



***Global Issues  
Identification +  
Prioritization***

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# Cargill at-a-glance

With  
**150,000**  
employees



Over  
**150**  
years of experience



located in  
**70**  
countries



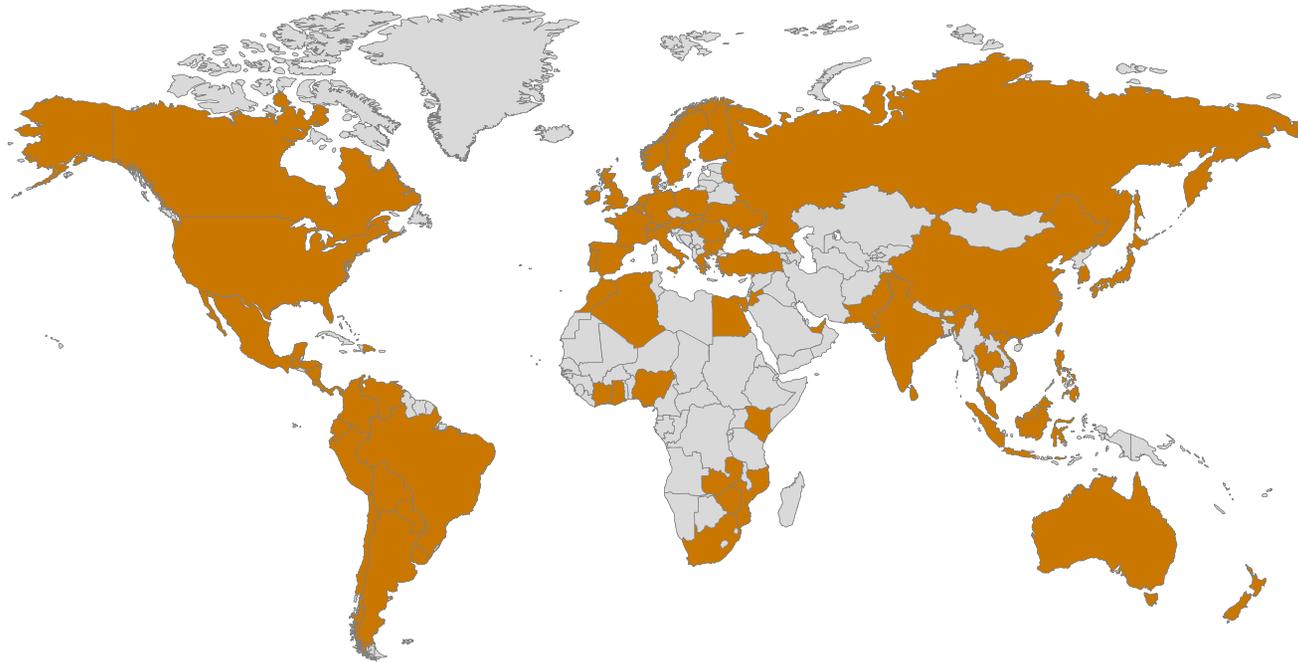
our purpose  
is singular:  
**to be  
the global  
leader in  
nourishing  
people**

Helping people and organizations *thrive*

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# Our global footprint



Helping people and organizations *thrive*

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# We operate within four key business segments:



**Food**

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

**Agriculture**

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

**Financial**

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

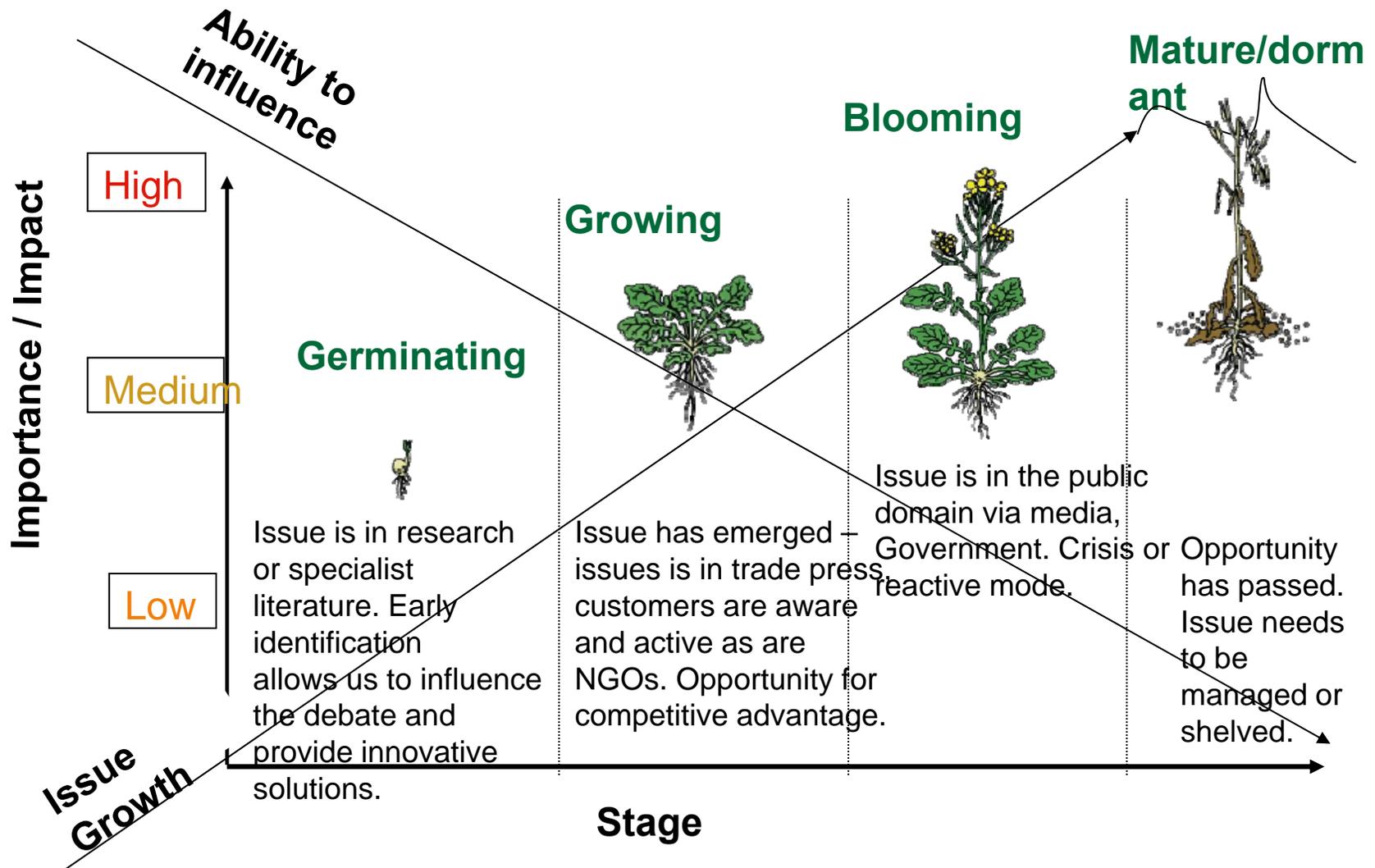
**Industrial**

We serve industrial users of energy, salt, starch and steel products. We also develop and market sustainable products made from agricultural feedstocks.

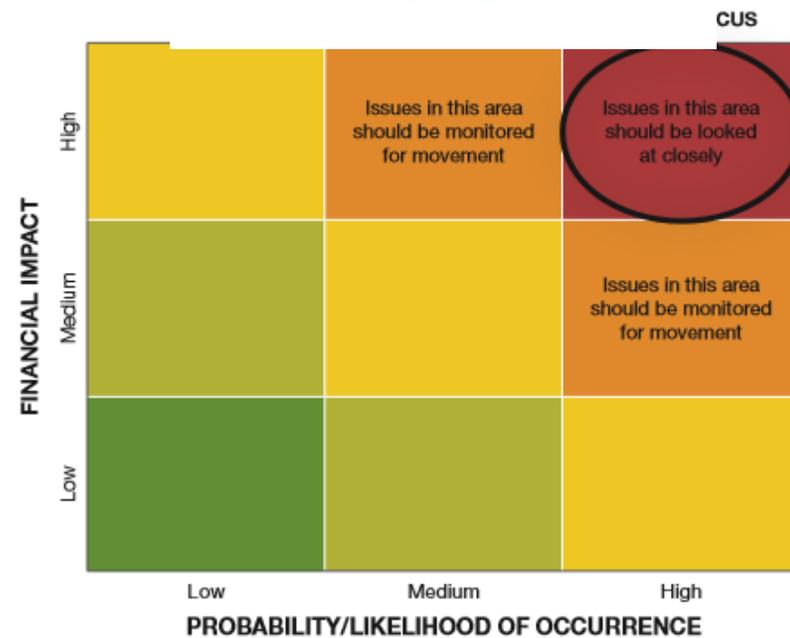
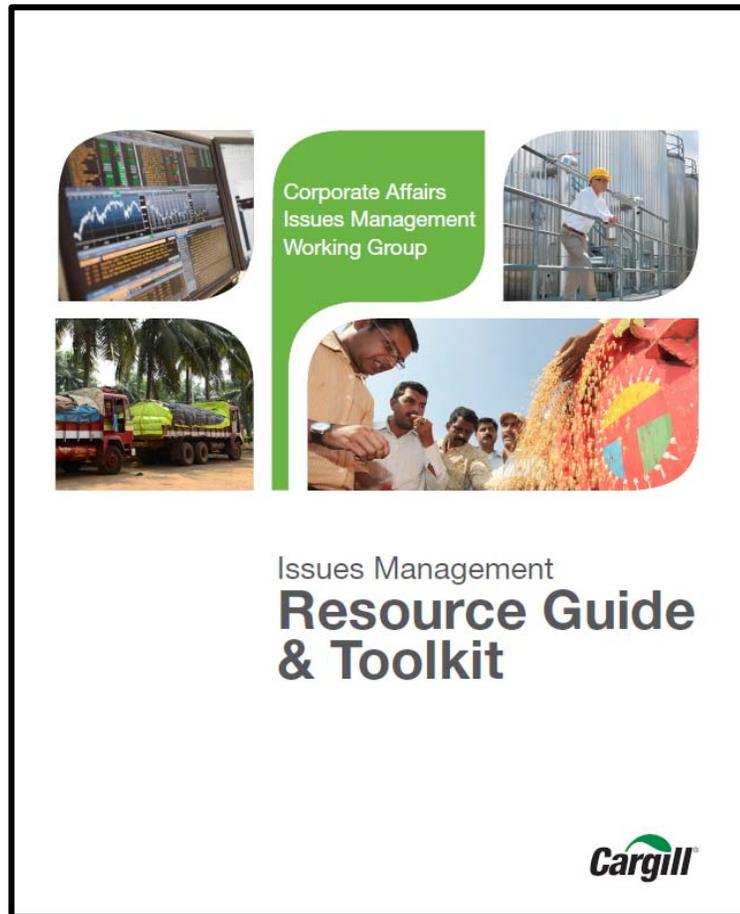


# Our issues evolution

# Early Days: Team mapping exercises



# Issues identification ≠ Issues Management



# Using technology to aggregate global issues – v 1.0



## ISSUES MANAGEMENT DATABASE

### Welcome!

This is the site where you can find and add information about the issues confronting Cargill. These issues are being managed by internal teams across Cargill's functions and businesses.

The Issues Management Database makes it easy to understand what the issues are, who is working on them, and how they are being handled. It helps us avoid duplication of effort and provides greater visibility to the issues, which enables us to track and move quickly when necessary.

We have divided the database into issues that are being managed and issues that are only being monitored.

You can sort your views by clicking one of the options in the menu on the left of this homepage.

This data is for internal use only. Please do not edit other people's input without their consent.

Add a managed issue

Watch a training video



Add a monitored issue

View all managed issues

View all monitored issues

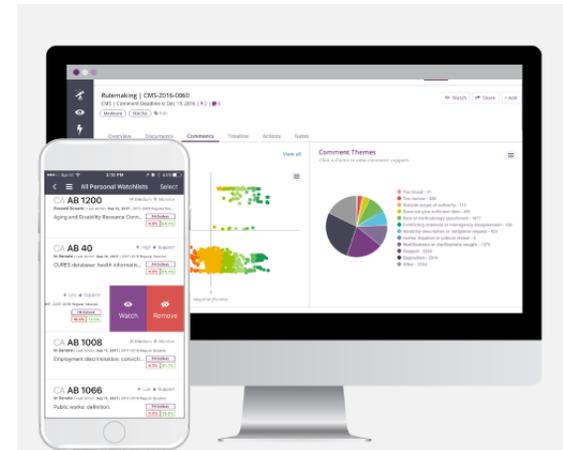
# Modernizing our work

# Technology leapfrog on global issues

**NETBASE™**  
LEADER IN SOCIAL ANALYTICS



**EN**



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# Harvesting the collective wisdom of Cargill

e.g. PA SB 219, renewable energy, "specialty tier" Search

**Issue Category**

Create Issue

1 Filter Selected Reset

**Issue Category**

- Agricultural Policy
- Animal Welfare
- Biofuels
- Biotechnology
- Climate
- Farmer Livelihoods
- Feed
- Financial Regulation & Taxation
- Food Ingredient
- Food Safety
- Food Security
- Labor, Immigration, & Human...
- Land & Forests
- Nutrition
- Protein
- Sustainable Development
- Trade
- Water

**Enterprise** +

**Geography** +

Filter Issues by name Search

Issue Name	Status	Public Sensitivity	Financial Impact	Reputational Impact	Latest Activity
[Agricultural Policy Issue] <small>Water Agricultural Policy</small>	Yellow	1	3	2	@username changed Financial Impact
[Agricultural Policy Issue] <small>Trade (Category)</small>	Green	2	4	4	[Activity]
[Sustainable Dev Issue] <small>Sustainable Development (Category)</small>	Yellow	5	2	1	[Activity]
[Nutrition Issue] <small>Nutrition (Category)</small>	Green	5	2	1	[Activity]
[Nutrition Issue] <small>Trade (Category)</small>	Red	5	2	1	[Activity]
[Protein Issue] <small>Protein (Category)</small>	Green	2	4	4	[Activity]
[Food Security] <small>Food Security (Category)</small>	Yellow	5	2	1	[Activity]
[Climate Issue] <small>Nutrition (Category)</small>	Red	5	2	1	[Activity]
[Climate Issue] <small>Trade (Category)</small>	Red	5	2	1	[Activity]
[Food Security]	Yellow	5	2	1	[Activity]

# Issue filters

Help us to prioritize and gain insights

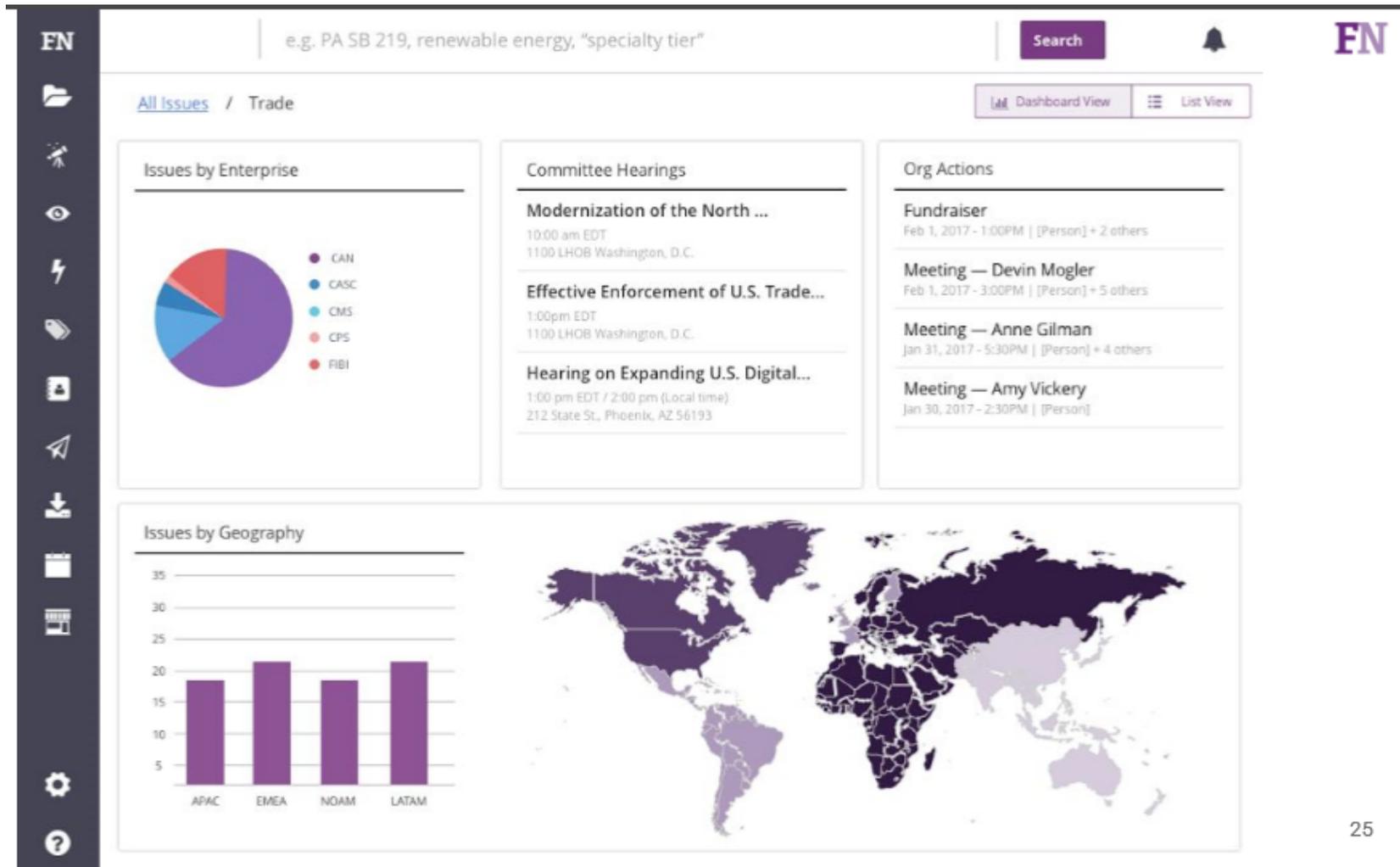
- Issue category – taxonomy linked to our team structures + internal issues communications platform
- Geography – APAC, EMEA, LATAM, NOAM
- Enterprise/business group
- Financial impact \$
- Reputational impact (scale 1-5)
- Public sensitivity (scale 1-5)
- Status (red, yellow, green)

The screenshot shows a 'Create Issue' form with the following details:

- Name:** U.S. Immigration Reform
- Issue Category:** Labor, Immigration, & Human Rights (checked); Agricultural Policy, Animal Welfare, Biofuels, Biotechnology, Climate, Farmer Livelihoods, Feed, Financial Regulation & Taxation, Food Ingredient, Food Safety, Food Security, Nutrition, Protein, Sustainable Development, Trade, Water.
- Geographies:** NOAM (checked); APAC, EMEA, LATAM.
- Enterprises:** CAN, CASC, CPS, FBI, CMS (all checked).
- Financial Impact:** \$10,000,000
- Reputational Impact:** 2
- Public Sensitivity:** 4
- Status:** yellow

# At-a-glance – what we are seeing globally on trade

(Note: Prototype- not actual trade dashboard)



# Lessons learned

## OUR GLOBAL ISSUES JOURNEY

- Perfect is the enemy of good – start somewhere and be cognizant of blind spots.
- Leverage your structure if you can - our global Corporate Affairs team is the backbone of the system we have built.
- Digital technology is a blessing, but it not the whole answer
- Your people are the best source of information – find simple, easy ways to capture what they are seeing and hearing
- Prioritize and filter – it will make a complex world easier to navigate and help you determine your next steps

