

CHARLES HUGGINS

NEXT LEVEL NOW, INC. 16 PEASE BOULEVARD, PORTSMOUTH, NH 03801 (603) 433-4783 chuggins@nextlevelnow.net

■ SKILLS & SUMMARY

Value creation-focused finance and operations leader skilled in turning around and optimizing companies by building top-performing teams, driving operational efficiency, and increasing profitability. Experience includes:

- TURNAROUND MANAGEMENT
- BUSINESS MODEL DEVELOPMENT
- STRATEGIC EXITS
- PROFIT & LOSS MANAGEMENT
- CASH MANAGEMENT
- MERGERS & ACQUISITIONS
- INVESTOR & BANKING RELATIONSHIP MANAGEMENT
- MULTI-SITE OPERATIONS MANAGEMENT
- DIVESTITURES & CARVE-OUTS

■ PROFESSIONAL EXPERIENCE

CHIEF FINANCIAL OFFICER, NEXT LEVEL NOW, Inc., Portsmouth, NH 2019-Present
CFO /CEO for Next Level Now's clients which offers strategic financial services to mid-size enterprises.

- > Responsible for strategic operations, turnaround management, cash management, private equity funding, and M&A for Next Level Now's clients

CHIEF FINANCIAL OFFICER/VP of STRATEGIC OPERATIONS

LEGACY GLOBAL SPORTS, LP, Portsmouth, NH 2016-2018

CFO/VP for private equity-backed, global, youth sports apparel, event management and logistics company

- > Led Investor and Banking Relationships, Cash Management, M&A, Accounting, Finance, HR, and IT
- > Raised private equity capital; managed bank and seller debt
- > Led all strategic operations: apparel, lacrosse and football
- > Led acquisition and integration of company (which doubled company size)
- > Developed G&A team and member capabilities as revenue grew

INTERIM CHIEF FINANCIAL OFFICER, LEGACY SUPPLY CHAIN SERVICES, Portsmouth, NH 2016

CFO for private equity-backed supply chain and logistics company with operations in the US and Canada

- > Led Investor and Banking Relationships, Cash Management, Accounting, Finance, HR, and IT
- > Demonstrated leadership and brought stability to a previously unsettled environment
- > Restructured senior secured and mezzanine debt; sold company, fulfilling owner's objectives

INTERIM DIVISION CFO/FINANCIAL INTEGRATION OFFICER

DYNATRACE/COMPUWARE, Waltham, MA / Detroit, MI 2015-2016

CFO for private-equity-backed, software company with offices in Waltham, MA, Detroit, MI and San Mateo, CA, as well as 40 international subsidiaries

- > Brought in to integrate recent carve-out – responsibilities included Cash Management and Accounting
- > Led successful NetSuite implementation
- > Directed San Mateo to Detroit office migration
- > Trained and mentored newly-hired, Detroit-based Corporate Controller

CHIEF EXECUTIVE OFFICER & CHIEF FINANCIAL OFFICER

XENITH, LLC., Lowell, MA 2009-2015

CEO & CFO for private-equity-backed, global, sporting goods manufacturer and distributor (2013-2015)

- > Led Sales, Marketing, and Product Development in addition to CFO responsibilities listed below
- > Closed credit line, revolving line, term loan, and raised equity capital
- > Managed relationships with 90 equity investors, Asian suppliers and European distribution.
- > Sold to strategic private equity buyer

CFO (2009-2013)

Led Investor and Banking Relationships, Cash Management, Accounting, Finance, HR, IT, manufacturing, warehousing, assembly, testing, and distribution

- > Led company from pre-revenue to 12% market share; extended brand into new categories; grew customer base to over 500, including national retail chains

CHIEF FINANCIAL OFFICER / CHIEF OPERATING OFFICER & BOARD MEMBER

S/R INDUSTRIES, INC., Concord, MA/Huntington Beach, CA 2007-2009

CFO of global, sporting goods manufacturing and distribution division of a family-owned holding company

- > Led Banking Relationships, Cash Management, Accounting, Finance, Legal, Sourcing, HR, and IT
- > Joined company from Board of Directors to lead sale of business; Led marketing of business to prospective U.S. and European private equity buyers; Sold company to strategic buyer
- > Added working capital with renewal of line of credit
- > Raised convertible note financing and structured offshore financing to withstand credit crisis

CHIEF FINANCIAL OFFICER, GLOBALWARE SOLUTIONS, Inc., Haverhill, MA/Redwood City, CA 2005-2007

CFO for private-equity-backed, global fulfillment company with operations in Massachusetts, California, Amsterdam and four locations in Asia, (Singapore, Malaysia, and two in China)

- > Led Investor and Banking Relationships in addition to responsibilities of prior role
- > Led corporate turnaround, including managing finance and operations in US, Amsterdam, and Asia; Led management meetings resulting in recommendations to the Executive Operating Committee and the Board
- > Established new vendor credit lines resulting in incremental sales growth.

VP of FINANCE & OPERATIONS

- > Led Cash Management, Accounting, Finance, HR, IT, procurement, and sourcing
- > Developed a new cash planning model that resulted in new equity investments
- > Factored in Asian accounts receivable resulting in new working capital availability

CHIEF FINANCIAL OFFICER, GOMEZ, INC. (DYNATRACE), Waltham, MA 1999-2004

CFO for venture capital-backed, global provider of internet performance monitoring services

CFO (2001-2004)

- > Led Investor and Banking Relationships, Cash Management, Accounting, Finance, HR, IT, and Operations
- > Assumed combined CFO/COO role while creating and executing downsizing and business restructuring plans; turned monthly cash burn to positive; grew company to profitability
- > Executed two strategic acquisitions (North Carolina and London, England), adding to the product line, and expanding sales territory into Europe; marketed company for sale; sold to strategic buyer

DIRECTOR of STRATEGIC FINANCE 1999-2001

- > Scaled finance function during period of rapid growth; created initial operating and capital budgets
- > Led the IPO including S-1 filing

CHIEF FINANCIAL OFFICER, KAZMAIER ASSOCIATES, INC. / BIKE ATHLETIC COMPANY,
Concord, MA and Knoxville, TN 1989-1999

CFO for global, family-owned, consumer sporting goods holding company

- > Led Cash Management, Accounting, Finance, Operations, Distribution, and HR – promoted from Financial Analyst to Treasurer to Controller to Chief Financial Officer
- > Directed finance and operations for six business units located throughout the US and Europe
- > Led turnaround of Bike Athletic Company; Restructured bank debt, vendor credit, and subordinated debt; reversed two years of losses to positive EBITDA
- > Raised bank financing for the introduction of a new consumer product line sold to Wal-Mart and Kmart that resulted in an incremental sales volume

FINANCIAL ANALYST, FIRST SECURITY SERVICES, Boston, MA 1987-1989

Financial Analyst private equity-backed, contract security company

- > Developed annual company budget; contract pricing model, and business expansion plan for New York

■ EDUCATION

Master of Business Administration, Finance, UNIVERSITY OF DENVER, Denver, CO 1987

Bachelor of Arts, Politics and International Relations, PRINCETON UNIVERSITY, Princeton, NJ 1983

- > 4-year letterman for Princeton Varsity Ice Hockey; Leadership Award Recipient