



# Mackinac Credit + Compliance

Client-driven solutions  
to enhance credit,  
compliance + strategic  
growth processes for  
financial institutions

## Company Overview

MCC aims to be a collaborative and value-added shared services partner, helping financial institutions more efficiently manage risk and strengthen internal work processes for successful long-term strategic growth.

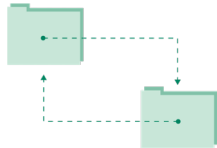
We tailor our solutions to your unique business needs with a hands-on approach so you can focus more internal resources on revenue generation and enhancing organizational value in an increasingly complex and competitive industry.



# Each institution is as unique as the community it serves

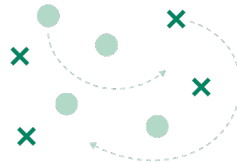
### Credit Support

MCC can support all areas of credit administration from commercial loan underwriting, loan typing + processing, and overall risk oversight. We aim to be a value-added co-sourcing partner to help you simplify and strengthen operational efficiencies within your credit support functions.



### Compliance

MCC delivers tailored compliance solutions and audits for lending, deposits, online + mobile banking, treasury management, BSA, CRA and more. MCC offers a full financial institutions compliance module and risk assessment support.



### Management Consulting

MCC provides turnkey operational and management support for a range of strategy needs, including participation loan placement, board reporting, exam preparation, loan reviews, mergers and acquisitions diligence and more.

MCC can provide personnel bandwidth and expertise gap to ensure internal processes run smoothly, helping reduce line of business downtimes or stalled strategy initiatives.





# Spectrum of Services

## Credit Administration Services

### Commercial Underwriting Package

Full commercial loan underwriting suite, including loan presentation preparation, financial statement spreading and analysis, collateral and guarantor review. The loan presentation can be tailored to the loan size request and complexity of the transaction. The analysis will include all items needed to support regulatory review and risk rating.

### Commercial Loan Assistance + Processing

MCC can securely interface into your company's core system to type loan documents and process all types of commercial loans. We can conduct appraisal reviews for consistency and to ensure regulatory appropriate methods are used.

We can also assist with the ordering and tracking of appraisals, environmental reports, title work, and legal documents.

### Annual Review + Commercial Loans

Perform legacy loan annual reviews within the portfolio to support CECL calculations and your internal loan policy for regulatory expectations. We can focus annual reviews by loan size and higher risk segments of the portfolio.



## Credit Administration Services

### Commercial Loan Policy + CRE Guidance

MCC can perform a review and update your Loan Policy with industry best practices including commercial real estate lending specifically within the higher risk, non-owner occupied (NOO) segment. We also offer a full loan grading system for risk rating commercial loans to adhere to regulatory requirements and proper loan grade classifications.

### Watch List Management + Special Asset Assistance

Prepare action plans or workout protocols to assist in the management of troubled assets either to rehabilitate them back into the portfolio or position them for liquidation to maximize recoveries. Ensure appropriate financial analysis and documentation is completed to support TDR status or specific reserve requirements.

### SBA + USDA

MCC has significant underwriting and administration expertise within the government lending platforms of the SBA and the USDA. We can ensure all documentation needed and analysis is completed for timely approvals to the agencies. We can also assist with any secondary market guarantee sales to augment non-interest income sources, if desired.



## Credit Administration Services

### CECL Reviews

Review of the appropriateness of the organization's internal analysis and financial impact. Ensure all necessary documentation and protocols are in place to support auditor and regulatory exams.

- Services may be engaged individually or as a group.
- A secure web portal is established for each client to log in and easily interface for work product requests, document submissions, information flow and final deliverables pending services engaged.

### ABL Audit Assistance + Construction Lending Support

MCC can act as a conduit between the client and auditor to review accuracy and red flags with regard to borrowing base audits and calculations. We can also provide oversight of progress monitoring and construction loan draw processes.

### Participation Loan Placement

MCC has a large network of strong financial institution contacts if assistance is needed in underwriting, placing and selling a loan participation for legal lending limitations or other reasons. MCC's turnkey assistance can expedite the entire process and make it seamless for the underlying client.



## Compliance Solutions

### Risk Assessments

Assist management with the development and implementation of risk assessments for overall consumer compliance along with the Community Reinvestment Act, the Bank Secrecy Act and Anti-Money Laundering Programs.

### Audits + Self Assessments

Collaborate with management on defining an audit scope and conduct transactional testing / audits on high-risk consumer compliance areas along with the Bank Secrecy Act, and Anti-Money Laundering. Assist management in developing and conducting a self-assessment of Community Reinvestment Act performance.

### Compliance Management Program

Assist management with developing or enhancing operating policies and procedures to ensure a comprehensive enterprise risk framework is in place commensurate with the risk profile of the institution. Confirm policies and procedures adhere with applicable consumer laws and regulations.





## Compliance Solutions

### Board and Staff Training + Development

Develop and deliver required regulatory board and staff training on specified consumer compliance laws and regulations, Community Reinvestment Act, and the Bank Secrecy Act.

### Compliance Officer Support

MCC can serve as the organization's Compliance Officer becoming a member of the company's Senior Leadership Team, if desired. Providing oversight and guidance to all staff and the Board of Directors on consumer compliance matters. We will also interface with the various regulatory agencies when needed (i.e. during examinations etc.), as requested by management.

## Operational + Management Support Consulting

### Loan Reviews

MCC offers external loan review services and can assist management and the audit committee with appropriate scoping for the risk profile of the organization. We will review a sample of loans to support reserve levels and overall credit risk to identify areas of concern or provide guidance in terms of best underwriting and administration practices.

### Board Reporting

Navigating the challenges of aligning your Board and Management reporting with your bank's risk profile and evolving regulations can become cumbersome. MCC offers a comprehensive review of your current materials, ensuring prudent risk oversight. We assist in preparing updated reports for a streamlined Board packet that proactively identifies emerging risks and necessary contingency planning.

### Bank Examination Prep + Guidance

If you hit a bump in the road at your last exam or need some refresh guidance for certain CAMELS and/or Compliance areas, the team at MCC is here to help.

Our team has worked through many successful examinations and knows the drill well both from the banker and regulator side of the table. We can assist with regulatory correspondences and MRAs, updated policies and procedures, operating protocol enhancements and compliance related needs to get you back on the right track for prudent growth.



### Turnaround + Interim Management

MCC leadership also has extensive experience with troubled bank situations who may find themselves under a MOU, Written Agreement or Cease and Desist Order. We can provide interim leadership roles in various capacities to support corrective actions for removal of full enforcement actions or needed improvements in overall CAMELS components.

Pending an upcoming retirement or resignation, MCC can serve as the organization's Chief Credit Officer both in the interim or longer term, if needed. We can become a member of the company's Senior Leadership Team and/or loan committee, if desired. Providing oversight and guidance to all staff and the Board of Directors on credit risk matters. We will also interface with the various regulatory agencies when needed (i.e. during examinations etc.), as requested by management.

### Diligence Services

MCC will provide turnkey due diligence support for prospective companies looking to acquire other financial institutions or branches. This can include transaction structuring consulting, synergy analysis, loan and overall asset quality review and appropriate credit and purchase accounting marks.

The background of the slide is a close-up, high-angle shot of ocean waves. The water is a deep teal or seafoam green color. The waves are characterized by numerous small, rhythmic ripples and a larger, more pronounced wave crest on the right side of the frame. The lighting creates highlights on the crests of the waves and shadows in the troughs, giving the image a sense of depth and movement.

Experience,  
Expertise +  
Engagement

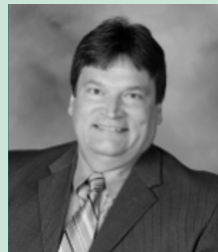
## Key Leadership



Kelly W. George  
CEO + Founder



Tammy McDowell  
President + Founder



Scott Alexander  
SVP + Director  
of Compliance



Andrew Haehn  
VP + Senior Credit Risk  
Analyst



Jen Thorpe  
VP + Senior Credit Risk  
Analyst



Michael Tierney  
Advisor + Board Member



Paul Tobias  
Advisor + Board Member

Strong management track record in Bank executive leadership, regulatory and auditor relations, both private and public. Over 35 plus years of experience for major principals with extensive enterprise risk management, lending and credit backgrounds; including an in-depth knowledge base of CAMELS and mergers and acquisitions.





## Key Leadership

# Kelly W. George

Mr. George's 35-year bank career began as a Management Trainee and has grown to include the roles of Commercial Lender, Safety and Soundness Examiner, Chief Credit Officer and 15 years as the President, CEO and Director of mBank. A \$1.5 Billion public banking company headquartered in the Upper Peninsula of Michigan with 25 offices across 2 states until its divestiture in September 2021. During his time as President and CEO, George led the bank's growth through five bank acquisitions, multiple capital procurement initiatives, and business line diversifications to enhance shareholder value. George joined mBank in 2003 as Executive Vice President and Chief Credit Officer in charge of the regulatory turnaround of the former North Country Bank and Trust in Manistique, MI. After the successful rehabilitation of the troubled bank and recapitalization, he was promoted in 2006 to President and CEO of mBank and President of Mackinac Financial Corporation, its Holding Company and appointed to both Boards of Directors.

Prior to mBank, George was the Senior Vice President and Chief Lending Officer of a troubled community bank in North Central Ohio, in charge of the credit administration and regulatory turnaround. He also served as a Safety and Soundness Bank Examiner-In-Charge at the Federal Reserve Bank of Cleveland, along with assisting with examinations of larger complex bank holding companies and shared national credit reviews.

Mr. George's areas of expertise include a strong management track record in community banking executive leadership, an extensive enterprise risk management, commercial lending and mergers and acquisitions, negotiations and diligence. Mr. George is a graduate of The Ohio State University with a B.S. in Economics and a minor in Finance.



## Key Leadership

# Tammy McDowell

Ms. McDowell has been in banking for 35 plus years and previously served as mBank's Executive Vice President and Chief Credit Officer and Operations Officer from 2008 until its divestiture in September 2021. McDowell was part of the credit management turnaround team in 2003, assisting in the rehabilitation of the failing North Country Bank and Trust in Manistique MI, which was recapitalized and renamed mBank in 2005. McDowell's leadership was instrumental in the turnaround, along with organic and external growth through five whole bank acquisitions in which she led the data processing conversions and all asset quality due diligence for the acquired financial institutions. mBank grew to over \$1.5 Billion dollars in total assets during her leadership tenure.

Previously, McDowell had a successful career at The Commercial and Saving Bank in Millersburg, Ohio where she was the Vice President/Credit Administrator and oversaw all credit and loan operations. Her areas of expertise include all aspects of credit administration, loan and deposit operations, systems conversions from multiple platforms, compliance, and problem loan resolution. Ms. McDowell is loan review certified from BAI and has successfully completed numerous bank and regulatory specific courses in the areas of credit and operational leadership and administration.



## Key Leadership

# Scott Alexander

Mr. Alexander joins our leadership team following a 35-year career with the Federal Deposit Insurance Corporation, including overseeing the Agency's Consumer Compliance Examination Program in Wisconsin and the Upper Peninsula of Michigan for the past 25 years as Field Supervisor. Alexander began his regulatory career in 1987 in Sioux Falls, South Dakota where he obtained dual commissions in Risk Management and Consumer Compliance and served as a Senior Examiner-in-Charge for complex and problem banks for the first 10 years of his career. Responsibilities included serving as examiner-in-charge at adversely rated financial institutions in the Midwest and East Coast during past financial crises, and also leading examination strategies at nationwide credit card lenders headquartered in South Dakota. In 1997, Alexander was promoted to Field Supervisor for the Division of Depositor and Consumer Protection, a position he held until retirement in 2022.

Mr. Alexander received numerous honors during his tenure with the FDIC including Employee of the Year, Manager of the Year, and the Chairman's Excellence Award. He also earned his Certified Regulatory Compliance Manager from the American Bankers Association in 1998 and has conducted many training and outreach events in conjunction with banker trade organizations in developing effective compliance management systems to improve a financial institution's overall adherence with governing consumer laws and regulations.



## Key Leadership

# Andrew Haehn

Mr. Haehn is a seasoned Senior Credit Analyst with over a decade of experience in commercial banking, specializing in credit underwriting, portfolio management, and loan review. The last five years he has spent working at Pinnacle Bank, a larger regional bank out west, in the role of Assistant Vice President, Senior Credit Analyst/Portfolio Manager. Haehn was also part of the internal loan review team conducting peer-to-peer reviews, along with loan policy and transaction structuring training for business lenders across the bank's various locations.

Mr. Haehn began his banking career with Chemical Bank in Michigan, (now Huntington Bank) in various commercial credit and business banking roles. He holds a BBA in Finance and Business Economics from Grand Valley State University, possesses a sharp attention to detail, and is a solutions-based thinker.



## Key Leadership

# Jen Thorpe

Mrs. Thorpe is an experienced commercial credit professional with over 25 plus years working in the industry. Prior to Mackinac Credit + Compliance, Thorpe worked for The Commercial & Savings Bank in Millersburg, Ohio for 24 years, and most recently served as Assistant Vice President, Senior Credit Analyst. She was an integral part of two full bank acquisitions conducting the asset quality due diligence on the acquired financial institutions. The bank grew successfully to over \$1 Billion in assets while she was there. She was also heavily involved with credit underwriting automation, preparation review for regulatory exams, and asset quality Board of Directors reporting.

Mrs. Thorpe holds a Bachelor of Science degree in Finance from The Ohio State University. She has successfully completed numerous bank and regulatory specific courses in the areas of commercial underwriting, loan reviews, and credit risk oversight.



## Key Leadership

# Michael Tierney

Mr. Tierney is the former President and CEO of the Community Bankers of Michigan, retiring in 2024 after eight years of service. The Community Bankers of Michigan represents over 90% of the community banks headquartered in Michigan and over 100 companies that work with community banks.

Tierney brings decades of broad banking experience to the position, along with extensive leadership capabilities in business, civic and legislative matters, and relationships with regulators, political officials, and many bank CEOs and associate members of the CBM. Tierney has held executive roles at Comerica Bank, Chase, Peoples State Bank, Flagstar Bank and Blue Water Financial. Tierney was the CEO of Flagstar, Blue Water and PSB.

Mr. Tierney graduated with honors from Central Michigan University and received his MBA from the University of Detroit. He has remained active with Central Michigan University and has served as president-elect of the CMU Alumni Association and also a past Chairman and current member of the CMU Development Board. Tierney has served on numerous non-profit boards and banking industry related boards.



## Key Leadership

# Paul Tobias

Mr. Tobias is the former Chairman and CEO of Mackinac Financial Corporation. Paul's 46 years of experience includes commercial banking, investment banking, turn around management, asset management and private equity/hedge fund investing.

Mr. Tobias is a cum laude graduate of Albion College and holds an MBA with distinction from the University of Michigan. He serves as Chairman of the Elcot fund, a London-based private investment fund, and is an advisor to Clarkston Private Client, a Michigan based RIA. Mr. Tobias is also the former Board Chairman of Albion College and a former Board member and Past President of Oakland Hills Country Club. He is also the Investment chairperson for the Judson Center Foundation and a member of the First Foundation Committee at the First Presbyterian Church of Birmingham.



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Thank you.