

**NAME: Steven Michael FLYNN**

**DATE OF BIRTH:** 13 November 1971  
**NATIONALITY:** British  
**RESIDENCE:** Eastwood Parkview Tower 2, Unit 33J, Eastwood  
Cyberpark, Brgy. Bagumbayan, Q.C. Philippines  
**E-MAIL ADDRESS:** [steve\\_flynn4@hotmail.com](mailto:steve_flynn4@hotmail.com)  
**LINKED-IN PROFILE:** [sg.linkedin.com/pub/steven-flynn/33/226/685](https://sg.linkedin.com/pub/steven-flynn/33/226/685)  
**TEL:** +63 977 327 9061

**PROFESSIONAL QUALIFICATIONS / EDUCATION:**

Chartered Institute of Management Accountants  
(CIMA) 1996 (First time passes) – Southampton  
I.H.E.  
Association of Accounting Technicians (AAT)  
1993 (First time passes) – Cricklade College,  
Andover  
'A' Level Economics  
'A' Level Computer Science  
'O' Level / GCSE Maths, English, English  
Literature, Geography, History, Physics,  
Chemistry, French, Communication Studies

**CURRENT POSITION: Chief Financial Officer**



**Experienced Finance Professional.**

- Senior level executive, with extensive finance, administration and operational experience across varied industries, from ecommerce to manufacturing and supply chain.
- British, and CIMA qualified, having over 20 years' business exposure, with the last 8 years spent in South East Asia in senior regional finance positions.
- Proven ability to have major impact on business growth, operational improvements and in streamlining operational and financial performance. Recent finance lead on listing with the ASX.
- Dedicated and enthusiastic, able to lead through demonstration, and a very effective communicator.

**Work Experience:**

**October 2015 – Present**

**City Marque Ltd**

City Marque is a serviced apartment provider with c. 200 apartments across c.14 properties within prime central London. The company provides luxury accommodation within residential apartments and

provides services (linen, cleaning, concierge) so the guest has all the conveniences of a hotel, but the flexibility and space of an apartment.

### ***Position: Chief Financial Officer***

#### **Job Duties and Responsibilities:**

- Assist in performing all tasks necessary to achieve the organization's mission and help execute staff succession and growth plans.
- Train the Finance Unit and other staff on raising awareness and knowledge of financial management matters.
- Work with the Managing Director on the strategic vision including fostering and cultivating stakeholder relationships on Local Government and National Government levels, as well as assisting in the development and negotiation of contracts.
- Participate in developing new business, specifically: assist the Managing Director in identifying new funding opportunities, the drafting of prospective programmatic budgets, and determining cost effectiveness of prospective service delivery
- Assess the benefits of all prospective contracts and advise the Heads of Departments on programmatic design and implementation matters.
- Ensure adequate controls are installed and that substantiating documentation is approved and available such that all purchases may pass independent and governmental audits.
- Provide the Managing Director with an operating budget. Work with the Managing Director to ensure programmatic success through cost analysis support, and compliance with all contractual and programmatic requirements. This includes: 1) interpreting legislative and programmatic rules and regulations to ensure compliance with all local, national, and contractual guidelines, 2) ensuring that all government regulations and requirements are disseminated to appropriate personnel, and 3) monitoring compliance.
- Oversee the management and coordination of all fiscal reporting activities for the organization including: organizational revenue/expense and balance sheet reports, reports to funding agencies, development and monitoring of organizational and contract/grant budgets.
- Oversee all purchasing and payroll activity for staff and participants.
- Develop and maintain systems of internal controls to safeguard financial assets of the organization and oversee financial awards and programs. Oversee the coordination and activities of independent auditors ensuring all audit issues are resolved, and all relevant compliance issues are met, and the preparation of the annual financial statements is in accordance with U.S. GAAP and federal, state and other required supplementary schedules and information.
- Attend management meetings; including being the lead staff on the Audit/Finance Committee.
  - Monitor banking activities of the organization.
- Ensure adequate cash flow to meet the organization's needs.
- Investigate cost-effective benefit plans and other fringe benefits which the organization may offer employees and potential employees with the goal of attracting and retaining qualified individuals.
- Oversee the production of monthly reports including reconciliations with funders and pension plan requirements, as well as financial statements and cash flow projections for use by top management.
- Assist in the design, implementation, and timely calculations of wage incentives, commissions, and salaries for the staff.
- Oversee Accounts Payable and Accounts Receivable and ensure a disaster recovery plan is in place.
- Oversee business insurance plans and health care coverage analysis.
- Oversee the maintenance of the inventory of all fixed assets, including assets purchased with government funds (computers, etc.) assuring all are in accordance with federal regulations.
- Any other duties as required by the Company

**April 2013 – July 2015**

**iBuy Group (ASX - IBY) – Now Ensogo Ltd (E88)**

Listed on the Australian Securities Exchange, iBuy Group Limited (ASX:IBY) owns and operates a network of leading e-commerce websites. Headquartered in Singapore with operations in Malaysia, Philippines, Thailand, Indonesia and Hong Kong, iBuy Group sells discounted branded consumer products online and connects consumers to retailers by providing 'best price' volume discounts on a wide variety of goods. iBuy Group's vision is to create Asia's leading e-commerce groups.

***Position; Group Finance Director iBuy***

**Scope**

- Primary objective to lead investor acquisition. Successful listing of Dealguru Holdings PTE Ltd onto Australian Stock exchange (ASX) as part of Ensogo (formerly iBuy) group (E88). Financial due diligence lead for both Singapore & Malaysia with PWC. Input in business valuation estimations and exit scenarios. Build data-room (Citrix) and ensure adequate documentation available for due diligence requirements. Prepare business financial models together with advisory firm for presentation to potential investors.
- Acquisition of Living Social Asia entities in Thailand, Philippines, Indonesia and Malaysia, and facilitate integration into iBuy Group.
- Oversee all financial operations for all country operations, including all revenue verticals (daily deals, deal bank, on-line travel agency, marketplace).
- Implementation of Financial Consolidation for the group (Hyperion Financial Management)
- Implement and oversee Internal Audit policy and procedures for the group
- Attend and report financial updates at quarterly board meetings
- Budget and Forecast co-ordination and preparation for all entities in iBuy Group
- Responsible for Human Resource and Logistics functions for Singapore & Malaysia
- Timely reporting of Management accounts and KPI's to major shareholders including the board.
- Business partnering to CEO and senior management
- Weekly investor review conference calls
- Quarterly board meetings with shareholders – preparation, participation and follow-up of key actions
- Responsible for all legal, corporate governance and statutory requirements

**Achievements**

- Successful listing of iBuy to ASX
- Reduced month-end procedure from 15 days to 5 days for Singapore & Malaysia, full integration of management accounts to KPI's
- Build regional team from zero base, including consolidation, internal audit and financial analysis
- Integration of financial systems into iBuy group for 6 countries across South East Asia

**February 2006 – September 2012**

**Global Closure Systems Asia (Zeller Plastik Singapore)**

**Packaging manufacturer (Plastic Closures)** – Owned by investment bank PAI, part of BNP Paribas (Leveraged Buy-out).

## ***Feb 06 – Sep 2012 Position: Regional Finance Director – GCS Asia, Singapore***

### **Scope**

- Financial direction of 5 manufacturing sites and the regional head office. (Shanghai, Guangzhou, Manila, Bangkok, Kuala Lumpur & Singapore)
- Full consolidation and reporting of regional results, including forecasts and budgets. Monthly board meetings with Global CEO / Global CFO / Global Sales Director / Regional VP
- Full profitability analysis and cash control, including working capital and capital expenditure
- Implementation of new reporting systems for the region, including new chart of accounts, USGAAP to IFRS restatements, and database upgrade installations, MYOB installation in Singapore and Malaysia, Hyperion for management accounts reporting
- Regional head-office start-up in Singapore.
- Appointment, control and direction of auditors, tax consultants, legal representatives, insurance brokers and government authorities

### **Budgeting / Forecasting / Analysis**

- Operational performance reviews (road-map projects), measure productivity improvements and returns
- Implementation of LBO initiatives and roll-out across the Asia Pacific region
- Ensure covenant tests are passed – meet regional targets to contribute to passing quarterly tests
- EBITDA improvement and cost rationalisation
- Working Capital control and monitoring (improvement of WC days)

### **Financial Modelling**

- Standard costing implementation following group guidelines and margin analysis
- Capital Expenditure projects (PAR) – full business case production, including financial forecasts, contribution analysis (including contribution per hour analysis) payback, IRR, NPV. Detailed financial modelling including projected market share analysis, customer profiling, SWOT analysis, scenario options
- Key member of Project Teams, responsible for financial control. Microsoft project and Gantt charts used, together with own bespoke project control software. Detailed project control, review and follow-up
- Prepare detailed strategic plans, with in-depth presentation back-up – presented to CEO / CFO
- Preparation of financial models for external negotiation with customers – contract reviews / pricing mechanism implementations / quarterly deals / contract reviews.

### **Business development**

- Detailed review and sign-off of new business RFQ's and repeat quotations
- Regional Sales Analyst direct report to me. Detailed market studies and target identification.
- Costings and quotation review and sign-off

### **General responsibilities / Projects / Additional Duties**

- Operational cash control
- Internal Control responsibility for region
- Full transfer pricing responsibility – product and management fees. Documentation and audit follow up.
- Up-streaming of cash / debt repayments to holding companies
- Oversee name changes from previous owners and merger of hold co in Philippines
- Project Leader for ERP implementation in Thailand factory (Microsoft Navision)
- Data-warehouse co-ordination for region. Business Objectives tool for analysis.
- Oversee merger of Zeller Plastik Jiangmen (Guangzhou) into Zeller Plastik Shanghai

**General Manager: Zeller Plastik Malaysia - August 2009 to June 2011** (Interim position *in addition* to Regional FD duties)

- Appointment as General Manager, commencing August 2009
- Overseeing Trading and Warehousing Operations (5 employees)
- Direct communications with multi-national customers
- Plan and control close-down of operation (liquidation)

**General Manager: Zeller Plastik Philippines - January 2009 to April 2009** (Interim position *in addition* to Regional FD duties)

- Temporary cover during GM replacement
- Oversee all manufacturing and operational issues (including sales, purchasing, logistics and finance)
- Involvement in start-up of increased capacity, factory enlargement and warehouse relocation (beverage cap facility installation)

## **Achievements**

- Sales growth from €22m in 2005 to €38m by 2012, EBITDA maintained at 14% for operations. Working Capital reduced from 80 days to 50 days.
- Start-up regional office, from zero base, to fully operational (support functions) including carve-out from Crown, with due diligence and data room support
- ERP implementation project chairman
- Re-structure financial reporting for APAC region
- Merger Guangzhou into Shanghai, and liquidation of Malaysia – full responsibility

## **June 2001 – January 2006**

### **Crown Holdings Europe, Based in Paris, France**

Packaging Manufacturer (Aluminium, Tin, Plastic)

#### **October 2003 – January 2006 Position: Financial Controller, Speciality Plastics Europe (Crown)**

- Detailed review of monthly financial data for each plant (vs budget, vs previous year, monthly trend analysis etc) P&L, Balance Sheet, Cash Flow, Overdues, Headcount, etc
- Control & co-ordinate responses to specific requests from Division
- Provide support to business controllers on a day-to-day basis, including plant visits
- Implement Speciality Plastics Sarbanes Oxley sub-certification
- Analyse & monitor Budgets and Rolling Forecasts
- Support for Leveraged Buy-out of GCS from Crown Holdings, including due diligence support, data room control, financial reconciliations and forecast control and analysis, implementation of new procedures (such as recharges, rebate accounting, head-quarter implementation, etc)

#### **June 2001 – October 2003 Position: Senior Reporting Controller (Crown)**

- Consolidation accounting, using Hyperion Management Information System, of the largest European sector of Crown, with a turnover of \$1.2bn per year.
- Capex and Restructuring control using Intranet applications.
- Monthly Reporting, Quarterly forecasting, Budget preparation, Strategic plan preparation.
- Advanced excel usage, including Essbase database retrieval utility (accessing Hyperion).
- Controlling consolidation of reporting for 47 factories in European Zone, from France and the UK, to Poland and Africa. Based at European Headquarters, Saint Ouen, Paris

## **Achievements**

- Promotion from Reporting Centre to Financial Controller
- Due diligence and data room preparation for sales of GCS to Crown, carve-out

## **October 1999 – June 2001**

## **Quaker Oats Ltd, Southall**

Manufacturer of Breakfast Cereal (Sugar Puffs), and Chewy Snack Bars.

### ***Position: Supply Chain Information Manager***

- Preparation & Control of all Variable Cost of Sales (VCOS \$26m pa) & Period costs for Southall annual Plan.
  - (Including accurate set-up & maintenance of all costs on the business system – mfg-pro)
- Responsibility for accuracy, development & communication of the Monthly Reporting for Southall, and present this to the Southall Supply Chain team.
- Control & reconciliation of Raw & Packing materials, and Finished Goods stock to the Balance Sheet.
- Control & Maintain Period spend (\$10m pa), actual vs. plan.
- Prepare all Product costings for new & existing products to Class 1 level, and obtain Financial approval.
- To produce Quarterly Business reviews (QBR's), monthly forecasts, and annual Standards.
- Oversee annual stock count for all Southall inventories.
- Involvement in Cost Improvement process at Southall, and determine Financial impact of all projects.
- Attend regular Manufacturing meetings & Supply Chain reviews, presenting key issues to the team.
- Various project work, including Under-utilised labour control and overtime control
- Develop, maintain and improve KPI's for the business.

## **September 1997 – October 1999**

## **The Croydex Company Ltd, Andover**

(Division of Lionheart Plc) £20 million turnover manufacturer of bathroom products for sale to major retailers.

### ***Position: Management Accountant***

- Managing, and recruiting, 2 assistant management accountants.
- Preparation of monthly management accounts and financial statements.
- Prepare schedules of Manufacturing variances, material usage, labour variances, purchasing variance, scrap and stock losses, perpetual inventory revaluation, accruals and prepayments.
- Prepare and Review Sales and Margin Schedules.
- Selling and Distribution.
- Consolidation Accounting.
- Factory Take-overs and Mergers.
- Integration.
- Financial Review Meetings.
- Manufacturing Review Meetings.

## **September 1993 – September 1997**

## **McDougalls Foods Ltd, Andover**

(Division of RHM Foods) Manufacturer & producer of Flour for retail consumers.

### ***Position: Factory Accountant***

To prepare all Factory Flour packing accounts for each period and produce accurate costings for use by Marketers and Sales people. Main duties include:

- Preparation of balance sheet from nominal ledger and trial balance.
- Reconciliation of accounts and trial balance.
- Produce monthly cash flow forecasts.
- Produce VAT and intrastat returns.
- Prepare bank reconciliation.
- Prepare and assist in budget completion with head office.
- Prepare year-end and half year account packs.
- Control, monitor and cost the fixed asset register.

- Prepare ad hoc costings.
- Use AS/400 for Query reporting and various costings. i.e. Bills of Materials or Purchase Order costing.
- Assist and prepare presentations using freelance for windows.

## **August 1990 - September 1993      Control Techniques Dynamics Ltd, Andover**

Manufacturer of Industrial & Military electronic motors.

### ***Position: Costing Accounts Assistant***

To assist in the preparation of monthly costing schedules for the Costing Accountant and other accounting functions. Main duties included:

- Prepare accurate costings for specialist Electronic Motors for defence industry.
- Prepare monthly reporting schedules.
- Control petty cash.
- Assist in the running of the bought ledger.
- Assist in the preparation of trial balance.
- Assist in the preparation of the monthly payroll.
- Cover for absence of credit control staff.

### **System Usage & Skills:**

Excel – Intermediate / Expert  
 Word – Intermediate  
 Power Point – Intermediate / Expert  
 Outlook – Intermediate  
 Access – Novice / Intermediate  
 MFG-pro – (ERP / MRP 2) Expert (report writing also)  
 BPCS – Intermediate  
 Hyperion – Expert  
 Xero - Intermediate  
 Essbase – Intermediate  
 JD Edwards – Intermediate  
 MYOB – Intermediate  
 Business Objectives - Intermediate