

A close-up photograph of a young girl with dark skin and hair, wearing a vibrant, multi-colored headwrap with a blue band and a patterned dress with geometric and floral designs. She is looking directly at the camera with a neutral expression. In the background, another person is partially visible, wearing a white headwrap.

Delivering

responsibly in the
global food system

Cargill is committed to operating responsibly across the agriculture, food, industrial and financial markets we serve as we pursue our goal of being the global leader in nourishing people. Our commitment to corporate responsibility has four pillars: conducting business with integrity, operating responsible supply chains, working to feed the world and enriching our communities.

On the cover: Cargill works to strengthen cocoa growing communities in Africa, Asia and South America, including increased access to education for the children of cocoa farmers in Ghana.

**Conducting
Business
with Integrity**

**Operating
Responsible
Supply
Chains**

**Enriching
Our
Communities**

**Working to
Feed the
World**

Delivering responsibly in the global food system

All of us expect a lot from our global food system, as we should. We need it to provide safe, nutritious and affordable food for everyone, and we want confidence that food is grown, processed and distributed responsibly.

It's not surprising, then, that questions are being raised about the system's ability to feed a growing global population, the health effects of today's diets, the technologies used to grow and process food, and implications for human rights, animal welfare and the environment.

The global food system is made up of an incredibly complex web of consumers, farmers, governments, food processors, food service and retail companies, and the transportation, trade and market infrastructure that helps store, move and price food on its way from farm to table. Diversity is also the system's greatest strength, providing tremendous resilience and the ingenuity to discover the best solutions as we move toward a world that is not only more populous but more prosperous. Cargill is working with our partners in all of these areas to make the system better.

We are privileged to contribute every day to the vital task of nourishing people. On behalf of our employees around the world, we are proud to share in this report some of the ways we are delivering responsibly in the global food system.

Sincerely,



Gregory R. Page
Executive Chairman



David W. MacLennan
President and Chief Executive Officer

Aug. 20, 2014

Operating responsible supply chains

We believe the supply chains that support the global food system must respect people and human rights; produce safe and wholesome food; treat animals humanely; promote responsible agricultural practices; and reduce environmental impact, including protecting high-conservation value land and conserving scarce resources.

Corporate responsibility in action

We promote the best, most responsible agricultural practices, including working closely with farmers to increase yields sustainably and treat animals humanely.

We are committed to safeguarding the wholesomeness and integrity of the food we produce and sell.

We employ innovative approaches to conserve resources, use renewable raw materials and reduce impacts to help preserve and protect the environment.

We treat our employees with dignity and respect; provide safe, secure and healthy work environments; and strive to protect human rights across our supply chains.

100+

In Germany, 12 of our sites earned ISO50001 energy management systems certification – the first of Cargill’s locations to do so – demonstrating clear processes for improving energy efficiency to reduce associated greenhouse gases, costs and environmental impacts. These sites join more than 100 Cargill locations around the world with existing certifications for environmental and safety management systems.

Boosting agricultural productivity and conservation

Around the world, Cargill works with farmers to increase yields while reducing environmental impact. In Canada, Cargill helps farmers grow more canola per acre; we have increased research and development spending by 45 percent since 2007 to boost yields and disease resistance in our VICTORY® hybrid canola, allowing farmers to increase production levels by 12 percent. In the United States, our NextField™ precision agriculture system uses satellite images and soil sampling to collect data on 100 variables that affect yields for a specific field. Farmers use the data to apply seed and crop nutrition precisely where needed to optimize performance, producing higher yields with less waste and environmental impact. By 2020, Cargill will double the amount of NextField acreage to more than 1 million total acres. In 2014, we expanded our partnership with The Nature Conservancy (TNC), including \$1.4 million in support for its global agriculture programs in Africa, Argentina, Brazil, China, Colombia, Mexico and North America.

Collaborating to meet sustainable sourcing requirements

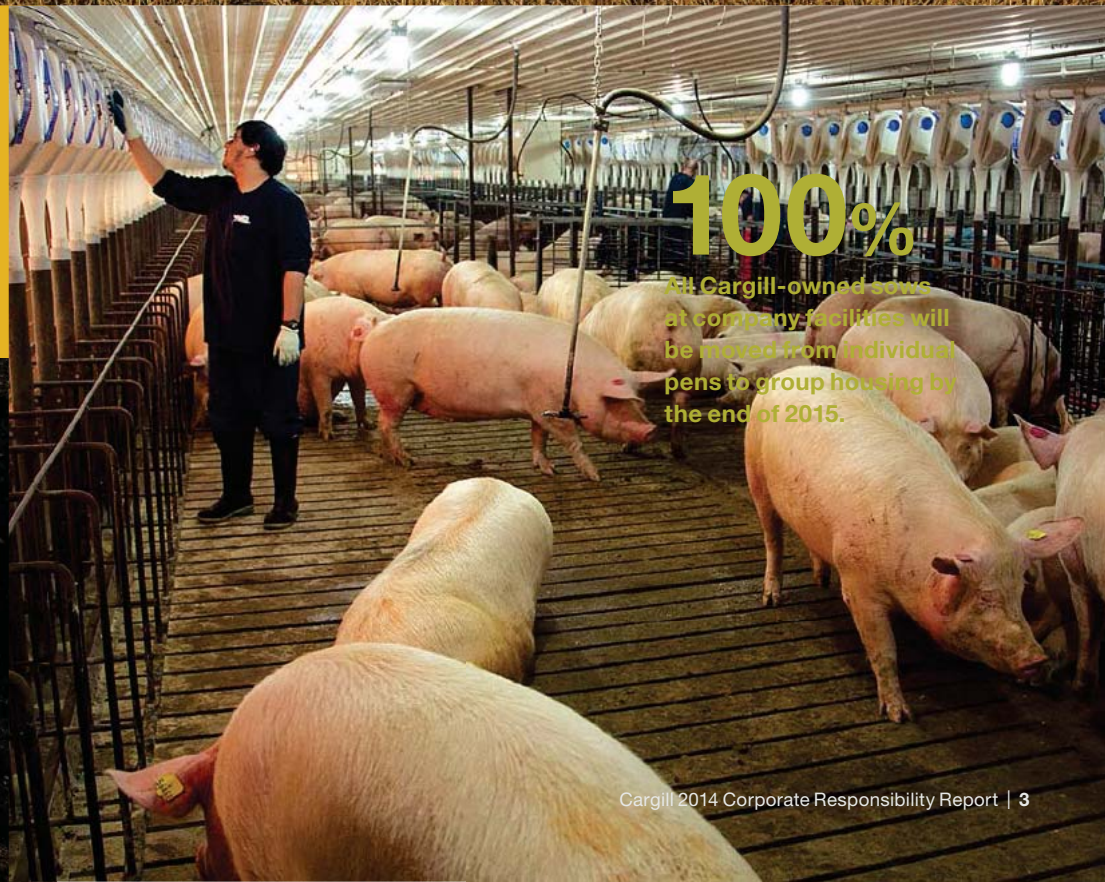
In Brazil, our work with TNC has helped farmers grow soy more sustainably since 2004. We have helped map 11 million hectares of private Brazilian land in Mato Grosso and Pará using satellite-based monitoring that enables precise evaluation of producers’ compliance with the Brazilian Forest Code, helping prevent deforestation. Now that approach is being used as part of the Brazilian government’s rural environmental registry. In Argentina and Paraguay, we help farmers adopt and verify sustainable production practices. Sustainable soy now accounts for 28 percent of the crop originated in Paraguay. We are working in northeastern China with The Coca-Cola Company, the World Wildlife Fund, Songyuan municipal government and smallholder farmers to improve corn production, reduce waste, conserve water and optimize fertilizer use. Average yields on 20 demonstration farms have increased 20 percent compared to non-demonstration farms. In 2013, more than 15,000 farmers participated; combined with favorable weather, yields were 39 percent higher than

Pursuing sustainable soy

More than 80 people gathered in Brazil in 2013 as part of a “learning journey” hosted by Cargill to address challenges and identify solutions for improving soy sustainability. Participants from the food industry, governments, nonprofit groups and academia toured soy farms, discussed progress – including the significant reduction in deforestation rates in Brazil – and planned for future action.



In Indonesia, Cargill's PT Harapan Sawit Lestari palm plantation received RSPO certification in 2014, including smallholder farmers. Our PT Hindoli plantation was RSPO certified in 2009.



100%

All Cargill-owned sows at company facilities will be moved from individual pens to group housing by the end of 2015.



Promoting biodiversity and traceability

In Europe, Cargill is increasing the sustainability of our wheat and corn supply chains by helping farmers improve energy efficiency and fertilizer use while enhancing biodiversity. Using this approach, farmers in France and Hungary have supplied 3,800 metric tons of certified sustainable corn that is traceable back to the individual grower. In Hungary, we commissioned Szent István University to study local biodiversity and prepare a guide for farmers promoting better agricultural practices, such as improving soil quality and providing pollinator habitats.

the demonstration farmers' past four-year average and fertilizer efficiency improved 34 percent. Our malt business is addressing barley sustainability in Argentina and Europe. In Argentina, we surveyed farmers about the long-term viability of malting barley in the region; we are compiling results and will use the insights to help improve the crop's sustainability. In Europe, we completed a similar assessment based on input from co-ops in several countries to better understand challenges and opportunities for meeting customer demand for certified sustainable barley.

Reducing deforestation around palm plantations

Since 2013, Cargill has been working with The Forest Trust mapping our palm oil supply chain. In Malaysia, 100 percent of palm oil produced from Cargill refineries is traceable to the mill and as of June 2014, 80 percent is traceable to the oil palm plantation and dealers. Now we are moving ahead with mapping supplies from other locations. As a member of the Roundtable on Sustainable Palm Oil (RSPO), Cargill is committed to building a traceable and transparent palm oil supply chain committed to no deforestation of high conservation value (HCV) lands or high carbon stock (HCS) areas; no development on peat; and no exploitation of rights of indigenous peoples and local communities. Effective immediately, we will work to ensure that all palm oil and palm products that Cargill produces, trades or processes are in line with these commitments. To reduce deforestation and protect biodiversity, we are using an HCS analysis tool to determine eligible planting areas as part of new palm developments and have conducted a study of our recent development. We are working with key stakeholders to advance scientific solutions, including the HCS Forest Study Report best practice frameworks and identification tools. In Indonesia and Malaysia, we support programs to help independent smallholder farmers adopt sustainable agricultural practices and meet RSPO standards.

Protecting animal welfare

Cargill ensures the livestock and poultry under our care are raised in a way that satisfies their physical, nutritional and health requirements and minimizes distress. Cargill will transition from individual sow

stalls to group housing at our U.S. operations in 2015, and all U.S. contract farms raising Cargill-owned sows will convert to group housing by the end of 2017.

Elevating cocoa yields and incomes

Since launching the Cargill Cocoa Promise in 2012, we have made progress in improving the livelihoods of farmers, their families and communities in Brazil, Cameroon, Côte d'Ivoire, Ghana, Indonesia and Vietnam. Global demand for cocoa is growing; to ensure a long-term cocoa supply, we have helped train more than 115,000 farmers, established nearly 2,550 Farmer Field Schools across six countries and distributed 25.3 million seedlings to promote farm development. Our activities are raising farmers' incomes, including \$25 million of premiums paid to farmer cooperatives for certified sustainable cocoa, half of which is paid directly to their farmer members. More than 77,000 farmers and 342,000 hectares of cocoa worldwide have been certified sustainable. In Brazil, for example, the number of hectares independently certified has increased to 3,231 hectares from 1,520 hectares since last year. In Côte d'Ivoire, our Co-op Academy is combining

Cargill uses more than 15 different renewable energy sources at nearly 100 locations, such as our Uberlândia facility in Brazil. At our poultry processing facility in Thailand, we use recovered vegetable oils and animal fats to displace fossil fuels.



classroom training and on-the-ground coaching to give cooperative leaders the skills to manage and grow their businesses. Forty leaders from 10 cocoa co-ops have already benefitted. We plan to reach 400 leaders in the next two years.

Improving cotton farmer livelihoods

Cargill participates in the Cotton made in Africa (CmiA) program to promote socially and environmentally sustainable cotton production. In Zimbabwe, we have helped 24,000 smallholder farmers adopt sustainable agricultural practices and meet CmiA requirements through 695 cotton field schools. In Zambia, our 1,600 field schools support 70,000 farmers to provide inputs, credit and training to enable them to diversify into maize production, as well as achieve the CmiA criteria. We have established more than 800 Cargill Women's Clubs in Zambia and Zimbabwe that are improving the livelihoods of women farmers by providing access to seeds, fertilizer, credit and giving them the skills to reinvest in their farms. These women are significantly increasing yields and productivity (often outperforming local male farmers) and have lower loan default rates.

Increasing food safety

We collaborate with experts in the food industry, academia and governments around the world to improve food safety. In the Netherlands and Canada, we work with regulators to ensure Global Food Safety Initiative (GFSI) standards align with government food safety requirements. This opens up the potential for government regulatory authorities to use accredited third-party audits that meet GFSI standards as a screen to help the agencies focus their resources on the highest risks. Cargill promotes consistent global food safety standards to ensure that people everywhere have access to safe food. All Cargill food production facilities will achieve GFSI-recognized Food Safety System Certification 22000 (FSSC 22000) by 2014 and relevant Cargill grain handling and animal feed facilities will be certified by 2015. We expect our agriculture, food ingredients, animal protein and food packaging suppliers worldwide to meet the same food safety standards as our own facilities. Among our food ingredient suppliers, 77 percent already are audited against a GFSI-benchmarked scheme. We also partner with customers to ensure we are meeting

their requirements. In China, we have achieved farm-to-table traceability – from hatching, raising and processing the poultry through distribution to customers with a fully integrated poultry supply chain that follows FSCC 22000 protocols. Innovations, such as Cargill's new model that quantifies the number of salmonella cells in raw poultry products, also are making food safer.

Reducing our environmental impact

We continue making progress toward our environmental sustainability goals. In fiscal 2014, we improved energy efficiency by 4.6 percent (compared to our goal of 5 percent improvement by 2015), greenhouse gas intensity 5.1 percent (exceeding our goal of 5 percent improvement by 2015) and freshwater efficiency 8 percent (exceeding our goal of 5 percent improvement by 2015). Renewables accounted for 14.3 percent of the company's energy portfolio (surpassing our goal of 12.5 percent by 2015). In 2013, our Behavior Based Energy Management (BBEM) program expanded to include our grain, feed and flour locations. We conducted BBEM assessments at 280 locations representing 95 percent of the company's energy costs.

Creating a safe workplace

We strive to provide safe, secure and healthy workplaces. In fiscal 2014, 70.3 percent of our locations operated without a reportable injury, representing 931 of our 1,324 locations globally. In 2013 we achieved our 2015 Reportable Injury Frequency Rate (RIFR) goal of 2 and ended 2014 with our best ever RIFR of 1.8 per 200,000 hours worked. However, we still have work to do. In fiscal 2014, we lost six people in workplace incidents (four employees and two contractors). These painful losses reinforce our commitment to achieving our goal of zero fatalities. We introduced Human and Organizational Performance training, conducting 25 sessions with leaders across the company; we plan to integrate this training into our core health and safety curriculum over the next two years. We are addressing targeted safety areas, including ergonomics in our meat business and vehicle safety. All of our businesses now have deployed the Focus on LIFE (Life-altering Injury and Fatality Elimination) program, reinforcing consistency in our safety practices globally.

56x

Cargill's Envirotemp™ FR3™ fluid, which is used as a coolant and insulator in more than 600,000 high-voltage electric transformers on six continents, uses renewable soybean oil, biodegrades easily, is less flammable, longer lasting, uses fewer raw materials and has 56 times less carbon emissions than mineral oil. Cargill received the Presidential Green Chemistry Challenge Award from the U.S. Environmental Protection Agency in 2013 for this innovation.

Working to feed the world

We believe our global food system can produce enough food to meet the needs of an increasingly populous, more urban and more prosperous world. How? Through the resilience of farmers; the responsible adoption of technology; and the effectiveness of market-based approaches to encourage production and move food efficiently.

Corporate responsibility in action

We are committed to helping feed the world's growing population while at the same time protecting the planet – supporting Cargill's vision to be the global leader in nourishing people.

We help farmers increase agricultural productivity and incomes while ensuring responsible use of natural resources. We develop more efficient methods of moving food from areas of surplus to areas of deficit.

We expand access to food, improve nutrition and pursue partnerships to end hunger in collaboration with the public, private and nonprofit sectors around the world.

We advocate for policies that promote trust-based open trade, efficient local markets, safety nets for producers and consumers, and removal of obstacles to agricultural investment.



Cargill supports global initiatives, such as the G8 New Alliance on Food Security and Nutrition, The Chicago Council on Global Affairs Agricultural Development Initiative, and the World Economic Forum's New Vision for Agriculture, which is helping improve food security, environmental sustainability and economic opportunity through agriculture.

Building capacity to produce more food

Cargill's facility investments improve efficiency and increase agricultural capacity, helping meet the world's rising demand for food. Our new mill in Korea can produce 870,000 metric tons of animal feed per year, making it our largest feed mill. In India, we are building a \$100 million wet corn milling plant in the state of Karnataka that will process 250,000 metric tons of locally grown corn annually and a new feed mill in Punjab that will produce 120,000 metric tons of feed each year for India's growing dairy industry. In Russia, our \$200 million sunflower crush plant under construction in Volgograd will process 640,000 metric tons of sunflower seeds annually for oil and protein meal beginning in 2015; we also invested \$100 million to expand our Efremov wheat processing plant, which will process 500,000 metric tons of wheat each year – nearly doubling its original

capacity. In the United States, we invested \$50 million to modernize our North Dakota oilseed facility for more efficient processing of canola and sunflower seeds; we invested \$10.6 million to expand our egg processing facility in Michigan; and we are building a new, \$29 million feed mill in Iowa that will produce 350,000 tons of hog feed annually. In Vietnam, we completed a \$20 million expansion of our Binh Dinh animal feed plant, increasing the plant's capacity fourfold to support livestock customers.

Investing to improve grain storage and shipment

Cargill's investments in storage, handling and transportation are reducing food waste and improving food security around the world. Our grain and oilseeds business alone has invested more than \$325 million over the past five years to increase storage and loading/unloading capacity. In Canada, we are expanding grain storage capacity to 30,200 from 10,200 metric tons and nearly doubling rail capacity at our Morris, Manitoba, farm service center



Producing and transporting more food

In fiscal 2014, Cargill invested \$3.2 billion in assets and facilities that help us more efficiently move food from where it is grown and processed to where it is needed.

Cargill funds a teaching farm in West Java, Indonesia, to improve palm oil sustainability through research and education about plantation management practices and environmentally responsible farming.



Cargill's Truvia® business and the World Food Programme are fighting hunger in Bolivia. More than 49,700 children have received school meals and 125 fuel-efficient stoves have been built in rural Chuquisaca.



Corn yields in Mexico

Cargill supports Fundación Mexicana para el Desarrollo Rural and its Educampo program to improve white corn yields and incomes for smallholder farmers in Mexico's Yucatan region. The program has trained 200 farmers in 19 communities to help them increase yields and acquire business skills to market their crop and provided financing to 96 farmers to help them grow their business. Productivity has increased 60 percent on 660 hectares of farmland.

to more efficiently handle and ship grain. This increased capacity, combined with an expansion at our Viking facility in Alberta, gives Canadian farmers more flexibility to deliver grain throughout the year. In the United States, we expanded seven grain elevators, increasing storage capacity by 400,000 metric tons and truck receiving and grain drying capacity; added 12,000 metric tons of space at our grain export facility in Louisiana to increase ship loading efficiency and capacity; and expanded our Washington facility with new systems for ship loading, barge unloading and rail receiving plus 12,000 metric tons of additional shipping bin space. In Romania, we have expanded silo intake capacity to reduce waiting time for farmers and opened up additional rail loading tracks. In South Africa, we use silo bag storage and in Zambia, where we are increasing our grain origination this year by 70,000 metric tons, we are investigating bulk storage options for next year's harvest. In South America, we have added two elevators in Argentina, two in Uruguay and eight new or expanded elevators in Brazil; made rail improvements in Argentina and Brazil; and increased loading and unloading capacity in Argentina, Brazil and Paraguay.

Improving livestock farming in Asia

Cargill's animal nutrition business has trained 3.4 million Chinese farmers since 1992 to improve productivity in animal nutrition, sanitation, genetics and farm management. The goal is to train 4 million dairy, hog, poultry and aquaculture farmers by the end of 2015. In Hebei province, for example, we are helping provide training to improve dairy farming practices and increase farmer incomes. In Vietnam, we have trained 1.5 million farmers in animal husbandry best practices to raise productivity and incomes and invested more than \$110 million in Vietnam's livestock and aquaculture industry since 1997. In India, we have trained 20,000 livestock farmers to improve animal health and productivity, farm management and use of technology, helping increase farmer incomes. In Indonesia, we have trained more than 7,600 farmers in livestock best practices in the last two years.

Advancing African agriculture

Cargill is working to develop a thriving agricultural sector in Africa to reduce poverty, raise living standards and enable Africa to feed a growing population. We are working with farmers, partners and governments across Africa to boost agricultural productivity and improve farming practices while using land and natural resources responsibly. We are providing essential training, support and finance, as well as better access to markets to enable farmers to grow themselves from subsistence to more commercial production. In Mozambique, we are partnering with Empresa de Comercialização Agrícola Ltd., an AgDevCo-funded social enterprise that provides market access and stimulates sustainable agricultural development in remote rural communities. Cargill is providing technical advice and resources on grain handling and storage, and is committed to a long-term supply agreement for maize. Under this agreement we will purchase 10,000 metric tons from 4,000 farmers during the 2014 harvest. We are supporting the New Alliance for Food and Nutrition

Cargill experts train dairy farmers in animal feeding and farm management, including use of nutrition innovations developed at our dairy research facility near Langfang, China.



Security and the Grow Africa partnership to accelerate investment and transformative change in African agriculture. We also provide support for the ONE campaign to increase investments in agriculture and nutrition, and improve poverty-fighting programs.

Boosting yields in Central America

In Central America, we help smallholder farmers increase yields and market access. In Nicaragua, we are working with TechnoServe and the local government to improve the competitiveness of sorghum farming. Launched in 2014, the program will provide technical assistance, training and market access for 400 small and 40 medium and large sorghum farmers to improve productivity, bring them into Cargill's sorghum supply chain and help them access local financing so farmers can obtain inputs and equipment. Our \$1.8 million investment in this program, which includes development of high-quality local hybrid seed, is expected to help increase yields by an average of 15 percent and reduce seed costs by 60 percent. We also work with CARE in Nicaragua's Chinandega region to help 300 farmers improve agricultural practices to increase yields by 10 percent on 190 hectares of sorghum and yellow maize. The program will raise farmer incomes 15 percent and improve food security for 2,600 families. In Honduras, we work with CARE to provide technical assistance, establish rural banks and minimize risk for 149 corn farmers, resulting in yield increases of more than 300 percent and higher incomes.

Connecting supply with demand

Cargill helps move food efficiently from areas of surplus to areas of need. Our minority share in a deep sea port terminal on the Black Sea in southwest Russia provides Russian farmers with reliable access to global markets for their crops, including the Middle East and Africa. The Novorossiysk KSK facility has the capacity to handle 3.5 million metric tons of grain annually. In Brazil, we are expanding our Santarém terminal to increase exporting capacity to 5 million metric tons from 2 million metric tons of grain annually to accommodate increases in corn and soybean production. Cargill is committed

to chartering only the most energy efficient vessels for ocean transport of global commodities, including food, around the world. On land, Cargill worked with a bulk transportation supplier in Argentina to more than double its fleet of trucks, resulting in more efficient delivery of food and reduction of freight costs.

Delivering healthier food ingredients

Using advanced plant breeding techniques, we adapted our VICTORY® hybrid canola grown in Canada to create a more drought- and disease-resistant variety that can produce high yields in Australia's drier climate. This canola is used to make high-oleic canola oils that offer health benefits, including zero grams of trans fat per serving and reduced saturated fat content. The seed modifications were made without using genetic engineering and we created a segregated supply chain to source non-genetically modified canola for the Australian market. In Brazil, we produce Lévia™ specialty oils and fats with zero trans fat and reduced saturated fat. These ingredients provide flavor, softness and texture to foods. In 2014, we expanded our plants in Itumbiara and Mairinque, Brazil to increase overall production capacity by 35 percent to meet rising customer demand for healthier oils.

Alleviating hunger and improving nutrition

Over the last five years, Cargill has contributed more than \$83 million worldwide to reduce hunger and improve nutrition. In 2013, Cargill signed the Global Nutrition for Growth Compact and pledged to improve nutrition and health within our workforce. Through our membership in the Scaling Up Nutrition Business Network, we are joining with governments, industry partners and civil society to tackle issues of nutrition and hunger. Together with the World Food Programme and our work with food banks, we expand access to food around the world.

10 countries

We expanded our aquaculture business by acquiring a shrimp feed manufacturer in Thailand, building on our existing shrimp feed production capabilities in Mexico, Nicaragua, Honduras, Guatemala, Peru, Venezuela, India, Malaysia and Vietnam. Aquaculture is one of the fastest growing food-producing sectors, and according to the United Nations' Food and Agriculture Organization now accounts for nearly 50 percent of the world's food fish.

Enriching our communities

We help build vibrant, stable communities by supporting long-term solutions to reduce hunger, improve education and protect the environment. Through our financial support, the expertise of our businesses, efforts of our employees and collaboration with partners, we are making positive, measurable improvements where we live and work.

Corporate responsibility in action

We support solutions to end hunger, increase access to health education in developing and emerging countries, and improve youth nutrition and wellness.

We contribute to programs that improve access to education for underprivileged children and provide training and schooling in science, technology, engineering and math.

We support projects that promote sustainable agricultural practices, provide environmental conservation education, and protect and improve accessibility to water.

We participate in our communities. Our employees contribute thousands of volunteer hours and make charitable donations that have a significant local impact.



We renewed our global partnership with CARE that is helping farmers and their families in developing countries increase their productivity and incomes, improve food security in their communities and better educate their children. The new three-year, \$7.5-million partnership builds on the success of the Rural Development Initiative begun in 2008 that has benefited more than 100,000 people in India, Ghana, Côte d'Ivoire, Egypt, Honduras, Guatemala, Nicaragua and Brazil.

Combining nutrition and education

In Canada, Cargill supports Farm-to-Fork, which teaches schoolchildren about how food is grown, the importance of nutrition and how to make healthy food choices, and educates marginalized youth about sustainable urban agriculture, reaching more than 700 students. In the United States, Cargill is investing \$1.5 million to support early childhood nutrition in Minneapolis and St. Paul, Minnesota, including sponsoring a school breakfast program that will provide 4 million meals for low-income children by the end of the 2014-2015 school year, and providing \$200,000 to the Wichita Children's Home in Kansas, which serves meals to 2,000 at-risk and homeless children annually. Cargill supports a nutrition education program at the Brother Alfredo Care Center in São Paulo, Brazil, that teaches students and staff about safe food handling and healthy eating habits using the center's vegetable garden. In Costa Rica, we donated \$30,000 through a public-private partnership program to improve food security for children at seven schools.

Supporting African food processors

Since 2011, more than 150 Cargill employees have shared their expertise with African food processors through nonprofit Partners in Food Solutions (PFS). In 2014, Cargill committed an additional \$500,000 to this program, bringing our total investment to \$1 million since 2011 to support PFS efforts in Ethiopia, Kenya, Malawi, Tanzania and Zambia. In partnership with TechnoServe and USAID, PFS volunteers from Cargill and other companies have helped more than 525 businesses, providing markets for more than 550,000 smallholder farmers and reaching more than 3.3 million people.

Engaging employees in combatting hunger

Nearly 11,500 Cargill employees from 103 locations in Asia, Africa, North America, South America and Europe volunteered 34,480 hours in honor of World Food Day. They collected 173,023 pounds of food for local food banks and served or packaged 50,065 meals for people in need. During the three-month period around World Food Day, employees helped raise \$1.2 million in



Educating children in cocoa-growing communities

Cargill has helped improve access to basic education for 34,000 children in cocoa-growing communities. In Ghana, we have distributed 100,000 school books and trained 850 teachers, reaching 6,000 children.

Through 362 Cargill Cares Councils in 49 countries, our employees make a significant impact in our communities. Cargill employees and retirees volunteered more than 250,000 hours worldwide in fiscal 2014.



59
countries

Cargill's charitable giving exceeded \$59 million across 59 countries in fiscal 2014.



Water in Mozambique

Cargill employees in Switzerland raised \$72,000 to build four water systems at agriculture schools in Mozambique, benefiting 1,350 people. The boarding schools, which include metal and carpentry workshops, vegetable gardens and teachers' homes, had insufficient access to clean water. We partnered with Action de Soutien à l'Enfance Démunie to install systems that pump and store groundwater that is distributed for drinking, washing, cooking and watering gardens. Cargill has also provided more than \$600,000 in funding to help improve the schools' agricultural training curriculum and infrastructure.

donations. To improve nutrition, employees in Indonesia partnered with local women's organizations and the government's food security agency to promote vegetable farming, proper hygiene and childhood nutrition. In Australia, employees distributed meals to the homeless and in Zambia, employees served meals to more than 1,000 people and arranged lessons for children on nutrition and healthy sanitation. To make more food available, employees in Hereford, U.K. held a food drive collecting 2,250 pounds of food, and in the United States, employees in Beardstown, Illinois, collected 5,000 pounds of food and donated \$3,150 benefiting four food banks. Employees in India raised food and funds to feed the vulnerable population, volunteered at feeding programs and served meals and distributed food packets, and reached out to more than 10,000 school children to raise awareness about low cost nutritious food options and their benefits. In Malaysia, employees assembled 20,000 meal packets and in Honduras, employees packaged more than 5,000 pounds of food at a local food bank. In Argentina, employee teams from 25 communities helped harvest 320,000 kilos of corn donated to the Argentine Food Bank Network.

Partnering to improve education, nutrition and incomes

Cargill's partnership with CARE is helping improve access to education for children in cocoa growing communities, including the construction and rehabilitation of school buildings and water wells, and providing school supplies and books benefiting more than 30,000 children in Ghana and Côte d'Ivoire. In Côte d'Ivoire, we helped launch a \$2.4 million partnership with CARE, Conseil du Café-Cacao and 14 cocoa co-operatives to improve education and healthcare for children and families in 14 communities. The partnership will construct 11 new schools to serve more than 1,500 children and three clinics to provide healthcare for 25,000 people. In India, more than 73,500 students have benefited from CARE's rural schools project as part of the Kutch Livelihood and Education

Enhancement Program (K-LEAP) program. Through K-LEAP, we have helped improve livelihoods for more than 9,000 households across 225 villages. Results include a 50 percent rise in agricultural productivity and a \$134 increase in household income per year for 500 farmers, and increased market access for more than 4,000 dairy farmers in 185 villages, leading to a 182 percent increase in income, decreased livestock mortality due to access to veterinary services and vaccinations in 225 villages, and a 10 to 20 percent increase in productivity for 1,500 farmers through access to better quality seeds. Our project with CARE to fight malnutrition in Madhya Pradesh, India is expected to benefit 1 million people by 2016 by reducing under-nutrition among children; reducing severe acute malnutrition in pregnant women and nursing mothers; and expanding the effectiveness, reach and visibility of under-nutrition elimination efforts. Cargill is investing \$800,000 through the CARE Pathways program in India to benefit 10,000 female farmers and their 40,000 family members in the state of Odisha, helping improve productivity, equity and empowerment.

After Super typhoon Yolanda (Haiyan) devastated the Philippines, Cargill donated \$500,000 to support relief and rehabilitation efforts, including a two-year \$250,000 investment to help affected coconut farming communities recover by distributing 140,000 fast growing seedlings and cultivating crops on 600 hectares of farmland.



Investing in STEM education

Cargill supports education and careers in science, technology, engineering and math (STEM). In India, we invested \$100,000 to open a Science Center in Gurgaon in January 2014 to help children from marginalized communities understand science and math concepts; more than 5,000 students from more than 35 schools have benefited from STEM activities. In the U.K., we are working with Bright Crop to promote careers in agriculture and STEM. In the United States, Cargill is investing \$200,000 to help expand the STEM program at the Sciencenter Discovery Museum in New York. The Sciencenter serves more than 100,000 children each year from its New York location and 1.5 million people at 300 other science centers nationwide through its traveling exhibitions and STEM programs.

Developing future leaders

We are continuing to grow the Cargill Global Scholars program, which supports high-performing college students from Brazil, China, Russia, India and the United States. By the end of 2014, 120 students will have received leadership development training, funding for educational expenses and mentoring support from Cargill leaders. We plan to grow the program to more than 250 participants over the next four years. Our scholarship program in the Philippines supports 180 students throughout their high school education and top-performing students through college. In Indonesia, we provided \$500,000 to establish a distance learning program to raise standards and improve education in rural areas by allowing teachers and school principals to pursue Bachelor of Education degrees, renovated 26 school libraries and donated nearly 14,000 books.

Taking action to protect the environment

Cargill supports programs that promote sustainable agriculture practices and environmental conservation. Annually, from April through June, Cargill employees participate in Earth Day and World Environment Day projects. In Romania, more than 80 volunteers planted 7,500 trees, transforming land exposed to erosion into a future locust tree forest. More than 1,000 Cargill employees across China contributed 4,600 hours collecting 500

kilograms of rubbish and planting 34,450 new trees. In Brazil, employees from 20 locations led 45 projects to raise awareness and help reduce water consumption in the workplace, at home and in their communities. In South Africa, employees planted vegetables that were donated to children's charities. In Argentina, employees planted 3,000 trees to reforest a burned area and volunteered 220 hours to upgrade equipment at a local waste separation plant. In Indonesia, employees in East Java planted 3,000 bamboo trees over 10 hectares as part of a forest rehabilitation program.

Improving health in our communities

In Indonesia, Cargill provides healthcare for our employees and their families at clinics on our palm plantations. We provide dental care to children at local schools, and conduct household safety training sessions, medical check-ups and family planning sessions for the community. In November 2013, Cargill was recognized by the Indonesian health ministry for our commitment to raising local healthcare standards, including maternal and reproductive health and nutrition at our PT Hindoli plantation in South Sumatra. In the Philippines, we facilitated access to the state health insurance program, helping register 2,500 smallholder coconut farmers and their 12,500 family members.

Providing clean water in Zambia and Zimbabwe

In rural Africa, women spend about 25 percent of their time collecting water, typically walking long distances and transporting water in buckets. Cargill employees and our cotton business in Zambia have provided several Cargill Women's Clubs with 660 Hippo Water Rollers used to collect, store and transport water more efficiently. Water is poured into durable rolling barrels that are pushed along using handles, with the weight of the water borne on the ground. Using a Hippo Roller, they can transport 90 liters of water at one time, more than four times the amount carried by bucket, so the women have more time for other activities. Employees have also raised funds for the delivery of more than 50 Hippo Rollers for communities in Zimbabwe.

5.7m people

Cargill provides ongoing support for food banks around the world, including the European Federation of Food Banks (FEBA). We support FEBA's food safety, hygiene and other training programs and provide product donations and financial contributions to FEBA affiliates, who deliver food to 5.7 million people in 21 countries. Our employees also volunteer to help local FEBA food banks.

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.

\$1b

Cargill provides minority- and women-owned businesses an equal opportunity to become Cargill suppliers, helping build a supplier base that reflects the diversity of our businesses, customers and the world in which we operate. We are halfway to our goal of joining the Billion Dollar Roundtable by 2020 – a group of companies that purchase at least \$1 billion annually from minority- and women-owned businesses.

We obey the law

Obeying 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.



Employee engagement

We regularly ask our employees how they feel about their work. In 2013, more than 100,000 employees around the world shared their voices in our global employee engagement survey. For more than 10 years, Cargill has been measuring employee engagement. Our most recent engagement score of 77 percent is a statistically significant increase over our two previous surveys.

Our 143,000 employees in 67 countries collaborate with customers across the food, agriculture, financial and industrial markets we serve around the world.



90+

More than 90 Cargill locations have worked more than a million hours without a reportable injury.

Our commitment to corporate responsibility

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.

CECP, a coalition of 150 Chief Executive Officers, awarded Cargill the 2014 Chairman's Excellence Award for corporate responsibility in recognition of our Rural Development Initiative in partnership with CARE.

McDonald's, one of Cargill's largest global customers, honored Cargill with seven "Best of Sustainable Supply" awards in 2014 for leadership in improving food security and in operating responsible supply chains.

***Latino* magazine named Cargill to its 2014 "LATINO 100" list of the 100 U.S.-based companies that provide the most opportunities for Latino employees and communities.**

The American Chamber of Commerce in Zambia awarded Cargill the "Excellence in Corporate Citizenship Award 2013" in recognition of Cargill's commitment to the communities in which we operate.

Junior Achievement USA recognized volunteerism by Cargill employees with a U.S. President's Volunteer Service Award in 2014.

Learn more about Cargill's work
in the global food system.
Visit www.cargill.com to access
our 2014 Annual Report.



thrive™

Cargill provides food, agriculture, financial and industrial products and services to the world. Together with farmers, customers, governments and communities, we help people thrive by applying our insights and nearly 150 years of experience. We have 143,000 employees in 67 countries who are committed to feeding the world in a responsible way, reducing environmental impact and improving the communities where we live and work. For more information, visit Cargill.com.

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