

Letters from our CEO and CSO

Delivering impact with purpose and partnership

When it comes to urgent challenges facing people and the planet, Cargill's connections across the food system give us the opportunity – and responsibility – to deliver meaningful solutions.



That's why, throughout our global supply chains, Cargill is driving industry-leading change that's creating value for our customers, farmers, and communities. And agriculture is how we're getting it done.

The problem-solving potential of agriculture has always been essential in nourishing people, supporting the livelihoods of farmers and food workers, and unlocking opportunities for growth. Now, as the world faces rising food insecurity and disruptions caused by conflict and climate change, we need new solutions rooted in agriculture and supported by science.

Cargill is invested in cultivating the innovation and partnerships the world needs to help make it happen. Leading with our values, we're working to help achieve zero hunger, decarbonize our industries, protect and restore natural resources, and ultimately improve people's lives.

We're proud of our efforts and committed to sharing our results to accelerate our progress and deepen our impact.

Brian Sikes
President and Chief Executive Officer

Trusted relationships with our customers, food producers, and stakeholders empower Cargill to deliver greater impact than any of us can alone; it's the power of partnership that's fueling our progress.



We all have a role to play in reimagining what's possible in food and agriculture. Farmers tend the soil and care for their animals. Our customers serve the world's consumers. And Cargill facilitates connections that nourish the world in a safe, responsible, and sustainable way.

This report shares how we are delivering impact with purpose and partnership. In it you will see that Cargill is:

- Delivering innovative, sustainable solutions for our customers that together drive collective action;
- Engaging with farmers around the world to transform agriculture supply chains to be more sustainable; and
- Partnering to build resilient, inclusive communities where we do business.

We know that Cargill's values in action can add still greater value – for the climate, land and water, and people around the world whose nourishment depends on it. And we're committed, as ever, to getting it done.

Pilar Cruz
Chief Sustainability Officer

About Cargill

Our purpose

To nourish the world in a safe, responsible, and sustainable way.

Our values

- We put people first.
- We reach higher.
- We do the right thing.

We connect farmers with markets, customers with ingredients, and families with daily essentials. Our work spans:

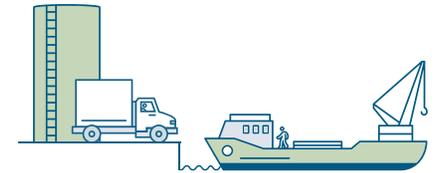
Origination & Processing



Partner with farmers growing crops.

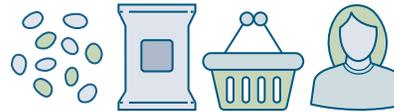


Originate and source commodities.



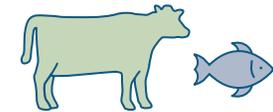
Store, process, and transport goods around the world.

Food & Bioindustrial



Sell ingredients, finished solutions, and services to manufacturers, foodservice customers, and retailers.

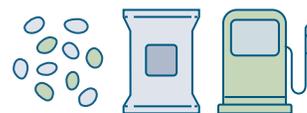
Animal Nutrition & Protein



Feed and process animals.

Food & Bioindustrial

Agricultural Supply Chain



Process commodities into branded food, feed, fuel, ingredients, and bioindustrials.

Trade & Capital Markets



Provide insights to our partners.



Established in 1865



Selling to 125 countries



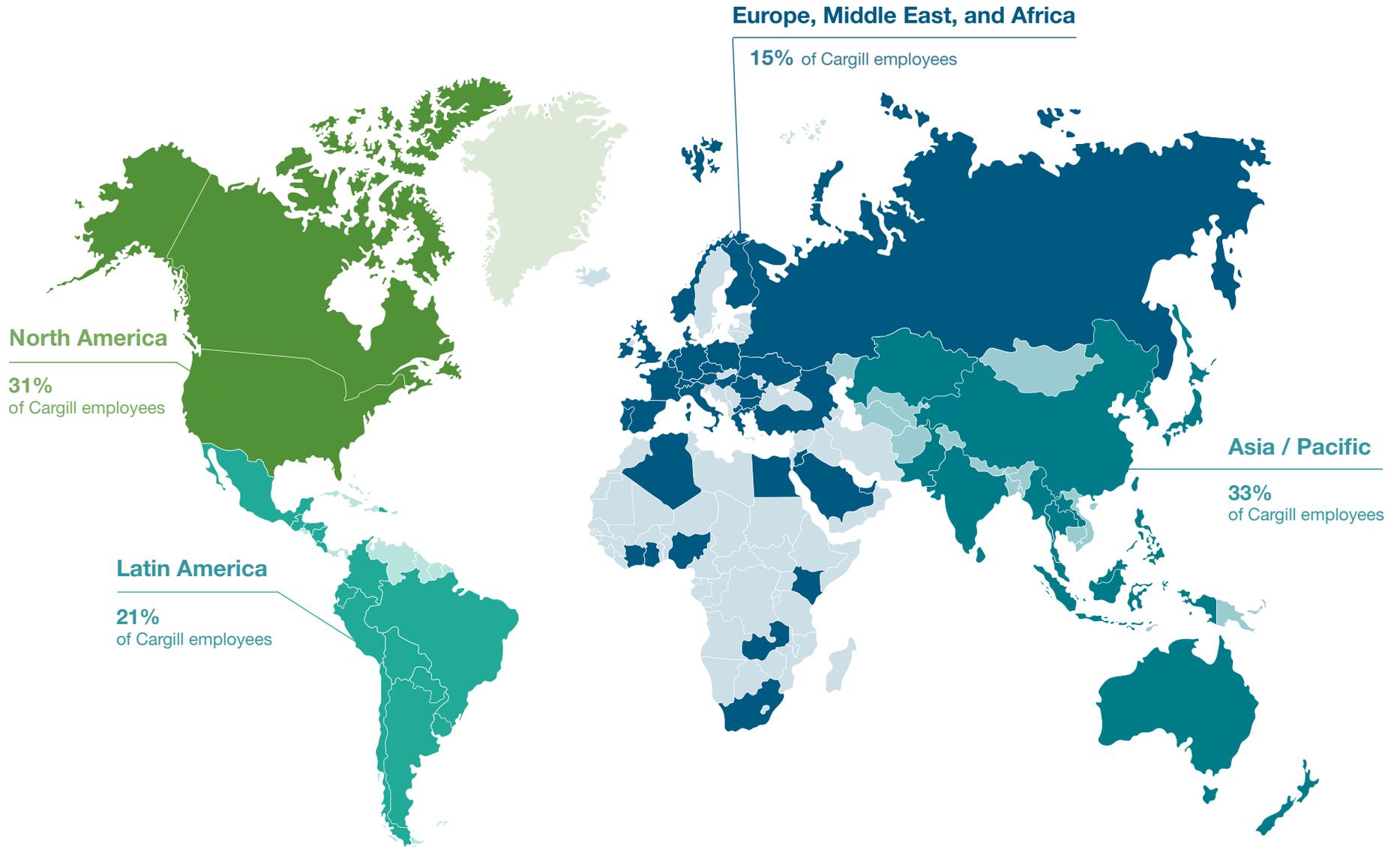
Generating \$177 billion¹ in revenues in fiscal year 2023²

¹ All financial amounts are presented in U.S. dollars.

² For the fiscal year beginning June 1, 2022, and ending May 31, 2023.

Where we operate

We employ a team of more than 160,000 talented people in 70 countries who are committed to nourishing the world, while also conserving vital ecosystems and investing in the communities where we live and work.



2023 highlights

\$78 million invested in efficiency and sustainability projects within our operations




More than **870,000** farmer trainings delivered in 2023




Provided more than **20 million** meals globally through our corporate giving efforts




More than **9 billion** liters of water restored




Advanced regenerative agriculture practices on **880,000 acres** of North American farmland since 2020




Improved nutrition and economic livelihoods of more than **21 million** people through Hatching Hope³ since inception in 2018




10.97% reduction of Scope 1 & 2 emissions from 2017 baseline

Calendar year 2021	5.52%
Calendar year 2022	10.97%

2.5% 5% 7.5% 10% Goal 2025



Distributed more than **\$115.5 million** to our partners and local communities




Increased representation of women in leadership to **34.8%**




³ The aim of the Hatching Hope Global Initiative is to improve nutrition and economic livelihoods by reaching 100 million people by 2030 through the production, promotion, and consumption of poultry.

Awards and recognition

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:

America's Most Innovative Companies 2023 – Fortune

Product innovation, process innovation, and innovation culture

2022 Brands That Matter Award – Fast Company

Communicating and demonstrating brand purpose

CES Innovation Award

Chekt smart food locker takeout and delivery pickup system

2023 BIG Innovation Award

Food and agricultural product innovation

2023 Edison Awards™

Product innovation – four awards (two Gold, one Silver, one Bronze)

2023 Diversity, Equity, and Inclusion Award – NAMI

Promoting and implementing a DEI strategy (Honorable Mention)

Best Places to Work in Latin America, 2022

Cargill Argentina, Top 50 places to work

HRC Corporate Equality Index 2022

100% rating by Human Rights Campaign for the 18th consecutive year

Top 50 Corporate Sustainability Award 2022 – Nhịp Cau Dau Tu Magazine

Cargill Vietnam, implementation of sustainability initiatives

