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Inspired By **Acquire or Be Acquired**

What Officers & Directors Need to Know Now

We're Coming To You!

BankDirector.com | February 4-19, 2021

For more information and to gain access, please visit BankDirector.com
or call our events department at (877) 397-7595.

A Message from Bank Director's CEO

2020 has tested all of us in ways we never imagined. It seems a new challenge continues to await us at every turn. While we planned to host business leaders in late January, the CDC recently warned the coming months might be the most difficult time in the public health history of this nation. Accordingly, we postponed the industry's premier banking event for CEOs, senior executives and board members until January 30-February 1, 2022.

Given this decision, Bank Director created a new board-level intelligence package, **Inspired By Acquire or Be Acquired: What Officers & Directors Need to Know Now**. Unlike a virtual conference, this exclusive digital content aggregates current topics, trends, statistics and market insight on a new BankDirector.com platform.

As the enclosed overview outlines, Inspired By Acquire or Be Acquired surfaces financial, technology and industry trends to help the senior-most leaders within the banking industry use their time wisely to get current on a host of issues and relevant ideas. By aggregating the type of leadership issues one would find at a conference like Acquire or Be Acquired into short-form segments, we clearly (and concisely) bring the best of the professional services world to life, allowing you and your board team to plan for the road ahead.

At a high level, the information provided addresses complex challenges facing officers and directors. Some segments reflect conversations designed to take place in the boardroom; while others reflect real-time data business leaders might base short-term performance goals off of in preparation for the first two quarters of the year. Each presentation features a 20-30 minute video and provides supporting information which includes written content in the form of white papers, articles or research reports. In addition, users can engage directly with their constituents through peer-to-peer messaging. For those interested in arranging meetings to speak directly with industry experts, we provide a simple and secure messaging application within BankDirector.com.

Allowing you, your board and your executive team to get smarter, faster in these unprecedented times, you can gain access to Inspired By Acquire or Be Acquired beginning February 4 through February 19. We are committed to providing you and your bank the highest quality content – and we are working to incorporate virtual peer exchanges into the segments as well. For agenda updates and to enlist your team's participation, simply visit BankDirector.com or call our events department at (877) 397-7595.

Thank you for your support! We look forward to continuing to serve you and your bank.



Al Dominick

CEO | Bank Director

adominick@bankdirector.com

Take advantage of the issues, ideas and opportunities to start 2021 – all brought to life with Bank Director's exclusive digital board-level intelligence package!

Inspired by our Acquire or Be Acquired Conference, this exclusive digital content aggregates current topics, trends, statistics and market insight on a new BankDirector.com platform beginning February 4 through February 19, 2021. By surfacing financial, technology and industry trends, we help bank leaders and directors use their time wisely to get current on a host of issues and relevant ideas.

Available When & Where You Choose

Not Another Zoom, Webinar or Virtual Conference

Board-Level Intelligence Package

Timely, Relevant Content

Join Your Peers – Virtual Peer Exchanges!

Future of M&A

Thursday, February 11 | 2:00-3:30 PM EDT

Strategic Planning for 2021

Wednesday, February 17 | 2:00-3:30 PM EDT

Included in the board-level intelligence package are two opportunities to join your peers during exclusive, virtual peer exchanges – one focused on the Future of M&A, the second on Strategic Planning. Space is limited, sign up today!

BOARD-LEVEL INTELLIGENCE PACKAGE

Inspired By **Acquire or Be Acquired**

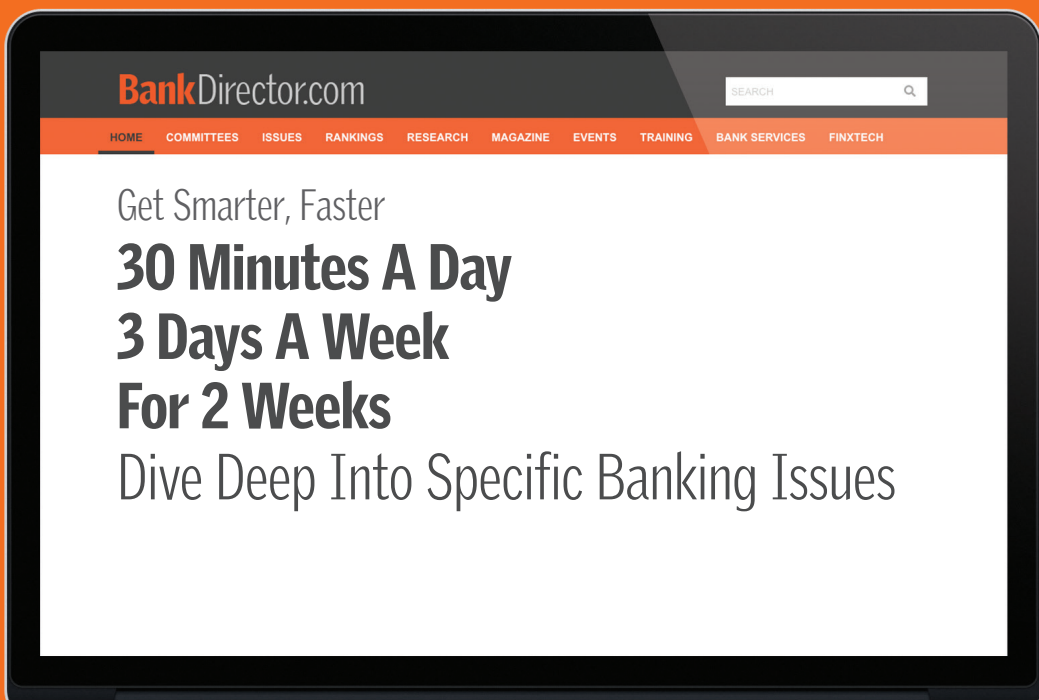
What Officers & Directors Need to Know Now

Inspired By Acquire or Be Acquired digital content aggregates current topics, trends, statistics and market insight on a new BankDirector.com platform.

This comprehensive playbook has been exclusively designed for a bank's leadership team and board as they plan for 2021.

Strategic Planning & Board Sessions

Unlike a digital conference, this board-level intelligence package does not require daily log-ins or excessive time in front of a computer monitor. By aggregating the type of leadership issues one would find at a conference like Acquire or Be Acquired into short-form segments, we clearly (and concisely) bring the best of the professional services world to life, allowing you and your board team to plan for the road ahead. At a high level, the information provided addresses complex challenges facing officers and directors. Some segments reflect conversations designed to take place in the boardroom; while others reflect real-time data business leaders might base short-term performance goals off of.



Timely, Relevant Content

The exclusive intelligence package is made available on Thursday, February 4 through Friday, February 19, 2021. Each presentation includes a 20-30 minute video and provides supporting information which includes written content, in the form of white papers, articles or research reports.

In addition, registered users can engage directly with their constituents through peer-to-peer messaging. For those interested in arranging meetings to speak directly with industry experts, we provide a simple and secure messaging application within BankDirector.com.



If you are the CEO of a private institution, you might be interested in the path to going public;



If you are the CEO of a public institution thinking of acquiring another, you might be interested in pricing expectations;



If you are thinking fintech in 2021, we show how and where cloud-based technology companies are a smart bet;



If you are on the board, this helps you get current on issues like valuation and discover new growth opportunities; and



For senior bank leaders, provide real-world insight on how industry experts approach issues like culture, strategic planning and navigating challenging times.

Connecting Key Concepts

The focus of Inspired By Acquire or Be Acquired starts with the CEO of a bank. The issues presented touch on a number of key business leadership issues appropriate for a senior team to discuss and the board to debate. Content highlights include:

Merger Outlook

Capital Return Opportunities

Balance Sheet Size

Leadership Strategies

Building on Gains Made Through the Crisis

Credit Trends & Expectations

Culture & Talent: The New Workforce

The Impacts of a Low-Rate Environment From Both a Net Interest Margin (NIM) & Expense Management Perspective

**Created for the CEO,
Developed for the Board & Executive Team**



FOCUS

EXPLORING YOUR GROWTH OPTIONS

The State of the Industry

Thomas Michaud, President & CEO, Keefe, Bruyette & Woods, Inc., A Stifel Company

This session takes a 30,000-foot perspective on the current operating environment.

What You & Your Board Need to Know for 2021

This segment continues the “Need to Know” series that has consistently been a popular highlight at the Acquire or Be Acquired Conference. Gain practical insight on what CEOs and directors need to know to succeed in 2021 and beyond.

Growth by Digital Banking and Banking as a Service

Heather Eastep, Partner, Hunton Andrews Kurth LLP

Peter Weinstock, Partner, Hunton Andrews Kurth LLP

In light of latent asset quality concerns and stock market valuations that have hammered the financial services sector, bank mergers & acquisitions have slowed significantly. Moreover, COVID has dramatically increased the transformation to digital banking. In this environment, customer acquisition and retention have been about technology. This presentation covers the current lay of the land as well as what is needed for financial institutions to compete in digital banking and engage in Banking-as-a-Service.

Understanding the Value of Your Bank

Curtis Carpenter, Senior Managing Director, Hovde Group, LLC

Has the value of your bank changed in the past year? How do the pandemic, zero interest rate environment and fluctuating bank stock prices combine to affect the value of your community bank? Is the answer different for rural and urban banks? Explore the answers to these and other questions in this fast-paced, data-driven segment.

Swaps in the Community Bank Tool-Kit: Three Ideas for 2021

Mark Cvrkel, EVP, Chief Financial Officer, Kish Bank

Bob Newman, Managing Director, Chatham Financial

Interest rate swaps are powerful tools, yet community bankers often choose to avoid direct contact due to perceived complexity. In this session a CFO shares how embracing and installing derivative capabilities at a \$1Bn bank proved to be simpler than expected and reveals three pillars that form a framework for success in this challenging operating environment.

Inspired By **Acquire or Be Acquired**

What Officers & Directors Need to Know Now

The Future of Banking – The Four C's

Bill Gleason, Head of PNC FIG Advisory Group, The PNC Financial Services Group, Inc.

Post-COVID, there is expected to be a wave of consolidation in the regional and community bank segments. PNC shares perspectives on banks operating in a mostly digital world and navigating their evolving roles in (1) competition, (2) collaboration, (3) conversion and (4) consolidation to shape the future of banking.

Capital Tools for an Offensive or Defensive Playbook

Michael Corso, Principal, Hovde Group, LLC

The landscape for raising capital in the banking sector underwent a sea change in 2020. In this segment, we discuss the environment for raising capital, as well as the best capital alternatives in today's world to help community bankers achieve their strategic goals in 2021 and beyond.

The Big Picture of Banking


Jack Milligan, Editor-at-Large, Bank Director

Bank Director's Editor-at-Large covers the most interesting banking concepts we have surfaced in recent years and discusses upcoming trends and issues.

Banking's Performance Powerhouses

Emily McCormick, Vice President of Research, Bank Director

The 2021 RankingBanking study focused on banks that built long-term value for shareholders, but there's not one simple recipe for running a successful institution. This session highlights the fundamental areas that drive the top performers' enviable track record.



*The landscape for
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RankingBanking Panel

George Gleason, Chairman & CEO, Bank OZK

Mark Tryniski, President & CEO, Community Bank System, Inc.

Moderated by: Kara Baldwin, Partner, Crowe LLP and Emily McCormick, Vice President of Research, Bank Director

Based on the latest iteration of Bank Director's RankingBanking study, we provide a sneak peek at the results of the long-term performers that weathered – and even outperformed through – the financial crisis. Now, hear directly from some of the banks that topped our list.

RankingBanking: Getting Under the Hood of Horizon Bancorp

Craig Dwight, Chairman & CEO, Horizon Bank

Emily McCormick, Vice President of Research, Bank Director

The 2021 RankingBanking study focused on a diverse range of banks with varying business models and strengths. What these 20 banks all have in common is the ability to deliver long-term success for their shareholders. Bank Director's Vice President of Research, Emily McCormick, explores the performance of one of those banks in this interview with Craig Dwight, CEO of \$5.8 billion Horizon Bancorp. The Michigan City, Indiana-based bank ranked third overall in the study.

Analyst Outlook for 2021

Jake Civiello, Northeast Analyst, Janney Montgomery Scott LLC

Tim Coffey, West Coast Analyst, Janney Montgomery Scott LLC

John Rodis, Midwest Analyst, Janney Montgomery Scott LLC

Moderated by: Chris Marinac, Head of Research, Janney Montgomery Scott LLC

Janney Montgomery Scott's Bank Research team discusses its 2021 outlook for banking and public bank stocks. They look ahead to the next 12 months with their expectations for how the economic recession can transition into a recovering U.S. banking system. Observe their real-time thoughts on video with Janney's team which has a combined 116 years of experience.

Raising Capital Efficiently with Ratings and Data

Van Hesser, Chief Strategist, Kroll Bond Rating Agency, Inc.

Nathan Powell, Managing Director, KBRA Analytics, Kroll Bond Rating Agency, Inc.

Joe Scott, Managing Director, Financial Institutions, Kroll Bond Rating Agency, Inc.

Community banks can efficiently raise capital and increase institutional deposits by achieving an investment grade rating. Advances in the way banks use internal and external data can help banks put themselves in a position to achieve IG credit ratings. Learn about how community bank credit ratings are generated from the market leader in community bank credit ratings, Kroll Bond Rating Agency.

Building The Best of 2020 Into Your Business

Al Dominick, CEO, Bank Director

Dorothy Savarese, Chair & CEO, Cape Cod 5

Cape Cod 5 continues to receive national recognition for its support of local businesses. We ask their CEO about how community banks like hers can build on the gains they've made through the 2020 crisis.

Inspired By **Acquire or Be Acquired**
What Officers & Directors Need to Know Now

FOCUS

MERGERS AND ACQUISITIONS

BOARD-LEVEL INTELLIGENCE

The Resurgence of MOEs

Bill Burgess, Managing Director, Co-Head of Financial Services Investment Banking, Piper Sandler Companies

David Sandler, Managing Director, Co-Head of Financial Services Investment Banking, Piper Sandler Companies

Given the current challenges that most banks face in this low-interest rate and low growth environment, the importance of size and scale has never been more critical. The industry witnessed a wave of low-premium bank mergers pre-COVID, and we expect a resurgence in 2021 Q2 onward. In this panel discussion, we discuss why we expect “Merger-of-Equals” to become more prevalent and how you can prepare for and take full advantage of this strategic opportunity.

What Yogi-isms Teach Us About Transactions Between Banks and Credit Unions

Justin Gingerich, Partner, Howard & Howard

Joseph Silvia, Partner, Howard & Howard

While the thought of linking up with a credit union to do a deal is anathema to banks, these deals are happening and credit unions have emerged as competitive buyers. In many cases, strategic transactions with credit unions can make economic and business sense. This presentation addresses the various business and regulatory aspects of these transactions, as well as the potential challenges and benefits.

2020: The Year the World Changed – What’s Next for Industry Consolidation?

In the last year, the world changed drastically. How will the industry change? Will consolidation accelerate? If so, how will deals happen? Join us for a review of last year and an outlook for 2021.

Who’s Driving and Who’s Riding in an MOE

Al Dominick, CEO, Bank Director

Bryan Jordan, President & CEO, First Horizon National Corporation

Putting together two like-sized organizations requires clear expectations from both leadership teams. When First Horizon and IBERIABANK considered a strategic merger, their CEOs talked about how to make it practical. Hear more about the acquisition during this segment and how the two positioned the bank for the future.

Beyond the Exchange Ratio: Developing a Successful Peer Merger

Chet Fenimore, Managing Partner, Fenimore, Kay, Harrison & Ford, LLP

Jonathan Hightower, Partner, Fenimore, Kay, Harrison & Ford, LLP

With predictions of continued depressed interest rates and intense competition for loans, the case for strategic mergers of community banks as a way to drive efficiency and gain scale has never been stronger. However, the financial terms are only the beginning in such a transaction. This segment addresses the common stumbling blocks in peer mergers and the best indicators of successful transactions.

Looking Ahead: M&A Opportunities Post COVID-19

Robert Flowers, Partner, Stinson LLP

Adam Maier, Partner, Stinson LLP

Despite clear challenges, well-positioned banks will have significant opportunities on the M&A front in 2021. This presentation includes real-world advice focusing on how purchasers can be well-prepared to be acquisitive in 2021 and the heightened awareness that must be exhibited in this new world, particularly from the due diligence and regulatory approval aspects of the process.

M&A Survey Results

Rick Childs, Partner, Crowe LLP

Emily McCormick, Vice President of Research, Bank Director

Peer insight takes many forms. During this presentation, we share the results of our annual M&A research efforts in such a way that participants learn what their contemporaries envision for 2021 as part of a fast-paced, fifteen minute segment.

Valuation Lessons Learned From Credit Union & Bank Transactions

Andy Gibbs, Senior Vice President, Mercer Capital

Jay Wilson, Vice President, Mercer Capital

In recent years, credit unions (CUs) have been increasingly active as acquirers in whole bank and branch transactions. This segment focuses on the top considerations for CUs when assessing and valuing bank and branch franchises in the current environment. For bankers, this presentation should enhance your knowledge regarding how CUs identify potential targets, assess potential opportunities and risks of a bank or branch acquisition and ultimately determine a valuation range for target banks and branches.

Leveraging Data to Drive Financial Value

Steven Poynot, Chief Information Officer & EVP, Howard Bank

Kimberly Snyder, CEO & Founder, KlariVis

Banks undergo mergers and acquisitions for various reasons; however, at its core, an M&A transaction is largely about realizing the economic benefits generated with the consolidation. This segment features a discussion of the data challenges presented with a merger or acquisition. Discover strategies to mitigate the challenges, thereby unleashing the power of your data to drive financial value to the combined entity.

Before You Buy: Due Diligence You Don't Want to Forget

Charlie Cameron, Managing Principal, Financial Institutions, CliftonLarsonAllen LLP

Susan Sabo, Principal, Financial Institutions, CliftonLarsonAllen LLP

Todd Sprang, Principal, Financial Institutions, CliftonLarsonAllen LLP

The financial institution industry expects to see an uptick in M&A activity in 2021. The due diligence period is a critical step. This segment will cover the critical areas of focus and producing a meaningful offer.

FOCUS DIGITAL TRANSFORMATION

BOARD-LEVEL INTELLIGENCE

The Next Digital Wave

Greg Carmichael, Chairman & CEO, Fifth Third Bancorp

Al Dominick, CEO, Bank Director

A key theme of 2021? The integration of technology and financial services. In this conversation with the CEO of Fifth Third Bancorp, we dive deeper into this idea and focus on areas of opportunity banks should consider today.

When Shareholder Value and Technology Collide

Steve Williams, President & Partner, Cornerstone Advisors, Inc.

Bank executives are beginning to view Big Tech and fintech disruptors as a more significant long-term threat than other financial institutions and this strategic threat has become more significant after the events of 2020. Hear insights about the impact that tech-driven competition will have on growth strategies and our ability to create sustainable shareholder value. The next decade is likely to decide which banks make it through this strategic shift.

The Bankers Perspective: Negotiating Technology Contracts Before & During Your Next Deal

Ryan Rackley, Partner, Cornerstone Advisors, Inc.

Negotiating accretive value savings within technology contracts starts well before the transaction and can also be accomplished during the M&A event itself. Practical application of negotiation techniques during and even leading into an M&A event will be discussed. This segment covers how to make progress in a chaotic business environment, negotiating best practices, key negotiation value drivers and a scenario walk through of a merger of equals technology stack negotiation.

Best-in-Class Banks: How to Digitize and Secure Board Materials in a Virtual World

Gavin Bernstein, Director, Diligent Corporation

This segment covers: the various security risks banks face and how to limit them; how the shift to remote work has highlighted security limitations – and how to fix them; and the importance of convenience and usability when it comes to adopting a secure digital solution.

The Evolving Landscape of International Payments and Foreign Exchange for Regional and Community Banks

Darsh Mariyappa, Head of FX Sales and Strategy, Derivative Path, Inc.

This segment covers the changing landscape of cross-border payments: from opaque correspondent bank models with back-office cost centers, to revenue generating front-office programs that look to be more transparent and competitive, and bringing their foreign exchange (FX) in-house. Technology disruptors and non-bank providers are helping financial institutions explore these transformations.

The Good, The Bad and The Ugly of Core Provider Agreements

Erin Fonte, Partner, Hunton Andrews Kurth LLP

This segment discusses the top 10 issues to address in core service provider agreements, and what banks need to know in the current environment about bank product and technology roadmap issues to be addressed in core provider agreement terms, such as application program interface (API) integration and digital channels so the bank can strategically plan for the future.

Future-Proofing Digital Banking: Ensure You're Supporting Your Entire Customer Base

Jennifer Dimenna, Vice President of Xpress Commercial Engagement, Apiture

As banks grow, they need to be confident that their digital banking platform can grow with them. However, depending on a bank's growth strategy, there may come a time when it has outgrown a segment of the platform that has served their consumers and small businesses. That segment is large corporate customers. Large corporates have a set of needs that will never be met on a digital platform that is optimized for consumers and SMBs. Countless vendors attempt to solve the "single platform" problem, when in reality, no single platform will ever be enough.

The Fast Track to Digital Banking

Paul Clarkson, Executive Vice President, nCino

Hugh Connelly, Chief Lending Officer, Huntingdon Valley Bank

Given the massive changes taking place, there is an urgent need for financial institutions to embrace digital banking capabilities and swiftly modify business and operational models to better serve customers and empower employees to work in new ways. Hear from a community bank describing the realities of an accelerated digital implementation and how they implemented a cloud-based digital banking platform in just 72 days.

From Agile to Intelligent – The Future of Financial Institutions

Justin Norwood, Associate Director, Product Management, nCino

Andrew Poulsen, Regional Vice President, Sales, Portfolio Analytics, nCino

The ability to interact across departments in your financial institution and with your customers digitally and efficiently is what the agile enterprise is all about. But becoming agile is only the first step toward something even more powerful – the intelligent enterprise. Hear how AI and powerful analytics can give FIs the power to make timely, data-driven decisions that are key for both efficient growth and effective risk management.

Negotiating with Fintechs – Beyond Due Diligence

Raj Patel, COO & Co-Founder, MANTL

When fintech startups began to emerge, many were touted as "disruptors" who would put the "banking dinosaurs" out of business – it hasn't quite worked out that way. Instead, financial technology is impacting the industry in three main ways: changing consumer behavior, creating new business models and changing the basis of competition in the industry. This segment reviews the principal issues banks should address when evaluating their relationships with new fintechs, whether as a service provider, partner or affiliate. This presentation also reviews key contractual considerations and the importance of sharing the responsibility for, and benefits of, success.

Growth Lessons Learned from a Digital-Only Branch Strategy

Nathaniel Harley, CEO and Co-Founder, MANTL

Dale Oberkfell, President & CFO, Midwest BankCentre

Now more than ever, banks need digital solutions to drive deposit growth. Midwest BankCentre, a 113-year old family-owned bank, teamed up with MANTL to launch Rising Bank, a digital-only branch that raised \$75 million in its first 10 weeks at a 60% lower operating cost compared to physical branches.

Why We Are All-In On BaaS

Michael Coghlan, CEO, BrightFi

Al Dominick, CEO, Bank Director

Banking as a Service (BaaS) provides well-known, non-financial brands the ability to offer banking products and services. In this segment, we talk with the CEO of BrightFi about how this business approach improves their balance sheet, while also acquiring customers at a fraction of the cost relative to peers.

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RISK & REGULATIONS

BOARD-LEVEL INTELLIGENCE

Regulatory Approval Strategies

Robert Azarow, Partner, Arnold & Porter

Michael Mancusi, Partner, Arnold & Porter

This segment reviews key substantive areas of the regulatory approval process where transactions can run into regulatory difficulty and strategies that have proven effective for efficient regulatory processing of applications.

What Changes Can Banks Expect Under President Biden?

C. Robert Monroe, Partner, Stinson LLP

Nate Van Emon, Partner, Stinson LLP

The banking industry will see a major shift in the regulatory landscape under the Biden Administration. This shift, coupled with the ongoing pandemic, will present challenges that may affect your bank's business. This presentation highlights the changes that could impact the financial well-being and operations of your bank as a result of the new administration.

*What major shifts
in the regulatory
landscape will the
banking industry
face under the Biden
Administration?*

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COMPENSATION & TALENT

Leading With Purpose

Richard Davis, President & CEO, Make-A-Wish Foundation of America

Al Dominick, CEO, Bank Director


Did you know that the former CEO of US Bank now leads the Make-A-Wish Foundation? Having worn two distinct hats, we talk with Richard Davis about how, and where, bank CEOs can lead their teams efforts to support their communities.

Executive Compensation in a New World

Following a global pandemic, economic recession, social injustice protests and the presidential election, 2021 will see many changes in executive compensation practices. This segment discusses “real time” pay design considerations in light of these significant influences. Topics include, but are not limited to: addressing continued uncertainty in incentive goal setting, paying for performance in a down market, incorporating environmental, social and governance (ESG) and diversity expectations.

Structuring Change-in-Control & Transaction Bonuses

How can you develop effective employment agreements to be ready for a potential merger or acquisition? During this segment, hear what practices are prevalent today, how to strike the right balance between employer and executive protection, what percentage of the deal is common for transaction bonuses and how to determine who participates in change-in-control agreements and transaction bonuses.



*How can you develop
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What Officers & Directors Need to Know Now

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LENDING & CREDIT RISK

BOARD-LEVEL INTELLIGENCE

Maximizing the SBA Opportunity During Challenging Times

Speaker To Be Announced, SBA Complete, Inc.

SBA loan volume has stayed near record highs in recent years. With the current state of the world, we're seeing tremendous need for capital by Main Street across the country. Learn how adding, growing and scaling an SBA lending division to your institution can increase fee income, build your lending portfolio while minimizing risk and attract new customers.

Strategies to Manage Interest Rate and Credit Risk

Should the economy fall into recession and loan growth slows, is your bank prepared to weather the storm? During this segment, hear strategies to create additional sources of fee income and diffuse credit risk in the event of a credit downturn.

Understanding (and Winning) the Small Business Lending Game in 2021

Jorge Sun, CEO & Co-Founder, LendingFront

Small business borrowers are reassessing relationships with their banks and forcing them to adapt both their processes and products to better meet their needs. To preserve these relationships, banks must ensure that capital continues flowing while simultaneously managing risk. This segment covers how community banks can easily assess the creditworthiness of different types of small businesses and solve "the data challenge" associated with small business lending.

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