MACK INTERNATIONAL

Position Specification

Single Family Office
Chief Financial Officer

The Client

Our Client is a closely held family enterprise based in Spartanburg, South Carolina. The family enterprise includes operating companies focused on real estate development, hospitality, and auto finance and investments in private and public securities, land, timber, and other asset types. The family enterprise includes an established family office, which plays both a support and value creation role. The enterprise's foundation for business is the same across all their investments. They build enduring relationships of trust and accountability with their investment partners and are relentless in their pursuit of fulfilling, profitable results. The family office is responsible for strengthening and protecting the enterprise level balance sheet and managing the non-operating company investments. The family office fulfills these responsibilities through disciplined capital allocation, investing, financial management, accounting, and trust and estate/ tax planning. The Client is hiring a Chief Financial Officer ("CFO") for the family office.

The Chief Financial Officer will report directly to the family office Chief Executive Officer ("CEO"), a second-generation family member who is also the CEO of the family enterprise. The family office CFO will collaborate closely with the CEO to prepare the family owners and board to set the direction for returns targets, capital allocation, financial and investment strategies, tax and estate planning, and enterprise-wide reporting and analysis. The CFO will be responsible for the day-to-day operations of the family office and for the seamless delivery of all family office services provided to the family. As a senior trusted advisor, the CFO will serve as a thought partner to the family as a whole and to individual family clients and will proactively engage and serve current and future generation family members.

The Opportunity

This position offers a distinctive opportunity for an experienced family office/family business enterprise/wealth management professional to assume significant leadership responsibility for the family office of a multigenerational family. The ideal candidate will possess technical expertise in tax, accounting, financial management and reporting, treasury, cash and liquidity management and risk management combined with a broad understanding of family office services, operations, and best practices.

The CFO will play a pivotal role in advancing the family's financial infrastructure, deepening the quality and consistency of consolidated reporting, and providing the analytical clarity and capital allocation expertise that supports confident, well-informed decision making by the family. The ideal candidate will also have strong investment and business acumen combined with strategic leadership and relationship management skills that will instill the confidence and credibility needed to become a trusted advisor to the family.

Location: Spartanburg, South Carolina

Reports to: Chief Executive Officer, a second-generation family member.

The Position

Key responsibilities include:

- **Strategic Planning & Execution**
    - Partner with the CEO to develop the strategic vision and goals for the family office, including the creation and implementation of the respective business plan.
    - Participate in capital allocation decisions, assessing the risk/reward profile across operating companies and the broader investment portfolio.
    - Identify, recommend, and facilitate strategic projects and initiatives that will advance the organization's value, vision, and culture.
    - Ensure accurate, high-quality service delivery to family clients and related family entities.
    - Participate in quarterly CEO and CFO meetings with the senior leadership team.
    - Collaborate with the CEO/ CFO group to prepare for the annual Partner Day (day with all the key bank partners).

Financial Function & Execution

- Leverage technology to create scalable processes and procedures to track all assets and entities and to optimize the effectiveness and efficiency of the financial function.
- Oversee financial accounting, budgeting and reporting for all family office entities; improve and automate reporting at the family, generation, trust, and individual levels.
- Ensure accuracy, consistency, and timeliness of financial statements across all trusts and family office entities.
- Maintain the highest standards of financial integrity.
- Provide financial analyses, modeling, projections and ad hoc reports for project or planning initiatives.

Tax Planning/Compliance and Trust and Estate Planning

- Collaborate with Tax Director to develop tax and estate planning strategies for all entities.
- Proactively advise clients on planning techniques and identify, develop, and maintain optimal tax and wealth transfer strategies for the family.
- Serve as key liaison and partner with external legal, accounting, and tax advisors on the formation of new entities, the execution of complex tax strategies and the administration of profit and carried interest arrangements among senior executives.
- Ensure the integration of tax strategy with broader capital allocation and financial planning objectives.

Public and Private Investment Strategy/Oversight & Capital Allocation

- Become a subject matter expert on the diverse portfolio of family investments, operating businesses, and personal holdings.
- Serve as a strategic thought partner on overall portfolio, liquidity and risk management, cash flow forecasting, etc. Assess and provide feedback on the portfolio's performance against target returns. Recommend strategies to close the gaps when they arise.
- Develop and maintain a comprehensive, consolidated view of the family's balance sheet, debt obligations, liquidity position, and investment portfolio to inform capital deployment decisions.

- Develop investment strategy, return targets, and allocation plans for the public and private securities investment portfolio. Track current performance across marketable and private portfolio.
- Provide investment management, financial, operations, and administrative support for the family's global portfolio of investments. Coordinate subscription documents and legal review process, monitor investment allocations, execute fund investments, monitor liquidity, and redemptions, and track/report on new and existing investments, redemptions, and distributions of all private investments across different entity partnerships.
- Manage long-term relationships with investment advisors and external managers conducting ongoing due diligence and performance evaluation. Manage capital calls. Provide comprehensive reports on investment holdings, outstanding investment commitments, and transactions to ensure they are authorized and consistent with directives.
- Evaluate co-investment and direct investment opportunities as they arise. Apply rigorous underwriting criteria and provide considered recommendations to family leadership.
- Oversee banking and brokerage relationships, compliance and private investment set up and documentation. Ensure compliance with all applicable securities and tax regulations.

❖ **Operational & Executive Leadership**

Team Leadership

- In concert with the CEO, determine family office human capital needs.
- Manage a senior team of direct reports with expertise in tax and estate planning, financial analysis and investing, accounting and reporting, and administrative support.
- Hire, develop, mentor, and motivate staff.
- Provide vision, direction, and leadership for a client-focused culture centered on accountability, excellence, and continuous improvement.
- Foster a high performance, collaborative culture. Promote transparency, respect, honesty, integrity, and teamwork that encourages long-term commitment by staff.

Infrastructure & Operations

- Implement governance practices, technology, systems, and operational policies, procedures, and controls to ensure the effective and efficient operation of the family office.
- Establish operational metrics to measure performance.

❖ **External Professional Representation, Communication & Oversight**

Advisor & Provider Management

- Develop and facilitate relationships with all current and future external advisors and service providers.
- Coordinate strategies and monitor fees, commitments, agreements, and advisor/provider performance.
- Serve as advocate to/for the family on all matters.
- Develop and maintain appropriate relationships with key affiliate investment entity and enterprise personnel to facilitate the communication of relevant information.
- Represent the family to all internal and external constituencies in a highly professional, confidential, and ethical manner.

- **Client Relationship Management & Interaction**

  Trusted Advisor Role
  - Establish and maintain strong communication and relationships with family members, while respecting the role of the management team in the overall governance environment.
  - Provide materials, analytics, and other support for the quarterly Owner meetings.
  - Provide advice and counsel to the family and serve as a sounding board and strategic thinking partner in making well-informed decisions.

  Communication & Transparency
  - Promote open and transparent lines of communication with the CEO, family, board, team members, operating company leadership, and external service providers and listen to all perspectives.
  - Promote adherence to established governance structures and roles, respecting owner, family, board, and management team roles and decision rights.
  - Synthesize, present, and communicate complex financial, business, investment, and other relevant concepts in a straightforward, concise, and easy-to-understand manner, utilizing a consultative approach.

  Contract Review & Legal Coordination
  - Coordinate with in-house General Counsel for all legal matters related to the family office (leases, licenses, employment agreements, service contracts, account agreements, vendor agreements, non-disclosure agreements, etc.) or to changes in operating agreements and executive ownership agreements. Coordinate related legal work performed by outside counsel.

  Risk Management
  - Monitor the insurance needs of the family, the family office and related entities, including property and personal liability, and other insurance, and recommend and implement appropriate plans/actions.
  - Identify strategic risk management opportunities. Interface with risk management professionals.
  - Ensure the family office and its clients are in compliance with applicable regulations and tax laws.

The Ideal Candidate

The ideal background will include:

- **Qualifications & Experience:**
  - Undergraduate degree in accounting or related field of study required. CPA strongly preferred. Advanced degree desirable (i.e., LLM, JD, MBA).
  - Minimum of 15 years of relevant experience in the family office / family business enterprise/wealth management industry.
  - Prior experience working with/advising family office clients, private family enterprises, or multigenerational families of significant wealth with highly sophisticated and complex investment and operating business structures.
  - Proven track record of success as a CFO or other senior leadership related roles working in or for a family enterprise.
  - Adept at advising family clients on investment, financial, and business matters and in assessing risks and opportunities to enable the principals to make informed decisions.

- Demonstrated skills and experience in providing quality financial management, accounting, budgeting, forecasting, financial analysis and modeling, tax and reporting for individuals, trusts, foundations, and other investment entities. Knowledgeable about profits interest structures.
- Knowledgeable about financial management best practices with proven ability to build and lead a financial function. Strong operational controls experience.
- Comprehensive knowledge of tax and investment partnership accounting, tax planning, and compliance; tax advisory experience and/or responsibility for internal tax planning.
- Demonstrated experience overseeing investment portfolios inclusive of marketable securities, private equity, and direct investments.

❖ **Skills & Knowledge**

Technical Expertise

- Demonstrated capital allocation experience, including portfolio construction and analysis. Understands how the deployment of capital to one business affects the family's ability to invest in other businesses or in other parts of the cycle.
- Comprehensive knowledge of wealth management disciplines: tax, accounting, finance, trust and estate planning, investment management, treasury, cash and liquidity management, insurance, risk management, and philanthropy. Strategic tax and estate planning capabilities. Experience with domestic trust structuring.
- Strong financial and business acumen. Strong investment acumen with broad knowledge across all public and private asset classes. Capital allocation mindset. Understands and can operate within an endowment-style investment model.
- Technologically savvy. Proficient with family office technology solutions, financial reporting systems, and cybersecurity protocols.

Operational Excellence

- Demonstrated business operations management experience including creating operational efficiencies through technology and organizational structures.
- Solutions-focused with a high sense of urgency.

Communication & Relationship Building

- Direct verbal and written communication style with the ability to adapt to a diverse audience and translate complex data into clear, concise advice to facilitate strategic decision making.
- Able to provide objective advice and recommendations with conviction. Able to confidently express opinions and recommendations to support optimal solutions in the best interest of the family.
- Builds trusted relationships across multiple generations of family clients, external advisors, and third-party service providers. Diplomatic, tactful, and pragmatic in all interactions.
- Thrives in a fast-paced, growth-oriented environment.

❖ **Leadership & Values**

Leadership Style

- High energy. Proactive leader with a "roll up your sleeves" approach and mentality.
- Client-service oriented with a results-driven approach. Demonstrates initiative and anticipates client needs proactively.
- Collaborative, team player with high EQ combined with high IQ.
- Accountable. Consistently executes commitments.

- Accessible and approachable. Builds rapport with all family members and team members.
- Flexible and adaptable. Highly responsive to client needs.

Strategic Capabilities
- Strong analytical skills combined with sound business judgment.
- Expert generalist who anticipates issues and implements solutions.
- Detail-oriented while maintaining big-picture perspective. Balances strategic thinking with practical execution.

Professional Presence
- Dynamic, engaging, and highly motivated self-starter.
- Gravitas. Exhibits presence, polish, and professionalism.

Character & Integrity
- Demonstrates utmost integrity, honesty, discretion, and trustworthiness with sensitive and confidential information.
- Exhibits humility with no personal agenda; puts family interests first.
- Maintains composure under pressure. Even-keeled, patient, and calm demeanor.
- Continuous learner.

Compensation
An industry-competitive package will be offered, including comprehensive benefits.

Contacts

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