Thomas N. Urban

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Business Experience

Agribusiness Advisors

2012- Present Founder Vancouver, BC

- Agribusiness Advisors takes equity positions in and provides advisory services to early and middle stage companies in the agricultural sector.
- Advisory is focused on all elements of early and middle stage business including financing, value proposition, channel strategy, pricing and team building.
- Portfolio industries include insect protein, bio-pesticides, precision farming, industrial enzymes and forestry.
- Portfolio companies include SemiosBio Technologies, Terramera Plant Science, Enterra Feed and Tree Global.

Entrepreneur in Residence – University of British Columbia

2013- Present Vancouver, BC

- One of three EIRs working the permanent staff and mentor network of the University of British Columbia to develop and support innovation and entrepreneurship at UBC.
- Conduct weekly meetings with entrepreneurs to identifying the appropriate resources to support their stage and current capabilities.
- Work closely with UBC staff to evolve the program, extend the mentor network, prioritize ventures and make recommendations to the UBC Seed Fund on potential investments.

CellFor, Inc.

2004 - 2012 President and Chief Executive Officer

Vancouver, BC

- CellFor was the leading developer of varietal seedlings for the forestry market. CellFor was the first company to apply somatic embryogenesis to conifer embryos and was the first company ever to sell varietal/clonal seedlings into the US forestry sector.
- Joined CellFor in an early stage to build all aspects of the business including R&D, Production and Sales. At that time, the Company had no real sales, limited production capacity and limited funding.
- Activities and accomplishments included:
 - Selling more than 40MM seedlings which are deployed on more than 100,000 acres across the U.S. South
 - Acquiring 18 of the top 20 landowners as CellFor customers
 - Leading fund raising of more than \$140MM from institutional and individual investors including \$10MM of nondilutive funding from the Canadian Government
 - Recruiting senior management and employing more than 100 employees.
 - Serving as a Director on CellFor Board
 - Developing strategic plans including milestones and led reporting efforts to Board and Investors
- Revenue in 2011 was \$3.5MM.
- CellFor was sold to ArborGen, its primary competitor, in late 2012.

E.I. DuPont de Nemours

2002 - 2004 Director, Corporate Plans – Strategic Planning

Wilmington, DE

- Worked closely with the CEO and COO to develop overall corporate strategy focused on growth including strategic
 direction, portfolio management (acquisition and divestitures), balance sheet management (debt capacity and ratings) and
 process improvements.
- Provided briefs to CEO and participated in all strategy reviews for the Ag & Nutrition Platform.

- Worked closely with the head of the \$5.0B Agriculture and Nutrition Platform. Participated in the management committee for the Platform.
- Acquisitions: Evaluated more than 20 acquisition opportunities ranging from \$5M to \$800M. Interacted with investment banks to identify opportunities. Member of transaction execution team on two transactions; technology acquisition and a cross-border expansion into a complementary product category.
- Led corporate initiative to accelerate growth in China across all DuPont businesses.
- One of 30 managers chosen for the DuPont General Manager Development Forum

1999-2002 Director, Global Wheat Business

Paris, France

- Responsible for global product management and bottom-line profitability for hybrid and varietal wheat business representing \$24M in sales. Direct line management of a team of 40.
- Research activity under direct management included traditional parent development, hybrid development, double haploids and molecular markers. Held a leadership role on the Wheat Research Coordination committee that set research priorities in plant breeding, genomics, plant transformation and disease resistance.
- Production activity under direct management included optimizing the hybrid production process including the chemical hybridizing agent and the parent lines. Contracting and managing 2,000 3,000 hectares of commercial seed production.
- Sales activity included a team of 7 sales people demonstrating the value of a new technology to the marketplace and developing value-based pricing for hybrid wheat.

Pioneer Hi-Bred International, Inc.

1996-1999 Director of Marketing, France

Toulouse, France

- Responsible for marketing, communication, product management and agronomy service for French operation with \$100M in sales.
- Managed a team of 25 and an annual budget of \$8M to develop company strategy and provide sales and technical support to commercial team. One of 5 members of the company management committee.
- Experience included: developing national and local advertising campaigns; customer database management and segmentation; contracting and analyzing market studies; all aspects of product management including sales, supply and product positioning.
- Prepared and began the introduction of GMO seed into France. Project was halted due to lack of public acceptance.

Harvard Graduate School of Business Administration

1995 Research Associate/Case Writer

Boston, MA

• Conducted primary research and wrote seven cases focused on Agri-business for Professor Ray Goldberg. Cases included Monsanto, Loblaws, Pioneer Hi-Bred, Robert Mondavi, Virgin Cola, Archer Daniels Midland and Charoen Pokphand.

Pioneer Hi-Bred International, Inc.

1990-1993 Country Manager, Romania

Bucharest, Romania

- Designed and implemented the transition of existing operations to a post-revolutionary economy. Activities included establishing a wholly-owned Romanian subsidiary, developing alternative distribution channels and creating an internal sales force.
- Managed all aspects of the business having sales of \$25M and operating profit of \$800K.
- Organized and led crop demonstration field days reaching more than 2000 farmers.
- Interfaced daily with the Ministry of Agriculture. Negotiated trade contracts worth more than \$3M in agricultural products annually.
- Managed 14 Romanian staff and a network of over 250 growers and 3,000 ha of seed production.
- Collected and repatriated over \$1M in outstanding debts.

Goldman, Sachs & Co

New York / Los Angeles

1988-1990 Analyst, Mergers and Acquisitions

- Analyzed divestiture and acquisition opportunities using discounted cash flow, merger pro forma and comparable company transaction analysis. Industries included aerospace, steel processing and medical equipment.
- Coordinated the exclusive sale of five companies; prepared comprehensive selling memoranda; identified and contacted potential buyers. Represented Goldman, Sachs & Co. in due diligence meetings and buyer visits.

Education

Harvard Graduate School of Business Administration

Boston, MA

Masters in Business Administration, June 1995. Second year honors. Internship with the Monsanto Company, Summer 1994

Middlebury College Middlebury, VT

Bachelor of Arts, June 1988. Cum Laude in Economics

Languages: French (Bilingual), German (Proficient).