



Cargill Annual Report 2026

Grow *forward*

A letter to our stakeholders

Brian Sikes, Board Chair and Chief Executive Officer

THE RIGHT CHALLENGE | What if agriculture’s biggest challenge isn’t producing enough food, but making sure it reaches everyone, in the right way at the right time?

Agriculture’s defining challenge has always been ‘more’ — more people, more crops, more food. And for generations, we’ve met that challenge with productivity. Better inputs and innovation. Improved logistics. Relentless efficiency. And it worked. The world now produces more food than at any point in human history.

Still, [670 million](#) people are hungry. Volatility is the new norm. Trends we thought were true yesterday are rapidly shifting today. And the future of food has become profoundly more complex than simply ‘more.’

To start, population growth is slowing sooner than expected. Families are forming later, fertility rates are falling and demographic momentum has faded. These trends have marked a critical shift for our industry, because the world we planned for is not the one we’ll be feeding tomorrow. And yet, the landscape we face is far more complex than simple subtraction.

Consumers are aging. Diets are fracturing into increasingly personal choices shaped by income, health and identity. Trade fragmentation, AI-driven acceleration, climate disruption and geopolitical realignment are reshaping global supply chains. And over time, production has consolidated into core geographies and crop species. Today, [70%](#) of the world’s food is sourced from just 15 countries. And despite roughly 6,000 plant species being cultivated for food, [60%](#) of global crop production comes from just nine crops.



Photo credit: Héctor Pérez Palacios, Cargill agricultural trading technician

Even as food systems face these enormous complexities, I’ve never been more optimistic about our ability to meet agriculture’s most urgent challenges. Because for the first time, the solutions we need are within our reach. The world can fill every empty plate and capture untapped growth opportunities on our horizon. And we will.

To get there, [the world needs something different](#) from the food systems we depend on. Not just more production, but smarter movement, stronger connections and deeper trust at every link in the supply chain. That will require a different kind of partner. One that can hold complexity, offer clarity and move with speed and scale to help the world’s farmers, customers and communities find their footing in systems under pressure. Because fundamentally, feeding our future depends on strengthening the networks that keep food moving.

That’s a role Cargill was uniquely built to play. With [161 years](#) of experience and genuine conviction about what’s ahead, we’re determined to listen intently, collaborate broadly and grow forward.

REDEFINING GROWTH | Growth used to just mean bigger. But what if the most important growth now is deeper, faster and smarter?

For generations, Cargill’s story has been rooted in growth — across oceans and continents, into new products and [innovative solutions](#), further up the value chain and deeper in the [communities we serve](#). That steady beat of progress has made this family-owned company a consequential force for good in food and agriculture.

But the difference between good and great companies rests in a fundamental dissatisfaction with the status quo — a firm belief that change and challenge present valuable opportunities to get even better.

That’s why two years ago we committed to transforming Cargill — not incrementally improving it, but reinventing it from the inside out. That meant hard work and tough choices, even as we navigated an uncertain, rapidly evolving marketplace. But we knew it was what our customers, suppliers and employees needed.

The challenges ahead
are real, but so is the
ingenuity, resilience
and determination of
people who
feed the
world.



So, our teams stepped up to the challenge. Together, we've transformed five enterprises into three and simplified our structure from 23 business groups to 14 — reducing layers of complexity and moving decision-making closer to our customers. We've modernized how we work, [overhauling our approach to technology](#) and [investing in digital capabilities](#) that are helping our teams make decisions faster and automate routine work. We've stripped out processes that were slowing us down, and reinvested that energy in work that creates greater value for our customers. And we've made new acquisitions like [Mig-Plus](#) and [Teys](#) as we've begun the hard work of reshaping our portfolio — better-positioning Cargill and our customers for long-term, sustainable growth.

Two years later, we're a much different company. We're safer, faster, more cost-competitive and more driven by the needs of our customers. And now, we're better prepared to navigate whatever comes next — because the world we nourish tomorrow will demand a new kind of Cargill. One that can more quickly turn the power of our insights, supply chains and capabilities into value for our customers, when and how they need it most.

Let me be clear: we're not done yet. Because the world around us isn't slowing down — and neither will we.

MAKING SPEED OUR STRENGTH | In a world that's moving faster than ever, what if artificial intelligence is the accelerant we need to grow forward?

Today, speed matters more than ever. Tomorrow, it'll be essential for business survival and growth. In fact, the supercharged pace of change accelerating a new, AI-enabled marketplace requires an extraordinary level of adaptability. Put simply: it's one of the most disruptive technologies most of us will experience in our lifetimes. This new reality has posed an existential choice for businesses in every sector. One that will soon separate two kinds of companies: those that embraced technology, and those that can no longer compete.

We choose to compete. That's why Cargill has been actively testing and [integrating AI solutions](#) across our operations for more than a decade. Not

as tools to make us incrementally better, but to reinvent how work happens. In doing so, we've discovered a host of new technological capabilities that can make us stronger, better and faster. What we do with them now will define the next chapter of this company and our industry.

For example, we're using AI-enabled tools to [help our frontline teams](#) do their jobs safer and faster. We're significantly [accelerating innovation and R&D](#), improving supply chain efficiency, [helping farmers](#) make more informed decisions, and so much more. And we're doing all this with an uncompromising focus on responsible, human-centered approaches — because powerful tools require principled stewardship.

The results speak for themselves — reducing friction with customers while making our teams more creative and productive. For example, we've utilized AI to connect inventory planning and port optimization, predict grain volumes, simulate the flow of barges and trucks, formulate new products and accelerate their speed to market. We're also using AI to transform how our scientific work begins. In fact, we're building a new AI-powered hypothesis engine to help turn broad challenges into structured hypotheses, research pathways and experiment designs in a fraction of the time. Once operational, work that used to take months will be shortened to hours. This will free our scientists to explore more ideas while strengthening experimental discipline and shortening the process from data to insight to action.

That's what it looks like when AI creates real value, not just headlines. And we've only scratched the surface of the greater efficiencies and growth these rapidly evolving tools may unlock. In fact, across food and agriculture, it's estimated that AI could generate additional productivity valued at [\\$40-70 billion](#) annually. We believe that's distinctly possible — and more. Because for the first time, the limiting factor in meeting our industry's biggest challenges and opportunities isn't technology itself — it's our own appetite for change.

As our industry explores this technology, there are those who believe AI will solve everything. Others fear it will ruin everything. We think both views miss the point. The future of AI will be determined by the judgment, values and ambition of those who choose to lead it. And we intend to lead.

HELPING FARMERS GROW | What if the difference between a world that's fed, and one that isn't, comes down to whether farmers have the right partner by their side?

When it comes to growing, Cargill turns to the experts: the hard-working people who run the world’s [600 million farms](#) and grow the food we all need. Because if they can’t win, the world won’t eat. It’s that simple.

These high stakes mean farmers are charged with decisions that carry enormous consequences — for their families and the food on our plates. The weight of that responsibility gets heavier with each growing season.

That’s been especially true in recent years as producers have navigated higher input costs, tighter margins, market volatility, geopolitical uncertainty, labor shortages and increasing climate disruption. These aren’t abstract challenges. They affect real livelihoods, communities and the future of farms that feed the world.

And still, farmers continue doing what they’ve always done: adapt. For generations they’ve produced more food for more people while making better use of the natural resources entrusted to their care. In fact, since 1960, agricultural production has [quadrupled](#), even as total farmland has grown by just 7.6%.

This remarkable progress hasn’t been captured by simply working harder. Producers are working smarter. They’ve embraced new technologies, adopted more efficient practices and found innovative ways to grow more food with fewer resources. That record of ingenuity inspires confidence for a more food-secure future.

But farmers shouldn’t bear that responsibility alone. They need [strong partners](#) — at every link in the value chain — to help open new markets, solve complex problems that extend beyond the footprints of their own farms, and create the broader economic conditions that reward their hard work with greater opportunities.

At Cargill, it’s our privilege to help farmers win at every level of production. Since our founding, we’ve been mission driven to [connect growers to markets and customers](#) near and far. We’re proud to continue that important work and keep food moving — even as the global landscape grows more uncertain.

But we’re more than just a market connector. Today, Cargill is an active partner in enabling farmers’ long-term resilience. Across our supply chains,



we’re proud to help producers adopt new technologies, improve [animal nutrition](#), [strengthen soil health](#), make better use of data and optimize the resources they depend on.

Because the future will be fed by farmers. And we’re determined as ever to be the most valuable partner at their side — unlocking new markets, bringing better solutions, fighting to [amplify their voices](#) and strengthening their livelihoods. The challenges ahead are real, but so is the ingenuity, resilience and determination of people who feed the world. We believe in them — and we’re proud to stand alongside them through whatever comes next.

HELPING CUSTOMERS GROW | Companies that feed the world are facing complex challenges. What if partnering with Cargill can be their biggest competitive advantage?

Farmers aren’t the only ones learning to adapt in a changing world — we all are. From neighborhood grocers and bakeries to food manufacturers and global brands, everyone is searching for solutions that will help us see around corners, move with greater speed and precision, and nimbly navigate the next big challenge.

In this environment, the food companies that will lead in the next decade won’t simply be those with the most resources. They’ll have the best intelligence and insights, the fastest and most efficient innovation cycles, and the most trusted partners. Cargill intends to be that trusted partner.

Our strategic transformation has significantly strengthened Cargill’s ability to fulfill that bold ambition — materially delivering greater value to the customers we’re privileged to serve. And they’ve noticed. This year, four of the world’s largest food companies named Cargill their supplier of the year — signaling the trust they place in us to help solve their biggest challenges, and why we’re their first call when opportunity knocks.

The trust our customers placed in us, combined with our teams’ excellent execution amid a complex and rapidly shifting external environment, enabled Cargill to record \$164 billion in revenue in fiscal year 2026 — reflecting solid growth year-over-year. We’re determined to deepen that trust by firmly establishing Cargill as one of our customers’ greatest competitive advantages — deepening our expertise, bringing a global bench of talent and capabilities to our customers’ doorsteps, and focusing intensely on the insights and solutions they need most.

One of the biggest edges we offer is the pulse Cargill keeps on what's driving appetites around the world. Our insights into global and regional trends — including demographic shifts, a rising global middle class, protein personalization, the growth of glucagon-like peptide-1s (GLP-1s) and evolving health priorities — help our customers look deeper into markets. We regularly engage our customers on trends like these, [offering our informed perspective](#) as they shape their businesses for today and tomorrow.

When it comes to market disrupting innovations like GLP-1s, for example, we look beneath the headlines to offer an objective, informed perspective. In the United States alone, [15%](#) of adults have used a GLP-1. But consumer use isn't consistent, creating a net macro caloric impact of just 1-2%. That's a meaningful reduction in overall consumption. But the more important insights to consider are how GLP-1s have changed what people eat, including calorie-dense, protein-forward and health-oriented products.

Tracking trends like this in real time — and in full context — helps guide where Cargill and our customers invest our time, talent and innovation. Because the hard facts we unpack today can unlock new growth tomorrow.

But the companies that feed the future won't win on insights alone. Collaboration is critical in developing [winning solutions](#) that meet the

moment and [ignite sustainable growth](#). That's why we're investing in deep co-creation partnerships — combining Cargill's science, consumer insights and technology capabilities with our customers' market knowledge and growth ambitions. Together, we're moving faster, [solving problems together](#) and developing the [next generation of solutions](#) for food and agriculture.

One example is [EverSweet®](#), our [globally recognized](#) zero-calorie sweetener. After more than 300,000 hours of stevia research, we used precision fermentation to create a product that delivers the sugar-like sweetness consumers want while using dramatically fewer natural resources than conventional production. Today, EverSweet helps our customers offer zero calorie solutions and advance their sustainability goals — without compromising taste. It's just one example of how partnership, innovation and market insights can come together to create new opportunities for growth.

HELPING PEOPLE GROW | What if developing the world's best talent is the key to unlocking our food systems' greatest opportunities?

Behind each new product we formulate, every farm we support and every ton of grain we move is a team of highly-trained, hard-working people. They do critical work most people never see, but all of us depend on.

In fact, more than 155,000 of our industry's most talented people show up every day in Cargill's ports, plants, offices and innovation centers across 70 countries, purpose-driven to nourish the world. That includes 100,000 frontline workers whose around-the-clock efforts keep food moving worldwide. Their safety, growth and well-being are more than just Cargill's priorities; they're preconditions for everything else we do.

Cargill's commitment to our people starts with safety. It's the most solemn promise we make to our teams, their families, our customers and the people and animals we feed. After decades of hard work and constant dedication, Cargill has continuously created safer working environments for our people while delivering high-quality food, feed and ingredients our customers can count on.

Still, when it comes to safety, there's no finish line or 'good enough' — just the next opportunity to get better. From using drones to keep our teams out of confined spaces, to leveraging emerging technologies that reduce employee exposure to high-risk environments, we keep finding new ways to keep our people safe.

And [our product safety teams](#) don't just respond to problems — they get ahead of them. In fact, our Cargill™ Hazard Alert System monitored nearly 1 million safety signals across our operations last year — combining machine learning with human expertise to trigger hundreds of investigations that kept food safe long before it reached your plate.

That commitment to excellence — across everything Cargill does — is why we continue investing heavily in our teams' development, logging more than 1.1 million training hours in fiscal year 2026 alone. Because the future of food — and the long-term growth of our customers — will be driven by our industry's most skilled, curious and adaptive people. That's why we've leaned into upskilling our teams for AI and other emerging technologies. We've invested in leadership development in our plants and offices. And we've surrounded our people with investments in workforce housing, childcare access and community investment.

Leading this consequential team — and investing in our continued development — is one of the great privileges of my career. They're the best in our industry and Cargill's most important competitive advantage. Their hard work and fresh thinking are unlocking our food systems' greatest opportunities. And they're why I'm confident that Cargill's best days are ahead of us.



Photo credit: Ricardo Fernandez, Cargill agricultural retail team leader

The future is far too bright — and important — to sit on the sidelines.

GROWING FORWARD | What if the next decade can be agriculture's finest hour for the people and communities we serve?

Cargill's constant support for our teams is rooted in our firm belief that when we care for our people, they in turn care for our customers and communities. That matters. Because Cargill isn't a company that exists apart from the places we serve. We're woven into them. It's why we invest deeply in partnerships that [enhance food security](#), improve [farmer livelihoods](#), expand [access to education](#) and strengthen the places our people call home.

As I've traveled across our global operations, I've been inspired to see the heroic work our teams are doing to improve our communities. Like in India, where we're partnering with the [Lotus Petal Foundation](#) to connect 100,000 children and adults with education and nutrition. In Colombia, where Cargill's food security, community development and education programs have touched the lives of 20,000 people. And in Ukraine, where our work with [Kyiv City Food Bank](#), [World Central Kitchen](#) and [World Food Programme](#) deliver food assistance and emergency housing to people in need.

These efforts are truly remarkable. And yet, they reveal only a fraction of the impact Cargill makes in our communities. In fact, last year we contributed more than \$95 million to our philanthropic partners around the world and supported our employees as they invested nearly 51,000 volunteer hours to causes they care about. These efforts strengthen the legacy of impact we've built through generations of giving — one we're determined to continue.

Because, ultimately, the world is nourished by those who show up — the farmers, frontline food workers and community leaders who are willing to do the hard work to keep food moving, no matter what the world is facing. And we have our work cut out for us. With 8.3 billion plates to fill (and counting) the stakes are too high to stand still. From our vantage point, the future is far too bright — and important — to sit on the sidelines or accept the status quo. We choose instead to grow forward.

The pace and partners Cargill keeps now will define the impact we make in the decade ahead. Side by side with the world's farmers, our customers and the hard-working people who power our supply chains, we're convinced this decade will be our most consequential. With speed and ingenuity, a clear pulse on the near- and long-term trends shaping the world's appetites, and the courage to embrace change, we will.

Looking across food and agriculture, we know that sense of optimism is broadly shared. With nearly [40%](#) of the world's workforce dedicated to food and agriculture, there's little we can't achieve when we work together. We're grateful for that extraordinary partnership and eager to harvest the many untapped opportunities on the horizon. Because this decade can be agriculture's finest hour — and it must.



Brian Sikes

Board Chair and Chief Executive Officer
Cargill

Nourishing the world in a safe, responsible and sustainable way

Sitting at the heart of the global supply chain, we join farmers, ranchers, manufacturers, foodservice customers and retailers in sourcing, making and delivering products that are vital for living.

Every day, our 155K+ team members come to work:

- Driven to improve lives through food, nutrition and health
- Looking for ways to innovate with purpose
- Committed to nourishing our growing world by providing access to life's essentials

This is how we create new opportunities for our customers to grow, communities to prosper and consumers to live well.

161

Years of experience

70

Countries we operate in

125

Markets we deliver to

155,000+

Employees



Helping

farmers

grow

Farmers are at the center of a more abundant and resilient future for our food systems

Every day, farmers make decisions that shape harvests, care for animals, support communities and nourish the world. These decisions are getting more complex as weather patterns shift, markets evolve and consumers expect more from their food systems. But challenges facing agriculture also create new opportunities to improve productivity, strengthen farm businesses, build healthier soils, open access to higher-value markets and use data in ways that help farmers win.

That's where Cargill brings real value to farmers.

Through technology, agronomic support, market access, animal nutrition and supply chain connections, we help producers strengthen their operations and grow with confidence. Whether it's digital tools that sharpen decision-making, feed solutions that improve animal health or programs that reward more resilient practices, Cargill is helping farmers turn complexity into opportunity.

When farmers succeed, food systems grow stronger, creating more opportunities for communities, customers and the world we nourish.



“Bringing our family’s 150-year agricultural tradition together with modern technologies means both honoring our past and investing in our future.”

İpek Zivane,
Olive farmer in Türkiye



Using technology to grow with confidence



Farming has always relied on knowledge, timing and hard work.

Today, digital tools are adding more precise insights — from soil conditions and water use to animal health and nutrition — helping farmers make confident decisions and build more resilient farms.

As part of [Cargill’s 1000 Farmers Endless Prosperity program](#), a digital agricultural initiative serving olive producers across Türkiye, İpek Zivane and hundreds of fellow farmers in the program use digital tools to better understand soil health, monitor crop conditions, detect pests earlier and manage water more precisely. These include satellite monitoring, soil sensors, pest detection systems and flowmeters that track water use in real time. The results speak for themselves: since 2019, farmers in the program

have increased yields by approximately 26% on average. And in 2024, farmer profitability increased by up to 39%.

Digital tools are also helping animal farmers make more informed decisions. For example, [REVEAL™](#) Layers uses near-infrared technology to help producers monitor the body composition of laying hens in real time. It provides data producers can use to support diet optimization, long-term egg production and cost management. And Cargill’s [Flockwise™](#) technology gives poultry farmers a data management platform to track performance, draw insights and make informed decisions about what’s best for their flocks.

Expanding opportunities for farmers

When [farmers](#) have the right tools, support and market connections, they can turn stronger practices into greater opportunities. Whether in Türkiye, Iowa, Brazil or Indonesia, Cargill works alongside farmers and producers to help improve productivity, strengthen livelihoods and connect their work to growing demand.



As a fourth-generation Iowa farmer, Austin Siela combines tradition with technology, using data, precision tools and practical solutions to care for soil and protect water. He grows high-quality corn that he delivers to Cargill's Cedar Rapids facility, while also raising cattle as part of his family's farming operation.

“ As a 34-year-old farmer and father of three, it's 100% of why I do what I do. I want to leave it better than I found it.”

[Austin Siela →](#)

Farmer in Cedar Rapids, Iowa



Years ago, Marcelo Resende and Daise Coelho fell in love with each other — and with cheese. Together, they built what started as artisanal cheese for neighbors into an award-winning business beloved in their city and throughout Brazil. Cargill supports them by ensuring their cows have the high-quality feed and personalized nutrition support they need.

“ Cheese is my life. It's a lot of work every day, but I love what I do. I support my family through working with my hands, and I'm very grateful for that.”

[Daise Coelho →](#)

Dairy farmer in Brazil



In Indonesia, collaboration with customers and partners helps cocoa farmers strengthen practices, improve traceability and access higher-value markets through training and certification. Cargill [supports more than 7,800 Rainforest Alliance](#) certified farmers with direct premium payments that reward farming practices that are better for people and the planet.

“ The certification program improved our production quality, broadened my knowledge and opened better economic opportunities for my family.”

[Martinus Bogar →](#)

Cocoa farmer in Flores, Indonesia

Using precision nutrition to support animal productivity



Challenge

For animal farmers, every feed decision affects the health, productivity and performance of their herd or flock.

Approach

Cargill is advancing precision nutrition to help producers make decisions with greater confidence, turning microbiome science, animal health expertise and real-time data into practical solutions for the farm.

Scott VonGuten manages feed decisions daily for 2,200 dairy cows on his Ohio farm. Getting those decisions right — across health, productivity and cost — depends on science that Cargill's Micronutrition & Health Solutions team is advancing through gut microbiome research. Their work translates directly into practical nutrition solutions for producers like Scott.

Cargill MaxiNIR MAX brings greater precision to feed production, using near-infrared light to scan ingredients in real time and help feed producers adjust formulations directly on the production line. That supports more consistent nutrition for farmers and their animals.

To reach more farmers, Cargill is making major upgrades to our micronutrition production facility in [Engerwitzdorf, Austria](#), and a state-of-the-art dairy feed plant under construction in [Punjab, India](#). These efforts are expanding our production capacity — by up to 400,000 metric tons in Punjab — to help meet growing demand for advanced animal nutrition.

Impact

Together, innovations like these help animal farmers make more informed nutrition decisions that support healthier animals and strengthen farm performance.

Helping

customers

grow



Every meal reflects a series of choices

Consumers choose the flavors they enjoy, the nutrition they value and the experiences they want from food. Our customers respond by developing new products, adapting to changing preferences and finding new ways to meet shifting expectations.

Those choices are reshaping the food system and creating new opportunities for companies that can move with speed, insight and confidence.

With consumer insights, ingredient expertise, protein capabilities and global supply chain connections, Cargill helps food manufacturers, restaurant brands, retailers, processors and entrepreneurs turn change into advantage. Together, we move from insight to action, creating new products, stronger businesses and more opportunities across food systems.

Recognized by customers around the world

As customers respond to a rapidly changing world, they want partners like Cargill who can help them capture their biggest opportunities and navigate their most complex challenges. Around the world, leading brands are recognizing Cargill for the trust, collaboration and capabilities we bring to that work.



McDonald's named Cargill its 2026-27 Supplier of the Year. McDonald's also recognized Cargill with its North America Food Safety Award, reflecting the standards, trust and operational excellence our customers depend on.



PepsiCo named Cargill its 2025-26 Supplier of the Year, recognizing our shared ambition, collaboration and commitment to delivering value.



Sysco named Cargill its U.S. Sustainability Supplier of the Year and Supply Chain Supplier of the Year, highlighting our partnership providing the products, expertise and solutions they rely on to serve their customers and communities.



Jollibee named Cargill a Gold – Champion Partner of Joy, its highest partner award, in 2025 and 2026. This recognition reflects our strong collaboration on best-selling menu items, including Jollibee Chickenjoy, Jollibee Crunchy Chicken Sandwich patty and Jollibee Chicken Nuggets.



Taco Bell and Restaurant Supply Chain Solutions (RSCS) named Cargill its 2025 Sustainability Supplier of the Year, recognizing our work to strengthen resilience and support more sustainable beef production practices.

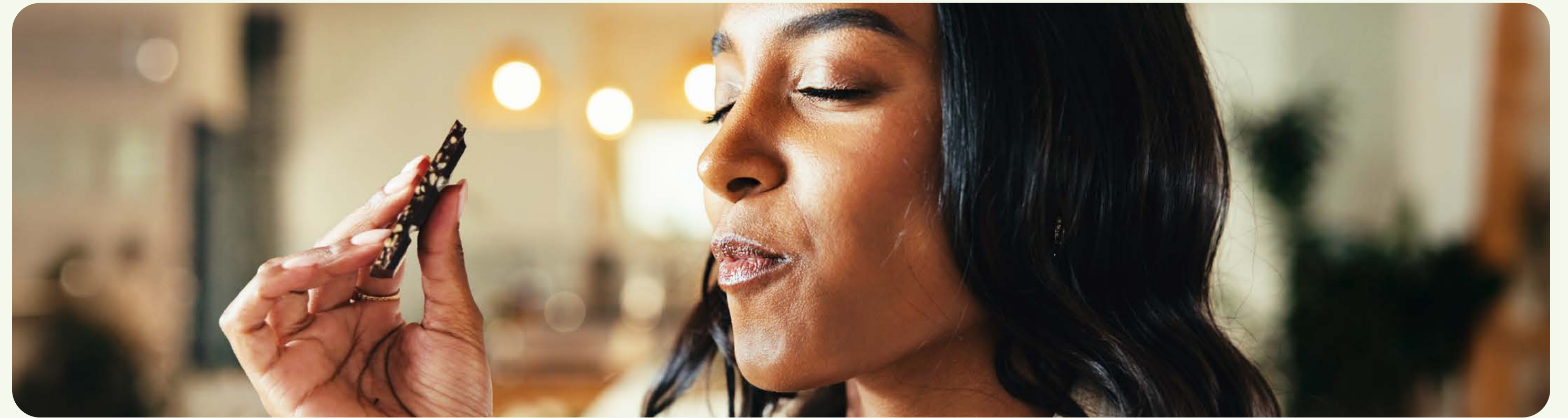


Helping customers respond faster to changing demand

Consumers are changing the way they eat, shop and think about food. They want products that support their goals, fit their lifestyles and deliver the taste, convenience and satisfaction they expect.

Helping customers stay ahead of these trends takes more than ingredients. It takes insight, speed and the right partner.

Across [Cargill's global network of innovation centers](#), chefs like [Amanda Haubrock](#), [food scientists](#), [sensory experts](#) and research teams work side by side with customers to turn changing demand into market-ready solutions. By combining consumer insights, science, technology and ingredient expertise, we help customers move faster, innovate with confidence and create products people want.



Cargill's long-standing partnership with McDonald's is rooted in operational excellence, quality and innovation, resulting in more than 45 years of global collaboration. Around the world, Cargill supports McDonald's with consistent quality standards across many markets and products. At Cargill's Wolverhampton, United Kingdom site, for example, fresh chicken breast goes through rigorous quality and traceability checks through a [fast, carefully managed process](#) from chicken breast to Chicken McNuggets®. That same spirit of collaboration continues through joint innovation to bring high-quality chicken products to consumers, including the new McCrispy Strips launched in Poland.



AI and digital tools are accelerating the value we deliver for customers. Cargill's [generative AI tools](#) like Ask Emma and Taste Tinker help our teams develop and refine product concepts faster, while [advances in fermentation](#) are unlocking scalable ingredient possibilities that support resilience without compromising taste or performance.

[As cocoa markets face volatility](#), customers are looking for greater flexibility to innovate and meet consumer demand. Cargill is helping customers navigate these challenges through a portfolio of solutions, backed by investments in innovation, supply chain resilience and formulation capabilities. Among these solutions is [NextCoa™](#), Cargill's confectionery alternative to chocolate developed with Voyage Foods. This [Edison Award-winning](#) product helps expand sourcing options by providing the chocolately taste experience customers expect without using cocoa. Together with ongoing investments in traditional chocolate solutions, Cargill is helping customers create products consumers love while building greater resilience for the future.

Expanding our reach to grow with customers

Challenge

As populations grow and economies shift, customers need partners with the scale, reach and marketing insights to help them move with confidence and access new opportunities wherever demand is heading.

Approach

Cargill is investing in the capacity, infrastructure and capabilities customers need for the future. This year, we opened a new canola processing facility in [Regina, Saskatchewan](#), with an annual processing capacity of 1 million metric tons. The new facility strengthens Cargill's ability to serve customers and capture new opportunities in food and renewable fuels.

In ocean transportation, our innovative fleet of [dual-fuel vessels](#) is extending Cargill's shipping capabilities, demonstrating a pathway to lower-emission transport and offering customers potential CO₂ savings of up to an estimated 70% by using green methanol, a lower-carbon alternative to conventional marine fuels.

In [Malaysia](#) and [China](#), we've invested in specialty fats and food ingredients that are deepening our presence in fast-growing markets and enabling innovative solutions for our customers.

Impact

Together, these investments are helping customers access growing markets, meet evolving demand and move with greater confidence into the future.



Photo credit: Tsuneishi Group

Strengthening global supply chains to connect farmers and customers



Photo credit: Jiangliang Mo, Cargill supply chain coordinator



Food grown by farmers often travels thousands of miles before reaching consumers who depend on it. Making these connections reliable, efficient and adaptable is one of the most important roles Cargill plays in the [global food system](#).

From inland waterways to grain terminals, ocean vessels and export facilities, we continue investing in the infrastructure that helps move food where it's needed most.

[In Saint-Nazaire, France](#), we're expanding our sunflower processing capacity to create new opportunities for local farmers, strengthen regional supplies of high-protein meal and make better use of agricultural by-products.

[In Nantong, China](#), we've broken ground on a major oilseeds and oils processing facility near Nantong Port, which is expected to enhance supply chain efficiency for thousands of customers along the Yangtze River Delta.

[In Australia and the U.S.](#), [Cargill's full ownership](#) of Teys strengthens our ability to serve local and international beef customers with greater scale and reliability.

As demand shifts, dependable supply chains will become even more essential. By connecting farmers, customers and consumers through an integrated global network, Cargill is helping build a food system that is better prepared for the future.

Helping

people

grow

People are behind every harvest, every shipment and every meal

Across the world's food systems, expertise, care and commitment help nourish communities every day. Frontline operators, engineers, scientists, innovators, logistics specialists and many others work together to serve farmers, customers and communities around the world.

Their roles are different, but their work points to a larger truth: food systems get stronger when people have the skills, tools, workplaces and community support they need to thrive.

As technology transforms how food is made and moved, the skills needed to support food systems are changing, too. Communities are changing with it, and so is the next generation of talent who will help shape the future of food and agriculture.

Through employee development, modernized operations and investments in the places where we live and work, Cargill helps people grow with the food systems they support.

Because when people grow, our food systems grow stronger.



Photo credit: Nuning Muryati, Cargill communications manager

People who feed the world

Our colleagues around the globe take pride in the work they do to connect people and animals with food that nourishes them.



“ As humans, we need to be nourished. We need to eat. So why not eat something that tastes good? When we make delicious food — put it in front of someone and you get to see people smiling and savoring every bite — I know I did my job today. That’s the best.”

Pete Geoghegan →
Culinary director for Cargill's food business in Wichita, Kansas



“ I feel that I touch people’s lives through memories connected to food. When we do our job well here — making foods that become part of recipes — this entire transformation, from beginning to end, is wonderful.”

Patricia Martins →
Food scientist at Cargill's food innovation center in Campinas, São Paulo, Brazil



“ A kernel of corn represents a thriving community. When you see all these deliveries and these farmers getting paid for their grain, when you see our employees coming to work and walking out as well or better than when they got here, that's what success looks like.”

Dan Pulis →
Facility manager at Cargill's corn processing facility in Cedar Rapids, Iowa



Photo credit: Nuning Muryati, Cargill communications manager

Keeping our people and products safe

Challenge

As food systems grow more complex, Cargill teams need tools that help them solve problems, make decisions, work safely and deliver safe, quality products every day.

Approach

Across our operations, Cargill is modernizing how food is made, moved and delivered. Automation, robotics, artificial intelligence and advanced analytics are helping teams work more safely, efficiently and effectively while building the skills needed for the future.

At our Amsterdam multiseed crush and refinery facility, teams use Spot, an AI-powered robot dog, to perform daily inspections — helping identify potential maintenance issues and safety risks before they become larger problems.

Digital tools are strengthening how employees manage complex operations, too. Our food safety teams use the Cargill Hazard Alert System™ to look for potential issues early, combining machine learning with human expertise. Last year, the system monitored nearly 1 million signals and triggered hundreds of investigations, helping teams address potential risks before products reached customers.

Impact

By combining human expertise with advanced technology, Cargill is creating safer workplaces and processes, stronger teams and more opportunities for people to grow as operations evolve. Together, we keep the food system moving.





Strengthening the communities we call home

Cargill invests in the communities where our employees live and work, supporting programs that help people access housing, education, training and opportunity.

Around the world, nearly 500 employee-led Cargill Cares Councils coordinate volunteer efforts and direct strategic charitable contributions to help address local needs. That includes in places like Vietnam, where Cargill recently celebrated its [125th Cargill Cares school](#), expanding education opportunities for more than 19,000 children annually in rural communities. Through our three-year partnership

with [Felix](#) (formerly FareShare), Cargill employees have provided 3.7 million meals to communities across the U.K. In Honduras and Guatemala, Cargill volunteers helped provide technical assistance to more than 1,000 farmers through the 'Nourishing the Future' program in collaboration with [CARE](#).

Over the past year, Cargill teams contributed more than \$95 million and nearly 51,000 volunteer hours. These investments reflect our common belief: growth is strongest when it is shared.



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