

## BOARD OF DIRECTORS



**Alan Smith**  
Non-Executive Chairman

**Date of Appointment**

22 October 2014

**Committee Membership**



**Biography**

Alan has held a number of roles for retail companies across the private equity and quoted sector previously, including Chairman and Chief Executive Officer of Robert Dyas, Chief Executive Officer of Somerfield, Non-Executive Director of Flybe Group and Managing Director of B&Q plc.

**Key Strengths**

Retail, finance, strategy, marketing

**External Appointments**

Displayplan Holdings Limited  
Displayplan Limited  
The Navy, Army and Air Force Institutes  
The Royal Air Force Charitable Trust Enterprises  
Brambledown Aircraft Hire



**David Knight**  
Chief Executive Officer

1 January 2002

David joined ScS in 1988 as a General Manager from Wades Department Stores, which he joined in 1978. He progressed to become the Branch Manager of the Group's flagship store, located at the Metro Centre in Gateshead. He became National Sales Manager in October 1995 and was appointed to the Board in November 1997 as Merchandising Director. In October 1999 he was promoted to the position of Managing Director, then to Chief Executive Officer in January 2002.

Retail, strategy, marketing, supply chain



**Chris Muir**  
Chief Financial Officer

4 April 2016

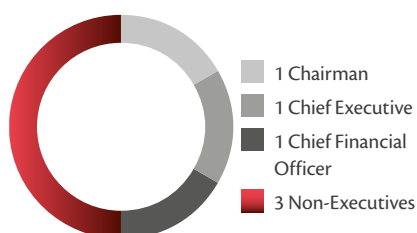
Chris joined ScS on 4 April 2016 as Chief Financial Officer. Prior to this he was Group Finance Director of Northgate plc, Europe's leading specialist in light commercial vehicle hire. He joined Northgate in 2003 as a Group Accountant and held a number of senior UK and group roles, including UK Finance Director and acting group CEO in the summer of 2014. He is a chartered accountant having qualified with Deloitte in 1999.

Financial and risk management, sales and operational planning, restructuring, change management

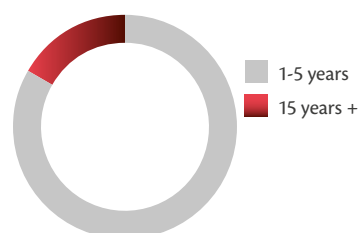
**Committee Membership key**

- Audit Committee Chair
- Audit Committee Member
- Remuneration Committee Chair
- Remuneration Committee Member
- Nomination Committee Chair
- Nomination Committee Member

**Executive/Non-Executive**



**Board tenure**





**Ron McMillan**  
Non-Executive Director

22 October 2014



Ron is the Senior Independent Director and Chairman of the Audit Committee of N Brown Group plc and 888 Holdings plc. He is a Non-Executive Director and Chairman of the Audit Committee of B&M European Value Retail S.A. and Homeserve plc. Until 2013 Ron worked in PwC's assurance business for 38 years and has deep knowledge and experience of auditing, financial reporting issues and governance. As the Regional Chairman of PwC in the UK and Deputy Chairman of PwC in the Middle East, he acted as engagement leader to a number of major listed companies, including many in the retail sector.

Finance, financial reporting, governance, risk management

N Brown Group plc  
888 Holdings plc  
B&M European Value Retail S.A.  
Homeserve plc

**Paul Daccus**  
Non-Executive Director

1 December 2014



Paul is Managing Director of Sun European Partners, LLP. He has more than 20 years of experience in mergers and acquisitions, specialising in private equity and acquisition finance. Prior to joining Sun European Partners, LLP in 2005, Paul served as a Director on corporate finance teams at Deloitte and Touche LLP and Arthur Andersen LLC. He received his Bachelor of Accountancy degree with Honours from Dundee University.

Finance, corporate finance, investment appraisal, restructuring

Sun European Partners LLP  
SAG Advisory 1 Ltd  
Dreams Holdco Ltd  
Dreams Topco Ltd  
DRL Topco Ltd  
DRL Holdings plc  
Zara UK Holdco Ltd  
Seagull Bidco Ltd  
Seagull Midco Ltd  
Seagull Topco Ltd

**George Adams**  
Non-Executive Director

9 July 2015



George has a strong commercial and management background, with over 30 years of international experience across Europe and Asia. George spent 16 years with Kingfisher plc, in roles which included CEO of Europe Development, Group Commercial Director and Commercial Managing Director for B&Q. He has also held CEO positions at Spicers Group and Maxeda DIY Group and has both plc and private equity experience in the retail and consumer goods sector.

Retail, strategy, marketing, supply chain

FFX Ltd  
Nobia AB  
Stiga S.A.