



2017 KBW Community Bank Investor Conference

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August 1-2, 2017



Forward Looking Statements

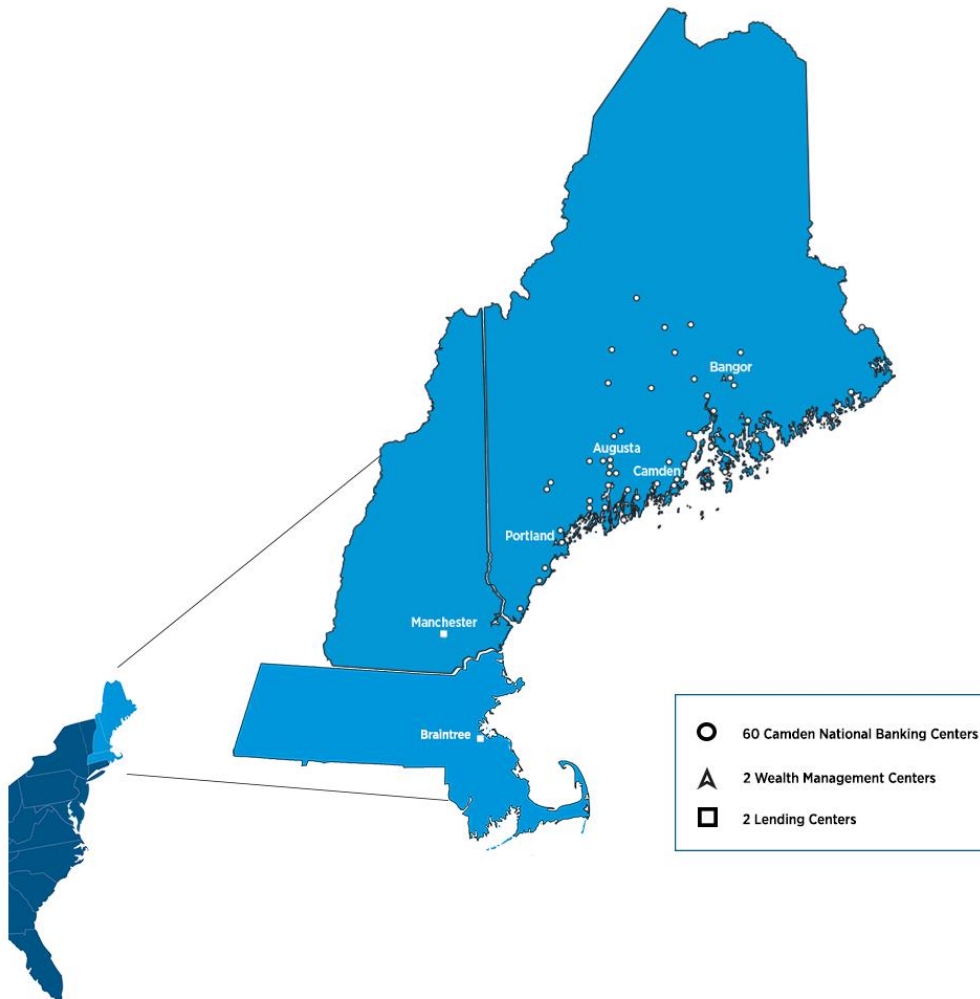
This presentation contains certain statements that may be considered forward-looking statements under the Private Securities Litigation Reform Act of 1995 and other federal securities laws, including certain plans, exceptions, goals, projections, and statements, which are subject to numerous risks, assumptions, and uncertainties. Forward-looking statements can be identified by the use of the words "believe," "expect," "anticipate," "intend," "estimate," "assume," "plan," "target," or "goal" or future or conditional verbs such as "will," "may," "might," "should," "could" and other expressions which predict or indicate future events or trends and which do not relate to historical matters. Forward-looking statements should not be relied on, because they involve known and unknown risks, uncertainties and other factors, some of which are beyond the control of Camden National Corporation (the "Company"). These risks, uncertainties and other factors may cause the actual results, performance or achievements of the Company to be materially different from the anticipated future results, performance or achievements expressed or implied by the forward-looking statements.

The following factors, among others, could cause the Company's financial performance to differ materially from the Company's goals, plans, objectives, intentions, expectations and other forward-looking statements: weakness in the United States economy in general and the regional and local economies within the New England region and Maine, which could result in a deterioration of credit quality, an increase in the allowance for loan losses or a reduced demand for the Company's credit or fee-based products and services; changes in trade, monetary, and fiscal policies and laws, including interest rate policies of the Board of Governors of the Federal Reserve System; inflation, interest rate, market, and monetary fluctuations; competitive pressures, including continued industry consolidation and the increased financial services provided by non-banks; volatility in the securities markets that could adversely affect the value or credit quality of the Company's assets, impairment of goodwill, the availability and terms of funding necessary to meet the Company's liquidity needs, and could lead to impairment in the value of securities in the Company's investment portfolio; changes in information technology that require increased capital spending; changes in consumer spending and savings habits; changes in tax, banking, securities and insurance laws and regulations; and changes in accounting policies, practices and standards, as may be adopted by the regulatory agencies as well as the Financial Accounting Standards Board ("FASB"), and other accounting standard setters.

You should carefully review all of these factors, and be aware that there may be other factors that could cause differences, including the risk factors listed in the Company's filings with the SEC, including our Annual Report on Form 10-K for the year ended December 31, 2016, as updated by the Company's quarterly reports on Form 10-Q and other filings with the Securities and Exchange Commission. You should carefully review the risk factors described therein and should not place undue reliance on our forward-looking statements.

These forward-looking statements were based on information, plans and estimates at the date of this report, and we undertake no obligation to update any forward-looking statements to reflect changes in underlying assumptions or factors, new information, future events or other changes, except to the extent required by applicable law or regulation.

Camden National Corporation



- Camden National is the largest bank headquartered in Northern New England
- \$4.0 billion in assets
- 60 branches (Maine) and 2 loan offices (New Hampshire and Massachusetts)
- Market cap over \$640 million
- Average daily share volume of 41,000
- Analyst Coverage
 - Piper Jaffrey (overweight)
 - KBW (outperform)

2nd Quarter 2017 Financial Highlights

- Strong earnings performance
 - Net income of \$10.2 million
 - Return on tangible equity: 13.96%^(a)
 - Return on assets: 1.03%
 - Efficiency ratio: 56.76%^(a)
 - Tangible common equity ratio: 7.79%^(a)
- Solid growth
 - Total loans \$2.7 billion; YTD annualized growth rate of 11%
 - Total deposits \$2.9 billion; YTD annualized growth rate of 8%
 - Mortgage banking income up 25% over first quarter 2017

(a) This is a non-GAAP measure. Refer to the second quarter 2017 earnings release filed as exhibit 99.1 to the Form 8-K filed on 7/25/17.

Strong Performance to Northeast Bank Peer Group



Performance Ratios (%)	6/30/2017	3/31/2017	
	CNC	Peer Median	Peer Average
ROAA	1.03	0.87	0.87
ROAE	10.14	9.05	9.24
Net Interest Margin (Reported)	3.19	3.14	3.15
Efficiency Ratio (Reported)	56.76	60.70	58.38
Loans / Deposits	93.04	100.06	96.72
Capital Ratios (%)			
Total Risk Based Capital	13.87	12.93	13.51
Tangible Equity / Tangible Assets	7.79	8.06	8.06
Leverage	8.92	9.08	8.97
Market Ratios			
Current Market Price (\$)	42.91		
Price / LTM EPS (x)	15.89	19.92	19.64
Price / TBV (%)	217.22	205.56	213.17
Current Dividend Yield (%)	2.14	2.30	2.13

Source: SNL Financial. Camden National Corporation's peer group consists of the following: Arrow Financial Corporation (AROW), Bar Harbor Bankshares (BHB), Berkshire Hills Bancorp, Inc. (BHLB), Boston Private Financial Holdings, Inc. (BPFH), Brookline Bancorp, Inc. (BRKL), Century Bancorp, Inc. (CNBKA), Community Bank System, Inc. (CBU), Enterprise Bancorp, Inc. (EBTC), Financial Institutions, Inc. (FISI), First Bancorp, Inc. (FNLC), First Connecticut Bancorp, Inc. (FBNK), Hingham Institution for Savings (HIFS), Independent Bank Corp. (INDB), Merchants Bancshares, Inc. (MBVT), Meridian Bancorp, Inc. (EBSB), NBT Bancorp Inc. (NBTB), Tompkins Financial Corporation (TMP), TrustCo Bank Corp NY (TRST), United Financial Bancorp, Inc. (UBNK), and Washington Trust Bancorp, Inc. (WASH).

Why Camden National?

Organic franchise growth, opportunistic acquisitions

Focused:

- Gaining market share
- Adherence to strategic plan
- Opportunistically reviewing complementary acquisitions
- Solid core funding and sticky deposit base

Consistent Performance:

- Profitability achieved through organic growth
- Improved productivity
- Disciplined expense structure
- Diversified revenue stream



Culture:

- Experienced, consistent leadership
- Strong community-spirit
- Continued branch optimization
- Simple product sets

Credit:

- Strong credit culture and history
- Disciplined structure and process
- Low charge-offs

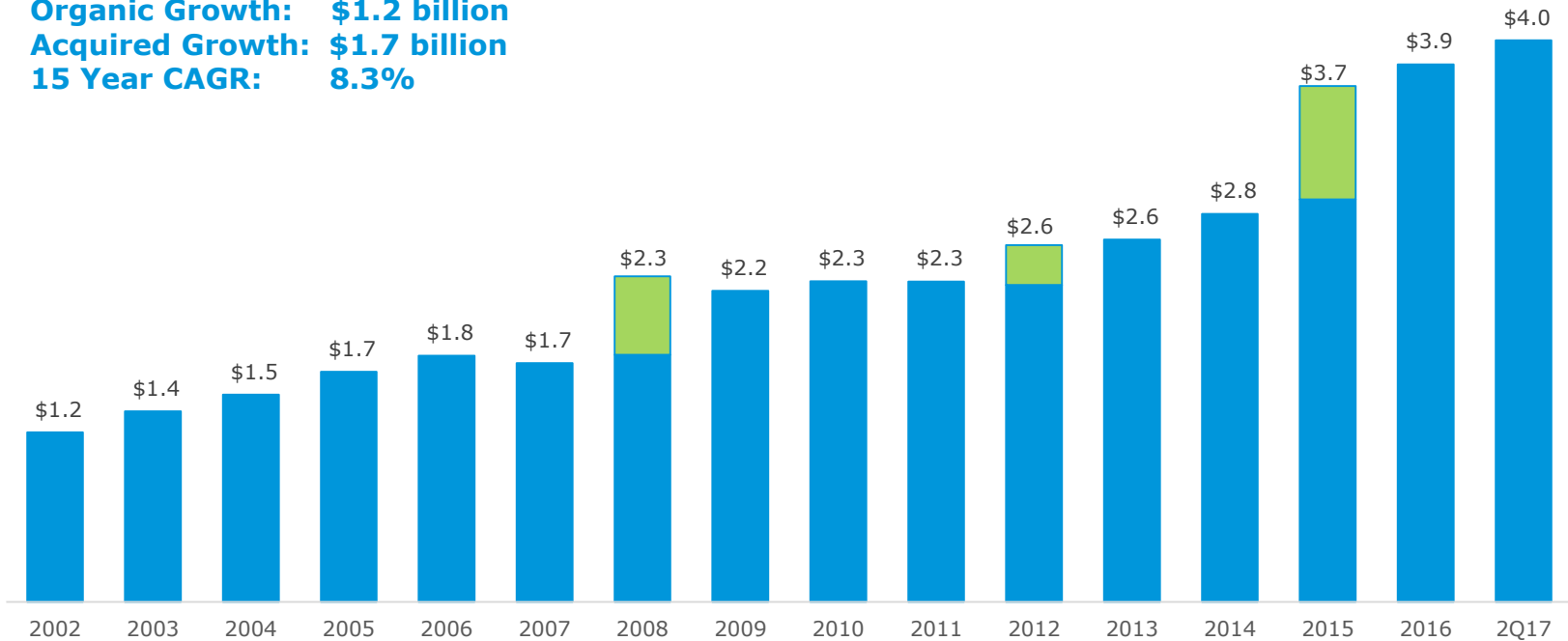
Focused on Building Market Share: Asset Growth History



Total Assets

\$ in Billions

Organic Growth: \$1.2 billion
Acquired Growth: \$1.7 billion
15 Year CAGR: 8.3%



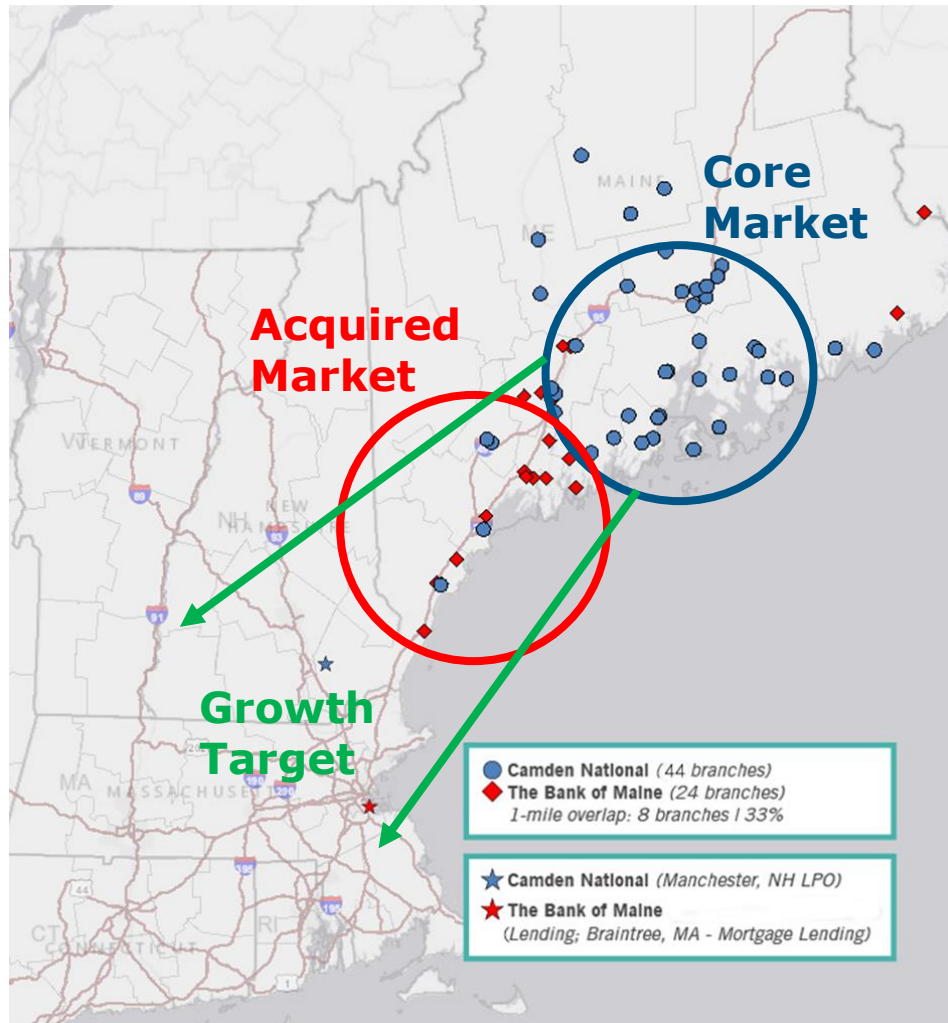
■ Acquisitions

2008 Union Bankshares

2012 Bank of America (14 branches)

2015 The Bank of Maine

Focused on Building Market Share: Market Expansion



The Bank of Maine (SBM Financial)

- October 2015 – simultaneous close and conversion
- Deposits: \$687 million
- Loans: \$615 million
- Expansion into high growth Southern Maine market
- Widens mortgage banking reach to Massachusetts
- Positions bank as the largest community bank in Northern New England

2017 Expansion Strategies

Mortgage Banking

- Expand origination staff – 3 new hires
- Expand technology – MortgageTouch (April 2017)

Commercial Banking

- Expand lending staff – 2 new hires
- Targeting an LPO in Portsmouth, NH

Wealth Management

- Expand business development staff – 2 new hires
- Expand investment offerings

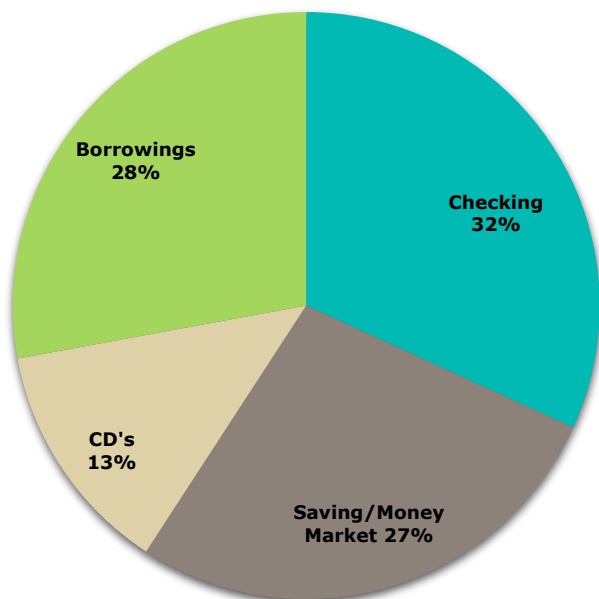
Retail Banking

- Optimize franchise

Focused on Building Market Share: Deposit Opportunity in Maine



**Q2 2017
Deposits and Funding**



Average Funding: \$3.5 billion
 Average Funding Cost: 0.60%
 Average Deposit Cost: 0.32%

STATE OF MAINE

(\$ in millions)

Rank	Institution	Deposits	Branches	Market Share %
1	Toronto-Dominion Bank	\$3,463	48	12.9
2	KeyCorp	3,353	50	12.5
3	Camden National Corp.	2,793	63	10.4
4	Bangor Bancorp MHC	2,458	56	9.2
5	Bank of America Corp.	1,805	16	6.7
	Other Banks	12,919	253	48.2
	Total for State of Maine	\$26,791	486	

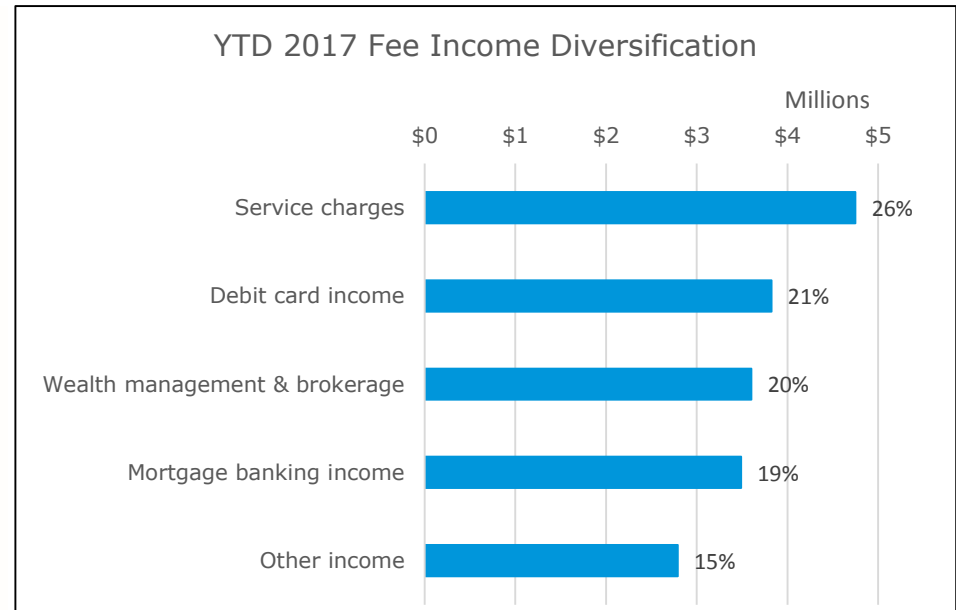
CUMBERLAND AND YORK COUNTY

(\$ in millions)

Rank	Institution	Deposits	Branches	Market Share %
1	KeyCorp	\$2,519	20	20.3
2	Toronto-Dominion Bank	2,052	25	16.5
3	Bank of America Corp.	1,774	16	14.3
4	Kennebunk Savings Bank	861	13	6.9
5	Peoples United	856	17	6.9
10	Camden National Corp.	382	7	3.1
	Other Banks	3,958	85	32.0
	Total Cumberland/York County	\$12,402	183	

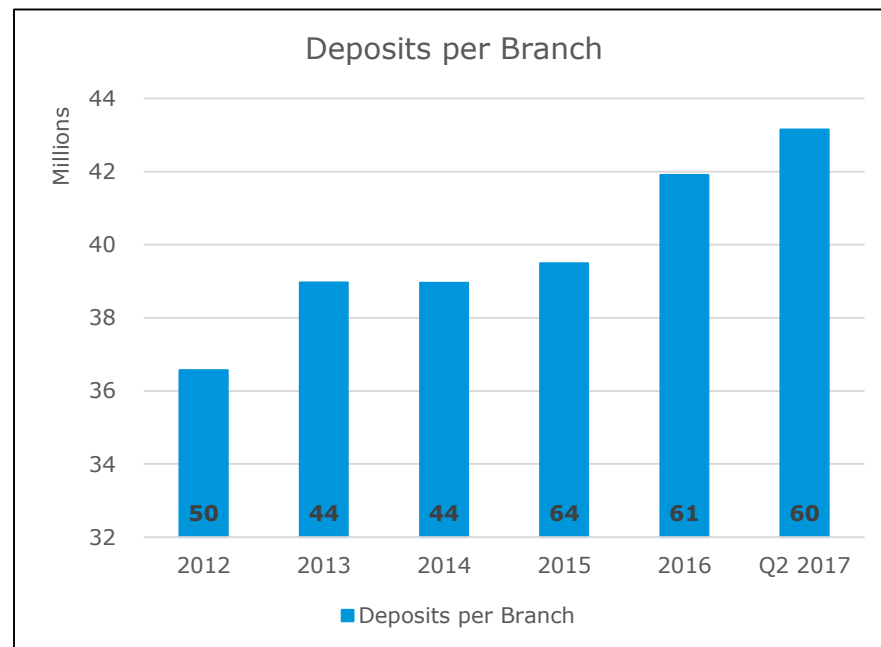
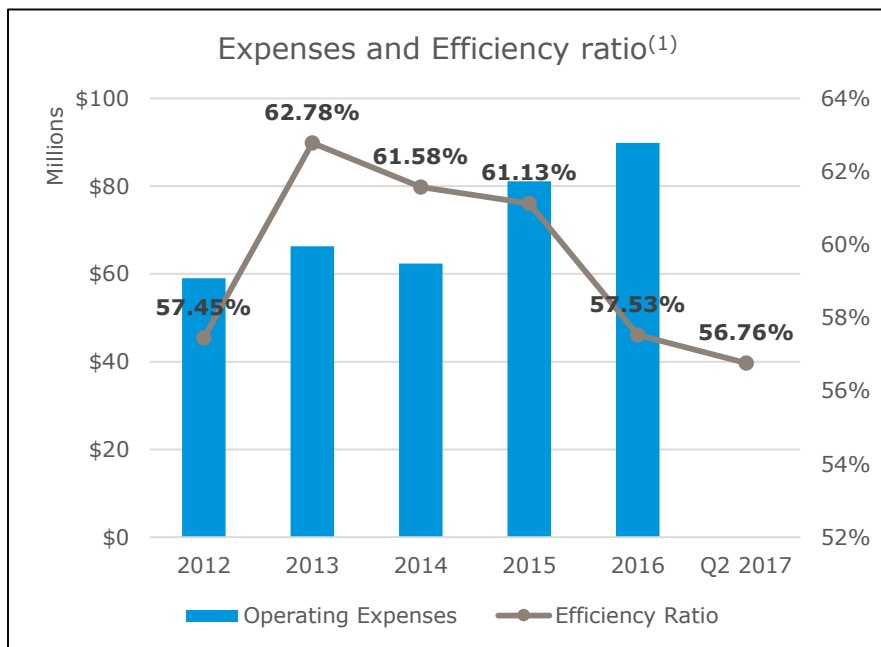
Source: SNL Financial. Deposit market share data as of June 2016.

Focused on Growing and Diversifying Revenue



Fee income is 25% of total revenue (net interest income plus fee income)

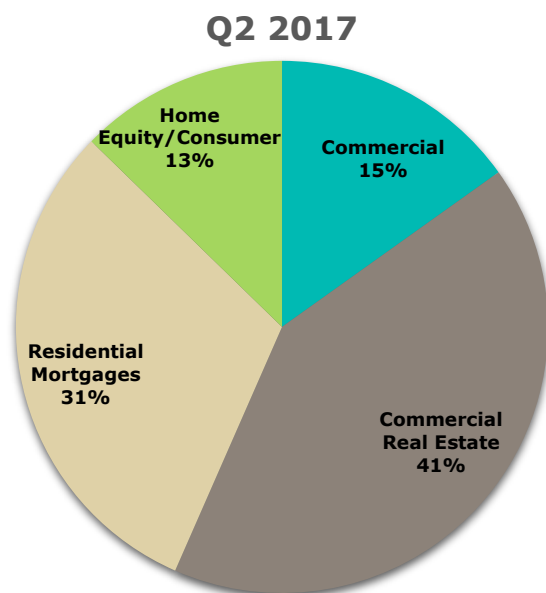
Focused on Improving Productivity and Creating Efficiencies



- Fully realized 37% cost save upon completion of SBM acquisition
- Consolidated/sold 16 branches over past five years

(1) This is a non-GAAP measure. Refer to the second quarter 2017 earnings release filed as exhibit 99.1 to the Form 8-K filed on 7/25/17.

Balanced Loan Mix & Strong Credit Culture

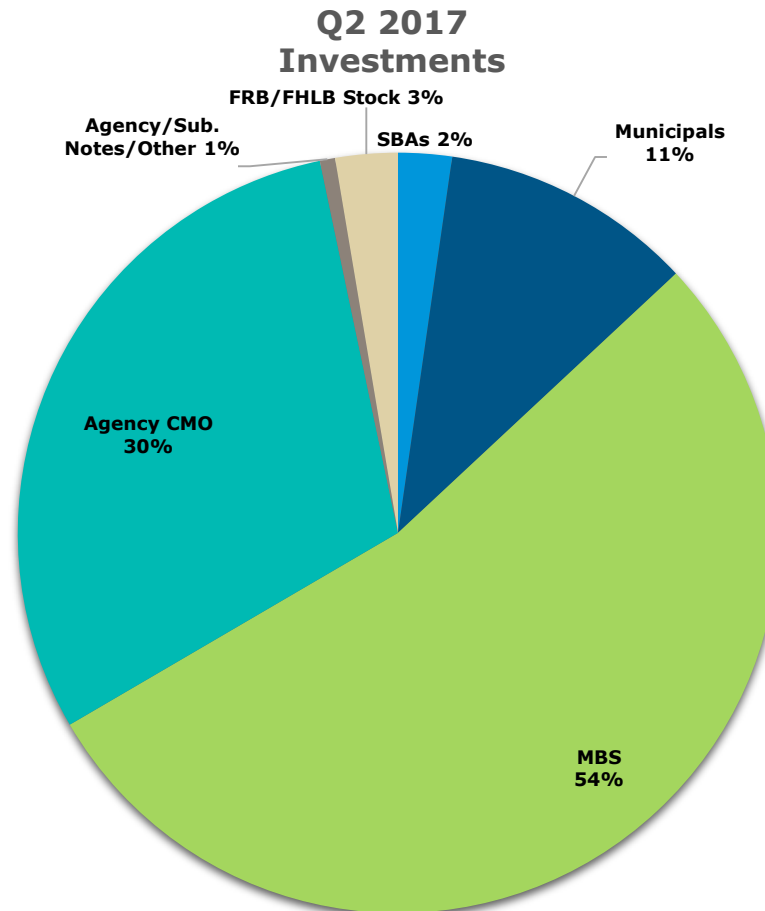


Average Loans: \$2.7 billion
Average Yield: 4.23%

	YTD 2017	2016	2015
Nonperforming assets / total assets	0.77%	0.67%	0.66%
30-89 days past due loans / total loans	0.32%	0.24%	0.40%
Provision for loan losses / average loans (annualized)	0.15%	0.21%	0.10%
Net charge-offs / average loans (annualized)	0.05%	0.13%	0.10%

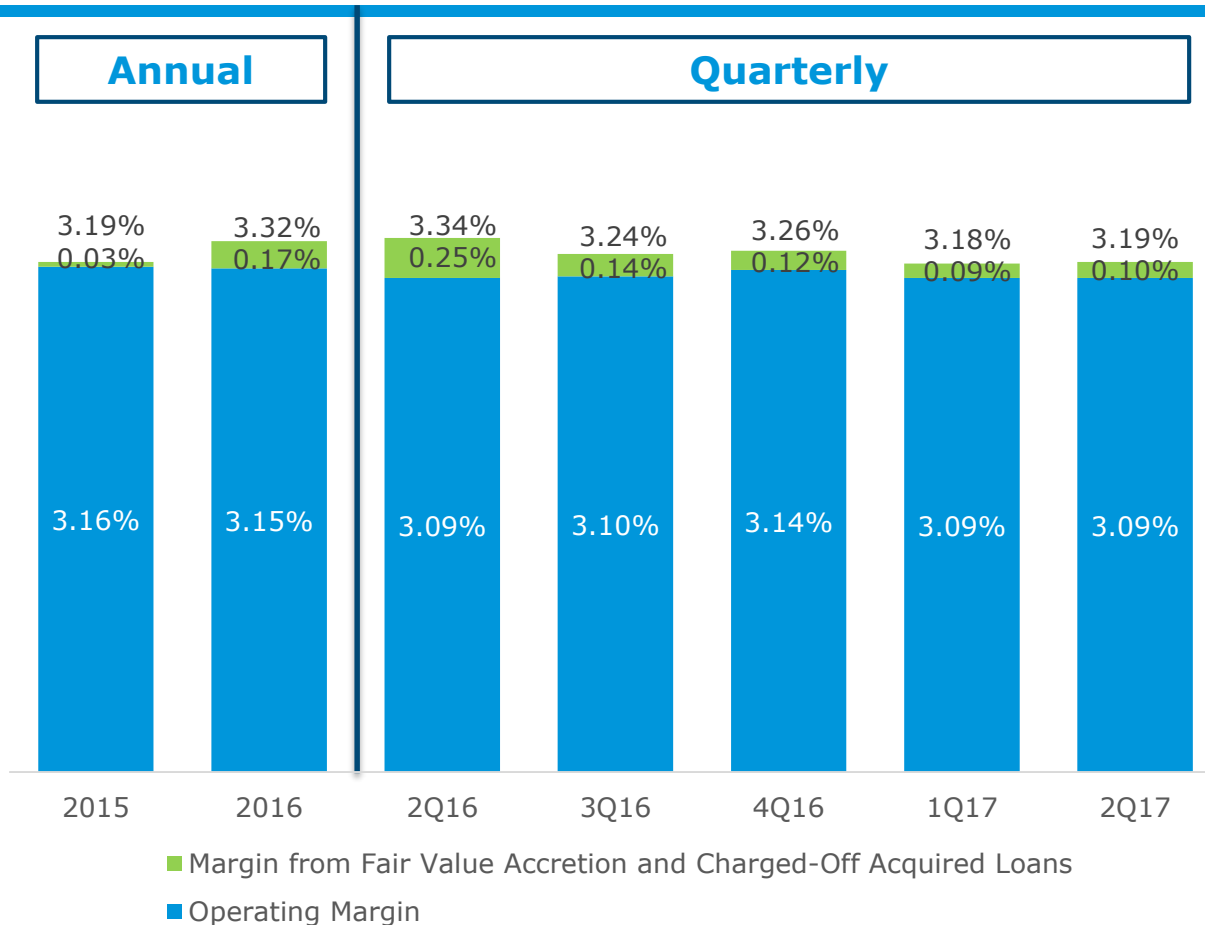
- Internal lending limit of \$37 million
- Four Credit Relationships over \$25 million
 1. Assisted Living
 2. Insurance
 3. Hospital
 4. Business Office
- Commercial Diversification
 - \$318 million Nonresidential Building Operator
 - \$219 million Hotels and Motels
 - \$156 million Apartment Building Operators

Investments



Average Investments: \$945 million
Average Yield: 2.49%
Duration: 3.9

Net Interest Margin



Interest Rate Risk

Estimated Changes In Net Interest Income⁽¹⁾

Year 1

+200bp (1.3)%

-100bp (1.9)%

Year 2

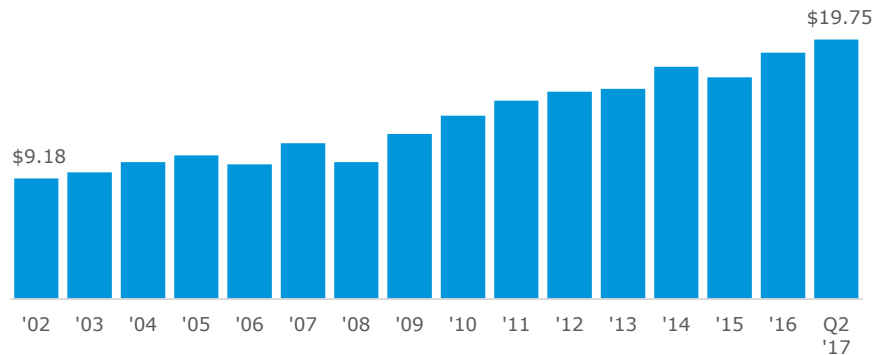
+200bp 3.8 %

-100bp (7.7)%

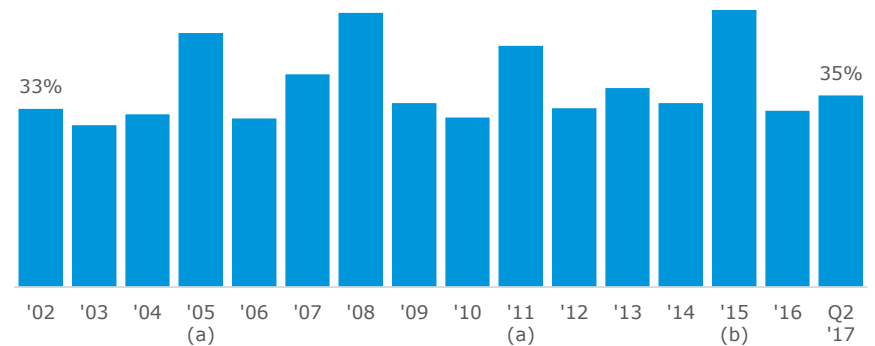
(1) Assumes flat balance sheet, no change in asset/funding mix, and a parallel and pro rata shift in rates over a 12 month period

Shareholder Value Long-Term Metrics

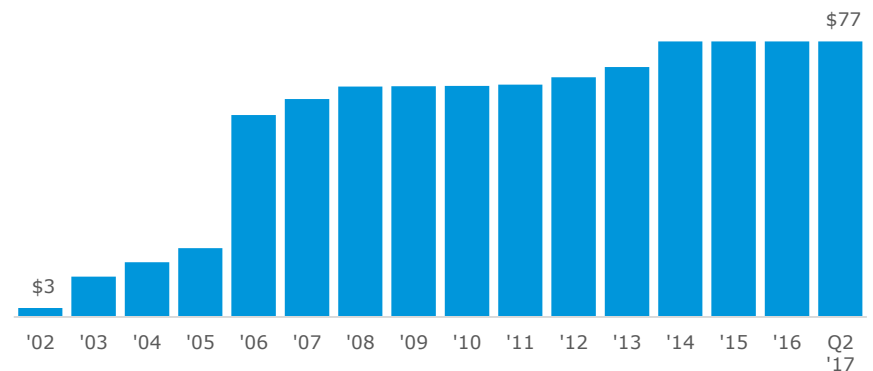
TBV Per Share



Dividends as % of Net Income



Cumulative Stock Repurchases (\$ in millions)



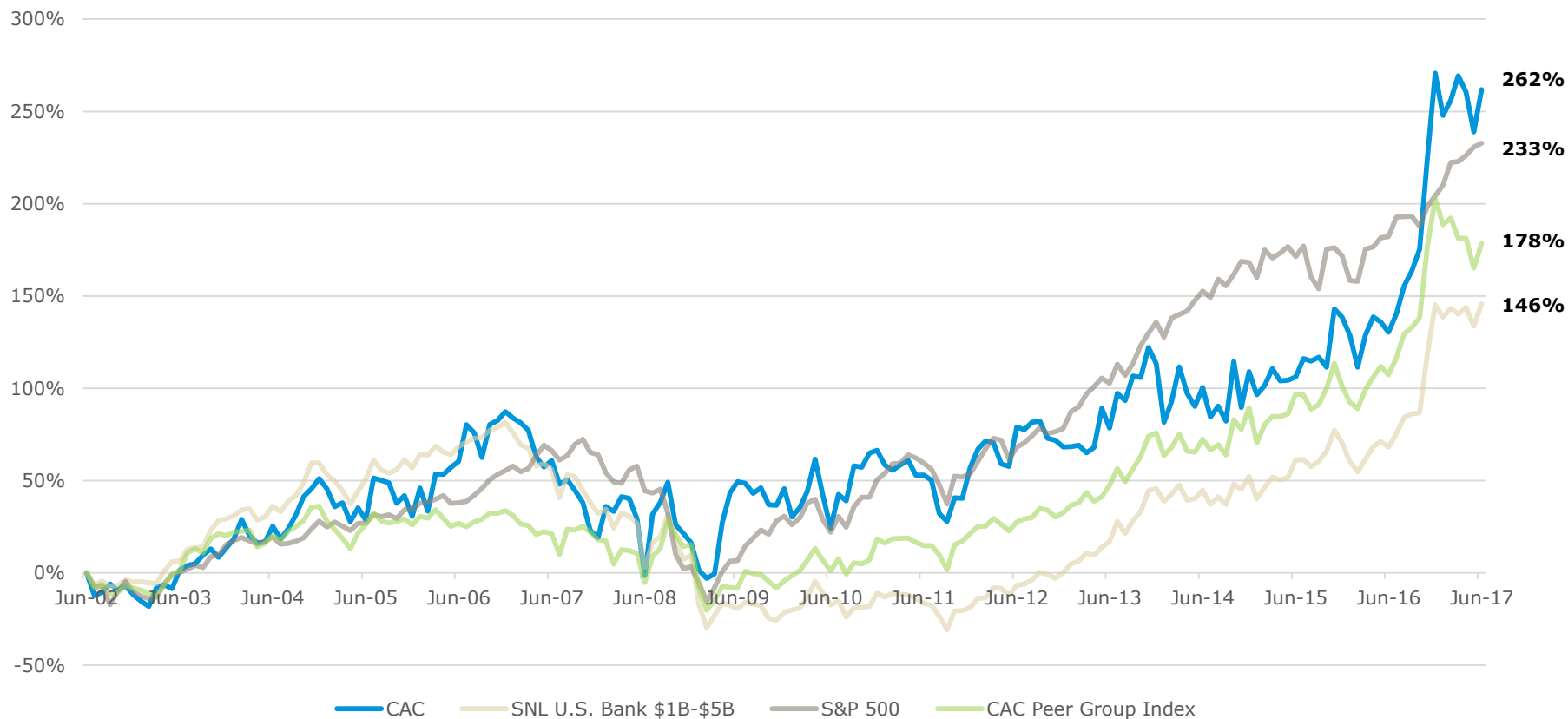
(a) 2005 and 2011, special dividend of \$0.50 per share.

(b) The increase in 2015 due to reduction in net income related to merger and acquisition costs of \$7.2 million, after tax.

(c) 2006 issuance of trust preferred and share buyback.

Shareholder Value 15 Year Total Return

- Stock price appreciation of 131.11%
- Average dividend yield of 2.79%



Source: SNL Financial

Investment Summary

Proven Management Team

- Delivered on previous acquisition commitments
- Diverse experience from community and large bank perspectives

Strong Market Share and Brand Recognition

- 140+ year operating history
- 3rd overall deposit market share in Maine
- #2 mortgage originator in Maine, with 6.6% of all mortgage originations in the state

Quality Growth

- Consistent long-term growth both organically and through acquisitions
- Expanded presence in higher growth Southern Maine markets and enhanced scale, density, and deposit costs in existing markets

Strong Fundamental Operating Metrics

- Historically strong credit quality with nonperforming assets consistently less than 1% of total assets
- Efficiency ratio, ROAA and ROAE superior to peers

Appendix

Seasoned Management Team



Name	Position	Age	Years of Banking Experience	Year joined Camden
Greg Dufour	President and CEO	57	25+	2001
Debbie Jordan, CPA	COO & CFO	51	20+	2008
Joanne Campbell	EVP Risk Management	55	30+	1996
Edmund Hayden	EVP Chief Credit Officer	61	30+	2015
Tim Nightingale	EVP Senior Loan Officer	59	30+	2000
Renee Smyth	EVP Chief Experience & Marketing Officer	46	15+	2015
Edward Walbridge	SVP Human Resources	56	15+	2016
Mary Beth Haut	Director of Wealth Management	53	30+	2016

Financial Highlights

Balance Sheet

(in million's)	Q2 2017	Q1 2017	Q4 2016	Q3 2016	Q2 2016
Loans	\$2,736	\$2,645	\$2,595	\$2,592	\$2,585
Investment Securities	932	943	898	906	922
Total Assets	4,036	3,938	3,864	3,904	3,910
Deposits	2,941	2,937	2,829	2,889	2,773
Borrowings	642	557	600	559	690
Shareholders' Equity	407	398	392	393	385
Tier 1 Leverage Ratio	8.92%	8.90%	8.83%	8.48%	8.44%

Financial Highlights

Net Income and Key Ratios

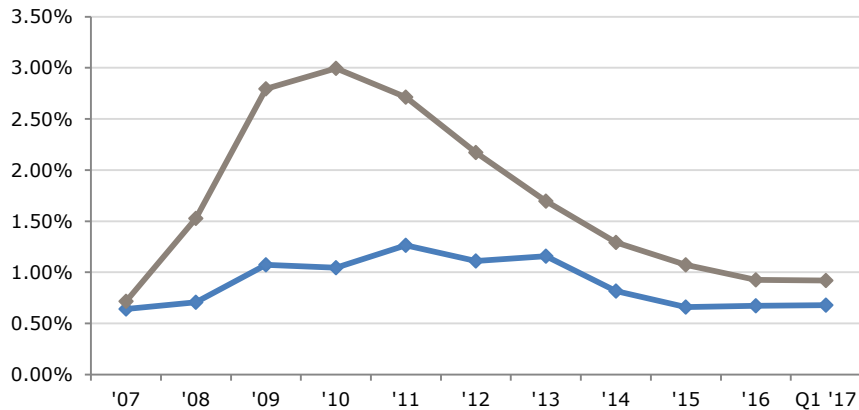
	Q2 2017	Q1 2017	Q4 2016	Q3 2016	Q2 2016 ^(a)
Net Income (in millions)	\$10.2	\$10.1	\$10.9	\$10.9	\$9.6
Diluted Earnings per Share	\$0.66	\$0.64	\$0.70	\$0.70	\$0.62
Return on Tangible Equity ^(b)	13.96%	14.37%	15.26%	15.61%	14.50%
Return on Assets	1.03%	1.05%	1.12%	1.11%	1.01%
Efficiency Ratio ^(b)	56.76%	58.00%	57.89%	55.39%	55.97%
Net Interest Margin (Fully-Taxable Equivalent)	3.19%	3.18%	3.26%	3.24%	3.34%

(a) Per share data adjusted to reflect the three-for-two stock split effective September 30, 2016.

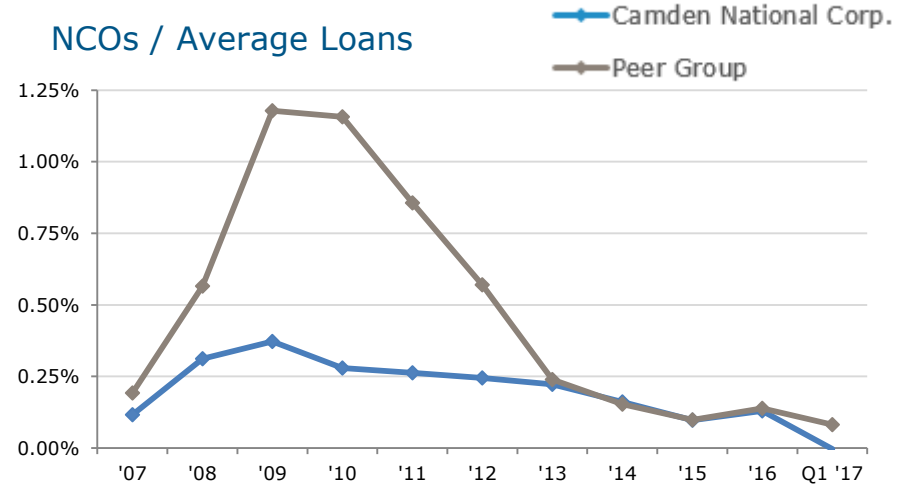
(b) This is a non-GAAP measure. Refer to the second quarter 2017 earnings release filed as exhibit 99.1 to the Form 8-K filed on 7/25/17.

Historical Credit Metrics

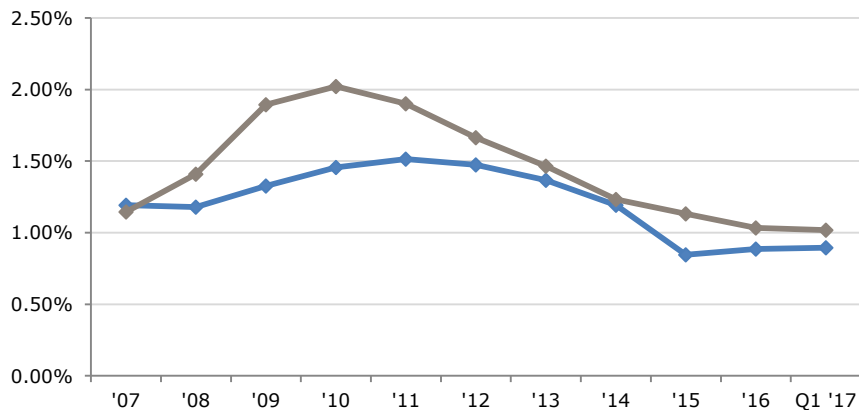
NPAs / Assets



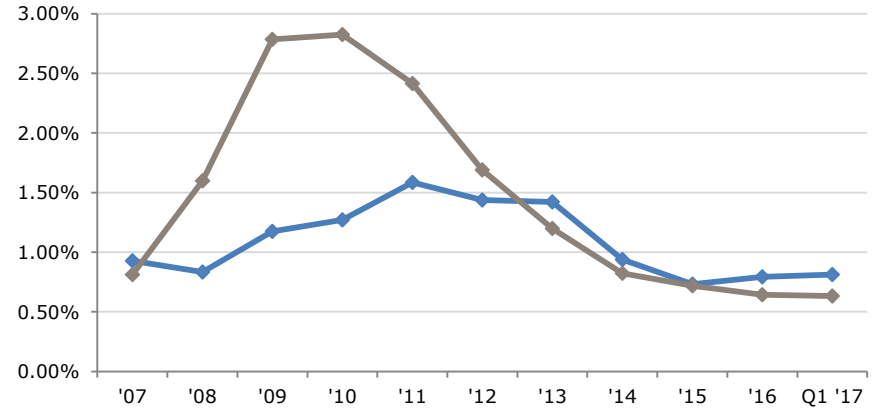
NCOs / Average Loans



Loan Loss Reserves / Gross Loans



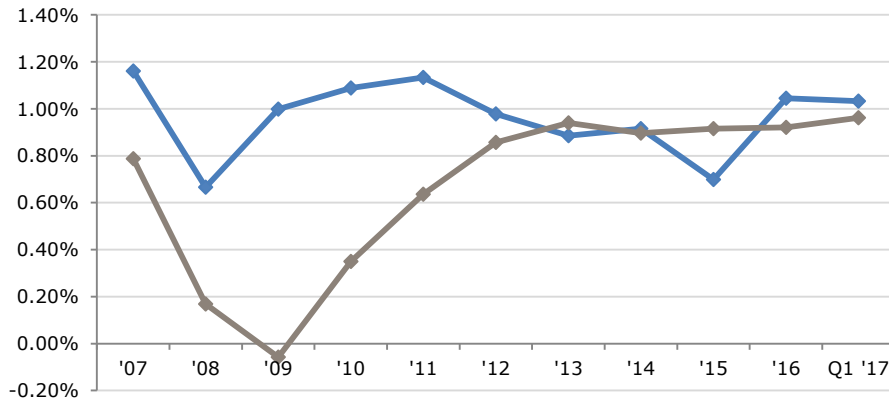
Nonaccrual Loans / Loans



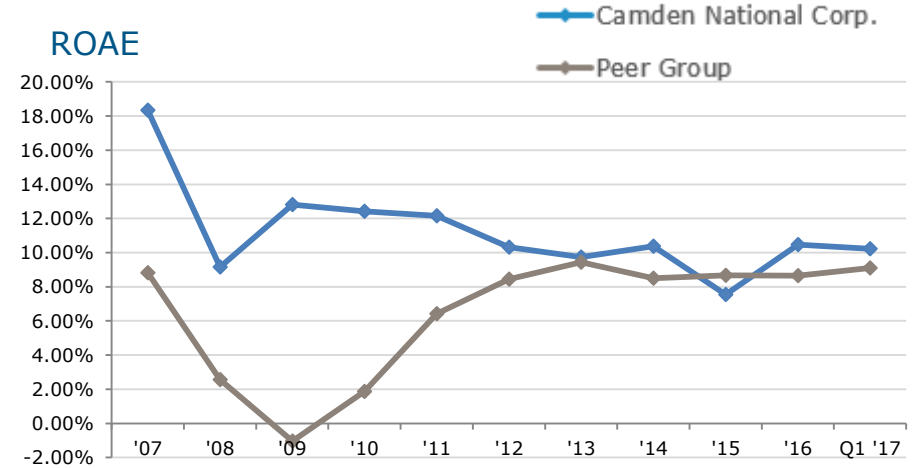
Note: Peer Group defined as publicly traded banks and thrifts headquartered in the United States with total assets between \$1.5 billion and \$7.0 billion, excluding merger targets.
Source: SNL Financial

Profitability Trends

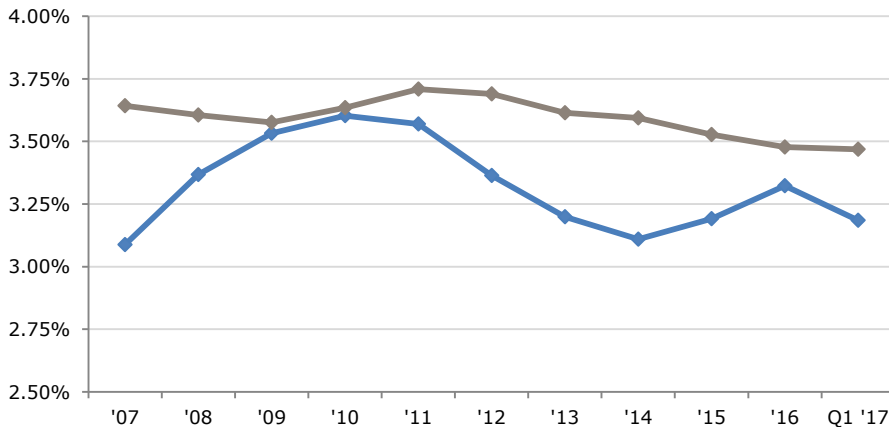
ROAA



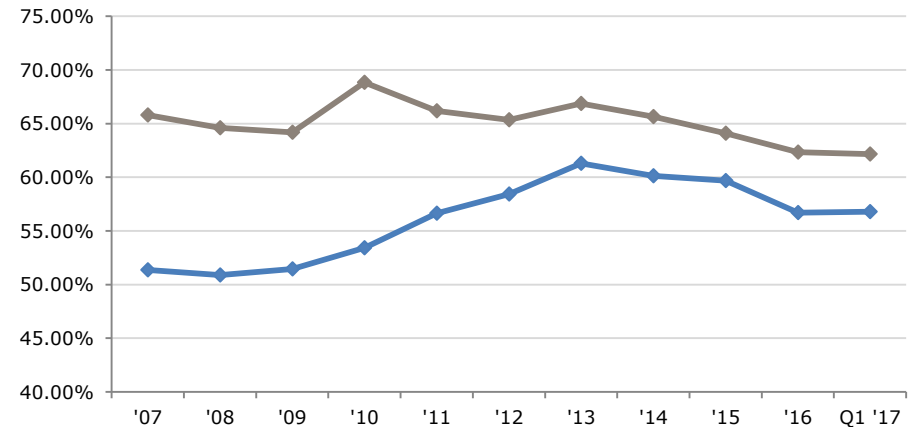
ROAE



Net Interest Margin



Efficiency Ratio



Note: Peer Group defined as publicly traded banks and thrifts headquartered in the United States with total assets between \$1.5 billion and \$7.0 billion, excluding merger targets.
Source: SNL Financial

Mortgage Banking Activity

Top 15 Lenders	Six Months Ended June 30, 2017		
	Originations	Rank	% of Total
Bangor Savings Bank	1,813	1	9.2%
Camden National Bank	1,295	2	6.6%
Residential Mortgage Services Inc.	1,043	3	5.3%
TD Bank, N.A.	957	4	4.9%
Key Bank	803	5	4.1%
Quicken Loans	785	6	4.0%
Kennebec Savings Bank	680	7	3.5%
First, N.A.	660	8	3.4%
Machias Savings Bank	537	9	2.7%
Norway Savings Bank	488	10	2.5%
Bank of America	423	11	2.1%
Gorham Savings Bank	400	12	2.0%
Saco & Biddeford Savings Inst.	355	13	1.8%
Kennebunk Savings Bank	324	14	1.6%
Bath Savings Institution	316	15	1.6%
Total for All Lenders	19,690		100.0%

Source: MRS, Inc.
Data obtained from registry of deeds throughout the state of Maine.

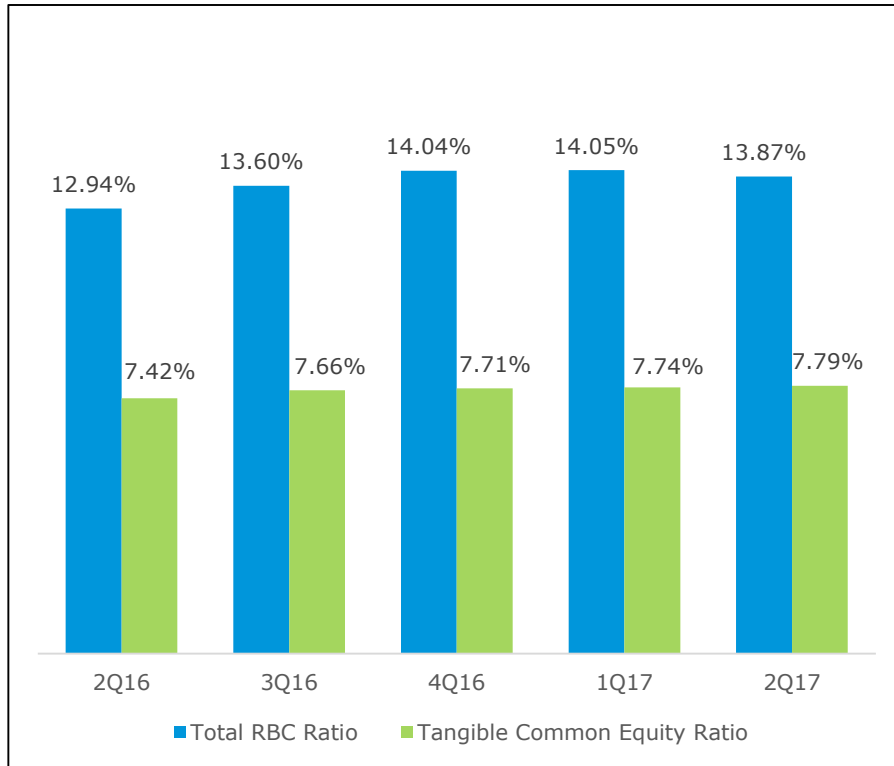
Market Overview

		Maine	New Hampshire	Massachusetts
Demographics	Population in Millions (Jun 2017)	1.33	1.34	6.86
	Population Increase (Apr 2010-Jul 2016)	0.2%	1.4%	4.0%
	Projected Population Change (2017-2022)	0.3%	1.3%	3.5%
	Median Household Income (Jun 2017)	\$51,499	\$70,952	\$72,859
	Projected HH Income Change (2017-2022)	6.8%	9.0%	8.9%
Economics	Unemployment Rate (Jun 2017)	3.5%	2.9%	4.3%
	GDP Growth (2015-2016)	1.4%	3.0%	2.0%

Sources: SNL Financial, U.S. Census, Bureau of Economic Analysis, me.gov, nh.gov, detma.org

Capital Position and Payout

Capital Position



Capital Payout

