Together with farmers, customers, governments and communities, we help people thrive by applying our insights and nearly 150 years of experience. We have 143,000 employees in 67 countries who are committed to feeding the world in a responsible way, reducing environmental impact and improving the communities where we live and work.

BUSINESSES
Cargill comprises 75 businesses organized around four major segments:

- **Agriculture:** We buy, process and distribute grain, oilseeds and other commodities to makers of food and animal nutrition products. We also provide crop and livestock producers with products and services.

- **Food:** We provide food and beverage manufacturers, food service companies and retailers with high-quality ingredients, meat and poultry products, and health-promoting ingredients and ingredient systems.

- **Financial:** We provide our agriculture, food, financial and energy customers around the world with risk management and financial solutions.

- **Industrial:** We serve industrial users of energy, salt, starch and steel products. We also develop and market sustainable products made from agriculture feedstocks.

These are the kinds of products and services we provide to customers across those four business segments:

- Animal nutrition and feed
- Commodity trading and processing
- Industrial/ bio-industrial products
- Energy and fuels
- Farmer services
- Financial and risk management
- Food and beverage ingredients
- Health and personal care
- Salt

CORPORATE RESPONSIBILITY
Our world faces complex challenges. The breadth and scope of our business gives us an unparalleled view and with that broad perspective comes responsibility. We are committed to nourishing the world’s growing population while protecting the planet. We continue to find new ways to help farmers produce more food more sustainably and to develop more efficient methods of moving food from times and places of surplus to times and places of deficit. We know that with the talents and conviction of our employees, we can help meet the challenge of ensuring all people have access to safe, nutritious and affordable food.

We focus on meeting today’s needs without impairing the world’s capacity to serve future generations. Cargill’s interest extends beyond our own operations to the suppliers, partners and other stakeholders in our supply chains. A responsible supply chain respects people and human rights; produces safe and wholesome food;
treats animals humanely; promotes the best, most responsible agricultural practices; and reduces environmental impact, including protecting the land and conserving scarce resources.

Achieving this will require collaboration with all stakeholders across developed and emerging markets. We strive to demonstrate measurable progress against the supply chain issues that we can control and those we can influence.

We know our ability to grow as a company depends on the way we treat people, how we enrich our communities and how well we serve our customers. Through the efforts of our employees, Cargill will grow profitably and grow responsibly to meet the needs of a diverse, expanding and interconnected world.

**FINANCIAL INFORMATION**

From our modest roots in the Midwest United States, Cargill has grown to be a global leader in food and agriculture. According to *Fortune* magazine, if Cargill were a publicly held company, it would rank 10th on the list of the largest U.S. companies.

Our strength is our ability to connect expertise around the world.

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**FINANCIAL HIGHLIGHTS**

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<th>2013</th>
<th>2012</th>
<th>2011</th>
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<tbody>
<tr>
<td>Sales and other revenues</td>
<td>$ 136,654</td>
<td>$ 133,859</td>
<td>$ 119,469</td>
</tr>
<tr>
<td>Earnings from continuing operations</td>
<td>$ 2,312</td>
<td>$ 1,175</td>
<td>$ 2,693*</td>
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<tr>
<td>Dollars in Millions</td>
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*Excludes in fiscal 2011 a one-time accounting gain of $11.49 billion related to the divestiture of Cargill's shares of The Mosaic Company.

To help ensure our continued success, we focus on four performance measures:

- Engaged employees
- Enriched communities
- Satisfied customers
- Profitable growth

Our performance measures recognize that high performance begins with engaged employees. They focus our efforts on satisfying customers. They acknowledge our commitment to livable, sustainable communities. And they reflect that organizations exhibiting these behaviors will enjoy the profitable growth necessary to sustain performance over time.

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**EUROPE/AFRICA**

27% of gross investment
23,000 employees

**ASIA/PACIFIC**

14% of gross investment
40,000 employees

**LATIN AMERICA**

16% of gross investment
27,000 employees

**NORTH AMERICA**

43% of gross investment
53,000 employees

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143,000 employees in 67 countries.
GREG PAGE
Executive Chairman

Greg Page serves as executive chairman of Cargill. He served as Cargill’s chief executive officer from June 1, 2007 to December 1, 2013. He was elected to the Cargill Board of Directors in August 2000 and elected chairman of the board on Sept. 11, 2007. Page joined Cargill in 1974 as a trainee assigned to the Feed Division. Over the years, he held a number of positions in the United States and Singapore. Page worked with the start-up of a poultry processing operation in Thailand, the beef and pork processing operations of Cargill’s Excel subsidiary in Wichita, Kansas, and the Financial Markets Group in Minneapolis.

Page serves as a member of the board of directors of Eaton Corporation, Carlson, and Deere & Company. He is immediate past-chair of the board of Big Brothers Big Sisters of America and continues to serve on this board. He is a president of the Northern Star Council of the Boy Scouts of America.

Page received a bachelor’s degree in economics from the University of North Dakota. He was born in Bottineau, N.D.

DAVE MacLENNAN
President and Chief Executive Officer

David W. MacLennan has served as president and chief executive officer of Cargill since December 2013 and was elected to the Cargill Board of Directors in 2008. He was chief financial officer from 2008 to 2011 and chief operating officer from 2011 to 2013.

MacLennan is a member of the Cargill Corporate Leadership Team and is Chair of its Business Conduct Committee.

Joining Cargill in 1991, he has held management positions within the financial, risk management, energy, and animal protein platforms, living in both London and Geneva. Prior to joining Cargill, he worked in the futures and securities trading sector in Chicago and for U.S. Bancorp Piper Jaffray in Minneapolis.

Outside of Cargill, MacLennan serves on the boards of C.H. Robinson Worldwide and the Greater Minneapolis St. Paul Regional Economic Development Partnership. He holds a bachelor’s degree in English from Amherst College and an M.B.A. in finance from the University of Chicago.
PAUL CONWAY
Vice Chairman
Paul Conway serves as vice chairman of Cargill. He was elected to Cargill’s Board of Directors in 2008.
Conway joined Cargill from law school in 1979 and held a number of merchandising roles in the United Kingdom, United States and Switzerland before becoming a division head of UK corn processing in 1989. Throughout the 1990s he worked in the European processing businesses becoming executive vice president of Cargill’s European food processing businesses in 1997. He served as Cargill’s president and regional director in Asia from 2006-2009, and became a Cargill senior vice president and member of its Corporate Leadership Team in 2006.
Conway holds degrees from the University of Bristol’s School of Law and the Inns of Court School of Law.

EMERY KOENIG
Vice Chairman and Chief Risk Officer
Emery Koenig is vice chairman and chief risk officer of Cargill. He was elected to Cargill’s Board of Directors in 2010 and is a member of the Cargill Corporate Leadership Team, the core executive group in charge of Cargill’s overall strategy, growth and funding. Koenig also serves as a platform leader for Cargill’s Agricultural Supply Chain platform as well as having responsibilities for Cargill’s corporate transportation, logistics and warehousing function.
Koenig joined Cargill in 1978 and has since held various leadership positions in the international commodity trading and risk management areas. During his 15-year tenure in Geneva, Switzerland, his responsibilities included worldwide commodity trading and risk management; the Middle East region including offices in Casablanca, Cairo, and Johannesburg; and palm oil refining and trading businesses in Malaysia, Indonesia, and Singapore.
Koenig currently serves as chairman of the board for Black River Asset Management, LLC and has been elected to the Board of Directors of The Mosaic Company. In addition, he is a director of Cargill International, SA, a trustee for Minnesota Public Radio, a member of the Board of Directors of CARE and of the Catholic Community Foundation.
Koenig holds a degree in business management from the University of North Dakota.

MARCEL SMITS
Executive Vice President and Chief Financial Officer
Marcel Smits was elected Executive Vice President and Chief Financial Officer of Cargill in April 2013, and is a member of Cargill’s Board of Directors. Smits is also Cargill’s Regional Director for Latin America.
Prior to joining Cargill, Smits was CEO of Sara Lee and served as their CFO from October 2009 to May of 2010. Before Sara Lee, he was the CFO for KPN and Vendex KBB in the Netherlands and has served in a variety of financial management positions for Unilever in Europe, Latin America, and Asia.
Outside of his executive responsibilities, Smits has served in a non-executive capacity in both for-profit and not-for-profit institutions. He from time-to-time teaches governance at universities in the Netherlands.
Smits holds a Master’s Degree in Business Administration and a Master’s Degree in Tax Law from the University of Amsterdam, and he is a Certified Public Accountant (NIVRA).

BILL BUCKNER
Senior Vice President
Bill Buckner serves as senior vice president of Cargill, leader for Cargill’s Animal Nutrition, Animal Protein and Salt businesses and provides executive oversight of the company’s food safety efforts.
Buckner joined Cargill in 1987. The following year he moved to High River, Alberta, Canada, to oversee the construction of a beef processing plant and served until 1994 as general manager. Today, the Cargill Foods plant in High River is the largest beef packing facility in Canada. Buckner was named CEO of Wichita, Kan.-based Cargill Meat Solutions Corporation (formerly Excel Corporation) in April 1998. He was elected corporate vice president in January 2000.
Buckner is a board member and former chairman of the American Meat Institute. He serves as a board member of two joint ventures – Precept Foods and DOS – Standard Meat Company. He also serves on the Board of Directors of the Greater Twin Cities United Way and the National Association of Manufacturers. In 2004, he was inducted into the Hall of Fame of the International Livestock Conference.
Buckner graduated with honors from McMaster University, Hamilton, Ontario, with a bachelor’s degree in commerce.

Photos of the Cargill Leadership Team are available upon request to accredited members of the media.
Please contact us at media@cargill.com.
OUR HISTORY

1865
William Wallace Cargill leaves the family home in Janesville, Wisconsin, and becomes the proprietor of a grain flat house in Conover, Iowa.

1867
W. W. Cargill and his younger brother Sam form a partnership, W. W. Cargill and Brother. The business constructs a grain flat house and opens a lumberyard.

1880
W. W. Cargill invests in two Minnesota flour mills and builds his first terminal elevator in La Crosse, Wisconsin.

1885
The Cargill brothers own or control 102 structures in Minnesota, the Dakotas, Iowa and Wisconsin with a total grain capacity of over 1.6 million bushels.

1928
Cargill Grain Company Ltd. organizes its first office location outside of the United States in Montreal, Canada.

1948
The first office established in Asia-Pacific opened in Manila, The Philippines.

1972
Cargill enters the modern flour milling business by acquiring Burrus Mills in Saginaw, Texas.

1997
Cargill acquires the North American assets of Akzo Salt, Inc., making Cargill one of the largest salt production and marketing companies in the world.

2003
Cargill’s earnings pass $1 billion for the first time in its history.

2004
Cargill Fertilizer and IMC Global combine to form a publicly traded firm, The Mosaic Company.

2005
Cargill opens its first office in Dubai, United Arab Emirates.
Cargill expands in cocoa with two new cocoa buying stations in Vietnam and the acquisition of the industrial chocolate facility, Schierstedter Schokoladefabrik GmbH & Co. KG, in Eastern Germany.

2006
Cargill acquires Afrifi’s Clark Cotton business – and its interests in eight gins in southern Africa.
Cargill Animal Nutrition acquires a majority interest in its first feed business in India.

2007
Greg Page becomes chairman of the board and chief executive officer.
Cargill acquires full ownership of Agrograin, one of the leading grain and oilseeds trading and storage companies in Hungary.

2008
Cargill opens a new cocoa processing facility in Ghana. The facility complements Cargill's existing cocoa processing facility in Abidjan, Côte d’Ivoire.
Truvia® natural sweetener introduced.
Cargill Corn Milling receives the 2008 Malcolm Baldrige National Quality Award.

2010
Cargill opens 17 new and expanded facilities in nine countries, including joint ventures. This represents a multiyear investment of $1.15 billion.
Cargill acquires Unilever’s tomato products business in Brazil.

2011
The Mosaic Company and Cargill agree to split-off, and Cargill distributes its 64 percent stake, or 286 million share position, in Mosaic to Cargill's shareholders and debt holders.
Cargill makes four key acquisitions to support its growth: AWB commodity management business in Australia; Indonesian starch and sweetener maker in PT Sorini; Royal Nedalco's potable alcohol operations in Europe; and animal nutrition company, Raggio di Sole Mangimi S.p.A in Italy.
Cargill acquires Provimi, a global animal nutrition company, for $2.1 billion – one of the company’s largest acquisitions ever.
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2012
Cargill deploys more than $4 billion in capital investments, a record, in fiscal 2012; half went to acquisitions.
Central American poultry and meat processor Corporación Pipasa becomes part of Cargill.
Cargill enters into an alliance with the newly privatized Canadian Wheat Board.
Cargill contributes $69.9 million to communities in 57 countries.
Two turkeys raised by Cargill in Rockingham County, Virginia are pardoned by United States President, Barack Obama, in a White House tradition dating back to 1947.
Cargill invests $20 million in NuTec Southern Africa, a joint venture with Astral Foods, expanding its animal nutrition capabilities in Sub Saharan Africa.

2013
Cargill forms joint venture with Arasco to create a starches and sweeteners business in the Kingdom of Saudi Arabia.
ConAgra Foods, Cargill and CHS announce plans to form Ardent Mills, a joint venture flour milling business.
Cargill acquires Provimi, a global animal nutrition company, for $2.1 billion – one of the company’s largest acquisitions ever.
Cargill Australia purchases Joe White Maltings, expanding capabilities in the malt industry.
Cargill opens a state-of-the-art poultry processing facility in Lai’an Anhui, China. The facility spans the entire supply chain, from raising birds to processing and distributing products to customers with modern food safety practices.
2013 AWARDS

Presidential Green Chemistry Award
Cargill was recognized by the Environmental Protection Agency (EPA) for its innovation in developing Envirotemp™ FR3™ transformer oil made from natural esters.

Company of the Year
Awarded to Cargill by The Islamic Food and Nutrition Council of America for its global halal programs.

Best Consumer Products Company
Cargill Brazil was recognized by EXAME magazine as the largest agribusiness in Brazil.

Hunger Hero
Awarded to Cargill and other Minnesota companies for its efforts in the “great corn rescue,” which provided 600,000 pounds of sweet corn to families in need.

Leader in Diversity and Inclusion
Cargill Canada Limited was recognized by BMO Financial Group as an employer that displays exceptional workplace diversity and inclusiveness.

Best Investor Award
Awarded to Cargill's PT Harapan Sawit Lestari plantation by the West Kalimantan Government.

2012 AWARDS

Best Plantation Business Partner Award
Awarded to Cargill's PT Hindoli palm plantation by the government of South Sumatra.

Alliance to End Hunger Partnership Award
Cargill was recognized for advocating for policies that ensure food security globally.

Business for Peace Award
Cargill was one of seven global honorees. The award, organized by the International Chambers of Commerce with the Nobel Prize organization, recognizes the contributions of businesses to society.

Top Agricultural and Food Company in Brazil
Cargill Brazil received first-place honors. The award was given by business journal Brasil Econômico.

MLK Drum Major for Service Award
Cargill was recognized for its support of Big Brothers Big Sisters of America's Hispanic Mentoring program, which works to attain positive educational outcomes for youth in Latino communities.

2011 AWARDS

U.S. Secretary of State's Award for Corporate Excellence
Cargill India selected as a finalist for the company’s efforts to address food security issues.

Design for the Environment
A designation from the U.S. Environmental Protection Agency granted to Cargill’s ClearLane enhanced deicing product.

ENERGY STAR
Four Cargill locations earn the U.S. Environmental Protection Agency’s award for the second consecutive year.

Platinum Indonesia CSR Award
Awarded to Cargill's palm oil plantation in South Sumatra for its smallholder program that has resulted in improved living standards for farmers.

Canada Awards for Excellence
Cargill Meats Canada recognized for outstanding achievements in quality, customer service and a healthy work place.

U.S. Agency for International Development (USAID)
Cargill and its employees received a partnership award for the company's role in advancing food security in the developing world.
MEDIA CONTACTS

Cargill welcomes inquiries from the news media. Whether you are looking for basic company information or have a specific request, we are here to help. Members of the media are invited to call the North American media line at 952-742-6000 or email us at media@cargill.com. Or visit our newsroom at www.cargill.com/news/index.jsp to find a media relations person in other regions to answer your questions.