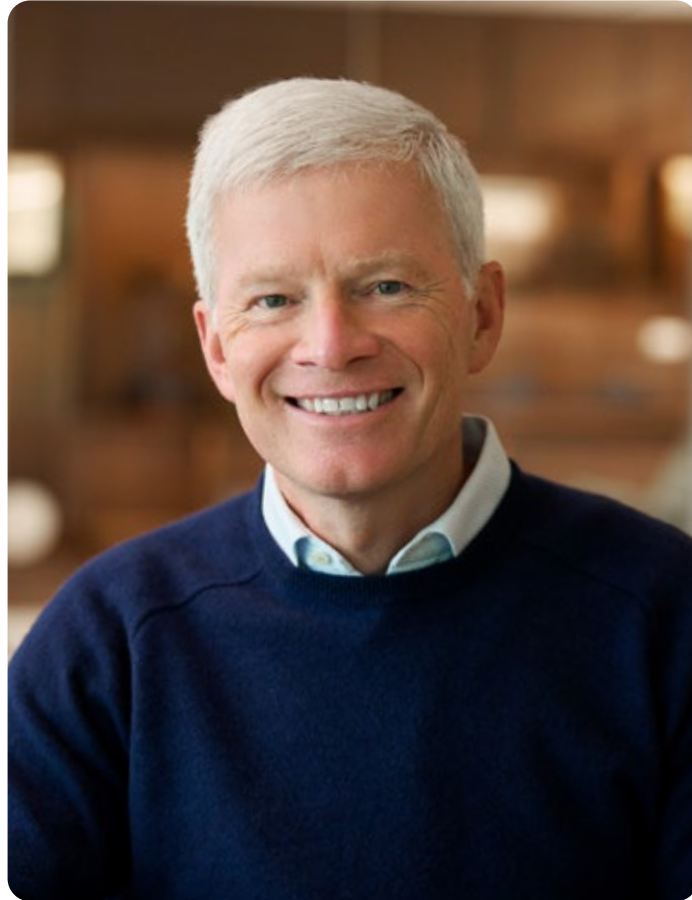


A message from Brian Sikes



As a company committed to nourishing the world, we're helping address the most complex and urgent challenges facing people and the planet. With operations in 70 countries, roughly 155,000 hard-working people powering our supply chains, and partnerships woven across the world's food system, Cargill is uniquely positioned to make a lasting impact.

For 160 years, that's exactly what we've done. Today, as we connect farmers to markets, customers with ingredients, and people and animals with the nourishment they need, our work remains grounded in the same values that have guided us from the very beginning: we do the right thing, we treat people with dignity and respect, and when challenges arise, we reach higher to deliver solutions.

This year, the world faced new disruptions, and the pressures on our climate and our communities persisted. Through it all, Cargill advanced solutions with farmers and our customers to more sustainably grow, make, and move the food the world depends on. Together, we reduced emissions, safeguarded land and water, and supported the people and communities who power our supply chains.

Looking forward, we know our work isn't finished. By continuing to invest in innovation and forge strong collaborations, we can build a more resilient and equitable food system — connecting a food secure world today and for generations to come.

A handwritten signature in dark ink, appearing to read 'B. Sikes'.

Brian Sikes
Board Chair and Chief Executive Officer
Cargill

“We do the right thing,
we treat people with
dignity and respect,
and when challenges
arise, we reach higher
to deliver solutions.”

A message from Pilar Cruz



At Cargill, our purpose — nourishing the world in a safe, responsible, and sustainable way — guides everything we do. We know food security starts on the farm. When farmers prosper, communities grow stronger, and the global food system becomes more resilient and reliable.

In the past year, we advanced solutions to help farmers adapt, grow, and succeed — while delivering measurable value to customers and strengthening the long-term resilience of the food system. Working in partnership across the value chain, we reached milestones that reflect both our ambition and action:

- **Supporting farmers:** Delivered more than **7.7 million** farmer trainings globally since 2017 and managed regenerative agriculture programs and partnerships across 16+ countries.
- **Reducing our climate footprint:** Reduced Scope 1 and 2 emissions by **20.9%** from our 2017 baseline — exceeding our 2025 target by more than double. This progress was supported by energy efficiency improvements and more than 100 renewable energy projects across 30 countries.
- **Investing in communities:** Invested **\$110 million** across 72 countries and helped provide more than **144 million** meals globally — improving food access, water availability, and economic opportunity in the communities where we operate.
- **Delivering solutions for customers:** Scaled innovative, practical programs that help customers meet their goals, from advancing regenerative agriculture to reducing plastic packaging.

Progress is not linear, and none of this impact would be possible without collaboration. Through these partnerships, we'll continue building a food system that is more sustainable, more resilient, and better prepared to nourish the world for generations to come.

A handwritten signature in dark ink, appearing to read 'P. Cruz'.

Pilar Cruz
Executive Vice President and Chief Sustainability Officer
Cargill

“When farmers prosper, communities grow stronger, and the global food system becomes more resilient and reliable.”

About Cargill

Cargill is a family-owned company providing food, ingredients, agricultural solutions, and industrial products to nourish the world in a safe, responsible, and sustainable way.

Our company was founded in 1865 as a single grain warehouse in Iowa and has grown into a global agricultural supply chain partner. Every day, we connect farmers with markets, customers with ingredients, and people and animals with the food they need. By supplying the things that matter, we help businesses grow, communities prosper, and consumers live well.

From climate change to food insecurity, the challenges to today's food system are greater than ever before. Our end-to-end supply chain capabilities position us to transform food and agriculture, creating a more resilient food system for current and future generations.



**Our purpose is to
nourish the world in
a safe, responsible,
and sustainable way.**

Connecting the global supply chain

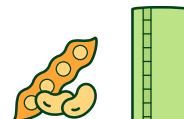
Our end-to-end supply chain capabilities and logistics:

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

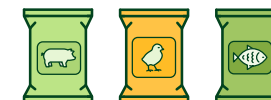
Transport goods from where they're grown and produced to where they're needed.



Craft meat, egg, and alternative protein products, 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.

Our global impact

Where our people work around the world — from farms to plants to offices to labs.

North America
29% of Cargill employees

Latin America
25% of Cargill employees

Europe, Middle East, and Africa
13% of Cargill employees

Asia / Pacific
33% of Cargill employees

2025 BY THE NUMBERS:

155,000+
employees around
the world

70
countries where
we operate

160
years of experience

125
markets served

\$154 billion
annual revenue

Building a more resilient food and agriculture system

By 2050, the world's population will exceed nine billion, increasing demand for food — even as an estimated 730 million remain undernourished.¹ At the same time, climate change is putting pressure on food production through more frequent droughts, floods, and extreme weather. Meeting these challenges requires solutions that help us grow more food while minimizing impacts to the land and water we rely on.

At Cargill, we understand that food security, climate, water, biodiversity, and farmer livelihoods are deeply connected — and that agriculture can help address these challenges through innovation, technology, education, and collaboration.

This work calls for cross-sector cooperation across the food system. We're contributing to broader progress by investing in research, developing publicly available tools, and supporting coalitions that drive collective progress.

Investing in research

We collaborate with leading academic institutions to advance research that drives innovation in agriculture.

- In the Netherlands, Cargill partnered with **Wageningen University & Research** to study the state of regenerative agriculture adoption, economic impact of the transition, and opportunities for scaling in Europe.

The collaboration assessed public and private programs, identifying key gaps and opportunities that helped shape Regenomics — a public private partnership focused on accelerating regenerative agriculture across Europe.

- As a member of **MIT's Climate & Sustainability Consortium**, Cargill works with academic and private-sector partners to help translate early-stage science into real-world applications. For example, research on hard-to-abate agricultural emissions like nitrous oxide provides insights for designing mitigation programs.
- Cargill issued a grant to **Colorado State University** to support research on cattle feeding practices that could make beef production more sustainable and lessen its environmental impact. The study focuses on a key challenge: methane emissions from cattle, which are naturally released during digestion. Researchers will test different feed ingredients and additives to see if they can help lower these emissions.
- Cargill is collaborating with the **Center for Carbon Research in Tropical Agriculture at the University of São Paulo**, whose mission is to develop innovative solutions while addressing the challenges of climate change. The two-year research project focuses on the effects of cover crops on soil carbon, soil health, and crop responses in regenerative agriculture areas in Brazil.



¹ <https://www.un.org/en/global-issues/population>

Developing publicly available tools

Cargill supports the development of publicly available tools and methodologies that make it easier for the food and agriculture industry to adopt sustainable practices. By sharing practical, data-informed resources, we help reduce barriers, align standards, and accelerate progress across supply chains.

- We're partnering with the [Soil Health Institute](#) on a three-year project to equip farmers, conservation planners, and sustainability experts across North America with tools to promote water stewardship within agricultural supply chains. This includes resources like a drought resilience calculator, which helps assess how soil health impacts water availability and guides improvements in soil management for yield optimization.
- Cargill is advancing industry alignment on water stewardship by sharing our methodology for supply chain water goals to encourage broader adoption. In August 2024, we published a [position paper](#) outlining our approach to quantifying, attributing, and tracking progress toward supply chain water goals — offering a practical accounting framework for collaboration across agricultural value chains.

Supporting coalitions

Cargill participates in several industry roundtables that promote continuous improvement and drive progress toward more sustainable, transparent, and resilient agricultural supply chains.

- The [Round Table on Responsible Soy](#) (RTRS) promotes economically, socially, and environmentally sustainable standards and practices for the soy value chain — from production and processing to trading — by engaging a broad range of stakeholders.
- [Roundtable on Sustainable Palm Oil](#) (RSPO): Cargill is a certified member of RSPO and actively promotes sustainable palm oil practices across its supply chain. Cargill sits as an Alternate Member on the RSPO Board of Governors representing the Processors and Traders and is a member of the RSPO Human Rights Working Group and RSPO Biodiversity High Conservation Value Working Group.
- Cargill is a founding member of the [Global Roundtable for Sustainable Beef](#) (GRSB) and the [U.S. Roundtable for Sustainable Beef](#) (USRSB), multi-stakeholder initiatives developed to advance support, and communicate continuous improvement in sustainability of the beef value chain through leadership, innovation, multi-stakeholder engagement, and collaboration. Cargill serves on the board of GRSB, is involved in working groups of both organizations, and supported the development of USRSB's Sustainable Beef Research Roadmap, a powerful tool to drive the next chapter of progress in beef sustainability.
- Through the [Canadian Roundtable for Sustainable Beef](#) (CRSB), Cargill supports financial incentives for beef producers to maintain their CRSB certification, which provides assurances for the sustainable production, processing, and sourcing of Canadian beef.



In addition to being founding members of CRSB, Cargill and McDonald's have supported several joint initiatives over the past 20 years, including mentorship through the [Canadian Cattle Young Leaders](#) program, research through the [Beef Cattle Research Council](#), and support of the Forage Program with Ducks Unlimited Canada (DUC). DUC's program has worked with more than 1,200 producers to restore over 153,000 acres of perennial grasslands as pasture, exceeding our 5-year target by 22%.

We know that feeding the world takes partnership at every step of the supply chain. Our customers count on us to keep store shelves stocked and ensure that consumers have access to the food they need and want. That's why we work hand-in-hand with farmers, helping them thrive while building resilient, responsible food systems together. When we align our efforts, we unlock value for everyone."

Jon Nash
Executive Vice President
Cargill Food



2025 highlights

\$69 million

invested in efficiency and other sustainability related capital projects within our operations

91 billion

liters of water restored in water-stressed regions

7.7 million

farmer trainings delivered since 2017

144 million

meals provided globally through our corporate giving efforts

20.9%

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

2.5 million

acres engaged in regenerative agriculture practices across North America since 2020

\$110 million

invested in local communities around the world

77,000+

employee and alumni global volunteer hours

Awards and recognition

We are proud of the recognition we receive for delivering impact at a global scale through innovation and technology while creating an exceptional workplace.



BIG Sustainability Award:
Sustainability Leadership
and Sustainability
Initiative of the Year



- BIG Innovation Award:**
- Agriculture Organization
 - Product

EDISON AWARDS (SILVER)



**Silver: Clean Water, Food and
Agriculture — Smart Farming
& Sustainability**

- Winter Camelina for Biofuels
- Cultivated Grade™ Media

EDISON AWARDS (BRONZE)



**Bronze: Clean Water, Food
and Agriculture — Smart
Farming & Sustainability**

- REVEAL™ Layers
- Cargill Natural Flavors



**Bronze: Social and Cultural
Impact — Community-based
Sustainable Resources**

- Cargill Currents



**World's Best
Companies
2024 list**



**America's Most Innovative
Companies 2024 list**



McDonald's Safety Award



**PepsiCo's 2025 Global
Supplier of the Year**



**Yum! Brands' 2024 STAR
Awards Sustainability
Supplier of the Year**



**Sysco's 2025 Supplier of
the Year + Center of the
Plate Supplier of the Year**