

## **Format Solutions**

**I am delighted to share with you that Format Solutions is the new name for our feed and food software solutions business.** The name reflects our combined business of Feed Management Systems (FMS) and Format International, and underscores our organization's commitment as a proven technology partner for integrated feed and food companies.

As you recall, Cargill acquired Format International in December 2015. As we brought our two businesses together, we connected with as many of our customers as possible. We heard great things about the value we bring to your businesses. We also heard candid feedback about where we could improve and where our customers want more from us.

There is more that we want to do with Format Solutions than I can cover in this letter and in the coming weeks and months, we will share more about our plans for our products and services. For now, I want to share a few principles we developed based on what we heard from you – our valued customers. These resonated with our team and we promise to carry these forward in our business.

We will *connect earlier*, proactively sharing our vision and plans for the future. We will *talk differently* by engaging with you on new ways we can help you grow your businesses, while continuing to improve our existing products and services. We will *bring more* by articulating and sharing the value to you in Cargill's ownership of Format Solutions. And we will continue to *live our values*: Integrity, Respect for Others, Commitment to Serve, and Passion for Success.

I have a deep passion and excitement for technology and the year and a half that I've been leading what is now Format Solutions has been exciting and challenging. That said, what gets me excited to come to work every day is the challenge that I know most all of us share – to lead with our values, and do our part to help feed the world.

One last important point: Format Solutions is an independent business within Cargill, and we build and maintain the trust and confidence of our customers and other business partners by communicating honestly, respecting information entrusted to us and standing behind our commitments. I want to assure our customers that Format Solutions is absolutely committed to ensuring the security and confidentiality of our customer's data. To do so, we use industry-leading security protocols and information-protection best practices.

Thank you for your trust, and your business. I hope you join us in our enthusiasm for Format Solutions!

Best Regards,  
**Bruce Feist, Managing Director, Format Solutions**