

Responsibility across many dimensions



Cargill is committed to operating responsibly as we pursue our goal to be the global leader in nourishing people. Expectations for companies are rising, and we are responding by making our company more accessible and helping others understand not only what we do, but how we do it. To earn trust, we must meet our obligations to the wide array of people and organizations we serve. We do that by conducting business with integrity, operating responsible supply chains, working to feed the world and enriching our communities.

Responsibility across many dimensions

What does it mean to act responsibly in today's world? The answer can be as varied as the people we serve – employees who put their careers in our trust, communities that host our facilities, customers who depend on us to supply responsibly sourced products, and millions of farmers around the world who look to us to help them market their crops. Increasingly, it is not just about what we do, but how we go about doing it, that matters.

For 148 years, ethics and integrity have been the foundation for how we think and act, and how we seek to earn and build trust. This began with our founder and is carried on today with our current owners and employees. We also realize that we don't get to judge whether we meet the standard, others do. That means that every day we need to earn that trust by conducting our affairs in a way that is honorable. It also means we have to make ourselves accessible and help people understand our business.

One area of increasing interest – and some skepticism – is how and where the food we feed our families is produced. People want to be assured that food is grown, processed and transported in ways that are socially and environmentally responsible, and safe. The reality is that working to create a sustainable, reliable and trusted supply chain is challenging because of the sheer number of independent links along the way. We need to view that complexity not as a burden, but as an opportunity. In this report you will learn more about what we are doing to tackle the economic, environmental and social challenges in our supply chains.

Another key area where we believe Cargill can make a difference – and where we feel we have a responsibility to raise our voice – is the challenge of feeding the world. Providing access to safe, nutritious and affordable food is what we do every day. We also advocate for policies and practices that we believe provide the greatest opportunity for the world to feed itself with the smallest environmental footprint and the greatest probability of ensuring food security for all.

No one company or organization, no matter how large or well-intentioned, can tackle these critical issues on its own. We actively seek to build partnerships with the public, private and nonprofit sectors – and engage with our customers, neighbors, employees, thought leaders and critics. Together, we can make a difference.

Cargill's vision is to be the global leader in nourishing people. This gives a framework to all our actions: whether it is storing crops and minimizing spoilage; championing the use of practices that protect the environment; responsibly sourcing commodities; developing supply chains that respect people and human rights; or living up to the ethical standard we have set for ourselves. These are just a few examples of Cargill's responsibility across many dimensions.



Gregory R. Page
Chairman and Chief Executive Officer
Aug. 20, 2013

Conducting business with integrity

Adhering to high standards of business conduct has been important to Cargill since our founding in 1865. We are governed by a Code of Conduct, which is grounded by the seven Guiding Principles below.



For nearly 150 years, conducting business in an ethical way has been central to Cargill. Our company founder William Wallace Cargill believed a reputation for integrity was a key business differentiator. Cargill has earned and maintained a reputation for ethical business conduct ever since. Today, as a diversified global company still grounded in a culture of trust and respect, this remains the standard by which we do business.

We obey the law

Obedying the law is the foundation on which our reputation and Guiding Principles are built. As a global organization privileged to do business all over the world, we have the responsibility to comply with all of the laws that apply to our businesses.

We conduct our business with integrity

We take pride in conducting our business with integrity. We compete vigorously, but do so fairly and ethically. We do not offer or accept bribes or inappropriate gifts, and we comply with the laws and regulations that support fair competition and integrity in the marketplace.

We keep accurate and honest records

Accurate and honest records are critical to making sound business decisions and maintaining the integrity of our financial reporting. Our business information, in whatever form, must reflect the true nature of our transactions.

We honor our business obligations

Our business relationships are grounded in mutual trust, and have been throughout Cargill's history. We build and maintain the trust and confidence of our customers and other business partners by communicating honestly, respecting information entrusted to us, and standing behind our commitments.

We treat people with dignity and respect

We achieve our goals through our people. We provide a safe workplace and value the unique contributions of our global team, enabling those who support Cargill's goals to achieve their own individual potential.

We protect Cargill's information, assets and interests

We count on one another to act as stewards of the organization. To preserve the value of Cargill, we protect the information and assets entrusted to us and avoid situations that may let personal interests influence our business judgment.

We are committed to being a responsible global citizen

The breadth of our operations means that Cargill touches almost every aspect of society. With our global reach comes the responsibility to understand and manage our impact. We maintain strict environmental and food safety standards within our operations and share our global knowledge and experience to help meet economic and social challenges.

Cargill is committed to operating responsibly across the agriculture, food, industrial and financial markets we serve



We are committed
to being a responsible
global citizen

1 of our 7
Guiding Principles

**“The policy on which our business has
always been conducted is...
our word is just as good as our bond.”**

– John MacMillan, Sr., 1923



Corporate responsibility is now a key component in our leadership training curriculum – providing future leaders with a deeper connection to Cargill's role as a responsible company, and the leader's role in helping identify and implement solutions. To develop leadership capability around creating value in communities where we operate, participants in Cargill's High Performance Leadership Academy work with local partners to increase understanding of local social and environmental issues and focus on ways to address them.

Operating responsible supply chains

Across our supply chains, Cargill acts responsibly and collaborates with others to tackle economic, environmental and social challenges.



"Between now and 2050, we'll need to produce as much food as we have in the past 4,000 years. It's staggering. That's why we collaborate with companies like Cargill to find ways to achieve sustainable intensification in agriculture. Much of what needs to be done is happening on the farm, and Cargill can help us reach those farmers. Using technology and better data, farmers can ramp up output and ramp down input. While collecting information to increase yields, we also help farmers measure environmental outcomes by gathering data about nutrient runoff, fertilizer use and greenhouse gas emissions. As we compile this data, we can learn a lot about how to improve those environmental outcomes in ways that are tailored to individual farms."

Mark Tercek, CEO
The Nature Conservancy

Assessing supply chain risks and opportunities

Cargill promotes responsible agricultural practices. In 2012, we introduced a responsible supply chain assessment tool to help our businesses and customers rapidly identify, assess, prioritize and quantify risks and opportunities. The standards we use are adapted from the **International Finance Corporation**, a division of the World Bank, focused on environmental, social and economic criteria for responsible sourcing across a range of industries. Cargill's tool assesses the financial materiality of risks and opportunities by assigning cost and revenue implications based on likelihood and business impact. After conducting the assessments, we formulate action plans to mitigate risks. We developed and piloted this tool in 2012 and 2013; to date we have conducted assessments across 17 of our businesses involving 20 customers. The tool has been effective in engaging our businesses, customers and other stakeholders in deeper conversations around sustainable agricultural issues and solutions across our supply chains.

Advancing strategies for sustainable agriculture

We collaborate with farmers and partners to increase yields sustainably. Since 2004, we have worked with **The Nature Conservancy** (TNC) to address the dual objectives of higher productivity and improved conservation in agriculture. In 2012 and 2013, we increased our support of TNC's Global Agriculture Program. Together, we are developing and promoting techniques to produce more, but with less impact on land, water and biodiversity in North America, Brazil, Argentina, China and Africa. One example is our ongoing work with TNC to help farmers grow soy more sustainably and protect the Brazilian rainforest. In 2012, Cargill Chairman and Chief Executive Officer Greg Page joined TNC's Latin American Conservation Council, a group of leaders from business, government and civil society convened by TNC to generate innovative and scalable solutions across Latin America in the priority areas of water security, food security and smart infrastructure.

Creating a sustainable cocoa supply chain

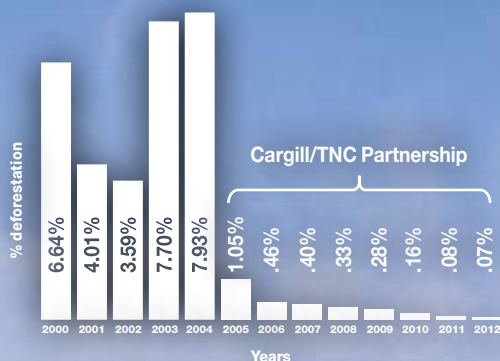
Cargill is investing in Africa, Asia and South America to support long-term sustainable cocoa production. We call it the **Cocoa Promise** – partnering with governments, non-governmental organizations (NGOs), customers and farmer groups to make a difference in the lives of farmers and their communities while meeting growing global demand for better quality, sustainable cocoa beans. We provide financing, training and support to strengthen sustainable cocoa supply chains in Brazil, Cameroon, Côte d'Ivoire, Ghana, Indonesia and Vietnam. In 2012, Cargill trained 90,000 cocoa farmers worldwide in better agricultural



By 2020, 100 percent of our palm oil products will be certified by the Roundtable on Sustainable Palm Oil and/or originated from smallholder growers



Cargill is on target to source more than 120,000 metric tons of certified sustainable cocoa beans worldwide



Monitoring Brazilian soy farms to reduce Amazon deforestation

(478 farms, total farm area of 166,735 hectares, total forest on farm 52,304.73 hectares in 2013)



Cargill generates energy from 17 different renewable sources



To help ensure the soy industry is working on sustainable production, we are bringing together thought leaders from Europe, Brazil and the United States in 2013 to participate in a “learning journey” focused on addressing challenges and identifying clear, implementable solutions. This four-day session in Brazil will involve food and feed companies, retailers, producers, governments, NGOs and academics.



In Indonesia, Cargill's PT Hindoli palm plantation in South Sumatra received the industry's first Indonesia Sustainable Palm Oil (ISPO) certification in 2013. The plantation audit was conducted by ISPO and independent auditors. PT Hindoli also is certified by the Roundtable on Sustainable Palm Oil (RSPO) and the European Union's International Sustainability and Carbon Certification (ISCC). PT Harapan Sawit Lestari, Cargill's other palm plantation in West Kalimantan, received ISCC certification in June 2013 and is expected to be RSPO certified later this year.



Cargill's food safety Auditor Academy trains our internal auditors to ensure greater consistency and increased rigor when auditing Cargill food and feed locations, including manufacturing, handling, storage and transporting facilities, as well as external manufacturers, suppliers, service providers and transport companies. More than 300 auditors have been trained since the academy was launched in 2011. Cargill's trained auditor pool – from a variety of our business units – continues to grow, with additional training sessions planned in Asia Pacific and Latin American locations in 2013.

practices, cocoa fermentation methods and social practices, including the importance of children's education and HIV awareness. In Ghana, where we aim to train 15,000 farmers by 2016, 3,900 cocoa farmers already have completed the training and received premium payments in 2013 for their first harvest of sustainable cocoa beans. The resulting 2,500 metric tons of UTZ-certified cocoa can be traced from the farmer to the final product. In Indonesia, we are extending our sustainable cocoa program to South Sulawesi province. Cargill intends to train more than 1,300 Indonesian smallholder cocoa farmers by 2015 to improve their productivity, bean quality and incomes. In Vietnam, we have established more than 100 cocoa demonstration farms showcasing sustainable farming practices. We also are working to help rejuvenate the cocoa industry in Brazil through farmer training and seed distribution programs.

Improving palm sustainability

Cargill is working with **The Forest Trust** (TFT) to map our palm oil supply chain, providing greater transparency to meet our customers' needs for responsibly sourced palm oil and helping identify areas for improvement. We expect this work to be completed by 2014. By 2015, Cargill has committed to only supply palm oil products that are certified by the **Roundtable on Sustainable Palm Oil** (RSPO) and/or originated from smallholder growers (excluding palm kernel oil products) to our customers in Europe, the United States, Canada, Australia and New Zealand. By 2020, that commitment will extend to all palm oil products and all customers worldwide. In 2013, we also launched a sustainability program in Malaysia with NGOs **Wild Asia** and **Solidaridad** to help more than 2,400 independent smallholder farmers meet RSPO standards for palm production. This three-year program will provide technical assistance, training and capacity building to increase palm fruit yields and farmer incomes.



Cargill's cotton business in Zimbabwe became a verified partner of the **Cotton made in Africa** (CmiA) program in January 2013, a designation already held by our cotton business in Zambia. We are working with 100,000 smallholder cotton farmers in Zambia and 29,000 farmers in Zimbabwe to help them meet the production criteria of CmiA, an initiative of the Aid by Trade Foundation, which helps improve farmer livelihoods by promoting socially and environmentally sustainable cotton from Africa. With co-financing from the Aid by Trade Foundation and the Bill & Melinda Gates Foundation, we train farmers in Zimbabwe and Zambia through our Cargill Cotton schools to improve agricultural practices, including soil and water conservation techniques, in order to optimize cotton and food crop production in balanced crop rotation plans. In Zambia, we also support Cargill Women's Clubs that provide agricultural training to 35,000 female cotton farmers.

Sharing best practices in U.S. agriculture

In North America, Cargill is responding to customers' increasing interest in how commodity crops – including canola, corn, soy and wheat – are grown. When a major U.S. retailer asked for sustainability data from its suppliers, we reached out to grain elevator operators across the country to gather information about agricultural practices in our wheat supply chain. The resulting insights – such as the use of fertilizer and fuel; water use and irrigation; soil fertility and erosion; and integrated pest management – represent more than 9 million acres of U.S.-grown wheat. Our customers now have more insight into the environmental practices used in these regions so they are better prepared to answer questions from consumers. To help increase the sustainability of U.S. corn and wheat crops, we are partnering with industry groups – such as **Field to Market**: The Alliance for Sustainable Agriculture – and with TNC to increase farmers' use of Field to Market's Fieldprint Calculator, which helps track water, land and energy use, soil conservation and climate impact. Our AgHorizons business also works directly with farmers using NextField™ solutions to maximize yields while optimizing fertilizer use to reduce environmental impact.

Enhancing food safety

Cargill plays a leading role in helping advance food safety practices around the world. We strive to be a reliable source of expertise for our customers, maintain the trust of regulators, earn the confidence of consumers and be a catalyst to improve food safety across the industries in which we operate. In the United States, Cargill is working with government, industry partners and the public health community to introduce sweeping reforms to the U.S. food safety system. The U.S. Food Safety Modernization Act (FSMA), which focuses on foods regulated by the U.S. Food and Drug Administration (FDA), is the catalyst for these changes. FSMA aims to prevent food-borne illnesses by requiring all food companies and importers to take specific preventive actions like the kind that are the foundation of the food safety programs at Cargill and other industry leaders. Our work to develop innovative new technologies to identify and control food-borne pathogens continues, including an early predictive test for salmonella in turkeys, research into sources of salmonella in poultry and cattle, and tests to detect lower levels of mycotoxins. We are focusing on better crop production and animal husbandry practices that can help prevent or mitigate food safety risks.

Reducing our environmental impact

We continually strive to find new and better ways to conserve resources, expand the use of renewable raw materials and reduce environmental impacts. At one of our largest beef processing plants, in Fort Morgan, Colorado, United States, we installed high efficiency fluorescent lighting and a more efficient boiler. Along with other energy-efficiency improvements, the facility has experienced a 10 percent reduction of natural gas use over the past three years, and an 8 percent increase in biogas recovery. Cargill is expanding use of clean energy systems, such as combined heat and power units that generate electric power and thermal energy from a single source. Cargill operates more than 30 of these combined energy systems globally, resulting in a 20 percent average improvement in energy efficiency compared to separate systems. We also work with customers to reduce the environmental impact of our supply chains. In China, we are reducing carbon emissions by using a pipeline to transport product from our corn processing facility to our customer's nearby location rather than delivering by truck.



Cargill is on target to source more than 100,000 metric tons of certified sustainable cocoa beans from Côte d'Ivoire by 2015 – making our program the largest of the kind in the country. We have trained more than 60,000 farmers since 2009, all of whom are now part of UTZ and Rainforest Alliance certified cooperatives. Our partnership with **CARE** also is improving social and economic development in 130 rural cocoa-producing districts in Côte d'Ivoire and Ghana.



Cargill has achieved **Bonsucro™** certification for our sugar and ethanol supply chains in Brazil, demonstrating our commitment to using best manufacturing practices. As a founding member of Bonsucro, an organization focused on reducing the environmental and social impacts of sugarcane production, we also encourage our suppliers to follow the organization's criteria for sustainable sugarcane practices. Cargill has conducted training courses about the Bonsucro standard at six of our partner mills.



Visit cargill.com for an expanded look at our corporate responsibility efforts.

Working to feed the world

Cargill is working hard to address the complex challenge of food security – providing access to safe, nutritious and affordable food now and as the world's population grows.



During September 2012, 600,000 pounds of surplus sweet corn harvested in Minnesota were delivered to emergency hunger-relief organizations in 10 states as part of an agricultural surplus initiative coordinated by the [Hunger-Free Minnesota](#) campaign. Cargill provided funding for the initiative and logistical support in handling the rescued corn, which would otherwise have been wasted. The goal is to bring this concept, which included several companies, to other states to help collect surplus food crops and direct them to food banks.

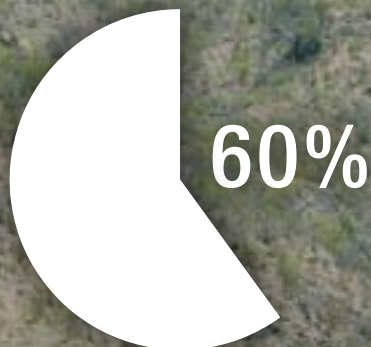
Investing to increase food production

We are committed to helping feed the world's expanding population while at the same time protecting the planet – supporting Cargill's vision to be the global leader in nourishing people. In fiscal 2013, Cargill invested more than \$3.5 billion in assets and facilities that create new capabilities and more agricultural capacity. For example, in Efremov, Russia, we opened a \$40 million poultry processing facility able to produce 18,000 metric tons of chicken annually and are working with growers to ensure that locally sourced poultry meets Cargill's quality, food safety and animal welfare requirements. In Canada, we are expanding our Elva, Manitoba grain facility to increase storage capacity for wheat, canola, barley and oats from 14,500 to 24,500 metric tons and doubling our rail car handling capacity at this facility and at our grain elevators in Kindersley and Rosetown, Saskatchewan. We also are building a new canola refinery in Saskatchewan for efficient production of food-grade canola oil and a canola processing facility in Alberta that will process 850,000 metric tons of conventional and specialty canola annually. In the United States, we are investing \$30 million at our grain elevator near Holdrege, Nebraska, to expand storage capacity by 3.5 million bushels, increase unloading speeds and shipping capacity, and add railroad service. In Brazil, we are investing approximately \$4.3 million to expand cocoa pressing capacity at our Ilhéus plant by 25 percent through equipment and technology upgrades that increase efficiency while reducing energy use.

Helping farmers build agricultural capacity

We help farmers increase their agricultural capacity and improve their incomes while ensuring responsible land use around the world. In the United States, Cargill is collaborating with [The Nature Conservancy](#) (TNC) to measure the productivity and economic impact of conservation practices combined with high-yield techniques for growing corn and soybeans. In Indonesia, we have trained 1,500 corn farmers to help increase yields, improve harvesting and storage practices, expand market access and protect watersheds. We also work with Indonesian livestock, cassava and coconut farmers. Each year, we train 2,000 livestock producers across Indonesia to improve animal health, productivity and nutrition – helping raise their incomes. In East Java, we have donated more than 750,000 cassava seedlings since 2007 to more than 200 smallholder farmers. And in North Sulawesi, we are partnering with nonprofit [Winrock International](#) to help 200 smallholder coconut farmers achieve higher incomes by providing more productive coconut seedlings, donating organic fertilizer and conducting training about agronomic practices and post-harvest handling. In the Philippines, we are participating in a program to develop a certified coconut oil supply chain to enhance sustainability and improve the livelihoods of 2,300 coconut growers.

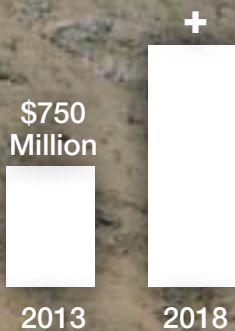
Over the last five years, Cargill has contributed more than \$81 million worldwide to reduce hunger and improve nutrition



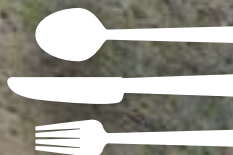
60 percent of the world's remaining undeveloped arable land is in Africa, which will play a crucial role in food security



Cargill has trained 3.2 million Chinese farmers – improving productivity in animal nutrition, sanitation, genetics and farm management



Cargill's investment in Africa is growing



Since 2004, Grain by Grain in Brazil has produced more than 700 tons of food in school gardens



Cargill helped establish the **India Food Banking Network (IFBN)**, which opened the first food bank in Delhi in June 2012. During its first year of operation, the food bank provided 1.1 million meals to 10,000 people. IFBN also has distributed 80,000 kilograms of food to 14 feeding partners at 30 different locations.



In December 2012, we launched a series of forums in Pahang, Malaysia to help educate fish farmers about best practices for farm management, fish feeding and nutritional requirements, and about export markets to help boost Malaysia's aquaculture industry.



Cargill works directly with 6,000 farmers in seven Eastern European countries to help improve productivity and profitability by increasing yields, lowering production costs and improving crop prices. In 2012, we introduced risk management tools to help farmers in Hungary and Romania respond to commodity market volatility. Cargill is the first to offer these types of risk management solutions in these markets. We also plan to expand these offerings to farmers in Bulgaria, Poland, Russia, Slovakia and Ukraine.

Reducing food waste

Each year, 1.3 billion tons of food is wasted worldwide. In addition to helping farmers reduce post-harvest losses through proper crop storage, Cargill works with partners to redirect surplus food away from landfills and into food redistribution programs. In the U.K., Cargill supports **FareShare's** food rescue and distribution efforts. FareShare feeds 43,700 people per day through 910 charities – a total of 10 million meals last year – with food that would otherwise have been wasted. In the United States, we support similar programs through **Feeding America** and **Second Harvest Heartland**. We also pay close attention to reducing food waste in our own operations. Our North American meat processing business, for example, uses proven techniques to maximize the amount of protein harvested from each animal in order to feed more people with less environmental impact.

Focusing on African agriculture

Cargill is increasing investments in Africa to help the continent reach its potential for contributing to the world's future food security. We are working with farmers across Africa – from smallholders in Cameroon, Côte d'Ivoire, Ghana, Zambia and Zimbabwe to commercial-scale growers in South Africa – and partnering with governments and nonprofits to introduce sustainable agricultural practices. Last year, Cargill joined the G8 nations in committing to accelerate funding for African agriculture as part of the New Alliance for Food Security and Nutrition. In Mozambique, Cargill is working with **AGDEVCO** to support Empresa de Comercialização Agrícola Ltd. to boost incomes for 50,000 smallholder farmers through a long-term supply agreement for the maize produced under this program. In South Africa, Cargill works directly with 900 farmers sourcing almost 1 million tons of grain. The farmers use silo bags supplied by Cargill to store their crops until market prices are more favorable, saving transportation and storage costs. This year we also introduced Cargill's North American AgHorizons model to provide crop inputs and risk management services directly to South African farmers, helping them increase yields sustainably and maximize profitability.



In northeastern China, we are working with the **World Wildlife Fund (WWF)**, Songyuan municipal government, smallholder farmers and one of our customers to develop a sustainable supply chain model for improving corn production and conserving wetlands. So far, more than 7,000 farmers have participated in training focused on improved seeds, planting techniques, fertilization management, irrigation and crop storage. During the 2012 growing season (the first year of the project), participating farmers in 10 demonstration farms around Baidu township saw their yields increase 28 percent – exceeding the yield goal of 20 percent. Improvements in corn storage after harvesting also have increased the crop's value by more than 10 percent. As a result, average net incomes for the farmers rose 75 percent. Twenty more demonstration farms are being added this year. The project aims to improve food security, reduce impacts on critical ecosystems, decrease excess use of nitrogen, improve soil quality, reduce water use through drip irrigation, minimize post-harvest loss and boost rural prosperity.

Providing more food and better nutrition

We expand access to food, improve nutrition and pursue partnerships to combat hunger and malnutrition in collaboration with the public, private and nonprofit sectors around the world. In October 2012, Cargill's Truvia® business and the **World Food Programme** announced a three-year partnership to help fight childhood hunger in Bolivia by providing well-balanced school meals daily to more than 30,000 schoolchildren. During the first year of the program, more than 21,000 children received nutritious meals prepared with fortified vegetable oil, and 68 fuel-efficient stoves were built in schools serving 10 Bolivian municipalities. In Central America, where roughly two-thirds of the region's population is undernourished, Cargill works closely with governments, suppliers, customers and communities to improve standards of living. Cargill delivery trucks bring food to thousands of people living in remote communities every day. In areas of Honduras where families struggle with inadequate nutrition, our Pollo Norteño™ business provides separately packaged chicken giblets, an affordable source of meat protein sold at small shops. In Venezuela, Cargill donates 234,000 kilograms of food per year – including pasta, flour and cooking oil – to support food security through 210 institutions serving 21,000 people. Our team in Argentina developed a technology solution and trained Argentina Food Bank Network and 14 Food Banks' staff to improve the efficiency of their food collection and distribution process, reduce fixed costs and increase donations that are distributed to more than 1,570 soup kitchens and 230,260 people.

Growing fresh produce

Cargill sponsors garden projects around the world that teach children and their families about the importance of good nutrition (especially the role of fresh vegetables in a healthy, balanced diet), provide them with vegetables, and educate them about gardening. In Europe, we support school gardens, including programs in Germany, the U.K. and Hungary, where the "Grow Your Own" project is expected to reach 30,000 Hungarian schoolchildren in 2013. In Brazil, where our "De Grão em Grão" (Grain by Grain) program has helped teachers and students produce food in school gardens since 2004, we updated the program's educational materials in 2012 to include teaching aids for younger students. Those materials are now being used by 88 schools in nine cities, where 39,750 books and activity guides have been distributed to teachers and students. In Central America, Cargill works with **CARE** and the Educan Project in public schools, supporting nutritional education programs that have reached more than 20,000 children in Guatemala, Honduras and Nicaragua over five years.

Reducing malnutrition

To promote food and nutrition security for farmers, families and communities, we joined the **Scaling Up Nutrition** (SUN) Business Network in 2013 – committing to support the SUN Movement globally to tackle the issue of malnutrition in areas where Cargill operates. SUN is a collective effort by the governments of 41 countries, the United Nations, nonprofits, businesses and researchers. Through SUN, Cargill is helping ensure that improved agricultural incomes lead to more nutritious food choices.



© Aga Khan Foundation / Jean-Luc Ray.

In Mozambique, Cargill has committed \$1.35 million to a three-year partnership with the Aga Khan Foundation to support the Agrarian Institute of Bilibiza, a vocational school providing agricultural training for 400 students annually. During the past year, the school has increased staffing, refurbished the electrical system, added satellite internet access, installed a solar-powered irrigation system, and raised and sold chickens to teach small business management and livestock production skills to students and the local community.



In Central America, Cargill works with CARE to improve family incomes by providing equipment, training and financing to nearly 3,000 entrepreneurs who are raising and selling crops, livestock and food items. Participants have raised their incomes by as much as 15 percent – with the largest increases achieved by women.



Visit cargill.com for an expanded look at our corporate responsibility efforts.

Enriching our communities

Cargill helps build vibrant and stable communities by supporting long-term solutions to reduce hunger, improve education and protect the environment.



Cargill donated 42,500 pounds of vitamin-fortified soy in 2013 to **Kids Against Hunger** – enough for 1.2 million meals destined for kids in Washington, D.C., United States; Haiti; and the Philippines. Cargill employee volunteers helped package the meals, which include dehydrated rice, soy, vegetables, vitamins and minerals.

Investing in solutions to improve food and nutrition security

We support partners – such as **CARE**, **World Food Programme**, **GAIN** and **TechnoServe** – that are working to address hunger, improve nutrition and increase agricultural productivity. By the end of 2013, our five-year, \$10 million partnership with CARE will have helped more than 100,000 people improve their standard of living in Ghana, Côte d'Ivoire, Central America, Brazil, India and Egypt. During the last four years, Cargill-funded CARE programs have helped more than 53,900 children stay in school. We have improved the health and nutrition of more than 30,000 children, engaged more than 28,900 parents in providing better education and nutrition for their families, and trained more than 3,000 teachers and education officials. In addition, CARE programs have helped more than 20,000 farmers and their families significantly increase their incomes from farming and other enterprises and provided more than 35,000 farmers and their families with training and technical assistance to increase the productivity of their work on and off the farm. Going forward, the Cargill-CARE partnership will focus on long-term, sustainable improvements in food and nutrition security for select communities in Central America, India and Africa.

Educating students in science and math

Cargill provides training and schooling in science, technology, engineering and math (STEM) and partners with organizations that build and improve STEM programs to educate future engineers and scientists. Cargill works with U.S. STEM organizations to connect students from kindergarten through 12th grade to post-secondary institutions and STEM industries. During the past three years, we contributed \$7.8 million for STEM initiatives, including the **Engineering is Elementary** program that has introduced engineering and technology concepts and career paths to children in the first through fifth grades at nearly 3,000 schools across the United States.

Providing food in emergency situations

We improve access to nutritious food and increase the availability of food around the world. While we focus on developing long-term solutions to hunger, we also contribute food in emergency situations. In the Philippines, Cargill provided funding for food after Typhoon Bopha devastated the region. Together with the Philippine Red Cross, we helped provide food packets – including rice, canned food, cooking oil and noodles – to storm victims in Bananga, the hardest-hit area. In the United States, Cargill delivered food after a powerful tornado ripped through Moore, Oklahoma. Cargill employees served more than 7,200 meals over a three-day period and the company donated 13,000 hamburger patties to the

350 COUNCILS

Through 350 Cargill Cares Councils in 47 countries, our employees make a significant local impact on our communities

47 COUNTRIES



In 2013, our employees and retirees volunteered more than **250,000 hours** worldwide



Cargill's charitable giving reached **\$69 million** across 53 countries in fiscal 2013

2%

We contribute 2 percent of our global consolidated pre-tax earnings, based on a three-year trailing average, to programs that improve nutrition, education and environmental stewardship



In 2012, Cargill expanded its participation in the **Notre Dame Haiti Program** partnership to eliminate lymphatic filariasis (LF). The program uses fortified salt to address LF and iodine deficiency. Cargill provides funding, marketing support and research and development assistance to add medication to the salt.



Cargill launched a mobile library in Indonesia serving more than 2,300 students from 15 schools in the Ketapang district of Kalimantan, where children have very limited access to books outside of school. Teachers use the library's selection of 500 English and Indonesian books to enhance lessons and build a culture of reading among students.



Cargill employee volunteers in Mombasa, Kenya and students from a local primary school planted 1,500 tree saplings in May 2013 – one of many projects in Cargill’s Earth Day to World Environment Day campaign. More than 200 members of the community also participated in the event.

Oklahoma Regional Food Bank and support to the American Red Cross. In Canada, Cargill donated beef and refrigerated trailers for storage along with \$250,000 to the Red Cross and food banks as part of flood-relief efforts in High River, Alberta.

Improving access to education around the world

We contribute to programs that improve access to education for underprivileged children. In Zambia, Cargill and other **Cotton made in Africa** (CmiA) partners have built four new schools in the remote bush region in addition to four schools already built in the area by Cargill. In the next year, Cargill will join CmiA partners to build four more schools. The schools are equipped with desks, toilets, bore holes for water and solar power. Once they are complete, the schools are presented to the government, which supplies teachers and maintenance. In Canada, Cargill partners with customers to support **Projet 80**, Ruelle de l’avenir, a curriculum program serving 1,000 high-risk students per week in Montreal. Located in an area with high youth dropout rates, the program focuses on keeping kids engaged in school. In Ethiopia, our Energy, Transportation & Metals businesses support a vocational training center for orphans that teaches technical skills, including computer science, electrical technology, metalwork and woodworking.

Protecting the environment

Cargill contributed more than \$4 million in fiscal 2013 – and more than \$20 million over five years – to environmental partnerships and support for projects that promote sustainable agricultural practices and provide environmental conservation education. Since 2008, more than 450 teams of Cargill employees in 32 countries have participated in community service projects from April 22 through June 5 – Earth Day through World Environment Day. In 2012, Cargill employees gave more than 12,200 hours of volunteer time for environmental projects, including planting trees in Argentina, China, Honduras and India; cleaning up debris near a river in Kansas; planting a garden in Minnesota; organizing a recycling swap shop in South Africa; and giving away reusable grocery totes to reduce disposable bag waste in Canada.



Our work with CARE’s rural schools project in India includes sponsoring learning centers for adolescent girls. At 13 centers in the coastal areas of Kutch, more than 200 adolescent girls are learning basic literacy, and numeric and life skills as part of the Kutch Livelihood and Education Enhancement Program.

Improving water quality and access

We work with partners to help preserve critical water resources. As part of our partnership with **The Nature Conservancy** (TNC), we provide funding for solutions to reduce the environmental impacts of U.S. agriculture on the Upper Mississippi River Basin. In 2012, we expanded these efforts to include watershed management in Iowa in the aftermath of recent flooding. With Cargill's support, TNC is bringing together landowners and public agencies from two states, 30 counties and hundreds of towns and cities to develop consensus and solutions. TNC also is creating a corridor of restoration in Iowa's Lower Cedar floodplain to sustain biodiversity and improve the land's ability to filter nutrients and sediments from floodwaters and absorb water during flooding events. In Indonesia and Thailand, we help improve access to clean, safe drinking water. In Indonesia, Cargill constructed wells to improve sanitation and access to clean water for seven communities near our PT Hindoli plantation. Employees at our Starches and Sweeteners business in Europe teamed with their peers in Thailand to support 69 schools in the Thai province of Mahasarakham, benefiting 5,200 people in the community. In addition to providing clean water, this effort also renovated school bathrooms, expanded a school library and multimedia facilities, and provided support for vocational education classes.

Mentoring future leaders

In 2013, we launched the **Cargill Global Scholars** program to provide high-performing college students from Brazil, China, Russia, India and the United States with leadership development training, funding for educational expenses and mentoring support from Cargill leaders. Cargill is funding scholarships and administration of the program, which includes 56 students in 2013 and will grow to 200 participants over the next five years.

Strengthening communities through volunteerism

Our employees contribute thousands of volunteer hours and make charitable donations that have a significant local impact. In China, for example, our 7,442 employees volunteered more than 28,600 hours in their communities to help improve food security, education and the environment. In October 2012, more than 3,000 employees from 19 Cargill locations across China volunteered to help increase public awareness about preventing food waste and using sustainable agricultural practices. Activities included conducting education sessions in rural schools, working with local farmers to collect and store grains and donating books to help educate farmers about advanced agricultural technologies. In Poland, employees volunteered to help prepare and serve meals to homeless people, collected food and funds for the Wroclaw food bank and helped build a vegetable garden for a local school. After severe flooding in Barby and Riesa, Germany, employees participated in relief efforts and raised funds for rebuilding. In Côte d'Ivoire, employees volunteered at an orphanage Cargill built in Soubré, which provides housing, education and health care for 60 children.



Cargill partners with TechnoServe to sponsor business plan competitions across five states and seven cities in Venezuela to promote development of sustainable small businesses. During the two-year program, 105 entrepreneurs participated in business plan training and 61 of those participants received additional support to further strengthen their business skills and access to financial capital.



Cargill is helping replace kerosene lamps with solar lighting in Indonesia, where two out of every five people lack access to clean sources of light. We worked with Singapore-based **Nusantara Development Initiatives** to develop Project Light and train women entrepreneurs to sell solar-powered lamps – a safer, brighter and less expensive alternative to kerosene. Since 2012, 14 women have sold 1,200 lamps across 20 communities in the Riau Islands.



Visit cargill.com for an expanded look at our corporate responsibility efforts.

Our vision: to be the global leader in nourishing people



148
years
of operation



Applying our global knowledge and experience to help meet economic, environmental and social challenges where we do business



When Cargill began in 1865, our business was founded on the belief that “our word is our bond.” Today, as a diversified global company still grounded in a culture of trust and respect, this remains the standard by which we do business. We operate with integrity and accountability. We are committed to feeding the world in a responsible way; reducing our environmental impact; and improving the communities where we live and work. We are passionate about our goal to be the global leader in nourishing people and operating responsibly across the agricultural, food, industrial and financial markets we serve.

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.



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Cargill is an international producer and marketer of food, agricultural, financial and industrial products and services. Founded in 1865, the privately held company employs 140,000 people in 65 countries. Cargill helps customers succeed through collaboration and innovation, and is committed to applying its global knowledge and experience to help meet economic, environmental and social challenges wherever it does business.

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