

February 12, 1993

Atlanta, GA

Good morning and welcome to the second day of the fourth annual Southern Banking Law Conference. My name is Robert P. Forrestal, and I am President of the Federal Reserve Bank of Atlanta. It is ~~my~~ *a honor for me a great pleasure a honor for me* pleasure this morning to introduce our keynote speaker, John B. McCoy.

But first I would like to take this opportunity to say how pleased we are, as co-sponsors of this conference, with the depth and scope of support which your attendance demonstrates. It has been a pleasure to watch this conference grow and develop over the years. I don't flatter myself that it has been my annual letter invitation which results in such good support. The total package ~~we~~ *at the* and Georgia State are offering must be meeting a need, and I am pleased ~~by~~ *at the Federal Reserve* that. *this is the case*

An important part of that package is presenting speakers who are making significant contributions to the industry. Our keynote speaker this year is certainly one example. On January 21, 1993, the American Banker named John B. McCoy, Chairman and CEO of Banc One, Banker of the Year.

This is the first time that we at the Southern Banking Law Conference have had the foresight to invite the Banker of the Year to deliver our keynote address. I wish that all my economic forecasts would be so fortuitous.

In its review of John's accomplishments, entitled "Master Builder," the American Banker attributes the success of Banc One to John's acquisition and marketing strategies. He has guided the organization through over 100 acquisitions all the while understanding, in the American Banker's words, "the difference between constructive assimilation and crude empire-building." His marketing strategy emphasizes customer retention and distinctive service -- policies which he predicts will yield a steady growth in market share.

These strategies have produced measurable results. In 1992 alone, Banc One's assets skyrocketed from \$15 billion to \$61 billion, while yielding a return on assets of 1.34%, well over the industry average.

When all pending acquisitions are completed, John will preside over a \$74 billion corporation with 50,000 employees and 1,300 offices in 11 states.

John developed his management style and successful strategies in the Banc One organization, which he joined in 1970 after earning degrees from Williams College and Stanford University Graduate School of Business. He probably began his career with a head start in knowledge of banking because he is the third generation of McCoys to be associated with the Banc One organization.

However, John is farther ahead of the pack than even this head start would justify. He is clearly a man of vision and purpose, who has much to share with us about how to lead a banking organization to success in our highly regulated industry.

It is my pleasure to present John B. McCoy.