## FFIC FLUSHING <br> Financial Corporation


"Small Enough To Know You.
Large Enough To Help You."

## KBW Community Bank Investor Conference

August 4, 2021

## Safe Harbor Statement

"Safe Harbor" Statement under the Private Securities Litigation Reform Act of 1995: Statements in this Presentation relating to plans, strategies, economic performance and trends, projections of results of specific activities or investments and other statements that are not descriptions of historical facts may be forwardlooking statements within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. Forward-looking information is inherently subject to risks and uncertainties, and actual results could differ materially from those currently anticipated due to a number of factors, which include, but are not limited to, risk factors discussed in the Company's Annual Report on Form 10-K for the fiscal year ended December 31, 2020 and in other documents filed by the Company with the Securities and Exchange Commission from time to time. Forwardlooking statements may be identified by terms such as "may", "will", "should", "could", "expects", "plans", "intends", "anticipates", "believes", "estimates", "predicts", "forecasts", "goals", "potential" or "continue" or similar terms or the negative of these terms. Although we believe that the expectations reflected in the forwardlooking statements are reasonable, we cannot guarantee future results, levels of activity, performance or achievements. The Company has no obligation to update these forward-looking statements.

## Key Messages

> Leading Community Bank in the Greater NYC Area

- Well Diversified Loan Portfolio
- History of Sound Credit Quality since IPO in 1995
- Asian Banking Niche
- 1MM Increase in Share Repurchase Authorization


## Returns Strengthened From Pre-Pandemic Levels

|  | 1H21 |  | 1H2O |  | 2020 |  | 2019 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Reported Results |  |  |  |  |  |  |  |  |
| EPS | \$1.21 |  | \$0.58 |  | \$1.18 |  | \$1.44 |  |
| ROAA | 0.93 | \% | 0.47 | \% | 0.48 | \% | 0.59 | \% |
| ROAE | 12.11 |  | 5.95 |  | 5.98 |  | 7.35 |  |
| NIM FTE | 3.16 |  | 2.66 |  | 2.85 |  | 2.47 |  |
| Core ${ }^{1}$ Results |  |  |  |  |  |  |  |  |
| EPS | \$1.26 |  | \$0.55 |  | \$1.70 |  | \$1.65 |  |
| ROAA | 0.97 | \% | 0.44 | \% | 0.68 | \% | 0.68 | \% |
| ROAE | 12.64 |  | 5.57 |  | 8.58 |  | 8.42 |  |
| NIM FTE | 3.10 |  | 2.73 |  | 2.87 |  | 2.49 |  |

- GAAP diluted EPS $\$ 1.21$ in 1 H 21 compared to $\$ 0.58$ a year ago; Core diluted EPS of $\$ 1.26$, up $129 \%$ YoY
- GAAP ROAA and ROAE of $0.93 \%$ and $12.11 \%$, respectively in 1 H 21 ; Core ROAA and ROAE of $0.97 \%$ and 12.64\%, respectively, and improved significantly YoY
- 1H21 GAAP NIM increased 50 bps YoY; Core NIM up 37 bps YoY
- Period end loans, excluding Empire, increased ~2\% from a year ago
- 1H21 Average deposits, including mortgage escrow, rose $26 \%$ YoY
- Credit quality remains solid with declining NPAs and only 11 bps of NCOs in 1 H 21
- Tangible book value per share of $\$ 20.51$; TCE/TA of $7.80 \%$ at June 30, 2021


## Flushing Financial Snapshot (NASDAQ: FFIC)

## 2Q21 Key Statistics

| Balance Sheet |  | Performance |  |
| :---: | :---: | :---: | :---: |
| Assets | \$8.2B | Core ROAA | 1.11\% |
| Loans | \$6.7B | Core ROAE | 14.27\% |
|  |  | Efficiency Ratio ${ }^{2}$ | 53.4\% |
| Deposits | \$6.4B ${ }^{1}$ | Tangible Book Value | \$20.51 |
| Equity | \$0.7B | Dividend Yield | 3.8\% ${ }^{3}$ |
| Footprint |  |  |  |
| Deposits onlin | branches ting of iG | multi-cultural neighborh banking.com ${ }^{\oplus}$ and Bank | and our |



## Competitive Advantages

## Strong Franchise and Diverse Business Mix

- Diversified loan portfolio with focus on commercial business loans, multi-family mortgages, and commercial real estate
- Current/historical strong credit and capital positions


## Track Record of Long Term Outperformance

- Of the 69 publicly traded banks in Flushing's markets in 1995, only 9 remain, with FFIC has a total return of $979 \%$ compared to $760 \%$ for the peer median ${ }^{4}$ and $1060 \%$ for the S\&P 500 Total Return ${ }^{4}$
- Relative to peers ${ }^{5}$, FFIC has outperformed since its IPO date of 11/21/95 or the IPO of its peers by 452 percentage points and the BKX by 449 percentage points


## Strategic Opportunities

- Increase customer usage of mobile and online banking technology platform
- Optimizing funding mix through internet banks and Asian initiatives
- Proactively managing balance sheet to enhance net interest income


## Strong Asian Banking Market Focus

## Asian Communities - Total Loans \$684MM and Deposits $\$ 885 \mathrm{M}$

14\%
of Total Deposits

## \$28B

Market Potential ( $\sim 3 \%$ Market Share ${ }^{1}$ )
7.0\%

FFIC 5 Year Asian Market CAGR vs $5.7 \%{ }^{1}$ for the
Comparable Asian Markets

Sponsorships of Cultural Activities Support New and Existing Opportunities

## Experienced Executive Leadership Team

|  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| John Buran <br> President and CEO | $\begin{aligned} & \text { Maria Grasso } \\ & \text { SEVP, COO, } \\ & \text { Corporate Secretary } \end{aligned}$ | Susan Cullen SEVP, CFO, Treasurer | Francis Korzekwinski SEVP, Chief of Real Estate | Michael Bingold SEVP, Chief Retail and Client Development Officer |
| FFIC: 20 years Industry: 44 years | 15 years 35 years | 5 years 30 years | 27 years <br> 31 years | 8 years 38 years |



Executive Compensation and Insider Stock Ownership (5.7\% ${ }^{2}$ ) Aligned with Shareholder Interests

## Emerging from the Pandemic a Stronger Company

## GAAP and Core EPS vs. Street Consensus



- Since the end of 2019 (the last pre-pandemic year)
- Closed the Empire National Bank acquisition; adding \$1B of assets
- Enhanced earnings power
- NIM expansion
- Improved efficiency
- Asset quality remains pristine with minimal credit losses
- Tangible book value has increased even with the dilution from the Empire Bank acquisition
- Significantly enhanced digital banking platforms
- Board of Directors authorized a 1MM share increase in share repurchase authorization


## Positive Outlook Post Pandemic

Loan Pipeline Up 39\% YoY
(\$MM)


- New York City is re-opening
- Asian market activities and events are restarting as restrictions are lifted
- Possible market disruption
- Numerous bank mergers announced within footprint
- Digital Growth Continues ${ }^{1}$
- Customer base continued to use mobile and digital banking products
- Looking to expand Fintech partnerships after initial assessment
- Loan pipelines up 39\% YoY
- Expecting loan growth, excluding PPP, to accelerate


## 25 Year Track Record of Steady Growth

Assets (\$B)
Total Gross Loans (\$B)
Total Deposits (\$B)


Core EPS (\$)
Dividends per Share (\$)
Tangible Book Value per Share (\$)


## Strategic Objectives



## ENSURE

appropriate riskadjusted returns for loans while optimizing cost of funds


## MANTAN

strong historical
loan growth

3
4

ENHANGE
core earnings power by improving scalability and efficiency

MANAGE
asset quality with consistently disciplined underwriting


## Core NIM Expansion Continues in 2021



Base NIM FTE
$2.83 \% \quad 2.81 \% \quad 2.40 \%$ 2.80\% 3.04\%

## Forward Starting Swaps Help Protect NIM from Rising Short-Term Rates

- NIM stability as assets reprice slower than liabilities
- Our balance sheet naturally improves over the next two years without any actions and we can take, or have already taken, the following actions
- \$592MM of effective swaps at $1.95 \%$ that pull down the NIM; the majority mature by the end of 2023
- $\$ 405 \mathrm{MM}$ of forward starting swaps at $0.77 \%$ that largely replace the current effective swaps
- On average the forward starting swaps begin in early 4Q22, which is ahead of the Fed's timing on rate increases in 2023
- Extending the duration of liabilities to better match our assets; we will take further actions opportunistically
- Continue to grow C\&I portfolio and use back-to-back loan swap program to add shorter duration loans


## Loan Growth, Excluding PPP, Expected to Accelerate in 2H21; Loan Pipeline Up 39\% YoY



## Commercial Business Loans are 49\% of Total Loans

Commercial Business Loans of \$3.3B


- Non-Owner Occupied CRE - Owner Occupied CRE
- Construction -C\&I
- Businesses in the New York City metro area with sales of up to \$250MM
- Offering lines of credit, term loans including owner occupied mortgages; non-owner occupied CRE generally secured by in market properties
- Loans are secured by business assets, generally require personal guarantees
- Origination are generally \$100,000 to \$10MM
- ARMs with adjustment periods of 5 years for owner occupied mortgages
- Lines of credit are generally floating rates with month adjustment period and have floors


## Well Secured Multi-Family and CRE Portfolios with DCR of 1.8x

Multi-Family Geography


- Average loan size: $\$ 1.1 \mathrm{MM}$
- Average monthly rent of $\mathbf{\$ 1 , 3 0 7}$ vs $\$ 2,799^{1}$ for the market
- Weighted average LTV ${ }^{2}$ is $46 \%$, only $\$ 11 \mathrm{MM}$ of loans with an LTV above 75\% LTV
- Weighted average DCR is $\sim 1.8 x^{3}$
- Borrowers typically do not sell properties, but refinance to buy more properties

Non-Owner Occupied CRE Geography


- Average loan size: $\$ 2.2 \mathrm{MM}$
- Weighted average $L^{2} V^{2}$ is $51 \%$, no loans with and LTV above 75\%
- Weighted average DCR is $\sim 1.8 x^{3}$
- Borrowers have $\sim 49 \%$ equity
- Require primary operating accounts

Underwrite Real Estate Loans with a Cap Rate in Mid-5s and Stress Test Each Loan

## Loans Secured by Real Estate Have an Average LTV of 38\%



## Multi-Family

- In market lending
- Review net operating income and the collateral plus the financial resources and income level of the borrower (including experience in managing or owning similar properties)
- ARMs adjust each 5-year period with terms up to 30 years and comprise $81 \%$ of the portfolio; prepayment penalties are received for every 5 -year reset period


## Commercial Real Estate

- Secured by in market office buildings, hotels/motels, small business facilities, strip shopping centers, and warehouses
- Similar underwriting standards as multi-family
- ARMs adjust each 5-year period with terms up to 30 years and comprise $80 \%$ of the portfolio


## \$201MM Office Real Estate Portfolio; WALTV of 55\%

Office CRE Geography


- ~3\% of Total Loans
- WALTV of 55\%
- Average loan size of $\$ 2.5 \mathrm{MM}$
- \$5.7MM in Manhattan
- Less than 3\% of Office CRE
- WALTV of $36 \%$
- $53 \%$ Healthcare or Medical Office
- WALTV of 53\%


## PPP: Forgiveness Increases and Should Continue in 2H21



## Scaling through Digital Banking Growth

## 38\%

Increase in Monthly Mobile Active Users YoY

## ~3,500

Monthly Mobile Deposit Items Processed


YoY Growth
\$6.6M+
Monthly Mobile Deposit
Volume Processed
231\%
YoY Growth

## 21\%

Digital Banking Enrollment Growth Since 2Q20

## Low Historical Net Charge-Offs

## NCOs / Average Loans



- Over two decades and multiple credit cycles, Flushing has a history of better-than-industry credit quality
- Average LTV on the real estate portfolio is $38 \%$
- Only $\$ 38 \mathrm{MM}$ of real estate loans with an LTV of $75 \%$ or more ${ }^{2}$


## Solid Credit Quality; Outperforming Peers

Rising Coverage Ratio
(\$MM)

30\% LTV on 2Q21 NPAs
(\$MM)


## Outlook and Key Messages

$\checkmark$ Loan growth, excluding PPP, poised to accelerate in 2 H 21

- New York City economy reopening; full reopening expected
- Loan pipeline up 39\% YoY; 15\% QoQ
- Line utilization has rebounded
- \$197MM PPP headwind as forgiveness continues
$\checkmark$ Core Net Interest Income to benefit from loan growth, redeployment of PPP forgiveness proceeds and investment of short-term liquidity
- Interest-earning deposits and federal funds averaged \$242MM in 2Q21
- Current loan yields exceed the quarterly average for PPP loans
$\checkmark$ Ability to repurchase stock with additional 1MM share authorization
$\checkmark$ Tangible capital building as expected; on track to approach 8\% target
$\checkmark$ Low risk business model; 3.8\% ${ }^{1}$ dividend yield
- NCOs of 5 bps
- Average LTV on real estate loans totals 38\%
$\checkmark$ Exceeded through-the-cycle goals (ROAA $\geq 1 \%$ and ROAE $\geq 10 \%$ ) in 2Q21 with or without the benefit for credit losses


Appendix

## Cost of Funds Continues to Decline; Funding Mix Improves


$\llbracket$ Non-interest Bearing $\llbracket$ NOW Accounts $■$ Savings $\llbracket$ Money Market $\llbracket C D s \llbracket$ Mortgage Escrow

Improved Funding Mix


## Reduced Reliance on CDs \& Borrowings; Increased Non-interest Bearing Deposits

## Solid Capital Ratios; Low Risk Business Model

Book Value of \$21.16

## Empire National Bank Dilution Recovered in 9 Months



## Reconciliation of GAAP Earnings and Core Earnings

## Non-cash Fair Value Adjustments to GAAP Earnings

The variance in GAAP and core earnings is partly driven by the impact of non-cash net gains and losses from fair value adjustments. These fair value adjustments relate primarily to swaps designated to protect against rising rates and borrowing carried at fair value under the fair value option. As the swaps get closer to maturity, the volatility in fair value adjustments will dissipate. In a declining interest rate environment, the movement in the curve exaggerates our mark-to-market loss position. In a rising interest rate environment or a steepening of the yield curve, the loss position would experience an improvement.

Core Net Income, Core Diluted EPS, Core ROAE, Core ROAA, Core Net Interest Income FTE, Core Net Interest Margin FTE, Base Net Interest Income FTE, Base Net Interest Margin FTE, Core Interest Income and Yield on Total Loans, Base Interest Income and Yield on Total Loans, Core Non-interest Income, Core Noninterest Expense and Tangible Book Value per common share are each non-GAAP measures used in this presentation. A reconciliation to the most directly comparable GAAP financial measures appears below in tabular form. The Company believes that these measures are useful for both investors and management to understand the effects of certain interest and non-interest items and provide an alternative view of the Company's performance over time and in comparison to the Company's competitors. These measures should not be viewed as a substitute for net income. The Company believes that tangible book value per common share is useful for both investors and management as these are measures commonly used by financial institutions, regulators and investors to measure the capital adequacy of financial institutions. The Company believes these measures facilitate comparison of the quality and composition of the Company's capital over time and in comparison to its competitors. These measures should not be viewed as a substitute for total shareholders' equity.

These non-GAAP measures have inherent limitations, are not required to be uniformly applied and are not audited. They should not be considered in isolation or as a substitute for analysis of results reported under GAAP. These non-GAAP measures may not be comparable to similarly titled measures reported by other companies.

## Reconciliation of GAAP Earnings and Core Earnings

| (Dollars In thousands, except per share data) | Years Ended |  |  |  |  |  |  |  |  |  | Six Months Ended |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | December 31,$2020$ |  | December 31, <br> 2019 |  | December 31, <br> 2018 |  | December 31, <br> 2017 |  | $\begin{gathered} \text { December 31, } \\ 2016 \end{gathered}$ |  | $\begin{gathered} \hline \text { June } 30, \\ 2021 \\ \hline \end{gathered}$ |  | $\begin{gathered} \hline \text { June } 30, \\ 2020 \\ \hline \end{gathered}$ |  |
| GAAP income (loss) before income taxes | \$ | 45,182 | \$ | 53,331 | \$ | 65,485 | \$ | 66,134 | \$ | 106,019 | \$ | 51,640 | \$ | 22,484 |
| Day 1, Provision for Credit Losses - Empire transaction |  | 1,818 |  | - |  | - |  | - |  | - |  | - |  | - |
| Net (gain) loss from fair value adjustments |  | 2,142 |  | 5,353 |  | 4,122 |  | 3,465 |  | 3,434 |  | 5,566 |  | (4,212) |
| Net (gain) loss on sale of securities |  | 701 |  | 15 |  | 1,920 |  | 186 |  | $(1,524)$ |  | (123) |  | 91 |
| Life insurance proceeds |  | (659) |  | (462) |  | $(2,998)$ |  | $(1,405)$ |  | (460) |  | - |  | (659) |
| Net gain on disposition of assets |  | - |  | (770) |  | (1,141) |  | - |  | $(48,018)$ |  | (621) |  | - |
| Net (gain) loss from fair value adjustments on qualifying hedges |  | 1,185 |  | 1,678 |  | - |  | - |  | - |  | (763) |  | 2,438 |
| Accelerated employee benefits upon Officer's death |  | - |  | 455 |  | 149 |  | - |  | - |  | - |  | - |
| Prepayment penalty on borrowings |  | 7,834 |  | - |  | - |  | - |  | 10,356 |  | - |  | - |
| Net amortization of purchase accounting adjustments |  | 80 |  | - |  | - |  | - |  | - |  | $(1,207)$ |  | - |
| Merger expense |  | 6,894 |  | 1,590 |  | - |  | - |  | - |  | 483 |  | 1,123 |
| Core income before taxes |  | 65,177 |  | 61,190 |  | 67,537 |  | 68,380 |  | 69,807 |  | 54,975 |  | 21,265 |
| Provision for income taxes for core income |  | 15,428 |  | 13,957 |  | 11,960 |  | 22,613 |  | 25,855 |  | 15,008 |  | 5,468 |
| Core net income | \$ | 49,749 | \$ | 47,233 | \$ | 55,577 | \$ | 45,767 | \$ | 43,952 | \$ | $\xrightarrow{39,967}$ | \$ | $\underline{\text { 15,797 }}$ |
| GAAP diluted earnings (loss) per common share | \$ | 1.18 | \$ | 1.44 | \$ | 1.92 | \$ | 1.41 | \$ | 2.24 | \$ | 1.21 | \$ | 0.58 |
| Day 1, Provision for Credit Losses - Empire transaction, net of tax |  | 0.05 |  | - |  | - |  | - |  | - |  | - |  | - |
| Net (gain) loss from fair value adjustments, net of tax |  | 0.06 |  | 0.14 |  | 0.10 |  | 0.07 |  | 0.07 |  | 0.13 |  | (0.11) |
| Net (gain) loss on sale of securities, net of tax |  | 0.02 |  | - |  | 0.05 |  | - |  | (0.03) |  | - |  | - |
| Life insurance proceeds |  | (0.02) |  | (0.02) |  | (0.10) |  | (0.05) |  | (0.02) |  | - |  | (0.02) |
| Net gain on disposition of assets, net of tax |  | - |  | (0.02) |  | (0.03) |  | - |  | (0.95) |  | (0.01) |  | - |
| Net (gain) loss from fair value adjustments on qualifying hedges, net of tax |  | 0.03 |  | 0.05 |  | - |  | - |  | - |  | (0.02) |  | 0.06 |
| Accelerated employee benefits upon Officer's death, net of tax |  | - |  | 0.01 |  | - |  | - |  | - |  | - |  | - |
| Federal tax reform 2017 |  | - |  | - |  | - |  | 0.13 |  | - |  | - |  | - |
| Prepayment penalty on borrowings, net of tax |  | 0.20 |  | - |  | - |  | - |  | 0.21 |  | - |  | - |
| Net amortization of purchase accounting adjustments, net of tax |  | - |  | - |  | - |  | - |  | - |  | (0.03) |  | - |
| Merger expense, net of tax |  | 0.18 |  | 0.04 |  | - |  | - |  | - |  | 0.01 |  | 0.03 |
| NYS tax change |  | - |  | - |  | - |  | - |  | - |  | (0.02) |  | - |
| Core diluted earnings per common share ${ }^{(1)}$ | \$ | 1.70 | \$ | 1.65 | \$ | 1.94 | \$ | 1.57 | \$ | 1.52 | \$ | 1.26 | \$ | 0.55 |
| Core net income, as calculated above | \$ | 49,749 | \$ | 47,233 | \$ | 55,577 | \$ | 45,767 | \$ | 43,952 | \$ | 39,967 | \$ | 15,797 |
| Average assets |  | ,276,022 |  | 6,947,881 |  | 6,504,598 |  | 6,217,746 |  | 5,913,534 |  | 8,205,954 |  | 7,156,529 |
| Average equity |  | 580,067 |  | 561,289 |  | 534,735 |  | 530,300 |  | 496,820 |  | 632,238 |  | 576,006 |
| Core return on average assets ${ }^{(2)}$ |  | 0.68 |  | 0.68 \% |  | 0.85 |  | 0.74 |  | $0.74 \%$ |  | 0.97 |  | $0.44 \%$ |
| Core return on average equity ${ }^{(2)}$ |  | 8.58 |  | $8.42 \%$ |  | 10.39 |  | 8.63 |  | 8.85 |  | 12.64 |  | 5.57 \% |

## Reconciliation of GAAP Revenue \& Pre-Provision Pre-Tax Net Revenue



## Reconciliation of GAAP NII \& NIM to CORE and Base NII \& NIM



## Calculation of Tangible Stockholders' Common Equity to Tangible Assets

| (Dollars in thousands) |
| :--- |
| Total Equity |
| Less: |
| $\quad$ Goodwill |
| $\quad$ Core deposit Intangibles |
| Intangible deferred tax liabilities |
| $\quad$ Tangible Stockholders' Common Equity |
| Total Assets |
| Less: |
| $\quad$ Goodwill |
| $\quad$ Core deposit Intangibles |
| $\quad$ Intangible deferred tax liabilities |
| $\quad$ Tangible Assets |
| Tangible Stockholders' Common Equity to |
| Tangible Assets |


|  | $\begin{gathered} \text { June } 30, \\ 2021 \end{gathered}$ | December 31,$2020$ |  | December 31, 2019 |  | December 31, 2018 |  | December 31,$2017$ |  | $\begin{gathered} \text { December 31, } \\ 2016 \\ \hline \end{gathered}$ |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \$ | 655,167 | \$ | 618,997 | \$ | 579,672 | \$ | 549,464 | \$ | 532,608 | \$ | 513,853 |
|  | $(17,636)$ |  | $(17,636)$ |  | $(16,127)$ |  | $(16,127)$ |  | $(16,127)$ |  | $(16,127)$ |
|  | $(2,859)$ |  | $(3,172)$ |  | - |  | - |  | - |  | - |
|  | 287 |  | 287 |  | 292 |  | 290 |  | 291 |  | 389 |
| \$ | 634,959 | \$ | 598,476 | \$ | 563,837 | \$ | 533,627 | \$ | 516,772 | \$ | 498,115 |
| \$ | 8,159,345 | \$ | 7,976,394 | \$ | 7,017,776 | \$ | 6,834,176 | \$ | 6,299,274 | \$ | 6,058,487 |
|  | $(17,636)$ |  | $(17,636)$ |  | $(16,127)$ |  | $(16,127)$ |  | $(16,127)$ |  | $(16,127)$ |
|  | $(2,859)$ |  | $(3,172)$ |  | - |  | - |  | - |  | - |
|  | 287 |  | 287 |  | 292 |  | 290 |  | 291 |  | 287 |
| \$ | 8,139,137 | \$ | 7,955,873 | \$ | 7,001,941 | \$ | 6,818,339 | + | 6,283,438 | \$ | 6,042,647 |

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# FFIC FLUSHING 

