



# 2015

## Fact Sheet





## Cargill provides food, agricultural, financial and industrial products and services to the world.

Together with farmers, customers, governments and communities, we help people *thrive* by applying our insights and 150 years of experience. We have 152,000 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

### FINANCIAL HIGHLIGHTS

	2014	2013	2012
Sales and other revenues	\$ 134,872	\$ 136,654	\$ 133,859
Net earnings	\$ 1,870	\$ 2,312	\$ 1,175

Dollars in Millions

a publicly held company, it would rank 31st on the list of the largest global companies.

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

- Engaged employees
- Satisfied customers
- Enriched communities
- 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.

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

#### NORTH AMERICA

42% of gross investment  
50,000 employees

#### EUROPE/MIDDLE EAST/AFRICA

28% of gross investment  
23,000 employees

#### LATIN AMERICA

14% of gross investment  
28,000 employees

#### ASIA/PACIFIC

16% of gross investment  
51,000 employees

**152,000 employees  
in 67 countries.**





# CARGILL CORPORATE LEADERSHIP TEAM



**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 and Deere & Company. He is past-chair of the board of Big Brothers Big Sisters of America and immediate past-president of the Northern Star Council of the Boy Scouts of America, and continues to serve on both boards.

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.

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 Greater Minneapolis St. Paul Regional Economic Development Partnership board. 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).



## **Todd B. Hall**

### **Senior Vice President**

Todd Hall joined Cargill in 1982. Todd currently serves as senior vice president,

platform leader for Cargill's Animal Protein and Salt platform, and member of Cargill's Corporate Food Safety and Risk committee. He has been a member of the CLT since December 2014.

Todd held general management positions with the Animal Nutrition business throughout the United States from 1982 – 1998; joined the Animal Nutrition leadership team in 1998; and was named President of the Animal Nutrition business in 2004. He was elected Corporate Vice President in 2008 and served as both a platform leader for the Animal Nutrition, Animal Protein and Salt platform as well as a member of the Tartan leadership team. Todd currently serves on the Board of Twin Cities Habitat for Humanity.

Todd holds a degree in Animal Science from Iowa State University.



# 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 Afgri'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.

Cargill Beef Australia and Teys Brothers form a joint venture called Teys Australia, to become one of Australia's leading beef processors and exporters.

## 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 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.

## 2014

Copersucar and Cargill form Alvean, a sugar trading joint venture.

Cargill Animal Protein businesses announce plans to move to group housing for sows and remove growth-promoting antibiotics in turkey.

Cargill becomes a member of The Forest Trust (TFT) to advance production of sustainable palm oil.

Cargill opens a \$100 million cocoa processing facility in Indonesia.

Cargill contributes more than \$59 million in communities across 59 countries.



# AWARDS & RECOGNITION

## 2014 AWARDS

### **Visionary Award**

Unilever honored Cargill for substantial contributions made in innovation, responsible and sustainable living, quality and service, capacity and capability.

### **Best Diversity Employer**

Cargill Canada was recognized for the second year in a row for having exceptional initiatives to attract and retain employees from diverse communities.

### **Bronze President's Volunteer Service Award**

Awarded by Junior Achievement USA for contributing more than 5,000 volunteer hours during 2012-2013.

### **Great Place to Work**

Cargill Venezuela ranked number five among 50 leading companies with 95% of employees reporting that Cargill is a great place to work in Venezuela.

## 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

# 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](mailto:media@cargill.com)**. Or visit our newsroom at **[www.cargill.com/news/index.jsp](http://www.cargill.com/news/index.jsp)** to find a media relations person in other regions to answer your questions.

