

# thrive™



## 2017 Fact Sheet



# We bring food, agricultural, financial and industrial products to people who need them all around the world.

You learn a few things during 150 years in business. Today, we apply that expertise to serve customers and communities in 70 countries. We have 150,000 employees working every day to nourish the world in a safe, responsible, sustainable way. Find out more about our global operations.



## FINANCIAL HIGHLIGHTS (\$ IN MILLIONS)

	2016	2015	2014
Sales and other revenues	\$107,164	\$120,393	\$134,872
Net earnings	\$ 2,377	\$ 1,583	\$ 1,822
Adjusted operating earnings	\$ 1,642	\$ 1,926	\$ 1,885

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## Food & Bio-Industrial Ingredients

We have around 24,000 employees across the world serving food and beverage manufacturers, foodservice companies and retailers with food ingredients as well as food and non-food applications.

### Agricultural supply chain

We connect producers and users of grains and oilseeds around the globe through origination, trading, processing, and distribution, as well as offering a range of farmer services and risk management solutions.

## Energy, Transportation & Metals

We offer our customers physical supply and financial solutions in the energy and metals markets. We also are a leading provider in ocean freight with a sizable fleet and global footprint to provide more choices for getting the right vessel to the right port for our customers.

### Animal Nutrition

Combining 120 years of experience with insights from operating in 40 countries, we help livestock and aquaculture farmers, feed manufacturers and distributors of all

sizes deliver better animal nutrition through unparalleled research capabilities, innovative feed and premix products and services, and digital modeling and formulation solutions.

### Protein & Salt

We process beef, poultry, value-added meats and egg products to food makers, food service companies and food retailers. Our salt is used in food, agriculture, water softening and deicing. We have significant operations in the US & Canada, Central America, China & Southeast Asia and the UK.

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## Cargill Sustainability

Cargill is working to nourish the world in a safe, responsible and sustainable way. We've been in business for more than 150 years and have a history working with partners to navigate our complex food system from field to table. Today, we work at the intersection of sustainability, food security and nutrition to find practical, scalable solutions that will nourish the world and protect the planet.

We aim to be the most trusted source of sustainable products and services for our customers. With our global presence, market expertise and supply chain capabilities, we are committed to creating a more sustainable, food-secure future. Our customers and communities trust Cargill for solutions that will nourish the world and protect the planet, both now and for future generations.



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## Our strength is our ability to connect expertise around the world

Employee data as of May 31, 2016. Gross investment is a four-quarter average as of May 31, 2016



**North America**  
45,000 Employees  
41% of gross investment



**Latin America**  
29,000 Employees  
16% of gross investment



**Europe, Middle East & Africa**  
25,000 Employees  
27% of gross investment



**Asia Pacific**  
51,000 Employees  
16% of gross investment



# Cargill Executive Team

Photos of the Cargill Executive Team are available upon request to accredited members of the media. Please contact us at [media@cargill.com](mailto:media@cargill.com).



## **David MacLennan** Chairman and Chief Executive Officer

David W. MacLennan is chairman and chief executive officer of Cargill. He was elected to the Cargill Board of Directors in 2008 and previously served as chief financial officer and chief operating officer.

Joining Cargill in 1991, he has held

management positions within the financial, risk management, energy, and animal protein platforms, living in both London and Geneva. Prior to joining Cargill, he worked in the futures and securities sector in Chicago, and was president of fixed income capital markets at USBancorp Piper Jaffray.

Outside of Cargill, MacLennan serves on the boards of Ecolab, the Minnesota

Business Partnership, as Chairman, the National Association of Manufacturers and the U.S.-China Business Council. He has served on several corporate and non-profit boards, with a focus on the needs of underprivileged youth and access to education. He holds a bachelor's degree in English from Amherst College and an M.B.A. in finance from the University of Chicago.



## **LeighAnne Baker** Leads Human Resources

LeighAnne Baker is responsible for Cargill's global human resources strategy and practices.

Prior to joining Cargill in May 2014, Baker served as executive vice president, chief human resources officer at Hertz Global Holdings. Under her leadership, Hertz rapidly became an award-winning

employer of choice, with a culture focused on high performance and unmatched customer service.

Prior to Hertz, Baker was senior vice president, global human resources for The Reynolds & Reynolds Company, a leading provider of automotive dealer management systems. She also led the human resources and organizational advancement activities for the global automotive business at The Timken Company. Prior to moving into

human resources, Baker spent a majority of her career in business and strategy roles.

Baker graduated from Stanford University's Graduate School of Business where she was a Sloan Fellow, and is currently a member of the Sloan Alumni Advisory Board. She holds a master's degree in management from Stanford, an MBA from Ashland University, and a bachelor's degree in mathematics from Capital University in Columbus, Ohio.



## **David Dines** Leads Energy, Transportation & Metals and Cargill Risk Management

David Dines serves as a member of Cargill's Executive Team. He oversees the Energy, Transportation and Metals Enterprise as well as Cargill Risk Management. He is a member of Cargill's Commodity Risk Committee and Financial Risk Committee.

Mr. Dines joined Cargill in 1992, and in 1994, he was asked to help start Cargill Risk Management, a new business venture for Cargill. Cargill Risk Management provides risk management products to customers in the agriculture and energy markets. Dines was named president of Cargill Risk Management in 1999. From 2010-2013, Dines held a leadership role in Cargill's Tartan Program, a major corporate initiative to improve and standardize our

key business processes and technology across Cargill. Prior to joining Cargill, Dines was vice president at Bankers Trust Company where he spent nine years.

Dines currently sits on the board of directors for the Guthrie Theater in Minneapolis.

Dines graduated from Colorado College in 1982 with a bachelor's degree in economics.



## **Todd Hall** Leads Protein and Salt

Todd Hall is responsible for strategy and execution for Cargill's protein and salt businesses.

Hall joined Cargill in 1982, and held general management positions in animal nutrition between 1982 and 1998. He became president of the animal nutrition business in 2004. He also has extensive experience with the animal protein and salt businesses,

which he began leading in 2008.

Hall earned a bachelor's degree in animal science from Iowa State University.



## **Ruth Kimmelshue** Leads Business Operations & Supply Chain

Ruth Kimmelshue leads Cargill's Business Operations & Supply Chain, an organization in Cargill including strategic sourcing and procurement; plant operations; transportation and logistics; environment, health and safety; food safety, quality and regulatory; and research and development. This team is responsible

for delivering efficient and effective supply chain capabilities and functional expertise to the corporation and its businesses.

Before taking her current role, Kimmelshue was a leader in Cargill's animal protein and salt businesses. Prior to that, she served in a variety of leadership roles, including president of Cargill's turkey and cooked meats business; president of Cargill's salt business; and vice president and commercial manager of Cargill's AgHorizons business.

She began her career in 1986 at Continental Grain. She held roles in grain and oilseed merchandising and trading, facility and general management, economic analysis, and marketing and sales in the U.S. and Europe. Cargill acquired Continental Grain in 1999.

Kimmelshue earned a B.A. in international relations and an M.A. in agricultural economics from Stanford University.



### **Marcel Smits** Chief Financial Officer

Marcel Smits was elected Executive Vice President and Chief Financial Officer of Cargill in April 2013 and became Cargill's Chief Compliance Officer in May of 2015. He serves on Cargill's Board of Directors and is a member of the Board's Executive Committee and Finance and Risk Management Committee. He is also a member of Cargill's Executive Team, Financial Risk Committee, and is Chairman of the Cargill Process, Data and Technology

Committee and the Business Ethics and Compliance Committee. He is Cargill's Regional Director – Latin America.

As CFO, he is responsible for economic strategy and forecasting, financial performance and investment, and timely and accurate reporting of enterprise financials. He is also responsible for all aspects of the Trade and Structured Finance ("TSF") business.

Prior to joining Cargill, Smits was CEO of Sara Lee and served as their CFO from October 2009 to May of 2010. Before Sara

Lee, he was the CFO for KPN and Vendex KBB in the Netherlands and has served in a variety of financial management positions for Unilever in Europe, Latin America, and Asia. Outside of his executive responsibilities, Smits has served in a non-executive capacity in both for-profit and not-for-profit institutions. He, from time-to-time, teaches governance at universities in the Netherlands.

Smits holds a Master's Degree in Business Administration and a Master's Degree in Tax Law from the University of Amsterdam and is a Certified Public Accountant (NIVRA).



### **Joe Stone** Leads Animal Nutrition

Joe Stone is responsible for strategy and execution for Cargill's animal nutrition businesses.

Stone joined Cargill in 1985 and has served the company through various management roles, including in Cargill's AgHorizons and grain and oilseeds businesses and the Cargill world trading unit in Geneva, Switzerland. In 2005, he joined the Cargill

animal nutrition business.

Stone holds a bachelor's degree in agricultural economics from the University of Nebraska.



### **Gert-Jan van den Akker** Leads Agricultural Supply Chain

Gert-Jan ("GJ") van den Akker is responsible for strategy and execution for Cargill's agricultural supply chain businesses.

He joined Cargill in 1987 in Amsterdam and held a number of positions across Cargill's agricultural supply chain businesses,

including roles with palm oil byproducts in Kuala Lumpur, domestic grain markets in Tokyo, and corn and soybeans in Geneva.

Van den Akker also has held leadership roles in Cargill's energy, transportation and metals businesses. He was managing director of the worldwide ocean transportation business from 2007 to 2011.

In 2013, van den Akker left Cargill to

become senior head of global regions at Louis Dreyfus, a privately owned food and agriculture company. He was a member of Dreyfus' senior leadership team, a member of the Dreyfus risk committee and leader of business development in the grain and oilseed sector. He re-joined Cargill in December 2015.

He holds a master's degree in law from the University of Amsterdam.



### **Frank van Lierde** Leads Food & Bio-industrial Ingredients

Frank van Lierde is responsible for strategy and execution for Cargill's food and bio-industrial ingredients businesses.

Van Lierde has led the company's food ingredients businesses since 2008, having previously served as managing director for

Cargill's starches and sweeteners business, based in Mechelen, Belgium. He earlier launched a sweeteners business in Poland as general manager.

He joined Cargill in the Netherlands in 1989. After various assignments in commercial management in the U.S. and Europe, he was appointed European sales and marketing manager for the corn milling

business. In 1998, he joined Cargill's Strategy & Business Development group in Minneapolis, with a focus on acquisitions. He returned to Europe in 2000 to lead the starches and sweeteners business.

Van Lierde earned a master's degree in bio-engineering from the Katholieke Universiteit Leuven (KUL).

# Our History

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## 1865

William Wallace Cargill leaves the family home in Janesville, Wisconsin, and becomes the proprietor of a grain flat house in Conover, Iowa.

## 1867

W. W. Cargill and his younger brother Sam form a partnership, W. W. Cargill and Brother. The business constructs a grain flat house and opens a lumberyard.

## 1880

W. W. Cargill invests in two Minnesota flour mills and builds his first terminal elevator in La Crosse, Wisconsin.

## 1885

The Cargill brothers own or control 102 structures in Minnesota, the Dakotas, Iowa and Wisconsin with a total grain capacity of over 1.6 million bushels.

## 1928

Cargill Grain Company Ltd. organizes its first office location outside of the United States in Montreal, Canada.

## 1948

The first office established in Asia-Pacific opened in Manila, The Philippines.

## 1972

Cargill enters the modern flour milling business by acquiring Burrus Mills in Saginaw, Texas.

## 1997

Cargill acquires the North American assets of Akzo Salt, Inc., making Cargill one of the largest salt production and marketing companies in the world.

## 2003

Cargill's earnings pass \$1 billion for the first time in its history.

## 2004

Cargill Fertilizer and IMC Global combine to form a publicly traded firm, The Mosaic Company.

## 2005

Cargill opens its first office in Dubai, United Arab Emirates.

Cargill expands in cocoa with two new cocoa buying stations in Vietnam and the acquisition of the industrial chocolate facility, Schierstedter Schokoladefabrik GmbH & Co. KG, in Eastern Germany.

## 2006

Cargill acquires Afgri's Clark Cotton business – and its interests in eight gins in southern Africa.

Cargill Animal Nutrition acquires a majority interest in its first feed business in India.

## 2007

Cargill acquires full ownership of Agrograin, one of the leading grain and oilseeds trading and storage companies in Hungary.

## 2008

Cargill opens a new cocoa processing facility in Ghana. The facility complements Cargill's existing cocoa processing facility in Abidjan, Côte d'Ivoire.

Truvia® natural sweetener introduced.

Cargill Corn Milling receives the 2008 Malcolm Baldrige National Quality Award.

## 2010

Cargill opens 17 new and expanded facilities in nine countries, including joint ventures. This represents a multiyear investment of \$1.15 billion.

Cargill acquires Unilever's tomato products business in Brazil.

## 2011

The Mosaic Company and Cargill agree to split-off, and Cargill distributes its 64 percent stake, or 286 million share position, in Mosaic to Cargill's shareholders and debt holders.

Cargill makes four key acquisitions to support its growth: AWB commodity management business in Australia; Indonesian starch and sweetener maker in PT Sorini; Royal Nedalco's potable alcohol operations in Europe; and animal nutrition company, Raggio di Sole Mangimi S.p.A in Italy.

Cargill acquires Provimi, a global animal nutrition company, for \$2.1 billion – one of the company's largest acquisitions ever.

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

## 2012

Cargill deploys more than \$4 billion in capital investments, a record, in fiscal 2012; half went to acquisitions.

Central American poultry and meat processor Corporación Pipasa becomes part of Cargill.

Cargill enters into an alliance with the newly privatized Canadian Wheat Board.

Cargill invests \$20 million in NuTec Southern Africa, a joint venture with Astral Foods, expanding its animal nutrition capabilities in Sub Saharan Africa.

## 2013

Cargill forms joint venture with Arasco to create a starches and sweeteners business in the Kingdom of Saudi Arabia.

ConAgra Foods, Cargill and CHS announce plans to form Ardent Mills, a joint venture flour milling business.

Cargill opens a state-of-the-art poultry processing facility in Lai'an Anhui, China. The facility spans the entire supply chain, from raising birds to processing and distributing products to customers with modern food safety practices.

## 2014

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

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

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

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

## 2015

Cargill celebrates its 150th anniversary year.

Cargill acquires a 51% stake in Ekol Gida, a leading company operating in premix and feed additives markets in Turkey.

Cargill completes its acquisition of Zamanita from Zambef.

JBS USA Pork purchases Cargill Pork business.

Cargill opens first canola refinery in Canada.

Cargill completes acquisition of ADM's global chocolate business.

Cargill enters salmon feed market with purchase of EWOS from Altor and Bain Capital.

Cargill elects CEO David MacLennan as next chairman.

## 2016

Cargill exits crop input business in Central and Eastern Europe.

Cargill acquires NatureWax, a market-leading provider of natural, vegetable-based waxes

Ventura Foods acquires Cargill's Dressings, Sauces and Mayonnaise business

Cargill acquires Fort Worth-based Five Star Custom Foods, Ltd., a business specializing in cooked protein products and custom prepared soups and sauces for the foodservice and food processing sectors.

# Awards

## 2016

### 2016 Hunger Hero Volunteer Award

One of America's largest food banks, Second Harvest Heartland, recognized Cargill for outstanding employee and retiree engagement.

### Top 100 Best Companies for Women in India

Awarded to Cargill for its efforts to create a diverse and inclusive workplace by the Working Mother Media & AVTAR 100 Best Company for Women Survey in India, 2016.

### Canada's Top 100 employers for 2017

Awarded by The Globe and Mail newspaper, recognizing Cargill's commitment to providing employees with exceptional workplaces across more than 100 locations in Canada.

## 2015

### Achievers 50 Most Engaged Workplaces™ in North America

Cargill was recognized for displaying leadership and innovation in engaging their employees to make the workplace more productive.

### America's Top Corporations for Womens' Business Enterprises in 2015

Awarded to Cargill by The Women's Business Enterprise National Council.

### Best Corporate Responsibility Practices

Awarded to Cargill Central America for its "Nourishing the Future" program, which in partnership with CARE, has facilitated sustainable development in the region.

### Best employer in China

Awarded to Cargill by Aon Hewitt and LinkedIn. The company was recognized for effective leadership, employee engagement, employer branding and high performance.

### Canada's Best Diversity Employers

For the third year in a row, Cargill Limited was recognized for having exceptional initiative to attract and retain employees from diverse communities.

### Fortune "Change the World" list

Cargill was listed as number 25 on Fortune Magazine's "Change the World" list. The list is a collection of 51 companies that have made a sizable impact on major global social or environmental problems as part of their competitive strategy.

### 2015 Leadership in Environment Award

Awarded by the Keystone Policy Center for efforts to stop deforestation in the Amazon through the Brazilian Soy Moratorium.

### 2015 Best Sustainability Innovation Award

Awarded to the Cargill Cocoa Promise initiative that improves access to affordable funding for cocoa farmer cooperatives in Côte d'Ivoire by Food Ingredients Europe.

### 2015 Great Place to Work

Cargill businesses in Uruguay, Nicaragua, Honduras and Venezuela were honored by Great Place to Work as ranking among the top 10 businesses in their respective countries. Cargill Meats Central America operations in Costa Rica and Guatemala, as well as EWOS operations in Chile were also recognized.

### 2015 Award for Corporate Excellence

Awarded to Cargill by the U.S. Department of State in the category of human and labor rights for its work with smallholder farmers in Vietnam.

## 2014

### Unilever Visionary Award

The Cargill team was recognized for substantial contributions made in each of the Partner to Win key priorities: innovation, responsible and sustainable living, quality and service, capacity, and capability.

### CDP global forests report

Cargill was recognized as the leader in its sector for corporate action on tackling deforestation.

### Aon Hewitt Top Companies for Leaders

Cargill was named one of the 2014 top companies for leaders. The award recognizes best-in-class talent management practices around the globe.

## 2013

### Presidential Green Chemistry Award

Cargill was recognized by the Environmental Protection Agency (EPA) for its innovation in developing Envirotemp™ FR3™ transformer oil made from natural esters.

### Company of the Year

Awarded to Cargill by The Islamic Food and Nutrition Council of America for its global halal programs.

### Best Consumer Products Company

Cargill Brazil was recognized by EXAME magazine as the largest agribusiness in Brazil.

### Hunger Hero

Awarded to Cargill and other Minnesota companies for its efforts in the "great corn rescue," which provided 600,000 pounds of sweet corn to families in need.

### Leader in Diversity and Inclusion

Cargill Canada Limited was recognized by BMO Financial Group as an employer that displays exceptional workplace diversity and inclusiveness.

### Best Investor Award

Awarded to Cargill's PT Harapan Sawit Lestari plantation by the West Kalimantan Government.

## 2012

### Best Plantation Business Partner Award

Awarded to Cargill's PT Hindoli palm plantation by the government of South Sumatra.

### Alliance to End Hunger Partnership Award

Cargill was recognized for advocating for policies that ensure food security globally.

### Business for Peace Award

Cargill was one of seven global honorees. The award, organized by the International Chambers of Commerce with the Nobel Prize organization, recognizes the contributions of businesses to society.

### Top Agricultural and Food Company in Brazil

Cargill Brazil received first-place honors. The award was given by business journal Brasil Econômico.

### MLK Drum Major for Service Award

Cargill was recognized for its support of Big Brothers Big Sisters of America's Hispanic Mentoring program, which works to attain positive educational outcomes for youth in Latino communities

## 2011

### U.S. Secretary of State's Award for Corporate Excellence

Cargill India selected as a finalist for the company's efforts to address food security issues

### Canada's Top Employers for Young People

Company recognized as a top employer offering the best benefits for younger employees

### Indonesia Best Investor Award

Awarded by Indonesia's Ministry of Trade and Industry for significant contributions to the country's economy and community development

### ENERGY STAR

Four Cargill locations earn the U.S. Environmental Protection Agency's award for the second consecutive year

### China Children's Charity Award

Awarded to Cargill China for its contribution to promoting rural education in China through the China Children and Teenagers' Fund

### Platinum Indonesia CSR Award

Awarded to Cargill's palm oil plantation in South Sumatra for its smallholder program that has resulted in improved living standards for farmers

### U.S. Agency for International Development (USAID) Partnership Award

Cargill was recognized for its role in advancing food security in the developing world

### Minneapolis Star Tribune's

### Top 100 Workplaces in Minnesota

Cargill was ranked #2 on the large company category list



## Media Contacts

Cargill welcomes inquiries from the news media. Whether you are looking for basic company information or have a specific request, we are here to help. Members of the media should email us at [\*\*media@cargill.com\*\*](mailto:media@cargill.com), or visit our newsroom at [\*\*www.cargill.com/news\*\*](http://www.cargill.com/news) to find a media relations person in other regions to answer your questions.

