

Commercial Lending School Agenda

Day 1: (8:30 am – 4:30 pm)

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| 1. The Business of Banking | Why customer relationships matter
Identifying and managing risk
Net interest income vs. fee income |
| 2. Why Businesses Borrow Money | Working capital financing / Cash cycle
Real estate and capital expenditures
Start-ups, buyouts, bridge loans, and losses |
| 3. The Art of Underwriting – Part I | Industry considerations
Life cycle stage of your borrower
Analyzing quality of management |
| 4. The Art of Underwriting – Part II | Four levels of quantitative analysis
Balance sheet: liquidity and leverage
Income statement: margins and coverage |
| 5. Loan Structuring – Part I | Types of loan facilities
How loan pricing really works
Tenor and amortization |
| 6. Loan Structuring – Part II | Analyzing your collateral
What loan covenants do for you
The value of guarantees |

Day 2: (8:30 am – noon)

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| 7. The Credit Approval Process | Courtship and the “life of a loan”
Selling the deal twice – bank and customer
Loan documentation |
| 8. Loan and Portfolio Monitoring | Understanding “Expected loss”
Loan grading – regulatory definitions
Asset performance and loan loss provisions |
| 9. The Complex Lending Machine | Internal relationships
Introduction to twelve key banking groups
Critical partnership: Credit and Lending |
| 10. Test Drive Your Job | A day in the life of a credit analyst
Prerequisite traits for success
Career advice and how to love your job |