

# SOPHIE BROWN ACA

## “BIG4” QUALIFIED NON-EXECUTIVE DIRECTOR

00 44 7932 085 670

[sophiebrown1000@hotmail.com](mailto:sophiebrown1000@hotmail.com)

### PROFILE

An experienced, BIG4 ACA qualified (PwC) Director who is highly organised and driven. As a director and Non-Executive Board Advisor, key strengths include building relationships, communicating effectively, debt and equity raising, applying commercial strategies across the business and strong practical implementation skills to achieve results.

### KEY SKILLS

- Capable of interpreting and negotiating complex legal and banking documents.
- Building strong relationships with debt providers resulting in successful outcomes
- Ability to negotiate complex agreements
- Strong record of human capital management – adding value by implementing the right “people solutions”.
- Strong and calm in difficult situations – able to instil calmness and perspective into fellow directors
- Can handle complex problems under pressure

### PROFESSIONAL QUALIFICATIONS & EDUCATION

#### PriceWaterhouseCoopers, London (September 99 – October 03)

- ACA exams first time passes, and PwC prize for the highest marks in London
- Audit focus on retail clients including Moschino, Phase Eight and Kanebo Cosmetics

#### University of Bristol

- 2.1 BSc (Hons) Equine Science. Dissertation findings were published in the Equine Veterinary Journal.

#### Pocklington School, York

- A Levels in:
  - Chemistry A
  - Biology A
  - Government & Politics B

## **CAREER HISTORY**

<b>Date</b>	<b>Employer</b>	<b>Position</b>
<b>Jan 17 – Present</b>	<b>Gold &amp; Amber</b>	<b>Director and Shareholder</b>

Privately owned residential property business. During my time with the business we have completed and progressed the following projects:

- Kirkstall Gate, Leeds, England: Completion of 44 one bed apartments on Commercial Road in Leeds and sale of 90% of the apartments to owner occupiers and buy to let investors (Gross Development Value (GDV) £5.0m)
- Brunswick Court, Leeds, England: Completion of 39 apartments together its sale (GDV £5.5m). Investment with Chinese investment partner therefore included negotiating the terms of the JV and a construction contract between the JV and our construction business (£1.6m)
- 1 Sanford Street, Swindon, England: purchase of an office building with Permitted Development for 28 apartments. Achieved planning for an additional 12 apartments though a vertical extension. In the process of developing the site for sale (GDV £6.5m)
- Saxon House, Ipswich, England: purchase of an office block together with a JV partner. Permitted Development application submitted for converting the building into 34 apartments for sale (GDV £5.0m). Development financing in place. Our construction company is completing the conversion and I am finalising the sales negotiations.
- Lucent Square, Leeds, England: Planning obtained for 52 apartments and 1 commercial unit. Conversion of the existing commercial building plus three additional new floors. The 52 apartments have been sold off plan (GDV £9.0m). Sold to IP Global in Hong Kong.
- Leeds City Village and Shannon Street Mills, Leeds, England: Land assembly project including numerous sites in Leeds City Centre. Working with the council and the regeneration teams to obtain planning permission for over 1,000 apartments

## **Main responsibilities**

- Project appraisal and due diligence
- Arranging finance including bridges, development finance, senior debt and mezzanine debt from both institutions and private investors
- Legals for purchases, sales, shareholder transactions and financing
- Planning- both obtaining planning permission working with councils and discharging requirements. Required good negotiation and project management skills.
- Project management
- Cash flow management
- Accounting, tax and financial compliance
- Procurement; negotiating discounts and sourcing best quality products for our developments
- Operational compliance and risk management including insurance, 10 year new home warranties and other compliance certificates required for a successful sale
- Sales including pricing and selling complete developments to funds and negotiating terms
- Stakeholder management

<b>Date</b>	<b>Employer</b>	<b>Position</b>
<b>Dec 13 – Nov 16</b>	<b>Quintessential Brands, London</b>	<b>CFO</b>

€160m turnover privately owned acquisitive spirits group created in August 2011, operating internationally in manufacturing, brand development and distribution, and private label/brand owner contracts.

Responsible for all CFO duties including:

- Finance, banking, legal & compliance, IT, Company Secretarial, intellectual property (IP), M&A (including completing most due diligence in house), recruitment and retention of staff, selection of external advisors, procurement and active FX management
- Input into overall strategic direction and operating performance of the group
- Negotiation and documentation of key customer and supplier contracts

Key achievements:

- Implemented systems, processes and controls for capital spending, IP management, working capital management and commercial proposals, and enhanced costing systems
- Introduced budget and 3 year plan process, first time MDs had taken responsibility for plans
- All audits completed without adjustment and with minor recommendations (KPMG and GT)
- Successfully completed complex shareholder negotiations with JV partner including extracting a business out of the JV
- Completed three acquisitions (UK, Ireland and France) including leading the due diligence, negotiation of legals, implementing tax structures and financing, and completion accounts
- Implemented group restructuring, including banking negotiations, aligning legal and commercial structures and refinancing £14.5m asset finance facility on enhanced terms
- Successful negotiations with key customers including the extension and enhancement of a material contract and a new 10 year contract

<b>Date</b>	<b>Employer</b>	<b>Position</b>
<b>Oct 08 – Dec 13</b>	<b>Leeds Bradford Int' Airport</b>	<b>CFO</b>

Internally promoted from Financial Controller to CFO of this Bridgepoint Capital £145m investment.

Responsible for all CFO duties plus a wider commercial remit including:

- Finance, legal, IT, and Company Secretarial
- Commercial (retail, car park and rental income), engineering, development & planning

Key achievements:

- Improved accounting routines, including financial reporting, financial controls and risk management, cash management and cost control, forecasting, budgeting, three year plans and accurate covenant achievement, and all areas of tax compliance
- Banking, successfully renegotiated complex £90m facilities twice
- Defined benefit pensions scheme, successfully minimised company cash contributions and managed the relationship with the Trustees and Scheme actuary

- Audits completed punctually and without adjustment (E&Y)
- For £11m Airport Terminal Development, reviewed, challenged and approved concessionaire concept development, store design and product offering, followed by capex control and contract negotiation. Renegotiated all key concession agreements on enhanced terms
- Led a team bringing key revenue generating assets in house delivering enhanced EBIT and asset control. Complex commercial, financial, legal and operational considerations
- Instigated and led an industry first programme to develop concessionaires' staff in selling and customer services; partly attributable for increase in revenue generation per passenger
- Overall increased income from commercial offerings by over 30% during my tenure

<b>Date</b>	<b>Employer</b>	<b>Position</b>
<b>May 05 – Sep 08</b>	<b>Northern Foods plc</b>	<b>Deputy Group Financial Controller (Leeds)</b>

Internally promoted 3 times in the headquarters of this food producer with 18 sites throughout the UK and Ireland, then a quoted FTSE 250 company. Responsible for regular head office controllership functions and input into corporate projects.

Key achievements:

- Led negotiation of investment strategy with Pension Fund Trustees, and managed out-sourced relationship and all tax issues within the Group
- For the £211m disposal of five businesses (£11m over target), drafted accounting policies to give additional value to Northern Foods, reviewed the SPAs, led completion accounts and assisted in negotiation of normalised working capital. Prepared the Class 1 circular.
- For three acquisitions, negotiated accounting policies, ensured tax efficiency, agreed acquisition treatment with auditors and integrated acquisitions into the group
- For £142m US Private Placement with Barclays Capital, prepared prospectus, answered investor questions, purchased swaps and agreed favourable technical accounting treatment
- Enhanced internal reporting, ensuring delivery of quality, timely financial information to a cross section of users, and led transition from UK GAAP to IFRS for the listed Group
- Led the team producing all external City reporting, and achieved 100% accuracy
- Led company side of the external audit process engaging with Deloitte, and all external audits completed without any surprises or adjustments

## **EARLIER CAREER**

### **Norwich Union, York (Interim role December 04 – April 05)**

- Year end support for statutory accounts, FSA returns, and project management

### **Prebon Marshall Yamane, Group Financial Accountant, London (October 03 – November 04)**

Privately owned international money broker operating in 70 countries:

- Consolidated reporting, forecasting, budgeting and statutory accounts
- Participated in due diligence for successful disposal for £130m to Collins Stewart