



Core Metrics Analysis Report 2017 Data Year

Anytown Trust Company
Rochelle, IL

2017 Data Year

Thank you for your participation in Trustcompare for the 2017 data year. We appreciate your support and would like to hear your comments and suggestions about the product as we strive to provide the best tools for analyzing your organization.

Each Trustcompare subscriber is assigned one of our Account Executives as a resource throughout the process. The assigned A/E reviews your data during the data verification process, and will help you interpret the results

If you have any questions about this report and/or would like to discuss your results, please call your Trustcompare Account Executive, **Eric E. Timm**. He can be reached via email at eetimm@trustcompare.com, or by phone at 704-905-3415.



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Section 1. Executive Summary



Overview

The Trustcompare report for the 2017 data year has been upgraded to add more value as a starting point for your strategic planning efforts as well as an in-depth analysis of your prior year's performance.

As you review the report, it is important to keep in mind that the metrics capture the entirety of your organization: every single area of focus relates to at least one other area, and directly reflect the decisions made in the past.

We highly recommend participating in a report review with your Account Executive. We believe our insight into your results can help boost your organization's performance.

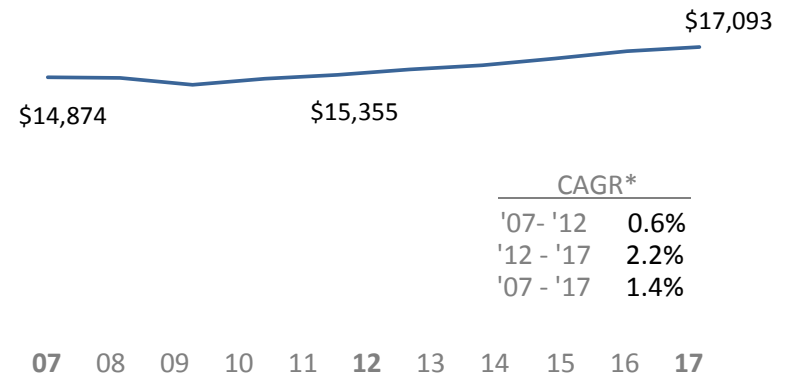
Let us know how we can help!

A handwritten signature in black ink that reads "E. Lloyd Pohl". The signature is written in a cursive style with a large, stylized initial "E".

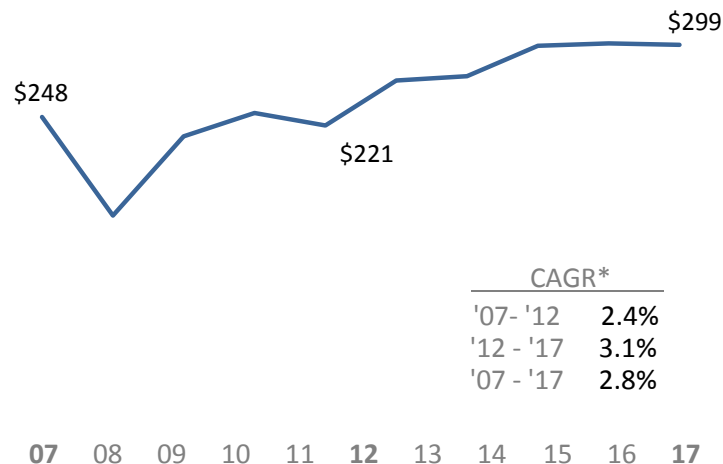
Economic Growth

Gross Domestic Product (GDP) is the total value of goods and services produced in the US over a one-year period adjusted for inflation, and is the standard overall measure of the US economy. In 2017, GDP grew at a rate of 2.3%. Over the past 10 years GDP growth was relatively flat at a 1.4% compound average rate. GDP grew faster from 2012 through 2017 (at a rate of 2.2%) than during the prior five years (2007-2012 growth was very flat at 0.6%). Since 2012 GDP growth has been improving.

Real GDP (\$ Billions)



Industry Contribution (\$ Billions)



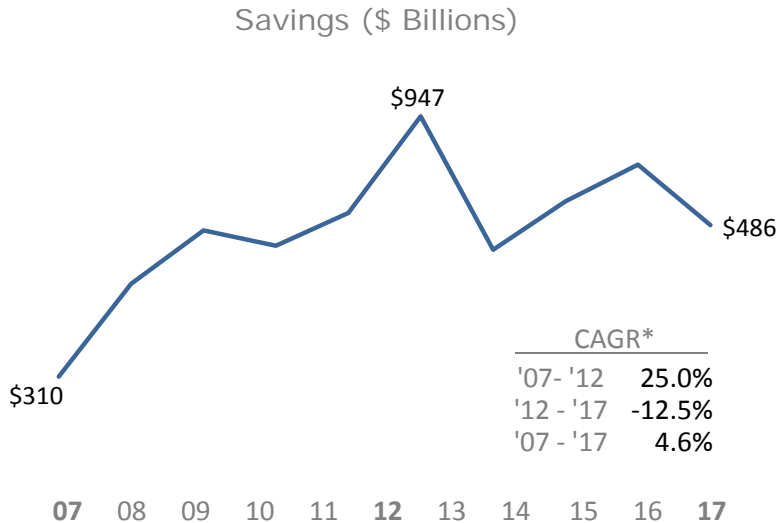
Industry Contribution to GDP

GDP measures the entire economy's output, but our industry is a subset of the total. The graph to the left depicts the combination of Investment Advisory and Brokerage & Trust Services and their contribution to total GDP. In 2017 the industry's contribution increased 5.1% to \$299 billion (representing 1.8% of total GDP). The compound annual growth rate from 2007 to 2012 was 2.4% and from 2012 to 2017 was 3.1%. Industry contribution was relatively flat from 2015 through 2017, increasing only 1.6% on an average annual basis.

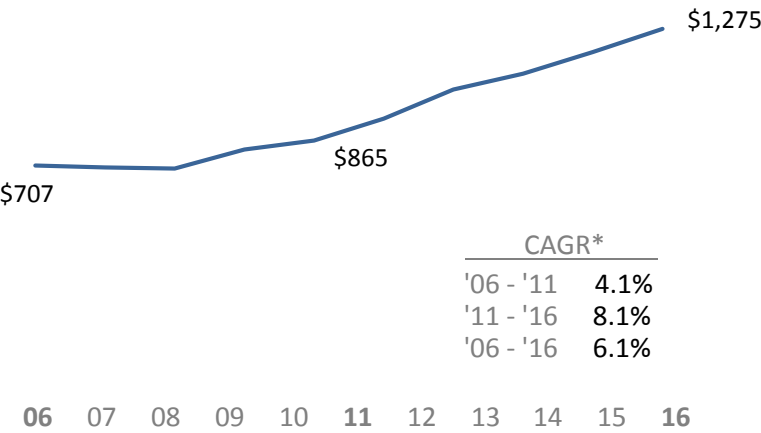
*CAGR - Compound Annual Growth Rate

Consumer Savings

Consumer savings has varied widely in the past 10 years, and is shown at right. In 2017, savings declined 36.2% to \$486 billion. From 2007 through 2012 savings increased at a compound annual rate of 25.0%, which was possibly a reaction to the market crash of 2008. Since the peak in 2012, growth declined 12.5% from 2012 to 2017. Recent decreases in savings could be due to generational changes, with Millennials and Baby Boomers both showing different habits. The 10-year CAGR (2007-2017) was 4.6%.



Payments/Withdrawals (\$ Billions)



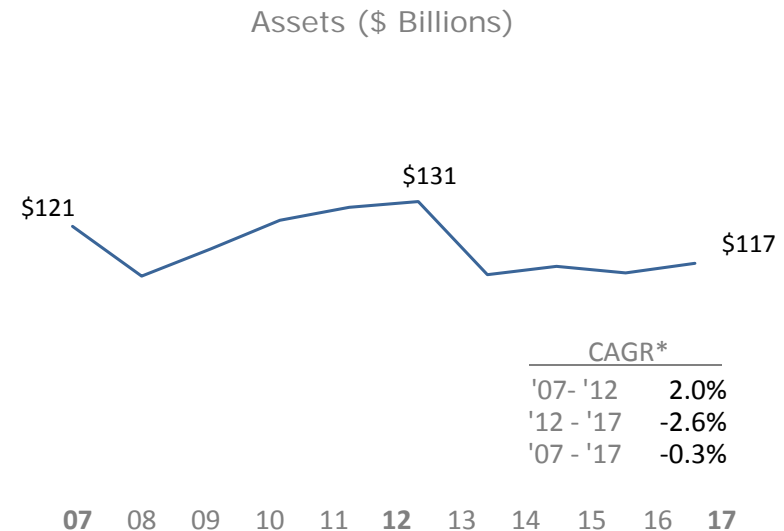
Benefit Payments / Withdrawals

The graph at left portrays payments and withdrawals from defined benefit / contribution plans, and increased 7.1% to \$1,275 billion in 2016. Withdrawals have been rising for the past 10 years, with an CAGR of 6.1% from 2006-2016. The number is actually growing at a faster pace, with the most recent 5-year period increasing by an annual rate of 8.1%. A potential explanation for the increase in payments is that Baby Boomers are withdrawing capital from their retirement plans to fund current expenses.

*CAGR - Compound Annual Growth Rate

Trust Assets

Growth of Trust Assets has been relatively flat over the past 10 years (using Call Report data), as is shown at right. The level of assets shows a decline from the 2008 financial crisis and again during the economic uncertainty of 2012. After each of these disruptions, the market has rebounded, but still has not attained the levels seen in 2007 or 2012. Average growth over the 10-year period was 4.6%, but the past 5 years showed assets declined by 12.5%. From 2016 - 2017 industry assets rose by 14.2% to \$117.3 billion.



*CAGR - Compound Annual Growth Rate

Conclusions

Based on the data above, the following conclusions can be drawn:

- The US economy is growing, although at lower than the average historical rate (the average from 1947 to 2017 is 3.2%).
- Investment Advisory/Brokerage & Trust Services component of GDP has had negligible growth over the past 2 years.
- Savings rates are declining rapidly, while rates have been erratic over the past 10 years.
- Payments / Withdrawals from defined benefit / compensation plans have been increasing for the past 8 years.
- Trust assets grew in the past year, however, declined on average for the past 5 years. Over 10 years, growth is flat.

Given these conclusions, it is possible that the coming years could result in some contraction in the Trust industry. Considering the potential for lower growth due to economic and political uncertainty, decreased savings and higher retirement plan withdrawals reducing funds available for investment, and uncertain Trust asset growth we believe that the industry could face a downturn in the near future. Our recommendation is that organizations need to focus on improving their organization **now** to maximize efficiency and financial performance for the future.

Key Topics for 2018

Based on the economic outlook and our consulting experience, we believe that focus on the following key topics will improve your organization's performance. Reviewing the data in this report with these topics in mind will help you identify areas for change in your institution.

1. Maintain and grow client relationships

Maintaining a strong connection with your clients can have a two-fold purpose: minimizing attrition and increasing revenues by expanding the relationship. Losing focus on your current clients while trying to attract new business can result in higher attrition rates than will naturally occur.

The cost of increasing your business from within your existing client base is also much lower than finding new clients.

2. Revenue improvement

One method to increase revenues is to review your fee integrity. Are you adhering to your standard fee schedule or do you essentially have a custom schedule for each client? Maintaining a standardized fee structure across your organization will increase revenues as you get paid for the work you are performing. Reducing and managing exceptions could have major revenue implications.

Understanding your product mix and your conversion ratios can also help grow revenues. Knowing which product lines drive your revenues can direct you in planning expansion, or identify products that should be avoided.

3. Productivity

Managing the level of work being performed by your staff can also have an impact on results. Hiring the right staff, training them to your standards, and comparing their workload to your peers can help you maintain an optimal staff level, deployed in the right jobs.

Key Topics for 2018

4. Expense control

Monitoring and managing expenses has a direct impact on your bottom line. However, we believe it is important to understand where your expenses vary compared to your peer group. Also, having a plan for expenses drives strategic rather than reactionary change.

5. Staff development

As a training company, we believe strongly in the benefits of staff development: ***training does not cost, it pays!*** The industry is complicated, but with staff development you can improve your organization's sales skills, increase knowledge of best practices, and maximize customer retention. Investing in your team also increases employee satisfaction and minimizes defection.

Keeping your organization's skills up-to-date can insure you are prepared for new challenges in the coming years.

6. Metrics and analysis

Using metrics to analyze your business *on an ongoing basis* is vital to our overall success. Your subscription to Trustcompare gives you an advantage over other firms in that you actively seek information for planning and analysis. The Trustcompare Industry Insight report is a great resource for following the industry on a quarterly basis between Trustcompare reports. Taken together, both reports provide you with a you have a basic set of strategic planning tools using industry data.

We are also seeing risk rating analysis become increasingly important to regulators for quantifying and understanding the risks inherent in your accounts. Rating new accounts prior to acceptance could result in adding fewer risky accounts, potentially increasing your overall profitability.

Peer Group Demographics

	Revenue	Assets
Anytown Trust Company	\$8,962,000	\$939,200,000
Peer Group		
Minimum	\$6,621,000	\$1,405,075,000
Mean	\$13,442,000	\$3,309,364,500
Maximum	\$19,236,000	\$5,759,197,000
Standard Deviation	\$5,425,827	\$2,123,511,222

Peer Groups are based primarily on revenue, under the assumption that two institutions of the same size will use roughly the same level of staffing and expenses to generate a similar amount of revenue. Other factors, such as operations model and investment model, are also considered in order to ensure a good match. Our goal is to group your organization with both higher and lower revenue peers, so your data is as close to the mean as possible. We believe this provides the best possible match for your data. As peers are matched based on revenue, asset values could show more of a variance, but this difference reflects other factors such as product mix or account acceptance criteria.

Peer Group Composition

We believe that demographics are much more important than geography when creating meaningful peer groups. An organization of similar revenue and operations located in another state will be a stronger peer than a dissimilar institution in the same state or region.

The trust accounting system you use is Sungard Advantage. Your peer group has *similar revenues, inhouse trust operations, and is not integrated with retail brokerage*. The members of your peer group are:

[Redacted]

FIS – Outsourcing w/ BMO Harris

[Redacted]

SEI Trust 3000 Outsourcing

[Redacted]

TSS - Sungard Advantage

[Redacted] - [Redacted]

Innovest - Service Bureau

Universe Demographics

	Revenue	Assets
Anytown Trust Company	\$8,962,000	\$939,200,000
Universe		
Minimum	\$799,000	\$184,010,000
Mean	\$5,452,216	\$1,487,600,549
Maximum	\$20,135,000	\$12,579,724,000

The "universe" of subscribers includes all organizations subscribing to the Trustcompare system, regardless of size or organizational factors such as investment or operations model, degree of brokerage integration, or product mix.

Although the Universe results can yield valuable insights, we believe the peer group data provides a more valid basis for comparison because the comparison is to similar organizations. Any comparison to the universe should be carefully considered, as many diverse institutions are part of the universe and might not be directly comparable to your organization.

2017 Data Summary

	Anytown Trust Company	Peer Group	Universe	
Profitability	Total Revenue	\$8,962	\$13,442	\$5,452
	Expenses	<u>\$4,952</u>	<u>\$9,560</u>	<u>\$3,845</u>
	Operating Profit	\$4,025	\$4,289 *	\$1,787 *
	Op Profit Margin	44.9%	31.9%	32.8%
	Net Profit	\$2,607	\$2,653	\$1,082
	Net Profit Margin	29.1%	19.7%	19.9%
Growth	Revenue	19.5%	6.0%	3.8%
	Assets	6.1%	19.7%	2.0%
	Accounts	0.6%	23.9%	5.5%
	FTEs	-2.8%	10.8%	3.0%
	Expenses	5.1%	10.1%	4.9%
Productivity & Other	Revenue / FTE	\$256,057	\$233,267	\$224,625
	Assets / FTE	\$26,834,286	\$57,429,319	\$61,287,364
	Accounts / FTE	23.7	66.8	81.9
	Personnel Exp/FTE	\$111,429	\$107,141	\$125,246
	Op. Expense / FTE	\$141,486	\$165,900	\$158,397
	Conversion Ratio	0.87%	0.38%	0.35%

* The calculations for the peer group and universe are an average of the values for members of each group, including Operating Profit. We chose to use averages for all data point calculations, and therefore, the calculation of Total Revenue less Expenses does not equal the average of Operating Profit. The number is correct.

2017 Data Snapshot

The chart at right uses green and red highlights to compare Anytown Trust Company's results (as "better" or "worse") to those of the Peer Group, creating an easily-scanned visual map.

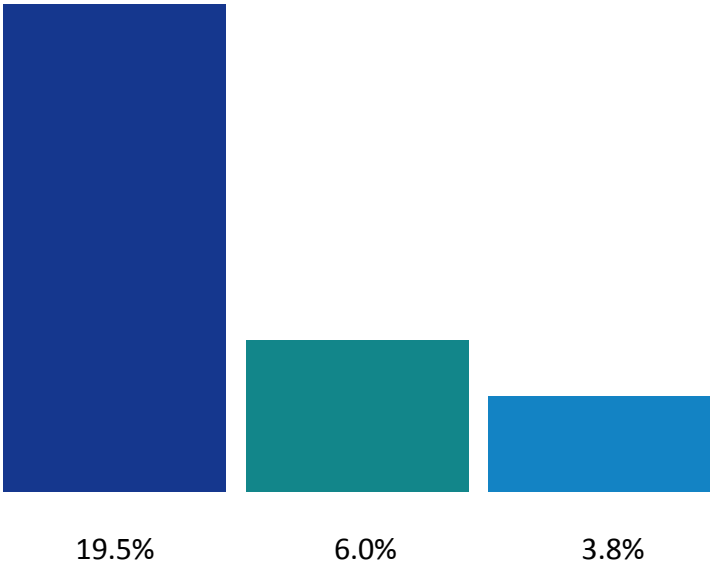
It is important to note that these results are somewhat subjective based on each institution's business model. For example, your revenue per FTE may be lower than your peers (and highlighted in red), but if your FTEs generate higher revenue growth, it is not necessarily a bad metric.

It is important to view this chart in terms of the overall results. These metrics are closely related and can provide a meaningful high-level perspective.

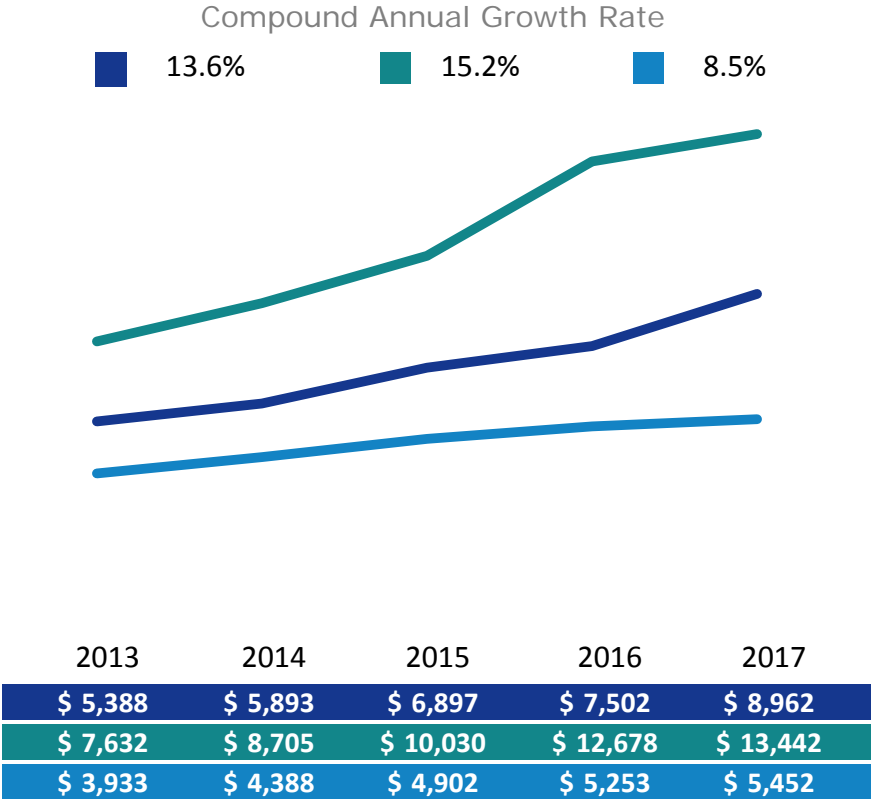
Anytown Trust Company Peer Group

Total Revenue	\$ 8,962	\$ 13,442
Total Expenses	\$ 4,952	\$ 9,560
Operating Profit	\$ 4,025	\$ 4,289
Revenue Growth	19.5%	6.0%
Asset Growth	6.1%	19.7%
Account Growth	0.6%	23.9%
Expense Growth	5.1%	10.1%
Revenue / FTE	\$ 256,057	\$ 233,267
Assets / FTE	\$ 26,834,286	\$ 57,429,319
Personnel Exp/FTE	\$ 111,429	\$ 107,141
Op. Expense / FTE	\$ 141,486	\$ 165,900
Conversion Ratio	0.87%	0.38%

Revenue Growth
2016 - 2017

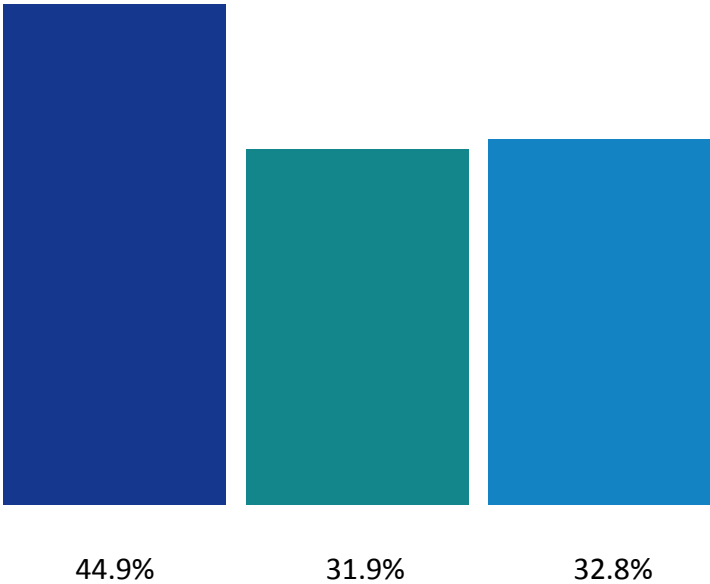


Total Revenue
2013 - 2017

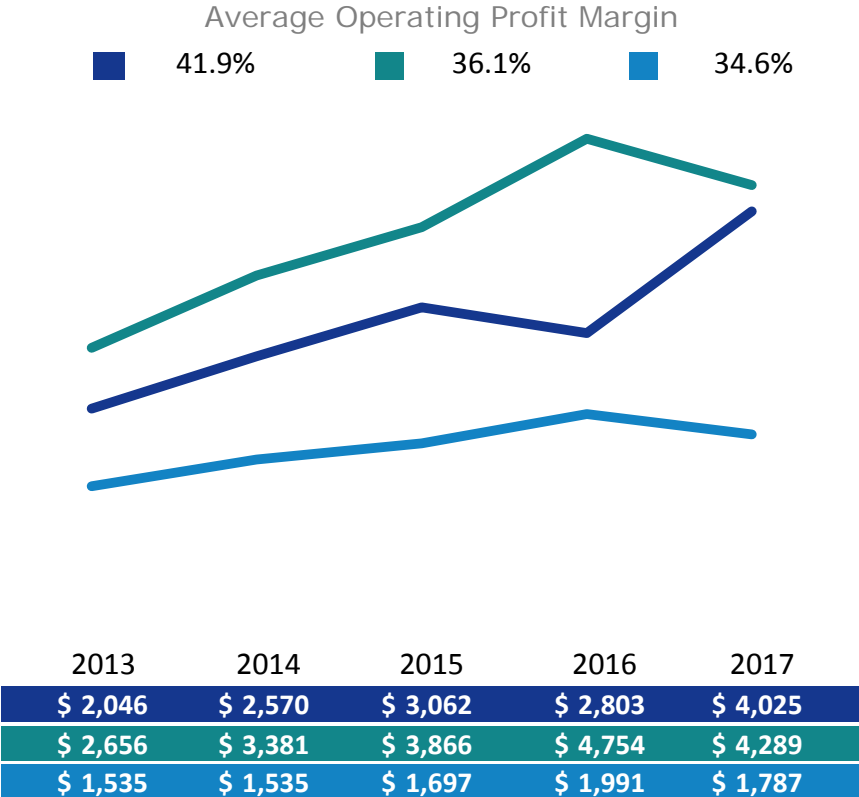


- Anytown Trust Company
- Peer Group
- Universe

Operating Profit Margin
2016 - 2017

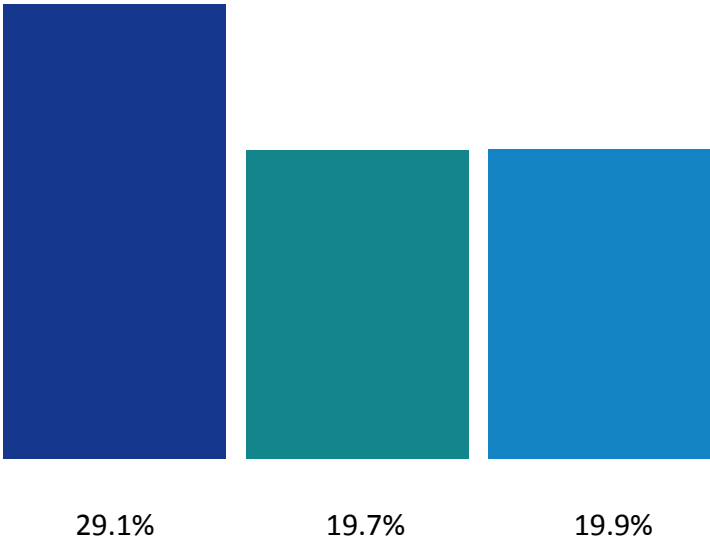


Operating Profit
2013 - 2017

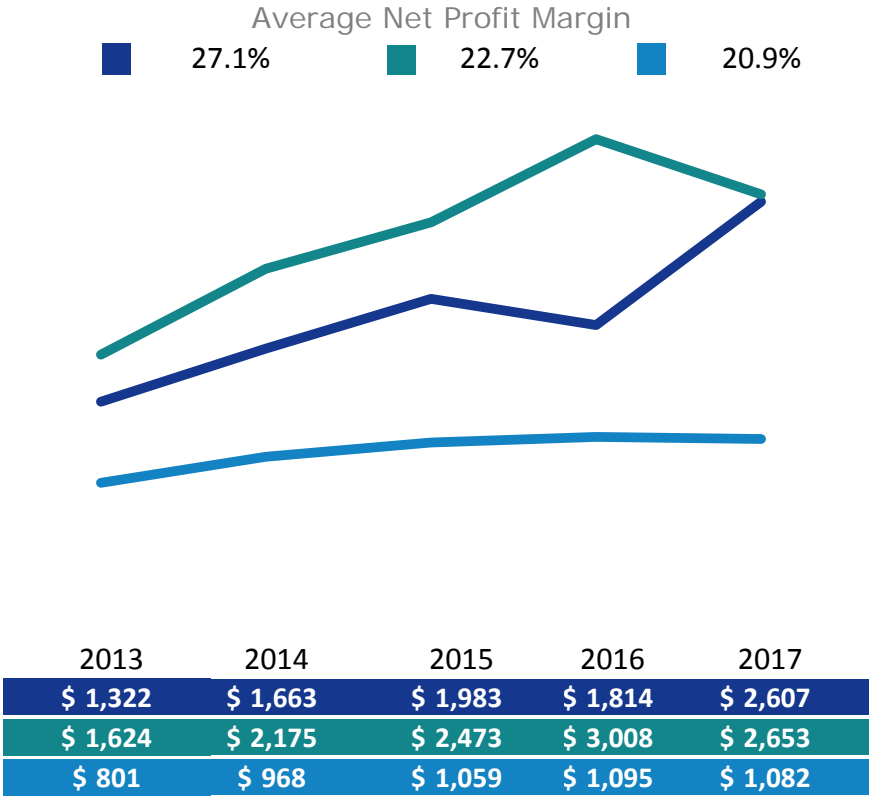


- Anytown Trust Company
- Peer Group
- Universe

Net Profit Margin
2016 - 2017

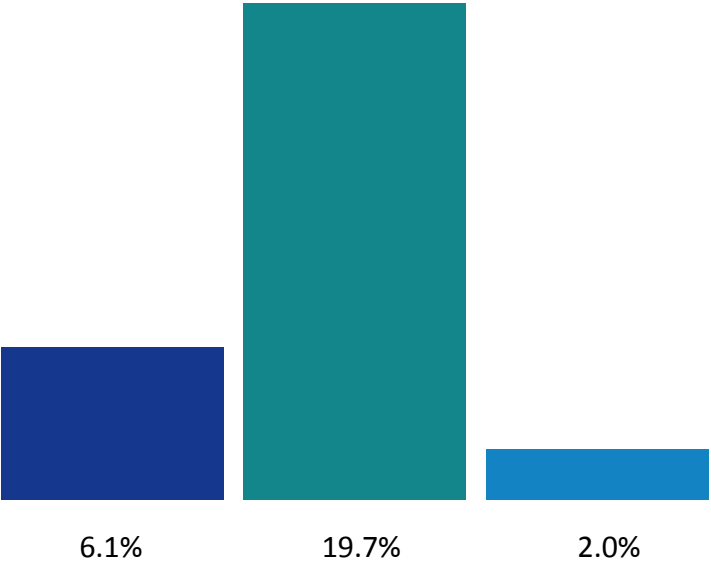


Net Profit
2013 - 2017

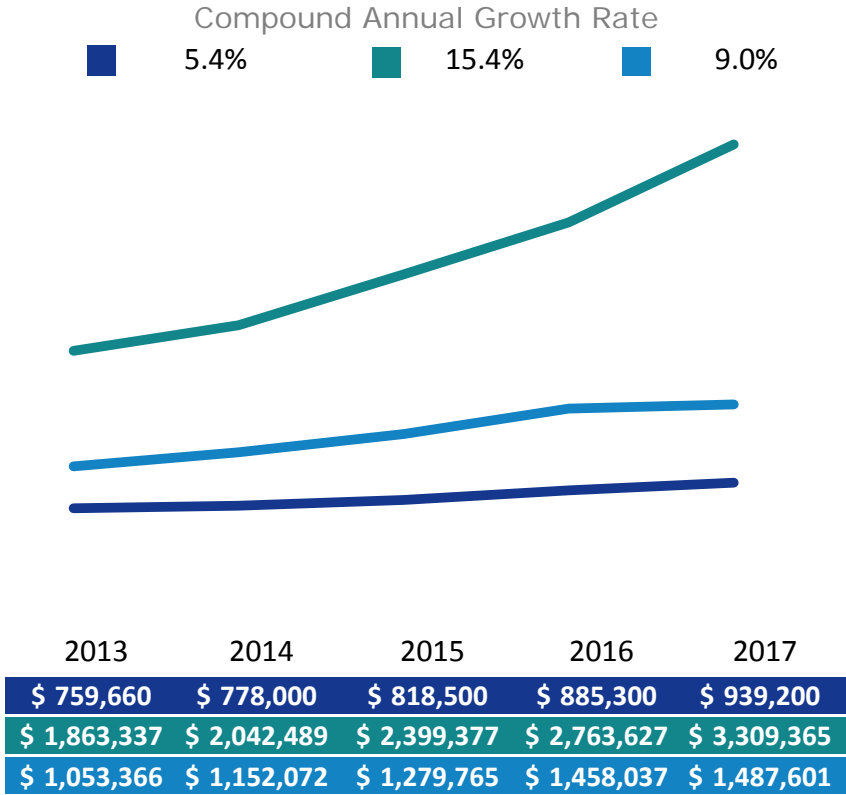


- Anytown Trust Company
- Peer Group
- Universe

Asset Growth
2016 - 2017

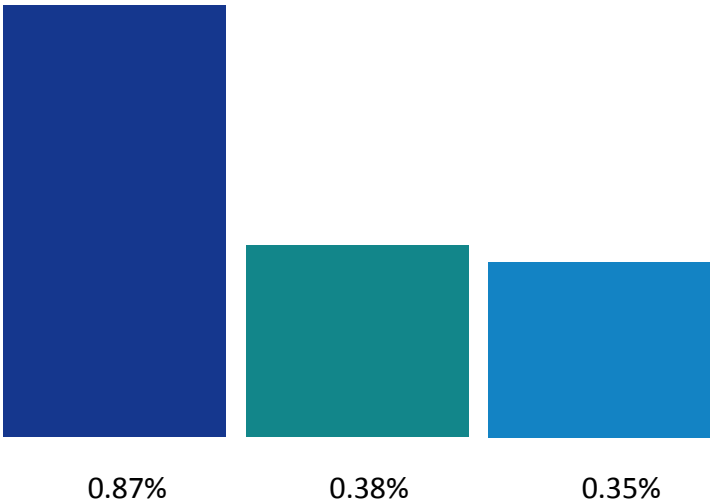


Total Assets
2013 - 2017



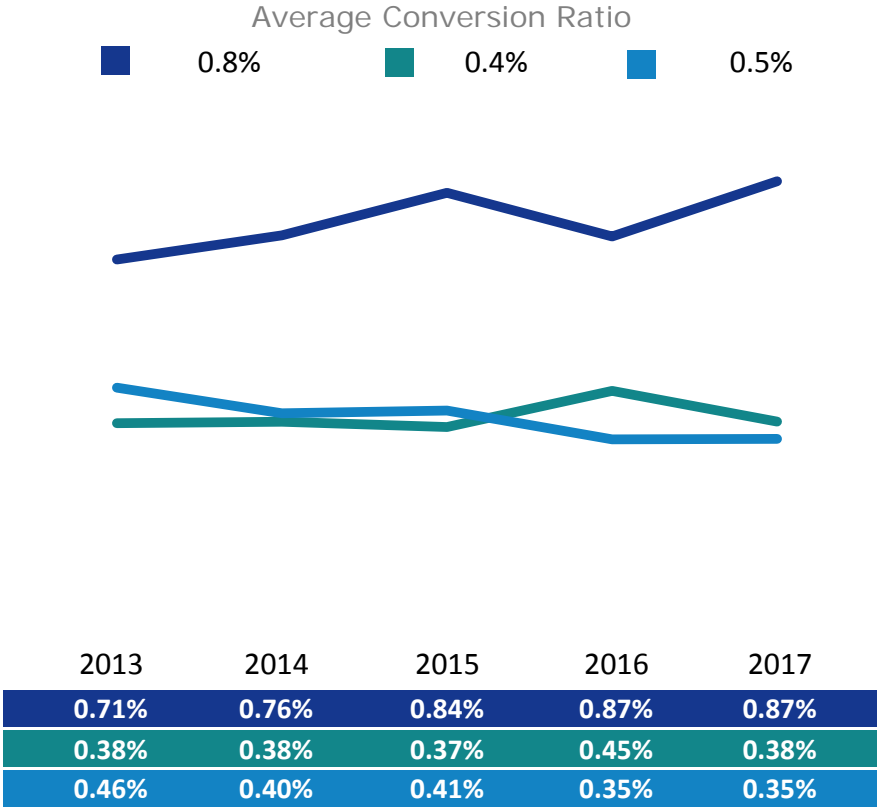
- Anytown Trust Company
- Peer Group
- Universe

Conversion Ratio
2016 - 2017



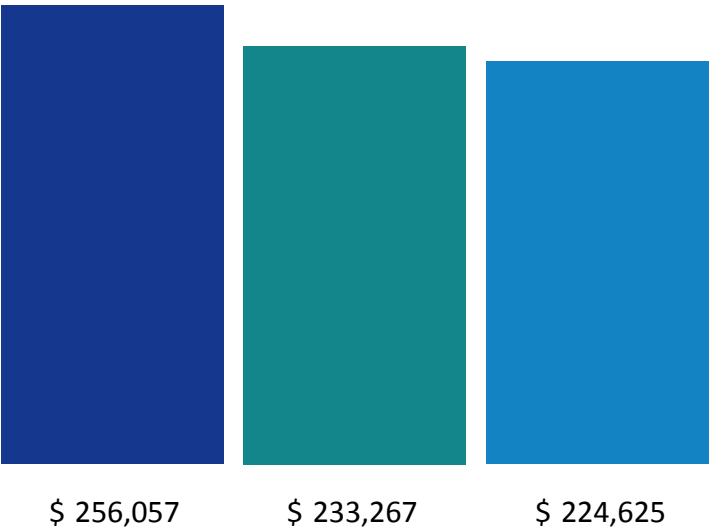
- Anytown Trust Company
- Peer Group
- Universe

Conversion Ratio
2013 - 2017

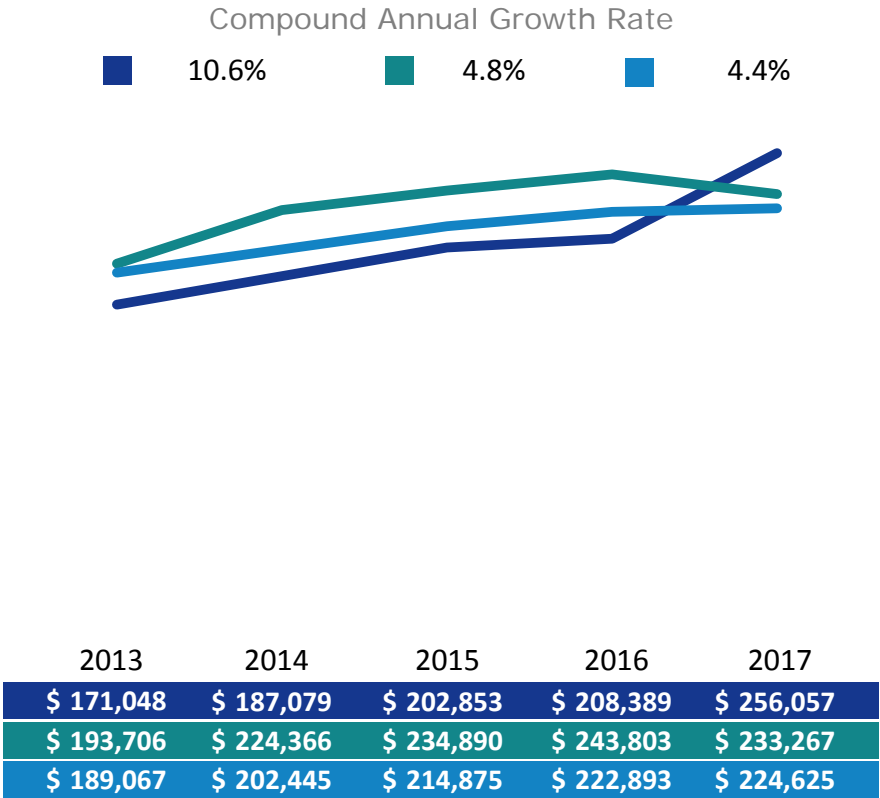


Conversion Ratio calculation includes Personal Trust, Investment Advisory, Employee Benefit, IRAs, Custody, and Retail Brokerage

Revenue per FTE
2016 - 2017



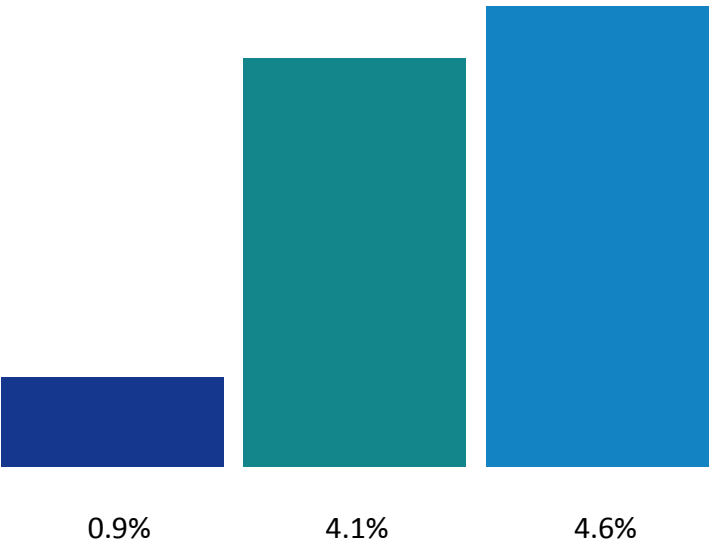
Revenue per FTE
2013 - 2017



- Anytown Trust Company
- Peer Group
- Universe

Attrition

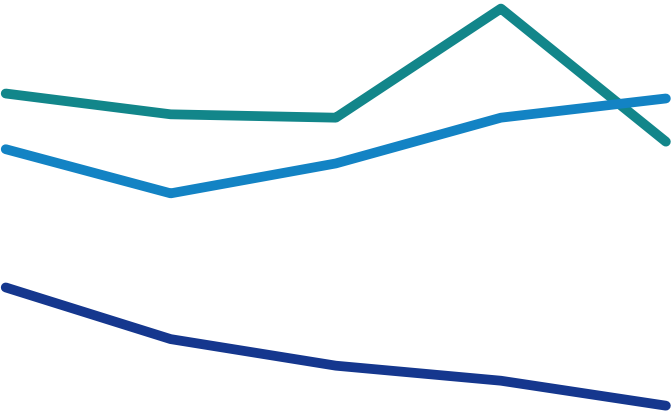
2016 - 2017 as % of Total Trust Revenue



Attrition

2013 - 2017 as % of Total Trust Revenue

Average Lost Business Percent
 ■ 1.4% ■ 4.6% ■ 4.0%

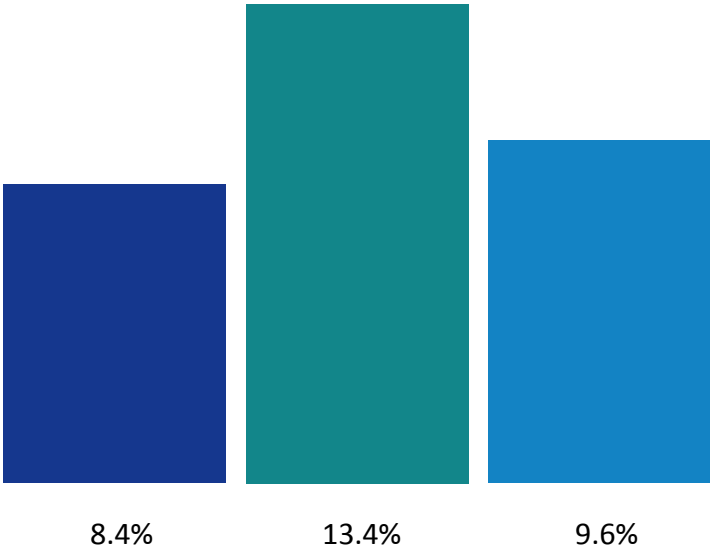


	2013	2014	2015	2016	2017
Anytown Trust Company	\$ 125	\$ 100	\$ 95	\$ 90	\$ 80
Peer Group	\$ 354	\$ 383	\$ 437	\$ 719	\$ 547
Universe	\$ 152	\$ 147	\$ 181	\$ 226	\$ 247

- Anytown Trust Company
- Peer Group
- Universe

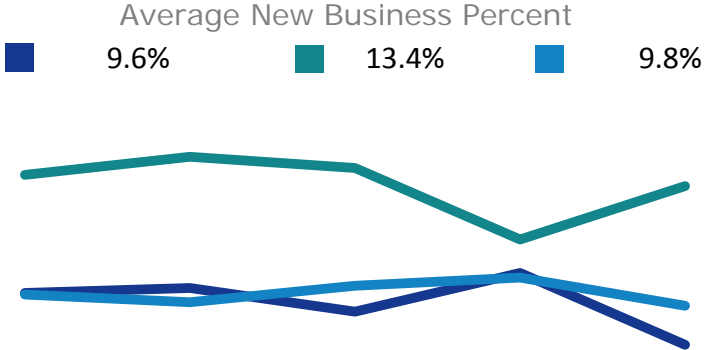
New Business

2016 - 2017 as % of Total Trust Revenue



New Business

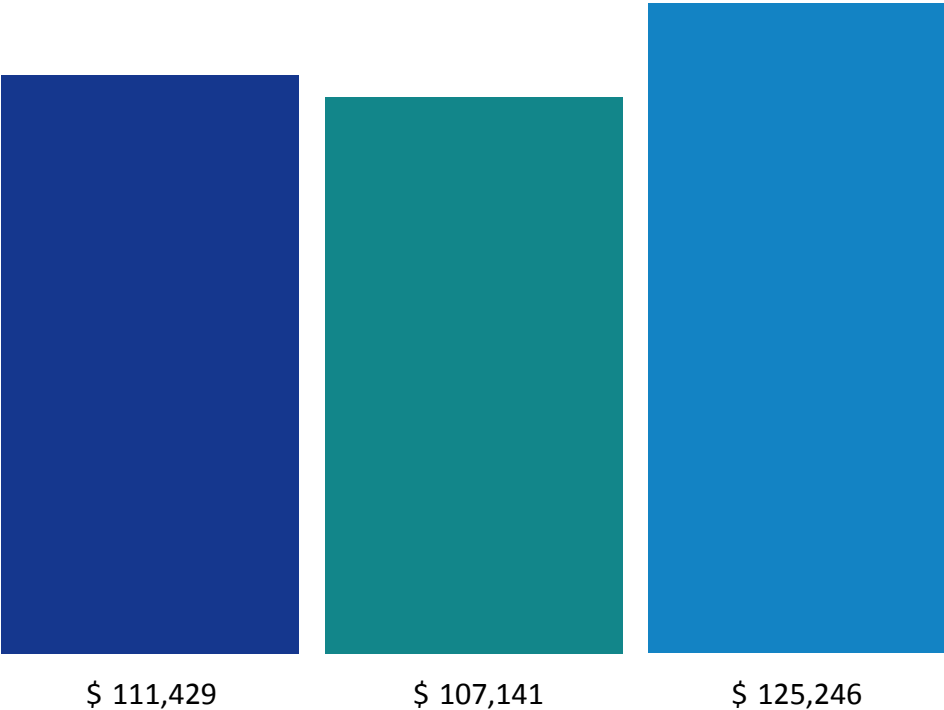
2013 - 2017 as % of Total Trust Revenue



2013	2014	2015	2016	2017
\$ 540	\$ 600	\$ 650	\$ 800	\$ 750
\$ 1,053	\$ 1,252	\$ 1,407	\$ 1,488	\$ 1,807
\$ 381	\$ 414	\$ 488	\$ 545	\$ 517

- Anytown Trust Company
- Peer Group
- Universe

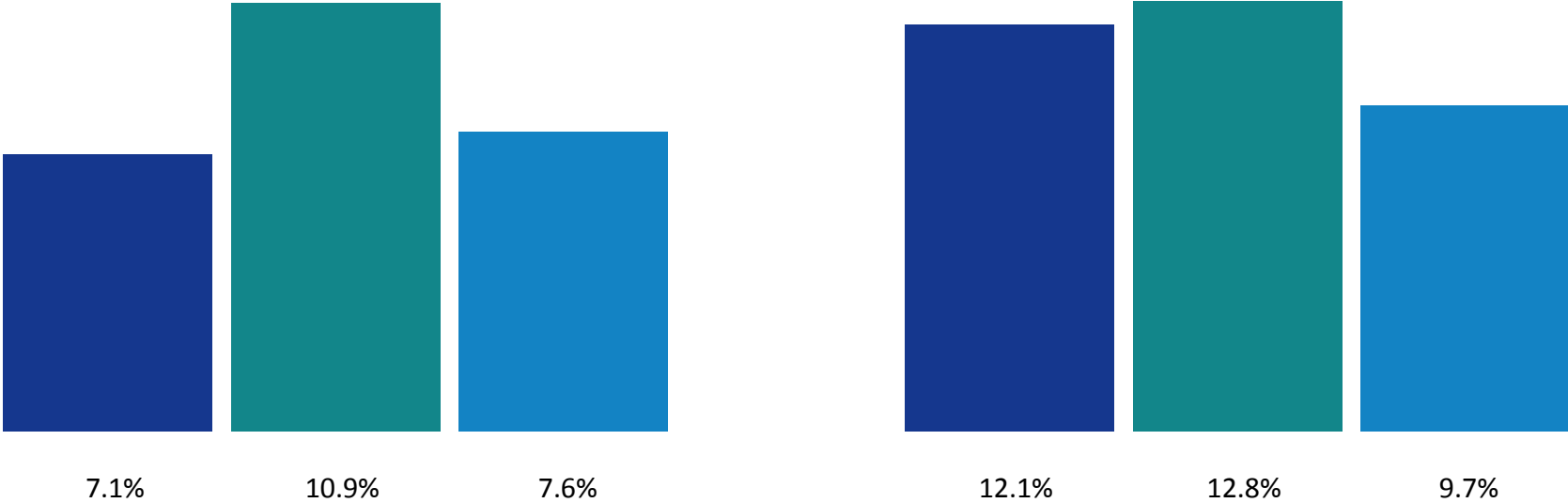
Personnel Expense per FTE



- Anytown Trust Company
- Peer Group
- Universe

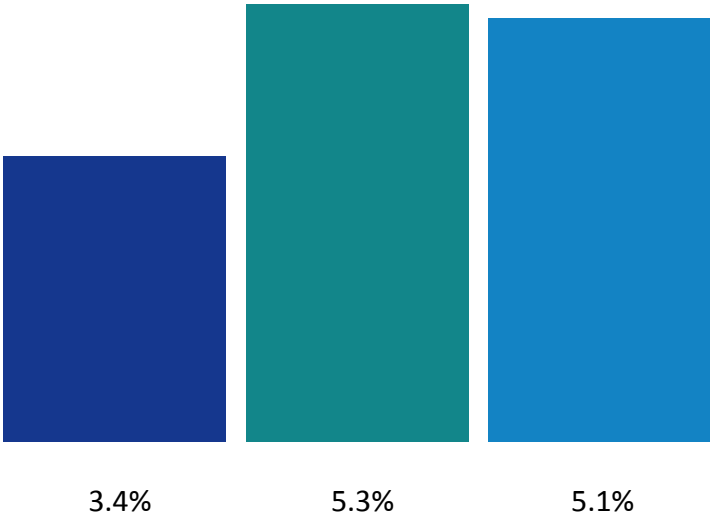
Trust Accounting System & Related Expenses *as % of Total Expense*

Trust Accounting System plus Depository Expense *as % of Total Expense*

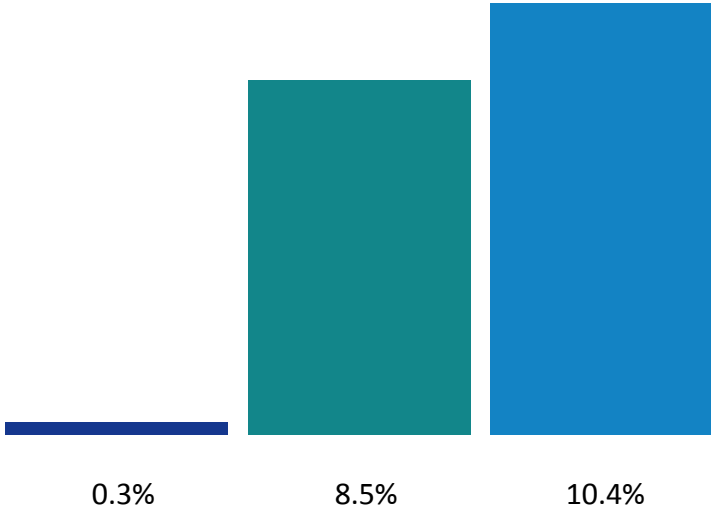


- Anytown Trust Company
- Peer Group
- Universe

Occupancy Expense *as % of Total Expense*

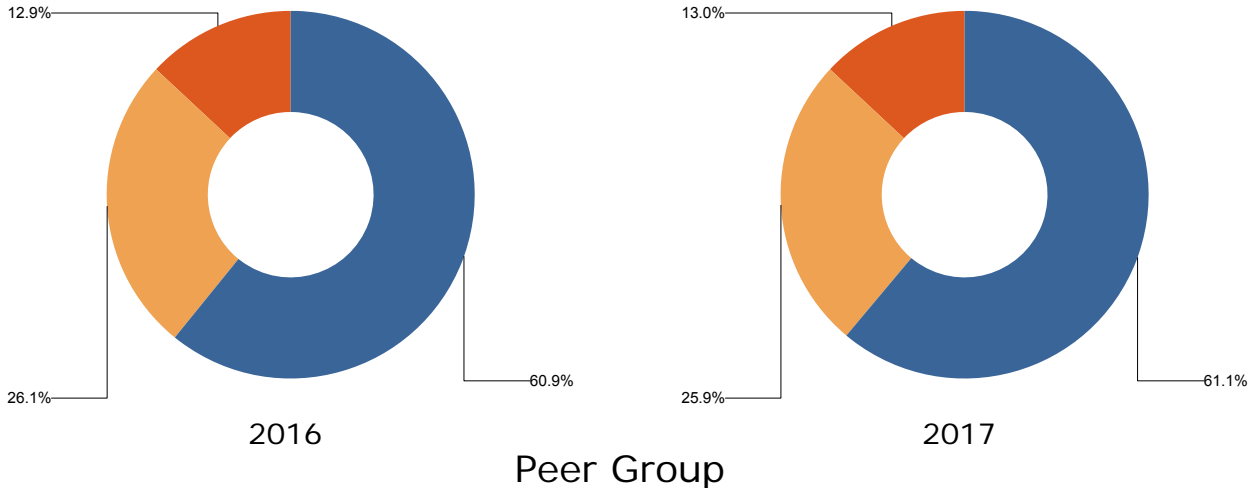
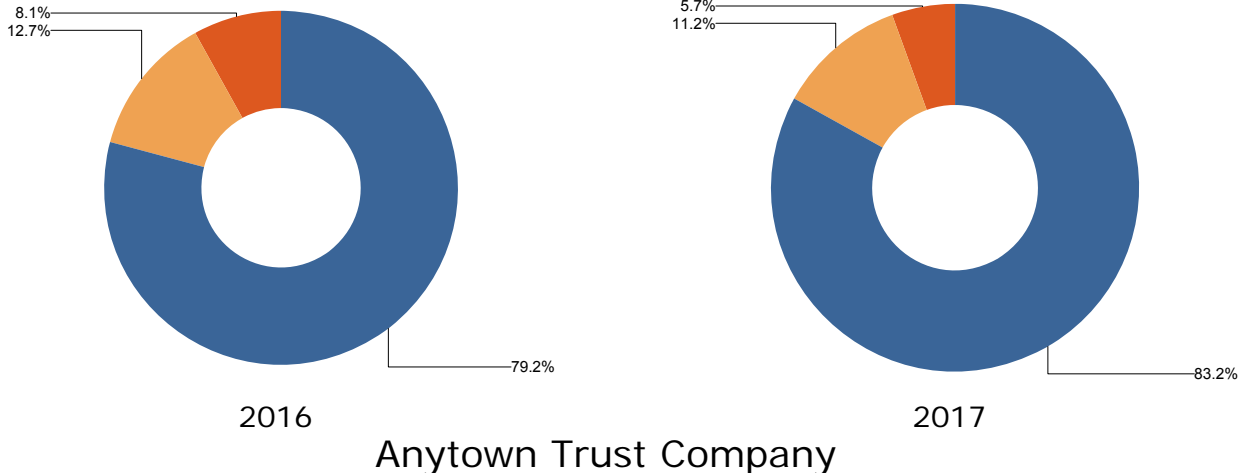


Overhead Expense *as % of Total Expense*



- Anytown Trust Company
- Peer Group
- Universe

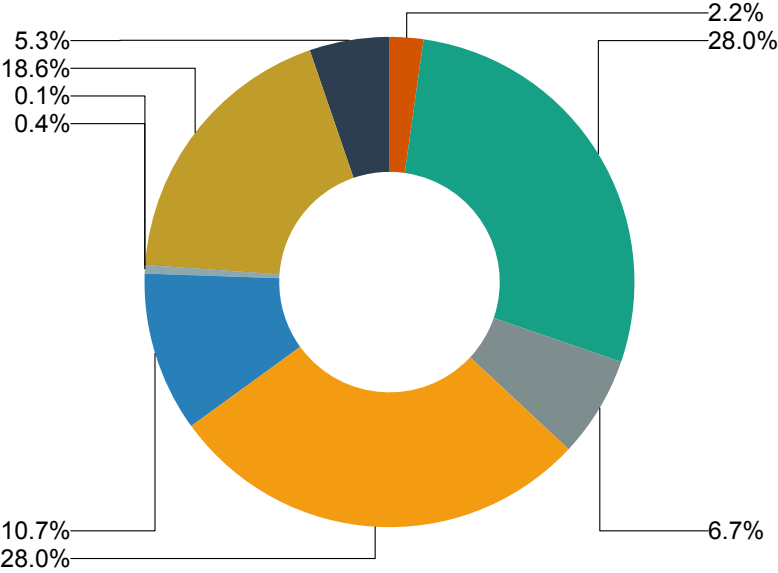
Business Mix *as % of Total Revenue*



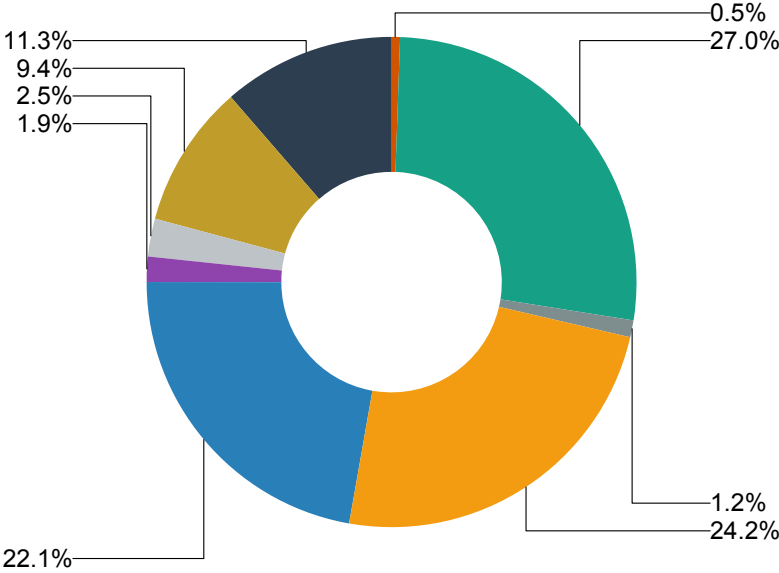
Personal Products
 Institutional Products
 Brokerage Products
 Other Products

Anytown Trust Company

Revenue by Product Line *as % of Total Revenue*



Anytown Trust Company



Peer Group

- Estates
- Directed/Delgated Trusts
- Personal Trust
- Investment Advisory
- Total EB
- Custody
- Corporate Services
- Other
- Total IRAs

Section 2. Profitability



Profitability

What drives your profitability? At the highest level, your profits are determined by some combination and balance between revenue and operating expenses.

The growth rates for revenue and expenses can indicate if your operating profit growth is influenced more by your efforts to increase sales or by your operational efficiencies. Over time, this influence (and your ratios) will change.

Your operating profit is lower than your peer group primarily due to your lower revenue, even when offset by your lower expenses. A focus on revenue growth could possibly boost your overall profitability.

Your operating profit growth is favorable, and higher than your peer group.

	Anytown Trust Co.	Peer Group
Revenue	\$8,962	\$13,442
<i>Growth</i>	<i>19.5%</i>	<i>6.0%</i>
Expenses	\$4,952	\$9,560
<i>Growth</i>	<i>5.1%</i>	<i>10.1%</i>
Operating Profit	\$4,025	\$4,289
<i>Growth</i>	<i>43.6%</i>	<i>-9.8%</i>

Although the above table considers revenue and expenses at a high level as the components of operating profit, there are many other factors that contribute. Your profits are the distillation of your entire operation and the decisions made at every stage can have an impact. Product mix, fee integrity, personnel costs, marketing campaigns, technology upgrades, and staffing levels all have a role in determining your profitability.

In reviewing this report, keep in mind that many factors can impact your profits; using revenue and expenses as starting point for your evaluation can serve to focus your analysis.

Profitability

Net Profit measures the "bottom line" profitability of an organization, measuring the revenue dollars that remain after considering all expenses.

Net Profit starts with Operating Profit and further subtracts both taxes and overhead expense. The Net Profit Margin measures the percent of an additional dollar of revenue that will flow through the organization as profit.

Unfortunately, every organization handles taxes and overhead in slightly different ways. In many cases, there is an allocation made for corporate overhead but it is not handled in the same manner across all organizations.

	Anytown Trust Co.	Peer Group
Operating Profit	\$4,025	\$4,289
Taxes	\$1,404	\$822
Overhead	\$15	\$814
Net Profit	\$2,607 [*]	\$2,653 [*]
Net Profit Margin	29.1%	19.7%

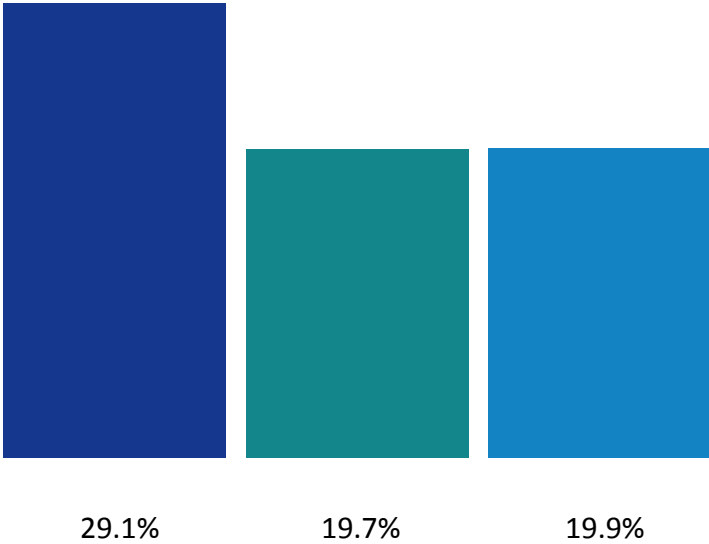
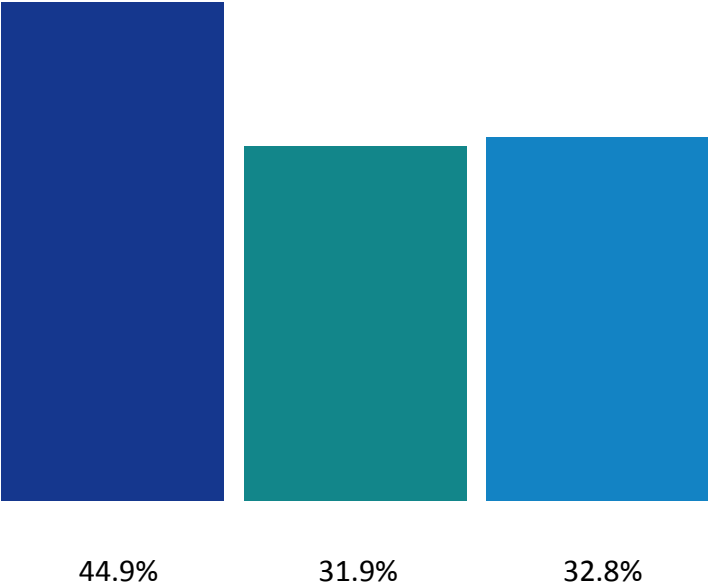
^{*} The calculations for the peer group is an average of the data values for each member of the group, including net profit. We chose to use averages for all data point calculations, and therefore, the calculation of operating profit less taxes and overhead does not equal the average of Net Profit. The number is correct.

Due to the lack of consistency in tax rates and overhead, the Net Profit calculation is not a perfect metric for comparison; generally we consider Operating Income to be a better metric.

Net Profit's inconsistent treatment notwithstanding, we believe there is some value for evaluating this metric versus your peers. However, you might need to make some simple adjustments to the numbers (if your organization, or the peer group, does not allocate overhead) in order to make a better comparison. Regardless, understanding why your taxes and overhead vary can raise some awareness of different internal accounting approaches.

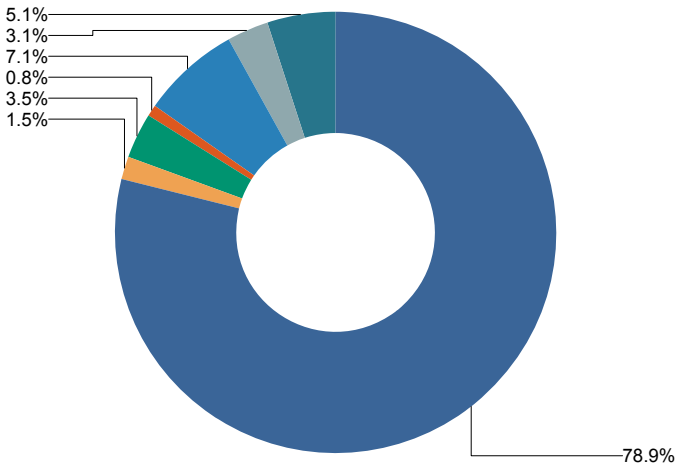
Operating Profit Margin

Net Profit Margin

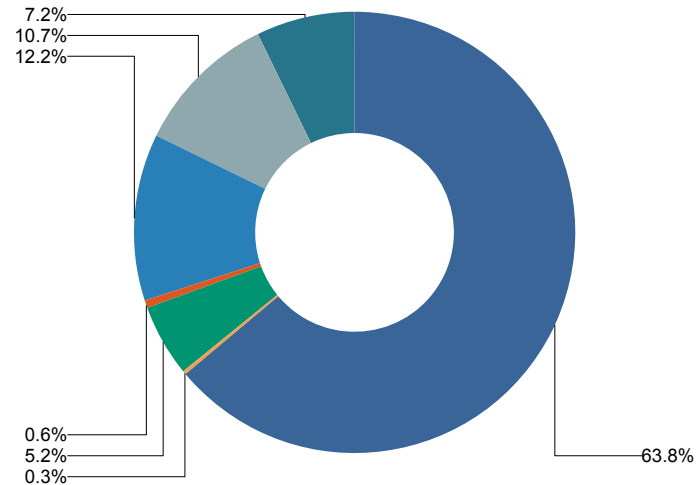


- Anytown Trust Company
- Peer Group
- Universe

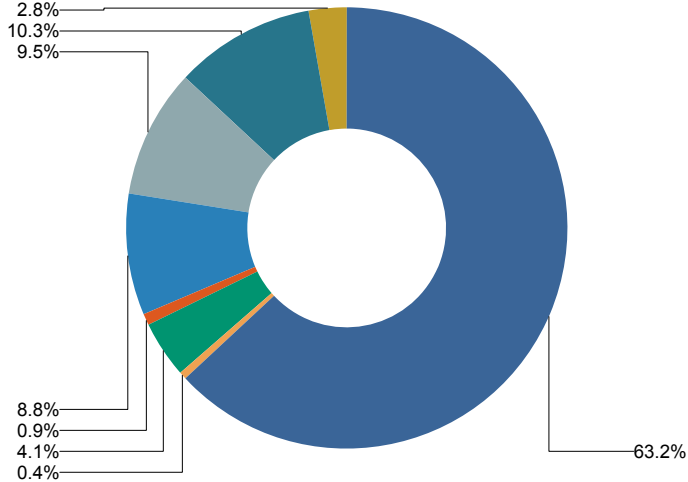
Operating Expense as % of Total Operating Expense



Anytown Trust Company



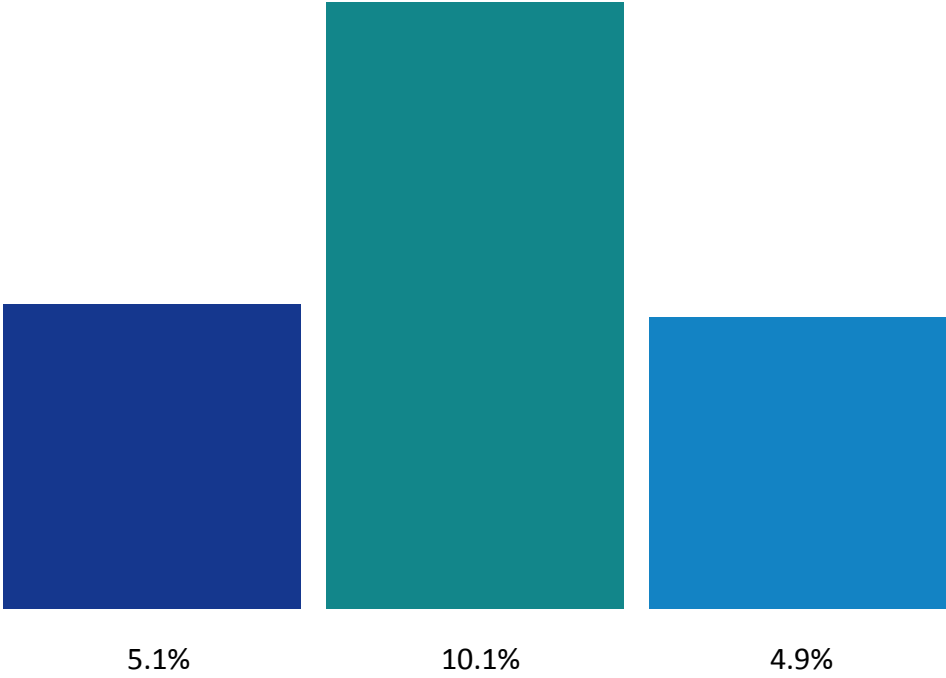
Peer Group



Universe

- Personnel
- Training & Development
- Occupancy
- Risk Management
- Information Technology
- Other
- Outside Services
- Retail Brokerage
- Allocated Overhead

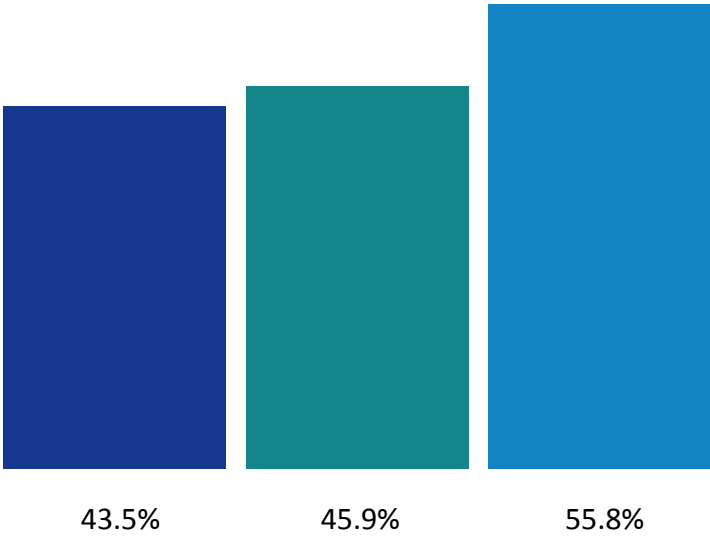
Total Expense Growth
2016 - 2017



- Anytown Trust Company
- Peer Group
- Universe

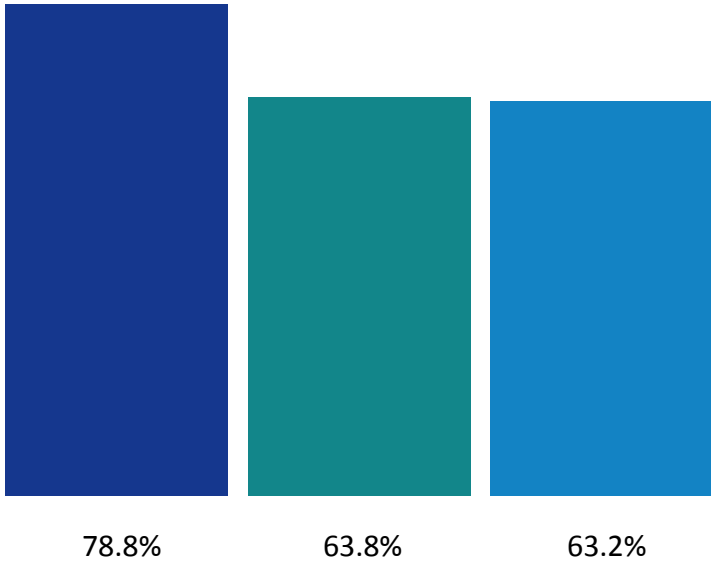
Personnel Expense

2016 - 2017 as % of Total Revenue



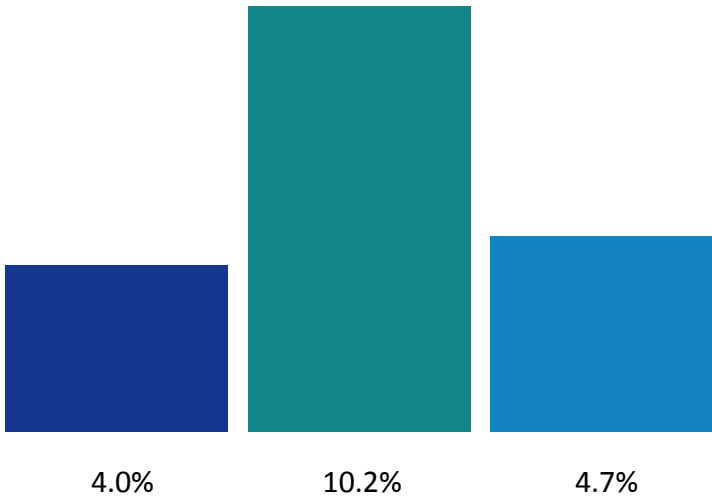
Personnel Expense

2016 - 2017 as % of Total Operating Expense

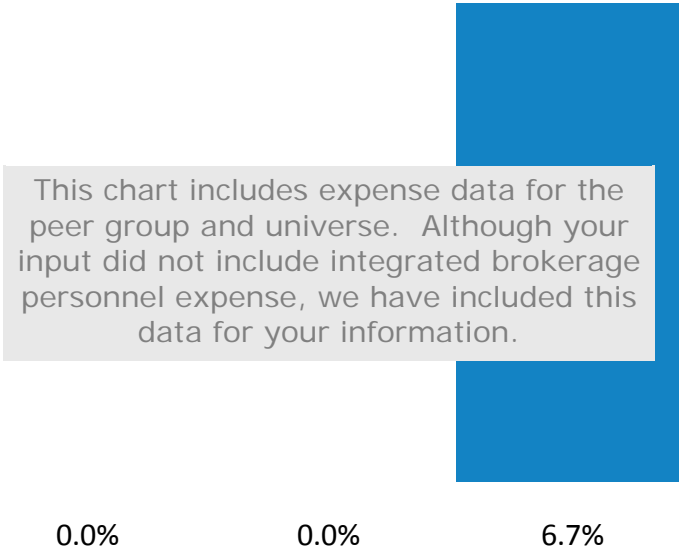


- Anytown Trust Company
- Peer Group
- Universe

Total Personnel Expense Growth 2016 - 2017

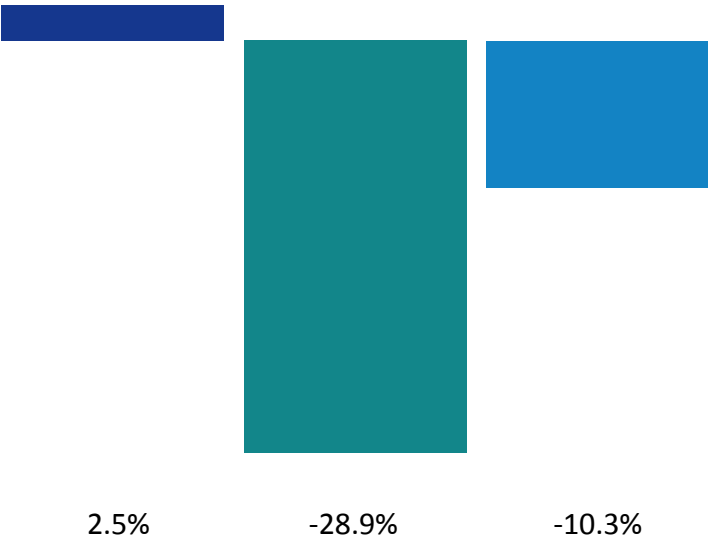


Retail Brokerage Personnel Exp Growth 2016 - 2017

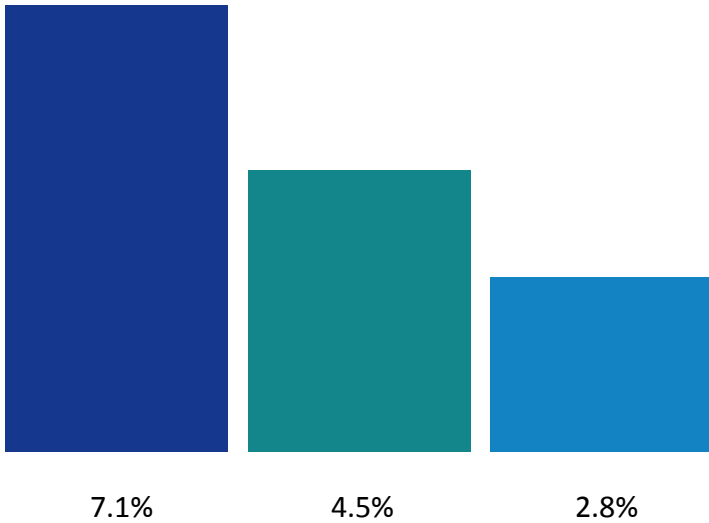


- Anytown Trust Company
- Peer Group
- Universe

Risk Management Expense Growth 2016 - 2017

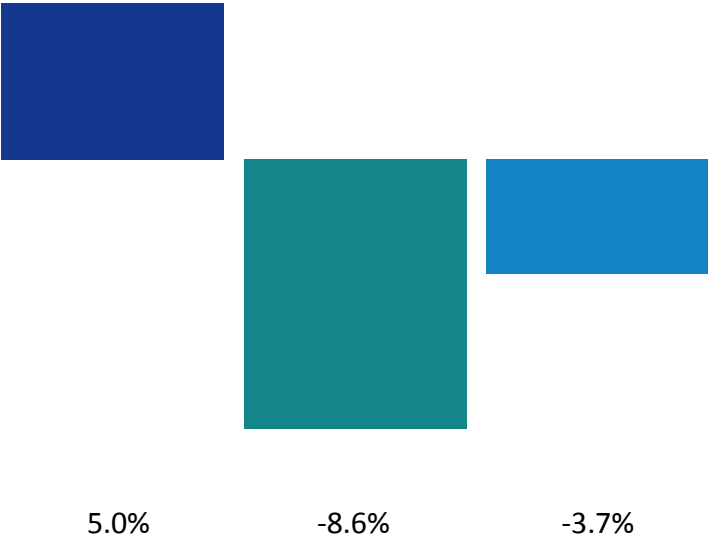


Training & Development Exp Growth 2016 - 2017

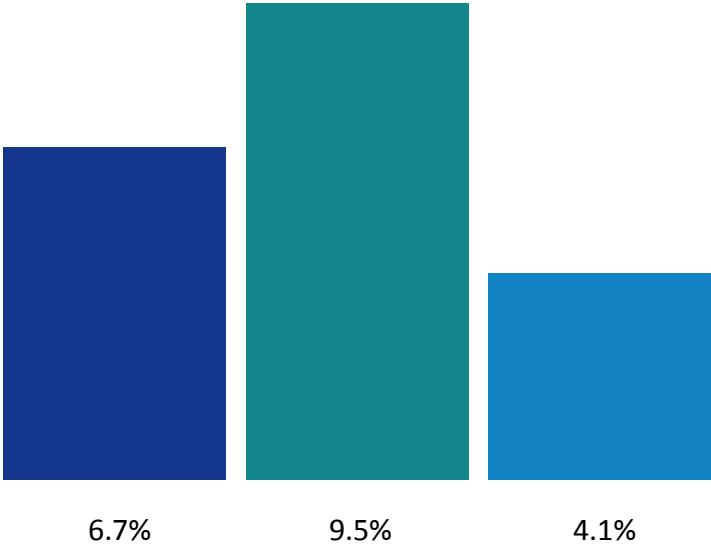


- Anytown Trust Company
- Peer Group
- Universe

Travel & Entertainment Exp Growth 2016 - 2017

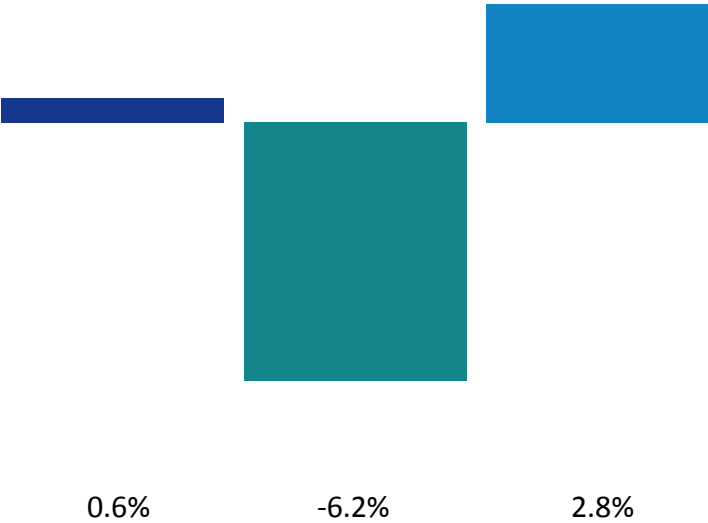


Bus Dev/Marketing Expense Growth 2016 - 2017

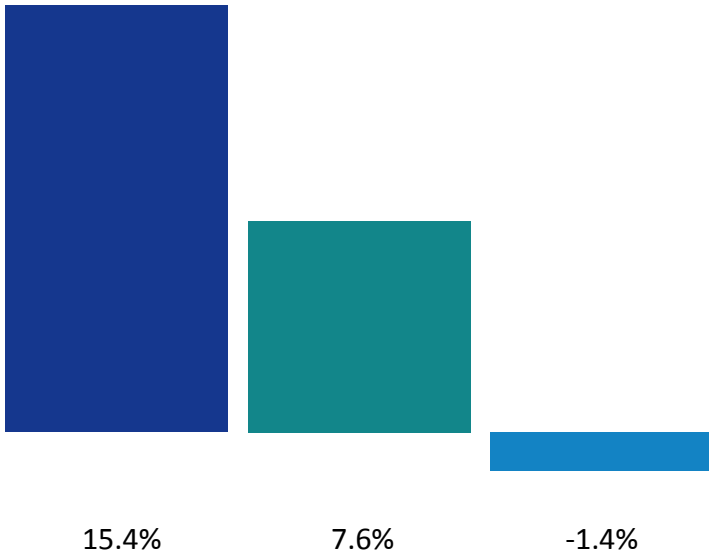


- Anytown Trust Company
- Peer Group
- Universe

Occupancy Expense Growth 2016 - 2017

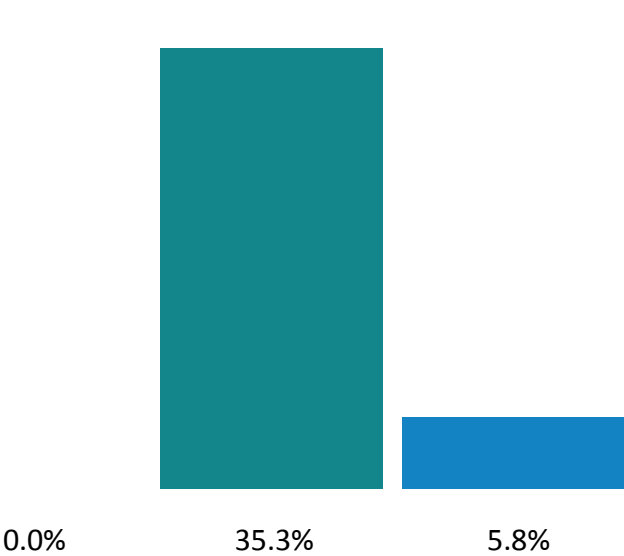


Corporate Overhead Expense Growth 2016 - 2017

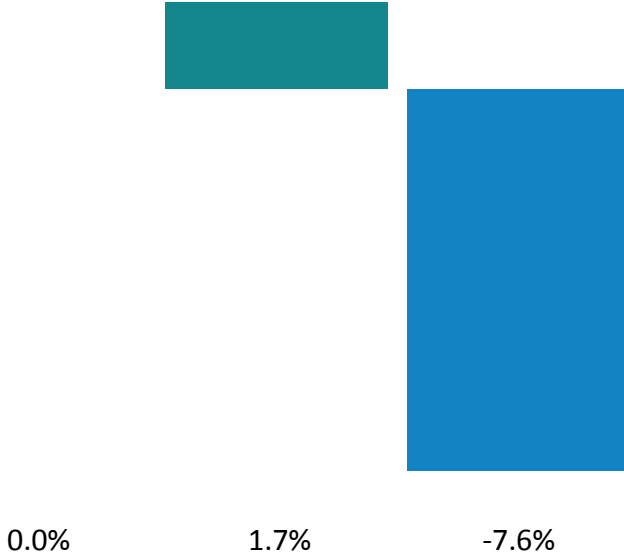


- Anytown Trust Company
- Peer Group
- Universe

Investment Services Expense Growth 2016 - 2017

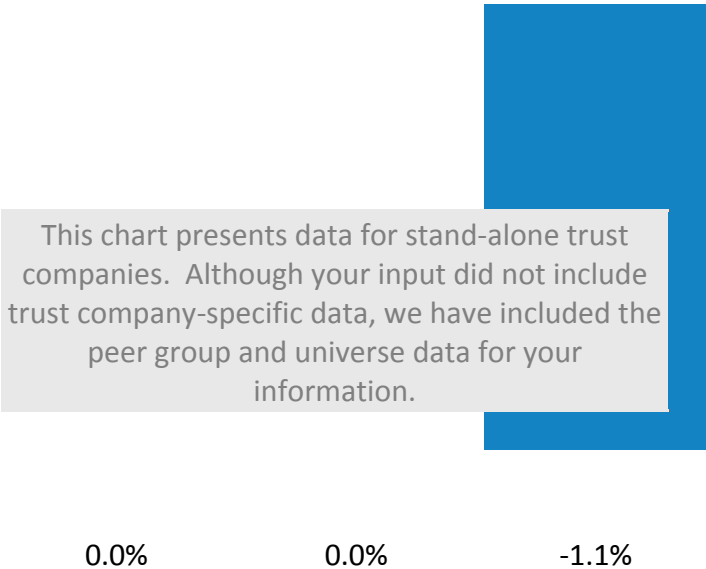


Consulting Services Expense Growth 2016 - 2017

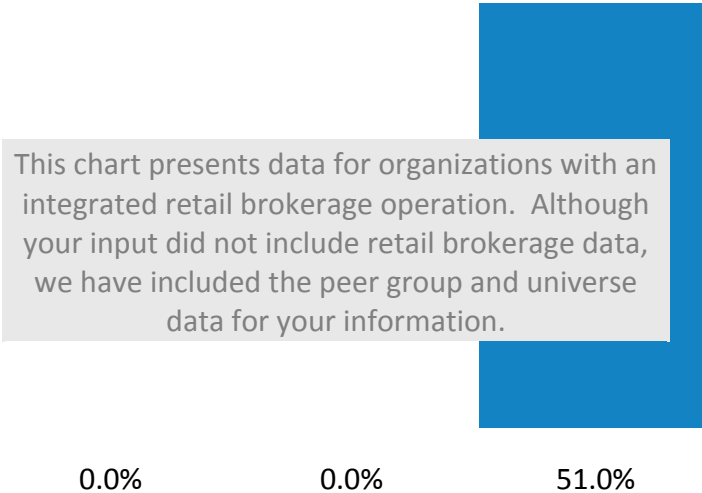


- Anytown Trust Company
- Peer Group
- Universe

Trust Company Expense Growth 2016 - 2017

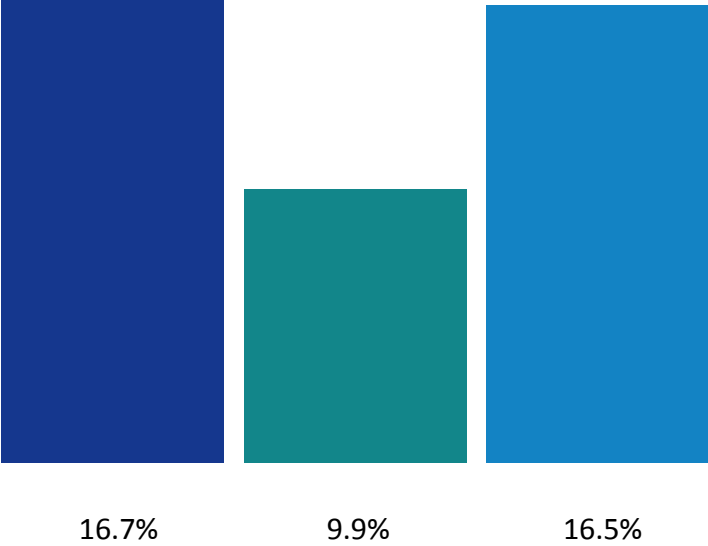


Retail Brokerage Expense Growth 2016 - 2017

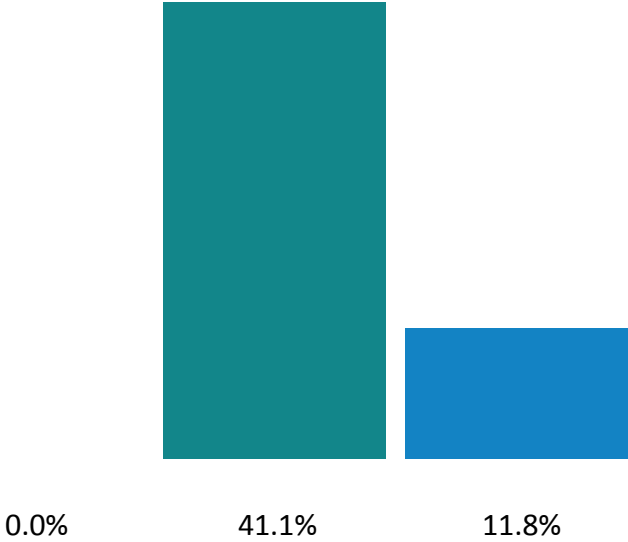


- Anytown Trust Company
- Peer Group
- Universe

Trust Accounting System Exp Growth 2016 - 2017

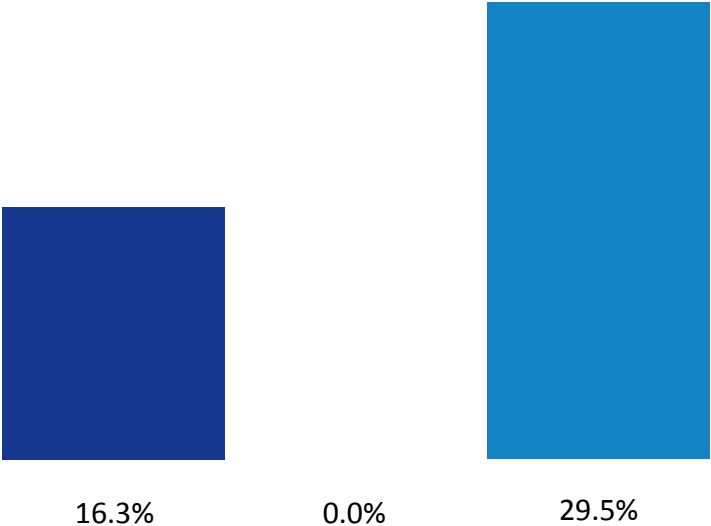


Other Computer/Software Exp Growth 2016 - 2017

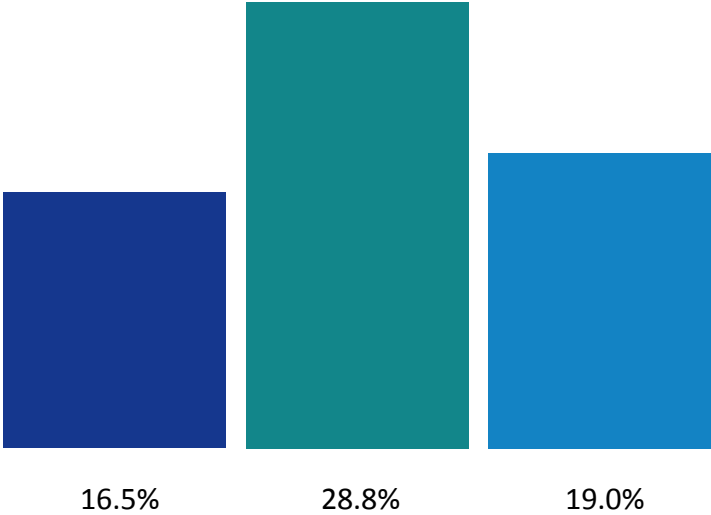


- Anytown Trust Company
- Peer Group
- Universe

Depository Expense Growth 2016 - 2017



Trust Acct System & DTC Exp Growth 2016 - 2017

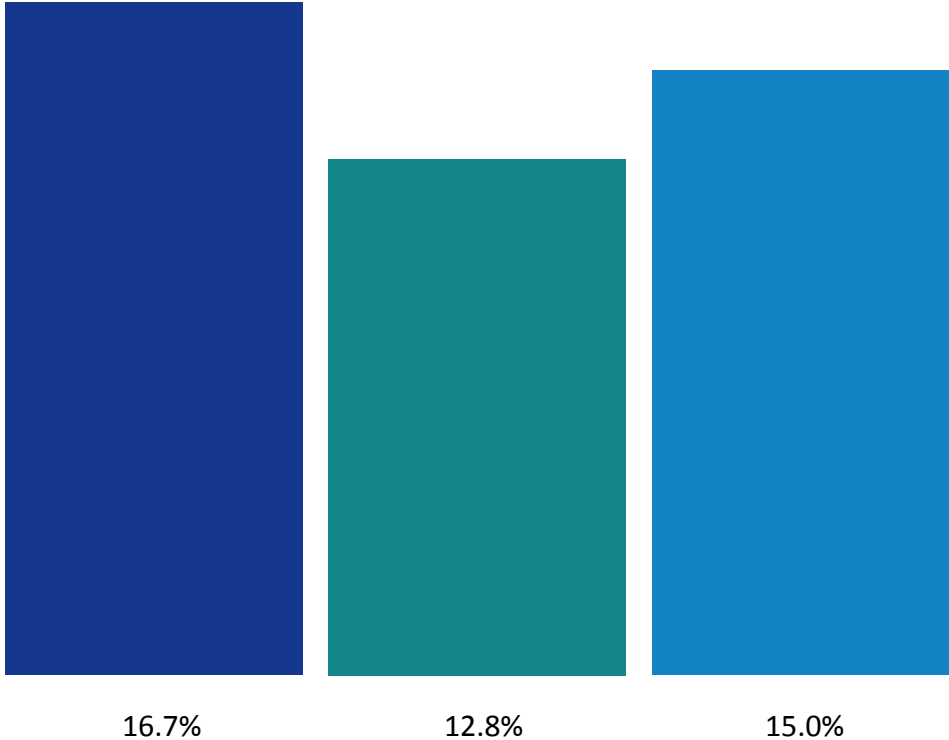


- Anytown Trust Company
- Peer Group
- Universe

Total IT Expense Growth

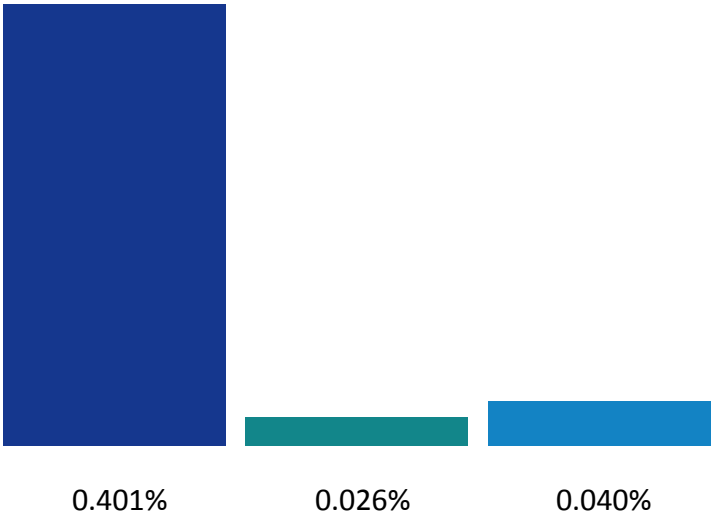
2016 - 2017

Includes Trust Accounting System and Other Computer/Software Expense

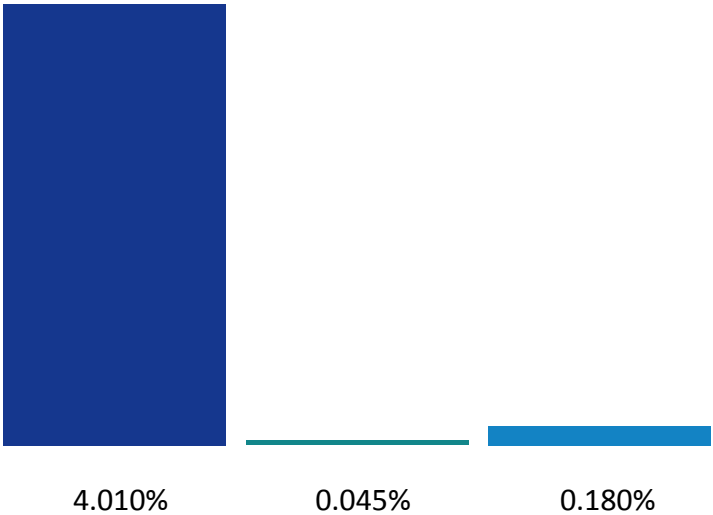


- Anytown Trust Company
- Peer Group
- Universe

Trust Contribution to Bank ROA 2016 - 2017



Trust Contribution to Bank ROE 2016 - 2017



- Anytown Trust Company
- Peer Group
- Universe

A caveat: this metric is significantly affected by the size of the parent organization, which may have an impact on the validity of this comparison.

Section 3. Growth



Growth

Based on your business mix and the profitability of differing product lines (as measured by your Conversion Ratios), the revenues generated from new business can vary widely.

The table at right breaks down your overall growth in revenue, assets, and accounts to show which types of products generated your growth.

Comparing growth not only by revenues, assets, and accounts, but also by the type of product yields some insight into what were the drivers of your business in the past year.

Keep in mind that there are other types of growth that will affect your overall business, such as payroll and operating expenses. However, this section of the report focuses on product growth.

	Anytown Trust Co.	Peer Group
<i>Revenue Growth</i>		
Managed	23.6%	4.9%
Non-Managed	18.8%	0.5%
<i>Assets Growth</i>		
Managed	9.0%	16.1%
Non-Managed	-6.8%	30.4%
<i>Accounts Growth</i>		
Managed	1.1%	5.8%
Non-Managed	-2.4%	83.9%

Based on your business mix and the profitability of differing product lines (as measured by your Conversion Ratios), the revenue generated from new business can vary widely. The growth rates above show where your growth occurred in the past year.

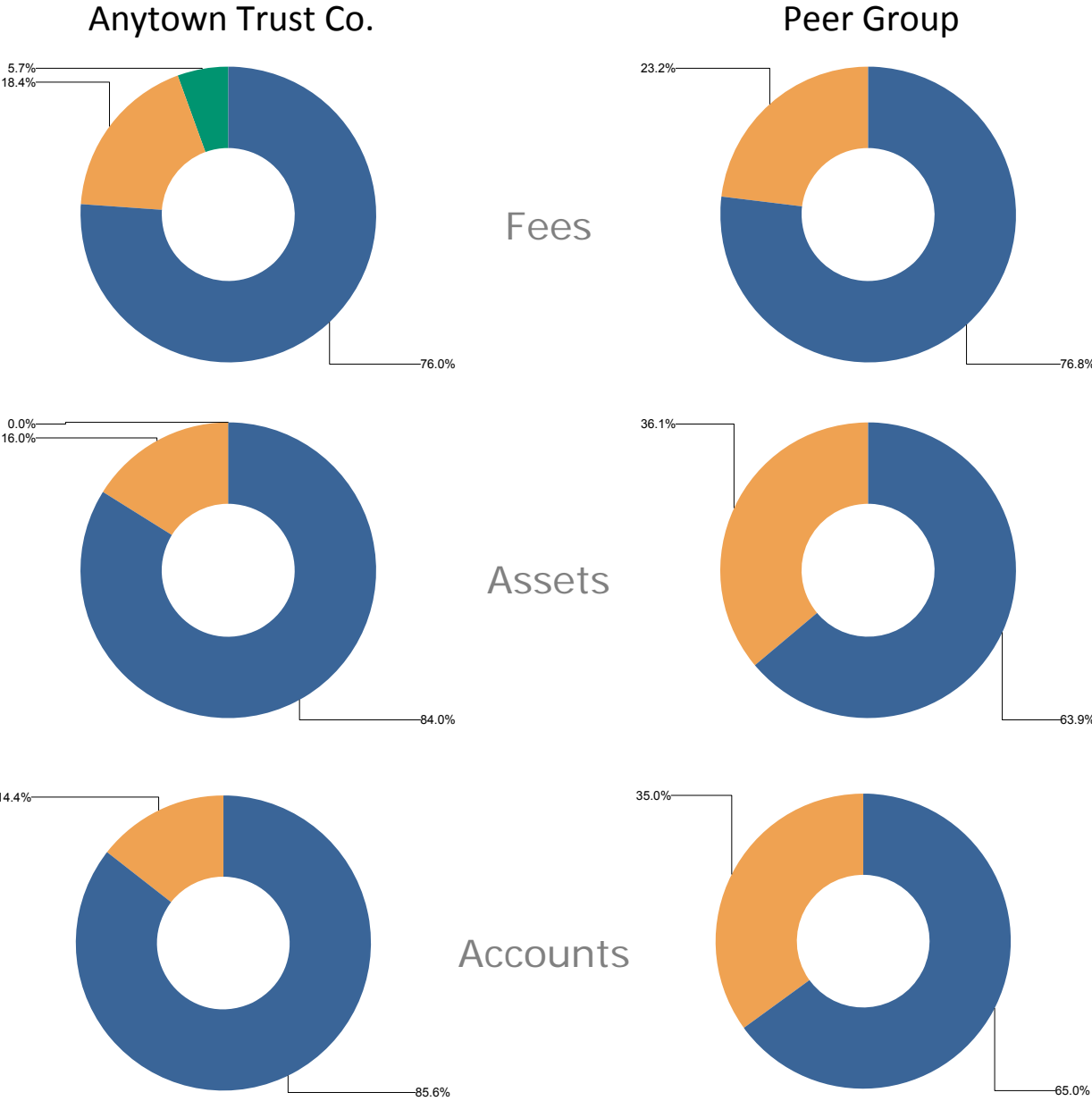
Product Distribution

In addition to the relationships between growth ratios, it is also important to consider what products are driving your growth. The graphs at right plot the distribution of managed versus non-managed products (and also non product or 'other').

Traditionally, managed assets will yield a higher level of revenue than non-managed. Adding new managed assets will generally generate a larger increase in revenue than would a similar increase in non-managed assets.

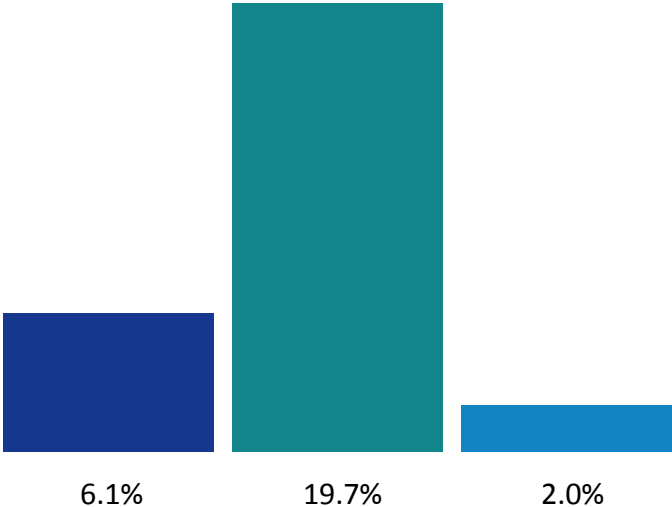
Your managed revenue growth was 23.6% versus your peer growth of 4.9%. Your non-managed growth was 18.8%, with a peer group rate of 0.5%. Your total revenue growth was 19.5%, as compared to the peer group's growth of 6.0%.

■ Managed ■ Non Managed ■ Other



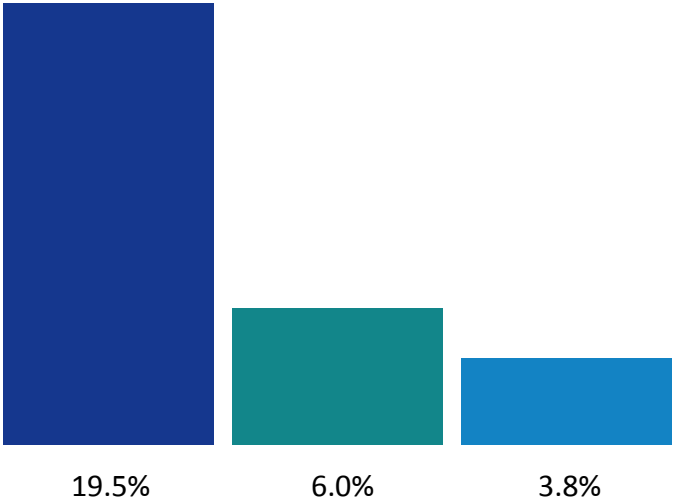
Growth - Total Assets

2016 - 2017 *Assets from all sources*



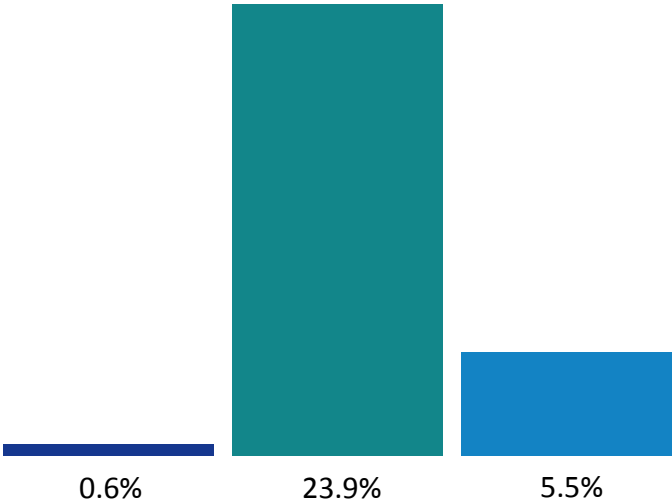
Growth - Total Revenue

2016 - 2017 *Revenue from all sources*



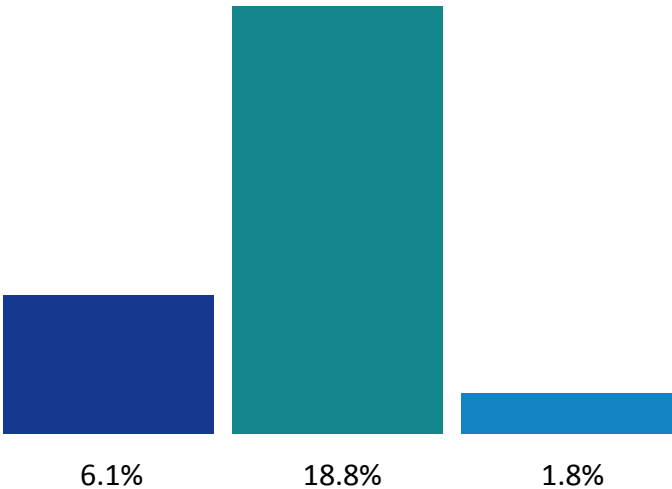
Growth - Total Accounts

2016 - 2017 *Accounts from all sources*

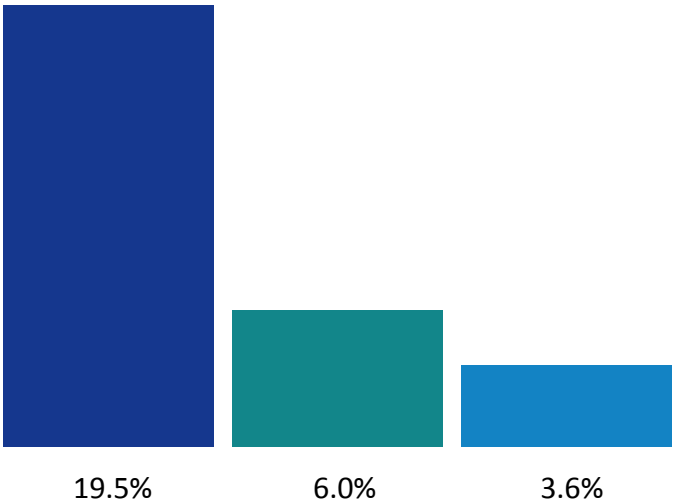


- Anytown Trust Co.
- Peer Group
- Universe

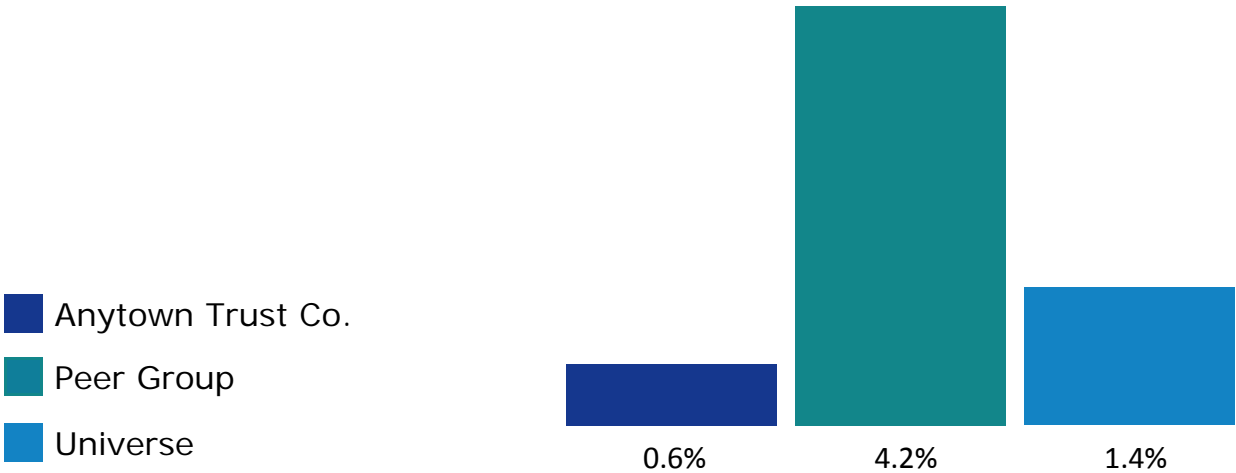
Growth - Total Trust Assets
2016 - 2017



Growth - Total Trust Revenue
2016 - 2017



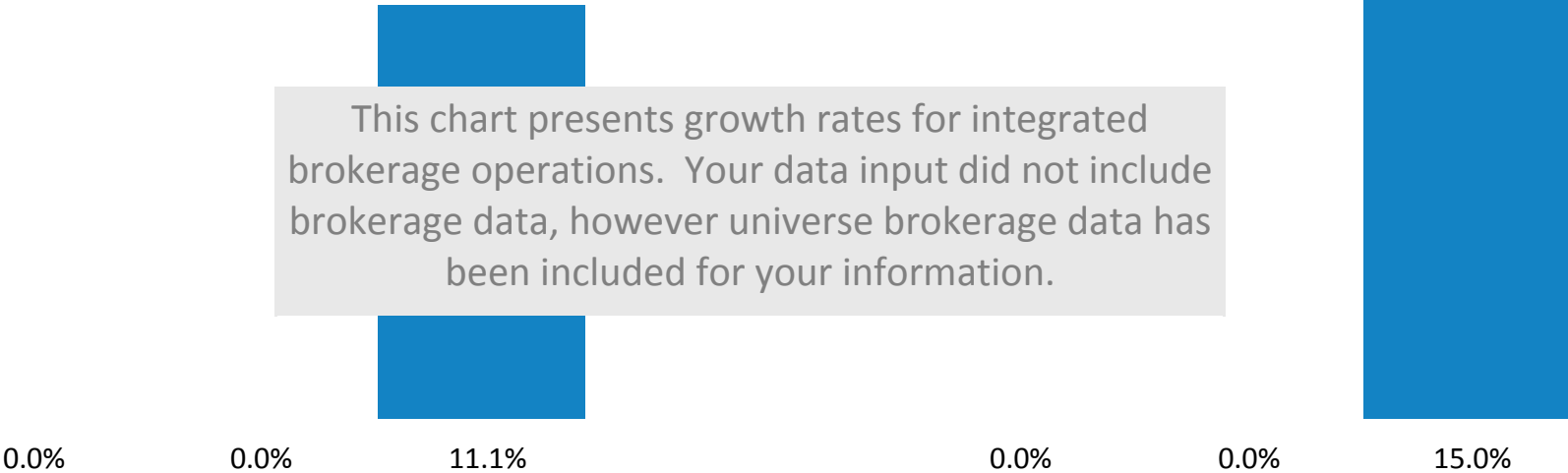
Growth - Total Trust Accounts
2016 - 2017



■ Anytown Trust Co.
■ Peer Group
■ Universe

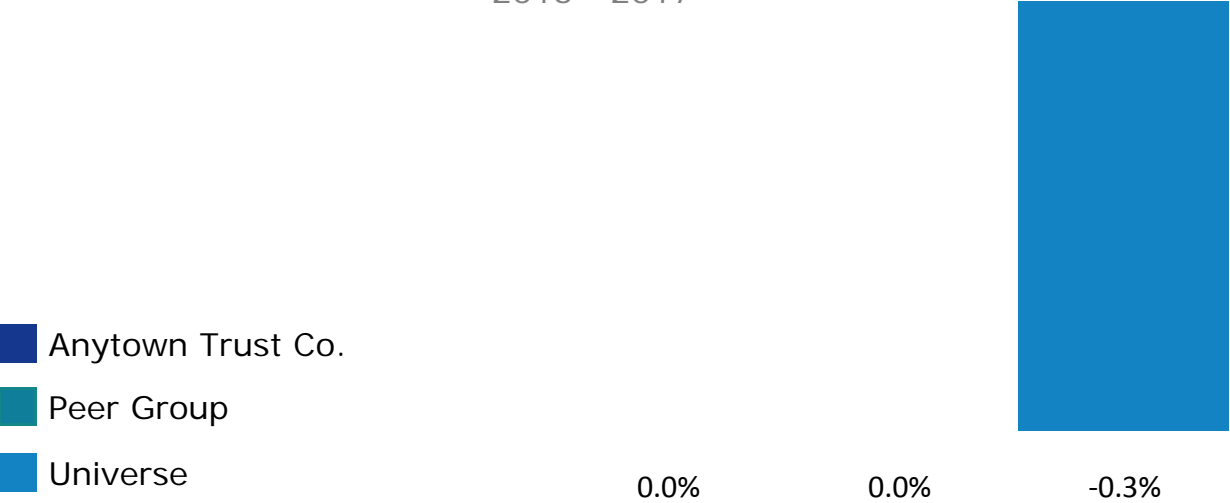
Growth - Brokerage Assets
2016 - 2017

Growth - Brokerage Fees
2016 - 2017



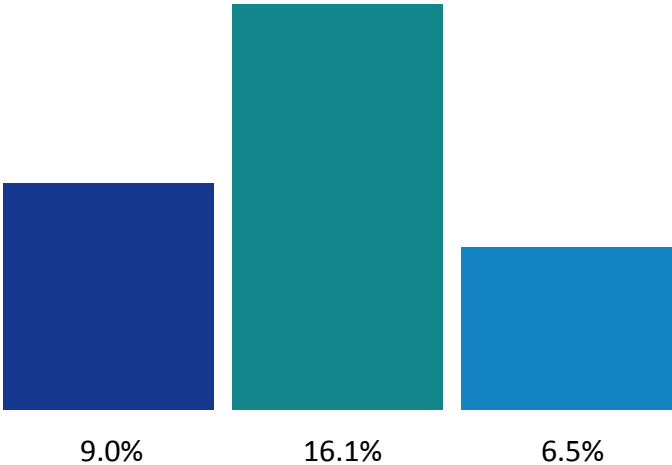
This chart presents growth rates for integrated brokerage operations. Your data input did not include brokerage data, however universe brokerage data has been included for your information.

Growth - Brokerage Accounts
2016 - 2017

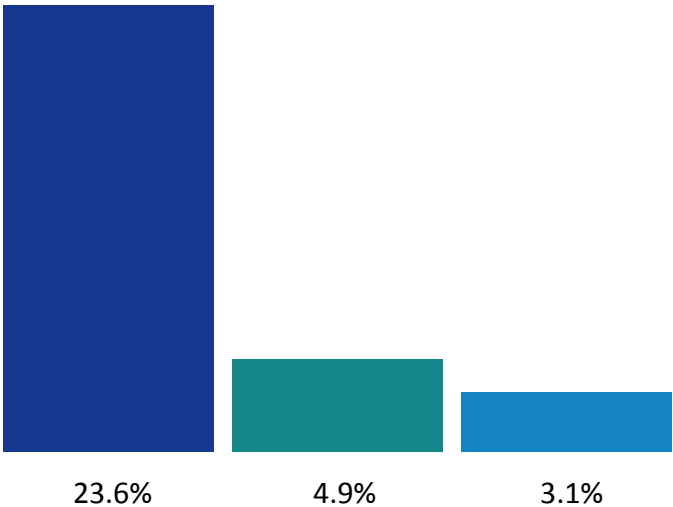


- Anytown Trust Co.
- Peer Group
- Universe

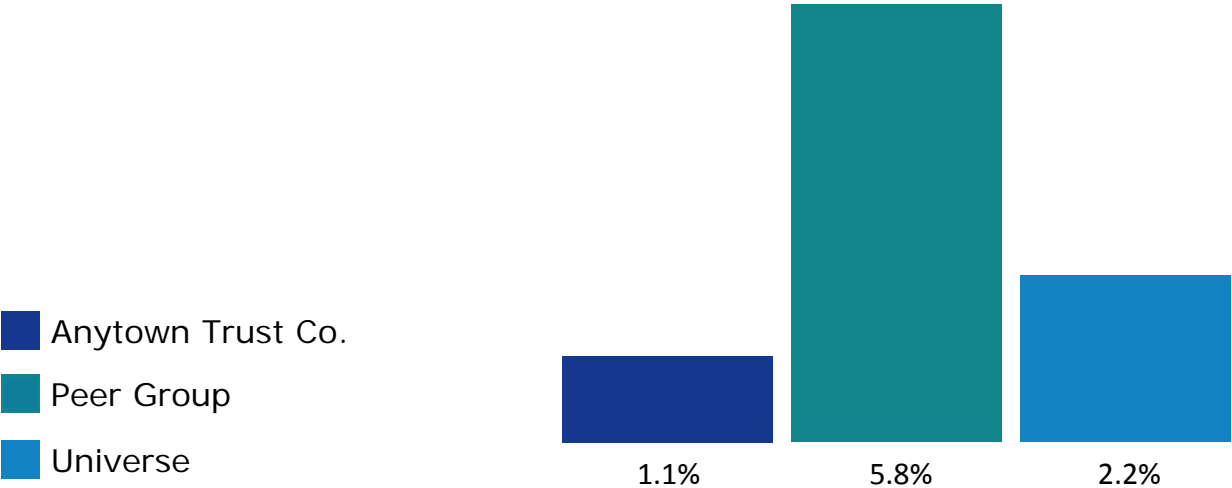
Managed Products Growth - Assets
2016 - 2017



Managed Products Growth - Fees
2016 - 2017



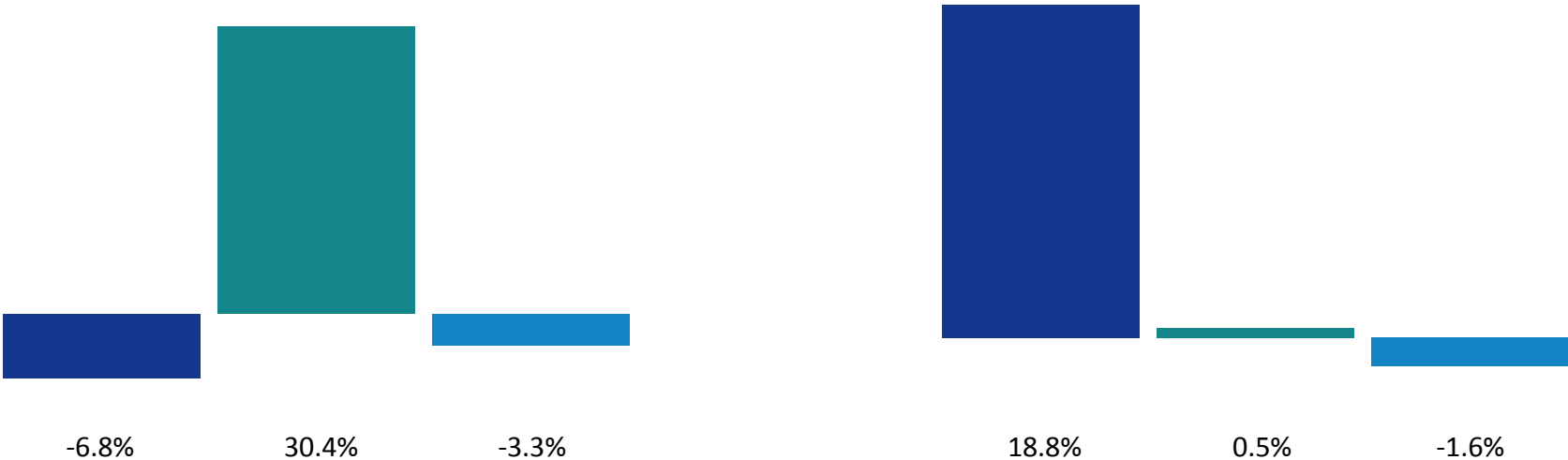
Managed Products Growth - Accounts
2016 - 2017



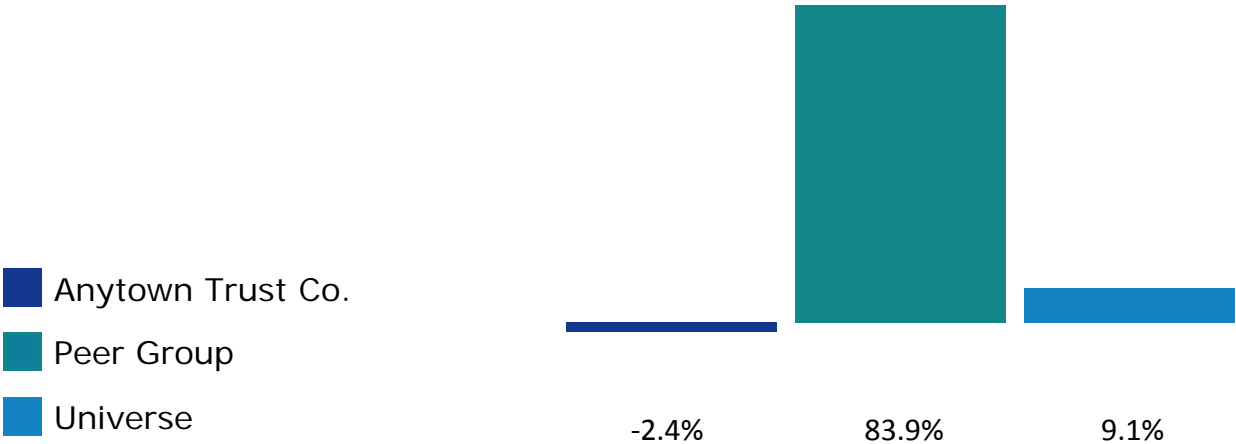
- Anytown Trust Co.
- Peer Group
- Universe

Non Managed Products Growth - Assets
2016 - 2017

Non Managed Products Growth - Fees
2016 - 2017

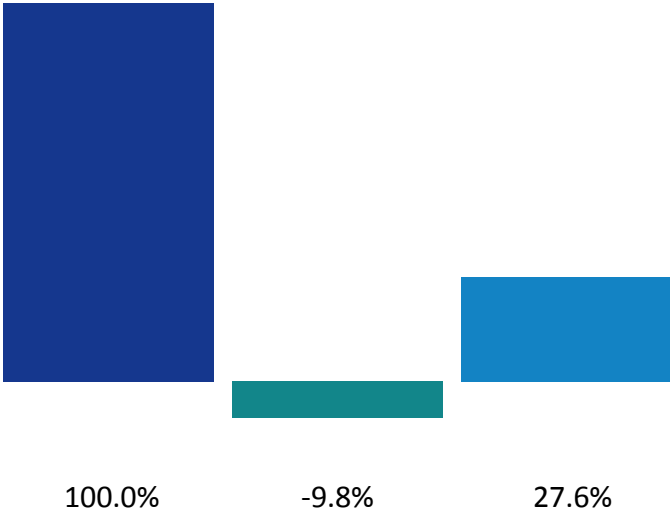


Managed Products Growth - Accounts
2016 - 2017

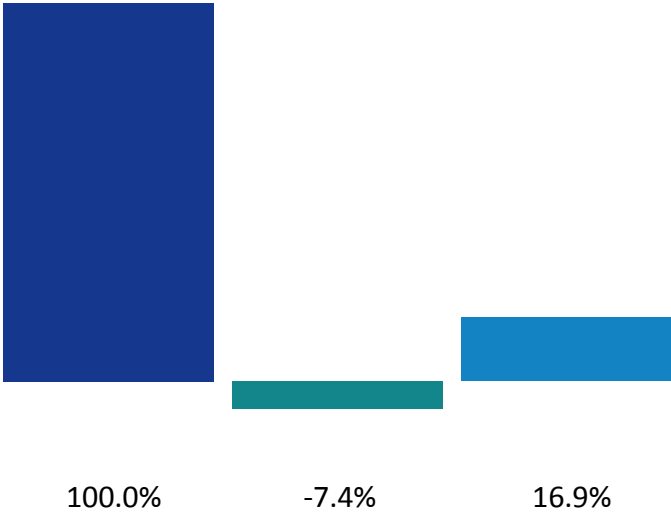


- Anytown Trust Co.
- Peer Group
- Universe

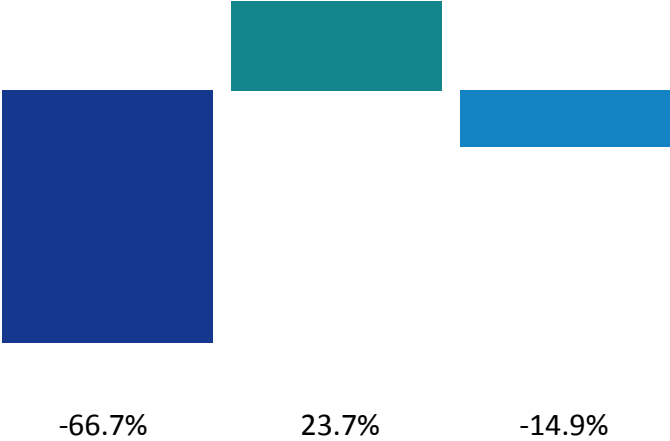
Estates Growth - Assets
2016 - 2017



Estates Growth - Fees
2016 - 2017

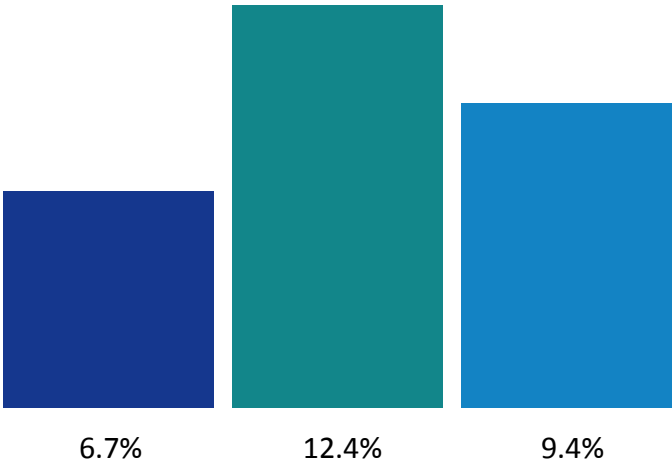


Estates Growth - Accounts
2016 - 2017

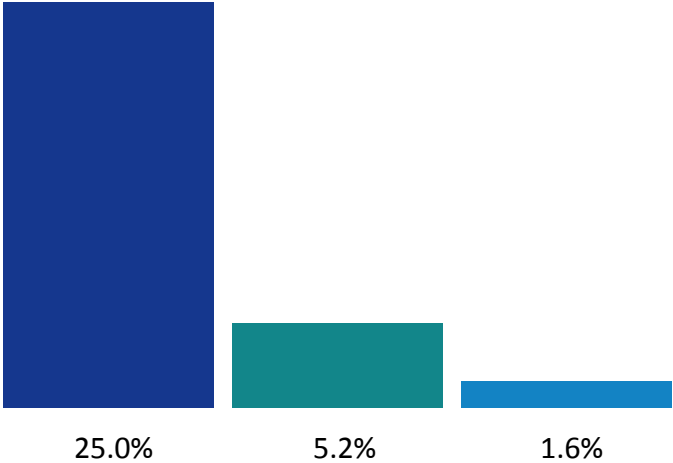


- Anytown Trust Co.
- Peer Group
- Universe

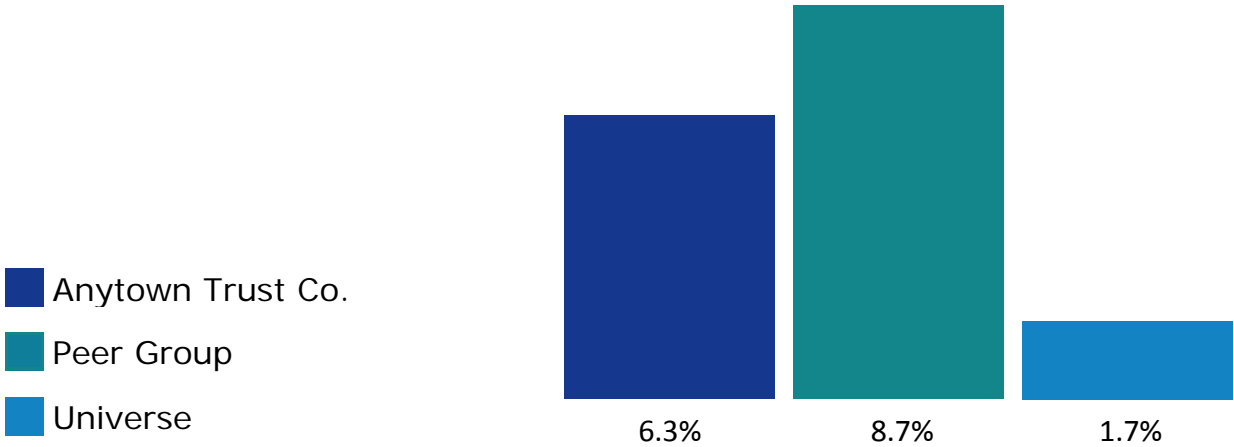
Personal Trust Growth - Assets
2016 - 2017



Personal Trust Growth - Fees
2016 - 2017



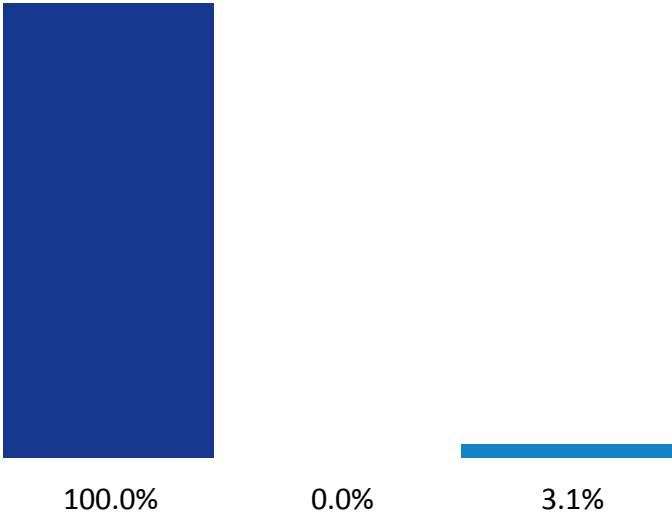
Personal Trust Growth - Accounts
2016 - 2017



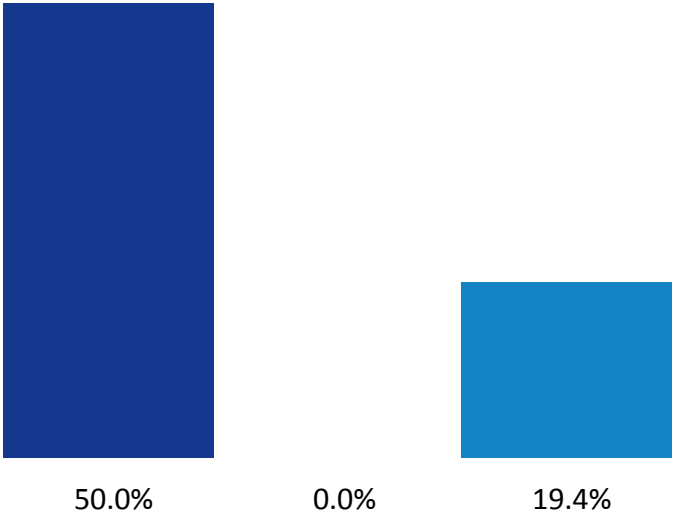
■ Anytown Trust Co.
■ Peer Group
■ Universe

Anytown Trust Company

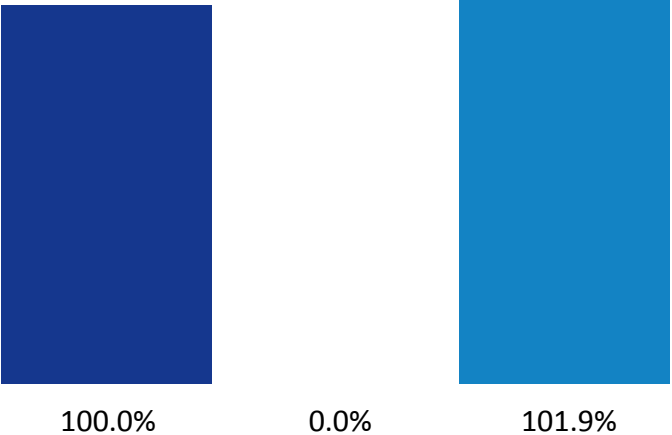
Directed/Delegated Trust Growth - Assets 2016 - 2017



Directed/Delegated Trust Growth - Fees 2016 - 2017

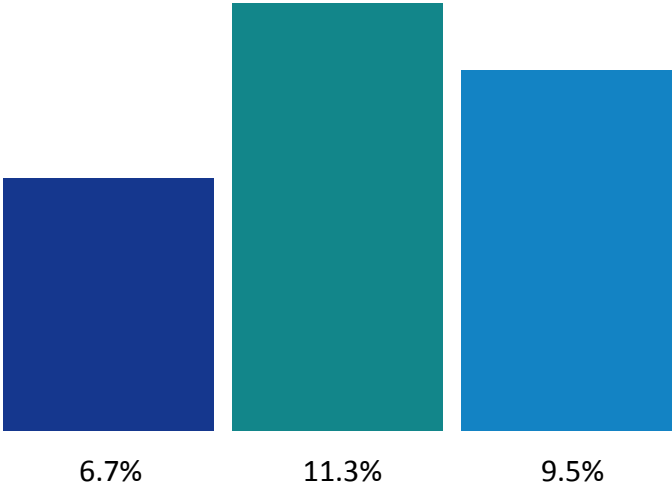


Directed/Delegated Trust Growth - Accounts 2016 - 2017

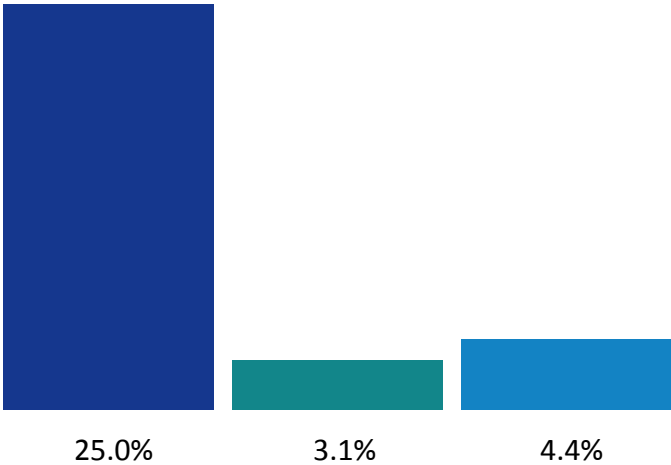


- Anytown Trust Co.
- Peer Group
- Universe

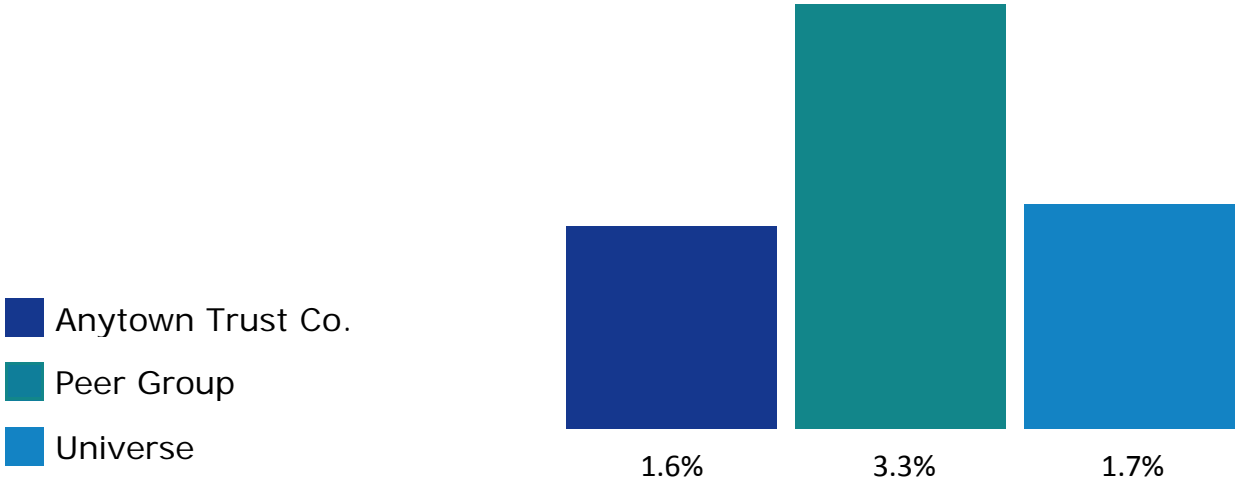
Investment Advisory Growth - Assets
2016 - 2017



Investment Advisory Growth - Fees
2016 - 2017



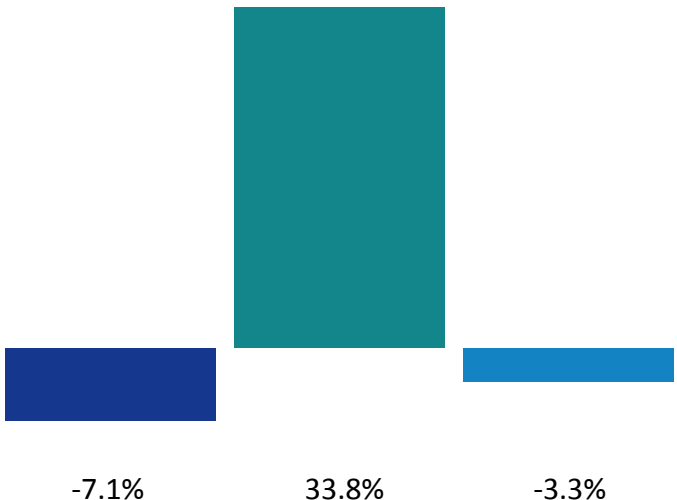
Investment Advisory Growth - Accounts
2016 - 2017



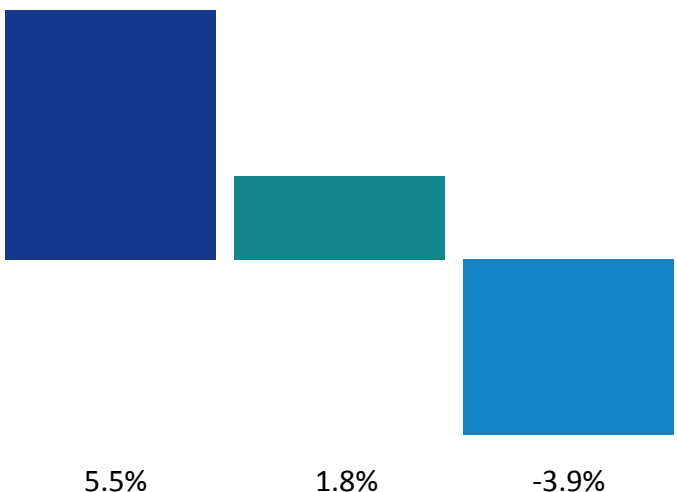
- Anytown Trust Co.
- Peer Group
- Universe

Anytown Trust Company

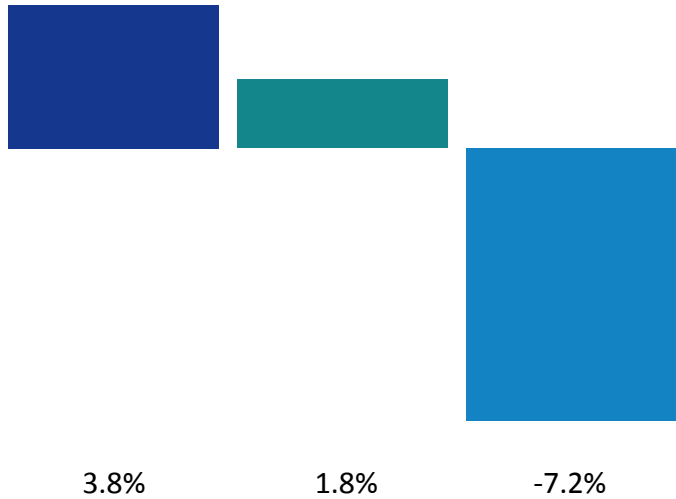
Retirement Planning Services (RPS)
Growth - Assets 2016 - 2017



Retirement Planning Services (RPS)
Growth - Fees 2016 - 2017



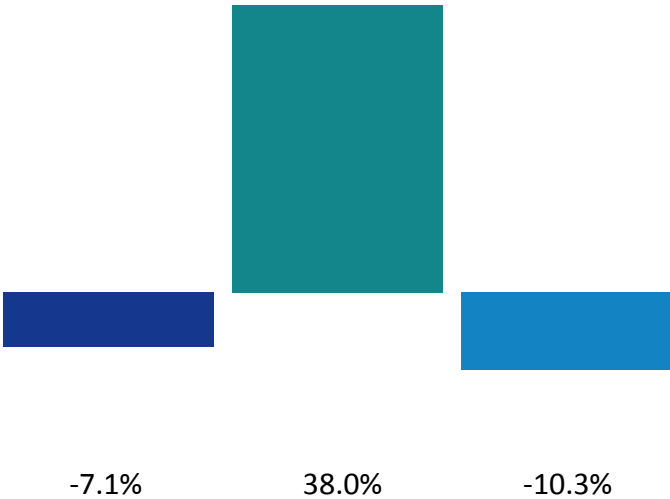
Retirement Planning Services (RPS)
Growth - Accounts 2016 - 2017



Retirement Planning Services (RPS) includes managed and non-managed employee benefit accounts. IRA accounts are not included.

- Anytown Trust Co.
- Peer Group
- Universe

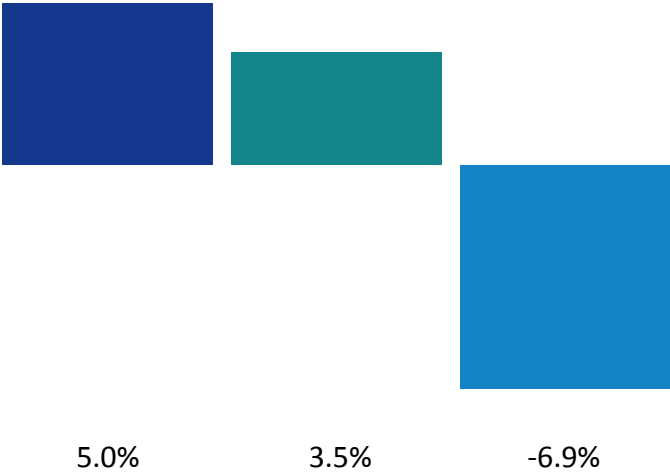
Managed RPS Growth - Assets
2016 - 2017



Managed RPS Growth - Fees
2016 - 2017

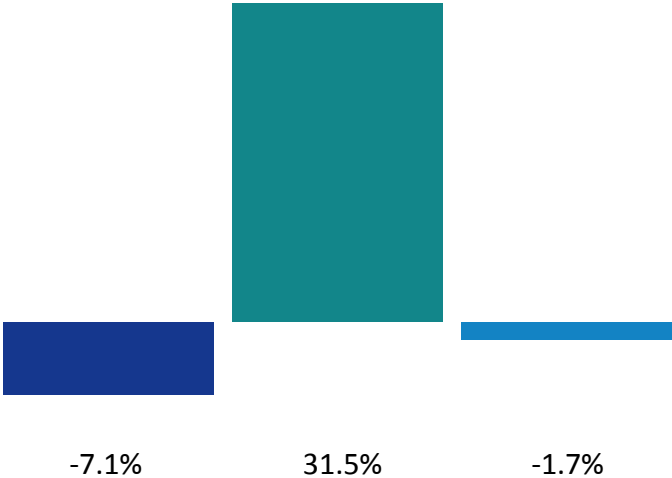


Managed RPS Growth - Accounts
2016 - 2017

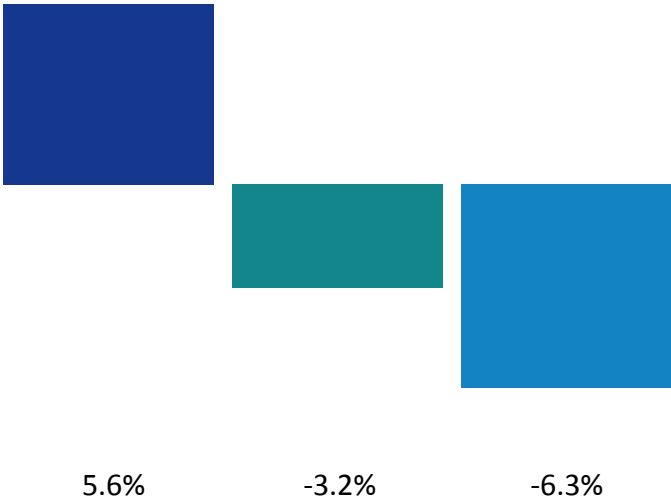


- Anytown Trust Co.
- Peer Group
- Universe

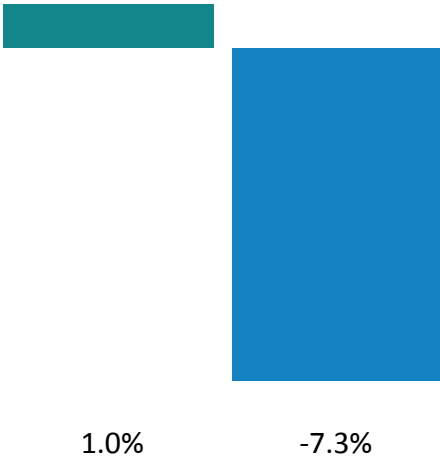
Non Managed RPS Growth - Assets
2016 - 2017



Non Managed RPS Growth - Fees
2016 - 2017

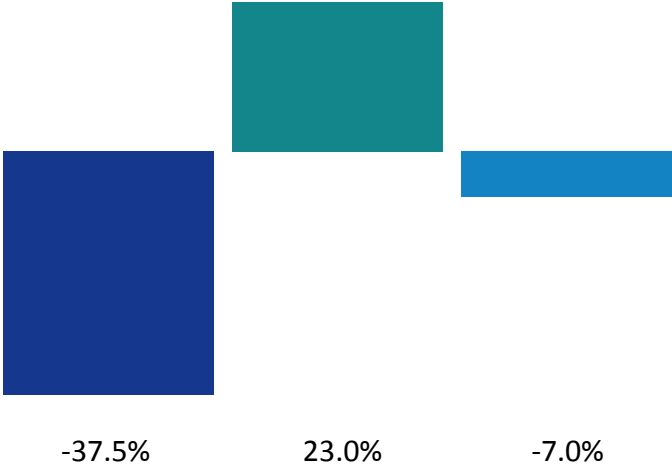


Non Managed RPS Growth - Accounts
2016 - 2017



- Anytown Trust Co.
- Peer Group
- Universe

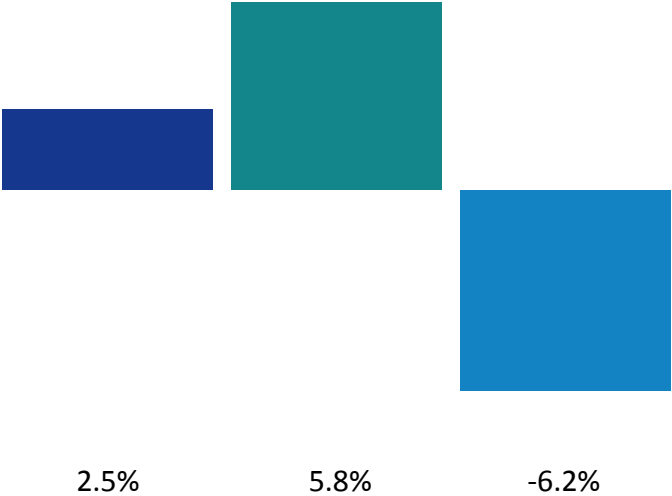
Custody Growth - Assets
2016 - 2017



Custody Growth - Fees
2016 - 2017

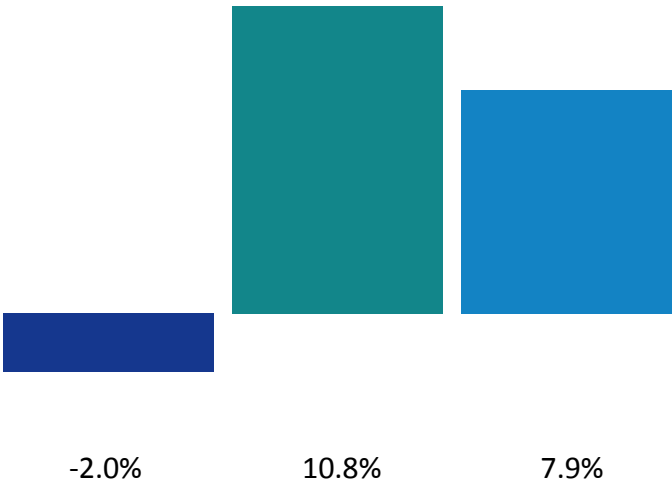


Custody Growth - Accounts
2016 - 2017

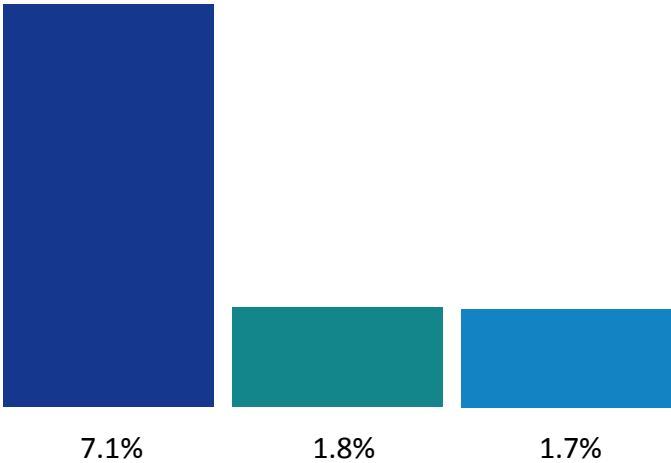


- Anytown Trust Co.
- Peer Group
- Universe

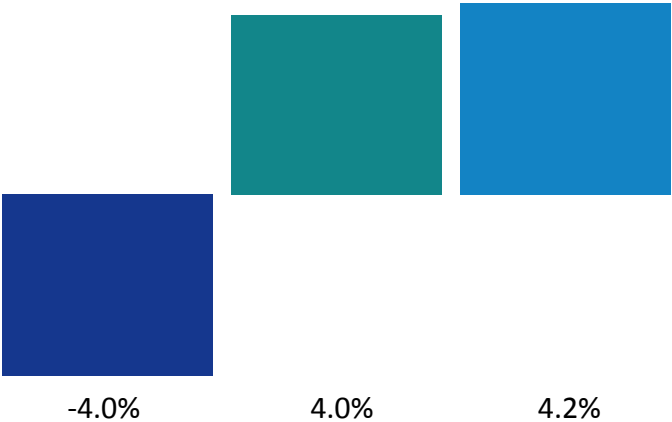
Total IRAs Growth - Assets
2016 - 2017



Total IRAs Growth - Fees
2016 - 2017

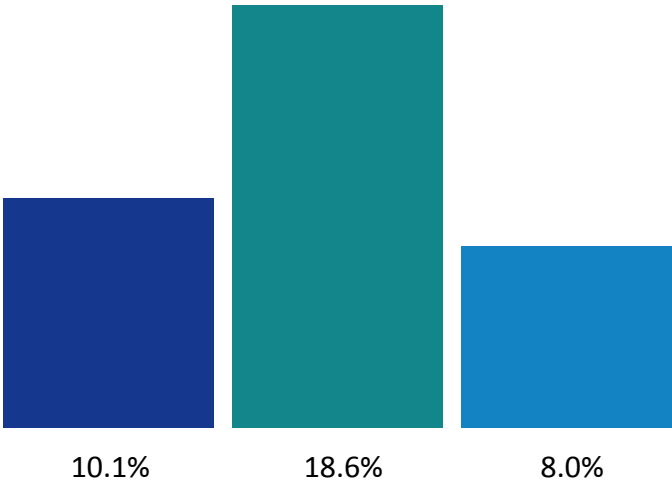


Total IRAs Growth - Accounts
2016 - 2017

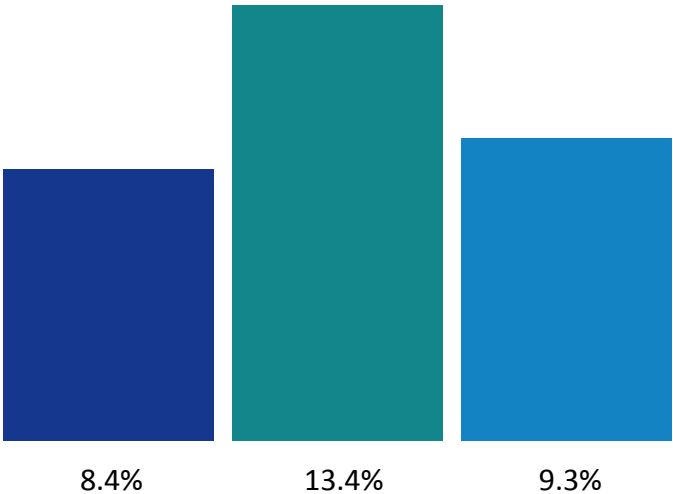


- Anytown Trust Co.
- Peer Group
- Universe

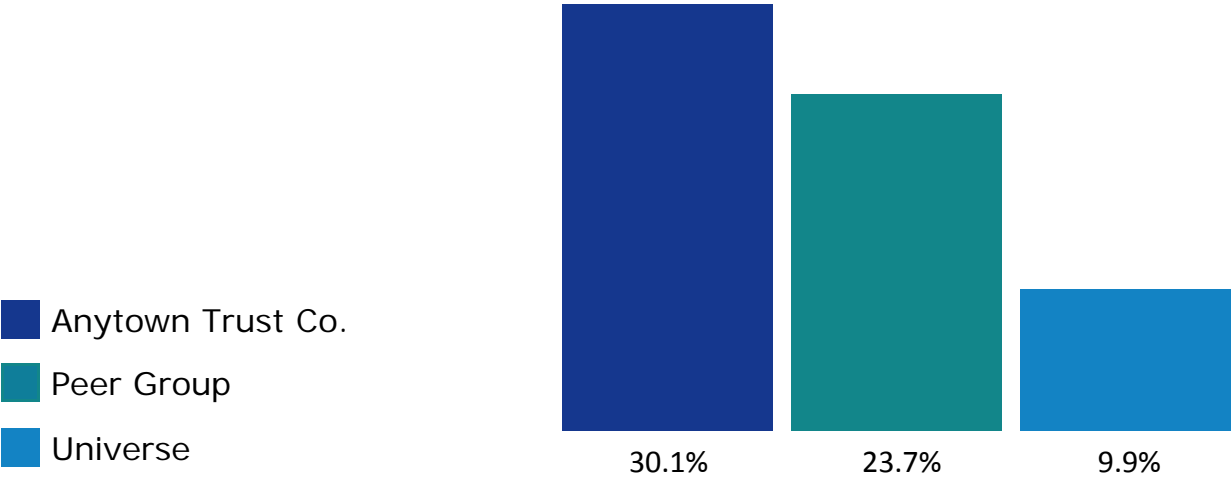
Assets from New Sales
As a % of Total Assets



Revenue from New Sales
As a % of Total Revenue



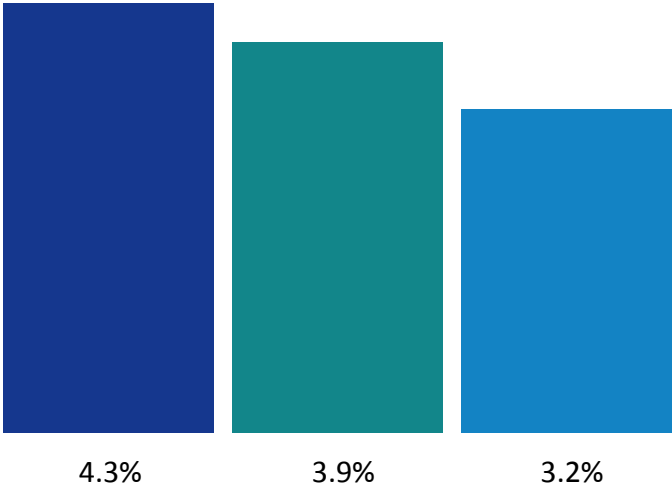
Accounts from New Sales
As a % of Total Accounts



- Anytown Trust Co.
- Peer Group
- Universe

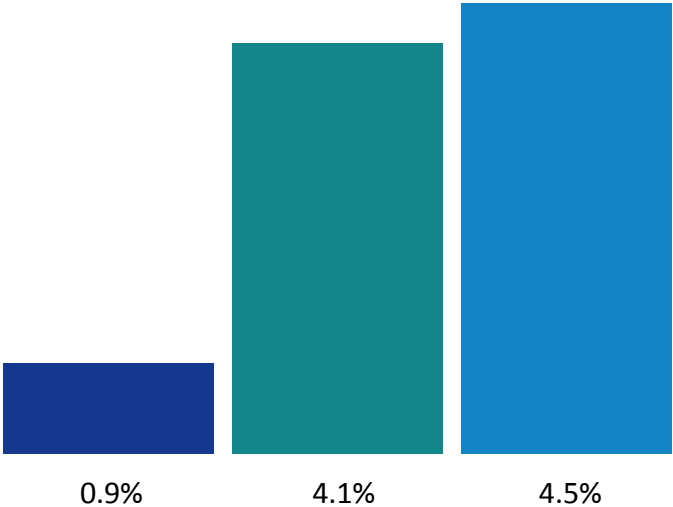
Attrition - Assets

2016 - 2017 As a % of Total Assets



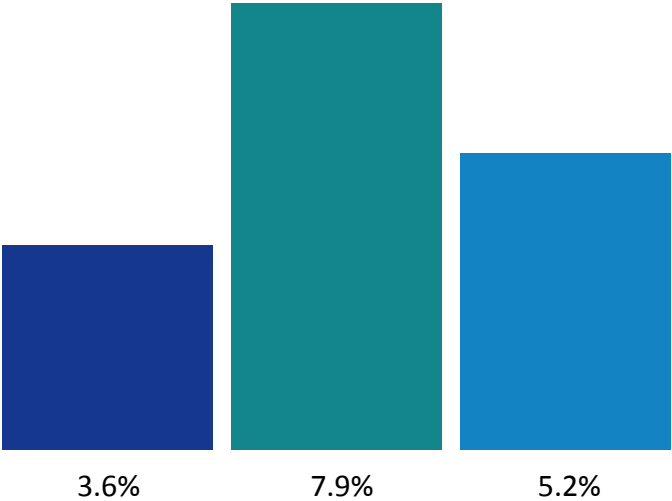
Attrition - Revenue

2016 - 2017 As a % of Total Revenue



Attrition - Accounts

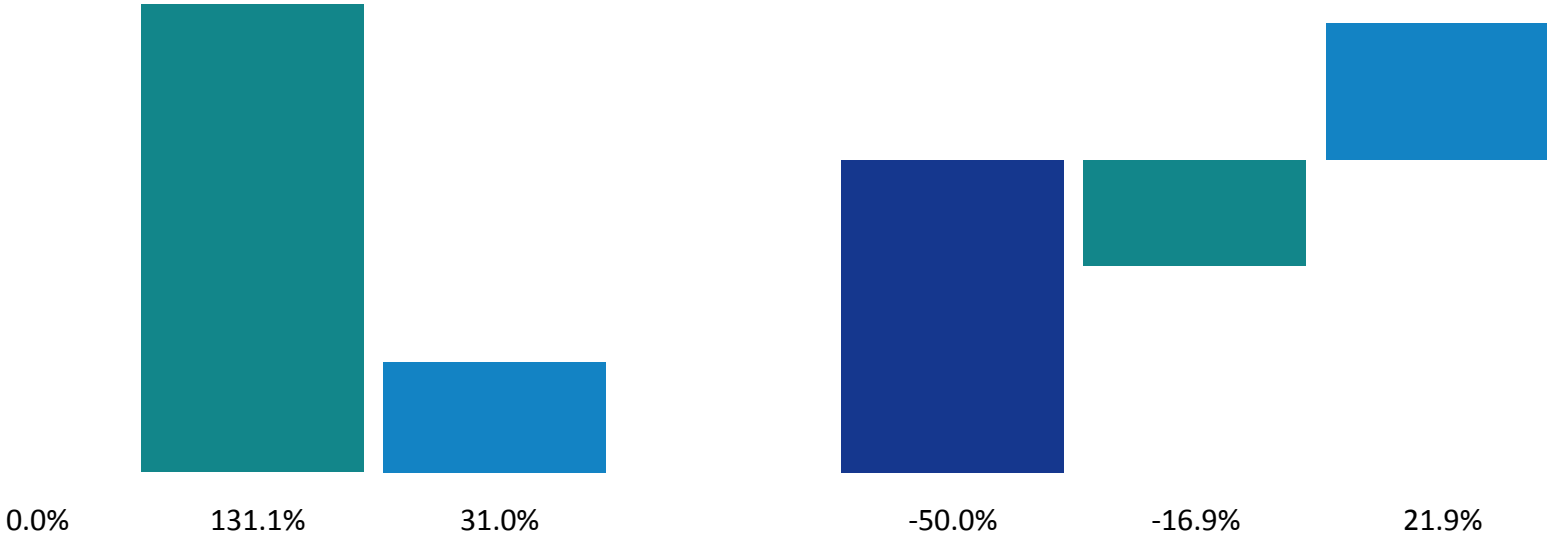
2016 - 2017 As a % of Total Accounts



- Anytown Trust Co.
- Peer Group
- Universe

Corporate Services Growth - Fees
2016 - 2017

Other Product Growth - Fees
2016 - 2017



- Anytown Bank & Trust
- Peer Group
- Universe

Section 4. Conversion Ratios



Conversion Ratios

Compare Conversion Ratios to the Peer Group to evaluate your organization's ability to generate revenue. The Peer Group is based the operations model required to generate a given level of revenue and is a good point for comparison. Your overall conversion ratio is higher than that of your Peers.

On a product line basis, your conversion ratio results are higher in more product lines than your peers, which suggests that you are somewhat more successful at turning assets into revenues.

It is important to consider any product line differences when calculating and comparing conversion ratios.

	Anytown Trust Co.	Peer Group
Personal Trust	0.78%	0.60%
Investment Advisory	0.78%	0.47%
Managed EB	0.08%	0.24%
Non Managed EB	0.73%	0.32%
Total EB	0.67%	0.29%
Custody	0.70%	0.08%
Managed IRAs	1.86%	0.67%
Non Managed IRAs	0.60%	0.44%
Total IRAs	1.73%	0.62%
Directed/Delegated	12.00%	0.79%
Total	0.87%	0.38%

The Conversion Ratio is calculated as $(Revenue / Assets) * 100$, and measures the institution's ability to convert assets into revenues. Conversion ratios vary based on the amount of labor required to manage accounts as well as the margin generated within each product line. For example, custody accounts generally yield a lower conversion ratio than personal trust accounts, but are also less labor intensive. Fee integrity and business mix are both key components to an organization's overall conversion ratio.

Conversion Ratios

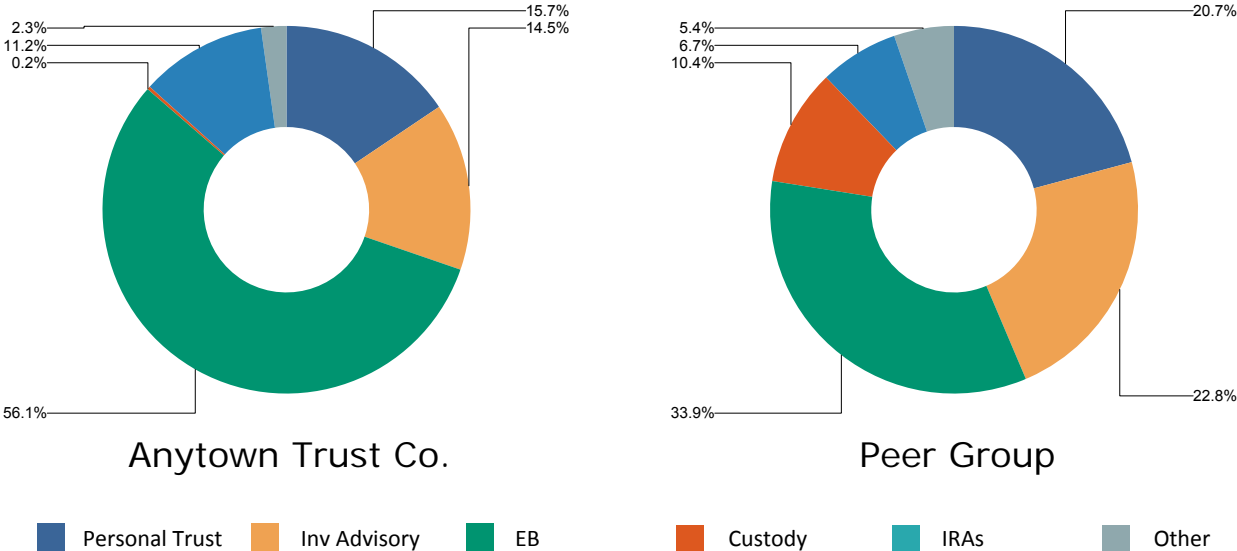
A key part of Conversion Ratios is not only the relationship between assets and revenues, as well as the product lines that comprise your business.

The graphs at the right allow you to determine the balance between the assets you hold and the revenues those assets generate. Variation in product line margins and your internal fee integrity can explain differences between the two graphs.

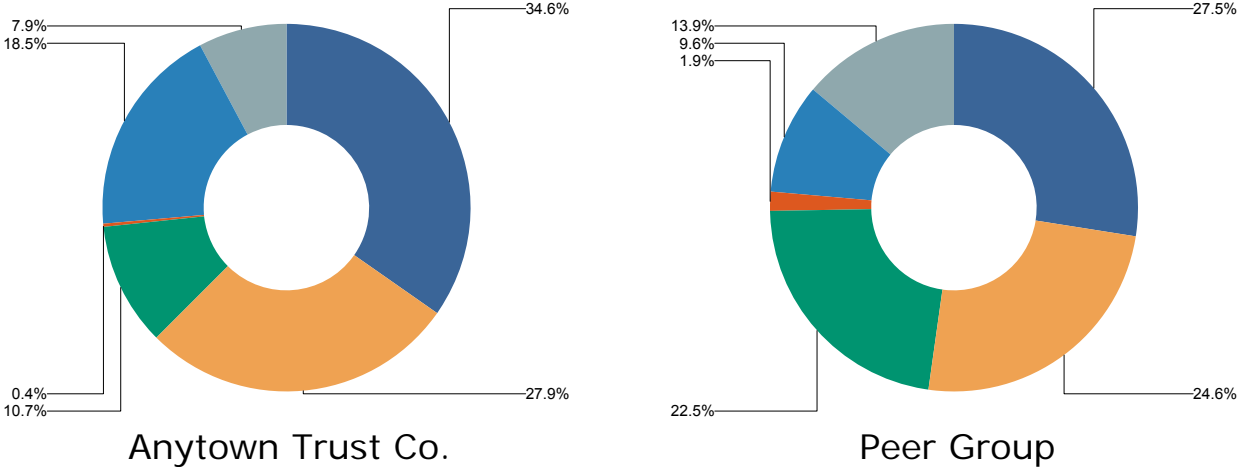
Comparison to your peer group results provides an opportunity to judge if your conversion ratios differ due to product mix decisions, fee structure, or staff capabilities.

There are multiple components to the conversion calculation, requiring thoughtful analysis.

Distribution of Assets

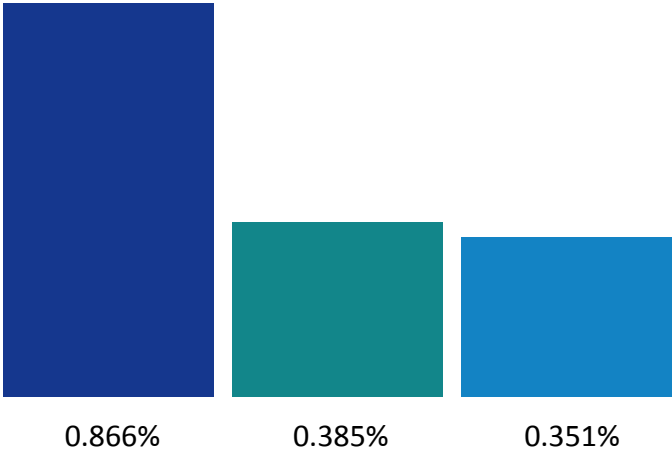


Distribution of Revenue

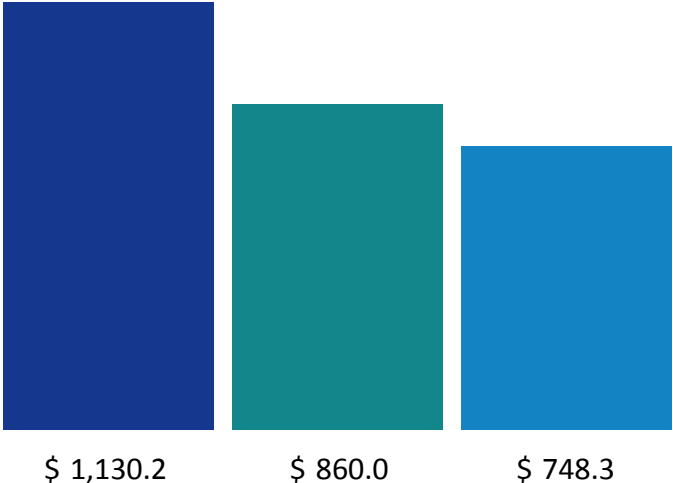


Anytown Trust Company

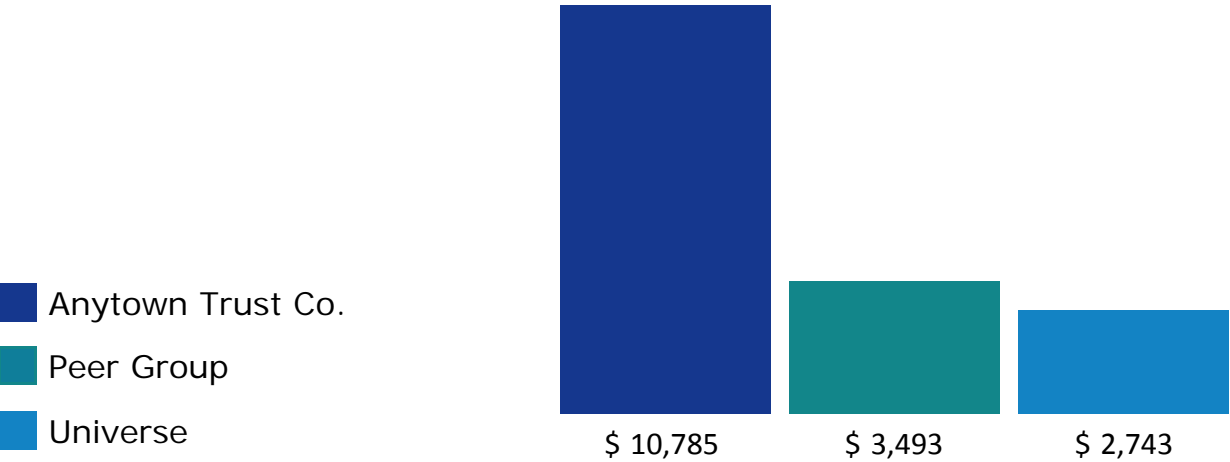
Conversion Ratio - Total Products
Excludes Non-Product revenues and assets



Assets per Account - Total Products
 \$000



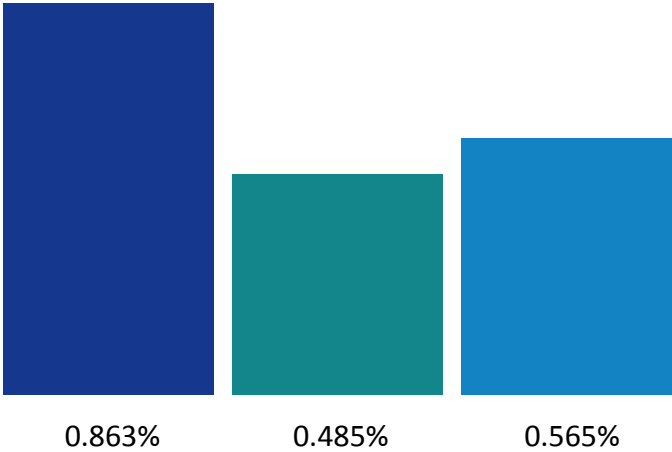
Fees per Account - Total Products
Excludes Non-Product Fees



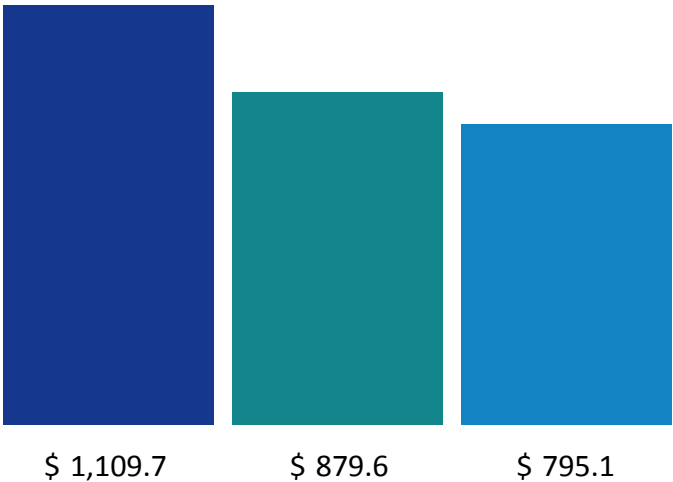
- Anytown Trust Co.
- Peer Group
- Universe

Anytown Trust Company

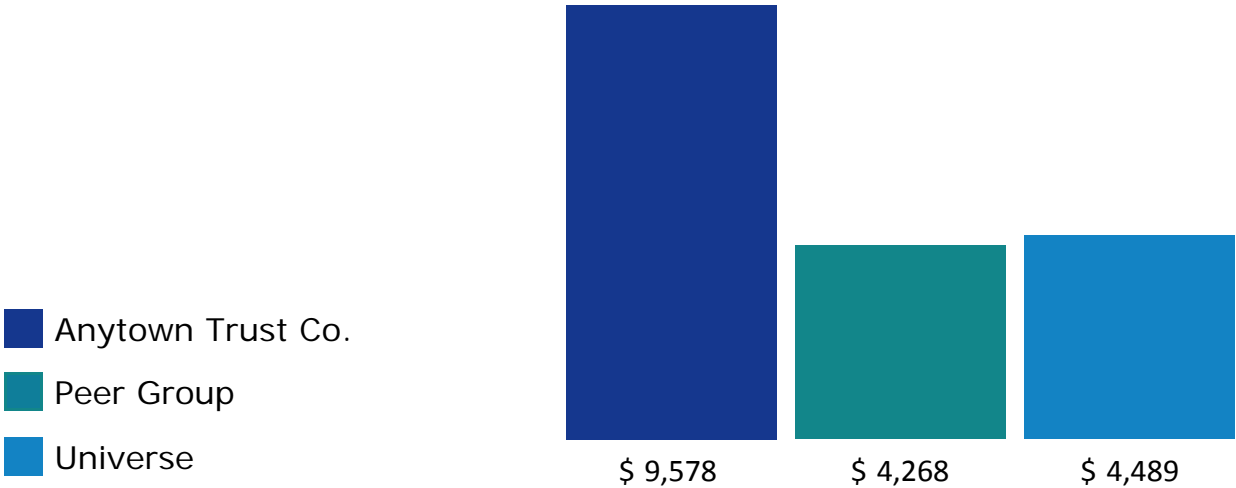
Conversion Ratio - Managed Products



Assets per Account - Managed Products
\$000

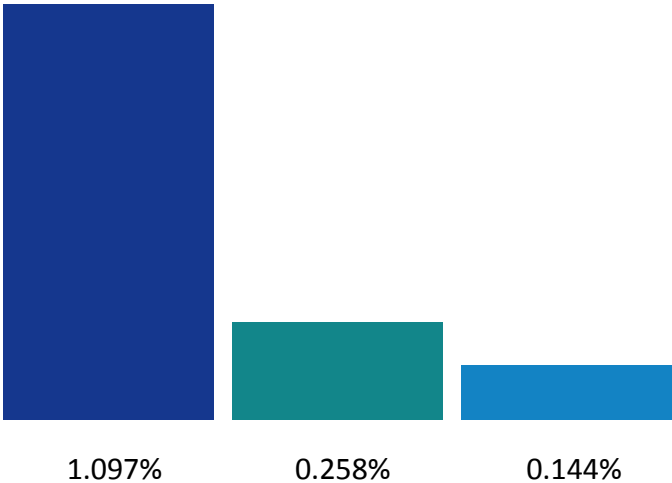


Fees per Account - Managed Products

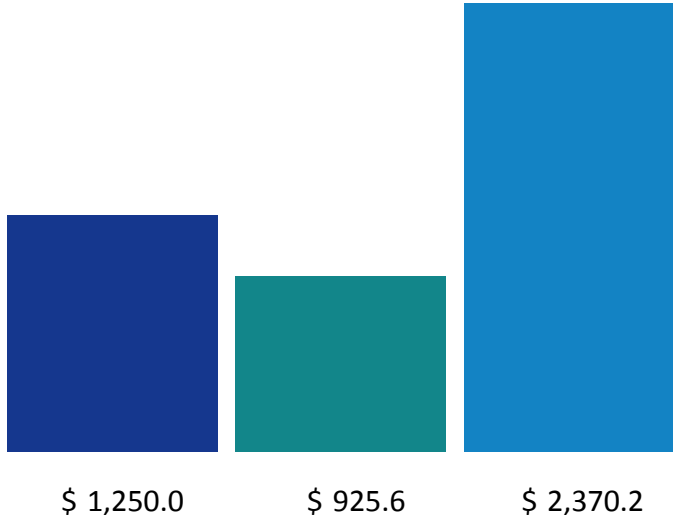


- Anytown Trust Co.
- Peer Group
- Universe

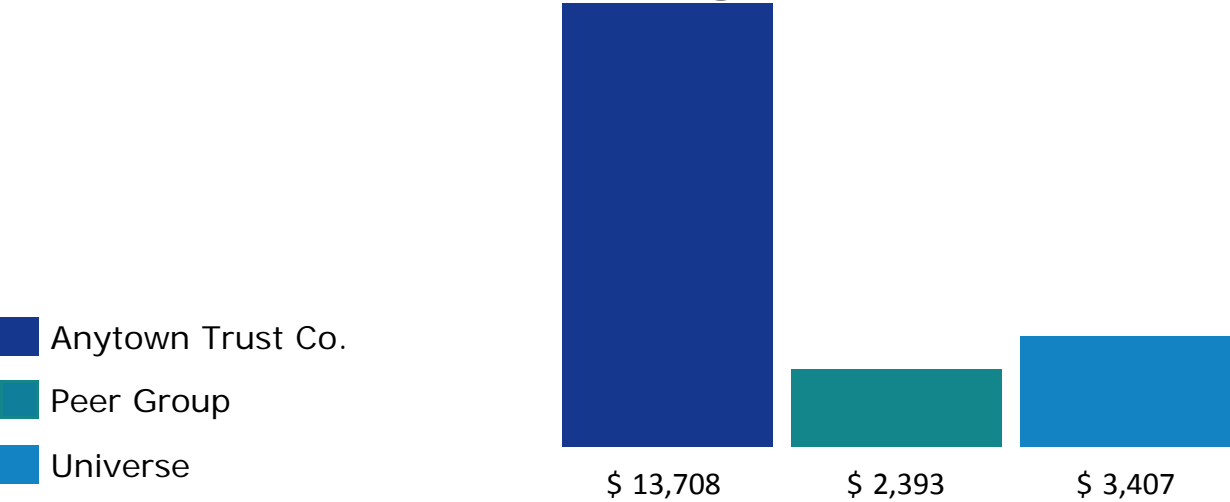
Conversion Ratio -
Non Managed Products



Assets per Account -
Non Managed Products \$000



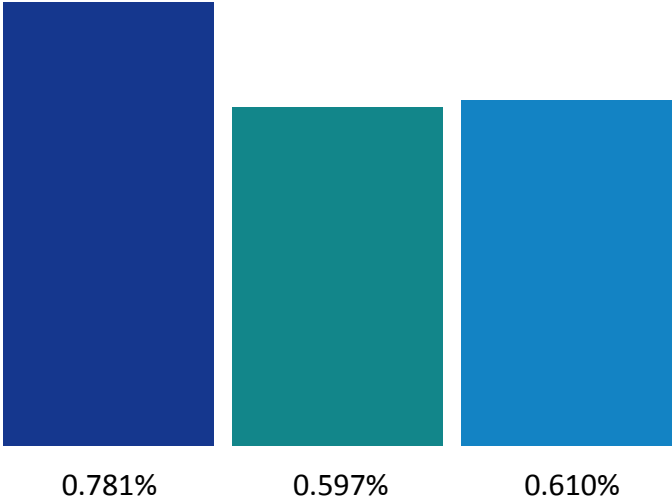
Fees per Account -
Non Managed Products



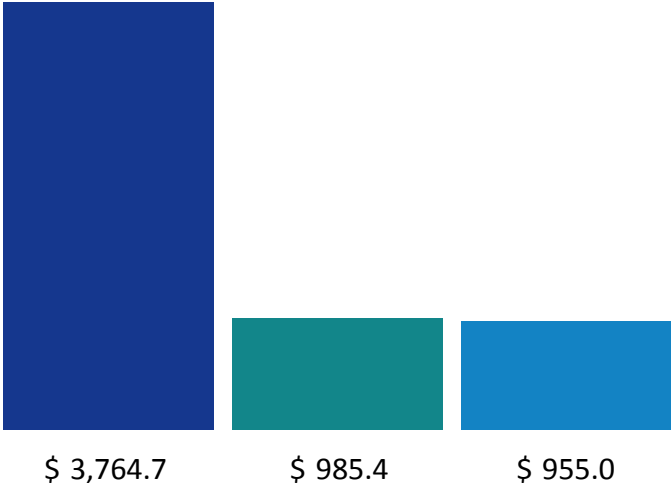
- Anytown Trust Co.
- Peer Group
- Universe

Anytown Trust Company

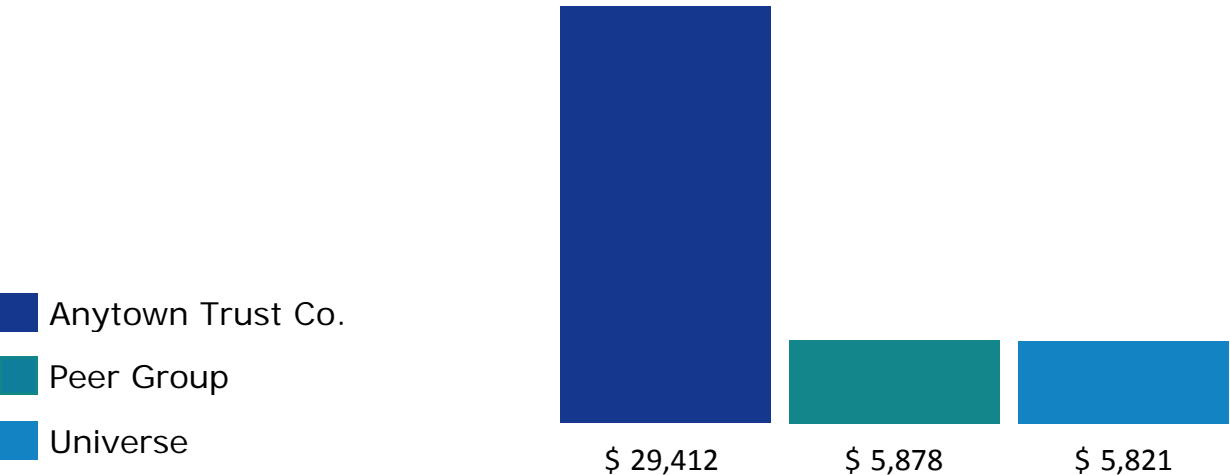
Conversion Ratio - Personal Trusts



Assets per Account - Personal Trusts
\$000



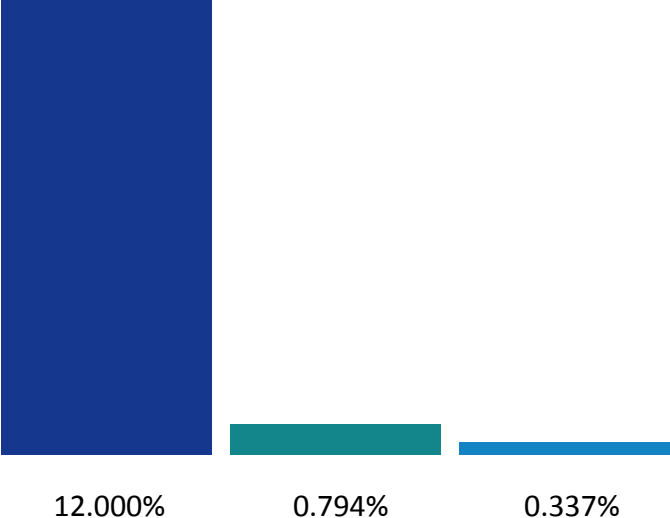
Fees per Account - Personal Trusts



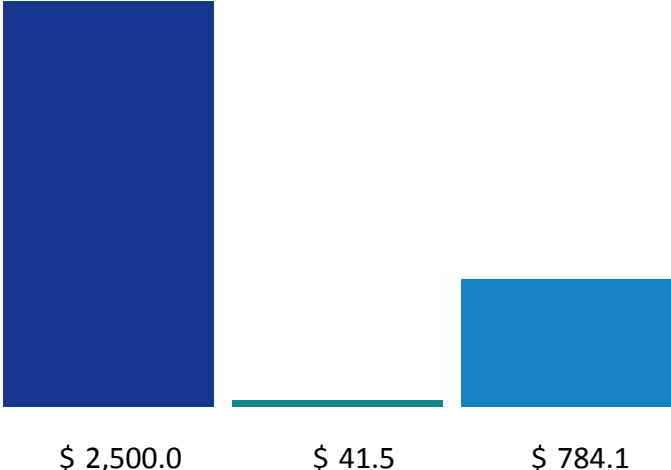
- Anytown Trust Co.
- Peer Group
- Universe

Anytown Trust Company

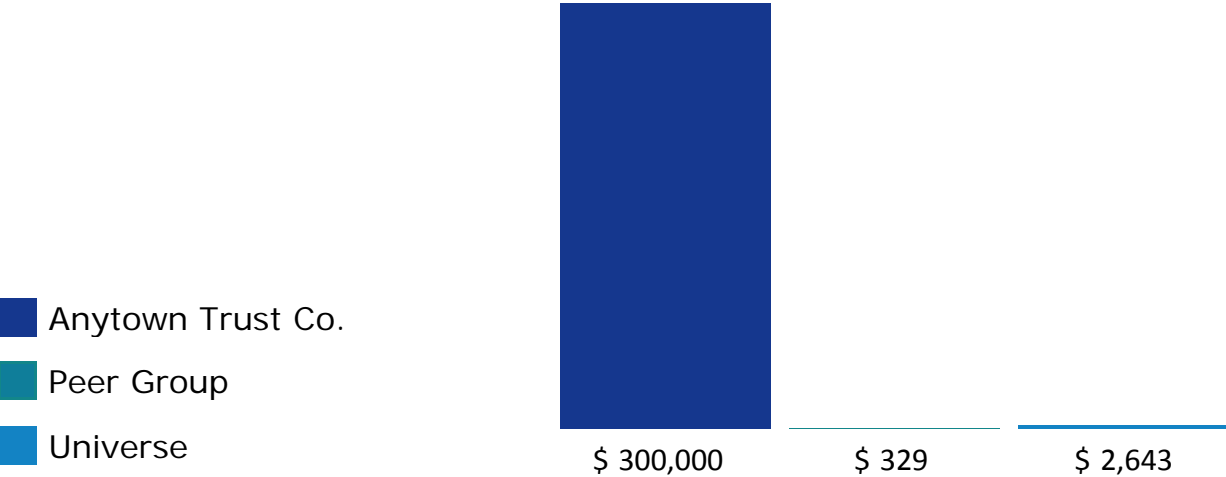
Conversion Ratio -
Directed / Delegated Trusts



Assets per Account -
Directed / Delegated Trusts \$000



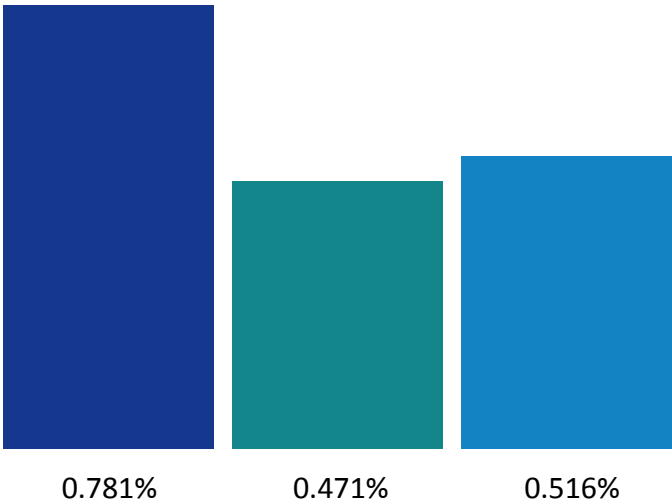
Fees per Account -
Directed / Delegated Trusts



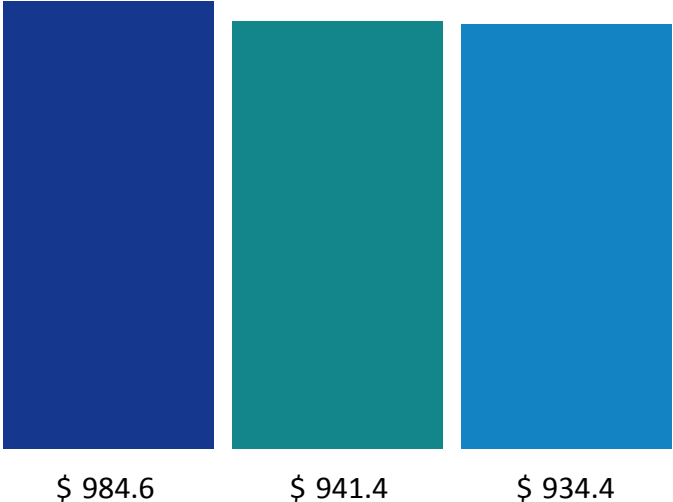
- Anytown Trust Co.
- Peer Group
- Universe

Anytown Trust Company

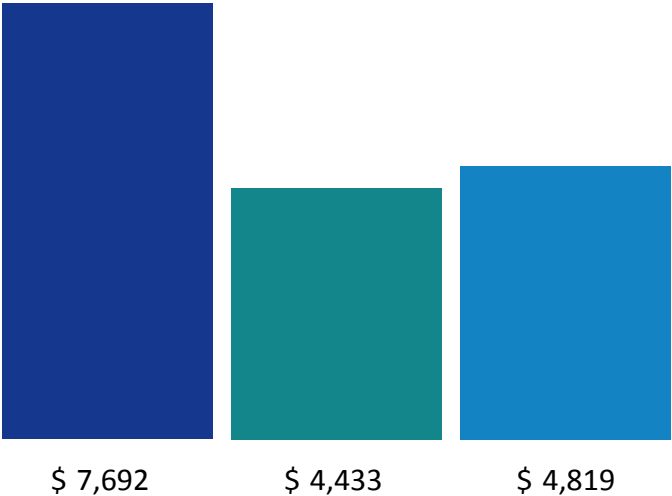
Conversion Ratio - Investment Advisory



Assets per Account - Investment Advisory \$000



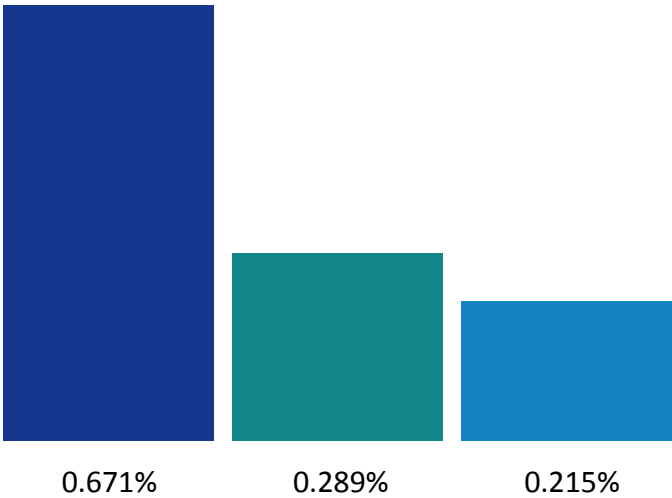
Fees per Account - Investment Advisory



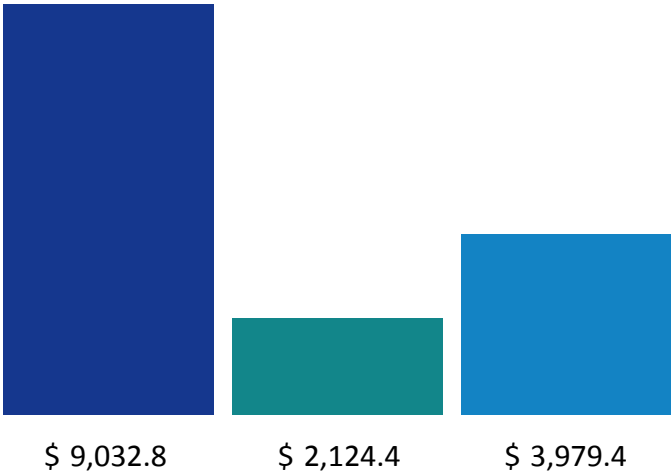
- Anytown Trust Co.
- Peer Group
- Universe

Anytown Trust Company

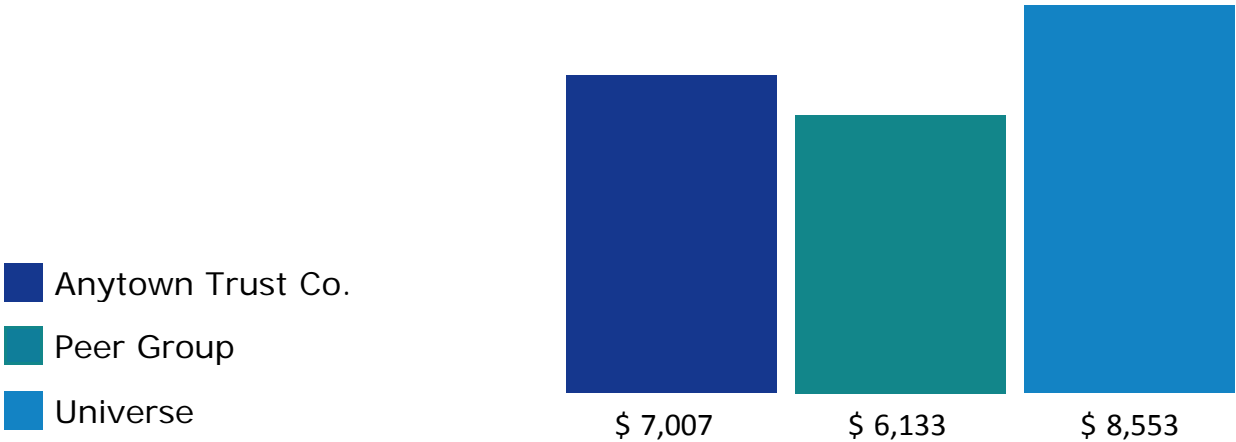
Conversion Ratio - Total RPS



Assets per Account - Total RPS
\$000

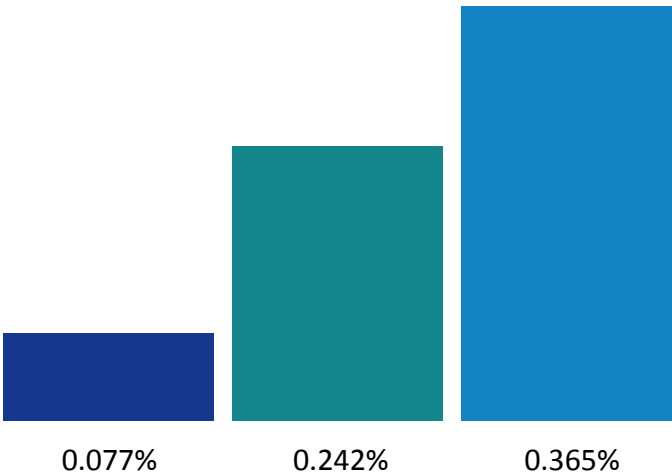


Fees per Account - Total RPS

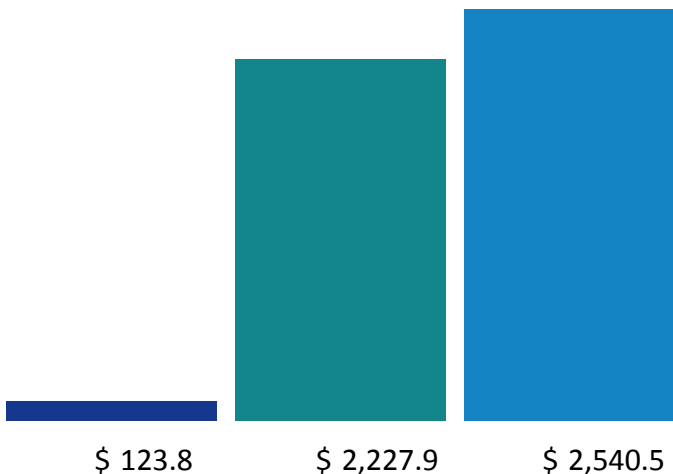


- Anytown Trust Co.
- Peer Group
- Universe

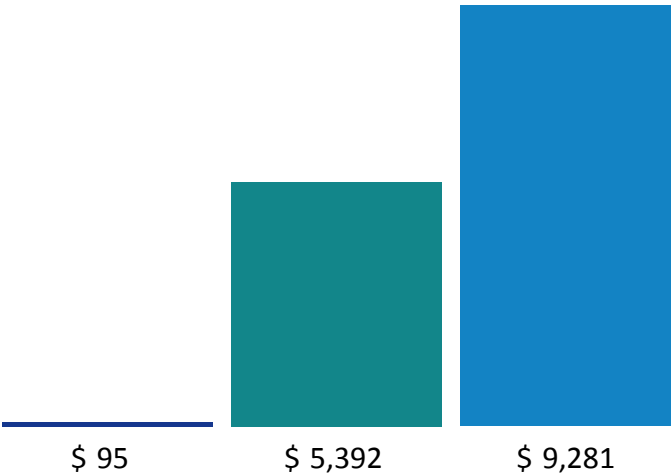
Conversion Ratio - Managed RPS



Assets per Account - Managed RPS
\$000



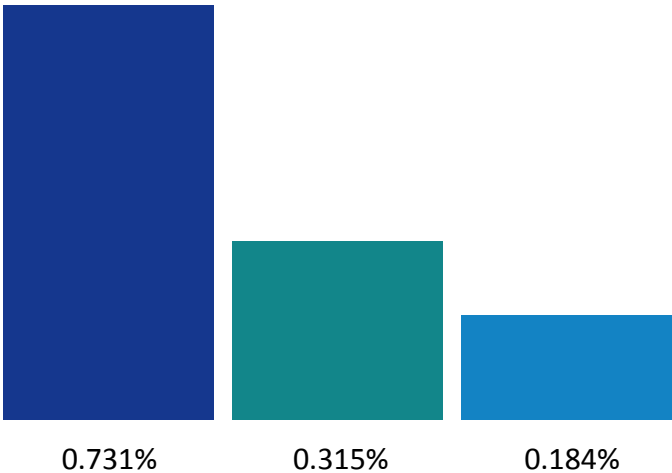
Fees per Account - Managed RPS



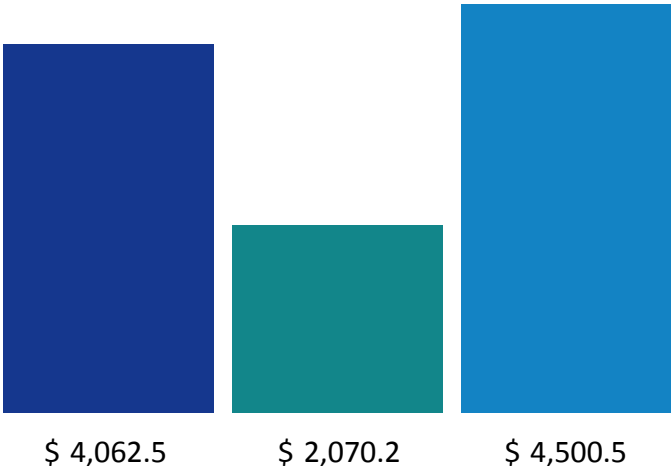
- Anytown Trust Co.
- Peer Group
- Universe

Anytown Trust Company

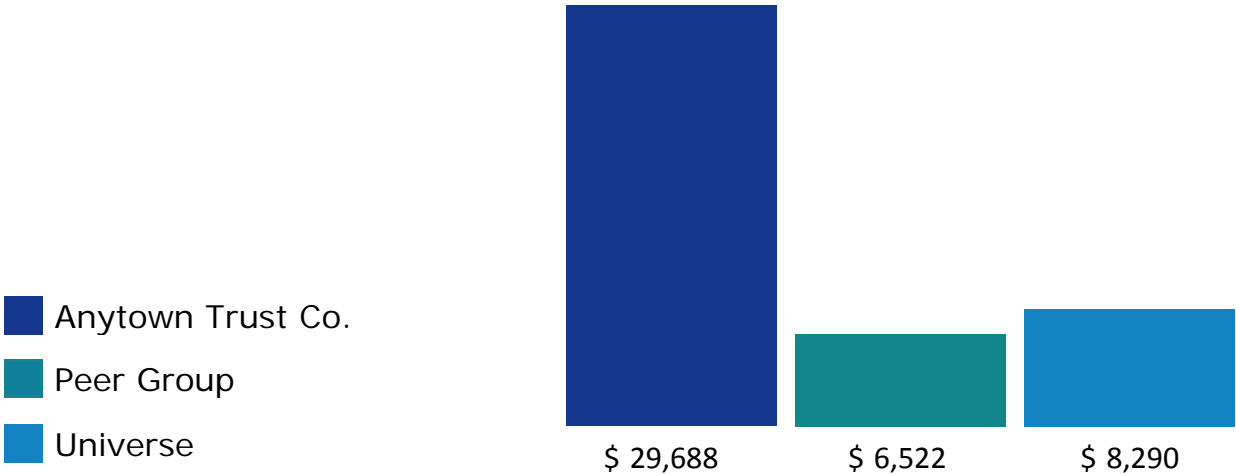
Conversion Ratio - Non Managed RPS



Assets per Account - Non Managed RPS
\$000



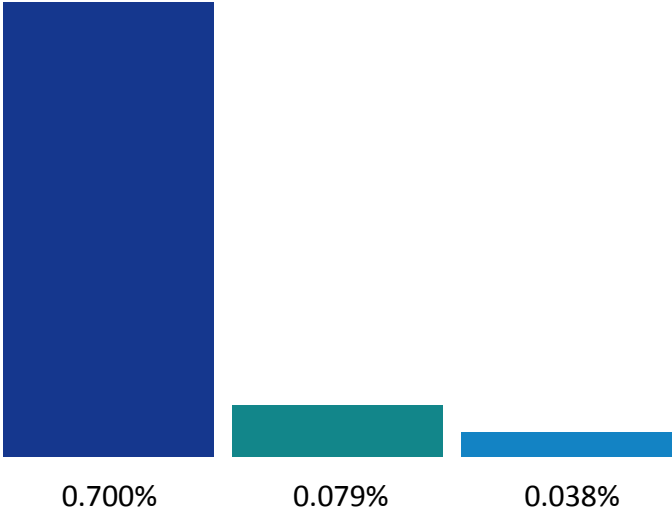
Fees per Account - Non Managed RPS



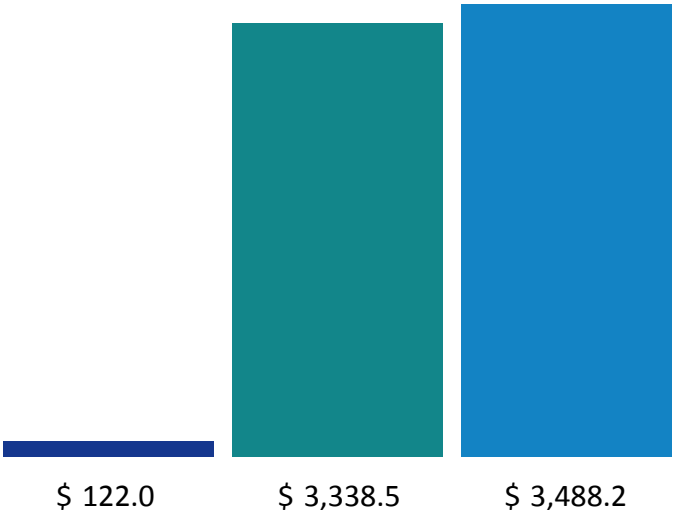
- Anytown Trust Co.
- Peer Group
- Universe

Anytown Trust Company

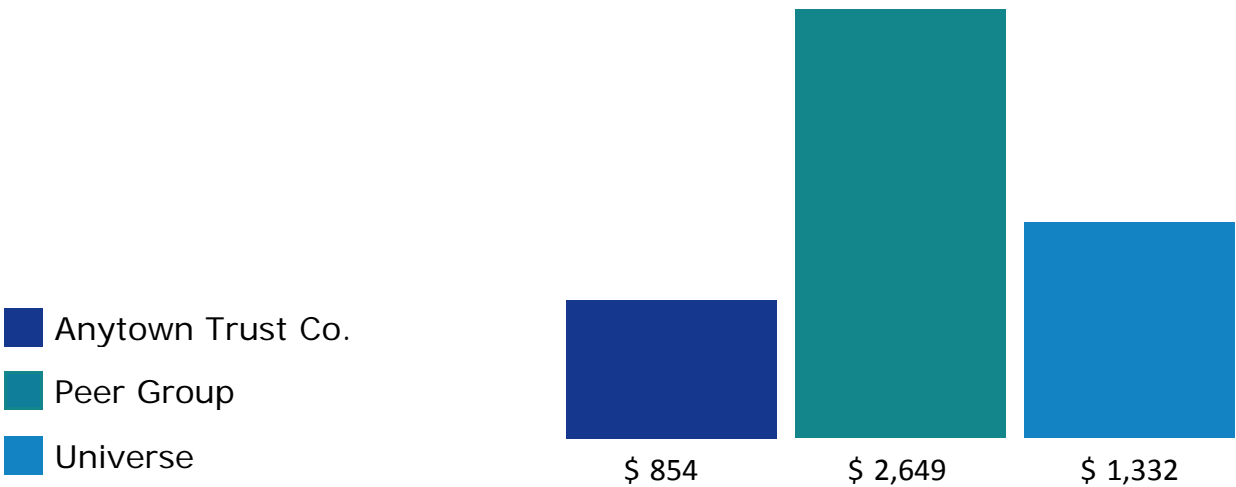
Conversion Ratio - Custody



Assets per Account - Custody
\$000

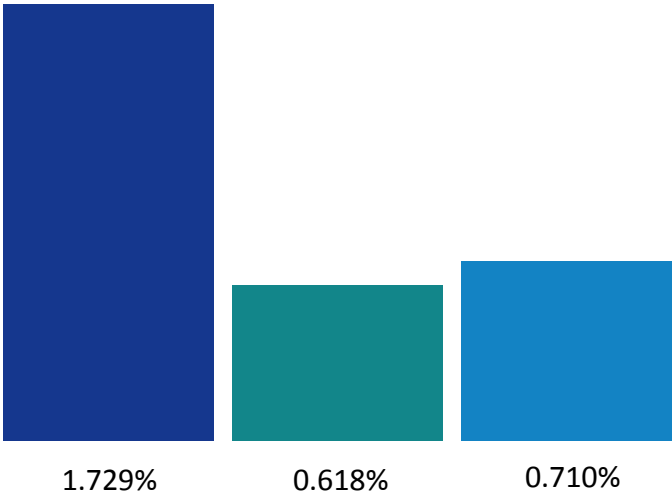


Fees per Account - Custody

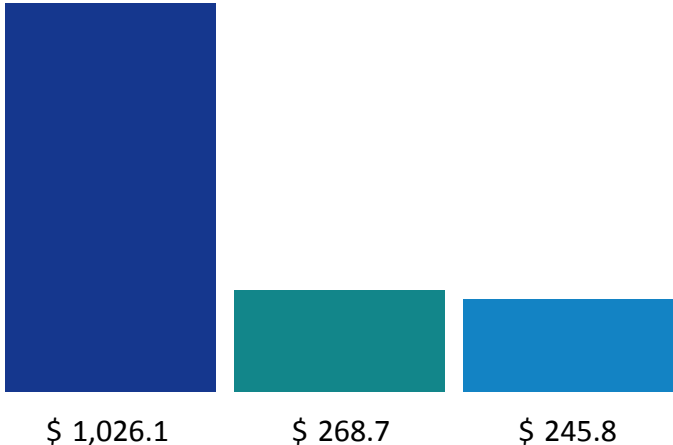


- Anytown Trust Co.
- Peer Group
- Universe

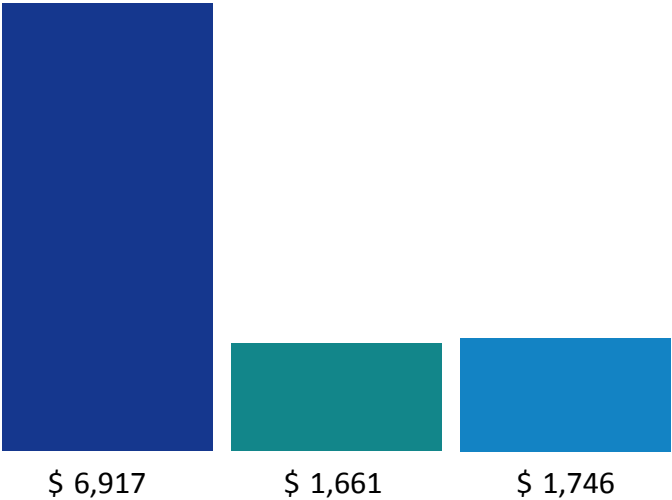
Conversion Ratio - Total IRAs



Assets per Account - Total IRAs
\$000

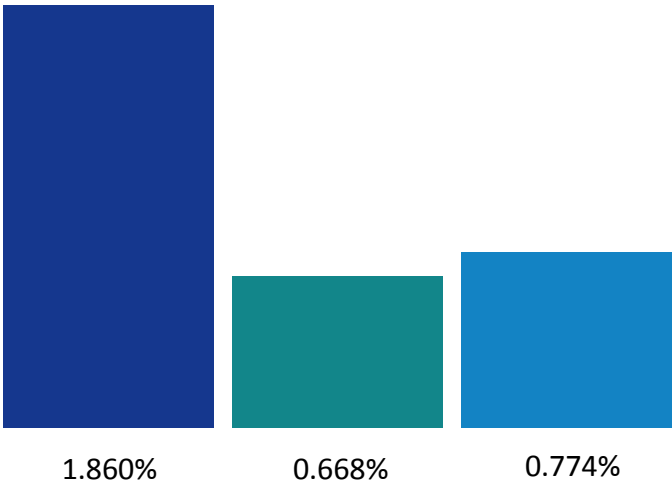


Fees per Account - Total IRAs

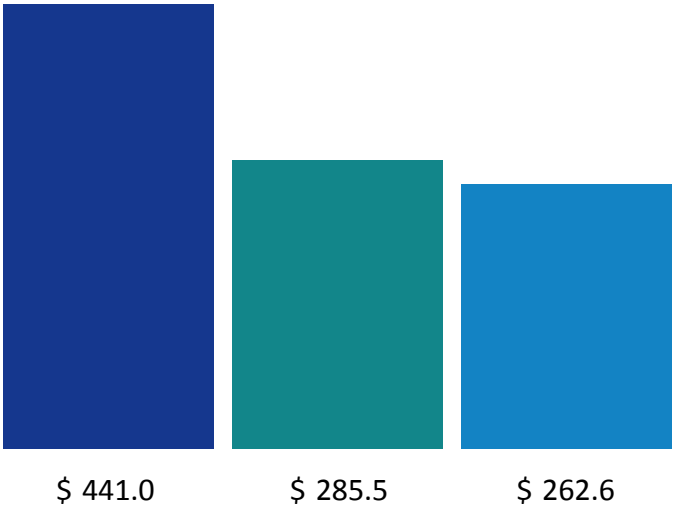


- Anytown Trust Co.
- Peer Group
- Universe

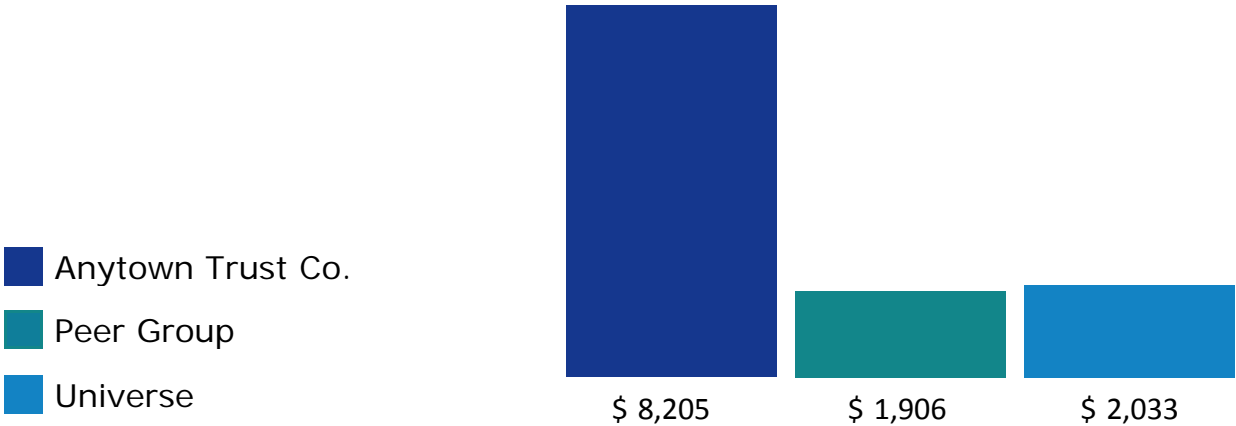
Conversion Ratio - Managed IRAs



Assets per Account - Managed IRAs
\$000

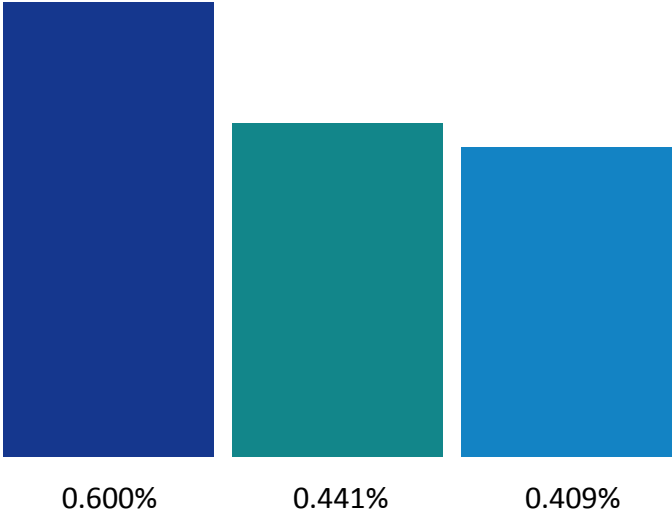


Fees per Account - Managed IRAs

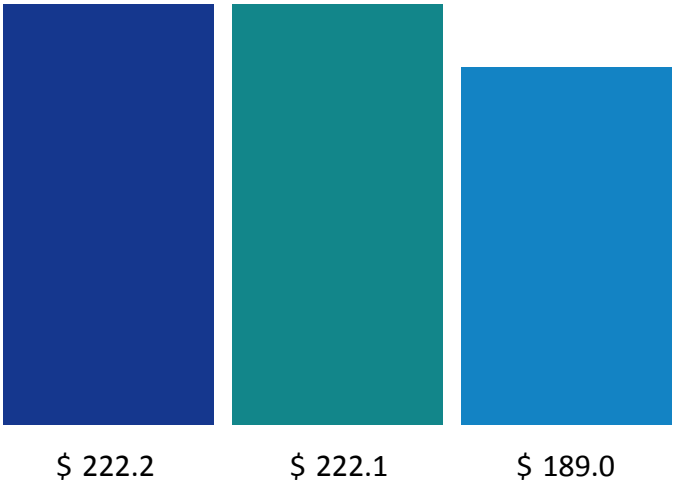


- Anytown Trust Co.
- Peer Group
- Universe

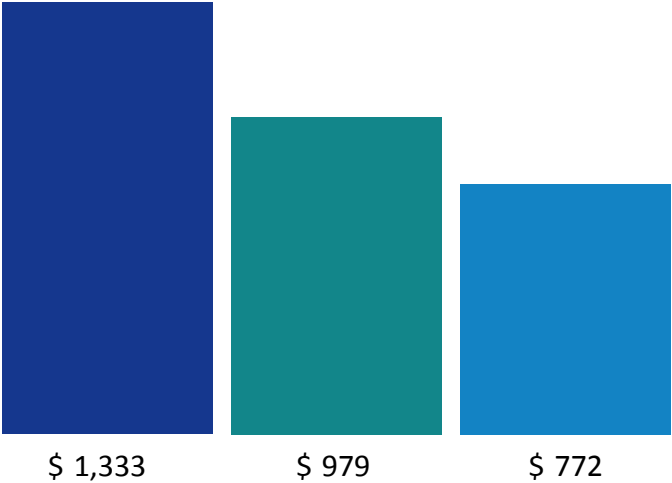
Conversion Ratio - Non Managed IRAs



Assets per Account - Non Managed IRAs



Fees per Account - Non Managed IRAs

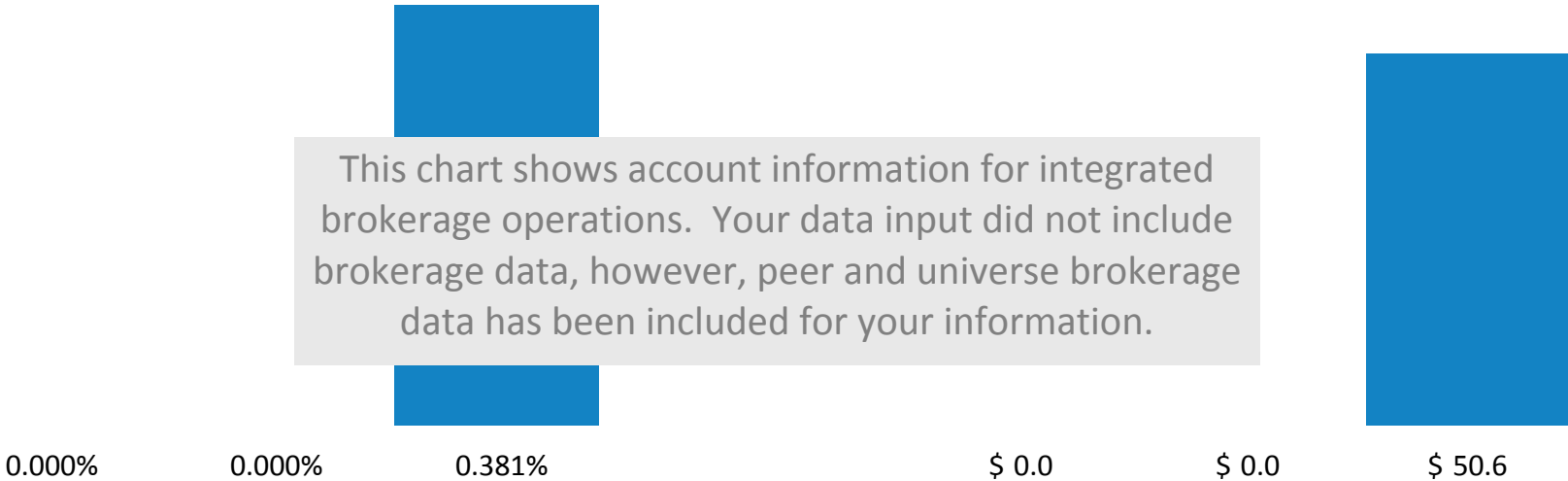


- Anytown Trust Co.
- Peer Group
- Universe

Anytown Trust Company

Conversion Ratio - Total Brokerage

Assets per Account - Total Brokerage
\$000



This chart shows account information for integrated brokerage operations. Your data input did not include brokerage data, however, peer and universe brokerage data has been included for your information.

Fees per Account - Total Brokerage

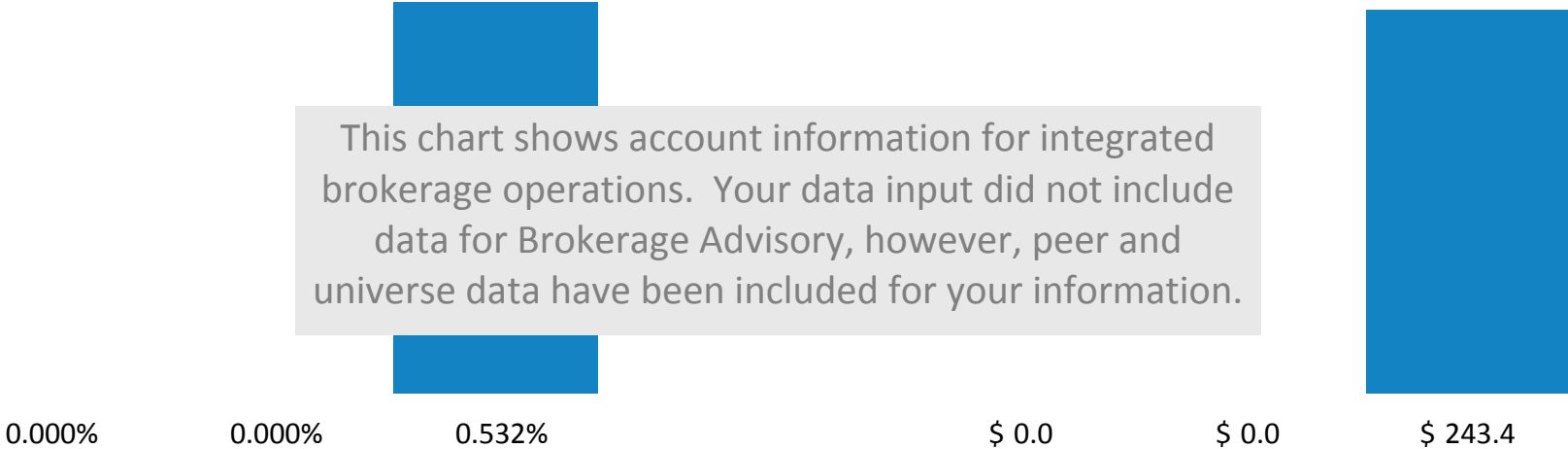


- Anytown Trust Co.
- Peer Group
- Universe

Anytown Trust Company

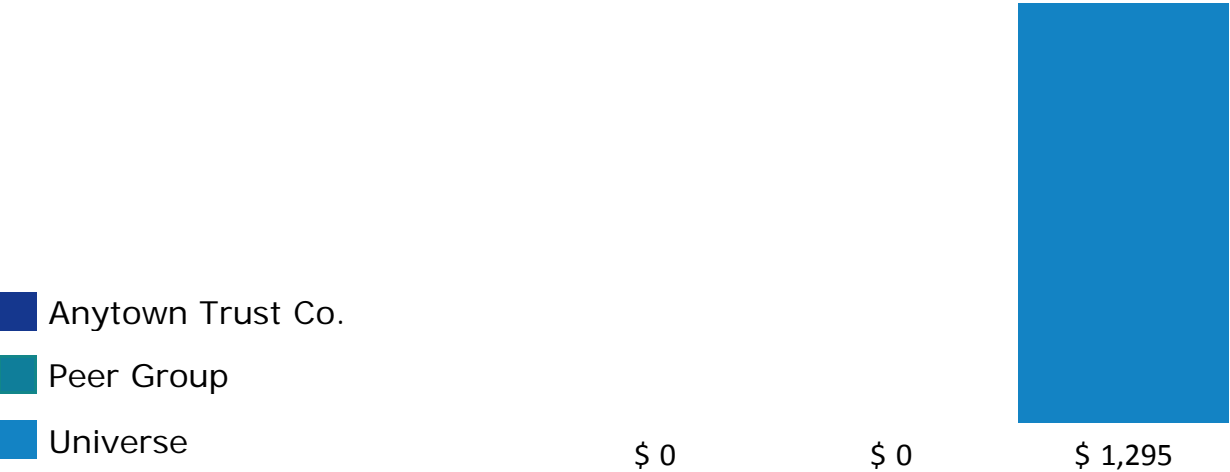
Conversion Ratio -
Brokerage Advisory

Assets per Account -
Brokerage Advisory \$000



This chart shows account information for integrated brokerage operations. Your data input did not include data for Brokerage Advisory, however, peer and universe data have been included for your information.

Fees per Account -
Brokerage Advisory

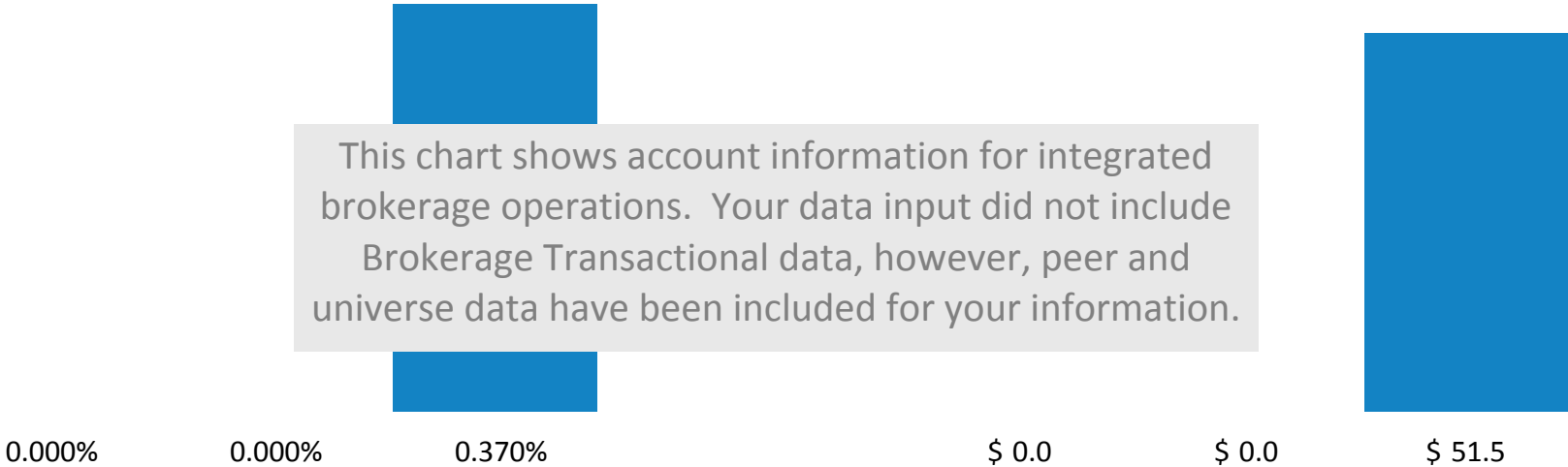


- Anytown Trust Co.
- Peer Group
- Universe

Anytown Trust Company

Conversion Ratio -
Brokerage Transactional

Assets per Account -
Brokerage Transactional \$000



This chart shows account information for integrated brokerage operations. Your data input did not include Brokerage Transactional data, however, peer and universe data have been included for your information.

Fees per Account -
Brokerage Transactional



- Anytown Trust Co.
- Peer Group
- Universe

Section 5. Productivity, Staffing and Other Ratios

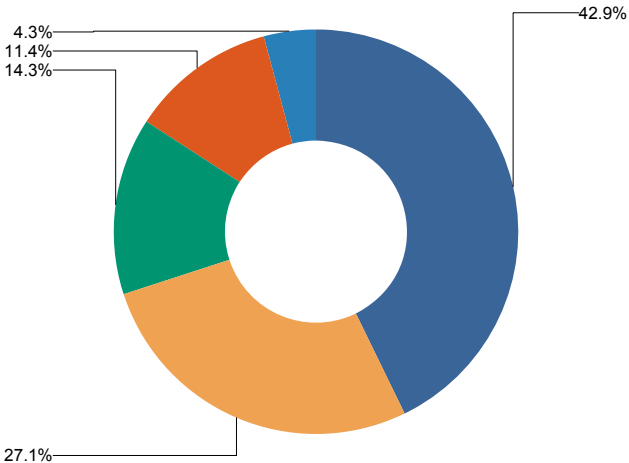


Staffing Distribution

The composition of your staff can have a major impact on your overall ability to generate profits. The graphs at right compare the distribution of your FTEs to your peer group, using a highly simplified classification of roles; the breakdown includes those servicing and supporting clients, investing, back office operations, and management.

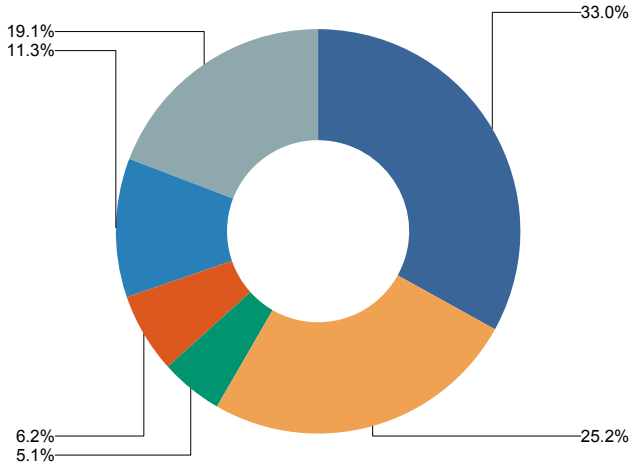
Managing your staffing levels is a balancing act between the roles that interact with clients and directly generate revenue versus those roles that provide organizational support that maintains revenue. The balance is influenced by many factors, such as product mix, technology, staff competency, and overall operational efficiency.

Your results versus your peers can yield insights into your profit generation and productivity.



Anytown Trust Company

- Rel Mgmt
- RM Support
- Investments
- Operations
- Management
- BDOs



Peer Group

Productivity

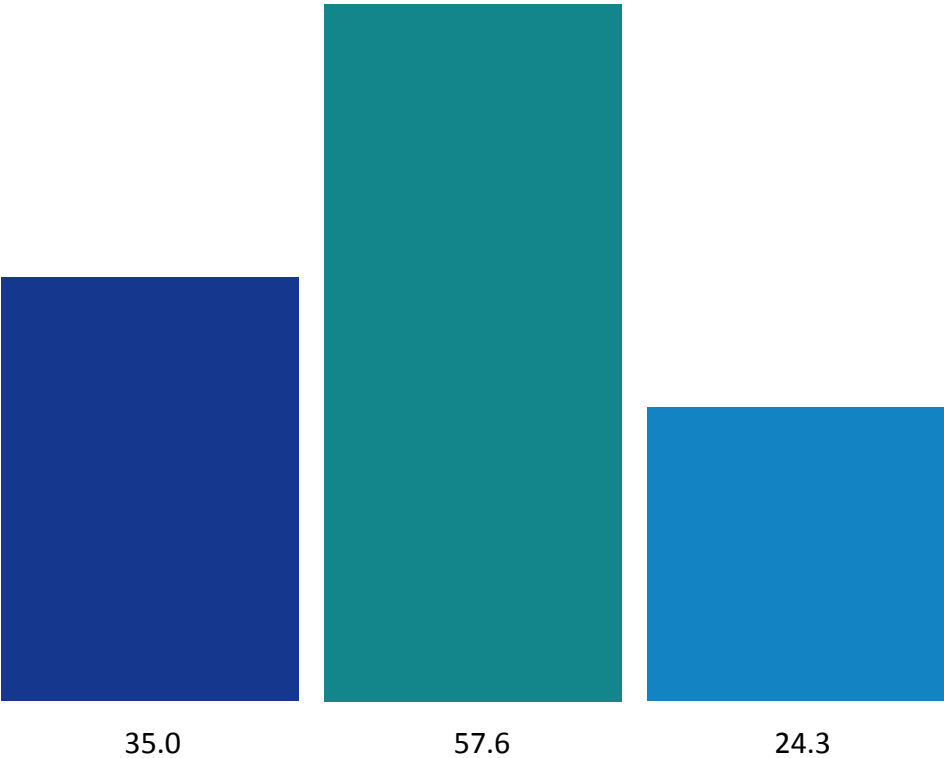
Productivity metrics measure various data points against a subset or all of your FTEs. These metrics can provide insights into your workloads and performance when compared to your peer group.

As with most metrics, productivity only tells part of the overall story. Is your staff simply more efficient than your peers, or are you in more profitable lines of business? A careful review of the various metrics in this section can show where your staff is deployed to serve clients and generate revenues, and how effective they are at doing so.

Evaluating your productivity metrics might also identify product lines that are not producing revenue at the same rate as your peers. This can help you identify inefficient processes or under-performing staff.

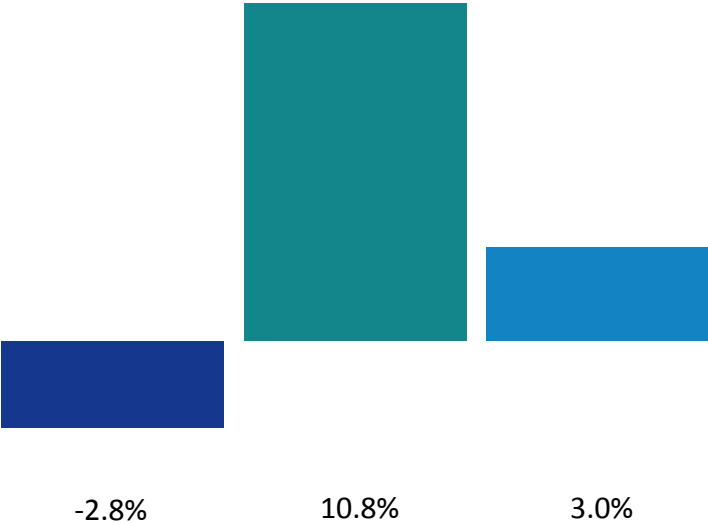
	Anytown Trust Co.	Peer Group
Total FTEs	35	58
FTE Growth	-2.8%	10.8%
Management FTEs to Total FTEs	5.7%	10.6%
RM FTEs to Total FTEs	42.9%	30.8%
Revenue per FTE	\$256,057	\$233,267
Assets per FTE	\$26,834,286	\$57,429,319
Accounts per FTE	24	67

Number of Employees
as Full Time Equivalent (FTE)

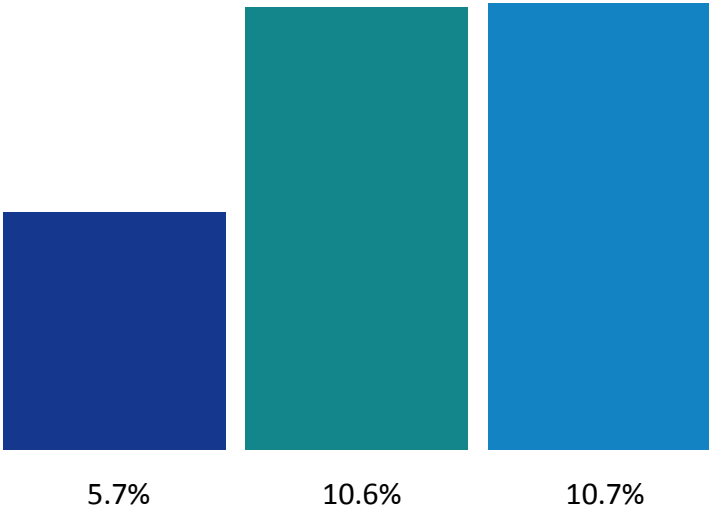


- Anytown Trust Company
- Peer Group
- Universe

Employee Growth 2016 - 2017

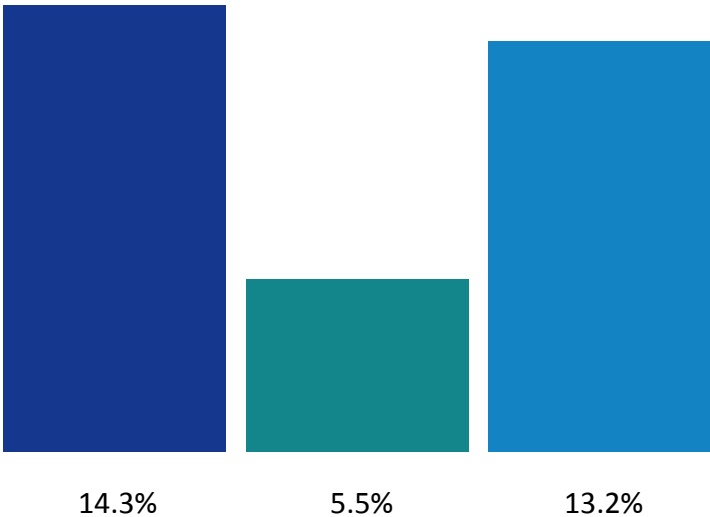


Management FTEs to Total FTEs

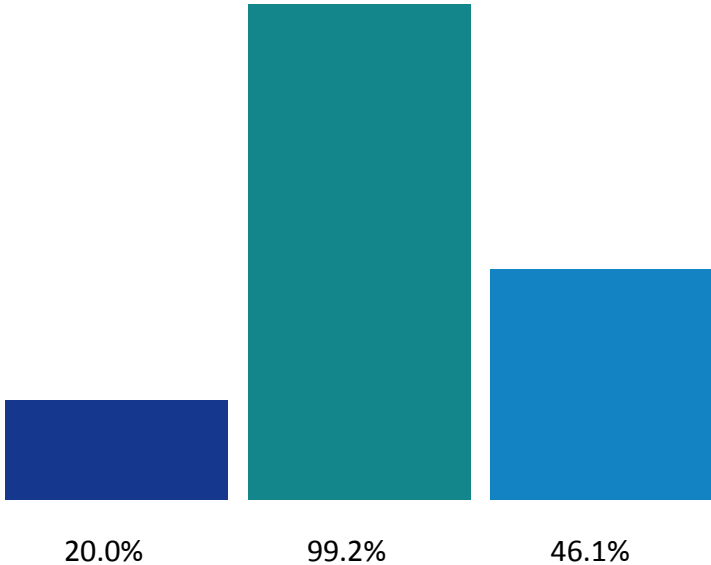


- Anytown Trust Company
- Peer Group
- Universe

Investment Staff to Total FTEs

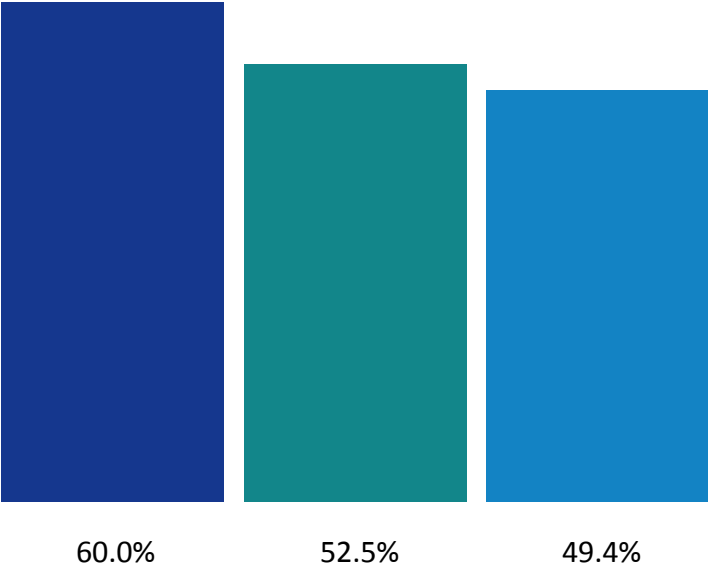


Investment Support FTEs to Total Investment FTEs

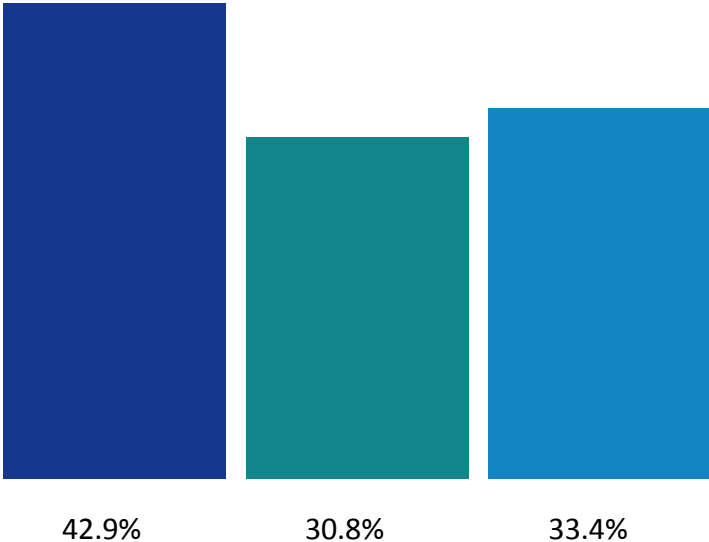


- Anytown Trust Company
- Peer Group
- Universe

Officer FTEs to Total FTEs

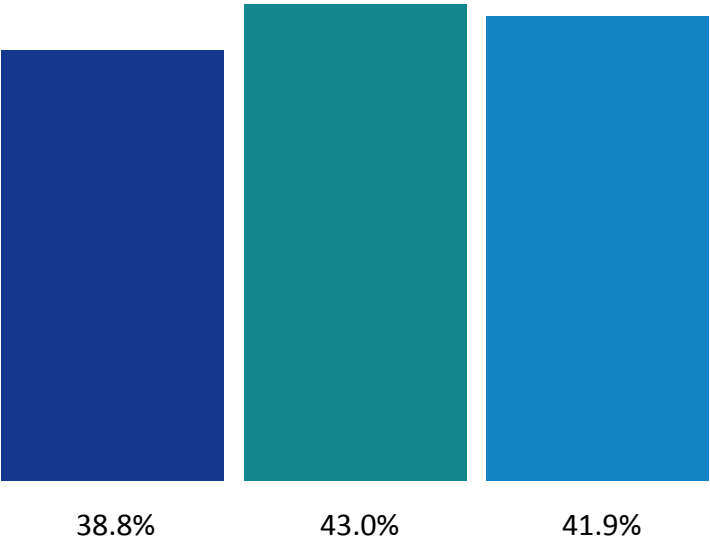


Relationship Manager FTEs to Total FTEs

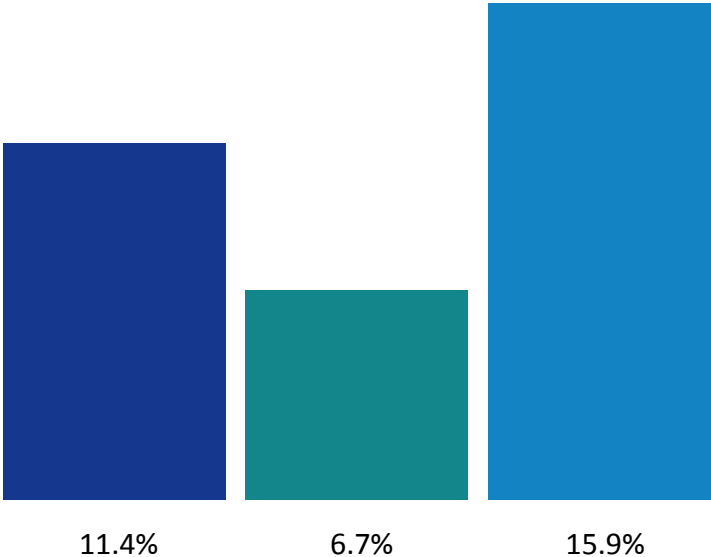


- Anytown Trust Company
- Peer Group
- Universe

Relationship Manager Support FTEs to Relationship Management Total



Operations FTEs to Total FTEs

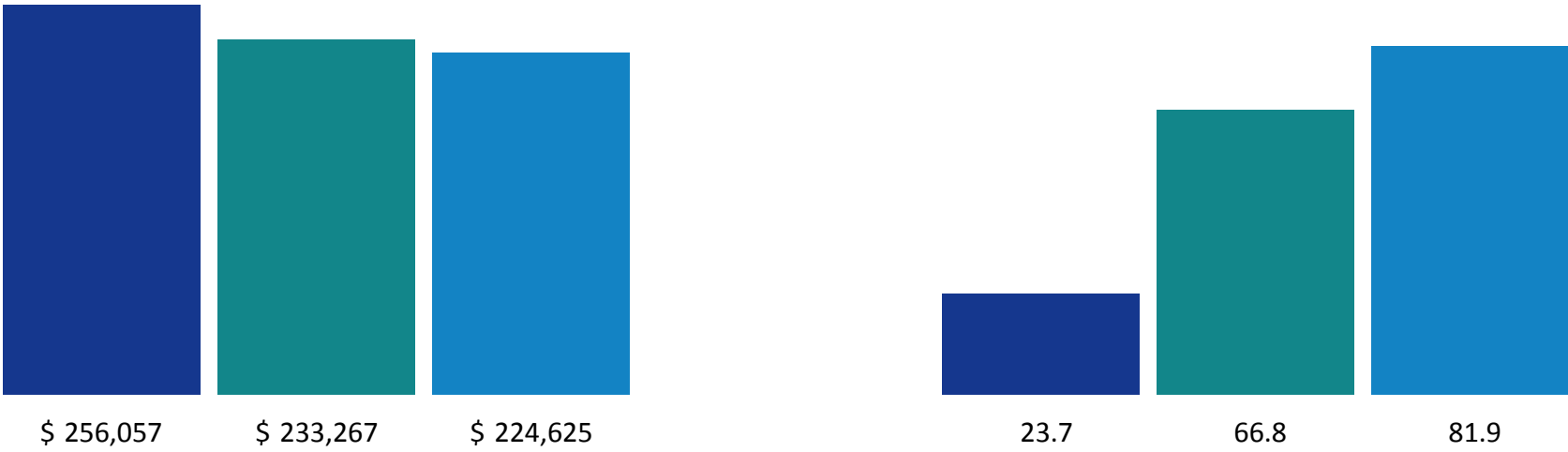


- Anytown Trust Company
- Peer Group
- Universe

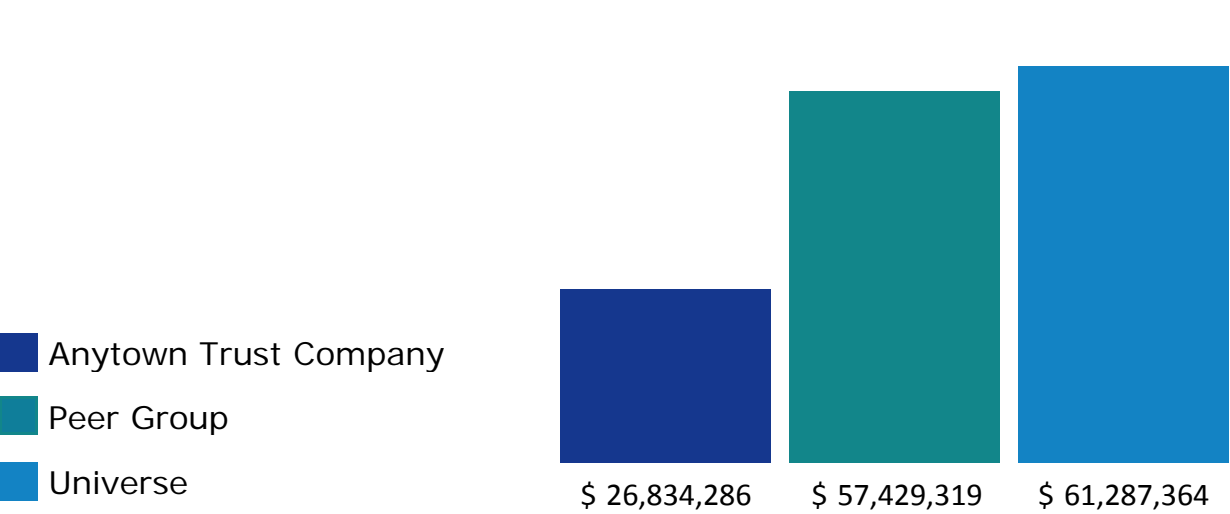
Anytown Trust Company

Total Revenue per Total Employees

Total Accounts per Total Employees



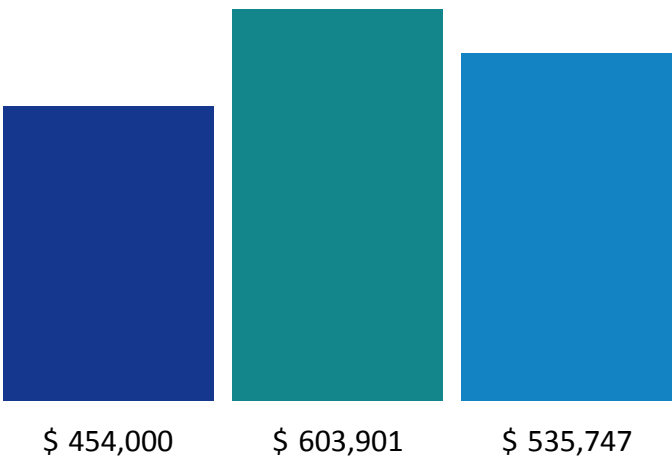
Total Assets per Total Employees
\$000



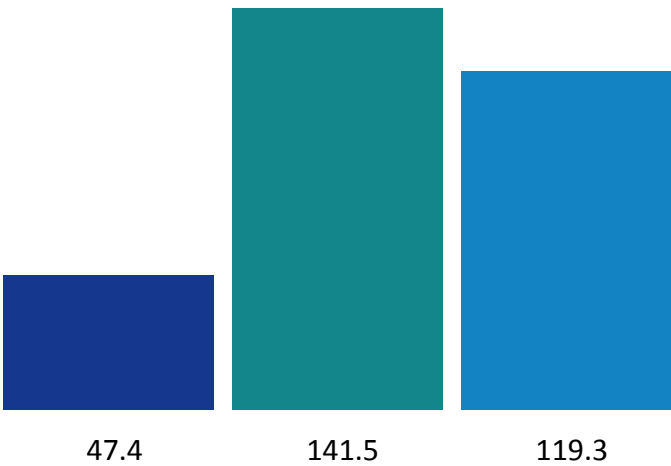
- Anytown Trust Company
- Peer Group
- Universe

Anytown Trust Company

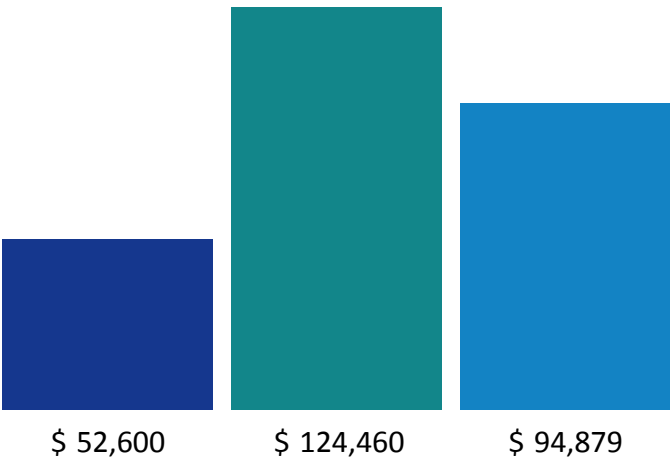
Managed Revenue per Relationship Manager \$000



Managed Accounts per Relationship Manager



Managed Assets per Relationship Manager \$000



Relationship Manager FTEs include:
 Personal Trust RMs
 RPS/EB/Administrators/RMs
 Other Administrators/RMs
 Retail Brokerage: Broker

- Anytown Trust Company
- Peer Group
- Universe

Anytown Trust Company

Managed Revenue per Total Investment Staff \$000



\$ 1,362,000 \$ 1,383,129 \$ 1,358,666

Managed Accounts per Total Investment Staff



142.2 324.1 302.6

Managed Assets per Total Investment Staff \$000



\$ 157,800 \$ 285,054 \$ 240,615

- Anytown Trust Company
- Peer Group
- Universe

Anytown Trust Company

Managed Revenue per Portfolio Manager \$000



\$ 1,702,500 \$ 2,317,676 \$ 1,977,750

Managed Accounts per Portfolio Manager



177.8 543.0 440.5

Managed Assets per Portfolio Manager \$000

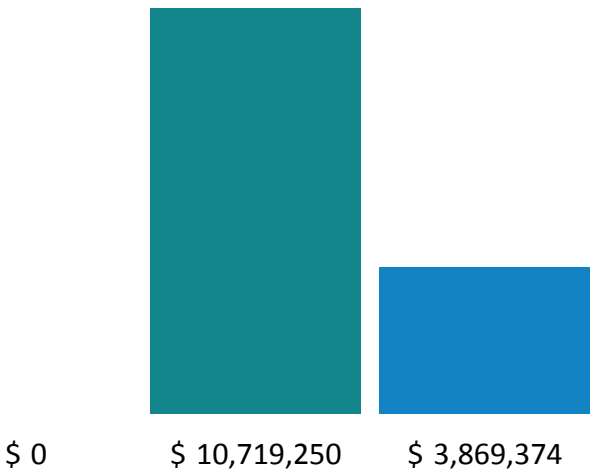


\$ 197,250 \$ 477,657 \$ 350,253

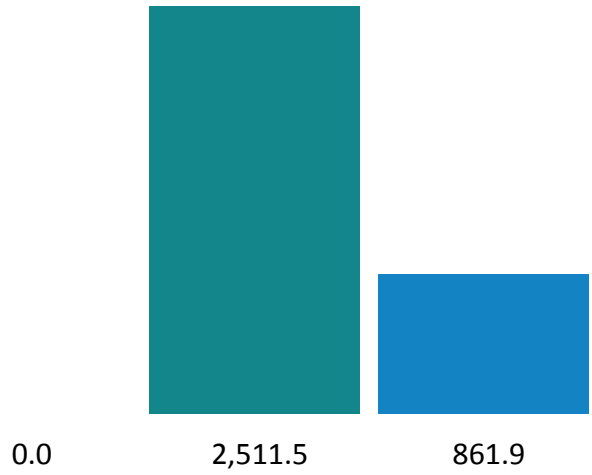
- Anytown Trust Company
- Peer Group
- Universe

Anytown Trust Company

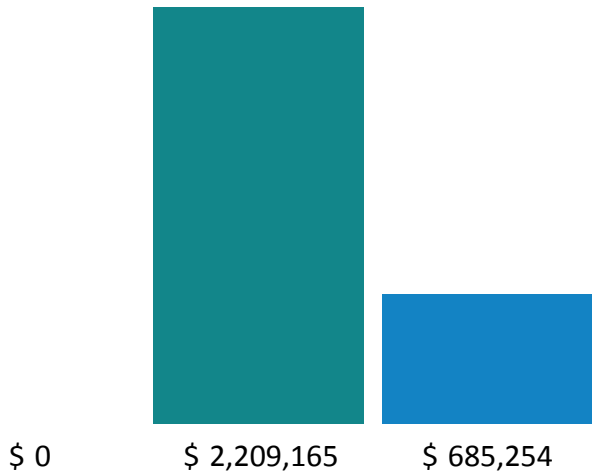
Managed Revenue per Investment Officer \$000



Managed Accounts per Investment Officer



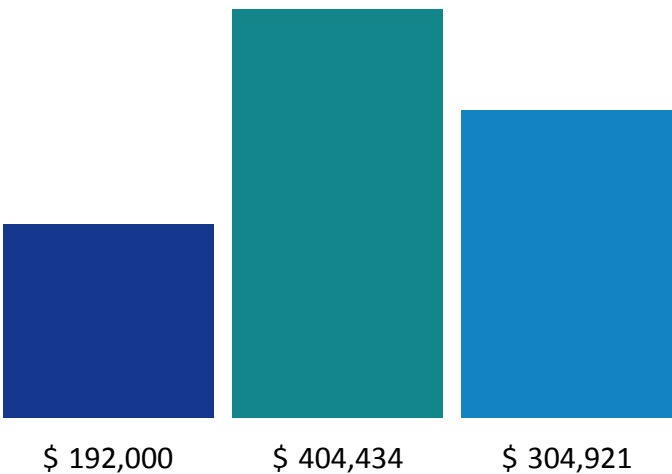
Managed Assets per Investment Officer \$000



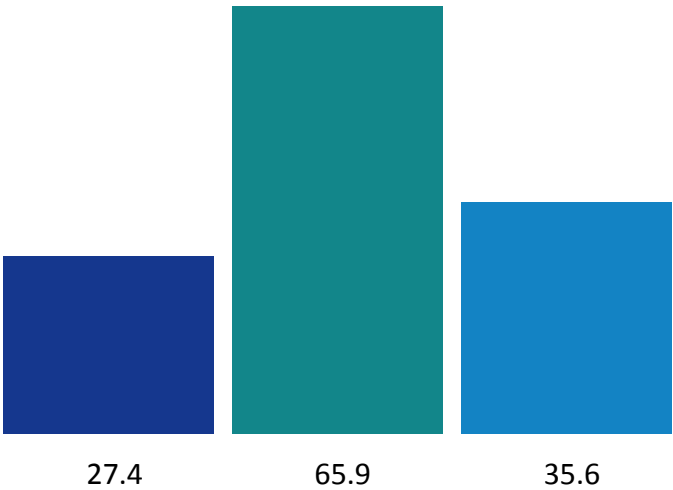
- Anytown Trust Company
- Peer Group
- Universe

Anytown Trust Company

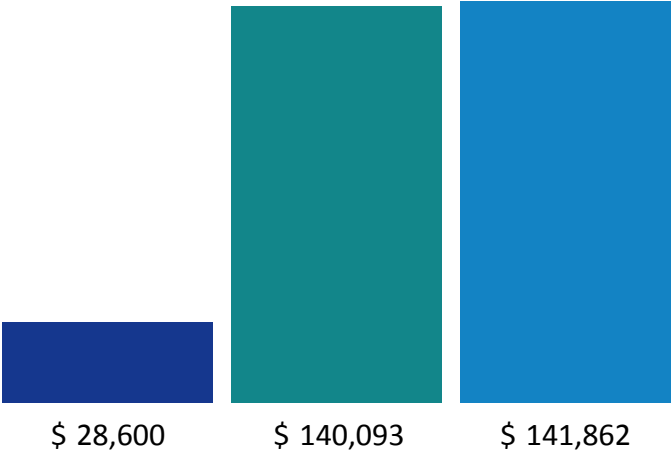
RPS Revenue per Total RPS Staff
\$000



RPS Accounts per Total RPS Staff



RPS Assets per Total RPS Staff
\$000

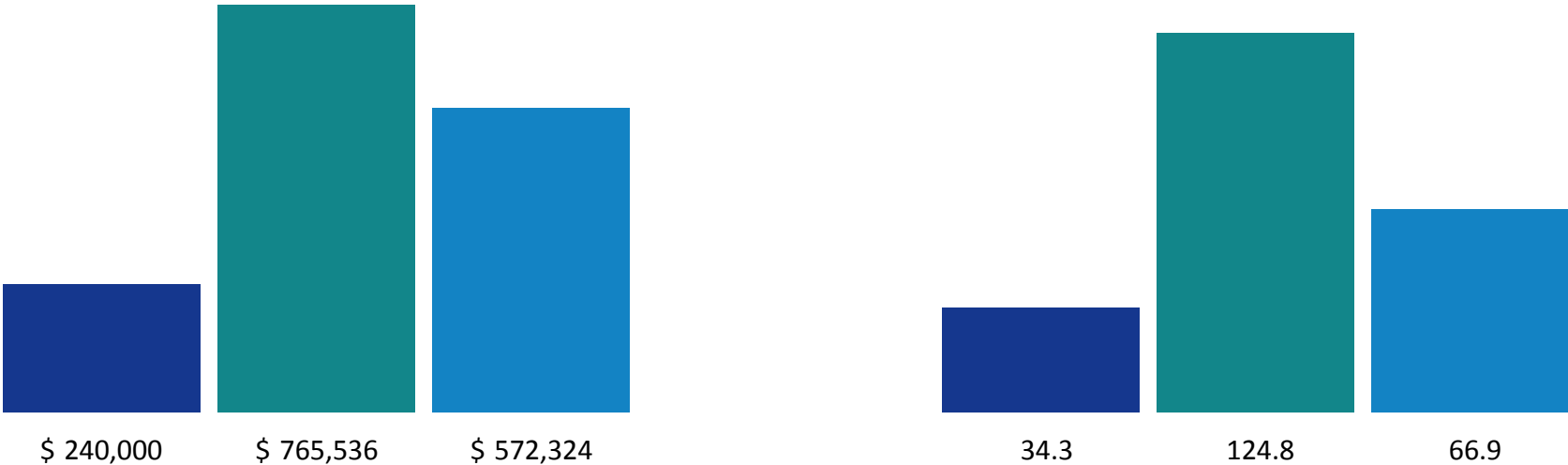


- Anytown Trust Company
- Peer Group
- Universe

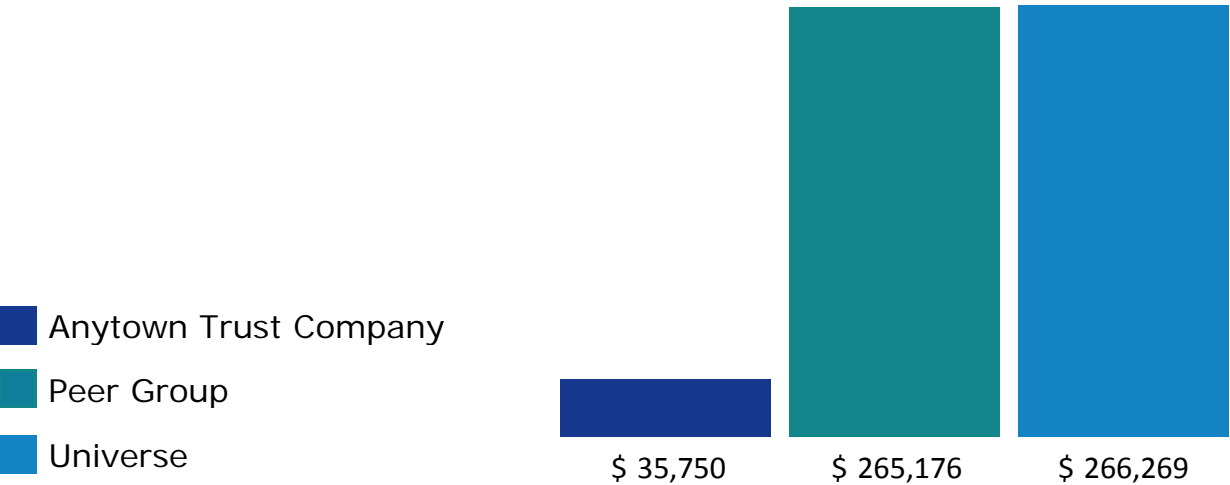
Anytown Trust Company

RPS Revenue per RPS Administrator
\$000

RPS Accounts per RPS Administrator



RPS Assets per RPS Administrator
\$000

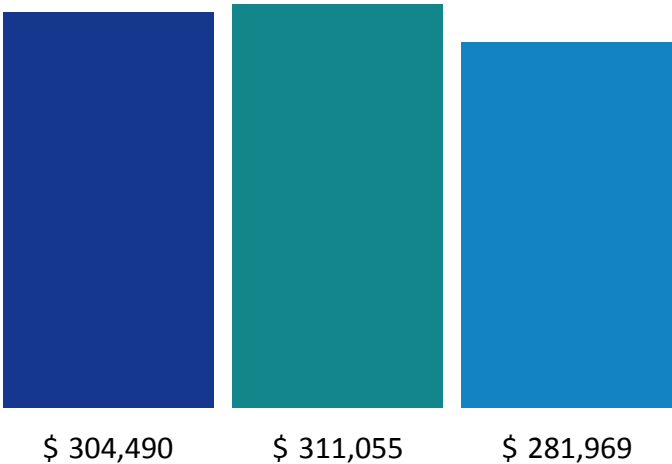


- Anytown Trust Company
- Peer Group
- Universe

Anytown Trust Company

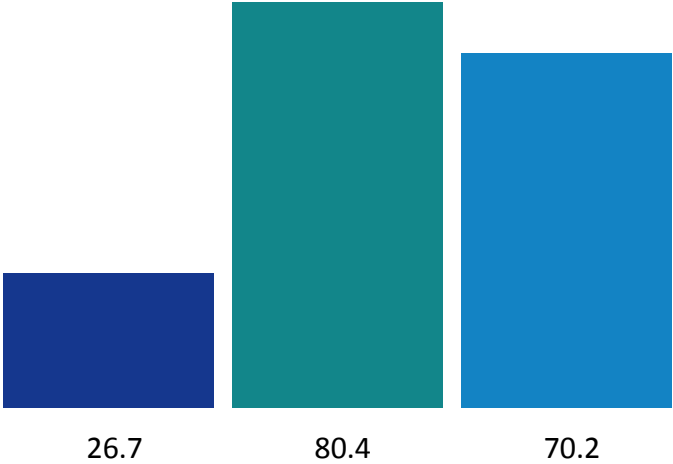
Trust Revenue per FTE

Personal Trust / Investment Advisory / IRAs / Probate
\$000



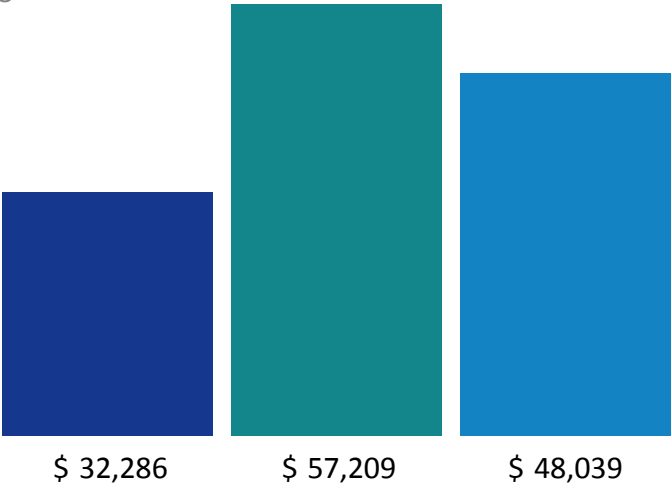
Trust Accounts per FTE

Personal Trust / Investment Advisory / IRAs / Probate



Trust Assets per FTE

Personal Trust / Investment Advisory / IRAs / Probate
\$000



- Anytown Trust Company
- Peer Group
- Universe

Anytown Trust Company

Probate Revenue per Probate FTE
\$000

Probate Accounts per Probate FTE

Your data input did not include a breakdown of Probate FTEs, but you did report Estates revenue, assets, or accounts. Your Estates revenue, assets, and accounts have been included in the prior chart's calculations.

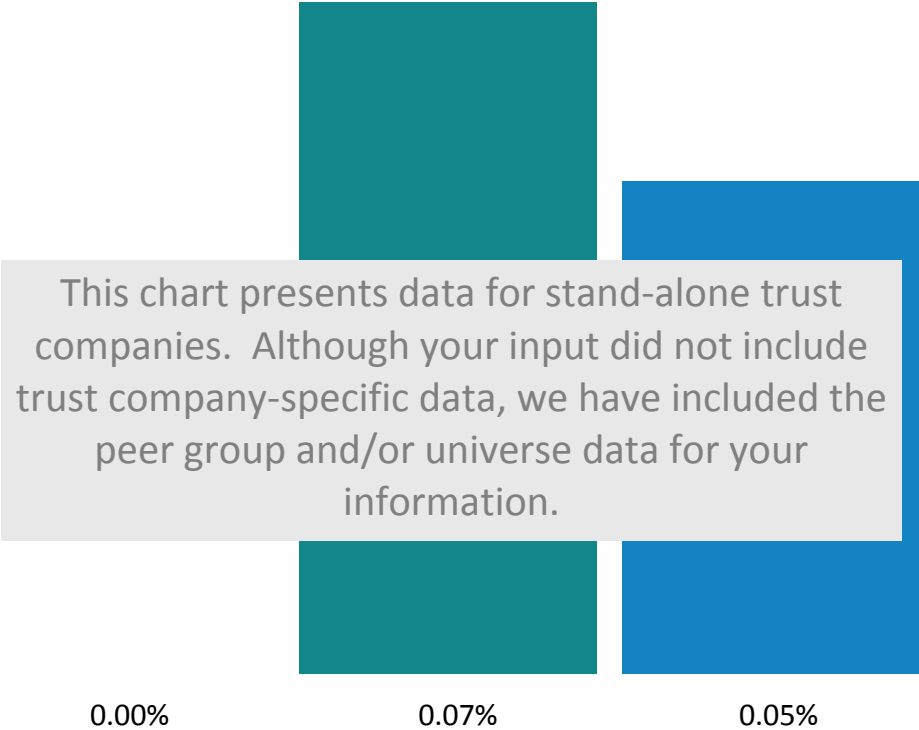
\$ 0 \$ 0 \$ 0 0.0 0.0 0.0

Probate Assets per Probate FTE
\$000

- Anytown Trust Company
- Peer Group
- Universe

\$ 0 \$ 0 \$ 0

Trust Company Average Capital as % of Total Assets



- Anytown Trust Company
- Peer Group
- Universe