Capitalizing on global e-Business opportunities in Agriculture

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Cargill at a glance

- 85,000 employees
- 60 countries
- More than 1,000 locations
- $48 billion in gross sales
Geographic presence

North America
- 59% of net worth
- 47,684 employees

Latin America
- 14% of net worth
- 11,902 employees

Europe
- 20% of net worth
- 10,890 employees

Asia/Pacific
- 4% of net worth
- 13,027 employees

Africa
- 1,840 employees
• AFTER THE GOLD RUSH

The end of irrational exuberance
Lessons Learned (So Far)

If you build it, they may not come
Lessons Learned (So Far)

Even if they come, you may not make money
Lessons Learned (So Far)

Speed to market must be balanced by a focus on functionality.
Lessons Learned (So Far)

It will be more expensive and will take longer than you thought.
• It’s not about technology.
So, is it worth the trouble?
Distribution of world population growth to 2008

North America: 5%  
South America: 8%  
Europe: 0%  
Africa: 35%  
Asia: 52%  
Former Soviet Union: 0%
Opportunities and challenges in eAgriculture

• Connectivity (or lack thereof)
  • Serving those who serve producers
  • Supply chain management
    • Credit and finance
    • International trade
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Cargill’s two-pronged e-Business strategy

<table>
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<tr>
<th>eTransformation</th>
<th>eVentures</th>
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<tr>
<td>▪ Education/awareness in Cargill</td>
<td>▪ Externally oriented concepts in which Cargill can provide</td>
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<td>▪ Overlay e-business strategy on existing business strategies</td>
<td>▪ Investment capital</td>
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<td>▪ Enable the corporation to act speedily using best practices</td>
<td>▪ Human capital</td>
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<td>▪ Domain expertise</td>
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<td>▪ ... to bring concepts to market</td>
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Cargill’s Agrifood B2B investments

- Farm gate/grain trading
- Food/beverage ingredients
- Bulk ocean
- Food service
- Cotton/textiles
- Meat

Logos:
- rooster.com™
- PRADIUM
- novopoint
- LEVEL SEAS
- eFS Network
- TheSeam.com
- Provisionex

Cargill eVentures Confidential
“Of all the steel eCommerce companies formed to date, this is the one that has the most global reach.”

- *Peter Marcus, Market Analyst World Steel Dynamics*

**Global B2B**

**Partners:** ARBED, Samsung, Duferco

**Milestones:**
- Russian steel mills invest as strategic partners with committed liquidity
- 247,200 metric tons traded in pilot test
  - *Launched for worldwide trading May 15*
WestBridge Capital Partners

Founded January 2001
$140 million fund.

Other investors: Goldman Sachs, SUN Technology, Capital Z Investments.
Prospects for success
Cargill e-transformation

Internal Initiatives
Cargill e-transformation: Internal Initiatives

CARGILL INVESTOR SERVICES

Made up of dedicated industry professionals, Cargill Investor Services has the global vision, experience and technological commitment to facilitate worldwide activity in today's financial marketplace.
What's New

- The Market Analysis Web site is new and improved! Click Mkt Analysis or select the link above to view the changes.
- The new Human Resources Web site is now available! Click HR or select the link above to view the new site.
- The new Fertilizer Help Desk Web site is also available! Click IT or select the IT link above and choose Fertilizer Help Desk.

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Weather
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What’s next?
The wild-swinging pendulum
Capitalizing on e-business opportunities in Agriculture

Closing words