

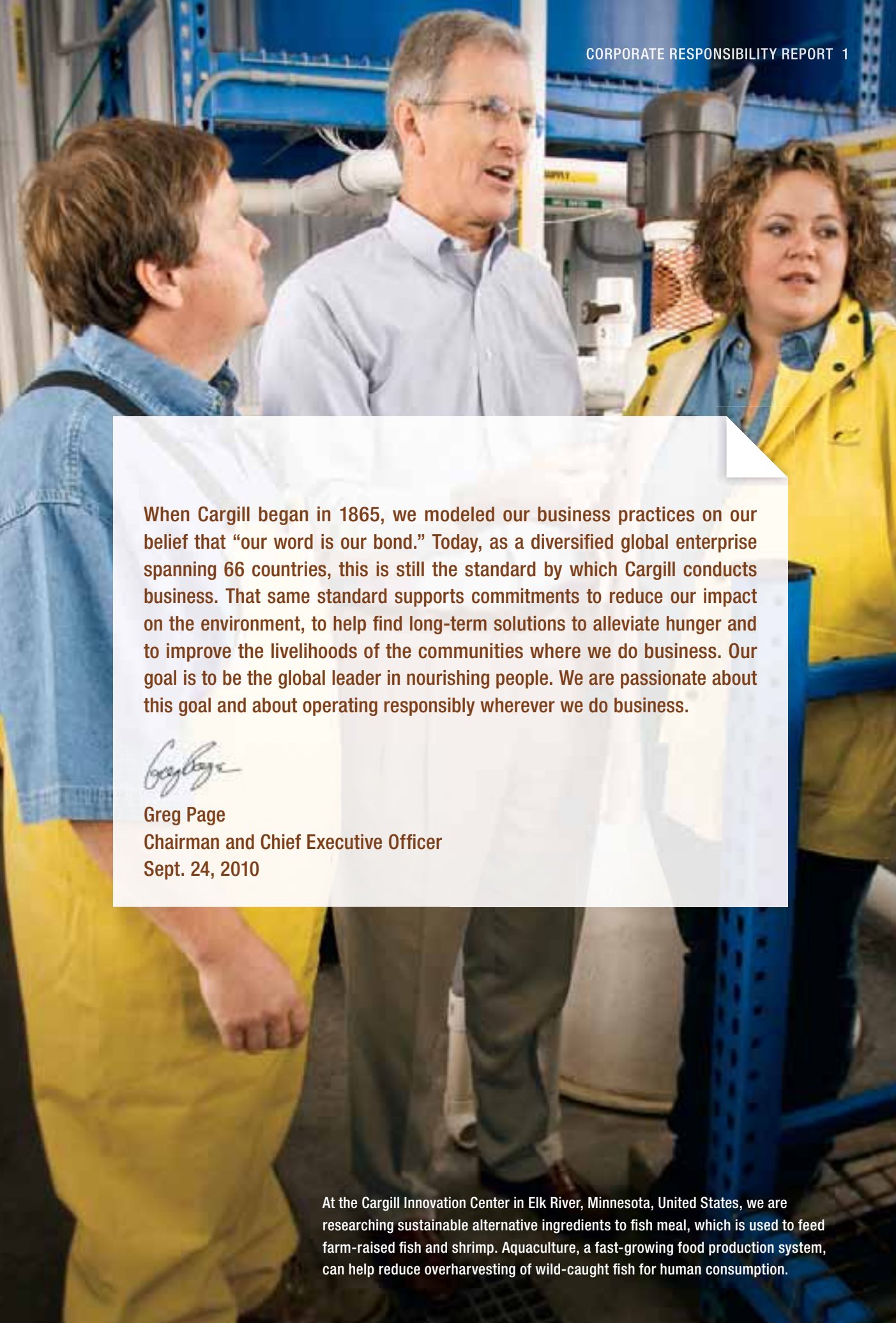
Growing Together

At Cargill, we recognize the complex challenges facing our world. We also know that we can achieve progress on difficult issues by working together with our stakeholders. We collaborate with organizations around the world to improve the nutrition and health of those in our communities, provide access to education, encourage responsible stewardship of natural resources, foster sustainable economic development and promote responsible business practices in our supply chains. By putting to work our knowledge of food and agriculture around the world, Cargill is growing together with our customers, employees and communities.

COVER PHOTO At a farmer cooperative in Alem, Argentina, plant breeding on stevia is underway, the source of Cargill's Truvia™ sweetener and an example of a sustainable supply chain from field to table.

CONTENTS

**2. About Cargill // 4. Responsible Supply Chains
10. Rural Development // 14. Food Safety
18. Global Impact // 20. Environmental Innovation
26. Workplace // 30. Community Engagement**

A photograph of Greg Page, Chairman and Chief Executive Officer, in a light blue button-down shirt and glasses, speaking to two employees. The employee on the left is a man in a denim shirt and yellow overalls, looking towards Greg. The employee on the right is a woman with curly hair in a yellow raincoat over a denim shirt, also looking towards Greg. They are in a laboratory or industrial setting with blue metal shelving and equipment in the background.

When Cargill began in 1865, we modeled our business practices on our belief that “our word is our bond.” Today, as a diversified global enterprise spanning 66 countries, this is still the standard by which Cargill conducts business. That same standard supports commitments to reduce our impact on the environment, to help find long-term solutions to alleviate hunger and to improve the livelihoods of the communities where we do business. Our goal is to be the global leader in nourishing people. We are passionate about this goal and about operating responsibly wherever we do business.

A handwritten signature in black ink, reading "Greg Page".

Greg Page
Chairman and Chief Executive Officer
Sept. 24, 2010

At the Cargill Innovation Center in Elk River, Minnesota, United States, we are researching sustainable alternative ingredients to fish meal, which is used to feed farm-raised fish and shrimp. Aquaculture, a fast-growing food production system, can help reduce overharvesting of wild-caught fish for human consumption.

About Cargill

Cargill is an international producer and marketer of food, agricultural, financial and industrial products and services. Founded in 1865, our privately held company employs 131,000 people in 66 countries. The company's fiscal 2010 revenues were \$107.9 billion. We help customers succeed through collaboration and innovation, and are committed to sharing our global knowledge and experience to help meet economic, environmental and social challenges.



Customers We Serve

Thousands of customers turn to Cargill for innovative solutions across our four major market 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.
- **Industrial** – Cargill serves industrial users of energy, salt, starch and steel products. We also develop and market sustainable products made from agricultural feedstocks.
- **Food** – We provide food and beverage manufacturers, foodservice companies and retailers with high-quality ingredients, meat and poultry products, and health-promoting ingredients and ingredient systems.
- **Financial** – We provide our agricultural, food, financial and energy customers around the world with risk management and financial solutions.

Our Expertise

Nearly 80 Cargill businesses serve our customers and other stakeholders. We partner with farmers, food companies, manufacturers, energy producers and financial providers to create solutions that touch people around the world. From cocoa to cotton, starches to sweeteners, and ferrous to finance — breadth is a hallmark of Cargill. Our customers also turn to us for expertise and knowledge that cuts across our global businesses. These core competencies throughout Cargill include:

- **Supply chain management** – Moving massive amounts of raw materials from continent to continent and farm to factory is both art and science. Optimizing supply chains through inventory management, partner collaboration and operations planning has saved millions of dollars for Cargill customers.

- **Risk management** – We help customers manage their exposure to the price risks inherent in today's volatile markets. From farmers seeking the best prices for their grain crops to companies navigating the iron ore market's shift from fixed to floating pricing, we work with customers to help them maximize revenues and keep costs within an established range using strategies that diminish volatility.
- **Research and development** – Our customers turn to Cargill for our scientific expertise. Whether the challenge is enhancing an existing product, improving process efficiencies, or uncovering a solution necessary to launch a first-to-market innovation, we leverage Cargill research and development capabilities to generate distinctive value through new, improved products and innovative ways to reduce costs.

Responsible Supply Chains

Responsible sourcing is an important part of our commitment to conduct business with integrity and responsibility, treat people with dignity and respect, and help protect and conserve the environment. We work with business partners, governments, nongovernmental organizations and communities to foster sustainable economic development and promote responsible practices throughout our supply chains. Together, our activities are improving agricultural and labor practices, as well as helping to conserve the environment.

COCOA – Training West African farmers in safe, effective farming practices

SOY – Reducing Amazon deforestation in Brazil

PALM – Certification and due diligence in Indonesia

SAFE LABOR – Child labor reduction and workplace safety

ANIMAL WELFARE – Training and monitoring

STEVIA – Nurturing a sustainable stevia supply chain right from the start in Argentina

PRECISION AG – Reducing chemical use in North America



CORPORATE RESPONSIBILITY IN ACTION

- We practice responsible sourcing, including encouraging sustainable agricultural practices that help farmers improve productivity and quality
- We enhance land use through innovation, conserve forests, preserve biodiversity and protect eco-sensitive areas
- We do not accept or support the use of illegal, abusive or forced labor
- We reinforce humane animal handling practices and expect our suppliers to meet high standards for upholding animal health and welfare



cocoa As a result of training, small-scale farmers in West Africa benefit on average from a 30-percent increase in their incomes from higher yields, as well as receiving a quality-related bonus payment.



soy “In Santarém, we were able to reduce and stabilize the deforestation rate in six years among the soy farms participating in the Responsible Soy Project. Cargill confronted the problem and provided a solution – a system to monitor suppliers and help them get into compliance.”

Benito Guerrero, The Nature Conservancy

Cargill’s approach to responsible sourcing is helping farmers adopt sustainable agricultural management practices, as well as improving land use, increasing the quality and quantity of crops, protecting the environment, and promoting safe and efficient working practices.

Increasing Cocoa Farmer Incomes through UTZ Certification

In West Africa, Cargill is playing a key role in building a sustainable cocoa supply chain. Working with Dutch development organization Solidaridad and others in the cocoa sector, Cargill co-founded the UTZ Certified cocoa program to help produce cocoa more effectively and improve the incomes and livelihoods of the farmers who grow it. By introducing independent certification to improve agricultural, environmental and social practices in cocoa production, the program assures buyers and consumers that cocoa is produced in a responsible way. Cargill is training farmers across cooperatives in Côte d’Ivoire and will reach over 25,000 farmers by the end of 2010. Our Farmer Field Schools will enable cooperatives and farmers to become UTZ Certified so that by the end of 2010, 15,000 tons of cocoa will be processed by Cargill into high-quality cocoa and chocolate products. Small-scale farmers who have participated in the training are benefiting from an average 30-percent increase in their incomes due to higher yields and improvements in the quality of their

crop, which enables them to receive a quality-related bonus payment from Cargill. Cargill is furthering its commitment to the region through participation in the West Africa Cocoa Livelihoods program. Funded by the Bill & Melinda Gates Foundation and 15 chocolate industry companies, the program aims to help 200,000 farmers in Côte d’Ivoire, Ghana, Nigeria, Cameroon and Liberia.

Reducing Deforestation in Brazil

Feeding the world’s increasing appetite for soy and at the same time reducing deforestation in the Amazon – this is the reality that Cargill is helping to achieve in Brazil. Since the Soy Moratorium was signed in 2006, Cargill and other Brazilian soy processors and exporters have committed that we will not purchase soybeans from lands that have been deforested in the Amazon biome after that date. The moratorium has been an important contributor to reducing deforestation by independently monitoring soy production and sanctioning farmers who cut down local forests. In the area around Cargill’s soybean terminal in Santarém, satellite imagery verifies that no deforestation in the region has



SUGAR Cargill has played a leadership role in expanding participation in the Better Sugar Cane Initiative, including helping to increase the number of nongovernmental organizations (NGOs), sugar and ethanol producers and buyers, communities and governments that are agreeing to standards governing sustainable sugar cane production.

occurred since 2008. By balancing economic activities with conservation, Cargill's Sustainable Soy partnership with The Nature Conservancy (TNC) provides on-the-ground support to farmers working toward compliance with the Brazilian Forest Code. The training helps farmers meet the code's strict requirement that 80 percent of their land must remain forested. The Sustainable Soy project has grown to more than 380 soy properties totaling more than 1,200 square kilometers—land that is being mapped and portions set aside for protection. Cargill's Sustainable Soy partnership with TNC not only has halted deforestation in the Santarém area, it also is providing a model for the Brazilian government's conservation efforts across the Amazon.

Growing a Farm-to-Table Stevia Supply Chain

In developing our Truvia™ sweetener business, Cargill has embraced the opportunity to create a responsible, sustainable supply chain for a crop new to global commercial-scale production. We are growing our stevia supply from its infancy with strong environmental, economic and social standards. Our commitment to build a stevia supply chain the right way from the start has taken time and patience — to find the right partners, implement strong standards, understand the impact on natural resources and be a good community partner in the areas where the crop is grown and processed. We have developed comprehensive standards, set clear

56%

COMBINING SHIPMENTS In developing our stevia supply chain, we are leveraging the scale of Cargill to minimize environmental impact—shipping Cargill salt and Truvia™ tabletop sweetener together in one truck to retailers reduces emissions by 56 percent.



PRECISION FARMING Precision application of nutrients maximizes yields – increasing farmers’ return on their investment while reducing environmental impact.

performance targets and established independent auditing processes to ensure compliance. From our research farms in Paraguay to our growing communities in Argentina and China, we have outlined specific commitments to reduce environmental impact and uphold our pledge to be a supportive business partner. We are cultivating this supply chain to ensure sustainability for the long term.

Maximizing Yields in North America

Cargill AgHorizons in Canada and the United States is helping farmers maximize yields by optimizing inputs – helping to feed the world while protecting the environment. Cargill’s precision agriculture approach focuses on producing more food from the same amount of land, sunlight, diesel fuel and water by applying nutrients and crop protection products precisely to deliver higher yields. In Canada, we develop management plans detailing fertilizer and chemical use for more than 1 million

acres every year, while in the United States we create variable rate nutrient maps with our NextField™ system indicating soil fertility levels for 300,000 acres per year. These tools allow grain farmers to apply crop nutrition with extreme precision to maximize productivity, which is more profitable for farmers and better for the environment and our customers. Our milling business also is working with a small group of U.S. family farmers to help them grow Eco-Grain™ wheat using less fertilizer and energy, reducing emissions and increasing the amount of wheat grown on the land. This wheat is being used in EarthGrains® breads, a brand owned by Sara Lee Corporation.

Advancing Certification of Sustainable Palm

Cargill is committed to advancing the sustainability of oil palm production around the world. In addition to achieving certification from the Roundtable on Sustainable Palm

ANIMAL WELFARE Cargill continually implements animal handling innovations, such as this technique – using rustling paper to direct cattle movement – which was recommended by renowned animal welfare expert Temple Grandin.



Oil (RSPO) for our PT Hindoli palm plantation in Sumatra, Indonesia, we also are working toward certification for our other palm plantation, Harapan Sawit Lestari, in West Kalimantan, Indonesia. Cargill has its own policies for responsible palm production – we do not plant on high conservation value forests (HCVF), develop new plantations on deep peat land or land that would threaten biodiversity, and we enforce a strict no-burn policy for land preparation. Reaching beyond our own plantations, we have set a goal of buying 60 percent of our total crude palm oil from RSPO members by the end of 2010 and are encouraging our suppliers to join RSPO and attain certification for all of their oil palm plantations. In August 2010, we launched a collaboration with World Wildlife Fund (WWF) to assess the progress of our palm oil suppliers in Indonesia in implementing RSPO standards. Cargill will release a summary of the findings and resulting action steps identified during the first stage of the assessment, which is expected to be complete in early 2011. Our sustainability efforts also extend to our palm processing facilities in Europe and Malaysia, where our refineries have received RSPO certification. Our Rotterdam, Netherlands, refinery is in the process of implementing a dedicated line for refining RSPO sustainable palm oil, which will ensure our customers traceability and make it possible for them to claim the use of RSPO-certified sustainable palm oil in their

products. Cargill is the first company to receive certification for an entire palm oil supply chain from the International Sustainability and Carbon Certification standards organization.

Promoting Voluntary, Safe Labor Practices

Cargill works with our supply chain partners to help ensure that children and adults are not subjected to illegal, abusive or forced labor practices. For example, we have enacted youth labor guidelines at our palm plantations in Indonesia, signed the Brazilian National Pact for the Eradication of Slave Labor, and we are working to promote responsible labor practices in the West African cocoa sector.

Upholding Animal Health and Welfare

We require humane animal handling at Cargill facilities and insist that our partners and suppliers do the same through policies such as purchasing hogs in the United States only from farms certified by the National Pork Producers quality assurance program. Our animal welfare practices are designed to ensure that the livestock and poultry under our care are raised in an environment that satisfies their physical, nutritional and health requirements, and that they are cared for in a manner that minimizes distress. Our U.S. employees working with beef cattle are trained and certified in humane animal handling.



SUSTAINABLE PALM Cargill's Hindoli palm plantation has been such a strong model for sustainability that the Indonesian Government uses it as a prime example of sustainable palm oil production.

25,881

SCHOOL ATTENDANCE Increasing farmer income helps ensure more children are learning in the classroom instead of working on cocoa farms. Since 2006, 25,881 children in Ghana have benefited from the Cargill-sponsored Rural Education project with CARE, reversing a decline in student attendance.

Rural Development

Rural communities provide essential raw materials for our products. Each year, Cargill works directly with hundreds of thousands of farmers in those communities to help them increase productivity, improve their incomes and raise their standards of living. In return, Cargill gains more reliable suppliers and better long-term customers. Our investments enhance agricultural production, develop infrastructure and support education, health-care and other needs. Partnering with NGOs and local governments magnifies our impact to further enrich rural communities.

FARMER TRAINING – Our agronomists work directly with farmers to overcome challenges, providing knowledge and resources to help farmers succeed

CAPACITY – Investing in rural development is good business—higher yields and better quality crops ensure dependable supply for customers

ECONOMIC AID – We help improve rural communities by providing jobs and infrastructure, schools, hospitals and other facilities and services



**CORPORATE
RESPONSIBILITY IN ACTION**

- We share knowledge and tools that help farmers increase their incomes, improve safety and raise standards of living
- We invest in rural communities to expand economic opportunities along with infrastructure and services
- We educate communities about agricultural best practices to help protect the environment
- We work with growers to establish markets while ensuring fair and transparent pricing



TAPIOCA IN THAILAND Working with Cargill agronomists, Thai farmers are making changes that can double their tapioca yields, such as planting for better drainage, spacing out plants and using improved hybrids. Cargill is helping farmers mechanize harvesting, which keeps children in school.



COCOA IN VIETNAM In Vietnam, we have trained more than 10,000 farmers in best practices for cocoa farming, harvesting and fermentation technology. Growing cocoa and processing pods in his fermentery, which employs eight workers, farmer Nguyen Binh estimates his income has increased fivefold.

By improving conditions in rural areas where agriculture is prominent in the economy, our investments can enrich the livelihoods of residents in economically meaningful, environmentally sustainable and socially responsible ways.

Training More than 2.4 Million Chinese Farmers

Across China, more than 2.4 million farmers have participated in Cargill's productivity-enhancing programs on animal nutrition, sanitation, genetics and farm management. We have committed to expanding this program to 50 locations by 2015, allowing an additional 500,000 farmers to be trained in modern animal nutrition and innovative feeding programs. Cargill conducts more than 20 training sessions per day to help farmers improve efficiencies and increase incomes. In drought-stricken areas, we have begun a Water Saving Irrigation Improvement Plan to help farmers conserve water and increase crop yields, improving food security and raising living standards while benefiting the environment.

Supporting Smallholder Farmers in Indonesia

In the area around our palm plantations in South Sumatra and West Kalimantan, Indonesia, we are providing training to more than 12,000 smallholder farmers to help them grow and harvest palm more safely, sustainably and profitably. We are helping 8,800 of these farmers gain Roundtable on Sustainable Palm Oil (RSPO)

certification – about half of them achieved this milestone in August 2010, making them the first group of palm smallholders in the world to earn this accreditation under the new RSPO smallholder criteria, which ensures that the palm is grown responsibly according to strict social and environmental standards. Our broader commitment includes delivering free medical care, building schools, offering daycare and providing housing for our plantation workers and their families.

High Quality Cotton Means Better Livelihoods in Zimbabwe

In Zimbabwe, Cargill's farmer training program for 60,000 cotton growers helps farmers move beyond subsistence-level livelihoods. The result has been increased production – triple the size of former yields, in some cases. Training on proper use of pesticides lowers costs for farmers while safeguarding the environment – pesticide spraying has gone from as many as 22 applications a season to as few as nine. Simply training farmers on the optimum time to pick their cotton can result in 20 percent more cotton being of higher quality, thus improving incomes and allowing farmers to buy school uniforms for

« PHOTO – PREVIOUS PAGE In the Chendge area of China, hog farmer Li Lian Sheng learns science-based farm management by participating in Cargill farmer training sessions.



OPPORTUNITY IN EFREMOV In Russia, we have expanded our business in Efremov, where we employ more than 800 people and provide support for vocational education, healthcare and community facilities.

their children, purchase livestock, acquire farm implements, and pay for medical care and other necessities.

Specialty Canola Boosts Farmer Incomes in Canada

Cargill’s specially bred canola is a win-win for Canadian farmers and consumers. Farmers earn higher premiums from this crop, which is in demand for use in healthier cooking oils because it contains zero grams of trans fat. Farmers are growing specialty canola on 1 million acres across Canada. The results they are reaping include bigger yields and higher earnings. The positive impact of this crop extends beyond farmers to the larger rural community. Cargill has invested in a research facility to further develop specialty canola and expanded our canola crushing plant, both in Saskatchewan. The high oil content of the specialty canola seeds and the increased volume from local growers means more business for Cargill crushing and refining

operations, leading to more jobs in rural communities. A steady stream of new innovations, such as Cargill’s “heart healthy” Clear Valley® omega-3 canola/flaxseed oil – expected to be commercially available by 2013 – will continue to help drive local economies.

Expanding Rural Economies in Europe

Across Europe, farmers are facing an increasingly volatile market environment. Cargill has launched a new initiative to help growers in France and Germany improve their crop marketing performance using a range of risk management solutions. We expect to reach up to 40,000 farmers within five years with this new program. In Poland, Cargill is funding the Center for Business Promotion and Entrepreneurship to assist farmers in establishing small feed distribution businesses and train more than 1,900 local small business owners in technical, sales and business skills.



CANOLA IN CANADA “Cargill’s forward pricing of my specialty canola lowers my risk. Cargill is unique in having a vision of partnership that links producers with the end users.”
Francois Messier, who plants 100 percent specialty canola

.5 MILLION

TRAINING IN CHINA 500,000 additional Chinese farmers will be trained by 2015.

A woman with blonde hair and glasses, wearing a blue lab coat and blue gloves, is using a blue pipette to transfer liquid into a small container. In the background, another person in a blue lab coat is visible, working at a different station. The setting appears to be a laboratory or a food processing facility.

Food Safety

Safe food is fundamental to our business. Cargill's commitment to safeguarding the wholesomeness and integrity of the products we produce and sell extends across our operations. Our preventive approach to food safety combines rigorous hygiene practices with validated control systems. Effectiveness is verified through monitoring and testing. Our companywide culture of accountability drives innovation and continuous improvement. Through collaboration and public-private partnerships, we are working to improve food safety around the world.

PREVENTION – Developing and implementing consistent, high standards at all our operations worldwide and knowledge sharing to improve food safety across the industry

INNOVATION – Innovative solutions that seek to prevent contamination, detect and resolve potential risks, and ensure quality

ACCOUNTABILITY – Making food safety and quality a focus for every employee in each facility with processes to ensure accountability



**CORPORATE
RESPONSIBILITY IN ACTION**

- Sharing food safety best practices across Cargill, with customers, suppliers, governments and other partners to enhance public health outcomes
- Implementing systems focused on transparent, science-based standards
- Practicing a preventive approach to food safety, including microbial interventions and training employees
- Verifying effectiveness of programs through monitoring and testing
- Creating a culture of continuous improvement and responsibility for food safety



LEADERSHIP Cargill is a founding member of the Global Initiative for Food Systems Leadership (GIFSL), a public-private-academic partnership; 24 GIFSL delegates from China examined food safety systems at this Minnesota dairy farm.

« PHOTO – PREVIOUS PAGE The Cargill R&D Food Safety lab team in Wichita, Kansas, United States, uses various microbiological methods to identify the amount of total bacteria, as well as harmful bacteria, in meat products. The team uses this data to develop and validate new intervention processes for Cargill meat plants.

Continuous improvement – that is the driving force behind Cargill’s commitment to food safety. Across our operations, we re-examine procedures, explore new solutions and reinforce food safety systems to ensure quality.

Partnering to Improve Global Food Safety

Cargill’s business is grounded in the philosophy that food safety technology and best practices must be shared across the industry to promote public health. As food supplies have become more global, we have increased our efforts with industry partners to expand food safety knowledge and standards around the world. In China, for example, Cargill is helping to enhance food safety education, training and outreach through public-private partnerships. Working

together with the Chinese government, General Mills and others, we helped create a five-year exchange program to share food safety insights. We also have partnered with Shanghai Jiao Tong University and several of our customers – including Coca-Cola, Kraft and McDonald’s – to establish a training program in China for small producers to strengthen food safety in the supply chain. To help reduce the occurrence of food-borne illnesses, Cargill participates in a quarterly food safety forum involving the U.S. Centers for Disease Control

MONITORING At two of our U.S. beef processing plants, we are piloting video monitoring systems to help ensure our employees are performing tasks consistently and appropriately.



(CDC) and companies across the food chain. We are also working with the Global Food Safety Initiative and key customers to ensure a harmonized set of robust audit standards are used across the globe. All these efforts reinforce our commitment to implementing transparent, science-based global food safety systems that enhance public health outcomes.

Preventive Approach

Cargill's approach to food safety combines preventive efforts, including employee training and accountability, with systems and processes that address physical, chemical and biological hazards. Rigorous hygiene protocols based on international Codex Alimentarius standards, together with Hazard Analysis Critical Control Points (HACCP) systems, are practiced at our facilities. Cargill's goal of achieving a minimum standard of HACCP systems in all our facilities allows us to anticipate challenges and prevent food safety problems. We also conduct regular food safety audits to ensure processes are being followed. We are establishing consistent standards for external manufacturers and suppliers to help ensure that the food ingredients that enter our facilities – or are shipped directly to our customers – meet Cargill's high quality expectations and those of our customers.

Promoting Innovation

Food safety needs to begin on the farm with proven agricultural and animal

husbandry practices supplemented by innovations. We are exploring new ways to prevent pathogens from entering our processing facilities and from coming in contact with our products. In 2010, we conducted the first large-scale field trial involving the vaccination of 100,000 cattle to explore this method for reducing E. coli O157:H7 bacteria. We have been using steam pasteurization of sides of beef since Cargill co-developed this technology for broad industry use in the 1990s. More recently we pioneered a hide-on carcass washing approach that is being used in a number of our beef facilities across the United States and in Canada. We continue collaborating with industry partners to develop new measures for improving food safety for our customers and consumers.

Culture of Responsibility

We perform annual reassessments of food safety systems across Cargill looking for ways to improve our ability to control food safety hazards in every plant globally. We examine aspects such as the physical layout and direction of airflow in our facilities and the number of discreet actions required to perform tasks. We have developed a food safety index to measure our progress using data from food safety coordinators in each business area. Cargill's focus on food safety extends across our company – from our corporate food safety risk committee to employees in each of our facilities.



CULTURE At our Cargill Meats facilities in Thailand, production employees have formed teams to brainstorm food safety improvements – an example of Cargill's companywide culture of food safety.

“General Mills and Cargill have a very collaborative relationship, which allows us to actively share best practices and help develop food safety leadership opportunities for our counterparts in emerging markets. Through joint food safety summits with Cargill, we are focusing on exchanging knowledge and developing advanced systems that will be applicable across the food industry.”

Mark Fryling, Director, Research and Development, Green Giant, Frozen Entrees and Strategic Growth Channels, General Mills



SANITATION Stringent sanitation and food safety procedures at Cargill Alking Bioengineering in China are essential for producing arachidonic acid, an ingredient used in infant formula that promotes a baby's brain and eye development.



WINTER RAPESEED OIL We are partnering with a customer in Germany to implement more sustainable farming practices for winter rapeseed oil crops.

AFFORDABLE CREDIT Our grain and oilseeds business in Romania assists 300 local farmers each year with affordable credit and supply chain expertise, enabling these farmers to grow higher quality crops and achieve better yields.



INCREASING INCOMES Participating farmers' incomes have increased 30 percent in Côte d'Ivoire as a result of better agricultural practices learned in Cargill training sessions.

Global Impact

CLIMATE CHANGE Our sponsorship of the Massachusetts Institute of Technology (MIT)'s Global Change Joint Program on the Science and Policy of Climate Change is helping build understanding of the relationship between agriculture and climate change.



UNITED WAY 47,000 employee contributors at 206 locations across the United States and Canada have contributed \$12.6 million in support of human and social development efforts – 2009 was the 60th year of our ongoing support to United Way.



ENERGY SAVINGS By replacing hundreds of light fixtures across 1.1 million square feet of our Ottumwa, Iowa, pork plant, Cargill is saving nearly 1,855,000 kilowatts per year – enough annual energy to power 185 typical American homes or take 244 cars off the road.



EMERGENCY HUNGER RELIEF We support the Feeding America network of food banks in the United States with volunteers, expertise and product donations.

TECHNOSERVE TechnoServe and Cargill have created a three-year entrepreneur program to identify and nurture promising companies through business plan competitions designed to help develop sustainable economic opportunities for poor communities in Venezuela.



CHOCLEADAS Cargill employees coordinated 16 “Chocleadas” – community fundraisers – resulting in the harvest of nearly 285,000 kilograms of corn cobs donated to the Argentine Food Bank Network, 713,000 rations of food delivered to soup kitchens and \$73,000 donated to local institutions.

Our corporate responsibility extends beyond our own operations to the wider communities across the 66 countries in which we do business. Cargill employees – working with our customers and partners around the world – share knowledge and expertise to promote sustainable and responsible economic development. Together, we are creating growth that improves living standards and promotes vibrant, stable communities.

ENERGY MANAGEMENT The energy-saving efforts of employees at our corn processing plant in Turkey have been recognized by the Turkish government, which commended Cargill's ongoing energy management program that includes web-based monitoring of power consumption.

FOOD SECURITY In India, where millions of people suffer from micronutrient deficiency and malnutrition, Cargill fortifies all our refined oils with vitamins A, D and E. We reach close to 25 million people through this program.

WATER SAVINGS At our Wagga Wagga beef facility in Australia, Cargill has reduced water consumption by more than 10 percent, saving in excess of 83 million liters of water annually through behavior-based changes, process and facility improvements.

RURAL DEVELOPMENT At a demonstration farm, Cargill's dairy services team in Langfang, China, provides customers animal nutrition education to help them boost productivity. Daily milk production at Hailin dairy farm in Tianjin increased 76 percent, substantially raising the farmer's income.

INJURY FREE Our refined oils facility in Port Klang, Malaysia, is one of many Cargill locations that worked injury-free in 2010.

FOOD SAFETY AND BIODIVERSITY Cargill's partnership with the Wildlife Conservation Society (WCS) examines health links among humans, livestock and wildlife. While monitoring for wildlife diseases in Indonesia and Vietnam, WCS collected information about endangered birds like this Nordmann's Greenshank.



Environmental Innovation

Resource stewardship is critical for Cargill. Fulfilling our purpose of nourishing people requires clean water, soil and air. As a global food and agricultural company, we are focused on a sustainable future that reduces demands on the environment as populations continue to grow. Our innovative approaches to conserve resources, use renewable raw materials and reduce impacts are helping to preserve and protect the environment, and delivering results for our customers, our employees, our communities and our planet.

FUEL – Bagasse, sunflower hulls, sawdust, wood chips, cacao shells, palm fiber, biogas and biodiesel – these are some of the renewable energy sources fueling our businesses

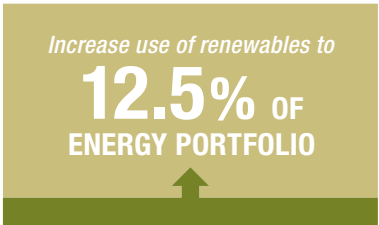
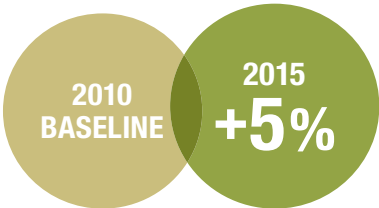
INNOVATION – Corn into plastic and soy into bio-foam – we are increasing innovative use of renewable raw materials in packaging, furniture, bedding and other bio-based solutions

WATER – Changing behaviors, reusing water and implementing advanced recycling methods help us use freshwater more efficiently and help our customers do the same

CORPORATE RESPONSIBILITY IN ACTION

- We are using energy and resources more wisely to help shrink Cargill's environmental footprint, as well as those of our customers and partners
- We set clear goals and measure our results in the areas of energy efficiency, renewable energy, greenhouse gas emissions and freshwater use
- We invest in innovative solutions, including pioneering commercial use of renewable raw materials
- We share our operational and supply chain expertise with stakeholders to help address global climate change

CARGILL ENVIRONMENTAL GOALS FOR 2015
Improve energy efficiency by 5%
Improve GHG intensity by 5%
Improve freshwater efficiency by 5%



KOREA BIOGAS In Korea, our biogas plant generates power and produces fertilizer using methane gas from hog manure. The process, which helps local farmers dispose of animal waste and replaced their practice of dumping it into the open sea, has potential for increased use across the industry.

« PHOTO – PREVIOUS PAGE In the fertile agricultural state of Minas Gerais, Brazil, Cargill has a new environmentally friendly source of energy: eucalyptus trees. Wood chips from the eucalyptus trees are used as biomass at a nearby Cargill facility. The trees grow quickly—in this region they can reach 40 feet in just 30 months.

We focus on understanding and mitigating the carbon footprint of our operations and supply chains – and help our customers to do the same. From bio-based products to behavior-based solutions, we are saving energy, conserving resources and reducing carbon emissions.

Measuring GHG Emissions and Engaging in Carbon Markets
Cargill’s greenhouse gas (GHG) inventory covers more than 1,100 locations around the world. Over the past five years, we have developed projects that will generate an estimated 800,000 GHG emission credits by 2012. Our trading in North American and European carbon markets has contributed to the liquidity essential to their development and future potential. We made a voluntary, but legally binding, commitment to reduce absolute GHG emissions from our U.S. operations by joining the Chicago Climate Exchange.® Cargill has met every annual reduction milestone without purchasing offsets. In 2008 – the latest reporting year verified – we exceeded the 4.5 percent reduction target, accomplishing a 7.8 percent reduction.

Biogas Use Reduces Carbon Emissions
We rely on biogas to reduce the amount of fossil fuels we use across Cargill. At most of our meat plants, Cargill reclaims methane from our wastewater lagoons and uses the biogas to fuel our plants. Biogas now displaces 20 to 25 percent of natural

gas demand at our North American beef processing plants, while reducing GHG emissions by more than 1.3 million metric tons in the last four years. Our beef processing facility in High River, Alberta, Canada, uses biogas from the wastewater treatment system to reduce both GHG emissions and natural gas use. Cargill sold more than 400,000 metric tons of emission offsets originating from this project through the Alberta Emissions Offset Registry in 2009. At Cargill’s starch plant in Thailand, an anaerobic digester captures methane from the waste products of tapioca processing. Not only does the digester generate onsite energy, it is reducing GHG emissions by 510,000 metric tons over 10 years, creating organic fertilizer for local farms and positioning the plant to earn international carbon credits. We are also capturing biogas to generate onsite electricity at our Harapan Sawit Lestari palm facility on the island of Borneo.

Clean Energy from Biomass
Cargill fuels an increasing number of our facilities with renewable resources. Our complex in Uberlândia, Brazil, is one example, using wood chips from fast-growing eucalyptus



HONDURAS BIOMASS This bioboiler generates energy for Cargill’s plant in Bufalo Villanueva, Honduras, by burning waste sawdust, replacing boilers fired by diesel fuel.

trees as biomass to power the site’s bioboiler. This process will generate 70 percent of the power and 100 percent of the steam at this location, resulting in a savings of 60,000 metric tons of fuel oil per year and reduced GHG emissions. Because the trees grow on reforested fields near the Cargill plant at 40 small farms, emissions from transporting fuel also are reduced and local farmers have a reliable source of income. The bioboiler also burns sugar cane bagasse, another renewable energy source. Similarly, Cargill’s animal nutrition business in Honduras has replaced diesel-fueled boilers with a boiler fueled by sawdust from the local lumber industry. Switching from diesel to sawdust has reduced carbon emissions by about 6,000 metric tons per year.

Improving Freshwater Efficiency

One way we are conserving water is by becoming more efficient at reusing it. Our poultry facility in London, Ontario, Canada, reduced freshwater consumption by 28 percent in 24 months, in part because all of the water used for chilling at the facility is recycled twice for cooling and rinsing. At Cargill’s beef plant in Plainview, Texas, United States, water is used up to three times – once for food safety, a second time for inedible uses and a third time when the treated plant water is released to farmers for irrigation. Our malt plant in Spiritwood, North Dakota, United States, is saving 264 million gallons of water a year through behavioral, procedural and technical changes to prevent overflows and improve awareness and education. Over the past four years, while production has increased 35 percent, water use at the plant has dropped 20 percent.



EUROPEAN GREEN TRANSPORTATION Our green transportation project in Europe is helping to reduce Cargill’s carbon footprint – and that of our customers – using intermodal shipping containers that incorporate alternate transport methods, such as barges, ships and trains, along with truck transport.



SUSTAINABLE PRODUCTION Cargill incorporated packaging and production process improvements to make our Liza® cooking oils in Brazil more sustainable, including decreases in water and electric power consumption, a redesigned bottle with less plastic and more efficient logistics.

11%

RENEWABLE SOURCING Today, 11 percent of our energy comes from renewable sources.



BEHAVIOR-BASED ENERGY MANAGEMENT Cargill's focus on behavior-based energy management, such as training employees to identify and quickly repair leaks, helps make Cargill facilities more energy efficient.

Innovative Uses of Renewable Raw Materials

Turning corn into plastic is just one example of Cargill's pioneering development of renewable raw materials. Frito-Lay is now using the world's first 100-percent compostable bag – made with Ingeo™ bioplastic– for select flavors of its 10.5 oz. packages of SunChips® snacks. An innovation of Cargill-owned NatureWorks, Ingeo is the only commercially available performance plastic made from plants. Because the Ingeo biopolymer is made from renewable plant material instead of petroleum, the process uses 47 percent less fossil fuel and emits 59 percent less GHG than traditional plastics. Our innovative approach to replacing petroleum with renewable raw materials extends across a variety of industries. This includes everything

from the soy-based BiOH® polyols used in making flexible foam for upholstered furniture and bedding, carpet backing, and automotive cushioning to bio-based industrial products, such as naturally sourced oils used to make paints, coatings, construction materials, lubricants, transformer fluids and other products.

Helping Customers Reduce Their Impact

Cargill has transformed the knowledge we have gained in improving energy efficiency at our own locations into an emerging business, known as Cargill Process Optimizers (CPO), to take that knowledge to key customers seeking to capture similar value in their own operations. On average, a CPO project improves yield 10 percent, energy efficiency by 15 percent and water use by 25 percent. In most

cases, these gains translate directly into reductions in CO₂ emissions. We also help customers analyze their environmental impact. When McDonald's Europe wanted to better understand the carbon footprint of its products, for example, our meats business in Europe helped to create a comprehensive footprint of a full chicken supply chain from egg to finished product. This analysis helped lead to a 10-percent reduction in GHG emissions per ton of finished product at our poultry processing facility in Orleans, France, while providing a model McDonald's can replicate in other areas. Our refined oils business in Europe helped Walkers, a PepsiCo brand, determine the carbon footprint of its Walkers Crisp product and maintain the Carbon Trust label. Cargill also works closely with our suppliers to improve the sustainability of the packaging we use to transport and market our products. Those efforts include optimizing paper weights and reducing packaging size. In the United States, all of our corrugated paper is certified sustainable by the Forest Stewardship Council.

2010 Results

Cargill is committed to reducing the environmental impacts from our business. In 2001, we began setting and tracking five-year goals to put an even greater emphasis on caring for the planet. Our 2010 results demonstrate strong improvement since 2005 and set the stage for our 2015 goals. 2010 results:

ENERGY EFFICIENCY

We are using energy more efficiently. For each unit of production, we improved energy efficiency by 11 percent from our fiscal 2001 baseline, which was short of our goal of 20 percent, yet we identified the skills and management systems needed to improve in the future. Cargill also measures energy use per \$1,000 in sales, and we are 24 percent more efficient from our baseline.

GHG INTENSITY

In the past four years, we improved our GHG intensity by 1.5 percent from our baseline, which was short of our 8 percent goal, yet we gained numerous skills and processes along the way that will help us continue to make progress in reducing our carbon footprint.

RENEWABLES

More of our energy portfolio consists of renewables. Our goal was to have 10 percent of our energy come from renewable sources. At the close of fiscal 2010, renewables met 11 percent of our energy demand.

FRESHWATER

We are more efficient in our use of one of the world's most precious natural resources – freshwater. We improved our freshwater efficiency 6 percent from our 2006 baseline, exceeding our goal of 2 percent.



ENERGY EFFICIENCY Four of our wet corn milling facilities earned the U.S. Environmental Protection Agency's prestigious ENERGY STAR® in 2010 for protecting the environment through energy efficiency.



BIO-BASED OILS/LUBRICANTS Cargill processes more than 75 million pounds of natural bio-based oils, lubricants and solvents each year, such as transformer fluid, paints and coatings, which replace petroleum-based products and reduce GHG emissions.

Workplace

At our facilities around the world, Cargill strives to provide safe, secure and healthy work environments. We are committed to conducting all business activities in a manner that protects the health and safety of all those who work for us. Safety is a core value that drives our efforts to build a zero-injury culture across Cargill. Our goal is to create a supportive atmosphere that promotes motivated, engaged employees – and provide the resources to help them develop to their full potential.

SAFETY – At Cargill, all work, however urgent, must be performed safely – we continuously strive to improve our health and safety processes and systems to eliminate injuries and illness

DIVERSITY – We value diversity and provide opportunities for personal and professional growth tailored to cultural and business needs around the world

OPPORTUNITY – Our leadership culture encourages and rewards employees who act with integrity, conviction and courage



**CORPORATE
RESPONSIBILITY IN ACTION**

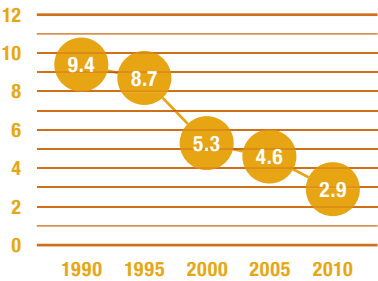
- We provide safe and healthy workplaces and vision-driven work to attract great people
- We believe all safety incidents in the workplace are preventable, so we invest in our people and our facilities to eliminate physical hazards and create an injury-free work environment
- We measure employee attitudes every 12 to 18 months through company-wide engagement surveys
- We are committed to the respect and protection of human rights, the elimination of discrimination in employment and occupation, and promotion of equal rights

CARGILL 2015 HEALTH AND SAFETY GOALS

- Zero fatalities
- 2.0 RIFR and 75 percent of our locations at zero

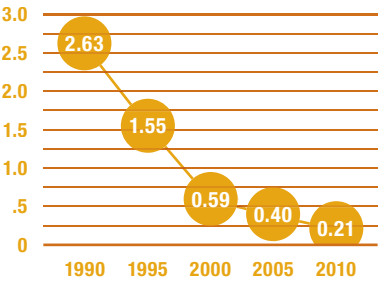
REPORTABLE INJURY FREQUENCY RATES
FISCAL 1990 - 2010

Rate of injuries per 200,000 hours worked



LOST-TIME ACCIDENT RATE
FISCAL 1990 - 2010

Lost-time injuries per 200,000 hours worked



We treat our employees with dignity and respect. We strive to create a safe, injury-free workplace where employees feel valued and are given opportunities to contribute regardless of their origin, background or culture.

Commitment to Safety

A clear demonstration of our respect for our employees is our unyielding commitment to safety. Our goal is to ensure each employee returns home safely every day. In support of our zero-injury culture, we establish five-year safety improvement goals. Our 2010 results further our track record of continuous improvement in maintaining the health and safety of our employees.

Increasing Use of Behavior-Based Safety Processes

Across Cargill, employees are conducting focused safety observations, providing peer-to-peer feedback to reinforce safe behavior and eliminating barriers to safe work – all part of the behavior-based safety (BBS) processes deployed throughout our company. BBS has been instrumental in building employee safety awareness and engagement in health and safety programs. One example of ongoing success is our starches and sweeteners business, which has improved safety performance and increased employee engagement through its BBS program at 10 locations across Europe. In the five years since launching this BBS program, the business

unit’s safety-focused culture has evolved. All employees not only believe that they are responsible for their own safety, they also actively watch out for the safety of their co-workers.

Preventing Injuries and Illness

One of Cargill’s safety goals was to achieve a Reportable Injury Frequency Rate (RIFR) – the number of injuries/illnesses per 200,000 hours worked – of 3.0 by 2010. We exceeded that goal by achieving an RIFR of 2.9, dropping from our fiscal 2005 RIFR of 4.6. This was the lowest frequency of work-related injuries in the 22 years we have gathered safety data globally. During this period, 66 percent of our approximately 1,100 locations worked injury free, such as our OHSAS 18000 and ISO 14000 certified health and nutrition site in Wuhan, China. While we are pleased with the progress made, our efforts to further reduce injuries and illness continue. One key safety initiative is the application of sound ergonomic principles in our operations. At our North American meat operations, for example, we have improved our existing ergonomic program and in 2010 launched a comprehensive 12-element process focused on risk awareness and

« PHOTO – PREVIOUS PAGE At Cargill’s new starches and sweeteners plant in Uberlândia, Brazil, following proper safety procedures – every time – will help us create an injury-free work environment.

mitigation. In Argentina, we are taking steps to build a broader safety culture by extending our injury prevention efforts beyond the workplace and into local schools.

Culture of Respect and Opportunity

At Cargill, our culture is characterized by trust, freedom and responsibility. We attract employees who appreciate ethical decision making, mutual respect and the opportunity for a rewarding future. Hiring, motivating, developing and retaining the right people is critical to our ability to deepen relationships with customers and fulfill our promises to the communities we serve. That is why we regularly ask our employees how they feel about their

work. From 2007 to 2009, more than 94,000 employees completed employee engagement surveys measuring their satisfaction with topics like advancement opportunities, relationships with co-workers, total compensation, recognition and work activities. Over the past six years Cargill's engagement score has increased 16 percent; our most recent score places Cargill within the 'Best Employer Zone' as defined by our survey vendor.

We value the full range of perspectives and talents of our diverse employees. As we continue to expand worldwide, our differences — from experiences and work habits to communication styles and cultural preferences — are a powerful asset.

SUPPORTING EMPLOYEES WITH DISABILITIES Engranados, a program implemented at our facilities in Venezuela, helps employees with intellectual, physical or sensory disabilities to develop labor and social skills in the workplace. In Brazil, Programa Integrar focuses on hiring, training and including people with disabilities. Since 2007, the number of employees with disabilities working at 17 locations across Brazil increased from 49 to 179.



MALCOLM BALDRIDGE QUALITY AWARD Refinery operators at our corn mill in Dayton, Ohio, United States, follow best practices while loading syrup. Consistent use of best practices across its U.S. locations helped the business earn the prestigious Malcolm Baldrige Quality Award in 2008.

100

HUMAN RIGHTS Cargill has achieved and maintained a perfect score of 100 on the Human Rights Campaign Corporate Equality Index.



VEHICLE SAFETY At our meats business in Central America, a vehicle safety program is helping to reduce the number and severity of vehicle accidents involving Cargill employees. Drivers are trained and certified in defensive driving; the training is reinforced through coaching, daily rallies and safety reminders.



Community Engagement

Our continued success depends on the growth and health of the communities in which we operate. That is why we work with a diverse group of global, national and local organizations to bring positive, measurable improvements in communities where we operate around the world. Together, we are helping address challenges confronting our communities. Globally, our charitable giving in fiscal 2010 exceeded \$57 million. The impact of our giving is extended by the volunteer efforts of our employees worldwide.

NUTRITION and HEALTH – We focus on long-term solutions to hunger, access to basic health care in emerging markets, and improving youth nutrition and wellness

EDUCATION – We support programs that improve access to education for underprivileged children and strengthen skills in science, engineering and technology

ENVIRONMENTAL STEWARDSHIP – We invest in projects that protect and improve access to water, provide conservation education, and promote sustainable agricultural practices



CORPORATE RESPONSIBILITY IN ACTION

- We contribute 2 percent of our global pre-tax earnings to help build vibrant, stable communities, improve living standards and protect the environment
- We focus on providing long-term solutions to health and nutrition, education and environmental issues
- We extend our corporate contributions through business unit giving, employee-led fundraising and volunteer efforts – our employees volunteer through more than 300 employee-led Cargill Cares Councils around the world



Courtesy WFP/Budhi Baskoro

NUTRITION IN INDONESIA Our \$3 million donation to World Food Programme (WFP) is bringing food, medication, improved hygiene and safe drinking water to schools serving more than 30,000 children in Indonesia –part of Cargill’s nine-year partnership with WFP to improve nutrition and education for children in eight countries.

CARGILL’S OVERALL GIVING BY FUNDING CATEGORY



- 28% Civic/Community Development
- 24% Nutrition/Health
- 23% Education
- 16% Health/Human Services
- 9% Environmental Stewardship

Cargill targets its charitable giving to programs that provide long-term solutions, engage our employees and leverage their expertise, and provide opportunities to collaborate with others.

Improving Food Security

In support of Cargill’s purpose to be the global leader in nourishing people, we focus on long-term systematic efforts to combat hunger. Our companywide Nourishing People Challenge, launched on World Food Day, encouraged Cargill businesses and employees around the world to help address hunger issues on a local level. The response was significant – totaling more than \$9.5 million for emergency hunger relief and long-term food security in 2009 and 2010. That investment includes a \$1 million donation to the Global FoodBanking Network (GFN) in 2009 to support existing food banks

and create new ones in Africa, Latin America, Europe and India. The grant also expands GFN-supported school feeding programs in Argentina, Colombia, India and South Africa. One such program provides 1 million children with mid-day meals in India, home to one quarter of the world’s malnourished people. In collaboration with the World Food Programme (WFP), we have begun a two-year project addressing malnutrition in Madhya Pradesh, a state with one of India’s highest concentrations of hunger and malnutrition. We also engage with the Global Alliance for Improved Nutrition (GAIN) – another global partner in the fight against

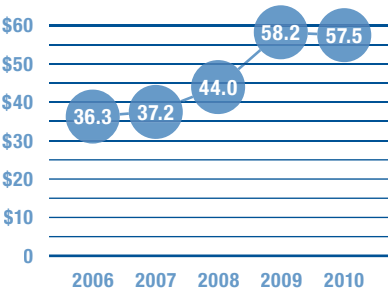
BOOKS IN BRAZIL In Brazil, Cargill’s Fura-Bolo program is providing books to inspire more than 42,000 students to read at 137 low-income schools in 15 cities.



« PHOTO –PREVIOUS PAGE In the Kutch district of the state of Gujarat, India, students – particularly girls –benefit from the Cargill-CARE partnership that is enhancing both the quality and accessibility of primary education.

hunger and malnutrition—to encourage the accessibility of fortified foods. Across the globe, our businesses provide funding and food donations at the local level, including the Eggs for Kids program in Indonesia.

CARGILL'S OVERALL GIVING (IN MILLIONS)
FISCAL 2006-2010



Investing in Education

In 2008, Cargill and CARE launched a five-year, \$10 million partnership to help 100,000 people in rural areas around the world lift themselves out of poverty. In Asia, we’re working with CARE to improve primary education for children and income for farmers by helping 40,000 children complete primary school, and 9,000 households in 205 villages increase their income by 400 percent. Our partnership with CARE also includes providing training, skills development, and market access for farmers, as well as educational opportunities and nutritional support for children in Africa, India and Latin America. In more developed countries, we invest in programs such as Project Lead the Way, encouraging students to achieve in science, engineering and technology. Cargill Cares Councils

in China are helping renovate rural schools, while in Vietnam our employees have built more than 40 schools and provided scholarships to elementary, secondary and university students. In Honduras, 95 percent of Cargill employees volunteer at local schools to ensure they have enough resources to keep 2,000 students in school.

Conserving Land and Water

Cargill and our employees invest time and resources to help protect our planet. In Indonesia, Cargill employees are planting and caring for 220,000 trees to replenish tropical forests as part of the “One Man, One Tree” program. Cargill provides funding to The Nature Conservancy (TNC) to protect ecologically important lands and waters in Canada and the United States. The partnership also addresses conservation and biodiversity issues in Brazil as well as in China, where we fund TNC’s Forest Conservation and Climate Change Program. Thousands of volunteers across 335 locations in 30 countries participated in employee-led Earth Day and World Environment Day activities in 2009 and 2010. In the United Kingdom, employees have raised funds to support water conservation education in local schools. Employee donations, along with Cargill funding, also have brought water pumps to seven rural communities in Ghana that previously had no reliable source of clean drinking water.



CLEAN DRINKING WATER IN THAILAND
Cargill’s animal nutrition business in Thailand has installed water treatment systems at 20 schools located near Cargill facilities, providing clean drinking water for students and the surrounding communities, reaching 6,000 people.



PLANTING IN ROMANIA
Sixty employees in Turnu Magurele, Romania, recognized Earth Day by planting flowers and 800 trees on the bank of the Danube River, which will strengthen the river bank against future floods and help to preserve soil.

Working Together

Cargill partners with many organizations around the world to improve nutrition and health; provide access to education; encourage responsible stewardship of natural resources; foster sustainable economic development; and promote responsible business practices in our supply chains. We contribute our knowledge, skills, financial and technical support to our partnerships. Some of our key regional and global partnerships include:

CARE

CARE is a leading humanitarian organization fighting global poverty. Cargill and CARE have partnered for more than 15 years. In 2008, we launched a five-year, \$10 million partnership to reach more than 100,000 people in rural communities with economic, nutritional and educational opportunities for growth.

THE NATURE CONSERVANCY

The Nature Conservancy (TNC) is a leading conservation organization working around the world to protect ecologically important lands and waters. Since 1983 Cargill has provided support to TNC to help fund a range of conservation initiatives in the United States. We also work with TNC to address conservation and biodiversity issues in Brazil, China and along the Mississippi River in the United States.

TECHNOSERVE

TechnoServe works with entrepreneurial men and women in poor areas of the developing world to build businesses that create income, opportunity and economic growth for their families, their communities and their countries. Cargill has funded TechnoServe projects to improve market access for cocoa farmers and establish small business competitions in Latin America that build entrepreneurship and sustainable small enterprises.

NATIONAL FFA

For 50 years Cargill has supported youth leadership development through the National FFA, a U.S.-based agriculture education program in schools. FFA provides its 500,000 student members the tools and resources needed to become future leaders in agriculture. Cargill employees and locations support local chapter efforts, state programming, and national efforts by volunteering, offering expertise and mentoring students interested in pursuing careers in agriculture.

WORLD WILDLIFE FUND

World Wildlife Fund (WWF) works to preserve the diversity and abundance of life on earth and the health of ecological systems. In collaboration with Cargill, WWF is working to define better management practices in the trade and production of key commodities. For example, we are engaged with WWF to assess progress among our Indonesian palm oil suppliers to implement the principles and criteria established by the Roundtable on Sustainable Palm Oil (RSPO).

LIVING LANDS & WATERS

Since 1998 Cargill has sponsored Living Lands & Waters (LL&W), which works to protect and restore major U.S. waterways and watersheds. Near our locations along Midwestern rivers, Cargill employees volunteer with LL&W for annual cleanups and tree restoration.

WORLD FOOD PROGRAMME

Cargill has supported World Food Programme (WFP) school feeding and deworming activities in Africa and Central America since 2001. In 2007, we expanded our support with a \$3 million commitment to improve nutrition and education for 30,000 children in Indonesia. In 2010, we started a new project supporting a WFP food security program in India.

PROJECT LEAD THE WAY

To ensure a strong workforce for the future, Cargill knows it must invest in programs that build skills in science, technology, engineering and math. Project Lead the Way (PLTW) targets students in middle school through high school, providing them with skills that are important to their future. Since 2008, Cargill has contributed more than \$2 million to sponsor the PLTW curriculum in 58 middle and high schools in Cargill communities across the United States.

OUR OTHER KEY PARTNERS INCLUDE:

- The Global FoodBanking Network
- World Soy Foundation
- Global Alliance for Improved Nutrition
- Wildlife Conservation Society
- Fauna & Flora International
- Global Water Challenge
- China Children and Teenagers' Fund

Our Commitments

Commitment to Business Conduct

As a trader in 1865, Cargill modeled its business practices under the phrase “our word is our bond.” As a global business today, Cargill affirms this promise through its Guiding Principles — the ethical standard by which we operate throughout the world.

- We will comply with the laws of all countries to which we are subject.
- We will not knowingly assist any third party to violate any law of any country, by creating false documents or any other means.
- We will not pay or receive bribes or participate in any other unethical, fraudulent or corrupt practice.
- We will always honor all business obligations that we undertake with absolute integrity.
- We will keep our business records in a manner that accurately reflects the true nature of our business transactions.
- Our managers and supervisors will be responsible that employees, consultants and contract workers under their supervision are familiar with applicable law and company policies and comply with them. Further, they will be responsible for preventing, detecting and reporting any violations of law or our policies.
- Our employees will not become involved in situations that create a conflict of interest between the company and the employee.

Every employee is expected to exercise good judgment consistent with these values and expectations and be accountable to act accordingly.

We are committed to being an industry leader in the area of food safety, using only those production, storage and transportation facilities that are consistent with our high commitment to food safety. We work with our customers to develop innovative solutions, based on sound science, to promote food, feed and product safety.

Commitment to People

We are committed to treating people with dignity and respect. Hiring, motivating, developing and retaining the right people is critical to our ability to deepen relationships with customers and fulfill our promises to the communities we serve.

We are committed to the respect and protection of human rights, the elimination of discrimination in employment and occupation, and promotion of equal rights. We respect freedom of association and the right to collective bargaining.

We do not accept or support the use of illegal, abusive, forced, or child labor within our operations, anywhere in the world. We observe applicable local, state and national laws and regulations regarding employment and the employment of minors.

“Our partnership with Cargill is blazing a new trail to help improve the lives of some of the world’s poorest people.”

Marcela Hahn, executive director, strategic partnerships and alliances, CARE



“Cargill muscle power, funding and expertise have helped our organization exceed its goals and helped open doors for us.”

Chad Pregracke, founder and president, Living Lands & Waters



We value the full range of talents and perspectives of our diverse employees and provide them with a safe, healthy and respectful workplace where resources are invested to support them to develop to their full potential. We pay regular and competitive wages and appropriate benefits.

Commitment to the Environment

We believe in protecting and conserving the environment. We are developing ways to reduce our environmental impact throughout our global operations and to help conserve natural resources.

We have developed management systems and policies to ensure environmental compliance, prevent pollution and continually improve performance on criteria relevant to our business and operations. We have ambitious “beyond compliance” goals for improvements in energy efficiency, carbon emissions reduction and water management.

In addition to our efforts within our business, we also partner with governments, nongovernmental organizations, communities, employees and customers to leverage market-based solutions to reduce the environmental impacts of the supply chains in which we participate. We are active in numerous multi-stakeholder

efforts worldwide to develop and deploy sustainable practices in agriculture and food production.

Commitment to the Community

We work together with a diverse group of global, national and local organizations to support responsible economic development and to bring positive, measurable improvements to the communities where we live and work.

Our businesses and our people provide support by contributing time, talent and financial resources, as well as promoting good civic behavior and dialogue between stakeholder groups. We are committed to contributing 2 percent of our global consolidated pre-tax earnings, based on a three-year trailing average, to programs that are focused on improving nutrition and health, education and environmental stewardship.

We recognize our continued success depends on the growth and health of our communities and partners. We are committed to investing in, engaging with and respecting the cultures of the communities where we live and work to promote sustainable and responsible economic development, to create growth that improves living standards and promote vibrant, stable communities.

Corporate Responsibility at Cargill

Cargill is committed to applying its global knowledge and experience to help meet economic, environmental and social challenges wherever we do business.

Corporate responsibility is part of everything we do. It is a process of continually improving our standards, our actions and our processes. Corporate responsibility extends not only to our own operations but to our wider communities and is based on four commitments:

- We will conduct our business with high levels of integrity, accountability and responsibility
- We will develop ways of reducing our environmental impact and help conserve natural resources
- We will treat people with dignity and respect
- We will invest in and engage with communities where we live and work

We recognize our continued success depends on the growth and health of our communities and partners, as well as the vitality and conservation of our natural resources.

OUR VISION Our purpose is to be the global leader in nourishing people. Our mission is to create distinctive value. Our approach is to be trustworthy, creative and enterprising. Our performance measures are engaged employees, satisfied customers, enriched communities and profitable growth.



Cargill Corporate Affairs
P.O. Box 5650
Minneapolis, MN 55440
Tel 952-742-6000
www.cargill.com

© 2010 Cargill, Incorporated.
All rights reserved.



Mixed Sources

Product group from well-managed
forests, controlled sources and
recycled wood or fiber
www.fsc.org Cert no. SW-COC-002059
© 1996 Forest Stewardship Council



Printed on recycled paper using
soy-based inks.