

# PETER EDGAR

<Address removed – London and Rugby>

[peter\\_edgar@hotmail.com](mailto:peter_edgar@hotmail.com) · [linkedin.com/in/peter-edgar/](https://www.linkedin.com/in/peter-edgar/)

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## SUMMARY

I'm a highly motivated, ambitious and dynamic professional with a genuine track record of shareholder value creation and with deep experience and success in acquisitions/disposals within an SME environment. I have experience in corporate finance, M&A, exit strategy and delivery, financial auditing, accounting, operations and project management, and industry expertise in PropTech, Manufacturing, SaaS/Software, FinTech and Blockchain companies.

Board level and senior experience leading teams within start-ups, growing UK & foreign SMEs and PLCs. I have held directorships in the UK, USA, Singapore, UAE and India and additionally lead teams in Italy, Norway and South Africa.

## AREAS OF EXPERTISE

### Mergers & acquisitions:

- Lead on 10+ acquisition/disposal deals within an SME environment.
- Experienced in dataroom build, due diligence (buy and sell) and long-term exit structuring.
- Successfully delivered growth and exit strategy for Oxalis Group – returning 72X investment with a 10x EBITDA sale to Eaton Corporation (NYSE: ETN), involving a buy-side due diligence team of 60 people.
- Integration of newly acquired companies within buy and build strategies.

### Reporting & controls:

- Implemented month and year end routines in startups, in newly-acquired companies and in growing SMEs.
- Reduced AIM-listed company EDI Plc's month-end closing from 10 to 5 workings days, using a mixture of new finance software, staff resource changes and supplier data improvements.
- Implementation of a suite of finance and sales KPIs, both as an extension to existing KPIs or as the first KPIs in a company.

### Commercial & business partnering:

- Successfully worked as "Number 2" to CEOs within PropTech, technology, SME manufacturing and Private Equity, giving value and structure to decisions at all levels.
- Provided finance and business support to all areas of businesses, bias towards commercial, legal and operational areas.
- Contract and pricing negotiation with key customers, suppliers, landlords, bankers, intermediaries and investors both on a direct level and a route of escalation.

### Process change in high growth SMEs:

- Implementation of corporate governance and quality systems into growing SMEs, driving cultural change.
- Finance lead on integration of £2M CAMPUS bespoke learner administration system into Microsoft GP ERP system.
- Successful negotiation and acceptance of debt and equity finance appropriate to stages of growth.

### Fundraising:

- Created multiple retail and institutional investor targeted prospectuses and marketing materials.
- Pitched equity and debt securities to professional investors.
- Raised bank growth capital to support scale up within manufacturing and technology.

### FinTech / PropTech / Technology startups:

- In depth strategic involvement in two blockchain security token platform projects aimed at retail investors.
- Knowledge of smart contracts used to carry ownership of securities such as equity, debt instruments and real estate.
- Cryptocurrency hedge fund management and regulatory experience.

## CAREER SUMMARY

Redsand & MIRIS X	05/19 – present	Chief Financial Officer	£4M
Investx Ltd	01/15 – 12/18 (4yrs)	Chief Financial Officer	£0 -> £7M
Oxalis Group Ltd	08/10 – 01/15 (4yrs 5m)	Chief Financial Officer	£0.5M -> £5.6M
EDI Plc (AIM listed)	02/08 – 08/10 (2yrs 5m)	UK Finance Manager	£16M -> £30M
JHP Training Ltd	12/04 – 02/08 (3yrs 2m)	Deputy Finance Manager	£20M -> £23M
Burgis & Bullock Ltd	07/01 – 12/04 (3yrs 5m)	Audit Senior	~£3M

## EMPLOYMENT DETAILS

### CHIEF FINANCIAL OFFICER, REDSAND LABS LTD & MIRIS X

MAY 2019 – PRESENT

MIRIS is a sustainable smart city developer with offices in Oslo and Warsaw. Redsand Labs Ltd is its London and Cape Town based Green FinTech innovation subsidiary. MIRIS launched an in-house developed investment, finance and supply chain management platform in 2019, initially listing its own real estate developments and with a roadmap to scaling to third party projects.

I was recruited into Redsand to coincide with the acquisition by its customer MIRIS and the completion of the combined new business direction, and within two months promoted into MIRIS.

#### Brief:

- Creating and testing of revenue stream and business models for MIRIS' real estate investment platform.
- Financial and strategic support for blockchain architecture and finance teams in South Africa.
- Extensive business modelling for internal innovation projects, including B2B and B2C green incentive projects.
- Support external MIRIS bond and equity fundraising, including prospectus creation and financial marketing materials.
- Delivering fundraising pitches to investors.
- Sourcing and negotiating deals with investment brokers and introducers.
- Lead strategy for legal compliance of Redsand's bitcoin hedge fund spin out.

#### Delivery:

- Supported completion of €10M capital raise in October 2019.
- Lead on platform revenue generation strategy implementation and market testing.
- Delivered MIRIS business model and prospectus in time for public platform launch.
- Delivered alongside the Redsand CEO a go to market strategy and pitched to external clients.
- Created financial models, valuations and operational budgets for Svart, the world's first energy positive hotel.

### CHIEF FINANCIAL OFFICER, INVESTX LTD

JAN 2015 – DEC 2018

Investx was a FinTech start up, pivoting its business from a Private Equity model. I planned, built and launched an Initial Coin Offering (ICO) to aim to raise investment for the new technology start-up direction for Investx. Our aim was to build a disruptive FCA compliant equity crowdfunding platform, built on blockchain technology allowing established SMEs with financial track records to attract and transact equity investments from global investors.

#### Brief in this role:

- Leading the strategic direction and concept creation for the project.
- Building a team of executives, advisors and key outside partners to deliver and enhance the project.
- Investment presentations to VCs/angel investors.
- Dealing with retail investor due diligence and public relations.

- Fronting the discussion and strategy with legal advisors on financial regulatory, cryptocurrency, corporate and commercial legal matters and documentation.
- Writing investment whitepaper, obtaining approval for retail investment promotion.
- Managing PR consultants and writing/approving press releases.
- Budgetary control and commercial negotiation.

Delivery in this role:

- Despite very little budget I attracted multiple industry heavyweights to actively work for the project – such as the ex-CTO of Zopa, the software platform company who built the HMRC tax and National Lottery portals, a trustee director of the UK Fraud Advisory Panel and a senior director at RBS.
- I negotiated close to 100% contingent fee basis with the 6<sup>th</sup> largest firm of solicitors in the world, to deliver the complex legal and financial regulatory advice necessary for regulatory compliance for the project.
- With only one other full-time employee on the project I delivered what other ICOs have delivered with teams of 10-20.
- I obtained an agreement in principle for a public partnership with a UK bank.
- The project received 100% positive client/broker feedback on our model and its disruptive potential in SME funding.

Prior to pivoting its business into crowdfunding, Investx was a private equity company acquiring and developing for sale SME manufacturing and technology businesses with strong fundamentals whose performance can be improved. As at December 2018 it acquired and managed 10 companies across 4 groups.

Brief:

- Financial management and controls across the portfolio, with 2 Financial Controllers and 1 Assistant Accountant as direct reports into me.
- Strategic management, 3 Sales/Managing Directors reported into our 3-person board.
- Statutory director and secretarial responsibilities – held 10 directorships within 4 groups.
- Relationship with auditors, solicitors, corporate finance advisors and bankers.
- Recruitment of senior executives within portfolio businesses.

Delivery:

- Implemented successful extensive restructures and cost saving programmes in the two largest companies within the portfolio, alongside buy and build strategies, turning four loss making acquisitions into two profit generating groups.
- Aided the delivery of record years of revenue for the two largest portfolio companies in 2017.
- Successfully absorbed the Financial Controller roles on interim bases for the two larger portfolio companies post acquisition, to the point that a strategy had been set and full time FCs appointed in my place.

## **CHIEF FINANCIAL OFFICER, OXALIS GROUP LTD**

**AUG 2010 – JAN 2015**

Oxalis is a global safety technology group specialising in the design, certification, manufacture and distribution of electromechanical products and solutions for use in hazardous or demanding environments.

It was acquired by Eaton Corporation in January 2015 after a successful four-year exit strategy from start up to exit. The company grew from £500k turnover to £5.6M in four years.

Brief:

- Strategic decision-making and implementation within a board of 3 directors.
- Board management and company secretarial duties.
- Management of finance, banking, legal, corporate, HR, tax, IP, property, ERP system.
- Exit planning and structuring.
- Control of acquisition target identification, deal negotiation, legal transaction process, and integration post acquisition. We made 4 acquisitions which were integrated into Oxalis.
- Management of foreign subsidiaries including legal aspects – Singapore, India, USA, China, UAE, Italy, France.
- Point of contact with buyers/sellers, solicitors, corporate financiers for exit preparation, negotiation, due diligence and transactions.
- Sales and Finance KPI implementation and controls. Key customer and supplier pricing and terms negotiations.

#### Delivery:

- Dealt with buy side due diligence during sale to Eaton Corporation (completed January 2015). I was the sole DD team member and dealt with a team of over 50+ individual experts from the buy side during 4 months of due diligence resulting in a successful sale for 10X adjusted EBITDA.
- Integration of a heavily financially distressed CCTV manufacturer in Italy into Oxalis' UK factory whilst maintaining customer and supplier relationships, product manufacture and continual >30% year-on-year growth in turnover.
- Obtained a £1.6M working capital facility in the company's early stages, in a project-based environment with 90%+ export sales.
- Successful implementation of Microsoft Dynamics ERP system with minimal disruption to business.
- Repayment of investor loan account, which included cash lent for acquisitions, despite aggressive growth strategy.

#### **UK FINANCE MANAGER, EDI PLC**

**FEB 2008 – AUG 2010**

£30 million high-growth AIM listed international examinations awarding body with multiple SAAS revenue streams.

#### **DEPUTY FINANCE MANAGER, JHP GROUP LTD**

**DEC 2004 – FEB 2008**

#### **FINANCIAL/MANAGEMENT ACCOUNTANT, JHP GROUP LTD**

£23 million privately owned training company with 50 profit centres across the UK.

#### **AUDIT SENIOR, BURGIS & BULLOCK CHARTERED ACCOUNTANTS**

**JUL 2001 – DEC 2004**

Three-office audit and tax advisory practice with clients across the West Midlands.

## **EDUCATION**

#### **ACCA CHARTERED CERTIFIED ACCOUNTANCY, BPP PROFESSIONAL EDUCATION JUL 2001 – JUL 2004**

#### **BSC MATHEMATICS, UNIVERSITY OF YORK**

**SEP 1998 – JUL 2001**

#### **A-LEVELS, LANCASTER ROYAL GRAMMAR SCHOOL**

**1996 – 1998**

Mathematics – B, Physics – B, Biology – C, General Studies - A

#### **GCSSES, LANCASTER ROYAL GRAMMAR SCHOOL**

**1996**

## **INTERESTS/PERSONAL**

I am married with two children and enjoy travelling with them when I can. I own two track cars which I have built over the last few years. I have a full clean UK driving licence.