

BANK OF AMERICA CORP /DE/  
Form DEFA14A  
September 09, 2015

**UNITED STATES**  
**SECURITIES AND EXCHANGE COMMISSION**  
**Washington, D.C. 20549**

**SCHEDULE 14A**

**(Rule 14a-101)**

**SCHEDULE 14A INFORMATION**

**Proxy Statement Pursuant to Section 14(a) of the**  
**Securities Exchange Act of 1934**

Filed by the Registrant

Filed by a Party other than the Registrant

Check the appropriate box:

Preliminary Proxy Statement

**Confidential, for Use of the Commission Only (as permitted by Rule 14a-6(e)(2))**

Definitive Proxy Statement

Definitive Additional Materials

Soliciting Material Pursuant to §240.14a-12

**Bank of America Corporation**

**(Name of Registrant as Specified in its Charter)**

**(Name of Person(s) Filing Proxy Statement, if Other Than the Registrant)**

PAYMENT OF FILING FEE (Check the appropriate box):

- x No fee required.
- .. Fee computed on table below per Exchange Act Rules 14a-6(i)(1) and 0-11.
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  - 1) Amount Previously Paid:
  
  
  - 2) Form, Schedule or Registration Statement No.:

3) Filing Party:

4) Date Filed:

September 2015  
Board Leadership and  
Corporate Governance Practices

We Are Holding This Vote in Response to Investor Feedback

2

The Board believes the flexibility afforded by the current bylaws continues to assure independent oversight by the Board and is in the best interests of Bank of America and its shareholders

Through engagement with shareholders, the Board heard a clear desire for shareholders to have a vote on the bylaw amendment, and the Board has called a Special Meeting for September 22 to promptly follow through on its commitment to shareholders

The  
amended  
bylaws  
provide  
the  
same  
flexibility  
that  
97  
percent  
of  
the  
S&P  
500  
companies  
1  
already  
have  
in  
determining their leadership structure

Bank of America's current structure includes a newly established Lead Independent Director role, with authority, duties and responsibilities that extend beyond industry practice and exceed industry norms. In addition, the Board continues to adopt corporate governance enhancements through engagement with shareholders and in direct response to feedback

The Board recognizes and respects that investor views on the appropriate board leadership structure vary, which is why the Board committed to putting the matter to a vote and acting in accordance with the vote outcome

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Note: This presentation may also include quotations from or citations to third-parties; permission was neither sought nor obtained

1  
Source: Spencer Stuart Board Index, November 2014.

The  
Board  
recommends  
that  
shareholders  
vote  
FOR  
the  
bylaw  
amendment

Product-focused company

Range of non-core activities

Legacy mortgage issues

High expense base

Bloated balance sheet

Capital challenges

Challenging operating and economic environment

Reorganized around eight client-focused lines of business

Simplified corporate structure eliminated >1,000 legal entities

Divested / exited \$73B of non-core businesses and assets

Achieved \$8B in annualized cost savings through New BAC

Distributed \$~10 of capital through common share repurchases and dividends

Customer-focused company

Growing in our core businesses

Addressed significant legacy issues

Reduced expenses and enhancing culture of efficiency

Strengthened balance sheet and financial foundation

Returning capital

Improving economic environment

Of 31 sell-side analysts covering BAC, 25 rate the company a Buy, five rate it a Hold and one rates it a Sell

1

Our Progress

Where We Are Today

Where We Started (2010)

3

Since 2010 We Have Undergone a Strategic Transformation

1

As of September 9, 2015.

2

Business Insider, Jonathan Marino, Warren Buffett just gave the CEO of Bank of America a vote of confidence at a critical ti



3  
CNBC, September 8, 2015. <http://video.cnbc.com/gallery/?video=3000418189&play=1>  
On September

2,  
one  
of  
our  
largest  
investors,  
Warren  
Buffett,  
was  
quoted  
on  
his  
views  
regarding  
Bank  
of

America's progress and transformation, indicating that he is:

100% in support of Mr. Moynihan and believes he is doing an outstanding job for Bank of America shareholders.  
When [Mr. Moynihan] took over as CEO, he was handed one of the toughest jobs in the history of American banking.

2  
CLICK HERE:  
Warren Buffett  
Speaks in Favor of  
Bylaw  
Amendment  
3

\$256  
\$55  
4Q09  
2Q15  
4

---

1  
4Q09  
reflects  
12/31/09  
information  
adjusted

to  
include  
the  
1/1/10  
adoption  
of  
FAS  
166/167  
as  
reported  
in  
our  
SEC  
filings,  
which  
represent  
non-GAAP  
financial  
measures.

On  
a  
GAAP  
basis,  
long-term  
debt  
was  
\$439B,  
total  
assets

were \$2,230B and quarterly net charge-offs were \$8.4B in 4Q09. See reconciliations to GAAP financial measures on pages 13

2

Tangible common equity ratio represents a non-GAAP financial measure. On a GAAP basis, the common equity ratio was 8.7

3

Value  
at  
Risk  
(VaR)  
model  
uses  
historical  
simulation  
approach  
based  
on  
three  
years  
of  
historical  
data  
and

an  
expected  
shortfall  
methodology  
equivalent  
to  
a  
99%  
confidence level.  
5.0%  
7.6%  
4Q09  
2Q15  
\$2,324  
\$2,149  
4Q09  
2Q15  
\$11.3  
\$1.1  
4Q09  
2Q15  
\$992  
\$1,150  
\$523  
\$243  
4Q09  
2Q15  
Deposits  
Long-term debt  
\$214  
\$484  
4Q09  
2Q15  
Strengthened Capital  
Tangible Common Equity Ratio  
1, 2  
Improved Credit Quality  
Quarterly Net Charge-offs (\$B)  
1  
Reduced Balance Sheet  
Total Assets (\$B)  
1  
Average  
VaR  
(\$MM)  
3  
Enhanced Funding Structure  
Deposits and LT Debt (\$B)  
Built Record Liquidity  
Global Excess Liquidity Sources (\$B)

Today We Are a Leaner, Stronger and Simpler Company

1

\$90.1  
\$92.3  
\$90.2  
\$86.4  
\$69.3  
\$77.4  
\$82.3  
\$82.1  
2011  
2012  
2013

2014

Revenue excluding net DVA/FVA and market-related NII adjustments

Less net charge-offs (excl. net DVA/FVA and market-related NII adjustments)

Focused on Improving Shareholder Returns

Shift to a More Sustainable Revenue Stream

Revenue (FTE, \$B)

\$77.1

\$72.1

\$69.2

\$75.1

\$71.5

\$66.8

\$63.1

\$58.7

2011

2012

2013

2014

Grew TBV While Absorbing Significant Legacy Costs

Tangible Book Value per Share

Share Price Performance

\$11.31

\$12.98

\$12.95

\$13.36

\$13.79

\$14.43

2009

2010

2011

2012

2013

2014

3

---

1

Represents a non-GAAP financial measure. On a GAAP basis, revenue was \$93.5B, \$83.3B, \$88.9B and \$84.2B for 2011, 2012,

2011,

2012,

2013

and

2014,

respectively.

On

a

GAAP

basis,

book

value

per

share

was

\$21.48,

\$20.99,

\$20.09,

\$20.24,

\$20.71

and

\$21.32

for

2009,

2010,

2011,

2012,

2013

and

2014,

respectively.

See

reconciliations

to

GAAP

financial

measures on pages 13-16.

2

Includes \$1.1B of provision for the Independent Foreclosure Review (IFR) Acceleration Agreement in 4Q12 that we entered in  
commenced pursuant to a consent order entered into by Bank of America with the Federal Reserve and by BANA with the OC

3

Tangible Book Value per Share (TBVPS) reflects the 12/31/09 information adjusted to include the 1/1/10 adoption of FAS 160  
financial measures on pages 13-16.

Lowered Expenses

Noninterest Expense, Excl. Goodwill (\$B)

13%

0%

13%

30%

11%

11%

(27%)

35%

37%

12%

(11%)

(58%)

109%

34%

15%

2010

2011

2012



2013

2014

S&P 500

US G-SIFI Peer Average

BAC

1

1

5

DVA=Debit Valuation Adjustment FVA=Funding Valuation Adjustment NII=Net Interest Income

Noninterest expense excl. goodwill

Noninterest expense excl. goodwill and litigation

2

1

1

---

1  
Source:  
SNL  
branch  
data.  
U.S.  
deposit  
market  
share  
(retail  
domestic  
deposits)  
based

on  
June  
2014  
FDIC  
deposit  
data,  
adjusted  
to  
remove  
commercial  
balances.

2  
Source: Keynote, 4Q14 Mobile Banking Scorecard, November 2014.

3  
Competitor 1Q15 earnings releases.

4  
Source: Dealogic as of March 31, 2015.

5  
Source: Institutional Investor 2014.  
Industry Leading Positions Across Our Businesses

#1 retail deposit market share in our footprint

#1 in mobile banking  
with 17.6MM mobile users

#3 in U.S. credit card balances

#1 Home Equity Lender

#1 wealth management market position across client  
assets, deposits, loans, and net income before taxes

Top tier middle market advisor with #2 ranking in  
US/Canada

#2 in 2014 Global Investment Banking fees

4

#1 leading global research firm for 4 consecutive years

5

6

Top Tier Ranked Businesses in Every Segment in Which We Compete  
We Serve Three Groups of Customers Through Eight Lines of Business  
People.

Institutions.

Companies.

Retail

Preferred &

Small

Business  
Merrill Lynch  
U.S. Trust  
Business  
Banking  
Commercial  
Banking  
Global  
Corporate &  
Investment  
Banking  
Global  
Markets  
1  
3  
3  
3  
2

7

In October 2014, the Board amended our bylaws to provide for Board leadership flexibility. On the same date, the Board named Brian Moynihan Chairman, established the Lead Independent Director position and the independent members elected Jack Bovender to the role

Jack Bovender represented the Board in our shareholder engagement efforts regarding our Board leadership structure leading up to the 2015 annual meeting

During that engagement, a number of investors voiced the opinion that shareholders should be given the opportunity to vote on the bylaw change.

In May 2015, Jack Bovender and Brian

Moynihan sent a letter to shareholders on the Board's behalf and committed to holding a shareholder vote to ratify the bylaw amendment no later than the 2016 annual meeting

Jack Bovender and members of management subsequently re-engaged our significant shareholders to gather additional feedback on our Board leadership structure and potential timing of the ratification vote

The Board has committed to act in accordance with the shareholders' voting decision and to continue to engage with shareholders

Shareholder Engagement Has Informed This Special Meeting Vote

Since 2009, the Board has implemented considerable changes in its recruiting and selection process to enhance the Board's experiential diversity and independence to align with its transformation

As part of the nomination process, director candidates are reviewed by Bank of America's primary bank regulators

Of the 13 directors, seven have international experience, nine have CEO experience (including two who

previously served as CEOs of financial institutions), nine have served on another U.S. public company board in the last five years, two are African-American and four are women, one of whom is Hispanic

Board composition features a substantial majority of independent directors

11 of 13 members are independent

Seven of those 11 independent members joined the Board in the last three years

A substantial majority of independent members have had leadership roles at a financial institution or have experience in a highly regulated industry

The Board is refreshed on a regular basis. Average Board tenure at 5 years is below the 8.4 year market average

1

Lead Independent Director role with responsibilities beyond industry norms

Regular Board assessment of optimal leadership structure

Independent and non-management directors meet in executive session at each regularly scheduled Board meeting

14 executive sessions have occurred over the past 11 months

Lead Independent Director presides at each meeting

Lead Independent Director has authority to call an executive session of independent directors at any time

8

Bank of America's Board has undergone a significant transformation in the past five years and has implemented practices that enhance independent oversight of management

Strong Board Independence

Enhanced Board Recruitment  
Active Independent Oversight  
Practices  
Independent Oversight through Current Leadership Structure

---

1

Source: Spencer Stuart Board Index, November 2014.



9  
The Corporate Governance Committee regularly assesses the needs of the Board and the company to recruit directors who meet increasing regulatory requirements, and have the right skills and experiences to oversee our businesses and strategy  
Directors Contribute Valuable Range of Expertise, Diversity and Perspectives to the Boardroom  
Five of our Board members (including Mr. Moynihan), or 39%, have served as senior executives at financial institutions  
Four directors, or 31% have served as senior executives at banks  
Our three closest peer companies average 4.7 directors, or 36%, who have served as senior executives of financial institutions, and 2.0

directors, or 16%, who have served as senior executives of banks

Directors with experience in regulated industries other than financial services have managed businesses subject to governmental oversight, bringing insight that complements our directors who have specific experience in banking or financial services, and enhance the diversity of the Board

Board Composition Provides Balance of Skill Sets, Including Financial Expertise and Other Experience Relevant to Our Business  
Gender Diversity

---

1

Source: Based on review of public SEC filings.

8

New independent directors elected since 2009

Fresh Perspectives

7

New independent directors elected in the last 3 years

Independent

85%

Director Independence

Insider

15%

Audit/Financial Reporting

Risk Management

Strategic Planning

Operational Risk

Consumer Banking

Regulated Business Expertise

Corporate Governance

Cybersecurity Risk

Business Development

Financial Services Industry Experience

International Perspective

Social Responsibility and Diversity

Female

31%

Male

69%

1

Lead Independent Director with Responsibilities Beyond Industry Norms

Jack Bovender, Lead Independent Director

Jack's breadth of knowledge in management, operations, and corporate governance led independent directors to appoint him to this Board leadership role

Former long-time Chairman, CEO and COO of HCA Inc., which operates over 200 hospitals and surgery centers throughout the United States and England, with 169,000 employees; HCA is a complex organization in a highly regulated industry subject to substantial regulatory and government oversight

The authority, duties and responsibilities of our Lead Independent Director extend beyond industry practice and expectations and exceed ISS criteria for determining comprehensive lead director duties

In determining these responsibilities, the Board benchmarked against peers at leading S&P 500 financial services, consumer and industrial companies and the ISS criteria

#### Board Leadership

Presides at all meetings when Chairman is not present

Calls meetings of independent directors

Provides leadership if CEO / Chairman's role may be in conflict

#### Board Culture

Serves as a liaison between CEO and independent directors

Establishes relationship with CEO, providing support, advice and feedback

Acts as a sounding board

and advisor to CEO

#### Board Focus

Helps ensure Board focuses on key issues facing Bank of America

Assists in promoting corporate governance best practices

Contributes to annual performance review of CEO and participates in

CEO succession planning

#### Board Meetings

Plans, reviews and approves Board meeting agendas and schedules in coordination with CEO

Advises CEO of Board information needs, and approves information sent to Board

Develops discussion topics for Board executive sessions

#### Board Performance & Development

Helps ensure efficient and effective Board performance and functioning

Consults with Corporate Governance Committee on annual Board self assessment

Provides guidance on ongoing director development

Consults in identification and evaluation of director candidates, committee members and committee chairs

#### Stockholders & Other Stakeholders

Available for consultation and direct communication, to the extent requested by major stockholders

Regularly communicates with primary bank regulators to discuss appropriateness of Board's oversight of management and company

10

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Note:

LID

duties

highlighted

in

blue

are

additional

duties

beyond

ISS

criteria.

Enhanced executive compensation governance and transparency  
Enhanced business and sustainability reporting, including commitment to provide:

Business Standards Report

Political activities disclosure

Sustainability and greenhouse gas emission disclosure, including a new coal policy  
Board adopted proxy access right at a 3%/3 year ownership threshold

At  
time

of  
adoption,  
Bank  
of  
America  
was  
one  
of  
only  
10  
US  
companies  
to  
establish  
proxy  
access  
at  
a  
3%/3  
year  
threshold

Demonstrates commitment to constructive engagement with investors and the evolving landscape of shareholder rights  
Board implemented special meeting right at 10% ownership threshold

Majority vote standard for director elections

Annual election of directors

Annual Board and Committee self-evaluations

No supermajority provisions

Corporate Governance Committee considers director candidates recommended by shareholders

Enhanced executive compensation governance: 94.8% shareholder support for say on pay at the 2015 annual meeting

Clawback policy

Adopted an enhanced shareholder engagement program that includes the active involvement of our Lead Independent Director  
and other independent directors

11

Efforts to enhance engagement with shareholders and responsiveness to shareholder feedback as reflected by  
the Board's adoption of corporate governance changes and enhanced disclosures

Adoption of

Proxy Access

Reporting &

Disclosures

Shareholder

Rights &

Director

Accountability

Enhanced

Shareholder

Engagement

Governance Enhancements Informed by Shareholder Feedback

APPENDIX  
Reconciliation of Non-GAAP Financial Measures



13

Reconciliation of Non-GAAP Financial Measures

\$ in millions

4Q09

2Q15

Reconciliation of period-end long-term debt

Long-term debt

438,521

\$

243,414

\$

Adjustment related to 1/1/10 adoption of FAS 166/167

84,356

-  
Adjusted long-term debt  
522,877  
\$  
243,414  
\$  
Reconciliation of period-end assets  
Assets  
2,230,232  
\$  
2,149,034  
\$  
Adjustment related to 1/1/10 adoption of FAS 166/167  
100,439  
-  
Adjusted assets  
2,330,671  
\$  
2,149,034  
\$  
Reconciliation of net charge-offs  
Net charge-offs  
8,421  
\$  
1,068  
\$  
Adjustment related to 1/1/10 adoption of FAS 166/167  
2,926  
-  
Adjusted net charge-offs  
11,347  
\$  
1,068  
\$

14

---

1  
In  
2008,  
the  
U.S.  
Treasury  
created  
the  
TARP  
to  
invest  
in

certain  
eligible  
financial  
institutions  
in  
the  
form  
of  
non-voting,  
senior  
preferred  
stock.

We  
participated  
in  
TARP  
by  
issuing  
to  
the  
U.S.

Treasury  
non-voting  
perpetual  
preferred  
stock  
(TARP  
Preferred  
Stock)  
and  
warrants.

In  
2009,  
we  
received  
approval  
to  
repay  
the  
investment.

We  
then  
repurchased  
all  
shares  
of  
the  
TARP  
Preferred  
Stock

by  
 using  
 excess  
 liquidity  
 and  
 \$19.2  
 billion  
 in  
 proceeds  
 from  
 the  
 sales  
 of  
 1.3  
 billion  
 units  
 of  
 Common  
 Equivalent  
 Securities  
 (CES).

In  
 2010,  
 the  
 CES  
 ceased  
 to  
 exist.

Reconciliation of Non-GAAP Financial Measures (continued)

Tangible common equity ratio measures and utilizes an adjusted common shareholders' equity amount which has been reduced by goodwill and intangible assets (excluding MSRs), net of related deferred tax liabilities. The company uses this measure to evaluate the amount and use of equity.

\$ in millions

4Q09

2Q15

Reconciliation of period-end common shareholders' equity to period-end  
 tangible common shareholders' equity

Common shareholders' equity

194,236

\$

229,386

\$

Common  
 Equivalent  
 Securities

19,244

-

Goodwill

(86,314)

(69,775)  
 Intangible assets (excluding mortgage servicing rights)  
 (12,026)  
 (4,188)  
 Related deferred tax liabilities  
 3,498  
 1,813  
 Adjustment related to 1/1/10 adoption of FAS 166/167  
 (6,270)  
 -  
 Tangible common shareholders' equity  
 112,368  
 \$  
 157,236  
 \$  
 Reconciliation of period-end assets to period-end tangible assets  
 Assets  
 2,230,232  
 \$  
 2,149,034  
 \$  
 Goodwill  
 (86,314)  
 (69,775)  
 Intangible assets (excluding mortgage servicing rights)  
 (12,026)  
 (4,188)  
 Related deferred tax liabilities  
 3,498  
 1,813  
 Adjustment related to 1/1/10 adoption of FAS 166/167  
 100,439  
 -  
 Tangible assets  
 2,235,829  
 \$  
 2,076,884  
 \$  
 Common equity ratio  
 8.7%  
 10.7%  
 Tangible common equity ratio  
 5.0%  
 7.6%  
 1

15  
\$ in millions  
2011  
2012  
2013  
2014  
Reconciliation of revenue  
Revenue  
93,454  
\$  
83,334  
\$  
88,942  
\$

84,247

\$

FTE adjustment

972

901

859

869

DVA/FVA adjustment

(4,320)

7,584

1,158

240

Market-related NII adjustments

-

510

(766)

1,081

Revenue excluding net DVA/FVA and market-related NII  
adjustments (FTE basis)

90,106

\$

92,329

\$

90,193

\$

86,437

\$

Net charge-offs

(20,833)

(14,908)

(7,897)

(4,383)

Revenue excluding net DVA/FVA, market-related NII  
adjustments and net charge-offs (FTE basis)



69,273

\$

77,421

\$

82,296

\$

82,054

\$

Reconciliation of noninterest expense

Noninterest expense

80,274

\$

72,093

\$

69,214

\$

75,117

\$

Goodwill

(3,184)

-

-

-

Noninterest expense excluding goodwill

77,090

\$

72,093

\$

69,214

\$

75,117

\$

Litigation

(5,616)

(4,228)

(6,096)

(16,370)

Provision for IFR acceleration

-

(1,100)

-

-

Noninterest expense excluding goodwill and litigation

71,474

\$

66,765

\$

63,118

\$

58,747

\$

Reconciliation of Non-GAAP Financial Measures (continued)

The company believes managing the business with net interest income on an FTE basis provides a more accurate picture of the interest margin for comparative purposes. We also believe the exclusion of net DVA / FVA and market-related NII adjustments enhances period-to-period comparability. Revenue less net charge-offs (excluding net DVA/FVA and market-related NII adjustments) is a measure the company uses to evaluate the level of risk embedded within the revenue stream.

The company believes the exclusion of goodwill impairment and litigation expense provides additional clarity in assessing the expenses of the company for comparative purposes.

16

---

1  
In  
2008,  
the  
U.S.  
Treasury  
created  
the  
TARP  
to  
invest

in  
certain  
eligible  
financial  
institutions  
in  
the  
form  
of  
non-voting,  
senior  
preferred  
stock.  
We  
participated  
in  
TARP  
by  
issuing  
to  
the  
U.S.  
Treasury  
non-voting  
perpetual  
preferred  
stock  
(TARP  
Preferred  
Stock)  
and  
warrants.  
In  
2009,  
we  
received  
approval  
to  
repay  
the  
investment.  
We  
then  
repurchased  
all  
shares  
of  
the  
TARP  
Preferred

Stock  
 by  
 using  
 excess  
 liquidity  
 and  
 \$19.2  
 billion  
 in  
 proceeds  
 from  
 the  
 sales  
 of  
 1.3  
 billion  
 units  
 of  
 Common  
 Equivalent  
 Securities  
 (CES).

In  
 2010,  
 the  
 CES  
 ceased  
 to  
 exist.

Reconciliation of Non-GAAP Financial Measures (continued)

Tangible Book Value per Share utilizes an adjusted common shareholders' equity amount which has been reduced by goodwill and intangible assets (excluding MSRs), net of related deferred tax liabilities. The company uses this measure to evaluate the amount and use of equity.

\$ in millions, except per share information; shares in thousands

2009  
 2010  
 2011  
 2012  
 2013  
 2014

Reconciliation of period-end common shareholders' equity  
 to period-end tangible common shareholders' equity  
 Common shareholders' equity

194,236  
 \$  
 211,686  
 \$  
 211,704  
 \$

218,188  
 \$  
 219,333  
 \$  
 224,162  
 \$  
 Common  
 Equivalent  
 Securities  
 1  
 19,244  
 -  
 -  
 -  
 -  
 -  
 Goodwill  
 (86,314)  
 (73,861)  
 (69,967)  
 (69,976)  
 (69,844)  
 (69,777)  
 Intangible assets (excluding mortgage servicing rights)  
 (12,026)  
 (9,923)  
 (8,021)  
 (6,684)  
 (5,574)  
 (4,612)  
 Related deferred tax liabilities  
 3,498  
 3,036  
 2,702  
 2,428  
 2,166  
 1,960  
 Adjustment related to 1/1/10 adoption of FAS 166/167  
 (6,270)  
 -  
 -  
 -  
 -  
 -  
 Tangible common shareholders' equity  
 112,368  
 \$  
 130,938  
 \$  
 136,418

\$  
 143,956  
 \$  
 146,081  
 \$  
 151,733  
 \$  
 Reconciliation of period-end common shares outstanding to  
 period-end tangible common shares outstanding  
 Ending common shares outstanding  
 8,650,244  
 10,085,155  
 10,535,938  
 10,778,264  
 10,591,808  
 10,516,542  
 Assumed  
 conversion  
 of  
 common  
 equivalent  
 shares  
 1  
 1,286,000  
 -  
 -  
 -  
 -  
 -  
 Tangible common shares outstanding  
 9,936,244  
 10,085,155  
 10,535,938  
 10,778,264  
 10,591,808  
 10,516,542  
 Book value per share of common stock  
 21.48  
 \$  
 20.99  
 \$  
 20.09  
 \$  
 20.24  
 \$  
 20.71  
 \$  
 21.32  
 \$  
 Tangible book value per share of common stock

11.31  
\$  
12.98  
\$  
12.95  
\$  
13.36  
\$  
13.79  
\$  
14.43  
\$



