Soy

About this chapter

The content in this chapter pertains to calendar year 2024 unless otherwise noted. All data is for soy purchased and handled by our local agriculture and trading business in South America unless otherwise noted.

For our previous soy progress reports, **visit our website**.

Supply chain overview

Our South American agriculture and trading business sources soy in Brazil, Argentina, Paraguay, Bolivia, and Uruguay. The business stores, processes, and ships soybeans and other soy products to customers in the region and around the world.

136
country elevators

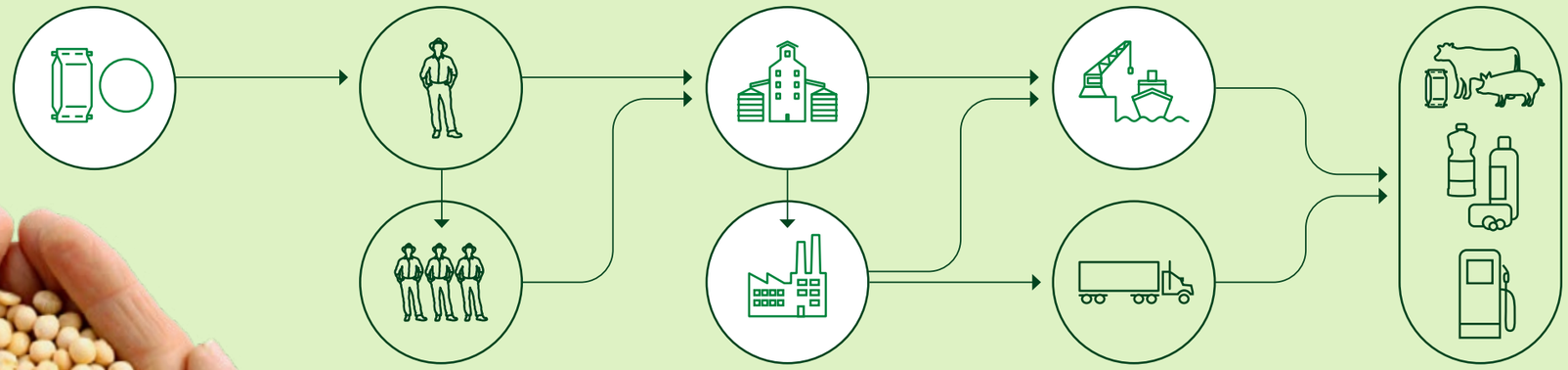
12
administrative offices

14
processing plants

42
commercial offices

13
ports

How our soy supply chain operates



Dashboard

FOCUS AREA	METRIC		PROGRESS *Argentina*	*Bolivia*	*Brazil*	*Paraguay*	*Uruguay*
Transparency	**Industrywide soy production (million tons)**		48.2[1]	2.0[2]	147.4[3]	10.0[4]	3.2[5]
	Approximate number of suppliers selling soy to Cargill		5,550	100	15,000	1,850	800
	Percentage of volume by type of supplier	Direct	62%	35%	58%	47%	71%
		Indirect	38%	65%	42%	53%	29%
Traceability	**Percentage of directly sourced volumes coming from suppliers whose farms have been polygon mapped**		98.28%	99.84%	100%	99.96%	100%
DCF	**Percentage of volumes estimated to be DCF based on a reference date of 2020**		99.96%	96.78%	99.29%	99.62%	99.95%

Our agriculture and trading business in South America buys soy both directly from farmers and indirectly from cooperatives, processors, and traders. The figures above are for calendar year 2024 and are for soy purchased and handled by our local agriculture and trading business in each country.

We have mapped the farms of our direct suppliers in all five countries with polygon boundaries and use this information **to calculate** our deforestation- and conversion-free (DCF) figures. We also engage with indirect suppliers to drive change toward more sustainable practices to end deforestation.

Going forward, we need to continually update our database of polygon maps, because our supplier base shifts somewhat each crop season and we continuously improve the accuracy of our mapping capabilities. Building this database has been a significant milestone in our journey to be able to monitor, report, and take action within our supply chain. It is made possible by the perseverance of our teams across the region to map and validate the operations of many thousands of suppliers.

[1] Source: **Ministério de Agricultura, Ganadería y Pesca de Argentina (MAGYP)**
[2] Source: **Asociación de Productores de Oleaginosas y Trigo (ANAPO)**
[3] Source: **Companhia Nacional de Abastecimento (CONAB)**
[4] Source: **Instituto de Biotecnología Agrícola y Unión de Gremios de la Producción (INBIO-UGP)**
[5] Source: **Ministerio de Ganadería, Agricultura y Pesca (MGAP)**

How we calculated our DCF figures

Direct supply: For our directly sourced supplies in all five South American countries, we used polygon farm boundaries to calculate our DCF percentage. For direct suppliers in all five countries, our commercial and administrative teams identified them and collected data. For Brazil, our teams also consulted the **INCRA-SIGEF website** and the **Federal SICAR website**.

Once these farm boundaries were identified, we analyzed historical satellite images from the U.S. Geological Survey and different deforestation layer datasets depending on the country. In Brazil, we used the deforestation layer from **PRODES**, a satellite-based system operated by the country's national space institute. This source is now commonly being used across the soy sector in Brazil. For the other four countries, we continued to consult deforestation layer data from the **University of Maryland** as in previous years. These deforestation layers allowed us to determine the percentage of soy volumes that came from farms where land had not been converted from native vegetation.

Indirect supply: For our indirectly sourced soy volumes in all five countries, we used the historical data above to calculate the DCF percentage for the full soy sector in every municipality or region. If less than 1% of the total soy for 2024 in a municipality or region was grown on land that was deforested or converted in the last five years, that municipality or region was classified as negligible risk. Indirect suppliers with an aggregation point inside these municipalities and regions were considered DCF for our calculations.

If 1% or more of the total soy for 2024 in a municipality or region was grown on land that was deforested or converted in the last five years, that municipality or region was classified as being at risk. For indirect suppliers with an aggregation point inside these at-risk municipalities and regions, if the indirect supplier could provide traceability information for those volumes, we used that data to calculate the DCF rate for those volumes. If the indirect supplier could not supply traceability information, we conducted our own analysis using a 50 km radius and calculated the DCF rate within that radius using the same methodology as for direct suppliers. That rate was then used for the indirect supplier's volumes in our weighted average for the municipality or region where they are located. A similar approach is being adopted by other companies in Brazil's soy sector.

Total DCF percentage: To arrive at a total DCF percentage for each country, we calculated a weighted average based on our proportion of direct and indirect suppliers using the two methodologies above.

A note on reference dates and cut-off dates

In terms of measuring DCF, a **reference date** is used only for purposes of calculations, whereas a **cut-off date** is used as a purchase criteria. Cargill's 2024 DCF data on the previous page was measured based on a reference date, which for calendar year 2024 was 2020. Beginning January 1, 2026, DCF will be measured based on a cut-off date of January 1, 2025, for Argentina, Brazil, and Uruguay. This cut-off date means that Cargill will no longer purchase soy from either a direct or indirect supplier in these three countries that does not meet the criteria of being DCF as of January 1, 2025. The exception is soy from the Amazon biome in Brazil, which continues to have a cut-off date of July 2008.

A note on data sources

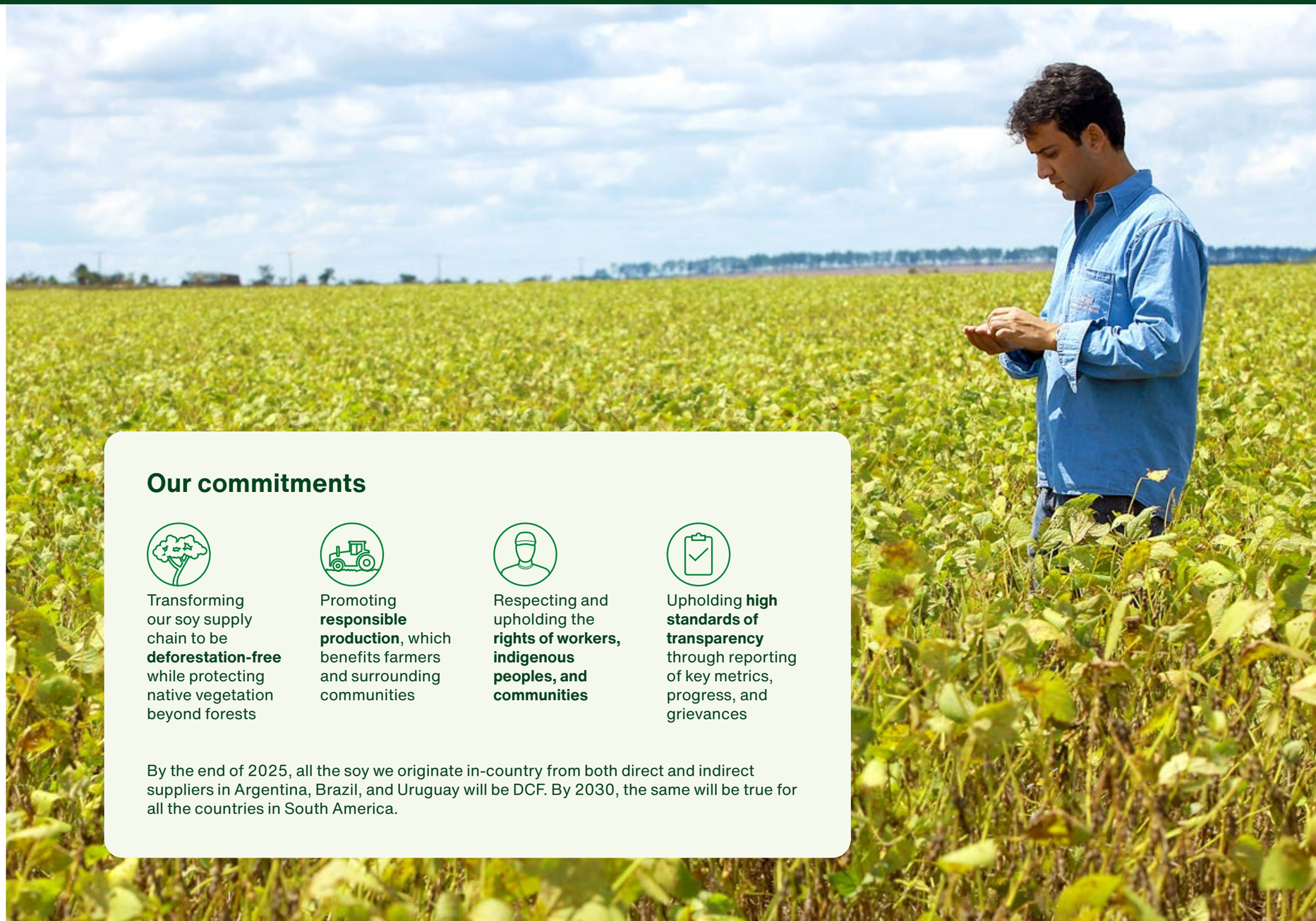
Forests are well-monitored globally, however, there are gaps in data availability for non-forest ecosystems like savannas and grasslands. At Cargill, we're working to change that. Through working with organizations like the World Resources Institute (WRI), we're helping close these critical data gaps. As part of our continuous improvement process, we regularly test and apply new datasets and methods to ensure we're using the best available science to monitor land-use change.

Focus areas

Sustainable soy from South America

Our businesses source soy from all the major growing regions in the world. We are focused on South America as the highest-priority region for soy sustainability because it is home to vital landscapes such as the Amazon, Cerrado, and Chaco biomes that must be protected. Meanwhile, the region has grown rapidly in the last few decades to become a major source of the world's soy, and this growth has underpinned many rural economies and communities. We believe that forests and farms can and must co-exist.

> Collaboration is essential to advancing our PEP+ (PepsiCo Positive) agenda. Together with Cargill, we're driving sustainability through joint efforts in programs like 3S and Resolu."
>
> **JP Cavalcanti**
> Senior Director of Procurement for PepsiCo



Our commitments

Transforming our soy supply chain to be **deforestation-free** while protecting native vegetation beyond forests

Promoting **responsible production**, which benefits farmers and surrounding communities

Respecting and upholding the **rights of workers, indigenous peoples, and communities**

Upholding **high standards of transparency** through reporting of key metrics, progress, and grievances

By the end of 2025, all the soy we originate in-country from both direct and indirect suppliers in Argentina, Brazil, and Uruguay will be DCF. By 2030, the same will be true for all the countries in South America.

Due diligence and traceability

Our system of continuous improvement

Having mapped our direct soy suppliers across South America, we use an industry-leading combination of processes, data, technology, and commercial knowledge to verify the provenance of the soy delivered to us. The details look somewhat different in each country depending on the public data, government protocols, and other resources available there. But the overall approach is similar – and we are increasingly leaning on the same systems and processes as we continue to mature in anticipation of meeting our commitments for 2025 and 2030.

New direct suppliers must be enrolled in our system with documentation of their farm polygons before we can enter into a commercial agreement with them. In Brazil, part of this enrollment includes an assessment at the property level that overlays potential risks like conservation units, indigenous reserves, or other restrictions. Every year, returning suppliers go through the same compliance checks again.

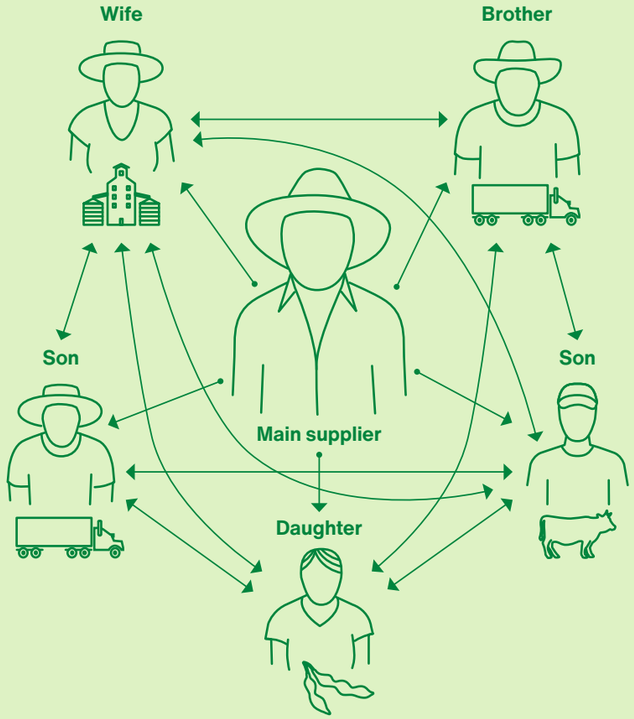
This system is also now fully implemented in Argentina and Uruguay, as we prepare to meet our commitment that all soy we originate in-country for Brazil, Argentina, and Uruguay will be DCF by the end of 2025. We have full-time staff dedicated to this traceability process. We are also building out a process for indirect suppliers, despite the complexity of tracking soy volumes that may change hands several times before arriving at our facilities, information that those indirect suppliers may consider commercially sensitive. **See page 101** for more details on the programs we are building for DCF soy by the end of 2025 in Brazil, Argentina, and Uruguay.

Our system is one of continuous improvement – each year we have made considerable advances in the technology, data integration, and processes involved. It enables us to act when we find a problem and offers a simple channel for third parties to do the same. And it gives confidence to our customers that the soy they buy from us was produced responsibly.

The following pages illustrate how the different parts of this system work together to provide a strong network of controls.

1

Mapping



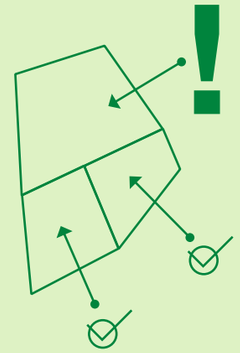
Mapping farm polygons is the first step in ensuring due diligence, but we do not stop at identifying where a farm begins and ends. A farmer may have many commercial relationships with family members and affiliated business entities, making it hard to determine who grew the soy being sold to us based solely on public data.

That's why in Brazil, our commercial teams outline these commercial relationships to the best of our knowledge in our databases, supplementing public data while being sure to adhere to applicable privacy laws. When we block a farm in Brazil as part of our automated system (**see the next page**), this mapping is the basis for further analysis to make sure that soy from a blocked farm is not being rerouted to us through business partners.

In other countries, we lean on established protocols and an expanding set of government information to map our soy supply chain. For instance, in the past year we began using official polygons from the Uruguayan government to perform due diligence on our soy volumes in that country. Argentina requires documents for tax obligations and commercial transparency as soy is transported. These can provide clarity on where that soy originated, including where it has been stored and when it has been handed from one operator to another. In Bolivia and Paraguay, where these protocols are still under implementation on a national level, we are working to support sectoral definitions.

2

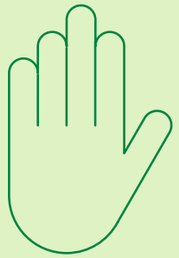
Validating



When direct suppliers deliver soy to us, they indicate the farm polygons where soy is planted. Whether they are new or returning suppliers, they share geospatial information and documentation to be enrolled in our commercial system. In addition to overlaying potential risks against these polygons, we also cross-reference the delivered volumes with average soy yields in the area. This allows us to make sure that the volumes a supplier is attributing to a polygon are reasonable based on the area's typical production and if the numbers don't match, we follow up with the farmer to confirm that all polygons are accounted for. This process is deployed in Brazil, Argentina, and Uruguay.

3

Blocking



In Brazil, our detailed mapping of commercial relationships in our supply chain (see previous page) combines with our processes, data, and technology to provide a strong system of controls for the integrity of our direct soy supply chain.

Every day, our automated system consults lists managed by various government agencies and other organizations. In 2024, we updated our automated system to better be able to block not just a farming operation when its name appears on a list but also the relevant polygon, in case the farm operator and farm owner have different names. When a farming operation appears on one of these lists, it is immediately blocked so it is not eligible to sell soy to us until we have investigated and determined that there is no risk we are receiving soy from the relevant restricted area. The exception is the Slave Labor List – when a supplier appears on this list, all its operations in Brazil are blocked until they no longer appear on the list.

In the case of any farming operation that is blocked for appearing on a list, we also block other farms registered to the same person or entity in the state, as well as those with whom they have a close commercial relationship. These affiliated farms cannot be unblocked until we conduct a thorough analysis to help ensure that soy from the violating farm is not being rerouted and sold to us through the affiliated operation.

Each new crop season, we re-evaluate these commercial relationships and check to ensure that affiliated farms still are not rerouting soy from blocked commercial partners.

In 2024, two new geospatial layers of data for conservation units and indigenous lands were added to our automated system in Brazil that cross-references all our supplier polygons on a daily basis. Coupled with an update to the IBAMA list, this materially increased the number of blocked farms in our system compared to the year before.

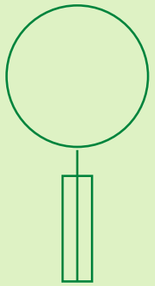
Blocked farms in Brazil for calendar year 2024

RESTRICTED LIST OR PROTECTED AREA	NUMBER OF FARMS WE BLOCKED	ADDITIONAL OPERATIONS WE ANALYZED TO AVOID REROUTING OF SOY FROM RESTRICTED AREAS
IBAMA	2,728	1,550
ICMBIO	11	18
Slave Labor List	53	18
Conservation units	243	413
Indigenous lands	25	40
State embargoes	565	693
Green Grain Protocol	431	84
Other	481	413
TOTAL	**4,537**	**3,229**

In other countries in South America that do not have public lists like this, we take action to block farms on a case-by-case basis as we discover issues or they are brought to our attention through our grievance process (**see the next page**).

4

Responding



Our system of controls for due diligence is thorough, but we also welcome concerns from third parties when they feel something is not right. When third parties want to address an issue in our supply chain that they feel is not in compliance with our policies – including when they believe non-compliant soy may have found its way into our supply chain – they raise a grievance. We also monitor public reports of potential violations and proactively investigate them ourselves in the same manner, even if a formal grievance is not submitted to us.

When a good faith grievance is submitted to us or we become aware of potential violations through our own monitoring, we take action to investigate. Our **grievance process** lays out a transparent mechanism for us to review, address, and monitor any concerns as they are raised to us in relation to compliance with our soy policy. We also monitor public reports of potential violations and proactively investigate on our own. In both cases, our process includes documenting who raised the grievance, the farms or organizations being investigated, the status of our investigation, and our findings.

We take grievances seriously. We do not tolerate retaliation against anyone who, in good faith, raises a concern or participates in an investigation or whistleblowing. We prohibit harassment, intimidation, and the use of violence by any employee, supplier, or third-party contractor throughout engagement in our grievance process. Additionally, all suppliers are subject to Cargill's **Supplier Code of Conduct**.

How we investigate grievances

This process illustrates how we respond to a typical grievance we receive, in this case one related to alleged illegal deforestation.

A We receive a grievance or learn of an issue through our own monitoring and log it in our system.

B We look to see if the farm, farmer, or registered polygon mentioned in the grievance is part of our supply chain, either directly or indirectly through other farms or farmers.

C If the entity or its commercial partners are part of our supply chain, we analyze whether the deforestation was unintentional (for example, caused by lightning strikes), intentional but legal, or illegal.

D We also screen the entities involved to see if they have any other restrictions or previous grievances. And we ask them to provide documentation showing evidence of legality.

E If the deforestation was illegal, we block the entity mentioned in the grievance.

F We conclude our investigation, document it with all the details, and report back a summary of our findings to the third party that originally filed the grievance.

84

farms were reported to us in soy-related grievances during calendar year 2024

● Social ● Environmental ● Social and environmental

37 farms were included in grievances related to our supply chain or operations

47 farms were included in grievances that, upon investigation, were unrelated to our supply chain or operations

Programs and partnerships

Meeting our 2025 commitment

In November 2023, Cargill announced the acceleration of our commitment to eliminate deforestation and land conversion from our direct and indirect supply chains by the end of 2025 for all row crops and their byproducts sourced from Argentina, Brazil, and Uruguay. We are on track to reach 100% by the end of 2025 and have been developing a methodology and processes to ensure that we do.

To help make progress toward this commitment, we are leveraging the World Resources Institute's (WRI) expertise on key initiatives. Cargill and WRI have worked together since 2015, combining WRI's scientific expertise with our agricultural insights. Over the past two years, our work together on DCF soy supply chains in South America has allowed each organization to learn about the best practices available, while ensuring that strategies are aligned with the needs and realities of farmers. This learning will advance our work in other supply chains, as well.

Now, as we prepare to meet and uphold our 2025 commitment, we are continuing to work with WRI to:

- **Increase traceability and monitoring of indirect supplies:** By leveraging WRI's geospatial expertise, which combines satellite technology, open-source tools, and analytical methods, together we are building and using best-in-class data to monitor land-use change and identify areas of high-risk.
- **Support farmers:** We are gaining insights from the field on what DCF looks like for farmers and how to integrate DCF as a long-term strategy for all types of farmers across the region. Cargill is also supporting farmers through programs like ReSolu (**see page 104**), which helps them grow soy over degraded land using more sustainable practices and inputs, and Regenera Cerrado (**see page 104**), which demonstrates the advantages of regenerative agricultural practices.
- **Share insights and learnings:** We are tapping into WRI's expertise to continually strengthen our information sharing, as well as our feedback mechanisms, so we can better engage with stakeholders on how we are advancing the success of our DCF program.

Scaling up landscape initiatives

Farmer First Clusters (FFC) is an initiative **organized by the Soft Commodities Forum** (SCF) that uses a tailored, smart mix of farmer-focused solutions in different landscapes of Brazil's Cerrado biome to address deforestation and conversion. As members of SCF, we support FFC and are excited by the progress achieved in the first few years of its development.

Now in a scaling-up phase, FFC has built momentum by putting producers at the center of decision-making on how they manage, farm, and conserve their land. Focusing on some of the highest-risk municipalities in the Cerrado, FFC enrolled a substantial number of producers last year, representing more than 1.5 million hectares of farmland.

When farmers sign on to FFC, they commit to no deforestation or conversion of native vegetation for a certain number of years depending on which part of the initiative they join. Cargill's commercial teams and our non-profit partners have worked to engage our suppliers in FFC, another way we are strengthening conservation in our soy supply chain.

Advancing the Agriculture Sector Roadmap 1.5°C

Cargill joined the Agricultural Sector Roadmap to 1.5°C in 2022. The roadmap aims to accelerate existing action on reducing emissions from land-use change linked to soy and other commodities in a way that contributes to food security, economic development, and farmer livelihoods.

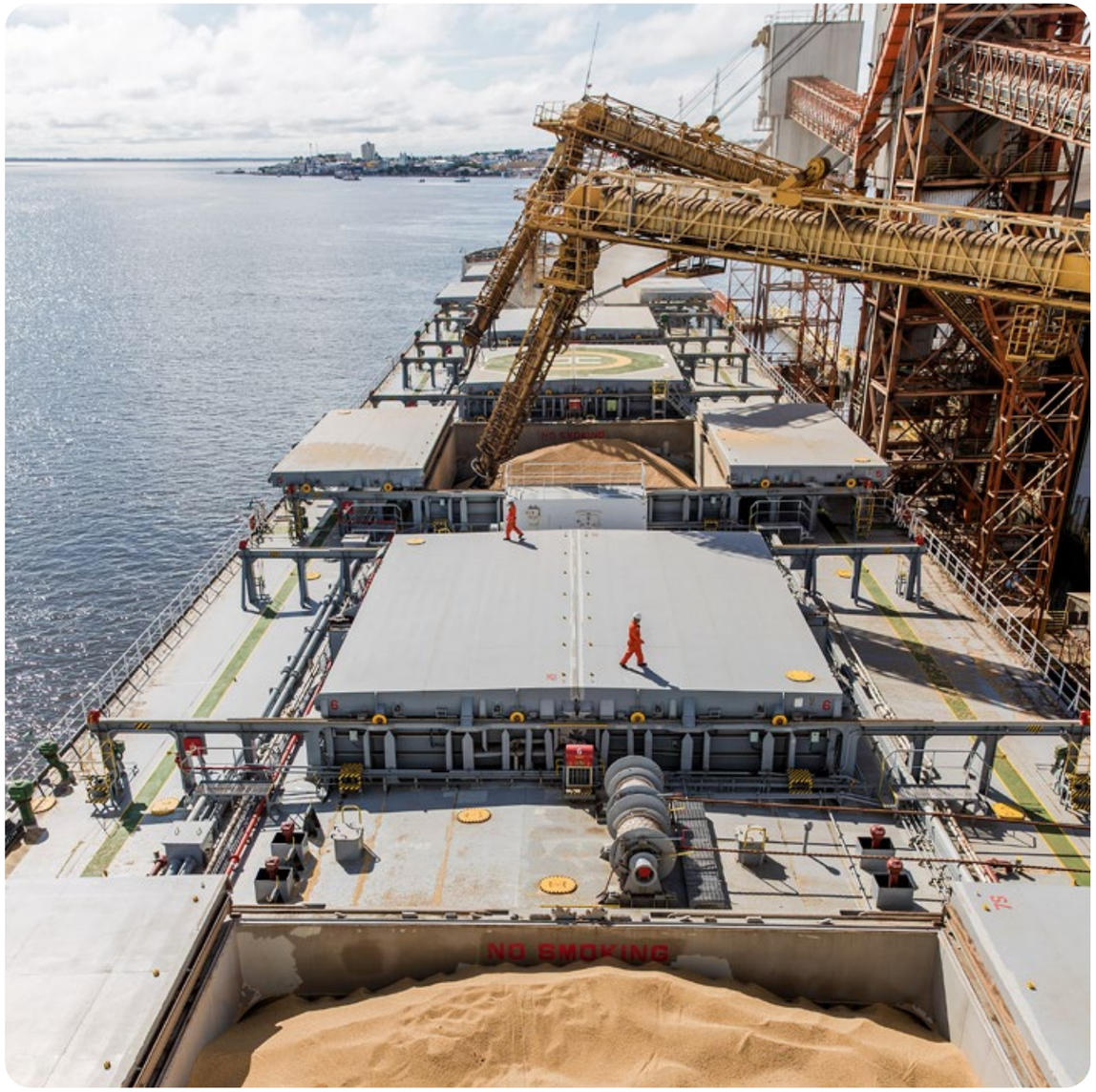
In 2024, we worked to strengthen governance, expand the adaptations to Argentina and Paraguay, and conducted a baseline study for soy expansion in the Cerrado. Further details on Roadmap progress in 2024 are available **here**.

A 'dry run' for EUDR

We have been working both internally and with stakeholders on many fronts to prepare to meet the due diligence requirements of the **European Union Deforestation Regulation** (EUDR).

During 2024, we worked with the Dutch competent authority and the Brazilian consultancy Olab engaged by the Dutch consulate in Brazil to do a "dry run" on EUDR compliance for a soybean meal shipment between the two countries. By submitting the paperwork required under EUDR, this trial allowed us to jointly identify the challenges still to be addressed to ensure all sides are prepared when EUDR enforcement begins.

We were the first company in the South American soy sector to conduct such a dry run using feedback from a competent authority. Based on the experience, **Olab published a report** on lessons learned, which can help farmers, other soy companies, and governments as the soy sector prepares for EUDR's arrival.



Programs for regenerative agriculture

As our climate changes, it's clear that our food system needs to change along with it – starting at the farm. Regenerative agriculture practices have the power to sequester greenhouse gas (GHG) emissions, improve water quality and use, and build up healthy soil for the next generation. In South America, we are continuing to help make these practices commonplace by supporting farmers in adopting them.

Building a value chain in Brazil

ReSolu is our program in Brazil to help farmers commercialize **regenerative agriculture**, providing pathways to increase profitability while supporting environmental outcomes that can help our downstream customers meet their sustainability targets. It also strengthens the resilience of farmers' land and helps combat climate change.

Launching in 2024, ReSolu got off to a strong start during its first year. We enrolled a few dozen farmers and began connecting them to technical assistance, green financing to transition degraded land into soy production, and other resources like crop inputs. We are also working with downstream customers to develop a ready market for the environmental outcomes that ReSolu farmers produce.

ReSolu's highlights in 2024

77,000
hectares enrolled

200
field visits for agronomic technical assistance

ReSolu
Soluções para agricultura regenerativa

Quantifying clear benefits

We continued to support **Regenera Cerrado**, a partnership with the Brazilian Agricultural Research Corporation (Embrapa), Fórum do Futuro and several other research and technical partners that is studying the benefits of adopting regenerative agricultural practices in the Cerrado, the second-largest biome in South America and the largest food-producing region in Brazil. Since the project's inception, our $1 million commitment has helped researchers to conduct field days and workshops while also producing several scientific publications.

The first phase of the project concluded in recent months, and the evidence is striking. Regenerative agriculture can boost production, control pests, support pollinators, and store carbon in the ground – in some cases, even more carbon than in soils under native vegetation. For example, results indicated a 7% increase in grain weight in regenerative areas close to native vegetation and up to 44% reduction in some diseases caused by fungi. And although there is a cost to transitioning from conventional production, regenerative agriculture can ultimately lower costs and increase farmers' profitability.

With the success of the program to date, Cargill has committed $600,000 to a second phase that will seek to further disseminate regenerative agricultural practices across the Cerrado.

Our regenerative agriculture programs in South America include more than

82,800 hectares

Reducing emissions

During 2024, we continued to partner with Embrapa and other companies in the sector to develop **a protocol for low-carbon soybeans**. This protocol will identify the attributes of soy production that account for lower carbon compared to conventional practices. A certification label for the market will help differentiate soy produced in these low-carbon systems. Following initial technical guidelines for the program published by Embrapa in 2024, this label is expected to become available in 2026. Soy produced through the program could mitigate **up to 30% of the GHG emissions** of conventionally grown soy.

Expanding regenerative practices

In 2025, we announced two new projects to drive further adoption of regenerative agriculture across Brazil. The Catalyzing Transformations in Agriculture project will focus on the important state of Tocantins, developing and validating replicable and scalable production models that build off previous learnings in the region in partnership with Conservation International. The CCrop project will investigate how to expand the use of cover crops at a national level in partnership with CCarbon-USP. Both will help transform soybean production landscapes in ways that benefit farmers, soil health, climate, and biodiversity.

> With Cargill's support, we were able to accelerate the process of converting degraded pastures and promote crop-livestock integration through ReSolu's features that met our needs. For us today, we can no longer imagine livestock farming without integration with agriculture."

Gustavo Nakai
Farmer and Rancher at Cáceres/MT

Helping farmers supply more sustainable soy

Farmers are the key to driving transformation in the soy sector, and solutions need to work for them. That's why we continue to work with partners to equip farmers with the tools to boost sustainable production.

Expanding the reach of 3S

Cargill's **3S program** connects farmers to our downstream soy customers around the world that value sustainability. Farms enrolled in 3S commit to certain criteria, including producing soy that is DCF with a cut-off date of 2008. They implement best practices related to cultivation, regenerative agriculture, and social compliance, and they receive technical support from our partners to help them along the way. This is one reason why 3S has long served as a model for continuous improvement in more sustainable soy production.

In 2024, we updated the 3S standard, including introducing a national mass balance approach for Brazil, Argentina, and Paraguay – the three countries where 3S is currently operating. This mass balance approach will allow us to source greater flows of 3S soy at a time when we are seeing increased interest from customers both domestically and in Mexico, Ecuador, and Asia, as well as from our longstanding 3S customer base in Europe.

Another important milestone was benchmarking 3S with other certification frameworks so we could continue to expand the program's reach into new markets and industries. For example, to meet growing demand for soy-based aqua feed ingredients, we achieved certification that 3S soy is accepted for the mandatory raw materials due-diligence process of the Aquaculture Stewardship Council (ASC) Feed Standard (see **page 58**). We also benchmarked 3S with frameworks from the Consumer Goods Forum, Farm Sustainability Assessment, and the European Feed Manufacturers' Federation (FEFAC). And the Brazilian Ministry of Agriculture and Livestock recently recognized 3S for being aligned with the ministry's AGRO+ program for good agricultural practices and the sector's sustainability commitments.

> "Cargill's dedication to responsible sourcing is evident through the delivery of such a comprehensive program, and should be celebrated."
>
> **Joe Iveson**
> SAI Platform

> "Working with Cargill has been instrumental in bringing the Native Forest Viewer to life and laying the groundwork to scale it. It's a powerful example of what's possible when we align innovation and sustainability."
>
> **Milagros Menna**
> Solidaridad Country Lead, Argentina

5+ million hectares

Amount of land enrolled in certification and verification programs we support in South America in 2024

Making compliance easier

Responsible land use and management is an important component of our three-year, global partnership with Solidaridad, where we are working together toward conserving natural resources and supporting the long-term sustainability of soy and palm oil production, as well as the local environment. In Argentina, the partnership team worked with local governments and environmental authorities in 2024 to strengthen land-use monitoring capabilities and create an accessible tool for all stakeholders.

Called the **Native Forest Viewer**, this tool for monitoring land-use change is designed to aid compliance with Argentina's National Forestry Law. Farmers will more easily be able to look up potential agricultural planting areas to understand if there are any restrictions on those areas. And other stakeholders can monitor compliance across the sector. By promoting transparency and accountability, the platform could help improve farmers' access to key destination markets, aligning with EUDR requirements and voluntary certifications. The platform has been rolled out in two provinces with the aim of expanding to five that are part of Argentina's Chaco biome.

A variety of certifications

Cargill maintains a strong portfolio of soybean product certifications to meet the diverse needs of the feed, food, and biofuel sectors. Alongside our own 3S program, we adhere to internationally recognized standards where applicable, including **RTRS**, **2BSvs**, the **ISCC** EU, the U.S. EPA, and **RenovaBio**. The increase in certified producers and farms in our supply chain underscores our commitment to traceability, sustainability, and regulatory compliance across South America.

Increases in Cargill's certified supply chain in 2024

20.2%
Certified producers

24.8%
Certified farms

Strengthening community resilience

Everywhere we operate, we look to positively contribute to the social fabric – including helping farming households and local leaders build overall well-being. We do this through programs that align with our global sustainability priorities and are tailored to local contexts.

Addressing socio-economic challenges in rural areas

To strengthen livelihoods and households in rural areas of Brazil near our soy operations, our Thriving Communities program provides technical assistance to smallholder farmers. The program works to strengthen local associations, help community members access resources, restore degraded areas, and increase their development.

Reaching more than 1,800 households in 2024 with help from our technical partners, the program focused on agricultural productivity, women's empowerment, and education and training for youth. As families grow crops, they diversify their incomes while also boosting their own food security.

Protecting the rights of children and adolescents

We seek to prevent child labor, expand access to education, and mitigate the risk of children's rights being violated. Starting 18 years ago, we were the first agribusiness in Brazil to join the On The Right Track (Na Mão Certa) program, in partnership with leading non-profit partner Childhood Brasil Institute to help protect children and adolescents who may be vulnerable to sexual exploitation on Brazilian roadways.

We have continued to expand that effort in recent years in the port towns where we operate, as well. In the northern region of Brazil, we developed a project that seeks to protect children's and adolescents' rights in Santarém and Porto Velho. Bringing together community leaders and the municipal government, the project has trained professionals and developed a set of protocols to implement processes for both prevention and response. By bringing a strong network of stakeholders together, we believe we can address this serious issue.

Supporting growers with the Family Farmers Program

Since 2011, Cargill's Family Farmers Program has offered cost-free agronomic technical assistance and training to family farmers in Brazil growing soy for biodiesel. Reaching approximately 1,800 farmers in 2024, this program helps them grow their crops with more sustainable methods.

Farmers participate in an initial set of training sessions on regenerative agriculture and sustainable soil management, which this year we published online so farmers could take the training whenever they had time and would not need to travel to the sessions in person. Each farm then receives technical visits to analyze soil, monitor soybean crop cycles, and efficiently apply fertilizers in the field, with a focus on continuous improvement in productivity and sustainability. Growers in the program have emphasized how important this hands-on assistance is to their success.

With the longstanding success of the smallholder program in soy, we will expand it in the coming year to our cocoa supply chain in Brazil, as well.

"I am very grateful to be part of Cargill's Family Farmers Program, because the technical assistance I receive is essential for managing my farm. I did not used to perform soil analysis, but thanks to the program, I started to do it every year and receive technical guidance to correct the soil. Now, before planting, I know what the soil needs for the soybeans to develop well."

Adilson Veríssimo Machado
farmer participant in the program for 11 years

Land Innovation Fund

The **Land Innovation Fund for Sustainable Livelihoods** was supported by Cargill to foster innovation within the soy supply chain in South America's Amazon, Cerrado, and Chaco biomes.

The Land Innovation Fund began activity in 2021, and over four rounds of funding its initiatives benefitted producers and local communities in Argentina, Bolivia, Brazil, and Paraguay. It has supported Cargill's strategy to engage with farmers and other stakeholders across the region with new approaches in areas such as financial mechanisms for forest conservation and ecosystem services, production using more sustainable practices without sacrificing yields or quality, and engagement across different stakeholder groups and organizations.

With many new solutions supported and partnerships established, Cargill remains engaged in advancing solutions on the ground and will continue to directly manage and invest in programs to drive a sustainable soy supply chain in South America.

Five years of impact from the Land Innovation Fund

50
projects funded

60
partner institutions engaged

72
innovations supported

4,000
farms participating

10 million
hectares reached through fund projects

8.19 million
hectares monitored for environmental compliance and deforestation-free production

Reflections on an innovative approach

When Cargill launched the Land Innovation Fund, we had a commitment to supporting a more sustainable soy sector in South America. But we weren't exactly sure of all the answers in how to get there. Fast forward to today, and the fund has created a breadth of programming that has enabled Cargill to work with a very diverse group of stakeholders and organizations.

At the start of the journey, we were determined to use our close connection to farmers to build solutions that would work for them. Thanks to that, we have been able to have a significant impact at the farm level. Today, 8.19 million hectares are being monitored for environmental compliance and deforestation-free production by solutions that were developed with the fund's support – and that farmers found practical and applicable to their work.

We also focused on innovation. The work we did with a wide range of startups through accelerators was truly exciting. This included new technologies, new applications, and new platforms that are being adopted across the sector.

And we built connections. The Land Innovation Fund has become a well-known initiative and enabled collective action that would have been hard to imagine five years ago. We fostered collaboration and brought stakeholders together to think broadly about the soy sector's future. That work will continue.

Leticia Kawanami
Senior Director of Sustainability
for Cargill's agriculture and trading business
in South America