ICONIC FINANCIAL

700 Milam Street | Suite 1300 | Houston, Texas 77002

"Banking is a good business if you don't do dumb things on the asset side.
I feel very good about the banks we own…they're very attractive compared to most other securities I see."
Warren Buffett, Chairman of Berkshire Hathaway on CNBC February 2020

We have identified a unique opportunity to acquire community banks, while at the same time preserving the independent nature of these financial institutions. Our vision is to create a centralized holding company that operates the financial management for each of the decentralized subsidiary banks we partner with and acquire. This strategy will ultimately lead to compelling shareholder returns to our investors, while maintaining regulatory good-standing and preserving the iconic brand that has made each institution a pillar in their community. We will accomplish this through selective acquisitions and:

1) Optimal allocation of assets and liabilities…
   - Form a holding company that centrally manages the finance function of the organization which primarily allocates capital to the highest earning opportunities by deploying the optimal mix of earning assets, liability funding and liquidity.
   - Invest in value-creating interest and non-interest income strategies within the community banking model to grow earnings, instead of focusing primarily on cost savings.

2) Efficient capital structure…
   - Capitalize the subsidiary banks and holding company with a combination of both debt and equity securities that enhances shareholder return and allows for both growth and financial flexibility.
   - Leverage the ability to downstream debt at the holding company as tier 1 capital at subsidiary banks in accordance with the Federal Reserve's Small Bank Holding Company rules for institutions under three billion of consolidated assets.
   - Issue preferred stock, giving retail and institutional investors an attractive yield opportunity in a low rate environment without diluting equity shareholders and increasing EPS.
   - Use retained earnings and excess capital from low-growth bank subsidiaries to make additional acquisitions or allocate it to sister banks that can deploy the capital more profitably.

3) Liquidity solution for bank boards and shareholders…
   - Efficiently acquire banks through friendly, transparent and non-disruptive transactions.
   - Create a "metropolitan museum of bank masterpieces" that preserves the iconic brand of each acquired bank, retains its employees, and maintains its strong relationships with the key stakeholders in the community.
   - Focus on retaining bank employees and executive management, empowering them to grow their bank and improve operations and focus on their individual unique strengths.

4) Funding through a permanent capital vehicle….
   - Generate long-term, durable risk-adjusted earnings growth and return on common equity for our shareholders, creating an investment opportunity that is not dependent on a terminal value and is immediately accretive to shareholders.
   - Long-term goal is to access the public markets with passive, long-only institutional investors in a way that minimizes market volatility and creates a fair and not overly inflated market value.

"The important thing for the United States to remember is that we're the only major nation that has a large number of small banks, and those small banks-not the megabanks-have been key to the kind of economy that has made us the most productive nation in the world."
L. William Seidman, Chairman of the FDIC & RTC from 1985 to 1991

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