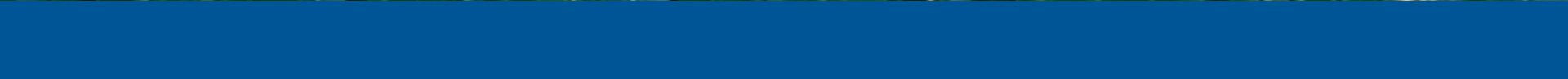


CEO and CHRO

Partners for business success...



Content

Who are we?

Who is Bunge?

Business & HR : How to come together?

Why is it important?

What did we specifically do?

Bunge Limited

A leading global agribusiness & food company

Founded: 1818

Net Sales: \$43 billion

Countries: 40+

Facilities: ~400

Employees: ~35000



Bunge Limited

A leading global agribusiness & food company



FARMERS



Origination & Farm Services



Basic Processing



Transportation & Logistics



Marketing & Distribution



CONSUMERS

AGRIBUSINESS GRAIN & OILSEEDS VALUE CHAINS

- Leading global oilseed processor
- Leading global exporter of soy products
- Leading grain exporter
- The best team in the industry

We have a leading network of integrated assets located in the world's largest production regions and fast-growing consumption areas

Bunge Limited

A leading global agribusiness & food company

Stand for Safety

**STOP.
THINK.
PROTECT.**

Right Balance



Best in Class



Winning Footprint



Business and Human Resources

How to come together...

Human Resources

- ...must have an opinion – a business opinion
- ...must be able to lead – and help peers lead
- ...must be credible and deliver results – do what they say
- ...must deliver systems, tools and programs that fit the company culture and adds value
- ...must have courage

Business

- ...must have respect for Human Resources
- ...must have trust in HR leadership
- ...must support HR – have the HR leader's back
- ...must expect HR to know the business
- ...BUT must hold HR accountable

What do we need?

The business world is now different

**People before
strategy**

**Globalisation
of
businesses**



**The
“Organizational
Conversation”**

**Faster moving world
requires different
thinking of structures**

How did it work for us?

OUR COMMON CHALLENGE

THE PROJECT – WHY SENSE OF URGENCY?

- The world of commodities has changed severely since peaks in 2008. It is not just „a big one-way price increase story“
- lower global economic growth hampering demand...
- ... and obviously the Euro crisis changing the demand picture
- the energy balance in the World is changing – „shale gas“ and „shale oil“ will make a difference, also influencing our business via biofuels



Rewards



Bunge Ltd
BG (NYSE)

60.65 USD
May 13, 4:00 PM EDT

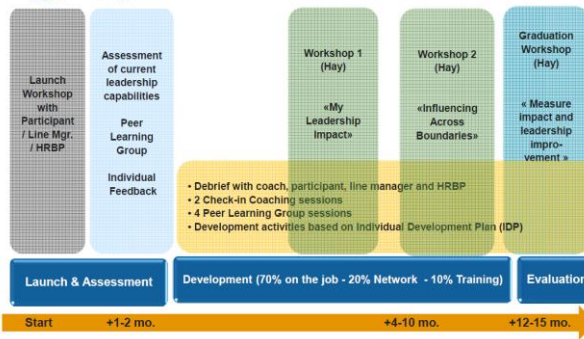
1D 5D

OpCo & Segment Alignment



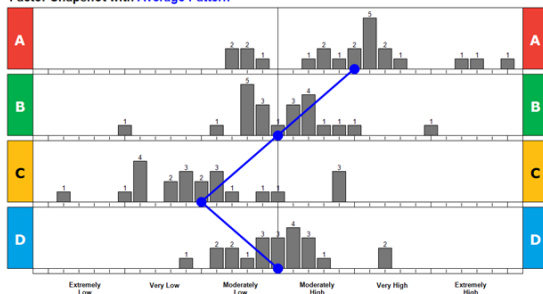
Target Development Program

Closing the gap: Preparing next generation of leaders



Team's drives

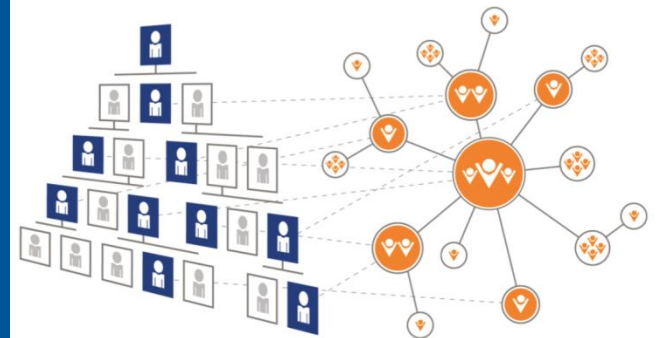
Factor Snapshot with Average Pattern



Your challenge, as leaders...

CREATE

THE BUNGE EMEA MOVEMENT



DUAL-OPERATING ORGANIZATION