





Karri Callahan

Chief Financial Officer

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EXECUTIVE SUMMARY

C-suite Executive for a publicly traded, small-cap company focused on long-term, profitable growth and value creation for all stakeholders.

- Strategic vision, financial acumen and leadership driving organic and inorganic growth initiatives
- Experience with capital markets projects including debt refinancing activity and initial public offerings
- Oversight of enterprise risk management
- Implementation of environmental, social and governance initiatives and disclosures, including greenhouse gas emission calculations
- Collaboration with third-party experts on executive officer compensation planning and disclosure considerations

PROFESSIONAL EXPERIENCE

RE/MAX HOLDINGS, INC.: Denver, Colorado

2013 – Present

RE/MAX Holdings, Inc. (NYSE: RMAX) is one of the world's leading franchisors in the real estate industry, franchising real estate brokerages globally under the RE/MAX® brand, and mortgage brokerages within the U.S. under the Motto® Mortgage brand with approximately \$350 million in annual revenue.

Chief Financial Officer

2016 – Present

Ultimate responsibility for a team of approximately 100 professionals with oversight of the financial, planning and analysis, accounting, tax, treasury, investor relations, legal, compliance and risk management functions for RE/MAX Holdings, Inc. including RE/MAX, LLC and Motto Franchising, LLC. Collaborated to drive revenue growth of nearly 50% during CFO tenure through a combination of organic and inorganic initiatives while maintaining strong margins and cash flow. Modernized and upgraded the department's systems, processes and talent to increase efficiency and effectiveness.

- Led the Company's largest acquisition of \$230 million in July 2021 including negotiations, due diligence, debt financing, and communications to the capital markets. Also led smaller scale strategic acquisitions designed to enhance the value offerings to the Company's franchise networks.
- Developed deep relationships with Board members and actively participate in all Committee meetings in addition to quarterly Board meetings.
- Enhanced the enterprise risk management process to obtain insights from customers, industry experts, Wall Street analysts, and corporate rating agencies in addition to Company personnel to incorporate the results more effectively into the Company's strategic planning process.
- Championed a change of culture with the introduction of the Company's Values (M.O.R.E) as well as improved articulation of RE/MAX Holdings, Inc.'s Mission and Vision.
- Led the Company's ESG initiative with an emphasis on Diversity and Inclusion including enhanced disclosures via a newly created external web presence and an overhauled Proxy Statement.
- Led the organization's successful financial results during the 2020 COVID 19 pandemic. Modeled financial sensitivity analyses to manage cash flow, liquidity, expenses and staffing while balancing a reduction of revenue. Leadership resulted in uninterrupted dividend payments to shareholders and no reduction in force.
- Overhauled antiquated and manual internal financial, reporting and payment systems including upgrade in billing technology which reduced cash receipts and increased ACH payments. These improvements resulted in reduction of errors and an increase in the speed of deposits.

Vice President, Corporate Controller

2014 – 2016

Provided leadership and oversight to a team of approximately 50 professionals with oversight of the Company's accounting and tax functions, with a focus on operational excellence and improving internal, manual processes.

Senior Manager, SEC Reporting

2013 – 2014

Worked collaboratively with executive leadership in the development of the Company's Form S-1 and related prospectus used to market a successful ~\$220 million initial public offering.

ERNST & YOUNG, LLP: Denver Colorado**2001 – 2013**

Multinational professional services firm with \$45.4 billion in revenue and 365,000 employees

Senior Manager, Audit**2008 – 2013**

- Offer consulting to publicly traded and privately held clients in various industries to apply GAAP through technical accounting knowledge including revenue recognition, acquisition, accounting, stock-based compensation, derivatives, internal control over financial reporting and various SEC matters including SOX.
- Consulted in dozens of industries across diverse accounting and audit issues.
- Held leadership positions in middle-management including mentoring/counseling young accountants, leading campus recruiting programs, training interns on specific curriculum, and Executive Sponsor for affinity groups including representing E&Y in the Denver Professional Women's Network Steering Committee.

Manager, Audit**2005 – 2008****Senior and Staff, Audit****2001 – 2005****CRAIG HOSPITAL FOUNDATION: Denver, Colorado****July 2018 – July 2020**

Craig Hospital is a national leader in the rehabilitation of individuals with brain and spinal cord injuries and the Craig Hospital Foundation's mission is to support the hospital in achieving its goals through philanthropy.

Finance and Investment Committee Member

Worked collaboratively with Hospital and Foundation leadership on fundraising goals, modernizing investment allocations to increase cash flow to the foundation, providing oversight of independent auditors, and augmenting governance protocols and documentation.

OTHER ACCOMPLISHMENTS AND RECOGNITION

2020 HousingWire Winner – Finance Leader Award. *Recognizes outstanding performers in the finance space and those who continue to move the housing economy forward.***2020 Forbes** – *Featured in 2-part interview series in Forbes*

- Part 1: A Finance Leader in a Time of Change
- Part 2: 5 Tips for Finance Leaders

2020 Forbes – *Featured in Forbes article*

- Investment, Mentorship, Flexibility: Why RE/MAX is a Leading Employer for Women

EDUCATION

Master of Science – Accounting, Leeds School of Business, University of Colorado - Boulder**Bachelors of Science** – Business Administration, Leeds School of Business, University of Colorado – Boulder