
Santander US P19 Round 2

Corporate and Commercial Banking

August 22, 2016

Cameron Letters

Agenda

CCB summary

Business Line Detail

Executive summary

- SP19 re aligns CCB around newly defined “Core” and “Opportunistic “ business segments
- Core Commercial will focus on growing in footprint Middle Market, with complementary Transaction Banking and Equipment Finance product solutions, and ABL offering broader Middle Market coverage via value added structured finance
- Dealer Floorplan (given synergies with SC) will also be part of Core Commercial with a clear growth agenda, subject to alignment with Risk, and pricing support from SC based on benefits they will derive from DFP financing
- Growth of Core Commercial will be driven by investment in strengthening teams, re aligning the client base to capture higher value clients, investment in Cash Management to underpin an aggressive push for incremental deposits, and collaboration with GCB on other x sell opportunities
- Opportunistic business segment will comprise (1) Government Banking, (2) asset only specialty businesses of CEVF and Mortgage Warehouse, subject to limited incremental investment and BAU growth, and (3) Energy to be fully managed down to maximize recoveries and provision write backs
- Strategy around Opportunistic business lines is flexible/for further discussion to accommodate overall SBNA loan/deposit appetite
- Continue strengthening 1st LOD risk teams, to adopt Risk culture as BAU, address MRAs and ensure compliance with heightened standards
- Key quantitative developments: Net Income to almost double to \$188MM, loan and deposit balances for core businesses to grow 13% and 16% CAGR respectively, fees for core businesses to increase 21% CAGR, while overall ROA will improve from 0.83% to 1.25% and ROE from 6.16% to 9.69%

Main financial changes versus Round 1

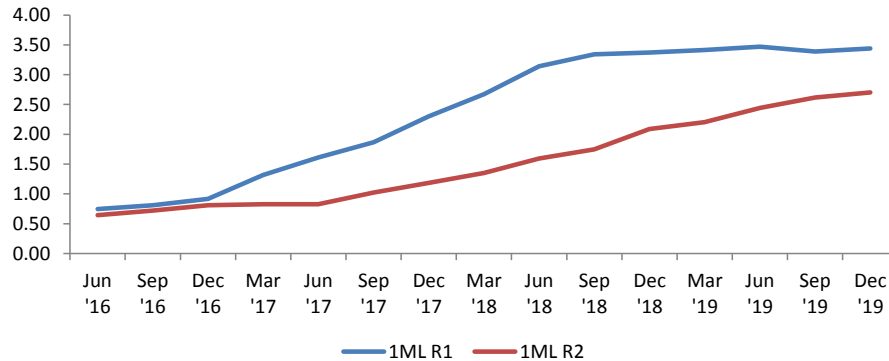
- New yield and FTP curves reflect post-Brexit scenario and have a significant impact on CCB Income Statement (lower Deposit NII and Capital Credit). Minimal impact on loan spreads
- Direct G&A expenses net of Lease Depreciation and CCAP Loan expenses decline to 5% CAGR from 9.7% CAGR in round 1 driven by FTE reduction (non-RM personnel)
- Government Banking deposit spot balances increase \$250MM in 2017, \$400MM in 2018 and \$500MM in 2019. Deposit balances for core businesses continue to grow at 16% CAGR
- No meaningful changes in loan balances nor Provisions. It is important to mention that between June 8th Round 1 meeting and final Round 1 numbers, DFP was challenged to deliver higher growth and therefore balances increased \$115MM in 2017, \$383MM in 2018 and \$857MM in 2019

CCB Key Metrics SP19 Round 2 vs Round 1

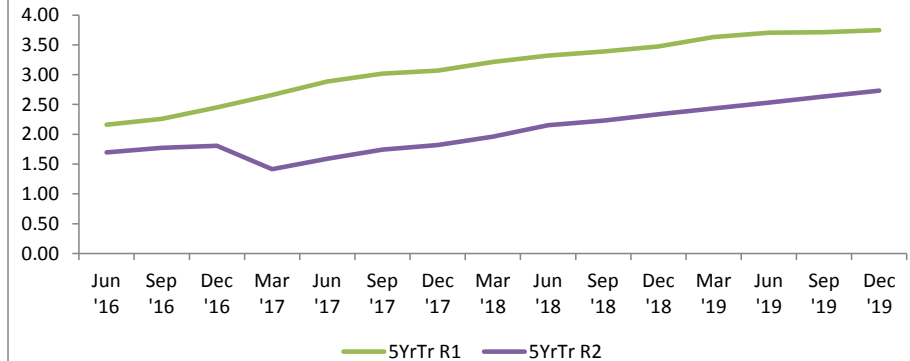
		FY 2017				FY 2018				FY 2019			
		SP19R1	SP19R2	\$ Var	% Var	SP19R1	SP19R2	\$ Var	% Var	SP19R1	SP19R2	\$ Var	% Var
Income statement	Loan Spread	261	260	(1)	-0.4%	260	261	1	0.3%	266	267	1	0.4%
	Deposit Spread	104	94	(10)	-9.9%	146	107	(38)	-26.2%	194	152	(42)	-21.8%
	Other Spread	30	21	(9)	-31.0%	58	36	(22)	-37.7%	73	58	(15)	-20.5%
	Net Interest Income	395	375	(21)	-5.2%	463	404	(59)	-12.8%	533	477	(56)	-10.6%
	Fee income	53	51	(2)	-3.5%	65	61	(4)	-6.4%	80	74	(6)	-7.5%
	Net Lease rental Inc/Depr	2	2	(0)	-2.5%	3	3	0	1.2%	4	4	(0)	-0.9%
	Total Revenues	450	428	(23)	-5.0%	531	468	(63)	-11.9%	617	554	(62)	-10.1%
	Direct Expenses	(109)	(107)	1	-1.1%	(123)	(115)	7	-6.1%	(137)	(123)	13	-9.7%
	PPNR excl Indirects	342	320	(21)	-6.3%	408	352	(56)	-13.7%	480	431	(49)	-10.2%
	Indirect Expenses	(78)	(78)	0	0.0%	(80)	(80)	(0)	0.0%	(81)	(81)	(0)	0.0%
	Provision	(38)	(39)	(1)	3.5%	(47)	(47)	(0)	0.8%	(60)	(60)	(0)	0.4%
	Net Income	147	132	(15)	-9.9%	182	146	(36)	-19.7%	221	189	(32)	-14.6%
Balance sheet	Loan Balances	12,787	12,767	(20)	-0.2%	13,771	13,719	(52)	-0.4%	15,248	15,124	(124)	-0.8%
	Deposit Balances	7,408	7,686	278	3.8%	7,991	8,252	261	3.3%	8,934	9,346	412	4.6%
Performance metrics	Efficiency ratio	41%	43%	1.9%	4.6%	38%	42%	3.6%	9.4%	35%	37%	1.6%	4.5%
	Fee / Revenue	12%	12%	0.2%	1.7%	13%	14%	0.8%	6.6%	14%	14%	0.4%	3.2%
	Loan / deposit	173%	166%	-6.5%	-3.8%	172%	166%	-6.1%	-3.5%	171%	162%	-8.9%	-5.2%
	ROA	1.15%	1.03%	-0.1%	-9.8%	1.32%	1.07%	-0.3%	-19.4%	1.45%	1.25%	-0.2%	-13.9%
	ROE	8.87%	7.93%	-0.9%	-10.6%	10.57%	8.27%	-2.3%	-21.7%	11.95%	9.69%	-2.3%	-18.9%

Yield Curve Change SP19 Round 2 vs Round 1

SP19 R2 v R1 Key Rates



SP19 R2 v R1 Key Rates



Impacts of Round 2 lower yield curve

- Margin decreases with lower deposit spreads and capital credit. Impact to deposit margin in 2019 <\$42MM> and <\$15MM> for capital credit in the same period
- Minimal impact on loan spreads

FTE- Round 2 versus Round 1 changes

	Strat Plan Round 1				Proposed Changes				Proposed Strat Plan Round 2			
	2016	2017	2018	2019	2016	2017	2018	2019	2016	2017	2018	2019
Mid Mkt	35	42	52	60					35	42	52	60
ABL	10	10	10	11				(1)	10	10	10	10
EFL	8	8	8	8					8	8	8	8
DFP	16	19	23	28					16	19	23	28
GOV	7	7	7	7					7	7	7	7
CEVF	17	17	17	17					17	17	17	17
MW	4	4	4	4					4	4	4	4
OG	5	3	1	0					5	3	1	-
Total LOB Sales	102	110	122	135	-	-	-	(1)	102	110	122	134
CM Sales	10	15	18	20			(3)	(5)	10	15	15	15
Cards Sales	0	5	6	7					-	5	6	7
Trade Sales	4	4	5	6					4	4	5	6
Total TB Sales	14	24	29	33	-	-	(3)	(5)	14	24	26	28
Mid Mkt	61	66	72	76		(1)	(7)	(7)	61	65	65	69
ABL	15	15	16	16			(1)	(1)	15	15	15	15
EFL	9	11	12	12			(1)	(1)	9	11	11	11
DFP	13	16	16	16		(1)	(1)	(1)	13	15	15	15
GOV	6	6	6	6					6	6	6	6
CEVF	12	13	13	13		(1)	(1)	(1)	12	12	12	12
MW	1	1	1	1					1	1	1	1
OG	1	1	1	0					1	1	1	-
Total LOB Support	118	129	137	140	-	(3)	(11)	(11)	118	126	126	129
Underwriting	85	105	117	130			(12)	(12)	85	105	105	118
Trans Banking	57	73	79	83		(1)	(7)	(7)	57	72	72	76
Corp Dev	21	27	29	29		(2)	(4)	(4)	21	25	25	25
Risk	24	27	27	27		(2)	(2)	(2)	24	25	25	25
Admin	2	2	2	2					2	2	2	2
Total Other Support	189	234	254	271	-	(5)	(25)	(25)	189	229	229	246
Grand Total	423	497	542	579	-	(8)	(39)	(42)	423	489	503	537
UW to Sales (excl Gov & OG)	94%	105%	103%	101%					94%	105%	92%	93%
TB Sales to Sales (MM+GOV+ABL)	19%	25%	26%	26%					19%	25%	22%	19%
LOB Bus Suppt to Sales	116%	117%	112%	104%					116%	114%	103%	96%
Salary (120k)					(480)	(2,820)	(4,860)					
Benefits (19.5%)					(94)	(550)	(948)					
Incentives (30%)					(144)	(846)	(1,458)					
Total Save					(718)	(4,216)	(7,266)					

Expenses- Round 2 versus Round 1 changes

	SP19 R1 Expenses						SP19 R2 Proposed Changes					SP19 R2 Proposed Expenses					
	2016	2017	2018	2019	CAGR		2016	2017	2018	2019		2016	2017	2018	2019	CAGR	
G&A	93.7	110.0	129.8	146.6	16%							93.4	107.5	121.5	133.1	13%	
Lease Depr	5.7	11.9	16.0	18.6	48%							5.7	11.9	16.0	18.6	48%	
CCAP Loan Exp	4.4	8.2	11.8	17.7	59%							4.4	8.2	11.8	17.7	59%	
Net	83.5	89.8	102.1	110.2	9.70%							83.2	87.4	93.8	96.7	5.17%	
Target	83.5	87.7	92.1	96.7	5.0%												
Savings needed to achieve target		2.2	10.0	13.6													
Salaries	46.3	46.1	49.8	56.4	61.1	10%	(0.5)	(2.8)	(4.9)			46.1	49.3	53.5	56.2	7%	
Other Compensation		0.1	0.0	0.0	0.0	-34%						0.1	0.0	0.0	0.0	-34%	
Overtime	0.0	0.0	-	-	-							0.0	-	-	-		
Commissions	3.6	3.6	3.7	3.8	3.8	2%						3.6	3.7	3.8	3.8	2%	
Bonuses	18.1	15.7	16.2	18.8	20.6	9%	(0.1)	(0.8)	(1.5)			15.7	16.1	17.9	19.1	7%	
Compensation	68.0	65.6	69.8	78.9	85.5	9%	-	(0.6)	(3.7)	(6.3)		65.6	69.2	75.3	79.2	7%	
Deferred Comp Equity & Retirement	2.2	2.1	2.2	2.5	2.7	9%	(0.0)	(0.1)	(0.2)			2.1	2.2	2.4	2.5	6%	
Benefits & Insurance	2.6	2.3	2.9	3.2	3.5	15%	(0.0)	(0.2)	(0.3)			2.3	2.9	3.0	3.2	11%	
Payroll Taxes	4.7	4.4	4.7	5.3	5.7	9%	(0.0)	(0.3)	(0.5)			4.4	4.6	5.0	5.3	6%	
Benefits & Payroll Taxes	9.6	8.9	9.8	11.0	11.9	10%	-	(0.1)	(0.5)	(0.9)		8.9	9.7	10.4	11.0	7%	
Fasb Comp & Benefits	(10.5)	(8.7)	(9.6)	(10.6)	(12.5)	13%						(8.7)	(9.6)	(10.6)	(12.5)	13%	
Direct Personnel Exp	67.1	65.7	70.0	79.3	85.0	9%	-	(0.7)	(4.2)	(7.3)		65.7	69.3	75.1	77.7	6%	
Office Occupancy	0.5	0.6	0.5	0.5	0.6	-2%						0.6	0.5	0.5	0.6	-2%	
Outside Services	1.6	1.6	1.4	1.4	1.4	-4%						1.6	1.4	1.4	1.4	-4%	
Legal Expense	1.4	1.6	1.6	1.7	1.7	3%						1.6	1.6	1.7	1.7	3%	
Loan Expense	6.9	8.2	13.5	19.0	26.5	48%	(0.3)	(2.0)	(4.4)	(6.2)		7.8	11.4	14.6	20.3	37%	
Marketing	5.2	5.2	5.5	6.1	6.7	9%		0.3	0.3			5.2	5.8	6.4	6.7	9%	
Postage Expense	0.2	0.2	0.3	0.3	0.3	12%						0.2	0.3	0.3	0.3	12%	
Uninsured Losses Total	0.1	0.1	0.1	0.1	0.1	1%						0.1	0.1	0.1	0.1	1%	
Other Expense	0.1	0.1	0.0	0.0	0.0	-9%						0.1	0.0	0.0	0.0	-9%	
Lease Expenses	5.7	5.7	11.9	16.0	18.6	48%						5.7	11.9	16.0	18.6	48%	
Fasb Other Expense Reversal	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)	0%						(0.1)	(0.1)	(0.1)	(0.1)	0%	
Employee Expense Accounts	3.6	3.2	3.4	3.5	3.7	5%						3.2	3.4	3.5	3.7	5%	
Education/convention	0.4	0.4	0.8	0.8	0.8	21%						0.4	0.8	0.8	0.8	21%	
Office Supplies	0.1	0.1	0.1	0.1	0.2	3%						0.1	0.1	0.1	0.2	3%	
Printing Expense	0.0	0.0	0.0	0.0	0.0	4%						0.0	0.0	0.0	0.0	4%	
Dues & Subscriptions Expense	0.8	0.8	0.8	0.8	0.9	1%						0.8	0.8	0.8	0.9	1%	
Direct General Exp	26.7	27.8	39.9	50.3	61.4	30%	(0.3)	(1.7)	(4.1)	(6.2)		27.5	38.1	46.2	55.2	26%	
Ff&e Depreciation	0.2	0.1	0.1	0.2	0.2	9%						0.1	0.1	0.2	0.2	9%	
Direct G&A	94.0	93.7	110.0	129.8	146.6	16%	(0.3)	(2.4)	(8.3)	(13.5)		93.4	107.5	121.5	133.1	13%	
FDIC Insurance Exp		10.7	10.4	8.8	8.5	-7%						10.7	10.4	8.8	8.5	-7%	
Cdi & Other Intangibles		0.1	0.1	0.1	0.1	0%						0.1	0.1	0.1	0.1	0%	

Performance targets

Establish Santander as a leading Regional Commercial Banking franchise with a sustainable and profitable business model, doubling our local market share and revenues from today's levels

Performance targets

	CCB Total	Core	Opp..
	2016	2019	2019
Revenue growth*		12%	18%
Loan growth*		8%	13%
Deposit growth*		5%	16%
Loan / deposits	150%	162%	199%
Net income (MM)	\$100.1	\$188.6	\$149.4
Efficiency	44%	37%	38%
ROA	0.83%	1.25%	1.23%
ROE	6.16%	9.69%	9.40%

Commentary

- L/D ratio increasing to 162%, but mix improving with Government Banking deposits falling (-8% CAGR) as LGIPs runoff, and 14% CAGR growth for Middle Market deposits
- ROE improving from 6.16% to 9.69%, with core commercial improving from 7.01% to 9.40%
- Indirect expenses to be finalized

Core: MM, ABL, EFL, DFP
Opportunistic: CEVF, MWH, Energy, Gov

*3 year CAGR (2016-2019)

Consolidated Corporate & Commercial P19 financial summary

(\$ millions)		2015	2016	2017	2018	2019	'16 - '17 CAGR	'16 - '19 CAGR
Income statement	Loan Spread	\$239.9	\$263.0	\$260.2	\$260.6	\$266.9	-1%	0%
	Deposit Spread	46.2	75.0	93.7	107.4	151.6	25%	26%
	Other Spread/Capital Credit	0.4	10.3	20.7	35.9	58.3	100%	78%
	Net interest income	286.6	348.3	374.5	403.9	476.8	8%	11%
	Fee income	51.7	48.8	50.8	60.5	74.0	4%	15%
	Net Lease rental Inc/Depr	0.2	1.1	2.3	3.1	3.7	109%	49%
	Total revenue	338.5	398.3	427.6	467.6	554.5	7%	12%
	Direct expenses *	(92.7)	(98.1)	(107.3)	(115.3)	(123.3)	9%	8%
	PPNR excl indirects	245.8	300.2	320.3	352.4	431.2	7%	13%
	Overhead	0.0	(0.0)	(0.0)	(0.0)	(0.0)		
	Indirect expenses	(91.1)	(76.6)	(78.2)	(79.7)	(81.3)	2%	2%
	PPNR	154.6	223.6	242.1	272.6	349.9	8%	16%
	Provisions	(17.4)	(69.6)	(38.9)	(47.4)	(59.8)	-44%	-5%
	PBT	137.2	154.0	203.2	225.2	290.1	32%	24%
Balance sheet	Taxes	(48.0)	(53.9)	(71.1)	(78.8)	(101.5)	32%	24%
	Net income	\$89.2	\$100.1	\$132.1	\$146.4	\$188.6	32%	24%
	Loans	\$10,346	\$12,056	\$12,767	\$13,719	\$15,124	6%	8%
	Total exposure	15,994	18,072	19,296	20,438	22,388	7%	7%
	Deposits	8,861	8,023	7,686	8,252	9,346	-4%	5%
Profitability (% of earning assets)	RWA	12,665	14,771	15,146	16,091	17,699	3%	6%
	Capital	1,393	1,625	1,666	1,770	1,947	3%	6%
	Net interest income	2.77%	2.89%	2.93%	2.94%	3.15%	0.04%	0.26%
	Fee income	0.50%	0.41%	0.42%	0.46%	0.51%	0.00%	0.10%
	Revenue	3.27%	3.30%	3.35%	3.41%	3.67%	0.05%	0.36%
Performance metrics	Expenses	-1.78%	-1.45%	-1.45%	-1.42%	-1.35%	0.00%	0.10%
	Provisions	-0.17%	-0.58%	-0.30%	-0.35%	-0.40%	0.27%	0.18%
	Profit before tax	1.33%	1.28%	1.59%	1.64%	1.92%	0.31%	0.64%
	Net income	0.86%	0.83%	1.03%	1.07%	1.25%	0.20%	0.42%
	Efficiency ratio (Incl Indirect Exp)	54%	44%	43%	42%	37%	0%	-7%
Performance metrics	Fee / Revenue	15%	13%	12%	14%	14%	0%	1%
	Loan / deposit	117%	150%	166%	166%	162%	16%	12%
	ROA	0.86%	0.83%	1.03%	1.07%	1.25%	0.20%	0.42%
	ROE	6.40%	6.16%	7.93%	8.27%	9.69%	1.77%	16.28%

* Direct Expenses include SC Fee and FDIC Ins. Excluding these expenses CAGR is 5% (see slide 21 for details)

Core Corporate & Commercial P19 financial summary

(\$ millions)		2015	2016	2017	2018	2019	'16 - '17 CAGR	'16 - '19 CAGR
Income statement	Loan Spread	\$141.7	\$170.4	\$177.7	\$186.5	\$199.4	4%	5%
	Deposit Spread	31.8	49.3	65.0	81.0	120.6	32%	35%
	Other Spread/Capital Credit	0.4	7.6	15.4	28.1	47.8	104%	85%
	Net interest income	173.9	227.3	258.1	295.6	367.7	14%	17%
	Fee income	41.6	38.2	43.0	53.6	67.3	13%	21%
	Net Lease rental Inc/Depr	0.2	1.1	2.3	3.1	3.7	109%	49%
	Total revenue	215.6	266.6	303.4	352.4	438.6	14%	18%
	Direct expenses	(81.5)	(86.8)	(96.5)	(106.1)	(114.6)	11%	10%
	PPNR excl indirects	134.1	179.8	206.9	246.3	324.1	15%	22%
	Overhead	12.2	12.5	13.3	14.5	14.9		
	Indirect expenses	(59.5)	(49.5)	(50.5)	(51.5)	(52.6)	2%	2%
	PPNR	86.8	142.7	169.7	209.3	286.4	19%	26%
	Provisions	(6.3)	(16.6)	(35.7)	(44.6)	(56.6)	115%	51%
	PBT	80.5	126.1	134.1	164.7	229.8	6%	22%
Balance sheet	Taxes	(28.2)	(44.1)	(46.9)	(57.6)	(80.4)	6%	22%
	Net income	\$52.3	\$82.0	\$87.1	\$107.0	\$149.4	6%	22%
	Loans	\$7,138	\$8,461	\$9,361	\$10,497	\$12,124	11%	13%
	Total exposure	11,263	12,819	14,031	15,711	18,054	9%	12%
	Deposits	3,668	3,903	4,267	5,005	6,098	9%	16%
Profitability (% of earning assets)	RWA	6,950	10,636	11,221	12,526	14,437	5%	11%
	Capital	764	1,170	1,234	1,378	1,588	5%	11%
	Net interest income	2.44%	2.69%	2.76%	2.82%	3.03%	0.07%	0.35%
	Fee income	0.59%	0.46%	0.48%	0.54%	0.59%	0.02%	0.12%
	Revenue	3.02%	3.15%	3.24%	3.36%	3.62%	0.09%	0.47%
Performance metrics	Expenses	-1.98%	-1.61%	-1.57%	-1.50%	-1.38%	0.04%	0.23%
	Provisions	-0.09%	-0.20%	-0.38%	-0.43%	-0.47%	-0.19%	-0.27%
	Profit before tax	1.13%	1.49%	1.43%	1.57%	1.90%	-0.06%	0.40%
	Net income	0.73%	0.97%	0.93%	1.02%	1.23%	-0.04%	0.26%
	Efficiency ratio (Incl Indirect Exp)	65%	51%	48%	45%	38%	-3%	-13%
Performance metrics	Fee / Revenue	19%	15%	15%	16%	16%	0%	1%
	Loan / deposit	195%	217%	219%	210%	199%	3%	-18%
	ROA	0.73%	0.97%	0.93%	1.02%	1.23%	-0.04%	0.26%
	ROE	6.84%	7.01%	7.06%	7.77%	9.40%	0.05%	10.31%

Opportunistic Corporate & Commercial P19 financial summary

(\$ millions)		2015	2016	2017	2018	2019	'16 - '17 CAGR	'16 - '19 CAGR
Income statement	Loan Spread	\$98.3	\$92.7	\$82.5	\$74.1	\$67.6	-11%	-10%
	Deposit Spread	14.5	25.6	28.7	26.5	31.0	12%	7%
	Other Spread/Capital Credit	(0.0)	2.8	5.3	7.8	10.6	89%	56%
	Net interest income	112.7	121.0	116.4	108.3	109.1	-4%	-3%
	Fee income	10.1	10.7	7.8	6.9	6.7	-27%	-14%
	Net Lease rental Inc/Depr	0.0	0.0	0.0	0.0	0.0	0%	0%
	Total revenue	122.9	131.7	124.2	115.2	115.8	-6%	-4%
	Direct expenses	(11.7)	(11.3)	(10.9)	(9.2)	(8.7)	-4%	-8%
	PPNR excl indirects	111.1	120.4	113.3	106.1	107.1	-6%	-4%
	Overhead	(12.2)	(12.5)	(13.3)	(14.5)	(14.9)		
	Indirect expenses	(31.6)	(27.1)	(27.6)	(28.2)	(28.7)	2%	2%
	PPNR	67.3	80.9	72.4	63.3	63.5	-10%	-8%
	Provisions	(11.1)	(53.0)	(3.3)	(2.8)	(3.1)	-94%	-61%
	PBT	56.2	27.9	69.1	60.6	60.4	148%	29%
Balance sheet	Taxes	(19.7)	(9.8)	(24.2)	(21.2)	(21.1)	148%	29%
	Net income	\$36.5	\$18.1	\$44.9	\$39.4	\$39.2	148%	29%
	Loans	\$3,209	\$3,595	\$3,406	\$3,222	\$2,999	-5%	-6%
	Total exposure	4,730	5,253	5,265	4,727	4,334	0%	-6%
	Deposits	5,193	4,120	3,419	3,247	3,248	-17%	-8%
Profitability (% of earning assets)	RWA	3,903	4,136	3,926	3,565	3,263	-5%	-8%
	Capital	429	455	432	392	359	-5%	-8%
	Net interest income	3.51%	3.37%	3.42%	3.36%	3.64%	0.05%	0.27%
	Fee income	0.32%	0.30%	0.23%	0.21%	0.22%	-0.07%	-0.07%
	Revenue	3.83%	3.66%	3.65%	3.58%	3.86%	-0.02%	0.20%
	Expenses	-1.35%	-1.07%	-1.13%	-1.16%	-1.25%	-0.06%	-0.18%
	Provisions	-0.35%	-1.47%	-0.10%	-0.09%	-0.10%	1.38%	1.37%
Performance metrics	Profit before tax	1.75%	0.78%	2.03%	1.88%	2.01%	1.25%	1.24%
	Net income	1.14%	0.50%	1.32%	1.22%	1.31%	0.81%	0.80%
	Efficiency ratio (Incl Indirect Exp)	35%	29%	31%	32%	32%	2%	3%
	Fee / Revenue	8%	8%	6%	6%	6%	-2%	-2%
	Loan / deposit	62%	87%	100%	99%	92%	12%	5%
	ROA	1.14%	0.50%	1.32%	1.22%	1.31%	0.81%	0.80%
	ROE	8.52%	3.80%	10.17%	9.53%	10.21%	6.37%	39.08%

Middle Market Customer & Performance metrics

Aligning our customer mix and sales performance with our regional peers' levels over the next 3 years

- April 2016 Customer Performance metrics calculated at the relationship level (groupings validated in portfolio review sessions conducted in June 2016)

	April '16 (Last 12 Months)	2019 Target	Peers	
Customer Performance	Rev/Customer	\$131K	\$200K	>\$200K
	Avg. Loan balance	\$4.2MM	\$6MM+	\$5 - \$16MM
	L/D ratio	127%	114%	
	Products/ Customer**	2.0	>3	5+
	Transactional Fees*/ Assets	0.41%	>0.60%	0.80%
2016 YTD Sales Performance	Avg Rev/RM	\$3.6MM <i>(runrate)</i>	\$5MM+	\$5 - \$8MM
	Avg Cross-sell/RM***	\$1.5MM <i>(runrate)</i>	>\$2MM	>50% of Net Rev
	# New clients / RM	0.5 (2016 YTD)	4	4

(*) Ratio of all recurrent fees (cash management, FX and Merchant) on average funded assets

(**) 8 products – Loans, Deposits, Cash Mgt, FX, FI, Equipment, Merchant, Trade

(***) Cross-sell rev represents all non credit revenue (Deposit NII, Fee income)

How are we driving enhanced sales performance?

- 1) **Streamlined organization** with consolidation of MM
- 2) **Smarter and disciplined sales process:** incentive plans aligned to new client origination, deposit gathering and return metrics
- 3) **Proactive talent management**

Relationship Centric Sales

Kicked off client reviews using newly developed 360 client views and metrics at client and RM portfolio level.

Engagement of product partners to develop joint commercial plans per client and prospect.

Goal: validation of client segmentation (defend, grow, exit) and subsequent action plan.

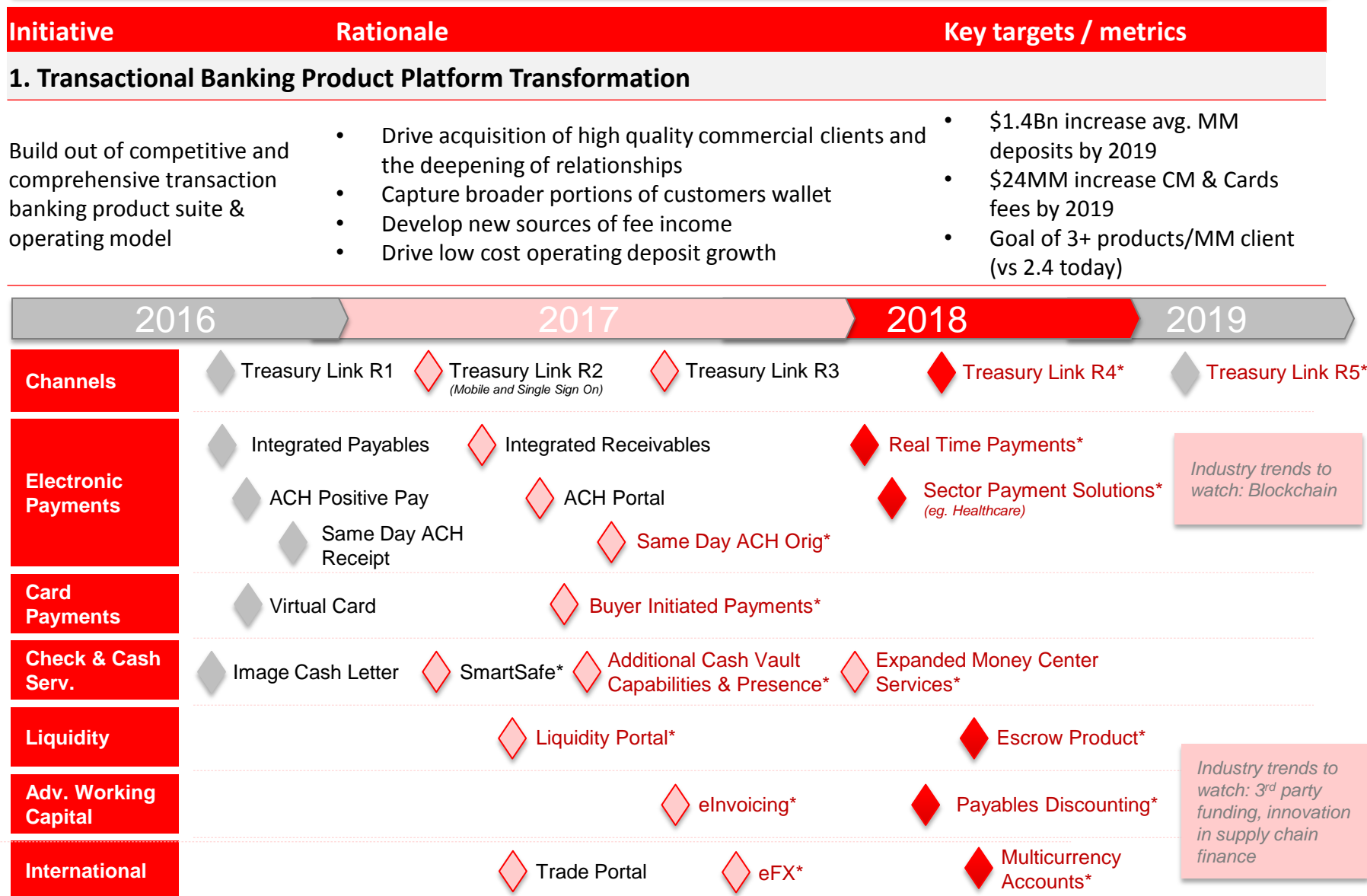
Performance Driven Culture

Instituted quarterly talent management reviews with a focus on sales personnel.

Engaged HR, market leaders and partners to build a comprehensive view on individuals.

Goal: retain, support and develop talent, address consistent low performers.

Summary of key strategic initiatives



* Not in Book of Work, T&O CAPEX/OPEX assessment in progress

Summary of key strategic initiatives

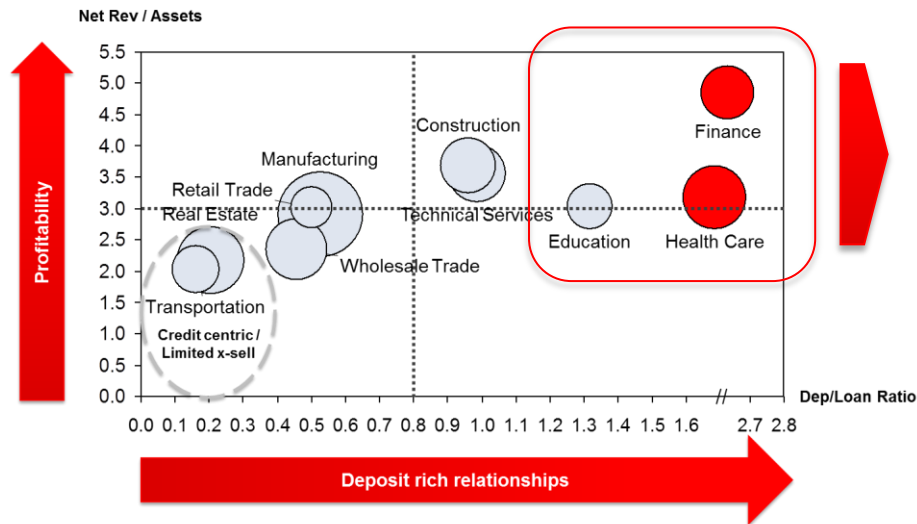
Initiative	Rationale	Key targets / metrics
2. Upgrade of Client and Product Servicing Operating Model		
Appropriate staffing, technology and support model to deliver and service new clients and products	<ul style="list-style-type: none"> • Improve delivery time to market and effectiveness of market roll out • Deploy and staff a comprehensive service model across to improve client experience • Deploy and staff an onboarding model that leverages integrated process workflow and automation 	<ul style="list-style-type: none"> • # of new products • Greenwich client experience scores • 75% of 'first call resolution' (N/A today) • E2E onboarding time improvement by 25%
3. Business Intelligence & Sales Tools Build Out		
Rollout of sales tools & robust process (Salesforce to replace Salesnet)	<ul style="list-style-type: none"> • Currently using inefficient sales data and tools • Ensure completeness, consistency and data quality for commercial customers • Enhance and operationalize 360 client views to drive sales process and increase profitability • New CRM will Improve efficiency of the sales teams and increase collaboration with product partners 	<ul style="list-style-type: none"> • 2017 CRM rollout across all segments • Enhanced sales and cross-sell performance • Improved Client Profitability
4. Digitization and streamlining of internal processes		
Digital and integrated E2E client on-boarding work flows enabled through new tools (nCino to replace NILO)	<ul style="list-style-type: none"> • Current on-boarding and UW tools are standalone • New tools will simplify and improve data quality of on boarding activities • Underwriting tool with integration points with CRM will improve efficiency and work flow management 	<ul style="list-style-type: none"> • nCino rollout in 2017 • Integration with CRM and operating systems • Improved efficiencies and time to market

SYNERGIES WITH Business Banking

Summary of key strategic initiatives

Initiative	Rationale	Key targets / metrics
5. 'Inorganic' Initiatives to supplement Deposits organic growth		
Specialization in Cash Rich Industries	<ul style="list-style-type: none"> Increase deposit base to improve funding position Launch of verticals targeting Healthcare and Financial Institutions in phase 1, and Education in phase 2 	<ul style="list-style-type: none"> Launch of phase 1 verticals before end of 2018 Healthcare and Financials to represent approximately \$700MM in incremental deposits by 2019

Existing MM Portfolio Performance – Top 10 Industries



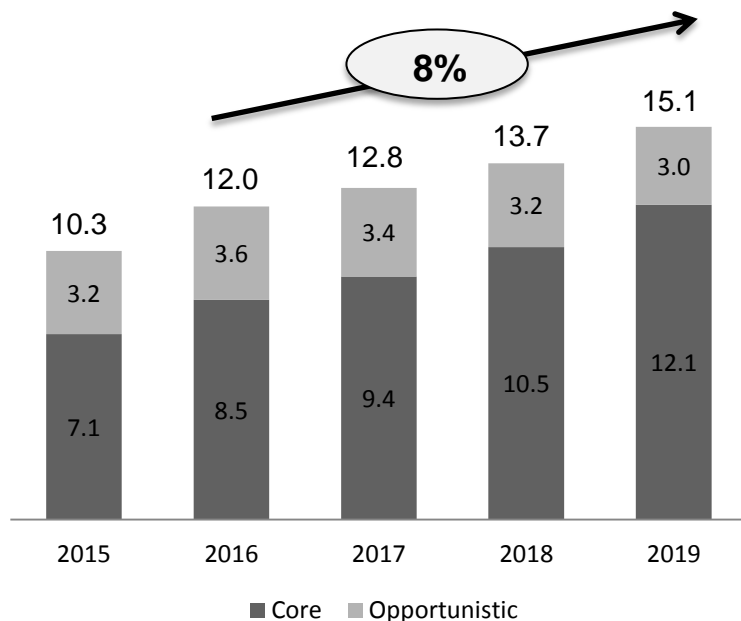
Specialization and focus on cash rich industries: Healthcare and Financials in phase 1 (gauge LCR and LST impact)

Loan Growth by Core/Opportunistic Lines of Business

Key drivers

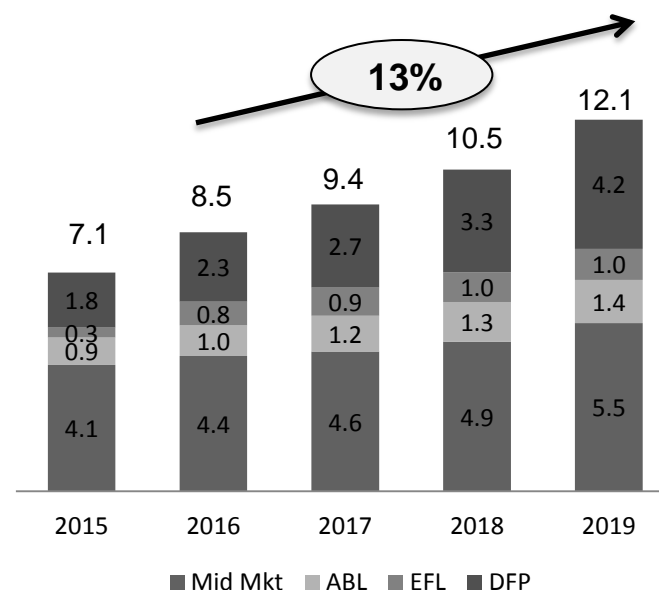
- Organic growth led by enhanced sales performance and coverage of MM clients in footprint
- Improved performance driven by increased focus on higher profitability clients through client analytics and targeted origination efforts
- New DFP agreement with SC focused on originations with incentives increasing as gross originations increase

Loan Balances - Total C&CB (\$Bn)



CAGR 16-19: Core: 13% Opportunistic: -6%

Loan Balances - Core C&CB (\$Bn)



CAGR 16-19: MM: 8%, EFL 9%, ABL 12%, DFP 23%

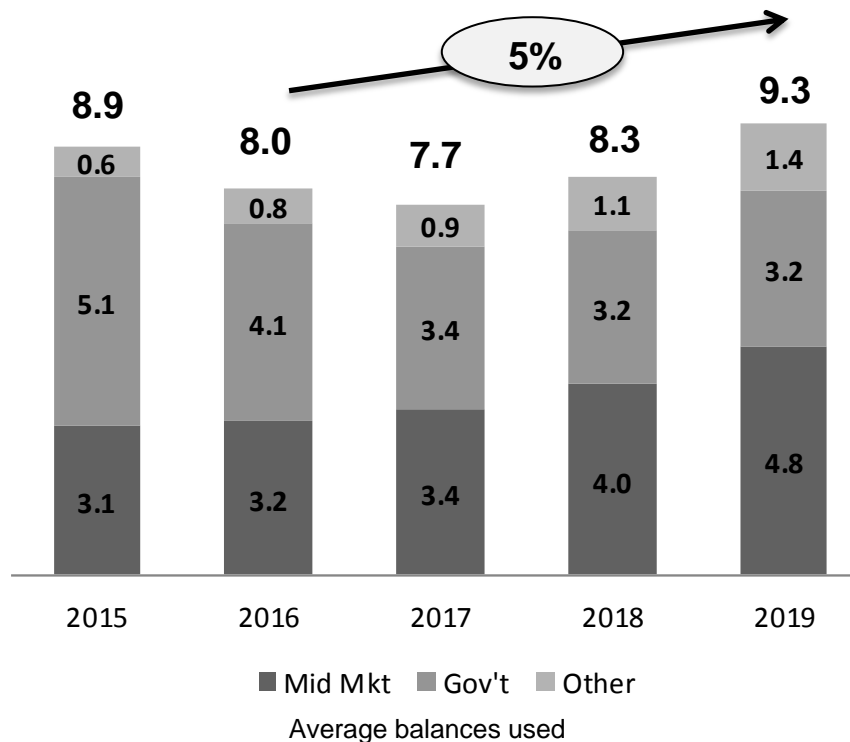
Balances: Average Balances

Deposits by line of business

Key drivers

- Enhanced growth through improved cash management platform to be complemented with intensified coverage of cash rich sectors: Healthcare and Financial Institutions
- Government client acquisition efforts focus on development of Regional clients to change client and deposit mix (increase Regional while decreasing LGIPs)

Deposit composition growth (\$ bn)



CAGR
16-19

Total	5%
MM	14%
Govt	-8%
Other*	22%

*Other: Planned FI vertical and existing inbound business

Deposit forecast by product – balances and rates

Balances (\$ mm)		2015	2016	2017	2018	2019	CAGR '16-'19 (%)
	Savings	18	16	15	12	10	-13%
	Money Market	1,402	1,716	2,042	2,699	3,593	28%
	Time	894	552	217	181	160	-34%
	NOW	4,311	3,555	3,192	3,075	3,113	-4%
	Repo	673	546	507	465	427	-8%
	Total Interest Bearing Deposits	7,298	6,384	5,973	6,432	7,302	5%
	Total Non-Interest Bearing Deposits	1,631	1,645	1,713	1,821	2,044	8%
	Total Deposits	8,929	8,030	7,686	8,252	9,346	5%

Rates (%)		2015	2016	2017	2018	2019	
	Savings	0.35%	0.31%	0.41%	0.67%	1.03%	
	Money Market	0.43%	0.47%	0.63%	1.09%	1.66%	
	Time	0.32%	0.54%	0.79%	1.31%	2.09%	
	NOW	0.29%	0.41%	0.65%	1.20%	1.92%	
	Repo	0.19%	0.20%	0.38%	0.86%	1.51%	
	Total Interest Bearing Deposits	0.31%	0.42%	0.62%	1.13%	1.77%	
	Total Non-Interest Bearing Deposits	0.00%	0.00%	0.00%	0.00%	0.00%	
	Total Deposits	0.25%	0.34%	0.49%	0.89%	1.40%	

Fee income forecast

Key drivers

- Integrated sales process to intensify collaboration and alignment between business and product teams
- Build out of Transaction Banking teams to support the rollout of new products
- New Cash Management platform with Cards to drive additional \$10MM by 2019 (plus increments to deposit base)

(\$ in millions)	2015	2016	2017	2018	2019	'16 - '19 CAGR (%)
Cash Management/Deposit	20.0	19.0	20.2	22.4	25.7	10%
Loan Fees	22.4	24.4	23.1	24.2	26.3	3%
FX (50% Revenue Share)	2.1	1.9	2.2	3.1	3.9	28%
FI (50% Revenue Share)	1.2	0.7	1.3	1.7	2.9	62%
Corporate Card	0.0	0.5	1.8	6.6	12.4	n/a
Merchant Services	1.5	1.7	1.8	1.8	1.9	5%
Rental Income (Leasing)	0.7	6.9	14.3	19.1	22.3	48%
Other	4.4	0.7	0.4	0.7	0.9	9%
Total Fee Income	52.2	55.7	65.0	79.6	96.3	20%
Total Fee Income excl. Rental Income	51.6	48.8	50.8	60.5	74.0	15%

* Other Income in 2015 reflects one-time \$4MM settlement for O&G insurance claim

Expense forecast

Key drivers


- Staffing increases across core businesses (57 FTEs in Core commercial sales and sales support)
- Step up of Marketing efforts to successfully launch new products and reposition our brand in the commercial space targeting high quality clients

(\$ in millions)	2015	2016	2017	2018	2019	'16 - '19 CAGR (%)
Salaries	42.8	46.1	49.4	53.4	55.7	7%
Benefits & payroll taxes	7.6	9.0	9.3	10.1	10.6	6%
FASB Deferrals	(9.2)	(8.7)	(9.6)	(10.6)	(12.4)	13%
Incentives/Other Comp	21.7	19.4	21.3	22.8	23.6	7%
Occupancy & Equipment	0.8	0.7	0.6	0.7	0.7	1%
Outside Services	1.2	1.6	1.4	1.4	1.4	-4%
Employee Expense Accounts	3.0	3.2	3.4	3.5	3.7	5%
Marketing	3.7	5.2	5.8	6.4	6.7	9%
Loan Expense	10.0	8.1	11.4	14.6	20.3	36%
Legal Expense	1.6	1.6	1.6	1.7	1.7	3%
Lease Depreciation	0.5	5.7	11.9	16.0	18.6	48%
Other	0.9	1.7	2.1	2.1	2.2	9%
Total G&A	84.7	93.7	108.5	122.1	132.9	12%
FDIC Insurance	8.6	10.1	10.7	9.1	9.0	-4%
Total Direct Expenses	93.2	103.8	119.3	131.2	141.9	11%
Total Direct Expenses excl. Lease Depreciation	92.7	98.1	107.3	115.3	123.3	8%
Direct Expenses excl. Lease Depr., SC fee and FDIC Ins.	81.2	83.2	88.4	94.4	96.6	5%

- Loan expense driven primarily by DFP fees paid to SC- \$17MM in 2019

FTE forecast

Strengthening our teams to align with peers' performance and gearing ratios is key to meeting our P19 plan

	Description of FTE* needs	Rationale	Impact
FRONT END	<ul style="list-style-type: none"> + 57 additional FTEs to grow core Commercial and Transaction Banking sales teams 	<ul style="list-style-type: none"> Upgrade and expand sales coverage in MM (+33), EFL (+2), DFP (+14) and TB (+14); Oil & Gas (-6) Build up product sales to drive cross sell and deposit growth. Staffing in alignment to peer's gearing ratios 	 <p>Enhance sales performance Sales Growth</p>
SUPPORT	<ul style="list-style-type: none"> +23 FTEs in support areas to support new products, client mix strategy and growth (product support and servicing, commercial data and CRM) Note: Transactional Banking and Corp Dev teams support commercial areas beyond CCB 	<ul style="list-style-type: none"> Build out of servicing and product support operating model to support new CM capabilities & mix of client needs (+7) and TB product development (+12) Strengthening strategic areas driving commercial data management, sales intelligence (CRM), and transformation office (+4) 	 <p>Customer Satisfaction Value Proposition Smarter Sales Process</p>
RISK	<ul style="list-style-type: none"> +34 FTEs to strengthen first line of defense risk teams, from Underwriting to Regulatory and Operational risk 	<ul style="list-style-type: none"> UW teams dimensioned to meet Credit Officer to RM market gearing ratios per client segment (+30 COs,+3 management) Strengthening of Reg and Ops risk team (+1) 	 <p>Time to market Solid Risk Culture Heightened Standards</p>

*FTE#: 2016 to 2019 total increase

CCB Staffing Plan – Drivers and Gearing Ratios

CCB TOTAL STAFFING

	2016	2017	2018	2019
CORE Businesses				
MM	96	107	117	129
yoy delta		11	10	12
ABL	25	25	25	25
yoy delta		0	0	0
EFL	17	19	19	19
yoy delta		2	0	0
DFP	29	34	38	43
yoy delta		5	4	5
TOTAL CORE	167	185	199	216
yoy delta		18	14	17

OPPORTUNISTIC				
GOV	13	13	13	13
CEVF	29	29	29	29
MWH	5	5	5	5
Energy	6	4	2	0
TOTAL OPP.	53	51	49	47
yoy delta		-2	-2	-2

SUPPORT				
UW	85	105	105	118
yoy delta		20	0	13
Tx Banking	71	96	98	104
yoy delta		25	2	6
Corp Dev	21	25	25	25
yoy delta		4	0	0
Reg&Ops Risk	24	25	25	25
yoy delta		1	0	0
Exec + Admin	2	2	2	2
TOTAL SUPPORT	203	253	255	274
yoy delta		50	2	19

TOTAL CCB	423	489	503	537
yoy delta		66	14	34

Gearing Ratios				
Pure Sales (RM,TB)	116	134	148	162
Sales Teams	234	265	278	297
Support	189	224	225	240
Pure Sales/Total	27%	27%	29%	30%
Sales Team/Total	55%	54%	55%	55%
Support/Total	45%	46%	45%	45%
Sales Teams/Support	1.24	1.18	1.24	1.24

SALES STAFFING PER BUSINESS LINE

	2016	2017	2018	2019
CORE Businesses				
MM	35	42	52	60
yoy delta		7	10	8
ABL	10	10	10	10
yoy delta		0	0	0
EFL	8	8	8	8
yoy delta		0	0	0
DFP	16	19	23	28
yoy delta		3	4	5
TOTAL CORE	69	79	93	106
yoy delta		10	14	13

OPPORTUNISTIC				
GOV	7	7	7	7
CEVF	17	17	17	17
MWH	4	4	4	4
Energy	5	3	1	0
TOTAL OPP.	33	31	29	28
yoy delta		-2	-2	-1

BL SALES	102	110	122	134
yoy delta		8	12	12

TB Product SALES	14	24	26	28
yoy delta		10	2	2

TOTAL CCB SALES	116	134	148	162
yoy delta		18	14	14

TRANSACTION BANKING - SALES TEAMS STAFFING

	2016	2017	2018	2019
CM Sales	10	15	15	15
Cards Sales	0	5	6	7
Trade Sales	4	4	5	6
TB SALES	14	24	26	28
yoy delta		10	2	2
CM RA	0	3	3	4
Cards AM	0	2	1	2
TB SALES SUPPORT	0	5	4	6
TB SALES TEAM	14	29	30	34
yoy delta		15	1	4

Transaction Banking Sales - GEARING RATIOS		
Role	Driver	
CM Sales	1	4 RMs (GOV+ABL+MM+1)
CM RA	1	4 CM Sales
Cards Sales	1	3 CM Sales
Cards AM	1	4 Cards Sales
Trade Sales	1	10 MM RMs

UNDERWRITING - CREDIT OFFICERS STAFFING

	2016	2017	2018	2019
MM	31	42	52	60
ABL, EFL, MWH	18	21	21	22
GOV	0	1	1	1
CEVF	11	11	11	11
DFP	11	13	15	19
TOTAL	71	88	100	113
yoy delta		17	12	12

Underwriting Credit Officers - GEARING RATIOS		
Role	Driver	
MM Credit Off.	1	1 RMs
ABL,MWH, EFL CO	1	1 RMs + PMs
GOV Credit Officer	1	No Driver
CEVF Credit Officer	0	As is
DFP Credit Officer	1	1.5 RMs + PMs

Agenda

CCB summary

Business Line Detail

Middle Market P19 financial summary

(\$ millions)		2015	2016	2017	2018	2019	'16 - '17 CAGR	'16 - '19 CAGR
Income statement	Loan Spread	\$75.9	\$83.8	\$81.9	\$82.3	\$83.3	-2%	0%
	Deposit Spread	26.8	40.4	52.4	64.3	95.4	30%	33%
	Other Spread/Capital Credit	0.2	5.0	9.0	14.9	24.3	82%	70%
	Net interest income	102.9	129.2	143.3	161.5	203.0	11%	16%
	Fee income	23.6	25.7	29.1	37.9	49.7	13%	25%
	Net Lease rental Inc/Depr	0.0	0.0	0.0	0.0	0.0	0%	0%
	Total revenue	126.5	154.9	172.4	199.4	252.7	11%	18%
	Direct expenses	(15.9)	(20.2)	(22.1)	(22.8)	(23.7)	9%	5%
	PPNR excl indirects	110.6	134.7	150.3	176.6	229.0	12%	19%
	Overhead	(18.9)	(19.7)	(21.1)	(23.0)	(23.6)		
	Indirect expenses	(35.7)	(28.5)	(29.1)	(29.7)	(30.2)	2%	2%
	PPNR	55.9	86.5	100.2	123.9	175.2	16%	27%
	Provisions	(10.7)	(9.4)	(24.8)	(31.4)	(41.7)	164%	64%
	PBT	45.2	77.1	75.4	92.6	133.5	-2%	20%
Balance sheet	Taxes	(15.8)	(27.0)	(26.4)	(32.4)	(46.7)	-2%	20%
	Net income	\$29.4	\$50.1	\$49.0	\$60.2	\$86.8	-2%	20%
	Loans	\$4,123	\$4,416	\$4,560	\$4,887	\$5,492	3%	8%
	Total exposure	7,086	7,209	7,473	8,104	9,192	4%	8%
	Deposits	3,108	3,209	3,448	3,953	4,757	7%	14%
	RWA	5,434	5,812	5,790	6,221	7,048	0%	7%
	Capital	598	639	637	684	775	0%	7%
	Net interest income	2.49%	2.93%	3.14%	3.31%	3.70%	0.22%	0.77%
	Fee income	0.57%	0.58%	0.64%	0.78%	0.90%	0.06%	0.32%
	Revenue	3.07%	3.51%	3.78%	4.08%	4.60%	0.27%	1.09%
	Expenses	-1.25%	-1.10%	-1.12%	-1.07%	-0.98%	-0.02%	0.12%
	Provisions	-0.26%	-0.21%	-0.54%	-0.64%	-0.76%	-0.33%	-0.55%
	Profit before tax	1.10%	1.75%	1.65%	1.89%	2.43%	-0.09%	0.69%
	Net income	0.71%	1.14%	1.07%	1.23%	1.58%	-0.06%	0.45%
Performance metrics	Efficiency ratio (inc. Indirect Exp)	41%	31%	30%	26%	21%	-2%	-10%
	Fee / Revenue	19%	17%	17%	19%	20%	0%	3%
	Loan / deposit	133%	138%	132%	124%	115%	-5%	-22%
	ROA	0.71%	1.14%	1.07%	1.23%	1.58%	-0.06%	0.45%
	ROE	4.92%	7.84%	7.69%	8.79%	11.20%	-0.15%	12.61%

*includes Transaction Banking (international and IFIS)

Asset Based Lending P19 financial summary

(\$ millions)		2015	2016	2017	2018	2019	'16 - '17 CAGR	'16 - '19 CAGR
Income statement	Loan Spread	\$20.1	\$22.3	\$25.1	\$26.7	\$27.7	12%	7%
	Deposit Spread	1.2	2.6	3.5	4.3	6.1	35%	33%
	Other Spread/Capital Credit	(0.1)	1.1	2.3	4.2	6.5	115%	83%
	Net interest income	21.3	26.0	30.8	35.2	40.3	19%	16%
	Fee income	12.2	8.3	9.3	10.7	11.9	12%	13%
	Net Lease rental Inc/Depr	0.0	0.0	0.0	0.0	0.0	0%	0%
	Total revenue	33.5	34.2	40.1	45.9	52.2	17%	15%
	Direct expenses	(3.8)	(5.3)	(5.5)	(5.6)	(5.7)	4%	3%
	PPNR excl indirects	29.7	29.0	34.6	40.3	46.4	19%	17%
	Overhead	(5.0)	(5.1)	(5.4)	(5.9)	(6.1)		
	Indirect expenses	(6.1)	(5.6)	(5.7)	(5.9)	(6.0)	2%	2%
	PPNR	18.6	18.3	23.4	28.5	34.4	28%	23%
	Provisions	(1.5)	(1.5)	(4.2)	(4.7)	(4.0)	180%	38%
	PBT	17.1	16.8	19.2	23.8	30.4	15%	22%
Balance sheet	Taxes	(6.0)	(5.9)	(6.7)	(8.3)	(10.6)	15%	22%
	Net income	\$11.1	\$10.9	\$12.5	\$15.5	\$19.8	15%	22%
	Loans	\$898	\$997	\$1,163	\$1,294	\$1,405	17%	12%
	Total exposure	1,696	1,839	2,118	2,375	2,571	15%	12%
	Deposits	124	195	219	247	281	12%	13%
Profitability (% of earning assets)	RWA	1,199	1,418	1,604	1,779	1,921	13%	11%
	Capital	132	156	176	196	211	13%	11%
	Net interest income	2.37%	2.60%	2.65%	2.72%	2.87%	0.05%	0.26%
	Fee income	1.36%	0.83%	0.80%	0.83%	0.85%	-0.03%	0.02%
	Revenue	3.73%	3.43%	3.45%	3.54%	3.71%	0.01%	0.28%
	Expenses	-1.11%	-1.09%	-0.97%	-0.88%	-0.83%	0.13%	0.26%
	Provisions	-0.17%	-0.15%	-0.36%	-0.37%	-0.28%	-0.21%	-0.13%
Performance metrics	Profit before tax	1.90%	1.68%	1.65%	1.84%	2.17%	-0.03%	0.48%
	Net income	1.24%	1.09%	1.07%	1.19%	1.41%	-0.02%	0.31%
	Efficiency ratio (inc. Indirect Exp)	30%	32%	28%	25%	22%	-4%	-9%
	Fee / Revenue	37%	24%	23%	23%	23%	-1%	-1%
	Loan / deposit	724%	512%	532%	525%	500%	20%	-12%
	ROA	1.24%	1.09%	1.07%	1.19%	1.41%	-0.02%	0.31%
	ROE	8.43%	6.98%	7.08%	7.90%	9.36%	0.09%	10.25%

Equipment Finance Leasing P19 financial summary

(\$ millions)		2015	2016	2017	2018	2019	'16 - '17 CAGR	'16 - '19 CAGR
Income statement	Loan Spread	\$6.4	\$15.7	\$17.7	\$17.4	\$17.4	13%	4%
	Deposit Spread	0.0	0.0	0.2	0.7	1.4	0%	0%
	Other Spread/Capital Credit	(0.0)	0.4	0.9	1.7	2.9	144%	99%
	Net interest income	6.4	16.0	18.8	19.9	21.7	17%	11%
	Fee income	0.5	0.5	0.7	1.0	1.3	39%	37%
	Net Lease rental Inc/Depr	0.2	1.1	2.3	3.1	3.7	109%	49%
	Total revenue	7.1	17.6	21.8	24.0	26.6	24%	15%
	Direct expenses	(2.3)	(4.2)	(4.6)	(4.8)	(4.9)	11%	6%
	PPNR excl indirects	4.8	13.5	17.2	19.2	21.7	28%	17%
	Overhead	(2.7)	(2.8)	(3.0)	(3.2)	(3.3)		
	Indirect expenses	(2.5)	(3.0)	(3.0)	(3.1)	(3.2)	2%	2%
	PPNR	(0.4)	7.7	11.2	12.9	15.3	45%	25%
	Provisions	(0.9)	(2.8)	(1.7)	(2.0)	(2.5)	-41%	-4%
	PBT	(1.3)	4.9	9.6	10.8	12.8	96%	38%
Balance sheet	Taxes	0.5	(1.7)	(3.3)	(3.8)	(4.5)	96%	38%
	Net income	(\$0.8)	\$3.2	\$6.2	\$7.0	\$8.3	96%	38%
	Loans	\$318	\$777	\$922	\$967	\$1,015	19%	9%
	Total exposure	318	777	922	967	1,015	19%	9%
	Deposits	0	0	18	52	84	0%	0%
Profitability (% of earning assets)	RWA	317	777	924	968	1,018	19%	9%
	Capital	35	85	102	106	112	19%	9%
	Net interest income	2.02%	2.06%	2.04%	2.06%	2.13%	-0.02%	0.07%
	Fee income	0.22%	0.21%	0.33%	0.43%	0.49%	0.12%	0.28%
	Revenue	2.24%	2.27%	2.37%	2.48%	2.62%	0.10%	0.35%
	Expenses	-1.51%	-0.92%	-0.83%	-0.82%	-0.79%	0.09%	0.12%
	Provisions	-0.28%	-0.37%	-0.18%	-0.21%	-0.25%	0.19%	0.12%
Performance metrics	Profit before tax	-0.41%	0.63%	1.04%	1.12%	1.26%	0.41%	0.63%
	Net income	-0.27%	0.41%	0.67%	0.73%	0.82%	0.27%	0.41%
	Efficiency ratio (inc. Indirect Exp)	68%	40%	35%	33%	30%	-5%	-10%
	Fee / Revenue	10%	9%	14%	17%	19%	5%	9%
	Loan / deposit	0%	0%	5170%	1854%	1209%	0%	0%
	ROA	-0.27%	0.41%	0.67%	0.73%	0.82%	0.27%	0.41%
	ROE	-2.42%	3.72%	6.11%	6.61%	7.41%	2.40%	25.87%

Dealer Floor Plan Total P19 financial summary

(\$ millions)		2015	2016	2017	2018	2019	'16 - '17 CAGR	'16 - '19 CAGR
Income statement	Loan Spread	\$39.0	\$48.2	\$53.0	\$59.9	\$70.8	10%	14%
	Deposit Spread	0.8	1.5	2.2	2.4	3.0	46%	27%
	Other Spread/Capital Credit	(0.0)	1.1	3.2	7.2	13.9	176%	129%
	Net interest income	39.8	50.9	58.3	69.5	87.7	15%	20%
	Fee income	1.2	1.2	1.3	1.2	1.3	7%	4%
	Net Lease rental Inc/Depr	0.0	0.0	0.0	0.0	0.0	0%	0%
	Total revenue	41.0	52.0	59.5	70.7	89.0	14%	20%
	Direct expenses	(13.5)	(10.7)	(14.6)	(18.7)	(24.7)	37%	32%
	PPNR excl indirects	27.5	41.3	44.9	52.0	64.3	9%	16%
	Overhead	(6.3)	(6.5)	(6.9)	(7.5)	(7.7)		
	Indirect expenses	(9.0)	(9.5)	(9.7)	(9.9)	(10.1)	2%	2%
	PPNR	12.2	25.3	28.3	34.6	46.5	12%	22%
	Provisions	4.3	(2.8)	(5.0)	(6.5)	(8.5)	78%	45%
	PBT	16.6	22.6	23.3	28.1	38.0	3%	19%
	Taxes	(5.8)	(7.9)	(8.2)	(9.8)	(13.3)	3%	19%
	Net income	\$10.8	\$14.7	\$15.2	\$18.3	\$24.7	3%	19%
Balance sheet	Loans	\$1,795	\$2,264	\$2,710	\$3,343	\$4,206	20%	23%
	Total exposure	2,162	2,588	3,111	3,857	4,869	20%	23%
	Deposits	80	96	107	103	101	11%	1%
	RWA	1,903	2,426	2,822	3,476	4,368	16%	22%
	Capital	209	267	310	382	481	16%	22%
Profitability (% of earning assets)	Net interest income	2.22%	2.25%	2.15%	2.08%	2.08%	-0.10%	-0.16%
	Fee income	0.07%	0.05%	0.05%	0.04%	0.03%	-0.01%	-0.02%
	Revenue	2.28%	2.30%	2.20%	2.11%	2.12%	-0.10%	-0.18%
	Expenses	-1.25%	-0.89%	-0.90%	-0.85%	-0.83%	0.00%	0.07%
	Provisions	0.24%	-0.12%	-0.18%	-0.19%	-0.20%	-0.06%	-0.08%
	Profit before tax	0.92%	1.00%	0.86%	0.84%	0.90%	-0.14%	-0.09%
	Net income	0.60%	0.65%	0.56%	0.55%	0.59%	-0.09%	-0.06%
Performance metrics	Efficiency ratio (inc. Indirect Exp)	55%	39%	41%	40%	39%	2%	0%
	Fee / Revenue	3%	2%	2%	2%	2%	0%	-1%
	Loan / deposit	2236%	2348%	2539%	3234%	4175%	191%	1827%
	ROA	0.60%	0.65%	0.56%	0.55%	0.59%	-0.09%	-0.06%
	ROE	5.14%	5.49%	4.88%	4.78%	5.14%	-0.61%	-2.19%

Dealer Floorplan Growth Plan

- Revisited Dealer Floorplan Growth plan to include (1) greater synergies with SC (2) draw up target list of mid and large size dealers, and (3) aggressively increase our market share of Chrysler business (from 9% to 20%)

# New CCAP dealers	2016F	2017	2018	2019	CAGR 16' to 19'
Top 20		2	4	6	
Big dealers (\$25Mn+)	2	4	7	10	
Mid Dealers (\$5Mn+)	32	45	50	60	
Small Dealers (<\$5Mn)	38	50	55	60	
total New dealers	72	101	116	136	24%
Total CCAP dealer EOP	203	279	362	454	31%
<i>CCAP Market Share</i>	9%	12%	16%	20%	

CCAP Originations (\$Mn)	2016	2017	2018	2019	CAGR 16' to 19'
CCAP Originations Commitments	\$650	\$933	\$1,258	\$1,640	36%
Avg New Dealer Commitments	\$9.0	\$9.2	\$10.8	\$12.1	10%

Dealer Floorplan P19 Dependencies

Increase Credit Appetite

- Align risk parameters to increase proportion of non-floorplan loans (currently +/-5% of book, increase to +/-15%)
- Increase auto industry concentration limits to accommodate growth plans
- Structure growth plan to pursue larger/strategic dealers, including pursuit of pre approvals

Improve Processes

- Increase Dallas-based team's approval authority for 1st and 2nd line to a Minimum Level 3
- Streamline underwriting write ups and institute market service level agreements (SLA's)
- Enhance portfolio management by implementing an automated workflow tool
- Develop Auto-specific risk rating model
- Review and simplify Legal closing process to improve responsiveness
- Increase collaboration with SC to ensure integrated marketing approach to dealers

Competitive Pricing & Products

- To ensure compliance with the Sanctity of Charter, below benchmark returns would require a reduced SC fee structure for strategic dealers.
- Ensure stable retail rewards programs is maintained (VIP)
- Ensure the retail Pre-fund product is implemented

Staffing & Organization Structure

- Commencing in 2016, build out business development, credit and operations teams to support growth plans (add 9 FTEs comprised of 3 sales, 2 PMs, 2 Closing/Support, 2 UWs by 2017)
- Organization structure:
 - **Business line:**
 - 2016-> 1 additional closing specialist and 1 Strategic account manager
 - 2017-> 2 BDMs, 2 PMs and 1 Closing/Support.
 - **Credit organization structure:**
 - 2016-> 2 additional credit officers and 1 Credit Manager
 - 2017-> 2 additional credit officers

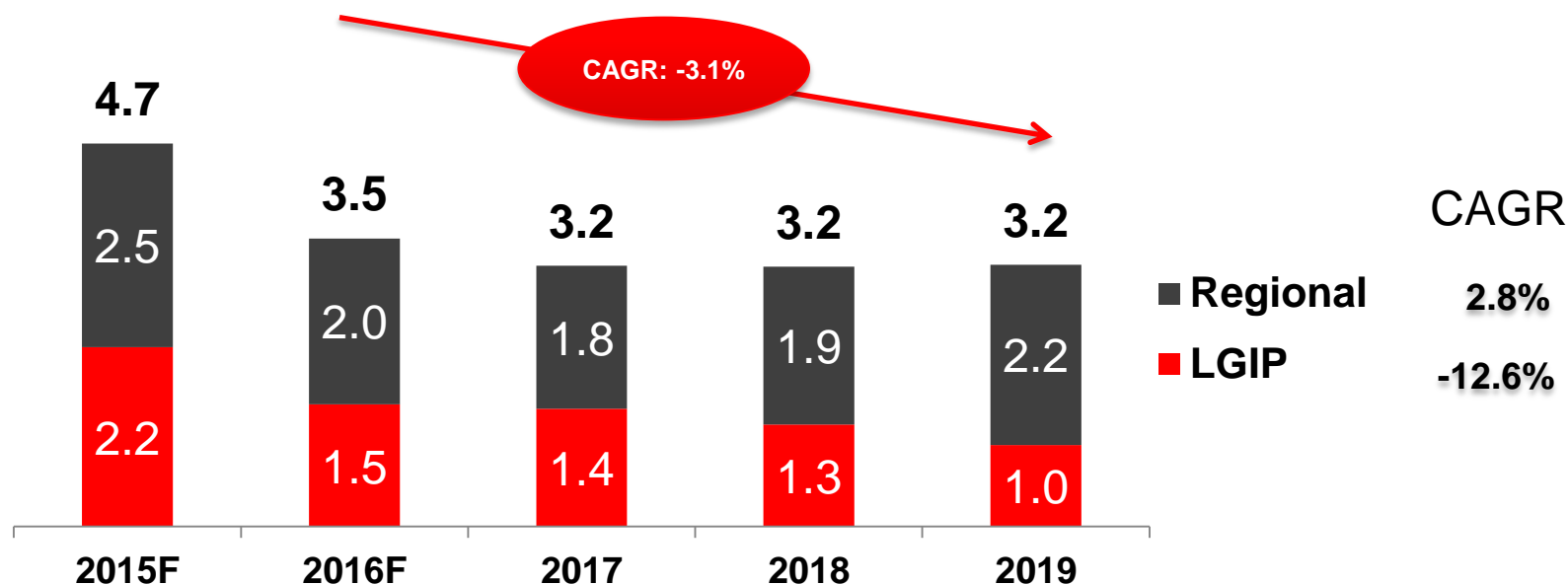
Government Banking P19 financial summary

(\$ millions)		2015	2016	2017	2018	2019	'16 - '17 CAGR	'16 - '19 CAGR
Income statement	Loan Spread	(\$0.0)	(\$0.0)	(\$0.0)	(\$0.1)	(\$0.2)	1688%	587%
	Deposit Spread	13.8	24.8	27.7	25.4	29.6	12%	6%
	Other Spread/Capital Credit	0.0	0.0	0.0	0.0	0.0	0%	0%
	Net interest income	13.8	24.8	27.7	25.3	29.4	12%	6%
	Fee income	1.0	1.0	1.2	1.5	2.0	24%	28%
	Net Lease rental Inc/Depr	0.0	0.0	0.0	0.0	0.0	0%	0%
	Total revenue	14.8	25.7	28.9	26.8	31.4	12%	7%
	Direct expenses	(6.8)	(10.7)	(10.0)	(8.4)	(8.1)	-6%	-9%
	PPNR excl indirects	8.1	15.1	18.9	18.4	23.3	26%	16%
	Overhead	(2.3)	(2.3)	(2.5)	(2.7)	(2.8)		
	Indirect expenses	(15.9)	(13.7)	(14.0)	(14.3)	(14.5)	2%	2%
	PPNR	(10.1)	(1.0)	2.5	1.4	6.0	-354%	-283%
	Provisions	(0.0)	(0.0)	0.0	0.0	0.0	-100%	-100%
	PBT	(10.1)	(1.0)	2.5	1.4	6.0	-354%	-283%
Balance sheet	Taxes	3.5	0.3	(0.9)	(0.5)	(2.1)	-354%	-283%
	Net income	(\$6.6)	(\$0.6)	\$1.6	\$0.9	\$3.9	-354%	-283%
	Loans	\$0	\$0	\$0	\$2	\$5	373%	259%
	Total exposure	0	0	0	2	5	373%	259%
	Deposits	5,131	4,057	3,366	3,195	3,197	-17%	-8%
Profitability (% of earning assets)	RWA	0	0	0	2	5	373%	259%
	Capital	0	0	0	0	1	373%	259%
	Net interest income							
	Fee income							
	Revenue							
Performance metrics	Expenses							
	Provisions							
	Profit before tax							
	Net income							
Performance metrics	Efficiency ratio (inc. Indirect Exp)	153%	95%	83%	84%	72%	-12%	-23%
	Fee / Revenue	7%	4%	4%	6%	6%	0%	3%
	Loan / deposit	0%	0%	0%	0%	0%	0%	0%
	ROA							
	ROE							

Government Banking Revised Growth Plan

- Incorporate impact of (1) potential CRA downgrade, and (2) pro-active reduction of LGIP deposits
- Potential CRA downgrade will severely impact client retention, and growth prospects over the plan period, with 20 regional clients expected to exit in 2017 (\$500MM in deposits)
- Proactive reduction of LGIP business may be accelerated by any CRA downgrade

Government EOP Deposit Balances (\$Bn)



CEVF P19 financial summary

(\$ millions)		2015	2016	2017	2018	2019	'16 - '17 CAGR	'16 - '19 CAGR
Income statement	Loan Spread	\$59.1	\$49.4	\$48.5	\$45.5	\$43.4	-2%	-4%
	Deposit Spread	0.0	0.0	0.0	0.0	0.0	-14%	20%
	Other Spread/Capital Credit	(0.0)	1.6	3.1	4.7	6.8	96%	64%
	Net interest income	59.0	50.9	51.5	50.2	50.2	1%	0%
	Fee income	1.1	0.7	0.7	0.7	0.8	7%	4%
	Net Lease rental Inc/Depr	0.0	0.0	0.0	0.0	0.0	0%	0%
	Total revenue	60.1	51.6	52.3	50.9	51.0	1%	0%
	Direct expenses	(1.9)	0.2	(0.2)	(0.3)	(0.3)	-209%	-226%
	PPNR excl indirects	58.2	51.8	52.1	50.7	50.6	1%	-1%
	Overhead	(5.4)	(5.5)	(5.9)	(6.5)	(6.6)		
	Indirect expenses	(9.1)	(7.8)	(7.9)	(8.1)	(8.3)	2%	2%
	PPNR	43.7	38.5	38.2	36.1	35.8	-1%	-2%
	Provisions	(3.2)	(3.9)	(2.8)	(2.8)	(3.1)	-28%	-7%
	PBT	40.5	34.6	35.5	33.4	32.6	2%	-2%
Balance sheet	Taxes	(14.2)	(12.1)	(12.4)	(11.7)	(11.4)	2%	-2%
	Net income	\$26.3	\$22.5	\$23.0	\$21.7	\$21.2	2%	-2%
	Loans	\$1,533	\$1,732	\$1,781	\$1,797	\$1,841	3%	2%
	Total exposure	1,533	1,732	1,781	1,797	1,841	3%	2%
	Deposits	2	1	0	0	0	-57%	-25%
Profitability (% of earning assets)	RWA	1,533	1,732	1,782	1,797	1,844	3%	2%
	Capital	169	190	196	198	203	3%	2%
	Net interest income	3.85%	2.94%	2.89%	2.79%	2.73%	-0.05%	-0.21%
	Fee income	0.07%	0.04%	0.04%	0.04%	0.04%	0.00%	0.00%
	Revenue	3.92%	2.98%	2.93%	2.83%	2.77%	-0.05%	-0.21%
	Expenses	-0.72%	-0.44%	-0.46%	-0.46%	-0.47%	-0.02%	-0.03%
Performance metrics	Provisions	-0.21%	-0.22%	-0.16%	-0.15%	-0.17%	0.07%	0.05%
	Profit before tax	2.64%	2.00%	1.99%	1.86%	1.77%	-0.01%	-0.22%
	Net income	1.72%	1.30%	1.29%	1.21%	1.15%	0.00%	-0.15%
	Efficiency ratio (inc. Indirect Exp)	18%	15%	16%	16%	17%	1%	2%
Performance metrics	Fee / Revenue	2%	1%	1%	1%	1%	0%	0%
	Loan / deposit	97048%	151146%	363086%	366345%	375241%	211940%	224095%
	ROA	1.72%	1.30%	1.29%	1.21%	1.15%	0.00%	-0.15%
	ROE	15.61%	11.81%	11.76%	10.96%	10.46%	-0.05%	-3.95%

Mortgage Warehouse P19 financial summary

(\$ millions)		2015	2016	2017	2018	2019	'16 - '17 CAGR	'16 - '19 CAGR
Income statement	Loan Spread	\$25.2	\$29.2	\$23.6	\$22.2	\$22.2	-19%	-9%
	Deposit Spread	0.6	0.7	0.8	1.0	1.4	14%	25%
	Other Spread/Capital Credit	0.0	0.5	1.1	2.1	3.3	120%	90%
	Net interest income	25.7	30.3	25.5	25.3	26.9	-16%	-4%
	Fee income	4.3	4.2	3.8	3.8	3.8	-10%	-3%
	Net Lease rental Inc/Depr	0.0	0.0	0.0	0.0	0.0	0%	0%
	Total revenue	30.0	34.6	29.3	29.1	30.8	-15%	-4%
	Direct expenses	(1.2)	(1.7)	(1.7)	(1.7)	(1.7)	0%	1%
	PPNR excl indirects	28.8	32.9	27.6	27.4	29.0	-16%	-4%
	Overhead	(2.3)	(2.3)	(2.5)	(2.7)	(2.8)		
	Indirect expenses	(3.5)	(2.7)	(2.7)	(2.8)	(2.9)	2%	2%
	PPNR	23.0	27.9	22.3	21.9	23.4	-20%	-6%
	Provisions	3.2	0.7	(0.5)	(0.0)	(0.0)	-174%	-103%
	PBT	26.2	28.6	21.8	21.9	23.4	-24%	-6%
	Taxes	(9.2)	(10.0)	(7.6)	(7.7)	(8.2)	-24%	-6%
	Net income	\$17.0	\$18.6	\$14.2	\$14.3	\$15.2	-24%	-6%
Balance sheet	Loans	\$940	\$1,137	\$1,021	\$1,021	\$1,021	-10%	-4%
	Total exposure	1,806	2,098	2,300	2,300	2,300	10%	3%
	Deposits	50	47	44	46	48	-7%	1%
	RWA	1,016	1,329	1,277	1,277	1,277	-4%	-1%
	Capital	112	146	140	140	140	-4%	-1%
Profitability (% of earning assets)	Net interest income	2.74%	2.67%	2.49%	2.48%	2.64%	-0.17%	-0.03%
	Fee income	0.45%	0.37%	0.37%	0.37%	0.37%	0.00%	0.00%
	Revenue	3.19%	3.04%	2.86%	2.85%	3.01%	-0.17%	-0.03%
	Expenses	-0.50%	-0.39%	-0.43%	-0.44%	-0.45%	-0.05%	-0.06%
	Provisions	0.34%	0.06%	-0.05%	0.00%	0.00%	-0.11%	-0.06%
	Profit before tax	2.79%	2.51%	2.14%	2.15%	2.29%	-0.37%	-0.22%
	Net income	1.81%	1.63%	1.39%	1.40%	1.49%	-0.24%	-0.14%
Performance metrics	Efficiency ratio (inc. Indirect Exp)	16%	13%	15%	16%	15%	3%	2%
	Fee / Revenue	14%	12%	13%	13%	12%	1%	0%
	Loan / deposit	1875%	2407%	2320%	2219%	2121%	-88%	-286%
	ROA	1.81%	1.63%	1.39%	1.40%	1.49%	-0.24%	-0.14%
	ROE	15.19%	12.70%	10.11%	10.15%	10.83%	-2.59%	-5.16%

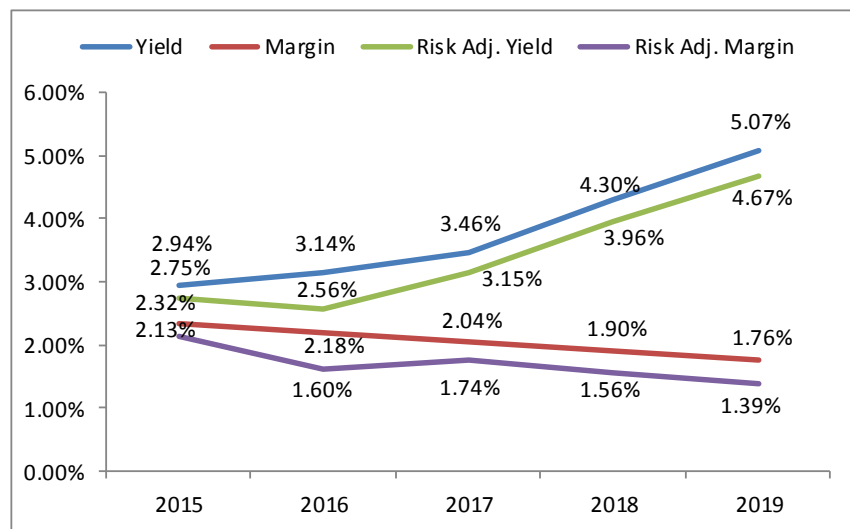
Oil & Gas P19 financial summary

(\$ millions)		2015	2016	2017	2018	2019	'16 - '17 CAGR	'16 - '19 CAGR
Income statement	Loan Spread	\$14.0	\$14.1	\$10.4	\$6.4	\$2.1	-26%	-47%
	Deposit Spread	0.1	0.1	0.1	0.1	0.0	-14%	-39%
	Other Spread/Capital Credit	0.0	0.7	1.2	1.0	0.4	56%	-19%
	Net interest income	14.1	15.0	11.7	7.5	2.6	-22%	-45%
	Fee income	3.8	4.8	2.1	0.8	0.1	-57%	-70%
	Net Lease rental Inc/Depr	0.0	0.0	0.0	0.0	0.0	0%	0%
	Total revenue	17.9	19.8	13.8	8.4	2.7	-31%	-49%
	Direct expenses	(1.8)	(1.5)	(1.0)	(0.8)	(0.5)	-30%	-31%
	PPNR excl indirects	16.0	18.4	12.7	7.6	2.2	-31%	-51%
	Overhead	(2.3)	(2.3)	(2.5)	(2.7)	(2.8)		
	Indirect expenses	(3.1)	(2.9)	(3.0)	(3.0)	(3.1)	2%	2%
	PPNR	10.7	13.1	7.3	1.9	(3.6)	-44%	-165%
	Provisions	(11.0)	(49.8)	0.0	0.0	0.0	-100%	-100%
	PBT	(0.3)	(36.7)	7.3	1.9	(3.6)	-120%	-54%
Balance sheet	Taxes	0.1	12.8	(2.6)	(0.7)	1.3	-120%	-54%
	Net income	(\$0.2)	(\$23.8)	\$4.8	\$1.2	(\$2.4)	-120%	-54%
	Loans	\$736	\$727	\$604	\$402	\$133	-17%	-43%
	Total exposure	1,637	1,423	1,183	628	189	-17%	-49%
	Deposits	11	14	9	6	2	-37%	-48%
Profitability (% of earning assets)	RWA	1,219	1,075	867	489	138	-19%	-50%
	Capital	134	118	95	54	15	-19%	-50%
	Net interest income	1.91%	2.07%	1.94%	1.88%	1.93%	-0.13%	-0.14%
	Fee income	0.52%	0.66%	0.34%	0.21%	0.09%	-0.32%	-0.57%
	Revenue	2.43%	2.73%	2.28%	2.09%	2.02%	-0.45%	-0.71%
	Expenses	-0.67%	-0.60%	-0.66%	-0.94%	-2.68%	-0.06%	-2.08%
	Provisions	-1.50%	-6.86%	0.00%	0.00%	0.00%	6.86%	6.86%
Performance metrics	Profit before tax	-0.05%	-5.05%	1.21%	0.47%	-2.73%	6.26%	2.31%
	Net income	-0.03%	-3.28%	0.79%	0.31%	-1.78%	4.07%	1.50%
	Efficiency ratio (Inc. Indirect Exp)	28%	22%	29%	45%	133%	7%	111%
	Fee / Revenue	21%	24%	15%	10%	5%	-9%	-20%
Performance metrics	Loan / deposit	7000%	5110%	6714%	6706%	6689%	1604%	1579%
	ROA	-0.03%	-3.28%	0.79%	0.31%	-1.78%	4.07%	1.50%
	ROE	-0.17%	-20.16%	4.98%	2.29%	-15.59%	25.14%	-8.22%

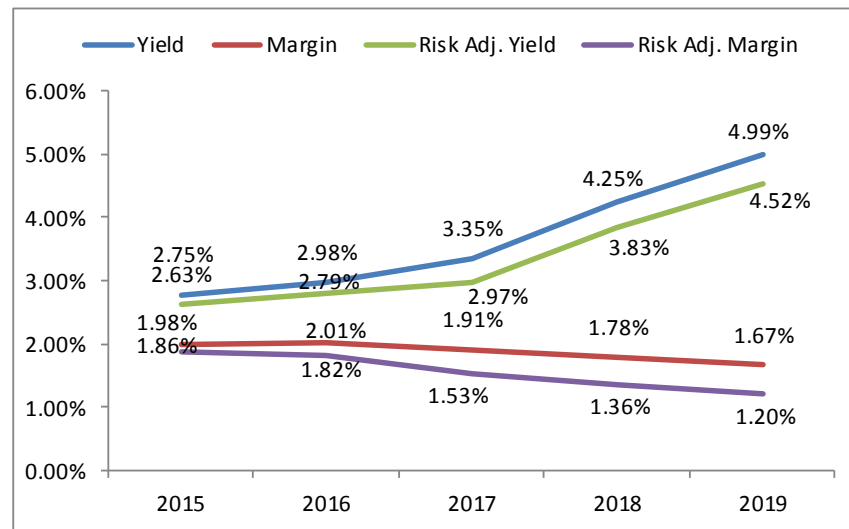
Appendix

Yield and Margins

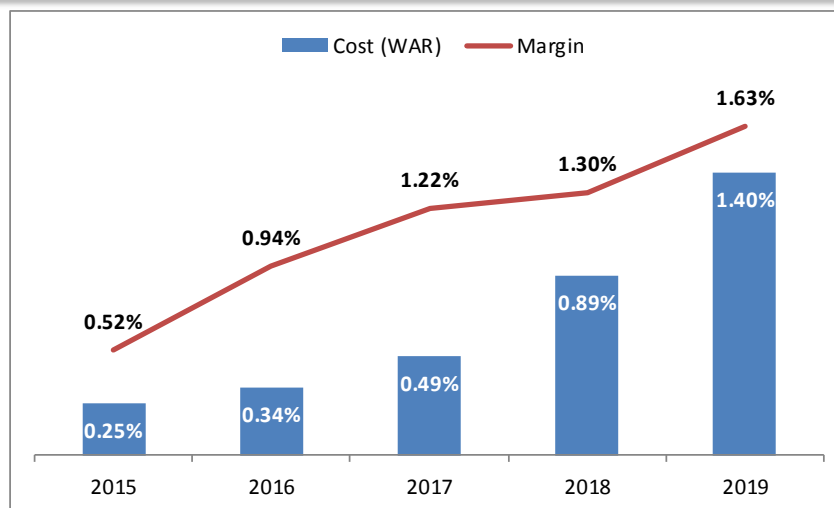
Loan Yields & Margin - Total C&CB



Loan Yields & Margin - Core C&CB



Deposit Yields & Margin - Total C&CB



Loan Fees

	2015	2016	2017	2018	2019
CCB	22.5	24.4	23.1	24.2	26.3
MW	3.7	3.8	3.4	3.4	3.4
Letters of Credit	4.8	4.9	5.0	5.1	5.2
Other	13.9	15.6	14.7	15.7	17.6
Unused (excl MW)	4,997	5,056	5,249	5,439	5,985
Fees % Unused	0.28%	0.31%	0.28%	0.29%	0.29%

Cash Management Deposit Fee Detail

	2016	2017	2018	2019
PxV Existing	22,459,423	24,121,241	24,412,934	24,708,154
PxV New	350,500	2,712,792	6,528,271	11,385,229
ECR	(5,642,981)	(8,460,304)	(10,615,442)	(12,679,915)
Hard Charges	17,166,942	18,373,729	20,325,763	23,413,468

Deposit Fees line also includes non-CM revenue from Products and Mortgage Warehouse not shown above

Provision & ALLL as % of balances

<u>Provision/Outstanding Loans</u>	2015	2016	2017	2018	2019
Middle Market	0.25%	0.21%	0.53%	0.61%	0.70%
Asset Based Lending	0.15%	0.14%	0.35%	0.35%	0.27%
Oil & Gas	1.43%	7.37%	0.00%	0.00%	0.00%
Mortgage Warehouse	-0.30%	-0.06%	0.05%	0.00%	0.00%
Equipment Finance & Leasing	0.14%	0.32%	0.17%	0.21%	0.24%
CEVF	0.20%	0.22%	0.15%	0.15%	0.17%
DFP- CCAP	-0.18%	0.14%	0.21%	0.23%	0.27%
DFP- In footprint	-0.28%	0.03%	0.09%	0.09%	0.09%
CCB	0.17%	0.56%	0.30%	0.34%	0.40%

(negative values are provision releases)

<u>ALLL/Total Outstandings</u>	2015	2016	2017	2018	2019
Middle Market	1.67%	1.64%	1.66%	1.67%	1.70%
Asset Based Lending	1.16%	1.09%	1.06%	1.05%	1.05%
Oil & Gas	1.10%	5.53%	4.65%	4.71%	9.06%
Mortgage Warehouse	0.36%	0.43%	0.43%	0.43%	0.43%
Equipment Finance & Leasing	0.37%	0.63%	0.71%	0.76%	0.77%
CEVF	0.39%	0.47%	0.47%	0.47%	0.47%
DFP- CCAP	0.35%	0.37%	0.43%	0.48%	0.56%
DFP- In footprint	0.18%	0.20%	0.22%	0.21%	0.20%
CCB	0.96%	1.19%	1.12%	1.07%	1.05%

Provision & ALLL in \$

<u>Annualized Provision (\$ in millions)</u>	2015	2016	2017	2018	2019
Middle Market	10.7	9.4	24.8	31.4	41.7
Asset Based Lending	1.5	1.5	4.2	4.7	4.0
Oil & Gas	11.0	49.8	-	-	-
Mortgage Warehouse	(3.2)	(0.7)	0.5	0.0	0.0
Equipment Finance & Leasing	0.9	2.8	1.7	2.0	2.5
CEVF	3.2	3.9	2.8	2.8	3.1
DFP- CCAP	(2.5)	2.6	4.4	5.9	8.0
DFP- In footprint	(1.8)	0.2	0.6	0.6	0.5
CCB	17.4	69.6	38.9	47.4	59.8

(negative values are provision releases)

<u>ALLL (\$ in millions)</u>	2015	2016	2017	2018	2019
Middle Market	70.1	72.7	77.4	86.2	101.5
Asset Based Lending	11.5	11.8	12.9	14.3	15.2
Oil & Gas	8.5	37.4	25.3	13.1	1.0
Mortgage Warehouse	3.7	4.9	4.3	4.3	4.3
Equipment Finance & Leasing	2.4	5.6	6.8	7.5	8.1
CEVF	6.4	8.4	8.5	8.6	8.9
DFP- CCAP	5.1	6.7	9.3	12.5	16.8
DFP- In footprint	1.2	1.4	1.4	1.3	1.2
CCB	108.9	148.9	145.9	147.8	157.0

NCOs in \$ and % of balances

<u>NCOs/Total Outstandings</u>	2015	2016	2017	2018	2019
Middle Market	0.42%	0.10%	0.42%	0.40%	0.39%
Asset Based Lending	-0.13%	0.04%	0.23%	0.21%	0.19%
Oil & Gas	0.00%	0.90%	2.23%	4.35%	108.77%
Mortgage Warehouse	-0.01%	0.00%	0.00%	0.00%	0.00%
Equipment Finance & Leasing	0.00%	0.01%	0.05%	0.13%	0.18%
CEVF	0.14%	0.10%	0.15%	0.15%	0.15%
DFP- CCAP	0.00%	0.02%	0.08%	0.10%	0.12%
DFP- In footprint	0.00%	0.02%	0.09%	0.11%	0.12%
CCB	0.16%	0.10%	0.31%	0.31%	0.32%

<u>Net Charge Offs (\$ in millions)</u>	2015	2016	2017	2018	2019
Middle Market	17.6	4.3	19.4	20.8	23.5
Asset Based Lending	(1.3)	0.4	2.8	2.8	2.8
Oil & Gas	-	6.1	12.1	12.1	12.1
Mortgage Warehouse	(0.1)	(0.1)	0.0	0.0	0.0
Equipment Finance & Leasing	-	0.1	0.5	1.3	1.9
CEVF	2.3	1.7	2.7	2.7	2.8
DFP- CCAP	-	0.4	1.6	2.6	3.5
DFP- In footprint	-	0.2	0.6	0.7	0.7
CCB	18.6	13.0	39.6	43.0	47.3