

YOUR ABILITY TO CAPITALIZE on flour pricing opportunities is dependent on practical insight into a diverse and complex set of market factors, from weather patterns to the price of oil and global economic conditions.

Understanding how to balance the impact of those factors demands not only access to the information, but the expertise to analyze and act upon it. Horizon Milling Risk Management experts leverage both.

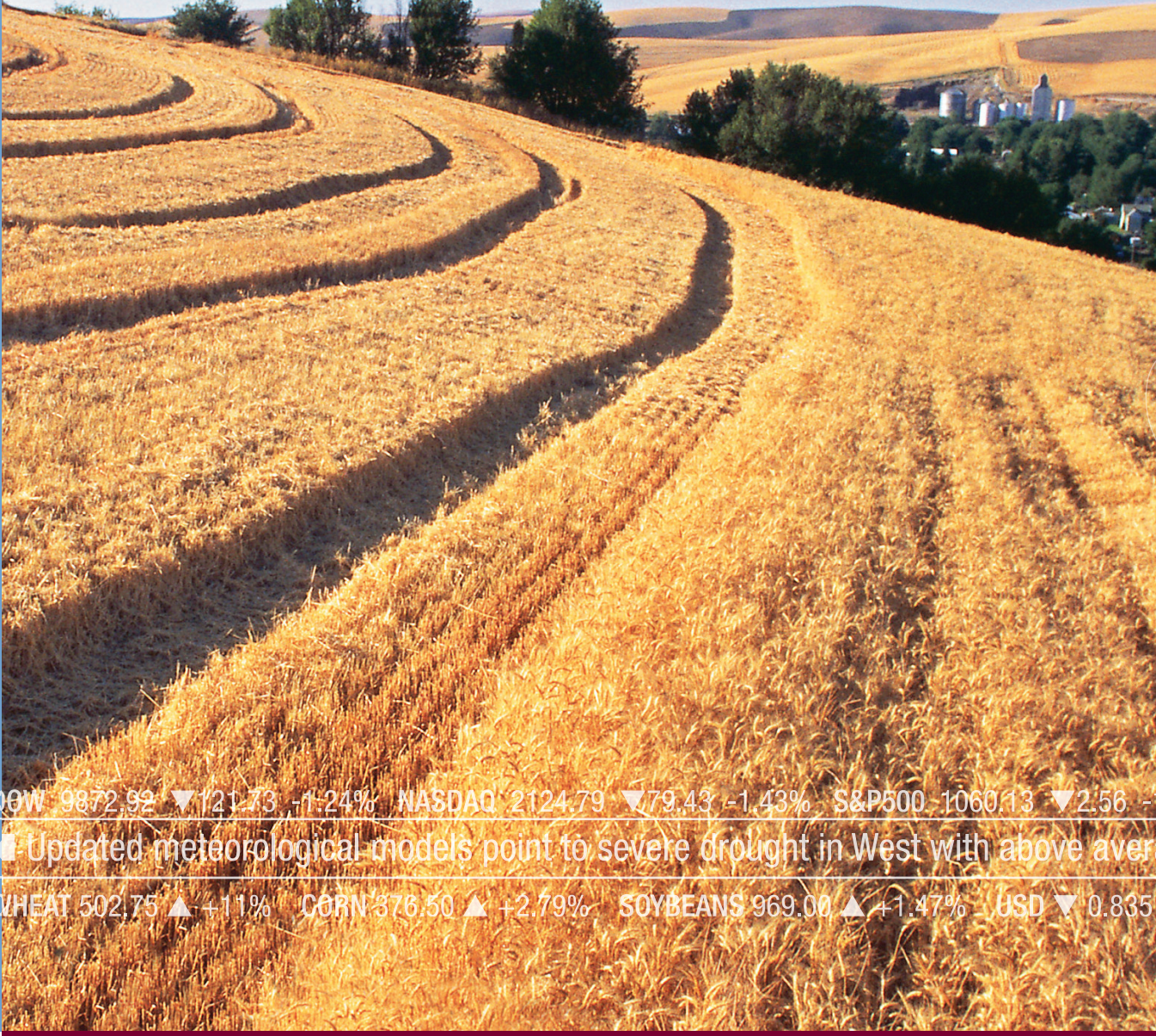
GLOBAL REACH

- With a presence in 68 countries and aspects of key commodity origination, transportation and processing, our information networks provide real-time global market and trading insight.



WHEAT	9872.92	▼121.73	-1.24%	NASDAQ	2124.79	▼79.43	-1.43%	S&P500	1060.13	▼2.56	-1.43%
Updated meteorological models point to severe drought in West with above average precipitation											
WHEAT	502.75	▲	+11%	CORN	376.50	▲	+2.79%	SOYBEANS	969.00	▲	+1.47%
USD	0.835	▼		WHEAT	502.75	▲	+11%	CORN	376.50	▲	+2.79%
SOYBEANS	969.00	▲	+1.47%	USD	0.835	▼		WHEAT	502.75	▲	+11%
CORN	376.50	▲	+2.79%	SOYBEANS	969.00	▲	+1.47%	USD	0.835	▼	

WE'LL HELP YOU
read between the lines



WE'LL HELP YOU UNDERSTAND
THE IMPACT OF
unforeseen events

- WEATHER CONDITIONS
- WORLD ECONOMIES
- GLOBAL SUPPLY & DEMAND
- AGRICULTURAL POLICY
- SPECULATIVE INFLUENCES
- TECHNOLOGICAL ADVANCEMENTS

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Manage risk, plan with predictability — and grow your business

HORIZON MILLING RISK MANAGEMENT Realize the opportunity

WITH A RICH HERITAGE IN FLOUR MILLING, Horizon Milling Risk Management has firsthand experience managing commodity risk. As a Cargill company, we're able to combine that background with a vast network of resources. From a highly skilled team of grain merchants, economists, and crop analysts to proprietary risk management tools, we provide industry-leading insight and strategies.

As a partner, we understand your business. We'll help you determine the risks you may encounter and provide the risk management solutions you need to be able to manage fluctuating costs and capitalize on pricing opportunities with confidence.



BUSINESS IMPACT

- Ongoing S&D dynamics, macroeconomics and speculative influences have produced market volatility, significantly impacting product costs
- Commodity costs can make up to 80% of finished flour-based product costs
- In recent years, flour markets ranged from \$12 to \$45 per hundred weight
- From 2000 to 2005 the average weekly flour price change was 13 cents per hundred weight — since then, the average is \$0.48 per hundred weight



Customized Solutions

Horizon Milling Risk Management offers a range of risk management products and solutions. Our dedicated experts will tailor commodity price risk management strategies to fit your financial and business objectives and help you capitalize on the opportunities of an ever-changing commodity environment.

Consultative

Leveraging real-time market insights and cross-commodity expertise, Horizon Milling Risk Management provides a range of consultative risk management services, including price risk assessments, policy and measurement development, coverage and tool recommendations, and weekly market updates and outlooks.

Customer Risk Management

Our structured risk products have specific attributes that help meet your company's financial objectives and business requirements — including dates, volumes, expirations and pricing ranges — allowing you to execute hedging strategies that mitigate market exposures and capitalize on downside pricing opportunities.

Integrated Risk Management

A collaborative price risk program, in which our dedicated risk managers work with you to assess key risk management objectives and then implement comprehensive, diversified and responsive risk management programs on your behalf, utilizing the full depth and breadth of Cargill's information networks, processes and products.

Schedule a Risk Analysis Consultation today

- An opportunity to meet with risk management experts to discuss risk mitigation strategies:
 - Analyze past and current pricing performance
 - Clarify your procurement and risk management objectives
 - Evaluate how risk management can work to your advantage
- Contact our Risk Management office at 952.742.4523 or RiskManagement@Cargill.com.