

**Q1: Why are Horizon Milling's owners (Cargill and CHS) buying the grain-based operations of Smucker Foods of Canada?**

A1: Horizon Milling, a joint venture of Cargill and CHS Inc., has always been committed to collaborating with customers and helping them succeed. We have a long history as a flour-milling leader, and look forward to continuing this tradition with the acquisition of the grain-based milling and mix operations of Smucker Foods of Canada. Cargill and CHS are purchasing these assets from Smucker to create Horizon Milling G.P. in Canada. As part of Cargill's North American Food Ingredients platform of businesses, Horizon Milling G.P. is particularly pleased to have this opportunity to work with and create value for Canada's bakery customers, leveraging all the product and service solutions and capabilities we have to offer.

**Q2: Are Cargill and CHS buying the Robin Hood brand?**

A2: No. Cargill and CHS are acquiring from Smucker Foods of Canada those assets that directly support Smucker's grain-based business with foodservice and industrial customers – specifically, three flour milling operations, two mix plants and a product development facility. Cargill and CHS also are licensing the rights to the Robin Hood brand for use in foodservice and industrial channels. Smucker Foods of Canada is retaining ownership of the Robin Hood brand and will continue to distribute Robin Hood products in all retail channels. Horizon Milling G.P. will co-pack their Robin Hood brand retail products.

**Q3: What assets are Cargill and CHS acquiring?**

A3: The assets include three flour milling operations, located in Montreal, Port Colborne and Saskatoon; two mixing facilities, located in Montreal and Burlington; and a product development facility in Rexdale.

**Q4: How will this change affect my business?**

A4: Customer service is our number one priority and we are committed to making this a seamless transition. Horizon Milling's owners and Smucker have developed comprehensive transition plans to ensure you continue to receive the great quality and service you expect and deserve from your partners. You can rely on Horizon Milling's expertise, resources and long-term commitment to your success.

**Q5: Tell me about Horizon Milling.**

A5: A leader in the flour milling industry, Horizon Milling was formed as a joint venture uniting the milling expertise of Cargill and CHS Inc. Horizon Milling offers distinctive value – you can rely on our milling expertise to get the best performance from your bakery ingredients. Our vast resources bring you a wealth of ingredient options. And, our innovative people offer you new ideas in product development, efficient delivery, risk management and more. You can learn more about the company at [www.horizonmilling.com](http://www.horizonmilling.com).

**Q6: Tell me about Cargill.**

A6: Cargill is an international provider of food, agricultural and risk management products and services. With 142,000 employees in 61 countries, the company is committed to using its knowledge and experience to collaborate with customers to help them succeed. The company's stated purpose is to be the global leader in nourishing people. More information is available at [www.cargill.com](http://www.cargill.com).

**Q7: Tell me about CHS**

A7: CHS is a diversified energy, grains and foods company committed to providing the essential resources that enrich lives. A Fortune 500 company, CHS is owned by farmers, ranchers and cooperatives, along with thousands of preferred stockholders. More information is available at [www.chsinc.com](http://www.chsinc.com).

**Q8: What kinds of unique solutions does Horizon Milling offer its customers?**

A8: Horizon Milling offers milling expertise you can rely on to get the best performance from your baking ingredients. We draw on consumer insights and trends to introduce grain-based products that help our customers respond to consumer needs. Horizon Milling also has the industry-leading resources and capabilities to deliver product innovation, risk management and market knowledge. We partner with our customers to help them create superior products, streamline their processes and improve efficiencies.

**Q9: Will my sales representative change?**

A9: Customer service is our number one priority and we are committed to making this a seamless transition. You will continue to be serviced by your current sales representative. If a change is made in the future, we'll notify you immediately and you'll experience no changes or disruptions in quality or service.

**Q10: Will my technical and customer service contacts change?**

A10: Customer service is our number one priority and we are committed to making this a seamless transition. You will continue to be serviced by your current technical and customer service contacts. If a change is made in the future, we'll notify you immediately and you'll experience no changes or disruptions in quality or service.

**Q11: Will we be operating under the same commitments, delivery time and volumes?**

A11: Yes. Horizon Milling's owners and Smucker have developed comprehensive transition plans to ensure the transition will be seamless. You will experience no changes or disruptions in the quality of the products and services you receive.

**Q12: When does the deal close?**

A12: It is expected to close within the customary 60 to 90 day period, pending regulatory approval.

**Q13: Will the name of the business change?**

A13: Yes – the name of the business will be Horizon Milling G.P.

**Q14: Will product names change?**

A14: No product name changes are planned at this time. Cargill and CHS are licensing all current Robin Hood brands and acquiring select affiliated brands for use in foodservice and industrial channels.

**Q15: Will my accounting department need to make the check payable to a new business name?**

A15: Yes – upon close, checks should be made payable to Horizon Milling G.P. We'll notify you with details at the appropriate time.

**Q16: How will this acquisition impact the Canadian communities in which Smucker's grain-based operations do business?**

A16: Horizon Milling and its parent companies each have a long-standing tradition of commitment (both financial and via volunteerism) to the communities in which they operate. We look forward to being a valued employer and partner in each of the Canadian communities Horizon Milling G.P. will have a presence in.

**Q17: Are you planning plant closures or layoffs?**

A17: We're still evaluating our organizational and staffing needs, but don't anticipate significant changes regarding those employees who directly service our customers. We don't anticipate closing any production facilities in the immediate future.