Day 1

CEO Strategies 2025

November 4-5, 2025

cuasterisk.com

Download the conference app!

Search "CU*Answers" in the app store

Download on the App Store

GET IT ON Google Play

Agenda: CEO Briefing

TUESDAY MORNING

8:00 REGISTRATION & BREAKFAST

9:00 CEO BRIEFING
- The Current State of CBX
- CU*Forms
- The New DHD: Custom Services
- The API Portal: Build vs. Buy

10:30 BREAK

10:45 CEO BRIEFING *(cont'd)*
- DWA
- CU WealthNext
- Bankjoy Youth Banking
- Exploring BNPL with equipifi

12:00 LUNCH

Agenda: CEO Roundtable

TUESDAY AFTERNOON

1:00 STATE OF THE UNION
- Special Guest Jay Johnson, Callahan & Associates

2:15 BREAK

2:45 STATE OF THE UNION
- Table Discussions
- Callahan’s Power Index

4:00 DAY WRAP-UP

WEDNESDAY MORNING

8:00 BREAKFAST

9:00 CEO ROUNDTABLE
- Special Guest John Ainsworth
- What is CU*PAY?

10:15 BREAK

10:45 CEO ROUNDTABLE
- Block chain, crypto, and stablecoin with John Ainsworth

11:45 EVENT WRAP-UP

How can CU*Answers act as a hub to help you collaborate more with your peers in the network?

A Note on CUSOs and Cooperatives

CUSOs

- Investment opportunities
- Provide services to members & revenue to CUs
- Revenue helps stabilize balance sheet
- Subject to same regulations as CUs

Cooperative CUSOs

Prioritize CU industry collaboration

Mirror credit union vision and values of shared ownership

Special advantages for CUs seeking to invest

Cooperatives

- Shared ownership and control
- One member, one vote
- Receive benefits of corporate protection
- Receive unique tax benefits
- More sensitive to needs of patrons—not seeking to maximize shareholder value

The Current State of CBX

Marching towards full release

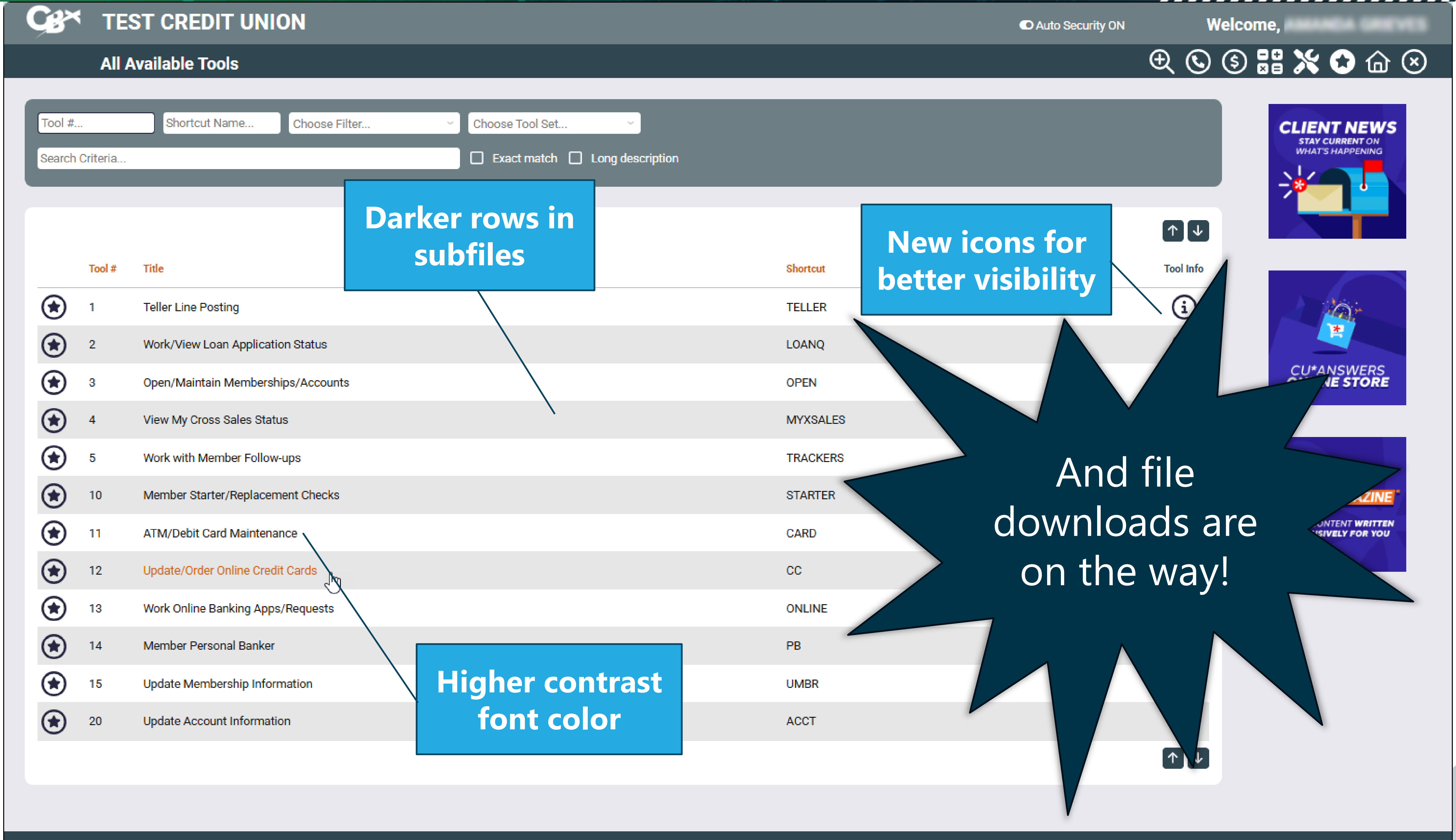
A Note for Examiners

- CBX is a browser-based version of CU*BASE (not web-based).
- **CBX is not available on the internet**.
- CBX is a private network application delivered via an encrypted browser connection via the same network infrastructure as CU*BASE GOLD. This is an important distinction for your compliance team, auditors, and examiners.
- CBX is not a publicly available or distributed application and therefore does not require security measures such as Web Application Firewalls.

CBX Releases

- Most Tuesdays
  - CBX screen refinements
  - Program changes that don’t involve screens
  - Small program changes with minor CBX screen changes
- Major releases in 2026
  - Spring
  - Fall
  - Year-end
- Major releases in 2027
- Maybe quarterly? TBD!

You Asked, We Listened



Ideas We're Already Researching

- Pop-up tool to assist tellers counting cash
- Integration to IRS treasury check fraud tool
- Buttons to view more member details
  - Recent Tracker notes, last few posted transactions, etc.
- Pop-up alerts re incoming loan apps, OLB requests, etc.
- Drag-and-drop methods for arranging sequential records
  - Products for the online banking rate board, Favorite tools, G/L journal entries?
- Combining multiple screens into one long, scrollable page
- Teller check deposit capture with eDOC

Be Part of the Conversation

Conversations on*

What's Next for CBX

A CU*Answers Collaboration Group

Mark your calendars!
Tuesday, January 27
2 pm ET

Upcoming Events

Date	Time	Register
Tuesday, January 27, 2026	2:00-3:00 pm ET	→ Register
Wednesday, April 29, 2026	2:00-3:00 pm ET	→ Register
Thursday, July 30, 2026	2:00-3:00 pm ET	→ Register
Tuesday, October 20, 2026	2:00-3:00 pm ET	→ Register

cuanswers.com/resources/conversations-on

How's the Rollout Going?

- October 2025
  - Shift to beta release
- December 2025
  - First 100 CUs (early adopters, few other selected CUs) ... turned off Dec. 2
- Year-end 2025
  - Sunset of GOLD for all Ja...
- Q12026
  - Sunset the "Let Us Know" butt...

...RATE BUT CONNECTED

... to do forms!

...re print sessions!

✓ ... more ProDOC!
(rec... s sunset in October, the rest in 2026)

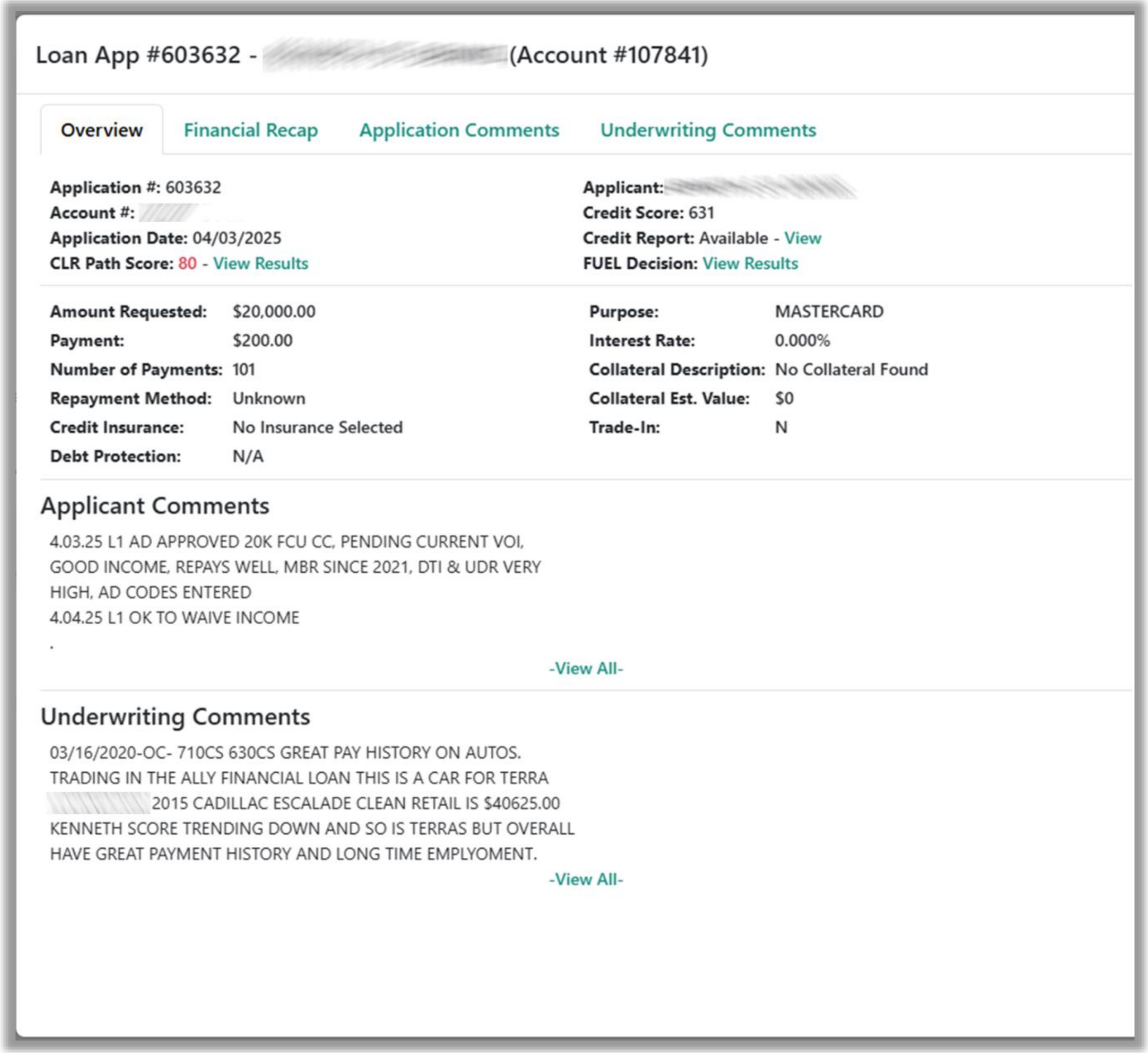
Remember to test your own custom screens… forms too!

CU*Forms

In case you missed it!

New Underwriting Area

- View loan overview
- Financial recap
- Lending comments
- CLR Path score
- FUEL decision
- Credit reports


Loan App #603632 - (Account #107841)

Overview | Financial Recap | Application Comments | Underwriting Comments

Application #: 603632
Account #:
Application Date: 04/03/2025
CLR Path Score: 80 - View Results

Applicant:
Credit Score: 631
Credit Report: Available - View
FUEL Decision: View Results

Amount Requested:	$20,000.00
Payment:	$200.00
Number of Payments:	101
Repayment Method:	Unknown
Credit Insurance:	No Insurance Selected
Debt Protection:	N/A

Purpose:	MASTERCARD
Interest Rate:	0.000%
Collateral Description:	No Collateral Found
Collateral Est. Value:	$0
Trade-In:	N

Applicant Comments

4.03.25 L1 AD APPROVED 20K FCU CC, PENDING CURRENT VOI, GOOD INCOME, REPAYS WELL, MBR SINCE 2021, DTI & UDR VERY HIGH, AD CODES ENTERED
4.04.25 L1 OK TO WAIVE INCOME
.

-View All-

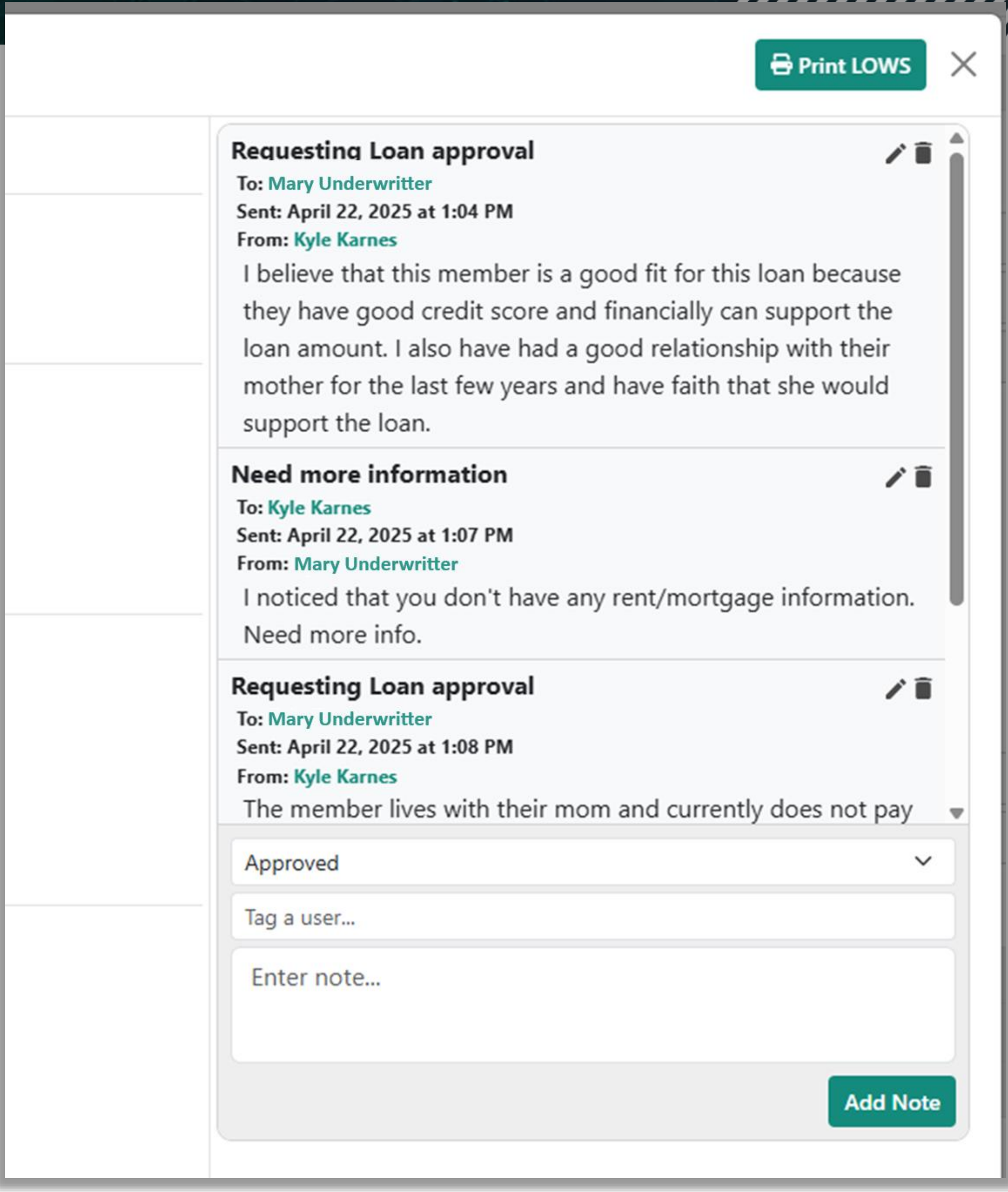
Underwriting Comments

03/16/2020-OC- 710CS 630CS GREAT PAY HISTORY ON AUTOS. TRADING IN THE ALLY FINANCIAL LOAN THIS IS A CAR FOR TERRA 2015 CADILLAC ESCALADE CLEAN RETAIL IS $40625.00 KENNETH SCORE TRENDING DOWN AND SO IS TERRAS BUT OVERALL HAVE GREAT PAYMENT HISTORY AND LONG TIME EMPLOYMENT.

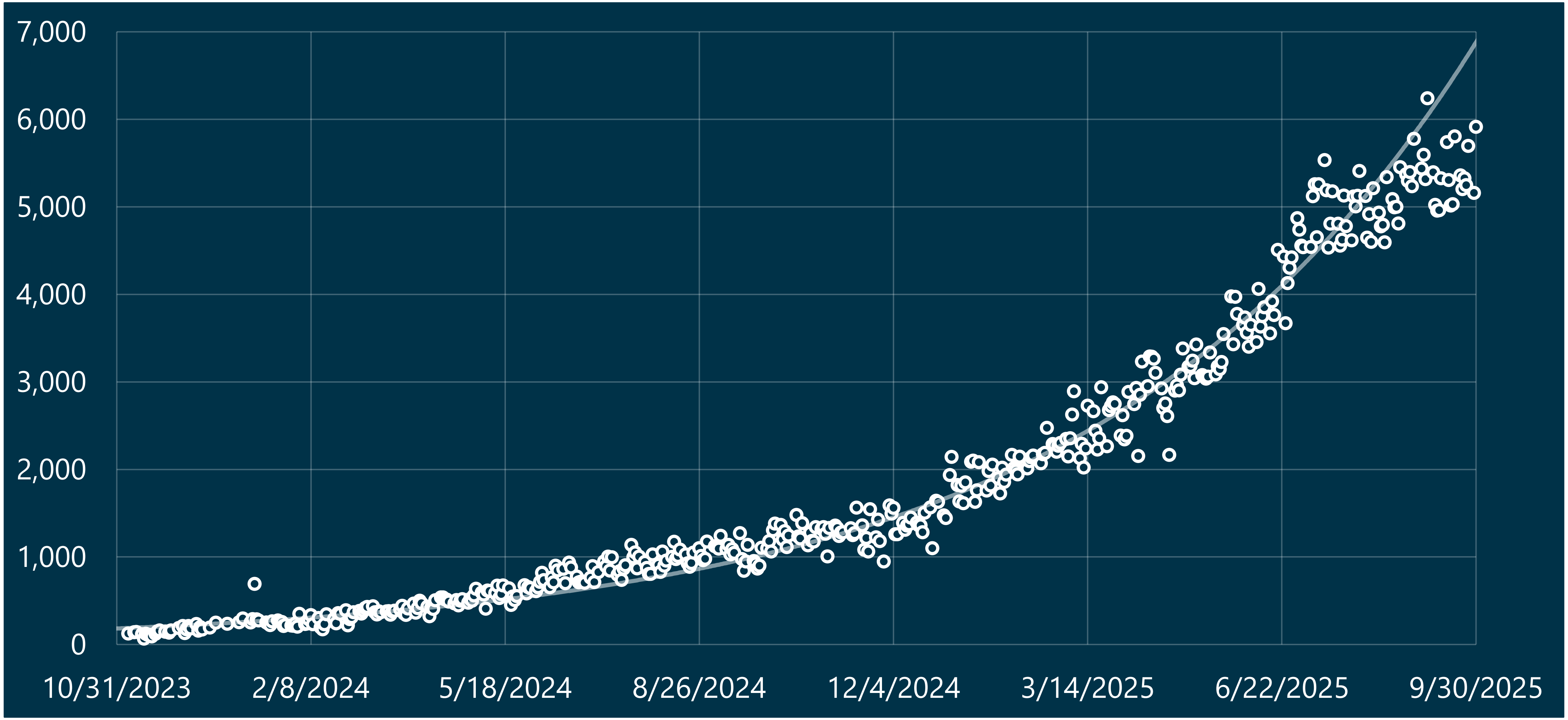
-View All-

Underwriter Conversation

- Send messages
- Have a discussion for approval
- Saves to iDocVAULT automatically



Forms Built Per Day



Next Steps

- 285 credit unions signed up (~75%)
  - If you're not one, sign up soon!
  - Expect 2-3 months from sign up to full utilization after training, template generation, etc.

Phase 1

- **June 2023**
  - ✓ Build Foundation
  - ✓ CU Generated Forms
  - ✓ Sign Electronically
  - ✓ Focus on Membership Documents

Phase 2

- **Fall 2024**
  - ✓ FormFLOW replace Packages
  - ✓ Expand CU*BASE Integration
  - ✓ Support for CU*BASE Suffixes

Phase 3

- **Spring 2025**
  - ✓Support for Custom Forms
  - ✓Support for Loan Fields
  - ✓Support for TIS, Loan Officer Workseet, Credit Report & More.
  - ✓Focus on Lending Workflow

Phase 4

- **Ongoing**
- Continuous Expansion of Fields
- Client Migration
- Removal of ProDOC

https://store.cuanswers.com/product/cuforms/

DHD is now…

CU ANSWERS
Custom Services

New Name, New Vision

- Go-to for custom related solutions, including vendor integrations data floods, custom fee programs, SSOs, and more.

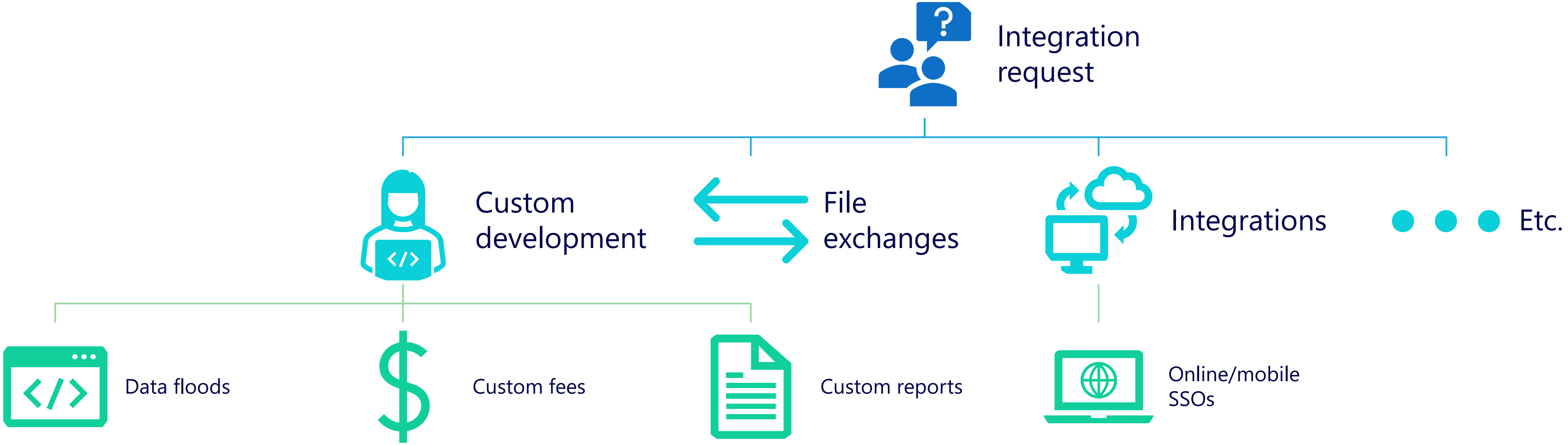
- Meet with project manager to discuss project goals and expectations.

- Follow project status with Owner's VIEW

- Follow vendor interfaces under development in the CU*Answers Kitchen:

  cuanswers.com/resources/kitchen/vendor-interfaces-were-working-on/

Managing the Workflow of Custom Requests



Managing the Workflow of Custom Requests

Integration request

Custom development

CU*Answers API Portal

NEW

Path 1 (DIT): We coordinate, we code, we test

Path 2 (DIY): We coordinate, you code, you test

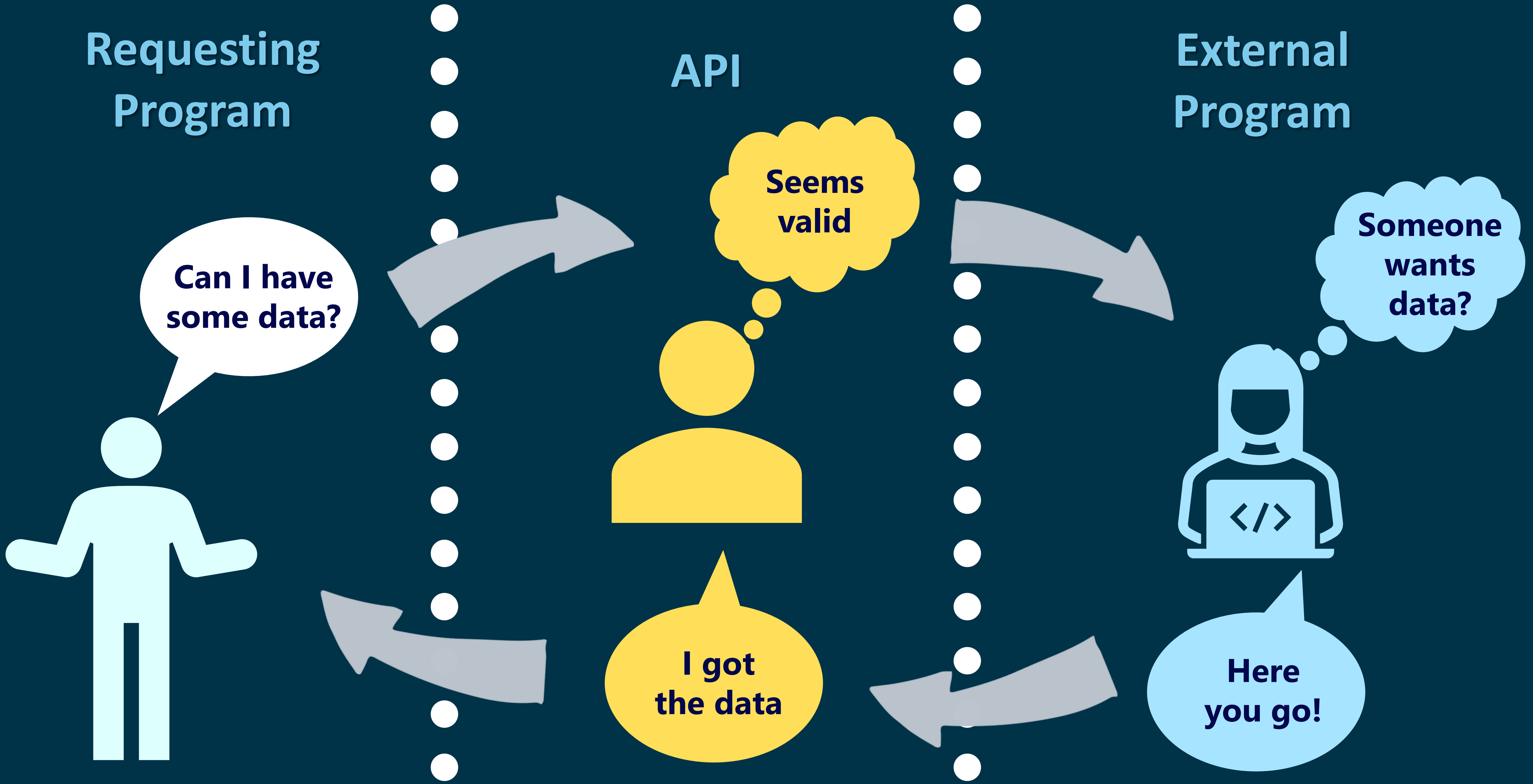
DIY doesn’t mean do it alone (we do key management, etc.), but **you’re the coder**

If you need changes to our APIs, a new API, or need us to work with your vendor, it’s **back to Path 1**

The CU*Answers API Portal

Let's talk!

How Do You Define an API?



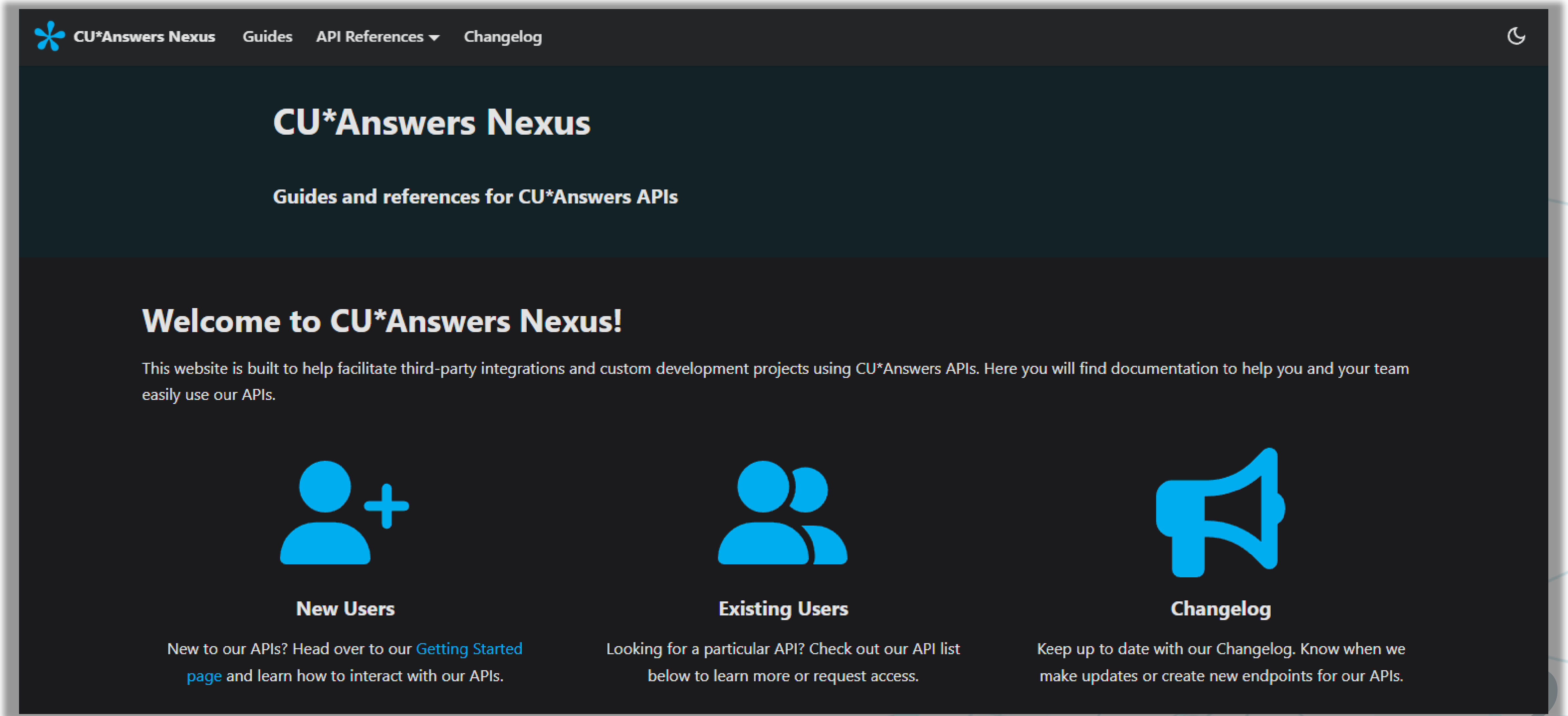
Our Growing API Inventory

Online Banking:	700+ endpoints
Integrations:	170+ endpoints
Indirect Lending:	10+ endpoints
Other:	100+ endpoints
TOTAL	**Over 1,000 endpoints**

Redefining our support/documentation:

- API store for self-directed development
- Goal: Provide a better developer experience
- Improve ability to provide development and test environments

Introducing the CU*Answers Nexus



Recent posts

2025

CU*Answers Nexus Launch

CU*Answers Nexus Launch

October 1, 2025 · One min read

Dan Deitsch
API Services Coodinator @ CU*Answers

The CU*Answers Nexus launch is here! Keep an eye on this page for updates to our APIs and the Nexus itself.

Tags: Nexus Status | API | Launches

Read more

Getting Started

Introduction

New to our APIs? Need a refresher? This page will guide you through accessing our APIs.

Development Environment

The following section will detail and discuss expectations for your development environment, such as authorization/authentication and test databases.

Authorization/Authentication

Our APIs use several types of authorization/authentication methods. These methods include the following:

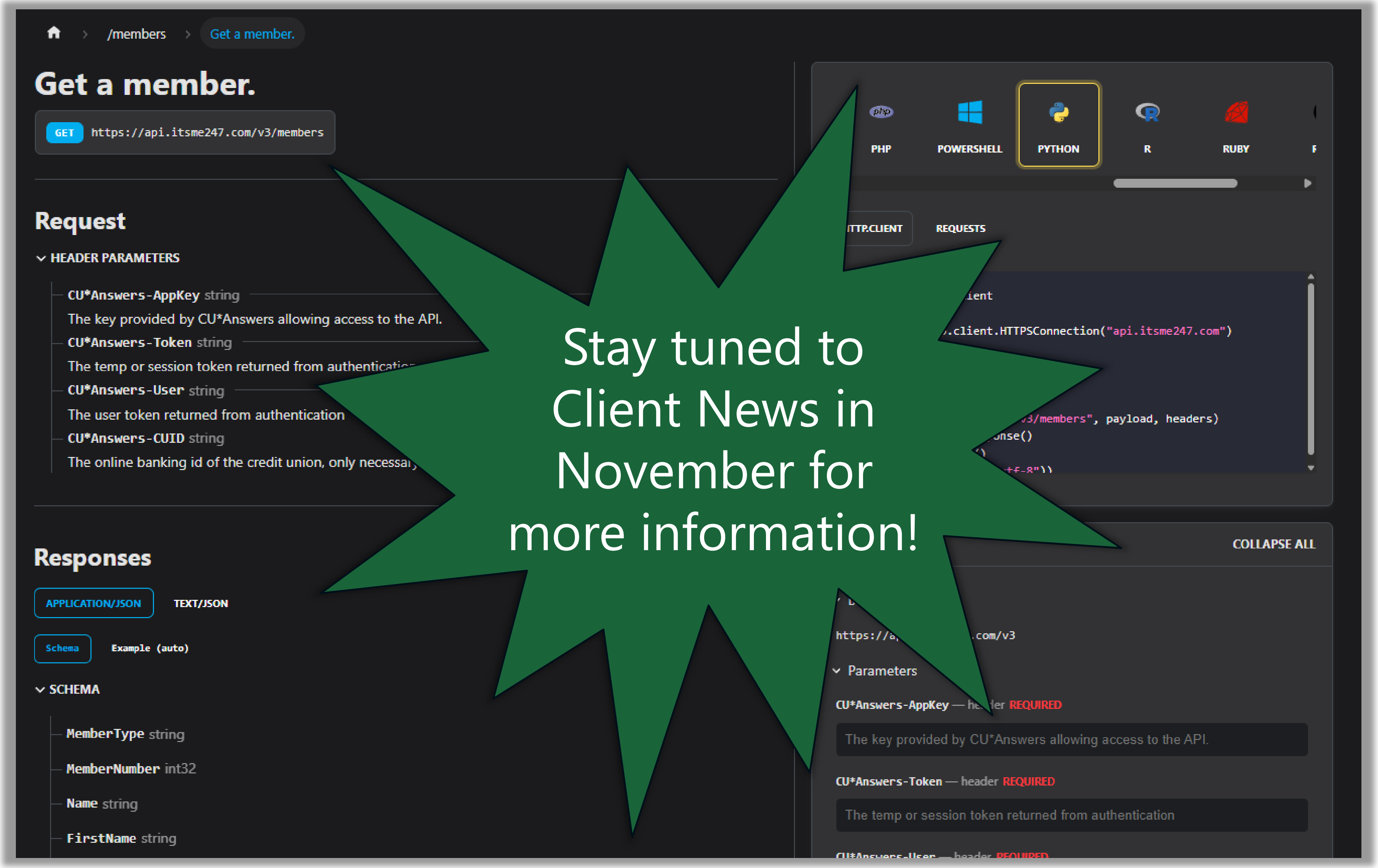
- HTTPS "Basic" Authentication
- Open Authorization (OAuth) 2.0

These methods will be listed in each guide and with each documented endpoint in the API Reference section.

API Access Control

API Access is granted on multiple levels:

- **By Credit Union:** Each Credit Union will have a Vendor list. We have the ability to turn off an entire Credit Union from API access at any time. This would remove access to ll Vendors and all Applications for the Credit Union.



Stay tuned to Client News in November for more information!

Break time!

An Exciting Investment

DWA

- Damian Walters & Associates
- An IT audit and assessments firm
  - Security assessments
  - Tests of controls
  - Compliance audits
  - Vulnerability assessments
  - Penetration testing
  - And more…
- 10% discount for cuasterisk.com CUs!

Check it out: damianwaltersassociates.com

CU WealthNext

Collaborative WealthTech
Ecosystem for Credit Unions

About CU WealthNext

CUSO

We are proud to be a credit union service organization (CUSO) **built by credit unions - for credit unions.**

$17.5MM initial investment from credit unions and CUSOs:

Frankenmuth Credit Union

zeal CREDIT UNION

Neighborhood INCOME SOLUTIONS

CU*ANSWERS

Holding Company

CU WealthNext is structured as a **holding company**

Credit unions and CUSOs invest in CU WealthNext, and we invest in innovative wealthtech startups

Fintech Partner

CU WealthNext invests in and actively supports entrepreneurial **wealthtech startups.**

We **focus** on **self-directed** investment products and related solutions.

We do not take bets—**we form partnerships.**

Why WealthTech?

- **Fastest growing** direct competitor.
- **Massive** trend; investments + banking.
- **Revenue Growth** & Diversification.
- Increased **Member Retention** & Engagement.
- Competitive **Differentiation.**
- Mission Alignment & **Financial Inclusion.**

CU WealthNext

- Generate Revenue for credit unions.
- Credit Union Owned.
- Expertise in Credit Unions, Fintech Startups, M&A, Business Scaling, and Regulations.
- Vertically Integrated Through Ownership and/or Distribution Agreements.
- Designed Specifically for Credit Unions.
- Integrated and collaborative approach.

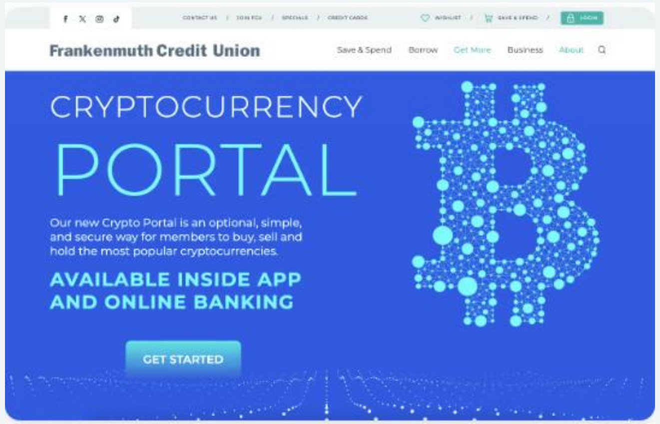
Mission:
Ensure the long-term viability of the credit union industry by enabling credit unions to offer their members access to a suite of self-directed investment products and other investment and wealth related services to complement their managed brokerage services and savings products.

Vision:
Allocate industry capital to a handful of leading wealthtech companies, and to leverage our ownership position and industry expertise to actively govern, support and growth these companies.

InvestiFi

InvestiFi provides technology that enables investing directly from checking accounts, blending the convenience of banking with the power of investing. The platform is designed to help credit unions launch member-friendly investment experiences that drive deposits and deepen engagement. Its turnkey infrastructure supports fractional investing and aligns with credit union values of access and education.

The CUSO has invested **$5M** in InvestiFi.



Products

Self-Directed Stock & ETF Trading

- Directly embedded into the Credit Union's digital banking platform.
- Allows members to trade stocks and ETFs, including fractional shares from $1.
- All activity is funded directly from the checking account, keeping deposits in-house.

Guided Investing (Robo-Advisor)

- Offers automated, goal-based investing tailored to members' risk profile and interest
- Uses CUs' Money Market Account as the cash base for members' portfolios.
- CUs earn 100% of AUM fees to grow revenue
- Complement in-branch WM services by notifying RIA when investment thresholds are reached for follow-up.

Crypto Trading

- Attract crypto-curious members with digital assets in online banking.
- Reduce asset outflow to external apps like Robinhood or Coinbase.
- Attract new investors with a simple UI and built-in crypto education.
- Keep 100% of crypto transaction fees and offer multi-custodian support.

Management Team

Kian Sarreshteh, CEO & Co-Founder
Kian has 10+ years founding and scaling successful companies within the tech and finance sector.

Todd Clark, COO & President
Formerly the CEO of Co-op Solutions since 2016, Todd has led innovation in fintech, payments, and processing for 20+ years.

Credit Union Partnership

Frankenmuth Credit Union
United Financial Credit Union
TRU Federal Credit Union
RiverValley Credit Union

CONCREIT

Concreit is a modern fintech platform that enables credit unions and community banks to offer high-yield, income-generating real estate and private market investments. Its mobile-first experience includes embedded compliance, automated reporting, and streamlined onboarding, minimizing operational burden. Concreit is an SEC-registered investment advisor, transfer agent, and Reg A+ Tier 2 issuer.

The CUSO has invested **$4M** in Concreit.

Products

Home Shares (Residential Equity)
- Enables members to invest fractionally in single-family rental homes with potential for long-term appreciation.
- Appeals to younger, growth-oriented members seeking diversified real estate exposure.
- Helps position the credit union as a trusted gateway to real asset investing.

Cash Flow Fund (Real Estate Debt)
- Offers members access to income-generating real estate loans with weekly dividend payouts.
- Invest as little as $1, making it an easy entry point for first-time investors.
- Creates a new opportunity to enhance member wallet share and generate potential referral revenue.

Mobile App & Member Engagement Tool
- Concreit's app offers goal tracking, auto-invest, and real-time updates.
- Helps CU's brand as an innovative provider of modern financial wellness solutions.

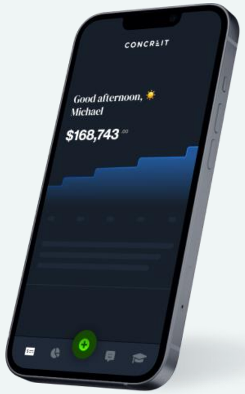
Management Team

Sean Hsieh, CEO
Sean is a serial entrepreneur with deep expertise in telecom and fintech, and past experience at Apple and Cisco.

Jordan Levy, CTO
Jordan is an accomplished entrepreneur, tech leader, and angel investor with deep software engineering expertise.

Credit Union Partnership

Frankenmuth Credit Union



Legal Karma

Legal Karma is a digital estate planning and legal workflow platform helping credit unions off er modernized wills, trusts, and other legal services to members. The platform automates the entire client journey, reduces compliance risk, and opens new revenue opportunities through embedded legal tech. Legal Karma also provides member education and a guided experience for underserved legal needs.

The CUSO has invested **$1.65M** in Legal Karma.

Products

Legal Services for CUs in 50 States

- Offers self-guided Wills, Trusts, and Powers of Attorney for members.
- Automates document creation with a white-labeled platform.
- Delivers compliant, complete legal documents without legal staff.

Member Engagement & Support Platform

- Provides live client support via phone and chat to assist members.
- Includes marketing kits to drive adoption and deepen relationships.
- Positions your credit union as a trusted provider of lifelong planning.

Estate Data and Fee-Based Growth

- Credit union sets its own fees and keeps 100% of revenue and member data.
- Unlocks estate planning insights to support trust services and cross-sell.

Management Team

Kory Kelly, CEO & Founder
Kory leads growth and fundraising at Legal Karma, which he founded to expand access to legal services.

Mauricio Cano, CTO
Mauricio manages technology, engineering, and UI/UX at Legal Karma.

Credit Union Partnership

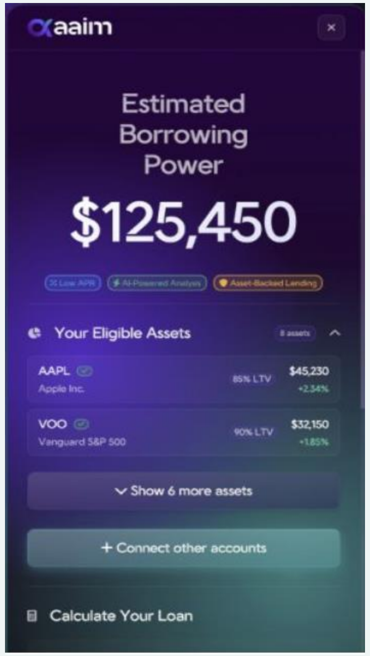
Ridgedale Federal Credit Union
Prestige Community Credit Union
Partner Colorado Credit Union
Employees Federal Credit Union
Edwards Federal Credit Union
Community First Credit Union
CapEd Credit Union

Software Services and Product

CU WealthNext will leverage our existing credit union CUSO owners to provide insight and support core, digital, and mobile banking vendor integrations. In collaboration with these partners, CU WealthNext will also develop and launch software solutions tailored to meet the needs of their members.

The CUSO has contributed **$250K** in AAIM through an exclusive distribution agreement.

AAIM provides a digital asset-secured pledged collateral platform providing margin loans across various types of asset ownership, including crypto, securities and fractional real estate. The platform is designed to allow credit unions to offer and book a secured, pledged loan to members.



Products

Alternative Asset-Backed Lending

- Allows members to pledge brokerage assets, collectibles, and more as loan collateral.
- Dynamically adjusts risk models and collateral terms as markets move.
- Expands lending options without adding balance sheet risk.

Investment Intelligence Lending

- Delivers real-time valuations and liquidity insights on member portfolios.
- Identifies untapped assets that can be pledged as collateral.
- Enhances loan pricing and credit decisions with deeper financial data.

Collateral Digitization Infrastructure

- Digitizes paper-based or nonbankable assets for use as loan collateral.
- Converts collectibles, LP shares, or legacy securities into forms eligible for lending.
- Unlocks new lending opportunities using standard tri-party contracts.

Management Team

Founder/Partner Josh Herman

Josh Herman is CEO of CU WealthNext and has been since inception in August 2023. Herman, with over 15 years of experience in the financial industry, previously worked as a federal examiner for NCUA for just under 10 years, a strategy executive for Frankenmuth CU, and a director at Strategic Resource Management. He has a proven track record of delivering innovative and effective programs that enhance performance while remaining compliant. Josh was the creator of the Envy cannabis banking program, which enables credit unions to serve the fast-growing and underserved cannabis market with minimal risk and maximum efficiency.

Partner Paul Fiore

Paul Fiore is a full time Executive Vice President for CU WealthNext since August 2024. Previously, Fiore served as a full-time consultant since January 2024. Fiore has founded and successfully exited several fintech companies including online banking provider Digital Insight, mobile application provider CU Wallet (currently part of CUSG) and payments company DoubleBeam (acquired by POSaBIT). Previously Fiore held executive positions at Green Dot (bank debit products), Affinity FCU, and XP Systems (core banking vendor, acquired by Fiserv).

Where to Get Started

CU WealthNext

store.cuanswers.com/store/earnings-edge/cu-wealthnext/

A curated portfolio of products for credit unions. Each company in our ecosystem addresses critical strategic imperatives for credit unions. Together, they form a comprehensive platform for competitive advantage.

CU WealthNext

Learn more about CU WealthNext

Concreit – Build wealth in real estate with the help of experts.

Read more

Legal Karma – Your Estate Planning back office

Read more

InvestiFi – Cryptocurrency Management Services via Online Banking

Quote Provided

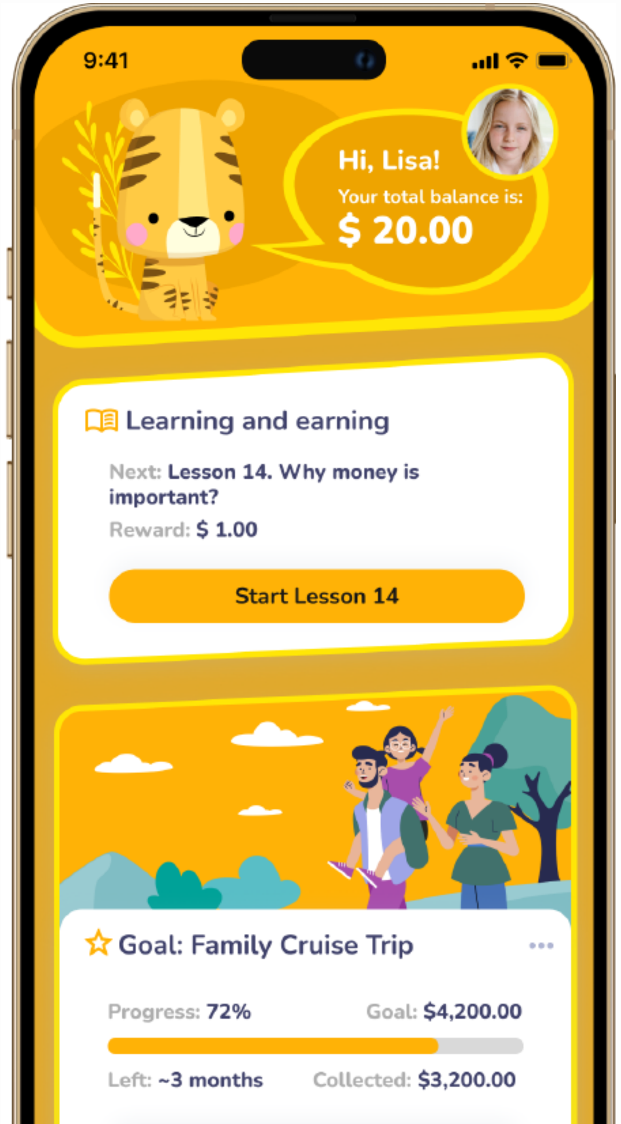
Add to cart

InvestiFi – Securities Management Services via Online Banking

Add to cart

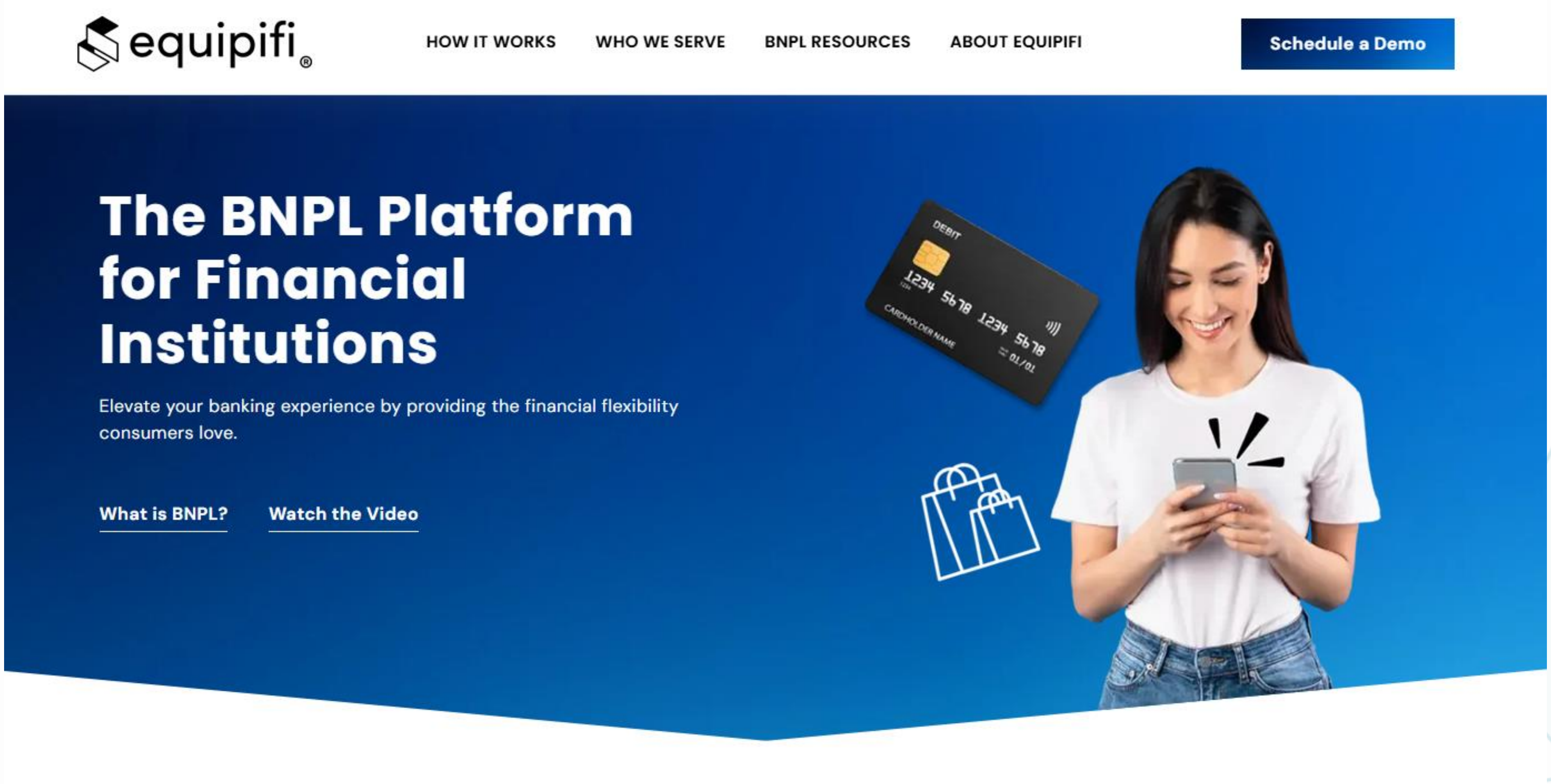
Other Projects We're Researching

Bankjoy Youth Banking



- **Savings goals:** Kids set goals and see progress visually
- **Chores and allowance:** Parents assign tasks and automate rewards
- **Parental controls:** Real-time monitoring, spending limits, and card controls
- **Gamified learning:** Badges, challenges, and lessons for daily engagement
- **Financial education:** Games, quizzes, and content to teach money skills
- **Spending analysis:** Simple tools to help kids understand their habits

BNPL with equipifi



equipifi.com/bnpl-for-credit-unions

Thanks for the morning!

See you after lunch!

CEO Roundtable 2025

Let’s talk!

State of the Union

Where the credit union industry stands today

Special Guest: Jay Johnson, Callahan & Associates

One mission.
One focus.
For over 40 years.

OUR MISSION

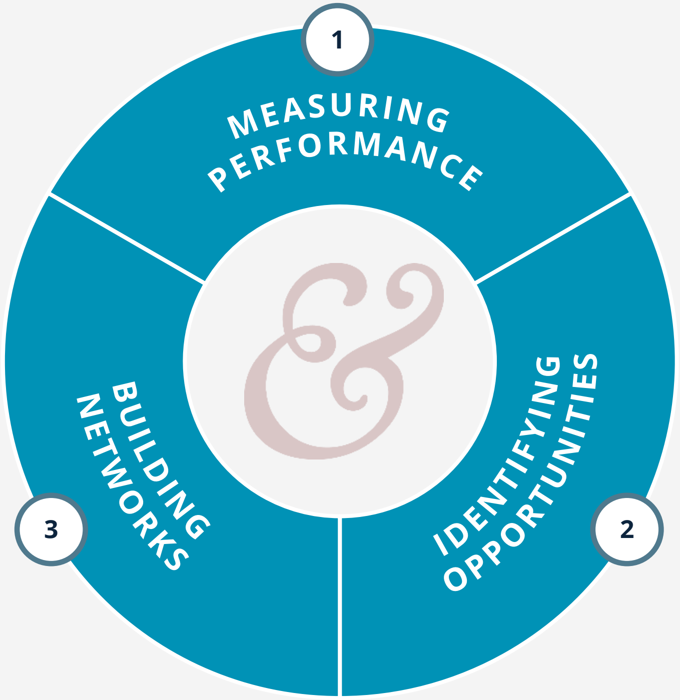
We empower credit unions to impact their members and communities in meaningful ways.

How We Help Credit Unions Tackle Challenges

CALLAHAN & ASSOCIATES

POWERING INSIGHTS

Benchmarking and performance analysis that empowers you to make informed strategic decisions.



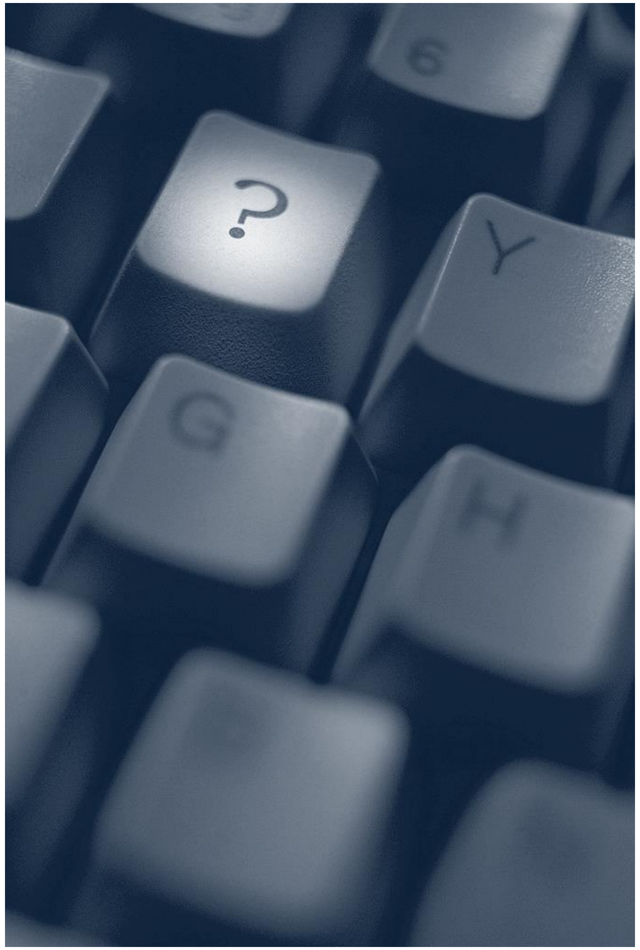
SHARING LEARNINGS

Collaborative exchanges and best-practice insights that fuel innovation and ongoing inspiration.

TAKING ACTION

Resources, ideas, and frameworks that enable you to grow in a mission-focused way.

How would you characterize your credit union's 2025?



CREDIT UNION TRENDS & ISSUES

Navigating Uncertainty

CALLAHAN & ASSOCIATES

CALLAHAN & ASSOCIATES

DON'T TAX MY CREDIT UNION.

NATIONAL CREDIT UNION ADMINISTRATION
NCUA
1934

THE DEPARTMENT OF THE TREASURY
1789

cfpb Consumer Financial Protection Bureau

FannieMae

FreddieMac

Stablecoin

CHASE

WELLS FARGO

Bank of America

SoFi

chime

uplift

Robinhood

amazon

Walmart

What's Top Of Mind For Credit Union Executives

Near Term:

- Navigating Uncertainty
- Leveraging Technology *
- Organic Member Growth
- Employee Engagement
- Telling our Story

* Including: Core, Digital, AI, Cyber and Fraud Detection

Credit Union Performance through June 30, 2025

CALLAHAN & ASSOCIATES

Loan and share growth pick up even as membership growth slows

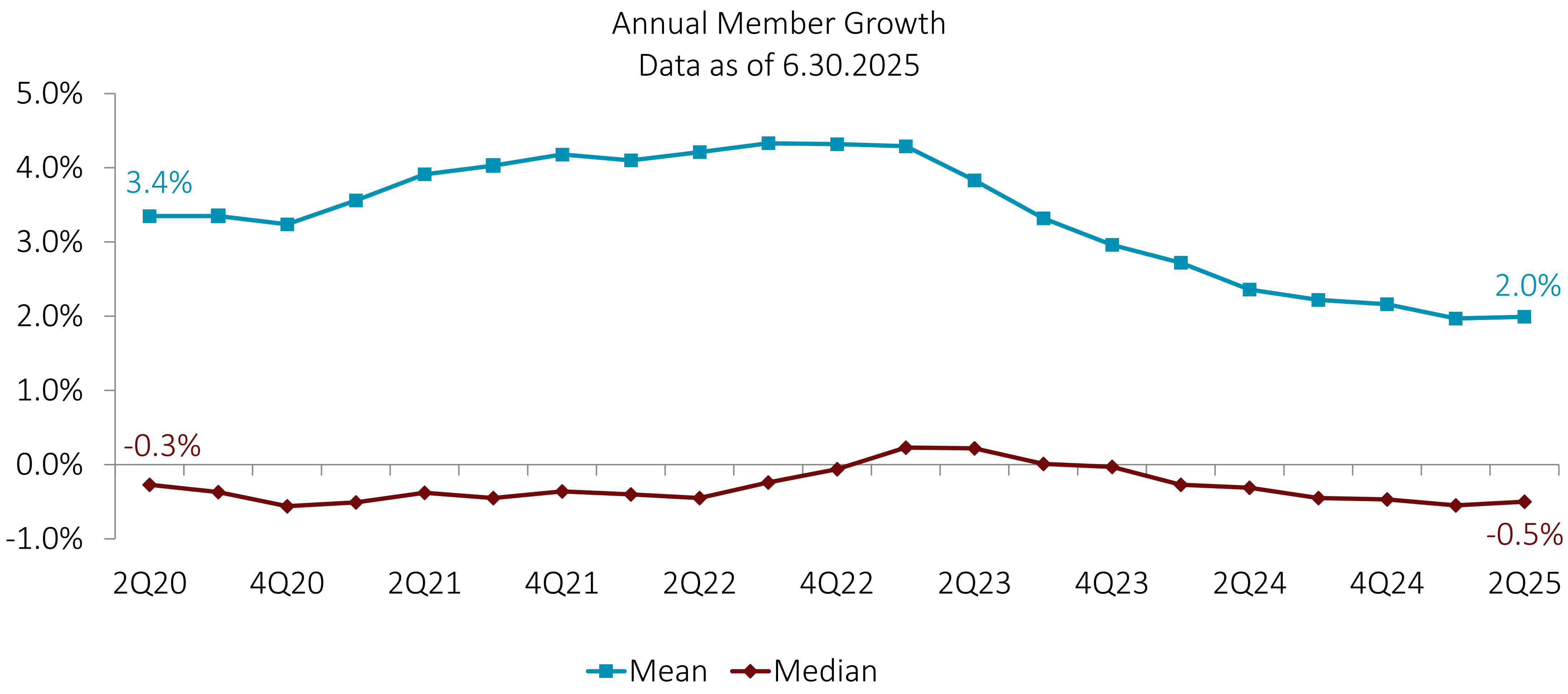
	6/30/2025	12-Mo. Growth	06/30/2024	12-Mo. Growth
Assets	$2,404.4B	3.7%	$2,320.0B	3.5%
Loans	$1,697.7B	4.0%	$1,632.9B	3.6%
Shares	$2,044.0B	5.0%	$1,946.5B	2.6%
Investments (incl. Cash)	$596.8B	2.1%	$584.4B	2.0%
Capital	$266.3B	10.7%	$240.4B	10.0%
Members	145.2M	2.0%	142.4M	2.4%

Source: Callahan's Peer Suite Analytics

Deepening Member Relationships in a Slow Growth Environment

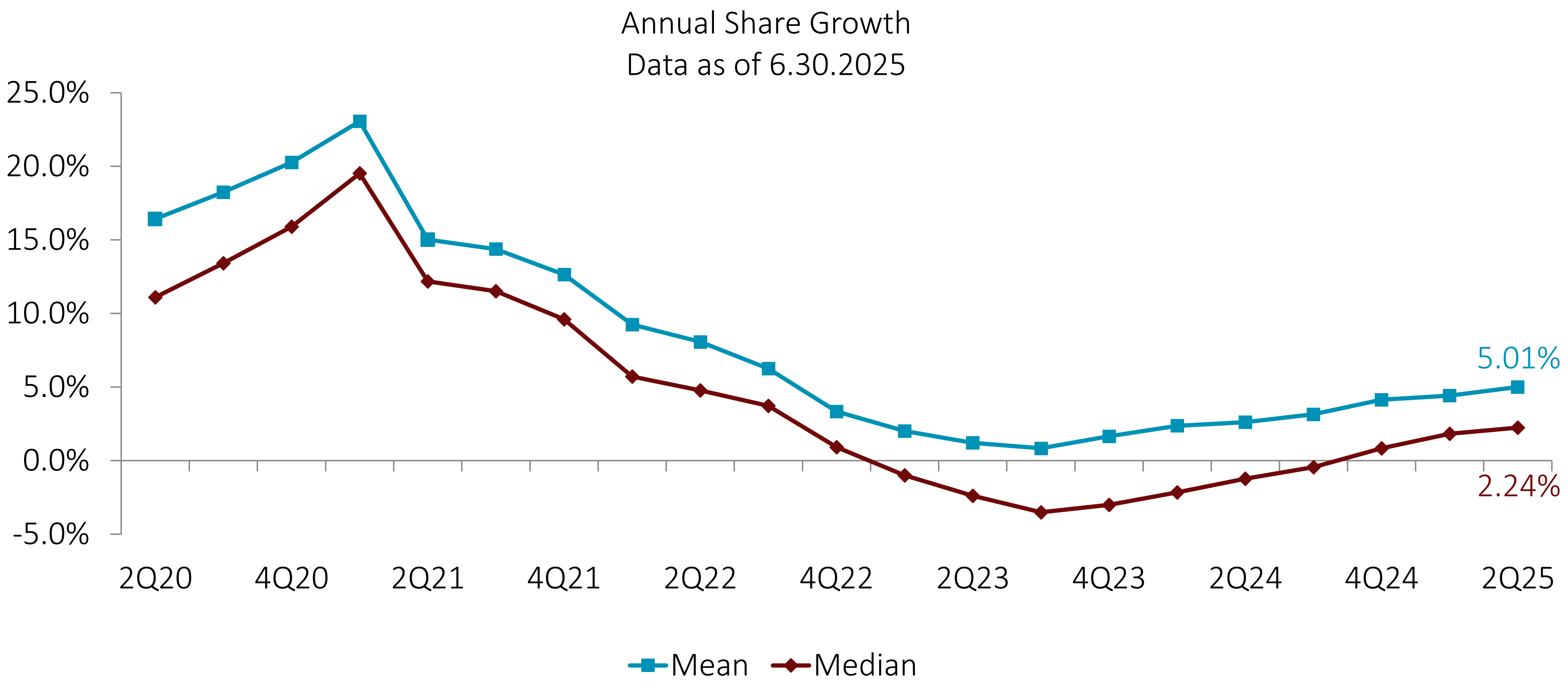
CALLAHAN & ASSOCIATES

Membership growth rate in 2025 is slowest in 14 years

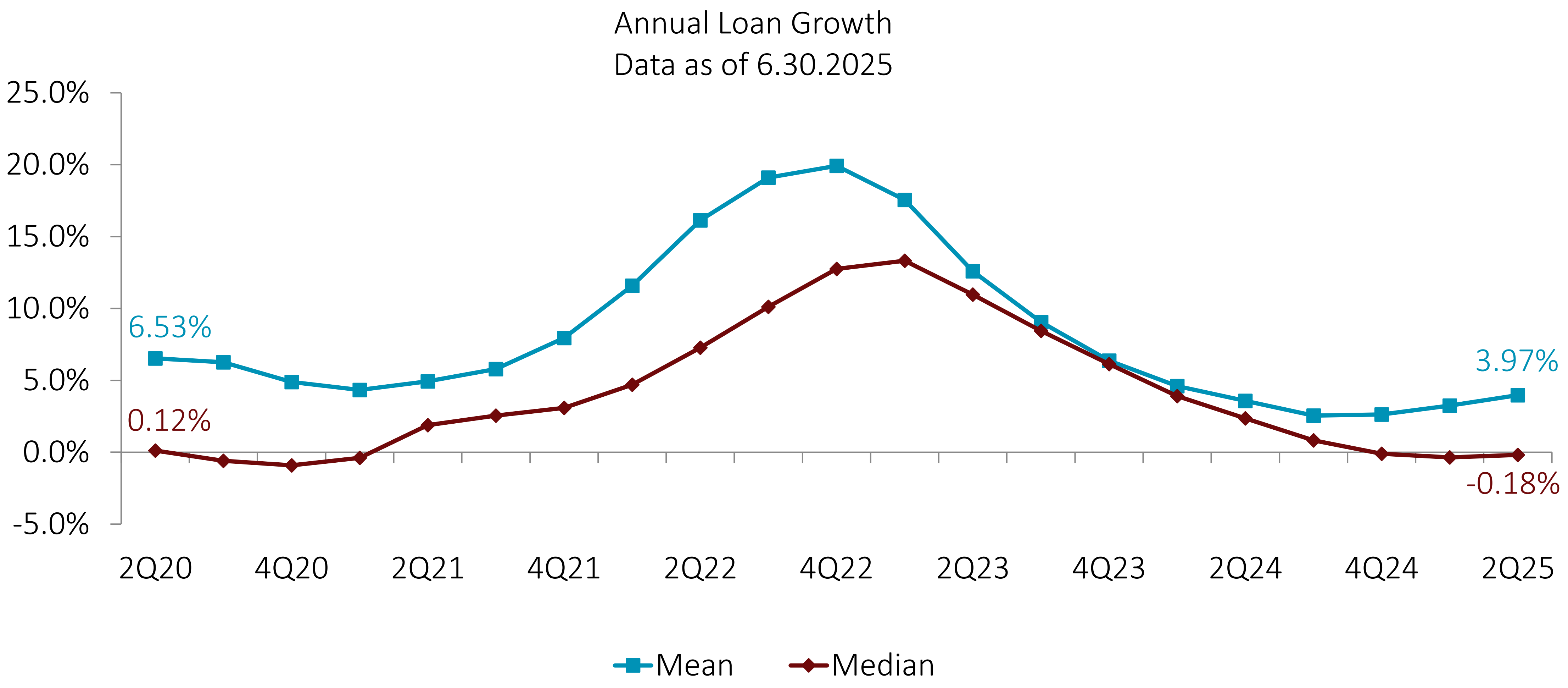


CALLAHAN & ASSOCIATES

Share growth is trending higher...

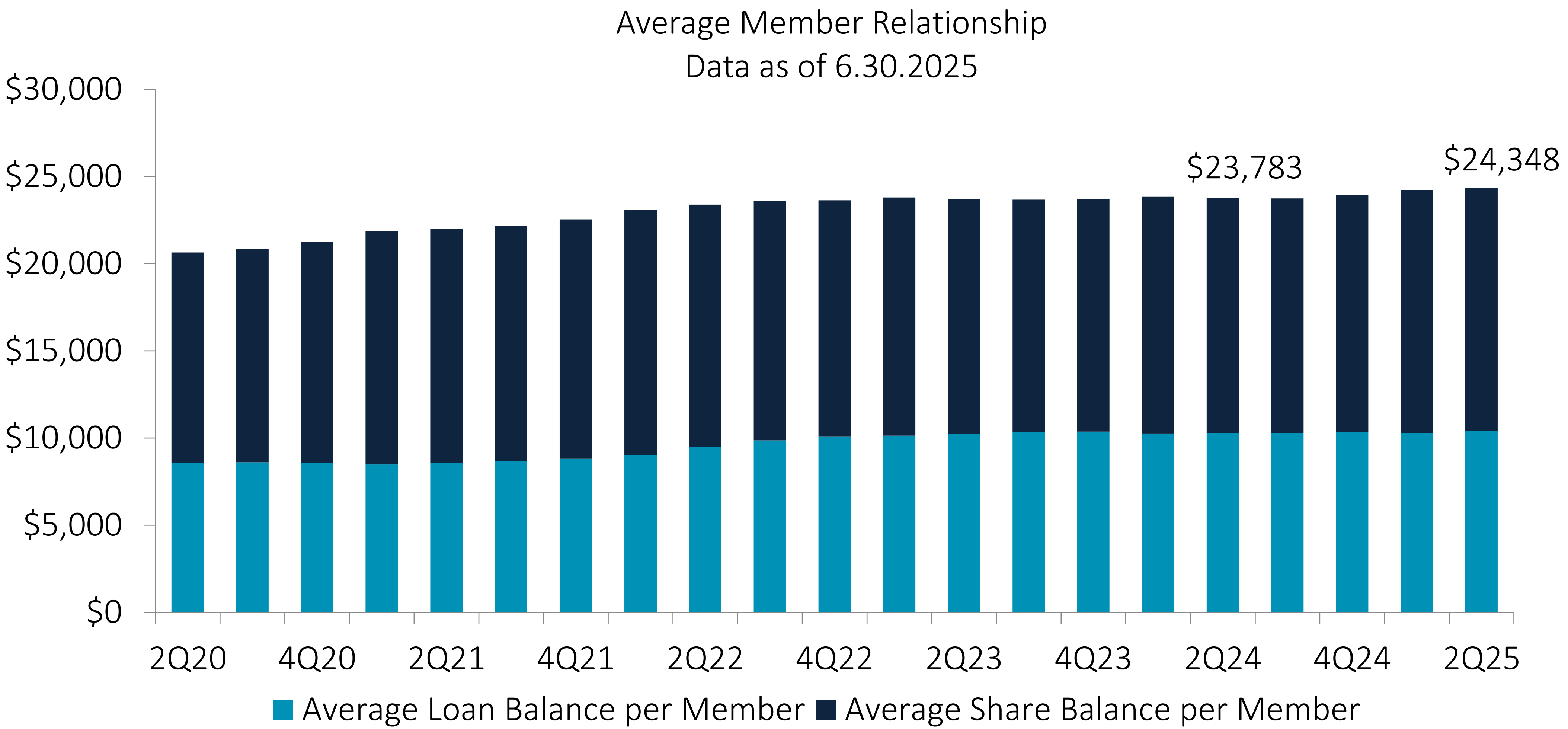


As is loan growth



CALLAHAN & ASSOCIATES

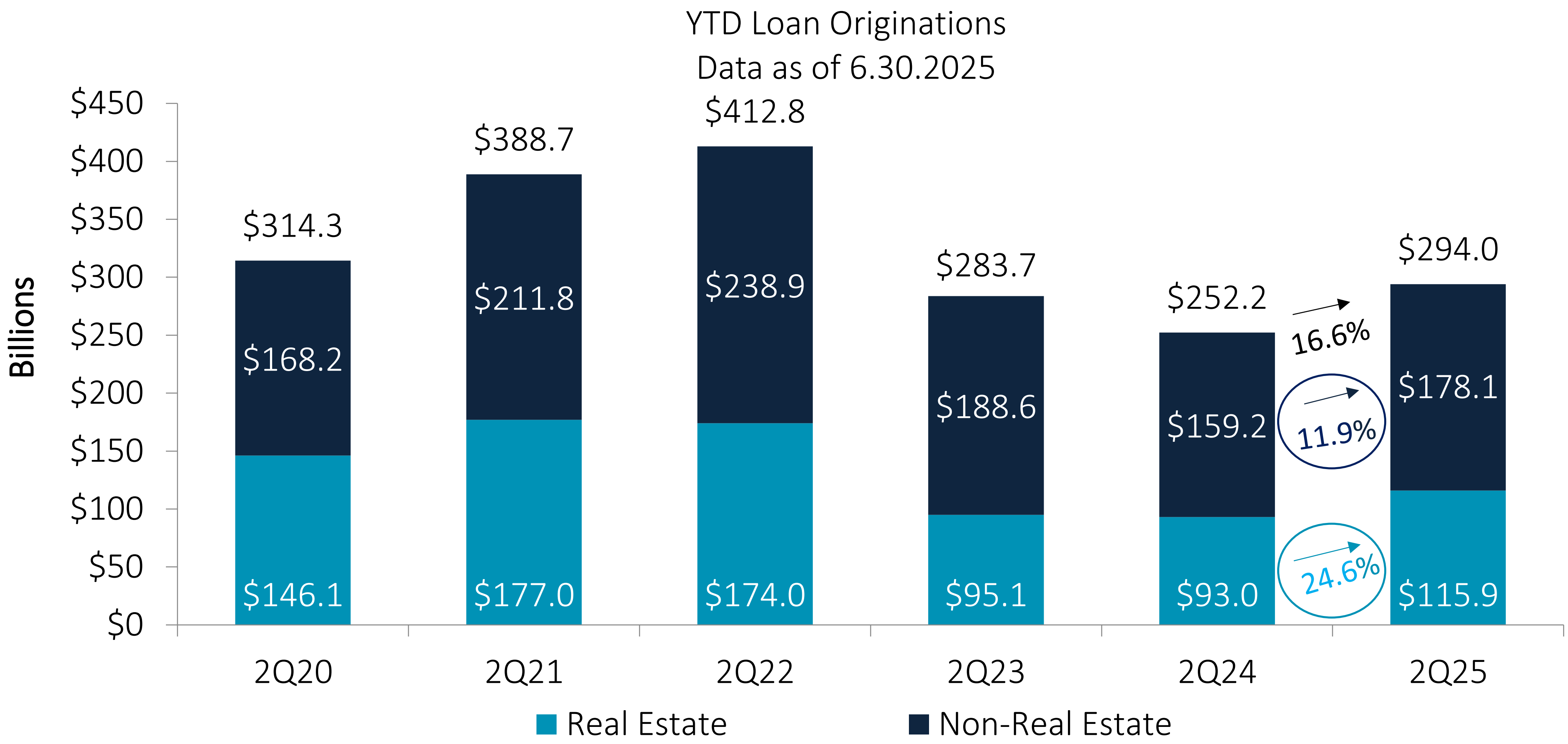
The average member relationship is at the highest level ever



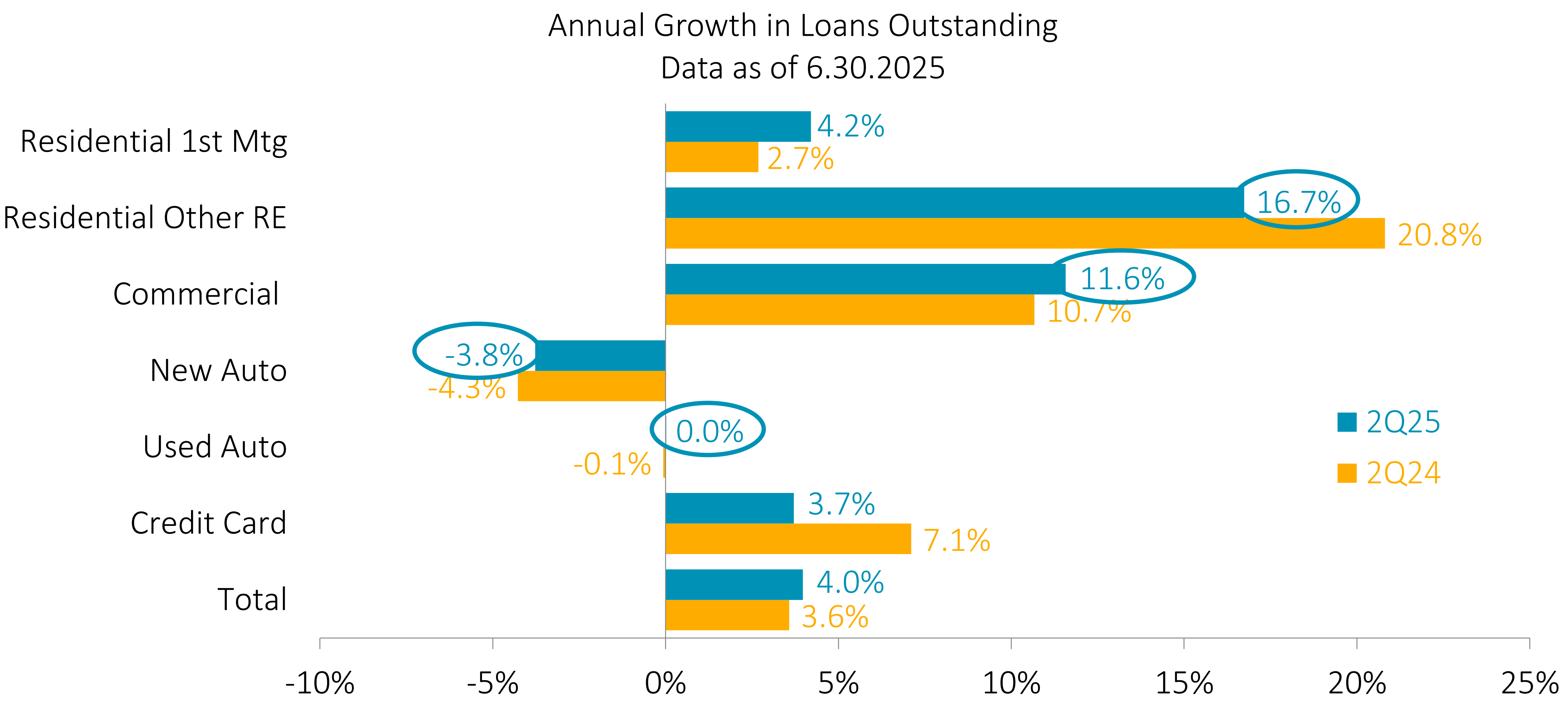
CALLAHAN & ASSOCIATES

Member Borrowing Rebounds in 2025

Loan originations rebound from a slow 2024



Home equity and commercial loan balances rising at double-digit pace



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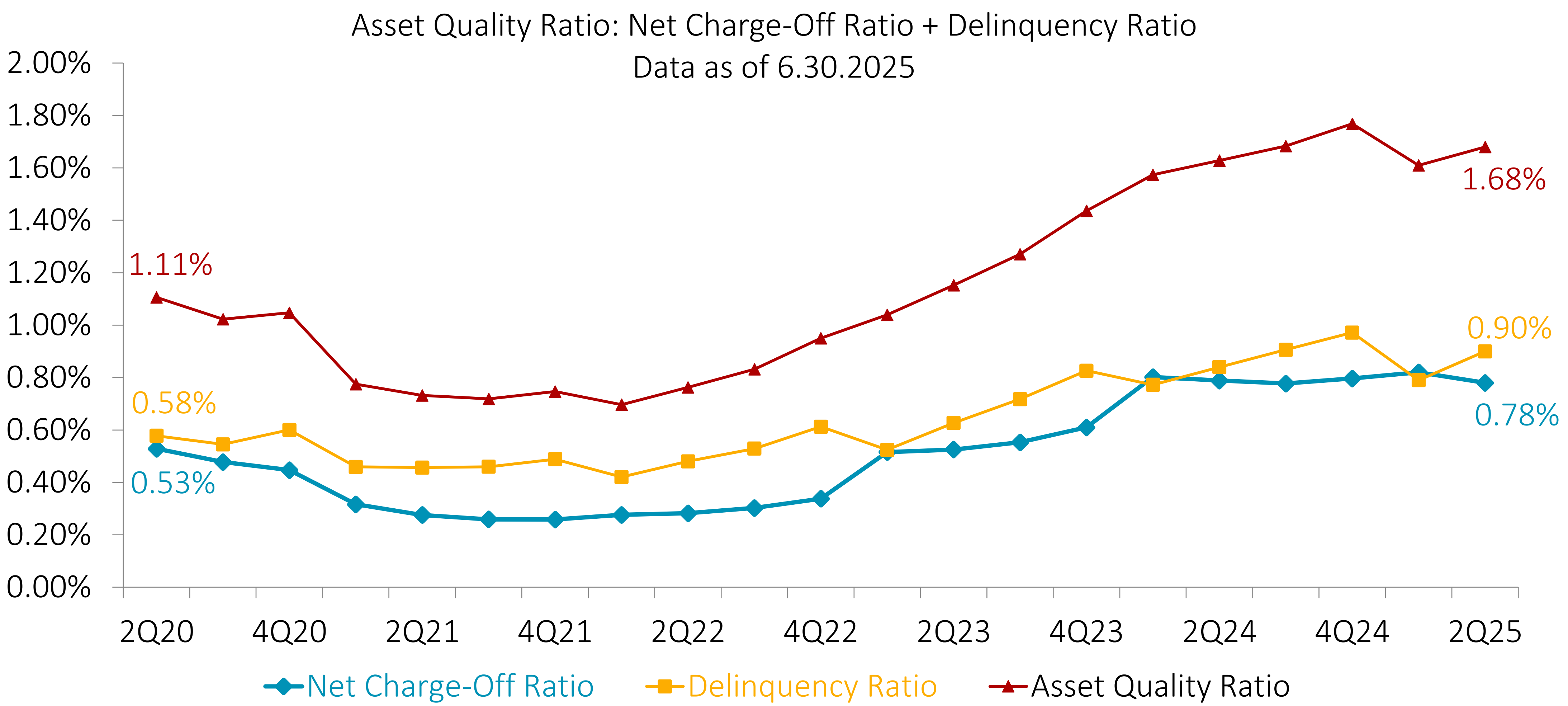
Delinquency moves higher while net charge-offs have flattened



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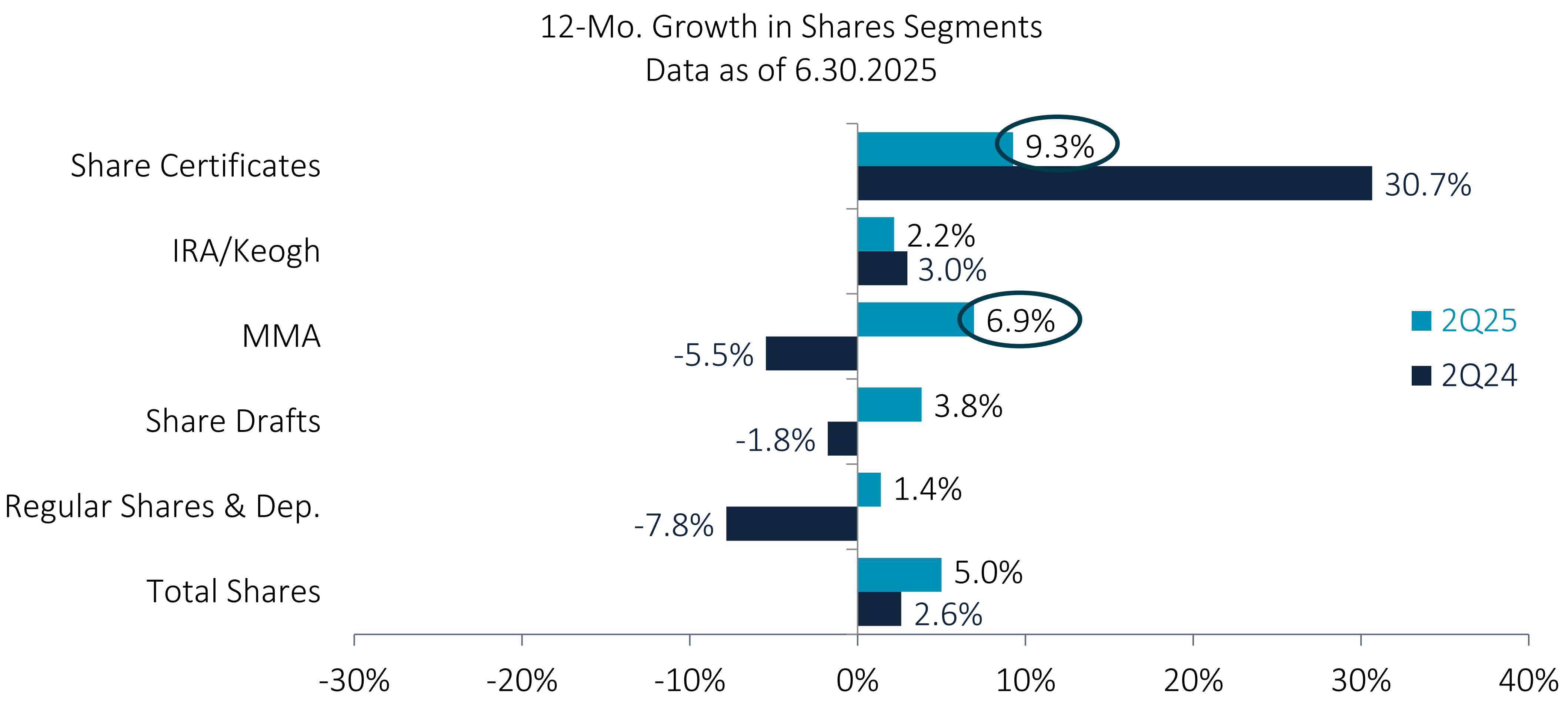
Members Look for High Yield Savings Options

Certificates and money market lead annual share growth



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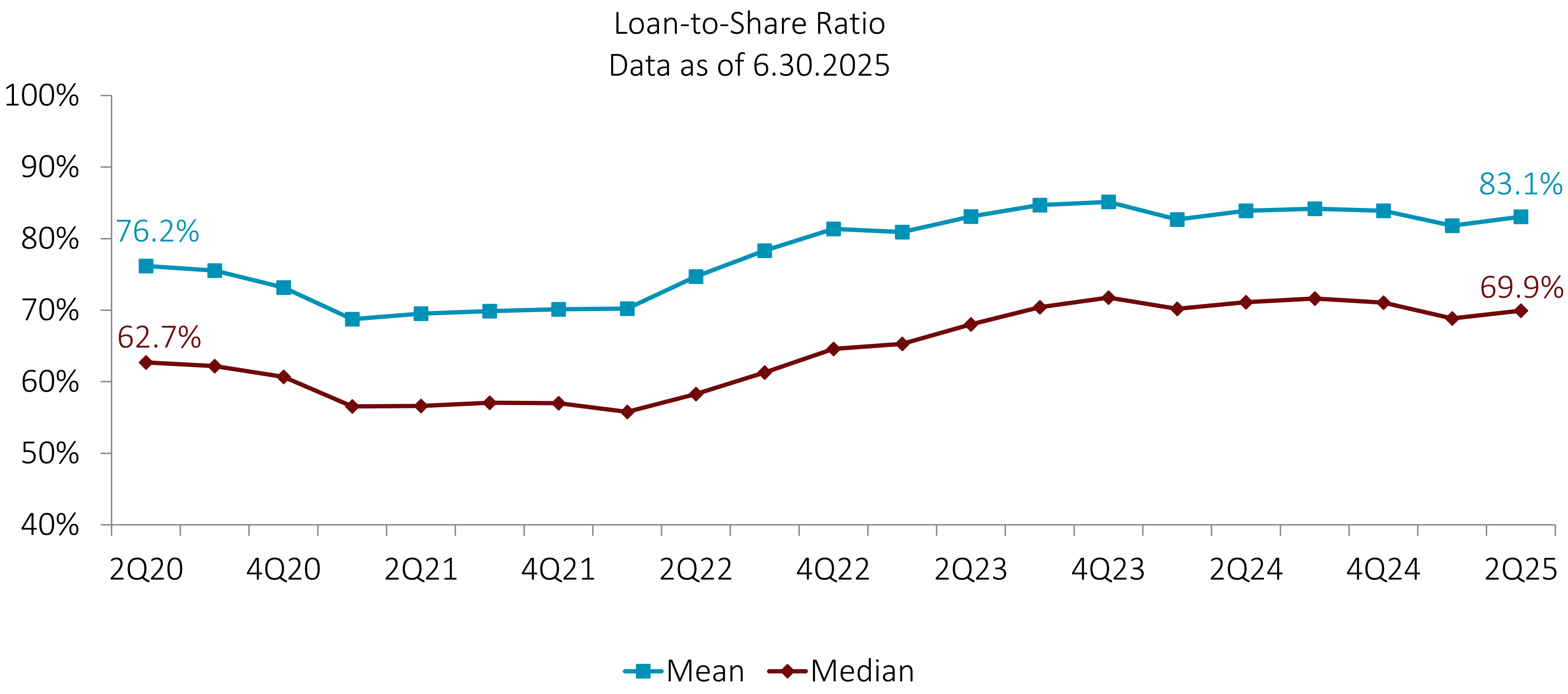
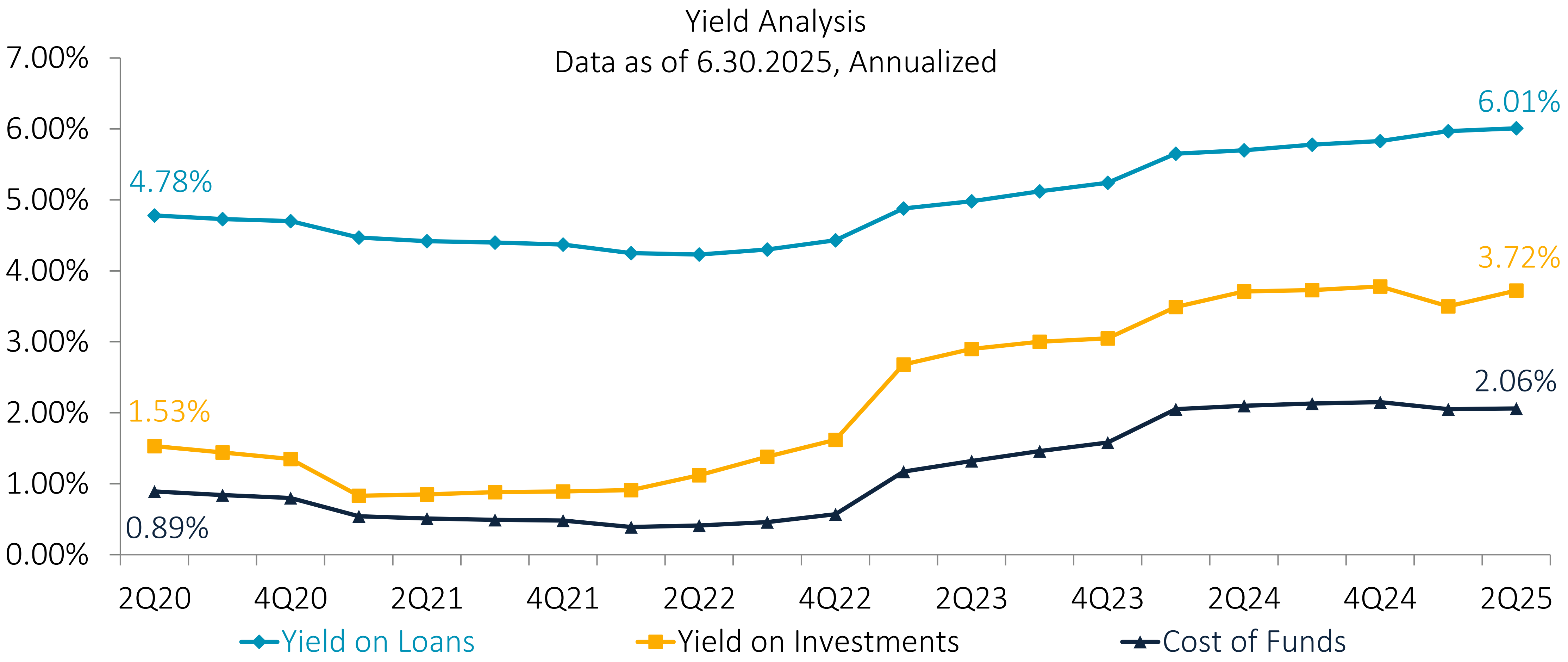
Loan-to-share is down slightly versus 2Q24

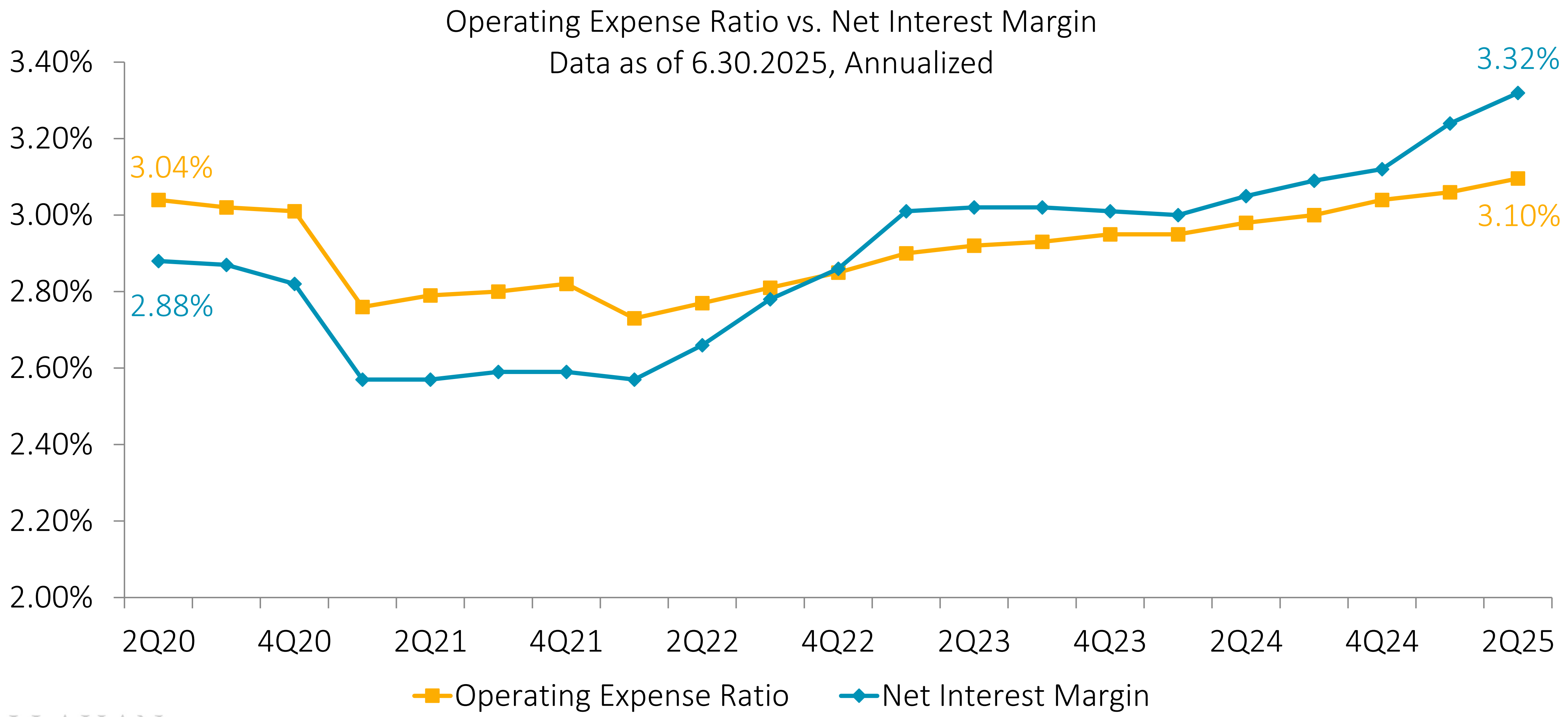


Interest Income Lifts Earnings and Capital

Loan and investment yield increases outpace cost of funds uptick



Net interest margin increasing faster than operating expense growth



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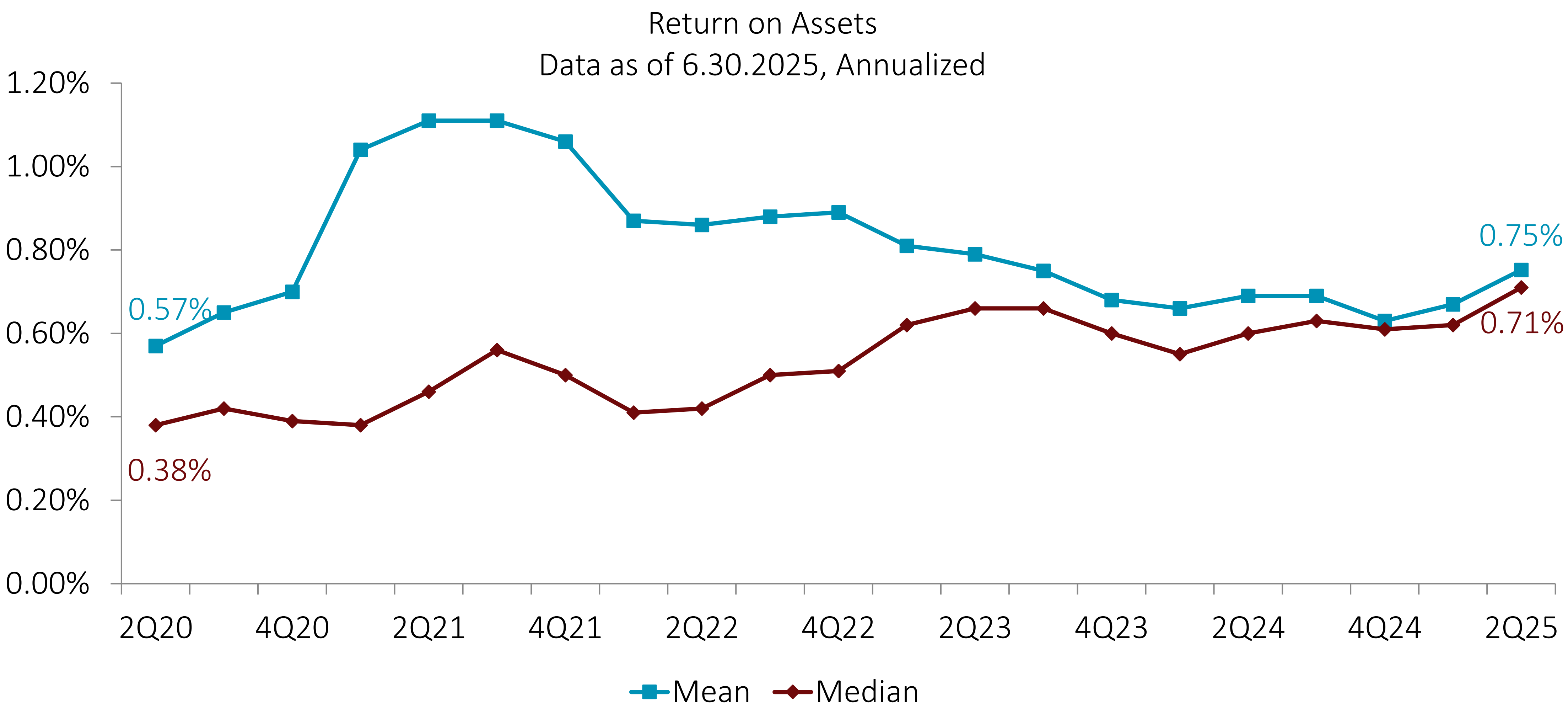
Margin growth pushes ROA higher



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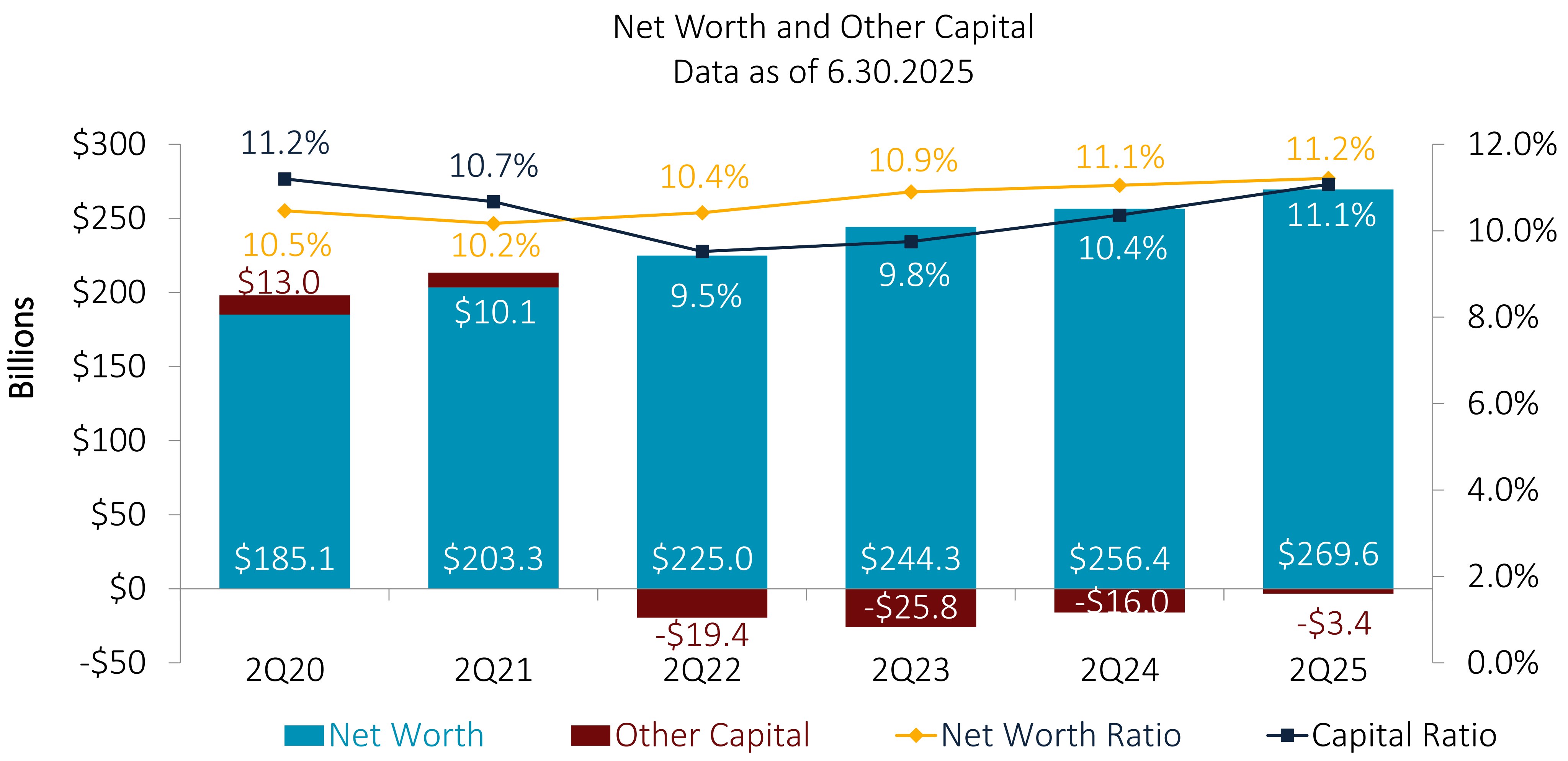
Wider margin drives the increase in ROA versus a year ago

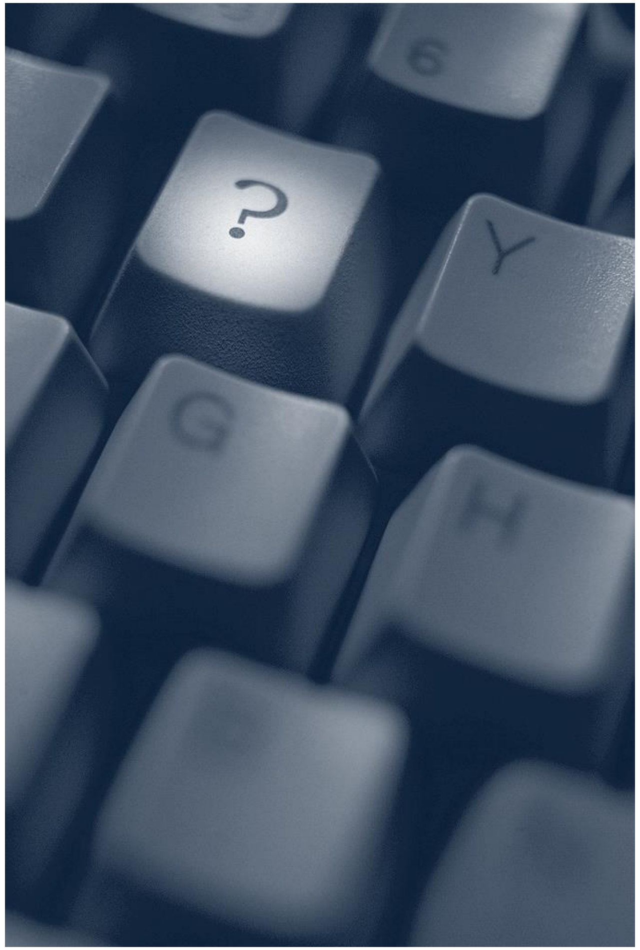
	6/30/2025	6/30/2024	ROA Impact
Interest Income	5.15%	4.93%	+0.22%
Interest Expense	1.83%	1.87%	+0.04%
Net Interest Margin	3.32%	3.05%	+0.27%
Non-interest Income	1.11%	1.19%	-0.08%
Operating Expenses	3.10%	2.98%	-0.12%
Provision for Loan Losses	0.58%	0.57%	-0.01%
ROA	0.75%	0.69%	+0.06%

Expressed as a % of Avg. Assets
May not sum due to rounding

Net worth and capital ratios move higher



How do you think credit unions are doing?



Credit union and bank performance as of June 30, 2025

	Credit Unions 12-Mo. Growth	All Banks 12-Mo. Growth	Community Banks 12-Mo. Growth
Assets	3.7%		
Loans	4.0%		
Shares/Deposits	5.0%		
Capital	10.7%		
Return on Assets*	0.75%		

*Annualized mid-year results

CALLAHAN & ASSOCIATES

Source: Callahan's Peer-to-Peer Analytics, FDIC

CU*ANSWERS CLIENT PERFORMANCE PROFILE

Peer Averages Comparison

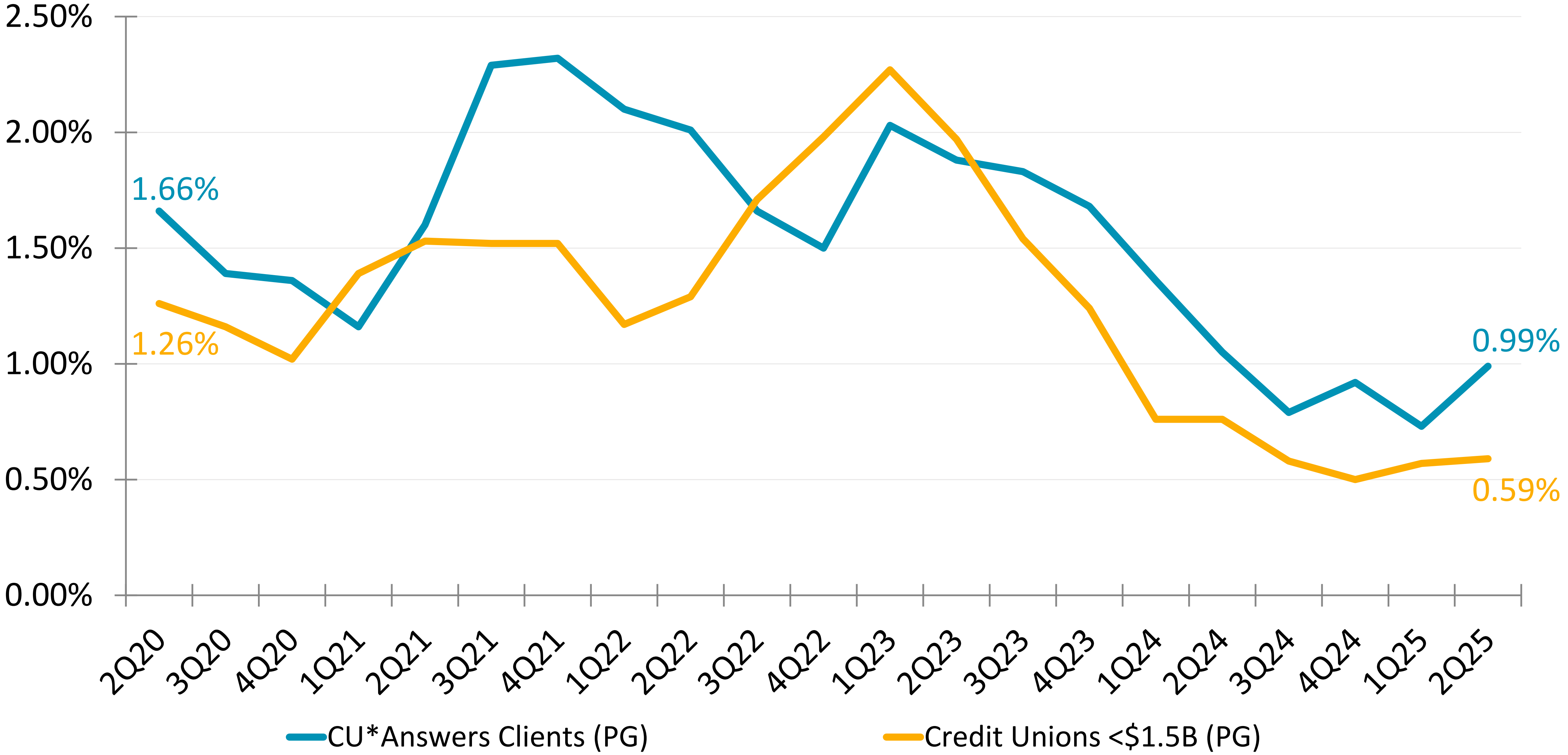
Data as of 06.30.2025

	CU*Answers Clients	Credit Unions <$1.5B
Assets	$165.6M	$171.8M
Members	10,926	11,397
Employees	37	33
Branches	3	3
Institutions	199	3,943

Source: Callahan's Peer Suite Analytics

CU*Answers Clients: Growth Trends

Member Growth



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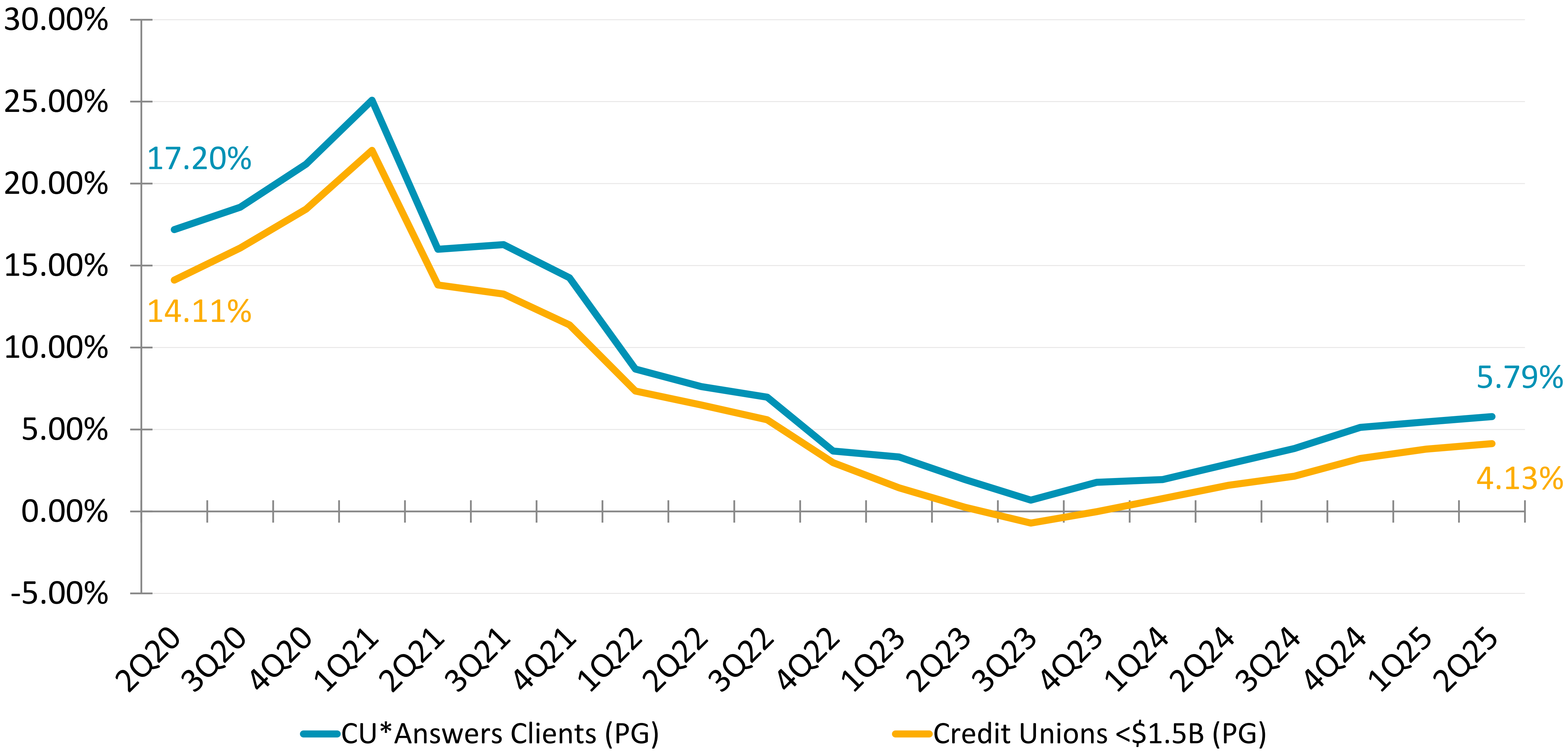
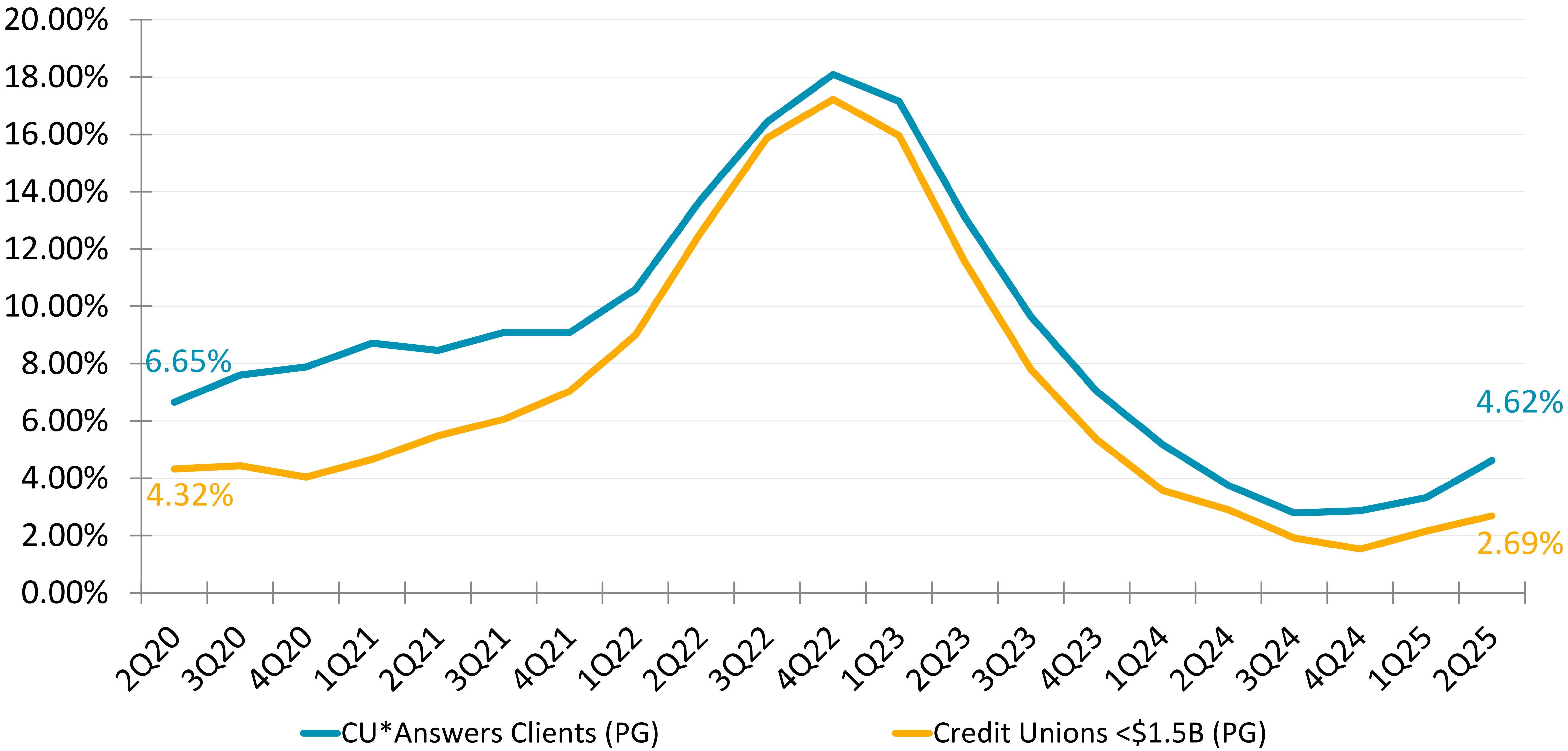
Share Growth



Loan Growth



20.00%
18.00%
16.00%
14.00%
12.00%
10.00%
8.00%
6.00%
4.00%
2.00%
0.00%
6.65%
4.32%
4.62%
2.69%
2Q20
3Q20
4Q20
1Q21
2Q21
3Q21
4Q21
1Q22
2Q22
3Q22
4Q22
1Q23
2Q23
3Q23
4Q23
1Q24
2Q24
3Q24
4Q24
1Q25
2Q25
CU*Answers Clients (PG)
Credit Unions <$1.5B (PG)

CU*Answers: Business Model

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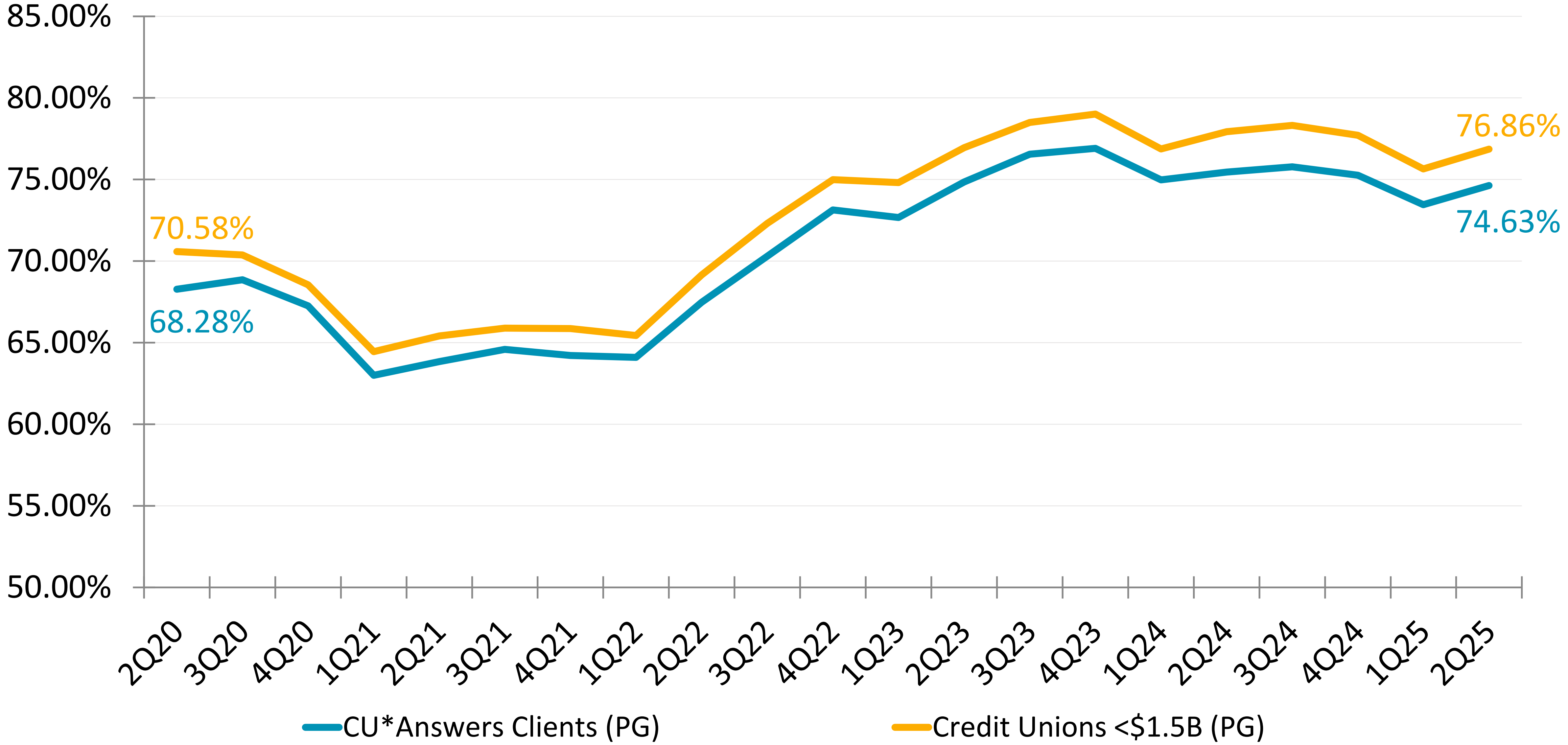
Loans/Shares



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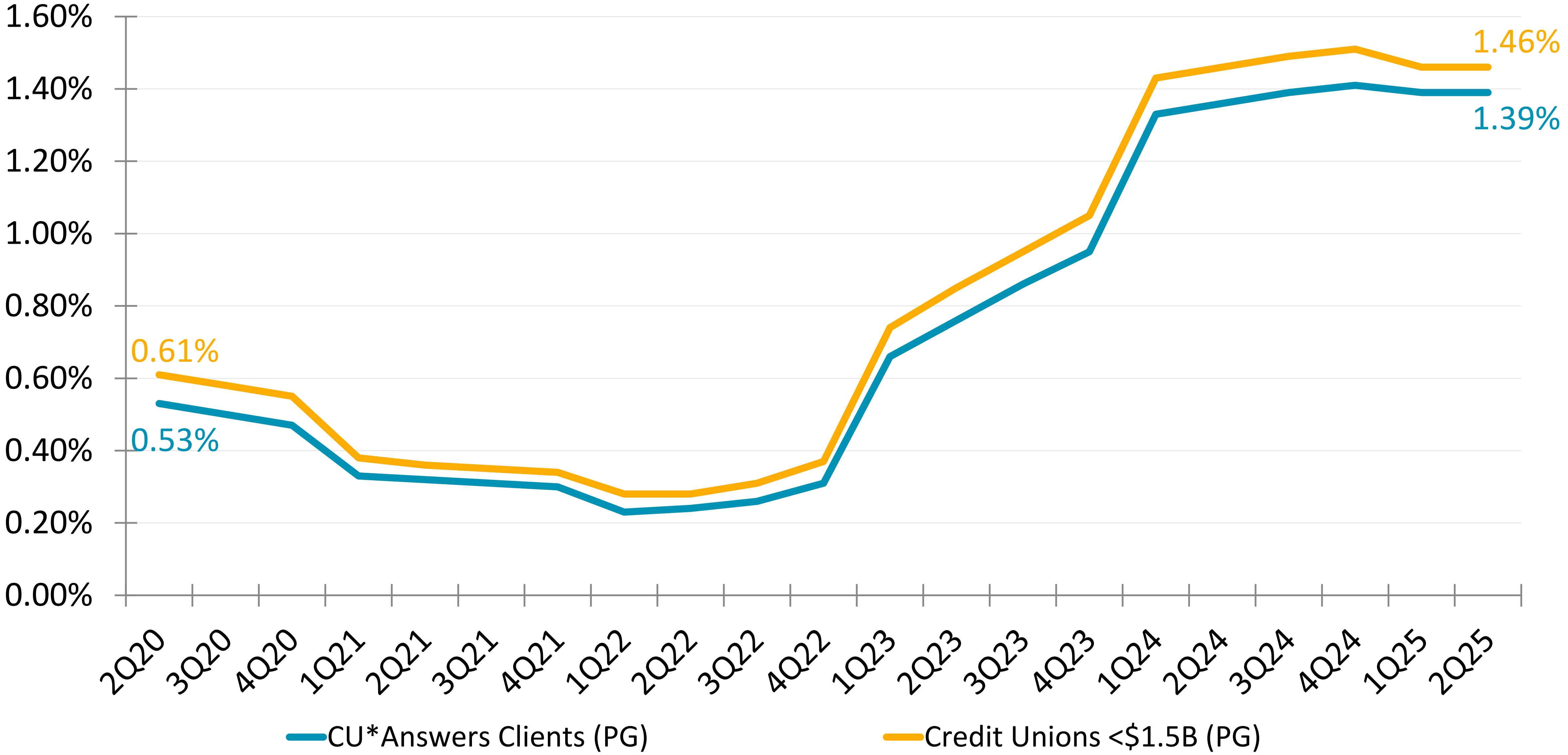
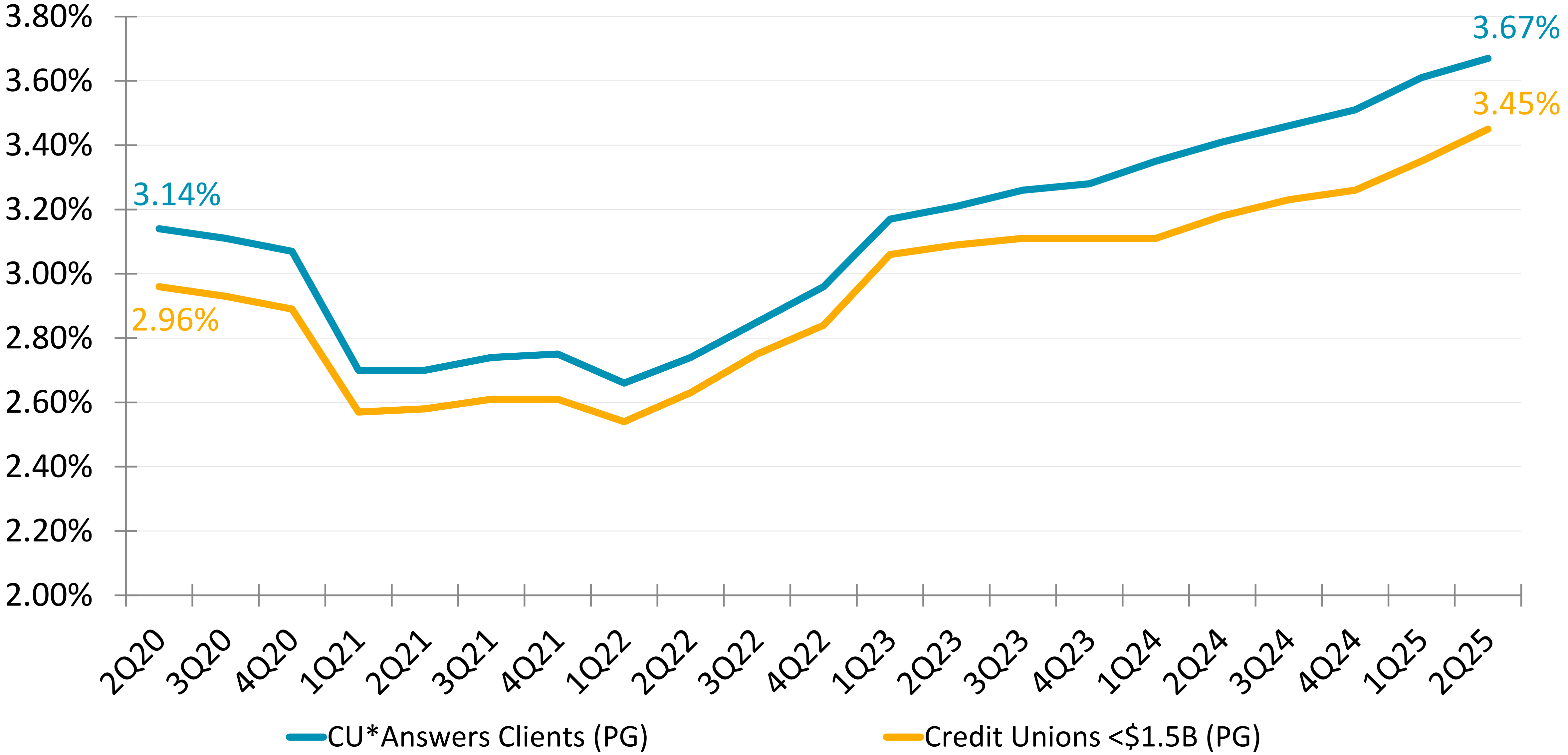
Yield on Loans

Interest Expense/Average Assets



Net Interest Margin



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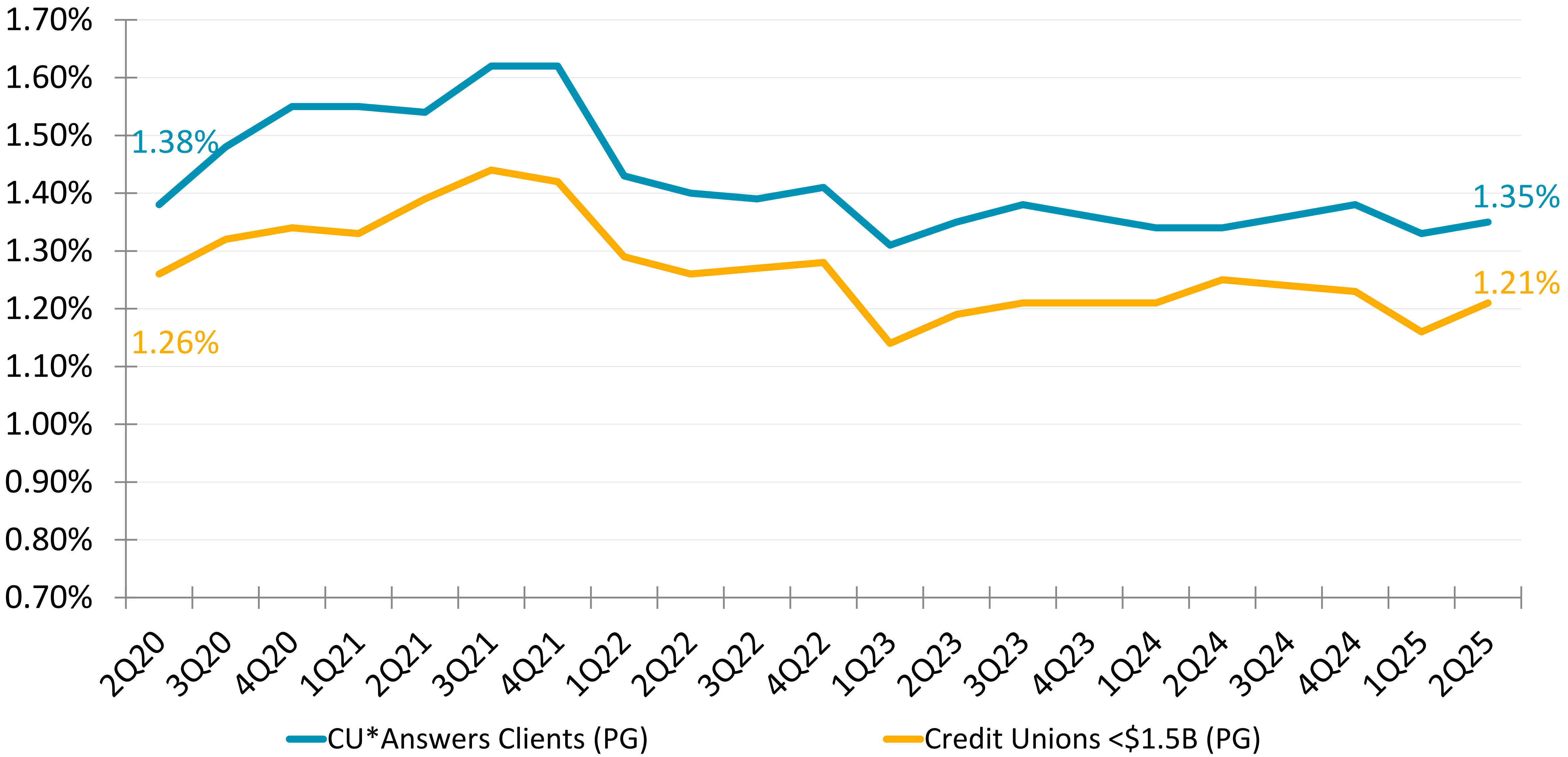
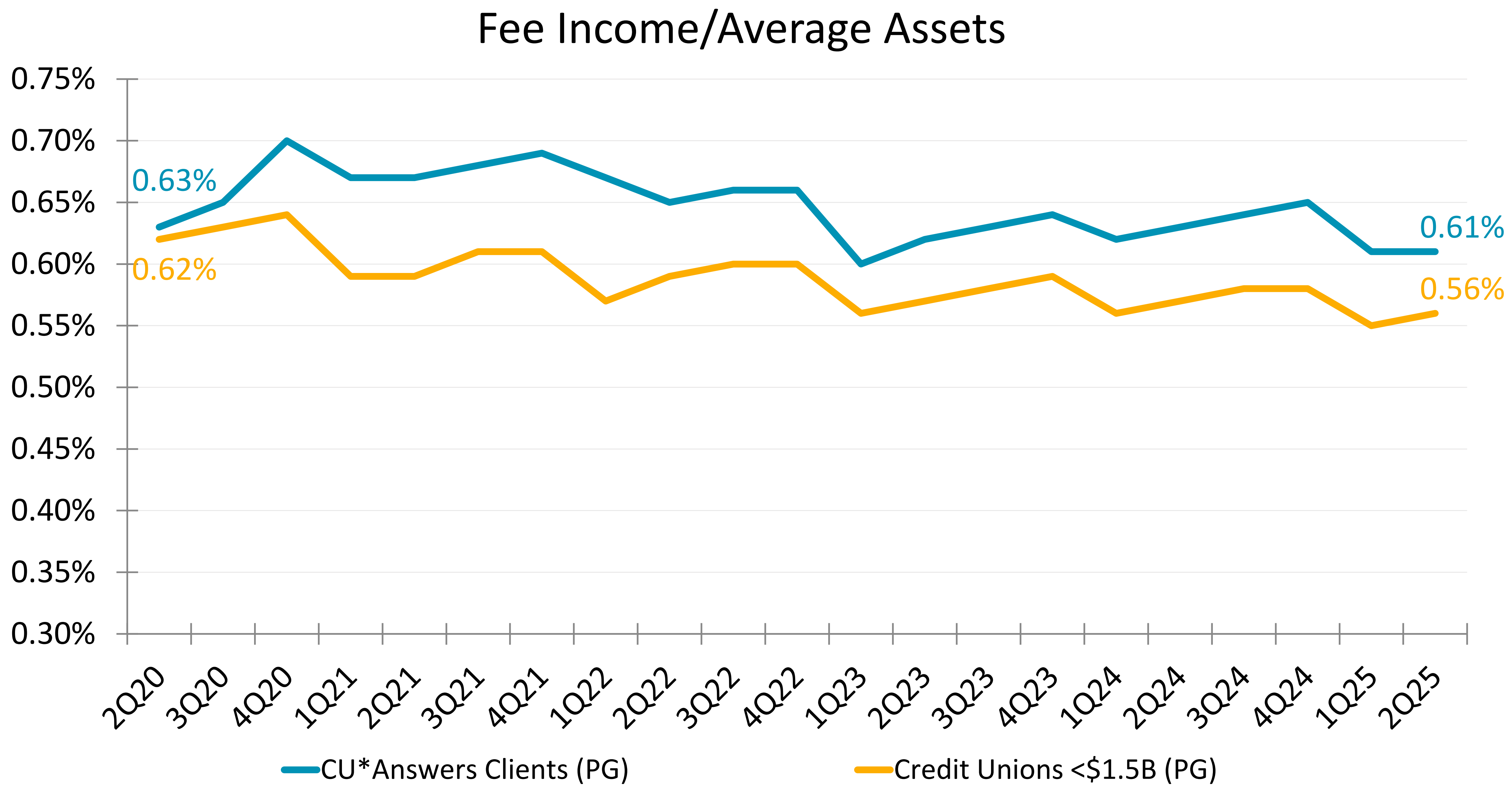
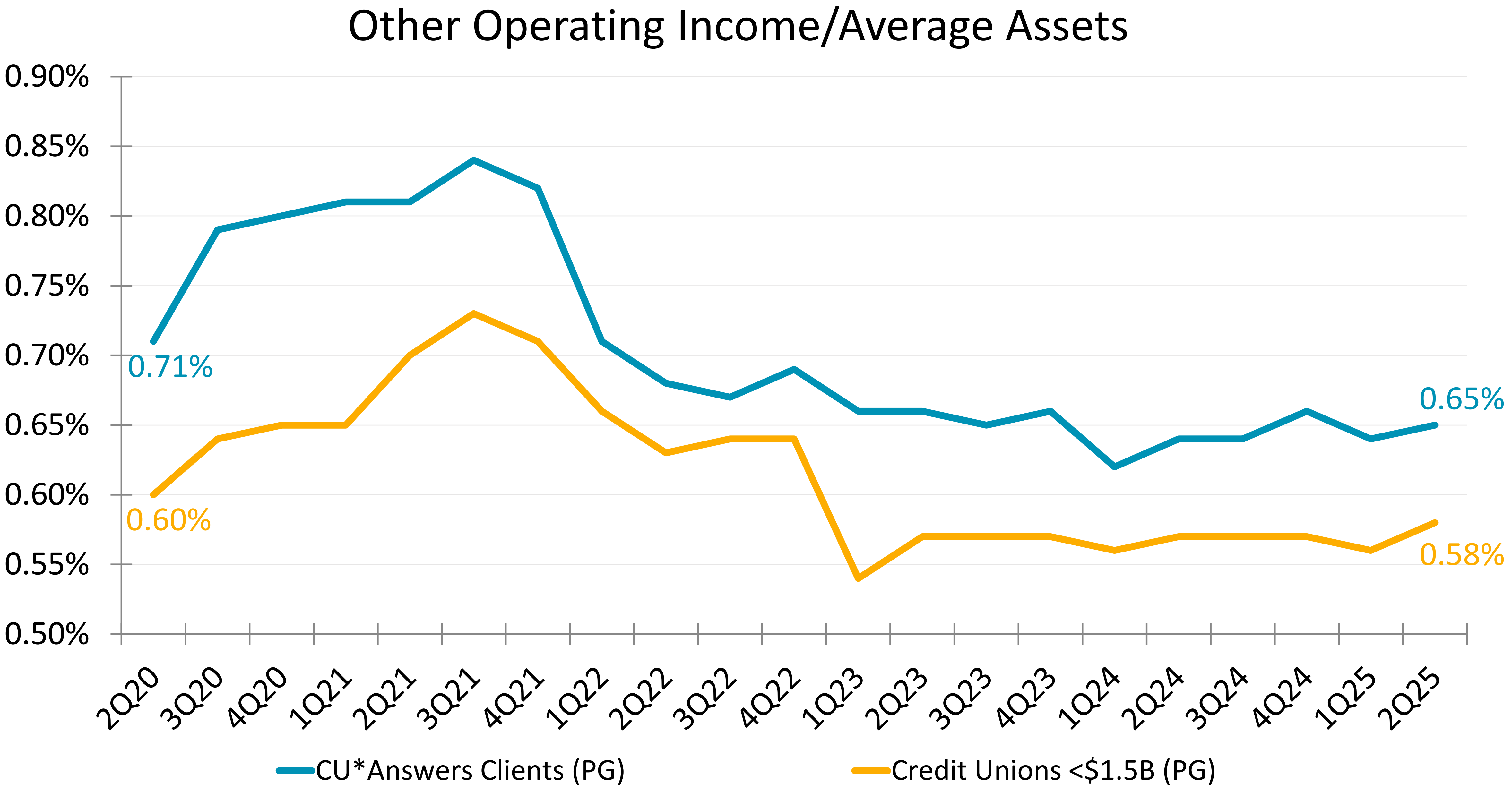
Non-Interest Income/Average Assets



CALLAHAN & ASSOCIATES

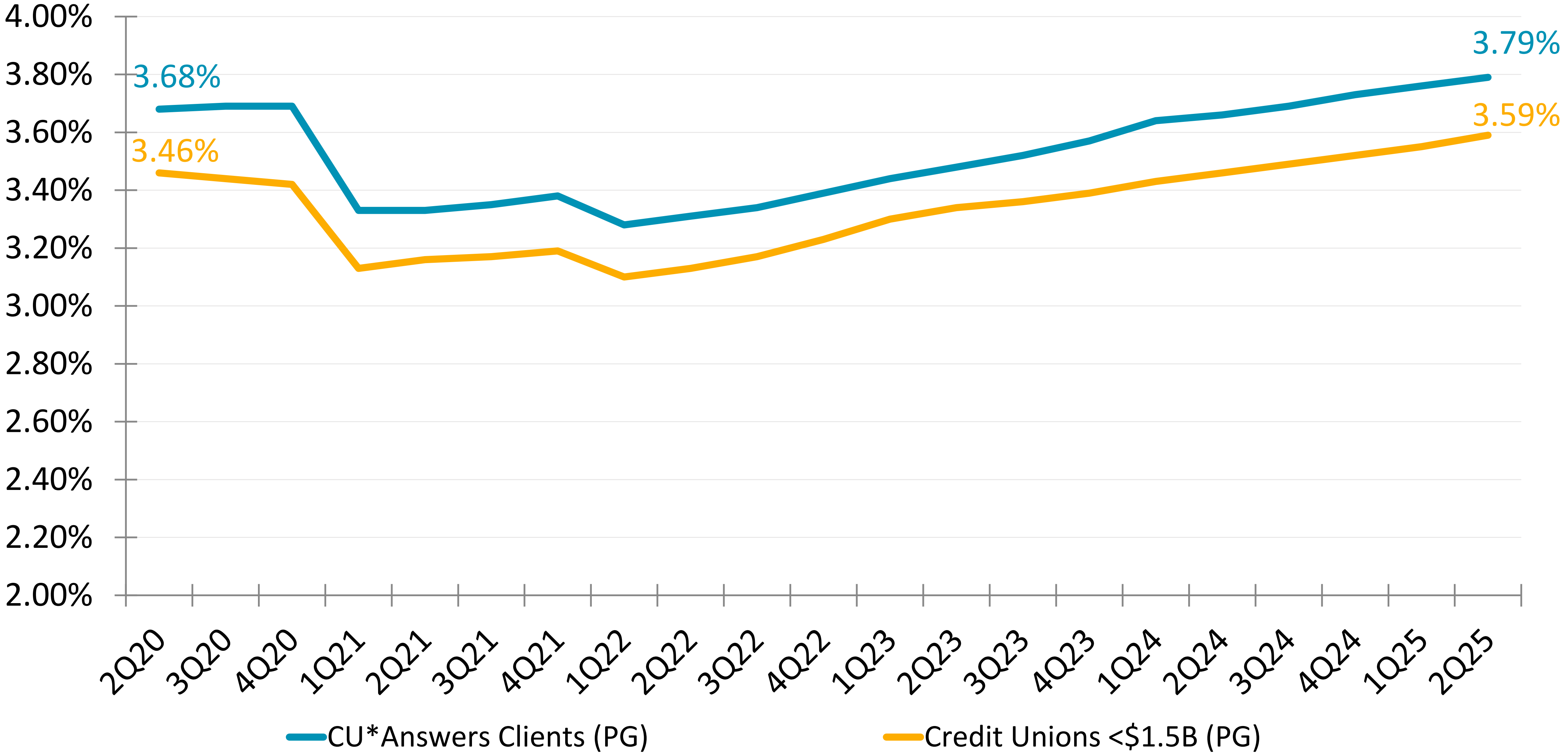


CALLAHAN & ASSOCIATES

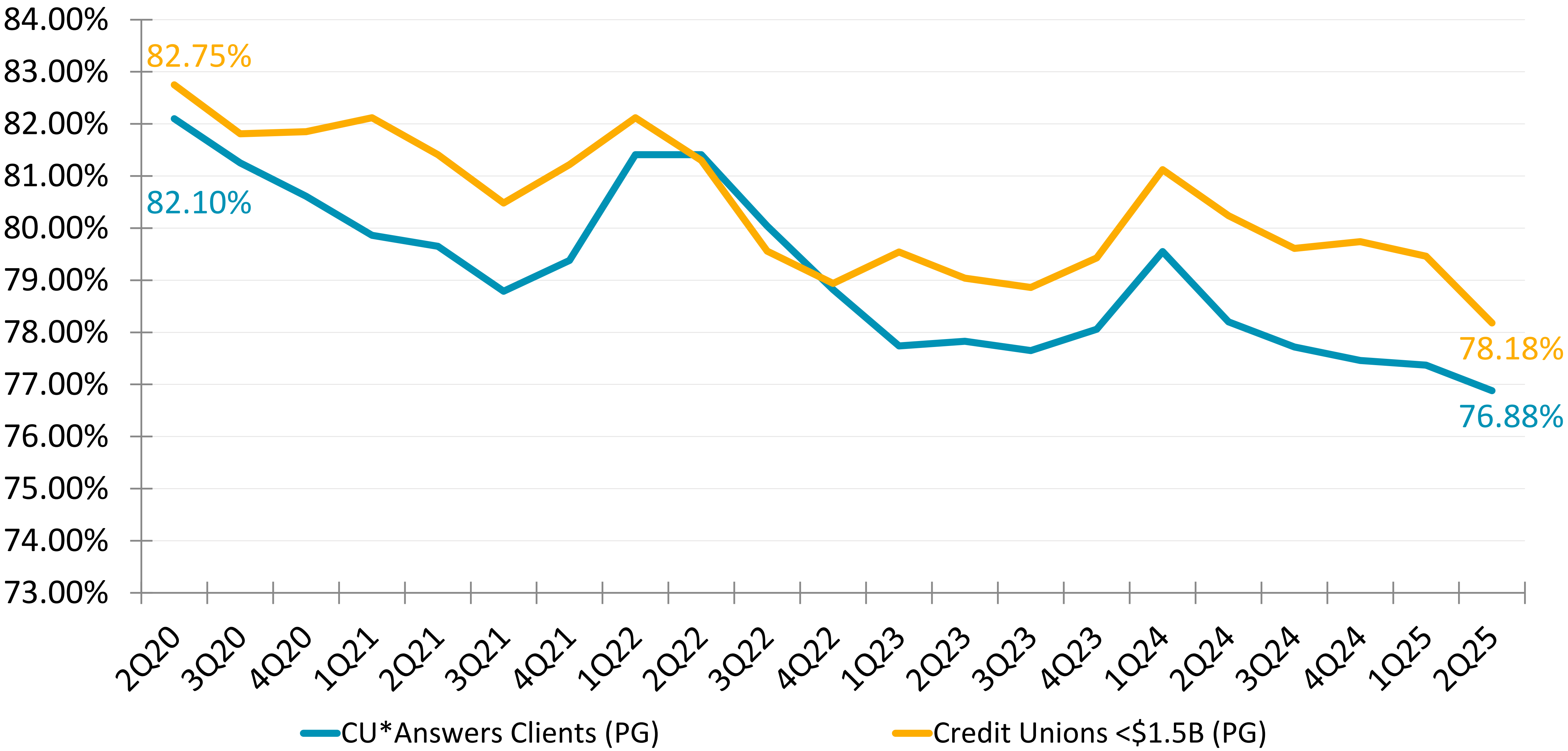


Other Operating Income/Average Assets
0.90%
0.85%
0.80%
0.75%
0.70%
0.65%
0.60%
0.55%
0.50%
0.71%
0.65%
0.60%
0.58%
2Q20
3Q20
4Q20
1Q21
2Q21
3Q21
4Q21
1Q22
2Q22
3Q22
4Q22
1Q23
2Q23
3Q23
4Q23
1Q24
2Q24
3Q24
4Q24
1Q25
2Q25
CU*Answers Clients (PG)
Credit Unions <$1.5B (PG)

Operating Expense/Average Assets



Efficiency Ratio



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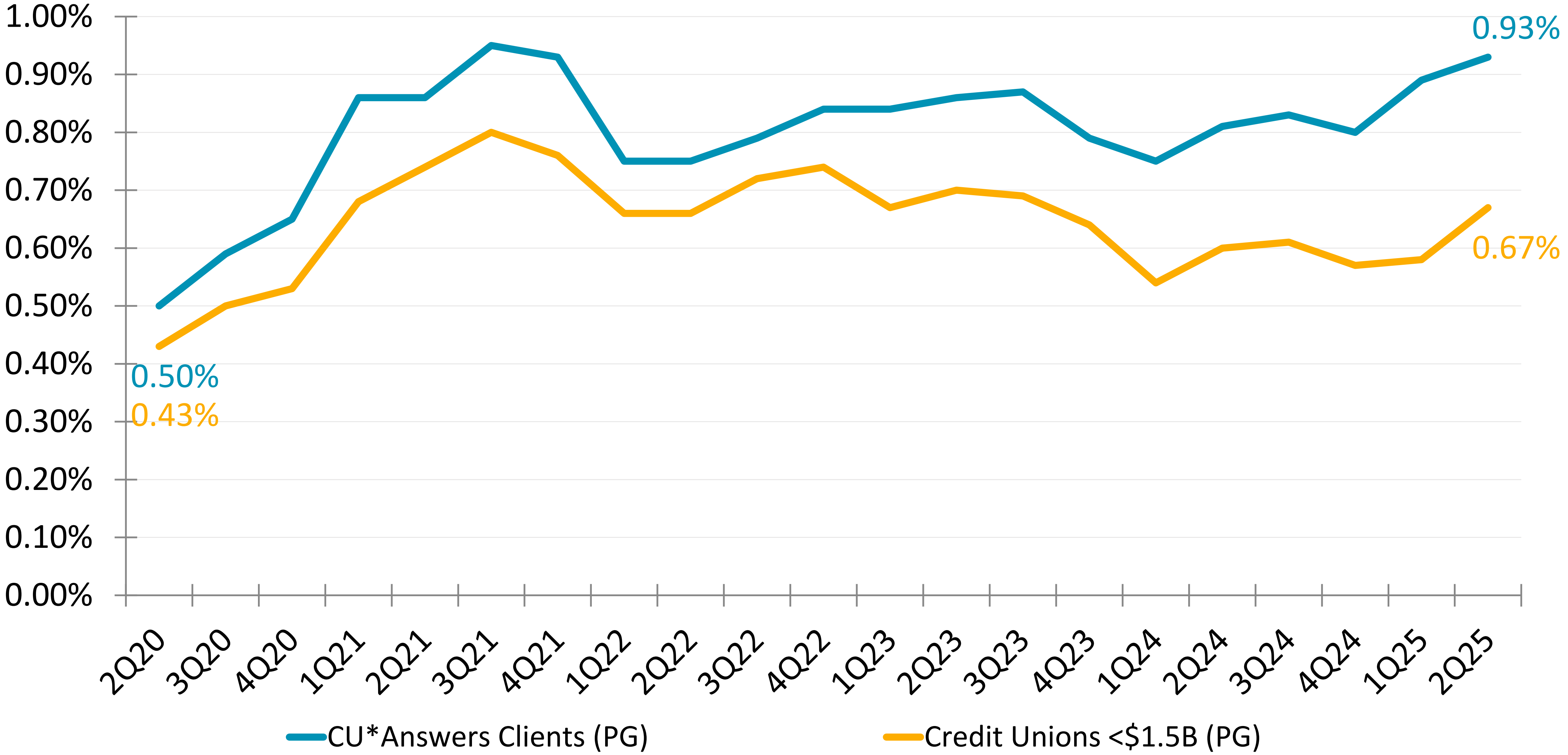
Return on Assets



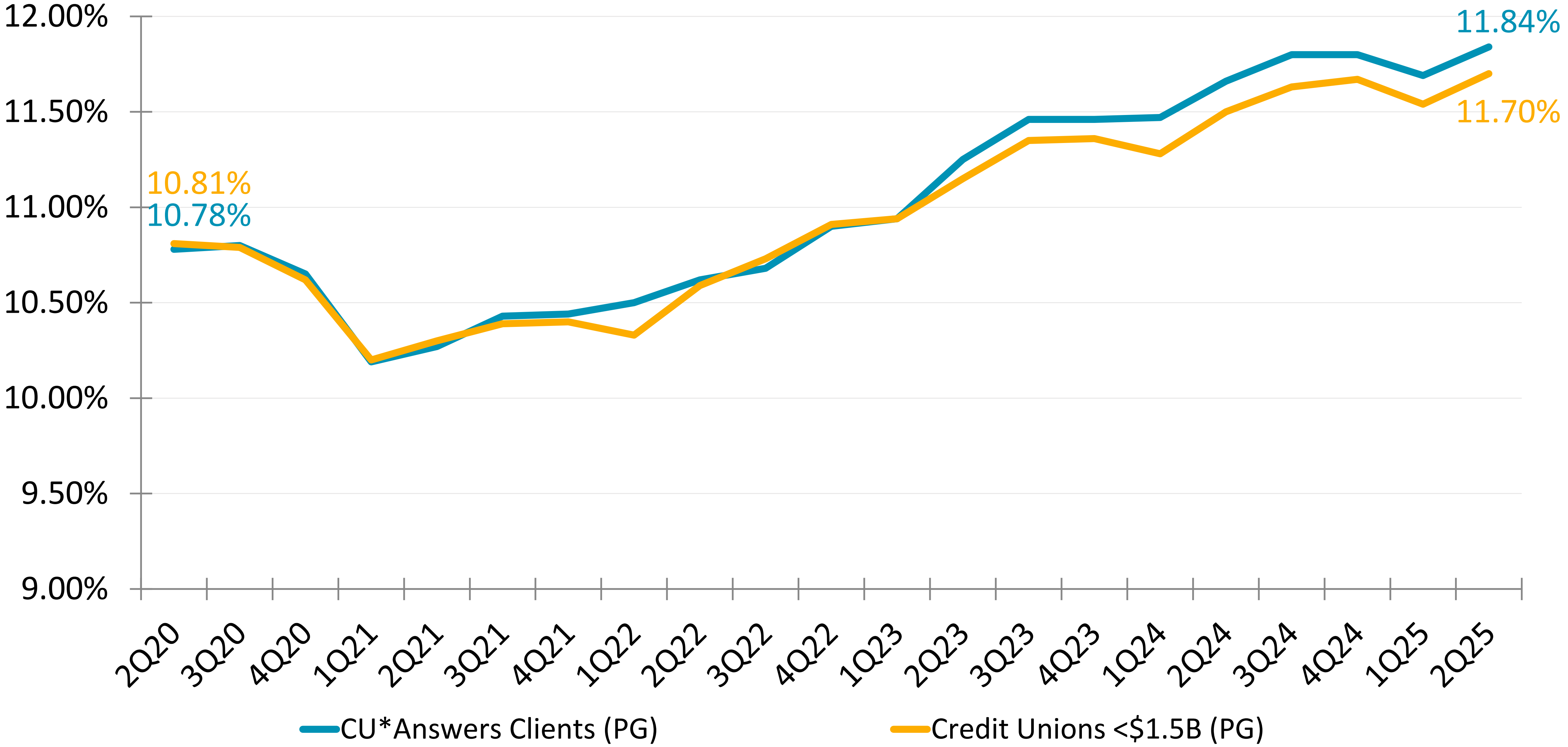
Earnings Model Comparisons

Data as of 06.30.2025

	CU*Answers Clients	Credit Unions <$1.5B
Interest Income	5.06%	4.91%
Interest Expense	1.39%	1.46%
Net Interest Margin	$\boxed{3.67\%}$	3.45%
Non-interest Income	$\boxed{1.35\%}$	1.21%
Operating Expenses	3.79%	3.59%
Provision for Loan Losses	0.30%	0.40%
ROA	0.93%	0.67%

Expressed as a % of Avg. Assets
May not sum due to rounding

Net Worth Ratio



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CU*Answers Clients: Productivity & Member Relationships

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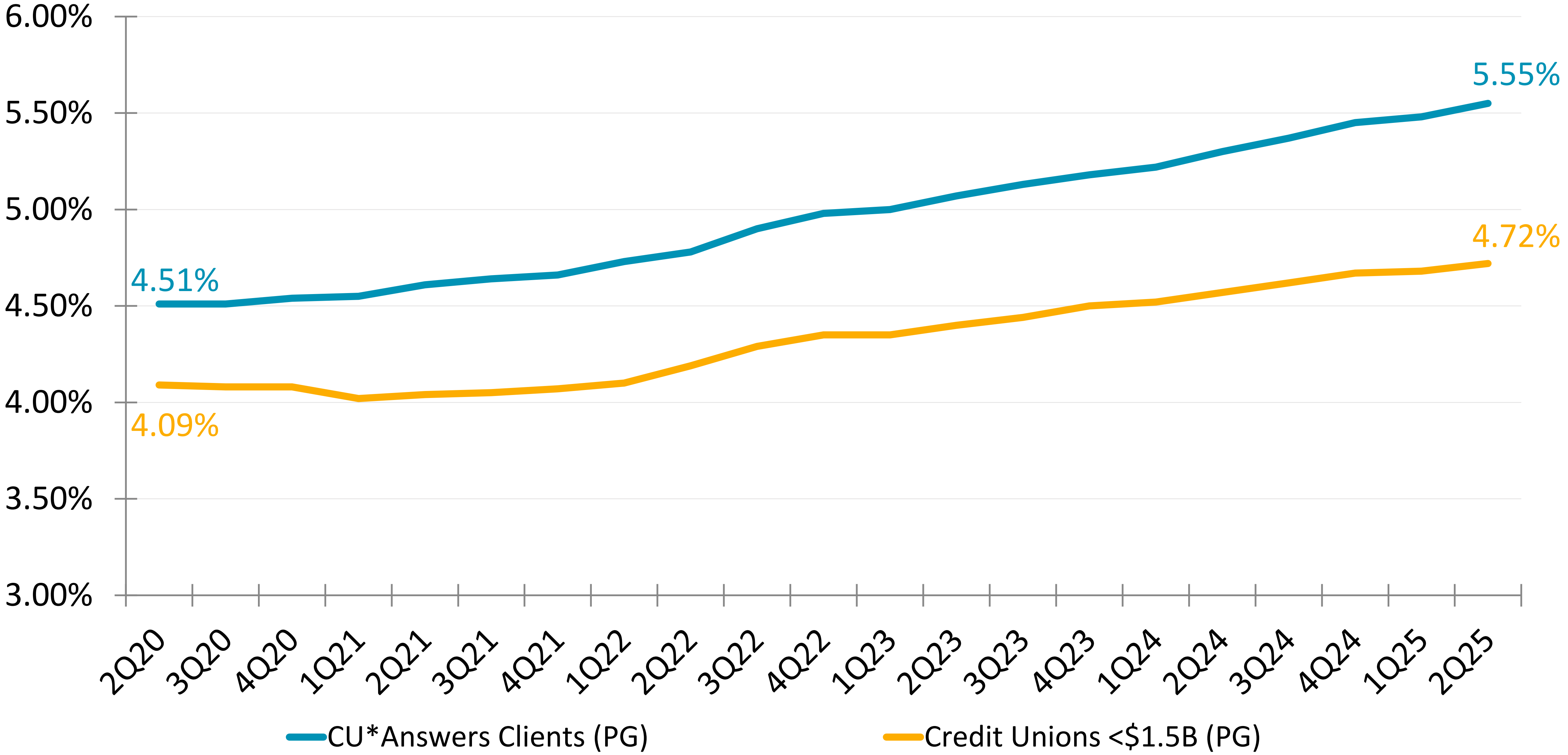
Real Estate Penetration



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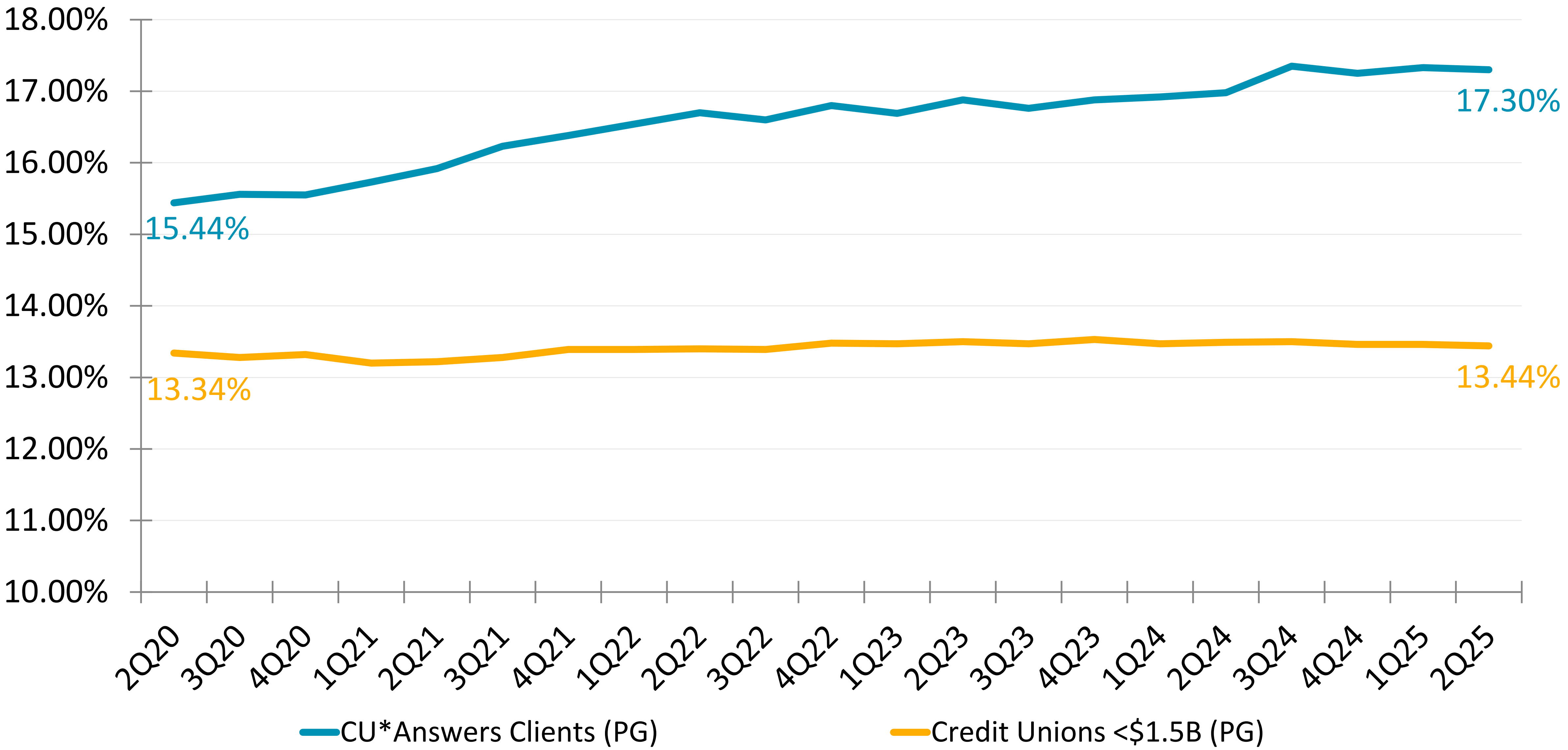
Credit Card Penetration



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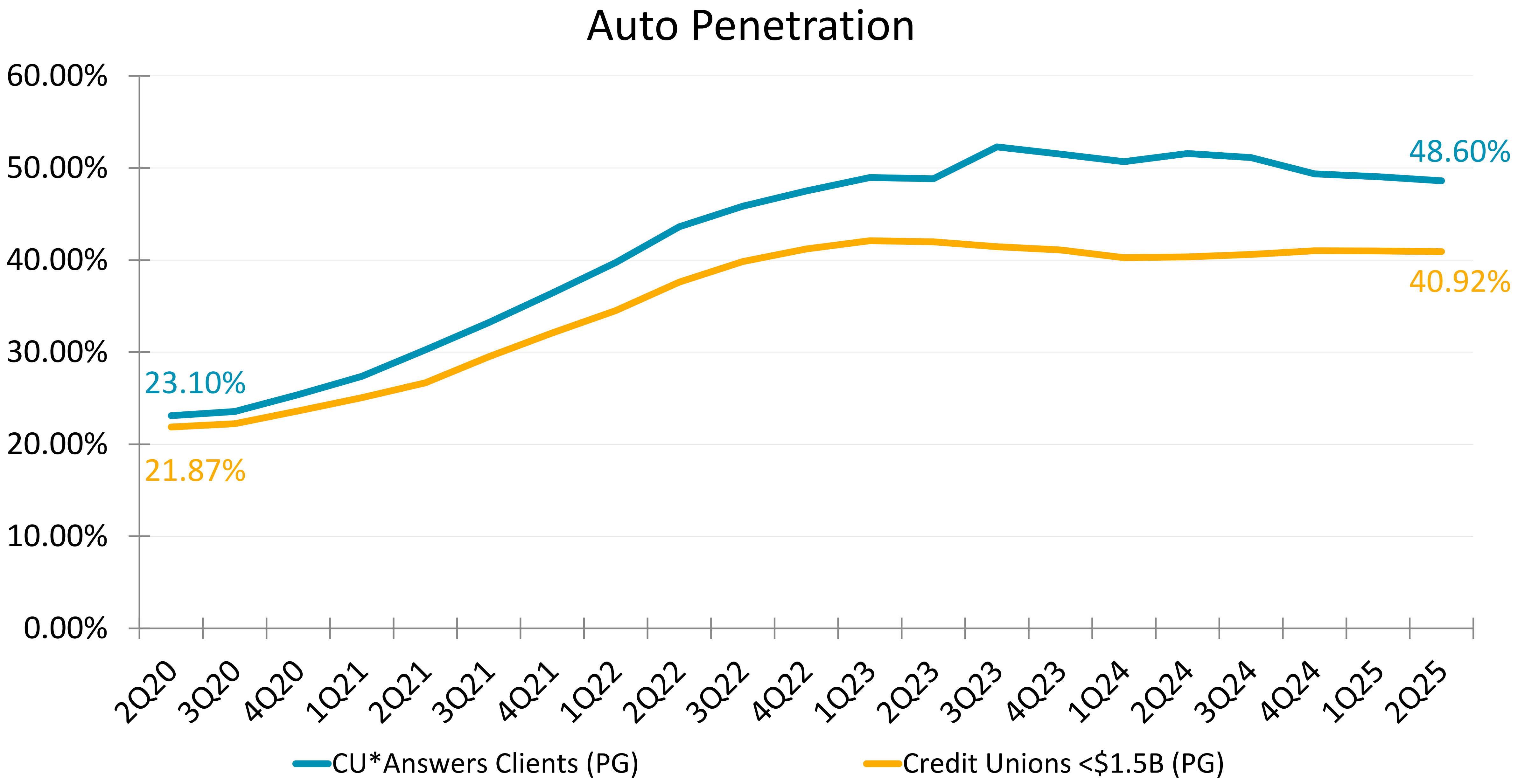
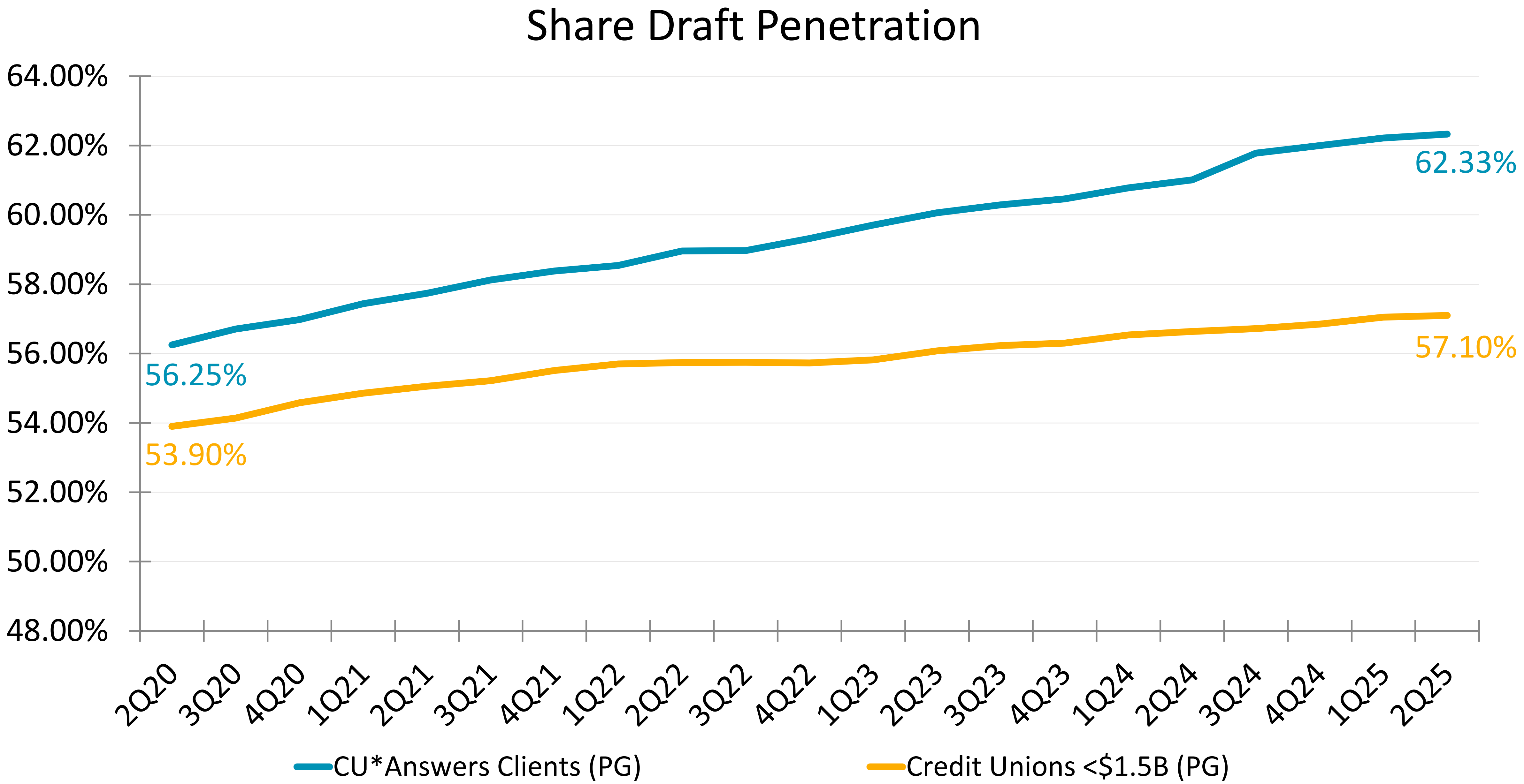


CALLAHAN & ASSOCIATES



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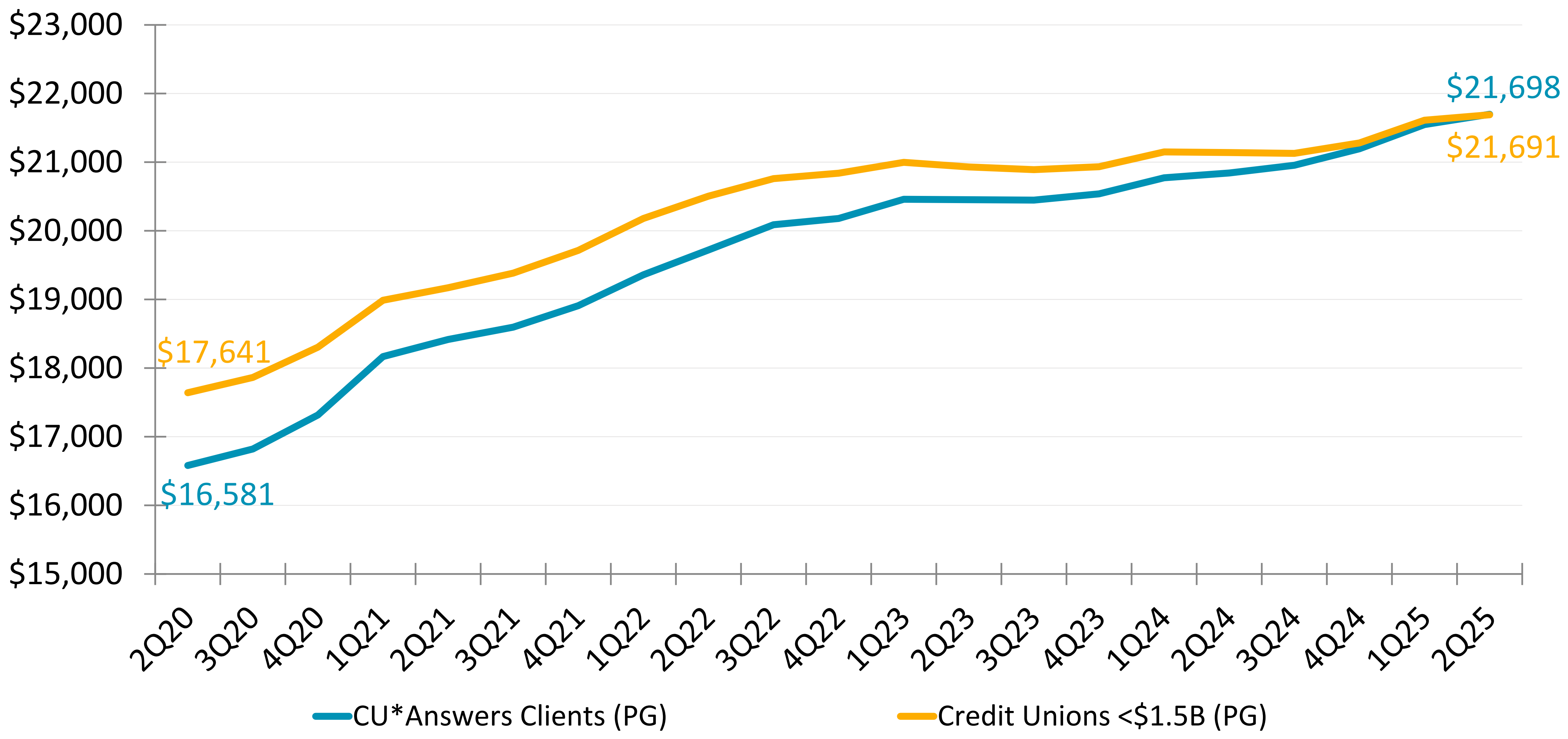
Average Member Relationship (Excluding Commercial Loans)



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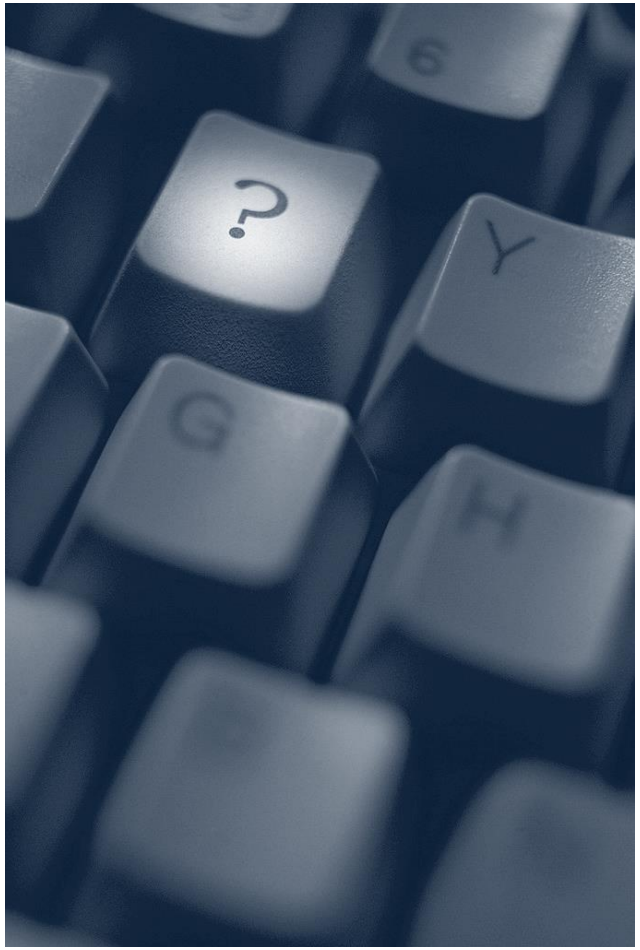
What do you take away from these comparisons?



What's Top Of Mind For Credit Union Executives

Long Term:

- Business Model Evolution
- Strategic Differentiation
- Financial Wellbeing
- Leadership Succession
- Measuring Impact

Strategic Growth Framework

A path to increased relevance and impact.

QUESTIONS?

Jay Johnson
jjohnson@callahan.com

1001 Connecticut Ave NW
Ste. 1001
Washington, DC 20036

callahan@callahan.com
www.callahan.com

800-446-7453

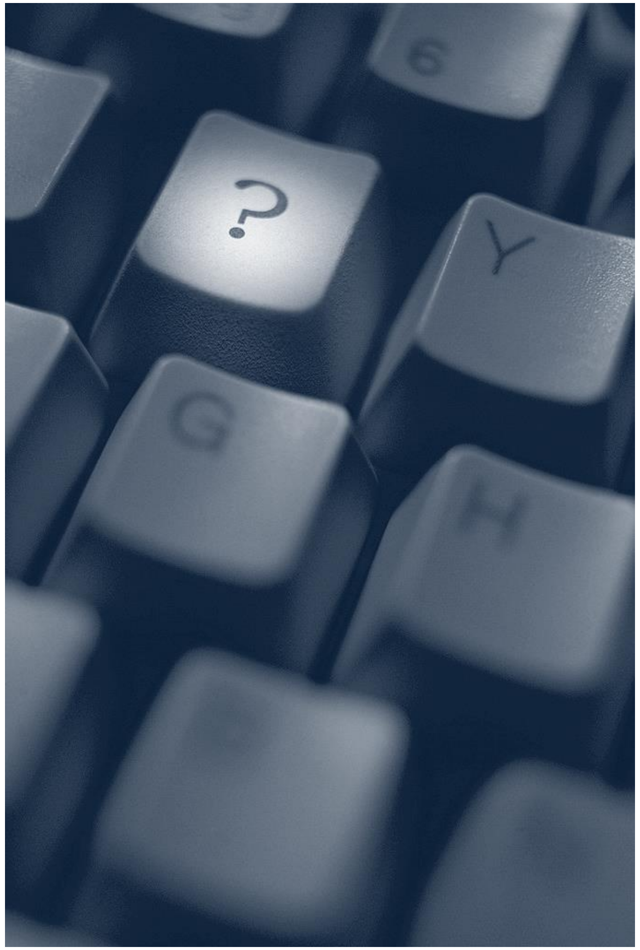
Break time!

Table Discussions

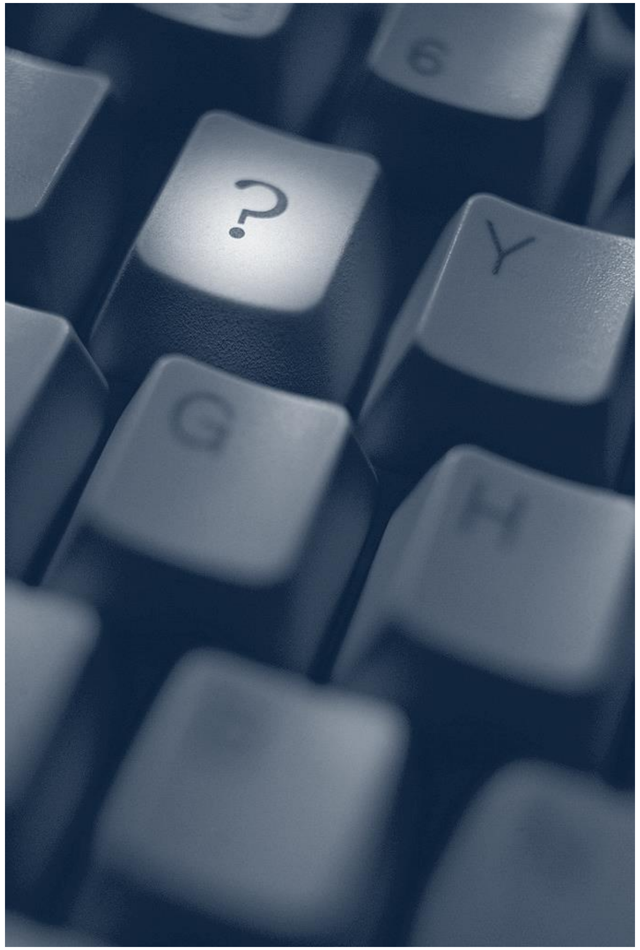
Special Guest Jay Johnson

Special Guest: Jay Johnson, Callahan & Associates

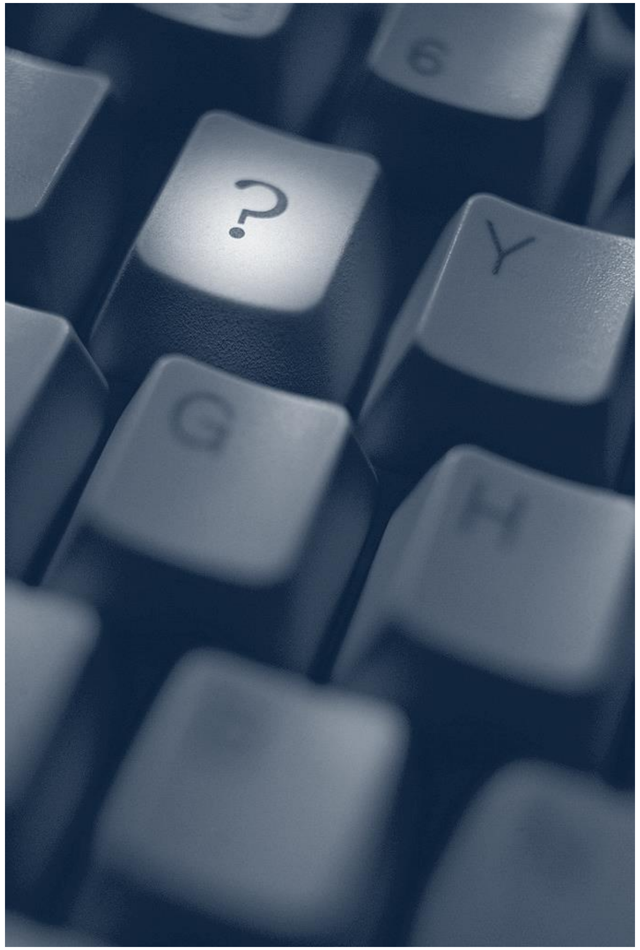
What is your proudest "mission moment" as a CEO this year?



What is the boldest investment you are making in your credit union over the next two years?

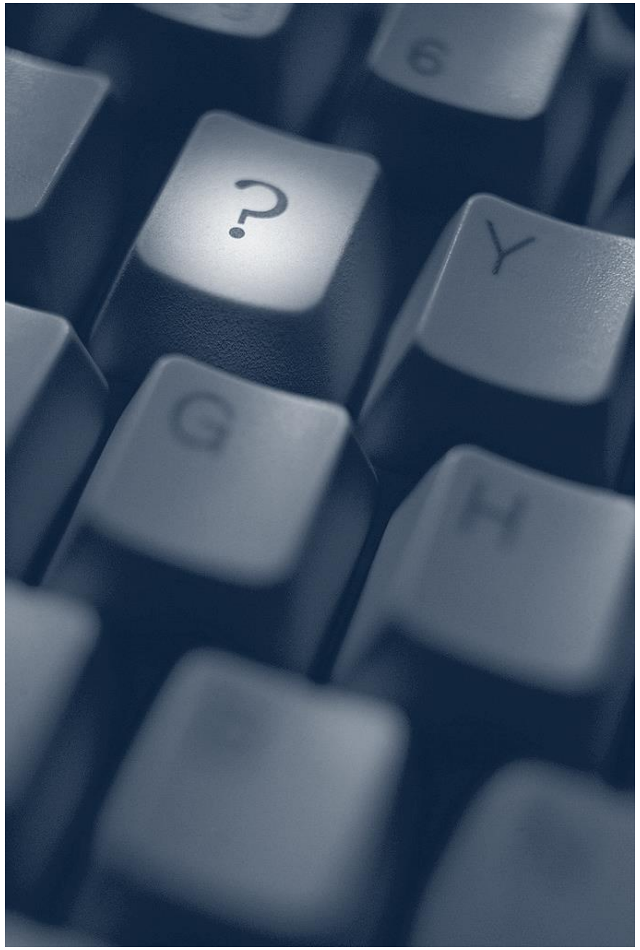


What should credit unions be collaborating on over the next few years?

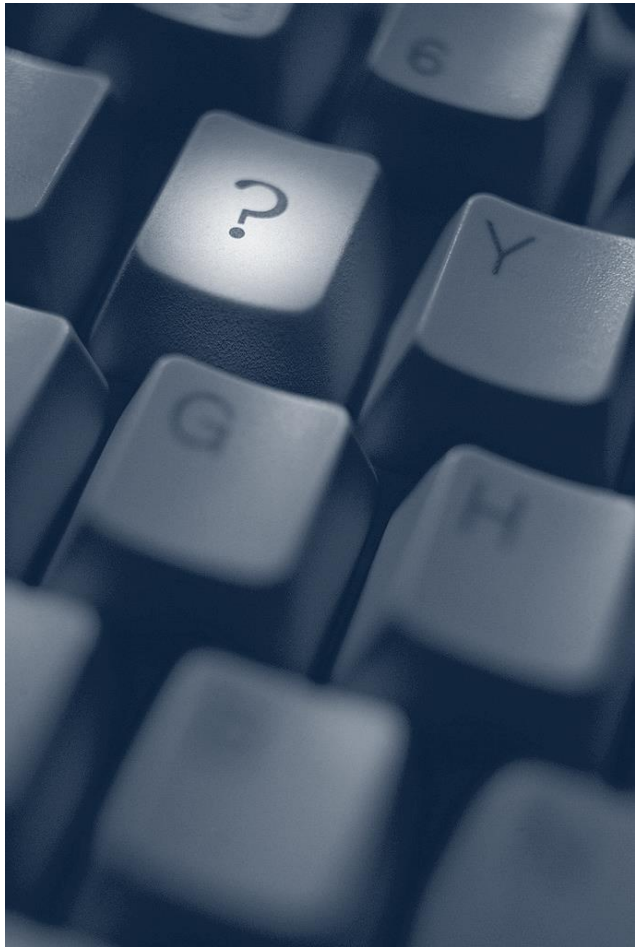


What capability will be most important for your credit union to build, acquire, or partner on to serve your members and sustain momentum over the next few years?

From your seat, what would be the first three steps to accomplishing this "capability"?



What will we be talking about at CEO Strategies in 2028?



CALLAHAN'S POWER INDEX

Callahan's Strategic Growth Framework is a path toward achieving sustainable, member-focused success.

...But how do you prove it?

Doing Well by Doing Good

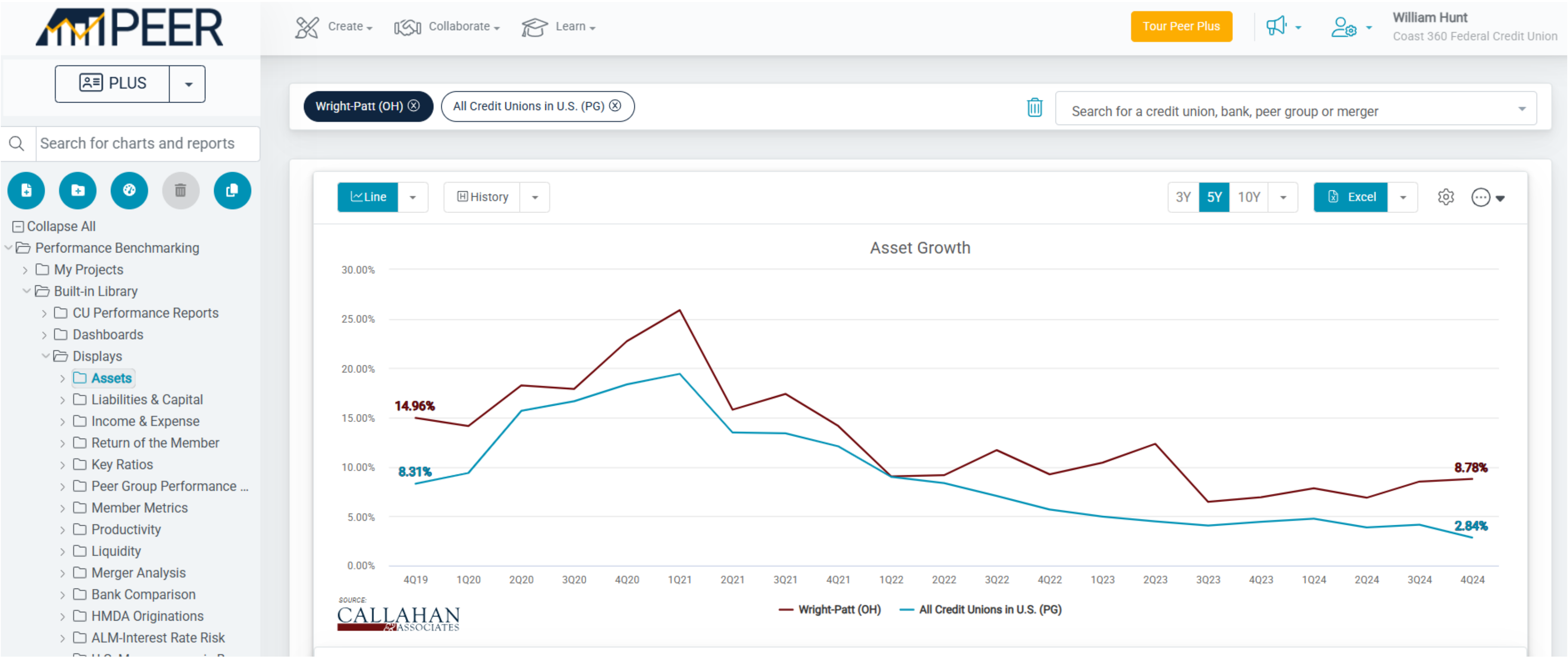
Financial Performance Analysis/ Benchmarking

Power Index

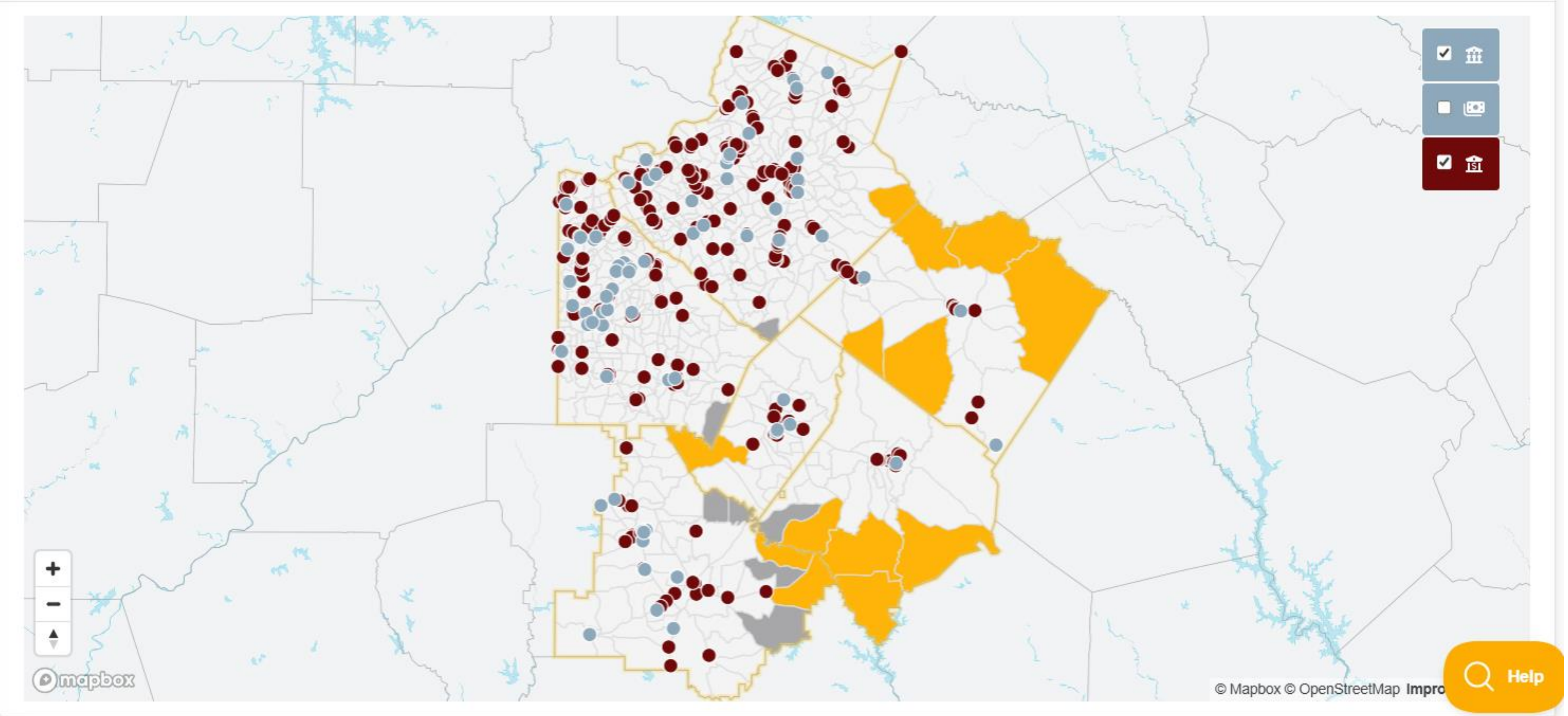
Doing Well…

Financial Performance Analysis/ Benchmarking

Callahan's Peer Premium



…by Doing Good



Power Index

The Power Index

The **Power Index** gives credit unions a *score* to quantify the value they deliver to their communities. It measures how effectively they are fulfilling their purpose.

Example Questions – Your CU's Strategic Focus

Score the below phrases by how much they matter to your credit union's mission:

- I want to get my members into homes
- I want to provide equitable opportunities to underserved communities
- I want to help my members get to work
- I want to educate my members on their finances
- I want to partner with local companies to support community growth
- I want to help my members manage their budgets

Power Categories (Examples)

- Auto Lending
- Credit Lending
- Home Lending
- Commercial Lending
- Primary Banking
- Accessibility
- Financial Education
- Community Service
- Charity
- Staff Support
- Technology
- Equitable Banking
- Community Development
- Member Engagement

A Purpose-Weighted Power Index

The credit union's answers to the questions determines Power Category weighting in our algorithm, allowing for some customizability for mission

The End Result: A Purpose-Weighted Power Index

Ongoing –Measure Strategic Growth

The Initial Score functions as an immediate quantifier, but also as a **foundational index point**

After the Initial Score, future updates will follow a modified algorithm that emphasizes growth/change/improvement in the mission areas

The Power Index will thus quantify both current impact on communities, and progress made over time

Between the **Power Index** and traditional **Performance Benchmarking**, we can quantify the elements of Callahan's Strategic Growth Framework

"How well are we achieving our Purpose as a credit union?"

Use Cases for a Power Index Score

<u>Improvement toward Purpose:</u>

- **Strategy Building** – Find areas of improvement. Design strategy around distinction. Build targeted plans to achieve goals and fulfill purpose.

- **Track Progress** – How does your score change over time? Are your strategies working?

<u>Promotional:</u>

- **Advocacy** – Quantify the credit union value-add. Tell the credit union story.

- **Marketing** – Tell your story to members and potential members.

Who Needs The Power Index?

Telling the CU Story:

- CEOs
- CMOs
- Advocacy Groups

Improvement toward Purpose (Tactical Use):

- CMOs
- CLOs
- Heads of Advocacy and Compliance

Interested in participating?

Contact Jennifer Davis:
jdavis@callahan.com

THANK YOU!

Jay Johnson
jjohnson@callahan.com

1001 Connecticut Ave NW
Ste. 1001
Washington, DC 20036

callahan@callahan.com
www.callahan.com

800-446-7453

Thanks for the day!

Day 2

CEO Strategies 2025

November 4-5, 2025

cuasterisk.com

The State of Blockchain, Crypto, and Stablecoins

Special guest: John Ainsworth

Metallicus

What Is a Stablecoin?

- A digital representation of money on blockchain networks
- Designed to hold its value by being backed 1:1 with a stable asset (usually U.S. dollars)
- Unlike cryptocurrencies such as Bitcoin or Ethereum, stablecoins are not volatile
- Functions like a bridge between traditional banking and digital innovation

Metallicus

Real-World Use Cases for Stablecoins

- **Peer-to-Peer Payments** – Instant transfers between individuals
- **Business Payments** – Faster B2B settlement, cross-border trade without delays
- **On and Off-Ramps** – Moving funds between crypto exchanges and banks
- **Digital Wallets** – PayPal USD and others enabling everyday spending
- **Treasury Management** – Corporates using stablecoins to hold digital cash equivalents
- **Credit Union Opportunity** – Keeping funds in-network with a CU-issued stablecoin

Metallicus

Why Should Credit Unions Pay Attention?

- **Member Retention**: Keep deposits from flowing to fintechs and crypto exchanges
- **Modern Payments**: Enable real-time P2P and A2A inside your ecosystem

  Competitive Edge: Stand out from larger banks and fintech platforms
- **Loyalty and Rewards**: Programmed directly into stablecoin transactions

Questions to Explore

- Should credit unions issue their own stablecoin?
- How does this fit with current core systems and payment rails?
- What operational or compliance challenges need solving?
- Could this be part of your broader CU innovation strategy?

Metallicus

Recommendations

- Watch closely
- Consider pilot participation
- Align with Investifi when market is ready

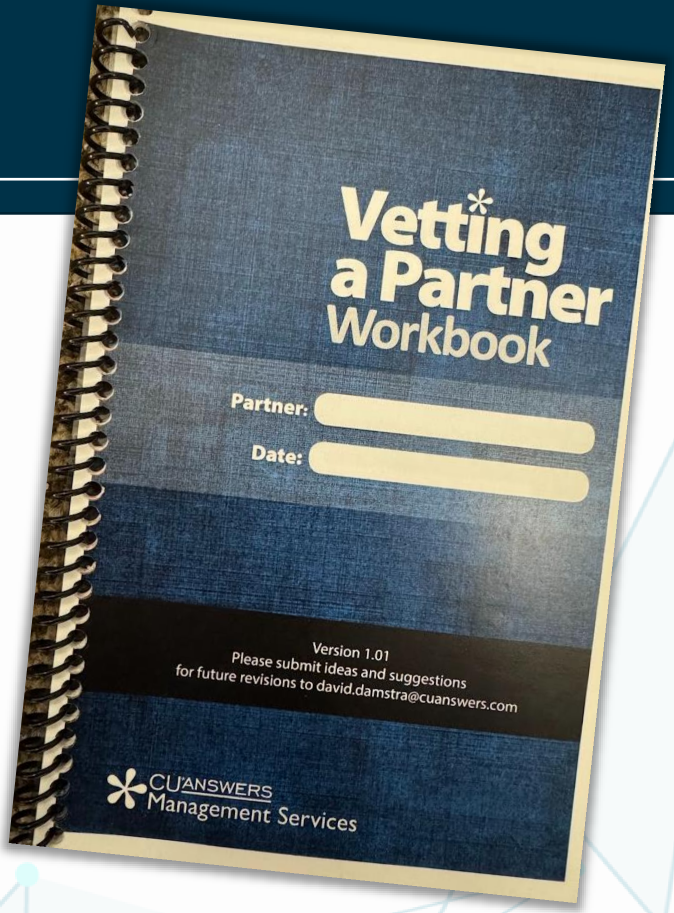
Your Strategic Plan

Get Us Involved in Your Strategic Planning

- Starting to get your plan ready? Share your drafts with us!
- We can help complement it
- Synch up

"Vetting a Partner"

- Success touchpoints
- Is it more than just your CU?
- What compromises might be made to make it a network play?



Remember this?

Top 5 Ideas For Your 2026 Strategic Plan

Will you move on these in 2026?

Learn more

Top 10 Ideas For Your 2026 Strategic Plan

1

CU*Forms

Get signed up, trained, and start building templates!

Learn more

Top 10 Ideas For Your 2026 Strategic Plan

2

CU*Pay

Fill out the survey available on the app and the sample notice not to auto-renew your EFT contract.

Learn more

Top 10 Ideas For Your 2026 Strategic Plan

3

CU WealthNext

Start thinking about how your credit union might employ their tools

Learn more

Top 10 Ideas For Your 2026 Strategic Plan

4

DWA

Take advantage of the 10% discount for IT audits and assessments

Learn more

Top 10 Ideas For Your 2026 Strategic Plan

5

Mentorship Program

Find a mentor
Be a mentor

cuanswers.com/resources/mentor

Top 10 Ideas For Your 2026 Strategic Plan

Honorable Mentions

Authenticate Me

MemberPass getting a new name—have you signed up?

Mosaic & MOP

A new way to approach membership opening online.

RTP & FedNow

You'll want to be on both rails!

Wrap-up

- Feedback on this year’s format?
- Would you send your management team to a Zoom session(s) to review these ideas?
- Ideas for next year’s event?

Thanks for the day!