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Queensland Sugar Limited



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Founding and Early History

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- Founded in 1865 by William Wallace Cargill
- By the 1940s Cargill had diversified
- By its 100th anniversary in 1965 reported sales of nearly \$2 billion
- Cargill used their expertise and applied to other businesses



Cargill today

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- Where does Cargill rank?
- Reported revenue of \$136.7 bil
- 143,000 employees in 67 countries
- Cargill family owns 88%



Businesses

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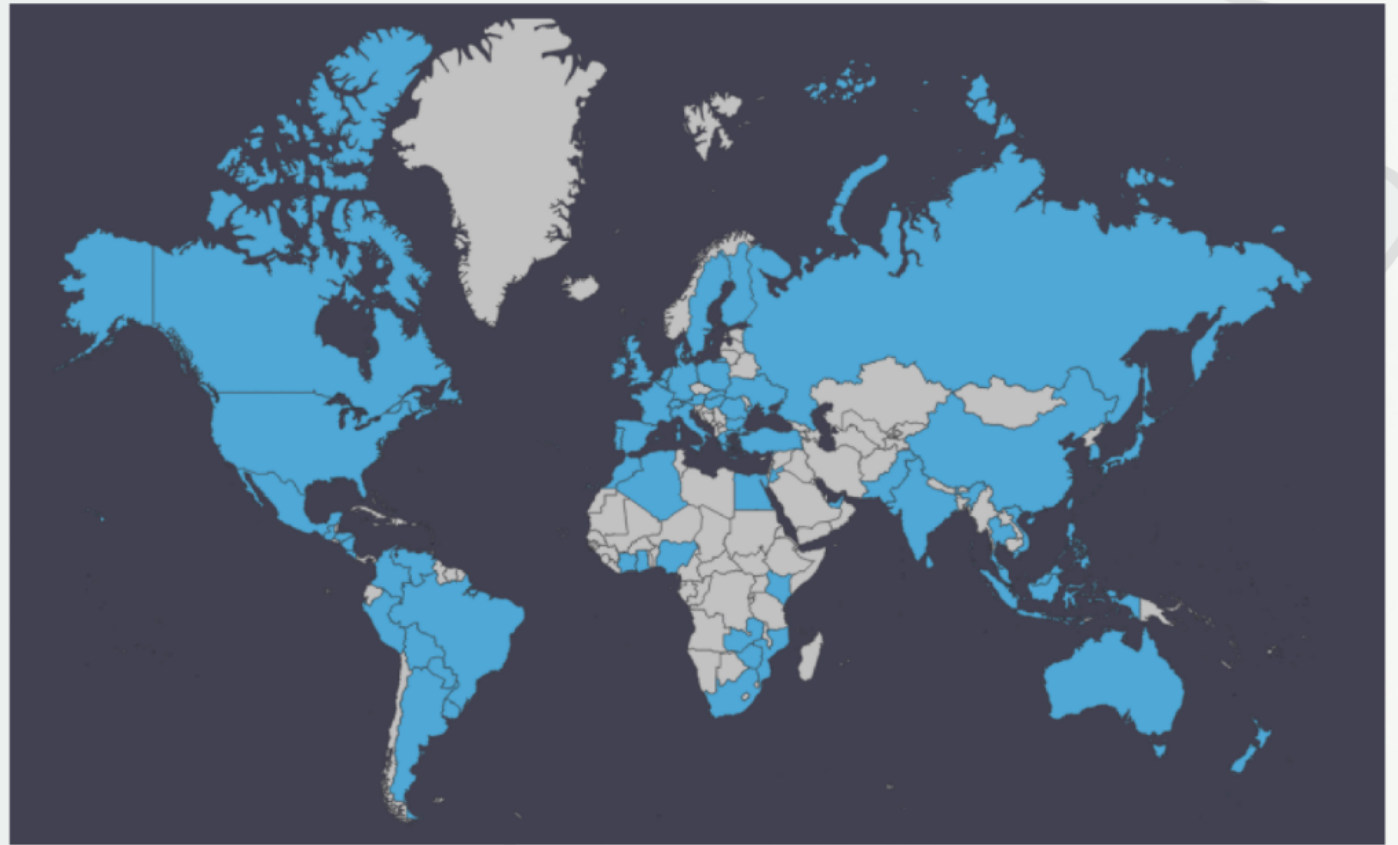
- Agriculture commodity trading & processing
- Food ingredients & applications
- Meat, poultry & eggs
- Farmer services
- Animal feed & nutrition
- Energy & industrial
- Financial



Markets

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- Africa
- Asia Pacific
- Europe
- Latin America
- Middle East
- North America



Competition

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Direct Competitor Comparison

	ADM	BG	PVT1	INGR	Industry
Market Cap:	32.99B	12.29B	N/A	5.68B	477.98M
Employees:	31,100	35,000	142,000 ¹	11,300	1.73K
Qtrly Rev Growth (yoy):	-0.05	0.08	N/A	-0.09	0.11
Revenue (ttm):	87.73B	61.32B	133.86B ¹	5.95B	471.98M
Gross Margin (ttm):	0.05	0.04	N/A	0.18	0.24
EBITDA (ttm):	3.37B	1.73B	N/A	771.70M	34.39M
Operating Margin (ttm):	0.03	0.02	N/A	0.10	0.04
Net Income (ttm):	1.65B	80.00M	1.18B ¹	365.40M	N/A
EPS (ttm):	2.49	1.31	N/A	4.75	0.10
P/E (ttm):	20.52	64.45	N/A	15.95	20.00
PEG (5 yr expected):	4.17	1.76	N/A	1.68	1.26
P/S (ttm):	0.38	0.20	N/A	0.96	0.97

Role of technology & innovation

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The majority of technical innovations and challenges take place across a range of 4 industry segments:

- Animal & fish feed
- Bio industrial products & biofuels
- Food ingredients
- Meat & other proteins

Biggest technological challenges include:

- continuously trying to enhance their existing products
- improving process efficiencies
- uncovering solutions that help them launch first to market innovation



Global innovation centers

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Cargill principal innovation centers include:

- Animal Nutrition Innovation Campus - Minnesota, United States
- Biotechnology Innovation Centers - Iowa and Minnesota, United States and Vilvoorde, Belgium
- Specialty Seeds and Oils Innovation Center - Colorado, United States
- North American Food Innovation Center - Minnesota, United States
- Wichita Food Innovation Center - Kansas, United States
- Latin American Food Innovation Center - Sao Paulo, Brazil
- European Food Innovation Center - Vilvoorde, Belgium
- Asian Food Innovation Center - Beijing, China