

United States Sugar Corporation

FACT SHEET

United States Sugar Corporation is one of America's premier privately held agribusiness companies.

With state-of-the-art technology for both sugar refining and citrus processing, U.S. Sugar practices the most efficient and progressive farming techniques available in the world. Vertical integration of our farming, processing and packaging operations makes U.S. Sugar competitive while meeting the highest standards for worker safety, food quality and environmental protection. With its headquarters in Clewiston, Florida, the Company farms over 180,000 acres in Hendry, Glades, and Palm Beach counties.

U.S. Sugar is the country's largest producer of sugar cane and refined cane sugar and is one of Florida's major producers of oranges and orange juice products. In addition to the Company's principal businesses of sugar and citrus, U.S. Sugar also owns a short line railroad, the South Central Florida Express.

Dependent upon weather, growing conditions and federal market allocations, U.S. Sugar produces 700,000 tons of cane sugar a year, providing nearly 10% of the sugar produced in America. Currently, the Company operates two raw sugar mills at Clewiston and Bryant. The two mills have the capacity to grind up to 40,000 tons of sugarcane each day during the October-April harvest season.

With an onslaught of foreign trade agreements in the pipeline, U.S. Sugar has been modernizing and streamlining its operations to increase its ability to compete on a global level. In November 2004, we announced plans for a single, modern and highly automated sugar processing operation. Both the Bryant and Clewiston raw sugar mills will run until 2007, when the new 40,000-tons-per-day processing operation at the Clewiston site is scheduled to be fully operational.

Investing in new technology is critical to bringing our costs into line with foreign sugar producers who do not have to provide the level of wages and benefits nor comply with a host of environmental and safety regulations like the Clean Water Act, Clean Air Act, OSHA and others that add to the cost of doing business. While the modernization and streamlining efforts means fewer jobs for the community, our goal is to provide the maximum number of secure jobs for our employees and community into the future. As we move to higher skilled jobs in more automated environments, the jobs should provide higher wages than many of those they are replacing.

The Clewiston Refinery, adjacent to the Clewiston Mill, is the newest cane sugar refinery in the U.S. and the first fully integrated cane sugar refinery in the country. After recent expansions, the refinery has the capacity to refine all the Company's raw sugar production. Refining operations include the production and packaging of a full spectrum of refined sugar products—from small retail bags to railcars of bulk sugar. A liquid sugar production line began full operations in 2003 -- enabling the Refinery to better meet its customers' sugar needs. United Sugars, owned in partnership with Minnesota and North Dakota beet sugar cooperatives, markets our refined sugar products.

Our citrus company, Southern Gardens Citrus, owns one of the largest citrus groves under single ownership in the country. Over 32,000 acres of orange groves contain well over three million trees, which provide fruit to the Southern Gardens Citrus Processing Plant. The juice plant, which opened in 1994, has already been expanded several times and can process 20 million boxes of oranges a season, producing over 120 million gallons of orange juice. Setting world records in extractor productivity in seven of the last eight years, Southern Gardens is the largest bulk supplier of premium, not-from-concentrate (NFC) orange juice in the country. We are also the largest supplier of NFC juice to Tropicana.

Long considered an industry leader in environmental issues, U.S. Sugar has established many on-farm soil and water management techniques that have become models for the industry. Such practices have led to an average 50% reduction in phosphorous, easily surpassing the Everglades Forever Act's 25% requirements. In addition, U.S. Sugar runs its two raw sugar mills and Clewiston refinery on bagasse, the residual cane fiber from the milling process, making them energy self-sufficient. Sugarcane is a clean, green and renewable energy source.

As farmers and stewards of the land, U.S. Sugar is committed to Everglades restoration and to continuing efforts to improve the environmental sensitivity of its farming operations.

Sugarcane is considered one of nature's most environmentally friendly crops because it requires little fertilizer or pesticides—particularly as compared to other land uses. Basically a giant grass, sugarcane thrives in South Florida's sunshine and abundant rainfall. The rich muck soils surrounding Lake Okeechobee provide most of the nutrients needed to produce healthy fields of sugarcane. Likewise, our cane farms and citrus groves provide a nurturing and protected habitat for hundreds of species of wading birds—from roseate spoonbills, wood storks and great blue herons to giant egrets and white pelicans.

Since its founding more than 70 years ago, U.S. Sugar has been actively involved in the well-being and development of community. Education and health care are among its top priorities for both corporate and employee contributions. U.S. Sugar makes a variety of contributions to area schools and health care institutions -- with an eye to improving education and providing quality health care for all the citizens of this farming region.

In addition to monetary contributions, U.S. Sugar encourages active participation in community, civic, charitable and religious activities on the part of its employees. The Company's philosophy reflects a commitment to enhancing its community for the betterment of all residents, regardless of their affiliation with U.S. Sugar. The words of our founder C. S. Mott are as true today as they were back in 1931, "We are a part of the community, and what is good for the community is good for us."

At United States Sugar Corporation, traditional farming values are successfully combined with modern technology. The result is farming that is compatible with the environment and with the economic realities of the new millennium

United States Sugar Corporation Clewiston Refinery

FACT SHEET



U.S. Sugar's Clewiston Refinery, which opened in 1998, is the nation's newest refinery and the first fully integrated cane sugar refinery built in the United States. The 12-story, 300,000-square-foot facility is adjacent to the Clewiston Sugar House, the largest raw sugar mill in the United States.

The new facility includes refining, packaging, and warehousing operations, producing a full spectrum of sugar products—from two-pound bags to 200,000-pound bulk rail cars of sugar. With an initial capacity of 1,800 tons of refined sugar a day, the Clewiston Refinery was built with the blueprint to expand rapidly as demand increases. The first expansion was completed in 2002, increasing capacity to 2100 tons of refined sugar per day or 600,000 tons a year. Liquid sugar production was added in November 2002, with the capacity to produce 500,000 cwt of liquid sugar. The liquid sugar is marketed to drink manufacturers and the dairy industry.

The Clewiston Refinery's integration with the raw milling process results in significant operational efficiencies. This process enables the refinery to eliminate certain steps used in traditional two-step refinery operations. Like U.S. Sugar's two raw mills, the refinery is powered by the biomass generated from the processing of the cane stalk rather than fossil fuels. Using the natural fiber of the cane stalk, bagasse, to generate steam and power for the refinery produces many environmental benefits as well. As the nation's most modern sugarcane refinery, the U.S. Sugar facility employs the latest emissions and water quality control systems.

The Clewiston Refinery produces and packages sugar for dozens of private label sugar brands such as IGA, Piggly Wiggly, Food Lion and Shurfine. In addition, the refinery ships bulk rail car and tanker trucks of sugar to major customers in the food processing business including Kraft Foods, Wrigley, and General Mills.

The refinery operates more than 300 days a year and enables U.S. Sugar to take its sugar from the cane fields of Florida to kitchens and dining rooms across America. U.S. Sugar farms sugarcane on over 180,000 acres of land in South Florida. The company's two raw mills can process 45,000 tons of cane each day of the 180-day harvest season. This raw sugar is piped directly into the refinery where any molasses and impurities are removed from the sugar, producing the familiar white "pure cane sugar" that is the gold standard of natural sweeteners.

United Sugars Corporation, a cooperative of Midwest beet sugar producers and U.S. Sugar is marketing all of U.S. Sugar's refined products. United Sugars supplies about 25% of the nation's sugar or 2.5 million tons of refined sugar annually.

United States Sugar Corporation

MISSION STATEMENT

The vision or mission of the Company and its employees that will guide all our actions in taking this Company into the future is:

- We will be the lowest cost producer possible of high quality sugar products in the world.

- We will always seek continuous improvement by always challenging the process.
We will not be satisfied with the status quo.

- We will always have concern for the welfare of our fellow employees, and that means:
 1. We will live by our value system.
 2. We recognize the value of training and developing its employees.
 3. We recognize the value of maintaining a fair package of compensation and benefits in order to attract and retain talented employees to the organization.
 4. We will maintain a safe work environment.
 5. We will apply our full talents and best efforts to the advancement of the organization.

- We will always be good community citizens and environmental stewards of the assets entrusted to us.

- We will have some fun along the way.

United States Sugar Corporation

VALUE SYSTEM

All employees are committed to the following value system, will live by it when interacting with other employees, will demand it of others and will not tolerate less.

- Communication must be direct, open, honest and timely.
- Information is openly shared.
- We live up to what we say by following through on commitments and by demonstrating leadership.
- We trust and respect all our fellow employees.
- We encourage initiative and value change as opportunity.
- We operate as a team and support teamwork.
- We bust barriers and bureaucracy with continuous improvement of our processes and practices.
(The fifty-year rule is dead!)
- We take ownership of problems and accept personal responsibility.
- We respect diversity and value difference of opinion.