

ELLIS FR

PROJECT LIST

GTT Communications Inc (2018)

The company: Telecoms group, \$829m turnover. Listed on NYSE.

The project: Global implementation of ASC 842 Leases

Achievements: Project management of transition from ASC 840 to ASC 842
Technical lead on all aspects of transition
Project management of abstraction
Design and implementation of Visual Lease software system
Embedding process for ongoing accounting compliance

Interoute Communications (2016-2018)

The company: Telecoms group, €750m turnover. Privately owned.

The project: Global IFRS transition (including IFRS 15 and IFRS 16)

Achievements: Technical lead on the group's transition from Luxembourg GAAP to IFRS
Project covered 90 entities across 4 continents
Implemented IFRS 15 (Revenue)
Designed and embedded system for implementation of IFRS 16 (Leases)
Drafted IT software specification for IFRS 16 dual reporting
Identified, designed and specified other required changes to Oracle system
Resolved complex systems issues relating to foreign currency and share-based payments
Redesigned global tax accounting system
Designed and delivered supporting training for staff
Project managed comprehensive update of Group wide accounting policies and procedures
Provided crucial support in debt refinancing process

Volvo Group UK Limited / Volvo Financial Services (2015)

The company: Automotive / Financial Services group, £800m turnover. Owned by AB Volvo.

The project: Transition to FRS 101 for UK

Achievements: Led UK group's transition to new accounting rules - FRS101
Prepared transition statements and proforma accounts for all UK companies
Designed new revenue recognition process for implementation in SA
Implemented accounts production software
Harmonised UK statutory accounting policies with global Volvo IFRS policies
Embedded required process changes within finance team
Designed and delivered supporting training for staff

Redhill Analysts Limited (2013-2015)

The company: Construction sector, £18m turnover. Owned by R Capital

The project: Independent financial consultant

Achievements: Prepared statutory accounts for audit
Advised on and planned transition to FRS102
Integrated two sizeable acquisitions
Reorganised finance team by combination of staff development and replacement
Implemented new finance IT system
Embedded robust rolling cash flow forecasting system
Managed cash flow within extremely tight constraints
Reduced debtor days from 80 to 50 in 5 months generating cash inflow of £1.5m
Introduced company wide MI pack to drive business forward
Introduced enhanced forward sales pipeline reporting

Computershare Investor Services Plc (2009 – 2015)

The company: Financial services. £100m turnover (UK). Part of Australian group.

The project: Consultancy and advisory

Achievements: Redesigned FSA / FCA regulatory reporting processes
Reduced audit sign off period by 6 months
Automated external reporting process for UK and Ireland
Advised on and planned transition to FRS101 and 102
Detailed advice on hedge accounting
Ad hoc advice on complex accounting issues

Optare Group Plc (2011-15)

The company: Vehicle manufacturer. £76m turnover. AIM listed.

The project: Advisory role

Achievements: Successfully advised company on complex tax and audit issues
Prepared statutory accounts in iXBRL format

Silverdell PLC (2008-13)

The company: Construction sector. £80m turnover. AIM listed, with significant investment from Martyn Capital.

The project: Business consultant, providing expertise to CFO as needed.
Later worked directly with HSBC-appointed Turnaround Director.

Achievements: Led the group's transition to IFRS
Project managed the production of the group's PLC annual report and interim results
Performed goodwill and intangible assets impairment reviews

Prepared group consolidation for statutory accounts
Advised on financial reporting regulatory enquiries
Converted acquired businesses to group accounting policies
Advised on goodwill impairment and share option schemes

Daniel Stewart PLC (2013)

The company: AIM listed stockbroking and NOMAD firm.

The project: Accounting consultancy work

Achievements: Advised on IFRS accounting issues
Conducted goodwill impairment review
Advised on responses to regulatory inquiries

Thomson Reuters (2012-13)

The company: Finance software provider

The project: Accounting consultancy work

Achievements: Advised on design of their financial accounting software to reflect changes imposed by FRS101 and 102.

Green Compliance PLC (2010-12)

The company: Environmental services. £15m turnover. AIM listed

The project: Consultancy

Achievements: Prepared accounting entries and disclosures for share based payment schemes

Tribal Group Plc (2010-12)

The company: Outsourced services. £120m turnover. LSE main listing.

The project: Financial consultant

Achievements: Advised company on complex tax and financial reporting issues

Arrk PDG Limited (2011-12)

The company: Product development. £160m turnover. Owned by Arrk Corporation (Japan)

The project: Interim support

Achievements: Key point of contact on finance for subsidiaries across Europe
Responsible for international group consolidation

Prepared consolidated statutory accounts for audit
Reported monthly and quarterly on Europe to parent in Japan
Harmonised revenue recognition practices across Europe
Resolved outstanding VAT dispute relating to Italian subsidiary

Brandon Hire Plc (2005-2012)

The company: Plant hire company. £100m turnover. PLC, then owned by Rutland Partners.

The project: Long-term provision of consultancy and advisory input to the CFO

Achievements: Conducted control effectiveness and process efficiency reviews
Led the Group's transition to IFRS
Provided consulting input on sale of the business to Rutland Partners.
Prepared goodwill and intangible asset impairment reviews

Helphire Group Plc (2002-2010)

The company: Financial services. £200m turnover. Listed company. 1,200 FTEs.

The project: Long-term provider of consultancy and advisory input to the Group CFO

Achievements: Led the Group's transition to IFRS
Managed external reporting process for the CFO
Converted acquired businesses to group policies
Performed internal control reviews and assessments for the Board
Completed business reviews of underperforming business units in Spain and UK
Advice on goodwill impairment reviews
Advised on share based incentive schemes

Fuelforce Limited (2004-2010)

The company: Retailer. 176 sites £430m turnover. Leveraged MBO backed by RBS

The project: Turnaround financial support

Achievements: Executed fundamental change of business model
Led implementation and embedding of new systems
Transformed finance team
Developed and enhanced management reporting
Worked with PWC on business review for RBS
Worked with turnaround consultants to dispose of all sites, maximising return to RBS
Dealt successfully with supplier, employee and environmental claims pre-administration
Prepared statutory accounts for audit

Zetar PLC (2008-10)

The company: 'Buy and build' in food sector. £130m turnover. AIM listed, with significant investment from Marwyn Capital.

The role: Consultant to CFO, providing expertise as needed.

Achievements: Led the group's transition to IFRS
Due diligence on £6m acquisition Lir Chocolates in 2009
Advice on goodwill impairment
Advised on share option schemes
Company later sold to Zertus for £43m

Melorio PLC (2008-09)

The company: Buy and build in training sector. £60m turnover. AIM listed, with significant investment from Marwyn Capital.

The project: Consultant to CFO, providing expertise as needed.

Achievements: Led the group's transition to IFRS
Due diligence on £3m acquisition of HB Group in 2008
Due diligence on £33m leveraged acquisition of Zenos in 2008
Advice on goodwill impairment
Advised on share option schemes
Company sold to Pearson Plc for £99m.

Icera Inc. (2002 – 2004)

The company: Fabless semiconductors – start up. Owned by serial entrepreneurs and VCs.

The project: Financial consultancy through start-up phase

Achievements: Set up scalable financial procedures and controls
Proactively managed cash flow to investors' expectations
Managed business through Series A (\$10m – Atlas Venture) and Series B (\$32m – Accel Partners) funding rounds
Managed foreign currency risk
Set up overseas branches in France and Japan
Managed the financial aspects of the company's growth from 0 to 50 employees.
Company later sold for \$367m to Nvidia

Euro RSCG (2003-4)

The company: Global advertising group.

The project: Due diligence

Achievements: Led the group's financial due diligence on the acquisition of Partners BDDH
Led due diligence on aborted acquisition in Spain
Reviewed accounting discrepancies at another UK subsidiary

Radiodetection Limited (2002-3)

The company: Equipment manufacturer. £75m turnover. Owned by SPX Corporation (US)

The role: Financial consultant

Achievements: Prepared consolidated statutory accounts
Project managed the disposal of group's subsidiaries in Italy and Spain
Negotiated terms of MBOs
Ensured sales executed effectively, minimising costs
Achieved significant reduction in group cost base

Innspired Group (2002)

The company: Pub company. EBITDA £30m Owned by Alchemy Partners

The project: Financial consultant to CFO

Achievements: Project managed the due diligence on sale to Punch for £335m
Developed working capital model used as basis for deal