

Mark Flaherty

Partner



Select Executive Experience

Marquess Brands, LLC (2021-2024)
Chief Financial Officer

Ride Television, Inc. (2019-2021)
Chief Financial Officer

SeatonHill Partners (2017-2019)
Partner (Interim and Fractional CFO)

Sally Beauty Holdings, Inc. (2007-2016)
Chief Financial Officer

Tandy Brands Accessories, Inc.
Chief Financial Officer/Treasurer/
Assistant Secretary (2002-2007),
Corporate Controller (1997-2002)

Core Competencies

Team Empowerment & Leadership
Strategy
Vision & Mission Planning
Enterprise (ERP) System Integration
FP&A
GAAP/SEC & Financial Reporting
Mergers/Acquisitions & Integration
Audit Oversight
SOX
Tax /Treasury/Banking
Capital Markets
Financial Forecasting
Process Reengineering
Budget Administration/Cost Control
Payroll & HR
IT Security
Supply Chain
Distribution Center Operations
Strategic Negotiations
Pricing
Value Creation
Trusted Advisor to the CEO

Executive Profile

Mark is a Partner on the Central team of SeatonHill. Mr. Flaherty is a strategic Financial Leader and CPA with a proven track record transforming multi-national companies and start-ups, positioning them for scalability and growth with a people focus and a profit mentality. He spearheaded a \$5B business unit as Worldwide CFO at a Fortune 1,000 company and designed game-changing IT/ERP system architecture to prepare a start-up television network for planned expansion mergers & acquisitions with major network providers to increase revenues 15X. Mark has a strong technical focus offering game-changing SaaS integration, automation, business intelligence and decision support, executive, dashboards, financial insights, storytelling, and visualizations. He has a verified acuity and balanced hand-on approach to implement processes that integrate budgeting, forecasting, and strategic planning to optimize company value, reduce costs & increase profitability. Mark's deep experience spans multiple sectors including Direct to Consumer, Media, Cable & Streaming Subscription Media, Book Publishing, Global Specialty Retail, Distribution, Manufacturing, and Residential Construction. He was also a CFO of the Year Finalist for D CEO Magazine in 2016, based on financial contributions and the ability to transform team culture.

Industry Experience

Big 4
Private Equity
International (14 countries)
Direct to Consumer Media
Cable & Streaming Subscription
Media
Book Publishing
Global Specialty Retail
Distribution
Manufacturing
Residential Construction
Staffing
Consulting

Education & Certifications

Bachelor of Business Administration in Accounting & Bachelor of Arts in Economics
University of Michigan (Ann Arbor)

Certified Public Accountant (CPA)

Chartered Global Management Accountant (CGMA)



Our partners have deep experience across multiple industries, and can quickly integrate into your organization to provide the insights you need to succeed in today's marketplace.

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Key Experience

Direct-to-Consumer Media Company: As Chief Financial Officer, Mark was recruited through an investment banking connection for this licensing, direct-to-consumer, wholesale/marketplace distribution and media business with a portfolio of brands that had a retail equivalent revenue of \$1.3 billion (brands include Martha Stewart, Sur-la-table, America's Test Kitchen, Body Glove, Bruno Magli, BCBG Max Azaria, Dakine, and Anti-Social Social Club). He was responsible for all support center functions and hired/mentored a 25-person team spanning Finance (Accounting and FP&A), Supply Chain, Legal, IT, and HR. Mark worked on the company's first Debt Raise. The previous source of capital was through the raise of two funds to purchase brands for the company's portfolio. He developed the post-merger integration plan for the acquisition of America's Test Kitchen and Anti-Social Social Club. Mark also implemented accounting/finance processes, disciplined cash flow forecasting and inventory planning, and open-to-buy policies as the direct-to-consumer business was being developed. He planned and implemented the company's first fully integrated ERP system (NetSuite), and selected/implemented Adaptive Insights, a budgeting and analytics tool integrated with NetSuite, allowing for seamless integration to payment platforms, customer service, and a 3rd party logistics provider.

Television Network: As Chief Financial Officer, Mark spearheaded financial reporting and M&A considerations for a start-up owner and operator of a 24-hour cable and streaming subscription video channel with annual revenues of \$10M, showcasing on major cable operators (Dish, AT&T, Verizon, Armstrong, and more). He developed an M&A strategy and 5-year forecasts to expand the network from a \$10M network to a \$150M network (and eventually to a \$.5B network). His strategy outlined two major deals/transactions with brand-name cable networks. [Revenue Drivers - 50% ad sales revenues, 50% subscriber revenue from cable operators, 1% from growing OTT streaming platform, production & marketing (internal content and license content)]. He hired/mentored a 20-person team spanning Finance (Accounting and FP&A), Strategic Planning, Legal, IT, and HR. He worked on both Equity Raises (shareholder fundraises) as well as multi-million-dollar Debt Raises. Mark also developed the post-merger integration plan for the networks and built out complete network architecture using Microsoft 365 and Exchange (Active Directory for the enterprise). He implemented an ERP system (NetSuite), and selected/implemented Adaptive Insights, a budgeting and analytics tool

integrated with NetSuite, allowing for seamless integration from PO to final payment and to the production side using Show Manager (PO and budgeting tool for content production, Show Manager, integrated with AP). Mark also implemented Paychex, a cloud-based, 3rd Party HR & Payroll processing tool with Performance Assessment/ Onboarding modules. Mark integrated expense reporting application (Expense Wire) with Paychex and NetSuite and performed upgrades and security enhancements to the Media Asset Management system (developed Cold Storage Solution via Amazon Web Services (AWS) and real-time storage expansion for increased programming capabilities).

Global Specialty Retailer: Mark was recruited by the CFO, CEO, and PE fund as a potential successor CFO for this global specialty retailer and distributor of professional beauty supplies in North America, South America, and Europe with 30,000 employees and \$3.9B in annual revenues and was named CFO within six months of hire. He directed a \$135M capital budget and \$140M shared services budget and guided the global M&A process that delivered \$500M in M&A-related revenues over eight years (more than 200 transactions ranging from \$15M to \$125M books of business in beauty & distribution spanning more than 14 Countries). Mark led a 496-person team across Finance, Accounting, Treasury, Distribution, Tax, IT, Investor Relations, Supply Chain, Loss Prevention, and Real Estate. He guided global strategy, managed all derivative and hedging activities, and optimized tax exposure and cash-in-country to avoid exchange rate volatility. Mark masterminded the Share Repurchase Program from excess cash flow that returned capital to the investors, repurchased approximately 20% of outstanding shares, and directly contributed to EPS growth of 11-13%. He generated annual returns on investment (ROI) in the 19-23% range with a return on non-cash assets resulting from domestic acquisitions and organic store growth of 2.5-3% annually. Mark directed a capital structure that included term debt and bonds totaling \$1.8B, refinancing it twice; refinanced a corporate credit facility of approximately \$500M twice (interest savings of \$11M on the 1st refinance, and \$8M on the 2nd refinance). He upgraded the distribution organization to drive

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Key Experience (cont.)

global effectiveness, identified critical needs for cash investment, provided deeper visibility into supply chain from merchandising to shipment, and drove efficiency improvements > 20%. Mark launched the warehouse optimization project, repositioning facilities and technology investments (a three-year project designed to achieve \$8-10M in distribution costs). He relocated the UK distribution center to resolve stocking issues and reduce operating costs, improved distribution costs by 300BPS and generated \$1M in cost savings by discontinuing unprofitable Japanese operations. He delivered CAGR increases in sales of the Sally and Professional segments of 6.1% and 8.1%, respectively. Mark streamlined post-merger integration for international businesses, modernized the technology platform to enhance customer experiences, consolidated the individual ERP, POS, distribution, and finance systems across all international and domestic businesses, and created new functionality for outdated technology; improving overall decision-making. He converted all international businesses to one enterprise-level ERP system that included new POS functionality and designed the first phase of the North American ERP system with the conversion of GL and AP systems into Oracle. Mark implemented a single platform BI tool (Hyperion) for all management reporting and the basis for worldwide external reporting, updated the POS system in the US business to a Windows-based platform, and transformed the loyalty card system to a new platform to provide faster access to customer data while improving market segmentation tools. He led the Cosmoprof POS system conversion from a proprietary system to Micros POS. Mark also participated as the executive sponsor in developing the customer roadmap, design, and implementation of the B2B business, improved the professional loyalty card program for Cosmoprof, and selected a new CRM tool (migrated 160 Cosmoprof franchise-based systems to one platform providing better visibility/improved supply chain). He established a separate office of the Chief Information Security Officer to improve defenses against growing cyber-attacks.

National Designer, Manufacturer and Marketer of Accessories:

During his tenure, Mark served as Chief Financial Officer/Treasurer/Assistant Secretary and Corporate Controller for the company with 1,100 employees and \$200M in annual revenues. He was hired to lead/mentor a 30-person team across all financial reporting, budgeting, auditing, cash management, tax compliance, credit, and acquisition due diligence/post-acquisition integration functions (he was later promoted to guide a 60-person team in Accounting, Financial Reporting, Tax, HR and Payroll, Investor Relations, Legal, License Administration, Treasury, IT, Corporate Governance, Internal Audit, and acquisition due diligence/integration activities). Mark worked closely with operations to continuously evaluate standards/KPI's of the manufacturing process to protect/add value in efficiencies and operating margin. Mark restructured the women's division, generating a \$4M SG&A savings and improving gross margins by 200 basis points. He also initiated deeper channel penetration from existing retailers, expanded licensed brands, and led acquisition strategies that grew the company from \$83M in revenues in 1997 to \$200M in 2007.

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