



Peer Data Analytics: Empower Your Strategic Plan

Community Bankers of Michigan
Directors College

September 13, 2017

Speaker

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- Leads Monroe – boutique investment banking firm serving community banks
 - 25 years experience - CSFB, Merrill Lynch and Lehman Brothers
- Partner, Siena Capital Partners I, L.P. - \$300 MM investment fund investing in community banks
- Director of QwickRate and co-founder of QwickAnalytics

Key Questions For Directors

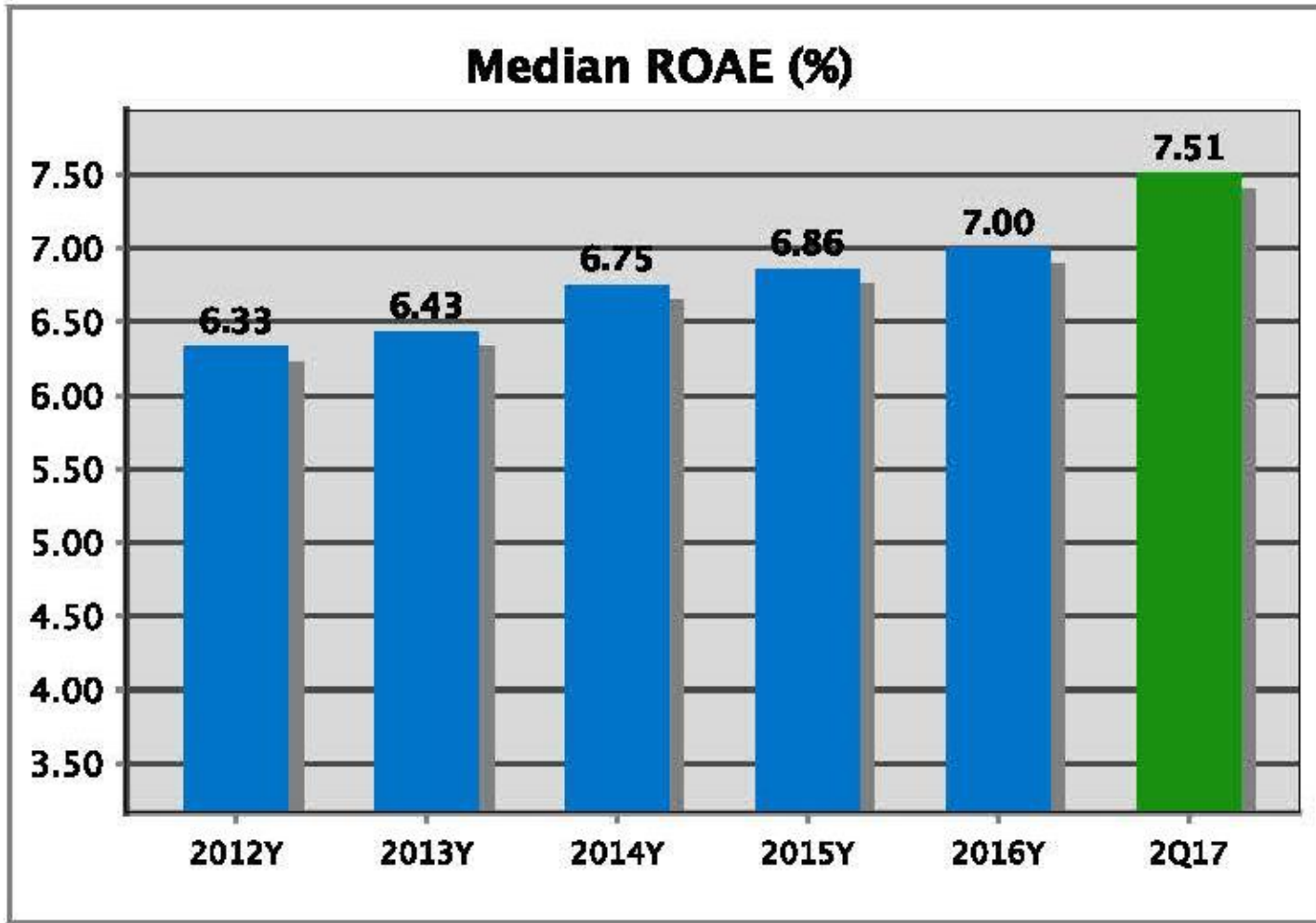


- **Do You Know Your Bank's "Financial Story"?**
- **Do You Know How it Compares to Other Community Banks?**
- **Do You Think It Matters?**



Some Community Bank Performance Benchmarks

Pop Quiz: Median U.S. CB ROE?



- All U.S. QCBI banks only
- Tax-affected S-Corps

Banking Cost of Capital?



CAPM Model

Current

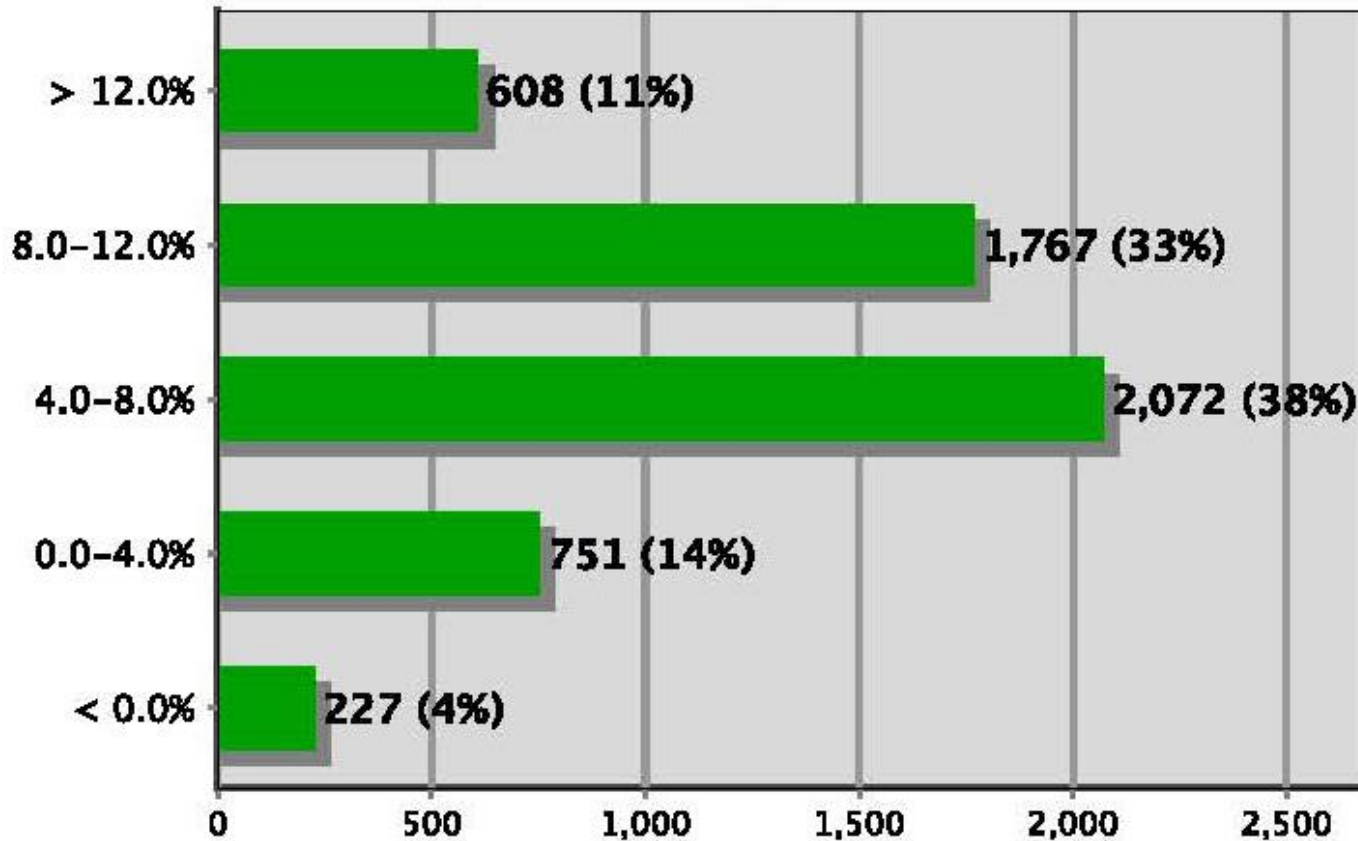
Normalized

30 Yr T-Bond at 8/28/17	2.48%	4.00%	
Equity Risk Premium	<u>5.50%</u>	<u>5.50%</u>	<i>Duff & Phelps</i>
Expected Equity Return	7.98%	9.50%	
Risk Premium for Size/Liquidity	3.67%	3.67%	<i>Duff & Phelps</i>
Banking Industry Risk Factor	<u>2.00%</u>	<u>2.00%</u>	<i>Subjective</i>
Equity Cost of Capital	13.65%	15.17%	

ROE Distribution: 2Q 2017

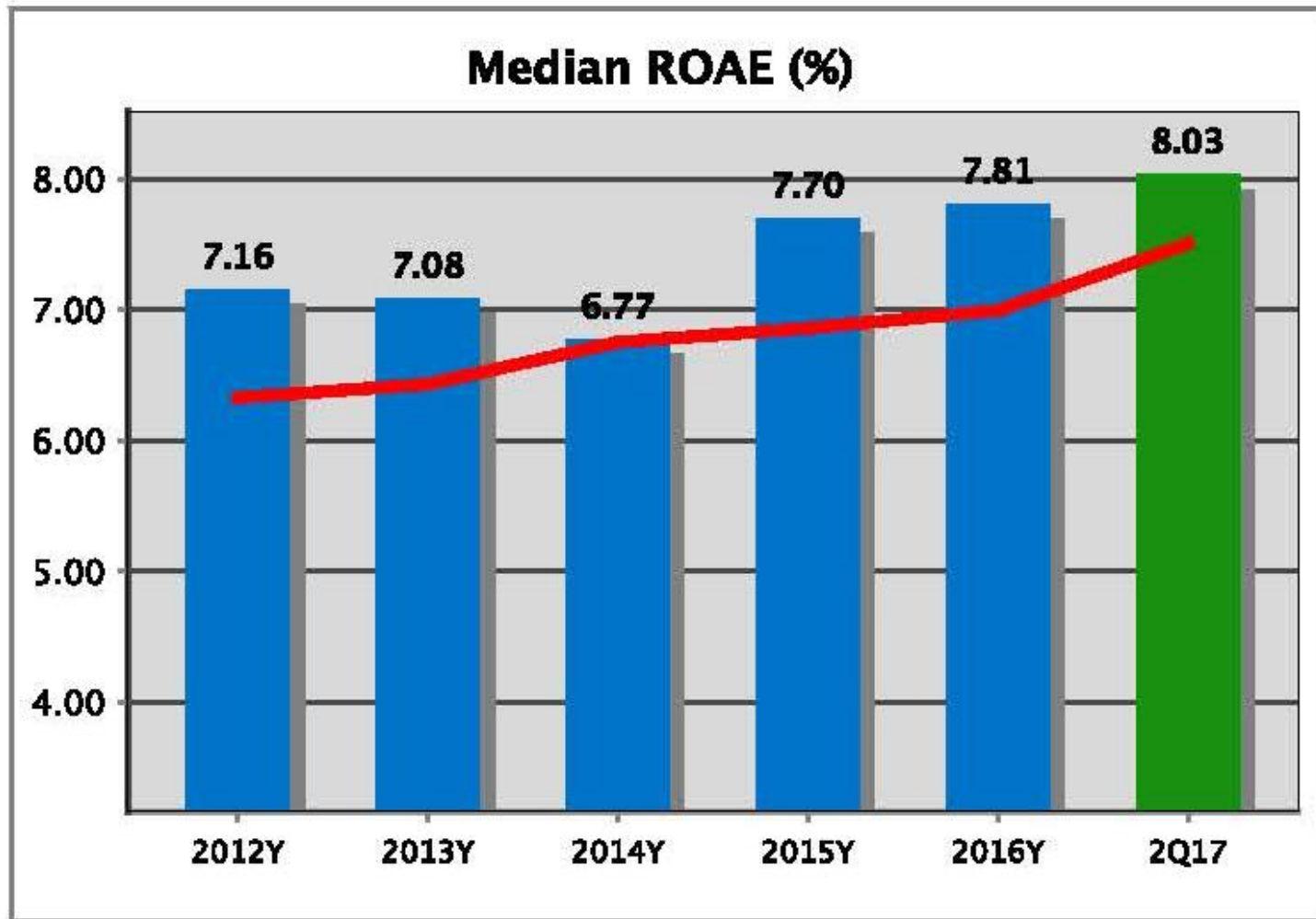


QCBI Banks by ROAE



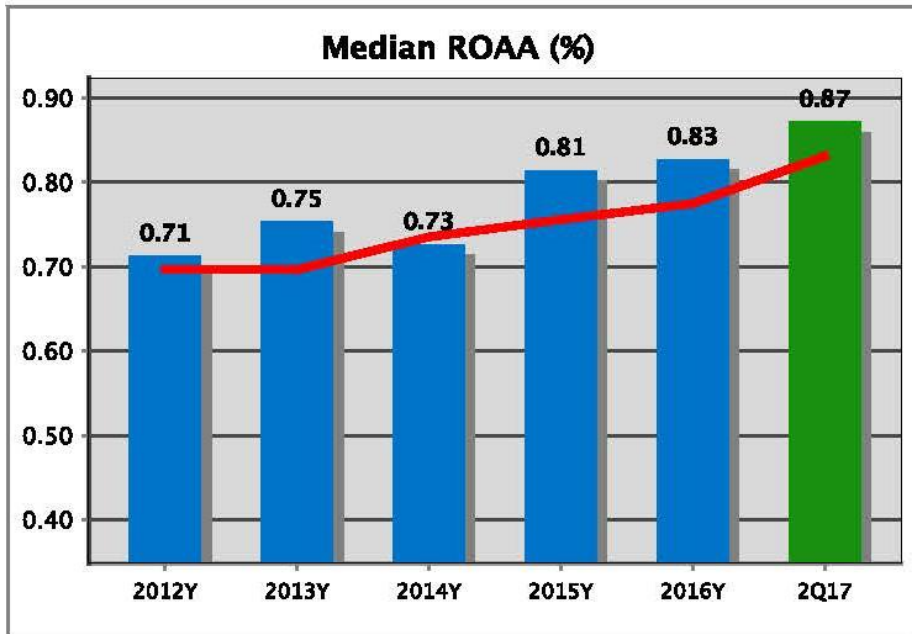
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Pop Quiz: Median Michigan CB ROE?

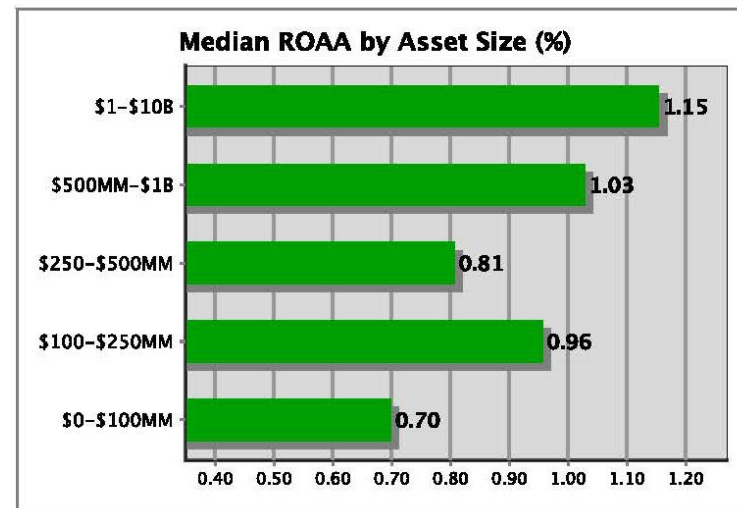
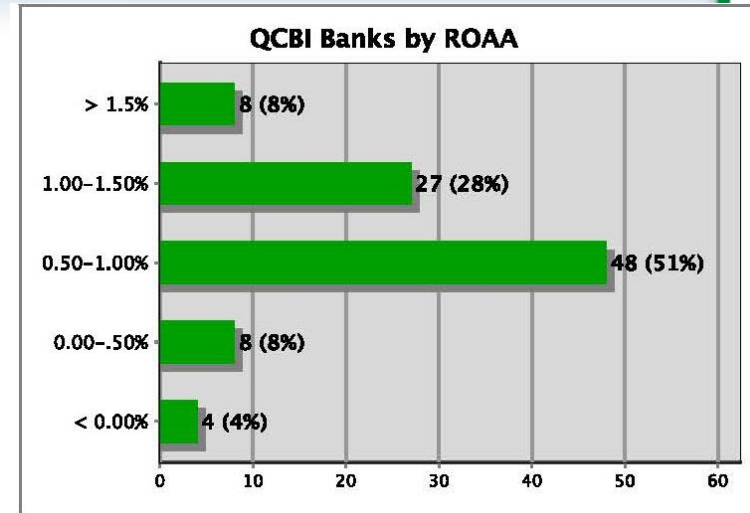


- All Michigan QCBI banks only
- Tax-affected S-Corps

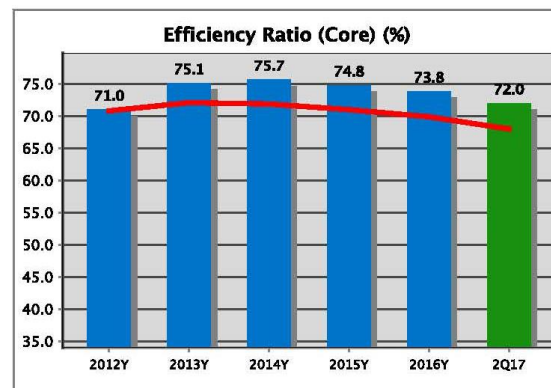
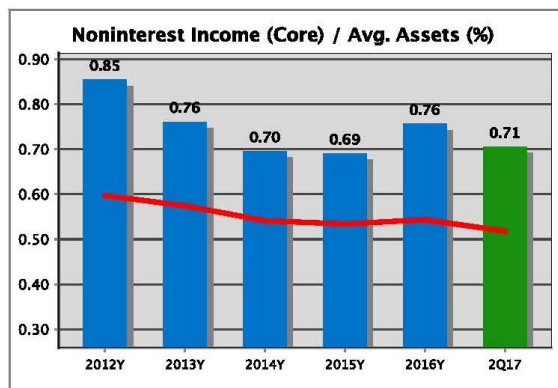
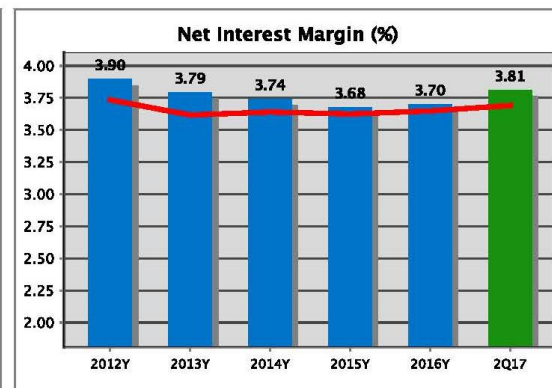
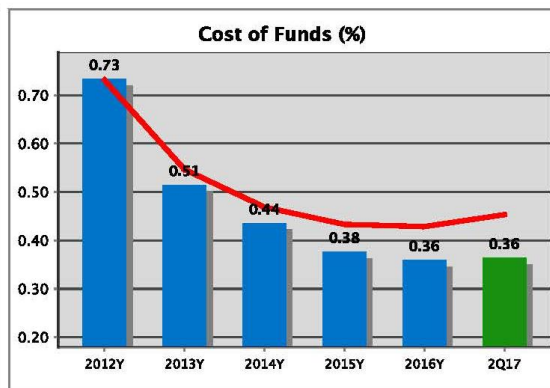
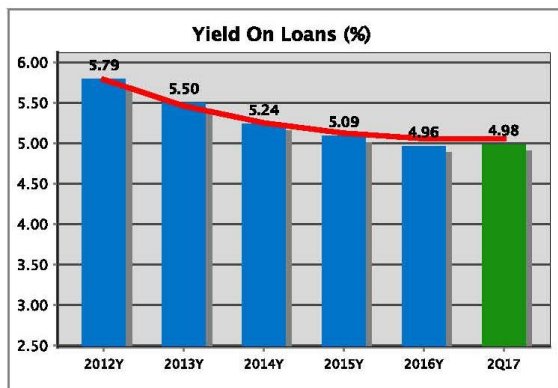
Michigan CB Performance Ratios



- Michigan QCBI banks only
- Medians



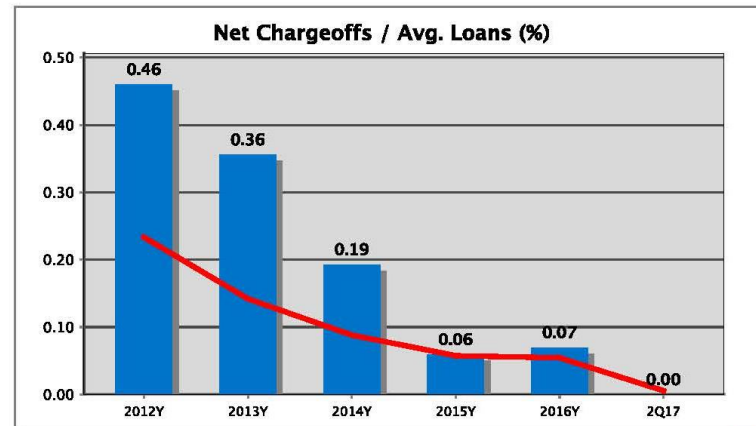
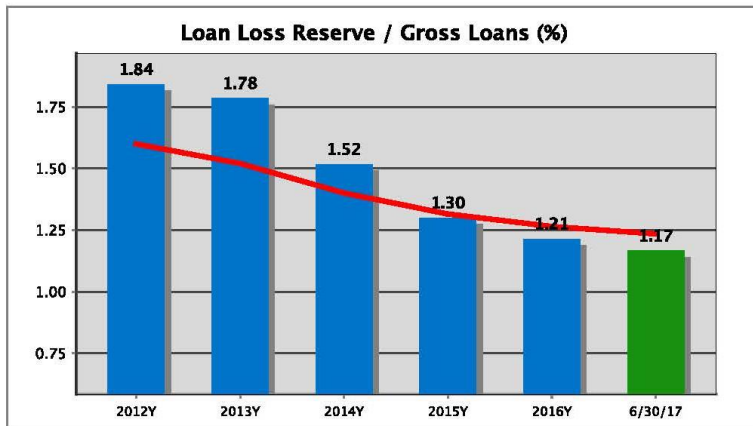
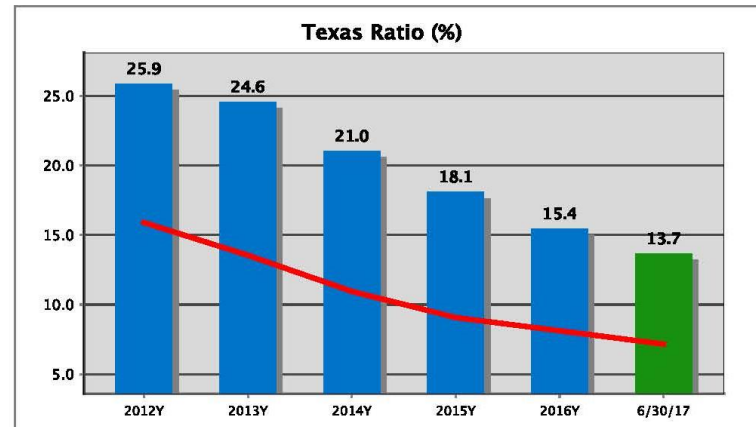
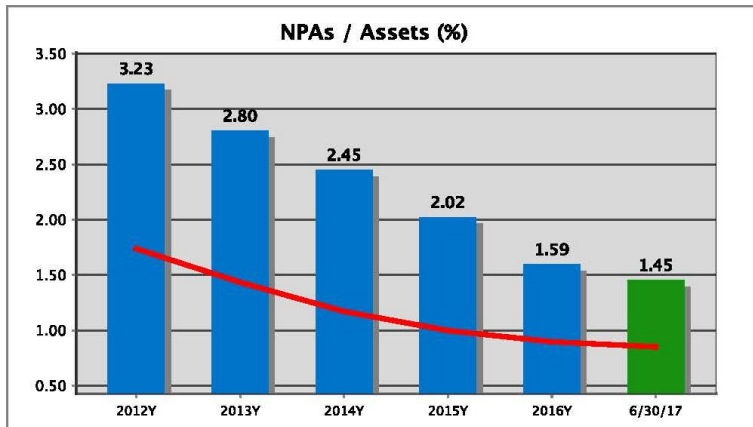
Michigan CB Performance Ratios



— National Trend

Note: All data points represent median values;
current period data (green bars) are for the most recent quarter (MRQ); Core items exclude nonrecurring gains/losses

Michigan CB Performance Ratios



— National Trend

* All data points represent median values; NPAs = loans 90+ days P.D. + nonaccrual loans + restructured loans + OREO;

Texas Ratio = NPAs as a percentage of tangible equity + loan loss reserve



Using Performance & Peer Data

Everyone Needs Goals!



“Unfortunately, we were a little off-target again this quarter.”

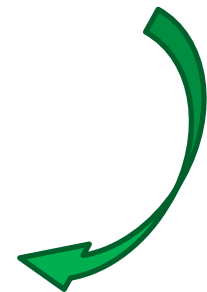
Strategic Plan?



Budget	Strategic Plan
Short Term Point-Point (M/M)	Long Term / Trends
Perfunctory	Analytical
Internal / Self-focused	External / Comparative
Yardstick: Self created	Yardstick: Competition



**Must Measure
to Manage!**

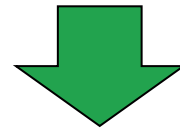


Regulated = GOOD!



1

**= Exact # Of Benefits to
Being Regulated:**



**Free, Voluminous
Competitive Data!**

The Good & Bad News...



Table of Contents

Cover Page

Summary Ratios

Income Statement \$

Non Int Inc, Exp, Yields

Balance Sheet \$

Off Balance Sheet Items

Derivative Instruments

Derivative Analysis

Balance Sheet %

Allowance & Loan Mix-a

Allowance & Loan Mix-b

Concentrations of Credit

PD, Nonacc & Rest Loans-a

PD, Nonacc & Rest Loans-b

Interest Rate Risk

Liquidity & Funding

Liquidity & Inv Portfolio

Capital Analysis-a

Capital Analysis-b

Income Statement 1-Qtr-Ann

Securitization & Asset Sale-a

Securitization & Asset Sale-b

Securitization & Asset Sale-c

Fiduciary Services-a

Fiduciary Services-b

FDIC Certificate # 16250
OCC Charter # 0
Public Report

FRB District/ID_RSSD 7 / 716833
County: COOK

BANK ; CHICAGO ; IL

Summary Ratios
5/23/2014 5:31:48 PM

Earnings and Profitability

Percent of Average Assets:

	3/31/2014	3/31/2013
Interest Income (TE)	3.43	3.82
- Interest Expense	0.17	0.19
Net Interest Income (TE)	3.26	3.63
+ Noninterest Income	1.02	1.14
- Noninterest Expense	3.59	3.02
- Provision: Loan & Lease Losses	0.00	0.08
Pretax Operating Income (TE)	0.69	1.31
+ Realized Gains/Losses Sec	0.00	0.01
Pretax Net Operating Income (TE)	0.69	1.31
Net Operating Income	0.46	0.93
Adjusted Net Operating Income	0.31	0.91
Net Inc Attrib to Min Ints	0.00	0.00
Net Income Adjusted Sub S	0.46	0.87
Net Income	0.46	0.93

Margin Analysis:

Avg Earning Assets to Avg Assets	88.56	93.39	7	88.29	93.15
Avg Int-Bearing Funds to Avg Assets	85.57	78.58	78	85.57	79.36
Int Inc (TE) to Avg Earn Assets	3.87	4.01	35	3.87	4.11
Int Expense to Avg Earn Assets	0.19	0.38	18	0.21	0.47
Net Int Inc-TE to Avg Earn Assets	3.68	3.62	54	3.65	3.64

Loan & Lease Analysis:

Net Loss to Average Total LN&LS	0.24	0.13	76	0.42	0.21
Earnings Coverage of Net Losses (X)	4.22	36.10	16	3.01	21.5
LN&LS Allowance to LN&LS Not HFS	1.94	1.55	77	2.71	1.5
LN&LS Allowance to Net Losses (X)	8.00	25.22	43	6.41	15.0
LN&LS Allowance to Total LN&LS	1.93	1.54	77	2.67	1.5
Total LN&LS-90+ Days Past Due	0.12	0.07	78	0.35	0.1
-Nonaccrual	2.28	1.12	87	3.85	1.3
-Total	2.39	1.29	83	4.20	1.4

Liquidity

Net Non Core Fund Dep New \$250M	2.33	6.63	34	2.27	6.01
Net Loans & Leases to Assets	60.20	63.36	37	61.01	63.36

Capitalization

Tier One Leverage Capital	9.13	9.71	40	8.99	9.71
Cash Dividends to Net Income	79.50	27.20	87	72.99	27.20
Retained Earnings to Avg Total Equity	0.82	5.68	14	0.74	5.68
Rest+Nonacc-R Acq to Eqcap+ALLL	24.34	13.86	81	30.20	13.86

Growth Rates

Total Assets	0.13	6.98	20	-8.74	6.98
Tier One Capital	0.28	8.06	11	-4.28	8.06
Net Loans & Leases	-1.20	10.32	12	-1.00	10.32
Short Term Investments	1.15	0.83	58	-40.04	0.83
Short Term Non Core Funding	-0.83	14.36	41	-23.14	14.36

Average Total Assets	1,523,786	1,546,686
Total Equity Capital	177,824	179,282
Net Income	1,761	1,233

Number of banks in Peer Group

3/31/2014

BANK PG 2 PCT

3/31/2013

BANK PG 2 PCT

3/31/2012

BANK PG 2 PCT

3/31/2011

BANK PG 2 PCT

3/31/2010

BANK PG 2 PCT

3/31/2009

BANK PG 2 PCT

3/31/2008

BANK PG 2 PCT

3/31/2007

BANK PG 2 PCT

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3/31/1989

BANK PG 2 PCT

3/31/1988

BANK PG 2 PCT

Schedule RI - Income Statement

Dollar amounts in thousands

1. Interest income:

a. Interest and fee income on loans:

1. Loans secured by real estate:

a. Loans secured by 1-4 family residential properties:

b. All other loans secured by real estate:

2. Commercial and industrial loans:

a. Credit cards:

b. Other (includes revolving credit plans other than credit cards, automobile loans, and other consumer loans):

4. Loans to foreign governments and official institutions:

5. All other loans:

6. Total interest and fee income on loans (sum of items 1 a (1)(i) through 1 a (5)):

b. Income from lease financing receivables:

c. Interest income on balances due from depository institutions:

d. Interest and dividend income on securities:

1. U.S. Treasury securities and U.S. Government agency obligations (including mortgage-backed securities):

2. Mortgage-backed securities:

3. All other securities (includes securities issued by states and political subdivisions in the U.S.):

e. Interest income from trading assets:

f. Interest income on federal funds sold and securities purchased under agreements to resell:

g. Other interest income:

h. Total interest income (sum of items 1 a (i) through 1 g):

2. Interest expense:

a. Interest on deposits:

1. Transaction accounts (interest-bearing demand deposits, NOW accounts, ATS accounts, and telephone and preauthorized transfer accounts):

2. Nontransaction accounts:

a. Savings deposits (includes MMFAs):

b. Time deposits of \$100,000 or more:

c. Time deposits of less than \$100,000:

d. Expense of federal funds purchased and securities sold under agreements to repurchase:

e. Interest on subordinated notes and debentures:

f. Total interest expense (sum of items 2 a through 2 e):

3. Net interest income (item 1 h minus 2 f):

4. Provision for loan and lease losses:

5. Noninterest income:

a. Income from fiduciary activities:

b. Service charges on deposit accounts:

c. Trading revenue:

d. Not available:

1. Fees and commissions from securities brokerage:

2. Investment banking, advisory, and underwriting fees and commissions:

3. Fees and commissions from annuity sales:

4. Underwriting income from insurance and reinsurance activities:

5. Income from other insurance activities:

e. Venture capital revenue:

f. Net servicing fees:

g. Net securitization income:

12/31/2011

BANK PG 2 PCT

12/31/2010

BANK PG 2 PCT

12/31/2009

BANK PG 2 PCT

12/31/2008

BANK PG 2 PCT

12/31/2007

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12/31/1985

BANK PG 2 PCT

Peer Performance Data: Why?

- **BECAUSE YOU CAN:** The Call Reports require quarterly reporting in excruciating detail – take advantage of it!
- **BECAUSE YOU CAN:** Reams of public data available on EVERY competitor
 - Private or public, small or large – HUGE LUXURY!
- **BECAUSE YOU CAN :** “Common sizing” the data permits you to compare JP Morgan vs National Bank of St. Anne

	JP Morgan	St. Anne
Assets (\$mm)	\$ 1,914,658	\$ 48
NIM	1.86%	3.74%
Efficiency Ratio	66.4%	67.6%
Cost of Funds	0.23%	0.23%
ROAA	0.85%	0.55%
ROAE	8.86%	4.50%

Know Your Financial Story



- **Identify Strengths & Weaknesses:** compare your bank against specific local peers (or best performing peers anywhere)
 - **What is your “Financial Story”?**
 - And has that changed over time?
- **Understand Local Market Trends:** are competitors suffering similar loan pricing pressure? Are they growing faster than you? Is the overall market growing?
- **Get Objective Data:** Public peer data, not necessarily filtered by management, is a critical tool to measure performance
- **Stay Ahead of Regulators:** Know how you stack up in the eyes of the regulators, and understand what regulators are likely to criticize ahead of time

Useful Data: 3 Simple Rules

1. Access, analyze and present all the performance data of the bank over a meaningful time period

i.e. “absolute” performance over time

2. Do the same for a group of peers that can be used to place the bank’s performance into context

i.e. “relative” performance over time

3. Present the data in a format that can be easily digested by directors, consistently

- including those who are not experienced or formally educated in interpreting financial information

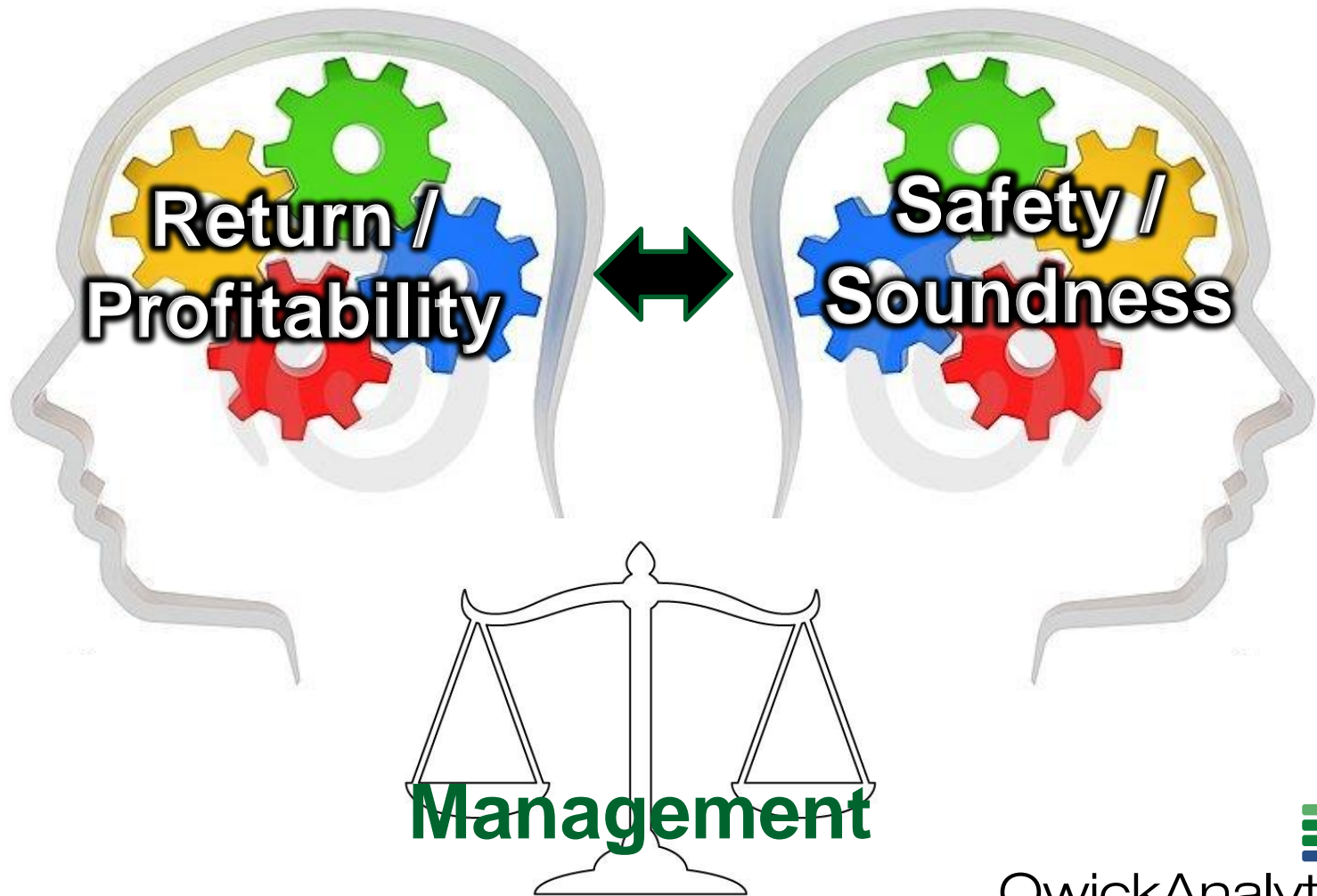
Who You Callin' a Peer?



- **Peer Groups Matter:** Determine who you aspire to / compete with
 - Purely local
 - Best performers (regional / national)
 - Best mix of business (loan niches, non-spread business, etc)
 - UBPR Peer Groups: 20+ large & diverse groups

UBPR Peer Goup		# of Banks	Avg Assets/ Bank	# of States
3	Banks \$300 million - \$1 billion	1220	\$527,736	51
4	Banks \$100 million - \$300 million, 3+ branches in MSA	536	\$198,852	45
5	Banks \$100 million - \$300 million, 3+ branches NOT in MSA	687	\$185,994	41

Return vs Safety: Competing Goals?



Safety & Soundness: Canaries & Cushions

**Real risk locked in
during underwriting –
years ago!**

Canary Warnings:

- **Past Dues & NPAs**

Cushions:

- **Capital**
- **Loan Loss Reserve**



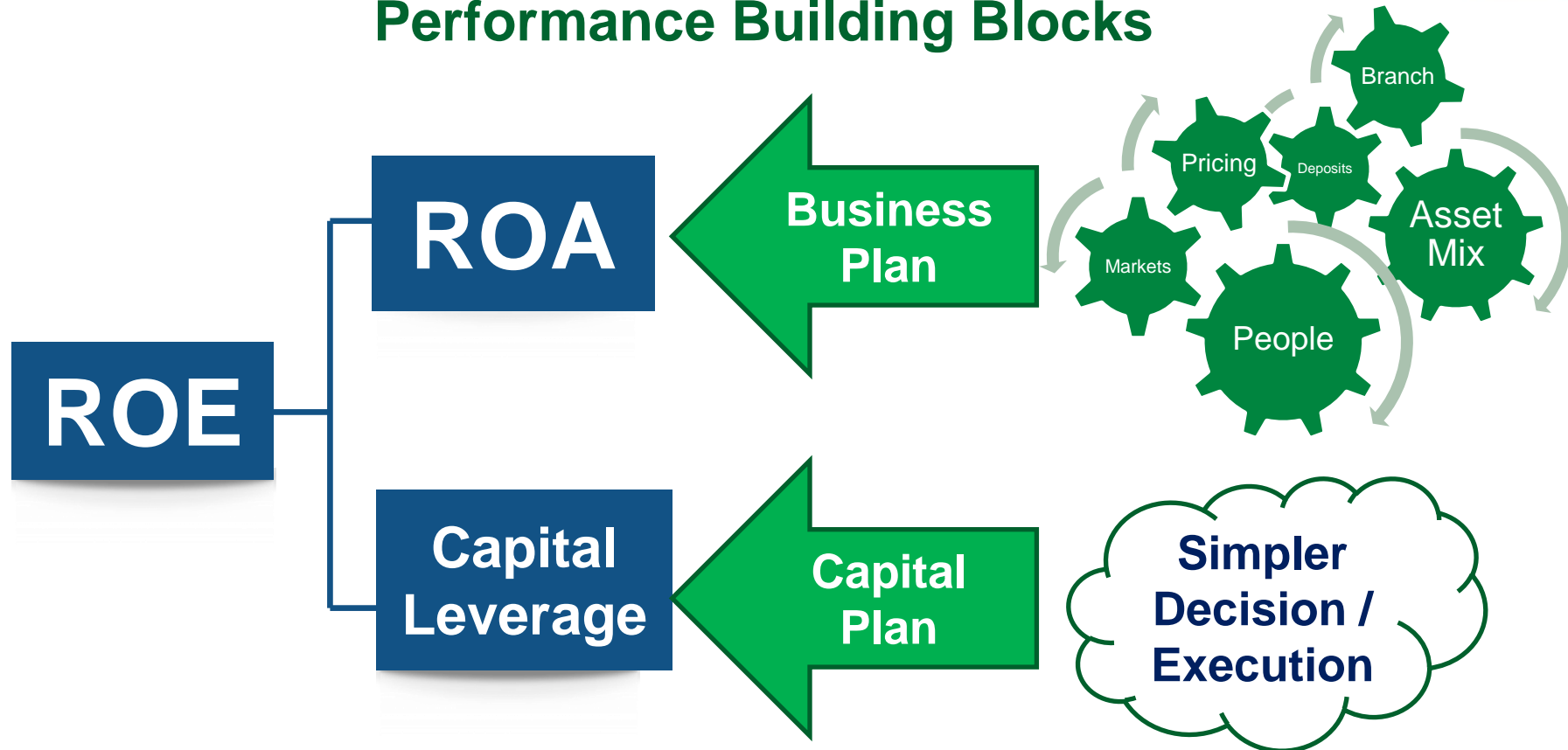
Performance Goals



**“Outcome”
Goals:
Bottom
Line**

Return / Profitability

Performance Building Blocks

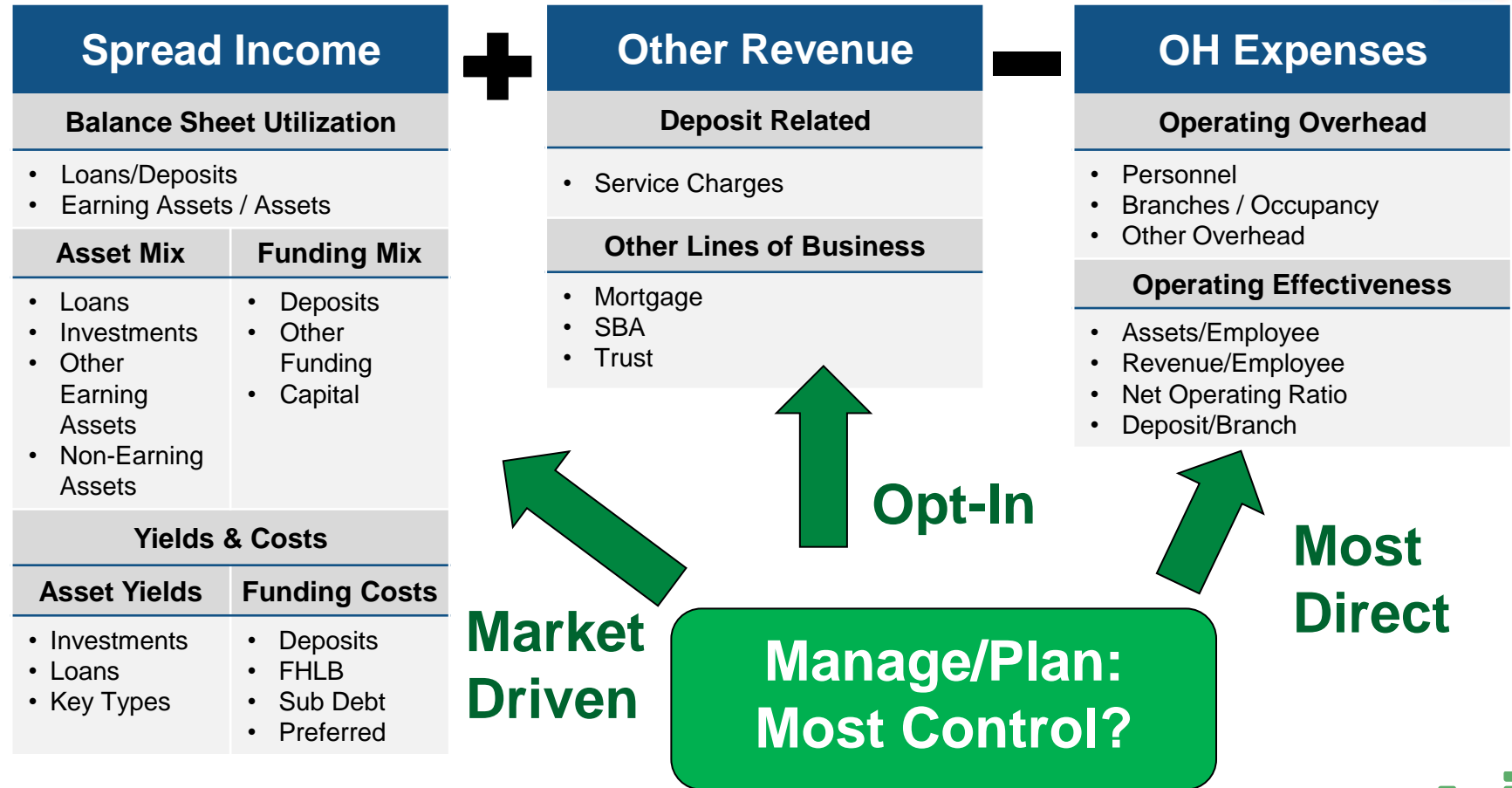


Performance Goals



**“Process”
Goals:
Analyze
Building
Blocks**

Financial Story: Book of Business



Return: Break it down



Core Operating Earnings (a.k.a. Pre-Tax Pre-Provision, enhanced)



Excludes:

- Securities G/L
- OREO Costs

Excludes:

- Goodwill Write-offs

**The Ultimate
"Common Size" Tool!**



Your Bank's Financial Story

Your Financial Story: Facts



Fast growing, very profitable bank: QED?

Overview	2011	2012	2013	2014	2015	2016
Total Assets	\$217,844	\$260,547	\$337,614	\$505,535	\$650,730	\$770,227
<i>Asset Growth (annual)</i>	<i>(0.9%)</i>	<i>19.6%</i>	<i>29.6%</i>	<i>49.7%</i>	<i>28.7%</i>	<i>18.4%</i>
Total Gross Loans	\$189,152	\$229,893	\$299,494	\$439,953	\$544,227	\$644,285
<i>Loan Growth (annual)</i>	<i>8.2%</i>	<i>21.5%</i>	<i>30.3%</i>	<i>46.9%</i>	<i>23.7%</i>	<i>18.4%</i>
Total Deposits	\$175,398	\$230,053	\$297,502	\$403,899	\$517,951	\$633,467
<i>Deposit Growth (annual)</i>	<i>3.4%</i>	<i>31.2%</i>	<i>29.3%</i>	<i>35.8%</i>	<i>28.2%</i>	<i>22.3%</i>
Net Loans / Deposits	106%	99%	100%	108%	104%	101%
Total Equity Capital	\$18,100	\$22,963	\$31,589	\$38,815	\$53,269	\$63,521
<i>Total Equity Growth (annual)</i>	<i>15.7%</i>	<i>26.9%</i>	<i>37.6%</i>	<i>22.9%</i>	<i>37.2%</i>	<i>19.2%</i>
Total Equity / Assets	8.31%	8.81%	9.36%	7.68%	8.19%	8.25%
Net Income (1)	\$934	\$4,138	\$4,010	\$5,251	\$7,623	\$9,027
Net Income Growth (annual)	(189%)	343%	(3%)	31%	45%	18%
ROAA (1)	0.41%	1.71%	1.30%	1.30%	1.33%	1.29%
ROAE to Common Shareholders (1)	5.64%	20.40%	14.97%	15.19%	16.58%	15.56%
ROATCE to Common Shareholders (1)	5.64%	20.40%	14.98%	15.19%	16.59%	15.56%
Full Time Equivalent Employees (FTE)	32	37	45	57	64	78

Your Financial Story: Method

Growth / trends
Over meaningful
time period

Recent
results

							Peer Group Comparison UBPR Peer Group 3		
(C-Corp)							This Bank	Peer Median	PCT Rank
Overview	2011	2012	2013	2014	2015	2016	MRQ - 06/30/17		
Total Assets	\$217,844	\$260,547	\$337,614	\$505,535	\$650,730	\$770,227	\$813,286		
Asset Growth (annual)	(0.9%)	19.6%	29.6%	49.7%	28.7%	18.4%	10.3%	5.7%	75
Total Gross Loans	\$189,152	\$229,893	\$299,494	\$439,953	\$544,227	\$644,285	\$681,864		
Loan Growth (annual)	8.2%	21.5%	30.3%	46.9%	23.7%	18.4%	12.4%	7.2%	74
Total Deposits	\$175,398	\$230,053	\$297,502	\$403,899	\$517,951	\$633,467	\$658,157		
Deposit Growth (annual)	3.4%	31.2%	29.3%	35.8%	28.2%	22.3%	7.7%	6.1%	59
Net Loans / Deposits	106%	99%	100%	108%	104%	101%	103%	84%	92
Total Equity Capital	\$18,100	\$22,963	\$31,589	\$38,815	\$53,269	\$63,521	\$68,222		
Total Equity Growth (annual)	15.7%	26.9%	37.6%	22.9%	37.2%	19.2%	17.9%	3.9%	92
Total Equity / Assets	8.31%	8.81%	9.36%	7.68%	8.19%	8.25%	8.39%	10.44%	7
Net Income (1)	\$934	\$4,138	\$4,010	\$5,251	\$7,623	\$9,027	\$2,184		
Net Income Growth (annual)	(189%)	343%	(3%)	31%	45%	18%	(11%)	8%	18
ROAA (1)	0.41%	1.71%	1.30%	1.30%	1.33%	1.29%	1.12%	0.94%	70
ROAE to Common Shareholders (1)	5.64%	20.40%	14.97%	15.19%	16.58%	15.56%	13.02%	8.74%	88
ROATCE to Common Shareholders (1)	5.64%	20.40%	14.98%	15.19%	16.59%	15.56%	13.02%	9.19%	86
Full Time Equivalent Employees (FTE)	32	37	45	57	64	78	80		

Key
metrics

Peer
Comparison

Your Financial Story

Strengths

Performance Summary	2011	2012	2013	2014	2015	2016	MRQ - 06/30/17	
Profitability:								
Net Interest Margin	3.84%	4.14%	3.91%	4.05%	3.80%	3.71%	3.90%	3.71% 42
Noninterest Income (core) / Assets	0.28%	0.28%	0.24%	0.24%	0.28%	0.27%	0.26%	0.65% 11
Noninterest Expense (core) / Assets	1.99%	2.02%	1.97%	1.73%	1.70%	1.70%	1.77%	2.74% 7
Efficiency Ratio (core)	50.0%	46.7%	48.2%	41.0%	42.7%	43.9%	47.3%	65.2% 7
Core Operating Earnings / Assets (2)	2.00%	2.31%	2.11%	2.49%	2.28%	2.17%	1.98%	1.48% 82
Total Credit Costs / Assets (3)	1.40%	0.50%	0.02%	0.39%	0.17%	0.13%	0.18%	0.08% 75
ROAA (pre-tax)	0.57%	1.81%	2.09%	2.11%	2.11%	2.04%	1.80%	1.38% 78
Loan / Deposit Mix:								
Total Residential Loans (%)	58.5%	60.0%	65.8%	69.9%	72.8%	71.6%	70.9%	27.9% 98
Total Nonfarm Nonresidential Loans (%)	33.4%	33.4%	27.8%	22.0%	20.2%	21.1%	20.9%	31.0% 23
Commercial & Industrial Loans (%)	5.0%	4.4%	4.5%	4.0%	3.2%	2.6%	2.7%	11.8% 4
Total Noninterest Bearing Deposits (%)	16.5%	17.5%	24.6%	24.1%	26.7%	26.8%	27.7%	21.2% 74
Total Transaction Accounts (%)	25.5%	25.4%	32.2%	29.8%	31.4%	30.8%	30.8%	26.5% 57
Total Time Deposits (%)	53.2%	43.6%	33.9%	33.5%	27.9%	27.4%	28.0%	26.6% 54
Yield / Cost:								
Yield on Total Loans & Leases	5.70%	5.65%	5.35%	5.23%	5.04%	4.88%	4.85%	4.94% 43
Yield on Earning Assets	4.94%	5.06%	4.65%	4.74%	4.48%	4.42%	4.33%	4.17% 62
Total Cost of Deposits	1.08%	0.94%	0.80%	0.75%	0.76%	0.75%	0.75%	0.41% 89
Total Cost of Funds	1.14%	0.95%	0.79%	0.75%	0.73%	0.74%	0.78%	0.46% 88
Interest Rate Spread	3.62%	3.93%	3.63%	3.75%	3.53%	3.44%	3.28%	3.56% 29
Asset Quality:								
Nonaccrual Loans / Loans	0.34%	0.28%	0.21%	0.12%	0.08%	0.34%	0.36%	0.52% 36
NPAs & Restructured Loans / Assets	2.39%	1.75%	0.98%	0.24%	0.17%	0.28%	0.30%	0.88% 19
Texas Ratio (adjusted) (4)	25%	18%	10%	3%	2%	3%	3%	7% 24
Net Chargeoff Ratio	1.34%	0.33%	(0.09%)	(0.00%)	(0.01%)	0.00%	(0.00%)	0.02% 29
Loan Loss Reserve / ' Assets	1.43%	1.20%	1.04%	1.03%	1.02%	1.03%	1.02%	1.25% 22
Capital Ratios:								
Tang. Common Equity / Tang. Assets	8.31%	8.81%	9.36%	7.68%	8.19%	8.25%	8.39%	9.99% 10
Leverage Ratio	7.85%	9.08%	9.40%	8.30%	8.56%	8.41%	8.71%	10.06% 13
Common Equity Tier 1 Ratio	NA	NA	NA	NA	13.37%	12.85%	12.83%	13.43% 41
Tier 1 Ratio	11.37%	11.84%	12.97%	11.41%	13.37%	12.85%	12.83%	13.44% 40
Total Risk-Based Ratio	12.63%	13.10%	14.22%	12.66%	14.62%	14.10%	14.08%	14.57% 42

Changes over time

Red flags

Your Financial Story: vs Peers

Strengths

Biscayne Bank vs. UBPR Peer Group 3

Period Type: MRQ

As of: 06/30/17

Peer Group: UBPR Peer Group 3

Red Zone		Bottom 20th Percentile		Orange Zone		Yellow Zone		Blue Zone		Top/Best 20th Percentile		LEADER BOARD		Your Nominal PCT Rank							
0 - 10th		10 - 20th		20-30th		30-40th		40-50th		50-60th		60-70th		70-80th		80-90th		90 - 100th		PCT Rank	

Profitability & Earnings:

Net Interest Margin	3.28%	3.59%	3.71%	4.18%	42
Noninterest Income (core) / Assets	0.26%	0.37%	0.65%	1.09%	11
Efficiency Ratio (core)	74.3%	65.2%	54.8%	47.3%	7
Noninterest Expense (core) / Assets	3.31%	2.74%	2.18%	1.77%	7
Core Operating Earnings / Assets	1.05%	1.48%	1.93%	1.98%	82
ROAA (pre-tax)	0.97%	1.38%	1.80%	1.83%	78
ROAA (stated)	0.72%	1.04%	1.12%	1.54%	57
ROAE Available to Common (tax-affected)	6.49%	8.74%	11.65%	13.02%	88
ROATCE Available to Common (tax-affected)	6.71%	9.19%	12.11%	13.02%	86

Yield & Cost Analysis:

Yield on Total Loans & Leases	4.52%	4.85%	4.94%	5.43%	43
Yield on Total Securities	1.32%	1.78%	2.16%	2.57%	4
Yield on Earning Assets	3.71%	4.17%	4.33%	4.69%	62
Total Cost of Deposits	0.75%	0.64%	0.41%	0.24%	89
Total Cost of Funds	0.78%	0.69%	0.46%	0.28%	88
Interest Rate Spread	3.15%	3.28%	3.56%	4.04%	29

Balance Sheet Utilization:

Net Loans / Deposits	67%	84%	96%	103%	92
Total Gross Loans / Assets	57.2%	71.6%	80.6%	83.8%	89
Nondeposit Funding / Total Funding	11.32%	9.07%	3.53%	0.00%	87

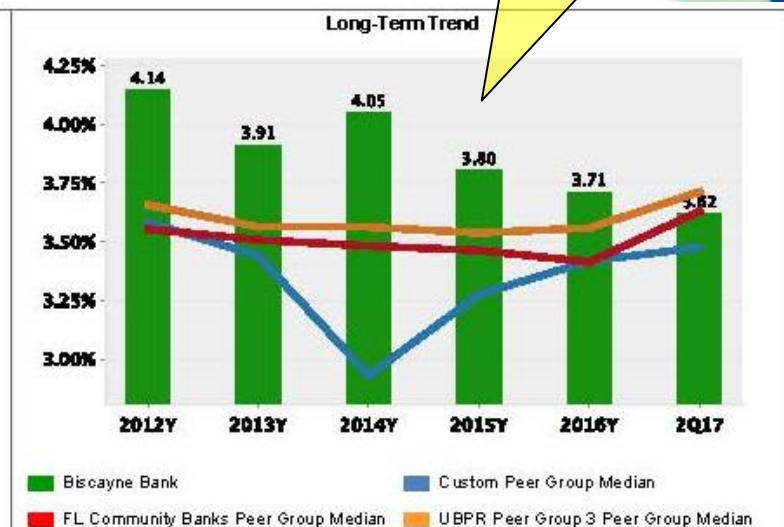
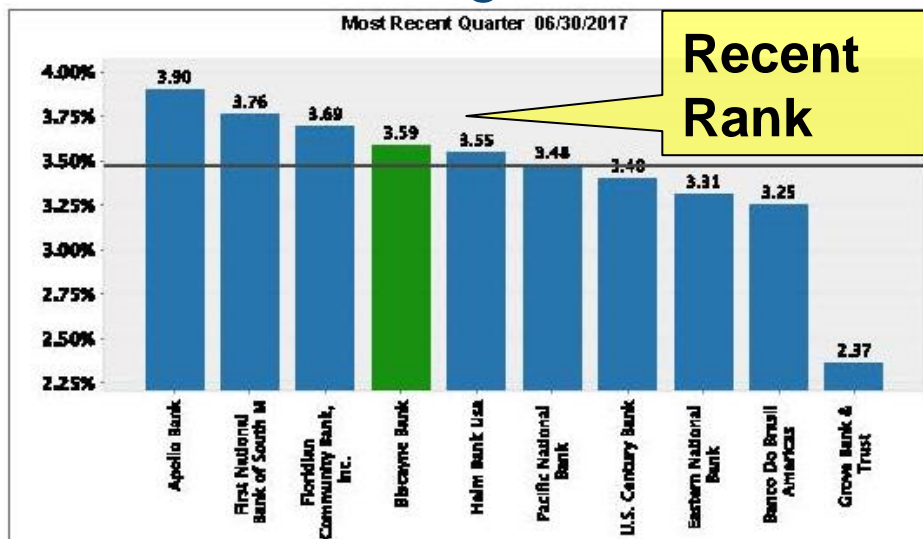
Red flags

Strengths

Your Financial Story: vs Peers

Net Interest Margin

Trend vs.
Peers



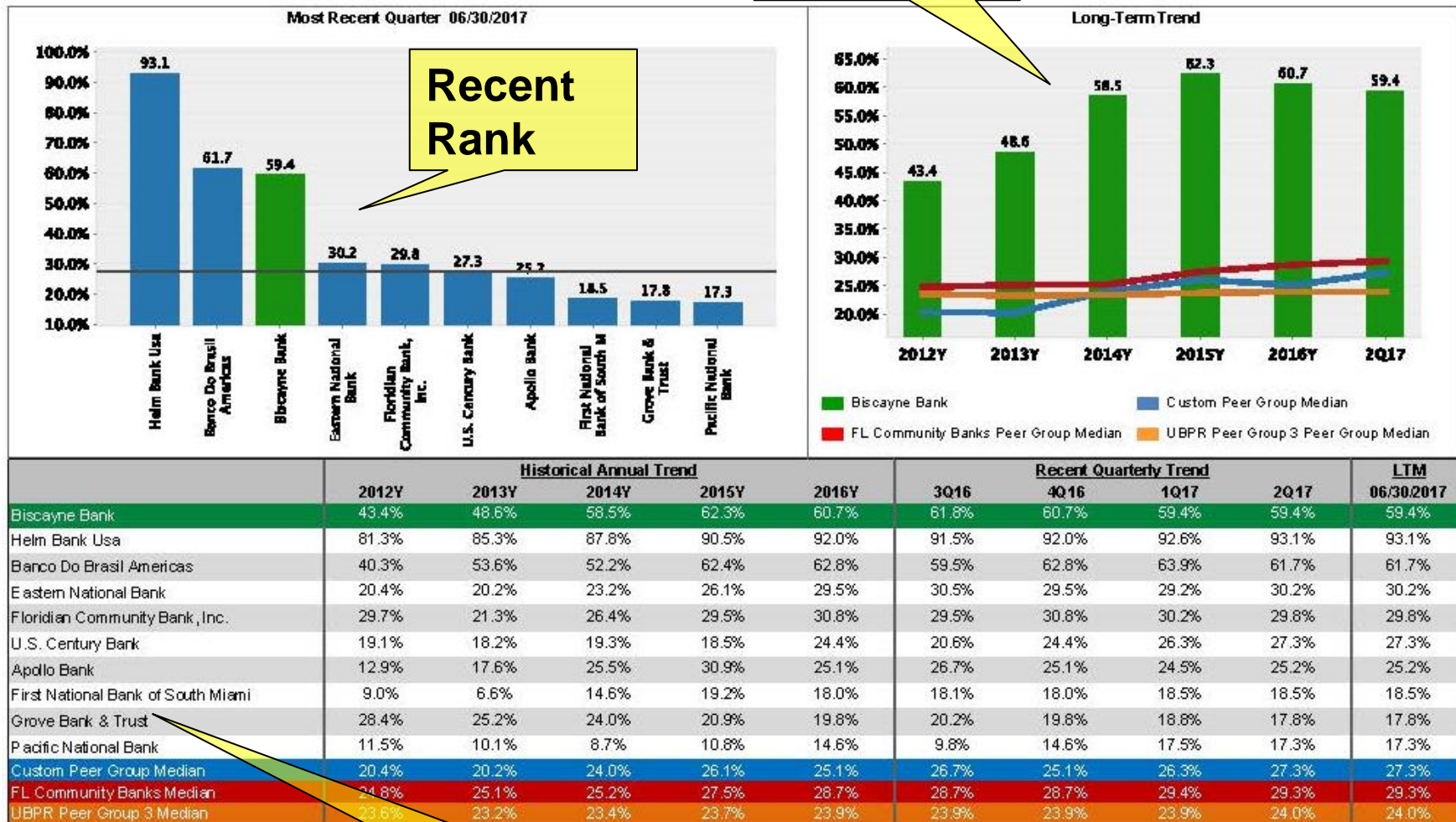
	Historical Annual Trend					Recent Quarterly Trend				LTM
	2012Y	2013Y	2014Y	2015Y	2016Y	3Q16	4Q16	1Q17	2Q17	06/30/2017
Biscayne Bank	4.14%	3.91%	4.05%	3.80%	3.71%	3.78%	3.57%	3.54%	3.59%	3.62%
Apollo Bank	4.36%	4.13%	3.65%	4.02%	4.12%	4.12%	4.28%	3.95%	3.90%	4.06%
First National Bank of South Miami	2.76%	2.67%	2.64%	2.68%	3.11%	3.00%	3.30%	3.36%	3.76%	3.35%
Floridian Community Bank, Inc.	3.47%	3.23%	3.62%	3.43%	3.91%	4.10%	4.00%	3.99%	3.69%	3.93%
Helm Bank USA	3.52%	3.66%	3.71%	3.94%	3.62%	3.63%	3.59%	3.65%	3.55%	3.60%
Pacific National Bank	3.67%	3.54%	0.62%	3.26%	3.53%	3.54%	3.45%	3.31%	3.48%	3.45%
U.S. Century Bank	3.38%	3.38%	3.39%	3.30%	3.47%	3.57%	3.58%	3.17%	3.40%	3.43%
Eastern National Bank	3.50%	3.48%	3.41%	3.48%	3.75%	3.80%	3.81%	3.45%	3.31%	3.57%
Banco Do Brasil Americas	2.30%	2.14%	2.80%	3.00%	3.04%	3.12%	3.12%	3.08%	3.25%	3.15%
Grove Bank & Trust	2.60%	2.34%	2.24%	2.37%	2.31%	2.35%	2.28%	2.34%	2.37%	2.33%
Custom Peer Group Median	3.58%	3.44%	2.93%	3.28%	3.42%	3.57%	3.58%	3.36%	3.48%	3.45%
FL Community Banks Median	3.55%	3.51%	3.48%	3.46%	3.41%	3.59%	3.62%	3.57%	3.63%	3.59%
UBPR Peer Group 3 Median	3.56%	3.56%	3.55%	3.54%	3.56%	3.68%	3.64%	3.62%	3.71%	3.67%

Vs. Each
Peer

Your Financial Story: vs Peers

1-4 Family Resi Loans Mix

Trend vs.
Peers

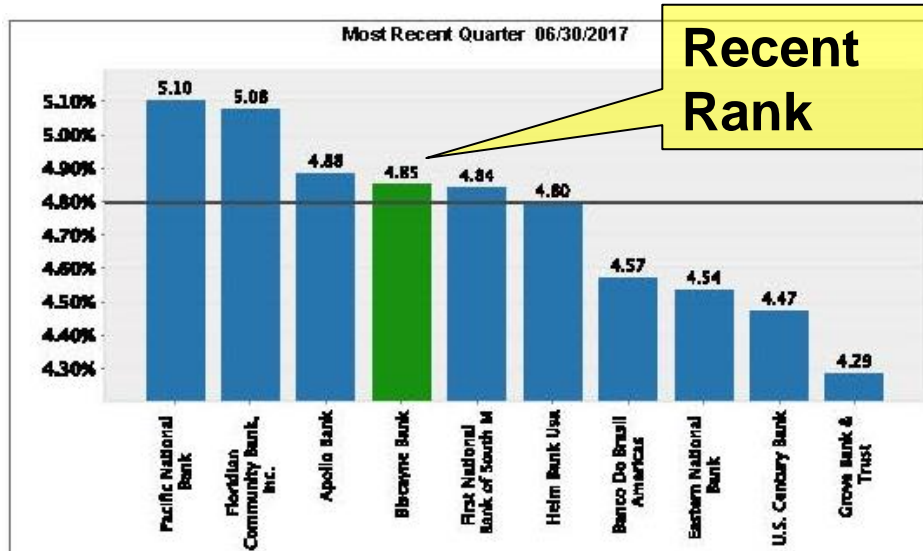


Vs. Each Peer

Your Financial Story: vs Peers

Yield on Loans

Trend vs.
Peers



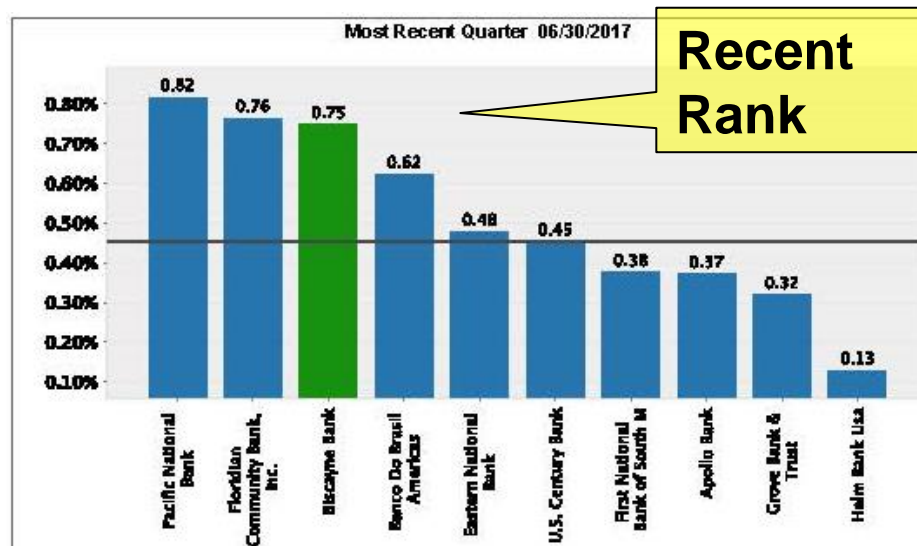
	Historical Annual Trend					Recent Quarterly Trend				LTM
	2012Y	2013Y	2014Y	2015Y	2016Y	3Q16	4Q16	1Q17	2Q17	06/30/2017
Biscayne Bank	5.65%	5.35%	5.23%	5.04%	4.88%	4.91%	4.85%	4.82%	4.85%	4.86%
Pacific National Bank	5.20%	5.05%	0.88%	5.05%	5.08%	5.03%	5.11%	4.94%	5.10%	5.05%
Floridian Community Bank, Inc.	6.04%	5.41%	5.20%	4.94%	5.18%	5.19%	5.25%	5.07%	5.08%	5.14%
Apollo Bank	5.46%	5.23%	4.70%	5.09%	5.04%	4.95%	5.29%	4.87%	4.88%	5.00%
First National Bank of South Miami	5.14%	5.06%	4.95%	4.95%	4.84%	4.79%	4.75%	4.62%	4.84%	4.75%
Helm Bank USA	5.56%	5.49%	5.38%	5.21%	5.06%	5.04%	5.00%	4.97%	4.80%	4.95%
Banco Do Brasil Americas	6.55%	6.36%	5.16%	4.48%	4.52%	4.62%	4.47%	4.40%	4.57%	4.51%
Eastern National Bank	4.25%	4.15%	4.06%	4.14%	4.41%	4.48%	4.46%	4.35%	4.54%	4.46%
U.S. Century Bank	4.61%	4.59%	4.35%	4.22%	4.37%	4.50%	4.46%	4.11%	4.47%	4.39%
Grove Bank & Trust	5.44%	5.17%	4.72%	4.46%	4.53%	4.57%	4.42%	4.26%	4.29%	4.38%
Custom Peer Group Median	5.28%	5.06%	4.35%	4.42%	4.47%	4.79%	4.75%	4.62%	4.80%	4.75%
FL Community Banks Median	5.52%	5.16%	4.92%	4.83%	4.66%	4.88%	4.87%	4.77%	4.89%	4.87%
UBPR Peer Group 3 Median	5.54%	5.18%	4.95%	4.83%	4.78%	4.93%	4.91%	4.84%	4.94%	4.92%

Vs. Each
Peer

Your Financial Story: vs Peers

Cost of Deposits

Trend vs.
Peers



	Historical Annual Trend					Recent Quarterly Trend				LTM
	2012Y	2013Y	2014Y	2015Y	2016Y	3Q16	4Q16	1Q17	2Q17	06/30/2017
Biscayne Bank	0.94%	0.80%	0.75%	0.76%	0.75%	0.76%	0.78%	0.74%	0.75%	0.74%
Pacific National Bank	0.23%	0.31%	0.04%	0.35%	0.65%	0.69%	0.75%	0.78%	0.82%	0.77%
Floridian Community Bank, Inc.	0.93%	0.79%	0.73%	0.63%	0.62%	0.62%	0.72%	0.61%	0.76%	0.67%
Banco Do Brasil Americas	0.45%	0.37%	0.25%	0.35%	0.62%	0.65%	0.69%	0.60%	0.62%	0.63%
Eastern National Bank	0.56%	0.50%	0.50%	0.55%	0.60%	0.61%	0.62%	0.59%	0.48%	0.54%
U.S. Century Bank	0.76%	0.49%	0.39%	0.46%	0.42%	0.42%	0.43%	0.43%	0.45%	0.44%
First National Bank of South Miami	0.44%	0.36%	0.31%	0.28%	0.28%	0.28%	0.28%	0.34%	0.38%	0.32%
Apollo Bank	0.48%	0.42%	0.35%	0.33%	0.36%	0.35%	0.38%	0.34%	0.37%	0.36%
Grove Bank & Trust	0.47%	0.42%	0.33%	0.28%	0.29%	0.28%	0.29%	0.29%	0.32%	0.30%
Helm Bank USA	0.09%	0.08%	0.06%	0.07%	0.08%	0.08%	0.09%	0.09%	0.13%	0.10%
Custom Peer Group Median	0.45%	0.41%	0.29%	0.31%	0.42%	0.42%	0.43%	0.43%	0.45%	0.44%
FL Community Banks Median	0.61%	0.48%	0.42%	0.40%	0.40%	0.42%	0.43%	0.40%	0.42%	0.41%
UBPR Peer Group 3 Median	0.63%	0.48%	0.41%	0.38%	0.37%	0.39%	0.40%	0.38%	0.41%	0.40%

**Vs. Each
Peer**

Use Peer Data to Set Goals



Set Outcome Goals

- “Absolute” goals (e.g. 1.0% ROA)
- “Relative” (e.g. top 20% of peer group) performance levels

Determine Appropriate Process Goals

- Drill down on components of profitability
 - ✓ Common size every key aspect
- Focus on 80/20 rule of what “moves the needle”
- Assess SWOTs vs Peers

Focus on what you control

- Management decisions vs market forces

Measure to Manage

- Periodically compare performance to goals and to peers



Everyone Needs Goals!





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Bank & Peer Performance

Powerful Benchmarking Tools
PeerWatch Trends
PeerWatch Side by Side Analysis
Bank Performance Report Card
Liquidity Risk Report
UBPR and Custom Peer Groups



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Comprehensive data, at your fingertips
Your Bank's Financial Story
Competitive Research on any Bank



Regulatory Compliance

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