# Bankwell Financial Group 3Q'18 Investor Presentation



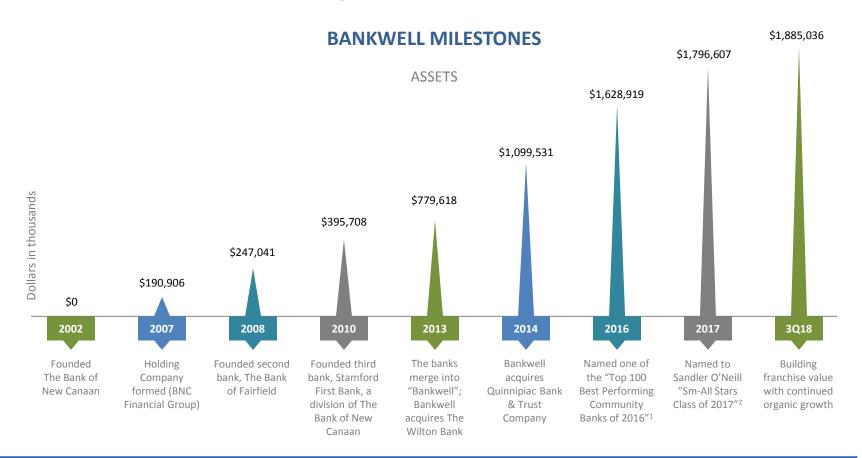


This presentation may contain certain forward-looking statements about the Company. Forward-looking statements include statements regarding anticipated future events and can be identified by the fact that they do not relate strictly to historical or current facts. They often include words such as "believe," "expect," "would," "should," "could," or "may." Forward-looking statements, by their nature, are subject to risks and uncertainties. Certain factors that could cause actual results to differ materially from expected results include increased competitive pressures, changes in the interest rate environment, general economic conditions or conditions within the securities markets, and legislative and regulatory changes that could adversely affect the business in which the Company and its subsidiaries are engaged.



## Bankwell's Story

# Bankwell is one of the fastest growing and most profitable community banks in Connecticut.



Bankwell was named one of the "Top 100 Best Performing Community Banks of 2016" between \$1 billion and \$10 billion in assets nationwide based on certain metrics for the year ended December 31, 2016 by S&P Global Market Intelligence

Bankwell was named one of 29 banks nationwide to make the Sandler O'Neill + Partners list of "Sm-All Stars", and the only CT bank to make the list

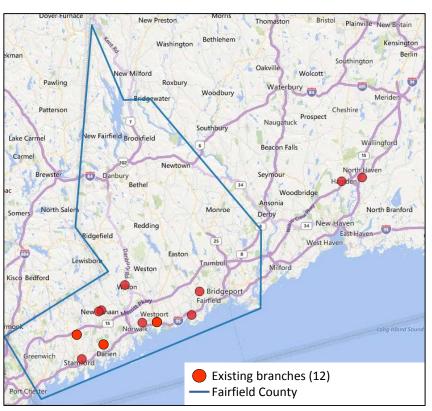


#### **Bankwell Profile**

#### **Company Overview**

NASDAQ: BWFG

- \$1.89B asset Connecticut-based bank with focus on CRE and C&I lending
- 12 existing branches in Fairfield & New Haven Counties



- \$162MM deposits per branch, excluding the 3 new branches opened in 2Q; highest in Fairfield
   New Haven Counties<sup>1</sup>
- Attractive core market of Fairfield County / Bridgeport-Stamford-Norwalk MSA
  - Most affluent MSA in the Nation in per capita personal income (PCPI)<sup>2</sup>

<sup>&</sup>lt;sup>1</sup> Source: S&P Global Market Intelligence's *Branch Competitors & Pricing Report* as of 6/30/18, excluding global money center banks (tickers BAC, WFC, JPM, TD & C)

<sup>&</sup>lt;sup>2</sup> Source: Bureau of Economic Analysis' Metropolitan Area Table, contained within the Local Area Personal Income, 2016 news release on 11/16/17



# Why Bankwell?

#### Growth

- Proven track record of quality loan originations; \$400MM annually in past 3 yrs.
- Tangible Book Value growth of 36% since 2014 IPO
- Significant investment in personnel, systems & footprint expansion

#### Risk Management

- Strong credit culture; prudent, conservative credit standards
- Historically low NPLs / NPAs with low charge-offs
- Diverse product experience in CRE, C&I, Residential & Consumer

#### **Performance**

- Strong Net Income growth; quarterly dividends paid since 4Q'15
- Outperformed KBW Regional Banking Index by 12% since 2014 IPO<sup>1</sup>
- Capital ratios put BWFG well above "well capitalized"

#### Management

- Performance-driven, highly experienced Management Team
- Strong BOD comprised of a broad cross-section of Subject Matter Experts
- 23% "Insider Ownership" of the Bank<sup>2</sup>

#### Consistently strong performer in highly attractive markets

<sup>&</sup>lt;sup>1</sup> as of September 28<sup>th</sup>, 2018

<sup>&</sup>lt;sup>2</sup> as of September 30<sup>th</sup>, 2018



## **Strategic Priorities**

Strategic expansion of C&I lending **Balance Sheet Diversification** Price "smart", defend NIM through disciplined / Loan Growth growth Opened three new branches Launched online deposit gathering **Deposit Growth** Key Treasury Management initiatives, targeting Municipalities, Professional Services Maintain discipline **Credit Quality** Expand portfolio management capabilities Maintain strong capital ratios Capital Management Well-positioned for opportunistic M&A Dividend flexibility



# 3Q'18 Highlights

Profitability	<ul> <li>\$4.9 million Net Income</li> </ul>			
	<ul> <li>1.03% Return on Average Assets</li> </ul>			
	<ul> <li>11.23% Return on Average Equity</li> </ul>			
	<ul> <li>\$22.20 Tangible Book Value</li> </ul>			
	• \$1.6 billion of gross loans, 5% growth year over year			
	<ul> <li>\$1.5 billion of deposits, 6% growth year over year</li> </ul>			
Growth	<ul> <li>3 new branches grew to \$24MM in deposit balances</li> </ul>			
	<ul> <li>\$13.1MM of assets per employee</li> </ul>			
	3Q'18 dividend of \$0.12 declared			
	<ul> <li>Considered "Well Capitalized" with</li> </ul>			
Stability	• 10.14% Tier 1 Leverage			
	• 11.43% CET1 / RWA			
	<ul> <li>12.61% Total Capital / RWA</li> </ul>			



# 3Q Consolidated Statement of Income

Dollars in millions	2018	2017	<b>V</b> <sup>1</sup>	Key drivers	
Total Interest Income	\$20.5	\$18.3	\$2.2	Net Interest Income growth driven by	
Total Interest Expense	\$6.3	\$4.5	\$1.8	loan originations, partially offset from rising cost of funds on deposits & increased borrowings	
Net Interest Income	\$14.2	\$13.9	\$0.4	increased borrowings	
Provision for Loan Losses	\$0.3	\$0.4	\$(0.1)	<b>Provision for Loan Losses</b> favorable due to improving historical loss trends	
Net Interest Income after Provision	\$13.9	\$13.5	\$0.5	Non Interest Expense increase over prior	
Non Interest Income	\$0.9	\$0.8	\$0.0	period in support of ongoing business growth, reflected in increased C&B and	
Non Interest Expense	\$8.9	\$8.1	\$0.7	Occupancy / Equipment expenses	
Pre-Tax Income	\$5.9	\$6.2	\$(0.2)	<b>Tax Expense</b> reflects the impact of the new Corporate Tax Rate of 21%, vs prior	
Income Tax Expense	\$1.1	\$1.9	\$(0.8)	rate of 35%	
Reported Net Income (Loss)	\$4.9	\$4.3	\$0.6		
EPS	\$0.62	\$0.55	\$0.07		

<sup>&</sup>lt;sup>1</sup> Variances are rounded based on actual whole dollar amounts



# 3Q YTD Consolidated Statement of Income

Dollars in millions	2018	2017	<b>V</b> <sup>1</sup>	Key drivers		
Total Interest Income	\$58.5	\$52.5	\$6.0	Net Interest Income growth driven by		
Total Interest Expense	\$16.7	\$12.0	\$4.6	loan originations, partially offset from rising cost of funds on deposits & increased borrowings		
Net Interest Income	\$41.9	\$40.5	\$1.4	mercased borrowings		
Provision for Loan Losses	\$0.6	\$1.8	\$(1.2)	<b>Provision for Loan Losses</b> favorable due to improving historical loss trends		
Net Interest Income after Provision	\$41.2	\$38.6	\$2.6	Non Interest Expense increase over prior		
Non Interest Income	\$3.3	\$3.1	\$0.2	period in support of ongoing business growth, including the opening of 3 new		
Non Interest Expense	\$26.8	\$23.9	\$2.9	branches in '18,reflected in increased C&B and Occupancy / Equipment		
Pre-Tax Income	\$17.7	\$17.8	\$(0.1)	<ul> <li>expenses; Also impacted by reduced loa</li> <li>origination costs as a result of year-over</li> <li>year lower loan volume</li> </ul>		
Income Tax Expense	\$3.5	\$6.0	\$2.5	,		
Reported Net Income (Loss)	\$14.2	\$11.7	\$2.4	Tax Expense reflects the impact of the new Corporate Tax Rate of 21%, vs prior rate of 35%		
EPS	\$1.80	\$1.51	\$0.29			

<sup>&</sup>lt;sup>1</sup> Variances are rounded based on actual whole dollar amounts



# Financial Snapshot

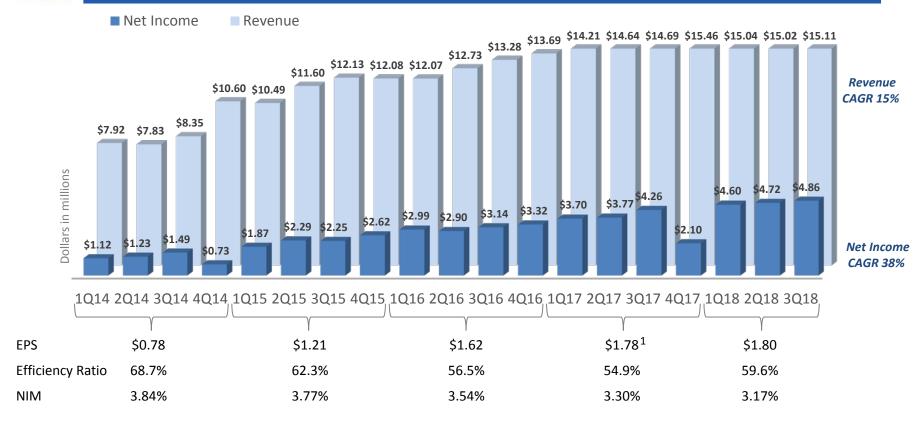
Dollars in thousands, except per share data	2014	2015	2016	<b>2017</b> <sup>1</sup>	1Q'18	2Q'18	3Q'18
Total assets	\$1,099,531	\$1,330,372	\$1,628,919	\$1,796,607	\$1,831,243	\$1,870,802	\$1,885,036
Net loans	\$915,981	\$1,129,748	\$1,343,895	\$1,520,879	\$1,534,565	\$1,572,591	\$1,585,465
Loans to deposits	110.7%	109.1%	105.6%	110.1%	108.7%	108.4%	107.2%
Efficiency ratio	68.7%	62.3%	56.5%	54.9%	62.0%	60.1%	59.6%
Net interest margin	3.84%	3.77%	3.54%	3.30%	3.15%	3.15%	3.17%
Total capital to risk weighted assets	13.55%	13.39%	12.85%	12.19%	12.35%	12.47%	12.61%
Return on average equity	5.13%	6.76%	8.94%	8.93%	11.35%	11.28%	11.23%
Tangible book value per share	\$16.35	\$17.43	\$18.98	\$20.59	\$21.12	\$21.56	\$22.20
Net interest income	\$31,660	\$42,788	\$49,092	\$54,364	\$13,705	\$13,908	\$14,246
Net income	\$4,568	\$9,030	\$12,350	\$13,830	\$4,600	\$4,715	\$4,857
EPS (fully diluted)	\$0.78	\$1.21	\$1.62	\$1.78	\$0.59	\$0.60	\$0.62

 ${\it Quarterly\ ratios\ are\ year-to-date\ calculations}$ 

<sup>&</sup>lt;sup>1</sup> Values are based on reported earnings / performance, which were impacted primarily as a result of the *Tax Cut and Jobs Act* passed in December 2017 along with several other smaller items. Please refer to BWFG's 4Q'17 Earnings Release for further detail



#### **Financial Performance Trends**

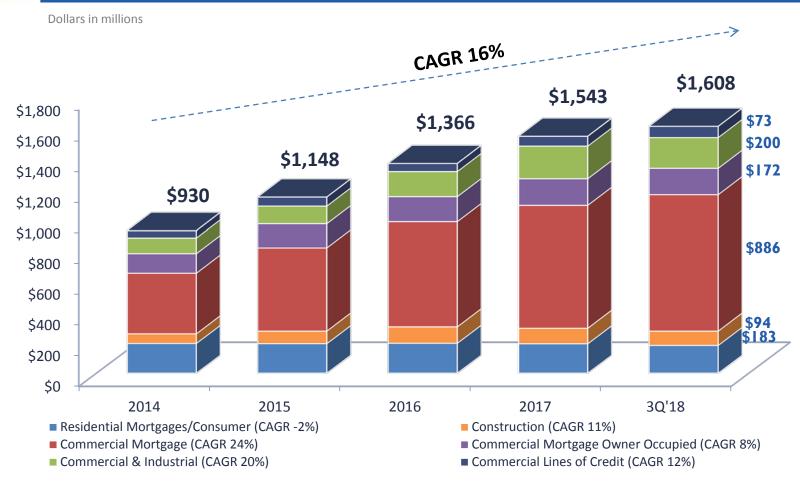


- The third quarter efficiency ratio was 58.6%, bringing the year to date ratio down to 59.6%
- NIM relatively stable through 2018; rising pressure on deposit costs partially mitigated by prepay penalties and default interest collected

<sup>&</sup>lt;sup>1</sup>4Q'17 EPS reduced by \$0.26 due to the impact of the *Tax Cut and Jobs Act* passed in December 2017 along with several other smaller items; on a "core" basis, 2017 EPS is \$2.03, please refer to BWFG's 4Q'17 Earnings Release for further detail



#### Loan Portfolio



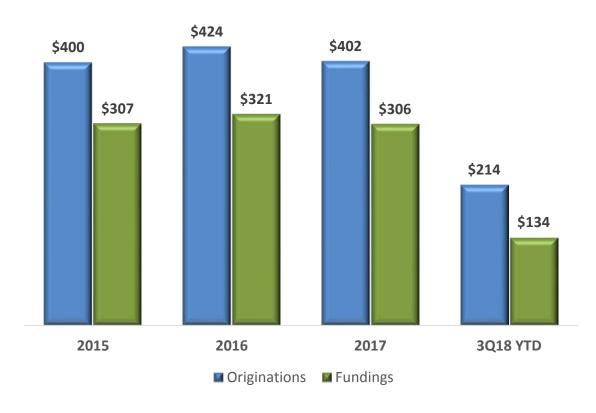
#### '18 driven by strong originations offset by prepayments



#### **Loan Volume Trends**

Dollars in millions





- YTD results reflect pricing discipline during Q1, a period of disproportionate competition
- Origination volume subsequently normalized at appropriate credit spreads
- Anticipate full year originations of ~\$300MM

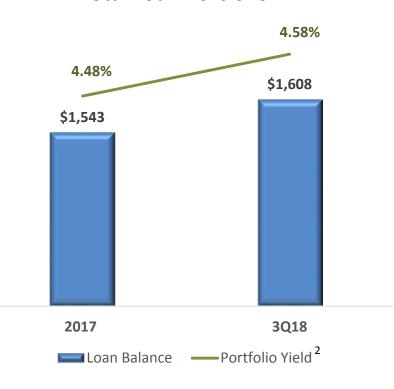


# **Loan Pricing Trends**

Dollars in millions

Loan statistics	3Q	YTD
Weighted average yield on new loan fundings	5.48%	5.30%
Weighted average life on new loans	~4.0 Yrs	~4.5 Yrs
Average 5 Yr Treasury	2.81%	2.71%
Current 5 Yr Treasury <sup>1</sup>	3.0	9%

#### Total Loan Portfolio



#### Current rates imply further portfolio yield increases

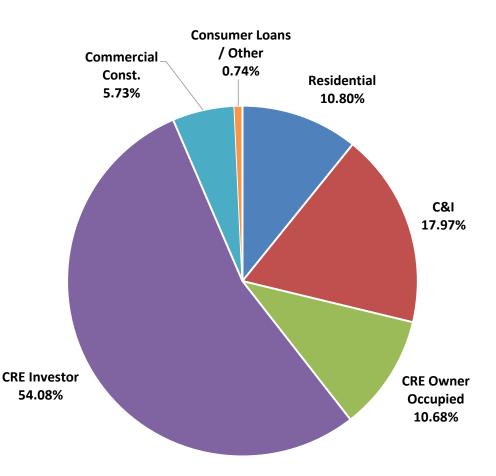
<sup>&</sup>lt;sup>1</sup> As of 11-8-18

<sup>&</sup>lt;sup>2</sup> Weighted average yield based on active loans as of 12-31-17 & 9-30-18, respectively



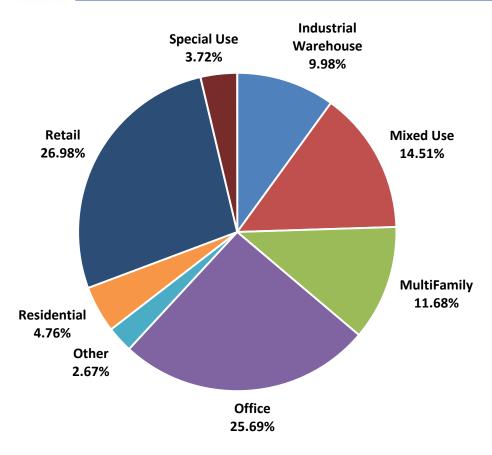
#### Loan Portfolio

- Team of skilled credit analysts, most with > 10 years' experience
- Strong risk management practices in place
- Developed rigorous suite of risk management reports, enabling multi-level portfolio stratification
- Proven track record as CRE Lender
- C&I concentration grew from 15.1% in year-end 2015 to 18.0% in 3Q'18, while increasing loan portfolio \$460MM over the same time period





#### CRE Loan Portfolio<sup>1</sup>



- At year-end 2017, Retail and Office concentrations were 27.21% and 27.90%, respectively
- Property Type mix has diversified over 2018 while overall portfolio has grown

Dollars in millions

Retail Composition	\$	%
Retail <sup>2</sup>	\$168	55.30%
Grocery	\$76	25.00%
Pharmacy	\$27	9.03%
Restaurant	\$17	5.50%
Gas / Auto Services	\$16	5.16%
Total Retail	\$303	100.00%

• Average deal size is \$2.1MM

Condo  Total Office	\$2 <b>\$289</b>	0.70% <b>100.00</b> %
Medical	\$80	27.67%
Office (primarily suburban)	\$207	71.62%
Office Composition	\$	%

• Average deal size is \$2.0MM

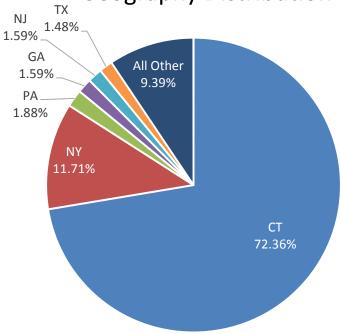
<sup>&</sup>lt;sup>1</sup> Includes Owner Occupied CRE

<sup>&</sup>lt;sup>2</sup> Comprised primarily of neighborhood and convenience centers, typically characterized by: size up to 125,000 sq. ft.; convenience and service oriented



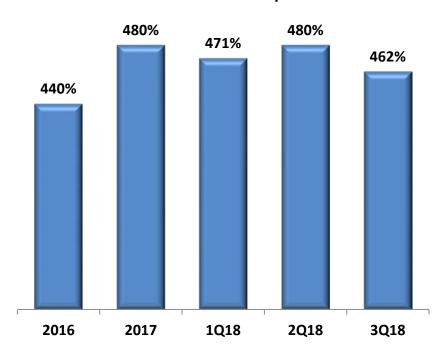
### CRE Loan Portfolio<sup>1</sup>

#### **Geography Distribution**



- Measured approach to expansion
- Following existing customers to new locations
- Improved geographic diversification since year-end 2017

#### CRE to Risk Based Capital Ratio



- Proven track record as CRE Lender
- Strong risk management practices in place

<sup>&</sup>lt;sup>1</sup> Includes Owner Occupied CRE



# **Asset Quality**

#### **NPAs to Total Assets**

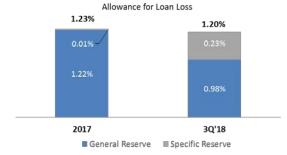


#### **Update on the 2 recent NPAs**

**NPA #1** \$4MM loan fully paid off in 3Q'18; BWFG recovered 100% principal plus default interest and expenses.

**NPA #2** Continuing to work with borrower on multiple pathways to repayment; \$3.1MM specific reserve balance as of 3Q.

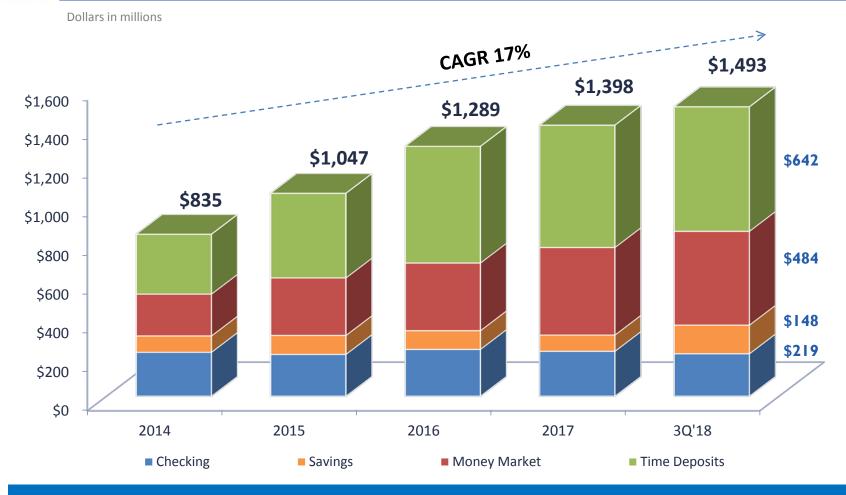
- 1Q increase in NPAs driven by two specific relationships (see update box to left)
- 2Q NPAs increase attributable to required repurchase of guaranteed portion of SBA loan deemed an NPA in 1Q
- Subsequent reduction in 3Q NPAs given \$4MM payoff ("NPA #1")
- The total allowance for loan loss ("ALLL") reserve is \$19.3MM and represents 1.20% of total loans



- The general ALLL reserve provides 288% coverage of NPAs that do not carry a specific reserve
- Net Charge-Offs / Average Loans remains low at 0.02%







### BWFG increasing deposits in a competitive market



# **Deposit Market Share**

#### Growing deposit share in very competitive markets

	Deposit Market Share					
Location	2013	2014	2015	2016	2017	2018
New Canaan	19.77%	22.71%	24.40%	29.59%	31.10%	32.44%
Wilton	6.26%	6.87%	7.76%	9.85%	13.81%	15.18%
Fairfield	5.95%	7.65%	6.38%	7.58%	9.18%	9.14%
Norwalk	not applica	able	1.44%	1.97%	2.92%	3.62%
Stamford	1.99%	2.84%	2.00%	1.92%	2.28%	2.50%
Darien	not applica	able				0.31%
Westport	not applica	able				0.05%
Fairfield County	1.51%	2.00%	1.94%	2.17%	2.54%	2.69%
New Haven County	0.40%	0.43%	0.45%	0.55%	0.61%	0.63%



# Management Team

Name	Years Experience	Selected Professional Biography
Christopher Gruseke President & CEO (since 2015)	25+	<ul> <li>Founding investor of Bankwell's precursor, Bank of New Canaan, member of BoD and ALCO Committee 2009 to 2012</li> <li>20 year Investment Banking career focused on financial institutions, securitizations and interest rate risk management</li> <li>Management positions include Chief Operating Officer of Greenwich Capital Markets</li> </ul>
Penko Ivanov EVP & CFO (since 2016)	25+	<ul> <li>CFO for Darien Rowayton Bank &amp; Doral Bank's US Operations</li> <li>Proven track record in building, improving and overseeing all areas of Finance, including Controllership, SOX, Treasury, FP&amp;A, as well as internal and external reporting functions</li> <li>Prior experience includes 8 years with GE Capital in various finance roles</li> </ul>
Heidi S. DeWyngaert EVP & Chief Lending Officer (since 2004)	30+	<ul> <li>Previously at Webster Bank, managing the Fairfield County Commercial Real Estate group</li> <li>10 years as Vice President for CRE at First Union National Bank</li> </ul>
David P. Dineen EVP & Head of Community Banking (since 2016)	30+	<ul> <li>Previously at Capital One Commercial Bank as the National Market Manager for Treasury Management and Deposit Services</li> <li>Managed Retail Branch networks and Treasury Management sales teams at NorthFork Bank and Commerce Bank</li> </ul>
Christine A. Chivily EVP & Chief Risk & Credit Officer (since 2013)	30+	<ul> <li>Previously a Risk Manager for CRE and C&amp;I at Peoples United Bank</li> <li>SVP/Senior Credit Officer at RBS Greenwich Capital Markets (11 years); Director - Northeast Region, Multifamily at Freddie Mac (5 years); Manager, Loan Servicing - Distressed Assets at M&amp;T Bank</li> </ul>
Laura J. Waitz EVP & Chief of Staff (since 2017)	30+	<ul> <li>Previously Senior Managing Director, Global Head of Human Resources at The Blackstone Group (9 years)</li> <li>Also at Citi Alternative Investments as MD &amp; Global Head of Compensation &amp; at Deutsche Bank as Head of Compensation (Americas) &amp; as Global Compensation Mgr. for Private Equity &amp; Investment Bank</li> </ul>

Experienced management team with a diverse, non-community banking background



# **Thank You & Questions**