



Delivering Impact

As a key connector of the food system, Cargill has a unique ability to drive sustainable impact at scale - from farm to fork. We're delivering impact across our focus areas of Climate, Land & Water, and People - here are a few highlights.



The Cargill Cocoa Promise: Celebrating more than 10 years of progress

The [Cargill Cocoa Promise](#) [↗] is indicative of how our strategy works to maximize our impact. We created the Cargill Cocoa Promise in 2012 with the goal of enabling farmers and their communities to achieve better incomes and living standards while growing cocoa sustainably. Over the past 10 years, the program has delivered myriad benefits for cocoa farmers and their communities as well as positive environmental outcomes for the natural ecosystems that reside in cocoa-growing regions. For example:

- Through farmer training and coaching, we've helped build farmers' capacity to increase their yields – which has improved farmer livelihoods – without encroaching on new land.
- With a focus on supply chain transparency and the development of innovative solutions like digital traceability platform CocoaWise™, we've given customers greater confidence in their sourcing and assurances that their cocoa was produced sustainably.
- By helping cocoa farmers adopt agroforestry practices, we help support enhanced biodiversity, improved water quality, and carbon sequestration – all while supplementing cocoa farmers' income.

See [Sustainable Supply Chains: Cocoa & Chocolate](#) to learn more about the Cargill Cocoa Promise and the multiple benefits the program has and will continue to deliver.

“The best sustainability solutions don't just solve one problem - they allow us to tackle several at once. That's why our sustainability strategy prioritizes programs and projects that cut across our focus areas to amplify our impact.”

Heather Tansey

Vice President, Environmental Sustainability, Cargill

Cargill provides financing solutions that are driving sector-wide transformation to build a more sustainable and resilient future. Working closely with our customers and suppliers, we integrate sustainability into financing agreements that mitigate risks while delivering impact at scale – helping to reduce emissions, protect forests, improve soil health, enhance biodiversity, reduce water consumption, and improve farmer livelihoods.



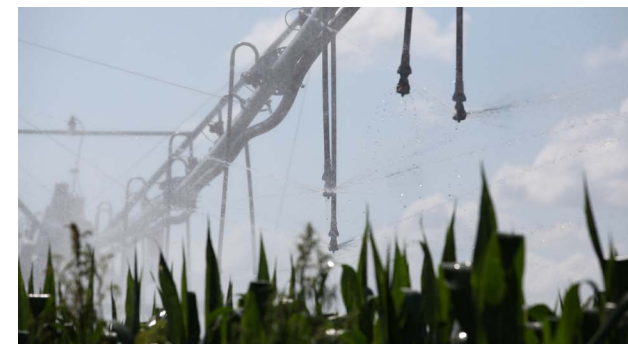
Expanding supplier capacity for cage-free eggs

To help meet our customers' demand for cage-free eggs, Cargill has provided nearly \$850 million in financing since 2019 – including \$230 million during fiscal 2023 – to egg suppliers so they can transition their facilities to be cage-free, expand operations, and invest in biosecurity measures to guard against avian influenza. As part of financing the costs for the cage-free conversion process, Cargill is also providing long-term contracts for the eggs. This financing is helping McDonald's meet its cage-free egg commitment in the U.S.



Financing innovative bio-based packaging solutions

Cargill structures financing solutions that support a range of customer needs, such as helping suppliers grow so they can meet our customers' demand for more sustainable products. We deployed \$15 million in fiscal year 2022 and approved an additional \$10 million this year to fuel the expansion of packaging and retail products provider NatureStar, which makes bio-fiber- and bio-polymer-based products that are certified biodegradable, compostable, and recyclable, and can replace fossil-based plastics, polystyrene, and molded fiber packaging. These products reduce waste, deforestation risks, and carbon emissions – helping our customers limit single-use plastics and reduce their packaging footprint.



Helping farmers access water-saving technologies

In Mexico, Cargill initiated a pilot program this year to help corn farmers conserve water – providing long-term financing for the implementation of drip irrigation systems. Early results suggest that the systems can help farmers reduce water consumption up to 39% and increase their yields as well, leading to improved profitability. To validate the model, the pilot program is currently running with two producers located in Sonora and Sinaloa – among the areas most affected by water scarcity in Mexico. This precision equipment also has the potential to lower carbon emissions by reducing fertilizer use through fertigation – the application of fertilizer with drip irrigation – which can help reduce the need for soil tillage while improving soil health, biodiversity, and crop productivity.

“Given the large size and scale of McDonald's egg supply chain, our goal to move to 100% cage-free eggs by 2025 is a huge undertaking. Partnering with our suppliers and farmers on this journey is essential to meeting our ambitious goal. The financing Cargill provided to our farmer partners was a key step to support their transition to cage-free facilities. We are proud of the progress we have made together.”

Bob Stewart
Chief Supply Chain Officer, McDonald's North America



Across all of our BeefUp Sustainability projects, we expect to reduce the intensity of our North American beef supply chain by an estimated **2.4 million metric tons of CO₂e by 2030**.

“This partnership is activating the work needed in our supply chains to help create a regenerative, healthy food system. Working together as an industry leverages expertise and helps achieve the scale that is critical to accelerating the shift to regenerative farming.”

Emily Johannes
Director, Diverse and Sustainable Sourcing at Nestlé USA



In May, we announced an additional partnership with NFWF to support Taco Bell parent company Yum! Brands' efforts to reduce greenhouse gas emissions by nearly 50% by 2030. The commitment from Cargill and Taco Bell will allocate \$2 million and leverage an additional \$2 million in federal funds over the next four years to help beef producers increase use of regenerative ranching practices, sequestering up to an estimated 44,000 metric tons of CO₂ annually.

Building a more sustainable beef supply chain in North America

As part of our **BeefUp Sustainability™** initiative, this year Cargill formed a partnership with Nestlé and the National Fish and Wildlife Foundation (NFWF) to advance voluntary conservation practices that combat climate change. With a combined investment of \$15 million, this program represents one of the largest corporate commitments to regenerative ranching in the United States.

By bringing together private landowners and conservation organizations, the project will promote land management practices, enhance water quality, and restore wildlife habitats across more than 15 states with a goal of reaching 1.7 million acres. Through NFWF-awarded grants, farmers and ranchers will receive technical and financial assistance to implement regenerative practices on their lands. Leveraging up to an additional \$15 million in federal funds, the partnership's investment is expected to activate total funding of up to \$30 million over the next five years.

“Collaboration with ranchers and other supply chain partners is needed now more than ever, especially with food and farming being critical avenues for positive climate solutions. We're proud to have partners in the National Fish and Wildlife Foundation and Cargill that acknowledge the great responsibility we carry to both Taco Bell fans and the environment.”

Jon Hixson
Chief Sustainability Officer at Yum! Brands

Cargill is leveraging our position at the heart of the agricultural supply chain to accelerate innovation, helping to address critical climate challenges.



Accelerating our impact with leading climate start-ups

Cargill joined Greentown Labs, the world's largest climate tech incubator, to help foster meaningful connections and stay at the forefront of sustainability technology innovation in the food and agriculture, manufacturing, transportation, and energy sectors. This membership has enabled Cargill to develop and deepen relationships with start-ups and emerging leaders and identify solutions that have the potential to advance our climate and water commitments.



Investing in product sustainability capabilities

As we work to provide greater transparency to our customers, we are expanding and harmonizing our capabilities in quantifying the potential environmental impacts of our products through tools like Life Cycle Assessment (LCA). While we started our development of at-scale solutions, we also worked across our enterprises on strategic projects to better understand opportunities to reduce the footprint of our products.



Advancing the measurement of sustainability in alternative protein

Cargill is committed to measuring and accelerating the sustainability of both animal-based and plant-based proteins through science-driven investments. This year, we completed a project to help us understand the carbon footprint of our plant-based meat alternative products. In addition to helping us analyze the current footprint of these products, this project was fundamental in creating a carbon calculator for our product development team to use as a dynamic, decision-support tool to evaluate the climate impact of changing ingredients, sourcing regions, energy sources, and processing techniques. With the carbon footprint measurement behind our line of plant-based meat alternative products now established, we will be better able to support our customers' climate goals and maintain greater visibility into the environmental impact of these products.

This year, we launched **Reach4Reduction™** - a sustainability initiative offering an innovative, holistic approach to reducing methane emissions while supporting individual producers' production goals.

Reach4
Reduction↓

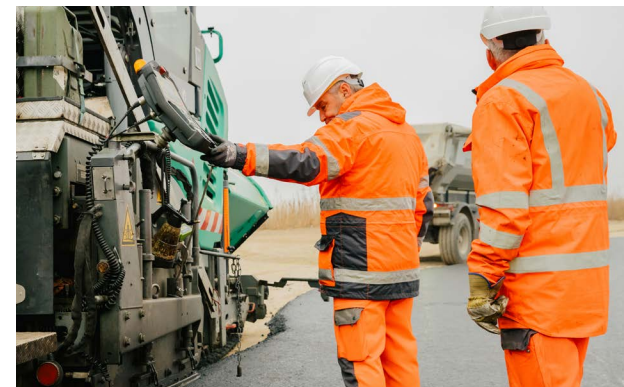


Addressing methane emissions through Reach4Reduction

Helping beef and dairy producers reduce methane emissions is an important priority in our partnerships. We are committed to working with customers as they adopt and scale sustainable practices that support the long-term viability of their businesses and drive lasting change for the future of our industry.

With the launch of Reach4Reduction this year, we are empowering farmers on their journey to reduce methane emissions directly and indirectly by improving animal performance and efficiency. Direct reduction solutions and products, such as SilvAir™, aim to alter or inhibit the process of cattle's methane production while chewing their cud.³⁵ Indirect solutions include products, such as the feed additive Diamond V™ XPC™, that improve animal performance and health - which can lead to lower methane emissions per measure of production output.

³⁵ Product availability and approved claims vary by region. Specific feeds that reduce methane emissions are not available in the United States.



Developing new asphalt solutions

The deepening climate crisis requires companies across all sectors, including the road construction industry, to redesign products and materials with a lower carbon footprint while maintaining or improving performance.

Cargill has created a suite of Anova® Asphalt additives, which are made from engineered vegetable oils. The Anova® rejuvenator enables the use of up to 100% recycled asphalt pavement (RAP) while providing multiple benefits for improving pavement performance, including enhanced durability, lower costs, and reduced energy use. The Anova® warm mix additive is used to reduce manufacturing temperatures of asphalt pavement. This year, the asphalt solutions team completed a verified LCA and Environmental Product Declaration (EPD) for both Anova® rejuvenator and warm mix additive. This provides customers with validated product-specific carbon footprint values that can be included in the carbon emissions calculators required for many asphalt project bids and tenders, especially in the U.K., Europe, and the U.S. These calculators demonstrate that by increasing RAP by 20%, our customers can save 10% or more on the total GHG emissions of their asphalt mix.

Expanding WASH access to Indonesian cocoa and palm communities

For many communities in Indonesia, water sources are distant, contaminated, and too costly to maintain.

This year, Cargill completed a three-year initiative with CARE to improve sanitation and food safety in 10 schools across the Indonesian districts of Serang and Bone. Together, Cargill and CARE built new, safe, and private toilet facilities at 10 schools and trained a WASH committee at each school on how to properly maintain them, reaching more than 3,500 people directly and almost 14,000 indirectly.

Through the development of a virtual instruction manual and nutrition and hand-washing trainings for more than 150 elementary school students, Cargill and CARE contributed to a three-fold reduction in student absenteeism due to diarrhea. The program also included education for local government authorities and manuals on how to build and maintain WASH facilities. As a result of the program, the Serang government invested \$650,000 to replicate it in an additional 80 schools, demonstrating how these programs can advocate for broader systemic change and local ownership.

As a result of the program, the Serang government invested \$650,000 to replicate it in an additional 80 schools, demonstrating how these programs can advocate for broader systemic change and local ownership.





Celebrating 50 years of giving back in Brazil

This year, we celebrated the 50th anniversary of the Cargill Foundation in Brazil. Over the past five decades, the foundation has contributed to the social transformation of Brazil by supporting initiatives that promote inclusion, equity, and innovation. Since its establishment, the foundation has grown its impact by engaging more than 1,400 volunteers, supported by 101 local Cargill Cares Councils with a presence in 19 Brazilian states and the Federal District. Today, the foundation leads more than 40 active projects that directly benefit 80,000 people every year.

“All around the world, Cargill employees can be counted on to share their expertise and serve their local communities. We’re proud of the leadership of our Cargill Cares Councils and their work organizing volunteers to make a positive impact in their communities.”

Michelle Grogg
Vice President, Corporate Responsibility, Cargill

Volunteering around the globe

Employee volunteers are at the helm of 480 local Cargill Cares Councils around the world, which provide support for local nonprofits and civic programs. These organizations represent a wide range of causes important to Cargill and our employees, such as hunger relief, disaster relief, school and youth programs, and environmental projects. Along with donations and investments made by Cargill businesses and local facilities, members of the Cargill Cares Councils contribute their time to volunteer initiatives that make a tangible impact where we live and work.

Cargill employees also actively participate in skills-based volunteer programs, such as 4 Access Partners (4AP), an organization dedicated to ensuring that entrepreneurs in the food manufacturing industry have the expertise, training, capital, and scale needed to succeed. This year, working with our partners at the Northside Economic Opportunity Network (NEON) in Minneapolis, Cargill employees provided more than 100 hours of skills-based training to underrepresented food entrepreneurs through the 4AP program.





Investing in education in Vietnam

Cargill invests in educational opportunities in our communities around the world. In Vietnam, Cargill has been pursuing a unique school-building program for underserved communities since 1996. To date, we have built 111 schools across 53 of the 63 provinces in the country – allowing us to serve around 17,000 children per year.

After completing the 100th school in 2020, Cargill set a new milestone to construct 50 additional educational facilities to reach a goal of 150 schools in the country by 2030. In working towards this goal, we will continue to serve the need for better school facilities across rural communities in Vietnam. This year, Cargill was honored with Vietnam's Top 50 Corporate Sustainability Awards 2023, voted by Nhip Cau Dau Tu magazine, in recognition of the school-building program.



Improving children's nutrition in Mexico

Three years ago, Cargill, in collaboration with the association Nutre a un Niño A.C., initiated a community project in the Mexican state of Veracruz to improve children's health and nutrition. Through a holistic care model implemented with 30 families from the community of Villa Hermosa, Municipality of La Perla, the project tracked the diagnosis and timely follow-up of each child under the age of six who participated in the program.

The intervention included programs in family health education, environmental health, and community participation. The program's impact included the distribution of more than 400 nutritional packages per year to 36 children, who all received access to medical care and additional dietary supplements. Forty-seven percent of infants who were below their height at the beginning of the program recovered their height according to their age, and 28% of infants who presented iron deficiency anemia recovered.



Spearheading digital connectivity in Argentina

Inspired by one of our IT team members in Argentina, Cargill worked with NANUM Project, led by Fundación Gran Chaco, to develop the infrastructure to bring internet connectivity to isolated communities in the Gran Chaco area. The collaboration enabled the implementation of infrastructure between towers, cabling, and equipment to build out a network that reached 19 rural communities in the territory. Of the approximately 3,000 people who have benefited, almost a quarter are from indigenous groups who support livestock and agricultural production. The digital network will facilitate communication between organizations, open new markets, and provide access to information on rights that would strengthen their community.

“After eight months of work, video calls, emails, and site preparation, we visited two of those sites where two of the antennas that we dream of so much were already installed. I feel lucky for every show of affection, for every smile, for every hug.”

María Laura Tomé
Cargill IT team member in Argentina