



JAMES SIGGS CREDENTIALS

Executive and Management Consultant for Large Farm & Plantation Companies in Africa, Asia and Europe

Esus Agri Ltd
3rd Floor
14 Hanover Street
Hanover Square
London, W1S 1YH

Email: ajs@esusagri.co.uk

Tel: +44 (0)203 858 0230
Fax: +44 (0)203 858 0404.

Key Skills

- | | |
|---------------------------|------------------------------|
| ➤ Oil Palm | ➤ Managing Director |
| ➤ Acquisition | ➤ Turn-around |
| ➤ Crop farming | ➤ Directing consulting teams |
| ➤ Performance Improvement | ➤ Divestment |
| ➤ SE Asia | ➤ West Africa |

Key Qualifications

- Forty years' professional experience in large farm and plantation company management in Africa, Asia, Europe and the Middle East.
- Managing Director/Project Director/Team Leader on major international projects and global agribusiness investments, assembling and managing multi-disciplinary teams covering encompassing technical, environmental, institutional, organisational, social, financial, legislative, regulatory, strategy and policy issues.
- For Unilever in Ivory Coast took a 35,000 ha oil palm company from a USD 15 million annual loss to breakeven in two years.
- In Romania, for a family office, advised on acquisition of 17,000 ha wheat and oilseeds farm, managed operations, and in two years increased production per hectare by 47% increasing profits by over € 3,000,000.
- Advising plantation companies in UK, Malaysia, Indonesia and Papua New Guinea on strategy, including acquisitions, divestment and organic growth.
- Benchmarking of oil palm plantation companies in Asia, Africa and South America.
- Initiated Performance Improvement Projects for Unilever oil palm companies in Asia and Africa
- Experienced manager of oil palm companies in Indonesia and Ivory Coast, delivering improved production and lower costs.
- CEO of an oil palm plantation company floated on the Toronto Stock Exchange, raising USD 50 million equity from hedge funds, family offices, private equity and venture capitalists.
- Established 2,000 ha rice growing farm from scratch in DRC

Career Details

Aug. 1994 – Present	<u>Esus Agri Ltd. - International Farming Management Consultants</u> Founder/Owner/Director. Esus Agri Ltd has been delivering advisory and management services to large scale farming and agribusiness in Africa, Asia, Eastern Europe and South America for investors since 1994. Arable and sheep farming in UK. Clients include Hedge Funds, Venture Capitalists, Private Equity Funds, Merchant Banks, Family Offices and PLCs.
August 2011 – May 2017	<u>MASDAR Farming Ltd. - International Farming Managers and Consultants</u> Founder/Director. Advising merchant banks and family offices on the identification, acquisition and operation of large farms in Asia, Africa and Eastern Europe. Managing farms for clients.
April 2008 – July 2011	<u>Feronia Inc</u> Chief Executive Officer. As the founding CEO of Feronia Inc. built an idea into a company with a market capitalisation of \$ 90 million employing 4,000 people on oil palm plantations and mechanised rice farms in DR Congo.
1993 - 1994	<u>H&C Services (Singapore) Private Limited (H&C)</u> Manager External Advisory Services. Based in U.K. Reporting to the Managing Director, H&C Plantations. Responsible for management of all consultancy services provided to non-group customers worldwide. Consultancy projects included performance improvement, benchmarking, transfer of best practice, business analysis, investment appraisal, company valuations, privatisation and strategy development diversification/ downstream activities.
1991 - 1993	<u>Harrisons Fleming Advisory Services Ltd. (H.F.A.S.)(H&C)</u> Marketing Manager. Based in Scotland, H.F.A.S. provided consultancy services in the agriculture of tropical tree crops. Recruited to lead a major change of direction away from pure technical consultancy into management consultancy. Team leader of multi-disciplinary consulting teams. Responsible for marketing and sales of consulting services. In 1993, H.F.A.S. Ltd. was absorbed into H&C Services.
1988 - 1991	<u>PT.P.P. London Sumatra Indonesia(H&C)</u> Head of Estates Department/Company Secretary. Reporting directly to the Managing Director. Overall responsibility for operations on 50,000 ha plantations spread throughout Indonesia in 19 operating units with 12,000 employees. Managed an operating budget of £14,000,000 plus a capital budget of £3,000,000. Directed research and training. Drew up strategic plan. Directed production and marketing of seeds locally and internationally.
1986 - 1988	<u>Pauls Agriculture (H&C)</u> Arable Specialist. Sales and service to large arable farmers throughout South East England and technical support to the general sales force. Responsible for extending the existing sales territory.
1981 - 1986	<u>Sham Farm Partnership</u> Managing Partner. Full management control of 300 hectares near Tunbridge Wells, Kent growing cereals and oilseeds.
1977 - 1981	<u>Spratsbrook Farm, Tunbridge Wells, Kent</u> Assistant Farm Manager 120 hectares dairy, cereals, potatoes and soft fruit.
1976 - 1977	<u>Al Musheiki Dairy Farm, Saudi Arabia</u> Assistant herd manager, 1,000 cow dairy herd fed irrigated alfalfa

Education

Wye College, University of London, 1973 - 1976.
B.Sc. Agricultural Economics.
Henley Management College 1999
MBA

Working Languages

English
French
Romanian
Indonesian

Countries Worked In





Africa

Ivory Coast

- Turnaround of PalmCI
 - USD 15 m annual loss to break even in two years
 - 35,000 ha and 4,000 employees
 - 1. Rapid review of operations
 - 2. Identify areas for improvement
 - 3. Action plan to improve
 - 4. Change management programme

Guinea

- Feasibility study for 40,000 ha oil palm development on coastal strip
 - Surveyed land
 - Advised not to proceed as climate not suitable

Egypt

- Rapid review of 40,000 ha hay production operation in Southern Egypt
 - Desk study to benchmark against other producers
 - Rapid site visit
 - Proposals submitted for Performance Improvement

Asia

Indonesia

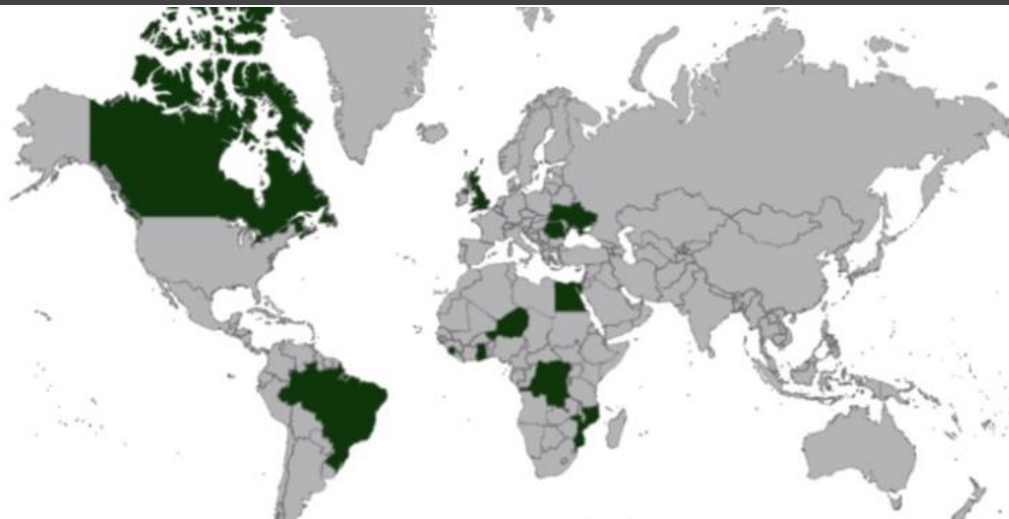
- Business Analyses of five companies 400,000 ha
 - 1. Benchmark against other companies
 - 2. Survey operations, analyse, identify opportunities for improvement

Malaysia

- Performance Improvement Projects – PALMOL Plantations (Unilever)
 - 1. Benchmarking
 - 2. Advise immediate improvements
 - 3. Change management project
 - 4. Action plan and follow up
- Kulim Benchmarking Project
 - 1. Managed team analysing Kulim operations to Benchmark against other companies

Thailand

- Performance Improvement Projects – Univanich (Unilever)
 - 1. Benchmarking
 - 2. Advise immediate improvements
 - 3. Change management project
 - 4. Action plan and follow up



Canada

- White Horse Farms
 - 10,000 acres wheat, canola, beans
 - Adviser to Hedge Fund investor

Brazil

- Due diligence for Family Office on Acquisition of 16,000 ha
 - Surveyed land and operations
 - Advised on strategy for acquisition and operation

Democratic Republic of Congo

- Feronia
 - A founder of the company & CEO
 - Established 2,000 ha rice farm

Mozambique

- Due diligence for Family Office on Acquisition of 16,000 ha
 - Assembled multi disciplinary team
 - Visited land
 - Advised on strategy for acquisition and operation
- Advising Private Equity on development of 35,000 ha maize farm
 - Desk review
 - Advising on strategy for development

Romania

- Due diligence for Family Office on Acquisition of 17,000 ha cereals and oilseed farm
 - Assembled multi disciplinary team
 - Visited land
 - Advised on strategy for acquisition
- Operation Management of 17,000 ha cereals and oilseed farm
 - Managed on site 2014 – 2016
 - Increased production 47%
 - Increased profits by over € 3,000,000

United Kingdom

- Management of 300 ha cereal & oilseed farm
 - Increased yields by 50% in two years
 - Turned run down farm into a productive unit
- Agronomist advising farmers in South East England and selling seed, fertiliser and agro-chemicals

Sierra Leone

- Feasibility study for large rice growing project