

20 August 2015

### Agenda

- 1) Introduction
- 2) CEO update
- 3) Financial performance
- 4) Conclusion
- Q&A

**Dennis Holt** 

**Niall Booker** 

John Baines

**Niall Booker** 



Section 1

**Introduction Dennis Holt** 



Section 2





## H1 2015 highlights

### Taken significant steps to implement the Bank's strategy – results on track

Core Bank Rebuild	Improving Resilience
<ul> <li>Rebuild of the Bank progressing</li> <li>Improvement in NIM due to reduced retail funding costs, despite a ~10% y-o-y reduction in Core loan book</li> <li>Maintaining stability in the Core bank: <ul> <li>Mortgage origination: first half year of positive mortgage flow</li> <li>Current accounts</li> <li>NPS scores</li> </ul> </li> <li>Cost reduction programme remains on track</li> <li>Mortgage administration outsourcing agreed</li> <li>Digital catch-up underway with development of new digital platform</li> </ul>	<ul> <li>CET1 ratio of 14.9% at June 30, 2015 (13.0% at 2014)</li> <li>Deleverage of Non-core continues to improve resilience at disciplined valuations - £1.9bn reduction in RWAs with net valuation gains of £44.6m</li> <li>Successfully completed the £1.5bn Optimum securitisation in May 2015</li> <li>Successfully completed £250m Tier 2 Notes offering in June 2015 (closed July 2015)</li> <li>Enterprise services outsourcing – IBM discovery phase completed</li> <li>IT remediation programme as per plan</li> </ul>

### Creating an efficient and financially sustainable UK retail and SME bank

### **NIM improvement**

### NIM improvement due to a combination of deposit repricing, reduction in deposit levels and mix change



### **Core income**

Increased net interest income offset by lower other income due to cessation of ATM fees and reduced merchant interchange rates in line with guidance



### **Maintaining stability in the Core bank**

Mortgage originations recovering to required levels while current account base remains stable - contractual repayments continue to reduce overall loan stock



3. Source: GfK FRS

### **Cost reduction remains on track**

#### Sustainable cost reductions are being delivered



Moving towards a simpler and more efficient retail bank

### **Core bank transformation**

### Significant transformation underway but much still to be done

### Mortgage Outsourcing

- Mortgage administration by Capita started 1 August 2015
- Western Mortgage Services (WMS) transitioned to Capita ownership as part of overall agreement
- Servicing of more than 200,000 mortgage accounts and £20bn of lending

### Branches

- Branch network to provide a simple, convenient gateway to direct channels
- Branch automation capability is key to migrating branch customers to self-service
- H1 2015 branch closure programme complete

### **Digital Catch-up**

- Enhanced customer services within existing internet banking platform (released 2015)
  - Online registration for internet banking
  - Paperless statement
  - Password reset
  - Digital-specific products
  - Moved from 9th to 3rd in internet banking satisfaction since November 2014
- New digital platform features (2016 releases)
  - New product propositions for digital, incorporating STP to deliver rapid fulfilment
  - "New to Bank" current account proposition, online account opening, electronic ID verification
  - Upgrade of mobile app

### Delivering cost reduction and improved customer experience

### **Investing in the brand**

#### Building on our customer-led ethical policy

### Marketing





## • Ethical policy relaunch helped to further rebuild the brand

- New TV ad elicited a strong response
- Further spend in H2

### **New Products**



### New overdraft proposition

 Minimising fees and charges and developed based on customers' feedback

#### Fixed rate credit card

• Successful launch - offering customers some protection against future interest rate rises

### Building greater customer engagement, stability and restoring trust

### **Ensuring IT resilience**

### Significant transformation underway but much still to be done

### **Enterprise Services Outsourcing**

- Discovery phase completed in May
- Moved into execution phase
  - Data Centre fit-out
  - Security proving
  - Application and Data Separation
  - Service Transition planning
  - Testing
- On track to migrate key business applications onto the IBM platform in mid-2016

### **IT Remediation**

- Continued progress towards remediation of known IT vulnerabilities
  - Progressive removal of potential Single Points of Failure
  - Maintenance catch-up programme
- Desktop technology refresh
- Data network separation

### Laying the foundations for future bank technology

### **Improved capital resilience**

#### Tier 2 notes issue and ongoing deleverage of Non-core has improved resilience to severe stress



### Additional Optimum securitisation and debt issuance planned in 2015, subject to market conditions

### The co-operative bank Reduced asset risk improves capital resilience

#### Fair value delta has reduced significantly since 2013



### Planned deleveraging of non-core will further reduce the FV delta

- 1. Difference between the carrying value and fair value of assets. Fair value is measured by determining discounted expected cashflows, derived using expected redemption profiles of the portfolio, and discounting these cashflows at current market rates for products with similar characteristics and risk profiles. The current market rate used is assumed to encompass the time value of money plus a risk premium to account for the inherent uncertainty in the timing and amount of future cashflows arising from a book of mortgage assets. This fair value is not intended to represent the value which could be achieved as part of a structured disposal
- 2. H1 15 capital is pro forma for the Tier 2 notes issue which closed in July 2015

### **Strengthening governance and culture**

#### Work continues to address legacy issues



Driving through cultural change will continue to take time

### Section 3

### **Financial performance** John Baines



### H1 2015 income statement snapshot

Positive NIM movement but reduced profitability mainly due to lower income from lower asset base, losses on asset sales and higher project costs – ahead of expectations



### Legacy issues continue to dominate the financial performance of the Bank

### **Operating costs movement**

### £37m cost reduction during H1 2015



- Operating cost reduction of £37m delivered in H1 2015:
  - c£11m savings as a result of a reduced ATM estate
  - c£20m cost reduction initiatives arising from: branch rationalisation, FTE reduction, supplier contract management, fraud detection and recovery processes
  - One-off non recurring savings in H1 2015 of £6m, relating to property provisions
  - H1 2014 included c.£10m of non recurring one-off costs
  - Cost savings were partially offset by increases in marketing spend, pension, bonus and other costs of c.£10m

### Sustainable cost reductions being delivered

### **Operating costs – staff**

#### Headcount reductions and branch closures are starting to deliver sustainable cost reductions



- Total operating FTE reduction in H1 15 of 191 (3.2%) compared to H1 14 4.4% reduction on an adjusted basis
- Contractors have been converted into permanent FTEs in H1 15
- Net £9m reduction in staff costs:
  - £4m reduction in permanent staff costs and £5m reduction in contractor costs

### **Project costs**

### Delivering resilience, cost reduction and proposition development



### Significant project costs remain through 2015 and 2016

### **Income statement**

#### Presented on a management accounts basis

Bank Perfo	Bank Performance (£m)		
	H1 2014	H1 2015	Change
Net interest income	249.2	233.6	(15.6)
(Losses) / gains on asset sales	1.9	(38.2)	(40.1)
Non interest income	56.2	41.1	(15.1)
Operating income	307.3	236.5	(70.8)
Operating costs	(297.0)	(259.6)	37.4
Project costs	(68.8)	(101.9)	(33.1)
Impairment gains (losses)	86.7	44.6	(42.1)
Operating result	28.2	(80.4)	(108.6)
FSCS levy	(25.3)	(20.5)	4.8
Share of profits from JVs	(0.1)	-	0.1
Conduct / legal risk	(38.6)	(49.0)	(10.4)
Fair value amortisation	(41.2)	(54.3)	(13.1)
Loss before taxation	(77.0)	(204.2)	(127.2)

### **Business segmental contribution**

### **Operating result markedly lower due to lower Core income and reduced impairment gains**

### Bank Operating Result (£m)

	H1 2014	H1 2015	Change
Retail contribution	177.7	152.0	(25.7)
BACB contribution	20.8	21.7	0.9
Core ex. Treasury / other	198.5	173.7	(24.8)
Treasury / Other contribution	(34.4)	(5.1)	29.3
Core contribution result	164.1	168.6	4.5
Non-core contribution result	117.2	15.9	(101.3)
Operations & central costs	(184.3)	(163.0)	21.3
Project costs	(68.8)	(101.9)	(33.1)
Operating result	28.2	(80.4)	(108.6)



### **Core Business — Contribution**

#### Higher net interest income through lower funding costs offset by reduced non-interest income



#### Core bank contribution has exceeded operations and central costs

### **Non-core Business — Contribution**

#### Result driven by lower net interest income, losses on asset sales and reduced net impairment gains

Non-core Co	ontribution	(£m)			Significant redu income following reduction		
	H1 2014	H1 2015	Change				
Net interest income	28.3	2.3	(26.0)		Reflects market deleverages nor		
Gains / (losses) on asset sales	4.0	(38.1)	(42.1)				
Non-interest income	10.9	10.5	(0.4)		Active manager at favourable pr		•
Net income	43.2	(25.3)	(68.5)		result in further		
Direct costs	(14.2)	(6.1)	8.1		Valuations of as	sets have	been revis
Impairment gains / (losses)	88.2	47.3	(40.9) -				
Contribution result	117.2	15.9	(101.3)	10	• <b>)</b>	•	
					<b>:m)</b>	H1 2014	H1 2015
					/orkout	36.8	50.5
				N	ew Impairments	(13.4)	(17.1)
				R	evaluations	52.9	10.7
				Μ	lodelling and other	12.0	3.2
				G	ains (losses)	88.3	47.3

### **Balance sheet highlights**

Management action has reduced fixed term, instant and ISA deposits. Core loan book has stabilised as expected



#### **Other Selected Balance Sheet Data**

	31/12/14	30/06/15	Change
Equity (£bn)	2.0	1.8	(0.2)
Loan-to-deposit ratio <sup>4</sup>	85%	83%	(2)pp
NPL ratio <sup>1,3</sup>	10.0%	7.7%	(2.3)pp
NPL coverage ratio <sup>2,3</sup>	26.8%	33.2%	6.4pp

1 Calculated as impaired customer balances (incl. watchlist) / gross customer balances

2 Calculated as allowance for losses (excluding losses for hedging risk) on customer balances / impaired customer balances (including watchlist)



3 Management reporting basis

- 4 LTD ratio calculated as net customer loans including fair value adjustments for hedged risk /customer deposits).
- 5 Core Business numbers include Unity Trust Bank (UTB)

### **Core Business — Loans & RWAs**

#### Net loans have reduced due to lower mortgage balances. RWAs have reduced accordingly



- Slowed the decline in mortgage lending as the pipeline recovers to required levels
- RWAs have fallen in line with net loans in retail (mortgages and unsecured lending), BACB and Treasury has also fallen during the period

### The co-operative bank Core Business — Deposits & funding costs

### Managed reduction of liquidity combined with a significant reduction in funding costs



• Current account deposit balances are up £165m since December 2014 with a broadly stable current account base

• Intentionally reduced the most expensive term funding to reduce liquidity (Term and ISAs & others books)

### **Core Business — Asset quality & split**

#### High quality mortgage portfolio with arrears significantly below the industry average



### Average Mortgage LTV (%)



### Mortgage Book Split



#### Impairments (£m)

	H1 14	H1 15
Workout	-	-
Modelling & other	2.2	3.0
New impairments	(3.7)	(5.7)
Revaluations	-	-
Total	(1.5)	(2.7)

### The co-operative bank Non-core Business — Balance sheet dynamics

#### Non-core represents 33% of total net customer loans and 57% of Credit RWAs<sup>2</sup>





# Non-core Credit RWAs<sup>2</sup> - Optimum (£bn)



 A.3
 3.6

 0.7
 0.5
 2.6



Accelerated deleveraging through Optimum disposal programme. Second transaction planned for 2015

1 Does not include Illius which is not considered as loans

2 CRD IV Credit RWAs (fully loaded rules basis)

3 Includes hedge risk provision but excludes other accounting adjustments

### **Optimum overview**

Gross Customer Balances (£bn)

### Bank will seek to build on the success of the first Optimum securitisation transaction



### Warwick 1 – Impact Summary

- Net cash proceeds of £1,483.8m on a disposal of £1,493.7m gross loans and advances
- £9.9m loss on disposal incorporating the associated release of credit risk provisions, fair value reserves and transaction costs, the overall impact on PBT was £5.9m
- Continue to hold £0.7bn of RMBS assets following retention of 65% of the Class A Notes
- Significant deleveraging event reduced credit RWAs by £804.1m, increased CET1 by £10.7m due to gains on asset sales of £5.9m and a reduction in EL Gap of £4.8m
- Contributed a benefit of 1.2% to the Bank's CET1 ratio in H1 15

### Optimum deleveraging critical to improving the bank's capital resilience to stress

## Liquidity

### Liquidity has reduced despite significant deleveraging



- Liquid asset buffer<sup>1</sup> of £6.1bn reduced by £0.5bn
- Liquid asset ratio<sup>2</sup> of 17.9% (17.4% as at 31 Dec 14)
- Balances held at the central bank have decreased
- Key levers to lower liquidity levels over time:
  - Reduction in retail deposits focused on fixed term deposits
  - Repayment of maturing wholesale funding
  - Improving capital resilience will allow relaxation of risk appetite thus lowering liquidity levels

### Targeting a further reduction in liquidity over time as bank resilience improves

1 As defined in BIPRU 12.7

### Secondary Liquidity (£bn)



 Assets eligible for discounting with central banks increased during 2015 – comprised of mortgage portfolio and retained positions in bank securitisations

### **Strengthened capital position**

#### Strengthened position from Tier 2 issuance and RWA reduction, offset by losses



1 CRD IV fully loaded rules basis

2 The Bank issued £250m of Tier 2 capital on 30 June 2015. However, payment for this capital was not received until 1 July 2015, therefore in order to ensure compliance with CRR requirements for capital instruments to be fully paid up, the capital issuance has not been recognised within the Bank's capital resources until July 2015

Section 4

Conclusion

**Niall Booker** 



### **Conclusion and outlook**



On plan and heading in the right direction





### **Appendix**



### **Redress & remediation update**

#### Planned conduct remediation activities to be substantially progressed in 2015

<b>PPI</b> No new provision	<ul> <li>Proactive redress will be substantially completed under current regulatory parameters by Q3 2015</li> <li>c.72k of cases already redressed (c.10k remaining)</li> <li>Future regulatory actions and scope remain a risk, noting FCA guidance post Plevin case is outstanding</li> </ul>
Mortgages Provision: £5.1m	<ul> <li>Low complexity mortgage issues – c. 400k issues to address (&gt;60% already redressed)</li> <li>Scope of redress for poor mortgage arrears handling agreed</li> <li>Forbearance case reviews under way</li> <li>Planned customer redress to be substantially progressed by end of 2015</li> </ul>
<b>CCA</b> Provision: £29.9m	<ul> <li>c.240k customers identified – redress commenced with high volume solution live in July 2015</li> <li>Initial focus has been on open loans and secondly on closed loans</li> <li>Planned Customer redress to be substantially progressed by end of 2015</li> <li>Data quality and availability remains challenging</li> </ul>
Packaged accounts Provision: £16.8m	<ul> <li>Increased inbound complaint volumes, expected to persist</li> <li>H1 provision includes new component to reflect the volume of customer complaints received. 2014 provision only reflected estimate of redress based on proactive customer contact</li> <li>Proactive remediation starting in Q3 2015</li> </ul>
Mitigating future conduct risk	<ul> <li>Annual product reviews under current regulatory parameters conducted on most retail on-sale products</li> <li>Review of all on sale products in BACB has been completed and the process for future annual product reviews is embedded</li> <li>Regulatory assurance monitoring and enhanced oversight from Internal Audit</li> </ul>

### **Risk Weighted Assets**

RWAs have decreased by £2.6bn since year end mainly driven by the £1.9bn reduction in Non-core RWAs (£0.9bn from the Warwick securitisation)



### **Common Equity Tier 1**

Regulatory loss partially offset by a reduction in the deduction for EL gap driven by a change in methodology to allow netting across defaulted exposures, in line with EBA guidance



### **Warwick 1 – income statement impact**

# Securitisation generated net cash proceeds of £1,483.8m on a disposal of £1,493.7m gross loans and advances

	Loss on disposal of assets	Release of allowance for losses	Release of conduct provision	Release of merger fair value	Transaction costs	H1 15
Net interest income	-	-	-	-	-	-
(Losses) gains on asset sales	(9.9)	18.2	(4.2)	-	(7.0)	(2.9)
Non interest income	-	-	-	-	-	-
Operating income	(9.9)	18.2	(4.2)	•	(7.0)	(2.9)
Operating costs	-	-	-	-	-	-
Project costs	-	-	-	-	-	-
Impairment gains (losses)	-	-	-	(3.7)	-	(3.7)
Operating result	(9.9)	18.2	(4.2)	(3.7)	(7.0)	(6.6)
FSCS levy	-	-	-	-	-	-
Share of profits from JVs	-	-	-	-	-	-
Conduct / legal risk	-	-	4.2	-	-	4.2
Fair value amortisation	-	-	-	8.3	-	8.3
Profit (loss) before taxation	(9.9)	18.2	-	4.6	(7.0)	5.9
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Overall impact on the Bank's PBT was £5.9m

### The co-operative bank Warwick 1 – balance sheet & capital impact

Warwick 1 securitisation was a significant deleveraging event – reduced credit RWAs by £856.2m, increased CET1 by £10.7m due to gains on asset sales of £5.9m and a reduction in EL Gap of £4.8m

Balance Sheet – Net Carrying Value											
	31 Dec 14 <sup>1</sup>	Contractual repayments	Redemptions			Fair value amortisation	Other	Pre- Warwick 30 Jun 15	Impact of Warwick 1	Accounting reclassification post Warwick 1	30 June 2015 <sup>3</sup>
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Optimum Balance Sheet											
Gross customer balances	6,450.1	(35.7)	(191.9)	(9.4)			(0.1)	6,213.0	(1,493.7)		4,719.3
Allowance for losses	(21.9)				14.2		0.4	(7.3)	18.2	(20.4)	(9.5)
Fair value adjustments	(76.3)					1.5	0.1	(74.7)	4.6	20.4	(49.7)
Other accounting											
adjustments	4.3						15.7	20.0			20.0
Net carrying value	6,356.2	(35.7)	(191.9)	(9.4)	14.2	1.5	16.1	6,151.0	(1,470.9)	-	4,680.1

RWAs (£m)						
	31 Dec 14	Disposal of Optimum assets	Warwick 1 Class A Notes	Other Movements	30 Jun 15	
	£m	£m	£m	£m	£m	
Optimum credit RWAs	3,526.0	(856.2)	-	(41.0)	2,628.8	
Warwick Finance 1 RMBS credit RWAs <sup>1</sup>	-	-	52.1	-	52.1	
Total	3,526.0	(856.2)	52.1	(41.0)	2,680.9	

#### Warwick 1 contributed a benefit of 1.2% to the Bank's CET1 ratio in H1 15

<sup>1</sup> Refer to note 1.3.1 for further information on loans and advances to customers at 31 December 2014

<sup>2</sup>£14.2m decrease to allowance for losses, including parameter refresh and improvement in underlying asset quality

<sup>3</sup> Refer to note 1.3.1 for further information on loans and advances to customers at 30 June 2015

### **Fair value amortisation**

#### Fair value adjustments associated with the Britannia merger continue to impact the accounts

#### Overview

- At the time of the merger with Britannia in 2009, Leek note securitisations were brought on to the balance sheet as liabilities below par. This created a credit in the merger reserve account (retained earnings) and a debit in carrying value
- As the notes redeem to par, generates a fair value amortisation unwind as per Note 20 of the 2015 Interim Financial Report, which is a below the line item on the income statement
- Note that the Fair Value Amortisation line item in the management income statement reflects total bank fair value amortisation not just the Leek notes
- Note that the deferred tax liabilities offset part of the Leek note unwind from a balance sheet perspective

### **Illustrative Impact**

	2015	2016	2017
Leek unwind	(145)	(176)	(58)
Deferred tax liabilities	28	37	12
Income statement impact			
Profit before tax	(145)	(176)	(58)
Tax	28	37	12
Net	(117)	(139)	(46)
Balance sheet impact			
Assets	-	-	-
Debt securities in issue	145	176	58
Deferred tax liabilities	(28)	(37)	(12)
Liabilities	117	139	46
Equity	(117)	(139)	(46)
CET1 impact	(117)	(139)	(46)

### **Recent UK tax changes**

### **Overview of recent Budget announcements relevant for UK banks**

#### **Carryforward Losses (April 2015)**

- Treatment of bank carryforward losses in the UK changed in April 2015 – losses incurred post April 2015 have to be utilised first with losses prior to April 2015 being utilised once those losses have been exhausted
- Even then, those losses can only be applied to 50% of taxable profit in any one year

### Bank Surcharge (July 2015)

- New 8% corporation tax surcharge on bank profits will be introduced from 1 January 2016.
- Surcharge is an incremental tax over and above corporation tax and applies to different taxable profits than corporation tax
- Profits to which the surcharge applies are the total taxable profits as calculated for corporation tax purposes excluding (i) group relief from non-banking companies and (ii) brought forward losses where the losses arose prior to 1 January 2016. In addition, there is a £25m group allowance to reduce the taxable profits in the year which if not utilised will be lost and cannot be carried forward
- Expect to incur tax losses in 2016 which should be available to offset against the bank surcharge on any subsequent profits
- Potentially affects timing of DTA recognition

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The ability of the Bank to implement its revised plan and to achieve the results set out in the plan requires the regulators' continued acceptance of the plan and entails particular challenges including (but are not limited to): ability to execute a substantial re-engineering of the Bank's operating model and a very large and complex IT remediation programme; ability to achieve targeted cost savings; ability to retain customers and deposits; the timing and quantum of impacts to capital from the Bank's asset reduction exercise; meeting its planned improvements in net interest margin; a possible deterioration in the quality of the Bank's asset portfolio; unplanned costs from (for example) conduct risk matters; ability to maintain the Bank's access at an appropriate cost to liquidity and funding and the ability of the Bank to raise further capital assumed in its revised plan. Additional risks and uncertainties are included in the Bank's 2015 Interim Report.

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