Talent Requirements for the Agricultural Industry: The Olam Perspective
Sales CAGR 53% and PAT CAGR 48% over the last 18 years
Transitioned from a trader to an Integrated Supply Chain Manager
Our Business: Supply Chain Manager of Agricultural Raw Materials

Integrated from farm to factory gate
Managing Risk at Every Stage

End-to-end Supply Chain Capability
## Our Products: Building Leading Global Position

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Edible Nuts, Spices &amp; Beans</td>
<td>Largest supplier of Cashew and Sesame and one of top 3 global suppliers of Peanuts</td>
</tr>
<tr>
<td>Cashew, Peanuts, Other Edible Nuts, Sesame, Spices, Beans</td>
<td></td>
</tr>
<tr>
<td>Confectionery &amp; Beverage Ingredients</td>
<td>Largest supplier of Cocoa &amp; Robusta Coffee worldwide</td>
</tr>
<tr>
<td>Cocoa, Coffee, Sheanuts</td>
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</tr>
<tr>
<td>Food Staples &amp; Packaged Foods</td>
<td>One of the top 3 global Rice suppliers</td>
</tr>
<tr>
<td>Dairy Products, Packaged Foods, Rice, Wheat, Barley, Canola, Palm, Sugar</td>
<td></td>
</tr>
<tr>
<td>Fibre &amp; Wood Products</td>
<td>One of the top 3 global suppliers of Cotton and a leading supplier of teak from Africa</td>
</tr>
<tr>
<td>Cotton, Wool, Wood Products</td>
<td></td>
</tr>
</tbody>
</table>
Our Customers: Supplier of Choice to Large Brands
Our Geographies: Linking origins, processing centres & markets

- **Europe**
  - Russia
  - Poland
  - France
  - UK
  - Italy
  - Holland
  - Ukraine
  - Spain
  - Switzerland

- **Middle East & Central Asia**
  - U.A.E
  - Turkmenistan
  - Uzbekistan
  - Kazakhstan
  - Tajikistan
  - Turkey
  - Belarus

- **W. Africa**
  - Nigeria
  - Ghana
  - Benin
  - Togo
  - Ivory Coast
  - Burkina Faso
  - G. Bissau
  - G. Conakry
  - Cameroon
  - Gabon
  - D.R. Congo
  - Liberia
  - Mali
  - Congo
  - Gambia

- **E. Africa**
  - Tanzania
  - Kenya
  - Uganda
  - Madagascar
  - Mauritius
  - Sudan
  - Zambia
  - Angola

- **Southern Africa**
  - Mozambique
  - Zimbabwe
  - S. Africa

- **N. Africa**
  - Algeria
  - Egypt

- **Asia**
  - Singapore
  - China
  - Indonesia
  - Vietnam
  - India
  - PNG
  - Thailand

- **N. America**
  - USA

- **Central & South America**
  - Brazil
  - Argentina
  - Peru
  - Colombia
  - Honduras
  - Ecuador

- **Oceania**
  - Australia
  - New Zealand

- **Olam**
Talent Reinforcing Olam’s Core Competencies

**Origin management advantage**
- deep knowledge of origins
- extensive sourcing infrastructure
- robust field operating systems
- cross sourcing of products

**Trading, marketing & risk management advantage**
- physical presence in critical markets
- supplier of choice
- proprietary market intelligence
- trading and hedging skills
- risk arbitrage skills

**Organisational Advantage**

*Replicating the Olam DNA by Acquiring, Aligning, Engaging & Developing*
- global talent pool of managers
- multi-skilled field staff who can be leveraged across products
- truly ‘global’ managers
- high ownership & commitment
The Global Assignee Talent Pool

- The top 500 managers in the company performing critical business roles
- With knowledge and experience of Origin Management
- Possessing Trading and Risk Management Expertise
- Having contextual customer knowledge and familiarity
- A stable talent bank with adequate depth for deployment into new and existing businesses
- Truly ‘global’ managers
- Empowered and with high levels of Ownership and Commitment
- Fungible across businesses and geographies

Replicating the Olam DNA
Agricultural Commodity Trends: Structural Factors

- Soaring population growth
- Rising incomes and demand for higher quality food
- Fuel is emerging as a new source of demand for agri-commodities
- Increasing urbanisation putting a strain on resources
- Climate change impact and supply disruptions
- Declining trend in agricultural production and productivity over the last 18 years
Demand in Food (Cereals)

60% - 70% of growth in demand will be met by increasing yields
And balance by increasing arable land
Potential Future Growth in Agriculture

Cropland in use and total suitable land (million ha)

- Latin America and Caribbean: 1066 million ha, 203 million suitable
- Sub-Saharan Africa: 1031 million ha, 228 million suitable
- East Asia: 366 million ha, 232 million suitable
- South Asia: 220 million ha, 207 million suitable
- Near East and North Africa: 86 million ha, 99 million suitable
- Industrial countries: 874 million ha, 387 million suitable
- Transition countries: 497 million ha, 265 million suitable

Sources: FAO data and Fischer et al. (2000)

Latin and Sub Saharan Africa
Talent Requirement Across the Industry Value Chain

**Upstream**
- Plantation & Farming
- Sourcing & Origination

**Olam Core**
- Primary Processing
- Transport & Logistics
- Trading & Marketing

**Midstream**
- Secondary Processing
- Value add services

**Downstream**
- Contract Mfg./Private Label
- Branded Packaged foods

**Key Roles**
- **Plantation Mgrs**
  - Field Operations
  - Processing Experts
  - Port Operations/Stevedoring
- **Agronomists**
  - Crop Forecasting
  - Product Quality Experts
  - Product Quality Experts
- **Crop Foresters**
  - Credit Appraisers
  - Farm / Grower services
- **Physical Traders**
  - High end/Specialist Manufacturing
  - Futures/Derivatives Traders
  - Risk Managers
- **Other Roles**
  - Marketing/Branding
  - Sales & Distribution
  - Food Specialists
  - Packaging

**Other Roles**
Country Heads, Country Business Heads, Finance Controllers, HR Managers

**Significant Requirements in Latin America & Sub Saharan Africa**
Talent Management Strategy

Acquire
- Established Employer Brand in global commodity industry
- Identified Industry Search Firms for experienced hiring
- Dedicated Resourcing Office in India
- Global Management Trainee Scheme
- Engagement Survey & identification of Drivers
- Articulated Employee Value Proposition
- Equity Ownership
- Career Framework
- Industry Benchmarked Compensation
- Portal: MyOlamnet.com
- Communication: Perspectives

Align
- Structured On Boarding
- Core Process Workshop
- Road to Results and Aligned Deliverables
- Mid Year & Annual Performance Review
- Performance Incentive
- Leadership Competencies
- Milestone Training Programmes
- Selection Assessment Process
- Technical Ladder
- Personal Development Plans
- Personal coaching
- Critical Experiences

Engage
- Global Assignee Talent

Develop
- Global Assignee Talent

Career Framework
- Performance Incentive
Thank You