JAMES L. TETREAULT

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EXPERIENCE

M&T BANK CORPORATION **Vice President, Corporate Finance**

Buffalo, NY 2010-Present

- Mergers & Acquisitions:
 - Evaluate and model potential acquisitions, including whole banks, branch networks, insurance brokers and other assets, to determine income and balance sheet forecasts, valuation ranges, potential returns and pro forma earnings and capital impacts
 - Consult with senior business line management and due diligence teams to develop strategic and financial acquisition rationale
 - Create memoranda and presentations to communicate transaction analysis to executive leadership and the Board of Directors
 - Developed model simulating pro forma sources and uses of acquired liquidity across a range of reinvestment scenarios
- Capital Management:
 - Guide team modeling M&T's stress testing and projected capital position, integrating balance sheet, revenue and loss estimates
 - Communicate with senior management and the Board of Directors with respect to M&T's annual capital plan, quarterly capital updates, proposed capital issuances or redemptions, dividend declarations and regulatory developments
 - Facilitate participation in Capital Plan Review ("CapPR") and Comprehensive Capital Analysis & Review ("CCAR"), including development of macroeconomic scenarios, stress testing practices and internal capital adequacy assessment processes
 - Assess the impact of the Federal Reserve's proposed rules to implement Basel III capital and risk-weighted asset standards
- Selected transaction experience:
 - Acquisition of Wilmington Trust Corporation (May 2011)
 - Issuance of \$500 million of perpetual preferred stock and redemption of \$700 million of TARP preferred shares (May 2011)

PERELLA WEINBERG PARTNERS, L.P. **Director, Investment Banking Advisory**

New York, NY 2008-2010

- Promoted to Director after being top-ranked Associate. Focused on financial institution clients, particularly banks and insurance companies, involving dozens of potential M&A transactions
- Led transaction execution teams creating valuation analyses, modeling company financials, presenting opinions and analysis to clients and boards of directors, performing due diligence, creating internal committee memoranda and marketing transactions
- Selected transaction experience:
 - Exclusive financial advisor to Marsh & McLennan Companies in its \$1.1 billion sale of its subsidiary Kroll, Inc. to Altegrity, Inc. / Providence Equity Partners (June 2010)
 - Financial advisor to Wachovia in its \$15 billion sale to Wells Fargo (October 2008)

BEAR, STEARNS & CO., INC.

New York, NY Summer 2005; 2006-2008

Associate, Investment Banking (Financial Institutions Group)

- Top-ranked associate; first associate appointed analyst staffer in group history. Offered position by JPMorgan post-acquisition
- Performed detailed valuation and financial analysis on financial institutions including merger modeling, accretion/dilution analysis. comparable company trading and transaction valuation, discounted cash flow analysis, asset and liability portfolio marking, etc.
- Selected transaction experience:
 - Exclusive financial advisor to New York Community Bancorp in its purchases of Synergy Financial (October 2007), the New York branch network of Doral Financial (June 2007), and PennFed Financial Services (April 2007)

INTERNATIONAL LABOR ORGANIZATION

Geneva, Switzerland

2003

Facilitated implementation of small enterprise development programs in developing countries around the world

AMERICORPS*VISTA (Volunteers in Service to America)

International Consultant, Small Enterprise Development

San Francisco, CA

Business Development Consultant, U.S. Small Business Administration

Performed financial reviews of small business plans to assess potential for Small Business Administration-backed bank financing

TRAVELERS PROPERTY CASUALTY

Hartford, CT & Walnut Creek, CA

Lead Reviewer, Audit & Risk Review; Associate, Special Liability Group Development Program

1997-2001

- Led teams analyzing the effectiveness of financial statement preparation, statutory reporting and operational controls
- Performed analysis to assess Travelers' exposure to long-term pollution and construction defect claims

EDUCATION

THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

2004-2006

Masters of Business Administration, Majors in Finance and Strategic Management Co-President, Bizworld; Panel Director, Wharton Finance Conference; Trip Leader, WIVP Uganda Excursion

DARTMOUTH COLLEGE **Bachelor of Arts, Major in History**

Hanover, NH

1993-1997

Officer of Interracial Concerns Committee, Student Director of Intramural Athletic Officials