2018 European Bank Stress Test Results And the winners are... not that many

Our First Glance at Results November 2018

ALVAREZ & MARSAL



Contents

	Highlights
1	Capital Stress Test Impacts
2	Capital Actions
3	Bank Business Models
4	Stress test Process
5	Country Stress Test Scorecards
	Appendix 1 – Scenarios Used
	Appendix 2 – List of Banks in EBA 2018 ST
	Appendix 3 – A&M Authors

Highlights

2018 Stress Test Results are out after a year long process – They display strong capital position and improved capital flexibility. However, positive news are overshadowed by structural business model issues.



1

While 2018 stress test impacts increase compared to those experienced in last stress test 2016 ...

- Impact of 2018 stress tests shows average capital depletion (2017 CET1 to adverse) of 410bps after IFRS9 implementation, 30bps higher than depletion created by 2016 stress tests (380bps)
- Increased depletion explained by more severe scenario construction for European countries and tougher quality assurance process
- Worst 3 countries by CET1 FL depletion: UK, Germany and Denmark
- Best 3 countries by CET1 FL: Poland, Norway and Spain



2

...banks demonstrate strong resilience to weather a stress due to improved capital starting positions.

- No incremental capital needs are required as no bank fell below the 5.5% CET1 minimum threshold
- Capital flexibility measured as the buffer between CET1 after stress test and minimum threshold of 5.5% increases to 482bps from 390bps in 2016
- As result we expect positive bias towards increased capital distributions via dividend payments or buybacks
- Pillar 2 guidance requirements will remain stable particularly if minimum level of 100bps remains



3

However, most banks are still unable to generate adequate levels of efficiency and profitability.

- Only # 3 of the 48 analysed show ROE above cost of capital under the 2016-18 baseline scenario and no adds value under the adverse scenario
- Net interest margin for 48 banks projected lower than in 2016 tests
- Efficiency ratio at 66% still showing big room for improvement
- NPLs while reduced remain high in countries like Italy and Ireland
- European banks continue to trade below book value (0.8 times price to book) evidencing that markets discount survival of only the fittest



4

Not only fitting of bank business models need to improve, but also the stress test supervisory process.

- The process took a year long creating doubts about the relevance of the scenario and bank risk profile. ECB process, timing and tools can be improved
- Stress tests included for the first time the credit provisioning under IFRS9. As expected, IFRS9 creates an acceleration of credit losses in year 1 (51% of total credit losses vs 36% in prior tests)
- Unlike the UK or the US, European stress tests continue to lack the teeth as they do not represent a binding constraint for banks

Highlights

We identify few winners in our scorecard that combines capital and performance metrics. While banks may score well in one dimension, few banks score high in both capital and business fitting metrics.



Perhaps unfairly, UK banks are the big losers of the ST18. UK banks display the highest CET1 Fully Loaded depletion (-599bps vs. EU average of -394bps) and the lowest capital flexibility post-stress vs. the 5.5% minimum threshold. All UK banks display higher depletion than in ST16, except for RBS. These results are driven by a harsh UK scenario that depicts hard Brexit. However, UK banks are capitalised above EU averages, their profitability is projected under baseline as double their EU counterparts, and they have half of NPL ratio compared to the EU average. UK banks are not necessarily more exposed to a crisis than other European banks. Furthermore, these ST results do not mean much to the UK banks as their capital requirements are set by the PRA tests coming up in early December.



German banks also get weak scores in the ST18. German banks generate the second highest depletion after UK banks (-519bps). Their strong CET1 starting point allows German banks to cope well with post stress test CET1 leaving them with capital flexibility slightly above EU average. All German banks display higher depletion than in ST16, except for Commerzbank. German banks are projecting the lowest ROE under baseline conditions (1.4% vs. EU average of 4%) due to low net interest income margins and efficiency ratio above 80%. While stronger capital flexibility than EU average, all German banks demonstrate poor performance fitting indicators.



French banks score average in the ST18. Their CET1 Fully Loaded depletion of 382 bps and post stress CET1 ratio of 9.7% is slightly below EU average of 10%. All banks experience higher depletion than in ST16 due to more severe scenario. While French banks experienced the highest increase in loan volume due vs. 16 levels due to the strength of the economy, NII margins declined and are below EU average. Furthermore, their efficiency ratio is projected at 73% well above the EU average of 66%. Profitability measured in terms of ROE continues to be low with all banks projecting ROE under baseline below 6%.



Dutch banks perform well in the ST18. Their CET1 Fully Loaded depletion of 372 bps and more importantly their post stress CET1 ratio of 11.8% is well above EU average of 10%. Their performance metrics are also better than EU counterparts, with NII margins improving, efficiency at average levels and NPL ratios below average. ABN Amro's depletion improved by 324bps and it is one of the few banks projecting ROE levels above cost of capital.



Italian banks are apparent winners in the ST18. Their CET1 Fully Loaded depletion of -304bps improves by 76bps compared to ST16. However, the scenario used might not reflect full scope of potential risks being faced. For instance, Italian sovereign bond spreads have widened during the last two months twice the shock considered in the EBA stress test. In addition, post stress CET1 ratio of 9.1% is below EU average of 10%. Lastly, NPL ratio of 10% is well above EU average and acts as a binding constraint for loan growth and profitability.



Spanish banks look strong in terms of CET1 depletion (-189bps) much lower than EU average. However, post stress CET1 ratio of 8.9% is the lowest after the UK due to relatively low CET1 starting points. Santander and BBVA are two of the few European banks that display negative implied P2G. In addition, margins, efficiency and ROE are all projected at levels above baseline EU average. Santander is one of the few banks projecting ROE levels above cost of capital.

Nordic Banks

Nordic banks are winners in the ST18 due to very high CET1 FL levels: Sweden (20.7%), Finland (20.2%) and Norway (16.5%). This leaves Nordic banks with the best capital flexibility after stress across the EU. They also display strong performance metrics. Banks in Sweden and Norway are the only ones with efficiency ratios below 50%. Their NPL ratio is well below EU average. Lastly, Swedish banks are the best performers across EU in terms of ROE projections.



Section 1 | Stress Test Impacts



2018 stress test capital depletion increased compared to those experienced in last stress test 2016 (410bps vs. 380bps PH).

Impact of 2018 stress tests shows average capital depletion (2017 CET1 transitional to adverse) of 410 bps after IFRS9 implementation, 30bps higher than depletion created by 2016 stress tests (380bps)

Capital Depletion	All Banks	European G-SIBs	IFRS9 Restat.	Worst 3 Countries	Best 3 Countries	Worst 3 Banks	Best 3 FL Banks
CET 1 Phased-In Adverse	-410bps	-410bps	-12bps	Germany, UK and Ireland	Poland, Norway and Hungary	NordLB, Nederlandse and Deutsche	Powszechna, Polska, and DNB Bank
CET Fully Loaded Adverse	-394bps	-390bps	-22bps	UK, Germany and Denmark	Poland, Norway and Spain	NordLB, Nederlandse and Lloyds	Powszechna, Santander and Polska

- European G-SIBs display average capital depletion of 410 bps in line with total average
- Worst 3 capital depletion countries measured on fully loaded basis (UK, Germany and Denmark) vs Top 3 (Poland, Norway and Spain). UK higher impacts than ST16 explained by hard brexit scenario.
- Worst 3 capital depletion banks measured on fully loaded basis (NordLB, Nederlandse, and Lloyds)
- Best 3 capital depletion banks measured on fully loaded basis (Powszechna, Santander and Polska)
- Increased depletion explained by more severe scenario construction for European countries, increased methodology constraints and tougher quality assurance process (which we estimate in average to have contributed 175bps vs. 100bps in 2016). By main driver of CET1 depletion
 - NII: +170pbs same as ST16
 - Credit Loss: 430bps increasing contribution by 54bps compared to ST16
 - Trading Income: +20bps same as ST16
 - OCI Impact: -30bps 41bps lower than ST16
 - RWA: -130bps, 31bps higher than ST16

2018 stress test capital depletion increased compared to those experienced in last stress test 2016, mainly due to credit losses and RWA impact.

Scorecard

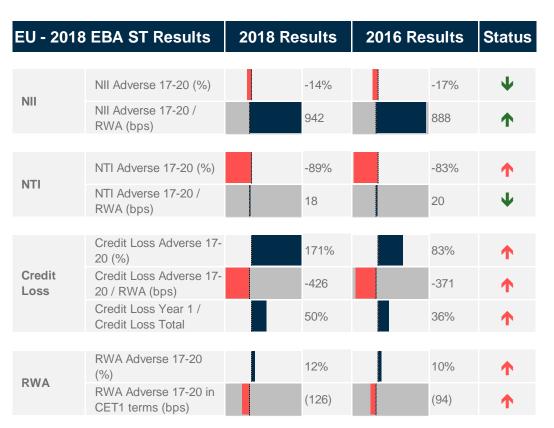
Total Depletion

IFRS9 Restatement

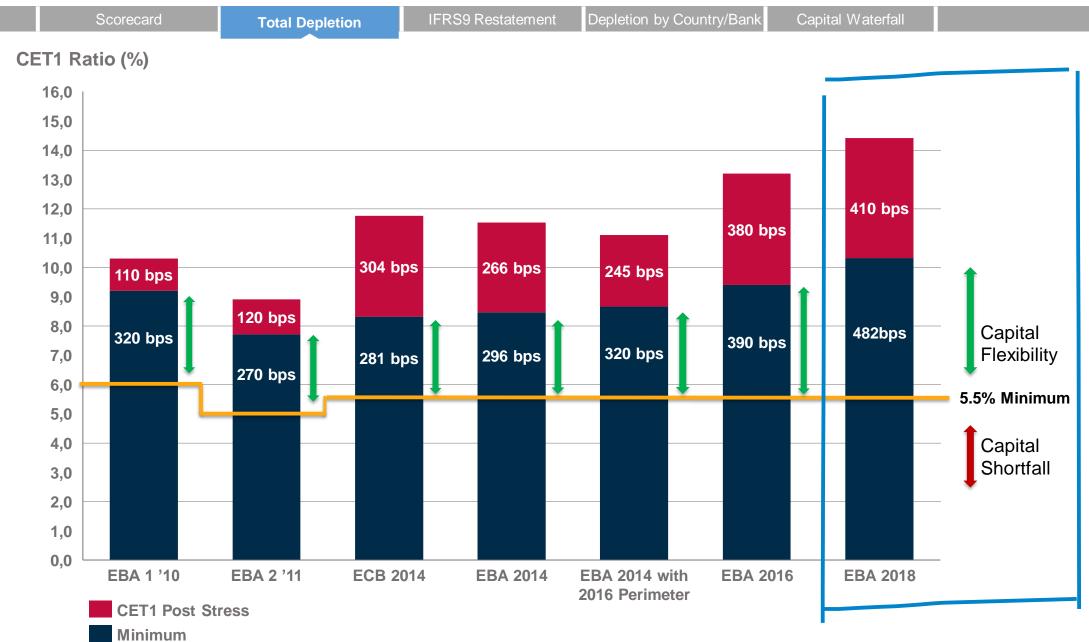
Depletion by Country/Bank

Capital Waterfall

EU - 2018	EBA ST Results	2018 Results	2016 Results	Status
	CET1 PH 2017	14.4%	13.2%	^
Starting Point	CET1 FL 2017	14.0%	12.6%	1
		_	=	
Ending	CET1 PH 2020 Adv	10.3%	9.4%	↑
Point	CET1 FL 2020 Adv	10.1%	9.2%	↑
Depletion	CET1 PH 2020 Adv	(410)	(383)	1
bps	CET1 FL 2020 Adv	(394)	(335)	^
Depletion	CET1 PH 2018 Adv	(269)	(339)	Ψ
Year 1 bps	CET1 FL 2018 Adv	(323)	(423)	Ψ
Excess	CET1 PH 2020 Adv	482	386	↑
over 5.5%	CET1 FL 2020 Adv	455	372	^
Leverage	Leverage SP 2017	5.1%	4.9%	↑
Leverage	Leverage 2020 Adv	4.2%	4.1%	^



2018 stress test impact shows higher capital depletion (measured as 2017 restated CET1 to adverse) compared to ST'16 (410bps vs. 380bps). Capital flexibility also presents higher results (482bps vs. 390bps).



Capital flexibility has improved as compared to ST'16 due to a higher starting point level. Out of 48 banks, none fell below 5.5%, and 41 maintain ratios above 8%.



Out of the 48 banks, the average IFRS9 restatement impact was 22pbs (FL). Italian banks suffered the highest impact with an average decrease of 86bps of CET1, while Finland had a positive impact of 10bps.

Capital Waterfall **Total Depletion** Depletion by Country/Bank **IFRS9** Restatement IFRS9 **IFRS9** CET1 after **CET1** after Bank Bank Quartile Country Quartile **Bank Name Bank Name** Country **Impact Impact** Adjustment Code Adjustment Code (bps) (bps) Erste Group Bank AG Société Générale S.A. **ERST** 6 13.0% SOCG -15 11.2% AT 1st 14.9% AT Raiffeisen Bank International AG **RAZE** -25 12.5% HU OTP Bank Nyrt. OTP -35 4th Belfius Banque SA **BELF** 16.2% Allied Irish Banks Group plc AIB -45 17.0% BE 29 1st ΙE 4th ΒE **KBC Group NV KBC** -39 16.0% Bank of Ireland Group plc **BIRE** 4th ΙE -21 13.6% 7 COPOP -72 DE Bayerische Landesbank BLB 15.4% 1st ΙT Banco BPM S.p.A. 11.2% 4th DF Commerzbank AG -79 Intesa Sanpaolo S.p.A. ISP -102 COM 13.3% 4th 11.8% 4th Deutsche Bank AG 13.9% UniCredit S.p.A. UC -93 DE DEBK -14 ΙT 12.7% 4th DZ BANK AG Deutsche Zentral DZB -10 13.6% Unione di Banche Italiane Società UBI -23 DE ΙT 11.2% DE Landesbank Baden-Württemberg LBW 38 16.0% ABN AMRO Group N.V. **ABN** -13 17.5% 1st NL Landesbank Hessen-Thüringen LHTG 85 16.0% Coöperatieve Rabobank U.A. COOPR -16 DE 1st NL 15.3% Norddeutsche Landesbank 41.6% ING Groep N.V. ING 14.5% DE NLG 0 1st NL -18 DE NRW.Bank NRW 97 12.9% 1st NL N.V. Bank Nederlandse Gemeenten **GEM** -104 29.8% 4th DK Danske Bank **DBK** -25 17.3% DNB -3 NO **DNB Bank Group** 16.5% 1st **JBK** -34 16.0% Polska Kasa Opieki SA **PLK** -43 16.0% 4th DK Jyske Bank Nvkredit Realkredit NKR -14 20.5% Powszechna Kasa Oszczedności Bank **PBP** -34 15.9% DK 4th ES Banco Bilbao Vizcaya Argentaria S.A. **BBVA** -31 10.7% Nordea Bank - group NORD -15 19.3% ES Banco de Sabadell S.A. SAB -75 Skandinaviska Enskilda Banken - group **SEB** 12.0% 4th -17 19.2% Banco Santander S.A. -23 Svenska Handelsbanken - group -13 ES SAN 10.6% SE SHAN 22.6% ES CaixaBank, S.A. **KXA** -15 11.5% SE Swedbank - group **SWED** -3 24.6% 1st FΙ **OP Financial Group** OPG 10 20.2% UK Barclays plc **BAR** -34 12.9% 4th 1st FR **BNP** Paribas **BNPP** -16 11.5% **HSBC** Holdings plc **HSBC** 1 14.5% 1st **Groupe BPCE BPCE** -12 15.1% Lloyds Banking Group plc LLOYD -31 13.7% FR Groupe Crédit Agricole CA -30 14.6% The Royal Bank of Scotland Group Plc **RBS** 26 16.2% 1st FR Group Crédit Mutuel -19 17.2% G-SIBs Total G-SIBs Weighted Avg. -21 13.0% CMUT FR La Banque Postale **LBP** -25 13.2% Total EU Weighted Avg. 14.0%

Out of the 48 banks, the average IFRS9 restatement impact was 22pbs (FL). Italian banks suffered the highest impact with an average decrease of 86bps of CET1, while Finland had a positive impact of 10bps.

Scorecard Total Depletion IFRS9 Restatement Depletion by Country/Bank

Code	Bank Name	IFRS9 Impact (bps)	CET1 after Adjustment	Quartile
AT	Austria	-6	12.8%	1st
BE	Belgium	-15	16.0%	
DE	Germany	-7	15.4%	1st
DK	Denmark	-23	17.9%	
ES	Spain	-28	10.8%	
FI	Finland	10	20.2%	1st
FR	France	-18	13.5%	
HU	Hungary	-35	14.9%	4th
IE	Ireland	-34	15.4%	4th
IT	Italy	-86	12.1%	4th
NL	Netherlands	-18	15.6%	
NO	Norway	-3	16.5%	1st
PL	Poland	-38	15.9%	4th
SE	Sweden	-13	20.7%	
UK	United Kingdom	-8	14.3%	
	Total G-SIBs Weighted Avg.	-21	13.0%	
	Total EU Weighted Avg.	-22	14.0%	

Capital Waterfall

Worst capital depletion banks on fully loaded basis are NordLB, Nederlandse, and Lloyds. Best capital depletion banks on fully loaded basis are Powszechna, Santander and Polska.

Scorecard Total Depletion IFRS9 Restatement Depletion by Country/Bank Capital Waterfall

			0(A 2018				01		A 2016	. 0040		Depletion
Country	y Bank Name	Transit.	Impact Bps	Qrt.	Depletion 2017 Fully Loaded	Impact Bps	Qrt.	Transit.	Impact Bps	Qrt.	epletion 2015 Fully Loaded	Impact Bps	Qrt.	_ Chg. 18 vs 16 (FL)
AT	Erste Group Bank AG		-486			-456			-416			-423	4th	33
AT	Raiffeisen Bank International AG		-282	1st		-273			-432			-408		-135
BE	Belfius Banque SA		-296			-296			-449			-323		-28
BE	KBC Group NV		-254	1st		-236	1st		-389			-361		-124
DE	Bayerische Landesbank		-596	4th		-592	4th		-690	4th		-365		227
DE	Commerzbank AG		-417			-341			-636	4th		-471	4th	-130
DE	Deutsche Bank AG		-651	4th		-576	4th		-540	4th		-332		244
DE	DZ BANK AG Deutsche Zentral		-481			-467			0	1st		-250		217
DE	Landesbank Baden-Württemberg		-547	4th		-536	4th		-694	4th		-658	4th	-122
DE	Landesbank Hessen-Thüringen		-614	4th		-608	4th		-369			-301		307
DE	Norddeutsche Landesbank		-778	4th		-769	4th		-742	4th		-714	4th	55
DE	NRW.Bank		-608	4th		-582	4th		-432			-347		235
DK	Danske Bank		-481			-532	4th		-210	1st		-147	1st	385
DK	Jyske Bank		-432			-432			-206	1st		-201	1st	231
DK	Nykredit Realkredit		-492			-484			-526	4th		-533	4th	-49
ES	Banco Bilbao Vizcaya Argentaria S.A.		-234	1st		-193	1st		-375			-208	1st	-15
ES	Banco de Sabadell S.A.		-511			-446			-350			-369		77
ES	Banco Santander S.A.		-259	1st		-141	1st		-402			-199	1st	-58
ES	CaixaBank, S.A.		-343			-239	1st		-273			-184	1st	55
FI	OP Financial Group		-491			-491			-458			-455	4th	36
FR	BNP Paribas		-297			-288			-246	1st		-236		52
FR	Groupe BPCE		-448			-445	~~~~		-329			-331		113
FR	Groupe Crédit Agricole		-433			-437			-303			-319		117
FR	Group Crédit Mutuel		-399			-405			-199	1st		-216	1st	189
	Total G-SIBs Weighted Avg.		-410			-390			-374			-378		12
	Total EU Weighted Avg.		-410			-394			-383			-335		59

Worst capital depletion banks on fully loaded basis are NordLB, Nederlandse and Lloyds. Best capital depletion banks on fully loaded basis are Powszechna, Santander and Polska.

Scorecard Total Depletion IFRS9 Restatement Depletion by Country/Bank Capital Waterfall

			Ctuccod		A 2018	7 2020			Ctuanand		A 2016	. 2040		Depletion
Country	Bank Name	Transit.	Impact Bps	Qrt.	Depletion 2017 Fully Loaded	Impact Bps	Qrt.	Transit.	Impact Bps	Qrt.	epletion 2015 Fully Loaded	Impact Bps	Qrt.	_ Chg. 18 vs 16 (FL)
FR	La Banque Postale		-460			-494			-348			-470	4th	24
FR	Société Générale S.A.		-378			-363			-339			-341		22
HU	OTP Bank Nyrt.		-237	1st		-246	1st		-419			-372		-126
IE	Allied Irish Banks Group plc		-599	4th		-520			-847	4th		-880	4th	-359
IE	Bank of Ireland Group plc		-467			-468			-560	4th		-513	4th	-45
IT	Banco BPM S.p.A.		-547	4th		-453			-410			-339		114
IT	Intesa Sanpaolo S.p.A.		-284			-219	1st		-274			-226	1st	-7
IT	UniCredit S.p.A.		-346			-334			-347			-329		5
IT	Unione di Banche Italiane Società		-338			-374			-323			-277		97
NL	ABN AMRO Group N.V.		-269	1st		-267	1st		-597	4th		-591	4th	-324
NL	Coöperatieve Rabobank U.A.		-414			-390			-538	4th		-387		3
NL	ING Groep N.V.		-383			-381			-394			-371		10
NL	N.V. Bank Nederlandse Gemeenten		-712	4th		-742	4th		-706	4th		-855	4th	-113
NO	DNB Bank Group		-115	1st		-150	1st		-1	1st		-1	1st	149
PL	Polska Kasa Opieki SA		-113	1st		-144	1st		0	1st		-230	1st	-86
PL	Powszechna Kasa Oszczednosci Bank		-52	1st		-30	1st		-182	1st		-198	1st	-168
SE	Nordea Bank - group		-265	1st		-265	1st		-236	1st		-236		30
SE	Skandinaviska Enskilda Banken - group		-272	1st		-272			-225	1st		-225	1st	47
SE	Svenska Handelsbanken - group		-307			-307			-270	1st		-270		37
SE	Swedbank - group		-260	1st		-260	1st		-187	1st		-203	1st	57
UK	Barclays plc		-604	4th		-657	4th		-412			-405		252
UK	HSBC Holdings plc		-520			-533	4th		-312			-312		221
UK	Lloyds Banking Group plc		-548	4th		-694	4th		-291			-291		403
UK	The Royal Bank of Scotland Group Plc		-623	4th		-625	4th		-746	4th		-745	4th	-120
	Total G-SIBs Weighted Avg.		-410			-390			-374			-378		12
	Total EU Weighted Avg.		-410			-394			-383			-335		59

Worst capital depletion country for transitional CET1 is Germany and for fully loaded CET1 is UK. Best performer is Poland. UK higher impacts than ST16 explained by hard brexit scenario.

Scorecard

Total Depletion

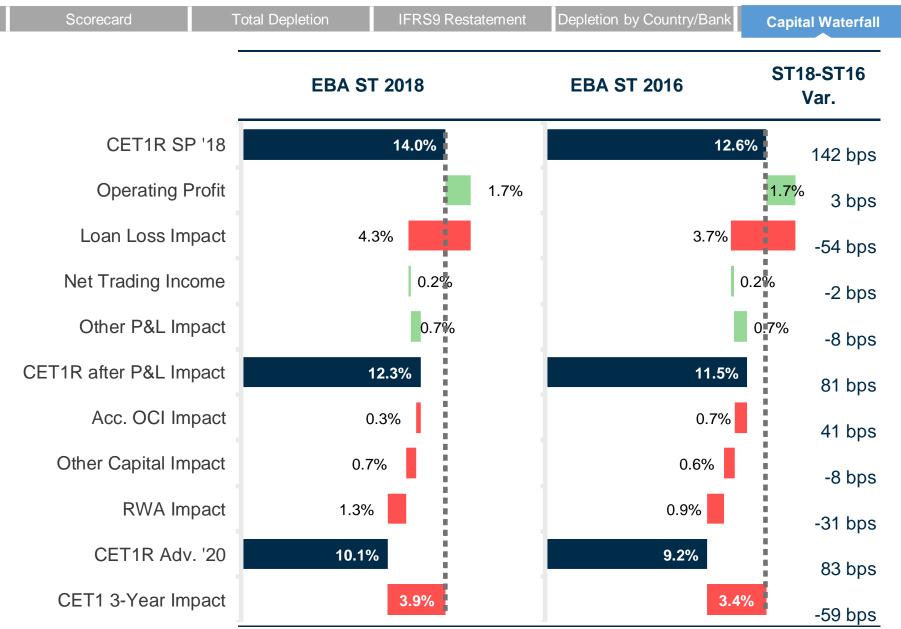
IFRS9 Restatement

Depletion by Country/Bank

Capital Waterfall

				EBA	2018					EB/	A 2016			Donletion
Country	Bank Name		Stressed CET1 Depletion 2017-2020					Stressed CET1 Depletion 2015-2018					Depletion Chg. 18 vs	
- Courting		Transit.	Impact Bps	Qrt.	Fully Loaded	Impact Bps	Qrt.	Transit.	Impact Bps	Qrt.	Fully Loaded	Impact Bps	Qrt.	•
AT	Austria		-427			-383			-423			-418	4th	-34
BE	Belgium		-294			-257			-411			-348		-91
DE	Germany		-567	4th		-519	4th		-537	4th		-387		133
DK	Denmark		-474			-502	4th		-283	1st		-245		257
ES	Spain		-279			-189	1st		-386			-232	1st	-43
FI	Finland		-492	4th		-491			-458	4th		-455	4th	36
FR	France		-385			-382			-286			-292		90
HU	Hungary		-231	1st		-246	1st		-419			-372		-126
ΙE	Ireland		-540	4th		-497	4th		-710	4th		-703	4th	-206
ΙΤ	Italy		-341			-304			-409			-380		-76
NL	Netherlands		-380			-372			-480	4th		-422	4th	-50
NO	Norway		-111	1st		-150	1st		-1	1st		-1	1st	149
PL	Poland		-72	1st		-73	1st		-182	1st		-198	1st	-125
SE	Sweden		-274	1st		-274			-234	1st		-236	1st	38
UK	United Kingdom		-556	4th		-599	4th		-400			-398		201
	Total G-SIBs Weighted Avg.		-410			-390			-375			-339		51
	Total EU Weighted Avg.		-410			-394			-383			-335		59

CET1 adverse depletion of 394bps (fully loaded) driven by loan losses (-430bps), NII (+170bps) and RWA impacts (-130bps). Compared to ST16, credit loss and RWA increase partially offset by lower OCI impacts.



Positive impact is interpreted as beneficial, while a negative impact is considered detrimental to capital 2018 EBA Stress Test Results | November 2018





2. Capital Actions

Banks demonstrate strong resilience to a stress due to improved capital starting positions. No incremental capital actions required with positive bias towards future increased capital distributions.

- No incremental capital needs are required as no bank fell below the 5.5% CET1 minimum threshold
 - No bank failures in 2018 test compared to 1 fail in 2016 (Banca Monte dei Pasci) and 25 fails in 2014
 - Unlike other stress tests, no equity raising during 2017 to pre-empt stress tests (€5bn pre-empted raising during 2016 and €50bn during 2014)
- Capital flexibility measured as the buffer between CET1 after stress test and minimum threshold of 5.5% increases to 482bps from 390bps in 2016 and 296bps in 2014
 - CET1 generation of +120bps fully compensated the increased stress capital depletion of 30bps
- As result we expect positive bias towards increased capital distributions via dividend payments or buybacks
 - We expect market attention to focus on potential for increase in capital distributions away from needs of recapitalization in prior stress test exercises
- SREP decision will incorporate stress test results as an element of Pillar 2 guidance (P2G) and not as a binding requirement. Pillar 2 guidance requirements will remain stable particularly if minimum level of 100bps remains. Calculation of P2G has not been clarified by the ECB and can be done following two options:
 - Option 1 (as ST 2016): P2G = [5.5%+ Stress Depletion (maximum through period)] [SREP requirement (4.5%+P2R+Conservation Buffer)]
 - Option 2 (as indicated by EBA SREP July 18): P2G = Stress Depletion (maximum through period) Conservation Buffer (250bps)
- Removing stress test results from Pillar 2 requirements is positive for bank's dividend potential and AT1 valuation. However, the approach departs from UK and US where stress tests are binding and as a result have more teeth than in Europe.

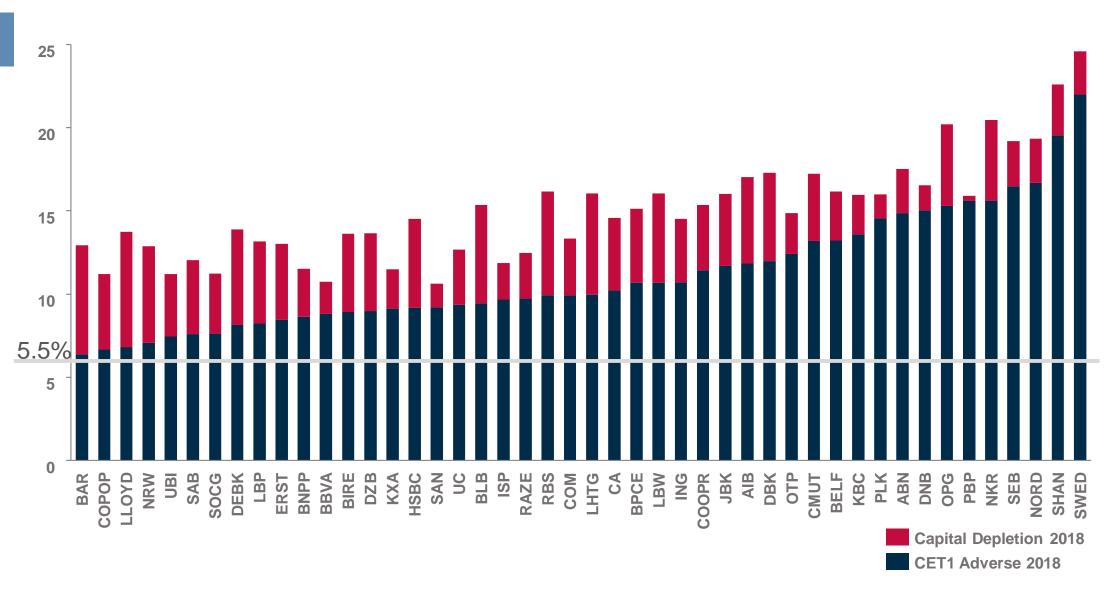
^{*} EBA July 2018, Final Report on the Guidelines on the revised common procedures and methodologies for the supervisory review and evaluation process (SREP) and supervisory stress testing

2. Capital Actions

No bank capital action are expected. We expect markets to focus on capital flexibility left post stress as this is a good indicator of future capital dividend increases.

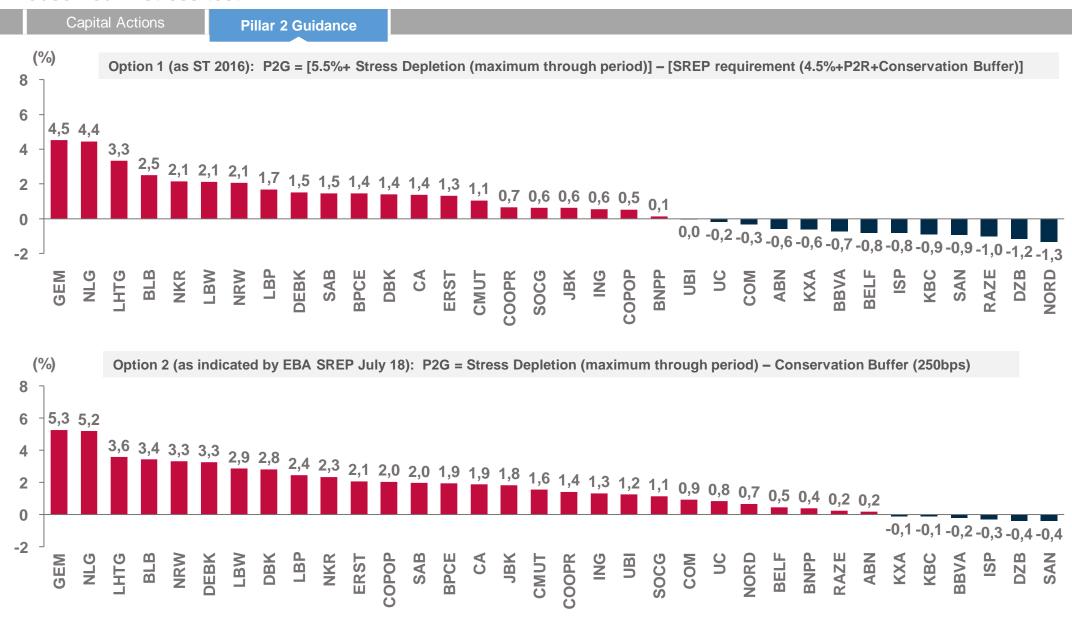
Capital Actions

Pillar 2 Guidance



2. Capital Actions

We have made a pro-forma calculation of Pillar 2 guidance for ECB SSM banks based on capital depletion observed in stress test.





Most banks are still unable to generate adequate levels of efficiency and profitability.

- Only 3 banks of the 48 analysed show ROE above cost of capital under the 2016-18 baseline scenario and no bank adds value under the adverse scenario
 - European bank valuation is currently at 0.8 times due to lagging profitability vs. cost of capital (assumed @10%). Analysis of ROE under baseline and adverse scenarios shows:
 - Only 3 banks meet ROE levels above cost of capital in baseline scenario
 - No bank meets ROE levels in adverse scenario
 - ROE analysis for 2014 stress test exercise shows similar pattern
- Net interest margin for 48 banks in average decline from 2.1% in 2016 tests to 1.8% in 2018 tests
- Efficiency ratio at 66% still showing big room for improvement
- NPLs while reduced remain high in countries like Italy and Ireland
 - NPL ratio continues to be high in countries like Italy (10%) and Ireland (10%)
 - All 48 European banks tested show average NPL of 3.3% with coverage of 44% vs 4.8% and 44%, respectively in 2016
 - NPL shows strong correlation with CET1 capital depletion
- European banks continue to trade below book value (0.8 times price to book) evidencing that markets discount survival of only the fittest

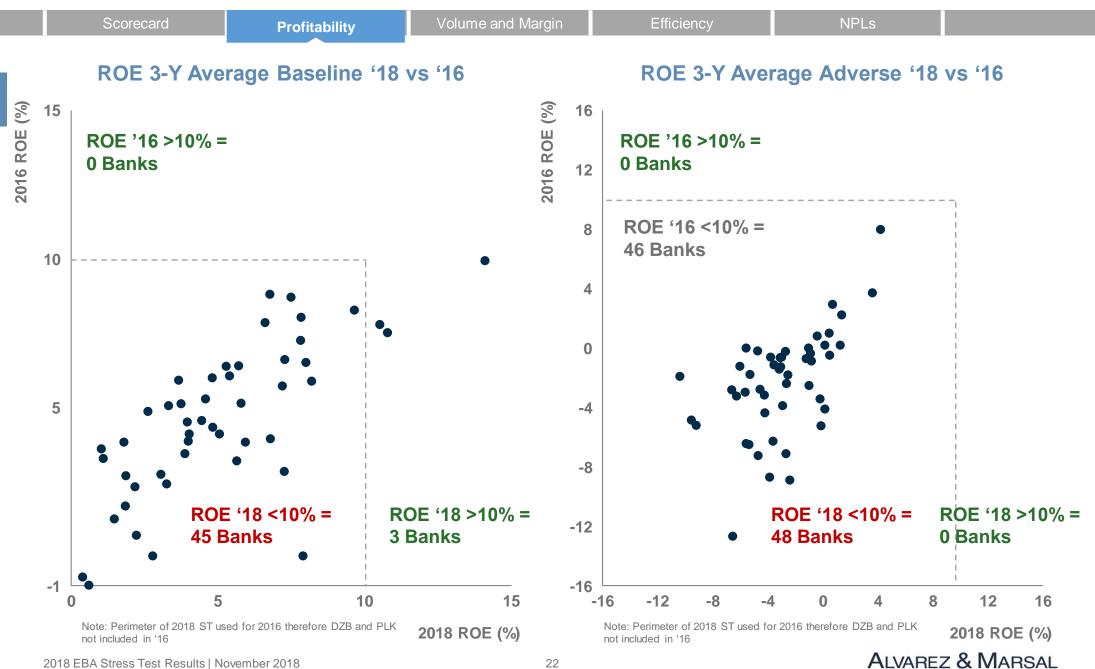
Although market valuation has increased in the last 2 years, most banks are still unable to generate adequate levels of efficiency and profitability.

Scorecard Profitability Volume and Margin Efficiency NPLs

	Metric	ST 2018	ST 2016		Var. 18' vs. 16'
Manhat Valuation	Stock Price	13.20	11.94	↑	10.6%
Market Valuation	Price to Book	0.80	0.68	^	18.4%
Durafit als illites	ROE Actual	6.8%	5.4%	↑	145 bps
Profitability	ROE 3Y avg. Bas.	3.8%	4.8%	•	-99 bps
	Volume Loans growth	n.a.	n.a.	↑	7.2%
Revenues	Margin Actual	1.8%	2.1%	•	-12.8%
	Margin 3Y avg. Bas.	1.8%	2.0%	•	-10.1%
Efficiency	C/I Actual	63.3%	68.7%	ψ	-535 bps
Efficiency	C/I 3Y avg. Bas.	65.6%	67.0%	2	-140 bps
NDI	NPL ratio %	4.1%	5.3%	ψ	-115 bps
NPL	NPL Coverage %	44.7%	50.6%	ψ	-588 bps

[•] Stock price and P/B was calculated as a weighted average by market capitalization of banks publicly traded. Dates corresponding to stress test results publication.

Only 3 banks of the 48 analysed show ROE above cost of capital under the 2016-18 baseline scenario and no bank adds value under the adverse scenario



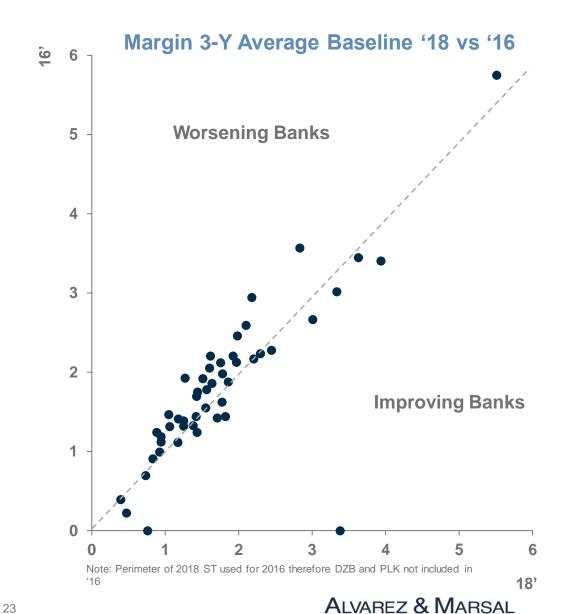
While credit volume has improved, net interest margin is projected to be 20bps lower than in ST16 due to declining rates. Few banks compensate volume growth with declining rates.

Scorecard Profitability **NPLs Volume and Margin**

Volume and Margin Summary by country

Code	Country	Loans and Advances SP (€Mn)	L&A growth vs. ST 16'	NII Margin 3Y avg. 18'	NII Margin avg. 3Y Change vs '16 (bps)
AT	Austria	275,136	16.9%	+2.4 %	-58 bps
BE	Belgium	306,618	18.8%	+1.7 %	-19 bps
DE	Germany	1,812,430	14.4%	+1.3 %	-24 bps
DK	Denmark	540,854	13.7%	+1.1 %	-29 bps
ES	Spain	1,944,481	5.1%	+3.1 %	+22 bps
FI	Finland	96,217	13.9%	+0.9 %	-18 bps
FR	France	4,180,283	20.6%	+1.5 %	-27 bps
HU	Hungary	29,292	10.4%	+5.5 %	-24 bps
IE	Ireland	159,189	-8.5%	+2.7 %	+26 bps
IT	Italy	1,351,910	12.0%	+1.6 %	-37 bps
NL	Netherlands	1,585,786	2.5%	+1.6 %	+1 bps
NO	Norway	161,622	1.7%	+2.2 %	+3 bps
PL	Poland	54,482	11.6%	+3.9 %	+53 bps
SE	Sweden	925,884	0.4%	+1.3 %	+3 bps
UK	United Kingdom	3,090,837	-8.2%	+1.9 %	-37 bps
EU	Total EU	16,515,022	7.2%	+1.8 %	-20 bps

NII margin calculated as NII normalized by total Loans and Advances. 3Y average calculated as the simple mean of yearly NII margin.



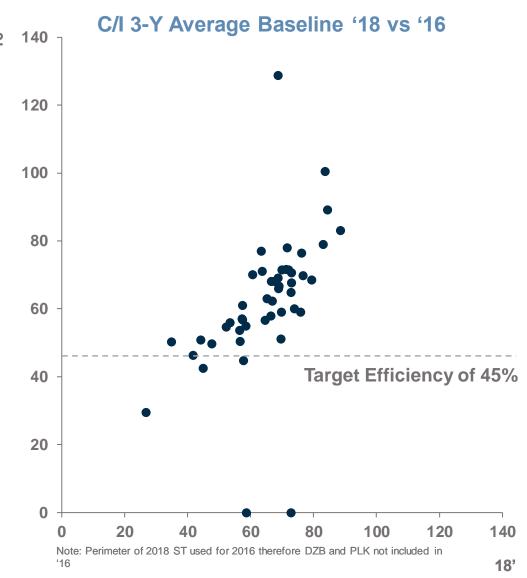
Efficiency ratio is projected at 66% under baseline scenario still showing big room for improvement. Few banks reach levels below 45%.

Scorecard Profitability Volume and Margin Efficiency NPLs

Cost to Income Summary by country

Code	Country	C/I ratio SP	C/I ratio SP Change vs '16 (bps)	C/I ratio avg. 3Y Baseline	C/I ratio avg. 3Y Change vs '16 (bps)
AT	Austria	65.0%	+155 bps	73.1%	+511 bps
BE	Belgium	51.5%	-644 bps	57.6%	-212 bps
DE	Germany	86.4%	-775 bps	85.5%	+505 bps
DK	Denmark	47.0%	-1,381 bps	55.1%	+436 bps
ES	Spain	55.2%	-60 bps	54.2%	-42 bps
FI	Finland	51.6%	+77 bps	66.4%	+838 bps
FR	France	67.8%	+174 bps	72.5%	-119 bps
HU	Hungary	60.2%	+1,141 bps	69.0%	+224 bps
IE	Ireland	65.4%	+897 bps	68.1%	+492 bps
IT	Italy	52.6%	-1,179 bps	65.1%	+85 bps
NL	Netherlands	59.1%	-84 bps	65.8%	-110 bps
NO	Norway	41.9%	+908 bps	44.9%	+229 bps
PL	Poland	53.2%	-222 bps	65.2%	+221 bps
SE	Sweden	46.8%		4= 00/	-506 bps
UK	United Kingdom	68.6%			-539 bps
EU	Total EU	63.3%	-	0= 00/	-140 bps

Cost to Income calculated as administrative expenses over operating income.
 3Y average calculated as the simple mean of yearly C/I.



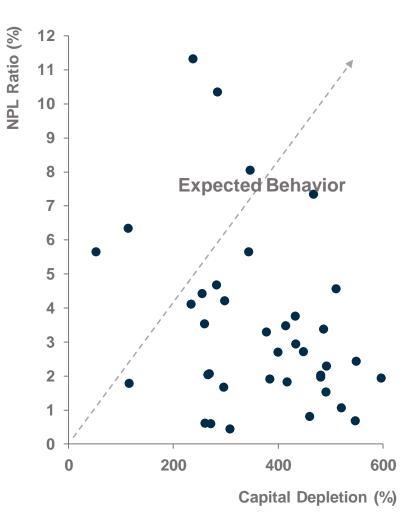
NPL ratio of 3.3% with coverage of 44% shows important improvement from ST16. Depletion is not necessarily driven by NPL ratio as it occurred in prior tests.

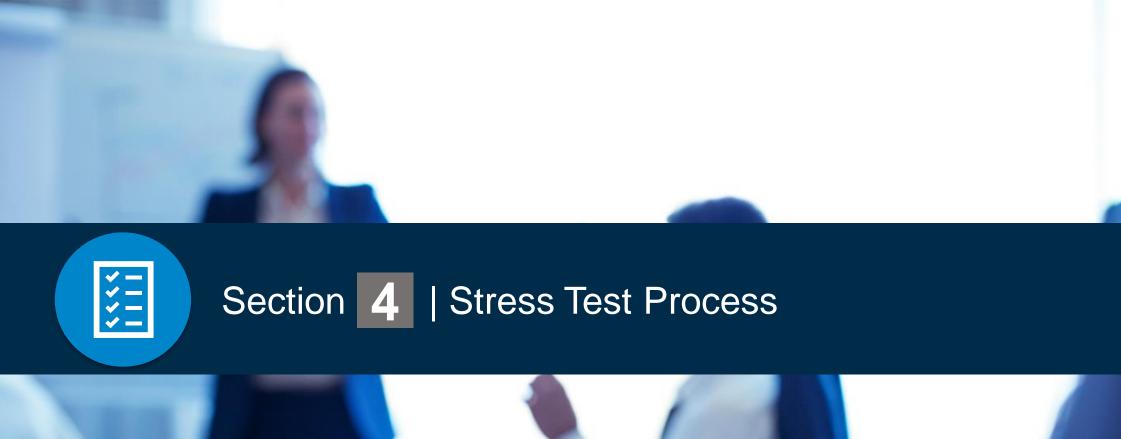
Scorecard Profitability Volume and Margin Efficiency NPLs

NPL and Coverage Summary by Country

Code	Country	NPLs	NPLs Change vs '16 (%)	NPL Ratio	NPL Ratio Change vs '16 (PPS)	Coverage Ratio	Coverage Change vs '16 (PPS)
AT	Austria	10,696	-43%	3.9%	-4%	56.5%	-3%
BE	Belgium	10,650	-24%	3.5%	-2%	46.8%	+0 %
DE	Germany	30,897	-27%	1.7%	-1%	38.9%	+1 %
DK	Denmark	12,363	-25%	2.3%	-1%	27.8%	-3%
ES	Spain	78,829	-14%	4.1%	-1%	42.4%	-4%
FI	Finland	1,487	+21 %	1.5%	+0 %	29.9%	-7%
FR	France	130,889	-6%	3.1%	-1%	51.7%	-1%
HU	Hungary	3,322	-29%	11.3%	-6%	62.8%	-0%
IE	Ireland	16,714	-46%	10.5%	-7%	28.2%	-11%
IT	Italy	140,267	-21%	10.4%	-4%	51.0%	+5 %
NL	Netherlands	37,272	-14%	2.4%	-0%	29.6%	-8%
NO	Norway	2,899	+19 %	1.8%	+0 %	34.8%	+74 %
PL	Poland	3,085	-11%	5.7%	-1%	55.3%	+3 %
SE	Sweden	10,445	-1%	1.1%	-0%	28.6%	+14 %
UK	United Kingdom	48,544	-41%	1.6%	-1%	28.6%	-1%
	Total EU	538,357	-21%	3.3%	-1%	44.0%	+0 %

NPL Ratio vs Capital Depletion







Not only fitting of bank business models need to improve but also the stress test supervisory process.

- The process took a year long creating doubts about the relevance of the scenario and bank risk profile. ECB process, timing and tools can be improved
 - Timing of results publication generates obsolescence of scenarios (e.g. spreads on Italian sovereign bonds)
 - Several quality assurance processes took place after the first Full Data Collection on May 28th, and differed significantly by bank
 - · Templates and methodology were updated throughout the whole process, especially in the areas of credit risk, market risk, NII and capital
- Stress tests included for the first time the credit provisioning under IFRS9. As expected, IFRS9 creates an acceleration of credit losses in year 1
 - Credit losses from year 1 represent 51% of the total losses (vs. 36% in ST16) due to anticipation of scenario worsening
 - · Credit losses acceleration, together with other methodological requirements, triggers maximum capital depletion on year 1 in some banks
- Unlike the UK or the UK, European stress tests continue to lack the teeth as they do not represent a binding constraint for banks
 - Stress test result differences exist in terms of capital depletion (measured as stress test impact in CET1) and capital flexibility (measured as CET1 Adverse Hurdle Rate)

Latest ST Results	$\mathbb{Q}_{\mathbb{R}^{n}}$		
Capital Depletion	+410bps	+510bps	+600bps
Capital Flexibility	+482bps	+160bps	+180bps

US is the most binding stress test

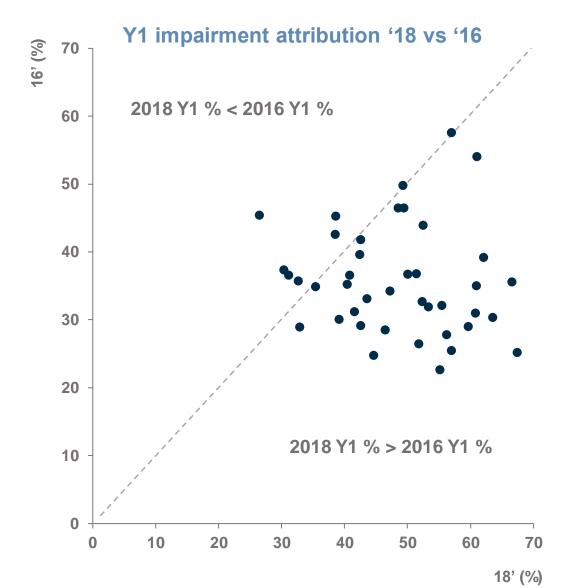
Credit losses from year 1 represent 51% of the total losses (vs. 36% in ST16). This is specially relevant for Ireland and the UK, reaching over 60% of the total credit impairments on Y1

IFRS9

Comparison with US/UK

Y1 attribution to total impairments

Code	Country	Y1 Attribution of impairments '18		Y1 Attribution of impairments '16		
AT	Austria			45.4%		32.7%
BE	Belgium			38.0%		33.9%
DE	Germany			57.6%		38.9%
DK	Denmark			47.1%		48.5%
ES	Spain			45.8%		34.7%
FI	Finland			56.9%		25.5%
FR	France			42.2%		31.6%
HU	Hungary			42.5%		41.8%
IE	Ireland			69.9%		32.3%
Π	Italy			47.0%		42.4%
NL	Netherlands			52.7%		28.7%
NO	Norway			63.5%		30.4%
PL	Poland			43.6%		45.3%
SE	Sweden			47.6%		32.4%
UK	United Kingdom			62.6%		35.6%
EU	Total EU			50.5%		35.6%

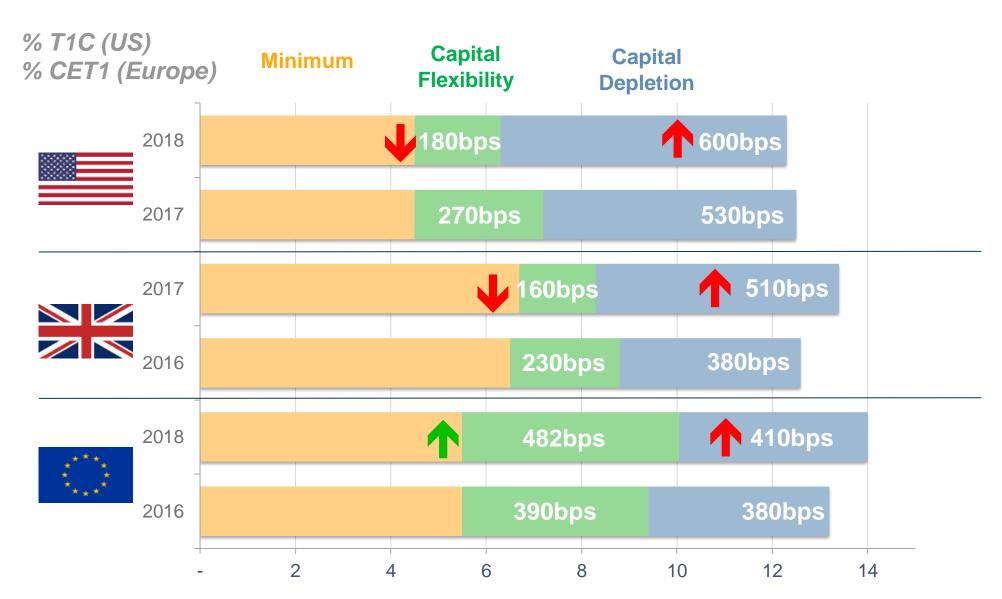


[•] Y1 attribution excluding stage 1 coverage restriction.

Capital depletion is increasing more in the US (600pbs) and UK (510bps) compared to EU (410bps). Capital flexibility only increased in the ECB exercise (482 vs. 390bps of 2016)

IFRS9

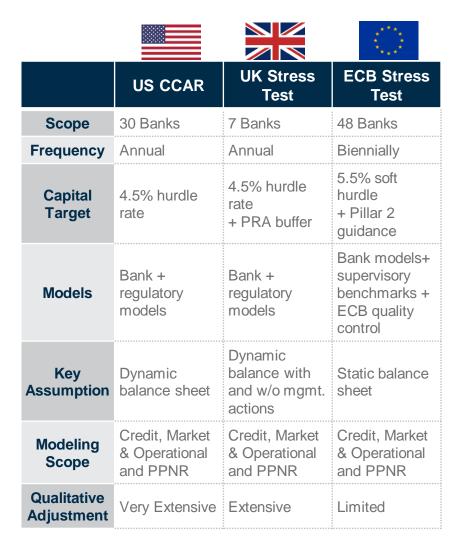
Comparison with US/UK



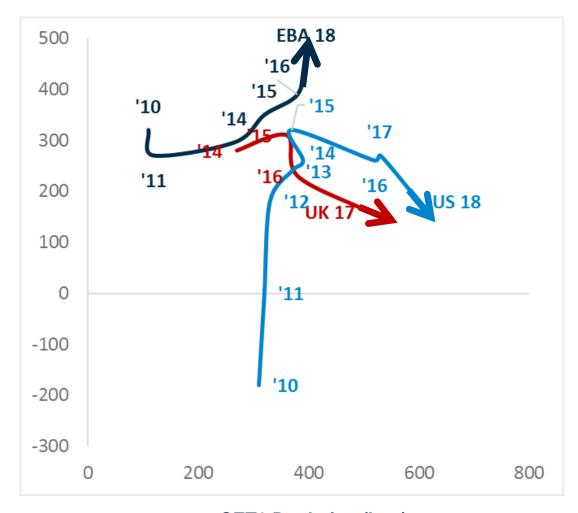
Material methodological differences can be seen in the stress test regimes. While all exercises have increased CET1 depletion over time, ECB is the only exercise currently increasing flexibility.

IFRS9

Comparison with US/UK



Capital Flexibility (bps) (CET1 Adverse – Hurdle Rate)



Source: A&M Analysis, EBA, Federal Reserve and Bank of England

CET1 Depletion (bps)

ALVAREZ & MARSAL



Section 5 | Country Stress Test Scorecards



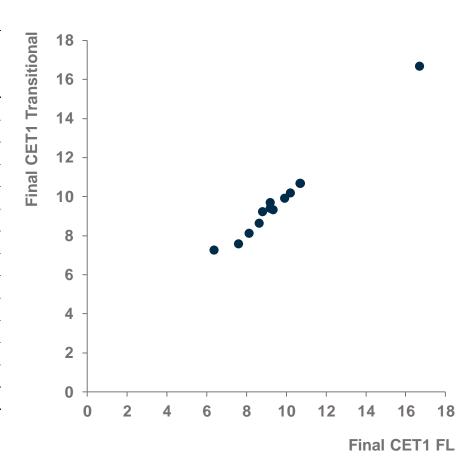
Capital Depletion and CET1 Comparison – G-SIBs

Average CET1 transitional depletion of 410bps (390bps on fully loaded basis) with Barclays as the worst (657bps FL) and Santander as the best G-SIB bank (141bps). RBS, Santander and BBVA are the only G-SIBs showing lower depletion results vs. ST16 on a FL basis.

CET1 Capital Depletion Adverse vs '16

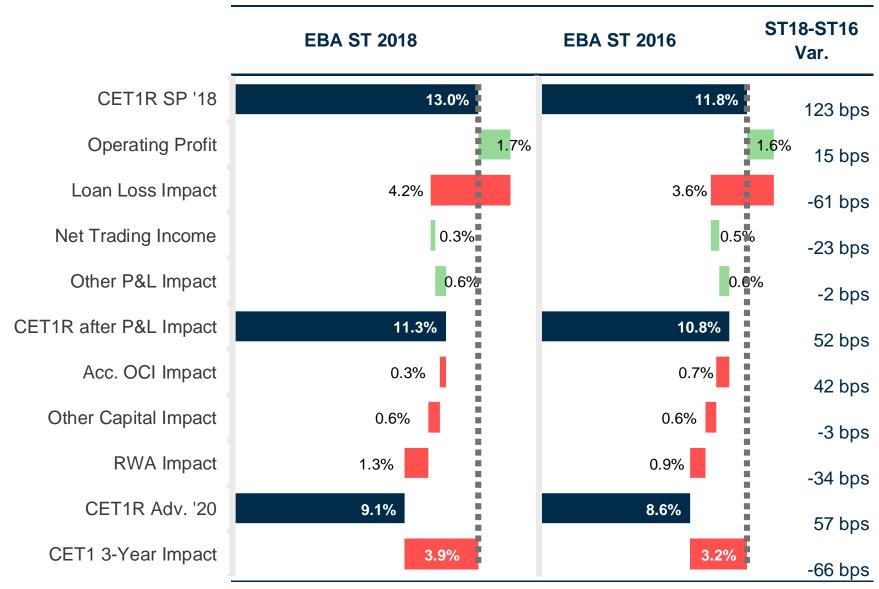
Code	Bank Name	Stressed	EBA 2018 Stressed CET1 Depletion 2017-2020			
		Transit.	Impact Bps	Fully Loaded	Impact Bps	- Chg. '18 vs '16 (FL)
DEBK	Deutsche Bank AG		-651		-576	244
BBVA	Banco Bilbao Vizcaya Argentaria S.A.		-234		-193	-15
SAN	Banco Santander S.A.		-259		-141	-58
BNPP	BNP Paribas		-297		-288	52
BPCE	Groupe BPCE		-448		-445	113
CA	Groupe Crédit Agricole		-433		-437	117
SOCG	Société Générale S.A.		-378		-363	22
UC	UniCredit S.p.A.		-346		-334	5
ING	ING Groep N.V.		-383		-381	10
NORD	Nordea Bank - group		-265		-265	30
BAR	Barclays Plc		-604		-657	252
HSBC	HSBC Holdings Plc		-520		-533	221
RBS	The Royal Bank of Scotland Group Plc		-623		-625	-120
G-SIBs	G-SIBs		-410		-390	66

Transitional vs Fully Loaded



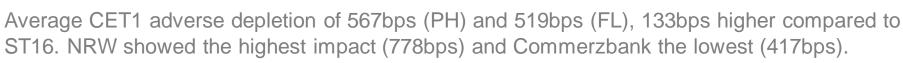
Stress Test Impact – Waterfall by Key Component – G-SIBs

CET1 adverse depletion of 390bps (FL) driven by loan losses (-420bps), NII (+170bps) and RWA impacts (-130bps). Credit loss and RWA increased impact is partially offset by lower OCI impacts.



Positive impact is interpreted as beneficial, while a negative impact is considered detrimental to capital 2018 EBA Stress Test Results | November 2018
 33

Capital Depletion and CET1 Comparison – Germany

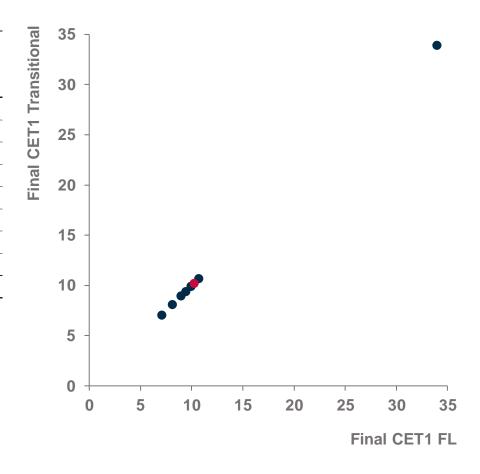




CET1 Capital Depletion Adverse vs '16

Code	Bank Name	EBA 2018 Stressed CET1 Depletion 2017-2020				Depletion Chg. '18 vs
		Transit.	Impact Bps	Fully Loaded	Impact Bps	'16 (FL)
BLB	Bayerische Landesbank		-596		-592	227
СОМ	Commerzbank AG		-417		-341	-130
DEBK	Deutsche Bank AG		-651		-576	244
DZB	DZ BANK AG Deutsche Zentral-Genossenscha	amank	-481		-467	467
LBW	Landesbank Baden-Württemberg		-547		-536	-122
LHTG	Landesbank Hessen-Thüringen Girozentrale A	c .	-614		-608	307
NLG	NRW.BANK		-778		-769	55
NRW	Norddeutsche Landesbank - Girozentrale -		-608		-582	235
DE	Germany		-567		-519	133

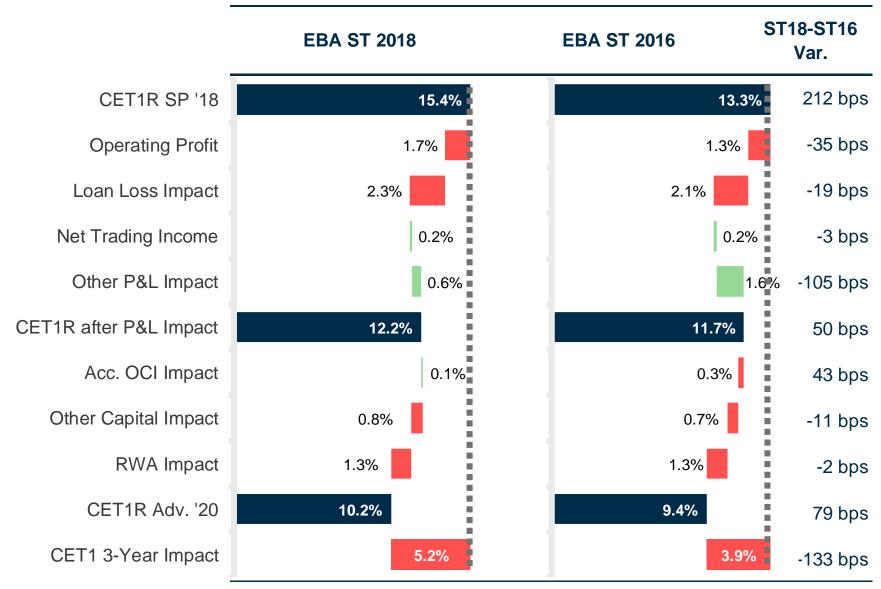
Transitional vs Fully Loaded



Stress Test Impact – Waterfall by Key Component – Germany



CET1 adverse depletion of 519bps (FL) mainly driven by negative operating profit (-170bps), loan losses (-230bps) and RWA impact (-130bps). Depletion 133bps higher compared to ST16.



Positive impact is interpreted as beneficial, while a negative impact is considered detrimental to capital 2018 EBA Stress Test Results | November 2018

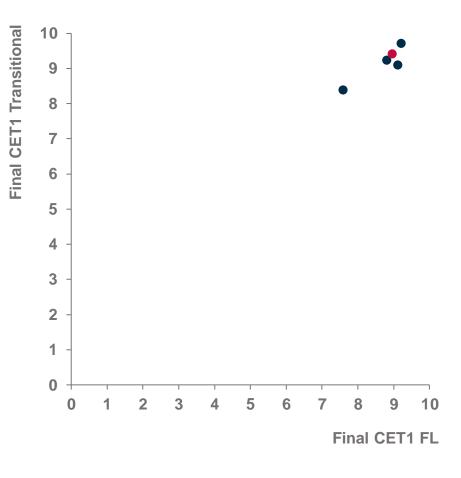
Capital Depletion and CET1 Comparison – Spain

Average CET1 adverse depletion of 279bps (PH) and 189bps (FL). On transitional basis, BBVA showed the lowest impact (234pbs) and Sabadell the highest (511bps). Average depletion 43bps lower than in ST16 (FL).



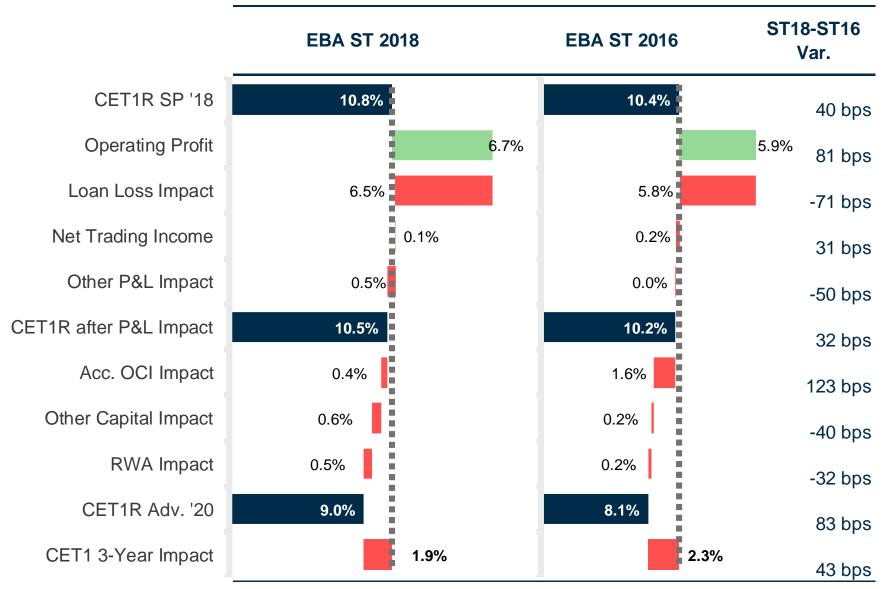
CET1 Capital Depletion Adverse vs '16

Code	Bank Name	Stressed	Depletion Chg. '18 vs			
Ocac	Ballik Hallic	Transit.	Impact Bps	Fully Loaded	Impact Bps	'16 (FL)
BBVA	Banco Bilbao Vizcaya Argentaria S.A.		-234		-193	-15
SAB	Banco de Sabadell S.A.		-511		-446	77
SAN	Banco Santander S.A.		-259		-141	-58
KXA	CaixaBank, S.A.		-343		-239	55
ES	Spain		-279		-189	-43



Stress Test Impact – Waterfall by Key Component – Spain

Average impact of 189bps (FL), 43bps lower than in 2016. High operating profit (+670bps) due to bank's portfolio footprint compensates high loan losses (-650bps). Lower OCI impact vs. ST16 (40 vs.160bps).



[·] Positive impact is interpreted as beneficial, while a negative impact is considered detrimental to capital 2018 EBA Stress Test Results | November 2018 37

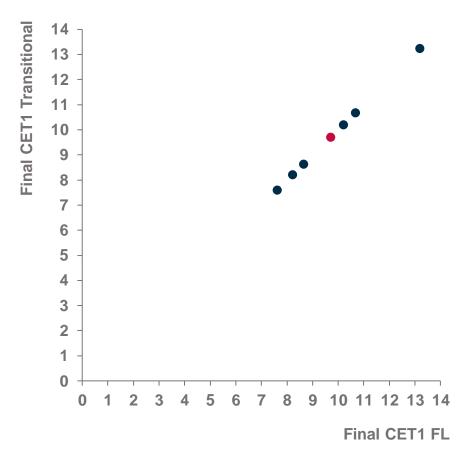
Capital Depletion and CET1 Comparison – France



Average CET1 adverse depletion 90bps higher than in 2016: 385bps (PH) and 382bps (FL). BNP Paribas showed the best performance from a depletion standpoint (297bps PH).

CET1 Capital Depletion Adverse vs '16

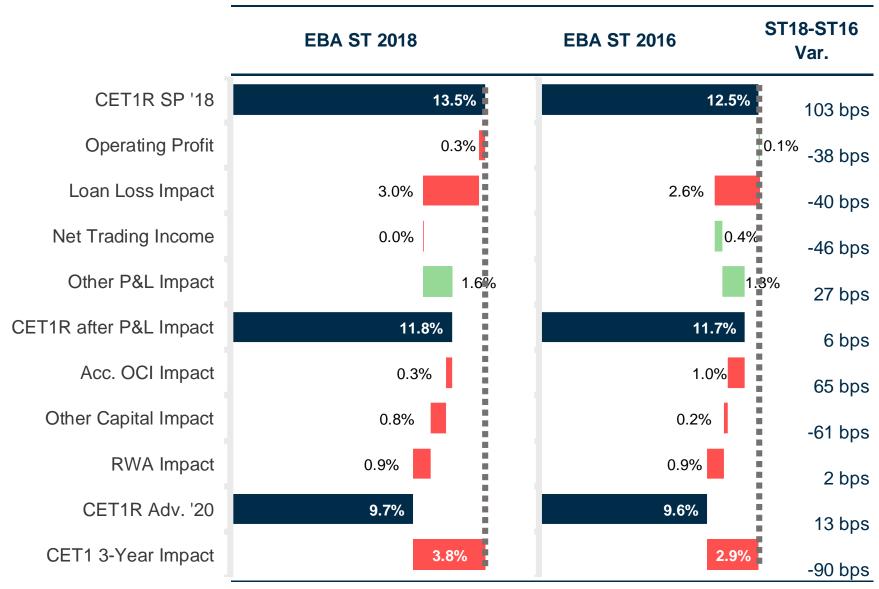
Code	Bank Name	Stressed	Depletion Chg. '18 vs			
Oode	Dank Name	Transit.	Impact Bps	Fully Loaded	Impact Bps	'16 (FL)
BNPP	BNP Paribas		-297		-288	52
BPCE	Groupe BPCE		-448		-445	113
CA	Groupe Crédit Agricole		-433		-437	117
CMUT	Group Crédit Mutuel		-399		-405	189
LBP	La Banque Postale		-460		-494	24
SOCG	Société Générale S.A.		-378		-363	22
FR	France		-385		-382	90



Stress Test Impact – Waterfall by Key Component – France

Average impact of 382bps (FL), 90bps higher than in 2016. Loan losses (-300bps) and RWA impact (-90bps) not fully offset by high other P&L impact (+160bps) and negative operating profit (-30bps).





Positive impact is interpreted as beneficial, while a negative impact is considered detrimental to capital 2018 EBA Stress Test Results | November 2018
 39

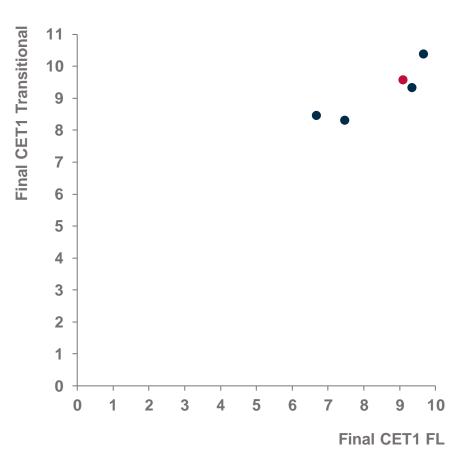
Capital Depletion and CET1 Comparison – Italy

Italian CET1 adverse depletion of 341bps (PH) and 304bps (FL), 76bps lower than in ST16. Intesa Sanpaolo showed the best depletion performance (284bps PH) and Banco BPM the worst (547bps PH).



CET1 Capital Depletion Adverse vs '16

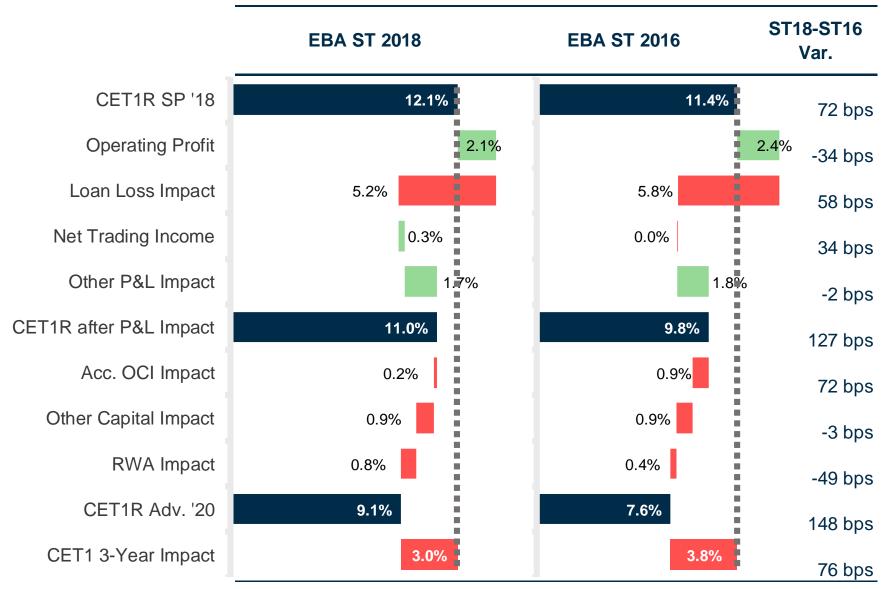
Code	Bank Name	Stressed	Depletion Chg. '18 vs			
	Bank Name	Transit.	Impact Bps	Fully Loaded	Impact Bps	'16 (FL)
COPOP	Banco BPM S.p.A.		-547		-453	114
ISP	Intesa Sanpaolo S.p.A.		-284		-219	-7
UC	UniCredit S.p.A.		-346		-334	5
UBI	Unione Di Banche Italiane Società Per Azioni		-338		-374	97
IT	Italy		-341		-304	-76



Stress Test Impact – Waterfall by Key Component – Italy



CET1 adverse depletion of 304bps (FL), 76bps lower vs. ST16 due to lower loan loss (520 vs. 580bps), lower OCI impact (0.2% vs. 0.9%) and higher net trading income (0.3% vs. 0%).



Positive impact is interpreted as beneficial, while a negative impact is considered detrimental to capital
 2018 EBA Stress Test Results | November 2018
 41

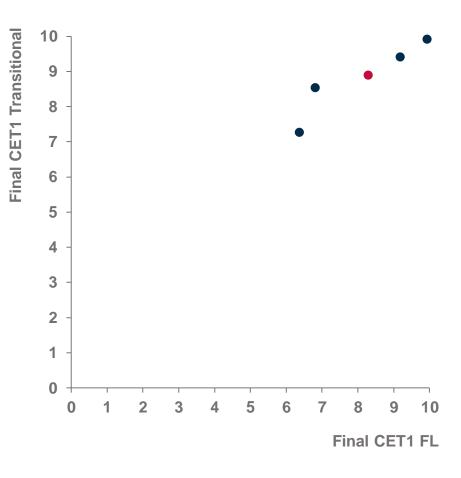
Capital Depletion and CET1 Comparison – UK

Average CET1 adverse depletion of 556bps (PH) and 599bps (FL), much higher compared to ST16 (201bps) explained by hard brexit scenario. Lloyds presented the highest depletion change vs. 2016 (403bps).



CET1 Capital Depletion Adverse vs '16

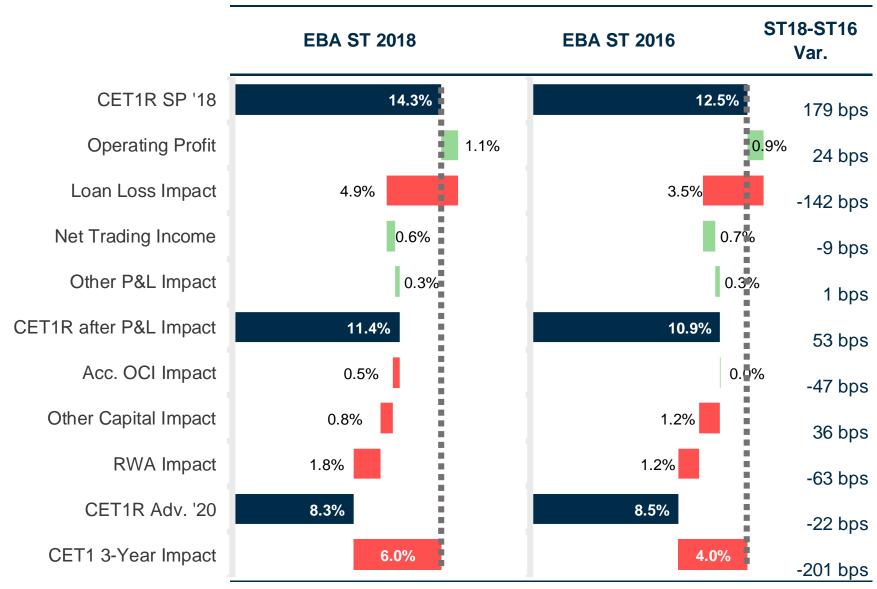
Code	Bank Name	Stressed	Depletion Chg. '18 vs			
	Sunchanio	Transit.	Impact Bps	Fully Loaded	Impact Bps	'16 (FL)
BAR	Barclays Plc		-604		-657	252
HSBC	HSBC Holdings Plc		-520		-533	221
LLOYD	Lloyds Banking Group Plc		-548		-694	403
RBS	The Royal Bank of Scotland Group Plc		-623		-625	-120
UK	United Kingdom		-556		-599	201



Stress Test Impact – Waterfall by Key Component – UK



CET1 adverse depletion of 599bps (FL) mainly driven by loan losses (-490bps) and RWA impact (180bps), not compensated by positive operating profit (+110bps).



Positive impact is interpreted as beneficial, while a negative impact is considered detrimental to capital
 2018 EBA Stress Test Results | November 2018
 43

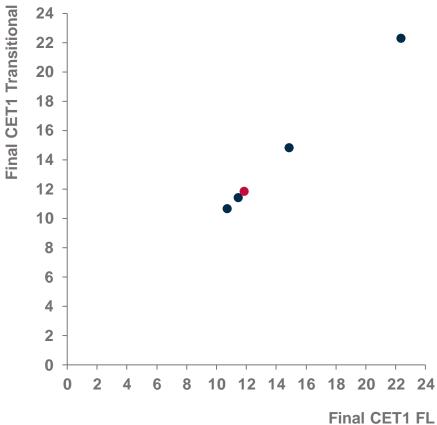
Capital Depletion and CET1 Comparison – Netherlands

Dutch average CET1 adverse depletion of 380bps (PH) and 372bps (FL), 50bps lower vs. ST16. Results significantly vary by bank, with ABM AMRO showing lowest PH depletion (269bps) and N.V. Bank Nederlandse Gemeenten the highest (712bps).



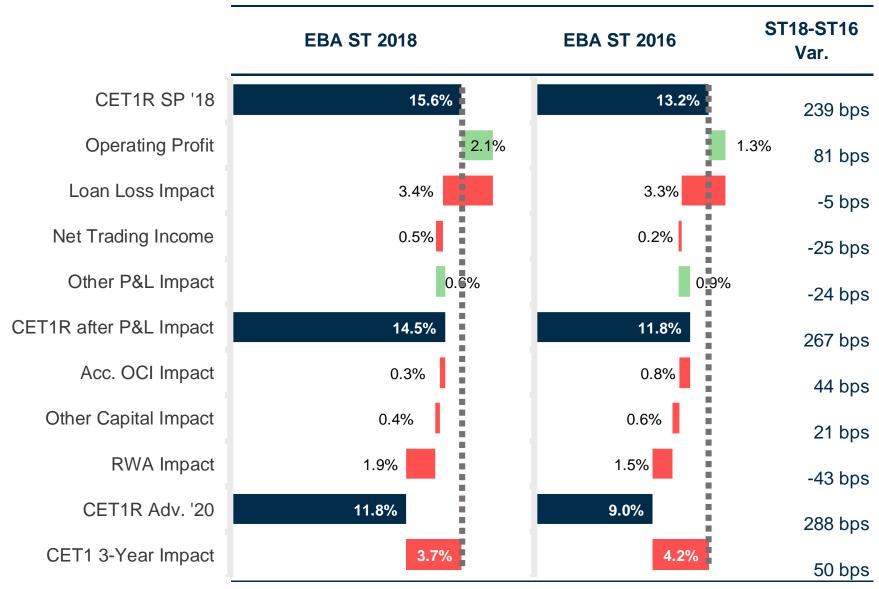
CET1 Capital Depletion Adverse vs '16

Code	Bank Name	Stressed	Depletion Chg. '18 vs			
Oode	Dank Name	Transit.	Impact Bps	Fully Loaded	Impact Bps	'16 (FL)
ABN	ABN AMRO Group N.V.		-269		-267	-324
COOPR	Coöperatieve Rabobank U.A.		-414		-390	3
ING	ING Groep N.V.		-383		-381	10
GEM	N.V. Bank Nederlandse Gemeenten		-712		-742	-113
NL	Netherlands		-380		-372	-50



Stress Test Impact – Waterfall by Key Component – Netherlands

Average impact of 372bps (FL), mostly driven by much higher operating profit (210 vs. 130bps) and lower OCI impact, that offset negative net trading income and higher RWA.



Positive impact is interpreted as beneficial, while a negative impact is considered detrimental to capital
 2018 EBA Stress Test Results | November 2018

Appendix 1 - Scenarios Used

SUMMARY EBA ST 2018 VS 2016 – EU COUNTRIES



ST'18 displays more severe scenarios than in ST'16UK, Germany, Spain and Italy are the countries most impacted by the increased severity of ST'18 (measured by net shock bps)

	GDP (Net shock) ¹			Unemp	Unemployment (Net shock) ¹			House Price Index (Net shock) ¹		
	ST 2018	ST 2016	Difference (bps)	ST 2018	ST 2016	Difference (bps)	ST 2018	ST 2016	Difference (bps)	
France	-150	-110	+40	90	78	+12	-1687	-1394	+293	
Germany	-331	-142	189	250	234	+16	-1730	-456	1 1274	
Greece	-318	-687	-369	-120	50	-170	-1662	-2124	-461	
Ireland	-11	38	+49	250	144	+106	-502	-395	+107	
Italy	-268	-150	+118	210	170	+40	-1193	-1017	+176	
Netherlands	-210	-297	-87	350	341	+9	-1239	-657	+582	
Portugal	-426	-522	-96	170	80	+90	-1140	-1153	-13	
Spain	-72	-1	+71	-100	-271	+171	-1439	-560	+879	
United Kingdom	-323	-133	190	440	240	+200	-2937	-1114	+1823	
European Union	-270	-180	+90	240	220	+20	-1911	-1091	+820	

SUMMARY EBA ST 2018 VS 2016 - NON-EU COUNTRIES

ST'18 for non-EU economies display less severe shocks than in ST'16, with the exception of the US. Unemployment and HPI variables added to the scenario data set in ST'18

	G	DP (Net sho	ock) ¹	Unemploymen	t (Net shock) ¹	House Price Index (Net shock) ¹		
	ST 2018	ST 2016	Difference (bps)	ST 2018	Shock (bps)	ST 2018	Shock (bps)	
Turkey	462	-26	-488	160		1476		
USA	217	424	+207	240		-1928		
LATAM	348	-20	-368	n.a.		n.a.		
Brazil	204	-365	-570	120		-2421		
Mexico	462	321	-141	110		-691		
Chile	348	262	-86	270		-1201		

Appendix 2 – List of Banks in EBA 2018 ST

List of Banks in EBA 2018 ST

Name of Banks and their respective bank code

Country	Bank Name	Bank Code
AT	Erste Group Bank AG	ERST
AT	Raiffeisen Bank International AG	RAZE
BE	Belfius Banque SA	BELF
BE	KBC Group NV	KBC
DE	Bayerische Landesbank	BLB
DE	Commerzbank AG	COM
DE	Deutsche Bank AG	DEBK
DE	DZ BANK AG Deutsche Zentral	DZB
DE	Landesbank Baden-Württemberg	LBW
DE	Landesbank Hessen-Thüringen	LHTG
DE	Norddeutsche Landesbank	NLG
DE	NRW.Bank	NRW
DK	Danske Bank	DBK
DK	Jyske Bank	JBK
DK	Nykredit Realkredit	NKR
ES	Banco Bilbao Vizcaya Argentaria S.A.	BBVA
ES	Banco de Sabadell S.A.	SAB
ES	Banco Santander S.A.	SAN
ES	CaixaBank, S.A.	KXA
FI	OP Financial Group	OPG
FR	BNP Paribas	BNPP
FR	Groupe BPCE	BPCE
FR	Groupe Crédit Agricole	CA
FR	Group Crédit Mutuel	CMUT

Country	Bank Name	Bank Code
FR	La Banque Postale	LBP
FR	Société Générale S.A.	SOCG
HU	OTP Bank Nyrt.	OTP
IE	Allied Irish Banks Group plc	AIB
IE	Bank of Ireland Group plc	BIRE
IT	Banco BPM S.p.A.	COPOP
IT	Intesa Sanpaolo S.p.A.	ISP
IT	UniCredit S.p.A.	UC
IT	Unione di Banche Italiane Società	UBI
NL	ABN AMRO Group N.V.	ABN
NL	Coöperatieve Rabobank U.A.	COOPR
NL	ING Groep N.V.	ING
NL	N.V. Bank Nederlandse Gemeenten	GEM
NO	DNB Bank Group	DNB
PL	Polska Kasa Opieki SA	PLK
PL	Powszechna Kasa Oszczednosci Bank	PBP
SE	Nordea Bank - group	NORD
SE	Skandinaviska Enskilda Banken - group	SEB
SE	Svenska Handelsbanken - group	SHAN
SE	Swedbank - group	SWED
UK	Barclays plc	BAR
UK	HSBC Holdings plc	HSBC
UK	Lloyds Banking Group plc	LLOYD
UK	The Royal Bank of Scotland Group Plc	RBS

Appendix 3 – A&M Authors

A&M Authors



Fernando de la Mora

Head of Financial Services

European Stress Test / Prudential / Risk Management Lead

Responsible for A&M Spain and Portugal and leader of the risk and regulatory practice in Europe

More than 25 years of experience in bank consulting, in the US and Europe

Expert in risk management, stress testing, capital and governance

Clients include global financial services firms, investment bank, regional banks, insurance companies, asset managers and hedge funds



Rocio Falcones

Senior Director

Over 13 years of experience in financial consulting and banking in the US, Spain and the UK

Led several risk and capital management projects for major European banks

Expert in stress testing, credit risk modeling, capital management and regulation

Experienced in credit Due Diligence for European financial institutions

Former Banco Santander and Bankinter



Jose Flores

Associate

4 years of experience in risk, capital and regulatory projects for the banking sector with special focus in stress testing

Collaborated in projects related to risk and capital management, EBA stress testing, IFRS9 methodology implementation in stress testing and non-performing assets strategic guidance

Collaborated on the creation of several risk, capital and finance benchmarks across the European banking system



Jose Vasquez

Analyst

3 years of experience in banking analysis

Participated in several projects regarding IFRS9 methodological implementation, stress test, governance, and capital management

Worked at the World Bank Group providing research assistance on topics regarding financial markets infrastructure

Expert in data analysis and VBA programming

"The information contained in this document is of a general nature and has been obtained from publicly available information plus market insights. The information is not intended to address the specific circumstances of an individual or institution. There is no guarantee that the information is accurate at the date received by the recipient or that it will be accurate in the future. All parties should seek appropriate professional advice to analyze their particular situation before acting on any of the information contained herein."

Alvarez & Marsal

Companies, investors and government entities around the world turn to Alvarez & Marsal (A&M) when conventional approaches are not enough to activate change. Privately-held since 1983, A&M is a leading global professional services firm that delivers business performance improvement, turnaround management and advisory services to organizations seeking to transform operations, catapult growth and accelerate results through decisive action. Our senior professionals are experienced operators, world-class consultants and industry veterans who leverage the firm's restructuring heritage to help leaders turn change into a strategic business asset, manage risk and unlock value at every stage

