Our Journey in Creating a Memorable Customer Experience
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Message from the Chairman

Dear Customers Bank Team Member:

This booklet is about who we are and where we are headed, and about you – a valued Team Member. To us, success means having a clear strategy and moving forward by working harder, working smarter, working together, executing our strategy, having fun and participating in the results.

Customers Bank is growing. Our success is due in large part to our philosophy and culture that touches every area of our organization -- “putting the needs of our customers first.” We are committed to an entirely new way of banking featuring a sophisticated level of high touch relationship banking, supported by superior technology and providing the ultimate in convenience and customized service. Our growth, profitability and investor confidence attests that our strategy is sound. At the end of the day, it is all about execution. Establishing the right behaviors and clear expectations for all Team Members is just the foundation. Every Team Member needs to know what Customers Bank is and what it stands for, our culture, who our target customers are, and how we make money in order to effectively impact our ability to succeed. This booklet addresses these important issues and sets the stage for our success.

Regardless of our position, our individual responsibilities, what businesses we are part of, or where we live or work, we all share certain values that hold us together. We all should know our vision, or our dream, and our mission, or the path we are taking to achieve that dream. We need to be clear and passionate about our values and guiding principles, and discuss them, challenge them and live them each day. Our unwavering commitment to our critical success factors (the five drivers that we believe make the greatest impact in our financial and operating performance), and our brand of memorable customer experiences set us apart from the competition. Moreover, we believe that our journey to continue to establish Customers Bank as a great company to work for, like our shared values, begins with our Team Members always being focused on continuous improvement.

I am excited about our team’s continuous journey “to be the best we can be” and am looking forward to your continued involvement in our success.

Sincerely,

Jay

Jay Sidhu
Customers Bank  
What We Stand For

Vision (our dream)

“We want to build a highly successful Bank that consistently puts our customers first.”

Mission (the path)

“We achieve our Vision by taking pride in delivering memorable service to our customers, seven days a week, combining high touch service with superior technology and always providing good value to our customers.”

Values

“We execute on our Mission by adhering to the following Values”:

• Always putting the customers first
• Having mutual trust and respect among all with whom we deal
• Practicing the highest level of integrity
• Delivering exceptional results with a positive attitude by working hard and having fun

Critical Success Factors (what we consider most important)

We will never deviate from the following five critical success factors:

• We will always put our customers first and execute that strategy by having the best people on our team.
• Always attempt to maintain highest quality loans and investments on our books.
• Have best systems and practices in place to manage all risks we encounter as we run a profitable bank.
• Strive to grow our revenues 2X greater than expenses.
• Maintain strong capital levels.
Customers Bank
Our Culture - Our Team Members

We expect nothing but the best from our Team Members and always exude a positive, winning attitude so that we create an atmosphere where Team Members are happy to come to work each day because they are coming to a place that provides opportunity, energy and a place to learn and grow. We help our Team Members develop by always learning to do things better through continuous improvement.

Our Team Members find solutions. Our Team Members are encouraged to speak up when they see problems. Our Team Members are willing to solve issues by having the courage to tackle issues, admit mistakes and move on to a solution. Our Team Members are winners.

**Winners vs. Losers**

The Winner - is always part of the answer  
The Loser – is always part of the problem

The Winner - always has a program  
The Loser - always has an excuse

The Winner - sees an answer for every problem  
The Loser - sees a problem for every answer

The Winner - sees a green near every sand trap  
The Loser - sees two or three sand traps near every green

The Winner - says, “It may be difficult, but it’s possible”  
The Loser – says, “It may be possible, but it’s difficult”
Customers Bank
Our Approach to Getting Things Done – Working Together

At Customers Bank, we believe in working hard, working smart, working together, and having fun to deliver memorable customer experiences.

Working hard
It is our belief that accepting responsibility and accountability, finishing a task and self-discipline are essential to success. We believe staying focused on priorities and managing time effectively and efficiently will lead to superior results and a balanced life. We first set clear goals and targets and ask “how much, of what, by when?”. This framework, coupled with our customer service behaviors, helps us accomplish the results we need to be successful.

Working smart
Working smart and staying focused starts with understanding the concepts found in this booklet. It means understanding both our internal and external environment. For example, asking a question why are we doing this or always asking ourselves if there is a better way to do this.

Working together
Working together toward common goals requires high levels of selflessness; a willingness to put the team’s and our customer’s goals first and our own personal recognition aside. It is building teams with people who feel comfortable discussing their strengths and weaknesses and who will enlist the support of other Team Members.

Having fun
We strive to create a family-type atmosphere where Team Members’ values are respected. Team Members enjoy coming to work because they are helping build something in which they believe – and are being recognized for their contributions.

“The teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.”

– Anonymous
Customers Bank

Our Approach to Getting Things Done – Building and Maintaining Trust

At the center of our culture is our ability to build and maintain trust. We accomplish this by using our core behaviors:

1. Treating everyone with mutual trust and respect
2. Practicing the highest level of integrity
3. Producing exceptional results with a positive attitude by working hard, having fun and winning
4. Having courage to discuss and tackle tough issues and finding solutions
5. Acknowledging our mistakes and recovering quickly
6. Assuming responsibility and accountability for our actions
7. Setting clear, specific goals and expectations to always measure our progress against those goals
8. Focusing on continuous improvement
9. Speaking and acting with openness and honesty
10. Being genuine
11. Honoring our commitments by doing what we said we would do
12. Listening to each other’s point-of-view and asking questions when appropriate
13. Providing and accepting feedback
14. Celebrating and recognizing our Team Members’ accomplishments

Such behaviors serve as the core of a culture of trust – and trust allows us to create unparalleled success, great leadership and the ability to get things done quickly.
Customers Bank

Customer Service

Customers Bank stands for a “new way of banking.” As a team we take pride in always putting our customers first by delivering a new level of high tech, high touch banking convenience and customized service to customers.

This new level of banking convenience includes appointment and concierge banking available 12 hours a day / 7 days a week, individualized financial packages, advanced online banking tools including opening accounts at customers’ homes and offices and direct access to senior management.

From our front-line CSRs to Executive Management, our entire team is passionate and totally committed 100% of the time to deliver on our brand of putting the needs of our customers first; one customer at a time. No excuses.

Our Team Members are:

- Dedicated to creating a positive, memorable customer experience
- Committed to doing what we say we do by putting the needs of the customer first
- Expected to look for ways to constantly improve the customer’s experience
- Responsible for taking ownership for the customer’s needs while exceeding their expectations
- Empowered to make customer service decisions

What we do for customers:

- Make them more money
- Save them money
- Protect their money
- Save them time
- Lend them money

“Service is the lifeblood of any organization. Everything flows from it and is nourished by it. Customer service is not a department...it’s an attitude.”

– Successories
Customers Bank
How We Make Money

Since every Team Member impacts our profits, we need to make sure that all of us fully understand how our company makes money.

We grow revenue by:

- Making good loans with good margins... that result in... + Interest Income
- Hold “A” grade investment securities... that result in... + Interest Income
- Sell other financial services... that result in... + Fee Income
- Collect fees for deposits, loans, cash management, capital markets, etc. + Fee Income

All these add up to total revenues $

We attempt to avoid mistakes from:

- Bad loans.., increase expenses and reserves... - Provisions / Charge-offs
- Bad checks, fraud, etc... increase our losses... - Losses

We attract deposits:

- Core and other at lowest possible rates... - Interest Expense

We invest in our Team Members:

- Salary / Benefits

Our Team Members need systems, space, computers, etc.:

- Operating Expense

We pay Uncle Sam and other taxes:

- Tax Expense

OUR GOAL: Growth of Net Income (total revenue minus all expenses) of about 10%-15% a year - Net Income

Earnings Per Share (Net Income divided by number of shares) - EPS

As a Team Member, you can positively affect Customers Bank’s ability to make more money by assisting us in one or more of the above areas; all of which can generate more money, manage costs and find ways to reduce, manage or minimize expenses.
Our Journey to be the Best Begins with all Team Members...

1. Consistently exceeding the expectations of their job responsibilities
   - Taking their job to the next level; exceeds goals
   - Going the extra mile for customers, both internal and external; taking ownership for the customer’s request even though it’s not their department nor their job; providing timely updates and following through until there is a resolution
   - Treating all customers – internal and external – and vendors with professionalism and courtesy

2. Going above and beyond to delight the customer – internal and external
   - Always modeling putting the “customer first” behaviors – walks the walk and talks the talk; making the customers say “WOW.”
   - Volunteering to help another department complete a time-sensitive project
   - Receiving multiple comments from customers expressing their appreciation for exceptional service and follow through

3. Displaying a positive, can-do attitude even in adverse circumstances
   - Provides solutions instead of excuses and finds ways to overcome objections
   - Not afraid to “stick their neck out” for the good of the customer & company while mindful of applicable laws and regulations
   - Fosters a positive work environment with a strong belief in teamwork

4. Looking for ways to do things faster, better and cheaper while keeping their eye on the customer’s experience and compliance
   - Innovative thinking leading to process/procedural improvements; their implemented suggestion(s) reduces expenses
   - Challenges the status quo “that’s the way we have always done that,” with a strong desire to be part of the solution and not the problem
   - Thinks out-of-the-box utilizing their creativity; always obeying laws and regulations

5. Working collaboratively across business units to improve a process and procedure
   - Seeks assistance from other Team Members to create a “win-win” solution for customers, both external and internal
   - Actively promotes and supports team work
   - Looks for ways to be part of the solution and not the problem
Our Journey to be the Best - Continuous Improvement

What does it mean and how do we get there? It means that everyone at Customers Bank is committed to a continuous journey to make themselves, their jobs and the company the best it can be. It means being actively engaged and always thinking, challenging yourself and others, communicating with one another, asking questions and making suggestions for improvement.

1. Start with assessing yourself, your current job or area and create an honest appraisal of where improvement is needed - empower your workforce and teammates to help with improvement.

2. Ask customers- internal and external - for feedback - this will help you with your assessment.

3. Set that target of exceptional/memorable customer service delivery to help establish customer loyalty - merge results and behaviors that will exceed customer expectations.

4. Establish metrics and create a process to track. Where measures fall short, correct promptly.

5. Make promises – and deliver to assure ongoing customer satisfaction- no excuses.

6. Maintain, inspect and verify the quality of your delivery, results and customer experience, constantly asking what memorable means.

7. Recognize those Team Members that deliver - show pride and “say” Thank you!

“A journey of a thousand miles begins with a single step.”
– Confucius
“Coming together is a beginning. Keeping together is progress. Working together is success.”
– Henry Ford

“The greatest thing in this world is not so much where we are, but in what direction we are moving.”
– Oliver Wendell Holmes