



**NCUA Q3-2025**

<\$2M

\$2-10M

\$10-\$50M

\$50-100M

\$100-500M

\$500M+

TOTAL

<10M

<\$50M

<\$100M

<\$500M

**DEMOGRAPHICS**

No. of Credit Unions	251	569	1,158	575	1,042	736	4,331	820	1,978	2,553	3,595
Avg Asset Size (\$Mil)	\$0.921	\$5.6	\$26.6	\$72.9	\$230.5	\$2,828.1	\$553.6	\$4.2	\$17.3	\$29.8	\$88.0
Pct of Credit Unions	5.8%	13.1%	26.7%	13.3%	24.1%	17.0%	100.0%	18.9%	45.7%	58.9%	83.0%
Pct of Industry Assets	0.0%	0.1%	1.3%	1.7%	10.0%	86.8%	100.0%	0.1%	1.4%	3.2%	13.2%

**GROWTH RATES**

Total Assets	0.8%	-6.2%	-4.4%	-5.6%	0.9%	6.1%	5.2%	-5.8%	-4.6%	-5.1%	-0.6%
Total Loans	-5.0%	-9.3%	-6.3%	-8.9%	-0.2%	5.5%	4.6%	-9.0%	-6.6%	-7.9%	-1.8%
- Direct Vehicle Loans	-5.0%	-9.4%	-6.0%	-8.1%	0.9%	6.2%	5.4%	-9.1%	-6.3%	-7.3%	-1.0%
- Indirect Vehicle Loans	-	134.1%	-13.7%	-16.8%	-6.3%	1.4%	0.6%	22.2%	-13.5%	-16.1%	-7.3%
- Real Estate Loans	-19.8%	-0.8%	-3.3%	-6.8%	3.9%	8.6%	8.0%	1.0%	-3.2%	-5.6%	2.4%
Total Shares	-0.2%	-5.6%	-3.8%	-5.5%	0.3%	5.1%	4.3%	-5.2%	-3.9%	-4.8%	-1.0%
- Checking & Savings	-3.1%	-7.7%	-5.2%	-7.9%	-0.9%	4.7%	3.4%	-7.3%	-5.4%	-6.8%	-2.6%
- Term CDs	33.3%	0.4%	0.6%	0.8%	-20.6%	7.1%	4.6%	0.7%	0.6%	0.7%	-16.5%
Net Worth	3.0%	-3.9%	0.8%	-1.7%	3.8%	7.9%	7.1%	-3.4%	0.3%	-0.8%	2.5%

**BALANCE SHEET ALLOCATION**

Net Worth Ratio	21.6%	18.8%	14.4%	13.6%	12.0%	11.2%	11.3%	19.0%	14.9%	14.2%	12.5%
Cash & Inv-to-Assets	50.6%	45.7%	43.8%	39.3%	28.8%	21.5%	22.9%	46.0%	44.0%	41.4%	31.9%
Loans-to-Total Assets	45.4%	51.1%	51.0%	54.4%	63.9%	72.4%	71.0%	50.8%	51.0%	52.8%	61.3%
Vehicle-to-Total Loans	61.9%	67.1%	51.8%	43.5%	35.4%	27.1%	28.3%	66.7%	53.3%	47.7%	38.0%
RELoans-to-Total Loans	0.8%	7.2%	29.6%	40.6%	50.1%	58.1%	56.8%	6.8%	27.3%	34.8%	46.9%
RELoans-to-Net Worth	1.7%	19.4%	104.7%	162.5%	267.7%	376.6%	355.4%	18.0%	93.6%	130.0%	230.2%
Indirect-to-Total Loans	0.0%	0.2%	3.3%	8.4%	14.4%	16.1%	15.7%	0.2%	3.0%	6.1%	12.7%
Loans-to-Shares	59.0%	63.5%	59.9%	63.3%	73.9%	85.6%	83.7%	63.2%	60.3%	62.0%	71.0%
Checking & Savings-to-Total Shares	89.9%	80.8%	71.9%	66.2%	57.2%	45.1%	47.1%	81.3%	72.8%	69.2%	60.1%
Pct of Non-term-Shares	90.5%	82.1%	77.5%	74.8%	69.5%	63.8%	64.8%	82.7%	78.0%	76.2%	71.1%
Term CDs-to-Total Shares	5.6%	14.0%	17.2%	19.1%	20.0%	29.9%	28.5%	13.5%	16.8%	18.1%	19.5%
Liquidity Ratio	26.4%	14.8%	9.9%	9.1%	8.3%	6.4%	6.7%	15.6%	10.5%	9.7%	8.7%
ST Funding Ratio	46.4%	34.1%	26.7%	22.2%	15.9%	11.0%	11.9%	27.4%	24.5%	18.0%	12.0%
ST Cash Flow Ratio	49.6%	37.9%	30.6%	26.4%	20.8%	16.6%	17.4%	38.7%	31.4%	28.6%	22.7%
Net Long Term Assets Ratio	3.1%	7.4%	20.1%	26.6%	32.2%	35.7%	34.9%	18.9%	23.2%	30.0%	34.9%

**LOAN QUALITY AND ADEQUACY OF RESERVES**

Loan Delinquency Rate	3.60%	1.52%	1.10%	0.94%	0.85%	0.96%	0.95%	1.14%	1.03%	0.89%	0.95%
Net Charge-off Rate	0.66%	0.60%	0.43%	0.44%	0.47%	0.81%	0.77%	0.45%	0.44%	0.46%	0.77%
"Misery" Index	4.26%	2.12%	1.53%	1.38%	1.32%	1.77%	1.72%	1.59%	1.47%	1.35%	1.72%
Core Delinquency Rate	3.44%	1.46%	1.04%	0.89%	0.76%	0.88%	0.88%	1.56%	1.08%	0.97%	0.80%
Core Net Charge-off Rate	0.44%	0.38%	0.30%	0.31%	0.35%	0.59%	0.56%	0.38%	0.30%	0.31%	0.34%
Core "Misery" Index	3.89%	1.83%	1.33%	1.20%	1.10%	1.47%	1.44%	1.94%	1.39%	1.28%	1.14%
RE Loan Delinquency	12.38%	1.29%	0.93%	0.82%	0.67%	0.78%	0.78%	1.37%	0.94%	0.86%	0.70%
Vehicle Loan Delinquency	3.34%	1.44%	1.06%	0.92%	0.84%	0.86%	0.87%	1.55%	1.12%	1.02%	0.89%
- Direct Delinquency	3.34%	1.45%	1.05%	0.87%	0.77%	0.70%	0.77%	1.56%	1.11%	1.00%	0.85%
- Indirect Delinquency	0.00%	0.31%	1.26%	1.09%	0.92%	0.91%	0.91%	0.31%	1.25%	1.12%	0.94%
Loss Allowance Ratio	2.86%	1.34%	0.91%	0.87%	0.89%	1.38%	1.33%	1.44%	0.96%	0.91%	0.90%
Current Loss Exposure	1.54%	0.66%	0.59%	0.55%	0.57%	0.63%	0.62%	0.72%	0.60%	0.57%	0.57%
Coverage Ratio (Adequacy of Reserves)	1.9	2.0	1.5	1.6	1.6	2.2	2.1	2.0	1.6	1.6	1.6

**EARNINGS:**

Gross Asset Yield	4.98%	5.00%	4.68%	4.59%	4.88%	5.28%	5.22%	5.00%	4.71%	4.64%	4.82%
Cost of Funds	0.60%	0.86%	0.90%	0.98%	1.33%	1.93%	1.84%	0.85%	0.90%	0.94%	1.24%
<b>Gross Margin</b>	<b>4.37%</b>	<b>4.14%</b>	<b>3.78%</b>	<b>3.61%</b>	<b>3.55%</b>	<b>3.35%</b>	<b>3.38%</b>	<b>4.16%</b>	<b>3.82%</b>	<b>3.70%</b>	<b>3.58%</b>
Provision Expense	0.35%	0.30%	0.24%	0.26%	0.35%	0.63%	0.59%	0.30%	0.25%	0.26%	0.32%
<b>Net Margin</b>	<b>4.03%</b>	<b>3.84%</b>	<b>3.54%</b>	<b>3.34%</b>	<b>3.20%</b>	<b>2.71%</b>	<b>2.79%</b>	<b>3.86%</b>	<b>3.57%</b>	<b>3.44%</b>	<b>3.26%</b>
Non-Interest Income	0.29%	0.53%	0.81%	0.95%	1.15%	1.04%	1.04%	0.52%	0.78%	0.87%	1.08%
Non-Interest Expense	5.00%	4.11%	3.59%	3.55%	3.65%	3.03%	3.11%	4.17%	3.65%	3.59%	3.64%
<b>Net Operating Exp</b>	<b>4.72%</b>	<b>3.58%</b>	<b>2.79%</b>	<b>2.60%</b>	<b>2.50%</b>	<b>1.99%</b>	<b>2.07%</b>	<b>3.65%</b>	<b>2.87%</b>	<b>2.72%</b>	<b>2.56%</b>
<b>Net Operating Return</b>	<b>-0.69%</b>	<b>0.27%</b>	<b>0.75%</b>	<b>0.75%</b>	<b>0.70%</b>	<b>0.72%</b>	<b>0.72%</b>	<b>0.21%</b>	<b>0.70%</b>	<b>0.72%</b>	<b>0.71%</b>
Non-recurring Inc(Exp)	0.91%	0.15%	0.08%	0.06%	0.06%	0.07%	0.07%	0.20%	0.09%	0.07%	0.06%
Net Income (ROA)	0.22%	0.42%	0.83%	0.80%	0.75%	0.79%	0.79%	0.41%	0.79%	0.80%	0.76%
<b>Net Op Return on Net Worth</b>	<b>-3.2%</b>	<b>1.4%</b>	<b>5.3%</b>	<b>5.6%</b>	<b>5.9%</b>	<b>6.5%</b>	<b>6.4%</b>	<b>1.1%</b>	<b>4.8%</b>	<b>5.2%</b>	<b>5.7%</b>



NCUA Q3-2025

<\$2M

\$2-10M

\$10-\$50M

\$50-100M

\$100-500M

\$500M+

TOTAL

<10M

<\$50M

<\$100M

<\$500M

### PORTFOLIO ANALYTICS

#### Cash and Investments

Cash & Cash Equiv as Pct of Assets	26.4%	14.8%	9.9%	9.1%	8.3%	6.4%	6.7%	15.6%	10.5%	9.7%	8.7%
Investments as Pct of Assets	26.8%	32.0%	34.7%	30.9%	21.2%	15.6%	16.7%	31.7%	34.4%	32.5%	23.9%
Short-term Funding Ratio	46.4%	34.1%	26.7%	22.2%	15.9%	11.0%	11.9%	27.4%	24.5%	18.0%	12.0%
Avg Cash & Investment Rate	2.74%	3.23%	3.34%	3.26%	3.40%	3.77%	3.69%	3.20%	3.32%	3.29%	3.36%

#### Loan Portfolio

Total Loan Growth YTD-Annl	-5.0%	-9.3%	-6.3%	-8.9%	-0.2%	5.5%	4.6%	-9.0%	-6.6%	-7.9%	-1.8%
Consumer Loan Growth YTD-Annl	-4.9%	-9.9%	-7.5%	-10.3%	-4.0%	1.3%	0.3%	-9.7%	-7.8%	-9.1%	-5.3%
Mortgage Loan Growth YTD-Annl	-19.8%	-0.8%	-3.3%	-6.8%	3.9%	8.6%	8.0%	1.0%	-3.2%	-5.6%	2.4%
Avg Loan Balance	\$7,022	\$9,335	\$4,148	\$7,000	\$11,681	\$21,989	\$19,133	\$9,200	\$4,663	\$5,998	\$10,445
Avg Loan Rate	7.60%	6.76%	6.21%	5.97%	6.03%	6.09%	6.09%	6.81%	6.27%	6.10%	6.04%
Avg Loan Yield, net	6.85%	6.18%	5.74%	5.49%	5.49%	5.22%	5.25%	6.22%	5.79%	5.62%	5.52%

#### Credit Mitigation

##### Delinquency Rates-

Credit Cards	0.00%	3.28%	1.82%	1.37%	1.28%	2.08%	2.04%	3.23%	1.89%	1.58%	1.34%
New Vehicle Loans	2.38%	0.87%	0.60%	0.49%	0.43%	0.56%	0.54%	0.95%	0.64%	0.56%	0.47%
Used Vehicle Loans	3.88%	1.81%	1.32%	1.11%	1.00%	1.02%	1.03%	0.08%	0.12%	0.15%	0.41%
Total Vehicle Loans	3.34%	1.44%	1.06%	0.92%	0.84%	0.86%	0.87%	1.55%	1.12%	1.02%	0.89%
Real Estate Loans	12.38%	1.29%	0.93%	0.82%	0.67%	0.78%	0.78%	1.37%	0.94%	0.86%	0.70%
Total Loan Delinquency	3.60%	1.52%	1.10%	0.94%	0.85%	0.96%	0.95%	1.14%	1.03%	0.89%	0.95%

##### Net Charge-off Rates-

Credit Cards	-1.58%	2.08%	1.59%	2.14%	2.26%	5.20%	5.01%	2.03%	1.61%	1.93%	2.19%
New Vehicle Loans	0.17%	0.07%	0.13%	0.18%	0.50%	0.49%	0.45%	0.95%	0.65%	0.57%	0.47%
Used Vehicle Loans	0.61%	0.56%	0.55%	0.62%	0.84%	1.16%	1.10%	1.93%	1.39%	1.24%	1.06%
Total Vehicle Loans	0.46%	0.37%	0.40%	0.48%	0.67%	0.93%	0.88%	0.38%	0.40%	0.44%	0.61%
Non-Commercial Real Estate Loans	0.00%	0.16%	0.00%	0.01%	0.01%	0.01%	0.01%	0.16%	0.00%	0.01%	0.01%
Total Net Charge-offs	0.66%	0.60%	0.43%	0.44%	0.47%	0.81%	0.77%	0.45%	0.44%	0.46%	0.77%

##### "Misery" Indices-

Credit Cards	-1.58%	5.36%	3.41%	3.51%	3.54%	7.28%	7.05%	5.26%	3.50%	3.51%	3.53%
New Vehicle Loans	2.55%	0.94%	0.73%	0.67%	0.93%	1.05%	0.99%	1.90%	1.29%	1.14%	0.94%
Used Vehicle Loans	4.49%	2.37%	1.87%	1.73%	1.84%	2.18%	2.13%	2.01%	1.52%	1.40%	1.47%
Total Vehicle Loans	3.80%	1.81%	1.46%	1.40%	1.51%	1.79%	1.75%	1.92%	1.52%	1.46%	1.50%
Non-Commercial Real Estate Loans	12.38%	1.45%	0.93%	0.83%	0.68%	0.79%	0.79%	1.53%	0.94%	0.87%	0.71%
Total "Misery" Index	4.26%	2.12%	1.53%	1.38%	1.32%	1.77%	1.72%	1.59%	1.47%	1.35%	1.72%

#### Funding Portfolio

Total Share Growth YTD-Annl	-0.2%	-6.9%	-4.4%	-6.4%	0.3%	6.1%	5.1%	-6.5%	-4.6%	-5.6%	-1.1%
Checking & Savings YTD-Annl	-3.1%	-7.7%	-5.2%	-7.9%	-0.9%	4.7%	3.4%	-7.3%	-5.4%	-6.8%	-2.6%
Term CDs Growth YTD-Annl	33.3%	0.4%	0.6%	0.8%	-20.6%	7.1%	4.6%	0.7%	0.6%	0.7%	-16.5%
Total Funding Growth YTD-Annl	0.1%	-7.0%	-4.4%	-6.5%	-0.1%	5.2%	4.3%	-6.6%	-4.7%	-5.7%	-1.5%
Avg Share Balance per Member	\$2,528	\$5,216	\$9,203	\$10,964	\$12,808	\$14,431	\$14,031	\$4,882	\$8,488	\$9,703	\$11,902
Avg Share Balance	\$11,904	\$14,704	\$6,920	\$11,054	\$15,816	\$25,677	\$22,865	\$14,484	\$7,282	\$8,981	\$13,392
Avg Share Rate	0.78%	1.07%	1.06%	1.14%	1.54%	2.28%	2.16%	1.05%	1.06%	1.10%	1.43%
Core Shares as Pct of Total Shares	89.9%	80.8%	71.9%	66.2%	57.2%	45.1%	47.1%	81.3%	72.8%	69.2%	60.1%
Term CDs as Pct of Total Shares	5.6%	14.0%	17.2%	19.1%	20.0%	29.9%	28.5%	13.5%	16.8%	18.1%	19.5%
Non-Member Deposit Ratio	2.4%	1.5%	1.0%	1.1%	1.3%	1.2%	1.2%	1.6%	1.1%	1.1%	1.2%
Borrowed Funds as Pct of Total Funding	0.4%	0.2%	0.2%	0.4%	1.6%	4.6%	4.1%	0.2%	0.2%	0.3%	1.3%
Borrowed Funds Growth YTD-Annl	133.3%	-59.3%	-19.8%	-22.5%	-23.2%	-11.3%	-11.8%	-51.1%	-24.4%	-23.1%	-23.2%
Avg Borrowed Funding Rate	8.89%	3.81%	3.73%	3.78%	4.51%	5.32%	5.28%	4.21%	3.80%	3.79%	4.47%



NCUA Q3-2025

<\$2M

\$2-10M

\$10-\$50M

\$50-100M

\$100-500M

\$500M+

TOTAL

<10M

<\$50M

<\$100M

<\$500M

#### Net Operating Profitability-

Earning Asset/Funding	125%	120%	111%	109%	107%	111%	111%	120%	112%	111%	108%
Non-Interest Inc-to-Total Revenue	5%	10%	15%	17%	19%	16%	17%	9%	14%	16%	18%
Net Operating Cash Flow (YTD-\$Mils)	\$4	(\$18)	(\$121)	(\$193)	\$689	\$17,555	\$17,917	(\$14)	(\$135)	(\$328)	\$361
Average Loan Balance	\$7,022	\$9,335	\$4,148	\$7,000	\$11,681	\$21,989	\$19,133	\$9,200	\$4,663	\$5,998	\$10,445
Average Share Balance	\$2,393	\$4,089	\$5,645	\$6,176	\$6,676	\$7,062	\$6,973	\$3,910	\$5,416	\$5,812	\$6,448
Loan Yield (ROA)	3.53%	3.50%	3.19%	3.29%	3.87%	4.42%	4.33%	3.50%	3.22%	3.26%	3.72%
Investment Yield (ROA)	1.45%	1.51%	1.49%	1.30%	1.01%	0.85%	0.89%	1.50%	1.49%	1.38%	1.10%
Shares/Funding	99.6%	99.8%	99.8%	99.6%	98.4%	95.4%	95.9%	99.8%	99.8%	99.7%	98.7%

#### Net Operating Return per FTE

Interest Income per FTE	\$57,621	\$124,478	\$205,258	\$218,879	\$234,617	\$372,688	\$345,022	\$115,705	\$189,556	\$204,487	\$226,740
Avg Interest Expense per FTE	\$6,968	\$21,455	\$39,519	\$46,807	\$64,084	\$136,201	\$121,420	\$19,554	\$36,018	\$41,512	\$58,183
Gross Interest Income per FTE	\$50,653	\$103,023	\$165,739	\$172,072	\$170,533	\$236,487	\$223,602	\$96,151	\$153,538	\$162,975	\$168,557
Provisions per FTE	\$4,020	\$7,388	\$10,637	\$12,482	\$16,603	\$44,790	\$39,186	\$6,946	\$9,990	\$11,259	\$15,206
Net Interest Income per FTE	\$46,633	\$95,636	\$155,102	\$159,590	\$153,930	\$191,697	\$184,416	\$89,205	\$143,548	\$151,716	\$153,351
Non-Interest Income per FTE	\$3,350	\$13,257	\$35,331	\$45,173	\$55,139	\$73,359	\$69,077	\$11,957	\$31,233	\$38,331	\$50,745
Avg Operating Expense per FTE	\$57,956	\$102,214	\$157,514	\$169,204	\$175,434	\$213,858	\$205,717	\$96,406	\$146,799	\$158,208	\$170,931
Net Operating Expense per FTE	\$54,606	\$88,956	\$122,182	\$124,031	\$120,294	\$140,499	\$136,640	\$84,449	\$115,566	\$119,877	\$120,185
<b>Avg Net Operating Return per FTE</b>	<b>\$ (7,973)</b>	<b>\$6,679</b>	<b>\$32,920</b>	<b>\$35,559</b>	<b>\$33,635</b>	<b>\$51,198</b>	<b>\$47,776</b>	<b>\$4,757</b>	<b>\$27,982</b>	<b>\$31,840</b>	<b>\$33,166</b>

#### Revenue/Operating Expense Assessment

##### Revenue-

Avg Revenue per FTE	\$60,972	\$137,736	\$240,589	\$264,051	\$289,756	\$446,047	\$414,100	\$127,662	\$220,789	\$242,818	\$277,486
- Total Revenue Ratio	5.27%	5.54%	5.48%	5.53%	6.03%	6.31%	6.26%	5.52%	5.49%	5.51%	5.90%

##### Operating Expenses-

Avg Expense per FTE	\$68,945	\$131,056	\$207,669	\$228,493	\$256,121	\$394,849	\$366,323	\$122,906	\$192,807	\$210,978	\$244,320
- Total Expense Ratio	5.95%	5.27%	4.73%	4.79%	5.33%	5.59%	5.54%	5.31%	4.79%	4.79%	5.20%
Avg Compensation & Benefits per FTE	\$27,471	\$51,613	\$72,906	\$79,052	\$87,061	\$113,679	\$107,990	\$48,445	\$68,617	\$73,930	\$83,628
- Compensation & Benefits Exp Ratio	2.37%	2.07%	1.66%	1.66%	1.81%	1.61%	1.63%	2.09%	1.71%	1.68%	1.78%
- Pct of Total Operating Expense	47%	50%	46%	47%	50%	53%	52%	50%	47%	47%	49%
- FTE-to-Ops (Staff Efficiency)	1.86	0.73	0.36	0.30	0.25	0.16	0.17	0.79	0.40	0.34	0.27
- Full-time Equivalents	199	1,318	7,133	8,973	49,789	288,191	355,602	1,517	8,649	17,622	67,411
- Pct Part-time Employees	74%	48%	16%	9%	6%	4%	5%	52%	23%	16%	9%
Avg Occupancy & Ops Exp per FTE	\$18,090	\$28,336	\$42,622	\$43,984	\$43,678	\$50,522	\$49,149	\$26,992	\$39,881	\$41,970	\$43,231
- Occupancy & Ops Expense Ratio	1.56%	1.14%	0.97%	0.92%	0.91%	0.72%	0.74%	1.17%	0.99%	0.95%	0.92%
- Pct of Total Operating Expense	31%	28%	27%	26%	25%	24%	24%	28%	27%	27%	25%
Avg All Other Expense per FTE	\$12,395	\$22,264	\$41,986	\$46,168	\$44,695	\$49,657	\$48,579	\$20,969	\$38,301	\$42,307	\$44,071
- All Other Expense Ratio	1.07%	0.89%	0.96%	0.97%	0.93%	0.70%	0.73%	0.91%	0.95%	0.96%	0.94%
- Pct of Total Operating Expense	21%	22%	27%	27%	25%	23%	24%	22%	26%	27%	26%

#### Membership Outreach-

Members-to-Potential Members	3.3%	5.0%	1.9%	2.0%	1.8%	3.1%	2.8%	4.7%	2.1%	2.1%	1.9%
Members-to-FTEs	352	375	398	366	326	423	408	372	394	379	340
Borrower-to-Members	21.3%	35.5%	133.0%	99.2%	81.0%	56.2%	61.4%	33.6%	109.7%	100.2%	80.9%
Avg Acct Relationship per Member	1.0	1.1	1.5	1.5	1.6	1.7	1.7	1.1	1.4	1.4	1.5
Avg Loan Account per Member	0.2	0.4	1.3	1.0	0.8	0.6	0.6	0.3	1.2	1.1	0.9
Avg 1 Loan for every XX.X Members	4.7	2.8	0.8	1.0	1.2	1.8	1.6	3.0	0.9	0.9	1.1
Avg Savings Account per Member	1.1	1.3	1.6	1.8	1.9	2.0	2.0	1.2	1.6	1.7	1.8
Avg 1 Savings for every XX.X Members	0.9	0.8	0.6	0.6	0.5	0.5	0.5	0.8	0.6	0.6	0.5



NCUA Q3-2025

<\$2M

\$2-10M

\$10-\$50M

\$50-100M

\$100-500M

\$500M+

TOTAL

<10M

<\$50M

<\$100M

<\$500M

**NET INFRASTRUCTURE COST:**

Fee Income	0.29%	0.53%	0.81%	0.95%	1.15%	1.04%	1.04%	0.52%	0.78%	0.87%	1.08%
Compensation & Benefits	2.37%	2.07%	1.66%	1.66%	1.81%	1.61%	1.63%	2.09%	1.71%	1.68%	1.78%
Travel & Conference	0.06%	0.02%	0.03%	0.04%	0.04%	0.02%	0.02%	0.03%	0.03%	0.04%	0.04%
Office Occupancy	0.29%	0.16%	0.20%	0.22%	0.23%	0.17%	0.18%	0.17%	0.20%	0.21%	0.22%
Office Operations	1.27%	0.98%	0.77%	0.70%	0.68%	0.54%	0.56%	1.00%	0.79%	0.74%	0.70%
Educational & Promo	0.05%	0.03%	0.08%	0.09%	0.12%	0.12%	0.12%	0.03%	0.07%	0.08%	0.11%
Loan Servicing	0.12%	0.12%	0.19%	0.22%	0.25%	0.20%	0.20%	0.12%	0.18%	0.21%	0.24%
Professional & Outside Services	0.58%	0.53%	0.53%	0.50%	0.43%	0.26%	0.28%	0.53%	0.53%	0.52%	0.45%
Member Insurance	0.03%	0.01%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.00%	0.00%	0.00%
Operating Fees	0.06%	0.03%	0.03%	0.02%	0.02%	0.01%	0.01%	0.03%	0.03%	0.02%	0.02%
Miscellaneous	0.17%	0.15%	0.10%	0.09%	0.08%	0.10%	0.10%	0.15%	0.10%	0.09%	0.08%
<b>Total Ops Expense</b>	<b>5.00%</b>	<b>4.11%</b>	<b>3.59%</b>	<b>3.55%</b>	<b>3.65%</b>	<b>3.03%</b>	<b>3.11%</b>	<b>4.17%</b>	<b>3.65%</b>	<b>3.59%</b>	<b>3.64%</b>
<b>Net Operating Expense</b>	<b>4.72%</b>	<b>3.58%</b>	<b>2.79%</b>	<b>2.60%</b>	<b>2.50%</b>	<b>1.99%</b>	<b>2.07%</b>	<b>3.65%</b>	<b>2.87%</b>	<b>2.72%</b>	<b>2.56%</b>

**NET INFRASTRUCTURE COST PER FULL-TIME EQUIVALENT**

Fee Income	\$3,350	\$13,257	\$35,331	\$45,173	\$55,139	\$73,359	\$69,077	\$11,957	\$31,233	\$38,331	\$50,745
Compensation & Benefits	\$27,471	\$51,613	\$72,906	\$79,052	\$87,061	\$113,679	\$107,990	\$48,445	\$68,617	\$73,930	\$83,628
Travel & Conference	\$670	\$607	\$1,496	\$1,783	\$1,794	\$1,573	\$1,601	\$615	\$1,341	\$1,566	\$1,735
Office Occupancy	\$3,350	\$4,048	\$8,973	\$10,550	\$10,873	\$12,066	\$11,770	\$3,956	\$8,093	\$9,344	\$10,473
Office Operations	\$14,740	\$24,288	\$33,649	\$33,434	\$32,805	\$38,456	\$37,379	\$23,035	\$31,788	\$32,626	\$32,758
Educational & Promo	\$603	\$810	\$3,365	\$4,458	\$5,597	\$8,374	\$7,754	\$783	\$2,912	\$3,699	\$5,101
Loan Servicing	\$1,340	\$3,036	\$8,412	\$10,699	\$11,971	\$13,810	\$13,318	\$2,813	\$7,431	\$9,095	\$11,219
Professional & Outside Services	\$6,700	\$13,156	\$23,143	\$24,072	\$20,781	\$18,090	\$18,691	\$12,309	\$21,243	\$22,684	\$21,278
Member Insurance	\$402	\$202	\$150	\$104	\$107	\$56	\$67	\$229	\$163	\$133	\$114
Operating Fees	\$670	\$810	\$1,122	\$892	\$830	\$648	\$686	\$791	\$1,064	\$976	\$868
Miscellaneous	\$2,010	\$3,643	\$4,300	\$4,161	\$3,615	\$7,106	\$6,460	\$3,429	\$4,147	\$4,154	\$3,756
<b>Total Ops Expense</b>	<b>\$57,956</b>	<b>\$102,214</b>	<b>\$157,514</b>	<b>\$169,204</b>	<b>\$175,434</b>	<b>\$213,858</b>	<b>\$205,717</b>	<b>\$96,406</b>	<b>\$146,799</b>	<b>\$158,208</b>	<b>\$170,931</b>
<b>Net Operating Expense</b>	<b>\$54,606</b>	<b>\$88,956</b>	<b>\$122,182</b>	<b>\$124,031</b>	<b>\$120,294</b>	<b>\$140,499</b>	<b>\$136,640</b>	<b>\$84,449</b>	<b>\$115,566</b>	<b>\$119,877</b>	<b>\$120,185</b>

**ALLOCATION OF OPERATING EXPENSES**

Compensation & Benefits	47.4%	50.5%	46.3%	46.7%	49.6%	53.2%	52.5%	50.3%	46.7%	46.7%	48.9%
Travel & Conference	1.2%	0.6%	0.9%	1.1%	1.0%	0.7%	0.8%	0.6%	0.9%	1.0%	1.0%
Office Occupancy	5.8%	4.0%	5.7%	6.2%	6.2%	5.6%	5.7%	4.1%	5.5%	5.9%	6.1%
Office Operations	25.4%	23.8%	21.4%	19.8%	18.7%	18.0%	18.2%	23.9%	21.7%	20.6%	19.2%
Educational & Promo	1.0%	0.8%	2.1%	2.6%	3.2%	3.9%	3.8%	0.8%	2.0%	2.3%	3.0%
Loan Servicing	2.3%	3.0%	5.3%	6.3%	6.8%	6.5%	6.5%	2.9%	5.1%	5.7%	6.6%
Professional & Outside Services	11.6%	12.9%	14.7%	14.2%	11.8%	8.5%	9.1%	12.8%	14.5%	14.3%	12.4%
Member Insurance	0.7%	0.2%	0.1%	0.1%	0.1%	0.0%	0.0%	0.2%	0.1%	0.1%	0.1%
Operating Fees	1.2%	0.8%	0.7%	0.5%	0.5%	0.3%	0.3%	0.8%	0.7%	0.6%	0.5%
Miscellaneous	3.5%	3.6%	2.7%	2.5%	2.1%	3.3%	3.1%	3.6%	2.8%	2.6%	2.2%
<b>Total Ops Expense</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>