

PEOPLE . PASSION . PERSISTENCE

MILLAR CAMERON

EXECUTIVE AND PROFESSIONAL SEARCH SOLUTIONS FOR PRIVATE EQUITY PORTFOLIO COMPANIES

Our experienced private equity team partners with investors looking to add value and expertise to their portfolio companies' board and senior management. We leverage our extensive cross-sectoral networks in Africa to source the leadership required to maximise commercial potential and impact objectives.

AN INTRODUCTION TO MILLAR CAMERON

We support the talent acquisition and retention efforts of clients operating across a range of sectors, including:

- *Private Equity*
- *Industrial*
- *Financial and Professional Services*
- *Agribusiness*
- *Consumer*
- *Power and Infrastructure*
- *Technology & Telecommunications*
- *International Development*
- *Mining and Natural Resources*

Millar Cameron is an executive and professional search consultancy specialising in sourcing key talent for companies and organisations around the world.

Since Millar Cameron's inception in 2007, we have been sourcing high calibre leaders and executives for a wide range of businesses and institutions across Africa. Our passion lies in attracting, developing and retaining top talent in Africa's emerging markets, where incisive leadership is crucial. Our palpable commitment to Africa has led to recognition as one of the leading providers of executive and professional search solutions within the continent.

We are an ambitious company, committed to providing a high-quality service for our clients. With offices in Oxford, Nairobi and London, each member of the Millar Cameron team is deeply committed to the development of their practice area and is armed with the market knowledge to match this motivation.

PRIVATE EQUITY AT *MILLAR CAMERON*

Millar Cameron's dedicated private equity practice understands the opportunities and challenges faced by investors operating across Africa.

We know that strong leadership doesn't end with the investor; it is crucial that portfolio companies capitalise on the expertise contributed by their board and external advisors, pairing this with decisive management that collectively defines a clear sense of direction and purpose.

We have developed a strong track record in recruiting highly sought-after skillsets across a range of sectors in Africa. For this reason, our private equity team is expertly positioned to source the leadership required for your portfolio companies' board and executive management. Our partners can rely on our ability to engage our established network of board-level advisors and non-executive directors across various sectors currently experiencing excellent growth in Africa, as well as our comprehensive market knowledge, to introduce the talent they need to ensure their investees thrive.



A HISTORY OF CONTINUED SUCCESS

We offer detailed market knowledge and considerable cross-sectoral networks that enable us to quickly add value to your search for investee board members and senior executives. We have developed a substantial track record of identifying the leadership required to increase both profitability and impact in your portfolio companies. Recent mandates in Africa include:

- Senegal**
Senior Advisor
PE-backed power platform
- Sierra Leone**
Managing Director
Sustainable and organic palm oil production
- Sierra Leone and Ghana**
Chair and Non-Executive Director
Sustainable forestry
- Ghana**
Chairman
Sustainable forestry business
CFO
PE-backed LNG terminal business
- West Africa**
CEO
PE-backed West Africa power generation company

Nigeria
Non-Executive Director / COO
One of Africa's leading Power as a Service companies

Djibouti
CFO
East African wind power company

Elsewhere in the world
London with a pan-African focus
CEO
Development Financial Institution

Ethiopia/UAE
Group CFO
Pan-African data centre firm

Uganda
CEO
A market leading day-old poultry producer and seller
Non-Executive Director
Listed power supplier

Malawi
Agri Director
Macadamia agribusiness

Zambia
Managing Director
The largest table eggs producer in Zambia
Projects Director
Leading vertically integrated farming asset

Lesotho
CEO
Africa's leading trout farming business

South Africa
Head of Business Development
PE-backed power developer

Democratic Republic of Congo
Country Manager
Pan-African data centre firm
CEO
Congo's oldest plantation business, turnaround role

Cameroon
CEO
PE-backed African integrated utility
Head of Security
PE-backed energy company

UNDERSTANDING YOUR INVESTEE'S NEEDS *FOR INCISIVE LEADERSHIP*

Africa is an exciting and fast-paced environment for private equity (PE) and venture capital (VC) activity. However, over the past year, funds have experienced challenges due to a global economic downturn, and Africa is no exception. Portfolio companies have struggled with revenues, profitability, and costs, but Africa's economies are agile and possess the capacity to 'bounce back' in unexpected ways, compared to more developed markets. Indeed, comparatively youthful workforces have to an extent curbed economic disruption. This, amidst a climate of entrepreneurialism, means that many African economies continue to experience growth in sectors that react to the demand for medical supplies or constitute as essential, such as food production, the emergency services, and education. Conversely, investment activity has seen considerable delays across

other sectors such as infrastructure, telecommunications, and power. It is clear that now, more than ever, portfolio companies need decisive leadership in order to maximise revenues and development impact. As such, investors are placing an increased emphasis on finding the right individuals, with the right expertise and values, to direct portfolio companies from their top tables and executive management teams. At Millar Cameron, we have witnessed this first-hand through the investors we partner with. Demand for more diverse and inclusive boards and executive teams is rising, and alongside an increased interest in assuring advantage when it comes to the competitive compensation structures on offer to those with coveted skills and experience. As we hurtle towards 2030 and the desired deadline for reaching the United Nations

Sustainable Development Goals, efforts to meet them have seen further emphasis placed on ESG and impact outcomes in investing. There continues to be increased interest from PE and VC investors in agribusiness and agriculture, energy and infrastructure, and financial technologies, where development impact outcomes are most evident and measurable. As African governments seek to improve economic opportunities and tackle issues relating to climate change, food security, and access to clean water, agile and responsible leadership is crucial to ensure that both impact and commercial viability are realised in these areas. At Millar Cameron, we understand that whilst Africa presents a multitude of rewarding investment opportunities, markets can be volatile, and priorities can change rapidly. In order to maximise investees' efficiency and

revenues, a board of experienced experts and a strong leadership team are essential to success. Our partners choose to work with us because they trust in our advanced connections to the markets they operate in, as well as our reliable track record of sourcing highly skilled individuals, developed over the last 13 years. We have an established network of professionals whose experience, expertise, and values fit perfectly with your portfolio companies' needs. Paired with our nuanced market knowledge and the time we dedicate to getting to know your organisation and its specific requirements, we are perfectly placed to assist in identifying the individuals who will lead your investments to maximum success.

HOW WE *CAN HELP*

Our clients are considered our partners and a key element of our approach to each recruitment mandate is to take the time to gain a detailed understanding of your specific requirements, in order to develop a bespoke search strategy that is tailored to your recruitment brief. We are expertly positioned to deliver a shortlist of talented individuals and relevant insights that will enable you to match the needs of investee companies to a well-balanced and purposeful board and leadership team. We are also able to advise on diversity and inclusion strategies and suggest ways to offer attractive compensation in a demanding and competitive market.

Millar Cameron has successfully concluded searches in 41 African countries.



FIVE STEPS TO RECRUITMENT SUCCESS

Our executive search strategy follows a five-step approach that is tailored to your organisation's requirements:

Define

We discuss all aspects of the role with you, including the capabilities, background, culture and competencies of the desired professional. This allows us to determine the search priorities and parameters, and the criteria against which candidates will be measured.

Develop

We work with you to develop a bespoke outreach strategy that covers specific companies, industries and geographies that you want to target. We employ a combination of search methods, including research, direct headhunting, referrals and our established networks to identify a comprehensive longlist.

Engage

We conduct competency-based interviews that are tailored to the role to thoroughly assess each candidate's fit against your requirements. We ensure that all aspects discussed during the define stage are covered during interviews, before collating the shortlist.

Present

We present you with a pack comprising of a personal profile, interview notes, compensation information, and a detailed curriculum vitae, for each candidate that is shortlisted. We discuss reasons for shortlisting candidates with you and remain involved throughout the selection process, preparing and debriefing candidates after each step.

Close

We conduct detailed reference reports on the selected candidate, and we can also provide background checks and psychometric testing, where necessary. We support you throughout the negotiation process to ensure a successful outcome.

WE LEAD *FROM THE FRONT*

Our private equity team possesses the market knowledge, extensive networks, and passion required to source the expertise investors are seeking to implement into their portfolio. With a strong presence in three of Africa’s leading financial hubs, our team is well placed to assist in identifying talented and trustworthy individuals in a discreet manner.



Conor O’Callaghan, Managing Partner

“I have noticed that by providing funding for African companies, PE investments generate a multiplier effect, creating socio-economic benefits for consumers and supporting in the ongoing progress of the continent. Assisting to recruit key people into a portfolio business, safeguards their returns of investment and contributes to wider societal improvement.”



Tom Jeffes, Senior Partner

“Improving access to financing is regularly cited as a key obstacle for the continent’s development. Supporting private equity with human capital challenges will, we believe, improve the performance of these funds and hopefully in turn address the key challenge of access to finance.”



Tracy Dawson, Partner

“Having recruited for over a decade in South Africa’s mature financial services market, I’ve worked closely with two of the region’s largest banks for hires across the sub-continent. Whether it’s private equity or development funding, wealth, credit, payments, cash handling, printing and moving - I’m reasonably familiar with ‘how the money goes’ and excited to see the market open up to more cross-border competition and challengers.”



Through the importance we consistently place on finding the right people, our passion for the sector, and the persistence we demonstrate during searches, Millar Cameron is the ideal partner to enable you to achieve your recruitment objectives.

ADDITIONAL *SOLUTIONS*

Talent Mapping

We offer a talent mapping service to assist you in identifying the development potential of individuals within your organisation. Where talent gaps are identified, we partner with you to develop a strategy that both attracts and retains talented professionals. We also undertake salary benchmarking activities for key roles in your organisation to ensure a competitive remuneration package for employees.

Succession Planning

Forward planning is vital. We enable you to prepare for the future by identifying the existing senior leaders with the most potential within your organisation, as well as keeping our finger on the pulse of changes in the market that might determine leadership succession.

We have represented 136 nationalities in our shortlists.

Equality, Diversity and Inclusion

We are committed to representing and advocating the best talent, irrespective of race, gender, disability, or sexual orientation. We work closely with our clients to formulate non-discriminatory role descriptions and search strategies that utilise multi-faceted channels, in order to attract top talent from the widest possible pool of candidates.





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