

# FINANCIAL OUTLOOK Presented by Chuck Shaffer





## **Chuck Shaffer: CFO & Head of Strategy**



### **Background**

Chuck Shaffer is Seacoast's Chief Financial Officer and Head of Strategy. His responsibilities include leading the Bank's strategic execution to deliver shareholder value as we transform the business model to a digital centric organization.

### **Experience**

Former Head of Community Banking (retail, small business, wealth, alternative sales, and strategy team), Corporate Controller, SEC compliance, and financial planning.

#### Education

Graduate of the Advanced Management Program (AMP) at the University of Pennsylvania's Wharton School of Business

MBA, University of Central Florida

BS, Finance, Florida State University

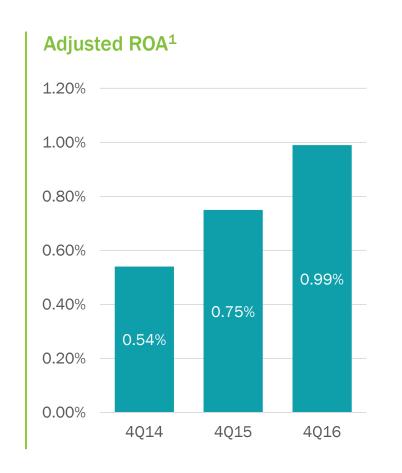
BA, Accounting, Florida Atlantic University

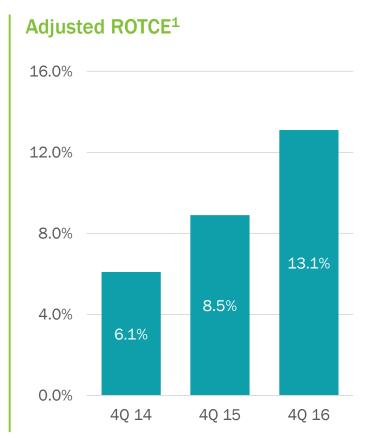
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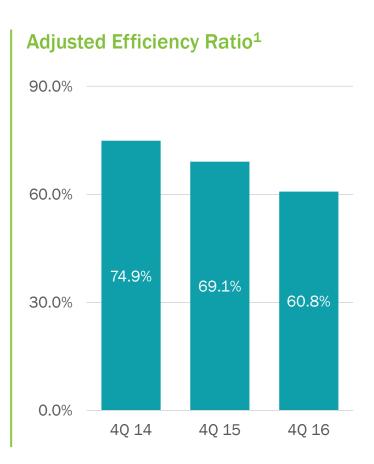
Stuart, FL



## **Track Record of Operational Performance**



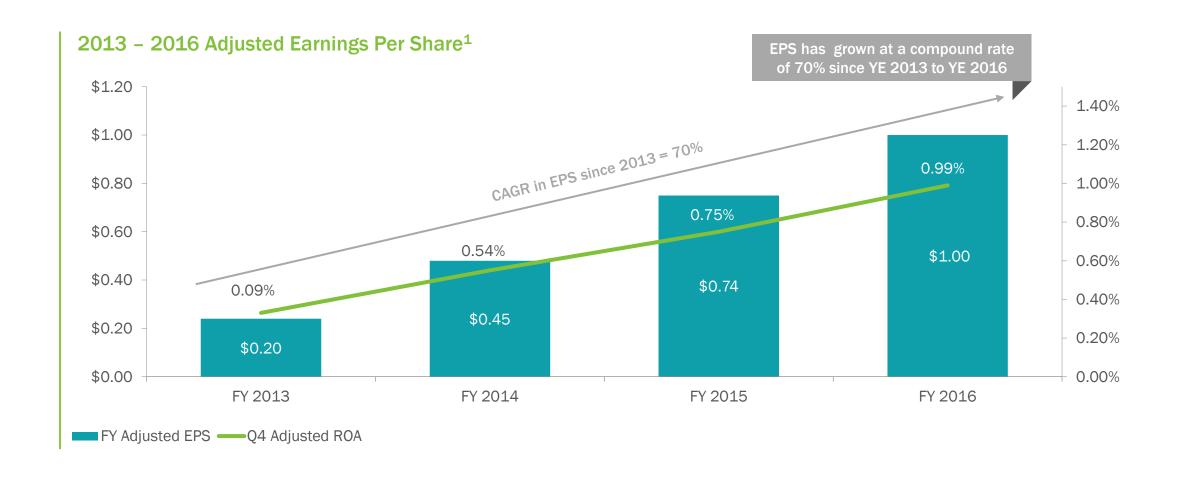




(1) See appendix for definition of non-GAAP metrics"



## Track Record of Robust Earnings Growth



(1) See appendix for definition of non-GAAP metrics.



## Our Future Outlook is Based on Four Key Principles

- Our primary driver for growth will be strong performance from our business units
- Our goal is not just to be a 1% ROA bank, rather it is to continue to drive profitability and growth to the maximum level without changing our risk profile
- Opportunistic acquisitions will be additive to medium term profitability and efficiency metrics. We will be disciplined in our approach
- Execute Vision 2020 Build direct sales channels, streamline our processes to improve efficiency, and grow top line revenue using data and analytics



# Well Capitalized to Deliver Shareholder Value – \$60 Million Common Equity Raise



### **Organic Growth**

- Builds capital support for continued strong organic loan growth and build-out of Tampa MSA
- Regulatory agencies take a favorable view on common equity
- Builds continued support for a strong balance sheet

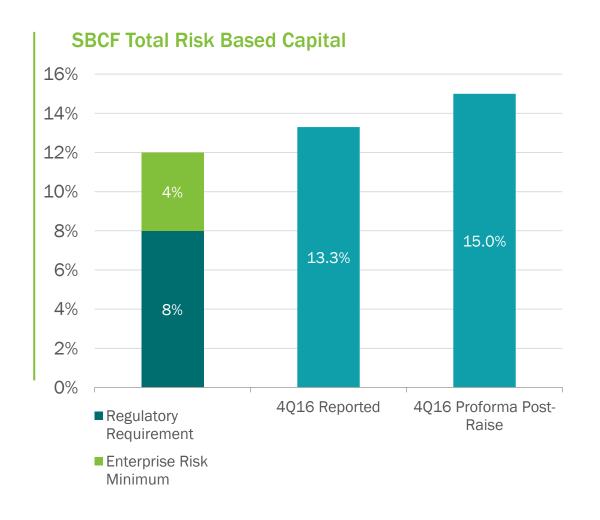


### **Disciplined Acquisition Financing**

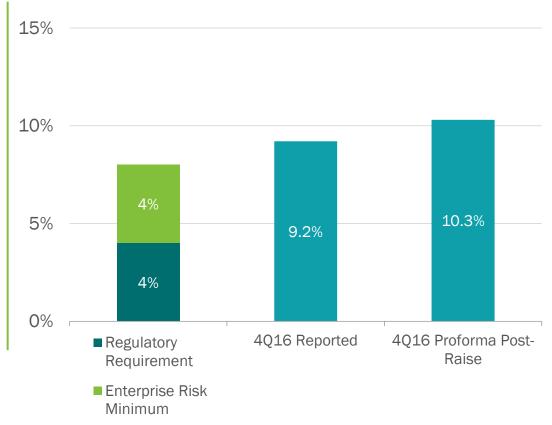
- Provides capital support for future opportunistic acquisitions in target markets
- Will allow for greater use of cash in deal structure resulting in greater EPS accretion
- We have executed well on acquisitions to date. We will continue to be disciplined in our expectations for return on future opportunities



## **Capital Position**

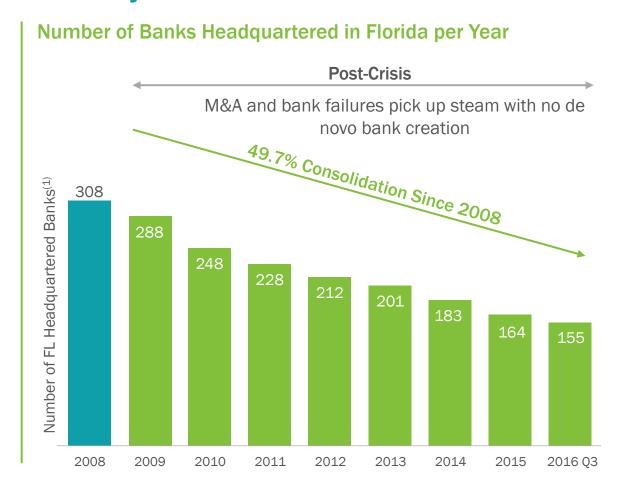








# Rapid Decline in Florida Headquartered Banks Increases Seacoast's Scarcity Value

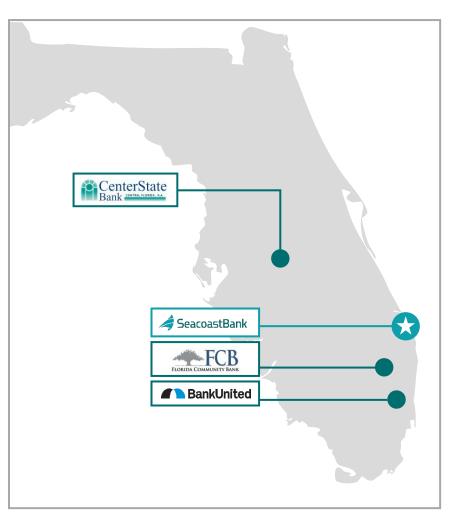


Source: SNL Financial and FDIC.gov.

Note: Includes Commercial Banks, Savings Banks, and Savings & Loan Associations.

Number of banks measured at year end with the exception of 2016Q3 (latest regulatory data available).

A bank is included if the charter is still outstanding as of 12/31 of that year with the exception of 2016Q3.





## 2017 Guidance & Priorities

#### 2017 Guidance

- We issued 2017 earnings guidance of \$1.24 per share to \$1.28 per share on our 2016 year-end earnings call
- That baseline EPS guidance was prior to our \$60 million equity raise, which closed yesterday
- While our baseline guidance remains the same, the equity issuance will be modestly dilutive to EPS initially, until we begin to deploy this growth capital out of lower yielding investment securities
- We expect to deliver incremental earnings from this equity raise as we take advantage of opportunities to leverage this new capital prudently and profitably in higher margin organic loan growth and potential financially disciplined acquisitions
- We will be reporting further on our progress over the coming quarters

### **2017** Key Growth and Expense Management Priorities

- Loan growth in mid-high teens
- Deposit Growth of 6-7%
- Leverage data to drive revenue and unlock value
- 20% of branch network closed over next 24 to 36 months
- All other expenses prudently managed
- Targeted effort to lower expense associated with our largest vendors

### **Launch Vision 2020**

- Reposition key executive roles, and streamline the organization to move faster
- Increase digital engagement by our customer base and begin a significant focus on direct sales channel innovation
- Embark on three year plan to drastically reduce lending origination cycle times, freeing up production resources to drive greater organic growth



Vision 2020 Connects Current and Planned Innovations Over the Next Three Years to Necessary Changes in Our Business Model



#### How We Sell

- Continue to develop direct sales channels and offerings based on customer needs and preferences
- Simplify processes for our customers and bankers
- Reduce our cost to acquire



#### **How We Service**

- We are outpacing our peers in engaging our customers with selfserve options for routine banking needs
- This is creating the ability to reduce cost in the traditional model, and invest in personalized service for more complex transactions



### **How We Operate**

- Data analytics is driving top line revenue, enhanced management decision making, and deeper customer penetration
- We are making investments to reduce product delivery times by streamlining internal processes through technology and reengineering





### **Modernizing How We Sell**

Continue to develop direct sales channels and offerings based on customer needs and preferences. Simplify processes for our customers and bankers. Reduce our cost to acquire.

### **Progress to Date**

- Digital capabilities are changing the way our customers want to do business. Last year 27% of our consumer loans were closed remotely.
- Data ecosystem is enabling our ability to make underwriting decisions more quickly. Our consumer decision engine covers ~50% of applications within seconds.
- Digital tools are enabling our sales teams to win. Consumer and Small Business production has increased 7x from 2013 2016.

#### **Future State**

- 50% of Consumer & Small Business sales to current customers will be originated and/or fulfilled in digital channels or by our call center.
- With the right tools and processes we'll improve Commercial Banking sales efficiency by 15-30%.





### **Lowering Our Cost to Serve**

We are outpacing our peers in engaging our customers with self-serve options for routine banking needs. This is creating the ability to reduce cost in the traditional model, and invest in personalized service for more complex transactions.

### **Progress to Date**

- Seacoast's mobile adoption outpaces both community banks and bigger banks.
- Non-Teller transactions to surpass teller transactions this summer.
- Call volume in our call center has doubled since we went 24/7/365 in June 2014.

#### **Future State**

 A significantly reduced branch footprint. We've announced a 20% reduction in our branch footprint in the next 24-36 months. Our VISION 2020 plan will allow us to move even more aggressively than this guidance.





**Driving improvements in how our business operates** 

Data analytics drives top line revenue, enhanced management decision making, and deeper customer penetration. We invest to reduce product delivery times by streamlining internal processes through technology and re-engineering.

### **Progress to Date**

- Investments in our data ecosystem and analytics teams have enabled deep customer insights, driving better business decisions.
- Our mortgage platform aligns processes to the customer journey. We've seen 50% lift in sales productivity and operational efficiency.
- Partnerships allow us to become more efficient and serve a broader customer spectrum.

#### **Future State**

- Our goal by 2020 is to replicate the process excellence in our mortgage platform across our other major product platforms.
- We will continue to develop our data analytics ecosystem to improve our predictive analytics for assisting our customers' needs.



# We Are Positioning for a Digital Future, Driving Better Returns to Shareholders, and Much Improved Efficiency

"The banking sector in 2020 is a land of opportunity, provided that banks trim their sails to better adjust to emerging headwinds"



"I can imagine us about five, ten years from now talking about efficiency ratios in the low 40s, high 30s. The value at stake is quite substantial."

"Our analysis suggests that winners may realize a profit upside of 40 percent or more"



"Banks that can match the agility and innovation potential of other industries can reap pre-tax ROE levels of 18% to 25%." (equivalent to after tax ROE levels of 12% to 16%)



Source: McKinsey and Company



## **Medium Term Expectation**

	Q4-2016*	Medium Term Expectation
Return on Assets	0.99%	1.20% - 1.30%
Return on Tangible Common Equity	13.1%	14% - 16%
Efficiency Ratio	60.8%	Low 50s

	Vision 2020 Potential
Return on Assets	1.30%+
Return on Tangible Common Equity	16%+
Efficiency Ratio	Below 50

- Bank valuations are closely correlated with return on tangible common equity and we are focused on driving returns to shareholders
- Our momentum, combined with the Vision 2020 plan and our strong capital position, positions us
  to drive meaningful growth in return on tangible common equity in the coming years

<sup>\* &</sup>quot;2016 Q4 metrics are adjusted -See appendix for definition of non-GAAP metrics".



## **Key Takeaways for Today**



Our balanced growth strategy is working, we're meeting the needs of our customers and generating outsized returns for shareholders 2

We have a singular view of how we serve the customer, leveraging digital analytics to deepen and broaden relationships across all lines of our business

3

We have a deep and highly talented management team and experienced Board that is able to execute our strategy and deliver shareholder value 4

We have an **enviable position in a strong Florida market** 

5

We are only in the early innings of our balanced growth strategy and have a clear roadmap to continue to create value



## **Appendix**

## Explanation of Certain Unaudited Non-GAAP Financial Measures

This presentation contains financial information determined by methods other than Generally Accepted Accounting Principles ("GAAP"). Management uses these non-GAAP financial measures in its analysis of the Company's performance and believes these presentations provide useful supplemental information, and a clearer understanding of the Company's performance. The Company believes the non-GAAP measures enhance investors' understanding of the Company's business and performance and if not provided would be requested by the investor community. These measures are also useful in understanding performance trends and facilitate comparisons with the performance of other financial institutions. The limitations associated with operating measures are the risk that persons might disagree as to the appropriateness of items comprising these measures and that different companies might calculate these measures differently. The Company provides reconciliations between GAAP and these non-GAAP measures. These disclosures should not be considered an alternative to GAAP. Certain prior period amounts have been revised to conform to the current period presentation.



## **Reconciliation of Non-GAAP financial measures**

		Fourth		Fourth		Fourth
		Quarter		Quarter		Quarter
(Dollars in thousands except per share data)		2016		2015		2014
Net income	\$	10,771	\$	6,036	\$	(1,517)
		( <del>-</del> )		(4)		(4.00)
Security gains		(7)		(1)		(108)
Bargain purchase gain		0		(416)		0
Total Adjustments to Revenue		(7)		(417)		(108)
Severance		165		187		478
Merger related charges		559		1,043		2,723
Branch closure charges and costs related to expense initiatives		0		0		4,261
Brand Refresh		0		0		697
Miscellaneous losses		0		48		119
Stock compensation expense and other incentive costs related to improved						
outlook		0		0		1,213
Total Adjustments to Noninterest Expense		724		1,278		9,491
<b></b>		(450)		(222)		(0.750)
Effective tax rate on adjustments		(152)		(328)	_	(3,753)
Adjusted Net Income	\$	11,336	\$	6,569	\$	4,113
Earnings per diluted share, as reported	\$	0.28	\$	0.18	\$	(0.05)
Adjusted Earnings per Diluted Share	\$	0.30	\$	0.19	\$	0.12
Average shares outstanding (000)		38,252		34,395		33,124
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Revenue	\$	47,354	\$	37,299	\$	31,982
Total Adjustments to Revenue		(7)		(417)		(108)
Adjusted Revenue	\$	47,347	\$	36,882		31,874
Noninterest Expense	\$	30,297	\$	27,169	\$	34,011
Total Adjustments to Noninterest Expense	*	724	*	1,278	•	9,491
Adjusted Noninterest Expense	\$	29,573	\$	25,891	\$	24,520
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## **Reconciliation of Non-GAAP financial measures**

		Fourth Quarter		Fourth Quarter		Fourth Quarter
(Dollars in thousands except per share data)		2016		2015		2014
Adjusted Noninterest Expense	\$	29,573	\$	25,891	\$	24,520
Foreclosed property expense & amortization of intangible	Ψ	(641)	Ψ	(324)	Ψ	(528)
Net Adjusted Noninterest Expense	\$	,	\$		\$	
Adjusted Revenue	\$	47,347	\$	36,882	\$	31,874
Impact of FTE adjustment		204		117		150
Adjusted Revenue on a fully taxable equivalent basis	\$	47,551	\$	36,999	\$	32,024
Adjusted Efficiency Ratio	_	60.8%		69.1%		74.9%
Average assets	\$	4.572.188	\$	3,463,277	\$	3,037,061
Return on Average Assets (ROA)	•	0.94%	•	0.69%	•	-0.20%
Impact of adjustments for Adjusted Net Income		0.05%		0.06%		0.74%
Adjusted ROA		0.99%		0.75%		0.54%
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Average Shareholders' Equity	\$	437,077	\$	,	Ф	·
Less average goodwill and intangible assets	_	(79,620)	_	(34,457)	_	(33,803)
Average Tangible Equity	\$	357,457	\$	318,935	\$	285,430
Return on Average Shareholders' Equity		9.8%		6.8%		-1.9%
Impact of removing average intangible assets and related amortization		2.7%		1.1%		0.2%
Return on Average Tangible Common Equity (ROTCE)		12.5%		7.8%		-1.7%
Impact of adjustments for Adjusted Net Income		0.6%		0.7%		7.8%
Adjusted Return on Average Tangible Common Equity		13.1%		8.5%		6.1%



## **Reconciliation of Non-GAAP financial measures**

(Dollars in thousands except per share data)	2016	2015	2014	2013
Net Income	\$ 29,202	\$ 22,141	\$ 5,696	\$ 47,916
Security gains	(368)	(161)	(469)	(419)
BOLI income (benefits upon death)	(464)	0	0	0
Bargain purchase gain	0	(416)	0	0
Severance	1,222	898	1,199	67
Merger related charges	8,673	3,775	4,544	0
Branch closure charges and costs related to expense				
initiatives	2,490	0	4,261	0
Early redemption cost for FHLB advances	1,777	0	0	0
Other	0	281	26	(1,315)
Brand Refresh	0	0	697	0
Stock compensation expense and other incentive costs				
related to improved outlook	0	0	1,213	0
	_			
Reversal of deferred tax asset valuation allowance	0	0	0	(42,993)
Tax effect of adjustments	(5,077)	(1,651)	(4,734)	673
Adjusted net income	\$ 37,455	\$ 24,867	\$ 12,433	\$ 3,929
Average shares outstanding (000)	37,508	33,744	27,717	19,650
Adjusted Earnings per Diluted Share	\$ 1.00	\$ 0.74	\$ 0.45	\$ 0.20