnerships aimed at building resilient communities and protecting our planet.



WORLD  
RESOURCES  
INSTITUTE

Since 2015, Cargill's partnership with the **World Resources Institute** (WRI) has combined WRI's cutting-edge tools for business with Cargill's insights and expertise from working with food and agriculture communities at a global scale. WRI and Cargill's shared values include the application of standardized accounting, science-based methodologies, and the development of open-source tools to accelerate progress across industries and help deliver on global sustainability goals.

## Solidaridad

Cargill and **Solidaridad** have collaborated for more than a decade, working to drive sustainable agricultural practices and partnering with farmers to advance their livelihoods while preserving natural resources. This includes embracing climate-smart agriculture and supporting farmers through better market access and increased profitability. In September 2023, we announced a new three-year, \$4.6 million partnership with Solidaridad, aiming to help reach 2,000 farmers across five countries, including palm oil producers in Colombia and Malaysia, and soybean farmers in Argentina, Bolivia, and Paraguay.



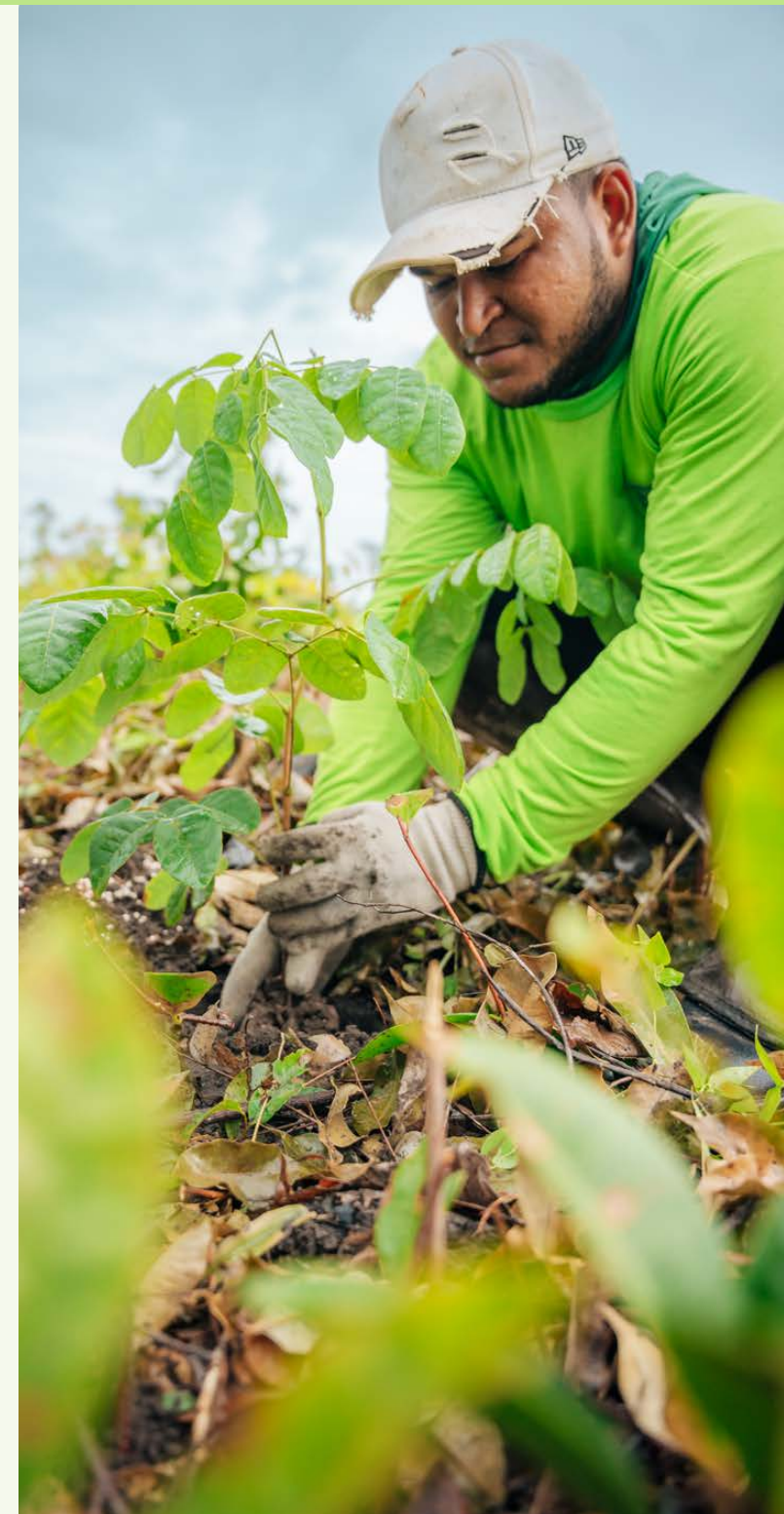
As one of their global food ingredient suppliers, we partner with **Nestlé** to find and implement methods of growing ingredients that aim to protect natural resources, enhance livelihoods, and reduce emissions in the supply chain. Projects include increasing transparency and traceability in the cocoa supply chain in Côte d'Ivoire and Ghana, and creating a low-emission source of fertilizer using cocoa shells that would otherwise become waste.



Cargill and Heifer International share a belief in the value of safe, sustainable, and affordable animal protein in the diet — as well as a commitment to improving the livelihoods of smallholder farmers. Together, we co-created the **Hatching Hope Global Initiative** to improve nutrition and livelihoods by reaching 100 million people by 2030 through the production, promotion, and consumption of poultry in partnership with other key nonprofit agencies, government, and industry groups around the globe. Since 2018, we've reached 26.9 million people.



Costco participates in Cargill's flagship regenerative agriculture program, Cargill RegenConnect®, enabling the company to reach its climate transition goals while supporting farmers to create positive environmental outcomes, revitalize soil health, and become more resilient.





# Awards and recognition<sup>1</sup>

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:



**BIG Sustainability Awards: Sustainability Leadership and Sustainability Service of the Year**



**New Innovations: Smart Transportation**



**New Innovations: Social & Cultural Impact – Environmental Solutions**



**New Innovations: Health & Beauty Care Solutions**



**World's Best Companies 2023 list**



**America's Most Innovative Companies 2023 list**



**BIG Innovation Awards: Agriculture Organization and Product**

**Significant achievement in food safety at the Confederation of Indian Industry (CII) Food Safety Awards**

**Fortune China: ESG Impact 2023 list**



**Transportation: WindWings®**

<sup>1</sup> This page includes select external awards and recognition Cargill received in fiscal year 2024.