



2022 Business Plan

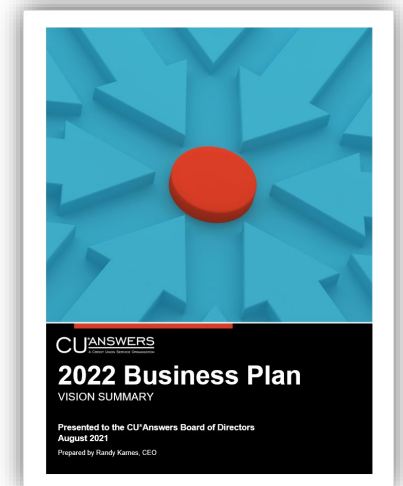
WE'RE READY, AND IT'S TIME TO PROVE IT

Presented to the CU*Answers Board of Directors

August 2021

2022 Business Plan Vision Summary

Randy Karnes
CEO



We're Ready, and It's Time to Prove It

No matter what happens in our economy and the trepidation about COVID, we must continue to market these ideas

We must continue to inspire the industry to move forward constantly

Market our network's future: a new leader, new product designs, and new business opportunities

We cannot give in to the debilitating "here we go again" syndrome



We're Ready, and It's Time to Prove It

Why 2022 is So Different

- ⇒ Our primary goal for 2022 is leadership transition
 - ✓ We need to campaign, market, communicate, and highlight the positive things that happen this year as a result of this new team
 - ✓ We need to start the next decade of our organization on a high note
- ⇒ Campaigning the start of our next decade
 - ✓ Our missed 50th anniversary celebration was to about selling our message about the next 50 years
 - ✓ 2022 is about selling our message about the next decade with a new leadership team
- ⇒ 85% of our run-the-trains-on-time initiatives is **momentum**



Running the Trains on Time

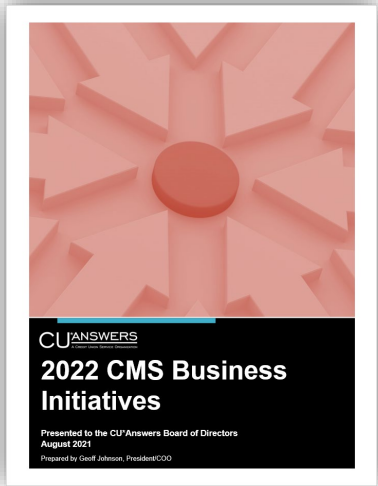
We Won't Miss a Beat



A photograph of a train arrival board. The board is tilted and displays a list of trains and their arrival times. The text is in white and green. The arrival times are: 07:08 PM, Sun 12:00 AM, Sun 05:45 AM, Sun 06:00 AM, Sun 06:30 AM, Sun 08:01 AM, Sun 08:58 AM, Sun 09:59 AM, Sun 10:37 AM, and Sun 11:53 AM. The status for each train is 'On Time'. The board also shows some station names like 'Orlando' and 'St P'.

Train	Arrival Time	Status
	07:08 PM	On Time
	Sun 12:00 AM	On Time
	Sun 05:45 AM	On Time
	Sun 06:00 AM	On Time
	Sun 06:30 AM	On Time
	Sun 08:01 AM	On Time
	Sun 08:58 AM	On Time
	Sun 09:59 AM	On Time
	Sun 10:37 AM	On Time
	Sun 11:53 AM	On Time

The Leaders Behind Our Success



CUANSWERS
2022 CMS Business Initiatives

Presented to the CU'Answers Board of Directors
 August 2021
 Prepared by Geoff Johnson, President/COO

Geoff Johnson
 President/COO



CUANSWERS
2022 Competitive Landscape Analysis

Presented to the CU'Answers Board of Directors
 August 2021
 Prepared by Scott Collins, EVP of National Sales & Marketplace Relationships

Scott Collins
 EVP Nat'l Sales & Market Relations



CUANSWERS
2022 Strategic Technology Plan

Presented to the CU'Answers Board of Directors
 August 2021
 Prepared by Dave Wordhouse, EVP of Software Development and
 Matt Sawtell, VP of Managed Technology Services

Dave Wordhouse
 EVP Technology

Brian Maurer
 EVP Software Dev

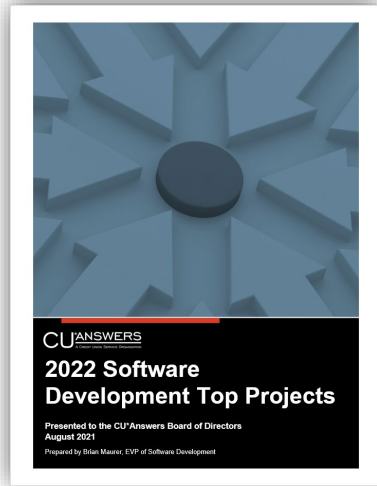


CUANSWERS
2022 CNS Business Initiatives

Presented to the CU'Answers Board of Directors
 August 2021
 Prepared by Dave Wordhouse, EVP of Technology and
 Matt Sawtell, VP of Managed Technology Services

Dave Wordhouse
 EVP Technology

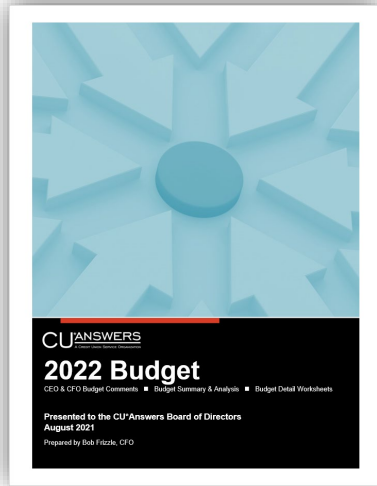
Matt Sawtell
 VP Managed Tech Svcs



CUANSWERS
2022 Software Development Top Projects

Presented to the CU'Answers Board of Directors
 August 2021
 Prepared by Brian Maurer, EVP of Software Development

Brian Maurer
 EVP Software Dev



CUANSWERS
2022 Budget

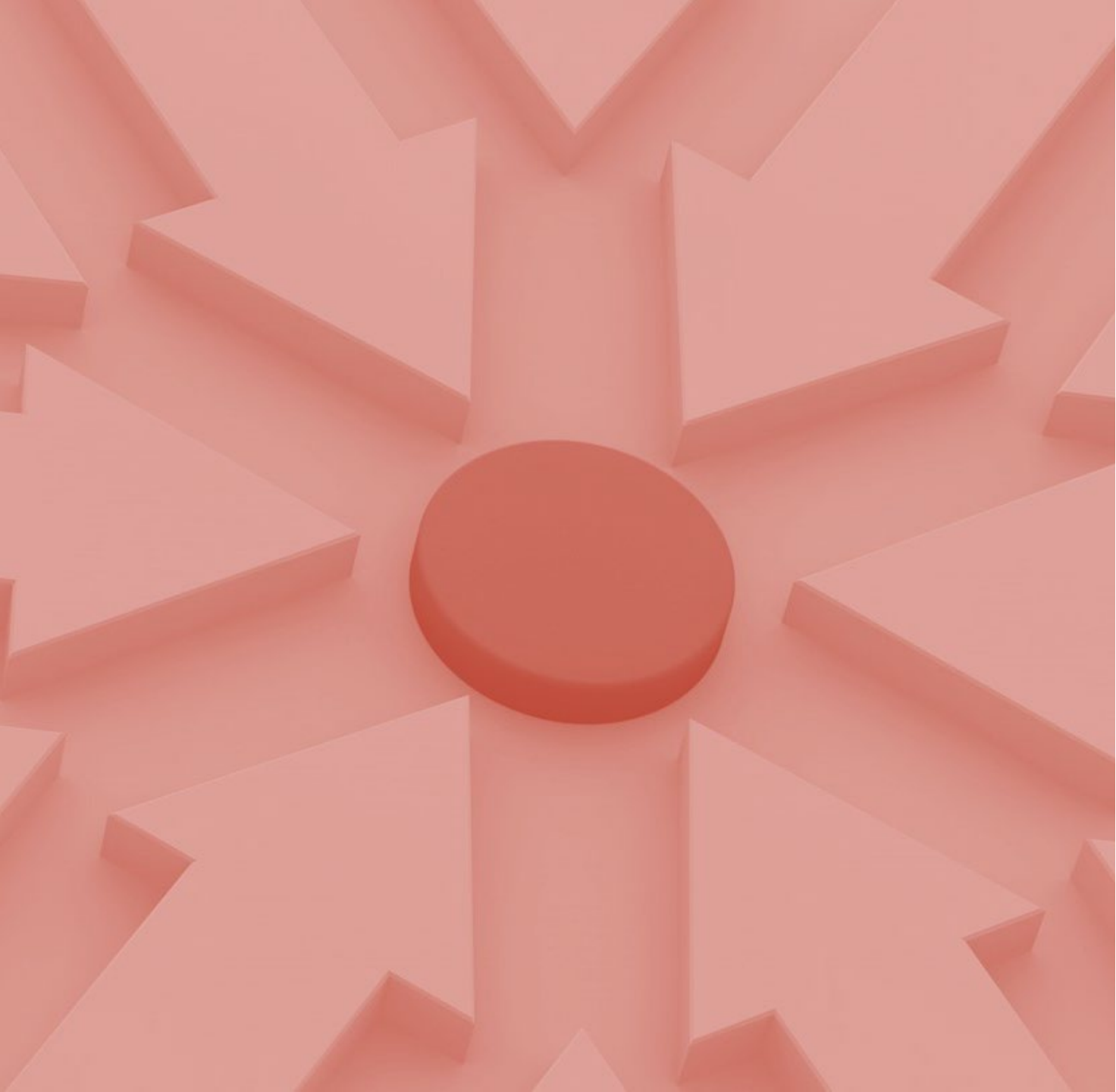
CEO & CFO Budget Comments ■ Budget Summary & Analysis ■ Budget Detail Worksheets
 Presented to the CU'Answers Board of Directors
 August 2021
 Prepared by Bob Frizzle, CFO

Bob Frizzle
 CFO

2022 CU*Answers Management Services Initiatives

Geoff Johnson
President/COO





Like Client Services, CMS is a ⁸
client service team, but they
have different audiences

⇒ CSR: respond to CU users of
our tools

⇒ CMS: respond to CU
managers about starting new
initiatives

CMS is designed to encourage
CUs to do more in the future

2022 CU*Answers Management Services Initiatives

⇒  **ASTERISK**
INTELLIGENCE

- ✓ AI*Engaged
- ✓ Consulting (powered by Asterisk Intelligence)
- ✓ Data Warehouse Store

⇒ **AuditLink**

- ✓ Fraud Management
- ✓ Cross-Team Initiatives (IRSC, SettleMINT)
- ✓ Building Our Brand Through Partnerships

⇒ **BIZ**  **LINK**

- ✓ Max Earnings Sweeps for Business Members
- ✓ CheckLogic Biz
- ✓ MyBIZ (SLO Business Online Banking)
- ✓ BizWatch for ACH (ACH Positive Pay for Business Members)
- ✓ SSO to Magic-Wrighter's ACH Direct toolkit

⇒  **CU*ANSWERS**
Client Services & Education

- ✓ Learning from POV
- ✓ Las Vegas

2022 CU*Answers Management Services Initiatives



- ⇒ ✓ Vendor Opportunities
- ✓ Studying Cancelled Project Requests



- ⇒ ✓ Post Release Verification (PRV)
- ✓ Non-return Fees by Transaction Origin
- ✓ CU*BASE Accounts Payable Enhancements
- ✓ Election Management Services



- ⇒ ✓ Where do we go next?
- ✓ Succession Planning



- ⇒ ✓ Mobile 5.0/Annual Deployments
- ✓ CU Publisher Self-Service
- ✓ Mobile App Services
- ✓ MOP 2.0

2022 CU*Answers Management Services Initiatives

- ⇒ **Lender*VP**
CU*ANSWERS Management Services
- ✓ FUEL Decision Model
 - ✓ Third-party Integrations
 - ✓ 1Click
 - ✓ A New Online LOS

- ⇒  **CU*ANSWERS Management Services**
- ✓ Market Development
 - ✓ Network Initiatives

- ⇒ **SettleMINT^{EFT}**
CU*ANSWERS Management Services
- ✓ Marketplace Changes
 - ✓ Work Coming to Fruition in 2022
 - ✓ Digging Into the Details in 2022
(PCI compliance, digital issuance, utilizing ISO data)

- ⇒ **Web Services**
CU*ANSWERS Management Services
- ✓ Stores
 - ✓ Web Development
 - ✓ CUSO Magazine

CEO Comments on 2022 CMS Initiatives

Randy's Favorites:

- ⇒ CMS units that are to the point where they need new specifications for future competencies from new sources, new industries, and new audiences
- ⇒ CMS units that define our ability to meet the world halfway
- ⇒ DHD

Geoff's Top Priorities:

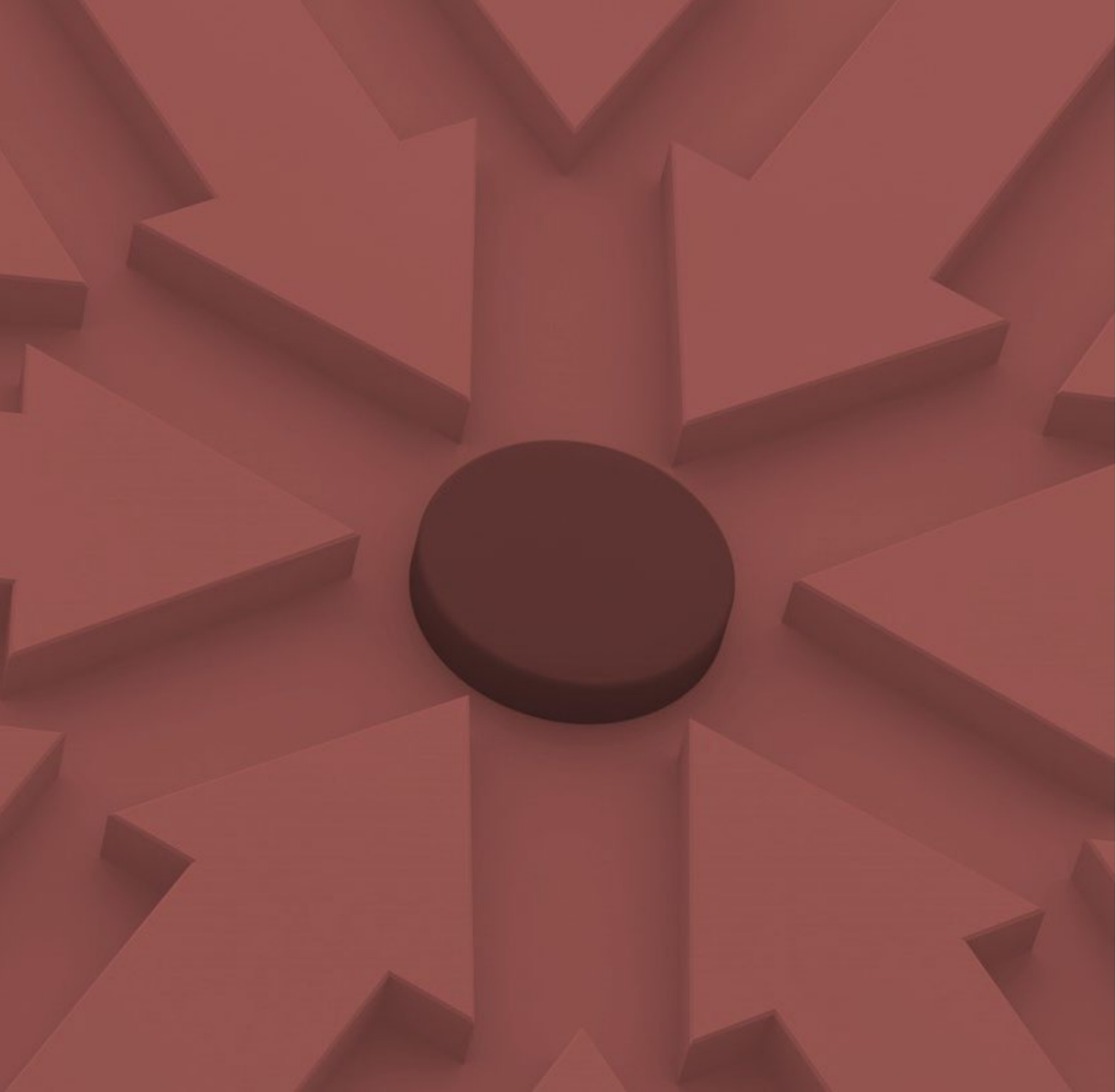
- ⇒ Credit/decision model moves with Sync1 and FUEL
- ⇒ BizLink moves
- ⇒ Crossing the PCI threshold means Digital Card Issuance & near-real-time payments via debit card rails
- ⇒ ITM movement with Hyosung
- ⇒ What CU*BASE SE for CU
Outdoors brings to the network

2022 Competitive Landscape Analysis

Scott Collins

EVP of National Sales & Marketplace Relationships





Our sales initiatives today are much broader than they were back in the day of straight-ahead core processing sales

- ⇒ We sell stock
- ⇒ We sell project support
- ⇒ We sell our software
- ⇒ We sell our ideas
- ⇒ We sell operational services
- ⇒ ...and core processing is embedded in there somewhere

And our CU community is more sophisticated, too

2022 Competitive Landscape Analysis

Our Market Position

Growth trends for cores with > 200 CUs served

	2017	2018	2019	2020	1 Yr Change	3 Yr Change	
Fiserv	1860	1775	1709	1626	-83	-234	-12.6%
Symitar	630	631	625	635	10	5	0.8%
FedComp	619	597	558	530	-28	-89	-14.4%
CU*Answers	250	258	267	272	5	22	8.8%
CompuSource	283	269	262	260	-2	-23	-8.1%
CMC Flex	239	236	245	249	4	10	4.2%
Sharetec (Bradford Scott)	251	246	234	241	7	-10	-4.0%
FIS	224	211	191	178	-13	-46	-20.5%
Finastra (UltraData)	193	186	154	147	-7	-46	-23.8%
Corelation - Keystone	57	63	80	94	14	37	64.9%
Share One	98	96	87	87	0	-11	-11.2%

Members served per Core



- CU*Answers
- Fiserv
- FedComp
- Symitar
- CompuSource
- Sharetec (Bradford Scott)
- Corelation
- CMC Flex
- FIS
- Finastra (UltraData)
- ShareOne

2022 Competitive Landscape Analysis

Our Market Position

RECENT TRENDS VS. COMPETITORS

Source: Callahan Peer-to-Peer Database

3/31/2020		3/31/2021	+/-
5,350	Total US Credit Unions	5,166	-3.4%
131	Tier 1 Clients	130	-0.8%
28	Tier 2 Clients	28	0.0%
15	Tier 3 Clients	15	0.0%
8	Tier 4 Clients	10	25.0%
182	TOTAL CUA	183	0.5%
37	CU*NW Clients	40	8.1%
53	CU*South Clients	56	5.7%
0	CU Axis Clients	12	100%
324	Portico	340	4.9%
90	MDT	94	4.4%
231	Sharetec	237	2.6%
241	CMC Flex	245	1.7%
82	Corelation	97	18.3%
143	Ultradata	136	-4.9%

2022 Competitive Landscape Analysis

Top 10 Competitive Challenges





1. CEO Changes
2. Industry Consolidation
3. Competitive Consolidation
4. “If You Can’t Beat ‘Em Join ‘Em”
5. Resurgence of In-House Appetite
6. Pandemic “hangover” or Variant Impact
7. Client Retention
8. Increasing API pressure to go outside the Core Suite
9. New Entries to the Market
10. IBM Sunsetting the iSeries Space



Unchanged
from 2021

2022 Competitive Landscape Analysis

Top Tool-Related Challenges

1. Does the system integrate with “_____” online banking and mobile vendor? 
2. Can the system perform OCR recognition when opening an account?
3. Does the core have ability to integrate with any 3rd parties the credit union is/would like to work with?
-  4. “I noticed in your documentation that you don’t convert GL history.”
-  5. What ITMs does your system currently integrate with? 
6. Is the system browser-based?
7. Do you offer a real-time P2P service?
8. Does the system include an internal instant messaging tool?
9. Does the system include pop-up messaging or “ticklers” for staff if they have incomplete assignments?
10. Does the teller system include a denomination calculator prior to posting a transaction to assist with cash outages?
11. Dual maintenance in wire transfer process.

THE PLAYERS:

CU*Answers – CU*Answers is a 100% Credit Union owned data processing CUSO and Cooperative. The CUSO owns, operates, and develops the core data processing system, CU*BASE. CU*Answers currently provides data processing services and business services across the country to nearly 200 credit unions. Any client of CU*Answers has the opportunity to become an owner of the Cooperative. CU*Answers currently has a technical development team of 70+ programmers working on the core product and member facing tools.

CU*NorthWest – CU*NorthWest is a data processing CUSO that has adopted the cooperative design much like CU*Answers. As a Certified Distributor CU*NorthWest is a wholesale partner that remarkets the CU*BASE core processing suite at a price point appropriate for its marketplace and customer-owners. CU*NorthWest has a focused team of programmers, client services, and management that is geared towards providing exceptional service to credit unions in their community. CU*NorthWest also provides credit unions an opportunity for affordable ownership as long as they are a core data processing client of CU*NorthWest.

CU*South – CU*South is a 100% Credit Union owned CUSO that provides data processing services utilizing the CU*BASE core suite as well as many other business services to credit unions in its market space. As a Certified Distributor, CU*South is a wholesale partner that remarkets the CU*BASE core processing suite at a price point appropriate for its marketplace and customer-owners. Located in Fairhope, AL, CU*South has a concentration of credit union partners and owners in the Southeast US, but works with clients in several other states. CU*South also provides credit unions an opportunity for affordable ownership as long as they are a core data processing client of CU*South.

CU Axis – CU Axis is a CUSO that is a wholly-owned subsidiary of Vizo Financial Corporate Credit Union and provides electronic payment, mobile and technology solutions to credit unions. Headquartered in Middletown, PA, CU Axis currently provides services to more than 1,300 credit unions across the country. In 2020, CU Axis became the newest Certified CU*BASE Distributor. Over the next eighteen months, CU Axis will be working closely with CU*Answers to convert approximately three dozen credit unions from AMIS to CU*BASE, as well as driving new leads to the network from their national client base.

DEMOGRAPHICS AS OF JUNE 30, 2021

	CU*Answers	CU*NorthWest	CU*South	CU Axis
Partner Type	Copyright Owner	Certified Distributor	Certified Distributor	Certified Distributor
Contracted Thru	n/a	May 1, 2033	February 28, 2033	January 1, 2027
CUSO Type	Cooperative C-Corp	Cooperative C-Corp	C-Corp	LLC
HQ	Grand Rapids, MI	Liberty Lake, WA	Fairhope, AL	Middletown, PA
Storefront	n/a	WA, OR, ID, MT, WY	VA, NC, SC, FL, KY, TN, AL, MS, LA, AK and TX (within 100 miles of Gulf Coast)	PA
Locations	4	1	1	3
Employees	276	20	38	Contracted (Vizo Financial)
Clients	181	48	68	13
CU Owners	145	29	21	0
Stock Price	\$360K	\$105K	\$75K	n/a
States Served (Core)	23	9	19 + USVI	2
Members Served	1.96M	195K	261K	11.4K
Assets Served	\$25.9B	\$2.6B	\$2.5B	\$0.13B
Board Composition	7 CU CEO's	6 CU CEOs + 1 CU*Answers Exec	7 CU CEO's	7 CU Senior Executives
Pricing	Annual Pricing Guide Ratified by Board	Annual Pricing Guide Ratified by Board	Annual Pricing Guide Ratified by Board	Annual Pricing Guide Ratified by Board

CU*BASE CREDIT UNIONS: 310
TOTAL OWNERS (%): 195 (62.9%)
TOTAL MEMBERS SERVED: 2.43M
TOTAL ASSETS SERVED: \$32.3B

CEO Comments on the 2022 Competitive Landscape Analysis

Randy's Favorites:

- ⇒ Scott's effort to talk with people who are pushing to learn more about CU*Answers' market position and the challenges from competition to our future
- ⇒ The communication of our top 10 competitive challenges
- ⇒ The cuasterisk.com Certified Distributor Status Report

Scott's Top Priorities:


- ⇒ Fill the 2023 Conversion Project calendar
- ⇒ Improve upon the success we had in the past two annuals with consultant-led core searches
- ⇒ Set the tone for next-level collaboration for our Certified Distributors and Sales Lead Generators

2022 Strategic Technology Plan

Dave Wordhouse
EVP of Technology

Brian Maurer
EVP of Software
Development



- 
- ⇒ Even if we never added anything new, our technology teams would still be very busy
 - ⇒ Renewing and upgrading our infrastructure and planning for changing client needs is a constant effort
 - ⇒ Never forget to go forward
 - ✓ Backfill what you've already built
 - ✓ Keep your users in compliance with tools you've already sold them
 - ✓ Plan to manage and invest in decisions already made

2022 Strategic Technology Plan

Highlights from the EVP of Technology

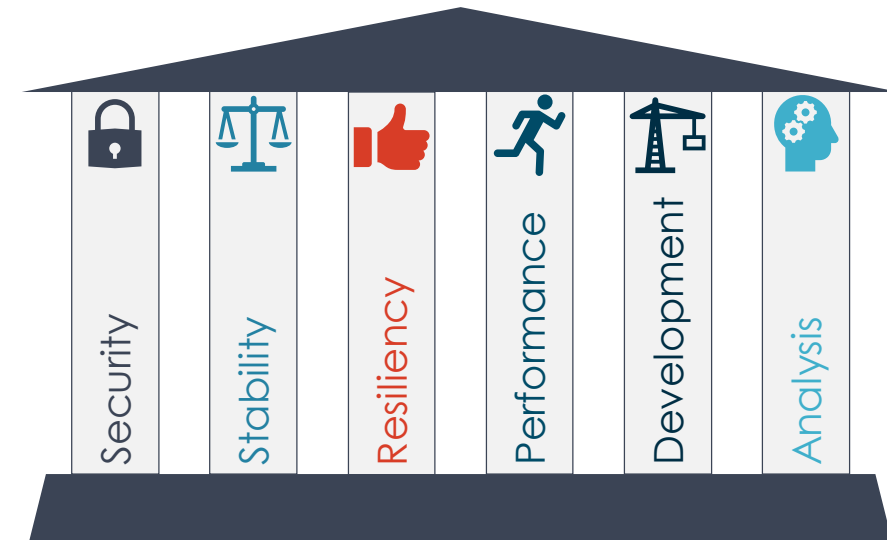
⇒ We went to school in 2020 and responded with new approaches and designs on remote and mobile workforces

- ✓ Technical approaches and 2020 investments are ready to relaunch should they be needed

⇒ Activity by cyber thieves went into overdrive, and we are responding on multiple fronts

⇒ Operations & Business Continuity are seeing additional focus this year as well

- ✓ ACH challenges with new time zone processing
- ✓ Integrating HR/DR/BR with the Ops Production Center



2022 Strategic Technology Plan

Highlights from the EVP of Software Development

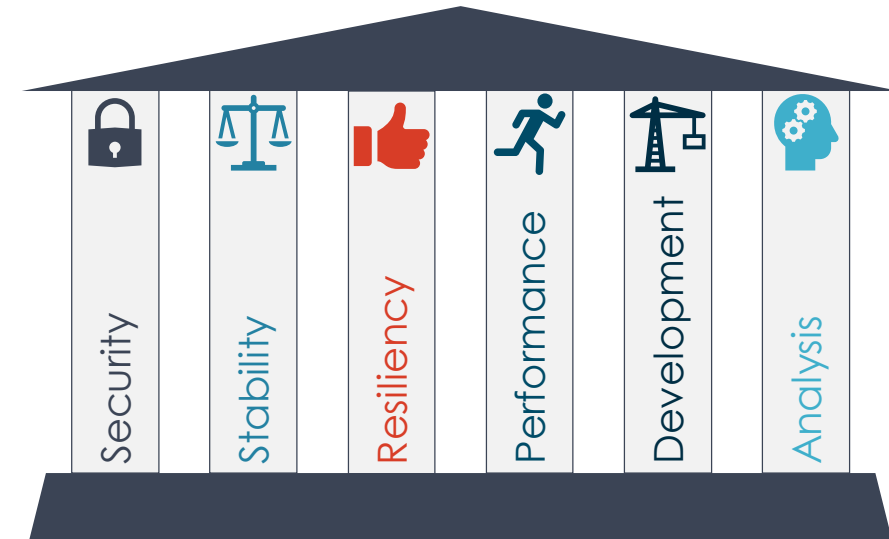
⇒ COVID has influenced not only our environment, but also the types of requests we are getting from clients and vendors

- ✓ Creating solutions to serve members in new ways, less face-to-face

⇒ We'll continue to build on foundations deployed in 2021

- ✓ Xpress Teller, the new **It's Me 247**, Mobile 5.0, phone integrations
- ✓ Connecting CU*BASE to new hardware – ITM and kiosk integrations are gearing up again

⇒ Clients want new structure and connections that let them leverage CU*BASE data in new ways



CEO Comments on the 2022 Strategic Technology Plan

Randy's Favorites:

- ⇒ AI*Engaged and Data Warehousing
- ⇒ MACO
- ⇒ Bare-metal recovery testing for CUA-PROD

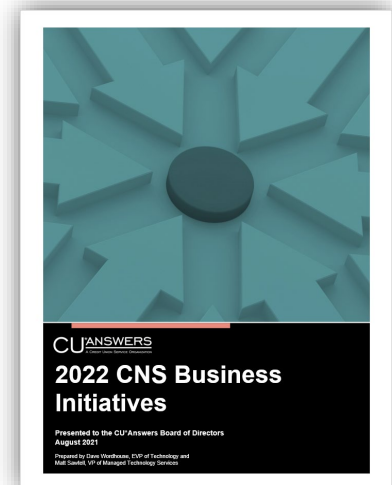
Dave's & Brian's Top Priorities:

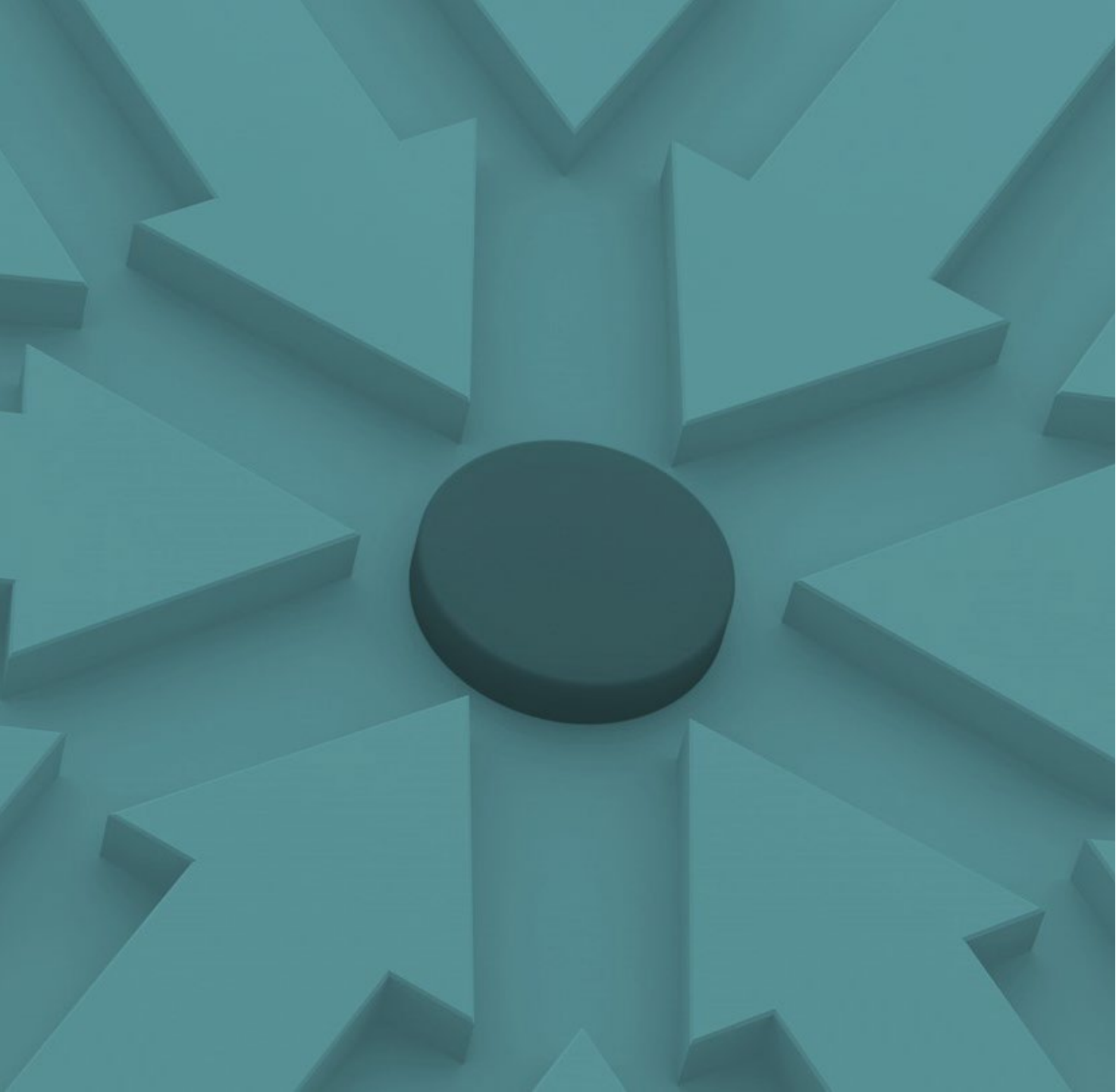
- ⇒ AI*Engaged/Data Warehousing
- ⇒ CU*BASE SE
- ⇒ Cybersecurity in 2022 and Beyond

2022 CU*Answers Network Services Initiatives

Dave Wordhouse
EVP of Technology

Matt Sawtell
VP of Managed
Technology
Services



- 
- ⇒ CNS is one of our largest and most successful CMS business line – there will never be a shortage of products and services to sell to CUs in our network
 - ⇒ CNS is also one of our biggest client service departments for our clients as customers of our core processing solutions
 - ⇒ While yesterday you didn't need a CNS department, today no core processor could make that claim

2022 CU*Answers Network Services Initiatives

⇒ 2021 was a milestone year for both CNS (20 years in business) and ACIO (10 years)

“In the midst of every crisis, lies great opportunity.” – Albert Einstein

⇒ Despite all the pandemic disruption, we made headway on several major initiatives that we will carry forward for the next 3-5 years as we evolve and improve the services, team and business into the future

⇒ Cybersecurity has gone from being an “IT thing” to being a top-down organizational focus in 2021 as it really moved into the mainstream-grabbing headlines

 **CU*ANSWERS**
Network Services

AdvantageCIO

2022 CU*Answers Network Services Initiatives

Business Development: The team moves forward for clients and owners

⇒ Business Development

- ✓ Track and report on inside sales efforts
- ✓ Plan for an inside sales associate
- ✓ Sell our first CU*Answers client out west
- ✓ Quarterly trips
- ✓ Cybersecurity Assessments marketing
- ✓ Agreement with one new CDP or partner
- ✓ Complete a pricing analysis

⇒ Client Engagement

- ✓ Formalize a tiered client engagement approach
- ✓ Investigate starting a CNS Advisory Board

⇒ Marketing Plan

- ✓ Carry all marketing initiatives from last year forward into 2022

2022 CU*Answers Network Services Initiatives

Partnerships: Important to growing our potential audience and opportunity

CNS partnerships fall into one of three options:

A - Referral Partner

Get paid a commission when you refer a client to CNS

B - Certified Technology Partner

Build a recurring revenue stream by delivering solutions and ongoing management with CNS

C - Competitor

Let the client choose

Partnerships we're focusing on in 2022:

⇒ MY CU Services

⇒ CU*NorthWest

⇒ AuditLink

⇒ eDOC Innovations and CU Evolution

2022 CU*Answers Network Services Initiatives

Revenue Projections: The 2022 forecast looks clearer than 2021

- ⇒ We will hit our revenue targets through the balance of FY 2021
- ⇒ We expect steady, incremental growth into 2022
- ⇒ A full conversion schedule in 2022 will also contribute to growth in all segments of the business
- ⇒ ACIO services (Cybersecurity Assessment, Cloud/Managed Hosting Services) continue to outpace other services in terms of revenue growth
- ⇒ Cybersecurity: How we are meeting the charge?
 - ✓ Building a Team
 - ✓ Cybersecurity Services for CUs
 - ✓ Updating Key Partnerships (the Fortinet project)
- ⇒ Managed Hosting and Colocation
 - ✓ Objective for 2022 is to study Vegas DC options for a 2023 project

CEO Comments on 2022 CNS Initiatives

Randy's Favorites:

- ⇒ Continue to build on the brand value of ACIO
- ⇒ Drive our cuasterisk.com CUSO partners to have an effective solution for their own CNS teams as revenue generators and as key client service assets
- ⇒ Drive to deliver on the new plans for client engagement

Dave's & Matt's Top Priorities:

- ⇒ Cybersecurity
- ⇒ Maturing the CNS Business
- ⇒ The Fortinet Project

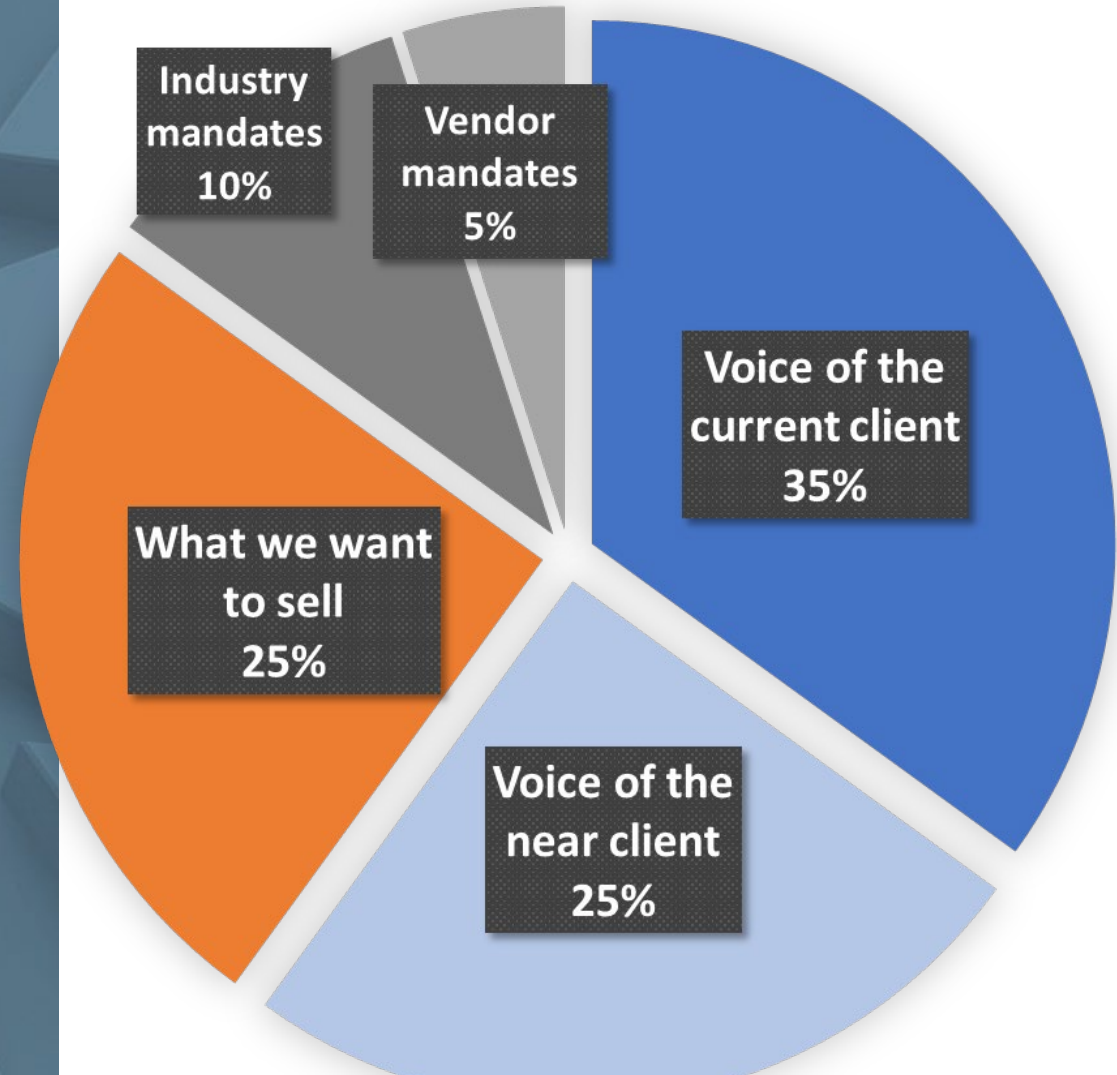
2022 Software Development Top Projects

Brian Maurer

EVP of Software Development



⇒ What drives our software development? And who drives it?



Software Development Leadership Team



**BRIAN MAURER –
EVP SOFTWARE
DEVELOPMENT**



**BOB COLBURN –
AVP CORE
TECHNOLOGIES**



**LORIE MORSE –
AVP INTEGRATED
TECHNOLOGIES**



**BOB ANDERSON –
AVP WEB
TECHNOLOGIES**

2022 Software Development Top Projects

⇒ Analytics Team – *Josh Peacock, Manager*

- ✓ Upgrade Laravel software from version 5.3 to 5.6
- ✓ Enhance Alerts and Trend Lines by adding more loan delinquency data points
- ✓ Add multi-select capabilities to areas of AB
- ✓ Data Collection for NEW Analytics Booth delinquency Trend Lines

⇒ Applications Team – *Bob Misslitz, Manager*

- ✓ Online LOS Improvements for Serving the Internet-enabled Authenticated Member
- ✓ New Maximum Earnings Sweep BizLink Product
- ✓ Enhancements to ACH Posting Controls
- ✓ Enhancements to Savings Bonus Dividend Program from Tool #823
- ✓ ISO file utilization – Allow Card cash back by MCC group
- ✓ Credit Card Cash Back Expense Estimator

⇒ Conversions Team – *Deb Finkbeiner, Manager*

- ✓ CU*Answers conversion projects
- ✓ Complete MY CU Services conversion projects
- ✓ Deconversions
- ✓ Mergers

⇒ Custom Team – *Kim Claflin, Manager*

- ✓ Integrate Hyosung Nautiluz Hybrid ATM to CU*BASE
- ✓ Scienaptic AI looking to use CU*Answers APIs to obtain loan/member data
- ✓ Ready2Book expansion projects
- ✓ Enhancements to LOS processing

2022 Software Development Top Projects

⇒ CSI Team – *Kellie Etterman, Manager*

- ✓ Replacements for Retailer Direct and MicroLender systems
- ✓ Finish Lenderhub, UCI and Integrations API updates to Python 3.x
- ✓ Time of Day updates for member eAlerts
- ✓ Cubase_php, integration manager, and messenger infrastructure updates for Laravel
- ✓ Sync1 credit pull updates to get same 247 Lender decisioning support currently in Zoot

⇒ Database Engineering Team – *Deb DeMann, Manager*

- ✓ Continued effort on analyzing, identifying, and executing on the performance enhancements necessary to ensure our iSeries is well suited for the future evolution of our business

- ✓ Implement the rest of the single subsystem per client
- ✓ Complete rearchitect the legacy calls to eliminate library build and tear-down & activation group builds
- ✓ Improve the DB2 connection pooling process
- ✓ iSeries Performance assessments

⇒ EFT Team – *Sam Seume, Manager*

- ✓ WorldPay to PaymentsOne migrations
- ✓ Card Randomization
- ✓ APBatch4 with CoOp for Debit Cards
- ✓ MY CUServices Conversions
- ✓ Online Credit Cards with PaymentsOne Traverse Catholic

2022 Software Development Top Projects

⇒ GOLD Team – *Mike Warren, Manager*

- ✓ AI*Engaged UI
- ✓ GOLD panel sizes for Loan Request/App screens
- ✓ Tracker API integration with Xpress Teller; other API integration opportunities
- ✓ Panel sizes for Loan Creation/Denial screens
- ✓ Eradani PoC/Evaluation of LegaSuite alternatives
- ✓ Panel sizes for Inquiry/Phone

⇒ Imaging Solutions Team – *Sari Rahal, Team Lead*

- ✓ Native Receipts
- ✓ On-demand Form Signing
- ✓ ITM Integrations
- ✓ Document Integrations with GOLD
- ✓ CU*BASE Packages
- ✓ CU*BASE Forms

⇒ Online Banking Team – *Seth Longcore, Manager*

- ✓ BizLink 247 development (SLO,MLO, AutoBooks, Optics, etc.)
- ✓ Loan App changes (member vs. non member)
- ✓ CU*Outdoors API and process integration
- ✓ Add capability for the Online Banking API to handle DAON's IdentityX Onboarding functionality

⇒ OpsEngine Team – *Darrell Stickler, Manager*

- ✓ Time zone processing
- ✓ Nightly operations improvements
- ✓ OTB rewrite
- ✓ New nightly incident process – get implemented into production
- ✓ Group provider library separation

CEO Comments on 2022 Software Development Initiatives

Randy's Favorites:

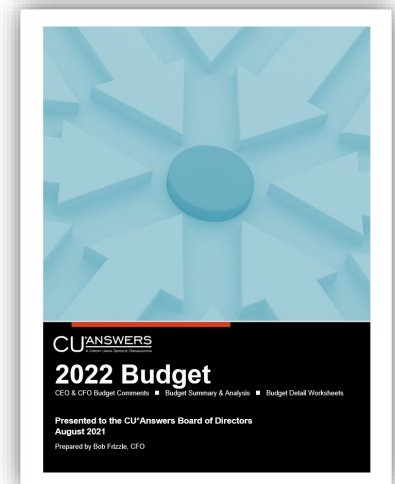
- ⇒ Any software projects where the resulting tool generates income and collects it for the CU without significant employee interaction
- ⇒ Any software projects where we can turn the configuration and the management over to our CU users (think CU Publisher)
- ⇒ Our new focus on authenticated-only online loan origination

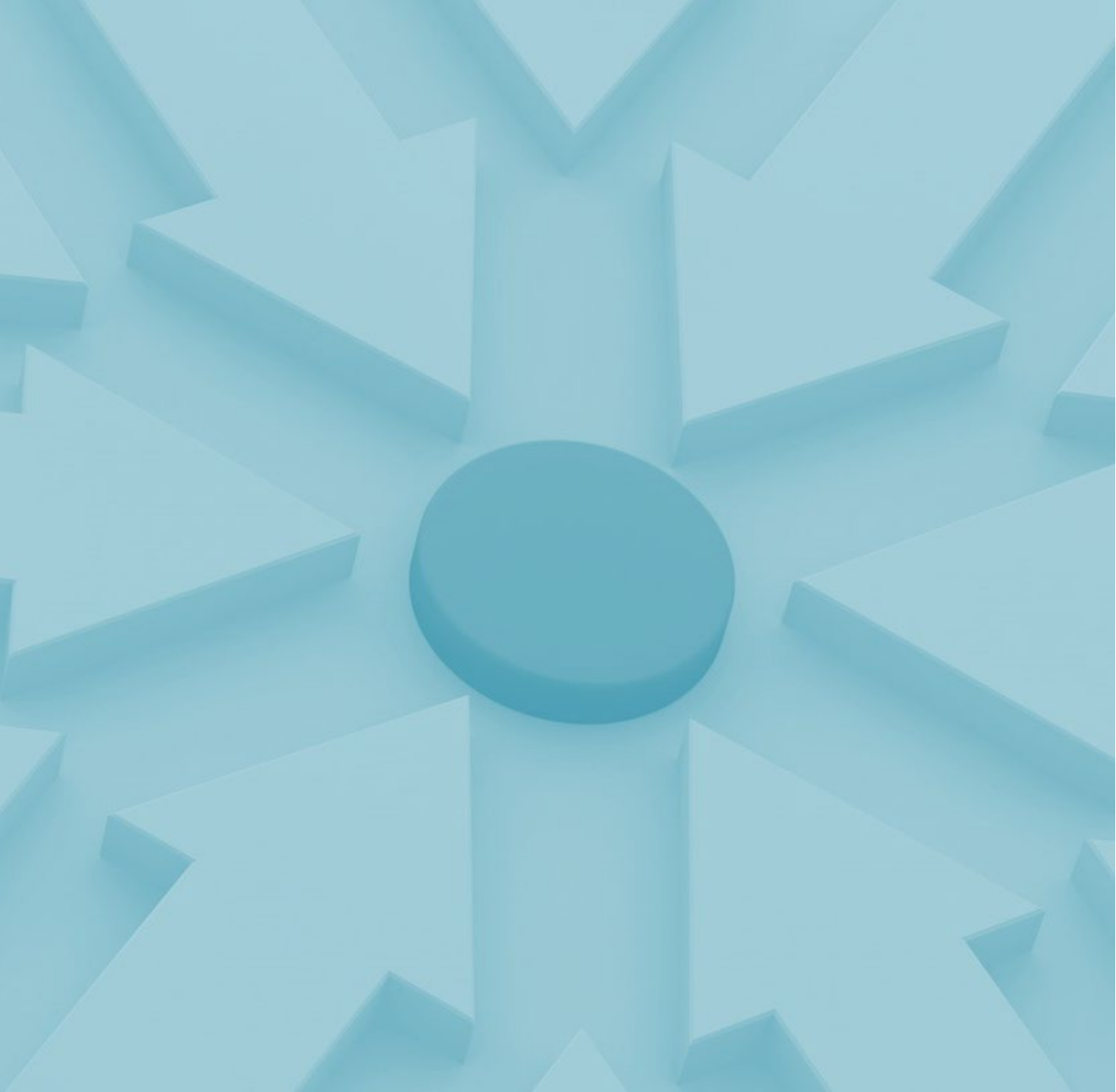
Brian's Top Priorities:

- ⇒ AI*Engaged
 - ✓ A platform where we can try new things
- ⇒ Online LOS Improvements
 - ✓ Tailoring the experience for the members we know
- ⇒ Online Business Banking
 - ✓ Expanding who we can serve
 - ✓ Connecting to others who also serve the business community

2022 Budget

Bob Frizzle
CFO





⇒ If you apply the old saying about “when chickens come home to roost” to our business, downturns might have been camouflaged, by

- ✓ Good fortune
- ✓ One-time events
- ✓ The inconvenient realities of making money when our clients hastily de-convert (prior to the expiration of their contract)

⇒ But downturns are real, even if you don't feel the impact in the short term

CFO Comments on the 2022 Budget Introduction

⇒ We entered the 2021 fiscal year with the two steps forward, one step back mantra

- ✓ Projected a pullback after deconversions in 2020 and 2021
- ✓ Expected reset in patronage dividend distributions and available capital levels
- ✓ Conservative in light of the realities of a consolidating market
- ✓ Anticipated a faster return-to-normal post-COVID travel and sales environment

⇒ The realities were very different – in great ways

- ✓ Good fortune events more than offset deconversions
- ✓ We continue to project record owner distributions, growth in value per share, and accelerated investments in products/services and teams
- ✓ Limited travel, most conferences still virtual

⇒ Result: 2022 returns were inflated to abnormally high levels

- ✓ Our two steps forward, one step back reality was moved from 2021 to 2022

CFO Comments on the 2022 Budget

Introduction

⇒ We're transitioning from a member growth business to a revenue expansion business

- ✓ New business lines (LOS, CU*BASE SE, MTG, Analytics Booth, etc.) are expanding our revenue streams

⇒ But we're not losing our focus on traditional CU*BASE sales

- ✓ 2022 conversion calendar has only one open slot left
- ✓ ERS project has the potential to add several more

⇒ In FY2022 we'll feel the full-year impact of the FY2019, 2020, and 2021 deconversions

- ✓ Estimated to be well north of \$4.0M

⇒ There is incentive to sell, with two primary focuses:

- ✓ Feed the beast
- ✓ Feed the need for growth and future investments

CFO Comments on the 2022 Budget

Reset the Bar Related to Owner Returns?

- ⇒ This budget proposed a decrease in base patronage dividends
 - ✓ From \$4.25 million to \$3.25 million
- ⇒ We may experience good fortune again in 2022, so by mid-year this could change
 - ✓ CUs in merger talks (early termination fees)
 - ✓ ERS project (new clients and project fees)
 - ✓ CU Outdoors (potential revenues not in this budget yet)
 - ✓ Payveris and Buffalo Pacific purchases

“I feel this budget cycle has the most potential for a material change at the mid-year mark compared to any year in my tenure.”

CEO Comments on the 2022 Budget

Randy's Favorites:

- ⇒ Recognize how our community is changing, and constantly be changing our response
- ⇒ Reset and resell what our goals for growth are, and what we can provide annually as cash returns to our owners
 - ✓ Maximize what we contribute, but accept that it might not match recent trends
- ⇒ Avoid being stubborn

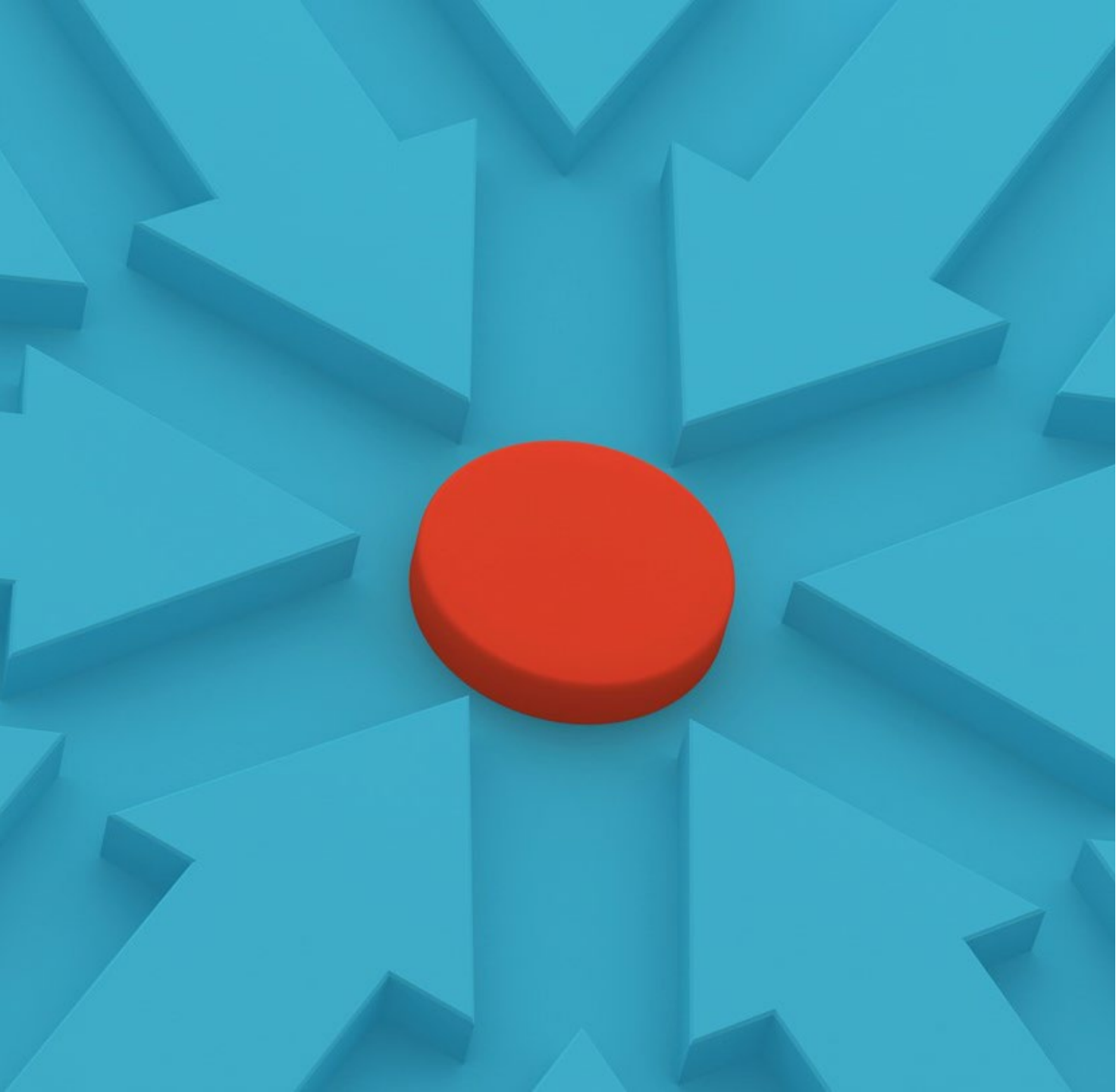
Bob's Top Priorities:

- ⇒ Working with CU*NorthWest to reset model and operating priorities
- ⇒ Working with the Board and the new CEO on onboarding and creating a new cadence
- ⇒ Working with the Sales Team and CMS on revenue expansion
- ⇒ *Honorable mention: eDOC planning – new financial future*

Growing the Business

Launching a New Era of Growth





- ⇒ Over the last two years we have put a great deal of work into posturing growth-focused initiatives to launch in 2022

- ⇒ We've pre-loaded a few projects that will move forward significantly in 2022, and that will align with our CEO transition
 - ✓ CU*BASE SE
 - ✓ Other build-the-business initiatives ready to launch
 - ✓ cuasterisk.com

Growing the Business

⇒ CU*BASE Servicer Edition

- ✓ The first template to be handed off to a run-the-trains-on-time machinery
- ✓ We've been working in the margins but 2022 will be the first year it becomes an everyday focus with a continuing investment to grow

⇒ On Oct. 1 Geoff will be handing off daily involvement to Scott Page and Scott Collins

- ✓ Building a documented, repeatable process and a dedication to sales to this initiative
- ✓ Working internally and externally to build out a recurring sales pipeline
- ✓ Starting the handoff from Scott P to a new FTE hire at the mid-year recast

Year 1 will focus on two markets:

⇒ Within the CU/CUSO environments

⇒ Traditional retail financing environments

Growing the Business

Other build-the-business initiatives ready to launch (?) in 2022:

- ⇒ Teaming Scott's **market management** team with our business development managers for initiatives like AI, MTG, AuditLink
- ⇒ Leverage Julie's **market communications** processes for campaigning our initiatives
- ⇒ Facing new markets with the **Las Vegas Innovation Center**

Moving into the in-house market for CU*BASE

What we prove to ourselves in 2022 will say a lot about whether we should go forward and build a company subsidiary to sell CU*BASE to the in-house market

We need a clear vision for where, who, and how we roll in to this new space

cuasterisk.com

- ⇒ In 2021 we did a lot of work to reset the concept of being a provider of tools, solutions, and marketing content to our distributor network
- ⇒ In return, our cuasterisk.com partners pledged to reestablish their commitment to the cuasterisk.com network



⇒ **CU*NorthWest**

- ✓ Provide services after Jody's contract expires
- ✓ Continue offering outsourced services
- ✓ Building a sales alliance

⇒ **The CUSO Challenge**

- ✓ This has morphed into our simply campaigning our original five challenges to anyone that will listen
- ✓ Vic has many people listening – NACUSO, the NCUA, NASCUS, CUSO and CU players
- ✓ We'll need to find new a resource in 2023

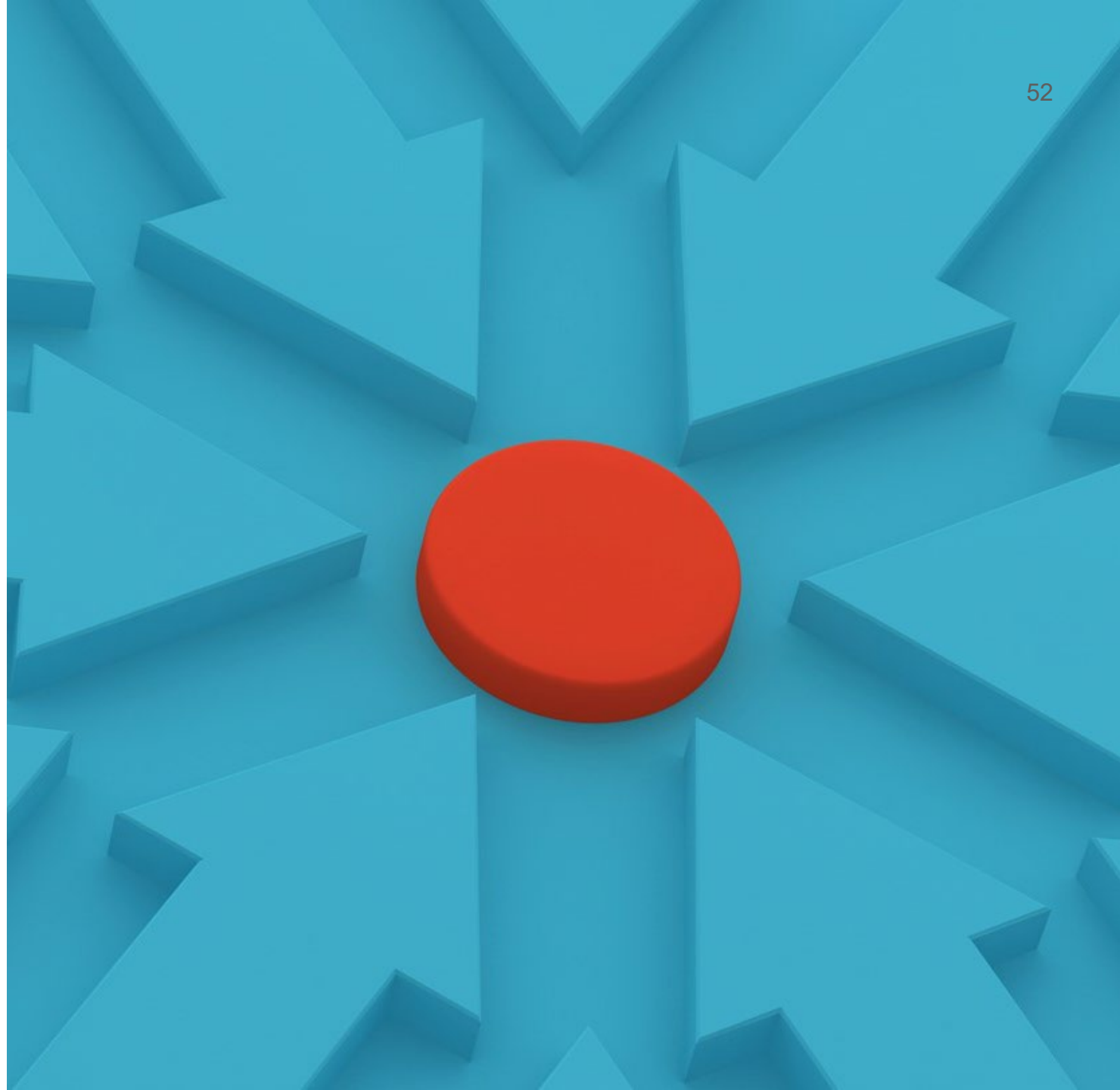
2023 Planning Season

What should we study?



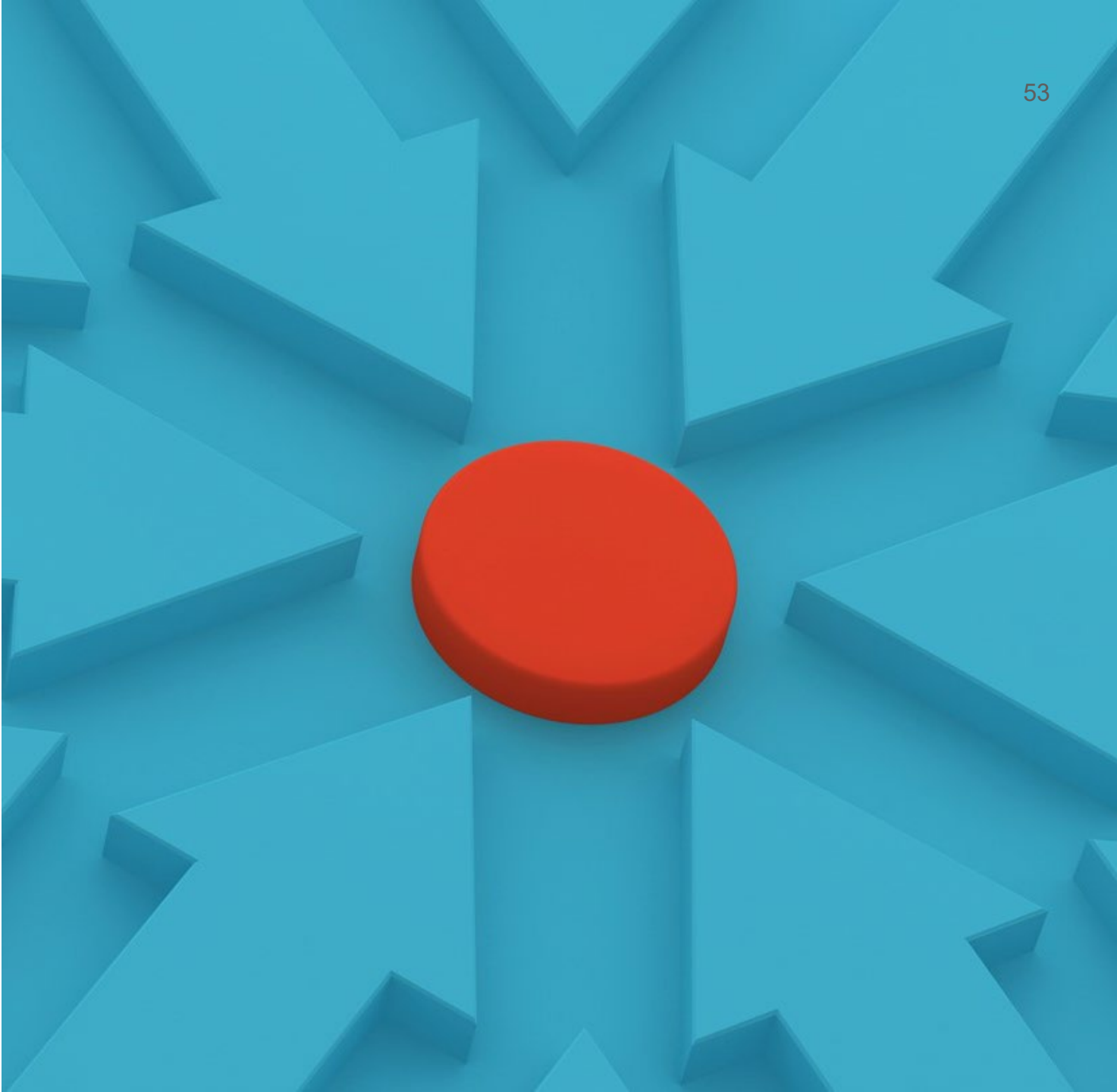
Randy's top 5:

- ⇒ Rethink our approach to mergers and acquisitions
- ⇒ How to develop new addressable audiences for our products and services
- ⇒ Prioritize the first three AI sandbox projects to attack
- ⇒ Brainstorm about what board directors get from their volunteering
- ⇒ Work with me on an agreed-upon code of conduct post my separation



Geoff's top 5:

- ⇒ Build out the leadership team in 2023
- ⇒ Research the opportunities for a renewed self processing offering in our market
- ⇒ Do we want the VIZO corporate data processing business and the new markets that may come with it?
- ⇒ Continue to explore our look-and-feel opportunities
- ⇒ PCI compliance



Conclusion

- ⇒ What's different in 2022 from last year's plan is how Geoff will direct this plan's execution instead of Randy, and how our organization will support his approach
- ⇒ There is a lot to learn, and there are plenty of things to worry about...until you really think about the design, the process management, and the people who team up to get things done
- ⇒ They're ready for a new CEO, and hopefully the CU*Answers marketplace and investors are, too
- ⇒ Now let's get on with it...