



INVESTMENT MANAGEMENT & TRUST

2022 PERFORMANCE ASSESSMENT

Sample Bank and Trust

August 17, 2022



AT YOUR SERVICE

Sample Bank

USING THIS REPORT AND NEXT STEPS

WISE Performance Assessment: Accessing Key Insights



Review Key Findings with Our Team

Our team is available to discuss key findings of this research, answer your questions, and share insights from the experiences of other firms. We encourage members to take advantage of this opportunity.

The following are a few ways we have worked with members in the past:

- Conduct informal, one-on-one discussions about this research
- Participate in standing management or sales team meetings (e.g., a "quick 15 minutes" about your firm's performance)
- Present at firm planning sessions
- Present to boards or other stakeholders

Data Revisions or Corrections

We want this research to reflect your firm as closely as possible. If you wish to revise your data, add information, and have our team reissue this report, please contact: research@wiseinsights.com.

ADDITIONAL WAYS TO ENGAGE

Selected Upcoming Service Events

WISE Member Meeting: Save the Date

We hope you will join us on October 25-27 in Dallas for our annual member meeting. As always you will have a chance to hear from experts and network with your industry peers. Attendees represent bank wealth managers and trust companies of all sizes from across the United States. Suggested attendance is one representative per member firm. We hope to see you there!

WISE Price Insights: Introducing A New Member Service



About

WISE Price Insights is a customized comparative analysis of account- and relationship-level revenues that is available exclusively to WISE member firms. Our goal is to help members improve revenue and profitability outcomes by identifying pricing and discounting opportunities across their client base.

Getting Started

This service is a benefit of membership in our community. Please contact any member of our team to discuss.

WISE Webinars: Upcoming Programs

August 24

Talent: Recruiting, Engaging, and Retaining
Speaker: Phil Buchanan, Cannon Financial Institute
[Register](#)

September 13

Financial Planning for Business Owners
Speaker: Nerre Shuriah, First Citizens Bank
[Register](#)

September 28

Digital Client Experience
Speaker: Lisa Asher, F2 Consulting
[Register](#)

We invite you to share our webinar programming broadly within your firm. To add additional team members to the distribution list for webinars and service announcements or to access past/upcoming webinars, please contact Sheerin Gryloo: sheerin.gryloo@wiseinsights.com

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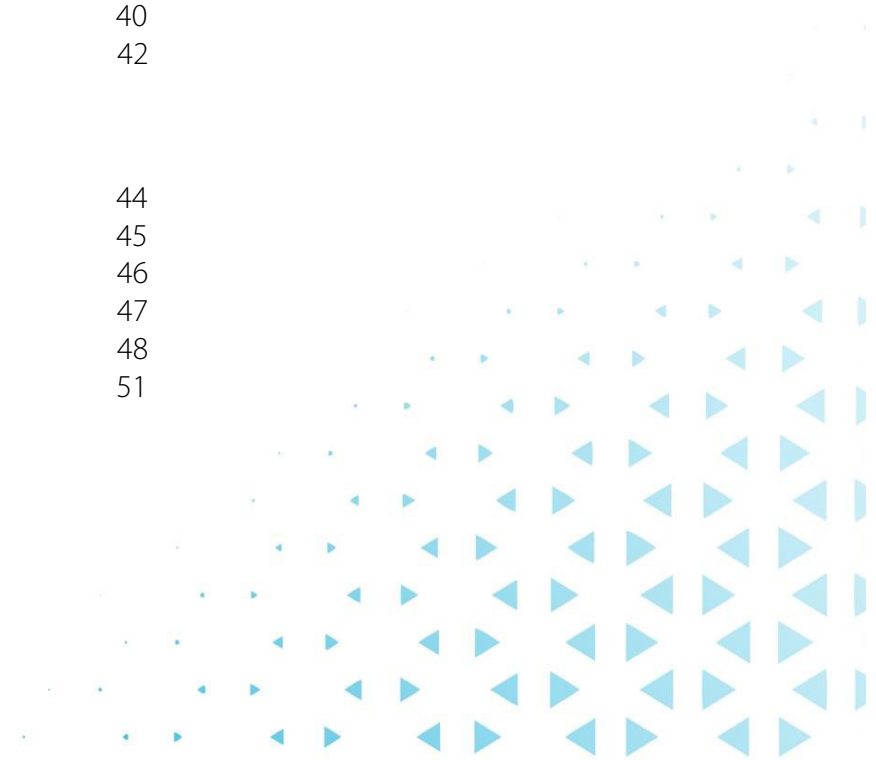
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1

INTRODUCTION

Sample Bank and Trust

- Peer Group
- Six Questions
- Manager's Dashboard
- Performance Ranking
- Key Trends



INTRODUCTION

Sample Bank

SAMPLE BANK'S PEER GROUP

Sample Bank's Peer Group Profile

Participants in this research represent a national sample of bank wealth managers and trust companies that provide investment management and trust services. This research excludes data pertaining to private banking and brokerage.**

Your peer group includes firms with \$2B to \$8B in assets under management. Where possible, firms may define peer groups to align with their needs and preferences.

Firm Size and Business Mix

Firm size and revenue composition metrics appear to the right and have important performance implications.

Key Definitions

†Assets Under Management (AUM)

The investable assets of the clients for whom your firm makes decisions or has varying degrees of discretion, and for whom your firm may design and/or implement an investment policy and asset allocation.

††Total Assets

Managed and non-managed assets including custody assets, illiquid assets, and other low or no-fee assets.

Peer Group Descriptive Characteristics

	Sample Bank	Peer Median	Peer Average
Revenue	\$45.2M	\$19.8M	\$22.8M
Expenses	\$36.5M	\$12.1M	\$15.1M
Assets Under Management [†]		\$3.6B	\$3.7B
Total Assets ^{††}		\$4.3B	\$4.9B

Revenue Composition

	Sample Bank	Peer Median*	Peer Average
Personal Trust	30.3%	31.2%	37.1%
IM Agency	39.3%	36.8%	36.6%
Individual Retirement Accounts	14.0%	14.4%	13.3%
Employee Benefits	0.5%	7.7%	7.1%
Custody	4.6%	1.2%	1.5%
Other [‡]	11.3%	8.6%	4.4%

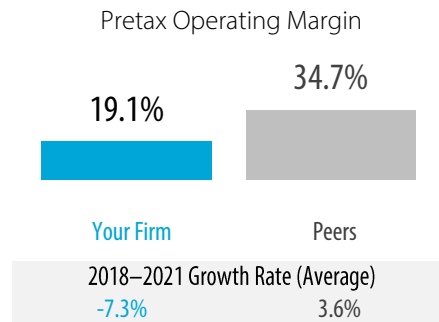
Notes: Your peer group includes firms with \$2B to \$8B in assets under management. *Medians for each revenue category are calculated independently and may not sum to 100%. ** WISE tracks private banking and brokerage data separately; please contact our team if you need more information. ‡Other revenue, in approximate order of how common: estate settlement, tax preparation, investment fees, financial planning, accrued income, shareholder servicing fees/revenue share, guardianship and conservatorship fees, other fees.

INTRODUCTION

EXECUTIVE SUMMARY

The six questions on this page and the next are a framework for assessing the health of a wealth management business. Our view is that an affirmative answer to each question would be indicative of a healthy business. A key performance metric is shown for each; your firm's data are blue, peer group data are gray.

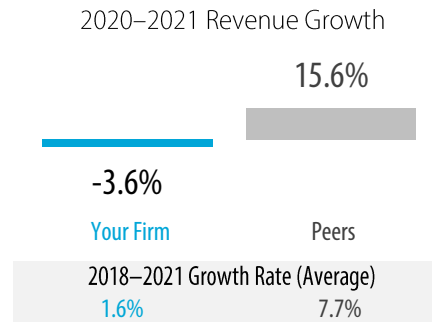
1 Are you getting operating leverage?



Common reasons why margins are low:

- Labor costs relative to revenues are high. Possible contributors: high compensation, low workloads, small client relationships, low asset yields, insufficient support resources (e.g., admin), legacy technology.
- Asset mix favors business with weak profitability or fee characteristics (e.g., more personal trust, employee benefits or custody relative to others) (pages 12 to 15).
- High spending/high cost structure.
- Recent investments in teams and/or technology (pages 50 to 51).

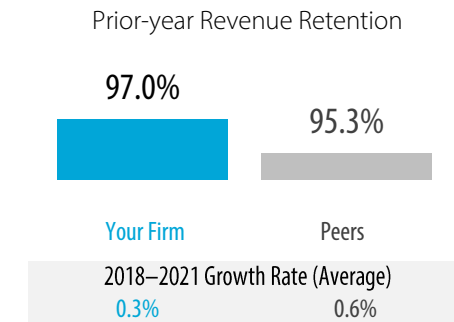
2 Are you growing fast enough?



Common explanations for lower growth rates:

- Weak organic growth, especially new client acquisition (pages 25 to 33).
- Low incentive compensation or insufficient sales capacity (page 30).
- Asset mix comprises slower growth businesses (e.g., heavy personal trust); growth is not balanced (pages 19 to 22); high rates of asset attrition (page 33).
- Unfavorable in-market trends (page 18).

3 Are clients voting for your business?



'Voting' comprises retention, expansion, and client referrals. Reasons why retention rates are high:

- Strong controllables: service quality, investment performance, perceived value for fees, incentives reward retention, strong 'next generation' relationships (page 33).
- Strong uncontrollables: younger clients, broad geographic coverage, favorable in-market demographics.

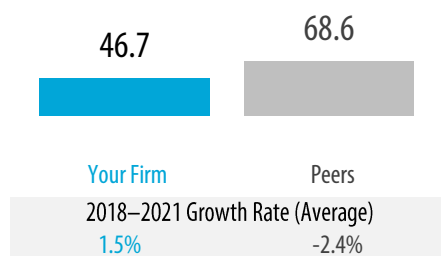
INTRODUCTION

Sample Bank

EXECUTIVE SUMMARY

4 Are you effective at turning assets into revenue?

Returns on Personal Product Assets**



Returns are often low for several reasons:

- Clients are relatively large or the distribution of client sizes has a long right tail (pages 32 and 48).
- The asset mix includes pools of assets with a weak revenue profile (e.g., low-fee family wealth relationships; please contact our team if you would like to exclude these types of assets).
- Fees are heavily discounted or clients are off schedule for other reasons (page 40).
- Fees are lower than market (page 40).

** Returns on Personal Product Assets: the revenue per dollar of managed and non-managed personal trust, investment management agency, and IRA assets only.

5 Are you getting the best out of your people?

Revenue per Employee

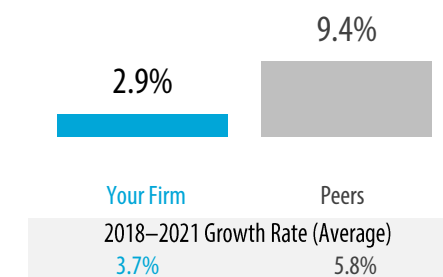


What to watch for when revenues per FTE are low:

- Low workloads relative to client size (pages 48), small accounts (page 49), or low support ratios (page 50).
- Less outsourcing, few or no shared support resources, labor-intensive service model (pages 57 to 59).
- Legacy technology, low technology adoption rates, manual sales and service processes (page 50).
- Revenue mix (e.g., more personal trust; page 5). Low revenue returns on assets.
- Firm has teams, offices, or regions operating below capacity (e.g., new offices or regions). Firm has recently hired new advisors or sales officers.

6 Are you investing in resources that will grow your business?

2020–2021 Expense Growth



Potential explanations for lower expense growth rates:

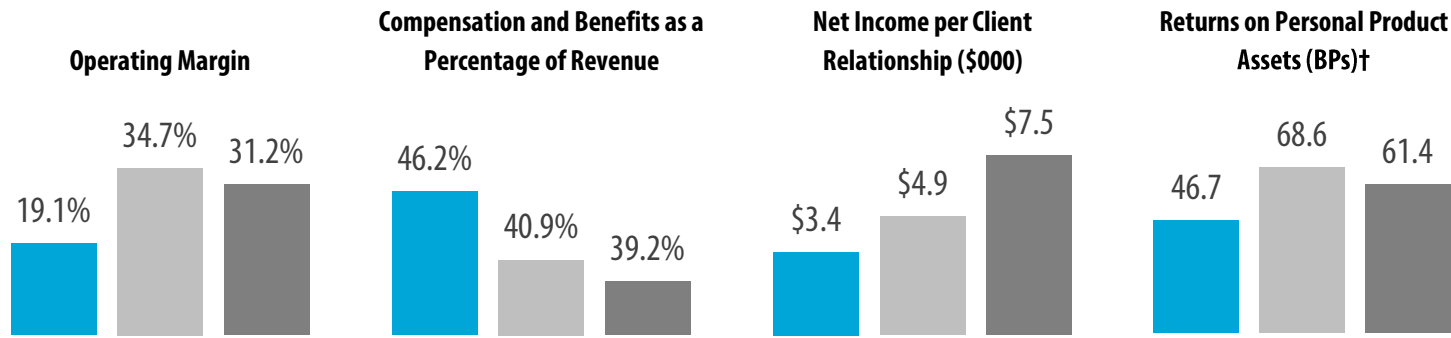
- Disciplined expense management (pages 54 to 59).
- Low hiring rates (pages 13, 14, and 58).
- Limited investment in technology and service enhancements (page 50).
- Weak sales and/or low variable compensation (pages 25 to 33).

INTRODUCTION

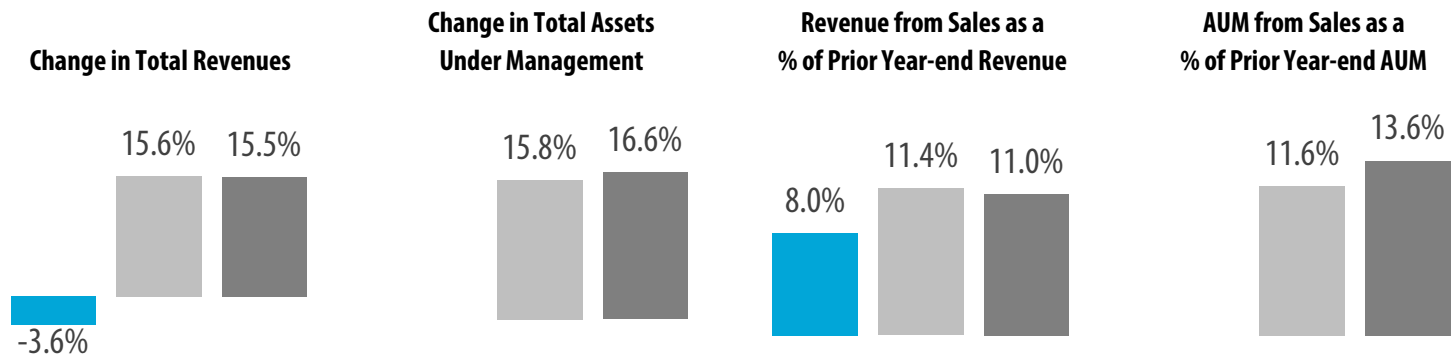
Sample Bank

MANAGER'S DASHBOARD, 2021

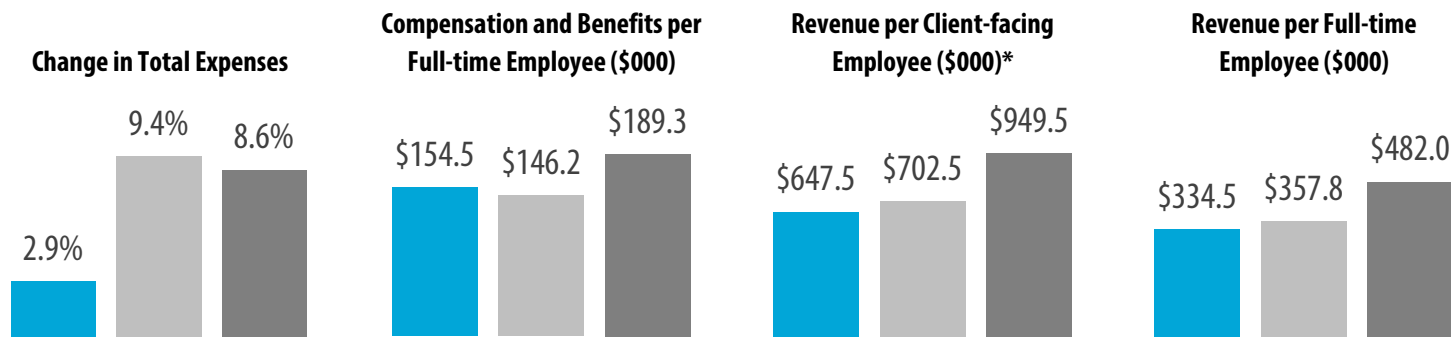
PROFITABILITY & EFFICIENCY



GROWTH & SALES



EXPENSES & PRODUCTIVITY



■ Your Firm ■ Peers ■ Universe

Notes: Your peer group includes firms with \$2B to \$8B in assets under management. †Includes managed and non-managed personal trust, IM agency, IRA assets and revenues only. *Client-facing employees (CFEs): all client-facing service and sales professionals, including trust officers, portfolio managers, relationship managers and dedicated sales staff.

INTRODUCTION

Sample Bank

SAMPLE BANK'S PERFORMANCE RANKING, 2021

Profitability and Efficiency

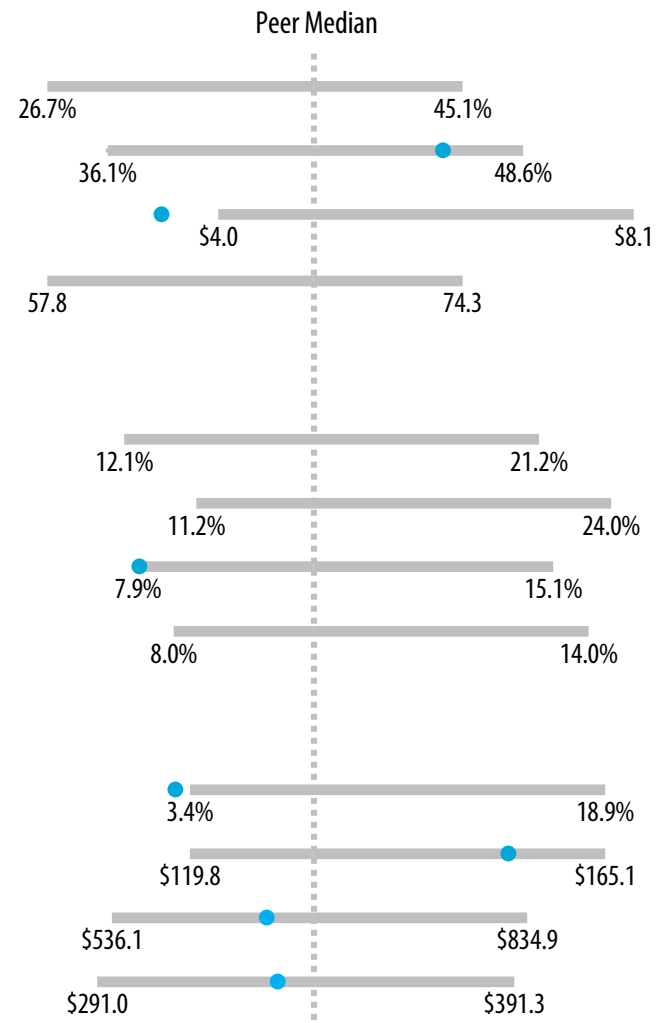
	Your Firm	Peer Median
1. Operating Margin	19.1%	38.5%
2. Comp. and Benefits, % of Revenue	46.2%	42.3%
3. Net Income per Client (\$000)	\$3.4	\$4.9
4. Returns on Personal Product Assets (BPs)	46.7	68.4

Growth and Sales

5. Change in Total Revenue	-3.6%	16.2%
6. Change in Total AUM	N/A	14.8%
7. Revenue from Sales, % of Prior YE	8.0%	11.0%
8. AUM from Sales, % of Prior YE	N/A	10.0%

Expenses and Productivity

9. Change in Total Expenses	2.9%	8.0%
10. Comp. and Benefits per FTE (\$000)	\$154.5	\$133.2
11. Revenue per CFE (\$000)	\$647.5	\$681.0
12. Revenue per FTE (\$000)	\$334.5	\$343.4



LEGEND

- Your Firm
- Middle 50% of Peers
- ⋮ Median

IF THE ● IS...

... right of the gray bar, your value is in the **top quartile**
 ... left of the gray bar, your value is in the **bottom quartile**

IF THE — IS...

... skewed to the **right**, some of your peers are **well above the median**

INTRODUCTION

Sample Bank

KEY TRENDS, 2018–2021

An Exceptional Year

By most measures, 2021 was a very strong year. Buoyed by strong markets, most key performance indicators strengthened in 2021, led by one-year revenue and asset growth rates that topped 15% for many. Sales results were also strong (rows 7-8). Rapid growth in 2021 lifted the three-year CAGR to 6.9% for total revenue (row 5).

Strong revenue performance in 2021 offset sizable increases in compensation. Total compensation has gone up 6.1% annually since 2018; compensation per employee has gone up 5.6% (row 10, universe). To the benefit of firms' margins, revenue per FTE grew even more quickly (row 11). While compensation increases are likely to persist into the future, market tailwinds will not. Firms will need organic growth or expense reductions to maintain margins if compensation expense continues to rise.

Trends & Observations

- Sample Bank's operating margins are below the peer average and have declined by 7.3% (row 1) since 2018.
- Since 2018, Sample Bank's revenues (row 5) and expenses (row 9) have grown 1.6% and 3.7% respectively per year.
- Revenue per full-time employee (row 11), a key measure of productivity, has not changed significantly.

	2018–2021 Annual Growth Rate				
	2018	2021	Your Firm	Peers	Universe
1. Operating Margin*	23.9%	19.1%	-7.3%	3.6%	6.5%
2. Comp. and Benefits Percentage of Revenue	43.3%	46.2%	2.2%	-0.9%	-1.7%
3. Net Income per Client (\$000)	\$4.2	\$3.4	-6.5%	9.9%	12.8%
4. Revenue per Client (\$000)	\$17.6	\$18.1	0.8%	5.9%	4.6%
5. Total Revenue (\$000)	\$43,118	\$45,166	1.6%	7.7%	6.9%
6. AUM (\$M)	-	-	-	11.8%	14.1%
7. Revenue from Sales (\$000)	\$3,933	\$3,733	-1.7%	9.1%	10.6%
8. AUM from Sales (\$M)	\$444.9	\$623.4	11.9%	1.0%	13.3%
9. Total Expenses (\$000)	\$32,804	\$36,550	3.7%	5.8%	5.8%
10. Comp. and Ben. per FTE	\$146.7	\$154.5	1.7%	4.8%	5.6%
11. Revenue per FTE (\$000)	\$338.5	\$334.5	-0.4%	5.8%	7.3%
12. Revenue per CFE (\$000)	\$630.8	\$647.5	0.9%	4.9%	6.8%

Revenue per FTE is growing more slowly than compensation per FTE (rows 10 and 11).

Notes: Your peer group includes firms with \$2B to \$8B in assets under management. *Margin includes allocated and shared expenses if they exist. The margin trend is the annual growth rate of a percentage. A firm with a 30% margin in 2018 whose margins changed 6.5% annually would have a margin of 36.2% in 2021. The default start year for this page is 2018 data if available for your firm. Growth rates are compound annual growth rates.

2 PROFITABILITY

How profitable is Sample Bank?

- Operating Margin
- Secondary Profitability Metrics
- Change in Expenses
- Customized Margin Prediction



PROFITABILITY

Sample Bank

OVERVIEW: INDUSTRY MARGINS

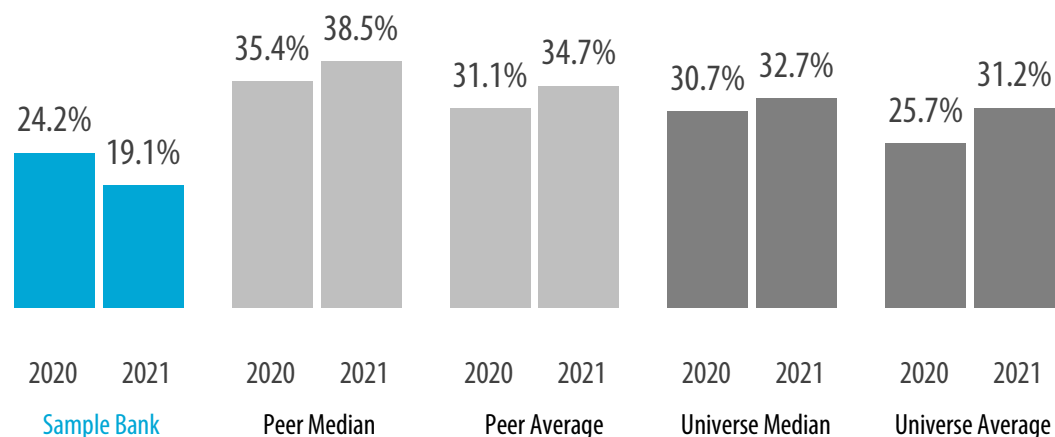
High and Rising

Margins have continued their upward climb, rising between 2 and 6 points in 2021 (universe; far right). Fueled by strong financial markets and strong sales numbers, most firms reported double-digit revenue growth. Continuing a longstanding trend, key measures of productivity also improved. Revenue per employee grew faster than compensation per employee despite a tight labor market, resulting in positive operating leverage.

Year-end 2021 margins may not be sustainable. Weak financial market performance will negatively impact growth, but with no signs of relief from the labor market, rising compensation expenses are likely here to stay. Organic growth will remain a paramount need, especially finding sources of efficient growth. Stronger sales cultures, revenue realization improvements, and workload/capacity initiatives will remain key priorities.

Sample Bank's pre-tax operating margins went down from 2020 to 2021 (chart, far left). Note that margins should include both direct and allocated expenses.

Investment Management and Trust Pre-Tax Operating Margins



Change in Net Income (Medians)

	Your Firm	Peers	Universe
Growth Rate, 2020–2021			
Net Income*	-24.0%	24.4%	30.5%
Revenue	-3.6%	16.2%	16.6%
Expenses	2.9%	8.8%	8.4%
Growth Rate, 2018–2021			
Net Income	-5.8%	10.0%	14.0%
Revenue	1.6%	7.6%	8.4%
Expenses	3.7%	7.1%	6.2%

Notes: Pre-tax margins: net income divided by total revenue. Net income includes both direct and allocated expenses. *No net income growth rate is calculated for firms who had negative net income in either year; the sample for net income growth rate, therefore, is not identical to the sample for revenues, expenses, and operating margin. Growth rates are compound annual growth rates. Medians for each metric are calculated independently and may not tie.

PROFITABILITY

Sample Bank

SECONDARY PROFITABILITY METRICS, 2021

Interpreting Your Data

A set of margin influencers to the right helps explain differences in profitability. At the top, compensation spending as a percentage of revenue is strongly correlated with margin. Decreases over time bode well for profitability (gray box). Since allocated expenses usually displace direct compensation expense, a predicted value for your firm appears in green.

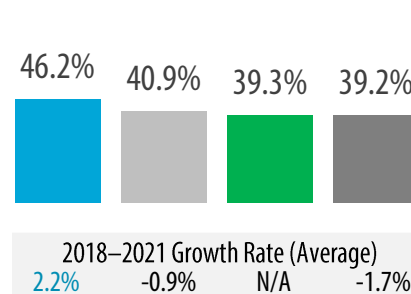
What to watch for: firms with low or no allocations will have a tall green bar (e.g., such as an independent trust company). The opposite is true for large firms with many shared resources. Actual labor costs (blue) that are higher than predicted (green) have negative margin implications. Labor costs that are lower than expected may be a sign of strength.

Trends & Observations

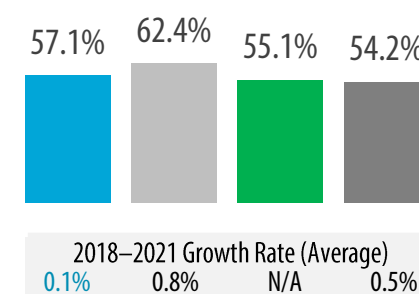
- Sample Bank's compensation and benefits as a percentage of revenue is higher than peers', implying lower relative profitability.
- The firm's compensation and benefits as a percentage of revenue has grown 2.2% since 2018, which is a trend that warrants attention.
- Sample Bank's net income per client relationship is lower than peers' and went down 6.5% from 2018 to 2021. This ratio has a modest positive relationship with margin.

Notes: Your peer group includes firms with \$2B to \$8B in assets under management. Growth rates are compound annual growth rates. Since compensation and allocated expenses are strongly correlated, your actual and predicted value should be about the same. If actual is greater than predicted, your allocated expenses might not be displacing direct compensation expenses as quickly as they do for others. When actual is less than predicted, it implies cost or revenue advantages relative to other firms.

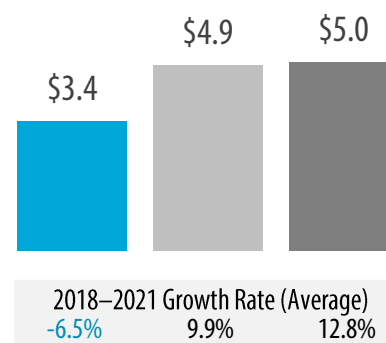
Compensation and Benefits as a Percentage of Revenue (Average)



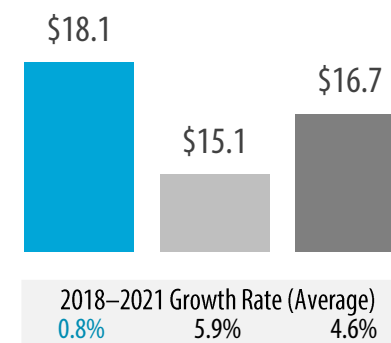
Compensation and Benefits as a Percentage of Expenses (Average)



Net Income per Client Relationship (Median, \$000)*



Revenue per Client Relationship (Median, \$000)*



*Medians are shown in order to minimize the effect of large client relationships.

■ Your Firm ■ Peers ■ Prediction Based on Allocated Expense ■ Universe

PROFITABILITY

Sample Bank

CHANGE IN KEY EXPENSES, 2020-2021

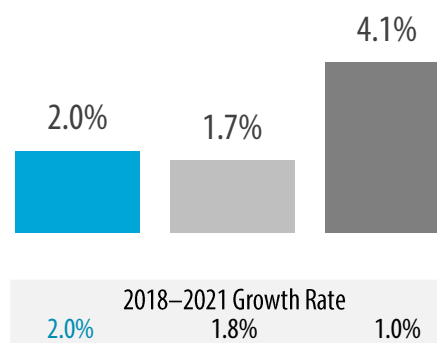
Interpreting Your Data

Expense data show how your firm's spending patterns impact profitability. Hiring (top left) and high year-on-year expense changes (bottom left) may lead to margin declines. In addition to the data, stakeholders should consider expense quality. Investments in sales and service teams (top right) bode well for future growth. Low sustained rates of hiring and spending may constrain future growth.

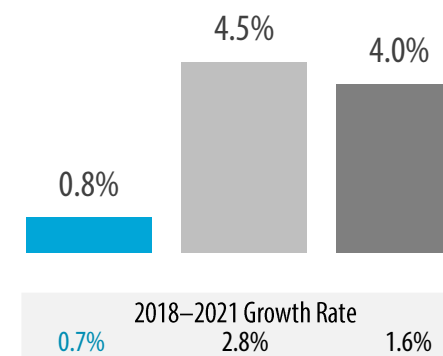
Trends & Observations

- The total number of employees for all firms went up solidly in 2021, reversing an otherwise negative trendline. Since 2018, total (net) FTEs for the industry has grown slightly (top left)
- The industry hasn't added many employees overall since 2018, but the number of client-facing employees has gone up 1.6% per year.
- Sample Bank grew its staff at a similar pace as its peers' between 2018 and 2021.
- Sample Bank's client-facing staff numbers remained relatively flat during the same period.

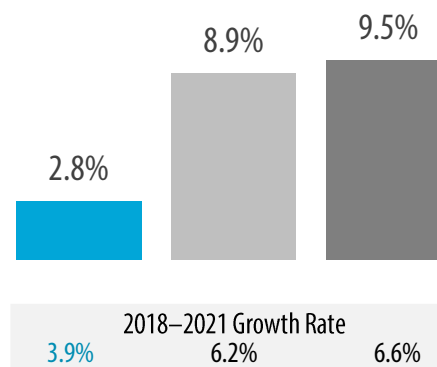
Change in Full-time Employees (Average)



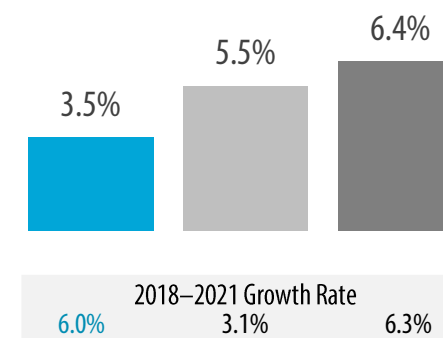
Change in Client-facing Employees (Average)



Change in Total Direct Expenses (Average)



Change in Technology Expenses (Median)



■ Your Firm ■ Peers ■ Universe

Notes: Your peer group includes firms with \$2B to \$8B in assets under management. Growth rates are compound annual growth rates. Client-facing employees (CFEs): all client-facing service and sales professionals, including trust officers, portfolio managers, relationship managers and dedicated sales staff.

PROFITABILITY

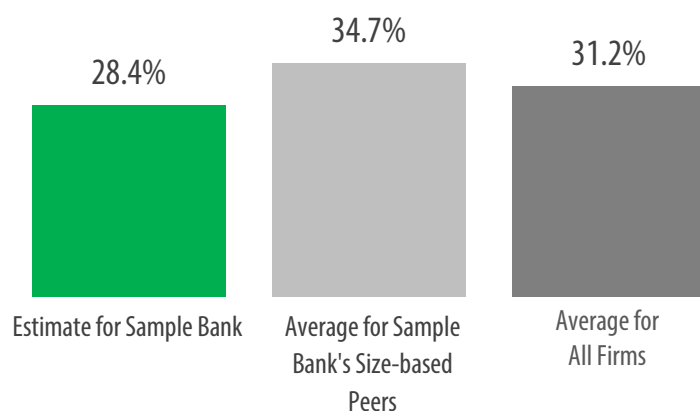
Sample Bank

SAMPLE BANK'S CUSTOMIZED MARGIN PREDICTION*

Determining Appropriate Margin Expectations for Your Firm

In general, we expect Sample Bank (green bar, below) to have lower margins than its size-based peers (light gray bar, below). The green bar is our best guess at what Sample Bank's margins "should" be based on its size, compensation spending, and revenue mix*.

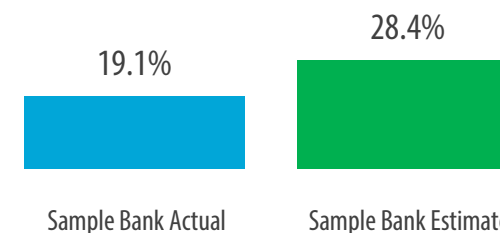
Customized Margin Estimate for Sample Bank*



Comparing Sample Bank's Actual Margins to Estimate

The firm's actual 2021 margins are lower than our estimate (below, top). The table at the bottom has KPIs for firms who are most similar to yours in terms of size, compensation spending, and revenue mix. Instances where your KPIs diverge from expectation (indicated by '+' and '-') may help explain margin performance, although other unseen factors also have an impact.

Sample Bank's Actual Margins versus Estimated*



How Actual KPIs for Your Firm Compare to Estimates Based on Profile*

Compensation and Benefits as a % of Revenue	+
Compensation and Benefits per Full-time Employee	+
Revenue per Full-time Employee	+
Revenue per Client-facing Employee	+
Revenue per Client Relationship	+
Net Income per Client Relationship	
Expense per Dollar of AUM	

+ Actual is higher than the estimate

- Actual is lower than the estimate

Notes: *Estimates are based on firm size (AUM), compensation spending, and revenue mix. These characteristics explain more than 60% of the variation in margin, or nearly three times as much as firm size alone.

3 GROWTH

Is Sample Bank growing fast enough?

- Market Growth Rates
- Manager's Dashboard
- Performance Ranking
- Revenue and Assets
- Key Trends



GROWTH

OVERVIEW: MARKET GROWTH

A Record Year

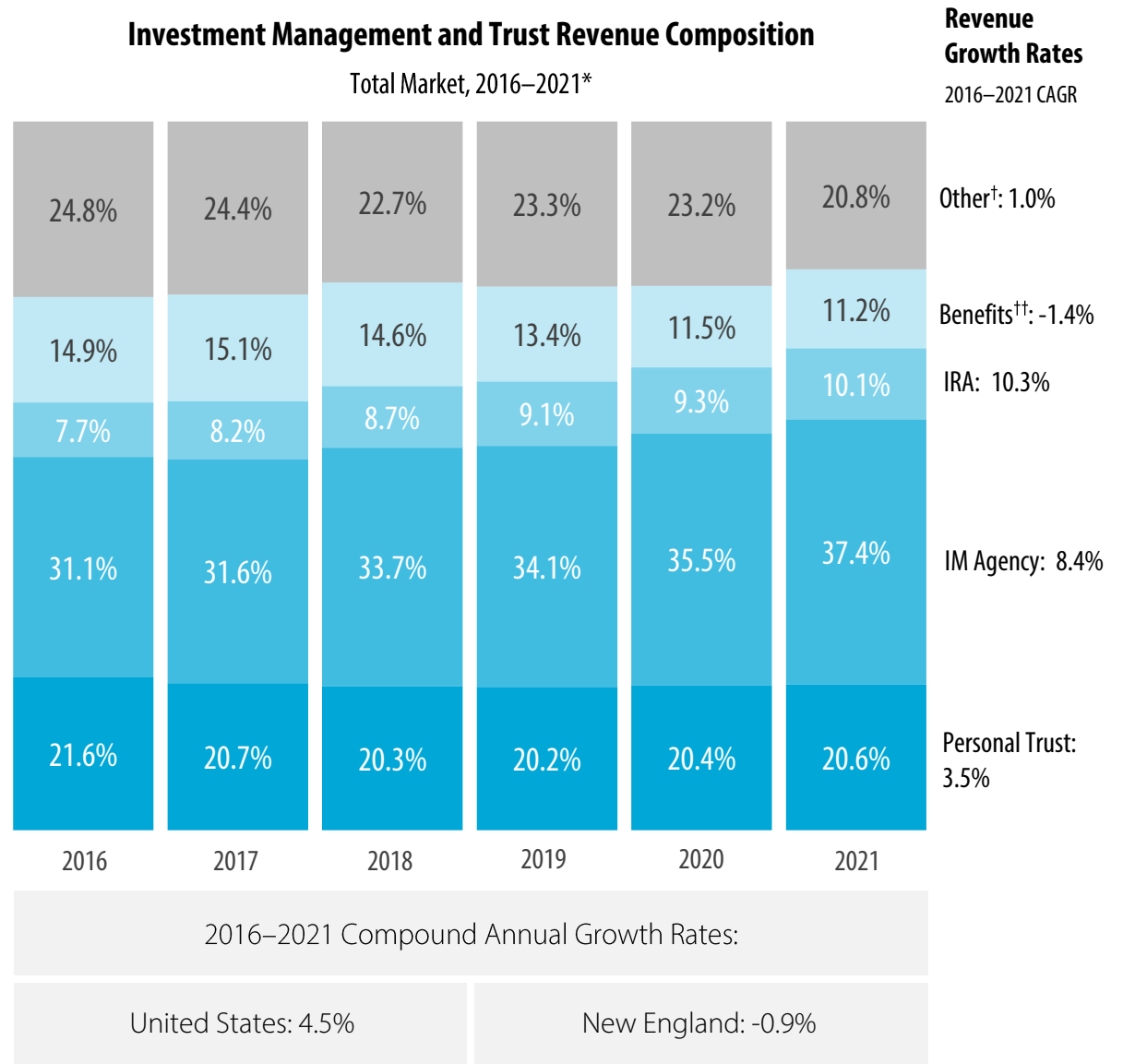
Firms enjoyed exceptionally strong growth rates in 2021. In our data, total revenues grew at 15.5%, while total AUM grew 16.6%. For the period 2016 to 2021, the average annual growth rate improved to 4.5% (per FFIEC data; right). Eye-catching 2021 results were due to exceptionally strong market performance and good sales outcomes.

Despite a strong 2021, it is imperative that firms continue to prioritize sales and organic growth initiatives. In 2021, estimated net asset flows only ranged from about 2% to 6% for our sample, and 2022 results will likely be negatively impacted by the markets and economy. As in the past, our data also show disparate performance by lines of business. Personal trust growth rates continue to lag behind, especially net accounts. Firms can likely to do more to facilitate sales in this category.

What to Watch For

- The stacked bars to the right show revenue composition for all firms that file a call report
- Line of business growth rates are on the far right of the page
- The growth rate for total US revenues and for your region are at the bottom (gray boxes).
- All growth rates are compound annual growth rates for 2016-2021

Investment Management and Trust Revenue Composition



Notes: *Source: FFIEC. Sample includes every company that files a Consolidated Report of Conditions and Income (AKA a call report). †Other: Foundations and endowments, corporate trust, other fiduciary accounts and revenue. ††Employee benefits: Defined contribution and defined benefit accounts. All metrics on this page exclude custody. **

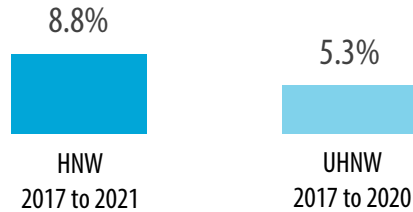
GROWTH

OVERVIEW: MARKET GROWTH, 2017–2021

Banks and trust companies have a strong value proposition—broad service offers, integrated delivery, trust powers—but still lag behind RIAs and other service providers in terms of growth (bottom). RIA consolidation and higher bank attrition rates may contribute to this disparity, but many observers believe that persistent disparities in growth rates are fundamentally about talent. Workers motivated by the prospects of greater financial rewards and autonomy may be more inclined to work for an RIA. Improvements in technology platforms over the past 6-7 years and the expansion of RIA service offers (e.g., via partnership) mean that many talented workers no longer have to sacrifice the supposed benefits of working for larger firms.

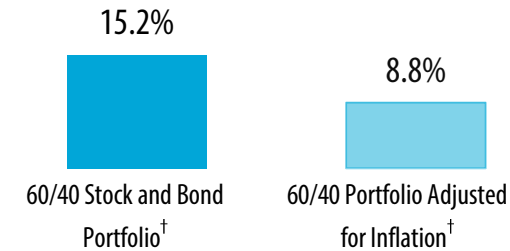
MARKET GROWTH RATES

HNW and Ultra-HNW Household Average Annual Growth Rates



- HNW: \$1M or more in assets. Growth rate is for North America. Source: 2022 CapGemini World Wealth Report
- UHNW: \$30M+, North America. Source: Wealth-X. Note: 2021 data were not available as of the publication date of this research and will be updated in subsequent iterations.

Average Annual Return of a 60/40 Portfolio, 2017–2021

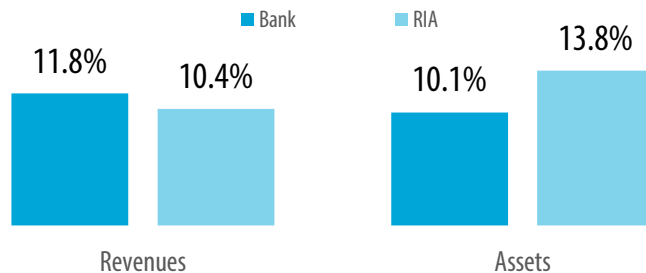


[†]Source: Returns for Vanguard Balanced Index Fund (VBINX), a 60/40 stock and bond fund

SERVICE MODEL GROWTH RATES

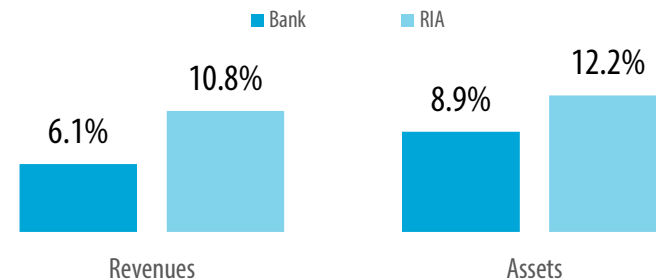
Bank and Trust vs. RIA Growth Rates, 2017–2021 (Median)*

Firms with \$1B to \$2.5B in AUM



Bank and Trust vs. RIA Growth Rates, 2017–2021 (Median)*

Firms with \$2.5B in AUM or more



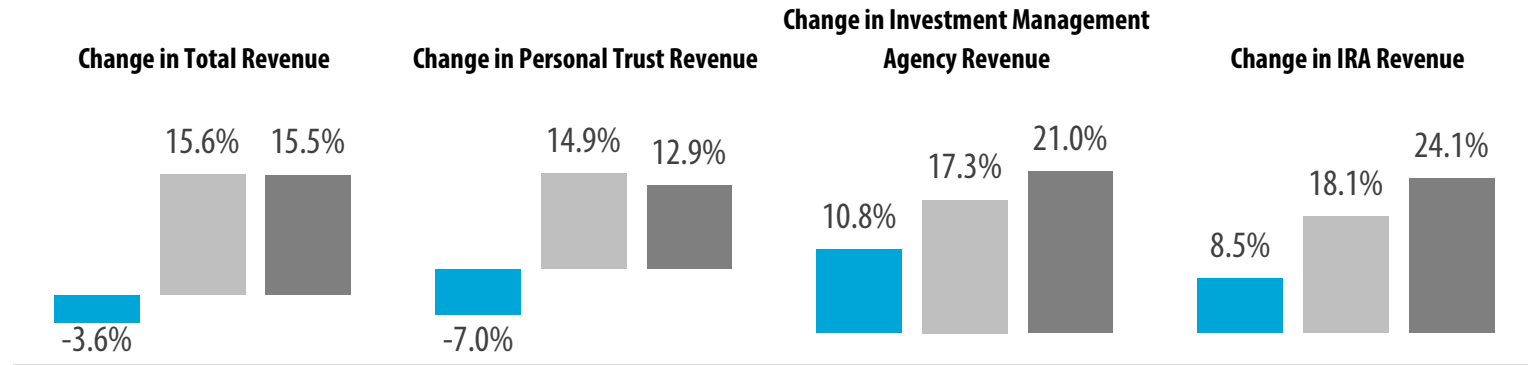
* Source: WISE (bank and trust); Charles Schwab 2022 RIA Benchmarking Study (RIA). Notes: firm segments are defined to fit the Charles Schwab study. Data for these exhibits are median growth rates. Both median and average growth rates are shown elsewhere in this research. WISE data for the \$2.5B+ AUM exhibit (right) are capped at \$10B in assets to exclude very large banks.

GROWTH

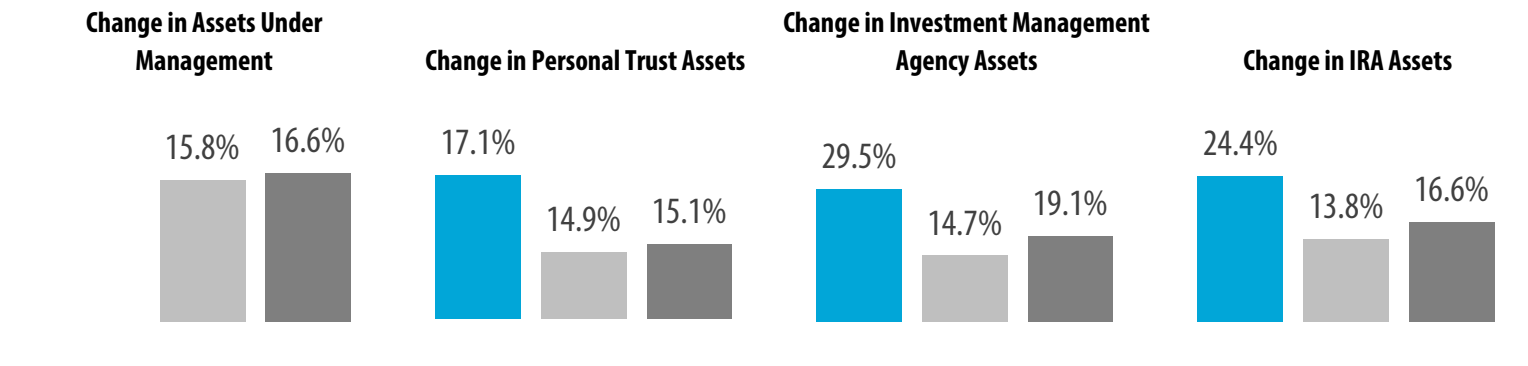
Sample Bank

MANAGER'S DASHBOARD, 2020–2021

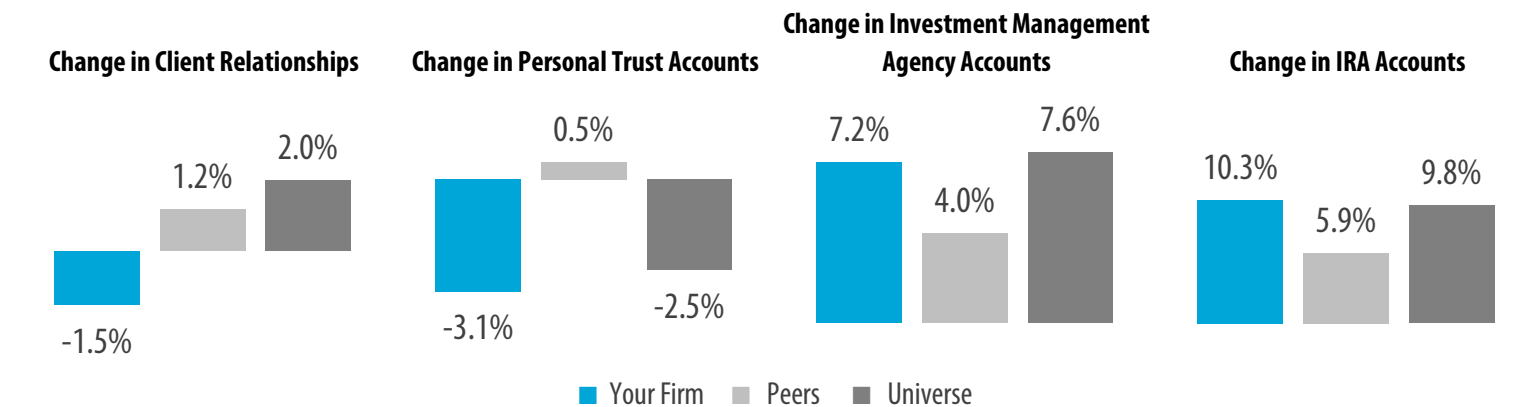
CHANGE IN REVENUE



CHANGE IN ASSETS



CHANGE IN CLIENTS & ACCOUNTS



■ Your Firm ■ Peers ■ Universe

Note: The universe (all-firm) values on this page are weighted averages. In 2021, several large firms reported large, valid year-over-year growth rates. For additional context, the all-firm sample median growth rates are: total revenue, 17%; personal trust, 13%; IM agency, 19%; IRA, 20%. Firms are encouraged to consult the percentile rankings for their peer group, which appear on the next page.

GROWTH

Sample Bank

SAMPLE BANK'S PERFORMANCE RANKING, 2021

Change in Revenue

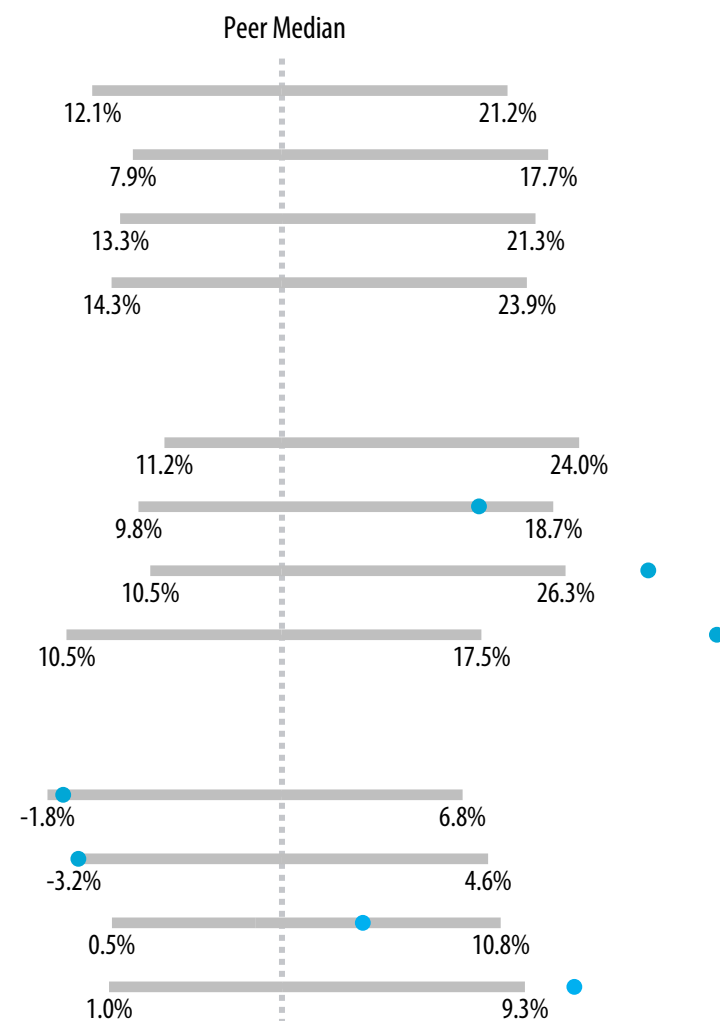
	Your Firm	Peer Median
1. Total Revenue	-3.6%	16.2%
2. Personal Trust	-7.0%	11.4%
3. IM Agency	10.8%	16.4%
4. IRA	8.5%	18.3%

Change in Assets

5. Assets Under Management	N/A	14.8%
6. Personal Trust	17.1%	12.9%
7. IM Agency	29.5%	15.5%
8. IRA	24.4%	14.1%

Change in Clients and Accounts

9. Client Relationships	-1.5%	3.0%
10. Personal Trust Accounts	-3.1%	0.7%
11. IM Agency Accounts	7.2%	4.3%
12. IRA Accounts	10.3%	4.4%



LEGEND

- Your Firm
- Middle 50% of Peers
- ⋮ Median

IF THE ● IS...

... right of the gray bar, your value is in the **top quartile**
 ... left of the gray bar, your value is in the **bottom quartile**

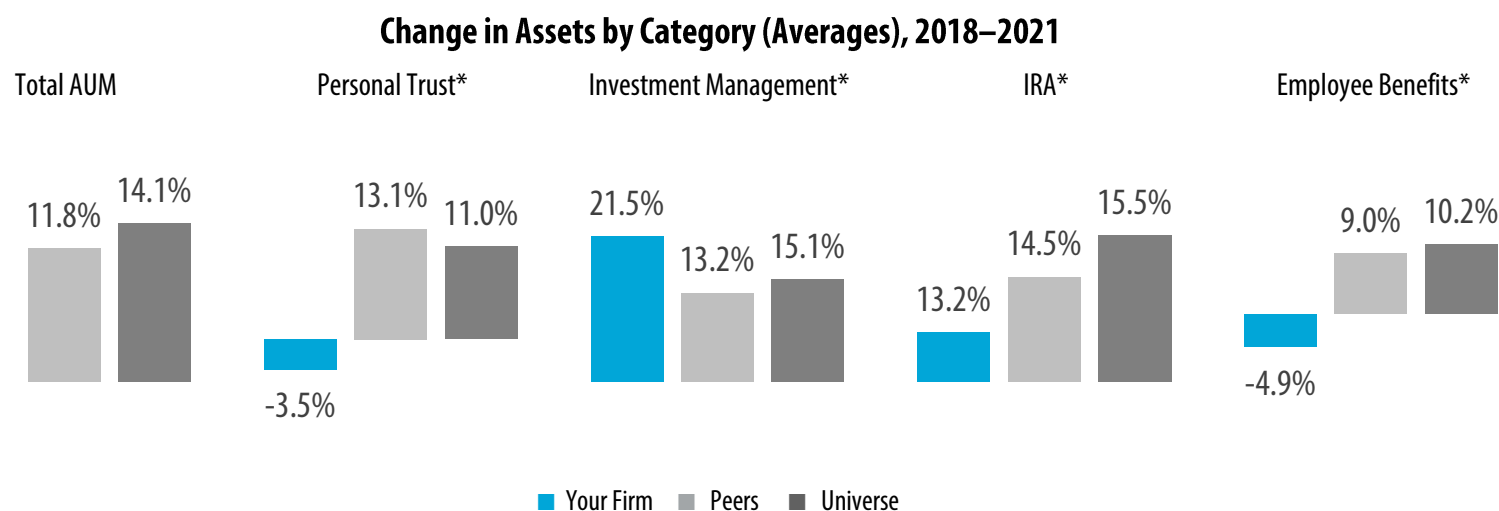
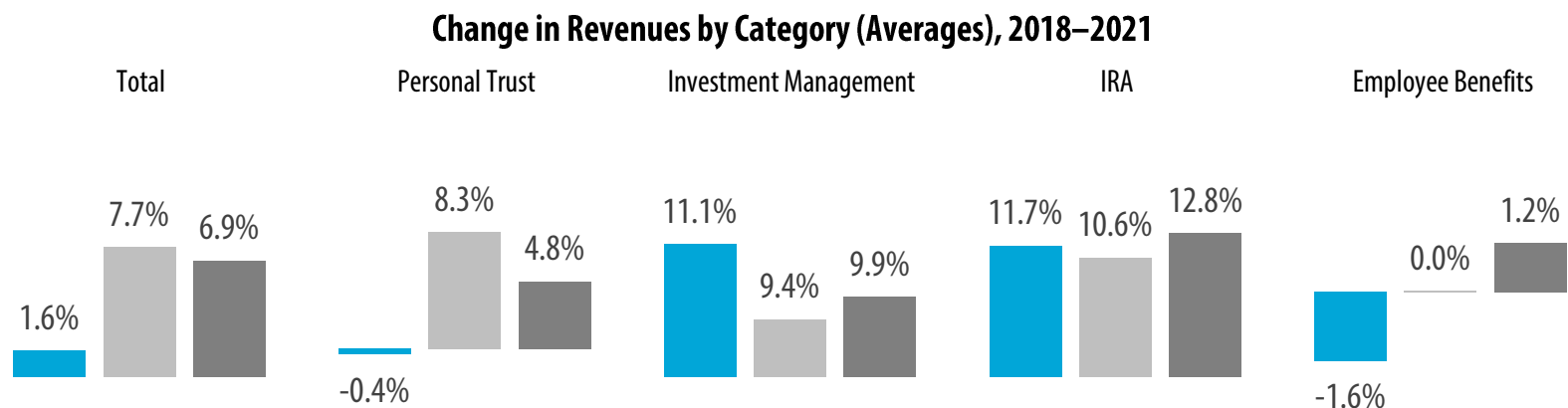
IF THE — IS...

... skewed to the **right**, some of your peers are **well above the median**

GROWTH

Sample Bank

CHANGES IN REVENUES AND ASSETS BY CATEGORY, 2018–2021



Notes: Your peer group includes firms with \$2B to \$8B in assets under management. The start year usually matches the oldest data available for your firm. Growth rates are compound annual growth rates. *Includes both managed and non-managed assets.

GROWTH

Sample Bank

KEY TRENDS, 2018–2021

On the Rise

Strong year-over-year growth rates raised the three-year total revenue CAGR to 7.7% for peers and 6.9% for the entire sample (row 1). Total AUM has grown 11.8% annually for peers and 14.1% for all firms since 2018. Asset growth rates in key subcategories are also growing at or near double-digits (rows 7-10).

Growth measures that are less susceptible to market effects are not as consistently strong. Although net new investment management and IRA accounts have grown at a solid pace (rows 13-14), the total number of clients has only increased 2.3% annually since 2018 (row 11). The number of personal trust accounts has gone down 1.4% a year on average (row 12).

Trends & Observations

- Between 2018 and 2021, Sample Bank's total revenues (row 1) grew more slowly than peers'.
- For the period, Sample Bank's total clients stayed relatively flat (row 11).

	2018–2021 Annual Growth Rate				
	2018	2021	Your Firm	Peers	Universe
1. Total Revenue (\$000)	\$43,118	\$45,166	1.6%	7.7%	6.9%
2. Personal Trust	\$13,874	\$13,698	-0.4%	8.3%	4.8%
3. IM Agency	\$12,920	\$17,741	11.1%	9.4%	9.9%
4. IRA	\$4,527	\$6,310	11.7%	10.6%	12.8%
5. Employee Benefits	\$243.3	\$231.5	-1.6%	0.0%	1.2%
6. Total AUM (\$M)	-	-	-	11.8%	14.1%
7. Personal Trust	\$4,271	\$3,834	-3.5%	13.1%	11.0%
8. IM Agency	\$2,411	\$4,328	21.5%	13.2%	15.1%
9. IRA	\$531.0	\$769.8	13.2%	14.5%	15.5%
10. Employee Benefits	\$182.5	\$156.9	-4.9%	9.0%	10.2%
11. Total Clients	2,449	2,502	0.7%	1.3%	2.3%
12. Personal Trust Accounts	1,681	1,487	-4.0%	1.0%	-1.4%
13. IM Agency Accounts	1,559	1,872	6.3%	2.5%	6.0%
14. IRA Accounts	1,192	1,596	10.2%	3.3%	6.7%

Notes: *In the FFIEC data set, firms with less than \$500M in AUM have grown more slowly than firms with more than \$500M. Your peer group includes firms with \$2B to \$8B in assets under management. Growth rates are compound annual growth rates. The default start year for this page is 2018 data if available for your firm.

4 SALES, EXPANSION & RETENTION

Are clients voting for Sample Bank's business?

- Manager's Dashboard
- Performance Rankings
- Key Trends
- Sales
- Relationship Expansion
- Retention



SALES

ACQUISITION, 2021

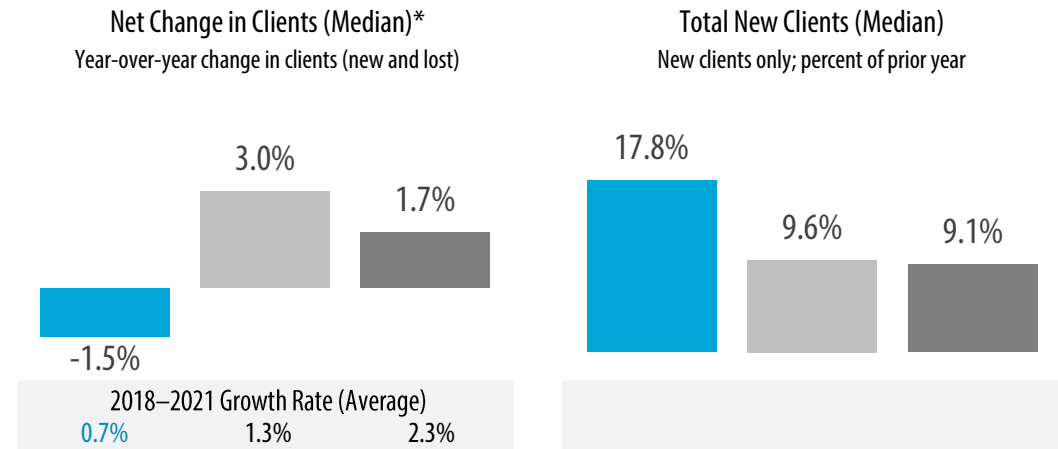
Interpreting Your Data

The chart at the top left shows the net change in client relationships (acquired net of lost); newly-acquired relationships appear to the top right. For the total sample (dark gray), modest net increases imply that new client acquisition has been mostly offset by attrition, including the effects of segmentation. Our research suggests that superior new client acquisition rates are a common characteristic of top growers, even though expansion of existing relationships is often a much larger percentage of sales production.

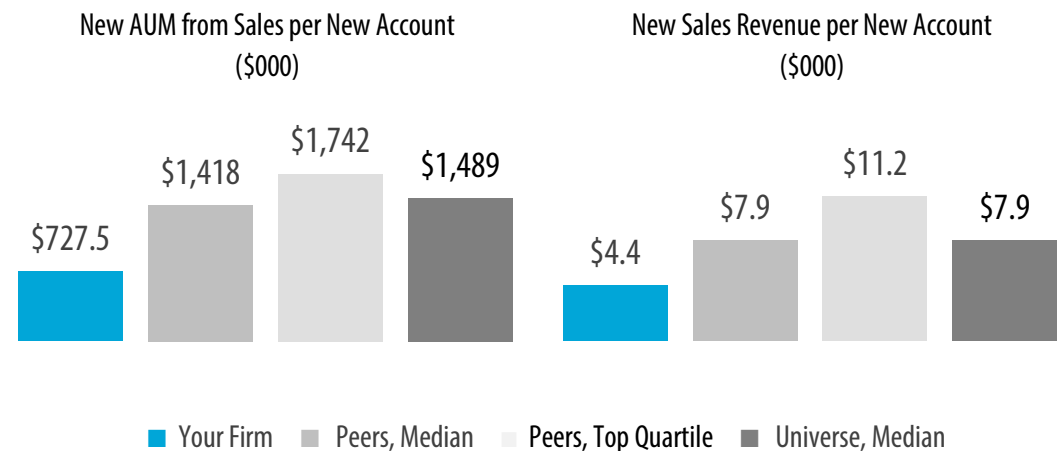
Trends & Observations

- The industry saw an increase in total clients in 2021 (top left; all-firm median). However, the net change is lower than common estimates for US millionaire household growth rates. This gap underscores widespread concerns about organic growth.
- Sample Bank's client totals (chart, top left) declined 1.5% year-over-year.
- Sample Bank brought in less revenue per new account (chart, bottom right) than the peer median.

New Client Acquisition



Key New Account Metrics



Notes: Your peer group includes firms with \$2B to \$8B in assets under management. *In many firms, a client relationship (or household) includes people living at the same address. A client relationship, therefore, often includes more than one individual and more than one service. **Year-over-year change in total new clients.

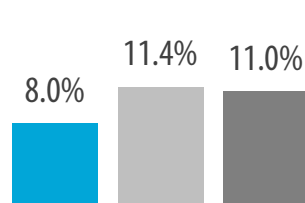
SALES

Sample Bank

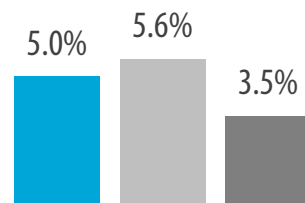
MANAGER'S DASHBOARD, 2021

SALES

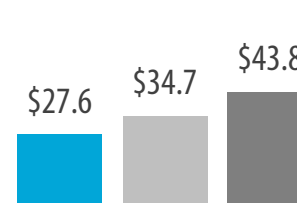
**Sales Revenue*,
% of Prior Year-end Revenue**



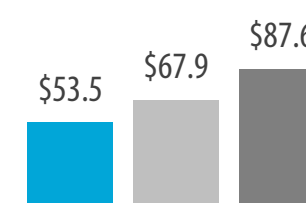
**Sales Revenue Net of Attrition,
% of Prior Year-end Revenue**



**Sales Revenue per
Full-time Employee**

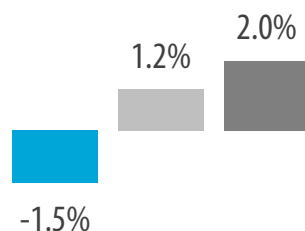


**Sales Revenue per
Client-facing Employee**

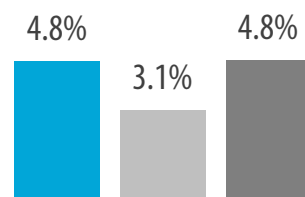


ACQUISITION & RETENTION

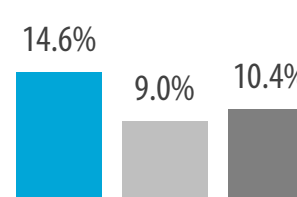
Change in Total Clients



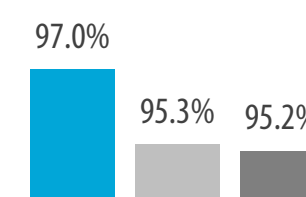
**Change in Total Accounts
(Excludes Custody)**



**New Accounts,
% of Prior Year-end Accounts**

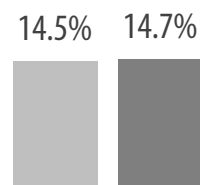


Prior Year Revenue Retained

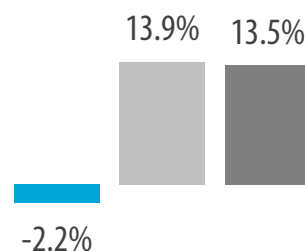


EXPANSION

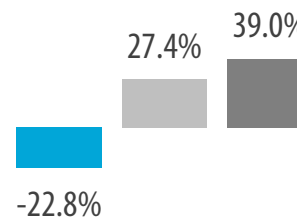
**Change in AUM per Client
Relationship**



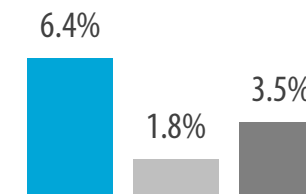
**Change in Revenue per Client
Relationship**



**Change in Net Income per Client
Relationship**



**Change in Accounts per Client
Relationship**



■ Your Firm ■ Peers ■ Universe

Notes: Your peer group includes firms with \$2B to \$8B in assets under management. *Revenue from sales: annualized first-year fee revenue from new and existing clients.

SALES

Sample Bank

SAMPLE BANK'S PERFORMANCE RANKING, 2021

Sales	Your Firm	Peer Median
1. Sales Revenue, % of Prior YE Revenue	8.0%	11.0%
2. Sales Revenue Net of Attrition, % of Prior Year-end	5.0%	6.0%
3. Sales Revenue per FTE (\$000)	\$27.6	\$27.2
4. Sales Revenue per CFE (\$000)	\$53.5	\$62.4

Acquisition

5. Change in Total Clients	-1.5%	3.0%
6. Change in Total Accounts (Excludes Custody)	4.8%	2.8%
7. New Accounts, % of Prior Year-end	14.6%	9.0%
8. Prior Year Revenue Retained	97.0%	96.5%

Expansion

9. Change in AUM per Client	N/A	11.2%
10. Change in Revenue per Client	-2.2%	11.3%
11. Change in Net Income per Client	-22.8%	21.2%
12. Change in Accounts per Client	6.4%	1.1%



● Your Firm
 — Middle 50% of Peers
 ⋮ Median

IF THE ● IS...

... right of the gray bar, your value is in the **top quartile**
 ... left of the gray bar, your value is in the **bottom quartile**

IF THE — IS...

... skewed to the **right**, some of your peers are **well above the median**

SALES

Sample Bank

KEY TRENDS, 2018–2021

Getting Better

Sales results were very strong in 2021 and are trending favorably in 2022. Firms see a number of sales opportunities in the market, ranging from business succession planning to wealth transfer and estate planning, and a host of niche opportunities, such as agent for trustee and co-trustee services. Many are strengthening their sales cultures by adding capacity and by offering larger financial incentives.

These efforts are paying off. For the sample, total sales revenue have increased 10.6% annually since 2018 (row 1). Sales productivity has also improved (e.g., sales per employee); however, the cost of sales is also going up. Since 2018, variable compensation (row 3) has grown more quickly than both sales revenue (row 1) and total expenses (section 7).

Trends & Observations

- Peers' sales revenue has grown 9.1% since 2018 (row 1). Sample Bank's sales revenue declined 1.7% during the same period.*
- Sample Bank's revenue per client (row 6) stayed relatively flat from 2018 to 2021.

	2018–2021 Annual Growth Rate				
	2018	2021	Your Firm	Peers	Universe
1. Revenue from Sales*	\$3,933	\$3,733	-1.7%	9.1%	10.6%
2. AUM from Sales (\$M)	\$444.9	\$623.4	11.9%	1.0%	13.3%
3. Variable Compensation	\$4,066	\$5,235	8.8%	10.4%	12.0%
4. Revenue Retained	96.2%	97.0%	0.3%	0.6%	0.4%
5. Revenue from Sales Net of Attrition	\$2,421	\$2,327	-1.3%	23.8%	14.0%
6. Revenue per Client	\$17.6	\$18.1	0.8%	5.9%	4.6%
7. AUM per Client	-	-	-	10.1%	11.3%
8. Client Relationships	2,449	2,502	0.7%	1.3%	2.3%
9. Average Personal Trust Account Size (Assets; \$000)	\$2,541	\$2,579	0.5%	12.0%	13.7%
10. IM Agency Account Size	\$1,547	\$2,312	14.3%	10.4%	8.8%
11. IRA Account Size	\$445.5	\$482.3	2.7%	10.8%	8.5%

Notes: Your peer group includes firms with \$2B to \$8B in assets under management. All dollar values are in thousands unless otherwise noted. The default start year for this page is 2018 if data are available for your firm. *Sales: annualized first-year fee revenue from new and existing clients.

SALES

TOTAL SALES PRODUCTION

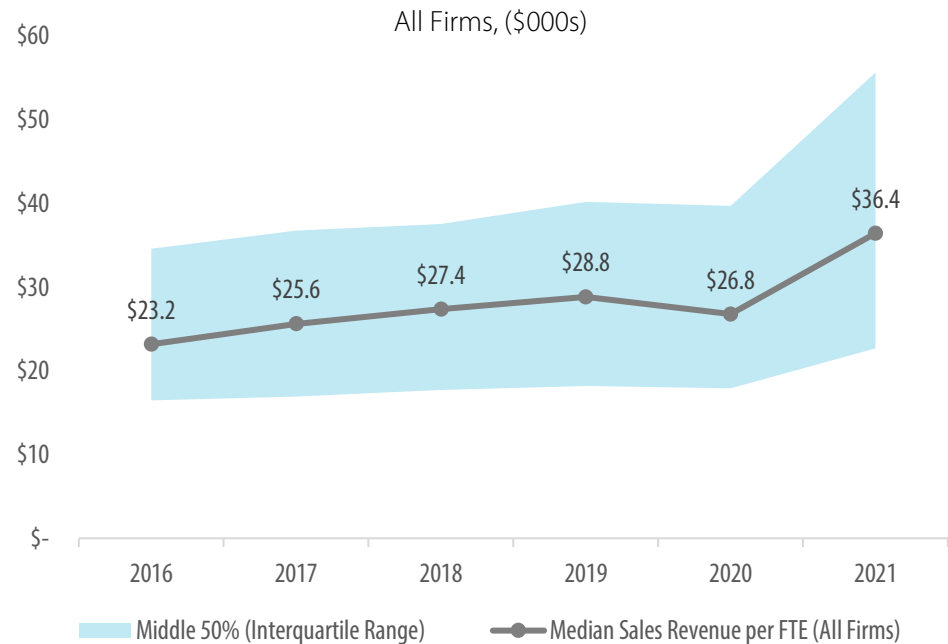
The exhibits below show two ways of evaluating total sales production for the trust business. The table on the left shows total sales revenue for firms by size (where size is defined by employees). The chart on the right shows sales per full-time employee. Note that sales production increased steadily for the period 2016 to 2019. Gains were unevenly distributed, with the 25th percentile staying relatively flat (lower boundary of light blue shaded area). It seems likely that a big jump in 2021 numbers was boosted by 2020 sales opportunities that were delayed by the pandemic. Note: sales revenues are annualized first-year fee revenues from new client acquisition and expansion.

A Rule of Thumb for Typical Sales*	
Firm Size (FTEs)	Total Sales Revenue
10	\$330K
20	\$750K
30	\$1.1M
40	\$1.4M
50	\$1.8M
60	\$2.3M
80	\$2.9M
100	\$4.5M
150	\$6.8M

Sample Bank's Sales Revenue

\$3.7M

Median Sales Revenue per Full-time Employee, 2016-2021



Sample Bank's Sales Revenue per FTE (2021): \$27.6K

Notes: *Methodology: "Typical sales" are the output of a regression analysis that draws upon historical sales result (sample of approximately 500 observations from multiple years). Sales revenue per FTE (right) is a non-longitudinal sample."

SALES

Sample Bank

ORGANIC GROWTH ESTIMATES, 2020–2021

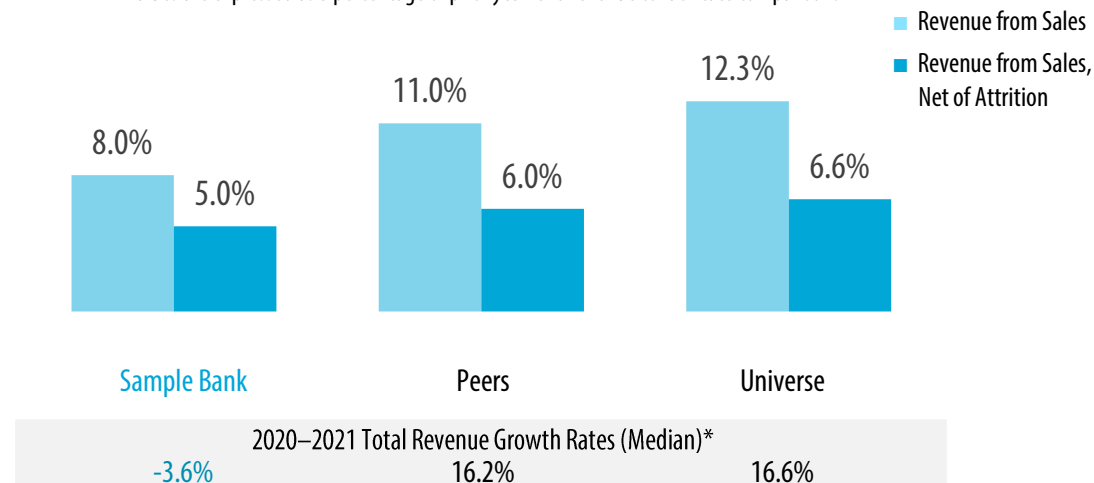
Interpreting Your Data

The light blue bars to the right show sales data for the investment management and trust business. Sales represent annualized first-year fee revenue from both new client acquisition and relationship expansion. The dark blue bars subtract revenue lost due to attrition, giving an estimate for organic growth rates.

For comparative purposes, the gray pedestal beneath the main graphic shows total revenue growth rates. Total revenue growth rates will differ from sales net of attrition for a variety of reasons, including market effects, business combinations, and methodological reasons (see notes for detail).

Revenue from Sales and Sales Net of Attrition (Medians)

Values are expressed as a percentage of prior year-end revenue to facilitate comparisons



Trends & Observations

- Sample Bank's revenue from sales before attrition was lower than peers' (top chart, first bar from left), and Sample Bank's revenue from sales after attrition was also lower than peers' (top chart, second bar from left).

The Relationship Between Sales Net of Attrition and Revenue Growth

Revenue from sales net of attrition is one measure for evaluating organic growth. In past years, it has represented approximately 45-55% of total revenue growth rates (for very small firms, this ratio can be considerably higher). The balance represents market effects and inorganic growth.

Note that the numbers, above, are medians and show the approximate magnitude of total revenue growth to organic (sales net of attrition) for 2021; since these are medians, sales net of attrition and total growth are not likely to be the same firm.

Notes: Your peer group includes firms with \$2B to \$8B in assets under management. Growth rates are compound annual growth rates. Total revenue growth rates are usually higher than sales net of attrition due to market performance and inorganic growth (e.g., mergers and acquisitions). Occasionally, sales net of attrition is greater than total revenue growth. Market declines and methodological reasons are possible reasons, including underreporting of drawdowns in periods greater than one year prior to an account termination; timing issues (e.g., recognition of sales revenues); and underreporting of taxes and fees.

CHARACTERISTICS OF TOP SELLERS

Interpreting Your Data

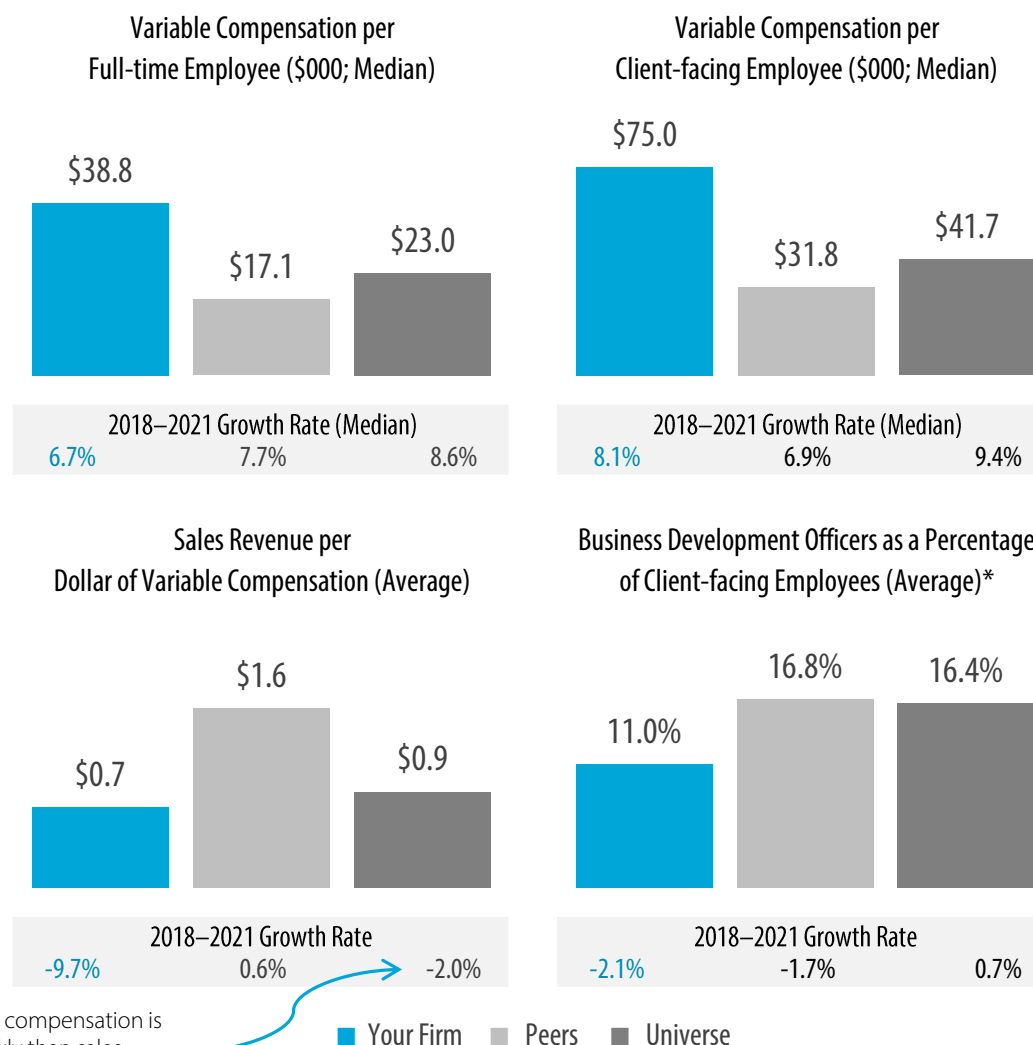
Our research suggests that each of the ratios on this page is positively associated with stronger sales outcomes (gray box). Many of these relationships are intuitive: more variable compensation per FTE (top left) and more dedicated sales resources (bottom right) are associated with higher sales volumes. Interestingly, “top sellers” also show greater sales efficiency (bottom left): sales revenue per dollar of variable compensation is higher for firms with better sales results. As a group, top sellers pay higher incentives but receive proportionately better results.

Analyzing Sales Performance

Methodology

Our team has analyzed top sales performers in several cohorts defined by firm size. **Top performers are defined as those in the top quartile of their cohort by sales revenue as a percentage of prior-year revenue for at least two consecutive years.** Our team analyzed these firms relative to all others of similar size.

Metrics Associated with High Sales Volumes



For many firms, variable compensation is growing more quickly than sales revenue, implying more expensive sales

■ Your Firm ■ Peers ■ Universe

Notes: Your peer group includes firms with \$2B to \$8B in assets under management. *Excludes firms that do not have a business development officer. Client-facing employees (CFEs): all client-facing service and sales professionals, including trust officers, portfolio managers, relationship managers and dedicated sales staff.

SALES

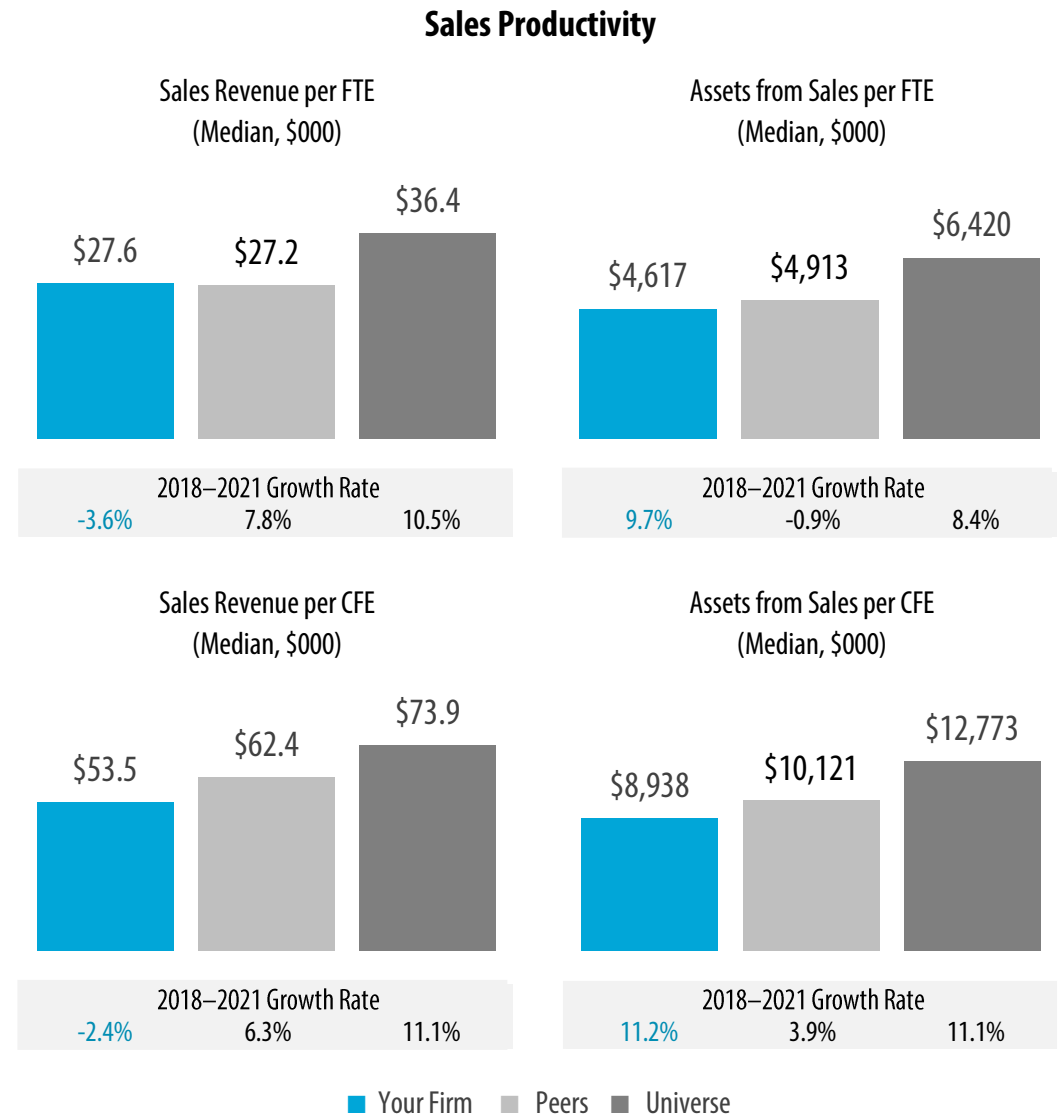
STAFF PRODUCTIVITY, 2021

Interpreting Your Data

High-level sales productivity metrics are shown to the right. As they are elsewhere, sales are defined as annualized first-year fee revenue from new client acquisition and relationship expansion. They are expressed as 'per client-facing employee' (CFE) and per 'full-time employee' (FTE) to capture the entirety of firms' sales capacity and minimize differences in sales models (e.g., the use of dedicated BDOs).

Trends & Observations

- Sample Bank's revenue from sales per CFE (bottom left) is lower than peers' and has declined 2.4% since 2018.
- Assets from sales per CFE (bottom right) is lower than peers' but has increased 11.2% during the same period.



Notes: Our data show only a weak correlation between per-employee sales productivity and firm size. One implication is that a lot of the variation in firms' total sales production is likely explained by sales capacity (e.g., number of salespeople).

SALES

Sample Bank

RELATIONSHIP EXPANSION, 2021

Interpreting Your Data

To the right and on the next page, a set of acquisition and expansion metrics show whether clients and prospects are voting for Sample Bank's business. "Voting" comprises acquisition, expansion, and retention metrics. Alternatively, from the client's perspective, voting encompasses their decision to select your firm, deepen their relationship, and stay put.

The client size metrics to the right establish a baseline from which to measure changes to your client relationships over time (next page). Revenue per client (top) and AUM per client (bottom) are modestly correlated with client relationship profitability, with important caveats relating to service complexity and other characteristics.

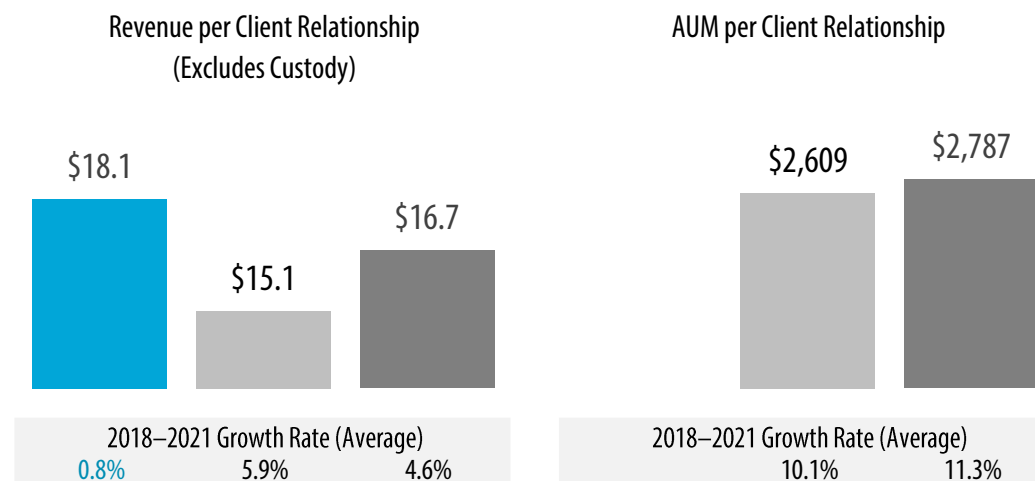
Trends & Observations

- The industry has increased total client size by 11.3% since 2018.

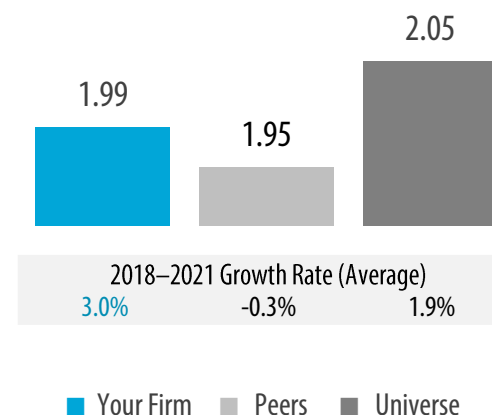
Account Expansion, 2018–2021 Growth Rates

	Your Firm	All Firms
AUM per Account		9.4%
Personal Trust Assets per Account	0.5%	13.7%
IM Agency Assets per Account	14.3%	8.8%
IRA Assets per Account	2.7%	8.5%
Employee Benefits Assets per Account	-3.2%	11.6%

Client Relationship Size and Growth Rates (Medians, \$000)



Accounts per Client Relationship (Excludes Custody Accounts)



Notes: Your peer group includes firms with \$2B to \$8B in assets under management. Growth rates are compound annual growth rates.

RETENTION

Sample Bank

RETENTION, 2021

Even though retention rates are strong, our view is that retention-related initiatives (gray box) deserve prioritization. For year-end 2021, the all-firm median revenue retention rate was 96.0%, which is higher than historical norms. We suspect that these numbers understate outflows. Some firms undercount drawdowns, e.g., they occur prior to the attrition measurement period. In other instances, estimates of the revenue lost due to asset outflows and account closures are imprecise. Given the costs of acquiring new business many firms would do well to prioritize retention initiatives.

Good Practices

Early Risk Identification

- Monitor account consolidations and declining balances, which may be signs of attrition. Early warnings are better
- Measure client satisfaction and engagement, e.g., percent of clients who are advocates, percent at-risk, etc.

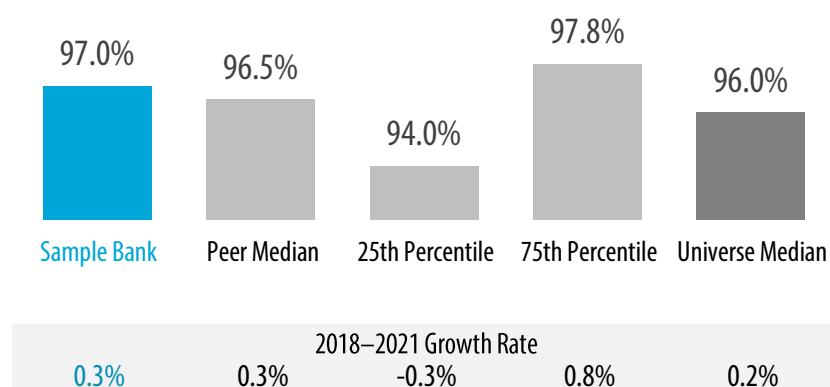
Effective Tracking

- Measure the monthly revenue impact of attrition with precision, not just asset outflows and account closures.
- Establish a low asset drawdown threshold for attrition tracking; flag atypical withdrawals
- Track retention centrally

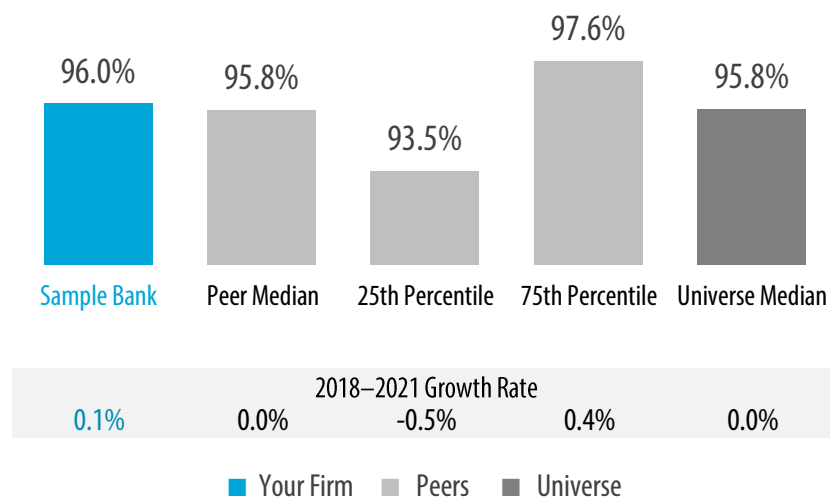
Risk Mitigation

- Develop at-risk profiles, e.g., comprising client age, performance, pricing changes, staff turnover, etc.
- Give at-risk information to front-line teams for intervention
- Instill accountability, e.g., monthly reviews of large attrition events that include management and client-facing personnel

Percentage of Prior Year Revenue Retained, 2021




Percentage of Prior Year AUM Retained, 2021



Notes: Your peer group includes firms with \$2B to \$8B in assets under management. Growth rates are compound annual growth rates.

5 RETURNS ON ASSETS

Is Sample Bank effective at turning assets into revenue?

- Returns on Total, Managed, and Personal Product Assets
 - Personal Trust Return on Assets
 - Investment Management Return on Assets
 - IRA Return on Assets
 - Key Trends
- 

RETURNS ON ASSETS

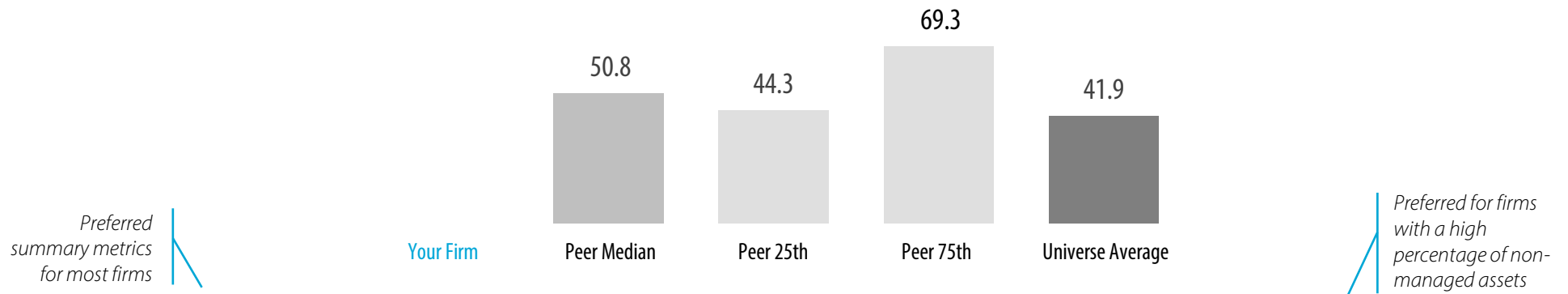
Sample Bank

BLENDED RETURNS ON ASSETS, 2021

Summary return on asset data are shown three different ways. Returns on total assets (top) include all types of assets and associated revenues. For most firms, returns from “personal” lines of business are the most helpful (bottom left, shaded). This ratio includes personal trust, investment management, and IRAs, which have a similar fee profile and usually represent a large percentage of total assets. At the bottom right, returns on managed assets include all types of managed assets only. This ratio may be most helpful for firms with a high percentage of nonmanaged assets, since those assets do not generate a lot of fee revenue and are excluded.

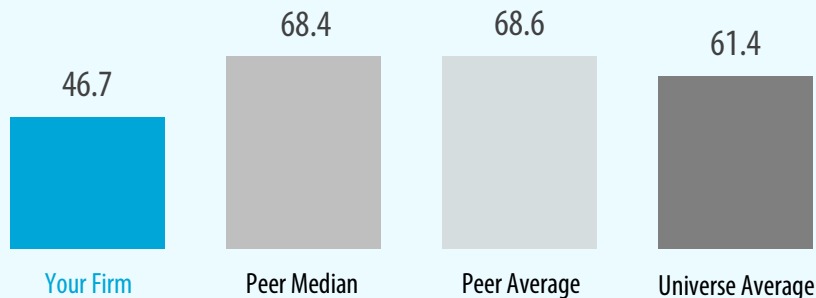
Returns on Total Assets (BPs)[†]

Revenue per Dollar of Average Managed, Non-managed, and Custody Assets



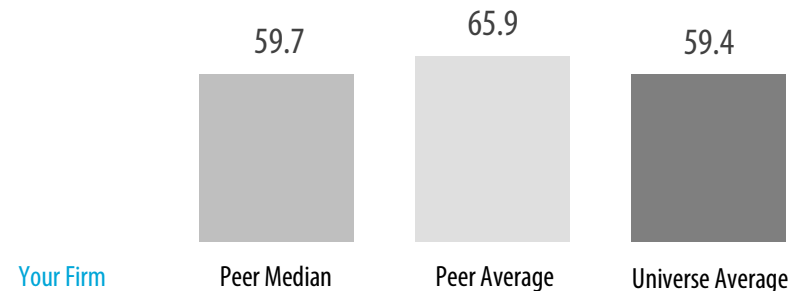
Returns on Personal Product Assets (BPs)^{††}

Revenue per Dollar of Average PT, IMA, and IRA Assets



Returns on Managed Assets (BPs)^{*}

Revenue per Dollar of Average AUM



Notes: Your peer group includes firms with \$2B to \$8B in assets under management. †Includes managed and non-managed assets like custody. ††Includes managed and non-managed personal trust, IM agency, IRA assets and revenues only. *Excludes non-managed assets and custody. For most, these ratios have declined year-over-year due to sharp increases in assets at the end of 2021.

RETURNS ON ASSETS

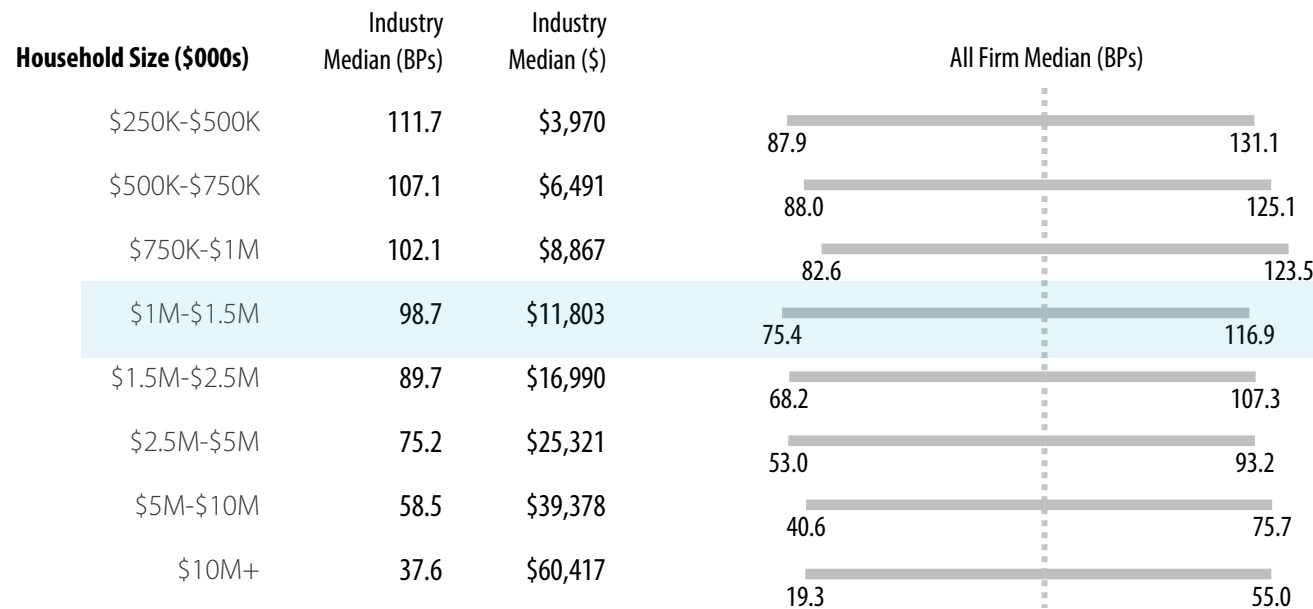
Sample Bank

BLENDDED RETURNS ON ASSETS BY HOUSEHOLD, 2021

Returns on assets by household appear below. The median return for a household with \$1M to \$1.5M in assets is 98.7 basis points (≈\$12,000). The gray horizontal lines show significant variations in revenues for any given asset band that are largely explained by firms' pricing and discounting practices. For a high fixed cost business such as wealth management, even small improvements in the ratios in this section can have a strong positive impact on revenues.

Note: our team derived the ranges, below, from a comparative analysis of fees and revenue realization rates from more than 100,000 households and 200,000 accounts. We can customize this analysis for Sample Bank as a benefit of membership. Please contact our team for more information.

Revenue Per Household, by Household Size



LEGEND

- Your Firm
- Middle 50% of Peers
- Median

IF THE ● IS...

- ... **right** of the gray bar, your value is in the **top quartile**
- ... **left** of the gray bar, your value is in the **bottom quartile**

IF THE — IS...

- ... skewed to the **right**, some of your peers are **well above the median**

Note: Household: one or more accounts from individuals living at the same address. Household calculations include all account types.

RETURNS ON ASSETS

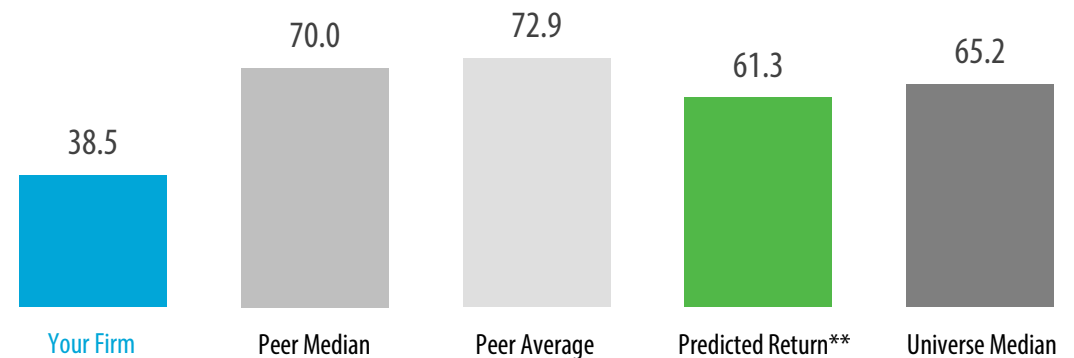
Sample Bank

PERSONAL TRUST RETURNS, 2021

Interpreting Your Data

Return on asset measures for specific types of assets complement the blended returns on the previous page. To the right, returns for the personal trust business are shown in two ways: in relation to peer firms (gray bars) and in relation to estimates based on Sample Bank's average account sizes (green bar). For context, assets and revenues per personal trust account are shown beneath Sample Bank's returns. Firms with small average account sizes should generally have higher returns (and vice versa).

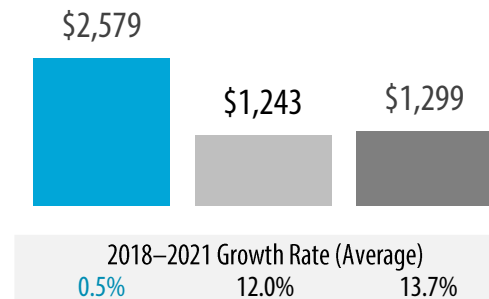
Personal Trust Revenue per Average Personal Trust Assets (Basis Points)*



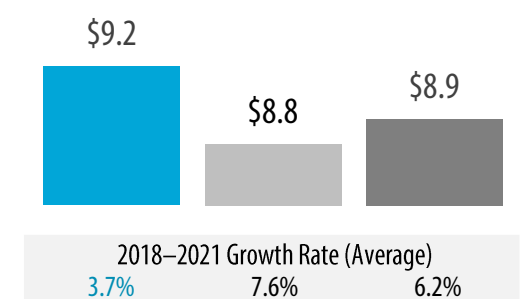
Trends & Observations

- The industry's return on personal trust assets (page 42, row 4) has declined 3.2% since 2018.
- Relative to the peer average, Sample Bank's returns on personal trust assets (top) are low at 38.5 basis points. They are also below the median.
- Sample Bank's personal trust returns are lower than the prediction for a firm with similar personal trust account sizes.

Personal Trust Assets per Account (Median, \$000)†



Personal Trust Revenue per Account (Median, \$000)†



2018–2021 Growth Rate (Average)
0.5% 12.0% 13.7%

2018–2021 Growth Rate (Average)
3.7% 7.6% 6.2%

■ Your Firm ■ Peers ■ Universe

Notes: *Includes both managed and non-managed assets. **Predicted return given your firm's average personal trust account size. †The large majority of firms exclude subaccounts. If your firm included subaccounts in its calculations, assets per account and revenue per account will be lower than those of peers.

RETURNS ON ASSETS

Sample Bank

IM AGENCY RETURNS, 2021

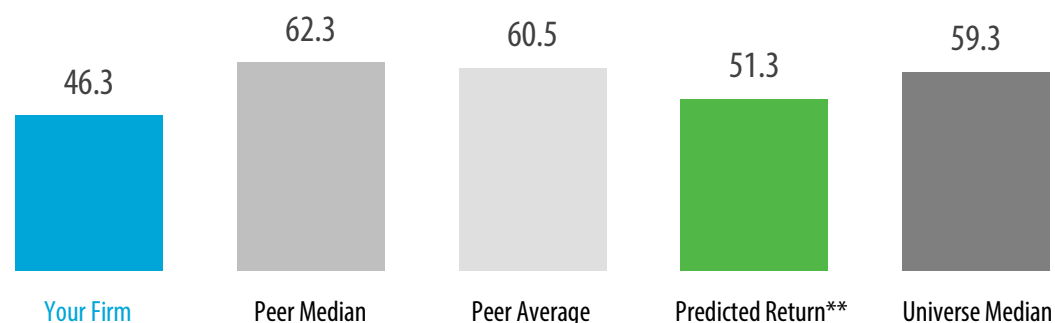
Interpreting Your Data

As for personal trust, returns on investment management agency assets are shown in two ways: in relation to peers (gray bars) and in relation to Sample Bank's average account size (green bar). If the account sizes are similar, returns to the right will be lower than those on the previous page due largely to the fee premium for fiduciary services. For a precise measure of the trust premium, please contact our team.

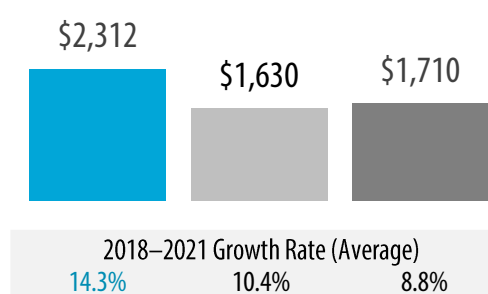
Trends & Observations

- Since 2018, the industry's return on IM agency assets (page 42, row 5) has declined 2.1%.
- Compared to the peer average, Sample Bank's returns on IM agency assets (top) are low at 46.3 basis points, and returns were below the peer median.
- Sample Bank's IM agency returns are lower than the prediction for a firm with similar IM agency account sizes.

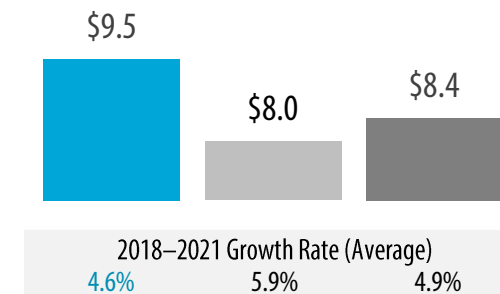
IM Agency Revenue per Average IM Agency Assets (Basis Points)*



IM Agency Assets per Account (Median, \$000)†



IM Agency Revenue per Account (Median, \$000)†



■ Your Firm ■ Peers ■ Universe

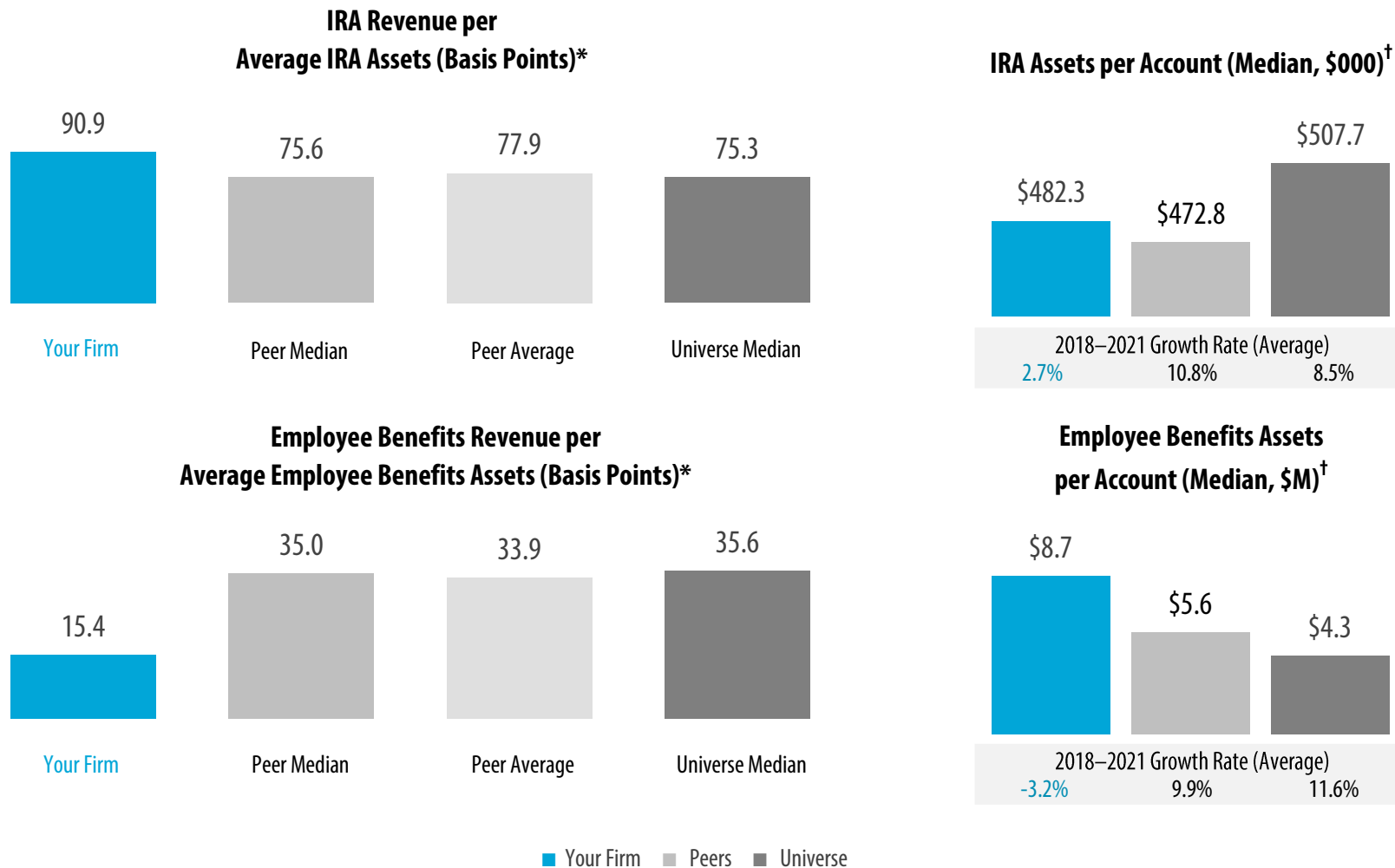
Notes: Includes both managed and non-managed assets. **Predicted return given your firm's average IM agency account size. †The large majority of firms exclude subaccounts. If your firm included subaccounts in its calculations, assets per account and revenue per account will be lower than those of peers.

RETURNS ON ASSETS

Sample Bank

IRA AND EMPLOYEE BENEFITS RETURNS, 2021

IRA and benefits data round out our review of returns by type of assets. Compared to the peer average, Sample Bank's returns on IRA assets (top) are high at 90.9 basis points, and returns also outperformed the peer median.



Notes: *Includes both managed and non-managed assets. †The large majority of firms exclude subaccounts. If your firm included subaccounts in its calculations, assets per account and revenue per account will be lower than those of peers.

RETURNS ON ASSETS

Sample Bank

STATED FEE LEVELS

Interpreting Your Data

Stated fee levels, discounting practices, and client sizes explain much of the variation in revenue returns on assets (as does asset mix for blended return ratios). Stated fees are reproduced to the right for major service categories. Our research suggests that firms with higher fees typically have higher returns on assets (high fees are indicated with a "+" symbol). Lower stated fees (indicated with a "-") are associated with lower returns on assets.

The table to the right is a brief excerpt from a comprehensive late 2021 analysis of industry fee trends 2021. If you have not received this research, please contact our team. In addition, our pricing database is continually updated with new schedules; data are available for use in your project work.

WISE Price Insights 2022

To complement our industry stated fee data, our team has launched a new service, WISE Price Insights, that analyzes per-account and per-relationship revenue realization rates. The output of this initiative is a custom (firm-specific) analysis of your book of business, with a goal of identifying opportunities for improving your revenue outcomes. Participation is a benefit of membership. Please contact our team.

*Average price is the total implied fee revenue for a client of a given size based on firms' stated fee schedules. Fees include any base or flat-dollar fees. Example: for a schedule that charges 120 bps under \$1M and 100 above \$1M, a \$2M account will have implied average fees of 110bps.

Stated Fees for Sample Bank and the Industry

Average Irrevocable Trust Fees*	+/- vs Industry	Your Firm	Median	25th Percentile	75th Percentile
\$1M Account		130	125	115	138
\$5M Account	+	118	98	88	110
Last Fee Schedule Revision		2022			
Average Revocable Trust Fees*					
\$1M Account	+	130	123	110	130
\$5M Account		87	92	83	102
Last Fee Schedule Revision		2022			
Average IM Agency Fees*					
\$1M Account	-	95	106	100	125
\$5M Account	-	74	85	76	95
Last Fee Schedule Revision		2022			
Average Managed IRA Fees*					
\$1M Account		110	110	100	122
\$5M Account		86	85	77	94
Last Fee Schedule Revision		2022			

+ Your firm is in the top quartile - Your firm is in the bottom quartile

RETURNS ON ASSETS

Sample Bank

SAMPLE BANK'S PERFORMANCE RANKING, 2021

Blended Ratios

	Your Firm	Peer Median
1. Returns on Total Assets (BPs)	N/A	50.8
2. Returns on Managed Assets (BPs)	N/A	59.7
3. Returns on Personal Product Assets (BPs)	46.7	68.4

Personal Trust

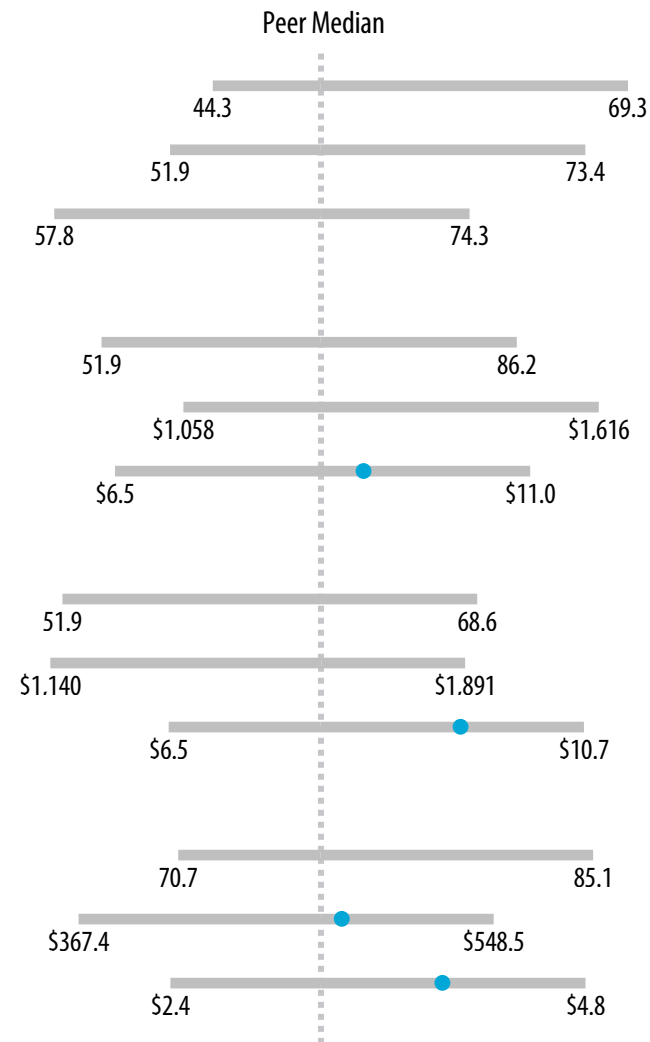
4. Personal Trust Returns (BPs)	38.5	70.0
5. Personal Trust Assets per Account	\$2,579	\$1,243
6. Personal Trust Revenue per Account	\$9.2	\$8.8

IM Agency

7. IM Agency Returns (BPs)	46.3	62.3
8. IM Agency Assets per Account	\$2,312	\$1,630
9. IM Agency Revenue per Account	\$9.5	\$8.0

IRA

10. IRA Returns (BPs)	90.9	75.6
11. IRA Assets per Account	\$482.3	\$472.8
12. IRA Revenue per Account	\$4.0	\$3.2



LEGEND

- Your Firm
- Middle 50% of Peers
- ⋮ Median

IF THE ● IS...

... **right** of the gray bar, your value is in the **top quartile**
 ... **left** of the gray bar, your value is in the **bottom quartile**

IF THE — IS...

... skewed to the **right**, some of your peers are **well above the median**

RETURNS ON ASSETS

Sample Bank

KEY TRENDS, 2018–2021

Lower Returns on Higher Average Balances

Returns on assets have dropped quickly across the board due to increases in average account and client sizes, as well as rapid year-on-year increases in assets (revenue often lags behind). For the sample overall, returns on personal product assets (trust, IM, IRA) have declined about 2.2% a year on average. Firms should carefully monitor the trends at right for instances where their results are significantly different than those of peers' and the universe. If your firm has worse results than others, it may reflect undesirable trends in pricing, discounting, and business mix.

Trends & Observations

- As a whole, the industry has seen a decline in its total asset returns (row 1) since 2018.
- Compared to peers, Sample Bank has grown its returns on personal trust assets (row 4) faster since 2018.

	2018–2021 Annual Growth Rate				
	2018	2021	Your Firm	Peers	Universe
1. Returns on Total Assets (BPs)[†]	-	-	-	-2.4%	-3.7%
2. Returns on Managed Assets ^{††}	-	-	-	-2.4%	-3.1%
3. Returns on Personal Product Assets	44.6	46.7	1.5%	-2.4%	-2.2%
4. Personal Trust Returns on Assets	34.2	38.5	4.0%	-1.7%	-3.2%
5. IM Agency Returns on Assets	52.6	46.3	-4.2%	-2.7%	-2.1%
6. IRA Returns on Assets	88.9	90.9	0.8%	-1.5%	0.9%
7. PT Account Size (AUM, \$000)	\$2,541	\$2,579	0.5%	12.0%	13.7%
8. IM Agency Account Size (\$000)	\$1,547	\$2,312	14.3%	10.4%	8.8%
9. IRA Account Size (\$000)	\$445.5	\$482.3	2.7%	10.8%	8.5%
10. PT Revenue per Account (\$000)	\$8.3	\$9.2	3.7%	7.6%	6.2%
11. IM Agency Revenue per Account	\$8.3	\$9.5	4.6%	5.9%	4.9%
12. IRA Revenue per Account	\$3.8	\$4.0	1.3%	6.4%	6.2%
13. Revenue per Client (\$000)	\$17.6	\$18.1	0.8%	5.9%	4.6%
14. AUM per Client (\$000)	-	-	-	10.1%	11.3%

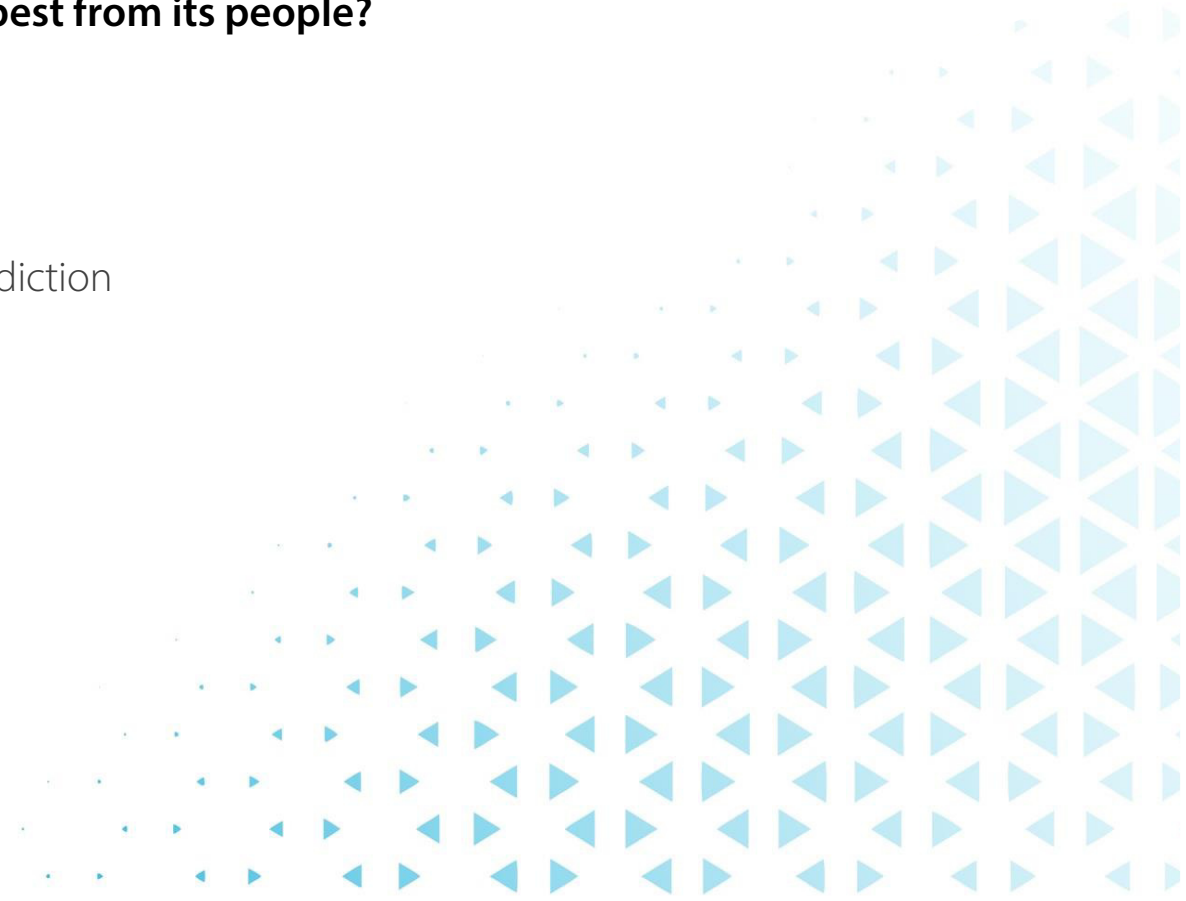
Notes: Your peer group includes firms with \$2B to \$8B in assets under management. The default start year for this page is 2018 data if available for your firm. †Includes, managed and non-managed assets like custody. ††Excludes non-managed assets and custody revenue. Late-year 2021 market increases may also be a secondary contributor to small decreases in ROA.

6

PRODUCTIVITY

Is Sample Bank getting the best from its people?

- Manager's Dashboard
- Performance Rankings
- Key Trends
- Customized Productivity Prediction
- Productivity Drivers



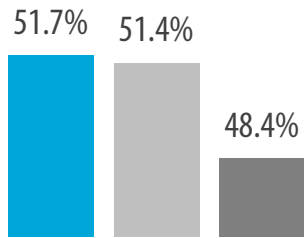
PRODUCTIVITY

Sample Bank

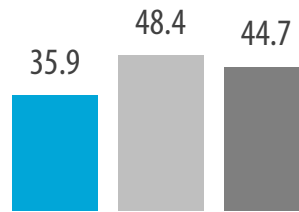
MANAGER'S DASHBOARD, 2021

STAFFING

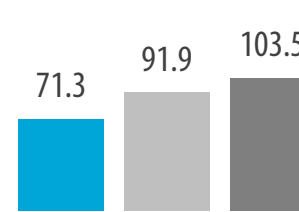
Client-facing Employees as a Percentage of FTEs



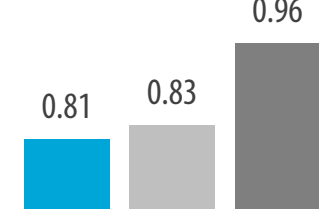
Clients per Client-facing Employee



Accounts per Client-facing Employee

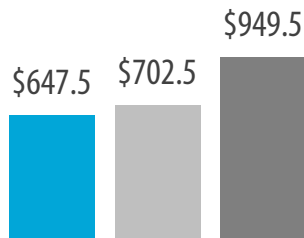


Support Staff per Client-Facing Employee

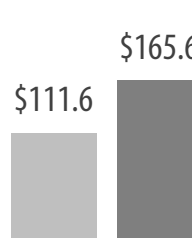


PRODUCTIVITY

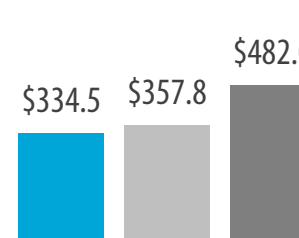
Revenue per Client-Facing Employee (\$000)



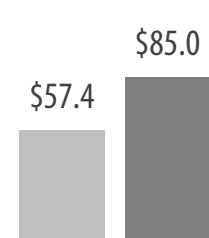
AUM per Client-Facing Employee (\$M)



Revenue per Full-Time Employee (\$000)

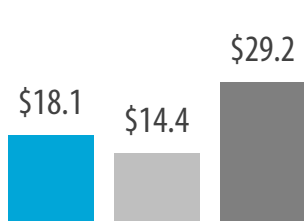


AUM per Full-Time Employee (\$M)

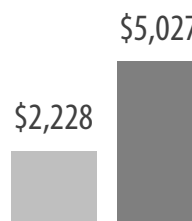


ACCOUNT & CLIENT SIZE

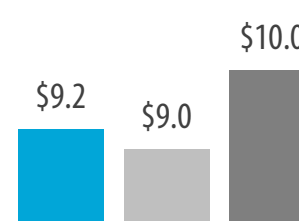
Revenue per Client Relationship (\$000)



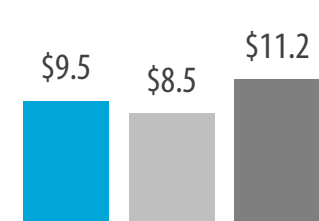
AUM per Client Relationship (\$000)



Personal Trust Revenue per Personal Trust Account (\$000)



IM Agency Revenue per IM Agency Account (\$000)



■ Your Firm ■ Peers ■ Universe

Notes: Your peer group includes firms with \$2B to \$8B in assets under management. Client-facing employees (CFEs): all client-facing service and sales professionals, including trust officers, portfolio managers, relationship managers and dedicated sales staff. FTE: Full-time employees.

PRODUCTIVITY

Sample Bank

SAMPLE BANK'S PERFORMANCE RANKING, 2021

Employee Workloads

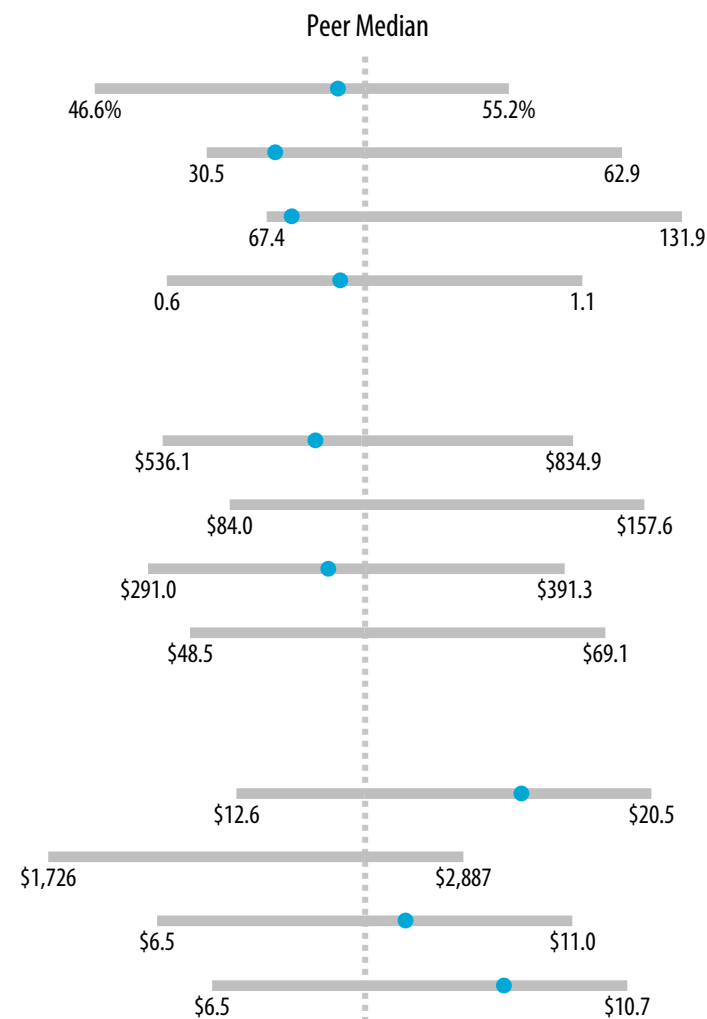
	Your Firm	Peer Median
1. Client-facing Employees, % of FTEs	51.7%	52.2%
2. Clients per CFE	35.9	42.8
3. Accounts per CFE	71.3	82.6
4. Support Staff per CFE	0.8	0.8

Staff Productivity

5. Revenue per CFE (\$000)	\$647.5	\$681.0
6. AUM per CFE (\$M)	N/A	\$107.8
7. Revenue per FTE (\$000)	\$334.5	\$343.4
8. AUM per FTE (\$M)	N/A	\$57.2

Account and Client Size (\$000)

9. Revenue per Client	\$18.1	\$15.1
10. AUM per Client	N/A	\$2,609
11. Personal Trust Revenue per Account	\$9.2	\$8.8
12. IM Agency Revenue per Account	\$9.5	\$8.0



● Your Firm
 — Middle 50% of Peers
 ⋮ Median

IF THE ● IS...

... right of the gray bar, your value is in the **top quartile**
 ... left of the gray bar, your value is in the **bottom quartile**

IF THE — IS...

... skewed to the **right**, some of your peers are **well above the median**

PRODUCTIVITY

Sample Bank

KEY TRENDS, 2018–2021

Strong Gains and a Note of Caution

Productivity gains continue apace for most major metrics. Since 2018, revenue per FTE has gone up 5.8% for peers and 7.3% for the all-firm sample (universe). Workloads have gone up, too. Clients per employee and accounts per employee have gone up 2.5% and 2.0% each year on average (rows 3 and 4, universe).

While recent productivity gains are a boon for financial performance, firms would be wise to monitor capacity and reallocate workloads as needed. Not only are workloads increasing, many firms still have a lot of small accounts and relationships; almost 15% of relationships consist of a single account that has less than \$250K in assets. Rising workloads and small accounts can displace sales and high-value servicing tasks. Given the rising cost of labor, few can afford those types of risks and opportunity costs.

Trends & Observations

- Sample Bank's revenue per full-time employee (row 1) has stayed relatively flat since 2018.
- The firm's revenue per client-facing employee (row 5) is lower than peers' and has remained flat annually.
- Sample Bank's revenue per client (row 9) stayed relatively flat from 2018 to 2021.

	2018–2021 Annual Growth Rate				
	2018	2021	Your Firm	Peers	Universe
1. Revenue per FTE (\$000)	\$338.5	\$334.5	-0.4%	5.8%	7.3%
2. AUM per FTE (\$M)	-	-	-	10.1%	14.2%
3. Clients per FTE	19.2	18.5	-1.2%	0.5%	2.5%
4. Accounts per FTE	34.9	36.8	1.8%	0.4%	2.0%
5. Revenue per CFE (\$000)	\$630.8	\$647.5	0.9%	4.9%	6.8%
6. AUM per CFE (\$M)	-	-	-	9.1%	13.3%
7. Clients per CFE	35.8	35.9	0.0%	-1.4%	1.3%
8. Accounts per CFE	65.1	71.3	3.1%	-0.4%	0.7%
9. Revenue per Client (\$000)	\$17.6	\$18.1	0.8%	5.9%	4.6%
10. AUM per Client (\$M)	-	-	-	10.1%	11.3%
11. Revenue per Account (\$000)	\$9.7	\$9.1	-2.1%	4.2%	2.2%
12. PT Revenue per PT Account	\$8.3	\$9.2	3.7%	7.6%	6.2%
13. IM Revenue per IM Account	\$8.3	\$9.5	4.6%	5.9%	4.9%

Notes: Your peer group includes firms with \$2B to \$8B in assets under management. Client-facing employees (CFEs): all client-facing service and sales professionals, including trust officers, portfolio managers, relationship managers and dedicated sales staff. FTE: Full-time employees. The default start year for this page is 2018 data if available for your firm.

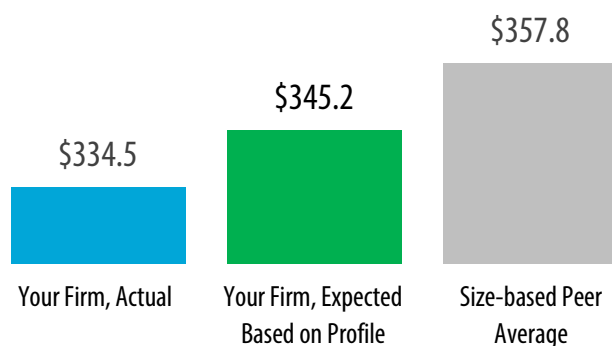
PRODUCTIVITY

Sample Bank

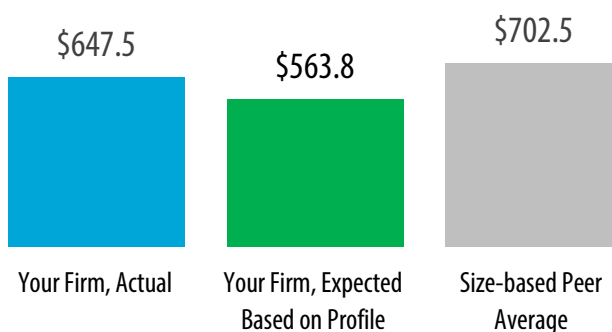
SAMPLE BANK'S CUSTOMIZED PRODUCTIVITY PREDICTION

Sample Bank's customized productivity predictions (left-hand side) are based on the firm's labor costs, revenue mix, client sizes, number of client-facing employees, and allocated expenses.* The predictions are especially useful for firms with idiosyncratic service models (e.g., a revenue mix favoring labor-intensive businesses or large service teams, etc.). Given Sample Bank's characteristics, we expect the firm to have less revenue per full-time employee than size-based peers (green bar, top left). When Sample Bank's actual numbers (blue) are different than expected (green), the table to the right may provide insight about possible causes.

Expected Revenue per Full-time Employee, 2021



Expected Revenue per Client-facing Employee, 2021



How Sample Bank compares to firms with a similar profile:

Client-facing Employees as a % of Full-time Employees

Total AUM per Client-facing Employee

Total IM & Trust Accounts per Client-facing Employee

IM & Trust Revenue per Account

Total IM & Trust Clients per Client-facing Employee

IM & Trust Revenue per Client

IM & Trust Expenses per Client

+ Above Median - Below Median

No value is shown if your firm is close to the median

Notes: *These characteristics explain about 78% of the variation in productivity, nearly twice as much as firm size alone. Sample Bank's customized revenue per FTE prediction also gives a smaller weighting to selected staffing ratios and other characteristics that are correlated with productivity.

PRODUCTIVITY

Sample Bank

PRODUCTIVITY DRIVERS: WORKLOAD AND CLIENT SIZE

Interpreting Your Data

As in our previous research, we look at three major drivers to evaluate your staff productivity:

- Employee workloads
- Client and account sizes
- Support resources

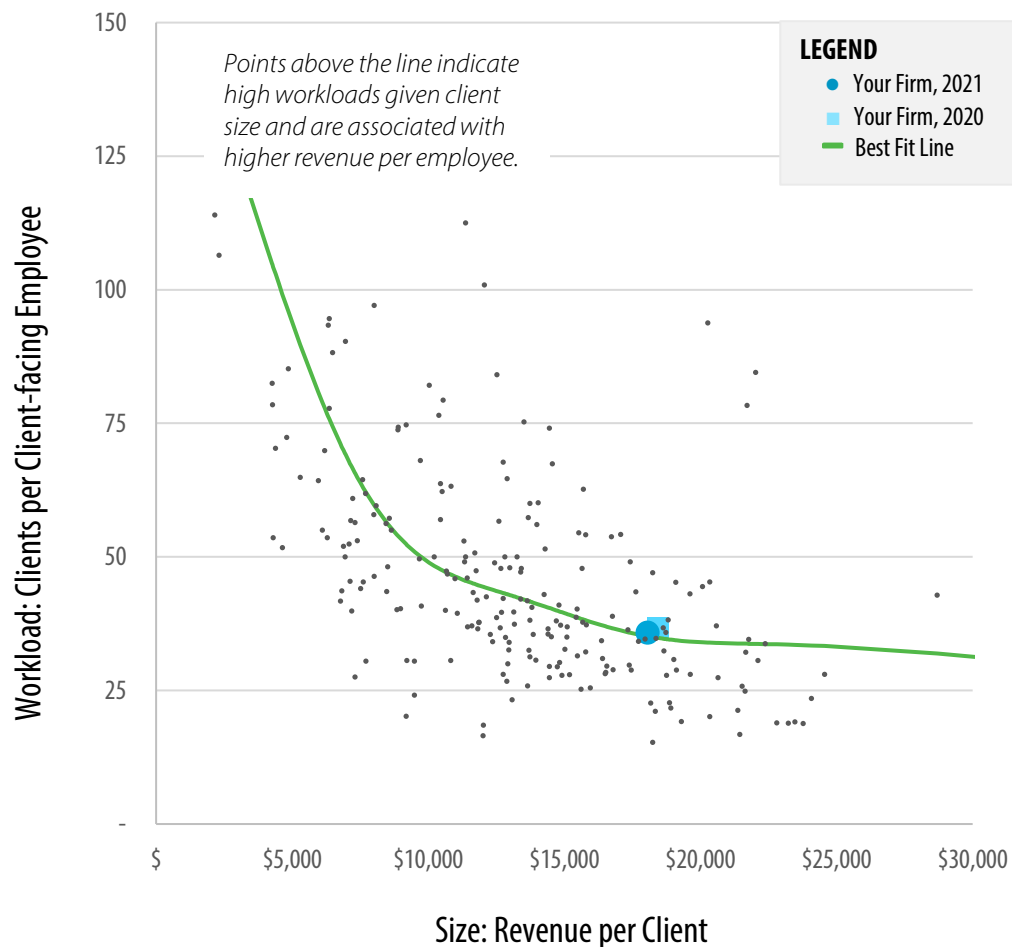
The goal is to isolate characteristics of your business that affect staff productivity and assess their impact.

Workload: Clients per Client-facing Employee

To the right, we show how workloads vary by client size. 'Workload' is defined as clients per client-facing employee, and 'size' is defined as revenue per client. Each dot represents a different firm; your firm is shown as a large blue dot. Sample Bank's client workload is close to industry expectations given the firm's average client size.

Clients per Client-facing Employee		
	2020	2021
Sample Bank	36.7	35.9
Predicted*	34.8	35.1

Relationship Between Client Size and Advisor Workload



Notes: Your peer group includes firms with \$2B to \$8B in assets under management. Client-facing employees (CFEs): all client-facing service and sales professionals, including trust officers, portfolio managers, relationship managers and dedicated sales staff. FTE: Full-time employees. *Predicted based on Sample Bank's average client size.

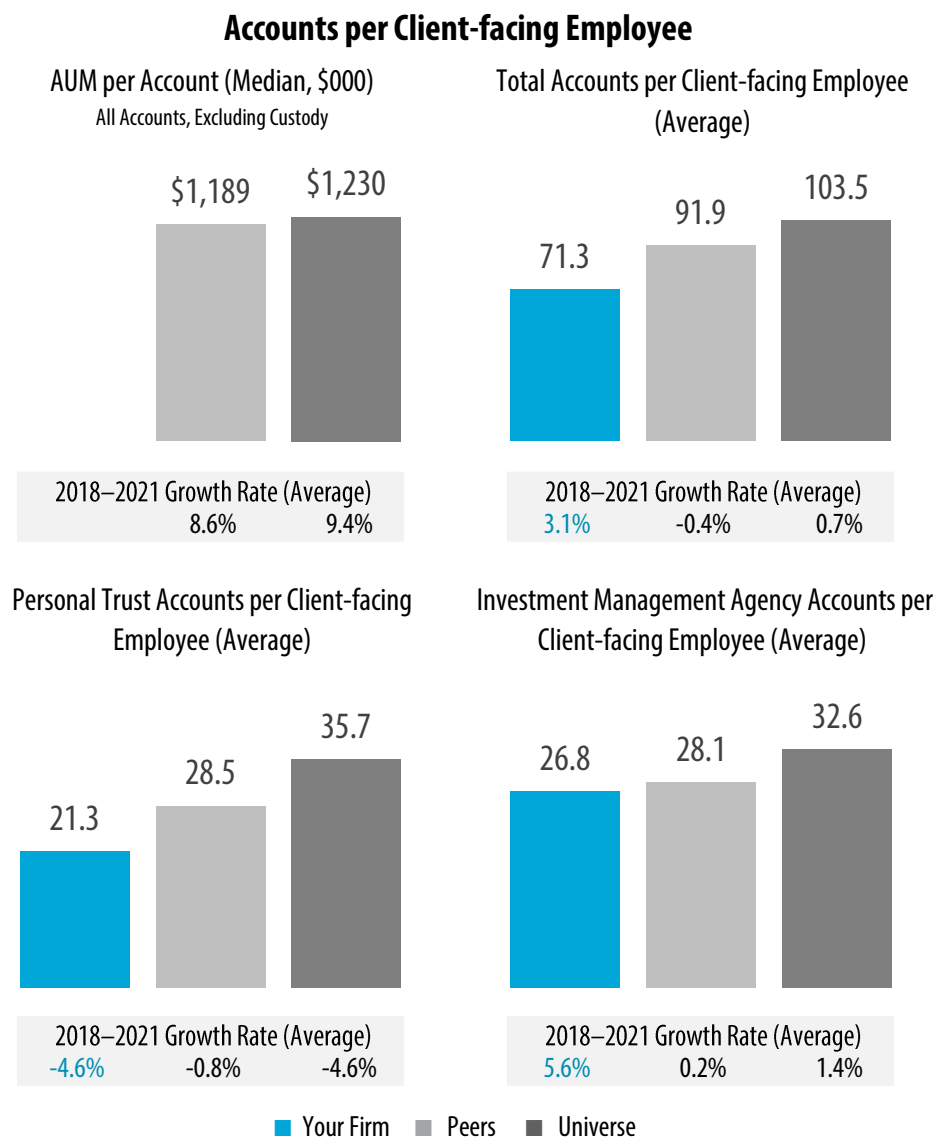
PRODUCTIVITY

Sample Bank

PRODUCTIVITY DRIVERS: WORKLOAD AND ACCOUNT SIZE

Interpreting Your Data

Workloads are also defined in terms of account loads per client-facing employee, which are shown on the right.

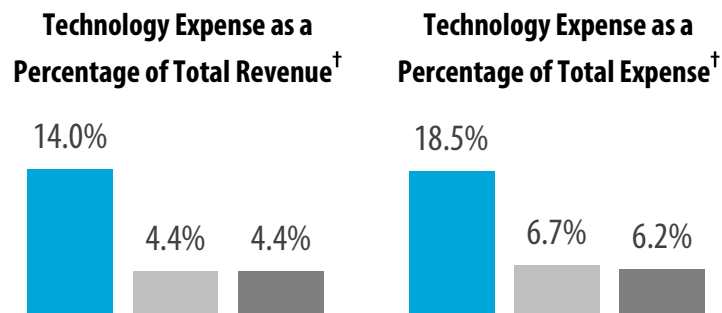


Notes: Your peer group includes firms with \$2B to \$8B in assets under management.. Client-facing employees (CFEs): all client-facing service and sales professionals, including trust officers, portfolio managers, relationship managers and dedicated sales staff.

PRODUCTIVITY DRIVERS: ADVISOR SUPPORT RESOURCES, 2021

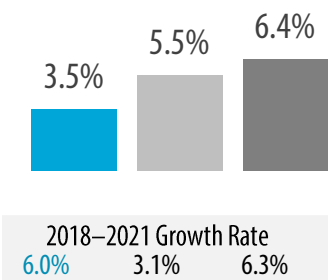
Technology Spending and Trends

The quality of your technology and support resources has a big impact on productivity. Technology spending data appear below for your firm. To the right is a summary set of technology priorities for 2021 and 2022.



[†]Since spending can be uneven year-to-year, these ratios are three-year averages.

Change in Technology Expense, 2020–2021 (Median)



2018–2021 Growth Rate		
Your Firm	Peers	Universe
6.0%	3.1%	6.3%

■ Your Firm ■ Peers ■ Universe

Technology Trends and Investment Priorities

Perspective from Oakbrook Solutions

CRM

- The perceived value of CRM has accelerated dramatically; wealth firms see value in a fully functioning CRM (e.g., one that supports the trends below).
- Salesforce is the leader and is typically selected by the firm, not wealth

Multi-custodial Data Aggregation

- Cost Basis Legislation created a common accounting and custody standard
- Data aggregation means firms can report effectively across multiple custodians
- Operational and workflow standardization across custodial platforms is the next challenge

Digital Experiences

- The technology benefits of the Robo revolution are spreading across the industry. Account onboarding, investment modeling and rebalancing, and client reporting are beneficiaries

Workflow

- Clients are migrating from a transactional view of business to workflow-centric
- Salesforce and Robo deserve credit for exposing the benefits of workflow. Workflow is appearing in most applications

APIs - Integration

- Integration is a major "fear factor" for clients. APIs are the latest technology solution to alleviate those fears

IT Expertise Gap

- IT struggles to support the full needs of a wealth business. Its focus has been compliance, security and privacy.

Source: Craig A. Cook, CEO, Oakbrook Solutions,
ccook@oakbrooksolutions.com

APPENDIX: SAMPLE BANK'S STAFFING MODEL, 2021

Staff Composition, Selected Roles

Percentage of full-time employees; medians are calculated independently for each position

	Your Firm	Peer Median*	Peer 25th Percentile	Peer 75th Percentile	Universe Median*
Client-Facing Employees	51.7%	52.2%	46.6%	55.2%	52.2%
Trust Officers	18.3%	28.6%	18.8%	33.6%	27.6%
Portfolio Managers	13.1%	10.4%	8.0%	15.5%	12.5%
Business Development Officers	5.7%	6.8%	2.7%	10.6%	7.0%
Generalist Relationship Managers	1.4%	9.3%	5.8%	12.5%	6.3%
Other Client-Facing Team	13.2%	5.3%	4.5%	6.5%	5.2%
Non-Client-Facing Team	48.3%	47.8%	44.8%	53.4%	47.8%
Administrative Assistants	2.2%	15.7%	2.9%	21.2%	10.1%
Back Office Administrators	6.7%	14.4%	10.6%	18.9%	17.0%
Sales and Service Support Staff	19.3%	15.2%	8.5%	21.0%	15.7%
Other Support Staff	13.6%	4.8%	2.7%	7.8%	7.6%

Notes: Your peer group includes firms with \$2B to \$8B in assets under management. *Medians are calculated independently for each position and will not necessarily sum to 100%.

7

EXPENSE MANAGEMENT

Is Sample Bank investing in future growth?

- Market Overview
- Manager's Dashboard
- Performance Rankings
- Key Trends
- Key Expense Ratios



EXPENSES

Sample Bank

INDUSTRY OVERVIEW, 2018–2021

Loosening the Reins

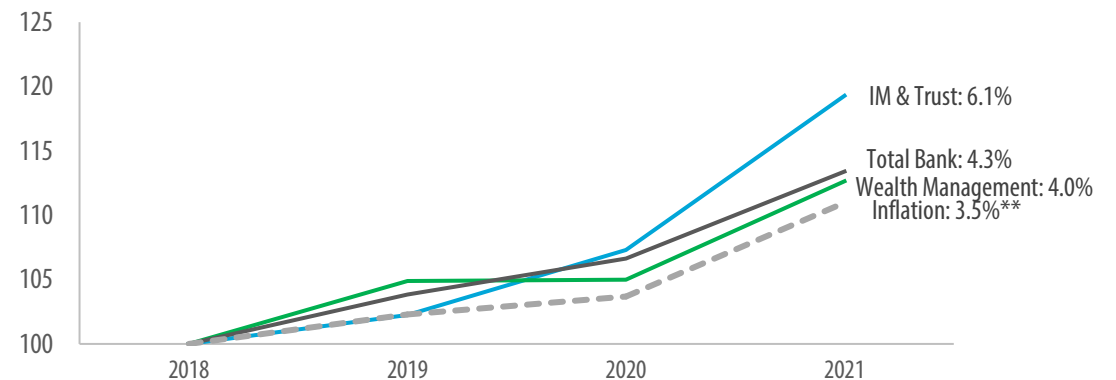
After long stretches of disciplined management, expenses took a sharp upward turn in 2021. Fueled by steady double-digit increases in variable compensation, total compensation expenses have grown more quickly than expenses overall. Net headcount has not grown rapidly, but an uptick in hiring in 2021 also contributed to compensation increases. Technology expenses are a second key expense category that is growing more quickly than total expenses.

If compensation and technology expenses were “leaders”, most non-compensation categories were laggards. Some categories, such as marketing and travel and entertainment, continue to show negative three-year average growth rates. Allocated expenses grew much more slowly than direct expenses, at a mere 2-3% annually.

Fortunately, the markets offset expense increases in 2021. Total expense per dollar of AUM went down for almost 75% of firms, with a median decrease of 4%. Unfortunately, this external and uncontrollable assistance is likely to dissipate, while compensation and technology spending pressures will remain. It seems likely, therefore, that year-end 2022 results will show more cuts to other non-compensation categories, as well as to spending overall.

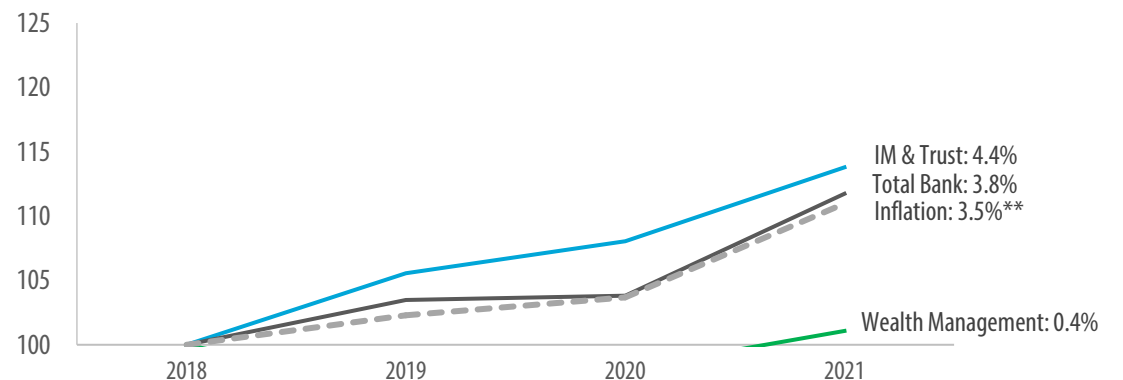
Compensation and Benefits Expense (Wealth Management, IM & Trust, and Total Bank)

Indexed to 2018 Average Expenses



Non-Compensation Expense (Wealth Management, IM & Trust, and Total Bank)

Indexed to 2018 Average Expenses



Total bank sample includes every company that files a Consolidated Report of Conditions and Income (AKA a call report). Values only include firms who provided a non-zero answer for every year between 2018 and 2021. Growth rates are compound annual growth rates. *CPI: Consumer Price Index, per Bureau of Labor Statistics.

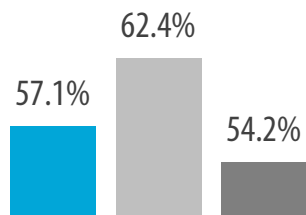
EXPENSES

Sample Bank

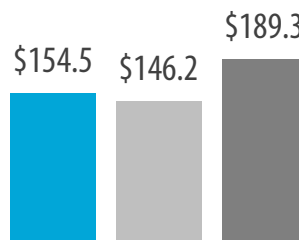
MANAGER'S DASHBOARD, 2021

KEY RATIOS

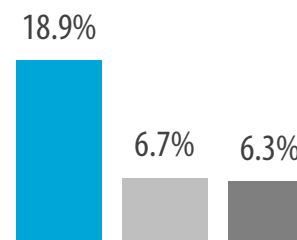
Compensation and Benefits as a % of Total Expense



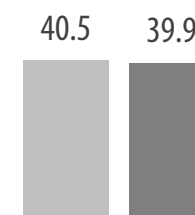
Compensation & Benefits per FTE (\$000)



Technology Expense as a % of Total Expense

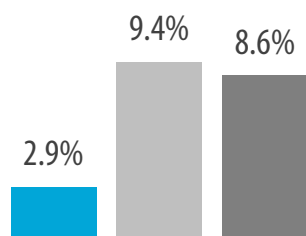


Expense per Dollar of AUM (Bps)

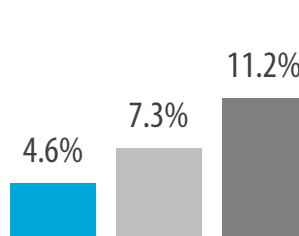


EXPENSE GROWTH RATES

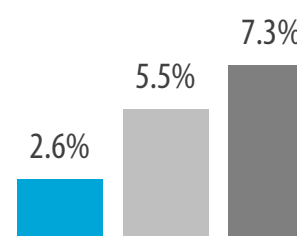
Change in Total Expense



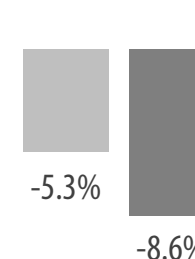
Change in Total Compensation and Benefits



Change in Compensation and Benefits per FTE

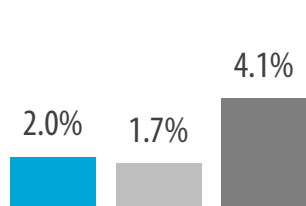


Change in Expense per Dollar of AUM

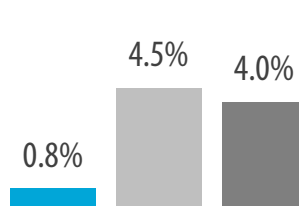


HIRING CHANGES

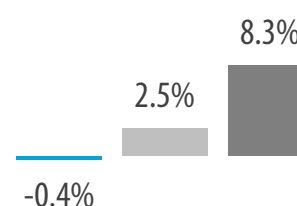
Change in Full-time Employees



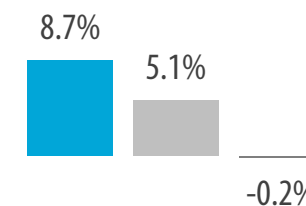
Change in Client-facing Employees



Change in Trust Officers



Change in Portfolio Managers



■ Your Firm ■ Peers ■ Universe

Notes: Your peer group includes firms with \$2B to \$8B in assets under management. Client-facing employees (CFEs): all client-facing service and sales professionals, including trust officers, portfolio managers, relationship managers and dedicated sales staff.

EXPENSES

Sample Bank

SAMPLE BANK'S PERFORMANCE RANKING, 2021

Changes in Spending

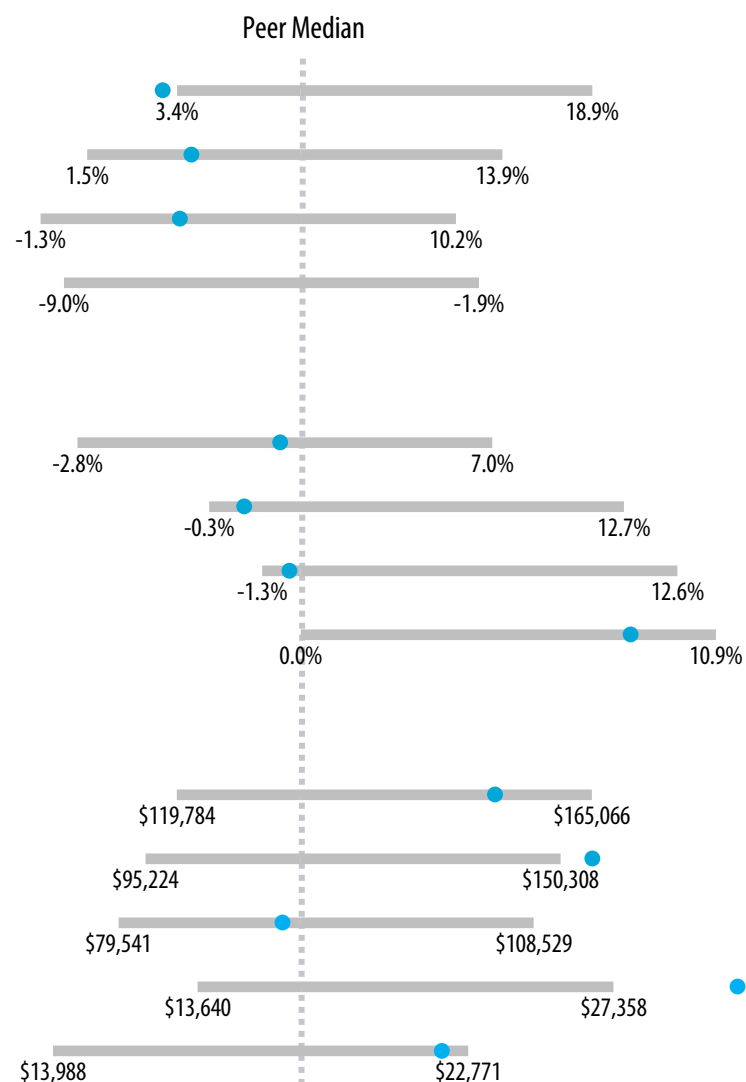
	Your Firm	Peer Median
1. Total Expense	2.9%	8.0%
2. Compensation and Benefits	4.6%	7.9%
3. Compensation and Benefits per FTE	2.6%	6.0%
4. Cost per Dollar of AUM	N/A	-5.0%

Changes in Staffing

5. Full-time Employees	2.0%	2.4%
6. Client-facing Employees	0.8%	2.6%
7. Trust Officers	-0.4%	0.0%
8. Portfolio Managers	8.7%	0.0%

Compensation Spending per FTE

9. Compensation and Benefits	\$154,522	\$133,241
10. Compensation	\$154,522	\$115,744
11. Base Salaries	\$90,989	\$92,221
12. Variable Salaries	\$38,764	\$17,057
13. Benefits Expense	\$22,220	\$19,255



LEGEND

- Your Firm
- Middle 50% of Peers
- ⋮ Median

IF THE ● IS...

... right of the gray bar, your value is in the **top quartile**
 ... left of the gray bar, your value is in the **bottom quartile**

IF THE — IS...

... skewed to the **right**, some of your peers are **well above the median**

EXPENSES

Sample Bank

KEY TRENDS, 2018–2021

Compensation is Leading the Way

Since 2018, total compensation expense has grown faster on average than total expenses (rows 1 and 4, universe); many firms are posting double-digit annual increases in variable compensation (row 6). For the all-firm sample, technology expenses (row 11) are also growing more quickly than total. These patterns imply that other non-compensation expenses are growing more slowly (rows 7-10).

Our concern for 2022 is that compensation and benefits per FTE will continue to increase (row 13) without the benefit of declining cost per dollar of AUM (row 12). Heading into year-end 2022, firms seem likely to tighten spending, especially in non-compensation categories.

Trends & Observations

- Since 2018, Sample Bank's total expenses (row 1) have grown more slowly than peers'.
- Sample Bank's total allocated expenses (row 3) grew 3.3% per year over the same period.

	2018–2021 Annual Growth Rate				
	2018	2021	Your Firm	Peers	Universe
1. Total Expense (\$000)	\$32,804	\$36,550	3.7%	5.8%	5.8%
2. Direct Expenses	\$22,041	\$24,701	3.9%	6.2%	6.6%
3. Allocated Expenses	\$10,762	\$11,849	3.3%	3.4%	3.0%
4. Total Compensation and Benefits Expense* (\$000)	\$18,687	\$20,867	3.7%	6.6%	6.1%
5. Base Salary	\$12,061	\$12,287	0.6%	6.0%	3.9%
6. Variable Compensation	\$4,066	\$5,235	8.8%	10.4%	12.0%
7. Non-compensation Expense (\$000)	\$14,116	\$15,683	3.6%	4.6%	4.4%
8. Occupancy and Equipment	\$2,833	\$3,217	4.3%	4.3%	5.0%
9. Marketing and Advertising	\$334.1	\$387.6	5.1%	2.9%	-12.6%
10. Travel and Entertainment	\$562.9	\$807.0	12.8%	-20.7%	-22.5%
11. Technology	\$5,795	\$6,902	6.0%	-0.1%	6.3%
12. Change in Expense per Dollar of AUM (BPs)	-	-	-	-5.5%	-8.1%
13. Change in Compensation and Benefits per FTE (\$000s)	\$146.7	\$154.5	1.7%	4.8%	5.6%

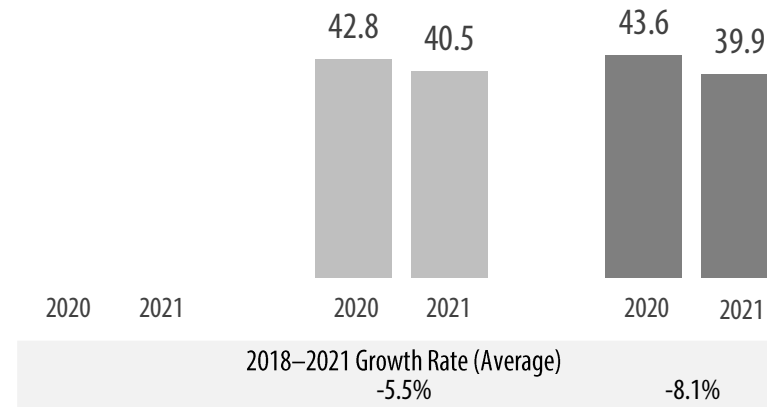
Notes: Your peer group includes firms with \$2B to \$8B in assets under management. The default start year for this page is 2018 data if available for your firm. Growth rates are compound annual growth rates. All figures are in \$000s. *Excludes other compensation.

EXPENSES

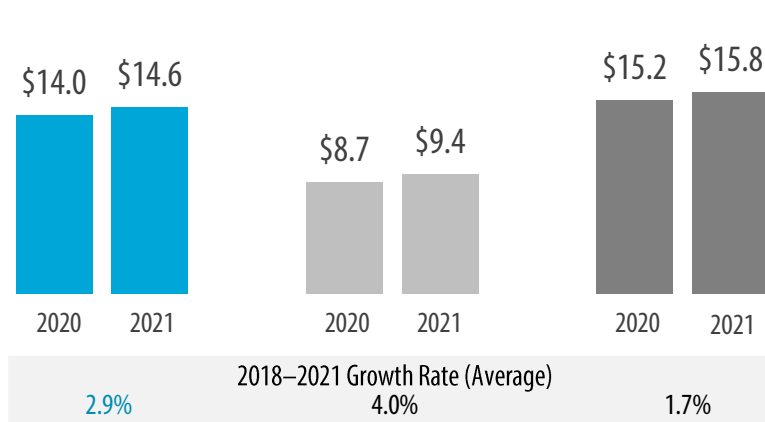
Sample Bank

UNIT COSTS, 2020–2021

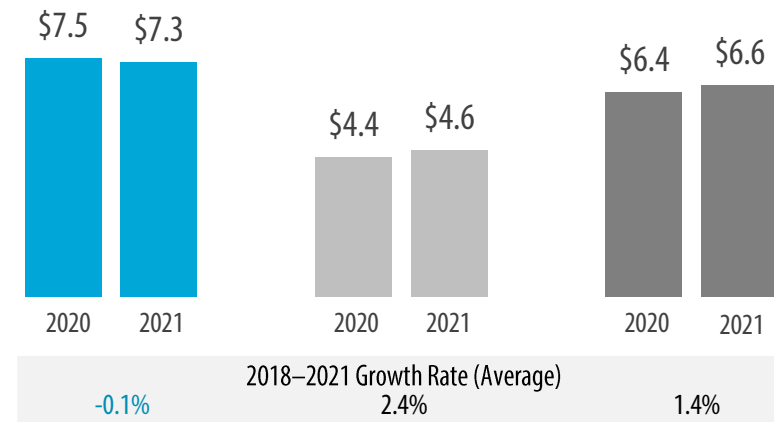
Expense per Dollar of Assets Under Management (Average, Basis Points)*



Expense per Client (Average, \$000)*



Expense per Account (Average, \$000)*



■ Your Firm ■ Peers ■ Universe

Notes: Your peer group includes firms with \$2B to \$8B in assets under management. *Excludes nonrecurring expenses.

EXPENSES

Sample Bank

COMPENSATION PER EMPLOYEE, 2020–2021

Interpreting Your Data

Compensation and benefits per full-time employee round out the analysis of Sample Bank's unit costs. For evidence of positive operating leverage, managers should monitor changes to this ratio relative to changes in the firm's revenue per FTE (e.g., in Section 6 and elsewhere).

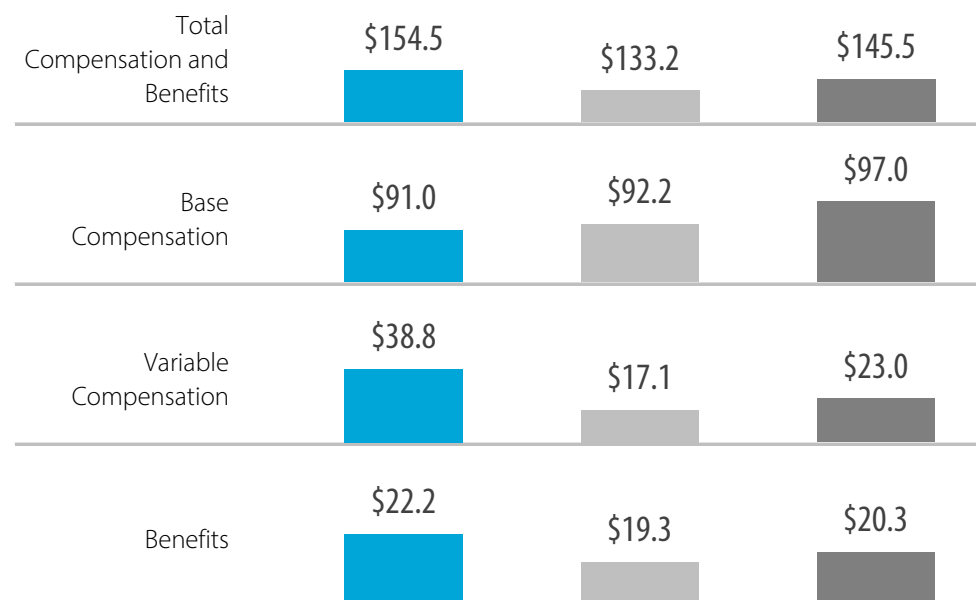
Total compensation per FTE will reflect Sample Bank's unique practices (e.g., salaries relative to market, at-risk pay) and other factors such as local labor costs. Firms who have centralized a lot of their support functions will generally have higher compensation per FTE, as allocated expenses will displace compensation expense for lower-cost roles. Firms with high rates of centralization should monitor their allocated-adjusted compensation expenses in Chapter 2.

Trends & Observations

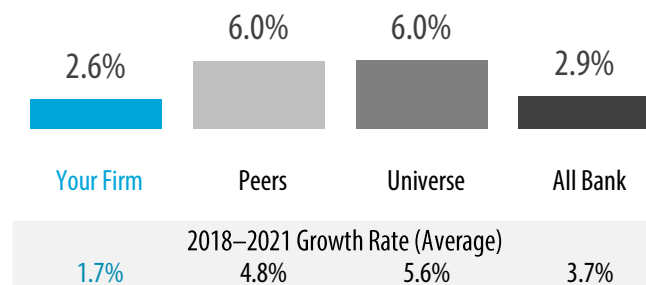
- Sample Bank spends more on its employees (top chart) than peers.
- Sample Bank's compensation and benefits per full-time employee (bottom chart) grew 2.6% year-over-year.

Compensation and Benefits Components per Full-time Employee (Median, \$000)*

Medians are calculated independently for each category; components therefore may not sum to total; "other compensation" not shown



Change in Compensation and Benefits per FTE, 2020–2021 (Medians)



Notes: Your peer group includes firms with \$2B to \$8B in assets under management. Growth rates are compound annual growth rates. Not all firms provided compensation breakouts; therefore, the components may not sum to the total. *All Bank: FFIEC data for multiple lines of business. **CPI: Consumer Price Index, per Bureau of Labor Statistics.

EXPENSES

Sample Bank

APPENDIX: SAMPLE BANK'S EXPENSE COMPOSITION, 2021

Expense Composition, Selected Expenses

Percentage of total expenses; medians are calculated independently for each category

	Your Firm	Peer Median	Peer 25th Percentile	Peer 75th Percentile	Universe Median
Direct Expense	67.6%	97.9%	83.1%	100.0%	87.9%
Allocated Expense	32.4%	2.1%	0.0%	16.9%	12.1%
Compensation Expense*	57.1%	56.7%	49.0%	62.9%	56.6%
Base Salaries	33.6%	45.6%	37.8%	48.6%	42.1%
Variable Salaries	14.3%	8.2%	7.1%	11.0%	9.1%
Benefits Expense	8.2%	9.9%	5.6%	11.2%	8.6%
Occupancy and Equipment	8.8%	4.1%	2.2%	5.5%	4.3%
Technology Expense	18.9%	5.9%	3.0%	8.4%	7.0%
Marketing and Advertising	1.1%	0.6%	0.3%	1.7%	0.7%
Travel and Entertainment	2.2%	0.6%	0.4%	1.1%	0.6%

Notes: *Includes other compensation expense which is not shown on this page. Your peer group includes firms with \$2B to \$8B in assets under management. Medians are calculated independently for each category and will not necessarily sum to 100%.

8

APPENDIX: YOUR DATA



YOUR DATA

SAMPLE BANK'S DATA

Sample Bank

	2017	2018	2019	2020	2021	Growth Rate	
						2020–2021	2018–2021
Revenue Metrics (\$000s)							
Total Revenue	\$39,604	\$43,118	\$47,337	\$46,865	\$45,166	-3.6%	1.6%
Personal Trust	\$14,418	\$13,874	\$14,708	\$14,732	\$13,698	-7.0%	-0.4%
Investment Management Agency	\$13,152	\$12,920	\$14,495	\$16,008	\$17,741	10.8%	11.1%
Individual Retirement Account (IRAs)	\$4,170	\$4,527	\$5,318	\$5,816	\$6,310	8.5%	11.7%
Employee Benefits	\$148	\$243	\$251	\$200	\$232	15.6%	-1.6%
Custody	\$2,538	\$2,208	\$2,276	\$2,958	\$2,085	-29.5%	-1.9%
Other	\$3,698	\$5,039	\$5,353	\$5,283	\$5,100	-3.5%	0.4%
Sales Metrics (\$000s)							
Revenue from Sales	\$3,695	\$3,933	\$3,886	\$4,882	\$3,733	-23.5%	-1.7%
Assets Under Management from Sales	\$574,069	\$444,874	\$948,203	\$887,363	\$623,445	-29.7%	11.9%
Expense Metrics (\$000s)							
Total Expenses	\$31,618	\$32,804	\$33,625	\$35,528	\$36,550	2.9%	3.7%
Direct Expenses	\$21,279	\$22,041	\$22,655	\$24,034	\$24,701	2.8%	3.9%
Allocated Expenses	\$10,339	\$10,762	\$10,969	\$11,493	\$11,849	3.1%	3.3%
Total Compensation and Benefits	\$17,934	\$18,687	\$19,317	\$19,946	\$20,867	4.6%	3.7%
Total Compensation	\$17,934	\$18,687	\$19,317	\$19,946	\$20,867	4.6%	3.7%
Salaries (Base)	\$11,368	\$12,061	\$11,516	\$12,019	\$12,287	2.2%	0.6%
Salaries (Variable/Commissions)	\$3,990	\$4,066	\$4,999	\$4,896	\$5,235	6.9%	8.8%
Other Compensation				\$277	\$344	24.1%	
Benefits Expense	\$2,575	\$2,560	\$2,802	\$2,754	\$3,001	8.9%	5.4%
Occupancy and Equipment	\$1,889	\$2,833	\$2,974	\$3,168	\$3,217	1.6%	4.3%
Marketing and Advertising	\$327	\$334	\$369	\$417	\$388	-7.0%	5.1%
Travel and Entertainment	\$620	\$563	\$609	\$642	\$807	25.7%	12.8%
Technology	\$6,533	\$5,795	\$6,009	\$6,665	\$6,902	3.5%	6.0%
Outsourced Trust Operations							
Non-recurring Expense							

YOUR DATA

SAMPLE BANK'S DATA

Sample Bank

	2017	2018	2019	2020	2021	Growth Rate	
						2020–2021	0–2021
Asset Metrics (\$000s)							
Total Assets							
Assets Under Management							
Personal Trust	\$3,834,051	\$4,270,781	\$5,548,452	\$3,275,027	\$3,834,233	17.1%	
Investment Management Agency	\$2,503,926	\$2,411,333	\$2,732,030	\$3,342,362	\$4,327,694	29.5%	
Individual Retirement Account (IRAs)	\$487,971	\$531,008	\$627,280	\$618,759	\$769,764	24.4%	
Employee Benefits	\$173,107	\$182,533	\$186,759	\$144,537	\$156,890	8.5%	
Custody							
Other							
Employees							
Full-time Employees	130	127	124	132	135	2.0%	
Total Client-facing Employees	62	68	69	69	70	0.8%	
Trust Officers/Administrators	26	27	26	25	25	-0.4%	
Portfolio Managers	13	16	16	16	18		
Business Development Officers	6.8	8.0	7.5	7.9	7.7	-3.2%	
Generalist Relationship Managers	1	3	3	2	2	-8.5%	
Other Client-facing Employees	15	15	18	18	18	-1.9%	
Administrative Assistants	2.3	3.0	3.0	3.0	3.0	-0.3%	
Back Office Administrators	8.0	8.0	7.9	8.2	9.0	10.1%	
Sales and Service Support Staff	21	21	24	24	26	7.0%	
Other Support Staff	19	21	19	19	18	-0.4%	
Accounts and Clients							
Total Investment Management and Trust Clients	2,490	2,449	2,400	2,540	2,502	-1.5%	
Total Investment Management and Trust Accounts	5,663	5,645	5,769	5,865	6,045	3.1%	
Personal Trust	1,725	1,681	1,597	1,535	1,487	-3.1%	
Investment Management Agency	1,584	1,559	1,654	1,747	1,872	7.2%	
Individual Retirement Account (IRAs)	1,102	1,192	1,327	1,447	1,596	10.3%	
Employee Benefits	13	19	20	18	18	0.0%	
Custody	1,239	1,194	1,171	1,118	1,072	-4.1%	
All Other Accounts							

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