

# Strategy

We know the future of our business, our society, and our planet are increasingly connected. We recognize that increasing risk management and supporting long-term value creation are core benefits of having a leading sustainability strategy.

Our approach to sustainability is embedded across our entire business and integrated into our operations, bringing value not only to Cargill and our customers, but to stakeholders around the world. It also enables us to leverage our unique role as a connector across the supply chain, and to prioritize the areas where we can have the greatest impact — Climate, Land and Water, and People.





# United Nations Sustainable Development Goals

Cargill's sustainability strategy is aligned with the United Nations (U.N.) Sustainable Development Goals (SDGs). For more details on how our strategy and specific targets correspond to the SDGs, please refer to our environmental, social, and governance (ESG) Scorecard and the relevant sections of the report, which outline our progress in each area.



## Our focus areas



To guide our work we are prioritizing the areas that are most material to Cargill: Climate, Land and Water, and People. With our purpose at the center, we have developed an integrated strategy that creates multiple benefits across these areas.

### Climate

Our climate action includes measures to expand farmer-led adoption of regenerative agriculture and work to reduce greenhouse gas (GHG) emissions in how we grow, process, and move the world's food.

### Land and Water

Our work is grounded in nature-based solutions and accelerated through partnerships with farmers, customers, industry groups, non-governmental organizations (NGOs), and governments.

### People

Working alongside our employees, farmers, customers, and communities, we seek to improve livelihoods and build a more equitable, inclusive, and resilient food system.

# 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, commensurate with the company's overarching business strategy and reporting practices.

Reporting to the CEO, our CSO leads Cargill's comprehensive ESG strategy and monitors progress against ESG goals and targets. 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 ESG targets.

View our [CDP disclosure](#) for more information about Cargill's ESG governance.

# Our material topics

Our ESG strategy and initiatives are guided by an ESG materiality assessment, which helps us understand the most relevant topics to our business. In 2022, Cargill completed a materiality assessment to better understand and prioritize areas where we have the biggest impact on the environment and society, as well as on our company's business and financial success.

From that assessment we affirmed Cargill's priority focus areas of Climate, Land and Water, and People. These topics cover several sustainability matters and have intersections across multiple ESG categories.

We continue to advance our efforts to meet stakeholder expectations and to adapt to the changing ESG reporting landscape. In light of the European Union's Corporate Sustainability Reporting Directive (CSRD), our company is completing a double materiality assessment, which will serve as the foundation to our fiscal year 2026 CSRD-compliant ESG report.

Learn more about materiality and CSRD in [About this report](#).

# Our stakeholder engagement

Stakeholder engagement is critical to driving our strategy forward. We engage both internal and external stakeholders in several ways to understand their priorities, concerns, and perspectives through initiatives such as interviews and surveys. We then apply this input and feedback to help inform our ESG approach and strategy.



# ESG scorecard

Cargill's purpose is to **nourish the world in a safe, responsible, and sustainable way**. We have set science-based targets and are actively investing in and accelerating our progress against these targets.

	ASPIRATIONAL GOALS	METRIC	PROGRESS <sup>1</sup>
<b>Climate</b>  	<b>Scope 1 and 2 (operations)<sup>2</sup>: Reduce absolute operational greenhouse gas (GHG) emissions by 10% by 2025</b>	CO <sub>2</sub> e reduction from 2017 baseline	
	<b>Scope 3 (supply chain): Reduce global GHG emissions from our global supply chain by 30% by 2030, measured per ton of product</b>		670,000 metric tons CO <sub>2</sub> e reduced <sup>3</sup> through supply chain sustainability programs. Meaningful investments have been made in technology, processes, and resources that will allow us to scale our efforts and reduce Scope 3 emissions.
<b>Land and Water</b>  	<b>Eliminate deforestation across our agricultural supply chain by 2030</b>	Detailed dashboards of progress against land use metrics are in the cocoa, palm, and soy Supply Chain sections of the <a href="#">2024 Impact Report</a> ; these are the priority supply chains that comprise our global land use commitment.	
	<b>Operations: Implement water stewardship practices at all 68 priority facilities<sup>4</sup> by 2025</b>	Average implementation of water stewardship practices across all priority facilities	
	<b>Supply Chain and Communities: Enable a water positive impact in all priority regions by 2030<sup>5</sup></b>	Progress toward enabling a water positive impact	
<b>People</b>          	<b>Provide 10 million farmer trainings in sustainable agricultural practices by 2030</b>	Farmer trainings delivered since 2017	
	<b>Improve nutrition and economic livelihoods by reaching 100 million people by 2030 through the production, promotion, and consumption of poultry</b>	People reached since 2018	
	<b>Achieve gender parity in leadership by 2030 globally</b>	Women in leadership roles	
	<b>Invest in programs and projects that advance social and environmental impact priorities and support local communities</b>	Invested across 70 countries this year	

<sup>1</sup> Progress based on achievements as of fiscal year 2024 across commitments with the exception of Scope 1 and 2, which is calendar year 2023 results.

<sup>2</sup> 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.

<sup>3</sup> Cargill will report a % reduction against baseline following the transition to Scope 3 inventory accounting in fiscal year 2025.

<sup>4</sup> The number of priority facilities may change over time due to acquisitions, divestitures, or major changes to our operations.

<sup>5</sup> 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 details on our supporting targets, see Water chapter of the [2024 Impact Report](#).