



Margaret A. Cargill
PHILANTHROPIES

ALWAYS LEARNING, ALWAYS GROWING

2014 Annual Report

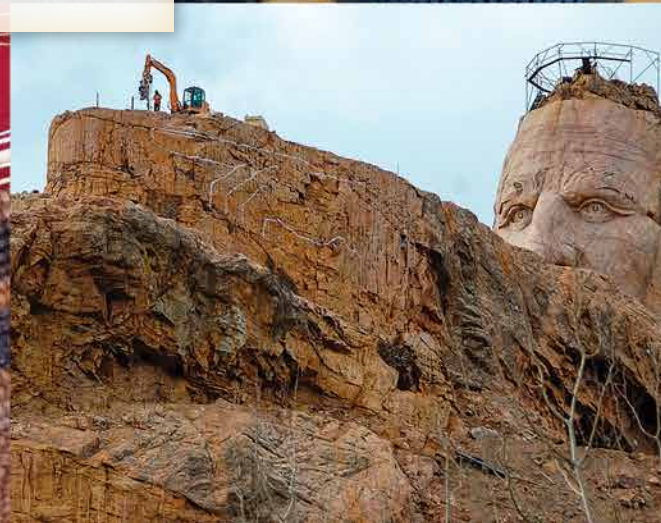




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LETTER FROM OUR CEO

Dear Friends,

Learning is a key cultural value at Margaret A. Cargill Philanthropies, and our short definition is “always growing.” Growth is certainly a key descriptor of our 2014 accomplishments, particularly as we review our grantmaking.

As you read through this Annual Report, you’ll note significant increases in grantmaking by our two largest entities, Margaret A. Cargill Foundation [MACF] and Anne Ray Charitable Trust [ARCT]. While we continue to develop and hone specific grantmaking strategies, the dollar amounts we granted in 2014 are indicative of our longer-term giving levels.

A significant 2014 milestone was the completion of the sale of all our remaining restricted shares of The Mosaic Company, continuing the journey toward liquidity that we began in 2011. Those shares had accounted for about 45 percent of the asset bases of MACF and ARCT.

The increase in grantmaking by ARCT reflects our deeper knowledge of the designated beneficiaries and areas where their goals matched ours. The increase by MACF is partially attributable to “learning grants” that will help us define our grantmaking strategies and goals going forward, especially for programs not yet formally launched. Our growth is inherently linked to our learning. Grantmaking growth also was driven by a deeper knowledge of our strategic grantee partners, with whom we anticipate working over the long term.

Akaloa Resource Foundation continues to engage in close partnerships with its designated beneficiaries, in some cases taking longer-term views of projects we support by making multiyear grants.



We celebrated another milestone in 2014 with the rollout of new branding. The most visible manifestation of our branding is a new logo for Margaret A. Cargill Philanthropies, with complementary versions for our three grantmaking entities; this underscores that, while we have legally separate organizations, we operate under a single mission and a single set of values. The logo design incorporates the idea of weaving, illustrating that it takes many threads to make a whole. The weave design reflects our intent to work collaboratively, internally and externally with our grantees, to achieve mutual goals.

All of this was accomplished as we embarked on a significant expansion of our Eden Prairie, MN home and moved into temporary space for the duration of that project.

This Annual Report details our collaborative work in 2014 within our three entities. I hope you find it informative and enjoyable.

Christine M. Morse



OUR COMMON MISSION

Akaloa Resource Foundation, Anne Ray Charitable Trust, and Margaret A. Cargill Foundation are dedicated to providing meaningful assistance and support to society, the arts, and the environment.

Our founder, Margaret A. Cargill, viewed her philanthropy as a single passion. While she created three separate entities to address her goals, she articulated a single mission: to provide meaningful assistance and support to society, the arts, and the environment.

Because our three entities—Akaloa Resource Foundation [Akaloa], Anne Ray Charitable Trust [ARCT], and Margaret A. Cargill Foundation [MACF]—were formed at different times, they initially adopted unique branding, including different logos. As we unified mission statements and grantmaking goals, and formalized our values into action statements, it was clear we needed a visual indicator of that unity. Thus, in 2014, we adopted a new logo for Margaret A. Cargill Philanthropies, with complementary versions for all three grantmaking entities.


The pattern acknowledges that Akaloa, ARCT, and MACF are separate but, together, they weave a unified whole. The weave pattern also reflects our work style, specifically our intent to collaborate with grantee partners to achieve shared goals. The colors are Margaret's favorites, with the single red thread representing her spirit, which imbues all that we do.

In 2014 we continued to hone our grantmaking strategies, including how our three entities can work together most effectively. We added staff and improved processes across our shared services teams that support Akaloa, ARCT, and MACF. For example, our Evaluation team worked with our program teams and grantees to begin integrating metrics into programs and specific grants. We also adopted a model for using evaluation as a tool for learning.

Also in 2014, MACP began the process of defining what "knowledge management" means to us as an organization. We initially are focusing on ways to improve our overall grantmaking effectiveness through shared learnings.

We did all this while embarking on a significant expansion of our Eden Prairie, MN, home and moving into temporary space nearby.

This page: Women entrepreneurs, supported by MACF grantee CARE, weave fabric in rural Bangladesh. **Opposite:** An exotic flower from a section of the Amazon included in the Amazon Regional Protected Areas Program, which MACF supports through the World Wildlife Fund.

A close-up photograph of a person's hand holding a delicate red flower with many thin, yellow-tipped stamens. The hand is positioned palm-up, and the flower is held gently between the fingers. The background is a blurred green, suggesting foliage. A semi-transparent white box with a thin blue dotted border is overlaid on the center of the image, containing text.

OUR PHILOSOPHY OF GRANTMAKING

Our grantmaking reflects our values and Margaret Cargill's guiding principles and is always directed toward our mission and core purposes. We expect our grantmaking across all three grantmaking entities to have these characteristics:

We **lead with our values**, internally and externally.

We **partner with capable organizations** that have demonstrated their ability to work successfully in our interest areas and in a manner consistent with our values. We look to our grantees as partners and co-learners.

We provide **meaningful support** to **strategic grantees**.

We support **work in and with communities** toward sustainable solutions.

We pay special attention to **underserved** or **low-attention** areas, populations, or issues.

We value and affirm the **integration** of all functions of the Philanthropies in our grantmaking.

We make **measurable impact** on focused goals.

We **evaluate** our work, **reshape our approaches as we learn**, **share** and **apply** our learning to future grantmaking.

All this we do, not to bring recognition to ourselves, but to support our grantees in the work **they** do to provide meaningful assistance and support to society, the arts, and the environment, in a manner consistent with our founder's wishes and intent. **Done well, this will distinguish us.**



Akaloa Resource
FOUNDATION

A MARGARET A. CARGILL PHILANTHROPY

AKALOA RESOURCE FOUNDATION

Akaloa's grantmaking rose to more than \$6.3 million in 2014, from \$5.3 million the year before. As a supporting organization, Akaloa has a restricted number of potential grantees, and the Foundation focuses on organizations that serve Southern California, where our founder, Margaret A. Cargill, lived most of her adult life. In 2014, Akaloa took a natural next step with grantees to develop learning grants for projects we have supported for at least five years.

Four grants aim to understand the community impact our support has had over multiple years. The grants included funding for evaluation consultant resources.

To support our desire to engage in deeper learning with our grantees, Akaloa moved a third of its portfolio from single-year grants to multiyear grants. We developed a specific set of criteria to identify grants that were ready to move to multiyear. Multiyear grants provide grantees more stability for projects that we have supported for a significant period of time.

For Akaloa, the multiyear approach supports our strategic planning and gives us additional time to learn from our grants.

GRANTEE HIGHLIGHTS

For several years, we've supported KCETLink's in-depth coverage of environmental topics that are specific and vital to Southern California. In 2014, we gave additional support to cover a localized citizen-engagement strategy that reaches beyond traditional media metrics. The strategy includes a targeted social media component, allowing the public to participate in a larger conversation about environmental topics featured in KCETLink's programs. Lessons learned from this pilot will be applied to KCETLink's approach to all programming in the future.

Our 2014 support also included a challenge grant for KCETLink's environmental programming, which attracted new institutional funding for the station.

The Salvation Army, Sierra del Mar's Arts and Literacy Program brings teaching artists into four elementary schools in low-income areas of East San Diego. The students are third-, fourth-, and fifth-graders. Akaloa has funded this program for several years, and in 2014 supported expanding to an additional four schools. After the in-class art experience, students and their parents are invited to an after-school series of hands-on art and reading activities at the Salvation Army's Kroc Community Center. This has the added benefit of introducing parents, many of them immigrants, to the wide variety of social services and recreational resources available at the center.

Mingei International's Art of the People Student Outreach Program engages third-graders from four East San Diego schools (not related to the Salvation Army's work) with hands-on art projects tied to Mingei's current exhibitions, and is led by the museum's teaching artists. In 2014, Mingei developed a creative way to expand this program with a small staff by offering professional development to teachers who were already engaged, giving them the tools to continue the program in their own classrooms after hands-on coaching by museum staff ends. That freed museum resources to expand into four additional schools. A highlight is an end-of-year exhibition of the students' artwork at the museum, including a reception for their families.

Also in 2014, Mingei held its first-ever juried art exhibition for students in San Diego County high schools that highlighted three-dimensional craft media, including ceramics, metals, and woodworking. The exhibition attracted more than 200 entries, and 56 were selected for display as part of the museum's "Student Craft 2014—Useful Items" exhibition.



Opposite: During its annual Native Arts Week, Idyllwild offers a variety of classes. Here are projects in progress by students taking a basket-weaving class. **Above:** Student work from the Art of the People Student Outreach program on exhibit at Mingei International.

AKALOA RESOURCE FOUNDATION'S 2014 GRANTEES

The American National Red Cross, San Diego and Imperial Counties, CA

Disaster-cycle services, including San Diego and Imperial Counties Emergency Preparedness Index survey results; pre- and post-deployment resources and training for San Diego County military families; startup funding for a Certified Nurse Assistant Training program.

Idyllwild Arts Foundation, Idyllwild, CA

Scholarships for Native American Academy students; summer-program scholarships for Native American, music, and San Diego students; Arts Enterprise Laboratory to help students learn about and prepare for careers in the arts; support for the summer Native Arts Week; solar panels for roof of LEED-certified Health Center; organization-wide strategic planning.

KCETLink, Burbank, CA

Environment and music programming significant to Southern California; evaluation of environment programming; audits of branding and fundraising goals.

Mingei International, Inc., San Diego, CA

Visitor-experience enhancement; exhibition support, including publications; education, community-outreach, and evaluation support; staff and board professional development.



St. Paul's Retirement Homes Foundation, San Diego, CA

Transportation services, including a new bus; day program for seniors with mild to moderate dementia; chaplain services on campus.

The Salvation Army, Sierra del Mar Division, San Diego, CA

Expansion of Family Arts and Literacy Program from four to eight elementary schools; Pine Summit and Kroc Center Summer Camp programs and scholarships; senior nutrition program; leadership training for officers and board; marketing and customer-service assessments.

San Diego Humane Society & S.P.C.A., San Diego, CA

Veterinary medicine; behavior-modification, and needs-based spay/neuter programs; education and community programs; salaries for Volunteer Program staff; senior-level staff training.

San Diego State University Foundation for the use of KPBS, San Diego, CA

Education, environment, and local programming; acquisition of non-PBS programming; One Book, One San Diego program; evaluation of environment programming; feasibility study for proposed remodel; in-house research and evaluation coordinator position; website upgrades.

Above: Third-graders and their families enjoy art and reading activities as part of The Salvation Army, Sierra del Mar Division's Arts and Literacy Program. **Opposite:** Children enjoy pool time, made possible by ARCT grantee Y-USA's commitment to supporting local YMCAs.

2014
End-of-Year Assets

\$189,186,161

2014
Number of Grants Awarded

43

2014
Total of Grants Awarded

\$6,394,068



Anne Ray
CHARITABLE TRUST

A MARGARET A. CARGILL PHILANTHROPY

ANNE RAY CHARITABLE TRUST

Growth was a key theme for ARCT in 2014. We approved \$154 million in grants, compared with \$116 million the year before. We also continued to build our grantmaking strategies. As a supporting organization, we have a restricted number of potential grantees. Our task is to determine how to support those organizations in a manner that best reflects our founder's vision, our mission, and the grantees' priorities.

Our mission—providing meaningful assistance and support to society, the arts, and the environment—is shared by our two sister philanthropies. Therefore, we continue to explore ways we can use our separate structures and grantmaking processes to have the impact we collectively desire. At the same time, we continually review our processes to maximize our own effectiveness and that of our grantees.

GRANTEE HIGHLIGHTS:

Y-USA ramped up work in three major initiatives with our support: camping, swimming, and closing the academic achievement gap. Swimming and camping programs have long been developed and offered by local YMCAs. Our support of swimming and camping at the national level has allowed Y-USA to offer subgrants to local YMCAs for swimming and camping scholarships, as well as program upgrades. Our support is allowing Y-USA to play a role in enhancing the programs that local YMCA associations manage.

Swimming and camping were areas of particular interest to our founder, the late Margaret A. Cargill.

Addressing the academic achievement gap experienced by children from low-income backgrounds (compared with their peers from middle- or higher-income backgrounds) is a signature program that grew out of work done at local YMCAs. Y-USA looked at its members' work and identified research-based approaches to create a unified program and tools. ARCT is proud to support Y-USA's vision.

ARCT supports multiple programs of The Nature Conservancy. In 2014 we particularly invested in initiatives focused on community-level work. One of these is indigenous conservation, which encompasses strategies to preserve traditional lands in a way that benefits people and the nature around them. Many of these strategies allow local communities to manage their own resources. Our staff and board visited China and Mongolia to see these strategies in action.

In China and Mongolia, our team visited a variety of sites to learn how The Conservancy is engaged with local communities in sustainable conservation practices to protect lands that support traditional communities, while allowing for compatible development. One of these sites was the Three Gorges Dam in China.



Above: Camels rest on a Mongolian plain where The Nature Conservancy works with local communities to combine cutting-edge science and planning with local knowledge to support traditional land use and to protect the country's remarkable biological diversity. **Opposite:** The Three Gorges Dam in China. The Conservancy works with the Three Gorges Dam Company to develop dam-operations practices that replicate the river's natural processes while supporting the needs of people.

ANNE RAY CHARITABLE TRUST'S 2014 GRANTEES

American Red Cross — International Services Division, Washington, DC

International disaster response and preparedness; community health programs; and fundraising and capacity building.

American Swedish Institute, Minneapolis, MN

Support for programs, exhibitions, and audience engagement.

Berea College, Berea, KY

Campus building renovations and maintenance; scholarships; bridge programs for student success; traditional music, crafts, and culture; special collections preservation and access; capital planning; and capacity building.

Mingei International Museum, San Diego, CA

Support for business expansion; exhibition and project planning; and capital planning.

Public Broadcasting Service (PBS), Arlington, VA

Content development in the arts, natural history, and science; infrastructure and digital technology improvements; and capacity building for online content and station services.

The Salvation Army, Sierra del Mar Division, San Diego, CA

Construction of a new maintenance building for the Pine Summit Camp.

School for Advanced Research, Santa Fe, NM

Stewardship of the school's collections; training of Native museum professionals; and capital support.

The Nature Conservancy, Arlington, VA

International environmental initiatives, including oceans, fresh water, forests, indigenous community conservation, resilience, and science; and infrastructure improvements.

YMCA of the USA, Chicago, IL

Camp programs; water safety and swimming lessons; healthy aging; healthy eating and physical activity programs; capacity building for data collection across the Y movement; member-led community service; and children's literacy development.

*2014
End-of-Year Assets*

\$3,859,074,373

*2014
Number of Grants Awarded*

64

*2014
Total of Grants Awarded*

\$153,966,308



Margaret A.Cargill
FOUNDATION

A MARGARET A.CARGILL PHILANTHROPY

MARGARET A. CARGILL FOUNDATION

In 2014, the Foundation grew its grantmaking to more than \$150 million, from just more than \$38 million the year before. The increase reflects continued development of new programs, as well as refinement of established programs based on learnings from previous grants. As of the end of 2014, our established programs are Environment, Relief and Resilience, Arts and Cultures, Aging Services, and Animal Welfare.

MACF continues to define its grantmaking strategies. To this end, the Foundation made significant “learning grants” in 2014, focused on issues and organizations that will help us determine additional areas we may want to support in future years.

The increase in grantmaking required further development of our internal processes. We expedited and improved our grant review and approval processes. At the same time, with support from the Evaluation team, we designed and implemented specific evaluation projects within each program area.

PROGRAM HIGHLIGHTS:

Environment

We launched the last two elements of our currently planned subprogram, Temperate Grasslands and College Sustainability.

Our Temperate Grasslands grantmaking supports work to conserve the best remaining grassland landscapes in a manner that sustains functional native ecosystems and healthy human communities. Our grantmaking is focused on the Northern Great Plains of the U.S. and Canada. In 2014, we made grants to the National Fish and Wildlife Foundation, National Audubon Society, World Wildlife Fund, Conservation Fund, and First Nations Development Institute to work with ranchers, tribes, and other stakeholders in three of the largest remaining grassland landscapes in this region. These grants complete our planned portfolio at least through 2016.

MACF’s College Sustainability grants support public and private colleges and universities, as well as tribal colleges, in the Upper Midwest. This grantmaking has three objectives:

- To integrate sustainability concepts throughout in- and out-of-class experiences, so students graduate as informed and motivated environmental citizens,

- To incorporate and model sustainable operations, and
- To develop environmental and sustainability leaders.


In 2014, the Foundation approved nine College Sustainability grants, completing our planned grant portfolio for the 2014-2016 period.



Above: A man demonstrates the traditional manner of tapping a tree to secrete oil in the Jurueña-Apuí mosaic of protected areas of the Brazilian Amazon.

Opposite: A herd of bison roams the Northern Great Plains in Wyoming, part of the world’s largest remaining temperate grasslands. Bison and other grazing animals are necessary to preserve the grasslands. MACF’s Environment Program supports multistate efforts to sustain these grasslands in partnership with ranchers, tribes, and others who live there.

MARGARET A. CARGILL FOUNDATION



We also joined the global consortium of public and private supporters of the Amazon Regional Protected Areas Program [ARPA] through a grant to World Wildlife Fund. ARPA is on track to provide sustained funding for the management of 150 million acres of the Brazilian Amazon. ARPA's goal is to ensure long-term protection for an ecologically representative sample of the Brazilian Amazon in a system of well-managed parks and preserves, while also helping to meet the needs of Brazil's people. Our funding specifically supports 13 Protected Areas totaling more than 13.5 million acres.

Also in 2014, we renewed our Tropical Forest subprogram, which has the goal of conserving and sustaining tropical forests to achieve meaningful reductions in greenhouse gas emissions and biodiversity loss. We implement this through a multi-foundation collaboration called the Climate and Land Use Alliance. MACF's grantmaking specifically targets community-based forest management in Brazil, Indonesia, and Mesoamerica.

Relief and Resilience

In 2014, we deepened our grantmaking in West Africa, Asia, and Central America, and began supporting disaster risk reduction (DRR) and climate-change adaptation work in the South Pacific for the first time.

Program staff visited Ethiopia to see first-hand the innovative approach Oxfam America is using to ensure that small-holder farmers are more resilient to shocks and stressors by having access to DRR training, weather-indexed crop insurance, and credit and savings. Many of these farmers are women. While in Ethiopia, staff also participated in a global resilience conference, which provided learning and networking opportunities.

Later in the year, staff visited Bangladesh and Nepal to spend time with our grantee partners. In Bangladesh, we observed HelpAge International's work with older people, and CARE's engagement with women and small-holder farmers through its "Pathways to Resilient Livelihoods" project. We support the Pathways work in Bangladesh, Malawi, and Ghana. HelpAge works primarily with "older people associations," and we support its work in Bangladesh and Nepal.

In the U.S., Relief and Resilience focuses on 10 Midwest states. After four years of grantmaking, we spent much of 2014 deepening our understanding of three topics: disaster case management, children in disasters, and the role of community foundations. The Foundation convened focus groups to help us understand gaps and opportunities in these areas. Participants included nonprofit agencies, staff in local and state government, and academic researchers. We learned that capacity building requires improved relationships and standards to ensure greater access to, and quality of, essential services after a disaster strikes a community.

Staff teams observed recovery efforts still under way in the region around Oklahoma City, including Moore, after the May 2012 tornado. Staff specifically spent time with local Catholic Charities and Feeding America staff who are helping meet persistent needs. Staff also toured the Oklahoma Disaster Recovery Project, a collaborative model that supports disaster case management and building assistance to vulnerable populations in the Moore area. Information learned during site visits helps us identify the most effective levers to reduce short-term suffering, improve effectiveness of recovery efforts, and strengthen the resilience of disaster-prone communities.

Arts and Cultures

We completed the launch of our Native Arts and Cultures grantee portfolio in the Upper Midwest. The team also finalized research in two of our three targeted states in the Southwest and launched the rollout of this region's portfolio with grants to Dine College, Institute of American Indian Arts, and Heard Museum.

Left: A totem on Northwest Indian College's campus in Bellingham, WA, a MACF Arts and Cultures grantee. **Opposite:** Crazy Horse Memorial in South Dakota; a MACF grant will fund carving of the hand, which is outlined on the mountain.

MARGARET A. CARGILL FOUNDATION

In downtown Juneau, Alaska, we capped the capital campaign to finance current grantee Sealaska Heritage Institute's new Walter Soboleff Center. Our funding supported installation of monumental art of the Southeast Alaska Native Coastal tradition, and new exhibition space for the center's collection of Tlingit, Haida, and Tsimshian art.

We also made an additional one-time capital grant to current grantee Crazy Horse Memorial in South Dakota, leveraging a significant challenge grant match to fund completion of the sculpture's hand. Crazy Horse Memorial hosts the site of the world's largest ongoing mountain carving.

We made Arts Education planning grants in Alaska and implementation grants in Wisconsin. We are piloting our Arts Education grantmaking in these two states because they represent opposite ends of the teacher spectrum: Alaska must import teachers to meet its classroom needs, while Wisconsin produces more teachers than it can employ. Our grantmaking

model identifies teachers as the primary agents of change. We specifically support collaborations of an institution of higher education, a public school district, and a nonprofit organization with the sole aim of preparing new teachers by building their competence and confidence in teaching in, and through, the arts.

Aging Services

The Aging Services Program focuses on helping seniors remain independent in their homes and communities. Our emphasis is on rural communities. In 2014 we continued to support community-based organizations that are implementing new approaches to identify and coordinate services that seniors need to age with dignity in the communities of their choice. We piloted a model of grantmaking to intermediaries serving rural communities in Washington, Minnesota, and Wisconsin. We also supported innovative training programs to increase the quality of the direct-care workforce serving older people in rural areas of Minnesota and Wisconsin.





MARGARET A. CARGILL FOUNDATION

Animal Welfare

This program formally launched in 2014 with two areas of focus: Companion Animals and education through Zoos and Aquariums. The Companion Animal component began grantmaking in seven Northern states, with an emphasis on helping local organizations advance their work in a number of ways, including outreach, spay/neuter, and sheltering. The Foundation specifically supports accredited zoos' and aquariums' educational programs aimed at schoolchildren.

Other Giving

MACF made significant grants in 2014 as we continue to research additional areas of focus and grantmaking strategies we may want to pursue in future years. These grants addressed neglected tropical diseases; access to health care in remote areas; community-based public health practices; maternal-child nutrition and health; family financial security; and supportive housing for low-income families. We also made grants to community foundations to create donor-advised funds that support local organizations.

Opposite: Relief and Resilience grantee CARE supports entrepreneurs in rural Bangladesh, like this woman weaving indigo-dyed threads into fabric. She is part of a locally run social enterprise called Living Blue, which sells the tie-dye products around the world. **Right:** A happy dog owner carries his pet from a Milwaukee vaccination clinic offered by Wisconsin Humane Society's Pets for Life Program, an Animal Welfare grantee.



2014 End-of-Year Assets	2014 Grants Paid by Program Area	Amount	Number of Grants	
\$3,050,646,349	Aging Services	\$10,477,208	12	
	Animal Welfare	4,545,674	13	
	Arts & Cultures	20,075,234	43	
	Children & Families**	15,241,770	22	
	Environment	31,216,184	55	
	Health & Well-being**	32,405,500	17	
	Relief Resilience	30,861,154	32	
	Other*	5,416,528	125	
	Total:	\$150,239,252	320	

* Includes \$2.5 million each to Minneapolis Foundation and Minnesota Community Foundation to create donor-advised funds. Also includes \$151,227 paid to match 107 charitable contributions of employees.

** While this program is not launched, Trustees approved significant exploratory and learning grants to help us understand issues in the fields, and how some organizations are working to solve problems. These grants are not indicators of MACF's ultimate focus.

OUR OFFICERS AND DIRECTORS



**Christine M. Morse,
Board Chair and
Chief Executive Officer**

*Akaloa Resource
Foundation, Anne Ray
Charitable Trust,
Margaret A. Cargill
Foundation*



**Paul G. Busch,
Trustee/Director
and President**

*Akaloa Resource
Foundation, Anne Ray
Charitable Trust,
Margaret A. Cargill
Foundation*



**The Right Reverend
John B. Chane, Trustee**
Anne Ray Charitable Trust



**Naomi Horsager,
Treasurer and Chief
Financial Officer**

*Akaloa Resource
Foundation, Anne Ray
Charitable Trust,
Margaret A. Cargill
Foundation*



**The Reverend Canon
Lee B. Teed, Director**
*Akaloa Resource
Foundation*



**Heather Kukla,
Secretary and
Director, Legal Affairs**

*Akaloa Resource
Foundation, Anne Ray
Charitable Trust,
Margaret A. Cargill
Foundation*

To minimize the number of printed copies, our annual report is available electronically on our website at www.macphilanthropies.org/news/.

Opposite: *Local boat traffic on the Amazon River in Brazil.*



Margaret A. Cargill
PHILANTHROPIES

6889 Rowland Road
Eden Prairie, MN 55344
952.540.4050
info@macphil.org