

SR003_7: Failed Bank Report

The Columbian Bank and Trust Company

701 Kansas Avenue
Topeka, KS 66603

(10/2/1978 – 8/22/2008)

Report Objective

This report has **two** objectives, using the bank's **data***:

1. To examine the bank finances in the quarters prior to its failure.
2. To analyze the bank finances using our Key Performance Indicator (KPI) scoring approach to determine if the bank's failure is something we could have predicted.

*Data source: FDIC and company filings.

Bank Background

FDIC Certificate #	22728
Parent Holding Company	COLUMBIAN FINANCIAL CORPORATION
Bank Charter Class	Federal Reserve Non-Member
Asset Concentration	Commercial Lending Specialization
Product Specialty	Commercial Real Estate Loans, Residential Interim Construction Loan Services
Number of Branches	9 (as of June 30, 2008)
Number of Employees	85 (as of June 30, 2008)

Executives	
CEO/President	Jim Helvey
Chairman	Sam McCaffree

What took place?

The Columbian Bank and Trust Company, Topeka, KS was closed by the Kansas Office of the State Bank Commissioner on August 22nd, 2008. The Federal Deposit Insurance Corporation (FDIC) was named Receiver. The estimated cost to the FDIC Deposit Insurance Fund is \$60,000,000, compared to the average cost of \$389,206,944. Citizens Bank and Trust, Chillicothe, MO acquired insured deposits and some assets.

Bank Financial Snapshot

Financial Data Overlay (thousands)			
	2007 Q2	2008 Q2	Percentage Change
Assets	\$ 600,867	\$ 735,071	↑ 22.3%
Liabilities	\$ 664,871	\$ 691,533	↑ 24.6%
Net Income	\$ 12,083	\$ 3	↓ 100%

- The average net income change for all FDIC banks was -65.89% in the same period.
- The average net income change for all the commercial lending specialization banks was -50.5% in the same period.
- Compared with the whole industry and other commercial lending specialization banks, the Columbian Bank's decline from Net Income is twice as large (-100%) during 2008.

Key Performance Indicators

KPI Summary for 2008 Q2	
Normalized Income Rating	Poor
Delinquent Asset Rating	Moderate
Asset: Liability Rating	Very Poor
Real Estate Asset Rating*	Poor
Bankability Composite Score	24.11** (Poor)

Possible ratings: *Excellent, Good, Moderate, Poor, Very Poor.*

*This rating is relevant to the current “financial crisis” fueled by mortgage security backed loans.

**This is out of 100.

Normalized Income Analysis

	2007Q1	2007Q2	2007Q3	2007Q4	2008Q1	2008Q2 
Normalized Income	1.08%	0.97%	0.91%	-0.32%	0.71%	-0.71%
SD's from Average*	2.17	1.86	1.79	-0.571	1.19	-1.13
Ranking	Excellent	Good	Good	Moderate	Good	Poor

- The Columbian Bank and Trust had a normalized income of -0.71% in the second quarter of 2008, the quarter before it failed.
- Banks of the same asset concentration hierarchy (commercial lending specialization) had an average normalized income of 0.03%. The standard deviation of the normalized incomes was 0.65%, which means that The Columbian Bank and Trust was 1.13 SD's below the average.

*Average of banks of the same asset concentration hierarchy



Indicates sign of bank in financial distress

Delinquent Asset Analysis

	2007Q1	2007Q2 	2007Q3	2007Q4	2008Q1 	2008Q2
Delinquent Asset	2.0558%	3.9685%	3.6216%	2.2133%	5.5167%	2.6830%
SD's from Average*	0.67	1.98	1.55	0.49	2.1	0.69
Ranking	Moderate	Very Poor	Poor	Moderate	Very Poor	Moderate



- The Columbian Bank had a delinquent assets out of total assets ratio 2.68% in the second quarter of 2008, the quarter before it failed.
- Banks of the same asset concentration hierarchy (commercial lending specialization) had an average delinquent asset of 1.3964%. The standard deviation of the delinquent assets was 1.86%, which means that the Columbian Bank was about 0.69 SD's above the average.
- Since the first quarter of 2007, the Columbian Bank's delinquent assets ratio has been increasing. In the fourth quarter of 2007, the Columbian Bank's delinquent asset ratio has decreased back to an average level but worsened in first quarter of 2008. During the quarter right before the bank failed, the percentage of delinquent assets suddenly decreased back to moderate level again.

*Average of banks of the same asset concentration hierarchy



Indicates sign of bank in financial distress

Real Estate Loan Asset Analysis

	2007Q1	2007Q2	2007Q3	2007Q4 	2008Q1	2008Q2 
Real Estate Loan Asset Ratio	60.07%	63.19%	63.94%	66.77%	65.55%	70.03%
SD's from Average*	0.37	0.55	0.44	0.73	0.65	0.86
Ranking	Moderate	Moderate	Moderate	Poor	Moderate	Poor

- The Columbian Bank and Trust Company had a 70.03% of R/A ratio in 08 Q2, the quarter before it failed.
- In 08 Q2, banks of the same asset concentration hierarchy (commercial lending specialization) had an average R/A ratio of 56.35%. The standard deviation of the R/A ratio was 15.03%, which means that First Priority Bank was 0.86 SD's above the average.

*Average of banks of the same asset concentration hierarchy



Indicates sign of bank in financial distress

Asset: Liability Analysis

	2007Q1	2007Q2	2007Q3	2007Q4 	2008Q1	2008Q2
Asset: Liability Ratio	108.99%	108.29%	108.34%	106.93%	107.49%	106.30%
Median A/L Ratio*	110.70%	110.74%	110.97%	110.95%	110.93%	110.69%
Ranking	Poor	Poor	Poor	Very Poor	Poor	Very Poor

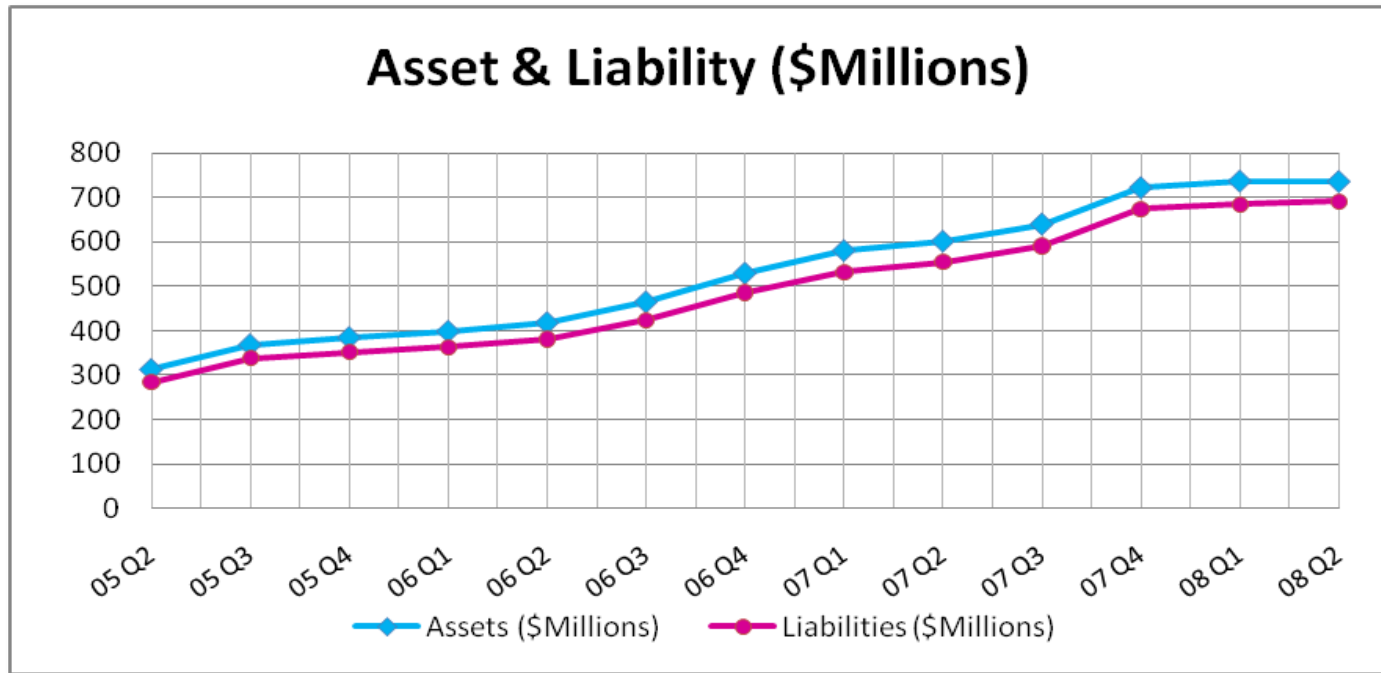
- The Columbian Bank and Trust Company's A/L ratio has been below average for all 6 quarters prior to failure.
- Of the banks failed in 08 Q2, 77.78% of them had an A/L ratio under 107%.

*Median of banks of the same asset concentration hierarchy



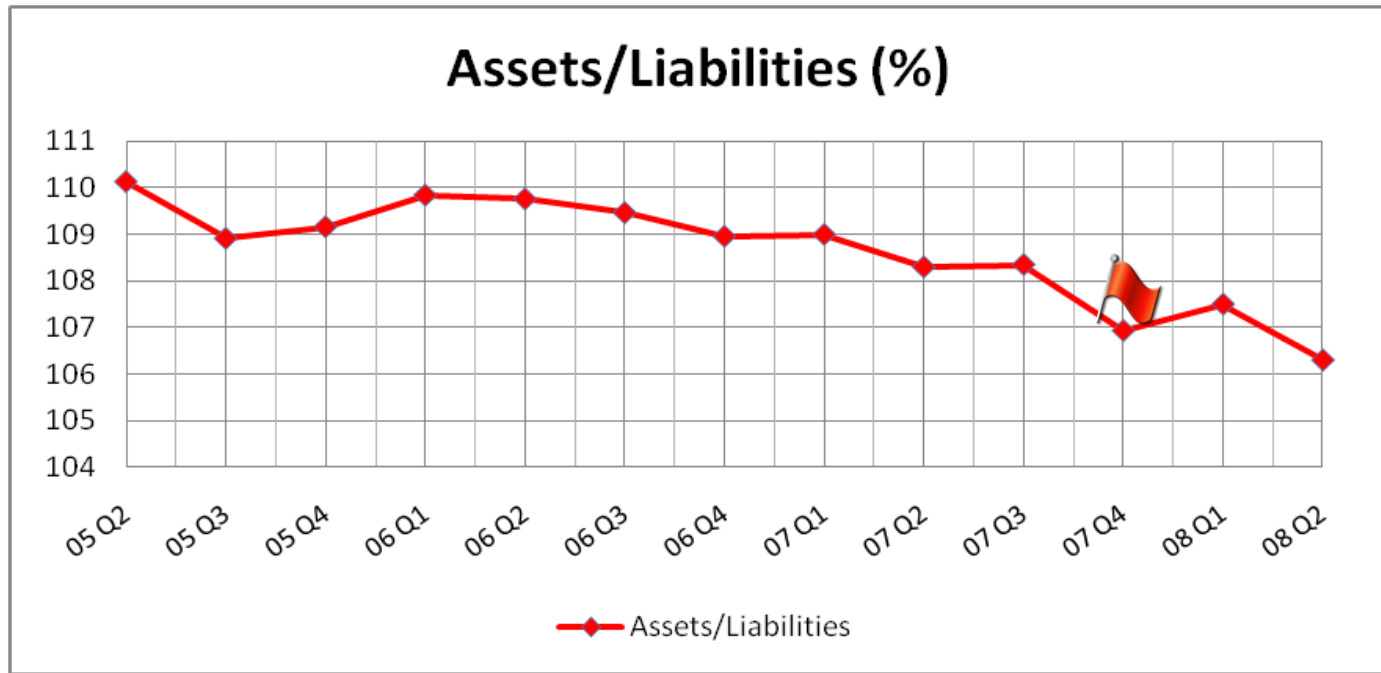
Indicates sign of bank in financial distress

Asset & Liability History



- Both asset and liability increased in almost all quarters.

Asset/Liability History

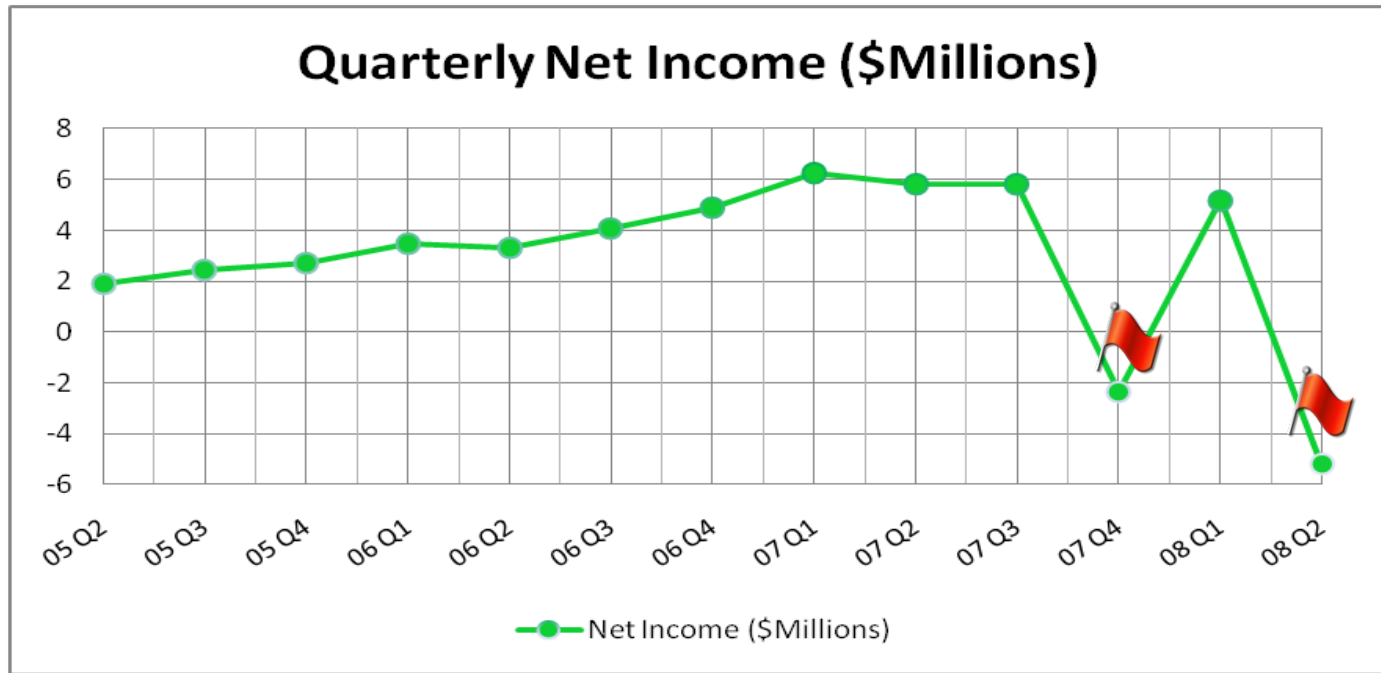


- The A/L ratio was decreasing in most of the quarters.



Indicates sign of bank in financial distress

Net Income History

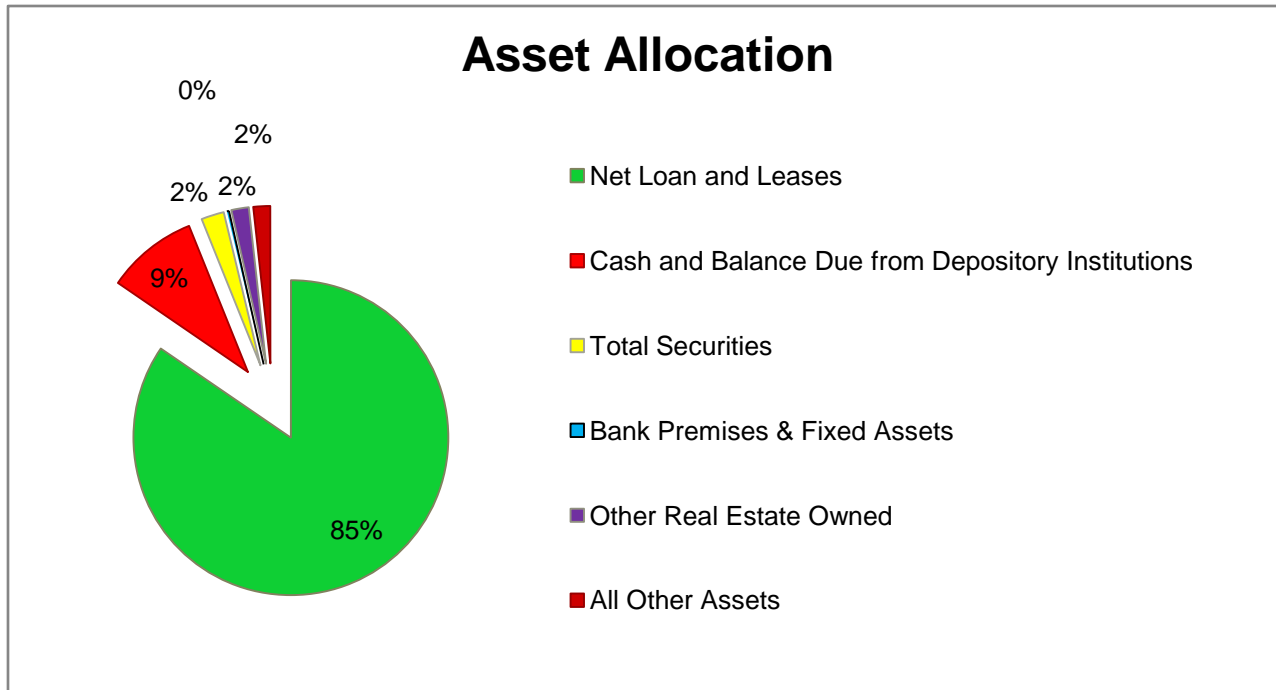


- The bank reported a big loss in the last quarters prior to failure.



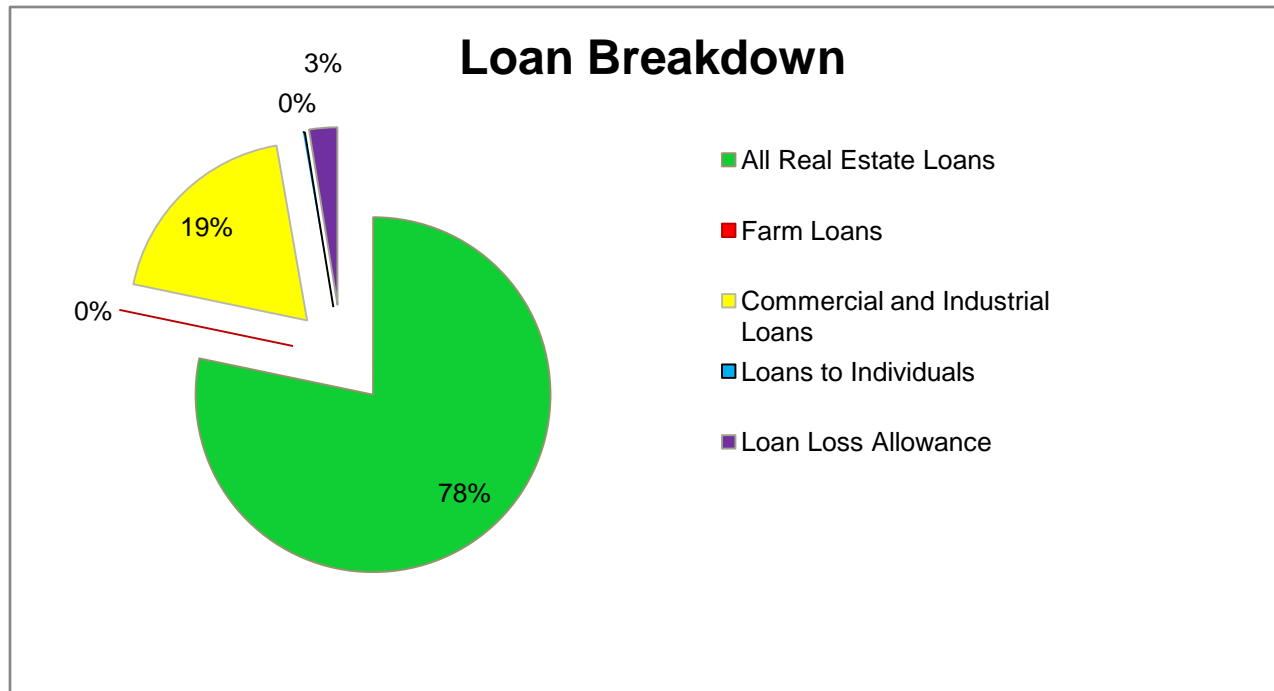
Indicates sign of bank in financial distress

Asset Allocation



- The average percentage of Net Loans for banks of the same Asset Concentration Hierarchy in the second quarter of 2008 was 72.63%.
- The average Net Loan percentage of all banks in the second quarter of 2008 was 66.00%.

Loan Breakdown



- The average percentage of Real Estate Loans for banks of the same Asset Concentration Hierarchy in the second quarter of 2008 was 76.04%.
- The average percentage for all banks in the second quarter of 2008 was 70.68%.

Events Timeline

- Mar. 4, 08** - SEC voted to disclose information for the secondary market ETF investors in Form N-1A.
- Mar. 7, 08** - The Fed will initiate a series of term repurchase transactions that are expected to cumulate to \$100 billion.
- Mar. 19, 08** - Fannie Mae and Freddie Mac is expected to provide support to the U.S. mortgage market, up to \$200 billion immediate liquidity.
- May 29, 08** - U.S.-Canada mutual recognition arrangement: U.S. Securities markets and certain U.S. financial service firms could gain greater freedom to operate in Canada under SEC.
- May 08** - FDIC and OSBC initiated formal enforcement action through a C&D that included provisions addressing the identified deficiencies, but Columbian's board of directors initially declined.
- June 10, 08** - FDIC releases a supervisory letter to all banks on interest reserves that examines the risks that this underwriting practice presents.
- June 11, 08** - SEC voted on a comprehensive series of credit rating agency reforms to bring increased transparency to credit rating process.
- June 17, 08** - New HOPE NOW guidelines to deal with issues surrounding second mortgages and short sales.
- June 26, 08** - FDIC adopts Basel II-Based Standardized Approach as an alternative risk-based capital framework available to all banks except the largest and most complex banks
- June 26, 08** - FRS, FDIC, and OCC issued the host state loan-to-deposit ratios, which help indicate branches outside of the home state that were established or acquired for the purpose of deposit production.

Events Timeline

June 30, 08 – Columbian added \$8.3 million to the Allowance for Loan and Lease Losses.

Jul. 13, 08 - Paulson Announces a three-part plan for GSEs: a temporary increase in the line of credit, a temporary authority for Treasury to purchase equity, and an advisory role is given to the Fed.

Jul. 15, 08 - Columbian's BOD subsequently stipulated to the C&D

Aug. 20, 08 - FDIC's implementation in Loan Modification Program will help to modify troubled IndyMac mortgages loans.

Aug. 22, 08 - Citizens Bank and Trust acquired nine branches and \$85.5 million assets of Columbian Bank and Trust.

Sept. 17, 08 - SEC clarified that bank support of money market mutual funds generally are not required to present the fund on-balance sheet, but disclosure of the nature of the support provided is expected.

Sept. 18, 08 - SEC requires that certain institutional money managers report their new short sales of certain publicly traded securities.

Sept. 19, 08 - SEC prohibited short selling in 779 financial institutions.

Sept. 20, 08 - Treasury Secretary Hank Paulson releases \$700 billion proposal to purchase troubled mortgage-related assets.

Oct. 7, 08 - Emergency Economic Stabilization Act of 2008 Temporarily Increases Basic FDIC Insurance Coverage from \$100,000 to \$250,000 per Depositor.

Oct. 14, 08 - FDIC creates new program to guarantee bank debts and fully insure non-interest bearing deposit transaction accounts.

Events Timeline

- Oct. 14, 08** - The Treasury Department will invest up to \$250 billion in the nation's banks via the Capital Purchase Program.
- Nov. 20, 08** - FDIC announces the availability of IndyMac Loan Modification Model.
- Nov. 25, 08** - Created the Term Asset-Backed Securities Loan Facility to support the issuance of asset-backed securities collateralized by loans.
- Dec. 3, 08** - SEC approved measures to strengthen oversight of credit rating agencies.
- Dec. 16, 08** - Troubled banks have to provide certain position level and counterparty level data and QFC counterparty and portfolio identifiers to FDIC in a timely manner.
- Dec. 23, 08** - Treasury provides TARP funds to focal Banks by purchasing \$2.8 billion investment from 49 banks.
- Dec. 30, 08** - The Fed announced that it will purchase mortgage-backed securities.
- Jan. 15, 09** - The Senate voted to allow access to the remaining bailout funds of \$350 billion.
- Jan. 27, 09** - As part of the Capital Purchase Program, Treasury announced investments of \$386 million in 23 healthy banks.
- Feb. 10, 09** - Geithner rolls out the Financial Stability Plan, promises to perform "stress tests" on big banks, and commit \$100 billion to boost the TALF.
- Feb. 10, 09** - A Capital Assistance Program to help ensure banks hold sufficient capital, produce a more consistent and forward-looking assessment of risks on banks' balance and their potential capital needs.
- Feb. 10, 09** - A Public-Private Investment Fund will combine public and private capital with government financing to help free up capital to support new lending.

Events Timeline

- Feb. 10, 09** - Treasury and Fed expanded the Term Asset-Backed Securities Lending facility up to \$1 trillion.
- Feb. 18, 09** - President Obama signs the American Recovery and Reinvestment Act of 2009, which limits bonuses of the highest earning executives.
- Mar. 4, 09** - Treasury announced loan modification guidelines under the Administration's Homeowner Affordability and Stability Plan.
- Mar. 23, 09** - Using TARP capital and capital from private investors, the Public-Private Investment Program will generate \$500 billion in purchasing power to buy legacy assets.
- May 29, 09** - FDIC tightens the deposit interest rates paid by banks that are less than well capitalized. Generally, such banks will be permitted to offer to "national rate" plus 75 basis points.
- June 9, 09** -10 Of the largest U.S financial institutions are expected to make CPP repayments to Treasury.
- Jul. 2, 09** - FDIC proposed guidelines require private equity firms to hold bank purchases for 3yrs and maintain capital levels.

Report Summary – *Surprise?*

Based on the methods with which we analyzed, Columbian Bank and Trust, its failure was **not a surprise**.

Here are the indications that Columbian Bank and Trust should fail:

- 1) **The bank's delinquent loan: asset ratio was above 2% in the last 6 quarters. In 08 Q1, the ratio hit 5.5%**
- 2) **Columbian Bank and Trust's asset: liability ratio was ranked poor and very poor in the last 6 quarters.**
- 3) **Its Bankability Composite Score was 24.11 before its failure, which was considered to be poor.**

The combination of all these three measures being poor obviously shows that the bank could fail anytime.

References

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