

Sample Bank

Anywhere, USA



BankLink SolutionsSM
Forecasting & Reporting Systems

Directors'
Financial Digest
with
Cumulative Change Analysis

Hybarger & Associates

2018 - 2020 Plan Period

As of December 31, 2018

Cumulative Change Analysis
(Compared to Base Period)

As of December 31, 2018

	2017	2018				2019				2020			
Category	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV
	Base	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Balance Sheet													
<i>Ending Volumes & Rates (Dollars in Thousands)</i>													
Assets													
Loans	256,350	274,953	277,260	281,295	288,839	293,302	298,994	301,503	307,532	311,742	317,186	320,615	327,563
Investments	141,320	146,234	146,637	150,400	153,186	147,711	145,758	143,880	142,090	140,308	138,464	136,852	135,533
Short-Term Liquidity	398	745	474	915	2,117	1,640	300	318	278	2,532	615	316	280
Earning Assets	398,068	421,932	424,371	432,610	444,142	442,653	445,052	445,702	449,901	454,582	456,265	457,782	463,376
Non-Earning Assets	14,364	12,175	17,010	11,056	15,601	13,719	13,859	13,819	13,782	13,743	13,705	14,085	14,465
Assets	412,432	434,107	441,381	443,666	459,743	456,372	458,910	459,521	463,683	468,325	469,970	471,867	477,842
Liabilities													
Interest Bearing Checking	182,750	195,566	197,188	191,893	215,994	211,117	211,024	209,127	212,131	221,772	221,799	219,658	222,334
Savings Deposits	26,143	26,572	25,457	24,193	22,154	22,307	22,462	22,618	22,774	22,932	23,091	23,251	23,413
Certificates of Deposits	119,756	121,719	129,386	137,371	135,852	136,483	136,008	131,351	131,648	130,670	131,082	131,255	131,426
Non-Deposit Funding	-	8,350	7,925	5,875	-	-	1,330	6,944	5,516	-	-	1,624	1,706
Interest Bearing Liabilities	328,649	352,207	359,956	359,332	374,000	369,907	370,824	370,039	372,069	375,374	375,973	375,789	378,879
Non-Interest Deposits	47,631	48,088	48,227	51,943	49,285	49,137	49,882	50,635	51,395	52,164	52,941	53,725	54,519
Total Funding	376,280	400,295	408,183	411,275	423,285	419,044	420,706	420,674	423,464	427,538	428,914	429,515	433,398
Other Liabilities & Intangibles	(1,184)	(4,087)	(4,895)	(6,102)	(2,921)	(2,560)	(2,237)	(2,099)	(1,959)	(1,818)	(1,677)	(1,118)	(559)
Tangible Equity Capital	37,336	37,899	38,093	38,493	39,379	39,888	40,441	40,946	42,178	42,606	42,734	43,470	45,003
Liabilities & Shareholders' Equity	412,432	434,107	441,381	443,666	459,743	456,372	458,910	459,521	463,683	468,325	469,970	471,867	477,842
Dividends	280	626	932	770	254	949	1,145	710	250	946	1,405	832	250
Capital Accounts Analysis													
Tangible Equity Capital (Leverage Ratio)	9.05	8.73	8.63	8.68	8.57	8.74	8.81	8.91	9.10	9.10	9.09	9.21	9.42
Common Equity Tier 1 / Risk-Weighted Assets	12.28	11.81	11.67	11.67	11.71	11.75	11.74	11.81	11.97	11.94	11.82	11.92	12.12
Tier 1 Risk-Based Capital Ratio	12.28	11.81	11.67	11.67	11.71	11.75	11.74	11.81	11.97	11.94	11.82	11.92	12.12
Total Risk-Based Capital Ratio	13.30	12.79	12.67	12.70	12.72	12.77	12.77	12.87	13.04	13.03	12.92	13.04	13.25
Weighted Rates													
Loans	5.24	5.30	5.39	5.39	5.55	5.74	5.90	6.02	6.21	6.32	6.42	6.47	6.57
Investments	2.58	2.63	2.65	2.64	2.76	2.76	2.76	2.76	2.76	2.77	2.77	2.77	2.76
Short-Term Liquidity	1.43	0.08	0.16	0.09	1.40	2.03	0.98	0.94	1.07	2.74	2.17	1.08	1.21
Earning Assets	4.29	4.37	4.44	4.42	4.57	4.73	4.87	4.96	5.12	5.21	5.31	5.36	5.45
Non-Earning Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Assets	4.14	4.24	4.27	4.31	4.41	4.59	4.72	4.81	4.97	5.05	5.15	5.20	5.29
Interest Bearing Checking	0.73	0.77	1.03	1.15	1.34	1.53	1.60	1.59	1.58	1.77	1.77	1.74	1.74
Savings Deposits	0.35	0.35	0.35	0.34	0.47	0.47	0.48	0.48	0.48	0.51	0.51	0.51	0.51
Certificates of Deposits	1.34	1.42	1.67	1.98	2.25	2.32	2.47	2.57	2.64	2.76	2.85	2.88	2.90
Non-Deposit Funding	-	1.53	1.75	2.35	-	-	2.78	2.78	2.78	-	-	3.03	3.03
Interest Bearing Liabilities	0.92	0.98	1.23	1.43	1.62	1.76	1.85	1.89	1.90	2.04	2.07	2.07	2.07
Non-Interest Deposits	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Funds	0.80	0.86	1.09	1.25	1.43	1.55	1.63	1.67	1.67	1.79	1.81	1.81	1.81
Other Liabilities & Intangibles	-	-	-	-	-	-	-	-	-	-	-	-	-
Tangible Equity Capital	-	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities & Shareholders' Equity	0.73	0.80	1.00	1.16	1.32	1.43	1.50	1.52	1.53	1.63	1.65	1.65	1.64

Cumulative Change Analysis
(Compared to Base Period)

As of December 31, 2018

	2017	2018				2019				2020			
Category	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV
	Base	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Income Statement													
Interest Income	4,266,036	4,359,009	4,639,945	4,816,595	5,036,810	5,129,471	5,340,857	5,533,188	5,746,604	5,842,671	6,003,900	6,158,761	6,301,243
Interest Expense	733,191	800,779	1,028,611	1,174,870	1,446,448	1,604,321	1,666,092	1,759,015	1,783,098	1,859,344	1,927,506	1,953,768	1,965,425
Net Interest Income	3,532,845	3,558,230	3,611,334	3,641,725	3,590,362	3,525,150	3,674,766	3,774,173	3,963,506	3,983,327	4,076,393	4,204,993	4,335,818
Provisions for Loan Losses	90,000	100,000	120,000	80,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Security Gains and Losses	(24,179)	-	-	-	-	-	-	-	-	-	-	-	-
Non-Interest Income	664,668	573,219	649,558	743,739	725,608	741,110	757,114	768,705	773,377	768,895	773,612	777,899	786,500
Non-Interest Expenses	2,956,822	2,842,070	3,014,984	3,136,152	3,056,064	3,187,376	3,112,832	3,209,059	3,134,670	3,257,264	3,197,443	3,294,107	3,219,950
Net Income Before Taxes	1,126,512	1,189,379	1,125,908	1,169,312	1,139,906	958,884	1,199,048	1,213,819	1,482,213	1,374,958	1,532,562	1,568,785	1,782,368
Provision for Income Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Income	1,126,512	1,189,379	1,125,908	1,169,312	1,139,906	958,884	1,199,048	1,213,819	1,482,213	1,374,958	1,532,562	1,568,785	1,782,368
Annual Cumulative Income		1,189,379	2,315,287	3,484,599	4,624,505	958,884	2,157,932	3,371,751	4,853,964	1,374,958	2,907,520	4,476,305	6,258,673
Total Cumulative Income		1,189,379	2,315,287	3,484,599	4,624,505	5,583,389	6,782,437	7,996,256	9,478,469	10,853,427	12,385,989	13,954,774	15,737,142
Balance Sheet & Performance Ratios													
Return on Assets	1.09	1.11	1.03	1.06	1.01	0.84	1.05	1.06	1.28	1.18	1.30	1.33	1.50
Return on Equity	12.77	12.69	11.87	12.18	11.63	9.75	11.98	11.88	14.23	13.03	14.38	14.48	16.06
Yield on Earning Assets	4.29	4.37	4.44	4.42	4.57	4.73	4.87	4.96	5.12	5.21	5.31	5.36	5.45
Cost of Earning Assets	0.76	0.82	1.04	1.19	1.36	1.47	1.54	1.57	1.58	1.68	1.70	1.70	1.69
Net Interest Margin	3.53	3.55	3.39	3.23	3.21	3.26	3.33	3.39	3.54	3.52	3.60	3.66	3.76
Yield on Earning Assets	4.29	4.37	4.44	4.42	4.57	4.73	4.87	4.96	5.12	5.21	5.31	5.36	5.45
Cost of Interest Bearing Liabilities	0.92	0.98	1.23	1.43	1.62	1.76	1.85	1.89	1.90	2.04	2.07	2.07	2.07
Spread	3.37	3.39	3.21	2.99	2.95	2.97	3.02	3.07	3.21	3.17	3.24	3.29	3.38
Loan Funding Margin	4.23	4.22	4.04	3.81	3.78	3.84	3.90	3.97	4.16	4.13	4.21	4.26	4.36
Investment Funding Margin	2.28	2.29	2.17	2.15	2.13	2.12	2.14	2.17	2.21	2.16	2.22	2.27	2.31
Non-Interest Expense/Assets	2.87	2.69	2.76	2.85	2.73	2.78	2.72	2.79	2.71	2.80	2.72	2.80	2.71
Operating Efficiency Ratio	70.07	66.61	74.43	69.22	72.10	75.72	69.32	68.95	64.19	65.35	65.06	64.48	60.99
Loans/Deposits	68.13	70.15	69.27	69.39	68.24	69.99	71.29	72.87	73.58	72.92	73.95	74.93	75.88
Reserve for Loan Losses/Net Loans	1.22	1.15	1.19	1.22	1.18	1.20	1.21	1.23	1.24	1.26	1.27	1.28	1.29
Earning Assets/Assets	96.52	97.20	96.15	97.51	96.61	96.99	96.98	96.99	97.03	97.07	97.08	97.02	96.97
Interest Bearing Liabilities/Assets	79.69	81.13	81.55	80.99	81.35	81.05	80.81	80.53	80.24	80.15	80.00	79.64	79.29
Earning Assets/Interest Bearing Liab	121.12	119.80	117.90	120.39	118.75	119.67	120.02	120.45	120.92	121.10	121.36	121.82	122.30
Interest Rate Trends & Forecast (Ending)													
Prime Rate	4.50	4.75	5.00	5.25	5.50	5.50	5.75	5.75	5.75	6.00	6.00	6.00	6.00
Three Month Treasury Bill	1.40	1.75	1.94	2.20	2.37	2.43	2.65	2.62	2.59	2.83	2.84	2.84	2.84
Three Month LIBOR	1.69	2.31	2.33	2.39	2.80	2.69	2.81	2.69	2.56	2.81	2.82	2.82	2.82
Five Year Treasury Note	2.23	2.55	2.69	2.98	2.51	2.60	2.78	2.72	2.65	2.91	2.92	2.94	2.95
Fed Funds Rate	1.50	1.75	2.00	2.25	2.50	2.50	2.75	2.75	2.75	3.00	3.00	3.00	3.00
"Yield Curve" Spread	0.73	0.80	0.69	0.73	0.01	0.10	0.03	(0.03)	(0.10)	(0.09)	(0.08)	(0.06)	(0.05)

Cumulative Change Analysis
(Compared to Base Period)

As of December 31, 2018

Category	2018				2019				2020			
	I Actual	II Actual	III Actual	IV Actual	I Forecast	II Forecast	III Forecast	IV Forecast	I Forecast	II Forecast	III Forecast	IV Forecast
Balance Sheet												
<i>Ending Volumes & Rates (Dollars in Thousands)</i>												
Assets												
Loans	18,603	20,910	24,945	32,489	36,952	42,644	45,153	51,182	55,392	60,836	64,265	71,213
Investments	4,914	5,317	9,080	11,866	6,391	4,438	2,560	770	(1,012)	(2,856)	(4,468)	(5,787)
Short-Term Liquidity	347	76	517	1,719	1,242	(98)	(80)	(120)	2,134	217	(82)	(118)
Earning Assets	23,864	26,303	34,542	46,074	44,585	46,984	47,634	51,833	56,514	58,197	59,714	65,308
Non-Earning Assets	(2,189)	2,646	(3,308)	1,237	(645)	(505)	(545)	(582)	(621)	(659)	(279)	101
Assets	21,675	28,949	31,234	47,311	43,940	46,478	47,089	51,251	55,893	57,538	59,435	65,410
Liabilities												
Interest Bearing Checking	12,816	14,438	9,143	33,244	28,367	28,274	26,377	29,381	39,022	39,049	36,908	39,584
Savings Deposits	429	(686)	(1,950)	(3,989)	(3,836)	(3,681)	(3,525)	(3,369)	(3,211)	(3,052)	(2,892)	(2,730)
Certificates of Deposits	1,963	9,630	17,615	16,096	16,727	16,252	11,595	11,892	10,914	11,326	11,499	11,670
Non-Deposit Funding	8,350	7,925	5,875	-	-	1,330	6,944	5,516	-	-	1,624	1,706
Interest Bearing Liabilities	23,558	31,307	30,683	45,351	41,258	42,175	41,390	43,420	46,725	47,324	47,140	50,230
Non-Interest Deposits	457	596	4,312	1,654	1,506	2,251	3,004	3,764	4,533	5,310	6,094	6,888
Total Funding	24,015	31,903	34,995	47,005	42,764	44,426	44,394	47,184	51,258	52,634	53,235	57,118
Other Liabilities & Intangibles	(2,903)	(3,711)	(4,918)	(1,737)	(1,376)	(1,053)	(915)	(775)	(634)	(493)	66	625
Tangible Equity Capital	563	757	1,157	2,043	2,552	3,105	3,610	4,842	5,270	5,398	6,134	7,667
Liabilities & Shareholders' Equity	21,675	28,949	31,234	47,311	43,940	46,478	47,089	51,251	55,893	57,538	59,435	65,410
Capital Accounts Analysis												
Tangible Equity Capital (Leverage Ratio)	(0.32)	(0.42)	(0.38)	(0.49)	(0.31)	(0.24)	(0.14)	0.04	0.04	0.04	0.16	0.37
Common Equity Tier 1 / Risk-Weighted Assets	(0.47)	(0.61)	(0.61)	(0.57)	(0.54)	(0.54)	(0.47)	(0.31)	(0.34)	(0.46)	(0.36)	(0.16)
Tier 1 Risk-Based Capital Ratio	(0.47)	(0.61)	(0.61)	(0.57)	(0.54)	(0.54)	(0.47)	(0.31)	(0.34)	(0.46)	(0.36)	(0.16)
Total Risk-Based Capital Ratio	(0.51)	(0.63)	(0.59)	(0.58)	(0.53)	(0.52)	(0.43)	(0.26)	(0.27)	(0.38)	(0.26)	(0.05)
Weighted Rates												
Loans	0.06	0.15	0.15	0.31	0.50	0.66	0.78	0.97	1.08	1.18	1.23	1.32
Investments	0.05	0.07	0.06	0.18	0.18	0.19	0.19	0.18	0.19	0.19	0.19	0.19
Short-Term Liquidity	(1.36)	(1.27)	(1.34)	(0.03)	0.60	(0.45)	(0.50)	(0.36)	1.31	0.74	(0.36)	(0.22)
Earning Assets	0.07	0.15	0.13	0.28	0.44	0.58	0.67	0.83	0.91	1.01	1.07	1.16
Non-Earning Assets	-	-	-	-	-	-	-	-	-	-	-	-
Assets	0.10	0.12	0.17	0.27	0.45	0.58	0.67	0.82	0.91	1.01	1.06	1.14
Interest Bearing Checking	(0.04)	(0.31)	(0.43)	(0.61)	(0.81)	(0.87)	(0.86)	(0.86)	(1.05)	(1.04)	(1.02)	(1.01)
Savings Deposits	-	-	0.01	(0.12)	(0.12)	(0.13)	(0.13)	(0.13)	(0.16)	(0.16)	(0.16)	(0.16)
Certificates of Deposits	(0.08)	(0.33)	(0.64)	(0.91)	(0.98)	(1.13)	(1.23)	(1.29)	(1.42)	(1.50)	(1.54)	(1.56)
Non-Deposit Funding	(1.53)	(1.75)	(2.35)	-	-	(2.78)	(2.78)	(2.78)	-	-	(3.03)	(3.03)
Interest Bearing Liabilities	(0.06)	(0.31)	(0.51)	(0.70)	(0.84)	(0.93)	(0.97)	(0.98)	(1.12)	(1.15)	(1.15)	(1.15)
Non-Interest Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Funds	(0.06)	(0.28)	(0.45)	(0.63)	(0.75)	(0.83)	(0.86)	(0.87)	(0.99)	(1.01)	(1.01)	(1.01)
Other Liabilities & Intangibles	-	-	-	-	-	-	-	-	-	-	-	-
Tangible Equity Capital	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities & Shareholders' Equity	(0.06)	(0.27)	(0.43)	(0.58)	(0.69)	(0.76)	(0.79)	(0.80)	(0.90)	(0.92)	(0.91)	(0.91)

Cumulative Change Analysis
(Compared to Base Period)

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	I Actual	II Actual	III Actual	IV Actual	I Forecast	II Forecast	III Forecast	IV Forecast	I Forecast	II Forecast	III Forecast	IV Forecast
Income Statement												
Interest Income	92,973	373,909	550,559	770,774	863,435	1,074,821	1,267,152	1,480,568	1,576,635	1,737,864	1,892,725	2,035,207
Interest Expense	(67,588)	(295,420)	(441,679)	(713,257)	(871,130)	(932,901)	(1,025,824)	(1,049,907)	(1,126,153)	(1,194,315)	(1,220,577)	(1,232,234)
Net Interest Income	25,385	78,489	108,880	57,517	(7,695)	141,921	241,328	430,661	450,482	543,548	672,148	802,973
Provisions for Loan Losses	(10,000)	(30,000)	10,000	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Security Gains and Losses	24,179	24,179	24,179	24,179	24,179	24,179	24,179	24,179	24,179	24,179	24,179	24,179
Non-Interest Income	(91,449)	(15,110)	79,071	60,940	76,442	92,446	104,037	108,709	104,227	108,944	113,231	121,832
Non-Interest Expenses	114,752	(58,162)	(179,330)	(99,242)	(230,554)	(156,010)	(252,237)	(177,848)	(300,442)	(240,621)	(337,285)	(263,128)
Net Income Before Taxes	62,867	(604)	42,800	13,394	(167,628)	72,536	87,307	355,701	248,446	406,050	442,273	655,856
Provision for Income Taxes	-	-	-	-	-	-	-	-	-	-	-	-
Net Income	62,867	(604)	42,800	13,394	(167,628)	72,536	87,307	355,701	248,446	406,050	442,273	655,856

Balance Sheet & Performance Ratios												
Return on Assets	0.03	(0.06)	(0.02)	(0.07)	(0.25)	(0.04)	(0.03)	0.19	0.09	0.21	0.24	0.41
Return on Equity	(0.08)	(0.89)	(0.59)	(1.13)	(3.01)	(0.79)	(0.89)	1.46	0.27	1.61	1.72	3.29
Yield on Earning Assets	0.07	0.15	0.13	0.28	0.44	0.58	0.67	0.83	0.91	1.01	1.07	1.16
Cost of Earning Assets	(0.06)	(0.28)	(0.43)	(0.60)	(0.71)	(0.78)	(0.81)	(0.82)	(0.92)	(0.94)	(0.94)	(0.93)
Net Interest Margin	0.01	(0.13)	(0.30)	(0.32)	(0.27)	(0.20)	(0.14)	0.01	(0.01)	0.07	0.13	0.23
Yield on Earning Assets	0.07	0.15	0.13	0.28	0.44	0.58	0.67	0.83	0.91	1.01	1.07	1.16
Cost of Interest Bearing Liabilities	(0.06)	(0.31)	(0.51)	(0.70)	(0.84)	(0.93)	(0.97)	(0.98)	(1.12)	(1.15)	(1.15)	(1.15)
Spread	0.01	(0.16)	(0.38)	(0.42)	(0.40)	(0.35)	(0.30)	(0.15)	(0.21)	(0.14)	(0.08)	0.01
Loan Funding Margin	(0.01)	(0.19)	(0.42)	(0.45)	(0.39)	(0.33)	(0.26)	(0.07)	(0.10)	(0.02)	0.03	0.12
Investment Funding Margin	0.01	(0.11)	(0.13)	(0.15)	(0.16)	(0.13)	(0.10)	(0.07)	(0.12)	(0.06)	(0.01)	0.04
Non-Interest Income/Assets	(0.10)	(0.05)	0.03	0.00	0.00	0.02	0.02	0.02	0.02	0.01	0.02	0.02
Non-Interest Expense/Assets	0.18	0.11	0.02	0.14	0.09	0.15	0.07	0.15	0.07	0.15	0.07	0.16
Operating Efficiency Ratio	3.46	(4.37)	0.85	(2.03)	(5.65)	0.74	1.11	5.88	4.71	5.01	5.59	9.08
Loans/Deposits	2.02	1.14	1.26	0.11	1.87	3.17	4.75	5.45	4.79	5.82	6.80	7.75
Reserve for Loan Losses/Net Loans	(0.06)	(0.03)	0.01	(0.04)	(0.02)	(0.01)	0.01	0.02	0.04	0.05	0.07	0.07
Earning Assets/Assets	0.68	(0.37)	0.99	0.09	0.48	0.46	0.48	0.51	0.55	0.57	0.50	0.46
Interest Bearing Liabilities/Assets	1.45	1.87	1.31	1.66	1.37	1.12	0.84	0.56	0.47	0.31	(0.05)	(0.40)
Earning Assets/Interest Bearing Liab	(1.33)	(3.23)	(0.73)	(2.37)	(1.46)	(1.11)	(0.68)	(0.20)	(0.02)	0.23	0.70	1.18

Interest Rate Trends & Forecast (Ending)												
Prime Rate	0.25	0.50	0.75	1.00	1.00	1.25	1.25	1.25	1.50	1.50	1.50	1.50
Three Month Treasury Bill	0.35	0.54	0.80	0.97	1.03	1.25	1.22	1.19	1.43	1.44	1.44	1.44
Three Month LIBOR	0.62	0.64	0.70	1.11	1.00	1.12	1.00	0.87	1.12	1.13	1.13	1.13
Five Year Treasury Note	0.32	0.46	0.75	0.28	0.37	0.55	0.49	0.42	0.68	0.69	0.71	0.72
Fed Funds Rate	0.25	0.50	0.75	1.00	1.00	1.25	1.25	1.25	1.50	1.50	1.50	1.50
"Yield Curve" Spread	0.07	(0.04)	-	(0.72)	(0.63)	(0.70)	(0.76)	(0.83)	(0.82)	(0.81)	(0.79)	(0.78)