



# Leading through Change

Dave MacLennan, Chairman and CEO, Cargill  
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**155,000**  
employees



Located in  
**70**  
countries



**65+**  
Languages spoken





“The policy on which our business has always been conducted is...  
**our word is just as good as our bond.**”  
– John MacMillan Sr. (1923)

**Our Purpose:**

**To nourish the world  
in a safe, responsible  
and sustainable way.**

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# Our business



**For farmers**  
We supply feeds, other inputs and expertise to farmers, and buy crops and livestock from them

**We provide insights to our partners**



**We transform raw materials into finished goods**



**For customers**  
We deliver finished goods to customers in the foodservice, retail, consumer packaged goods and industrial sectors

**We move products around the world**



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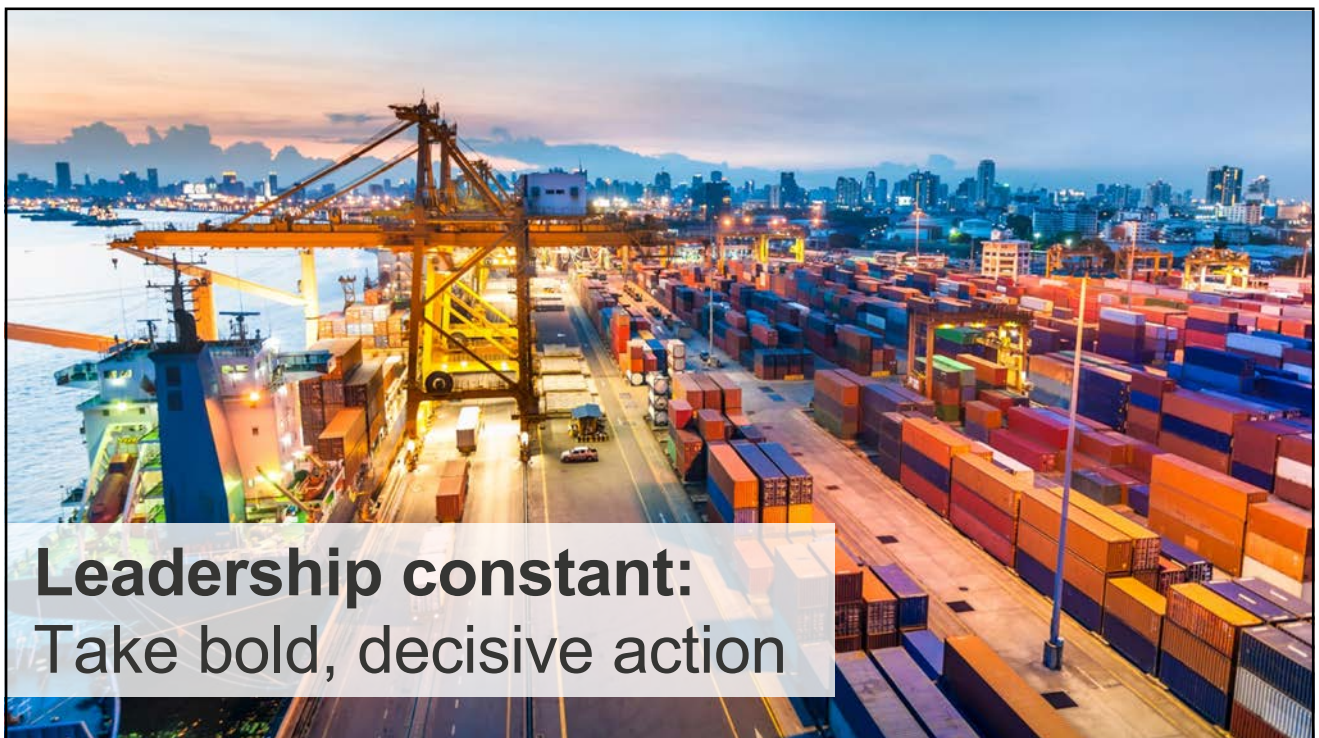
# We are operating in a changing landscape







**Leaders must embrace change**



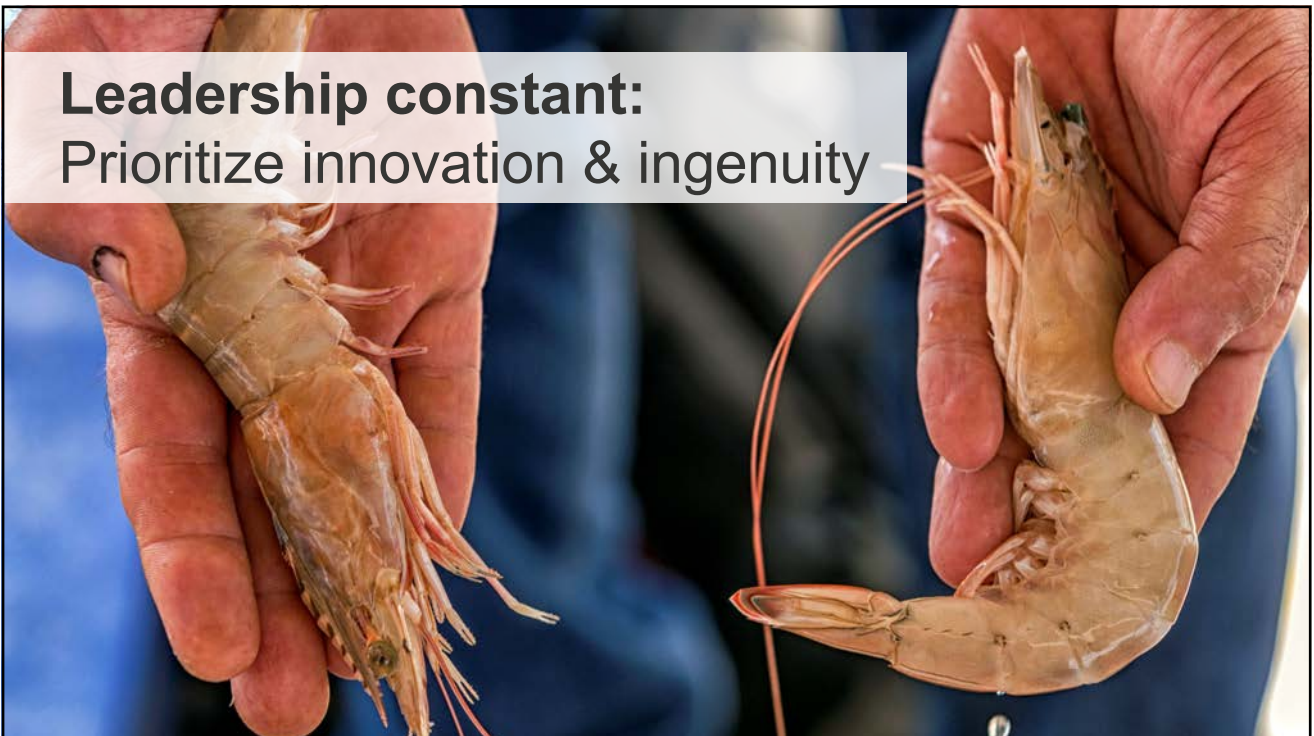
**Leadership constant:  
Take bold, decisive action**

## Leadership constant: Follow your principles

### Our Guiding Principles

1. We obey the law
2. We conduct our business with integrity
3. We keep accurate and honest records
4. We honor our business obligations
5. We treat people with dignity and respect
6. We protect Cargill's information, assets and interests
7. We are committed to being a responsible global citizen

## Leadership constant: Prioritize innovation & ingenuity







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