

CARGILL OCEAN TRANSPORTATION

Delivering unique perspective and insights
to help your business **thrive**



A Message from our President

Cargill is one of the world's largest and most diverse corporations. Over the past 150 years, Cargill expanded rapidly and now operates in the agriculture, food production, finance, and industrial services industries.

Cargill's ocean transportation business is a leading freight-trading organization and charterer of over 650 vessels. Founded in 1956 in Geneva, it benefits from the rich heritage and expert capabilities of Cargill's global operations.

In recent years, the maritime sector has undergone a significant change which shows no sign of slowing down. Since 2009, the market has wrestled with overcapacity, reduced financing, generational change, digitalization and increased regulation.

Cargill is uniquely positioned to meet the challenges of the new world. We have critical capabilities in areas such as sustainability, technology, advanced trading, risk management and analytics.

Cargill delivers value to its partners by being modern, green and profitable.

235 MILLION

Tons of dry-bulk cargo
carried in FY17

650+

Vessels navigating the
globe at any one time

3,600

Voyages performed over each
year to over 875 ports

50+

Commodities carried
with skill and expertise



“We will lead the industry
in sustainability, be at the
forefront of technology
advancement, and continue
to deliver unparalleled
service to our customers.”

Jan Dieleman, President
Cargill Ocean Transportation



Cargill: 150 Years of Experience

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 over 150 years of experience.

We have 155,000 employees in 70 countries who are committed to feeding the world in a responsible way, reducing environmental impact and improving the communities where we live and work.

AGRICULTURE

We buy, process and distribute grain, oilseeds and other commodities to makers of food and animal nutrition products. We also provide crop and livestock products and services.

FINANCIAL

We provide our agricultural, food, financial and industrial customers with around the world risk management and financial solutions.

FOOD

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

INDUSTRIAL

Cargill serves industrial users of salt, starch and ferrous products. We also develop and market sustainable products made from agricultural feedstocks.

CARGILL'S CREDIT RATING

S&P: Rated A

Moody's: Rated A2

Net Worth: \$30.1 billion

GLOBAL PRESENCE

155,000 employees

150 years

70 countries



FISCAL YEAR 2017

Revenues: \$109.7 billion

Earnings: \$2.8 billion

Total Assets: \$55.8 billion

Net worth: \$30.1 billion

**FY 2017: June 1, 2016 - May 31, 2017*



WHY CARGILL?



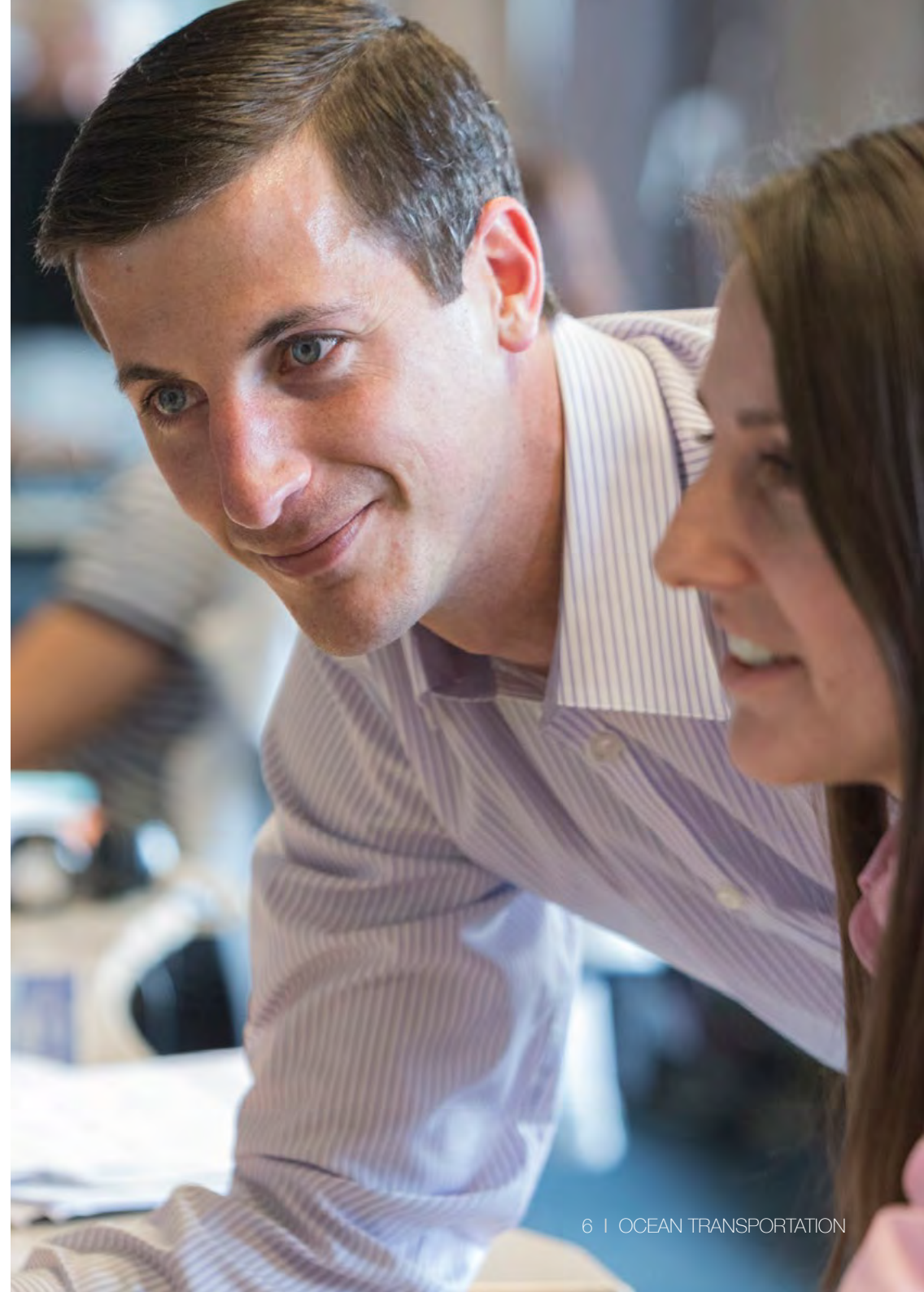
Fast-Paced Markets Demand Experienced Teams

PEOPLE ARE THE CORE OF OUR BUSINESS

Despite the rising interest and demand for technology solutions, we know that freight management is a people business.

At Cargill, we invest in the best people and provide our customers with access to:

- Global Trading Teams
- Regional Business Development Professionals
- Dedicated Customer Care Teams
- Core Hubs in Geneva, Singapore and Teaneck, New Jersey



Risk Management

CARGILL USES ITS UNIQUE SKILL AND EXPERTISE TO MITIGATE PRICE-RISK VOLATILITY FOR SHIPOWNERS AND CARGO OWNERS

For Cargo Owners

- Fixed and floating contracts
- Contracts of affreightment

For Owners

- Fixed, floating and customized contracts
- Profit-share options

Bunker Market Protection

- Fixed and capped bunker prices
- Future oil market opportunities



Pioneering Digital Solutions & Market Analysis

STAYING AT THE FOREFRONT OF THE DIGITAL FRONTIER IS A STRATEGIC FOCUS

After the successful implementation of its award-winning 'Azimuth' planning portal, Cargill has continued its path toward digital excellence.

Cargill is monitoring a variety of technologies including IoT, automation, big data and analytics. Such technologies aide our expert analysts located in Geneva and Singapore.

Cargill has also initiated projects in Blockchain, A.I. and satellite-tracking technology.



A Flexible, Modern and Efficient Fleet

CARGILL IS ONE OF THE WORLD'S LARGEST VESSEL OPERATORS

Cargill time-charters the vast majority of its 650-strong fleet. It places a high-degree of importance on the energy efficiency and risk rating of each vessel - independently vetted by RightShip.

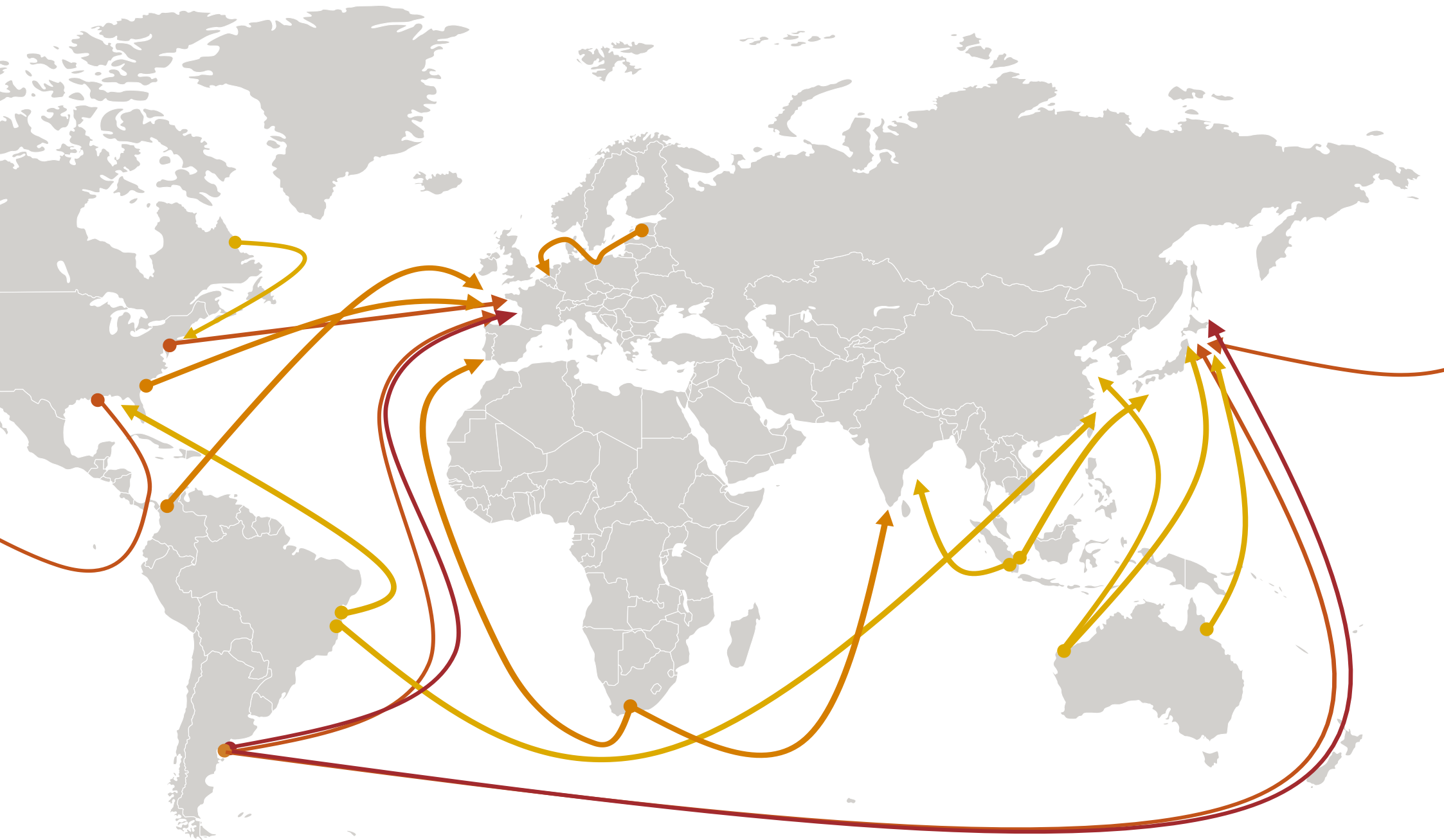
With increased regulation in the areas of ballast water, Sulphur oxide and greenhouse gas emissions, Cargill will stay one step ahead to ensure our fleet performs for our clients. It also supports our commitment to making sustainable shipping a reality.

In 2017, 76% of Cargill's fleet was rated between A-D on RightShip's Energy Efficiency Index. The average age of our fleet was just 7.5 years. Cargill also completed over 200 independent inspections to validate further the quality of the ships it charts.

Our in-house operations team oversees performance and efficiency. We work with the world's leading shipowners and ship managers to ensure our fleet provides optimal performance for our customers.



- Iron Ore 50mt/yr
- Coal 50mt/year
- Grain 45mt/year
- Sugar 8mt/yr



OUR SERVICES



Dry Bulk

SCALE THAT GIVES PEACE OF MIND. LAST YEAR, CARGILL TRANSPORTED 220 MILLION TONS OF DRY BULK CARGO.

As a cargo owner, commodity trader, freight trader and vessel operator, Cargill is uniquely positioned to understand the demands of global commodity markets and transportation.

Over the past ten years, Cargill's time-chartered fleet has doubled from 330 vessels to an average of 650 ships today. This allows Cargill to position ships efficiently and provide a variety of options to our customers.

Today, the business is focused on delivering safe and efficient operations and valuable market insights. We are active in the FFA market which allows Cargill to mitigate price risk for shipowners and cargo owners.



Tankers

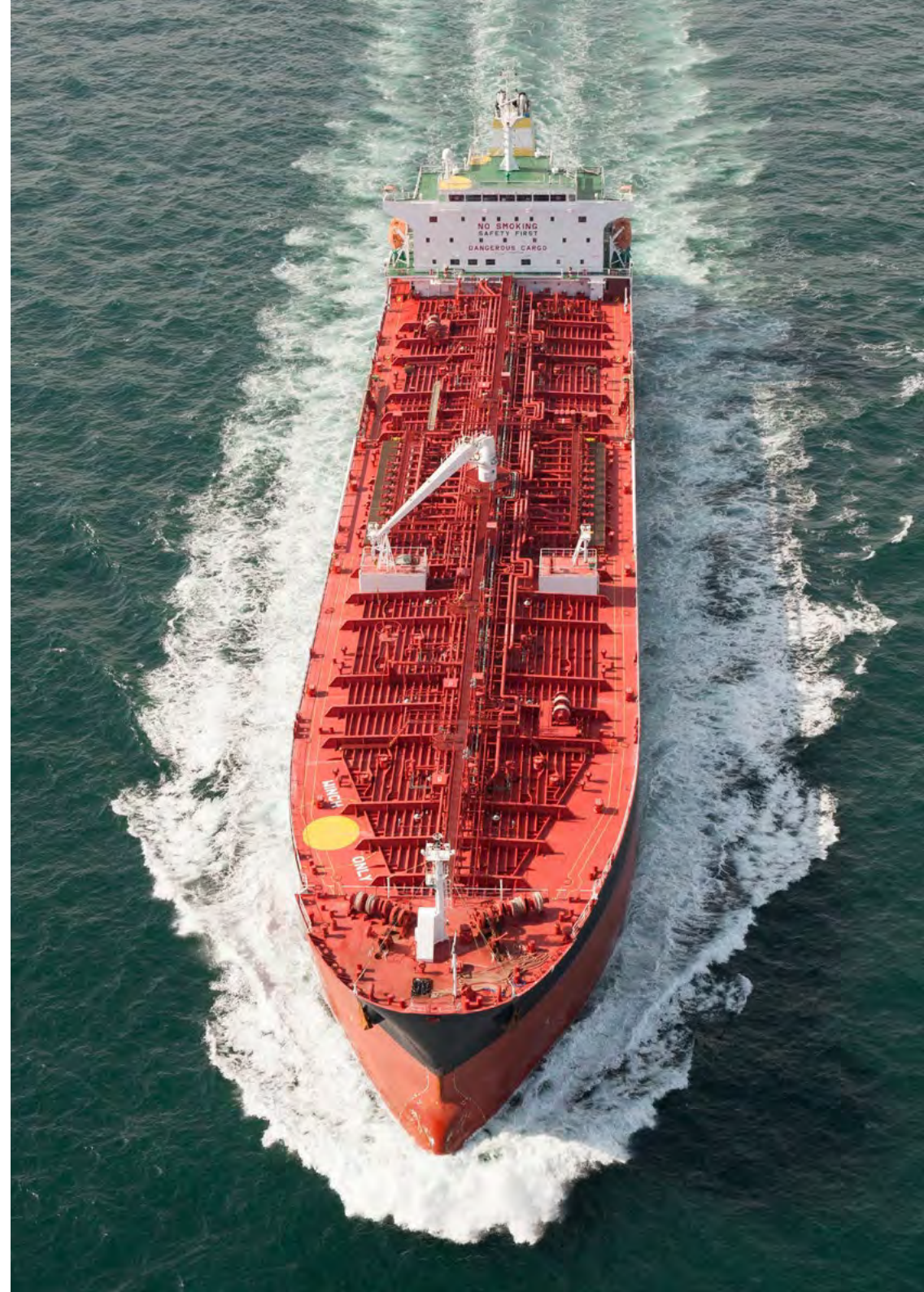
15 MILLION TONS OF CLEAN PRODUCTS
SHIPPED ANNUALLY

Cargill Ocean Transportation has a leading team of freight-trading and operations professionals dedicated to the carriage of “clean” liquid products.

Our time-chartered fleet has grown considerably with 17 MRs and 1 LR2 under operation. In 2018, the business will take delivery of three newbuild vessels.

Each year, Cargill delivers over 600 fixtures; commodity expertise includes petroleum products, LNG/LPG, edible oil, caustic soda, fertilizers and biodiesels.

In addition to RightShip, Cargill operates an in-house tanker vetting policy to ensure the highest operational standards.



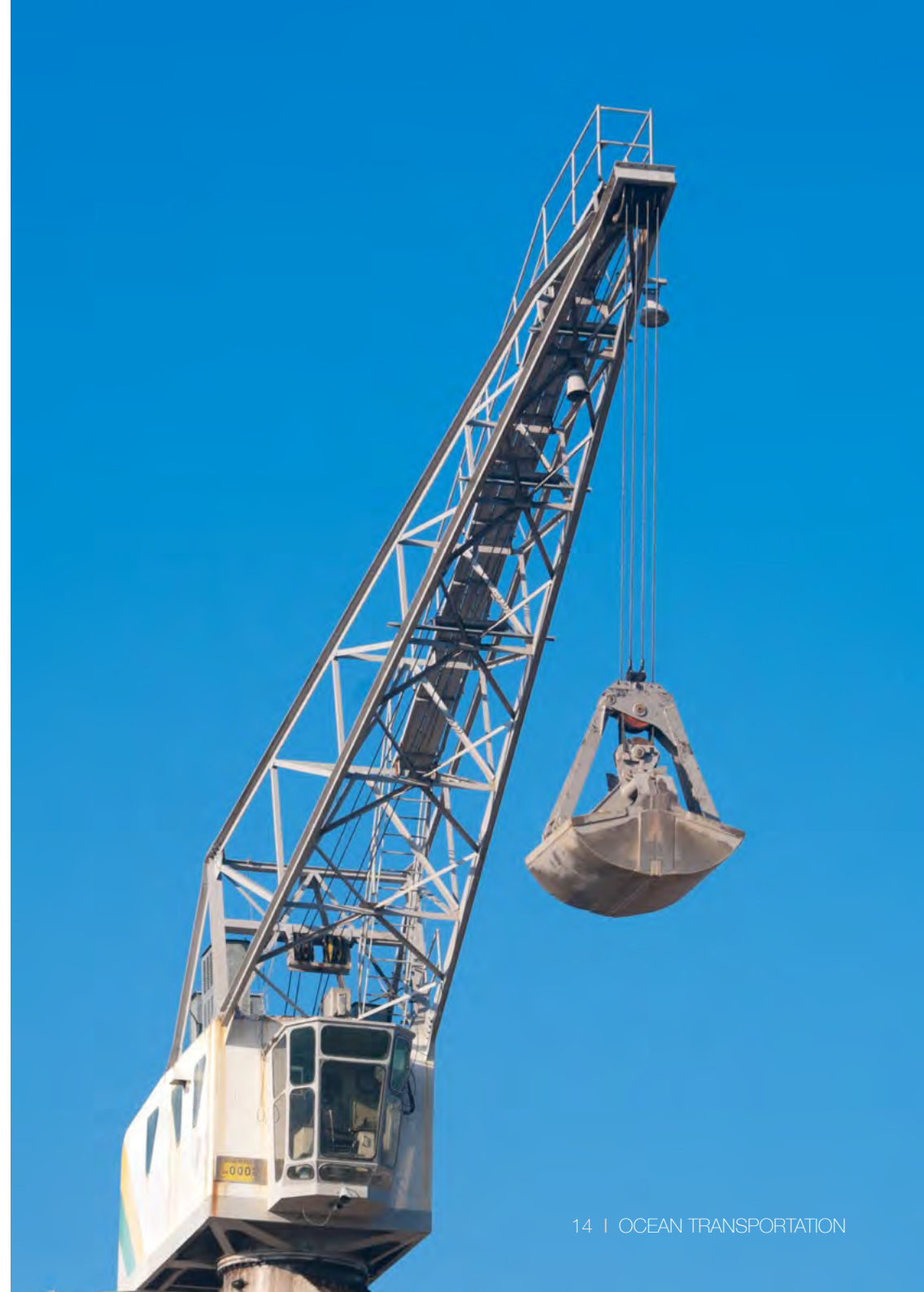
Parceling

SAVE MONEY, GAIN MARKET ACCESS AND IMPROVE YOUR CARBON FOOTPRINT WITH CARGILL'S PARCELING SERVICE

Parceling is the use of one vessel to carry cargo from multiple charterers between two or more locations.

As a market leader in ocean transportation, Cargill has regularly managed shipments from Australia to Chile, Peru, and Mexico. Cargill has expanded its parceling service into Asia and the Middle East in recent months.

Parceling provides shippers with the opportunity to save money and gain access to new markets in an efficient way. CO₂ emissions are considerably reduced for each shipment.





SAFE, RESPONSIBLE AND
SUSTAINABLE SHIPPING

Sustainability is at the Center of Our Strategy

In 2017, Cargill's ocean transportation business reorganized its sustainability strategy to align with the United Nations' Sustainable Development Goals. As a member of the UN Global Compact, Cargill is committed to annual reporting, the first of which will be published in 2018.

Within the ocean transportation business, and with advice from its stakeholders, Cargill outlines five core priorities for the future. The organization will focus its efforts to make tangible progress in the areas of:

- Climate Change and Health
- People Safety and Wellbeing
- Ocean Health and Biodiversity
- Ethical Business Conduct and Compliance
- Diversity and Inclusion

Cargill is engaging with industry partners, NGOs and governments to ensure the industry becomes cleaner, safer, well-governed, diverse and inclusive.



Source: un.org

Activities and Partnerships

CARGILL IS AN ADVOCATE AND INVESTOR IN RIGHTSHIP, THE INDUSTRY STANDARD FOR VETTING

Rightship QI

- Big data, predictive analytics and real-time risk assessments to target substandard maritime performance
- Ships are rated between 1-5 stars

GHG Reductions

83 organizations use GHG rating for vessel selection, including:

- 52 charterers representing 20% of global trade
- This accounts for 2.4 billion tons of cargo or approximately 31,500 annual vessel movements
- 24 shipowners and managers utilize the GHG rating to demonstrate the benefits of investing in efficiency

CARGILL IS PROUD OF ITS PARTNERSHIPS WHICH AIM TO BRING LONG-TERM IMPROVEMENTS TO THE SHIPPING INDUSTRY, ITS EMPLOYEES AND COMMUNITIES AROUND THE WORLD



Strategically Located



