

SYLVIE MILVERTON

185 rue Ordener, Paris France 75018
+33 6 03 22 81 91 / smilverton@globaled.fr

SUMMARY

Education executive with 15+ years of experience in finance, operations and strategy:

- Part of C-suite teams that rapidly scaled education companies in Latin America and Europe through M&A, organic growth and academic innovation
- Implemented new operating models, business processes, and operational metrics to drive transformation and improve performance
- Empathetic and collaborative leader experienced in managing diverse teams across departments and geographies

PROFESSIONAL EXPERIENCE

Lynx Educate

2021-

*CEO and Co-Founder
Paris, France*

- Secured €1.3M pre-seed funding for a education to employer marketplace built to help European employers companies in their goals of attracting, retaining and upskilling with programs that in turn, provide long-term value to their employees.

Global Ed

2019-

Paris, France

- Independent consultant for higher education and education technology companies focused on strategy, finance, and operations.
 - Part-time CFO for Youschool, a French EdTech online school for professional degrees
 - Established reporting templates and processes for LeWagon, an international coding bootcamp company
- Advisor to private equity funds on education sector transactions.
- Independent board member for PE-backed education group in Mexico.

INSEEC U.

2017-2019

CFO, Paris, France

- Managed all financial functions of a €240M revenue operation (16 schools and 30 legal entities, 15% annual EBITDA growth) under private equity management.
- Instrumental in exit process from Apax Partners to Cinven at 14X EBITDA in April 2019.
 - Developed vendor due diligence documents in partnership with advisors.
 - Built strategic and financial business plan, and presented to investors.
- Lead role in successfully refinancing and recapitalization of €205M of Unitranche debt into €275M Term Loan B, which was oversubscribed by 35%.
 - Secured first credit rating from Moody's and S&P, at same rating level as larger competitors.
 - Presented to lenders, managed due diligence and negotiated financing agreements.
- Post-merger integration of finance department from student-facing collections process to accounting consolidation, via streamlined processes, creating scalable organization.
- Improved operational processes: implemented online payment process, doubled the output of external invoicing year over year, and implemented a cash recovery process to reduce DSO.

LAUREATE EDUCATION, INC.**2003-2017**

Part of start-up team that built the Latin America operation from 3 to 25 schools through organic growth and M&A

*VP Global FP&A Transformation, Miami, FL**2016-2017*

- Led 30-member team tasked with improving effectiveness and efficiency of the business insight function, by implementing global reporting tools, establishing standard KPI's and metrics, and revamping the capital expenditures analysis process.
- Key leader in a team that developed the vision and strategy to restructure the FP&A and CFO function from 300 to 200 people, improve processes, bridge financial and operational vision, and transform a decentralized operation into a global organization.
- Managed complex and ambitious process to structure and staff regional Reporting Centers of Expertise, country-level FP&A teams, and restructure local CFO function.
- Oversaw IT team implementing Hyperion budget tools, Oracle reporting solutions and capital expenditure calculation tools to support transformation.
- On track to generate \$17M of run rate savings, improved business analytic capabilities and streamlined processes.

*VP, FP&A Latin America, Miami, FL**2012-2016*

- Established role for senior strategic finance position under new Latin America CEO. Coordinated complex strategic and financial planning process for \$2.5B revenue business with 25 institutions in 8 countries, growing EBITDA at 11% per year from \$300 to \$500M amid many challenges.
- Established a collaborative process to analyze the business at Latin America level, focusing on key business insights, portfolio management, capital expenditure prioritization, cash flow management, strategic vision, and KPI monitoring to drive decision-making.
- Reviewed business drivers to validate targets, approve all operational budgets, and manage final presentations to CEO/ Executive Committee. Presented strategy and results to Board of Directors.
- Improved quality and accuracy of forecasts, simplified reporting process and delivered substantial improvement in quality of business explanations and analysis.

*CFO, Mexico / Central America, Mexico City, Mexico**2010-2012*

- Responsible for financial functions of Mexico / Central America region (US\$700M revenue and 160K students). Managed regional team including FP&A, accounting and institution CFO's to reach annual financial targets, 23%+ EBITDA margins and 9% revenue growth.
- Managed and led annual planning process including monthly forecasts, budget and 5-year plans.
- Managed country cash flow planning. Reviewed compliance with bank covenants. Provided leadership on renegotiation of US\$500 million in debt agreements.
- Facilitated integration of new campus acquisitions. Coordination of opening balance sheet and finalized working capital negotiation with sellers to the benefit of Laureate.
- Provided direct assistance and leadership on detailed analysis of pricing, implementation of pricing by campus, launch of student financing programs and profitability by campus in University del Valle de Mexico, the largest operation, when margins and profits were declining, supporting turnaround.

*CFO, UNITEC/UNIDEP, Mexico City, Mexico**2008-2010*

- Led finance portion of turn-around effort for new acquisition of UNITEC in value segment of Mexico, from break-even EBITDA in 2008 to 20% in margin and \$20M in 2 years, outperforming plan.
- Implemented radical price repositioning in the market in line with business acquisition thesis.
- Integrated acquisition from financial, accounting and operational perspective. Creation of opening balance sheet. Applied US GAAP accounting standards and corporate accounting policies.

- Trained and developed FP&A team to forecast and report revenue, salaries and KPIs.
- Launched three student loan programs negotiated with third-party providers, eliminating balance sheet risk to the university and establishing strong marketing tools.

Executive Director, Business Development, Mexico City, Mexico

2006-2008

- Led financial valuation of largest acquisition to date, building a robust financial model campus by campus and deep operational due diligence report.
- Collaborated with marketing team to determine pricing strategy by market.
- Secured 100% financing for \$250 million purchase, together with investment bank advisory team.
- Led extensive approval process with Mexican anti-trust committee, resulting in the first approval of an education sector anti-trust request and deep analysis of the education market.
- Launched defined contribution pension plan to replace defined benefit plan for 1,100 employees. Worked with actuaries, determined optimal structure, and collaborated on communication plan.

Business Analyst, Baltimore, MD

2003-2005

- Led due diligence and valuation analysis of potential acquisitions in France, Mexico, Cyprus, Brazil.
- Reviewed all capital investment proposals in preparation for review with CFO and CEO.
- Performed analysis of quarterly results to provide detailed talking points to CEO for analyst calls.
- Performed valuations for FAS 141 and FAS 142 impairment testing.

PG&E NATIONAL ENERGY GROUP

2002-2003

Associate, Risk Management, Bethesda, MD

- Member of core team managing wind-down of energy trading portfolio. Analyzed progress of company restructuring effort in weekly report to senior management for evaluation of credit risk, cash position, and value-at-risk for \$3 billion trading portfolio.

CINERGY CORP.

1997-2000

Cinergy Global Power, Inc., Stratford-upon-Avon, UK

1999-2000

Project Development Manager

- Developed power projects and privatizations in West Africa and Europe through market and financial analysis, resulting in opportunities for equity stakes in utility companies.
- Led teams of engineers in due diligence activities at Electricity Company of Ghana. Negotiated terms for investment in system upgrades with senior executives and Ministry of Mines and Energy.

International Business Unit, Cincinnati, OH

1998-1999

Senior Analyst

- Created and implemented first international development strategy as part of start-up International Business Unit. Prepared presentations to Board of Directors resulting in approval for and investment in \$300M of new projects.

Researcher for Executive Advisor to the CEO

1997-1998

Conducted consultant review of globalization opportunities for strategic expansion of international portfolio.

EDUCATION

MBA, The Wharton School and MA, International Studies, The Lauder Institute, 2002. University of Pennsylvania, Philadelphia, PA.

MA, French Language and Literature, GPA 4.0, 1997. Magistère de Civilisation Française. Highest Honors, 1996. University of Cincinnati/ Université de Paris-Sorbonne

BA, Jewish Studies with Honors, University of Chicago, 1994.

Native English speaker. Fully fluent in French and Spanish.