

Community Banking – Stifel’s Look to the Future 2025

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STIFEL

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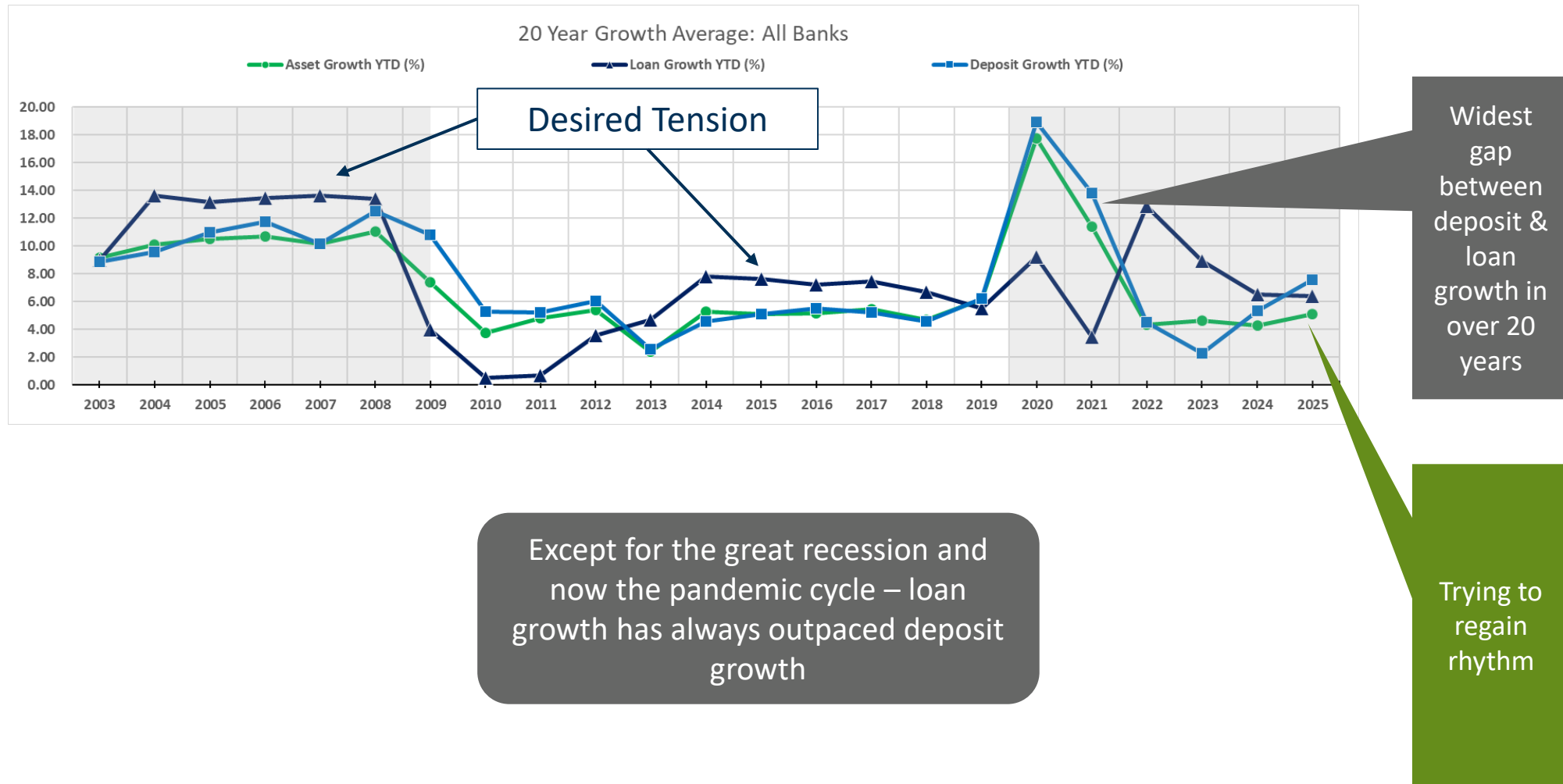
For Institutional Use Only

- Community Banking: Operating Environment Realigned
- The Community Bank Ecosystem
- CB Models Evolving and Taking Shape
- Aligning Capital Planning with Strategic Performance
- Closing Thoughts
- Q&A



Community Banking:
Operating
Environment
Realigned

Optimal Operating Environment - Realigned



The Community Bank Ecosystem

Shifting our
Perspective



The Community Bank Ecosystem

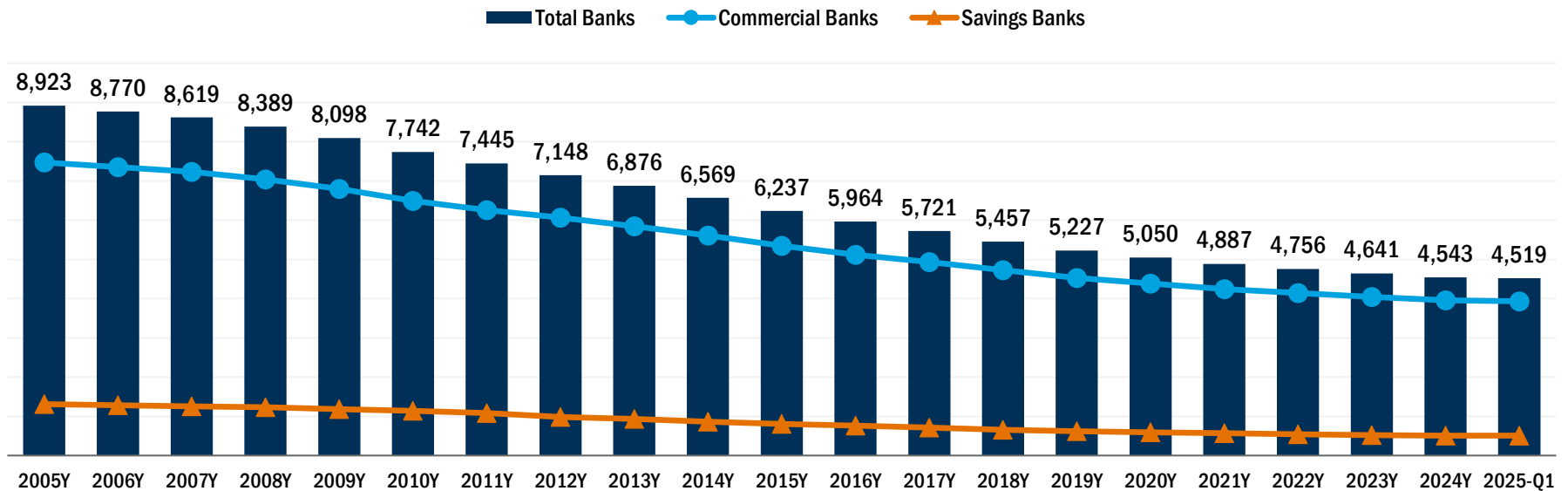


The ecosystem is a network of organizations – including suppliers, distributors, customers, competitors, government agencies and so on – involved in the delivery of a specific product or service through both competition and cooperation. The idea is that each business in the "ecosystem" affects and is affected by others, creating a constantly evolving relationship in which each business must be flexible and adaptable in order to survive, as in a biological ecosystem.

One Perspective: A Shrinking Industry

- Shrinking – number of banks down 49% since 2005
- Threatened by margin compression, growing market alternatives, and illiquid stock
- Some say obsolete

Number of Institutions: 20 Year Historical Trends



Our Perspective: Community Bank Ecosystem

A FORCE THAT MAKES A DIFFERENCE

- An aggregate powerhouse
- A national, state and local economic force
- Community & small business champion
- Enables a massive cottage industry
- Adaptive

Banks <\$5B*	2025-Q1	2010Y	Direction
Total Banks	4,232	6,852	↓
Total Assets	\$2.68 T	\$2.12 T	↑
Total Loans	\$1.84 T	\$1.37 T	↑
Total Deposits	\$2.25 T	\$1.73 T	↑
Total Securities	\$481.0 B	\$435.8 B	↑
Equity Capital	\$291.3 B	\$222.7 B	↑
Net Income	\$7.88 B	\$4.98 B	↑
Employees	372,426	505,181	↓
Branches	25,921	38,310	↓

CB Ecosystem = A National Force by Market Share

#2 Assets

#1 Loans

Institution Name	Assets (\$000)	Rank
JPMorgan Chase Bank, N.A.	3,643,099,000	1
COMMUNITY BANKS	2,683,692,976	2
Bank of America, N.A.	2,615,296,000	3
Citibank, N.A.	1,760,921,000	4
Wells Fargo Bank, N.A.	1,711,028,000	5

Institution Name	Loans (\$000)	Rank
COMMUNITY BANKS	1,838,513,677	1
JPMorgan Chase Bank, N.A.	1,367,948,000	2
Bank of America, N.A.	1,108,634,000	3
Wells Fargo Bank, N.A.	882,016,000	4
Citibank, N.A.	671,897,000	5

Institution Name	Deposits (\$000)	Rank
JPMorgan Chase Bank, N.A.	2,601,221,000	1
COMMUNITY BANKS	2,253,208,492	2
Bank of America, N.A.	2,071,624,000	3
Wells Fargo Bank, N.A.	1,419,560,000	4
Citibank, N.A.	1,361,654,000	5

Institution Name	Securities (\$000)	Rank
Bank of America, N.A.	907,704,000	1
JPMorgan Chase Bank, N.A.	665,058,000	2
COMMUNITY BANKS	480,986,551	3
Citibank, N.A.	416,782,000	4
Wells Fargo Bank, N.A.	396,949,000	5

#2 Deposits

#3 Securities

#2 Equity

#2 Net Income

Institution Name	Equity (\$000)	Rank
JPMorgan Chase Bank, N.A.	316,613,000	1
COMMUNITY BANKS	291,257,177	2
Bank of America, N.A.	246,924,000	3
Citibank, N.A.	174,255,000	4
Wells Fargo Bank, N.A.	168,241,000	5

Institution Name	Net Income (\$000)	Rank
JPMorgan Chase Bank, N.A.	12,708,000	1
COMMUNITY BANKS	7,888,639	2
Bank of America, N.A.	7,133,000	3
Wells Fargo Bank, N.A.	5,543,000	4
Citibank, N.A.	3,753,000	5

Institution Name	Branches	Rank
COMMUNITY BANKS	25,921	1
JPMorgan Chase Bank, N.A.	4,989	2
Wells Fargo Bank, N.A.	4,149	3
Bank of America, N.A.	3,591	4
PNC Bank, N.A.	2,232	5

Institution Name	Employees	Rank
COMMUNITY BANKS	372,426	1
JPMorgan Chase Bank, N.A.	228,404	2
Wells Fargo Bank, N.A.	192,066	3
Citibank, N.A.	178,683	4
Bank of America, N.A.	137,585	5

CB Ecosystem = Five Year Average Performance Comparison

Asset Growth (%)		2020Y	2021Y	2022Y	2023Y	2024Y	5YR Avg
1	JPMorgan Chase Bank, N.A.	29.39	9.31	-3.18	6.03	1.89	8.69
2	Bank of America, N.A.	21.90	11.54	-4.01	5.03	1.93	7.28
3	Citibank, N.A.	13.26	1.36	5.69	-4.50	0.72	3.30
4	COMMUNITY BANKS	9.41	3.96	0.03	0.99	0.24	2.93
5	Wells Fargo Bank, N.A.	3.20	0.66	-3.48	0.91	-1.60	-0.06

Loan Growth (%)		2020Y	2021Y	2022Y	2023Y	2024Y	5YR Avg
1	JPMorgan Chase Bank, N.A.	6.29	6.00	5.42	16.36	2.17	7.25
2	COMMUNITY BANKS	3.46	-3.94	9.13	4.44	1.38	2.89
3	Bank of America, N.A.	-5.03	5.40	6.38	0.74	4.54	2.41
4	Citibank, N.A.	-2.64	1.10	-2.29	1.88	1.65	-0.06
5	Wells Fargo Bank, N.A.	-5.67	-2.15	5.52	-1.62	-2.74	-1.33

Deposit Growth (%)		2020Y	2021Y	2022Y	2023Y	2024Y	5YR Avg
1	JPMorgan Chase Bank, N.A.	36.48	13.14	-4.27	2.36	0.75	9.69
2	Bank of America, N.A.	27.28	12.48	-4.76	-0.51	1.17	7.13
3	Citibank, N.A.	18.73	4.12	4.85	-5.15	-0.21	4.47
4	COMMUNITY BANKS	10.75	6.46	-0.65	-1.26	1.44	3.35
5	Wells Fargo Bank, N.A.	7.04	3.04	-6.80	-0.28	1.28	0.86

ROAA (%)		2020Y	2021Y	2022Y	2023Y	2024Y	5YR Avg
1	COMMUNITY BANKS	1.22	1.37	1.27	1.16	1.15	1.23
2	JPMorgan Chase Bank, N.A.	0.76	1.17	1.01	1.42	1.51	1.17
3	Bank of America, N.A.	0.69	1.12	1.12	1.16	1.06	1.03
4	Wells Fargo Bank, N.A.	0.20	0.99	0.93	1.30	1.33	0.95
5	Citibank, N.A.	0.54	1.09	0.89	0.65	0.77	0.79

ROAE (%)		2020Y	2021Y	2022Y	2023Y	2024Y	5YR Avg
1	JPMorgan Chase Bank, N.A.	8.26	13.26	11.45	15.37	16.95	13.06
2	COMMUNITY BANKS	10.52	12.24	12.66	11.60	11.00	11.60
3	Bank of America, N.A.	6.73	11.65	11.91	12.48	11.31	10.82
4	Wells Fargo Bank, N.A.	2.04	10.25	9.80	13.56	13.66	9.86
5	Citibank, N.A.	5.74	11.22	9.37	6.75	7.96	8.21

Net Interest Margin (%)		2020Y	2021Y	2022Y	2023Y	2024Y	5YR Avg
1	COMMUNITY BANKS	3.46	3.33	3.42	3.40	3.37	3.40
2	Wells Fargo Bank, N.A.	2.48	2.19	2.84	3.52	3.33	2.87
3	Citibank, N.A.	2.63	2.42	2.76	2.91	2.86	2.71
4	JPMorgan Chase Bank, N.A.	2.13	1.74	2.21	3.05	2.96	2.42
5	Bank of America, N.A.	2.30	1.97	2.40	2.66	2.45	2.36

Efficiency Ratio (%)		2020Y	2021Y	2022Y	2023Y	2024Y	5YR Avg
1	JPMorgan Chase Bank, N.A.	58.98	61.48	56.87	52.23	53.66	56.64
2	Bank of America, N.A.	58.30	61.78	56.25	56.54	56.54	57.88
3	Citibank, N.A.	56.81	62.66	57.63	62.51	58.41	59.60
4	COMMUNITY BANKS	63.30	62.95	62.62	64.30	65.32	63.70
5	Wells Fargo Bank, N.A.	76.36	70.10	67.58	58.76	56.80	65.92

Non-Performing Assets (%)		2020Y	2021Y	2022Y	2023Y	2024Y	5YR Avg
1	Bank of America, N.A.	0.33	0.25	0.24	0.29	0.34	0.29
2	Citibank, N.A.	0.43	0.30	0.24	0.32	0.29	0.31
3	JPMorgan Chase Bank, N.A.	0.43	0.31	0.27	0.29	0.35	0.33
4	COMMUNITY BANKS	0.60	0.41	0.34	0.41	0.52	0.46
5	Wells Fargo Bank, N.A.	0.98	0.73	0.59	0.71	0.75	0.75

Leverage Ratio (%)		2020Y	2021Y	2022Y	2023Y	2024Y	5YR Avg
1	COMMUNITY BANKS	10.68	10.59	10.97	11.22	11.36	10.96
2	Citibank, N.A.	8.70	8.76	8.73	8.95	9.01	8.83
3	Wells Fargo Bank, N.A.	8.65	8.49	8.34	8.45	8.72	8.53
4	JPMorgan Chase Bank, N.A.	7.89	8.00	8.30	7.85	7.90	7.99
5	Bank of America, N.A.	7.68	7.56	7.68	7.59	7.63	7.63

Total Capital Ratio (%)		2020Y	2021Y	2022Y	2023Y	2024Y	5YR Avg
1	JPMorgan Chase Bank, N.A.	16.89	17.81	18.06	17.35	17.22	17.47
2	Citibank, N.A.	16.08	16.44	17.51	17.13	17.33	16.90
3	COMMUNITY BANKS	16.36	16.37	15.57	15.72	16.03	16.01
4	Wells Fargo Bank, N.A.	16.00	15.21	13.92	14.56	15.09	14.96
5	Bank of America, N.A.	14.85	14.41	14.02	14.48	14.49	14.45

ACL on Loans & Leases (%)		2020Y	2021Y	2022Y	2023Y	2024Y	5YR Avg
1	Citibank, N.A.	3.41	2.27	2.41	2.50	2.56	2.63
2	JPMorgan Chase Bank, N.A.	2.77	1.51	1.72	1.68	1.79	1.89
3	Wells Fargo Bank, N.A.	2.05	1.41	1.40	1.62	1.61	1.62
4	Bank of America, N.A.	2.02	1.26	1.21	1.26	1.20	1.39
5	COMMUNITY BANKS	1.36	1.35	1.23	1.25	1.23	1.28

Liquidity Ratio (%)		2020Y	2021Y	2022Y	2023Y	2024Y	5YR Avg
1	JPMorgan Chase Bank, N.A.	62.29	63.40	58.30	55.02	55.62	58.93
2	Bank of America, N.A.	54.38	54.77	49.90	47.08	45.93	50.41
3	Citibank, N.A.	46.05	45.00	48.87	46.37	44.86	46.23
4	Wells Fargo Bank, N.A.	45.23	45.98	40.19	26.29	26.70	36.88
5	COMMUNITY BANKS	27.02	32.55	24.22	19.98	20.44	24.84

Strengths

1. Loan Growth
2. ROAA
3. ROAE
4. NIM
5. Tier 1 Capital

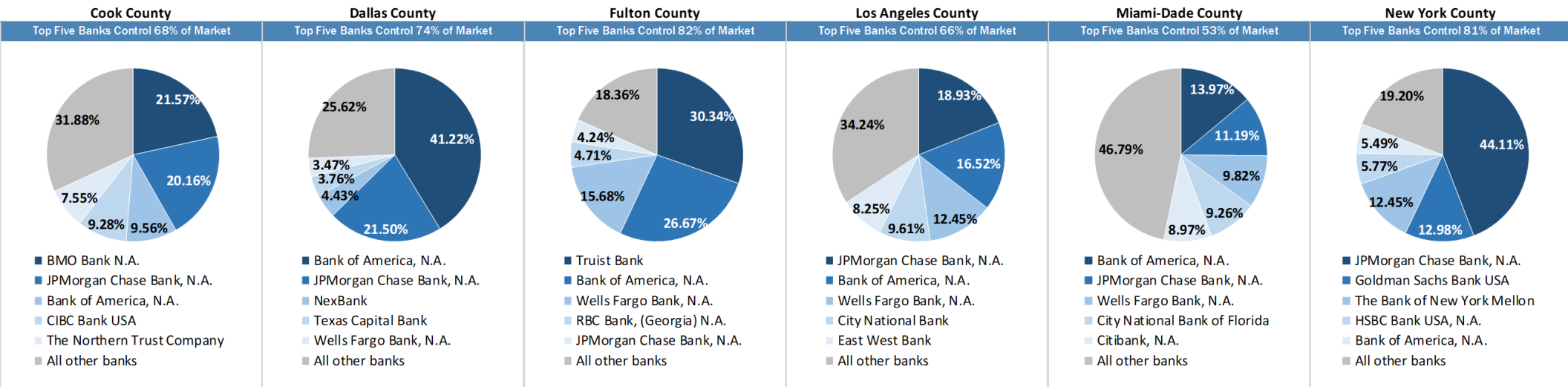
Lagging

1. Asset Growth
2. Dep Growth
3. Efficiency
4. NPAs
5. ACL
6. Liquidity

Neutral

1. Total Capital

CB Ecosystem - Market Share Considerations



Market	Banks (#)	Branches (#)	HQ Banks (#)	Deposits 2019	Deposits 2024	Deposit Growth	Top 5 Banks	All Others
Cook County	99	1140	35	296,832,291	430,114,640	44.9%	68.12%	31.88%
Dallas County	113	576	9	201,790,387	264,438,507	31.0%	74.38%	25.62%
Fulton County	48	244	5	100,332,784	120,572,003	20.2%	81.64%	18.36%
Los Angeles County	92	1429	12	440,167,889	503,006,794	14.3%	65.76%	34.24%
Miami-Dade County	55	578	8	131,441,446	195,189,798	48.5%	53.21%	46.79%
New York County	84	529	16	1,163,175,912	1,623,123,445	39.5%	80.80%	19.20%

- Forward looking opportunities:
 - Targeted collaboration
 - Buying power
 - Re-defined digital strategies

- Next generation banking models:
 - Specialization
 - Partnerships
 - Hybrids
 - Alternative delivery



**Forward
Looking**

**CB Models Evolving & Taking
Shape**

What's Working – Current and Evolving Models

RURAL MARKET-SPECIALTY

OVERALL	2021Y	2022Y	2023Y	2024Y	2025Y	
Score	59	54	61	64	55	
Risk Level	Moderate	Moderate	Moderate	Moderate	Moderate	
	TREND					
ROAA	2.87	2.57	1.67	1.51	1.72	↑
NIM	5.15	5.00	3.94	3.84	4.14	↑
NII	0.08	0.06	0.14	0.12	0.13	↑
T1LVR	11.71	12.45	12.99	13.99	14.50	↑
NPA	0.14	0.00	0.05	0.10	0.23	↑
ACL	1.10	1.24	1.28	1.29	1.32	↑
NCO	0.04	0.04	0.05	0.07	-0.04	↓
30-89PD	0.31	0.24	1.00	1.36	1.15	↓
COF	0.54	0.67	2.67	3.59	3.43	↓
LDR	100.46	100.83	103.52	102.54	103.62	↑

Assets: \$352M

ROAA: 1.72%

NIM: 4.14%

What's working:

1. Specialty Lending – Mobile Home, AG equipment, & commercial vehicle & auto
2. No checking accounts
3. Efficiency
4. Asset quality

RURAL-TRADITIONAL

OVERALL	2021Y	2022Y	2023Y	2024Y	2025Y	
Score	52	47	41	36	35	
Risk Level	Moderate	Moderate	Low-Mod	Low-Mod	Low-Mod	
	TREND					
ROAA	1.56	1.62	1.78	1.75	1.78	↑
NIM	3.72	3.82	4.64	4.78	4.88	↑
NII	0.62	0.63	0.51	1.65	0.72	↓
T1LVR	8.37	9.25	10.80	11.92	12.34	↑
NPA	0.33	0.07	0.32	0.26	0.23	↓
ACL	1.19	1.17	1.34	1.30	1.31	↑
NCO	0.08	0.11	0.10	0.11	0.05	↓
30-89PD	0.40	0.97	0.46	0.97	0.49	↓
COF	0.06	0.05	0.28	0.63	0.49	↓
LDR	59.77	62.13	70.94	72.68	72.20	↓

Assets: \$1.6B

ROAA: 1.78%

NIM: 4.88%

COF: 0.49%

Non-II: 0.72%

Multiple of TB: 1.55X

What's working:

1. DDA: 50%
2. Efficiency: 51%
3. Asset quality

What's Working – Current and Evolving Models

TRADITIONAL + SPECIALTY

OVERALL	2021Y	2022Y	2023Y	2024Y	2025Y	
Score	45	41	38	39	42	
Risk Level	Low-Mod	Low-Mod	Low-Mod	Low-Mod	Low-Mod	
	TREND					
ROAA	1.53	1.79	2.31	1.91	1.92	↑
NIM	5.03	5.46	5.81	5.22	5.01	↓
NII	0.37	0.55	0.63	0.53	0.47	↓
T1LVR	9.62	9.96	10.15	10.28	10.10	↓
NPA	0.05	0.21	0.19	0.23	0.19	↓
ACL	1.16	1.16	1.08	0.99	0.99	---
NCO	0.01	0.01	-0.01	0.02	0.00	↓
30-89PD	0.01	0.00	0.23	0.03	0.27	↑
COF	0.12	0.15	0.94	1.74	1.68	↓
LDR	82.61	84.18	86.95	87.48	86.48	↓

Assets: \$1.2B

ROAA: 1.92%

NIM: 5.01%

COF: 1.48%

What's working:

1. Community Bank-w/kickers: Res 1-4, Nat'l Factoring Platform
2. Funding sources – 40% NIBD
3. Asset quality

TRADITIONAL + SPECIALTY

OVERALL	2021Y	2022Y	2023Y	2024Y	2025Y	
Score	39	37	38	39	41	
Risk Level	Low-Mod	Low-Mod	Low-Mod	Low-Mod	Low-Mod	
	TREND					
ROAA	2.20	2.38	2.61	2.45	2.19	↓
NIM	4.28	4.48	5.16	5.29	5.35	↑
NII	0.97	1.16	2.10	2.29	2.48	↑
T1LVR	11.44	11.68	13.58	14.33	14.66	↑
NPA	0.27	1.42	0.54	0.72	0.99	↑
ACL	1.35	1.16	1.08	1.11	1.19	↑
NCO	0.01	0.02	0.16	0.13	0.06	↓
30-89PD	0.56	0.09	0.14	0.69	1.75	↑
COF	0.09	0.11	0.57	0.88	0.80	↓
LDR	76.41	77.76	79.74	82.06	81.38	↓

Assets: \$1.4B

ROAA: 2.19%

NIM: 5.35%

COF: 0.80%

Non-II: 2.48%

What's working:

1. Hybrid Community – Business Bank & Payments Platform
2. DDA: 44%
3. Efficiency: 56%
4. Asset quality

What's Working – Current and Evolving Models

TRADITIONAL + FINTECH

OVERALL	2021Y	2022Y	2023Y	2024Y	2025Y	
Score	44	61	59	57	59	
Risk Level	Low-Mod	Moderate	Moderate	Moderate	Moderate	
	TREND					
ROAA	1.23	1.45	1.36	1.23	0.99	↓
NIM	3.77	6.06	7.19	7.07	7.45	↑
NII	1.22	4.23	5.96	8.01	5.97	↓
T1LVR	7.96	8.56	9.06	10.64	10.57	↓
NPA	0.07	1.06	1.44	1.52	1.30	↓
ACL	1.64	2.82	3.86	5.05	5.15	↑
NCO	0.03	1.49	4.94	6.49	5.49	↓
30-89PD	0.25	1.49	2.13	1.42	1.49	↑
COF	0.13	0.67	2.65	3.19	2.74	↓
LDR	71.73	89.89	86.43	91.66	88.00	↓

Assets: \$4.3B

ROAA: 0.99%

NIM: 7.45%

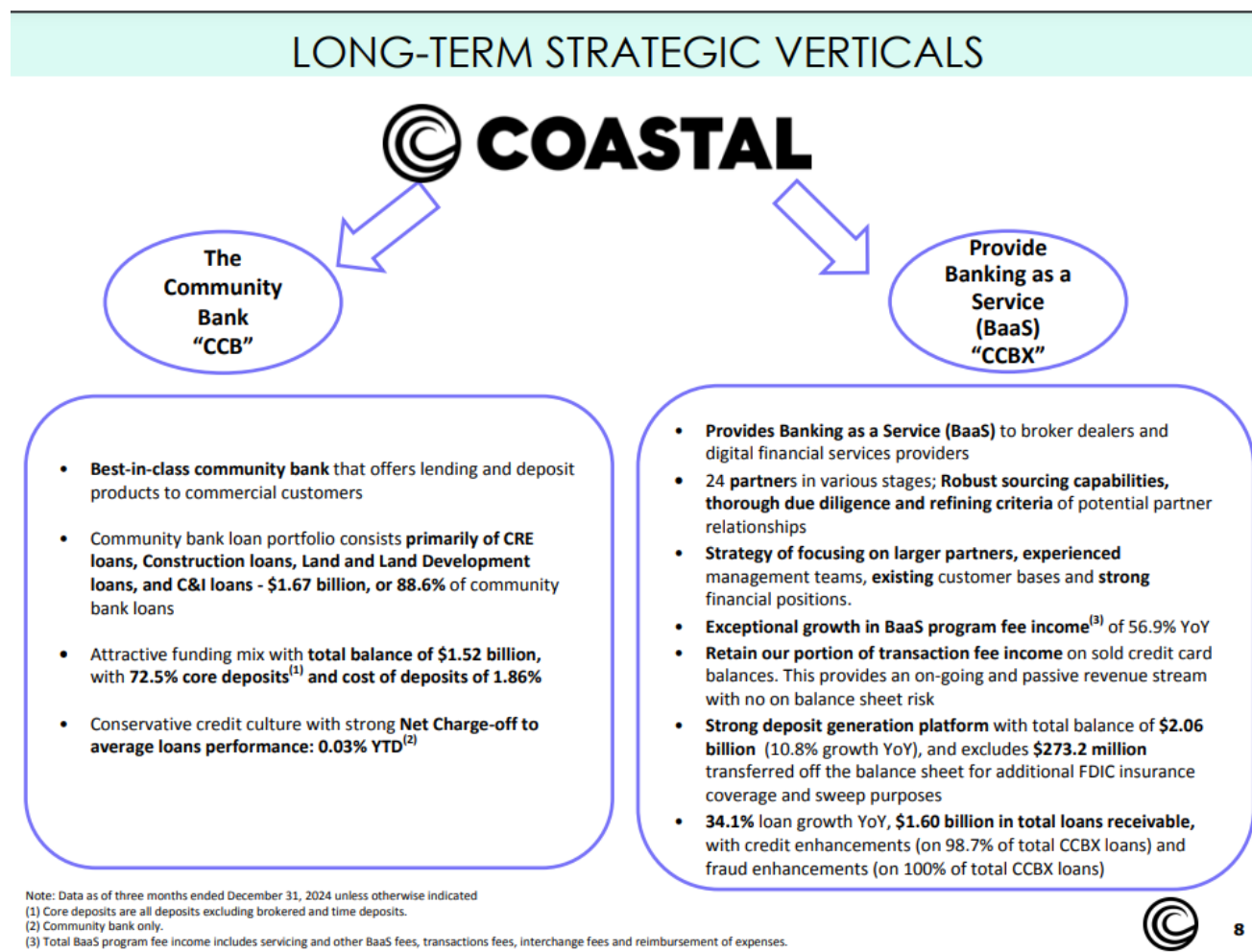
Non-II: 5.97%

DDA: 50%

Multiple of TB: 3.41X

What's working:

1. Community Business Bank & BAAS
2. Digital Development
3. Efficiency 51%
4. Funding strategy
5. Compliance



Performance Framework: Utilizing Relative Value

Top Quartile Performance – Four Categories or More

Institution Name	City, State	Assets (\$000)	AGR	LGR	DGR	ROAA	ROAE	NIM	ER	NPA	NII	NIBD	COF
FFB Bank	Fresno, CA	1,557,746	14.73	13.41	14.64	3.28	28.22	4.91	44.74	0.79	1.80	65.33	0.49
Plumas Bank	Quincy, CA	1,632,802	9.66	7.36	8.99	2.36	25.94	4.37	45.58	0.24	0.83	51.42	0.30
GBank	Las Vegas, NV	1,186,200	24.49	28.05	23.79	2.63	19.32	4.54	56.65	0.76	2.16	37.05	1.58
Mission Bank	Bakersfield, CA	1,866,111	8.45	10.60	7.91	2.23	23.66	4.05	45.14	0.03	0.39	46.06	0.89
HCN Bank	Riverside, CA	997,524	5.95	2.83	6.03	2.31	24.03	3.71	39.99	0.00	0.43	39.56	0.57
Summit Bank	Eugene, OR	1,282,770	12.56	14.60	13.38	1.52	15.90	4.47	53.16	0.10	0.13	19.57	1.32
First General Bank	Rowland Heights, CA	1,142,968	0.49	1.13	-0.66	4.16	21.91	5.44	25.24	0.54	0.33	17.00	1.37
Pacific Coast Bankers' Bank	Walnut Creek, CA	1,139,353	-7.19	22.72	-19.34	0.83	7.82	1.98	82.27	0.00	2.56	65.14	1.91
People's Bank of Commerce	Medford, OR	812,255	12.83	10.23	12.69	1.31	12.16	3.94	65.55	0.21	0.68	41.70	0.81
US Metro Bank	Garden Grove, CA	1,417,198	14.27	16.55	13.90	1.71	17.34	3.20	59.28	0.39	1.21	23.71	2.01

- Evaluate industry performance levels
- Select your targets
- Launch your tracking system
- Build and implement your plan

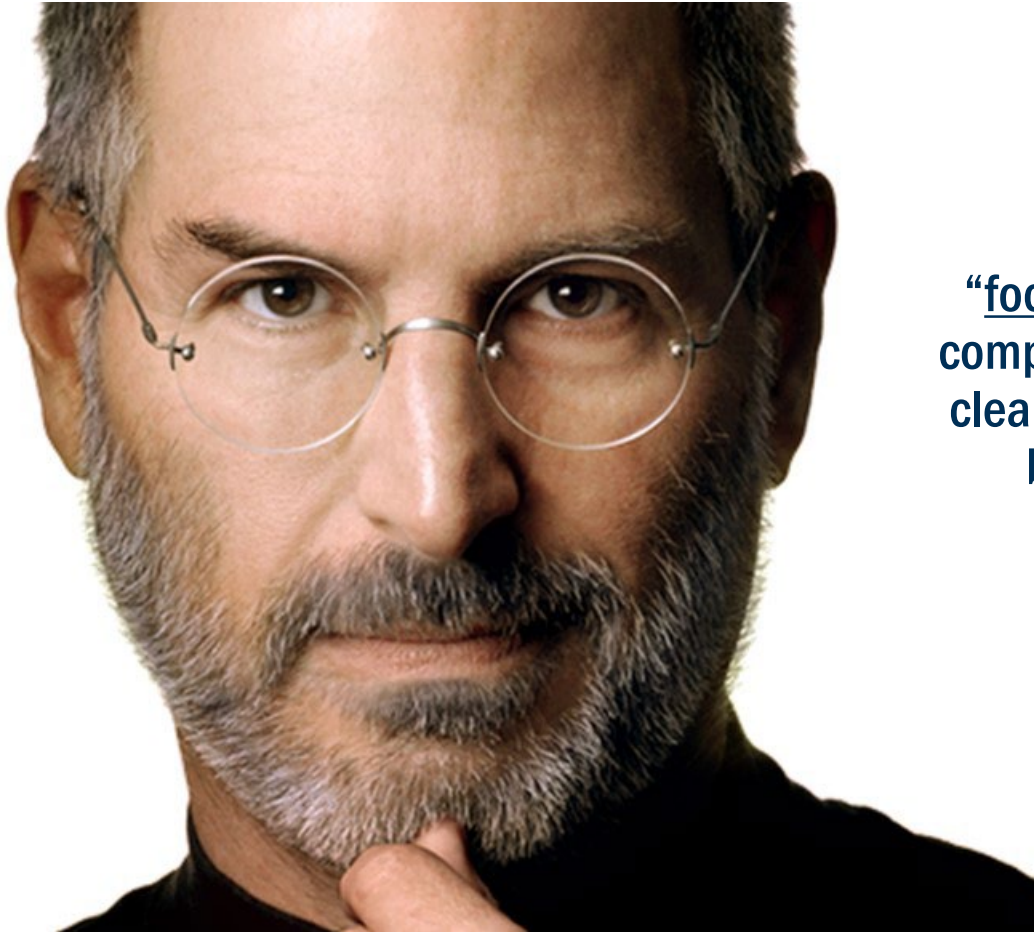
Capital Planning: Synchronizing Performance and Risk Management Priorities

Aligning Intelligence

High or High

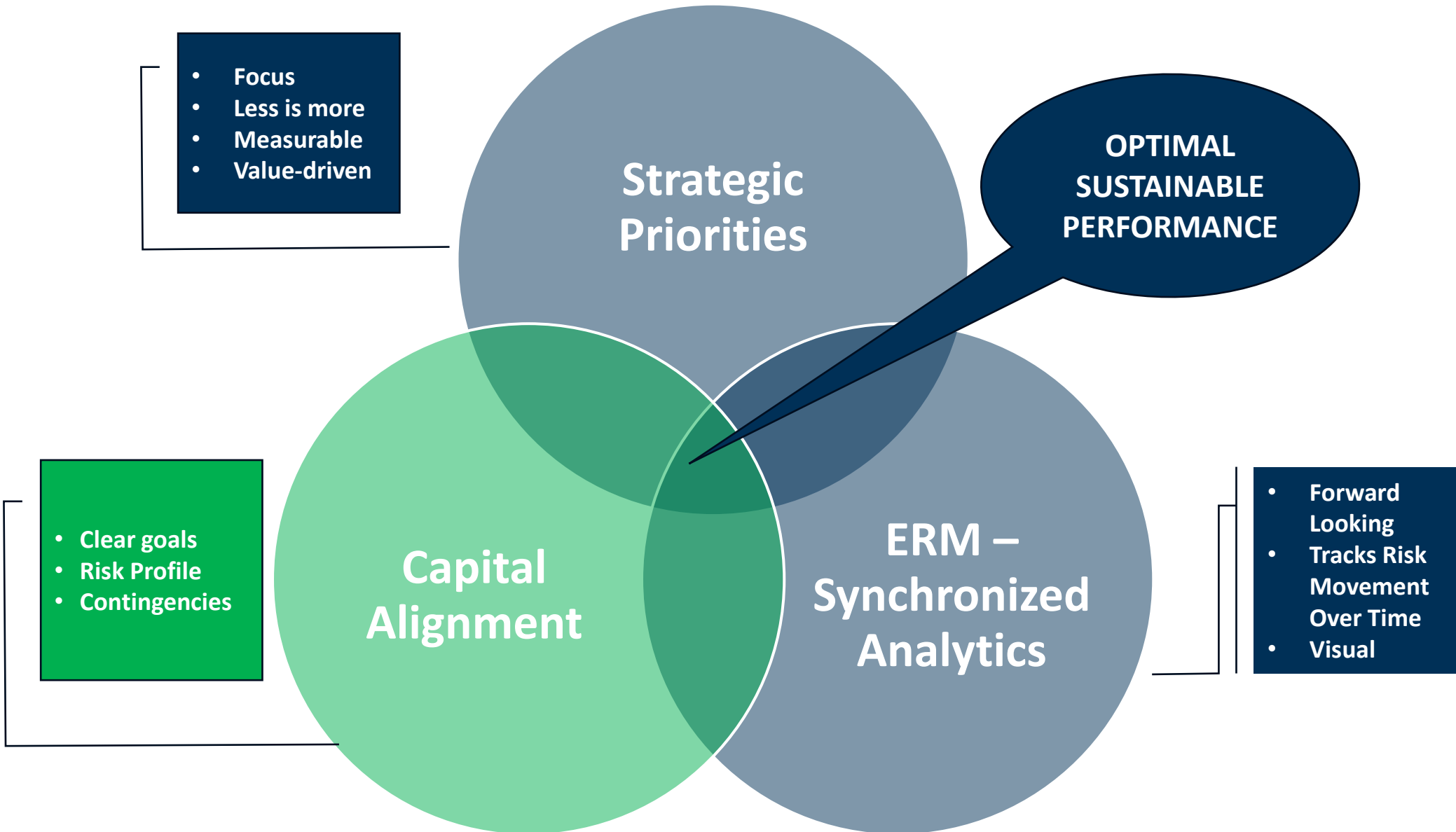
Risk Category	2020Y	2021Y	2022Y	2023Y	2024Q1	Benchmark	Variance
Credit Risk	38.96	0.72	17.43	5.83	3.78	10.00	-6.22 ▼ BM
Interest Rate Risk	3.08	2.95	3.35	3.20	3.08	3.50	-0.42 ▼ BM
Interest Rate Risk	0.10	0.05	0.07	0.96	1.26	1.00	+0.26 ▲ BM
Liquidity Risk	-5.56	-4.49	5.35	6.15	10.34	10.00	+0.34 ▲ BM
Liquidity Risk	0.85	0.88	5.16	6.25	10.18	10.00	+0.18 ▲ BM
Liquidity Risk	20.25	12.01	14.67	89.83	89.72	85.00	+4.72 ▲ BM
Strategic Risk	0.93	1.03	1.26	1.11	1.06	1.20	-0.14 ▼ BM
Strategic Risk	0.18	0.17	0.18	0.25	0.22	0.30	-0.08 ▼ BM

Risk Category	2023Q1	2023Q2	2023Q3	2023Q4	2024Q1	Benchmark	Variance
Compliance Risk	13.20%	13.50%	13.90%	17.20%	14.60%	23.2%	-8.6% ▼ BM
Compliance Risk	1.50%	2.90%	2.00%	2.40%	1.49%	5.0%	-3.5% ▼ BM



“focus and simplicity. Simple can be harder than complex: You have to work hard to get your thinking clean to make it simple. But it’s worth it in the end because once you get there, you can move mountains.”

“fewer things, better things”



- OCC Bulletin 2018-20/20212-16 compliance
- FRB SR 15-19
- FDIC response to adverse condition or guidance
- Growth: aligning capital adequacy with growth trajectory
- Elevated Risk: products, customers, business lines, etc.
- Strategic Factors: M&A, new capital, stock buy back, dividends, etc.
- Adverse Condition(s): MRA, MOU, Written Order, etc.
- Strong capital stewardship

Capital Overview and Framework

OCC directive: Capital planning is a dynamic and ongoing process that, to be effective, should be forward-looking in incorporating changes in a bank's strategic focus, risk tolerance levels, business plans, operating environment, or other factors that materially affect capital adequacy. Capital planning helps the bank's board and senior management:

- identify risks, improve their understanding of the bank's overall risks, set risk tolerance levels, and assess strategic choices in longer-term planning.
- identify vulnerabilities such as concentrations and assess the impact on capital.
- integrate business strategy, risk management, and capital and liquidity planning decisions, including due diligence for a merger or acquisition.
- have a forward-looking perspective on the bank's capital needs, including capital needs that may arise from rapid changes in the economic and financial environment.

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Perform Risk Assessment & Construct Risk Profile

- Focus on the primary risk categories: credit risk, IRR, liquidity risk, operational risk, capital risk, and strategic risk

Capital Risk Analyzer Tool

- Validate Composite Risk Rating
- Quantify Risk-Weighting
- Review capital level required to support Bank's risk profile

Financial Performance Forecast, Targets, and Capital Stress Test

- Determine goals/objectives for the planning period
- Build baseline pro forma financial estimates
- Build adverse scenario to stress capital
- Build severely adverse scenario to stress capital

Capital Contingency Plan

- Build Contingency Plan Triggers
- Formulate Contingency Action Plan

Capital Risk Analyzer – Tier 1 Leverage Capital Buffer

Sample Bank

Capital Risk Analyzer

Tier 1 Leverage Capital Buffer by Risk Category

Report Period 12/31/2024

Bank's Minimum (Policy) 8.5000%

Tier 1 Leverage Ratio 11.2011%

Tier 1 Capital \$78,368

Total Assets (Leverage Purposes) \$699,644

Risk Rating	Capital Risk Buffer
Low	0.00%
Low - Moderate	1.00%
Moderate	2.50%
Moderate - High	4.00%
High	5.00%

Risk Categories	COMPOSITE		Risk-Weighting ²	Capital Risk Buffer	Weighted Risk Buffer	Tier 1 Capital
	Risk Score	Risk Rating ¹				
Credit Risk	3.00	Moderate	35.00%	2.50%	0.875%	\$ 6,122
Interest Rate Risk	3.00	Moderate	15.00%	2.50%	0.375%	\$ 2,624
Liquidity Risk	3.00	Moderate	15.00%	2.50%	0.375%	\$ 2,624
Operational Risk	3.00	Moderate	15.00%	2.50%	0.375%	\$ 2,624
Capital Risk	2.00	Low-Moderate	10.00%	1.00%	0.100%	\$ 700
Strategic Risk	2.00	Low-Moderate	10.00%	1.00%	0.100%	\$ 700
Total:	2.80		100.00%		2.200%	\$ 15,392

Note: Dollar figures in thousands

1 - LOW	2 - LOW-MOD	3 - MODERATE	4 - MOD-HIGH	5 - HIGH
\$ -	\$ 2,449	\$ 6,122	\$ 9,795	\$ 12,244
\$ -	\$ 1,049	\$ 2,624	\$ 4,198	\$ 5,247
\$ -	\$ 1,049	\$ 2,624	\$ 4,198	\$ 5,247
\$ -	\$ 1,049	\$ 2,624	\$ 4,198	\$ 5,247
\$ -	\$ 700	\$ 1,749	\$ 2,799	\$ 3,498
\$ -	\$ 700	\$ 1,749	\$ 2,799	\$ 3,498
\$ -	\$ 6,996	\$ 17,491	\$ 27,986	\$ 34,982

Tier 1 Leverage Capital

Regulatory Standard for Tier 1 Leverage Ratio	5.0000%	\$ 34,982
Implied Minimum Target Tier 1 Leverage Ratio per Risk Assessment	7.2000%	\$ 50,374
Bank's Minimum (Policy) Target Range for Tier 1 Leverage Ratio	8.5000%	\$ 59,470
Risk Assessment Buffer: Bank's Minimum (Policy) Less Implied Minimum	1.3000%	\$ 9,095
Bank's Tier 1 Leverage Ratio	11.2011%	\$ 78,368
Risk Assessment Buffer: Tier 1 Leverage Less Implied Minimum	4.0011%	\$ 27,994

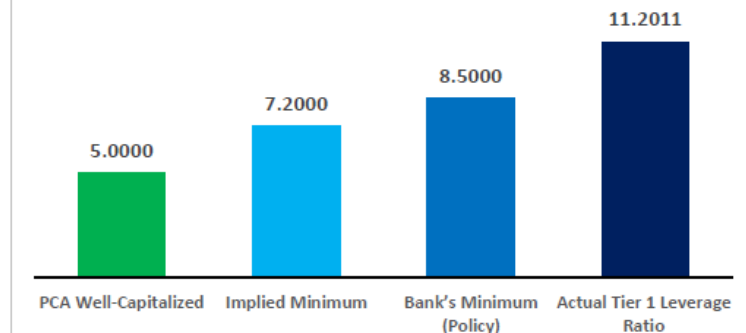
Tier 1 Leverage Capital Summary

Regulatory Standard	5.0000%	\$ 34,982
Buffer: Based on Risk Profile	2.2000%	\$ 15,392
Buffer: Bank's Minimum (Policy) Less Implied Minimum	1.3000%	\$ 9,095
Buffer: Actual Capital above Bank's Minimum (Policy)	2.7011%	\$ 18,898
Actual Stated Tier 1 Leverage Ratio	11.2011%	\$ 78,368

Note 1 -- Composite Risk Rating is based on the Bank's most recent Enterprise Risk Assessment.

Note 2 -- Risk-Weighting integrates the Bank's risk appetite and the level of risk associated with each risk category. This risk-weighting may change as market conditions change.

Capital Risk Analyzer Tier 1 Leverage Ratio (%)



Capital Risk Analyzer – Total RBC Buffer

Sample Bank

Capital Risk Analyzer

Total Risk-Based Capital Buffer by Risk Category

Report Period 12/31/2024

Bank's Minimum (Policy) 10.0000%

Total Capital Ratio 14.8032%

Total Capital \$85,615

Total Risk-Weighted Assets \$578,354

Risk Rating	Capital Risk Buffer
Low	0.00%
Low - Moderate	1.00%
Moderate	2.50%
Moderate - High	4.00%
High	5.00%

Risk Categories	COMPOSITE		Risk-Weighting ²	Capital Risk Buffer	Weighted Risk Buffer	Total Capital
	Risk Score	Risk Rating ¹				
Credit Risk	3.00	Moderate	35.00%	2.50%	0.875%	\$ 5,061
Interest Rate Risk	3.00	Moderate	15.00%	2.50%	0.375%	\$ 2,169
Liquidity Risk	3.00	Moderate	15.00%	2.50%	0.375%	\$ 2,169
Operational Risk	3.00	Moderate	15.00%	2.50%	0.375%	\$ 2,169
Capital Risk	2.00	Low-Moderate	10.00%	1.00%	0.100%	\$ 578
Strategic Risk	2.00	Low-Moderate	10.00%	1.00%	0.100%	\$ 578
Total:	2.80		100.00%		2.200%	\$ 12,724

Note: Dollar figures in thousands

1 - LOW	2 - LOW-MOD	3 - MODERATE	4 - MOD-HIGH	5 - HIGH
\$ -	\$ 2,024	\$ 5,061	\$ 8,097	\$ 10,121
\$ -	\$ 868	\$ 2,169	\$ 3,470	\$ 4,338
\$ -	\$ 868	\$ 2,169	\$ 3,470	\$ 4,338
\$ -	\$ 868	\$ 2,169	\$ 3,470	\$ 4,338
\$ -	\$ 868	\$ 2,169	\$ 3,470	\$ 4,338
\$ -	\$ 578	\$ 1,446	\$ 2,313	\$ 2,892
\$ -	\$ 578	\$ 1,446	\$ 2,313	\$ 2,892
\$ -	\$ 578	\$ 1,446	\$ 2,313	\$ 2,892
\$ -	\$ 5,784	\$ 14,459	\$ 23,134	\$ 28,918

Total Capital

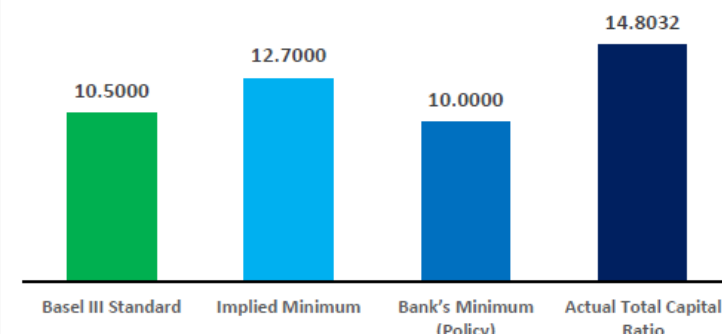
Regulatory Minimum + Buffer (Basel III) for Total Capital Ratio	10.5000%	\$ 60,727
Implied Minimum for Total Capital Ratio Based on Risk Assessment	12.7000%	\$ 73,451
Bank's Minimum (Policy) for Total Capital Ratio	10.0000%	\$ 57,835
Risk Assessment Buffer: Bank's Minimum (Policy) Less Implied Minimum	-2.7000%	\$ (15,616)

Bank's Total Capital Ratio	14.8032%	\$ 85,615
Risk Assessment Buffer: Total Capital Less Implied Minimum	2.1032%	\$ 12,164

Total Capital Summary

Regulatory Minimum + Buffer (Basel III)	10.5000%	\$ 60,727
Buffer: Implied Minimum Less Basel III Standard	2.2000%	\$ 12,724
Buffer: Bank's Minimum (Policy) Less Implied Minimum	-2.7000%	\$ (15,616)
Buffer: Actual Total Capital Less Bank's Minimum (Policy)	4.8032%	\$ 27,780
Actual Total Capital Ratio	14.8032%	\$ 85,615

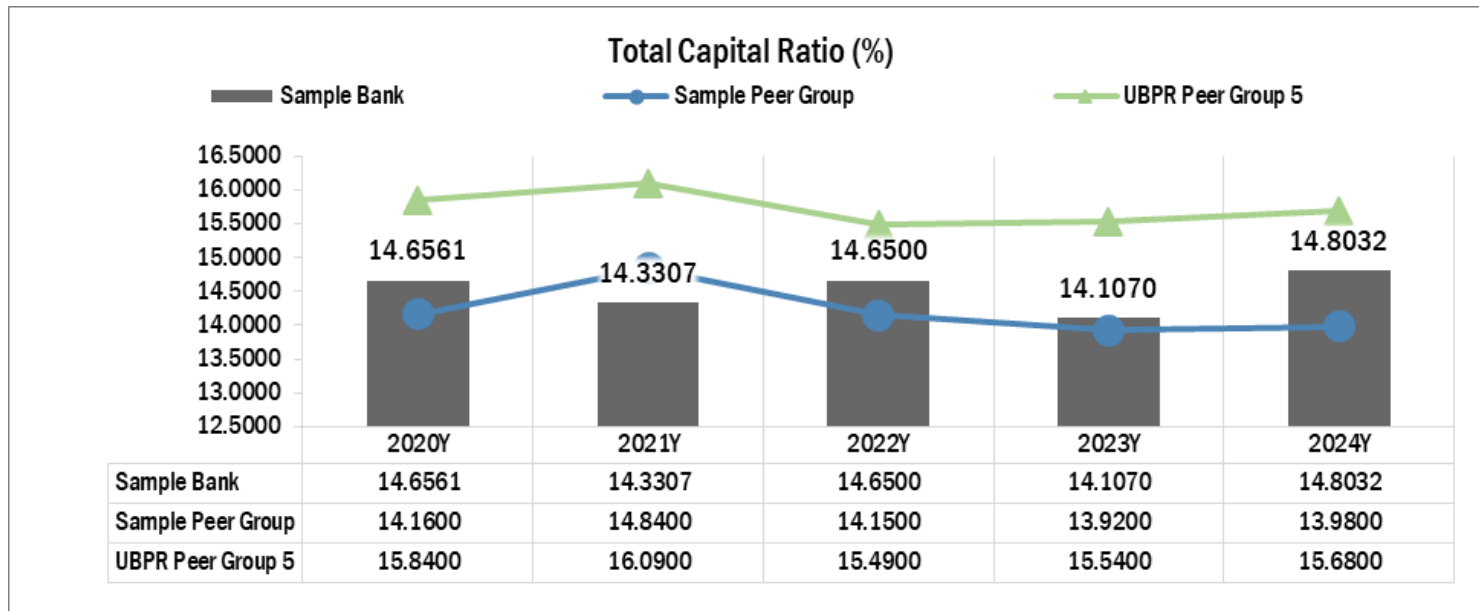
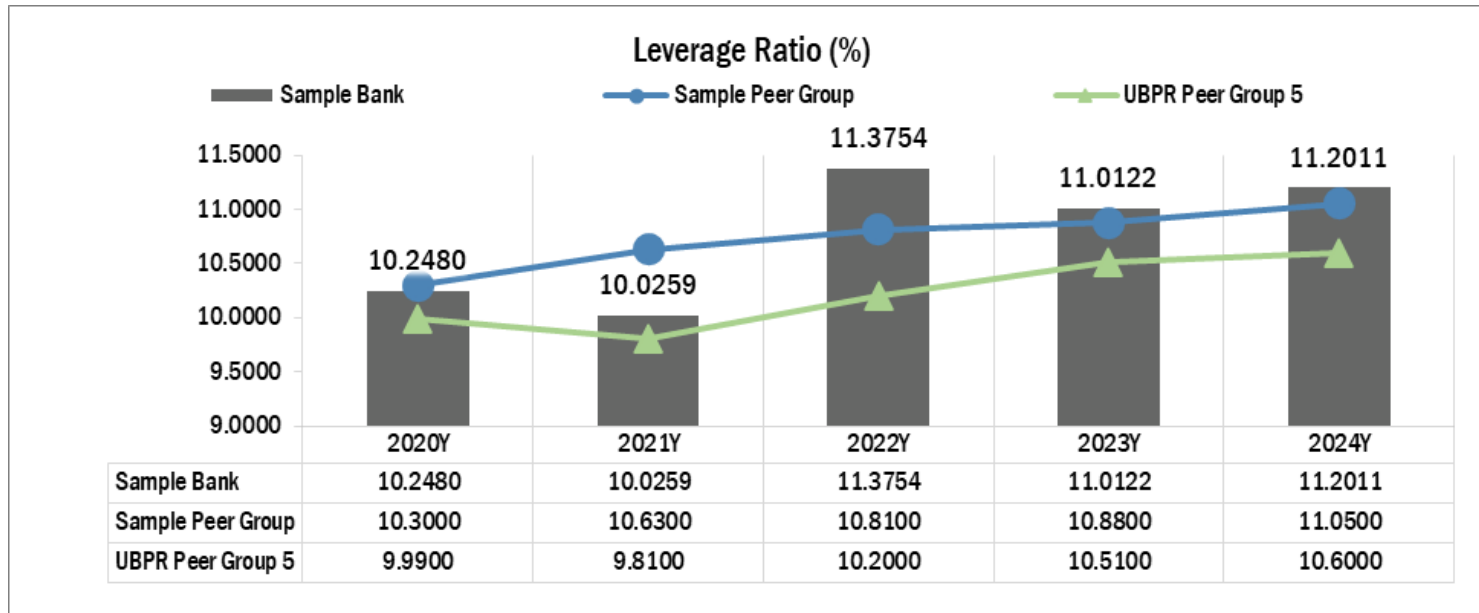
Capital Risk Analyzer Total Risk-Based Capital Ratio (%)



Note 1 -- Composite Risk Rating is based on the Bank's most recent Enterprise Risk Assessment.

Note 2 -- Risk-Weighting integrates the Bank's risk appetite and the level of risk associated with each risk category. This risk-weighting may change as market conditions change.

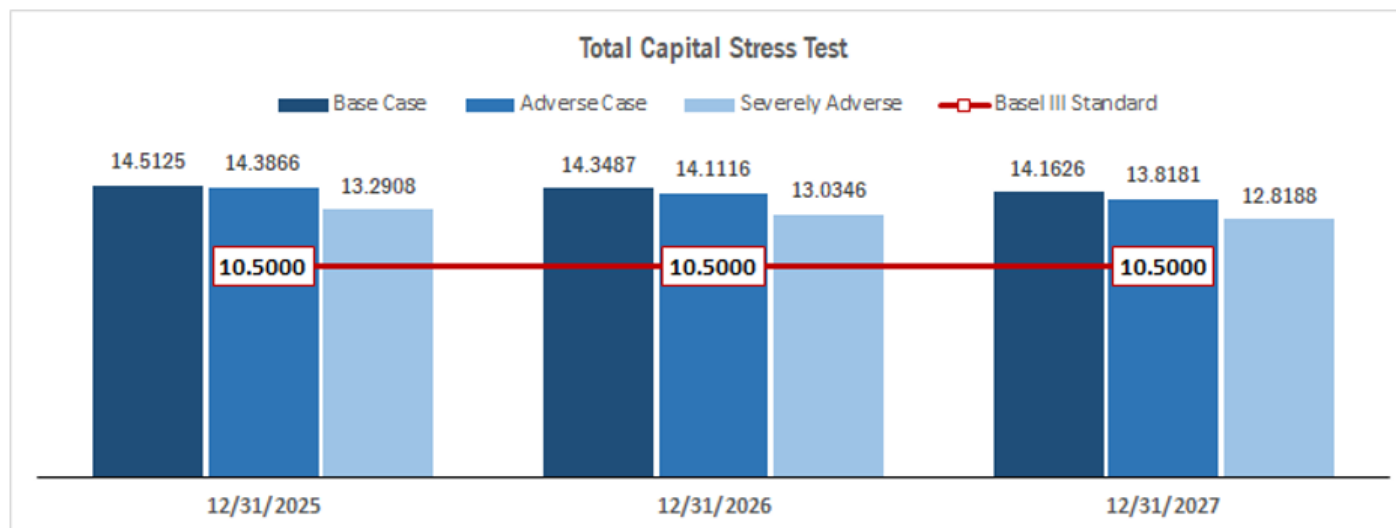
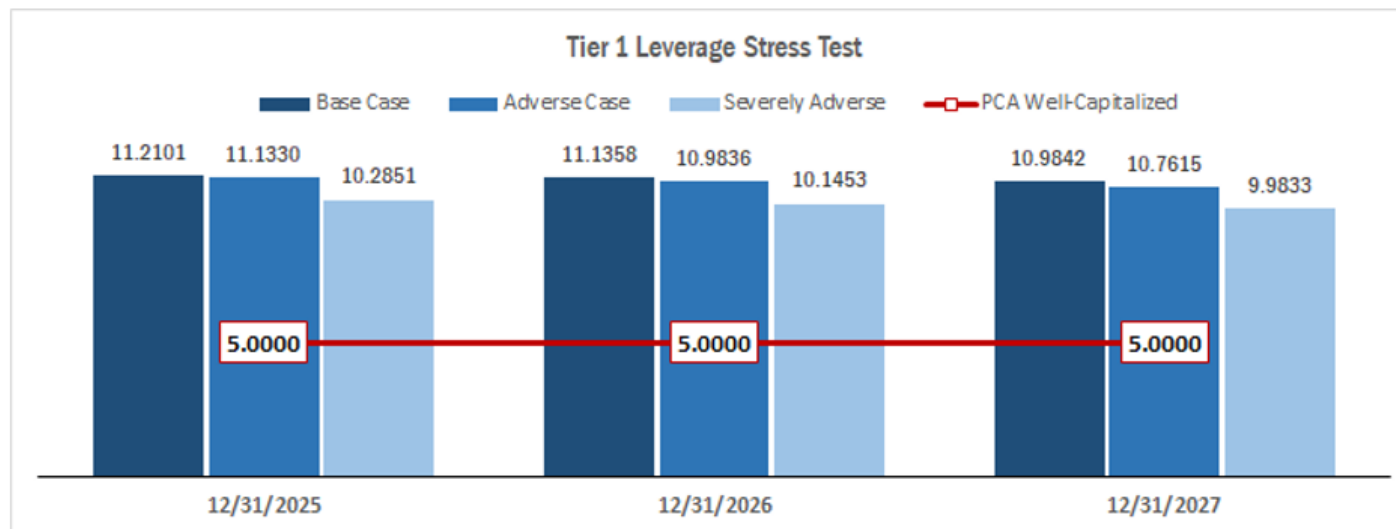
Tier 1 Leverage & Total Capital Peer Analysis



Capital Stress Test Tied to Base Case

Assumptions:

1. Adverse scenario – 50% of base case ROAA. Dividend rate at 90%.
2. Severe scenario – (150%) of ROAA in 2025, 45% of Base Case ROAA in 2026, 75% of Base Case ROAA in 2027. Dividend Rate at 0% due to 2025 loss, at 90% for 2026-27.



Contingency Plan Triggers

Sample Bank	Triggering Risk Levels									Current Value			
Key Risk Categories	Low (1)	Low-Mod (2)		Moderate (3)		Mod-High (4)		High (5)	Owner	Q4-2024	Rating	Weight	Score
	1 - 1.79	1.80 - 2.59		2.60 - 3.39		3.40 - 4.19		4.20 - 5.00					
CREDIT RISK		L	H	L	H	L	H						
30-89 Days Past Due (%)	< 0.50	0.50	0.80	0.80	1.20	1.20	1.50	> 1.50	Stifel	0.50	2	10.00%	0.20
Non-Accrual Loans & Leases (%)	< 0.50	0.50	0.80	0.80	1.20	1.20	1.50	> 1.50	Stifel	0.13	1	10.00%	0.10
Non-owner Occupied CRE/RBC (%)	< 150.0	150.0	200.0	200.0	250.0	250.0	300.0	> 300.0	Stifel	119.80	1	10.00%	0.10
Classified Loans / Tier 1 Capital (%)	< 15.00	15.00	20.00	20.00	25.00	25.00	30.00	> 30.00	Bank	26.50	4	10.00%	0.40
												40.00%	0.80
INTEREST RATE RISK													
12 mo EAR +/-100 bps Rate Shock (%)	> -1.0	-1.0	-5.0	-5.0	-10.0	-10.0	-15.0	< -15.0	Bank	-0.21	1	2.50%	0.03
12 mo EAR +/-200 bps Rate Shock (%)	> -5.0	-5.0	-10.0	-10.0	-15.0	-15.0	-20.0	< -20.0	Bank	-0.81	1	2.50%	0.03
12 mo EAR +/-300 bps Rate Shock (%)	> -10.0	-10.0	-15.0	-15.0	-20.0	-20.0	-25.0	< -25.0	Bank	-2.04	1	2.50%	0.03
EVE +/-100 bps Rate Shock (%)	> -5.0	-5.0	-10.0	-10.0	-15.0	-15.0	-20.0	< -20.0	Bank	-2.48	1	2.50%	0.03
EVE +/-200 bps Rate Shock (%)	> -10.0	-10.0	-15.0	-15.0	-20.0	-20.0	-25.0	< -25.0	Bank	-6.13	1	2.50%	0.03
EVE +/-300 bps Rate Shock (%)	> -10.0	-10.0	-16.0	-16.0	-22.0	-22.0	-30.0	< -30.0	Bank	-16.61	3	2.50%	0.08
												15.00%	0.20
LIQUIDITY RISK													
Liquidity Ratio (%)	> 30.0	30.0	25.0	25.0	20.0	20.0	15.0	< 15.0	Stifel	17.81	4	3.00%	0.12
Net Loans & Leases / Total Deposits (%)	< 70.0	70.0	80.0	80.0	90.0	90.0	100.0	> 100.0	Stifel	87.73	3	3.00%	0.09
Net Non-core Funding Dependence (%)	< 5.0	5.0	10.0	10.0	15.0	15.0	20.0	> 20.0	Stifel	16.54	4	3.00%	0.12
Total Brokered Deposits (%)	< 5.0	5.0	10.0	10.0	20.0	20.0	30.0	> 30.0	Stifel	1.62	1	3.00%	0.03
Pledged Securities (%)	< 10.0	10.0	25.0	25.0	45.0	45.0	60.0	> 60.0	Stifel	21.82	2	3.00%	0.06
												15.00%	0.42
OPERATIONAL RISK													
Non-interest Expense (%)	< 1.50	1.50	2.20	2.20	2.80	2.80	3.50	> 3.50	Stifel	2.63	3	5.00%	0.15
Personnel Expense (%)	< 1.00	1.00	1.25	1.25	1.50	1.50	2.00	> 2.00	Stifel	1.70	4	5.00%	0.20
												10.00%	0.35
CAPITAL RISK													
Tier 1 Leverage Capital Ratio (%)	> 11.00	11.00	10.00	10.00	8.50	8.50	7.00	< 7.00	Stifel	11.20	1	5.00%	0.05
Total Capital Ratio (%)	> 15.00	15.00	13.50	13.50	12.00	12.00	10.50	< 10.50	Stifel	14.80	2	5.00%	0.10
Tier 1 Risk-Based Capital Ratio (%)	> 12.00	12.00	11.00	11.00	10.00	10.00	8.50	< 8.50	Stifel	13.55	1	0.00%	-
CET 1 Capital Ratio (%)	> 12.00	12.00	10.50	10.50	9.00	9.00	7.00	< 7.00	Stifel	13.55	1	0.00%	-
												10.00%	0.15
STRATEGIC RISK													
Total Assets Growth Rate LTM (%)	< 5.00	5.00	10.00	10.00	15.00	15.00	20.00	> 20.00	Stifel	0.04	1	2.50%	0.03
Return on Average Assets (%)	> 1.50	1.50	1.20	1.20	0.90	0.90	0.60	< 0.60	Stifel	1.32	2	2.50%	0.05
Efficiency Ratio (%)	< 60.00	60.00	70.00	70.00	80.00	80.00	90.00	> 90.00	Stifel	64.19	2	2.50%	0.05
Non-Interest Income/Avg Ttl Assets (%)	> 1.00	1.00	0.75	0.75	0.50	0.50	0.25	< 0.25	Stifel	0.82	2	2.50%	0.05
												10.00%	0.18
												100.00%	2.10

Contingency Action Plan

Triggering Levels	Description / Actions
Low to Low-Moderate Range: <2.59	<ul style="list-style-type: none"> • Standard operating conditions • Senior management oversees the Bank's risk management processes (identify, measure, monitor and control risk) by department and key risk categories.
Moderate to Moderate-High Range: 2.6 – 4.19	<ul style="list-style-type: none"> • Elevate BOD involvement • Convene monthly risk committee meeting to review elevated risk conditions and mitigating actions • Senior management to review and report to the BOD policy, operating or other corrective actions to reduce risk profile • Evaluate the following scenarios: <ul style="list-style-type: none"> ○ Sale of troubled assets ○ Reduce direct operating expenses ○ Bonus suspension/salary freeze or reductions ○ Suspend dividends ○ Balance sheet reductions (i.e. Sell/reduce loan portfolio, sale of securities, deposit reductions, sell of businesses/branches/ assets) ○ Raise new capital (i.e. BHC, capital call, equity markets) ○ Borrowing sources • Implement one or more scenarios if deemed prudent
High Range: >4.20	<ul style="list-style-type: none"> • Elevate BOD involvement • Suspend dividends • Implement one or more capital restoration activities which may include: <ul style="list-style-type: none"> ○ Capital infusion from BHC ○ Sales of branches or other assets ○ Raise new capital from internal or third-party sources

Sample: Responding to Excess Capital

- A leverage strategy of up to ~\$40mm could be supported by reducing the Bank's Tier 1 Leverage Capital Ratio to 10.60%
- A leverage strategy of up to ~\$222mm could be supported by reducing the Bank's Tier 1 Capital Ratio to 8.5%

Description	Total RBC	Tier 1 RBC	CET1 RBC	Tier 1 Leverage	Excess Capital	Additional Growth Capacity
Sample Bank 12/31/24	14.80%	13.55%	13.55%	11.20%		
Policy Limits	10.00%	8.00%	6.50%	8.50%		
Well Capitalized	10.00%	8.00%	6.50%	5.00%		
UPBR Group	15.69%	14.58%	14.56%	10.60%		
T1 Leverage Over UPBR Group				0.60%	4,206,000	39,676,755
T1 Leverage Over Policy Limit				2.70%	18,898,000	222,332,471
T1 Leverage Over Reg Min of 5.00% Plus Buffer of 2.20%				4.00%	27,993,000	388,800,444

Sample: Leveraging of Excess Capital to Limits

- Strategies presented here assume a 1% incremental spread and a 20% risk-weighted investment

	Beginning Data	Strategy 1		Strategy 2		Strategy 3	
		Pro Forma	Change	Pro Forma	Change	Pro Forma	Change
		Leverage to UPBR - 10.6%		Leverage to Policy - 8.5%		Leverage to Reg Min + Buffer 7.2%	
		\$39.7mm Leverage		\$222.5mm Leverage		\$388.5mm Leverage	
Impact on Earnings							
Net Interest Income	25,728	26,139	411	28,027	2,299	29,740	4,012
Net Interest Margin	3.80%	3.64%	(0.16%)	3.11%	(0.69%)	2.79%	(1.01%)
Net Income	10,222	10,633	411	12,521	2,299	14,234	4,012
ROAA	1.44%	1.42%	(0.02%)	1.34%	(0.10%)	1.30%	(0.14%)
ROAE	14.03%	14.59%	0.56%	17.18%	3.15%	19.53%	5.50%
Impact on Capital							
Equity Ratio	9.96%	9.43%	-0.53%	7.58%	-2.38%	6.44%	-3.52%
Tier 1 Leverage	11.17%	10.57%	-0.60%	8.48%	-2.69%	7.19%	-3.98%
Tier 1 RBC	13.55%	13.37%	-0.18%	12.58%	-0.97%	11.95%	-1.60%
CET1 RBC	13.55%	13.37%	-0.18%	12.58%	-0.97%	11.95%	-1.60%
Total RBC	14.50%	14.30%	-0.20%	13.46%	-1.04%	12.78%	-1.72%
TCE / TA	9.52%	9.01%	-0.51%	7.23%	-2.29%	6.13%	-3.39%
CET1 Earnback (Years)		2.76		2.61		2.47	
Tier 1 Lev. Earnback (Years)		10.24		8.23		6.97	
Balance Sheet Components							
Total Assets	709,474	749,186	39,712	931,938	222,464	1,097,964	388,490
Total Liabilities	638,813	678,525	39,712	861,277	222,464	1,027,303	388,490
Total Equity	70,661	70,661	-	70,661	-	70,661	-
Tier 1 Capital	78,368	78,368	-	78,368	-	78,368	-
Tier 1 Common	78,368	78,368	-	78,368	-	78,368	-
Total Risk-Based Capital	83,845	83,845	-	83,845	-	83,845	-
Risk-Weighted Assets	578,354	586,296	7,942	622,865	44,511	656,046	77,692
Average Assets for Lev Cap	701,665	741,377	39,712	924,129	222,464	1,090,155	388,490
Wholesale Funding	95,283	134,995	39,712	317,747	222,464	483,773	388,490
Wholesale Funding / Total Assets	13.43%	18.02%	4.59%	34.10%	20.67%	44.06%	30.63%

Sample: Excess Capital Strategy 3

Funding:

Overview

CUSIP	Sector	Description	Cpn	Mat	Call	Original Face	Factor	Current Par	Market Price	Book Price	Gain (Loss)	Book Yld ₁	Yield at Book Px*	Mkt Yld	Eff. Dur	Price Vol +300	Avg Life	WAM	Rst Dt	Prepay Model
BCD018MOB	FUND	Bank Brokered CD 18mo	4.35	8/18/2026		20,000,000	1.00000	20,000,000	99.84000	99.84	0.00	4.50	4.50	4.50	1.42	-4.15	1.49			
BCD024MOB	FUND	Bank Brokered CD 24mo	4.30	2/18/2027		10,000,000	1.00000	10,000,000	99.60000	99.60	0.00	4.55	4.55	4.55	1.88	-5.43	2.00			
BCD036MOB	FUND	Bank Brokered CD 36mo	4.40	2/18/2028		10,000,000	1.00000	10,000,000	99.70000	99.70	0.00	4.55	4.55	4.55	2.75	-7.85	3.00			
		Cash Used				2,875		2,875				4.40	4.40	4.40	0.08	-0.25	0.10			
Weighted Average Total			4.35	2/17/2027		40,002,875		40,002,875	99.74500		0.00	4.53	4.53	4.53	1.87	-5.39	2.00			

Buys:

Overview

CUSIP	Sector	Description	Cpn	Mat	Call	Original Face	Factor	Current Par	Market Price	Proj Yield*	Eff. Dur	Price Vol +300	Avg Life	WAM	Rst Dt	Prepay Model
OFFER4981	LOAN	\$10.8MM Auto Loans	8.00	6/1/2030		38,750,000	1.00000	38,750,000	102.97000	6.47	1.70	-4.82	2.01	63		18 CPR
Weighted Average Total			8.00	6/1/2030		38,750,000		38,750,000	102.97000	6.47	1.70	-4.82	2.01	63		

Pro-Forma Earnings Measures:

	-300	-200	-100	Base	+100	+200	+300	+400
Net Int. Income (TE)	\$25,730	\$26,151	\$26,509	\$26,535	\$26,536	\$26,557	\$26,573	\$26,597
Net Int. Income (Nominal)	\$25,054	\$25,409	\$25,699	\$25,705	\$25,698	\$25,714	\$25,727	\$25,747
Net Income	\$10,385	\$10,732	\$11,019	\$11,029	\$11,026	\$11,044	\$11,059	\$11,081
Return on Assets (ROA)	1.39%	1.43%	1.47%	1.47%	1.47%	1.47%	1.48%	1.48%
Return on Equity (ROE)	14.25%	14.73%	15.12%	15.13%	15.13%	15.15%	15.17%	15.20%

Pro-Forma Capital Measures

	-300	-200	-100	Base	+100	+200	+300	+400
Equity / Assets (GAAP Equity)	10.74%	10.37%	9.93%	9.43%	8.85%	8.25%	7.66%	7.10%
Tier-1 Capital / Avg Assets (Tier 1 Leverage)	10.57%	10.57%	10.57%	10.57%	10.57%	10.57%	10.57%	10.57%
Tier-1 Capital / RW Assets (Tier 1 RBC)	12.68%	12.68%	12.68%	12.68%	12.68%	12.68%	12.68%	12.68%
Tier-1 Common / RW Assets (CET1 RBC)	12.68%	12.68%	12.68%	12.68%	12.68%	12.68%	12.68%	12.68%
Total Risk-Based Capital/ RW Assets (Total RBC)	13.56%	13.56%	13.56%	13.56%	13.56%	13.56%	13.56%	13.56%
Tangible Common Equity/ Tangible Assets (TCE)	10.34%	9.96%	9.52%	9.01%	8.43%	7.82%	7.22%	6.65%

- Future is bright for community banking
- Focus on strengths
- Specialization is proving to be a durable edge
- Balance sheet optimization is a non-negotiable
- Less is more – Fewer Things – Better Things (Steve Jobs)

Q&A

The Performance Management Group provides strategic, capital, advisory and risk management solutions for depository institutions. Its web-based services and subject matter expertise equip executive teams with actionable intelligence and unique financial solutions.

Strategic Planning

Develop and execute a targeted, performance-driven plan that focuses on your institution's priorities for growth, earnings, technology, target markets, risks/rewards, and other strategic areas of focus. Using PMG's proven process of aggregating industry data and producing meaningful guidance, institutions will be able to evaluate myriad alternatives and ultimately engineer a focused and actionable strategic plan.

Capital & Liquidity Planning

Make sure your institution is meeting capital requirements and regulatory expectations. PMG's comprehensive Capital & Liquidity Plan solution includes the necessary components for management teams and boards to assess capital adequacy when considering its strategy, risk profile, and capital contingencies.

Enterprise Risk Management

Use our modular, web-based Enterprise Risk Management solution to identify, measure, monitor and control your risk. With scalable features and "board-friendly" tracking and reporting, it includes all the components needed to implement a forward-looking fully integrated ERM "process."

Interactive Analytics

Using new age solutions to bring quality intelligence to the decision-making process, PMG's entire suite of services is built on a first generation, client support center and industry intelligence system.

Clients have access to its customizable risk analysis systems and databases, which include more than 20 million bank records.

- Interactive icon-driven intuitive dashboard
- Over 20 million bank records in database
- Track and report over 150 key risk trends
- Custom benchmarking and trend analysis
- Forecast/What If App - up to eight 5-year scenarios
- Capital Risk Analyzer synced to Bank Risk Profile
- Call Report Analyzer
- Bank vs. Bank Analyzer and Merger App
- ERM assessment suite includes over 22 unique assessments

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