



Bunge North America

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CEO, Bunge North America

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Bunge Investor Day

A Leading Global Agribusiness & Food Company

Key Facts

Employees: **4,500**

Facilities: **125**

Countries of Operations:
U.S., Canada and Mexico

Agribusiness



- A leading exporter and domestic supplier of soybeans, corn, wheat, sorghum, canola and rice
- A leading processor of soybeans in the U.S. and canola in Canada
- Export facilities in New Orleans, Brunswick and Quebec City

Fertilizer



- Wholesale supplier of three primary elements
- Strategically linked to agribusiness assets
- Leverages Bunge's global capabilities

Sugar & Bioenergy



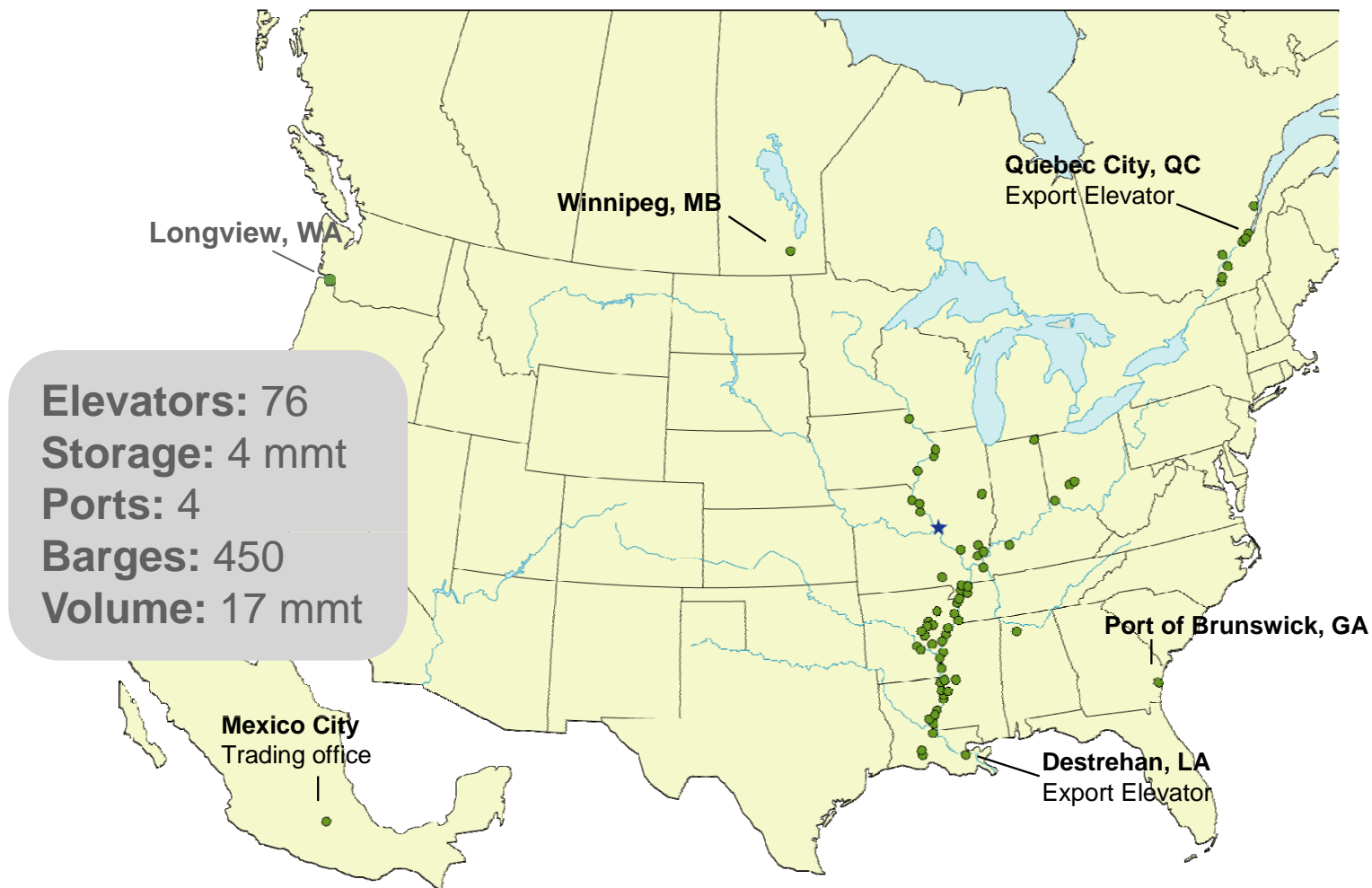
- Investor in two strategic ethanol plants and leading biodiesel producer
- Key supplier of corn for ethanol and soybean oil for biodiesel

Food & Ingredients



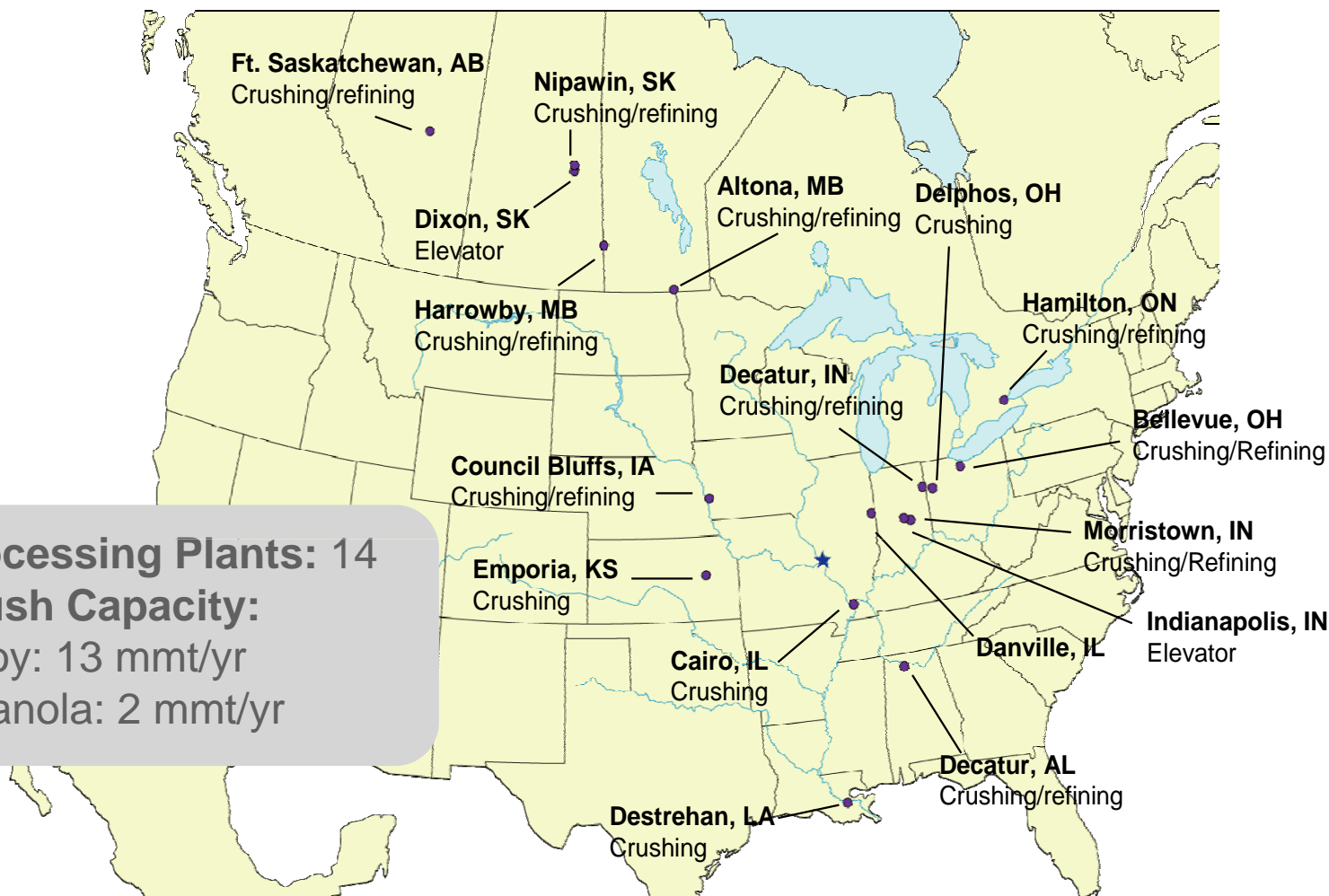
- Leading supplier to food service companies and food processors in North America
- Largest corn dry miller
- Leading product developer through Bunge Ingredient Innovation Center

Bunge North America Grain



Strong historical activity in mid south, growing into broad industry presence

Bunge North America Oilseed Processing



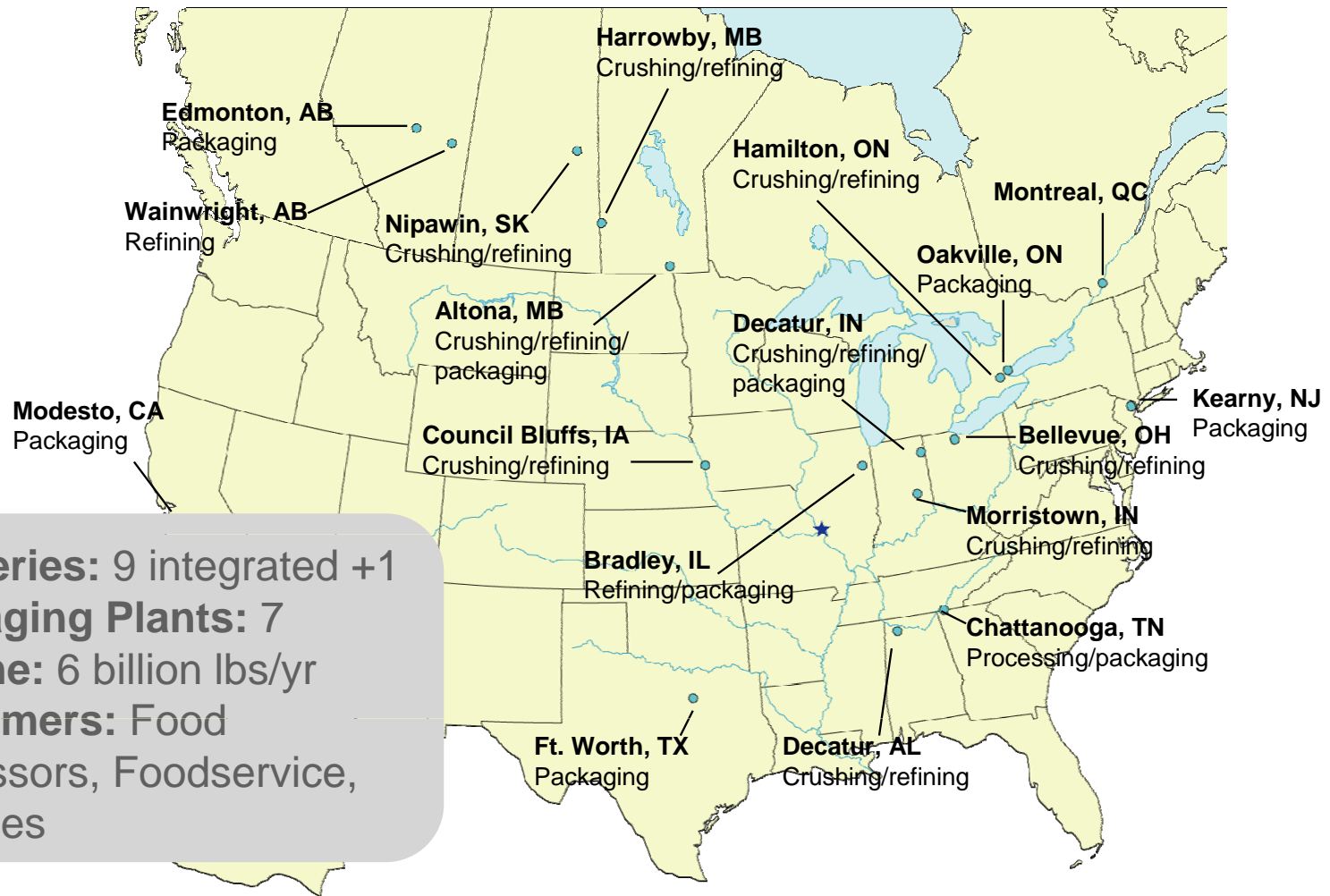
Processing Plants: 14

Crush Capacity:

- Soy: 13 mmt/yr
- Canola: 2 mmt/yr

Plants in the right places; scale and location drive efficiencies

Bunge North America Oils

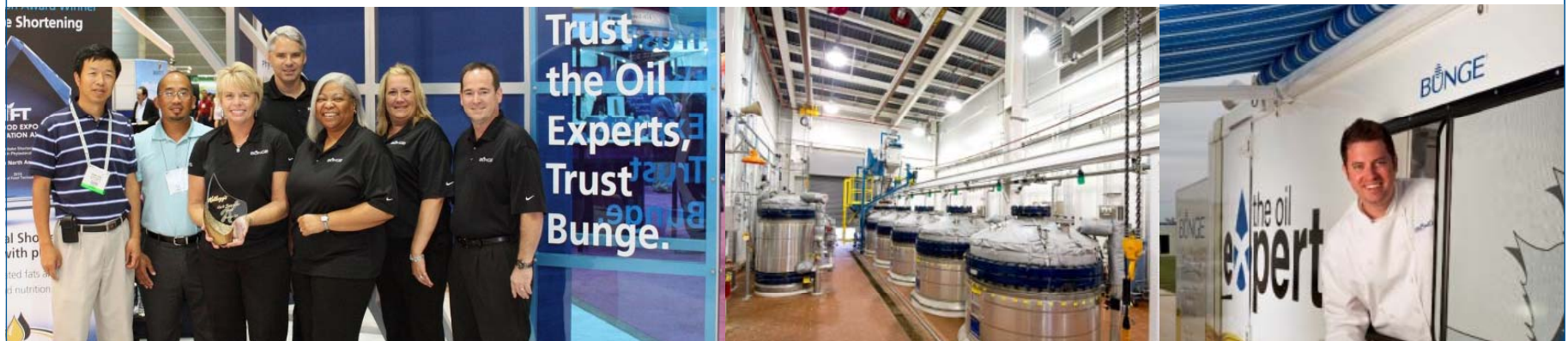


Refineries: 9 integrated +1
Packaging Plants: 7
Volume: 6 billion lbs/yr
Customers: Food processors, Foodservice, Bakeries

Efficient oil supply base with packaging located closest to customers

Bunge North America Oils

- **Supply chain management drives efficiencies**
 - Inventory management
 - Capacity utilization
- **Innovation and customer focus drive growth**
- **Health and functionality demand product innovation**
 - Trans/Sats mitigation: EIE, IP Oils, Proprietary Processes
 - Heart health: Phytosterols (Phytobake)
- **Award winning products, sales and service**
- **Creative marketing programs**

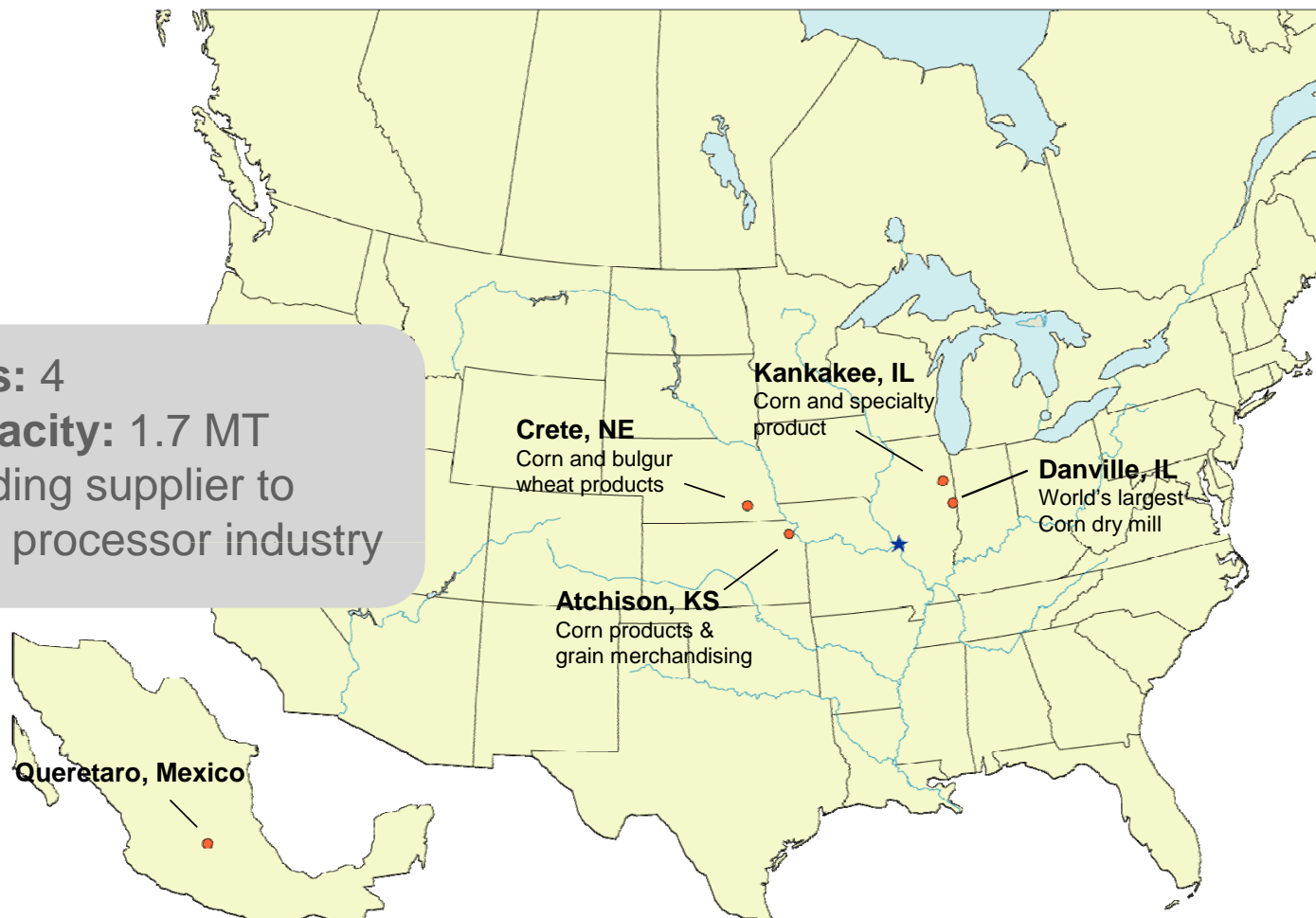


Bunge North America Milling

Mills: 4

Capacity: 1.7 MT

Leading supplier to
food processor industry



Plants well located, close to source of raw material and customers

Bunge North America Milling

- **Strong customer focus is foundational**
 - Experienced technical sales support
 - Corn pilot plant to run product tests
- **As in Oils, health and functionality drive product innovation**
- **Processing expertise**
 - Whole grains
 - High fiber
 - Gluten free



Bio Fuels and Fertilizer

- **Bio Fuels minority investor**

- Bunge-Ergon, LLC, Vicksburg, Miss.; Southwest Iowa Renewable Energy, Council Bluffs, Iowa
 - Seneca, Ill., Renewable Energy Group (REG)
 - Provides insight to impact on corn and protein markets
 - Market of risk management services
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- **Fertilizer**

- Constructing first distribution and blending facility at Council Bluffs
- Co-located next to largest U.S. crush plant
- Benefits from unit train logistics and strong truck flow with inbound soybeans
- Provides insight to U.S. markets and benefits from Bunge global flows

Industry Trends



Industry Trends

- World trade of corn and soybeans expected to increase 50-75 MT by 2015: 30% from U.S.

- U.S. demand growth for soy meal resuming, and bio diesel mandates expand
 - Better crush capacity utilization outlook
 - Majority of future DDGS production growth will be export oriented

- U.S. corn and soybean production poised to grow to support global a local demand
 - U.S. first adopter of production technologies – clear competitive advantage in corn
 - Biotechnology pipeline could accelerate yield improvements

- Canola crop has more than doubled to 12 mmt since 2002, with potential to reach 15 mmt by 2015
 - Canola oil has become key ingredient in U.S. food industry
 - A growing supplier to the world market and a profitable crop to farmers

- U.S. becoming increasingly more dependent on imports of fertilizer

- Consumer demands for healthier oils and output traits increase business complexity and ability to serve foodservice and processor markets

Investment in North American infrastructure is compelling

Investing in a Growing Business



Export Infrastructure

Export Grain Terminal

Port of Longview, WA



- Located in Pacific Northwest
 - Second largest export corridor in North America
 - Most efficient route for moving grain to Asian markets
- Joint venture with ITOCHU and STX Pan Ocean
- Annual capacity: 8 mmt; capable of handling grain, oilseeds and protein meals

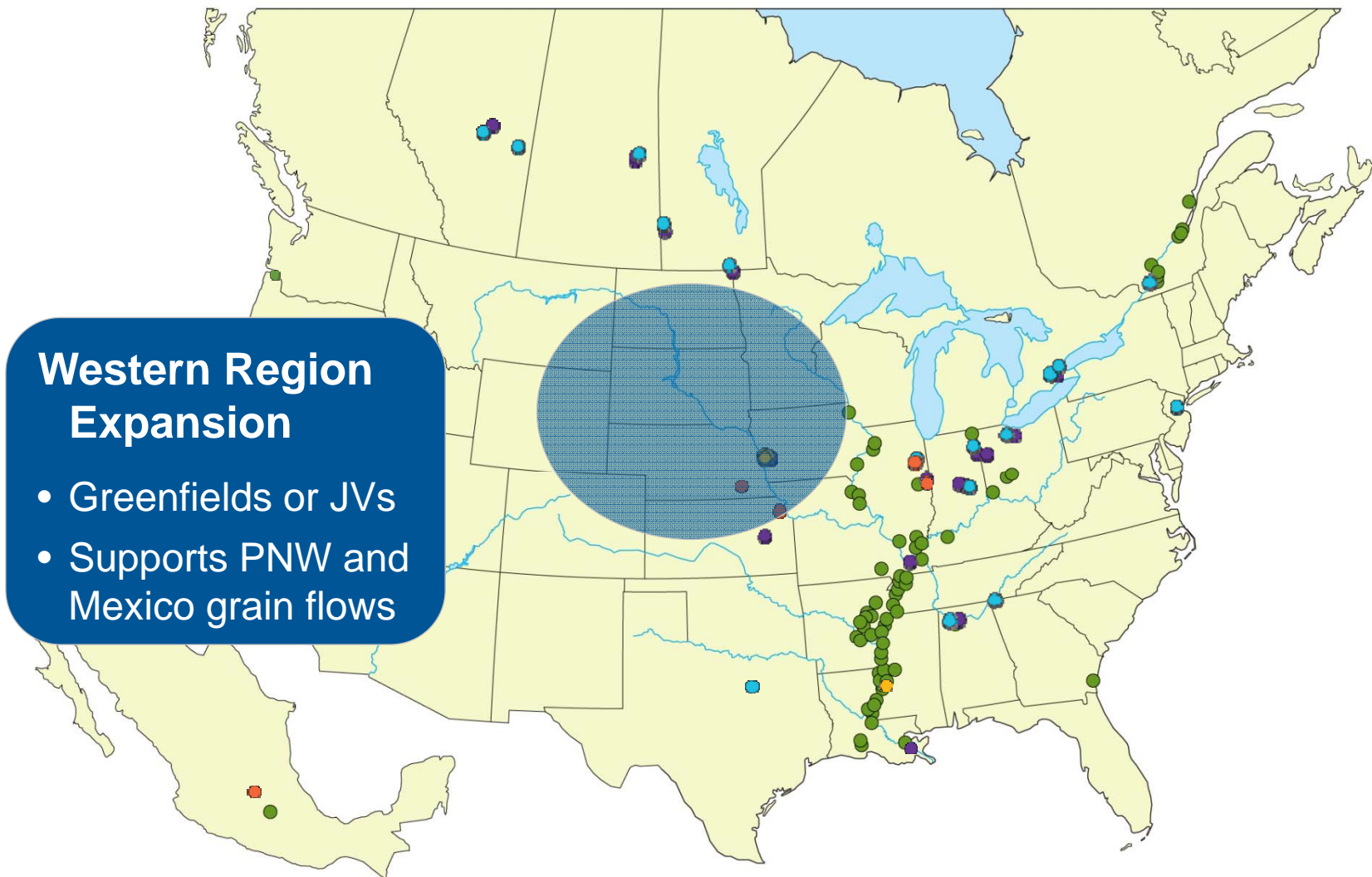


Commodity exports

U.S. Gulf	65%
PNW	25 %

GIPSA

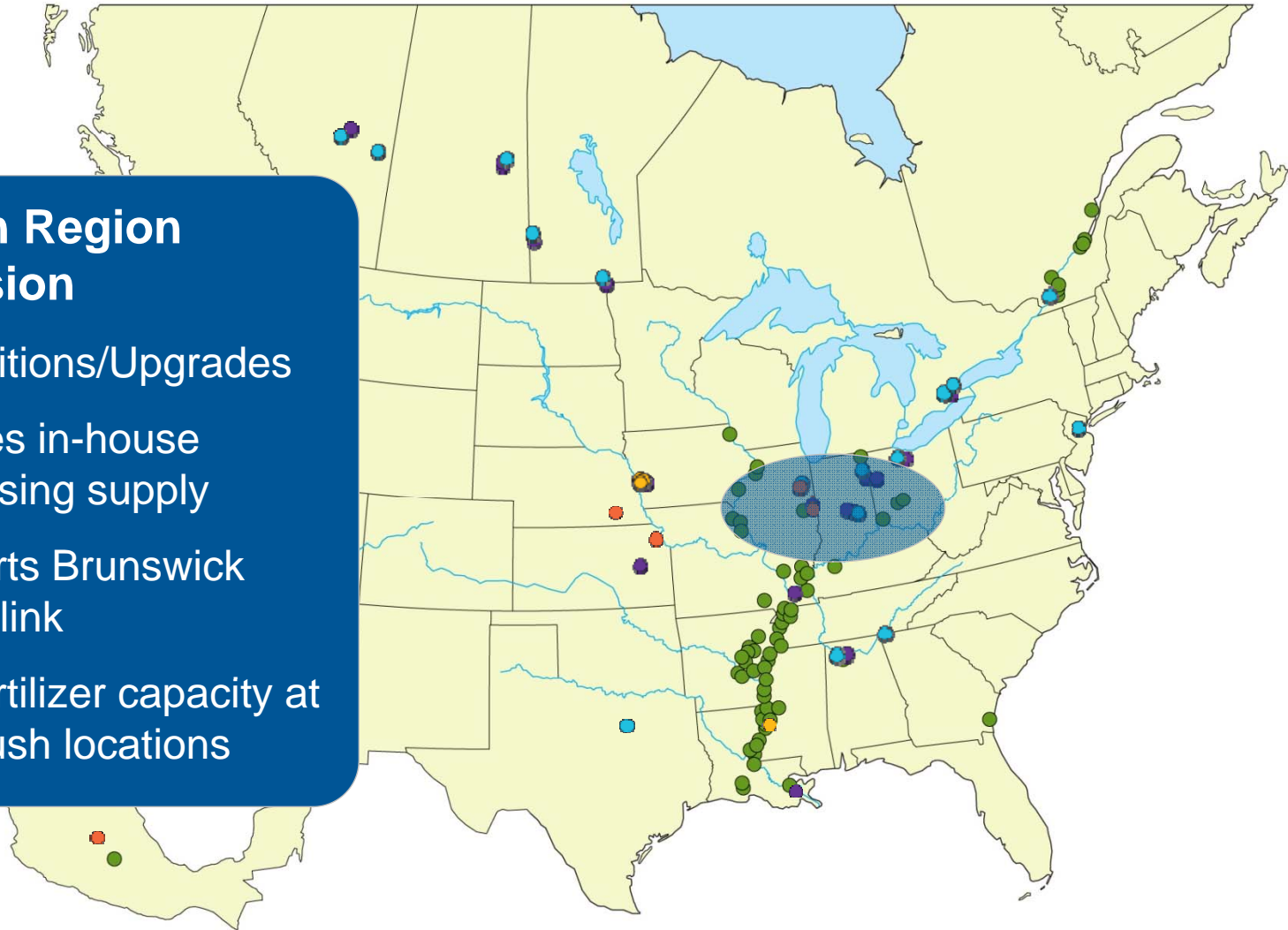
Origination Infrastructure



Origination Infrastructure

Eastern Region Expansion

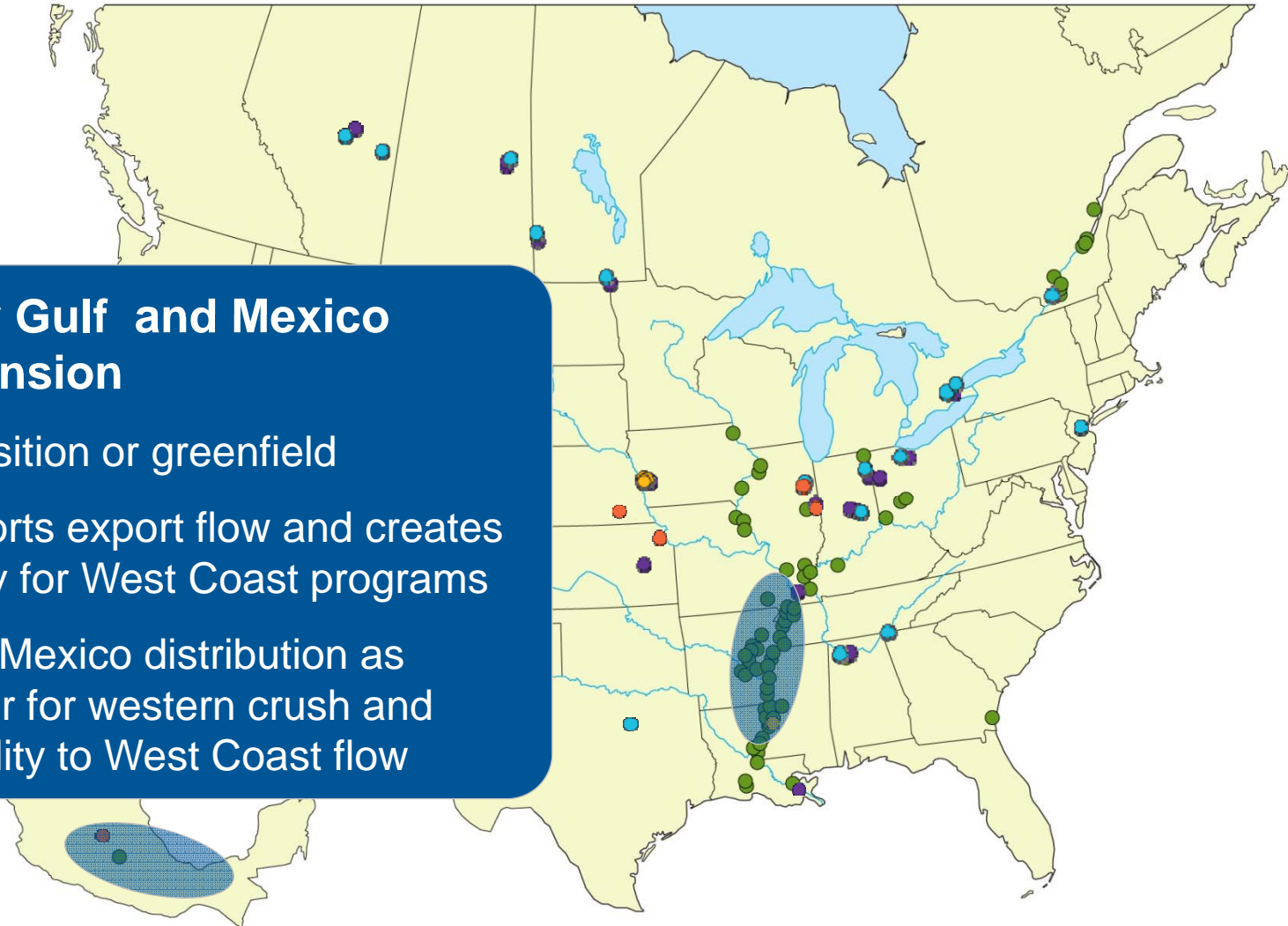
- Acquisitions/Upgrades
- Secures in-house processing supply
- Supports Brunswick export link
- Add fertilizer capacity at key crush locations



Origination Infrastructure

Center Gulf and Mexico Expansion

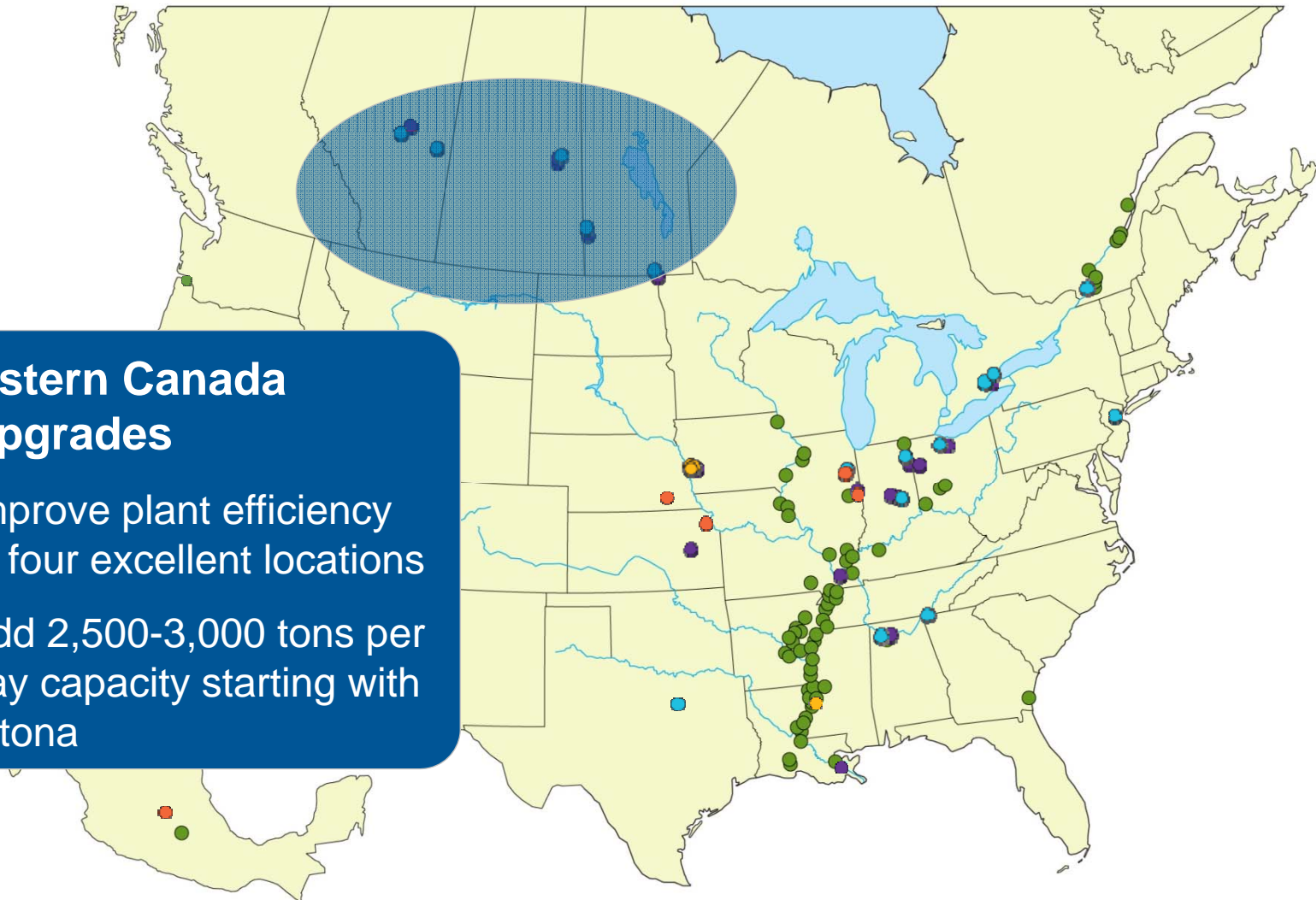
- Acquisition or greenfield
- Supports export flow and creates supply for West Coast programs
- Grow Mexico distribution as anchor for western crush and flexibility to West Coast flow



Crush, Refining and Packaging Infrastructure

Western Canada Upgrades

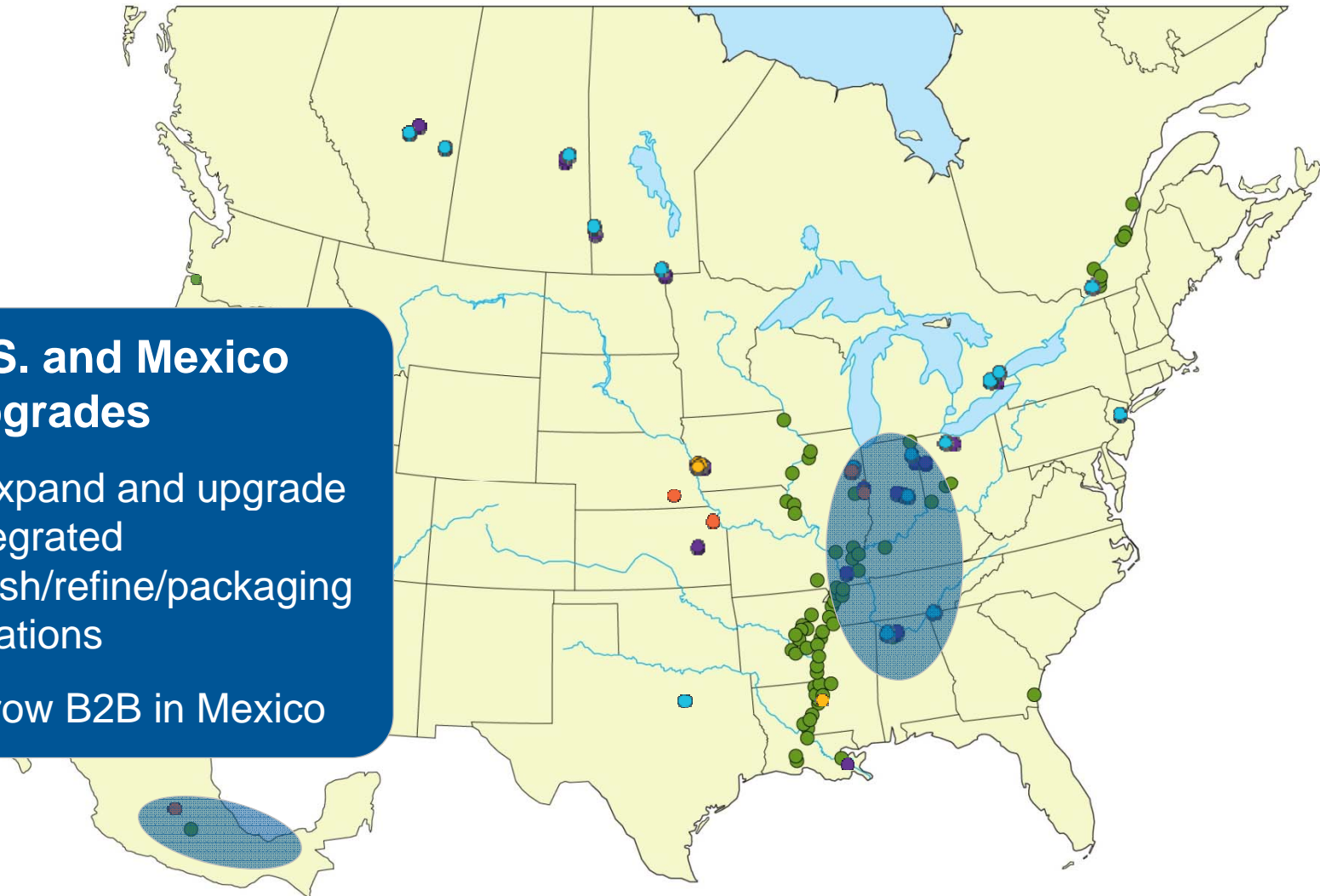
- Improve plant efficiency at four excellent locations
- Add 2,500-3,000 tons per day capacity starting with Altona



Crush, Refining and Packaging Infrastructure

U.S. and Mexico Upgrades

- Expand and upgrade integrated crush/refine/package locations
- Grow B2B in Mexico



Investing in a Growing Business

- **Oilseed Processing:** Expand and upgrade at select locations in Canada and U.S.
- **Grain Origination:** Add 150 million bushels of incremental origination to feed growing grain exports and crush; add to and replace barge fleet
- **Edible Oils:** Invest in product innovation and upgrade refining, blending and packaging assets to create best-in-class efficiencies and ability to serve a growing customer base with more complex products
- **Milling:** Expand in adjacent businesses, such as rice, oats, wheat
- **Fertilizer:** Build distribution and blending assets in locations with strong logistics synergies with agribusiness

Bunge North America is well positioned to benefit from strong growth trends in the North American and global markets



Thank you.